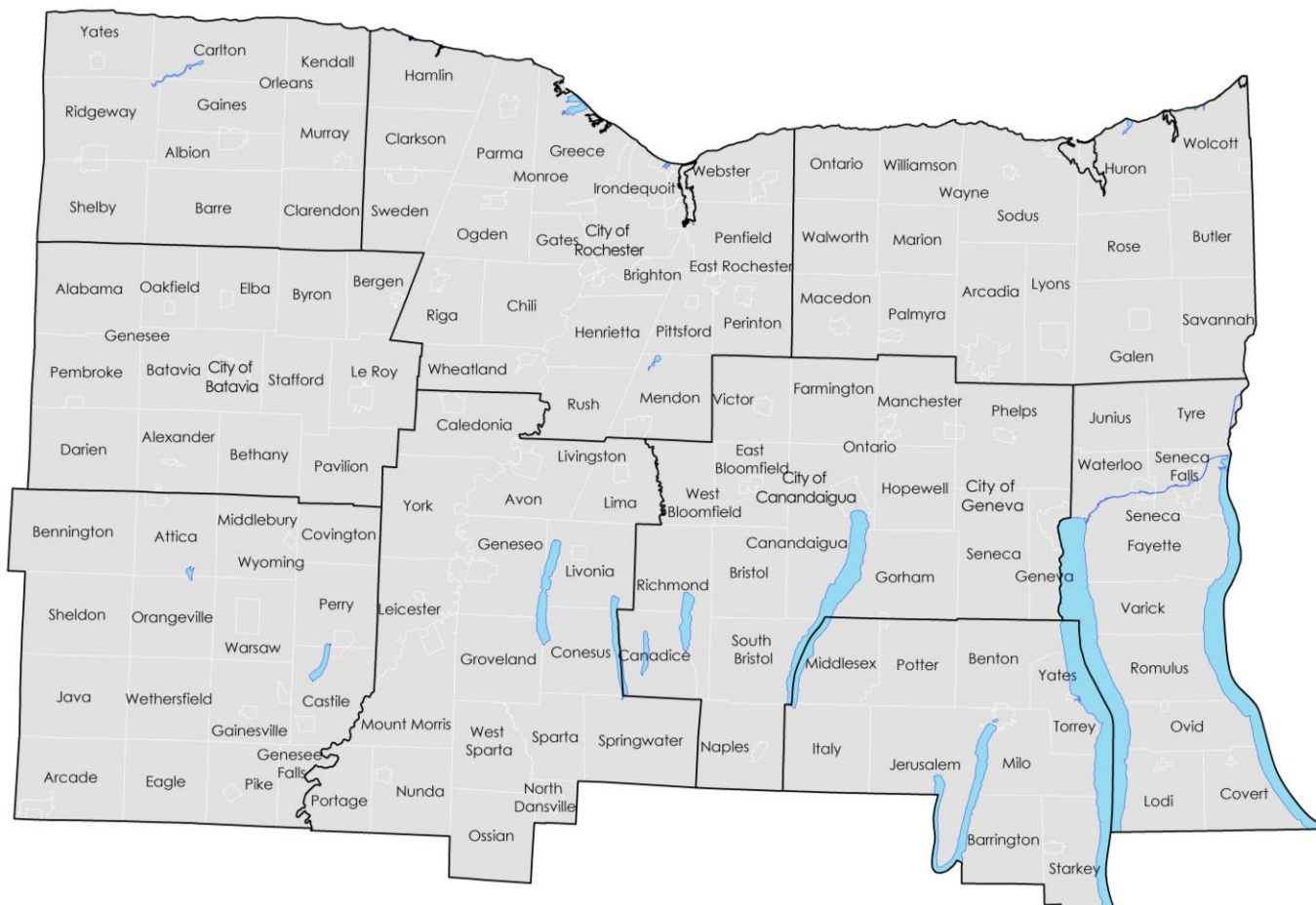

Genesee-Finger Lakes Economic Development District

Comprehensive Economic Development Strategy



2021-2025



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2021-2025



Prepared by the
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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.

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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 2020 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 virtually due to COVID-19 restrictions. These meetings occurred on the Zoom platform on September 29, 2020, October 7, 2020, and October 8, 2020. 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 Competiveness
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

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

(POWER) Initiative; the Make it in America Challenge; the Strong Cities, Strong Communities Visioning Challenge; and the Jobs and Innovation Accelerator Challenge³.

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

2.1 Geography

[illegible]

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 number 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.

2.3a. Population Trends

Monroe County is located in the center of the region along Lake Ontario and is home to the City of Rochester. Historically, it is the largest county in the region. As shown in Table 1, Population for the G-FL Region (1960-2017), the second most populous county is Ontario County to the southeast of Monroe followed by Wayne County to the east of Monroe. Table 1 – 2017 column is estimated based off the American Communities Survey. We are in a decennial Census year and accurate Census data is not available yet.

Table 1 - Population for the G-FL Region (1960-2017)							
County	1960	1970	1980	1990	2000	2010	2017*
Genesee	53,994	58,722	59,400	60,060	60,370	60,079	58,537
Livingston	44,053	55,041	57,006	62,372	64,328	65,393	64,373
Monroe	586,387	711,917	702,238	713,968	735,343	744,344	748,680
Ontario	68,070	78,849	88,909	95,101	100,224	107,931	109,491
Orleans	34,159	37,305	38,496	41,846	44,171	42,883	41,584
Seneca	31,984	35,083	33,733	33,683	33,342	35,251	34,843
Wayne	67,989	79,404	84,581	89,123	93,765	93,722	91,442
Wyoming	34,793	37,688	39,895	42,507	43,424	42,155	40,886
Yates	18,614	19,831	21,459	22,810	24,621	25,348	25,083
G-FL Region	940,043	1,113,840	1,125,717	1,161,470	1,199,588	1,217,156	1,202,978

Source: U.S. Census Bureau

*2017 is an estimate based on the 2017 American Community Survey 5-Year Estimates Data Profiles - Total Population

Population growth within Ontario and Wayne counties has been driven by healthy industry growth and suburban and exurban growth in the later part of the twentieth century that continues. Yates County is historically the smallest county followed by Seneca County. Wyoming, Orleans, and Genesee County saw a slight population drop in 2010 which is estimated to continue based on 2017 data, including Livingston, Wayne, Seneca, and Yates County. For Genesee, Orleans, and Wyoming counties, their population peaked in 2000 and their 2010 population is similar to 1990s. Wyoming County is estimated to decrease to 1980s numbers while Genesee is estimated to decrease close to 1970s populations. Monroe and Ontario are estimated to continue experiencing a slow and steady population growth at 748,680 for Monroe and 109,491 for Ontario. Wayne's decrease is only from 93,722 in 2010 to 91,442 for 2017. Yates and Seneca show a decrease of less than 500 in population, while Genesee, Livingston, Orleans, and Wyoming show a population decrease between 1,000 and 1,500. Wayne County shows the largest estimated population decrease from 93,722 to 91,442. As a region, the population is estimated to decline slightly by 14,000 to 1,202,978.

2.3b Population Growth

In order to understand recent population trends, an analysis of population growth in the G-FL region from 1990 – 2017 was compiled in Table 2, Population Growth for the G-FL Region.

Table 2 - Population Growth for the G-FL Region, New York State, and the U.S. (1990-2017)						
					Change (1990-2017)	
County	1990	2000	2010	2017*	By People	By Percentage
Genesee	60,060	60,370	60,079	58,537	-1,523	-3%
Livingston	62,372	64,328	65,393	64,373	2,001	3%
Monroe	713,968	735,343	744,344	748,680	34,712	5%
Ontario	95,101	100,224	107,931	109,491	14,390	13%
Orleans	41,846	44,171	42,883	41,584	-262	-1%
Seneca	33,683	33,342	35,251	34,843	1,160	3%
Wayne	89,123	93,765	93,722	91,442	2,319	2%
Wyoming	42,507	43,424	42,155	40,886	-1,621	-4%
Yates	22,810	24,621	25,348	25,083	2,273	9%
G-FL Region	1,161,470	1,199,588	1,217,156	1,202,978	41,508	3%
New York State	17,990,778	18,976,457	19,378,105	19,798,228	1,807,450	9%
United States	248,718,297	281,421,906	308,745,538	321,004,407	72,286,110	23%

Source: U.S. Census Bureau

*2017 is an estimate based on the 2017 American Community Survey 5-Year Estimates Data Profiles

During this twenty-seven-year period the region has seen a 3% growth, using estimated population data from the American Community Survey collected by the Census Bureau. Ontario County experiences 13% growth over the 27-year period with Yates County experiencing a 9% growth. Monroe County, while heavily populated, experienced the next highest growth at 5%. Wyoming and Genesee counties saw a slight decrease in growth during the 27-year period.

2.3c Age

The distribution of age across the G-FL Region's shows 16.6% of the population over the age of 65 years old as compared to 15.2% in New York State and 14.9% in the United States. As seen in Table 3, Age Distribution for the G-FL Region, NYS, and the US, Yates County and Ontario County have the highest percentage of people over 65 years old at 19% and 18.2 respectively. Genesee, Seneca, and Wayne do not trail far behind.

Table 3 - Age Distribution for the G-FL Region, New York State and the U.S. 2017 (ACS 2013 -2017 Estimate)					
County	Under 18	18 to 34	35 to 49	50 to 64	65 and over
Genesee	20.8	20.5	18.0	23.1	17.6
Livingston	18.4	26.1	17.2	22.2	16.1
Monroe	21.3	24.4	17.8	20.6	15.9
Ontario	20.8	20.1	18.1	22.8	18.2
Orleans	20.1	21.5	18.5	23.5	16.5
Seneca	20.1	22.0	17.9	22.3	17.7
Wayne	21.9	18.9	18.7	19.9	17.2
Wyoming	19.9	22.0	19.5	22.6	16.1
Yates	22.5	21.7	15.0	21.9	19.0
G-FL Region	21.2	23.4	18.1	21.4	16.6
New York State	21.2	24.3	19.3	20.0	15.2
United States	22.9	23.4	19.2	19.6	14.9

Source: U.S. Census American Community Survey 2017 - 5-Year Estimate Subject Tables
- Age and Sex

Ontario, Orleans, Seneca, and Wyoming counties have the highest percentage in the 50- to 64-year-old age range, from 22.3%-23.5% distribution. Livingston and Monroe counties see the highest percentage in the 18- to 34-year-old age range, 26.1% and 24.4% respectively. And Genesee (20.8%), Wayne (21.9%), and Yates (22.5%) see the highest age group in the under 18 years old category. The G-FL Region shows the highest age distribution to be in the 18- to 34-year-old category at 23.4% which is congruent with New York State and the United States.

2.3d Education

In terms of educational attainment, Monroe and Ontario counties are in line with the attainment rates for New York State and the United States in terms of bachelor's degrees. As seen in Table 4, Educational Attainment Rates for the G-FL Region, Monroe County's bachelor's degree attainment rate is 20.6% with Ontario County having an attainment rate of 18.8%. New York State's attainment rate of a bachelor degree is 19.9% and the United States is 19.1%. These can be attributed to the concentration of higher educational institutions. There are 7 higher education institutions in Monroe County with additional one in each of Genesee, Livingston, and Ontario Counties. The G-FL Region exceeds the state and country high school graduate attainment rates of 26.3% and 27.3% respectively with a high school graduate attainment rate of 34.2%. All

counties except Monroe exceed the state and country high school graduation attainment rates individually as well.

Table 4 - Educational Attainment Rates for the G-FL Region, New York State and the U.S. 2017 (ACS 2013 -2017 Estimate)						
County	Less than HS	HS Graduate	Some College	Associates Degree	Bachelor's Degree	Graduate Degree or higher
Genesee	8.9%	35.9%	19.4%	14.4%	12.7%	8.8%
Livingston	10.9%	33.4%	19.2%	12.8%	13.1%	10.5%
Monroe	9.7%	24.3%	17.3%	11.7%	20.6%	16.4%
Ontario	6.8%	28.2%	17.9%	13.6%	18.8%	14.9%
Orleans	13.1%	39.4%	21.7%	9.9%	9.7%	6.2%
Seneca	14.1%	35.4%	18.2%	11.9%	11.9%	8.6%
Wayne	10.4%	35.3%	19.3%	13.2%	12.8%	8.9%
Wyoming	11.7%	41.3%	18.2%	13.4%	9.7%	5.8%
Yates	14.0%	34.3%	17.5%	10.3%	13.4%	10.6%
G-FL Region	11.0%	34.2%	18.8%	12.4%	13.6%	10.1%
New York	13.9%	26.3%	15.9%	8.7%	19.9%	15.4%
United States	12.7%	27.3%	20.8%	8.3%	19.1%	11.8%

Source: U.S. Census American Community Survey 2017 - 5-Year Estimates Subject Tables - Educational Attainment

2.3e Per Capita Personal Income

Per capita income is the average income calculated for every man, woman, and child in a particular group in a particular area. It is calculated by dividing the aggregate income of a particular group by the total population in that group. The per capita income in the G-FL Region increased by \$5,929 in constant dollars from 2007-2017, or by 14%, as shown in Table 5, Per Capita Personal Income for the G-FL Region.

Table 5 - Per Capita Personal Income (PCI) for the G-FL Region, New York State, and the U.S.				
County	PCI (\$)		Change (2007-2017)	
	2007*	2017	By Dollars	By Percent
Genesee	38,109	42,365	4,256	11%
Livingston	35,181	43,071	7,890	22%
Monroe	45,875	50,894	5,019	11%
Ontario	43,703	51,321	7,618	17%
Orleans	32,512	37,736	5,224	16%
Seneca	33,180	37,037	3,857	12%
Wayne	38,281	44,332	6,051	16%
Wyoming	34,018	38,825	4,807	14%
Yates	33,163	38,601	5,438	16%
G-FL Region	42,195	48,124	5,929	14%
New York State	57,896	68,667	10,771	19%
United States	47,801	51,640	3,839	8%

Source: U.S. Bureau of Economic Analysis

*2007 dollars are adjusted for inflation and are expressed in 2017 dollars

New York State experienced a 19% increase in per capita income between 2007 and 2017. Livingston County experienced a 22% increase in per capita income in the same period, exceeding the increase experienced across the state as a whole. Ontario County experienced the next highest increase of 17% per capita with Yates, Wayne, and Orleans close behind at 16% each. In 2017, the G-FL Region's per capita income was \$48,124, which was lower than New York State (\$68,667) and the United States (\$51,640) but saw a higher increase percentage-wise since 2007 at 14% as compared to the country at 8%.

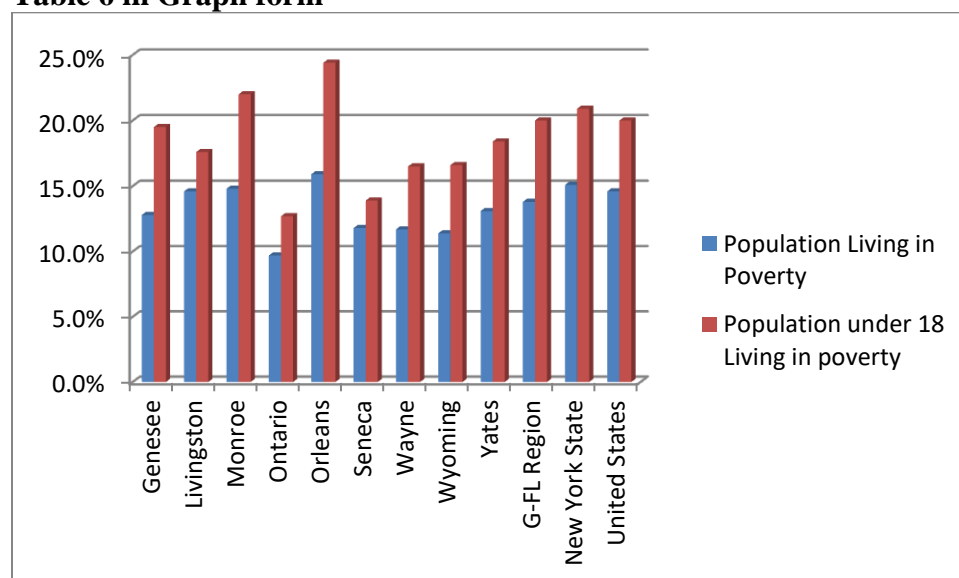
2.3f Poverty

The information in Table 6, Poverty Status for the G-FL Region, combined with the information in Table 5, Per Capita Personal Income for the G-FL Region, is useful in getting a full picture of the region's equity distribution. The G-FL Region has a 13.8% poverty rate overall which is lower than the state and national percentages. The population under 18 years old living in poverty is 20.0% which is on par with the state and national average. Monroe (22.3%) and Orleans (24.9%) have the highest number of people under 18 years old living in poverty while Ontario county has the lowest percentage of their total population living in poverty at 12.7%. The G-FL Region has a lower percentage of total people living in poverty as compared to the state and national percentages. Orleans, Monroe, and Livingston Counties respectively have a higher total population living in poverty than the region as a whole.

County	Population Living in Poverty	Population under 18 Living in poverty
Genesee	12.8%	19.5%
Livingston	14.6%	17.6%
Monroe	14.8%	22.0%
Ontario	9.7%	12.7%
Orleans	15.9%	24.4%
Seneca	11.8%	13.9%
Wayne	11.7%	16.5%
Wyoming	11.4%	16.6%
Yates	13.1%	18.4%
G-FL Region	13.8%	20.0%
New York State	15.1%	20.9%
United States	14.6%	20.0%

Source: U.S. Census American Community Survey 2017 - 5-Year Estimates
Data Profiles - Selected Economic Characteristics

Table 6 in Graph form



2.3gHousing

One of the positive attributes of the G-FL Region is that housing prices are moderate which is illustrated in both housing values and home ownership rates. The G-FL Region has a higher percentage of owner-occupied housing units than New York State and the nation, as seen in Table 7, Percentage Owner Occupied Housing Units (2013-2017). Orleans, Wayne, Wyoming, and Yates counties have over 75% owner occupied housing units based on estimates by the American Community Survey through the Census Bureau. The lowest percentage of owner-occupied housing units is Monroe County at 63.8% which is still higher than New York State and equal to the national percentage.

Table 7 - Percentage Owner Occupied Housing Units 2013-2017 (ACS Estimate)	
County	By Percent
Genesee	72.5%
Livingston	73.2%
Monroe	63.8%
Ontario	73.2%
Orleans	75%
Seneca	73.2%
Wayne	76.8%
Wyoming	75.8%
Yates	77.1%
G-FL Region	67.8%
New York	54%
United States	63.8%

Source: U.S. Census Bureau

Table 8 - Median Home Values and Median Gross Rents 2013-2017 (ACS Estimate)		
County	Median Home Value	Median Gross Rent
Genesee	\$ 111,900	\$ 748
Livingston	\$ 125,000	\$ 755
Monroe	\$ 142,300	\$ 872
Ontario	\$ 156,500	\$ 837
Orleans	\$ 93,600	\$ 683
Seneca	\$ 98,400	\$ 750
Wayne	\$ 118,900	\$ 742
Wyoming	\$ 108,500	\$ 634
Yates	\$ 128,900	\$ 732
G-FL Region	Average not available	
New York	\$ 293,000	\$ 1,194
United States	\$ 193,500	\$ 982

Source: U.S. Census Bureau

2.3h Home Values

Median home values and median gross rent is lower than the state and national medians. Ontario and Monroe have the highest median home values, as seen in Table 8 – Median Home Values and Median Gross Rents. Ontario’s median home value was \$156,500 and Monroe’s median home value was \$142,300 in 2013-2017 as calculated from the American Community Survey Estimates conducted by the Census Bureau. Both Monroe and Ontario had the highest median gross rent at \$872 (Monroe), and \$837 (Ontario). Wyoming County had the lowest median gross rent of \$634 for 2013-2017, with Orleans County having the lowest median home value.

2.4 Economic and Workforce 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 Accommodations and Food Service 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 12,650 jobs between 2008 and 2018. Additionally, the decline of employment in the manufacturing sector has continued throughout the Region losing over 14,000 jobs between 2008 and 2018.

2.4a 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 2008 and 2018.

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 with the data at the county level being suppressed for confidentiality purposes, the regional totals are calculated from this data and will be skewed as well.

“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 2017 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 2017. 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.

