

Annual Report

Wayne County Economic Development Strategic Plan

Action Items and Performance

Wayne County IDA
Wayne County EDC
Wayne County ISDC
Wayne County CFDC

2014

The Wayne County Economic Development Strategic Plan was adopted by the Wayne County Board of Supervisors, the Wayne County Industrial Development Agency and the Wayne County Economic Development Corporation in November of 2006. The plan contains action items and assigns them to various entities. The WCIDA, WCEDC, WCISDC and WC CFDC use the action items list that they were assigned to measure and track performance on an annual basis. Below is the review of items and performance for 2014.

Support Existing Businesses

Goals:

1. Maintain contact with existing businesses.
2. Encourage networking among businesses
3. Reduce the cost of doing business in Wayne County

Recommended Action

- A. Organize periodic workshops or symposiums to encourage networking among manufacturing firms located in Wayne County and neighboring communities that have common interests and concerns.

Item performed: Yes. On-going.

Action taken: Events coordinated, sponsored or hosted by WCIDA/WEDC continue to provide a variety of opportunities for businesses.

- ✚ IDA supports and participates actively in **Finger Lakes Advanced Manufacturers Enterprise** which connects manufacturers with workforce development and educational entities, seeking to improve number of future employees in the pipeline. IDA is one of the sponsors of the annual event which connects teachers/educators with manufacturers.
- ✚ During 2014 the WCIDA acted as lead and host for the 2014 Wayne County Job Fair held in November
- ✚ The volunteer group, Wayne County Business Builders, offered three seminars to new and/or growing businesses in Wayne County
- ✚ IDA hosted presentation on assistance through the Foreign Trade Zone

- ✚ IDA and Business Builders co-hosted a session on starting up a business after retirement along with AARP and Small Business Administration

B. Constant Contact with Private Industry

Item performed: Yes. On-going.

Action taken:

- ✚ Through the BRE program (Business Retention & Expansion) along with established relationships with SCORE, Wayne County Business Council, the Workforce Investment Board, and others, we disseminate information on potential opportunities and tools.
- ✚ Using a formalized BRE program a team contacts/visits each of the Wayne County industries; goal is to have contact at least one time per year with a face to face meeting, in conjunction with regular communications through phone, mail and e-mail.

C. Reduce the cost of doing business

Item performed: Yes. On-going

Action taken: Utilize potential opportunities and tools of the IDA, State, and Federal Economic Development partners to lower the cost of doing business.

- ✚ The IDA did six PILOT projects during 2014- DNT Express in Clyde; Advanced Atomization Technology in Clyde; Jindal Films in Macedon; Ranger Design in Ontario; Walworth Plaza in Walworth; and Upstate Refractory in Newark.
- ✚ The Wayne Economic Development Corporation provided loans to Calvin & Decker, Inc. in Macedon and DNT Express Realty LLC in Clyde.
- ✚ IDA administers one CDBG grant in the Town of Ontario and one in the Town of Sodus. The IDA also administers a USDA RBEG grant for a food hub project in Ontario.

Promote Growth in Targeted Industry Clusters

Goals:

1. Focus economic development resources to support and attract manufacturing, energy production facilities and other businesses within targeted industry clusters.
2. Establish Wayne County as a regional leader within each of the identified industry clusters.
3. Improve the long-term competitiveness of businesses in targeted industry clusters.
4. Establish a business climate that is conducive to businesses in targeted industry clusters.

Recommended Actions:

- A. Establish a specialized team with expertise in each of the targeted industry clusters to work with existing businesses and site selectors to retain and attract businesses in targeted.

Item performed: Yes. On-going.

Action Taken:

- ✚ The Ag Development Specialist for Wayne County is part of the BRE team.
- ✚ Director of the County's Economic Development and Planning Department, brings expertise in rail, state programs and manufacturing.
- ✚ Participation in FAME, the Optics groups and other entities, provides additional support and expertise in advanced manufacturing.

- B. Advocate for the development of new energy production facilities in Wayne County.

Item performed: Yes. On-going.

Action taken: IDA, EDC and WISDC continue to work with farmers, entrepreneurs, County leaders and others to assist development of sustainable systems of various forms that help to ensure growth for the future along with ability to contain energy costs. During the last two years solar has seen a number of projects in the county, including a large one in by the Town of Williamson that now provides power to all the municipal facilities.

- C. Work to ensure proper infrastructure is available at industrial parks and sites

Item performed: Yes. On-going.

Action taken: Promote proper access to utilities and broadband infrastructure through focused studies and project need.

- ✚ The completion of the next phase (2) of Timothy Lane in Ontario, provided infrastructure support for Marina Drive in Macedon, along with utilities, in the Town of Ontario.
- ✚ The IDA continues to work with County Departments of Economic Development and Planning, IT and Emergency Management, along with private providers, to plan for and establish better access to broadband and tower facilitated

D Prepare promotional materials that present and promote an image of Wayne County as both high tec and environmentally progressive. Publicize the presence of high-profile technology based companies to foster an image of Wayne County as high-tech; promote awareness of Wayne County apples as an internationally recognized resource; publicize the windmill along Route 104 in the Town of Ontario and the Audubon

visitors' center; showcase the proposed Sustainable Energy park as a demonstration of how green energy and environmental sustainability epitomize Wayne County.

