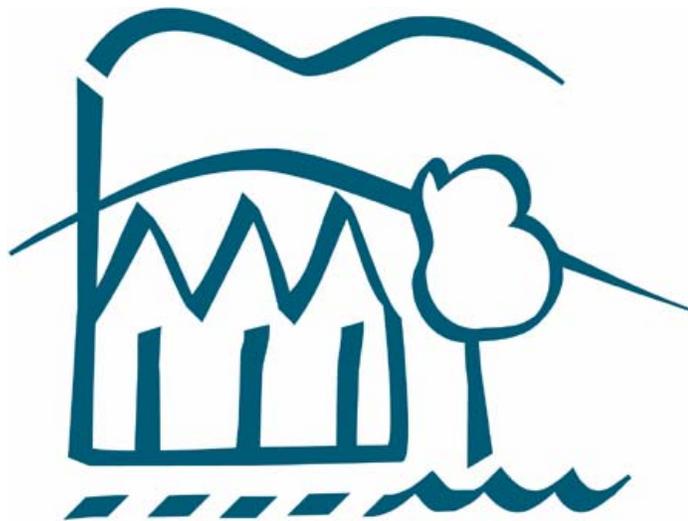

**Genesee-Finger Lakes Economic Development
District**

**Comprehensive Economic
Development Strategy**

2003-2004



GENESEE/FINGER LAKES
Regional Planning Council

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

2004

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

**Comprehensive Economic
Development Strategy**

2003-2004

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

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

Contract Grant Project Number: 01-83-07994



Mission Statement:

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

GENESEE/FINGER LAKES REGIONAL PLANNING COUNCIL

RESOLUTION

APPROVING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

WHEREAS,

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

NOW, THEREFORE, BE IT RESOLVED

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

September 9, 2004

Date


Chair

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1.0 Introduction

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) completed the initial Overall Economic Development Program (OEDP) in 1978. That OEDP document served as the basis for an economic development planning program in the Genesee-Finger Lakes Region, which led to official designation of the Region as an Economic Development District (EDD) 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.

The designation of the Genesee-Finger Lakes Region as an Economic Development District (EDD) was important because for all years subsequent to 1979, G/FLRPC has been awarded an annual planning grant that is used to promote regional economic development.

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

The Comprehensive Economic Development Strategy (CEDS) is the successor to the OEDP and is intended to further identify and develop the effective federal, state and local efforts that enhance the region's economy. All member counties and the City of Rochester are participating in the District program and have elected to have the Comprehensive Economic Development Strategy document serve their planning needs and designation obligations.

The preparation of the CEDS is an ongoing process and the resulting planning document serves as a guide for G/FLRPC's annual economic development work program. In addition, the CEDS influences other program areas provided to the region by G/FLRPC. These other program areas are discussed in greater detail in a latter section of this report (see section 4.11.)

This report provides an overview of the District's economic trends building on the sources analyzed in the CEDS by incorporating current data from local, regional, 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 G/FLRPC's work program to further strengthen the District's economy is also included.

Copies of the CEDS may be obtained by contacting G/FLRPC or via the internet at www.gflrpc.org.

1.1 Economic Development Administration

The Economic Development Administration was created by Congress pursuant to the Public Works and Economic Development Act of 1965, as amended by the Economic Development Administration Reform Act of 1998. The Economic Development Administration (EDA) provides grants for infrastructure development, local capacity building, and business development to help communities alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas and regions. The mission of EDA is *"to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."*

1.1.a Investment Summary

EDA grant funding received by G/FLRPC annually is used entirely to fund the District's Economic Development Program. The following summarizes the emphasis and evaluation of current and future investment made by EDA¹.

1. **Be market-based and results-driven.** An investment will capitalize on a region's competitive strengths and will positively move regional economic indicators measuring such things as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private-sector investment.
2. **Have strong organizational leadership.** An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project's successful execution.
3. **Advance productivity, innovation, and entrepreneurship.** An investment will embrace the principles of entrepreneurship, enhance regional clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.
4. **Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.** An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.
5. **Demonstrate a high degree of commitment by exhibiting:**
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage.
 - b. Clear and unified leadership and support by local elected officials.
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments.

¹ <http://www.eda.gov/InvestmentsGrants/Inpolguideline.xml>, viewed June, 21, 2004.

2.0 Organizational Overview

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

2.1 Legal Structure

G/FLRPC is the administrative and policy-making organization for the District. Through the adoption of concurring resolutions in 1977, the Counties of Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne and Yates organized the G/FLRPC. Wyoming County joined the Council in 1986.

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

2.2 Participating Governments

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

G/FLRPC welcomes the active participation of its member counties and the City of Rochester. Each county and the City of Rochester have approved resolutions authorizing participation in the District.

The City of Rochester has been recognized as a Redevelopment Center within the District by the Economic Development Administration under the provisions of Title IV of the Public Works and Economic Development Act of 1965, as amended. As a Redevelopment Center, Rochester is recognized as geographically and economically related to the District in a manner that will contribute to the economic growth of the areas in the District.

2.3 Organization

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

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

2.3.a Genesee/Finger Lakes Regional Planning Council

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

Table 1 - Genesee/Finger Lakes Regional Planning Council				
Member	Affiliation	Status	Race	Gender
Mary Pat Hancock (A)	Genesee County	Voting	White	Female
Steve Hyde	Genesee County	Voting	White	Male
Esther Leadley	Genesee County	Voting	White	Female
Richard Rudolph	Genesee County	Voting	White	Male
<i>James Duval</i>	<i>Genesee County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Marjorie Cansdale	Livingston County	Voting	White	Female
Weston Kennison	Livingston County	Voting	White	Male
James Merrick (A)	Livingston County	Voting	White	Male
Mark Walker	Livingston County	Voting	White	Male
Robert Yull	Livingston County	Voting	White	Male
<i>Julie Marshall</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>
<i>Patrick Rountree</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>David Woods</i>	<i>Livingston County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Jeffrey Adair	Monroe County	Voting	White	Male
Mark Assini	Monroe County	Voting	White	Male
Karla Boyce	Monroe County	Voting	White	Female
Maggie Brooks	Monroe County	Voting	White	Female
Robert Radell	Monroe County	Voting	White	Male
Wayne Zyra	Monroe County	Voting	White	Male
<i>Paul Johnson</i>	<i>Monroe County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Lois Geiss	City of Rochester	Voting	White	Female
William Johnson	City of Rochester	Voting	Black	Male
<i>Larry Stid</i>	<i>City of Rochester</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Samuel Casella	Ontario County	Voting	White	Male
Robert LaRocca	Ontario County	Voting	White	Male
Carmen Orlando (A)	Ontario County	Voting	White	Male
<i>Kristen Hughes</i>	<i>Ontario County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Michael Manikowski</i>	<i>Ontario County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Richard Bennett (A)	Orleans County	Voting	White	Male
Kenneth Rush	Orleans County	Voting	White	Male
Marcia Tuohey	Orleans County	Voting	White	Female
<i>Wayne Hale</i>	<i>Orleans County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
<i>Donald Kennedy</i>	<i>Orleans County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Robert Shipley	Seneca County	Voting	White	Male
Fred Swain	Seneca County	Voting	White	Male
<i>Glenn Cooke</i>	<i>Seneca County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Margaret Churchill	Wayne County	Voting	White	Female
Marvin Decker	Wayne County	Voting	White	Male
James Fabino	Wayne County	Voting	White	Male
David Spickerman (A)	Wayne County	Voting	White	Male
<i>Barbara Harper</i>	<i>Wayne County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>
<i>Sharon Lilla</i>	<i>Wayne County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Female</i>

Table 1 - Genesee/Finger Lakes Regional Planning Council, continued				
Member	Affiliation	Status	Race	Gender
Douglas Berwanger	Wyoming County	Voting	White	Male
Anne Humphrey	Wyoming County	Voting	White	Female
Howard Miller (A)	Wyoming County	Voting	White	Male
<i>Richard Tindell</i>	<i>Wyoming County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Deborah Flood	Yates County	Voting	White	Female
Robert Multer	Yates County	Voting	White	Male
Nancy Taylor (A)	Yates County	Voting	White	Female
<i>Steve Isaacs</i>	<i>Yates County</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>
Wilfred Brooks	At-Large	Voting	Black	Male
Henry Herrera	At-Large	Voting	Hispanic	Male
Clyde Forbes	At-Large	Voting	Black	Male
<i>Richard Perrin</i>	<i>Genesee Transportation Council</i>	<i>Ex-officio</i>	<i>White</i>	<i>Male</i>

(A) Alternate

2.3.b Executive Committee

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

Table 2 - Executive Committee				
Member	Address	Affiliation	Race	Gender
Esther Leadley, Chair	11047 River Road Pavilion, NY 14525	Legislator, Genesee County Legislature	White	Female
David Woods	6 Court Street - Room 305 Geneseo, NY 14454	Chair, G/FLRPC Planning Coordination Committee	White	Male
Marjorie Cansdale	4324 Redmond Road Dansville, NY 14437	Supervisor, Livingston County Board of Supervisors	White	Female
Wayne Zyra	39 West Main Street Rochester, NY 14614	President, Monroe County Legislature	White	Male
Sam Casella, Vice Chair	1044 Woolhouse Rd. Canandaigua, NY 14224	Supervisor, Ontario County Board of Supervisors	White	Male
Kenneth Rush	1986 Main Street Waterport, NY 14571	Legislator, Orleans County Legislature	White	Male
Fred Swain	2907 Swick Road Ovid, NY 14521	Seneca County Board of Supervisors	White	Male

Table 2 - Executive Committee, continued				
Member	Address	Affiliation	Race	Gender
Marvin E. Decker	26 Church Street Lyons, NY 14489	Chairman, Wayne County Board of Supervisors	White	Male
Anne Humphrey, Treasurer	Court House 143 N. Main Street Warsaw, NY 14569	Vice Chair - Wyoming County Board of Supervisors	White	Female
Steven E. Isaacs	1 Keuka Business Park Penn Yan, NY 14527	Chair, G/FLRPC Economic Development Advisory Committee	White	Male
Nancy Taylor	12 Rosewood Drive Penn Yan, NY 14527	Supervisor, Yates County Legislature	White	Female
Wilfred Brooks	98 South Pearl Street Oakfield, NY 14125	At-Large	Black	Male

2.3.c Economic Development Advisory Committee (EDAC)

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

Table 3 - Economic Development Advisory Committee (EDAC)				
Member	Address	Affiliation	Race	Gender
Steve Hyde, CEO	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Patrick Rountree, Director	6 Court Street Room 306 Geneseo, NY 14454	Livingston County Economic Development Group	White	Male
Paul Johnson, Acting Director	50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Male
Fashun Ku, Commissioner of Economic Development	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester Economic Development Department	Asian	Male

Table 3 - Economic Development Advisory Committee (EDAC), continued				
Member	Address	Affiliation	Race	Gender
Michael Manikowski, Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Male
Donald Kennedy, Executive Director	111 West Ave. Albion, NY 14411	Orleans Economic Development Agency	White	Male
Glen Cooke, Director	1 DiPronio Drive Waterloo, NY 13165	Seneca County Planning & Development	White	Male
Barbara Harper, (Former) Administrative Director	16 William Street Lyons, NY 14489	Wayne County Economic Development	White	Female
Michael Hefka, Executive Director	6470 Route 20A Suite 4 Perry, NY 14530	Wyoming County Industrial Development Agency	White	Male
Steven E. Isaacs, Executive Director, Chair	1 Keuka Business Park Penn Yan, NY 14527	Yates County Industrial Development Agency	White	Male
Jack Kinnicutt, Director - Finger Lakes Regional Office	400 Andrews Street, Suite 710 Rochester, NY 14604	Empire State Development	White	Male

2.3.d Rochester Regional Development Corporation (RDC)

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

Table 4 - Rochester Regional Development Corporation (RDC)				
Member	Address	Affiliation	Race	Gender
Steve Griffin, Vice President	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Julie Marshall, Deputy Director	6 Court Street Room 306 Geneseo, NY 14454	Livingston County Economic Development Group	White	Female
Judy Seil, Senior Economic Development Specialist	City Place 50 West Main Street Suite 8100 Rochester, NY 14614	Monroe County Planning & Development	White	Female

Table 4 - Rochester Regional Development Corporation (RDC), continued				
Member	Address	Affiliation	Race	Gender
Dana Brunett, (Former)Manager of Industrial Development	City Hall, Room 005A 30 Church Street Rochester, NY 14614	City of Rochester Economic Development Department	White	Male
Roberta Hutchinson, Assistant Director	20 Ontario Street Canandaigua, NY 14424	Ontario County Office of Economic Development	White	Female
Jim Armstrong, Assistant Director	16 William Street Lyons, NY 14489	Wayne County Economic Development	White	Male
Richard Perrin, Executive Director	50 W. Main Street., Suite 8112 Rochester, NY 14614	Genesee Transportation Council	White	Male
Richard Rebadow, Vice-Chair Western Regional ED Manager	150 Erie Street Lancaster, NY 14086	New York State Energy and Gas	White	Male
Clyde Forbes, Director of Economic Development	89 East Avenue Rochester, NY 14649	Rochester Gas & Electric Corporation	Black	Male
Peter Pecor Regional Administrator	130 West Main Street Room 200 Rochester, NY 14614	NYS Department of Labor	White	Male
Victoria Pratt, Managing Director, Business Development	100 Chestnut Street - One HSBC Plaza Suite 1910 Rochester, NY 14604	Greater Rochester Enterprise	White	Female
Richard Boerman, Loan Management	6712 Ann Lee Drive North Rose, NY 14516	Regional Development Corporation	White	Male

2.3.e Planning Coordination Committee (PCC)

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

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

2.3.f Partners

Partnerships are very important within our District because they compound regional efforts and outcomes, which ultimately impact the economic stability of our region. Partners with Genesee/Finger Lakes Regional Planning Council are identified below.

- Economic Development Administration
- United States Congress
- United States Senate
- Federal Aviation Administration
- Federal Emergency Management Agency
- Army Corps of Engineers
- United States Department of Agriculture
- United States Geological Survey
- United States Environmental Protection Agency
- New York State Association of Regional Planning Councils
- Empire State Development
- New York Planning Federation
- New York Manufactured Homes Association
- New York Rural Water
- New York Assembly
- New York Senate
- New York State Association of Counties
- New York State Association of Towns
- New York State Canals
- New York State Conference of Mayors
- New York State Department of Environmental Conservation
- New York State Department of Agriculture & Markets
- New York State Department of Health
- New York State Department of Labor
- New York State Department of State
- New York State Department of Transportation
- State Emergency Management Office
- New York State Office of Cyber Security
- New York State Office of Real Property Services
- New York State Soil & Water Conservation Committee
- New York State Energy Research and Development Agency
- Greater Rochester Enterprise
- Genesee Transportation Council
- Rochester-Genesee Regional Transportation Authority (RGRTA)
- Rural Opportunities, Inc.
- County Administrators
- County Cornell Cooperative Extension Directors
- County Chambers of Commerce
- County Emergency Management Officers
- County Farm Bureaus
- County Farmland Protection Boards
- County Health Departments
- County Department of Transportations
- County Highway Department Directors
- County Historians
- County Legislators
- County Real Property Services Directors
- County Soil and Water Conservation District Managers
- County Tourism Promotion Agencies
- County Farm Service Agencies

- County Natural Resources Conservation Services
- County Water Authorities
- Local Supervisors
- Local Mayors
- Local Administrators
- Local Planners
- Local Downtown Revitalization Coordinators
- Local Business Improvement Districts

2.3.g Staff

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

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

3.0 Program Areas

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) seeks to identify, define, and inform its member counties of issues and opportunities critical to the physical, economic, and social health of the region. This is done through the promotion of the Council's Economic Development program, as well as the following programs listed below. They are:

3.1 Regional, Local, Water Resource Planning

Regional, Local & Water Resources Planning services include land use, water resources, municipal, hazard/flood mitigation, Main Street and aviation planning in addition to local government support including training, workshop, conference development and coordination.

3.2 Data, Technology & Resource Center

Data, Technology & Resource Center services include socio-economic and demographic data development, analysis, and dissemination; demographic and school district enrollment projections; geographic information systems, mapping and remote sensing data development, analysis and product generation; and a resource library.

3.3 Energy Smart

Finger Lakes Energy Smart Communities is part of the New York State Energy Research and Development Authority's (NYSERDA) New York Energy Smart 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 G/FLRPC. Regional energy needs are targeted by building a network of individuals, organizations and agencies that contributes to projects, demonstrating how energy-efficiency and diversifying energy resources can create economic, environmental and social benefits.

3.4 Economic Development

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

4.0 Overview

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

4.1 Climate

The Genesee-Finger Lakes Region experiences a fairly humid, continental type climate, which is modified by the proximity of the Great Lakes. Precipitation is rather evenly distributed throughout the year in quantity, but frequency is much higher in the cloudy winter months than in the sunny summer ones.

4.2 Geography

Physically, the Genesee-Finger Lakes Region is located in west-central New York State. The Region is bordered by Lake Ontario to the north, the Southern Tier Region and foothills of the Appalachian Mountains to the south, Syracuse and the Central New York Region to the east, and the Buffalo-Niagara metropolitan area to the west.

Politically, the Region is composed of nine counties (Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates) and 192 cities, towns, and villages.

4.3 District Map

The area of Genesee Finger Region is approximately 4,700 square miles. Map #1 shows the nine-county region.

