



The State University of New York

SUNY START-UP NY

Campus Plan for Designation of Tax-Free Area(s) Memorandum (CPM)

To: Dr. Nancy Zimpher, Chancellor, State University of New York
From: Kevin P. Kearns, Vice President for Engagement and Economic Development, SUNY Fredonia
Subject: SUNY Fredonia Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan")
Date: 9-6-2016

For campus Office of the President:

The arrangement documented in the attached Campus Plan is aligned to the academic mission of SUNY Fredonia and in accordance with all SUNY policies, procedures, and guidelines.

Signature of campus President

Virginia Horvath
President, SUNY Fredonia

FOR SUNY SYSTEM ADMINISTRATION USE ONLY

For SUNY's START-UP NY Proposal Review Team Co-Chair: It is recommended by the SUNY START-UP NY Proposal Review Team that the Chancellor [approve/reject] the attached Campus Plan:

Proposal Review Team Co-Chair

Date

[insert Co-Chair's name]

For SUNY Office of the Chancellor:

The attached Campus Plan is hereby [approved/rejected] for campus submission to the chief executive officer of the municipality or municipalities in which the proposed Tax-Free Area is located, local economic development entities, the applicable campus governance bodies, union representatives and the and the NYS Commissioner of Economic Development.

Signature of the Chancellor or designee

Date

[insert Chancellor or designee name]



The State University
of New York

To: Howard Zemsky, NYS Commissioner of Economic Development
From: Virginia S. Horvath, President, SUNY Fredonia
Subject: SUNY Fredonia Campus Plan for Designation of Tax-Free Area(s)
Date: 9-6-2016

I, Virginia Horvath, President of SUNY Fredonia hereby, certify the following:

- a) We have provided a copy of the enclosed Campus Plan for Designation of Tax-Free NY Area, to the municipality or municipalities in which the proposed Tax-Free NY Area is located, local economic development entities, the University Senate at SUNY Fredonia, union representatives, and Student Association at least 30 days prior to submitting the plan to you and attached evidence of submission herewith; and
- b) We comply with Public Officers Law Section 74; State University of New York's Policy on Conflict of Interest and attached copies of the polices and/or guidelines herewith; and
- c) We comply with the Commissioner's rules and guidelines on anticompetitive behavior (NY EDL, art. 21, sect. 440); and
- d) We are aware of the non-governmental use limitations associated with state issued tax exempt bonds and if our proposed Tax-Free NY Area was financed with tax exempt bonds, we will: 1.) make potential businesses aware of these limitations when marketing property; and 2.) take appropriate steps to ensure that non-governmental use of property funded with tax-exempt bonds will not jeopardize the tax exempt status of state issued bonds; and
- e) We consulted with the municipality or municipalities in which such land or space is located prior to including such space or land in the proposed Tax-Free NY Area, and we have given preference to underutilized properties; and
- f) We have not relocated or eliminated any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, or any other facility, space, or program that actively serves students, faculty or staff in order to created vacant land or space to be designated as a Tax-Free NY Area; and
- g) The information contained in the enclosed application is accurate and complete.

PRESIDENT'S SIGNATURE

DATE



START-UP NY CAMPUS PLAN FOR DESIGNATION OF TAX-FREE AREA(S)

Campus Name: Fredonia State University at New York
Campus Contact Name: Kevin P. Kearns
Campus Contact Title: Vice President, Engagement and Economic Development
Campus Contact E-mail: Kevin.Kearns@fredonia.edu
Campus Contact Phone: (716) 673-3758

THE TAX-FREE NY AREA PLAN SHALL BE DEVELOPED BY THE CAMPUS TEAM AND PROVIDE THE FOLLOWING REQUIRED INFORMATION:

- 1) Specification or identification of space or land proposed for designation as a Tax-Free NY Area identifying the following:
 - i. Provide the name and address of the SUNY, CUNY or community college seeking approval as a Sponsor, the address of the space or land proposed for designation as a Tax-Free NY Area, and a written description of the physical characteristics of the area for designation.

Name:	Fredonia
Campus Address:	280 Central Avenue Fredonia, NY 14063

Address(es) of Proposed Tax-Free NY Area(s) :

- 1) Fredonia Technology Incubator
214 Central Avenue
Dunkirk, NY 14048
- 2) Fredonia Campus
280 Central Avenue
Fredonia, NY 14063
- 3) Fredonia Foundation Building (hereafter “Franklin Properties”)
60-62 Franklin Avenue
Dunkirk, NY 14048
- 4) Dunkirk Lakefront Property Parcel
Dunkirk, NY 14048*
- 5) **75 Bourne Street**
Westfield NY 14787

Description of Physical Characteristics of Proposed Tax-Free NY Area(s):

Five properties are identified in the Fredonia Campus Plan: A) The Fredonia Technology Incubator in Dunkirk, NY; B) Vacant land (4.13 acres) on the Fredonia campus; C) The Fredonia Foundation Office building in Dunkirk, NY, and D) A Dunkirk NY Lakefront parcel (1.86 acres) owned by the City of Dunkirk. The locations of these properties are shown in the map of Fredonia properties (Appendix E). **The fifth property is located at 75 Bourne Street in Westfield.**

A) Fredonia Technology Incubator (FTI) (ID# SU-105-1-B-0078-000-A)

Location/Area

The Fredonia Technology Incubator (FTI) is located in the City of Dunkirk’s Downtown Waterfront Business District. Dunkirk is adjacent to the Village of Fredonia, the home of the Fredonia Campus. An FTI map, photo, and floor plans are included in the appendices (A; A.1; A.2; A.3). FTI is a campus building and partner in the WNY Innovation Hot Spot (Appendix G).

Dunkirk is located along Lake Erie, 50 miles southwest of Buffalo. The city is easily accessible by Interstate 90, and the region offers timely connections to all major metropolitan areas in the Midwest, Eastern United States, and Canada. Dunkirk harbor provides open access to Lake Erie. The city offers lakefront marinas, accommodations, lakefront parks, and beaches.

An abundance of natural resources, workers, and technological support networks provide businesses with competitive opportunities for growth. Housing and commercial properties are diverse and affordable.

FTI Facility

FTI is a modern, energy-efficient, 22,000 sf LEED Silver building with both shared and private client space available for occupancy. High-speed internet and wireless connectivity are available throughout the facility. The Incubator includes a state-of-the-art smart classroom/boardroom that seats 50. In addition, there are two smaller conference rooms, one on each floor, that accommodate six. Three dry labs (no chemicals or heavy machinery) are also available for use on the second floor of the building. These labs are approximately 600-800 sf. Each of the dry labs includes sinks, storage, offices, etc. The restrooms include a shower. Both large (~420 sf) and small offices (~210 sf) are available for occupancy. Larger offices are interconnected for ready expansion into office suites.

B) Fredonia Campus Property (ID #: SU-105-1-L-F.1.0-000-A)

Fredonia State University of New York, established in 1826, is a four-year, residential liberal arts and sciences university that offers over 80 major and 40 minor academic undergraduate and graduate programs. Fredonia's few academic divisions are the College of Liberal Arts and Sciences, the College of Visual and Performing Arts, the College of Education, and the School of Business (Appendix E: Fredonia Properties).

The campus is located on approximately 250 acres in the historic village of Fredonia. All campus buildings have high-speed internet and wireless access. Current enrollment is approximately 5,300 undergraduate and graduate students. Although Fredonia is well known for its School of Music and its visual and performing arts programs, it is a comprehensive university with excellent programs in the sciences, humanities, business, and education.

The Fredonia College Lodge is owned and operated by the nonprofit Faculty

Student Association (FSA). The Lodge (www.collegelodge.com/About.aspx), approximately 11 miles from campus in Brocton, NY, is situated on 200 scenic acres and includes a nature preserve and groomed trails for hiking and cross-country skiing. Businesses affiliated with the university find the location ideal for workforce training, professional seminars, and social functions. The property includes a gathering hall for events (with catering kitchen) and a 90-bed sleeping lodge.

Vacant on-campus building space for public-private partnerships is currently very limited. However, the opening of the new Science Center in Fall 2014 will provide an opportunity for enhancing research affiliations. The new Science Center added 57,415 net square feet to the campus inventory. Occupants of the Science Center include the Departments of Biology, Chemistry, and Biochemistry, as well as faculty affiliated with Environmental Studies and Science Education programs. The Science Center enhances academic programs and provide a modern, collaborative environment for research.

Designated Fredonia Campus Property:

There are 4.13 acres of campus land being designated for development with partner businesses along the western border of campus (Appendix B: Fredonia Campus Property). According to our facilities planning staff, the property can accommodate two custom buildings - 45,000 – 60,000 sf each - on the designated campus land.

C) Fredonia Foundation Office Building, Dunkirk, NY* (ID# SU-105-1-B-FF1.0-000-A)

The Franklin Properties office building was recently acquired as a gift to the university through the Fredonia Foundation, following the sale of the Cliffstar corporation. This 25,290 sf office building, which was built in 1997, is located approximately a half-mile from the Fredonia Technology Incubator and 1.5 miles from the main Fredonia campus (Appendix C: Franklin Properties Office Building map; C.1: Building Photo). This “turn-key” building features a wide, attractive foyer, an elevator, ample storage, conference rooms, a lunchroom, and an alarm system. The building is currently unoccupied and immediately available.

The two-floor facility offers Class A office space with ample parking. The building, which is the former headquarters of a major corporation, housed corporate data

and financial centers and is wired for high-speed internet access and data transmission. Both floors of the building have windowed offices around the periphery and an open space in the large inner core of the building. The inner core space is well suited for work cubicles or subdivision as needed

(Appendix C.2: Franklin Properties Building Floor Plans).

D) City of Dunkirk Lakefront Land (ID# SU-105-2-L-D.1.0-000-A)

A 1.86 acre waterfront parcel owned by the City of Dunkirk has been committed as an available property for the Fredonia Startup plan (Appendix D: Dunkirk Lakefront land map).

This parcel is located directly on Dunkirk Harbor within two blocks of the Fredonia Technology Incubator. The plot has 270 feet frontage on Route 5 - a major thoroughfare between Buffalo and Pennsylvania. It is adjacent to a marina, bicycle/ walking trails, a restaurant, and a Clarion Hotel. Significant investment has been committed for ongoing upgrades to the adjacent marina and sea wall improvements. This parcel provides an ideal opportunity for public-private partnership.

Fredonia has been closely affiliated with the City of Dunkirk for the past several years. We partnered on a HUD community revitalization grant that focused on economic development and revitalization. One of the outcomes of the grant was the development of several social entrepreneurship small businesses (e.g. Spoke Folk; Meals on Two Wheels). In addition, the director of the Fredonia Technology Incubator serves on the Dunkirk Local Redevelopment Corporation (DLDC), and both the Mayor of Dunkirk and the Director of City Planning serve on the Fredonia StartUP committee. We have also collaborated on various other economic development initiatives including, for example, planning for the successful Great Lakes Experience festival on the Dunkirk waterfront which attracted approximately two thousand tourists to the area. The mayor and city council recognize the potential of our affiliation for further economic revitalization under StartUP New York.

E) 75 Bourne St. Westfield (ID# SU-105-2-B-W.1.0-000-A)

This property is under a three party leaseback and affiliation agreement for the purposes of StartUp NY (see Appendix H). The parties are the Chautauqua County Industrial Development Agency, The Original Crunch Roll Factory LLC, and the State University of New York at Fredonia. The Original Crunch Roll Factory has been approved for sponsorship by the Fredonia StartUp committee. The company has been established as a food manufacturing company that will make frozen appetizer/snacks.

