

**Wayne County
Economic Development
Strategic Plan**

Adopted: November 2006

Wayne County Economic Development Strategic Plan

Table of Contents

Introduction

1. Strategic Plan

Purpose

Mission and Vision Statements

Key Principles

Goals and Recommended Actions

1. Support Existing Businesses
2. Promote Economic Growth in Targeted Industry “Clusters”
 - Agriculture-related manufacturing
 - Sustainable Energy
 - Optics and Technology-based manufacturing
 - Equipment manufacturing
 - 2.1 Agriculture
 - 2.2 Tourism (emerging cluster)
3. Invest in Infrastructure, Access and Sites
4. Expand Workforce Capabilities
5. Create an Environment that is Conducive to Entrepreneurship
6. Build Effective Partnerships
7. Improve Communities

2. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Wayne County Economic Development Strategic Plan

3. Inventory and Analysis

1. Overview of Wayne County Economy

2. Industry Clusters

- a. Agriculture/ Food Processing
- b. Optics, Machinery, Machine Parts and Equipment Manufacturing
- c. Electronics and Alternative Energy
- d. Packaging
- e. Tourism

- Table 1: Detailed table of output, employment, employee compensation and value added by industry (5 pages)

3. Employment Statistics and Trends

1. Table 2: Employment by Industry
2. Figure 1: Residents Employed Within Wayne County
3. Figure 2: Residents Aged 25+ With Less than HS Education – Wayne County and Surrounding Counties
4. Figure 3: Percent of Residents Age 25+ with Advanced Degrees – Wayne County and Region
5. Table 3: Educational Attainment for the Population 25+: Wayne County and Surrounding Counties (3 pages)
6. Table 4: Educational Attainment – Persons Age 25 and Older: Wayne County Municipalities (3 pages)
7. Figure 4: Percent Change in Total Employment – Wayne County and Region
8. Table 5: Change in Total Employment and Manufacturing Employment, 1998-2003, Wayne County and Surrounding Counties
9. Figure 5: Change in Number of Employees by Zip Code, 1998-2003, Wayne County
10. Table 6: Job Losses in Wayne County Empire Zones – 1999-2005

4. Overview of Wayne County Communities

- a. Land Use
- b. Transportation
- c. Housing
- d. Education
- e. Cultural and Recreational Facilities

- Figure 6: Population by Town
- Table 7: Median Housing Prices – Wayne County and Region
- Figure 7: Population Change 1990-2000, Wayne County Towns
- Figure 8: Land Use by Tax Parcel

Wayne County Economic Development Strategic Plan

- Figure 9: Farmland by Type of Crop
- Figure 10: Manufacturing Parcels
- Figure 11: Location of Industries
- Figure 12: Location of Storage and Distribution Parcels
- Figure 13: Location of Extraction and Mining Parcels
- Figure 14: Commercial Parcels and Zoning
- Figure 15: Highways, Thruway Exits and Railroads
- Figure 16: School Districts

5. Industrial Parks and Sites

- Figure 17: Industrial Parks

6. Downtown Business Districts

- Maps of Downtown Business Districts

7. Organizational Structures and Roles

- Organizational Chart

4. Resources

Documentation and summaries from the “Roundtable Discussions,” stakeholder interviews and the 2006 Economic Summit

INTRODUCTION

Methodology

In July 2005, the Wayne County Industrial Development Agency (WCIDA) solicited proposals for consulting services to prepare a Strategic Plan for Economic Development. In August 2005, the WCIDA retained Stuart I. Brown Associates to assist with the preparation of the Strategic Plan. Peg Churchill, Executive Director of the WCIDA and Wayne Economic Development Director, provided staff oversight to the consultants.

The strategic planning process was initiated with a “kick-off” meeting at the Ohmann Theater in Lyons on September 26. Persons with an interest and/ or involvement in economic development were invited to attend.

A Steering Committee was appointed to guide the strategic planning process. The following individuals served on the Steering Committee:

- Robert Schick, Lyons Bank
- Robert Stanton, Refractron
- Christine Worth, Wayne Co Office of Tourism
- Charles Bridger, Wayne Co. Workforce Development
- David Frohlich, Williamson Economic Development Coordinator
- David Richards, WCIDA-WEDC
- David Spickerman, Town of Savannah Supervisor
- Jim Thompson, Town of Williamson Supervisor
- James Homburger, Developer (Silver Hills)
- Jody Bender, Town of Marion Supervisor
- Dr. Joseph Marinelli, Superintendent, Wayne Finger Lakes BOCES
- Ken DiSanto, developer, Clyde downtown & CIDA
- Matt Hess, Wayne County Planning Dept.
- Michael Havens, Supt., Wayne Central School District
- Michael Jankowski, County Clerk
- Ora Rothfuss, Wayne County Planning Dept.
- Willard Millman, retired industry leader (WCIDA/WEDC)
- James Hoffman, Williamson Supervisor

The Steering Committee held a total of 10 meetings during the course of the project.

The consultants conducted phone and in-person interviews with key stakeholders, including industry representatives and government officials.

The consultants presented an overview of the Strategic Plan’s draft recommendations at the Economic Development Summit, held on June 28, 2006 at Carey Lake in Macedon.

Consultants and staff met with Town Supervisors at regional meetings on July 26, July 27, and August 4. The purpose of these meetings was to review the draft recommendations and identify any concerns regarding specific areas of the County.

Wayne County Economic Development Strategic Plan

The Wayne County Board of Supervisors held a public hearing on the draft plan on September and adopted the Strategic Plan on _____.

Contents of Plan

The Strategic Plan for Economic Development in Wayne County is organized into the following sections.

The *Introduction* describes the methodology used to prepare the plan and the contents of the plan document.

The *Strategic Plan* includes the Purpose, Mission and Vision Statements, Key Principles, Goals and Recommended Actions.

These are followed by an analysis of *Strengths, Weaknesses, Opportunities and Threats (SWOT)*.

The *Inventory and Analysis* provides the background information upon which the Strategic Plan is based. This section, published separately, includes the following components:

- 1) Overview of the Wayne County economy
- 2) Descriptions of the regional industrial “clusters” that drive the economy
- 3) Description and analysis of regional economic and demographic trends
- 4) Overview of Wayne County communities
- 5) Description and analysis of industrial parks and other industrial areas, including an overview of existing infrastructure and an analysis of strengths, weaknesses, opportunities and threats (SWOT)
- 6) Description and analysis of 15 “Main Street” business districts in Wayne County, including analyses of strengths, weaknesses, opportunities and threats (SWOT)
- 7) Description of agencies and organizations involved in economic development in Wayne County; analysis of issues and opportunities for coordination

The *Reference Materials* include:

- Documentation and summaries from the “Roundtable Discussions,” stakeholder interviews and the 2006 Economic Summit
- Reports and publications used in the preparation of the Strategic Plan (CD version only)

Wayne County Economic Development Strategic Plan

DRAFT: September 5, 2006

STRATEGIC PLAN

Purpose

The purpose of the Wayne County Economic Development Strategic Plan is to provide a prioritized direction, in conjunction with input from businesses, citizens, and government, for the economic growth of Wayne County, utilizing a strategy and rationale for prioritization that businesses, government and citizens can understand and embrace.

Vision

Our vision is a balanced local economy through attraction, retention and growth of businesses, focusing our efforts on our targeted business sectors, providing the opportunity for symbiotic growth of our businesses and successful careers for our residents.

Mission

Our mission is to develop, promote and advance economic growth, wellbeing and sustainable communities in Wayne County.

Key Principles

The **Wayne County Economic Development Strategic Plan** is organized around the following Key Principles:

1. **Support Existing Businesses**
2. **Promote Economic Growth in Targeted Industry “Clusters”**
 - Agriculture-related manufacturing
 - Sustainable Energy
 - Optics and Technology-based manufacturing
 - Equipment manufacturing
 - 2.1 **Agriculture**
 - 2.2 **Tourism (emerging cluster)**
3. **Invest in Infrastructure, Access and Sites**
4. **Expand Workforce Capabilities**
5. **Create an Environment that is Conducive to Entrepreneurship**
6. **Build Effective Partnerships**
7. **Improve Communities**

Goals and Recommended Actions

The Goals and Recommended Actions are intended to guide Wayne County decision-makers in implementing the Strategic Plan. Goals statements are followed by more specific Recommended Actions. For each of the Recommended Actions, the recommended timeframe and the entity responsible for implementing the action are identified. Key initiatives are highlighted with a .

Wayne County Economic Development Strategic Plan

1. 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. Maintain regular communications with decision-makers at key manufacturing businesses and other employers. Schedule site visits on at least an annual basis. Ensure that decision-makers know what tools and incentives are available to encourage retention of jobs in Wayne County. Reach out to out-of-state headquarters as well as local managers.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- ★ B. Encourage all towns and villages in Wayne County to: 1) designate a staff person, board member or committee to maintain communications with local businesses and to identify and coordinate responses to their concerns and 2) designate an individual to act as a liaison with the WCIDA and Economic Development Department. (Also 6.E.3)

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Town and Village Boards

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

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- D. Continue to provide financial assistance to businesses for expansion of facilities and employment.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- E. Encourage Wayne County municipalities to join the New York State Economic Development Council, which lobbies for legislation to improve the business climate in New York State.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- F. Lobby the members of the State Assembly and Senate to reduce NYS taxes, fees and regulations to make New York State more attractive to businesses.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/ IDA; Board of Supervisors; Town and Village Boards

- G. Work with energy companies and NYS regulators to address high energy costs in Wayne County and New York State.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/ IDA; Board of Supervisors; Town and Village Boards; individual businesses

- H. Work with school districts and municipalities to emphasize the impact of rising property taxes on the economic climate in Wayne County.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/ IDA; Board of Supervisors; Town and Village Boards; School Districts

Promote Growth in Existing Regional “Clusters”

2. Promote Growth in Targeted Industry “Clusters”

- Agriculture-related manufacturing
- Energy, including sustainable and alternative sources
- Optics and other technology-based manufacturing
- Equipment manufacturing

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 longterm competitiveness of businesses in targeted industry clusters.
4. Establish a business climate that is conducive to businesses in targeted industry clusters.

Recommended Actions

- A. Pursue all actions listed in Section 1: Retain Existing Businesses.
- B. 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 industries.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; other organizations TBD

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

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Board of Supervisors; Towns and Villages; private utilities

-  D. Provide support for facilities that generate fuel or energy from agricultural products or other sustainable sources. For example:

- Utilize Wayne County’s purchasing power to support sustainable energy ventures such as wind and bio-diesel. (See also 2.1.J)
-

Promote Growth in Existing Regional “Clusters”

- Establish an alternative energy revolving loan fund to provide financing to individual businesses to purchase wind turbines to generate a portion of their electric needs. Utility cost avoidance savings would be used to repay the loans. (See also 2.2.B)
- Explore opportunities for the utilization of waste heat produced by the Ginna electric generating plant for greenhouse production.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Board of Supervisors; Wayne County Planning Department Agricultural Specialist; BOCES and School Districts (purchasing power); Constellation Energy (waste heat from Ginna)

D. Assist businesses in targeted industry clusters to upgrade their equipment with up-to-date technology in order to improve their long-term competitiveness. For example:

- Establish a targeted loan program;
- Encourage businesses to work with High Tech Rochester and other organizations.
- Assist businesses with developing a technology update plan

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Planning Department Agricultural Specialist

F. Consider equity investments in targeted industry ventures. For example: Establish a Target Industry Equity Fund to provide a source of funding for equity investments in targeted industries. Obtain grant funding or utilize savings from utility cost avoidance to establish the fund. Give priority to equity investments that provide a return on the investment within 5-7 years.

Time Frame: Medium (3-5 years) ; Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Board of Supervisors; Towns and Villages; School Districts

 H. Work with utilities and municipalities to extend broadband and other infrastructure to industrial parks and other industrial sites. (See also 3.I, 2.5.V)

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Board of Supervisors; Wayne County Water & Sewer Authority; Towns and Villages; private utilities

Promote Growth in Regional "Clusters"

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

Time Frame: *Short-term (1-2 years); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA; Wayne County Board of Supervisors; private utilities*

- I. Prepare promotional materials that present and promote an image of Wayne County as both "high tech" and environmentally progressive. Distribute the materials within the County and region. (See also 2.1.A and 2.5.F) For example:

- 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.

Time Frame: *Short-term (1-2 years); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA; Wayne County Planning Department; Cornell Cooperative Extension of Wayne County; Greater Rochester Enterprise (GRE)*

- J. Maintain communications with regional entities such as Greater Rochester Enterprise (GRE), which has identified Food Manufacturing, Smart Energy and Optics as significant regional clusters, and the Metropolitan Development Agency (MDA), which has identified equipment manufacturing and energy as significant regional clusters. Work with the regional organizations to promote Wayne County sites and communicate potential opportunities to Wayne County businesses in these sectors.

Time Frame: *Immediate (within one year); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA; Wayne County Board of Supervisors; Towns and Villages; School Districts*

- K. Maintain communications with the Food and Technology Center in Geneva and affiliated businesses regarding sites, financial assistance and workforce training resources in Wayne County.

Time Frame: *Immediate (within one year); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA; Wayne County Planning Department; Cornell Cooperative Extension of Wayne County*

- J. Maintain communications with the “Infotonics” Center for Excellence in Canandaigua. Make information available to new businesses that may be affiliated with the Center regarding sites, financial assistance and workforce training resources in Wayne County.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- K. Maintain communications with the Syracuse Center for Excellence at SUNY School of Environmental Science and Forestry and Rochester Institute of Technology (RIT), which promote the development of new energy and environmental technologies. Provide information to businesses associated with the CoE’s Office for Industry Collaboration regarding available sites and opportunities to establish businesses in Wayne County.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

2.1 Support Agriculture

Goals

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

Recommended Actions

- A. Support business planning among farmers to assist them in identifying markets with considerable growth potential.

Time Frame: Medium (3-5 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Cornell Cooperative Extension of Wayne County; Wayne County Planning Department Agricultural Specialist

- B. Support purchase of development rights and other mechanisms to preserve a “critical mass” of high-quality farmland for continued agricultural production.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns; Wayne County Planning Department Agricultural Specialist

- C. Encourage local, State and Federal funding of programs at Cornell Cooperative Extension and the Geneva Experiment Station that provide technical assistance to farmers and perform research into new varieties of agricultural products.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Cornell

Promote Growth in Existing Regional "Clusters" - Tourism

Cooperative Extension of Wayne County; Board of Supervisors

- ★ D. Continue to make financial assistance programs available to agricultural employers for business expansion.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne County IDA

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

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Planning Department (information and support); Towns (enactment of zoning regulations)

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

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Cornell Cooperative Extension of Wayne County

- G. Provide information to the general public and to the Wayne County Board of Supervisors regarding the significance of agriculture to the Wayne County economy.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Planning Department; Cornell Cooperative Extension of Wayne County

- H. Promote the establishment of farmers' markets throughout Wayne County.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Cornell Cooperative Extension of Wayne County; Wayne Economic Development/IDA; Wayne County Planning Department

2.3 Support and Promote Tourism

Goals

1. Promote existing assets, including Sodus Bay/ Lake Ontario, Erie Canal, Montezuma Wildlife Refuge/ Audubon Nature Center, farm-related businesses, historic sites and cultural resources.
2. Develop new special events and attractions that bring large numbers of people into Wayne County.
3. Improve coordination among existing tourism-related businesses.
4. Partner with regional entities.
5. Encourage the establishment of additional lodging facilities
6. Improve hospitality among “front-line” workers at businesses that interact with visitors.
7. Improve signage to direct visitors to Wayne County attractions

Recommended Actions

General



- A. Update the Randall Market Study.

Time Frame: Immediate (within one year)
Responsible Agency: Wayne County Office of Tourism; Wayne County Board of Supervisors

Coordination

- B. Provide information and support to tourism-related businesses and encourage them to network and to coordinate marketing efforts and event scheduling.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne County Office of Tourism; Wayne County Board of Supervisors

- C. Convene a meeting with officials from the Tourism Office, WCIDA and Wayne County Planning Department to establish clear roles with regard to developing, maintaining and promoting tourist-related attractions and activities.

Time Frame: Immediate (within one year)
Responsible Agency: Wayne County Office of Tourism; Wayne Economic Development/ IDA; Wayne County Planning Department; Wayne County Board of Supervisors

Promote Growth in Existing Regional "Clusters" - Tourism

- D. Collaborate with regional organization such as Canal New York, the Finger Lakes Tourism Alliance, the Seaway Trail organization, the Canal Trails Association of New York, and the Western Erie Canal Alliance.

Time Frame: **Immediate (within one year); Ongoing**
Responsible Agency: **Wayne County Office of Tourism**

Promotion

- E. Continue to use the "New York's Great Lake Getaway" promotional slogan and campaign as recommended in the Randall Marketing Plan.

Time Frame: **Immediate (within one year); Ongoing**
Responsible Agency: **Wayne County Office of Tourism; individual businesses**

- F. Promote Wayne County attractions, facilities and events using the Wayne County Office of Tourism website and display of promotional materials at Town and Village Halls, visitors' centers, libraries, and information kiosks and coordinate promotions with downtown business districts and bed & breakfast inns.

Time Frame: **Immediate (within one year); Ongoing**
Responsible Agency: **Wayne County Office of Tourism; Towns and Villages; event organizers**

- G. Identify sources of funding for a dedicated revenue stream for tourism promotion. For example, consider establishing a lodging-occupancy tax (for motels and bed & breakfast inns with three or more rooms) and dedicate the revenue to tourism promotion.

Time Frame: **Medium (3-5 years)**
Responsible Agency: **Wayne County Board of Supervisors**

- H. Continue to participate in the "I Love NY" program in cooperation with the Finger Lakes Association.

Time Frame: **Immediate (within one year); Ongoing**
Responsible Agency: **Wayne County Office of Tourism**

Special Events and Attractions

- I. Support the continued development and improvement of tourist attractions and special events, including self-guided tours, e.g., culinary trail, cider trail, farm market/apple trail, wine trail extension.

Time Frame: **Short-term (1-2 years); Ongoing**
Responsible Agency: **Private businesses; Wayne County Office of Tourism; Cornell Cooperative Extension of Wayne County**

Promote Growth in Existing Regional "Clusters" - Tourism

J. Improve access and facilities and establish new attractions relating to the Erie Canal. For example:

- Encourage municipalities to install floating docks for launching human-powered watercraft (kayaks and canoes) along the Erie Canal and creeks.

Time Frame: Medium (3-5 years)

Responsible Agency: Towns and Villages; private businesses; Wayne County Planning Department

- Improve the appearance of the rear facades of buildings facing the Canal and clean up litter and debris along the Canal

Time Frame: Short-term (1-2 years); Ongoing

Responsible Agency: Towns and Villages; private businesses; Wayne County Planning Department (support only)

- Provide financing and support to businesses that cater to bicycle tourists and other visitors to the Erie Canal.

Time Frame: Immediate (within one year); Ongoing

Responsible Agency: Wayne Economic Development/IDA (micro-enterprise loans); Wayne County Office of Tourism; Towns and Villages

- Work with NYS Canal Corporation and local municipalities to expedite the completion of the Erie Canal Trail through the eastern part of Wayne County.

Time Frame: Immediate (within one year) to Medium (3-5 years)

Responsible Agency: Wayne County Office of Tourism; Wayne County Board of Supervisors; Wayne County Buildings and Grounds; Towns and Villages

K. Construct additional docking facilities transient boating facilities along Lake Ontario and its Bays.

Time Frame: Short-term (1-2 years)

Responsible Agency: Wayne County Planning Department; Towns and Villages; private businesses

L. Provide financial support for key publicly-owned cultural and recreational facilities in the County, e.g., Hotchkiss Building and Sodus Point Bathhouse.

Time Frame: Short-term (1-2 years); Ongoing

Responsible Agency: Wayne County Board of Supervisors; Towns and Villages

Promote Growth in Existing Regional "Clusters" - Tourism

- M. Encourage individual municipalities and private property owners to list historic sites and buildings on the State and National Register of Historic Places.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne County Planning Department; Towns and Villages; Historical Societies

- N. Provide shuttle service, as needed, for special events.

Time Frame: Medium (3-5 years); Ongoing
Responsible Agency: Wayne Area Transportation Service (WATS); event coordinators; private businesses

- O. Beautify the gateways leading into downtown business districts.

Time Frame: Medium (3-5 years); Ongoing
Responsible Agency: Wayne County Planning Department; Towns and Villages

Lodging Facilities

- P. Continue to make PILOT incentives available for the development of hotels with 50 or more rooms and utilize PILOT increment financing (PIF) to help pay for the cost of constructing the infrastructure needed for the development of motels.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns and Villages

- ★ Q. Support the extension of utilities to facilitate the development of lodging facilities near the Route 104/104A intersection and at Carey Lake.

Time Frame: Short-term (1-2 years)
Responsible Agency: Wayne Economic Development/IDA; Wayne County Water & Sewer Authority; Towns

Improve hospitality

- R. Organize volunteers, in collaboration with municipalities and regional organizations, to assist with hospitality training, canal trail maintenance, distribution of tourism brochures and materials, and to provide information to visitors at special events.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne County Office of Tourism; Towns and Villages

Improve signage

- S. Install interpretive signs at all historic attractions.

Time Frame: Medium (3-5 years)

Responsible Agency: Towns and Villages; facility operators; County Historian; Town Historians

- T. Lobby NYS Department of Transportation and NYS Thruway Authority to install better signage in Wayne County and along the NYS Thruway for tourist attractions, including the Erie Canal National Heritage Corridor and/or Western Erie Canal Heritage Corridor..

Time Frame: Short-term (1-2 years); Ongoing

Responsible Agency: Wayne County Office of Tourism

3. 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, with a focus on sites located within Empire Zones.
3. Foster cooperation among municipalities and private companies
4. Complete infrastructure improvements so that all industrial parks are “shovel ready.”
5. Market industrial parks, Empire Zones and other industrial sites to emphasize their suitability for industries in key “clusters.”

Recommended Actions

Infrastructure

- ★ A. Develop a capital improvement plan and earmark and dedicate a revenue stream for the Wayne County Industrial Site Fund to provide a level of funding sufficient to make significant improvements to the infrastructure in Wayne County.

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Wayne County Board of Supervisors; Towns and Villages*

- B. Utilize PILOT Increment Financing (PIF) to fund the construction of infrastructure to serve new industrial businesses.

Time Frame: *Immediate (within one year); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA; Towns, Villages*

- C. Encourage and support municipalities with antiquated and deteriorated water filtration plants and/ or wastewater treatment plants to make improvements and upgrade their facilities.

Time Frame: *Medium (3-5 years); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA; Towns and Villages*

- D. Inventory and map existing water and sanitary sewer infrastructure throughout Wayne County utilizing GIS technology so the information is quickly accessible by the WCIDA and Wayne County Planning Department. Update the data as water and sewer infrastructure are expanded and/or upgraded.

Time Frame: Medium (3-5 years); Ongoing
Responsible Agency: Wayne County Planning Department; Wayne County Water & Sewer Authority; Towns and Villages

- E. Work to achieve integration among systems, such as interconnecting water supplies.

Time Frame: Medium (3-5 years); Ongoing
Responsible Agency: Wayne County Water & Sewer Authority; Towns and Villages

Industrial Parks and Sites

- F. Evaluate each industrial park in Wayne County to determine which elements are in place and which are missing from each to qualify for the Building 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 Build Now NY grant to assist industrial parks to qualify for Build Now NY certification.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns and Villages; Industrial Park owners

- G. Revise the brochures and website descriptions of the industrial parks to emphasize suitability for food manufacturing, technology-based businesses and other key "clusters." Update the website often and revise the brochures bi-annually or as needed.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns and Villages; Industrial Park owners

- H. Strongly encourage the inclusion of a representative from the WCIDA at meetings when industrial park owners meet with prospects.

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns and Villages; Industrial Park owners

-  I. Work with utilities and municipalities to extend broadband and other infrastructure to industrial parks and other industrial sites and to facilitate the development of lodging facilities, large commercial or service facilities or significant community facilities. (See also 2.3.B , 2.5.V, 7.N)

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Wayne County Board of Supervisors; Wayne County Water & Sewer Authority; Towns and Villages; private utilities

4. Expand Workforce Capabilities

Goals

1. Improve the overall skill level of high school graduates.
2. Ensure that local employers have access to properly trained employees.
3. Strengthen partnerships among business, government and education leaders.

Recommended Actions

- ★ A. Support the activities of the Workforce Investment Board (WIB).

Time Frame: Immediate (within one year); Ongoing
Responsible Agency: Wayne County Board of Supervisors; Wayne Economic Development/IDA; Towns and Villages

- ★ B. Increase the visibility of the Finger Lakes Community College (FLCC). Encourage the establishment of an array of Associates Degree programs in scientific and engineering technology as well as niche offerings that are unique to the Wayne County location. Capitalize on the training partnership agreement between FLCC and Wayne-Finger Lakes BOCES in the establishment of new secondary and post-secondary career ladder programs.

Time Frame: Short-term (1-2 years)
Responsible Agency: Wayne Economic Development/IDA; FLCC; WIB

- C. Encourage Wayne County businesses to utilize the FLCC's web-based on-line training programs and to make the on-line training available to their employees.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; WIB

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

- Encourage Wayne County schools to periodically schedule field trips for middle and high school students to Wayne County industrial businesses to expose students to industrial vocations and careers.
- Establish a science and technology summer camp for middle school students.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; School Districts; BOCES

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

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Workforce Development; Wayne Economic Development/IDA; individual businesses*

- F. Establish environmental studies program at the Savannah School District in conjunction with the Audubon visitors' center at the Montezuma National Wildlife Refuge.

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Savannah school district; Audubon center; BOCES*

- G. Collocate the offices of Workforce Development, VESID, and the NYS Department of Labor to better serve clients and businesses.

Time Frame: *Medium (3-5 years); Ongoing*

Responsible Agency: *Workforce Development; VEDID; NYS DOL; FLCC; WIB; Wayne County Board of Supervisors; Wayne Economic Development/IDA*

5. 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 Actions

- A. Continue to provide "micro-enterprise" loans for small businesses. Provide training and on-going support in conjunction with financing.

Time Frame: *Immediate (within 1 year); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA*



- B. Work with the Finger Lakes Community College Small Business Development Center, the Business Builders and the Service Corps of Retired Executives (SCORE) to sponsor small business training seminars in Wayne County.

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA; Wayne Business Council*

- C. Encourage owners of antiquated industrial buildings to consider establishing incubator facilities. Provide information about successful industrial incubator facilities operating in New York State. Conduct a workshop for the owners and arrange for some owners/operators of successful industrial incubators to speak at the workshop.

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA*

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

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA*

- E. Partner with the Wayne Business Council to maintain communications with small businesses, particularly service and retail enterprises.

Time Frame: *Immediate (within 1 year); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA; Wayne County Business Council*

- F. Recruit new businesses that may become established through the Food and Technology Center in Geneva and the Infotonics Center in Canandaigua.

Time Frame: *Short-term (1-2 years); Ongoing*

Responsible Agency: *Wayne Economic Development/IDA*

6. 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 to 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 Actions

WCIDA and WEDC Organization

- A. Collocate the WCIDA, Wayne County Planning Department and the Wayne County Office of Tourism in a more attractive location and building with more attractive offices that convey a more prestigious image for the agencies.

Time Frame: *Short-term (1-2 years); Ongoing*
Responsible Agency: *Wayne County Board of Supervisors; Wayne Economic Development/ IDA; Planning Department; Office of Tourism*

- ★ B. Restructure the WEDC as follows:
- i. Eliminate the corporation's employment powers
 - ii. Reduce the size of the board of directors to three or five members
 - iii. Structure the WEDC board of directors to have the same members or a subset of the WCIDA board of directors.

Time Frame: *Short-term (1-2 years); Ongoing*
Responsible Agency: *Wayne Economic Development/ IDA*

- C. Restructure the duties of the vacant WCIDA Assistant Director positions to include Empire Zone coordination duties.

Time Frame: *Immediate (within 1 year)*
Responsible Agency: *Wayne Economic Development/ IDA*

- ★ D. Form "Business Builders" out of the current members of the WEDC. The "Business Builders" will be modeled on the SCORE program (Service Corps of Retired Executives). Responsibilities are expected to include providing consulting services and advice to small businesses that receive microenterprise loans.

Time Frame: *Short-term (1-2 years); Ongoing*
Responsible Agency: *Wayne Economic Development/ IDA*

Collaborations

- ★ E. Work with regional and local economic development officials to attract and retain manufacturing enterprises.
- 1) Designate the Wayne County IDA as the primary point of contact for retaining and attracting manufacturing businesses.

- 2) Work closely with Greater Rochester Enterprise (GRE) as well as the Metropolitan Development Agency (MDA) in Syracuse to identify and pursue economic development opportunities within emerging regional “clusters.”
- 3) Encourage all towns and villages in Wayne County to appoint economic development staff or an economic development committee and to designate an individual to interface with WCIDA. Designate a rapid response economic development team in each municipality to quickly respond to leads and concerns identified by WCIDA. *(Also 1.B)*
- 4) Establish a host committee comprised of representatives from Wayne County IDA, Wayne County manufacturing companies, Wayne County schools, Wayne-Finger Lakes BOCES, Workforce Investment Board, Tourism Office to meet with site selection people when they visit Wayne County.

Time Frame: **Short-term (1-2 years); Ongoing**

Responsible Agency: **Wayne Economic Development/ IDA; Towns and Villages**

- F. In light of the new Authorities law, encourage dormant or small municipal local development corporations (LDCs) to merge with WCIDA or a larger LDC. For any merger with the WCIDA that includes the transfer to assets and property titles, the WCIDA will establish municipal advisory committees, comprised of the members of their boards of directors of the former LDCs and other interested local residents, to advise the WCIDA board of directors about potential actions/ projects within the geographical area of the former LDCs.

Time Frame: **Short-term (1-2 years); Ongoing**

Responsible Agency: **Wayne Economic Development/ IDA**

- G. Encourage the Wayne County Business Council to become an umbrella organization to the various local Chambers of Commerce and similar organizations in Wayne County and to facilitate the revitalization of the “Main Streets” in the County.

Time Frame: **Short-term (1-2 years); Ongoing**

Responsible Agency: **Wayne Economic Development/ IDA; Wayne County Business Council**

- H. Continue to contract with the Greater Rochester Enterprise, Inc. (GRE) to provide collaborative promotional and marketing services for WCIDA. Arrange for Town Supervisors to tour the offices of the Greater Rochester Enterprise to develop a better understanding of what GRE does and has to offer.

Time Frame: **Immediate (within 1 year); Ongoing**

Responsible Agency: **Wayne Economic Development/ IDA**

Communications



- I. Prepare a newsletter that presents information about economic development programs, resources, and successes. Distribute the newsletter via e-mail to representatives of governments, businesses, educational facilities and communities.

Time Frame: Immediate (within 1 year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- J. Develop promotional and marketing materials specific to Wayne County that would complement GRE's promotional and marketing campaign.

Time Frame: Immediate (within 1 year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- K. Designate one spokesperson in the County Administrator's office to be responsible for speaking to news reporters, making public announcements, and developing news releases.

Time Frame: Immediate (within 1 year); Ongoing
Responsible Agency: Wayne County Board of Supervisors

- L. Establish and maintain an up-to-date database that contains all of the information site selectors and businesses executives typically want to know about a community so it is quickly and easily accessible. Utilize the web for allowing certain individuals/ real estate agents to update on their own.

Time Frame: Immediate (within 1 year); Ongoing
Responsible Agency: Wayne Economic Development/IDA

- M. Encourage local municipalities to revise local zoning regulations to achieve more consistency/uniformity as to the types of industrial uses permitted in each municipality. Provide model industrial use regulations to Wayne County municipalities.

Time Frame: Short-term (1-2 years); Ongoing
Responsible Agency: Wayne Economic Development/IDA; Towns and Villages; Wayne County Planning Department (support)

Financing

- N. In cooperation with State, County and local governments, encourage a combination of equity and debt financing for business creation and expansion. Utilize Payments in Lieu of Taxes (PILOTS), PILOT Increment Financing (PIF) as well as other innovative techniques. In addition, consider replicating the following models:

- a. Clyde Capital Improvement, Limited Partnership (CCILP) Model – Private citizens formed a limited partnership to refurbish buildings in downtown Clyde. Financed
-

through the sale of CCILP shares to residents, commercial bank loans and Small Cities Section 108 loan.

- b. Hornell Model - The City of Hornell purchased shares in the company using Small Cities grant funds. The company agreed to either purchase the City's shares at a future date and/or to disburse profits and dividends to the City annually in proportion to the City's equity stake.

Time Frame: *Immediate (within 1 year); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA*

7. Improve Communities

- a. Downtown revitalization
- b. Tourism promotion, events, lodging and improved hospitality
- c. Recreational and cultural facilities
- d. Provide adequate health facilities
- e. Residential neighborhoods
- f. Commercial development
- g. Improve public education

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 and increase tax revenues.
 8. Maintain, expand and improve critical services such as health care and education.
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Recommended Actions

Downtown Revitalization

- ★ A. Hold an annual mini-conference to highlight downtown revitalization success and “lessons learned.” Coordinate with Chambers of Commerce and merchants associations to encourage networking among business operators within downtown areas.

Time Frame: *Immediate (within 1 year); Ongoing*
Responsible Agency: *Wayne County Planning Department*

- B. Facilitate the establishment of a Chamber of Commerce or Merchants’ Association in each community that has a “Main Street” business district and lacks a Chamber of Commerce.

Time Frame: *Immediate (within 1 year); Ongoing*
Responsible Agency: *Wayne Business Council; Wayne County Planning Department; Town and Village Boards*

- ★ C. Allocate funds annually to the Joint Municipal Improvement Fund and designate a certain amount toward physical improvements in downtown business districts.

Time Frame: *Immediate (within 1 year); Ongoing*
Responsible Agency: *Wayne County Board of Supervisors*

- D. Encourage municipalities with Main Streets to form Business Improvement Districts (BIDs) to raise revenue to make public improvements in the business districts.

Time Frame: *Short term (1-2 years); Ongoing*
Responsible Agency: *Wayne County Planning Department; Towns and Villages; Chambers of Commerce; Wayne Business Council*

- E. Continue to provide micro-enterprise loans to downtown businesses. (See also 5.A)

Time Frame: *Immediate (within 1 year); Ongoing*
Responsible Agency: *Wayne Economic Development/IDA*

- F. Provide technical assistance to building owners who are interested in the preservation and restoration of historic architecture in downtown.

Time Frame: *Short term (1-2 years); Ongoing*
Responsible Agency: *Wayne County Planning Department; Towns and Villages; Historical Societies*

- G. Apply for Main Street New York and RestoreNY grants on behalf of Wayne County communities.

Time Frame: **Short term (1-2 years); Ongoing**
Responsible Agency: **Wayne County Planning Department; Towns and Villages; Chambers of Commerce; not-for-profit community development organizations**

- H. Encourage merchants and shop owners / operators within each community to cross-promote products and services and to pursue cooperative advertising.

Time Frame: **Short term (1-2 years); Ongoing**
Responsible Agency: **Towns and Villages; Chambers of Commerce; Wayne Business Council**

Housing and Community Development

- I. Facilitate the rehabilitation of housing in neighborhoods that are within walking distance of downtown business districts.

Time Frame: **Short term (1-2 years); Ongoing**
Responsible Agency: **Towns and Villages**

- J. Encourage the construction of condominium apartments and senior citizen assisted living apartments [use PILOTS].

Time Frame: **Short term (1-2 years); Ongoing**
Responsible Agency: **Towns and Villages**

- K. Pursue programs and projects and assist to obtain grant funds to make their respective communities more attractive, comfortable, and viable communities in which to reside so they will appeal as locations to start new businesses. Quality of life elements include:

- well maintained streets and sidewalks,
- attractive and well maintained pedestrian amenities,
- multimodal access
- attractive and well maintained landscaping, storefront facades, and signage,
- attractive and well maintained housing for all income levels,
- parks, recreational facilities, and youth and adult recreational and sports programs and leisure activity programs,
- cultural attractions and programs,
- high-quality educational programs and facilities.

Time Frame: **Short term (1-2 years); Ongoing**
Responsible Agency: **Towns and Villages**

Retail and Community Services

- ★ L. Work with developers and neighborhood representatives to facilitate the establishment of large retail and service facilities in appropriate locations within Wayne County and to encourage infill or greenspace development, as appropriate, in vacant lots.

Time Frame: **Immediate (within 1 year); Ongoing**

Responsible Agency: **Wayne Economic Development/IDA; Towns and Villages**

- M. Encourage Newark Hospital to establish a health clinic in northern Wayne County in the vicinity of the Villages of Sodus and Sodus Bay.

Time Frame: **Medium (2-3 years); Ongoing**

Responsible Agency: **Wayne County Board of Supervisors; Wayne Economic Development/IDA; Towns and Villages**

- ★ N. Extend the infrastructure needed for significant retail or service development and critical community facilities. (See also 3.I)

Time Frame: **Short-term (1-2 years); Ongoing**

Responsible Agency: **Wayne County Board of Supervisors; Wayne Economic Development/IDA; Towns and Villages; Wayne County Water & Sewer Authority**

Strategic Plan Guiding Principles

<p>Support Existing Businesses and Clusters</p> <ul style="list-style-type: none">• Economic growth is most likely to result from expansion of businesses that are already present in Wayne County. Existing regional clusters present opportunities for synergistic growth in industries such as agriculture/ food processing, sustainable energy, optics, equipment manufacturing and packaging. Ongoing support of and communication with existing Wayne County businesses are essential.	<p>Create an Environment that is Conducive to Entrepreneurship</p> <ul style="list-style-type: none">• Start-up and small businesses may need help with financing, space and business plans. Incubators and research centers such as the Food & Technology Center in Geneva and the Photonics Center for Excellence in Canandaigua may sprout new businesses.
<p>Build Effective Partnerships</p> <ul style="list-style-type: none">▪ Wayne County decision-makers need to move forward with a unified voice to make the changes needed to protect the economic well-being of the community. Municipalities need to work together with Wayne County, the region and the State to advance key initiatives. Partnerships with regional and private entities, such as GRE and the Wayne Business Council, help to stretch limited resources.	<p>Expand Workforce Capabilities</p> <ul style="list-style-type: none">▪ Improvements to the reliability and basic employability of the workforce are needed. Technical skills need to be more highly emphasized. Children need to be engaged at a young age to ensure their suitability as future workers. Wayne County needs to improve its partnerships with institutions of higher education and make the presence of a community college more visible.