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4.4 Population

The region grew 3% between 1990 and 2000 with the largest increase occurring in Monroe County (21,375 persons). The growth in Monroe County accounted for over half the increase in the District's population despite a decline in the City of Rochester. Other counties with growth include Yates County at the rate of 7.9%, followed by Orleans at 5.6%, Ontario at 5.4% and Wayne County at 5.2%.

Population counts from the 1990 and 2000 censuses along with corresponding changes in persons and growth rates are presented in Table 7.

Table 7 - Change in Population for the Genesee Finger Lake Region Between 1990 and 2000				
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%
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/FLRPC Region	1,161,470	1,199,588	38,118	3.3%

Source: US. Bureau of the Census, 2002

There are a total number of 62 counties in New York State. Table 8 provides the ranking of the counties within the Genesee-Finger Lakes Region based on population.

Table 8 - State Ranking by County and Population for the Genesee Finger Lake Region, 2000		
County	Population	State Ranking
Genesee County	60,370	44
Livingston County	64,328	38
Monroe County	735,343	9
Ontario County	100,224	27
Orleans County	44,171	54
Seneca County	33,342	57
Wayne County	93,765	31
Wyoming County	43,424	55
Yates County	24,621	60

Source: US. Bureau of Economic Analysis, 2002

Monroe County ranks in the top ten New York State Counties at number 9, with a population of 735,343. Ontario and Wayne County follow in state ranking by county and population at numbers 27 and 31 with respective populations of 100,224 and 93,765.

4.5 Population Projections

The population for counties, cities, towns, and villages in the Genesee-Finger Lakes Region out to 2040 was recently completed by G/FLRPC. The report can be viewed in its entirety at <http://www.gflrpc.org/DTRCenter/2003PopulationProjections.pdf> County population data and projections appear in Table 9.

**Table 9 - Population & Projections for the Genesee Finger Lake Region
from 1960-2040**

County	1960	1970	1980	1990	2000	2010	2020	2030	2040
Genesee County	53,994	58,722	59,400	60,060	60,370	60,237	59,772	59,274	58,753
Livingston County	44,053	54,041	57,006	62,372	64,328	65,979	67,333	68,481	69,478
Monroe County	586,387	711,917	702,238	713,968	735,343	749,878	758,290	766,274	772,421
<i>City of Rochester</i>	318,611	296,233	241,741	231,636	219,773	216,556	213,794	211,467	209,260
Ontario County	68,070	78,849	88,909	95,101	100,224	103,296	105,606	107,430	108,248
Orleans County	34,159	37,305	38,496	41,846	44,171	45,829	46,974	47,724	48,305
Seneca County	31,984	35,083	33,733	33,683	33,342	33,177	33,041	32,927	32,827
Wayne County	67,989	79,404	84,581	89,123	93,765	96,499	97,936	98,726	99,173
Wyoming County	34,793	37,688	39,895	42,507	43,424	44,165	43,944	43,627	43,289
Yates County	18,614	19,831	21,459	22,810	24,621	25,994	26,955	27,833	28,647

Source: Genesee/Finger Lakes Regional Planning Council, 2003

Population projections are useful in terms of economic development planning because they can be used to anticipate the location of future population growth. Historically, looking at population in Monroe County and the City of Rochester, their location for development was clear. Looking at 1990, 2000 and going forward to 2040, a notable population increase continues in Monroe County and according to projections, the counties of Ontario and Wayne will also see population increases.

4.6 Employment

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

2003-2004 Comprehensive Economic Development Strategy

Table 10 - Annual Employment By Industry in the Genesee-Finger Lakes Region, 2002					
Industry	Genesee	Livingston	Monroe	Ontario	Orleans
Farm employment	1,298	1,204	1,031	1,386	1,235
Forestry, fishing, related activities	209	209	318	207	167
Mining	89	27	493	74	80
Utilities	(D)	(D)	(D)	(D)	(D)
Construction	1,553	1,762	18,299	4,610	635
Manufacturing	3,427	2,358	72,701	7,346	1,791
Wholesale trade	1,213	679	16,846	1,682	(D)
Retail trade	3,633	3,725	50,761	10,495	1,964
Transportation and warehousing	(D)	(D)	(D)	(D)	550
Information	310	293	13,936	827	145
Finance and insurance	653	789	18,161	1,949	226
Real estate and rental and leasing	836	934	15,712	2,030	336
Professional and technical services	903	1,214	31,146	2,606	(D)
Management of companies and enterprises	93	37	10,505	77	(D)
Administrative and waste services	1,300	684	24,123	1,849	315
Educational services	306	261	24,962	1,095	35
Health care and social assistance	2,974	2,511	60,741	7,498	(D)
Arts, entertainment, and recreation	1,426	496	9,536	1,558	219
Accommodation and food services	2,010	1,881	25,366	4,300	704
Other services, except public administration	1,992	1,608	19,992	2,885	698
Government and government enterprises	5,637	7,414	49,976	8,209	4,551
Total	30,887	28,891	475,200	62,249	16,310

Source: Bureau of Economic Analysis, 2004

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

Upon reflection of these two Tables (10 & 11), several observations can be made. The first is that Monroe County had the highest annual average number of jobs, followed by Ontario and Wayne. Next, despite the decline our region's manufacturing base, the manufacturing industry remains significant. Other industries with impressive numbers for annual employment are government, retail trade, health care and social assistance.

Table 11 - Annual Employment By Industry, continued, in the Genesee-Finger Lakes Region, 2002

Industry	Seneca	Wayne	Wyoming	Yates
Farm employment	690	1,882	1,676	1,042
Forestry, fishing, related activities	(D)	(D)	117	(D)
Mining	11	(D)	25	(D)
Utilities	(L)	(D)	(D)	(D)
Construction	736	1,907	718	523
Manufacturing	(D)	6,419	2,481	1,011
Wholesale trade	300	771	(D)	(D)
Retail trade	2,421	4,684	1,962	1,068
Transportation and warehousing	480	(D)	736	274
Information	86	366	100	141
Finance and insurance	358	796	571	175
Real estate and rental and leasing	411	825	288	353
Professional and technical services	565	1,547	(D)	245
Management of companies and enterprises	(D)	199	(D)	0
Administrative and waste services	(D)	1,046	789	170
Educational services	404	194	86	(D)
Health care and social assistance	1,755	3,229	1,012	(D)
Arts, entertainment, and recreation	229	647	295	142
Accommodation and food services	986	1,625	864	502
Other services, except public administration	702	1,748	853	496
Government and government enterprises	2,588	8,255	4,539	1,303
Total	15,522	37,238	18,056	9,626

Source: Bureau of Economic Analysis, 2004

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

4.7 Unemployment

According to the New York State Department of Labor and the Bureau of Labor Statistics, the annual average rate of unemployment in 2002 was 5.8% in the United States, 6.1% in New York State and 5.9% for the Region. There were six counties that exceeded the national average percent, four counties that exceeded the state's average percent of unemployment and six counties that exceeded the region's average percent in 2002.

The six counties that exceeded the national average percent of unemployment, which was 5.8%, were Genesee (6.4%), Livingston (6.1%), Orleans (6.9), Seneca (5.9%), Wayne (7.4%) and Wyoming Counties (6.2%). The City of Rochester also exceeded the national average at 9.8%. The remaining counties were below the national average. Those counties were Monroe, Ontario and Yates Counties with average unemployment rates of 5.6%, 5.7% and 4.6% respectively.

The four counties that exceeded the New York State average unemployment rate, which was 6.1%, were Genesee, Orleans, Wayne and Wyoming with average unemployment rates of 6.4%, 6.9%, 7.4% and 6.2% respectively. The City of Rochester exceeded the state average for unemployment. Livingston (6.1%), Monroe (5.6%), Ontario (5.7%), Seneca (5.9%) and Yates (4.6%) were below that state average for 2002.

The four counties that exceeded the Regional average unemployment rate, which was 5.9%, were Genesee, Orleans, Wayne and Wyoming with average unemployment rates of 6.4%, 6.9%, 7.4% and 6.2% respectively. The City of Rochester exceeds the regional average unemployment rate.

Again using data from the New York State Department of Labor, the U.S. average percent of unemployment in 2003 was 6.0%, 6.3% for New York State and 5.8% for the Region. There were five counties that exceeded the national average percent of unemployment, three counties that were above the New York State average percent and there were five that exceeded the average percent for the region in 2003.

The five counties that exceeded the U.S. average were Genesee, Livingston, Orleans, Wayne and Wyoming with average unemployment rates of 6.8%, 6.3%, 7.6%, 6.6% and 6.3% respectively. Monroe (5.6%), Ontario (5.6%), Seneca (5.8%) and Yates (4.3%) were below that national average for 2003, which was 6.0%.

The three counties that exceeded the state average percent of unemployment, which was 6.3%, were Genesee (6.8%), Orleans (7.6%) and Wayne (6.6%). The remaining counties were below the state average. Those counties were Livingston, Monroe, Ontario, Seneca, Wyoming and Yates Counties with average unemployment rates of 6.3%, 5.6%, 5.6%, 5.8% and 4.3% respectively.

The five counties that exceeded the regional average percent of unemployment, which was 5.8%, were Genesee (6.8%), Livingston (6.3%), Orleans (7.6%), Wayne (6.6%) and Wyoming Counties (6.3%). The remaining counties were below the regional average. Those counties were Monroe, Ontario, Seneca and Yates Counties with average unemployment rates of 5.6%, 5.6%, 5.8% and 4.3% respectively.

The City of Rochester exceeded the national, state and regional annual average unemployment in 2003 at 9.8%.

In addition the percent change in average unemployment from 2002 to 2003 is listed. It is notable that in Ontario, Wayne, Seneca and Yates County, average annual unemployment between the two years actually decreased. Average unemployment rates by county are presented in Table 12.

Table 12 - Annual Average Unemployment Rate by County in the Genesee-Finger Lakes Region, 2002-2003			
Area	Average % 2002	Average % 2003	% change
United States	5.8%	6.0%	+0.2%
N.Y. State	6.1%	6.3%	+0.2%
Finger Lakes Region	5.9%	5.8%	-0.1%
Genesee County	6.4%	6.8%	+0.4%
Livingston County	6.1%	6.3%	+0.2%
Monroe County	5.6%	5.6%	N/A
City of Rochester	9.8%	9.8%	N/A
Ontario County	5.7%	5.6%	-0.1%
Orleans County	6.9%	7.6%	+0.7%
Seneca County	5.9%	5.8%	-0.1%
Wayne County	7.4%	6.6%	-0.8%
Wyoming County	6.2%	6.3%	+0.1%
Yates County	4.6%	4.3%	-0.3%

Source: New York State Department of Labor and Bureau of Labor Statistics, 2004

4.8 Wages/ Personal Income

Using Bureau of Economic Analysis data, Tables 13 and 14 examine the annual average wages earned by industry and the annual average per capita income and personal income by county for the region.

**Table 13 - Annual Average Wages Earned, in Dollars, by Industry and County
in the Genesee-Finger Lakes Region, 2002**

Industry	Genesee	Livingston	Monroe	Ontario	Orleans
Agriculture, Forestry, Fishing & Hunting	23,220	24,466	16,200	19,784	18,740
Mining	43,890	28,133	40,343	42,926	24,853
Utilities	0	71,804	88,199	68,818	0
Construction	32,154	34,107	41,168	40,796	33,221
Manufacturing	30,959	34,392	53,698	41,571	31,977
Wholesale Trade	36,202	31,942	51,433	42,152	34,883
Retail Trade	17,366	19,205	19,967	19,640	15,553
Transportation and Warehousing	24,270	24,981	28,085	30,448	24,327
Information	27,563	19,919	50,932	28,036	11,886
Finance and Insurance	37,978	28,286	51,424	41,574	27,055
Real Estate and Rental and Leasing	14,328	19,499	26,409	23,865	16,417
Professional and Technical Services	26,610	25,716	46,289	35,245	20,570
Management of Companies and Enterprises	0	33,314	64,084	47,642	0
Administrative and Waste Services	31,212	19,143	25,793	21,369	17,395
Educational Services	10,764	14,123	43,927	41,220	0
Health Care and Social Assistance	25,213	22,907	29,356	27,389	21,878
Arts, Entertainment, and Recreation	13,159	12,731	17,182	17,561	8,374
Accommodation and Food Services	8,020	8,913	12,009	11,456	8,262
Other Services	17,064	18,559	20,448	14,871	14,302
Total, All Government	37,275	34,041	35,519	35,335	36,297
Unclassified	14,662	10,576	17,904	15,150	10,238
Total	28,719	27,151	37,109	29,575	27,460

Source: NYS DOL, NAICS, 2004

Tables 13 and 14 indicate that the highest total annual average wages earned is in Monroe County (\$37,109), followed by Ontario County (\$29,575) and Genesee and Wyoming Counties (both are at \$28,719.) In terms of the highest wages earned by industry, manufacturing and government yield higher wages when looking at the region as a whole. However, when looking at earnings on a county by county basis – the variation in earnings can be seen. This can add value to the assumption that different counties have different industries that prosper - illustrating to some extent the diversity in the region’s economy.

Table 14 - Annual Average Wages Earned, In Dollars, by Industry and County, continued, in the Genesee-Finger Lakes Region, 2002				
Industry	Seneca	Wayne	Wyoming	Yates
Agriculture, Forestry, Fishing & Hunting	16,261	22,613	28,719	14,569
Mining	0	37,716	23,220	0
Utilities	0	0	43,890	0
Construction	31,816	33,816	0	21,873
Manufacturing	41,990	35,848	32,154	30,149
Wholesale Trade	25,705	37,489	30,959	30,369
Retail Trade	18,755	18,529	36,202	17,665
Transportation and Warehousing	29,330	27,962	17,366	33,928
Information	20,001	23,185	24,270	22,492
Finance and Insurance	30,776	29,445	27,563	30,483
Real Estate and Rental and Leasing	14,867	16,359	37,978	16,852
Professional and Technical Services	28,910	45,175	14,328	28,891
Management of Companies and Enterprises	0	44,444	26,610	0
Administrative and Waste Services	32,097	26,130	0	24,954
Educational Services	31,887	15,843	31,212	15,264
Health Care and Social Assistance	20,876	22,293	10,764	22,374
Arts, Entertainment, and Recreation	15,892	13,889	25,213	11,619
Accommodation and Food Services	10,351	9,143	13,159	9,753
Other Services	13,209	15,739	8,020	16,406
Total, All Government	31,589	31,966	17,064	28,413
Unclassified	23,654	20,412	37,275	12,969
Total	27,443	28,392	28,719	23,001

Source: NYS DOL, NAICS, 2004

Upon analysis of the annual average per capita income in the region, which appears in Table 15, Monroe County has the highest annual average per capita income with \$32,506, followed by Ontario County with \$28,788 and Wayne County with \$25,551. Total personal income follows suit with Monroe County at \$23,926,867. Ontario and Wayne Counties are the next highest in total personal income at \$2,930,429 and \$2,394,833.

Table 15 - Annual Average Per Capita and Total Personal Income by County in the Genesee-Finger Lakes Region, 2002		
County	Per Capita Income	Total Personal Income
Genesee County	\$25,024	\$1,499,662
Livingston County	\$23,512	\$1,521,729
Monroe County	\$32,506	\$23,926,867
Ontario County	\$28,788	\$2,930,429
Orleans County	\$21,623	\$942,286
Seneca County	\$23,306	\$815,789
Wayne County	\$25,551	\$2,394,833
Wyoming County	\$21,278	\$915,828
Yates County	\$20,926	\$512,905

Source: US. Bureau of Economic Analysis, 2004

The counties with the lowest annual average per capita income in the region were Orleans County with \$21,623, Wyoming County with \$21,278 and Yates County with \$20,926. Counties with the lowest total personal income were Seneca County and Yates County at \$815,789 and \$512,905 respectively. Table 15 reflects the region's income.

4.9 Housing

Housing is an important issue when looking at the region because it is an indicator of a strong economy and a healthy region. In addition, where people reside can provide an idea of how people perceive the quality of life in both a specific and a broader context of community. The following section is a review of housing data for the Genesee-Finger Lakes Region.

The total number of housing units for G/FLRPC region was 495,340 according to the 2000 Census. Monroe County had the highest number of housing units with 304,388. Following Monroe was Wayne County with 38,767 and Genesee and Livingston County with 24,190 and 24,023 respectively. Housing units for the entire region can be viewed in Table 16.

Table 16 - Number of Housing Units for the G/FLRPC Region, 2000	
County	# of units
Genesee	24,190
Livingston	24,023
Monroe	304,388
Ontario	42,647
Orleans	17,347
Seneca	14,974
Wayne	38,767
Wyoming	16,940
Yates	12,064
G/FLRPC Total	495,340

Source: U.S. Census, 2002

Table 17 lists the average number of persons per household in the District for the years 1980, 1990 and 2000. Historically there has been a decrease in the average persons per household from 1980 to 1990 and 1990 to 2000 for all counties in the Region.

Table 17 - Average Persons per Household for the G/FLRPC Region, 1980 - 2000			
County	Average # of persons 1980	Average # of persons 1990	persons 2000
Genesee	2.91	2.72	2.59
Livingston	2.88	2.68	2.60
Monroe	2.70	2.54	2.47
Ontario	2.82	2.64	2.53
Orleans	2.91	2.74	2.65
Seneca	2.79	2.64	2.51
Wayne	2.92	2.75	2.64
Wyoming	2.96	2.79	2.62
Yates	2.71	2.63	2.59

Source: U.S. Census, 2002

Upon review of the total occupied units for the District, the same pattern is reflected in Table 18. Monroe County has the highest rate of unit occupancy with 286,512 units, followed by Wayne County with 34,908.

