
Genesee-Finger Lakes Economic Development District

Comprehensive Economic Development Strategy



2012



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2012



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

Mission Statement

The 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.

The preparation of this report was financially aided through a grant from the Economic Development Administration, U.S. 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.

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Prepared by Genesee/Finger Lakes Regional Planning Council

2012 Comprehensive Economic Development Strategy

RESOLUTION NO. 2012-9

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 update its Comprehensive Economic Development Strategy (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.
2. That the Council does formally authorize the submission of the CEDS document to the Economic Development Administration.

September 17, 2012
Date

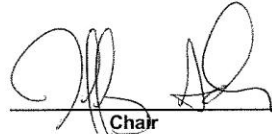

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Introduction

Development of the Comprehensive Economic Development Strategy (CEDS) was made possible through the input and guidance of the Genesee/Finger Lakes Regional Planning Council (G/FLRPC); G/FLRPC Planning Coordination Committee (PCC); G/FLRPC Economic Development Advisory Committee (EDAC); the Regional Development Corporation (RDC); and the Economic Development Administration (EDA). The CEDS outlines additional information about EDA in Chapter 1; and provides an overview of G/FLRPC, the above committees, and RDC in Chapter 2.

Development of the Comprehensive Economic Development Strategy (CEDS) began with the acquisition of the most recent demographic, economic, and transportation data. The data helped to guide discussion and input at the three CEDS Stakeholder meetings that were held on March 27th in Batavia, NY and Rochester, NY and on March 28th in Canandaigua, NY. The demographic, economic and transportation data is outlined in detail in Chapter 3 of the CEDS and helps to provide an overview of the Region. The presentation from the CEDS stakeholder meeting can be found in Appendix 8 and the notes from the three CEDS Stakeholder meetings can be found in Appendix 9.

Comments and input received at the three stakeholder sessions, along with feedback from the G/FLRPC; PCC; EDAC; and RDC helped to shape the development of the Goals, Objectives, Strategies and Measures, which are outlined in Chapter 6.

Meetings were held throughout the month of April, with each of the counties in the Region, to discuss the identified Goals, Objectives, Strategies, and Measures and to identify the ongoing economic development actions and efforts underway within each County as well as to identify the top economic development priority projects for each County. These county narratives and priority project tables are outlined in Chapter 5.

Additional stakeholder meetings were held in May which identified current economic development and related programs and activities that are underway within the Region as well as in New York State. These programs and activities are discussed in Chapter 4. One of the major initiatives is the work being done by the Finger Lakes Regional Economic Development Council, which completed a strategic plan entitled “Accelerating our Transformation” in November, 2011. The strategic plan helped to identify some of the regional economic development priority projects which are outlined in Chapter 5.

The input from each of stakeholders in the Region and the feedback from the G/FLRPC; PCC; EDAC; and RDC helped to develop the Plan of Action, which will help guide the G/FLRPC economic development program to help advance the identified goals and objectives. The Plan of Action is outlined in Chapter 7.

With all of these components in place a draft CEDS was completed in May and presented at the Genesee/Finger Lakes Regional Planning Council meeting on June 14th. The Council; economic development stakeholders; and the general public were then invited to review and submit comment on the draft by the middle of August. The comments and feedback received were taken into consideration before updating and finalizing the CEDS in September.

Chapter 1 – Genesee-Finger Lakes Economic Development District

1.1 Introduction

The Genesee-Finger Lakes (G-FL) Region was designated an Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration (EDA) in 1979. This designation was based upon an initial 1978 planning document, the Overall Economic Development Program (OEDP). G/FLRPC has been awarded an annual planning grant to promote regional economic development all years subsequent to 1979.

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 document presented is part of the Comprehensive Economic Development Strategy (CEDS) process. It is the successor to the OEDP and is intended to promote sustainable economic development throughout the Region. All member counties and the City of Rochester participate in the District program and have elected to have the Comprehensive Economic Development Strategy document serve their planning needs and designation obligations.

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. The G/FLRPC economic development program also works in conjunction with other G/FLRPC program areas, which are discussed in greater detail in Chapter 7.

The CEDS provides an overview of the District's economic trends by incorporating current data from local, regional, state and federal sources. The document also details current economic development programs and activities as well as development actions and project priorities identified by members of the District. Economic development goals for the District are also identified and a plan of action to further strengthen the District's economy is also included within the CEDS.

1.2 Economic Development Administration

The Economic Development Administration (EDA), the funding source for the EDD, was created by Congress pursuant to the Public Works and Economic Development Act of 1965, as amended by the Economic Development Administration Reform Act of 1998. The EDA provides grant assistance designed to build upon innovation and regional collaboration to establish a foundation for sustainable job growth and the development of durable regional economies. Available funding focuses on infrastructure development, local capacity building, and business development to help communities alleviate conditions of economic distress.

The mission of EDA is *"to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."*

In pursuing that mission, the CEDS was created as a tool and incorporates the following investment policy guidelines developed by EDA:

- Be market-based and results-driven;
- Have strong organizational leadership;
- Advance productivity, innovation, and entrepreneurship;
- Looks beyond the immediate economic horizon, anticipates economic changes, and diversifies the local and regional economy; and
- Demonstrate a high degree of commitment by exhibiting:
 - High levels of local-government or nonprofit matching funds and private-sector leverage;
 - Clear and unified leadership and support by local elected officials; and
 - Strong cooperation among the business sector, relevant regional partners, and local, state, and federal governments¹

To facilitate evaluation of applications EDA has also outlined six (6) investment priorities², which include:

1. Collaborative Regional Innovation
2. Public/Private Partnerships
3. National Strategic Priorities
4. Global Competitiveness
5. Environmentally-Sustainable Development
6. Economically Distressed and Underserved Communities

Planning for the District is driven by using the Region's strengths to increase the number of high-skill high-wage jobs for workers in the Region. The CEDS works to foster growth in the Region's economy by bolstering its economic development assets to attract private-sector investments which, in turn, can help increase the local and regional tax bases.

The CEDS also identifies a number of industry clusters that have a strong presence within the Region, helping to steer economic development investments to these clusters to foster innovation and entrepreneurship. In addition efforts are made to emphasize long-term economic development planning by continuously working to increase collaboration amongst Regional economic development stakeholders and to identify and develop emerging industry clusters helping to diversify the local and regional economies.

¹ 13 CFR Chapter 3: Economic Development Administration, Department of Commerce § 301.8

² EDA Investment Priorities: <http://www.eda.gov/investmentPriorities.htm>

Chapter 2 – Genesee/Finger Lakes Regional Planning Council: Organizational Overview

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, and plans and to provide for 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 the respective jurisdictions appoint Council members. At-large members are selected and appointed by the Council.

2.3 Organization of G/FLRPC

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 the by-laws of G/FLRPC.

Several committees currently serve G/FLRPC. They include: the Executive Committee, the Economic Development Advisory Committee (EDAC) and the Planning Coordination Committee (PCC).

G/FLRPC's members meet quarterly to discuss and review the status of projects, programs and regional issues. G/FLRPC's members are listed in Table 1 on the following page.

2012 Comprehensive Economic Development Strategy

Table 1 - Genesee/Finger Lakes Regional Planning Council				
Member	Affiliation	Status	Race	Gender
Mary Pat Hancock	Genesee County	Voting	White	Female
Frank Ferrando Jr. (A)	Genesee County	Voting	White	Male
Steve Hyde	Genesee County	Voting	White	Male
Esther Leadley	Genesee County	Voting	White	Female
<i>Felipe Oltramari</i>	<i>Genesee County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
James Merrick	Livingston County	Voting	White	Male
Brenda Donohue (A)	Livingston County	Voting	White	Female
William Wadsworth	Livingston County	Voting	White	Male
Bonnie Taylor-Davis	Livingston County	Voting	Black	Female
<i>Angela Ellis</i>	<i>Livingston County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
<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>
Maggie Brooks	Monroe County	Voting	White	Female
Jeffrey Adair	Monroe County	Voting	White	Male
Robert Colby	Monroe County	Voting	White	Male
Linda Dobson	Monroe County	Voting	White	Female
Kal Wysokowski	Monroe County	Voting	White	Female
<i>Thomas Goodwin</i>	<i>Monroe County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
<i>Judy Seil</i>	<i>Monroe County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
Thomas Richards	City of Rochester	Voting	White	Male
Marcia Barry (A)	City of Rochester	Voting	White	Female
Lovely Warren	City of Rochester	Voting	Black	Female
Andrea Guzzetta (A)	City of Rochester	Voting	White	Female
<i>Karen Altman</i>	<i>City of Rochester</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
Theodore Fafinski	Ontario County	Voting	White	Male
Robert LaRocca (A)	Ontario County	Voting	White	Male
Samuel Casella	Ontario County	Voting	White	Male
Dorothy Huber	Ontario County	Voting	White	Female
<i>Darlys McDonough</i>	<i>Ontario County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
<i>Michael Manikowski</i>	<i>Ontario County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
David Callard	Orleans County	Voting	White	Male
Wayne Hale (A)	Orleans County	Voting	White	Male
Kenneth Rush	Orleans County	Voting	White	Male
<i>James Whipple</i>	<i>Orleans County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
Robert W Hayssen	Seneca County	Voting	White	Male
William Bordeau (A)	Seneca County	Voting	White	Male
Mitchell Rowe	Seneca County	Voting	White	Male
<i>Robert Aronson</i>	<i>Seneca County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
James Hoffman	Wayne County	Voting	White	Male
Robert Kelsch	Wayne County	Voting	White	Male
Ken Miller	Wayne County	Voting	White	Male
<i>Margaret Churchill</i>	<i>Wayne County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
<i>Ora Rothfuss</i>	<i>Wayne County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
Douglas Berwanger	Wyoming County	Voting	White	Male
Gerald Stout (A)	Wyoming County	Voting	White	Male
Jerry Davis	Wyoming County	Voting	White	Male
<i>Michael Hefika</i>	<i>Wyoming County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
<i>Arthur Buckley</i>	<i>Wyoming County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
H. Taylor Finch	Yates County	Voting	White	Male
Robert Multer (A)	Yates County	Voting	White	Male
Donald House	Yates County	Voting	White	Male
<i>Shawna Bonshak</i>	<i>Yates County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Female</i>
<i>Steve Griffin</i>	<i>Yates County</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>
Wilfred Brooks	At-Large	Voting	Black	Male
Clyde Forbes	At-Large	Voting	Black	Male
Nathan Rudgers	At-Large	Voting	White	Male
David Woods	At-Large	Voting	White	Male
<i>Richard Perrin</i>	<i>Genesee Transportation Council</i>	<i>Ex-Officio</i>	<i>White</i>	<i>Male</i>

(A) Alternate

2.3.a Comprehensive Economic Development Strategy (CEDS) Committee

The Genesee/Finger Lakes Regional Planning Council members also serve as the CEDS Strategy Committee. G/FLRPC advisory committees assist in the development of the CEDS. These advisory committees include the Planning Coordinating Committee (PCC) and the Economic Development Advisory Committee (EDAC).

Each of the CEDS Strategy Committee members and other regional stakeholders from the public-sector, private-sector and community were invited to Stakeholder Input sessions held in Batavia, NY and Rochester, NY on March 27th, 2012 and in Canandaigua, NY on March 28th, 2012. Invitations were e-mailed and/or mailed to their home and/or office. A copy of the invitation that was distributed to the CEDS Strategy Committee members can be found in Appendix 1. A list of CEDS Stakeholder Input sessions attendees, a copy of the presentation given at the three meetings, and notes from the meetings are available in Appendices 7, 8, and 9.

Individual meetings with each County Economic Development/Industrial Development Agency, the City of Rochester Economic Development Department and other regional stakeholders were conducted during April and May, 2012 allowing these groups the opportunity to provide further insight, recommendations and updates to the Comprehensive Economic Development Strategy.

The CEDS was also discussed at the February 16, 2012 Economic Development Advisory Committee (EDAC)/Regional Development Corporation (RDC) meeting and the April 13th, Planning Coordination Committee (PCC) meeting to inform EDAC, RDC, and PCC members about the development of the CEDS and allow for input and feedback regarding the process.

2.3.b Executive Committee

The Executive Committee is responsible for the day-to-day management and policy decisions of the organization. The Executive Committee typically meets four to eight times annually. The Executive Committee's members are listed in Table 2.

Table 2 - Executive Committee				
Member	Address	Affiliation	Race	Gender
Esther Leadley, Vice Chair	11047 River Road Pavilion, NY 14525	Legislator, Genesee County Legislature	White	Female
Brenda Donohue	6 Court Street Geneseo, NY 14454	Supervisor, Town of Conesus, Livingston County Board of Supervisors	White	Female
Jeffrey Adair, Chair	777 Quaker Road Scottsville, NY 14546	President, Monroe County Legislature	White	Male
Marcia Barry	City Hall, Room 010A 30 Church Street Rochester, NY 14614	City of Rochester Department of Community Development	White	Female
Dorothy Huber	PO Box 85 East Bloomfield, NY 14443	Supervisor, Town of East Bloomfield, Ontario County Board of Supervisors	White	Female
Wayne Hale	14016 Route 31 West Albion, NY 14411	Director, Orleans County Planning and Development	White	Male
Mitchell Rowe	1 DiPronio Drive Waterloo, NY 13165	County Manager Seneca County	White	Male
James Hoffman	26 Church Street Lyons, NY 14489	Supervisor, Town of Williamson, Chairman, Wayne County Board of Supervisors	White	Male
Jerry Davis	7414 Court Road Pavilion, NY 14525	Supervisor, Town of Covington, Wyoming County Board of Supervisors	White	Male
Donald House, Treasurer	Yates County Legislature Penn Yan, NY 14527	Legislator, Yates County Legislature	White	Male
Wilfred Brooks	98 South Pearl Street Oakfield, NY 14125	At-Large	Black	Male
Angela Ellis	6 Court Street, Room 305 Geneseo, NY 14454	Chair, G/FLRPC Planning Coordination Committee	White	Female
Steve Griffin	1 Keuka Business Park Penn Yan, NY 14527	Chair, G/FLRPC Economic Development Advisory Committee	White	Male

2.3.c Economic Development Advisory Committee

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 the Empire State Development Corporation. Each is jointly responsible for representing the interests of their respective jurisdictions, as well as the entire Region. The EDAC Chair is a member of the Executive Committee and the EDAC's members are ex-officio, non-voting members of the G/FLRPC. EDAC's members are listed in Table 3.

Table 3 - Economic Development Advisory Committee (EDAC)				
Member	Address	Affiliation	Race	Gender
Steve Hyde, CEO	99 Med Tech Drive Suite 106 Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Patrick Rountree, Director	6 Court Street, Room 306 Geneseo, NY 14454	Livingston County Development Group	White	Male
Judy Seil, Director	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Female
Karen Altman, Manager of Business Development	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester Economic Development Department	White	Female
Michael Manikowski, Director	20 Ontario Street Suite 106B Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Male
James Whipple CEO/CFO	121 North Main Street Albion, NY 14411	Orleans County Economic Development Agency	White	Male
Robert Aronson, Executive Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Industrial Development Agency	White	Male
Margaret Churchill, Executive Director	16 William Street Lyons, NY 14489	Wayne County Industrial Development Agency	White	Female
Michael Heftka, Executive Director	6470 Route 20A Suite 4 Perry, NY 14530	Wyoming County Industrial Development Agency	White	Male
Steve Griffin, Executive Director, Chair	1 Keuka Business Park Penn Yan, NY 14527	Yates County Industrial Development Agency	White	Male
Robert McNary Director, Finger Lakes Regional Office	400 Andrews Street, Suite 300 Rochester, NY 14604	Empire State Development Corporation	White	Male

2.3.d Rochester/Finger Lakes Regional Development Corporation

The Rochester/Finger Lakes Regional Development Corporation (RDC), a non-profit, also serves the Region by promoting regional economic development; meetings of EDAC and RDC are held concurrently. Members of the RDC include both those listed in Table 3 on page the previous page and Table 4 below.

Table 4 – Rochester/Finger Lakes Regional Development Corporation (RDC)				
Member	Address	Affiliation	Race	Gender
Brian R. Anderson, Lead Economic Developer	300 Erie Boulevard West A-2 Syracuse, NY 13202	National Grid	White	Male
Richard Boerman, Loan Management	6712 Ann Lee Drive North Rose, NY 14516	Regional Development Corporation	White	Male
Al Hartsig, Senior Business Development Officer	400 East Avenue Rochester, NY 14607	PathStone Enterprise Center	White	Male
Joe Rizzo, Director of Economic Development	89 East Avenue Rochester, NY 14649	Rochester Gas & Electric Corporation	White	Male
Suzanne Vary, Economic Development Specialist	20 Ontario Street Suite 106B Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Female
Julie Marshall, Deputy Director	6 Court Street Room 306 Geneseo, NY 14454	Livingston County Development Group	White	Female
Joseph Hamm, Regional Administrator	276 Waring Rd Rochester, NY 14609	NYS Department of Labor	White	Male
Richard Perrin, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council	White	Male
Matt Hurlbutt, Managing Director, Business Development	100 Chestnut Street - One HSBC Plaza Suite 1910 Rochester, NY 14604	Greater Rochester Enterprise	White	Male

2.3.e Planning Coordination Committee

The Planning Coordination Committee (PCC) serves as the general planning advisory committee to G/FLRPC. PCC 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. The Chair of the PCC is a member of the Executive Committee. Current PCC members are listed in Table 5.

Table 5 - Planning Coordination Committee (PCC)				
Member	Address	Affiliation	Race	Gender
Felipe Oltramari, Senior Planner	County Building II 3837 West Main Street Batavia, NY 14020	Genesee County Department of Planning	White	Male
Angela Ellis, Director	6 Court Street - Room 305 Geneseo, NY 14454	Livingston County Planning Department	White	Female
Thomas Goodwin, Planning Manager	50 West Main Street, Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Male
Marcia Barry, Director of Planning and Zoning	City Hall, Room 010A 30 Church Street Rochester, NY 14614	City of Rochester Department of Community Development	White	Female
Darlys McDonough, Interim Planning Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Division of Planning and Research	White	Female
Wayne Hale, Director	14016 Route 31 West Albion, NY 14411	County of Orleans Department of Planning and Development	White	Male
Bill Bordeau, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Department of Planning & Community Development	White	Male
Ora Rothfuss, Interim Director	9 Pearl Street Lyons, NY 14489	Wayne County Planning Department	White	Male
Arthur Buckley, County Planner	6470 State Route 20A, Suite 4 Perry, NY 14530	Wyoming County Department of Planning & Development	White	Male
Shawna Bonshak, Planner	417 Liberty Street Penn Yan, NY 14527	Yates County Department of Planning	White	Female
Richard Perrin, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council	White	Male

2.3.f Staff

All of G/FLRPC's employees are involved in the District's economic development program since 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
Greg Albert	Senior Planner – Economic Development	White	Male
Rudeen Armstrong	Business Manager	Black	Female
Jayne Breschard-Thomann	Senior Planner	White	Female
Razy Kased	Planner	White	Male
Thomas Kicior	Senior Planner	White	Male
David Zorn	Executive Director	White	Male

2.3.g G/FLRPC Economic Development and Related Programs and Activities**2.3.g.i. Economic Development Planning**

Economic Development services include regional economic development coordination, revolving loan fund administration, community advocacy, strategic planning, impact analyses, community revitalization, infrastructure planning and client outreach.

2.3.g.ii Regional, Local and Water Resources Planning

Regional, Local and Water Resources Planning services include land use, water resources, municipal, hazard/flood mitigation, brownfield redevelopment, historic preservation, and Main Street/Community Centers planning in addition to local government support and training/workshop/conference development and coordination.

In an effort to support local government training and education, G/FLRPC, has presented the Regional Local Government Workshop series since 1996. The workshops attract municipal staffs, elected officials, and boards, along with other planning professionals.

The Perry Brownfield Opportunity Area (BOA) Pre-Nomination Study was recently completed for an approximate 100 acre area characterized with at least seven potential brownfield sites that are located at 90 Washington Boulevard in the Village of Perry. The site has an 85 year history of industrial use and has been vacant since A&A Metal Fabricating, Inc. closed its doors in March 2001. Due to the location of the A&A parcel near the central business district, and its proximity to the tourist destinations of Letchworth State Park and Silver Lake, the area presents a strategic opportunity to stimulate economic development. A goal of this BOA project is to facilitate redevelopment in the business district so that vacant and underutilized space may be used to attract new business.

2.3.g.ii.a Flood and Hazard Mitigation Planning

Flood and Hazard Mitigation Planning services involve assessing risk, establishing goals, objectives, and mitigation actions, coordinating plan adoption and approval, and facilitating stakeholder and public outreach processes. G/FLRPC develops and updates flood and hazard mitigation plans and evaluates appropriate mitigation activities to reduce or eliminate the long-term risks posed by these hazards to communities within the Region.

2.3.g.ii.b Main Street/Community Centers

G/FLRPC views the Main Streets in our region as tremendous assets and opportunities. Main Streets are seen as current, former, or potential community centers and greatly contribute to a unique sense of place. As the Regional Planning Council, G/FLRPC assists communities with Main Street and downtown issues. The vitality of community centers is integrally related to land use, environmental resources, economic development, zoning, and design.

Creating Residential, Commercial and Municipal Upper Floors: A Guidebook for Regional Revitalization is a current project that will result in the development of a guidebook as well as training sessions upon its completion. The Guidebook will be written to assist municipal officials and interested parties in rejuvenating underutilized and abandoned upper floors of buildings in mixed use areas of cities, villages and town centers throughout the Region. The document will explain the issues that have contributed to this problem and potential methods of overcoming these obstacles to aid stakeholders in their revitalization goals. A variety of concepts will be examined including New York State building codes; zoning; local laws; impacts on local water bodies; and funding opportunities. The Guidebook will also emphasize public/private partnerships and visioning for municipalities as they create strategic and comprehensive plans.

2.3.g.ii.c Municipal Planning

Municipal Planning activities include local government services; comprehensive planning; land use regulation and control; and a host of other planning initiatives including build-out and fiscal impact analyses; and cultural resource surveying. G/FLRPC staff has knowledge and experience in a wide range of planning issues and assists and collaborates with municipal officials, staff, and citizens as needed.

2.3.g.ii.d Water Resources Planning

Water Resources Planning encompasses a variety of services, which advance the overall goal of protecting and improving water quality and quantity and the uses of surface and groundwater. As a regional agency, G/FLRPC is able to examine and coordinate water resource issues at a watershed wide level. Services include water resources planning; county water quality coordinating committee participation and assistance; green infrastructure planning; stormwater and floodplain management planning; watershed management planning; blueway trails; and assistance with the implementation of state and federal regulations. Current projects include general water resources planning; green infrastructure planning; and involvement with the development of watershed management plans. Recently completed projects include the *Green Infrastructure and Low Impact Development Evaluation and Implementation Plan*; *Black Creek Watershed Characterization Report*; *Oatka Creek Watershed Characterization Report*; *Seneca Lake Watershed Characterization and Subwatershed Evaluation*; and the *Genesee-Finger Lakes*

Regional Impervious Surface Scan: An Inventory of Impervious Surfaces in the Genesee-Finger Lakes Region.

2.3.g.ii.e Historic Preservation Planning

Historic preservation is the recognition that historic and cultural properties are a living part of community life and development and vital to public interest. It enhances the distinctive character of communities; revitalizes commercial, industrial, and residential districts; and is a powerful economic development strategy. Planning for historic preservation involves long-range vision, goals and objectives, and recommended implementation actions. The preservation planning process establishes the basis for public policy; identifies economic opportunities based on heritage and architectural character; ensures consistency with various local government policies; provides the foundation for local protection of historic resources; and creates an agenda for future preservation actions. G/FLRPC has the ability to assist communities with historic preservation planning—whether in the preparation of a formal planning document, or in the planning process.

Phase One of the *Historic Preservation Guidebook for the Western Erie Canal Alliance's Main Street Program* is recently completed and was composed of three attributes: education; organization; and implementation. The education section considers why historic preservation is important and how we educate our businesses and residents. The organization section is a “how to” guide for Main Street Program Managers to effectively work with local municipal officials and boards, regional agencies, and New York State and Federal agencies with a description of their roles as related to historic preservation. The implementation section provides a description of funding programs and incentives, and associated regulations and review boards.

The Genesee-Finger Lakes Regional Historic Waterfront Planning Program is a current project that includes the development of local laws, best management practices, and/or general planning services on behalf of two waterfront communities, based on cultural resource survey and documentation. Overall, this project will result in a “ready-to-use” planning program for all communities in the region based on whichever selected historic waterfront community and environment best represents them.

2.3.g.iii Data, Technology and Resource Center

Geographic Information System services include general mapping data/database development; data conversion; digitalization; demographic analysis; project planning & management; and application development. Remote sensing services include the integration of digital ortho-imagery and aerial photography.

2.3.g.iii.a Socio-Economic and Demographic Data

The district provides socio-economic and demographic data development, analysis and dissemination services which includes working through the New York State Data Center (NYSDC) Affiliate program. The NYSDC Affiliate program operates through a network of Affiliate Data Centers throughout the State. These agencies maintain Census and related economic and demographic data, provide local information services to local government, business and the public, and support the development of the decennial census. Additional

services include school district enrollment projections; population projections; land use trends; and county profiles.

The Gates Chili School District Demographic Study is a recently completed project that includes socio-economic and demographic and development and building trend analysis; and development of school district enrollment projection data with analysis including maps, charts, tables, figures, and graphs.

The annual Land Use Monitoring report provides information on the issuance of building permits to identify areas of growth within the Genesee-Finger Lakes Region that might require transportation planning and service modifications. The report analyzes the number of permits issued, total square footage, and total value of buildings for each municipality within the region as well as the Transportation Management Area (TMA). The TMA covers Monroe County and the municipalities adjacent to Monroe County in Livingston, Ontario, and Wayne Counties, as well as the Town and City of Canandaigua. The analysis looks at the following categories and respective subcategories: “residential” (single-family, two-family, three or four-family, five-or-more family, mobile/manufactured homes); “industrial;” “commercial” (offices/banks, retail/service, service stations, hotels/motels); “community service” (hospitals/health facilities, schools/churches, public works/safety, utilities); and “not elsewhere classified.”

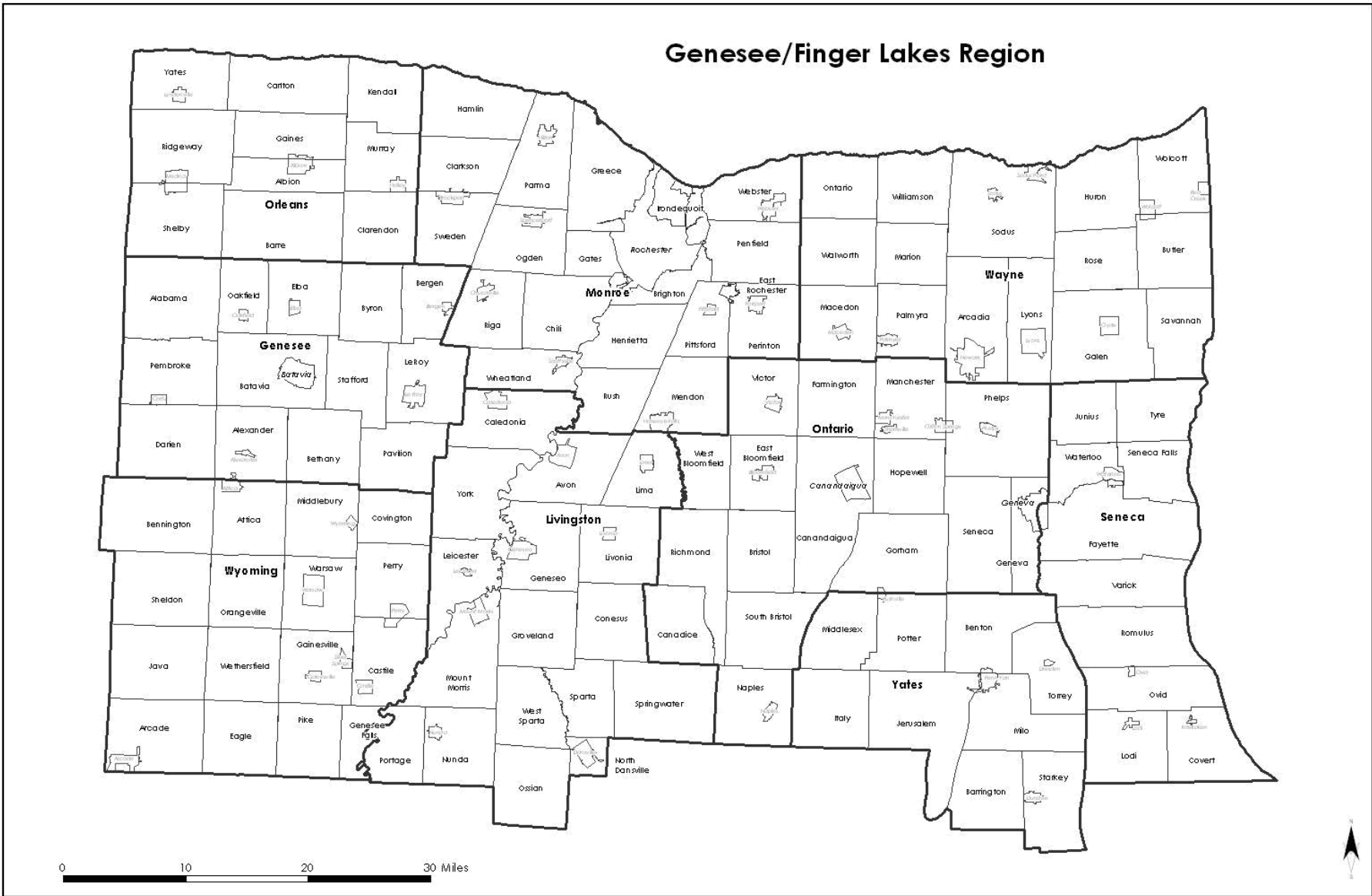
Current projects include the Genesee-Finger Lakes Region Population Projections and the Regional Atlas. The Genesee-Finger Lakes Region Population Projections which will include county and municipal population projections for the region out to the year 2050. The project will provide an overview of historical trends of population in the Region as well as results of population projections out to 2050. The Regional Atlas will provide current, regularly used socio-economic and demographic data in one central location with analysis useful to transportation; land use; and economic development planning. Data components will include population; households; land use; housing; economic; socioeconomic and demographic; transportation; government; agriculture; education; health; and public safety. The completed product will textually and graphically analyze and summarize current conditions and regional trends.

Chapter 3 – Overview of the Genesee-Finger Lakes Region

Chapter 3 provides an overview of historic, demographic, socioeconomic, and economic conditions of the District using data from federal, state and regional sources. An overview of socio-demographic information for each county and the District is provided and comparisons are made, where possible, to New York State and the United States.

3.1 Geography

The Genesee/Finger Lakes (G-FL) Region is located in west-central New York State. The Region is bordered by Lake Ontario to the north, the Southern Tier Region and foothills of the Appalachian Mountains to the south, Syracuse and the Central New York Region to the east, and the Buffalo-Niagara metropolitan area to the west. The area of the G-FL Region is approximately 4,700 square miles. The map on the following page shows the nine-county Region.



3.2 History of the Region

The G-FL Region has a rich cultural, social and economic history. There are three assets that have driven the economy in the Region since it was first inhabited by Europeans: land, people, and infrastructure. The land in the Region is rich, which continues to sustain a robust agricultural industry. In addition to the Region's natural features, human ideas led to man-made products and projects, ranging from tapping the Genesee River for water power to the conception and construction of the Erie Canal, which gave the Region a competitive transportation advantage. Infrastructure, such as waterways and canals, railroads and a highway system were drivers of agricultural and manufacturing industries helping to increase overall growth within the Region.

Settlement in the Region was very attractive to farmers, due to its rich soil and moderate climate. At the turn of the nineteenth century, European investors bought land in the Region and began to subdivide parcels for sale to settlers who were primarily from New England, Pennsylvania, and Eastern New York State. Agriculture was, and continues to be, important to the Region through both crop production and livestock. In addition, the presence of natural resources encouraged the growth of industries that processed many of these materials, such as the development of saw mills to process wood.

The construction of the Erie Canal has historically been one of the largest catalysts of growth in the Region. Built by the State of New York at the urging of a visionary governor, Dewitt Clinton, this infrastructure project allowed the Region to optimize its prime geographic location. The Erie Canal transformed the regional economy from an agrarian base to one at the center of the industrial revolution. Agriculture continued as a major industry and was strengthened by the ability to effectively and efficiently ship products. The Erie Canal provided links to the Upper Midwest and Eastern seaboard. These linkages were later extended by railroads and highways fostering the development of a robust amount of wholesalers and distributors in the Region. This led to the growth of business support services, such as legal and accounting firms, in the Region.

The natural attributes of the Region, in conjunction with the physical and human infrastructure, set the framework for innovation and entrepreneurship as part of the fabric of the Region. This entrepreneurial spirit drove the Region to be a leader in technology, especially optics technology. For many years, the Region was dominated by three large companies; Kodak, Xerox and Bausch & Lomb. The dependence of the regional economy on these three companies has diminished over the last 30 years, but the Region's emphasis on technology and innovation still remains.

The importance of education was established in the Region early in its history. This was expressed through the early establishment of educational institutions ranging from local elementary schools to colleges and universities. The origins of the Rochester Institute of Technology, today the Region's largest university, date back to 1829, shortly after the settlement of the area.

3.3 Socio-Economic Demographic Information

The socio-demographic data below helps to illustrate the trends of the region and individual counties over time. Although each of the counties has their own unique demographic composition, there are many similarities that exist that lend themselves to using a regional perspective. The following section utilizes the most recently available socio-economic and demographic data to portray the current state of the District.

3.3.a Population Trends

Monroe County, anchored by the City of Rochester, has historically had the largest population of the counties in the Region. As shown by Table 7, *Population for the G-FL Region (1960-2010)*, the most populous counties, after Monroe, have been Ontario and Wayne.

Table 7 - Population for the G-FL Region (1960-2010)						
	1960	1970	1980	1990	2000	2010
Genesee	53,994	58,722	59,400	60,060	60,370	60,079
Livingston	44,053	55,041	57,006	62,372	64,328	65,393
Monroe	586,387	711,917	702,238	713,968	735,343	744,344
Ontario	68,070	78,849	88,909	95,101	100,224	107,931
Orleans	34,159	37,305	38,496	41,846	44,171	42,883
Seneca	31,984	35,083	33,733	33,683	33,342	35,251
Wayne	67,989	79,404	84,581	89,123	93,765	93,772
Wyoming	34,793	37,688	39,895	42,507	43,424	42,155
Yates	18,614	19,831	21,459	22,810	24,621	25,348
G-FL Region	940,043	1,113,840	1,125,717	1,161,470	1,199,588	1,217,156

Source: U.S. Census Bureau

Population growth within Ontario and Wayne counties has been driven by healthy industrial bases, in addition to suburban and exurban growth in the later part of the twentieth century. Yates County has historically been the smallest of the nine counties with a stable population over the last 50 years.

Monroe County experienced explosive population growth between 1960 and 1970, but there was a slight decline in population between 1970 and 1980. Increases have followed in each subsequent decade to its current population of 744,344. Ontario County has had steady increases in population from 1960 onward, growing from a population of 68,070 in 1960 to its current 2010 level of 107,931. From 1970 to 2010, all counties within the Region have experienced some growth in population, expanding the Regional population from 1,113,840 in 1970 to 1,217,156 in 2010.

3.3.b Population Growth (1980-2010)

In order to understand recent population shifts and dynamics, an analysis of population growth from 1980-2010 was compiled in Table 8, *Population Growth for the G-FL Region, New York State and the U.S. (1980-2010)*.

Table 8 - Population Growth for the G-FL Region, New York State, and the U.S. (1980-2010)

	1980	1990	2010	Change (1980-2010)	
				By People	By percentage
Genesee	59,400	60,060	60,079	679	1.1%
Livingston	57,006	62,372	65,393	8,387	14.7%
Monroe	702,238	713,968	744,344	42,106	6.0%
City of Rochester	241,741	231,636	210,565	-31,176	-12.9%
Ontario	88,909	95,101	107,931	19,022	21.4%
Orleans	38,496	41,846	42,883	4,387	11.4%
Seneca	33,733	33,683	35,251	1,518	4.5%
Wayne	84,581	89,123	93,772	9,191	10.9%
Wyoming	39,895	42,507	42,155	2,260	5.7%
Yates	21,459	22,810	25,348	3,889	18.1%
G-FL Region	1,125,717	1,161,470	1,217,156	91,439	8.1%
New York State	17,558,165	17,990,778	19,378,102	1,819,937	10.4%
United States	226,545,805	248,718,297	308,745,538	82,199,733	36.3%

Source: U.S. Census Bureau

During the thirty year time period, the United States experienced explosive population growth with a growth rate of 36.3%. The growth rate in New York State was moderate with an increase in population of 10.4%. The G-FL Region grew at a rate of 8.1% during the period of time between 1980 and 2010. This is slightly less than the growth rate for New York State, but far less than national growth.

Five counties in the G-FL Region had growth rates greater than the state: Livingston, Ontario, Orleans, Wayne, and Yates. The City of Rochester experienced a decline in population of 31,176 during this time period, which represented a loss of 12.9%.

3.3.c Age

There are two demographic shifts about which many in upstate New York and the northeastern Region are concerned. They are: the aging population and the out migration of the 25-44 age cohort. Based upon U.S. Census, the percentage of people over the age of 65 in the Region is 14.3%, compared to 13.5% in the state and 13.0 in the nation, as illustrated by Table 9, *Age Distribution for the G-FL Region, New York State and the U.S. 2010*. Every county in the Region had a larger percentage of its population over the age of 65 than the national total of 13.0%.

The low percentage of people aged 25-44 is a cause for concern in the Region as this age cohort typically provides a significant economic impact to a region. The percentage of people between the ages of 25-44 in the G-FL Region for 2010 was 24.2%,

lower than New York State with 27.27% and the nation with 26.6% although Wyoming County does exceed the state and nation in percentage of persons in the 25-44 age cohort with 27.5% of its population between the ages of 25 and 44.

Table 9 - Age Distribution for the G-FL Region, New York State and the U.S. 2010

	Under 18	18 to 24	25 to 44	45 to 64	65 and over
Genesee	22.1%	9.2%	23.6%	29.5%	15.6%
Livingston	20.2%	14.5%	22.3%	29.3%	13.7%
Monroe	22.7%	11.2%	24.7%	27.5%	13.9%
Ontario	22.5%	9.1%	22.5%	30.5%	15.4%
Orleans	22.2%	9.4%	24.2%	29.8%	14.4%
Seneca	21.3%	9.5%	24.4%	29.3%	15.5%
Wayne	23.8%	7.4%	23.8%	30.7%	14.3%
Wyoming	20.6%	8.1%	27.5%	30.2%	13.6%
Yates	24.5%	10.5%	19.6%	28.8%	16.6%
G-FL Region	22.5%	10.6%	24.2%	28.4%	14.3%
New York State	22.3%	10.2%	27.2%	26.7%	13.5%
United States	24.0%	10.0%	26.6%	26.4%	13.0%

Source: U.S. Census Bureau

3.3.d Educational Attainment

An area where the G-FL Region has an advantage over other New York State and the U.S. is its educational attainment rates. U.S. Census American Community Survey three-year estimates (2008-2010) show that, in the G-FL Region, 88.4% of the population over the age of 25 had a high school diploma or higher. This is compared to 84.5% in New York State and 85.3% nationally, as illustrated by *Table 10, Educational Attainment Rates for the G-FL Region, New York State and the U.S. 2008-2010*.