Invest in Infrastructure, Access & Sites

- Infrastructure is critical to economic development and community building. Strategic investments are needed in roads, sewer, water, broadband, electricity, natural gas, and other infrastructure in order to support effective economic development.

Improve Communities

- Wayne County communities need to be places where people and businesses want to locate and stay. Quality of life influences economic decisions. High quality neighborhoods, schools, health care, recreation and commercial services are all important components of a vital, functioning community.

SWOT Analyses

This document contains a summary of the Strengths, Weaknesses, Opportunities and Threats (SWOT) in the following topical areas:

- **Manufacturing**
 - General
 - Food and Agriculture-related
 - Technology-driven
 - Energy
 - Equipment Manufacturing and Machining
- Entrepreneurship and Small Businesses
- Infrastructure (Water, Sewer, Roads, Railroad, Broadband, Natural Gas, Electricity, etc.)
- Industrial Sites
 - Industrial Parks
 - Not within Industrial Parks
- Workforce
- Agriculture
- Tourism
- Downtowns
- General/ Quality of Life (Housing, Schools, Recreation, etc.)
- Organizational

Each SWOT analysis is followed by a set of Guiding Principles that summarize the recommended approach for optimizing the strengths, capitalizing on opportunities, addressing weaknesses and countering threats.

Manufacturing - General

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Manufacturing generates \$1.268 billion in products,¹ significantly more than any other economic sector in Wayne County. • Manufacturing provides a high number of quality jobs (6,034 in 2002). The average annual compensation for manufacturing employees was \$44,962. • Wayne County is represented in three of the four manufacturing clusters identified by GRE: Agriculture/food; Optics; Energy • The neighboring Central NY region has identified packaging, plastics and refrigeration equipment as key “clusters.” These industries are strongly represented in Wayne County as well. 	<ul style="list-style-type: none"> • Decline in traditional manufacturing in U.S. and northeast • Taxes, utility costs, and regulations increase cost of doing business • Businesses compete with those closer to Rochester for workers who live in Monroe County • Business recruitment is difficult when the families of managers and executives prefer to reside near cultural, recreational, educational and culinary assets and attractions. (Quality of life considerations)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Synergy among manufacturing companies 	<ul style="list-style-type: none"> • Traditional manufacturing is declining as jobs are shifted to take advantage of low-cost labor overseas. • Consolidation results in closing of plants • Global competition

¹ All employment and output information based on 2002 IMPLAN data

Manufacturing – Food and Agriculture-related

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• In 2002, food product manufacturing employed 1,437 people in Wayne County.• Food processing and packing plants are among Wayne County’s largest employers.• GRE identified agriculture and food processing as a significant regional cluster• Employment at Baldwin Richardsons has increased.• Food Technology center in Geneva supports new agricultural value-added enterprises• Wayne County’s Farmland Protection Plan and Agricultural Development Specialist promote agriculture-related economic development	<ul style="list-style-type: none">• Recent closings include portions of Seneca Foods.• Dependency on a few large employers (i.e., Mott’s)• Taxes, utility costs, and regulations increase cost of doing business
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Bio-diesel offers new markets for agricultural products (corn, seed) (<i>See also Energy-Related Manufacturing</i>)• Businesses assisted by Food and Technology Center at Geneva may locate in Wayne County	<ul style="list-style-type: none">• Consolidation and globalization may lead to closing some of the remaining large plants in Wayne County

Manufacturing - Technology-driven manufacturing

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The region of which Wayne County is a part has a concentration of technology-related industries and institutions of higher education. • “High tech” firms in Wayne County include IEC Electronics and Ultralife Batteries in Newark • Optics and glass industry is part of an internationally significant regional cluster identified by GRE. Several optics and imaging firms located in the Town of Ontario is part of this cluster. • Neighboring Ontario County specializes in technology-based industries and has successfully created a conducive environment for these businesses. 	<ul style="list-style-type: none"> • Technology-based businesses represent a small portion of Wayne County’s total manufacturing employment (14%) and industry output (13%). • The workforce in Wayne County lacks the skills needed by technology-based industries. • Wayne County is perceived as a “backwater” compared to Monroe County. Open space and farm views do not “mesh” with high tech capabilities of major employers such as Ultralife. • Wayne County has lower percentage of workers with advanced degrees (6.3%) than the Rochester area (11.0%) or Syracuse area (9.9%) • Rural locations make recruiting highly educated employees more difficult.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • “Infotonics” center in Canandaigua may result in businesses locating in Wayne County • Rural landscape and small town atmosphere may become a “draw” for highly educated employees of “high tech” manufacturers 	<ul style="list-style-type: none"> • Rural landscape and small town atmosphere may not be consistent with “high tech” image promoted by modern manufacturers

Manufacturing - Energy

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Wayne County’s largest private employer, Ultralife (approximately 700 employees), manufactures lithium batteries. <i>(See also Technology-driven Manufacturing SWOT)</i> • Entrepreneurs based in Wayne County are in the process of creating an industrial park based on sustainable energy processes (WISP). • A consortium of area farmers is working to develop an ethanol plant in neighboring Seneca County that uses corn and other agricultural products to produce fuel. • Bio-diesel and glycerin production are growth industries. • GRE has identified “Smart Energy” as a regional cluster with significant growth potential. • Wind energy resources in Wayne County have the potential to produce a significant amount of electricity from sustainable sources. 	<ul style="list-style-type: none"> • Taxes, utility costs, and regulations increase cost of doing business • Lack of sites for large plants such as ethanol production facilities. <i>(See Industrial Sites and Infrastructure SWOTs)</i>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increasing costs of oil and natural gas will make alternative energy sources such as wind and bio-diesel more attractive • Potential to utilize waste heat from Ginna Power Plant • Focus on energy-related industries may offer Wayne County a “niche” or focus that would set it apart from other Counties in the region. 	<ul style="list-style-type: none"> • Market factors such as energy prices are outside local control • Complex regulations governing selling electricity may discourage new enterprises. • NIMBY

Equipment Manufacturing and Machining

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Manufacturers of machines and parts produced \$21.8 million in output in 2002, representing 26.5% of the total output for manufacturing in Wayne County. • Employment in equipment manufacturing and machining was 2,189, representing 37% of all manufacturing employment. • Numerous machine tool operations provide inputs to traditional and specialized manufacturing operations. • Recent expansion of Garlock, assisted by NYS and Wayne County economic development programs, improved likelihood of the firm remaining in Wayne County • Large equipment manufacturers are well established in Wayne County. • Refrigeration equipment is one of the designated “clusters” in Central New York 	<ul style="list-style-type: none"> • Employment is concentrated in a small number of large, traditional manufacturers (e.g., Garlock, Parker Hannefin). • Workforce lacks technical skills needed by employers • Machine shops lack certain equipment needed by larger equipment manufacturing. A large amount of machining is contracted to out-of-state shops.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Concentration of workers with experience in machining and equipment manufacturing could attract similar businesses • Food manufacturing requires specialized equipment that could be manufactured in Wayne County. • Large equipment manufacturers offer a market for machine shops and parts manufacturers. 	<ul style="list-style-type: none"> • Traditional manufacturing is more susceptible to relocating jobs overseas or succumbing to global competition. • Work ethic and basic skills are not as prevalent among younger workers.

Entrepreneurship and Small Businesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• New businesses tend to be smaller• Local private leadership spearheads initiatives in growth sectors• Numerous small manufacturing firms• Micro-Enterprise loan program• “Angel network” facilitated by GRE offers source of financing	<ul style="list-style-type: none">• Start-up businesses have difficulty raising the type of capital needed to sustain operations. Over-reliance on “debt capital” and insufficient equity capital often leads to business failures.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Small businesses may grow into larger employers• Start-up businesses assisted by Food and Technology Center may locate in Wayne County• Existing buildings may be adapted as incubators• Organizations such as the Business Council and Chambers of Commerce may help to promote available assistance programs and other resources for small businesses	<ul style="list-style-type: none">• Lack of financing for start-up businesses• “Long odds” for small businesses to succeed• Difficult to provide information and assistance to numerous small businesses throughout Wayne County

Wayne County Economic Development Strategic Plan

Infrastructure (Water, Sewer, Roads, Railroad, Broadband, Natural Gas, Electricity, etc.)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Water supply: Abundant fresh water from Lake Ontario and Finger Lakes. Long-term contract to purchase water from the Monroe County Water Authority • Wayne County Water and Sewer Authority (WCWSA) provides centralized operation and maintenance of facilities in many areas outside of villages. • Sewers: Certain sewage treatment plants that were sized to accommodate traditional food processing have a large amount of excess capacity (e.g., Marion) • Available sites at industrial parks in Newark, Gananda, Macedon, Ontario, Lyons, Clyde • Rail access feasible along the Route 104 and Route 31 corridors (Ontario Midland and CSX Railroad Companies). • Broadband fiber optic has been extended to BOCES in Newark • NYS Route 104 (high-capacity, high-speed highway) • Industrial parks, especially in western Wayne County, have good access to a commercial airport • The public-use airport in Williamson is capable of handling small jet aircraft and twin-propeller aircraft. 	<ul style="list-style-type: none"> • Several water and sewer plants are aging and in need of upgrades • Broadband network is not as extensive as it should be • Route 31 corridor (passes through several villages and contains several reduced speed zones slowing the flow of traffic) • Oversized sewage treatment plants do not operate efficiently • Lack of mapping for sewer and water infrastructure • Lack of knowledge of extent of fiber optics/ broadband/ 3-phase electric/ gas lines • Utilities not available in certain areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Plentiful fresh water from Lake Ontario and Finger Lakes • Broadband fiber optic lines could be extended from existing service areas in Webster and Newark • Access via Route 104 	<ul style="list-style-type: none"> • Lack of financing for infrastructure improvement

Industrial Parks

STRENGTHS	WEAKNESSES	
<ul style="list-style-type: none"> • Six of the 10 industrial parks are within Wayne County Empire Zones • Silver Hills Industrial Park is certified as a Build Now NY site. • Access roads and water and sewer infrastructure have been installed in portions of or through all the industrial parks except in the Ontario and Williamson Industrial Parks. Existing water and sewer infrastructure abut the Ontario and Williamson Industrial Parks. • All existing industrial parks have developable sites available that do not have woods or steep slopes. • Highway access to most industrial parks is generally good. • T1 telecommunications service is available at all of the industrial parks. CATV infrastructure is in place in or near Ontario, Monroe-Wayne, Macedon, Research Forest, Newark, Silver Hills, Lyons and Clyde Industrial Parks. • The Lyons Industrial Park contains an existing railroad spur. 	<ul style="list-style-type: none"> • Ontario Industrial Park, which lacks an access road and water and sewer infrastructure, is the furthest from being “shovel ready.” • Highway access to parks in Newark and Gananda is less than optimal • Remote locations of some parks may cause site selectors and business executive to perceive Wayne County as a “backwater” community lacking a supply chain / business support networks. 	
OPPORTUNITIES	THREATS	
<ul style="list-style-type: none"> • Industrial parks in western part of Wayne County are best poised for spillover industrial development from Monroe County. • Potential to exploit wind-generated electricity at industrial parks nearest Lake Ontario. • Railroad service can be made available to Beh, Ontario and Clyde Industrial Parks by constructing spurs. • Potential to create an industrial park in Walworth (between Rt. 441 and Gananda Parkway) 	<ul style="list-style-type: none"> • High utility costs make nearly all industrial parks in the State less attractive than those in other states. 	

Industrial Sites Not within Industrial Parks

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Several municipalities have vacant land zoned for industrial use as well as vacant industrial buildings available for reuse for industrial purposes. • Most of the land zone for of the vacant industrial buildings are served by public water and sewer systems. Electric and natural gas infrastructure also serve most sites /vacant buildings and have the capacity to provide the level of service needed for manufacturing. • Most of the industrially zoned land and vacant industrial buildings have good accessibility as they are predominantly located along or near the Routes 104 and 31 corridors. • Rail service is available to some of the vacant industrial buildings. 	<ul style="list-style-type: none"> • Some of the vacant industrial buildings are antiquated, not energy efficient and beyond feasible renovation. • The cost to demolish vacant, antiquated industrial buildings increases development costs and time which makes such less attractive for redevelopment. • Some brownfield sites may contain environmental contamination. The potential liability risks and clean-up costs makes such sites much less attractive for redevelopment.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Some of the older, antiquated industrial buildings that are vacant may be suitable for conversion to “industrial incubators” to provide low-cost space to start-up businesses. • Rail spurs could be constructed to provide rail service to many of the industrial sites located along Routes 104 and 31 corridors. 	<ul style="list-style-type: none"> • Vacant, antiquated industrial buildings will continue to deteriorate and become eyesores and fire hazards if not occupied or demolished.

Wayne County Economic Development Strategic Plan

Workforce

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • FLCC and W-FL BOCES have created a new partnership to meet workforce development needs in conjunction with other SUNY institutions. Other partnerships are being explored • W-FL BOCES offers 18 technically and academically rigorous approved career programs at WTCC. A small number of programs also are offered at several Wayne County school districts • FLWIB in partnership with Infotonics Center, Ag & Food Tech Park and educational institutions have created K-12 and post-secondary career ladders for future regional career opportunities. Other math, science and technology related initiatives are ongoing or planned • Area adults can access literacy, basic skills, technical training, apprenticeships, certifications and licensures and associate degrees in Wayne County • Numerous colleges and universities within 50 miles • Workforce Investment Board (WIB) • 48% of residents commute out of the County. These workers may prefer jobs within Wayne County. 	<ul style="list-style-type: none"> • Need for Associates degree programs in scientific/ technical fields • Need for more engineers • Segment of workforce lacks basic work skills (“unemployable” or in need of remedial help with math/ reading) • Opportunities to work outside Wayne County for higher pay • Higher-educated residents tend to work outside Wayne County • Need for specialized training in business skills
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • There is a growing regional acknowledgement of the interdependence between quality education and economic development to respond to globalization concerns • NYSED is establishing strategies beginning at Pre-K to increase graduation rates at both high schools and postsecondary institutions • WIRED initiative may bring resources to region for worker training • Investment in pre-kindergarten education could improve future employability of workers • FLCC is looking to establish a stronger presence in Wayne County and intends to establish a facility at Silver Hills (FLCC Wayne Campus Center). Will also adapt programs such as apprenticeships from Monroe Community College. 	<ul style="list-style-type: none"> • Declining numbers of students proficient in technical fields • Eroding work ethic among certain segments of workforce • Plant closures require retraining of older workers • Reduction in Federal and State funding for WIB. Reduced by 18% in 2006. Proposed Federal budget reduction for 2007. Reduced funds to pay for training.

Wayne County Economic Development Strategic Plan

Agriculture

STRENGTHS		WEAKNESSES
<ul style="list-style-type: none"> • Production agriculture is a significant exporter. 2002 output for agriculture was more than \$100 million. The largest producers were fruit farming, dairy and cattle, and vegetable farming. • Agriculture is a key input into the food processing industry, which remains a significant economic “driver” in Wayne County. (See <i>Food and Agriculture-Related Manufacturing SWOT</i>) • Agriculture is also a significant employer in Wayne County, with 1,915 employees in 2002. • Agriculture contributes to the quality of life in Wayne County by maintaining scenic views as well as the longstanding agricultural way of life. • Cornell Cooperative extension provides resources to producers. Geneva Experiment Station researches new crop varieties to meet current market demands. • Networking among farmers allows sharing of information to reduce costs and increase productivity. • Purchase of development rights has preserved prime land for agricultural production. 		<ul style="list-style-type: none"> • Producers struggle with global competition • Taxes, utility costs, and regulations increase cost of doing business • Closure of processing plants require producers to ship apples to Pennsylvania and Michigan
OPPORTUNITIES	THREATS	
<ul style="list-style-type: none"> • Direct-to-market sales take advantage of proximity of urban population • Bio-diesel plans may provide markets for agricultural products. Byproducts may be applied to farm fields. • Focus on organic produce may help Wayne County establish an image associated with “green” technology (See <i>“Smart Energy” SWOT</i>) 	<ul style="list-style-type: none"> • Regulations and global competition threaten profitability of farming • Consolidation may result in smaller farms going out of business • Residential development competes with agriculture for prime farmland. Residents complain about standard farm practices such as spraying and truck/ tractor traffic. 	

Wayne County Economic Development Strategic Plan

Tourism

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Lake Ontario and Sodus Bay are focal points to draw visitors • Erie Canal offers a common “theme” for southern tier communities and the communities are well organized to promote the Canal. • Exceptional natural resources, including Sodus Bay, Chimney Bluffs State Park and Montezuma Wildlife Refuge. New visitors center will attract 10-20,000 visitors annually. Sport fishing attracts out-of-state and Canadian visitors who spend considerable amounts of money. • Historical attractions include Erie Canal, Village downtowns, museums, Mormon historical sites • Regional organizations promote Seaway Trail and Erie Canal • County Tourism Department, funded in part by NYS, prepares promotional materials and facilitates communication • Wayne County is member of Finger Lakes Association • The natural landscape and agricultural scenery provide an “off the beaten path” quality and appeal. • Wayne County has several recreational facilities including trails that provide an array of recreational opportunities 	<ul style="list-style-type: none"> • Insufficient accommodations for major events. • Inadequate and inconsistent signage directing visitors to attractions • Hospitality not always adequate • Attractions are dispersed across a wide geographical area and community support for attractions varies from community to community • The poor condition of downtown buildings and facilities in Sodus Point makes it difficult to promote the Village as a tourist attraction • Lack of continuity in the efforts of various communities with regard to supporting and promoting tourism and attractions • Not all Sodus Point residents support more extensive development of Sodus Point as a tourist attraction/destination. • Locals do not fully appreciate the tourist appeal of Wayne County attractions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The new Montezuma Audubon Center and relationships with the NY Audubon Society will attract more outside visitors to the area and may support additional tourist-oriented businesses • The trail network can be expected to attracts bicycle tourists to the area • Sodus Point is widely recognized and has a reputation as a summer resort • Beechwood State Park, when developed for camping, will provide additional accommodations and will attract visitors for longer stays. 	<ul style="list-style-type: none"> • Monroe County residents perceive Wayne County to be farther away than it is • Some Bed & Breakfast inns may be forced to close to higher property assessments

Downtowns

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong, functioning downtowns include the Villages of Palmyra, Wolcott and Sodus Point. • Effective organizations include merchants associations, Chambers of Commerce and/or festival committees in Clyde, Lyons, Palmyra, Williamson, Sodus and Savannah. • Historic architecture in most downtowns provide strong “sense of place” and give community a quaint, small-town appearance. • Businesses districts are within walking distance of residential neighborhoods. 	<ul style="list-style-type: none"> • Certain downtowns do not function in a cohesive manner due to few businesses and/or many vacant storefronts and/or businesses and storefronts are separated by vacant lots and noncommercial uses. • Certain downtowns are limited to serving local customers due to the type and scale of the businesses. • Deteriorating buildings and storefronts are common in many downtowns. • Façade treatments and business signage in many downtowns create a discordant appearance. • Deteriorating physical infrastructure (sidewalks, streets, curbs, water/ sewer) exists in several of the downtowns. • Loitering/ crime are problematic in some downtowns. • Many of the struggling downtowns lack anchor stores and pedestrian traffic generators
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Market “themes” unique to each place (i.e., Erie Canal, “Rose Capital”, boating, history, etc.) • Architecture is alternative to “big box” stores, outlets and malls. • Low overhead provides opportunities for small start-up businesses • Specialty shops and businesses that target niche markets provide the greatest opportunities. 	<ul style="list-style-type: none"> • Competition from “big box” stores and commercial shopping plazas located outside of the downtowns.

General/ Quality of Life (Housing, Schools, Recreation, Culture)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rural, small town atmosphere valued by residents • Moderately priced housing in variety of neighborhoods • Natural, historic and scenic resources • Schools: Latest graduation rate after four years of high school for students in Wayne County is 76% compared to 64% statewide. Student dropout rate in Wayne County is 9% compared to 11% statewide. • Recreational opportunities include fishing, boating, other outdoor recreation. • Strong sense of community. Longstanding festivals and other events (Palmyra Canal Days, etc.). 	<ul style="list-style-type: none"> • Little sales tax revenue generated within County • High property taxes • Poor image (“315’ers”); Negativity, esp. in certain newspapers. • Lack of retail opportunities • Distance to hospital from most parts of County • Lack of paid ambulance service • Some school districts in Wayne County are more limited in providing programs and services than other districts due to their lower wealth base. (e.g., foreign languages) • Wayne County has a lower percentage of residents with advanced degrees and a larger portion with less than a high school education than neighboring counties.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Small town/ rural atmosphere is attraction • Senior citizen housing – esp. upscale or non-subsidized • Waterfront housing (Sodus Bay) • Private individuals invest in community (e.g., Ohmann Theater) • School districts can partner with educational and other public and private institutions and agencies to address education and workforce needs. 	<ul style="list-style-type: none"> • Sprawling development • Outflow of population from region, esp. younger people. • Hospital closing

Wayne County Economic Development Strategic Plan

Organizational Structures / Roles and Responsibilities

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Several municipalities have active chambers of commerce and/or economic development committees and/or economic development staff. • WCIDA staff are members of the Empire Zone Committee which facilitates coordination and sharing of information. • Greater Rochester Enterprise (GRE) is well suited with staff and resources for promoting and marketing the region and WCIDA’s contract with GRE serves Wayne County well. 	<ul style="list-style-type: none"> • The roles and responsibilities of WCIDA and WEDC and the relationship between the two agencies are not well defined. • Role of Wayne County Business Council is muddled and not well defined. • Physical separation of the WCIDA and County Planning Department/ Tourism Office does not facilitate interagency communication and coordination, even though their roles and responsibilities overlap to a significant degree. • WCIDA staff must allocate a disproportionately large share of time assisting microenterprise start-up businesses to the exclusion of larger more significant businesses due to a lack of another agency with responsibility to assist and mentor microenterprise businesses. • Some communities lack chambers of commerce and/or economic development committees and/or economic development staff.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Empire Zone Coordinator position could be combined with WCIDA Assistant Director position for improved coordination between the agencies and more efficient use of staff. • The Wayne County Business Council could assume responsibility as an umbrella organization to oversee the development of chambers of commerce in communities that do not currently have chambers and a strengthening of existing chambers. • Collocation of WCIDA with County Planning Department and Office of Tourism could occur when WCIDA is relocated to more prestigious offices. • Existing WEDC members, who have extensive business and financial expertise, could assume responsibilities for assisting and mentoring microenterprise businesses. • WEDC could be restructured to have a common Board of Directors with the WCIDA for improved interagency coordination. 	<ul style="list-style-type: none"> • Lack of communication, coordination and cohesion among economic developers at various levels will impede economic development efforts.

Wayne County Economic Development Strategic Plan

Overview of the Wayne County Economy

Based on an econometric model derived from various sources by IMPLAN, Wayne County businesses and institutions employed 32,333 people in 2002¹. These data include part-time as well as seasonal employees.

Output, Employment and Value Added by Sector - 2002

Industry	Industry Output*	Employment	Employee Compensation*	Average Compensation	Total Value Added*
Ag, Forestry, Fish & Hunting	106.231	1,915	26.981	14,088	53.637
Mining	0.550	5	0.132	27,184	0.348
Utilities	38.668	86	5.313	61,786	27.220
Construction	166.867	1,620	49.968	30,852	70.467
Manufacturing	1,268.323	6,034	271.311	44,962	471.203
Wholesale Trade, Transportation & Warehousing	118.965	1,116	47.608	42,662	80.617
Information, Finance & Insurance, Real Estate	143.471	1,210	30.376	70,860	83.692
Retail trade	201.811	4,160	80.599	19,373	150.545
Services	501.957	10,086	234.108	23,210	293.411
Government & unspecified	565.420	6,100	306.282	50,207	504.940
	3,112.263	32,333	1,052.677	32,557	1,736.079

*Millions of dollars

SOURCE: Minnesota IMPLAN Group, Copyright 2002

Services

As shown in Table 1, the services sector employed the greatest number of people, followed by government, manufacturing and retail trade. Significant numbers are also employed in agriculture, construction, and wholesale trade.

¹ Economic statistics are available from numerous sources, including the U.S. Economic Census, County Business Patterns and the NYS Department of Labor. IMPLAN, a private vendor known for providing models and analysis software, bases its employment estimates on Bureau of Labor Statistics Covered Employment and Wages (CEW) program (formerly known as the ES202 program). Differences in total employment and other measures reported by various sources may be substantial. For example, as County Business Patterns are based on a single point in time (March), it significantly undercounts employment in food processing; the CEW statistics are based on annual averages. In addition, the IMPLAN reports incorporate data from businesses operated by self-employed individuals as well as public sector employment.

The IMPLAN data is from 2002. These data are reported for the purpose of the economic overview. Changes in employment since 2002 are noted in the narrative when they are known. For consistency, the statistics in this study are based on 2002 IMPLAN data unless more current or locally generated data are available from other sources. Differences with other data sources are noted.

The Services sector, which employed more than 10,000 people in Wayne County in 2002, includes numerous sub-sectors:

- Health care providers employed 1,763 people. These include ViaHealth of Wayne County, which operates Newark-Wayne Hospital, as well as nursing homes and physicians offices.
- “Food services and drinking places” employed 1,706 people in Wayne County in 2002.² These include full-service restaurants, limited service eating places, caterers and bars.
- Religious organizations (not including parochial schools) employed 1,396 people. The more than 120 religious organizations churches and societies in Wayne County employed an average of 12 employees.
- Professional, scientific and technical services such as lawyers, computer consultants, engineering, and scientific research firms employed 1,365 people.
- Social assistance services employed 785 people in Wayne County in 2002. The largest such employer is the Wayne County Chapter of ARC, which operates sheltered workshops and other services for development disabled persons. Child day care providers employed 785 people.
- Arts, entertainment and recreation employed 539 people.
- Automotive repair employed 526 people

Government

Governmental agencies employed 6,100 people in Wayne County in 2002.³ The largest governmental employers are the ten school districts (Red Creek, Sodus, Wayne, Williamson, Clyde-Savannah, Palmyra-Macedon, North Rose-Wolcott, Newark, Marion, and Gananda), BOCES and Wayne County. These entities were among the top twenty employers in Wayne County in 2005⁴.

Manufacturing

Manufacturing employed 6,034 people in Wayne County in 2002. The average compensation for manufacturing employees was \$44,962, which is considerably more than the average compensation for employees in retail and service businesses.

Food manufacturing continues to be a major employer in Wayne County, despite reductions in employment at Seneca Foods and other plants. In 2002, food product manufacturing

² Based on County Business Patterns data (which reported 1,407 employees in this sector in 2003), there were 148 establishments, including 61 full-service restaurants, 65 limited service eating places, and 17 establishments that primarily serve alcohol

³ This is consistent with the 7,469 government employees reported by the Bureau of Economic Analysis - Regional Economic Information System for 2000 and published in the Genesee/ Finger Lakes Regional Planning Council's (GFLRPC) Regional Atlas.

⁴ SOURCE: NYS Department of Labor list of top twenty employers - 2005

employed 1,437 people in Wayne County.

Retail

Retail Trade employed 4,160 people in Wayne County in 2002. These include grocery stores, gas stations, and other stores. With more than 300 retail establishments in Wayne County, the average employment per establishment was 10.8.⁵ The average compensation among employees at retail establishments was \$19,373.⁶ Wegmans Food Markets is the largest retail firm.

Agriculture

Agriculture is a significant employer in Wayne County, with 1,915 employees in 2002. However, due to the seasonal nature of many of the jobs, the average employee compensation is the lowest of all sectors, at \$14,088.

Construction

Construction and building maintenance employed 1,620 people in Wayne County in 2002. Businesses in this sector include numerous small firms as well as Finger Lakes Construction in Clyde, which employs 130 people.

Other Sectors

Other significant employment sectors (with total employment in 2002) include:

- Wholesale trade (688)
- Finance and insurance (532)
- Real estate (345)

⁵ Number of establishments from 2003 County Business Patterns

⁶ This is consistent with the average compensation of \$19,167 reported by County Business Patterns. For 2003.

Wayne County Economic Development Strategic Plan

2. Industry Clusters

An industry “cluster” is defined as a group of interdependent firms concentrated in a geographic location. For example, agriculture and food processing is a cluster that is well-established within Wayne County. Greater Rochester Enterprise (GRE) has identified the following regional clusters that include several businesses located in Wayne County: Food manufacturing and Agriculture; Optics and Imaging; Fuel Cell and Alternative Energy; and Biotechnology and Life Sciences. The Metropolitan Development Agency in Syracuse has identified equipment manufacturing as a significant regional cluster.

Economic development efforts may be focused to support businesses within identified clusters as part of a “targeted industry approach.” Industry clusters may be strengthened by increasing the amount of goods or services sold outside the region (exports) and by replacing imports with goods or services produced within Wayne County. Both of these strategies help to reinforce the benefits of the geographic concentration of industries within a cluster.

In addition to identifying industries that are part of identified local or regional clusters, the targeted industry approach identifies additional industries that are important to the economy of Wayne County, including businesses that employ large numbers of employees. Interviews with leaders of these businesses will help to identify target industries that may be significant suppliers to these businesses.

Data provided by IMPLAN were used to measure the economic significance of various industry groups in Wayne County. Factors evaluated include total industry output, employment, total employee compensation, and total value added. A detailed breakdown of industry output, employment, employee compensation and total value added for all of the industry sectors in Wayne County is included at the end of this section.

Agriculture/ Food Processing

The agriculture/ food processing sectors form a significant “cluster” of industries with a strong presence within Wayne County. The fruit and vegetable canning and drying industry has been the primary “driver.” This group of industries meets the criteria for an economic cluster: geographic proximity, large impact on employment, significant exports outside the County, and extensive interactions with other local industries.

In 2002, the fruit and vegetable canning and drying industry was the largest exporter of products out of the County as well as the largest importer. In 2002, the industry expended a total of \$331.375 million to produce its products. This industry was the 6th largest employer in Wayne County and ranked 28th in average employee compensation per worker.

Synergy with local industries was extensive, as the fruit and vegetable canning industry purchased more than \$70 million worth of goods and services in 2002 within Wayne County.¹

¹ SOURCE: IMPLAN model for Wayne County, 2002

The industry relied on local businesses for wholesale trade in the amount of \$11.519 million. Wayne County manufacturers of metal cans, boxes and other containers received \$9.716 million. Fruit and vegetable farmers received \$14.792 million. The industry purchased \$3.953 million in truck transportation services from Wayne County businesses, \$3.499 million in management services, \$3.389 million in plastic products, \$1.518 million in plastic packaging and \$1.248 million in warehousing and storage.

Although the closure of the Seneca Foods processing facility in Marion and downsizing elsewhere has reduced the impact of food processing in Wayne County, the significance of this industry remains extensive.

Other food processing industries included bread and bakery products (such as Fleischer’s Bagels in Macedon) and sauce manufacturing (Baldwin Richardson, Palmyra). The following table summarizes the economic impact of the food processing industry in Wayne County in 2002.

		Industry Output*	Employment	Total Value Added * ²	Value of Locally Purchased Products
61	Fruit and vegetable canning and drying	331.375	966	112.163	70.594
84	All other food manufacturing	35.371	120	8.481	9.292
73	Bread and bakery product, except frozen, manu	22.277	197	12.193	2.955
60	Frozen food manufacturing	21.997	124	6.048	5.068
82	Mayonnaise, dressing, and sauce manufacturing	12.634	26	4.483	2.318
80	Coffee and tea manufacturing	0.835	1	0.070	0.252
81	Flavoring syrup and concentrate manufacturing	0.712	3	0.513	0.042
		425.201	1,437	143.952	90.521

As summarized in the following table, production agriculture generated a total of \$101.893 million in 2002.

	* Millions of dollars	Industry Output*	Employ- ment	Total Value Added * (1)	Value of Locally Purchased Products
	Fruit farming	40.244	726	23.110	5.662
	Cattle ranching and farming	16.776	248	1.634	7.505
	Vegetable and melon farming	13.938	156	9.263	1.695
	Greenhouse and nursery production	11.733	204	10.097	0.706
	Grain farming	5.264	166	2.274	0.816
	Animal production, except cattle and poultry	4.558	179	0.884	1.098
	All other crop farming	4.069	40	2.141	0.571
	Poultry and egg production	2.906	10	1.041	0.351
	Oilseed farming	2.405	52	1.134	0.342
	Tree nut farming	0.000	0	0.000	0.000
		101.893	1,781	51.578	18.746

² Includes employee compensation, proprietor income, other property income and indirect business taxes.

Production agriculture is also highly significant to the Wayne County economy and needs to be addressed in Wayne County's economic development efforts.

The other industries within the agriculture/ food processing sector include can manufacturing, fertilizer manufacturing, veterinary services and agricultural support services.

	* Millions of dollars	Industry Output*	Employment	Total Value Added * (1)	Value of Locally Purchased Products
240	Metal can, box, and other container manufacturing	37.957	137	9.350	4.302
158	Fertilizer, mixing only, manufacturing	6.631	22	1.006	1.377
449	Veterinary services	4.825	91	1.881	0.647
18	Agriculture and forestry support activities	2.584	124	1.581	0.432
267	Food product machinery manufacturing	0.301	2	0.098	0.073
156	Nitrogenous fertilizer manufacturing	0.276	1	0.018	0.053
		52.573	377	13.934	2.581

The following food manufacturers and other agriculture-related businesses were significant employers in 2005:

Company	Location	Product	Employment		
			FT	PT	Total
MOTT'S NORTH AMERICA	Williamson	FOOD PROCESSOR-applesauce;juice drinks	353	80	433
SENECA FOODS CORP.	Marion	FOOD PROCESSOR-corn,beans	23	350	373
FOWLER BROS., INC.	Wolcott	APPLE PACKING	80	250	330
CAHOON FARMS	Wolcott	APPLE PIE SLICES	53	200	253
RECKITT BENCKISER INC.	Wolcott	FOOD PROCESSOR-onions,potatoes	135	100	235
BALDWIN RICHARDSON FOODS CORP.	Macedon	DESSERT TOPPINGS & NANCE'S CONDIMENTS	200		200
FLEISCHER'S BAGELS	Macedon	MANUFACTURE/DISTRIBUTE BAGELS	135		135
HELIVA GOOD CHEESE, INC.	Sodus	CHEESE DISTRIBUTION	80		80
WEGMAN'S EGG FARM	Wolcott	EGG FARM	60	12	72
MIZKAN AMERICAS, INC.	Sodus	APPLE JUICE	60		60
VICTOR PRESERVING CO.	Ontario	FOOD PROCESSOR-sauerkraut	9	17	26
EMPIRE FRUIT GROWERS CO-OP	North Rose	APPLE CIDER & APPLE PACKAGING	25		25
			1,133	1,009	2,222

SOURCE: Wayne County Economic Development

As indicated in the table above, major food manufacturers are among the largest businesses in Wayne County. However, a relatively large proportion of the jobs provided by these major food manufacturers are seasonal.³

Based on the large size of the food processing industry in Wayne County and the extent of its integration with the local economy, food processing and other agriculture-related businesses should be targeted for growth in Wayne County. As agricultural production brings a significant amount of money into the local economy, activities to ensure the continued viability of production agriculture should be a key component of economic development efforts in Wayne County.

Optics, Machinery, Machine Parts and Equipment Manufacturing

A significant number of firms in Wayne County manufacture equipment, machinery and machine parts as well as lenses and optical equipment. A growing cluster of optics-related manufacturing, represented in Wayne County by businesses located primarily in the Town of Ontario, has been recognized by Greater Rochester Enterprise (GRE) as regionally significant.

		Industry Output*	Employment	Total Value Added*	Value of Locally Purchased Products
278	AC, refrigeration, and forced air heating	113.941	550	29.589	15.892
385	Gasket, packing, and sealing device manufactu	93.761	701	52.740	7.414
243	Machine shops	36.151	369	13.878	7.162
301	Scales, balances, and miscellaneous general p	17.199	94	5.350	2.870
234	Plate work manufacturing	16.904	162	9.938	1.128
335	Switchgear and switchboard apparatus manufact	14.798	72	9.160	1.397
259	Construction machinery manufacturing	9.234	27	1.537	1.435
190	Glass and glass products, except containers	7.770	49	3.791	1.571
246	Metal coating and nonprecious engraving	6.683	40	2.475	0.739
255	Miscellaneous fabricated metal product manufa	5.831	31	2.024	0.803
244	Turned product and screw, nut, and bolt manuf	5.003	33	1.732	0.773
187	Nonclay refractory manufacturing	4.214	26	2.452	0.402
282	Special tool, die, jig, and fixture manufacturing	1.580	19	0.826	0.222
265	Textile machinery manufacturing	1.181	9	0.468	0.211
321	Watch, clock, and other measuring and control	1.065	7	0.398	0.208
283	Cutting tool and machine tool accessory manuf	0.697	6	0.127	0.134
260	Mining machinery and equipment manufacturing	0.611	3	0.246	0.068
271	Optical instrument and lens manufacturing	0.277	2	0.055	0.089
316	Industrial process variable instruments	0.094	1	0.027	0.020
	MACH Total	336.994	2,201	136.813	42.537

³ The IMPLAN data reported annual average employment of 1,437 in food product manufacturing in 2002.

