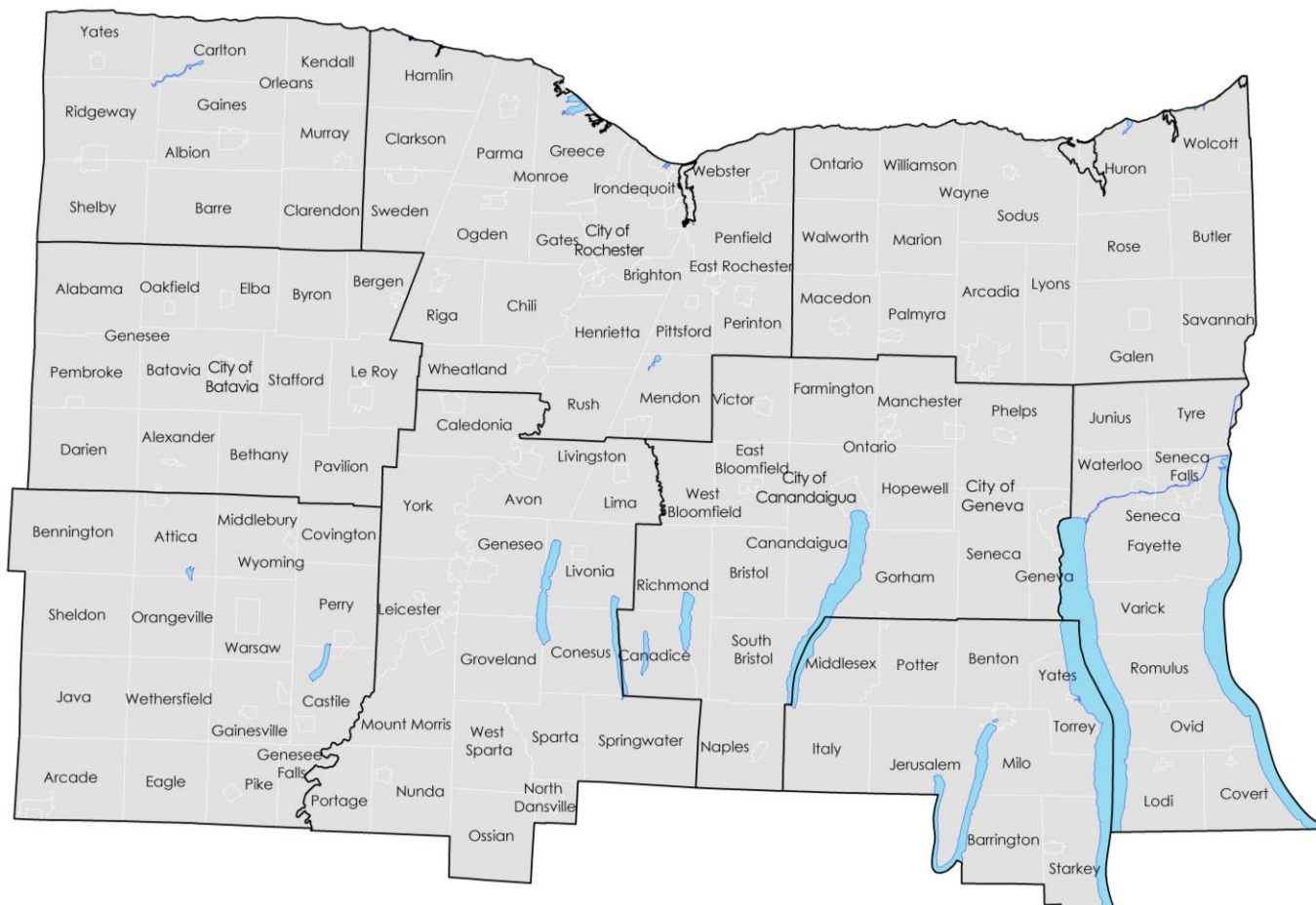

Genesee-Finger Lakes Economic Development District

Comprehensive Economic Development Strategy



2016-2020



Genesee-Finger Lakes Economic Development District

Comprehensive Economic Development Strategy

2016-2020



Prepared by the
Genesee/Finger Lakes Regional Planning Council
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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.

Contract Grant Project Number: 01-83-08854

Prepared by Genesee/Finger Lakes Regional Planning Council

RESOLUTION NO. 2016-19

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, policy-making organization and CEDS Strategy Committee for the Economic Development District;
3. The Regional Planning Council is required to update its Comprehensive Economic Development Strategy (CEDS).

NOW, THEREFORE, BE IT RESOLVED

1. That the Genesee/Finger Lakes Regional Planning Council does hereby accept and approve the 2016-2020 Comprehensive Economic Development Strategy.
2. That the Council does formally authorize the submission of the CEDS document to the Economic Development Administration.

December 8, 2016
Date


Chair

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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), including the G/FLRPC Planning Coordination Committee (PCC) and G/FLRPC Economic Development Advisory Committee (EDAC); and the Regional Development Corporation (RDC); and the Economic Development Administration (EDA). The CEDS outlines additional information about EDA in Chapter 1.

Development of the Comprehensive Economic Development Strategy (CEDS) in 2016 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 August 2nd, 2016 in Canandaigua, NY and Rochester, NY and on August 3rd, 2016 in Batavia, NY. The demographic, economic and transportation data is outlined in detail in Chapter 2 of the CEDS and helps to provide an overview of the Region.

Comments and input received at the three stakeholder sessions, along with feedback from the G/FLRPC, including the PCC and EDAC advisory committees; and RDC helped to shape the development of the Goals, Objectives, Strategies and Measures, which are outlined in Chapter 3, along with 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 4 along with an overview of G/FLRPC.

Each county along with the City of Rochester assisted in the development of the ongoing economic development actions and efforts underway within their county/city and assisted in the identification of the top economic development priority projects. These county narratives and updated priority project tables are outlined in Chapter 5.

Identified current economic development and related programs and activities that are underway within the Region as well as in New York State, are discussed in Chapter 6. The presentation from the CEDS stakeholder meeting can be found in Appendix 9 and the notes from the three CEDS Stakeholder meetings can be found in Appendix 10.

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. Genesee-Finger Lakes EDD members 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 CEDS serves as a regional economic development strategy for the District and includes an overview of the economic conditions of the Region; an analysis of the Region's strengths, weaknesses, opportunities, and threats ("SWOT"); a regional plan of action; and performance measures. In addition the concept of economic resilience, the ability to avoid, withstand, and recover from shifts in the economy, natural disasters, and the impacts of climate change is incorporated within the document.

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

EDA works to foster regional economic development through strategic investments in communities designed to promote job creation and leverage private sector investment. Available funding opportunities focus on infrastructure development, local capacity building, and business development to help communities alleviate economic distress. These programs currently include the following¹:

Public Works

Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

¹ <https://www.eda.gov/programs/eda-programs/>

Economic Adjustment

Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.

Partnership Planning

Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with long-term planning efforts, including development of the Comprehensive Economic Development Strategy.

Trade Adjustment Assistance for Firms

A national network of 11 Trade Adjustment Assistance Centers (TAAC) to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.

University Centers

A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.

Research and National Technical Assistance

Supports research of leading edge, world class economic development practices and information dissemination efforts.

Local Technical Assistance

Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

In order to facilitate evaluation of grant applications EDA outlined the following investment priorities:²

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

EDA has also been involved in a number of other multi-agency initiatives designed to advance regional economic development, including: the Investing in Manufacturing Communities Partnership (IMCP); Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative; the Make it in America Challenge; the Strong Cities, Strong Communities Visioning Challenge; and the Jobs and Innovation Accelerator Challenge³.

² EDA Investment Priorities: <http://www.eda.gov/about/investment-priorities.htm>

³ <https://www.eda.gov/programs/multi-agency/>

Chapter 2 – Overview of the Genesee-Finger Lakes Region

Chapter 2 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.

2.1 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.

2.2 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.

2.3 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.

2.3.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 1, *Population for the G-FL Region (1960-2010)*, the most populous counties, after Monroe, have been Ontario and Wayne.

Table 1 - 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.

2.3.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 2, *Population Growth for the G-FL Region, New York State and the U.S. (1980-2010)*.

Table 2 - 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%.

2.3.c Age

Based upon the U.S. Census American Community Survey, the percentage of people over the age of 65 in the Region is 15.1%, compared to 14.1% in the state and 13.7% in the nation, as illustrated by Table 3, *Age Distribution for the G-FL Region, New York State and the U.S. 2010-2014*. Every county in the Region has a larger percentage of its population over the age of 65 than both New York State and the United States.

Table 3 - Age Distribution for the G-FL Region, New York State and the U.S. 2010-2014 (ACS Estimate)

	Under 18	18 to 34	35 to 49	50 to 64	65 and over
Genesee	21.2%	20.6%	19.6%	22.2%	16.4%
Livingston	19.4%	25.3%	19.0%	21.6%	14.7%
Monroe	22.0%	24.2%	18.9%	20.4%	14.6%
Ontario	21.6%	19.6%	19.6%	22.7%	16.5%
Orleans	21.1%	21.3%	20.1%	22.2%	15.3%
Seneca	20.2%	22.0%	18.8%	22.5%	16.6%
Wayne	22.8%	18.7%	20.3%	22.9%	15.4%
Wyoming	19.7%	22.1%	21.4%	22.2%	14.7%
Yates	23.5%	21.1%	15.8%	22.2%	17.3%
G-FL Region	21.7%	22.9%	19.2%	21.1%	15.1%
New York State	21.8%	24.3%	20.2%	19.7%	14.1%
United States	23.5%	23.4%	19.9%	19.5%	13.7%

Source: U.S. Census Bureau American Community Survey 2010-2014

2.3.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 (2010-2014) show that, in the G-FL Region, 89.5% of the population over the age of 25 had a high school diploma or higher. This is compared to 85.4% in New York State and 86.4% nationally, as illustrated by *Table 4, Educational Attainment Rates for the G-FL Region, New York State and the U.S. 2010-2014*.

Table 4 - Educational Attainment Rates for the G-FL Region, New York State and the U.S. 2010-2014 (ACS Estimate)						
	Less than HS	HS Graduate	Some college	Associates Degree	Bachelor's degree	Graduate degree or higher
Genesee	9.2%	37.7%	19.0%	13.9%	12.5%	7.8%
Livingston	11.2%	34.7%	17.3%	12.9%	13.2%	10.7%
Monroe	10.1%	24.8%	17.4%	11.7%	20.0%	15.9%
Ontario	8.5%	28.7%	18.4%	12.8%	17.7%	13.9%
Orleans	14.2%	40.5%	18.8%	10.3%	10.3%	5.9%
Seneca	14.6%	33.8%	19.7%	12.3%	11.5%	8.1%
Wayne	10.7%	36.8%	18.6%	12.6%	12.8%	8.5%
Wyoming	13.2%	40%	19.4%	12.6%	9.2%	5.5%
Yates	13.7%	35.6%	17.0%	9.5%	12.3%	11.9%
G-FL Region	10.5%	28.9%	17.8%	12.0%	17.4%	13.4%
New York State	14.7%	26.9%	16.3%	8.5%	19.1%	14.6%
United States	13.6%	28.0%	21.2%	7.9%	18.3%	11.0%

Source: U.S. Census Bureau American Community Survey 2010-2014

Additionally, 30.8% of people in the G-FL Region have a Bachelor's degree or higher. This is higher than the national total of 29.3%, but lower than New York State with 33.7%.

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 2010-2014, 12.0% of those over the age of 25 in the G-FL Region had an Associate's degree, which was greater than percentages with Associates degrees from New York State (8.5%) and the U.S. (7.9%).

2.3.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.⁴ The per capita income in the G-FL Region increased by \$3,576 in constant dollars, or 9.0%, between 2004 and 2014, as shown in *Table 5, Per Capita Personal Income for the G-FL Region, New York State and the U.S.*

⁴ US Census Bureau: American Community Survey 2004 Subject Definitions.

Table 5 - Per Capita Personal Income (PCI) for the G-FL Region, New York State and the U.S.

	PCI (\$)		Change (2004-2014)	
	2004*	2014	By Dollars	By Percent
Genesee	34,873	39,064	4,192	12.0%
Livingston	33,554	36,579	3,025	9.0%
Monroe	42,696	45,927	3,231	7.6%
Ontario	39,645	45,915	6,270	15.8%
Orleans	29,826	31,720	1,894	6.4%
Seneca	32,399	35,082	2,683	8.3%
Wayne	35,448	37,944	2,496	7.0%
Wyoming	31,801	37,091	5,290	16.6%
Yates	28,753	32,970	4,217	14.7%
G-FL Region	39,552	43,128	3,576	9.0%
New York State	49,305	55,611	6,306	12.8%
United States	43,006	46,049	3,043	7.1%

Source: U.S. Bureau of Economic Analysis
* 2004 dollars are adjusted for inflation and are expressed in 2014 dollars

As of 2014, the per capita income in the G-FL Region of \$43,128 was less than both New York State (\$55,611) and the United States (\$46,049), though per capita income within the Region grew at a higher rate (9.0%) than the 7.1% growth of the U.S. per capita income between 2004 and 2014.

2.3.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 5-year estimates (2010-2014) show that, in the G-FL Region the total population living in poverty is 14.4% and the total population under the age of 18 living in poverty is 21.1%, as illustrated in Table 6, *Poverty Status for the G-FL Region, New York State and the U.S. 2010-2014*.

Table 6 - Poverty Status for the G-FL Region, New York State and the U.S. 2010-2014 (ACS Estimate)

	Population living in poverty	Population under 18 living in poverty
Genesee	12.6%	18.9%
Livingston	14.7%	18.9%
Monroe	15.4%	23.3%
Ontario	10.4%	13.6%
Orleans	15.5%	22.6%
Seneca	13.0%	16.6%
Wayne	11.9%	18.0%
Wyoming	10.2%	14.6%
Yates	15.4%	24.3%
G-FL Region	14.3%	21.1%
New York	15.6%	22.1%
United States	15.6%	21.9%

Source: U.S. Census Bureau

2.4 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 9,916 jobs between 2005 and 2015. Additionally, the decline of employment in the manufacturing sector has continued throughout the Region losing over 19,900 jobs between 2004 and 2014.

2.4.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 2005 and 2015.

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. It should be noted that even if the data at the county level is suppressed for confidentiality purposes it is still included within the Regional totals for each table.

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 agricultural economic data were collected from the 2012 United States Census of Agriculture. The data includes the number of farms; and acres of farmland; and cash receipts for crops, livestock and all products for the year 2012. 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.

2.4.b Employment

Employment data in the nine counties show that in 2016 the top three sectors of employment were: Government, Health Care and Social Assistance, and Manufacturing as illustrated in Table 7 - *Employment in the G-FL Region by Major Sector (2015)*.

	Employment
Agriculture, Forestry, Fishing & Hunting	6,756
Mining	700
Utilities	1,809
Construction	20,104
Manufacturing	65,929
Wholesale Trade	17,089
Retail Trade	61,426
Transportation and Warehousing	9,434
Information	8,985
Finance and Insurance	15,131
Real Estate and Rental and Leasing	7,305
Professional and Technical Services	26,495
Management of Companies and Enterprises	12,176
Administrative and Waste Services	29,196
Educational Services	28,100
Health Care and Social Assistance	81,247
Arts, Entertainment, and Recreation	8,050
Accommodation and Food Services	41,686
Other Services	19,450
Unclassified	1,078
Total, All Government	86,640
Total, All Private	462,144
Total, All Industries	548,784

In 2015, there were 86,640 workers in the G-FL Region employed within the government sector, with most employed by public school districts, the highest of any employment category. Healthcare and Social Assistance was the second largest employment sector in the Region with 81,247 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 65,929 workers.

The employment changes from 2004 to 2014 are shown in Table 8, *Change in Employment by Major Sector in the G-FL Region (2005-2015)*.

Table 8 -Change in Employment by Major Sector in the G-FL Region (2005-2015)

	2005	2015	Change	% Change
Agriculture, Forestry, Fishing & Hunting	5,866	6,756	890	15.2%
Mining	649	700	51	7.9%
Utilities	2,141	1,809	-332	-15.5%
Construction	19,313	20,104	791	4.1%
Manufacturing	85,857	65,929	-19,928	-23.2%
Wholesale Trade	18,274	17,089	-1,185	-6.5%
Retail Trade	63,588	61,426	-2,162	-3.4%
Transportation and Warehousing	9,289	9,434	145	1.6%
Information	11,773	8,985	-2,788	-23.7%
Finance and Insurance	15,311	15,131	-180	-1.2%
Real Estate and Rental and Leasing	7,344	7,305	-39	-0.5%
Professional and Technical Services	24,231	26,495	2,264	9.3%
Management of Companies and Enterprises	10,870	12,176	1,306	12.0%
Administrative and Waste Services	24,909	29,196	4,287	17.2%
Educational Services	23,231	28,100	4,869	21.0%
Health Care and Social Assistance	71,331	81,247	9,916	13.9%
Arts, Entertainment, and Recreation	7,921	8,050	129	1.6%
Accommodation and Food Services	36,390	41,686	5,296	14.6%
Other Services	18,180	19,450	1,270	7.0%
Unclassified	903	1,078	175	19.4%
Total, All Government	90,532	86,640	-3,892	-4.3%
Total, All Private	457,372	462,144	4,772	1.0%
Total, All Industries	547,904	548,784	880	0.2%

Source: Quarterly Census of Employment and Wages

There was a loss of 19,928 manufacturing jobs in the ten year period from 2005 to 2015 for a decrease of 23.2%. Public sector employment declined by 3,892 jobs during this period while private sector employment increased by 4,772, resulting in a net gain of 880 jobs within the Region during this period.

The largest net increase between 2005 and 2015 was in Health Care and Social Assistance with a gain of 9,916 jobs. In addition Accommodation and Food Services gained 5,296 jobs during this period and Educational Services gained 4,869 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.

2.4.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 9, *Number of Firms in the G-FL Region by Major Sector (2015)*, 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 9 - Number of Establishments in the G-FL Region by Major Sector (2015)	
	Establishments
Agriculture, Forestry, Fishing & Hunting	522
Mining	41
Utilities	46
Construction	2,666
Manufacturing	1,541
Wholesale Trade	1,495
Retail Trade	3,905
Transportation and Warehousing	569
Information	340
Finance and Insurance	1,453
Real Estate and Rental and Leasing	1,082
Professional and Technical Services	2,773
Management of Companies and Enterprises	179
Administrative and Waste Services	1,749
Educational Services	371
Health Care and Social Assistance	2,657
Arts, Entertainment, and Recreation	498
Accommodation and Food Services	2,534
Other Services	2,928
Unclassified	1,166
Total, All Government	1,221
Total, All Private	28,512
Total, All Industries	29,733

In 2015, there were 29,733 establishments in the G-FL Region, 28,512 of which were private sector firms. In the 2005 to 2015 time period, there was an increase in the number of establishments in the Region by 1,544, a 5.5% increase.

The three major sectors with the largest number of establishments were Retail Trade, Other Services, and Professional, Scientific, and Technical Services. 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.

2.4.d Average Annual Wage

The average annual wage for the G-FL Region in 2015 was \$47,132. This represents an increase of \$2,068 from the 2005 average annual wage of \$45,064 when adjusted for inflation and expressed in 2015 dollars, as shown in Table 10, *Average Annual Wage for the G-FL Region (2015)*.

The highest average annual wages by major sector in 2015 were: Management of Companies and Enterprises (\$124,498); Utilities \$108,553; Finance and Insurance (\$75,527); and Wholesale Trade (\$69,846).

Table 10 - Average Annual Wage for the G-FL Region (2015)	
	Average Annual Wage
Agriculture, Forestry, Fishing & Hunting	\$32,247
Mining	\$61,548
Utilities	\$108,553
Construction	\$53,181
Manufacturing	\$62,888
Wholesale Trade	\$69,846
Retail Trade	\$26,540
Transportation and Warehousing	\$38,282
Information	\$67,909
Finance and Insurance	\$75,527
Real Estate and Rental and Leasing	\$41,319
Professional and Technical Services	\$66,096
Management of Companies and Enterprises	\$124,498
Administrative and Waste Services	\$35,782
Educational Services	\$57,087
Health Care and Social Assistance	\$41,963
Arts, Entertainment, and Recreation	\$19,491
Accommodation and Food Services	\$16,219
Other Services	\$27,190
Unclassified	\$27,836
Total, All Government	\$48,886
Total, All Private	\$46,803
Total, All Industries	\$47,132

The major sectors with the lowest average wages in 2014 were Accommodation and Food Services (\$16,219); Arts, Entertainment and Recreation (\$19,491); and Retail Trade (\$26,540). 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.

2.4.e Unemployment

In 2015, the unemployment rate for the G-FL Region was 5.2% which constitutes a decrease of 0.6% from 2014. This is illustrated in Table 11, *Unemployment Rate for the G-FL Region, New York State and the U.S. (2012-2015)*.

The Region's unemployment rate was in line with both the New York State and national unemployment rates for 2015. The unemployment rate for all three geographies has declined between 2014 and 2015. In New York State unemployment declined from 6.3% in 2014 to 5.3% in 2015 and in the United States unemployment declined from 6.2% in 2014 to 5.3% in 2015.

Table 11 - Unemployment Rate for the G-FL Region, New York State and the U.S. (2012-2015)

	2012	2013	2014	2015
Genesee	7.7%	6.7%	5.5%	5.0%
Livingston	8.2%	7.4%	5.8%	5.4%
Monroe	7.8%	7.0%	5.8%	5.2%
Ontario	7.4%	6.6%	5.3%	4.8%
Orleans	10.2%	9.0%	7.6%	6.5%
Seneca	7.8%	6.9%	5.7%	5.2%
Wayne	8.5%	7.5%	6.2%	5.4%
Wyoming	8.6%	7.8%	6.5%	5.7%
Yates	7.1%	6.1%	5.6%	5.0%
G-FL Region	7.9%	7.1%	5.8%	5.2%
New York State	8.5%	7.7%	6.3%	5.3%
United States	8.1%	7.4%	6.2%	5.3%

Source: U.S. Bureau of Labor Statistics

2.4.f Agricultural Economics

The agricultural sector is very important to the G-FL Region and its impact is shown in Table 12, *Agricultural Economic Statistics for the G-FL Region and New York State (2012)*.