Table 10 - Educational Attainment Rates for the G-FL Region, New York State and the U.S. 2008-2010 (ACS Estimate)

	Less than HS	HS Graduate	Some college	Associates Degree	Bachelors degree	Graduate degree or higher
Genesee	9.5%	37.5%	19.1%	12.9%	12.8%	8.2%
Livingston	11.4%	34.9%	17.0%	12.0%	13.6%	11.1%
Monroe	11.5%	25.1%	17.4%	10.7%	20.2%	15.2%
City of Rochester	21.4%	27.3%	17.7%	8.7%	14.8%	10.2%
Ontario	8.0%	28.4%	19.3%	12.5%	19.0%	12.8%
Orleans	14.2%	40.5%	19.2%	9.6%	10.2%	6.3%
Seneca	15.2%	35.7%	20.3%	11.7%	11.2%	5.8%
Wayne	12.7%	34.0%	19.7%	12.4%	13.0%	8.1%
Wyoming	14.3%	39.9%	19.7%	12.5%	8.4%	5.2%
Yates	15.6%	38.6%	14.9%	9.1%	12.2%	9.5%
G-FL Region	11.6%	28.9%	18.0%	11.2%	17.6%	12.8%
New York State	15.5%	27.6%	16.4%	8.2%	18.4%	13.9%
United States	14.7%	28.4%	21.3%	7.6%	17.6%	10.4%

Source: U.S. Census Bureau American Community Survey 2008-2010

Additionally, 30.4% of people in the G-FL Region have a Bachelor's degree or higher. This is higher than the national total of 28.0%, but lower than New York State with 32.3%.

Also important to a regional knowledge-based economy is the percentage of the population with an Associate's degree. The community colleges within the Region continue to train and prepare workers, positioning the G-FL Region well for the technology jobs of the future. For 2008-2010, 11.2% of those over the age of 25 in the G-FL Region had an Associates degree, which was greater than percentages with Associates degrees from New York State (8.2%) and the U.S. (7.6%).

3.3.e Per Capita Personal Income

Per capita income is the mean income computed for every man, woman and child in a particular group. It is derived by dividing the aggregate income of a particular group by the total population in that group.³ The per capita income in the G-FL Region increased by \$3,183 in constant dollars, or 8.9%, between 2000 and 2010, as shown in Table 11, *Per Capita Personal Income for the G-FL Region, New York State and the U.S.*

Table 11 - Per Capita Personal Income (PCI) for the G-FL Region, New York State and the U.S.				
	PCI (\$)		Change (2000-2010)	
	2000*	2010	By Dollars	By Percent
Genesee	30,587	32,940	2,353	7.7%
Livingston	28,918	30,706	1,788	6.2%
Monroe	39,032	42,083	3,051	7.8%
Ontario	35,622	39,730	4,108	11.5%
Orleans	26,128	28,381	2,253	8.6%
Seneca	29,050	33,886	4,836	16.6%
Wayne	31,364	34,649	3,285	10.5%
Wyoming	24,614	29,150	4,536	18.4%
Yates	25,750	30,259	4,509	17.5%
G-FL Region	35,643	38,826	3,183	8.9%
New York State	43,851	48,596	4,745	10.8%
United States	38,391	39,937	1,546	4.0%
Source: U.S. Bureau of Economic Analysis				
* 2000 dollars are adjusted for inflation and are expressed in 2010 dollars				

The per capita income in the G-FL Region is less than in both New York State and the United States. Per capita income has also increased at a lower percentage between 2000 and 2010 than the 10.8% growth in New York State, but has outpaced the 4.0% growth of the U.S. per capita income during this time period.

3.3.f Poverty

Information on the percentage of people living in poverty, in conjunction with the previous data regarding per capita income, provides insight into equity issues in the Region. U.S. Census American Community Survey three-year estimates (2008-2010) show that, in the G-FL Region the total population living in poverty is 12.8% and the total population under the age of 18 living in poverty is 18.1%, as illustrated in Table 12, *Poverty Status for the G-FL Region, New York State and the U.S. 2008-2010*. The percent of people living in poverty in the G-FL Region is less than both New York State and the U.S., which each have an estimated 14.4% of their total populations living in poverty.

³ US Census Bureau: American Community Survey 2004 Subject Definitions.

U.S. Census American Community Survey three-year estimates (2008-2010) also show that, in the G-FL Region the total population under the age of 18 living in poverty is 18.1%. The percentage of those under the age of 18 living in poverty within the Region is lower than both New York State and the United States, which have 20.3% and 20.1% of their populations under the age of 18 living in poverty, respectively.

3.3.g Housing

One of the positive attributes of the G-FL Region is that housing prices are moderate which is illustrated in both housing values and home ownership rates. According to the U.S. Census; 68.1% of homes in the G-FL Region were owner occupied. This is compared to 53.3% in New York State and 65.1% nationally. In addition, each county in the G-FL Region has a higher percentage of owner-occupied housing units than New York State and only Monroe County has a smaller percentage of owner-occupied housing than the U.S. as illustrated by Table 13, *Percentage Owner Occupied Housing Units 2010*.

Table 12 - Poverty Status for the G-FL Region, New York State and the U.S. 2008-2010 (ACS Estimate)

	Population living in poverty	Population under 18 living in poverty
Genesee	11.2%	13.9%
Livingston	10.3%	11.8%
Monroe	14.1%	20.3%
Ontario	9.0%	11.9%
Orleans	12.0%	17.0%
Seneca	12.6%	17.8%
Wayne	10.0%	13.8%
Wyoming	10.8%	15.3%
Yates	16.5%	27.1%
G-FL Region	12.8%	18.1%
New York	14.4%	20.3%
United States	14.4%	20.1%

Source: U.S. Census Bureau

Table 13 – Percentage Owner Occupied Housing Units 2010

	By Percent
Genesee	71.9%
Livingston	73.1%
Monroe	64.3%
Ontario	73.1%
Orleans	75.3%
Seneca	73.4%
Wayne	76.8%
Wyoming	75.9%
Yates	75.6%
G-FL Region	68.1%
New York State	53.3%
United States	65.1%

Source: U.S. Census Bureau

Table 14 - Median Home Values and Median Gross Rents 2008-2010 (ACS Estimate)

	Median Home Value	Median Gross Rent
Genesee	\$104,900	\$662
Livingston	\$117,200	\$663
Monroe	\$133,500	\$747
City of Rochester	\$75,800	\$702
Ontario	\$136,700	\$709
Orleans	\$90,700	\$607
Seneca	\$91,800	\$647
Wayne	\$109,600	\$661
Wyoming	\$98,100	\$598
Yates	\$115,000	\$591
New York State	\$304,100	\$996
United States	\$187,500	\$850

Source: U.S. Census Bureau

Furthermore, the American Community Survey three-year estimate median value home price for each county in the Region for 2008-2010 was substantially less than the state median home value of \$304,100 and the national

median home value of \$187,500, as illustrated by Table 14, *Median Home Values and Median Gross Rents 2008-2010*. In addition, each of the counties' median gross rent was less than both the state median gross rent of \$996 and the national median gross rent of \$850.

3.4 Economic, Workforce and Transportation Profile

The G-FL Region is transitioning from an industrial economy to a service-based economy. This is illustrated through the large number of firms and employment in the Retail Trade major sector and, to a certain extent, in the large number of employees in the Health Care and Social Assistance sector. Also notable is the increase in employment in the Health Care and Social Assistance sector, which added over 10,300 jobs between 2000 and 2010. In addition, the decline of employment in the manufacturing sector has continued throughout the Region losing over 43,000 jobs between 2000 and 2010.

3.4.a Data Sources and Constraints

The following information for the Region will be presented below: employment by major sector, number of establishments, average annual wage, unemployment and agricultural economic statistics. The establishment, employment and wage data was collected from the New York State Department of Labor Quarterly Census of Employment and Wages for the years 2000 and 2010.

There are some constraints associated with Quarterly Census of Employment and Wages data. Data at the county level may be suppressed for confidentiality purposes so as not to reveal too much financial information about specific companies. The confidentiality screen is employed when there are less than three employers in an industry or one employer has 80% or more of the employment in an industry. This can cause an underestimation in the number of employees and firms in a region. At a large aggregate, such as major industry sector classification, the likelihood of this occurring is slim but should still be a consideration when viewing the data. A list of major sectors and the sub-sectors that are included in them can be found in Appendix 3.

The data only includes the private and public sector and does not include non-profit organizations. There are several cultural institutions associated with tourism, a major industry in the Region, and these may not be represented properly due to their non-profit status. Furthermore, people who are self-employed are not counted in the Quarterly Census of Employment and Wage data.

The 2000-2010 time period was chosen due to data constraints. In 1997, the industry classification system changed from Standard Industrial Codes (SIC) to the North American Industrial Classification System (NAICS). The New York State Department of Labor did not publish data using NAICS until 2000. The SIC and NAICS system are not consistent, making comparisons of data prior to 2000 challenging.

Although the 2000-2010 time period is short, there are some major events that it captures. In 2000, when the first sets of data were collected, the national economy was in a boom. The high-technology sectors were growing, unemployment was very low and wages and wealth creation were high. In 2008, the economy experienced a recession as a result of declining real estate prices and an increase in the price of oil. Large decreases in employment followed in the years after and only recently have we begun to see job growth nationally. This time period helps to serve as an indicator of where the regional economy is, where it was and how it compares to the state and the nation. This economic profile should be used with future CEDS to further measure change.

The agricultural economic data were collected from the United States Department of Agriculture, National Agricultural Statistics Service. The data includes the number of farms and acres of farmland for the year 2010, and cash receipts for crops, livestock and all products for the year 2009. This data was gathered for the nine counties in the Region and New York State.

The final piece of data that was collected in this section was unemployment rates. The information was collected from the New York State Department of Labor using Local Area Unemployment Statistics data. It should be noted that there are some weaknesses in the data collection and that unemployment rates, especially during economic downturns, are often understated. This is due to two reasons. First, people who work part-time jobs are counted as employed and part of the labor force even though they may be seeking full-time employment. Secondly, “discouraged” workers who wish to work but become so discouraged by the lack of opportunities that they stop looking for employment are not considered part of the labor force. Part-time workers and “discouraged” workers cause the unemployment rate to be understated but, even with its imperfections, it can be a useful tool to track changes in the labor market.

3.4.b Employment

Employment data in the nine counties show that in 2010 the top three sectors of employment were: Government, Health Care and Social Assistance, and Manufacturing as illustrated in Table 15 - *Employment in the G-FL Region by Major Sector (2010)*.

Table 15 - Employment in the G-FL Region by Major Sector (2010)					
	Genesee	Livingston	Monroe	Ontario	Orleans
Agriculture, Forestry, Fishing & Hunting	879	510	485	612	873
Mining	67	-	106	58	40
Construction	847	837	11,631	2,482	274
Manufacturing	2,832	1,893	44,207	6,045	2,125
Wholesale Trade	943	596	13,254	1,347	108
Retail Trade	2,792	2,528	38,666	8,725	1,132
Transportation and Warehousing	520	357	6,213	1,010	146
Information	151	238	7,835	770	89
Finance and Insurance	367	325	11,218	850	-
Real Estate and Rental and Leasing	180	162	5,812	303	47
Professional and Technical Services	470	326	18,939	1,613	443
Management of Companies and Enterprises	92	91	11,181	265	-
Administrative and Waste Services	577	295	21,087	1,627	153
Educational Services	131	47	23,781	872	-
Health Care and Social Assistance	2,592	1,947	59,697	6,735	1,455
Arts, Entertainment, and Recreation	988	129	5,069	1,260	90
Accommodation and Food Services	1,807	1,908	25,272	4,497	673
Other Services	987	614	13,353	1,521	277
Total, All Government	5,823	6,739	48,187	8,301	4,164
Unclassified	12	14	336	58	20
Total, All Private	17,325	13,133	319,086	40,815	8,768
Total, All Industries	23,148	19,872	367,273	49,116	12,932
<i>Source: Quarterly Census of Employment and Wages</i>					

Table 15 - Employment in the G-FL Region by Major Sector(2010) (continued)

	Seneca	Wayne	Wyoming	Yates	G-FL Region
Agriculture, Forestry, Fishing & Hunting	113	1,599	839	212	6,121
Mining	-	-	-	-	610
Construction	268	1,190	340	245	18,114
Manufacturing	1,739	5,492	1,783	949	67,065
Wholesale Trade	277	753	196	75	17,551
Retail Trade	2,099	3,381	1,565	687	61,576
Transportation and Warehousing	75	192	437	198	9,147
Information	25	202	85	45	9,439
Finance and Insurance	158	500	215	129	14,555
Real Estate and Rental and Leasing	137	164	95	108	7,006
Professional and Technical Services	173	563	264	116	22,907
Management of Companies and Enterprises	113	214	-	-	12,127
Administrative and Waste Services	224	712	1,096	81	25,851
Educational Services	-	49	-	658	25,806
Health Care and Social Assistance	1,194	2,868	722	1,091	78,301
Arts, Entertainment, and Recreation	69	235	207	46	8,092
Accommodation and Food Services	853	1,620	699	591	37,920
Other Services	233	587	456	278	18,306
Total, All Government	3,122	8,141	4,390	1,315	90,180
Unclassified	13	23	6	14	496
Total, All Private	8,019	20,903	9,180	5,587	442,814
Total, All Industries	11,141	29,044	13,570	6,902	532,994

Source: Quarterly Census of Employment and Wages

In 2010, there were 90,180 workers in the G-FL Region employed by the local government, with most employed by public school districts, the highest of any employment category. The only counties in the Region where Government is not the largest sector of employment are Monroe County and Ontario County. A total of 17.0% of all employment in the Region can be attributed to public sector employment.

Healthcare and Social Assistance was the second largest employment sector in the Region with 78,301 employed in the sector. This can be attributed to the many healthcare facilities in the Region combined with an aging regional population. Manufacturing was the third largest source of employment for the Region with 67,065 workers, accounting for 12.6% of regional employment and 15.1% of regional private employment.

Retail Trade employed 61,576 people and was the fourth largest sector of employment in the Region. While the number of people employed in Retail Trade is large it can be seen as a weakness. Retail Trade generally is not a source of export employment, although tourism is a large part of the regional economy suggesting that some of the Retail Trade industry within the Genesee Finger Lakes Region can likely be attributed to an export industry.

The employment changes from 2000 to 2010 are shown in Table 16, *Change in Employment by Major Sector in the G-FL Region (2000-2010)*.

Table 16 -Change in Employment by Major Sector in the G-FL Region (2000-2010)				
	2000	2010	Change	% Change
Agriculture, Forestry, Fishing & Hunting	5,504	6,121	617	11.2%
Mining	366	610	244	66.7%
Construction	19,990	18,114	-1,876	-9.4%
Manufacturing	110,177	67,065	-43,112	-39.1%
Wholesale Trade	19,124	17,551	-1,573	-8.2%
Retail Trade	65,575	61,576	-3,999	-6.1%
Transportation and Warehousing	9,333	9,147	-186	-2.0%
Information	12,938	9,439	-3,499	-27.0%
Finance and Insurance	15,191	14,555	-636	-4.2%
Real Estate and Rental and Leasing	7,523	7,006	-517	-6.9%
Professional and Technical Services	23,942	22,907	-1,035	-4.3%
Management of Companies and Enterprises	10,831	12,127	1,296	12.0%
Administrative and Waste Services	26,496	25,851	-645	-2.4%
Educational Services	17,087	25,806	8,719	51.0%
Health Care and Social Assistance	67,955	78,301	10,346	15.2%
Arts, Entertainment, and Recreation	7,146	8,092	946	13.2%
Accommodation and Food Services	37,141	37,920	779	2.1%
Other Services	16,210	18,306	2,096	12.9%
Total, All Government	85,862	90,180	4,318	5.0%
Unclassified	293	496	203	69.3%
Total, All Private	476,063	442,814	-33,249	-7.0%
Total, All Industries	561,925	532,994	-28,931	-5.1%

Source: Quarterly Census of Employment and Wages

There was a loss of 43,112 manufacturing jobs in the ten year period from 2000 to 2010 for a decrease of 39.1%. The manufacturing jobs lost during this period were more than the overall loss in private sector employment. Public sector employment grew by 4,318 jobs during this period, but that could not offset the job loss in the private sector as there was an overall job loss of 28,931 jobs in all industries.

The largest net increase between 2000 and 2010 was in Health Care and Social Assistance with a gain of 10,346 jobs. In addition Educational Services gained 8,719 jobs during this period. Educational Services includes private primary and secondary schools, private colleges and universities, business schools, and technical and trade schools. Public K-12 schools, colleges and universities are included in Government employment. Other major sectors that experienced an increase in employment were Government; Other Services; Management of Companies and Enterprises; Arts, Entertainment and Recreation; Accommodation and Food Services; Agriculture and Forestry, Fishing & Hunting; Mining; and Unclassified.

3.4.c Establishments

As the regional economy shifts from a largely industrial based economy it also shifts in the composition of establishment and establishment size. Table 17, *Number of Firms in the G-FL Region by Major Sector (2010)*, shows that there has been a shift from large establishments to smaller and medium sized ones as sources of employment, with the number of firms in the Region increasing accordingly.

Table 17 – Number of Firms in the G-FL Region by Major Sector (2010)					
	Genesee	Livingston	Monroe	Ontario	Orleans
Agriculture, Forestry, Fishing & Hunting	56	51	47	55	53
Mining	8	-	8	8	4
Construction	148	149	1542	308	76
Manufacturing	91	69	914	163	43
Wholesale Trade	93	58	1040	155	20
Retail Trade	217	205	2298	518	99
Transportation and Warehousing	33	24	328	51	27
Information	15	17	258	37	8
Finance and Insurance	52	52	1,012	118	-
Real Estate and Rental and Leasing	36	42	784	78	15
Professional and Technical Services	83	104	2,081	214	36
Management of Companies and Enterprises	11	4	142	9	-
Administrative and Waste Services	44	55	1,004	143	19
Educational Services	12	5	273	23	-
Health Care and Social Assistance	130	130	1,757	262	80
Arts, Entertainment, and Recreation	31	29	263	78	19
Accommodation and Food Services	122	131	1,428	270	53
Other Services	151	140	1,778	284	74
Total, All Government	78	100	329	118	67
Unclassified	20	27	391	55	19
Total, All Private	1,353	1,295	17,354	2,830	674
Total, All Industries	1,431	1,395	17,683	2,948	741
<i>Source: Quarterly Census of Employment and Wages</i>					

Table 17 - Number of Firms in the G-FL Region by Major Sector (2010) (continued)					
	Seneca	Wayne	Wyoming	Yates	G-FL Region
Agriculture, Forestry, Fishing & Hunting	19	113	58	30	481
Mining	-	-	-	-	38
Construction	62	278	100	78	2,740
Manufacturing	46	136	46	41	1,547
Wholesale Trade	24	90	26	17	1,525
Retail Trade	172	271	135	90	4,005
Transportation and Warehousing	11	37	37	21	568
Information	9	31	10	7	392
Finance and Insurance	30	67	33	18	1,408
Real Estate and Rental and Leasing	18	53	17	17	1,060
Professional and Technical Services	42	114	49	28	2,751
Management of Companies and Enterprises	4	8	-	-	184
Administrative and Waste Services	31	114	34	20	1,463
Educational Services	-	12	-	6	338
Health Care and Social Assistance	63	153	65	61	2,700
Arts, Entertainment, and Recreation	10	39	24	12	504
Accommodation and Food Services	69	147	72	63	2,354
Other Services	62	176	89	57	2,809
Total, All Government	60	132	71	45	998
Unclassified	16	48	16	13	603
Total, All Private	694	1,891	821	582	27,493
Total, All Industries	754	2,023	892	627	28,491
<i>Source: Quarterly Census of Employment and Wages</i>					

In 2010, there were 28,491 establishments in the G-FL Region and 27,493 were private sector firms. In the 2000 to 2010 time period, there was an increase in the number of establishments in the Region by 1,280, a 4.7% increase. The large majority of growth in establishments is derived from the private sector, which had an increase of 1,143 establishments.

The three major sectors with the largest number of establishments were Retail Trade, Other Services, and Professional and Technical Services respectively. Retail Trade is often a leader in the number of establishments; Other Services largely consists of very small firms where there are less than five employees, but offer a very specialized service.

3.4.d Average Annual Wage

The average annual wage for the G-FL Region in 2010 was \$41,727. This constitutes an increase of \$170 from the 2000 average annual wage of \$41,557, when adjusted for inflation and expressed in 2010 dollars, as shown in Table 18, *Average Annual Wage for the G-FL Region (2010)*.

During these period the average wage for the government sector increased by \$4,496, while the average wage for the private sector declined by \$688 when adjusted for inflation and expressed in 2010 dollars.

The three highest average annual wages by major sector in 2010 were: Management of Companies and Enterprises (\$85,262); Finance and Insurance (\$63,054); and Wholesale Trade (\$60,354).

Table 18 - Average Annual Wage for the G-FL Region (2010)					
	Genesee	Livingston	Monroe	Ontario	Orleans
Agriculture, Forestry, Fishing & Hunting	\$34,733	\$30,273	\$22,318	\$28,948	\$26,530
Mining	\$40,240	-	\$42,067	\$42,682	\$43,735
Construction	\$40,498	\$43,954	\$50,849	\$52,883	\$38,536
Manufacturing	\$46,122	\$40,486	\$65,068	\$48,405	\$41,489
Wholesale Trade	\$45,025	\$63,154	\$62,436	\$62,681	\$38,643
Retail Trade	\$23,904	\$22,101	\$23,635	\$23,437	\$21,960
Transportation and Warehousing	\$39,514	\$37,740	\$33,603	\$40,853	\$28,969
Information	\$35,471	\$20,987	\$60,359	\$44,851	\$15,046
Finance and Insurance	\$46,971	\$31,689	\$69,073	\$47,902	-
Real Estate and Rental and Leasing	\$27,693	\$29,395	\$32,722	\$27,186	\$24,693
Professional and Technical Services	\$45,757	\$32,631	\$58,800	\$58,535	\$27,784
Management of Companies and Enterprises	\$50,189	\$29,935	\$84,277	\$205,504	-
Administrative and Waste Services	\$39,563	\$27,606	\$31,832	\$28,957	\$19,269
Educational Services	\$20,884	\$16,717	\$52,485	\$42,088	-
Health Care and Social Assistance	\$30,444	\$30,427	\$38,625	\$36,817	\$30,170
Arts, Entertainment, and Recreation	\$13,395	\$12,180	\$18,921	\$17,784	\$13,916
Accommodation and Food Services	\$13,260	\$12,185	\$15,004	\$15,133	\$11,052
Other Services	\$18,315	\$21,197	\$24,186	\$22,520	\$19,144
Total, All Government	\$40,013	\$40,954	\$47,083	\$43,884	\$46,000
Unclassified	\$34,904	\$16,784	\$32,521	\$17,446	\$23,715
Total, All Private	\$31,723	\$29,966	\$44,009	\$36,233	\$30,772
Total, All Industries	\$33,808	\$33,692	\$44,412	\$37,526	\$35,675
<i>Source: Quarterly Census of Employment and Wages</i>					

Table 18 - Average Annual Wage for the G-FL Region (2010) (continued)

	Seneca	Wayne	Wyoming	Yates	G-FL Region
Agriculture, Forestry, Fishing & Hunting	\$22,988	\$27,530	\$29,680	\$22,575	\$28,423
Mining	-	-	-	-	\$48,651
Construction	\$47,615	\$39,403	\$35,740	\$28,736	\$48,756
Manufacturing	\$50,724	\$45,809	\$39,484	\$34,830	\$58,268
Wholesale Trade	\$37,976	\$52,777	\$50,390	\$38,709	\$60,354
Retail Trade	\$21,084	\$22,688	\$24,482	\$22,016	\$23,390
Transportation and Warehousing	\$22,329	\$34,674	\$24,858	\$35,013	\$34,374
Information	\$28,645	\$27,489	\$20,092	\$24,423	\$55,961
Finance and Insurance	\$35,671	\$39,019	\$44,702	\$40,978	\$63,054
Real Estate and Rental and Leasing	\$45,643	\$22,157	\$23,132	\$19,345	\$31,901
Professional and Technical Services	\$32,127	\$66,721	\$30,044	\$40,352	\$57,110
Management of Companies and Enterprises	\$99,085	\$47,970	-	-	\$85,262
Administrative and Waste Services	\$43,375	\$32,473	\$35,990	\$23,750	\$31,971
Educational Services	-	\$13,323	-	\$24,877	\$50,986
Health Care and Social Assistance	\$28,394	\$30,747	\$31,462	\$28,439	\$37,185
Arts, Entertainment, and Recreation	\$21,191	\$14,389	\$14,323	\$19,674	\$17,683
Accommodation and Food Services	\$13,857	\$11,603	\$11,443	\$13,796	\$14,468
Other Services	\$15,190	\$20,799	\$20,385	\$20,986	\$23,188
Total, All Government	\$45,545	\$41,200	\$45,807	\$36,886	\$45,030
Unclassified	\$13,944	\$32,051	\$8,666	\$19,686	\$28,857
Total, All Private	\$32,458	\$36,026	\$30,415	\$27,309	\$41,054
Total, All Industries	\$36,125	\$37,476	\$35,395	\$29,133	\$41,727

Source: Quarterly Census of Employment and Wages

The major sectors with the lowest average wages in 2010 were Accommodation and Food Services (\$14,468); Arts, Entertainment and Recreation (\$17,683); and Other Services (\$23,188). This may be partially attributed to the fact that these sectors are more likely to have part-time workers, thus making their wages lower since they are working fewer hours. Although the part-time status of many of these positions may factor into the lower wages, it should also be noted that the average annual wage for Arts, Entertainment and Recreation declined between 2000 and 2010 by \$1,946 when adjusted for inflation and expressed in 2010 dollars.

3.4.e Unemployment

In 2011, the unemployment rate for the G-FL Region was 7.7% which constitutes a decrease of 0.4% from 2009. This is illustrated in Table 19, *Unemployment Rate for the G-FL Region, New York State and the U.S. (2009-2011)*.

The Region's unemployment rate was lower than both the New York State and national unemployment rates for 2011. The unemployment rate for all three geographies seems has declined between 2010 and 2011. In New York State unemployment declined from 8.6% in 2010 to 8.2% in 2011 and in the United States unemployment declined from 9.6% in 2010 to 9.0% in 2011. Within the Genesee-Finger Lakes Region unemployment declined from 8.1% in 2010 to 7.7% in 2011. It will be interesting to track the 2012 unemployment figures to determine if the unemployment rates continue to decline.

Table 19 - Unemployment Rate for the G-FL Region, New York State and the U.S. (2009-2011)

	2009	2010	2011
Genesee	7.8%	7.6%	7.5%
Livingston	8.6%	8.7%	7.8%
Monroe	8.0%	8.0%	7.6%
City of Rochester	10.4%	10.6%	10.4%
Ontario	7.4%	7.5%	7.2%
Orleans	9.5%	9.9%	9.2%
Seneca	7.8%	7.9%	7.7%
Wayne	8.5%	8.8%	8.1%
Wyoming	9.1%	9.2%	8.4%
Yates	6.9%	6.7%	6.9%
G-FL Region	8.1%	8.1%	7.7%
New York State	8.4%	8.6%	8.2%
United States	9.3%	9.6%	9.0%

Source: U.S. Bureau of Labor Statistics

3.4.f Agricultural Economics

The agricultural sector is very important to the G-FL Region and its impact is shown in Table 20, *Agricultural Economic Statistics for the G-FL Region and New York State (2009)*.

There were 6,410 farms in the G-FL Region in 2010, constituting a total of 1,481,300 acres of farmland. In 2009⁴, the agricultural industry in the G-FL Region yielded \$1,059,826,000 in cash receipts for all products. In total, 28.8% of the state's cash receipts from all agricultural products came from the G-FL Region. Specifically, 34.1% of the state's cash receipts in crops and 24.4% of cash receipts in livestock came from the G-FL Region.

There are some indicators that agriculture is being strengthened while others point to it being threatened. Between 2000 and 2010, there was a net loss of 7,900 acres of farmland in the Region and a net loss of 115 farms. Although there was a net loss of farms the cash receipts from farm marketings were not adversely affected. In 2000, the cash receipts from farm marketings in the G-FL Region totaled over \$1,006,885,000 when adjusted to 2009 dollars. In the following nine year period, cash receipts increased by over \$52,940,000 in constant dollars to \$1,059,826,000, an increase of 5.3%. During this same period the total New York State agricultural cash receipts declined by over 223,000,000 when adjusted for inflation, a decline of 5.3%.

Table 20 - Agricultural Economic Statistics for the G-FL Region and New York State (2009)

	Number of Farms*	Farmland (Acres)*	Cash Receipts		
			Crops	Livestock	All Products
Genesee	550	179,000	\$ 67,668,000	\$ 80,263,000	\$ 147,931,000
Livingston	795	217,000	\$ 50,846,000	\$ 74,445,000	\$ 125,291,000
Monroe	580	129,800	\$ 66,112,000	\$ 7,501,000	\$ 73,613,000
Ontario	860	194,000	\$ 53,233,000	\$ 72,898,000	\$ 126,131,000
Orleans	555	136,400	\$ 95,671,000	\$ 8,432,000	\$ 104,103,000
Seneca	510	124,800	\$ 35,542,000	\$ 35,647,000	\$ 71,189,000
Wayne	935	164,500	\$ 138,115,000	\$ 28,322,000	\$ 166,437,000
Wyoming	765	212,800	\$ 30,728,000	\$ 140,677,000	\$ 171,405,000
Yates	860	123,000	\$ 34,213,000	\$ 39,513,000	\$ 73,726,000
G-FL Region	6,410	1,481,300	\$ 572,128,000	\$ 487,698,000	\$1,059,826,000
New York State	36,300	7,000,000	\$ 1,679,828,000	\$1,995,677,000	\$3,675,505,000
% New York State	17.7%	21.2%	34.1%	24.4%	28.8%

Source: United States Department of Agriculture, National Agricultural Statistics Service *2010

⁴ The most recent agricultural economic statistics available was 2009, while the number of farms and farmland was available for 2010.

3.4.g Economic Analysis Tools

The following section utilizes two economic analysis tools to analyze the regional economy. The first tool is the Innovation Index, which helps measure a multitude of data that impacts innovation within a Region and allows for comparisons to be made against the State or National average. The second economic analysis tool utilized is the Industry Cluster Analysis, which displays the location quotient of 17 industry clusters for the Region. Each of the economic analysis indexes was developed by a partnership amongst the following; Purdue University, Indiana University, University of Missouri, Strategic Development Group, Inc., and Economic Modeling Specialist, Inc.

3.4.g.i Innovation Index

The Innovation Index helps to analyze the strength of innovation within a specified geography. The Index measures inputs to innovation and outputs to innovation through a variety of data subsets to form an innovation index number that can be compared to the United States average of 100. A number greater than 100 indicates above average innovation performance, while a number below 100 indicates below average innovation performance. The Innovation Index is made up of four smaller indexes; the smaller indexes and their weighted impact in the innovation index are as follows: Human Capital (30%), Economic Dynamics (30%), Productivity and Employment (30%) and Economic Well-Being (10%).

Table 21 – Innovation Index, G-FL Region, New York State and U.S. (2010)					
	Innovation Index	Human Capital⁵	Economic Dynamics⁶	Productivity and Employment⁷	Economic Well-Being⁸
Genesee	75.3	76.2	68.0	74.9	95.9
Livingston	78.0	76.0	68.1	84.4	94.8
Monroe	107.6	113.1	79.9	134.0	95.4
Ontario	88.8	99.3	81.6	81.3	101.0
Orleans	82.4	84.4	69.5	89.4	94.1
Seneca	77.1	80.8	72.3	72.0	95.4
Wayne	83.3	91.3	77.6	77.1	94.6
Wyoming	78.0	76.0	76.5	74.1	99.7
Yates	80.1	78.0	80.8	77.0	93.9
G-FL Region	104.1	103.7	78.7	132.8	95.8
New York State	102.0	100.5	86.2	120.3	99.2
United States	100.0	100.0	100.0	100.0	100.0

Source: Indiana Business Research Center

Table 21 *Innovation Index, G-FL Region, New York State, and U.S. (2010)* shows the Innovation Index for each county within the Region. The regional Innovation

Index for the G-FL Region in 2010 was 104.1, indicating that the Region is above-average in its preparation for the knowledge economy. The County with the highest Innovation Index in the Region in 2010 was Monroe County with an Index of 107.6. The county with the lowest Innovation Index for 2009 was Genesee County with an Index of 75.3.

⁵ Consists of educational attainment; population growth rates; high-tech employment share; and technology based employment occupations.

⁶ Consists of average venture capital; average private R&D; broadband density; establishment churn; and establishment sizes.

⁷ Consists of change in high tech employment; job growth; GDP per worker; and average patents per 1,000 workers.

⁸ Consists of average poverty rate; average unemployment rates; average net migration; average per-capita personal income, and compensation.

3.4.g.ii Industry Cluster Analysis

The Industry Cluster Analysis measures the regional location quotients amongst 17 industry clusters. Location quotients measure how specialized an industry is in a defined geographic area. The general rule concerning a location quotient is that a location quotient greater than 1.00 means that an area has a higher concentration in that particular industry than the national average. A location quotient less than 1.00 indicates that an area has a lower concentration of that particular industry than the national average. An Industry Cluster Analysis helps to illustrate the competitive strengths of a Region as well as potential weaknesses. The targeted cluster and competency industries for the Genesee-Finger Lakes Region are: Information and Communication Technology; Optics and Imaging; Biotech and Life Sciences; Agribusiness and Food Processing; Advanced Manufacturing; and Alternative Energy. These industry clusters have a strong economic presence within the Region, which can be expanded through focused collaboration and support of development and marketing efforts within the regional clusters.

3.4.g.ii.a Industry Cluster Employment Analysis

The Industry Cluster Employment Analysis utilizes the employment location quotient to compare the employment amongst the 17 industry clusters within the region to the national average. Within the G-FL Region, there is a strong Machinery Manufacturing Industry Cluster with an employment location quotient of 3.09, as shown in Table 22- *G-FL Region Industry Cluster Analysis Employment (2010)*. Other industries which the Region has a high concentration of employment include Computer and Electronic Product Manufacturing (2.18), Chemicals & Chemical Based Products (1.80), and Advanced Materials (1.72). Table 22 below displays the location quotients for the nine-counties and the Region. Location quotients greater than 1.2 are in bold to highlight the overall strength of that industry within the county or the Region.

Table 22 – G-FL Region Industry Cluster Analysis Employment (2010)

	Genesee	Livingston	Monroe	Ontario	Orleans
Advanced Materials	1.08	0.74	1.79	2.06	1.83
Agribusiness, Food Processing & Technology	2.88	2.42	0.39	1.33	4.35
Apparel & Textiles	0.26	0.10	0.62	0.63	2.01
Arts, Entertainment, Recreation & Visitor Industries	1.47	0.30	0.74	1.05	0.23
Biomedical/Biotechnical (Life Sciences)	0.95	0.79	1.25	1.18	0.68
Business & Financial Services	0.30	0.24	0.91	0.42	0.42
Chemicals & Chemical Based Products	1.71	0.84	1.85	2.54	1.01
Defense & Security	0.45	1.19	0.50	0.31	1.41
Education & Knowledge Creation	0.50	1.85	1.83	1.02	0.19
Energy (Fossil & Renewable)	0.79	1.19	0.54	0.73	0.53
Forest & Wood Products	1.51	0.61	0.50	0.79	1.37
Glass & Ceramics	5.78	-	0.75	4.71	3.4
Information Technology & Telecommunications	0.36	0.36	1.17	1.14	0.32
Manufacturing Supercluster	1.24	1.04	1.53	1.25	1.83
Computer & Electronic Product Mfg	-	0.99	1.97	3.20	4.24
Electrical Equipment, Appliance & Component Mfg	0.45	0.70	0.77	0.44	-
Fabricated Metal Product Mfg	1.94	1.21	1.45	1.62	2.49
Machinery Mfg	3.25	1.27	3.40	0.91	1.51
Primary Metal Mfg	0.46	-	0.22	-	-
Transportation Equipment Mfg	0.54	1.13	0.44	0.15	0.47
Mining	1.75	4.7	0.32	0.77	2.25
Printing & Publishing	0.55	0.93	1.12	0.88	1.40
Transportation & Logistics	0.82	0.54	0.49	0.62	0.30
Total All Industries	1.00	1.00	1.00	1.00	1.00

Table 22 – G-FL Region Industry Cluster Analysis Employment (2010) (continued)

	Seneca	Wayne	Wyoming	Yates	G-FL Region
Advanced Materials	0.57	2.25	1.59	0.82	1.72
Agribusiness, Food Processing & Technology	2.19	3.66	3.91	3.65	1.10
Apparel & Textiles	0.63	0.81	0.49	0.82	0.63
Arts, Entertainment, Recreation & Visitor Industries	0.42	0.35	1.07	0.73	0.75
Biomedical/Biotechnical (Life Sciences)	0.90	1.00	0.47	0.61	1.15
Business & Financial Services	0.40	0.26	0.26	0.29	0.73
Chemicals & Chemical Based Products	0.21	2.08	0.93	1.77	1.80
Defense & Security	2.83	0.59	0.66	0.75	0.59
Education & Knowledge Creation	0.86	0.22	0.22	1.76	1.51
Energy (Fossil & Renewable)	1.40	1.54	0.82	0.88	0.68
Forest & Wood Products	0.66	1.56	1.42	1.04	0.68
Glass & Ceramics	0.76	1.48	0.66	7.46	1.55
Information Technology & Telecommunications	0.41	1.50	0.37	1.00	1.06
Manufacturing Supercluster	2.04	2.34	1.86	0.87	1.54
Computer & Electronic Product Mfg	-	3.35	1.38	2.40	2.18
Electrical Equipment, Appliance & Component Mfg	-	7.94	2.14	-	1.17
Fabricated Metal Product Mfg	0.43	2.81	2.02	0.11	1.55
Machinery Mfg	10.36	2.23	3.26	1.52	3.09
Primary Metal Mfg	0.64	0.29	0.91	-	0.27
Transportation Equipment Mfg	-	0.23	1.24	0.33	0.45
Mining	-	1.81	6.71	-	0.90
Printing & Publishing	0.80	0.40	0.53	1.99	1.03
Transportation & Logistics	0.22	0.46	0.48	0.81	0.51
Total All Industries	1.00	1.00	1.00	1.00	1.00

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development

3.4.g.ii.b Industry Cluster Establishment Analysis

The Industry Cluster Establishment Analysis utilizes the establishment location quotient to compare the number of establishments amongst the 17 industry clusters within the region to the national average.

