

## Annual Report

### **Wayne County Economic Development Strategic Plan**

#### **Action Items and Performance**

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

### **2017**

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 30<sup>th</sup> after four years in the position and David Richards, CFO and deputy director of the agency, retired on July 15<sup>th</sup> 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.

A new director of ED/Planning, Brian Pincelli, was hired in late January 2017 and was appointed CEO of the WC IDA and CFO of all four entities.

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 2017 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 in February, 2017 at Monroe Community College.
  - WEDC and the IDA, again, organized and hosted the annual Wayne County Job Fair in November 2017. Having switched sites in 2014 to the Palmyra VFW, it was determined to move again, this time to the Wayne Finger Lakes BOCES Conference Center in Newark. Very centrally located, recently refurbished, the building is part of the complex owned by WEDC and leased by BOCES. The larger space with attached parking and easy access was met with enthusiastic approval from all types of businesses –advanced manufacturing, health care, service, retail.
  - The IDA hosted a Business Show-off event. Success was impeded in January by weather and the event was cancelled. Rescheduled for May, it was well attended .
  - The CEO and Business Outreach Coordinator started a “Street Beaters” group, tying a variety of organizations together monthly, either in person or by phone, to update the group on new projects, programs, funding opportunities.
  - Greater Rochester SCORE continues to provide counseling and some training in Wayne County. Although intent was to have the Business Builders, WC division of SCORE,
  - Brief presentation at the annual WC Business Council breakfast.
  - Members of Greater Rochester Enterprise
- 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. However, with changes in leadership and staff, including elected officials, there have been many distractions for the Business Outreach Coordinator.
- Social media was initiated with the hiring of the Business Outreach Coordinator in August, 2016. 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. These efforts continue to be very active.
- Participated in SPIE, the Photonics East show at the Rochester Conference Center.

- Participated in Rochester Photonics Annual Meeting.

C. Reduce the cost of doing business

**Item performed:** 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 CEO, Brian Pincelli, introduced the use of 485-a as a tool for multi-use development, particularly in historic downtowns.
- 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 during late 2016 and 2017 distributed the entire fund and mirrored the process using the Ag Micro fund, ultimately funding three food and beverage companies, including two cider producers and associated tasting rooms.
- Provided a loan out of the Revolving Loan Fund for the expansion of a rental facility that provides equipment to local contractors.
- Assisted various businesses with information necessary to apply for NYS consolidated funding, URI funding, ESD and RDI funding.
- Merged two of the four agencies, Wayne Economic Development Corporation and Wayne Industrial Sustainability Park Development Corporation

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 was completed during the first two quarters of 2017. Work is ongoing to obtain data from Spectrum/Charter and the NYS Broadband office that would help to clarify where expansion is targeted by Spectrum/Charter.

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

- Continue to support organizations and local companies that produce, manage and develop renewable energy tools, equipment and methodology.

- The requests for permits thus reviews by the WC Planning Department for Solar sites, prompted the WC IDA board to amend its Uniform Tax Exemption Policy to include the coordination of solar PILOTs through the IDA.
- Worked with NYSERDA and several solar companies, along with local municipalities, continues as discussions on the proper level of exemption compared with the renewable energy exemption under 487 GML. Target is fairness to communities while encouraging the development of solar as a resource.

Initiated discussions with natural gas and electric distributor, in conjunction with Greater Rochester Enterprise, to assess the areas with most industrial development potential and verify energy capacity to those potential parks.

Continued work to determine necessary upgrades to the County's short line railroad, Ontario Midland RR, with focus on putting together necessary funding to do a coordinated, detailed study for not only the rail but potential sites along it.

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

**Item Performed:** In process, continual

**Action Taken:** During 2017, Wayne County moved forward on implementing the previously adopted Opportunity Analysis and Marketing Plan.

- Plan and logo were adopted by the Wayne County Board of Supervisors in fall 2016, with an additional adoption for the logo as a stand-alone in early 2017.
- County departments and many agencies are now using the new logo on business cards, letterhead and vehicles.
- Branding was identified as a critical step, in-house, and during 2017 a new website for the county as a whole or starting with the WC IDA was targeted, but not achieved. Now targeted for during 2018.
- Billboards at gateways to County were identified as an initial step; discussion with County oversight committee; will be implemented in 2018.

- F. Expand Workforce Capabilities

**Item Performed:** Yes, ongoing.

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

- B2B event in conjunction with regional SBA.
- Executive director sits on Workforce Investment Board.
- Executive director participates in WIB committee of workforce development and economic development professionals.
- Encouraged development of the Finger Lakes BOCES P-TECH as part of a lease on space in the Silver Hill Technology Park. Project is moving forward under the new owner of the Sarah Coventry building, Don Lasher.
- Strong participation in Finger Lakes Advanced Manufacturers' Entity/FAME; sponsored FAME's Annual Event; bring elected officials, workforce development and economic development staff to annual event.
- Encouraged and provided invitations to the WTCC annual event at the Williamson BOCES training site.