75 Bourne Street is a modern food grade production facility adaptable to a variety of food grade uses (Appendix I). This is due to its open floor plan, food grade finishes, and cooler and freezer space. The facility offers parking for approximately 50 vehicles and space for truck turnaround (Appendix I.1)

Offices are located at the front of the facility and there is a lobby and a reception area. The office area provides direct access to the manufacturing area which consists of production areas on the northern elevation and warehouse area on the southern elevation separated by a concrete demising firewall. The production areas comprise open expanses that can accommodate three production lines. The production area contains a recently erected freezer (20' x 24') at the northwest corner and a loading dock along the northern elevation. The warehouse area is an open expanse for the storage of raw materials and product with a cooler (20' x 30') that is accessible from the production area (Appendix I.2).

2) The total square footage of the space and/or acreage of land proposed for designation as a Tax-Free NY Area is:

1. Building Space: 62,920 sq. ft. total

- A) Fredonia Technology Incubator: 22,000 sq. ft.
- C) Franklin Properties Office Building: 25,290 sq. ft.
- E) 75 Bourne St. Westfield NY 15,630 sq. ft.**

2. Property: 5.99 acres

- B) Fredonia campus property: 4.13 acres
- D) Dunkirk NY Lakefront parcel: 1.86 acres

2a) *If applicable:* You may include here a description of any potential space or acreage of land that you may seek to designate as a Tax-Free NY Area under the START-UP NY Program in the future. This may include campus property that may become vacant, or other properties in your community that are not currently part of your campus but may be desirable for a company partner and with which you may consider an affiliation if an appropriate partner is identified. Do not include these properties in the Excel spreadsheet.

196 Newton Street, Fredonia, NY 14063

2b) *If applicable:* The total square footage of the space or acreage of land that you may propose to designate as a Tax-Free Area as identified in 2a, if known.

Approximately 50,000 sf of the former Carriage House Food plant. Facility totaling 420,560 sf on a lot measuring approximately 42.28 acres. Features include manufacturing, receiving, shipping, and office components; 11'- 44' clear height ceilings; 14 dock doors and 1 grade level door; wet sprinklers throughout; includes cooler space and excellent warehouse space; 20,286sf of office space; CSX rail line access.

3) Provide a description of the type of business or businesses that may locate in the area identified in #1.

Fredonia is a residential, comprehensive liberal arts and sciences university noted for our School of Music and programs in the Visual and Performing Arts. Fredonia has long-standing and highly regarded programs in mathematics and the sciences. Students matriculate in Applied Mathematics, Biochemistry, Biology, Chemistry, Communication, Computer Science, Computer and Information Sciences, Geochemistry, Geology, Geophysics, Environmental Sciences, Mathematics, Mathematics-Physics, and Molecular Genetics. In addition, strong complementary programs are also available through the School of Business: Finance, Management, Marketing, Accounting, and Economics. Excellent programs in the College of Education (Science Education), Social Sciences, and the Humanities are available to support local businesses.

Fredonia will be targeting four business clusters:

- 1) Agribusiness - including businesses that support the food processing industry (i.e. the supply chain).
- 2) Technology - particularly businesses related to visual arts, new media /social media, and communication applications.
- 3) Lake Erie research, development, and educational tourism business opportunities.

These clusters were identified through careful analysis of data provided by the Northern Chautauqua Community Foundation's Local Economic Development group (LED), the Western Regional Economic Development Council priorities, discussion with members of StartUp committee, community business leaders, and campus leaders.

These clusters were among the high-priority business clusters identified by LED. Their report, the Northern Chautauqua Regional Profile and Competitive Assessment ("Regional Profile," 2012), stresses, "the concentration of such entities in one area have the effect of enhancing competition by increasing productivity of associated companies, driving innovation and stimulating new businesses in the field ... such concentrations amass resources and competencies that give the geographic region or area a competitive advantage" ("Regional Profile," 37).

Fredonia's target business clusters support the academic mission and ongoing efforts to enhance academic programs. Attracting businesses in these areas will provide challenging, real-

world curricular and co-curricular learning opportunities for students. The rationale for selecting these clusters was strongly influenced by Fredonia's academic strengths, faculty expertise, and desire to enhance students' classroom and experiential learning. Fredonia has a rich tradition of excellence in the arts and sciences, as well as education programs and business leadership. Strengths in the humanities and social sciences provide additional value for recruited businesses.

Fredonia emphasizes experiential education that includes significant laboratory coursework, independent research, and internships. The target business clusters will help us build and enhance core academic strengths, facilitate the development of interdisciplinary curricula, and broaden the number and types of internships, research opportunities, and experiential learning opportunities available to our students. In addition to fitting the Fredonia campus mission and goals, the target clusters align with the economic development goals of local business leaders, the county IDA, the Chamber of Commerce, and county and local municipalities.

1) Agribusinesses, including industries that support the food-processing industry (the supply chain)

The Northern Chautauqua Community Foundation LED report "Regional Profile and Competitive Advantage" (2012) notes that while agribusiness is shared with counties throughout Upstate NY, Chautauqua County is the leader in agriculture related to grapes and other fruits. The report identifies the following major employers in this cluster: Cott Beverages, Nestle Purina Pet foods, Flavor's Inc., National Grape Cooperative (Welch's), Growers' Cooperative, Fieldbrook Foods, Double A Vineyards, Falcone Farms, and 23 independent wineries. The cumulative contribution of fruit and vegetable processing to Chautauqua County is around \$719 million annually. Local grape and fruit industry operations support 659 jobs that result in an economic impact of \$141 million annually. The annual retail value of juices and wines sold in the County is estimated to be over a \$100 million.

As the LED report points out, agribusiness in the county is driven by the availability of rich land and growing conditions, and businesses are also attracted to the region's easy access to Interstate 90 and rail service, providing overnight access to over 40% of the U.S. population. The region is within driving distance (~ 500 miles) of major markets, including Buffalo, Toronto, Cleveland, Pittsburgh, Detroit, New York City, Philadelphia, Montreal, Boston, Washington, DC, and Chicago. (Buffalo Niagara Enterprise 2013 Economic Guide).

The opportunity to recruit businesses in this cluster comes, in part, from the clear strength of agribusiness which is the primary engine for the local economy. However, there is an opportunity to work collaboratively with these businesses, particularly the food processors in the area, to attract suppliers who provide packaging and other materials for their products and

distribution. There is an opportunity for supply chain business relocations in support of regional food-processing businesses.

We are engaged in **ongoing** discussions with an out-of-state company regarding the development of a large warehouse complex in neighboring Dunkirk NY that will include both cold and dry storage capacity. Local food processors currently truck their products to Pennsylvania and other locations for storage since there is not sufficient storage in the Dunkirk-Fredonia area. The transportation and storage of products has a substantial financial impact on major food processors. In addition, while the number of jobs created for local warehousing would provide a significant boost to the local economy, the long-term potential for job creation resulting from related initiatives is potentially even more significant. This project, which will be built on the site of a former brown field, has received support from the IDA and the City of Dunkirk.

Similarly, a Canadian company specializing in LED lighting and solar energy has relocated an office to Dunkirk **at the Fredonia Technology Incubator**. They are in contact with the principals involved in the warehouse project to explore the feasibility of providing light and heat options for the project. If negotiations are successful, they may bring office and manufacturing operations to the area.

2) Technology cluster (visual arts and new media, and new social media applications)

Fredonia has attracted several business startups to the Fredonia Technology Incubator (FTI) that fit into this cluster. They will help support and attract larger companies and create a synergy with Fredonia's well-known academic programs in music, communication, and the performing arts. Businesses that allow us to scaffold our academic strengths while enhancing our academic mission are essential to our success.

FTI has attracted businesses such as Venture Productions, and **Lake Arts, and Orbitist**. These businesses complement one another and will attract other businesses in our technology/media cluster. Venture Productions is a full service provider of highly innovative entertainment that is original and affordable. They also provide high quality dramatic education for all ages. **Similarly, Lake Arts is involved in original creative productions for film and theatre, and Arc Atlas is a music production company. Orbitist has developed a mapping and storytelling app that is being used by nonprofit and government agencies.** In general, the FTI small-business climate is rich for attracting technology businesses in the visual arts and new social media cluster, including computer gaming companies.

Fredonia's Computer and Information Sciences (CIS) department has worked with local businesses and Incubator clients on a variety of media-related technology issues. They have,

for example, offered new coursework (Ruby On Rails) to support Incubator businesses. CIS faculty expertise is available to assist in business areas such as database design, computer programming, software engineering and development, systems analysis, and project management.

Fredonia's renowned programs in music, arts, creative writing, and communication are available to support a media-based technology cluster. The Communication department offers a comprehensive program that includes majors in audio, video, communication studies, journalism, media management, and public relations. In addition, our programs in Music and the Performing Arts are enhanced by programs in Business Administration/Music Industry, Music/Sound Recording Technology, Visual Arts/New Media, Graphic Design, Photography, and Videography. The state-of-the-art Sound Recording Technology facilities range from labs and workshop spaces to technologically advanced studios and live rooms, and booths that rival the best in the nation. The University boasts two revolutionary music technology labs, equipped with a total of 30 Apple iMac Computers, each connected to an XP-30 multi-timbral synthesizer.

3) Lake Erie Research, Development and Educational Tourism

A key to the economic revitalization of the Chautauqua region is to support and attract businesses to New York State's most precious natural resource, the Great Lakes. The Great Lakes, the largest body of fresh water in the world, are a major economic engine for communities around them. Fredonia is located approximately one mile from Dunkirk harbor, arguably the best open-water access on Lake Erie. As noted previously, the Fredonia Technology Incubator is located within two blocks of Dunkirk harbor.

a) Lake Erie Research and Development

The LED Regional Profile report notes that Lake Erie is being threatened by record algae bloom, an infestation of quagga and zebra mussels, and unprecedented pollutants. One indicator of the cumulative economic impact of these challenges is apparent in the U.S. The U.S. Fish and Wildlife Service estimated a \$5 billion impact on Great Lakes commercial fishing industry over the past five years alone. A concerted effort must be made to address the issues that are negatively impacting the Great Lakes and the regional economy.

There is currently little development along key areas on Lake Erie, including the Dunkirk and Barcelona harbors. Recognizing the essential balance between environmental concerns and appropriate commercialization, there is a pressing need to attract research and development that will contribute to the health of the Great Lakes and a vibrant local economy.

Fredonia faculty members have expertise in aquatic microbiology, airborne contaminant

chemistry, trophic pathways in organic pollutants, groundwater geophysics, environmental physiology of aquatic mussels, and groundbreaking research on plastics pollution in the Great Lakes. The university recently hired a new aquatic biologist/limnologist who has done extensive work on lake ecology. Her work focuses on ecological interactions between climate change and lake habitats. Existing degree programs that support aquatic research and development include those in biology, chemistry, biochemistry, geosciences, and environmental sciences. Faculty members in geosciences are developing projects in lake sedimentology, oceanography, and physical limnology. Programs in public relations, journalism, marketing, economics, communication, science education, and business administration stand ready to develop field experiences and internships with new businesses attracted in this cluster.

While plastic pollution has been an area of scientific research in the oceans for the past 10-15 years, Fredonia researchers were the first to investigate this issue in the Great Lakes. Dr. Sherri Mason has found that samples taken from Lake Erie show concentrations of microplastics higher than any oceanic sample ever recorded (see <http://www.nytimes.com/2013/12/15/us/scientists-turn-their-gaze-toward-tiny-threats-to-great-lakes.html>). The size of the plastic particles allows for easy ingestion by aquatic organisms, providing a new way for POPs to move into the food web.