Within the G-FL Region, there is a strong Machinery Manufacturing Industry Cluster with an establishment location quotient of 2.84, as shown in Table 23- *G-FL Region Industry Cluster Analysis Establishments (2010)*. Other industries which the Region has a high concentration of establishments include Computer and Electronic Product Manufacturing (2.11); Glass and Ceramics (1.89) and Manufacturing Supercluster (1.81). Table 23 below displays the location quotients for the nine-counties and the Region. Location quotients greater than 1.2 are in bold to highlight the overall strength of that industry within the county or the Region.

Table 23 – G-FL Region Industry Cluster Analysis Establishments (2010)					
	Genesee	Livingston	Monroe	Ontario	Orleans
Advanced Materials	1.44	0.90	1.59	1.55	1.35
Agribusiness, Food Processing & Technology	3.50	3.17	0.42	1.90	5.51
Apparel & Textiles	0.40	0.41	0.89	0.58	0.46
Arts, Entertainment, Recreation & Visitor Industries	1.35	1.29	0.91	1.48	1.32
Biomedical/Biotechnical (Life Sciences)	1.03	0.82	1.17	1.10	0.67
Business & Financial Services	0.51	0.63	1.10	0.63	0.43
Chemicals & Chemical Based Products	1.93	1.04	0.90	1.38	1.24
Defense & Security	0.49	0.82	1.00	0.61	0.62
Education & Knowledge Creation	0.76	0.83	1.19	1.06	0.97
Energy (Fossil & Renewable)	1.01	1.13	0.78	0.81	0.96
Forest & Wood Products	1.35	2.22	0.67	1.23	1.04
Glass & Ceramics	4.11	-	1.61	2.28	3.39
Information Technology & Telecommunications	0.42	0.64	1.19	0.73	0.32
Manufacturing Supercluster	1.77	1.29	1.87	1.76	1.43
Computer & Electronic Product Mfg	-	1.36	2.12	3.38	1.92
Electrical Equipment, Appliance & Component Mfg	0.85	2.62	0.76	1.24	-
Fabricated Metal Product Mfg	2.03	0.99	1.69	1.66	1.85
Machinery Mfg	3.18	1.74	3.23	2.05	1.22
Primary Metal Mfg	2.15	-	0.87	-	-
Transportation Equipment Mfg	0.43	1.32	0.49	0.42	0.83
Mining	4.73	2.15	0.59	2.04	5.04
Printing & Publishing	0.43	0.64	1.25	0.70	0.69
Transportation & Logistics	0.96	0.66	0.76	0.67	1.46
Total All Industries	1.00	1.00	1.00	1.00	1.00

Table 23 – G-FL Region Industry Cluster Analysis Establishments (2010) (continued)

	Seneca	Wayne	Wyoming	Yates	G-FL Region
Advanced Materials	0.58	2.13	0.98	0.70	1.51
Agribusiness, Food Processing & Technology	3.80	4.33	5.18	5.29	1.62
Apparel & Textiles	0.91	0.28	0.64	0.18	0.73
Arts, Entertainment, Recreation & Visitor Industries	0.99	1.15	1.52	1.46	1.07
Biomedical/Biotechnical (Life Sciences)	1.15	0.93	0.78	0.93	1.09
Business & Financial Services	0.51	0.51	0.46	0.44	0.89
Chemicals & Chemical Based Products	0.18	1.36	0.74	1.47	1.04
Defense & Security	0.58	0.63	0.37	0.56	0.85
Education & Knowledge Creation	1.06	1.11	0.89	1.27	1.11
Energy (Fossil & Renewable)	1.15	0.92	0.82	0.82	0.84
Forest & Wood Products	1.37	1.08	1.88	1.23	0.95
Glass & Ceramics	1.12	2.49	0.94	1.34	1.89
Information Technology & Telecommunications	0.31	0.63	0.26	0.33	0.94
Manufacturing Supercluster	0.79	2.59	1.42	1.06	1.81
Computer & Electronic Product Mfg	-	1.87	0.53	0.76	2.11
Electrical Equipment, Appliance & Component Mfg	-	1.80	2.73	-	1.06
Fabricated Metal Product Mfg	0.41	3.10	1.72	0.98	1.73
Machinery Mfg	2.41	3.29	1.02	0.97	2.84
Primary Metal Mfg	2.04	0.76	3.44	-	1.08
Transportation Equipment Mfg	-	1.21	0.69	2.94	0.64
Mining	-	1.48	1.68	-	1.27
Printing & Publishing	0.69	0.42	0.63	0.30	0.99
Transportation & Logistics	0.50	0.78	1.55	1.07	0.80
Total All Industries	1.00	1.00	1.00	1.00	1.00

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions)

3.4.h Transportation Access

The transportation system is a major determinant of quality of life and economic development in every community. The ability to safely and efficiently move people and goods is essential to the social and economic prosperity of the G-FL Region. The transportation system in the Region contains the following modes: highway and bridge; public transportation; bicycle and pedestrian; goods movement; and interregional travel. These constitute a network of state and federal highways and local roads, walking and bicycle trails, commercial air service, and passenger rail service, and are available to the Region's residents, businesses, and industries. Additionally, manufacturers and suppliers have access to rail and air freight services. These transportation options facilitate efficient and effective travel within the Region and to destinations in other parts of the state, the nation, and the world.

The economic growth and vitality of the Region is dependent on the efficient movement of goods into, out of, within, and through the Region. The relative ease of getting products to market and receiving necessary inputs is a key consideration of goods-producing businesses when looking to continue, expand, or relocate operations. To ensure the economic success of the Region, the goods movement network needs to be a distinguishing competitive feature of the transportation system relative to other metropolitan areas within New York State, the nation and the world. To this end a Regional Goods Movement Strategy has been completed and approved and identifies strategies for freight movement within the Region. The Goods Movement Strategy

also includes a regional freight and economic profile; a SWOT analysis and needs assessment; and an identification, evaluation, and prioritization of freight improvement alternatives. Additional information about the Goods Movement Strategy is available in section 4.5.a.ii.

3.4.h.i Truck Service

Since the development of the interstate highway system, trucks have handled the vast majority of goods moving into, out of, within, and through the Region, constituting the fastest growing component of travel on the Region's highways and bridges. The continuing increase in freight transport by truck and the Region's close proximity to the Canadian border has resulted in measurable impacts to the highway and bridge network.

In 2010, trucks handled 90.5% of the total inbound tonnage to the Region and 95.6% of the total outbound tonnage from the Region. The total tonnage transported to and from the Region by truck was over 66 million during this time period.⁹ It is expected that because of the distinct competitive advantage that trucks offer in terms of flexibility for short hauls, they will continue to transport an increasingly larger portion of the Region's goods.

3.4.h.ii Rail Service

The transport of freight in the Region via railroads continues to decline. Two Class I railroads, CSX and Norfolk Southern, and ten Class III (shortline) railroads, operate in the Region. Over 4.9 million tons of goods were transported to and from the Region via rail in the year 2010¹⁰. It is not expected that the number of tons of goods shipped to and from the Region via rail will increase at a fast pace in the future, with trucks handling most of the increase in freight shipping.

3.4.h.iii Air Cargo

The Air Cargo airport within the Genesee-Finger Lakes Region is the Greater Rochester International Airport. According to the Federal Aviation Administration, 266,087,620 pounds of freight landed at the Greater Rochester International Airport in 2010. While this is a significant amount of air cargo, it represents a decline of 6.5% from the 284,465,124 pounds of freight that landed in calendar year 2009¹¹. The close proximity of the Buffalo-Niagara International Airport and the Syracuse Hancock International Airport and the ease of truck access into the Finger Lakes Region from these airports, allows goods bound for the Finger Lakes Region to be shipped to these other airports and then trucked to their final destination.

⁹ GTC/NYS DOT. "Transportation Strategies for Freight/Goods Movement in the Genesee-Finger Lakes Region. Task 3: Regional Freight and Economic Profile Draft Technical Memorandum."
http://gtcmpo.org/Freight/RegionalFreight&EconomicProfile_2012-05-08.pdf

¹⁰ Ibid.

¹¹ http://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy10_cargo.xls

3.4.h.iv Water Transport

The Port of Rochester at the mouth of the Genesee River handles the only significant waterborne freight movement in the Region. Inbound shipments of cement to be distributed through the state are regularly received here, but limited access to major highways has limited its potential for increased freight movement. In recent years redevelopment of the Port of Rochester has focused on public infrastructure improvements, commercial and residential development, and waterfront access. Water transport via the Erie Canal is also limited by the varying controlling depths along the 524-mile long waterway. The New York State Canal Corporation, a subsidiary of the New York State Thruway Authority, is responsible for the maintenance and operation of the Erie Canal as well as entitling the transport of goods along it.

Chapter 4 - Current Economic Development and Related Assets, Programs and Activities

G/FLRPC views economic development planning as a comprehensive activity with sustainable development as its core principle. This endeavor requires G/FLRPC's activities to be integrated since economic development, land use, water quality and other planning activities all work in concert to create strong healthy communities. Below is a brief description of many of the programs and activities in the Region.

4.1 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 affiliated organizations provide gap financing for businesses located in the nine-county Region, including the City of Rochester. G/FLRPC uses the funds to lend money to area businesses, especially small to medium sized businesses, which are becoming increasingly important for job and wealth creation in the Region. The diverse loan portfolio emphasizes job creation and business expansion.

4.2 New York State Economic Development Activities

New York State's economic development activities and programs are largely led and coordinated by Empire State Development (ESD). ESD provides programs and services aimed at assisting businesses in establishing a company in the state, relocating to or expanding existing operations in the state, growing their workforce in the state, and in competing more effectively and profitably in domestic and international markets. The mission of ESD is *"to promote a vigorous and growing economy, encourage the creation of new job and economic opportunities, increase revenues to the State and its municipalities, and achieve stable and diversified local economies."*¹²

As the designated federal Economic Development District representative of the Finger Lakes Region, G/FLRPC continues to work closely with Empire State Development and New York State on the development and implementation of economic development priorities. To this end G/FLRPC has been an active participant in the development of the State Regional Economic Development Council Strategic Plan for the Finger Lakes Region, entitled "Accelerating Our Transformation."

G/FLRPC also works closely with its nine-member counties gathering input and comments, in coordination with Empire State Development, regarding state economic development policies and programs. Additionally, G/FLRPC organizes forums and discussions amongst regional economic development stakeholders through regional roundtables, Economic Development Advisory Committee/Regional Development Corporation meetings, Planning Coordination Committee meetings, and Genesee/Finger Lakes Regional Planning Council meetings. With the diversity of stakeholders present at each of these meetings, they provide an excellent opportunity to coordinate economic development efforts at the local, state, regional, and federal level.

¹² <http://www.esd.ny.gov/AboutUs.html>

Empire State Development and New York State, offer a range of programs and services to help attract businesses and spur investment within the State; several of which are outlined below.

4.2.a New York State Regional Economic Development Councils

New York State formed ten Regional Economic Development Councils, composed of local stakeholders from business; academia; local government; and non-governmental organizations, to help drive regional and local development efforts. Each of the ten councils developed an initial five-year Strategic Plan in November 2011, that included a vision statement; regional strategies to help achieve the vision; specific priority projects that can stimulate economic investment and job creation; and an outline for implementation of these strategies and performance measures.

The Finger Lakes Regional Economic Development Council Strategic Plan, entitled “Accelerating our Transformation”, outlined two specific goals for the Region: Accelerate Job Creation and Strengthen Region’s Quality of Life. Also outlined within the Strategic Plan were Regional Strategies which included: Optimize Business Creation, Retention, and Expansion; Strengthen Academic and Industry Partnerships; Align Workforce Development Efforts with Sector Needs; and Invest in Community and Industrial Development Infrastructure. Tied to these goals and strategies were Priority Projects and Actions to help guide implementation efforts. The specific priority projects identified within the Finger Lakes Economic Development Council’s Strategic Plan are identified and outlined in section 5.1.

With Strategic Plans in place within each Region, New York State established the Consolidated Funding Application process, which is outlined below in section 4.2.b.

4.2.b New York State Consolidated Funding Application Process

The New York State Consolidated Funding Application (CFA) was established in line with the Regional Economic Development Councils to competitively award economic development funds to assist Region’s in the implementation of their Economic Development Strategic Plans. Within 2012 the CFA process will award \$530 million in funding from state agency programs to support economic development projects that are in alignment with the Regional Council’s strategic plans.

State agencies and authorities making resources available through the CFA includes: Empire State Development; NYS Canal Corporation; NYS Energy Research and Development Authority; Environmental Facilities Corporation; Homes and Community Renewal; Department of Labor; Parks, Recreation and Historic Preservation; Department of State; New York Power Authority; Agriculture and Markets; Department of Environmental Conservation; and the Council on the Arts.¹³ Several of the available funding opportunities are discussed in the following sections. The deadline for applications under the CFA is July 16, 2012.

¹³http://regionalcouncils.ny.gov/assets/documents/2012%20CFA%20Available%20Resources%20AW%205.2.12%201142p_.pdf

4.2.c Empire State Development

4.2.c.i Empire State Development Grant Funds

Empire State Development provides direct assistance to businesses through three grant programs: Regional Council Capital Fund; Empire State Economic Development Fund; and the Urban and Community Development Program. Funding is available for capital-based economic development initiatives intended to create or retain jobs; reduce or eliminate unemployment; and/or increase business activity and investment. Regional Council Capital Fund grants will be allocated to region's based upon implementation of the Strategic Plan, and will be allocated to priority projects identified within the Strategic Plan. The Finger Lakes Region priority projects are outlined in section 5.1.

4.2.c.ii Excelsior Jobs Program

The Excelsior Jobs Program provides job creation and investment incentives to targeted industries. These targeted industries include biotechnology, pharmaceutical, high-tech, clean-technology, green technology, financial services, agriculture, and manufacturing. Firms participating in the program are eligible to receive up to four tax credits, depending on the level of investment and the number of jobs created or retained. The following credits can be earned through the Excelsior Jobs Program: Excelsior Jobs Tax Credit, Excelsior Investment Tax Credit, Excelsior Research and Development Tax Credit, and the Excelsior Real Property Tax Credit. Applications for the Excelsior Jobs Program are accepted as part of the Consolidated Funding Application process. Additional information regarding program eligibility and application requirements is available online at www.esd.ny.gov/BusinessPrograms/Excelsior.html.

4.2.c.iii Regional Tourism Marketing Grant Initiative

Empire State Development administers the I LOVE NEW YORK tourism marketing program. Through this program the state actively works to attract tourists, visitors, and other interested persons from outside the state and to work with organizations to publicize the facilities and attractions of the state. Through the Regional Tourism Marketing Grant Initiative funds are made available to promote tourism destinations; attractions; and events to attract visitors to New York State.

4.2.c.iv Small Business Revolving Loan Fund

The Small Business Revolving Loan Fund is designed to promote greater access to capital for small businesses to help advance economic activity. The program provides low interest loans to community development financial institutions and other local community based lending organizations to provide loans to small businesses throughout New York State. Small businesses, including retail, service and manufacturing are eligible to apply for these funds to help create and retain jobs. Funds may be utilized for working capital, real property improvement or acquisition, purchasing machinery or equipment, improvement of property, or refinancing of debt obligations. Within the Finger Lakes Region, Empire State Development has contracted with Pathstone Enterprise Center, Inc. to administer and operate the loan fund. Additional information regarding the program is available online at www.esd.ny.gov/BusinessPrograms/SBRLF.html.

4.2.c.v Centers of Excellence

New York State's Centers of Excellence program is designed to create partnerships between universities, the private sector, and the public sector to support the development of promising technologies with commercial applications. Centers of Excellence, along with programs aimed at technology incubation and supporting high-technology and bio-technology, demonstrate the State's recognition of the importance of nurturing an innovation economy in New York State. The Centers of Excellence program is operated by the New York State Division of Science, Technology and Innovation operating under Empire State Development. The Centers of Excellence in New York State and their specializations are as follows: Bioinformatics and Life Sciences in Buffalo; Smart System Technology and Commercialization in Canandaigua; Nanoelectronics in Albany; Information Technology on Long Island; Environmental Systems in Syracuse; and Small Scale Systems Integration and Packaging in Binghamton. The Smart System Technology and Commercialization Center is located within the Genesee-Finger Lakes Region and is detailed in section 4.5.c. and section 5.6.

4.2.c.vi Build Now New York Sites

Build Now-NY, an initiative of the New York State Office of Regulatory Reform, is a program that awarded matching grants for environmental review, zoning changes and other site preparation, and approvals necessary for development. The program offered four rounds of funding between 1999 and 2008, helping to establish a total of 96 Build Now-NY sites throughout the State with an additional 14 that are shovel ready certified only. There are 14 Certified Build Now-NY sites within the Region and one (1) shovel ready certified only site, which are listed in Table 24. The Crossroads Commerce Park and The Valley at Geneseo have also achieved certified Shovel Ready status in addition to being part of the Build Now-NY initiative.

Table 24– Genesee-Finger Lakes Region Qualified Build-Now NY Sites		
Site Name	Location	Site Type
Silver Hill Technology Park	Village of Newark, Wayne County	Business/Commercial Park
Blackwood Business Center	Town of Farmington, Ontario County	Warehouse Distribution
Dansville Industrial Park	Village of Dansville, Livingston County	Light Industrial
Avon Crossroads Industrial Park	Town of Avon, Livingston County	Warehouse/Distribution (Build Now/Shovel Ready)
Apple Tree Acres Corporate Park	Town of Bergen, Genesee County	Multi-Tenant Business, Distribution & Light Manufacturing Park
Perry Commerce Center	Town of Perry, Wyoming County	Multi-Tenant Business & Technology Park
Rochester Technology Park	Town of Gates, Monroe County	Multi-Tenant Business & Technology Park
Valley at Geneseo	Town of Geneseo, Livingston County	Multi-Tenant Business & Technology Park (Build Now/Shovel Ready)
Livingston Industrial Complex	Village of Avon, Livingston County	Multi-Tenant Business & Technology Park
Gateway II Corporate Park	Town of Batavia, Genesee County	Multi-Tenant Business, Distribution & Light Manufacturing Park
Upstate NY Med & Tech Park	Town of Batavia, Genesee County	Medical Manufacturing / High Tech Manufacturing
Buffalo East Technology Park	Town of Pembroke, Genesee County	High Tech / Clean Tech Manufacturing / R&D
Genesee Valley Agri-Business Park	Town of Batavia, Genesee County	Food Processing, Agri-Business Manufacturing
PEZ Lake Development Facility	Town of Romulus, Seneca County	Multi-Tenant Business & Technology Park
Village Square	Honeoye Falls, Monroe County	Commercial/Industrial (Shovel Ready)
<i>Source: Empire State Development, 2012</i>		

4.2.d New York State Energy Research and Development Authority (NYSERDA)

4.2.d.i NYSERDA Energy Smart Communities

The Finger Lakes Energy Smart Communities program is a network of partnerships that provide support for community based energy efficiency and renewable energy initiatives at the local and regional levels. The New York State Energy Research and Development Authority (NYSERDA) provides technical and financial assistance for energy-efficiency, low-income residents and the research and development of new technology through its portfolio of New York Energy Smart programs. These programs are funded by the System Benefits Charge, a fee to users instituted by the New York State Public Service Commission to fund public policy initiatives in order to equalize the effects of electric utility deregulation.

The New York State Energy Smart Program in the G-FL Region is administered by the Center for Environmental Information, Inc (CEI). CEI is charged with partnership development, program recruitment, project management, marketing, education, training, and development in an effort to reduce consumption and promote sustainability within the Region.

4.2.d.ii NYSERDA Cleaner, Greener Communities Program

The Cleaner, Greener Communities Program was announced by Governor Cuomo in his 2011 State of the State address as a \$96 million competitive grant program to encourage communities to develop regional sustainable growth strategies. The first phase of the program is development of a Regional Sustainability Plan, which will help establish a statewide sustainability planning framework that will aid in statewide infrastructure investment decision making; outline actions to reduce greenhouse gas emissions; inform municipal land use policies; and serve as a basis for local government infrastructure decision making.

The second phase of the program will make available \$87 million in for implementation of specific projects that provide the greatest opportunities for achieving carbon reductions, energy efficiency savings, and renewable energy deployment consistent with region's sustainability and Regional Economic Development Council strategic plans. The Genesee-Finger Lakes Region was recently awarded \$900,000 in funding for development of a Regional Sustainability Plan under Phase I of the Cleaner, Greener Communities Program.

4.2.d.iii NYSERDA Flexible Technical Assistance

FlexTech Audits are offered under the Green Jobs Green New York program and allow for free walkthrough audits of small businesses, commercial facilities, and not-for-profit corporations to identify energy efficiency improvements.

4.2.d.iv Existing Facilities Program

The Existing Facilities Program offers performance based incentives to encourage applicants to implement energy efficiency projects to lower energy costs. The program also offers incentives to encourage applicants to purchase and install energy-efficient equipment for qualifying projects.

4.2.d.v Industrial and Process Efficiency Program

The Industrial and Process Efficiency Program assists commercial and industrial manufacturers and data centers in identifying ways to improve energy efficiency through capital investments and process improvements. Assistance is provided through capital incentives and practical technical assistance.

4.2.d.vi New Construction Program

The New Construction Program provides technical assistance and financial incentives to promote the installation of energy-efficient electric equipment in new and renovated commercial and industrial buildings.

4.2.d.vii Regional Greenhouse Gas Reduction Program

The Regional Greenhouse Gas Reduction Program awards cost-share funding for energy efficiency; renewable energy, and carbon abatement projects that address the regional priorities of the Regional Economic Development Councils Strategic Plan (which are discussed in section 4.2A and 5.1) as well as build the capacity within the Region to participate in the New York State clean energy economy.

4.2.e New York State Office of Community Renewal

4.2.e.i Community Development Block Grant Program

The Community Development Block Grant Program offers assistance to small communities and counties to undertake activities that focus on community development needs such as creating or expanding job opportunities; providing safe and affordable housing opportunities; and addressing local public infrastructure and public facilities issues. Awards are made within four targeted areas: economic development, small business assistance, public infrastructure, or public facilities.

4.2.e.ii New York Main Street Program

The New York Main Street Program was established to provide resources to assist New York communities with Main Street and downtown revitalization efforts. The program aims to stimulate reinvestment in mixed-use commercial districts and adjacent neighborhoods by providing resources. Many communities within the Finger Lakes Region have been funded through this program and are discussed in section 4.9.

4.2.e.iii Urban Initiatives Program

The Urban Initiatives Program provides financial and technical assistance to New York communities for the restoration and improvement of housing, commercial areas and public/community facilities in urban neighborhoods. Eligible activities include housing preservation and community renewal activities such as improving commercial and retail areas or establishing innovative approaches to community and neighborhood revitalization.

4.2.e.iv Rural Areas Revitalization Projects Program

The Rural Areas Revitalization Projects Program provides financial and technical assistance to New York communities for the restoration and improvement of housing, commercial areas and public/community facilities in rural areas of the state. Grants are provided to not-for-profit community based organizations and charitable organizations that have a direct interest in improving the health, safety, and economic viability of a rural area.

4.2.f New York State Historic Preservation

New York State's Historic Preservation Office (SHPO) assists communities in the evaluation and preservation of their historic and cultural resources. To this end the SHPO works with other organizations and partners offering several programs including Statewide Historic Resources Survey, New York State and National Registers of Historic Places, federal historic rehabilitation tax credit, state historic preservation grants program, state and federal environmental review, and technical assistance for communities. Additionally, owners of both historic income-producing and owner-occupied residential properties may qualify for rehabilitation tax credits through a newly expanded New York State rehabilitation tax credit program. The rehabilitation tax credit program is limited to distressed census tracts.

SHPO has placed an emphasis on utilizing the above programs to encourage heritage tourism and community revitalization. More information regarding available historic preservation programs and program eligibility is available online at <http://nysparks.state.ny.us/shpo/>.

4.3 Regional Workforce Development

Regional workforce development systems and activities in the Finger Lakes Region are performed by the three local Workforce Investment Boards and partnerships of private and public organizations and training providers to deliver services under the Workforce Investment Act (WIA) enacted in 1998 and effective in 2000.

4.3.a Workforce Investment Boards

The Region is served by three Workforce Investment Boards (WIBs) with each working to link job seekers with in-demand local industries and to provide the necessary programs to train workers to meet the needs of businesses. The WIBs operate under the Workforce Investment Act of 1998, which established new methods of service delivery for employment and training. As part of the Workforce Investment Act each community is associated with a local WIB. The three WIBs serving the G-FL Region are the Genesee/Livingston/Orleans/Wyoming Workforce Investment Board, Finger Lakes Workforce Investment Board, and the Rochester/Monroe County Workforce Investment Board also known as Rochester Works. Below is a brief overview of each of these WIBs.

4.3.a.i Genesee/Livingston/Orleans/Wyoming Workforce Investment Board

The Genesee/Livingston/Orleans/Wyoming Workforce Investment Board (GLOW WIB) provides workforce development services to residents of Genesee, Livingston, Orleans and Wyoming Counties. The GLOW WIB aims to connect job seekers with emerging industries, regional economic development activities, and existing local businesses. To this end, the GLOW WIB has focused on transferable skills training that can transfer easily from industry to industry. Additionally, the GLOW WIB has identified emerging industries within the Region to help adapt the regional workforce to the jobs of tomorrow. These emerging issues are: alternative energy, biotech and life science, technology, healthcare, agriculture, and advanced manufacturing. Between July 1st 2010 and June 30th 2011 the GLOW WIB administered over \$378,000 in individual training accounts, on the job and customized training for 196 individuals. Through an On-the-Job Training National Emergency Grant the GLOW WIB was able to provide six businesses with over \$67,000 to hire long-term unemployed persons to do on-the-job training. The GLOW WIB also administered over \$920,000 to assist youths with skills development, helping to assist 73 local youths through the program.

4.3.a.ii Finger Lakes Workforce Investment Board

The Finger Lakes Workforce Investment Board (Finger Lakes Works) provides workforce development services to residents of Ontario, Seneca, Wayne, and Yates Counties. Finger Lakes Works coordinates with local businesses to develop needed trainings to close skill-gaps and prepare local workers for available and growing jobs. Various workshops, trainings and an annual job fair are all conducted with this goal in mind. Between July 1, 2010 and June 30, 2011 over \$895,000 was administered in individual training accounts and over 9,700 individuals were assisted with services through the five Finger Lakes Works career centers. During this period over 500 businesses were also assisted with services from Finger Lakes Works and over 11,500 jobs were posted. Finger Lakes Works also continues its efforts to target key regional industries including: Advanced Manufacturing, Healthcare, Travel/Tourism, Agriculture, Information Technology, and Skilled Trades.

Finger Lakes Works also operates the Finger Lakes Advanced Manufacturers Enterprise (FAME). FAME is a partnership amongst manufactures to increase development and prosperity in the Region through manufacturing networking and preparing youth for careers in manufacturing. FAME works to address hiring and training issues; pipeline issues; and manufacturing perception issues within the Region. Currently FAME has partnered with 51 advanced manufacturers and engaged over 590 youth.

4.3.a.iii Rochester/Monroe County Workforce Investment Board

The Rochester/Monroe County Workforce Investment Board (Rochester Works) provides workforce development services to residents of Monroe County. Rochester Works looks to partner with existing organizations to integrate its services to support job seekers and businesses alike in growing sectors such as Advanced Manufacturing, Optics/Imaging, Information Technology, Health Care/Human Services, and Business Services. Training and support to job seekers are provided through workshops, networking opportunities and youth training and are delivered through the one-stop career centers. In 2011 Rochester Works also held the third annual Greater Rochester Regional Career Conference and Job Fair. Employees of existing businesses are also able to take advantage of training offerings to upgrade skills. Rochester Works also works closely with companies in the Region to help fill available job openings. In the 2010-2011 fiscal year Rochester Works helped fund over \$190,000 in training for area businesses, assisting 166 workers. Rochester works also provided over \$2 million in work readiness and placement assistance to 973 Rochester area youth.

4.3.b New York State Department of Labor

4.3.b.New York State Department of Labor Workforce Investment Act Program

The New York State Department of Labor provides grants on a competitive basis for occupational skills upgrading and training of employed and unemployed workers to enhance hiring and workforce skills. For employed workers these programs are provided as existing employee training or new hire training. For unemployed workers these programs are provided as unemployed worker training.

4.4 Regional Marketing, Research and Entrepreneur Activities

4.4.a Greater Rochester Enterprise

Greater Rochester Enterprise (GRE) is a public-private partnership established to professionally market the Greater Rochester region as a competitive, high-profile place for business location and growth. Its efforts support business attraction and expansion, as well as entrepreneurship and innovation. GRE collaborates with businesses, universities, not-for-profit organizations and government leaders to ensure a unified approach to regional economic development.

GRE is supported by a team of private and public sector leaders, who are dedicated to improving economic performance across the nine-county G-FL Region.

GRE's client-driven project management services include:

- Professional, timely responses to all requests for information from potential business investors, including site searches and detailed data compilation.

- An economic gardening and internal harvesting initiative with the support of the Edward Lowe Foundation and economic development organizations in all nine counties.
- Professional, full service management of projects.
- Professional proposal development/project management for potential business investor projects that includes:
 - Detailed demographic, statistical, comparative and industry specific information about the region.
 - Detailed site/building searches as needed.
 - Identifying available grants, incentives and financing options.
 - Providing detailed information about living in the region, including housing, schools and cultural amenities.
 - Facilitating meetings with appropriate city, county, state and federal agencies as needed.
 - Coordinating meetings with appropriate service providers such as legal, accounting and banking.
 - Assisting with workforce recruitment or training needs.

GRE works in a collaborative manner with economic development partners in Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties and the City of Rochester to support business attraction and expansion efforts throughout the nine-county region. The partners have retained administrative and approval functions for economic incentives and programs, but work in conjunction with GRE in offering incentives and programs in a coordinated team approach.

4.4.b Golisano Institute for Sustainability

The Golisano Institute for Sustainability (GIS) at Rochester Institute of Technology (RIT) was established to undertake comprehensive interdisciplinary initiatives related to the subject of sustainability in education, research, and technology transfer that build upon a set of RIT's strongest academic programs and the internationally respected successes of the Center for Integrated Manufacturing Studies (CIMS) at RIT.

4.4.b.i GIS Research Building

GIS began construction of its new 75,000 sq. ft. LEED certified research building (targeting LEED Platinum certification) on the RIT campus in mid-2011, with completion anticipated in 2012. It incorporates state-of-the-art sustainable building technologies and smart computing/energy systems, and will serve as a living laboratory for scientific discovery and experiential learning. This building will also provide New York State with a strategic advantage as an unparalleled center for education, research, technology and expertise that will enable the State to capitalize on and capture economic growth opportunities.

The new building houses systems-level integration testbeds and sustainability support laboratories. These unique R&D units will develop innovative and sustainable technologies that can be transferred to businesses to help stimulate economic growth and new job creation in local/regional/national industrial sectors.

Applied research in the new building will be conducted in dedicated testbed and support laboratories, which include Smart Building Testbed; Smart Micro-Grid Testbed; Fuel Cell Testbed; Electric Propulsion Testbed; Sustainable Electronics Testbed; Eco-IT Testbed; Remanufacturing and Recycling Testbed; NanoMaterials Integration Lab; Innovation and Entrepreneurship Lab; Material Science Laboratory; Sustainable Building Materials Lab; and Environmental Chemistry and Characterization Lab.

4.4.b.ii GIS Research Centers

The Golisano Institute for Sustainability maintains research centers/institutes that apply a systems approach to industrial optimization while simultaneously addressing: Material Flow; Energy Utilization; Societal Needs; Ecological Impacts; Technology and Policy; and the Economies of Sustainable Business Practices.

4.4.b.ii.a Center for Sustainable Production

The Center for Sustainable Production (CSP) is dedicated to enhancing the environmental and economic performance of products and processes. This Center develops and applies tools for environmentally sustainable design, a holistic approach to creating high quality products with minimal ecological impact.

4.4.b.ii.b Center for Remanufacturing and Resource Recovery

The Center for Remanufacturing and Resource Recovery (C3R) is internationally recognized as a leading center for research in remanufacturing. Since 1990, C3R has partnered with industry to develop, test and implement efficient and cost-effective remanufacturing processes while also promoting the design of products that have minimal negative environmental impacts. C3R conducts research in Structural and Materials Analysis, Environmentally Responsible Cleaning Technologies, Intelligent Testing and Diagnosis, and Design for Remanufacturing.

4.4.b.ii.c Center for Sustainable Mobility

Center for Sustainable Mobility (CSM) was created to help shape the future of energy technologies applied to transportation. The U.S. Department of Transportation (DOT) provided initial funding for an alternative fuels and life-cycle engineering program. This DOT program will evaluate the environmental and economic impact of different alternative fuel and propulsion technologies on the entire U.S. public transportation system.

4.4.b.ii.d New York State Pollution Prevention Institute

The NYS Pollution Prevention Institute aims to prevent pollution through resource efficiency achieved through sustainable technologies, improving the environmental quality of products, reducing waste, reducing the use of toxins, and reducing the life-cycle impact of process and products. The institute partners with RIT, the University at Buffalo, Clarkson University, Rensselaer Polytechnic University and the 10 regional technology development centers across New York State. The mission is to utilize these partnerships to research and develop best practices; disseminate information; and develop workshops, training and curriculum to bring the findings to local businesses.

4.4.c Center for Integrated Manufacturing Studies

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.

4.4.c.i Roadmap for the Revitalization of Upstate New York Manufacturing

Launched by CIMS, the *Roadmap for the Revitalization of Upstate New York Manufacturing (Roadmap)* was a multi-year effort to analyze and understand the competitive issues facing manufacturers in Upstate New York, and work with those companies, their cluster leadership, and regional stakeholders to develop actions to address those issues. The *Roadmap* report identified ten competitive challenges fundamental to the revitalization of manufacturing in Upstate New York: Globalization Pressures; Broken Supply Chains; Cost of Doing Business in New York State; Weak Business Support Infrastructure; Weak Innovation Execution; Slow Manufacturing Sector Transformation; Fragmented New York State Industrial Strategy; Limited Collaboration Among Stakeholders; Skilled Workforce Challenges; and Limited Linkages to Universities.

4.4.c.ii Roadmap Implementation Activities

Subsequent funding from the U.S. Department of Commerce, Economic Development Administration has supported implementation efforts of pilot projects designed to address the competitive challenges identified in the *Roadmap*. Several of these projects/programs are outlined below.

4.4.c.ii.a The Knowledge Clearinghouse

Smaller companies that dominate the regional manufacturing economy often lack sufficient resources to acquire and apply all the knowledge necessary for them to compete effectively over time. The Knowledge Clearinghouse effort at CIMS works to improve the competitiveness of regional manufacturers and their clusters through activities such as: emerging market research; technology forecasting; education on competitive technologies, know-how and implementation strategies; best practices identification, global benchmarking and promotion; and regional resource inventory, analysis and strategy development.

4.4.c.ii.b The Innovation Test Bed

The Innovation Test Bed is an important resource to identify and facilitate development of needed manufacturing-related innovations and to help companies implement them. The Test Bed helps improve the manufacturing-related innovation activities of these vital smaller manufacturers through activities such as strategy development; value-engineering research projects; implementation support; providing assistance and support to companies pursuing innovation through advanced technologies; and providing facilities, equipment and laboratory support for validation, testing and feasibility studies in support of innovative concepts.

4.4.c.iii Finger Lakes Food Processing Cluster Initiative

The Finger Lakes Food Processing Cluster Initiative (FLFPCI) is a coordinated effort led by the Center for Integrated Manufacturing Studies at Rochester Institute of Technology in conjunction with several partner organizations, to spur economic growth and job creation in the nine-county

Finger Lakes region of Upstate New York. The goal of FLFPCI is to support and unify the stakeholders of the cluster to achieve synergistic results. To assist Finger Lakes Food Processing Cluster businesses, the Initiative offers three program opportunities.

4.4.c.iii.a FLFPCI Advancement Program

This program provides assistance to area food processing and agricultural businesses, which includes identifying and implementing technical improvements and sustainable manufacturing process technologies to reduce operating costs, minimize environmental impacts, open market opportunities, start new businesses, and retain and grow jobs.

4.4.c.iii.b FLFPCI Training Program

This program was established to identify and ultimately bridge the gap between the existing workforce skill-set and the qualifications required by food and agriculture businesses in the region.

4.4.c.iii.c FLFPCI Small Business Assistance Program

This program provides assistance to 7(j) eligible existing small businesses within the cluster. This program proactively seeks eligible businesses to encourage participation in the Finger Lakes Food Processing Cluster Training Program and the Finger Lakes Food Processing Cluster Advancement Program.

4.4.c.iv Applied Technology

CIMS works with manufacturing businesses to enhance their competitiveness through the delivery of customized applied technology assistance projects and training. A variety of resources and services are available to help identify needs, barriers, and deliver solutions to address them for the maximum regional economic impact.

4.4.c.v RIT Clean Energy Incubator

The RIT Clean Energy Incubator (CEI) is a joint effort by CIMS and RIT's Venture Creations business incubator that assists early-stage clean-energy companies in product development, business and marketing planning, and technology commercialization. The incubator enhances continued economic development in a host of energy-innovation areas, including Wind Energy, Solar Power, and Fuel Cell Development.

4.4.d College of Nanoscale Science and Engineering's Smart System Technology & Commercialization Center of Excellence (STC)

The Smart System Technology & Commercialization Center of Excellence (STC) is managed and supported by the College of Nanoscale Science and Engineering (CNSE) of the University at Albany - State University of New York (SUNY). The purpose of the center is to attract, retain and develop talent; promote regional collaboration between industries, universities and government; boost the regional economy; and create a world-class photonics and micro electromechanical systems (MEMS) prototype, pilot and low-volume MEMS manufacturing facility. For more information on STC see section 5.6.

4.4.e Cornell Agriculture and Food Technology Park

The Cornell Agriculture & Food Technology Park, known as the Technology Farm, is a 72-acre research park, located adjacent to the NYS Agriculture Experiment Station. Opened in November, 2005, the Park is designed to foster the creation of innovative technologies related to agriculture, bio-based and food industries. In this environment, start-up companies, small businesses, and large multinational companies can leverage the resources and intellectual capital available at Cornell University, the New York State Experiment Station and other regional centers of expertise.

The Cornell Agriculture and Food Technology Park campus features, a 20,000-square foot, multi-tenant “flex tech” incubator termed the Tech Farm. With the facility operating at 100% occupancy a second building, the Finger Lakes Food Innovation Center, has been proposed to provide space for larger pilot operations, distribution functions and to allow the Tech Farm to be utilized, as intended, for the development of research grade laboratories. Additional information about the Cornell Agriculture and Food Technology Park is available in section 5.6.

4.4.f The Entrepreneurs Network

The Entrepreneurs Network (TEN), now in its fifth year of operation, continues to work with executives from new venture companies in Upstate New York to provide them with the needed business expertise to succeed and grow their businesses. Classes, consisting of 15-20 students, run for a course of 4 months providing training in developing a business plan, giving presentations to potential investors, and strategies on how to successfully enter the market to maximize revenue.

