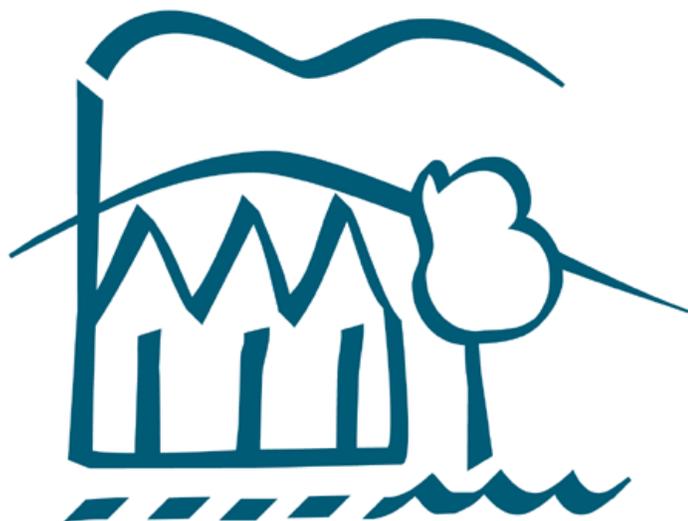

**Genesee/Finger Lakes Economic
Development District**

**Comprehensive Economic
Development Strategy Update**

2002-2003



GENESEE/FINGER LAKES
Regional Planning Council

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

June 2003

***Genesee/Finger Lakes
Economic Development District***

Comprehensive Economic
Development Strategy
Update

2002-2003

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

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

Contract Grant Project Number: 01-83-07820



Agency 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

In 1978 the Genesee/Finger Lakes Regional Planning Council (G/FLRPC) completed the initial Overall Economic Development Program (OEDP). The 1978 OEDP document served as the basis for an economic development planning program in the Genesee/Finger Lakes Region, which led to the official designation of the Region as an Economic Development District in 1979 by the U.S. Department of Commerce, Economic Development Administration (EDA). The original OEDP provided a narrative of the Economic Development District's organization, the area's geography, population, labor force, resources and economic activities as well as an analysis of development potentials and constraints. The document also set forth goals and objectives for the Economic Development District, a development strategy to achieve these goals and a District work program designed to promote and assist in the implementation of the development strategy.

As stated above, the U.S. Department of Commerce, Economic Development Administration (EDA) designated the Genesee Finger Lakes region as an Economic Development District (EDD) in September of 1979. This designation was made possible by EDA's approval of the initial OEDP. EDA also provided the G/FLRPC with a planning and operational grant that was and continues to be used for staff salaries, equipment, software, training and other expenses incurred in the District.

The Comprehensive Economic Development Strategy (CEDS) is the successor to the OEDP and is intended to identify and encourage the effective federal, state and local efforts initiated under the previous program. The preparation of the CEDS is an ongoing process and serves as a planning document for the economic development in the District. The CEDS serves as a guide for the G/FLRPC's annual economic development work program.

This report provides an update to the 2002-2003 CEDS completed by the Genesee/Finger Lakes RPC in June 2002. This updated document provides an overview of the District's economic trends building on the sources analyzed in the CEDS by incorporating more current data from state and federal sources. This document also details current and future efforts and projects that will be undertaken by the nine counties and the City of Rochester. A discussion regarding the progress of the G/FLRPC's work program to further strengthen the District's economy is also included. Copies of the CEDS Update may be obtained by contacting the G/FLRPC or via the internet at www.gflrpc.org.

Members in the Genesee/Finger Lakes Economic Development District include Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates Counties and the City of Rochester. All previously mentioned members are participating in the District program and have elected to have the CEDS Update document serve their planning needs and designation obligations.

Prepared by the Genesee Finger Lakes Regional Planning Council

District Overview

This section of the CEDS Update provides an overview of the projects and programs undertaken by G/FLRPC in the past year. Following the overview of the projects and programs, the socioeconomic conditions of the District are addressed. The data analysis is provided at the District level and at the member level where available.

District Activity Review

For the past year, the Genesee/Finger Lakes Regional Planning Council has worked on several projects that both directly and indirectly impact the economic condition of our District. Reports completed by G/FLRPC may be obtained via the internet at www.gflrpc.org

Aviation

The G/FLRPC coordinates the Continuous Airport System Planning Process (CASPP) for the New York State Association of Regional Councils (NYSARC) with the Federal Aviation Administration (FAA). This year's program included the acquisition and/or development of approximately 20 geographic information system (GIS) coverages for 18 airports throughout New York State. All the GIS coverages went through a quality assurance/quality control process before being delivered to the FAA for further use. Some airports were chosen to pilot an internet web-based application that will facilitate ease of use for aviation planning.

Canal Corridor Economic & Market Analysis

The Canal Corridor Economic & Market Analysis Report was prepared by G/FLRPC for the New York State Department of State with funds provided under the Quality Communities Demonstration Program. The Village of Waterloo acted as the sponsor in association with the Town and Village of Seneca Falls and the Town of Waterloo.



Village of Waterloo

Major job losses in recent years in the Routes 5 & 20 Corridor in Seneca County motivated the communities of the Towns and Villages of Waterloo and Seneca Falls to come together to seek new opportunities to create jobs and stabilize community businesses. The project provides an inventory, analysis and strategy for balancing business development with the strong historic, cultural and environmental character of the area.

The project links environmental protection, community and neighborhood preservation, with sustainable economic development across the towns and villages adjoining the Canal Corridor in Seneca County.

Finger Lakes Energy \$mart Communities

Finger Lakes Energy \$mart Communities is part of the New York State Energy Research and Development Authority's (NYSERDA) New York Energy \$mart Communities Program. The program was developed to complement the U.S. Department of Energy's Rebuild America Program. In the Finger Lakes Region, the program is managed by the G/FLRPC. In this capacity, we target regional energy needs by building a partnership - a network of individuals, organizations and agencies that contribute to urban and rural projects, demonstrating how energy-efficiency and diversifying energy resources can create economic, environmental and social benefits.

Collaborative efforts have resulted in residential energy improvements, downtown redevelopment efforts, farm equipment upgrades and other commercial and institutional energy measures. To transfer the success of projects to the rest of the region, Finger Lakes Energy \$mart Communities provides information and support at the local level to individuals, businesses and organizations interested in energy efficiency. By bringing such collaborations to communities that need them the most, we encourage decision makers and community members to adopt energy efficiency as a regional and personal goal.

Many of these efforts are concentrated in "Energy Target Zones" (ETZ) - neighborhoods or community sectors that could most benefit from implementing energy-efficiency measures. ETZ in our region are currently the Cities of Geneva and Batavia. NYSERDA contributes to these projects through its current programs, while partners share local experiences and resources.

The Finger Lakes Energy Smart Communities Coordinator facilitates projects, manages the community partnership and helps match community needs with the appropriate New York Energy Smart programs and other local resources.

Joint Flood Mitigation Plan

The municipalities along the Tonawanda and Oatka Creeks in Genesee and Wyoming Counties have experienced several floods in the past, resulting in severe damage to residential, commercial, and public property as well as risks to the safety of residents and others. Beginning in December 2002, G/FLRPC staff, in association with the Joint Flood Technical Committee, began the process of reviewing flood risks and hazards, encouraging public involvement, developing mitigation activities, and recommending action steps to alleviate flood-related problems in the study area. The 24 participating municipalities will each adopt a Flood Mitigation Plan that describes and summarizes the process, findings, and recommendations.

2002 Land Use Monitoring Report

This annual report provides information on the issuance of new building permits and identifies trends and areas of growth within the Genesee/ Finger Lakes Region. The report analyzes the number of permits issued, total square footage, and total value for new buildings for each county within the region. The analysis looks at the following four categories and respective subcategories: "residential" (single-family, two-family, three or four-family, five-or more family, mobile homes/ trailers); "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." This report is important because land use trends influence the economy on a local, regional and state level.

Local Government Workshop

In an effort to support local government training and education the G/FLRPC along with many federal, state, regional, and local sponsors has presented the Regional Local Government Workshop series two times per year since 1996. Each workshop attracts over 250 county and municipal staff, elected officials, and boards, along with other planning professionals. By providing semiannual training workshops, we are empowering regional stakeholders with the knowledge to best serve and make decisions in their respective communities.

Local Laws to Protect Finger Lakes Water Quality

Within the Finger Lakes region, watershed protection plans have been completed for Cayuga and Canandaigua Lakes, and one is nearing completion for Conesus Lake. Preparation of each plan has been undertaken in partnership with the Department of State, financed through grants from the Environmental Protection Fund - Local Waterfront Revitalization Program, and overseen by an inter-municipal organization comprised of the local governments and organizations involved in watershed protection.

The watershed protection plans identify priority actions needed to protect and improve water quality, including capital projects and local development controls. Building on these watershed protection plans, the G/FLRPC staff is developing specific stormwater control laws and/or ordinances for local governments within the Cayuga, Canandaigua, and Conesus Lake watersheds. Key communities within each watershed will be identified, and local controls drafted to address gaps in their ability to implement management practices for preventing or minimizing non-point pollution.

Staff will also prepare a manual of model local laws and case studies to reduce or minimize water pollution from non-point sources as a resource for local governments. Finally, staff will conduct a series of workshops throughout the state's Great Lakes watershed to stress the importance of local development controls as a means for addressing non-point sources of pollution, as well as to provide information and examples of local laws and controls appropriate to a variety of local circumstances.

Main Street Transportation Tools



Main Street Transportation Tools was a study that identified the various tools that can be used to enhance Main Street as a center of viability in communities. Main Street "Tools", for the purpose of this study were referred to as the elements that when used properly, have the potential to reverse the trend of decline and rejuvenate downtown districts and surrounding neighborhoods. A few examples of such tools are signage, façades, bike lanes, sidewalks and gateways.

The study area for this project was in two communities within the Genesee/Finger Lakes Region. The rural village chosen was Warsaw, and the suburban village chosen was Spencerport.

This study was seen as a benchmark report for the Genesee/Finger Lakes Region because it served as a foundation for the development of models for revitalization in the region. This revitalization was based on the integration of transportation and design elements and development options. Several types of data were collected to further enhance community inventories beyond their physical appearance and access attributes. This information included community based demographic and community input data.

This report itemized the information that was specifically collected for the Village of Warsaw and Spencerport to develop a clear picture of this community's assets and liabilities were and how the assets can be enhanced with Main Street as a focal point for that improvement.



Village of Spencerport

Oatka Creek Watershed Technical Assistance

G/FLRPC staff have worked with the Oatka Creek Watershed Committee to build a stakeholder database, analyze local laws in the watershed, and present a series of public meetings in association with the Oatka Creek Watershed State of the Basin Report and Watershed Management Planning effort.

