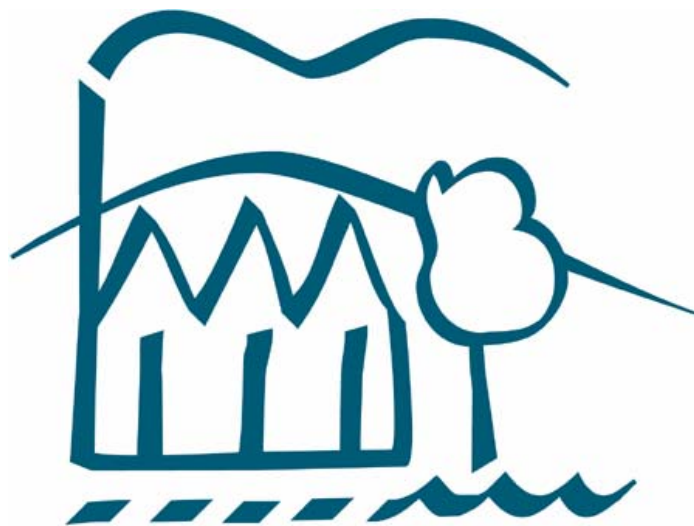

**Genesee-Finger Lakes Economic Development
District**

**Comprehensive Economic
Development Strategy Update**

2004-2005



GENESEE/FINGER LAKES
Regional Planning Council

**City Place
50 West Main Street, Suite 8107
Rochester, New York 14614**

June 2005

***Genesee-Finger Lakes
Economic Development District***

**Comprehensive Economic
Development Strategy Update**

2004-2005

Prepared by the
Genesee/Finger Lakes Regional Planning Council
City Place
50 West Main Street, Suite 8107
Rochester, New York 14614

The preparation of this report was financially aided through a grant from the Economic Development Administration, US Department of Commerce under Public Law 105-393, the Economic Development Administration Reform Act of 1998, a comprehensive amendment of the Public Works and Economic Development Act of 1965.

Contract Grant Project Number: 01-83-08126

GENESEE/FINGER LAKES REGIONAL PLANNING COUNCIL

RESOLUTION

APPROVING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

WHEREAS,

1. The area composed of the Counties of Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates and the City of Rochester is officially designated as an Economic Development District by the U. S. Department of Commerce, Economic Development Administration (EDA);
2. The Genesee Finger Lakes Regional Planning Council is the administrative and policy-making organization for the Economic Development District;
3. The Regional Planning Council is required to annually update its Comprehensive Economic Development Strategy's (CEDS) (projects and priorities).

NOW, THEREFORE, BE IT RESOLVED

1. That the Genesee Finger Lakes Regional Planning Council does hereby accept and approve the CEDS Update.
2. That the Council does formally authorize the submission of the CEDS document to the Economic Development Administration in compliance with the requirements of that agency.

June 9, 2005
Date


Chair



Mission Statement:

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) will identify, define and inform its member counties of issues and opportunities critical to the physical, economic and social health of the region. G/FLRPC provides forums for discussion, debate and consensus building and develops and implements a focused action plan with clearly defined outcomes, which include programs, personnel and funding.

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1.0 Introduction

In 1979 the Genesee-Finger Lakes Region was designated as an Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration (EDA.). This designation was based upon the economic development planning work done by Genesee/Finger Lakes Regional Planning Council (G/FLRPC). This was important because for all years subsequent to 1979, G/FLRPC has been awarded an annual planning grant that is used to promote regional economic development.

Members in the Genesee-Finger Lakes EDD include Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates Counties and the City of Rochester.

The Comprehensive Economic Development Strategy (CEDS) is intended to identify and develop the effective federal, state and local efforts that enhance the EDD's economy. The preparation of the CEDS is an ongoing process and the resulting planning document serves as a guide for G/FLRPC's annual economic development work program.

This document provides an update to the 2003-2004 CEDS which was completed last year. Copies of the CEDS, including information about the process and previous documents, may be obtained by contacting G/FLRPC or via the internet at www.gflrpc.org.

2.0 Organizational Overview

The following section provides an overview of G/FLRPC. This is done by outlining the legal structure, participating governments and district organization.

2.1 Legal Structure

G/FLRPC is the administrative and policy-making organization for the District. The primary source of State enabling legislation for the District organization is contained in Article 12-B of the New York State General Municipal Law, which permits the establishment of regional planning boards and allows such agencies to prepare studies, reports, plans and to provide for the financial participation by various municipal entities in a regional agency. Additionally, Article 5-G of the General Municipal Law is applicable to G/FLRPC in that it provides for the performance of joint municipal cooperative activities including regional agencies.

2.2 Participating Governments

G/FLRPC consists of representatives from the nine member counties, the City of Rochester and the at-large community. With the exception of at-large representatives, the legislative bodies of their respective jurisdictions appoint Council members. At-large members are selected and appointed by the Council.

2.3 Organization

As previously mentioned, G/FLRPC has representatives from its nine member counties, the City of Rochester, local business interests and the at-large community. In addition other appointed officials have ex-officio non-voting membership as determined by New York State law and G/FLRPC's by-laws.

Several committees currently serve G/FLRPC. These are the general Council, the Executive Committee, the Economic Development Advisory Committee (EDAC)/Rochester/Finger Lakes Regional Development Corporation (RDC) and the Planning Coordination Committee (PCC). It is important to note that the committee members listed on the following pages also serve as the Comprehensive Economic Development Strategy (CEDS) Review Committee.

2.3.a Genesee/Finger Lakes Regional Planning Council

Genesee/Finger Lakes Regional Planning Council's members, who meet quarterly to discuss and review project and program progress, are listed in Table 1.

Table 1 - Genesee/Finger Lakes Regional Planning Council				
Member	Affiliation	Status	Race	Gender
Mary Pat Hancock	Genesee County	Voting	White	Female
Steve Hyde	Genesee County	Voting	White	Male
Esther Leadley (A)	Genesee County	Voting	White	Female
Richard Rudolph	Genesee County	Voting	White	Male
<i>James Duval</i>	<i>Genesee County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Marjorie Cansdale (A)	Livingston County	Voting	White	Female
Weston Kennison	Livingston County	Voting	White	Male
James Merrick	Livingston County	Voting	White	Male
Mark Walker (A)	Livingston County	Voting	White	Male
Robert Yull	Livingston County	Voting	White	Male
<i>Julie Marshall</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>
<i>Patrick Rountree</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>David Woods</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Jeffrey Adair	Monroe County	Voting	White	Male
Mark Assini	Monroe County	Voting	White	Male
Maggie Brooks	Monroe County	Voting	White	Female
Linda Dobson	Monroe County	Voting	White	Female
Kal Wysokowski	Monroe County	Voting	White	Female
Wayne Zyra	Monroe County	Voting	White	Male
<i>Paul Johnson</i>	<i>Monroe County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Terrence Slaybaugh</i>	<i>Monroe County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Lois Geiss	City of Rochester	Voting	White	Female
William Johnson	City of Rochester	Voting	Black	Male
<i>Larry Stid</i>	<i>City of Rochester</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>

Table 1 - Genesee/Finger Lakes Regional Planning Council, continued				
Member	Affiliation	Status	Race	Gender
Samuel Casella	Ontario County	Voting	White	Male
Robert LaRocca (A)	Ontario County	Voting	White	Male
Carmen Orlando	Ontario County	Voting	White	Male
<i>Kristen Hughes</i>	<i>Ontario County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Michael Manikowski</i>	<i>Ontario County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Richard Bennett	Orleans County	Voting	White	Male
Kenneth Rush (A)	Orleans County	Voting	White	Male
Marcia Tuohey	Orleans County	Voting	White	Female
<i>Wayne Hale</i>	<i>Orleans County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Craig Tuohey</i>	<i>Orleans County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Robert Shipley	Seneca County	Voting	White	Male
Fred Swain	Seneca County	Voting	White	Male
<i>Glenn Cooke</i>	<i>Seneca County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Marvin Decker	Wayne County	Voting	White	Male
James Fabino (A)	Wayne County	Voting	White	Male
David Spickerman	Wayne County	Voting	White	Male
<i>Margaret Churchill</i>	<i>Wayne County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>
<i>Sharon Lilla</i>	<i>Wayne County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>
Douglas Berwanger	Wyoming County	Voting	White	Male
Jerry Davis (A)	Wyoming County	Voting	White	Male
Jospeh Gozelski	Wyoming County	Voting	White	Male
Anne Humphrey(A)	Wyoming County	Voting	White	Female
Howard Miller (A)	Wyoming County	Voting	White	Male
<i>Michael Hefka</i>	<i>Wyoming County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Richard Tindell</i>	<i>Wyoming County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Deborah Flood	Yates County	Voting	White	Female
Robert Multer	Yates County	Voting	White	Male
Nancy Taylor (A)	Yates County	Voting	White	Female
<i>Steve Isaacs</i>	<i>Yates County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Wilfred Brooks	At-Large	Voting	Black	Male
Henry Herrera	At-Large	Voting	Hispanic	Male
Clyde Forbes	At-Large	Voting	Black	Male
<i>Richard Perrin</i>	<i>Genesee Transportation Council</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>

(A) Alternate

2.3.b Executive Committee

The Executive Committee of the Council is responsible for the day-to-day management and policy decisions of the organization. The Executive Committee typically meets quarterly, but will meet more frequently when necessary. The Executive Committee's members are listed in Table 2.

Table 2 - Executive Committee				
Member	Address	Affiliation	Race	Gender
Esther Leadley, Chair	11047 River Road Pavilion, NY 14525	Legislator, Genesee County Legislature	White	Female
Marjorie Cansdale	4324 Redmond Road Dansville, NY 14437	Supervisor, Livingston County Board of Supervisors	White	Female
Wayne Zyra	39 West Main Street Rochester, NY 14614	President, Monroe County Legislature	White	Male
Sam Casella, Vice Chair	1044 Woolhouse Rd. Canandaigua, NY 14224	Supervisor, Ontario County Board of Supervisors	White	Male
Kenneth Rush	1986 Main Street Waterport, NY 14571	Legislator, Orleans County Legislature	White	Male
Fred Swain	2907 Swick Road Ovid, NY 14521	Seneca County Board of Supervisors	White	Male
Marvin E. Decker	26 Church Street Lyons, NY 14489	Chairman, Wayne County Board of Supervisors	White	Male
Anne Humphrey, Treasurer	Court House 143 N. Main Street Warsaw, NY 14569	Vice Chair - Wyoming County Board of Supervisors	White	Female
Nancy Taylor	12 Rosewood Drive Penn Yan, NY 14527	Supervisor, Yates County Legislature	White	Female
Wilfred Brooks	98 South Pearl Street Oakfield, NY 14125	At-Large	Black	Male
Steven E. Isaacs	1 Keuka Business Park Penn Yan, NY 14527	Chair, G/FLRPC Economic Development Advisory Committee	White	Male
David Woods	6 Court Street - Room 305 Geneseo, NY 14454	Chair, G/FLRPC Planning Coordination Committee	White	Male

2.3.c Economic Development Advisory Committee (EDAC)

The Economic Development Advisory Committee (EDAC) was specifically designed to assist with the District's economic development program. Its members include one professional developer from each county, the City of Rochester and the regional office of Empire State Development Corporation. Each is jointly responsible for representing the interests of their respective jurisdictions as well as the entire region. EDAC's members meet quarterly. EDAC's chair is a member of the Executive Committee. EDAC's members are listed in Table 3.

Table 3 - Economic Development Advisory Committee (EDAC)				
Member	Address	Affiliation	Race	Gender
Jack Kinnicutt, Director - Finger Lakes Regional Office	400 Andrews Street, Suite 710 Rochester, NY 14604	Empire State Development	White	Male
Steve Hyde, CEO	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Patrick Rountree, Director	6 Court Street Room 306 Geneseo, NY 14454	Livingston County Economic Development Group	White	Male
Terrence Slaybaugh, Executive Director	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Male
Fashun Ku, Commissioner of Economic Development	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester Economic Development Department	Asian	Male
Michael Manikowski, Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Male
Donald Kennedy, Director of Market Development	111 West Ave. Albion, NY 14411	Orleans Economic Development Agency	White	Male
Glen Cooke, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Planning & Development	White	Male
Margaret Churchill, Executive Director	16 William Street Lyons, NY 14489	Wayne County Economic Development	White	Female
Michael Hefka, Executive Director	6470 Route 20A Suite 4 Perry, NY 14530	Wyoming County Industrial Development Agency	White	Male
Steven E. Isaacs, Executive Director, Chair	1 Keuka Business Park Penn Yan, NY 14527	Yates County Industrial Development Agency	White	Male

2.3.d Rochester/Finger Lakes Regional Development Corporation (RDC)

The Rochester/Finger Lakes Regional Development Corporation (RDC), a non-profit spin-off of EDAC also serves the District by promoting regional economic development. Quarterly meetings of EDAC and RDC are held concurrently. Members include those listed in the chart above (EDAC) as well as those listed in the chart in Table 4.

Table 4 – Rochester/Finger Lakes Regional Development Corporation (RDC)				
Member	Address	Affiliation	Race	Gender
Steve Griffin, Vice President	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Julie Marshall, Deputy Director	6 Court Street Room 306 Geneseo, NY 14454	Livingston County Economic Development Group	White	Female
Judy Seil, Economic Development Manager	City Place 50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Female
Roberta Hutchinson, Assistant Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Female
Richard Perrin, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council	White	Male
Brian R. Anderson, Senior Economic Development Representative	300 Erie Boulevard West Syracuse, NY 13202	Niagara Mohawk	White	Male
Clyde Forbes, Director of Economic Development	89 East Avenue Rochester, NY 14649	Rochester Gas & Electric Corporation	Black	Male
Peter Pecor Regional Administrator	130 West Main Street Room 200 Rochester, NY 14614	NYS Department of Labor	White	Male
Victoria Pratt, Managing Director, Business Development	100 Chestnut Street - One HSBC Plaza Suite 1910 Rochester, NY 14604	Greater Rochester Enterprise	White	Female
Dana Brunett, President	400 East Avenue Rochester, NY 14607	The Enterprise Center, Rural Opportunities, Inc.	White	Male
Richard Boerman, Loan Management	6712 Ann Lee Drive North Rose, NY 14516	Regional Development Corporation	White	Male

2.3.e Planning Coordination Committee (PCC)

The Planning Coordination Committee (PCC) oversees general planning and program efforts in the District. PCC's members meet bi-monthly. Its members include the Planning Directors from the nine counties and the City of Rochester as well as the Director of the Metropolitan Planning Organization (MPO). The Chair of the PCC is a member of the Executive Committee. PCC's current members are listed in Table 5.

Table 5 - Planning Coordination Committee (PCC)				
Member	Address	Affiliation	Race	Gender
James Duval, Director	County Building II 3837 West Main Street Road Batavia, NY 14020	Genesee County Department of Planning	White	Male
David Woods, Director, Chair	6 Court Street - Room 305 Geneseo, NY 14454	Livingston County Planning Department	White	Male
Paul Johnson, Planning Manager	50 West Main Street, Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Male
Larry Stid, Director of Planning	City Hall, Room 010A 30 Church Street Rochester, NY 14614	City of Rochester Department of Community Development	White	Male
Kris Hughes, Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Division of Planning and Research	White	Male
Wayne Hale, Director	14016 Route 31 West Albion, NY 14411	County of Orleans Department of Planning and Development	White	Male
Glen Cooke, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Planning & Development	White	Male
Sharon Lilla, Director	9 Pearl Street Lyons, NY 14489	Wayne County Planning Department	White	Female
Richard Tindell, Director	6470 State Route 20A, Suite 4 Perry, NY 14530	Wyoming County Department of Planning & Development	White	Male
Appointed: Barbara Johnston, Consultant	Stuart I Brown Associates 640 Cross Keys Office Park Fairport, NY 14450	Yates County	White	Female
Richard Perrin, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council	White	Male

2.3.g Staff

All of G/FLRPC's employees are involved in the District's economic development program because all programs directly or indirectly influence the economic standing of the region. The Council staff provides professional assistance to its member governments in support of all District programs. Council staff is listed in Table 6.