A small number of large manufacturers have a significant impact on the economic well-being of Wayne County. These include Parker Hannifin and Garlock Sealing Technologies. Numerous smaller companies, including machine shops, provide local inputs used by these larger companies in the manufacturing process. There may be opportunities to target additional industries that would be suppliers for these larger firms.

The following table lists the major employers in Wayne County in 2005 that manufacture machinery, parts, and equipment, including optics.

Equipment and Parts Manufacturers with 25+ Employees - Wayne County 2005

Company	Location	Product	Total Employment
PARKER HANNIFIN CORPORATION	Lyons	REFRIG. & AIR COND. PARTS	461
GARLOCK SEALING TECHNOLOGIES	Palmyra	GASKETS	450
PARKER HANNIFIN CORPORATION	Clyde	NOZZLES, MACHINE PARTS	200
SPINCO METAL PRODUCTS	Newark	AIR CONDITIONING TUBING	168
DYNALEC CORPORATION	Sodus	SHIPBOARD COMMUNICATIONS	120
OPTIMAX SYSTEMS	Ontario	PRECISION OPTICAL EQUIPMENT	120
HARBEC PLASTICS, INC/BEXCO	Ontario	MACHINE SHOP	118
ERM THERMAL TECHNOLOGIES, INC.	Ontario	ELECTROMECHANICAL COMPONENTS	88
WECO METAL PRODUCTS, INC.	Ontario	METAL FABRICATION	85
NORTH AMERICAN FILTER CORP.	Newark	INDUSTRIAL FILTRATION EQUIPMENT	72
REFRACTRON CORPORATION	Newark	CERAMIC FILTER PRODUCTS	65
MILLENNIUM MACHINING & ASSEMBLY	Macedon	CONTRACT MACHINING	60
PARKER EPS REDMOND (Acadia Polymer)	Marion	TEFLON PARTS	56
HALSTEAD MACHINE	Newark	PRECISION MACHINING	53
BINGHAM COMPANY	Palmyra	RUBBER ROLLERS	34
MICRO TECH MACHINE, INC.	Newark	MACHINE SHOP	32
SMITH METAL WORKS	Newark	MACHINE SHOP	28
OPTIPRO SYSTEMS	Ontario	OPTICS MACHINING	27
NEWCUT, INC.	Newark	METAL CUTTING	26
REFRACTORY MAINTENANCE CORP.	Williamson	INDUSTRIAL FURNACES	25
			2,288

Electronics and Alternative Energy

Battery manufacturing and other electronics manufacturing firms generated more than \$77 million in products in 2002, according to IMPLAN data. The most significant firm in this sector is Ultralife, a large battery manufacturer with 600 employees based in Newark. There may be opportunities to attract businesses that could supply necessary inputs to this firm. Ultralife has been identified by Greater Rochester Enterprise as a significant element of the growing “Smart Energy” regional cluster.

	Industry Output*	Employment	Employee Compensation*	Total Value Added*
Primary battery manufacturing	79.592	327	18.209	53.809
All other electronic component manufacturing	43.804	270	10.379	11.163
Other communications equipment manufacturing	38.029	233	11.015	12.221
Electron tube manufacturing	0.341	3	0.086	0.090
Industrial process variable instruments	0.094	1	0.026	0.027
	161.860	835	39.714	77.310

Other electronics manufacturing firms include manufacturers of communications equipment and other electronic components. For example, IEC, is a large manufacturer of electronic components based in Newark.

Electronics Manufacturers with 25+ Employees - Wayne County 2005

Company	Location	Product	Total Employment
ULTRALIFE BATTERIES, INC.	Newark	LITHIUM BATTERIES	600
IEC ELECTRONICS	Newark	ELECTRONIC ASSEMBLY	180
THOMAS ELECTRONICS OF NY, INC.	Clyde	CATHODE RAY TUBES	113
ROCHESTER INDUSTRIAL CONTROL	Ontario	ELECTRONIC ASSEMBLIES	96
			989

Packaging

Paperboard container manufacturing produced nearly \$30 million in products in 2002 and employed 147 people. Businesses that manufacture plastic packaging materials employed 393 people in 2002 and produced approximately 123 million in output. Wayne County industries that support paperboard container manufacturing include manufacturers of packaging machinery and laminated paper and packaging materials.

	Industry Output*	Employment	Employee Compensation*	Total Value Added*
Paperboard container manufacturing	29.984	147	6.629	7.644
Packaging machinery manufacturing	6.931	31	2.083	2.888
Coated and laminated paper and packaging mate	6.856	27	1.808	2.757
	43.771	206	10.520	13.289

As shown in the table below, major employers include Paul T. Freund Corporation in Palmyra and Pliant Corporation in Macedon.

Packaging Firms with 25+ Employees - Wayne County 2005

Company	Location	Product	Total Employment
THE PLIANT CORPORATION	Macedon	POLYETHYLENE BAGS	440
PAUL T. FREUND CORP.	Palmyra	FIBREBOARD BOXES	144
SILGAN CONTAINERS	Lyons	CAN MANUFACTURING	95
MACO BAG CORP./MC PACK, INC.	Newark	FLEXIBLE PACKAGING	80
Total:			759

There may be opportunities to encourage additional businesses to locate in Wayne County to support and expand the packaging industry.

Tourism

Tourism-related businesses are defined for this study to include restaurants, recreation and cultural facilities, gas stations and accommodations. The tourism-related economic impact is inflated, as customers of these businesses - particularly restaurants, bars and gas stations - include local residents as well as visitors.

Based on 2002 IMPLAN data, these businesses generated a total of \$46,933,000 in value added and employed 2,685 people in 2002.⁴ The average annual employee compensation, however, was only \$12,087.

	Industry Output*	Employment	Employee Compensation*	Total Value Added*
Food services and drinking places	57.977	1,706	17.981	20.938
Other amusement, gambling, and recreation ind	20.098	346	6.082	10.171
Gasoline stations	13.575	323	4.897	9.843
Fitness and recreational sports centers	2.502	105	1.233	1.444
Scenic and sightseeing transportation and sup	2.464	29	0.730	1.107
Other accommodations	1.865	33	0.400	1.183
Hotels and motels, including casino hotels	1.247	21	0.287	1.062
Travel arrangement and reservation services	1.063	17	0.222	0.281
Independent artists, writers, and performers	0.817	15	0.095	0.176
Bowling centers	0.708	21	0.218	0.344
Transit and ground passenger transportation	0.561	16	0.193	0.223
Performing arts companies	0.277	35	0.036	0.050
Museums, historical sites, zoos, and parks	0.170	3	0.019	0.014
Spectator sports	0.117	15	0.056	0.097
	103.441	2,685	32.449	46.933

Tourism is an emerging economic cluster in Wayne County with potential for growth. Currently, the lack of major attractions and lodging facilities limits the numbers of visitors that spend a significant period of time in Wayne County.

Other Businesses

All businesses in Wayne County contribute in some way to the economic well-being of the County and its residents. The following table identifies major employers (25+ employees in 2005) that do not fit into any of the above categories.

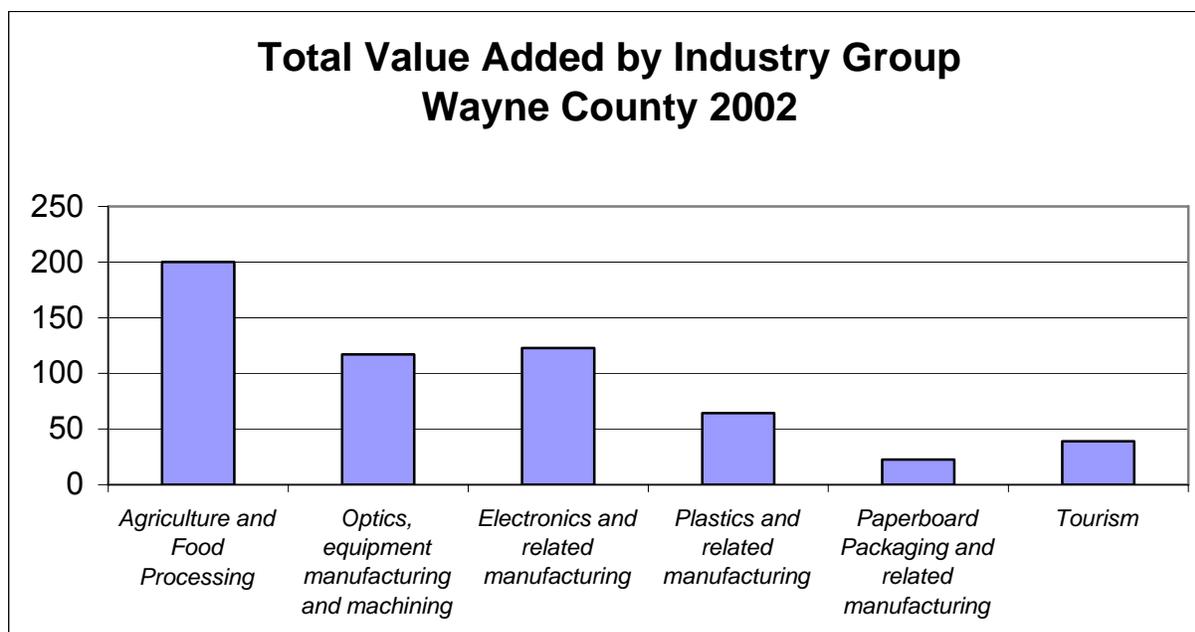
⁴ The 2002 IMPLAN data include the Williamson Speedway, which has since closed.

Other Businesses with 25+ Employees - Wayne County 2005

Company	Location	Product	Total Employment
FINGER LAKES CONSTRUCTION	Clyde	CONSTRUCTION COMPANY	130
ELECTROMARK CO.	Wolcott	LABELS	125
HALLAGAN MANUFACTURING CO.	Newark	FURNITURE MANUFACTURING	98
HINES HORTICULTURE, INC.	Newark	WHOLESALE FLORISTS	70
MORRIS ROSENBLOOM & CO.	Macedon	DISTRIBUTION COMPANY	70
LEGENDARY AUTO INTERIORS	Newark	AUTO INTERIORS	58
INFORMATION PACKAGING CORP.	Macedon	ENVELOPE PACKAGING	57
R. BROOKS ASSOCIATES, INC.	Williamson	CAMERA INSPECTION/RETRIEVAL	56
RUSPAK CORPORATION	Lyons	COSMETIC/DRUG PACKAGING	51
FRED A. NUDD CORP.	Ontario	TOWER ERECTIONS	50
PETER C. HERMAN, INC.	Marion	PALLETS	50
DOLOMITE PRODUCTS CO., INC.	Walworth	PAVING MATERIALS	48
SPOON EXHIBIT SERVICES, INC.	Macedon	EXHIBIT SERVICES	41
KRAPF, INC.	Macedon	MAGNETIC SIGNS	39
HMI MECHANICAL SYSTEMS, INC.	Lyons	MECHANICAL CONTRACTORS	31
THATCHER COMPANY OF NY	Williamson	PHOTOGRAPHIC SOLUTIONS	30
PETER PARTS ELECTRONICS	Ontario	ELECTRONIC PARTS DISTRIBUTION	25
DH ASSOCIATES	Palmyra	LABELS	25
Total:			1,054

Summary

The following chart provides a comparison of the economic impact of various industry groups or “clusters” that are present in Wayne County. By a large margin, agriculture and agriculture-related manufacturing represent Wayne County’s most significant economic drivers. Large electronics and equipment manufacturers also have a significant economic impact in Wayne County.



The analysis of economic clusters can assist in the identification of targeted industries as one consideration in economic development. In addition to analyzing data from a point in time (2002), it is necessary to consider regional and industry trends as well as projections of future economic growth. Wayne County Economic Development should continue to work closely with regional economic development analysts to identify these trends and to attract firms that are part of emerging industries in the region.

Table 1

Output, Value Added and Employment Wayne County 2002

Millions of dollars			Industry Output	Employ- ment	Employee Compensation*	Total Value Added*
CODE						
AG-Man	61	Fruit and vegetable canning and drying	331.375	966	47.244	112.163
AG-Man	240	Metal can, box, and other container manufactu	37.957	137	6.636	9.350
AG-Man	84	All other food manufacturing	35.371	120	5.150	8.481
AG-Man	73	Bread and bakery product, except frozen, manu	22.277	197	6.983	12.193
AG-Man	60	Frozen food manufacturing	21.997	124	2.825	6.048
AG-Man	82	Mayonnaise, dressing, and sauce manufacturing	12.634	26	1.425	4.483
AG-Man	158	Fertilizer, mixing only, manufacturing	6.631	22	0.535	1.006
AG-Man	80	Coffee and tea manufacturing	0.835	1	0.041	0.070
AG-Man	81	Flavoring syrup and concentrate manufacturing	0.712	3	0.107	0.513
AG-Man	267	Food product machinery manufacturing	0.301	2	0.077	0.098
AG-Man	156	Nitrogenous fertilizer manufacturing	0.276	1	0.014	0.018
AG-Man Total			470.366	1,599	71.036	154.423
AG-Prod	5	Fruit farming	40.244	726	13.051	23.110
AG-Prod	11	Cattle ranching and farming	16.776	248	1.457	1.634
AG-Prod	3	Vegetable and melon farming	13.938	156	2.730	9.263
AG-Prod	6	Greenhouse and nursery production	11.733	204	6.452	10.097
AG-Prod	2	Grain farming	5.264	166	0.203	2.274
AG-Prod	13	Animal production, except cattle and poultry	4.558	179	0.912	0.884
AG-Prod	10	All other crop farming	4.069	40	0.545	2.141
AG-Prod	12	Poultry and egg production	2.906	10	0.334	1.041
AG-Prod	1	Oilseed farming	2.405	52	0.021	1.134
AG-Prod	14	Logging	1.754	11	0.065	0.478
AG-Prod	4	Tree nut farming	0.000	0	0.000	0.000
AG-Prod Total			103.647	1,792	25.771	52.056
AG-Serv	449	Veterinary services	4.825	91	1.694	1.881
AG-Serv	18	Agriculture and forestry support activities	2.584	124	1.209	1.581
AG-Serv Total			7.408	215	2.903	3.462
CHEM	170	Photographic film and chemical manufacturing	7.954	32	1.361	2.575
CHEM	160	Pharmaceutical and medicine manufacturing	1.450	4	0.163	0.393
CHEM Total			9.404	36	1.524	2.968
CON	38	Commercial and institutional buildings	46.789	574	17.675	22.005
CON	35	New residential additions and alterations, no	36.120	236	7.130	11.537
CON	33	New residential 1-unit structures, nonfarm	22.803	166	5.140	8.393
CON	43	Maintenance and repair of nonresidential buil	17.130	211	6.477	8.721
CON	39	Highway, street, bridge, and tunnel construct	9.324	104	3.253	4.496
CON	41	Other new construction	9.248	102	3.232	4.680
CON	34	New multifamily housing structures, nonfarm	6.667	64	1.985	3.031
CON	42	Maintenance and repair of farm and nonfarm re	6.077	41	1.247	2.071
CON	44	Maintenance and repair of highways, streets,	3.990	26	0.804	1.263
CON	37	Manufacturing and industrial buildings	3.654	45	1.417	1.965
CON	192	Ready-mix concrete manufacturing	3.206	18	0.859	1.281
CON	40	Water, sewer, and pipeline construction	2.188	22	0.684	1.000
CON	45	Other maintenance and repair construction	2.076	24	0.784	1.098
CON	36	New farm housing units and additions and alte	0.801	4	0.138	0.207
CON	195	Other concrete product manufacturing	0.472	3	0.147	0.216
CON Total			170.545	1,641	50.973	71.964
DW	509	Owner-occupied dwellings	211.460	0	0.000	169.422
DW	494	Private households	0.529	93	0.529	0.529

AG-Man: Ag-related manuf.; AG-Prod: Production Ag.; AG-Serv: Ag-related services; Chem: Chemical-related manuf.; Con: Construction; DW: Dwellings; FIN: Finance; FUR: Furniture manuf; GOV: Government; H: Health; IND: Other manuf.; INFO: Data & Information services; MACH: Machinery & Equip. Manuf; MED: Media; PL: Plastics; R: Retail; S: Services; TECH: Electronics, tech-related manuf; TOUR: Tourism-related; TR: Transportation & Wholesale; WOOD: Wood manuf.

Output, Value Added and Employment Wayne County 2002

*Millions of dollars

			Industry Output*	Employ- ment	Employee Compensation*	Total Value Added*
CODE						
DW Total			211.989	93	0.529	169.951
FIN	430	Monetary authorities and depository credit in	41.507	305	10.265	26.674
FIN	428	Insurance agencies, brokerages, and related	13.355	148	5.070	10.666
FIN	427	Insurance carriers	5.370	30	1.158	2.160
FIN	426	Securities, commodity contracts, investments	3.636	30	0.618	1.759
FIN	425	Nondepository credit intermediation and rela	1.763	20	0.656	1.240
FIN	508	Inventory valuation adjustment	(0.098)	0	0.000	(0.098)
FIN Total			65.533	532	17.767	42.400
FUR	363	Upholstered household furniture manufacturing	14.176	118	4.683	4.713
FUR	107	Cut and sew apparel manufacturing	0.809	5	0.225	0.435
FUR	103	Other miscellaneous textile product mills	0.647	5	0.076	0.102
FUR	362	Wood kitchen cabinet and countertop manufactu	0.202	3	0.064	0.079
FUR	111	Other leather product manufacturing	0.155	3	0.064	0.125
FUR Total			15.989	134	5.112	5.454
GOV	503	State & Local Education	181.504	3,263	181.504	181.504
GOV	504	State & Local Non-Education	111.601	2,540	111.601	111.601
GOV	499	Other State and local government enterprises	55.089	202	9.310	37.211
GOV	491	Religious organizations	49.045	1,396	39.783	39.783
GOV	493	Civic, social, professional and similar organ	3.727	50	1.922	1.926
GOV	505	Federal Military	2.735	78	2.735	2.735
GOV	461	Elementary and secondary schools	2.391	93	1.311	1.414
GOV	463	Other educational services	0.905	20	0.277	0.466
GOV	506	Federal Non-Military	0.758	12	0.758	0.758
GOV Total			407.755	7,654	349.201	377.397
H	467	Hospitals	51.398	623	19.397	19.941
H	465	Offices of physicians, dentists, and other he	34.807	595	16.440	28.320
H	468	Nursing and residential care facilities	20.924	526	10.958	12.746
H	466	Other ambulatory health care services	0.914	10	0.166	0.274
H Total			108.042	1,754	46.960	61.281
IND	350	Motor vehicle parts manufacturing	10.411	44	1.666	2.104
IND	144	Asphalt shingle and coating materials manufac	8.107	7	0.696	4.859
IND	349	Travel trailer and camper manufacturing	1.094	7	0.209	0.286
IND	382	Doll, toy, and game manufacturing	0.855	5	0.226	0.415
IND	384	Sign manufacturing	0.667	5	0.225	0.257
IND	380	Jewelry and silverware manufacturing	0.469	3	0.083	0.109
IND	358	Boat building	0.169	2	0.015	0.031
IND Total			21.773	74	3.119	8.060
INFO	424	Data processing services	7.249	75	2.007	2.691
INFO	423	Information services	0.734	8	0.089	0.119
INFO Total			7.984	84	2.096	2.810
MACH	278	AC, refrigeration, and forced air heating	113.941	550	24.464	29.589
MACH	385	Gasket, packing, and sealing device manufactu	93.761	701	36.507	52.740
MACH	243	Machine shops	36.151	369	11.617	13.878
MACH	301	Scales, balances, and miscellaneous general p	17.199	94	3.929	5.350
MACH	234	Plate work manufacturing	16.904	162	7.395	9.938
MACH	335	Switchgear and switchboard apparatus manufact	14.798	72	4.184	9.160
MACH	259	Construction machinery manufacturing	9.234	27	1.093	1.537
MACH	246	Metal coating and nonprecious engraving	6.683	40	1.270	2.475

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Output, Value Added and Employment Wayne County 2002

*Millions of dollars

			Industry Output*	Employ- ment	Employee Compensation*	Total Value Added*
CODE						
MACH	255	Miscellaneous fabricated metal product manufa	5.831	31	1.177	2.024
MACH	244	Turned product and screw, nut, and bolt manuf	5.003	33	1.054	1.732
MACH	485	Commercial machinery repair and maintenance	2.433	29	0.467	0.815
MACH	236	Sheet metal work manufacturing	2.326	16	0.628	1.021
MACH	282	Special tool, die, jig, and fixture manufactu	1.580	19	0.805	0.826
MACH	279	Industrial mold manufacturing	1.186	13	0.399	0.428
MACH	265	Textile machinery manufacturing	1.181	9	0.356	0.468
MACH	321	Watch, clock, and other measuring and control	1.065	7	0.369	0.398
MACH	222	Aluminum foundries	0.732	4	0.252	0.290
MACH	283	Cutting tool and machine tool accessory manuf	0.697	6	0.104	0.127
MACH	294	Industrial truck, trailer, and stacker manufa	0.640	4	0.108	0.105
MACH	260	Mining machinery and equipment manufacturing	0.611	3	0.173	0.246
MACH	266	Printing machinery and equipment manufacturin	0.360	2	0.072	0.080
MACH Total			332.316	2,189	96.423	133.225
MED	139	Commercial printing	13.996	130	4.216	5.482
MED	420	Radio and television broadcasting	9.526	51	2.923	3.482
MED	414	Periodical publishers	8.006	81	0.984	1.560
MED	422	Telecommunications	5.310	26	1.302	3.561
MED	413	Newspaper publishers	4.098	82	0.988	1.439
MED	418	Motion picture and video industries	0.775	8	0.193	0.256
MED	141	Prepress services	0.240	4	0.174	0.197
MED	137	Books printing	0.223	3	0.050	0.070
MED Total			42.175	385	10.831	16.048
MIN	24	Stone mining and quarrying	0.375	3	0.082	0.226
MIN	25	Sand, gravel, clay, and refractory mining	0.175	2	0.050	0.122
MIN Total			0.550	5	0.132	0.348
OPTIC	190	Glass and glass products, except glass contai	7.770	49	2.197	3.791
OPTIC	187	Nonclay refractory manufacturing	4.214	26	1.526	2.452
OPTIC	271	Optical instrument and lens manufacturing	0.277	2	0.043	0.055
OPTIC Total			12.261	78	3.766	6.298
PACK	126	Paperboard container manufacturing	29.984	147	6.629	7.644
PACK	297	Packaging machinery manufacturing	6.931	31	2.083	2.888
PACK	129	Coated and laminated paper and packaging mate	6.856	27	1.808	2.757
PACK Total			43.771	206	10.520	13.289
PL	172	Plastics packaging materials, film and sheet	122.790	393	20.861	40.999
PL	177	Plastics plumbing fixtures and all other plas	44.267	222	9.543	15.840
PL	181	Other rubber product manufacturing	7.894	40	2.206	3.258
PL Total			174.952	656	32.611	60.097
POW	30	Power generation and supply	38.668	86	5.313	27.220
POW	498	State and local government electric utilities	2.237	2	0.168	1.793
POW Total			40.905	88	5.481	29.014
R	401	Motor vehicle and parts dealers	48.251	675	20.746	36.362
R	405	Food and beverage stores	41.959	1,132	17.918	31.643
R	404	Building material and garden supply stores	28.319	498	11.965	22.165
R	412	Nonstore retailers	22.051	411	5.932	14.460
R	410	General merchandise stores	15.570	414	7.080	12.199
R	406	Health and personal care stores	11.480	227	4.941	8.384
R	403	Electronics and appliance stores	6.412	127	3.258	4.951

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Table 1 (cont'd)

Output, Value Added and Employment Wayne County 2002

*Millions of dollars

			Industry Output*	Employ- ment	Employee Compensation*	Total Value Added*
CODE						
R	411	Miscellaneous store retailers	6.215	147	1.252	4.514
R	402	Furniture and home furnishings stores	3.933	62	1.325	2.888
R	409	Sporting goods, hobby, book and music stores	2.506	93	0.719	1.947
R	408	Clothing and clothing accessories stores	1.540	50	0.565	1.187
R Total			188.235	3,838	75.701	140.702
S	443	Other computer related services, including fa	38.004	361	21.532	29.447
S	431	Real estate	35.992	240	2.336	25.395
S	483	Automotive repair and maintenance, except car	33.976	526	10.324	15.519
S	470	Social assistance, except child day care serv	28.668	785	15.794	15.952
S	451	Management of companies and enterprises	17.208	160	7.841	11.494
S	446	Scientific research and development services	14.708	196	11.849	10.372
S	454	Employment services	14.646	367	10.870	11.893
S	469	Child day care services	14.621	460	5.378	8.287
S	439	Architectural and engineering services	14.159	201	8.207	10.419
S	460	Waste management and remediation services	10.704	79	2.334	5.620
S	486	Household goods repair and maintenance	10.240	83	1.214	2.771
S	459	Other support services	8.713	87	2.161	4.165
S	398	Postal service	8.458	100	7.280	6.945
S	458	Services to buildings and dwellings	6.845	176	3.369	4.251
S	437	Legal services	6.511	201	3.522	5.007
S	433	Video tape and disc rental	3.902	78	0.944	1.483
S	441	Custom computer programming services	3.136	55	2.518	2.604
S	487	Personal care services	3.017	78	0.763	1.485
S	488	Death care services	2.880	50	0.727	1.311
S	438	Accounting and bookkeeping services	2.637	148	1.725	2.114
S	447	Advertising and related services	2.159	43	0.992	1.411
S	445	Environmental and other technical consulting	2.042	19	0.841	1.578
S	490	Other personal services	1.939	21	0.197	0.559
S	484	Electronic equipment repair and maintenance	1.890	21	0.379	0.578
S	435	General and consumer goods rental except vide	1.615	22	0.768	1.033
S	492	Grantmaking and giving and social advocacy or	1.420	13	0.779	0.781
S	489	Drycleaning and laundry services	0.802	24	0.207	0.375
S	432	Automotive equipment rental and leasing	0.632	5	0.075	0.175
S	482	Car washes	0.562	23	0.217	0.353
S	444	Management consulting services	0.553	14	0.317	0.418
S	450	All other miscellaneous professional and tech	0.363	23	0.087	0.284
S	464	Home health care services	0.272	9	0.101	0.138
S	442	Computer systems design services	0.255	4	0.144	0.171
S	457	Investigation and security services	0.199	7	0.118	0.144
S	399	Couriers and messengers	0.097	2	0.034	0.056
S	448	Photographic services	0.069	8	0.023	0.045
S	455	Business support services	0.019	1	0.005	0.007
S Total			293.915	4,690	125.972	184.643
TECH	338	Primary battery manufacturing	79.592	327	18.209	53.809
TECH	312	All other electronic component manufacturing	43.804	270	10.379	11.163
TECH	308	Other communications equipment manufacturing	38.029	233	11.015	12.221
TECH	310	Electron tube manufacturing	0.341	3	0.086	0.090
TECH	316	Industrial process variable instruments	0.094	1	0.026	0.027

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Output, Value Added and Employment Wayne County 2002

Table 1 (cont'd)

*Millions of dollars

CODE			Industry Output*	Employ- ment	Employee Compensation*	Total Value Added*
TECH Total			161.860	835	39.714	77.310
TOUR	481	Food services and drinking places	57.977	1,706	17.981	20.938
TOUR	478	Other amusement, gambling, and recreation ind	20.098	346	6.082	10.171
TOUR	407	Gasoline stations	13.575	323	4.897	9.843
TOUR	476	Fitness and recreational sports centers	2.502	105	1.233	1.444
TOUR	397	Scenic and sightseeing transportation and sup	2.464	29	0.730	1.107
TOUR	480	Other accommodations	1.865	33	0.400	1.183
TOUR	479	Hotels and motels, including casino hotels	1.247	21	0.287	1.062
TOUR	456	Travel arrangement and reservation services	1.063	17	0.222	0.281
TOUR	473	Independent artists, writers, and performers	0.817	15	0.095	0.176
TOUR	477	Bowling centers	0.708	21	0.218	0.344
TOUR	395	Transit and ground passenger transportation	0.561	16	0.193	0.223
TOUR	471	Performing arts companies	0.277	35	0.036	0.050
TOUR	475	Museums, historical sites, zoos, and parks	0.170	3	0.019	0.014
TOUR	472	Spectator sports	0.117	15	0.056	0.097
TOUR Total			103.441	2,685	32.449	46.933
TR	390	Wholesale trade	76.642	688	29.892	55.488
TR	394	Truck transportation	18.821	153	4.155	9.333
TR	400	Warehousing and storage	6.528	103	3.356	4.193
TR	392	Rail transportation	5.256	24	1.955	3.253
TR	391	Air transportation	0.139	1	0.013	0.017
TR	497	State and local government passenger transit	0.134	3	0.207	0.014
TR Total			107.520	973	39.577	72.299
WOOD	120	Wood container and pallet manufacturing	5.392	71	1.853	2.544
WOOD	112	Sawmills	2.379	16	0.233	0.392
WOOD	123	Miscellaneous wood product manufacturing	1.652	11	0.368	0.618
WOOD	369	Custom architectural woodwork and millwork	0.506	2	0.051	0.092
WOOD Total			9.929	101	2.506	3.646
Totals			3,112.263	32,333	1,052.677	1,736.079

AG-Man: Ag-related manuf.; AG-Prod: Production Ag.; AG-Serv: Ag-related services; Chem: Chemical-related manuf.; Con: Construction; DW: Dwellings; FIN: Finance; FUR: Furniture manuf; GOV: Government; H: Health; IND: Other manuf.; INFO: Data & Information services; MACH: Machinery & Equip. Manuf; MED: Media; PL: Plastics; R: Retail; S: Services; TECH: Electronics, tech-related manuf; TOUR: Tourism-related; TR: Transportation & Wholesale; WOOD: Wood manuf.

3. Employment Statistics and Trends

Employment by Industry

Based on 2000 Census data, 40,062 Wayne County residents were employed in 1999. As shown in Table 2, 80% of these residents were employed by private firms and 20% were employed by Federal, State, and local governments, including schools. Of the employees of non-farm private firms, 31% worked in service businesses, 28% in manufacturing, and 20% in retail trade.

Commuting Patterns - Wayne County Residents

Slightly more than one-half (52.4%) of employed Wayne County residents worked within Wayne County. However, residents in the central and eastern portion of the County are more likely to be employed within Wayne County than residents of the westernmost towns (See Figure 1). Among residents of the westernmost towns - Ontario, Walworth and Macedon - an average of 28% of residents are employed within Wayne County. In Williamson, Marion and Palmyra, 48% are employed within the County. In the rest of the towns, an average of 73% are employed within Wayne County.

Education

Based on 2000 Census data, 18% of the population in Wayne County aged 25 or older has less than a high school education. This is only slightly higher than the rate for the Rochester and Syracuse metropolitan areas (both 16%), but is considerably higher than the percentage for Ontario County (12.6%) (See Table 3 and Figure 2.)

The proportion of residents aged 25 and older with advanced degrees is lower in Wayne County than in most of the counties in the region (see Table 3 and Figure 3.) Within Wayne County, municipalities in the western part of the county have higher percentages with advanced degrees than those in the eastern part of the County (see Figure 3.)

Within Wayne County, municipalities in the western part of the County had higher proportions of residents with advanced degrees and lower proportions of residents with less than a high school education than municipalities in the eastern part of the County. (See Table 4).

Reductions in Wayne County Employment - 1998-2003

Between 1998 and 2003, based on data from County Business Patterns, employment at private non-farm businesses in Wayne County dropped by 11.1%, from 22,136 to 19,669. This dramatic reduction was unique among counties in the region surrounding Wayne County (see Figure 4 and Table 3).

Wayne County is vulnerable to additional job losses due to the continued concentration of manufacturing jobs. In Wayne County, 30% of total employment - representing 7,833 jobs - is in manufacturing.

Wayne County Economic Development Strategic Plan

As shown in Figure 5, the loss of jobs has been concentrated in the Newark zip code. The list in Table 6 identifies the likely sources of the employment reductions.

Table 2

**Employment by Industry (1970, 1980, 1990, 2000)
Wayne County, NY**

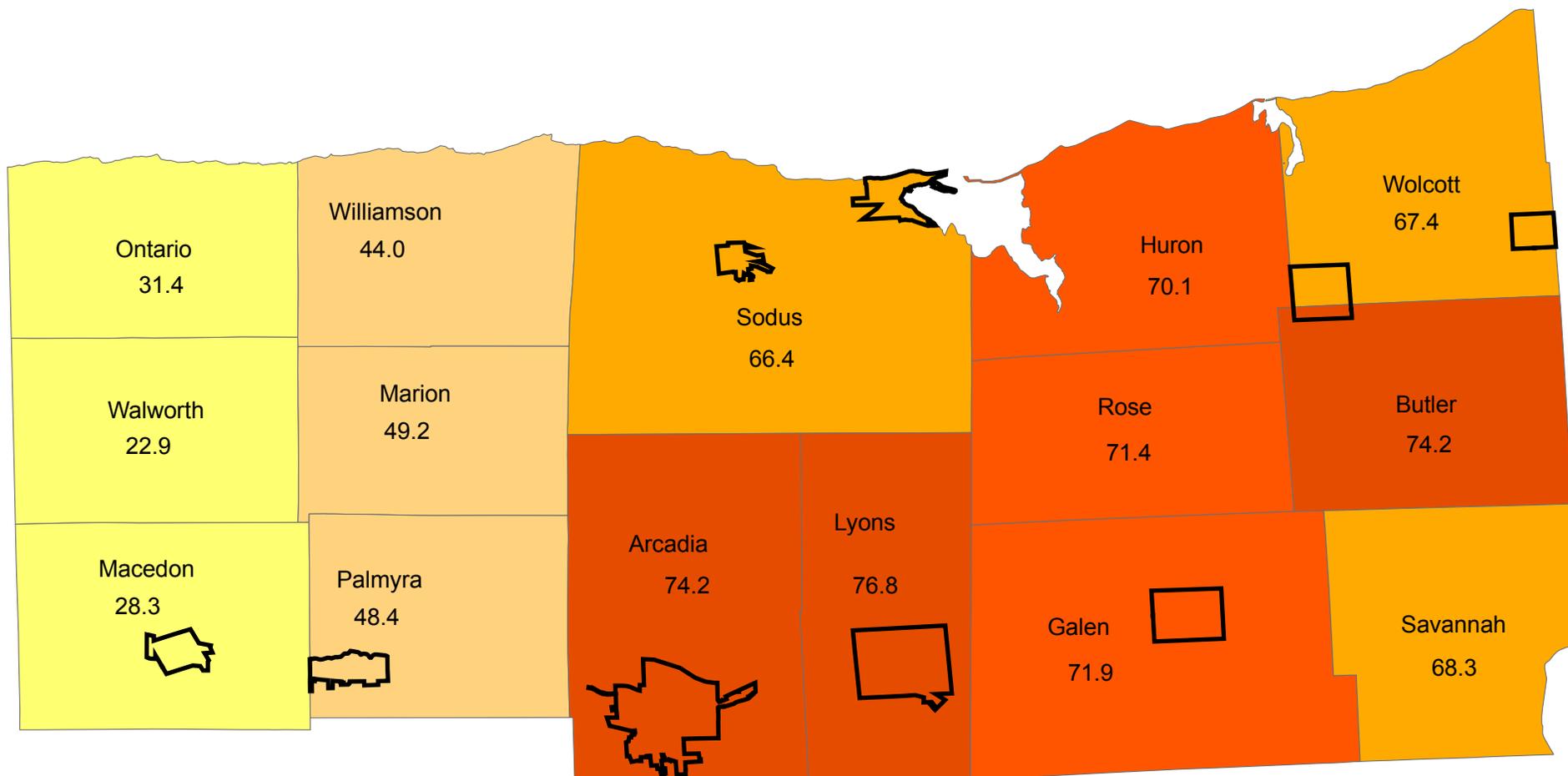
Item	1970	1980	1990	2000	Change 1990-2000
Employment by Place of Work					
Total full-time and part-time employment	27,063	31,384	36,020	40,062	11.2%
Employment by Type					
Wage and salary employment	22,022	25,770	28,295	33,205	17.4%
Proprietors' employment	5,041	5,614	7,725	6,857	-11.2%
Farm proprietors' employment	1,371	1,324	1,118	1,003	-10.3%
Nonfarm proprietors' employment	3,670	4,290	6,607	5,854	-11.4%
Employment by Industry					
Farm employment	2,317	2,526	2,055	1,873	-8.9%
Nonfarm employment	24,746	28,858	33,965	38,189	12.4%
Private employment	18,785	22,701	27,129	30,720	13.2%
Ag. Services, forestry, fishing, and other	231	358	493	(D)	
Mining	25	44	30	(D)	
Construction	832	949	1,976	1,900	-3.8%
Manufacturing	7,527	8,861	8,283	8,493	2.5%
Transportation and public utilities	817	815	812	779	-4.1%
Wholesale trade	562	947	1,030	1,497	45.3%
Retail trade	4,601	4,569	5,827	6,166	5.8%
Finance, insurance, and real estate	1,220	1,345	1,308	1,554	18.8%
Services	2,970	4,813	7,370	9,491	28.8%
Government and government enterprises	5,961	6,157	6,836	7,469	9.3%
Federal, civilian	212	206	164	249	51.8%
Military	364	248	281	188	-33.1%
State and local	5,385	5,703	6,391	7,032	10.0%
State	(N)	1,773	1,822	1,742	-4.4%
Local	(N)	3,930	4,569	5,290	15.8%