There were 6,114 farms in the G-FL Region in 2012, constituting a total of 1,470,769 acres of farmland. In 2012, the agricultural industry in the G-FL Region yielded \$1,605,046,000 in cash receipts for all products. In total, 29.6% of the state's cash receipts from all agricultural products came from the G-FL Region. Specifically, 35.0% of the state's cash receipts in crops and 25.9% 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 2002 and 2012, there was a net loss of 241 farms within the Region, though the Region did add 14,169 acres of farmland.

Table 12 - Agricultural Economic Statistics for the G-FL Region and New York State (2012)

			Cash Receipts		
	Number of Farms	Farmland (Acres)	Crops	Livestock	All Products
Genesee	549	187,317	\$85,189,000	\$151,763,000	\$236,952,000
Livingston	661	194,945	\$80,742,000	\$106,067,000	\$186,809,000
Monroe	475	98,676	\$81,342,000	\$9,238,000	\$90,580,000
Ontario	853	192,616	\$77,235,000	\$103,091,000	\$180,326,000
Orleans	487	135,090	\$138,467,000	\$11,856,000	\$150,323,000
Seneca	584	130,206	\$52,506,000	\$66,420,000	\$118,926,000
Wayne	873	179,109	\$149,398,000	\$56,207,000	\$205,605,000
Wyoming	713	225,864	\$77,920,000	\$240,584,000	\$318,504,000
Yates	919	126,946	\$43,971,000	\$73,050,000	\$117,021,000
G-FL Region	6,114	1,470,769	786,770,000	\$818,276,000	\$1,605,046,000
New York State	35,537	7,183,576	\$2,249,227,000	\$3,165,898,000	\$5,415,125,000
% New York State	17.2%	20.5%	35.0%	25.9%	29.6%

Source: 2012 United States Census of Agriculture

2.4.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.

2.4.g.i Innovation Index 2.0

The Innovation Index 2.0 helps to analyze the strength of innovation within a specified geography. Developed by the Indiana Business Research Center, the Innovation Index provides “policymakers and economic development practitioners with a unique web-based tool for exploring regional innovation performance and comparing that with the United States, a state or other regions.”⁵ The Innovation Index is made up of five smaller indexes; the smaller indexes and their weighted impact in the innovation index are as follows: Human Capital and Knowledge Creation (20%), Business Dynamics (20%), Business Profile (20%), Employment and Productivity (30%) and Economic Well-Being (10%).

Table 13 – Innovation Index 2.0 (2016)						
	Innovation Index	Human Capital and Knowledge Creation⁶	Business Dynamics⁷	Business Profile⁸	Employment and Productivity⁹	Economic Well-being¹⁰
Genesee	96.3	108.8	59.6	85.7	113.1	115.7
Livingston	91.4	126.3	44.7	75.9	99.7	121.7
Monroe	110.5	153.7	90.2	105.6	100	105.6
Ontario	109.1	133.1	96.6	84.2	111.1	130.1
Orleans	90.6	102.4	63.6	70.1	107.8	110.2
Seneca	87.8	113.4	58.9	56	98.5	125.9
Wayne	96.1	118.9	53.5	85.5	110.3	114
Wyoming	84.1	103.4	43.6	73	94.4	117.3
Yates	90.3	119.5	61.4	79.8	93.8	100.1
G-FL Region	112.9	157	100.8	107.6	95.9	110.6
<i>Source:</i> Indiana Business Research Center. "Innovation 2.0." Kelley School of Business, Indiana University. ¹¹						

Table 13 *Innovation Index 2.0 (2016)* shows the Innovation Index for each county within the Region. The County with the highest Innovation Index in the Region in 2016 was Monroe

⁵ <http://www.statsamerica.org/ii2/reports/Driving-Regional-Innovation.pdf>

⁶ Analyses the extent to which a region’s population and labor force are able to engage in innovative activities

⁷ Analyses the competitiveness of a region by investigating the entry and exit of individual firms

⁸ Measures local business conditions and resources available to entrepreneurs and businesses

⁹ Describes economic growth, regional desirability or direct outcomes of innovative activity

¹⁰ Measures standard of living and other economic outcomes

¹¹ <http://www.statsamerica.org/ii2/reports/Driving-Regional-Innovation.pdf>

County with an Index of 110.5. The county with the lowest Innovation Index for 2016 was Wyoming County with an Index of 84.1.

2.4.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.

2.4.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 Computer and Electronic Product Manufacturing Industry Cluster with an employment location quotient of 2.42, as shown in Table 14- *G-FL Region Industry Cluster Analysis Employment (2012)*. Other industries which the Region has a high concentration of employment include Advanced Materials (1.69), Chemicals & Chemical Based Products (1.69), Machinery Manufacturing (1.57) and Fabricated Metal Product Manufacturing (1.56). Table 14 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 14 – G-FL Region Industry Cluster Analysis Employment (2012)

	Genesee	Livingston	Monroe	Ontario	Orleans
Advanced Materials	0.72	0.78	1.67	2.06	2.81
Agribusiness, Food Processing & Technology	2.84	2.64	0.46	1.30	3.9
Apparel & Textiles	0.15	0.09	0.55	0.52	3.82
Arts, Entertainment, Recreation & Visitor Industries	1.43	0.41	0.66	1.04	0.25
Biomedical/Biotechnical (Life Sciences)	0.95	0.78	1.30	1.15	0.80
Business & Financial Services	0.36	0.25	0.95	0.44	0.41
Chemicals & Chemical Based Products	1.18	0.94	1.71	2.49	1.89
Defense & Security	0.41	1.12	0.53	0.28	1.23
Education & Knowledge Creation	0.62	0.85	1.80	1.02	0.28
Energy (Fossil & Renewable)	0.75	0.96	0.60	0.47	0.56
Forest & Wood Products	0.43	0.45	0.49	0.8	1.23
Glass & Ceramics	5.73	-	0.62	3.46	3.52
Information Technology & Telecommunications	0.64	0.50	1.18	1.17	0.60
Manufacturing Supercluster	1.83	0.96	1.06	1.52	2.30
Computer & Electronic Product Mfg.	1.58	1.09	2.02	3.63	7.33
Electrical Equipment, Appliance & Component Mfg.	0.21	1.19	0.80	0.96	-
Fabricated Metal Product Mfg.	2.26	1.43	1.41	1.60	1.64
Machinery Mfg.	4.28	1.25	1.09	1.08	0.75
Primary Metal Mfg.	-	-	0.45	-	-
Transportation Equipment Mfg.	0.70	0.27	0.07	0.40	0.91
Mining	1.87	6.35	0.34	0.66	2.26
Printing & Publishing	0.56	0.45	1.02	0.72	1.48
Transportation & Logistics	0.76	0.34	0.43	0.51	0.41
Total All Industries	1.00	1.00	1.00	1.00	1.00

Table 14 – G-FL Region Industry Cluster Analysis Employment (2012)

	Seneca	Wayne	Wyoming	Yates	G-FL Region
Advanced Materials	0.56	2.96	0.76	2.07	1.69
Agribusiness, Food Processing & Technology	2.32	3.65	4.04	4.03	1.15
Apparel & Textiles	0.83	0.28	1.79	-	0.61
Arts, Entertainment, Recreation & Visitor Industries	0.38	0.35	0.92	0.72	0.69
Biomedical/Biotechnical (Life Sciences)	0.83	1.16	0.40	1.06	1.20
Business & Financial Services	0.35	0.23	0.29	0.33	0.76
Chemicals & Chemical Based Products	0.29	2.23	0.40	0.49	1.69
Defense & Security	2.66	0.48	0.45	1.32	0.59
Education & Knowledge Creation	1.26	0.18	2.02	2.21	1.52
Energy (Fossil & Renewable)	1.02	0.97	0.87	2.24	0.66
Forest & Wood Products	0.76	0.56	1.73	2.48	0.60
Glass & Ceramics	1.63	2.77	1.06	-	1.36
Information Technology & Telecommunications	0.26	1.15	0.29	2.04	1.08
Manufacturing Supercluster	2.71	2.68	1.17	0.99	1.28
Computer & Electronic Product Mfg.	-	4.69	-	2.71	2.42
Electrical Equipment, Appliance & Component Mfg.	-	3.04	3.45	-	1.00
Fabricated Metal Product Mfg.	0.30	3.3	2.65	0.17	1.56
Machinery Mfg.	14.92	2.32	0.64	1.90	1.57
Primary Metal Mfg.	2.2	0.61	3.41	-	0.60
Transportation Equipment Mfg.	-	0.88	-	0.21	0.21
Mining	-	1.05	7.66	-	0.94
Printing & Publishing	0.61	0.4	1.03	1.46	0.93
Transportation & Logistics	0.25	0.43	0.63	0.95	0.46
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

2.4.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 2.56, as shown in Table 15- *G-FL Region Industry Cluster Analysis Establishments (2012)*. Other industries which the Region has a high concentration of establishments include Computer and Electronic Product Manufacturing (2.05); Glass and Ceramics (1.92); Manufacturing Supercluster (1.74); Fabricated Metal Product Manufacturing (1.74); and Agribusiness, Food Processing & Technology (1.63). Table 15 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 15 – G-FL Region Industry Cluster Analysis Establishments (2012)					
	Genesee	Livingston	Monroe	Ontario	Orleans
Advanced Materials	1.43	0.80	1.58	1.51	1.40
Agribusiness, Food Processing & Technology	3.64	3.27	0.41	2.01	5.51
Apparel & Textiles	0.20	0.31	0.93	0.72	0.58
Arts, Entertainment, Recreation & Visitor Industries	1.22	1.33	0.90	1.42	1.41
Biomedical/Biotechnical (Life Sciences)	1.06	0.86	1.19	1.04	0.68
Business & Financial Services	0.49	0.56	1.06	0.63	0.38
Chemicals & Chemical Based Products	1.80	1.01	1.02	1.28	1.32
Defense & Security	0.51	0.70	0.93	0.60	0.58
Education & Knowledge Creation	0.83	0.89	1.17	1.15	0.92
Energy (Fossil & Renewable)	0.90	1.01	0.78	0.75	0.78
Forest & Wood Products	1.33	1.87	0.69	1.16	0.97
Glass & Ceramics	3.69	-	1.69	1.05	4.19
Information Technology & Telecommunications	0.37	0.52	1.05	0.71	0.23
Manufacturing Supercluster	1.98	1.14	1.69	1.98	1.50
Computer & Electronic Product Mfg.	0.37	1.12	2.01	3.84	2.10
Electrical Equipment, Appliance & Component Mfg.	0.90	2.72	0.99	1.27	-
Fabricated Metal Product Mfg.	2.24	0.95	1.65	1.67	1.56
Machinery Mfg.	4.08	1.59	2.61	2.38	1.79
Primary Metal Mfg.	-	-	0.96	-	-
Transportation Equipment Mfg.	0.59	0.60	0.33	0.84	1.12
Mining	4.65	3.13	0.61	1.71	4.89
Printing & Publishing	0.37	0.54	1.22	0.76	0.70
Transportation & Logistics	1.04	0.56	0.70	0.55	1.70
Total All Industries	1.00	1.00	1.00	1.00	1.00

Table 15 – G-FL Region Industry Cluster Analysis Establishments (2012) (continued)					
	Seneca	Wayne	Wyoming	Yates	G-FL Region
Advanced Materials	0.47	2.46	0.87	0.79	1.52
Agribusiness, Food Processing & Technology	3.69	4.23	5.43	5.81	1.63
Apparel & Textiles	0.78	0.43	0.66	-	0.78
Arts, Entertainment, Recreation & Visitor Industries	1.14	1.00	1.47	1.43	1.05
Biomedical/Biotechnical (Life Sciences)	0.97	0.96	0.73	1.04	1.10
Business & Financial Services	0.45	0.49	0.47	0.43	0.86
Chemicals & Chemical Based Products	0.19	1.55	0.64	1.14	1.10
Defense & Security	0.52	0.6	0.35	0.50	0.79
Education & Knowledge Creation	0.93	1.00	0.94	1.11	1.11
Energy (Fossil & Renewable)	1.08	0.86	0.74	0.72	0.80
Forest & Wood Products	1.17	0.87	1.82	1.64	0.92
Glass & Ceramics	1.40	3.65	1.19	-	1.92
Information Technology & Telecommunications	0.27	0.54	0.23	0.28	0.84
Manufacturing Supercluster	0.65	2.92	1.28	1.42	1.74
Computer & Electronic Product Mfg.	-	1.82	-	0.84	2.05
Electrical Equipment, Appliance & Component Mfg.	-	1.90	2.89	-	1.24
Fabricated Metal Product Mfg.	0.22	3.66	1.71	1.35	1.74
Machinery Mfg.	2.39	3.55	0.51	1.44	2.56
Primary Metal Mfg.	3.83	1.42	6.50	-	1.32
Transportation Equipment Mfg.	-	0.84	-	4.07	0.56
Mining	-	1.82	0.83	-	1.28
Printing & Publishing	0.44	0.35	0.59	0.31	0.97
Transportation & Logistics	0.60	0.86	1.26	0.99	0.75
Total All Industries	1.00	1.00	1.00	1.00	1.00
<i>Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions)</i>					

Chapter 3 – 2016-2020 Goals, Objectives, Strategies and Measures

3.1 Stakeholder Input Sessions

Three stakeholder input sessions were held within the Genesee-Finger Lakes Region in August 2016. 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 Rochester, NY, the center of the Region, with the second meeting being held in Canandaigua, NY, on the eastern side of the Region, both of which on August 2nd, 2016. The third and final meeting was held on the western side of the Region in Batavia, NY on August 3rd, 2016. 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 8 and 9.

3.2 Goals, Objectives, and Strategies

The following goals, objectives, and strategies were developed in 2016 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 2016 stakeholder input sessions can be found in Appendix 10.

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 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
- Continue to foster relationships with commercial banks
- Administer the Growing the Agriculture Industry Now! (GAIN) Revolving Loan Fund and work with regional partners to connect the loan fund with agricultural related businesses in need of financing
- Work with local organizations and entities on packaging public and private financing options
- Continue efforts to assist rural counties and organizations with identification of funding opportunities

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
- Support the development and implementation of the Upstate Revitalization Initiative “United for Success”
- Support the development and implementation of the Finger Lakes Regional Economic Development Council “Accelerating our Transformation”

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

Objective 2A:

- To support 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 through utilization of foreign trade zones and other economic development tools
- Assist regional partners in marketing of economic development assets including geographic location; ease of access to markets via transportation infrastructure; supply-chain connections; and availability of low-cost hydro power
- Assist regional partners in their efforts to leverage Eastman Business Park for business attraction, job creation, and economic development investment

Objective 2B:

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

Strategies:

- Support the efforts of Colleges and Universities to establish properties within the START-UP NY program to help attract new businesses to the District
- Work with local, regional, state and federal leadership to help shape future economic development policy, including the overarching issues of immigrant reform; energy policy; aging in place; climate change; and property tax cap
- Continue to work with the State to identify and revise regulations impacting economic development
- Assist regional partners in improving the efficiency of business attraction and retention efforts through collaboration and the streamlining of permits/applications

Goal 3: Assist in Improving the Infrastructure of the District

Objective 3A:

- 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 establishing Shovel Ready sites through the Build-Now NY program

Objective 3B:

- Encourage improved connections between public transportation infrastructure and economic development projects

Strategies:

- Work with economic development partners to identify and maintain data related to spatial analysis of available jobs and location of workforce
- Assist Rochester Genesee Regional Transportation Authority in identifying efficient and optimal public transportation networks throughout the District helping to increase ridership
- Explore options for vanpooling programs in rural counties or in areas where there isn't enough ridership to support public transportation

Objective 3C:

- Improve and expand infrastructure to meet economic development project needs

Strategies:

- Assist economic development partners in identifying and pursuing funding opportunities for water and sewer, utilities, telecommunications and other needed infrastructure improvements
- Pursue opportunities to inventory and assess existing infrastructure within the District
- Continue to work with the Finger Lakes Economic Development Council through the Infrastructure and Transportation workgroup to identify and fund infrastructure projects within the District

Goal 4: Advance the Development of Targeted Regional Clusters, including: Optics, Photonics, and Imaging; Agriculture and Food Production; and Advanced Manufacturing

Objective 4A:

- Bolster the competitiveness of the Region's clusters

Strategies:

- Continue to support economic development partners with projects that advance regional clusters including: Optics, Photonics, and Imaging; Agriculture and Food Production; Advanced Manufacturing; Alternative Energy; Information and Communication Technology; and Biotech and Life Sciences
- Utilize the IMCP designation to obtain funding to strengthen Regional Clusters, including Advanced Manufacturing; Optics & Photonics; and Precision Manufacturing

Objective 4B:

- Support existing Regional efforts to advance and promote Regional Clusters

Strategies:

- Continue partnership with the Cornell Agriculture & Food Technology Park and other organizations to help further the food and beverage cluster
- Continue support of the Finger Lakes Food Processing Cluster Initiative and the Rochester Regional Optics, Photonics, and Imaging Accelerator
- Continue support of workforce development organizations and cluster based training programs
- Assist regional efforts in the development of a sustainable foodshed and farm to table and post consumption initiatives
- Pursue opportunities to assess and enhance food and food systems within the District
- Administer the Growing the Agriculture Industry Now! (GAIN) Revolving Loan Fund and work with regional partners to connect the loan fund with agricultural related businesses in need of financing

Objective 4D:

- To encourage the protection of preservation of agricultural land within the District

Strategies:

- Support the development of Farmland Protection Plans within the District
- Pursue opportunities to educate leadership on the economic impacts of agriculture within the Region
- Support regional efforts to promote comparative agricultural advantages of the Region, including a favorable climate with limited natural disasters and level topography

Goal 5: Strengthen Entrepreneurship, Innovation, and Small Business Development

Objective 5A:

- To encourage and support entrepreneurship and the entrepreneurial spirit

Strategies:

- Support institutions, programs and initiatives that perform or support technology transfer and commercialization
- Support the activities of regional organizations that promote entrepreneurship and small business including, but not limited to: The Entrepreneurs Network; High Tech Rochester; Smart Systems Technology and Commercialization Center; and the Cornell Agriculture and Food Technology Park
- Support the establishment of the Rochester Downtown Innovation Zone

Objective 5B:

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

Strategies:

- 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

- Support RIT-CIMS in the assistance they provide to regional industries in developing and improving products
- Continue providing support to organizations such as Excell Partners, Inc. in their efforts to assist entrepreneurs in obtaining venture capital
- Continue to assist regional partners in their pursuit for entrepreneurship and small business development funding opportunities
- Leveraging existing leaders, including veterans, to advance entrepreneurship and small business development

Objective 5C:

- To pursue opportunities to establish and advance innovation, entrepreneurship, and small business within Rural areas of the District

Strategies:

- Assist in building support amongst regional partners for collaboration on rural entrepreneurship projects
- Assist regional partners in identifying and obtaining funding for rural entrepreneurship and commercialization projects

Goal 6: Assist in Improving the Skills of the District's Workforce

Objective 6A:

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

Strategies:

- Further connections between Workforce Development Boards, other regional workforce development organizations, and EDA programs
- Pursue opportunities to educate leadership of the need for immigration reform to benefit the agriculture and advanced manufacturing sectors
- Work with educational partners and Workforce Development Boards to address low graduate rates and declining school district enrollments
- Support regional efforts to connect youth to careers in Agriculture and to provide workforce development training for the Agriculture sector

Objective 6B:

- To support Workforce Development Boards and other workforce development organizations with high-skill technical and advanced manufacturing career training programs

Strategies:

- Partner with and provide professional support to the Workforce Development Boards and other regional organizations, including Finger Lakes Advanced Manufacturing Enterprise, Rochester Technology and Manufacturing Association; and Rochester Regional Photonics Cluster to connect training efforts with existing job opportunities
- Support regional partners in the promotion and implementation of the *Finger Lakes Works...with their hands* program

Goal 7: Strengthen Economic Resiliency of the District

Objective 7A:

- 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
- Maintain geographic information systems linking existing business information with hazard information

Objective 7B:

- Establish regional networks for information sharing

Strategies:

- Encourage collaboration amongst municipalities, counties, and the Region on existing and future resiliency projects, including reducing the impact of climate change and the implementation of the New York State Community Risk and Resiliency Act (CRRA)
- Continue to work with and assist in the implementation of climate change adaptation, Floodplain Management, the National Flood Insurance Program and the Community Rating System

Objective 7C:

- Continue efforts to establish a diverse regional economy

Strategies:

- Coordinate with workforce development partners to ensure training programs are in place to meet the needs of a wide-variety of businesses/industries
- Continue to support regional organizations and the county Industrial Development Agencies in their business attraction efforts
- Support regional efforts to attract foreign investment to the Region through utilization of foreign trade zones and other economic development tools

Goal 8: Encourage Sustainable Development Practices

Objective 8A:

- To identify, remediate, and redevelop brownfield sites within the District

Strategies:

- Administer or assist in Brownfield Opportunity Area programs within the Region
- Pursue opportunities through the Environmental Protection Agency and other sources for brownfield assessment, clean-up, and redevelopment funding

Objective 8B:

- 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 land use regulation and control