This Lake Erie research and development cluster fits well with the StartUp NY program. Fredonia's adjacency to Lake Erie provides companies access to marine-based starting materials, as well as industrial connections for end-product users of bio-resins. Great Lakes research, harvesting, and industrialization opportunities clearly establish the potential for job creation and workforce development in this cluster.

b) Lake Erie Educational Tourism

Although traditional hospitality and real estate businesses are prohibited under StartUp NY, we are committed to recruiting and fostering educational tourism. Tourism is the fifth largest employer in NYS, and this sector generated \$6.5 billion in state and local taxes in 2010. Capitalizing on the opportunities presented by New York's 84 miles of Lake Erie shoreline is key to the economic recovery of the upstate region. According to the 2011 University of Michigan report "*Vital to our Nation's Economy: Great Lakes Jobs*", Lake Erie conservatively supports 157,547 New York jobs.

The report further asserts: "Water is a huge draw for people – coastal trails, clean beaches, and waterfront businesses add tremendous value to both metropolitan and semi-rural areas. In this new economic era, growth will be less linked to traditional manufacturing and more focused on quality of life and quality of the region's natural resources. Unless we protect and restore our best environmental asset – the Great Lakes – we will not be able to retain and attract strong

new businesses and great human resources.”¹ The report states further that 14% of Great Lakes jobs relate directly to tourism. Our goal is to attract educational tourism to augment ongoing efforts to enhance tourism and ecotourism in our region.

There are few in-state educational attractions west of Buffalo, and an educational museum featuring Great Lakes exhibits would draw significant tourism dollars to the local economy. There have been ongoing discussions about the feasibility of developing a local museum that focuses on the history and issues relating to the Great Lakes. An appropriate and unique lakes museum would stimulate regional economic revitalization and job growth through tourism, stimulate training for new STEM graduates, and significantly increase research and academic collaboration between Fredonia, other colleges and universities, and federal and state agencies. We are not, of course, targeting businesses that are prohibited pursuant to §220.6 of the StartUp regulations such as traditional hospitality businesses. Rather, we are seeking public-private partnerships that will develop, for example, an interactive museum that will educate children and adults on fresh water issues that impact the quality of life and economic vitality of our area. An aquatics museum, or similar educational tourist attraction, would provide a catalyst for coalescing local, state, and federal resources as a stimulus for regional economic development. Dunkirk Harbor restoration has been identified as a WNY Regional Economic Development priority, and the harbor is the site of significant private investment.

- 4) Provide a description of the campus academic mission, and explain how the businesses identified in #3 will align or further the academic mission of the university or college.

Mission: Fredonia is a four-year, residential, comprehensive liberal arts and sciences college. The recently revised mission statement reflects the goals for all students: “Fredonia educates, challenges, and inspires students to become skilled, connected, creative, and responsible global citizens and professionals. The university enriches the world through scholarship, artistic expression, community engagement, and entrepreneurship”.

Fredonia emphasizes community engagement and entrepreneurship to enhance student learning and create better communities. The Fredonia Technology Incubator was built in Dunkirk to stimulate economic recovery in the city and surrounding area. The mission of the Incubator is to nurture and support startup businesses that will, at maturity, create jobs in the

¹ <http://www.fws.gov/glri/documents/11-203-Great-Lakes-Jobs-report%5B1%5D.pdf>

region. The campus is also committed to providing real-world experiences for students through internships and structured interactions entrepreneurs. Ultimately, we strive to contribute to a vibrant regional economy that will attract and retain Fredonia graduates.

Alignment/ Enhancement of Mission: The campus vetting process for StartUp will ensure alignment of businesses with the campus mission. The intake process will evaluate how well businesses fit Fredonia values and strategic directions. The Fredonia StartUp NY committee, with participation from the broader community, will evaluate the strength and breadth of applicants' commitment to the campus and region. Consultation with relevant stakeholders - including business and community leaders, university administrators, faculty, staff, governance, and union representatives - will strengthen the intake process.

StartUp businesses must be aligned with Fredonia's in the following areas:

1. Support for undergraduate, graduate, and professional education:

Businesses must demonstrate a willingness to participate in formal and informal instruction. This may include classroom and co-curricular teaching, lectures, demonstrations, and contributions to course and curricular development. Other means of sharing expertise with faculty and students will also be a way for businesses to contribute to the learning environment. Alignment with a particular academic program, while desirable, may not be necessary, a business can show its ability to contribute in other areas.

Businesses that fund scholarships, campus facilities or other academic services or amenities will be valued and recruited.

2. Research:

Support for the university's research mission may be demonstrated through research collaborations, student involvement in business research and development, support for acquiring research equipment, and funding for faculty and/or student research. Alignment with our faculty research and scholarship are important.

The ability to provide research instrumentation, tools, and/or equipment necessary to advance academic and research mission will be evaluated in our screening of applicant companies.

3. Leadership:

Businesses may contribute to Fredonia's leadership goals by providing training and/or experiential learning activities for faculty, staff, and students, participating in university leadership training, and providing financial support for leadership development and training.

4. Diversity/Culture:

Supporting Fredonia's mission means valuing experiences that lead to greater cultural competency. Businesses can contribute by committing to hire a diverse workforce and supporting cultural awareness and sensitivity in the community. Support for scholarships and programs that offer opportunities for all students to succeed is especially welcome, as is support for global connections and study abroad opportunities.

5. Regional economic development:

Fredonia hopes to partner with companies that create jobs that match local workforce needs, support local and regional economic development and job training programs, participate in groups that target job growth and regional economic vitality, and purchase materials and products locally.

Efforts that enhance the entrepreneurial culture and support university initiatives (such as the Fredonia Technology Incubator) will also be especially welcome.

6. Internship and training opportunities:

Businesses may demonstrate their alignment with our mission by providing internships, integrating classroom and internship experiences, and enhancing student learning through structured observations and participation in business activities.

7. Job opportunities for campus graduates:

Applicant businesses should specify the anticipated number and types of jobs that will become available.

A willingness to work closely with Fredonia faculty and staff, especially the Career Development Office, to facilitate a mutual understanding of the knowledge, skills, and abilities needed to prepare students for graduation and employment will be highly

valued.

8. Internationalization:

Alignment with Fredonia's goal of preparing responsible global citizens may be demonstrated by providing support for international travel, hosting international visitors, and providing opportunities for students to learn about a company's international business practices.

9. Other methods of supporting our academic mission:

Businesses may contribute to Fredonia's academic mission in other ways that enhance the learning community. They may, for example, provide support for the creative and performing arts, sponsor activities that enhance quality of life on campus and in the community, and support programs in local schools and service agencies.

5) Provide a description of how participation by these types of businesses in the START-UP NY Program will generate positive **Community and Economic Benefits:**

Chautauqua County, which includes the Village of Fredonia and the city of Dunkirk, NY, has been ravaged by job loss, out migration, and extensive, long-term poverty. The Dunkirk School District has the highest poverty rate in the county, the fifth highest in western NYS, and was recently ranked 420 out of 429 public school districts in all of Upstate New York by *Business First* for its academic performance. The 2010 Census cited a 4.9 percent decline in the overall population of Chautauqua County from 2000, with the 25 – 34 year age group showing a 33.1 percent decrease, resulting in the median age increase from 34.3 years in 1990 to 40.9 years in 2010. According to the Chautauqua County Department of Planning an Economic Development the decline in younger populations "could lead to difficulties in attracting or a decline in the future area workforce. This, in turn, could make the attraction and retention of businesses more difficult. Further declines in the 'preschool' and 'school age' age groups may urge education officials to seriously consider merging schools. Having seen a decline in the young population of Chautauqua County already, some concerns may be raised about the county's ability to retain and attract young persons to live and work here." **According to data cited by the county IDA, Chautauqua County lost 1,871 jobs between 2011-2014. Approximately 425 jobs were lost as a result of the closing of the Carriage House**

(Conagra) food plant.

The StartUp program represents a significant opportunity to attract businesses that can help reverse the decades-long economic decline in Northern Chautauqua County. We anticipate the following community benefits from the types of businesses that we are targeting for the program: increased employment opportunities, increased opportunities for experiential learning for students, diversification of the local economy, environmental sustainability, increased entrepreneurship opportunities, positive, non-competitive, synergistic links to existing businesses, positive impact on the local economy.

1. Increased employment opportunities:

According to the US Bureau of Labor Statistics and the NYS Department of Labor, Chautauqua County experienced an 8.3% decline in total jobs between 2000 and 2010, with a 32% decline in the manufacturing sector during the same period. The bleak employment prospects was recently underscored by the announcement that Conagra (Carriage House) closed their food processing operations in the Dunkirk-Fredonia area with a resultant loss of over 400 jobs. Overall, an average of 64,200 individuals was employed in Chautauqua County in 2000, and that number has declined to 56,800 in 2013.

Given our recent loss of jobs and the availability of skilled and experienced workers who are currently unemployed or underemployed, we will strongly support prospective businesses that recruit employees from the local workforce. Relatedly, those businesses that, like Fredonia, attempt to purchase supplies locally and regionally will be valued.

Companies in Fredonia's targeted business clusters will only be sponsored by the college if the application demonstrates a strong potential for net new jobs. We will also assess the viability of businesses in both the short and long term and those that are sustainable will be supported.

2. Increased opportunities for internships, vocational training, and experiential learning for undergraduate and graduate study:

As noted above, businesses can demonstrate their alignment with our mission by providing internships, integrating classroom and internship experiences, and enhancing student learning through structured observations and participation in business activities. Our Power of Fredonia Strategic Plan emphasizes the

centrality of experiential learning and community engagement, and StartUP businesses will facilitate our ability to provide real world educational opportunities for our students.

3. Diversification of the local economy:

The decline of our local economy is directly related to an historical overreliance on jobs in the manufacturing and agriculture areas. The Fredonia StartUP plan business clusters will build on the success of FTI and our renowned academic programs to help attract technology businesses that utilize faculty expertise in the visual arts and new media.

Similarly, by capitalizing on our proximity to Lake Erie and other natural assets in the community, as well as our expertise in the sciences, our Great Lakes cluster will also help to diversify our regional economy.

4. Environmental sustainability:

Our Lake Erie research and research and development cluster directly targets issues relating to environmental sustainability. This StartUP direction supports Fredonia's commitment to sustainability, which is outlined in the Power of Fredonia strategic plan (see PP. 13-15, above). Existing degree programs that support aquatic research and development include those in biology, chemistry, biochemistry, geosciences, and environmental sciences. Faculty in geosciences is developing projects in lake sedimentology, oceanography, and physical limnology. Finally, as mentioned above, we are in discussions with environmentally responsible businesses in areas such as those involved in production of biodegradable plastics, anaerobic digestion of food waste, and solar energy.

5. Increased entrepreneurship opportunities:

Fredonia has invested in the development and support of the Fredonia Technology Incubator, and created a new division of Engagement and Economic Development to support the growth of entrepreneurship opportunities for our students and in the community.

In support of our StartUP efforts we house the Chautauqua Co. IDA, including the executive Director and its economic planning staff, in FTI. In addition, **FTI held its first annual student business competition in the fall.** Professor Susan McNamara, who teaches entrepreneurship at Fredonia, is a member of our

StartUP committee. Finally, we are developing student internships that foster entrepreneurship, and we anticipate that our StartUP businesses will provide additional opportunities for experiential learning and exposure to real world entrepreneurs. **Thirty students participated in internships and other experiential learning opportunities at the FTI and with our incubator clients during the past academic year.**

6. Positive, non-competitive and/or synergistic links to existing businesses:

The StartUP legislation prohibits sponsorship of companies that compete with existing businesses. In addition, we are actively recruiting businesses that build on existing business opportunities in agribusiness, technology, video production, and the visual and performing arts, aquatics research, and companies that support and enhance Fredonia's mission.