2.4b Employment and Employment Change

In 2018, the top three employment categories for the G-FL Region were Health Care and Social Assistance at 88,359, Government at 86,944, and Manufacturing at 63,456, as shown in Table 9, Employment in the G-FL Region by Major Sector. The high employment rate in health care can be attributed to the Region's abundance of health care facilities combined with an aging population. Manufacturing continues to be a strong employment sector in the region even as the employer's shift.

Table 9 - Employment in the G-FL Region by Major Sector (2018)	
Major Sector	Region
Agriculture, Forestry, Fishing, & Hunting	6,840
Mining	694
Utilities	1,658
Construction	22,100
Manufacturing	63,456
Wholesale Trade	17,432
Retail Trade	61,076
Transportation and Warehousing	10,866
Information	8,067
Finance and Insurance	15,235
Real Estate and Rental and Leasing	7,453
Professional and Technical Services	27,614
Management of Companies and Enterprises	10,476
Administrative and Waste Services	30,712
Educational Services	29,796
Health Care and Social Assistance	88,359
Arts, Entertainment, and Recreation	9,730
Accommodation and Food Services	43,378
Other Services	17,555
Unclassified	358
Total, All Government	86,944
Total, All Private	472,855
Total, All Industries	559,799

Source: New York State Department of Labor

Table 9 in Graph form

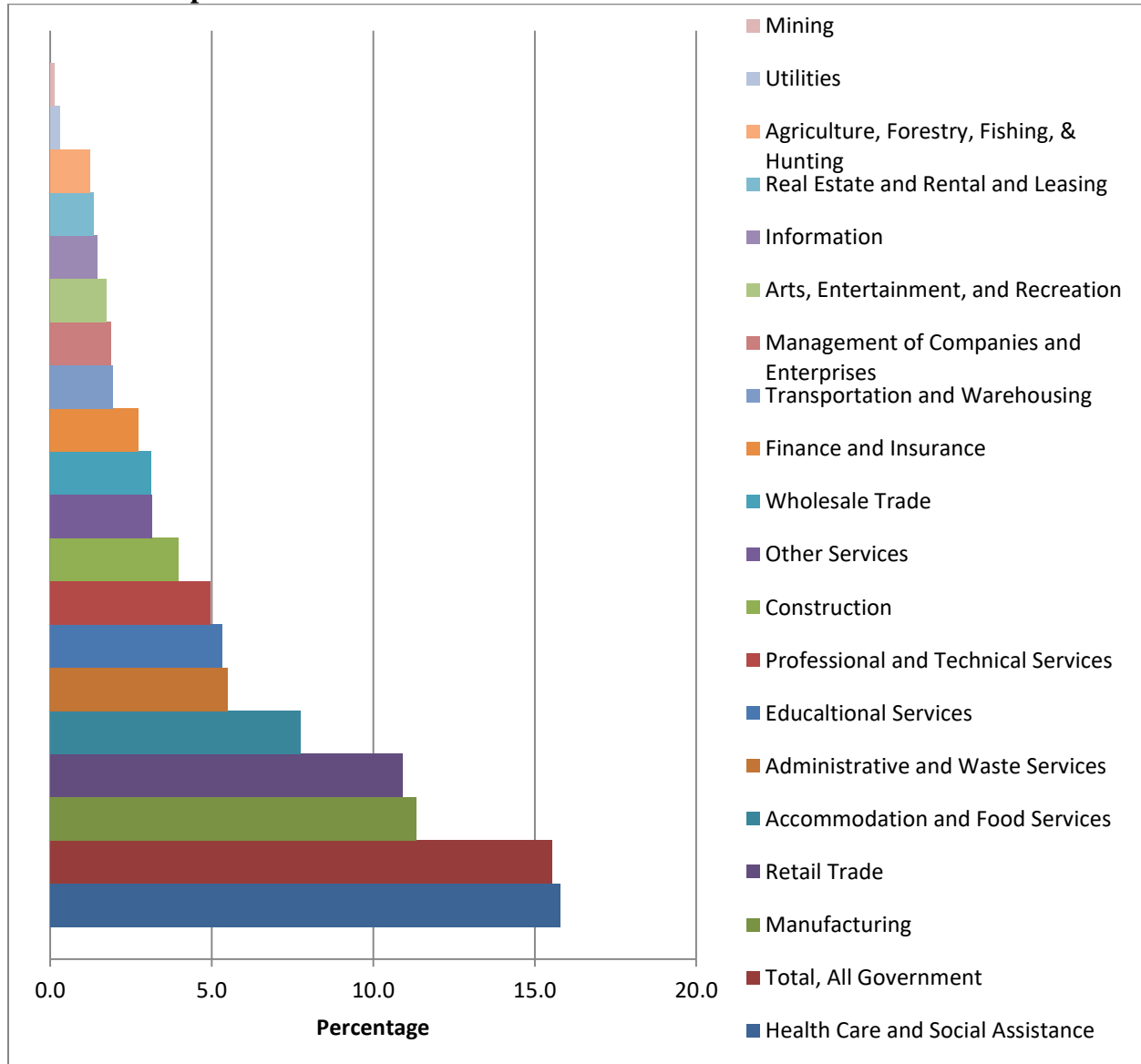


Table 10 - Change in Employment by Major Sector in the G-FL Region (2008-2018)				
	2008	2018	Change	% Change
Agriculture, Forestry, Fishing, & Hunting	5,932	6,840	908	15%
Mining	608	694	86	14%
Utilities	1977	1,658	-319	-16%
Construction	20,077	22,100	2,023	10%
Manufacturing	77,498	63,456	-14,042	-18%
Wholesale Trade	18,736	17,432	-1,304	-7%
Retail Trade	63,042	61,076	-1,966	-3%
Transportation and Warehousing	9,628	10,866	1,238	13%
Information	10,474	8,067	-2,407	-23%
Finance and Insurance	15280.0	15,235	-45	0%
Real Estate and Rental and Leasing	7,180	7,453	273	4%
Professional and Technical Services	23,368	27,614	4,246	18%
Management of Companies and Enterprises	12,437	10,476	-1,961	-16%
Administrative and Waste Services	27,392	30,712	3,320	12%
Educational Services	24,940	29,796	4,856	19%
Health Care and Social Assistance	75,709	88,359	12,650	17%
Arts, Entertainment, and Recreation	8,033	9,730	1,697	21%
Accommodation and Food Services	37,128	43,378	6,250	17%
Other Services	18,343	17,555	-788	-4%
Unclassified	442	358	-84	-19%
Total, All Government	90,446	86,944	-3,502	-4%
Total, All Private	458,224	472,855	14,631	3%
Total, All Industries	548,670	559,799	11,129	2%

Source: New York State Department of Labor

The employment changes from 2008-2018 can be seen in Table 10, Change in Employment by Major Sector in the G-FL Region. Over all, ‘All Private’ major sectors saw a 3% increase, 14,631 additional employment in this 10-year period where All Government saw a -4% decrease in the same period, a 3,502 loss. This is a net gain of 11,129 jobs in the Region between 2008 and 2018. The two sectors experiencing the highest net gain of jobs were Health Care and Social Assistance of 12,650 and Accommodations and Food Service of 6,250 jobs. The two sectors experiencing the greatest net loss of jobs were Manufacturing at -14,042 jobs and All Government at -3,502 jobs. The greatest percentage of change was experienced in Arts, Entertainment, and Recreation at 21% or 1,697 jobs and the greatest percentage loss was Information at -23% or -2,407 jobs.

2.4c Establishments

The G-FL region has seen incremental shifts in the number of establishments. The region has seen moderate growth in some sectors, Retail Trade having the highest number of establishments at 3,839 with Other Services showing 3,047 establishments. This data can be found in Table 11, Number of Establishments in the G-FL Region by Major Sector. Since the 2016-2020 Comprehensive Economic Development Strategy, the two sectors with the largest establishment growth were Administrative and Waste Services with a net gain of 396, totaling 2,145 establishments and Other Services with a net gain of 119, totaling 3,047 establishments. Construction had the third highest number of establishments in 2018 at 2,741. The G-FL Region had 29,951 establishments which is an increase from 2015 by 218 establishments since the 2015 data.

Table 11 - Number of Establishments in the G-FL Region by Major Sector (Average Annual Establishment Count 2018)	
Major Sector	Region
Agriculture, Forestry, Fishing, & Hunting	529
Mining	40
Utilities	55
Construction	2741
Manufacturing	1554
Wholesale Trade	1418
Retail Trade	3839
Transportation and Warehousing	644
Information	372
Finance and Insurance	1393
Real Estate and Rental and Leasing	1067
Professional and Technical Services	2701
Management of Companies and Enterprises	178
Administrative and Waste Services	2145
Educational Services	361
Health Care and Social Assistance	2712
Arts, Entertainment, and Recreation	535
Accommodation and Food Services	2643
Other Services	3047
Unclassified	789
Total, All Government	1225
Total, All Private	28726
Total, All Industries	29951

Source: U.S. Department of Labor Bureau of Labor Statistic

2.4d Average Annual Wage

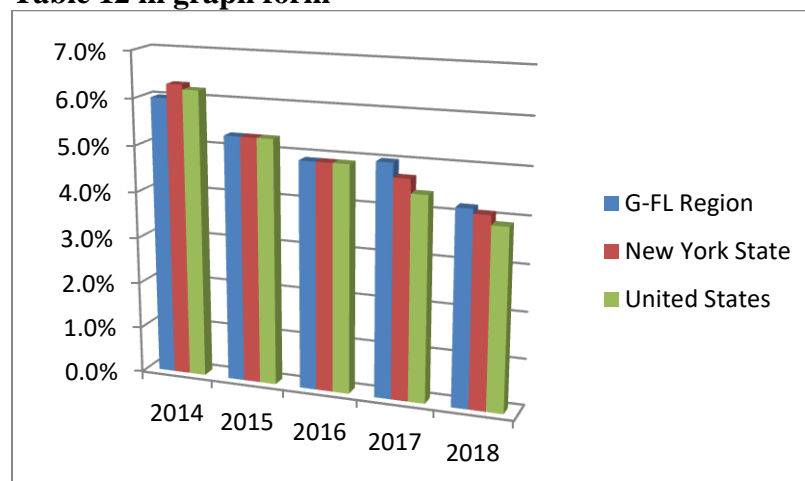
Average annual wages per employee for any given industry are computed by dividing total annual wages by annual average employment. The Regional Annual Wage for 2018 was \$49,173. This shows an increase of \$1,439 from the 2008 average of \$47,734 when adjusted for inflation and expressed in 2018 dollars. The three highest paying sectors in the G-FL region were Management of Companies and Enterprises at an annual average of \$98,639, Finance and Insurance at an annual average of \$79,427, and Wholesale Trade at an annual average of \$71,618. Table 12, Average Annual Wages for the G-FL Region, shows the annual averages across major sectors for each county and the region. The dataset did not report a combined government average annual wage per county.

Table 12 - Average Annual Wages for the G-FL Region (2018)	
	Region
Agriculture, Forestry, Fishing, & Hunting	\$ 25,582
Mining	\$ 11,296
Utilities	\$ 41,016
Construction	\$ 59,809
Manufacturing	\$ 64,627
Wholesale Trade	\$ 71,618
Retail Trade	\$ 28,289
Transportation and Warehousing	\$ 38,917
Information	\$ 59,519
Finance and Insurance	\$ 79,427
Real Estate and Rental and Leasing	\$ 46,760
Professional and Technical Services	\$ 68,478
Management of Companies and Enterprises	\$ 98,639
Administrative and Waste Services	\$ 39,963
Educational Services	\$ 62,339
Health Care and Social Assistance	\$ 42,996
Arts, Entertainment, and Recreation	\$ 19,201
Accommodation and Food Services	\$ 19,047
Other Services	\$ 31,151
Unclassified	\$ 35,140
Total, All Government	N/A
Total, All Private	\$ 48,667
Total, All Industries	\$ 49,173

*all annual establishment wages are in the private sector

Source: U.S. Department of Labor Bureau of Labor Statistic

Table 12 in graph form



The major sectors exhibiting the lowest wages in the region are Mining with an annual average of \$11,296, Accommodation and Food Services with an annual average of \$19,047 and Arts, Entertainment, and Recreation with an annual average of \$19,201.

2.4e Unemployment

The G-FL Region's unemployment rate for 2018 was 4.2%. This is down 0.8% from 2017 and down 1.8% from 2014 as seen in Table 13, Unemployment Rate for the Region. The Region's unemployment rate is comparable to that of New York State (4.1%) and the United States (3.9%). The G-FL Region saw a slight increase in unemployment in 2017 and then a decrease between 2017 and 2018. The State and Nation saw a decrease through 2016 to 2018.

County	2014	2015	2016	2017	2018
Genesee	5.5%	4.9%	4.6%	4.8%	4.2%
Livingston	5.8%	5.3%	4.9%	5.0%	4.3%
Monroe	5.8%	5.1%	4.7%	4.9%	4.3%
Ontario	5.2%	4.7%	4.3%	4.5%	3.9%
Orleans	7.7%	6.4%	5.7%	5.9%	4.9%
Seneca	5.6%	5.1%	4.8%	4.5%	3.9%
Wayne	6.2%	5.3%	5.0%	5.0%	4.2%
Wyoming	6.5%	5.6%	5.3%	5.6%	4.6%
Yates	5.7%	5.0%	4.4%	4.4%	3.8%
G-FL Region	6.0%	5.3%	4.9%	5.0%	4.2%
New York State	6.3%	5.3%	4.9%	4.7%	4.1%
United States	6.2%	5.3%	4.9%	4.4%	3.9%

Source: New York State Department of Labor

2.4e.i Unemployment during a Global Pandemic

A note concerning the Coronavirus pandemic in 2020. As the pandemic swept the nation, many state level governments issued executive orders that closed many non-essential businesses. “NYS on PAUSE” was issued on March, 20, 2020 closing all non-essential businesses, limited the size of gatherings of any people for any reason, and encompassed a number of other directives to assure uniform safety for everyone. This executive order, and many others across the nation, had a significant impact on businesses and employees. Record numbers of people filed for unemployment. Table 13a compares the unemployment rate in 2020 during the pandemic with the unemployment rate in 2019 by county for the Genesee/Finger Lakes Region.

Table 13a: Unemployment Rate during the 2020 COVID-19 Pandemic compared to 2019								
County	Year	Mar	Apr	May	Jun	Jul	Aug	Sept
Genesee	2020	4.90%	14.40%	10.10%	9.5%	9.6%	7.5%	4.9%
	2019	4.60%	3.6%	3.2%	3.2%	3.4%	3.4%	3.1%
Livingston	2020	4.90%	14.00%	9.60%	9.3%	9.3%	6.9%	4.7%
	2019	4.90%	4.00%	3.60%	3.90%	4.10%	3.90%	3.5%
Monroe	2020	4.40%	15.10%	11.40%	11.9%	12.5%	9.7%	6.8%
	2019	4.20%	3.70%	3.70%	4.00%	4.40%	4.40%	3.7%
Ontario	2020	4.60%	14.50%	10.10%	10.0%	10.0%	7.5%	5.0%
	2019	4.30%	3.60%	3.50%	3.60%	3.80%	3.60%	3.2%
Orleans	2020	5.40%	15.90%	11.60%	10.8%	11.5%	8.9%	5.6%
	2019	5.10%	4.20%	4.00%	4.20%	5.00%	5.10%	3.7%
Seneca	2020	4.80%	15.20%	11.20%	11.4%	11.2%	8.7%	5.7%
	2019	4.30%	3.40%	3.30%	3.50%	3.60%	3.50%	3.1%
Wayne	2020	5.00%	14.30%	10.10%	9.6%	10.1%	7.7%	5.1%
	2019	4.60%	3.70%	3.50%	3.60%	3.80%	3.90%	3.3%
Wyoming	2020	6.10%	15.30%	10.10%	8.8%	9.1%	6.8%	4.4%
	2019	5.50%	4.00%	3.50%	3.50%	3.90%	3.70%	3.1%
Yates	2020	5.00%	13.20%	8.90%	8.3%	8.5%	6.2%	4.2%
	2019	4.20%	3.40%	3.20%	3.30%	3.40%	3.30%	3.0%

* Data are not seasonally adjusted. Data are preliminary and subject to revision. Accessed 7/6/2020

Source: NYS Department of Labor

2.4f Agricultural Economic Statistics

The Agricultural sector is very important to the G-FL Region. Many counties have a large agricultural production industry, as seen in Table 14, Agricultural Economic Statistics for the G-FL Region and New York State. The G-FL Region hosts 20.8% of all New York State farmland with Yates (867) and Ontario (833) having the highest number of farms and Wyoming (234,861) and Ontario (200,089) having the highest farmland acres.

Table 14 - Agricultural Economic Statistics for the G-FL Region and New York State (2017)					
			Cash Receipts		
County	Number of Farms	Farmland (Acres)	Crops	Livestock	All Products
Genesee	485	176,943	\$ 9,222,000	\$ 154,234,000	\$ 19,761,000
Livingston	661	189,488	\$ 55,238,000	\$ 128,457,000	\$ 183,695,000
Monroe	527	106,778	\$ 66,638,000	\$ 10,005,000	\$ 76,643,000
Ontario	833	200,089	\$ 63,250,000	\$ 141,910,000	\$ 205,160,000
Orleans	498	129,573	\$ 133,165,000	\$ 22,117,000	\$ 155,282,000
Seneca	516	118,545	\$ 47,126,000	\$ 43,717,000	\$ 90,843,000
Wayne	829	159,093	\$ 155,475,000	\$ 65,820,000	\$ 221,295,000
Wyoming	729	234,861	\$ 64,892,000	\$ 242,628,000	\$ 307,521,000
Yates	867	114,922	\$ 47,247,000	\$ 67,410,000	\$ 114,657,000
G-FL Region	5,945	1,430,292	\$ 642,253,000	\$ 876,298,000	\$ 1,374,857,000
New York	33,438	6,866,171	\$ 2,107,986,000	\$ 3,261,226,000	\$ 5,369,212,000
% New York State	17.8%	20.8%	30.5%	26.9%	25.6%

Source: United States Census of Agriculture, 2017

The Region had 5,945 farms in 2017 covering 1,430,292 acres. These farms brought in \$1,374,857,000 in cash receipts for all products. In total, 30.5% of New York State's cash receipts for crops and 26.9% of the state's livestock cash receipts were seen in the G-FL Region. In the last 10 years, 2007 to 2017, the G-FL Region has gained 195 farms accounting for 16,592 acres. With this increase in farms the Region has decreased 0.4% of New York's total cash receipts for all products.

2.4.g Economic Analysis Tool

An industry cluster represents a geographic concentration of similar and interconnected businesses that help drive innovation and productivity, and build a sustainable competitive advantage and promote increased growth. The term "industry cluster" was introduced and popularized by Harvard Business School Professor Michael E. Porter in his book, *The Competitive Advantage of Nations*. Industry clusters are often used to profile the economy of a location, like Hollywood (for films) and Las Vegas (for casinos, conferences and entertainment). In addition to industry competitors, consultants and educational institutions are often involved with industry clusters to raise the bar of innovation. Governments get involved through policy

actions and funding with a frequent goal of increasing employment and wages. The U.S. Economic Development Administration sponsored the Innovation Project to provide cluster definitions and comparative information to support strategic economic development planning in rural regions in terms of assessing their relative strengths and weaknesses. To promote America's clusters even more, in 2014 the U.S. Department of Commerce and the EDA initiated a project that's been led by Harvard Business School's Institute for Strategy and Competitiveness called the U.S. Cluster Mapping Project. We consider the identification, development and nurturing of existing and emerging industry clusters to be a key goal of this CEDS.

2.4.g.i Cluster Employment Location Quotient Analysis

The Cluster Employment Location Quotient Analysis utilizes the employment location quotient to compare the employment within the region to the national average among the 24 industry clusters, as seen in Table 15, G-FL Region Cluster Location Quotient Analysis Employment.

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. When a location quotient less than one it means that the area does not specialize in the industry and must import the services or goods from outside the region.

Within the G-FL Region there is a strong Employment Cluster in Animal Production and Aquaculture at 2.88, followed by Educational services at 2.79, Computer and Electronic Product Manufacturing at 2.60, and Machinery Manufacturing at 2.50. There were a lot of categories that were non-reporting or the industry was too small to report the employment numbers and many that were not listed. Many of the specific counties showed a high location quotient, as calculated against the national average, in Crop Production and in Animal Production and Aquaculture.

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, with the highest location quotients highlighted as well.