Table 6 - District Staff			
Name	Title	Race	Gender
Rudeen Armstrong	Business Manager	Black	Female
Margaret DelPlato	Senior Planner - Economic Development & RLF Coordinator	White	Female
Matt Griffiths	Regional Rebuild Coordinator	White	Male
Jason Haremza	Senior Planner - Land Use	White	Male
Ellen Micoli Soffa	Planner - Land Use	White	Female
Chris Tortora	Planner - GIS & Remote Sensing, Data, Technology & Resource Center	White	Male
Brian Slack	Senior Planner - Land Use	White	Male
David Zorn	Executive Director	White	Male

3.0 Overview

This section of the CEDS provides an overview of the socioeconomic conditions of the District using data from federal, state and regional sources. The data analysis is provided at the state, region and member level (the nine counties and the City of Rochester) where available.

3.1 Employment

The employment portion of this overview uses data from the Bureau of Economic Analyses. The annual average number of jobs in each sector, by county, is provided in Tables 10 and 11.

Table 7 - Annual Employment By Industry in the Genesee-Finger Lakes Region, 2003					
Industry	Genesee	Livingston	Monroe	Ontario	Orleans
Farm employment	1,282	1,200	1,021	1,379	1,217
Forestry, fishing, related activities	223	(D)	334	240	189
Mining	50	(D)	285	102	38
Utilities	(D)	(D)	(D)	222	(D)
Construction	1,470	1,642	17,721	4,054	506
Manufacturing	3,210	2,280	67,911	7,295	1,832
Wholesale trade	1,212	647	15,868	1,844	(D)
Retail trade	3,626	3,757	50,477	10,679	1,703
Transportation and warehousing	(D)	(D)	(D)	1,059	280
Information	332	272	13,119	800	124
Finance and insurance	661	797	18,068	1,936	667
Real estate and rental and leasing	729	729	13,912	1,776	160
Professional and technical services	1,036	1,165	30,937	(D)	(D)
Management of companies and enterprises	93	38	10,454	(D)	(D)
Administrative and waste services	1,238	742	25,073	2,222	251
Educational services	295	263	26,240	1,128	(D)
Health care and social assistance	3,057	2,524	62,625	7,421	(D)
Arts, entertainment, and recreation	1,309	479	9,426	1,480	(D)
Accommodation and food services	2,025	1,990	25,884	4,343	(D)
Other services, except public administration	2,008	1,692	21,297	3,074	643
Government and government enterprises	5,929	7,436	52,073	8,108	4,556
Total	30,603	28,631	472,094	62,362	15,015

Source: Bureau of Economic Analysis, 2005

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

Upon reflection of these two Tables (7 & 8), several observations can be made. The first is that Monroe County had the highest annual average number of jobs, followed by Ontario and Wayne Counties. The manufacturing industry remains significant, despite the decline our region's manufacturing base. Other industries with notable numbers for annual employment throughout the region are government, retail trade, health care and social assistance.

Table 8 - Annual Employment By Industry, continued, in the Genesee-Finger Lakes Region, 2002				
Industry	Seneca	Wayne	Wyoming	Yates
Farm employment	691	1,864	1,661	1,046
Forestry, fishing, related activities	(D)	(D)	117	(D)
Mining	(D)	(D)	21	(D)
Utilities	0	(D)	(D)	(D)
Construction	728	1,956	711	329
Manufacturing	(D)	6,272	2,509	1,113
Wholesale trade	328	767	(D)	(D)
Retail trade	2,473	4,600	1,994	1,094
Transportation and warehousing	334	(D)	570	168
Information	80	335	103	107
Finance and insurance	340	779	493	142
Real estate and rental and leasing	308	674	239	157
Professional and technical services	559	1,457	(D)	159
Management of companies and enterprises	(D)	245	(D)	0
Administrative and waste services	(D)	1,107	932	94
Educational services	424	213	84	(D)
Health care and social assistance	1,867	3,244	1,016	(D)
Arts, entertainment, and recreation	226	653	290	89
Accommodation and food services	971	1,664	826	463
Other services, except public administration	733	1,811	922	632
Government and government enterprises	2,645	6,922	4,564	1,316
Total	15,479	35,502	18,056	8,825

Source: Bureau of Economic Analysis, 2005

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

3.2 Unemployment

According to the New York State Department of Labor and the Bureau of Labor Statistics, the annual average rate of unemployment in 2003 was 6.0% in the United States, 6.3% in New York State and 5.8% for the Region. There were five counties that exceeded the national average percent, three counties that exceeded the state's average percent of unemployment and five counties that exceeded the region's average percent in 2003.

The six counties that exceeded the national average percent of unemployment, which was 6.0%, were Genesee (6.8%), Livingston (6.3%), Orleans (7.6%), Wayne (6.6%) and Wyoming Counties (6.4%). The City of Rochester also exceeded the national average at 7.4%. The remaining counties were below the national average. Those counties were Monroe, Ontario, Seneca and Yates Counties with average unemployment rates of 5.6%, 5.6%, 5.8% and 4.3% respectively.

The three counties that exceeded the New York State average unemployment rate, which was 6.3%, were Genesee, Orleans, and Wayne with average unemployment rates of 6.8%, 7.6%, and 6.6% respectively. The City of Rochester also exceeded the state average for unemployment. Livingston (6.3%), Monroe (5.6%), Ontario (5.6%), Seneca (5.8%) Wyoming (6.3%) and Yates (4.3%) were at or below the state average for 2003.

The five counties that exceeded the Regional average unemployment rate, which was 5.8%, were Genesee, Livingston, Orleans, Wayne and Wyoming with average unemployment rates of 6.8%, 6.3%, 7.6%, 6.6% and 6.3% respectively. The City of Rochester also exceeds the regional average unemployment rate.

Again using data from the New York State Department of Labor, the U.S. average percent of unemployment in 2004 was 5.5%, 5.8% for New York State and 5.7% for the Region. There were six counties that exceeded the national average percent of unemployment, four counties that were above the New York State average percent and there were four that exceeded the average percent for the region in 2004.

The six counties that exceeded the U.S. average were Genesee, Livingston, Monroe, Orleans, Wayne and Wyoming with average unemployment rates of 5.7%, 6.2%, 5.6%, 6.9%, 5.9% and 6.4% respectively. Ontario (5.3%), Seneca (5.3%) and Yates (4.7%) were below that national average for 2004, which was 5.5%.

The four counties that exceeded the state average percent of unemployment, which was 5.8%, were Livingston (6.2%), Orleans (6.9%), Wayne (5.9%) and Wyoming (6.4%). The remaining counties were below the state average. Those counties were Genesee, Monroe, Ontario, Seneca and Yates Counties with average unemployment rates of 5.7%, 5.6%, 5.3%, 5.3% and 4.7% respectively.

The four counties that exceeded the regional average percent of unemployment, which was 5.7%, were Livingston (6.2%), Orleans (6.9%), Wayne (5.9%) and Wyoming Counties (6.4%). The remaining counties were at or below the regional average. Those counties were Genesee, Monroe, Ontario, Seneca and Yates Counties with average unemployment rates of 5.7%, 5.6%, 5.3%, 5.3% and 4.7% respectively.

The City of Rochester exceeded the national, state and regional annual average unemployment in 2004 at 7.4%.

Average unemployment rates by county and percent change in average unemployment from 2003 to 2004 are presented in Table 9.

Table 9 - Annual Average Unemployment Rate by County in the Genesee-Finger Lakes Region, 2003-2004			
Area	Average % 2003	Average % 2004	% change
United States	6.00%	5.50%	-0.50%
N.Y. State	6.30%	5.80%	-0.50%
Finger Lakes Region	5.80%	5.70%	-0.10%
Genesee County	6.80%	5.70%	-1.10%
Livingston County	6.30%	6.20%	-0.10%
Monroe County	5.60%	5.60%	N/A
City of Rochester	9.80%	7.40%	-2.40%
Ontario County	5.60%	5.30%	-0.30%
Orleans County	7.60%	6.90%	-0.70%
Seneca County	5.80%	5.30%	-0.50%
Wayne County	6.60%	5.90%	-0.70%
Wyoming County	6.30%	6.40%	0.10%
Yates County	4.30%	4.70%	0.40%

Source: New York State Department of Labor and Bureau of Labor Statistics, 2005

3.3 Wages/ Personal Income

Using Bureau of Economic Analysis data, Tables 10 and 11 examine the annual average wages earned by industry and the annual average per capita income and personal income by county for the region.

Table 10 - Annual Average Wages Earned, in Dollars, by Industry and County in the Genesee-Finger Lakes Region, 2003					
Industry	Genesee	Livingston	Monroe	Ontario	Orleans
Agriculture, Forestry, Fishing & Hunting	22,361	25,474	16,346	21,683	17,441
Mining	51,105	34,000	41,574	41,443	37,471
Utilities	33,114	34,190	41,415	36,513	33,990
Construction	37,152	32,968	56,508	41,962	31,959
Manufacturing	36,306	19,999	51,943	44,689	38,422
Wholesale Trade	19,797	25,624	20,690	19,684	16,103
Retail Trade	29,724	20,442	28,966	47,753	26,744
Transportation and Warehousing	30,990	28,335	51,836	29,050	12,304
Information	33,880	21,125	53,886	42,221	30,012
Finance and Insurance	26,585	25,022	26,982	23,426	20,759
Real Estate and Rental and Leasing	31,496	37,634	47,004	44,859	21,752
Professional and Technical Services	62,074	18,735	70,247	21,803	19,619
Management of Companies and Enterprises	16,265	15,621	25,828	28,291	21,296
Administrative and Waste Services	21,051	23,445	44,814	17,186	10,449
Educational Services	22,918	11,902	30,062	11,606	8,096
Health Care and Social Assistance	12,592	8,692	16,736	15,513	14,145
Arts, Entertainment, and Recreation	10,610	20,299	12,213	35,702	37,806
Accommodation and Food Services	16,615	34,492	20,550	18,737	16,800
Other Services	30,014	14,740	37,688	21,683	17,441
Total, All Government	16,112	25,474	18,242	41,443	37,471
Unclassified	22,361	34,000	16,346	36,513	33,990
Total	26,049	27,704	38,055	30,316	28,081

Source: NYS DOL, NAICS, 2005

Tables 10 and 11 indicate that the highest total annual average wages earned is in Monroe County (\$38,055), followed by Ontario County (\$30,316) and Wyoming County (at \$29,763.) In terms of the highest wages earned by industry, manufacturing and government yield higher wages when looking at the region as a whole. However, when looking at earnings on a county by county basis – the variation in earnings can be seen. This illustrates the diversity in the region’s economy.

Table 11 - Annual Average Wages Earned, In Dollars, by Industry and County, continued, in the Genesee-Finger Lakes Region, 2003				
Industry	Seneca	Wayne	Wyoming	Yates
Agriculture, Forestry, Fishing & Hunting	17,301	22,353	23,998	18,015
Mining	32,173	32,661	30,947	21,665
Utilities	44,891	36,362	31,463	28,736
Construction	25,975	39,086	35,505	30,217
Manufacturing	19,363	19,525	18,204	18,403
Wholesale Trade	29,745	26,678	24,248	35,788
Retail Trade	20,212	24,754	25,133	20,173
Transportation and Warehousing	35,089	31,458	46,088	30,568
Information	16,272	16,716	15,604	18,222
Finance and Insurance	29,499	42,951	27,988	31,036
Real Estate and Rental and Leasing	53,030	47,087	13,360	23,268
Professional and Technical Services	31,240	22,217	25,192	23,003
Management of Companies and Enterprises	24,168	18,281	12,232	11,222
Administrative and Waste Services	16,626	22,368	8,468	9,703
Educational Services	10,109	12,440	17,265	16,488
Health Care and Social Assistance	12,551	8,995	37,976	28,388
Arts, Entertainment, and Recreation	32,926	16,158	17,387	16,987
Accommodation and Food Services	14,989	32,425	23,998	18,015
Other Services	17,301	18,788	30,947	21,665
Total, All Government	32,173	22,353	31,463	28,736
Unclassified	44,891	32,661	35,505	30,217
Total	29,084	28,398	29,763	23,312

Source: NYS DOL, NAICS, 2005

Annual average per capita income in the region appears in Table 12. Monroe County has the highest annual average per capita income with \$32,506, followed by Ontario County with \$28,788 and Wayne County with \$25,551.

Table 12 - Annual Average Per Capita Income by County in the Genesee-Finger Lakes Region, 2003	
County	Per Capita Income
Genesee County	\$25,307
Livingston County	\$23,814
Monroe County	\$33,272
Ontario County	\$28,798
Orleans County	\$21,119
Seneca County	\$24,080
Wayne County	\$25,806
Wyoming County	\$21,963
Yates County	\$20,686

Source: US. Bureau of Economic Analysis, 2005

Table 12 further indicates that the counties with the lowest annual average per capita income in the region were Orleans County with \$21,119, Wyoming County with \$21,963 and Yates County with \$20,686.

3.4 Meetings

Several meetings have taken place to date and several more will occur in 2005 as they relate to the CEDS. A listing of meetings appears in Tables 13-15.

Table 13 - Genesee/Finger Lakes Regional Planning Council Meetings			
Date	Time	Location	CEDS Activity
March 10, 2005	10:30 a.m.	Rochester, NY	Review ED program work to date. Discuss CEDS and outline approach for the 2005 process and solicit input
June 9, 2005	10:30 a.m.	Rochester, NY	Review ED program work to date. Review input gathered, progress to date and submit 2005 document for approval by Board
September 8, 2005	10:30 a.m.	Rochester, NY	Review ED program work to date
December 8, 2005	10:30 a.m.	Rochester, NY	Review ED program work to date and begin 2006 CEDS process

Table 14 - Planning Coordination Committee Meetings			
Date	Time	Location	CEDS Activity
February 4, 2005	9:30 a.m.	Rochester, NY	Review ED program work to date. Discuss CEDS and outline approach for the 2005 process and solicit input
April 1, 2005	9:30 a.m.	Lyons, NY	Review ED program work to date. Obtain input on the CEDS process
June 3, 2005	9:30 a.m.	Albion, NY	Review ED program work to date.
August 5, 2004	9:30 a.m.	Location TBA	Distribute 2005 CEDS document
October 7, 2005	9:30 a.m.	Location TBA	Review ED program work to date.
December 2, 2005	9:30 a.m.	Geneseo, NY	Review ED program work to date and begin 2006 CEDS process

Prepared by Genesee/Finger Lakes Regional Planning Council

Table 15 - Economic Development Advisory Committee/Regional Development Corporation Meetings

Date	Time	Location	CEDS Activity
January 13, 2005	10:00a.m.	Geneseo, NY	Review ED program work to date. Discuss CEDS, outline approach and obtain input on the CEDS process
March 11, 2004	10:00a.m.	Rochester, NY	Review ED program work to date. Obtain input on the CEDS process
June 11, 2004	10:00a.m.	Location TBA	Distribute 2005 CEDS document
September 10, 2004	10:00a.m.	Geneva, NY	Review ED program work to date.
December 10, 2004	10:00a.m.	Location TBA	Review ED program work to date and begin 2006 CEDS process

3.5 Infrastructure

Infrastructure can be considered as the facilities and services needed to sustain a community including residential, industrial, commercial and other land use. The following sections highlight telecommunication and transportation as essential to community function in our Region, which also support and contribute to our economic vitality.

3.5.a Telecommunications

Telecommunication systems transmit messages and data from one point to another point electronically. The benefit of this form of communication is that it is effective and efficient. Telecommunications infrastructure needs identification, connection and development is critical to support current and future economic development in the region.

In the nine-county region, we have various degrees of information gathered in terms of the states of their existing and future telecommunications needs. Several counties have created or are creating a database of their respective telecommunications network. Some have also advanced that inventory by integrating the need for continued identification and improvement of the network into their Economic Development Strategies.

Specifically, Genesee County completed a telecommunications study in 2003, Ontario County completed their study in 2003, Seneca County completed a telecommunications study in 2004 and Wyoming County completed a study in 2003. It appears that all counties in the Region recognize the importance of telecommunications and Economic Development.