These business clusters were selected precisely because they build on existing strengths at the university and in our business community. Support of the local community and municipalities is essential, and the level of commitment to and investment in our underserved, economically distressed area will be critically evaluated.

7. Effect on the local economy:

The decline in population in Chautauqua County is reflective of the sparse job opportunities in the County and the region: The net out-migration rate for all ages in Chautauqua County is -6.07%, a staggering figure when compared to the NYS rate of 1.86%, a figure largely attributed to the lack of job opportunities in the region. However, another figure not yet updated for the 2010 Census is also staggering: a US Census report released in 2004 reported the Jamestown-Dunkirk-Fredonia Metropolitan Statistical Area, formerly the Jamestown Metropolitan Statistical Area (MSA). Chautauqua County, had the greatest out-migration rate for the 'Young, Single, and College Educated' in NYS (-344.8 compared to NYS -11.3); nationally this represented the 34th highest net out-migration rate for this population out of the 198 MSA's experiencing negative growth. The decline in population in Chautauqua County reflects the startling lack of job prospects in the County and the region.

The StartUP program provides the incentives needed to attract net new jobs to our region, which has been devastated by job loss. Every job that we are able to retain, growth, or recruit into our region will have an immediate positive

impact on our economy. Based on labor force comparisons for Chautauqua County (Jamestown-Dunkirk-Fredonia micropolitan statistical area) and the Buffalo Niagara Region, the creation of 100 jobs in Chautauqua Co. is equivalent to creating nearly 1,000 jobs in the Buffalo – Niagara region. Obviously, if the Fredonia StartUP program is moderately successful it will significantly impact our local economy.

Businesses that are critical to the local economy and have the potential to facilitate additional job growth will be evaluated highly. Similarly, those that invest in the community, including capital investment, are particularly desirable. We will also evaluate potential financial benefits to the University as we determine how strongly we support an applicant business.

8. Opportunities as a magnet for economic and social growth:

As one of the largest employers in the county Fredonia is vital to the local economy. According to an independent study of the university's economic impacts, Fredonia has an estimated impact of \$330.81 million statewide and \$204.36 million in the Western New York region. Importantly, the university's economic impact in the local Dunkirk-Fredonia area is approximately \$157.02 million. The college also serves as the hub of social and cultural activities in the area.

Given that businesses accepted into the Fredonia program must support our mission, new businesses attracted through StartUP will enhance our social and economic centrality and impact. In addition to providing much needed jobs, our partner companies will support our mission and enhance academic programs and student learning in the visual and performing arts, business, and the natural and social sciences. In addition, contributions to our public programs will also enhance the quality of life in our community.

- 5) Provide a description of the process the Sponsor (campus) will follow to select participating businesses. The description should identify the membership of any group or committee that may make recommendations, the final

decision-maker, and the criteria that will be used to make decisions. This group or committee must include representation from faculty governance.

StartUp NY Committee:

Fredonia’s StartUp NY Committee has been charged with developing an objective vetting process for rating business proposals submitted for the StartUP program. The committee serves in an advisory capacity to the President and Cabinet. The Vice President for Engagement and Economic Development chairs the committee. Other members of the Fredonia StartUP Committee include:

- Fredonia VP for University Advancement/ Exec. Dir. of the Fredonia College Foundation
- Fredonia VP for Finance and Administration
- Director of the Fredonia Technology Incubator
- Director of Fredonia Facilities Planning
- Asst. Professor of Business Administration - Entrepreneurship
- Fredonia United University Professionals Rep.
- Fredonia Professor of Economics
- Fredonia Univ. Senate Planning and Budget Comm.
- Director of Chautauqua County Industrial Development Agency
- Chair of the Local Economic Development group** (former CC IDA Director)
- Fredonia College Council member
- Mayor, City of Dunkirk
- Emeritus professor and community development leader
- Mayor, Village of Fredonia
- City of Dunkirk Director of Planning & Development
- Fredonia Student representative

The Committee has reviewed program guidelines, examined opportunities for business development, discussed clusters of businesses that align with the university, and **established** a process for reviewing proposals. Consistent with the StartUp NY business application process, prospective businesses must demonstrate financial stability, a plan for creating jobs, and fit with the campus and community. Proposals **are** evaluated for alignment with Fredonia’s Academic and Research mission, Economic Benefits, and Community Benefits.

The following criteria will be used to judge StartUp business applications:

A. Academic and Research Alignment

1. Is the business in an industry aligned with current and/or developing University research, scholarly, and creative activity?
2. Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full-time jobs) for students and graduates?
3. Does the business provide areas for partnership and advancement for faculty and students?
4. Will the business provide access to research instrumentation, tools, and/or equipment necessary to advance the academic and research mission?
5. Will the business fund scholarships, campus facilities or other academic services or amenities?
6. Will the business and/or its employees contribute to instruction or provide student mentoring?
7. Does the business offer the use of company resources, intellectual property or expertise to support the academic mission?

B. Economic Benefit

1. How many net new jobs will be created?
2. Is the business viable in both the short- and long-term?
3. Will the business attract private financial investment?
4. Does the business plan to make capital investments (e.g., renovation, new construction)?
5. Are the new jobs in critical areas of the economy?
6. How will the University financially benefit from the terms of the lease?

C. Community Benefits

1. Does the business have the support of one or more municipal or community entities?
2. Is the business recruiting employees from the local workforce?
3. Does the business invest in underserved, economically distressed

regions?

4. Will the business rely on suppliers within the local and regional economy?

Based on these criteria, committee members will rate the strength of each applicant business. Not all criteria need be addressed by each applicant. Rather, a strong commitment to one or more factors, may, in some instances be sufficient to result in an endorsement. Each proposal will be read, critiqued, and rated by assigned lead reviewers. Lead reviewers from the committee will be asked to assign an overall rating of from 1 (low level of support) to 5 (high level of support). All committee members will be asked to read and be prepared to discuss each proposal.

Following the group discussion, the business proposals receive an overall rating indicating: a) Strong support; b) Support with minor reservations; c) Insufficient information available; d) Not appropriate/not recommended. Committee ratings, and a summary of member's comments, will be presented to the President and her cabinet for input and further discussion. (The Cabinet includes the President and the Vice Presidents for Engagement and Economic Development, Academic Affairs and Provost, Student Affairs, Finance and Administration, and University Advancement.) The President will make the final decision regarding whether or not to endorse an application. The results of the president's decision will be communicated to the applicants by the chair of the StartUp committee, the Vice President for Engagement and Economic Development.

7) Distribution of draft Campus Plan to interested parties.

The Fredonia StartUP Committee includes broad representation from the campus and community, and the campus plan has been widely distributed and discussed. The mayors of the Village of Fredonia and the City of Dunkirk, the Director of Chautauqua County IDA, and a representative from our State Senator's office are active members of our StartUP committee. Committee members have shared drafts of the plan with their constituents, and their feedback has been incorporated. In addition, the campus plan has been discussed with the **Local Economic Development group of the Northern Chautauqua Community Foundation**, the County Executive, local business leaders, the Fredonia Rotary International, and the Lions Club.

The campus plan was also presented and discussed in meetings of the Fredonia Technology Incubator Board of Directors, and at the Fredonia College Council, both of which include representatives from the local business community. The Fredonia plan was presented and discussed at two open community forums at different locations across Chautauqua County. A handout distributed at these community forums is attached (Appendix F; Fredonia Campus Plan Handout).

The Fredonia Plan has also been widely distributed and discussed on campus. The StartUP Committee includes members from the School of Business, the University Senate Planning and Budget Committee, and the College Council. The draft plan was shared with University Senate Executive, the Senate Planning and Budget Committee, and campus union leadership. The University Senate Chair distributed the Campus Plan to faculty and staff), and it was presented and discussed at meetings of the University Senate. Student leaders also had an opportunity to review and discuss the plan at a meeting of the Student Cabinet. Our draft plan has also been posted for university and community input <http://www.fredonia.edu/engagement/startup.asp>.

The President and Cabinet have also been involved in the development of the Fredonia campus plan. The Vice President for Finance and Administration and the Vice President for University Advancement are members of the StartUp Committee. In addition, the campus plan was discussed at a retreat of the President's Cabinet, and updates are given by the VP for Engagement and Economic Development at weekly meetings of the president's Cabinet.

Enclosures: **These will be available upon request.**

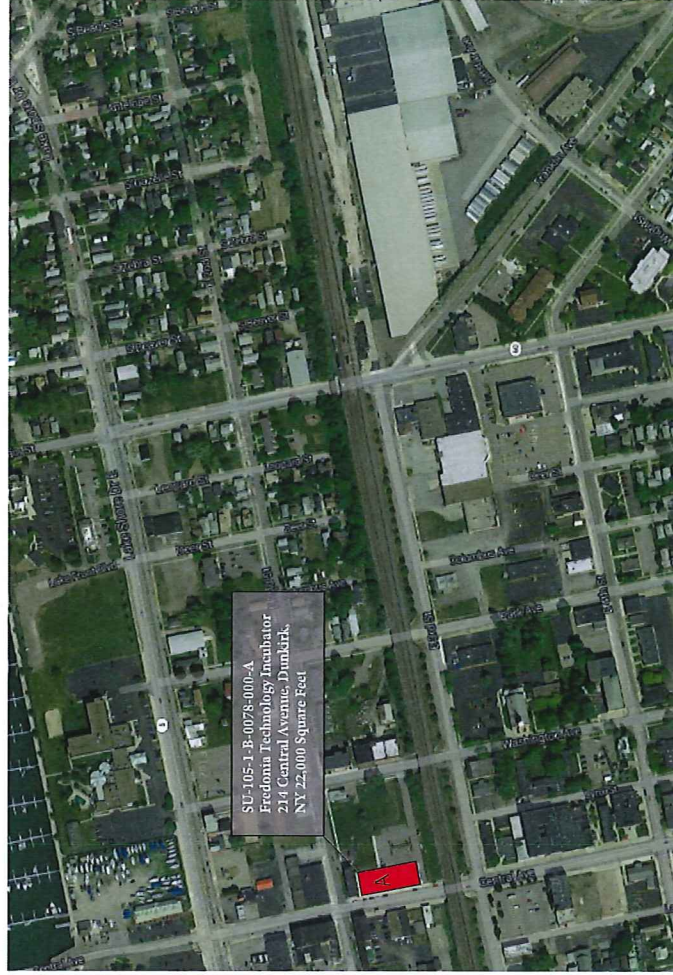
- 1.) POL§74
- 2.) SUNY Conflict of Interest Policy
- 3.) RF Conflict of Interest Policy