Orleans County Agricultural District Renewal

G/FLRPC staff worked with the Orleans County Planning Department on renewal of Agricultural Districts including revision of databases, mapping and final submittal to the New York State Department of Agriculture & Markets.

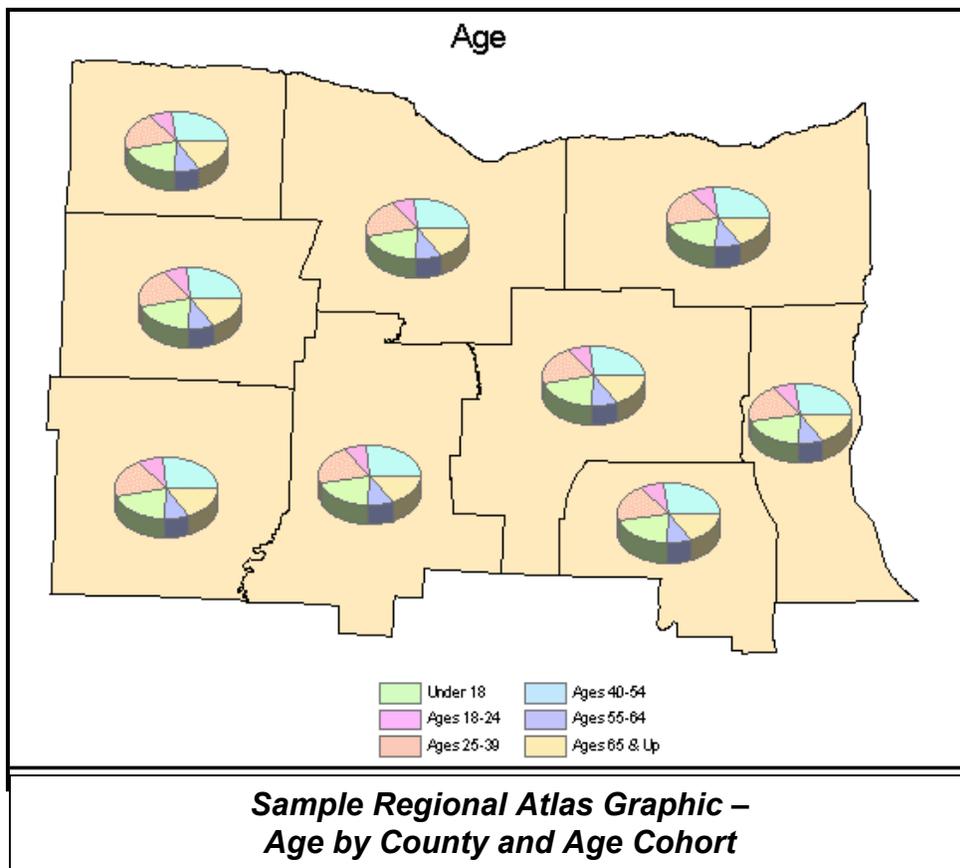
Public Arts Study

The G/FLRPC staff completed this study for Arts and Culture for Greater Rochester, which examines model approaches and the percentage of funding dedicated to Public Arts as a portion of construction budgets for new buildings in urban areas.

The report identified other comparable American cities (based upon population, education, income, etc.) that have successfully adopted Public Art policies, which in turn have served as a catalyst for economic development and community revitalization.

Regional Atlas

A Regional Atlas is in development by G/FLRPC in conjunction with the Genesee Transportation Council (GTC) for the nine-county Genesee/Finger Lakes region. The Atlas will serve as a central location for socio-economic, demographic, transportation, and land use data that is regularly used by GTC, G/FLRPC and their member agencies. The Regional Atlas (and associated products) will be successors to the Regional Transportation Atlas published by GTC in 1998.



The products of the study will be a Regional Atlas and associated data products (county-level profiles and archives of the collected data and analysis results). These products will analyze and summarize current conditions and regional trends. The results will be presented in tabular and/or graphic format at various levels of geography.

Data for the Atlas has been obtained from various local, state and federal sources. The types of data that have been collected include: demographic, housing, land use, economic/socio-economic, transportation, government, education, health, public safety, and natural resources.

Regional Development Projections

The Regional Development Projections study began April 2003 and will be finalized in March 2004. The Regional Development Projections study will identify anticipated land use trends in the region. This project is the next step to the 2001-2002 Regional Development Analysis, which collected and analyzed all regional municipal land use regulation and control documents including zoning, subdivision, site plan and other local land use laws. In addition to the aforementioned documentation, zoning districts for all municipalities in the region were obtained and digitized. Further digital coverages will be acquired or developed as they are seen useful for the projections, including land cover and land use.

The product of the study will be a Regional Development Projections report that will include the methodology, projections, analysis and conclusions. Input will be gathered from regional planners. It will be used to assist in the development of methodological assumptions that will serve as benchmarks during the completion of the regional projections.

Regional Population Forecast

The last time G/FLRPC conducted regional, county and municipal population forecasts was 1997. These forecasts were adopted as the official county and municipal forecasts for the region by the G/FLRPC and have been widely used in regional, county and municipal planning efforts including the last two Transportation Long Range Plans. G/FLRPC, with input from GTC and county planning and economic development departments, is developing a new set of population forecasts that take into account all previous historical data, recently released Census 2000 data, and new qualitative information.

Regional Roundtables

The Regional Roundtable series is an ongoing attempt on the part of the G/FLRPC staff to bring experts together and to facilitate discussions surrounding issues of regional importance.

In 2002-2003 the Regional Roundtable series has included Main Street Revitalization, Regional Energy Production and Consumption, Regional Revolving Loan Fund, and Agricultural and Farmland Protection.

Route 332 Intermunicipal Development Analysis

The Route 332 Intermunicipal Development Analysis is a two phase study that will analyze the effects future development will have on the quality of life and the economic climate of property owners and businesses along the corridor. Municipal stakeholders include the City of Canandaigua, the Towns of Canandaigua and Farmington.



A portion of the Route 332 Corridor

The first phase included the development of build-out and associated fiscal impact analyses for several growth scenarios. This phase included a review of current land use regulations and zoning along with the identification of those items that may inhibit growth and development (such as environmental and infrastructure limitations). This phase was funded by Governor Pataki’s Quality Communities Demonstration Program.

The second phase will take the findings of phase one and discuss them among relevant stakeholders and develop recommendations for intermunicipal coordination that will maximize the benefits and minimize the impediments of future growth and development. The Genesee Transportation Council is funding this phase of the project.

Seneca County Empire Zones

G/FLRPC staff worked with the Seneca County Department of Planning & Development on renewal of their Empire Zones including revision of databases, mapping and final submittal.

Town & Village of Arcade Hazard Mitigation Plan

The Disaster Mitigation Act of 2000 amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act by adding a new section, 332 - Mitigation Planning. Section 332 places new emphasis on mitigation planning. It requires all local governments to have an approved All-Hazard Mitigation Plan in place by November 1, 2004 to be eligible to receive Hazard Mitigation Grant Program (HMGP) project funding.

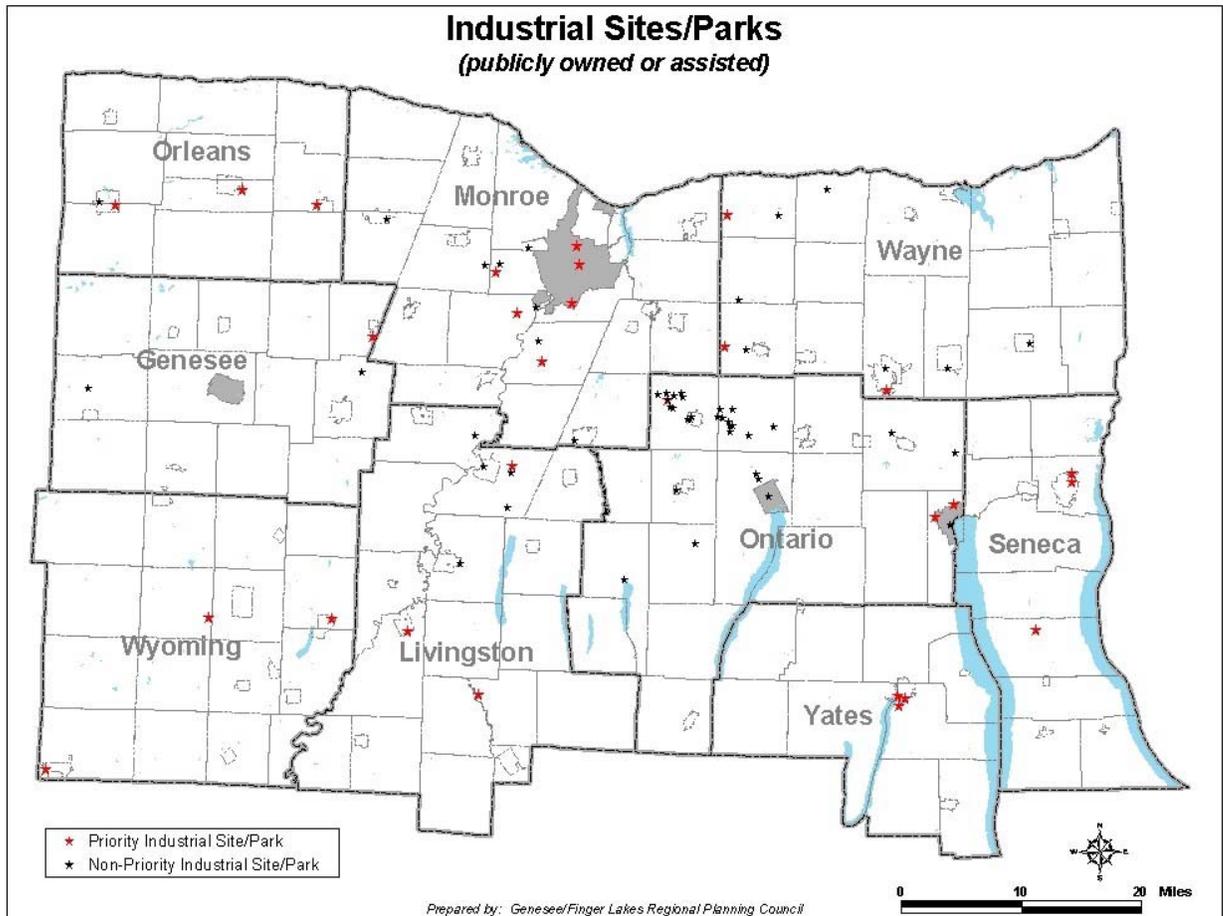
The development of the Town and Village of Arcade Hazard Mitigation Plan (May 2003) can be considered a three-phase process. The first phase was the development of the Town and Village of Arcade Flood Mitigation Action Plan, which was completed in September 1999. The second phase was the completion of a hazard analysis using the automated program HAZNY (Hazards New York) in 2002. The third phase was the development of the all Hazard Mitigation Plan, which includes the integration of the Flood Mitigation Action Plan and the hazard analysis.