To ensure the region is in the best position to use this important information as a marketing tool, it would be highly beneficial to receive EDA and other funding to allow for a regional telecommunication inventory, assessment and strategy. This approach will allow for an evaluation of current and future actions needed on a micro (county) and macro (region wide) scale.

The most compelling benefit of having a study done on this wide of scale is it will enhance the ability of the region to compete on an international level. The United States is currently outside of the top ten countries in the world as far as broadband penetration rankings. By completing a regional study, the District will have an advantage as it competes in the local arena, within the state of New York, nationally and internationally for jobs creation, attraction, retention and expansion.

3.5.b Transportation

The transportation network in our region supports the movement of goods and people and ultimately influences the condition of the economy in our area. The physical infrastructure consists of approximately 12,000 miles of roadway, 650 miles of active railroad lines, over 200 miles of multi-use trails, and several intercity transportation facilities. In addition, public transportation services are available in all but Yates County, with a study to be undertaken this year to determine the feasibility of beginning service there.

The regional organization charged with the responsibility of studying and enhancing the movement of goods and people into, out of, and throughout the region is the Genesee Transportation Council (GTC), the designated, Metropolitan Planning Organization (MPO) for the nine-county region.

According to a U.S. Department of Transportation mandate, each metropolitan area with a population over 50,000 must have a designated MPO to qualify for federal highway and transit funds. GTC has been designated by the Governor of New York State as the MPO responsible for transportation planning in the Genesee-Finger Lakes Region, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties.

The general goal of GTC is to create an efficient and equitable transportation network in the Genesee-Finger Lakes Region. The objectives of this goal are to enhance the quality of life for residents in the area, retain existing residents and businesses and to attract new residents and businesses. These objectives are met by the GTC actively exploring transportation improvement strategies.

Specific GTC goals that support and encourage economic development within the region are to:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency.
 - The transportation system should support balanced community and economic development of the metropolitan area.
 - The transportation system should be a distinguishing competitive feature of the metropolitan area relative to other areas, serving the needs of existing businesses and enhancing the Region's attractiveness to new business.
2. Increase the accessibility and mobility options available to people and freight

- The transportation system should provide the capacity, coverage and coordination necessary to provide mobility to the region's population and commercial activities in a fashion consistent with the overall intent of Goal 1.

To maintain the transportation planning process as required by the federal government, GTC must at a minimum produce and maintain three major documents. These documents address both the long and short term transportation challenges faced within the region and the proposed actions that will be undertaken by the GTC to deal with these items. Specifically, the three documents are listed below.

The Long Range Transportation Plan (LRTP)

This document provides a 20-year perspective of existing and projected transportation system capabilities, issues, and opportunities as well as alternatives to address these issues and maximize these opportunities.

This assessment is performed in the context of the seven major transportation planning focus areas established by the federal Transportation Equity Act for the 21st Century (TEA-21), enacted in 1998.

It provides the framework for guiding the planning and implementation of transportation improvements in the region. The Long Range Transportation Plan must be updated every three years and was recently updated in December 2004.

The Unified Planning Work Program (UPWP)

This document begins translating into reality the objectives and strategies identified in the region's Long Range Transportation Plan by setting forth the program of federally-funded transportation planning activities for the coming year.

These planning projects must be consistent with and advance the overall objectives and strategies identified in the Long Range Transportation Plan. The UPWP must be updated annually.

Planning projects completed or underway, which reflect the interrelatedness of transportation and the condition of the economy in the region, are:

- Center City Way-Finding Sign Update
- Regional Tourism Signage study
- Route 14 Truck Study
- Goods Movement Planning
- Area Wide Job Access and Reverse Commute Plan
- Several corridor studies

The Transportation Improvement Program (TIP)

This document programs the timing and funding of all transportation improvements involving federal funds over the next five years for the region. These projects typically emerge from the UPWP planning process and must be consistent with the overall objectives and strategies identified in the region's Long Range Transportation Plan.

The TIP must be updated at least every two years. The TIP is a dynamic document – amendments and modifications occur when new projects are identified through federal discretionary programs. The current TIP was adopted in 2003 with updates scheduled in 2005.

In addition to these documents, the GTC provides on-demand technical assistance pertaining to goods movement issues.

3.6 Regional Revolving Loan Fund

G/FLRPC believes that business owners provide the backbone for the region's economy. In an effort to support this belief, the Council and an affiliated organization provide gap financing for businesses located in the nine-county region, including the City of Rochester.

G/FLRPC staff that coordinates and administers the revolving loan fund are working actively to responsibly lend money to area businesses while also trying to meet the objective of stimulating the region's small businesses.

In recent years we have experienced challenges in terms of getting repaid on several loans. As a result the reputation of the Revolving Loan Fund has become known as somewhat conservative. G/FLRPC staff has taken several active measures to address this.

First and foremost, G/FLRPC staff is working to improve relationships with exiting customers as well as working more closely with potential clients prior to and during the application and loan closing process.

Due to serious questions and concerns regarding G/FLRPC's RLF, a review of RLF policy was completed last year which examined models from area loan funds. Upon review of this information, it was determined that G/FLRPC's policy manual, the

Genesee/Finger Lakes Economic Development District Management and Procedures Plan - Regional Revolving Loan Fund, needed refinement. The previous Management and Procedures Plan, which was completed in 1987, was modified to reflect the current economic needs of the region and of our local businesses.

Extensive research was conducted looking at Economic Development Administration guidelines. A review by G/FLRPC's attorney was also made to ensure the legal soundness of the Management and Procedures Plan. Most importantly, feedback from G/FLRPC's Executive Committee, the Regional Revolving Loan Fund Review Committee, and regional economic development stakeholders is being taken into consideration and integrated into the Management and Procedures Plan.

Regional Revolving Loan Fund Training was offered in October of 2004. The training focused on defining and discussing business terms and issues. This instruction enhanced the knowledge of our loan review committees, support staff and regional economic development stakeholders. This information will allow these parties to make educated and informed decisions regarding loans to their potential clients. Additional training will be offered in 2005.

3.7 E-Commerce

Utilizing the existing economic development network established through the Genesee-Finger Lakes Economic Development District, Rural Opportunities, Inc. (ROI) proposes to set up a complimentary small business and micro-enterprise support program that will teach entrepreneurs to transact business online as part of an effort aimed at creating jobs and new investment through technology and e-commerce. The premise behind this project is that these entrepreneurs increase their sales and their own standard of living by realizing enough sales in order to expand and employ others through direct employment and through the acquisition of raw materials from other local businesses.

ROI plans on utilizing a proven model for online selling: EBay – the world's largest online marketplace with over 70 million registered users. Entrepreneurs will be provided training on the use of computers and digital cameras for online sales and order fulfillment. ROI plans on using established mentors and local college students as well as programs such as SCORE "Counselors to America's Small Business" to assist the entrepreneurs with their training.

Understanding that many of these businesses will need some capitalization to purchase additional raw materials for products, hiring of staff to create more inventory, or create adequate storage or production space, ROI will support the program with its established loan fund as well as encourage the use of G/FLRPC, RDC and local county loan funds. This practice will allow participants to apply for low interest loans to help their businesses expand. Additional support to these businesses will be made available from ROI through its' Enterprise Center. Staff will assist with business counseling, technical assistance and micro-lending. Additional sources of counseling will also be recruited through local community colleges, SCORE "Counselors to America's Small Business" and other traditional economic development agencies.

ROI proposes to establish up to three regional focus areas for this endeavor. The first will be the Finger Lakes Region. The remaining sites will be selected from a pool of the Hudson Valley, Southern Tier East, Southern Tier Central and Southern Tier West. The focus will be on rural counties with low income and geographic challenges to overcome.

Funds for this program will be utilized to employ a full time coordinator for each established training area, cost of space and support materials. ROI also plans to seek other investors as this program grows in an effort to create long term sustainability.

ROI plans on training 30 vendors in year one. In years two and three ROI will expand this project to other regions and continue to grow these cottage industries thereby creating a viable e-commerce economy in the rural areas of New York State.

3.8 Economic Development Tools

Several organizations advocate for the improvement of the region's economic base. One way the advocacy is done is through the use and advancement of economic development tools. The following section discusses Empire Zones, Build Now New York Sites and New York State Energy Research and Development Authority.

3.8.a Empire Zones

An Empire Zone (EZ) is an area designated by Empire State Development Corporation. This designation encourages economic development, business investment and job creation through several incentives. It also promotes the coordinated effort on the part of state and local economic developers to provide the benefits of job creation to targeted populations.

The incentives of Empire Zones were critically examined the past few years as the State of New York and other economic development stakeholders reviewed the legislation that supports Empire Zones. The supporting legislation has been revised and was put into effect in April of 2005 and will extend until June of 2011.

The Genesee-Finger Lakes Region currently has Empire Zones located in Genesee County, Ontario County, Orleans County, Monroe County, the City of Rochester, Seneca County and Wayne County. New zone designations should be made in Livingston, Wyoming and Yates Counties this year.

3.8.b Build Now New York Sites

"Build Now-NY", an initiative of the New York State Office of Regulatory Reform, is a program that awards matching grants to be used for environmental review, zoning changes and other site preparation and approvals necessary for development. This program also creates an inventory of locations for a wide range of business profiles, promoting the locations as ready for development when the opportunity arises.

“Build Now-NY” Phase I site profiles include locations for:

- Research & Development
- Manufacturing
- Light Industrial
- Office Park
- Warehouse Distribution
- Business/Commercial Park
- Retail

Phase I sites within this District are listed in Table 16.

Table 16 – Genesee-Finger Lakes Region Qualified Phase I Build-Now NY Sites	
Site Name	Location
Silver Hill Technology Park	Wayne County
Blackwood Business Center	Ontario County
Dansville Business Park	Livingston County
Avon Cross Road Industrial Park	Livingston County

Source: Governor’s Office of Regulatory Reform, 2005

“Build Now-NY” Phase II is targeting three development profiles:

- High Technology Manufacturing
- Distribution/Logistics/E-Commerce Fulfillment
- Multi-Tenant Business & Technology Park.

Phase II sites within this District are listed in Table 17.

Table 17 – Genesee-Finger Lakes Region Qualified Phase II Build-Now NY Sites	
Site Name	Location
Ash & Hansen, Village of Avon	Livingston County
Valley at Geneseo	Livingston County
Perry Commerce Center	Wyoming County
Rochester Technology Park	Monroe County
Apple Tree Acres Corporate Park	Genesee County

Source: Governor’s Office of Regulatory Reform, 2005

3.8.c New York State Energy Research and Development Authority

Finger Lakes Energy Smart Communities, a regional initiative of New York Energy Smart Communities, demonstrates the economic, environmental and social benefits of energy efficiency and use of renewable energy resources. The New York State Energy Research and Development Authority (NYSERDA) support these projects through its portfolio of technical and financial assistance for energy-efficiency programs.

As the regional coordinator of this program, G/FLRPC facilitates energy improvement projects, hosts energy-workshops, manages community partnerships and helps match the needs of the communities, organizations, and individuals with NYSERDA programs. Partners in the program identify energy-saving projects on a local level and share expertise. Communities that sign-on as partners can designate areas that could most benefit from energy efficiency as “Energy Target Zones” and demonstrate the benefits of energy savings to the rest of the region. Energy Smart Communities encourages decision-makers and community members to adopt energy efficiency as a means of economic growth and community development.

3.9 Regional Marketing

In order for the Region to successfully identify and promote its assets, partnerships are formed between public, private and non-profit organizations. A leading example of an organization that markets the region through effective coordination and collaboration is the Greater Rochester Enterprise.

3.9.a Greater Rochester Enterprise

Greater Rochester Enterprise (GRE) is a regional economic development organization supported by a team of private and public sector leaders dedicated to improving economic performance in the Rochester-Finger Lakes Region. GRE’s primary goals are to retain and expand existing business and to professionally market this region as a competitive, vibrant and high-profile place for business location and growth. To support business attraction, expansion, entrepreneurship and innovation, GRE collaborates with local businesses, universities, not-for-profit organizations and government leaders to deliver a unified response to regional economic development opportunities.

GRE’s client-driven project management services include:

- Providing detailed demographic, statistical, comparative and industry specific information about the region
- Researching and identifying potential commercial sites and buildings
- Identifying available grants, incentives and financing
- Facilitating meetings with appropriate city, county and state agencies
- Coordinating meetings with appropriate service providers such as legal, accounting, banking, etc.
- Assisting with workforce and recruitment training needs
- Providing detailed information about living in Greater Rochester, including housing, schools and cultural amenities

In 2004, GRE, the City of Rochester and Monroe County created a partnership where GRE was designated as the single point of contact for economic development clients. The partnership has assigned GRE with the responsibility for marketing, sales and client management. The City and Counties have retained administrative and approval functions for economic incentives and programs, but work in conjunction with GRE in the offering of incentives and programs in a coordinated team approach. Wayne County has recently established a similar relationship with GRE.

For more information on the Greater Rochester Enterprise (GRE) visit www.RochesterBiz.com

3.10 Industry Clusters

Industry Clusters are geographic concentrations of interconnected companies and institutions in a particular field which when grouped together, form a critical mass. By doing this, the region in which the industry cluster is located attracts new companies, job candidates, and purchasers for their products and services. The compound effect of clusters makes the local industry more competitive and benefits the regional economy.

The Genesee-Finger Lakes Region is well known for many industry clusters including, but not limited to the following:

- Biotechnology
- Business Services
- Distribution
- Food and Beverage
- Imaging and Optics
- Fuel Cell
- MIS/IT Business Services
- Medical Research and Technology
- Pharmaceutical
- Photonics
- Precision Manufacturing
- Printing and Publishing
- Telecommunications

3.10.a Center for Integrated Manufacturing Studies (CIMS)

The Center for Integrated Manufacturing Studies (CIMS) at Rochester Institute of Technology (RIT) was established to increase the competitiveness of manufacturers through applied technology and training. CIMS is a dynamic collaboration of in-house technical experts and academic, industry and government resources.

With funding from the New York State Office of Science, Technology and Academic Research (NYSTAR), CIMS launched the Roadmap Initiative (Roadmap) in 2003. The Roadmap is a long-term effort to analyze the competitive barriers facing Upstate New York manufacturers with the goal of helping develop plans to reduce those barriers and helping companies overcome them. Under this NYSTAR grant, the Roadmap studied 583 companies in the Industrial Machinery & Systems (IMS) and Materials Processing (MP) clusters of the Genesee-Finger Lakes Region. Using surveys, onsite assessments and focus groups of regional stakeholders, valuable data was collected and important working relationships were established. The Rochester Tooling & Machining Association (RTMA) has worked closely with CIMS. This grant concluded in October 2004.

This initial work indicated that the future success of regional manufacturers will depend heavily on the degree to which the following competitive needs are met:

- Access to new markets, particularly ones outside of NYS, to replace declining regional markets
- Increased innovation to establish cost advantages and pricing power, and reduce dependence on commodity products vulnerable to low-cost foreign competition
- Greater collaboration amongst companies, and with colleges and universities and economic development entities
- Improved government understanding of regional manufacturing, creating more favorable policy outcomes
- More accurate public perception of manufacturing leading to better political support for the sector
- Better internal business practices, including world-class production practices and quality systems, more formal strategic planning and more sophisticated marketing
- Continuous supply of skilled labor, especially young entry-level workers who will replace the skills lost as older workers retire or migrate out of the region

These key preliminary findings are being further explored in the current phase of the Roadmap, funded since April 2004 by the U.S. Department of Commerce, Economic Development Administration (EDA). This phase examines the Food Processing (Food) and Optics, Imaging & Electronics (Optics) clusters which contain approximately 175 companies in the G/FL region. It will also study all four clusters in 19 additional Upstate New York counties, covering over 1,100 companies. Most of these counties are found in the Southern Tier West, Southern Tier Central, Southern Tier East and Central New York federal economic development districts.

The study of the Food and Optics clusters in the GF/L region is progressing well, with surveying complete and onsite assessments underway. A valuable working relationship has been developed with the Rochester Regional Photonics Cluster, which will make the focus groups very effective.