Table 15 - G-FL Region Cluster Location Quotient Analysis Employment (2018)					
Establishment grouping	Genesee	Livingston	Monroe	Ontario	Orleans
Crop production	3.91	1.63	0.27	1.20	22.09
Animal production and aquaculture	15.78	15.57	0.06	3.50	1.38
Forestry and logging	0	0	not listed	not listed	not listed
Mining, quarrying, and oil and gas extraction	2.29	0	0.27	0.49	2.69
Utilities	1.80	0	0.54	0.74	0.56
Textile mills	not listed	not listed	0	0	0
Apparel manufacturing	0	not listed	0	0	not listed

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Printing and related support activities	1.22	0	1.94	0.35	0
Chemical manufacturing	not listed	0	1.21	1.53	0
Primary metal manufacturing	0	not listed	0.33	not listed	not listed
Fabricated metal product manufacturing	2.31	1.66	1.26	1.50	1.80
Machinery manufacturing	5.32	1.68	2.51	1.26	0
Computer and electronic product manufacturing	not listed	0	2.49	3.60	0
Electrical equipment and appliance manufacturing	0	0	0.58	0	not listed
Transportation equipment manufacturing	0	0	0.23	0.13	0
Transportation and warehousing	0.57	0	0.54	0.68	0.64
Information (including telecommunications)	0.37	0.67	0.85	0.80	0.42
Publishing industries, except internet	0	0	0.55	0.52	0
Finance and insurance	0.46	0.36	0.75	0.56	0.89
Research and development in nanotechnology	not listed	not listed	0.50	not listed	not listed
Research and development in biotechnology (except Nano biotech)	not listed	0	0.14	0	not listed
Educational services	0.33	0.27	3.46	0.88	0
Health care and social assistance	1.03	0.97	1.27	1.05	0
Arts, entertainment, and recreation	2.38	0.63	1.07	1.38	0.61
Total All Industries	1.00	1.00	1.00	1.00	1.00

Private Annual Average Employment

Establishment grouping	Seneca	Wayne	Wyoming	Yates	G-FL Region
Crop production	1.45	14.64	4.80	4.52	1.86
Animal production and aquaculture	0	10	37	2.31	2.88
Forestry and logging	not listed	0	0	not listed	0
Mining, quarrying, and oil and gas extraction	0	1.44	0	0	0.47
Utilities	0	0	1.16	0	0.60
Textile mills	0	not listed	not listed	not listed	0
Apparel manufacturing	not listed	not listed	not listed	not listed	0
Printing and related support activities	0	0.25	0	0	1.60
Chemical manufacturing	0	0.40	not listed	0	1.11
Primary metal manufacturing	0	0	0	not listed	0.25
Fabricated metal product manufacturing	0	3.70	3.39	0.24	1.56

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Machinery manufacturing	0	3.18	0	not listed	2.50
Computer and electronic product manufacturing	0	6.48	not listed	not listed	2.60
Electrical equipment and appliance manufacturing	not listed	3.34	0	not listed	0.61
Transportation equipment manufacturing	not listed	0.27	0	0	0.20
Transportation and warehousing	0	0	1.02	0.64	0.55
Information (including telecommunications)	0.12	0.26	0.35	0.28	0.81
Publishing industries, except internet	not listed	0	0	0	0.48
Finance and insurance	0.34	0.43	0.39	0.35	0.72
Research and development in nanotechnology	not listed	0	not listed	not listed	0.39
Research and development in biotechnology (except Nano biotech)	not listed	not listed	0	not listed	0.11
Educational services	0	0.09	0	0	2.79
Health care and social assistance	0	0.87	0	0	1.21
Arts, entertainment, and recreation	0.41	0.54	1.33	0.43	1.16
Total All Industries	1.00	1.00	1.00	1.00	1

2.4.g.ii Cluster Establishment Location Quotient Analysis

The Cluster Establishment Location Quotient Analysis utilizes the establishment location quotient to compare the number of establishments within the region to the nation average amongst the 24 industry clusters, as seen in Table 16, G-FL Region Cluster Location Quotient Analysis Establishment. Within the G-FL Region there is a strong Establishment Cluster in Animal Production and Aquaculture 2.35, followed by Crop Production 2.02, Computer and Electronic Product Manufacturing 1.91, and Fabricated Metal Product Manufacturing 1.81. Similar to the Employment Cluster data, many specific counties have high Establishment Clusters in the Crop Production and Animal Production and Aquaculture sectors. Orleans County also has a high Establishment Cluster in Mining, Quarrying, and Oil and Gas Extraction. Table 16 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 16 - G-FL Region Industry Cluster Analysis Establishment (2018)					
Establishment grouping	Genesee	Livingston	Monroe	Ontario	Orleans
Crop production	3.38	2.90	0.37	1.80	15.10
Animal production and aquaculture	9.95	10.05	0.16	2.68	1.57
Forestry and logging	0.76	1.59	not listed	not listed	not listed
Mining, quarrying, and oil and gas extraction	1.73	1.12	0.16	0.49	18.08
Utilities	2.29	1.19	0.60	1.73	2.22
Textile mills	0.00	not listed	0.40	1.20	5.12
Apparel manufacturing	1.04	not listed	0.47	0.47	not listed
Printing and related support activities	1.24	1.03	1.93	0.90	0.48
Chemical manufacturing	not listed	0.78	0.88	1.02	0.73
Primary metal manufacturing	2.56	not listed	1.06	not listed	not listed
Fabricated metal product manufacturing	1.93	1.00	1.69	1.42	2.11
Machinery manufacturing	3.90	1.91	2.95	2.29	0.89
Computer and electronic product manufacturing	not listed	0.36	2.16	2.81	2.68
Electrical equipment and appliance manufacturing	0.85	1.77	0.90	1.55	not listed
Transportation equipment manufacturing	0.47	0.97	0.32	0.85	0.91
Transportation and warehousing	1.09	0.96	0.78	0.77	1.68
Information (including telecommunications)	0.53	0.76	0.73	0.90	0.47
Publishing industries, except internet	0.14	0.60	0.70	0.45	0.56
Finance and insurance	0.83	0.80	1.07	0.81	0.75
Research and development in nanotechnology	not listed	not listed	1.03	not listed	not listed

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Research and development in biotechnology (except Nano biotech)	not listed	0.81	0.29	0.35	not listed
Educational services	0.69	0.54	1.23	0.81	0.22
Health care and social assistance	0.52	0.60	0.61	0.51	0.62
Arts, entertainment, and recreation	1.14	1.58	1.07	1.61	1.38
Total All Industries	1.00	1.00	1.00	1.00	1.00

private - annual average establishment count

Establishment grouping	Seneca	Wayne	Wyoming	Yates	G-FL Region
Crop production	1.49	10.16	2.00	7.95	2.02
Animal production and aquaculture	4.38	1.76	24.70	3.17	2.35
Forestry and logging	not listed	1.11	1.30	not listed	0.22
Mining, quarrying, and oil and gas extraction	0.44	0.79	0.37	0.51	0.82
Utilities	0.78	1.39	3.24	0.90	1.01
Textile mills	5.37	not listed	not listed	not listed	0.63
Apparel manufacturing	not listed	not listed	not listed	not listed	0.40
Printing and related support activities	1.01	1.09	1.27	0.59	1.59
Chemical manufacturing	0.77	1.10	not listed	0.89	0.83
Primary metal manufacturing	2.61	1.87	6.54	not listed	1.17
Fabricated metal product manufacturing	1.23	3.96	2.47	1.71	1.81
Machinery manufacturing	1.87	2.84	0.78	not listed	2.67
Computer and electronic product manufacturing	0.70	2.01	not listed	not listed	1.91
Electrical equipment and appliance manufacturing	not listed	1.87	1.45	not listed	1.03
Transportation equipment manufacturing	not listed	1.36	0.80	3.31	0.56
Transportation and warehousing	0.80	0.98	1.52	1.12	0.86
Information (including telecommunications)	0.50	0.65	0.83	0.67	0.73
Publishing industries, except internet	not listed	0.31	0.49	0.67	0.59
Finance and insurance	0.70	0.63	0.85	0.54	0.95
Research and development in nanotechnology	not listed	3.30	not listed	not listed	0.87
Research and development in biotechnology	not	not listed	1.32	not	0.30

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(except Nano biotech)	listed			listed	
Educational services	0.58	0.50	0.20	0.54	0.99
Health care and social assistance	0.53	0.48	0.42	0.54	0.58
Arts, entertainment, and recreation	0.97	1.35	2.02	1.12	1.21
Total All Industries	1.00	1.00	1.00	1.00	1.00

Chapter 3 – 2021-2025 Goals, Objectives, Strategies and Measures

3.1 Stakeholder Input Sessions

Three stakeholder input sessions were held virtually with stakeholders across the Genesee-Finger Lakes Region. 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 via Zoom on September 29 2020, the second meeting was hosted via Zoom on October 7 2020, and the final meeting was held via Zoom on October 8 2020. 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, 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 2020 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 2020 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 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
- Work with municipalities and organizations to assist with economic recovery and resiliency in light of COVID-19

Objective 1B:

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

Strategies:

- Continue to foster relationships with public and private sector partners to build public private partnerships and to collaborate on projects

- Continue to seek out new partners for G/FLRPC programs and initiatives
- Work with and support state, regional, county, and local programs and projects

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

Objective 2A:

- 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, especially in light of COVID-19
- 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

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 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 programs such as Build-Now NY

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:

- Establish a regional task force comprised of public and private sector members to evaluate regional broadband service and prepare for future 5G service.
- Conduct an assessment of current broadband delivery options and identify the gap between needs and broadband availability
- Assist economic development partners in identifying and pursuing funding opportunities for water and sewer, utilities 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; Energy Innovation; Life Sciences; Software and IT; 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; Healthcare; and Biotech and Life Sciences

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 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
- Support initiative to strengthen and expand local supply chains

Objective 4C:

- 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; NextCorps; and the Cornell's Technology Farm; and various small business development programs
- Continue to support the Rochester Downtown Innovation Zone
- Support initiatives to increase access to capital for small businesses

Objective 5B:

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

Strategies:

- Work with local partners within the region to link available revolving loan funds with businesses in need of financing
- 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
- Assist businesses to increase online sales

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 skilled trades and to provide workforce development in those sectors

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 to connect training efforts with existing job opportunities
- Support regional partners in the promotion and implementation of the *Finger Lakes Works...with their hands* and *GLOW with Your Hands* 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

Strategies:

- Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or revision of All-Hazard Mitigation Plans, with an increased emphasis on economic resiliency
- 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 (CRRRA)
- 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
- Work with organizations across sectors to build a network of resources for economic resiliency

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

- 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 and fund clean energy and 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:

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

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 funding such as New York Main Street grants

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
- Support local supply chains

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
- Work with regional partners to pursue opportunities to improve access to health care and affordable child care
- Work with regional One Stop Operator Systems to improve access work workforce opportunities

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 and craft beverage industries 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, the Finger Lakes identity, 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
- Work with regional partners and schools to increase retainment of graduates
- Work with organizations across all sectors to strengthen regional identity

Objective 10B:

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

Strategies:

- Continue to act as a resource regarding regional blueway and greenway 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 regional college students with Regional tourism attractions
- Work with Letchworth Gateway Villages and local tourism agencies to promote regional tourism and recreation

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

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 and social media accounts 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 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 nonvoting 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 on September 29, 2020, October 7, 2020 and October 8, 2020. The sessions were held virtually due to COVID-19 restrictions. The invitation was shared with EDAC, PCC and other stakeholders. 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
 - e. Assist municipalities and organizations with economic recovery in light of COVID-19
- 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 Genesee-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 and NYS Regional Economic Development Council funding
 - 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, EDA programs, STEM training, career preparation, and a new focus on middle skills jobs and careers

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 (FEMA driven)
- 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. Continue to provide All-Hazard Planning assistance to Counties and Municipalities for the development or revision of All-Hazard Mitigation Plans
 - g. Complete and implement regional water resources projects and programs
 - h. Continue to work closely with Water Quality Coordinating Committees and Watershed Groups through the Region
 - i. Continue to provide assistance to municipalities and local governments regarding the development and implementation of local planning projects
 - j. Continue to work with the Finger Lakes Economic Development Council through the Sustainability Working Group to identify and fund sustainability projects within the District
 - k. 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 (I.e., Bed Tax, “I Love NY” funding)
- 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 annual/biannual 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 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.

Genesee/Finger Lakes Regional Planning Council serves as the One Stop Operator for the three regional Workforce Investment Boards (Monroe County, Finger Lakes and GLOW) One Stop Operator Systems.

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 to achieve insight and necessary State mandated certifications.

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.

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; blueway 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.

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. G/FLRPC was a major coordinator of the 2020 Census and the Local Update of Census Addresses program.

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

According to the Finger Lakes Regional Economic Development Council, the Genesee-Finger lakes Region has identified 19 priority projects in 2019. According to the Finger Lakes Regional Economic Development Council's (FLREDC) *2019 Progress Report*, the Region's 19 projects represent up to \$28 million in requested state funding, \$127 million in private and/or other funding, equating to total project expenses of more than \$155 million.

Through the Consolidated Funding Application (CFA) process each of these projects competed statewide for funding made available from a multitude of state agencies. This process has been delayed in 2020 due to COVID-19. 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. Throughout the last eight rounds of CFA Priority Project Funding, the Genesee-Finger Lakes region has identified 189 priority projects, receiving \$150,061,500 in ESD Capital Grants and equaling \$1,412,747,112 in total project costs.

In 2019, Empire State Development chose five regions to receive \$50 million in ESD Capital Grants, including FLREDC, for the purpose of attracting new business and growing existing businesses. According to the [2019 Progress Report Memorandum](#):

“The Finger Lakes Regional Economic Development Council (FLREDC) is maintaining its momentum with its clear focus on reducing poverty, growing jobs, increasing regional wealth, and driving private sector investment. The region also established new priority areas based on its current strengths and opportunities, such as growing incumbent firms, proactive outreach to targeted clusters, development of a regional brand, focusing on immediate and long-term talent needs, and investment in the urban core. Two new key industries were identified - Healthcare & Life Sciences and Software & Internet Technology - and support continues for the key cluster of Optics/Photonics/Imaging through industry attraction and the \$10 million Luminare NY accelerator program. Investments from the Upstate Revitalization Initiative like AIM Photonics and ROC the Riverway are facilitating an ecosystem of economic development and public-private partnerships, and Eastman Business Park is gaining vibrancy as a place to work, live, learn, and play. Through the DRI, the FLREDC is supporting placemaking efforts outside of Rochester, such as in the DRI community of Seneca Falls. Efforts to attract and retain young people to the region have been successful, in part due to the attraction of vital, dense, and culture-and entertainment-rich urban areas. The challenges of poverty and

environmental justice are being addressed through a comprehensive approach led by the Rochester-Monroe Anti-Poverty Initiative which engages institutions large and small to work together on multiple issues, including education, healthcare, transit, child care and more.”

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.

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 seven 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 2020 the goal is to service businesses at and adjacent to the Park with expanded infrastructure along a constructed access road, including a regional multi-temperature warehouse and expanded operations by HP Hood and Upstate Niagara Cooperative.

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 and a lead tenant landed. Attraction efforts are aimed food and beverage, manufacturing, and warehouse & distribution 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. Expanded infrastructure is necessary to locate larger tenants to the site, and improved transportation access is necessary to active parcels along State Route 77.

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, with two campuses. The 850-acre STAMP North Campus is focused on the attraction of high technology/clean technology and nano-technology companies, the manufacturing of photovoltaic cells, semiconductors and flat panel displays. The 400-acre STAMP South Campus is focused on the attraction of food and beverage, and warehouse/distribution companies. At full build-out the site has the potential to employ up to 10,000 workers. In 2020, the goal is to enable the location of companies at both campuses by extending existing infrastructure, included needed construction of a 450 mW substation at STAMP North, water, sewer, gas and telecommunications lines. Construction of a water line to the STAMP South Campus is active, and the delivery of infrastructure including gas, sanitary sewer, and construction of a 35 mW substation is necessary to active over 160-acres at the campus. Construction of a major water line and on-site electric lines are also necessary to active over 600 acres of manufacturing space at STAMP North Campus.

There are also two additional industrial parks within Genesee County that are shovel-ready. 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, and has landed an expanding lead tenant.

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 has begun the SEQR process to complete the necessary environmental reviews for rezoning. In 2020, the goal is to enable the attraction of tenants by extending existing infrastructure to the site, including needed gas line expansion.

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 and green technology manufacturing, 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 over 460 project "wins" generating capital investment commitments of over \$1 billion and job creation commitments of over 4,500 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 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 GCEDC is also working with local partners in the scoping of a dedicated workforce training center to support the rapid and continuing deployment of training to support key industries at STAMP and other shovel-ready parks. 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. In 2020, the goal of workforce development initiatives is a permanent workforce training center in downtown Batavia, enabling companies to acquire talent from trained residents, including residents facing multi-generational poverty or economic distress and displacement due to the Covid-19 pandemic.

Genesee County's priority projects, enabling the county's economic development strategic plan and associated strategic imperatives, are listed in Table 17.

Table 17- 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	GCEDC/	\$3 Million	Indirect

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	via Main Street Projects, Housing issues and Quality of Life	GGLDC	Federal, State, Local	
G-9	Enable Workforce Development via a downtown Batavia workforce training center.	GCEDC/GGLDC	\$4 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. Three (3) other privately-owned sites, Empire Park of Commerce (Avon), Railside Park (Avon) and Gateway Agribusiness Park (Livonia) provide significant development opportunities with close proximity the Interstate and commercial infrastructure. 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, Monk's Bread 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 375-400 employees subject to significant seasonal fluctuations. ARS has acquired a salt bagging operation from out of state and chose to move that operation to their Retsof location in Livingston County. The recent approval of a westward mine expansion by the NYSDEC will ensure the continued operation of the mine for another several decades.

Livingston County has partnered with Greater Rochester Enterprise (GRE), a public/private economic development partnership, to help market Livingston County for business location and growth. The Livingston County Economic Development Office is comprised of the County's Industrial Development Agency, and Local Development Corporation. Branded as Grow LivCo, this office markets the high quality-of-life associated with Livingston County and targets current and prospective residents, tourists and businesses. The office promotes all facets of development and quality-of-life features through their website (www.growlivco.com).

Agriculture and related agribusinesses 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. Growmark F.S., a national retailer of feed and fertilizer is expanding their existing plant in the Town of York from an 800-ton operation to be able to handle 5000 tons. Nutrien, a Canadian fertilizer company, acquired Crop Production Services where they have consolidated and expanded services in the Town of North Dansville.

WNY Enterprise, LLC opened a new 12,000 square foot milk separation facility in the Town of York providing value added milk to regional yogurt, cheese and ice cream manufacturers. Additionally, WNY Enterprise, LLC completed a 2018 expansion of the facility in order to begin manufacturing cheese at the plant and have partnered with Dairy Farmers of America with the goal 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.

The Livonia Gateway Project has proposed a road from NYS Route 15 to Bronson Hill Road in the Town of Livonia which would provide over 100 acres of developable land with immediate vehicular and truck access to the Interstate and rail access for shipping and receiving. The Livingston County Offices of Economic Development and Planning are working with the Town of Livonia and the landowners' group to facilitate the design, construction and marketing of the site.

Livingston County Economic 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 all Livingston County Villages. The funding helps to restore downtown buildings, creating 1st floor commercial space and upper floor residential units.

The Downtown Revitalization Programs operated by the Livingston County Development Corporation continue to be a priority for the Agency. The County has emphasized local community engagement within their business attraction and revitalization efforts. Sign and Façade Design Guidelines were established for all Villages to enable business and property

owners the opportunity to apply for grant funding under the County's First Impressions Program. The funding encourages new signage and façade renovations in the central business districts.

Small business and business startups 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. Two (2) recent programs illustrating this action are the Brew IN Livingston program and Dream-O-Vate. Brew IN Livingston was a business plan competition centered on creating a craft beverage scene and funded with \$184,000 from a CDBG microenterprise grant. The result was the creation of four (4) new craft beer brewing facilities and one (1) new cidery. Dream-O-Vate was a similar program which funded the expansion and/or creation of businesses throughout the County. Applicants were sourced and participated in a 6-week training program to create a business plan. Nine (9) plans were selected based on a series of criteria and provided further assistance in the form of site selection, signage funding and promotion of their business.