Item performed: Yes. On-going.

Action taken:

- ✚ Promotion through regional entity, GRE, during 2014 along with the WC Tourism Department.
- ✚ Coverage of high-tech businesses included Optimax, Optipro, Harbec, AAT, Ranger Design, among others, occurred during 2014 in local and regional papers.
- ✚ FAME promotes the advanced technology cluster.
- ✚ The WC IDA participated in the Finger Lakes Regional Economic Development Planning Council's work groups including Energy Innovation and Community Development.

Support Agriculture

Goals:

1. Maintain production agriculture as a critical component of Wayne County's economic well-being.

Recommended Actions:

- A. Encourage Municipalities to revise zoning regulations to permit ancillary home-based businesses on farms to supplement income from farming.

Item performed: Yes. On-going.

Action taken: IDA has supportive role in this action and will act as needed. It maintains an agriculture micro loan fund and makes loans to eligible businesses that are part of the targeted group noted above.

- B. Encourage networking and cooperative ventures among agricultural producers to reduce costs and increase access to markets.

Item performed: Yes. On-going

Action taken:

- ✚ Use BRE program to get information out, along with a list-serve.
- ✚ Include large farm operations.
- ✚ Farm markets have access to micro loans.
- ✚ Successful in getting food hub feasibility funding proposal funded.
- ✚ Maintain Ag Development Specialist as member of BRE program.
- ✚ Awarded USDA RBEG grant for the benefit of a food hub project in Ontario.

Invest in infrastructure, access and sites

Goals:

1. Finance and construct infrastructure (roads, sewer, water, broadband, etc) improvements at strategic locations as needed to encourage economic development.
2. Provide a range of “shovel-ready” sites and ready – to-occupy shell buildings for new and relocated businesses.
3. Foster cooperation among municipalities and private companies.
4. Complete infrastructure improvements so that all industrial parks are “shovel-ready”
5. Market industrial parks and other industrial sites to emphasize their suitability for key industries in key “clusters”

Recommended Actions

- A. Evaluate each industrial park in Wayne County to determine which elements are in place and which are missing from each to Qualify for the Build Now NY program. Develop a plan of action for each site and utilize the Wayne County Industrial Site fund to provide a portion of the match for the BNNY grant to assist industrial parks to qualify.

Item performed: Yes. On-going

Action Taken:

- ✚ Focus on infrastructure in several areas- Commerce Park in Ontario; the Freight Village in Lyons; and the need to improve/upgrade water/sewer infrastructure and capacity in a number of municipalities in order to further develop for industry.

- B. Work with utilities and municipalities to extend broadband and other infrastructure to industrial parks and other industrial sites

Item Performed: On-going.

Action taken:

- ✚ Review with county departments, municipalities and entities to determine feasible opportunities for funding.
- ✚ Providing data from WC data collection, baseline assessment done by ECC Technology Group, to State office developing overall assessment of broadband across the State.
- ✚ Proposed and was funded to do rail park study of potential sites across the county.

Expand Workforce Capabilities**Goals:**

1. Improve the overall skill level of high school graduates and job seekers.
2. Ensure the local employers have access to properly trained employees.

3. Strengthen partnerships among business government and education leaders.

Recommended Action

- A. Increase the visibility of Finger Lakes Community (FLCC). Encourage the establishment of an array of associate programs that complete the needs of WC industries. Capitalize on the training opportunities provided through FLCC and WFL BOCES.

Item Performed: On-going.

Action taken:

- ✚ FAME continues to bring educators and industry leaders together, emphasizing the need to reform processes and make sure young people are trained in basics and in pipeline. IDA executive director is member of executive committee of FAME
- ✚ The retired business representation from the WC Workforce Development office is a key member of the WC BRE program as a contractor and makes connections with WC WFD to assist in finding funding for training.
- ✚ IDA executive director is a member of the Wayne County Campus Center Advisory Board.
- ✚ Continue to work with the BOCES in conjunction with the Finger Lakes Workforce Investment Board, the P-TECH and the Wayne Economic Development Corporation, a BOCES landlord.

- B. Encourage Wayne County Businesses to utilize the FLCC to train eligible employees and hire graduates.

Item performed: Yes. On-going.

Action taken:

- ✚ IDA has worked with FLCC to partner on events at the Wayne County Campus Center, bringing industry leaders and government officials to the site to see the facility.
- ✚ FLCC has presented to the Board of Supervisors.

- C. Work with schools, BOCES, counselors and business leaders to encourage students to pursue studies in science, technology, engineering and math related fields.

Item performed: Yes. On-going.

Action taken:

- ✚ FAME hosts event, sponsored in part by WCIDA, to bring these groups together.
- ✚ The FL WIB has secured funds to have an outreach person go to all schools and disseminate information as well as offer scholarship funds for assistance with training.

- D. Encourage businesses and colleges to work together to establish additional internships.