In addition to the four clusters currently being studied, CIMS plans to launch the Roadmap in the following six clusters: Biomedical, Communications & Media, Fashion, Apparel & Textiles, Information Hardware & Software, Transportation Equipment, and Wood Products. Funding for the study of these clusters is being actively pursued.

For more information on the Center for Integrated Manufacturing Studies (CIMS) visit www.cims.rit.edu

3.10.b Greater Rochester Smart Energy Initiative (SEI)

The Smart Energy Initiative (SEI) is a program designed to stimulate the formation of a robust supplier network in the Region, with expertise in sustainable energy industry sectors including Fuel Cells, Solar, Wind, Biomass, and others. The program will create significant long term economic growth in the Region, by:

- Helping local manufacturers / suppliers gain access to new opportunities and transition their expertise into several large and growing industry sectors, resulting in local business retention and expansion.
- Attracting companies in sustainable energy sectors to locate operations in the Greater Rochester Region, to be close to strategic partners, suppliers, and customers in the strong local cluster.

SEI is a proactive program that will facilitate connections between Sustainable Energy OEM customers and local suppliers / manufacturers in the Greater Rochester Region. In addition, the Smart Energy Initiative will provide project funding awards to assist local suppliers in developing winning solutions. Project awards will require payback, to ensure sustainability of the program long term

SEI will be structured in a way to minimize overhead and administrative costs, and leverage as many existing community resources as possible. Examples of these resources include:

- Greater Rochester Enterprise – currently marketing to many of the same OEM companies that SEI would target. Opportunity to leverage GRE’s marketing and Business Development activities to reach SEI clients.
- High Tech Rochester’s Manufacturing Extension Partnership – currently engaged with many local manufacturers who are potential suppliers to sustainable energy OEMs. MEP can help SEI identify potential suppliers and help market the program locally through its existing activities.
- RIT’s Center for Integrated Manufacturing Studies – CIMS mission is to increase the competitiveness of manufacturers through applied technology and training. There are likely a number of resources available through CIMS that local manufacturers could utilize to increase their competitiveness.
- City and County governments – There are a host of economic development programs available through local government that may be applicable to local suppliers as they develop new solutions and contracts with OEM customers.
- RENEW NY – working to stimulate renewable energy startup companies in Western New York. Many of these companies may be excellent candidates for the SEI, as either suppliers or perhaps even OEM clients.

SEI has already garnered widespread community support, and is now seeking \$3M to fund the first five years of operations, after which time it will be self-sustaining.

3.11 Brownfield Redevelopment

According to the Environmental Protection Agency (EPA) Brownfields are abandoned, idle, or under-used industrial and commercial sites where real or perceived contamination has made expansion or redevelopment complicated.

Brownfield work is beneficial on many levels including economic development, land use and environmental justice. Elaborations to this point include the potential benefits of Brownfields:

- They protect human health and the environment.
- They increase the tax base of a local area.
- They restore or replace dilapidated buildings and sites.
- They create jobs.
- They strengthen central economic centers.
- They utilized existing infrastructure.
- They prevent the spread of contaminants.

G/FLRPC is working with state and national resource agencies, as well as State University of New York College of Environmental Science and Forestry to identify and further develop a regional program that can address the effective reuse of Brownfield sites.

4.0 Development Actions, Efforts & Priorities

The following section itemizes the actions, efforts and priorities of the Economic Development/Industrial Development Agencies and Planning Departments and in the District. The work program, which is in the latter part of this document, provides an active plan to support, assist and supplement these efforts to further economic development in the District. A listing of priority projects for the remainder of 2005 and the upcoming year are presented in chart format along with associated sources and amounts of funding and expected start and finish dates.

4.1 Genesee County

Genesee County is a community which serves as the connector between the Buffalo/Niagara and Rochester/Finger Lakes regions of Upstate New York. With a combined population exceeding 2.2 million people – this broader Upstate NY region rivals the size, capabilities and capacity of the Pittsburgh, Pennsylvania MSA. Well situated, within a two hour drive of 9 million residents as a part of the “Golden Horseshoe” region, which encompasses the Buffalo Niagara, Rochester Finger Lakes, Syracuse and Southern Ontario Canada (Toronto) regions – Genesee County offers several key competitive strengths as a business location including being awarded the designation as the 7th fastest growing “Micropolitan” community in America in terms of economic development projects as a part of Site Selection Magazine’s Annual Governor’s Cup Awards. Given Genesee County’s centrality in this broader regional construct, promise and opportunity are provided by this community which serves as an

ideal place to own and operate businesses, as well as providing an outstanding quality of life in which to live, work and play.

Genesee County's competitive strengths include its strategically located geography with outstanding highway and air access; an ample, well educated, low cost (20% below regional cost averages) workforce; abundant and cost effective real estate including three shovel-ready corporate/industrial parks with supporting infrastructure along with four new parks currently at various stages of development; the world's first business incubator with nearly 1 million square feet of low cost business space under one roof; ample Green-space for business development initiatives; a progressive and business-friendly network of community economic development partners led by the Genesee County Economic Development Center (GCEDC); an outstanding educational system including Genesee Community College; a diverse array of entertainment (Six Flags Darien Lake) and attractions (Niagara Falls, professional sports teams) available locally and very affordable housing. The competitive strengths contribute to enabling a high quality of life for residents and their families.

As a result of challenging economic times during late 2000 – 2002, which has certainly impacted Genesee County's economic base including its manufacturing core, there has been a renewed sense of urgency among business, community and economic development leaders to leverage the region's and community's assets in order to stimulate economic development in the Upstate NY region. This sense of urgency fostered the development of a five year economic development strategy for Genesee County, which is currently in year three of implementation. Demonstrable progress has been made per the five year strategic economic development plan. Over the last two years, 2003 and 2004, Genesee County has experienced record breaking economic development growth in terms of projects, capital investment and job creation commitments.

Genesee County's community economic development vision and mission focuses on enhanced capital investment which provides investment to secure jobs throughout the community. Specifically, the vision and mission can be stated as follows:

Vision: Genesee County's vision for economic development is to foster increased economic activity for their community enabling a high quality of life for residents and their families. Economic development initiatives to market and attract capital investment both on a community-wide basis (regional geography) and by industry sector (established and emerging industries) will be embraced positioning the community as a "business-friendly growth-oriented" community offering a vibrant quality of life in which to live, work and play.

Mission: A community based economic development mission focuses on catalyzing community economic success through growth, expansion and retention of existing base of businesses as well as marketing the community as a "business-friendly" climate fostering new business attraction both in terms of start-ups and established firms.

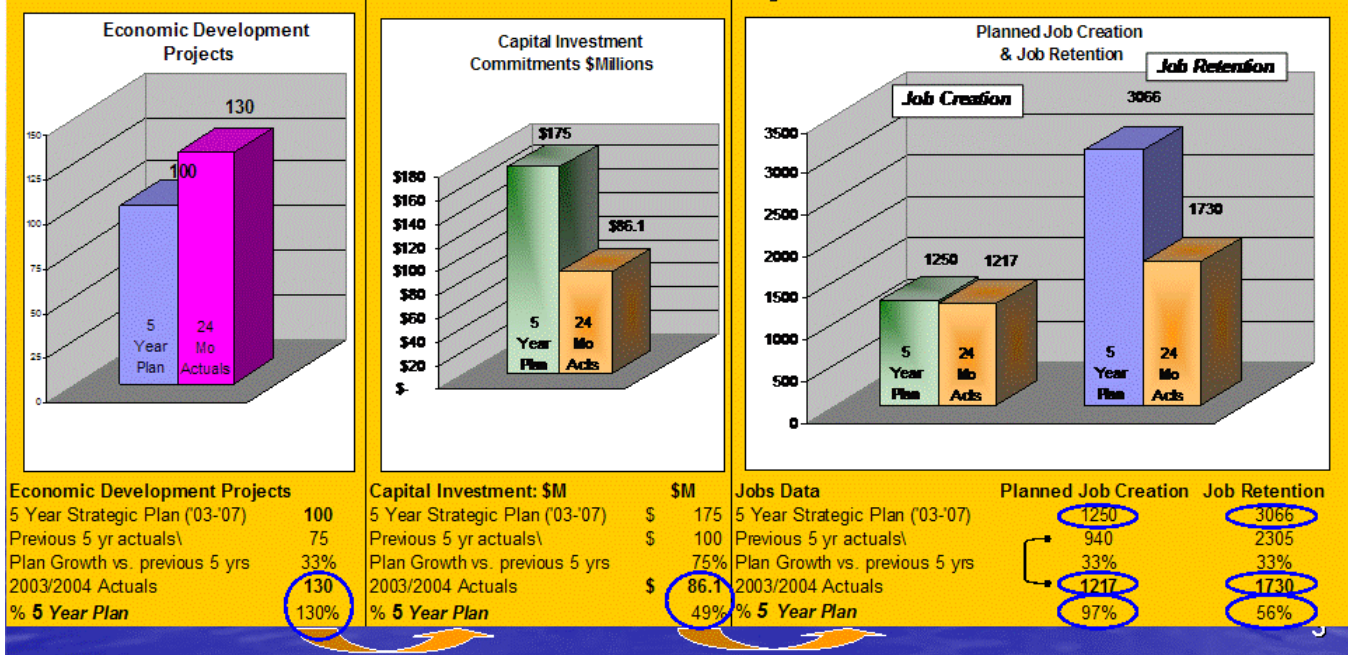
The economic development Vision and Mission is being delivered successfully by focusing on the implementation of the plan's Strategic Imperatives. During the 5 year period from 2003 through 2007, Genesee County's economic development strategy, defined through its Strategic Imperatives, will:

1. Secure \$175 million in Capital Investment throughout the community (75% growth)
2. Participate in 100 economic development projects supporting the retention and expansion of existing business base and new business attractions (33% growth)
3. Job Creation of 1,250 jobs (33% increase)
4. Continue Active Economic Development & Marketing Programs
 - Empire Zone Consulting & Implementation
 - Business Retention & Expansion programs
 - Business Attraction programs
5. Support Agricultural Industry – Enhance Capacity/Infrastructure for Agri-business
6. Support Emerging Industry Clusters – A new economic base for the community
 - Rural Tele-Health/Bio-Medical Cluster
 - Develop Rural Tele-Health/Bio-Medical Commercialization Center
 - Establish a Capital Fund (financing) to provide “soft landing”
7. Develop new corporate parks
 - Agri-Business Park
 - Batavia Area Corporate Park (next generation Gateway Park)
8. Develop Regional Inter-Municipal Partnerships: “Opportunity Zones”
 - Leverage success of regional water deployment initiative
9. Expand Economic Development Support to small business/retail/ start-ups/Incubators
10. Enhance Workforce Development Offerings to business community

The economic development scorecard focuses on successes relative to the community economic development strategy and strategic imperatives. The cumulative scorecard, which summarizes success when compared to the first two years of the plan, is illustrated below:

Genesee County Economic Development Focus Group Scorecard: 2004

- Record Activity in 2003 & 2004: Significantly Exceeds Strategic Plan & Previous 5 Year job creation!!!



Upon reflection of the cumulative 2003/2004 scorecard, significant progress has been made against the goals and strategic imperatives during years one and two of the strategic planning horizon. The number of economic development projects has exceeded the five year plan by 30% in only two years. Capital Investment is outpacing plan levels. The five year plan reflects a 75% growth commitment and committed job creation has virtually achieved the five year plan levels in only two years. Overall, economic development activity is up 250%+ vs. previous five year annual averages.

Genesee County priority projects are listed in Table 18.

Table 18 - Genesee County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start-Finish Dates
G-1	Develop Agri-Business Park	Federal, State, Local	\$2.5 Million	2003-2006
G-2	The Upstate Med-Tech Project: Develop a Regional Rural Tele-Health & Bio-Medical Park / Center	Federal, State, Local	Park: \$1.5M Commercialization Center: \$5-\$8.5 Million	2005-2008
G-3	Village of Bergen Wastewater System Upgrade	Federal, State, Local, Private	\$1.5-\$2.5 Million	2002-2007
G-4	Develop Next Generation Batavia Area Corporate / Industrial Park (Current Gateway Park off I90 exit 48 @ capacity)	Federal, State, Local	\$1.5 Million	2003-2006
G-5	Develop Pembroke Thruway Corporate / Industrial Park (off I90 exit 48A)	Federal, State, Local	\$1 Million	2003-2006
G-6	Bergen NY (Apple Tree Acres) Corporate / Industrial Park Infrastructure / Roadway extension	Federal, State, Local	\$1 Million	2003-2006
G-7	Develop Electric Cogeneration Solution(s) Address high cost of power issues for business	Federal, State, Local	\$1.5-\$3 Million	2005-2008

4.2 Livingston County

Livingston County’s economic development efforts continue to focus on the retention and expansion of existing firms. The County’s economy is strongly influenced by the presence of Interstate 390, which bisects the County and serves as the primary transportation route for north-south travel to and from Monroe County and the City of Rochester. Subsequently, planning and development issues are more aligned with Monroe County than in the past.

New York State has designated two of the three County-owned industrial sites in Avon and Dansville as Build Now - NY “shovel ready” sites (see section 3.8b). Additionally, two privately owned sites in Geneseo and Avon have also been designated as Build Now- NY “shovel ready” sites. Business attraction efforts to these and other privately held sites throughout Livingston County are underway to reach regional and national site selectors. Descriptions and photos of each site are presented on the Livingston County Development Group web site for potential tenants/buyers.

www.build-here.com/sites.htm

Agriculture and related agri-business comprise a large portion of the County economy and continuing efforts are underway to strengthen these industries as changing technology continues to impact them. The dairy industry has changed dramatically over the past few years as individual, locally owned operations have been forced to expand and increase the use of technology in order to keep up with larger agri-corporations. The Caledonia Commodity Resource Corporation is a multi-modal feed and fertilizer transload facility that exemplifies the changing face of agribusiness throughout the County. The food processing and distribution industry is clustered in the northern portion of the county where infrastructure exists to meet its unique requirements.

Digital innovations including the expanded use of computer databases and tracking along with changing transportation requirements, environmental concerns (namely non-point source pollution) and land use considerations are producing a fundamental shift in the way agriculture and related firms do business. Capital investment from the County is and will continue to be required to keep local firms productive and competitive in the regional, state, national and international marketplaces.

The Livingston County Development Group, the marketing arm of the Economic Development Office and Industrial Development Agency, works with the County Chamber of Commerce, SUNY Geneseo Foundation and Small Business Development Center to assist small business. The County has received a HUD funded small cities grant to assist small businesses and capitalize a local revolving loan fund. The county has been awarded a Governor's Office for Small Cities (GOSC) grant to further downtown revitalization in the Villages of Livonia, Nunda, Mt. Morris and Dansville.

Livingston County has experienced the effects of major plant closing and downsizing during recent years. After more than 100 years of operation, Foster Wheeler Energy Corporation, which at one time was Livingston County's largest private sector employer, discontinued the manufacture of boilers in its Dansville facility in 2003. This plant downsizing and ultimate closure has crippled the community of Dansville. Redevelopment of the 56 acre site is a priority. The closing of Kodak's Elmgrove facility in Rochester, coupled with major cutbacks at Xerox, created a loss of approximately 4,000 jobs, many of which were held by Livingston County residents. Many Livingston County residents depend on Monroe County businesses for employment.

As a result of the greater coordination with Monroe County, a bifurcation between the northern and southern halves of Livingston County is present. While the northern half of the County has benefited from access to the Rochester market, development has been slower in the southern portion of Livingston County. Additionally, financing is being sought for a multi-tenant building within Livingston County. The Livingston County Development Group together with SUNY Geneseo and its Small Business Development Center has undertaken a study to determine the feasibility of an incubator facility.

Genesee Valley BOCES offers a wide range of adult educational services from its Mt. Morris campus. Genesee Community College has opened a satellite office in the

Dansville Business Park. This center, in addition to the GCC Lakeville Campus Center, are locations for continuing education and training within the County.