- Continue to produce the annual Land Use Monitoring Report
- Continue to work with regional partners on the implementation of the Finger Lakes Regional Sustainability Plan
- Support regional partners in ongoing efforts to limit waste generation within the District and the amount and type of waste that the District accepts from outside regions
- Embrace complete street initiative requirements and livable communities initiatives for new development
- Pursue opportunities for shared-services between communities
- Continue to work with the Finger Lakes Economic Development Council through the Sustainability Working Group to identify and fund sustainability projects within the District

Objective 8C:

- To protect water quality

Strategies:

- Complete and implement regional water resources projects and programs
- Continue to work closely with Water Quality Coordinating Committees and Watershed Groups through the Region
- Work closely with regional partners to address invasive species within the District

Objective 8D:

- To pursue opportunities for alternative energy to improve sustainability and to help lower high energy costs

Strategies:

- Pursue funding opportunities to expand alternative energy projects in the district
- Support efforts to strengthen ethanol, methane, wind, and hydrogen within the Region
- Assist municipalities in implementing clean energy actions and becoming designated as Clean Energy Communities through the NYSERDA Clean Energy Communities program

Goal 9: Advance Community Development and Encourage Main Street Revitalization and Historic Preservation

Objective 9A:

- 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

Objective 9B:

- 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

- Encourage communities to develop and enforce design guidelines and zoning regulations to improve quality of life

Objective 9C:

- Pursue opportunities for waterfront development within the Region

Strategies:

- Work with municipalities to identify priority areas for development and mitigating concerns
- Work with regional partners to educate stakeholders about the EPA navigable-water regulations and address concerns

Objective 9D:

- To increase the number and success of small businesses along main streets and in 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
- Assist regional partners in the encouragement of small retailers to embrace internet sales
- Work with regional partners to encourage “buy local” campaigns to help increase sales tax revenue

Objective 9E:

- Pursue opportunities to reduce poverty within the District

Strategies:

- Support regional implementation efforts of the Rochester-Monroe Anti-Poverty Initiative within the District
- Work with regional partners to identify and advance Opportunity Agenda projects including: Hillside Work-Scholarship Connection; Boys and Girls Club of Rochester; and Stepping Stones Learning Center and Child Care
- Work with regional partners to pursue opportunities to improve access to health care and affordable child care

Goal 10: Enhance Tourism and Marketing within the District

Objective 10A:

- To further develop the Finger Lakes Region as a destination location for visitors and new residents

Strategies:

- Continue to support the Finger Lakes wine industry and culinary artisanship
- Support efforts to develop the Region as an agritourism destination
- Market the advantages of the Region including low cost of real-estate, cultural attractions, location, and high quality of life including its strong regional health system
- Support regional efforts to attract and retain residents, including young professionals, through an emphasis on quality of life improvements

Objective 10B:

- 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
- Pursue funding opportunities for the dredging of harbors and water bodies in the District

Objective 10C:

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

Strategies:

- Continue to support the work of the New York State Canal Corporation, Erie Canalway Heritage Corridor, and other tourism and development groups

Goal 11: Strengthen Regional Coordination and Collaboration

Objective 11A:

- To collaborate on programs and initiatives

Strategies:

- Continue to foster relationships with public and private sector partners, including non-profits, 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
- Encourage regional partners to pursue opportunities to collaborate with other Finger Lakes Region counties and outside regions to develop and implement economic development projects
- Work closely with regional partners in the development and implementation of the Genesee/Finger Lakes Regional Engagement project

Objective 11B:

- To promote information sharing in the Region

Strategies:

- Continue to use the EDAC/RDC/GRE Economic Development Partners meetings as a medium for information sharing
- Continue to facilitate Regional Roundtable discussions on critical regional economic development and planning issues

- Continue to maintain Genesee/Finger Lakes Regional Planning Council website with project information and data
- Continue to hold Regional Local Government Workshops to educate local government officials, municipal council and board members, elected officials and other stakeholders
- Attend relevant training and professional development conferences and workshops offered by state and national organizations involved in economic development and planning to further increase support capabilities to agencies throughout the District
- Continue to administer webinars to inform and educate stakeholders on a variety of regional, local, and water resources planning; economic development; and data technology/resource center topics

Objective 11C:

- Continue to Coordinate Economic Development Activities with the Finger Lakes Regional Economic Development Council Strategic Plan and Upstate Revitalization Initiative

Strategies:

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

3.3 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 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 grant funding secured
10. Number of participants at Local Government Workshops
11. Number of participants in G/FLRPC hosted webinars

Chapter 4 – Genesee/Finger Lakes Regional Planning Council Organization Overview and Plan of Action

This section provides an overview of the structure of G/FLRPC and the past, present, and potential G/FLRPC activities, projects, and program areas which will work to advance the specific goals, objectives, and strategies of the Comprehensive Economic Development Strategy outlined within Chapter 3.

4.1 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.

4.2 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.

4.3 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 Appendix 1.

4.3.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 Canandaigua, NY and Rochester, NY on August 2nd, 2016 and in Batavia, NY on August 3rd, 2016. A copy of the invitation that was distributed to the CEDS Strategy Committee members can be found in Appendix 6. 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 8, 9, and 10.

4.3.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 Appendix 2.

4.3.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 Appendix 3.

4.3.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 Appendix 3 and Appendix 4.

4.3.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 Appendix 5.

4.4 Plan of Action

4.4.a 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 3.

- A) Assist in the Retention and Expansion of Existing Industries in the District
 - a. Continue to work with federal, state, and local public and private sector partners to secure and leverage funding

- b. 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 efforts to assist counties and organizations, especially rural counties, with identification of funding opportunities
 - d. Administer the Growing the Agriculture Industry Now! (GAIN) Revolving Loan Fund and work with regional partners to connect the loan fund with agricultural related businesses in need of financing
- B) Assist in the Attraction of Industries and Firms to the District
 - a. Assist counties and municipalities in the development and implementation of local economic development plans and strategies
 - b. Support the development and implementation of the Finger Lakes Regional Economic Development Council Strategic Plan
 - c. Work with regional partners on the implementation of the Finger Lakes Regional Sustainability Plan.
- C) Assist in Improving the Infrastructure of the District
 - a. Continue to partner with the regional Metropolitan Planning Organization, Genesee Transportation Council, on planning and transportation issues that impact the Geneses-Finger Lakes Region
 - b. Continue to produce the annual Land Use Monitoring Report
 - c. Continue to work with the Finger Lakes Economic Development Council through the Infrastructure and Transportation Working Group to identify and fund transportation and infrastructure needs within the District
 - d. Pursue infrastructure improvements through the Regional Engagement project
 - e. Pursue opportunities to conduct an infrastructure inventory and analysis within the District
- D) Advance the Development of Targeted Regional Clusters, including: Optics, Photonics, and Imaging; Agriculture and Food Production; and Advanced Manufacturing
 - a. Support the utilization of the IMCP designation to leverage funding within the District
 - b. Continue to support regional applications for Economic Development Administration funding opportunities
 - c. Administer the Growing the Agriculture Industry Now! (GAIN) Revolving Loan Fund and work with regional partners to connect the loan fund with agricultural related businesses in need of financing
 - d. Assist regional efforts in the development of a sustainable foodshed and farm to table and post consumption initiatives
 - e. Pursue opportunities to assess and enhance food and food systems within the District
- E) Strengthen Entrepreneurship, Innovation, and Small Business Development
 - a. Support the activities of regional organizations that promote entrepreneurship and small business including, but not limited to: The Entrepreneurs Network; High

Tech Rochester; Smart Systems Technology and Commercialization Center; the Cornell Agriculture and Food Technology Park

- b. Continue to administer the Genesee/Finger Lakes Regional Planning Council Regional Revolving Loan Fund to provide small businesses with gap financing

F) Assist in Improving the Skills of the District's Workforce

- a. Further connections between Workforce Development Boards, other regional workforce development organizations, and EDA programs

4.4.b 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) Strengthen Economic Resiliency of the District

- a. Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or revision of All-Hazard Mitigation Plans
- b. Continue to work with and assist in the implementation of climate change adaptation, Floodplain Management, the National Flood Insurance Program and the Community Rating System

B) Encourage Sustainable Development Practices

- a. Administer or assist in Brownfield Opportunity Area programs within the Region
- b. Pursue opportunities through the Environmental Protection Agency and other sources for brownfield assessment, clean-up, and redevelopment funding
- c. Continue to provide education, training and assistance to communities related to comprehensive plans and land-use regulation control
- d. Continue to work with communities as needed on the development of comprehensive plans and land use regulation and control
- e. Continue to produce the annual Land Use Monitoring Report
- f. Work with regional partners on the implementation of the Finger Lakes Regional Sustainability Plan
- g. Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or revision of All-Hazard Mitigation Plans
- h. Complete and implement regional water resources projects and programs
- i. Continue to work closely with Water Quality Coordinating Committees and Watershed Groups through the Region
- j. Continue to provide assistance to municipalities and local governments regarding the development and implementation of local planning projects
- k. Continue to work with the Finger Lakes Economic Development Council through the Sustainability Working Group to identify and fund sustainability projects within the District

- l. Assist municipalities in implementing clean energy actions and becoming designated as Clean Energy Communities through the NYSERDA Clean Energy Communities program
- C) Advance Community Development and Encourage Main Street Revitalization and Historic Preservation
- a. Assist in linking developers and other stakeholders with federal and state preservation and rehabilitation programs to encourage Main Street redevelopment
- D) Enhance Tourism and Marketing within the District
- a. Continue to support the work of New York State Canal Corporation, Erie Canalway Heritage Corridor, and other tourism and development groups
 - b. Continue to act as a resource regarding regional blueways trails
 - c. Support efforts of regional partners in identifying and securing funding for tourism promotion
- E) Strengthen Regional Coordination and Collaboration
- a. Continue to foster relationships with public and private sector partners to build public private partnerships and collaborate on projects
 - b. Continue to seek out new partners for G/FLRPC programs and initiatives
 - c. Work with and support state, regional, county, or local economic development programs or initiatives
 - d. Continue to use the EDAC/RDC meetings as a medium for information sharing
 - e. Continue to facilitate Regional Roundtable discussions on critical regional economic development and planning issues
 - f. Continue to hold Regional Local Government Workshops and webinars to educate local government officials, municipal council and board members, elected officials and other stakeholders
 - g. Attend relevant training and professional development conferences and workshops offered by state and national organizations involved in economic development and planning to further increase support capabilities to agencies throughout the District
 - h. Coordinate Economic Development Activities with the Finger Lakes Regional Economic Development Council Strategic Plan and continue to participate in the Infrastructure and Transportation; and Sustainability Workgroups
 - i. Work closely with regional partners in the development and implementation of the Genesee/Finger Lakes Regional Engagement project
 - j. Assist municipalities in implementing clean energy actions and becoming designated as Clean Energy Communities through the NYSERDA Clean Energy Communities program

4.4.c 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) Strengthen Regional Coordination and Collaboration

- a. Continue to fill information and data services request from citizens, business, 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
- c. Partner with the New York State Data Center and university centers to deliver improved data to regional stakeholders
- d. Provide GIS/Remote Sensing assistance and support through activities such as mapping and database creation to support economic development functions
- e. Update information and links on G/FLRPC's website to assist in regional marketing, information/data dissemination, and partnership coordination/promotion

4.5 G/FLRPC Program Areas and Activities

4.5.a Economic Development Planning

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

In addition to the development and implementation of the Comprehensive Economic Development Strategy, the Economic Development Planning program area includes the following active projects/programs: the Regional Engagement project; Clean Energy Communities program; the Revolving Loan Fund; and the Growing the Agriculture Industry Now! (GAIN) Revolving Loan program.

The Regional Engagement project is an initiative to advance economic development, community development, and planning within the nine-county Finger Lakes Region. The project profiles existing conditions, builds on existing plans and strategies and identifies opportunities to advance economic development and community development projects through local, state, and federal programs including opportunities available from New York State Department of State. The project includes an identification of priorities, projects, and action items within each of the nine-counties of the Region; an assessment and profile of existing conditions; opportunities for economic development; and a prioritization of future revitalization efforts. Recommendations for projects and action items focus on the areas of: brownfields, redevelopment and revitalization efforts, housing, tourism, environmental considerations, natural resources, land use, and infrastructure.

The Clean Energy Communities Program (CECP) is New York State's new, unified approach to driving clean energy action and energy literacy in local governments and communities across the state. The CECP will design and provide clean energy resources that resonate with local leaders

based on i) the impact certain actions have on economic development, greenhouse gas (GHG) emissions reductions, energy cost savings, and ii) locally identified priorities and needs. The CECP with its associated program components will support an interagency effort administered by New York State Energy Research Development Authority (NYSERDA) working in close collaboration with the Governor's Office, the New York Power Authority (NYPA), the Department of Public Service (DPS) and the Department of Environmental Conservation (DEC) staff (the partner agencies).

Genesee/Finger Lakes Regional Planning Council serves as the Clean Energy Communities Coordinator for the Genesee-Finger Lakes Region. Clean Energy Communities Coordinators (CECCs) execute program plans within their associated Regional Economic Development Council region, coordinate and provide on-the-ground outreach and technical support, and develop partnerships to promote the value of energy efficiency, sustainable growth practices, clean energy technologies, and innovation. CECCs provide outreach and assistance to local communities and work with other local stakeholders, including regionally or locally-based climate and energy consultants, constituency or community-based organizations, environmental or economic development agencies, or other organizations with strong relationships in the area to form strategic partnerships to drive clean energy action and investment.

The Revolving Loan Fund (RLF) is a program that serves as gap financing to retain and expand small businesses in the Genesee/Finger Lakes Region. By providing gap financing, the G/FLRPC advocates for facilities and promotes collaborations that specifically assist small businesses, thus broadly enhancing the economic potential in the region. Relationship building, coordination and customer services are emphasized.

The Growing the Agriculture Industry Now! (GAIN) Revolving Loan Program is an initiative to capitalize agriculture and related businesses that are adopting new technologies, diversifying or expanding in the Finger Lakes Region. This loan pool will support capital projects for the creation, retention and expansion opportunities for the region's farmers and agricultural related businesses

4.5.b 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 recently completed Transportation and Food Systems in the Genesee-Finger Lakes Region project identified and interviewed a diverse sampling of stakeholders involved with local/regional food production, processing, storage/warehousing, distribution, large consumption, food hubs, and post-consumption (food waste to energy) in the nine-county Genesee-Finger Lakes Region. The goal of the project was to identify the framework, sectors and stakeholders in

the local/regional food system, their similarities and differences, and movement through the system. Development of a standardized approach to issue identification and a better understanding of the system, including assessment processes, geography, data, points in the system, transportation, needs, limitations and gaps using a stakeholder engagement and planning process were some other accomplishments.

4.5b.i 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. The draft Ontario County All Hazard Plan Update was developed in 2014-2015 with the final update being finalized, based on review and revision, in 2016.

G/FLRPC also is actively working with the National Flood Insurance Program's (NFIP) Community Rating System (CRS) to potentially assist communities in reducing the damage, disruption, and public and private costs that result from flood problems. CRS is a voluntary incentive program that recognizes communities for enforcing floodplain management activities that exceed the minimum NFIP requirements. There are many benefits to enhanced floodplain management such as improved public safety, property loss reduction, open space and natural resource protection, and better post-disaster recovery. A discount of up to 45% off flood insurance premiums is also available to policyholders in participating communities.

Any community that is in full compliance with the NFIP may apply to join the CRS. CRS credit points are earned for a wide range of floodplain management activities, which are organized under four categories: (1) Public Information Activities, (2) Mapping and Regulations, (3) Flood Damage Reduction Activities, and (4) Warning and Response. Communities apply for a CRS classification and are awarded credit points that reflect the impact of these activities.

4.5.b.ii 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.

4.5.b.iii 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.

4.5.b.iv 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; bluestem trails; and assistance with the implementation of state and federal regulations. Current projects include general water resources planning; green infrastructure planning; flood smart communities; and involvement with the development of watershed management plans.

Green Infrastructure Design Guidelines will assist in the reduction of sources and loads of critical pollutants that are found in stormwater runoff, such as sediment, toxic chemicals, and road salts, to New York State waters with user-friendly design guidelines for green infrastructure practices and techniques. G/FLRPC will create a set of design guidelines and standards that are easy to use and simple to read. The document will benefit members of planning boards and zoning boards of appeals in Monroe County during the planning review process of green infrastructure projects.

Flood Smart Communities will work with the Village of Hilton, the Town of Greece and the Town of Parma to reduce their vulnerability to flooding. The Nature Conservancy (TNC) and G/FLRPC will engage local government decision makers and members of the community in an assessment of current flooding vulnerability and development of actions they can take to reduce vulnerability. This approach will produce a proactive plan that will enable local government and community members to put their resources into preventing flood damage rather than costly reactive repairs.

4.5.b.v 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.

4.5.c Data, Technology and Resources 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.

4.5.c.i 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 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.”

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: Year 6*¹² a Strategic Plan developed under the New York State Finger Lakes Regional Economic Development Council, the Genesee-Finger Lakes Region identified 33 economic development projects within 9 subject areas as “Transformative Priority Projects”. The total funding request for the identified 33 projects is \$270,510,113.

Through the Consolidated Funding Application (CFA) process each of these projects competed statewide for funding made available from a multitude of state agencies, award announcements are expected in fall 2016. While any potential funding awards will help advance each of the projects, in many cases additional funding will be needed in order for the projects to be fully completed. 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. For those projects that are eligible for EDA assistance, New York State grant assistance can be utilized to help fulfill the matching requirements of EDA funding and together help leverage additional economic development funding for the Region.

The “Transformative Priority Projects” identified within *Accelerating Our Transformation: Year 6* are discussed below.

The Entrepreneurship & Development workgroup identified seven projects that will help advance entrepreneurship and community development within the Finger Lakes, these projects include: Livingston Downtown Partnership 2020; Thompson Health Ontario Medical Facility; Sibley Square Innovation Phase; Rochester East Main Street Enhancements; CityGate Demo & Remediation; Southeast YMCA Living Campus; and the Wayne County ARC Street of Shops.

Identified Transformative Priority Projects in the area of Next Generation Manufacturing include: NY-BEST Attract & Grow 2016; Remold, Inc.; and Upstate Door, Inc. In the areas of Optics, Photonics, and Imaging, projects identified include the HTR Photonics Venture Challenge and the RIT Shortwave Infrared Spectrometer.

Agriculture & Food Production projects include: Headwaters Foods HUB Expansion; Rochester Downtown Kitchen Incubator; Marquart Dairy Transloading Site; Livonia Gateway Road Project; and the Sysco WNY Depot in Genesee County.

¹² http://regionalcouncils.ny.gov/sites/default/files/regions/fingerlakes/FL_ProgressReport2016.pdf

The Tourism and the Arts workgroup identified six projects aimed at enhancing the quality of life within the Region and to attract increase tourism. These projects include: Seneca Park Master Plan Phase 1a; Nazareth Music Performance Center; CMAC Improvements Phase 1; Rochester Riverside Convention Center Modernization Phase II; Little Theatre Historic Rehabilitation; and the Bill Gray's Regional Iceplex Revitalization.

Higher Education & Research projects that were identified included: St. John Fisher Skalny Science Center; Roberts Wesleyan Technology Initiative; Keuka College Dahlstrom Student Center; and the Keuka College Waterfront.

The Transportation & Infrastructure workgroup identified the Fishers Ridge Infrastructure Phase II project. The Sustainability workgroup identified the Synergy Biogas Capital Upgrades as a Transformative Priority project.

Projects identified by the Pathways to Prosperity workgroup include: School of the Holy Childhood Bakery; Hillside Varick Campus; Rochester Regional Health Nursing School; and the SUNY Brockport Access to Education (A2E).

A number of additional priority projects and regionally significant projects were also identified within *Accelerating Our Transformation: Year 6* covering the areas of Planning & Community Development; Job Training; Tourism & Arts; and Water & Infrastructure. Selected additional priority projects include the HTR Finger Lakes Innovation Hotspot; G/FLRPC Growth of the Regional Food System; Rochester Rehabilitation Center Workforce Academy Expansion; the Strong Museum Tourism Marketing Phase II; along with wastewater treatment facilities and water quality improvement projects in a variety of Finger Lakes municipalities.

The G/FLRC Growth of the Regional Food System project was developed based upon feedback through the Regional Engagement project which identified the need for a comprehensive regional food system assessment. Additional regional priorities identified through the Regional Engagement project are outlined below.

The Regional Engagement project, outlined in section 4.5., outlined preliminary economic development community development priority projects for the Genesee-Finger Lakes Region. These Regional Engagement priority projects include: completion of a brownfield inventory and assessment; completion of an infrastructure inventory and assessment; advancement of a comprehensive regional food system assessment; and improving internet/broadband through last mile connections.

Completion of a brownfield inventory and assessment was identified as a regional priority since there are a number of brownfield properties in the Region that are limiting economic development and community development efforts. A number of counties are also unaware of the full number of brownfield properties impacting their communities. The completion of the brownfield inventory and assessment will allow for development of a brownfield database; prioritize brownfield redevelopment efforts; and identify specific steps towards addressing brownfield properties within the Region.

Completion of an infrastructure inventory and assessment was identified as a regional priority project through discussions with stakeholders. Many counties, especially rural counties, do not have detailed information on the locations or capacities of water, wastewater, broadband, or utility/energy infrastructure. Without this information the ease of business expansion and attraction is reduced and development decisions are made difficult. Completion of the infrastructure inventory and assessment will allow for counties to identify and prioritize infrastructure projects and better position the region for development.

The comprehensive regional food system assessment will focus on advancing the recently completed *Transportation and Food Systems in the Genesee-Finger Lakes Region* report, which identified and interviewed local/regional stakeholders in a number of areas of agriculture and food production to inform future efforts and establish improved connections between food producers and consumers, with an emphasis on increasing the regional economic impact of the regional food system.

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 state's 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 250 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 2016 the goal is to extend the existing infrastructure along the newly constructed access road.