4.4.g Rochester Procurement Technical Assistance Center

PTAC was established by the United States Department of Defense to bring additional vendors into the government system to help increase competition in procurement and therefore increase the quality of services received, while at the same time lowering costs. Rochester PTAC works with local companies to help them tap into the government market. Workshops are provided outlining tips for submitting bids and securing contracts. Individual counseling sessions are also available for companies looking for assistance with the rules, regulations and requirements of submitting a bid and becoming a government vendor at the local, state or federal level. A total of 688 companies are currently members of PTAC and have received 184 government contracts helping to create or retain 4,103 jobs within the Region.

4.4.h High Tech Rochester

High Tech Rochester (HTR) is a not-for-profit organization whose mission is to be a catalyst for entrepreneurship and innovation-based economic development, by applying business expertise and network connections to aid in the formation and profitable growth of companies in the Genesee-Finger Lakes Region. HTR provides a suite of services including: technology commercialization assistance for very early-stage ideas; business incubation for high-growth-potential startups; and growth and profit improvement consulting for more mature businesses. HTR serves as the Empire State Development (NYSTAR division) designated Regional Technology Development Center for the Genesee-Finger Lakes Region, and as such is also an affiliate of the NIST Manufacturing Extension Partnership (MEP) Program.

In addition to its 1-on-1 work with local entrepreneurs and business owners, HTR also manages several well known initiatives including the Pre-Seed Workshop; The Entrepreneurs Network (TEN); the Rochester Regional Business Plan Contest; a nationally recognized best practice Entrepreneur-in-Residence (EIR) program; the statewide New York State Energy Research and Development Authority EIR program; and provides back office support for the Rochester Angel Network. HTR currently manages two business incubator facilities: The Lennox Tech Enterprise Center and the Rochester BioVenture Center, which is the first wet lab biotech incubator in the region. HTR is also currently seeking to develop the Business Accelerator Cooperative – a priority project of the Finger Lakes Region – which will establish a new incubator/accelerator hub facility, establish several connected node locations, and better coordinate and expand supporting services to regional entrepreneurs.

4.4.i Excell Partners, Inc.

Excell Partners, Inc. is an economic development partnership, formed in collaboration with the University of Rochester and the State of New York to support regional economic development by providing pre-seed and seed financing to high technology start up companies. Excell Partners, Inc. continues to maintain a portfolio of 22 companies within Upstate New York, with the long-term goal of developing the fund to be self-sustaining through profits. Investment decisions are based upon the following criteria: that the proposed technology/product will address a significant market need; be able to generate significant revenues and returns; is ready or nearly ready for market; that leadership is in place to move the technology/product forward; and that follow on-investors are likely. Investment is focused on the following sectors: Medical Devices; Biotech; Industry/Energy; Consumer Products; and IT/Software.

Excell Partners, Inc. recently established an Upstate New York Due-Diligence Analyst Network, utilizing graduate students, to facilitate a uniform and streamlined deal-vetting process across Upstate NY. The program will help streamline access to capital; improve syndication across the Region; increase student retention through better connections with local ventures; and help train students on due-diligence and venture capital investments.

Excell Partners, Inc. has also received \$2.5 million from Empire State Development as part of a \$25 million investment statewide to investment fund entities. The money is part of the federally funded Innovate NY program. Excell Partners, Inc. will utilize the funding to invest in seed stage businesses focused on life sciences, energy, software, and consumer products within Upstate New York.

4.4.j LaunchNY

LaunchNY is a Venture Development Organization designed to turn startup potential into economic growth within a 27-county Region in Upstate New York, including each of the nine counties within the Genesee-Finger Lakes Region. LaunchNY aims to build upon the JumpStart model and leverage existing resources to allow new business opportunities to connect with entrepreneurial expertise and support programs, while pairing this support with needed seed capital. LaunchNY has established initial offices in Buffalo and Ithaca and has budgeted \$10 million for a two and a half year operation plan. Funds will be used to invest in high growth potential seed-stage companies in the Region in the form of a combination of entrepreneurial

support services and direct company investment. Fundraising and Staffing are scheduled to be completed in 2012 with investments into companies beginning in 2013. Additional information is available online at <http://www.jumpstartinc.org/en/ecosystemsupport/projects/newyork>.

4.5 Infrastructure

For the purpose of the CEDS document, infrastructure is defined as the facilities and services necessary for an economy to function. The following sections highlight transportation; telecommunication; energy; water; and wastewater within the Genesee-Finger Lakes Region.

4.5.a Transportation Activities

The transportation network in the Region supports the movement of goods and people and, ultimately, influences the condition of the regional economy. The physical infrastructure consists of approximately 26,437 lane miles of interstate, arterial and collector roadways, 650 miles of active railroad lines, over 340 miles of multi-use trails, and several intercity transportation facilities. Public transportation services are available in eight of the nine counties in the Region.

The regional organization with the responsibility for federally-funded transportation policy, planning, and investment decision making in the Region is the Genesee Transportation Council (GTC). GTC is the designated Metropolitan Planning Organization (MPO) for the nine-county Region.

The mission of GTC is to maximize the contribution of the transportation network to the social and economic vitality of the G-FL Region. Specific goals related to economic development are to 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 and be a distinguishing competitive feature which serves the needs of existing businesses and enhances the Region's attractiveness to new business. The transportation network should also increase the accessibility and mobility options available to people and freight.

GTC must, at a minimum, produce and maintain three major documents to be in compliance with the transportation planning process required by the federal government. These documents are the Long Range Transportation Plan, Unified Planning Work Program and the Transportation Improvement Program. These documents address both the long and short term transportation challenges facing the Region and propose actions to address these items.

4.5.a.i The Long Range Transportation Plan

The Long Range Transportation Plan (LRTP) provides a 20-year analysis of existing and projected transportation system capabilities, issues and opportunities, as well as alternatives to address these issues and maximize opportunities. This assessment is performed in the context of the eight major transportation planning focus areas established by the federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), enacted in 2005. SAFETEA-LU (which expired on September 30, 2009 and has been extended) provides the framework for guiding the planning and implementation of transportation improvements in the Region. The *Long Range Transportation Plan for the Genesee-Finger Lakes Region 2035 (LRTP 2035)* was adopted in June 2011. *LRTP 2035* will guide the allocation of an estimated

\$4.8 billion in federal and state transportation funds in the G-FL Region for the next nearly 25 year period.

4.5.a.ii The Unified Planning Work Program

The Unified Planning Work Program (UPWP) establishes the program of federally funded transportation planning activities using the objectives and strategies identified in the LRTP. These planning projects must be consistent with and advance the overall objectives and strategies identified in the LRTP.

Planning projects completed or currently underway which reflect the intersection of transportation and economic development in the Region are the Center City Tourist/Visitor Circulation and Pedestrian Wayfinding Study; Routes 5&20 and Route 364 Multi-Modal Safety and Access Improvement Study, Regional Mobility Management Business Plan; Route 250 Transit Supportive Mixed Use Development Overlay District; Center City Circulator Study; Regional Tourism Signage Study; Goods Movement Planning including the Regional Goods Movement Strategy; Optimizing Transportation Through Efficient Use of Infrastructure; and multiple Circulation, Accessibility, and Parking Program and corridor studies. The UPWP is updated annually.

Two components that were funded through the UPWP were the Regional Goods Movement Strategy and the Transportation and Industrial Access site reports. The Regional Goods Movement Strategy aims to identify improvements that will position the transportation system of the region as a distinguishing factor in retaining and attracting both traditional and emerging-technology manufacturing firms as well as enhancing the viability of agriculture and associated processing companies.

The Regional Goods Movement Strategy has been completed and approved. The Goods Movement Strategy identifies strategies for freight movement within the Region and includes a regional freight and economic profile; a SWOT analysis and needs assessment; and an identification, evaluation, and prioritization of freight improvement alternatives. Alternatives have been developed for near-, mid-, and long-term improvements and strategies across all modes of freight transportation. The Goods Movement Strategy will advance the Region's freight transportation system as a distinguishing factor for increasing global competitiveness and maximizing economic growth.

Transportation and Industrial Access site reports have been completed for ten business parks, one from each of the nine counties in the Region and the City of Rochester. These reports aim to provide recommendations regarding the improvement of transportation access and entry points in the effort to attract and expand businesses at each industrial park. The completed site reports have been fully incorporated in the Regional Goods Movement Strategy as recommended alternatives.

4.5.a.iii The Transportation Improvement Program (TIP)

The Transportation Improvement Program (TIP) identifies the timing and funding of all transportation improvements involving federal funds over the next five years for the Region and must be consistent with the overall objectives and strategies identified in the LRTP. The TIP is a

dynamic document; amendments occur when new projects are identified through federal discretionary programs or modifications to existing projects are deemed necessary. The 2011-2014 TIP was adopted in June 2010. The next TIP will be adopted in June 2013.

4.5.a.iv Passenger and Freight Rail

One of the transportation funding priorities of the federal administration is high speed passenger rail. While much work remains to be done, funding is being pursued to develop high speed passenger rail service along the Empire Corridor between Buffalo, NY and Albany, NY. A high speed rail corridor running through the Region would help expand the market for both consumers and employees and further “shrink” the Region through the reduction in travel times. An Environmental Impact Statement for the Empire Corridor is currently being conducted by the New York State Department of Transportation.

In February 2009, the NYS Department of Transportation completed its first rail plan in 22 years. The plan articulates a vision for the state’s future rail system, making it a preferred choice for shippers to connect to national and international markets. It advocates for a continued and improved partnership between government and private rail operators. An enhanced freight rail system in the Region will allow businesses located here to better compete in the global economy.

4.5.a.v Mohawk-Erie Multimodal Transportation Corridor Study

The Mohawk-Erie Multimodal Transportation Corridor Study is currently underway with the aim of developing a corridor master plan. The master plan will develop a vision for the corridor based upon background data and economic and transportation assessments. The Mohawk-Erie corridor serves the metropolitan areas of Albany, Utica, Syracuse, Rochester, and Buffalo and continues into both Boston and Cleveland. The study is being led by the New York State Department of Transportation and the New York State Thruway Authority. Four Regional Project Advisory Committees, made up of key regional stakeholders, have been formed to help guide the development of the plan.

4.5.b Telecommunications

Telecommunication systems electronically transmit messages and data from one point to another. Telecommunications allows individuals and businesses to communicate efficiently and effectively. The identification, connection and development of telecommunications infrastructure are critical in the support of current and future economic development in the Region. Telecommunications infrastructure includes broadband, fiber optic circuits, and cellular telephone and communication service. Last mile internet connections, particularly in the rural areas of the Region, are also critical to retaining and attracting businesses.

Increased broadband service or the installation of fiber optic circuits can be instrumental in attracting and retaining businesses and industries within the Region allowing for improved connections to the global economy and improving the quality of life. The Region has identified telecommunications as crucial to economic development and strategies to bolster it are being pursued both regionally and at the county level. Several counties have completed inventories and assessments of their respective telecommunications network. Ontario County has completed construction of a fiber optic ring that can serve as a critical link between the Monroe County ring and the ring located within the Southern Tier. Many counties have also identified further

telecommunications planning and implementation as part of their CEDS priorities, identified in Chapter 5.

4.5.c Energy

4.5.c.i Traditional Energy

The utility companies that serve the Genesee-Finger Lakes Region are New York State Electric & Gas (NYSEG), Rochester Gas and Electric (RG&E) and National Grid. NYSEG provides electricity service in Seneca and Yates counties and in parts of Wayne, Ontario, Livingston and Wyoming counties. RG&E provides electricity service in parts of Monroe, Livingston, Wayne and Ontario counties. National Grid provides electricity service for all of Genesee and Orleans counties and parts of Livingston, Monroe, Ontario and Wyoming counties. Where natural gas service is available in the nine-county Region, service is provided by either RG&E or NYSEG.

The Genesee-Finger Lakes Region is also home to one nuclear power plant, the Robert E. Ginna Nuclear Power Plant in Wayne County. The AES Greenidge coal-fired power plant in Yates County was closed in 2011 due to its high-costs and limited demand for electricity. The geographic location of the Region above the Marcellus Shale and Utica Shale natural gas fields offers a potentially significant source of energy and economic development for the Region, although potential environmental concerns regarding extraction remain.

In 2009, New York State Department of Environmental Conservation completed a draft Generic Environmental Impact Statement¹⁴ (GEIS) to assess issues unique to horizontal drilling and high-volume hydraulic fracturing in the Marcellus Shale and other low permeability reservoirs. A revised GEIS was released in 2011 and NYDEC is currently reviewing public comments on this document before finalizing hydraulic fracturing regulations. The state court system has also been involved in cases regarding local land use law as it relates to hydraulic fracturing. These state regulations, court cases, and local land use decisions will have a significant impact on the energy industry and the Genesee-Finger Lakes Region and will be monitored closely.

Each of the regional utility companies works closely with economic development officials to assist in providing energy incentives and other programs to facilitate the attraction and retention of business and industry within the Region. The section below provides a general overview of the economic development programs currently offered by NYSEG/RG&E and National Grid.

NYSEG and RG&E-

NYSEG and RG&E offer a variety of economic development programs which include rate incentives and non-rate assistance. Rate assistance programs provide delivery rate discounts on qualifying loads. Non-rate assistance programs provide grants for electric infrastructure for qualifying capital improvements. Additionally, non-rate programs provide supplemental assistance to certain NYSERDA programs for energy efficiency improvements.

¹⁴ <http://www.dec.ny.gov/energy/75370.html>

These assistance programs are intended to help attract new businesses to the service territory and support the retention and expansion of existing business in the NYSEG and RG&E service areas. For more details regarding these programs, please visit www.lookupstateny.com.

In addition to these economic development incentives, NYSEG and RG&E have several energy efficiency programs. Details regarding these programs are available www.nyseg.com and www.rge.com, as well as through the Energy Efficiency Rebate Hotline at 1.800.995.9525.

National Grid- National Grid provides electric service within the Genesee-Finger Lakes Region to all of Genesee and Orleans Counties as well as to parts of Livingston, Monroe, and Wyoming Counties. A large number of economic development programs and incentives are available for National Grid customers. Energy pricing incentives are available through pricing discount programs and several location based incentive programs to encourage businesses to expand or relocate to New York State. Energy efficiency programs are also available to encourage commercial and industrial customers to install high efficiency energy measures, helping to reduce operating costs and increase productivity.

Programs are also in place to assist companies that are in need of revitalizing older facilities, including incentives for capital investment, brownfield redevelopment and industrial building redevelopment. Additional information regarding these and other National Grid economic development programs is available online at <http://www.shovelready.com/>.

4.5.c.ii Alternative Energy

Alternative energy remains a priority within the Genesee-Finger Lakes Region. A multitude of projects are already underway utilizing various sources of energy including wind; hydrogen; ethanol; and methane. The alternative energy cluster within the Genesee-Finger Lakes Region is strong for multiple reasons including: strong background in precision manufacturing; innovative companies; a highly trained workforce; and university research, including the efforts of RIT-CIMS and the many alternative energy and sustainability programs discussed previously in section 4.5b.

The Region is a vital center of fuel cell development, with operations by Delphi, General Motors and Harris. This local expertise in fuel cell development is a primary driver of the potential hydrogen economy project discussed in section 5.4. Furthermore, local skills at thin films and imaging companies, along with support from centers like the NanoPower Research Labs at Rochester Institute for Technology, can be translated to an advantage in solar energy and photovoltaic cell production. In addition, RIT-CIMS has been working with many alternative energy companies in efforts to improve efficiency and reduce waste materials, helping them stay competitive within the global economy.

Wind energy and the development of wind turbines remains a focus for several counties within the Region. Several wind farms are already present within the Region and a push has begun to develop more efficient methods of connecting the electricity generated from the wind farms to the electric grid. Businesses within the Region are also working on the development of small scale wind turbines to alleviate size concerns and make small-scale wind projects viable.

Individual alternative energy projects are also moving forward in the Region. The ethanol plant in the Town of Shelby, Orleans County continues operation and is working towards expanding the amount of corn brought into the facility. The plant utilizes existing technology for using corn to produce ethanol and is also taking advantage of new developments in cellulosic ethanol production and using woody debris and plant fiber to create ethanol. Other alternative energy projects within the Region include the Mill Seat landfill in Monroe County and the Seneca Meadows landfill in Seneca County, which are both utilizing methane produced from landfills for power generation. Also ongoing is the development of the Wayne Industrial Sustainability Park, which offers cogeneration and distribution of thermal and wind generated power to industries as a way to attract and retain jobs.

4.5.c.iii Green Building

Many businesses and organizations within the Region are also taking further steps toward being environmentally friendly. There are twenty-nine (29) LEED-certified projects in the Region including the Medical Arts Building, Strong National Museum of Play, Golisano Library, Frito-Lay Service Center, Monroe County Crime Lab, and Monroe Community College PAC Center, all located within the City of Rochester. Additional LEED-certified projects in the Region include the Summit Federal Credit Union in the Town of Brighton, the Macedon Goodwill Store in the Town of Macedon, Seneca Meadows Education Center in the Town of Seneca Falls, Wayne-Finger Lakes BOCES in the Town of Williamson, Montezuma Audubon Center in the Town of Savannah, and Red Tail Ridge Winery in the Village of Penn Yan. Furthermore, the Region has fifty-seven (57) registered LEED projects, which have yet to be completed and certified, but are aiming for LEED certification.¹⁵

4.5.d Water

Residents in the Genesee-Finger Lakes Region are fortunate to have access to clean and plentiful water supplies, as well as excellent treatment and conveyance systems to deliver those supplies efficiently to homes and businesses. The largest single water treatment supplier in the Region is the Monroe County Water Authority (MCWA) based in Rochester. The MCWA serves approximately 725,000 individuals in Monroe, Genesee, Livingston, Ontario, Orleans and Wayne Counties and has a storage capacity in excess of 150 million gallons. With an average daily consumption of approximately 59 million gallons, there is enough water stored within the MCWA conveyance system to meet demand for over two days in the event of a system failure.

Water supply for the City of Rochester comes primarily from Lake Ontario, but that supply is supplemented by water from Hemlock and Canadice Lakes, two Finger Lakes which are located south of the City. The Base Charge for water was \$2.57/1,000 gallons, although this charge varies between residential and bulk rate users.

Outside of Monroe County, water is provided by the MCWA on a retail basis to thirteen towns and villages in Genesee, Livingston, Ontario and Orleans Counties and on a wholesale basis to twelve towns and villages in Genesee, Livingston, Ontario, Orleans and Wayne Counties. Several municipalities are also provided with supplemental supplies as necessary. The majority of water used by the MCWA comes from Lake Ontario.

¹⁵ United States Green Building Council <http://www.usgbc.org/LEED/Project/CertifiedProjectList.aspx>

Water districts that are located outside of the MCWA service area obtain drinking water from a variety of ground and surface water sources, such as aquifers, lakes and rivers. While the quality and quantity of these water supplies varies and can fluctuate periodically, regional water sources are generally considered to be above national standards in quality and are reliable throughout the year. Throughout much of the Region, municipalities have routinely been extending waterlines into rural areas. Waterline extension projects have been successfully funded through a combination of state and federal rural development grants with partial funds contributed by participating municipalities.

4.5.e Wastewater

4.5.e.i Monroe County Pure Waters Program: A Model Worthy of National Merit

Up until the mid 1970's, wastewater from the City of Rochester and surrounding communities was routinely discharged into area waterways after receiving little or no treatment. In 1964, in an effort to address area water pollution problems, the Monroe County Board of Supervisors authorized the \$550,000 *Comprehensive Sewerage Study of Monroe County*. Almost 50 years later, many of the recommendations and solutions originally put forth through this and other related studies have been implemented, resulting in a vastly improved, integrated system for sewage and stormwater treatment and control.

The sewer system in Monroe County was separated into four sewer districts; solutions to the sewage problems included significant upgrades to the Frank E. Vanlare Treatment Facility at Durand-Eastman Park in conjunction with gradual consolidation of other regional facilities. The most notable of these solutions, however, was the Rochester Pure Waters Combined Sewer Overflow Abatement Program (CSOAP) and tunnel system. The CSOAP project was designed as both a storage facility and conveyance vessel intended to relieve Rochester's antiquated combined sewer system, which has components dating back over 90 years. Construction of the first of three components of the system began in 1975 and the entire deep tunnel system was fully operational in 1993. While the entire project cost was over \$550 million, the project has effectively saved the City and County enormous resources by averting the street and sewer construction that would have been necessary if a traditional approach had been used. Furthermore, CSOAP has allowed for the systematic phasing out of 35 overflow sites and nearly 30 small and ineffective treatment plants throughout the County.

Municipal treatment facilities in the Monroe County area are routinely evaluated as to their effectiveness and, when feasible, are consolidated into the Pure Waters system, thereby drastically reducing the costs of sewage system operation to local residents.

4.5.e.ii Outside of Monroe County Pure Waters Program

The majority of communities with high population densities in the Genesee-Finger Lakes Region are serviced by local sewage treatment facilities. This is of vital importance considering that most communities in the Region obtain their drinking water from the same bodies of water that receive treated effluent from such facilities. Furthermore, the viability of recreational activities and the health of human and wildlife populations are dependent upon clean sources of water.

According to the New York State Department of Environmental Conservation, there were 37 secondary and 28 tertiary treatment facilities operating in the Genesee-Finger Lakes Region.¹⁶ Both industrial and residential wastewater can be treated effectively through such systems, although tertiary systems are preferred when handling high amounts of industrial and/or urban wastewater. The capacity of these facilities and the treatment processes employed within them are routinely assessed by state and local officials in order to ensure that the systems in place are adequate to meet the demands of the households and businesses being serviced by them. In some instances, older treatment facilities are being brought off-line in an attempt to increase service and cost efficiency through facility consolidation. In other instances, new facilities are being constructed in order to meet the demands of growing populations, to supplement or replace aging facilities or to provide service to communities plagued by failing on-site septic systems.

In addition to the public health and environmental benefits of effective water and wastewater facilities, there are economic development implications as well. There is a strong link between water and wastewater capacity and the ability of the Region to attract and retain business and industry. Without adequate water and wastewater capacity, firms are unable to expand or to locate at specific sites and will likely look elsewhere, stifling economic development in the Region.

4.6 Brownfield Redevelopment

According to the Environmental Protection Agency, brownfields are abandoned, idle, or under-used industrial and commercial sites where real or perceived contamination has complicated redevelopment. Brownfield revitalization and redevelopment is beneficial on many levels including economic development, land use and environmental justice. Additional potential benefits of brownfield redevelopment include: the protection of human health and the environment; increased tax base; restored or replaced dilapidated buildings and sites; job creation; strengthened economic centers; utilization of existing infrastructure; and prevention of the spread of contaminants.

New York State's Brownfield Opportunity Areas (BOA) Program provides financial and technical assistance to municipalities that can be used to complete revitalization plans and implementation strategies for areas affected by brownfield sites. BOA projects in the Region include areas in the City of Batavia, City of Geneva, City of Rochester, Towns of Penfield/Irondequoit, Village of Holley, Village of Macedon, and the Village of Perry. Genesee/Finger Lakes Regional Planning Council has also received notice of a pending award under the BOA program to assess areas through the nine county Genesee-Finger Lakes Region that are affected by concentrations of brownfields and economic distress.

Brownfield redevelopment is also occurring within the Region outside of the BOA program. The City of Rochester maintains a brownfield revolving loan fund to address brownfield redevelopment within the City of Rochester and is currently involved with multiple brownfield projects. These projects include a New York State Brownfield Cleanup project at a former auto body shop; environmental cleanup projects at the former landfill site on Emerson Street, a former gas station at Mt. Hope Avenue and Ford Street, a former gas station/auto shop on East Main

¹⁶ http://www.dec.ny.gov/docs/water_pdf/descdata2004.pdf

Street, the former Phototech Imaging site on Driving Park Avenue, and the former greyhound bus station on Andrews Street.

Livingston County is involved with three brownfield cleanup projects all located within the Village of Dansville. Remediation efforts are also continuing within Monroe County on eleven New York State DEC projects as well as several more in partnership with the City of Rochester. Within Ontario County two New York State DEC projects are underway, one within the Village of Victor and one within the City of Geneva. Additionally, redevelopment of a potential brownfield on the north shore of Canandaigua Lake is underway. Orleans County received grant funds from the New York State DEC to investigate environmental contamination at a 35.6 acre property in the Village of Medina, which is anticipated to have high levels of lead contamination.

Seneca County is involved in clean up programs for several brownfield sites within the County, including one in the Town of Waterloo, and is working to secure a Brownfield Opportunity Areas grant to address remediation and redevelopment. Wayne County is involved in cleanup projects in Lyons, Palmyra, and Macedon through the New York State DEC. The Wayne County IDA is also working to address additional potential brownfield sites, which are delinquent on taxes, in an attempt to redevelop the parcels and return them to the tax-rolls.

Wyoming County continues to work with New York State on remediation on the former A&A Metal Fabricating Inc., site in the Village of Perry, which is also part of the New York State Brownfield Opportunity Area Program. Yates County is involved in a New York State DEC cleanup project at the former NYSEG Site in the Village of Penn Yan. Additionally with the closure of the AES Greenidge power plant in Dresden, discussions are underway regarding the reuse potential and the required remediation of the site.

Additional brownfield sites exist in many towns and villages in the Region, and appropriate remediation and redevelopment of these sites should be encouraged and facilitated so as to accrue the financial, environmental, economic development and land use benefits afforded through brownfield reuse and redevelopment.

To this end the City of Rochester has been successful with its brownfield assistance program, which provides support for businesses and developers in the investigation of potential redevelopment sites for contamination. The objective of this program is to provide a way for businesses and developers to obtain the environmental information needed to make redevelopment decisions without taking on the financial burden of the investigation costs. Funding is provided by the Environmental Protection Agency and potential developers are not financially responsible should they decide to walk away from a site.

Through a Brownfield Opportunity Area grant the Genesee/Finger Lakes Regional Planning Council will complete a Pre-Nomination Study in partnership with Regional municipalities that will assess and profile existing conditions, identify opportunities for brownfield reuse and economic development, and establish priorities for revitalization. It is the hope that the completion of this project will help to identify and prioritize brownfield redevelopment opportunities within the Genesee-Finger Lakes Region.

4.7 New York State Canal System

4.7.a Erie Canalway National Heritage Corridor

The Erie Canalway National Heritage Corridor was established in the year 2000 and consists of the New York State canal system and the 234 municipalities that are connected by the Erie, Champlain, Oswego and Cayuga-Seneca Canals and Cayuga and Seneca Lakes.

The establishment of the Erie Canalway National Heritage Corridor helped bring together federal, state, and local governments and other partners in efforts to develop and implement a preservation and management plan for the corridor. The plan was completed in 2006 and identified six goals: express the corridor's historic and distinctive sense of place; ensure the corridor's natural resources reflect the highest standards; achieve maximum scope and diversity with recreation opportunities; educate current and future generations to value the corridor's heritage; develop the corridor's economic growth and heritage development to be self-sustaining; and establish the corridor as a "must-do" travel experience for visitors.

In 2010, a strategic plan was developed to guide the work of the Erie Canalway National Heritage Corridor Commission. The completed Strategic Plan, entitled "Erie Canalway National Heritage Corridor Strategic Plan 2011-2016" was approved in April 2011 and outlines five strategic priorities: Preserve; Promote; Inform; Sustain; and Manage including corresponding tasks identified under each priority.

The Erie Canalway National Heritage Corridor also continues its day to day activities which include: conserving natural resources; promoting recreation; interpretation and orientation; tourism development and marketing; and economic revitalization. Efforts also continued on several strategies including: building awareness and understanding, strengthening community capacity, stimulating economic revitalization and heritage tourism, and reinforcing the corridor's distinct sense of place.

4.7.b New York State Canal Corporation

The New York State Canal Corporation is a subsidiary of the New York State Thruway Authority and operating and maintenance expenses are supported by Thruway toll revenue. The goal of the Canal Corporation is to develop the Canal System into a world class recreationway, fostering recreation, tourism and economic development and preserving the natural and historical environment of the Canal System.

Through its Canal Revitalization Program, the Canal Corporation has helped develop canal harbors, improved public access through Canalway Trail projects, and helped implement local canal projects throughout the state. Five projects are currently underway within the Region: the replacement of lower miter gates at Lock E-32 in Monroe County; the replacement of the lower miter gate in Seneca County at Lock C&S-2; installation of fall protection systems in Seneca County; rehabilitation of the West Guard Lock in Monroe County; and bank and culvert repair work in Orleans County. The Canal Corporation, along with its partners, continues its efforts to promote the Canal System and increase opportunities for tourism and economic development.

4.7.c Western Erie Canal Heritage Corridor

The Western Erie Canal Heritage Corridor includes the counties of Erie, Niagara, Orleans, Monroe and Wayne and is part of the larger Erie Canalway National Heritage Corridor and the New York State Heritage Area System. A Western Erie Canal Heritage Corridor Management Plan was developed and adopted by the New York State Office of Parks, Recreation and Historic Preservation in August 2005. The objectives of the management plan are to promote the development of a vibrant regional economy; enhance the overall quality of life throughout the Region; promote natural resource conservation and the re-use of existing buildings and infrastructure; and increase public appreciation of the unique natural and cultural heritage resources found along the Western Erie Canal Heritage Corridor.

The Western Erie Canal Alliance (WECA) was incorporated in 2006, as a non-profit corporation, to implement the management plan. One implementation strategy of the plan is the Western Erie Canal Main Street Program (WECMSP). The intent of the WECMSP is to revitalize historic business centers along the heritage corridor, following the model of the National Trust Main Street Center™ (NTMSC), a division of the National Trust for Historic Preservation.

The municipalities of the sixteen small villages and small cities along the Western Erie Canal Heritage Corridor have been challenged by economic and physical decline of their main streets in recent years. The Main Street (NTMSC) approach advocates a return to a sense of community, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets such as: distinctive architecture; a pedestrian friendly environment; personal service; and local ownership. The Village of Albion in Orleans County, Village of Lyons in Wayne County, and the City of Lockport in Niagara County were selected as the inaugural designated Western Erie Canal Main Street Communities. A comprehensive Regional Resource Guide has also been completed helping to provide an inventory of grant opportunities, organizations, and resources to assist communities with Main Street revitalization.

One project underway through a partnership of G/FLRPC, the Village of Palmyra, and the Preservation League of New York State, is the Creating Residential, Commercial and Municipal Upper Floors: A Guidebook for Regional Revitalization project. The Guidebook will be written to assist municipal officials and interested parties in rejuvenating underutilized and abandoned upper floors of buildings in mixed use areas of cities, villages and town centers throughout the Region. Workshops to train local governments and the public in the effective use of the Guidebook will also be presented after completion, which will enable communities to be proactive in resolving issues related to underutilized upper floors, and creating strategies for their revitalization.

4.8 Village Main Streets

Village main streets in the Genesee-Finger Lakes Region are tremendous assets and opportunities for encouraging tourism, historic preservation, small business development, and in turn, economic development. Throughout the Region many villages continue efforts to revitalize their Main Streets to improve opportunities for small business and economic development. A selection of Village Main Street revitalization efforts currently underway is discussed below.

Within Genesee County the City of Batavia has received \$450,000 in funding under the New York Main Street program. The Village of LeRoy has been active with development within the Downtown area as well as with the rehabilitation of buildings.

Within Livingston County the Village of Geneseo received \$410,000 in funding through the New York Main Street program to focus on Main Street revitalization projects. The Alliance for Business Growth, a partnership between the economic development offices of Livingston and Wyoming Counties, continues to offer assistance to small business owners in these two counties in an effort to encourage and support entrepreneurship as well as to encourage revitalization and preserve the vitality and character of Main Streets throughout each county.

The Town/Village of East Rochester, in Monroe County, received \$500,000 in funding through the New York Main Street program. Within Ontario County, the Victor Local Development Corporation has been active with revitalization the downtown Main Street commercial district. In Orleans County the Town of Albion received \$477,000 through the New York Main Street program. The Village of Albion was one of three inaugural communities selected for funding under the Western Erie Canal Main Street Program. The Villages of Lyndonville and Holley have been actively pursuing upgrading sewer infrastructure to help with business attraction.

In Seneca County the Town of Seneca Falls received \$460,448 in funding through the New York Main Street program. The Villages of Interlaken and Waterloo have also been active in pursuing grant funding. Within Wayne County, the Villages of Sodus and Lyons have recently completed their New York Main Street grant revitalization projects awarded in 2010. The Village of Lyons was also one of three inaugural communities selected for funding under the Western Erie Canal Main Street Program. The Town of Warsaw, in Wyoming County, received \$500,000 in funding under the New York Main Street program, which will be utilized to improve commercial and residential mixed use buildings within the Town. Additionally, the Village of Perry has completed a Pre-Nomination Study under the New York State Brownfield Opportunity Area project and has identified streetscape improvements along the Main Street commercial district as a goal. Within Yates County the Villages of Penn Yan and Dundee currently have projects and programs underway to improve community development and help attract businesses to Main Street, including efforts to improve façades.

4.8.a Business Improvement Districts

Business Improvement Districts (BID) exist within the Region to assist in the economic development efforts of their communities and assist in the attraction of business and investment. The following section provides a brief overview of the activities being done by each of the regional BIDs.

Batavia Business Improvement District- The Batavia BID has completed streetscape improvements along Ellicott Street, a major gateway into the City. The BID has worked on increasing events within the downtown to help increase the number of visitors and residents coming into the City. The BID offers matching grants for facade improvement to renovate and preserve the exterior of downtown commercial buildings. The program provides matching grants to District property owners and tenants up to \$7,500. The BID is also continuing its efforts regarding business attraction and retention within the district. The City of Batavia New York

State Main Street award in the amount of \$450,000 will also help economic development efforts within the Business Improvement District.

Canandaigua Business Improvement District- The Canandaigua BID continues its efforts to secure grant funding for streetscape, façade and signage improvements. Efforts also continue regarding beautification, public safety, and visitor attraction within the district. The BID has also worked closely with the City of Canandaigua, which established a revolving loan fund to assist business owners with gap financing. Promotion of the District remains a key effort of the BID along with recruitment of businesses to locate into the District.

Geneva Business Improvement District-

The Geneva BID addresses programs that focus on: architectural design and preservation; economic planning and development; business recruitment and retention; and marketing and promotion. The Geneva BID continues to sponsor events throughout the year and provides streetscape improvements including hanging baskets, benches and trees to draw people into the City. The BID also continues work on façade improvements throughout the district and has also established a micro-enterprise loan program to help assist businesses. Improvements to signage along the pedestrian tunnel to Seneca Lake have been completed, with additional improvement projects underway. Additionally, the BID continues to work closely with local economic development partners including the City of Geneva and Hobart and William Smith Colleges in efforts to market the district helping to increase the viability of district businesses and attract new investment.

Ontario Business Improvement District- The Ontario BID continues to work closely with the Town of Ontario to develop small scale projects within the district. A vision plan for the BID has been completed, with assistance from the Town, and work on some of the projects, such as establishing ADA railings, has been completed. The BID also continues to work on business attraction to help fill vacancies within the district. A clean sweep project is also underway to help beautify the district and help attract additional visitors.

Webster Business Improvement District- The Webster BID continues to sponsor and hold events throughout the year to help attract residents and visitors into the Village. The BID also has continued its partnership with the School District, Village and Chamber, as part of the Webster Community Coalition for Economic Development. The Village of Webster was recently awarded funding through the Unified Planning Work Program to complete a Core Circulation, Accessibility and Parking (CAP) Study. The BID continues to work closely with economic development stakeholders including developers to identify strengths and weaknesses for business attraction and retention within the District. Rehabilitation of the district remains a strong focus as well with the BID working on façade renovations and streetscape improvements.

Williamson Business Improvement District- The Williamson BID continues to address façade improvements and streetscape work, including new benches, bike racks, and other sidewalk enhancements. The BID is currently working on a parking lot and sidewalk project in the northwest quadrant of the District. The BID is also working on a downtown cleanup project and has been active with two mural projects, one of which has been completed with development of

the second mural underway. Efforts also continue regarding retention and attraction of businesses and investment into the district.

4.9 Tourism

The tourism promotion agencies within the Region are charged with marketing the Region to attract visitors and to draw consumer spending into the Region. Tourism has a huge economic impact within the Genesee-Finger Lakes Region through consumer spending on food, entertainment and lodging as well as through job creation and investment from the tourism industry.

A recent study by the Oxford Economics Company found that visitor spending in New York State in 2010 was over \$49.8 billion. For Monroe County, the total 2010 visitor spending was over \$909 million making it the county with the largest amount of visitor spending within the nine-county Region.¹⁷ Support and investment of the many attractions in the Region also further improves the quality of life of the Region helping to attract and retain an educated workforce. Cornell University also recently completed a report entitled “Consumer Decision Making for Tourism in New York State.”¹⁸ The report analyzed secondary research and surveyed consumers interested in traveling to New York State. Their findings show the importance of branding and the successful recognition that both the Finger Lakes Region and the Finger Lakes wine trail, have achieved, and can help the Region become more efficient with their marketing dollars.

There are many significant tourist attractions within the Genesee-Finger Lakes Region including: Letchworth State Park; Darien Lake; the Finger Lakes; the Erie Canal; the City of Rochester; local wineries; hiking, fishing and other outdoor activities; and the many town and village events and festivals held throughout the Region. Anecdotally, visitor levels and tourism spending has been steadily increasing from the declines felt during the height of the national economic downturn in 2008 and 2009.

With funding limitations at many of the Region’s tourism promotion agencies, many are looking to increase regional collaboration to help improve the efficiency of tourism marketing within the Region. The tourism promotion agencies are also finding more and more creative ways to promote the region including utilizing social media, such as Facebook and Twitter, to help promote the Region.

¹⁷ <http://www.fingerlakes.org/uploads/pages/pdf/NYS%20Tourism%20Impact%20-%20Finger%20Lakes.pdf>

¹⁸ <http://fallgetaways.iloveny.com/cornellreport/>

Chapter 5 - Development Actions, Efforts and Priorities

The following section itemizes the proposed actions, efforts and priorities of the Economic Development District. The plan of action, 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.

5.1 Genesee-Finger Lakes Region

As part of the development of *Accelerating Our Transformation*¹⁹ a Strategic Plan developed under the New York State Finger Lakes Regional Economic Development Council, the Genesee-Finger Lakes Region identified ten economic development projects as regional priorities. Through the Consolidated Funding Application (CFA) process each of these projects competed statewide for funding made available from a multitude of state agencies. Of the ten priority projects identified within the Genesee-Finger Lakes Region, seven received some level of funding from New York State through the CFA process. While the funds awarded will help advance each of the projects, in many cases additional funding will be needed in order for the projects to be fully completed. An overview of each of these projects and their current funding status is discussed below. While many of the projects are not eligible to receive funding from EDA, they remain a critical component of the Region's economic development efforts and help to place into context the individual county priority projects listed in sections 5.2 through 5.10.

The US Renewables Group/Empire State Accelerated Innovation Fund would establish an innovation fund to identify, fund, and grow innovative clean companies at the Eastman Business Park. The project will help address the shortage of start-up capital, revitalize existing infrastructure, create high paying jobs, and translate the innovative capacity of Upstate New York's research universities into new cleantech companies. The project has not received any funding from New York State, and has a total project cost of \$242.6 million. The project would also strengthen and preserve the Eastman Business Park, which is the top regional priority of the Finger Lakes Regional Economic Development Council and also a priority for Monroe County and the City of Rochester.