The Livingston Area Transportation System (LATS), the County's public transit system, is a subsidiary of the Rochester Genesee Regional Transportation Authority (RGRTA). LATS, formerly a demand response system, transitioned to a fixed-route transit system for the purpose of moving people to and from employment centers in Livingston and Monroe Counties. RGRTA also operates commuter buses transporting Livingston County residents to Monroe County for employment, medical and other services.

Another example of stronger alignment between the two counties is the purchase of water from Hemlock Lake by Livingston County from the City of Rochester's Water Bureau.

The health care industry constitutes a significant portion of the Livingston County economy and continues to grow. The rapid pace of change can be seen in the development of senior-living complexes in Geneseo and the Livingston Health Services Ambulatory Care Center. Livingston County is constructing a new 266 bed skilled nursing facility in Mt. Morris.

As noted by the economic development and planning directors, modern health care is much more than physical facilities. Telecommunication capabilities and the ability to access data from any location are major components of the modern health care industry. Livingston County currently has sophisticated telecommunication data distribution/access capabilities as a result of multiple projects with other County agencies and municipalities. The E-911 public safety radio system and cooperative local addressing agreement with the County Sheriff's Office has resulted in the development and expansion of telecommunications in Livingston County.

However, as with other counties, the question of connectivity is still prominent and the County is in the process of determining where telecommunications infrastructure is present, where it needs to be expanded and where it is lacking. It is expected that the scope of a study will be defined in 2006.

The Town and Village of Lima continues to be one of the fastest growing communities in Livingston County attracting several small businesses resulting in the need for sewer expansion within the town.

Livingston County priority projects are listed in Table 19.

Table 19 - Livingston County Priorities

Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
L-1	Redevelopment of Foster Wheeler facility	EDA, State, Federal	\$2 million	2005-2006
L-2	Small Business Incubator	EDA, State, Federal	TBD	2005-2006
L-3	Completion of Infrastructure at Crossroads Commerce Park, Avon	EDA, DOT, County	\$1 Million	2005
L-4	Multi-Tenant building at Crossroads Commerce Park, Avon	EDA, New York State, County, Private	\$2 million	2005-2006
L-5	Multi-Tenant building at Dansville Industrial Park	EDA, New York State, County, Private	\$2 Million	2005-2006
L-6	Multi-Tenant building at Mt. Morris Industrial Park	EDA, New York State, County, Private	\$2 million	2005-2006
L-7	Lima Sewer Extension	EDA, HUD, County	TBD	2006
L-8	Broadband Technology	TBD	TBD	2005-2006

4.3 Monroe County

Monroe County's economic development efforts continue to focus on job creation in the high technology manufacturing sector (including optics and imaging, printing, biotechnology and plastics manufacturing) as well as in business services, including Information Technology, Management Information Systems, call centers, etc. The economic development team uses both retention and expansion programs for existing employers as well as attraction and support for start-ups and firms seeking relocation. In the first quarter of 2005, projects approved (45) are well ahead of the 2004 pace (23 projects).

Small business growth and expansion is recognized as the major source of new job creation and programs are available to assist these firms. Monroe County's Economic Development Department has created new programs, (GreatRate, GreatRebate, and EquiPlus) to reward small and medium sized businesses for investing in equipment and creating jobs. The Monroe County Economic Development team's 2004 performance included 115 projects projected to add 972 new jobs, retaining 4,848 jobs with a total investment of \$188 million.

Future industrial development is expected in the western and southern portions of Monroe County. In addition to Eastman Kodak's former Elmgrove facility (now named Rochester Technology Park), the Jetview Business Park, Rochester International Commerce Center, Thruway Industrial Park and other sites offer prime industrial space throughout the area.

The addition of an Empire Zone to Monroe County in 2002 is yet another tool to help with attracting greater interest from out of State companies. Since the Zone was initially approved for the Rochester Technology Park, the County has received approval from New York State for an additional 43 sites (both existing buildings and vacant land). Over 88 companies are now Empire Zone certified businesses.

Available sites at the Westover Center and Ogden Industrial Park and municipal electric rates in Churchville are other incentives for enticing continued development on the County's west side. In Henrietta, continued improvements at the Rochester Institute of Technology Research Park and University Park offer additional world class industrial space south of the City of Rochester.

In 2004 Monroe County entered into a marketing agreement with the Greater Rochester Enterprise (GRE), a public/private partnership established to professionally market the Rochester Metropolitan Area as a competitive, high-profile region for business location and growth. The concept envisions GRE being driven and supported by business, university and government leaders in Greater Rochester.

The primary focus of the GRE will be on business attraction, including professional prospect handling, marketing and related activities. GRE and its programs are being designed to create the greatest level of opportunity for the region and its jurisdictions without replicating the on-going efforts of state, regional and local partners.

Supporting Infrastructure

Monroe County's institutes of higher education have committed resources during the past several years to create institutional structures that support expanded research, technology transfer and industry support in research and development and workforce development. The University of Rochester has completed a five year, \$500M expansion of the University's medical research arm, including the recruitment of faculty, staff and researchers. Both U of R and Rochester Institute of Technology have embarked on significant programs which address biotechnology. RIT opened its Golisano Computing Center in May, 2003. These investments and numerous others in planning or development stages are key components for our region's future economic successes. The institutes have formal linkages with the Federal, New York State and County governments which will enable future collaborative efforts to maintain Rochester's leadership position in the changing economy of the future.

Road, sewer and water infrastructure are developed and updated based on established priorities and needs. A major focus of Monroe County has been the maintenance and improvement of existing infrastructure with prudent resource allocation for planning and construction of new infrastructure. Implemented through the County's Capital Improvement Program and in coordination with the City of Rochester and local towns and villages, aging public facilities such as the community hospital, library, civic center and hall of justice are rehabilitated and improved to encourage development in existing buildings.

The implementation of the Monroe County Agricultural and Farmland Protection Plan is viewed as a means to insure the continued vitality of agriculture in a predominantly metropolitan county. Factors associated with output, productivity and development of agricultural land were analyzed and recommendations developed based on these factors. The plan focuses on strengthening agriculture as an industry and tracking the conversion of farmland to other uses and related development pressures. Of note, there were modest increases in the size of Monroe County's five agricultural districts in their last delineation under NYS Agriculture and Markets laws.

In an attempt to increase the amount of out-of-area visitors and spending, tourism resources are being targeted with a number of projects currently underway. Waterfront revitalization has become a priority with federal funding secured for the creation of a fast ferry system between Rochester and Toronto, Ontario and long-range plans being developed for the Erie Canal as a recreation and cultural attraction.

State funds have been secured and construction has begun on a new soccer stadium in downtown Rochester. In addition, the Renaissance Square project, which combines a central bus transfer station, performing arts hall, and new downtown campus facility for Monroe Community College is currently under design. Funding has been secured for major components of the project from Federal, State and local sources.

Monroe County's priority project is listed in Table 20.

Table 20 - Monroe County Priority				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
M-1	Renaissance Square	Federal, State, Monroe County, City of Rochester, etc.	\$230 million	2006-2008

4.3.a City of Rochester

Due to the NYS tax structure, local municipalities rely heavily on property taxes to provide services, maintain facilities and enhance amenities. Residential population loss and relocation of businesses outside of the City place a strain on City of Rochester's fiscal resources. To alleviate the pressure, the City of Rochester's economic development efforts continue to focus on revitalizing the city center as the economic hub of the Region, creating destination points and improving tourism facilities to increase spending by non-City residents and redeveloping older industrial and commercial areas. Costs of site preparation including removal of structures and renovation of obsolete buildings and associated infrastructure are a challenge to redevelopment in some areas and are exasperated by contamination issues at Brownfield sites. Despite these challenges, rehabilitation of older commercial and industrial locations is occurring throughout the City.

There are four high-priority projects for the City's Economic Development Department. The priority projects are the Brooks Landing Revitalization Project, City Industrial Incubator, La Marketa and West Main Street Re-Development/Public Improvements.

The Brooks Landing Revitalization Project is an \$18 million multi-faceted planned development project in the 19th Ward neighborhood in the city of Rochester, New York. It is located along the west bank of the Genesee River/Erie Canal at the intersection of Brooks Avenue and Genesee Street. The development components include a new 80 room extended-stay riverside hotel, a new two-story 28,000 square foot office retail building, a new 5,000 square foot riverside restaurant, a new public promenade/boat landing, a new 4,000 square foot office/retail building and the renovation of a 6,000 square foot two-story commercial building into a new cafe. Construction for the project started in 2004 and is expected to be completed in 2006.

JML Optical Industries, Inc., is in the conceptual stages of possibly donating the facility and property at 690 Portland Avenue, to the City of Rochester or the Rochester Economic Development Corporation (REDCO). The 53,249 square foot building, located on 1.13 acres of land, has been the Rochester headquarters of JML Optical since their inception in 1972. Due to space requirements needed to maintain a high level of efficiency, JML Optical is forced to leave its current location at 690 Portland Avenue and move to a larger facility outside of the city of Rochester. The location at 690 Portland Avenue is expected to be utilized by the City and/or REDCO as an Industrial Incubator. This location, which is found within a New York State Empire Zone, would be beneficial for Industrial Businesses who are looking to grow and/or expand within the city of Rochester. The potential benefits from this development can be substantial including: Job creation and retention (including for city residents), increased investment within the city and filling vacant unutilized space.

The City of Rochester is purchasing properties along North Clinton Avenue which is a culturally diverse neighborhood. The City of Rochester will be developing La Marketa, a multi-cultural market for local residents and visitors to experience the food and culture of the City's population base. This project will provide much needed jobs and necessary social and nutritional value to the area. The funds Rochester is seeking will be used for associated public improvements.

Finally, the re-development of a two-block area on West Main Street downtown will support a new multi-million dollar housing initiative that has recently been completed. This area will house new commercial entities that will give residents of the area, included the new housing complex, an alternative to driving elsewhere to shop. The City seeks funding for infrastructure improvements supporting the new development.

The City of Rochester's priority projects are listed in Table 21

Table 21 - City of Rochester Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
R-1	Brooks Landing	To Be Determined	\$18 Million	2004-2006
R-2	City Industrial Incubator	To Be Determined	(Potential Donation of Building, other costs to be determined)	2005-2006
R-3	La Marketa Public Improvements	To Be Determined	\$2.0 Million	2005-2006
R-4	West Main St. Redevelopment public Improvements	To Be Determined	\$1.5 Million	2005-2007

4.4 Ontario County

In 2002, the Ontario County Office of Economic Development/Industrial Development Agency (OED/IDA) began the process of updating its strategic plan, which was initially completed in 1998. In 2004 the plan was submitted to and accepted by the Board of Supervisors.

A Strategic Approach was put forth in the update. This identified the following:

Well-Developed Networks for Capital, Prospects and Public Relations

- Cultivate Angel Financiers, VC Funds and site location consultants so that you are on their lists
- Bring high-tech businesses/entrepreneurs and venture capitalists into the local leadership
- Use public relations to create “buzz” about your area so that it is attractive to talent, prospects and Venture Capital

Talent

- Continually recruit talent as much as you recruit jobs
- Continually Improve Quality of Life (A talented workforce will be diverse-- there is no such thing as an “average” high-tech worker or an “average” high-tech worker’s family.)

Sites That Are Flexible & Fully “Wired”

- Flexible sites and spaces with pre-approvals
- Aggressive infrastructure development includes
 - sewer & water
 - roads
 - telecommunications
 - airport access

Included in the Strategic Approach was Industry Targets. Those include:

- Ag-Tech/Food Technology
- Photonics/Infotonics
- Existing Mature Industries
- High-Tech Producer Services
- Select Quality of Life Niches in Retail /Hospitality / Tourism
- Aviation-Related

Strategy recommendations for Ontario County are:

- Strengthen the Technology Commercialization Path
- Workforce Development/Talent Retention & Attraction
- Retain/Expand Mature Industries
- Promote Selected Types of Retail Development
- Create Infrastructure to Support Technology-led Economic Development
- Initiate a Community Prosperity Preparedness Program

The Ontario County OED/IDA has been working to finalize plans for the Cornell Agriculture and Food Technology Park (CAFTP) in the City of Geneva. The 70+ acre tech park is the County OED/IDA's top priority and will be located next to the Cornell/NYS Agricultural Experiment Station. Incubator services for startups and sites for large and small companies will be available. The tech park will house biotechnology research and service firms as well as small food processing manufacturers. CAFTP has the potential to both diversify the manufacturing sector of the County's base into the food products sector (among others) and increase employment in high value added producer services: two of the three areas of opportunity/need detailed in the strategic review update. Finger Lakes Community College (located in Ontario County) has recently added an associate's degree program in biotechnology that will serve as a means for training and educating local employees for careers in occupations generated by the tech park.

Another major priority of the County OED/IDA is their continued work with the Infotonics Technology Center, one of six so-named Centers of Excellence in New York State by Governor Pataki. The Infotonics Technology Center, a 501(c) (3) corporation, is a collaborative effort with numerous universities and colleges in New York State, Corning, Eastman Kodak Company and Xerox Corporation, and the state and federal governments. The purpose of the center is to attract, retain and develop talent; promote industry, university and government and regional collaboration; boost the economy of the region; and create a world-class photonics and microsystems prototype product facility. Photonics is the technology of generating and harnessing light, whose unit is the photon. Microsystems are the miniature components that have become essential as technological advances spawn the need for increasingly smaller components. Photonics and microsystems are key enabling technologies for the next generation products in the design and manufacturing of these systems. The OED/IDA will continue to provide support in any areas necessary to promote the further development of this center. It is

projected that the Infotonics Technology Center could create 5,000 jobs in the region in the next 10 years.

The continued improvement and preparation of land for manufacturing and commercial uses throughout the County is another effort being undertaken by the OED/IDA. With development in Victor being privately driven, there is a need to provide technical and financial assistance for the creation and extension of infrastructure to sites with locational advantages already present. The Towns of Canandaigua, Farmington, Manchester and Phelps as well as the villages/cities within them have a limited amount of land ready for immediate development despite having excellent access to the NYS Thruway and north/south state routes. Recently the Magnus site in Phelps, a 16.3 acre site with water and sewer was re-zoned to industrial. Similar projects are being considered to expand the amount of available “shovel ready” sites for manufacturing and producer service firms. Descriptions and photos of sites are presented on the Ontario County website for potential tenants/buyers. (<http://www.ontariocountydev.org/ontario/publish/real-estate.shtml>)

The retention, expansion and attraction of high tech producer services firms are dependent on telecommunications infrastructure for data processing, distribution and transmission.

The Ontario County Economic Development Strategic Plan calls for Technology Led Development. As a result, the Ontario County OED/IDA has done a study entitled “Ontario County Open Access Network Initiative.” This study focuses on the existing telecommunications infrastructure as well as identifying opportunities for further development and expansion. This study significantly adds to the ability of Ontario County to position itself as a premium location for high-value-added technology development.

The Network Initiative will connect two very prestigious Research Facilities enhancing their collaborative initiatives. This project will further establish Ontario County as a leader in innovative ways to make life better for its residents and businesses. The capabilities of this Network will provide the opportunity to significantly enhance education, healthcare, public safety and economic development opportunities countywide thus enhancing not only Technology-led Economic Development but also “Quality of Life for the Technical Worker”. With the necessary community, local, state and federal support, Ontario County will position itself as a Premium Location for both High Tech Businesses and the Technical Worker.

The Ontario County OED/IDA has taken a leadership role in the newly created Wayne/Finger Lakes Workforce Investment Board (WIB). The Ontario County Board of Supervisors passed a resolution to make the County the “home of the technical worker” and the WIB is viewed as a major vehicle in accomplishing this goal. A system has been set up to insure confidentiality and assist those looking to upgrade their current work status. The County has placed billboards on major routes to market the availability of well-paying technical employment opportunities in Ontario County to underemployed

residents. In addition, Finger Lakes Community College currently offers an associate's degree in information technology. Overall, the OED/IDA's participation in workforce development issues has increased as a result of the County's need to attract more and better-trained workers in addition to improving the skills of current workers in Ontario County.