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

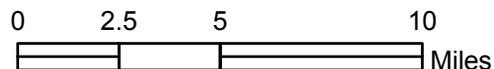
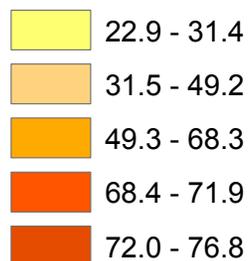
Source: Bureau of Economic Analysis - Regional Economic Information System;
Genesee/ Finger Lakes Regional Planning Council, Regional Atlas

Figure 1

Residents Employed Within Wayne County - 2000



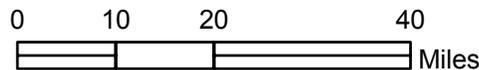
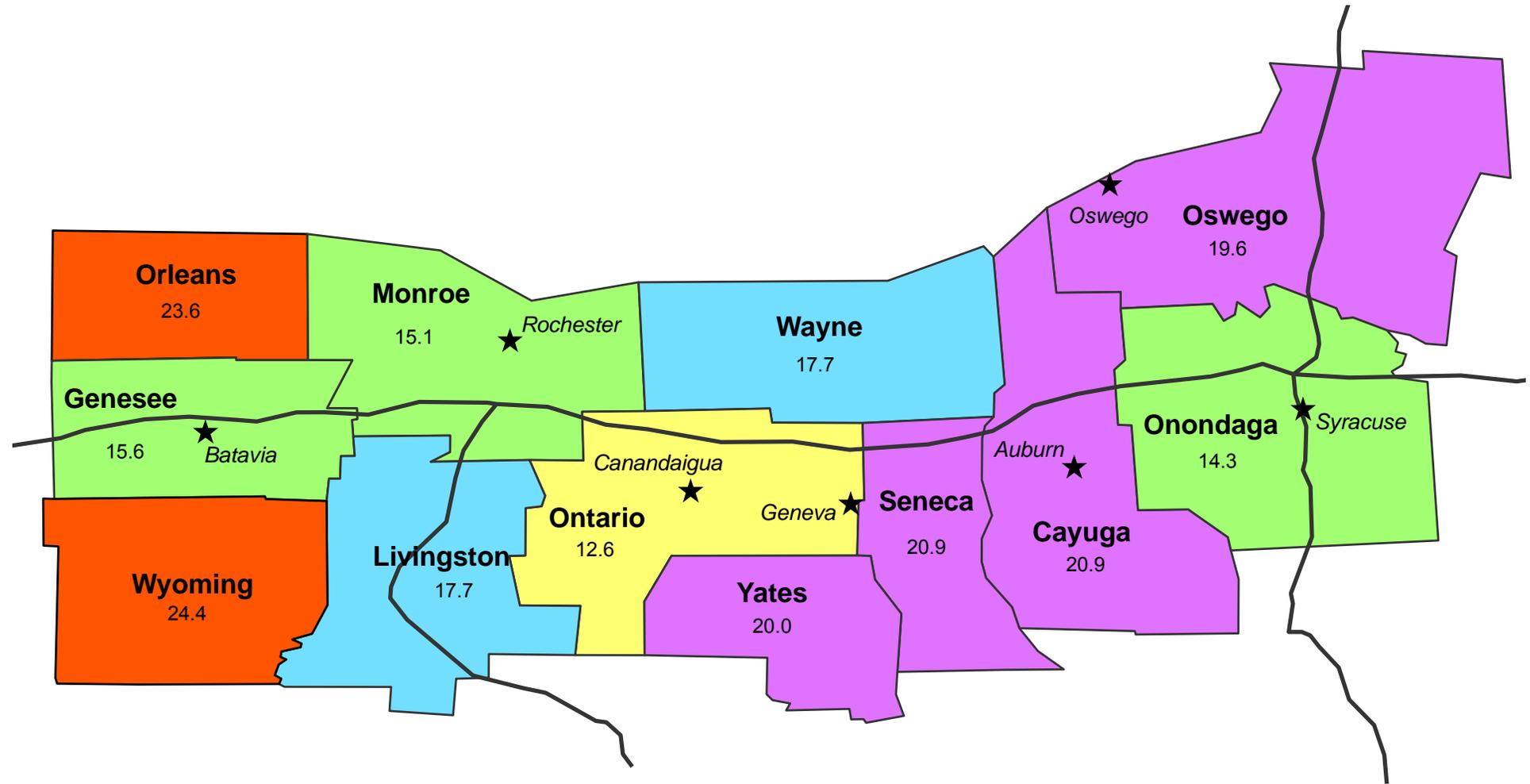
% Employed within County



SOURCE: 2000 Census

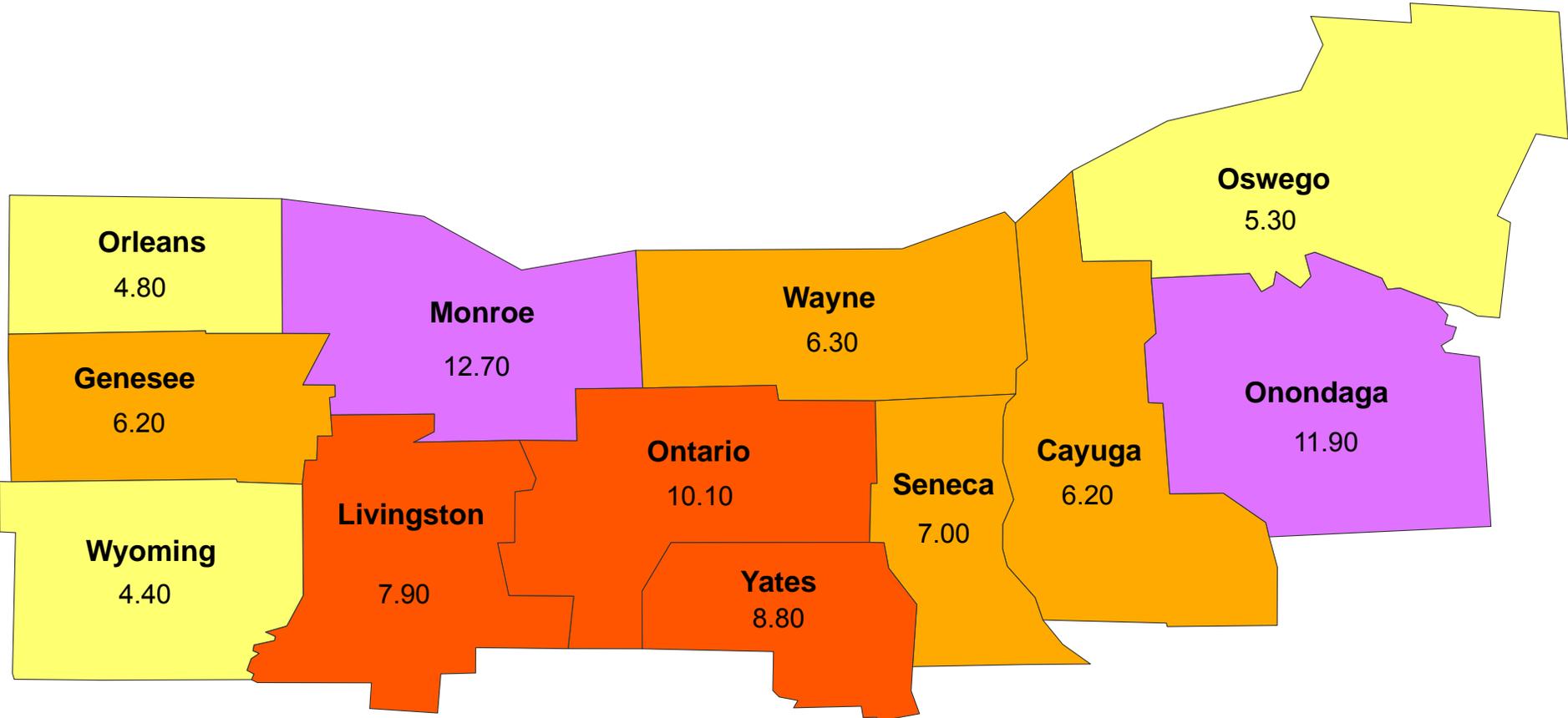
Wayne County Economic Development Strategic Plan

Proportion of Residents Aged 25+ with Less than a High School Education Wayne County and Region

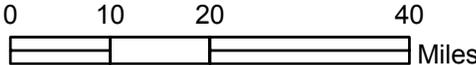
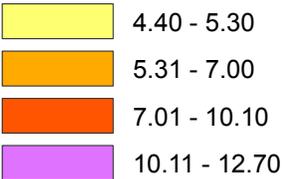


SOURCE: 2000 Census, STF3, P37

Percent of Residents Age 25+ With Advanced Degrees Wayne County and Region



Percent of Residents with Advanced Degrees



SOURCE: 2000 Census

Table 3

**Educational Attainment for the Population 25+ Years
Wayne County and Region**

	Cayuga County		Onondaga County		Seneca County		Genesee County		Livingston County	
	Total		Total		Total		Total		Total	
Total	54,649		296,914		22,585		40,125		40,081	
No schooling completed	363	0.7%	1,834	0.6%	250	1.1%	242	0.6%	247	0.6%
Nursery to 4th grade	164	0.3%	737	0.2%	69	0.3%	114	0.3%	94	0.2%
5th and 6th grade	350	0.6%	2,063	0.7%	102	0.5%	257	0.6%	201	0.5%
7th and 8th grade	1,942	3.6%	6,796	2.3%	1,028	4.6%	1,380	3.4%	1,233	3.1%
9th grade	1,779	3.3%	5,789	1.9%	633	2.8%	844	2.1%	1,124	2.8%
10th grade	2,514	4.6%	8,576	2.9%	1,015	4.5%	1,241	3.1%	1,518	3.8%
11th grade	2,297	4.2%	7,778	2.6%	842	3.7%	1,130	2.8%	1,400	3.5%
12th grade, no diploma	2,033	3.7%	8,985	3.0%	788	3.5%	1,036	2.6%	1,261	3.1%
Less than high school graduate	11,442	20.9%	42,558	14.3%	4,727	20.9%	6,244	15.6%	7,078	17.7%
High school graduate (incl. equivalency)	19,644	35.9%	86,409	29.1%	8,053	35.7%	15,301	38.1%	13,557	33.8%
Some college, less than 1 year	3,867	7.1%	19,551	6.6%	1,476	6.5%	2,899	7.2%	2,697	6.7%
Some college, 1 or more years, no degree	5,635	10.3%	33,937	11.4%	2,107	9.3%	4,349	10.8%	4,912	12.3%
Some college, no degree	9,502	17.4%	53,488	18.0%	3,583	15.9%	7,248	18.1%	7,609	19.0%
Associate degree	5,570	10.2%	29,858	10.1%	2,274	10.1%	4,799	12.0%	4,122	10.3%
Bachelor's degree	5,078	9.3%	49,125	16.5%	2,377	10.5%	4,062	10.1%	4,555	11.4%
Master's degree	2,596	4.8%	24,382	8.2%	1,114	4.9%	1,947	4.9%	2,473	6.2%
Professional school degree	576	1.1%	7,540	2.5%	263	1.2%	434	1.1%	336	0.8%
Doctorate degree	241	0.4%	3,554	1.2%	194	0.9%	90	0.2%	351	0.9%
Master's, Professional or Doctorate degree	3,413	6.2%	35,476	11.9%	1,571	7.0%	2,471	6.2%	3,160	7.9%

Table 3

**Educational Attainment for the Population 25+ Years
Wayne County and Region**

	Monroe County		Ontario County		Orleans County		Oswego County		Wayne County	
	Total		Total		Total		Total		Total	
Total	477,957		66,539		29,043		76,165		61,731	
No schooling completed	4,227	0.9%	373	0.6%	109	0.4%	363	0.5%	620	1.0%
Nursery to 4th grade	1,668	0.3%	77	0.1%	123	0.4%	111	0.1%	252	0.4%
5th and 6th grade	4,540	0.9%	304	0.5%	306	1.1%	528	0.7%	587	1.0%
7th and 8th grade	9,901	2.1%	1,679	2.5%	1,436	4.9%	2,836	3.7%	2,238	3.6%
9th grade	8,793	1.8%	1,073	1.6%	1,096	3.8%	2,385	3.1%	1,513	2.5%
10th grade	14,580	3.1%	1,583	2.4%	1,459	5.0%	2,979	3.9%	2,197	3.6%
11th grade	13,186	2.8%	1,588	2.4%	1,352	4.7%	2,844	3.7%	1,877	3.0%
12th grade, no diploma	15,515	3.2%	1,729	2.6%	965	3.3%	2,849	3.7%	1,670	2.7%
Less than high school graduate	72,410	15.1%	8,406	12.6%	6,846	23.6%	14,895	19.6%	10,954	17.7%
High school graduate (incl. equivalency)	124,927	26.1%	21,017	31.6%	11,519	39.7%	31,396	41.2%	22,316	36.2%
Some college, less than 1 year	30,162	6.3%	4,692	7.1%	1,671	5.8%	5,028	6.6%	4,666	7.6%
Some college, 1 or more years, no degree	55,093	11.5%	8,164	12.3%	2,945	10.1%	8,053	10.6%	6,860	11.1%
Some college, no degree	85,255	17.8%	12,856	19.3%	4,616	15.9%	13,081	17.2%	11,526	18.7%
Associate degree	46,412	9.7%	7,830	11.8%	2,296	7.9%	5,810	7.6%	6,422	10.4%
Bachelor's degree	88,191	18.5%	9,731	14.6%	2,381	8.2%	6,978	9.2%	6,605	10.7%
Master's degree	44,554	9.3%	4,681	7.0%	1,108	3.8%	2,960	3.9%	3,009	4.9%
Professional school degree	9,962	2.1%	1,297	1.9%	218	0.8%	727	1.0%	708	1.1%
Doctorate degree	6,246	1.3%	721	1.1%	59	0.2%	318	0.4%	191	0.3%
Master's, Professional or Doctorate degree	60,762	12.7%	6,699	10.1%	1,385	4.8%	4,005	5.3%	3,908	6.3%

Table 3

**Educational Attainment for the Population 25+ Years
Wayne County and Region**

	Wyoming County		Yates County		Syracuse, NY MSA		Rochester, NY MSA	
	Total		Total		Total		Total	
Total	29,522		15,714		471,490		715,476	
No schooling completed	230	0.8%	147	0.9%	2,825	0.6%	5,818	0.8%
Nursery to 4th grade	84	0.3%	31	0.2%	1,096	0.2%	2,328	0.3%
5th and 6th grade	156	0.5%	76	0.5%	3,108	0.7%	6,195	0.9%
7th and 8th grade	1,248	4.2%	867	5.5%	12,839	2.7%	17,867	2.5%
9th grade	1,242	4.2%	408	2.6%	11,159	2.4%	14,443	2.0%
10th grade	1,808	6.1%	616	3.9%	15,631	3.3%	22,578	3.2%
11th grade	1,261	4.3%	460	2.9%	14,335	3.0%	20,533	2.9%
12th grade, no diploma	1,177	4.0%	530	3.4%	15,193	3.2%	22,176	3.1%
Less than high school graduate	7,206	24.4%	3,135	20.0%	76,186	16.2%	111,938	15.6%
High school graduate (incl. equivalency)	11,498	38.9%	5,692	36.2%	151,968	32.2%	208,637	29.2%
Some college, less than 1 year	1,943	6.6%	1,037	6.6%	31,339	6.6%	46,787	6.5%
Some college, 1 or more years, no degree	2,766	9.4%	1,624	10.3%	52,512	11.1%	82,323	11.5%
Some college, no degree	4,709	16.0%	2,661	16.9%	83,851	17.8%	129,110	18.0%
Associate degree	2,719	9.2%	1,371	8.7%	45,955	9.7%	71,881	10.0%
Bachelor's degree	2,100	7.1%	1,472	9.4%	66,828	14.2%	115,525	16.1%
Master's degree	926	3.1%	1,001	6.4%	32,566	6.9%	57,772	8.1%
Professional school degree	295	1.0%	261	1.7%	9,517	2.0%	12,955	1.8%
Doctorate degree	69	0.2%	121	0.8%	4,619	1.0%	7,658	1.1%
Master's, Professional or Doctorate degree	1,290	4.4%	1,383	8.8%	46,702	9.9%	78,385	11.0%

Table 4

**Educational Attainment - Persons Age 25 and Older
Wayne County Towns**

	Arcadia		Butler		Galen		Huron		Lyons		Macedon	
	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town
Total:	10,009	100.0%	1,549	100.0%	2,877	100.0%	1,506	100.0%	3,926	100.0%	5,631	100.0%
No schooling completed	205	2.0%	14	0.9%	37	1.3%	18	1.2%	90	2.3%	7	0.1%
Nursery to 4th grade	82	0.8%	0	0.0%	10	0.3%	9	0.6%	57	1.5%	35	0.6%
5th and 6th grade	147	1.5%	24	1.5%	29	1.0%	42	2.8%	71	1.8%	48	0.9%
7th and 8th grade	532	5.3%	99	6.4%	177	6.2%	32	2.1%	187	4.8%	102	1.8%
9th grade	216	2.2%	106	6.8%	96	3.3%	50	3.3%	111	2.8%	57	1.0%
10th grade	336	3.4%	103	6.6%	127	4.4%	66	4.4%	217	5.5%	123	2.2%
11th grade	410	4.1%	85	5.5%	102	3.5%	35	2.3%	155	3.9%	91	1.6%
12th grade, no diploma	296	3.0%	52	3.4%	64	2.2%	62	4.1%	81	2.1%	170	3.0%
<i>Less than high school graduate</i>	2,224	22.2%	483	31.2%	642	22.3%	314	20.8%	969	24.7%	633	11.2%
<i>High school graduate (includes equivalency)</i>	3,589	35.9%	616	39.8%	1,274	44.3%	491	32.6%	1,580	40.2%	1,759	31.2%
Some college, less than 1 year	694	6.9%	149	9.6%	186	6.5%	141	9.4%	253	6.4%	462	8.2%
Some college, 1 or more years, no degree	916	9.2%	110	7.1%	309	10.7%	179	11.9%	306	7.8%	781	13.9%
<i>Some college, no degree</i>	1,610	16.1%	259	16.7%	495	17.2%	320	21.2%	559	14.2%	1,243	22.1%
Associate degree	1,058	10.6%	77	5.0%	205	7.1%	131	8.7%	255	6.5%	789	14.0%
Bachelor's degree	889	8.9%	88	5.7%	197	6.8%	172	11.4%	308	7.8%	837	14.9%
<i>Associate or Bachelor's degree</i>	1,947	19.5%	165	10.7%	402	14.0%	303	20.1%	563	14.3%	1,626	28.9%
Master's degree	511	5.1%	21	1.4%	56	1.9%	55	3.7%	151	3.8%	296	5.3%
Professional school degree	113	1.1%	5	0.3%	5	0.2%	15	1.0%	104	2.6%	38	0.7%
Doctorate degree	15	0.1%	0	0.0%	3	0.1%	8	0.5%	0	0.0%	36	0.6%
<i>Master's, Professional or Doctorate degree</i>	639	6.4%	26	1.7%	64	2.2%	78	5.2%	255	6.5%	370	6.6%

NOTE: Data based on a sample except in P3, P4, H3, and H4.

Table 4

**Educational Attainment - Persons Age 25 and Older
Wayne County Towns**

	Marion		Ontario		Palmyra		Rose		Savannah		Sodus	
	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town	Total	% of Town
Total:	3,166	100.0%	6,386	100.0%	5,110	100.0%	1,553	100.0%	1,146	100.0%	5,996	100.0%
No schooling completed	38	1.2%	43	0.7%	31	0.6%	12	0.8%	26	2.3%	28	0.5%
Nursery to 4th grade	15	0.5%	0	0.0%	0	0.0%	9	0.6%	1	0.1%	29	0.5%
5th and 6th grade	8	0.3%	13	0.2%	13	0.3%	11	0.7%	6	0.5%	89	1.5%
7th and 8th grade	56	1.8%	196	3.1%	120	2.3%	98	6.3%	84	7.3%	271	4.5%
9th grade	80	2.5%	108	1.7%	92	1.8%	42	2.7%	47	4.1%	208	3.5%
10th grade	99	3.1%	154	2.4%	152	3.0%	123	7.9%	75	6.5%	221	3.7%
11th grade	62	2.0%	122	1.9%	226	4.4%	52	3.3%	50	4.4%	210	3.5%
12th grade, no diploma	60	1.9%	168	2.6%	158	3.1%	34	2.2%	21	1.8%	150	2.5%
<i>Less than high school graduate</i>	<i>418</i>	<i>13.2%</i>	<i>804</i>	<i>12.6%</i>	<i>792</i>	<i>15.5%</i>	<i>381</i>	<i>24.5%</i>	<i>310</i>	<i>27.1%</i>	<i>1,206</i>	<i>20.1%</i>
<i>High school graduate (includes equivalency)</i>	<i>1261</i>	<i>39.8%</i>	<i>2,131</i>	<i>33.4%</i>	<i>1899</i>	<i>37.2%</i>	<i>555</i>	<i>35.7%</i>	<i>464</i>	<i>40.5%</i>	<i>2,390</i>	<i>39.9%</i>
Some college, less than 1 year	285	9.0%	549	8.6%	350	6.8%	95	6.1%	86	7.5%	507	8.5%
Some college, 1 or more years, no degree	401	12.7%	772	12.1%	642	12.6%	222	14.3%	82	7.2%	629	10.5%
<i>Some college, no degree</i>	<i>686</i>	<i>21.7%</i>	<i>1,321</i>	<i>20.7%</i>	<i>992</i>	<i>19.4%</i>	<i>317</i>	<i>20.4%</i>	<i>168</i>	<i>14.7%</i>	<i>1,136</i>	<i>18.9%</i>
Associate degree	346	10.9%	792	12.4%	591	11.6%	141	9.1%	112	9.8%	435	7.3%
Bachelor's degree	245	7.7%	886	13.9%	514	10.1%	80	5.2%	55	4.8%	551	9.2%
<i>Associate or Bachelor's degree</i>	<i>591</i>	<i>18.7%</i>	<i>1,678</i>	<i>26.3%</i>	<i>1,105</i>	<i>21.6%</i>	<i>221</i>	<i>14.2%</i>	<i>167</i>	<i>14.6%</i>	<i>986</i>	<i>16.4%</i>
Master's degree	178	5.6%	369	5.8%	261	5.1%	67	4.3%	27	2.4%	185	3.1%
Professional school degree	27	0.9%	67	1.0%	50	1.0%	9	0.6%	8	0.7%	80	1.3%
Doctorate degree	5	0.2%	16	0.3%	11	0.2%	3	0.2%	2	0.2%	13	0.2%
<i>Master's, Professional or Doctorate degree</i>	<i>210</i>	<i>6.6%</i>	<i>452</i>	<i>7.1%</i>	<i>322</i>	<i>6.3%</i>	<i>79</i>	<i>5.1%</i>	<i>37</i>	<i>3.2%</i>	<i>278</i>	<i>4.6%</i>

NOTE: Data based on a sample except in P3, P4, H3, and H4.

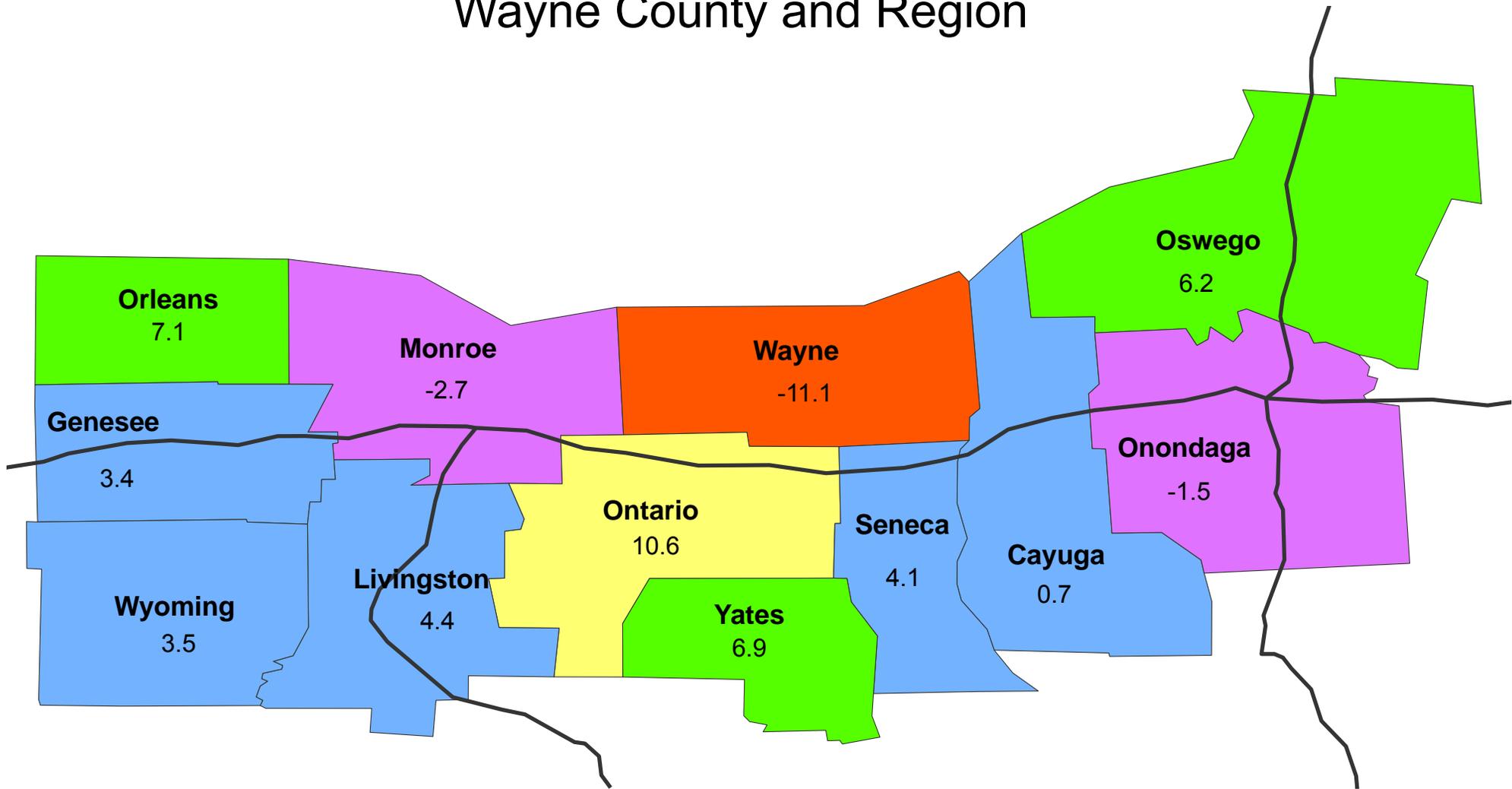
Table 4

**Educational Attainment - Persons Age 25 and Older
Wayne County Towns**

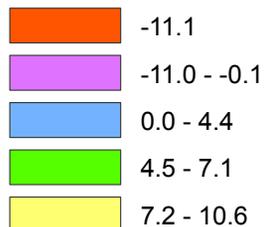
	Walworth		Williamson		Wolcott		Wayne County		Rochester SMA		Syracuse SMA	
	Total	% of Town	Total	% of Town	Total	% of Town	#	%	#	%	#	%
Total:	5,309	100.0%	4,526	100.0%	3,041	100.0%	61,731	100.0%	715,476		471,490	
No schooling completed	32	0.6%	27	0.6%	12	0.4%	620	1.0%	5,818	0.8%	2,825	0.6%
Nursery to 4th grade	0	0.0%	0	0.0%	5	0.2%	252	0.4%	2,328	0.3%	1,096	0.2%
5th and 6th grade	17	0.3%	41	0.9%	28	0.9%	587	1.0%	6,195	0.9%	3,108	0.7%
7th and 8th grade	40	0.8%	79	1.7%	165	5.4%	2,238	3.6%	17,867	2.5%	12,839	2.7%
9th grade	56	1.1%	67	1.5%	177	5.8%	1,513	2.5%	14,443	2.0%	11,159	2.4%
10th grade	53	1.0%	124	2.7%	224	7.4%	2,197	3.6%	22,578	3.2%	15,631	3.3%
11th grade	73	1.4%	77	1.7%	127	4.2%	1,877	3.0%	20,533	2.9%	14,335	3.0%
12th grade, no diploma	122	2.3%	126	2.8%	106	3.5%	1,670	2.7%	22,176	3.1%	15,193	3.2%
<i>Less than high school graduate</i>	393	7.4%	541	12.0%	844	27.8%	10,954	17.7%	111,938	15.6%	76,186	16.2%
<i>High school graduate (includes equivalency)</i>	1449	27.3%	1595	35.2%	1263	41.5%	22,316	36.2%	208,637	29.2%	151,968	32.2%
Some college, less than 1 year	416	7.8%	329	7.3%	164	5.4%	4,666	7.6%	46,787	6.5%	31,339	6.6%
Some college, 1 or more years, no degree	655	12.3%	613	13.5%	243	8.0%	6,860	11.1%	82,323	11.5%	52,512	11.1%
<i>Some college, no degree</i>	1,071	20.2%	942	20.8%	407	13.4%	11,526	18.7%	129,110	18.0%	83,851	17.8%
Associate degree	704	13.3%	592	13.1%	194	6.4%	6,422	10.4%	71,881	10.0%	45,955	9.7%
Bachelor's degree	1171	22.1%	394	8.7%	218	7.2%	6,605	10.7%	115,525	16.1%	66,828	14.2%
<i>Associate or Bachelor's degree</i>	1,875	35.3%	986	21.8%	412	13.5%	13,027	21.1%	187,406	26.2%	112,783	23.9%
Master's degree	430	8.1%	314	6.9%	88	2.9%	3,009	4.9%	57,772	8.1%	32,566	6.9%
Professional school degree	58	1.1%	111	2.5%	18	0.6%	708	1.1%	12,955	1.8%	9,517	2.0%
Doctorate degree	33	0.6%	37	0.8%	9	0.3%	191	0.3%	7,658	1.1%	4,619	1.0%
<i>Master's, Professional or Doctorate degree</i>	521	9.8%	462	10.2%	115	3.8%	3,908	6.3%	78,385	11.0%	46,702	9.9%

NOTE: Data based on a sample except in P3, P4, H3, and H4.

Percent Change in Total Employment - 1998-2003 Wayne County and Region



Change in Total Employment (Percent)



SOURCE: County Business Patterns, 1998 and 2003

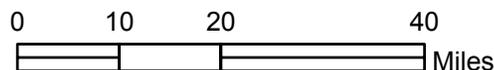


Table 5

**Change in Total Employment and Manufacturing Employment
1998-2003**

County	Total Employment			Manufacturing Employment				
	1998	2003	% Change	1998	2003	% Change	1998	2003
Cayuga	19,050	19,192	0.7%	4,502	23.6%	3,977	20.7%	-11.7%
Genesee	16,714	17,286	3.4%	3,802	22.7%	3,315	19.2%	-12.8%
Livingston	11,735	12,249	4.4%	2,320	19.8%	2,110	17.2%	-9.1%
Monroe	361,798	352,085	-2.7%	79,541	22.0%	59,732	17.0%	-24.9%
Onondaga	223,050	219,738	-1.5%	32,913	14.8%	26,394	12.0%	-19.8%
Ontario	36,166	40,004	10.6%	7,280	20.1%	7,205	18.0%	-1.0%
Orleans	6,803	7,284	7.1%	1,807	26.6%	1,782	24.5%	-1.4%
Oswego	23,772	25,251	6.2%	5,090	21.4%	4,105	16.3%	-19.4%
Seneca	7,359	7,664	4.1%	1,959	26.6%	1,138	14.8%	-41.9%
Wayne	22,136	19,669	-11.1%	7,833	35.4%	6,008	30.5%	-23.3%
Wyoming	8,586	8,890	3.5%	2,566	29.9%	2,039	22.9%	-20.5%
Yates	5,090	5,350	6.9%	786	15.4%	786	14.7%	0.0%

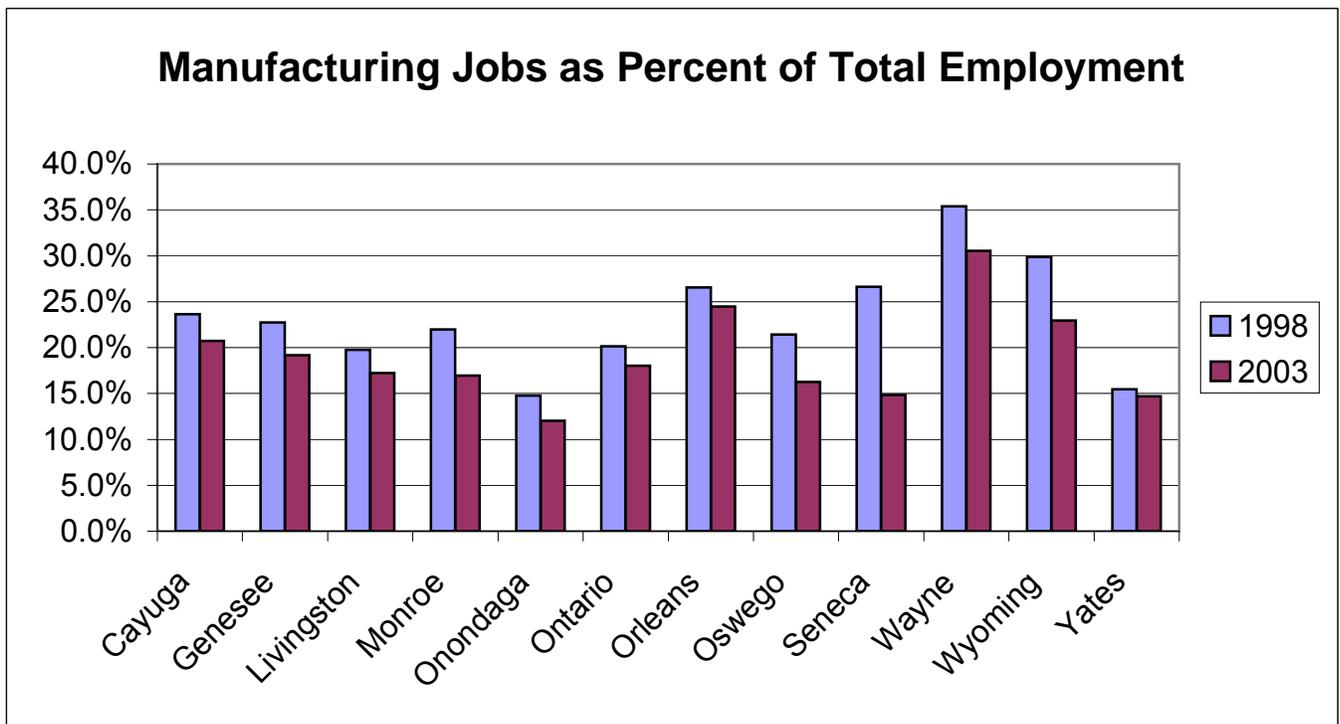
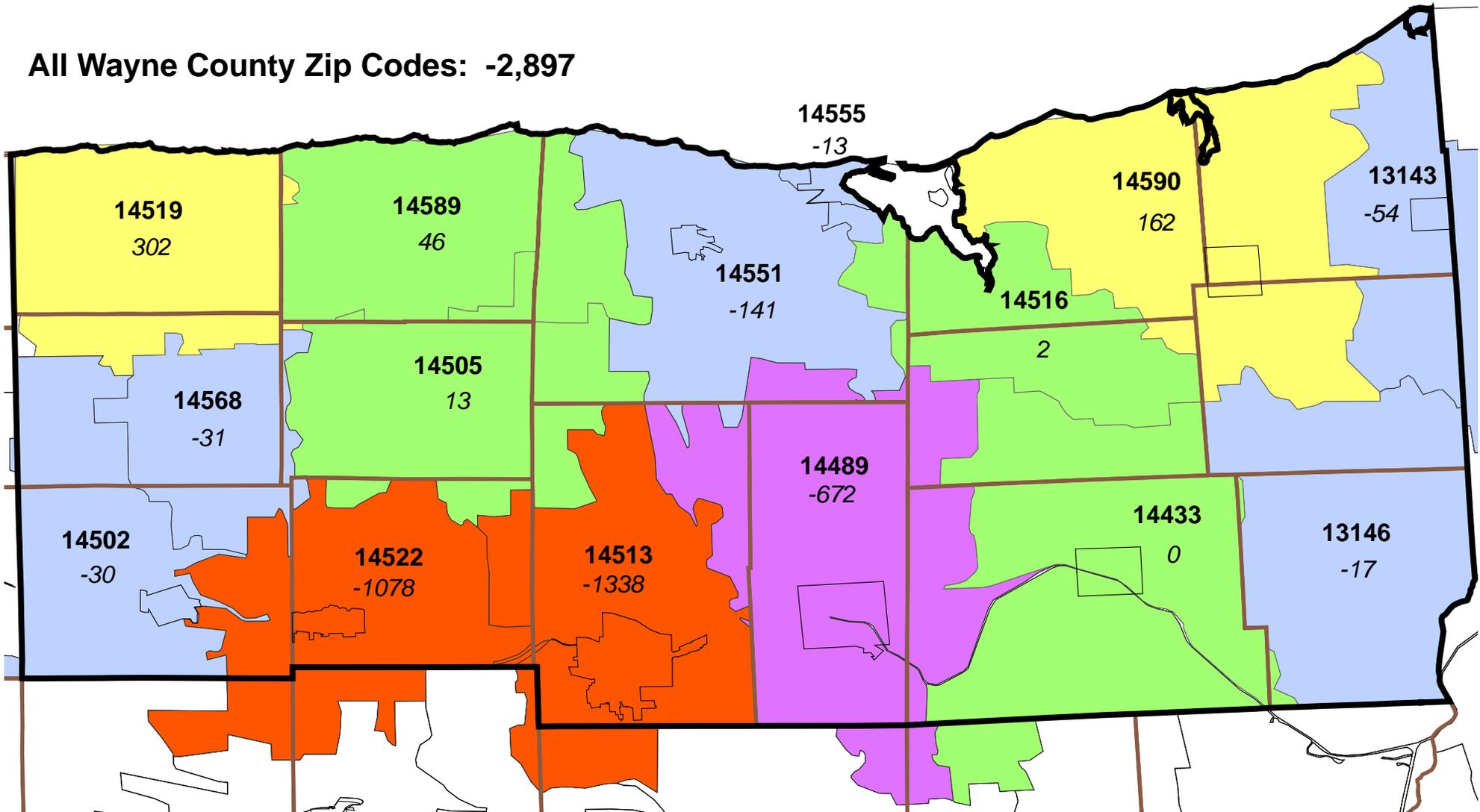


Figure 5

Change in Number of Employees by Zip Code - 1998-2003

All Wayne County Zip Codes: -2,897



SOURCE: County Business Patterns 1998-2003

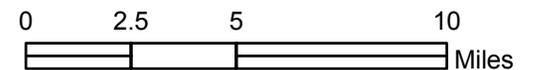


Table 6

Job Losses in Wayne County Empire Zones – 1999-2005

Company	Municipality	Number	Type	Year
LSW	Clyde	35	Closing	
	Clyde Total	35		
Parker-Hannifin	Lyons	73	Layoff	
School Specialties	Lyons	61	Layoff	2001
	Lyons Total	134		
Houser	Macedon	124		
GTF	Macedon	65	Closing	
PDI	Macedon	44	Layoff	
Quality Measurements	Macedon	27	Closing	
	Macedon Total	260		
DR Enterprises	Marion	25	Closing	
	Marion Total	25		
IEC Electronics	Newark	630	Layoff	9/99 – 5/02
Fold-Pak	Newark	240	Closing	2001
Ultralife	Newark	180	Layoff	9/99 – 5/02
Spinco	Newark	41	Layoff	
Kwik-Pak	Newark	25	Closing	2002
	Newark Total	1,116		
Garlock	Palmyra	188	Layoff	20,012,002
	Palmyra Total	188		
Gulf Northern	Savannah	65	Closing	
	Savannah Total	65		
Garlock	Sodus	74	Closing	2002
	Sodus Total	74		
Grand Total		1,897		

Wayne County Economic Development Strategic Plan

4. Overview of Wayne County Communities

Wayne County, located in western New York, is bounded on the north by Lake Ontario, on the west by Monroe County, on the south by Ontario County and on the east by Cayuga County. Downtown Rochester is located 15-60 minutes to the west and downtown Syracuse is 30-75 minutes to the east.