Transportation and Industrial Access

As a result of the nine-county region's economy being highly dependent on manufacturing, the reduction and removal of transportation barriers that limit access to existing and planned industrial parks and sites was seen as crucial to local and regional economic development.

As a result the G/FLRPC, along with the Genesee Transportation Council, developed the following two phase study. The first phase created a database of all publicly owned and or assisted industrial parks and sites (including brownfields) in the region. In addition, the identification of high priority sites was made. Phase two will detail the associated transportation and access attributes in order to address them with design and policy recommendations that can improve the flow of goods and people to and from these priority sites.

Below is a map that indicates the region's publicly owned and or assisted industrial parks and sites (denoted as a black star) and the region's priority sites (denoted as a red star.) In some cases the publicly owned and or assisted industrial parks and sites are also the priority sites, therefore, they only appear in red.



Village of Macedon Consolidation Study

In the winter of 2001, the Village Board of Macedon was approached concerning the initiation of a possible study to determine the costs and benefits of consolidation with the Town of Macedon. State officials were invited to a public meeting to provide resources and information useful in a potential study. Sufficient interest was raised to lead to the Village Board taking action to initiate consolidation/dissolution study. G/FLRPC staff worked with the Town and Village of Macedon to complete the Village of Macedon Consolidation Study.

Water Resources Baseline Program

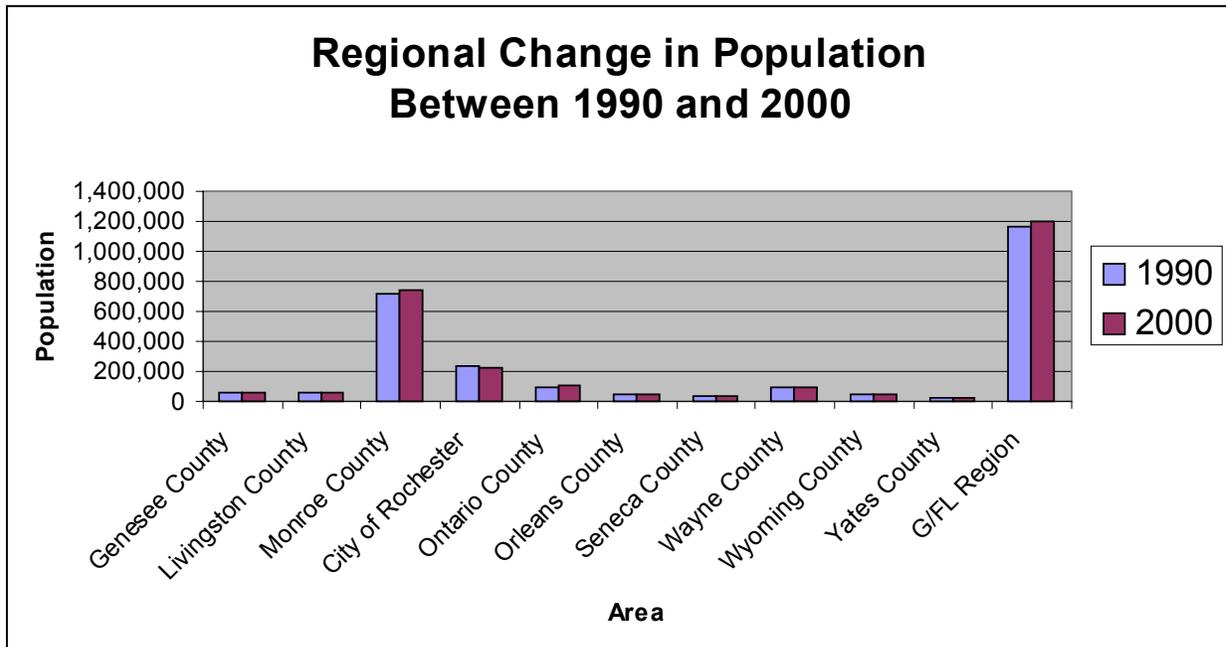
G/FLRPC staff in association with the New York State Department of Environmental Conservation worked with watersheds, counties and municipalities in the region this year on several tasks including Stormwater Phase II regulation development and outreach, development of the Genesee River Basin Watershed Restoration & Protection Strategy, assistance with the implementation of the Rochester Embayment Remedial Action Plan, assistance with implementation of the Cayuga Lake Watershed Management Plan, and assistance with the Conesus Lake Watershed Management Plan development.

Wyoming County GIS Data Development

G/FLRPC works with Wyoming County Economic Development & Planning on an annual basis to produce geographic information system (GIS) databases, coverages and maps for Wyoming County.

District Population

The G/FL region grew from 1990 and 2000. The growth was primarily concentrated in Monroe County with an increase of 21,375 people, followed by Ontario County with an increase of 5,123 people and Wayne County with an increase of 4,642 people. Other specific county population changes appear in the following charts.



The same population counts graphically depicted above are presented in the chart below along with corresponding changes in persons as well as growth and reduction rates.

County	1990 Population	2000 Population	Changes in persons	% Change
Genesee County	60,060	60,370	310	0.5%
Livingston County	62,372	64,328	1,956	3.1%
Monroe County	713,968	735,343	21,375	3.0%
City of Rochester	231,636	219,773	-11863	-5.12%
Ontario County	95,101	100,224	5,123	5.4%
Orleans County	41,846	44,171	2,325	5.6%
Seneca County	33,683	33,342	-341	-1.0%
Wayne County	89,123	93,765	4,642	5.2%
Wyoming County	42,507	43,424	917	2.2%
Yates County	22,810	24,621	1,811	7.9%
G/FL Region	1,161,470	1,199,588	38,118	3.3%

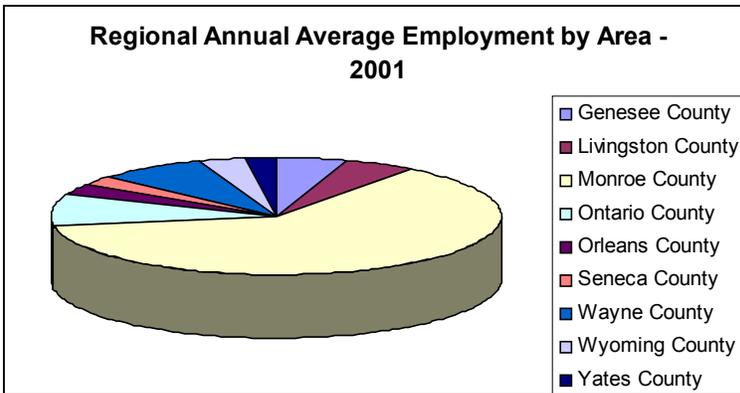
Source: US. Bureau of the Census, 1990 and 2000

District Labor force

The labor force portion of this overview uses data from the New York State Department of Labor, Bureau of Economic Analyses.

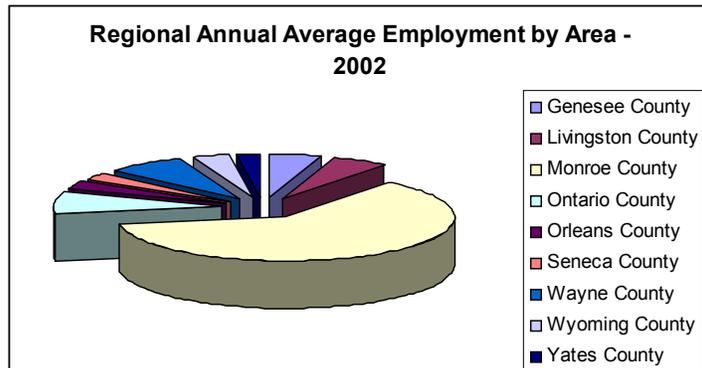
Annual Average Employment by Area in the Genesee/Finger Lakes Region, 2001-2002			
Area	Average 2001	Average 2002	change
Genesee County	29,300	29,100	-200
Livingston County	31,500	31,300	-200
Monroe County	369,600	367,300	-2,300
City of Rochester	106,500	105,800	-700
Ontario County	50,900	50,600	-300
Orleans County	19,000	18,900	-100
Seneca County	15,000	15,700	700
Wayne County	45,700	45,400	-300
Wyoming County	19,600	20,500	900
Yates County	13,300	13,400	100
G/FL Region	594,000	592,100	-1,900

Source: New York State Department of Labor, 2002



Upon review of the chart above, we see that there has been a decrease in annual average employment in most counties with the exception of Seneca, Wyoming and Yates who experienced increases with annual averages of 700, 900 and 100 persons respectively.

Upon review of the locational distribution of employment, we see that the highest concentration is in Monroe County with an annual average employment of 369,600 persons in 2001 and 367,300 persons in 2002 (which includes the City of Rochester with 106,500 persons in 2001 and 105,800 persons in 2002.) Monroe County is followed by Ontario with 50,900 in 2001 and 50,600 in 2002 and Wayne County with 45,700 in 2001 and 45,400 in 2002.

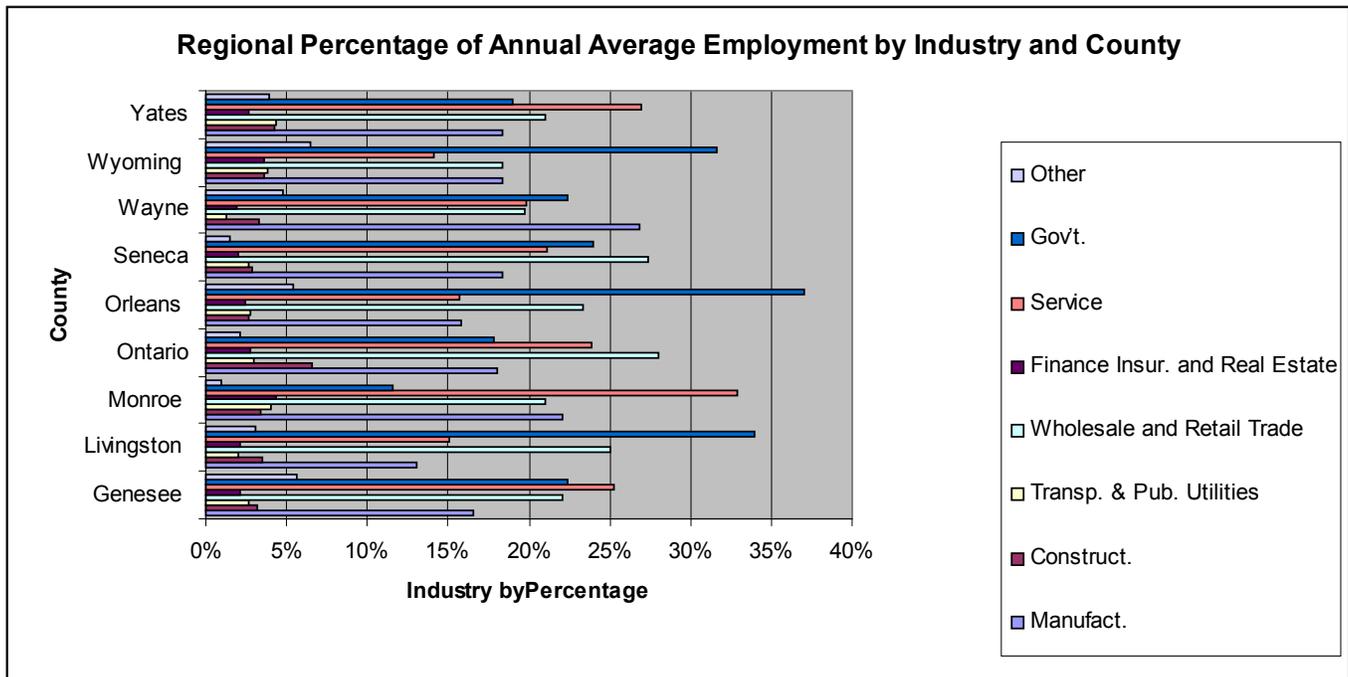


The charts on this page indicate the percentage of annual average employment of each industry by area.