Development efforts continue at the 67 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, with the park now shovel ready. 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.

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 1,250 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. In 2016 STAMP received commitment

from its first tenant 1366 Technologies, Inc. Currently full design and engineering for the preliminary site infrastructure is underway.

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.

The Genesee County Economic Development Center (GCEDC) is also working closely with the Town and Village of LeRoy on the development of a 75 acre shovel-ready development project known as the LeRoy Food and Technology Park. The project is located on NYS Route 19 at the Village line, and only 3 miles from the LeRoy 1-490/I-90 interchange, and offers excellent access to utilities including electric, public water, and sewer. Full build out of the site has the potential to create up to 1,000 jobs with approximately 228 being created within 5 years of project completion. The LeRoy Food and Technology Park is a cornerstone of the revitalization strategy to bring back jobs, economic growth and tax base in the Town and Village of LeRoy. The GCEDC purchased the property in 2016, and will begin the SEQR process to complete the necessary environmental reviews for rezoning.

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 415 project "wins" generating capital investment commitments of nearly \$977 million and job creation commitments of 4,171 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. In 2016 the GCEDC completed the construction of the Innovation

Zone located within the Upstate MedTech Centre. The Innovation Zone is low cost space available to entrepreneurs to work, gather and collaborate in a high tech environment.

Workforce development continues to be an integral part of the GCEDC economic development strategy. The Genesee County Economic Development Center (GCEDC) has continuously worked to align development priorities with county education and training providers. In conjunction with Genesee Community College (GCC), a non-credit Introductory and Advanced Mechatronics program was piloted in 2015 and GCEDC also received a grant for county educational institutions to purchase equipment to support programs in advanced manufacturing, food processing, and technology. Efforts to provide the workforce necessary to support the STAMP initiative also saw the GCEDC work with GCC, along with other regional communities colleges on the future delivery of both credit and non-credit programs in nano-technology. The vision for all of these and other workforce initiatives has been to meet the immediate and long term needs of local companies, for their growth, and the needs of companies the County is looking to attract.

Genesee County's priority projects, enabling the county's economic development strategic plan and associated strategic imperatives, are listed in Table 16.

Table 16- Genesee County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Funding and Sources	# of jobs projected to be created
G-1	Develop Mega-Site High Tech/Clean Tech Advanced Manufacturing Park (WNY STAMP)	GCEDC/ GGLDC	\$150-\$225 Million Federal, State, Local	9,300
G-2	Genesee Valley Agribusiness Park (250 acres)	GCEDC/ GGLDC	\$10 Million Federal, State, Local, Private	1,200
G-3	LeRoy Food & Technology Park (73 acres)	GCEDC/Town of LeRoy	\$2.1 Million State, Local	1,000
G-4	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-5	Buffalo East Technology Park (67 acres)	GCEDC/ GGLDC	\$2.0 Million+ Federal, State, Local, Private	500
G-6	Batavia Opportunity Area (BOA) plan to advance redevelopment of strategic sites in the City of Batavia. (350 acre) redevelopment plan for underutilized, vacant, abandoned or contaminated brownfield properties in the City of Batavia.	Batavia Development Corporation/GCEDC/ GGLDC	\$5.0+ Million Federal, State, Local	Indirect
G-7	Develop Lower Cost of Power Solution(s): Cogeneration, Alternative Energy to lower power costs businesses	GCEDC/ GGLDC	\$1 Million Federal, State, Local	Indirect
G-8	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 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.

Livingston County has two County-Owned industrial sites, in Avon and Dansville, which are designated 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 Foods, New York Bean, Once Again Nut Butter, Archer Daniel Midland (ADM), Sweeteners Plus and Seneca Foods.

Kraft, Livingston County's second largest private sector employer continues production of *Lunchables* and *Cool Whip*. Barilla has planned a small addition to their pasta manufacturing facility 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 (ARS) directly employs 275-350 employees subject to significant seasonal fluctuations. ARS has acquired a salt bagging operation from out of state and expanding its bagging operations at their Retsof location.

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. Livingston County Development, comprised of the County's Economic Development Office, Industrial Development Agency and Local Development Corporation, continues to utilize its website to promote available sites and buildings for potential tenants/buyers (www.livingstoncountydevelopment.com). The web site and sites & buildings inventory has been updated.

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.

WNY Enterprise, LLC opened a new 12,000 square foot milk separation facility in the Town on York providing value added milk to regional yogurt, cheese and ice cream manufacturers. Additionally, WNY Enterprise, LLC has recently completed an expansion of the facility in order to begin manufacturing cheese at the plant and have partnered with Dairy Farmers of America and Arla Foods with the aim of producing 15 million pounds of cheddar cheese at the facility.

Livingston County business assistance programs include, but are not limited to a revolving loan fund, industrial revenue bond financing, training, payment in lieu of property taxes (PILOT), and sales tax abatement on equipment purchases.

A feasibility study for the Livonia Gateway Project, a proposed road from NYS Route 15 to Bronson Hill Road in the Town of Livonia, is underway. The study was funded by Empire State Development. 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 Livingston County Offices of Economic Development and Planning are working with the Town of Livonia and the landowners group to facilitate the construction of the road.

Livingston County Development 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 all of Livingston County's 9 Villages. Grant awards have been successfully implemented via funding through the New York Main Street program in the Villages of Avon, Dansville, Geneseo, Lima, Mt. Morris and Nunda. The funding helps to restore downtown buildings.

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 Avon, Caledonia, Dansville, Geneseo, Lima, Livonia, Mt. Morris and Nunda to enable business and property owners to apply for grant funding under the County's Sign and Façade Improvement Program. The funding encourages new signage and façade renovations in the central business districts.

Small business and business startup provide a significant portion of growth in Livingston County. To assist in the development of small business in the county, the Livingston County Development Corporation operates a microenterprise revolving loan fund to assist new and expanding qualified businesses.

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 continues in partnership with the Livingston County Chamber of Commerce.

Financing is currently being sought for a multi-tenant building within Livingston County. Livingston County Development, together with SUNY Geneseo and its Small Business Development Center, intends to complete a study to determine the feasibility of an incubator facility as well as identify potential funding sources. 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.

RTS Livingston, 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. The project examined the existing transportation network and provided recommendations for improving the 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 in Geneseo serves county residents in need of dialysis services. Community-based solutions to providing needed services for seniors will continue to be a priority. A formal affiliation in the healthcare sector took place in Livingston County in January 2016 between Noyes Health and the University of Rochester Medical Center helping to further solidify and expand their role as a quality provider of health services. The new Wilmot Cancer Center will add oncology treatment and is set to be completed in late 2016.

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.

Tourism is a key aspect of the County's economy. Letchworth State Park, with over 850,000 annual visitors, is one of the region's crown jewels and has been named the "best State Park in the US" by USA Today. . The park's stunning scenery, gorges, miles of trails, swimming pools and facilities make it a perfect destination. Photographers, families and outdoor enthusiasts enjoy this year-round vacation spot.

Livingston County's priority projects are listed in Table 17.

Table 17- 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	Completion of Infrastructure at Poags Hole Rd. Development, Dansville	Livingston County	\$1 million EDA, DOT, County	250
L-2	Creation of a pre-permitted virtual building as the Dansville Industrial Park	Livingston County IDA	\$20,000 New York State, County, Private	25
L-3	Entrepreneurship Venture Capital	Livingston County IDA	\$500,000 State, Local, Regional, Federal	Indirect
L-4	Business Plan Competition to advance craft brewing businesses throughout Livingston County	Livingston County IDA	\$184,000 New York State, County, Private	Indirect
L-5	Downtown Revitalization	Livingston County Development Corporation	\$1,600,000 State, Local, Regional, Federal	Indirect
L-6	Buy Local	Livingston County Development Corporation	\$100,000 State, Local, Regional, Federal	Indirect
L-7	Multi-Tenant building at Avon Crossroads Commerce Park	Livingston County IDA	\$2 million EDA, New York State, County, Private	50
L-8	Incubator Feasibility Study	Livingston County	\$50,000 New York State, County, SUNY Geneseo	Indirect
L-9	Expansion of infrastructure in the Town of York	Town of York	\$9,000,000 State, Local, Regional & Federal	Indirect
L-10	Gateway Park infrastructure in the Town of Livonia	Town of Livonia	\$10,000,000 Federal, State, Local	Indirect
L-11	Feasibility Study for Public Market	Livingston County	\$30,000 State, County	Indirect
L-12	Water Program Grant	Livingston County	\$300,000 State, County	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 have 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 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 2016-2021 Monroe County Capital Improvement Program 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.

To prepare potential employees for a career and advancement, MCC offers a certificate in Agriculture and Food Studies. The certificate courses prepare students with fundamental knowledge and skills required to succeed in the agricultural and food-related industry — from farm to fork. Specific skills addressed include food quality, food safety, supervision, communication, inventory management, documentation, team skills, and problem-solving. The certificate is offered as both a two- and four-semester course sequence (24 total credits) with many of the courses offered online and in the classroom.

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.

The Entrepreneurs Network

The Entrepreneurs Network (TEN) is an economic development initiative sponsored by 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 is one of Upstate New York's fastest growing initiatives designed to bolster both **new ventures** (early stage technology; life sciences) *and* **established firms** (high-revenue potential family-owned and/or ownership transitioning.)

Since 2006, more than 250 entrepreneurs have completed the four month program series. TEN offers exclusive, members-only boot camps, significant hands-on exposure to, and interaction with, national and regional business experts and funding sources as well as leadership and business strategy for today's complex, competitive environment.

TEN alumni were surveyed in 2012 and the results demonstrated their competitive advantage: winning government grants and contracts; increasing revenues and profitability by retooling sales and marketing strategies; and securing equity financing and economic development assistance. More than half of the respondents reported they had increased employment with nine percent reporting ten or more new jobs. Twenty-three percent reported they had secured \$250,000 or more in funding and sixteen percent reported that their revenues now exceeded \$5 million.

TEN provides significant opportunity to entrepreneurs commercializing innovative, world-class technology. TEN's economic development strategy is to increase investments and jobs in

Upstate New York by selecting and supporting startups and small businesses with the greatest potential for building profitable, scalable and sustainable ventures.

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 18.

Table 18- Monroe County Priorities				
Priority Number	Proposed Project	Lead Agency on project	Total Funding and Sources	# of jobs projected to be created
M-1	The Entrepreneurs Network	Monroe County Department of Planning and Development	\$300,000 Federal, County	150
M-2	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, both the rehabilitation of older commercial and industrial locations and new construction of former brownfield sites are occurring throughout the City.

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

Midtown Rising

This is a redevelopment partnership that is positioning Rochester for its future by significantly reshaping the downtown core through major public and private investment, job creation and infrastructure development. At the heart of the project is the rehabilitation of the nearly 9-acre former Midtown Plaza into a mixed-use area designed to attract a critical mass of residents and 24/7 amenities that contribute to a vibrant live-work environment. Demolition work, the creation of the new street grid, the rehabilitation of the 1,800-vehicle underground garage, and the reconstruction of the service truck tunnel are complete. Three new development parcels are shovel-ready; development proposals are being reviewed for Parcel #5 and the City is in negotiations with a developer for Parcel #2. In December 2012, the Midtown Tower portion of the project was awarded \$4 million through the New York State Regional Economic Development Council funding application process. Buckingham Properties has completed the construction of 181 apartments and is nearing completion of three floors of commercial space. The total investment is \$62 million.

The Windstream Corporation officially celebrated the opening of its new office facility at the former Seneca Building on September 3, 2013. The Pike Development Company completed the 109,000-square-foot project at a total investment of \$19 million. The project is the first private development to take hold on the Midtown Rising site. Windstream retained 265 full-time employees at this new location. The shell of the Seneca Building was preserved during the demolition at the Midtown Plaza site to accommodate this type of adaptive reuse.

The Pike Development Company completed construction of a new 3 story 60,000 square foot office building adjacent to the north wall of the Windstream Building at the corner of E. Main St. and S. Clinton Avenue; the total investment was \$12 million. The first two floors were occupied by Gannett in May 2016.

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. The City recently completed over \$20 million in public improvements including the 6.8 acre public marina, relocation of utilities, a new street, and a new public promenade. 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, was utilized to assist in the Port redevelopment efforts thus far.

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 600 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 (DEC). 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. Documents were submitted to the NY State DEC in December 2013 so that the Certificate of Completion may be completed. The City rough graded 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 hydro-seeded 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 received a \$700,000 grant 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. The project has since undergone final design.

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 was completed in the April 2013.

In November 2013 the City was awarded an additional \$868,500 in BOA Implementation grant funds for predevelopment studies, investigations, SEQR/GEIS, and re-zoning. This grant funds 90% of the City's costs of the studies and predevelopment activities for the former refinery site and the surrounding area. Exxon Mobil, the successor company to the original refinery company, is under a stipulation agreement with the New York Department of Environmental Conservation and has completed some site investigations of a portion of the former refinery site.

In 2015 two separate NYS Brownfield Cleanup Program remedial investigation projects are underway in the Vacuum Oil BOA which will lead to remediation of 20 acres of the former refinery site: The City has initiated a BCP remedial investigation of 15 acres of City-owned land and a private developer is performing BCP remedial investigation on two parcels totaling 5 acres. It is expected that remedial planning will begin in 2016 and 2017. The private developer is contemplating approximately \$30 million in investment to create a residential development on the 5 acres. The City is in the process of evaluating infrastructure, roadway, and water front improvements needed to support revitalization of the site.

In 2016 three parcels located north of Flint Street on the former Vacuum Oil site completed Phase I and Phase II Environmental Site Assessments (ESAs). With the completion of these ESAs on these parcels, the entire former Vacuum Oil Refinery footprint is now under some type of environmental investigation. In 2016 a BCP application was submitted to the NYSDEC by a private redevelopment team for 936 Exchange Street and 22 Flint Street on the north side of Flint Street.

Significant design, cleanup and infrastructure investment will likely be needed to redevelop this large riverfront site. The City completed the construction of 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. The west river wall between Ford Street and the pedestrian rail bridge will be undergoing investigation and redesign under a NYSDOS LWRP EPF grant. Funding for construction of improvements to the west river wall and flood control system has not yet been established and will be needed before cleanup and redevelopment of the Vacuum Oil site can be completed.

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 a 25 acre 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.

In March 2015 the NYSDEC granted the City's petition request to delist 13 acres of the Site. The 13 acre area is being subdivided. In May 2015 the City issued a request for proposals for a Power Purchase Agreement (PPA) to establish an electricity generating solar array facility on a 6.7 acres pad located on the 13 acre delisted area. During 2014 and 2015 the City established an engineered pad for the solar array using over 115,000 cubic yards of iron slag excavated from the Port marina project. In 2016 the City executed a lease and PPA with the selected solar developer, and construction of the solar array facility is expected to start in late 2016 and be completed in 2017.

There remain approximately 16 acres of undeveloped land on the former Emerson Street Landfill which is listed as a Class 3 Inactive Hazardous Waste Site which is undergoing a remedial investigation and could in the future have additional development potential for solar array facilities potential if environmental conditions can be addressed.

Bull's Head

Bull's Head is an area comprising sections of multiple city neighborhoods just west of downtown Rochester. It is the historic western gateway to downtown and where West Main Street, Brown Street, West Avenue, Chili Avenue, and Genesee Street all converge. In 2015, the City received

and executed a New York State Department of State (NYSDOS) Brownfield Opportunity Area (BOA) grant agreement in the amount of \$284,745 to assist in neighborhood redevelopment planning for Bull's Head. The Bull's Head BOA planning process is expected to take approximately two years to complete. The Bull's Head BOA study area consists of approximately 188 acres and is characterized by a disproportionately high percentage of vacant buildings and lots, documented and suspected environmental concerns for over 150 sites, low property values, blighted conditions, and overall disinvestment. The Bull's Head BOA study area is generally bounded on the north by the CSX railroad, on the east by properties on the east side of Jefferson Avenue, on the south by properties on the south side on West Main Street and West Avenue, and on the west by property on the west side of Ames Street. The Bull's Head BOA study area includes multiple focus areas. One such area includes properties in proximity to the intersection of West Main Street, West Avenue, Brown Street and Genesee Street. This area, known as the Bull's Head Subarea has been the subject of prior planning processes. As such, it is anticipated that redevelopment activities within the over-all Bull's Head BOA study area will start within the referenced Subarea. The estimated total cost for land assembly and public improvements associated with redevelopment of the Subarea is \$10.6 million. Of this amount, the City has thus far only been able to secure \$1.5 million in local funding. As a result of the public sector's \$10.6 million in land assembly and public improvements, the City expects a significant amount of leveraged private sector investment associated with new mixed-use development.

151 Mount Hope Avenue

This is an approximately 1.9 acre vacant commercial site located near the west bank of the Genesee River south of the Inner Loop / I490 highway in the city's South Wedge neighborhood. The site is currently owned by the Rochester Urban Renewal Agency and is within the City's Center City District (CCD). The site had been previously developed for various uses since the middle 1800s including: apartment buildings; railroad tracks; a concrete plant; a warehouse; retail stores; a gas station; and, a portion of the former Erie Feeder Canal. The site's proximity to the riverfront, a thriving neighborhood and downtown make it an attractive opportunity for redevelopment. The City is interested in redevelopment opportunities for the site, however, existing site environmental and geotechnical issues must be addressed. To date, the City has completed extensive on-site subsurface investigations and testing including Phase I & II ESAs and geotechnical assessments. The site has also undergone a considerable level of site environmental remedial activities including soil removal. It is anticipated that, based on a future redevelopment plan, a significant additional amount of site remedial and geotechnical corrective activity will need to be completed. The City intends to seek redevelopment proposals for the site through a request for proposals (RFP) process. Prior to issuing an RFP, the City will complete a visioning process for potential end-uses of the site.

The City of Rochester's priority projects are listed in Table 19.

Table 19- 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	Bulls' Head	City of Rochester	\$10.9 million + Local, NYSDOS (BOA), USEPA and other	TBD
R-2	Midtown Rising	City of Rochester	\$184 Million	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
R-7	151 Mt. Hope Avenue	City of Rochester	TBD	TBD

5.6 Ontario County

Every five years, the Ontario County Office of Economic Development/Industrial Development Agency (OED/IDA) completes an update to the Ontario County, NY Technology-Led Economic Development Strategy. The economic development strategy evaluates the state of the County and focuses on the development of a strategic approach. This plan was updated in 2015.

This update of the County's economic development strategy seeks to maintain the focus on technology-led development and to place greater emphasis on internal harvesting—looking for growth opportunities as they emerge from companies within the county. The combination of slower national growth and improved local competitiveness suggests that the best opportunities for sustaining the County's forward path in growing jobs and investment is to focus primarily on harvesting the opportunities found in the County itself.

As the County successfully harvests local opportunities, it will become even better known as a favorable location for technology-based businesses. This, in turn, will keep Ontario County “on the map” as a prime location for firms looking to relocate to an area that can support innovative businesses. The focus on internal harvesting will involve the tactics listed below:

- ***Support the Establishment of a Food Innovation Hub in and around Geneva:*** The City of Geneva has undertaken to establish a craft food and beverage innovation district and entrepreneurial lab in the City. As part of this effort, the OED/IDA should continue to support the expansion of the Tech Farm and its incubator/accelerator space for ag. & food related businesses.
- ***Take Full Advantage of the Value STC can bring to Ontario County's economy:*** The Smart Systems Technology Center (STC) has established itself as an important resource for firms looking to incorporate microelectrical mechanical systems (MEMS) into their products. As more firms look to partner with labs that can manufacture and package the MEMS technology for them, STC is well positioned to be a leader in the field.
- ***Continue to participate in "Economic Gardening" program:*** The OED/IDA has been partnering with the Greater Rochester Enterprise in its Economic Gardening program. It is a proven model for internally harvesting entrepreneurial activity.
- ***Improve local capacity for economic development & effective & expeditious planning & review process:*** Municipal planning boards and zoning boards are critical partners in the County's internal harvesting approach. For it to work, companies must be able to get their proposed projects reviewed as effectively and as expeditiously and possible. The OED/IDA will provide opportunities for these local boards to have enhanced training and technical assistance related to commercial and industrial development projects.
- ***Build a stronger economic development "ecosystem:"*** Successful internal harvesting is only possible with close working relationships among all the parties involved in economic development. Among the approaches the OED/IDA will take to build a stronger economic development ecosystem is maintaining the current business retention & expansion program, creation of more shovel-ready sites, and infrastructure upgrades throughout Ontario County. Axxess Ontario, our dark fiber optic network, expands the capabilities of our ecosystem as it grows. Fishers Ridge in Victor is a key site for infrastructure development. Fishers Ridge is a planned unit development on 125 acres of rolling hills. It is strategically located between Interstate 90 and State Route 96. It will be a mixed-use development which needs extensive infrastructure development.
- ***Service Delivery Recommendations:*** As the OED/IDA puts greater emphasis on internal harvesting, changes in its service delivery structure will increase the likelihood of success. A workforce development position will be key in helping our businesses grow. A "Manager of Strategic Assets" position will be responsible for overseeing the administrative tasks the Office has to perform to ensure continuing operation of the railroad, the airport and Axxess Ontario.

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, the Cornell/NYS Agriculture Experiment Station, and Cornell Cooperative Extension on these and other agricultural food/beverage technology efforts.

Cornell Agriculture and Food Technology Park

One project is the Cornell Agriculture and Food Technology Park in the City of Geneva. The 70+ acre tech park is located adjacent to the Cornell/NYS Agricultural Experiment Station. Incubator services for startups, classroom space, food laboratory, and sites for large and small companies are available. 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 ten 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 operations, distribution functions and to allow the Tech Farm to be utilized, as intended, for the incubations and commercialization of agriculture and food/beverage businesses.