Wayne County is comprised of fifteen Towns and eight Villages and is governed by a Board of Supervisors. The population of Wayne County in 2000 was 93,765. The Town of Arcadia is the most populous Town, with a total of 15,011 people, including 9,667 in the Village of Newark. Figure 6 depicts the total population of each Town in Wayne County.

Between 1990 and 2000, the Towns in the western part of Wayne County experienced population growth of between 14% and 21%. The population of the Town of Wolcott increased by 9.5%. In contrast, population in the Town of Lyons declined by nearly 10% and most of the other Towns experienced very little change in total population. Population growth in the Towns of Wolcott and Butler may be attributed to the correctional institution in those Towns. (See Figure 7).

Wayne County's westernmost towns (Ontario, Walworth and Macedon) adjoin Monroe County. These communities are more oriented toward the City of Rochester socially and economically than the rest of Wayne County. Residents in the eastern portion of the County tend to visit cultural facilities and shopping centers in the Syracuse area, but are more integrated with Wayne County economy than residents in the western towns.

Land Use

Agriculture is the predominant land use in the County (See Figure 8). Orchards predominate in the north central towns. Field crops and dairy farms are located throughout Wayne County. The types of agricultural land, based on local assessors' classifications of tax parcels, are depicted in Figure 9.

Residential development is concentrated in Wayne County's villages and hamlets. An increasing amount of land in the rural portions of the County is devoted to residential subdivisions and scattered home sites. Conversion of farmland to residential development has affected a significant amount of farmland in the westernmost towns.

Industrial development has located historically within Villages and along railroads. Figure 10 depicts the location of manufacturing parcels and land zoned for industrial uses. Figure 11 depicts the locations of industries listed in Wayne County's industry list as well as the locations of industrial parks. These maps demonstrate that certain geographic areas in Wayne County have concentrations of industrial uses – Newark, Palmyra, Sodus, Lyons, Clyde, Route 31 in Macedon, Gananda, Ontario and Williamson. Two large agriculture-related industries (Cahoun and Fowler) are located in Huron.

Storage and distribution facilities are located primarily along railroads and highways. As depicted in Figure 12, concentrations of these uses are located in Lyons, Newark, Clyde, Ontario, Williamson, Macedon, Palmyra, Wolcott, North Rose and Savannah. These facilities handle agricultural products and wood products as well as general warehousing for industry and retail operations.

Mining of stone as well as sand and gravel occurs in several locations in Wayne County (see Figure 13.) Significant mining operations include Hansen Aggregates in Sodus, Dolomite Products in Walworth and Abram Cleason in Arcadia.

Commercial development is concentrated within Village and Hamlet downtowns and along certain segments of State highways. Commercial corridors located outside of downtown business districts are located along Route 104 and Ridge Road in Ontario, Williamson, Sodus and Wolcott and along Route 31 in Macedon, Palmyra, Arcadia, Lyons and Galen. (See Figure 14.)

Transportation

NYS Route 104 traverses the northern tier along the ridge just south of Lake Ontario. Route 104 is a limited access divided highway for most of its extent in Wayne County. Route 104 provides convenient access to Rochester from the Towns of Ontario, Williamson and Sodus and brings high volumes of traffic through the Towns of Huron and Wolcott as well. The Erie Canal and NYS Route 31 connect the communities along the southern tier of Wayne County, including the Villages of Macedon, Palmyra, Newark, Lyons and Clyde.

The following table identifies the major north-south routes and the municipalities they link.

<u>NYS Highway</u>	<u>Connecting Municipalities</u>
NYS Route 350:	Ontario, Walworth and Macedon
NYS Route 21:	Palmyra, Marion and Williamson
NYS Route 88:	Sodus and Arcadia/ Newark
NYS Route 14:	Sodus Point and Lyons
NYS Route 414:	Huron, Rose and Galen/ Clyde
NYS Route 89:	Wolcott, Butler and Savannah

Four NYS Thruway exits (41-44) serve Wayne County. These include Exit 43 at NYS Route 21, Exit 42 at NYS Route 14, and Exit 41 at Route 414.

Figure 15 identifies major highways and railroads in Wayne County and the surrounding area as well as the locations of existing rail lines.

No passenger service is currently available directly to Wayne County communities. However, preliminary studies have been undertaken to evaluate the feasibility of an Amtrak station in the Village of Lyons.

Public bus service is provided by the Wayne Area Transportation Service (WATS), a subsidiary of Rochester-Genesee Regional Transportation Authority (RGRTA).

Housing

In 2000, there were 34,908 occupied housing units in Wayne County. Approximately 30% of all occupied housing units were within the eight villages.

The median value of housing in Wayne County in 2000 was \$85,700. For comparison, the median value was \$94,700 in the Rochester SMA and \$82,500 in the Syracuse SMA. Only three counties in the Rochester SMA, of which Wayne County is a part, and the three counties to the east of Wayne had higher median house values. Monroe County's was the highest, at \$98,700 followed by Ontario County at \$94,100.

The median value for the upper "quartile" of housing units in Wayne County was \$111,000. Although the upper quartile median values in Monroe and Ontario Counties were significantly higher (\$138,000 and \$134,500, respectively), only Livingston and Onondaga Counties had slightly higher median values than Wayne County for the upper quartile. (See Table 7.)

Education

Nearly all of Wayne County is part of eleven public school districts (see Figure 16). Small portions of the Penfield, Victor, Phelps/ Clifton Springs, Port Byron and Webster school districts are located in Wayne County.

The BOCES that serves Wayne County is part of a four-county system (Wayne, Ontario, Seneca, Yates). The Wayne-Finger Lakes BOCES supervisory district includes 25 public school districts - 11 in Wayne County, nine in Ontario County, three in Seneca County and two in Yates County.

A branch of the Finger Lakes Community College is located in Newark.

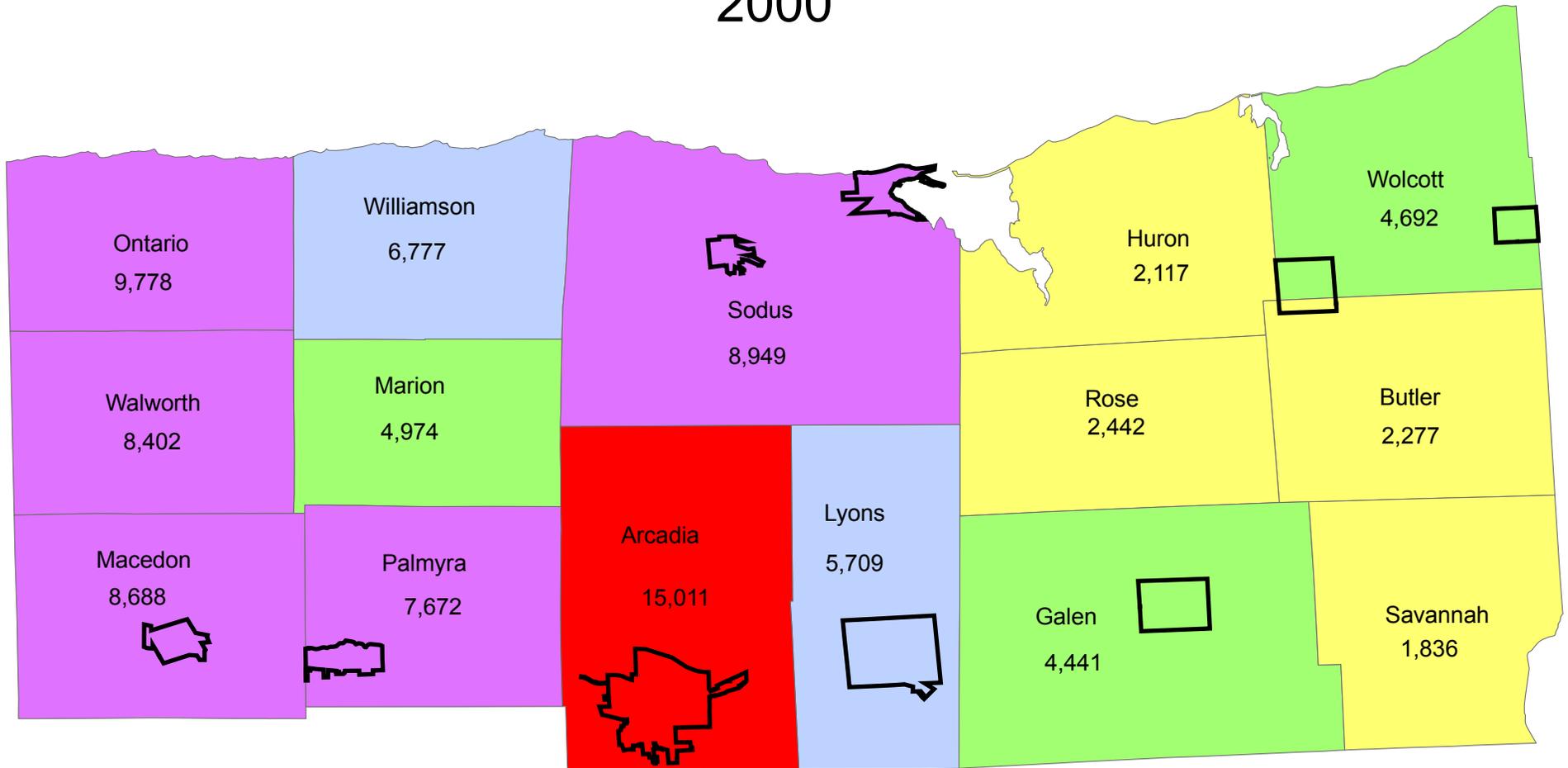
Cultural and Recreational Facilities

Lake Ontario, Sodus Bay and the Erie Canal represent significant recreational resources in Wayne County.

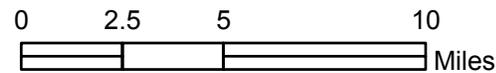
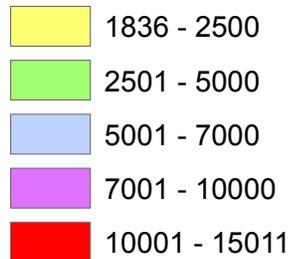
The history of Wayne County is evident from historic churches, industrial buildings and locks along the Erie Canal, cobblestone houses and downtown business districts.

Figure 6

Total Population - Wayne County Towns 2000



TotalPop



SOURCE: 2000 and 1990 Census

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Planning and Management Consultants

Table 7

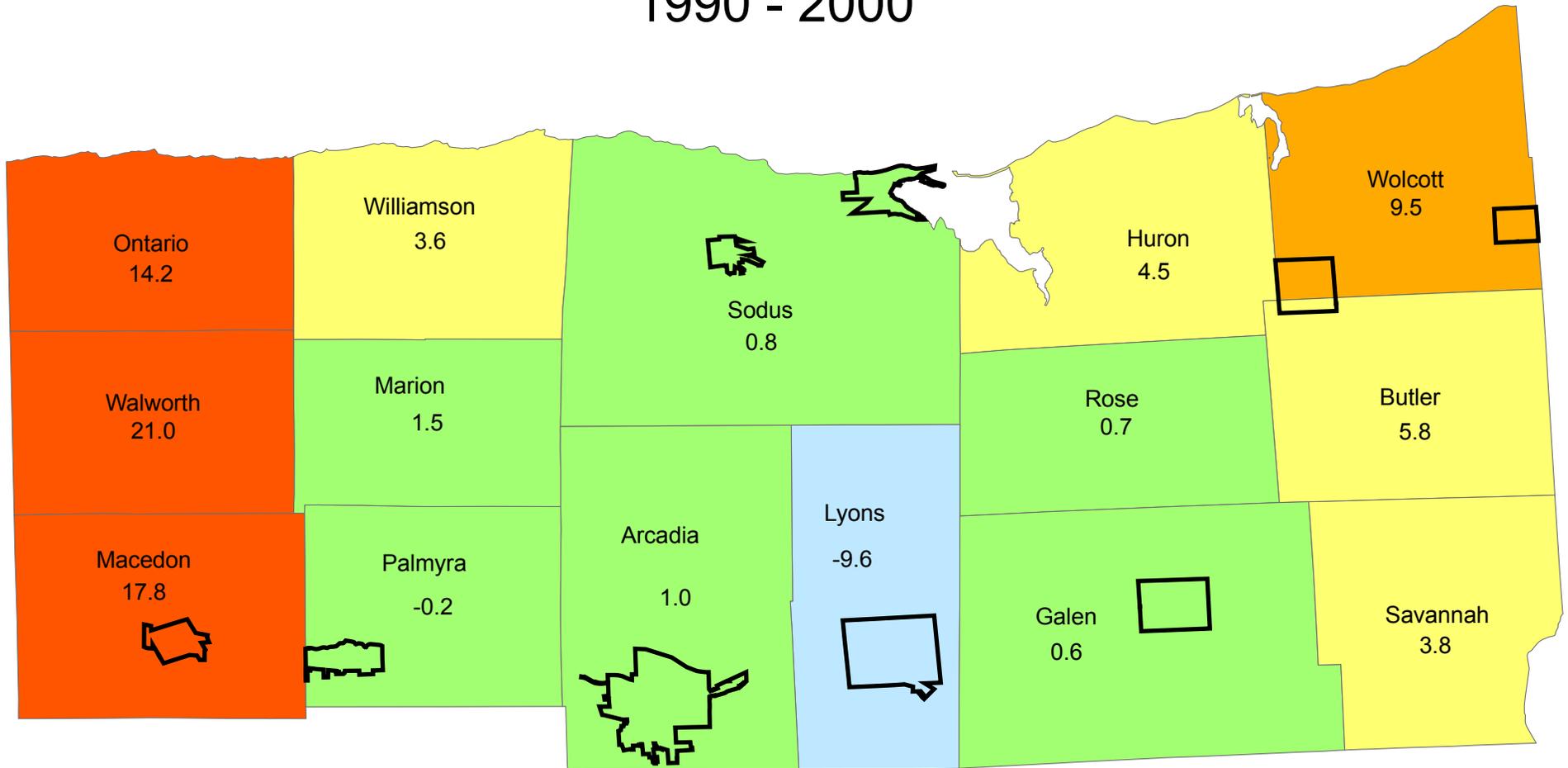
Median Housing Values - Wayne County and Region

	Cayuga County	Genesee County	Livingston County	Monroe County	Ontario County	Orleans County	Oswego County	Seneca County	Wayne County	Yates County	Wyoming County
Lower value quartile	\$58,300	\$68,400	\$70,800	\$78,600	\$74,600	\$57,900	\$57,500	\$54,500	\$66,700	\$58,100	\$57,800
Median value	\$75,300	\$83,200	\$88,800	\$98,700	\$94,100	\$72,600	\$74,200	\$72,400	\$85,700	\$75,600	\$74,000
Upper value quartile	\$96,800	\$102,400	\$114,500	\$138,000	\$134,500	\$89,300	\$94,900	\$95,600	\$111,000	\$104,800	\$94,400

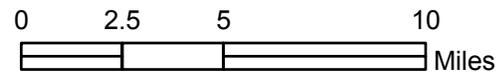
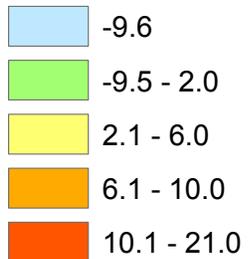
Source: U.S. Bureau of the Census, Census 2000 Summary File 3

Figure 7

Population Change - Wayne County Towns 1990 - 2000



% Change



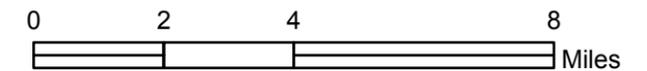
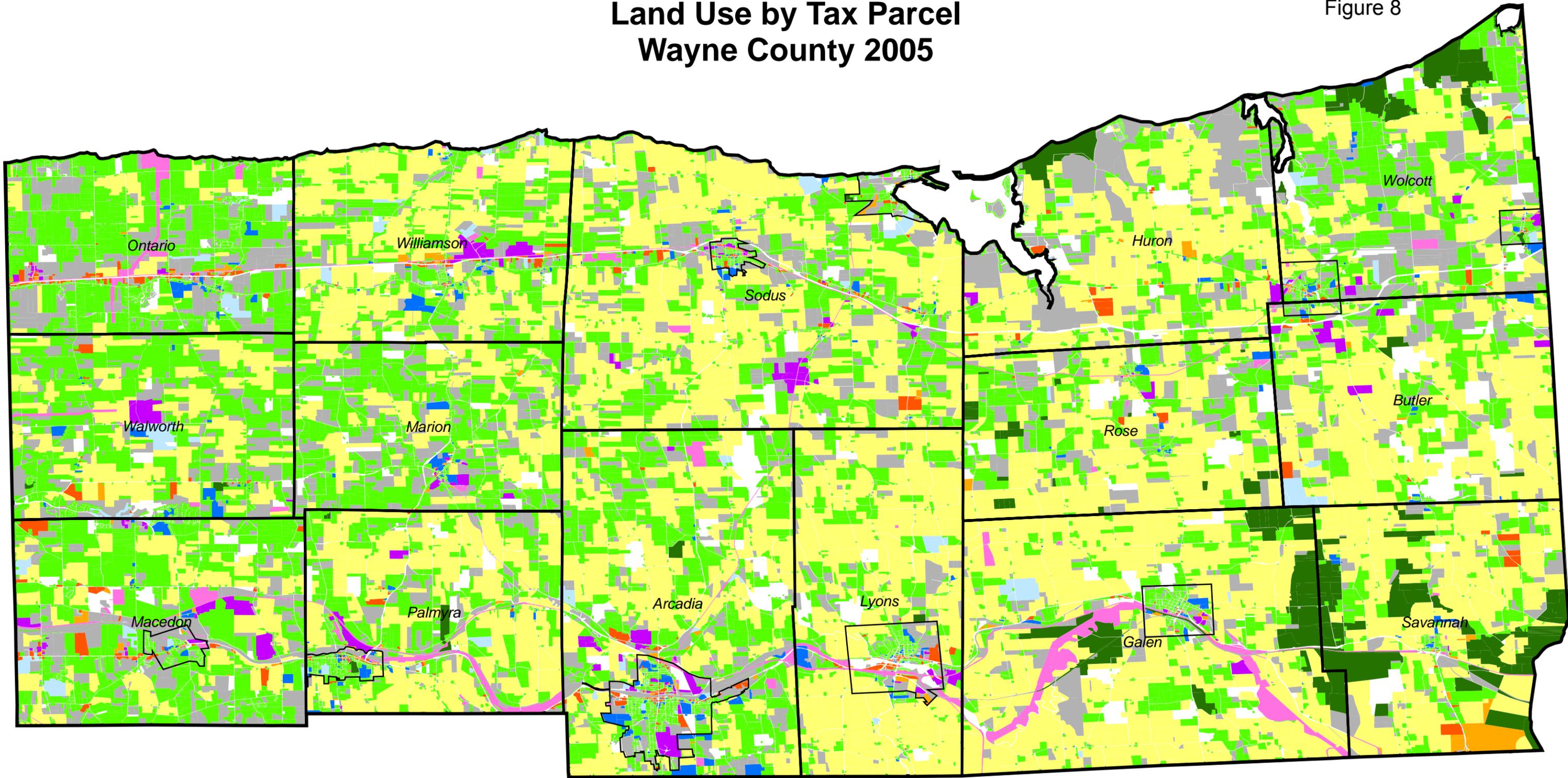
SOURCE: 2000 and 1990 Census



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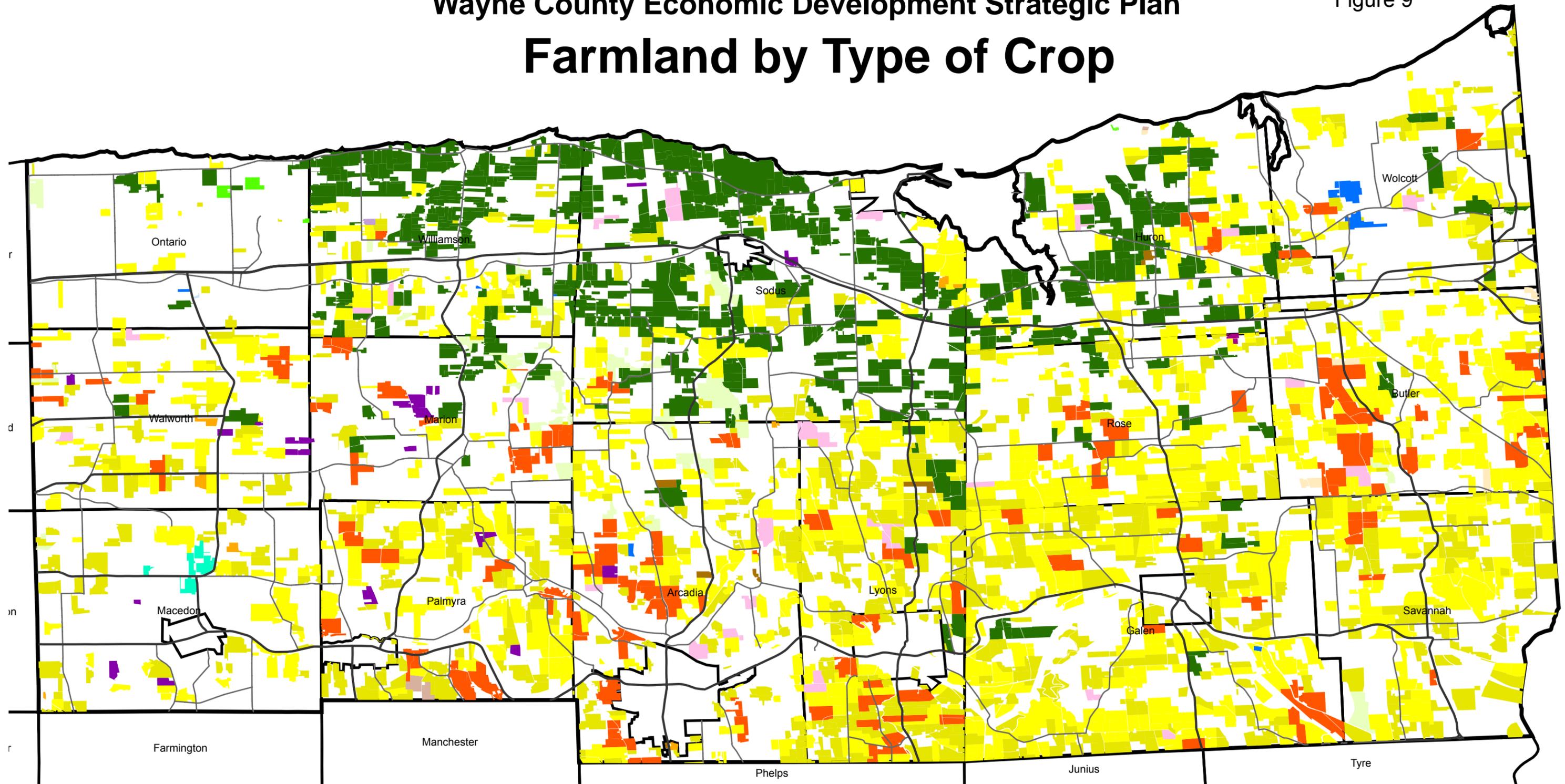
Land Use by Tax Parcel Wayne County 2005

Figure 8



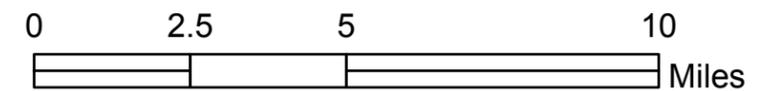
SOURCE: Real Property Tax Service Property Classifications

Farmland by Type of Crop

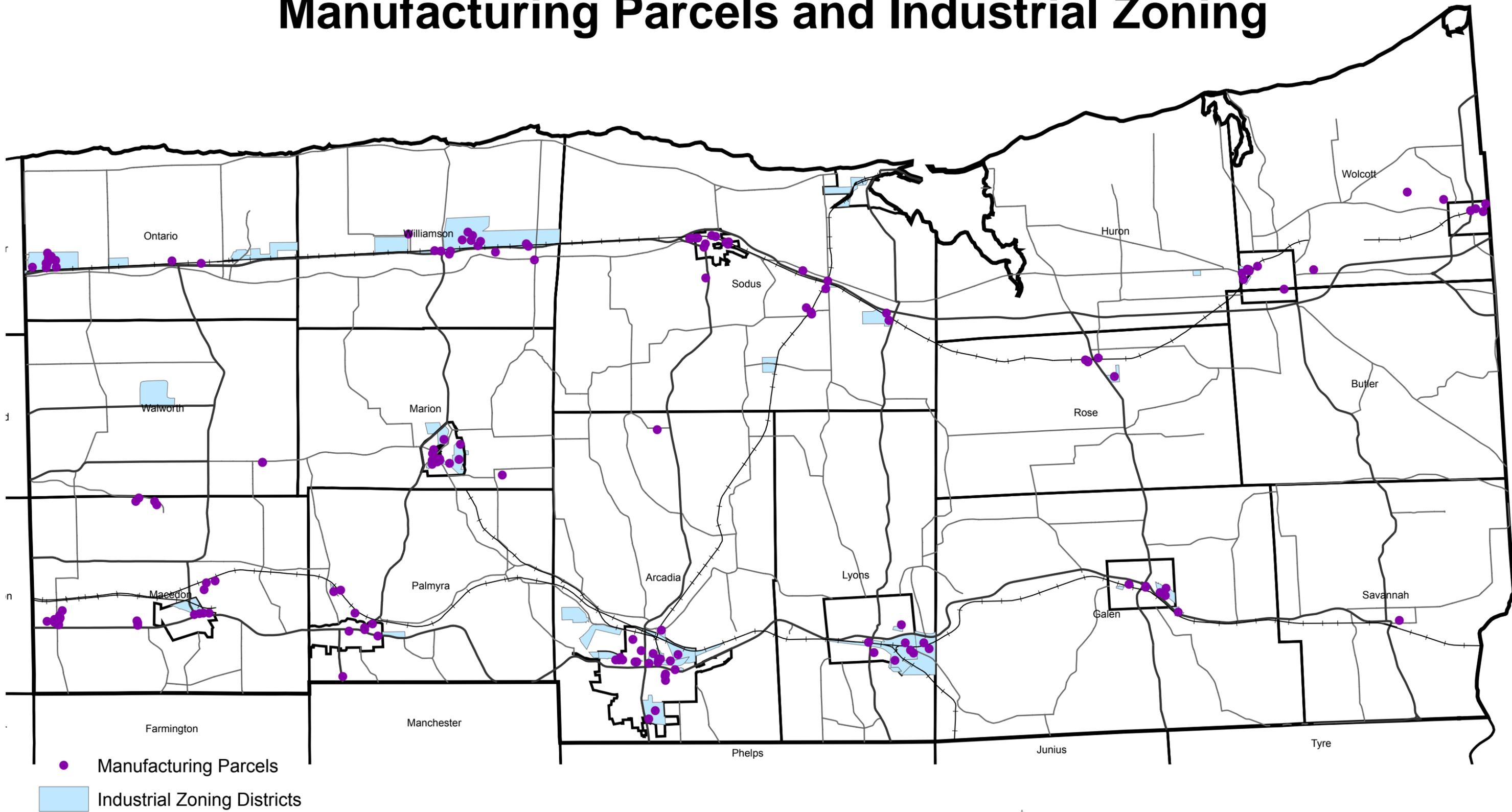


- | | | | |
|---|--|---|--|
|  Vacant Productive Land |  Livestock and Products |  Other Livestock |  Specialty Farms |
|  Field Crops |  Poultry |  Truck Crops |  Development Rights |
|  Orchards |  Sheep and Wool |  Vineyards | |
|  Dairy |  Honey and Beeswax |  Berries | |
|  Cattle, Calves, Hogs |  Horse Farms |  Nursery, Greenhouse | |

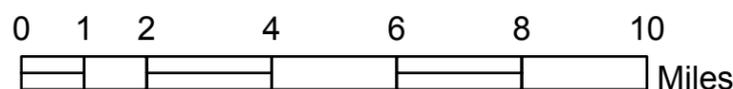
SOURCE: Real Property Tax Service Property Classifications



Manufacturing Parcels and Industrial Zoning

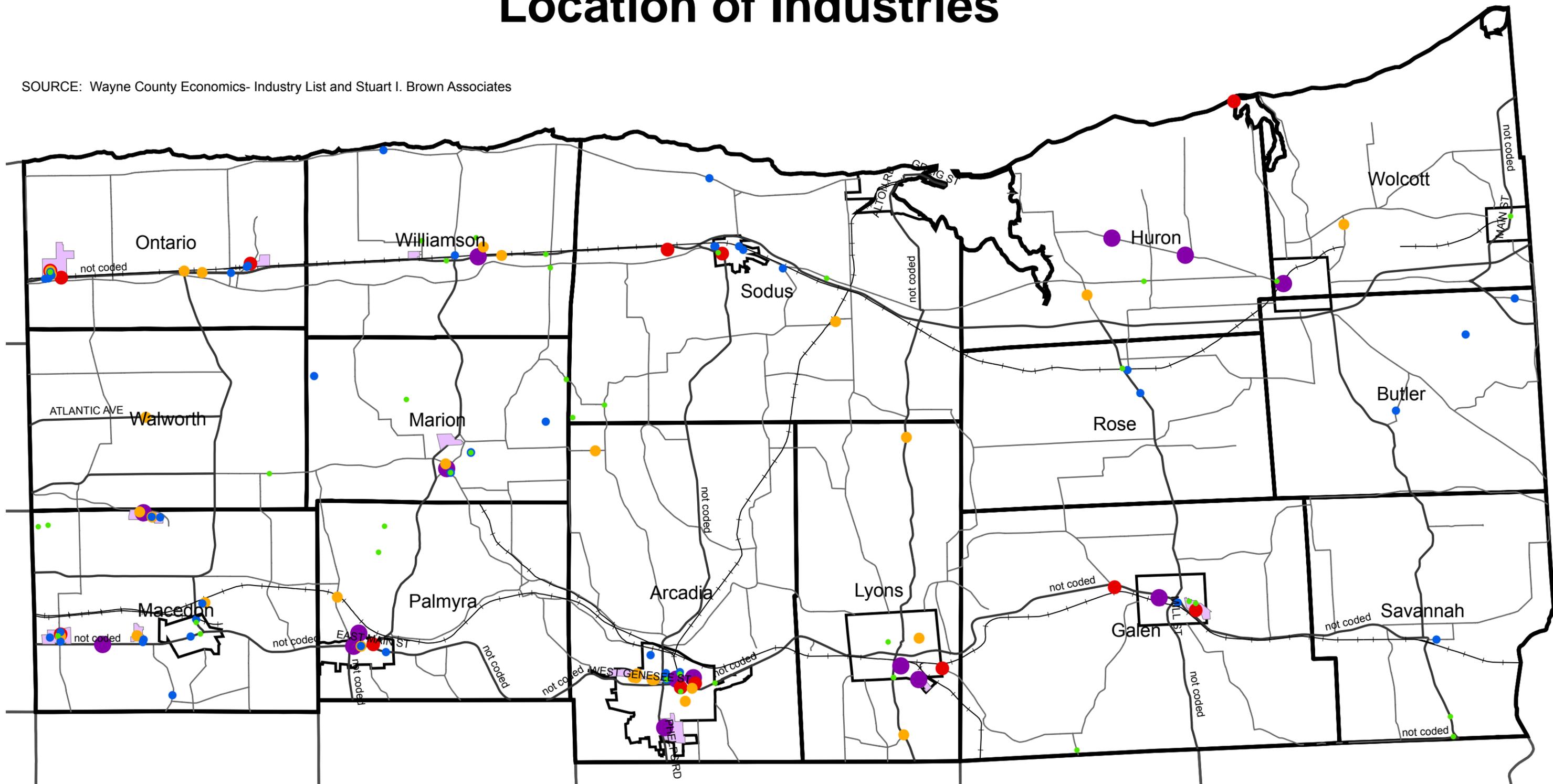


SOURCE: Real Property Tax Service Property Classifications, Wayne County Planning Department