Appendices

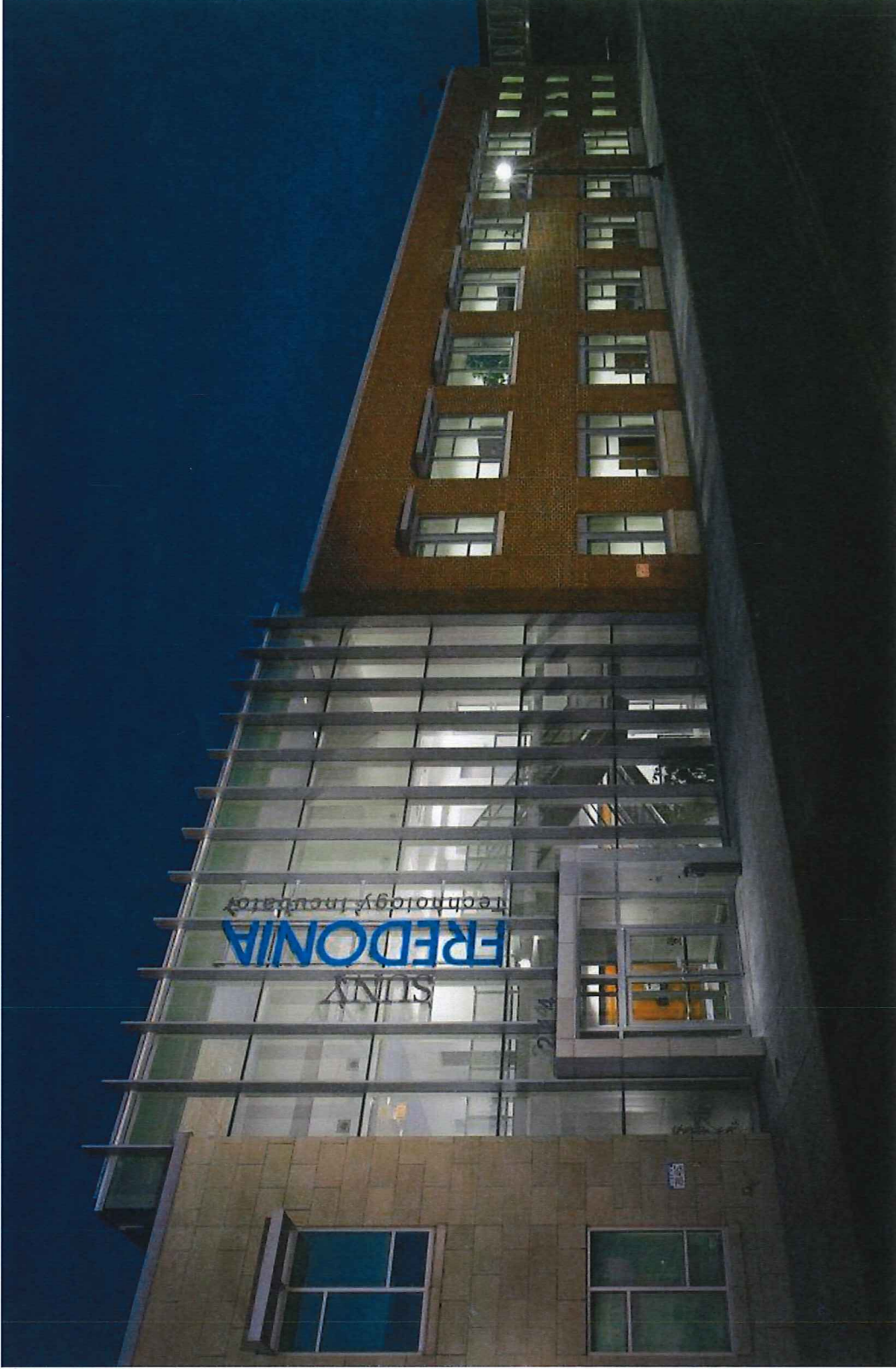
- A: Fredonia Technology Incubator (FTI) Map
- A.1: Fredonia Technology Incubator
- A.2: Fredonia Technology Incubator Floor Plans -1st floor
- A.3: Fredonia Technology Incubator Floor Plans – 2nd floor
- B: Fredonia Campus Property
- C: Franklin Properties Office Building Map
- C.1: Franklin Properties Office Building
- C.2: Franklin Properties Office Building Floor Plans -1st floor
- C.3: Franklin Properties Office Building Floor Plans – 2nd floor
- D: Dunkirk Lakefront Property Map
- E: Fredonia-Dunkirk StartUP NY Property Map
- F: Fredonia Campus Plan Handout
- G: WNY Innovation Hot Spot Agreement
- H: Fredonia-CCIDA Agreement (75 Bourne St. Westfield)
- I: 75 Bourne Street Westfield –Google Map
- I.1: 75 Bourne Street Westfield – Photo
- I.2: 75 Bourne Street Westfield – Floor Plan



Fredonia StartUP Property



A: Fredonia Technology Incubator Map



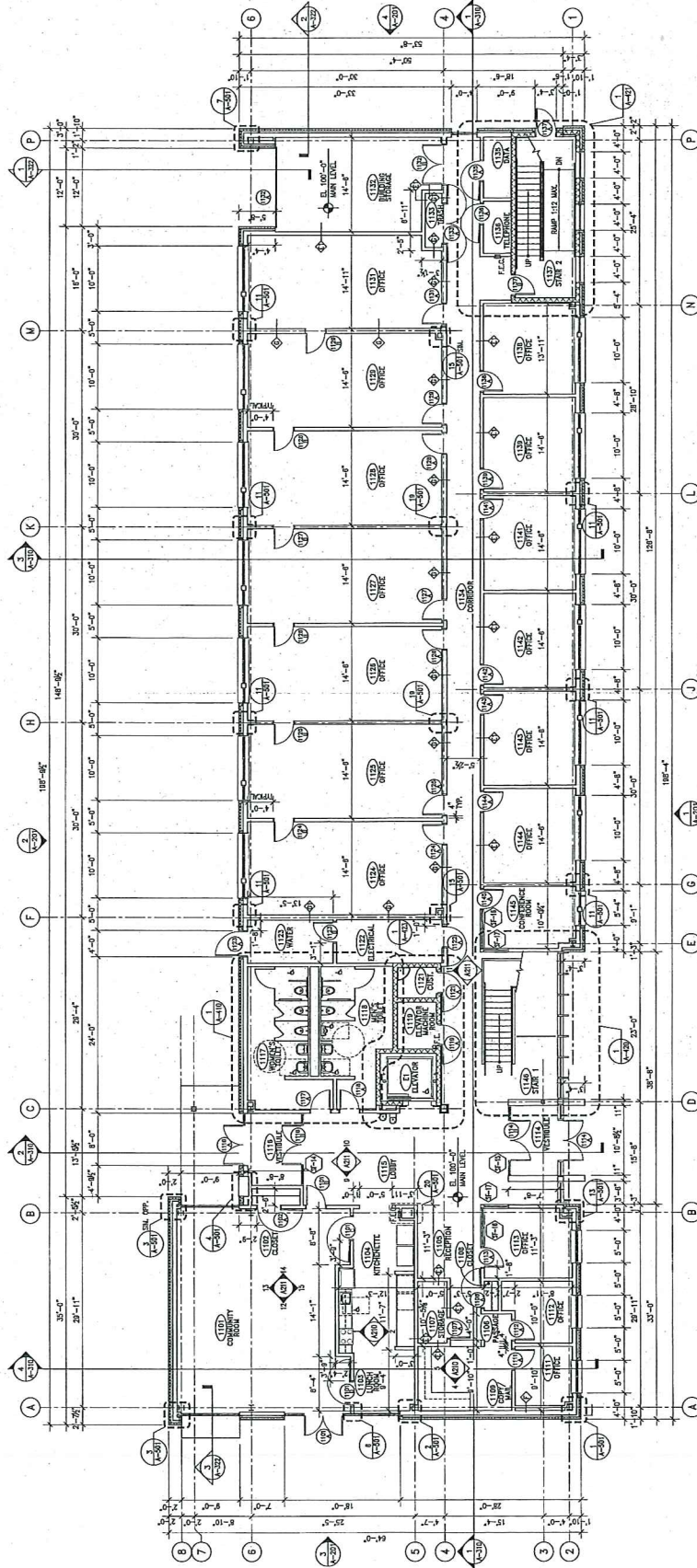
A.1: Fredonia Technology Incubator

REVISIONS:

- GENERAL NOTES:**
1. REFER TO THE LAST REVISION FOR TYPICAL NOTES, LEGEND, AND ABBREVIATIONS.
 2. REFER TO STRUCTURAL, MECHANICAL, ELECTRICAL, PLUMBING, AND FIRE PROTECTION DRAWINGS FOR ADDITIONAL INFORMATION.
 3. DIMENSIONS ARE TO FACE OF MEMBER, FACE OF DATA, CENTERLINE OF COLUMN, AND CENTER OF INTERSECTION.
 4. ALL WALLS AND PARTITIONS SHALL BE CONCRETE MASONRY UNLESS OTHERWISE NOTED THROUGHOUT THE DRAWINGS.
 5. ALL PARTITIONS THAT ARE UNDESIGNED ACCESSIBLE SHALL HAVE INSULATION OF ALL EXPOSED SURFACES.
 6. CONTROL JOINTS IN INTERIOR MASONRY WALLS SHALL BE LOCATED AT THE CENTERLINE OF EACH MASONRY UNIT.
 7. CONTROL JOINTS AT INTERIOR TO EXTERIOR MASONRY WALLS SHALL HAVE COMPRESSIBLE FLEET MATERIAL.
 8. ALL MASONRY WALLS SHALL BE WALL TYPE U-20A.
 9. ALL STOD WALLS SHALL BE WALL TYPE U-20A.

A.2: Fredonia Technology Incubator Floor Plans - 1st Floor

SU-105-1-B-0078-000-A (11,455 square feet)



Fredonia Technology Incubator Floor Plans - 1st Floor

1 MAIN LEVEL FLOOR PLAN

SUNY FREDONIA
State University of New York
217 CENTRAL AVENUE
DUNELIN, NEW YORK

JCJ ARCHITECTURE
100 WEST 17TH STREET
NEW YORK, NY 10011
TEL: 212 512 1234
WWW.JCJARCHITECTURE.COM

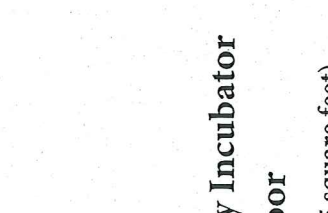
ISSUE 04/21/2008
JOB NO. SU-105-1-B-0078-000
SCALE 1/8" = 1'-0"

MAIN LEVEL FLOOR PLAN

A-111

GENERAL NOTES:

1. DIMENSIONS ARE FOR TYPICAL WALLS, CEILING, AND ROOFING FINISH.
2. REFER TO STRUCTURAL, MECHANICAL, ELECTRICAL, PLUMBING, AND INTERIOR FINISHES FOR MATERIALS AND FINISHES.
3. DIMENSIONS ARE TO FACE OF MASONRY UNLESS NOTED OTHERWISE.
4. ALL SPACES ARE TO FACE UNLESS NOTED OTHERWISE.
5. ALL SPACES ARE UNLESS NOTED OTHERWISE.
6. ALL SPACES ARE UNLESS NOTED OTHERWISE.
7. CONTROL Joints IN INTERIOR FINISHING WALLS SHALL BE LOCATED AT 4'-0" ON CENTER.
8. CONTROL Joints AT INTERIOR TO EXTERIOR MASONRY WALL SHALL HAVE COMPRESSIBLE FILLER MATERIAL.
9. ALL MASONRY WALLS SHALL BE WALL TYPE \diamond UNLESS NOTED OTHERWISE.
10. ALL STED WALLS SHALL BE WALL TYPE \diamond UNLESS NOTED OTHERWISE.