The construction of the Finger Lakes Food Innovation Center 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 from outside investors since vital distribution functions would be available within the Park. Ultimately, the Finger Lakes Food Innovation Center could be responsible for the creation of hundreds of new jobs along with sizable investments within the Region.

The Cornell Agriculture and Food Technology Park has the potential to diversify the County's manufacturing base into the food and beverage products sector and increase employment in high value-added producer services. It will support the Food Innovation Hub being developed in the City of Geneva and Finger Lakes Community College's 9,000 square foot viticulture education building at the Park.

Smart System Technology & Commercialization Center of Excellence (STC)

The Smart System Technology & Commercialization Center of Excellence (STC) is managed and supported by the SUNY Polytechnic Institute Colleges of Nanoscale Science and Engineering. 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-to-mid volume MEMS manufacturing facility.

In support of Governor Cuomo's ongoing strategy to drive nanotechnology –based economic development across New York State, SUNY Poly'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 35,000 square feet of certified clean room space specializing in 150mm wafer production, complemented by a dedicated 8,000-square-foot MEMS and optoelectronic packaging facility. The Center is also the only commercial "Trusted Foundry" source for MEMS integration with trusted integrated circuits for the U.S. Department of Defense's Defense Microelectronics Activity (DMEA). The facility is also a Trusted supplier for packaging, assembly, and aggregation services.

SUNY Poly is the first college in the world dedicated to research, development, education, and deployment in the emerging disciplines of nanoscience, nanoengineering, nanobioscience, and nanoeconomics. It 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 stage 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.

In 2007, STC was awarded a \$3 million grant through the U.S. Economic Development Administration to expand regional resources in cleanroom infrastructure and MEMS fabrication capabilities. This project has been completed. STC, with the aid of Ontario County Local

Development Corp., is also developing its 57-acre site as a “shovel ready” campus in support of nanotechnology/semi-conductor and advanced manufacturing operations. The campus is pre-approved for construction of an additional 793,000 square feet. This will provide STC the ability to market its sites to firms that work in complementary industries so they can physically locate on the STC campus, further leveraging access to STC’s substantial technical infrastructure, and other benefits including those available through the Start Up NY program.

STC is also in the process of identifying key differentiating technologies – in the form of advanced MEMS process flows – that are of critical importance to the US Defense and Intelligence agencies, as well as aerospace/defense industries, that require access to a secure, domestic supply chain. STC’s first pursuit is the development of navigation grade MEMS gyroscopes. This leverages STC’s existing Trusted Foundry accreditation.

Ontario County Fiber Optic Ring

Telecommunications is integral to Ontario County’s strategic pursuit of economic development. It is comparable to the economic impact of other paradigm-shifting infrastructure projects like the New York State Thruway and the Erie Canal. Axxess Ontario, a not-for-profit local development corporation, has led the development of fiber optic infrastructure since 2006. Over 200 miles of open access fiber cable is now available in Ontario County. The benefit to education, healthcare, public safety, and government institutions are clear. The potential of existing and available fiber via an open access model is also clear to carrier entities.

The establishment of the fiber optic ring has already helped to retain and attract businesses to Ontario County. In addition, a goal of Axxess Ontario is to attract new workers to the region who are seeking a viable broadband capability to telecommute to jobs anywhere in the world. A core, tech-savvy workforce will also position the County and region appropriately to attract technologically based companies.

The fiber optic ring has significantly enhanced the economic development potential of both Ontario County and the G-FL Region to compete in a knowledge-based economy. Axxess Ontario’s affiliation with the Southern Tier Network, Yates County Fiber project and several private telecommunication companies shows how the network can expand capabilities. It is used to stabilize and strengthen Ontario County’s power grid, provide cost effective broadband capability to enterprise entities, and provides middle mile connectivity for private carriers to provide similar capabilities to all. Maintaining and expanding this fiber infrastructure is clearly in the interest of Ontario County and G-FL Region.

Fishers Ridge

Fishers Ridge is comprised of 125 acres ideally located between I-90 (NYS Thruway) and State Route 96 in Victor. It has one mile of frontage on the Thruway and over three million people within one hour of it. It is a mixed-use, planned unit development containing workforce housing, specialty retail, restaurants, hotel, and professional offices. Currently, it is bare land which needs all infrastructure built.

Ontario County Agricultural Enhancement Plan Update

The Ontario County Agricultural Enhancement Plan Update will be completed in 2016 and will include projects for implementation that are critical to agricultural economic development. These projects include: startups; high speed internet access; market connections; transportation improvements; training; network development; diversification; and development-ready land use analysis for value added agricultural processing and support services. Many traditionally smaller agricultural sectors are poised for rapid growth including: specialty meats and custom processing; fruits and vegetables; cheese and dairy products (cow, sheep and goat); and maple related products.

Ontario County Freight Rail Development Corridor

Finger Lakes Railway (FGLK) is an important part of Ontario County's economic development infrastructure. FGLK owns and operates the line between Canandaigua/Geneva to the Seneca County Line and the County owns the Ontario Central Railroad between Victor and the Shortsville junction operated by FGLK. This service provides critical links to CSX and Norfolk and Southern long haul lines providing direct access to national and international markets. Truck traffic is approaching gridlock at many east coast destinations and freight rail alternatives are actively being pursued. Improvements to rail linkages to international ports are also being made. The 2016-2017 NYS budget includes a \$40 million investment in central New York rail lines and rail yards that will help connect the Port of Oswego Authority to the Port of New York and New Jersey. With construction of intermodal rail yards in Central New York and some minor construction in Newark, N.J., port officials say they will be able to ship more cargo directly to and from New York City, creating a gateway for significant international shipping according to the Port of Oswego Authority.

Manchester Freight Rail Corridor Development Plan

To maximize the potential economic benefit of access to freight rail service, Ontario County has undertaken a Freight Rail Corridor Development Plan for the seven miles in the Town of Manchester and Villages of Manchester, Shortsville, and Clifton Springs. The plan matches suitable sites with development or redevelopment opportunities and will be integrated into local land use plans and community and county economic development initiatives.

Concept development plans have been developed for the three areas – former Manchester rail yard in the Village of Shortsville, FGLK Inc. site in Shortsville, and the Thompson Grain site in Clifton Springs. The Plan will serve as a prototype for subsequent plans for the balance of the County's rail corridor and will be completed in Fall 2016.

The draft corridor implementation actions include:

- *Environmental remediation of the former Manchester Roundhouse.* The Roundhouse has been abandoned and in tax default for over 20 years. Environmental liability concerns have been a virtually eliminated any potential revitalization. Due to its strategic location, it is a roadblock to future development of the former rail yard. The ten-year old Phase 1 Brownfield Assessment must be updated, a Phase 2 study completed and remediation activities completed.
- *Public Sewer & Water and Stormwater Infrastructure Analysis.* The current infrastructure was inventoried in the plan revealing gaps in data on infrastructure

location, condition etc. which is not uncommon systems that are 100+ years old. Detailed analysis is needed to identify improvements necessary to support redevelopment project and subsequent funding for improvements.

Rail Service Improvement for the Town & City of Geneva

Geneva Rail Crossover Bypass – The haphazard rail abandonment or thirty years ago left the City and Town of Geneva with rail lines that with five plus at-grade crossings, daily multiple trains passing through neighborhoods and downtown, and inefficient access to rail customers. Train traffic is always a safety concern, but especially in cities and at pedestrian and vehicle grade crossings. The FGLK is working with the City and Town on crossover by-pass concept plans that would to build a single line track that would act as a bypass route alternative for the local daily train traffic that would eliminate most at grade crossings and increase efficiency for accessing freight rail customers. Detailed analysis is needed to determine feasibility and project cost.

Preemption Street Extension – Forge Ave- Town of Geneva

A truck route that was created to access the Geneva Industrial Park along State Route-14 has turned into a route for trucks to continue through downtown Geneva and high density residential neighborhoods. Relocation of the FGLK rail yard from the south side of the city to a location on the north side would allow the creation of a modern rail switching yard along with a truck route by-pass that would end at Routes 5 & 20. The length of roadway and total new track will be less than one mile for each. Detailed analysis is needed to determine feasibility and project cost.

Ontario County's priority projects are listed in Table 20.

Table 20- 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	Fiber Optic Ring	Ontario County OED/IDA	\$850,000 State, Local, Federal	50
ON-2	Cornell Agriculture and Food Technology Park Finger Lakes Food Innovation Center	Ontario County OED/IDA	\$5,200,000 New York State, EDA	50+
ON-3	Smart System Technology and Commercialization Center (STC)	Ontario County OED/IDA	\$6,400,000 New York State, Local, Private, EDA	200-240
ON-4	Fishers Ridge	Ontario County OED/IDA	\$251,830,000 Federal, New York State, Local, Private	462
ON-6	Ontario County-Freight Rail Development Corridor	Ontario County	TBD	TBD
ON-7	Manchester Freight Rail Corridor Development Plan	Ontario County, Town of Manchester	TBD	TBD
ON-8	Rail Service Improvement-Town/City of Geneva	Ontario County, Town of Geneva, City of Geneva	TBD	TBD
ON-9	Preemption Street Extension	Ontario County, Town of Geneva	TBD	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.

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. 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 OCLDC 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 and the 150 acre, Shovel Ready certified “Shelby Tech Park”. The County has put in place permitting and zoning to allow for fast-track building on both sites. 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 2 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.

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, CRFS. This area encompasses the Albion Industrial Complex, which contains several building complexes including the 155,000 square foot 231 East Avenue 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 ten acres of undeveloped land owned by the County of Orleans IDA and currently has an urgent care facility located within its boundaries. 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. Due 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. 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's priority projects are listed in Table 21.

Table 21 - 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	Rail Infrastructure Expansion/Development Area 6	County of Orleans IDA	\$2,500,000 State, Local, Federal, Private	Indirect
OR-2	Medina Park Spec Building	County of Orleans IDA	\$3,000,000 EDA, Local, Private	50
OR-3	Rail Infrastructure Expansion/Development Area 2	County of Orleans IDA	\$2,500,000 State, Local, Federal, Private	Indirect
OR-4	Medina Business Park Clear land install basic infrastructure.	County of Orleans IDA	\$500,000 NYS,EDA, Local, Private	Indirect
OR-5	Medina Business Park Install access road, NYS RT 31A turning lane, water, sewer, power distribution, high speed internet. Area 2	County of Orleans IDA	\$3,000,000 NYS,EDA, Local, Private	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 owned by 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 and Western Ag Enterprises. 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 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 approximate 700 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, until environmental remediation has been completed, now estimated to be the year 2016.

The IDA and the Seneca County Economic Development Corporation (EDC) continue to revisit 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.

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. In addition, in conjunction with NYS Empire State Development and Genesee/Finger Lakes Regional Planning Council, Seneca County has been awarded a grant to be used for a portion of the cost of a loan fund for agriculture-related enterprises.

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.

As a result of New York State enacting legislation creating up to twenty land banks across the State, specifically to address blight and revitalize local communities, Seneca County has been designated as a Land Bank. This designation will allow Seneca County to acquire, redevelop and improve tax delinquent, vacant or abandoned properties, thereby providing municipalities a mechanism to acquire such properties and return them to productive use.

The tourism industry within Seneca County is noted for the increasing number of wineries (now in excess of 30), 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 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 the United States; and established a place of great civic pride for Seneca County and for the Region.

Seneca County priority projects are listed in Table 22.

Table 22 - 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	Route 318 Sewer Expansion/Upgrades to Connections	Seneca County	\$12-15 Million NYS, Local	Up to 2,000
S-2	Route 318/\$14 Water Upgrade	Village of Waterloo	\$800,000 NYS, Local	Up to 2,000
S-3	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-3 & S-6)
S-4	Electrical Upgrade – Seneca Army Depot	Seneca County IDA	\$8.0 Million EDA	Up to 5,000 (including S-2 & S-6)
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 and food production and related manufacturing. Tourism also is an important aspect of the Wayne County economy. Activities are prioritized annually by the County for general infrastructure and the Industrial Development Agency continues to follow the unilaterally adopted Economic Development Strategic Plan.

The Wayne County Department of Economic Development and Planning (ED&P) is involved in projects aimed at strengthening and diversifying the local economy by enhancing agricultural-related businesses and redevelopment of existing commercial and industrial properties with unresolved environmental constraints. The department also provides services to the WC IDA and goals are integrated, providing additional access to staff skills. While the department maintains a strong focus through its Agriculture Development Specialist, the WC IDA provides funding and incentives to grow each of the key clusters- agricultural and food processing, optics, sustainable energy and advanced manufacturing industries.

An environmental cleanup program is re-starting 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 point committee has been selected and they are working on a stepped plan to address issues with the current process. Staff has been working

with the county committee and administrator to determine what outside assistance is available and most effective.

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 was 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 with local sustainability expert, Bob Bechtold, to design the Wayne Industrial Sustainability Park (WISP). Modeled after the comprehensive sustainable energy generation system implemented by Harbec Plastics, the WISP offers cogeneration and distribution of thermal and wind generated power to industries as a way to attract and retain jobs.

Wayne County continues to work 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 by Northern Development 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.

The Town of Williamson, under the leadership of the Town Board and Energy Committee, completed a solar array built on its closed town landfill. The sun will now provide all the electricity needed at Williamson municipal facilities, including the town hall and library. As an off-shoot of that project, the Solarize Williamson focus has emerged, offering information and assistance in accessing technical services and available incentives for residents to install solar for home use.

Two Wayne County towns submitted proposals to fund feasibility studies for micro grids under the recent NYS program. Although the proposals did not result in funding, probably due to the size and rural nature of the communities, the project at Harbec Plastics proves that an industrial micro grid is reasonable. Movement along these lines continues.

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. Phase II of the Timothy Lane Project in the Town of Ontario has been completed. Phase III of the project will continue the expansion of both the Wayne Industrial Sustainability Park and the Commerce Park. In the future it will include a rail crossing with gates and lights, improvement to an upgraded intersection at the Lincoln Road Intersection, along with the road.

The Wayne County ED&P 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. Using CDBG funding, the County, with management by ED&P, has been able to offer water and sewer hook-ups, septic tank improvements and well analysis and improvement to residents across the county meeting the grant's eligibility criteria.

Important economic development and environmental opportunities 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.

A site plan has been completed for a proposed "freight village" 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.¹³ Establishing a viable interchange between the two main lines remains a significant hurdle. Rail has become more important to businesses looking to expand in Wayne County and improving the capacity of the short line rail infrastructure is high on the priority list. Consequently, the IDA is conducting a study to determine the best sites in the county to establish trans-load and intermodal facilities, along with expanding other services.

The privately owned Williamson-Sodus Airport in the Town of Sodus, provides easy access to private aircraft in the industry sector, hopes to expand the airport to serve additional flights as well as larger private planes. Financing and additional land acquisition will be needed to move this project forward.

Recently completed economic development projects include the McAlpin manufacturing facility and sports complex in Walworth, the Lessord retail expansion project in Sodus and the NewChem project in Newark which is a high tech expansion project. WC IDA also continues its partnership with SCORE, as the Wayne County Business Builders, helping to support entrepreneurship and small business development within the County.

¹³GTC/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

The department and the WC IDA recognize the gaps in telecommunication network within the county. Bringing fiber optics to those areas/pockets of the county that are not served will help local businesses compete globally and allow for improved efficiency with regards to communication and data transfer. Working with the current NYS program and private developers, the goal is to achieve more coverage across the county in the next three years. The ED&P is working with a consultant to survey existing conditions, conduct interviews with industries, municipal agencies, schools, institutions and commercial enterprises to develop a design report that can be used to market the underserved areas of the County to private sector providers.

The Wayne County is raising its focus on business retention and expansion program by hiring a Business Outreach Coordinator to regularly conduct site visits and contact 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.

The concerns of Wayne County Lake Ontario shoreline residents and County legislators continue to be voiced during discussions and technical hearings regarding the International Joint Commission Plan 2014 which is still under review as of late summer 2016. If the plan is adopted, mitigation, avoidance and resiliency tactics will have to be developed. Not only has the amount of shoreline in Wayne County been underestimated in the plan, as the bays were left out of the calculations, but the cost of mitigation and repair have been grossly underestimated.

FEMA has put a new system in place and within it are actions that can contain the cost of flood insurance. Infrastructure, specifically sewer and water, that will be underwater in the future, need to be protected for health and safety of residents. Changes to zoning and building codes may assist in avoiding severe damage. Shoreline stabilization may be necessary. Funding is needed to address these protections so they can protect; not to pay for damage after it has occurred.

Wayne County priority projects are listed in Table 23.

Table 23 - Wayne County Priorities

	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
WA-1	Infrastructure Improvements Water, sewer, roads, energy including industrial park sites	Wayne County	TBD Federal, State, Local, Private	25-700 (depending on geography)
WA-1b	Industrial Road-Town of Ontario in its entirety, Beh to Lincoln (see WA-1) PHASES 1,2 COMPLETED	Wayne County IDA; Town of Ontario	\$5 Million Local, State, Federal	25-300 (depending on phase)
WA-1c	Wayne Industrial Sustainability Park and pod infrastructure improvements—Ontario ONGOING	Wayne County IDA	\$7.1 Million Federal, State, Local, IDA, Private	15-300
WA-2	Determination of Status and Implementation of process for Buildings with Potential Environmental issues	Wayne County	TBD Federal, Local, State	TBD
WA-2b	Improve Downtowns ONGOING; SOAR IN SE QUAD; LYONS; PALMYRA	TBD	\$240,000 start up program	5-100
WA-3	Fiber Optic Infrastructure (last mile)	Wayne County PPP	\$5-10 Million Federal, State, local, private	30-150 (depending on phase)
WA-4	Multi modal transportation and logistics site, Lyons or other appropriate site. Development of industrial park site/s	Wayne County IDA; Town ; private	\$7-\$18 million Local munis Economic Dev. Corp.; Federal, State, Private	15-300 (depending on phase)
WA-4b	Rail upgrades, OMID line and Norfolk Southern	TBD	TBD Fed, Local, State, Private	TBD
WA-5	Determine realistic impacts of PLAN 2014 and develop plan for resiliency through avoidance, maintenance, code.	TBD	TBD Fed; local; state;private	indirect
WA-6	Expand brand and marketing outreach	WC ED&P	TBD	indirect

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: continuing to contract 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 largest industry in Wyoming County and supporting this economic sector is a top priority. In 2012 there were 713 farms, consisting of 225,864 acres, whose crops and livestock cash receipts totaled \$318,505,000, the 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 among 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. A major priority for the County is the development of a multi-model rail facility in the Town of Gainesville that will be available for use by Wyoming County businesses. Agricultural commodities are expected to be the main products that will be shipped into the facility.

One of the challenges for Wyoming County and other rural counties is the limited “critical mass” needed for infrastructure upgrades and improvements. With regard 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 their expansion costs through service fees. The same issue is also present with regards to broadband access as well.

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 business attraction include agriculture and agri-business; manufacturing; and recreation/tourism. 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, solar power, and micro-grid development have become a County priority in support of New York State initiatives and programs. 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 go through ten fast paced and challenging classes over a ten week period that results in the development of their business plans, positioning graduates to establish new businesses within the County.

A major project, the Wyoming County Rural Arts Initiative, has also started to establish a hub for “rural” art in the Villages of Warsaw and Perry. The project will utilize existing storefronts for art studios and galleries to help attract tourism to Wyoming County, with the long-term goal of expanding the project County wide.

Brownfield remediation work has concluded at the former A&A Metal Fabricating, site in the Village of Perry. A 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 DEC has declared the site to be an insignificant environmental hazard and is no longer listed as active. A business prospect has acquired the property and is developing plans for its reuse. The Robeson building in Castile, a former NYS DEC Superfund Cleanup site, is now owned by a private sector individual and three businesses are operating out of the facility.

Wyoming County priority projects are listed in Table 24.

Table 24 - 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	New Hotels-Warsaw, Arcade & Perry	Wyoming County IDA	\$7 Million Private, ESD	14
WY-2	Wyoming County Rural Arts Initiative	Wyoming County	\$2.5 Million Private, NYS	25
WY-3	Town of Castile water improvement- Silver Lake Institute	Wyoming County Water Resource Agency	\$1 Million Private, Public, EFC, WCIDA	15
WY-4	Village of Arcade Wastewater Treatment Expansion	Village of Arcade	\$4.6 Million Public	TBD
WY-5	Wyoming County Multimodal Rail Initiative-Town of Gainesville	Wyoming County IDA	\$2 Million Private, NYS	5
WY-6	Alternative and Renewable Energy Initiatives- bio-energy, anaerobic digesters, small wind, solar	Wyoming County IDA	\$4.5 Million NYSERDA, USDA, Private	5
WY-7	Perry Commerce Center	Wyoming County IDA	\$2.2 Million EDA, USDA, Local	100
WY-8	Spec Building, Steele Ave. Arcade	Wyoming County IDA	\$1.8 Million Local, USDA	20
WY-9	Agri-business Incubator	Wyoming County IDA	\$1.5 Million Local, USDA, EDA	15
WY-10	Agri-tourism	Wyoming County	\$5 Million Private, Local	TBD
WY-11	Silver Lake Outlet Drudging Project	Town of Castile, Town of Perry, Village of Perry, Silver Lake Commission	\$2 Million Public	TBD
WY-12	County-wide Rural Broadband Initiative	Wyoming County	\$5 Million Private, Public	100
WY-13	Genesee River Wilds-Whisky Bridge	Wyoming County	\$25,000 Private, Public	TBD

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 has led to a Microtel Hotel opening up in Penn Yan as well and an additional hotel under construction that is scheduled to open in 2016.

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. As a result KanPak, a dairy processing company in Penn Yan, is currently completing an expansion of their facility. Additionally, many visitors are attracted to the crafts and agricultural goods produced in the County, especially by the growing Mennonite population. In 2012, agricultural cash receipts for both crops and livestock totaled over \$117 million for the County.

