

Annual Report

Wayne County Economic Development Strategic Plan

Action Items and Performance

Wayne County Industrial Development Agency
Wayne Economic Development Corporation
Wayne County Industrial Sustainability Development Corporation
Wayne County Civic Facility Development Corporation

2016

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, WEDC, WCISDC and the WCCFDC use the action items list that they were assigned to measure and track performance on an annual basis. During 2015 and 2016 the action items were taken into account as Wayne County undertook an “Opportunity Analysis”, hiring consultants for both the analysis and development of a “marketing strategy”.

During 2016, the WC IDA had two lead employees move on; Robert McNary, IDA CEO and director of the Wayne County Economic Development & Planning Department retired on June 30th after four years in the position and David Richards, CFO and deputy director of the agency, retired on July 15th following nineteen years with the agency. Also in 2016, Tanya Hasseler joined the team in August as Business Outreach Coordinator handling business retention and expansion along with marketing for the agencies and the county.

The deputy director of the Wayne County ED/Planning department and executive director of the WC IDA led the team during the rest of the year, along with Marie Leisenring, office manager, an IDA employee for forty years. Using contracted resources to assist with financial management, the year concluded. A new director of ED/Planning, Brian Pincelli, was hired in late January and was appointed CEO of the WC IDA and CFO of all four entities.

Action Items from the WC Economic Development Strategic Plan, the WC Opportunity Analysis and Marketing Strategy, along with goals set by the County and the department of ED/P, are below.

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 Actions:

- 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 the WCIDA/WEDC continue to provide a variety of opportunities for businesses.

- IDA supports and participates actively in Finger Lakes Advanced Manufacturers Enterprise [FAME] 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 held on January 27th, 2016 at Monroe Community College.
 - WEDC organized and hosted the annual Wayne County Job Fair in November. Having switched sites two years ago to the Palmyra VFW on Route 31 between Newark and Palmyra, companies have been very pleased with both the space and the job seekers.
 - IDA was a sponsor and participant of the Rochester Business Journal's Power Breakfast for Photonics and Optics at which it hosted several businesses, developers and elected officials to familiarize them with the growing optics/photonics cluster in both the Rochester Region and Wayne County.
 - Presented at the Ontario – Walworth Rotary on potential job impacts of the Ginna nuclear plant proposed closing.
 - Presented and got input on the "Opportunity Analysis" at the Wayne County Business Council.
 - Volunteer organization of the WEDC, WC Business Builders, continued with individual counseling along with a fall, five part training through SCORE. However, with the retirement of Dave Richards CFO; board member Willard Milliman; and BB member Steve Cooper; along with two other BB members moving out of NYS, Business Builders went on hiatus for the last quarter of the year. However, Greater Rochester SCORE continues to provide counseling and will be continuing with training in Wayne County.
 - Brief presentation at the opening of the Wayne Finger Lakes BOCES Conference Center opening.
- B. Constant Contact with Private Industry

Item performed: Yes. On-going.

Action taken:

- Through the WC IDA Business Retention and Expansion program [BRE], the industry list kept by the IDA, partnership members WC Business Council, the Workforce Investment Board and various chambers, we disseminate information on potential opportunities and tools.
- BRE efforts to touch each industry within the County continues.
- During 2016 it was determined to hire, through Wayne County, a full time business outreach coordinator. Previously, the executive director and CFO had done BRE along with contracted, part-time individuals. The business outreach coordinator joined staff in August of 2016, bringing a background in event organization, social media, marketing and networking. The Agriculture Development Specialist, along with the CEO and executive director, continues to be part of the BRE team.

- Social media was initiated with the hiring of the Business Outreach Coordinator in August. Facebook was launched and Linked-in developed in a larger effort to keep not only businesses up-to-date but residents of Wayne County informed of the efforts the Agency, County and businesses are making to keep the community growing and strong.

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 WC IDA entered into four Payment in lieu of Taxes agreements to incentivize new and expanding businesses:
 - Altra Rental and Supply, Inc project in Ontario will retain 9 existing jobs, create an additional 6 and support 6 construction jobs. A deviation because of the retail portion of the project, the company provides equipment to contractors as its main source of revenue. Expansion project triples their space. The company has customers from outside of Wayne County.
 - L & P Properties of Sodus, also a deviation because of automobile and truck sales, this project retained 35 jobs and anticipates creating an additional 10 jobs. The project supported 25 construction jobs during the extreme retrofit of a former cheese factory into a spacious and welcoming new car and truck dealership and repair facility.
 - McAlpin Industries built a 120,000 square foot facility with 60,000 square feet of manufacturing space and 60,000 square feet of finished indoor basketball and soccer practice space to be used by regional teams and run by "Your Sports". Located in Walworth, there were 0 jobs at the site to start with an anticipated 23 to be created. During the last two months of the year 9 new full time jobs were established.
 - New Chem, Inc is building a new manufacturing facility in Newark with specialized areas to provide secure settings for their new cutting techniques. The improved space will allow greater productivity than their previous facility, from which they are retaining 21 jobs. 6 new jobs are anticipated and the project estimates support for 7 new construction jobs.