Table 18 - Total Occupied Units for the G/FLRPC Region, 2000	
County	
Genesee	22,770
Livingston	22,150
Monroe	286,512
Ontario	38,370
Orleans	15,363
Seneca	12,630
Wayne	34,908
Wyoming	14,906
Yates	9,029
G/FLRPC Total	456,638

Source: U.S. Census, 2002

The following data sets review the owner and renter occupied housing in the region. The diversity in units is important due to the diversified background of residents - such as their level of income, the location of employment and the infrastructure in their respective municipalities.

Table 19 shows that in all of the counties within our district, more people own than rent their housing units.

Table 19 - Owner and Renter Occupied Units for the G/FLRPC Region, 2000		
County	# of owned units	# of rented units
Genesee	16,111	6,195
Livingston	16,510	5,640
Monroe	186,426	100,086
Ontario	28,225	10,145
Orleans	11,621	3,742
Seneca	9,320	3,310
Wayne	27,097	7,811
Wyoming	11,426	1,480
Yates	6,960	2,069
G/FLRPC Total	313,696	140,478

Source: U.S. Census, 2002

4.10 Building Permits Issued

In 2003, municipalities in Monroe County issued permits for 1,737 new residential units. Ontario and Livingston Counties followed with the next largest numbers of new residential units in 2003 with 533 and 223 permits issued respectively.

The largest number of permits issued for new industrial buildings was by Monroe County followed by Orleans County and then Wayne County. The largest number of permits issued for new commercial buildings in 2003 was Monroe followed by Ontario. Finally, for Community Services in 2003 was most significant in Monroe County followed by Genesee County.

A review of building permits issued in the District by County from 1999-2003 is presented in Tables 20-28.

Table 20 - Permits Issued by Use in Genesee County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	143	4	7	1	155
2000	104	5	6	2	117
2001	51	1	5	0	57
2002	76	6	4	0	86
2003	114	0	11	2	127

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 21 - Permits Issued by Use in Livingston County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	270	19	14	3	306
2000	217	11	10	6	244
2001	200	10	7	1	218
2002	186	5	8	0	199
2003	223	3	9	1	236

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 22 - Permits Issued by Use in Monroe County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	2,385	0	0	0	2,385
2000	2,006	41	63	6	2,116
2001	1,818	22	126	2	1,968
2002	1,650	28	128	3	1,809
2003	1,737	18	196	4	1,955

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 23 - Permits Issued by Use in Ontario County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	621	5	34	8	668
2000	490	20	42	4	756
2001	591	14	20	0	625
2002	570	13	47	1	631
2003	533	2	11	0	546

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 24 - Permits Issued by Use in Orleans County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	100	3	2	1	106
2000	99	5	0	3	107
2001	90	2	4	1	97
2002	113	1	3	0	117
2003	99	4	2	0	105

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 25 - Permits Issued by Use in Seneca County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	162	3	14	6	185
2000	124	1	10	3	138
2001	89	0	5	1	95
2002	121	1	2	1	125
2003	134	0	18	2	154

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 26 - Permits Issued by Use in Wayne County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	387	20	15	1	423
2000	400	8	10	0	418
2001	296	3	8	1	308
2002	313	9	10	1	333
2003	213	6	10	1	230

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 27 - Permits Issued by Use in Wyoming County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	118	0	12	0	130
2000	106	0	3	2	111
2001	94	1	3	0	98
2002	146	0	36	0	182
2003	95	0	29	0	124

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

Table 28 - Permits Issued by Use in Yates County, 1999-2003					
	Residential	Industrial	Commercial	Community Services	Total Permits Issued
1999	113	4	6	0	123
2000	105	3	10	2	120
2001	115	0	4	1	120
2002	100	1	10	0	110
2003	67	1	11	0	79

Source: Genesee/Finger Lakes Regional Planning Council, Rural Land Use Monitoring Report, 2004

By far, the highest numbers of permits issued were in Monroe County, followed by Ontario and Wayne. Generally, residential development is the predominant of the 4 classifications in each county in the region.

4.11 Activity Review

For the past year, Genesee/Finger Lakes Regional Planning Council has worked on several projects that both directly and indirectly impact the District's economy. The following is a brief review:

4.11.a Aviation

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 continues to work with the FAA on a web based geo-database tool.

4.11.b Genesee River Action Strategy

The Genesee River Action Strategy is a concise and action-oriented document that compiles currently available information about the state of the watershed and ongoing assessment, outreach and implementation activities in a State of the Basin report and proposes environmental and natural resource priorities and measurable objectives as a strategy for achieving those goals. The process brings together all appropriate agencies and stakeholders to focus support in the form of grant dollars, technical assistance and other resources to address priority water quality and natural resource needs.

4.11.c Joint Flood Mitigation Plan

The communities along the Tonawanda and Oatka Creek 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 health and safety of residents and others. G/FLRPC was asked to prepare 26 Flood Mitigation Plans for the 24 participating municipalities and two counties in the project area.

The goals of the project were to develop a watershed-wide and municipal approach for mitigating and reducing flood hazards along the Oatka and Tonawanda Creek in Genesee and Wyoming Counties and to adopt plans for participating communities that identify the most effective means of implementing measures to eliminate or reduce the impacts of flood hazards.

A flood hazard and risk assessment was completed for each community in 2003. General hazards, in the communities along the Tonawanda and Oatka Creeks in Genesee and Wyoming Counties, include structural damage, floodplain development and impervious surfaces, in-stream debris, stream-bank erosion and associated siltation, culvert maintenance and sizing, and issues associated with existing dams.

4.11.d 2003 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 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.”

4.11.e Local Government Workshop

In an effort to support local government training and education G/FLRPC, along with several federal, state, regional, and local sponsors has presented the Regional Local Government Workshop series two times per year since 1996. Each workshop attracts at least 250 county and municipal staff, elected officials, and boards, along with other planning professionals.

4.11.f Local Laws to Protect Finger Lakes Water Quality

Within the greater Finger Lakes Region, watershed protection plans have been completed for Canandaigua, Cayuga, and Conesus Lakes. 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, G/FLRPC is developing specific water quality control laws and/or ordinances for local governments within the Canandaigua, Cayuga, and Conesus Lake watersheds. The project involves the following components:

- Assessing existing local laws, ordinances, and practices that relate to water resources in all 56 municipalities in the three watersheds.
- Developing specific water quality control laws and/or revisions to existing regulations for the 13 selected local municipalities within the three watersheds.
- Preparation of a manual of model local laws and case studies to reduce water pollution from non-point sources as a resource for local governments.
- A series of workshops throughout the State's Great Lakes watersheds 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.

4.11.g Oatka Creek Watershed Steward

G/FLRPC staff have been assisting the Oatka Creek Watershed Committee (OCWC) to foster the process of moving from a State of the Basin Report to a watershed management plan. Work this year has included the following:

- Developing and presenting two series of public meetings
- Assisting in the development of the Oatka Guide
- Developing an Intermunicipal Agreement
- Developing and presenting to all municipal boards in the Oatka Creek Watershed.

4.11.h Regional Atlas and County Profiles

The Regional Atlas provides a geographic and demographic overview of the Genesee-Finger Lakes Region, and is designed to support the planning, policy, and investment decision-making activities conducted in the region. This Atlas is organized around nine topic areas where data is presented in the form of tables, charts, and maps. The nine topic

areas for the Atlas are Agriculture, Economic, Education, Government, Health, Land Use, Population and Housing, Public Safety and Transportation.

4.11.i Regional Development Projections

The Regional Development Projections identify anticipated land use and development trends in the region.

4.11.j Regional Employment, Households and Vehicle Projections

G/FLRPC staff developed employment, household and vehicle projections in support of Genesee Transportation Council's Long Range Transportation Plan.

4.11.k Regional Population Forecast

This report includes population projections out to the year 2040 for the all counties, cities, towns, and villages in the Genesee-Finger Lakes Region. These forecasts were adopted as the official county and municipal forecasts for the region by G/FLRPC and are widely used in regional, county and municipal planning efforts. County level projection data can be found with in the population section of this report (see section 4.5.)

4.11.l Regional Road Deicing & Storage Inventory

Over 300,000 tons of salt are applied to roads in the Genesee-Finger Lakes Region. The Genesee/Finger Lakes Road Deicing & Storage Inventory provides road deicing material usage and storage data and information.

4.11.m Route 332 Intermunicipal Development Analysis

The Route 332 Intermunicipal Development Analysis examines socioeconomic conditions of the communities along the corridor, existing land uses, and opportunities and constraints for future uses of the land along the corridor based on regulatory controls and environmental factors. These factors provide the inputs to determine probable growth scenarios along the corridor in the form of build out analyses by the type and amount of development - residential, commercial, and industrial.

The results of the build-out analysis were used to produce a corresponding fiscal impact analysis to measure the affect of projected development on public finances.

4.11.n School District Enrollment Projections

G/FLRPC staff continues to work with several school districts to produce School District Enrollment Projections which are used as the basis for current and future planning and decision-making.

4.11.o Stormwater Phase II Regulation Implementation

G/FLRPC worked with NYSDEC to development the current Stormwater Phase II Regulation guidance and is now assisting with implementation. This has included continuous regional, county and local education and outreach for program overview and compliance; support to MS4 (Municipal Separate Storm Sewer Systems [urbanized areas])and non-MS4 communities; Notice of Intent (NOI) database – geocoding and web site enabling; and analysis of NOIs and Annual Reports.

4.11.p Village of Dresden Comprehensive Plan and Zoning Recodification

Genesee/Finger Lakes Regional Planning Council recently completed the draft Village of Dresden Comprehensive Plan. Zoning recodification will be done after the Comprehensive Plan is adopted.

4.11.q Wyoming County Geographic Information System Data Development

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

4.12 Input

Public input from regional stakeholders was actively sought this past spring. This input was seen as an integral component of the CEDS process. Nine CEDS input sessions were held from April 21st – 23rd, with one session held in each county. This comprehensive approach was taken so that as many people as possible in the District could voice their position regarding the economic standing in the region and actions to be taken to advance it.

These public input sessions were used to solicit input from various stakeholders including representatives from the nine county IDAs, Planning, Tourism and other involved and any other concerned parties. Topics such as infrastructure, transportation, tourism, job creation and retention were some of the issues that were discussed. All attendees and points from the sessions are itemized in section 8 of this document.

4.13 Meetings

Several meetings have taken place to date and several more will occur in 2004 as they relate to the CEDS. A listing of meetings appear in Tables 29-32.

Table 29 - Genesee/Finger Lakes Regional Planning Council Meetings			
Date	Time	Location	CEDS Activity
March 11, 2004	10:30 am	Radisson, Rochester, NY	Discuss CEDS and outline approach for the 2004 process and solicit input
June 10, 2004	10:30 am	Robach Center, Rochester, NY	Review input gathered, progress to date and solicit further input
September 9, 2004	10:30 am	Radisson, Rochester, NY	Submit 2004 document for approval by Board
December 9, 2004	10:30 am	Radisson, Rochester, NY	Review ED program work to date and begin 2005 CEDS process

Table 30 - Planning Coordination Committee Meetings			
Date	Time	Location	CEDS Activity
February 6, 2004	9:30 am	Rochester, NY	Discuss CEDS
April 2, 2004	9:30 am	Genesee County	Discuss CEDS, outline approach and obtain input on the CEDS process
June 4, 2004	9:30 am	Ontario County	Obtain input on the CEDS process
August 6, 2004	9:30 am	Orleans County	Distribute 2004 document for review and input
October 1, 2004	9:30 am	Location TBA	Distribute 2004 document
December 3, 2004	9:30 am	Location TBA	Review ED program work to date and begin 2005 CEDS process

Table 31 - Economic Development Advisory Committee/Regional Development Corporation Meetings			
Date	Time	Location	CEDS Activity
March 12, 2004	9:30 am	Rochester, NY	Discuss CEDS, outline approach and obtain input on the CEDS process
June 11, 2004	9:30 am	Albion, NY	Obtain input on the CEDS process
September 10, 2004	9:30 am	Location TBA	Distribute 2004 document
December 10, 2004	9:30 am	Location TBA	Distribute 2004 document

Table 32 - CEDS Input Meetings			
Date	Time	Location	CEDS Activity
April 20, 2004	10 a.m.-12 p.m.	Lyons, NY	Provide overview of CEDS process, facilitate strategic session (existing state of regional economic development, desired state of regional economic development, potential strategies to get from existing state to desired state, issues, and potential solutions), and identify follow-up and next steps.
April 20, 2004	2-4 p.m.	Rochester, NY	
April 20, 2004	7-9 p.m.	Waterloo, NY	
April 21, 2004	10 a.m.-12 p.m.	Albion, NY	
April 21, 2004	2-4 p.m.	Warsaw, NY	
April 21, 2004	7-9 p.m.	Batavia, NY	
April 22, 2004	12-2 p.m.	Penn Yan, NY	
April 22, 2004	2-4 p.m.	Victor, NY	
April 22, 2004	7-9 p.m.	Geneseo, NY	

4.14 Roundtables

Part of Genesee/Finger Lakes Regional Planning Council's mission is to "provide forums for discussion, debate, and consensus building." One of the ways this is done is with Regional Roundtables. Recent Regional Roundtables include Agriculture and Farmland Protection, Design, Agricultural Economic Development and Local Government Cooperation. Future roundtable discussion topics will be Main Street promotion and youth retention in our Region.

4.15 Infrastructure

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

4.15.a Wastewater

The 1972 Clean Water Act mandated that states ensure that all navigable waters and adjoining shorelines meet basic water quality standards (i.e. fishable, swim-able and drinkable) for its users. Instituting reliable wastewater treatment facilities was an integral step toward meeting this goal. The majority of communities with high population densities in the Genesee-Finger Lakes Region are serviced by local sewage treatment facilities. This is of vital importance considering that most communities in the region obtain their drinking water from the same bodies of water that receive treated effluent from such facilities. Furthermore, the viability of recreational activities and the health of human and wildlife populations are dependent upon clean sources of water.

The type of treatment system in place at a facility depends upon the uses that it services. Industrial uses will typically require a higher level of treatment and scrutiny. According to the New York State Department of Environmental Conservation, there are a total of 37 secondary and 27 tertiary treatment facilities operating in the G/FL region.² Both industrial and residential wastewater can be treated effectively through such systems, although tertiary systems are preferred when handling high amounts of industrial and/or urban wastewater. The capacity of these facilities and the treatment processes employed within them are routinely assessed by state and local officials in order to ensure that the systems in place are adequate to meet the demands of the households and businesses being serviced by them. In some instances, older treatment facilities are being brought off-line in an attempt to increase service and cost efficiency through facility consolidation. In other instances, new facilities are being constructed in order to meet the demands of growing populations, to supplement or replace aging facilities or to provide service to communities plagued by failing on-site septic systems.

4.15.b Water

Residents in the Genesee-Finger Lakes Region are extremely fortunate to have access to clean and plentiful water supplies as well as excellent treatment and conveyance systems to deliver those supplies safely to homes and businesses. The largest single water treatment supplier in the region is the Monroe County Water Authority (MCWA) based in Rochester, New York. The MCWA serves approximately 500,000 customers in Monroe, Genesee, Ontario, Orleans and Wayne Counties and has a storage capacity in excess of 130 million gallons. With an average daily consumption of approximately 55 million gallons, there is enough water stored within the MCWA conveyance system to meet demand for up to three days.³

² NYS DEC Div. of Water. Descriptive Data of Municipal Wastewater Treatment Plants in NYS. Dec. 1999.

³ Monroe County Water Authority. <http://www.mcwa.com/>. Viewed July 22, 2004.

Outside of Monroe County, water is provided by the MCWA on a retail basis to the Town of Bergen, Genesee County and on a wholesale basis to portions of Ontario, Orleans and Wayne Counties. The majority of water used by the MCWA comes from Lake Ontario; water used by the City of Rochester originates in Hemlock Lake, south of the city. Water districts that are located outside of the MCWA service area seek drinking water from a variety of ground and surface water sources such as aquifers, lakes and rivers. While the quality and quantity of these water supplies varies and can fluctuate periodically, regional water sources are generally considered to be above national standards in quality and are reliable throughout the year.

Residents in rural areas who depend on private wells may experience similar water quality and quantity problems due to local climactic or environmental conditions, although these are generally confined to localized areas. Problems can include prolonged periods of drought, “sour” springs (caused by local hydrologic and geologic conditions), inadequate depth of private wells, and local contaminants such as toxins or bacteria from spills, failing underground storage facilities (septic tanks, underground gasoline tanks, etc.) or other environmental difficulties. Throughout much of the region, municipalities have routinely been extending waterlines out into rural areas. Projects such as these have been successfully funded in the past through a combination of state and federal rural development grants with partial funds contributed by participating municipalities.

4.15.c Telecommunications

The telecommunication network in our region supports the movement of information and data.

In the region, several counties have or are creating a database of telecommunications network. This data is useful in the attraction, retention and expansion of businesses.

To ensure the region is in the best position to use this important information as a marketing tool, it would be highly beneficial to receive funding to allow for a regional telecommunication inventory and assessment which will allow for an evaluation of current and future actions.

4.15.d Transportation

The transportation network in our region supports the movement of goods and people and ultimately influences the condition of the economy in our area. The physical infrastructure consists of approximately 12,000 miles of roadway, 650 miles of active railroad lines, over 200 miles of multi-use trails, and several intercity transportation facilities. In addition public transportation services are available in all but Seneca and Yates counties, with service set to begin in Seneca County this autumn.