Using New York Main Street funds, the Economic Development Office contracted with Larissa Ortiz Associated to perform a commercial district analysis. The study was conducted over a period of approximately 6-months where a final report was prepared and presented to an audience comprised of members from each of the nine (9) villages. Recommendations from the analysis included a public art campaign, wayfinding and signage, a downtown Livingston brand, omni-channel retail assistance and a retail attraction program. Each of these recommendations has either been initiated or completed as part of the overall plan to enhance our community downtowns. A public art campaign, dubbed the Inspirations Trail, has a website containing public art exhibits by local artists and displayed all over our communities in an effort to increase traffic throughout the downtowns. A wayfinding and signage study is underway and on target to be completed in late fall of 2020. The new Villages brand, Downtowns with Heart, will be kicked-off during the Fall of 2020 and provides a consistent message for visitors and residents, alike. The retail attraction program, Dream-O-Vate was very successful (and replicable). As part of that program, Livingston County devised and expanded a digital marketing program to establish an online presence for our businesses, thus encouraging omni-channel delivery.

Funds have been awarded in the amount of \$1,000,000 to be offered toward the creation of a Livingston County Public Market. The Market will be a non-profit organization which houses both permanent and seasonal vendors to sell food and food –related items, locally made arts and crafts as well as seasonally produced items.

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 at UR Noyes Health will add oncology treatment and is set to be completed in late 2016. Construction began on a 50,000sf Rochester Regional Health facility to be located in Geneseo and estimated to be operational in the spring/summer of 2021.

Telecommunication capabilities and the ability to access data from any location are major components of the modern health care industry and knowledge-based businesses. A comprehensive broadband study has been completed and was the key component of a recent application to the USDA ReConnect program. The County is seeking funding to implement a fiber-to-the-home network, prioritizing the least densely populated areas in the County which currently have the slow (or no) broadband capabilities.

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 18.

Table 18- 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 Gateway Agribusiness Park, Livonia	Livingston County Economic Development Office	\$2.3 million NYSESD, County, Private	250
L-2	Creation of a Livingston County Public Market	Livingston County Economic Development Office	\$1,000,000 NYSESD, County, Private	65
L-3	Entrepreneurship Venture Capital	Livingston County Economic Development Office	\$200,000 State, Local, Regional, Federal	Indirect

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L-4	Downtown Revitalization	Livingston County Economic Development Office	State, Local, Regional, Federal	Indirect
L-5	Buy Local	Livingston County Development Corporation	\$40,000 County	Indirect
L-6	Broadband Infrastructure	Livingston County	\$20,000,000USDA, County, Private	Indirect
L-7	Expansion of infrastructure in the Town of York	Town of York	\$9,000,000 State, Local, Regional & Federal	Indirect
L-8	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 wastewater, transportation and telecommunications 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 2021-2026 Monroe County Capital Improvement Program plans investment in highways, bridges and traffic engineering, improvements at the Greater Rochester/Frederick Douglas International Airport; and wastewater infrastructure projects, amongst others. These investments will help address inadequate and 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 housing, energy, and sustainability.

Agriculture

Agriculture and food is a key pillar of the Finger Lakes Economic Development Council strategic plan framework and remains an economic development priority for both Monroe County. The implementation of the Monroe County Agricultural and Farmland Protection Plan continues as a means to insure the continued vitality of agriculture in this predominantly metropolitan county. The Agriculture and Life Sciences Institute at Monroe Community College (MCC) provides agricultural education and training and assists farmers, public officials, employers and residents with agricultural land use and commerce issues.

The economic impact of agriculture within Monroe County is significant with a total production value in 2017 of almost \$77 million for all crops. The local agricultural landscape is changing as interest grows in local food and farm markets. Funding is currently being sought to update the 1999 Agriculture and Farmland Protection Plan.

Monroe Community College

Monroe Community College is one of 30 State University of New York (SUNY) community colleges sponsored by local jurisdictions and operated under the aegis of the University. Among local colleges, MCC leads the way in providing access to higher education. It primarily serves residents of Monroe County, but also enrolls students whose home areas do not sponsor a community college or who wish to pursue a specialized program of study not available locally. By offering a wide spectrum of disciplines that lead to two-year associate degrees, shorter-term certificates, and work-related competencies, Monroe Community College prepares students for transfer to senior colleges or trains them for a variety of technical or paraprofessional occupations.

The state, students, and local sponsors (Monroe County) share operating costs at the community college. State aid is determined both by statute and by regulations of the State University Trustees. As provided by statute, the actual aid formula is set forth in regulations adopted by the University Trustees and approved by the Director of the Budget. Since 1977-78, all 30 SUNY community colleges have adopted Full Opportunity Plans (FOP), which require them to accept all high school graduates in the sponsorship area in exchange for enhanced state funding. In September 2017, the college opened a new Downtown Campus in Rochester to provide a convenient educational alternative for those who live and work in the city. During academic year, 2018-2019 MCC enrolled 29,421 credit and non-credit students, making it one of the largest community colleges in the SUNY system. More than 100 SUNY approved programs/curriculums are offered as contrasted to 35 in 1983, indicating responsiveness to student's vocational interests, the expressed work force needs of local business, industry and organizations, and college and university articulation requirements.

The College master plan outlines a 20,000 GSF, two-story addition for the east side of the existing Applied Technology Center building. The addition will provide space for new S.T.E.M. programs while supporting the corporate sponsorships and industrial training that is such an important part of the College's mission. The enlarged facility will also help support networking with local industries and student recruitment, along with providing space for job fairs and other community events. The College is currently finalizing a master plan update.

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. According to the Finger Lakes Regional Economic Development council 2019 Progress Report, there is a vision to make “Eastman Business Park as a place to innovate, manufacture, learn, and play. The assets of the Park make it ideal for these things, a city in a city where over 6,000 people find meaningful work. Momentum continues to build. Since 2011, the number of companies operating in Eastman Business Park has grown from 28 to 114. And, Kodak is one of the largest operations at Eastman Business Park, manufacturing film, specialty chemicals, inks, toners and employing hundreds of people. Kodak’s vision is to make Eastman Business Park into a vibrant community, a place to work, live, learn and play.”

Webster Economic Access Project

The Village of Webster received \$1,838,000 from Empire State Development towards the rehabilitation and modernization of 8.5 lane-miles of roads in the Xerox Corporation industrial campus. The Village and Town of Webster are working with Xerox Corporation to right-size and rehabilitate the aging, private infrastructure and bring it to the public domain which will expand access not only within the campus, but to the adjacent industrial zone. This is significant because the Xerox Webster Campus houses over 5.7MSF of buildings across 770 acres, making it the second largest singular industrial facility in the Finger Lakes Region and a major employment generator.

Monroe County’s priority projects are listed in Table 19.

Table 19- Monroe County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Funding and Sources	# of jobs projected to be created
M -1	Expand Broadband to underserved areas	Monroe County	TBE	TBD
M -2	Expansion of the Applied Technology Center	Monroe Community College	\$9,000,000+	TBD
M-3	Eastman Business Park Upgrades	Monroe County, City of Rochester	\$13,000,000+ Federal, County, Local	TBD
M-4	Webster Economic Access Project	Webster EDA	\$1,838,000 – NYS	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 places 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 exacerbated 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.

R-1 Midtown Rising

This is a redevelopment partnership has positioned 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. Buckingham Properties has completed the construction of 181 apartments and commercial space in the former Midtown Tower, now renamed "Tower 280". The total investment is \$62 million. Parcel #5 is one of the last two remaining development parcels. It is shovel-ready and development options are being reviewed for this approximately 1-acre site.

Buckingham Properties has begun construction work on Parcel #2, and a local marketing firm, Butler-Till will be co-owner and primary tenant. Butler/Till, a media and communications agency, has been located in the Town of Henrietta since 2011. Their move to downtown Rochester puts them in the heart of the Downtown Innovation Zone, joining hundreds of innovative and creative-class companies who make Center City their home. Butler/Till will bring their 160 full-time Rochester employees to the new headquarters, and with anticipated future growth, estimates an additional 78 full-time employees over the next 5 years.

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 was the first private development to take hold on the Midtown Rising site. The shell of the former Seneca Building was preserved during the demolition at the Midtown Plaza site to accommodate this type of adaptive reuse. Windstream employed 265 full-time employees at this new location and in June, 2019 relocated an additional 350 employees from their Earthlink acquisition.

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 the Gannett/Rochester Democrat and Chronicle newspaper offices in May 2016. The building has subsequently been sold to Gallina Development.

R-2 Inner Loop East

The Inner Loop East Transformation Project took a 2/3-mile underused sunken section of expressway that was built in the 1950's to the east of Downtown and "filled-it-in" to create an at-grade "complete street," that includes dedicated bicycle and walking paths. Two bridges were also removed so that the street grid that was disconnected in 1964 reconnected eastside neighborhoods with downtown again. The project was started in 2014, and was completed in December of 2017, with ongoing additional construction anticipated associated with new development in this area. A \$16.7 Million TIGER (Transportation Investment Generating Economic Recovery) grant was used along with \$3.8 M from the state, and \$400,000 from the City to complete the project.

The project created seven development sites on six acres, all of which have now been awarded to developers. Two of the seven have been completed and are occupied. Two others are currently under construction. The combined developments are estimated to generate a total investment of at least \$229 million and create 534 housing units and approximately 152,000 square feet of commercial space. More than half of the housing units will be rented using the City's affordable-housing metrics. Many units will be connected to support services associated with poverty reduction goals. The nationally known Strong Museum of Play has also completed a parking garage, and is starting a 90,000 square foot expansion adjacent to the former loop. A new 129 room Hampton Inn and Suites will be constructed on the former loop adjacent to the museum. The developments are projected to create 2,489 construction jobs and an estimated 170 permanent jobs.

R-3 Port of Rochester Redevelopment

The City of Rochester issued an RFP in November 2019 for potential development of a city-owned parcel at the 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 jump-started the phased redevelopment of the 30-acre Port site through the combination of a new 157 slip public marina basin development, public infrastructure improvements, 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 2020, is estimated at \$89 million to \$133 million. Private development of new residential units, possible hotel space, new street level commercial and retail space is anticipated. Approximately 500 construction jobs are expected from the private sector residential and commercial development. Upon completion, the project is expected to create over 300 direct and indirect permanent jobs.

R-4 Photech Site

Located at 1000 Driving Park Avenue, the former Photech site is a 12.5-acre parcel of land that was recently sold 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.

The site has now been sold and the new owner will redevelop the site as an industrial park, which will subsequently stimulate private sector investment and economic development. Estimated costs for the redevelopment of the Photech site are approximately \$20 million. The new owners are 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.

R-5 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, York St. 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 has taken 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 City created a designated Urban Renewal District in 2018, and has now completed all land assembly for this project. The approximately 12 acres that have been acquired are currently undergoing demolition, investigation and remediation. Once complete the parcels will be offered for redevelopment opportunities.

R-6 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 was 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-acre 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 the solar array facility was completed in late 2017. The 2 mega-watt solar field is remote net-metered to both City Hall and our CVMF (Central Vehicle Maintenance Facility). As a result, the City receives a credit for energy generated, and essentially generates all of the power required for these two facilities. In the first year alone, the emission of approximately 2,300 tons of CO₂ was eliminated – equivalent to greenhouse gas emissions from close to 500 passenger vehicles driven for 1 year or 12 rail cars of coal burned.

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.

R-7 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. Full details of the project are discussed in section 5.4, in the Monroe County narrative.

R-8 151 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.

R-9 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 facility operated from the 1860's through the 1930's with 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. ExxonMobil, 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 waterfront 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.

R-10 Developing a Creative Corridor in Downtown Rochester

“Arts in the Loop”, a broad-based community initiative commenced in 2017, has proposed a vision to develop a “Creative Corridor” in downtown Rochester along East Main Street and extending South to the Strong Museum. This will feature vibrant and walkable street level arts experiences, support an artist-friendly ecosystem, and serve as the nexus of regional economic activity in arts/technology/media/entertainment. This public-private initiative will include space redevelopment, assembling a network of resources to support the growth of an emerging industry cluster, and imaginatively marketing our region’s unique blend of arts and innovation resources.

The development of an anchor facility is an important first step of a comprehensive plan to achieve the Creative Corridor vision advanced by the “Arts in the Loop” community. The University of Rochester is in the process of planning for expansion in downtown Rochester, with a focus around the current campus of the Eastman School of Music at Gibbs and Main Street. The University has engaged a team of design and planning professionals and is working with select business partners to enhance existing properties for this purpose. The envisioned facilities will include state of the art recording studios, sound design and post-production studios, screening rooms, immersive theater spaces, flexible experimental media spaces, collaborationspaces, workshops, laboratories, classrooms, and office space. This will support education, including collegiate, K-12 engagement, and continuing professional training, community and professional outreach programs, industry/university collaborative research and

creative endeavors, and programs to grow and market an emerging regional industry cluster, already more than twenty companies strong, at the intersection of the Musical Arts, Media, and Audio Technologies.

The City of Rochester's priority projects are listed in Table 20.

Table 20- City of Rochester Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
R-1	Midtown Rising	City of Rochester	\$184 Million	400-1200
R-2	Inner Loop East	City of Rochester	\$22 Million Federal, State, Local \$229 Million Private	2,489 construction, 170 permanent
R-3	PORT of Rochester	City of Rochester	\$146 Million Local, Private, State, EDA	300
R-4	Photech Site	City of Rochester	\$10-\$20 million EDA, USEPA, NYSDEC	180-200
R-5	Bulls' Head	City of Rochester	\$10.9 million + Local, NYSDOS (BOA), USEPA and other	100
R-6	Emerson Street landfill area	City of Rochester	TBD Local, State, EDA	TBD
R-7	Eastman Business Park	Monroe County/City of Rochester	\$13 million + State, Federal, Local	TBD
R-8	151 Mt. Hope Avenue	City of Rochester	TBD	TBD
R-9	Vacuum Oil Site	City of Rochester	\$10-\$20 million EDA, USEPA, NYSDEC	TBD
R-10	Downtown 'Creative Corridor'	City of Rochester	TBD	TBD

5.6 Ontario County

Every five years, the Ontario County Office of Economic Development/Industrial Development Agency/Economic Development Corp. (OED/IDA/EDC) 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 2020.

Our strategy pivoted quickly to contend with the COVID-19-caused changes and to seek a path to prosperity in the wake of the pandemic. Ontario County's economic development strategy will involve a two-pronged approach. The first prong builds upon our current efforts to position the County as a premium location for economic development and internally harvesting the results of that effort. The second prong of this strategic plan involves responding to the impact of the COVID-19 pandemic. This prong of the strategy is intended to address key hardships and disruptions in the County's economy while also cultivating opportunities associated with trends accelerated or created by the pandemic, such as the recruiting and retention of remote workers.

The COVID-19 pandemic and its aftermath have made economic development much more challenging. The six priorities listed below are focal points for the varied and extensive work stemming from this strategic plan:

- Continue internal harvesting for target industries. The long-term industry targets are:
 - Value-added Agriculture and Food Enterprises
 - Existing Mature Industries
 - Fin-Tech
 - High-Tech Producer Services
 - Select "Quality of Life" Niches in Retail/ Hospitality / Tourism/Health Care/Environment
 - Aviation-Related businesses associated with the Airport
- Coordinate efforts to minimize the damage to local businesses by the COVID-19 pandemic.
- Double down on the County's Broadband Advantage.
- Position the County to attract and retain remote workers.
- Maintain and intensify efforts to sustain and improve local quality of life.
- Pursue sustainability as a source of economic competitive advantage.
- Provide an organizational framework to coordinate all aspects of the two-pronged strategy.
- Continue to Monitor Key Economic Trends.

One of Ontario County's long-standing strengths is its culture of cooperation. The two-pronged strategy will use that culture as the centerpiece of its implementation. This is because the opportunities found in both prongs require collaboration among all organizations involved in economic development to foster an environment favorable to continued economic growth. Key organizations include the Tech Farm, EDA, USDA Rural Development, Cornell AgriTech, The Center of Excellence for Food and Agriculture, Ontario County Workforce Development, EDC, IDA, Finger Lakes Workforce Investment Board, BIDs, BOCES, Empire State Development,

Greater Rochester Enterprise, Cornell Cooperative Extension, FLCC, County Dept. of Sustainability, and Finger Lakes Visitors Connection. We will meet regularly with these organizations to identify sector- or cluster-specific opportunities and threats.

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

Cornell Agriculture and Food Technology Park

The Cornell Agriculture and Food Technology Park (the Tech Farm) in the City of Geneva is a 70+ acre tech park is located adjacent to the Cornell AgriTech. Incubator services for startups, classroom space, wet laboratory, and sites for large and small companies are available. The Tech Farm houses biotechnology research and service firms, as well as small food processing manufacturers. The first 20,000 square foot "flex-tech" incubator building 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 multi-tenant building food processing flex-tech building, 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 a second building at the Tech Farm would allow for continued build out at the Technology Park, creating opportunities for both research laboratory applications in the Tech Farm and commercialization pilot plants in the new building. 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 Tech Farm 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.

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 sold the fiber optic ring to Empire Access. 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 was 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, and remote workforce will also position the County and region appropriately to attract technologically based companies.

Ontario County Agricultural Enhancement Plan Update

The Ontario County Agricultural Enhancement Plan Update was completed in 2019. The Plan recognizes the reduction in diversification in regional agriculture over the last 50 years, and the need to diversify to maintain a healthy agricultural segment of the local economy. Active agricultural land use currently accounts for over 52% of the County's land area and is irreplaceably important in maintaining the rural character of the County that is so important in maintaining resident and visitor's perception of the County's identity and high quality of life and thus the County's tourism appeal. Glacially impacted topography and fractious land ownership patterns negatively impact otherwise viable agricultural land from producing these mass commodity crops from being produced at competitive costs as compared to other regions of the country and world. Competition is similarly intense in the milk production sector while regional and national demand continues to dwindle.

The Plan includes implementation projects critical to agricultural economic development. These projects and priorities include: supporting startups; high speed internet access; market connections; transportation improvements; workforce training; network development; agricultural operation diversification; and shovel ready sites for value added agricultural processing and support services, maintaining the agricultural land base and environmental sustainability and stewardship. Many traditionally smaller agricultural sectors are poised for rapid growth including: specialty meats and custom processing; fruits and vegetables; horticulture, cheese and dairy products (cow, sheep and goat); and maple related products. The Plan recognizes that competition on certain commodities, such as traditional grain crops such as wheat, oats, and corn, is intense.

The County's Agricultural Enhancement Board (AEB) is currently developing a network initiative to bring together market contacts in the northeastern US's major metropolitan areas, warehousing interests, transportation interests (trucking and rail), processors, and ag producers to build on the Finger Lakes identity the wine industry has established. The intent is to develop

alternative higher value and quality agricultural products and markets to diversify the local agricultural industry and ensure its long-term economic health and survival.

Ontario County Freight Rail Development Opportunity Corridor (Town of Phelps, Town and City of Geneva, Town and City of Canandaigua)

Finger Lakes Railway (FGLK) is an important part of Ontario County's economic development infrastructure. FGLK owns and operates the rail line between Canandaigua and Geneva and on to the Seneca County boundary to the east. Ontario County owns the short line between Victor and the Shortsville junction that is operated by Ontario Central Railway, a subsidiary of FGLK. These local rail lines provide critical links to CSX and Norfolk and Southern long-haul lines providing direct access to regional, national and international markets.

The County is actively pursuing projects to create shovel-ready rail enabled development sites within and proximate to its rail corridor to build on its rail assets. The County Planning Department intends to extend its rail corridor planning efforts to the remaining rail corridor within Ontario County to identify rail enabled development sites in and along the corridor and to work with local municipalities to implement zoning and infrastructure improvements to make sites as shovel ready as possible.

Ontario County Freight Rail Corridor Development Plan – Subarea A-Town of Manchester (Town and Village of Manchester, Village of Shortsville)

The Corridor Plan was completed in 2018 for the seven miles in the Town and includes the Villages of Manchester, Shortsville, and Clifton Springs. It is the first in a series of plans that will cover the entire freight rail corridor in Ontario County (see above).

The Subarea A project included concept development plans have been developed for the two areas – 1) the former Manchester Rail Yard in the Village of Manchester and Towns of Manchester and Farmington and 2) Town of Manchester – Village of Shortsville Area. Specific implementation actions for each area are included in the plan. The following actions are currently underway:

- **Manchester Rail Yard Site Redevelopment Plan**

From the late 19th century until the 1950's, Lehigh Valley Railroad Manchester Yard was one of the largest freight rail transfer and repair facilities between New York and Chicago, and is still the fourth largest roundhouse still standing in the country. The rail yard complex included a warehouse, offices, fueling and repair facilities, lodging and restaurants. After cessation of operations in the 1970's, parcels were randomly sold off to buyers willing to acquire the vacant land.