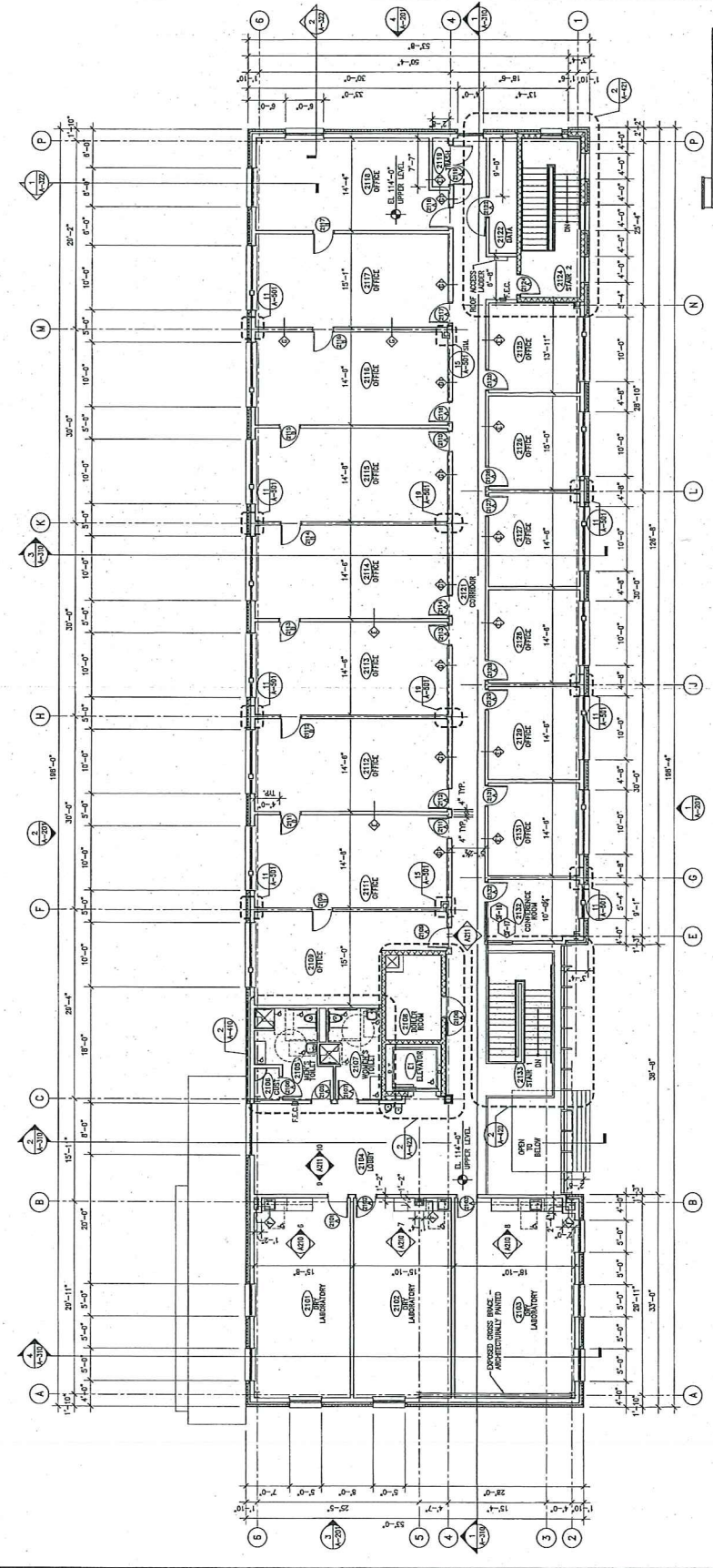


2 CLERESTORY PLAN

A.3: Fredonia Technology Incubator

Floor Plans - 2nd Floor

SU-105-1-B-0078-000-A (10,545 square feet)



1 UPPER LEVEL FLOOR PLAN

REVISIONS:

NO.	DATE	DESCRIPTION

CONSULTANTS:

ARCHITECT: J.C. ARCHITECTURE

257 CENTRAL AVENUE

DUNELH, NEW YORK

STRUCTURAL: SUNY FREDONIA

MECHANICAL: SUNY FREDONIA

ELECTRICAL: SUNY FREDONIA

PLUMBING: SUNY FREDONIA

INTERIOR FINISHES: SUNY FREDONIA

EXTERIOR FINISHES: SUNY FREDONIA

PAINT: SUNY FREDONIA

CONCRETE: SUNY FREDONIA

MASONRY: SUNY FREDONIA

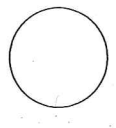
ROOFING: SUNY FREDONIA

SUNY FREDONIA
State University of New York

257 CENTRAL AVENUE
DUNELH, NEW YORK

Technology Incubator

J.C. ARCHITECTURE

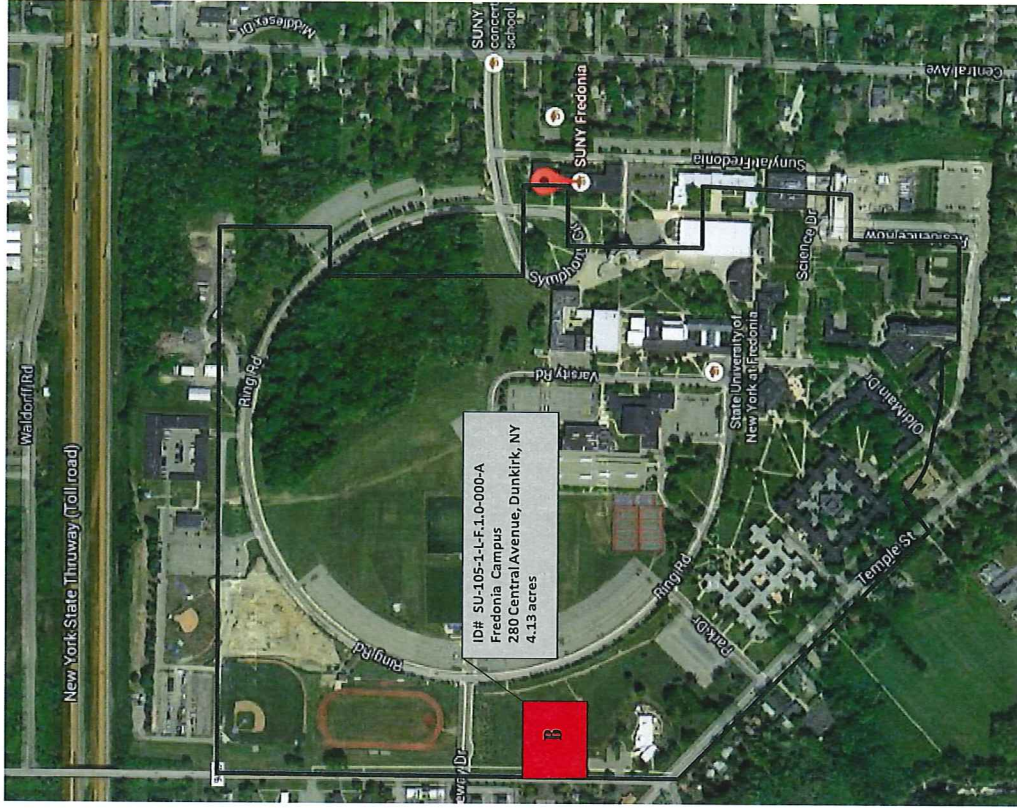


P.C.
P.M.
J.C.C.

ISSUE: 04/21/2008
JOB: SU-105-1-B-0078-000
DRAWN: J.C.A.
SCALE: 1/8" = 1'-0"

UPPER LEVEL FLOOR PLAN

A-121



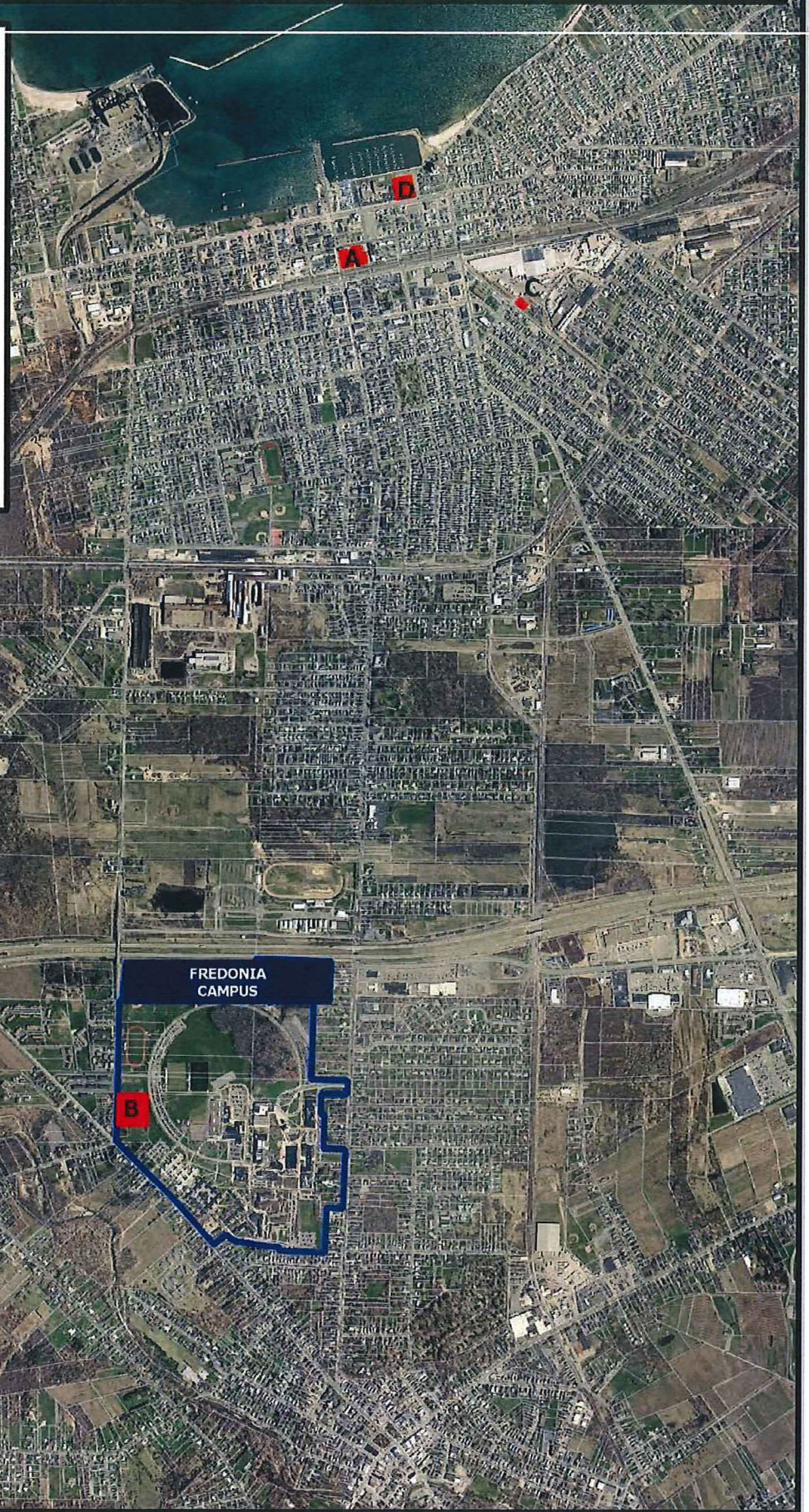
B: Fredonia Campus Property

- A** ID#SU-105-1-B-0078-000-A
Fredonia Technology Incubator
214 Central Avenue, Dunkirk, NY
22,000 square feet
- B** ID#SU-105-1-L-F.1.0-000-A
Fredonia Campus
280 Central Avenue, Dunkirk, NY
4.13 acres
- C** ID# SU-105-1-B-FF1.0-000-A
Franklin Properties Office Building
60-62 Franklin Avenue, Dunkirk, NY
25,290 square feet
- D** ID#SU-105-2-L-D.1.0-000-A
Dunkirk Lakefront Land
Lake Shore Drive East, Dunkirk, NY
1.86 acres