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

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

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

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

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

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

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

The Long Range Transportation Plan (LRTP)

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

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

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

The Unified Planning Work Program (UPWP)

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

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

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

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

The Transportation Improvement Program (TIP)

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

The TIP must be updated at least every two years. The TIP is a dynamic document – amendments and modifications occur when new projects are identified through federal discretionary programs. The current TIP was adopted in 2001 with updates scheduled in 2003.

In addition to these documents, the GTC provides on-demand technical assistance pertaining to goods movement issues. For further information about GTC visit <http://www.gtcmppo.org/>.

4.15.d.1 Transportation and Industrial Access

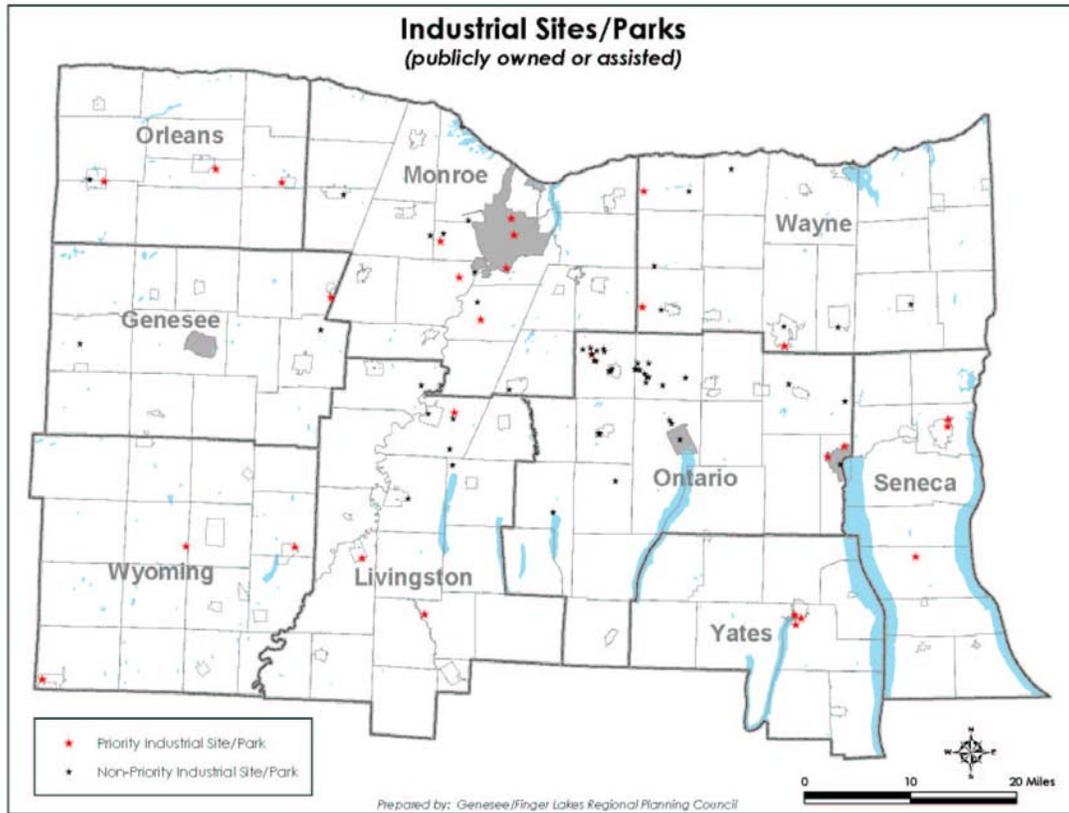
As a result of the nine-county region's economy being highly dependent on manufacturing, the reduction and removal of transportation barriers that limit access to existing and planned industrial parks and sites was seen as crucial to local and regional economic development. In response to this, G/FLRPC along with the Genesee Transportation Council developed a 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. The second phase details 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. Regional priority sites are listed in Table 33 and shown in map #2.

Table 33 - Transportation & Industrial Access - Regional Priority Sites	
County/City	Priority Site Name
<i>Genesee County</i>	<i>Apple Tree Acres Corporate Park</i>
<i>Livingston County</i>	<i>Crossroads Industrial Park</i>
<i>Livingston County</i>	<i>Dansville Industrial Park</i>
<i>Livingston County</i>	<i>Mount Morris Greenway</i>
<i>Monroe County</i>	<i>Rochester International Commerce Center</i>
<i>Monroe County</i>	<i>Rochester Tech Park</i>
<i>Monroe County</i>	<i>Erie Station Business Park (Thruway Industrial Park)</i>
<i>City of Rochester</i>	<i>Cumberland Industrial Park</i>
<i>City of Rochester</i>	<i>14621 Industrial Park</i>
<i>City of Rochester</i>	<i>Rochester Science Park</i>
<i>Ontario County</i>	<i>Omnitech</i>
<i>Ontario County</i>	<i>Geneva Industrial Park</i>
<i>Ontario County</i>	<i>Cornell Agriculture & Food Technology Park</i>
<i>Orleans County</i>	<i>Holley Business Park</i>
<i>Orleans County</i>	<i>Medina Business Park</i>
<i>Orleans County</i>	<i>Albion Business Park</i>
<i>Seneca County</i>	<i>Deer Run Industrial Park</i>
<i>Seneca County</i>	<i>Seneca Army Depot</i>
<i>Seneca County</i>	<i>Seneca Falls Industrial Park</i>
<i>Wayne County</i>	<i>Beh Industrial Park</i>
<i>Wayne County</i>	<i>Silver Hill Technology Park</i>
<i>Wayne County</i>	<i>Monroe-Wayne Industrial Park</i>
<i>Wyoming County</i>	<i>Warsaw Industrial Park</i>
<i>Wyoming County</i>	<i>Arcade Industrial Park</i>
<i>Wyoming County</i>	<i>Perry Business & Technology Park</i>
<i>Yates County</i>	<i>Horizon Business Park</i>
<i>Yates County</i>	<i>Former Penn Yan Marine Manufacturing</i>
<i>Yates County</i>	<i>Yates County Airport Park</i>

Source: Genesee/Finger Lakes Regional Planning Council, 2004

Map 2



4.16 Revolving Loan Fund

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

G/FLRPC’s Revolving Loan Fund and the Regional Development Corporation’s (RDC) Revolving Loan Trust Fund, both through federal and state resources, supplement financing in an effort to retain and expand existing business. Loans are made for working capital and fixed asset needs for varying terms at a current fixed rate of 4%.

4.17 E-Commerce

Utilizing the existing economic development network established through G/FLRPC’s territory, Rural Opportunities, Inc. (ROI) proposes to set up a complimentary small business and micro-enterprise support program that will teach entrepreneurs to transact business online as part of an effort aimed at creating jobs and new investment through technology and e-commerce. The premise behind this project is that these entrepreneurs increase their sales and, therefore, their own standard of living but, also realize enough

sales that they could expand and employ others through direct employment and through the acquisition of raw materials from other local businesses.

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

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

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

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

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

4.18 Education

Education is a significant asset in the region. There are seventy public school districts providing kindergarten through 12th grade education in the Genesee-Finger Lakes Region. This access to elementary, middle and high schools begins the cycle of emphasizing education.

Beyond high school, the region’s education system is a major contributor to the superiority of the area’s labor force. There are 17 colleges, universities and institutions for higher learning in our region. They are:

- Genesee Community College
- Monroe Community College
- Finger Lakes Community College

- SUNY Brockport
- SUNY Geneseo
- Keuka College
- Roberts Wesleyan College
- Rochester Institute of Technology
- University of Rochester
- St. John Fisher College
- Nazareth College
- Hobart & William Smith Colleges
- Colgate Divinity School
- Bryant and Stratton
- Rochester Business Institute
- NY Chiropractic College

4.19 Main Street Revitalization

G/FLRPC views the Main Streets in our region as tremendous assets. Main Streets are seen as current, former, or potential community centers and greatly contribute to the unique sense of place in the Genesee-Finger Lakes Region.

G/FLRPC has the ability to assist communities with Main Street and downtown issues. The vitality of community centers are integrally related to land use, environmental resources, economic development, zoning, and design. G/FLRPC can draw on a wealth of resources including an experienced and enthusiastic staff, background materials and local law library, and its mapping and data services. G/FLRPC Main Street Services include the following:

- Assessing Community Assets and Liabilities - Community input is integral to the identification of assets and liabilities that are related to a community's Main Street. In order to further assess the assets and liabilities of a community, socio-demographic data, physical conditions, and existing comprehensive plans and zoning ordinance can be analyzed by G/FLRPC.
- Listening to the Community - In meetings with municipal leaders and residents, property managers and business owners, input can be gathered regarding the existing condition of "Main Street" and how it could be better utilized. The Main Street approach is only successful if everyone is actively involved and working towards the goals.
- Planning - Municipal planning expertise that is incorporated into our Community Centers Program includes comprehensive planning, land use controls, and a host of other planning tools such as open space and agricultural plans, build-out and fiscal impact analysis, and cultural resource surveys.
- Water resources planning - G/FLRPC offers expertise that can be incorporated into our Community Centers Program include watershed management planning, wellhead protection, and integration of state and federal regulation. Additionally, flood and hazard mitigation planning components can be incorporated into village main street plans.
- Finger Lakes Energy Smart Communities - The Finger Lakes Energy Smart program was developed by the New York State Energy Research and Development Authority and is managed by G/FLRPC. The program serves the region as both an energy efficiency resource and a funding option.

- Data, Geographic Information System and Mapping - G/FLRPC is a NYS Data Center and US Census Bureau affiliate and has the staff expertise to develop, analyze, and disseminate data that is used in our Community Centers Program. Geographic information systems (GIS) and mapping services has become an integral part of nearly all projects at G/FLRPC. It is used as an analysis and illustrative tool.
- Producing a Main Street Plan - G/FLRPC can evaluate the existing land use and zoning situation and provide recommendations for modifications, including design guidelines. Identification of key areas for improvement (short term goals or action items) is also important. Long term goals will also be identified. The relevant groups and/or agencies needed to achieve both short term action items and long term goals will be identified. Finally, G/FLRPC can identify potential funding sources.

4.19.a Business Improvement Districts

A Business Improvement Districts (BID) is a private sector organization that works with a grouping of businesses in a delineated area. By collecting extra mandatory assessments from business owners and operators, funds are derived to support the safety, cleanliness, image and competitiveness of city centers of all sizes. The Council has and will continue to work with Business Improvement Districts in the City of Batavia and the City of Geneva.

4.19.b Livingston/Wyoming County Commercial District Revitalization Program (CDRP)

Livingston and Wyoming Counties have hired a Commercial Area Circuit Rider who will divide her time among eight commercial districts that will receive a comprehensive package of resources. The Livingston/Wyoming County Commercial District Revitalization Program (CDRP) is designed to revitalize the commercial economies by stimulating activity, growth, and private investment. The targeted Livingston County Villages are Dansville, Livonia, Mt. Morris, and Nunda. The targeted Wyoming County Villages are Arcade, Attica, Perry and Warsaw.

The goal of the Commercial District Revitalization Program is to strengthen the vitality of the defined commercial districts as centers of goods and service. Objectives of the Commercial District Revitalization Program are to:

- Fill vacant space
- Create a desirable mix of goods and services
- Increase sales volume for existing businesses
- Enhance existing infrastructure and parking
- Establish commercial and recreational anchors and draws.

4.20 Land Use

In a recent report published by Rolf Pendall of Cornell University in conjunction with The Brookings Institute, an analysis of regional demographic trends, land use and development patterns in Upstate New York illustrated alarming implications regarding

land use in the G/FL region.⁴ The study noted that, while regional population growth has been either stagnant or in decline, population density has also been declining, indicating sprawling patterns of development and inefficient land use. Accommodating this type of growth can be a serious economic burden for communities that are already struggling to allocate funds for various other public expenditures such as infrastructure, schools and public employee wages and benefits.

In an effort to illustrate regional land use patterns and development practices, G/FLRPC has been conducting the Regional Development Analysis (to be completed in fall of 2004). This macro-level analysis will begin to illustrate the amount of open space that is available for development in each municipality given local constraints such as zoning codes and geographic barriers (steep slopes, water, wetlands, etc.). The study is intended to compel local citizens and leaders to carefully consider the various land use outcomes that can be reached through the implementation (or lack thereof) of land use policies and control mechanisms in their communities.

4.21 Agriculture

Although its food and income producing functions as an industry are most important in the context of development, agriculture is also critical to providing wildlife habitats, green space and a means of structuring regional development. Local characteristics of slopes, soils, drainage, and climate make the Lake Ontario shoreline particularly attractive for a variety of fruit crops. Similarly, the upland areas of Ontario, Seneca, and Yates Counties produce some of the world's finest grapes, while the muck lands of Genesee, Ontario, Orleans, Wayne, and Yates Counties support extensive vegetable production. These crops are site dependent and directly tied to areas exhibiting unique physical characteristics. Other forms of agriculture, including dairy production and livestock, while relying on the availability of fertile soils, are not as site dependent and are classified as "general" agricultural lands.

The New York State Department of Agriculture and Markets estimates that in 2001 there were approximately 6,440 individual agricultural operations in business in our region comprising a combined total of approximately 1,456,600 acres of land.⁵ Estimated cash receipts for all products produced on farms in the G/FL region for the same year totaled approximately \$852,789,000.⁶ When considering the multipliers that can be associated with the sale of these commodities, it is clear that agricultural activity has an enormous impact the regional economy.

⁴ Pendall, Rolf. *Sprawl without Growth: The Upstate Paradox*. Washington, DC: The Brookings Institution Center on Urban and Metropolitan Study, 2003.

⁵ NYS Dept. of Ag. and Markets. NYS County Estimates. *FARMLAND: Farms, Land in Farms and Land Use, by County, New York, 2001-2002*. <http://www.nass.usda.gov/ny/Bulletin/Coest/2003/03-p076.pdf>. Viewed July 22, 2004.

⁶ NYS Dept. of Ag. and Markets. NYS County Estimates. *CASH RECEIPTS: Cash Receipts from Farm Marketing, by County, New York, 2001-2002*. <http://www.nass.usda.gov/ny/Bulletin/Coest/2003/03-p086.pdf>. Viewed July 22, 2004.

While these figures are certainly impressive, local agricultural operators have expressed serious concern regarding the continued decline of the number of farms that are operating in the region.

Furthermore, outward development from urban centers and suburbs continues to target fertile farmland for development, resulting in a similar decline in the number of acres in farmland. Upon examination of table 34 we see the steady loss of land in farms in the region.

Table 34 - Land in Farms in the Genesee/Finger Lakes Region Change from 1978-1987 and 1987-1997		
	1978 to 1987	1987 to 1997
Genesee		
Land in Farms (acres)	-9,290	-14,241
Land in Farms (% of Total Land)	-3.0%	-4.5%
Livingston		
Land in Farms (acres)	-13,135	-36,663
Land in Farms (% of Total Land)	-3.3%	-9.0%
Monroe		
Land in Farms (acres)	-10,569	-31,573
Land in Farms (% of Total Land)	-2.7%	-7.3%
Ontario		
Land in Farms (acres)	-25,440	-16,125
Land in Farms (% of Total Land)	-6.2%	-3.9%
Orleans		
Land in Farms (acres)	-10,192	-8,957
Land in Farms (% of Total Land)	-4.0%	-3.7%
Seneca		
Land in Farms (acres)	2,113	-8,894
Land in Farms (% of Total Land)	0.6%	-3.8%
Wayne		
Land in Farms (acres)	-8,103	-24,119
Land in Farms (% of Total Land)	-2.2%	-6.2%
Wyoming		
Land in Farms (acres)	-14,365	-25,290
Land in Farms (% of Total Land)	-4.0%	-6.4%
Yates		
Land in Farms (acres)	-310	-9,132
Land in Farms (% of Total Land)	-0.3%	-4.1%
Region		
Land in Farms (acres)	-89,291	-174,994
Land in Farms (% of Total Land)	-2.8%	-5.4%

Source: Genesee/Finger Lakes Regional Planning Council, 2000

In an effort to engage the public, promote awareness and begin to develop effective strategies that address agricultural economic development and farmland preservation in the region, G/FLRPC has been coordinating education and outreach activities that focus

on these issues while simultaneously advocating the institution of policies and practices that protect farmland and encourage responsible agricultural activities.

4.21.a NYS Agricultural Districts Law

In 1971, the New York State Legislature enacted the Agricultural Districts Law in an attempt to protect and strengthen New York State's agricultural resources. The foundation of the Agricultural Districts Law is rooted in Article XIV of the NYS Constitution which concludes that it is the policy of the State "to conserve and protect its natural resources and scenic beauty and encourage the development and improvement of its agricultural lands for production of food and other agricultural products."

Once delineated, approved, and adopted, an agricultural district is subject to review at either eight, twelve, or twenty-year periods. Each county's legislative body determines the length of the review period. However, currently all the districts within New York are on eight year review cycles. Each year districts are scheduled for review and the county legislature or board of supervisors is notified 300 days in advance of the review process. During the review process, the county must also hold a public hearing on the district to help determine if it should be altered, remain as delineated, or eliminated. G/FLRPC continues to assist counties and municipalities with this process by providing resources and expertise regarding mapping and land use assessment.

4.22 Workforce Investment Boards (WIB's)

The WIB System focuses on businesses as well as job seekers in the region. It embodies the "one-stop" concept bringing information about access to employment, education and training to a single location

Authorized by the Workforce Investment Act of 1998, it was founded on the principles of universal access, streamlined services, customer choice, client satisfaction, performance accountability and continuous improvement.