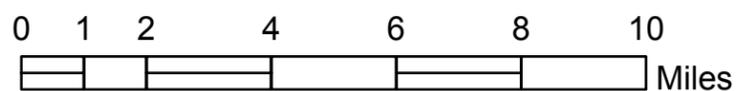
Location of Industries

SOURCE: Wayne County Economics- Industry List and Stuart I. Brown Associates

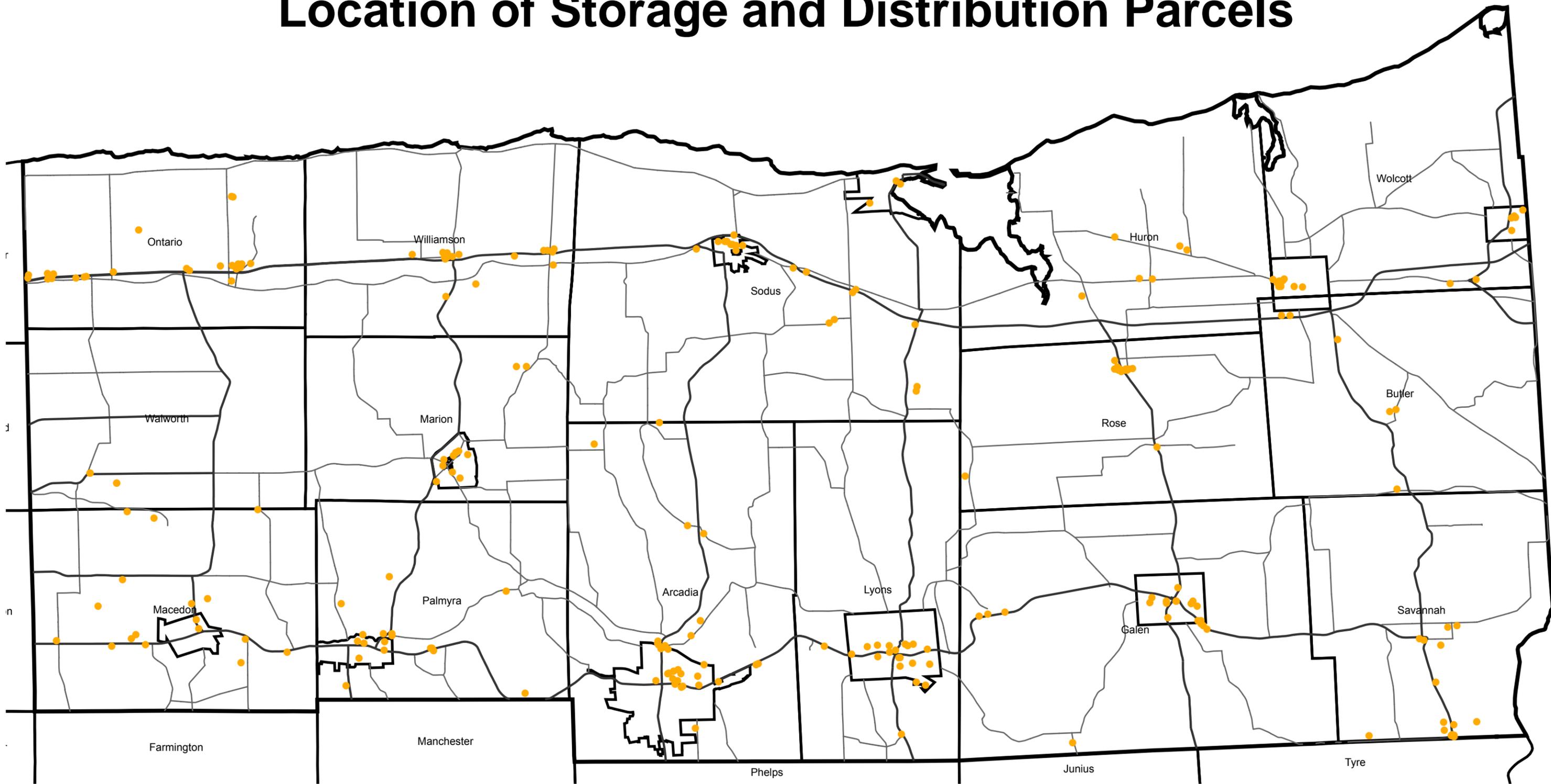


Number of Employees

- 0 - 5
- 6 - 24
- 25 - 74
- 75 - 149
- 150 - 600

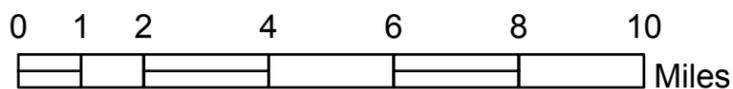


Location of Storage and Distribution Parcels



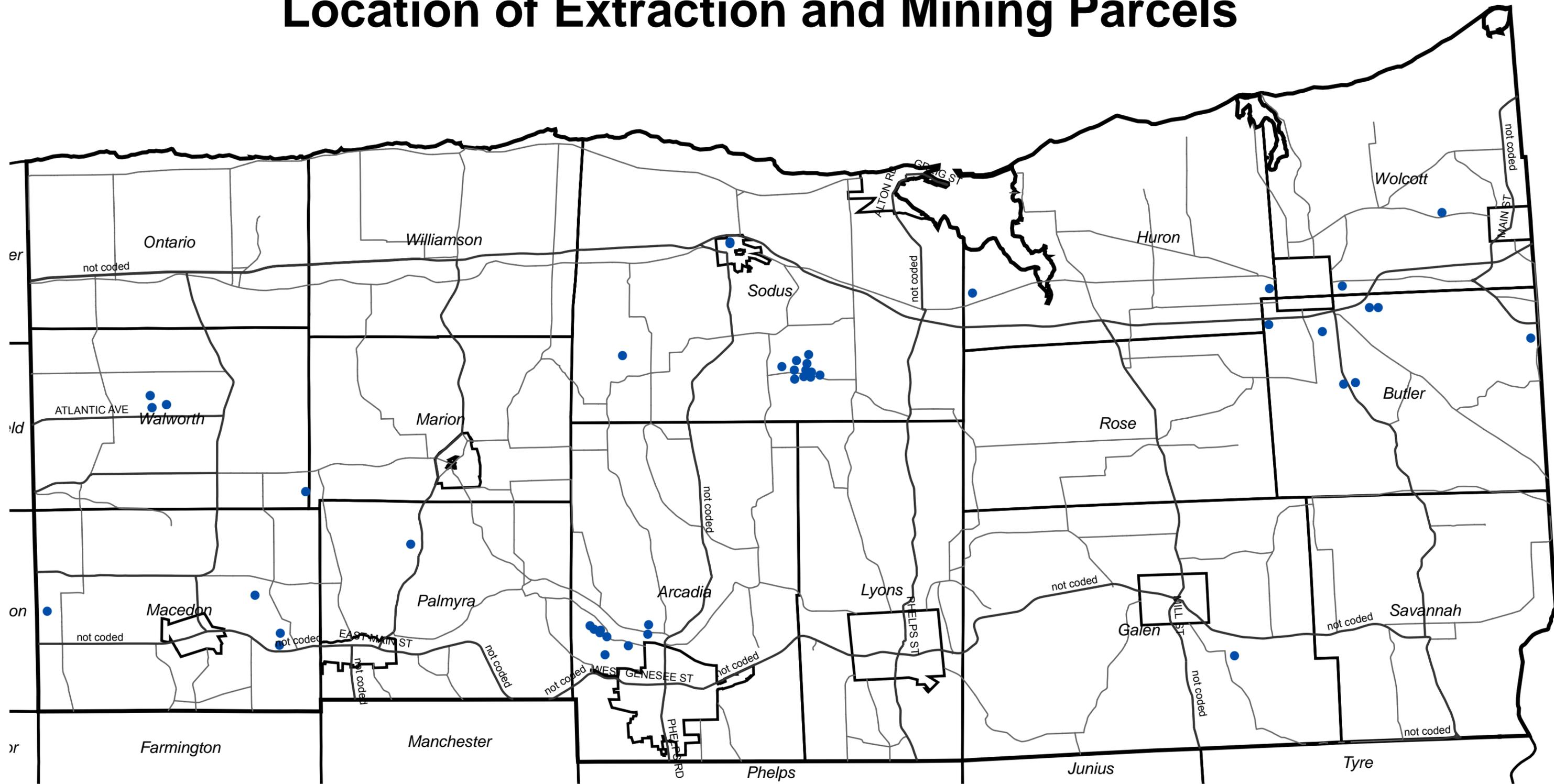
● Storage/ Distribution Parcels

SOURCE: Real Property Tax Service Property Classifications



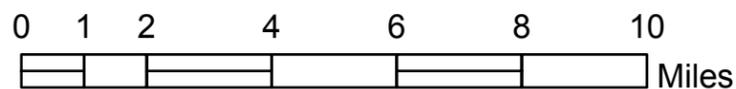
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Location of Extraction and Mining Parcels



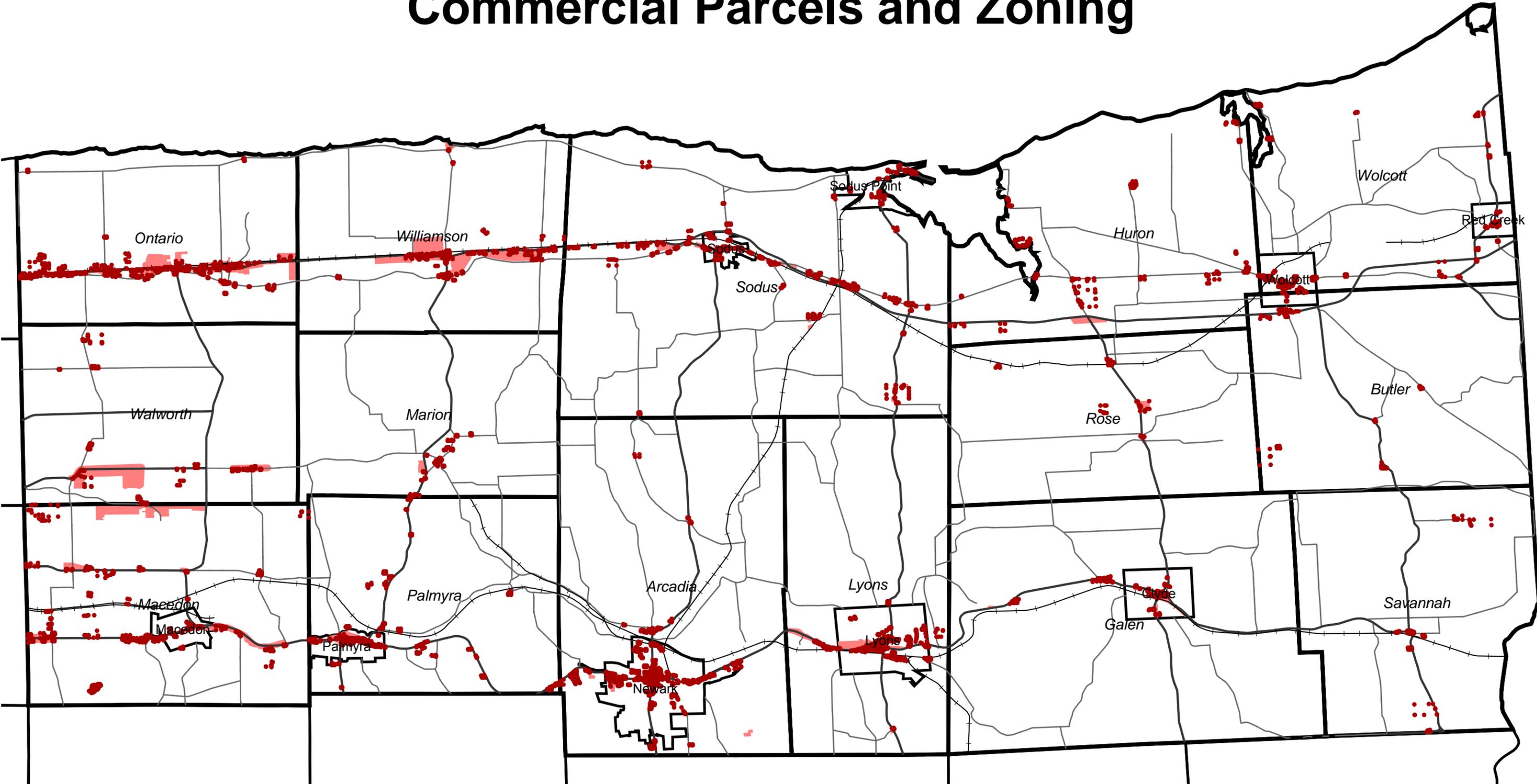
● Mining Parcels

SOURCE: Real Property Tax Service Property Classification



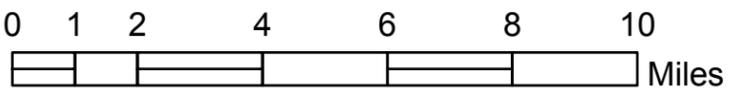
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Commercial Parcels and Zoning

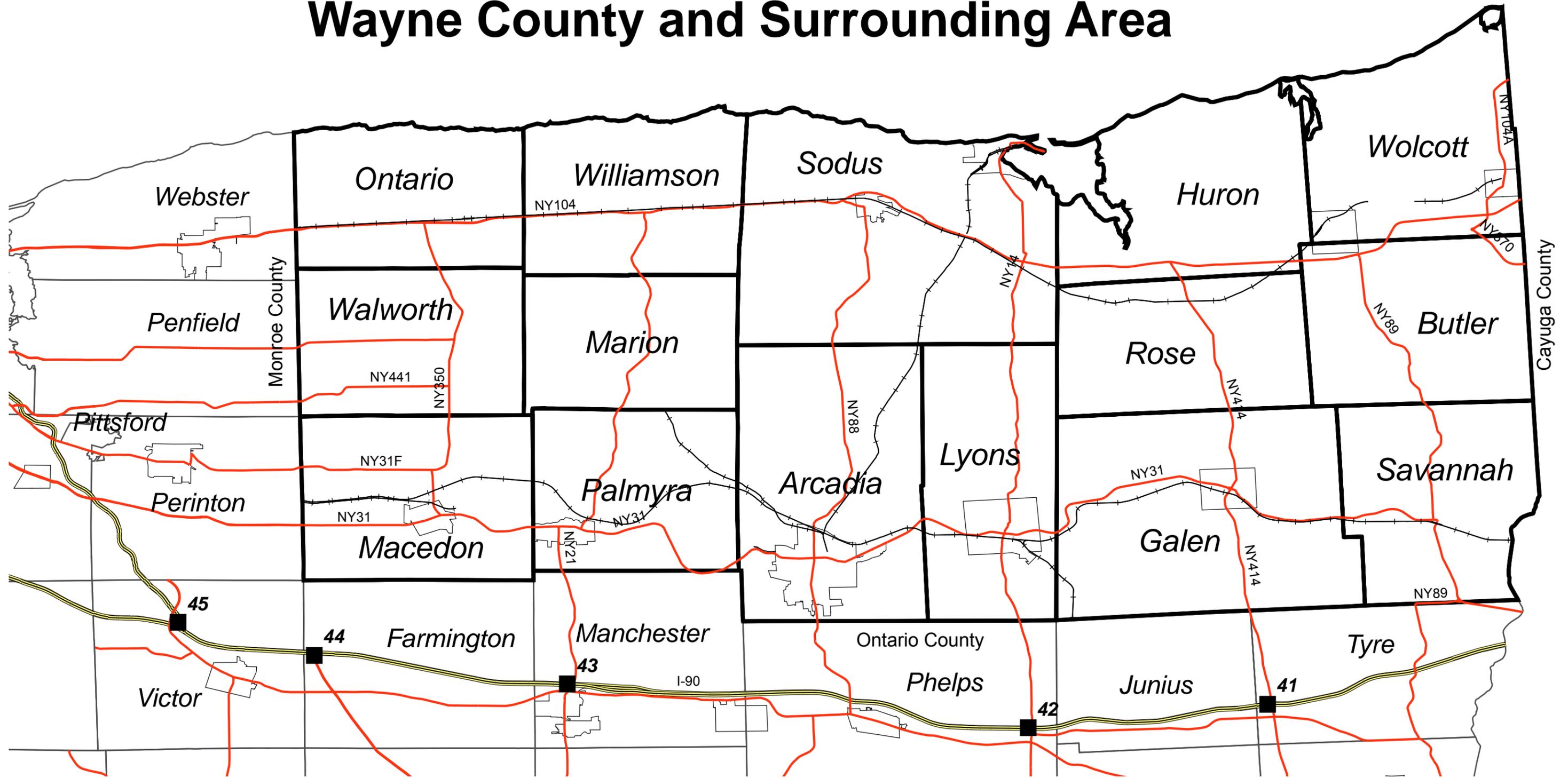


- Commercial Parcels
- Commercial zoning districts

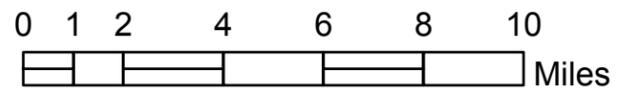
SOURCE: Real Property Tax Service Property Classifications



Highways, Thruway Exits and Railroads Wayne County and Surrounding Area

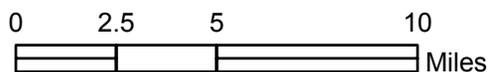
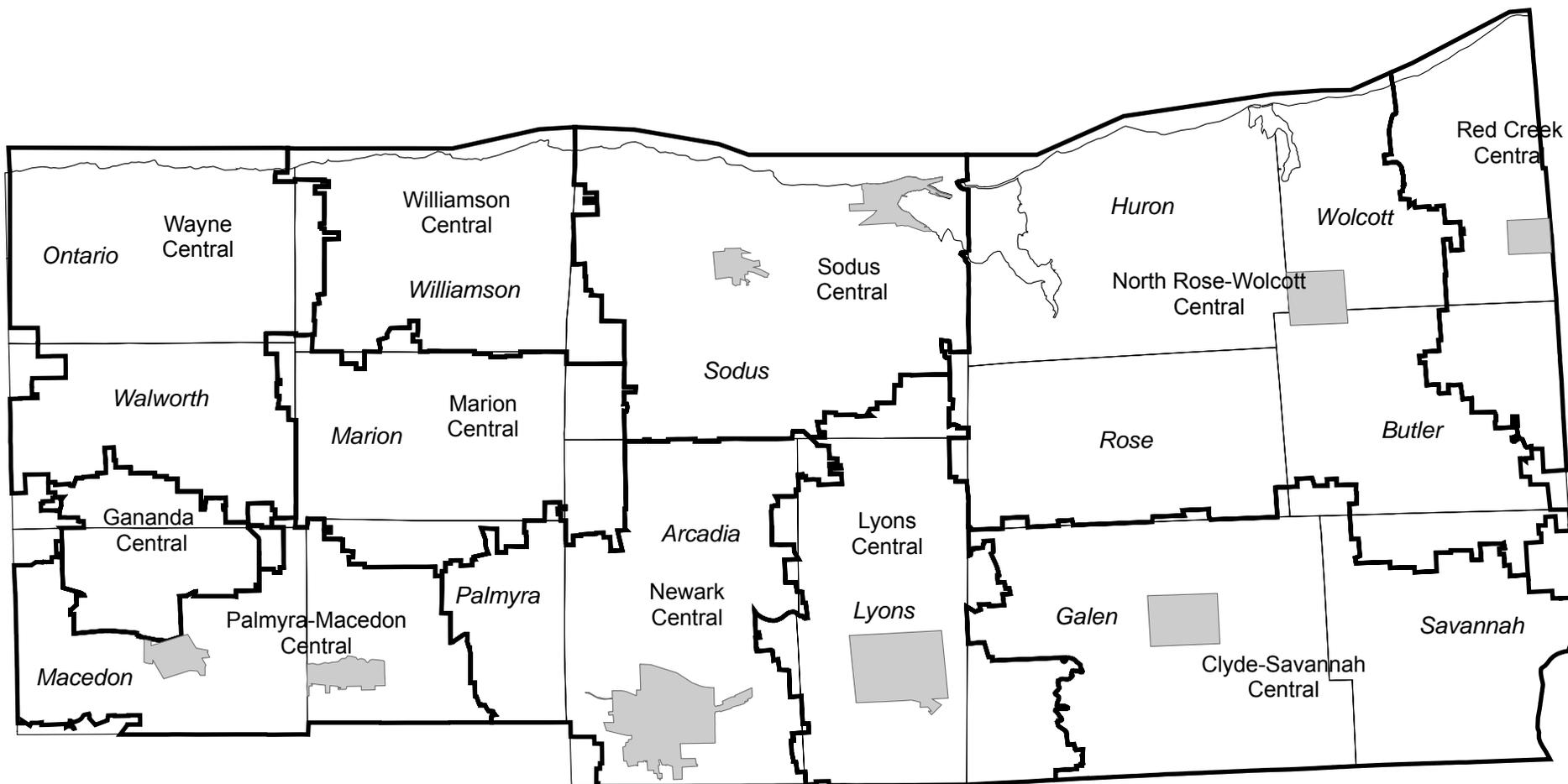


- NY State Highways
- Thruway Exit
- +— Railroads



Wayne County Economic Development Strategic Plan

School Districts



5. Industrial Parks and Sites

INDUSTRIAL PARKS

There are currently 11 industrial parks in Wayne County and a site that has been identified as a potential future industrial park. Most of the industrial parks are located along the Route 31 and Route 104 corridors. The undeveloped land in the industrial parks is privately owned except for the undeveloped land in the Newark Industrial Park which the Village of Newark owns. Industrial businesses within the industrial parks own the land on which their facilities are located as the undeveloped land is sold to industrial businesses prior to the land being developed. Title to some developed land is held by WCIDA and leased to the industrial businesses that occupy the land in order for the businesses to be eligible for tax credits and other financial incentives that the WCIDA makes available.

The locations of the industrial parks in Wayne County are depicted on Figure 17. Although access roads, watermains and sanitary sewers have been constructed into or through most of the industrial parks, three of them lack this infrastructure and remain largely undeveloped. Below is a brief description of the industrial parks in Wayne County followed by a strengths, weaknesses, opportunities and threats (SWOT) analysis of each.

Industrial Parks in the Town of Ontario

Beh Industrial Park is located in the eastern part of the Town of Ontario along the Route 104 corridor. Significant development has occurred in the park which contains a wide mix of small industrial and commercial businesses. An access road, watermains and sanitary sewers have been constructed partway into the park extending a short distance beyond the developed parcels. The southern boundary of the park is skirted by the railroad track used by the Ontario-Midland Railroad Co. Rail service is not provided to the park as a rail spur has not been constructed, but the presence of the rail line makes future rail service feasible if needed. Wayne County's Empire Zone incorporates undeveloped land adjoining the northern boundary of Beh Industrial Park and running to Berg Road to accommodate additional future industrial development.

Ontario Industrial Park is located in the eastern part of the Town of Ontario along Furnace Road a short distance north of Route 104. Only a couple of lots that adjoin Furnace Road have been developed. Access roads, watermains and sanitary sewers have not yet been constructed into the industrial park. Watermains and sanitary sewers along Furnace Road serve the road-front parcels that have been developed. The southern boundary of the park is skirted by the railroad track used by the Ontario-Midland Railroad Co. Rail service is not provide to the park as a rail spur has not been constructed, but the presence of the rail line makes future rail service feasible if needed.

Industrial Park in the Town of Williamson

Williamson Industrial Park is located midway between the eastern and western boundaries of the Town of Ontario along Tuckahoe Road less than 100 yards north of Route 104. One parcel, located near the entrance of the park, has been developed to date. An access road has been constructed into the front part of the industrial park to service this business, but watermains

and sanitary sewers have not yet been constructed into the park. A watermain and sanitary sewer along Tuckahoe Road make the provision of water and sewer service in the park at some future time feasible. The southern boundary of the park is skirted by the railroad track used by the Ontario-Midland Railroad Co. Rail service is not provide to the park as a rail spur has not been constructed, but the presence of the rail line makes future rail service feasible if needed.

Industrial Parks in the Town of Macedon

Monroe-Wayne Industrial Park is located along the north side of the Route 31 corridor in the Town of Macedon near the Monroe County boundary. The industrial park is bisected by Wayneport Road. The portions of the industrial park that front on Wayneport Road have been developed with a mix of small industrial and commercial businesses most probably due to accessibility and the availability of municipal water and sewer along the roadway. The remainder of the industrial park is nearly all undeveloped. An access road, watermains and sanitary sewer have been constructed partway into the portion of the industrial park located west of Wayneport Road. This portion of the park contains one industrial business. The portion of the park east of Wayneport Road is entirely undeveloped. Commercial (retail) development projects, however, are scheduled to begin in the near future which will result in significant portions of the land nearest Route 31 being developed. A Wal-Mart superstore is to be constructed on the land east of Wayneport Road while a Lowe's and a national-chain restaurant are to be constructed on the land west of Wayneport Road.

Macedon Industrial Park is located on the north side of Route 31 approximately 1/2 mile west of the Village of Macedon. An access road, watermains and sanitary sewers have been constructed into the front portion of the industrial park. Although six parcels have been developed in the park, approximately 2/3 of the park remains undeveloped.

Research Forest Industrial Park is located a short-distance southeast of the intersection of Gananda Parkway and Canandaigua Road. An access road has been constructed through the industrial park which connects to Gananda Parkway to the west and Canandaigua Road to the east. A watermain and sanitary sewer have also been constructed along the access road. Several businesses have located in the park and little undeveloped land remains. Wayne County has placed adjoining undeveloped land into the Empire Zone to accommodate additional future industrial development.

Industrial Parks in the Village of Newark

The *Newark Industrial Park* is the only municipally-owned industrial park in Wayne County. It is located immediately north of the Erie Canal along either side of Westshore Boulevard which runs through the park and serves as the access road. Watermains and sanitary sewers have been constructed to serve parcels throughout the park.

Silver Hill Technology Park is a privately-owned industrial park at the southern end of the Village of Newark on the west side of Route 88. Silver Hills is the only industrial park in Wayne County that has been certified a Build Now NY Program as a "shovel-ready" site. Access roads, watermains and sanitary sewers have been constructed throughout much of the industrial park which contains several industrial businesses. Undeveloped land east of and

adjoining the Silver Hill Technology Park has been incorporated in the Wayne County Empire Zone to accommodate future industrial development.

A portion of Silver Hill Technology Park has been deeded to the Wayne Industrial Sustainability Development Corp. for the development of the *Wayne Industrial Sustainability Park (WISP)*. Industrial businesses involved in alternative and green energy will be targeted for recruitment. WCIDA is also exploring the potential to generate and supply green electricity to industrial businesses that locate in the park.

Industrial Parks in Village of Lyons

Lyons Industrial Park is located in the southeast quadrant of the Village of Lyons a short distance from Route 14. Dunn Road and Paliotti Parkway, which serve as access roads, have been constructed partway into the park and intersect at their western termini. Watermains and sanitary sewers have been constructed that serve a portion of the industrial park and the three existing industrial facilities that have been constructed in the industrial park. An existing railroad spur that extends partway into the industrial park serves one of the facilities and the spur could be extended to serve new industrial businesses that may locate in the park.

Clyde Industrial Park is located on the eastern side of the Village of Clyde. Davis Parkway, the access road, bisects the park and intersects with Route 31 on the south side of the industrial park and with Wayne Avenue at the northern end. Watermains and sanitary sewers have been constructed along Davis Parkway. Although a rail spur has not been constructed to serve the park, a CSX mainline that runs along the south side of Route 31 skirts the park and makes future rail service feasible if needed. Undeveloped land southeast of and adjoining the industrial park has been included in the Wayne County Empire Zone to accommodate additional industrial development in the future.

Industrial Park in Town of Marion

Marion industrial park is located on the west side of Route 21 immediately west of the Hamlet of Marion. No development has occurred on this site to date. An access road has not yet been constructed into the industrial park. Watermains and sanitary sewers also have not yet been constructed into the site, but a water transmission line skirts the northern boundary of the park and a sanitary sewer has been constructed beneath Route 21 to the edge of the industrial park site in anticipation of providing sewer service at some future time when development in the industrial park begins to occur.

Potential Industrial Park in the Town of Walworth

A parcel of land in the southwest quadrant of the Town of Walworth on the south side of Route 441 between Canandaigua and West Walworth Roads has been identified as having potential for being developed into an industrial park. An existing watermain along Route 441 on the north side of the property is capable of supplying water. The Town of Walworth has conducted a feasibility study and has determined that sewer service could be provided to the site by constructing a trunk line along Black Creek that would tie into an existing truck line located a

short distance north of the intersections of the Gananda Parkway / Canandaigua Road intersection.

INDUSTRIAL SITES NOT WITHIN INDUSTRIAL PARKS

Several municipalities have undeveloped land zoned for industrial uses. Most of this land is located along the Routes 31 and 104 corridor. A couple of exceptions include industrial zoned land located in the central part of the Town of Walworth and in the Town of Marion near the Hamlet of Marion and land west of the Village of Sodus Point.

Several municipalities also have vacant or largely vacant industrial buildings that could be reused for industrial purposes or converted into industrial incubators similar to the Linc-Ontario Industrial Center, a former cold-storage facilities on Furnace Road in the Town of Ontario. The following are prominent among the vacant or nearly vacant industrial buildings that could be reused for industrial purposes and/or converted to industrial incubators to provide low-cost rental space to small start-up industrial businesses. .

1. Seneca Foods Facility (Mill Street, Marion) - Although Seneca Foods still maintains its corporate headquarters in the Hamlet of Marion and manufactures metal cans at the plant, the food processing portion of the plant are no longer in production and Seneca Foods has removed most, if not all, of the food processing equipment. The facility could be acquired or leased by another food processing company and placed back into service.
2. Former Garlock Plant (Alling Road, Sodus) - This industrial facility contains 58,000 sq. ft. manufacturing space and 8,000 sq. ft. of office space.
3. Murphy Building (Monroe-Wayne Industrial Park, Macedon) - This facility contains 30,500 sq. ft. facility and currently contains one tenant which occupies approximately 10% of the building space. The building could be subdivided and partitioned for use by multiple tenants as an industrial incubator facility.
4. Former food processing plant (Keeley Road, Red Creek) - This vacant facility comprised of a 130,000 sq. ft. manufacturing building and 35,000 sq. ft. cold storage facility is available for use for food processing or other industrial and manufacturing uses.
5. Former _____ manufacturing plant (Silver Hill Technology Park, Newark) - This vacant light industrial facility contains a total of 80,000 sq. ft. comprised of 65,000 sq. ft. of manufacturing space, 11,000 sq. ft. of office space and 4,000 sq. ft. of warehousing space.
6. Former _____ manufacturing plant (Newark) - The facility contains a total of 110,700 sq. ft. of space comprised of 106,700 sq. ft. of manufacturing space and 4,000 sq. ft. of office space.
7. Former _____ manufacturing plant (Macedon Industrial Center, Macedon) - The facility contains a total of 66,858 sq. ft. of comprise of 63,639 sq. ft. of manufacturing space and 3,218 sq. ft. of office space.

All of the foregoing vacant industrial buildings are served with municipal water and sewer as well as with natural gas by RG&E or NYSEG, except for the industrial facilities on Keeley Road in Red Creek which has a private sanitary sewer system.

A strength, weakness, opportunity and treat (SWOT) analysis for the each of the foregoing industrial parks follows.

Beh Industrial Park

Beh Industrial Park	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Very good highway access. Site adjoins NYS Route 104, is 10 miles from NYS 590 / I-590 and 14 miles from I-490. The site is within 1/2 hour drive of Rochester International Airport. • Natural gas mains and municipal watermain and sanitary sewer have been installed along the length of the access road.. • The site is in very close proximity to Monroe County and City of Rochester. • The access road abuts some undeveloped lots in the interior of the park. 	<ul style="list-style-type: none"> • Access road and watermains, sanitary sewer structures and gas mains must be extended before the remainder of the undeveloped land can become developable. • Although the topography of the land in the park is nearly flat, the flat topography causes drainage problems. Most site require the placement of 18” of fill to raise the lots sufficiently high to allow for proper drainage. • The undeveloped land is being subdivided incrementally a few lots at a time as the access road and utilities are extended.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The railroad track used by the Ontario Midland railroad skirts the south side of the park. Rail service is available, subject to the construction of a rail spur/siding. • The site is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses. 	<ul style="list-style-type: none"> •

Ontario Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The site is approx. 1/2 mile from Route 104 and is 14 miles from NYS 590/I-590 and 18 miles from I-490. • Natural gas mains and municipal watermains and sanitary sewers have been installed along Furnace Road in front of the site. 	<ul style="list-style-type: none"> • No access road has been constructed into the park. A bridge will be required to span Bear Creek which flows through the portion of the park located on the east side of Furnace Road. • Natural gas mains and municipal watermains and sanitary sewers have not been constructed into the site. • Fill may be required to elevate undeveloped lots to allow for property drainage before such lots may be developed.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The railroad track used by the Ontario Midland railroad skirts the south side of the park. Rail service is available, subject to the construction of a rail spur/siding.. 	<ul style="list-style-type: none"> •

Monroe-Wayne Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The site is adjacent to NYS Rt. 31 and is approx. 10 miles distance from the NYS Thruway and I-490. • The site is in very close proximity to Monroe County and the City of Rochester. • The site is within less than a 1/2 hour drive of the Rochester International Airport. • A 12” watermain along Route 31 supplies water to the park. • An access road has been constructed from Route 31 partway into the portion of the park west of Wayneport Road. Municipal watermains and sanitary sewers have been constructed along the length of the access road as has a natural gas line. • The portion of the site east of Wayneport Road contains a 30,500 sq. ft. building that is mostly vacant and could be converted to an industrial incubator fairly easily. 	<ul style="list-style-type: none"> • The site has not been subdivided. It is subdivided on an as-needed basis. • Although the land in the park is relatively level and requires little excavation to develop, a portion of the park does contain some slopes that may require excavation in order for it to be developed. • Rail service is unavailable.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The site is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses. 	<ul style="list-style-type: none"> •

Macedon Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The site is adjacent to a state highway (Rt. 31) and is approx. 13 miles distance from the NYS Thruway and I-490. • The site is within less than a 1/2 hour drive of the Rochester International Airport. • A municipal watermain and sanitary sewer as well as a natural gas line have been installed along the length of the access road. • A 12” watermain along Route 31 supplies water to the park. 	<ul style="list-style-type: none"> • The access road has been constructed only part way into the interior of the site. The existing access road passes a limited amount of undeveloped land that could be relatively quickly developed. • Although the site is relatively level, it does contain some somewhat steep slopes in the a portion of the interior • The site is being subdivide on an as-needed basis. • Much of the site has been developed and with only a limited amount available for development unless the park is expanded. • The park is located on a small hill and has some slopes and ravines that may require more extensive excavation than is required for site with nearly level topography. • Rail service is unavailable.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The site and some adjoining land is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses. 	<ul style="list-style-type: none"> •

Research Forest Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• The park is within 1-1/2 miles of Rt. 350, 3 miles of Route 31, 18 miles of I-490 and the NYS Thruway.	<ul style="list-style-type: none">• Much of the site has been developed and with only a limited amount available for development unless the park is expanded.• The park is located on a small hill and has some slopes and ravines that may require more extensive excavation than is required for site with nearly level topography.• The site is surrounded by residential housing developments and highway access is through some residential neighborhoods.• Rail service is unavailable.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• The site and some adjoining land is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses.	<ul style="list-style-type: none">•

Newark Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • West Shore Blvd., the access road, has been constructed through the interior of the entire industrial park. • Municipal watermains and sanitary sewers as well as natural gas mains have been constructed along the length of West Shore Blvd. • An cultural resources (archaeological) survey has been completed for the entire park. • The land is nearly level and is mostly clear of trees. 	<ul style="list-style-type: none"> • Although the most remote portions of the site are within less than 1-1/2 miles of a NYS highway (Rt. 88) access to the NYS Thruway is not good. The distance to Thruway Interchange 41 is approx. 11 miles and to Interchange 42 is approx. 16 miles. Both routes entail travel through Villages with reduced speed zones which increases travel time. • Rail service is unavailable.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Lyons Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rail service is available. An existing rail spur that formerly served a now vacant warehouse remains in place. • Highway access is very good. The site is less than 1 mile from a NYS Rt. 14 and is approx. 6 miles from NYS Thruway Interchange 42. • The land in the park is relatively level and is predominantly clear of trees. • Two access roads, i.e., Dunn Road and Paliotti Parkway, have been constructed into the interior of the park past undeveloped land. • Municipal watermains and sanitary sewers serve a portion of the park. • Vacant land is relatively level and clear. 	<ul style="list-style-type: none"> • Watermains and sanitary sewers and access road will have to be extended in order to accommodate development of vacant land..
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The site is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses. 	<ul style="list-style-type: none"> •

Silver Hill Technology Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> The park is certified as a Build Now NY shovel-ready site. 	<ul style="list-style-type: none"> Although the site is adjacent to a NYS highway (Rt. 88), access to the NYS Thruway is not good. The distance to Thruway Interchange 41 is approx. 11 miles and to Interchange 42 is approx. 16 miles. Both routes entail travel through Villages with reduced speed zones which increases travel time.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> The site and some adjoining land is within the Wayne County Empire Zone thereby making Empire Zone benefits available to qualified businesses. 	<ul style="list-style-type: none">

Clyde Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The access road has been constructed through the site. • The site abuts NYS Route 31 and is 9 miles from Exit 41 of the NYS Thruway. Site is exactly midway between the Cities of Rochester and Syracuse. • Natural gas mains and municipal watermains and sanitary sewers have been constructed the length of the access road. • Municipal watermain and sanitary sewer have been installed along the entire length of the access road through the park. • T1 communication links are present along Rt. 31 abutting the park. • Park contains a 10,000 sq. ft. unoccupied shell building which is available immediately. The interior build-out per tenant specifications could be accomplished within 3 months. 	<ul style="list-style-type: none"> • Topography on east side of park is hilly and will require excavation to create buildable sites. • The east side of the park has not been subdivided. Subdivision is carried out on an as-needed basis. • East side of park is within the Wayne County Empire Zone making Zone benefits available to qualified businesses.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The main railroad line of CSX is within 1/4 mile of the park. Rail service to the park could be made available with the construction of a rail spur. 	<ul style="list-style-type: none"> •

Marion Industrial Park

Marion Industrial Park	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • An existing 12”-dia. watermain that conveys water from the Hamlet to Dean Road runs along the northern part of the park. • An 8”-dia. gravity sanitary sewer that serves the Hamlet recreational park crosses beneath Rt. 21 and stops at the boundary of the industrial park. • The park abuts Rt. 21, a State highway. 	<ul style="list-style-type: none"> • The park lacks an access road • The park has not been subdivided • Rail service is not available nor is it feasible to provide rail service to the site.
OPPORTUNITY	THREATS
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Williamson Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The park is located adjacent to Rt. 104, a State highway that serves as a main east-west corridor linking the site to the Monroe County and the City of Rochester. • A 12-dia watermain runs along Tuckahoe Road which abuts the park and is connected to the 12:-dia. watermain along Rt. 104. The Tuckahoe Road line watermain is looped. • The Ontario Midland Railroad skirts the south side of the park. Rail service could be maid available with the construction of a rail spur. 	<ul style="list-style-type: none"> • The access road has been constructed into the park only far enough to serve the two lots closest to Tuckahoe Road. • The park is relatively small with small lots.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The Ontario Midland Railroad skirts the south side of the park. Rail service could be maid available with the construction of a rail spur. • 	<ul style="list-style-type: none"> •

Proposed Walworth Industrial Park

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The site is close to the Rochester metropolitan area. • The topography of most of the land is relatively flat and would require little if any excavation and/or grading to make buildable lots. 	<ul style="list-style-type: none"> • An access road has not been constructed into the park. • Watermains and sanitary sewers have not been constructed into the site. Sanitary sewers do not abut the property. • The site has not been subdivided. • Railroad service is not provided to the proposed park nor is it feasible to provide rail service.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A 12"-dia. watermain runs along Rt. 414, a State highway and could be used to supply water to the park provided a watermain is constructed into the park. • An existing 36"-dia. sanitary sewer trunk line near the intersection of Gananda and Canandaigua Roads is in relatively close proximity of the proposed park. The Walworth Town Engineer has conducted an preliminary engineering feasibility study to develop conceptual plans for constructing a smaller sewer trunk line along Black Creek that would tie into the 36"-dia sewer trunk line and would serve the proposed park. 	<ul style="list-style-type: none"> •

BUILD NOW NY PROGRAM

The Build Now NY Program is comprised of two components, (1) a shovel-ready site certification component and (2) a financial assistance component. Sites are eligible to apply for certification if the site owner can demonstrate and document that the site meets all of the shovel-ready criteria established by NYS. Financial assistance is available to assist site owners pay for the costs associated with demonstrating and documenting that their sites meet the shovel-ready criteria. The financial assistance may be used to pay for the cost of work associated with studies, environmental assessments, surveying, site layout and design, engineering feasibility studies, soil sampling and related tasks, and engineering designs for installing or upgrading utility services. Local matching funds are required and the financial assistance may not be used for any construction costs, grand administration costs, real property acquisition costs and travel expenses.