With multiple parcels and landowners, the former Lehigh Valley Railroad Manchester Yard does not have the advantages afforded a planned industrial park. Ontario County, in partnership with the Towns of Manchester and Farmington and the Village of Manchester, the Finger Lakes Railway and local landowners, is undertaking multi phased site redevelopment for the 200+ acre Manchester Yard that will provide a framework for present and future development.

Issues to be addressed in developing the site plan include road and infrastructure analysis, building condition of the Roundhouse and associated buildings and potential for reuse, environmental constraints, green infrastructure and alternative energy options, and cost estimates of infrastructure improvements.

- **Redevelopment of the Village of Shortsville-Town of Manchester Site (aka Leonard's Express)**

The approximately 204-acre site, portions of which were formerly owned by GLK, Inc., was acquired by Leonard's Express, a transportation company, in 2019. In addition to renovating the existing buildings, Leonard's is seeking local approval to develop a 600,000 sq. ft. frozen warehouse complex which would be rail enabled and a new truck-enabled entrance road.

- **Environmental Remediation of the Lehigh Valley RR Manchester Roundhouse Site**
The Roundhouse (built in 1916) and associated building have been abandoned and in tax default for over 20 years. The extent of contamination and associated environmental liability concerns have made the County unwilling to proceed with the tax foreclosure process.

The Roundhouse is the gateway to the Manchester Yard. Addressing the environmental issues are key to its redevelopment. To that end, a Phase 1 and Phase 2 Environmental Site Assessment have been completed by US EPA in 2019 under their Targeted Brownfield Assessment Program. The findings of the Phase 2 indicated contamination primarily from petroleum products such as diesel fuel but was not a level that was as high as had been anticipated. The buildings contain lead and asbestos. Site remediation will be required prior to redevelopment which can either be undertaken by a private developer, a public entity or a partnership of both.

The building condition and adaptive reuse potential of the Manchester Roundhouse is part of the Manchester Rail Yard Site Redevelopment Plan. If reuse is proven feasible, the Roundhouse is eligible for listing on the National Register of Historic Places and state and federal historic preservation tax credits to assist in redevelopment.

Rail Service Improvement for the Town & City of Geneva

Geneva Rail Crossover Bypass – The haphazard rail abandonment over thirty years ago left the City and Town of Geneva with rail lines that have 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.

Reactivation of Norfolk Southern Corning Secondary Rail Line (NS)

The NS line between Lyons and Geneva has been inactive for over 10 years. In order to ship freight westbound to Finger Lakes Railway must go east 50 miles to Solway near Syracuse to transfer freight to westbound destinations instead of 16 miles north to Lyons. This is not cost effective in either time or fuel and limits businesses freight rail access to Buffalo, Chicago and beyond, as well as Canada. Reactivation of the line for use by Finger Lakes Railway will restore an important piece of transportation infrastructure for Ontario County and the Finger Lakes Region.

Upgrade of Finger Lakes Railway Canandaigua Line

Currently, track conditions on the Canandaigua Line limit the weight of freight rail cars to 268,000 pounds -- the current standard is 286,000 pounds. It is more cost effective and efficient for both the railroad and the customers including Pactiv and Canandaigua Wines to ship/receive more product per car.

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 21.

Table 21- Ontario County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
ON-1	Cornell Agriculture and Food Technology Park Finger Lakes Food Innovation Center	Ontario County OED/IDAEDC, Cornell AgriTech, and City of Geneva	\$2,500,000 New York State, EDA	50+
ON-2	Ontario County-Freight Rail Development Opportunity Corridor	Ontario County, Town of Phelps, Town & City of Geneva, Town & City of Canandaigua	TBD\$150,000 GTC and TBD	TBD
ON-3	Manchester Rail Yard Development Plan	Ontario County, Town and Village of Manchester	\$100,000 Empire State Development, Finger Lakes Railway, Ontario County LDC, municipalities, property owners	TBD
ON-4	Reactivation of NS Secondary Line (Geneva to Lyons)	Finger Lakes Railway & Ontario County	TBD	TBD
ON-5	Leonard's Express Site	Ontario County, Town of Manchester, Village of Shortsville		TBD
ON-6	Lehigh Valley Roundhouse Remediation	Ontario County, Town and Village of Manchester	\$850,000: USEPA (\$113,000), brownfield tax credits, historic resource tax credits	TBD
ON-7	Rail Service Improvement-Town/City of Geneva	Ontario County, Town of Geneva, City of Geneva	TBD	TBD
ON-8	Preemption Street Extension	Ontario County, Town of Geneva	TBD	TBD
ON-9	Upgrade of FGLK Canandaigua Rail Line	Finger Lakes Railway & Ontario County	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 offered in the past 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 six 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 over 350 acres of the NYS certified Shovel Ready Medina Business Park owned/controlled by the County of Orleans IDA. The County has put in place permitting and zoning to allow for fast-track building on the site. Water/sewer, rail access and high-speed internet are all available at the site, with data centers, agricultural businesses, ethanol/biofuels production, or manufacturing targeted for the site.

Area 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 - 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 6 – 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 22.

Table 22 - 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 5	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 is continuing its 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 New York State Police and Seneca County Fire training facilities; a Seneca County Law Enforcement Center, Seneca Daily Systems LLC which is constructing a large manufacturing facility which will include manufacturing of steel products and galvanizing the same.

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 until environmental remediation has been completed, now estimated to be the year 2023. The Seneca County Economic Development Strategy has been completed and will be a guide for how and where to focus economic development resources throughout Seneca County to foster the next generation of growth.

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. Additionally, Seneca County recently completed installation of a sewer line on Route 318.

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 continue 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 continue 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. In addition, the north apron reconstruction project has been completed.

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 23.

Table 23 - 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

Wayne County has a diverse and developing economy. The County is the third largest apple producing County in the Country, and has a number of value-added industries supporting production including a large processing facility and several hard cider manufacturers. While agriculture and value-added agriculture has a strong presence, there is a strong manufacturing base and a growing Optics cluster developing including Optimax who is averaging 25% annual growth since 1991.

County Economic Development staff focus efforts and measure progress of economic development with a focus on 3 key economic development areas including business retention and expansion, new business development, and workforce development. Within these focus areas there are several initiatives aimed at taking proactive approach to economic development through attraction and provision of resources, community involvement, and collaboration.

New business development efforts include our Kickstart Wayne County Initiative. This effort is aimed at developing an entrepreneurial culture in the County with specific programs aimed at assisting with development of new small businesses. The first program under this initiative was the inaugural Pitch Competition in 2019 where concept or early-stage business submitted executive summaries of business plans, and finalist were chosen for a live pitch-fest where participants made 3 minute “pitches” to a panel of judges. With support from the WEDC and several sponsors, the winner was awarded a \$40,000 prize to accelerate their start up. The program was a great success and staff continue to follow up with all participants to drive resources and assist in their development outside of the competition.

Discussion around the development of a site inventory, as well as identifying un-marketed sites continue. In 2018 the department initiated the County Derelict Property Study, managed by planning staff, to refine our understanding of the problem County-wide and develop strategies for implementation through Economic Development staff, as well as the newly created Land Bank. In 2019 the County initiated several additional efforts including a Strategic Plan for the Ontario Midland (OMID) Railroad, owned by the County and Leased to OMID (the operator), and a County Brownfield Inventory. Both will result in a significant amount of data, as well as identification of priority sites for redevelopment. These efforts will help focus resources in the areas of the County where it’s most needed, or will provide the largest impact.

Workforce development efforts continue in coordination with partners. The Director is a member of the Finger Lakes Advanced Manufacturing Entity’s (FAME) executive committee. FAME continues to work with educators on the need for STEM training and basic communication skills in order to fill numerous job openings in advanced manufacturing. Through FAME, staff was introduced to Edge Factor, an online platform that uses story-driven tools to tackle workforce development, inspire students, reach parents, and build relationships between local schools and companies. In 2019 the County IDA sponsored development of 20 career videos highlighting career paths at companies in the County and is also sponsoring a County Community Hub on the Edge Factor platform where anyone in Wayne County can see the career videos for free in an effort to expose students, parents, teachers, career counselors, and others to career opportunities in the County through stories told directly by people in those positions. The platform address is www.edgefactor.com/wayneny.

Staff has also been working closely with Finger Lakes Community College (FLCC) for development of training programs aimed directly at skills needed by our local employers. Several programs are currently under development, with the Fundamentals in Manufacturing Program slated to be kicked off in early 2020.

Staff continue to refine and implement strategies to market and promote the County as opportunities present themselves. The County billboard campaign has generated a significant “buzz” and is fostering a significant amount of civic pride. Staff continue to refine locations and content, which is shifting seasonally to promote companies and activities in the County.

Monthly meetings with our public and quasi-public partners continue through our “Streetbeaters” meetings where staff discuss new programs and opportunities to assist County businesses. This has proven to be a good way of maintaining and developing professional relationships as well as maintaining a pulse on business development opportunities.

In 2017 the GAIN! Agricultural Financing program provided over \$600,000 in financing and funds continue to revolve to agricultural or value-added agricultural companies. Work continues to discuss attraction of additional capital to this popular finance program.

The Wayne Economic Development Corporation (WEDC), staffed by County Economic Development employees, continues to refine financing programs with increases in 2019 of the amounts of funding each loan fund can provide. The WEDC is currently managing a loan portfolio consisting of 14 loans totaling over \$1,393,000, with approximately \$1.5 million in additional financing available. The WEDC main loan funds were capitalized with CDBG grants from the County in 1983 and 1994 and continue to revolve utilizing initial capital and accrued interest payments.

The Wayne County IDA, also staffed by County Economic Development employees, continues to provide project assistance in the form of tax benefits for projects meeting qualifying thresholds including job creation and significant real estate investments. Staff is currently managing 39 PILOTS, with a few expiring every year. In 2019 the IDA closed on PILOT agreements for IEC Electronics and Optipro, as well as several solar projects.

The Department initiated and will be completing a County Brownfield Inventory utilizing Project Planning Funding in 2020. In 2019 the County also submitted an application to the EPA for funding to complete phase I and Phase II studies through their assessment grant program. If awarded the program would fund studies at targeted brownfield sites in the county in an effort to remove barriers to redevelopment.

The County Broadband Study was completed in 2017 with a core focus on identifying unserved areas and detailed breakdown by town on numbers of unserved residents. Not directly connected but simultaneously, the State Broadband Program has provided funding to several project to help close the gap, estimated at 6,828 households (17%). The State broadband program, and Spectrum’s (formerly Time Warner) requirement to provide new service to 145,000 households statewide, are providing opportunities to close the gap. A significant portion of the unserved

households are anticipated to remain unserved and staff is exploring opportunities to continue to close the service gap through program including the USDA rural broadband program, and several other anticipated federal initiatives.

Table 24 - Wayne County Priorities

Priority Number	Proposed Project	Lead Agency on project	Total Project Cost and Funding Sources	# of jobs projected to be created
WA-1	Broadband Expansion	Wayne County/ Private Sector Partner	\$15MM	TBD
WA-2	Industrial Site Development	Wayne County IDA, Wayne Economic Development Corporation	\$10MM	TBD
WA-3	Brownfield Remediation and Redevelopment	Wayne County IDA, Wayne Economic Development Corporation, County Land Bank	\$10MM	TBD
WA-4	Rail Infrastructure Improvement	Wayne County, Ontario Midland Railroad	\$15MM	TBD
WA-5	Workforce Development, Job and Career Promotion, and Youth Retention	Workforce Investment Board, Wayne County IDA, Wayne Economic Development Corporation	\$2MM	TBD
WA-6	Downtown Revitalization and Mixed Use District Development	Wayne County IDA, Wayne Economic Development Corporation	\$10MM	TBD
WA-7	Utility Capacity Expansion and Modernization	Wayne County IDA, Wayne Economic Development Corporation, Utility Partners	\$35MM	TBD

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 entrepreneurship activities; supporting the Wyoming County Industrial Development Agency and the Wyoming County Business Center in the areas of site 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 2017 there were 729 farms, consisting of 234,861 acres, whose milk, crops and livestock cash receipts totaled \$307,521,000, 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 larger 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 project completed in 2019 was the development of a multi-modal rail facility in the Town of Gainesville that is available for use by Wyoming County businesses. Agricultural commodities are the main products that are 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 3 customized Revolving Loan Funds focusing on all industry sectors including startups. Retaining existing firms and assisting them is more important and cost effective than the recruitment of new companies. Approximately 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 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. Another workforce development initiative now in its tenth year 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 annually 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.

Brownfield redevelopment continues to be a top priority. A 100 years old cheese making facility known as the “Emkay site” located on Church Street in the heart of the Village of Arcade has recently been assessed and is positive for environmental concerns. Plans are underway to attract an experienced NYS Brownfield developer to take control of the site and make application into the NYS Brownfield program.

A top priority for Wyoming County listed in the previous version of the CEDS was the development of three branded hotels since Wyoming County did not have any. A Microtel is has opened in Warsaw in 2020.

Wyoming County priority projects are listed in Table 25.

Table 25 - 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-Arcade and Perry	Wyoming County IDA	\$17 Million Private, ESD	25
WY-2	County-wide Rural Broadband Initiative	Wyoming County	\$5 Million Private, Public	100
WY-3	Town of Covington Proposed Water District #2 and #3 (supplying public water down Rt. 246)	Wyoming County Water Resource Agency	\$2 Million Private, Public, EFC, WCIDA	15
WY-4	Village of Silver Springs-Extension of Water and Municipal Electric to Wyoming Rail Transloading Facility	Wyoming County IDA	\$2 Million Public	15
WY-5	Village of Warsaw New Water Storage Tank and water supply lines	Wyoming County Water Resource Agency	\$5 Million Public	5

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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 Dredging Project	Town of Castile, Town of Perry, Village of Perry, Silver Lake Commission	\$2 Million Public	TBD
WY-12	Town of Gainesville- Supply public water to the Village of Gainesville, Marquart Facilities and Letchworth School	Wyoming County Water Resource Agency	\$10 Million Public	TBD
WY-13	Town of Sheldon/Java- Supplying public water to Rt. 78 Corridor (Erie County Water)	Wyoming County Water Resource Agency	\$20 Million Public	TBD
WY-14	Village of Perry-Upgrade water treatment facility to increase capacity	Wyoming County Water Resource Agency	\$3 Million Public	TBD

5.11 Yates County

Yates County has developed a diverse economic base, with manufacturing, agriculture and tourism the three main industries. Since 2001, Yates County has led the 9-County Rochester/Finger Lakes Region in percentage of total job growth, manufacturing job growth and tourism revenue per capita. The County has also seen an increase in the total number of farms and acres farmed over that same time period. 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 a leading economic engine for the County, helping to bring visitors and investment to the area. Three national chains now reside in the Village of Penn Yan with the Hampton Inn, located on the shores of Keuka Lake, currently building a new 500-person banquet and conference center.

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 a 200,000 square foot 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 26.

Table 26 - 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 – Fiber to the Home Project	Yates County	\$10,300,000 USDA, Yates County	Indirect
Y-2	New Horizon Business Park	Finger Lakes EDC, Yates County	\$6,000,000 To be determined	500 based off current Horizon Business Park
Y-3	Penn Yan Village DPW Barn Relocation & Elmwood Avenue Railroad Siding	Penn Yan Village	\$5,000,000 Stimulus, NYSDOT, Local	40+
Y-4	Route 14 Eastern Corridor Water District	Finger Lakes EDC, Yates County, Town of Torrey, Town of Milo, and Penn Yan Village	\$15,700,000 EDA, USDA, EFC, NYS Small Cities	10+
Y-5	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. The fund enables G/FLRPC the ability 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.

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, breweries, grapes, wineries and more. Farms and support businesses continually innovate, expand and diversify in order to thrive. The most recent Census of Agriculture (2017) indicates that farm-gate sales in the region totaled \$1.59 billion, comprising 30% of the statewide farm sales, with food processing and other support businesses as additional multipliers.

6.3 New York State Economic Development Activities

New York State's economic development activities and programs are largely led and coordinated by Empire State Development (ESD). ESD provides programs and services aimed at assisting businesses in establishing a company in the state, relocating to or expanding existing operations in the state, growing their workforce in the state, and in competing more effectively and profitably in domestic and international markets. The mission of ESD is *"to promote a vigorous and growing economy, encourage the creation of new job and economic opportunities, increase revenues to the State and its municipalities, and achieve stable and diversified local economies."*⁴

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. 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.

⁴ <http://www.esd.ny.gov/AboutUs.html>

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.

6.3.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.⁵

6.3.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 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.

6.3.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.

⁵ <https://www.ny.gov/programs/upstate-revitalization-initiative>

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

6.3.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.⁴ Several of the available funding opportunities are discussed in the following sections.

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

6.3.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.

6.3.e.iii. New York State Business Mentor Program

Business Mentor NY is a large-scale online mentoring program that pairs entrepreneurs and small business with experienced mentors to deliver skill-based technical assistance. Mentors have experience in a wide range of entrepreneurial skills and work with mentees on a volunteer basis.

Additional information about Business Mentor NY and how to become a mentor/mentee can be found online at <https://bmny.micromentor.org/>.

6.3.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 an emphasis being placed upon projects located in distressed communities⁶.

6.3.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 facilities⁷.

6.3.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 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.

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

6.3.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.

⁶ <http://regionalcouncils.ny.gov/assets/documents/resources-available-2014.pdf>

⁷ <https://esd.ny.gov/market-new-york-tourism-grant-program>

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. Through this, the Region has achieved 33 designated Clean Energy Communities and 75 participating communities, and received over \$2Million in non-match, non-competitive grant dollars to fuel clean energy projects.

6.3.f.ii Clean Energy Financing Arrangements

NY Green Bank invites private sector capital providers and other clean energy industry participants to propose transactions involving NY Green Bank that facilitate the financing of clean energy projects in New York State, consistent with its mandate, mission and priorities in addressing financing market gaps and barriers.

6.3.f.iii Commercial New Construction

The Commercial New Construction Program offers objective technical and financial support to building owners to effect a permanent transformation in the way buildings are designed and constructed in New York State. Technical support is offered on a first-come, first-served basis, subject to funding availability. Financial support is formally committed at the time NYSERDA issues a written pre-approval of the financial offer.

6.3.f.iv Commercial Tenant Program

The goal of NYSERDA's Commercial Tenant Program is to integrate energy efficiency in leased office spaces. This program is open to commercial office tenants and their landlords who wish to improve the efficiency of their leased office space. The Program can fund eligible technical assistance services during all phases of a tenant's leasing cycle, including during the space selection or pre-lease phase, during project development, during project implementation, and throughout occupancy. Technical assistance is defined as a series of activities that support a tenant or landlord's decision-making process with respect to energy efficiency. Funding, which covers the professional services fees of consultants offering the technical assistance, ranges from 50% to 100% of the technical assistance costs. The Program does not provide funding to offset the cost of installing energy efficiency measures in leased office spaces.

6.3.f.v Cooperative Advertising and Training for Clean Heating and Cooling Partners

NYSERDA has made \$2 million available to support advertising, special promotions and/or events, including training, for eligible HVAC technologies. NYSERDA's Cooperative Advertising and Training Program for Clean Heating and Cooling Partners offers incentives up to 50 percent of the total cost for educational and marketing promotion opportunities to eligible HVAC participants, such as HVAC manufacturers, HVAC distributors/vendors and HVAC installers participating in PON 3653: Air-Source Heat Pump Program, PON 3620: Ground-Source Heat Pump Rebate or Renewable Heat NY.

6.3.f.vi Efficiency & Renewables Financing Arrangements: Building & Property Owners

NY Green Bank's RFP 8 is targeted at commercial and multi-family building owners, relevant lenders and investors, and clean energy contractors/service providers focused on such properties, who seek to finance the purchase of energy efficiency and/or renewable energy assets.

6.3.f.vii Financing for CDG Solar Projects Including Projects Paired with Energy Storage

NY Green Bank's RFP 10 is targeted at developers and/or owners of solar photovoltaic (PV) projects that: (i) are in advanced stages of development; (ii) form part of the Community Distributed Generation Program; (iii) are compensated under the Value of Distributed Energy Resources Phase One Tariff; (iv) comply with all applicable provisions established under the Uniform Business Practices for Distributed Energy Resource Suppliers; (v) generate power using Tier 1 technology; (vi) earn revenue by selling volumetric or monetary credits to project members under revenue contracts; (vii) are 500 kW ac to 5 MW ac in size, ground-mounted, canopy-mounted or non-residential rooftop PV solar projects at a single location; and (viii) may be paired with an electrical energy storage component.