Employers using the system are linked through a single point of contact to:

- qualified job seekers
- workforce training and skill upgrade services
- economic development resources/initiatives

Job Seekers entering the system at any point are linked to:

- available jobs
- training opportunities to upgrade their skills
- career planning services

The District has three WIB's. They are Genesee Livingston Orleans and Wyoming (GLOW) Workforce Development Board, Inc., serving Genesee Livingston Orleans and Wyoming counties, Rochester Works which serves Rochester and Monroe County, and the Finger Lakes Workforce Investment Board, Inc. which serves Ontario, Seneca, Wayne and Yates counties

4.23 Economic Development Tools

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

4.23.a Empire Zones

The Genesee-Finger Lakes Region currently has Empire Zones located in Genesee County, Ontario County, Orleans County, Monroe County, the City of Rochester, Seneca County and Wayne County.

An Empire Zone (EZ) is an area designated by Empire State Development Corporation. This designation encourages economic development, business investment and job creation through several incentives.

Due to the various incentives derived from this designation, there is a very strong feeling by those lacking this designation that this tool would be very helpful in marketing to prospective businesses. This may create a regional disadvantage when counties compete with other counties in New York State with the EZ designation.

The incentives of Empire Zones were recently under examination as the State of New York reviewed the legislation that supports Empire Zones. The legislation has been extended until March of 2005.

4.23.b Build Now New York Sites

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

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

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

Phase I sites within this District are listed in Table 35

Table 35 – Genesee-Finger Lakes Region Qualified Phase I Build-Now NY Sites	
Site Name	Location
Silver Hill Technology Park	Wayne County
Blackwood Business Center	Ontario County
Dansville Business Park	Livingston County
Avon Cross Road Industrial Park	Livingston County

Source: Empire State/Build NY, 2004

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

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

Phase II sites within this District are listed in Table 36

Table 36 – Genesee-Finger Lakes Region Qualified Phase II Build-Now NY Sites	
Site Name	Location
Ash & Hansen, Village of Avon	Livingston County
Valley at Genesee	Livingston County
Perry Commerce Center	Wyoming County
Rochester Technology Park	Monroe County
Apple Tree Acres Corporate Park	Genesee County

Source: Empire State/Build NY, 2004

4.23.c Brownfield Redevelopment

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

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

- They protect human health and the environment.
- They increase the tax base of a local area.
- They restore or replace dilapidated buildings and sites.
- They create jobs.

- They strengthen central economic centers.
- They utilized existing infrastructure.
- They prevent the spread of contaminants.

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

4.24 Industry Clusters

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

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

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

4.24.a Center for Integrated Manufacturing Studies (CIMS)

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

With funding from the New York State Office of Science, Technology and Academic Research (NYSTAR), the Center for Integrated Manufacturing Studies (CIMS) at the Rochester Institute of Technology is studying the Industrial Machinery & Systems and Materials Processing manufacturing clusters in the nine county Genesee-Finger Lakes Region. This is the first phase of the Roadmap Initiative, a comprehensive study of eleven manufacturing clusters in thirty Upstate New York counties. The Roadmap will analyze the competitive barriers facing Upstate manufacturers with the ultimate goal of helping develop strategies and facilitating actions to reduce those barriers and help companies overcome them. Surveys have been mailed to the more than 550 companies in these two clusters. On-site assessments and a sample of these companies will be used to validate survey results and further explore emerging issues. Cluster focus groups will be facilitated to develop strategies for action, and a final report will be developed.

CIMS has recently been funded by the U.S. Department of Commerce, Economic Development Administration to study the Food Processing and Optics and Imaging manufacturing clusters in the nine-county Genesee-Finger Lakes Region and nineteen additional Upstate counties. This grant also funds the extension of the Industrial Machinery & Systems and Materials Processing studies into a total of twenty-eight Upstate counties. This phase of the Roadmap Initiative will cover more than 150 companies in the Genesee-Finger Lakes Region, and over 1,100 companies in the entire study area.

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

4.24.b Greater Rochester Enterprise

Greater Rochester Enterprise (GRE) is a regional economic development organization supported by a team of private and public sector leaders dedicated to improving economic performance in the Greater Rochester region. GRE's focus is to:

- Facilitate access to state and local economic development programs
- Instill culture of economic development in our region
- Encourage business retention, expansion and attraction, and start-ups to achieve increased capital investment and job growth in the region

Greater Rochester Enterprise has done an effective job promoting regional clusters. These ties to their impetus to retain expand and attract business into the region.

One area that GRE has been aggressive in addressing is the potential of developing a Fuel Cell Cluster in our region. By maximizing on our inherent assets such as a skilled workforce, access to premier university and research centers along with our attractive quality of life, the initiative is being well received. However, in order to fully develop and maintain this cluster, financial support is needed.

For more information on The Greater Rochester Enterprise (GRE), visit www.greaterrochesterenterprise.com

4.25 Health Centers

Seventeen major hospitals serve the Genesee-Finger Lakes Region. They are:

- Wyoming County Community Hospital
- United Memorial Medical Center
- Medina Memorial Hospital
- Lakeside Memorial Hospital
- Park Ridge Hospital
- Highland Hospital
- Strong Memorial Hospital
- Monroe Community Hospital
- Rochester General Hospital
- Myers Community Hospital
- Newark-Wayne Community Hospital
- Clifton Springs Hospital
- F.F. Thompson Hospital
- Geneva General Hospital
- Soldiers & Sailors Memorial Hospital
- Noyes Memorial Hospital

4.26 Tourism

Tourism's benefits to a region are numerous. Tourism expands the cultural and natural resource amenities in an area which benefits residents while also bringing income into a region, by drawing customers from near and far. A further important consideration is the creation of jobs which attracts workers and businesses to a region.

While our region is rich in tourist opportunities, two notable "experiences" are that of the Erie Canal and the Fast Ferry. Other important tourist locations in the region appear on map #3.

4.26.a Erie Canal

The New York State Canal System is a navigable 524-mile inland waterway that crosses upstate New York. The Canal System passes through 25 counties and close to 200 villages, hamlets and towns. It also links the Hudson River with Lake Champlain, Lake Ontario, the Finger Lakes, the Niagara River and Lake Erie. Canal System users are a diverse collection consisting of local boaters, tour boats, cruise boats and tourists.

Historically, the Erie Canal helped form a lifestyle revolving around canal life. For some who traveled from town to town, the boats were their homes. For others they were passengers, where entertainment and leisure activities were centered on the Canal as a destination.

Today, the New York's Canal System is seen as an illustration of tourism, which had fueled economic development. To this end, the Canal is as a community connector bringing water routes, people, business, the environment and recreation all together.

4.26.b Fast Ferry

Canadian-American Transportation System (CATS) began fast ferry service between Rochester and Toronto, Ontario in June of 2004. The ferry operates two times daily between the two cities taking just two hours and fifteen minutes to cross Lake Ontario. The vessel, named the "Spirit of Ontario I" can accommodate approximately 750 passengers, up to 220 cars and up to 10 tour buses or trucks.

The new ferry presents opportunities for the region. This bi-national service serves as a gateway between the two countries, bringing tourists to new destinations varying from athletic events, wine tasting, dining and entertainment, retail experiences, etc. With the critical mass of people coming into our region, the impetus to capture them is great. As a result, much attention has been given to the appearance of the current Fast Ferry terminal and future development, given that the area can and will expand into a destination for residents and visitors.

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Parks and Recreation



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4.27 Environmental Conditions

In our region, physical considerations, such as those presented in this section on environmental considerations are important because they do, or have the potential to impact quality of life, the economy and delivery of necessary community services.

4.27.a Aquifer Recharge Areas

Aquifer recharge areas are porous soil, sand and gravel and other subsurface geological formations that allow movement of water from the surface into pores between soil or rock particles. When bedrock or dense soils such as clay or marl restrict the downward flow, it collects and saturates the pores creating what is known as an aquifer. Aquifers play a critical role in hydrologic systems and are a direct source of drinking water via artesian wells. In many instances, they also replenish surface water supplies by emerging as springs.

4.27.b Water Resources

The maintenance of clean, safe, and accessible water resources is an important aspect of regional economic development. In order to ensure that various water uses—such as the provision of safe and reliable drinking water, recreation and waste disposal—do not come into conflict with each other, active resource planning and management is necessary. Genesee/Finger Lakes Regional Planning Council, in conjunction with other local, state and federal agencies, has been focusing considerable attention on the protection and enhancement of regional water resources. At the heart of these efforts are regional watershed planning regimes—concerted, integrated planning efforts that are based on using local watershed boundaries as the appropriate and preferred scale for water planning and management. Natural boundaries like the watershed, as opposed to various types of political jurisdictions (i.e. municipal boundaries, NYS DEC regions, etc.), allow for the coordinated mitigation of conflicts between upstream and downstream communities and/or activities. In doing so, issues such as disagreements over waste discharge practices, water quantity problems, and various land-based activities such as land use practices, landfills, large-scale developments, etc., can be addressed in a thorough and equitable manner.

4.27.c Soils

More than 50 general soil classifications with a host of complex sub-categories exist in the Genesee-Finger Lakes Region. The soils of the northern portion of the Region are primarily glacial soils. These soils are complex in their composition due primarily to the glacier having picked the soils up in different places before being mixed and then redistributed as the glacier melted.

4.27.d Air Quality

As part of New York State, the Genesee-Finger Lakes Region is part of the Northeast U.S. ozone transport region. The ozone transport region was created through an act of Congress as part of the 1990 amendments to the Clean Air Act. With regards to economic development, all stationary sources (new and modified) that would increase emissions above minimum limits based on the type of pollutant are required to go

through new source review. New source review requires that emissions from any stationary source must meet a lowest achievable emissions rate and provide offsets in the same pollutant that will be increased by the introduction of or modification to the source.

Recently, the Rochester MSA was designated as being in nonattainment of the newly implemented 8-hour ozone standard. As such, the planning and implementation of transportation projects must be in conformance with the State Implementation Plan for ozone. The member counties of the G/FLRPC affected by this designation will work with state and federal partners through the metropolitan planning process to insure that transportation planning and implementation conforms to the State Implementation Plan, and does not hinder economic development or the development of transportation policies, plans, and projects.

4.27.e Hazards

Emergency management at the federal, state, and local level now more than ever relate to regional economic development. Natural disasters have an impact on people, infrastructure and property. Many man made disasters can be avoided. The potential of both occurrences illustrates the need for improved planning.

The New York State Emergency Management Office (SEMO) coordinates emergency management services with other federal and state agencies to support county and local governments to protect lives, property and the environment, and provides administrative and program support to the Disaster Preparedness Commission, the Governor's policy management group for the state's emergency management program.

The County Emergency Management Offices coordinates in the areas of fire, disaster preparedness, and civil defense. The department also develops plans for response to floods, releases of hazardous materials, and other emergencies, to assure that the communities in the County are prepared in the event of a disaster.

While most disasters cannot be avoided, there are things people can do to lessen the loss of life and property damage. The Disaster Mitigation Act (DMA) of 2000 amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988. The DMA authorizes the creation of a pre-disaster mitigation program to make grants to State, local and tribal governments. It also includes a provision that defines mitigation planning requirements for State, local and tribal governments. This new section (Section 322) establishes a new requirement for local and tribal mitigation plans; authorizes up to 7 percent of the HMGP funds available to a State to be used for development of State, local and tribal mitigation plans; and provides for States to receive an increased percentage of HMGP funds from 15 percent to 20 percent if, at the time of the disaster declaration, the State has in effect a FEMA approved State Mitigation Plan that meets the criteria established in regulations.

Hazard Mitigation Planning is an important aspect of a successful mitigation program. Hazard mitigation planning is a collaborative process whereby hazards affecting the community are identified, vulnerability to the hazards is assessed, and consensus is

reached on how to minimize or eliminate the effects of these hazards. In recognition of the importance of planning, States, Counties and municipalities with an approved All Hazard Mitigation Plan in effect at the time of disaster declaration may receive additional HMGP funding.

In general, the most prevalent regional hazards are severe winter storms, transportation accidents, terrorism potential, flooding, fire, hazardous materials in transit, explosion, potential water supply contamination, ice storms, utility failure, and oil spills. However, these can vary from location to location throughout the region. Recommendations for implementation are generally broken down into six categories: public awareness and information, preventive measures, natural resource protection, property protection, structural measures, and emergency services.

5.0 Development Actions, Efforts & Priorities

The following section itemizes the actions, efforts and priorities of the Economic Development/Industrial Development Agencies and Planning Departments and in the Genesee-Finger Lakes 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 2004 and the upcoming year are presented in chart format along with associated sources and amounts of funding and expected start and finish dates.

5.1 Genesee County

Genesee County, centrally located, connects the Buffalo/Niagara and Rochester/Finger Lakes regions of Upstate New York. Genesee County holds great promise and opportunity as a community to own and operate businesses, and further serves as a great place to live, work and play. Well situated, within a 2 hour drive of 9 million residents as a part of the “Golden Horseshoe” region, which encompasses the Buffalo Niagara, Rochester Finger Lakes, Syracuse and Southern Ontario Canada (Toronto) regions – Genesee County offers several key competitive strengths as a business location.

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

As a result of challenging economic times over the last 2-3 years which has certainly impacted Genesee County’s economic base including our manufacturing core – there is a renewed sense of urgency among business, community and economic development leaders to leverage the region’s and community’s assets in order to stimulate economic development here in the Upstate NY region.

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

Vision: Genesee County’s vision for economic development is to foster increased economic activity for our community enabling a high quality of life for our residents and their families. Economic development initiatives to market and attract capital investment

both on a community-wide basis (regional geography) and by industry sector (established and emerging industries) will be embraced positioning our community as a “business-friendly growth-oriented” community offering a vibrant quality of life in which to live, work and play.

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

The Genesee County economic development vision and mission will be delivered by focusing on newly established Strategic Imperatives. Over the next 5 years [2003-2007], Genesee County’s economic development strategy is defined through its Strategic Imperatives, which will:

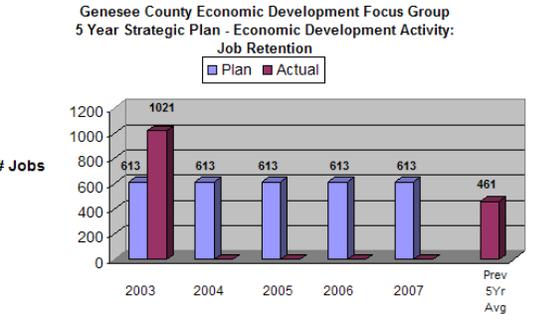
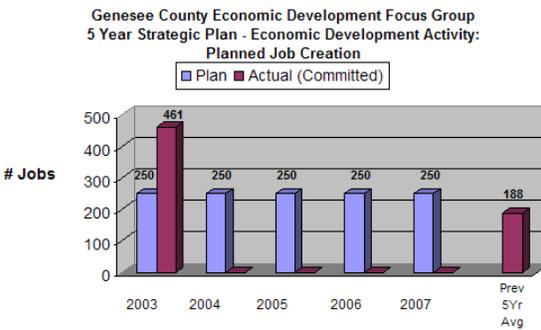
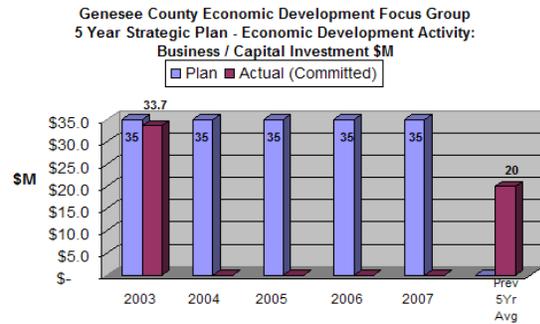
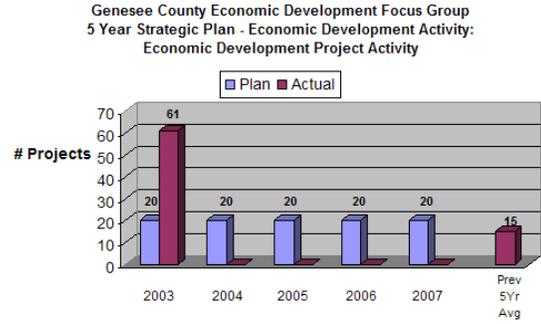
1. Secure \$175 million in Capital Investment throughout the community (75% growth)
2. Participate in 100 economic development projects supporting the retention and expansion of existing business base and new business attractions (33% growth)
3. Job Creation of 1,250 jobs (33% increase)
4. Continue Active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

An economic development scorecard has been developed which focuses on our success relative to the community economic development strategy and strategic imperatives. The 2003 scorecard which summaries our results as compared to the first year 1 of the 5 year plan is illustrated in the slide below:



Genesee County Economic Development Focus Group
5 Year Strategic Plan – Activity Tracking

* Includes Results for all Economic Development Partners



As one can see by the 2003 scorecard, significant progress was made against our goals and strategic imperatives during year 1 of the strategic planning horizon. All four categories of results (# projects, capital/business investment, job creation and job retention) exceeded the previous 5 year annual averages, demonstrating significant growth. In addition, three of four categories actual results exceeded Year 1 of our strategic plan while the category which missed plan, business / capital investment, achieved 96% of plan levels and outperformed historical averages by 69%. GCEDC is confident that continued progress will occur going forward which will further contribute to the economic stabilization across the community thereby ensuring Genesee County continues to provide a vibrant quality of life in which to live, work and play for its residents.

Genesee County priority projects are listed in Table 37.