The Ontario County Department of Planning recently assisted in the completion of the Ontario County Agricultural Enhancement Plan that was adopted by the County Board of Supervisors. Effectively, the plan focuses on encouraging the diversification of the County's economic base by strengthening agriculture and related industries and the associated benefits to tourism development, environmental protection and quality of life issues. The Department of Planning also supports the OED/IDA by acting as a research and information provider and overseeing the provisions of the State Environmental Quality Review (SEQR) Act. The Ontario County Planning Department also views the incorporation of International Codes into the current NYS Uniform Fire Prevention and Building Code as a significant step towards the redevelopment and rehabilitation of older buildings that are not cost effective under the previous regulations.

Ontario County's priority project is listed in Table 22.

Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
ON-1	Cornell Agricultural and Food Technology Park	EDA, ESD, IAP, HUD, EDI, Ontario County, City of Geneva, etc.	\$6,000,000	2003-2006

4.5 Orleans County

The Orleans Economic Development Agency/Industrial Development Agency (OEDA/IDA) use many government agencies (including those on a federal, state, regional and local level) to assemble a wide range of incentives and benefits to assist businesses in retention and creation of jobs. Since Orleans County falls between two major population areas (Rochester & Buffalo), OEDA/IDA draw expertise and assistance from the Genesee/Finger Lakes Regional Planning Council, Greater Rochester Enterprise and the Buffalo Niagara Enterprise. This geographic location also allows the agency to recruit businesses that have a desire to locate in the Finger Lakes Area or Western New York.

OEDA/IDA has two developed business parks (Holley and Medina) and has land in Albion to develop a third. The three development properties are in the Orleans Empire Zone. Businesses that build in any of the three if qualified are eligible for Empire Zone certification and benefits

The OEDA/IDA completed the 100-acre Holley Business Park in 2004. One mile of road and underground utilities including sewer, gas and electric and were installed. The Village of Holley operates a municipal power service and inexpensive electric power at

\$0.031 per kilowatt-hour delivered has been a major factor in attracting new tenants to the site. Three new businesses have constructed buildings and are in operation. An additional new tenant will start construction by the summer of 2005. Funding for the development of the business park came from a number of sources including NYS Senate and Assembly member items, Orleans County, the Village of Holley, the Town of Murray, New York State Small Cities Program and Rural Development. The completion and attraction of tenants to the 100-acre Holley Business Park is part of a larger County strategy to increase economic activity and jobs in the County.

The Medina Business Park has 120 acres of available land with 50 acres that are shovel ready. The Medina Park is eligible for Hydro Power allocation from New York Power Authority (NYPA) based on job creation. The cost of electricity ranges from \$0.02 to \$0.03 delivered based on NYPA guidelines. The Medina Park tenants are BMP America Inc. and Trek Inc. BMP America Inc. is completing a \$3 million expansion of 40,000 square feet, which will double the plants square footage and increase employment by 30 full time equivalency (FTE) to over 140 FTE.

The Olde Pickle Factory converted from the former Fisher Price factory, is a multi tenant manufacturing/warehousing facility. As a former Fisher Price Toy Factory, low cost hydropower is available from NYPA for manufacturing. On-premise ownership and management has the capability to customize leasing or outsourcing arrangements to meet specific applications.

Albion is the core of Orleans County and OEDA/IDA has strong relationships with major employers in Albion including Washington Mutual Bank and PMI Remley. As a result, Wal-Mart will open a superstore in November of 2005.

The Village and Town of Albion are developing a sewer district to service the OEDA/IDA Albion property. When completed, OEDA/IDA will start working on design of the park and then will aggressively seek funding assistance from federal, state and local governments to cover construction cost.

OEDA/IDA has funded the Orleans Revolving Loan Fund with over \$2,000,000 of Governors Office for Small Cities (GOSC) grants and loans. The GOSC grant/loan program has assisted in retaining and creating over 1,100 jobs in Orleans County. The criteria for loans include the creation or retention of jobs in Orleans County. In addition the loans offered are fixed rate below market.

The OEDA/IDA will graduate its first company from its Albion business office/incubator location in May 2005. The Albion office of Moss Codilis was established in the spring of 2003 with two employees. They have leased increasing space with office furniture included. They have outgrown this location, have leased a new office of over 4,000 square feet, and expect additional growth above their current twenty employees.

The OEDA has operated a Microenterprise program since 1999. The original funding was from a HUD Small Cities grant. The agency has received two additional grants from the Governors Office of Small Cities. The Agency has run two sessions a year of a 12-

week classroom training at the GCC-Albion campus through spring of 2004. In 2005, Orleans merged their classroom training with Genesee County to create a regional approach using the Batavia campus of GCC for training. Orleans has graduated over 230 residences from this training program.

The Orleans Microenterprise loan fund administered by the Orleans County Local Develop Corporation has loaned out over \$600,000 in low interest loans. The loans have ranged from \$2,500 to \$30,000 at 75% of prime rate fixed at closing. The loan fund is restricted to Orleans County residence and must create jobs for low to moderate-income individuals.

Agriculture and related agribusiness are a major component of the Orleans County economy. Apple farming is the most notable with production of 136 million pounds annually. Orleans County apples are known throughout the industry as being some of the best in the nation. The high acidity level of Orleans' apples makes them better tasting than many others. The OEDA/ IDA is working to increase food-processing production. They have assisted four expansions (H.H. Dobbins, Atwater Foods, LLC, Magc Inc and Lake Ontario Fruit.). The Agency sees continued development and business assistance as a priority for the food processing and distribution industry

Orleans County Cornell Cooperative Extension has assisted in the formation of a Farmers' market nutrition program that will access additional participation by government agencies. The Farmers Market committee expects to open this market at the Save A Lot store on West Avenue in Albion this year. The market will be approved to accept foods stamps. Tours of farms by senior citizens groups and school children are an additional source of income and contribute to general tourism activity in Orleans County.

Orleans Transportation Service (OTS) was established in October of 2003. OTS is a subsidiary of Rochester-Genesee Regional Transportation Authority (RGRTA). The first year of service exceeded projections for ridership. The service has scheduled routes from Medina to Brockport and Albion to Batavia. OTS also services individuals on as called basis. It is anticipated that when Wal-Mart opens their superstore in Albion (Fall 2005) that OTS service may be expanded to include nights and Saturday.

The Orleans County Department of Development and Planning is the officially designated Tourist Promotion Agency (TPA) and manages the County's *I Love New York Program*. The primary promotional themes include sport fishing, Agri-tourism, boating, history, nature and use of the Erie Canal. Many out-of-state travelers visit Orleans County generating \$9 million in annual expenditures at lodging facilities, bait and tackle shops and eating and drinking establishments among others. Additional signage promoting the Seaway Trail, Erie Canal and other attractions in Orleans County would likely increase activity. Orleans County has only 150 rooms for visitors and this limits the economic impact of group tours. Therefore, group tour promotion is done in cooperation with surrounding counties.

The Orleans County Planning Department, Orleans Chamber of Commerce and OEDA/IDA are working closely on the extension of Route 531 to the Orleans County border. Their long-range goal is to have Route 531 cross Orleans & Niagara Counties to I-190 in western edge of Niagara County. Businesses in all sectors in Orleans County have articulated a need for an expressway for attraction of new employees and transportation of raw and finished goods. Currently, 46% of the Orleans County workforce is commuters.

Regarding financial and business service development, Washington Mutual Bank has increased the workforce dramatically and is expected to have over 900 employees in Orleans County in 2005. The success of Washington Mutual may serve as an example for success in the service sector.

High-speed Internet infrastructure is already in place in Orleans County. Time Warner's high-speed cable service is available in all four of the villages and reaches approximately 80% of homes, businesses and institutions in the County.

Orleans County's priority project is listed in Table 23.

Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
OR-1	Albion Business Park Development	EDA, NY State, Orleans County	\$2 million	2005-2007

4.6 Seneca County

Seneca Army Depot

A focal point of the Seneca County IDA's efforts over the past 8 years has been the reuse of the former Seneca Army Depot. The Five Points Correctional Facility at the south end of the depot has created over 830 jobs (640 at the prison and an additional 190 throughout the economy). Development at the north end of the depot includes the Seneca Woods Campus and a Hillside residential-educational facility for youth in crisis, which has created 350 jobs, with the potential for additional employment. Some 180 units of military housing have been sold by the Seneca County IDA and are managed by Aspen Square Management with additional upscale housing units being developed by Aspen along Cayuga Lake. New York State Police training facilities and a new Seneca County Fire Training installation have been developed at the southwestern end with grants from the State of New York and EDA. A new 124 bed County correctional facility is now being built in an area adjacent to the PID/Warehouse area. Portions of the warehousing facilities are being leased from the IDA by PEZ Lake Development and being subleased for storage and refurbishing of restaurant equipment, and warehousing of various products. A majority of the PID/Warehousing area is under lease to the IDA, but has not been subleased at the present time.

Infrastructure problems and deferred maintenance by the U.S. Department of the Army is a significant problem limiting the IDA and PEZ Lake Development's ability to make

economic reuse of the Depot PID/Warehouse property. Significant public investment is needed in the roads, sewer system, water system, and buildings to allow for their successful transition in support of private development activity. The U.S. Department of Army has indicated that they are prepared to transfer the PID/Warehouse area to the IDA and that needed repairs/rehabilitation of facilities to allow for reuse is not the responsibility of the Army.

Continued environmental remediation needs to be done on the bulk of the depot; namely locating and removing possible unexploded ordinance. There have been proposals to use this area for conservation and recreation, as well as other potential economic uses once the area is deemed cleared of any such ordinances.

The IDA and its subsidiary, the Seneca County Economic Development Corporation (EDC), have commissioned a study of this area to update the original Base Reuse Plan completed in 1997. Four alternative land use scenarios have been developed and include several common themes. First, each scenario maintains conservation and recreational uses on the site. Second, a portion of the site will be dedicated to promotion of green energy projects. In addition, each of the four alternatives includes an area of more than 230 acres of land devoted to the creation of a more traditional on-site electric generating facility. This facility is assumed to provide power for on-site uses such as the State prison and the county correctional facility training and institutional uses which are included in three of the four development scenarios, as is a development reserve area intended to accommodate large-scale users. Finally, resort/residential development has been included in one of the development scenarios.

Once the study is finished, the EDC will select the land use scenario deemed most viable. The plan selected will then drive a targeted marketing effort, a process to solicit reuse proposals, and determinations regarding ultimate disposition of the property. This work is expected to continue over the next five years.

The IDA has just completed a third and final study of the former 7,000 foot Seneca Army Airfield. The study findings indicate that a significant level of capital expenditures would be required to open and operate the Depot airfield as a county airport and its use as a public airport is not recommended. The study also found that a part-time or full-time security training operation by a government, military, or commercial organization would be the best potential for the facility. To this end, the IDA is already dealing with a number of interested training organizations.

North Seneca County Development

Seneca County has and continues to rebuild its economy after the closings and losses of jobs at the Seneca Army Depot and Willard Psychiatric Center. This rebuilding will be done by focusing on the diversification of its economy. Beyond the former Seneca Army Depot, development opportunities exist in the Towns and Villages of Waterloo and Seneca Falls, particularly along NYS Routes 5 and 20 that includes the Deer Run Corporate Park in the Village of Seneca Falls. The New York State Empire Zone program continues to offer additional development incentives. The IDA has successfully

extended a sewer line to the Town of Tyre and Town of Junius including the area adjacent to Exit 41 of the NYS Thruway and NYS Routes 318 and 414. A major PETRO Travel Center has been opened opposite Exit 41. The project has created over 150 new jobs and is expected to generate over \$1.5 million annually in new sales tax. The IDA invested over \$2.3 million in this project through sewer installation and road improvements.

The IDA is working with involved municipalities to extend additional infrastructure in the Route 318/414 development corridor and to improve the connecting infrastructure to adequately serve new growth. Additionally, the IDA is working closely with the owners of Seneca Meadows Landfill on Route 414 to develop a renewable energy industrial park that will utilize low cost energy being produced by the processing of methane from the landfill. A major producer of hydroponic tomatoes has already decided to place a 30-acre green house at the park and is expected to create over 100 jobs.

The 112-store Waterloo Factory Outlet Center continues to be a large contributor to economic activity and jobs in the retail sector of the County economy. The center is facing significant challenges from other commercial development in the region including proposed projects in Syracuse, as well as Ithaca's expanding commercial base. Like factory stores around the Country, the Waterloo Factory Outlet Center is under pressure to retain a core base of identifiable retailers in order to maintain its regional draw. However, the Center mall is now in the process of adding three new stores and 27,000 square feet to the 200,000 square feet that currently exist. The IDA is assisting with tax abatement and other incentives.

Agriculture and Tourism

Agriculture and associated agribusiness continue to expand, primarily in the southern portion of Seneca County - occupying 65% of the land area in Seneca County. The IDA is working with a group of agri-business investors planning to site a large ethanol plant to the east of Seneca Falls. This 70 to 80 million dollar facility is expected to generate some 40 new jobs and significant demand for corn grown in the region. Spin-off development activity involving bio-technology is also expected as a result of the project.

The tourism industry is noted for the increasing number of wineries, restaurants, and bed and breakfasts located along the shores of Seneca and Cayuga Lakes. Specific historical and cultural tourism sites include those relating to the women's' rights movement and the Montezuma National Wildlife Refuge.

Seneca County is working to enhance its tourism industry. Seneca County Department of Economic Planning and Development serves as the local tourism agency marketing the area's attractions. The County is currently seeking to increase the types and quality of attractions available in the County. During the past year, the IDA assisted the developer of a new winery and banquet hall, along Seneca Lake, that will draw a number of new visitors to the community.

Small Business

Small businesses and start-ups account for a significant portion of the growth in the County's overall economy. The Seneca County IDA and the County's Economic Development and Planning office offer several loan funds to qualified small businesses and micro-enterprises. Additionally, business development services are offered through a Micro-Enterprise Development Program designed to address the opportunities and needs of Seneca County firms. Over 60 firms were assisted in the past year

Airport and Other Facilities

Infrastructure investment at the Finger Lakes Regional Airport (owned and operated by Seneca County) using federal, state and county funds continues. The investment will increase the use of the airport (which already accommodates corporate aircraft) by business travelers and tourists. The airport has recently been expanded to 4,200 feet and a number of other improvements are underway including new hangars and aids to navigation.

Seneca County has implemented a public transportation program with the support of the Rochester Regional Transportation Authority (RGRTA). A Brownfield redevelopment program is being considered and the prospect of a countywide water system is also being discussed. With these and other infrastructure projects requiring site analysis, design and preparation, the Seneca County IDA has expressed a need for a county engineer to assist the IDA and municipalities.

Seneca County priority projects are listed in Table 24.

Table 24 - Seneca County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
S-1	Route 318 Sewer Expansion/Upgrades to Connections	EDA, New York State, local	\$4.5 Million	2006-2008
S-2	Micro-Enterprise Program	EDA/HUD	\$400,000	2006-2008
S-3	Multi-Tenant Speculation Building/ Deer Run Park	EDA, local	\$1 Million	2006
S-4	Infrastructure Improvements at the Seneca Army Depot – water, sewer, roads and drainage	EDA, New York State	\$6 Million	2006-2011
S-5	Demolition of derelict and unneeded buildings and facilities at the Seneca Army Depot	EDA, New York State	\$4.5 Million	2005-2006
S-6	Electrical Upgrade – Seneca Army Depot	EDA	\$2.1 Million	2006-2007

4.7 Wayne County

The Wayne County economy includes a large number of small to medium sized manufacturing firms in a variety of operations. Machine shops, packaging firms, label production and related service operations and food production facilities along with a host

of other types of manufacturing characterize the largest portion of Wayne County's economic base. A cluster of optical and plastics technology driven companies are located in the Town of Ontario. Expectations are that this cluster will grow over the next three to seven years. Agriculture and the related agribusiness sector form another key component of economic activity in the County. Many of the agricultural and related firms are found in the eastern portion of the County while manufacturing firms are primarily located in the western and central portions of the County near major population centers.