6.3.f.viii FlexTech Program

The Flexible Technical Assistance (FlexTech) Program supports New York State Commercial, Industrial and Multifamily customers who pay into the Systems Benefit Charge by providing a cost-share for credible, objective technical assistance services.

6.3.f.ix Low-rise Residential New Construction Program

New York State Energy Research and Development Authority's (NYSERDA) Low-rise Residential New Construction Program (LR NCP) supports the achievement of increased levels of energy performance, up to and including homes or low-rise multifamily buildings that are designed and constructed to achieve net zero energy performance.

6.3.f.x Multifamily New Construction Program

The Multifamily New Construction Program offers technical support and incentives to developers of multifamily high-rise new construction and gut rehabilitation projects. The multi-tiered incentive structure is intended to promote increased levels of performance, up to and inclusive of net zero energy performance.

6.3.f.xi On-the-Job Training for Energy Efficiency and Clean Technology

The New York State Energy Research and Development Authority (NYSERDA) is seeking applications to advance the goals of the Clean Energy Fund (CEF) by developing a workforce equipped to perform jobs in energy efficiency and clean technology. NYSEDA will provide incentives to eligible energy efficiency and clean technology businesses throughout the supply chain to hire and provide on-the-job training for new workers.

6.3.f.xii The New York Truck-Voucher Incentive Program

The New York Truck-Voucher Incentive Program (NYT-VIP) is a streamlined program combining funding from three different sources and is designed to continue to expand the use of Diesel Emissions Control Device (DECD) equipment, compressed natural gas (CNG), battery electric hybrid, and fully battery electric medium- and heavy-duty trucks which reduce harmful emissions and the State's dependence on foreign petroleum.

6.3.f.xiii NY-Sun Commercial / Industrial Incentive Program

The New York State Energy Research and Development Authority (NYSERDA) provides performance-based incentives for the installation by Contractors of new grid-connected electric photovoltaic (PV) systems that are ranging from 750kW to 7.5MW in Upstate regions. Incentives for residential sites in all regions, nonresidential sites 750kW or less in Upstate and PSEG Long Island regions, and nonresidential sites 7.5MW or less in Con Ed region are available through the NY-Sun Residential/Nonresidential Program (PON 2112).

6.3.f.xiv NY-Sun Residential/Nonresidential Incentive Program

The New York State Energy Research and Development Authority (NYSERDA) provides cash incentives and/or financing for the installation by Contractors and Builders of new grid-connected electric photovoltaic (PV) systems for residential sites in any region that are 25kW or less, for nonresidential sites in Upstate and PSEG Long Island regions that are up to 750kW, and for nonresidential sites in Con Ed region that are up to 7.5MW. Incentives for nonresidential sites in Upstate region that are ranging from 750kW to 7.5MW are available through the Commercial/Industrial Program (PON 3082).

6.3.g New York Power Authority

New York Power Authority's mission is to provide reliable, low-cost, clean power and energy services and infrastructure, with a goal of fueling economic growth and competitiveness of New York State. NYPA is the county's largest State power organization with 16 generating facilities and over 1,400 miles of circuit-miles of transmission lines. NYPA has a commitment to clean energy: over 70 percent of the energy generated by NYPA is clean renewable hydropower. An overview of NYPA and energy programs can be found online at <https://www.nypa.gov/>.

6.3.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.

6.3.h New York State Office of Community Renewal

6.3.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. .

6.3.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 to local governments and non-profit organizations. Many communities within the Finger Lakes Region have been funded through this program and are discussed in section 6.11.

6.3.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. 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 <https://parks.ny.gov/shpo/>.

6.4 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.

6.4.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.

6.4.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.

6.4.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 continues its efforts to target key regional industries including: Advanced Manufacturing, Healthcare, Travel/Tourism, Agriculture, Information Technology, and Skilled Trades.

6.4.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.

6.4.a.iv One Stop Operator System

The One Stop Operator System is a Workforce Innovation and Opportunity Act (WIOA) authorized one-stop career center (also known as American Job Center) service delivery system. One Stop Operator Systems have a One Stop Operator whose role is to convene partner program entities to promote increased alignment of partner programs. With the One Stop Operator Systems, WIOA aims to continue to align investments in workforce, education, and economic development to regional in-demand jobs with an emphasis on local resource coordination to better meet the needs of jobseekers, workers, and businesses. This includes the cultivation of partnerships and strategies necessary across sectors for one-stops to provide job seekers and workers with the high-quality career services, education and training, and supportive services. The Genesee-Finger Lakes Regional Planning Council works with each of the three regional Workforce Investment Boards as the One Stop Operator and plays an integral role in coordinating these services.

6.4.b New York State Department of Labor

6.4.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.

6.5 Regional Marketing, Research and Entrepreneur Activities

6.5.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 program
- 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..

6.5.b Golisano Institute for Sustainability

Golisano Institute for Sustainability (GIS) at Rochester Institute of Technology (RIT) is a global leader in sustainability education and research. GIS offers graduate and doctoral programs in sustainability, including sustainable systems and architecture, as well as a large applied research and development arm (also known as CIMS – the Center for Integrated Manufacturing Studies) with a dedicated staff of engineers and scientists, providing technical solutions to challenges faced by government and industry. Much of this work aims to make industry more sustainable, helping stimulate economic growth and new job creation in local/regional/national industrial sectors. GIS focus areas include resource recovery, sustainable manufacturing, transportation and mobility, and energy systems.

GIS draws upon the skills of more than 80 full-time engineers, technicians, research faculty, and sponsored students, and nearly 225,000 square feet of state-of-the-art research and learning facilities, including a remanufacturing testbed, biofuels testbed, cleaning technologies lab, eco-design lab, eco-IT testbed, environmental chemistry lab, digital manufacturing and product

realization lab, electronics lab, microgrid testbed, system performance and reliability lab, vehicle dynamics testbed, high temperature materials lab, and smart building testbed.

Research centers within GIS include the Center of Excellence in Advanced and Sustainable Manufacturing; Center for Remanufacturing and Resource Recovery; Center for Sustainable Mobility; the New York State Pollution Prevention Institute; and the NanoPower Research Lab.

6.5.c Center for Integrated Manufacturing Studies

The Center for Integrated Manufacturing Studies (CIMS) at Rochester Institute of Technology's (RIT) Golisano Institute for Sustainability was established in 1992 to increase the competitiveness of manufacturers through applied technology and training. CIMS is a recognized leader with 80+ full-time engineers, technicians, research faculty, and sponsored students, assisting ~100+ companies annually on a variety of projects including, technical problem-solving, product or process innovation, manufacturing applied research, new technology validation, and workforce training. CIMS research focus is applied, rather than theoretical, and often centers on the role of innovative and scalable technologies to simultaneously drive profits and sustainability, leading to economic development and job creation.

A focus at CIMS is to assist small and medium-sized manufacturers with process improvement and technology adoption to stay competitive in the quickly evolving industrial ecosystem. This work includes advanced manufacturing/Industry 4.0 strategic planning, training, and technology selection and implementation, such as industrial Internet of Things (IIOT) applications and integration with existing systems, cobot applications, machine monitoring and predictive maintenance, supply chain visibility and resilience. machine learning and artificial intelligence.

6.5.d Cornell Agriculture and Food Technology Park

The Cornell Agriculture & Food Technology Park, known as the Tech Farm, is a 70+ acre technology and research park, located adjacent to the Cornell AgriTech. The Tech Farm opened in November, 2005, and 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 with offices, wet labs and pilot production facilities and is currently home to ten companies. The building is at 100% capacity. A second multi-tenant building food processing flex-tech building, 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.

6.5.e The Entrepreneurs Network

The Entrepreneurs Network (TEN) continues to work with start-ups and new venture companies in Upstate New York to provide them with the needed business expertise to succeed and grow their businesses. TEN offers robust workshop “boot camp.” Classes, consisting of 15-20 students, run for a course of four 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.

6.5.f Monroe County Finger Lakes Procurement Technical Assistance Center

The Procurement Technical Assistance Program was established to expand the number of business capable of participating in government contracts. The program is administered by the Department of Defense (DoD) Defense Logistics Agency's (DLA) Office of Small Business in cooperation with states, local governments and nonprofit organizations.

Under the program, Procurement Technical Assistance Centers (PTACs) help businesses pursue and perform under contracts with the Department of Defense, other federal agencies, state and local governments and with government prime contractors. The assistance the Monroe County Finger Lakes PTAC provides is free. Services include: Training Workshops & Webinars; G2B Matchmakers; One-on-one counseling: assess potential to do business with the government, government marketing roadmap, state and federal registrations & certifications, Bid Match service, assist with - solicitation/bid preparation, subcontracting opportunities, post-award performance, and technical information/document specifications/standards.

6.5.g NextCorps, Inc. (formerly known as High Tech Rochester)

NextCorps (formerly known as High Tech Rochester) 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. NextCorps 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. NextCorps 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, NextCorps also manages several well-known programs including the Luminate Accelerator; Hardware Scaleup Accelerator, Pre-Seed Workshop; the Rochester Venture Challenge; a nationally recognized best practice Entrepreneur-in-Residence (EIR) program; the statewide New York State Energy Research and Development Authority (NYSERDA) clean tech accelerator; and provides back-office support for the Rochester Angel Network. NextCorps; co-manages the region's Innovation Hotspot, which provides mentoring and tax benefits to local startups, and is also a STARUP-NY designated location. NextCorps currently manages a 40k square foot business incubator facility located in an Opportunity Zone in downtown Rochester, NY, which includes offices, co-working space, wet labs, and many other resources for early-stage companies. This facility, which opened in 2018, was a priority project of the Finger Lakes Regional Economic Development Council and received state and federal (EDA) support for its construction.

6.5.h 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. Excell has invested over \$6 million in 40+ New York companies, and created more than 289 new jobs (with an average salary of \$76,000). 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.

6.5.i Center of Excellence in Data Sciences

The University of Rochester's Goergen Institute for Data Science and its New York State 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, including non-profits and Health Care, by supporting the commercialization of new products and services
- 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 such as internships and capstones

6.5.j 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. The mission of the CATs is two-fold. First is to provide matching support for research projects at universities in New York State funded by New York State companies. The second avenue is community outreach, which includes hosting industry-university collaboration conferences and providing workforce training opportunities. 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.

6.5.j.i New York Photonics

New York Photonics is a not-for-profit organization created to promote and enhance the New York State optics, imaging and photonics industry by strengthening the cooperation of across sectors: business, academia and government. The mission of New York Photonics is: “Promoting the excellence of Rochester’s Optics, Photonics and Imaging industry, developing its future workforce, nurturing its ecosystem, making connections.” The Genesee-Finger Lakes Region has a large number of OPI (Optics, Photonics and Imaging) companies, and is home to the most robust and sophisticated OPI supply chain in the nation, making the region stand out internationally.

New York State is home to over 150 OPI companies, employing approximately 17,000 employees and generating over \$3 billion in annual sales. The OPI industry is a major supplier and builder for machine manufacturing, metrology, nanotechnology, semiconductor, biomedical, consumer electronic, military / defense, laser, research, automotive, mapping, geospatial imaging, entertainment, etc.

The G-FL region is home to multiple education programs in the OPI industry: the region is responsible for educating over 60 percent of the Optics PhD’s in the nation. Monroe Community College is home to the Monroe Community College Optical System Technology Program, the only program of its kind in the nation, developing technicians for the optics and electro optics workforce; the University of Rochester has its Institute of Optics; and Rochester Institute of Technology runs the Future Photon Initiative backed with Imaging Sciences and Microelectronics.

6.5. k REMADE Institute

Headquartered in Rochester, New York, the REMADE Institute was founded in May 2017, in partnership with the U.S. Department of Energy and is the premier technology consortium focused on accelerating the Nation’s transition to a circular economy. REMADE facilitates collaboration between industry, academia, national laboratories, and a variety of affiliate organizations to develop technology focused on increasing the recovery, remanufacturing, and recycling of metals, plastics, fibers, and electronic waste. The benefits of building a domestic manufacturing base that more effectively utilizes secondary materials include: 1) development of a more resilient supply chain less dependent on foreign-sourced raw materials that can generate up to \$50 billion per year of new revenue, 2) creation of up to 200,000 new direct jobs and almost 500,000 indirect opportunities, and 3) conservation of energy that is equivalent to as much as 170 million barrels of oil per year with reduction of greenhouse gas emissions by more than 40 million metric tons annually. The Institute focuses on six core areas for investing in its research and technology development:

- Recycling and Recovery
- Remanufacturing
- Manufacturing Materials Optimization

- Design for Re-X
- Systems Analysis and Integration
- Education and Workforce Development

REMADE is providing a pathway to transform technology innovation into scalable, cost-effective, state-of-the-art domestic manufacturing capabilities that will drive U.S. manufacturing competitiveness well into the 21st century.

6.6 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.

6.6.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 all 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 comply with the transportation planning process required by the federal government. These documents are the Long Range Transportation Plan, the Unified Planning Work Program and the Transportation Improvement Program. These documents address both the long- and short-term transportation challenges and opportunities facing the Region and propose actions to address these items.

6.6.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 recommendations to address these issues and maximize opportunities.

Moving Ahead for Progress in the 21st Century or MAP-21, enacted in 2012, established a performance-based programming approach to increase accountability and transparency through the development of mandatory performance measures and planning targets. Fixing America's Surface Transportation (FAST) Act, signed into law on December 4, 2015, is the current five-year \$305 billion surface transportation reauthorization bill. 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.

The *Long Range Transportation Plan for the Genesee-Finger Lakes Region 2045 (LRTP 2045)* was adopted on June 10, 2021. LRTP 2045 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.

6.6.a.ii The Unified Planning Work Program

The Unified Planning Work Program (UPWP) programs federally-funded transportation planning activities that further develop the policies and actions contained in the LRTP into concept-level projects and programs. The UPWP allocates funding for both specific planning projects and on-going programmatic activities. The planning funds are shared with local municipalities and transportation agencies to conduct regionally- and locally-needed plans that advance the LRTP. The UPWP is updated annually.

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; the Uptown Canandaigua Mixed-Use and Transportation Corridor Feasibility Study; the Penn Yan Circulation, Accessibility, and Parking (CAP) Study, Ontario Midland Strategic Plan; the Village of Waterloo Circulation, Accessibility, and Parking (CAP) Study; the West Main Street Multimodal Transportation and Placemaking Study; the Village of Perry Transportation Safety and Access Study; the Beh Industrial Park Traffic Optimization Study; the Canandaigua Waterfront Active Transportation Plan; the Implementing Complete Streets in the G-FL Region, A Guidebook; the Village of Avon Circulation, Accessibility & Parking (CAP) Study; the State Route 332 & Route 96 Sub-Area Study; the Ontario County Railway Corridor Development Plan: Area 1 - Town of Manchester; and the Mt. Morris-Leicester Route 36 Corridor Study.

Two components funded through the UPWP that focus on freight across the G-FL Region are 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 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

6.6.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 *2020-2024 TIP* took effect on October 1, 2019 and covers the time period through September 30, 2023 (Federal Fiscal Years 2020 through 2023).

An economically significant project included in a former TIP is the Inner Loop East Reconstruction project, completed in December 2017. This project converted a sunken section of Inner Loop expressway to the east of Downtown to an at-grade "complete street," that includes bicycle and walking paths. The conversion of the expressway and associated frontage roads opened up land for redevelopment. 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. In total, the project has resulted in \$229 million in actual and committed development since 2019. The project has reconnected neighborhoods, developed new residential units, new retail/office space, and led to a significant expansion of the Strong National Museum of Play which includes a new hotel and a 1,000-space parking garage.

Building on the success of Inner Loop East, the City of Rochester kicked off the Inner Loop North Transformation Planning Study seeking to study the viability of converting some or all of the northern section of the Inner Loop to a complete street while opening up land for redevelopment.

6.6.a.iv Passenger and Freight Rail

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 to be implemented through the development of a National Freight Strategic Plan and set aside funds for freight related infrastructure improvements through the National Highway Freight Program (NHFP). States must adopt a statewide freight plan to access NHFP funds.

New York State adopted its FAST Act compliant statewide Freight Transportation Plan, in August 2019. The plan sets forth a plan for spending nearly \$260 million in NHFP funds over five years, including the following projects in the Region totaling over \$27 million:

- Reconstruction of the interchange at Interstate 390/490 in the Town of Gates (\$13.5 million)
- Replacement of the Interstate 490 bridge over the Erie Canal in the Town of Perinton (\$10.1 million)
- Reconstruct the southern section of Mount Read Boulevard in the City of Rochester (\$2.3 million)
- Vertical clearance/replace the Route 21 bridge over the New York State Thruway in the Town of Manchester (\$1.2 million)

In February 2009, the NYS Department of Transportation completed an updated Rail Plan. 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.

TIGER funds were also 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 replaces a low-level platform with a high-level, ADA-compliant platform with access to the train from both sides, which minimizes delays for freight and passenger trains. Additional project elements included an overhead pedestrian bridge, parking improvements, lighting, and sidewalks. The new facility opened in October 2017.

6.6.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, however many rural communities remain without broadband access.

Wayne County – Wayne County's telecommunications and broadband infrastructure and services is comparable to many rural upstate New York counties. The Region has identified telecommunications (mainly high-speed internet service) as crucial to community and economic

development strategies. In 2017 Wayne County completed a broadband study aimed at identifying gaps in service across the County. Broadband is increasingly becoming a required utility service for people of all ages, occupations, and locations. The study identified 6828 households with no access to high speed broadband. With gaps in service reaching significantly higher levels on the east side of the County, with 58% of households in Rose, 37% in Butler, 35% in Galen, and 48% in Savannah lacking service. Nearly 800 miles of new broadband (fiber optic) infrastructure would need to be constructed to provide uniform coverage throughout the County. The challenge of course is that these are rural, low population density roads where private investment is lacking. Aerial fiber optic cabling using utility poles is approximately \$40,000/mile. To provide uniform coverage to these underserved areas could require \$25-\$35 million or more in investments. New technologies are presenting opportunities, but significant investment will be required to close the gaps in service.

6.6.c Energy

6.6.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's current energy mix is derived 82% from nuclear and hydroelectric sources. With less than 5% each of gas, wind, and other types of generation as of 2019. The Region is home to one nuclear power plant, the Robert E. Ginna Nuclear Power Plant in Wayne County, while the hydroelectric is sourced mainly from the Robert Moses Niagara Power Plant.

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 to help revitalize our communities and promote a strong and healthy economy in upstate New York. Our economic development efforts focus on; maximizing the use of existing energy delivery assets, attracting new businesses, supporting the retention and expansion of existing businesses, and fostering a strong collaborative effort with our economic development and community partners at the local, regional, and state level. These programs include grant assistance for utility infrastructure, business energy efficiency, main street/business corridor revitalization, power quality/reliability measures, as well as support to the manufacturing community and start-up companies. To also help our economic development organizations across our service areas, we offer grant assistance to help marketing efforts to promote their respective regions. For more details regarding these

programs, please visit the following web-sites; www.lookupsate.com, www.nyseg.com, or www.rge.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/>.

6.6.c.ii Renewable and Alternative Energy

Renewable and 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; solar; 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.

Transmission-scale solar pv arrays have also begun to take foothold in the Region. With ample southern facing exposures and with the major transmission lines dissecting the Region, solar pv opportunities appear ideal. With solar installer as the fastest growing job in NYS in 2019, according to NYSEERDA's 2019 Clean Energy Industry Report (which can be found here: <https://www.nyserda.ny.gov/About/Publications/New-York-Clean-Energy-Industry-Report>), the promise of solar is appealing. Some of these projects include Morris Ridge Solar in Livingston County and Excelsior Energy Center in Genesee County.

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. In Yates County, a 35 MW solar pv array project is being completed on a decommissioned landfill, giving that land a second use. A biodigester in Ontario County processes cow waste into alternative energy sources. 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. The STAMP industrial park in Genesee County also offers low-cost hydro power sites for increases corporate sustainability.

6.6.c.iii NYS Green New Deal

Governor Cuomo issued A Green New Deal in January of 2020, setting New York State on a path towards some of the most aggressive climate and greenhouse gas reduction goals in the state. With specific mandates set forth towards carbon neutrality-many government agencies are at work in shaping this green economic push. With a Just Transition framework, we can ensure that workers from outdated industries are enveloped in the green energy transition with workforce development programs and outreach campaigns, particularly in potential environmental justice areas.