 Fredonia Campus

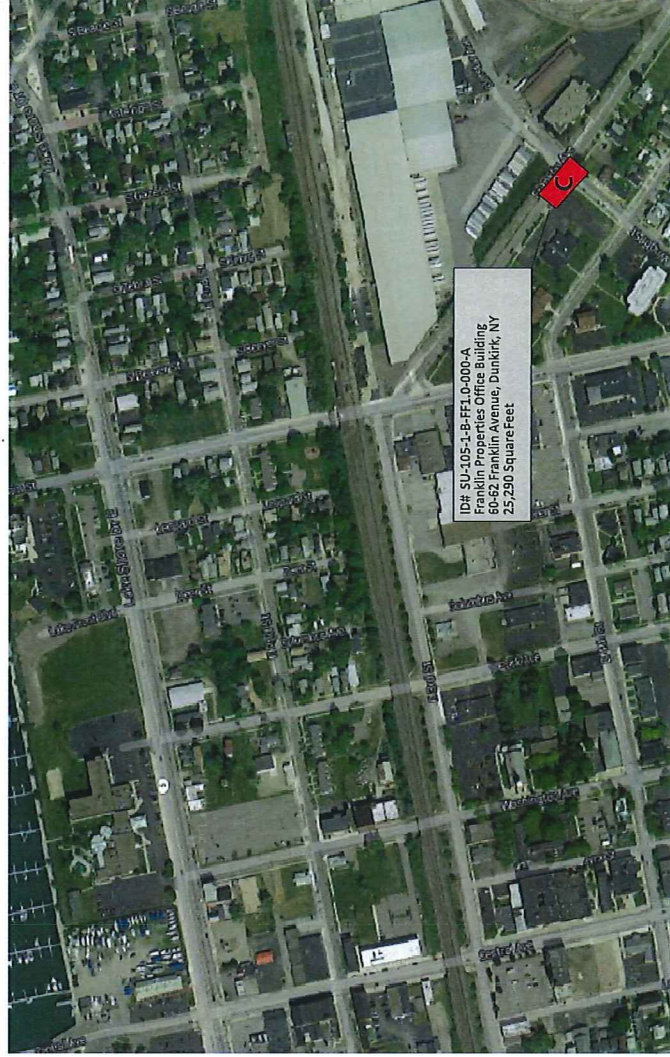
0 1000 2000 feet

N





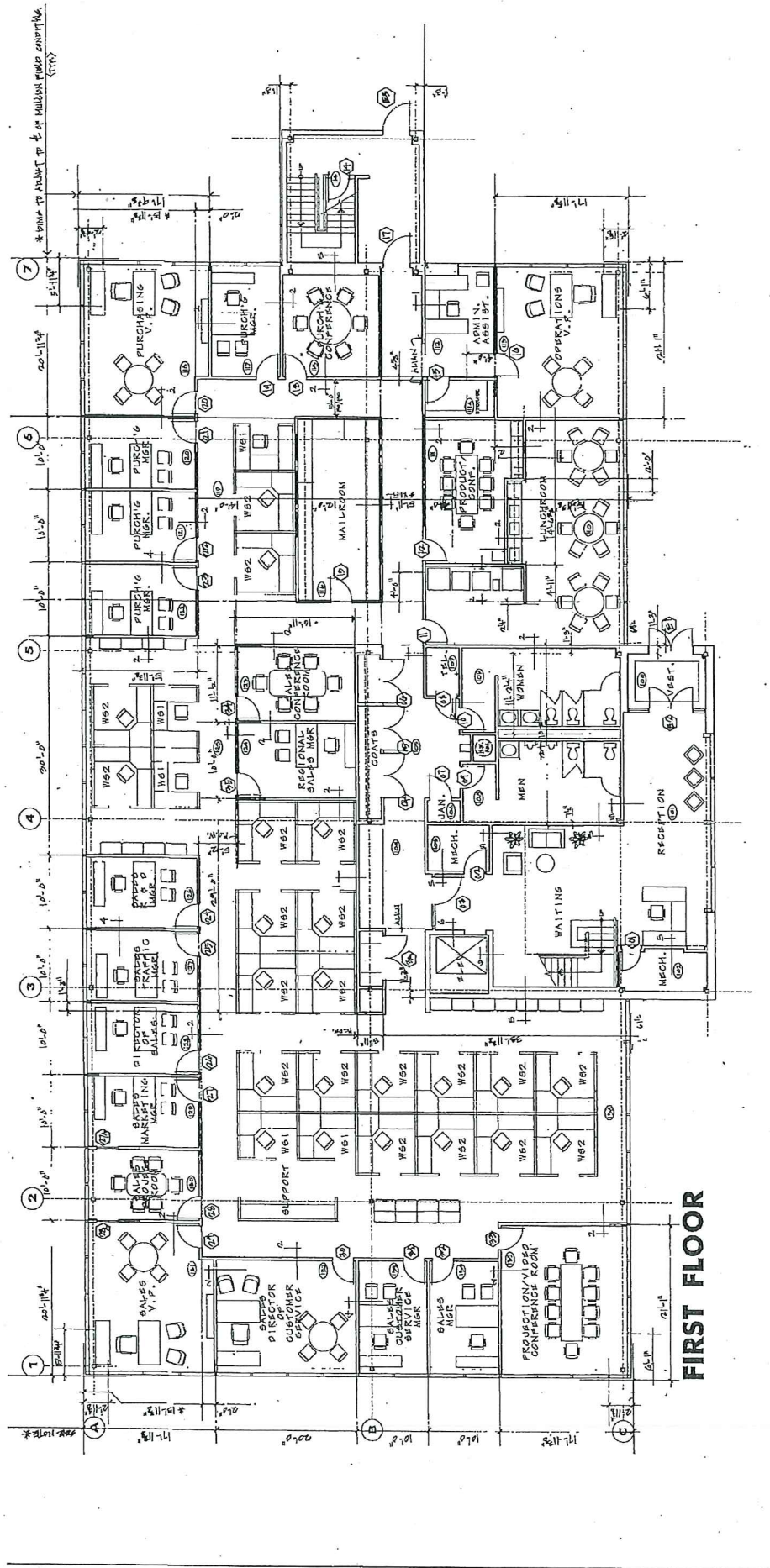
Fredonia StartUP Property



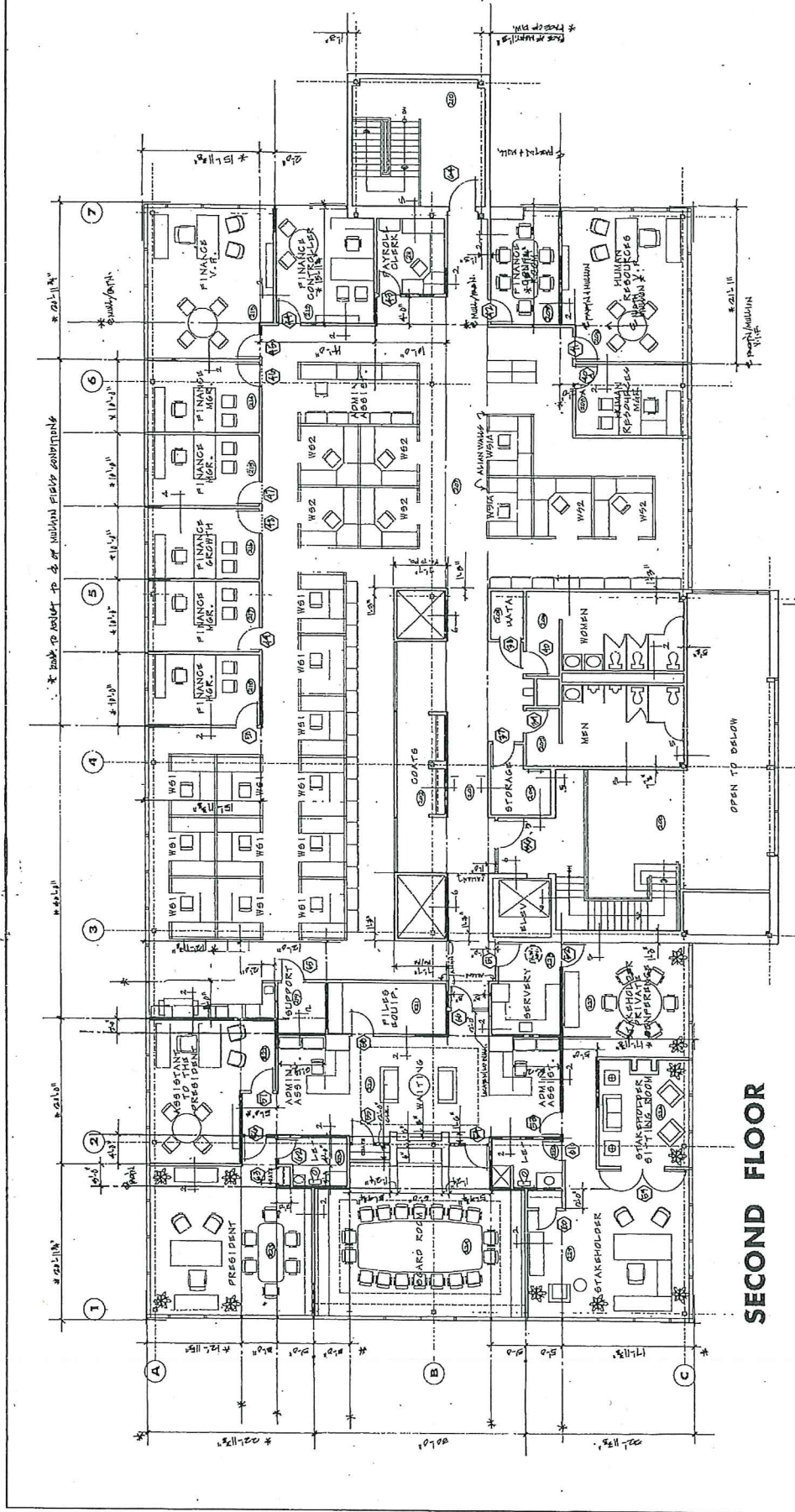
C: Franklin Properties Office Building Map