The New York Battery and Energy Storage Technology (NY-BEST) Commercialization Center project would establish a commercialization facility to accelerate manufacturing and job growth. The NY-BEST Commercialization Center will provide research and development infrastructure allowing access to testing, validation, prototyping, and pilot manufacturing capabilities necessary to establishing the next generation of energy storage technologies. The project has received \$3.5 million in funding from New York State, of a total project cost of \$20.5 million.

The Finger Lakes Business Accelerator Cooperative project will establish an interconnected system to support entrepreneurship and innovation and drive regional economic growth across all industry sectors. The hub facility will be centrally located with satellite nodes within each county that will provide video conference technology to the central facility providing connections throughout the Region. The project received \$2.5 million in funding from New York State of a total project cost of \$35 million. High Tech Rochester, which is leading the initiative has been actively working with the Genesee/Finger Lakes Regional Planning Council and EDA in the

¹⁹ <http://regionalcouncils.ny.gov/themes/nyopenrc/rc-files/fingerlakes/FLREDCStrategicPlan.pdf>

completion of a EDA grant application for site selection, design, and engineering assistance for the innovation center.

The Regional Internal Harvesting and Economic Gardening project will create a systematic approach to collecting and analyzing strategic business data to identify opportunities for growth and to mitigate obstacles to business expansion. The database would be region-wide and consist of company profiles and metrics to monitor performance. It will also allow for the ability to track and manage outreach and referrals and develop a more comprehensive understanding for the business climate. The project received \$200,000 in funding of a total project cost of \$2 million, allowing for a smaller scale pilot program to be established.

The Golisano Institute for Sustainability (GIS) at RIT would help equip specialized labs and test beds in areas such as micro-grid and eco-IT; fuel cells; electrical propulsion; sustainable building materials; and systems modeling and simulation. The equipment of these labs is on top of the larger construction project of a GIS Center at RIT. The project did not receive any additional New York State funding of a total project cost of \$107 million (including construction costs).

The University of Rochester Health Sciences Center for Computational Innovation project is a partnership between IBM and the University of Rochester to establish a Center for Computational Innovation to develop high performance computing solutions to the nation's health challenges. The project received \$5 million in funding from New York State of a total project cost of \$100 million.

The Seneca AgBio Green Energy Park project is an initiative to expand the manufacturing facility at the Seneca Army Depot in Romulus, New York, allowing for Seneca BioEnergy, Terrenow, and Southern Tier Biomass to locate at the same site. The strategic location of the three companies will allow them to share resources and infrastructure and allow each company to expand production. The project received \$7 million in low-cost financing from New York State of a total project cost of \$16 million. Seneca County has also identified additional infrastructure improvements at the Depot as a top priority within section 5.8.

The Finger Lakes Museum project will establish a museum to tell the story of the Region and serve as a destination for visitors. The museum will be located on Yates County along Keuka Lake and consist of a 43,000 square foot museum building; 150,000 gallon aquarium; 20,000 square foot research and education center; exterior exhibit space; a 10-acre event area; and recreational and interpretive resources. The project received \$2.2 million in funding from New York State of a total project cost of \$58.3 million.

The Finger Lakes Health Collaborative project is a partnership amongst health care leaders, independent providers, physicians, insurers, community-based organizations, organized labor, and the public and private sector to collaborate on region-wide public health issues and to implement innovative strategies to improve key health indicators. One key area of focus is the reduction of the number of people in the region with hypertension. The project has received \$300,000 in funding of a total project cost of \$3 million.

The Midtown Redevelopment and Tower project, also identified as a City of Rochester priority in section 5.5, will redevelop the Midtown site with accommodations for office, residential, hotel and retail space. The project will help transform the site in a mixed-use area designed to attract a critical mass of residents and commercial activity helping to establish the site as a vibrant live-work environment. The total project cost is \$73.5 million, of which EDA has committed \$2,057,850. The project did not receive any funding from New York State in the last round of CFA applications.

5.2 Genesee County

Genesee County's competitive strengths include its strategic location, with easy commute distances from Rochester and Buffalo and close proximity to Syracuse and the Southern Ontario Canadian Region, including the City of Toronto. Genesee County has outstanding highway and air access which includes three interchange exits within the County located along one of the states most active commercial highways, the New York State Thruway (I-90). Additional key competitive strengths of Genesee County and the Batavia Micropolitan area include an ample and well educated workforce as well as abundant and cost effective real estate including five shovel-ready corporate/tech oriented industrial parks.

One such park is the 202 acre Genesee Valley Agri-Business Park, a one of a kind Agri-Business and Food Processing Park focused on attracting food processing and related companies to the site. In 2010, municipal water lines were brought into the park as well as gas and electric and the main roadway was constructed making it New York States first shovel ready park dedicated to agri-business and renewable energy. In early 2011 Alpina Foods announced that it will build and equip a 40,000 square foot yogurt manufacturing facility at the agri-business park, which is anticipated to be operational in late summer of 2012. Also targeted for 2012 is the completion of the sewer project on the site and construction of a secondary access road that will connect the park to Cedar Street.

Development efforts continue at the 232 acre Buffalo East Technology Park located directly off the Pembroke Exit of the New York State Thruway I-90 at the intersection of State Routes 5 & 77, in the Town of Pembroke. Attraction efforts are aimed at High Tech, Clean Tech and IT companies given its strategic location, not only along the New York State Thruway, but also within the New York Power Authority's Niagara Hydro-Power Zone offering high capacity low cost electric to companies. In 2011, the Buffalo East Technology Park North Campus site was re-defined and a comprehensive environmental review (SEQR) was begun. Once SEQR is completed it is anticipated that construction of on-site infrastructure such as water lines, sewer lines and a roadway will be completed helping to move the site towards shovel-ready status.

Another strategic industrial park located within Genesee County is the Western New York Science and Technology Advanced Manufacturing Park (WNY STAMP). WNY STAMP is a 1,243 acre Mega-Site located in the Town of Alabama, focused on the attraction of high technology/clean technology and nano-technology companies. At full build-out the site has the potential to employ up to 10,000 workers and could be home to companies manufacturing photovoltaic cells, semiconductors, or flat panel displays. Phase 2 of the project, design and environmental, has been completed with a Generic Environmental Impact Statement (GEIS) completed in March, 2012. Next phases of the project include land acquisition; additional

environmental impact studies; infrastructure engineering and permitting; and initial on-site and off-site construction including construction of the initial water transmission line.

There are also two additional industrial parks within Genesee County that are shovel ready: Gateway II Corporate Park and Apple Tree Acres Corporate Park. Gateway II Corporate Park is a 57 acre park located in the Town of Batavia focused on distribution, warehouse, and light manufacturing and is currently home to Ashley Furniture. Apple Tree Acres Corporate Park is a 185 acre park located in the Village of Bergen, focused on select retail, light manufacturing, and distribution companies.

Genesee County continues to utilize the Genesee County Economic Development Strategic Plan, which was implemented in 2003, to help guide its marketing and development activities. Focus areas include agriculture and food processing; high-tech; clean-tech; life sciences; advanced manufacturing; and distribution and warehousing. Emerging industry clusters, including medical technology companies, have also been targeted to help establish a new economic base for the community.

Genesee County's vision for economic development is to foster increased economic activity for the community enabling a high quality of life for residents and their families. Genesee County's community-based economic development mission focuses on catalyzing community economic success through growth, expansion and retention of the 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.

This strategy has helped foster 309 project "wins" generating capital investment commitments of nearly \$610 million and job creation commitments of 3,149 jobs since 2003. The Genesee County Economic Development Center (GCEDC) also remains active in economic development and marketing programs, including business retention and expansion programs and business attraction programs. The GCEDC also continues to support small business, start-ups, and incubators within the county including the recent completion of the Upstate MedTech Centre, a 43,000 square foot facility located across the street from Genesee Community College. GCEDC continues to market the space available at the Centre and the shovel-ready acreage available at the Upstate Med & Tech Park as a life-cycle solution for young entrepreneurial firms as they develop in the community.

Additional economic development efforts within the County include workforce training. A certificate program in advanced manufacturing and nano-tech manufacturing was developed and the first class of twenty-four students graduated in November 2011. During the eleven week program students learned math skills, basic computer instruction, and "soft skills" while also participating in advanced manufacturing and nano-tech workshops to prepare them for a manufacturing position upon graduation.

Genesee County's priority projects, enabling the county's economic development strategic plan and associated strategic imperatives, are listed in Table 25.

Table 25- Genesee County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
G-1	Buffalo East Technology Park (232 acres)	GCEDC/ GGLDC	\$12.0 Million+ Federal, State, Local, Private	1,400
G-2	Genesee Valley Agribusiness Park (202 acres)	GCEDC/ GGLDC	\$10 Million Federal, State, Local, Private	1,200
G-3	The Upstate Med-Tech Project: Develop a Regional Med-Tech Business Park (34 acres) and Commercialization Center (Accelerator facility)	GCEDC/ GGLDC	Park: \$1.5-2.0M, Commercialization Center: \$7-\$8 Million Federal, State, Local	400
G-4	Develop Mega-Site High Tech/Clean Tech Advanced Manufacturing Park (WNY STAMP)	GCEDC/ GGLDC	\$150-\$225 Million Federal, State, Local	9,300
G-5	Re-development of the Batavia/Downtown Corridor	GCEDC/ GGLDC	\$5.0+ Million Federal, State, Local	Indirect
G-6	Develop Lower Cost of Power Solution(s): Cogeneration, Alternative Energy to lower power costs businesses	GCEDC/ GGLDC	\$1 Million Federal, State, Local	Indirect
G-7	Assist Community Development via Main Street Projects, Housing issues and Quality of Life	GCEDC/ GGLDC	\$3 Million Federal, State, Local	Indirect

5.3 Livingston County

Livingston County's economic development efforts focus on the retention and expansion of existing firms, the attraction of new firms, entrepreneurship, small business development and agri-business. The County's economy is remarkably balanced among manufacturing, the public/non-profit sector, agribusiness and commutation to Monroe and surrounding counties. This last factor 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.

New York State has designated two of the three Livingston County-owned industrial sites in Avon and Dansville as Build Now - NY "shovel ready" sites. Additionally, two privately owned sites, one in Geneseo (the Valley at Geneseo) and one in Avon (the Livingston Industrial Complex), have also been designated as Build Now - NY "shovel ready" sites. Business attraction efforts to these and other privately held sites throughout Livingston County continue to reach regional and national site selectors. Through these marketing efforts, Barilla America NY selected Livingston County as the location of their second United States manufacturing

operation. The attraction of Barilla America further enhances the County's strategic food and beverage industry cluster that includes Kraft, ADM, Sweeteners Plus and Seneca Foods.

Kraft, Livingston County's second largest private sector employer completed a \$4.7 million expansion of its *Lunchables* product line in 2009 creating 50 new jobs. It continues to expand its *Lunchables* production. Barilla is constructing a small facility addition as the plant has exceeded its production capacity. Livingston County also is the location of the western hemisphere's largest rock salt mine operated by locally-owned American Rock Salt Company. American Rock Salt directly employs 275-350 employees subject to significant seasonal fluctuations²⁰.

Livingston County has partnered with Greater Rochester Enterprise (GRE), a public/private economic development partnership, to help market Livingston County for business location and growth. The Livingston County Development Group, the marketing arm of the County Economic Development Office and Industrial Development Agency continues to utilize its website to promote available sites and buildings for potential tenants/buyers (www.livingstoncountydevelopment.com).

Agriculture and related agribusiness comprise a large and growing sector of the County's economy. In particular, the dairy industry has grown in both acreage and herd size and management consolidations are occurring. In 2006, Livingston County completed its Agriculture and Farmland Protection Plan that identified objectives and tactics to strengthen agricultural development. Economic development objectives within the Plan include: 1) development of an agribusiness retention, expansion and attraction plan; 2) enhancement of business development programs to more fully incorporate agricultural needs; 3) expansion of education and training programs; 4) creation of an outreach and public relations program; and, 5) development of a regulatory and policy action program.

Agriculture and Agri-business supply chain firms continue to expand and locate in Livingston County. Land-O'Lakes Inc. operates the 60,000 square foot Commodity Resource Corporation (CRC) facility, a multi-modal feed and fertilizer transload facility located in Caledonia. The Town of Caledonia has designated this area of the community to be marketed for further industrial development. Several years ago, Perdue established its first location in New York State in the Town of Livonia with the purchase of the former Lakeville Transfer/PACMA facility. This facility has now nearly tripled in size.

The Livonia Gateway Project, a proposed road from NYS Route 15 to Bronson Hill Road in the Town of Livonia, is on hold pending the release of state funding. The road will address increased truck traffic generated by the Perdue facility and existing businesses in the area. Additionally, the Town has designated the Gateway Project area in its 2004 Comprehensive Master Plan for further industrial and commercial development. The County Office of Economic Development is working with the Town of Livonia and the landowners group to facilitate the construction of the road.

²⁰ Due to data restrictions from the Quarterly Census of Employment and Wages these mining jobs are not displayed within Table 15 in section 3.4b.

The Livingston County Development Group directly assists new and expanding small businesses in targeted downtown areas throughout the County. Technical assistance along with sign and façade improvement grants are provided by the Livingston County Development Corporation for downtown revitalization in the Villages of Dansville, Geneseo, Lima, Mount Morris, and Nunda. A grant award was received under the New York Main Street program by the Village of Mt. Morris in 2009 to help restore downtown buildings through 2011. Additionally, the Villages of Lima and Dansville secured funding for restoration of downtown buildings through the New York Main Street Program. The funding will run through 2012. The Village of Geneseo was recently awarded funding under the NY Main Street program. Revitalization projects will begin in summer 2012 and will be completed by December 2013.

The Downtown Revitalization Programs operated by the Livingston County Development Corporation continue to be a priority for Livingston County. The County has emphasized local community engagement within their business attraction and revitalization efforts. Sign and Façade Design Guidelines were established in the Villages of Dansville, Geneseo, Lima, Mt. Morris and Nunda to enable business and property owners to apply for grant funding under the County's new Sign and Façade Improvement Program. The funding encourages new signage and façade renovations in the central business districts.

The County has continuously operated business ownership classroom instruction since 1999. In 2012, the County made a significant investment to enhance this training and gear it more toward emerging business by securing a license from the Kauffmann Foundation to offer its renowned Fast Trac® New Venture program.

Using Federal ARRA funds, the County contracted with SUNY Geneseo to perform an Outflow Study to identify the goods and services that are currently being purchased outside of the County. The study modeled the economic impact on Livingston County if 10% of the purchases currently made outside of the County were instead purchased locally and found that more than 100 new jobs could be created. Using the study's findings, the County developed and implemented a comprehensive Buy Local campaign utilizing traditional advertising media, social media, a dedicated web site (www.itsinlivingston.com) and focus groups made up of merchants and customers. This program started in 2011 and will continue.

Financing is currently 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 completed a study to determine the feasibility of an incubator facility. The establishment of this facility continues to be a top priority for Livingston County.

Continuing education and training within the county is offered through Genesee Valley BOCES, which provides a wide range of adult educational services from its Mt. Morris campus. Genesee Community College also operates campus center locations in Dansville and Lima.

The Livingston Area Transportation System (LATS), the County's public transit system, is a subsidiary of the Rochester Genesee Regional Transportation Authority (RGRTA). LATS provides fixed route public transportation throughout the County. Medical shuttles provide access to Livingston County and Rochester-area medical centers. Paratransit service is available

for individuals with a disability who cannot travel to or from a LATS bus stop, or board, ride or disembark from the regular LATS bus for any reason. Livingston County was awarded a Unified Planning Work Program (UPWP) grant from the Genesee Transportation Council for a County Transportation Connectivity Plan. This project will examine the existing transportation network and provide recommendations for improving connections between people, jobs, goods and the marketplace.

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. The 2009 opening of Livingston County's Center for Nursing and Rehabilitation, a 266-bed skilled nursing facility in Mt. Morris has been successful with the center offering a transitional care unit, adult day health care, hospice, memory care and bariatric care units. An outpatient Kidney Dialysis Center opened in 2008 in Geneseo to serve county residents in need of dialysis services. Community-based solutions to providing needed services for seniors will continue to be a priority.

Telecommunication capabilities and the ability to access data from any location are major components of the modern health care industry and knowledge based businesses. With this in mind the county completed a comprehensive broadband study providing an inventory of existing telecommunications infrastructure and analyzing the current needs for government, schools, and businesses within Livingston County.

Livingston County's priority projects are listed in Table 26.

Table 26- Livingston County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
L-1	Rebuild and Repair of Rail line to Dansville Properties	Livingston County IDA/G&W RR	\$2.5 million State, Local, EDA	100
L-2	Completion of Infrastructure at Crossroads Commerce Park, Avon	Livingston County IDA	\$1 million EDA, DOT, County	100
L-3	Multi-Tenant building at Dansville Industrial Park	Livingston County IDA	\$2 million EDA, New York State, County, Private	50
L-4	Entrepreneurship Venture Capital	Livingston County IDA	\$500,000 State, Local, Regional, Federal	Indirect
L-5	Entrepreneurship Training	Livingston County IDA	\$20,000 State, Local, Regional, Federal	Indirect
L-6	Downtown Revitalization	Livingston County Development Corporation	\$100,000 State, Local, Regional, Federal	Indirect
L-7	Buy Local	Livingston County Development Corporation	\$100,000 State, Local, Regional, Federal	Indirect

5.4 Monroe County

Monroe County's economic development team uses job creation, retention and expansion programs for existing businesses, as well as programs which provide attraction incentives and support services for start-up businesses and firms seeking relocation. A particular focus has been placed on the growth and attraction of the following sectors: high technology manufacturing, including optics and imaging; biotechnology; alternative energy and fuel cells; business information services; food and beverage manufacturing; and telecommunications.

Small business growth and expansion is recognized as the major source of new job creation and several economic development programs are made available to assist these firms. Monroe County's Economic Development Department and Industrial Development Agency has incentive programs to reward small and medium sized businesses for investing in equipment and creating jobs within the County. Incentives range from interest rate reductions to rebates on equipment purchases and property tax abatement.

Monroe County completed several key economic development projects in the past year including successful renovation of the Culver Road Armory returning the building back to the tax rolls; assisting Harris Corporation in acquisition of a manufacturing plant securing \$26 million in investment and retaining 1,100 jobs. Monroe County continues its partnership and marketing agreement with Greater Rochester Enterprise (GRE), a public/private partnership established to professionally market the Rochester Metropolitan Area and surrounding Region to business groups. Monroe County also continues to work closely with the City of Rochester, Greater Rochester Enterprise, Empire State Development and other economic development partners on business attraction and retention efforts within the County.

Monroe County's institutes of higher education have continued to commit resources to expand research, technology transfer, workforce development, and to connect students from all over the world to opportunities in the Region. The Rochester Institute of Technology continues investment in sustainable systems and green research through the Center for Integrated Manufacturing and Golisano Institute for Sustainability. The University of Rochester has increased investment into the University's medical research arm bringing in additional faculty and researchers. Monroe Community College and the Agriculture and Life Sciences Institute continue to play a leading role in agricultural economic development. These investments and numerous others that are currently in the planning or development stages are key components for the Region's future economic successes.

Monroe County continues investment in the sewer, water and transportation infrastructure within the County. Infrastructure investments are developed based on established priorities/needs and are implemented through the County's Capital Improvement Program in coordination with the City of Rochester and local towns and villages. The proposed capital improvement program for 2012 will invest in highways, bridges and traffic engineering, improvements at the Greater Rochester International Airport and water infrastructure projects, amongst others. These investments will help address the aging infrastructure within the County and provide a foundation for future development to occur. The County also continues to focus on planning and development projects and policies related to energy and sustainability.

The implementation of the Monroe County Agricultural and Farmland Protection Plan continues and is viewed as a means to insure the continued vitality of agriculture in a predominantly metropolitan county. As part of the plan, a marketing program was introduced to encourage the purchase of products grown on Monroe County farms entitled “GROW MONROE”. The program links consumers with Monroe County growers and provides both a label and branding program to both farm stands and farm markets. Also in synergy with the plan, the Agriculture and Life Sciences Institute was created in 2007 at Monroe Community College (MCC) to better assist farmers, public officials, employers and residents on agricultural land use and commerce issues, and to provide education and training in agriculture.

Students attending MCC who are interested in pursuing a career in an agricultural field can now register for two for-credit courses in agriculture; Introduction to Agriculture, and Introduction to Greenhouse Management. Students also have the opportunity to transfer to several area colleges and universities for an agricultural degree. The Agriculture and Life Sciences Institute anticipates submission to and approval by the State University of New York for a twenty-four (24) credit food and agricultural certificate. The Institute is also engaged in the creation of a training and workforce stackable credential program for food and agricultural employees within the Finger Lakes region. The economic impact of agriculture within Monroe County is significant with a total production value in 2009 of over \$73 million for all crops. The Farmland Protection plan continues to focus on maintaining and strengthening agriculture as an industry and tracking the conversion of farmland to other uses and related development pressures.

Renewable Energy for Economic Development

Monroe County is continuing to pursue the Mill Seat Landfill Bioreactor project, a project that holds great promise for both creating renewable energy resources and spurring economic development and job creation in the County. The details of this project are outlined below.

Mill Seat Landfill Bioreactor

In 2004, County Executive Maggie Brooks formed a County of Monroe Energy Task Force with the goal to explore new opportunities to enhance the County’s use of renewable forms of energy to benefit both the County and the environment as well as reduce the County’s dependence on non-renewable fuel sources such as coal, oil, natural gas and nuclear power. Coming out of this Task Force is the Mill Seat Landfill Gas-to-Energy Project, which will take advantage of the available methane gas being produced at the Mill Seat Landfill.

In 2004, it was determined that there was enough methane gas being generated to produce 4,800 kilo-watts (kW) of power. In 2006, the County of Monroe began construction on an eight engine landfill gas fueled power plant. Initially, six 800-kW gensets were installed and the plant was commissioned in August of 2007. Subsequent gas modeling studies were conducted in 2008, and in 2009 two additional 800-kW gensets were installed bringing the total output of the original plant to 6,400 kW. The Monroe County Legislature adopted in May of 2011 a resolution authorizing the design of an additional four genset 3,200-kW facility at the Mill Seat Landfill. The anticipated completion and start of operations for the new facility is July 2013.

To further build upon these efforts the County is working with General Motors and the Rochester Institute of Technology to explore the installation of landfill-gas-powered fuel cells to produce not only electricity but, hydrogen at the Mill Seat site. The goal of the program would be to produce hydrogen for distribution to current and future hydrogen fueling stations to correspond with the commercial rollout of hydrogen vehicles in 2015-16. Also, with the creation of the new facility Monroe County plans to use the additional revenue to fund the creation of a thermal recovery plant to provide heating and cooling to stimulate economic development.

Currently there is 140 acres of County-owned, developable property adjacent to the landfill on Brew Road that would be suitable for economic development. Monroe County will use the free thermal energy from the power plant to entice companies to locate to the proposed business park. The available parcels for the proposed business park have water and sewer utilities, direct access to Interstate 490 and the New York State Thruway, and potential access to a county-owned fiber optic network. The County is also exploring other means to attract and retain prospective business through various green energy incentives associated with the power plant.

Monroe County/City of Rochester/GM/RIT – Multiphase Plan for Developing a Hydrogen Economy in Western New York

The objective of the project is to develop a multi-phase, multi-year plan in order to develop a sustainable economic environment for the introduction of hydrogen-fueled vehicles in Western New York. The partners would leverage existing and future biogas production to generate hydrogen via proven molten carbonate fuel cell technology. The effort would leverage enhancements to existing hydrogen fueling stations, along with the creation of additional stations, to provide multiple distribution outlets for the created hydrogen. In addition, the partners will add next-generation (first generation production) hydrogen vehicles to their respective fleets to demonstrate the viability of, and build critical mass for, hydrogen fuel cell technology. The end goal being a complete self-sustaining hydrogen economy in Western New York that includes green, renewable hydrogen production, sufficient privately-owned capacity for fueling vehicles, and production of fuel cell systems, components, and vehicles.

The first phase of the project is to enhance existing hydrogen infrastructure and increase the visibility of hydrogen as an automotive technology. Additionally, Monroe County and the City of Rochester, with the support of the Department of Energy, are currently building two new fueling stations that will include a variety of alternative fuels, including CNG, Propane, E85 and B20. The partners will spend over \$5.3 million to build these additional fueling stations. However, the new stations are not currently planned to include hydrogen due to lack of funding.

Under Phase 1 of this proposal, the partners are requesting \$5.5 million to retrofit the three existing stations and equip the two new stations with state-of-art hydrogen fast fueling technology. These upgraded fueling stations will allow a vehicle to be fully fueled in less than 10 minutes. The partners would also commit to making the hydrogen fueling stations available to the public so that early adopters would have access to five refueling opportunities in the Greater Rochester area.

Phase 2 of the proposal is to develop sustainable green hydrogen production projects throughout the Greater Rochester MSA to provide product to the fueling stations developed in Phase 1. As a

green alternative to this current scenario, the partners propose to utilize landfill gas from Monroe County's Mill Seat Landfill to power fuel cells to produce grid-quality electricity and vehicle-grade hydrogen. The outcome would be a green, sustainable and local source of hydrogen to provide product to the five fueling stations throughout the Greater Rochester MSA from Phase 1 and fuel up to 300 fuel cell vehicles on our roadways throughout the region.

Phase 3 of the project is to develop an implementation-ready plan to expand green sustainable hydrogen production and privately-owned fueling stations throughout the Greater Rochester MSA. This phase would explore expanding the technology implemented at Monroe County's Mill Seat Landfill in Phase 2 to utilize the remaining landfill gas available. Monroe County would take the lead in developing the study along with the Rochester Institute of Technology and would engage local engineering firms to assist in developing the cost and scope for installations at selected locations. Phase 4 of the project is to implement the hydrogen production and fueling station plan developed during phase 3, resulting in the creation of additional hydrogen production facilities and fueling stations to ensure a self-sustaining hydrogen economy in Western New York.

The Entrepreneurs Network

The Entrepreneurs Network (TEN) is an economic development initiative launched by Monroe County Executive Maggie Brooks and sponsored by the County of Monroe Industrial Development Agency (COMIDA). Small business, especially new ventures, is where most job growth is occurring. TEN is part of a comprehensive strategy to drive long-term, sustainable growth built on retaining existing employer base and improving the success ratio of entrepreneurial start-ups.

TEN provides upstate entrepreneurs significant hands-on exposure to, and interaction with, national and regional business experts and funding sources. TEN has an exclusive, members-only class consisting of boot camps on securing equity investments and traditional financing, effective sales and marketing strategies, leadership and business strategy for today's competitive environment. TEN offers training, educating and networking to connect entrepreneurs, established firms, academic institutions and investment resources to help advance the regional economy.

Since 2010, TEN operates as a program under management by High Tech Rochester. This allows for improved coordination of scheduling and programmatic interaction among entrepreneurial service providers. Several alternative revenue streams – grants, sponsorships, and membership fees are currently being established to help sustain TEN.

TEN has a 4-month cycle for its "classes" which consist of boot camps on key business topics. During each "class," 15-20 entrepreneurs receive coaching from TEN instructors and other resource people in our network. They gain the knowledge needed to refine their business plan, build a financial model to maximize profits, develop an effective go-to-market strategy, and obtain the financing needed to execute their business plan.

Candidates for the TEN program should be founders, senior executives, CEO's or hold a controlling position in an early stage technology, life science, and/or scalable high-revenue

potential firms (in business less than ten years with revenues less than \$10 million), with business operations primarily in Upstate New York. Serial entrepreneurs, family-owned businesses, and businesses undergoing a leadership transition are eligible to apply to TEN. The geographic foot print served by TEN includes Rochester, Buffalo, Syracuse and Ithaca.

Now in its sixth year of operation, The Entrepreneurs Network continues to work with executives from new ventures and established companies in Upstate New York to provide them with the needed business expertise to succeed and grow their businesses.

Rochester District Heating Cooperative

In 1985, Rochester District Heating Cooperative (RDHC) was formed. RDHC is a not-for-profit member owned cooperative with a focus on providing cost effective super-heated steam to approximately 50 member facilities throughout the inner city portion of the City of Rochester. Monroe County utilizes approximately 30% of the steam produced while the City of Rochester utilizes an additional 11% more steam. In addition to providing reliable and competitively priced steam to its members, RDHC eliminates the need for capital costs associated with construction and installation of a boiler plant and other costs associated with the annual operation and maintenance of the plant. Since Monroe County and the City of Rochester use over 40% of the steam produced by RDHC and account for 4 out of the 9 Board Member Seats in the Cooperative, both the County and the City continuously work with RDHC to improve plant and system efficiency and reduce the cost of the product. The ultimate goal is to provide cheap energy to current customers and to encourage new businesses to bring business and jobs back to the City.

To that point, RDHC has invested in an energy efficiency study by a local engineering firm to evaluate the current plant operations and recommend Facility Improvement Measures (FIM's) that will increase plant efficiency and ultimately reduce energy costs. The engineering evaluation identified several FIM's with an estimated installation cost of \$2.0 million. The estimated Return on Investment (ROI) for these improvements is less than 9-years with a majority of the improvements providing an ROI of less than 7-years. These improvements are expected to result in a 9% improvement in plant efficiency and approximately a 10% reduction in steam cost. In addition to the aforementioned improvements, RDHC is in need of other similar energy evaluations and improvements. These include: energy efficiency study of the steam distribution system; installation of a condensate return system; and steam distribution system improvements. It is estimated that an evaluation of the steam distribution system will cost \$100,000 with an estimated \$1.0 million needed for improvements.

During the summer months, RDHC is forced to operate the steam plant to supply steam to only a few customers. The costs associated with the steam production are shared with all the members of the cooperative. The Board of Directors has instructed RDHC to look at ways to "grow the business" during the summer months. RDHC has done preliminary studies to look into the benefits of producing chilled water during the summer months. Initial studies show that there are substantial benefits that could be obtained from this approach. Some of the benefits are: increasing boiler output results in better boiler efficiency; opportunity to enroll several non-members with physical plants with equipment that is approaching the end of their useful life and

are considering membership with RDHC if they can receive steam and chilled water; allow distribution of “fixed costs” over a larger customer base reducing demand costs for all members.

The estimated costs for the chilled water system is \$300,000 for design and \$9.0 million for construction.

RDHC is currently in negotiations with a local development company that is currently in the design stage of a downtown multi-use facility at the former Midtown Plaza site. This project will help bring new people and businesses downtown to a currently unoccupied space in center-city and will initially result in the creation of over 100 construction jobs. Additional information on the larger Midtown Plaza project can be found in Section 5.5.

Lastly, the enrollment of new members would ultimately reduce emissions and increase the “green footprint” of the City of Rochester by producing heat and cooling from within one location eliminating the need for multiple physical plant locations at member facilities.

Eastman Business Park

Maintenance and expansion of the Eastman Business Park was identified as a top priority by the Finger Lakes Economic Development Council and also remains an economic development priority for both Monroe County and the City of Rochester. Two particular areas of focus at the park: sanitary sewers and natural gas supply are discussed below.

Eastman Business Park has a sanitary sewer system that connects most of the 120 buildings at the park to the Monroe County municipal system. The sewer system within the 1250 acre park is the property of Kodak, which then conveys waste through the park to county connection points at the perimeter. In order to connect the buildings to the system, the sewers need to be dedicated to Monroe County, as Kodak is not permitted to operate as a sewer district. For Monroe County to take ownership, they are requiring the sewers be upgraded and repaired to their standard.

There are five parcels in Eastman Business Park, and from west to east are labeled S, M, X, W and E. Section S was upgraded and dedicated to the County in 2009; Section M is currently being upgraded at a cost of approximately \$1.3M, with completion and dedication planned by year end. The remaining three sections, X, W, E, have been surveyed with repairs estimated at \$3M to upgrade to County standards for acceptance. Kodak is unable to sell buildings connected to the sanitary sewers in these three sections until these are upgraded.

Kodak utilities operation and several other operations (Kodak and Non-Kodak) use natural gas supplied to Eastman Business Park. Natural gas usage at Eastman Business Park is expected to dramatically increase starting in 2014-2015 due to the conversion of coal fired boilers to natural gas boilers as part of an industrial power plant upgrade to comply with the clean air act. While the exact compliance strategy is still being designed, even the base case design requires natural gas supply above the current RG&E line capacity. In the mid to highest usage cases, a new, high pressure gas line will likely need to be constructed from the NYS Thruway header system to Eastman Business Park. Supply options are being investigated by RG&E/NYSEG to determine what needs to be completed and how much it will cost. Preliminary estimates are \$1M - \$2M per mile, with a distance of 10-15 miles.

Monroe County's priority projects are listed in Table 27.

Table 27- Monroe County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Funding and Sources	# of jobs projected to be created
M-1	Mill Seat Landfill Bioreactor	Monroe County DES	\$12,000,000 Federal, State, County	75
M-2	Hydrogen Economy	Monroe County, City of Rochester	\$10,000,000 + State, County	TBD
M-3	The Entrepreneurs Network	Monroe County Department of Planning and Development	\$300,000 Federal, County	150
M-4	Rochester District Heating Cooperative System Improvements	Monroe County, City of Rochester	\$12,400,000 Federal, County, Local	TBD
M-5	Eastman Business Park Upgrades	Monroe County, City of Rochester	\$13,000,000+ Federal, County, Local	TBD

5.5 City of Rochester

Due to the New York State 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 of Rochester place a strain on the City'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 Genesee-Finger Lakes 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.

Overviews of each of the City of Rochester's priority projects are below.

Midtown Rising

In partnership with the State of New York, the City of Rochester is moving forward with the revitalization of the former Midtown Plaza properties in the heart of the City's central business district. Midtown Plaza consisted of approximately 1.5 million square feet of vacant, office and retail buildings covering 8.6 acres. The Midtown Rising project involves the demolition of most of the Midtown buildings, inclusion of new streets and open space and creation of 6 development

parcels. In 2009, the City completed the State Environmental Quality Review Act process for the redevelopment plan. The amended Midtown Urban Renewal Plan was adopted by the Rochester City Council in November 2009.

The \$34.1 million asbestos remediation contract was awarded to Cambria Contracting Inc., in May 2009 and the \$1.69 million air monitoring contract was awarded to Paradigm Environmental Services Inc. Asbestos removal commenced in late August 2009 and was completed in September 2010. The demolition contract was awarded to Ontario Specialty Contracting, Inc. in 2010. Demolition commenced in late August 2010 and is complete. The remediation and demolition phase was funded by the State of New York at a cost of \$44 million. Construction work will be under way this year in the underground service tunnel and 1,800-vehicle underground garage. Above ground, a new street grid; sidewalks; and lighting are planned along with the preparation of the remaining development parcels and the public space with an additional \$11 million grant from New York State.

The City of Rochester has currently identified \$4,712,350 in federal assistance for the Midtown project. In February 2009 U.S. Congresswoman Louise M. Slaughter (D-NY-28), Chairwoman of the House Committee on Rules, announced \$950,000 in funding for transportation improvements relating to the Midtown Project from the 2009 Omnibus Appropriations Act. In September 2009, U.S. Senator Kirsten Gillibrand announced that the Senate passed the Transportation, Housing and Urban Development Appropriations Bill, which included \$340,900 to assist with revitalization of the former Midtown Plaza site. An additional \$1,363,600 was included in the Federal fiscal year 2010 budget through appropriations from the transit bill. The City was awarded a \$2,057,850 grant from the U.S. Economic Development Administration for infrastructure improvements to the Midtown site. The City continues to seek assistance through various federal programs to assist with infrastructure costs to construct streets, utilities and open space.

PAETEC was originally planning on constructing a 224,000 square foot corporate headquarters office building at the northwest corner of the former Midtown Plaza site. In the meantime, the Windstream Corporation and PAETEC, both public-held corporations, entered into an agreement whereby Windstream agreed to purchase PAETEC with no stipulations for advancing the PAETEC corporate headquarters on the Midtown site. Windstream subsequently agreed to locate up to 335 of its employees on a portion of the same site. The reconfigured project involves the adaptive re-use of the former Seneca Building at 245 East Main Street at a total cost of \$19 million. The Pike Development Company will develop and own the approximately 109,000 square foot, three story structure; two floors will be occupied by the Windstream Corporation, and the third floor will be available for other tenants. Construction started in spring 2012 and will be completed by August 2013. The City of Rochester is providing a \$5,000,000 loan and a \$900,000 grant from federal Community Development Block Grant (CDBG) funds; the City is also providing a \$1,700,000 grant with Empire State Development Corporation (ESDC) funds. Rochester Gas & Electric (RG&E) helped close the financial gap with an \$800,000 grant for electric service infrastructure. The balance of funding will be developer equity and conventional financing.

In 2009, the City issued a request for proposals for purchase and redevelopment of the 17-story Midtown Tower. Under that process, the City selected a partnership formed by Christa Development and Morgan Management. The \$70 million redevelopment plans for the tower include 150 apartments, 61 condominiums, and approximately 100,000 square feet of commercial space. The developer is seeking state and federal assistance for project financing.

Port of Rochester Redevelopment

The City of Rochester is advancing several plans for revitalization of its Port. The Port location provides a unique private investment opportunity based on its proximity to the major waterways of Lake Ontario and the Genesee River. The City's Local Waterfront Revitalization Plan (LWRP) for the Port area is being amended to incorporate the elements of its most recent master planning process and the recently completed marina feasibility study. This LWRP amendment will include economic development goals and guidelines for the Port/Charlotte community.

Based on the LWRP, 2006 Port Master Plan, and the City's 2008 Marina development feasibility study the City is beginning the phased redevelopment of the 30 acre Port site through the combination of a new 157 slip public marina basin development, public infrastructure improvements, commercial and residential development, and public waterfront access. Costs to construct the planned 6.8 acre public marina are estimated at \$8.5 million. Additional infrastructure costs including the relocation of utilities, a new street and right of way construction including a new central connecting section of River Street, and a new public promenade are projected to total approximately \$15 million. When the costs of new buildings and relocation of some existing public facilities are included, the total public funding required for improvements to the 30 acre site is estimated at \$32 million. The City has completed preliminary design and SEQR review including an Environmental Impact Statement. Final design and regulatory permitting are underway for the project. Approximately \$7.0 million in NYS multi-modal transportation, NYS Environmental Protection Fund (Department of State), federal boater infrastructure grant program and federal Intelligent Transportation System funding has been secured for the Port redevelopment.

The City has initiated design, regulatory permitting and issued the Draft Environmental Impact Statement for public comment in October 2011 for the project. Approximately \$6.2 million in NYS multi-modal transportation, NYS Environmental Protection Fund (Department of State), and federal Intelligent Transportation System, and USFWS BIG II funding has been secured for the Port redevelopment.

Projected private investment over a three to ten year period, beginning as early as 2013, is estimated at \$89 million to \$133 million. Private development of 280-430 new residential units and 44,000 square feet of new street level commercial and retail space is planned. Approximately 625 construction jobs are expected from the public construction projects and another 1,875 jobs from the private sector residential and commercial development. Upon completion the project is expected to create over 300 direct and indirect permanent jobs.