Percentage of Annual Average Employment by Industry and Area in the Genesee/Finger Lakes Region, 2000								
County	Manufact.	Construct.	Transp. & Public Utilities	Wholesale and Retail Trade	Finance Insur. and Real Estate	Service	Gov't.	Other
Genesee	16.6%	3.2%	2.6%	22.1%	2.1%	25.2%	22.4%	5.6%
Livingston	13.1%	3.5%	2.0%	25.0%	2.1%	15.1%	34.0%	3.1%
Monroe	22.1%	3.4%	4.0%	21.0%	4.4%	32.9%	11.6%	1.0%
Ontario	18.0%	6.6%	3.0%	28.0%	2.8%	23.9%	17.8%	2.1%
Orleans	15.8%	2.7%	2.8%	23.3%	2.4%	15.7%	37.0%	5.4%
Seneca	18.4%	2.9%	2.7%	27.4%	2.0%	21.1%	24.0%	1.5%
Wayne	26.8%	3.3%	1.3%	19.7%	1.9%	19.8%	22.4%	4.8%
Wyoming	18.4%	3.6%	3.8%	18.4%	3.6%	14.1%	31.6%	6.5%
Yates	18.4%	4.2%	4.3%	21.0%	2.7%	27.0%	19.0%	3.9%

Source: New York State Department of Labor, 2000

We can see the predominance of government, manufacturing and service in the region. For example, In Orleans County, government accounts for 37% of their annual average employment followed by wholesale and retail trade at almost 23%. In Yates County we see service at 27% followed by wholesale and retail trade at 21% of their annual average employment.



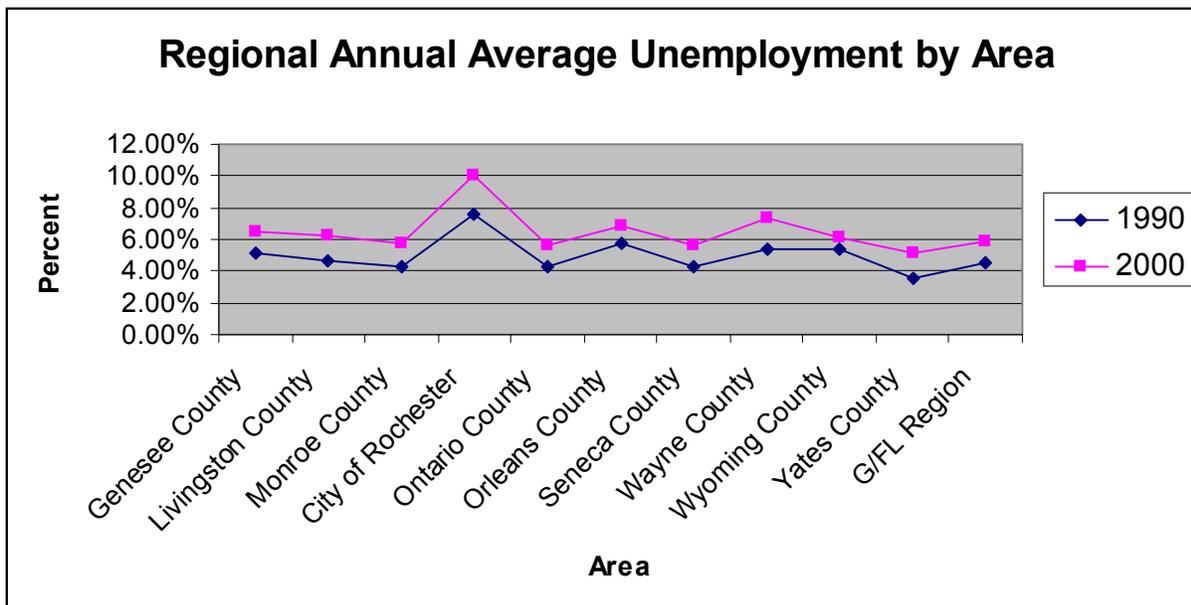
District Unemployment

According to the New York State Department of Labor, the average rate of unemployment in 2002 for the District was 5.9%. There were six areas that exceeded the G/FL Region's average percent of unemployment. These areas were Genesee, Livingston, the City of Rochester, Orleans, Wayne and Wyoming with average unemployment rates of 6.5%, 6.2%, 10.0%, 6.9%, 7.4% and 6.1%. Monroe, Ontario, Seneca and Yates were below the District's average.

Annual Average Unemployment by Area in the Genesee/Finger Lakes Region, 2001-2002			
Area	Average % 2001	Average % 2002	% change
Genesee County	5.1%	6.5%	+1.4%
Livingston County	4.7%	6.2%	+1.5%
Monroe County	4.3%	5.7%	+1.4%
City of Rochester	7.6%	10.0%	+2.4%
Ontario County	4.3%	5.6%	+1.3%
Orleans County	5.7%	6.9%	+1.2%
Seneca County	4.3%	5.6%	+1.3%
Wayne County	5.4%	7.4%	+2.0%
Wyoming County	5.4%	6.1%	+0.7%
Yates County	3.5%	5.2%	+1.7%
G/FL Region	4.5%	5.9%	+1.4%

Source: New York State Department of Labor, 2002

While the average unemployment rates by county are presented in the table above, the percent change in average unemployment from 2001 to 2002 is listed. All counties in the region experienced an increase in unemployment as reflected in the line graph below.



District Revolving Loan Fund

The Genesee/Finger Lakes RPC feels very strongly that a responsive economic environment includes working with and advocating for the small business owners. In an effort to support this belief, the Council provides gap financing for businesses located in the nine-county region, including the City of Rochester.

In 2003, the administration for the G/FLRPC Revolving Loan Fund was brought in-house. In order to best guide the Council's new management approach, a work plan for the G/FLRPC's RLF was developed and approved of by council and other regional stakeholders. The program has been fine tuned to emphasize the ongoing efforts by the Council to facilitate and promote collaborations that will specifically assist small businesses develop. Relationship building, coordination and service enhancement were emphasized for this revised approach. Further items of emphasis, which have been abstracted from the Regional Revolving Loan Fund Roundtable appear below. These RLF focus items are:

Create consensus on the importance of the G/FL RLF program as a tool for economic development in our region.

- What is Economic Development/How do we measure the success of regional Economic Development?
 - The creation, retention, expansion and attraction of quality jobs.
 - Increasing the number of small businesses.
 - The sustainability of jobs and small businesses.
 - Facilitating an environment that supports the stability and diversification of our employees and employers.
 - The creation and maintenance of community wealth and quality of life.
- Identify the highest and best use of the G/FL RLF program.
 - Investing in our regional business community.
 - Providing technical assistance and guidance to our county leadership who serve our nine counties and the City of Rochester.
 - Providing technical assistance and guidance to our local leadership who are the front line contact in our localities for new and existing businesses.
 - Measuring performance can make the perception of the fund better.

Identify criteria to measure the success of the G/FL RLF program/Establishing a process to gauge successes.

- Outreach, outreach, outreach!
 - Make regional Economic Developers aware of your RLF parameters, the importance of their buy in and make sure your marketing is consistent.
- Review the RLF as a portfolio – look at the big picture, not just individual files, or problem loans.
 - Examine if the fund has grown (client numbers, funds dispersed = increase in monies for administration.)
 - Has the regional tax base improved as the RLF funds were used to stimulate small business?
 - Establish a risk rating system to benchmark the portfolio.

Identify what regional stakeholders are willing to commit to in order to expand the resources available through the program.

- G/FL will clarify EDA guidelines for regional Economic Developers.
 - A bulleted list will be forwarded to stakeholders via e-mail or USPS mail.
- Regional Economic Developers will communicate challenges to G/FL.
 - Consideration will be given to make the RLF perform in compliance with EDA guidelines while improving its functionality in the region.
 - Mutual expectations will be established at a future meeting.
- Follow up will be made to reconcile concerns.
- Regional Economic Developers will promote the use of the G/FL RLF.

Conclusion: A utilized loan fund has the potential to create quality jobs and community wealth, diversify employment in a region and stabilize the employment market.

The RLF work plan, which delineates the actions that will be taken to achieve the issues itemized above, appears in the latter part of this document under the general Economic Development work plan.

Development Actions, Efforts & Priorities

The following section itemizes the actions, efforts and priorities of the economic development and planning departments and industrial development agencies in the G/FLRPC region. The work program, which is in the latter part of this document, provides an active plan to support, assist and supplement these efforts to further economic development in the District. A listing of priority projects for the remainder of 2003 and the upcoming year are presented in chart format along with associated sources and amounts of funding and expected start and finish dates.

Genesee County

(To be submitted as an addendum)

Livingston County

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

New York State has designated two of the three County-owned industrial sites in Avon and Dansville as BUILD NOW-NY "shovel ready" sites. Additionally, two privately owned sites in Geneseo and Avon have also recently been designated as BUILD NOW-NY "shovel ready" sites. Business attraction efforts to these and other privately held sites throughout Livingston County are underway to reach regional and national site selectors. Descriptions and photos of sites are presented on the Livingston County Development Group web site for potential tenants/buyers.

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

industry is clustered in the northern portion of the county where infrastructure exists to meet their unique requirements.