C.1: Franklin Properties Office Building





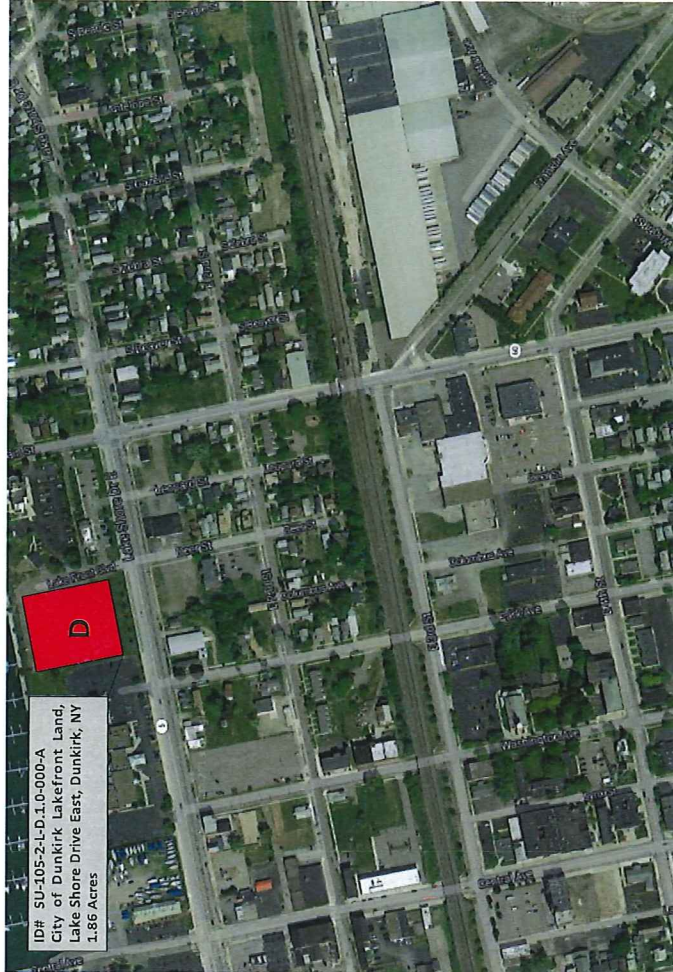
C.2: Franklin Properties Building Floor Plans - 1st floor
 SU-105-1-B-FF1.0-000-A (12,738 square feet)



C.3: Franklin Properties Building Floor Plans - 2nd floor
SU-105-1-B-FF1.0-000-A (12,552 square feet)



Fredonia StartUP Property



D: Dunkirk Lakefront Property Map

F: Fredonia Campus Plan Handout



Kevin P. Kearns, Vice President
Engagement and Economic Development
E-mail: Kevin.Kearns@fredonia.edu
Phone: (716) 673- 3758

StartUP Program:

The goal of StartUP NY is to attract businesses to New York State and to support job expansion by existing state companies through creation of tax-free zones on or near approved colleges and universities. Participating businesses must be sponsored by a state-approved college or university. StartUP provides ten years of major state tax benefits to relocate, start, or expand businesses. In addition, new employees of sponsored businesses will not pay state income tax while they are in the program. The program will benefit all state residents through new direct spending, resident taxes, and by increased homeownership demand in our communities.

Eligibility:

Technology, manufacturing, and many other businesses that create net new jobs are eligible to participate in the program. Some sectors, including retail and wholesale businesses, restaurants, real estate brokers, law firms, medical and dental practices, accounting and financial services, and hospitality businesses, are excluded from participation.

Businesses approved under the StartUP NY program must demonstrate support for the host campus's academic mission. Support for a university or college's mission will be evaluated according to criteria established by the host campus community

Eligible Properties and Space:

StartUP NY businesses will occupy property or land affiliated with a college or university. Space and land on or near campus may be eligible for occupancy.

- All campus space and land is eligible under the program
 - Space cannot result from displacement of campus programs
- Up to 200,000 sf of adjacent property, generally within a one mile radius of campus, is also eligible
 - Space that is affiliated with, but not owned by, the campus may be eligible for inclusion

F: Fredonia Campus Plan Handout

Business Eligibility:

Businesses must meet the following criteria to qualify for the StartUP NY program:

- 1) A demonstrated commitment to create net new jobs. The new jobs may result from business expansions, relocations, or startups:
 - a. There is a state-wide cap of 10,000 new jobs per year
 - b. There is no minimum number of new jobs required for businesses seeking entry into the program
- 2) Business must be acceptable to the community and may not compete with existing businesses in the community
- 3) Fit with the campus mission must be clearly delineated in the StartUP application

The State of New York at Fredonia Campus Plan:

StartUP NY Committee:

Fredonia has established a StartUP NY committee that has drafted a campus plan. The committee will review business applications and make recommendations to the President and Cabinet regarding sponsorship of applicant businesses. Kevin P. Kearns, Vice President for Engagement and Economic Development, serves as chair of the committee. Fredonia committee members include representatives from the University Senate Planning and Budget Committee, the United University Professions (UUP), and an undergraduate student. Internal committee members include a professor of Business/Entrepreneurship, the Director of the Fredonia Technology Incubator, and two Fredonia Vice Presidents (Finance and Administration, and University Advancement). External committee members include the mayors of the City of Dunkirk and the Village of Fredonia, the Planning Director for the City of Dunkirk, a member of the Fredonia College Council, the Executive Director of the Chautauqua Co. IDA, and an Emeritus Professor/community development leader.

The State of New York at Fredonia Campus Plan:

The primary components of the Campus Plan include *space* which has been dedicated for use under the StartUP program, targeted *business clusters*, and fit with the *Fredonia mission*.

Space designated for the Fredonia plan includes:

- 1) The Fredonia Technology Incubator (22,000 sf)
- 2) Fredonia campus property* (4.13 acres of buildable land)
- 3) Franklin Properties, Dunkirk, NY (25,290 sf Class A office space)
- 4) A waterfront parcel on Dunkirk harbor (1.86 acres of buildable land)
- 5) **Food manufacturing facility in Westfield, NY (15,630 sf)**

*On the west side of campus, near Brigham Rd.

F: Fredonia Campus Plan Handout

Business Clusters:

Four primary business clusters have been identified in the Fredonia plan:

- 1) Agribusiness, including those businesses that support the food processing industry (i.e. the supply chain).
- 2) Technology businesses, particularly those relating to the visual arts and new media, and social media applications.
- 3) Lake Erie research and development, and educational tourism.
- 4) Business opportunities directly related to Fredonia's academic mission.

Mission Fit:

Businesses accepted into the StartUP NY program at Fredonia must be committed to partnering in one or more of the following areas:

1. Undergraduate, graduate, and professional education
2. Research
3. Leadership
4. Diversity/cultural initiatives
5. Regional economic development
6. Internships and co-curricular activities
7. Job creation
8. Internationalization of the campus
9. Other: Businesses may contribute to our academic mission in other ways that enhance our learning community.

G: WNY Innovation Hot Spot MOU



Baird Research Park
1576 Sweet Home Road
Amherst, New York 14228
Tel: (716) 645-5500
Fax: (716) 636-5921

MEMORANDUM OF UNDERSTANDING


The WNY Innovation Hot Spot brings together the resources of the region's business incubators and startup business programs to provide a comprehensive set of programs and services and help incubator clients achieve sustainable growth.

As a partner in the WNY Innovation Hot Spot, Fredonia Technology Incubator agrees to work collaboratively, sharing information and best practices to continue Western New York's growth as a hub for entrepreneurs and incubation services.

Fredonia Technology Incubator agrees to share and report on their roster of qualifying client companies, their relevant contact information, economic impact metrics (to be defined by NYSTAR/Empire State Development - may include revenue, expenditures, employee count, etc.), and milestones with Hot Spot staff and NYSTAR/ESD.

Fredonia Technology Incubator agrees to actively collaborate in Hot Spot activities including events, strategy meetings, mentoring, development of best practices (ex: processes, procedures, graduation criteria, etc.).

We acknowledge that Fredonia Technology Incubator's participation and reporting is vital to our clients' eligibility for Start-Up NY and Innovation Hot Spot tax benefits.


Kevin Kearns
Fredonia Technology Incubator

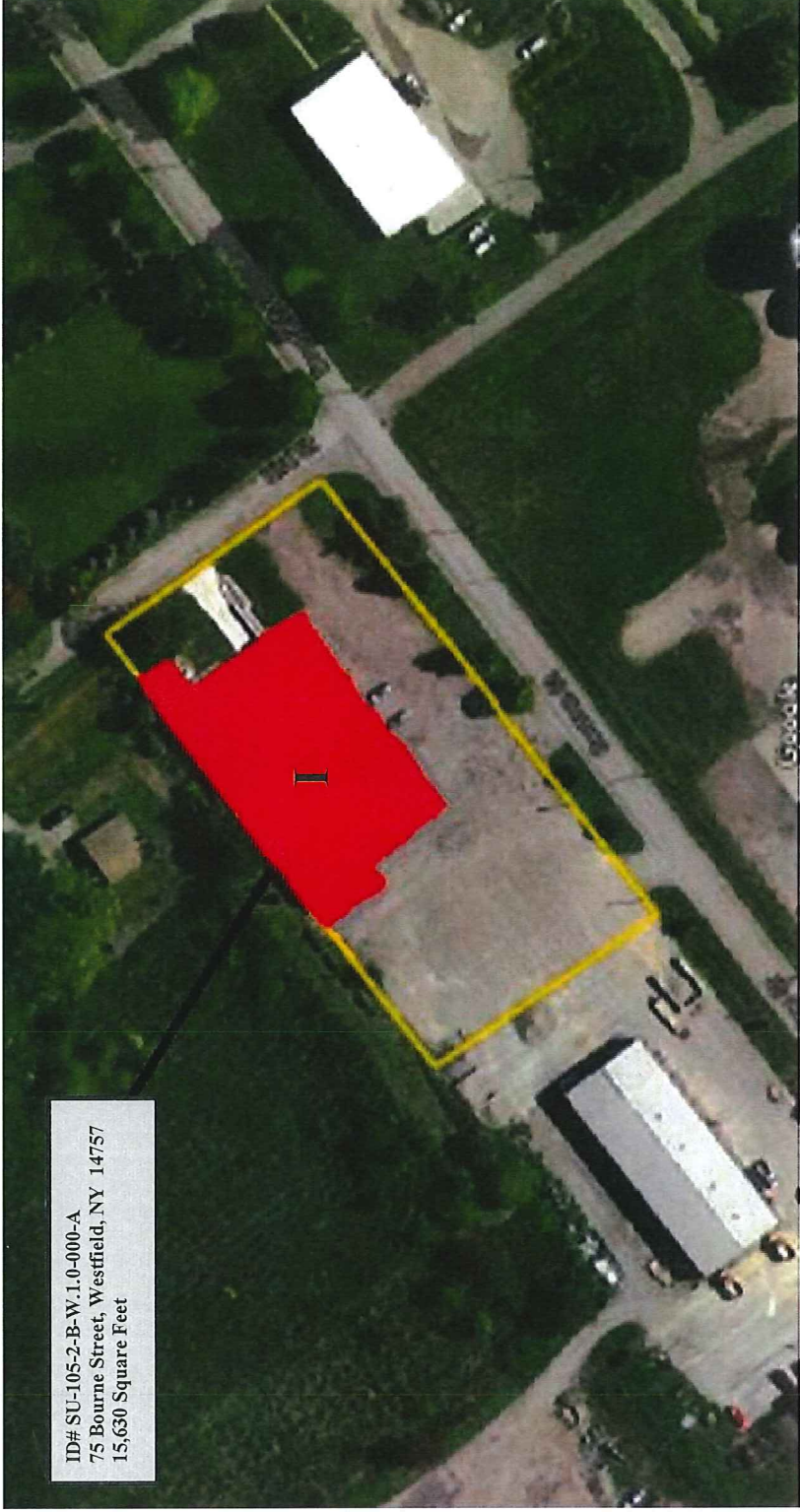
7/21/14
Date


Thomas Murdock
WNY Innovation Hot Spot

7/29/14
Date

H: Fredonia-CCIDA Agreement (75 Bourne Street, Westfield)

Agreement available upon request.



ID# SU-105-2-B-W.1.0-000-A
75 Bourne Street, Westfield, NY 14757
15,630 Square Feet

I: 75 Bourne Street, Westfield - Building Map



I.1: 75 Bourne Street, Westfield

**I.2: 75 Bourne Street, Westfield - Building Floor Plan
 ID# SU-105-2-B-W.1.0-000-A (15,630 square feet)**