The Wayne County Planning Department is involved in projects aimed at strengthening and diversifying the local economy through agricultural enhancement and redevelopment of existing commercial and industrial properties with unresolved environmental constraints. The department's agriculture specialist has been working with farmers, municipalities and other public agencies to make farming operations more efficient as well as environmentally sound. A Brownfields cleanup program has been created and an initial project in Sodus is underway. This program will assist in expanding the amount of developable land in the County while alleviating pressure to develop open space and agricultural properties.

Wayne County's 2003 unemployment rate was 6.6%, showing some improvement largely due to the expansion of Ultralife in Newark; but unemployment was still higher than many surrounding counties. A stable, skilled workforce is available for new and expanding industrial development. The Wayne/Finger Lakes BOCES and FLCC continue to offer specific training skills. Monroe Community College also opened a satellite at the Wayne Central School in the Town of Ontario.

Quality of life is a determining factor in the attraction of skilled labor, particularly high tech workers. The Wayne County Planning Department is involved in a multitude of issues concerned with raising the quality of life in the County for current citizens and potential employees of firms locating within Wayne County. Water resources planning initiatives involve preserving the quality of County water bodies and drinking and septic systems. Local septic inspection laws and the creation of a \$5.5 million wastewater treatment plant in Wolcott to collect discharges from private septic systems is representative of water resource protection and enhancement projects that directly affect quality of life issues in Wayne County. Many of the water quality programs are also closely tied to tourism development given Wayne County's location along Lake Ontario.

A top infrastructure priority of the Wayne County IDA is the development of an access road to industrial land north of Route 104 and the Ontario Midland Railroad between Lincoln Road and Dean Parkway in the Town of Ontario. Currently, the Beh industrial area is serviced by the incomplete Dean Parkway an access road joining Route 104. Route 104 is a divided four-lane, east/west principal arterial road with Ontario-Midland Railroad tracks running parallel to the north of Route 104 through the Beh Industrial Park site and other industrially zoned land. Plans have been developed to extend Lincoln Road (which runs perpendicular to Route 104 to the east of Dean Parkway) across the railroad tracks connecting it with a western extension of Dean Parkway to form a completed access road through the industrial area. Local residents and businesses

support the plan as it will decrease the number of vehicles that are now required to make U-turns to access the Beh Industrial Park when heading east in the southern lane of Route 104 and eliminate several driveways that need to cross the railroad.

The Town of Ontario is currently seeking funding for the completion of the project discussed above. Funding is a key issue as time constraints on the completion of the Lincoln Road extension are nearing. The extension of Lincoln Road across the Ontario-Midland Rail Road tracks is seen as a primary means of attracting tenants to the industrial site. On a larger scale, the local nuclear power plant has seen a decrease of over \$10 million in its assessments over the past few years. The increased attraction of industry to this area is viewed as the primary means of lessening the fiscal impact of the assessment of the power plant on The Town of Ontario's revenues.

Replacement of the antiquated sewer system at the campus of a major industrial facility (450-600 jobs) in the Town of Palmyra by a municipally or authority owned system is the top priority infrastructure improvement at this time. Garlock Sealing Technologies, a 100+ year old plant is undergoing a major re-construction and re-organization of its production facility, located between Red Creek and the Erie Canal in the Town of Palmyra. A holding tank, pump station and new lines out to the public system are required during 2006.

Other priority infrastructure improvements include a road extension for the Clyde Industrial Park; scattered site development of sustainable energy resources for industrial development; improvements to existing east-west transportation routes, including, but not limited to, Route 31 and Route 441, and possible implementation of past plans to either upgrade/expand or create another east-west route, addressing traffic constraint issues between the Webster/Penfield/Perinton areas out through the western sections of Wayne County. Exploration of using County Line Road as a major industrial parkway that could serve both Monroe and Wayne Counties should be initiated.

Tourism has received increased attention over the past few years as the Seaway Trail (Route 104) provides multiple access points to Lake Ontario and its associated recreation activities and scenic amenities. Tourism development along Lake Ontario includes plans for Port Bay and a fishing access point on the East Pier in Sodus Point. Funding and grants have also been procured for further development of the Erie Canal as a destination for tourists. The surrounding Finger Lakes to the south along with the Montezuma National Wildlife Refuge at the eastern end of the County are attractions that have also helped to boost tourism in Wayne County. The development of the Crusoe Interactive Educational Center will expand the tourism impacts of the Montezuma Refuge in the southeast section of Wayne County. The historical and religious significance of a large Mormon population centered in Palmyra and subsequent influx of visitors is another source of out of area spending that contributes to tourism in Wayne County. Development of trails for multiple uses including snowmobiling and increased emphasis on alternative forms of transportation (including a planned Amtrak station at Lyons and bicyclist and pedestrian accommodations) are other priorities for further tourism enhancement.

Also being resolved by the County's IDA and economic development professionals are the extent and quality of telecommunications capabilities in the County.

Telecommunications infrastructure is vital to continuing the growth of high tech manufacturing firms and associated service industries in the County. The Wayne County IDA in partnership with Wayne County Data Processing Department is currently contracting for a study to quantify such issues in regards to placement of equipment and lines of sight for wireless communications and develop a strategic plan for maximizing the County's potential in this growing field.

The IDA has partnered with the Rochester Institute of Technology to develop a feasibility study for a sustainable energy industrial park. Initial study was done in 2004; the current study will provide objective support data for moving forward with development of such a park, in public/private partnership, during late 2005 and 2006. The IDA is also working with a private firm to provide wind energy data usable at scattered sites in Wayne County.

During 2005 and early 2006 the Wayne County Industrial Development Agency, the Empire Zone Administration Board and the Wayne Economic Development Corporation with Wayne County Board of Supervisors support will move forward with development of a strategic plan for economic development within the County.

Wayne County priority projects are listed in Table 25.

Table 25 - Wayne County Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
WA-1	Replacement sewer facilities plant in Palmyra	Federal	\$1.2 Million	2005-2006
WA-2	Industrial Road – Town of Ontario including sewer and water	To Be Determined	\$4 Million	2005-2006
WA-3	Road Extension for Clyde Industrial Park	To Be Determined	\$1 Million	2005-2006
WA-4	Develop Incubator	To Be Determined	2.6 Million	2005-2006

4.8 Wyoming County

During 2004, Wyoming County's economy began to slowly emerge from the negative impacts caused by the 2002-2003 national economic downturns. Powerful forces such as productivity gains in agriculture and manufacturing and relentless competition in commodity markets have caused widespread consolidation in these two key economic sectors. These continuing global trends have caused the County to focus their efforts on the challenging task of rebuilding and diversifying our local economy.

The economic vitality of the county is closely tied to state and national business conditions that we have little control over. This emphasizes the importance of having an

aggressive and effective economic and business development effort. Successful rural counties make a sustained commitment of adequate resources to retain and attract high value jobs.

The WC Board of Supervisors has recognized the importance of a strong county economy by supporting the following initiatives:

- Continuing to providing annual funding to the Wyoming County Chamber for business attraction and retention activities.
- The Wyoming County Industrial Development Agency (WCIDA) hired their first full time Executive Director in 2004. As a result, the WCIDA has significantly increased their economic development efforts especially in the areas of real estate and infrastructure development.
- Significant funds have been committed by the Board of Supervisors to support real estate and infrastructure development projects.
- Hopefully, the County will receive an Empire Zone in 2005. The lack of a Zone has hindered some projects.

After extremely challenging years in 2002 and 2003 because of much lower milk prices, 2004 saw a much needed rebound that has continued into the first quarter of 2005. Dairy is big business in Wyoming County and supporting this economic sector is a top priority. In 2002 there were 75 farms whose annual sales exceeded \$500,000. The County has some of the largest and most modern dairy farms in the Northeast. Farming and agricultural services employ about 1,000 workers which ranks third among all NYS Counties.

The big question for 2005 is whether the national and upstate New York economies will continue growing. Interest rate increases from the Federal Reserve, coupled with unprecedented federal and trade deficits, and rising oil prices, may threaten the current expansion that started in 2003.

The challenge for Wyoming and other rural counties is that the service and technology based industries that drove the economic expansion of recent years, saw nearly all of their growth occur in urban areas. This left most rural areas out of the expanding "new economy." Except where there are colleges and universities, or amenities attractive to professional workers, rural areas generally do not have a large enough professional-level workforce to attract or develop "new economy" businesses.

As information technology develops, rural America may overcome its location disadvantage. However, rural areas must provide natural amenities, good schools, transportation access, and other infrastructure to attract and retain "new economy" employers. An educated and trainable workforce is critical to attracting high wage service and technical jobs.

The Wyoming County Chamber and the WCIDA work together on business retention and small business development. This includes regular on-site visits and/or communications

with all manufacturers, major employers, companies with growth potential, and upon request, based on retention contracts, the Chamber and WCIDA respond to issues, concerns, and opportunities that are identified.

Retaining existing firms and assisting them is more important and cost-effective than the recruitment of new companies. Seventy to 80% of all business growth will come from expansion or modernization of existing firms that already employ local workers and pay local taxes. Supporting local entrepreneurs that will grow the next generation of employers is also essential.

A lack of infrastructure such as municipal water and sewer, access to an interstate highway, and inadequate telecommunication services are significant barriers to future development. The County also lacks shovel ready development sites and buildings. These barriers to development are reflected in the Wyoming County priority projects listed in Table 26.

Table 26 - Wyoming County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
WY-1	Arcade Business Park	USDA, EDA, Local	\$1.5 Million	2005-2006
WY-2	Westinghouse Site Improvements – Attica	US EPA, NYS DEC, Local	\$1.5 Million	2005-2006
WY-3	Perry Business & Technology Park	EDA, USDA, Local	\$2.2 Million	2005-2006
WY-4	County Telecommunications Improvements	TBD	TBD	2006-2007
WY-5	Business Incubator Facility	USDA, GOSC, Local	\$1 Million	2006-2007
WY-6	North Main Street Sewer Extension – Warsaw	EFC, USDA, Local	\$850,000	2006-2007

4.9 Yates County

Yates County has developed a diverse economic base, with no single dominant sector. High-tech and traditional local businesses continue to grow and expand, as does the tourism industry and agriculture. Yates is in the heart of the Finger Lakes and offers many natural amenities creating a high “quality of life” attraction.

Other amenities important for economic development are also present such as significantly below market electric rates from the municipal utility in Penn Yan, an expanding general aviation airport, extensions of water and sewer infrastructure to new areas of the county, an abundance of fresh water and the availability of a high speed fiber optic network from Adelphia Communications. Recent and planned improvements at the Yates County Airport, just south of Penn Yan, will create a more viable transportation alternative for the shipment of goods and will increase its attractiveness for long-distance corporate travel.

The year of 2004 saw the beginning of many major construction projects in Yates County. The projects include retail, tourism-related businesses and other commercial properties, such as the Best Western Vineyard Inn, Lyons National Bank, Dundee Foods and Keuka Footwear, Inc. Many of these projects represent highly visible improvements in the gateways to Penn Yan.

An upsurge in tourism activity in Yates County can be attributed in large part to the vitality and expansion of wineries along Keuka and Seneca Lakes. The tourism and hospitality industry are now considered the largest employment sector in Yates County, according to the NYS Department of Labor and account for an economic impact of \$26 million annually. The growth in tourism activity can also be attributed to the county's continued desirability as a destination for vacationers with second homes or cottages along all three of the Finger Lakes with shoreline in Yates County.

Recent development has yielded over \$30 million of capital improvements in the winery industry, including new tasting rooms for Fulkerson Winery, Keuka Springs Winery and Rooster Hill Winery. With the addition of the Best Western Vineyard Inn, the Inn at Glenora and Esperanza Mansion, there are now 142 new hotel rooms in Yates County for overnight accommodations.

The county remains the second largest producer of grapes in New York State and has seen resurgence in other areas of agriculture, as well. Yates County is the only county in New York, which has had an increase in the overall number of farms in recent years. The dairy industry has been reinvigorated, and value-added agricultural products as well as crops for the organic market have seen rapid growth in the county. In addition, many visitors are attracted to the crafts and agricultural goods produced in the county, especially by the growing Mennonite population.

Until recently, the availability of water and sewer service has been a limiting factor in Yates County for many years. In prior years, these public services were limited to village centers and nearby areas. This situation is changing and may provide significant opportunities for development in other areas of the county. In addition to many infrastructure expansions in recent years, a feasibility study has recently been completed to provide water along the Route 14 Corridor, along Seneca Lake. This area is a key component to the growing tourism industry, with many wineries, lodging and other commercial businesses.

All of these infrastructure projects will provide needed services to existing residents and businesses as well as for future development. These projects also play an important role in the protection of the Keuka and Seneca Lake watershed areas from pressures created by increased development. The county's economic development strategy will be able to promote and assist in the review of municipal plans and development policies in order to foster future development and protect the quality of life of the area.

The Yates County Industrial Development Agency, in cooperation with several local municipalities and the Economic Development Administration, has recently completed

the development of an 85-acre industrial park. Horizon Business Park is the county's third business park and was necessitated by the lack of available industrial space in the county. Horizon Business Park is zoned Planned Business, and with its frontage along Route 14A, will allow commercial development at the entrance to the park in addition to a mixture of manufacturing and business service uses inside the Park's campus.

Currently, there are approximately 30 acres remaining for development in Horizon Business Park. In 2004, Keuka Footwear, an Internet-based shoe distribution facility, was constructed in the Park. In addition, plans have been made to expand CASP, LLC, a specialty food packaging facility. The availability of attractive municipal electric rates from the Village of Penn Yan and shovel ready sites makes this a very attractive location for business expansion. Improvements to Horizon Business Park continue, including installation of a natural gas main. Additional financial assistance may soon be required to improve access to the Park with the addition of turning lanes and a traffic control device.

Yates County also welcomed Dundee Foods in 2004, taking up residence in the former Northland Cranberries, Inc. plant in Dundee. This project consisted of the renovation and re-use of an aging facility to serve as a warehouse distribution operation and bulk packaging plant. To date, over 30 new jobs have been created in the Village of Dundee.

Looking forward, the opportunity to obtain a New York State Empire Zone now appears to be in the near future. This much needed designation will assist in leveling the playing field with other NYS counties and provide Yates County in an important economic development tool.

Yates County priority projects are listed in Table 27.

Table 27 - Yates County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
Y-1	Route 14 Eastern Corridor Water District	EDA, USDA, EFC, NYS Small Cities	\$ 15,700,000	2005-2007
Y-2	Yates County Airport Taxiway and Runway Expansion	FAA, NYS, County	\$ 4,000,000	2005-2006
Y-3	Waterfront Redevelopment of Former Penn Yan Marine Facility	EPA, DEC, County	\$ 20,000,000	2005-2006
Y-4	Upgrade Himrod - Plum Point Water District - Milo	NYS EFC DWSRF, USDA, EDA, Local	\$ 2,850,000	2005-2006
Y-5	Branchport/West Bluff Drive Sewer District	TBD	\$ 7,175,000	2006-2007
Y-1	Route 14 Eastern Corridor Water District	EDA, USDA, EFC, NYS Small Cities	\$ 15,700,000	2005-2007

5.0 2004-2005 Goals, Strategies and Measures

The goals, strategies, and measures were developed based on both formal and informal discussions held with the nine county Economic Development Departments/Industrial Development Agencies, Planning Departments and other various stakeholders. The specific programs and action steps that G/FLRPC will take to continue to work towards achieving these goals, objectives and strategies are presented in the following section as the 2005 Work Program.

The goals, objectives, strategies, and measures presented in this section indicate an overview of activities that were performed by G/FLRPC over the past year to respond to the economic needs within the District.