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

The Livingston County Development Group, the marketing arm of the Economic Development Office and Industrial Development Agency, works with the SUNY Geneseo Small Business Development Center to assist small business. The County has been awarded a HUD funded small cities grant to further assist small businesses and capitalize a local revolving loan fund.

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

As a result of the greater alignment with Monroe County, a bifurcation between the northern and southern halves of Livingston County is present. While the northern half of the County has benefited from access to the Rochester market, development has been slower in the southern portion of Livingston County. Funds have been set aside for the development of an incubator in Mount Morris and tenants are being sought. Additionally, financing is being sought for a multi-tenant building in the Dansville Industrial Park. The Livingston County Development Group together with SUNY Geneseo and their Small Business Development Center has undertaken a study to determine the feasibility of an incubator facility.

Genesee Community College has recently opened a satellite office in the Dansville Business Park. This center, in addition to the GCC Lakeville campus center, are the two primary locations for continuing education and training within the County.

The Livingston Area Transportation System (LATS), the County's public transit system, is a subsidiary of the Rochester-Genesee Regional Transportation Authority (RGRTA). RGRTA is currently undertaking a study which may include the feasibility of expanding LATS operations to a more traditional, fixed-route transit system for the purpose of moving people to and from employment centers in both Livingston and Monroe Counties. Another example of stronger alignment between the two counties is the purchase of water from Hemlock Lake by Livingston County from the City of Rochester's Water Bureau.

The health care industry constitutes a significant portion of the Livingston County economy and continues to grow. The rapid pace of change can be seen in the development of seniors-living complexes in Geneseo and Mount Morris and the Noyes outpatient center. Livingston County is beginning construction of a new 65 bed skilled nursing facility in Mt. Morris.

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

However, as with other counties, the question of connectivity is still prominent and the County is in the process of determining where telecommunications infrastructure is present, where it needs to be expanded and where it is lacking.

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

Monroe County

Monroe County's economic development efforts continue to focus on job creation in the high technology manufacturing sector (including optics and imaging, printing, biotechnology and plastics manufacturing) as well as in business services, including Information Technology, Management Information Systems, call centers, etc. The economic development team uses both retention and expansion programs for existing employers as well as attraction and support for start-ups and firms seeking relocation. After several years of increasing numbers of inquiries from site selection firms, inquiries subsided during 4th quarter, 2002 and first two quarters, 2003. This has been attributed to the overall economic picture nationally.

Small business growth and expansion is recognized as the major source of new job creation and programs are available to assist these firms. Monroe County's Economic Development Department is challenged to create new programs which respond to the ever changing economic landscape, as Rochester continues its transition from a large company town to one that is increasingly dominated by small and medium sized businesses. The Monroe County Economic Development team's 2003 performance included 57 projects projected to add 1,235 new jobs, retaining 4,465 jobs with a total investment of \$229.16 M.

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

The Rochester Technology Park became the locus of Monroe County's New York State authorized Empire Zone approved by New York State in 2002. In September 2002 Monroe County applied for an Empire Zone Boundary revision which was approved by New York State in 2003. The revision allocates Empire Zone acreage to key businesses, existing and/or vacant buildings, and vacant parcels of land which were deemed target areas for business attraction. The tax benefits of an Empire Zone are expected to attract greater interest from out of State companies.

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

In 2002 Monroe County established the Monroe County Development Corporation, a not-for-profit public benefit corporation which consolidated all of the agencies, authorities and stakeholders that are able to negotiate and complete an economic development project in Monroe County.

MCDC members include:

- The Development Community
- COMIDA
- MCIDC
- Empire Zone
- Monroe Community Investments Inc.
- MC Planning & Development
- MC Environmental Services
- MCC
- MC Water Authority
- Foreign Trade Zone
- Council of Governments
- Empire State Development
- RRA / Rochester Works
- RGRTA
- Airport Authority
- GRVA
- State DOL
- UNICON
- Business Advisors

MCDC is intended to compliment the community's investment in the Greater Rochester Enterprise, a newly formed public/private partnership established to professionally market the Rochester Metropolitan Area as a competitive, high-profile region for business location and growth. The concept envisions GRE being driven and supported by business, university and government leaders in Greater Rochester.

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

Supporting Infrastructure

Monroe County's Institutes of higher education have committed resources during the past several years to create institutional structures that support expanded research, technology transfer and industry support in research and development and workforce development. The University of Rochester has completed a five year, \$500M expansion of the University's medical research arm, including the recruitment of faculty, staff and

researchers. Both U of R and Rochester Institute of Technology have embarked on significant programs which address biotechnology. RIT opened its Golisano Computing Center in May, 2003. These investments and numerous others in planning or development stages are key components for our region's future economic successes. The institutes have formal linkages with the Federal, New York State and County governments which will enable future collaborative efforts to maintain Rochester's leadership position in the changing economy of the future.

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

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

In 2002, 1.4 million visitors were responsible for \$231 million of spending in Monroe County. In an attempt to increase the amount of out-of-area visitors and spending, tourism resources are being targeted with a number of projects currently underway. Waterfront revitalization has become a priority with federal funding secured for the creation of a fast ferry system between Rochester and Toronto, Ontario and long-range plans being developed for the Erie Canal as a recreation and cultural attraction.

State funds have been secured and a site chosen for the development of a new Soccer Stadium in downtown Rochester and plans appear to moving forward towards construction, contingent upon private sector funds being secured.

City of Rochester

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

Development of the City of Rochester's waterfront along Lake Ontario, the Genesee River and Erie Canal is a key opportunity to expand the tourism base. The introduction of a fast ferry between Rochester and Toronto will require improvement of facilities in the area around the landing. The Port of Rochester development area consists of properties within the City of Rochester and the Town of Greece to the west and the Town of Irondequoit to the east. Multi-jurisdictional coordination (including Monroe County, New York State and Toronto, ON, Canada) has been established and will continue through the planning and implementation phases of projects along the harbor. The Erie Harbor/Brooks Landing project along the Erie Canal includes the construction of a hotel with facilities for conventions and conferences. Areas for increased tourism development and expanded employment opportunities exist in the center-city as well; particularly the High Falls District. The High Falls District's buildings and infrastructure provide a historical theme and public/private partnerships are in place as a result of the City's commitment to preserving and developing the character of High Falls. The re-development of a two block area on West Main St. downtown will support a new multi-million dollar housing initiative that has recently been completed.

Ontario County

A study entitled Economic Development Strategy Review and Update for Ontario County identified three *areas of opportunity/need* for the Office of Economic Development OED/IDA to focus on in addition to manufacturing. The three areas include further diversification of the manufacturing base, expanding employment in high-value added producer services and promoting continual workforce development through the collaboration of education and industry. The Ontario County IDA has several priorities it is currently undertaking with the support of the Ontario County Board of Supervisors.

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

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

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

The continued improvement and preparation of land for manufacturing and commercial uses throughout the County is another effort being undertaken by the OED/IDA. With development in Victor being privately driven, there is a need to provide technical and financial assistance for the creation and extension of infrastructure to sites with locational advantages already present. The Towns of Canandaigua, Farmington, Manchester and Phelps as well as the villages/cities within them have a limited amount of land ready for immediate development despite having excellent access to the NYS Thruway and north/south state routes. Recently the Magnus site in Phelps, a 16.267 acre site with water and sewer site was re-zoned to industrial. Similar projects are being considered to expand the amount of available "shovel ready" sites for manufacturing and producer service firms. Descriptions and photos of sites are presented on the Ontario County website for potential tenants/buyers.

The retention, expansion and attraction of high tech producer services firms are dependent on telecommunications infrastructure for data processing, distribution and transmission. As a result, the Ontario County OED/IDA has done a study on the existing telecommunications infrastructure as well as opportunities for further development and expansion. The County OED/IDA expects that the results and associated action steps will help the County further define its role in supporting this new infrastructure. Beyond infrastructure, producer services firms also require a local workforce that is competent and trained in new and emerging technologies. The OED/IDA has made a strong commitment to continual skills enhancement and increasing the availability of technical workers in the County.

The Ontario County OED/IDA has taken a leadership role in the newly created Wayne/Finger Lakes Workforce Investment Board (WIB). The Ontario County Board of Supervisors passed a resolution to make the County the "home of the technical worker" and the WIB is viewed as a major vehicle in accomplishing this goal. A system has been set up to insure confidentiality and assist those looking to upgrade their current work status. The County has placed billboards on major routes to market the availability of well-paying technical employment opportunities in Ontario County to underemployed residents. In addition, Finger Lakes Community College currently offers an associate's degree in information technology. Overall, the OED/IDA's participation in workforce development issues has increased as a result of the County's need to attract more and better-trained workers in addition to improving the skills of current workers in Ontario County.

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

Orleans County

Orleans County was awarded an Empire Zone in October 2002. Orleans County Industrial Development Agency with the Empire Zone award created an umbrella organization called the *Orleans Economic Development Agency (OEDA)*. This was done to eliminate the misconception that it was only involved with the "Industry". Since the Agency assists business from a sole proprietor to multi million dollar businesses, this change was well received. OEDA/COIDA are in the process of certifying many businesses and using the Zone as a tool to assist several other companies to locate and expand in Orleans County.

The OEDA/COIDA has completed the 100-acre Holley Business Park. At present, 5,000 feet of roadbed has been installed. Underground utilities, including sewer, gas and electric, were completed in August 2002. The Village of Holley operates a municipal power service and it is anticipated that the availability of inexpensive electric power \$0.013 per KW will be a major factor in attracting new tenants to the site. Funding for the development of the business park came from a number of sources including NYS Senate and Assembly member items, Orleans County, the Village of Holley, the Town of Murray and the New York State Small Cities Program Rural Development. The completion and attraction of tenants to the 100-acre Holley Business Park is part of a larger County strategy to increase economic activity and jobs in the County. Precision Packaging Products Inc. (PPP) built a new 38,000 sq. ft. plastic molding plant in Holley Business Park and occupied it on December 30, 2002. This was an investment of over \$2 Million. On May 1st 2003 PPP determined that due to new contracts they would require an additional 25,000 sq. ft. for additional manufacturing and warehousing. OEDA/COIDA and the local government entities have worked with PPP on PILOT benefits for both the initial construction and the projected expansion. Over the next three years, PPP plans on increasing employment by 75% or 30 employees.

The Medina Business Park has 120 acres of available land; 50 acres are shovel-ready. Its prime tenants are BMP America and Trek Inc. Together, they employ almost three hundred area residents.

Hinspergers Poly Industry LTD of Mississauga Ontario Canada moved to Medina and established a manufacturing facility in March 2002 in an existing 25,000 sq. ft. building. Hinspergers, a manufacturer of safety pool covers exceeded their business projections and created 28 new positions the first year of operation. Hinspergers are now expanding their building by 100%, with an investment of over \$1 million and the planned creation of an additional 30 jobs. This expansion project was possible through a combination of Empire Zone incentives and local municipal participation.