Photech Site

Located at 1000 Driving Park Avenue, the former Photech site is a 12.5 acre parcel of land that is currently owned by the City. This site was a former photographic film and photographic paper

manufacturing facility. Manufacturing at the former Photech site ceased operation in the early 1990's, and the City acquired the site through tax foreclosure in 1997. The documented liabilities and potentially significant environmental remediation costs have discouraged redevelopment of the property. Total estimated demolition and cleanup costs are \$4.5 to \$5 million. The City's \$3.4 million environmental cleanup grant was approved in 2007 by the New York State Department of Environmental Conservation. In addition, during 2007, the City was approved for a \$200,000 USEPA brownfield cleanup grant for the Photech site.

The City selected a consultant for the cleanup. The cleanup began in the winter of 2010; the City has teamed with LaBella Associates and LeChase Construction Services to complete asbestos abatement and building decontamination, followed by building demolition of the 15 former industrial buildings at the Photech site. The remediation of the site is now substantially complete, and the contractor is in the process of demobilizing now. The City is planning to rough grade in April before the contractor leaves, and then later under a separate contract plan to install some interim drainage controls to ensure the site drains. The City will hydro-seed the whole site this spring unofficially turning the Photech site from a brownfield into a greenfield.

It is anticipated that the former Photech site will be redeveloped as an industrial park, which will subsequently stimulate private sector investment and economic development. Redevelopment as an industrial park will require City expenditures for design, grading, utilities and public road improvements, and related infrastructure. The City has applied for \$700,000 from the Economic Development Agency (EDA) Public Works grant program to support public infrastructure development on the site and the project has been selected by EDA for further consideration for funding.

Estimated costs for the potential new investment in the redevelopment of the Photech site are approximately \$20 million. Basic site design was determined following a survey of developers that focused on industrial real estate market demand. Assuming the new buildings will occupy between nine and ten acres it is anticipated that the Photech Site will result in the creation of 200 to 250 new jobs. Within 2012 miscellaneous post-cleanup environmental work will be completed and a remedial construction report will be submitted to NYSDEC.

Vacuum Oil Site

The Vacuum Oil site was a petroleum refinery and bulk storage facility approximately 24 acres in size and was located on the western bank of the Genesee River. The Vacuum Oil facility operated from the 1860's through the 1930's, and contained up to 135 storage tanks and process vessels and processed up to 4 million gallons of crude oil in the late 1800s. While a public trailway is located adjacent to the Genesee River, a significant portion of the former Vacuum Oil site contains vacant and underutilized land that is suspected of being contaminated with petroleum and other hazardous substances. In March 2008 the City's Brownfield Opportunity Area (BOA) planning grant for the former refinery site was approved by New York State Department of State (NYSDOS), and in March 2009 the City and NYSDOS finalized the BOA project work plan. The planning project began in April 2011 and the BOA nomination study and master plan is expected to be completed in the fall of 2012. This \$212,000 grant funds 90% of the costs of studies and the development of redevelopment plans for the former refinery site and the surrounding area. Exxon Mobil, the successor company to the original refinery company, has

signed a stipulation agreement with the New York Department of Environmental Conservation and has completed a site investigation of a portion of the former landfill. Significant planning, design, cleanup and infrastructure investment will likely be needed to redevelop this large riverfront site. The City is currently constructing a conversion of the existing rail bridge into a pedestrian connection from the University of Rochester to the public trail located on part of the former Vacuum Oil Refinery site. The City expects investments in strategic properties, improvements to the recreational access to the Genesee River waterfront and associated public trails, and complete design and construction of new roadways and utilities will be needed in order to maximize the economic and community redevelopment potential of the site.

Eastman Business Park

Maintenance and expansion of the Eastman Business Park was identified as a top priority by the Finger Lakes Economic Development Council and also remains an economic development priority for both Monroe County and the City of Rochester. Details of the project are discussed in section 5.4, in the Monroe County narrative.

Emerson Street Landfill Area – McCrackenville/Emerson Street

This is an area on the former Emerson Street Landfill located on the north side of Emerson Street. The City has entered into an Order of Consent with the New York State Department of Environmental Conservation (NYSDEC) which requires the City to perform soil vapor intrusion estimates at properties on the former Emerson Street Landfill. The cost for assessing, investigating and mitigating FESL-related volatile organic compounds (VOCs) or landfill gases will be paid for by the City of Rochester for all landowners that participate in the program. The Consent Order also allows the City to complete other related investigation or cleanup measures. Approximately 22 acres of the former landfill remain undeveloped. Portions of the undeveloped area may be appropriate for development, however utility and street roadway infrastructure is needed to support any new facilities. Site environmental and geotechnical considerations may limit commercial or industrial development to the northern and southern portions of the site which comprise 6 to 10 acres. Investigation and remedial activities will take approximately 2 to 3 years to complete and will begin late in 2012. The redevelopment site plan and subdivision process could begin in approximately 12 to 18 months.

The City of Rochester's priority projects are listed in Table 28.

Table 28- City of Rochester Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
R-1	Midtown Plaza	City of Rochester	\$122 Million NYS, HUD and other	400-1200
R-2	PORT of Rochester	City of Rochester	\$146 Million Local, Private, State, EDA	300
R-3	Photech Site	City of Rochester	\$10-\$20 million EDA, USEPA, NYSDEC	180-200
R-4	Vacuum Oil Site	City of Rochester	\$10-\$20 million EDA, USEPA, NYSDEC	TBD
R-5	Emerson Street landfill area	City of Rochester	TBD Local, State, EDA	TBD
R-6	Eastman Business Park	Monroe County/City of Rochester	\$13 million + State, Federal, Local	TBD

5.6 Ontario County

In 2010, the Ontario County Office of Economic Development/Industrial Development Agency (OED/IDA) completed a draft update to the Ontario County, NY Technology-Led Economic Development Strategy. The update focused on the evaluation of the state of the County and the development of a strategic approach.

The updated plan identified three layers of technology initiatives: innovation and technology; internal harvesting and talent; and investment and teamwork. These layers, termed the IT3 Framework, helped to guide strategy recommendations.

Innovation and technology recommendations include stabilize and grow the technology parks (the Cornell Agriculture and Food Technology Park and the College of Nanoscale Science and Engineering's Smart System Technology and Commercialization Center (STC)); continue to develop the open access fiber optic ring; and continue to improve the reliability of electricity through "smart grid" implementation.

Internal harvesting and talent recommendations include improving business to business opportunities; cultivating small entrepreneurs and home-based businesses; and continue innovation-based training for incumbent workers. Ontario County Economic Development works

closely with Finger Lakes Community College to develop and innovate employer-driven programs such as the Advanced Manufacturing degree, Clean-Room Technology certification, and Viticulture degree.

Investment and teamwork recommendations include the development and promotion of key sites; and tying into federal, state, and regional foreign direct investment programming and regional attraction efforts. Ontario County Economic Development works closely with STC to develop a shovel-ready campus for companies to expand, such as India-based Moser Baer Technologies.

With these recommendations in mind Ontario County continues its efforts to cultivate networks of angel financiers, venture capital funds and site location consultants making Ontario County present and prominent on their lists. The County also continues to value the recruitment of talent just as much as jobs and understands that improving the quality of life can help attract and retain a talented workforce.

Agriculture remains a critical industry for Ontario County and the County has identified several strategies to support agriculture including: maintaining the active farm land base by keeping farming a viable and preferred economic activity; enhancing relations between local government and farm managers; introducing new crop, product, and farm-based income-generating opportunities to sustain Ontario County's agriculture diversity; fostering public outreach about agriculture and access to local food; cultivating progressive and sustainable business & environmental practices; and encouraging new farm entities while promoting agriculture workforce development. Ontario County continues to work closely with the Cornell Agriculture and Food Technology Park on these and other agriculture efforts.

Infrastructure upgrades remain a key priority throughout Ontario County. Canandaigua Airport is looking to expand their runway from 3,300 feet to 5,500 feet to accommodate larger airplanes. A design is in place and the RFP process has begun. Sewer installation efforts are also underway at two business parks in East Bloomfield. Water lines are currently in place at the two business parks, but sewer is needed to help attract businesses.

Cornell Agriculture and Food Technology Park

A key Ontario County Economic Development project is the Cornell Agriculture and Food Technology Park in the City of Geneva. The 72 acre tech park is located adjacent to the Cornell/NYS Agricultural Experiment Station providing incubator services for startups and sites for large and small companies. The tech park houses biotechnology research and service firms, as well as small food processing manufacturers. The first 20,000 square foot "flex-tech" incubator building, termed the Tech Farm, offers offices, wet labs and pilot production facilities. The Tech Farm is now home to eight companies in a variety of enterprises. With the center currently at 100% capacity and future growth limited by a lack of available square footage and service space (loading docks, warehousing & refrigerated storage), a second building, the Finger Lakes Food Innovation Center has been proposed to provide space for larger pilot operations, distribution functions and to allow the Tech Farm to be utilized, as intended, for the development of research grade laboratories.

The construction of the Food Innovation building would allow for continued build out at the Technology Park, creating opportunities for both research laboratory applications and commercialization pilot plants. It would also fulfill a need for the type of service operations not available within the first center, creating further incentives for future Park development. Ultimately, the Finger Lakes Food Innovation Center could be responsible for the creation of hundreds of new jobs along with a sizable investment within the Region.

The Cornell Agriculture and Food Technology Park has the potential to diversify the County's manufacturing base into the food products sector and increase employment in high value added producer services. Finger Lakes Community College (located in Ontario County) has recently added an associate's degree program in Viticulture that will help train and educate local employees for careers in wine-related occupations generated by the tech park. Development of a new building at the Cornell Agriculture and Food Technology Park, which will be home to the Viticulture program, is anticipated to begin soon.

The following development initiatives have been targeted by the Cornell Agriculture and Food Technology Park:

Create additional leasable square footage-

The development of the Finger Lakes Food Innovation Center building will provide additional space that can be utilized to house pilot production facilities, which are currently operating in the Tech Farm. Transferring these facilities to the Food Innovation Center will allow the Tech Farm to serve as commercial lab space for existing corporations. Adding this leasable space would therefore open up room for both pilot production as well as lab space.

Extend water and sewer-

Extending water and sewer infrastructure beyond the Tech Farm to the entire complex will enable the Park to respond much more rapidly to any requests for land leases or "build-to-suit" space.

Smart System Technology & Commercialization Center of Excellence (STC)

The Smart System Technology & Commercialization Center of Excellence (STC) is managed and supported by the College of Nanoscale Science and Engineering (CNSE) of the University at Albany State University of New York (SUNY). The purpose of the center is to attract, retain and develop talent, promote regional collaboration between industries, universities and government, boost the regional economy, and create a world-class photonics and micro electromechanical systems (MEMS) prototype, pilot and low-volume MEMS manufacturing facility.

CNSE's STC offers the largest array of world-class MEMS-related solutions in the industry, all under one roof. STC maintains a 120,000-square-foot, state-of-the-art facility that includes over 30,000 square feet of certified clean room space with 150mm and 200mm wafer production, complemented by a dedicated 8,000-square-foot MEMS and optoelectronic packaging facility.

CNSE is the first college in the world dedicated to research, development, education, and deployment in the emerging disciplines of nanoscience, nanoengineering, nanobioscience, and

nanoeconomics. CNSE's Albany NanoTech Complex is a fully-integrated research, development, prototyping, and educational facility that provides strategic support through outreach, technology acceleration, business incubation, pilot prototyping, and test-based integration support for onsite corporate partners including IBM, TEL, Applied Materials, ASML and International SEMATECH, as well as other "next generation" nanotechnology research activities.

An ongoing initiative of STC is assisting tenant and partner firms, as well as high-tech start-up companies in bringing innovations to market by helping them navigate a number of issues related to technology commercialization. STC provides a mix of services, including:

- Business growth support mechanisms;
- Access to physical and technological assets relevant to early state companies;
- Technical support for product design, fabrication, packaging and testing services;
- Access to STC developed manufacturing processes;
- Collaboration with the regional FLWIB to develop workforce training programs; and
- Resource pairing (e.g. venture capital, industry partners, etc.)

These resources are available to firms involved with the STC Center, either as physical tenants or as customers utilizing STC's technical infrastructure. STC is utilizing existing, underutilized space for tenant companies that can benefit from being co-located at STC. The facility accommodates office and meeting space for high-technology companies and related parties, a state of the art communications system linked to the Ontario County Fiber Optic ring, and advanced clean room laboratory space to accommodate tenant equipment.

Additionally, STC is developing its 57-acre site as a "shovel ready" campus for advanced manufacturers. This will allow STC the ability to market its sites to firms that work in complementary industries to physically locate on the STC campus, further leveraging access to STC's substantial technical infrastructure. A current example is STC's work with Moser Baer Technologies (MBT) to develop the world's first organic light emitting diode (OLED) lighting pilot production line. Once the pilot line has been operating, and manufacturing processes refined, STC will work with MBT to seek to have them locate full manufacturing operations in a new facility on the STC campus.

Ontario County Fiber Optic Ring

Telecommunications is such an integral part of Ontario County's strategic approach it has been likened to the economic impact of other paradigm-shifting infrastructure such as the New York State Thruway and the Erie Canal. The Finger Lakes Regional Fiber Infrastructure Project was developed to identify the means of building a regional open access fiber optic ring to connect education, healthcare, public safety, and government. An outgrowth of this project has been the creation of Axxess Ontario, a not-for profit local development corporation.

The establishment of the fiber optic ring will help attract new workers to the Region who can utilize the available technology to telecommute to jobs anywhere in the world. Establishing a core of these knowledge workers will also position the County well in the attraction of

technology companies looking for an educated workforce. Ontario County continues to view every company as a potential customer, and the completion of the fiber optic ring will open new opportunities for companies and help them lower their business costs.

The fiber optic ring will better equip both Ontario County and the G-FL Region to compete in a knowledge-based economy. It provides a vital link between Monroe County's ring and the Southern Tier's ring. It is also used to strengthen Ontario County's power grid. Those who wish to be competitive in a knowledge-based economy must have the tools necessary to succeed. Maintaining and expanding all types of infrastructure, ranging from traditional roads to venture capital, will position Ontario County to take advantage of the high growth industries of tomorrow.

Ontario County's priority projects are listed in Table 29.

Table 29- Ontario County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
ON-1	Cornell Agriculture and Food Technology Park Finger Lakes Food Innovation Center	Ontario County OED/IDA	\$7,000,000 New York State, EDA	20-40
ON-2	Smart System Technology and Commercialization Center (STC)	Ontario County OED/IDA	\$6,400,000 New York State, Local, Private, EDA (Pending)	200-240
ON-3	Ontario County Alternative Energy Park Infrastructure	Ontario County OED/IDA	\$1,500,000 State, Local, Federal	16-23
ON-4	Fiber Optic Ring	Ontario County OED/IDA	State, Local, Federal	TBD

5.7 Orleans County

Orleans County encompasses 396 square miles with a population of about 42,000 and is located on the southern shore of Lake Ontario between the City of Rochester and the City of Buffalo. Historically dominated by farming and agribusiness, the local economy today has a growing government service sector, and sizable manufacturing and financial components.

Orleans County is home to the first ethanol plant in the northeast, operated by Western New York Energy LLC. The plant has been in operation since November 2007, creating 50 jobs and investing over \$90 million into the community. The ethanol plant also provides an additional market for local corn farmers. Potential upgrades to rail within Orleans County and the surrounding Region will provide increased capacity for additional corn to be shipped to the ethanol plant.

Economic development activities are going on throughout Orleans County including several adaptive reuse projects that retrofitted older buildings and returning them to the tax rolls. Attraction efforts have also focused on filling vacant buildings including the newly located Tractor Supply store in a plaza that was vacant for over ten years. Tourism is also a key aspect of the local economy and the harbor area with Carlton has been targeted for potential development and investment. Efforts are also ongoing within Orleans County to provide “last mile” internet access to businesses that are at the end of the line, particularly much of the agricultural sector.

The Orleans Economic Development Agency/Industrial Development Agency (OEDA/IDA) continues to work with many other government agencies 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, the City of Rochester and the City of Buffalo, OEDA/IDA draws 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 either the Finger Lakes Region or in Western New York.

Orleans County business assistance programs include, but are not limited to, a revolving loan fund, industrial revenue bond financing, training, payments in lieu of property taxes, and sales tax abatement on equipment purchases. Additionally, Orleans County provides Microenterprise assistance to entrepreneurs and small businesses. A rent subsidy program is also offered by the IDA and has helped to attract businesses into Orleans County villages contributing to Main Street revitalization efforts. Many of the Orleans County villages are also discussing opportunities to upgrade or expand infrastructure including water and sewer lines to help position for future economic development opportunities and needs.

Orleans County has identified seven target development areas that can utilize existing infrastructure and available office/industrial space. The Orleans County Economic Development Agency has recently completed a draft industrial development plan to help identify and prioritize the infrastructure needs within the County. Targeted industries include manufacturing and other large employing sectors as well as new technology companies. The major deterrent to development in the County is the lack of modern building inventory, most notably in the 40,000 square foot area, and few existing buildings are in place to handle additional growth. The seven areas targeted for development are outlined below.

Area 1 – Medina West End Industrial Complex

The Medina West End Industrial Complex includes 213 acres, encompassing a commercial district dominated by a 93,000 square foot vacant shopping plaza with parking for over 700 vehicles. Medina, the largest population center in the County, provides an immediate pool of employees for locating companies. Water/sewer infrastructure is available, along with rail access and high-speed internet. Orleans County is targeting data centers, food processing/packing companies, back office companies, or Canadian manufacturing subsidiaries to locate to this area.

Area 2 – Medina Business Park and Surrounding Acreage

The Medina Business Park and surrounding acreage provides 516 acres for business location/development. Part of this space includes an over 120 acre business park owned by the County of Orleans IDA. The County has put in place permitting and zoning to allow for fast-track building on the site. Water/sewer, rail access and high speed internet are all available at the site, with data centers, agricultural businesses, ethanol/biofuels production, or manufacturing targeted for the site.

Area 3 - Village of Lyndonville/Town of Yates

Located in a rural area of Orleans County, Area 3 provides 58 acres of development opportunity. Several vacant parcels in this area are zoned for industrial development and have public water and sewer. As this area is largely surrounded by agricultural areas, it is well suited for food processing or agribusiness uses, reducing the travel necessary for the raw materials. The area is positioned to take advantage of the agricultural areas surrounding the site, while still being serviced by public utilities, including high-speed internet.

Area 4 - Village of Albion, Albion Industrial Center

The Albion Industrial Center is home to one of Orleans County's most successful economic development projects, JP Morgan/Chase. This area encompasses the Albion Industrial Complex, which contains several building complexes including the 155,000 square foot JP Morgan/Chase building, a 70,000 square foot warehouse and a 60,000 square feet manufacturing building, which houses three new start-up businesses.

This area located on Route 31, a major arterial in Albion, is adjacent to a rail line and is located only ½ mile from Route 98 affording easy access to the New York State Thruway. The complex has excellent dock capabilities, high ceilings, easy access and extensive parking, making it ideal for warehousing, manufacturing, or back office operations.

Area 5 - Albion Business Park /St. Gobain

The Albion Business Park contains approximately forty acres of undeveloped land owned by the County of Orleans IDA. The remaining thirty-two acres of the sites is owned and operated by St. Gobain, a textile manufacturer. This area is located on Route 31, a major arterial in Albion and is only 2 miles from Route 98 providing easy access to the New York State Thruway. Water, sewer, and high-speed internet are available. Orleans County is targeting the site for health care operations, back office operations, or for corporate offices. Do to wetland restrictions on the site there is limited opportunity for development within the site.

Area 6 - Holley Business Park

The Holley Business Park contains 226 acres and is located in the Village of Holley near the Monroe County line, providing industries close access to Monroe County with a lower cost of doing business. The park is adjacent to a rail line and is located on Route 31, providing easy access to the New York State Thruway. Low cost municipal power is available at the site (\$0.03 KW commodity rate). Orleans County is targeting back office operations, warehouse/distribution, or manufacturing for this site.

Area 7 – Albion NY Route 98

This 169 acre development area represents a portion of a major north/south transportation corridor connecting the New York State Thruway exit in Genesee County through the center of Orleans County to Route 104. The current comprehensive plan for the Town of Albion calls for the future land use of this area to be light industrial and general commercial. Small start-up businesses are targeted for this site, which provides high-speed internet access and industrial/commercial zoning.

Orleans County has secured funding to develop an Orleans County Industrial Development Strategic Plan that will help identify the economic development assets within the County as well as areas where infrastructure investment needs to be made. The Industrial Development Plan will analyze each of the above targeted areas and help to prioritize future investment decisions.

Orleans County's priority projects are listed in Table 30.

Table 30 - Orleans County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
OR-1	Albion Business Park Development	County of Orleans IDA	\$500,000 EDA, NYS, Orleans County	200
OR-2	Orleans Fiber Optic Pipe	County of Orleans IDA	\$500,000 EDA, Orleans County, Private	Indirect
OR-3	Keppler Site Shovel Ready	County of Orleans IDA	\$1,025,000 EDA, Orleans County, Private	200-300
OR-4	Medina Park Spec Building	County of Orleans IDA	\$3,000,000 EDA, Orleans County, Private	50
OR-5	Medina Park Shovel Ready	County of Orleans IDA	\$690,000 EDA, Orleans County, Private	Indirect
OR-6	Rail Infrastructure Expansion/Development	County of Orleans IDA	\$2.5 Million Orleans County, State, Local, Federal	Indirect

5.8 Seneca County

Seneca County continues to rebuild its economy after the closings and losses of jobs at the Seneca Army Depot, Willard Psychiatric Center, and Phillips electronic plant. Rebuilding will be addressed by focusing on the diversification of its economy. Targeted industry sectors include agriculture; food processing; advanced manufacturing/light manufacturing; agri-tourism; energy; and destination retail.

Seneca County has initiated an update to the County's Comprehensive Plan and begun development of each component, which includes agriculture; housing; environment; and infrastructure. The updated plan will help ensure that the County is taking the most appropriate actions and strategies to capitalize on its economic development strengths and create new growth opportunities.

A focal point of the Seneca County Industrial Development Agency's efforts over the past two decades has been the reuse and redevelopment of the former Seneca Army Depot. Investments in recent years have helped to create jobs and expand activities within the Seneca Army Depot. These investments include the Five Points Correctional Facility at the south end of the Depot.

The warehousing facilities located on the site are being leased from the IDA to Seneca Depot LLC, and are being subleased for storage and refurbishing of restaurant equipment by The Advantage Group. Other private investment projects include Finger Lakes Technology Group; Western Ag Enterprises; Northeast Freight Transfer; Seneca Bio-Energy; and Top Quality Hay Processors. Additional activities currently ongoing at the Depot include a Hillside residential-educational facility for youth in crisis, which has created 385 jobs; New York State Police and Seneca County Fire training facilities; and a new Seneca County Law Enforcement Center.

Infrastructure problems and deferred maintenance by the U.S. Department of the Army has been a significant problem limiting the IDA and Seneca Depot LLC's ability to establish economic reuse of the property. Nonetheless, progress has been made. Fiber optic technology is available to any part of the Depot, some upgrades of electric distribution and substation are underway, and the main rail line from Geneva to the Depot has been significantly improved. Upgrades to the roads; sewer system; water system; and buildings has been studied to allow for their successful transition in support of private development activity, but little work has been completed. Rail access remains a high priority infrastructure need at the Depot at the current time, with the hope of establishing an inter-modal transportation hub at the Depot helping to ship agricultural goods as well as other transportation needs.

Environmental remediation is continuing and remains to be completed on a portion of an approximately 900 acre area (of 10,500) of the Depot. The Army is responsible for maintenance of the security fences and management of wildlife at the base, including the herd of white deer, until environmental remediation has been completed, now estimated to be the year 2015.

The IDA and the Seneca County Economic Development Corporation (EDC) continue to revise the original Base Reuse Plan. The plan maintains conservation and recreational uses on the site and dedicates a portion of the facility to the promotion of green energy projects. The plan will drive a targeted marketing effort, develop a process to solicit proposals for reuse, and make

determinations regarding ultimate disposition of the property. This work is expected to continue over the next four years, with the implementation of the plan driven by the private sector and the market.

The IDA has also completed a study of the former 7,000 foot Seneca Army Airfield. The study findings indicated 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 in discussions with a number of interested training organizations including Fort Drum, which is licensed to utilize the Depot; and the Navy Warfare Office. The IDA continues to maintain the airfield in such a way that its reuse as an airfield remains possible.

Beyond the former Seneca Army Depot, development opportunities exist in the Towns of Waterloo and Seneca Falls, particularly along Routes 5 and 20, which includes the Deer Run Corporate Park in the Town of Seneca Falls. 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 New York State Thruway and Routes 318 and 414 and a major PETRO Travel Center has been opened opposite Exit 41. The PETRO project has created over 150 new jobs, is generating over \$1.5 million in new sales tax annually and has already expanded its operations beyond what was initially planned. The IDA invested over \$2.3 million in this project through sewer installation and road improvements using a PILOT increment financing technique.

The IDA is also 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 in the development of a renewable energy industrial park to capture the methane being produced at the landfill for low cost energy opportunities in the future. Currently 18 MW are being delivered to the grid by the Seneca Energy Company, with an application in process to increase this to 24 MW.

Agriculture and associated agribusiness continues to expand, primarily in the southern portion of Seneca County and agribusiness continues to be a focus of the IDA. Local agricultural activities continue to grow with additional growers and producers establishing within the County and plans in place to establish a new produce auction within the County. Wineries continue to look into market expansion opportunities with efforts to export to the New York City market underway. Farmers are also looking into ways to add additional value to their products and to expand the brand of the Finger Lakes through marketing efforts.

The Marcellus Shale and Utica Shale natural gas fields remain a potentially significant source of economic development and job creation for the County and the County continues to monitor developments at the state and local level as they relate to the potential environmental concerns regarding extraction.

Small business and startups account for a significant portion of the growth in the County's overall economy. To assist in the development of these companies the Seneca County

Department of Planning & Community Development offers several loan funds to qualified small business and micro-enterprises. Seneca County is also actively working with Finger Lakes Community College and Cayuga County Community College on workforce development initiatives including assisting businesses with employee training.

Federal, state and county investment continues in the infrastructure at the Finger Lakes Regional Airport, which is owned and operated by Seneca County. The investment will help increase the use of the airport which currently accommodates corporate aircraft by business travelers and tourists. The airport runway has recently been expanded to 4,700 feet and a number of other improvements are underway including repaving of the runway.

The tourism industry within Seneca County is noted for the increasing number of wineries (now totaling 31), restaurants and bed and breakfasts located along the shores of Seneca and Cayuga Lakes. The 115-store Waterloo Factory Outlet Center also continues to be a large contributor to economic activity and jobs in the retail sector of the County economy and serves as a major destination tourism attraction drawing in people from outside the County and the Region into Seneca County. Historical and cultural tourism sites are also prevalent and include the National Women's Hall of Fame and the Montezuma National Wildlife Refuge. The Seneca County Chamber of Commerce serves as the local tourism promotion agency marketing the area's attractions and is continuously working to enhance the local tourism industry.

Related to the County's tourism is the recently completed construction of the Sampson Veteran's Memorial Cemetery. It is anticipated that the cemetery operation will result in approximately 15,000 annual visitors to Seneca County spending approximately \$600,000 annually at local retail establishments, restaurants, tourist attractions and lodging facilities. The project removed over 40,000 square feet of dilapidated buildings; provides a place of honor and final rest for those veterans who have served our country; and established a place of great civic pride for Seneca County and for the Region.

Seneca County priority projects are listed in Table 31.

Table 31 - Seneca County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
S-1	Electrical Upgrade – Seneca Army Depot	Seneca County IDA	\$8.0 Million EDA	Up to 5,000 (including S-2 & S-3)
S-2	Infrastructure Improvements at the Seneca Army Depot – water, sewer, roads, rail and drainage	Seneca County IDA	\$12 Million EDA, NYS	Up to 5,000 (including S-1 & S-3)
S-3	Demolition of derelict and unneeded buildings and facilities at the Seneca Army Depot	Seneca County IDA	\$5.5 Million EDA, NYS	Up to 5,000 (including S-1 & S-2)
S-4	Route 318 Sewer Expansion/Upgrades to Connections	Seneca County	\$4.5 Million EDA, NYS, Local	Up to 2,000
S-5	Veterans Memorial Cemetery	Seneca County	\$3,170,000 County, State, Federal	9
S-6	Small Business Assistance	Seneca County Workforce Development	\$1,000,000 EDA, Seneca County	Indirect

5.9 Wayne County

The targeted industry clusters for Wayne County include optics and technology-based manufacturing, sustainable energy, agriculture related manufacture and equipment manufacturing. Tourism also is an important aspect of the Wayne County economy. Agriculture and the related agribusiness and food processing sector form another key component of economic activity within the County.

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. Discussions are currently underway within the County regarding the issue of rehabilitating migrant housing due to its direct relationship with farming and the agricultural workforce. Survey work has recently been completed with assistance from PathStone and a variety of partnerships are being discussed to pursue funding to help alleviate these housing concerns. Other agricultural related projects, done in conjunction with the Wayne County Industrial Development Agency, are also on-going including several cold storage facilities and two new apple packing facilities that have been built to service the expected increased production from new high-density apple orchards. The County has seen an increase in the number of new wineries and the expansion of the Lake Ontario Wine

Trail within its borders, driven by the businesses themselves and assisted with marketing through the Wayne County Department of Tourism.

A brownfield cleanup program is also underway with the goal of bringing properties back to the tax-rolls and expanding the amount of developable land in the county while alleviating pressure to develop open space and agricultural properties. A plan has been approved for remediation of the former NYSEG plant in the Village of Palmyra, with work expected to begin in 2014. Additionally, the Village of Macedon has been awarded funding under the New York State Department of State Brownfield Opportunity Area program for completion of a Step-2 Nomination Study.

Training for a stable, skilled workforce is a high priority for Wayne County and a critical component for attracting and retaining businesses within the Region. A variety of workforce development issues exist within Wayne County ranging from unfilled engineering and high-tech manufacturing positions to the limited number of qualified workers for “middle” jobs and the high turnover rate amongst minimum wage positions. To help address these concerns a variety of programs/organizations are in place. The Wayne/Finger Lakes BOCES and Finger Lakes Community College (FLCC) continue to offer specialized training programs and Monroe Community College also has a satellite campus at the Wayne Central School in the Town of Ontario. FLCC has established the Wayne County Campus Center in the Silver Hills Technology Park, utilizing the Build-Now New York site. A new biology laboratory has also been completed at the FLCC Campus Center, with assistance from the Wayne County Industrial Development Agency. Additionally, the Finger Lakes Advanced Manufacturers Enterprise (FAME) continues to play a large role in workforce development efforts within the Finger Lakes counties including Wayne.

Recognizing that predictable and affordable utility costs are key components of a successful economic development strategy, the Wayne County IDA has worked to design the Wayne Industrial Sustainability Park (WISP). Modeled after a comprehensive sustainable energy generation system implemented by a local industry, the WISP offers cogeneration and distribution of thermal and wind generated power to industries as a way to attract and retain jobs. Wayne County has also contracted with experts in the fields of energy and energy distribution, positioning itself to develop an industrial park supported by sustainable, renewable, and affordable energy. An 850 kilowatt wind turbine has been installed in the Town of Ontario and work continues to secure additional funding for sustainability efforts at the WISP. The Wayne County IDA, with the Wayne Industrial Sustainability Park, LDC, private industry advocates, developers of alternative energy resources and area residents who have formed the Wayne County Wind Energy Task Force, continue to create an information, advocacy and development network for the support of the alternative energy industry.

A continuing 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. The Town of Ontario, Wayne County and the WISP have completed the first phase- construction of the Timothy Lane Phase I, but are seeking funding for the completion of the infrastructure project. Currently, the Beh industrial area is serviced on the incomplete Dean Parkway, an access road intersecting Route 104. With

both the optics cluster at Beh Park and the WISP located in the area noted above, the road extension and rail crossing make economic sense and will help leverage more available industrial and commercial land without harming the residential quality of life. Plans have been developed to extend Lincoln Road across the railroad tracks connecting it with a western extension of Dean Parkway to form a complete access road through the industrial area. The Town of Ontario has completed a Generic Environment Impact Statement in order to prepare the area for not only the expansion of the infrastructure but to insure the ability to move forward quickly as the expansion begins to develop.

The Wayne County Planning Department is involved in a multitude of issues concerned with raising the quality of life in the County for current residents and potential employees of firms locating within Wayne County. Water resources planning initiatives are underway within the County to help preserve the quality of water bodies and drinking and septic systems. The Wayne County IDA worked closely with the Wayne County Water and Sewer Authority to complete a needs and availability assessment of water in the southeast quadrant of the county helping to identify water infrastructure needs within this area.

Important economic development and environmental opportunities for Wayne County also include water system expansions and upgrades to the systems in the northeast quadrant of the County, specifically to restore and develop adequate fire pressures and acceptable, reliable potable water to the Village of Wolcott, and parts of the Towns of Wolcott and Butler. This water upgrade is crucial to both residents and businesses and a key aspect of business retention and expansion within the northeastern quadrant of Wayne County. Efforts are also underway to study the feasibility of consolidating wastewater treatment efforts between the Towns of Walworth and Marion to help reduce operating costs and eliminate the need for costly upgrades. Similar feasibility discussions are also taking place along the northern corridor of Wayne County to determine the most efficient method of water delivery.

A site layout plan has recently been completed for a proposed “freight village” located at the Lyons Industrial Park. The project would take advantage of freight and goods movement opportunities provided by the intersection of the CSX main line and the Corning Secondary, the Erie Canal, and access to the New York State Thruway.²¹

Wayne County is home to the Williamson-Sodus Airport in the Town of Sodus. With the ease of private flying in the industry sector, there is support for expanding the airport to serve additional flights as well as larger private planes. Discussions are ongoing regarding the financing for engineering, acquisition of land and construction that will be needed to move this project forward. Other potential infrastructure improvements include improving access to businesses along Route 414 and Route 31. Additionally the proposed abandonment of the Norfolk-Southern north-south route is impacting businesses in the Finger Lakes region as alternative rail routes have increased transportation times; ultimately these businesses may have to shift the transportation of their goods to truck as a result of this rail change.

²¹GTC/NYS DOT. “Transportation Strategies for Freight/Goods Movement in the Genesee-Finger Lakes Region. Tasks 5 and 6: Identification, Evaluation, and Prioritization of Alternatives.”
http://www.gtcmpo.org/Freight/GTC%20Frt%20Project%20Eval%20Summary_DRAFT16.pdf

An issue currently impacting businesses within Wayne County is the closure of a series of bridges across the Erie Canal. These bridges have been closed due to their deteriorating condition. Of particular concern to Wayne County is the closure of four bridges in the southwest corner of the County. The area, consisting of the western most part of Town of Macedon and the Village of Palmyra, is heavily trafficked for retail and tourism. The four bridges include the Quaker/O'Neil Road Bridge; the Canandaigua Road Bridge; the Wayneport Road Bridge in Macedon; and the Division Street Bridge in Palmyra.

The New York State Department of Transportation recognizes that the closure of bridges over the Erie Canal present unique challenges and the Region 4 office has developed a comprehensive process that considers the importance of these structures to the transportation system. Current funding levels are insufficient to maintain all of these structures and some of the lower tier, lower volume bridges with other crossings in close proximity, have needed to be closed or restricted.

Wayne County continues to follow the Wayne County Economic Development Strategic Plan, which was approved in 2006 and the document continues to be updated as needed. Additional minor changes are expected to be approved in 2012 reflecting changes over the previous six years. As the lead entity for economic development for the county, the Wayne County Industrial Development Agency, along with its associated development corporations, led the strategic economic development plan process and now regularly holds roundtables with the IDA board and Wayne County Board of Supervisors on targeted issues to determine if changes and updates to the strategic plan are necessary and/or warranted. During 2011 two such full sessions were held. The Wayne County IDA continues to operate an organized business retention and expansion program and regularly conducts site visits and contacts local companies to listen to and address their concerns. Information obtained from these visits and meetings is maintained in a database allowing for improved regional efficiency in addressing the concerns of local businesses.

Recently completed economic development projects include the relocation of the H.P. Neun facility into the former Parker Hannifin Building in Lyons, helping to retain jobs and fill a formerly vacant property. Optimax doubled in size within the Town of Ontario, creating up to 66 new jobs. The WCIDA Micro-enterprise Loan Program was also successful providing just over \$1 million in loan funding to eight businesses helping to create 91 new jobs. Wayne County also continues its partnership with SCORE, helping to support entrepreneurship and small business development within the County, and with FAME and the Finger Lakes Community College and BOCES to provide appropriate training for middle skills openings.

Wayne County IDA has completed a fiber optic inventory and development plan. There are significant fiber optic capabilities within the western portion of the County, but there are small pockets without access. Last-mile projects have been identified and are ready to be implemented once funding is secured. Establishing fiber optics will help local businesses compete globally and allow for improved efficiency with regards to communication and data transfer.

Wayne County priority projects are listed in Table 32.

Table 32 - Wayne County Priorities

	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
WA-1	Wayne Industrial Sustainability Park and pod infrastructure improvements—Ontario pod/Northeast Quadrant pod/Silver Hill Technology Pod	Wayne County IDA	\$7.1 Million Federal, State, Local, IDA, Private	15-300
WA-2	Industrial Road-Town of Ontario in its entirety, Beh to Lincoln (see WA-1)	Wayne County IDA; Town of Ontario	\$5 Million Local, State, Federal	25-300 (depending on phase)
WA-3	Water/sewer Improvements Town of Wolcott/Village of Red Creek	Wayne County	TBD	Indirect
WA-4	Bridge Improvements	New York State DOT	TBD	Indirect
WA-5	Lyons Industrial Park Development (highway, rail, possible water access) Multi modal transportation and logistics site	Wayne County IDA; Town of Lyons	\$7-\$18 million Town, Village, Economic Dev. Corp.; Lyons IDC; Federal, State, Private	15-300 (depending on phase)
WA-6	Fiber Optic Infrastructure (last mile)	Wayne County	\$2 Million Federal, State, Local	30-150 depending on phase
WA-7	Improve Downtowns	TBD	\$240,000 start up program	5-100

5.10 Wyoming County

The Wyoming County Board of Supervisors recognizes the importance of a strong County economy by actively supporting economic development efforts within the County including: continued contraction with the Wyoming County Business Center to provide business attraction and retention activities; supporting the Wyoming County Industrial Development Agency and the Wyoming County Business Center in the areas of real estate and infrastructure development, and by continuing to seek economic development grant assistance for economic development through New York State and other organizations.

Dairy is the biggest industry in Wyoming County and supporting this economic sector is a top priority. In 2010 there were 765 farms, consisting of 212,800 acres, whose crops and livestock cash receipts totaled \$171,405,000, the second highest cash receipts total in New York State. Despite the strengths of the agricultural sector, Wyoming County recognizes that there are a multitude of challenges impacting the growth of agriculture within the County. These challenges include infrastructure limitations; workforce skills gaps; and increasing inefficiencies amongst producers. To combat these challenges Wyoming County is actively working to increase infrastructure capabilities to handle large volumes of waste water, support transportation needs; provide broadband access; and encourage collaboration between producers, processors, research facilities and the public and private sector.