Two major industries affected by the Green New Deal are the buildings and transportation sectors, as these account for the majority of greenhouse gas emissions currently in our state. Programs, initiatives and funding campaigns will spur more energy efficient uses in each sector. With regional manufacturing centers and knowledge hubs, the economic impact felt within the Region should transpire in real time.

6.6.c.iv 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, Red Tail Ridge Winery in the Village of Penn Yan, and Ontario County has many LEED-certified buildings ranging from FLCC's Student Center to Dunkin Donuts in Farmington.

6.6.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.

6.6.e Wastewater

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6.6.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.

6.6.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.⁷ 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 and shovel-ready sites. 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.

6.7 Resiliency

Resiliency within the Genesee-Finger Lakes has been addressed through a number of approaches including the development and implementation of county hazard mitigation plans throughout the Region; the adoption of New York State laws focused on strengthening and preparing New York for climate change; projects such as *Advancing Resiliency through Housing Assistance in the Genesee-Finger Lakes Region* to assist communities in finding resources to make their communities more resilient to flood damage; and in the past, development and implementation of the Finger Lakes Regional Sustainability Plan.

Resiliency in general represents the capacity to recover quickly from difficulties that create economic disruptions, which can have long-term impacts on local and regional economies. The region must be ready to prioritize the following in light of natural and/or man-made disasters:

- Protect life and property from the impacts of disasters
- Enhance awareness and education of the risks associated with disasters
- Build hazard mitigation infrastructure and promote pre-disaster mitigation as the most effective means to reduce future disaster losses.
- Encourage the development and implementation of long-term, cost-effective and environmentally sound local mitigation projects.
- Reduce barriers to implementing coordinated hazard mitigation strategies across all sectors.¹

The region can work together to build robust Hazard Mitigation and Emergency Management Plans, share resources across communities and sectors, improve outdated infrastructure, increase public awareness of disasters as well as strategies to mitigate disasters, implement and utilize existing Hazard Mitigation plans, etc.

According to Hazard Mitigation and Emergency Management Plans from across the region, the following categories have been identified as moderate to high-risk vulnerabilities: flooding; severe winter weather, including ice storms; severe storms; hazardous materials incidents. Although it's not listed previously listed or identified, pandemics/epidemics have quickly turned into a major concern for the region.

The outbreak of the COVID-19 pandemic in 2020 exposed regional vulnerabilities. Economic recovery in light of the pandemic has quickly turned into a regional priority. The Genesee-Finger Lakes Regional Planning Council received funding from the U.S. Economic Development Administration to “prevent, prepare for, and respond to coronavirus [including] for necessary

expenses for responding to economic injury as a result of coronavirus,” as part of the Coronavirus Aid, Relief, and Economic Security Act, Pub. L. 116- 136 (March 27, 2020) (CARES Act).

The EDA CARES Act Recovery Assistance provides G/FLRPC with planning grant funding to assist the region to respond to the urgency of the coronavirus pandemic. This program will largely focus on regional disaster economic recovery coordination with the assistance of in-house staff and contracted services, to service the communities and local governments across the G-FL Region. The funding will support activities to help the region “prevent, prepare for, and respond to the coronavirus (COVID-19) pandemic and to respond to the economic injury as a result of coronavirus.” These activities include planning, analysis, coordination/technical assistance/implementation assistance, and data, with a goal of compiling resources

6.7.a 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.

Hazard mitigation measures can be categorized in the following groups:

- Prevention
- Property protection
- Public education and awareness
- Natural resource protection
- Emergency services
- Structural projects

6.7.b Community Risk and Resiliency Act

The 2019 Climate Leadership and Community Protection Act (CLCPA) amended the 2014 Community Risk and Resiliency Act (CRRA) to strengthen New York State’s preparedness for the effects of climate change, including more severe flooding and sea level rise. As amended, CRRA now requires that applicants for permits for major projects in almost all DEC permit programs and certain state funding programs demonstrate consideration of future physical risks to public infrastructure, private property and natural resources due to climate change. CRRA now provides explicit authority to DEC to require mitigation of such risks through its permit programs.

CRRA requires state agencies to consider mitigation of risks due to sea-level rise, storm surge and flooding before undertaking, approving, funding or supporting a public-infrastructure

project. As required by the CRRA, DEC has adopted science-based sea-level rise projections (6 NYCRR Part 490, Projected Sea-level Rise) and is preparing guidance on consideration of risks due to flooding and sea-level rise, and on the use of natural resources and natural processes to enhance community resilience. These guidance documents will be made available at www.dec.ny.gov. As required by the CRRA, the Department of State has released a compendium of model local laws to increase community resilience (<https://www.dos.ny.gov/opd/programs/resilience/>).⁸

6.8 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 2012. 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 energy.

Wayne County – Agriculture plays a significant role within the Wayne County and regional economy. Wayne County is the fifth largest agriculture producing county and the second largest crop producing county in the state. The market value of farm production is estimated to be \$221,295,000.

New York is the second-largest apple producing state in the country, with Wayne County leading the charge. If Wayne County were its own state, it would rank fourth in the NATION in apple growing. There are 23,685 acres of apple farms in Wayne County, which makes it the third-highest apple producing county in the country. On average 53% are sold as fresh-market fruit. The remainders are processed into juice, cider, canned products including sauce, slices, pie filling and other processed apple products.

Apples are not the only agriculture business in the County. The leading products are fruit and berries, dairy products, poultry, and vegetables, but Wayne County also ranks in the top ten in NYS for all grains (5th), vegetables and melons (9th), Christmas trees (10th), poultry and eggs (6th), hogs and pigs (2nd), and 5th for colonies of bees.

Farmland preservation and protection are also part of the County's Agricultural strategy. The Wayne County Board of Supervisors adopted the county's first agricultural district in 1973 and eventually there were nine districts formed. As mapping and database technology improved, it became apparent that the County could consolidate the districts to reduce administrative costs. On June 20, 2008, the Wayne County Board of Supervisors voted to consolidate all agricultural districts into a single district known as Wayne County Agricultural District No. 1. Agricultural

⁸ <http://www.dec.ny.gov/energy/100236.html>

districts provide the local farming community with certain safeguards, which have the overall goal of keeping agricultural lands in agriculture.

Lately there has been a significant amount of development and conversion of farmland uses to renewable energy uses, namely solar PV. Solar energy development can provide fixed income streams to farm land owners when compared to crop production which can be unpredictable. The County is working with local municipalities to determine the most suitable areas for this type of development, while preserving prime farmland and protection of the County's rural character.

6.9 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 Canandaigua, 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.

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 five New York State DEC projects are underway, one within the Village of Victor, three within the City of Canandaigua, 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 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.

Wayne County has made a concerted effort to address this issue. While several brownfield sites in the County have been studied, uncertainty and a lack of resources have hindered remediation and redevelopment. In 2020 the County will be completing a County-wide brownfield inventory in order to identify, quantify, and prioritize brownfield sites. EPA Brownfield program assistance is also being pursued with appending application as of early 2020. Additional work is underway to attract additional capital to establish revolving loan fund to provide low-cost financing to remediate targeted priority sites to remove barriers to redevelopment.

Wyoming County is working to environmentally assess a former dairy processing industrial site located on Church Street in the Village of Arcade. Early draft assessment results have identified friable asbestos and four underground petroleum tanks that are leeching into the surrounding soils and into the groundwater.

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.

6.10 New York State Canal System

6.10.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 2017, The Erie Canalway National Heritage Corridor conducted a Tourism Marketing and Event study to analyze the types of visitors that the canal attracts and leverage tourism marketing. This study coincides with the "Erie Canalway National Heritage Corridor Strategic Plan 2011-2016" which 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—enlarged versions of waterways that were initially constructed during the 1820s. The nomination evaluated 791 features and included 552 contributing structures and buildings. It contains 524 miles of navigable water, has 365 miles of canal way trails and touches 200 communities.

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.

6.10.b New York State Canal Corporation

The New York State Canal Corporation aims is to develop the Canal System into a world class recreation way, fostering recreation, tourism and economic development and preserving the natural and historical environment of the Canal System. Several Finger Lakes communities receive 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. In 2020, the Canal Corporation released a “Reimagine the Canals: Task Force Report,” outlining a new vision for the Canal to drive visitation and promote public health. One of these initiatives includes the Brockport loop, which will connect SUNY College at Brockport to the Empire State Trail and the village of Brockport through the transformation of a canal guard-gate into a pedestrian bridge and overlook.⁹

6.11 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.

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. The Wyoming County Business Center continues to support the development of entrepreneurs who often locate

⁹ <http://www.canals.ny.gov/reimagine/TaskForceReport.pdf>

on main streets in Wyoming County's villages. They are a certified affiliate of the Kauffman Foundation's FastTrac program and offer two cycles of entrepreneurship training and business plan development each year that are 10 weeks long.

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.

6.11.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.

Town of Seneca Falls: The Town of Seneca Falls was awarded a \$10 Million Downtown Revitalization Initiative grant from New York State Finger Lakes Regional Economic Development Council. This award will help make the town a magnet for tourists, especially with a canal running through the middle to bring visitors by boat.

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.

Village of Waterloo: The Village of Waterloo was awarded a \$500,000 grant from HCR under the Main Street Program to assist in the renovation of 1 West Main Street for mixed use anchor project located in downtown Waterloo.

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.

6.12 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 study done 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.”¹⁰ The report analyzed secondary research and surveyed

¹⁰ <http://fallgetaways.iloveny.com/cornellreport/>

consumers interested in traveling to New York State. Their findings show the importance of branding and the successful recognition that both the Finger Lakes Region and the Finger Lakes wine trail, have achieved, and can help the Region become more efficient with their marketing dollars. There are many significant tourist attractions within the Genesee-Finger Lakes Region including: Letchworth State Park; Darien Lake; the Finger Lakes; the Erie Canal; the City of Rochester; local wineries; hiking, fishing and other outdoor activities; and the many town and village events and festivals held throughout the Region.

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. Each of the counties official Tourism Promotional Agency websites are:

Orleans County	https://orleanscountytourism.com/
Genesee County	https://visitgeneseeny.com/
Wyoming County	https://www.gowyomingcountyny.com/
Livingston County	https://visitlivco.com/
Monroe County	https://www.visitrochester.com/
Ontario County	https://www.visitfingerlakes.com/
Yates County	https://www.yatesny.com/
Seneca County	https://www.discoverсенeca.com/
Wayne County	https://www.waynecountytourism.com/

Appendices

Appendix 1 – Genesee/Finger Lakes Regional Planning Council Members 2020

Table A-1 Genesee/Finger Lakes Regional Planning Council Members 2016		
Member	Affiliation	Status
Rochelle Stein	Genesee County	Voting
Gary T. Maha (A)	Genesee County	Voting
Steve Hyde	Genesee County	Voting
<i>Felipe Oltramari</i>	<i>Genesee County</i>	<i>Ex-Officio</i>
David LeFeber	Livingston County	Voting
William Wadsworth (A)	Livingston County	Voting
Michael Falk	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>
Dr. Joe Carbone	Monroe County	Voting
George J. Hebert (A)	Monroe County	Voting
Adam Bello	Monroe County	Voting
David Dunning	Monroe County	Voting
Tracy DiFlorio	Monroe County	Voting
Robert Corby	Monroe County	Voting
Anthony F. Wechsler	Monroe County	Voting
<i>Ana Liss</i>	<i>Monroe County</i>	<i>Ex-Officio</i>
<i>Rochelle Bell</i>	<i>Monroe County</i>	<i>Ex-Officio</i>
Lovely A. Warren	City of Rochester	Voting
Doraine Kirkmire (A)	City of Rochester	Voting
Loretta C. Scott	City of Rochester	Voting
Robert Scanlon (A)	City of Rochester	Voting
Kaeri Carroll	City of Rochester	Voting
<i>Dana Miller</i>	<i>City of Rochester</i>	<i>Ex-Officio</i>
John F. Marren	Ontario County	Voting
Frederick Wille (A)	Ontario County	Voting
Peter Ingalsbe	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>
Lynn M. Johnson	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>
Robert Hayssen	Seneca County	Voting
Mitchell Rowe (A)	Seneca County	Voting
Jill Henry	Seneca County	Voting
Ken Miller	Wayne County	Voting
Jon Verkey	Wayne County	Voting
Scott Johnson	Wayne County	Voting
<i>Brian Pincelli</i>	<i>Wayne County</i>	<i>Ex-Officio</i>
Jerry Davis	Wyoming County	Voting
Daniel Lauer (A)	Wyoming County	Voting
A.D.Berwanger	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>
Douglas Paddock	Yates County	Voting
Timothy Cutler	Yates County	Voting
<i>Steve Griffin</i>	<i>Yates County</i>	<i>Ex-Officio</i>
<i>Dan Long</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>JaMone Turner</i>	<i>Empire State Development</i>	<i>Ex-Officio</i>

(A) Alternate

Appendix 2 – G/FLRPC Executive Committee Members 2020

Table A-2 Executive Committee		
Member	Address	Affiliation
Rochelle Stein, Treasurer	7 Main St Batavia, NY 14020	Legislator, Genesee County Legislature
William Wadsworth,	4630 Millennium Dr Geneseo, NY 14454	Supervisor, Town of Geneseo, Livingston County Board of Supervisors
Tracy DiFlorio, Vice Chair	39 W Main St Rochester, NY 14614	Legislator, Monroe County Legislature
Doraine Kirkmire	30 Church St Rochester NY 14614	Manager of Planning, City of Rochester Office of Planning
Frederick Wille	PO Box 85 East Bloomfield, NY 14443	Supervisor, Town of East Bloomfield, Ontario County Board of Supervisors
James Bensley	14016 Route 31 West Albion, NY 14411	Director of Planning, Orleans County Planning and Development Department
Mitch Rowe	1 DiPronio Dr Waterloo, NY 13165	County Manager, Seneca County
Ken Miller	1180 Canandaigua Rd Palmyra, NY 14522	Supervisor, Town of Palmyra; Chairman, Wayne County Board of Supervisors
Jerry Davis	143 N Main Street Warsaw, NY 14569	Chairman, Wyoming County Board of Supervisors
Timothy Cutler, Chair	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	G/FLRPC Economic Development Advisory Committee

Appendix 3 – G/FLRPC Economic Development Advisory Committee 2020

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 Economic Development Office
Dana Miller, Director	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester - Neighborhood and Business Development Department
Ana Liss, Acting 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 Department
Sarah Davis, Executive Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Industrial Development Agency
Brian Pincelli, Executive Director	16 William Street Lyons, NY 14489	Wayne County Economic Development
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 Economic Development
Vincent Esposito, Finger Lakes Regional Director	400 Andrews Street, Suite 300 Rochester, NY 14604	Empire State Development Corporation

Appendix 4 – Finger Lakes Regional Economic Development Council (FLREDC) 2021

Table A- 4 Finger Lakes Regional Economic Development Council (FLREDC) 2021	
Member	Affiliation
Vincent Esposito, Regional Director	
Robert Duffy, Regional Co-Chair	Greater Rochester Chamber of Commerce
Denise Battles, Regional Co-Chair	SUNY Geneseo
Harry B. Bronson	NYS Assembly, 138th District
Dr. DeAnna Burt-Nanna	Monroe Community College
Matt Cole	Commodity Resource Corp.
Steve Griffin	Finger Lakes Economic Development Center and Yates County Industrial Development Agency
Matt Hurlbutt	Greater Rochester Enterprise
Steve Hyde	Genesee County Economic Development Center
Tony Jackson	Panther Graphics
Grant Malone	Rochester Building & Construction Trades Council
Dave Mansfield	Three Brothers Winery & Estates
Faheem Masood	ESL Federal Credit Union
Theresa B. Mazzullo	Excell Partners
Steve Mowers	Claims Recovery Financial Services
David Munson	Rochester Institute of Technology
John Noble	Noblehurst Farms
Wade Norwood	Common Ground Health
Peter Robinson	University of Rochester Medical Center
Hilda Rosario Escher	Ibero American Action League
Jaime Saunders	United Way of Greater Rochester
Bill Strassburg	Wegmans Food Markets
Dawn Taubman	RocCity Coalition
Erin Tolefree	Baldwin Richardson Foods
Adam Bello, Ex-Officio	Monroe County Executive
Robert Hayssen, Ex-Officio	Seneca County Board of Supervisors Chair
Eugene Jankowski, Ex-Officio	Batavia City Council President
Lynne Johnson, Ex-Officio	Orleans County Legislature Chair
David LeFeber, Ex-Officio	Livingston County Board of Supervisors Chair
Jack Marren, Ex-Officio	Ontario County Board of Supervisors Chair
Ken Miller, Ex-Officio	Wayne County Board of Supervisors Chair
Doug Paddock, Ex-Officio	Yates County Legislature Chair
Rochelle Stein, Ex-Officio	Genesee County Legislature Chair
Rebecca Ryan, Ex-Officio	Wyoming County Board of Supervisors Chair
Jon Verkey, Ex-Officio	Town of Arcadia Supervisor
Lovely Warren, Ex-Officio	City of Rochester Mayor

Appendix 5 – G/FLRPC Planning Coordination Committee 2020

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
Rochelle Bell, Senior Associate Planner	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development
Dorraine Kirkmire, Director	City Hall, Room 010A 30 Church Street Rochester, NY 14614	City of Rochester Department of Planning and Zoning
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
Jill Henry, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Department of Planning & Community Development
Brian Pincelli, Director	9 Pearl Street Lyons, NY 14489	Wayne County Planning Department
William Daly, Director	36 Center Street, Suite C, Warsaw, NY 14569	Wyoming County Department of Planning & Development
Dan Long	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



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 2021 CEDS will build upon existing regional plans and processes including the Finger Lakes Regional Economic Development Council; Upstate Revitalization Initiative; and Economic Resiliency.