The Build Now NY program is designed to attract industry to NYS by making a supply of sites that businesses can quickly develop and put into production without excess delays often associated with industrial development projects. After a site has been certified as shovel ready, NYS promotes and markets the site to industrial businesses and business site locators.

BUILD NOW NY TARGETED INDUSTRIAL CATEGORIES

NYS has identified three industrial categories of businesses that have substantial growth potential in New York which are being targeted by the Build Now NY Program. The categories are: (1) multi-tenant businesses and technology parks, (2) distribution/ logistics / e-commerce fulfillment centers, and (3) high technology manufacturing. Below is a description of each category followed by a table that identifies the prerequisites used to determine which industrial parks/sites are suitable for each industrial category. At the end of this document is a self-evaluation checklist that identifies the elements and documentation required to demonstrate a site is shovel-ready.

Multi-Tenant Business and Technology Park

Multi-tenant business parks typically contain a variety of uses ranging from light industrial, R&D, warehouse/distribution, commercial offices and incubators for start-ups and growing companies to data centers, call centers, and back office operations. Many businesses and technology parks are also home to other support-related activities and services, such as retail centers, banks, hotels or lodging facilities, health clubs, day care centers and other type of amenities. These other activities and amenities typically cater to the needs of the tenants located in the park and to businesses, employees and residents in the surrounding area.

Distribution / Logistics / E-Commerce Fulfillment Centers

Logistics involves the inbound, outbound, internal and external movement of goods, services and related information. Activities that are provided by logistics operations include customer service, transportation, purchasing, warehousing, materials, handling, strategic planning, inventory control and forecasting. E-commerce fulfillment centers perform distribution-related

functions for goods purchased via the Internet. They assemble and repackage materials, consolidate orders and shipments and physically deliver goods to customers.

Manufacturer downsizing and outsourcing have created major growth opportunities for distribution operations, logistics providers, and more recently, e-commerce fulfillment centers. Many distribution operations are computerized, automated, and equipped with state-of-the-art material handling equipment and information systems. Many distribution operations have added a number of value-added services, including total logistics management, inventory control, and tracking, packaging, labeling and bar coding, procurement and vendor management, and customer service functions, such as returns, repair, rework and assortment promotional assembly.

High-Technology Manufacturing

High-technology manufacturing facilities are operations that incorporate computerized, automated, state-of-the-art equipment (e.g., process controls, computer-aided design, and advanced communications and information systems) into some part of the manufacturing process. High-tech manufacturers may or may not produce technology-related projects, and may be involved in light, medium or heavy manufacturing. The types of products produced ranges from chemicals and pharmaceuticals, electronic components and precision instruments to transportation equipment and consumer goods.

SIDE NOTE REGARDING WAYNE COUNTY EMPIRE ZONES

Wayne County has reconfigured its Empire Zone boundaries to envelope undeveloped land in the following industrial parks and in some cases adjoining undeveloped land:

- Beh Industrial Park (Ontario)
- Research Forest Industrial Park (Macedon)
- Monroe-Wayne Industrial Park (Macedon)
- Silver Hill Technology Park (Newark)
- Lyons Industrial Park
- Clyde Industrial Park

Industries Targeted by the Wayne County Empire Zone include:

Agriculture:

Agricultural value-added processing

Agricultural R&D

Manufacturing:

Robotics

Electronic assembly

General manufacturing

Glass and optics businesses

Back-office operations

Eco-economic:

Alternative energy R&D

Alternative energy-related goods and service production

Research and development

Tourism destination projects:

Winter ski areas

Major marinas

Other

Technology-based businesses

Preferred industrial park/site characteristics for the industries targeted by the Build Now NY Program

	MULTI-TENANT BUSINESS AND TECHNOLOGY PARKS	DISTRIBUTION / LOGISTICS / E-COMMERCE FULFILLMENT CENTERS	HIGH TECHNOLOGY MANUFACTURING SITES
Build Now NY Program Certification Criteria [Items in <i>Italic font</i> are REQUIRED in order to be eligible for Build Now NY certification. All others preferred.]			
Park/site appearance	Sites that are attractive, provide a positive image and that are compatible with surrounding uses are preferred. Highway visibility is of prime importance.	Sites that can accommodate 24-hour operation with high volumes of truck traffic and truck noise without adversely impacting adjoining properties. Major highway visibility is a plus.	Sites that are attractive and provide a positive image are preferred with attractive buffering from nearby commercial, retail and residential areas. Close proximity to WWTPs and landfills should be avoided.
Ownership	One owner or one agency representing the tenants controls the entire park.	Companies prefer to own and control their own sites.	Companies prefer to own and control their own sites, but are known to also lease sites at times.
Acreage (< min. considered in metropolitan areas)	<i>Minimum of 40 contiguous acres of developable land.</i>	<i>Minimum 50 developable contiguous acres.</i>	<i>Minimum of 25 contiguous acres of developable land.</i>
Topography/ Configuration	<i>Relatively level sites that are square or rectangular in shape.</i>	<i>Relatively level sites that are square or rectangular in shape.</i>	<i>Relatively level sites that are square or rectangular in shape.</i>
Flood Zone	<i>All 40 acres must be outside 100-year flood plain</i>	<i>All 50 acres must be outside 100-year flood plain</i>	<i>All 25 acres must be outside 100-year flood plain.</i>
Environmental	<i>All 40 acres must be free of wetlands, protected species and other environmental issues or have mitigation plans that can be enacted within 90 days.</i>	<i>All 50 acres must be free of wetlands, protected species and other environmental issues or have mitigation plans that can be enacted within 90 days.</i>	<i>All 25 acres must be free of wetlands, protected species and other environmental issues or have mitigation plans that can be enacted within 90 days.</i>
Individual parcels	Buildings tend to be smaller, therefore, the available land must be capable of being subdivided into parcels ranging from 5 to 20 acres.	Although buildings sizes vary considerably, one company may utilize the entire 50 acres.	Although building sized vary considerably, one company may utilize entire 25 acres
Zoning	<i>Appropriated zoned</i>	<i>Appropriately zoned</i>	<i>Appropriately zoned</i>
Highway Access	<i>Within 5 miles of a State highway</i>	<i>Within 15 miles (via a truck route) of an Interstate/Thruway interchange or other 4-lane highway</i>	<i>Within 20 miles of Interstate/Thruway interchange or other 4-lane highway. Within 5 miles preferable.</i>
Airport Access	Close proximity to a hug, regional or international airport. Within 60 minute	Within 60 minute drive of commercial airport with jet service is preferred.	Close proximity to a hub, regional or international airport. Within 60 minute

	drive of commercial airport with jet service preferred.		drive of commercial airport with jet service preferred.
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	MULTI-TENANT BUSINESS AND TECHNOLOGY PARKS	DISTRIBUTION / LOGISTICS / E-COMMERCE FULFILLMENT CENTERS	HIGH TECHNOLOGY MANUFACTURING SITES
Rail Access	Rail access is not necessary, but could provide a competitive advantage.	Rail service is important to some businesses, therefore, the availability of rail service or ability to provide rail service in future is a competitive advantage.	Rail access is desirable, but optional.
Proximity to Support Facilities	Close proximity to technology, computer and telecom specialists, tool and die and machine shops temporary staffing services; office and industrial supply stores; couriers; maintenance and janitorial contractors.	Close proximity to trucking companies and truck mechanics; technology, computer and telecom specialists; temporary staffing services, office and industrial supply warehouses; and courier services.	Close proximity of tool and die and machine shops; technology, computer and telecom specialists; temporary staffing services; office supply stores, maintenance and janitorial contractors, waste disposal facilities.
Electricity	<i>Electric lines capable of supplying 3,000 kW and 1 million kWh/month. Supply should be via minimum 15 kV line (preferably larger) within 3 miles of a substation with minimum available capacity of 25 mVa.</i>	<i>Electric lines capable of providing 1,350 kW and 1,000,000 kWh/month. Supply should be via minimum 15 kV line (preferably larger) within 3 miles of substation with available capacity of 25 mVa.</i>	<i>Electric lines capable of providing 6,750 kW and 3,500,000 kWh/month. Connected load 7,500 kVA. Supply should be via minimum 15 kV line (preferably larger) within 3 miles of substation with available capacity of 25 mVa.</i>
Natural Gas	Gas service capable of providing 15,000 CF/Hr. and 310,00 Therms/year. A 4-6" high-pressure line within 3 miles.	Gas service capable of providing 8,300 CF/Hr. and 175,000 Therms/yr. A 4-6" dia. high-pressure line within 3 milts	<i>Gas service capable of providing 8,300 CF/hr. and 194,000 Therms/ yr. A 4-6" dia. high-pressure main within 3 miles.</i>
Water	<i>Water system capable of providing 20,000 gpd to the park. Watermain serving site should be 10" dia.</i>	<i>Water system capable of providing 2,500-4,000 gpm to the park/site. Watermain serving the site should be minimum of 10" dia.</i>	<i>Water system capable of providing 20,000 gpd to the park/site. Watermain serving the site should be minimum of 10" dia.</i>
Wastewater	<i>Minimum available capacity of 20,000 gallons per day at park boundary site</i>	<i>Minimum available capacity of 20,000 gallons per day at park boundary site</i>	<i>Minimum available capacity of 20,000 gallons per day at park boundary site</i>
Telecommunications	Minimum T-1 lines preferred	Minimum T-1 lines preferred	Minimum T-1 lines preferred

	MULTI-TENANT BUSINESS AND TECHNOLOGY PARKS	DISTRIBUTION / LOGISTICS / E-COMMERCE FULFILLMENT CENTERS	HIGH TECHNOLOGY MANUFACTURING SITES
Weighting of site selection elements are contained in brackets.	<ul style="list-style-type: none"> • Availability of high-quality workforce [9] • Competitive investments costs [8] • Favorable site characteristics [8] • Ease of commuting access [8] • Telecom accessibility [7] • Natural gas service to site [7] • Competitive recurring costs [5] • Proximity to colleges & universities [4] • Additional adjoining, contiguous, available land [3] 	<ul style="list-style-type: none"> • Transportation access [10] • Favorable site characteristics [9] • Additional adjoining, contiguous land available [8] • Availability of high-quality workforce [7] • Competitive recurring costs [5] • Natural gas service to site [5] • Competitive investment costs [4] • Telecom accessibility [4] • Park dividable into 15+ acre sites [4] 	<ul style="list-style-type: none"> • Availability of high-quality workforce [10] • EPA air quality status [10] • Transportation access [8] • Competitive recurring costs [8] • Favorable site characteristics [8] • Telecom accessibility [7] • Availability of adjoining contiguous land [6] • Competitive investment costs [6] • Airport access [5] • Rail service [4]

Beh Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No (a)	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No (b)	No (b)	No (b)
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	No (c)	No (c)	No
Natural Gas	No	Yes	Yes
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) Yes, if adjoining Empire Zone land is considered park of park.

(b) Rail service can be provided if rail spur is constructed

(c) Potential for upgrading to meet Build Now NY criteria.

Ontario Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	Yes	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No (a)	No (a)	No (a)
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	No	No	No
Electricity	No (c)	No (c)	No
Natural Gas	No	Yes	Yes
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

- (a) Rail service can be provided if rail spur is constructed
 (b) Potential for upgrading to meet Build Now NY criteria.

Monroe-Wayne Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	No	No (a)	No
Natural Gas	No	No	No
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) Potential for upgrading electric service to meet Build Now NY criteria.

Macedon Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	Yes (a)	Yes (a)	No
Natural Gas	No	No	No
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) Electrical substation is not located within 3 miles of park.

Research Forest Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No (a)	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	Yes	Yes	No
Natural Gas	No	No	No
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes (b)	Yes (b)	Yes (b)
Telecommunications	Yes	Yes	Yes

(a) Possible yes, if adjoining Empire Zone land is added to park.

(b) Marginally YES. Flat grade limits sewer capacity.

Proposed Walworth Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	NA	NA	NA
Ownership	Yes	Yes	Yes
Acreage	Yes	Yes	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	Yes	Yes
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	No	No	No
Electricity	No	Yes	No
Natural Gas	Yes	Yes	Yes
Municipal Water	Yes	No	Yes
Municipal Wastewater	No	No	No
Telecommunications	Yes	Yes	Yes

Williamson Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	No	No
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	No	No	No
Electricity	No	No	No
Natural Gas	No	No	No
Municipal Water	Yes	No	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

Newark Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	No	No
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	Yes	Yes	No
Natural Gas	Yes	Yes	Yes
Municipal Water	Yes	TBD (a)	Yes
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) Potentially YES. Flow testing needed to make determination.

Lyons Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	No (a)	No (a)
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	No	No
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	Yes	Yes	Yes
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	No	Yes	No
Natural Gas	Yes	Yes	Yes
Municipal Water	Yes	No	Yes
Municipal Wastewater	TBD (b)	TBD (b)	TBD (b)
Telecommunications	Yes	Yes	Yes

(a) YES, if adjoining Empire Zone land is added to park.

(b) Lift stations on Paliotti Pkwy and Rt. 14 have marginal excess capacity and need to be tested.

WWTP is also operating near capacity due to inflow and infiltration.

Clyde Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	Yes	Yes	Yes
Ownership	No	Yes	Yes
Acreage	Yes	Yes	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	No	No
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No (a)	No (a)	No (a)
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	Yes	Yes	Yes
Electricity	No	Yes	No
Natural Gas	Yes	Yes	Yes
Municipal Water	TBD (b)	TBD (b)	TBD (b)
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) Rails service possible, if rail spur is constructed.

(b) Potentially YES. Flow testing required to make determination.

Marion Industrial Park

Build Now NY Element	Multi-Tenant Business and Technology Park	Distribution / Logistics / E-Commerce Fulfillment Centers	High Technology Manufacturing Sites
Site Appearance	NA	NA	NA
Ownership	No	Yes	Yes
Acreage	Yes	Yes	Yes
Topography / Parcel Configuration	Yes	Yes	Yes
Parcel Size	Yes	No	No
Flood Zone	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Zoning	TBD	TBD	TBD
Highway Access	Yes	Yes	Yes
Airport Access	Yes	Yes	Yes
Rail Access	No	No	No
Proximity to Support Facilities	Yes	Yes	Yes
Access Road	No	No	No
Electricity	No	No	No
Natural Gas	Yes	Yes	Yes
Municipal Water	Yes (a)	TBD (a)	Yes (a)
Municipal Wastewater	Yes	Yes	Yes
Telecommunications	Yes	Yes	Yes

(a) No watermains have been constructed into park. Responses based on the capacity of the water transmission line that skirts property boundary.

**Beh Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<ul style="list-style-type: none"> • Access roads (Dean Parkway and David Parkway) have been constructed partway into the park. • The access roads are extended in phases as watermains and sanitary sewers are extended to create developable lots. 	Filed observation by Stuart Brown Associates
Rail Service	Rail service is not currently provided to the park, but the provision of rail service is feasible as the railroad track used by the Ontario Midland Railroad Co. skirts the southern boundary of the park. Rail service can be provided to the park with the construction of a rail spur into the park.	Filed observation by Stuart Brown Associates
Municipal Water Service	<p>The park is within the Town of Ontario water service area.</p> <ul style="list-style-type: none"> • There is an 8-inch dia. watermain along the access roads; it ties into a 12-inch dia. watermain along NYS Route 104. The watermain along the access road is not looped; it is supplied solely from the Route 104 connection. • The watermains serving the park are easily capable of providing an additional 20,000 GPD. • The 8-inch dia. watermain serving the park is NOT capable of providing 2,500 for a 4-hour duration of time. 	<p>Robert Wykle Superintendent of Water Utilities Town of Ontario 1850 Ridge Rd. Ontario, NY 14519 315-524-2941 (land) 315-524-3840 (FAX)</p> <p>Also Jim Oberst (MRB Group) 585-391-9250 (land) or JIM.OBERST@MRBGROUP.COM</p>
Municipal Sanitary Sewer Service	<p>The park is within the Town of Ontario sanitary sewer service area.</p> <ul style="list-style-type: none"> • There is a 12-inch dia. gravity sewer along Dean Parkway which connects to an 8-inch dia. gravity sewer that runs along David Parkway. Wastewater is conveyed to a pump station near the intersection of Dean and David Parkway and then conveyed via an 8-inch dia. forcemain to a 12-inch dia. gravity sewer that runs along NYS Route 104. • The wastewater collection system serving the park and the WWTP could easily accept an additional 20,000 GPD of wastewater. 	Same as for municipal water service.
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is marked as 15kV Class construction operating at 12.47kV. <i>[34kV is available with the installation of a 0.5 mile extension.]</i> • The electric line serving the park does NOT have the capacity to meet at least 1,350 kW of demand NOR to supply at least 1.0 million kWh/month. <i>[If the 34kV extension were installed, the electric infrastructure would be sufficient to supply at least 3,000 kW of demand AND supply at least 1.0 million kWh/month.]</i> • The electrical substation that supplies the park is within 3 miles of the park, but does NOT have the capacity to supply 25mVa. <i>[If the power line is extended 0.5 miles, the substation would be capable of providing 34kV.]</i> • There is no potential for looped electric service even if the 34kV extension is installed. 	<p>Patricia Maier, Analyst Economic Development Dept. Rochester Gas and Electric Corp. 89 East Main St. Rochester, NY 14649 585-724-8827 (land) PATRICIA_MAIER@RGE.COM</p>

Beh Industrial Park
Infrastructure as of April 2006

Infrastructure	Description	Source of Information
Natural Gas Service	<p>The park is within the Rochester Gas & Electric (RG&E) natural gas service area.</p> <ul style="list-style-type: none"> • The gas main serving the park has the capacity to supply gas to meet at least 9,300 CF/hour of demand and supply at least 194,000 Therms/year. • The gas distribution systems that supplies the park contains at least a 4-inch to 6-inch dia. higher pressure gas main within 3 miles of the park. 	Same as for electric service.
Telecommunications Service	<p>The park is within the Frontier Telephone service area.</p> <ul style="list-style-type: none"> • T1 service is currently available in the park. 	<p>Mark Todd, Outside Plant Engineer Frontier Telephone of Rochester 3441 West Henrietta Rd. Rochester, NY 14623 585-777-7320 (land) 585-746-5829 (cell) MARK.TODD@FRONTIERCORP.COM</p>
Cable TV Internet Service	<p>Time Warner has no CATV infrastructure in place near the park. Infrastructure would have to be constructed in order to make high-speed broadband Internet service for this service to be available.</p>	<p>Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Ontario Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<ul style="list-style-type: none"> • Access road has NOT yet been constructed 	Filed observation by Stuart Brown Associates
Rail Service	<p>Rail service is not currently provided to the park, but the provision of rail service is feasible as the railroad track used by the Ontario Midland Railroad Co. skirts the southern boundary of the park. Rail service can be provided to the park with the construction of a rail spur into the park.</p>	Field observation by Stuart Brown Associates
Municipal Water Service	<p>The park is within the Town of Ontario water service area..</p> <ul style="list-style-type: none"> • Watermains have NOT been constructed into the park. • A 12-inch dia. watermain along Furnace Road would be the source of supply to future watermains constructed within the park. • The 12-inch dia. watermain along Furnace Road is easily capable of providing an additional 20,000 GPD. • The 12-inch dia. watermain along Furnace Road is NOT capable of providing 2,500 GPM for a 4-hour duration of time. 	<p>Robert Wykle, Superintendent of Water Utilities Town of Ontario 1850 Ridge Rd. Ontario, NY 14519 315-524-2941 (land) 315-524-3840 (FAX) Also Jim Oberst (MRB Group) 585-391-9250 (land) or JIM.OBERST@MRBGROUP.COM</p>
Municipal Sanitary Sewer Service	<p>The park is within the Town of Ontario sanitary sewer service area.</p> <ul style="list-style-type: none"> • Sanitary sewers have NOT yet been constructed within the park. • A 12-inch dia. gravity sewer along Furnace Road would be the interceptor for the future wastewater collection system constructed within the park. • The sewer along Furnace Road has the capacity to accept an additional 20,000 GPD of wastewater. 	Same as for municipal water service.
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is marked as 15kV Class construction operating at 12.47kV. <i>[34kV is available with the installation of a 2.7 mile extension.]</i> • The electric line serving the park does NOT have the capacity to meet at least 1,350 kW of demand NOR to supply at least 1.0 million kWh/ month. <i>[If the 34kV extension were installed, the electric infrastructure would be sufficient to supply at least 3,000 kW of demand AND supply at least 1.0 million kWh/ month.]</i> • The electrical substation that supplies the park is within 3 miles of the park, but does NOT have the capacity to supply 25mVa. <i>[If the power line is extended 0.5 miles, the substation would be capable of providing 34kV.]</i> • There is no potential for looped electric service even if the 34kV extension is installed. 	<p>Patricia Maier, Analyst Economic Development Dept. Rochester Gas and Electric Corp. 89 East Main St. Rochester, NY 14649 585-724-8827 (land) PATRICIA_MAIER@RGE.COM</p>
Natural Gas Service	<p>The park is within the Rochester Gas & Electric (RG&E) natural gas service area.</p> <ul style="list-style-type: none"> • The gas main serving the park has the capacity to supply gas to meet at least 9,300 CF/hour of demand and supply at least 194,000 Therms/year. • The gas distribution systems that supplies the park contains at least a 4-inch to 6-inch dia. higher pressure gas main within 3 miles of the park. 	Same as for electric service.

**Ontario Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Furnace Road. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988</p>
Cable TV Internet Service	<p>The park is within the Time Warner service area.</p> <ul style="list-style-type: none"> • There is existing Time Warner CATV infrastructure along Furnace Road and some existing businesses in the park are currently using Road Runner, high-speed, broadband Internet service. The ability to serve other businesses without the need for an infrastructure upgrade depends on the level of service the businesses need. 	<p>Chris Mueller, Manger Governmental Affars Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Monroe-Wayne Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<p>An access road has been constructed partway into the portion of the park west of Wayneport Road, i.e., Macedon Parkway, East Park Road and West Park Road</p> <p>No access road has been constructed into the park of the park east of Wayneport Road.</p>	Field observation by Stuart Brown Associates.
Rail Service	<p>Rail service is not provided to the park nor is the provision of railroad service feasible as there is no railroad infrastructure near the park.</p>	Field observation by Stuart Brown Associates.
Municipal Water Service	<p>The park is within the Wayne County Water and Sewer Authority water service area.</p> <p>RE: The portion of the park WEST of Wayneport Road</p> <ul style="list-style-type: none"> • A 12-inch dia. watermain runs along Macedon Parkway which feeds an 8-inch dia. watermain that runs along East Park and West Park Roads within this portion of the park. These watermains are not looped. • These watermains are capable of supplying an additional 20,000 GPD. • The 12-inch dia. watermain may be able to provide 2,500 GPM for a 4-hour duration, but flow testing needs to be performed to confirm this. The 8-inch dia. watermain along East and West Park Roads is NOT capable of providing 2,500 GPM for a 4-hour duration. <p>RE: The portion of the park EAST of Wayneport Road</p> <ul style="list-style-type: none"> • No watermains have been constructed within this portion of the park. <p>RE: Both portions of the park:</p> <ul style="list-style-type: none"> • An existing 16-inch dia. watermain along NYS Route 31 supplies water to distribution systems within the western portion of the park and can supply water to in the future when a distribution system is constructed within the eastern portion of the park. • An 8-inch dia. watermain runs along Wayneport Road that is also capable of supplying water to both the eastern and western portions of the industrial park for looping purposes. • The 8-inch dia. watermain along Wayneport Road is NOT capable of supplying 2,500 GPM for a 4-hour duration. 	<p>Marty Aman, Director of Operations Wayne County Water and Sewer Authority 3977 Daansen Rd. Walworth, NY 14568 315-986-1929 (land) WCWSA@EZNET.NET</p>

**Monroe-Wayne Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Municipal Sanitary Sewer Service	<p>The Park is within the Town and Village of Macedon sanitary sewer service area.</p> <ul style="list-style-type: none"> • An 8-inch dia. gravity sewer has been constructed along the north sides of Rt. 31 beginning at Flaherty's Restaurant. It runs east past the existing manufactured home park and then angles northeast to the intersection of Macedon Parkway and E. Park Rd. then it runs parallel to E. Park Rd. to a pumping station located behind the buildings along the west side of Wayneport Road. There is also an 8-inch dia. gravity sewer the runs along the east side of Wayneport Rd. which conveys wastewater to the Wayneport pumping. The pumping station conveys the wastewater through a 6-inch dia. forcemain that runs eastward across Wayneport Rd. into the area where the Wal-mart store is to be built; it then runs south and then east and then south again in a stair-step configuration until it reaches Rt. 31 where it runs easterly along the northern side of the road to a point in front of the Mobil/Exxon Technology Center where it connects with an 8-inch dia. gravity main that crosses to the south side of Rt. 31 near the carwash across from Micelli's Restaurant where it connects to a 12-inch dia. gravity sewer that connects to the Cedar Creek pumping station northwest of and near the intersection of Victor and Canandaigua Rds. The pumping station conveys the wastewater northerly along the west side of Canandaigua Rd. to a point south of Rt. 31 where it connects to an 8-inch dia. gravity sewer that conveys the wastewater to a 16-inch dia. trunk line that follows Garnargua Creek. • The existing sewers serving the industrial park are currently capable of accepting an additional 20,000 GPD as is the pumping station west of Wayneport Rd. Development proposed in this area, if it occurs, will reduce the capacity of the sewers to accept additional wastewater from the park; the pumping station is the constraint. The Wal-mart and Home Depot stores will have virtually no affect, however, a proposed restaurant and a 47-home subdivision, if constructed, may utilize all the existing capacity of the pumping station. • The Town evaluated the Wayneport and Cedar Creek pumping stations in 2005 in anticipation of the proposed development and is considering increasing the capacities of the pumping stations. 	<p>David Lemoyne, Chief WWTP Operator & Scott Allen, Town Engineer Village of Macedon 81 West Main St. Macedon, NY 14502 315-986-4844 (land) - Lemoyne 315-986-5932 (land) - Allen</p>
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is marked as 15kV Class construction operating at 12.47kV. <i>[34kV is available with the installation of a 1.0 mile extension.]</i> • The electric line serving the park does NOT have the capacity to meet at least 1,350 kW of demand NOR to supply at least 1.0 million kWh/month. <i>[If the 34kV extension were installed, the electric infrastructure would be sufficient to supply at least 1,350 kW of demand AND supply at least 1.0 million kWh/month.]</i> • The electrical substation that supplies the park is within 1.0 miles of the park, but does NOT have the capacity to supply 25mV even if the 34 kV extension were to be installed.] • There is no potential for looped electric service even if the 34kV extension is installed. 	<p>Patricia Maier, Analyst Economic Development Dept. Rochester Gas and Electric Corp. 89 East Main St. Rochester, NY 14649 585-724-8827 (land) PATRICIA_MAIER@RGE.COM</p>

**Monroe-Wayne Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Natural Gas Service	<p>The park is within the New York Electric and Gas (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas infrastructure that serves the park does NOT have the capacity to meet at least 8,300 CF/hour NOR supply at least 175,000 Therms/year. • The distribution system that supplies natural gas to the park has at least a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	<p>Paul Huonker, Regional Manage of Economic Development New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Macedon Parkway and NYS Route 21. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14 456 315-789-9988 (land)</p>
Cable TV Internet Service	<p>The park is within the Time Warner service area.</p> <p>There is existing Time Warner CATV infrastructure along Wayneport Road and some existing businesses in the park are currently using Road Runner service. The ability to serve other businesses without the need for an infrastructure upgrade depends on the level of service the businesses need..</p>	<p>Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Macedon Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	An access road (Commons Parkway) has been constructed partway into the park.	Field observation by Stuart Brown Associates.
Rail service	Rail service is not provided to the park nor is the provision of railroad service feasible as there is no railroad infrastructure near the park.	Field observation by Stuart Brown Associates.

**Macedon Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Municipal Water Service	<p>The park is within the Wayne County Water and Sewer Authority water service area,</p> <ul style="list-style-type: none"> • A 12-inch dia. watermain has been constructed along Commons Parkway (access road). The watermain is not looped. • The watermain along the access road is supplied by a 16-inch dia. watermain that runs along NYS Route 31. • The watermain along Commons Parkway may be able to provide 2,500 GPM for a 4-hour duration, but flow testing should be performed to confirm this. 	<p>Marty Aman, Director of Operations Wayne County Water and Sewer Authority 3977 Daansen Rd. Walworth, NY 14568 315-986-1929 (land) WCWSA@EZNET.NET</p>
Municipal Sanitary Sewer Service	<p>The Park is within the Town and Village of Macedon sanitary sewer service area.</p> <ul style="list-style-type: none"> • There is a gravity sewer along Commons Parkway (presumably) that conveys the wastewater to a pumping station near the northern end of the road. Town officials have no records to document the size or exact location of this sewer. A 4-inch dia. forcemain that serves the Midlakes Erie marina and which runs cross country also connects to this pumping station. The pumping station conveys the wastewater south across Rt. 31 then easterly along Rt. 31 then southerly along Canandaigua Rd a short distance to a point where it connects to an 8-inch dia. gravity main that conveys the wastewater easterly then southeasterly to a 16-inch dia. trunk line that follows Ganargua Creek. • The pumping station is capable of accepting an additional 20,000 GPD of wastewater. 	<p>David Lemoyne, Chief WWTP Operator & Scott Allen, Town Engineer Village of Macedon 81 West Main St. Macedon, NY 14502 315-986-4844 (land) - Lemoyne 315-986-5932 (land) - Allen</p>
Electric Service	<p>The park is within the New York Electric and Gas (NYSEG) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is a 15kV line. • The electric line serving the park has the capacity to supply to meet at least 3,000 kw of demand and to supply at least 1.0 million kWh/month. • The electric substation that supplies the park does NOT have a minimum available capacity of 25 mVa and is not located within 3 miles of the park. • There is no potential to provide looped electric service to the park. 	<p>Paul Huonker, Regional Manager of Economic Development NYSEG New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Natural Gas Service	<p>The park is within the New York Electric and Gas (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas infrastructure that serves the park does NOT have the capacity to meet at least 8,300 CF/hour NOR supply at least 175,000 Therms/year. • The distribution system that supplies natural gas to the park doe have a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	<p>Same as for electric service.</p>
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Commons Parkway and Route 21. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>

**Macedon Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Cable TV Internet Service	<p>The park is within the Time Warner service area.</p> <ul style="list-style-type: none">• There is existing Time Warner CATV infrastructure in place along NYS Route 31 adjacent to the park. The ability to provide high-speed, broadband Internet service to businesses in the park without the need for an infrastructure upgrade depends on the level of service the businesses will need.	Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM

**Research Forest Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	An access road (Research Forest) has been constructed through the park and provides access from Gananda Parkway and Canandaigua Road.	Field observation by Stuart Brown Associates.
Rail Service	Rail service is not provided to the park nor is the provision of railroad service feasible as there is no railroad infrastructure near the park.	Field observation by Stuart Brown Associates.
Municipal Water Service	<p>The park is within the Wayne County Water and Sewer Authority water service area.</p> <ul style="list-style-type: none"> • A 12-inch dia. watermain has been constructed from Canandaigua Road along the western half of the access road where it connects to an 8-inch dia. watermain that was constructed from Gananda Parkway along the eastern half of the access road resulting in a looped watermain. • The watermain is capable of providing an additional 20,000 GPD of water. • The watermain is not capable of providing 2,500 to 4,000 GPM for a 4-hour duration. 	<p>Marty Aman, Director of Operations Wayne County Water and Sewer Authority 3977 Daansen Rd. Walworth, NY 14568 315-986-1929 (land) WCWSA@EZNET.NET</p>
Municipal Sanitary Sewer Service	<p>The park is within the Town of Walworth sanitary sewer service area.</p> <ul style="list-style-type: none"> • An 8-inch dia. gravity sewer has been constructed along the access road and conveys wastewater to an 8-inch dia. gravity sewer that runs along Gananda Parkway which then conveys the wastewater to a 36-inch dia. trunk sewer a short distance north of the intersection of Gananda Parkway and Canandaigua Road. • The wastewater collection system serving Research Forest Park is capable of accepting an additional 20,000 GPD of wastewater. (The 8-inch dia. sewer along Gananda Parkway is nearly level, so it may NOT be able to accommodate more than an additional 20,000 GPD due to its lack of slope. 	<p>George Schaller, Chief WWTP Operator 315-986-3415 (land) Paul Russell, P.E., Town Engineer 315-986-1400 Ext. 324 (land) Town of Walworth 3600 Lorraine Drive Walworth NY 14568</p>
Electric Service	<p>The park is within the New York Electric and Gas (NYSEG) electric service area.</p> <ul style="list-style-type: none"> • The electric line that supplies the park is a 15 kV line. • The electric line that supplies the park has the capacity to meet at least 3,000 kW of demand AND to supply at least 1.0 million kWh/month. • The electrical substation that supplies the park does not have a minimum available capacity of 25 mVa and/or it is NOT located within 3 miles of the park. • There is no potential to provide looped electrical service to the park. 	<p>Paul Huonker, Regional Manager of Economic Development New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Natural Gas Service	<p>The park is within the New York Electric and Gas (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas distribution system that supplies the park does NOT have the capacity to meet at least 8,300 CF/hour of demand NOR supply at least 175,000 Therms/year. • The natural gas distribution system that supplies the park contains at least a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	Same as for electric service.

**Research Forest Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Telecommunications Service	The park is within the Verizon service area. <ul style="list-style-type: none"> • T1 service is available along Research Forest. 	Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)
Cable TV Internet Service	The park is within the Time Warner service area. <ul style="list-style-type: none"> • There is existing CATV infrastructure in place along Research Forest and some existing businesses in the park are currently using Road Runner service. The availability to serve other businesses without the need for an infrastructure upgrade depends on the level of service the businesses need. 	Chris Mueller, Manger Governmental Affairs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM

**Proposed Walworth Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	No access road has been constructed yet, although an access road into the self-service storage facility has been constructed.	Field observation by Stuart Brown Associates.
Rail Service	Rail service is not provided to the park nor is the provision of rail service feasible as there is no railroad infrastructure near the park.	Field observation by Stuart Brown Associates.
Municipal Water Service	The park is within the Wayne County Water and Sewer Authority water service area. <ul style="list-style-type: none"> • No watermains into the park have been constructed yet. • There is an existing 12-inch dia. watermains runs along NYS Route 441 which could supply water to the park in the future. • The watermain along Route 441 is capable of providing an additional 20,000 GPD. 	Marty Aman, Director of Operations Wayne County Water and Sewer Authority 3977 Daansen Rd. Walworth, NY 14568 315-986-1929 (land) WCWSA@EZNET.NET
Municipal Sanitary Sewer Service	The park is within the Town of Walworth sanitary sewer service area. <ul style="list-style-type: none"> • No sewers have been constructed into the park yet. • The Walworth Town Engineer has completed an engineering study and has determined that a sewer trunk line could be constructed along Black Creek to provide gravity sewer service from the south side of the park. The wastewater would be conveyed to the 36-inch dia. trunk line located a short distance north of the intersection of Gananda Parkway and Canandaigua Road. 	George Schaller, Chief WWTP Operator 315-986-3415 (land) Paul Russell, P.E. , Town Engineer 315-986-1400 Ext. 324 (land) Town of Walworth 3600 Lorraine Drive Walworth NY 14568

**Proposed Walworth Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is marked as 15kV Class construction operating at 12.47kV. <i>[34kV is available with the installation of a 2.7 mile extension.]</i> • The electric line serving the park has the capacity to meet at least 1,350 kW of demand and to supply at least 1.0 million kWh/month. • The electrical substation that supplies the park is NOT within 3 miles of the park and does NOT have the available capacity to supply 25mVa. • There is no potential for looped electric service. 	<p>Paul Huonker, Regional Manager of Economic Development NYSEG New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Natural Gas Service	<p>The park is within the Rochester Gas & Electric (RG&E) natural gas service area.</p> <ul style="list-style-type: none"> • The gas main serving the park has the capacity to supply gas to meet at least 15,000 CF/hour of demand and supply at least 310,000 Therms/year. • The gas distribution systems that supplies the park contains at least a 4-inch to 6-inch dia. high pressure gas main within 3 miles of the park. 	Same as for electric service.
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Tuckahoe Road adjacent to the park. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>
Cable TV Internet Service	<p>Time Warner has no CATV infrastructure in place near the park. Infrastructure would have to be constructed in order to make high-speed broadband Internet service for this service to be available.</p>	<p>Chris Mueller, Manager Governmental Affairs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Williamson Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<p>An access road connecting to Tuckahoe Road has been constructed into the front portion of the park to serve a self-service storage facility.</p>	Field observation by Stuart Brown Associates.