The four projects together invested over \$11,512,000, are retaining 65 jobs and have committed to created 45 new jobs. Estimating support for approximately 45 construction jobs during the building of the four facilities, this totals an impact of 135 jobs in the greater community.

- The Wayne Economic Development Corporation, as part of the Finger Lakes Regional Economic Development Council, worked with eight other counties and the Genesee Finger Lakes Regional Planning Council to apply for and receive funding to advance the agriculture, food and beverage industry in the region. A new revolving loan fund, managed through GFL RPC, provides access to funding to counties' EDOs based on the ag census. The WEDC received access to \$380,000 and in 2016 closed on its first loan out of the funding. Headwaters Foods is growing a food hub in the Town of Ontario to progressively provide

fresh food to area restaurants and community facilities, grown in Wayne County and the surrounding region.

- The Wayne County Economic Development Corporation provided loans to Headwater Foods, Community Coffee, and Michael A Gile Split Rite through the Economic Opportunity Fund and to Headwater Foods through the EDC GAIN fund. In total, the two funds have \$519, 447 out in loans. The WEDC Opportunity fund is part of de-federalization of post 2000 community development block grant funding.
- The Wayne County Industrial Development Agency assisted two businesses through its Revolving Loan Fund during 2016, each with a total of \$300,000. A long-time major new automobile sales facility in the Town of Sodus (Lessord, now Peake) expanded into additional type vehicles as well as upgraded, re-use space that had previously been used for manufacturing and a new tourism destination (Twilight Along the Erie) in the Town of Macedon was constructed; and AEY in the Town of Macedon. The total of loans the WC IDA now administers is \$2,148,617.

D. Promote Economic Growth in Targeted Industry “Clusters

Item Performed: Yes, on-going

Action Taken:

Establish a business climate that is conducive to businesses in targeted industry clusters.

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

- The WC IDA, in conjunction with an ad hoc committee of the County, sought proposals to collect and verify data regarding county-wide access to broadband, the speed of broadband available where it was in place and the concerns residents and businesses have regarding broadband. Using both visual collection of hard infrastructure and a public survey “CrowdFiber”, most data collection from the street was completed during the second two quarters of 2016. The final assessment, report and possible options moving forward will be completed during the first two quarters of 2017.

Encourage the Public Service Commission to enact regulatory changes that would promote the development of new sources of energy and energy infrastructure.

- Attended and participated in several public hearings on the NYS REV, not only to support the development of new sources of energy and energy infrastructure but to support the inclusion of the Ginna power plant within the REV plan, advocating against early closure and encouraging a long term plan that would ensure an infrastructure/grid that could handle various, substantial renewables as well as renewable replacing the energy that the Ginna plant currently produces. For Wayne County, Ginna is the largest private employer and pays the largest PILOT to the taxing jurisdictions.
- Continue to support organizations and local companies that produce, manage and develop renewable energy tools, equipment and methodology.

E. Prepare promotional materials that present and promote an image of Wayne County as both high tech and environmentally progressive.

Item Performed: In process

Action Taken: During 2016, Wayne County completed an Opportunity Analysis and Marketing Plan.

- Using Investment Consulting Associates and Conway PR & Marketing, an assessment of strengths and weaknesses, ED clusters, tourism, recreation and residential opportunities was made. Conway then worked with a Wayne County Advisory Committee to develop an updated, fresh logo, branding outline and marketing strategy.
- Plan and logo were adopted by the Wayne County Board of Supervisors.
- County departments and many agencies have begun to use the new logo on business cards, letterhead and vehicles.
- As part of the strategic marketing plan, social media has been implemented.
- Branding has been identified as the critical step, in-house, and during 2017 a new website for the county as a whole or starting with the WC IDA is targeted.

F. Expand Workforce Capabilities

Item Performed: Yes, ongoing.

Action Taken: Strengthen partnerships among business, government and education leaders.

- Participated in Community Colleges Forum at Eastman Business Park.
- Introduced new president of Finger Lakes Community College to several companies in the advanced manufacturing cluster by escorting him on a tour of three major businesses, along with a meeting with the company leaders to discuss their workforce needs.
- Encouraged development of the Finger Lakes BOCES Conference Center as part of their lease on space owned by the WEDC.
- Strong participation in Finger Lakes Advanced Manufacturers' Entity/FAME; worked with FAME on the signature 5% Challenge; sponsored FAME's Annual Event.