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

- **Tuesday, September 29 from 2:00 pm - 4:00 p.m.**
 - Registration:
<https://us02web.zoom.us/meeting/register/tZEvC--ggj8jGdS2qVvwyn0Mq7V0V0-equTW>
- **Wednesday, October 7 from 10:00 - 12:00 p.m.**
 - Registration:
<https://us02web.zoom.us/meeting/register/tZUtdeCprDgtEtAADbsu4qxNgsLrPhuGxJbq>
- **Thursday, October 8, from 2:00 - 4:00 p.m.**
 - Registration:
<https://us02web.zoom.us/meeting/register/tZcoduyrqDkrE9P3SkDF9AkYKiyEJbO2KqWZ>

If you plan on attending, please register by going to one of the links above. Contact Kiernan Playford with any questions or concerns: kplayford@gflrpc.org or (585) 454-0190 ext. 22

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 (2020)**

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; Energy Innovation; Life Sciences; Software and IT; 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 4C: 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

Objective 7C: Continue efforts to establish a diverse regional economy

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, 2020

Table A-8 – CEDS Stakeholder Input Session, Attendee List, 2020	
Name	Organization and/or Affiliation
Tom Turnbull	Genesee County Chamber of Commerce
Richard Turner	Monroe County Workforce Development
Andrea McGraw	Ontario County Workforce Development
Michael Sykes	Finger Lakes Works-Ontario
Laura Lane	Livingston County Area Chamber of Commerce
John Premo	RochesterWorks!
Romanda Gibson-Stevenson	City of Rochester
Amanda Lesterhuis	Finger Lakes Works-Ontario
Michael Woloson	Finger Lakes Works
Mary Ann Moore	SUNY ATTAIN
Lisa Burns	Finger Lakes Regional Tourism Council
LuAnne Roberts	Town of Genesee Falls
Ian Coyle	Livingston County
Matt Hurlbutt	Greater Rochester Enterprise
Joe testani	University of Rochester
Eric Szucs	Go Wyoming Chamber and Tourism
Haylee Ferington	G/FLRPC
Scott Thompson	City of Rochester
Kathleen Bailey	Finger Lakes Works-Ontario
Christina Bakewicz	Monroe Community College
Lee Bracci	Unknown
Dr. Cherie Becker	Monroe One Educational Services
Jennifer Geiger	New York State Education Department
Joseph Davis	Yates County Department of Social Services
Kellie Hurrell	Iroquois Job Corps Center
Elizabeth O'Brien	Monroe County Workforce Development
Deborah Campbell	Catholic Family Center
Unknown	ProAction of Steuben and Yates, Inc.
Merideth Andreucci	Rochester Institute of Technology
Carl Schoenthal	EagleView
James Whipple	Orleans County IDA
Kate Dailey	Greater Rochester Enterprise
Kelly Rapone	Genesee County Chamber of Commerce
Nina Piccini	Letchworth Gateway Villages Initiative
Andy Harlan	Rochester Institute of Technology
Suzanne Vary	Ontario County

2021-2025 Comprehensive Economic Development Strategy

Bryan White	Village of Fairport
Brian Pincelli	Wayne County
Julie Domaratz	Village of Fairport
Peter Percor	RochesterWorks!
Karen Springmeier	Finger Lakes Workforce Investment Board
Elizabeth Russell-Orr	New York State Office of Children and Family Services - Child Care Team and Attendance - Yates County
Lee Koslow	RochesterWorks!
Jay Lazarony	GLOW Workforce Development Board
Scott Copey	Town of Greece
Douglas Paddock	Yates County
Sarah Davis	Seneca County IDA
Patricia Jones	Seneca County IDA
Kristine Uribe	Genesee Valley Greenway State Park
Robbin Bremer	Village of Newark
Mark Peake	Village of Newark
Thomas Harvey	Ontario County
Rick Hauser	In.Site.Architecture
Kaleigh Benedict	U.S. House of Representatives

Appendix 9 - CEDS Stakeholder Input Session Presentation, 2020

2020 Comprehensive Economic
Development Strategy Stakeholder Input
Sessions



Agenda

- G/FLRPC Background
- CEDS Overview
- Resiliency
- Snapshot of the Region
- Development of a Vision
- Setting Goals/Identifying Priority Projects
- Next Steps/Questions



G/FLRPC

- Established 1977
- Nine Member Counties
- Program Areas
 - Economic Development
 - Regional, Local & Water Resources Planning
 - Data, Technology & Resource Center
 - Clean Energy Communities
- Federal Economic Development District



CEDS Overview

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

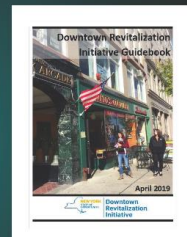
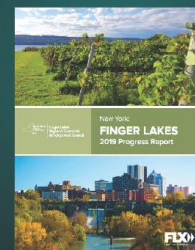


Resiliency

- Resiliency
 - Planning for and implementing resilience
 - Specific goals or actions to bolster long-term economic durability of the Region
 - Leverage All-Hazard Mitigation Plans
 - Establishing information networks
 - Encourage active and regular communications between the public, private, education, and non-profit sectors to enhance collaboration
 - Leverage existing initiatives: FLREDC; URI; Hazard Mitigation Planning, etc.
 - Pandemics




Ongoing Regional Initiatives/Plans




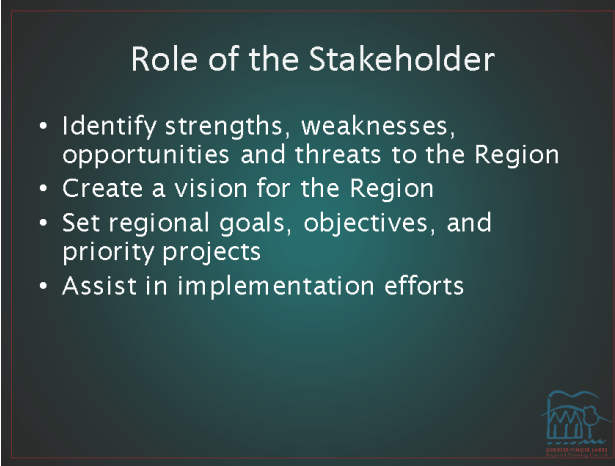
Role of the Stakeholder

- 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




Western Piedmont Area
Council of Governments


- # 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
- 
- Western Piedmont Area
Council of Governments

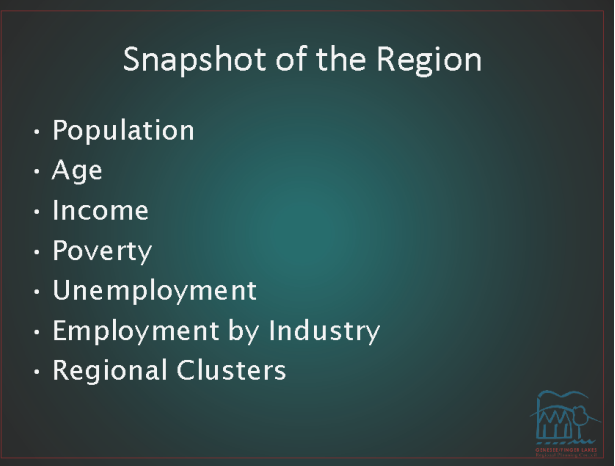


Snapshot of the Region

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

The logo of the University of Lincoln is located in the bottom right corner. It features a stylized blue graphic of a building or landscape above the text 'UNIVERSITY OF LINCOLN' and 'SCHOOL OF BUSINESS' in a smaller font.

- # Snapshot of the Region
- Population
 - Age
 - Income
 - Poverty
 - Unemployment
 - Employment by Industry
 - Regional Clusters
- 
- The logo of the University of Lincoln is located in the bottom right corner. It features a stylized blue graphic of a building or landscape above the text 'UNIVERSITY OF LINCOLN' and 'SCHOOL OF BUSINESS' in a smaller font.



Population Change 2010-2018

Population Change 2010-2018

Legend:

- +10% or more
- +5% to +9.9%
- +2% to +4.9%
- +1% to +1.9%
- 0% to +0.9%
- 1% or more

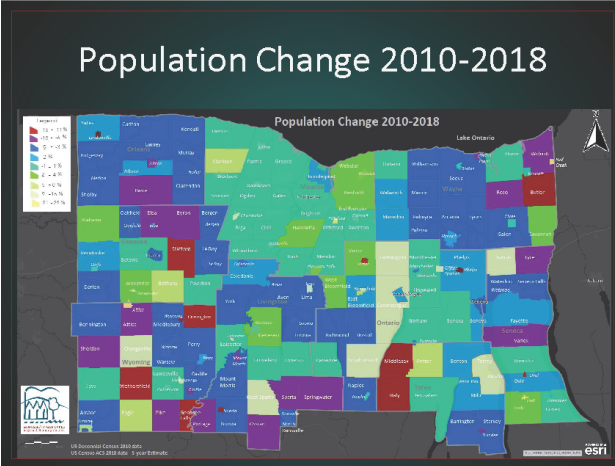
Source: ONS, 2019

100 Miles

100 Kilometers


ONS Population Change 2010-2018
ONS Census ACS 2010-2018 data. © 2019 Ordnance Survey. All rights reserved.

esri



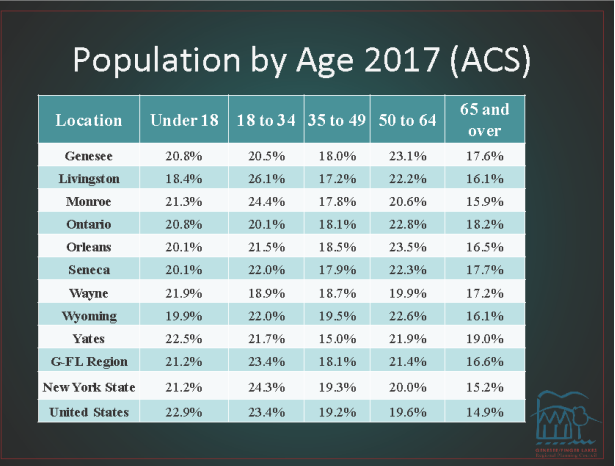

Population by Age 2017 (ACS)

Location	Under 18	18 to 34	35 to 49	50 to 64	65 and over
Genesee	20.8%	20.5%	18.0%	23.1%	17.6%
Livingston	18.4%	26.1%	17.2%	22.2%	16.1%
Monroe	21.3%	24.4%	17.8%	20.6%	15.9%
Ontario	20.8%	20.1%	18.1%	22.8%	18.2%
Orleans	20.1%	21.5%	18.5%	23.5%	16.5%
Seneca	20.1%	22.0%	17.9%	22.3%	17.7%
Wayne	21.9%	18.9%	18.7%	19.9%	17.2%
Wyoming	19.9%	22.0%	19.5%	22.6%	16.1%
Yates	22.5%	21.7%	15.0%	21.9%	19.0%
G-F.L Region	21.2%	23.4%	18.1%	21.4%	16.6%
New York State	21.2%	24.3%	19.3%	20.0%	15.2%
United States	22.9%	23.4%	19.2%	19.6%	14.9%




Population by Age 2017 (ACS)

Location	Under 18	18 to 34	35 to 49	50 to 64	65 and over
Genesee	20.8%	20.5%	18.0%	23.1%	17.6%
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Ontario	20.8%	20.1%	18.1%	22.8%	18.2%
Orleans	20.1%	21.5%	18.5%	23.5%	16.5%
Seneca	20.1%	22.0%	17.9%	22.3%	17.7%
Wayne	21.9%	18.9%	18.7%	19.9%	17.2%
Wyoming	19.9%	22.0%	19.5%	22.6%	16.1%
Yates	22.5%	21.7%	15.0%	21.9%	19.0%
G-F.L Region	21.2%	23.4%	18.1%	21.4%	16.6%
New York State	21.2%	24.3%	19.3%	20.0%	15.2%
United States	22.9%	23.4%	19.2%	19.6%	14.9%



Per Capita Personal Income

Location	Per Capita Income (\$)	
	2007	2017
Genesee	\$38,109	\$42,365
Livingston	\$35,181	\$43,071
Monroe	\$45,875	\$50,894
Ontario	\$43,703	\$51,321
Orleans	\$32,512	\$37,736
Seneca	\$33,180	\$37,037
Wayne	\$38,281	\$44,332
Wyoming	\$34,018	\$38,825
Yates	\$33,163	\$38,601
G-FL Region	\$42,195	\$48,124
New York State	\$57,896	\$68,667
United States	\$47,801	\$51,640



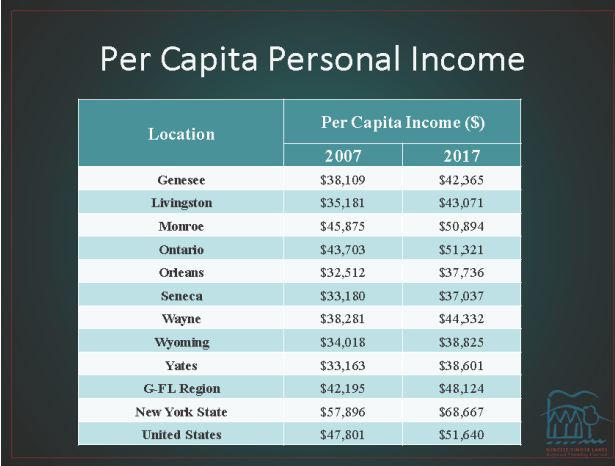
Adirondack Park
Forever Wild

Per Capita Personal Income

Location	Per Capita Income (\$)	
	2007	2017
Genesee	\$38,109	\$42,365
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New York State	\$57,896	\$68,667
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Adirondack Park
Forever Wild

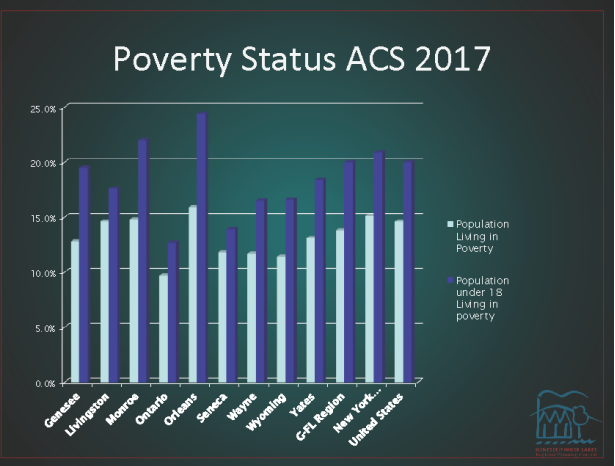
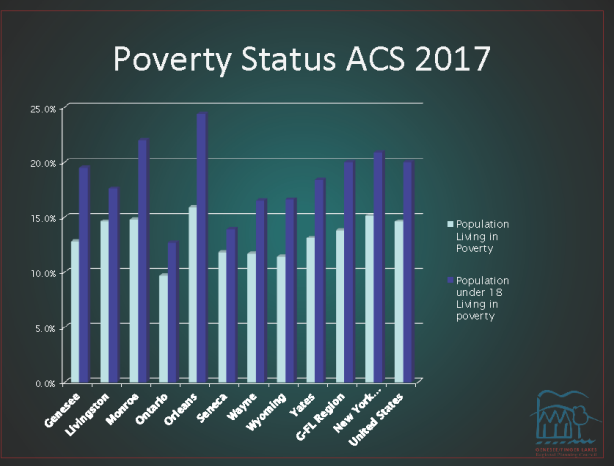


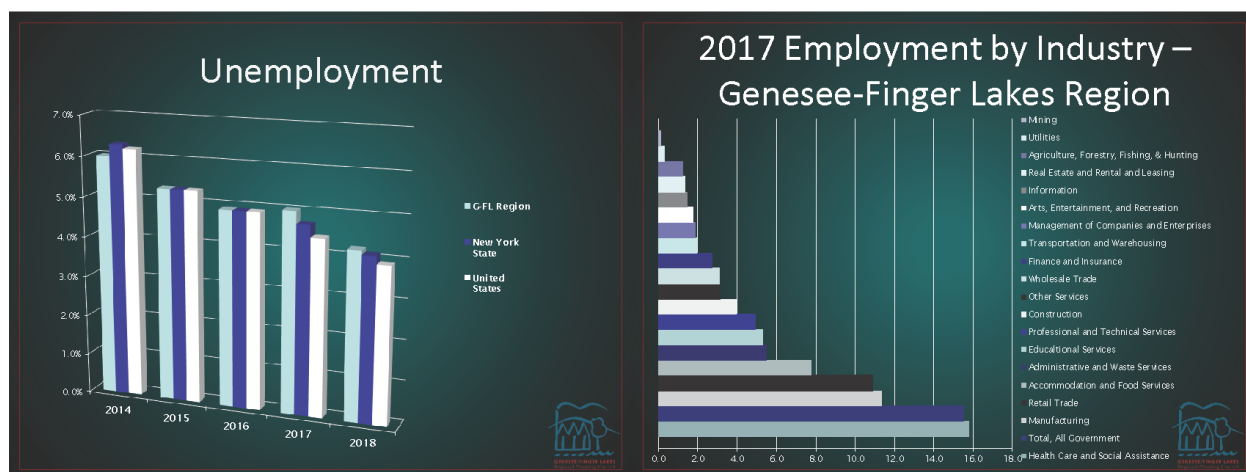
Poverty Status ACS 2017

Legend:

- Population Living in Poverty
- Population under 18 Living in poverty

State/Region	Population Living in Poverty (%)	Population under 18 Living in poverty (%)
Connecticut	13.0	19.8
Livingston	14.8	17.8
Montrose	15.0	22.2
Ontario	10.0	13.0
Orleans	16.0	24.5
Savoca	12.2	14.0
Wayne	12.0	16.8
Wyoming	11.5	17.0
Yates	13.5	18.5
CFL Region	14.0	20.0
New York...	15.5	21.0
United States	14.8	20.2





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
 - 58+ Craft Breweries
 - 100+ Wineries

Current CEDS Goals

- Goal 1:** Assist in the Retention and Expansion of Existing Industries in the District
- Goal 2:** Assist in the Attraction of Industries and Firms to the District
- Goal 3:** Assist in Improving the Infrastructure of the District
- Goal 4:** Advance the Development of Targeted Regional Clusters, including: Optics, Photonics, and Imaging; Agriculture and Food Production; and Advanced Manufacturing
- Goal 5:** Strengthen Entrepreneurship, Innovation, and Small Business Development
- Goal 6:** Assist in Improving the Skills of the District's Workforce
- Goal 7:** Strengthen Economic Resiliency of the District
- Goal 8:** Encourage Sustainable Development Practices
- Goal 9:** Advance Community Development and Encourage Main Street Revitalization and Historic Preservation
- Goal 10:** Enhance Tourism and Marketing within the District
- Goal 11:** Strengthen Regional Coordination and Collaboration

Goals and Objectives (cont'd.)

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 4C: To encourage the protection of preservation of agricultural land within the District.

Goals and Objectives (cont'd.)

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



Goals and Objectives (cont'd.)

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



Current Performance Measures

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



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

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



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Appendix 10 - CEDS Stakeholder Input Session Notes, 2020

CEDS Stakeholder Input Sessions were held virtually due to the Covid-19 pandemic.. 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

- Transportation
 - Highway network and road infrastructure
 - Rail corridor (short line and light rail)
 - Easy Access to major cities
- Industrial Infrastructure
 - Shovel ready sites
- Lakeshore and fresh water access
 - Natural water features
- Higher education network
- Regional entrepreneurship ecosystem
 - Schools/education system
 - K-12 system – career awareness, student and parent outreach, etc.
- Village Main Streets and downtowns
 - Character
 - Quality of revitalization efforts
 - Density and proximity to each other
- Density – lower than average
- Diversified regional economy
 - Agriculture, manufacturing, high tech
- Agriculture
 - Locality, growing industries like craft beverages, “farm to table”
- Abundance of outdoor recreation, trails, greenspace, water, etc.
- Tourism and outdoor recreation
- Local philanthropy (large number of nonprofits per capita)
- Housing stock (cost and abundance)
- Cost of living
- Strong Workforce Investment boards
 - Partnerships with each other and local college systems
 - Workforce readiness programs/apprenticeships
- Quality of life
- Renewable energy
 - Lowest emissions in state

- Battery storage
- Clean Energy Communities
- Strong tech industry (cyber security, cloud storage, computer storage)
- Short commutes
- County tourism agencies – strong relationships
- Increasing population
- Creative adaptations to COVID from small businesses
- Historical Legacy
- Strong regional branding

Weaknesses

- Infrastructure
 - Aging/outdated
 - Limited capacity
 - Broadband access/disparity due to lack of access
 - Aging/limited energy grid
- Broadband
- Cost of doing business in NYS
- Access to transportation
 - Distribution of jobs (I.e., suburbs)
- Aging population
- Lack of diversity region wide
- Media coverage of region
- Low wages
- Tourism – suffering from COVID
- Short-term vacation rentals (like Airbnb)
- Technology skills gap
- Reliable data about college graduations leaving, internships, gap measurements
- Supply chain – lack of access to goods
- Food deserts
- Access to capital for small businesses and entrepreneurs
- Information sharing across region and sectors
- Youth work experiences for those under 16 yrs.

Opportunities

- Alternative energy
 - Funding opportunities
 - Relieve current energy grid
 - Workforce opportunities (green jobs)
- Workforce development
 - Youth: Trade skills for young populations; youth work experiences; WIOA support services
 - Job readiness programs, apprenticeship opportunities, etc.

- Public outreach for programs
- Large number of potential workers previously overlooked (youth, reentry, refugees)
- Student/graduate retainment
- Tourism and outdoor recreation
- Geography
 - Climate resilience
 - Access to fresh water
 - Quality green space
- Agriculture industry cluster – supply chain support, localized food sources
- Entrepreneurship network – room to improve communication
- Tech industry – cloud storage, cyber security, etc.
- Technology training to fill skill gaps
- Cost of living
 - Affordable housing
- Culture
 - Rich history/historical legacy
 - Recreation
- Social justice
- Broadband improvement
- Food experiences
 - Number of public markets and farmers markets
 - Increase access to food
- Philanthropy
- Road network
 - Access to major cities
 - Transportation/trucking industry
- Shovel ready industrial sites
- Service work opportunities
- Information sharing across region and sectors
- Roc2025 Initiative
- Remote work
- Mental health awareness for youth

Threats

- Worker retention
- Lack of childcare
- Aging workforce – skills gap
- Aging infrastructure
- Graduate retention
- Public transportation (especially outside of Monroe County)
- Public infrastructure and public health
- Lakeshore flooding – tourism, property values, etc.
- Access to employment – transportation

- Statewide debt emergency
- Remote work and education
 - Access to childcare
 - Access to broadband
 - Workforce availability
 - Empty commercial building; impact on business tax revenue
- Competing land used (large scale solar, suburban sprawl, recreation, agriculture)
 - Farmland protection
- Broadband
- Entrepreneurship and small business retention
- Increasing housing costs & quality of housing
- Cost of doing business in NYS
- Census count
- Supply chain
- County barriers for workforce programming
- DOL Laws for trade skill training for youth