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. This fund also helped to shape the development and establishment of the Growing the Agriculture Industry Now! (GAIN) Fund in the nine-county Finger Lakes Region.

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 25.

Table 25 - 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	Yates County Open Access Fiber Network	Yates County	\$3,000,000 NYS, Yates County	Indirect
Y-2	Dundee Waste Water Treatment Plant Upgrades	Finger Lakes EDC, Village of Dundee	\$2,000,000 NYS EFC CWSRF, NYS Small Cities, EDA	25+
Y-3	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-4	Keuka Park Water District Water Main Replacement	Town of Jerusalem	\$1,875,000 Stimulus, NYS, Local	5+
Y-5	Elmwood Avenue Railroad Siding	Penn Yan Village	\$1,150,000 Stimulus, NYSDOT, Local	40+
Y-6	Branchport/West Bluff Drive Sewer District , Jerusalem	Finger Lakes EDC	\$15,500,000 NYS, EFC, CWSRF, USDA	40+
Y-7	Torrey Water District #1 , Torrey	Finger Lakes EDC	\$4,000,000 NYS EFC DWSRF, USDA, EDA, Local	10+

Chapter 6 - 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.

6.1 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.

6.2 Growing the Agriculture Industry Now! Revolving Loan Fund

The Growing the Agriculture Industry Now! Revolving Loan Fund is an initiative to capitalize agriculture and related businesses that are adopting new technologies, diversifying or expanding in the Finger Lakes Region. The diversity of the Region's agricultural industry is considerable with economic strength in such sectors as dairy, yogurt, apples, stone fruit, cash crops, grapes, wineries and more. Farms and support businesses continually innovate, expand and diversify in order to thrive. The most recent Census of Agriculture (2012) indicates that farm-gate sales in the region totaled \$1.6 billion, comprising 30% of the statewide farm sales, with food processing and other support businesses as additional multipliers

6.3 Investing in Manufacturing Communities Partnership

The City of Rochester led a successful Regional application to designate the Finger Lakes Region has a Manufacturing Community under the Investing in Manufacturing Communities Partnership (IMCP) program. The designation will offer Regional communities preferential consideration for up to \$1.3 billion in federal funding and assistance from 10 federal agencies to assist in cultivating an environment for businesses to create well-paying manufacturing jobs.

The successful Regional manufacturing strategy identified several key components including: enhancement of Regional workforce training programs; reinventing the Region's supply chain networks; expanding investments in research and innovation programs; revitalization of the Eastman Business Park; expansion of international trade and foreign investment; and the identification and leveraging of development capital¹⁴.

6.4 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

¹⁴ <http://www.cityofrochester.gov/article.aspx?id=8589961386>

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.”*¹⁵

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” and the latest update to the plan entitled “Accelerating our Transformation: Year 4.”

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.

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.

6.4.a Upstate Revitalization Initiative

In January 2015 New York State launched the Upstate Revitalization Initiative program aimed at systematically revitalizing the economy of Upstate New York. The program was modeled after the success of the Buffalo Billion Initiative and provided the opportunity for seven upstate regions to address the economic challenges of their regions and work together in bringing back jobs to upstate New York. Each of the seven upstate regions, including: Capital Region, Central New York, Finger Lakes, Mid-Hudson, Mohawk Valley, North County, and Southern Tier, completed a strategic plan outlining the economic needs of their region. Three regions: Central New York; Finger Lakes; and the Southern Tier were identified as “Best Plan Awardees” and will receive \$500 million each that will be utilized for projects identified by the Regional Economic Development Councils.¹⁶

6.4.b START-UP NY

Governor Cuomo established START-UP NY to create tax free communities for new and expanding businesses on State University of New York and other university campuses across the state. The program allows businesses to locate to these zones and operate 100% tax-free for 10

¹⁵ <http://www.esd.ny.gov/AboutUs.html>

¹⁶ <https://www.ny.gov/programs/upstate-revitalization-initiative>

years. As a result, qualifying businesses will not pay any income tax, business or corporate state or local taxes; sales tax, property tax; or franchise fees for a period of 10 years.

Sites located within the Finger Lakes Region that have been approved as START-UP NY sites are associated with the following colleges and universities: Genesee Community College; Keuka College; SUNY Geneseo; University of Rochester; Rochester Institute of Technology; Monroe Community College; Finger Lakes Community College; and SUNY Brockport.

6.4.c 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.

6.4.d 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.

State agencies and authorities making resources available through the CFA includes: Empire State Development; NYS Canal Corporation; NYS Energy Research and Development Authority; New York Power Authority; Environmental Facilities Corporation; Homes and Community Renewal; Department of Labor; Office of Parks, Recreation and Historic Preservation; Department of State; Department of Environmental Conservation; and the Council on the Arts.¹⁷ Several of the available funding opportunities are discussed in the following sections. The deadline for applications under the CFA was July 29, 2016.

6.4.e Empire State Development

6.4.e.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

¹⁷<https://www.ny.gov/sites/ny.gov/files/atoms/files/2016ResourcesAvailableGuideFINALV4.pdf>

allocated to region's based upon implementation of the Strategic Plan, and will be allocated to priority projects identified within the Strategic Plan.

6.4.e.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.

6.4.e.iii. New York State Business Incubator Program

The New York State Business Incubator Program provides financial support for business incubators within the state. Business incubation is defined as the accelerating the successful development of entrepreneurial companies through the provision of resources and services targeted to start-up companies.

6.4.e.iv. Empire State Development Strategic Planning and Feasibility Studies

Empire State Development provides funding to help cities, counties, and municipalities to complete strategic development plans and feasibility studies for sites or facility assessment and planning through the Urban and Community Development Program. Projects should focus on economic development with and emphasis being placed upon projects located in distressed communities¹⁸.

6.4.e.v Market New York

The Market New York program provides funding support for projects which bolster tourism and/or create or retain jobs. Assistance is provided for the promotion of tourism destinations, attractions, and special events. Capital support is also available through the Market New York program to provide assistance with land acquisition; construction costs, and acquisition of furniture and fixtures for existing tourism destination facilities¹⁹.

6.4.e.vi 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

¹⁸ <http://regionalcouncils.ny.gov/assets/documents/resources-available-2014.pdf>

¹⁹ <http://regionalcouncils.ny.gov/assets/documents/resources-available-2014.pdf>

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.

6.4.f New York State Energy Research and Development Authority (NYSERDA)

6.4.f.i Clean Energy Communities Program

The Clean Energy Communities Program aims to build sustainable communities through encouraging local governments to make improved energy choices in areas such as government operations, homes, businesses, and community institutions. Through the Clean Energy Communities Program, local governments can implement clean energy actions, save energy costs, create jobs, and improve the environment.

Within the Finger Lakes Region, the Genesee/Finger Lakes Regional Planning Council is coordinating the program and will assist communities in: developing and prioritizing clean energy goals; accessing guidance resources such as templates for legislation, procurement, and contracts; and taking advantage of available funding and technical assistance opportunities.

6.4.f.ii 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.

6.4.f.iii 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.

6.4.f.iv 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.

6.4.f.v 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.

6.4.g New York Power Authority

6.4.g.i New York Power Authority ReCharge New York

The ReCharge New York program provides low cost electricity allocations to business and not-for-profit corporations in order to help create and retain jobs. Businesses and not-for-profit

corporations are eligible to extend the low cost electricity allocation for a period of up to seven years, provided they meet specified employment commitments and other contract terms. The ReCharge New York program places an emphasis on businesses that are planning to relocate to New York State or for businesses looking to expand their existing New York State operation.

6.4.h New York State Office of Community Renewal

6.4.h.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.

6.4.h.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 6.12.

6.4.i 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/>.

6.5 Regional Workforce Development

Regional workforce development systems and activities in the Finger Lakes Region are performed by the three local Workforce Development Boards and partnerships of private and public organizations and training providers to deliver services under the Workforce Innovation and Opportunity Act.

6.5.a Workforce Development Boards

The Region is served by three Workforce Development Boards 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 three Workforce Development Boards serving the G-FL Region are GLOW Works serving Genesee, Livingston, Orleans, and Wyoming counties; Finger Lakes Works, serving Ontario, Seneca, Wayne, and Yates counties; and Rochester Works, serving Monroe County. Below is a brief overview of each of these WIBs.

6.5.a.i GLOW Works Workforce Development Board

The Genesee/Livingston/Orleans/Wyoming Workforce Development Board provides workforce development services to residents of Genesee, Livingston, Orleans and Wyoming Counties. The board aims to connect job seekers with emerging industries, regional economic development activities, and existing local businesses. To this end, GLOW Works has focused on transferable skills training that can transfer easily from industry to industry. Additionally, GLOW Works 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.

6.5.a.ii Finger Lakes Works Workforce Development Board

The Finger Lakes Works Workforce Development Board 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.

Finger Lakes Works also continues its efforts to target key regional industries including: Advanced Manufacturing, Healthcare, Travel/Tourism, Agriculture, Information Technology, and Skilled Trades. The Finger Lakes Workforce Investment Board has also started the Finger Lakes Skills2Compete program, which is an outreach effort to showcase jobs that require more than a high school diploma and less than a four year degree and helping to provide services and information to prepare workers for these jobs.

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.

6.5.a.iii Rochester Works Workforce Development 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.

6.5.b New York State Department of Labor

6.5.b.i 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.

6.6 Regional Marketing, Research and Entrepreneur Activities

6.6.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 Genesee-Finger Lakes Region.

GRE's client-driven project management services include:

- Professional, timely responses to all requests for information from business executives, 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 business attraction and expansion projects.
- Professional proposal development/project management for business attraction and expansion 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.

6.6.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.

GIS completed construction of its new 75,000 sq. ft. LEED certified research building on the RIT campus in early 2013. 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.

Research centers within the Golisano Institute for Sustainability include: the Center of Excellence in Sustainable Manufacturing; Center for Remanufacturing and Resource Recovery; Center for Sustainable Mobility; the New York State Pollution Prevention Institute; and the NanoPower Research Labs.

6.6.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.

CIMS programs include: the Printing Applications and Imaging Products Laboratory; Digital Manufacturing & Product Realization Lab; Center for Excellence in Lean Enterprise; Manufacturing Technologies Program; and CIMS Training Programs.

6.6.d Smart System Technology & Commercialization Center of Excellence (STC)

The Smart System Technology & Commercialization Center of Excellence (STC) is managed and supported by the State University of New York Polytechnic Institute's (SUNY Poly) Colleges of Nanoscale Science and Engineering (CNSE). 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 to mid-volume MEMS manufacturing facility.

6.6.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.

6.6.f The Entrepreneurs Network

The Entrepreneurs Network (TEN), now in its sixth 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.

6.6.g Monroe County Finger Lakes Procurement Technical Assistance Center

The 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. The Monroe County Finger Lakes 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.

6.6.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; NEXUS-NY: one of three statewide clean tech proof of concept centers funded by NYSERDA, and provides back office support for the Rochester Angel Network. HTR co-manages the region's Innovation Hotspot, which provides mentoring and tax benefits to local startups, and is also a STARUP-NY designated location. 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.

6.6.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 startup companies. Since inception, Excell's metrics are:

- Invested over \$6 million in 39 New York companies
- Created 289 new jobs
- Average salary of new jobs is \$76,000
- Total leverage ratio on Excell investments is over 50X
- Average survival rate of Excell companies is 86% compared to a national trend of 42%
- One new job is created for every \$25K invested by Excell

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. was one of six venture firms chosen to receive \$2.5 million from Empire State Development as part of a \$25 million investment as part of the Governor's Innovate NY program.

6.6.j Center of Excellence in Data Sciences

The University of Rochester's Goergen Institute for Data Science, and its' recently New York State designated Rochester Center of Excellence in Data Science, are helping to establish the region and the state as a hub for new talent and a leader in analyzing and commercializing the limitless uses of data to improve quality of life and to fuel economic growth.

As part of the Institute, the center will build upon University infrastructure and expertise in data science and high performance computing, while collaborating with other academic partners, industry, and government agencies, to support:

- Research: Generate innovative technologies and methods, while increasing competitive research grants and public-private partnerships
- Commercialization and Incubation: Drive growth of large and small commercial partners by supporting the commercialization of new products and services, and providing access to business acceleration programs
- Consultations and Resources: Facilitate access to advanced computing and data visualization facilities, resources and expertise
- Education and Training: Increase the pool of well-trained, highly skilled data scientists to meet national demands by supporting formal graduate and undergraduate programs and experiential learning opportunities

6.6.k Center for Emerging and Innovative Sciences

The Center for Emerging & Innovative Sciences (CEIS) promotes economic development through industry-university collaboration and technology transfer. Based at the Hajim School of Engineering & Applied Sciences at the University of Rochester, CEIS is one of fifteen Centers for Advanced Technology (CATs) funded by NYSTAR, a division of the New York State Department of Economic Development. CEIS works primarily with faculty and scientists at the University of Rochester and the Rochester Institute of Technology, although it does support some research at other universities in New York. CEIS works closely with small, mid-sized, and large companies in the Finger Lakes region and across the state.

6.6.k.i Rochester Regional Optics, Photonics, and Imaging Accelerator

The Rochester Regional Optics, Photonics, and Imaging Accelerator (or RRPA) is a program to help grow the Rochester cluster of companies in the Optics, Photonics, and Imaging industries. The project is funded through an award of \$1.9 million from five different federal agencies with an additional \$190,000 in funding from New York State. The five federal agencies are the Economic Development Administration (EDA), NIST, DOE, the Employee and Training Administration (ETA) and the Small Business Administration (SBA). These five agencies have teamed up in what is called the Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC). The purpose of this Challenge is to coordinate the governments' investments in economic development in some of the Nation's most important industrial clusters. The RRPA proposal was one of only ten awards and represents the federal government's strong

commitment to the Rochester Optics, Photonics and Imaging cluster. The RRPA brings together for the first time five leading regional organizations to help strengthen the region's Optics, Photonics and Imaging cluster of companies in a coordinated and comprehensive manner, in the areas of cluster development; business development; technology development, and workforce development. Participating organizations include: the University of Rochester, Rochester Institute of Technology, Monroe Community College, High Tech Rochester, and the Rochester Regional Photonics Cluster.

6.6.k.ii New York Photonics Manufacturing Initiative

The New York Photonics Manufacturing Initiative, led by the Center for Emerging and Innovative Sciences (CEIS), was one of only nineteen national Advanced Manufacturing Technology Consortia (AMTech) awards made by the National Institute of Standards and Technology (NIST) in May 2014. The New York Photonics Manufacturing Initiative will assist in developing national and regional technology roadmaps for the U.S. photonics industry and laying the groundwork for a national institute dedicated to advancing and diffusing photonics-based manufacturing technologies. The program leverages regional strengths in education, workforce training, technology development and incubation to accelerate growth of optics, photonics, and imaging companies.

6.6.l Rochester Regional Photonics Cluster

The Rochester Regional Photonics Cluster (RRPC) is a not-for-profit organization founded to promote and enhance the New York State optics, photonics, and imaging industry by fostering the cooperation of business, academia and government. RRPC membership includes over 50 companies that supply optics, photonics, or imaging products and services and over 40 support companies. RRPC and CEIS work closely together with RRPC providing in depth knowledge and strong ties to the industrial community with the Center for Emerging and Innovative Sciences (CEIS) providing the same with the academic community.

6.6.m American Institute for Manufacturing Integrated Photonics

In July 2015, Vice President Biden and Governor Cuomo announced that Rochester will be the headquarters for the newest manufacturing innovation hub, the American Institute for Manufacturing Integrated Photonics (AIM Photonics). AIM Photonics will be part of the federal National Network of Manufacturing Innovation, to create a competitive, effective, and sustainable manufacturing research-to-manufacturing infrastructure for U.S. industry and academia to solve industry-relevant problems. The University of Rochester and Rochester Institute of Technology are key partners in the consortium that has won the national competition to advance U.S. photonics manufacturing capability. AIM Photonics will receive \$110 million from the U.S. Air Force Research Laboratory. Federal funding, to begin in January 2016, will be supplemented by another \$250 million from the State of New York, with additional funding commitments from public and private partners expected to exceed \$245 million over the next five years for a 5:1 matching of federal funds. The team, led by SUNY Polytechnic Institute, put together by a coast-to-coast academic/industry consortium that includes the University of Rochester, RIT, MIT, University of Arizona, University of California-Santa Barbara, and Columbia University among its major academic partners, and Boeing, IBM, Intel, Hewlett-Packard, Lockheed Martin, Infinera, Corning and Synopsis among its corporate partners. There

are a total of 90 partners from 18 states. In addition to support from NYS, AIM Photonics is supported by the states of California and Massachusetts, along with leading national and regional industry consortia and economic development agencies.

6.7 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.

6.7.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 nearly 27,000 lane miles of interstate, arterial and collector roadways, about 1,600 bridges, 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), the designated Metropolitan Planning Organization (MPO).

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.

6.7.a.i The Long Range Transportation Plan

The Long Range Transportation Plan (LRTP) provides a minimum 20-year analysis of existing and projected transportation system capabilities, issues and opportunities, as well as alternatives to address these issues and maximize opportunities. The *Long Range Transportation Plan for the Genesee-Finger Lakes Region 2040 (LRTP 2040)* was adopted in June 2016. This assessment was guided by 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 and extended through 2012.

SAFETEA-LU was succeeded by a new multi-year federal transportation authorization bill –

Moving Ahead for Progress in the 21st Century (MAP-21) which was enacted on July 6, 2012. The new authorization bill established, for the first time, performance-based planning and programming to increase accountability and transparency.

The Fixing America's Surface Transportation (FAST) Act was signed into law on December 4, 2015. The FAST Act continues the performance-based planning approach set forth in MAP-21 and provides a level of financial certainty for federally funded transportation projects through 2020.

The *Long Range Transportation Plan for the Genesee-Finger Lakes Region 2040 (LRTP 2040)* was adopted on June 9, 2016. LRTP 2040 was developed consistent with MAP-21 and the FAST Act. It provides the strategic direction for more detailed planning and implementation of transportation projects over the next 25 years.

6.7.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 Route 96 Transformative Corridor Strategic Infrastructure Plan; Irondequoit Bay Outlet Bridge Alternatives Analysis Study; Lake Ontario State Parkway Transportation Alternatives Feasibility Study; Genesee-Finger Lakes Regional Critical Transportation Infrastructure Vulnerability Assessment; Transportation and Food Systems in the Genesee-Finger Lakes Region project; Village of Scottsville Traffic Circulation and Safety Study; Village of Webster Village Core Circulation, Accessibility, and Parking Study; East Rochester Transportation Improvement Study; Congestion Management Process Implementation; Rts 5&20 and State Rt. 364 Multi-Modal Safety and Access Improvement Study; Mount Read Boulevard Corridor Study; Dansville Transportation and Industrial and Commercial Access Study; Ontario County Railway Corridor Development Plan: Area 1 - Town of Manchester; East Main Arts & Market District Study; NYS Route 250 Transit-Supportive Mixed-Use Development District; Town of Penfield Transit-Supportive Mixed-Use Development District; and Goods Movement Planning. The UPWP is updated annually.

Two components that were funded through the UPWP that focus on freight across the G-FL Region 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 was completed and approved in 2012. 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, completed in 2007, were conducted 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. Given the age of the reports, recommendations should be vetted for current applicability as economic trends and current

6.7.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 2017-2020 TIP was adopted on June 9, 2016 and took effect on October 1, 2016.

An economically significant project included in the recently expired TIP is the Inner Loop East Reconstruction project. This project is converting a sunken section of expressway to the east of Downtown to an at-grade "complete street," that will include bicycle and walking paths. The construction phase of the project started in November 2014 and is expected to be complete by December 2017. The City of Rochester was awarded \$16.8 million from the US Department of Transportation's Transportation Investments Generating Economic Recovery, or TIGER, program to support this transformational project. The conversion of the expressway and associated frontage roads to a complete street will open up land for future development.

A Request for Proposals (RFP) was issued March 17, 2016 for five individual parcels of land, totaling 5.5 acres, at the Inner Loop East Transformation project site. On September 16, 2016, Rochester Mayor Lovely Warren announced her recommendations for development proposals to be considered by the City Council. Collectively, development proposal on four of the five parcels are expected to result in:

- more than 360 residential units, including 49 affordable units
- retail/office space with underground parking
- expansion of the Strong National Museum of play, including a 120 room hotel, an indoor water park, and a 1,200 space parking garage
- \$147.2 million in development costs

6.7.a.iv Passenger and Freight Rail

MAP-21 included significant national freight provisions calling for the establishment of a national freight network, development of a National Freight Strategic Plan, and additional shared-funding opportunities for freight related infrastructure projects. The FAST Act continued to strengthen the freight policies set forth by MAP-21. The FAST Act established a National Multimodal Freight Policy with national goals that will guide the development of National Freight Strategic Plan along with including specific funding allocations for freight related infrastructure improvements. MAP-21 strongly encourages State departments of transportation to adopt state freight plans. The NYS Department of Transportation is currently under contract to develop a MAP-21/FAST Act compliant state freight plan.

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. Rail Plan components will be incorporated into the NYS freight plan.

TIGER funds are also being used to replace the existing Amtrak station in Rochester, which was intended to be temporary when it was built in 1978, with the new Rochester Intermodal Transportation Center. The permanent, multi-modal facility will replace a low level platform with a high-level, ADA-compliant platform with access to the train from both sides, which will minimize significant delays for freight and passenger trains. Additional project elements include an overhead pedestrian bridge, parking improvements, lighting, and sidewalks. The project also calls for track and signal work.

The new Amtrak station will improve connections to downtown by creating a new public plaza and open space for the Rochester community. The safety and accessibility improvements will expand the high-quality transportation alternatives available in the city, offering a more sustainable lifestyle for Rochester residents, workers, and visitors. The station design will also accommodate the long-term vision of implementing high speed rail service in the Empire Corridor.