Table 37 - Genesee County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish
G-1	Develop Agri-Business Park	Federal, State, Local	\$2.5 Million	2003-2006
G-2	The Upstate Med-Tech Project: Develop a Regional Rural Tele-Health & Bio-Medical Park / Center	Federal, State, Local	\$7-\$10 Million	2004-2007
G-3	Village of Bergen Wastewater System Upgrade	Federal, State, Local, Private	\$1.5-\$2 Million	2002-2005
G-4	Develop Next Generation Batavia Area Corporate / Industrial Park (Current Gateway Park off I90 exit 48 @ capacity)	Federal, State, Local	\$1.2 Million	2003-2006
G-5	Develop Pembroke Thruway Corporate / Industrial Park (off I90 exit 48A)	Federal, State, Local	\$.6 Million	2003-2006
G-6	Bergen NY (Apple Tree Acres) Corporate / Industrial Park Infrastructure / Roadway extension	Federal, State, Local	\$1 Million	2003-2006

5.2 Livingston County

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

New York State has designated two of the three County-owned industrial sites in Avon and Dansville as BUILD NOW-NY “shovel ready” sites (see section 4.23.b.) Additionally, two privately owned sites in Genesee 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 each site are presented on the Livingston County Development Group web site for potential tenants/buyers. (<http://www.build-here.com/sites.htm>)

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 Commodity Resource Corporation is a multi-modal feed and fertilizer transload facility that exemplifies the changing face of agribusiness throughout the County. The food

processing and distribution industry is clustered in the northern portion of the county where infrastructure exists to meet 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 Foundation and Small Business Development Center to assist small business. The County has received a HUD funded small cities grant to assist small businesses and capitalize a local revolving loan fund. The county has recently been awarded a Governor's Office for Small Cities grant to further downtown revitalization in the Villages of Livonia, Nunda, Mt. Morris and Dansville (see section 4.19.b.)

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

As a result of the greater 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. 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 its Small Business Development Center has undertaken a study to determine the feasibility of a small business incubator facility. Additionally, efforts are underway to begin studying the feasibility of a shared use "kitchen-incubator" within Livingston County.

Genesee Community College has opened a satellite office in the Dansville Business Park. The Dansville center, together with 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). LATS has expanded its operations within the county 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 senior-living complexes in Geneseo and Mount Morris and the Noyes outpatient center. Livingston County is constructing a new 266 bed skilled nursing facility in Mt. Morris.

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

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

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.

Livingston County priority projects are listed in Table 38.

Table 38 - Livingston County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish
L-1	Multi-Tenant Building at Dansville Industrial Park	EDA, New York State, County, Private	\$2 Million	2004-2005
L-2	Wired Building/Business Incubator at Mt. Morris Industrial Park	EDA, New York State, County, Private	\$2 Million	2004-2005
L-3	Lima Sewer Extension	EDA, HUD, County	TBD	2005
L-4	Completion of Infrastructure at Crossroads Commerce Park, Avon	EDA, DOT, County	\$1 Million	2005
L-5	Shared-use Kitchen Incubator	EDA, State, Federal	TBD	2004-2005
L-6	Redevelopment of Foster Wheeler facility	EDA, State, Federal	\$2 million	2005

5.3 Monroe County

Monroe County's economic development efforts continue to focus on job creation in the high technology manufacturing sector (including optics and imaging, printing, biotechnology and plastics manufacturing) as well as in business services, including Information Technology, Management Information Systems, call centers, etc. The economic development team uses both retention and expansion programs for existing employers as well as attraction and support for start-ups and firms seeking relocation. Although the first two quarters of 2003 were slow, total projects approved for 2003 exceeded 2002 by 17%. In the first quarter of 2004, projects approved (23) is well ahead of the 2003 pace (10 projects).

Small business growth and expansion is recognized as the major source of new job creation and programs are available to assist these firms. Monroe County's Economic Development Department has created new programs, (GreatRate, GreatRebate, and EquiPlus) to reward small and medium sized businesses for investing in equipment and creating jobs. The Monroe County Economic Development team's 2003 performance included 69 projects projected to add 1,114 new jobs, retaining 2,404 jobs with a total investment of \$142 million.

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

The addition of an Empire Zone to Monroe County in 2002 is yet another tool to help with attracting greater interest from out of State companies. Since the Zone was initially approved for the Rochester Technology Park, the County has received approval from New York State for an additional 43 sites (both existing buildings and vacant land). Over 70 companies are now Empire Zone certified businesses.

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

In 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
- County Of Monroe IDA
- Monroe County IDC
- Empire Zone
- Monroe Community Investments Inc.
- Monroe County Planning & Development

- Monroe County Environmental Services
- Monroe Community College
- Monroe County Water Authority
- Foreign Trade Zone
- Council of Governments
- Empire State Development
- RRA / Rochester Works
- RGRTA
- Airport Authority
- Greater Rochester Visitors Association
- NY State Department of Labor
- UNICON
- Business Advisors

Monroe County Development Corporation 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, regional and local partners.

Supporting Infrastructure

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

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

The implementation of the *Monroe County Agricultural and Farmland Protection Plan* is viewed as a means to insure the continued vitality of agriculture in a predominantly

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

In 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.

Monroe County's priority project is listed in Table 39.

Table 39 - Monroe County Priority				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
M-1	Linden Park Access	To Be Determined	\$500,000	2003-2004

5.3.1 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 Brownfield 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.

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 High Falls Brewery (formerly Genesee Brewing Company) needs to

upgrade the rail access to their facility in the City of Rochester. The upgrade will allow the inflow of raw materials and distribution of their products to be more efficient and cost effective. The alternative is to use over the road trucking for all of their needs. A study was completed to upgrade the rail access but the costs were higher than anticipated and the High Falls Brewery has requested the assistance of EDA and other resources through the CEDS process.

The City of Rochester suffers from a lack of new developable land for use as industrial park creation. With this in mind the city is seeking to purchase 18 acres of land from the New York State to develop a business/industrial park in the city.

Monroe Foreign Trade Zone (FTZ), the operator of the Monroe County Foreign Trade Zone is seeking rail access to their facility to improve services for their clientele. They seek to be able to ship cargo by rail to their facility from port areas in New York City. The increased fuel costs and weight limitations of truck transport have made rail a more desirable option.

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

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

The City of Rochester priority projects are listed in Table 40.

Table 40 - City of Rochester Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
R-1	Updated Rail Access to High Falls Brewing Complex	To Be Determined	\$2.5 Million	2004-2005
R-2	Industrial Park Creation	To Be Determined	\$2.5 Million	2005-2006
R-3	Addition of Rail Access to the Monroe FTZ Facility	To Be Determined	\$2.0 Million	2004-2005
R-4	La Marketa Public Improvements	To Be Determined	\$2.0 Million	2005-2006
R-5	West Main St. Re-Development public Improvements	To Be Determined	\$1.5 Million	2004-2005

5.4 Ontario County

In 2002, the OED/IDA began the process of updating its strategic plan, which was initially completed in 1998. In 2004 the plan was submitted to and accepted by the Board of Supervisors.

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

WELL-DEVELOPED NETWORKS FOR CAPITAL, PROSPECTS AND PUBLIC RELATIONS

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

TALENT

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

SITES THAT ARE FLEXIBLE & FULLY “WIRED”

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

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

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

Strategy recommendations for Ontario County are:

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

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

Another major priority of the County OED/IDA is their continued work with the Infotonics Technology Center, one of six so-named Centers of Excellence in New York State by Governor Pataki. The Infotonics Technology Center, a 501(c) (3) corporation, is a collaborative effort with numerous universities and colleges in New York State, Corning, Eastman Kodak Company and Xerox Corporation, and the state and federal governments. The purpose of the center is to attract, retain and develop talent; promote industry, university and government and regional collaboration; boost the economy of the region; and create a world-class photonics and microsystems prototype product facility. Photonics is the technology of generating and harnessing light, whose unit is the photon. Microsystems are the miniature components that have become essential as technological advances spawn the need for increasingly smaller components. Photonics and microsystems are key enabling technologies for the next generation products in the design and manufacturing of these systems. The OED/IDA will continue to provide support in any areas necessary to promote the further development of this center. It is projected that the Infotonics Technology Center could create 5,000 jobs in the region in the next 10 years.

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

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

transmission. 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 previous regulations.

Ontario County’s priority project is listed in Table 41.

Table 41 - Ontario County Priority				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
ON-1	Cornell Agricultural and Food Technology Park	EDA, ESD, IAP, HUD, EDI, Ontario County, City of Geneva, etc.	\$6,000,000	2003-2004

5.5 Orleans County

Orleans County was awarded an Empire Zone and has certified several businesses. Orleans County Industrial Development Agency, with the Empire Zone award, created an umbrella organization called Orleans Economic Development Agency. This was done to eliminate the misconception that it was only involved with “Industry”. Since the Agency assists business from a sole proprietor to multi million dollar businesses, this change was well received.

The Orleans Economic Development Agency/ 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. 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. Three tenants are secured and two have begun operations in the Business Park. The third will start construction by June 2004. Funding for the development of the business park came from a number of sources including NYS Senate and Assembly member items, Orleans County, the Village of Holley, the Town of Murray, New York State Small Cities Program and Rural Development. The completion and attraction of tenants to the 100-acre Holley Business Park is part of a larger County strategy to increase economic activity and jobs in the County.

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

The Olde Pickle Factory was converted from the former Fisher Price factory. Current tenants of the Olde Pickle Factory include Sigma International, Select Design, Associated Brands, Nakano Foods. The Olde Pickle Factory, office and industrial complex, is a modern 450,000 sq. ft multi-tenant and public warehouse facility, featuring 23 truck bays, nine active rail doors, high bay areas and is fully staffed and well suited for a myriad of labor outsourcing needs. Additional warehouse features include a US Customs Bonded area, a value added-fulfillment department, which is ideally suited for assembly and stocking of floor displays or shippers, cut case or end cap displays, product sorting, recouping, or repackaging, single unit, individual case, pick and pack services.

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 strong major employers: Washington Mutual Bank, Viking Polymer Solutions, Inc., PMI Remley and many other smaller employers. The retention of these businesses, plus that of Associated Brands and Atwater Foods, LLC, have saved over 900 jobs and will lead to the creation of over 800 new jobs by these companies.

OEDA/ COIDA has funded the Orleans Revolving Loan Fund with over \$2,000,000 of Governors Office for Small Cities grants and loans. The criteria for loans are for creation or retention of jobs in Orleans County. Loans are 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 pounds. Orleans County apples are known throughout the industry as being some of the best in the nation. The high acidity level of Orleans' apples make them better tasting than many others. The Orleans Economic Development Agency/OEDA is working to increase food-processing production and assisting farms in establishing a wine businesses/wine trail in the County. The OEDA has assisted two of these expansions (H.H. Dobbins and Atwater Foods, LLC). The Executive 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, less-than-average tourist season can mean disaster for these businesses. 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 OEDA are also working closely on the extension of Route 531 across Orleans and Niagara Counties to Route 190 in Niagara County. Businesses in all sectors in Orleans County have expressed a need for an expressway for attraction of new employees and transportation of raw and finished goods. Additionally, 46% of the Orleans County workforce are commuters.

Regarding financial and business service development, Washington Mutual Bank has increased the workforce dramatically and is expected to have over 1000 employees in Orleans County in 2004. The success of Washington Mutual may serve as an example for success in the service sector.

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

One further exciting development in Orleans County is a proposed incubator and flex building. The facility would be buildings totaling 40,000 to 45,000 square feet. These buildings would ultimately be divided in to 6 to 10 units of 1,000 to 3,000 square feet

spaces. The first building would be ideal space for a small business incubator. The additional space would serve as a prime location for manufacturing, finance, computer and sales companies.

Orleans County's priority project is listed in Table 42.

Table 42 - Orleans County Priority				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
OR-1	Incubator and Flex Building	EDA, State, local	\$3.5 million	2004-2005

5.6 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 350 jobs, with another 150 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 have been developed at the southwestern end with grants from the State of New York and EDA. A new County Jail is being planned for an area adjacent to the PID/Warehouse area. Portions of the warehousing facilities are being leased from the IDA by PEZ Lake Development and being subleased for storage and refurbishing of restaurant equipment, and warehousing of various products. A majority of the PID/Warehousing area is under lease to the IDA, but has not been subleased at the present time. Infrastructure problems and deferred maintenance by the U.S. Department of the Army is a significant problem limiting the IDA and PEZ Lake Development's ability to make economic reuse of the Depot PID/Warehouse property. Significant public investment is needed in the roads, sewer system, water system, and buildings to allow for their successful transition in support of private development activity. The U.S. Department of Army has indicated that they are prepared to transfer the PID/Warehouse area to the IDA and that needed repairs/rehabilitation of facilities to allow for reuse is not the responsibility of the 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 be refurbished 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 being built opposite the Thruway “exit”. The IDA is investing over \$2.3 million in this project through sewer installation and road improvements. Additionally, an aluminum recycling plant has been built in Seneca Falls along with a state-of-the-art dental laboratory. Over 170 jobs have been created by the investment in these new facilities.

The 112-store Waterloo Factory Outlet Center continues to be a large contributor to economic activity and jobs in the retail sector of the County economy. The center is facing significant challenges from other commercial development in the region including proposed projects in Syracuse, as well as Ithaca’s expanding commercial base. Like factory stores around the Country, the Waterloo Factory Outlet Center is under pressure to retain a core base of identifiable retailers in order to maintain its regional draw. 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 implementing a public transportation program 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.

Seneca County priority projects are listed in Table 43.

Table 43 - Seneca County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
S-1	Route 318 Sewer Installation	EDA, New York State, local	\$3.5 Million	2005-2007
S-2	Micro-Enterprise Program	EDA/HUD	\$200,000	2005-2007
S-3	Multi-Tenant Speculation Building	EDA, local	\$1 Million	2005
S-4	Infrastructure Improvements at the Seneca Army Depot – water, sewer, roads and drainage	EDA, New York State	\$6 Million	2005-2007
S-5	Demolition of derelict and unneeded buildings and facilities at the Seneca Army Depot	EDA, New York State	\$3.75 Million	2005-2007
S-6	Electrical Upgrade – Seneca Army Depot	EDA	\$1.8 Million	2005-2006

5.7 Wayne County

The Wayne County economy includes a large number of small to medium sized manufacturing firms in a variety of operations. Machine shops, packaging firms, label production and related service operations and food production facilities along with a host of other types of manufacturing characterize the largest portion of Wayne County’s economic base. 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.

Wayne County's 2003 unemployment rate was 6.6%, showing some improvement largely due to the expansion of Ultralife in Newark; but still higher than many surrounding counties. A stable, skilled workforce is available for new and expanding industrial development. The Wayne/Finger Lakes BOCES and FLCC continue to offer specific training skills. 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 and other industrially zoned land. 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 is currently seeking funding 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 of over \$10 million in its assessments over the past few years. The increased attraction of industry to this area is viewed as the primary means of lessening the fiscal impact of the assessment of the power plant on The Town of Ontario's revenues.

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

Also being resolved by the County's IDA and economic development professionals are the extent and quality of telecommunications capabilities in the County. Telecommunications infrastructure is vital to continuing the growth of high tech manufacturing firms and associated service industries in the County. The Wayne County IDA 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.

The IDA is considering the acceptance of a donation of an older industrial building to be used as an incubator. If this is completed, funds will be needed for renovation and marketing.

Wayne County priority projects are listed in Table 44.

Table 44 - Wayne County Priorities				
Priority Number	Proposed Project (description)	Funding Sources	Total	Start- Finish Dates
WA-1	Industrial Road – Town of Ontario including sewer and water	To Be Determined	\$4 Million	2004-2005
WA-2	Incubator Facility	To Be Determined	\$500,000	2004-2005
WA-3	Road Extension for Clyde Industrial Park	To Be Determined	\$1 Million	2005-2006

5.8 Wyoming County

During 2003, Wyoming County's economy continued to be negatively impacted by the national recession and the aftermath of the 9/11/01 events. 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 24 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 Supervisors 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 for implementation of selected 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 has now hired its first full time Executive Director.

The county's dairy industry, which had record high milk blend prices in 2001, had extremely challenging years in 2002 and 2003 because of much lower milk prices. After the highs and lows of the past three years, it is hoped that 2004 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 producing county 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 it third among all NYS counties.

The big question as Wyoming County enters 2004 is when and how quickly the national and upstate New York economies will emerge from the slow growth experienced in 2003. A large number of economists are predicting that the U. S. economy should improve this year if several events occur such as: the stock market trends higher, consumer spending remains strong, job hiring accelerates, and business capital spending increases.

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

As information technology develops, rural America may overcome its location disadvantage. However, rural areas must provide natural amenities, good schools,

transportation access, and other infrastructure to attract and retain "new economy" employers. An educated and trainable workforce is critical to attracting high wage service and technical jobs.

The Wyoming County Chamber has the lead role in conducting a retention program. 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, the Chamber responds to issues, concerns, and opportunities that were identified. 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 lack of infrastructure such as municipal water and sewer, access to an interstate highway, and inadequate telecommunication services are significant barriers to future development. The County also lacks shovel ready development sites and buildings.

Wyoming County priority projects are listed in Table 45.

Table 45 - Wyoming County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
WY-1	Westinghouse Site Improvements – Attica	US EPA, NYS DEC, Local	\$1.5 Million	2004-2005
WY-2	Business & Technology Park Development – Perry	EDA, USDA, Local	\$2.2 Million	2004-2005
WY-3	Business Incubator Facility	USDA, HUD, Local	\$1 Million	2004-2005
WY-4	Route 98 Water & Sewer Extensions – Arcade	USDA, Local	\$950,000	2004-2005
WY-5	North Main Street Sewer Extension – Warsaw	EFC, USDA, Local	\$750,000	2003-2004
WY-6	Municipal Water Systems - Bennington & Covington	TBD	TBD	2005-2006

5.9 Yates County

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

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.