Item performed: On-going.

Action taken: IDA acts in supportive role. Much of this item is led by FLWIB and FAME, along with very active WC businesses including Optimax, Silgan, Ultimate Precision and Unique Automation that are leaders in FAME.

Promote Entrepreneurship

Goals:

1. Support entrepreneurship and small business development through financing and technical assistance.
2. Develop appropriate facilities for use as “incubators” by smaller manufacturing or other businesses.

Recommended Action

- A. Work with the FLCC Small Business Development Center, the Business Builders and SCORE to sponsor small business training seminars in Wayne County

Item performed: Yes.

Action taken: The IDA, in partnership with SCORE Affiliate Wayne County Business Builders and with list-serve service by the WC Business Council, three training sessions for small businesses during 2014.

- B. Encourage owners of antiquated industrial buildings to consider establishing incubator facilities

Item performed: Outstanding.

Action taken: **None.** This item has been deferred and is re-visited by the IDA board annually.

Organize networking events for small manufacturing companies. Provide specific information to help these businesses reduce costs or expand.

Item performed: Yes. On-going.

Action taken: The Business Builders provided a five week session on starting up or growing your own business, along with sessions on Quick Books and Social Media.

Build Effective Partnerships

Goals:

1. Establish an effective organizational structure that utilizes resources efficiently.
2. Collaborate with State, regional and local entities as well as other counties and private organizations to retain businesses and promote economic development in Wayne County.
3. Maintain effective communications with local governments, businesses and regional partners.

4. Provide or arrange for financing for businesses that would benefit the Wayne County Economy.

Recommended Action

- A. Collaborate with Wayne County Departments to promote like goals and initiatives
Item performed: Yes. On-going.
Action taken:
 - ✚ The Agency maintains relationships with all related departments.
 - ✚ During 2012 the County determined to re-configure the Economic Development and Planning director's position, along with combining the office space of the WCIDA and WCEDP office. Most work to this end was done during 2013, in preparation for organizational and space changes in early 2014. In January of 2014 the two offices were physically integrated and changes in personnel were implemented.
- B. Business Builders
Item performed: Yes. On-going.
Action taken: The agency partners on numerous events with Wayne County Business Builders and works with them to provide training and individual consultations for small business and small business start-ups.
- C. Work with regional and local economic development offices to attract and preserve the County's economic base
Item performed: Yes. On-going.
Action taken: Relationships maintained.
 - ✚ Significant participation in Finger Lakes Regional Council's work groups
 - ✚ Worked closely with Town of Ontario Office of Economic Development to upgrade/expand infrastructure.
 - ✚ Work with NYS ESD on incentives and potential assistance for companies moving into or expanding in Wayne County.
 - ✚ Work closely with towns and County leaders.
- D. Provide or arrange for financing for businesses that would benefit the Wayne County Economy.
Item performed: Yes. On-going.
Action taken:
 - ✚ The IDA did five PILOT projects during 2014- DNT Express in Clyde; Advanced Atomization Technologies in Clyde; Ranger Design in Ontario; Jindal Films in Macedon; and Upstate Refractory in Newark.
 - ✚ The IDA provided loan assistance to Ranger Design in Ontario.
 - ✚ The Wayne Economic Development Corporation provided loans to DNT Express in Clyde and Calvin & Decker in Walworth.
 - ✚ IDA currently administers two CDBG grants and one USDA RBEG grant.

- ✚ WC IDA continues to be the local administrator of the Empire Zone program, providing the link to ESD, sending notices and following up on BAR reporting.
- ✚ Based on the policy for reviewing PILOTs regularly, two PILOT agreements were terminated through a process in preparation for sales.
- ✚ Provided funds to assist with infrastructure at Timothy Lane in Ontario, Marina Drive in Macedon and to Wayne County Eggs in Wolcott through the Industrial Site Fund
- ✚ Sought to understand and support both municipalities and businesses through the Economic Transformation Program for utilization to offset impacts of the closure of the Butler Medium Security Prison
- ✚ Worked with both businesses and Finger Lakes Community College to site eligible businesses within the properties designated Start-up New York in association with the college and New York State.

Improve Communities

Goals:

1. Re-establish downtown business districts as vital community centers.
2. Pursue the four tenets of “Main Street” redevelopment: organization, promotion, design and economic restructuring
3. Support community-building efforts among local municipalities
4. Maintain and revitalize existing neighborhoods
5. Encourage well-designed housing development in appropriate locations
6. Create an environment of tolerance and diversity
7. Support additional retail and service development that will improve residents’ quality of life

Recommended Actions

Serve on an as needed basis to promote projects in line with the goals listed above.

Item performed: Yes. On-going

Action taken:

- ✚ Maintain micro loan fund for assistance to small retail start-ups in downtown areas, helping to strengthen core.
- ✚ Provide revolving loan where applicable.
- ✚ Provide information on the four tenets of Main Street to groups working to re-vitalize their downtown.
- ✚ Supported the Lyons Main Street program by providing technical support
- ✚ Trained Business Builders provide private consultation to businesses, along with holding group trainings on start up and growing business.