6.7.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.

6.7.c Energy

6.7.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 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.

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. NYSEG and RG&E offer a variety of non-rate programs to assist businesses in their expansion and/or relocation. These programs include, but are not limited to, incentives for: brownfield/building redevelopment; utility infrastructure investment; capital investment; agriculture capital investment; and gas infrastructure investment. Additional business energy efficiency assistance is provided through a partnership with New York State Energy Research and Development Authority (NYSERDA).

Each of 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.

National Grid- National Grid provides electric service within the Genesee-Finger Lakes Region to all of Genesee and Orleans Counties as well as to sections of Livingston, Monroe, and Wyoming Counties. National Grid administers several economic development incentive programs to encourage business attraction, expansion and retention in the company's service territory for target industries, as well as agricultural businesses. Incentives include support for electric infrastructure, business productivity and power quality. In addition, National Grid also administers economic development programs that encourage sustainable "smart growth" in communities through the Brownfield Redevelopment Assistance Program and Main Street

Revitalization Program. 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. Moreover, energy delivery discounts are also available to encourage target industries to expand or relocate in New York State. Additional information regarding these and other National Grid economic development programs are available online at <http://www.shovelready.com/>.

6.7.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 6.6.c.

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.

There are also several active alternative energy projects in the Region. These projects include the ethanol plant in the Town of Shelby, Orleans County, which 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. Another alternative energy projects within the Region is the Seneca Meadows landfill in Seneca County, which utilizes 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.

6.7.c.iii Green Building

Many businesses and organizations within the Region are also taking further steps toward being environmentally friendly. There are 113 LEED-certified projects in the Region including the Medical Arts Building, Strong National Museum of Play, Golisano Institute for Sustainability, 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.

6.7.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 130 million gallons. With an average daily consumption of approximately 56 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 \$2.66/1,000 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.

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.

6.7.e Wastewater

6.7.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*. Fifty 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.

6.7.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.²⁰ 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.

6.8 Resiliency

Resiliency within the Genesee-Finger Lakes has been addressed through a number of approaches including development and implementation of the Finger Lakes Regional Sustainability Plan; development and implementation of county hazard mitigation plans throughout the Region; and the adoption of New York State laws focused on strengthening and preparing New York for climate change.

²⁰ http://www.dec.ny.gov/docs/water_pdf/descdata2004.pdf

6.8.a Finger Lakes Regional Sustainability Plan

The Finger Lakes Regional Sustainability Plan²¹ was completed in 2013 with the aim of identifying a set of Regional Guiding Principles and Strategies for the Region to guide decision making and positioning the Region to view programs, policies, and projects through the “lens” of sustainability. Economic development was a key subject area of the plan along with the other following areas: energy; transportation; land-use and livable communities; materials and waste management; water management; climate change adaptation; governance; greenhouse gas emissions; and agriculture and forestry.

The Finger Lakes Regional Sustainability Plan identified the following five broad strategies to advance the resiliency of the Economic Development subject area:

- Embed the framework of this plan into all planning, execution and measurement activities throughout the region
- Identify, recruit and support entrepreneurial enterprises that have the potential to innovate consistent with the Story of Place, add value to the five Capitals (Financial, Human, Social, Natural, & Built) and have broad commercialization potential
- Invest in critical infrastructure to foster economic expansion and advance sustainable initiatives (access, function, resiliency)
- Expand and align training and education initiatives to target strategic sectors and meet the needs of existing and emerging industries
- Protect, enrich and market the unique natural, cultural, agricultural, and destination assets of the Region

6.8.b Hazard Mitigation Planning

Hazard mitigation planning is the process of determining how to reduce or eliminate the loss of life and property damage resulting from natural and human-caused hazards. This involves completing a risk assessment; establishing goals, objectives and mitigation strategies; adoption and approval; and a stakeholder and public outreach process.

Within the Finger Lakes Region each of the nine counties has developed an All-Hazard Mitigation Plan or is in the process of updating/developing a plan. Each of these plans addresses in detail the various natural, technological, and human-caused hazards recognized as threats to residents and property within each county including threats to the economy of the county and the region. These economic threats include impacts to significant regional employers or financial centers or impacts to key regional infrastructure such as roads.

6.8.c Community Risk and Resiliency Act

To strengthen New York's preparedness for climate change, Governor Andrew M. Cuomo signed into law the Community Risk and Resiliency Act (CRRA). The CRRA includes the following provisions to advance New York's climate change adaptation:

- Applicants to certain State programs must demonstrate that they have taken into account future physical climate risks from storm surges, sea-level rise or flooding.

²¹ <http://www.gflrpc.org/sustainabilityplan.html>

- DEC must establish official State sea-level rise projections by January 1, 2016. These projections will provide the basis for State adaptation decisions and will be available for use by all decision makers.

The Community Risk and Resiliency Act applies to specific State permitting, funding and regulatory decisions, including smart growth assessments; funding for wastewater treatment plants; siting of hazardous waste facilities; design and construction of petroleum and chemical bulk storage facilities; oil and gas drilling, and State acquisition of open space.²²

6.9 Agriculture

Agriculture plays a significant role within the economy of the Genesee-Finger Lakes Region. The sector not only directly employed more than 6,000 individuals within the Region, but also contributed over 1.6 billion in cash receipts for the year 2012²³. There are also a variety of indirect economic development programs and activities related to agriculture that are currently in progress or that have been recently completed. Within the Region, the agriculture sector continues to work towards diversifying and increasing the value of agriculture and food products; gaining access to new markets; providing incentives and resources to create and expand the food supply chain in the Region; developing partnerships with academia and private businesses to increase production and efficiencies; and to invest in projects that establish a synergy between agriculture and green energy²⁴.

6.10 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. Current and former 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.

The Regional Engagement project currently being conducted by the Genesee/Finger Lakes Regional Planning Council is funded through the BOA program and will help to assess areas through the nine county Genesee-Finger Lakes Region that are affected by concentrations of brownfields and economic distress.

²² <http://www.dec.ny.gov/energy/100236.html>

²³ 2012 United States Census of Agriculture

²⁴ <http://regionalcouncils.ny.gov/sites/default/files/regions/fingerlakes/flredc-2014-06-25-workgroup-presentation.pdf>

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. Livingston County is involved with three brownfield projects, each of which is located within the Village of Dansville. Remediation efforts are also continuing within Monroe County on 22 New York State DEC projects with the City of Rochester and several other municipalities. Within Ontario County two New York State DEC projects are underway, one within the Village of Victor and one within the City of Geneva. Orleans County is involved in an environmental remediation for a brownfield project within the Village of Albion.

Seneca County is involved in cleanup programs for two brownfield sites within the Town of Waterloo. Wayne County is involved in six cleanup projects within the Villages of Lyons, Palmyra, Macedon, Newark, and Clyde.

Wyoming County is working with the New York State Department of Environmental Conservation under the voluntary cleanup program for the Wyoming County Fire Training Center. Yates County is involved in a New York State DEC cleanup project at the former NYSEG Site in the Village of Penn Yan.

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.

6.11 New York State Canal System

6.11.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.

In October 2014, The National Park Service listed the New York State Barge Canal on the National Register of Historic Places. The designation recognizes the New York State Canal System as a nationally significant work of early twentieth century engineering and construction that affected transportation and maritime commerce for nearly half a century.

The New York State Barge Canal National Register Historic District is remarkable in its scope and historical integrity. It spans 450 miles and includes the four branches of the state’s canal system: the Erie, Champlain, Oswego, and Cayuga-Seneca canals– all much enlarged versions of waterways that were initially constructed during the 1820s. The nomination evaluated 791 features and included 552 contributing structures and buildings.

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.

6.11.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.

Several Finger Lakes communities received funding in the last year from the New York State Canal Corporation through the Finger Lakes Regional Economic Development Council to support improvement projects to enhance and beautify the New York State Canal System. These projects include: Seneca Knitting Mill in Seneca Falls, to transform and reuse the Mill into the Center for Great Women; the Thomas Creek Wetland Walk in Fairport, to expand connections to the Canalway Trail; and the Bicentennial Pavilion in the Village of Pittsford, to construct a commemorative Pavilion along the Erie Canal waterway.

The Canal Recreationway Commission is in the process of updating its 1995 Comprehensive Plan, and is actively soliciting input in 2015. The Canal Corporation also recently commissioned a study to review the economic impact of non-tourism use of the Canal, which culminated in 2014 with the release of “New York State Canal Corporation Report on the Economic Benefits of Non -Tourism Use of the NYS Canal System.” The *Report* identified an overall economic

impact/revenue of non-tourism use of the Canal System at \$6.2 billion including \$775 million within the Finger Lakes Region²⁵.

6.11.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.

Through a partnership of G/FLRPC, the Village of Palmyra, and the Preservation League of New York State, the Creating Residential, Commercial and Municipal Upper Floors: A Guidebook for Regional Revitalization was recently completed. The Guidebook will 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.

6.12 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.

²⁵ <http://www.canals.ny.gov/economic-benefit-report.pdf>

The City of Batavia recently completed a Brownfield Opportunity Area Nomination Study for the central corridor of the City. The Nomination Study includes an analysis and vision for the corridor along with specific recommendations and an associated strategic plan. Within Livingston County 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 Village of Brockport, in Monroe County, received \$200,000 in funding through the New York Main Street program that will be utilized to help renovate commercial and residential renovation projects within mixed-use buildings along the Village's business district. Within Ontario County, the City of Geneva received \$200,000 in funding to renovate mixed-used buildings in downtown Geneva. In Seneca County the Village of Waterloo received a grant for \$20,000 to complete a comprehensive economic development plan for a distressed and blighted area of the Village. The Villages of Albion and Lyons, within Orleans County and Wayne County respectively, were part of the three inaugural communities selected for funding under the Western Erie Canal Main Street Program. The Perry Main Street Association, within Wyoming County, continues to be active in their efforts to revitalization Main Street within the Village. Within Yates County the Villages of Penn Yan and Dundee continue their efforts to improve community development and help attract businesses to Main Street through improving streetscapes, signage, and facades.

6.12.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 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 Batavia Business Improvement District received \$150,000 in funding through a Rural Area Revitalization Projects grant that will provide elevator access to three downtown buildings. The BID is also continuing its efforts regarding business attraction and retention within the 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. 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.

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 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 also working on a downtown cleanup project and has been continuing their efforts to attract and retain businesses within the District.

6.13 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/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. 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.”²⁶ 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

²⁶ <http://fallgetaways.iloveny.com/cornellreport/>

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.

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.

Appendices

Appendix 1 – Genesee/Finger Lakes Regional Planning Council Members 2016

Table A-1 Genesee/Finger Lakes Regional Planning Council Members 2016		
Member	Affiliation	Status
Raymond Cianfrini	Genesee County	Voting
Frank Ferrando Jr. (A)	Genesee County	Voting
Robert Bausch	Genesee County	Voting
Steve Hyde	Genesee County	Voting
<i>Felipe Oltramari</i>	<i>Genesee County</i>	<i>Ex-Officio</i>
Eric Gott	Livingston County	Voting
Brenda Donohue (A)	Livingston County	Voting
William Wadsworth	Livingston County	Voting
Bonnie Taylor-Davis	Livingston County	Voting
<i>Angela Ellis</i>	<i>Livingston County</i>	<i>Ex-Officio</i>
<i>William Bacon</i>	<i>Livingston County</i>	<i>Ex-Officio</i>
Anthony J. Daniele	Monroe County	Voting
Cheryl Dinolfo	Monroe County	Voting
<i>Thomas Goodwin</i>	<i>Monroe County</i>	<i>Ex-Officio</i>
Lovely A. Warren	City of Rochester	Voting
Zina Lagonegro (A)	City of Rochester	Voting
Loretta C. Scott	City of Rochester	Voting
Andrea Guzzetta (A)	City of Rochester	Voting
Steven V. Rebholz	City of Rochester	Voting
<i>Kate Washington</i>	<i>City of Rochester</i>	<i>Ex-Officio</i>
John F. Marren	Ontario County	Voting
Peter Ingalsbe (A)	Ontario County	Voting
Pamela Helming	Ontario County	Voting
Todd Campbell	Ontario County	Voting
<i>Thomas Harvey</i>	<i>Ontario County</i>	<i>Ex-Officio</i>
<i>Michael Manikowski</i>	<i>Ontario County</i>	<i>Ex-Officio</i>
David Callard	Orleans County	Voting
Kenneth DeRoller (A)	Orleans County	Voting
James Bensley	Orleans County	Voting
<i>James Whipple</i>	<i>Orleans County</i>	<i>Ex-Officio</i>
Gary Westfall	Seneca County	Voting
John Sheppard (A)	Seneca County	Voting
Jill Henry	Seneca County	Voting
<i>Robert Aronson</i>	<i>Seneca County</i>	<i>Ex-Officio</i>
<i>William Bordeau</i>	<i>Seneca County</i>	<i>Ex-Officio</i>
Steven LeRoy	Wayne County	Voting
Ken Miller	Wayne County	Voting
John Smith	Wayne County	Voting
<i>Margaret Churchill</i>	<i>Wayne County</i>	<i>Ex-Officio</i>
Douglas Berwanger	Wyoming County	Voting
Daniel Lauer (A)	Wyoming County	Voting
Jerry Davis	Wyoming County	Voting
<i>William Daly</i>	<i>Wyoming County</i>	<i>Ex-Officio</i>
<i>James Pierce</i>	<i>Wyoming County</i>	<i>Ex-Officio</i>
Dr. Timothy Dennis	Yates County	Voting
Timothy Cutler	Yates County	Voting
<i>Steve Griffin</i>	<i>Yates County</i>	<i>Ex-Officio</i>
Clyde Forbes	At-Large	Voting
Esther Leadley	At-Large	Voting
Nathan Rudgers	At-Large	Voting
David Woods	At-Large	Voting
<i>James Stack</i>	<i>Genesee Transportation Council</i>	<i>Ex-Officio</i>
<i>Helen Blum</i>	<i>Empire State Development</i>	<i>Ex-Officio</i>
<i>JaMone Turner</i>	<i>Empire State Development</i>	<i>Ex-Officio</i>

(A) Alternate

Appendix 2 – G/FLRPC Executive Committee Members 2016

Table A-2 Executive Committee		
Member	Address	Affiliation
Robert Bausch, Vice Chair	PO Box 81 Bergen, New York 14416	Legislator, Genesee County Legislature
Brenda Donohue, Treasurer	6 Court Street Geneseo, NY 14454	Supervisor, Town of Conesus, Livingston County Board of Supervisors
John F. Marren, Chair	85 E. Main St. Victor, NY 14564	Supervisor, Town of Victor, Chair Ontario County Board of Supervisors
James Bensley	14016 Route 31 West Albion, New York 14411	Director, Orleans County Planning and Development
John Sheppard	1 DiPronio Drive Waterloo, NY 13165	County Manager, Seneca County
Steven LeRoy	26 Church Street Lyons, NY 14489	Supervisor, Town of Sodus, Chairman, Wayne County Board of Supervisors
Jerry Davis	7414 Court Road Pavilion, NY 14525	Supervisor, Town of Covington, Wyoming County Board of Supervisors
Timothy Cutler	417 Liberty Street Penn Yan, NY 14527	Yates County Planner, Yates County Planning Department
Esther Leadley	11047 River Road Pavilion, NY 14525	At-Large
Angela Ellis	6 Court Street, Room 305 Geneseo, NY 14454	Chair, G/FLRPC Planning Coordination Committee
James Pierce	36 Center Street Suite D, Warsaw, NY 14569	Chair, G/FLRPC Economic Development Advisory Committee

Appendix 3 – G/FLRPC Economic Development Advisory Committee 2016

Table A-3 Economic Development Advisory Committee (EDAC)		
Member	Address	Affiliation
Steve Hyde, CEO	99 Med Tech Drive Suite 106 Batavia, NY 14020	Genesee County Economic Development Center
William Bacon, Director	6 Court Street, Room 306 Geneseo, NY 14454	Livingston County Development Group
Kate Washington, Deputy Commissioner of Neighborhood and Business Development	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester Economic Development Department
Jeffrey Adair, Director	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development
Michael Manikowski, Director	20 Ontario Street Suite 106B Canandaigua, NY 14424	Ontario County Office of Economic Development
James Whipple CEO/CFO	121 North Main Street Albion, NY 14411	Orleans County Economic Development Agency
Robert Aronson, Executive Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Industrial Development Agency
Margaret Churchill, Executive Director	16 William Street Lyons, NY 14489	Wayne County Industrial Development Agency
James Pierce, Executive Director, Chair	36 Center Street Suite D, Warsaw, NY 14569	Wyoming County Industrial Development Agency
Steve Griffin, Executive Director	1 Keuka Business Park Penn Yan, NY 14527	Yates County Industrial Development Agency
Vincent Esposito, Finger Lakes Regional Director	400 Andrews Street, Suite 300 Rochester, NY 14604	Empire State Development Corporation

Appendix 4 – Rochester/Finger Lakes Regional Development Corporation (RDC) 2016

Table A- 4 Rochester/Finger Lakes Regional Development Corporation (RDC)		
Member	Address	Affiliation
Mary Grace Welch, Lead Economic Developer	144 Kensington Avenue Buffalo, NY 14214	National Grid
Richard Boerman, Loan Management	6712 Ann Lee Drive North Rose, NY 14516	Regional Development Corporation
Hubert VanTol, Senior Director for Economic Development	400 East Avenue Rochester, NY 14607	PathStone Enterprise Center
Joe Rizzo, Director of Economic Development	89 East Avenue Rochester, NY 14649	Rochester Gas & Electric Corporation
Suzanne Vary, Economic Development Specialist	20 Ontario Street Suite 106B Canandaigua, NY 14424	Ontario County Office of Economic Development
Joseph Hamm, Regional Administrator	276 Waring Rd Rochester, NY 14609	NYS Department of Labor
James Stack, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council
Matt Hurlbutt, Managing Director, Business Development	100 Chestnut Street - One HSBC Plaza Suite 1910 Rochester, NY 14604	Greater Rochester Enterprise

Appendix 5 – G/FLRPC Planning Coordination Committee 2016

Table A-5 Planning Coordination Committee (PCC)		
Member	Address	Affiliation
Felipe Oltramari, Director	County Building II 3837 West Main Street Batavia, NY 14020	Genesee County Department of Planning
Angela Ellis, Director	6 Court Street - Room 305 Geneseo, NY 14454	Livingston County Planning Department
Thomas Goodwin, Planning Manager	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development
Zina Lagonegro, Director of Planning and Zoning	City Hall, Room 010A 30 Church Street Rochester, NY 14614	City of Rochester Department of Community Development
Thomas Harvey, Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Planning Department
James Bensley, Director	14016 Route 31 West Albion, NY 14411	County of Orleans Department of Planning and Development
Bill Bordeau, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Department of Planning & Community Development
Peg Churchill, Deputy Director	9 Pearl Street Lyons, NY 14489	Wayne County Planning Department
William Daly, Director Planning & Development	36 Center Street, Suite C, Warsaw, NY 14569	Wyoming County Department of Planning & Development
Timothy Cutler, County Planner	417 Liberty Street Penn Yan, NY 14527	Yates County Department of Planning
James Stack, Executive Director	50 W. Main Street Suite 8112 Rochester, NY 14614	Genesee Transportation Council

Appendix 6 – CEDS Stakeholder Input Session Invitation 2016



**The Genesee/Finger Lakes Regional Planning Council
invites you to attend an upcoming Comprehensive Economic
Development Strategy (CEDS) Stakeholder Input Session**

The Genesee/Finger Lakes Regional Planning Council is in the process of developing the Economic Development District 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 nine-county Finger Lakes Region. The CEDS will also include an economic resiliency component to help the Region prepare for and implement resilience components to bolster long-term economic durability of the Region and to improve collaboration amongst stakeholders.

Development of the 2016 CEDS will build upon existing regional plans and processes including the Finger Lakes Regional Economic Development Council; Upstate Revitalization Initiative; and the G/FLRPC Regional Engagement Project.

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

- Ebenezer Watts Conference Center
49 South Fitzhugh Street, Rochester, NY 14614
Tuesday, August 2 from 9:00 - 11:00 a.m.
- Ontario County Safety Training Facility, Conference Room 2
2914 County Road 48, Canandaigua, NY 14424
Tuesday, August 2 from 1:00 - 3:00 p.m.
- Genesee County Building 2
3837 West Main Street Road, Batavia, NY 14020
Wednesday, August 3 from 9:30 - 11:30 a.m.