The Esperanza Mansion, a renovated Greek revival estate, opened in 2003 as a destination property overlooking the West Branch of Keuka Lake. Esperanza offers fine dining, banquets and overnight lodging. This property will be a strong influence on Yates County in the years to come, and will continue to serve as a focal point for community and economic development efforts. A second overnight lodging project under the Best Western banner, to be positioned for business travelers and families, is currently planned for the Village of Penn Yan and construction is expected to begin later this year.

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

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 Route 14A 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 were completed, Penn Yan Supply, a plumbing and electrical wholesaler, and CASP, LLC, a specialty packaging company for the food industry. 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. Unemployment levels in Yates County continue to be below New York State average. Local employers are challenged to find workers to support business expansion. 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.

Yates County priority projects are listed in Table 46.

Table 46 - Yates County Priorities				
Priority Number	Proposed Project	Funding Sources	Total	Start- Finish Dates
Y-1	Yates County Airport Taxiway and Runway Expansion	FAA, NYS, County	\$ 4,000,000	2004-2006
Y-2	Redevelopment of Former Penn Yan Marine Facility	EPA, DEC, County	\$20,000,000	2004-2006
Y-3	Upgrade Himrod - Plum Point Water District - Milo	NYS EFC DWSRF, USDA, EDA, Local	\$2,850,000	2004-2006
Y-4	Route 14 Eastern Corridor Water District	NYS Small Cities, Yates County IDA, USDA	\$7,500,000	2005-2007
Y-5	Town of Benton Water District – Route 14 (Fox Run Winery)	EFC, NYS Small Cities, USDA, Ag & Markets, Local	\$500,000	2005-2006
Y-6	Finger Lakes Cheese Cooperative	USDA, Ag & Markets, NYS Small Cities, Local	TBD	2005-2006

6.0 Goals, Objectives, Strategies and Measures

The goals, objectives, strategies, and measures presented in this section indicate an overview of activities that will be performed by G/FLRPC to respond to the present and future economic needs within the District. The plan put forth in this section will promote a team approach because G/FLRPC strongly believes that collaborations will ultimately serve the best interest of this District.

The goals, objectives, strategies, and measures were developed based on both formal and informal discussions held over the past two years. Discourse was exchanged with the nine county Economic Development Departments/Industrial Development Agencies, Planning Departments and other various stakeholders. The specific programs and action steps that G/FLRPC will take to achieve these goals, objectives and strategies are presented in the following section as the *2004 Work Program*.

The following goals, objectives, strategies, and measures provide the basis for the development of G/FLRPC's work program for the District and identify and define specific areas for focus in the upcoming year. The goals, objectives, and strategies are intended to achieve the following:

- Increase job opportunities in the District.
- Encourage private investments in the District.
- Enhance the region's economy.

Goal I – Assist in the Retention and Expansion of Existing Industries in the District

Objectives

1. Develop information on, and cooperative relationships with organizations that study and promote regional clusters.
2. Provide technical assistance that will enhance and restore commercial districts, with particular emphasis being placed on the Main Streets and Community Centers in the District.
3. Provide assistance that will promote the availability of industrial and commercial sites as well as their various incentives.
4. Provide assistance regarding economic programs that provide financing and other incentives to current and potential industrial and commercial development.

Strategy and Measure

G/FLRPC will continue to actively work with federal, state, regional, county and local officials, departments, institutions, agencies and businesses to address issues that influence the advantage of the District.

- Continue to expand and measure partnerships and technical support

Notable partners in the area of regional cluster development include CIMS and GRE. CIMS has received funding and GRE would benefit from funding for their cluster development. To this end, the Upstate Med-Tech initiative through Genesee County

Economic Development Center is important to the development of medical technology corridor in the District.

- Continue to serve on and support GRE and Team Rochester
- Serve on and support the CIMS Regional Economic Cluster Committee

G/FLRPC's means for supporting retention and expansion of existing firms and industries is through technical assistance, research, administering of revolving loan fund and facilitating coordination among public and private interests.

- Monitor number of firms contacted
- Monitor number of firms contacted and supported through the G/FLRPC and partner Revolving Loan Funds

Continue to expand G/FLRPC Main Street/Community Centers Program

- Develop and adopt Village of Arcade Main Street Strategic Plan
- Continue to work with and support the Livingston and Wyoming Counties Downtown Revitalization Program
- Support the G/FLRPC Community Centers Program through the G/FLRPC Preparing Village Main Streets for Planning project

Goal II – Assist in the Attraction of Industries and Firms to the District

Objectives

1. Develop information on, and cooperative relationships with organizations that study and promote regional clusters.
2. Provide research, information and technical assistance to regional development organizations that will positively market the District to prospective firms looking to expand or relocate.
3. Work with the involved stakeholders to disseminate information on federal, state, regional and local resources that can serve as potential incentives to business prospects.

Strategy and Measures

G/FLRPC will take an active role in providing research and information to regional development organizations including GRE, RDC, and county IDAs in an effort to assist their marketing efforts.

- Track and monitor assistance
- Finalize database and mapping project in support of GRE's efforts to attract businesses and job to the region
- Maintain and update current site inventories
- Continue to assist the Genesee Transportation Council's Transportation Industrial Access program

G/FLRPC will work with other agencies such as universities and Workforce Investment Boards in looking at the issue of attraction/retention of youth and intellectual capital.

- Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program

- Continue to work with partners to establish and expand ROI's E-Commerce program
- Hold at least one Regional Roundtable on regional youth retention
- G/FLRPC will have information on priority industrial sites, labor force trends and conduct economic and fiscal impact analysis, which will support and enhance local activities to attract new firms to the District.

Goal III – Assist in the Upgrading of Skills of the District's Workforce

Objectives

1. Provide assistance to, and become aware of, service provision by regional organizations & programs that focus on entrepreneurship, training, emerging technologies, general workplace competencies and continuing education.
2. Work in partnership with those organizations that seek to increase the number of talented, young and highly skilled employees that will remain in the District and State.

Strategy and Measures

As various employment and training organizations in our District work to prepare our regional population to meet the needs of existing and future employment demands, G/FLRPC can supplement and strengthen the District's workforce development efforts.

- Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program
- Continue to work with partners to establish and expand ROI's E-Commerce program

Goal IV – Encourage Small Business Development and Entrepreneurship

Objectives

1. Administer revolving loan funds to small businesses that require gap financing for the creation and expansion of their business and employee base.
2. Work with county economic development departments, IDAs and businesses to coordinate the delivery and availability of support services for growth and expansion.

Strategy and Measures

G/FLRPC can assist small businesses by serving as a clearinghouse for information, programs and resources available to them. Through G/FLRPC's Revolving Loan Fund and the Regional Development Corporation's Revolving Loan Fund, financing is available for small businesses that have demonstrated a need for additional capital to expand and create additional jobs. In addition, G/FLRPC can refer businesses to resource centers that assist with the development of business plans and the identification of resources necessary for growth.

- Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program
- Continue to work with partners to establish and expand ROI's E-Commerce program

- Develop and adopt Village of Arcade Main Street Strategic Plan
- Continue to work with and support the Livingston/Wyoming County Commercial District Revitalization Program
- Support the G/FLRPC Community Centers Program through the G/FLRPC Preparing Village Main Streets for Planning project
- Monitor number of firms contacted for the Revolving Loan programs
- Monitor number of firms contacted and supported through the G/FLRPC and partner Revolving Loan Funds

Goal V – Strengthen the Capacity of Counties and Local Governments to Undertake Economic Development Activities that Encourage Efficient Land Use and Development Patterns

Objectives

1. Serve as a clearinghouse for local governments in the region on local, state and national economic development resources that may be utilized throughout the District.
2. Work with counties to identify and emphasize their strongest opportunities for economic development by providing technical assistance to ensure implementation of key priority projects.
3. Promote balance between future development and existing environmental assets.
4. Promote the reuse of abandoned and existing industrial sites with particular attention paid to Brownfields redevelopment.

Strategy and Measures

- G/FLRPC will track and assist the economic development departments and IDAs in a wide range of technical assistance activities that will expand local economic development capabilities, obtain state and federal funding and help implement development projects.
- G/FLRPC will work with involved participants in the production and implementation of development tools that adhere to and promote sound land use planning.
 - Complete and implement the recommendations of the Route 332 Intermunicipal Development Analysis
 - Complete and make available to all counties and municipalities in the region the Regional Development (Build-Out) Analysis
 - Continue to seek support for resources to develop municipal build-out and fiscal analyzes
- Advocate for the designation of Empire Zones in Livingston and Wyoming Counties.
- Investigate opportunities, programs and emerging technologies that promote the reuse of abandoned and existing industrial sites with particular attention paid to Brownfields redevelopment.
 - Continue to track and explore the new Brownfield Opportunity Areas (NYS) program

- Continue to work with the SUNY Center for Brownfield Studies on developing brownfield area planning projects that assist communities with brownfield clean up and revitalization.
- Continue to train and track efforts to build brownfield staff expertise

Goal VI – Enhance Existing Tourism Opportunities and Develop New Recreation Destinations and Facilities

Objectives

1. Provide assistance to development organizations working to establish programs that preserve and restore sites of historical, cultural and architectural significance.
2. Encourage recreation and tourism development that promotes the scenic beauty of the District in a way that does not infringe upon the environmental integrity of our natural resources.
3. Research and provide data and analysis that examines the impacts of tourism and recreation on the overall economy of the District.
4. Provide assistance that encourages communities to plan for a mix of land uses and design techniques in their Main Street and Community Center development.

Strategy and Measures

Regional tourism and recreation and the success of it as an industry is contingent upon the coordination of efforts. Multi-county projects that will generate increased out-of-area spending will continue to be the focus of G/FLRPC. This can be accomplished through expanded work with tourism promotion agencies and business assistance to tourism-related businesses.

- Continue to work with regional tourism agencies and track progress
- Continue to develop the concept of Blueway Trails
- Continue to assist with and track Erie Canal planning and implementation efforts

Goal VII – Strengthen Regional Coordination

Objectives

1. Promote information and data sharing on issues of regional importance.
2. Expand the existing base of regional partners.

Strategy and Measures

There is a direct relationship between the regional economy and those actions of the local, regional, state and federal development organizations. Outreach by G/FLRPC to regional organizations, agencies and departments is a logical way to promote information and data sharing on an issue by issue, project by project basis.

- Track number and content of partnerships

Goal VIII – Assist in the Retention of Manufacturing Employment

Objectives

1. Provide assistance to county economic development departments and IDAs that will support their efforts to retain local manufacturers.
2. Identify financial assistance (Revolving Loan Fund loans, grants, etc.) to meet the capital requirement needs of small and mid-sized manufacturers.
3. Forge partnerships with organizations involved in promoting high technology to promote their findings and services throughout the District.

Strategy and Measures

- G/FLRPC will continue to assist the county economic developers and IDAs in their efforts to retain and increase the productivity of manufacturing firms located within their respective counties.
 - Monitor number of firms contacted for the Revolving Loan programs
 - Monitor number of firms contacted and supported through the G/FLRPC and partner Revolving Loan Funds
- G/FLRPC will continue to work with the Empire State Development Corporation, New York State Department of Labor, High Technology of Rochester, Inc., regional community colleges and others involved in industrial production, site selection and workforce issues to inform and keep our clients aware of programs and projects influencing the business climate of manufacturing firms.
 - Track numbers and contacts

Goal IX – Strengthen Agriculture and Agribusiness

Objectives

1. Provide assistance to county planning and economic development departments that look to enhance the agricultural base of the District's economy.
2. Encourage local officials and leaders to endorse and implement agricultural protection plans to support existing agricultural and agribusiness operations and the associated economic and land use benefits.
3. Identify assets and barriers to the further development of agriculture and related agribusinesses including such issues as financing, workforce, the environment and regulation.
4. Promote incubation space throughout the region that will take innovation and translate it into success. Use the Cornell Ag Tech Park as an example of the successful melding of agriculture, economic development and technology.

Strategy

Our region has some of the most productive soils in the world and there is a need to increase general awareness of that, along with the benefits of agriculture and related agribusiness to local and county economies.

Agriculture is an important regional industry and thus protecting and preserving it and the scenic amenities associated with its operation is dependent on strengthening the overall

business climate and the competitiveness of individual firms in the same manner as other industries. The District has a social and economic tradition deeply rooted in agriculture. This tradition should be maintained and enhanced to allow for further economic growth and diversification in agribusiness such as food processing, packaging and distribution.

- Continue to work with and track progress of the regional consortium on developing a Rural Western New York Entrepreneurial program
- Continue to work with partners to establish and expand ROI's E-Commerce program
- Continue to educate and train on agricultural land use and economic development issues at the Regional Local Government Workshop
- Continue to build the relationship between G/FLRPC, it's member counties and the New York State Department of Agriculture and Markets
- Continue to work with American Farmland Trust and other partners on the development of the *Planning for Agriculture Resource Guide*.

Goal X – Work with Local Governments to Improve the Infrastructure of the District

Objectives

1. Enhance telecommunications capabilities by completing a region wide inventory and developing a business plan which will enhance the competitiveness and attractiveness of the District to the growing high technology and business support services sectors.
2. Provide assistance to GTC as they continue to develop programs that will improve efficiency and safety throughout the District's road network, increase rail capacity for the movement of freight and cargo and plan for future infrastructure that enhances the natural environment and community character.
3. Work within the region, when appropriate, to promote the extension and/or improvement of existing water and sewer systems to support further industrial development while being mindful of the principles of sound land use planning.
4. Continue to work with counties in the development of general aviation facilities through land use planning and business development projects aimed at increasing economic activity both at the airports (hangar rental, fuel sales, maintenance, etc.) and throughout the District (corporate travel, tourism-related charters, etc.).
5. Enhance regional energy production & consumption through the Regional Smart Program.

Strategy and Measures

Telecommunications is integral to economic development in our region. G/FLRPC will continue to work towards the development of a regional telecommunication inventory and assessment.

G/FLRPC will also continue its work with the GTC through its Long Range Transportation Plan, Transportation Improvement Program, and Unified Planning Work Program on monitoring land use and other transportation/land use related projects and data development.

G/FLRPC will continue to work with NYSERDA to bring grant and loan programs to the region that support traditional and alternative energy solutions.

- Track contacts and progress monthly
- Track grant and loan applications
- Track grants, loans, and other programs received

G/FLRPC will continue to work with the FAA and NYSDOT as the lead agency for the NYSARC Aviation Program.

- Continue to work with FAA, NYSDOT, airports, and regional boards on the development of a web based airport GIS system

Research and technical assistance will be provided to counties and municipalities in an effort to identify and secure funding for infrastructure improvements and extensions.

- Continue to pursue funding for a regional infrastructure inventory and assessment

7.0 2004 Work Program

This section provides an overview of the activities that G/FLRPC is currently working on and expects to pursue in order to meet the goals, objectives and strategies set forth for the District in the CEDS. The work program involves specific activities and action steps that G/FLRPC has and will meet in the coming year. These actions will involve work on projects in economic development, planning, coordination and training that intend to foster an economic advantage of the District. The following denotes the status of each activity that will be conducted by G/FLRPC.

7.1 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.

1. Information requests and analysis will be performed for such things as economic data, and Empire Zone data development.
2. Provide assistance to the Genesee Transportation Council in gathering the appropriate data necessary to inform recommendations for their regional transportation documents.
3. 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.
4. Build projects and funding to support local build out and fiscal analysis tools which will provide local governments with information that will aid in their fiscal health.
 - a. Assist local governments in consideration of the cost/benefit of consolidation and or sharing services.
5. 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.
6. Work with local School Districts on population projections to identify current and future needs as well as forecasting methods to finance potential growth.
7. Consider regional housing stock by quality, affordability and availability – with special consideration given to marginalized populations.

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

1. The compilations mentioned above are currently being assembled through a project entitled “Transportation and Industrial Access.” In 2003, an inventory was done of industrial sites, parks and Brownfields in the region, including the identification of priority sites (deemed by regional stakeholders including planners, developers, etc.)
2. Continue to partner with, and support the efforts of Greater Rochester Enterprise and County Industrial Development Agencies/Economic Development Departments in the site selection process.

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

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

1. G/FLRPC is actively working on this project. The Atlas is now in draft form and will be finalized and used extensively throughout the Region. Additionally, each county planning and economic development office will be supplied with a County Profile to be used to support planning and economic development activities.

Provide GIS/Remote Sensing technical assistance and support through activities such as mapping and database creation to support economic development functions, digitizing land use and compiling digital images. Additionally, G/FLRPC was awarded a GIS Advancement Scholarship through the joint efforts of EDA, the National Association of Development Organizations (NADO), and Environmental Systems Research Institute (ESRI). G/FLRPC will use this scholarship to install and implement a web-based GIS system utilizing ArcIMS software to provide current geo-referenced data and information about the region. This project is very important in the region because it will support, among other things, economic development initiatives.

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

1. In 2003 G/FLRPC worked with the Town and Village of Arcade to produce the Town and Village of Arcade Hazard Mitigation Plan and with Genesee and Wyoming Counties on the Genesee and Wyoming Joint Flood Mitigation Plan. In 2004 G/FLRPC will work with other counties and municipalities to produce All-Hazard Mitigation Plans that complies with the Disaster Mitigation Act of 2000. By having these plans in place, the respective communities mentioned are in a better position to respond to disasters from a land use and economic development perspective.
2. G/FLRPC will identify homeland security issues as they directly relate to economic development and land use. Planning processes and products will take this into consideration.