The Olde Pickle Factory was converted from the former Fisher Price factory. Current tenants of the Olde Pickle Factory include Sigma International, Select Design. The Olde Pickle Factory, *office & industrial complex*, is a modern 450,000 sq. ft multi-tenant and public warehouse facility, featuring 23 truck bays, 9 active rail doors, high bay areas and is fully staffed and well suited for a myriad of labor outsourcing needs.

As a former Fisher Price Toy Factory, there is ample low-cost power available for any type of manufacturing activity as well as in place infrastructure for an injection molding operation. On-premise ownership and management has the capability to customize leasing or outsourcing arrangements to meet specific applications.

Albion the central core of Orleans County has a solid core of strong major employers: Washington Mutual Bank, Viking Polymer Solutions, Inc., PMI Remley and many other smaller employers. The retention of these businesses have saved over 900 jobs and will lead to the creation of over 900 new jobs by these companies.

OEDA/COIDA has funded the Orleans Revolving Loan Fund with over \$2,000,000 of Governors Office of Small Cities grants/ loans. The criteria for loans are for creation or retention of jobs in Orleans County. Loans are at a below market rate.

Agriculture and related agribusiness are a major component of the Orleans County economy. Apple farming is the most notable with annual production of 136 million pomades and Orleans County apples are known throughout the industry as being some of the best in the nation. The high acidity level of Orleans' apples makes them better tasting than many others. The OEDA/COIDA is working to increase food-processing production and assisting farms in establishing a wine businesses and a wine trail in the County. The County's Industrial Development director

sees continued support and business assistance as a priority for the food processing and distribution industry. Farmers' markets and tours of farms are an additional source of income and contribute to general tourism activity in Orleans County.

The Orleans County Department of Development and Planning is the officially designated Tourist Promotion Agency (TPA) and manages the County's *I Love New York Program*. The primary promotional themes include sport fishing, agri-tourism, boating, history, nature and the Erie Canal. Many out-of-state anglers visit Orleans County generating \$9 million in annual expenditures at lodging facilities, bait and tackle shops and eating and drinking establishments among others. Additional signage promoting the Seaway Trail, Erie Canal, other attractions in Orleans County would likely increase activity. Given the short season in which the tourism industry operates in the District, in some instances one less-than-average tourist season in terms of activity can mean disaster for these businesses. The tourism industry in Orleans County lost some of its infrastructure with the closings of the Miss Apple Grove Boat, the Barbary Coast Restaurant at Point Breeze, the Medina Railroad Museum and the Institute for Environmental Learning. Orleans County has only 150 rooms for visitors and this limits the economic impact of group tours. As a consequence, group tour promotion is done in cooperation with surrounding counties.

The Chamber and IDA are also working closely on workforce development and attraction issues. Businesses in all sectors in Orleans County have expressed a need for quality entry-level employees. Additionally, 46% of the Orleans County workforce is commuters. The Genesee Community College satellite office in Albion and Niagara-Orleans BOCES are the two primary locations for continuing education and training in the County.

Regarding financial and business service development, Washington Mutual Bank has increased the workforce dramatically and is expected to have over 900 employees in Orleans County by 2002. The success of Washington Mutual may serve as an example for success in the service sector. Related is the high speed Internet infrastructure already in place in Orleans County. Time Warner's high-speed cable service is available in all four of the villages and reaches approximately 80% of homes, businesses and institutions in the County.

OEDA/COIDA has leased 7800 sq. ft of office space in the former Ontario Foods complex in Albion. OEDA/COIDA will occupy 30% of the building for their business office. The balance of the space will be utilized as an office incubator complex. This first tenant, Moss Codilis, an asset management company new to New York State, has 5 full time employees and expects to continue creating additional new jobs.

Seneca County

Seneca Army Depot

A focal point of the Seneca County IDA's efforts over the past 7 years has been the reuse of the former Seneca Army Depot. The Five Points Correctional Facility at the south end of the depot has created over 830 jobs (640 at the prison and an additional 190 throughout the economy). Development at the north end of the depot includes, the Seneca Woods Campus, a KidsPeace residential-educational facility for youth in crisis, which has created 250 jobs, with another 250 expected. Some 180 units of military housing have been sold by the Seneca County IDA and are managed by Aspen Square Management. NY State Police training facilities are being developed at the southwestern end with grants from the State of New York and EDA. Portions of the warehousing facilities are being leased from the IDA by PEZ Lake Development and being subleased for storage and refurbishing of restaurant equipment, and warehousing of various products. A majority of the PID/Warehousing area is under lease to the IDA, but has not been subleased at the present time. Infrastructure problems and deferred maintenance by the U.S. Department of the Army is a significant problem limiting the IDA and PEZ Lake Development's ability to make economic reuse of the Depot PID/Warehouse property. Significant public investment is needed in the roads, sewer system, water system, and buildings to allow for their successful transition in support of private development activity. The U.S. Department of Army has indicated that they are prepared to transfer the PID/Warehouse area to the IDA and that needed repairs/rehabilitation of facilities to allow for reuse is not the responsibility of the U.S. Department of Army.

Continued environmental remediation needs to be done on the bulk of the depot; namely locating and removing possible unexploded ordinance. There have been proposals to use this area for conservation and recreation, as well as other potential economic uses once the area is deemed cleared of any such ordinances. The area includes an airfield that has the potential to accommodate cargo in support of warehousing operations in the PID/Warehouse area. The airfield would require reasonable public investment to refurbish for air cargo operations.

North Seneca County Development

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

lines to the Town of Tyre and Town of Junius including the area adjacent to Exit 41 of the NYS Thruway and NYS Routes 318 and 414. A major PETRO Travel Center is proposed opposite Thruway exit 41 and should be under construction in 2003. Additionally, an aluminum recycling plant has been built in Seneca Falls along with a state-of-the-art dental laboratory. Over 160 jobs have been created by the investment in these new facilities.

The 112-store Waterloo Factory Outlet Center continues to be a large impetus to economic activity and jobs in the retail sector of the County economy. The center is facing significant challenges from other commercial development in the region including proposed projects in Syracuse, as well as Ithaca's expanding commercial base. Like factory stores around the Country, the Waterloo Factory Outlet Center is under pressure to retain a core base of identifiable retailers in order to maintain its regional draw. Attracting additional anchors to the NYS Route 318 Corridor will be critical to the continued success of the Center. In order to support additional development along Route 318 corridor, investment in municipal sewer will be required. Municipal water is currently available to the area.

Agriculture and Tourism

Agriculture and associated agribusiness continue to expand, primarily in the southern portion of Seneca County--occupying 65% of the land area in Seneca County. The tourism industry is noted for the increasing number of wineries and bed and breakfast lodgings located along the shores of Seneca and Cayuga Lakes, the historical and cultural sites including those relating to the women's' rights movement and the Montezuma National Wildlife Refuge. Seneca County is working to enhance the tourism industry. Seneca County serves as the local tourism agency marketing the area's attractions. The County is currently seeking to increase the types and quality of attractions available in the County including the development of an interpretive visitor center located near the NY State Thruway and resort accommodations.

Small Business

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

Airport and Other Facilities

Infrastructure investment at the Finger Lakes Regional Airport (owned and operated by Seneca County) using federal, state and county funds continues. The investment will increase the use of the airport (which already accommodates corporate aircraft) by business travelers and tourists.

Seneca County is exploring public transportation options and a brownfield redevelopment program. The prospect of a countywide water system is also being discussed. With these and other infrastructure projects requiring site analysis, design and preparation, the Seneca County IDA has expressed a need for a county engineer to assist the IDA and municipalities.

Wayne County

The Wayne County economy includes a large number of small to medium sized manufacturing firms in a variety of operations. Machine shops, packaging firms, label production and related service operations and food production facilities along with a host of other types of manufacturing characterize the largest portion of Wayne County's economic base. Agriculture and the related agribusiness sector form another key component of economic activity in the County. Many of the agricultural and related firms are found in the eastern portion of the County while manufacturing firms are primarily located in the western and central portions of the County near major population centers. The Wayne County Planning Department is also involved in projects aimed at strengthening and diversifying the local economy through agricultural enhancement and redevelopment of existing commercial and industrial properties with unresolved environmental constraints. The department's agriculture specialist has been working with farmers, municipalities and other public agencies to make farming operations more efficient as well as environmentally sound. A brownfields cleanup program has been created and an initial project in Sodus is underway. This program will assist in expanding the amount of developable land in the County while alleviating pressure to develop open space and agricultural properties.

The County was awarded an Empire Zone in October of 2002, and is hopeful that this incentive will attract new activity.

Wayne County currently has an unemployment rate of 8.4% due to the loss of Fold-pak, Inc., and the downsizing of other major firms such as IEC and Ultralift. A stable, skilled workforce is now available for new and expanding industrial development. The Wayne/Finger Lakes BOCES and FLCC continue to offer specific training skills. MCC also opened a satellite at the Wayne Central School in the Town of Ontario

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

The top infrastructure priority of the Wayne County IDA is the development of an access road to industrial land north of State Route 104 (SR-104) and the Ontario Midland Railroad between Lincoln Road and Dean Parkway in the Town of Ontario. Currently, the Beh industrial area is serviced by the incomplete Dean Parkway an access road joining SR 104. SR 104 is a divided four-lane, east/west principal arterial road with Ontario-Midland Railroad tracks running parallel to the north of SR 104 through the Beh Industrial Park site. Plans have been developed to extend Lincoln Road (which runs perpendicular to SR 104 to the east of Dean Parkway) across the railroad tracks connecting it with a western extension of Dean Parkway to form a completed access road through the industrial area. Local residents and businesses support the plan as it will decrease the number of vehicles that are now required to make U-turns to access the Beh Industrial Park when heading east in the southern lane of SR 104 and eliminate several driveways that need to cross the railroad.

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

Tourism has received increased attention over the past few years as the Seaway Trail (State Route 104) provides multiple access points to Lake Ontario and its associated recreation activities and scenic amenities. Tourism development along Lake Ontario includes plans for Port Bay and a fishing access point on the East Pier in Sodus Point. Funding and

grants have also been procured for further development of the Erie Canal as a destination for tourists. The surrounding Finger Lakes to the east and south along with the Montezuma National Wildlife Refuge at the eastern end of the County are attractions that have also helped to boost tourism in Wayne County. The development of the Crusoe Interactive Educational Center will expand the tourism impacts of the Montezuma refuge in the southeast section of Wayne County. The historical and religious significance of a large Mormon population centered in Palmyra and subsequent influx of visitors is another source of out of area spending that contributes to tourism activity in Wayne County. Development of trails for multiple uses including snowmobiling and increased emphasis on alternative forms of transportation (including a proposed Amtrak station and bicyclist and pedestrian accommodations) are other priorities for further tourism enhancement.