One of the challenges for Wyoming County and other rural counties is the limited “critical mass” needed for infrastructure upgrades and improvements. With regards to electric service, the utility companies are unlikely to expand their service area unless they can guarantee a large number of new companies/customers to offset the expansion costs through their service fees. The same issue is also present with regards to broadband access as well.

A significant industrial project in Wyoming County is the former Westinghouse site in the Town of Attica where Hillcrest Industries manufactures a sandblasting medium. Faced with inconvenient rail access, the Wyoming County Industrial Development Agency worked to secure funding for a rail spur off the existing rail line into the site to facilitate more efficient and effective transport of materials. Additional construction of a warehouse/storage dock platform is targeted to allow more companies to utilize the rail line as diesel gas prices continue to climb. In 2011 an environmental assessment was completed with the determination that the proposed Trans-Loading facility will not have a significant adverse environmental impact.

The Wyoming County Business Center and the Wyoming County Industrial Development Agency work together with the Wyoming County Department of Planning and Development to help support business retention and small business development through its Microenterprise Revolving Loan Fund focusing on downtown/community revitalization. Retaining existing firms and assisting them is more important and cost effective than the recruitment of new companies. Approximately 70-80% of all business growth will come from the expansion of existing firms that are already located within community. Supporting local entrepreneurs and private investment that will help grow the next generation of employers is also essential.

Targeted industries for expansion include agriculture and agri-business; manufacturing; renewable energy; as well as the service sector including call centers, banks and insurance. Wyoming County continues to be the leader in New York State regarding the number of acres used in wind farm turbine energy projects. As a result, alternative energy initiatives such as bioenergy manure digesters and the manufacturing and assembly of wind turbine components has become a County priority. Other priorities for the County include infill redevelopment of brownfield sites in the village center business district, which will increase adjacent property values and provide new space for development, limit the pressure for sprawling development, and capitalizing on the large tourism industry that is drawn into the Region to visit Letchworth State Park.

Wyoming County is also working closely with the workforce development organizations in the area to assist in vocational training to reduce the skills gaps. In fact Alfred State College currently has a 100% placement rate for graduates of their vocational program. Another workforce development initiative underway is the FastTrac New Venture entrepreneurship development program. This Kauffman Foundation entrepreneurship program has proven to be very effective in Wyoming County for the development of sound business plans and getting new businesses started off on the right foot. Participants in the two offerings of the training program went through ten fast paced and challenging classes over a ten week period that resulted in the development of their business plans, positioning graduates to establish new businesses within the County.

Brownfield redevelopment work continues at the former A&A Metal Fabricating, site in the Village of Perry. A draft pre-nomination study has been completed under the New York State Department of State Brownfield Opportunity Area program for an approximately 100 acre area, which includes the A&A site. New York State is also involved in remediation of a hazardous spill location on the site, but has declared the remainder of the site to be an insignificant environmental hazard. Wyoming County also continues to work with the New York State Department of Environmental Conservation to market the former Robeson Building in the Town of Castile. Wyoming County priority projects are listed in Table 33.

Table 33 - Wyoming County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
WY-1	Wyoming County Rail Initiative	Wyoming County IDA	\$1.5 Million NYSDOT, Local	25
WY-2	Alternative Energy Initiatives- Wind-tamer turbines/bioenergy manure digester processing	Wyoming County Business Center	\$4.5 Million NYSERDA, USDA	5
WY-3	Redevelopment of A&A Facility in Perry	Wyoming County Business Center	\$2 million NYSDEC, Local, USDA, EDA	10-25
WY-4	Perry Business and Technology Park	Wyoming County Business Center	\$2.2 Million EDA, USDA, Local	100

5.11 Yates County

Yates County has developed a diverse economic base, with manufacturing, agriculture and tourism the three main industries. Recent years has seen growth and expansion in high-technology businesses, the traditional local businesses, as well as tourism, and agriculture and agri-business. Employment opportunities in the public sector, such as education and local government also continue to be an important component of the local economy.

Yates County's location in the heart of the Finger Lakes Region offers a high quality of life with a multitude of natural attractions and amenities. Additional amenities important for economic development are also present, such as below market electric rates from the Penn Yan municipal utility; an expanding general aviation airport; water and sewer infrastructure within many areas of the County; and an abundance of fresh water.

The appeal of the Finger Lakes Region continues to drive tourism growth in Yates County. Tourism has developed as the leading economic engine for the County, helping to bring visitors and investment to the area. The opening of the Best Western Vineyard Inn & Suites in downtown Penn Yan added much needed lodging. The success of the project led to an expansion of fourteen rooms with other hotel properties looking to locate in Penn Yan as well.

The 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. Recent development has witnessed over \$30 million of capital improvements in the winery industry, including new tasting rooms for Fulkerson Winery, Keuka Springs Winery and Rooster Hill Winery. Finger Lakes Community College has expanded their viticulture program and is actively working with Yates County wineries to get students experience in the field.

The County remains the second largest producer of grapes in New York State and the largest wine grape growing county outside of California and has seen resurgence in other areas of agriculture as well. The dairy industry within Yates County has been reinvigorated, and value-added agricultural products, as well as crops for the organic market, have seen rapid growth in the County. Additionally, many visitors are attracted to the crafts and agricultural goods produced in the County, especially by the growing Mennonite population. In 2009, agricultural cash receipts for both crops and livestock totaled over \$73 million for the County.

The County's economic development strategy continues 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. Two companies within Yates County have been identified within the Finger Lakes Economic Development Strategic Plan to receive New York State Excelsior Tax Credits. These companies include Document Reprocessors of New York, which is scheduled to bring 200 new jobs and \$1.5 million in investment to Yates County, and Mabrouka Properties, which is scheduled to bring 44 new jobs and \$6 million in investment to Yates County.

Another Yates County economic development project identified within the Finger Lakes Economic Development Strategic Plan is the Finger Lakes Museum. New York State recently awarded \$2.3 million towards the first phase of the project which consists of redevelopment of the Branchport Elementary School into a Research and Education Center and site improvements at the Keuka Lake State Park campus.

The museum's main campus, once open, will consist of a 43,000 square foot museum building; 150,000 gallon aquarium; 20,000 square foot research and education center, exterior exhibit space, and an event area. The project is projected to attract approximately 130,000 visitors per year and create an economic impact of \$10 million per year.

The Yates County Industrial Development Agency, doing business as the Finger Lakes Economic Development Center (FLEDC), has implemented new development programs focused on expanding agricultural businesses and entrepreneurship in general within Yates County. The programs aim at providing needed capital to the two areas of focus. With these goals in mind the FLEDC has created a funding source of over \$1 million for agricultural and entrepreneur businesses in Yates County.

Distance learning and online education has also been identified as a goal for the FLEDC and efforts are underway to establish a virtual classroom within the County that would have direct connections with each of the other eight Finger Lakes Region counties and the regional colleges and universities. Infrastructure limitations are also present within the County including a lack of

water infrastructure along Route-14 and wastewater infrastructure upgrades needed in the Village of Penn Yan for the waterfront development project.

Community revitalization efforts are ongoing throughout the County with several projects underway within the Village of Penn Yan that include retail on street level with residential apartments on the upper floors. Façade improvements and business attraction efforts have also been successful in filling in vacant storefronts and improving the aesthetics along both the Village of Dundee and Village of Penn Yan.

Yates County's priority projects are shown in Table 34.

Table 34 - Yates County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
Y-1	Waterfront Redevelopment Infrastructure Improvements	Finger Lakes EDC, Yates County, Penn Yan, Milo	\$2,500,000 EPA, DEC, County, Local	Up to 25
Y-2	Installation of Fiber Optic Cable into and throughout Yates County	Yates County Government & Finger Lakes EDC	\$2,200,000 Stimulus Funds, County	100+
Y-3	Dundee Waste Water Treatment Plant Upgrades	Finger Lakes EDC, Village of Dundee	\$2,000,000 NYS EFC CWSRF, NYS Small Cities, EDA	25+
Y-4	Route 14 Eastern Corridor Water District	Finger Lakes EDC, Yates County, Town of Torrey, Town of Milo, and Penn Yan Village	\$15,700,000 EDA, USDA, EFC, NYS Small Cities	10+
Y-5	Keuka Park Water District Water Main Replacement	Town of Jerusalem	\$1,875,000 Stimulus, NYS, Local	5+
Y-6	Keuka Street Water and Sewer Replacements	Penn Yan Village	\$1,700,000 Stimulus, NYS, Local	5+
Y-7	Elmwood Avenue Railroad Siding	Penn Yan Village	\$1,150,000 Stimulus, NYSDOT, Local	40+
Y-8	Branchport/West Bluff Drive Sewer District , Jerusalem	Finger Lakes EDC	\$7,175,000 NYS EFC CWSRF	40+
Y-9	Torrey Water District #1 , Torrey	Finger Lakes EDC	\$4,000,000 NYS EFC DWSRF, USDA, EDA, Local	10+

Chapter 6 – 2012 Goals, Objectives, Strategies and Measures

6.1 Stakeholder Input Sessions

Three stakeholder input sessions were held within the Genesee-Finger Lakes Region in March, 2012. The purpose of the stakeholder input sessions was to define a regional vision and set corresponding goals, objectives, and measures. The first meeting was held in Batavia, NY, on the western side of the Region, on March 27th. The second meeting was held in Rochester, NY, the geographic center of the Region, on March 27th. The last meeting was held on the eastern side of the Region in Canandaigua, NY. Invitations were sent to various stakeholders throughout the Region, including county planners, IDA directors, workforce investment boards, business improvement districts, chambers of commerce, elected officials, CEDS Strategy Committee members, and other economic development professionals. Many of these groups were in attendance at the input sessions, including representatives from both the public and private sectors. A list of stakeholder input session attendees and a copy of the presentation given at the three meetings can be found in Appendices 7 and 8.

6.2 Goals, Objectives, and Strategies

The following goals, objectives, and strategies were developed in 2012 based on both the stakeholder input sessions and discussions held with the nine county Economic Development Departments/Industrial Development Agencies, Planning Departments and other economic development stakeholders. A copy of the notes from the 2012 stakeholder input sessions can be found in Appendix 9.

Goal 1: Assist in the Retention and Expansion of Existing Industries in the District

Objective 1A:

- Continue to work with federal, state, and local public and private sector partners to secure and leverage funding

Strategies:

- Continue to foster relationships with commercial banks
- Continue to operate a regional revolving loan fund
- Work with local organizations and entities on packaging public and private financing options

Objective 1B:

- Continue to work with partners on maintaining, developing and marketing economic development programs and initiatives

Strategies:

- Continue to foster relationships with public and private sector partners to build public private partnerships and to collaborate on projects
- Continue to seek out new partners for G/FLRPC programs and initiatives
- Work with and support state, regional, county, and local programs and projects

Goal 2: Assist in the Attraction of Industries and Firms to the District

Objective 2A:

- Bolster the competitiveness of the Region's clusters

Strategies:

- Continue to support economic development partners with projects that advance regional clusters
- Provide assistance to regional organizations regarding technology led clusters
- Continue partnership with the Cornell Agriculture & Food Technology Park and other organizations to help further the food and beverage cluster
- Continue supporting the Finger Lakes Food Processing Cluster Initiative through membership on the Leadership Council
- Pursue funding opportunities to expand alternative energy and other cluster based projects in the district

Objective 2B:

- To support other organizations and/or municipalities in the attraction of firms and industries

Strategies:

- Continue to support regional organizations and the county Industrial Development Agencies in their business attraction efforts
- Collect and maintain data to support and enhance local development activities
- Continue to provide technical assistance to public and private sector partners within the district
- Assist counties and municipalities in the development of local economic development plans and strategies
- Support regional efforts to attract foreign investment to the Region

Objective 2C:

- To improve the infrastructure in the Region to further support new firms and industries

Strategies:

- Support the Genesee Transportation Council's (GTC) Goods Movement program and development of the Regional Goods Movement Strategy
- Assist in the development of the Mohawk-Erie Multimodal Transportation Corridor Study
- Pursue the development of a regional telecommunications inventory and assessment

Objective 2D:

- To continue to support regional workforce training and workforce development efforts

Strategies:

- Further connections between Workforce Investment Boards, other regional workforce development organizations, and EDA programs
- Assist in linking Workforce Investment Boards with economic development organizations and the private sector

Objective 2E:

- To improve the economic development and business climate within New York State and the Finger Lakes Region

Strategies:

- Assist regional economic development organizations with marketing of the economic development strengths of the Region such as availability of hydro-power and other industrial infrastructure
- Work with local, regional, state and federal leadership to help shape future economic development policy
- Support the development of the Finger Lakes Regional Economic Development Council Strategic Plan
- Continue to work closely with the State to address regulations impacting economic development

Goal 3: Support Agriculture and Agri-business

Objective 3A:

- To facilitate the integration of agriculture into the alternative fuel sector

Strategies:

- Assist regional economic development partners with securing and leveraging funding for the alternative fuel sector
- Continue efforts to educate economic development stakeholders on agricultural issues through sessions at the Local Government Workshop

Objective 3B:

- To continue to work with economic development partners to establish, maintain, and market programs and initiatives targeted to agriculture and agri-business

Strategies:

- Pursue opportunities to educate leadership on the economic impacts of agriculture within the Region
- Continue partnerships with regional food and beverage cluster organizations, including the Cornell Agriculture and Food Technology Park
- Continue support of the RIT-CIMS Finger Lakes Food Processing Cluster Initiative project through membership on the Leadership Council
- Assist regional efforts in the development of a sustainable food shed
- Support regional efforts to connect youth to the field of Agriculture
- Support regional agricultural initiatives such as Wyoming County Dairy Institute, Agri-Palooza, and Celebrate-Ag

Goal 4: Strengthen Entrepreneurship, Innovation, and Small Business Development

Objective 4A:

- To encourage and support entrepreneurship and the entrepreneurial spirit

Strategies:

- Support institutions, programs and initiatives that perform or support technology transfer in bringing technology to commercialization

- Support the activities of regional organizations that promote entrepreneurship and small business including TEN, HTR, STC, the Cornell Agriculture and Food Technology Park, and Excell, Partners, Inc. amongst others
- Build upon the geography of the Region and its location along the thruway technology corridor with Syracuse and Albany.

Objective 4B:

- To provide better financing options and technical knowledge and support to small and medium-sized business owners

Strategies:

- Continue to administer a revolving loan fund to provide small businesses with gap financing
- Support RIT-CIMS in the assistance they provide to regional industries in developing and improving products
- Partner with regional organizations to assist entrepreneurs in acquiring venture capital
- Continue to assist regional partners with pursuing grant opportunities for entrepreneurship and small business development

Objective 4C:

- To continue to partner with and support small business development and entrepreneurship organizations

Strategies:

- Support institutions, programs and initiatives related to small business development, including the FastTrac program
- Assist in obtaining funding for rural entrepreneurship projects
- Assist in building support amongst regional partners for collaboration on rural entrepreneurship projects

Objective 4D:

- To increase the number and success of small businesses along main streets and at community centers

Strategies:

- Continue to support regional small business assistance programs and organizations
- Assist in linking developers with federal and state preservation and rehabilitation programs to encourage Main Street redevelopment
- Support village Main Street and historic preservation efforts within the Region

Goal 5: Assist in Improving the Skills of the District's Workforce

Objective 5A:

- To support the workforce investment boards and other workforce organizations with training workers for high-skill technical and advanced manufacturing careers

Strategies:

- Partner with and provide professional support to the Regional Workforce Investment Boards (Rochester Works, Finger Lakes WIB, and GLOW WIB) and other regional workforce organizations, including FAME, RTMA, and RRPC

- Work with local economic development stakeholders to help connect businesses with employee training opportunities

Objective 5B:

- To assist in linking educational partners with economic development groups and businesses to advance middle-skills development

Strategies:

- Support improvement of educational curriculum at area colleges, universities and high schools to address needs of the business community
- Work with educational partners and workforce development agencies to address declining school district enrollments

Goal 6: Assist in Improving the Infrastructure of the District

Objective 6A:

- To improve transportation networks in the Region

Strategies:

- Continue to partner with the regional Metropolitan Planning Organization, Genesee Transportation Council, on planning and transportation issues that impact the Genesee-Finger Lakes Region
- Continue to produce the annual Land Use Monitoring Report
- Work to identify funding opportunities for infrastructure improvement within the Region

Objective 6B:

- To improve telecommunications in the Region

Strategies:

- Pursue development of a telecommunications infrastructure regional development plan
- Assist in the development of county telecommunications inventories and assessments
- Pursue funding opportunities for telecommunications infrastructure
- Support regional efforts to establish “last-mile” internet connections in rural areas of the Region

Objective 6C:

- To support the establishment of shovel-ready sites within the Region

Strategies:

- Assist economic development partners in identifying targeted expansion areas in need of infrastructure
- Assist economic development partners in identifying and pursuing funding opportunities for water and sewer, utilities, telecommunications and other needed infrastructure improvements
- Market Build-Now NY certified shovel-ready sites

Objective 6D:

- To improve the electrical grid in the Region

Strategies:

- Research opportunities for implementation and funding of smart grid technology within the Region

Goal 7: Enhance Tourism and Marketing within the District

Objective 7A:

- To further develop the Finger Lakes Region as a destination location

Strategies:

- Continue to support the Finger Lakes wine industry and culinary artisanship
- Support efforts to develop the Region as an agri-tourism destination
- Market the advantages of the Region including low cost of real-estate, cultural attractions, and high quality of life

Objective 7B:

- To further develop and promote the recreational attributes of the Region

Strategies:

- Continue to act as a resource regarding regional blueways trails
- Support the efforts of local and regional tourism agencies to promote the recreational and natural resources and attractions of the Region
- Pursue opportunities to educate leadership on the economic impacts of tourism within the Region
- Support the efforts of regional partners in identifying and securing funding for tourism promotion
- Assist regional tourism agencies in connecting Finger Lakes college students with Regional tourism attractions

Objective 7C:

- To utilize the Erie Canal as a tourism and economic development opportunity

Strategies:

- Continue to support the work of the Western Erie Canal Alliance, New York State Canal Corporation, Erie Canalway Heritage Corridor, and other tourism and development groups
- Support exploration of the benefits of a 12th I Love New York Tourism Region along Erie Canal community across New York State.

Goal 8: Strengthen Regional Coordination and Collaboration

Objective 8A:

- To collaborate as a region on programs and initiatives

Strategies:

- Continue to foster relationships with public and private sector partners to build public private partnerships and collaborate on projects
- Continue to seek out new partners for G/FLRPC programs and initiatives
- Work with and support state, regional, county, or local economic development programs or initiatives
- Continue to coordinate economic development programs with the colleges and universities within the Region.

Objective 8B:

- To promote information sharing in the Region

Strategies:

- Continue to use the EDAC/RDC meetings as a medium for information sharing
- Continue to hold regional roundtables
- Continue to maintain Genesee/Finger Lakes Regional Planning Council website with project information and data

Objective 8C:

- Coordinate Economic Development Activities with the Finger Lakes Regional Economic Development Council Strategic Plan

Strategies:

- Continue to participate in Regional Economic Development Council workgroups
- Continue to work closely with economic development stakeholders to identify economic development priorities
- Identify and coordinate economic development funding from a variety of sources to help implement projects

Goal 9: Encourage Sustainable Development Practices

Objective 9A:

- To resolve issues of development related to brownfield sites

Strategies:

- Administer or assist in Brownfield Opportunity Area programs within the Region
- Work towards establishing a regional engagement project to identify brownfield areas within the Region

Objective 9B:

- To encourage efficient land use and development patterns

Strategies:

- Continue to provide education, training and assistance to communities related to comprehensive plans and land-use regulation control
- Continue to work with communities as needed on the development of comprehensive plans and smart-growth plans
- Continue to produce the annual Land Use Monitoring Report
- Work closely with Regional partners in the development of a Regional Sustainability Plan
- Embrace complete street initiative requirements for new development
- Pursue opportunities for shared-services between communities
- Embrace livable communities

Objective 9C:

- To protect water quality

Strategies:

- Complete and implement regional water resources projects and programs
- Continue to work closely with Water Quality Coordinating Committees through the Region

Objective 9D:

- To develop and implement hazard mitigation plans that comply with state and national standards

Strategies:

- Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or revision of All-Hazard Mitigation Plans

Objective 9E:

- To pursue opportunities for alternative energy

Strategies:

- Pursue funding opportunities to expand alternative energy projects in the district
- Support efforts to strengthen ethanol, methane, wind, and hydrogen within the Region

Goal 10: Encourage Main Street Revitalization and Historic Preservation

Objective 10A:

- Help stabilize Village Main Streets and promote community development

Strategies:

- Assist in linking developers with federal and state preservation and rehabilitation programs to encourage Main Street redevelopment
- Encourage villages to apply for New York Main Street grant funding
- Continue promoting the recently completed Phase I Historic Preservation Guidebook for the Western Erie Canal Alliance's Main Street Program
- Continue development of the Creating Residential, Commercial and Municipal Upper Floors: A Guidebook for Regional Revitalization project

Objective 10B:

- Provide stable housing opportunities within the Region

Strategies:

- Assist in maintaining character of the community including diversity of housing types
- Encourage development of livable communities including senior-housing where appropriate

Objective 10C:

- Pursue opportunities for waterfront development within the Region

Strategies:

- Continue implementation of the Historic Waterfront planning program within the Region
- Work with municipalities to identify priority areas for development and mitigating concerns

6.3 Performance Measures

As economic conditions are constantly changing within the Genesee-Finger Lakes Region it is critical to identify performance measures that can help assess the overall effectiveness of the Comprehensive Economic Development Strategy and the economic development conditions within the Region. As the economic environment is constantly in flux within the Region, Genesee/Finger Lakes Regional Planning Council annually revisits the CEDS to update and revise the document as needed, allowing the CEDS to continuously evolve as a living document reflecting the constantly changing economic development priorities of the Region.

To evaluate the successful implementation of the CEDS document the following performance measures are tracked within the Region:

1. The number of CEDS initiatives successfully implemented
2. The types of projects that were implemented
3. The number of brownfield projects implemented
4. The number of technology projects implemented
5. The number of jobs created or retained
6. The estimated amount of private sector investment within implemented projects
7. The estimated amount of public sector investment within implemented projects
8. Socio-economic and demographic data within the region including but not limited to:
 - a. Population
 - b. Educational attainment
 - c. Per capita income
 - d. Poverty
 - e. Employment
 - f. Industry sectors
 - g. Unemployment
 - h. Innovation
 - i. Building permit trends
9. Amount of G/FLRPC revolving loan leveraged
10. Amount of grant funding secured
11. Number of participants at Local Government Workshops

Chapter 7 – 2012-2013 Plan of Action

This section provides an overview of past, present, and potential G/FLRPC activities, projects, and program areas each of which helps to address the specific goals, objectives, and strategies of the Comprehensive Economic Development Strategy outlined within Chapter 6.

7.1 Economic Development

The G/FLRPC Economic Development program area includes regional economic development coordination, revolving loan fund administration, community advocacy, strategic planning, community revitalization, and technical assistance. Also included within the Economic Development program area is the development and implementation of the Comprehensive Economic Development Strategy (CEDS). To this end G/FLRPC is involved in a number of economic development projects and initiatives to further the goals, objectives, and strategies identified in Chapter 6.

- A) Continue to support regional economic development partners and stakeholders with workforce and economic development initiatives undertaken within the Region to help attract and create jobs.
 - i. Assist economic development partners with identifying and applying for grant funding
- B) Continue to work with federal, state, and local public and private sector partners to secure and leverage funding
 - i. Continue to administer the Genesee/Finger Lakes Regional Planning Council Regional Revolving Loan Fund and work with other regional partners to link available regional revolving loan funds with businesses in need of financing.
- C) Continue to assist regional partners with the development and implementation of regional economic development plans
 - i. Continue to work closely with economic development partners on the implementation of the Finger Lakes Regional Economic Development Strategic Plan.
 - ii. Work closely with Regional Partners in the development of a Regional Sustainability Plan.
 - iii. Continue serving on the Project Steering Committee for the Mohawk-Erie Multimodal Transportation Corridor Study
 - iv. Continue serving on the Project Steering Committee for the Regional Goods Movement Study
- D) Work to bolster the Region's clusters by working with economic development partners in the Region to identify and address the economic development needs of each cluster
 - i. Continue support of the RIT-CIMS Finger Lakes Food Processing Cluster Initiative project through membership on the Leadership Council

- E) Continue to work with public and private sector partners to develop, maintain, and upgrade regional infrastructure within the Region including transportation, telecommunications, and water and sewer.
 - i. Continue to partner with the regional Metropolitan Planning Organization, Genesee Transportation Council, on planning and transportation issues that impact the Genesee-Finger Lakes Region.
 - ii. Continue to produce the annual Land Use Monitoring Report.
- F) Work with various private and public sector partners to encourage the redevelopment of brownfield sites.
 - i. Implement a region-wide brownfield assessment in partnership with the New York State Department of State.
 - ii. Administer or assist in Brownfield Opportunity Area programs within the Region.
 - iii. Pursue the establishment of an EPA Brownfield Assessment Grant for the Region.
- G) Support entrepreneurial activities and programs throughout the Region.
 - i. Support the activities of regional organizations that promote entrepreneurship and small business including TEN, HTR, STC, the Cornell Agriculture and Food Technology Park, and Excell, Partners, Inc. amongst others.

7.2 Regional, Local, and Water Resources Planning

The G/FLRPC Regional, Local, and Water Resources Planning program area includes land use, water resources, municipal, hazard/flood mitigation, Main Street revitalization, and historic preservation planning in addition to local government support and training/workshop/conference development and coordination. The Regional, Local, and Water Resources Planning program area supports the Economic Development program area with regards to implementation of the Comprehensive Economic Development Strategy with a variety of tasks listed below.

- A) Continue to provide assistance to municipalities and local governments regarding the development and implementation of local planning projects.
 - i. Work with local School Districts on enrollment projections to identify current and future needs.
- B) Assist in the revitalization of main streets and community centers throughout the Region.
 - i. Continue promoting the recently completed Phase I Historic Preservation Guidebook for the Western Erie Canal Alliance's Main Street Program
 - ii. Work with the three current and two future designated Western Erie Canal Communities on the Phase II of the Historic Preservation Guidebook project
 - iii. Continue development of the Historic Waterfront planning program within the Region
 - iv. Continue development of the Creating Residential, Commercial and Municipal Upper Floors: A Guidebook for Regional Revitalization project
- C) Provide Hazard Mitigation Services that comply with state and national standards.
 - i. Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or Updates of All-Hazard Mitigation Plans.

- D) Assist in the development of the Region as a tourist destination.
 - i. Continue to act as a resource regarding regional blueways trails.
 - ii. Support the efforts of regional partners in identifying and securing funding for tourism promotion.
 - iii. Utilize G/FLRPC Regional Revolving loan fund to advance tourism businesses
 - iv. Continue efforts to promote walkability of villages and retail centers.
 - v. Pursue completion of a tourism economic impact study within the Region.
- E) Continue to provide trainings/workshops/and conferences
 - i. Continue to hold Regional Local Government Workshops to educate local government officials, municipal council and board members, elected officials and others stakeholders.
 - ii. G/FLRPC will continue to facilitate Regional Roundtable discussions on critical regional economic development and planning issues.
- F) 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.
 - i. G/FLRPC staff will continue to attend training courses and conferences that will enhance their economic development aptitudes.

7.3 Data, Technology, and Resource Center

The G/FLRPC Data, Technology, and Resource Center program area includes the New York State Census Data Affiliate Program, Geographic Information Systems & Remote Sensing, Resource Library with GIS inventory, as well as a comprehensive Web Site. The Data, Technology, and Resource also provides support for both the Economic Development and Regional, Local, and Water Resources Program areas and assists with implementation of the CEDS in a variety of tasks listed below.

- A) Continue to fill information and data services requests from citizens, businesses, not-for-profit organizations and public agencies.
- B) Maintain socio-economic and demographic data. An aspect of this service is a dedicated section of G/FLRPC's website featuring or linking to currently available data.
 - i. Partner with the New York State Data Center and university centers to deliver improved data to regional stakeholders.
 - ii. Develop a Regional Atlas and associated data that analyzes, summarizes, and illustrates transportation, socio-economic, and demographic trends within the nine-county Genesee-Finger Lakes Region.
 - iii. Develop Population Projections for the Genesee-Finger Lakes Region.
- C) Provide GIS/Remote Sensing assistance and support through activities such as mapping and database creation to support economic development functions.
 - i. Continue to provide GIS assistance to Wyoming County
- D) Update information and links on G/FLRPC's website.
 - i. G/FLRPC's website will serve as a location for regional marketing, information/data dissemination, and partnership coordination/promotion.

Appendices

Appendix 1 - CEDS Stakeholder Input Session Invitation 2012



Genesee/Finger Lakes Regional Planning Council invites you to attend a Stakeholder Input Session to inform the region's Comprehensive Economic Development Strategy

Genesee/Finger Lakes Regional Planning Council is in the process of preparing the annual regional Comprehensive Economic Development Strategy (CEDS). Development of the CEDS is funded by the U.S. Department of Commerce Economic Development Administration.

The CEDS is a continuous planning process intended to analyze the regional economy, identify project opportunities, and define goals and objectives to guide economic growth in the region. A successful region is one where various groups share a vision and coordinate efforts in order to realize that vision. The CEDS process facilitates the development of this vision through collaboration with public officials, private sector representatives, and the general public helping to form a regional plan of action.

Please join us at any one of the following stakeholder input sessions:

- Genesee County Economic Development Center
2nd Floor Conference Room
99 Medtech Drive, Batavia, NY 14020
Tuesday, March 27 from 9:00am-11:00am
- Ebenezer Watts Conference Center
49 South Fitzhugh Street, Rochester, NY 14614
Tuesday, March 27 from 2:00pm-4:00pm
- Ontario County Municipal Building
3rd Floor Conference Room (Room 324)
20 Ontario Street, Canandaigua, NY 14424
(If parking lot is full additional parking is available further down Ontario Street)
Wednesday, March 28 from 9:00am-11:00am

If you plan on attending, please contact Greg Albert
at (585) 454-0190 ext. 18 or galbert@gflrpc.org

For additional information about the CEDS visit:
<http://www.gflrpc.org/ProgramAreas/EconomicDevelopment/CEDS.htm>

Appendix 2 - CEDS Summary Sheet

**Genesee/Finger Lakes Regional Planning Council
Comprehensive Economic Development Strategy
Goals (2011-2012)**

Goal 1: Assist in the Retention and Expansion of Existing Industries in the District

Objective 1A: Continue to work with federal, state, and local public and private sector partners to secure and leverage funding

Objective 1B: Continue to work with partners on maintaining, developing and marketing economic development programs and initiatives

Goal 2: Assist in the Attraction of Industries and Firms to the District

Objective 2A: Bolster the competitiveness of the Region's clusters

Objective 2B: To support other organizations and/or municipalities in the attraction of firms and industries

Objective 2C: To improve the infrastructure in the Region to further support new firms and industries

Objective 2D: To continue to support regional workforce training and workforce development efforts

Objective 2E: To improve the economic development and business climate within New York State and the Finger Lakes Region

Goal 3: Support Agriculture and Agri-business

Objective 3A: To facilitate the integration of agriculture into the alternative fuel sector

Objective 3B: To continue to work with economic development partners to establish, maintain, and market programs and initiatives targeted to agriculture and agri-business

Goal 4: Strengthen Entrepreneurship, Innovation, and Small Business Development

Objective 4A: To encourage and support entrepreneurship and the entrepreneurial spirit

Objective 4B: To provide better financing options and technical knowledge and support to small and medium-sized business owners

Objective 4C: To continue to partner with and support small business development and entrepreneurship organizations

Objective 4D: To increase the number and success of small businesses along main streets and at community centers

Goal 5: Assist in Improving the Skills of the District's Workforce

Objective 5A: To support the workforce investment boards and other workforce organizations with training workers for high-skill technical and advanced manufacturing careers

Objective 5B: To assist in linking educational partners with economic development groups and businesses to advance middle-skills development

Goal 6: Assist in Improving the Infrastructure of the District

Objective 6A: To improve transportation networks in the Region

Objective 6B: To improve telecommunications in the Region

Objective 6C: To support the establishment of shovel-ready sites within the Region

Objective 6D: To improve the electrical grid in the Region

Goal 7: Enhance Tourism and Marketing within the District

Objective 7A: To further develop the Finger Lakes Region as a destination location

Objective 7B: To further develop and promote the recreational attributes of the Region

Objective 7C: To utilize the Erie Canal as a tourism and economic development opportunity

Goal 8: Strengthen Regional Coordination and Collaboration

Objective 8A: To collaborate as a region on programs and initiatives

Objective 8B: To promote information sharing in the Region

Objective 8C: Coordinate Economic Development Activities with the Finger Lakes Regional Economic Development Council Strategic Plan

Goal 9: Encourage Sustainable Development Practices

Objective 9A: To resolve issues of development related to brownfield sites

Objective 9B: To encourage efficient land use and development patterns

Objective 9C: To protect water quality

Objective 9D: To develop and implement hazard mitigation plans that comply with state and national standards

Objective 9E: To pursue opportunities for alternative energy

Goal 10: Encourage Main Street Revitalization and Historic Preservation

Objective 10A: Help stabilize Village Main Streets and promote community development

Objective 10B: Provide stable housing opportunities within the Region

Objective 10C: Pursue opportunities for waterfront development within the Region

Appendix 3 - Major Industry Sectors Present in the G-FL Region

**Table A-3 – Major Industry Sectors, NAICS Code and
Industry Subsectors Present in the Genesee-Finger Lakes Region**

Major Industry Sector	NAICS	Industry Subsector
Agriculture, Forestry, Fishing and Hunting	111	Crop Production
	112	Animal Production
	113	Forestry and Logging
	115	Agriculture & Forestry Support Activity
Mining	211	Oil and Gas Extraction
	212	Mining (except Oil and Gas)
Utilities	221	Utilities
Construction	236	Construction of Buildings
	237	Heavy and Civil Engineering Construction
	238	Specialty Trade Contractors
Manufacturing	311	Food Manufacturing
	312	Beverage & Tobacco Product Manufacturing
	313	Textile Mills
	314	Textile Product Mills
	315	Apparel Manufacturing
	321	Wood Product Manufacturing
	322	Paper Manufacturing
	323	Printing and Related Support Activities
	324	Petroleum & Coal Products Manufacturing
	325	Chemical Manufacturing
	326	Plastics & Rubber Products Manufacturing
	327	Nonmetallic Mineral Product Manufacturing
	331	Primary Metal Manufacturing
	332	Fabricated Metal Product Manufacturing
	333	Machinery Manufacturing
	334	Computer and Electronic Product Manufacturing
	335	Electrical Equipment and Appliances
	336	Transportation Equipment Manufacturing
	337	Furniture and Related Product Manufacturing
	339	Miscellaneous Manufacturing

Table A-3 – Major Industry Sectors, NAICS Code and Industry Subsectors Present in the Genesee-Finger Lakes Region (continued)

Major Industry Sector	NAICS	Industry Subsector
Wholesale Trade	423	Merchant Wholesalers, Durable Goods
	424	Merchant Wholesalers, Nondurable Goods
	425	Electronic Markets and Agents/Brokers
Retail Trade	441	Motor Vehicle and Parts Dealers
	442	Furniture and Home Furnishings Stores
	443	Electronics and Appliance Stores
	444	Building Material & Garden Supply Stores
	445	Food and Beverage Stores
	446	Health and Personal Care Stores
	447	Gasoline Stations
	448	Clothing and Clothing Accessories Stores
	451	Sporting Goods/Hobby/Book/Music Stores
	452	General Merchandise Stores
	453	Miscellaneous Store Retailers
	454	Nonstore Retailers
Transportation and Warehousing	481	Air Transportation
	484	Truck Transportation
	485	Transit and Ground Passenger Transport
	486	Pipeline Transportation
	487	Scenic and Sightseeing Transportation
	488	Support Activities for Transportation
	492	Couriers and Messengers
Information	493	Warehousing and Storage
	511	Publishing Industries
	512	Motion Picture & Sound Recording
	515	Broadcasting (except Internet)
	516	Internet Publishing and Broadcasting
	517	Telecommunications
	518	ISPs, Search Portals, & Data Processing
Finance and Insurance	519	Other Information Services
	522	Credit Intermediation & Related Activity
	523	Securities and Commodity Contracts
	524	Insurance Carriers & Related Activities
Real Estate, Rental and Leasing	525	Funds, Trusts & Other Financial Vehicles
	531	Real Estate
	532	Rental and Leasing Services
	533	Lessors, Nonfinancial Intangible Assets

**Table A-3 – Major Industry Sectors, NAICS Code and
Industry Subsectors Present in the Genesee-Finger Lakes Region (continued)**

Major Industry Sector	NAICS	Industry Subsector
Professional and Technical Services	541	Professional and Technical Services
Management of Companies and Enterprises	551	Management of Companies and Enterprises
Administrative and Support and Waste Management and Remediation Services	561	Administrative and Support Services
	562	Waste Management and Remediation Service
Educational Services	611	Educational Services
Health Care and Social Assistance	621	Ambulatory Health Care Services
	622	Hospitals
	623	Nursing and Residential Care Facilities
	624	Social Assistance
Arts, Entertainment and Recreation	711	Performing Arts and Spectator Sports
	712	Museums, Parks and Historical Sites
	713	Amusement, Gambling & Recreation
Accommodation and Food Services	721	Accommodation
	722	Food Services and Drinking Places
Other Services (except Public Administration)	811	Repair and Maintenance
	812	Personal and Laundry Services
	813	Membership Organizations & Associations
	814	Private Households
Government		Federal Government
		State Government
		Local Government
Unclassified		Unclassified

Appendix 4 - Economic Indicators for the G-FL Region by Industry Subsector (2010)