Goal I – Assist in the Retention and Expansion of Existing Industries in the District	
Strategy	Measure
Continue to measure technical support	<ul style="list-style-type: none"> • 40 Economic Development related technical assistance inquiries and answers/referrals provided • 26 General Planning technical assistance inquiries and answers/referrals provided
Continue to expand partnerships	<ul style="list-style-type: none"> • New Partners: <ul style="list-style-type: none"> ○ Pictometry, Inc. ○ Rochester Regional Community Design Center ○ Western NY Entrepreneurship Project ○ Town of Wheatland Economic Development Commission ○ American Farmland Trust ○ Rural Opportunities, Inc ○ Erie Canal Commission ○ Oak Orchard River Alliance ○ SUNY Brownfield Center ○ Finger Lakes Institute ○ NYS Main Street Program ○ The Institute for the Application of Geospatial Technology
Continue to support GRE and Team Rochester	<ul style="list-style-type: none"> • Active in Team Rochester • Continually refining the Top Business and Site Selection Database and Mapping Project
Serve on and support the CIMS Roadmap initiative	<ul style="list-style-type: none"> • Active on Steering Committee • Writing letters of support when necessary
Monitor number of firms contacted and supported through the G/FLRPC	<ul style="list-style-type: none"> • 32 firms contacted • 12 firms supported
Develop and adopt Village of Arcade Main Street Strategic Plan	<ul style="list-style-type: none"> • Project approval pending

Goal I – Assist in the Retention and Expansion of Existing Industries in the District, continued	
Strategy	Measure
Continue to work with and support the Livingston and Wyoming Counties Downtown Revitalization Program	<ul style="list-style-type: none"> • Support offered through Village of Arcade Main Street Strategic Plan
Support the G/FLRPC Community Centers Program through the G/FLRPC Preparing Village Main Streets for Planning project	<ul style="list-style-type: none"> • Project underway

Goal II – Assist in the Attraction of Industries and Firms to the District	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 40 Economic Development related technical assistance inquiries and answers/referrals provided • 29 General Planning technical assistance inquiries and answers/referrals provided
Finalize database and mapping project in support of GRE's efforts to attract businesses and job to the region	<ul style="list-style-type: none"> • Finalized December 2004
Continue to assist the Genesee Transportation Council's Transportation Industrial Access program	<ul style="list-style-type: none"> • Finalized July 2004
Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program	<ul style="list-style-type: none"> • G/FLRPC is on Steering Committee
Continue to work with partners to establish and expand ROI's E-Commerce program	<ul style="list-style-type: none"> • Work with ROI is ongoing
Hold a Regional Roundtable on regional youth retention	<ul style="list-style-type: none"> • Will do in 2005 or 2006
G/FLRPC will have data collected which will support and enhance local activities to attract new firms to the District	<ul style="list-style-type: none"> • To be refined and addressed in 2005

Goal III – Assist in the Upgrading of Skills of the District's Workforce	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 8 Economic Development related technical assistance inquiries and answers/referrals provided • 15 General Planning technical assistance inquiries and answers/referrals provided
Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program	<ul style="list-style-type: none"> • G/FLRPC is on Steering Committee
Continue to work with partners to establish and expand ROI's E-Commerce program	<ul style="list-style-type: none"> • Work with ROI is ongoing

Goal IV – Encourage Small Business Development and Entrepreneurship	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 40 Economic Development related technical assistance inquiries and answers/referrals provided • 29 General Planning technical assistance inquiries and answers/referrals provided
Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program	<ul style="list-style-type: none"> • G/FLRPC is on Steering Committee
Continue to work with partners to establish and expand ROI's E-Commerce program	<ul style="list-style-type: none"> • Work with ROI is ongoing
Develop and adopt Village of Arcade Main Street Strategic Plan	<ul style="list-style-type: none"> • Project pending adoption
Continue to work with and support the Livingston/Wyoming County Commercial District Revitalization (CDR) Program	<ul style="list-style-type: none"> • Working with CDR through the Village of Arcade Main Street Strategic Plan • Wrote letter of support for project funding continuance through the GOSC.
Support the G/FLRPC Community Centers Program through the G/FLRPC Preparing Village Main Streets for Planning project	<ul style="list-style-type: none"> • Project underway
Monitor number of firms contacted for the Revolving Loan programs	<ul style="list-style-type: none"> • 32 firms contacted

Goal V – Strengthen the Capacity of Counties and Local Governments to Undertake Economic Development Activities that Encourage Efficient Land Use and Development Patterns	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 7 Economic Development related technical assistance inquiries and answers/referrals provided • 57 General Planning technical assistance inquiries and answers/referrals provided
Complete and implement the recommendations of the Route 332 Intermunicipal Development Analysis	<ul style="list-style-type: none"> • Phase I finalized 3/04 • Phase II finalized 3/05
Complete and make available the Regional Development (Build-Out) Analysis	<ul style="list-style-type: none"> • Finalized and distributed November 2004
Continue to track and explore the new Brownfield Opportunity Areas program	<ul style="list-style-type: none"> • Attended 3 NYS informational programs
Continue to work with the SUNY Center for Brownfield Studies on developing brownfield area planning projects	<ul style="list-style-type: none"> • Held 2 meetings, work is ongoing
Continue to train and track efforts to build brownfield staff expertise	<ul style="list-style-type: none"> • Staff attended IEDC's Brownfield Development course • Staff attended NYS DEC's Real Estate Development and Brownfields • Met with City of Rochester to discuss their Brownfield Program

Goal VI – Enhance Existing Tourism Opportunities and Develop New Recreation Destinations and Facilities	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 4 Economic Development related technical assistance inquiries and answers/referrals provided • 12 General Planning technical assistance inquiries and answers/referrals provided
Continue to develop the concept of Blueway Trails	<ul style="list-style-type: none"> • Attended 4 meetings, work is ongoing
Continue to assist with and track Erie Canal planning and implementation efforts	<ul style="list-style-type: none"> • G/FLRPC is on the Erie Canal Commission
Hold roundtable on Regional Tourism	<ul style="list-style-type: none"> • To be held in the Summer of 2005

Goal VII – Strengthen Regional Coordination	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 32 Economic Development related technical assistance inquiries and answers/referrals provided • 53 General Planning technical assistance inquiries and answers/referrals provided
Track number of partnerships	<ul style="list-style-type: none"> • 32 firms contacted

Goal VIII – Assist in the Retention of Manufacturing Employment	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 40 Economic Development related technical assistance inquiries and answers/referrals provided • 23 General Planning technical assistance inquiries and answers/referrals provided
Monitor number of firms contacted for the Revolving Loan programs	<ul style="list-style-type: none"> • 32 firms contacted

Goal IX – Strengthen Agriculture and Agribusiness	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 2 Economic Development related technical assistance inquiries and answers/referrals provided • 5 General Planning technical assistance inquiries and answers/referrals provided
Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program	<ul style="list-style-type: none"> • G/FLRPC is on Steering Committee
Continue to work with partners to establish and expand ROI's E-Commerce program	<ul style="list-style-type: none"> • Work with ROI is ongoing
Continue to educate and train on agricultural land use and economic development issues at the Regional Local Government Workshop	<ul style="list-style-type: none"> • Had session at both November 2004 and May 2005 Workshop

Goal IX – Strengthen Agriculture and Agribusiness, continued	
Strategy	Measure
Continue to work with American Farmland Trust and other partners on the development of the Planning for Agriculture Resource Guide	<ul style="list-style-type: none"> • Guide is now complete

Goal X – Work with Local Governments to Improve the Infrastructure of the District	
Strategy	Measure
Track and monitor assistance	<ul style="list-style-type: none"> • 7 Economic Development related technical assistance inquiries and answers/referrals provided • 51 General Planning technical assistance inquiries and answers/referrals provided
G/FLRPC will also continue its work with the GTC through its Long Range Transportation Plan, Transportation Improvement Program, and Unified Planning Work Program on monitoring land use and other transportation/land use related projects and data development. –	<ul style="list-style-type: none"> • LRTP done • 2005-10 TIP done • 2004-06 UPWP done • Annual Land Use Monitoring Report
G/FLRPC will continue to work with NYSERDA to bring grant and loan programs to the region that support traditional and alternative energy solutions.	<ul style="list-style-type: none"> • Provided Finger Lakes Energy Smart Communities presentation or display with NYSERDA program materials, fact sheets and case studies at 13 education and outreach events • Referred 33 projects to NYSERDA <ul style="list-style-type: none"> ○ 1 Agricultural ○ 1 Industrial ○ 7 NFP/Municipal ○ 12 Commercial/Mixed-Use ○ 12 Residential
G/FLRPC will continue to work with the FAA and NYSDOT as the lead agency for the NYSARC Aviation Program.	<ul style="list-style-type: none"> • Completed Needs Assessment 2/05
Research and technical assistance will be provided to counties and municipalities in an effort to identify and secure funding for infrastructure improvements and extensions.	<ul style="list-style-type: none"> • Will submit to EDA a Regional Telecommunications Infrastructure funding proposal in 2005

6.0 2005 Work Program

This section provides an overview of the activities that the G/FLRPC will undertake in 2005 that will involve work on projects in economic development, planning, coordination and training that will promote the economic advantage of the District.

6.1 Technical Assistance

G/FLPRC will provide information, planning and grant writing support services to support county and local economic development, planning and tourism initiatives on an as needed basis.

1. Information requests and analysis will be performed for such things as economic data, and Empire Zone data development.
2. Provide assistance to the Genesee Transportation Council in gathering the appropriate data necessary to inform recommendations for their regional transportation documents.
3. Build projects and funding to support local build out and fiscal analysis tools which will provide local governments with information that will aid in their fiscal health.
 - a. Assist local governments in consideration of the cost/benefit of consolidation and or sharing services.
4. Continue to work with regional agencies in the State of New York to ensure that aviation data, existing and proposed development and other applicable work is done in compliance with the Federal Aviation Administration while enhancing the economic viability of respective regions.
5. Work with local School Districts on enrollment projections to identify current and future needs as well as forecasting methods to finance potential growth.

Develop a standardized compilation of information used in the site selection process to be readily available for dissemination to site selection consultants and others interested in relocating to or starting/expanding operations in the District.

1. Examine ways to enhance the project entitled “Transportation and Industrial Access.” Completed in 2003, an inventory was done of industrial sites, parks and Brownfields in the region, including the identification of priority sites (deemed by regional stakeholders including planners, developers, etc.)
2. Continue to partner with, and support the efforts of Greater Rochester Enterprise and County Industrial Development Agencies/Economic Development Departments in the site selection process.

Continue to work with the New York State Association of Regional Councils (NYSARC) and the State University of New York (SUNY) system to develop a regional Brownfield program.

Develop a Regional Atlas that will provide a comprehensive compendium of regional data in digital format.

1. G/FLRPC is actively working on this project. The Atlas is now in draft form and will be finalized and used extensively throughout the Region.

Provide GIS/Remote Sensing technical assistance and support through activities such as mapping and database creation to support economic development functions, digitizing land use and compiling digital images.

Provide Hazard Mitigation Services that comply with state and national standards.

1. In 2003 G/FLRPC worked with the Town and Village of Arcade to produce the Town and Village of Arcade Hazard Mitigation Plan and with Genesee and Wyoming Counties on the Genesee and Wyoming Joint Flood Mitigation Plan. In 2005 G/FLRPC will work with Livingston, Wayne and Wyoming Counties to produce multi-jurisdictional Mitigation Plans that comply with the Disaster Mitigation Act of 2000. By having these plans in place, the respective communities mentioned are in a better position to respond to disasters from a land use and economic development perspective and to take advantage of Hazard Mitigation grant funding.
2. G/FLRPC will identify homeland security issues as they directly relate to economic development and land use. Planning processes and products will take this into consideration.
3. Implement the Department of Justice's COPS Project that is building and/or enhancing digital aerial images for many of the Genesee-Finger Lakes Regional communities as well as associated federal and state agencies.

6.2 Community and Business Development

Initiate and continue contact with local elected officials and business leaders regarding opportunities for, and constraints to, economic development in the public and private sectors of municipalities.

1. The 2004 Annual Land Use Monitoring Report will be completed by June of 2005. Additionally, G/FLRPC will work with the NYS Data Center Affiliates and the University Centers to improve this data collection and analysis process.
2. G/FLRPC will work with regional stakeholders in identifying and developing regional economic development clusters and emerging technologies including the Geneva Ag-Tech Park, the Rochester Institute of Technology (RIT) CIMS Center Economic Cluster study, the Greater Rochester Smart Energy Initiative (SEI) and the Upstate Med-Tech initiative being led by Genesee County's Economic Development Center.
3. G/FLRPC, through the NYSERDA regional Energy Smart program funding will work with regional stakeholders, including the City and Town of Geneva, the City of Batavia and Wyoming County to evaluate energy efficient programs for businesses including energy target zones and regional energy plan development.
4. G/FLRPC has been actively working on Main Street Revitalization programs that have involved gathering input, coordinating discussion and forming public and private partnerships to address this task. Such projects are the Downtown Strategic Plan for the Village of Arcade and Preparing Village Main Streets for Planning. G/FLRPC will continue to work with distressed communities to revitalize their main streets and community centers by providing technical assistance, seeking project funding and facilitating dialogue and action amongst regional providers (NYS Department of Transportation, The Governor's Office of Small Cities, etc.)
5. Partner with university centers to incorporate consumer demographic analysis into Main Street projects and to identify other mutual aptitude areas that can be shared to benefit regional clients.
6. Work with local tourism organizations to identify and capture opportunities such as the Erie Canal and Fast Ferry as economic stimulators in the region.

Produce an assessment of needs regarding the business climate, infrastructure, availability of grant and loan programs and other issues affecting communities throughout the District.

1. An application of knowledge gained from the Main Street Program would include the aforementioned activities and apply them to other municipalities in the Region to determine the internal strengths and challenges that are present in communities.
2. Build projects and funding to support a regional inventory and assessment (telecommunications, sewer, water, energy, etc.)
3. Continue to assist counties that are doing telecommunication inventories and assessments. Enhance the utility of this information by developing and identifying funding for a regional telecommunications inventory.

Outline strategies and action steps to create new opportunities for economic development based on the results of the needs assessment with continual feedback from county and local economic development and planning departments, IDAs, chambers of commerce and community based not-for-profit organizations.

1. The ultimate goal of the Main Street Program and telecommunication inventory and assessment is to produce marketing strategies, plans and other studies and reports as well as provide recommendations that will allow for increased sustainable economic development in communities.
2. Build funding for and collaborations among partners for rural projects such as the Rural Entrepreneurship Collaboration and E-Commerce Initiative.
3. Identify existing network to support agricultural economic development. Connect partners and funding to optimize regional benefit.
4. Continue to administer G/FLRPC's Regional Revolving Loan Fund program and work with RDC and other similar funds as they administer their loan fund.
5. Seek funding for a Regional Brownfield Program. Promote the redevelopment and reuse of such sites throughout the region and share regional expertise in site identification and project completion.
6. Develop new programs and identify funding streams per the input of regional economic development stakeholders.

6.3 State Data Center Affiliate Program

Fill information and data services requests from citizens, businesses, not-for-profit organizations and public agencies so regional clients are equipped with the most recent and effective data.

Maintain socio-economic and demographic data. An aspect of this service is a dedicated section on G/FLRPC website (www.gflrpc.org) that features all currently available data as received by G/FLRPC and analysis of major issues as they arise including population change and age-cohort analysis. Careful time and attention has been devoted to Census 2000 data.

1. Requests will be submitted and filled for other types of data and information that is more specialized.
2. Partner with the New York State Data Center and university centers to deliver better data to regional stakeholders. Also, work on effective and efficient data collection methods in anticipation for the 2010 Census.

6.4 Coordination & Training

Hold workshops to train and inform local and county officials and others about land use regulations and emerging planning and development issues.

1. The Regional Local Government Workshops have taken on a broader local government focus with continued participation by code and zoning enforcement officers and planning and zoning board members as well as municipal council and board members, elected officials and others.
2. G/FLRPC will continue to facilitate Regional Roundtable discussions in an effort to gather together various perspectives on important regional topics in an effort to promote effective communication, collaborations and public/private/non-profit ownership of goals, methods of implementation and measurements to monitor progress.
3. G/FLRPC looks to develop additional workshops that will examine Energy Efficiency in the region and Small Business Development and Support.

Attend relevant training and professional development conferences and workshops offered by state and national agencies involved directly and indirectly in economic development to further increase support capabilities to agencies throughout the District.

1. G/FLRPC staff will continue to attend training courses and conferences that will enhance their economic development aptitudes.

Update and fine-tune the information and links on G/FLRPC website.

1. G/FLRPC's website will serve as a location for regional marketing, information/data dissemination, and partnership coordination/promotion and product generation.