7.2 Community and Business Development

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

1. The 2003 Annual Land Use Monitoring Report was done to update the existing inventory of building permit and new construction data. The 2004 Annual Land Use Monitoring Report will be completed by June of 2005. Additionally, G/FLRPC will work with the NYS Data Center Affiliates and the University Centers to improve this data collection and analysis process.

2. Meetings with local officials along the NYS Route 332 corridor are an integral part of the Route 332 Intermunicipal Development Analysis in Ontario County.
3. G/FLRPC will work with regional stakeholders in identifying and developing regional economic development clusters and emerging technologies including the Rochester Institute of Technology (RIT) CIMS Center Economic Cluster study, the Greater Rochester Enterprise fuel cell program and the Upstate Med-Tech initiative being led by Genesee County's Economic Development Center.
4. G/FLRPC, through the NYSEDA regional Energy Smart program funding will work with regional stakeholders, including the City and Town of Geneva, the City of Batavia and Wyoming County to evaluate energy efficient programs for businesses including energy target zones and regional energy plan development.
5. G/FLRPC has been actively working on Main Street Revitalization programs that have involved gathering input, coordinating discussion and forming public and private partnerships to address this task. G/FLRPC will continue to work with distressed communities to revitalize their main streets and community centers by providing technical assistance, seeking project funding and facilitating dialogue and action amongst regional providers (NYS Department of Transportation, The Governor's Office of Small Cities, etc.)
6. Partner with university centers to incorporate consumer demographic analysis into Main Street projects and to identify other mutual aptitude areas that can be shared to benefit regional clients.
7. Work with local tourist organizations to identify and capture opportunities such as the Erie Canal and Fast Ferry as economic stimulators in the region.

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

1. An application of knowledge gained from the Main Street Program would include the aforementioned activities and apply them to other municipalities in the Region to determine the internal strengths and challenges that are present in communities.
2. Build projects and funding to support a regional inventory and assessment (telecommunications, sewer, water, energy, etc.)

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

1. The ultimate goal of the Main Street Program and telecommunication inventory and assessment is to produce marketing strategies, plans and other studies and reports as well as provide recommendations that will allow for increased sustainable economic development in communities.
2. Build funding for and collaborations among partners for rural projects such as the Rural Entrepreneurship Collaboration and E-Commerce Initiative.
3. Identify existing network to support agricultural economic development. Connect partners and funding to optimize regional benefit.

4. Continue to administer G/FLRPC's EDA Revolving Loan Fund program and work with RDC as they administer their loan fund.
5. Develop new programs and identify funding streams per the input of regional economic development stakeholders.

7.3 State Data Center Affiliate Program

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

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

1. Requests will be submitted and filled for other types of data and information that is more specialized.
2. Partner with the New York State Data Center and university centers to deliver better data to regional stakeholders. Also, work on effective and efficient data collection methods in anticipation for the 210 Census.

7.4 Coordination & Training

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

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

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

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

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

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

8.0 2004 CEDS Input Sessions

As stated earlier in the document, nine sessions were held, one in each county in an effort to obtain input regarding the CEDS.

8.1 Meeting Attendees

Table 47 lists those persons that attended the CEDS input sessions held in late April of 2004.

Table 47 - CEDS Input Session Attendees				
Name	Address	Affiliation		Gender
Lydia Birr	16 William St Lyons, NY 14489	Wayne County Empire Zone	White	Female
Ora Rothfuss	9 Pearl St. Lyons, NY 14489	Wayne County Planning	White	Male
Susan Voidets	7 Madison St. Lyons, NY 14489	Citizen	White	Female
Dave Richards	16 William St Lyons, NY	Wayne County Industrial Development Agency	White	Male
Kevin Yost	1474 Middle Rd Rush NY 14543	Citizen	White	Male
Jim Bensley	14016 Route 31 W. Albion NY, 14411	Orleans County Planning Department	White	Male
Sam Casella	1044 Woolhouse Rd. Canandaigua, NY 14224	Ontario Board of Supervisors	White	Male
Mikaela Engert	2165 Brighton Henrietta Town Line Road Rochester, NY 14623	Behan Planning Associates, LLC	White	Female
Nicholas Ustick	161 S. Main Street Box 515 Naples, NY 14512	Citizen	White	Male
Anne Humphrey	143 N. Main Street Warsaw, NY 14569	Wyoming County Board of Supervisors	White	Female
A. D. Berwanger	143 N. Main Street Warsaw, NY 14569	Wyoming County Board of Supervisors	White	Male
Richard Tindell	6470 Route 20A Perry, NY 14530	Wyoming County Economic Development & Planning	White	Male
Michael Heftka	6470 Route 20A Perry, NY 14530	Wyoming County Industrial Development Agency	White	Male
Jim Pierce	6470 Route 20A Perry, NY 14530	Wyoming County Chamber of Commerce	White	Male

Table 47 - CEDS Input Session Attendees, continued

Name	Address	Affiliation	Race	Gender
Scott Meidenbauer	2357 Humphrey Road Varysburg, NY 14167	Byrcliff Resort & Conference Center	White	Male
Jerry Davis	PO Box 445, 7414 Court Rd. Pavilion, NY 14525	Town of Covington	White	Male
Kevin Fryling	11 South Main Street Warsaw, NY 14569	County Courier	White	Male
Rick Henry	186 Water Street Rochester, NY 14604	Clark Patterson Associates	White	Male
Esther Leadley	11047 River Road Pavilion, NY 14525	Genesee County Legislature	White	Female
Frank C. Ferrando	210 East Main Street Batavia NY 14020	Genesee County Chamber of Commerce	White	Male
Steven C. Lockwood	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
Steve Hyde	1 Mill Street Batavia, NY 14020	Genesee County Economic Development Center	White	Male
James Duval	County Building II 3837 West Main Street Road Batavia, NY 14020	Genesee County Department of Planning	White	Male
Steve Isaacs	1 Keuka Business Park, Suite 104 Penn Yan, NY 14527	Yates County Economic Development	White	Male
Barbara Johnson	640 Cross Keys Office Park Fairport, NY 14450	Yates County/ Planning Stuart I Brown Assoc. Inc.	White	Female

8.2 Meeting Notes

The following are the minutes from CEDS input sessions held across the region in April of 2004.

What is our Vision for the region?

What would you like to see in the future for the region?

- Preserving as much agricultural land and open space as possible
- Emphasizing the importance of service provision to smaller businesses
- Revitalizing hamlets within the region
- Creating an economic environment where the region is known as a “hotbed” for high-tech, high quality jobs
- Optimizing the fast ferry - it has great potential for the region in the future
- Utilizing our large, balanced (skill-wise) work force
- Taking full advantage of our natural resources
- Developing and implementing a regional Telemedicine Pilot Program
- Improving the quality and cost of medical services in rural area
- Linking economic development with regional colleges and universities
- Developing sufficient water and sewer infrastructure in the rural areas of the region

What are the strengths/opportunities within region?

- The region needs to better promote all its assets
 - The region has an abundance of high quality, highly educated individuals
 - There is a need to make that known to attract new businesses
 - There is a regional presence of colleges and universities as well as their employees and students
 - There is a presence of large, nationally recognized corporations
 - There is as a large work-force with a good work ethic willing to work for reasonable wages
- The region wants to attract higher paying business/manufacturing
 - The region has the potential to be a high-tech corridor
- New job opportunities in one county can provide jobs to other counties as well (positive regional spillover)
- A breakdown of boundaries and competition will get counties to work together for the benefit of the region
 - There is a need to push education and communication in the region to break down borders between counties, cities, etc.
- Municipalities need to understand the benefits of Economic Development
 - There is a need to find benefits to get/keep people involved in regional economic development
- There is a regional need for the identification of and access to resources to enhance economic development
 - Grants and supplemental funding
- Grantors for the region need to look at development from a business perspective

- The region has a strong entrepreneurial attitude
- When going to non-typical funding sources for financing, doors of typical sources are commonly shut
 - How can the region address this and make funding the opportunity it should be?
- There needs to be a renaissance on how to deal with a declining economy in the region
 - Grant sources not aligned for that
 - Receiving federal and state funding in the region can be difficult because of income levels
- There needs to be more information that clearly makes people aware of all the different small business resources
 - Look for and welcome small businesses into the region
 - Our regional environment encourages business to get and remain rooted
- The fast ferry can provide a great opportunity for regional, state and national growth
- Finding ways to reinvigorate Rochester as a strong core will benefit the entire region
 - The entertainment district in Downtown Rochester is and can become a regional gem
 - We need to improve Downtown Rochester and get it on other communities radar screens
- Developing several regional lures for Canadians and other international visitors can be positive
- The upstate geography (location) has to be viewed as an advantage (Buffalo, Rochester, Syracuse and Albany)
- Beyond our region (and including it) there is a tremendous market potential - Area including Buffalo and Rochester is the 20th largest market in the U.S.
- Our region should promote shopping in smaller village and town settings – it is cheaper and easier
 - It takes local money (investments in community) and keeps it local
- Regional Villages could become entertainment hubs (unique identities that do not duplicate Rochester)
- The region could tie recreational links to promote development i.e. golf course and better hotels
 - People, who come and stay, will support other businesses in town.
- Development in the region has not created public health issues (yet)
- Multi-community projects could get better funding as well as be more effective and efficient. i.e. water system for multiple towns combined instead of small systems at each.
- Revenues generated will easily pay for new infrastructure costs in the region
- We need to educate leadership and the public on benefits and costs of services
 - This will help people make better decisions in the region
- There is regional interest in benchmarking tax burdens vs. competitors
 - What services cost in our region vs. other regional US markets

- People are not fully aware of what benefits Empire Zones can provide in the region
- The region has an overall good school system, which is an attraction
 - This retains people as well
- The region needs to find more effective ways of using school tax money
- Look at agriculture and see how it is important to our region - balance economic development so as not to erase agricultural land
- Agricultural Business in “Milk shed” could increase regional capacity and growth
- Our region has friendly residents

What are the weaknesses/threats with region?

- Challenge of Region from a development perspective
 - Every city/county is thinking for itself – parochialism is very strong
 - Business environment in the region is structured to compete with neighbors
- Communication between all planning organizations needs to improve in the region and beyond
 - It is felt at times that NYS is overseen by Albany
- Constituents need to understand how and why they are funding regional organizations like G/FLRPC. More exposure to the general public is needed.
- The region does not have a good grasp on the cost of community services for development
- Grant sources want a done deal before investing, i.e. a guaranteed return and set time frame of return.
 - Economic staleness has made grantors risk-averse
 - Chicken and egg dilemma: what comes first, the money or the development?
 - Companies get caught in the middle of planning and funding problems
- Grant monies are hard to work with when business wants things done within a time frame
 - Regional deals are often lost due to delays
 - Projects are often lost because of lack of funds
- Strategic investments need to be made in the region by EDA
- Getting money to the local level is a challenge and keeping “local money” local is a regional challenge too.
- Lack of Empire Zones for all counties in the region creates an unlevelled playing field
- Regional concerns over re-structuring of Empire Zones
 - If watered down, the benefits will not really benefit rural area
- The region needs Empire Zones and other similar incentives to compete with out of state tax rates
 - We as a state need a better idea of the benefits derived from Empire Zones – all we hear about are negatives
- It is hard to create a manufacturing cluster as manufacturers leave the region
- Sprawl (the outward movement of people and development) is a regional issue

- There are blighted Main Streets across the region
- There is a presence of poverty in the region
- There is a challenge on how and if development occurs
 - Agriculture in some regional communities limits the ability to develop without angering agricultural community
 - Agriculture cannot provide and expand jobs like urban/suburban developments can in our region
 - Some regional residents are hesitant to allow Agricultural lands to be developed for Housing or Commercial/Industry parks.
- There is a lack of regional support for “rural character” and agriculture zones
- There has been a loss and destruction of farmland in our region
 - If Agriculture is so important, would Albany consider pay subsidies for keeping Agriculture in the region?
 - Agricultural communities are hesitant to grow. They don’t want traffic interfering with tractors as an example
- In our region, it is important to note that persons in prison can cause fluctuations in population of county. Also, if jobs are lost due to prison downsizing it could expand a negative influence into local business.
- The region is losing its childbearing female population – they are going to college and there is not enough economic opportunity for them to return after college.
- Social ills have a negative impact on the region
 - Drug use is a problem in many communities in our region
- Lack of geographic specific technical training for the future technical jobs in the region
 - Mismatch of job availability and trained workforce
- Need to diversify our regional economy, including service sector employment
- Cost of doing business in NYS is high and difficult to alleviate
 - The cost to manage a business is very high. Employees are very costly due to state regulations.
 - The cost of power is high
- Attracting new business is a concern in our region
- Lack of higher quality jobs in region detracts youth from staying.
- There is a difference in the cost of living from areas that are seeing youth expansion i.e. North Carolina, Arkansas.
- Youth Retention is seen as an alarming issue in the region. The region must make an effort to retain highly qualified young professionals
- Big industry is gone, or has a decreased regional presence
- Negative perception of “Rust belt” conditions from Buffalo/Niagara region are creeping into the greater Rochester Region
- Kodak and other staple businesses are downsizing – this impacts the region and beyond
- In the region, and beyond, small businesses are pitted against big business - we need more attention on small businesses.
- Environmental issues are met with a lack of funds and support in our region
 - Without money, how can we implement?

- There is a conflict of re-zoning to high priced home owners in our region.
 - Changing a residentially zoned area to mixed use has caused homes to depreciate in value irritating homeowners.
- Cost of health care is not affordable or accessible by all in our region.
- Too much infrastructure can be excessive drain on economy - create a few signature facilities to serve all
 - Sports facilities, orchestras, etc.
- Regional consolidation must be considered instead of diversification

How can we build a competitive advantage in the region?

- Create empire zones in communities that lack them
- There is a need for stronger leadership in all capacities in the region.
 - We need better advocates on the local, regional, state and national level
- Regional agencies (G/FL & GTC) need to market themselves. G/FL is already known by municipalities, but unknown by county and other planning organizations in the region. Also, working with Chambers of Commerce, Rotary Clubs, Kiwanis Clubs and other neighborhood organizations is seen as crucial.
- People have a say in government decisions. There needs to be a push for more public participation to influence how and what happens in our region
- We have a high quality of life – we need to sell this big picture as a region
- There is a vibrant city core (Rochester) within the region
 - It needs to be further developed
- Trying to create infill and redevelop vacant land in the region

What are the goals for the region?

What can be classified as long term goals?

- View all regional plans including short-term plans/goals as if they were long term so everything fits within a comprehensive framework.
- Enhance regional tourism
- Enhance existing regional infrastructure
- Promote infill vs. further sprawl in the region
- Get and keep people involved in our region

What can be classified as short term goals?

- Priority – Regional Telecommunications improvements
 - Map out work done to date
 - Expand Existing work
 - Need to help next steps happen
 - Business Planning
- Priority – Empire Zones in every county
- Priority – Water/Sewage expansion
- Priority – Upstate Medtech Initiative
 - Economic Development Centers - U of R, RIT, UB, GCC (including Orleans and Wyoming County) Cornell Cooperative Extensions are all interested in Bio/Telemedicine Park

How are we doing?

- As a region we are not good at working together
 - Competition makes it difficult to improve
 - Some communities are improving and some are not
- A regional balance is necessary for all communities to identify what they want and/or need
- The way services are begin handled region-wise is changing, this change is necessary to work together for mutual growth
- Partnerships are necessary to develop the region more effectively
- Grouping counties by urban/suburban/rural classification might help to set clearer regional priorities.
- What is being done well at community level:
 - Support of small local business
 - Help and information, resources on how to develop and begin is offered by Chamber of Commerce – which are organizations that are very supportive and active in getting small business to begin and stay.
 - Businesses that begin in a small community are more likely to stay there

How do we measure performance?

- Unemployment within a community
- Employment/unemployment already has job tracking
 - Look to create a more efficient way to track jobs
- Higher wages
- Gross Domestic Product output
- Business start up and expansion tracking
- Increasing value of taxable property
- Access and excess of municipal services (sewage/water)
 - Is it available and will it support more growth?
- Population growth
- Land use by comparing urbanized vs. non-urbanized
 - Evaluate what the numbers mean
- Looking at sectors of concentrated employment: Recycled money vs. new money

County/Community Specific comments:

- Lack of sewers in Naples, NY makes it difficult to attract new commercial and industrial entities.
- Preserve farm land in the region
- Redevelop abandoned cities, villages
- Improve regional transportation
- Rochester as the “center of the region,” needs to become economically stable for the region to prosper.
- Lyons needs to promote tourism in a big way (bike paths, accommodations, support structure, bring/keep people here)
- Lyons needs a Plan to address interim transport for to & from Fast Ferry - needs bigger hotels to support train station

- In agricultural communities, assistance is needed for business planning (Farm transfers like business transfers)
- Resources need to be further identified to aid in strategic planning for small businesses
- Wyoming County would like to see the development of industrial parks, both municipal and private
- Wyoming, Wayne and Yates County would like to see the expansion of infrastructure necessary to create capacity for future development
 - Sewage, electric, etc.
- Wyoming County would like to see more/better housing
 - Currently not the type of housing that appeals to Upper Management of the companies in the county and region. Need them for tax income.
 - Farmers reluctant to sell land for housing and other development
- Collection/Call services seem to be doing well in the region
- Genesee County is in implementation mode of Comprehensive Plan
- For successful development, there is a need for state and regional support, as well as on a local level.