Also being resolved by the County's IDA and economic development professionals are the extent and quality of telecommunications capabilities in the County. Telecommunications infrastructure is vital to continuing the growth of high tech manufacturing firms and associated service industries in the County. The Wayne County IDA is currently considering having a study undertaken to quantify such issues and develop a strategic plan for maximizing the County's potential in this growing field.

Wyoming County

During 2002, Wyoming County's economy was negatively impacted by the national recession and the aftermath of the 9/11/02 events. The positive momentum that had resulted in relatively strong growth in 2000 and most of 2001, stalled out during the fourth quarter of 2001. Annual unemployment rates were under 6% in 2000 and 2001 for the first time since 1990.

The county's manufacturing and agricultural sectors were especially hit hard and that was bad news for a local economy that depends heavily on both sectors. The county's unemployment rates continue to be higher than New York State's average. This is caused almost entirely by a long standing trend of higher seasonal unemployment during the winter months of December through March.

The last 15 months have shown again how the economic vitality of the county is closely linked to state and national business conditions that the county has little control over. This underscores the importance of having an aggressive economic and business development effort. Successful rural counties make a sustained commitment of adequate resources to retain and attract high value jobs.

The Wyoming County Board of Supervisor's have recognized the importance of a strong county economy by supporting the following initiatives.

- Following the unanimous approval of the Target Tomorrow strategic development plan in 2001, funding of \$50,000 was provided in 2002 for implementation of the plans recommendations that will help make Wyoming County a world class rural county in 15 years.
- Providing annual funding to the Wyoming County Chamber for business attraction and retention activities. The Chamber now has the lead role in these areas which have produced significant tangible results.
- Providing funding support of \$750,000 to the Wyoming County IDA for business development projects. The IDA completed a planning effort and report that evaluated its future role given the Target Tomorrow recommendations. This report was reviewed with the Board of Supervisors and the IDA is now recruiting for its first full time staff position.
- A \$360,000 Small Cities grant was received that will be lent by the IDA to American Classic Outfitters to support their business and employment growth. ACO has grown to 120 jobs and hopes to expand further in 2003.

In addition every effort was made in 2002 to keep local taxes as low as possible, which is an important factor in business investment decisions. A report completed in 2001 by The Public Policy Institute showed that local taxes (county, town, village, school, and fire district) were lowest in Wyoming and Tioga Counties at \$1,117 per capita. This figure was 116% lower than the state average of \$2,412 per person. The national average is \$1,158 per person.

The county's dairy industry, which had record high milk blend prices in 2001, had an extremely challenging year in 2002 because of much lower milk prices. After the highs and lows of the past two years, it is hoped that 2003 milk prices will rebound. Dairy is big business in Wyoming County and supporting this important economic sector is a top priority. In 1997 there were 67 farms whose annual sales exceeded \$500,000. Wyoming County is the 20th largest milk producer in the United States and its continued growth is a key element in the county's economy. Farming and agricultural services employ about 950 workers which ranks third among all NYS counties.

The big question as Wyoming County enters 2003 is when and how quickly the national and upstate New York economies will emerge from the slow growth experienced in 2002. A large number of economists are predicting that the U. S. economy could improve this year if several events occur such as: the stock market trends higher, consumer spending remains strong, job hiring accelerates, business capital spending increases, and war with Iraq must either be avoided or resolved quickly with minimal damage to oil production and distribution facilities.

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

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

One of the Department's activities is responding to requests from businesses for various types of assistance. Retaining existing firms and assisting them is more important and cost-effective than the recruitment of new companies. Seventy to eighty percent of all business growth will come from expansion or modernization of existing firms that already employ local workers and pay local taxes.

The Wyoming County Chamber has the lead role in conducting a retention program. P&D and the IDA assist as needed. This program includes regular on-site visits and/or communications with all manufacturers, major employers, companies with growth potential, and upon request. Based on retention contracts, we respond to issues, concerns, and opportunities that were identified.

Yates County

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

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

An upsurge in tourism activity in Yates County can be attributed in large part to the vitality and expansion of wineries along Keuka and Seneca Lakes. The tourism and hospitality industry are now considered the largest employment sector in Yates County, according to the NYS Department of Labor. The growth in tourism activity can also be attributed to the county's continued desirability as a destination for vacationers with second homes or cottages along all three of the Finger Lakes with shoreline in Yates County. In addition, many visitors are attracted to the crafts and agricultural goods produced in the county, especially by the growing Mennonite population. Two new overnight lodging project are currently under development within the Penn Yan area. Each of these factors will be strong influences on Yates County in the years to come, and will continue to serve as a focal point for community and economic development efforts.

The county remains the second largest producer of grapes in New York State and has seen resurgence in other areas of agriculture, as well. Yates County is the only county in New York, which has had an increase in the overall number of farms in recent years. The dairy industry has been reinvigorated, and value-added agricultural products, as well as crops for the organic market, have seen rapid growth in the county.

The availability of water and sewer service has been a limiting factor in Yates County for many years until recently. In prior years, these public services were limited to village centers and nearby areas. This situation is changing and may provide significant opportunities for development in other areas of the county. The Town of Benton has created water districts along the Seneca Lake corridor and in the hamlet of Bellona Center. A third Benton water district will be completed in 2003, from Benton Center south to Penn Yan along Route 14A. The Town of Jerusalem recently extended water and sewer service five miles south of Penn Yan along the Keuka Lake shore, and is proposing two water district extensions to serve the Bluff Point area and Branchport. The Town of Milo has extended water and sewer service along East Lake Road toward the Town of Barrington, including the Yates County Airport, and is proposing additional upgrades within the Town.

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

The Yates County Industrial Development Agency, in cooperation with several local municipalities and the Economic Development Administration, has recently completed the development of an 85-acre industrial park. Horizon Business Park is the county's third business park and was necessitated by the lack of available industrial space in the county. Horizon Business Park is zoned Planned Business, and with its frontage along Route 14A, will allow commercial development at the entrance to the park in addition to a mixture of manufacturing and business service uses inside the Park's campus.

Coach & Equipment Manufacturing was the first tenant to locate in the development, doubling the size of their previous manufacturing space and significantly modernizing their manufacturing process. In 2003, two additional projects will begin construction in the Park. The availability of attractive municipal electric rates from the Village of Penn Yan and shovel ready sites makes this a very attractive location for business expansion.

The Yates County Industrial Development Agency also identifies workforce development, retention and attraction as a prominent issue in the county. The ability to "harvest a local workforce" that is technically proficient is a major focus of the Yates County IDA. In addition to its involvement in the Wayne/Finger Lakes WIB, the county has created the Business Education Training Action (BETA) Team to focus on three workforce issues: (1) involving the public schools in workforce development issues, (2) continuing educational programs for the current workforce and (3) marketing the BETA concept to prospective workers both within and outside Yates County through the use of the internet.

**Comprehensive Economic Development Strategy (CEDS)
Update Priorities**

Priority Number	Proposed Project (description)	Funding Sources	Total	Start-Finish Dates
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	<i>(to be submitted as an addendum)</i>	Genesee County		
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L-1	Multi-Tenant Building at Dansville Industrial Park	EDA, New York State, County, Private	\$2 Million	2003-2004
L-2	Wired Building/Business Incubator at Mt. Morris Industrial Park	EDA, New York State, County, Private	\$2 Million	2003-2004
L-3	Lima Sewer Extension	EDA, HUD, County	TBD	2004

M-1	Linden Park Access	Monroe County	To Be Determined	\$500,000	2002
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CEDS Update Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start-Finish Dates

R-1	Industrial Park Creation City of Rochester	To Be Determined	\$1.5 Million	2003-2005
R-2	Erie Harbor/Brooks Landing Project	To Be Determined	\$19.7 Million	2003-2005
R-3	Port of Rochester	To Be Determined	\$50 Million	2003-2005
R-4	Industrial Building Re-Use Study	To Be Determined	\$50,000	2003-2004
R-5	West Main St. Re-Development	To Be Determined	\$3.0 Million	2004-2005

ON-1a	Cornell Agricultural and Food Technology Park Ontario County	Private, To Be Determined	\$2.4 Million	2002-2003
ON-1b	Infotonics Technology Center	Private and Public	>\$130 million	2002-2012

OR-1	Incubator and Flex Building Orleans County	FDA, State, local	\$3.5 million	2004-2005
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CEDS Update Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start-Finish Dates

S-1	RT 318 Sewer Installation Seneca County	EDA, New York State, local	\$3.5 Million	2003-2004
S-2	Infrastructure Improvements at the Seneca Army Depot – water, sewer, roads, drainage and demolition	EDA, New York State	\$3.25 Million	2003-2005
S-3	Demolition of derelict and unneeded buildings and repair of facilities at the Seneca Army Depot	EDA, New York State	\$3.75 Million	2003-2005
S-4	Multi-Tenant Speculation Building	EDA, local	\$1 Million	2003

WA-1	Industrial Road – Town of Ontario Wayne County	To Be Determined	\$1.5 Million	2003
WA-2	Road Extension for Clyde Industrial Park	To Be Determined	\$1 Million	2003
WA-3	Incubator Facility	To Be Determined	\$1 Million	2003

CEDS Update Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start-Finish Dates

WY-1	Westinghouse Site Improvements – Attica	US EPA, NYS DEC, Local	\$1.5 Million	2004-2005
WY-2	Waste Water Treatment System – Castile	EFC, USDA, Local	\$5 Million	2003-2005
WY-3	Industrial Park Development – Perry	EDA, USDA, Local	\$2.2 Million	2004-2005
WY-4	Business Incubator Facility	USDA, HUD, Local	\$1 Million	2004-2005
WY-5	Route 98 Water & Sewer Extensions – Arcade	USDA, Local	\$950,000	2004-2005
WY-6	North Main Street Sewer Extension – Warsaw	EFC, USDA, Local	\$750,000	2003-2004

Y-1	Yates County Airport Taxiway and Runway Expansion	FAA, NYS, Yates County	\$4,000,000	2003-2006
Y-2	Re-Use of Former Penn Yan Marine Manufacturing Facility	EPA, DEC, County	\$500,000	2003-2005
Y-3	Micro-Enterprise Loan Fund Development	USDA, NYS Small Cities	\$750,000	2003-2004
Y-4	Town of Milo Sewer District #1-2	USDA, Local	\$6,200,000	2003-2004
Y-5	Town of Jerusalem Water District #3	HUD, USDA, NYS EFC, Local	\$4,000,000	2003-2003
Y-6	Expanded Himrod Water District - Milo	USDA, NYS Small Cities, Local	TBD	2003-2006

2003 Overall Economic Development Work Program

This section provides an overview of the activities that the G/FLRPC has undertaken and expects to pursue on an ongoing basis in order to meet the service needs set forth for the District in the CEDS Update. The work program portion of the CEDS Update is based on the discussions with the various stakeholders in the District's nine counties and the City of Rochester and is intended to achieve the following:

- Retain, attract and expand job opportunities in the District.
- Encourage private, public and civic collaboration in the District.
- Encourage private, public and civic investment in the District.