Table A-4 – Establishments, Employment, Average Annual Wage for the Genesee-Finger Lakes Region by Industry Subsector (2010)			
Industry Subsector	Establishments	Employment	Average Annual Wage
Crop Production	278	3,396	\$26,969
Animal Production	158	2,337	\$31,344
Forestry and Logging	7	29	\$27,858
Agriculture & Forestry Support Activity	39	360	\$23,141
Mining (except Oil and Gas)	35	604	\$48,509
Utilities	27	1,827	\$95,753
Construction of Buildings	870	4,802	\$49,045
Heavy and Civil Engineering Construction	106	1,855	\$55,423
Specialty Trade Contractors	1,764	11,457	\$47,556
Food Manufacturing	124	5,528	\$43,166
Beverage & Tobacco Product Manufacturing	47	1,444	\$33,215
Textile Mills	6	257	\$51,048
Textile Product Mills	15	254	\$38,237
Apparel Manufacturing	11	762	\$39,507
Wood Product Manufacturing	55	459	\$29,436
Paper Manufacturing	37	1,661	\$49,940
Printing and Related Support Activities	134	2,644	\$43,789
Petroleum & Coal Products Manufacturing	7	136	\$63,648
Chemical Manufacturing	39	8,142	\$78,377
Plastics & Rubber Products Manufacturing	72	4,854	\$44,098
Nonmetallic Mineral Product Mfg	59	1,501	\$44,608
Primary Metal Manufacturing	16	452	\$47,990
Fabricated Metal Product Manufacturing	321	7,977	\$46,831
Machinery Manufacturing	266	12,401	\$71,644
Computer and Electronic Product Mfg	116	9,092	\$66,896
Electrical Equipment and Appliances	23	1,507	\$53,562
Transportation Equipment Manufacturing	29	3,114	\$50,486
Furniture and Related Product Mfg	52	682	\$37,238
Miscellaneous Manufacturing	114	4,074	\$65,929
Merchant Wholesalers, Durable Goods	813	10,838	\$58,641
Merchant Wholesalers, Nondurable Goods	291	4,958	\$59,535
Electronic Markets and Agents/Brokers	422	1,755	\$73,243
Motor Vehicle and Parts Dealers	495	7,108	\$39,163
Furniture and Home Furnishings Stores	183	1,540	\$29,361
Electronics and Appliance Stores	205	1,984	\$34,071
Building Material & Garden Supply Stores	336	5,062	\$29,881
Food and Beverage Stores	597	16,668	\$18,764
Health and Personal Care Stores	299	3,301	\$31,464
Gasoline Stations	417	3,398	\$17,151
Clothing and Clothing Accessories Stores	503	5,031	\$14,997
Sporting Goods/Hobby/Book/Music Stores	243	2,366	\$16,537
General Merchandise Stores	196	10,808	\$18,882
Miscellaneous Store Retailers	378	2,863	\$19,564
Nonstore Retailers	154	1,447	\$33,337

Table A-4 – Establishments, Employment, Average Annual Wage for the Genesee-Finger Lakes Region by Industry Subsector (2010) (continued)

Industry Subsector	Establishments	Employment	Average Annual Wage
Air Transportation	15	268	\$44,104
Truck Transportation	274	2,678	\$39,528
Transit and Ground Passenger Transport	66	2,598	\$20,523
Pipeline Transportation	8	30	\$77,148
Scenic and Sightseeing Transportation	8	29	\$22,606
Support Activities for Transportation	78	686	\$39,326
Couriers and Messengers	63	1,276	\$41,221
Warehousing and Storage	56	1,577	\$38,570
Publishing Industries	94	2,620	\$43,917
Motion Picture & Sound Recording	54	526	\$20,619
Broadcasting (except Internet)	28	811	\$47,310
Telecommunications	93	4,186	\$67,494
ISPs, Search Portals, & Data Processing	61	723	\$81,243
Other Information Services	62	573	\$39,560
Credit Intermediation & Related Activity	514	6,488	\$50,126
Securities and Commodity Contracts	303	1,603	\$109,982
Insurance Carriers & Related Activities	575	6,385	\$63,262
Funds, Trusts & Other Financial Vehicles	17	79	\$155,806
Real Estate	854	5,242	\$31,279
Rental and Leasing Services	201	1,754	\$33,759
Lessors, Nonfinancial Intangible Assets	4	11	\$29,059
Professional and Technical Services	2,751	22,907	\$57,110
Management of Companies and Enterprises	184	12,127	\$85,262
Administrative and Support Services	1,348	24,382	\$31,180
Waste Management and Remediation Service	115	1,469	\$45,109
Educational Services	338	25,806	\$50,986
Ambulatory Health Care Services	1,624	19,747	\$44,383
Hospitals	15	25,711	\$46,754
Nursing and Residential Care Facilities	371	18,240	\$26,479
Social Assistance	690	14,605	\$23,974
Performing Arts and Spectator Sports	117	1,150	\$27,422
Museums, Parks and Historical Sites	27	732	\$22,845
Amusement, Gambling & Recreation	360	6,209	\$15,274
Accommodation	187	3,777	\$20,326
Food Services and Drinking Places	2,167	34,143	\$13,820
Repair and Maintenance	825	4,661	\$33,035
Personal and Laundry Services	675	4,425	\$21,665
Membership Organizations & Associations	979	8,759	\$18,808
Private Households	332	462	\$21,406
Federal Government	261	5,852	\$56,261
State Government	99	14,095	\$56,922
Local Government	638	70,233	\$41,707
Unclassified	603	496	\$28,857
Total, All Private	27,493	442,814	\$41,054
Total, All Industries	28,491	532,994	\$41,727

Source: Quarterly Census of Employment and Wages

Appendix 5 - Economic Indicators for the G-FL Region by Industry Subsector (2000)

Table A-5 – Establishments, Employment, Average Annual Wage for the G-FL Region by Industry Subsector (2000)			
Industry Subsector	Establishments	Employment	Average Annual Wage*
Crop Production	268	2,944	\$22,899
Animal Production	147	1,934	\$27,698
Forestry and Logging	5	68	\$35,235
Agriculture & Forestry Support Activity	41	557	\$25,156
Mining (except Oil and Gas)	3	16	\$57,939
Utilities	42	400	\$48,768
Construction of Buildings	761	4,947	\$46,777
Heavy and Civil Engineering Construction	127	1,993	\$55,418
Specialty Trade Contractors	1,792	13,050	\$45,098
Food Manufacturing	121	6,214	\$40,106
Beverage & Tobacco Product Manufacturing	22	1,685	\$57,706
Textile Mills	7	282	\$52,811
Textile Product Mills	17	328	\$31,035
Apparel Manufacturing	16	1,032	\$33,196
Wood Product Manufacturing	56	837	\$30,536
Paper Manufacturing	43	2,265	\$43,672
Printing and Related Support Activities	170	3,468	\$46,628
Petroleum & Coal Products Manufacturing	22	173	\$60,862
Chemical Manufacturing	49	24,095	\$73,288
Plastics & Rubber Products Manufacturing	104	7,346	\$41,214
Nonmetallic Mineral Product Manufacturing	67	2,329	\$48,512
Primary Metal Manufacturing	11	525	\$53,412
Fabricated Metal Product Manufacturing	340	11,100	\$44,568
Machinery Manufacturing	330	22,446	\$68,971
Computer and Electronic Product Mfg	107	9,912	\$68,065
Electrical Equipment and Appliances	25	1,749	\$44,286
Transportation Equipment Manufacturing	31	7,817	\$65,664
Furniture and Related Product Manufacturing	60	772	\$35,364
Miscellaneous Manufacturing	111	5,550	\$57,738
Merchant Wholesalers, Durable Goods	968	12,302	\$59,216
Merchant Wholesalers, Nondurable Goods	352	5,391	\$51,830
Electronic Markets and Agents/Brokers	367	1,431	\$67,197
Motor Vehicle and Parts Dealers	507	7,640	\$41,537
Furniture and Home Furnishings Stores	206	1,845	\$30,824
Electronics and Appliance Stores	225	1,945	\$41,220
Building Material & Garden Supply Stores	345	5,406	\$28,165
Food and Beverage Stores	595	18,310	\$17,347
Health and Personal Care Stores	283	3,630	\$24,410
Gasoline Stations	479	3,810	\$18,475
Clothing and Clothing Accessories Stores	522	4,849	\$15,981
Sporting Goods/Hobby/Book/Music Stores	254	2,877	\$16,202
General Merchandise Stores	162	9,508	\$18,978
Miscellaneous Store Retailers	480	3,351	\$19,086
Nonstore Retailers	128	2,406	\$32,176

Table A-5 – Establishments, Employment, Average Annual Wage for the G-FL Region by Industry Subsector (2000) (continued)

Industry Subsector	Establishments	Employment	Average Annual Wage*
Air Transportation	13	377	\$56,597
Truck Transportation	332	3,185	\$39,188
Transit and Ground Passenger Transport	53	2,291	\$28,066
Pipeline Transportation	8	40	\$70,634
Scenic and Sightseeing Transportation	7	35	\$21,917
Support Activities for Transportation	66	687	\$33,525
Couriers and Messengers	44	2,040	\$33,226
Warehousing and Storage	44	677	\$34,632
Publishing Industries	120	3,313	\$46,158
Motion Picture & Sound Recording	69	994	\$15,613
Broadcasting (except Internet)	25	980	\$45,536
Telecommunications	102	5,443	\$90,764
ISPs, Search Portals, & Data Processing	95	1,823	\$57,294
Other Information Services	41	293	\$15,570
Credit Intermediation & Related Activity	455	7,507	\$47,252
Financial Investment & Related Activity	176	1,877	\$117,148
Insurance Carriers & Related Activities	762	5,734	\$52,830
Funds, Trusts & Other Financial Vehicles	11	72	\$51,309
Real Estate	744	5,286	\$29,085
Rental and Leasing Services	220	2,190	\$29,226
Lessors, Nonfinancial Intangible Assets^	-	-	-
Professional and Technical Services	2,497	23,941	\$56,553
Management of Companies and Enterprises	131	10,948	\$77,756
Administrative and Support Services	1,135	25,562	\$25,757
Waste Management and Remediation Service	70	1,223	\$43,783
Educational Services	275	17,377	\$52,151
Ambulatory Health Care Services	1,528	18,254	\$38,118
Hospitals	18	23,958	\$37,876
Nursing and Residential Care Facilities	270	14,333	\$26,099
Social Assistance	612	11,409	\$22,456
Performing Arts and Spectator Sports	125	1,108	\$32,407
Museums, Parks and Historical Sites	20	747	\$20,809
Amusement, Gambling & Recreation	320	5,292	\$16,787
Accommodation	143	4,571	\$20,641
Food Services and Drinking Places	2,135	32,571	\$13,309
Repair and Maintenance	776	4,063	\$33,066
Personal and Laundry Services	684	4,292	\$21,012
Membership Organizations & Associations	803	7,095	\$19,345
Private Households	472	760	\$16,475
Federal Government	191	5,463	\$52,463
State Government	96	14,635	\$51,885
Local Government	574	65,766	\$37,016
Unclassified	157	308	\$17,670
Total, All Private	26,350	476,062	\$41,743
Total, All Industries	27,211	561,926	\$41,558

Source: Quarterly Census of Employment and Wages * Average Annual wage expressed in 2010 dollars
^Subsector not apart of 2000 QCEW analysis

Appendix 6 - Change in Economic Indicators for the G-FL Region by Industry Sector

Table A-6 – Change in Establishments, Employment, and Average Annual Wage in the Genesee-Finger Lakes Region by Industry Sector (2000-2010)						
Industry Sector	Change in Establishments		Change in Employment		Change in Average Annual Wage**	
	Number	Percent	Number	Percent	Dollars	Percent
Crop Production	10	3.7%	452	15.4%	\$4,070	17.8%
Animal Production	11	7.5%	403	20.8%	\$3,646	13.2%
Forestry and Logging	2	40.0%	-39	-57.4%	-\$7,377	-20.9%
Agriculture Forestry Support Activity	-2	-4.9%	-197	-35.4%	-\$2,015	-8.0%
Mining (except Oil and Gas)	32	1,066.7%	588	3,675.0%	-\$9,430	-16.3%
Utilities	-15	-35.7%	1,427	356.8%	\$46,985	96.3%
Construction of Buildings	109	14.3%	-145	-2.9%	\$2,268	4.8%
Heavy and Civil Engineering Construction	-21	-16.5%	-138	-6.9%	\$5	0.0%
Specialty Trade Contractors	-28	-1.6%	-1593	-12.2%	\$2,458	5.5%
Food Manufacturing	3	2.5%	-686	-11.0%	\$3,060	7.6%
Beverage Tobacco Product Manufacturing	25	113.6%	-241	-14.3%	-\$24,491	-42.4%
Textile Mills	-1	-14.3%	-25	-8.9%	-\$1,763	-3.3%
Textile Product Mills	-2	-11.8%	-74	-22.6%	\$7,202	23.2%
Apparel Manufacturing	-5	-31.3%	-270	-26.2%	\$6,311	19.0%
Wood Product Manufacturing	-1	-1.8%	-378	-45.2%	-\$1,100	-3.6%
Paper Manufacturing	-6	-14.0%	-604	-26.7%	\$6,268	14.4%
Printing and Related Support Activities	-36	-21.2%	-824	-23.8%	-\$2,839	-6.1%
Petroleum Coal Products Manufacturing	-15	-68.2%	-37	-21.4%	\$2,786	4.6%
Chemical Manufacturing	-10	-20.4%	-15,953	-66.2%	\$5,089	6.9%
Plastics Rubber Products Manufacturing	-32	-30.8%	-2,492	-33.9%	\$2,884	7.0%
Nonmetallic Mineral Product Mfg	-8	-11.9%	-828	-35.6%	-\$3,904	-8.0%
Primary Metal Manufacturing	5	45.5%	-73	-13.9%	-\$5,422	-10.2%
Fabricated Metal Product Manufacturing	-19	-5.6%	-3,123	-28.1%	\$2,263	5.1%
Machinery Manufacturing	-64	-19.4%	-10,045	-44.8%	\$2,673	3.9%
Computer and Electronic Product Mfg	9	8.4%	-820	-8.3%	-\$1,169	-1.7%
Electrical Equipment and Appliances	-2	-8.0%	-242	-13.8%	\$9,276	20.9%
Transportation Equipment Manufacturing	-2	-6.5%	-4,703	-60.2%	-\$15,178	-23.1%
Furniture and Related Product Mfg	-8	-13.3%	-90	-11.7%	\$1,874	5.3%
Miscellaneous Manufacturing	3	2.7%	-1,476	-26.6%	\$8,191	14.2%
Merchant Wholesalers, Durable Goods	-155	-16.0%	-1,464	-11.9%	-\$575	-1.0%
Merchant Wholesalers, Nondurable Goods	-61	-17.3%	-433	-8.0%	\$7,705	14.9%
Electronic Markets and Agents Brokers	55	15.0%	324	22.6%	\$6,046	9.0%
Motor Vehicle and Parts Dealers	-12	-2.4%	-532	-7.0%	-\$2,374	-5.7%
Furniture and Home Furnishings Stores	-23	-11.2%	-305	-16.5%	-\$1,463	-4.7%
Electronics and Appliance Stores	-20	-8.9%	39	2.0%	-\$7,149	-17.3%
Building Material Garden Supply Stores	-9	-2.6%	-344	-6.4%	\$1,716	6.1%
Food and Beverage Stores	2	0.3%	-1,642	-9.0%	\$1,417	8.2%
Health and Personal Care Stores	16	5.7%	-329	-9.1%	\$7,054	28.9%
Gasoline Stations	-62	-12.9%	-412	-10.8%	-\$1,324	-7.2%
Clothing and Clothing Accessories Stores	-19	-3.6%	182	3.8%	-\$984	-6.2%
Sporting Goods Hobby Book Music Stores	-11	-4.3%	-511	-17.8%	\$335	2.1%
General Merchandise Stores	34	21.0%	1,300	13.7%	-\$96	-0.5%
Miscellaneous Store Retailers	-102	-21.3%	-488	-14.6%	\$478	2.5%
Nonstore Retailers	26	20.3%	-959	-39.9%	\$1,161	3.6%

Table A-6 – Change in Establishments, Employment, and Average Annual Wage in the Genesee-Finger Lakes Region by Industry Sector (2000-2010)
(continued)

Industry Sector	Change in Establishments		Change in Employment		Change in Average Annual Wage**	
	Number	Percent	Number	Percent	Dollars	Percent
Air Transportation	2	15.4%	-109	-28.9%	-\$12,493	-22.1%
Truck Transportation	-58	-17.5%	-507	-15.9%	\$340	0.9%
Transit and Ground Passenger Transport	13	24.5%	307	13.4%	-\$7,543	-26.9%
Pipeline Transportation	0	0.0%	-10	-25.0%	\$6,514	9.2%
Scenic and Sightseeing Transportation	1	14.3%	-6	-17.1%	\$689	3.1%
Support Activities for Transportation	12	18.2%	-1	-0.1%	\$5,801	17.3%
Couriers and Messengers	19	43.2%	-764	-37.5%	\$7,995	24.1%
Warehousing and Storage	12	27.3%	900	132.9%	\$3,938	11.4%
Publishing Industries	-26	-21.7%	-693	-20.9%	-\$2,241	-4.9%
Motion Picture Sound Recording Ind.	-15	-21.7%	-468	-47.1%	\$5,006	32.1%
Broadcasting (except Internet)	3	12.0%	-169	-17.2%	\$1,774	3.9%
Telecommunications	-9	-8.8%	-1,257	-23.1%	-\$23,270	-25.6%
ISPs, Search Portals, Data Processing	-34	-35.8%	-1,100	-60.3%	\$23,949	41.8%
Other Information Services	21	51.2%	280	95.6%	\$23,990	154.1%
Credit Intermediation Related Activity	59	13.0%	-1,019	-13.6%	\$2,874	6.1%
Securities and Commodity Contracts	127	72.2%	-274	-14.6%	-\$7,166	-6.1%
Insurance Carriers Related Activities	-187	-24.5%	651	11.4%	\$10,432	19.7%
Funds, Trusts Other Financial Vehicles	6	54.5%	7	9.7%	\$104,497	203.7%
Real Estate	110	14.8%	-44	-0.8%	\$2,194	7.5%
Rental and Leasing Services	-19	-8.6%	-436	-19.9%	\$4,533	15.5%
Lessors, Nonfinancial Intangible Assets^	-	-	-	-	-	-
Professional and Technical Services	254	10.2%	-1,034	-4.3%	\$557	1.0%
Management of Companies and Enterprises	53	40.5%	1,179	10.8%	\$7,506	9.7%
Administrative and Support Services	213	18.8%	-1,180	-4.6%	\$5,423	21.1%
Waste Management and Remediation Service	45	64.3%	246	20.1%	\$1,326	3.0%
Educational Services	63	22.9%	8,429	48.5%	-\$1,165	-2.2%
Ambulatory Health Care Services	96	6.3%	1,493	8.2%	\$6,265	16.4%
Hospitals	-3	-16.7%	1,753	7.3%	\$8,878	23.4%
Nursing and Residential Care Facilities	101	37.4%	3,907	27.3%	\$380	1.5%
Social Assistance	78	12.7%	3,196	28.0%	\$1,518	6.8%
Performing Arts and Spectator Sports	-8	-6.4%	42	3.8%	-\$4,985	-15.4%
Museums, Parks and Historical Sites	7	35.0%	-15	-2.0%	\$2,036	9.8%
Amusement, Gambling Recreation Ind.	40	12.5%	917	17.3%	-\$1,513	-9.0%
Accommodation	44	30.8%	-794	-17.4%	-\$315	-1.5%
Food Services and Drinking Places	32	1.5%	1,572	4.8%	\$511	3.8%
Repair and Maintenance	49	6.3%	598	14.7%	-\$31	-0.1%
Personal and Laundry Services	-9	-1.3%	133	3.1%	\$653	3.1%
Membership Organizations Associations	176	21.9%	1,664	23.5%	-\$537	-2.8%
Private Households	-140	-29.7%	-298	-39.2%	\$4,931	29.9%
Federal Government	70	36.6%	389	7.1%	\$3,798	7.2%
State Government	3	3.1%	-540	-3.7%	\$5,037	9.7%
Local Government	64	11.1%	4,467	6.8%	\$4,691	12.7%
Unclassified	446	284.1%	188	61.0%	\$11,187	63.3%
Total, All Private	1143	4.3%	-33,248	-7.0%	-\$689	-1.7%
Total, All Industries	1280	4.7%	-28,932	-5.1%	\$169	0.4%
Source: Quarterly Census of Employment and Wages ** Average Annual wage expressed in 2010 dollars ^Subsector not apart of 2000 QCEW analysis						

Appendix 7 - Stakeholder Input Session Attendees, 2012

Table A-7 – CEDS Stakeholder Input Session, Attendee List, 2012	
Name	Organization and/or Affiliation
Sarah Clark	Senator Gillibrand's Office
Peter Pecor	Rochester Works
Sharon Keefe	Monroe County Economic Development
Jim Whipple	Orleans County Industrial Development Agency
Beth Claypoole	Cornell Cooperative Extension Wayne County
Bill Wynne	Cornell Cooperative Extension Monroe County
Ora Rothfuss	Wayne County Planning
Peg Churchill	Wayne County Industrial Development Agency
Jay Martinez	Greater Rochester Enterprise
Rich Turner	New York State Assemblyman Mark John's Office
Katelin Olson	Albion Main Street Alliance
Jill Babinski	Genesee County Planning
Art Buckley	Wyoming County Planning
Jim Nielson	Opware
Esther Leadley	Genesee County Legislature
Michelle Mcalled	Senator Michael Ranzenhofer's Office
Pat Rountree	Livingston County Industrial Development Agency
Mary Lou Hamm	GLOW Workforce Investment Board
Kelly Kiebala	Genesee-Orleans Regional Arts Council
Joan Petzen	Cornell Cooperative Extension Wyoming County
Mitch Donovan	Victor Chamber of Commerce
Valerie Knoblauch	Finger Lakes Visitors Connection
Sue Vary	Ontario County Economic Development
Ron Brand	Town of Farmington
Angela Ellis	Livingston County Planning
Glenn Cooke	Western Ontario LDC/Webster LDC
Jody Pollot	Genesee Transportation Council
David Gottfried	Smart Systems Technology and Commercialization Center
Alison Grems	Canandaigua Chamber of Commerce
Elizabeth Winter	Canandaigua Business Improvement District

Appendix 8 - CEDS Stakeholder Input Session Presentation, 2012

2012 Comprehensive
Economic Development
Strategy



GENESEE/FINGER LAKES
Regional Planning Council

Stakeholder Input Session


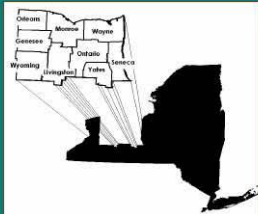
Agenda

- G/FLRPC
- Comprehensive Economic Development Strategy
- Role of the Stakeholder
- Snapshot of the Region
- Development of a Vision
 - Analysis
 - Setting goals
 - Priority projects
 - Evaluation
- Next Steps/Questions



G/FLRPC

- Established 1977
- Nine Member Counties
- Economic Development District
- ED Program
- Funding/Support



CEDS

- US Department of Commerce Economic Development Administration
- Continuous Planning Process
 - Analyze Regional Economy
 - Define ED Goals and Objectives
 - Identify Priority Projects
- Guides Regional Economic Development
 - Action Plan
 - Opens up funding opportunities



Finger Lakes REDC Strategic Plan

- New York State Initiative
- Identifies "Transformative" projects
- Regions awarded funds based upon quality of plan
- CFA process allocates additional funding for projects



Role of the Stakeholder

- Identify strengths, weaknesses, opportunities and threats to the region
- Create a vision for the region
 - Set regional goals, objectives, and priority projects
 - Assist in Implementation
- Aid in development of G/FLRPC work program



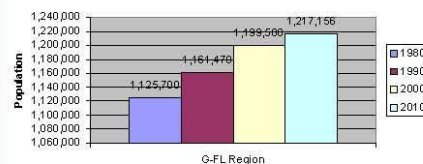
Snapshot of the Region

- Population
- Age
- Income
- Poverty



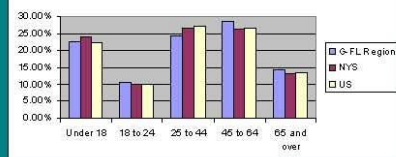
Population

US Census Population G-FL Region 1980-2010



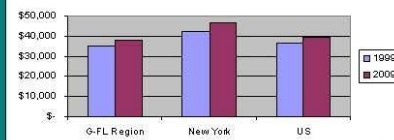
Age

Age Distribution G-FL Region, NYS, and US 2010



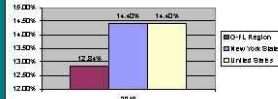
Income

Per Capita Income G-FL Region, NYS, and US 1999-2009

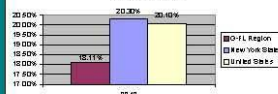


Poverty

Poverty Status for G-FL Region, NYS, and US 2010



Population Under 18 Living in Poverty G-FL Region, NYS, and US 2010



Snapshot of the Region

- Quality of Life
 - Housing
 - Education
 - Health services
 - Parks and recreation
 - Cultural & tourist attractions



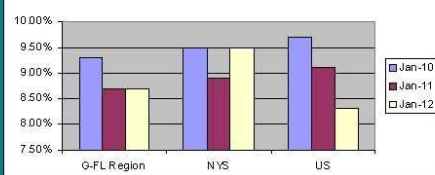
Snapshot of the Region

- Labor force characteristics
 - Unemployment
 - Average annual employment
- Employment
 - Major industry sectors
 - Clusters
- Agricultural economic statistics



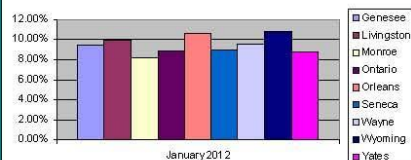
Unemployment

Unemployment Rate G-FL Region, NYS, and US



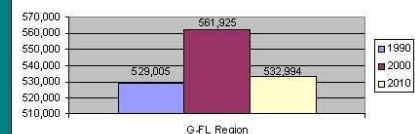
County Unemployment

County Unemployment Rate January 2012



Employment

Average Annual Employment G-FL Region 1990-2010



Average Annual Employment County 2010

County	2010 Employment Total, All Industries
Genesee	23,148
Livingston	19,872
Monroe	367,273
Ontario	48,116
Orleans	12,932
Seneca	11,141
Wayne	29,044
Wyoming	13,570
Yates	6,902



Major Industry Sectors 2010

Genesee Finger Lakes Region

- Top 3 Sectors
 - Government (90,180)
 - Health Care and Social Assistance (78,301)
 - Manufacturing (67,065)
- Largest Net Job Growth 2000-2010
 - Health Care and Social Assistance (10,348)
 - Education (8,429)
 - Government (4,316)

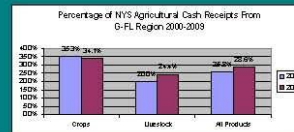
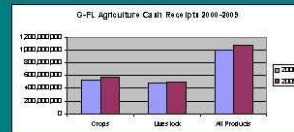


Regional Clusters

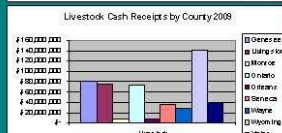
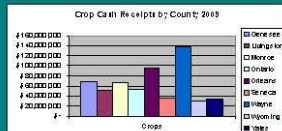
- Optics and Imaging
- Alternative Energy
- Advanced Manufacturing
- Agribusiness and Food Processing
- Information and Communication Technology
- Biotech and Life Sciences
- Printing and Publishing



Agriculture



County Agriculture Cash Receipts 2009



Developing a Vision: Analysis

- State of the regional economy
 - Strengths and weaknesses?
 - Growth sectors and clusters?
- External trends and forces
 - Opportunities and threats?
 - How is the region positioned nationally and globally?
- Partners and resources
 - Who are the important partners in the region?
 - Who can provide resources?



Developing a Vision: Setting Goals

- Where do we want the region to be in the future?
 - 10 years?
 - 20 years?
- What are the areas in which we can build a competitive advantage?
- What are the goals?
- What are the regional funding and project priorities?
- What strategies can be employed to reach goals?
- How should we measure how we are doing?



Next Steps

- April 2012: Meet with County Stakeholders
- May 2012: Integrate feedback and comments
- June 2012: Submit draft report to G/FLRPC for review and comments
- September 2012: Final draft completed and submitted to G/FLRPC
- September 2012: Final draft submitted to EDA



Contact Information

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Appendix 9 - CEDS Stakeholder Input Session Notes, 2012

CEDS Stakeholder Input Sessions were held March 27th and March 28th, 2012 in Batavia, Rochester, and Canandaigua, NY respectively. The invitation for these sessions can be seen in Appendix 1 and a list of stakeholder session attendees can be seen in Appendix 7. Each session consisted of a presentation followed by a discussion of regional strengths, weaknesses, opportunities and threats. At the conclusion of each session these discussion items were used to help identify regional goals and objectives.

Strengths

- New businesses within Genesee County, Alpina, etc. (6.2 Goal 1)
- Economic development agencies (6.2 Goal 8)
- Promotion and marketing of sites (6.2 Goal 6)
- Shovel ready sites (6.2 Goal 6)
- Geographic location close to Buffalo and Rochester (6.2 Goal 7)
- Agriculture (6.2 Goal 3)
- Smart growth plans/comprehensive plans (6.2 Goal 8)
- Workforce development training for individual companies (6.2 Goal 5)
- Collaboration/partnerships amongst agencies (6.2 Goal 8)
- GLOW Workforce Investment Board (6.2 Goal 5)
- Transportation and shortline railroad network (Multiple class I railroads) (6.2 Goal 6)
- Air transportation, including Canandaigua Airport (6.2 Goal 6)
- Limited traffic congestion/short commute-times (6.2 Goal 6)
- Wyoming County Dairy Institute training program (6.2 Goal 3)
- Agri-Palooza within Wyoming County (6.2 Goal 3)
- Celebrate Ag within Genesee County (6.2 Goal 3)
- Hydro power within the western portion of the Region (6.2 Goal 2)
- Villages throughout the Region including Perry and Medina (6.2 Goal 10)
- Affordable real estate (6.2 Goal 7)
- Cultural and historical attractions throughout the Region (6.2 Goal 7)
- Quality of life (6.2 Goal 7)
- FastTrac program helping to advance businesses (6.2 Goal 4)
- Tourism (6.2 Goal 7)
- Alignment of University of Albany NanoCollege with the smart systems technology and commercialization center (STC) (6.2 Goal 4)
- Industrial infrastructure including Rochester tech park; Eastman business park; Xerox facility; electrical power; natural gas; utilities; nuclear power; hydro-power; and municipal electric amongst other strengths (6.2 Goal 2)
- Access to water (6.2 Goal 7)
- Wine industry (6.2 Goal 7)
- Thruway tech corridor connections between Albany, Syracuse and the Finger Lakes (6.2 Goal 4)
- FAME (6.2 Goal 5)
- Rochester Technology and Manufacturing Association (6.2 Goal 5)
- Rochester Regional Photonics Cluster (6.2 Goal 5)

- Resiliency of region (6.2 Goal 7)

Weaknesses

- Education at the K-12 level not meeting needs (6.2 Goal 5)
- Students are not encouraged to pursue educational options besides college (6.2 Goal 5)
- Stigma associated with BOCES and non-four year degrees (6.2 Goal 5)
- Transportation road access (6.2 Goal 6)
- Public transportation (6.2 Goal 6)
- Deterioration of infrastructure within villages (6.2 Goal 6)
- Access to water infrastructure (6.2 Goal 6)
- Water and Sewer Infrastructure conflicts with agriculture and farmland (6.2 Goal 3)
- Waterfront development (6.2 Goal 10)
- High property/school taxes (6.2 Goal 2)
- Health care access
- Quantification of tourism impact (6.2 Goal 7)
- Way-finding not properly balanced with character of community (6.2 Goal 10)

Opportunities

- Link economic development with agriculture (6.2 Goal 3)
- Guide development hand in hand with agriculture (6.2 Goal 3)
- Smart growth plans (6.2 Goal 9)
- Development of regional sustainability plan (cleaner/greener grant NYSERDA) (6.2 Goal 9)
- Educational curriculums can be changed to address changing careers (6.2 Goal 5)
- School district partnerships with agriculture (6.2 Goal 5)
- Opening up funding sources for historic preservation programs (6.2 Goal 10)
- Sustainability of Villages as the core of larger counties (6.2 Goal 10)
- Take advantage of professionals to build grass roots efforts from within villages (6.2 Goal 10)
- Brownfield Redevelopment (6.2 Goal 9)
- New York State Brownfield Opportunity Area program (6.2 Goal 9)
- Collaboration amongst community agencies/members (6.2 Goal 8)
- Senior housing, with walk-able areas, for various age groups (6.2 Goal 10)
- Establish livable communities (6.2 Goal 10)
- Diversity of housing types (6.2 Goal 10)
- Expand and improve cultural opportunities to provide jobs and entertainment (6.2 Goal 7)
- Keep up with advancing technologies (improving websites; maps; and promotions) (6.2 Goal 8)
- Improve entrepreneurship and small businesses (6.2 Goal 4)
- Bring educational opportunities to all ages of population (6.2 Goal 5)
- Collaboration between state and federal governments (6.2 Goal 8)
- Build upon Regional Economic Development Council Strategic Plan and expand agricultural and tourism components (6.2 Goal 8)
- Link students with career opportunities and training programs (6.2 Goal 5)
- Unify effort to address workforce development concerns at the small business level (6.2 Goal 5)
- Workforce development workgroups (6.2 Goal 5)
- Company specific training programs for workers (6.2 Goal 5)

- Improving collaboration amongst Job Fairs and Career Conferences (6.2 Goal 5)
- Expand economic development opportunities for agricultural sector with alternative energy (6.2 Goal 3)
- Increase agricultural collaboration with New York State agriculture and markets, Cornell Cooperative Extension and Cornell Agriculture and Food Technology Park (6.2 Goal 3)
- Expand agricultural co-operatives (6.2 Goal 3)
- Transportation system connections to improve regional goods movement and agricultural distribution (6.2 Goal 6)
- Alternative energy (6.2 Goal 9)
- Increase shovel ready sites (6.2 Goal 6)
- Market shovel ready sites including Build-Now NY Sites (6.2 Goal 6)
- Eastman Business park (energy) (6.2 Goal 6)
- Build upon economic impact of Colleges and Universities (6.2 Goal 8)
- Increased EDA Funding into CEDS priorities (6.2 Goals 1-10)
- Expansion opportunities at the 52 Acre Smart Systems Technology and Commercialization Center Campus (STC) (6.2 Goal 4)
- Development opportunities at the Cornell Ag Tech Park (6.2 Goal 3)
- Build open local economic development strategies including City of Canandaigua (6.2 Goal 8)
- Cooperation and collaboration amongst public and economic development stakeholders (6.2 Goal 8)
- Business retention (6.2 Goal 1)
- Historic preservation and adaptive reuse (6.2 Goal 10)
- Incentives for business growth including sales tax rebates (6.2 Goal 1)
- Amtrak train station in Lyons, NY (6.2 Goal 6)
- Shortline railroad interchange in Lyons, NY (6.2 Goal 6)
- RGRTA partnerships with business to align public transportation (6.2 Goal 6)
- Keeping waterways open through dredging (public access to lakes, canals, etc.) (6.2 Goal 7)
- Improve permitting process and site development process for businesses (6.2 Goal 2)
- Align hydrofracking efforts (6.2 Goal 8)
- Regional Branding (connect Rochester with Finger Lakes) (6.2 Goal 7)
- Promotion of great quality of life, stability of real estate market (6.2 Goal 7)
- Expansion of impact of food and beverage industries within the Region (6.2 Goal 3)
- Expansion of small businesses (6.2 Goal 4)
- Work with family owned businesses, including farmers, on succession planning (6.2 Goal 2)
- “Middle Skills” development (community college certificate programs) (6.2 Goal 5)
- Align training programs directly with businesses (6.2 Goal 5)
- College students with the Region can serve as ambassadors to encourage visitors to the Finger Lakes (6.2 Goal 7)
- Bring students away from Campus and into the Region (6.2 Goal 7)
- Further connection between communities and businesses (6.2 Goal 8)
- Increase bicycling opportunities within Region (6.2 Goal 9)
- Complete Street initiative (6.2 Goal 9)
- Shared services and collaboration between communities (6.2 Goal 9)
- Increase entrepreneurship spirit with the Region (6.2 Goal 4)

- Fill vacant storefronts with small businesses (6.2 Goal 4)
- Increase connections between workforce development, tourism, and economic development agencies (6.2 Goal 8)

Threats

- Loss of agricultural land (6.2 Goal 3)
- Weak education/training for middle management positions (6.2 Goal 5)
- Stigma of manufacturing/agricultural work (6.2 Goal 5)
- Limited funding for economic development programs (6.2 Goal 2)
- Limited funding for preservation/investment into Main Streets (6.2 Goal 10)
- High student loan debt
- Lack of continuing care facilities (6.2 Goal 8)
- Health care costs (6.2 Goal 2)
- Lack of senior housing (6.2 Goal 10)
- Brain-drain (limited opportunities for younger generation) (6.2 Goal 5)
- Funding cuts to arts and music programs (6.2 Goal 2)
- Pessimism within the Region (6.2 Goal 7)
- Lack of internet access in rural areas (6.2 Goal 6)
- Limited funding for small business expansion (6.2 Goal 4)
- Ignoring quality of life aspects within zoning in order to attract businesses (6.2 Goal 2)
- Saying yes to projects even if they do not benefit community (6.2 Goal 2)
- Short-term thinking (6.2 Goal 2)
- Too many layers of government (6.2 Goal 2)
- Duplication of services (6.2 Goal 2)
- Declining enrollment within school districts (6.2 Goal 6)
- Limited classes and program opportunities within shrinking school districts (6.2 Goal 6)
- Inequity of grant access amongst the Region (6.2 Goal 8)
- Focusing too much on large scale and large dollar projects (6.2 Goal 2)
- Not tailoring education/training to current jobs (6.2 Goal 5)
- Lack of collaboration between Economic Development, workforce development, and planning (6.2 Goal 8)
- Stigma of non-4 year degrees (6.2 Goal 5)
- Non-flexible K-12 education curriculum (6.2 Goal 5)
- Limited implementation capacity within Region, need to work together (6.2 Goal 8)
- Unemployment of higher skilled workers (6.2 Goal 5)
- Rapidly changing economy, new clusters emerging requiring new skills (6.2 Goal 5)
- Technology replacing workers (6.2 Goal 5)
- Lack of coordination between food processors and growers (6.2 Goal 3)
- Youth not connected to agriculture (6.2 Goal 3)
- Limited production capacity/storage facilities for agriculture (6.2 Goal 3)
- Lack of capacity in local infrastructure (6.2 Goal 6)
- Aging infrastructure (sewer and water) (6.2 Goal 6)
- IDA incentives being targeted for elimination (6.2 Goal 2)
- Limited funding for tourism (6.2 Goal 7)

- Inefficiency public transportation system region wide (6.2 Goal 6)
- Limited public transportation for workers into suburbs (6.2 Goal 6)
- Competition within the Region regarding development (6.2 Goal 8)
- Government regulations (lengthy review procedures) (6.2 Goal 2)
- Public infrastructure policy act of New York State (6.2 Goal 6)
- Casino gambling (6.2 Goal 2)
- Misalignment of funds within the Region (6.2 Goal 8)
- Resistance to “Regional” identity (6.2 Goal 8)
- Impact of state and federal mandates and restrictions (6.2 Goal 2)
- High electrical rates for ski resorts and campgrounds based on classifications (6.2 Goal 2)
- Loss of “Sense of Place” (6.2 Goal 8)
- Limited funding for roadways and bicycling opportunities (6.2 Goal 6)
- Fiscal situation of Government (6.2 Goal 2)
- Increased costs of schools (6.2 Goal 2)
- Impact of high taxes on charity donations and loss of connection to community (6.2 Goal 2)
- Non-local owners of businesses and hotel properties (6.2 Goal 2)
- Impact of congressional district boundaries on small communities (6.2 Goal 2)
- Areas further away from Rochester connecting to Buffalo and Syracuse through media markets (6.2 Goal 8)
- Varying boundaries of “Finger Lakes” organizations amongst Tourism and Park agencies (6.2 Goal 2)
- Agricultural labor issues/guest worker program (6.2 Goal 3)