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

For additional information about the CEDS visit:
<http://www.gflrpc.org/comprehensive-economic-development-strategy.html>

Appendix 7 - CEDS Summary Sheet

**Genesee/Finger Lakes Regional Planning Council
Comprehensive Economic Development Strategy
Goals (2016)**

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

Objective 2B: To encourage efforts to improve the economic development and business climate within New York State and the Finger Lakes Region

Goal 3: Assist in Improving the Infrastructure of the District

Objective 3A: Support the establishment of shovel-ready sites within the Region

Objective 3B: Encourage improved connections between public transportation infrastructure and economic development projects

Objective 3C: Improve and expand infrastructure to meet economic development project needs

Goal 4: Advance the Development of Targeted Regional Clusters, including: Optics, Photonics, and Imaging; Agriculture and Food Production; and Advanced Manufacturing

Objective 4A: Bolster the competitiveness of the Region's clusters

Objective 4B: Support existing Regional efforts to advance and promote Regional Clusters

Objective 4D: To encourage the protection of preservation of agricultural land within the District

Goal 5: Strengthen Entrepreneurship, Innovation, and Small Business Development

Objective 5A: To encourage and support entrepreneurship and the entrepreneurial spirit

Objective 5B: To provide improved financing options; technical knowledge; and support to small and medium-sized business owners

Objective 5C: To pursue opportunities to establish and advance innovation, entrepreneurship, and small business within Rural areas of the District

Goal 6: Assist in Improving the Skills of the District's Workforce

Objective 6A: To continue to support regional workforce training and workforce development efforts

Objective 6B: To support Workforce Development Boards and other workforce development organizations with high-skill technical and advanced manufacturing career training programs

Goal 7: Strengthen Economic Resiliency of the District

Objective 7A: To develop and implement hazard mitigation plans that comply with state and national standards

Objective 7B: Establish regional networks for information sharing

Goal 8: Encourage Sustainable Development Practices

Objective 8A: To identify, remediate, and redevelop brownfield sites within the District

Objective 8B: To encourage efficient land use and development patterns

Objective 8C: To protect water quality

Objective 8D: To pursue opportunities for alternative energy to improve sustainability and to help lower high energy costs

Goal 9: Advance Community Development and Encourage Main Street Revitalization and Historic Preservation

Objective 9A: Help stabilize Village Main Streets and promote community development

Objective 9B: Provide stable housing opportunities within the Region

Objective 9C: Pursue opportunities for waterfront development within the Region

Objective 9D: To increase the number and success of small businesses along main streets and in community centers

Objective 9E: Pursue opportunities to reduce poverty within the District

Goal 10: Enhance Tourism and Marketing within the District

Objective 10A: To further develop the Finger Lakes Region as a destination location for visitors and new residents

Objective 10B: To further develop and promote the recreational attributes of the Region

Objective 10C: To utilize the Erie Canal as a tourism and economic development opportunity

Goal 11: Strengthen Regional Coordination and Collaboration

Objective 11A: To collaborate on programs and initiatives

Objective 11B: To promote information sharing in the Region

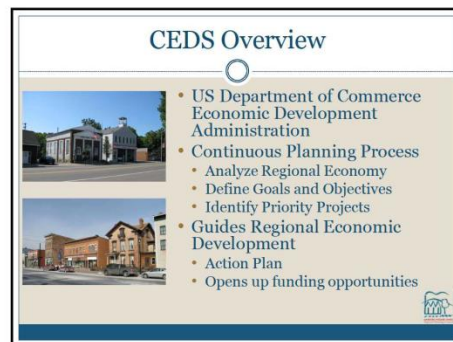
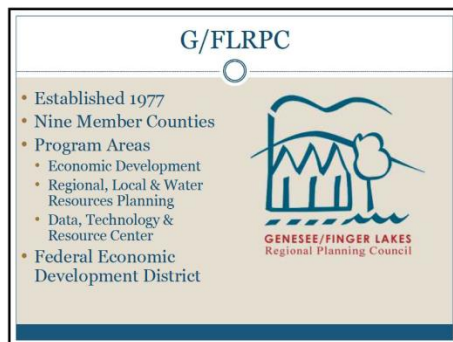
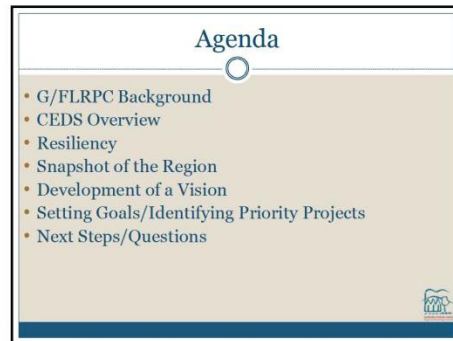
Objective 11C: Continue to Coordinate Economic Development Activities with the Finger Lakes Regional Economic Development Council Strategic Plan and Upstate Revitalization Initiative

Appendix 8 - Stakeholder Input Session Attendees, 2016

Table A-8 – CEDS Stakeholder Input Session, Attendee List, 2016	
Name	Organization and/or Affiliation
Marie Anselm	Cornell Cooperative Extension Ontario County.
Bob Aronson	Seneca County IDA
Bill Bacon	Livingston County IDA
Bob Bausch	Genesee County Legislature
Rochelle Bell	Monroe County Planning
Maggie Brooks	RGRTA
Denise Chaapel	Canandaigua BID
Timothy Cutler	Yates County Planning
David Gottfried	SUNY Polytechnic/STC
Thomas Harvey	Ontario County Planning
John Johnson	Cornell Ag & Food Technology Park
Derik Kane	Genesee County Planning
Esther Leadley	G/FLRPC Executive Committee
Mike Manikowski	Ontario County Office of Economic Development
William McAdoo	Town of Geneva
Ken Miller	Wayne County/GFLRPC
Ben Murphy	Hillside Family of Agencies
Julie Pacatte	Batavia Development Corporation
David Paoletta	Livingston County Planning
Peter Pecor	Rochester Works
Jim Pierce	Wyoming County IDA
Maria Rudzinski	Ontario County Planning
Raul Salinas	City of Rochester
John Sheppard	Seneca County
James Stack	GTC
Jim Whipple	Orleans IDA

Appendix 9 - CEDS Stakeholder Input Session Presentation, 2016

8/16/2016



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 efforts

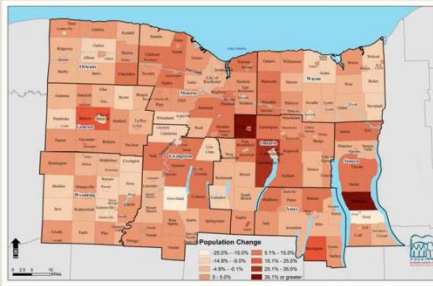


Snapshot of the Region

- Population
- Age
- Income
- Poverty
- Unemployment
- Employment by Industry
- Regional Clusters



Population Change 2000-2010



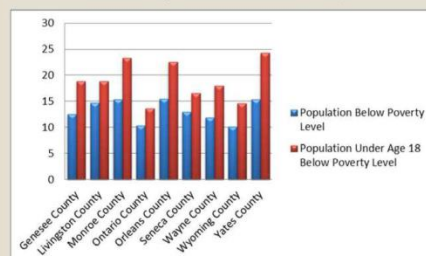
Population by Age 2014

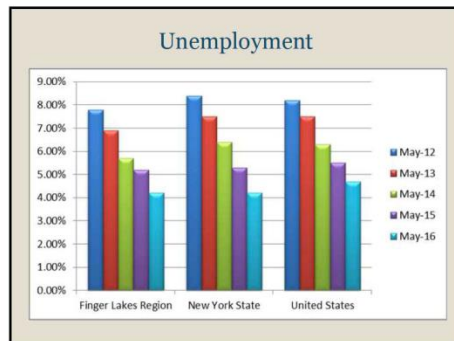
	Under 18	18-34	35-49	50-64	65+
Genesee	21.2%	20.6%	19.6%	22.2%	16.4%
Livingston	19.4%	25.3%	19.0%	21.6%	14.7%
Monroe	22.0%	24.2%	18.9%	20.4%	14.6%
Ontario	21.6%	19.6%	19.6%	22.7%	16.5%
Orleans	21.1%	21.3%	20.1%	22.2%	15.3%
Seneca	20.2%	22.0%	18.8%	22.5%	16.6%
Wayne	22.8%	18.7%	20.3%	22.9%	15.4%
Wyoming	19.7%	22.1%	21.4%	22.2%	14.7%
Yates	23.5%	21.1%	15.8%	22.2%	17.3%

Per Capita Personal Income

	Per Capita Income (\$)	
	2013	2014
Genesee	37,868	39,064
Livingston	35,740	36,579
Monroe	44,673	45,927
Ontario	44,791	45,915
Orleans	31,457	31,720
Seneca	34,289	35,082
Wayne	36,861	37,944
Wyoming	35,429	37,091
Yates	32,010	32,970
New York State	53,606	55,611
United States	44,438	46,049

Poverty Status ACS 2014





Regional Clusters

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

Quality of Life

- Higher Education
 - 17 Colleges and Universities
- Health Services
 - 16 Hospitals and Medical Centers
- Parks and Recreation
 - Over 170 Municipal, County, and State Parks with 63,000+ Acres of parkland
- Cultural & Tourist Attractions

Current CEDS Goals

- Goal 1:** Assist in the Retention and Expansion of Existing Industries
- Goal 2:** Assist in the Attraction of Industries and Firms
- Goal 3:** Advance the Development of Targeted Industry Clusters
- Goal 4:** Support Agriculture and Agribusiness
- Goal 5:** Strengthen Entrepreneurship and Innovation and Small Business Development
- Goal 6:** Assist in the improving the Skills of the District's Workforce
- Goal 7:** Assist in Improving the Infrastructure of the District
- Goal 8:** Enhance Tourism and Marketing Efforts within the District
- Goal 9:** Encourage Sustainable Development Practices
- Goal 10:** Encourage Main Street Revitalization and Historic Preservation
- Goal 11:** Strengthen Regional Coordination and Collaboration

Current Performance Measures

1. Number of CEDS initiatives successfully implemented
2. Types of projects that were implemented
3. Number of brownfield projects implemented
4. Number of technology projects implemented
5. Number of jobs created/retained
6. Amount of private sector investment within implemented projects
7. Amount of public sector investment within implemented projects
8. Socio-economic and demographic data within the Region
9. Amount of G/FLRPC revolving loan fund leveraged
10. Amount of grant funding secured
11. Number of participants at Local Government Workshops & G/FLRPC Webinars

8/16/2016

Developing a Vision

- 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?
- What are the regional goals?
- What are the regional project priorities?
- How should we measure how we are doing?
- How do we make the regional economy more resilient?



Next Steps

- August/September : Meet with county stakeholders
- August/September: Development of draft
- September: Submit preliminary draft to G/FLRPC for review and comments
- September/October: Integrate feedback and comments
- November: Stakeholder/Public Review
- December: Final draft completed and submitted to G/FLRPC
- December: Final draft submitted to EDA



Contact Information

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Phone: 585-454-0190 x 18
E-Mail: galbert@glrpc.org



Appendix 10 - CEDS Stakeholder Input Session Notes, 2016

CEDS Stakeholder Input Sessions were held August 2nd and August 3rd, 2016 in Rochester, Canandaigua, and Batavia, NY respectively. The invitation for these sessions can be seen in Appendix 6 and a list of stakeholder session attendees can be seen in Appendix 8. 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. The list below consists of the compilation of comments from the three input session with duplicate comments removed to improve readability.

Strengths

- Strong connections between workforce development and economic development organizations (6.2 Goal 6)
- High level of collaboration amongst Regional Organizations, the Upstate Revitalization Initiative; and the Finger Lakes Regional Economic Development Council (6.2 Goal 11)
- Partnerships between counties, municipalities and New York State (6.2 Goal 11)
- Collaboration across different sectors (6.2 Goal 11)
- Ontario County Fiber Ring (Axxess Ontario) (6.2 Goal 3)
- Adaptive reuse (6.2 Goal 9)
- Eastman Business Park (6.2 Goals 1, 2)
- Access to fresh water (6.2 Goal 8)
- Agriculture and agri-business/food processing industry (6.2 Goal 4)
- Colleges and universities (6.2 Goal 6)
- Rochester-Monroe Anti-Poverty Initiative (6.2 Goal 9)
- Stable weather/climate (6.2 Goal 7)
- Low cost of living (6.2 Goal 10)
- Quality of life (6.2 Goal 10)
- Resiliency (6.2 Goal 7)
- Strong public support for agriculture, especially in rural areas (6.2 Goal 8)
- Smart growth plans in place in Town of Alabama and Genesee County (6.2 Goal 8)
- Photonics/optics training opportunities (6.2 Goals 4, 6)

Weaknesses

- Limited collaboration between CEDS/EDA process and FLREDC/CFA process for projects (6.2 Goal 11)
- Job locations are not linked with existing transportation opportunities (6.2 Goal 3)
- Infrastructure (especially in rural areas) (6.2 Goal 3)
- Limited infrastructure for food processing/agriculture processing (6.2 Goal 3)
- Broadband access (6.2 Goal 3)
- Water treatment facilities don't have capacity to support some projects (6.2 Goal 8)
- High poverty rate and generational poverty across the Region (6.2 Goal 9)
- Utility capacity to support new development (6.2 Goal 3)
- Community is risk-adverse (6.2 Goal 7)
- High energy prices (6.2 Goal 8)
- Perception of agriculture not being the highest and best use of land (6.2 Goal 8)
- Declining vocation/trade programs (6.2 Goal 6)

- Disconnect between BOCES programs and high school programs make it difficult to fit classes from each into a schedule (6.2 Goal 6)
- Long process between grant award notices and project commencement (6.2 Goal 11)
- Lack of quality buildings available for development (6.2 Goal 9)
- Untapped capitalization of “Finger Lakes” brand (6.2 Goal 10)
- Lack of shovel ready sites and the changing requirements to being certified as shovel ready (6.2 Goal 3)
- Zoning not supporting new development (6.2 Goal 8)
- Inability to retain young population (6.2 Goal 10)
- Inefficient method of allocating school funding (6.2 Goal 6)
- Residential developers overemphasizing high-priced real estate, with limited to no middle-income housing (6.2 Goal 9)
- High number of start-ups/small businesses makes it difficult for sustainable employment opportunities (6.2 Goal 5)

Opportunities

- Leverage state funding CFA/URI with EDA/federal funding opportunities to meet matching requirements (6.2 Goals 1,2, 11)
- Improve connections between transportation and economic development to ensure large projects have public transportation access (6.2 Goal 3)
- Improved workforce development connections with available jobs (6.2 Goal 6)
- Improve available funding for workforce development efforts (6.2 Goal 6)
- Renew focus on “Main Street” redevelopment (6.2 Goal 9)
- Provide employee incentives to utilize public transportation (6.2 Goal 3)
- Improve broadband access (Potential Niagara-Orleans Broadband project) (6.2 Goal 3)
- Improve access to capital for businesses (6.2 Goal 2)
- Increase retail banking opportunities, especially in impoverished areas (6.2 Goal 9)
- Breaking the poverty cycle through implementation of on-the-job training programs (6.2 Goal 6)
- Implement the Rochester-Monroe Anti-Poverty Initiative (6.2 Goal 9)
- Identify funding opportunities to help reduce poverty (6.2 Goal 9)
- Attain long-term funding opportunities to increase stability (6.2 Goal 8)
- Improve connections between workforce development and health and human services (6.2 Goal 6)
- Focus on innovative ways to reduce number of individuals/families on benefit programs (6.2 Goal 9)
- Better illustrate the importance of programs/projects their benefit to the community (6.2 Goal 11)
- Leverage existing non-profit organizations (6.2 Goal 9)
- Restoration of existing buildings for low-cost accessible space (6.2 Goal 9)
- Main Street redevelopment (6.2 Goal 9)
- Inventory of economic development assets (buildings, land, etc.) (6.2 Goal 3)
- Alternative energy initiatives (6.2 Goal 8)
- Micro-grids (6.2 Goal 8)
- Seneca Army Depot (6.2 Goals 1, 2)
- Leverage economic spinoff of colleges and universities (6.2 Goal 6)
- Attract and retain anchor institutions which can help support small businesses (6.2 Goal 1, 2)
- Increase promotion of public transportation (6.2 Goal 3)
- Agriculture processing (6.2 Goal 4)
- Cooperative ventures with utilities (6.2 Goal 3)

- Alternative energy programs to help remove people from the grid freeing up space (6.2 Goal 8)
- Expansion of infrastructure (6.2 Goal 3)
- Improvement in education programs (K-12; Community Colleges; Vocational programs) (6.2 Goal 6)
- Early-introduction and rebranding of trade programs and jobs through “trade nights” and other efforts (6.2 Goal 6)
- Leveraging Veterans within the Region to advance economic development (6.2 Goal 5)
- Expand access to college credit programs for high school students (6.2 Goal 6)
- Brownfield redevelopment (6.2 Goal 8)
- Returning vacant properties back to active use (6.2 Goal 9)
- Restore NY program (6.2 Goal 9)
- Strategic investment in infrastructure (roads, bridges to support development) (6.2 Goal 3)
- Leverage the population shift into urban and high-density areas (6.2 Goal 9)
- Entrepreneurship, especially in rural areas and small cities (6.2 Goal 5)
- Improve connections between college students and local municipalities (6.2 Goal 10)
- Younger people moving back to start families (6.2 Goal 10)
- Diverse economy to help attraction of individuals with a range of backgrounds and skills (6.2 Goal 7)
- Community Rating System program expansion (6.2 Goal 8)
- Tourism, including casinos (6.2 Goal 10)
- Rail infrastructure (6.2 Goal 3)
- Water and sewer to support economic development projects (6.2 Goal 3)
- Shovel ready sites (6.2 Goal 3)
- Global business opportunities (Canada) (6.2 Goal 2)
- 1366 Technologies in Batavia (6.2 Goal 8)
- Retention of agricultural employment (6.2 Goal 2, Goal 4)
- Bilingual training for workers (6.2 Goal 6)
- Finger Lakes Brand (6.2 Goal 10)
- Agriculture-tourism (6.2 Goal 10)
- Ag-Tech Farm (incubation) (6.2 Goal 5)
- Retaining small companies and assisting their growth (6.2 Goal 5)
- Improved management of infrastructure (6.2 Goal 3)
- Improved collaboration amongst educational programs across the Region (6.2 Goal 6)
- Distance learning opportunities (6.2 Goal 6)
- Vanpooling (6.2 Goal 3)
- Recreational tourism (cycling, hiking, etc.) (6.2 Goal 10)
- Organic agriculture products (6.2 Goal 4)
- Local service rail network (6.2 Goal 3)
- Leveraging sustainability to and improve competitiveness (6.2 Goal 8)
- “Middle-skills” (6.2 Goal 6)
- Connections between colleges and universities and workforce development (6.2 Goal 6)
- Primary and secondary educational opportunities (6.2 Goal 6)
- Technology/coding importance to future economy (6.2 Goal 5)
- Importance of Monroe County/City of Rochester on regional economy as a whole (6.2 Goal 11)
- Attraction of entrepreneurs (6.2 Goal 5)
- Economic gardening (6.2 Goal 2)
- Retention and expansion of existing businesses (6.2 Goal 1)

-Retention intellectual property and resources (6.2 Goal 5)

Threats

-Lack of inter-regional public transportation opportunities (6.2 Goal 3)

-Over-emphasis on car transportation (6.2 Goal 3)

-Insufficient infrastructure (6.2 Goal 3)

-Lack of “last mile” connections for broadband (6.2 Goal 3)

-Constantly changing technology (6.2 Goals 1,2, 4)

-Declining Retail banking opportunities (especially in areas of poverty) (6.2 Goal 9)

-Poor graduation rates (6.2 Goal 6)

-Dependency on benefits (food stamps, etc.) (6.2 Goal 9)

-Rural poverty (6.2 Goal 9)

-High commercial vacancy rate in downtown (6.2 Goal 9)

-Incentives not targeted to newer economic development projects, still focused on industrial projects of the past (6.2 Goal 5)

-Inability to provide utility infrastructure in certain areas (6.2 Goal 3)

-Aging infrastructure (6.2 Goal 3)

-High costs of security for public infrastructure (6.2 Goal 3)

-Lack of access to venture capital (6.2 Goal 5)

-Increasing competition for declining funding (6.2 Goal 11)

-Limited funding for new programs that do not have prior metrics to support funding applications (6.2 Goal 11)

-High minimum wage requirements (6.2 Goal 2)

-Perception of agriculture land as “vacant land” (6.2 Goal 8)

-Utilities being reactive instead of proactive (6.2 Goal 3)

-Impact of development on the environment (6.2 Goal 8)

-Incomplete infrastructure (Route 219, Route 400) (6.2 Goal 3)

-Gap between education programs and job skills needed (6.2 Goal 6)

-Overemphasis on everyone going to college (6.2 Goal 6)

-Loss of jobs with advancing technology (farm labor, manufacturing) (6.2 Goal 6)

-Decline in available part-time work opportunities with increased minimum wage (6.2 Goal 2)

-Wage pressures (6.2 Goal 2)

-High costs of college education (6.2 Goals 2, 6)

-Declining college enrollment (6.2 Goal 6)

-High cost of state/local regulations (6.2 Goal 2)

-High rehabilitation costs for existing buildings compared to new build and a limited ability for the market to support the higher rents that these projects would require (6.2 Goal 8)

-Long time requirements for infrastructure development (6.2 Goal 3)

-Increasing school funding with enrollment declining (6.2 Goal 2)

-High school taxes (6.2 Goal 2)

-Vacant schools (6.2 Goal 8)

-Aging population (6.2 Goal 10)

-Misunderstanding of “advanced manufacturing” (6.2 Goal 4)

-Stigma against vocational sectors at local school district level (6.2 Goal 6)

-Agricultural employment (6.2 Goal 6)

-Lack of shovel-ready sites (6.2 Goal 3)

- Lack of affordable housing (property taxes) (6.2 Goals 2, 8)
- Community Colleges losing money on some academic programs limiting the number of graduates with certain skills (6.2 Goal 6)
- Federal/state regulations impact on food industry (6.2 Goal 4)
- Offshoring, Chinese government investment outpacing US (6.2 Goal 2)
- Low margin aspects/low commodity prices of agribusiness and food processing (6.2 Goal 4)
- High utility/energy costs (6.2 Goal 8)
- Overemphasis on “jobs created” as economic benefit measure (6.2 Goal 11)
- Burden that lower income jobs place on social assistance programs (6.2 Goal 2)
- Inefficient freight rail network (6.2 Goal 3)
- Perception of rail as outdated (6.2 Goal 3)
- Aging workforce (6.2 Goal 6)
- Inefficient funding opportunities (large time commitments required for funding grants) (6.2 Goal 11)
- Timing of funding opportunities (6.2 Goal 11)
- Aging business owners need succession plan (6.2 Goal 6)
- Too much focus on “silver bullet” projects (6.2 Goals 1, 2)