The work program involves specific activities and action steps that the G/FLRPC has met and will meet in the coming year. These actions will involve work on projects in economic development, planning, coordination and training that will foster an economic advantage of the District.

2003 Economic Development Work Program

This section provides an overview of the activities that the Genesee/Finger Lakes Regional Planning Council (G/FLRPC) will undertake in 2003 as a continuum of services provided in general under its Economic Development program. Action items are outlined below.

Technical Assistance

- G/FLRPC will provide information, planning and grant writing support services to support county and local economic development, planning and tourism initiatives on an as needed basis.
 - Information requests and analysis will be performed for such things as economic data and corresponding interpretation.
 - Provide assistance to the Genesee Transportation Council in gathering the appropriate data necessary to inform recommendations in their Long Range Transportation Plan.
 - Conduct a regional socio-economic and demographic forecasting study and a regional build out analysis to provide sound information for good policy decisions in the region.
 - Continue to work with regional agencies in the State of New York to ensure that aviation data, existing and proposed development and other applicable work is done in compliance with the Federal Aviation Administration while enhancing the economic viability of respective regions.

- Develop a standardized compilation of information used in the site selection process to be readily available for dissemination to site selection consultants and others interested in relocating to or starting/expanding operations in the District.
 - The compilations mentioned above are currently being assembled through a project entitled “Transportation and Industrial Access.” First a general inventory will be done of industrial sites parks and Brownfields in the region, including the identification of priority sites (deemed by regional stakeholders including planners, developers, etc.) Those priority sites will complete a detailed survey to yield a data set of site specific items and barriers to development.
 - A second phase of the “Transportation and Industrial Access” project will develop action steps for the priority sites using engineering and design recommendations.
- Develop a Regional Atlas that will provide information and data sets used in G/FLRPC economic development projects and programs to member counties’ and the City of Rochester’s economic development and planning departments and IDAs in digital format.
 - The G/FLRPC is actively working on this project. Much of the data has been collected and is being mapped and put into graphic format as well. Feedback from regional stakeholders has been gathered in an effort to ensure that G/FLRPC is gathering information that will be useful and that it will be presented in a format that is easily understood.
- Provide GIS/Remote Sensing technical assistance and support through activities such as mapping, creating databases that support economic development functions, digitizing land use and compiling digital images.
- Provide Hazard Mitigation Services that comply with state and national standards.
 - The G/FLRPC will work with the Town and Village of Arcade Hazard Mitigation plan that complies with the Disaster Mitigation Act of 2000.
 - The G/FLRPC will work on the Genesee and Wyoming Joint Flood Mitigation Plan in association with the New York State Emergency Management Office and FEMA.

Community and Business Development

- Initiate and continue contact with local elected officials and business leaders regarding opportunities for and constraints to economic development in the public and private sectors of municipalities.
 - The 2003 Annual Land Use Monitoring Report will be done to update the existing inventory of all municipal reports, studies, etc. done in the region for analysis purposes.
 - Meetings with local officials along the NYS Route 332 corridor are an integral part of the Route 332 Intermunicipal Development Analysis in Ontario County.

- G/FLRPC will identify business opportunities and assist in the development of a marketing plan for the Erie Canal Corridor, Seneca County and the Village of Corfu.
- G/FLRPC will work with regional stakeholders in identifying and developing regional economic development clusters.
- G/FLRPC, through the NYSEDA regional energy program funding will work with regional stakeholders, including the City and Town of Geneva, the City of Batavia and Wyoming County to evaluate energy efficient programs for businesses including energy target zones and regional energy plan development.
- G/FLRPC has been working on a Main Street Revitalization program for two model communities the District – the Village of Warsaw and the Village of Spencerport. The project includes the development of ‘main street tools’ that have involved gathering input, coordinating discussion and forming public and private partnerships to address this task.
- Produce an assessment of needs regarding the business climate, infrastructure, availability of grant and loan programs and other issues affecting communities throughout the District.
 - An application of knowledge gained from the main street program would include the aforementioned activities and apply them to other municipalities in the Region to determine the internal strengths and challenges that are present in communities.
- Outline strategies and action steps to create new opportunities for economic development based on the results of the needs assessment with continual feedback from county and local economic development and planning departments, IDAs, chambers of commerce and community based not-for-profit organizations.
 - The ultimate goal of the Main Street Program is to produce marketing strategies, plans and other studies and reports as well as provide recommendations that will allow for increased sustainable economic development in communities.
- Continue to administer the G/FLRPC’s EDA Revolving Loan Funds and business assistance programs (**Please see 2003 Work Plan below this section**).

State Data Center Affiliate Program

- Fill information and data services requests from citizens, businesses, not-for-profit organizations and public agencies.
- Socio-economic and demographic data services include a dedicated section on the G/FLRPC website (www.gflrpc.org) that features all currently available data as received by the G/FLRPC and analysis of major issues as they arise including population change and age-cohort analysis. Careful time and attention has been devoted to Census 2000 data.
 - Requests will be submitted and filled for other types of data and information that is more specialized.

Coordination & Training

- Hold workshops to train and inform local and county officials and others about land use regulations and emerging planning and development issues.
 - The Regional Local Government Workshops have taken on a broader local government focus with continued participation by code and zoning enforcement officers and planning and zoning board members as well as municipal council and board members, elected officials and others. The planning and development focus has not wavered and the workshops continue to attract over 500 people per year.
 - G/FLRPC will continue to facilitate Regional Roundtable discussions in an effort to gather together various perspectives on important regional topics in an effort to promote effective communication, collaborations and public/private/non-profit ownership of goals, methods of implementation and measurements to monitor progress.
 - G/FLRPC looks to develop additional workshops that will examine Energy Efficiency in the region and Small Business Development and Support.
- Attend relevant training and professional development conferences and workshops offered by state and national agencies involved in economic development (IEDC, NADO, etc.) to further increase support capabilities to agencies throughout the District.
 - The Executive Director and Regional Planner in Economic Development will continue to attend training courses and conferences that will enhance their economic development aptitudes including those offered by:
 - Economic Development Administration
 - International Economic Development Conference
 - National Association of Development Organizations
 - American Planning Association
 - New York State Association of Regional Councils
 - National Development Council
 - And others that will compliment the aforementioned conference and training sponsors.
- Update and fine tune the information and links on the G/FLRPC Web Site.
 - The G/FLRPC web location will serve as a location for regional marketing, information/data dissemination, partnership coordination/promotion and product generation

2003 Revolving Loan Fund Work Program

The 2003 work plan for the Genesee/Finger Lakes Regional Planning Council's Revolving Loan Fund (RLF) is a plan that will market and service the regional RLF, while also promoting other local resources as well. The program should be viewed as part of ongoing efforts by the Council to advocate for, facilitate and promote collaborations that will specifically assist small businesses develop and broadly enhance Economic Development in our nine county region. Relationship building, coordination and enhancement are emphasized for this revised approach.

The work program involves specific activities and action steps that the G/FLRPC has met and will meet in the coming year. Action items are outlined below.

Action items:

- Review all current RLF files and organize them in a uniform fashion while also becoming familiar with the clients and the loans.
- Review existing RLF policy and application in order to identify areas that may require refinement. Also review EDA lending regulations to ensure we are in compliance.
- Conduct a Regional Roundtable with regional stakeholders (IDA staff, Economic Developers, Planners, RLF Review Committee Members, etc.) where the RLF will be discussed within the context of Economic Development. For optimal results, facilitation for the Roundtable will be by a third party. Specific areas to be addressed:
 - Creating consensus on importance of the RLF program for the economic development of the region
 - Identifying how attendees believe that the program should be used
 - Identifying what attendees would consider a successful RLF program
 - Identifying what are attendees willing to commit to as action items to make the program successful
 - Establishing a process to gauge successes
 - Establish date and time for a follow-up
- Address the aforementioned action items in a follow up meeting where updates to applicable materials will be made with regional stakeholders and counsel for review and approval.
- New marketing materials will be developed.

- Outreach will be made to existing RLF clients. Customer service and satisfaction is key to relationship building. Existing customers have to feel that they are as important as potential customers.
- Outreach will be made to existing small business advocates. Examples are the Small Business Administration, Small Business Development Centers, New York Business Development Corporation, regional business incubators, etc. This relationship building will achieve:
 - A better working relationship between regional small business advocates, G/FL and other regional partners.
 - A better opportunity for collaborative efforts in the area of training, service provision and making referrals.
- Outreach will be made to regional revolving loan institutions and officers (Chase, M&T, National Bank of Geneva, etc.) This relationship building will achieve:
 - A better working relationship between lead lending institutions and gap financiers (G/FL and other regional partners)
 - It will give the Regional Revolving Loan Fund Relationship Coordinator an idea of areas of specialty with regard to lending for referrals along with potential client leads.
 - It will allow the Regional Revolving Loan Fund Relationship Coordinator to get a better grasp on the “pulse” of small businesses – this will keep the Council apprised of what trends are current and what trends are anticipated in the arena of small business development.
 - It will increase the opportunities for mutual support in aptitude areas.
- Outreach will be made to develop new RLF clients. Customer service and satisfaction are integral to relationship building. When necessary, staff will assist in facilitating the application process.
- Staff will attend applicable training to increase agency aptitude in the delivery of services as they relate to RLF coordination and administration.
- Development and implementation of a Regional Small Business Lending Workshop. As a result of the above listed activities, G/FL will have established a better understanding of the skills that need to be fine tuned for regional RLF participants and stakeholders (this includes but is not limited to small business owners, IDA/ED/Planning Staff, RLF Review Committees, Council Members, etc.) Items that may be addressed include but are not limited to:
 - Business planning
 - Credit analysis and repair
 - Cash flow analysis
 - Collateral
 - Inventory tracking
 - Personal financial planning as it relates to business finance
 - Etc.

2003 Overall Economic Development Program Evaluation

In an effort to measure, track and evaluate the performance of G/FL's Economic Development Program in 2003 several mechanisms will be put in place. A technical assistance log will be maintained, products developed/used will be monitored and be developed in a way to broaden applicability from specific projects to new and related projects, additional partnerships can be tracked through a call report system, RFL performance will be measured internally and externally by discussing service delivery with customers and involved stakeholders and all training sessions held will include evaluations.