**Williamson Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Rail Service	Rail service is not currently provided to the park, but the provision of rail service is feasible as the railroad track used by the Ontario Midland Railroad Co. skirts the southern boundary of the park. Rail service can be provided to the park with the construction of a rail spur into the park.	Field observation by Stuart Brown Associates.
Municipal Water Service	<p>The park is within the Town of Williamson water service area.</p> <ul style="list-style-type: none"> • No watermains have been constructed as of yet into the park. • An existing 12-inch dia. watermain runs along Tuckahoe Road and ties into a 12-inch watermain that runs along NYS Route 104. The Tuckahoe Road watermain is looped. • The Tuckahoe Road watermain is capable of providing an additional 20,000GPD. • The Tuckahoe Road watermains is probably NOT capable of providing 600,000 to 960,000 GPM for a 4-hour duration. 	<p>Todd Lewis, Chief Water Plant Operator, and William Dobie, Water Dept. Foreman Town of Williamson 6380 Route 21 Williamson, NY 14589 315-589-3781 (Lewis) 315-589-9481 (Dobie)</p>
Municipal Sanitary Sewer Service	<p>The park is within the Town of Williamson sanitary sewer service area.</p> <ul style="list-style-type: none"> • An existing 10-inch dia. gravity sewer runs along Tuckahoe Road. There is no sanitary sewer along Route 104 in the vicinity of the park. • The sewer along Tuckahoe Road is capable of accepting an additional 20,000 GPD. Although the WWTP is currently near its hydraulic capacity due to inflow and infiltration, it is capable of accepting an additional 20,000 GPD. The Town intends to expand the WWTP within the next few years and take measures to reduce the inflow and infiltration. 	<p>John Manahan, Chief WWTP Operator Town of Williamson 6380 Route 21, Suite 2 Williamson, NY 14589 315-589-9371 (land) 585-766-9333 (cell) WWTF14589@AOL.COM</p>
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is marked as 15kV Class construction operating at 12.47kV. <i>[34kV is available with the installation of a 2.7 mile extension.]</i> • The electric line serving the park does NOT have the capacity to meet at least 1,350 kW of demand NOR supply at least 1.0 million kWh/month. • The electrical substation that supplies the park is NOT within 3 miles of the park and does NOT have the available capacity to supply 25mVa even if 34 kV line is extended. • There is no potential for looped electric service. 	<p>Patricia Maier, Analyst Economic Development Dept. Rochester Gas and Electric Corp. 89 East Main St. Rochester, NY 14649 585-724-8827 (land) PATRICIA_MAIER@RGE.COM</p>
Natural Gas Service	<p>The park is within the Rochester Gas & Electric (RG&E) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas distribution system serving the park does NOT have the capacity to meet at least 8,300 CF/hour of demand NOR supply at least 175,000 Therms/year. • The natural gas distribution system that serves the park does NOT contain at least a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	Same as for electric service.

**Williamson Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Telecommunications Service	The park is within the Verizon service area. <ul style="list-style-type: none"> • T1 service is available along Tuckahoe Road adjacent to the park. 	Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)
Cable TV Internet Service	Time Warner has no CATV infrastructure in place near the park. Infrastructure would have to be constructed in order to make high-speed broadband Internet service for this service to be available.	Chris Mueller, Manger Governmental Affairs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM

**Newark Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	The access road (Westshore Blvd.) has been constructed through the entire park.	Field observation by Stuart Brown Associates.
Rail Service	Rail service is not provided to the park nor is the provision of rail service feasible as there is no railroad infrastructure near the park.	Field observation by Stuart Brown Associates.
Municipal Water Service	The park is within the Village of Newark water service area. <ul style="list-style-type: none"> • There is an existing 8-inch dia. watermain along Westshore Blvd. between N. Main and the west end of the park where it terminates. The Westshore Blvd. watermain is looped at Barker Pkwy by an 8-inch dia. watermain along Barker Pkwy which connects to a 10-inch dia. watermain along Stuart Ave. which in turn connects to a 10-inch dia. watermain along N. Main St. • The Westshore Blvd. watermain is capable of providing an additional 20,000 GPD. • The Westshore Blvd. watermains east of Barker Pkwy may be capable of providing 2,500 to 4,000 GPM for a 4-hour duration, but flow tests should be performed to confirm this. 	Jim Bridgeman, Operations Manager, and Will LaJoy, Meter Technician Dept. of Public Works 100 East Miller St. Newark, NY 14513 315-331-6199 (land) Will LaJoy 315-952-1934 (cell) JBRIDGEMAN@VILLAGEOFNEWARK.COM

**Newark Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Municipal Sanitary Sewer Service	<p>The park is within the Village of Newark sanitary sewer service areas.</p> <ul style="list-style-type: none"> • There is an existing 18-inch dia. gravity sewer trunk line located between Willow Ave and Westshore Blvd that runs behind (north of) the businesses that are located on the north side of Westshore Drive between N. Main St. and Barker Pkwy which serves these businesses. There is a lift station at the western end of the trunk line. • There is an existing 8-inch gravity sanitary sewer along Westshore Blvd. west of Barker Pkwy which terminates at the western boundary of the park. Wastewater is conveyed by this sewer to a pump station at the intersection of Westshore Blvd and Barker Pkwy. Wastewater is conveyed to a lift station on the trunk line via a 4-inch dia. forcemain. • Wastewater received by the truck line is conveyed to the N. Main St. sewer. 	Same as for municipal water service.
Electric Service	<p>The park is within the New York Gas & Electric (NYSEG) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is a 15 kV line. • The electric line serving the park has the capacity to meet at least 3,000 kW of demand AND to supply at least 1.0 million kWh/month. • The electrical substation that supplies the park doe NOT have a minimum available capacity of 25 mVa and/or is NOT locate within 3 miles of the park. • There is no potential to provide looped electric service to the park. 	<p>Paul Huonker, Regional Manage of Economic Development New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Natural Gas Service	<p>The park is within the New York Gas & Electric (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas distribution system that supplies the park has the capacity to meet at least 15,000 CF/hour AND to supply at least 310,000 Therms/year. • The natural gas distribution system that supplies the park contains at least a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	Same as for electrical service
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Westshore Blvd. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>
Cable TV Internet Service	<p>The park is within the Time Warner service area.</p> <ul style="list-style-type: none"> • There is existing CATV infrastructure along Furnace Road and some existing businesses in the park are currently using Road Runner service. The availability to serve other businesses without the need for an infrastructure upgrade depends on the level of service the businesses need. 	<p>Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Lyons Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<ul style="list-style-type: none"> • Two (2) existing access roads have been constructed part way into the park, i.e., Paliotti Parkway and Dunn Road. The access roads intersect within the park. • Although some undeveloped land adjoins the access roads, the roads will need to be extended to make the remainder of the park accessible. 	Field observation by Stuart Brown Associates.
Rail Service	There is an existing CSX Railroad Co. rail spur into the park which makes rail service available to one of the industrial buildings in the park. The spur could be extended to provide rail serve to other areas within the park. A main CSX line passes a short distance north of the park.	Field observation by Stuart Brown Associates.
Municipal Water Service	<p>The park is within the Village of Lyons water service area.</p> <ul style="list-style-type: none"> • There is an existing 14-inch dia. watermain along the full length of Dunn Road. The Dunn Road watermain is fed by a 10-dia. watermain that runs along Route 14. • There is no watermain along Paliotti Parkway. • The Dunn Road watermain is capable of providing an additional 20,000 GPD. • The Dunn Road watermain is NOT capable of providing 2,500 GPM for a 4-hour duration. 	<p>Rich Wunder, Chief Water Filtration Plant Operator Village of Lyons 76 William St. Lyons, NY 14433 315-946-4632 (land) 315-945-2660 (cell)</p>
Municipal Sanitary Sewer Service	<p>The park is within the Village of Lyons sanitary sewer service area.</p> <ul style="list-style-type: none"> • There is an existing 10-inch gravity sanitary sewer that runs along Sand Bar Lane and behind the Parker Hannifin plant that conveys the wastewater to a pump station near Paliotti Parkway. The wastewater is conveyed via a 6-inch dia. forcemain to Franklin St. where it empties into an 8-inch dia. gravity main which coveys the wastewater to the sewer that runs along Geneva St. • There is no sanitary sewer along Dunn Road expect east of Sand Bar Lane where there is an 8-inch dia. gravity sewer the serves Deloka and the freight terminal. This sewer conveys wastewater to the 10-inch dia. sewer; the connection is at the intersection of Dunn Road and Sand Bar Lane. • The wastewater pumping station on Paliotti Parkway may be able to handle an additional 20,000 GPD of wastewater, however, there are questions about whether or not the pumping station that conveys the wastewater across the Erie Canal could handle an additional 20,000 GPD. • There is also a question about whether the WWTP could handle an additional 20,000 GPD due to a very bad inflow and infiltration (I&I) problem. 	<p>Mark Chadwick, Chief WWTP Operator Village of Lyons 76 William St. Lyons, NY 14433 315-946-4251 (land) 315-945-1099 (cell)</p>
Electric Service	<p>The park is within the New York Gas & Electric (NYSEG) electric service area.</p> <ul style="list-style-type: none"> • The electric line serving the park is a 15 kV line. • The electric line serving the park has the capacity to meet 1,350 kW of demand AND to supply at least 1.0 million kWh/month. • The electrical substation that supplies the park does not have a minimum available capacity of 25 mVa and/or is not locate within 3 miles of the park. • There is no potential to provide looped electric service to the park. 	<p>Paul Huonker, Regional Manage of Economic Development NYSEG New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (land) PJHUONKER@NYSEG.COM</p>

**Lyons Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Natural Gas Service	<p>The park is within the New York Gas & Electric (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas distribution system that serves the park has the capacity to meet at least 15,000 CF/hour of demand AND supply at least 310,000 Therms/year. • The natural gas distribution system that supplies the park has at least a 4-inch to 6-inch high pressure main within 3 miles of the park. 	Same as for electrical service
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Dunn Road. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>
Cable TV Internet Service	<p>The park is within the Time Warner service area.</p> <ul style="list-style-type: none"> • Time Warner has CATV infrastructure in place along Dunn Road. The ability to serve businesses in the park without the need for an infrastructure upgrade depends on the level of service the businesses will need. 	<p>Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM</p>

**Clyde Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<ul style="list-style-type: none"> • There is an existing access road (Davis Parkway) through the entire length of the park. Davis Road connects to NYS Route 31 and Wayne Ave. 	Field observation by Stuart Brown Associates.
Rail Service	<p>Rail service is not currently available to the park, but the provision of rail service is feasible as a main CSX Railroad Co. rail line passes within 1/4 mile of the park. Rail service can be provided to the park with the construction of a rail spur into the park.</p>	Ken DiSanto
Municipal Water Service	<p>The park is within the Village of Clyde water service area.</p> <ul style="list-style-type: none"> • There is an existing 8-inch dia. watermain along Davis Parkway that is feed directly from the water storage tank by a 12-inch dia. watermain. The water storage tank has a capacity of 1.7 million gallons and is located immediately northeast of the park on a hill. • The watermain along Davis Parkway is capable of providing an additional 20,000 GPD. 	<p>Doug Salmon, Chief Water Plant Operator Village of Clyde South Park St. Clyde, NY 14433 315-923-7821 (land) or 315-879-7456 (cell)</p>
Municipal Sanitary Sewer Service	<p>The park is within the Village of Clyde sanitary sewer service area.</p> <ul style="list-style-type: none"> • There is an existing 8-inch dia. sanitary sewer along Davis Parkway. • The sanitary sewer along Davis Parkway ties into a 10-inch dia. and 12-inch dia. trunk line with much excess capacity that crosses the Erie Canal at the foot of Davis Road. • The sewer along Davis Parkway is capable of handling an additional 20,000 to 40,000 GPD of wastewater. 	<p>Grayson Lauster, Chief WWTP Operator Village of Clyde South Park St. Clyde, NY 14433 315-923-3061 (land)</p>
Electric Service	<p>The park is within the New York Gas & Electric (NYSEG) electric service area.</p> <ul style="list-style-type: none"> • The electric line that supplies the park is smaller than a 15 kV line. • The electric line that supplies the park has the capacity to meet at least 1,350 kW of demand AND to supply at least 1.0 kWh/month. • The electrical substation that supplies the park does not have a minimum available capacity of 25 mVa and/or is not located within 3 miles of the park. • There is no potential to provide looped electric service to the park 	<p>Paul Huonker, Regional Manage of Economic Development NYSEG New York Gas and Electric 18 Link Drive Binghamton, NY 13902 607-762-4022 (land) 800-456-5153 (toll free) PJHUONKER@NYSEG.COM</p>
Natural Gas Service	<p>The park is within the New York Gas & Electric (NYSEG) natural gas service area.</p> <ul style="list-style-type: none"> • The natural gas distribution system that supplies the park has the capacity to meet at least 15,000 CF/hour of demand AND to supply at least 310,000 Therms/year. • The natural gas distribution system that supplies the park has at least a 4-inch to 6-inch high pressure main within 3 miles of the park 	Same as for electrical service
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> • T1 service is available along Davis Parkway. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>

Clyde Industrial Park
Infrastructure as of April 2006

Infrastructure	Description	Source of Information
Cable TV Internet Service	The park is within the Time Warner service area. <ul style="list-style-type: none">• Time Warner has existing CATV infrastructure in place along Genesee St. (NYS Route 31) at the intersection of Davis Parkway and Genesee Street. The ability to serve businesses in the park without the need for an infrastructure upgrade depends on the level of service the businesses will need..	Chris Mueller, Manger Governmental Affarrs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM

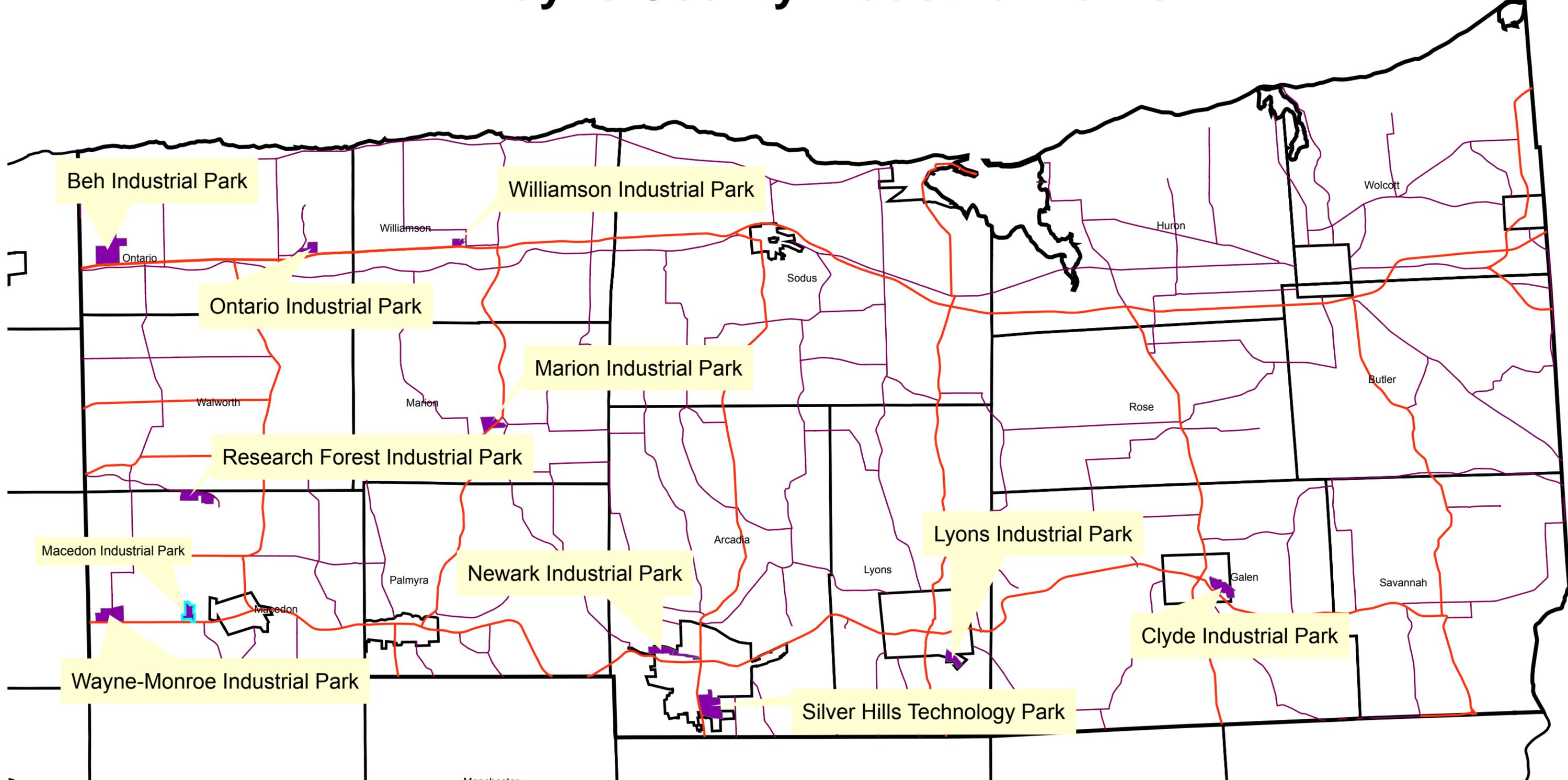
**Marion Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Access Road	<ul style="list-style-type: none"> There is no existing access road. 	Field observation by Stuart Brown Associates.
Municipal Water Service	<p>The park is within the Wayne County Water and Sewer Authority (WCWSA) water service area.</p> <ul style="list-style-type: none"> There is no watermain along NYS Route 21 in the vicinity of the park. There is an existing 12-inch dia. water transmission main that crosses beneath Route 21 that runs between the Hamlet of Marion and the Dean Road watermain which is supplied by the transmission main. The transmission main skirts the northern boundary of the industrial park. The transmission main is capable of providing an additional 20,000 GPD of water. The transmission main may be capable of providing 2,500 GPM for a 4 hour duration, but flow testing would be required to confirm this. 	<p>Marty Aman, Director of Operations Wayne County Water and Sewer Authority 3977 Daansen Rd. Walworth, NY 14568 315-986-1929 (land) WCWSA@EZNET.NET</p>
Municipal Sanitary Sewer Service	<p>The park is within the Town of Marion sanitary sewer service area.</p> <ul style="list-style-type: none"> There is an existing 8-inch dia. gravity sanitary sewer that was extended from the Hamlet recreational park beneath Route 21 and terminates on the west side of Route 21 at the park boundary. The wastewater is conveyed to the Main St. sewer in the Hamlet. The sewer line and WWTP are capable of handling an additional 20,000 GPD of wastewater. 	<p>Sherron Musso, WWTP Operator Town of Marion 3823 North Main St. P.O. Box 260 Marion, NY 14505 315-926-5087 (land)</p>
Electric Service	<p>The park is within the Rochester Gas & Electric (RG&E) electric service area.</p> <ul style="list-style-type: none"> The electric line serving the park is smaller than a 15kV line. <i>[A 34 kv line located very near the park could be extended to upgrade this line.]</i> The electric line serving the park does NOT have the capacity to meet at least 1,350 kW of demand NOR supply at least 1.0 million kWh/month. The electrical substation that supplies the park is NOT within 3 miles of the park and does NOT have the available capacity to supply 25mVa even if 34 kV line is extended. There is no potential for looped electric service. 	<p>Patricia Maier, Analyst Economic Development Dept. Rochester Gas and Electric Corp. 89 East Main St. Rochester, NY 14649 585-724-8827 (land) PATRICIA_MAIER@RGE.COM</p>
Natural Gas Service	<p>The park is within the Rochester Gas & Electric (RG&E) natural gas service area.</p> <ul style="list-style-type: none"> The natural gas distribution system serving the park has the capacity to meet at least 15,000 CF/hour of demand and supply at least 310,000 Therms/year. The natural gas distribution system that serves the park contains at least a 4-inch to 6-inch diameter high pressure main within 3 miles of the park. 	Same as for electrical service
Telecommunications Service	<p>The park is within the Verizon service area.</p> <ul style="list-style-type: none"> T1 service is available along Route 21 adjacent to the park. 	<p>Jim Ruffalo Verizon 121 Castle Street Geneva, NY 14456 315-789-9988 (land)</p>

**Marion Industrial Park
Infrastructure as of April 2006**

Infrastructure	Description	Source of Information
Cable TV Internet Service	Time Warner has no CATV infrastructure in place near the park. Infrastructure would have to be constructed in order to make high-speed broadband Internet service for this service to be available.	Chris Mueller, Manger Governmental Affairs Time Warner Cable 71 Mount Hope Avenue Rochester, NY 14620-1090 585-756-1326 (land) CHRIS.MUELLER@TWCABLE.COM

Wayne County Industrial Parks



SOURCE: Wayne County Economics- Industry List and Stuart I. Brown Associates

6. Downtown Business Districts

Background

“Main Street,” for purposes of this Strategic Plan, refers to a centrally located, pedestrian-oriented, retail commercial area in a village or hamlet. “Main Street” commonly referred to as the “downtown business district” or simply as the “downtown” typically serve as the focal point for a community and is most often one of if not the principal element residents associate with the identity of their community. This due to the prominence of downtown areas and the importance they play in the vitality of each community.

The downtown business districts in virtually all of the small rural Wayne County communities have undergone radical transformations during the past 40 years. The construction of limited access expressways have significantly reduced travel time and the advent of large regional shopping centers and the growth of “big box” and “category-killer” national chain stores have caused the demise of many of the small, independently owned retail shops and stores that once lined the downtown commercial areas of many small communities. This coupled, with the relocation of pedestrian-generating, anchor businesses (e.g., pharmacies, grocery stores, and banks) to automobile-oriented shopping plazas at or outside the periphery of many small communities, has further eroded the economic vitality of Wayne County’s downtown commercial areas. As shoppers were lured away from the central business districts, independently-owned shops were forced to close due to declining sales. In the wake of this trend, many downtowns no longer function as hubs of commercial activity. Businesses that dealt in staple goods have frequently been replaced by service businesses, professional offices and eateries. In most Wayne County communities, vacant storefronts dotting the business districts are common sights. In others, the vacancy rates approach the occupancy rates. Even in downtown business districts where entrepreneurs can be found starting new businesses, business turnover is often a common occurrence.

Although little potential exists for the restoration of Main Street areas to their former economic prominence, opportunities exist, nonetheless, for the revitalization of many of the distressed downtowns so they are much more economically viable than they are currently. To achieve this, however, requires the involvement of the owners of downtown property, business owners, entrepreneurs, government officials and volunteers working in concert to carry out measures and to undertake projects and programs designed to stimulate and foster private investment in the downtown commercial districts.

Overview

Fifteen (15) Wayne County communities with “Main Streets” were evaluated for this Strategic Plan. A brief description of the 15 Main Streets in Wayne County is provided below followed by strengths, weaknesses, opportunities and threats (SWOT) analysis of each.

The *Village of Macedon’s* downtown business district is located along Route 31 extending west from Route 350 to a point a short distance west of Center Street. Although Macedon’s downtown business district is small, it contains 24 commercial properties. The wide street, high volume of traffic and lack of pedestrian crossings controlled by traffic signals impede

pedestrian circulation. Residential uses at street level, vacant commercial lots and private parking lots that adjoin Main Street are interspersed among the businesses. This presents an incongruous streetscape and may discourage pedestrian circulation. Public parking is limited to on-street parking as there are no public parking lots in the downtown.

Most of the storefronts are occupied and nearly all the Main Street businesses are small, locally-owned retail and service operations. Most of the businesses serve Village residents, but there also a couple of specialty businesses that draw customers from a larger geographical area. Anchor businesses are lacking in the downtown and limited pedestrian traffic and activity are evident.

The *Village of Palmyra's* downtown business district is located along Route 31 (Main Street) generally between Canandaigua and Clinton Streets. The commercial district extends along approximately 2-1/2 long blocks that are separated by very wide streets giving the downtown an expansive appearance. A NYS Department of Transportation street reconstruction project completed in 2003 has significantly improved the appearance of the downtown with the installation of ornamental, pedestrian-scale street lights, outdoor furniture, contrasting sidewalk surface treatments and landscaping. Diagonal parking along much of Main Street along with two public parking lots, one on the north and the other on the south side of the street behind the commercial properties, provides abundant parking. The very high volume of motor vehicle traffic along Main Street, coupled with the wide streets, somewhat impedes pedestrian circulation in the downtown.

Most of the 45 commercial properties in downtown are occupied, containing a fairly wide variety of retail and service businesses including a new bakery. Most businesses are locally owned and principally serve Village residents and Town of Palmyra residents from nearby neighborhoods, although some specialty shops (antique store, candy shop and used bookstore) likely draw customers from a larger geographical area. Apart from a bank and the Village Hall in downtown, significant anchor businesses are lacking. Storefronts on the north side of the street are predominantly better maintained and more attractive than storefronts on the south side which exhibit signs of deferred maintenance. Despite the lack of anchor businesses, an appreciable amount of pedestrian traffic and activity is evident.

The *Village of Newark's* downtown business district is located along Route 88 (Main Street) between Route 31 (Union Street) and Maple Court and along approximately 1/2 block of Miller Street east and west of Main Street. There are 22 commercial properties in the business district. Although the Village of Newark is the largest Village in Wayne County with a population approaching 10,000, the Village's downtown business district is small in relationship to the size of the Village. This is partially attributable to the numerous businesses located along segments of Route 31 removed from the downtown area and the presence of two shopping plazas, one at the west end of the Village and the other a short distance east of the Village.

Public parking lots are fairly conveniently located and angled parking on the block of Main Street south of Miller Street provides a good amount of parking. Although a significant amount of motor vehicle traffic through downtown is evident, pedestrian traffic and activity in the downtown is limited.

During the Urban Renewal program, buildings on Main Street between Genesee and Miller Street were replaced with new buildings displaying architecture and surface treatments that are not harmonious with the older buildings south of Miller Street. Most of the storefronts in downtown are occupied, but the storefronts in a small plaza on the north side of Miller Street west of Main Street are not. Nearly all the businesses downtown are small, locally owned and principally serve Village residents. A supermarket adjoining downtown, a cinema and a nearby pharmacy are anchor businesses that draw customers from outside the Village, but lack strong pedestrian linkages to attract their customers into the heart of downtown. The linkages are missing due to orientation of the buildings housing the supermarket, cinema and pharmacy and the location and layout of the parking lots. A relatively new and popular restaurant a few doors south of Miller Street may serve to attract more people into the downtown.

The *Village of Lyons'* downtown business district is located along William Street generally between Pearl and Queen Streets and along Canal and Church Streets between William and Geneva Streets. The Village's business district is relatively concentrated in a small area, but nevertheless contains 39 commercial properties. The narrow streets and relatively low volume of motor vehicle traffic make the downtown pedestrian friendly. Although on-street parking is permitted in downtown it is limited, public parking lots are also lacking. A considerable amount of angled-parking is provided along Church and Pearl Streets adjoining the downtown business district, but competition for these parking spaces is high during weekdays due to the presence of the County Courthouses, several Wayne County offices and the Post Office located on Church and Pearl Streets.

Most of the commercial properties along William Street are occupied and reasonably well maintained. A cinema on William Street which was closed for years has recently been remodeled and reopened. Most storefronts on William Street are occupied and include a pharmacy and small hardware store which serve as anchor businesses. Street landscaping and ornamental lighting along William Street provide an attractive appearance. In contrast, many of the buildings along Canal Street are poorly maintained and the street lacks landscaping and ornamental street lights. Some of the storefronts have been converted to residential dwellings with facades that detract from the appearance of downtown. Several other storefronts along Canal Street are either vacant or are underutilized. The businesses located in downtown primarily serve Village residents. Commercial development along Forgham Street south of the Erie Canal (Route 31) siphons customers away from the downtown. Pedestrian traffic and activity in the downtown is evident, but somewhat limited.

The *Village of Clyde's* downtown business district is located principally along Glasgow Street between North Park and William Street and along Columbia and William Streets between Glasgow and Sodus Streets. The downtown contains 38 commercial properties. A significantly large number of the storefronts in the Village of Clyde are underutilized or vacant. The mix of businesses in the downtown serve predominantly local residents. The downtown contains anchors such as the Town/Village municipal building, Post Office, two banks and a small hardware store. Many of the storefronts exhibit signs of deferred maintenance. Some others, especially along Columbia Street, exhibit significant deterioration. Four storefronts that have been refurbished by the Clyde Capital Improvement Limited Partnership are quite attractive and stand out from the others.

The *Hamlet of Savannah's* downtown business is located along Main Street extending north from Seneca Street to a point a short distance north of Church Street. Savannah's downtown business district is very small, containing 10 commercial properties comprised mostly of single-story structures. The Post Office at the south end and a bank and the Town Hall located at the intersection of Main and Church Streets serve as anchors. The narrow streets and low traffic volumes make the streets pedestrian friendly. Some of the commercial properties are for sale. Some of the storefronts are underutilized or are vacant. One commercial building on the east side of Main Street is vacant and exhibits substantial damage. The occupied commercial properties contain small, independently owned businesses that principally serve the adjoining neighborhoods. Pedestrian traffic and activity is very limited within the business district.

The *Hamlet of Marion's* downtown business district, which is located along Main Street generally between Evergreen and Mill Streets, contains 15 commercial properties in a small, compact area. Some of the commercial buildings exhibit signs of deferred maintenance, but overall the downtown has an attractive appearance. Nearly all of the commercial properties are on the west side of Main Street and are occupied by a variety of small, locally-owned businesses including a pharmacy that principally serve the residents of the Hamlet and adjoining areas. The Town Hall, Town Library, U.S. Post Office and a bank are also located in the downtown. A traffic signal at the intersection of Buffalo and Main Streets helps to makes the downtown pedestrian friendly. Apart from the pharmacy, the downtown lacks businesses that deal in staple goods. The angled parking along the west side of Main Street along with the public parking lot at the Library appears adequate to meet current needs. A modest amount of pedestrian traffic and activity is evident in the business district.

The *Hamlet of Williamson's* downtown business district, located along Ridge Road, generally extends east from Bennett Street to a point mid-block between Route 21 and Maple Avenue and extends short distances north on Lake Avenue and south along South Avenue. The businesses along Ridge Road extend a fairly long distance giving the downtown an expansive feeling. The business district contains 30 commercial properties and is much larger than the business districts found in other Wayne County hamlets. Nearly all the storefronts are occupied with active businesses although some storefronts are underutilized. The Post Office, a bank and a hardware store serve as downtown anchors.

Public parking in the downtown is limited to on-street parking as there are no public parking lots in the downtown. Although traffic volumes along Lake and South Avenues (Route 21) and along Main Street (Ridge Road) are fairly heavy, the downtown is pedestrian friendly as the main intersection is controlled by traffic signal. Significant amounts of pedestrian traffic and activity are evident.

The *Hamlet of North Rose's* downtown business district is located along Main Street (Route 414) generally between Aldrich Avenue and the railroad crossing. The business district is small containing 10 commercial properties. Three of the commercial properties toward the north end of the business district are separated from the other commercial properties by significant distance and by several lots containing dwellings. The Town Hall is also located at the northern end of the business district. The core of the downtown contains seven commercial properties one of which is a funeral home and another a medical supply store. A very small grocery store and a diner are also located in the downtown. The long distances separating the businesses at

the northern end of the downtown from those in the central core, coupled with the small number of businesses and the prominent location of a funeral home and medical supply store in the center of the core, suggests that the business district lacks the density and number of businesses to form a critical mass for the area to function as a downtown business district. Little motor vehicle or pedestrian traffic and activity are evident in the downtown area.

The *Village of Wolcott's* downtown business district is located along Main Street between Ridge Road and Northup Avenue and a short distance north and south of Main Street along New Hartford Street and Lake Avenue. Although the business district is concentrated in a small area, it contains 40 commercial properties. The narrow streets are pedestrian friendly and two large off-street parking lots on either side of Main Street behind the businesses that line the street provide abundant parking. Virtually all of the storefronts are filled and the downtown contains a number of anchor businesses including: a supermarket, pharmacy, cinema, two discount department stores, a bank and a Post Office. A variety of small retail shops and service businesses occupy the remainder of the storefronts. An operating cinema is also located downtown. Downtown Wolcott is usually buzzing with pedestrian and motor vehicle traffic and activity.

The *Hamlet of Ontario's* downtown business district is located along Ridge Road generally between Furnace and Knickerbocker Roads. The business district is concentrated in a small area with narrow streets and an intersection controlled by a traffic signal that make the area pedestrian friendly. Two large off-street parking lots behind the businesses on either side of Ridge Road provide abundant space for parking. Residential dwellings interspersed among the 15 commercial properties within the business district conflict with the business uses. Virtually all the commercial properties are occupied and contain a mix of small, independently owned retail and service businesses that primarily serve the adjoining residential neighborhood. For a small business district, the downtown exhibits a fair amount of pedestrian traffic and activity.

The *Village of Red Creek's* downtown business district extends short distances along Main, Water and South Streets from the point where the three streets intersect to form a "Y." Sixteen (16) commercial properties are contained within the downtown as is the Town Library. Several of the storefronts are vacant and some exhibit significant deferred maintenance. A few of the other storefronts and commercial buildings are very well maintained. Steps connecting the street surface to an elevated sidewalk on the west side of Main Street impede to pedestrian circulation as do the wide intersection where the three streets meet and the steep slope along South Street. During summer months high traffic volumes to and from the summer resort town of Fair Haven State Park and the Renaissance Festival in Sterling may impede pedestrian circulation within the downtown. Little pedestrian traffic and activity in the downtown is evident.

The *Village of Sodus Point's* downtown business district is located along Greig Street generally between Field and Bay Streets. The downtown contains 14 commercial properties most of which are close together and within easy walking distance. The close proximity of businesses and narrow street are pedestrian friendly features, but the heavy volume of traffic during the summer months impedes pedestrian circulation. On-street parking in the downtown area contributes to the traffic congestion, but a Village parking lot near the west end of the business district provides much parking space that is conveniently located.

Historically, Sodus Point has been a small, summer resort town whose economy has depended mostly on tourism (vacationers, boaters, and anglers). Tourists and vacationers frequently rent cottages by the weekend or by the week for longer visits. Other cottages serve as summer homes for residents of the region. The existing businesses, including restaurants and marine and fishing supply businesses, cater mostly to tourists. In recent years, however, more and more of the seasonal cottages have been converted to year-round dwellings and are occupied year round by their owners. Whether or not the year round population will reach sufficient size to form the “critical mass” needed to support year round businesses in downtown business district remains to be seen.

The *Village of Sodus'* downtown business district is located along Main Street generally extending west from Gaylord Street to a point mid block between Central Avenue and Mill Street and a short distance along Mill Street and Maple Avenue. Most of the businesses that are located on Main Street are on the north side of the street. The business district with 29 commercial properties, the Sodus Free Library and the municipal building which houses the Town and Village offices is contained in a small area. Two pedestrian crossings at intersections controlled by traffic signals help to make the downtown pedestrian friendly.

A limited amount of on-street parking is available, but a relatively large municipal parking lot at the east end of the downtown business district provides adequate parking. A large parking lot at the west end of the business district in front of a small shopping plaza that houses CVS Pharmacy, although privately owned and provided for customers of the businesses in the plaza, serves as an informal parking area for customers of the other businesses located in the downtown.

Most of the storefronts in downtown are maintained in fairly good condition, although a few exhibit evidence of deferred maintenance. Most are occupied with a few vacant. A historic building known as the 1812 Hotel, which contains a tavern and apartments, displays signs of advanced deterioration. Due to its relatively large size and prominent location, the building detracts from the appearance of the business district. The CVS pharmacy, a hardware store and a bank serve as the downtown anchors. As the pharmacy is more oriented to serve motorists and as the bank adjacent to the pharmacy has a drive-through window, the extent to which these two businesses contribute to downtown pedestrian traffic is limited. Pedestrian traffic and activity downtown is evident, although downtown loitering is problematic and gives the perception that there are more people than there actually are shopping and patronizing the downtown businesses.

The *Hamlet of Walworth's* downtown business district is small, containing 14 commercial properties. The business district extends along Walworth-Marion Road from High Street west to a point a few doors west of Main Street and along Main Street a short distance on either side of Walworth-Marion Road. The businesses on the south side of Walworth-Marion Road are more pedestrian oriented, while the businesses along the north side of the road, which include an automobile service business and a small shopping plaza, are more oriented to motorists. This is due to the presence of parking lots in front of the businesses that separate the businesses from the street. The Post Office and a small hardware are the only two anchor businesses. All of the businesses are small, independently-owned businesses that serve Hamlet residents and

those residing in the adjoining area of the Town. The commercial buildings are pretty well maintained. Limited pedestrian traffic and activity in the business district is evident.

SWOT Analyses

Beginning on the next page are detailed SWOT analyses for each of the 15 “Main Streets” within Wayne County. Using the information these analyses provide, local elected officials and local economic developers can determine priorities for remediating the weaknesses, for exploiting opportunities and for avoiding the threats.

Main Street Program

Although each community is unique and the strengths, weaknesses, opportunities and threats for each differ, the well-established Main Street Program developed by the National Trust for Historic Preservation provides a very successful framework for organizing and carrying out measures to revitalize the downtown businesses. A synopsis of the components of the Main Street Program follows the SWOT analyses.

Examples of Local Initiatives Involving Public-Private Partnerships and Equity Financing

Clyde Capital Improvement Group Limited Partnership

In an effort to revitalize the central business district in the Village of Clyde (population 2,269), a group of local business people formed the Clyde Capital Improvement, Limited Partnership (CCILP) in 1997. CCILP was formed for the purpose of acquiring and renovating deteriorated commercial buildings in the Village’s downtown business district and then recruiting businesses to occupy the renovated space.

CCILP raised \$84,000 in capital by selling 84 shares in the partnership at \$1,000 per share. CCILP also obtained a \$200,000 Section 108 loan through the U.S. Department of Housing and Urban Development (HUD) and \$80,000 in loans from commercial banks to finance the project.

CCILP purchased three buildings in the downtown commercial district which contained four storefronts at the ground level and five residential apartments on the upper floors. All the storefronts were vacant at the time CCILP purchased the buildings. The improvements made to the buildings included not only renovating the exterior of the buildings including the storefront facades, but also renovating the interior commercial space at the ground level and the residential apartments on the upper floors.

As of May 2006, all four storefronts and five apartments are rented and occupied. The businesses occupying the storefronts include: (1) an antiques shop, (2) a Chinese restaurant, (3) a clothing alteration shop (minority-owned business) and (4) a pizzeria.

Hornell/Steuben Tile Co. Partnership

The City of Hornell was awarded a Small Cities Grant that was used to provide financial assistance to Steuben Tile, Inc, a startup ceramic tile manufacturing company. The City used

\$484,000 of the Small Cities grant funds to purchase shares in the company totaling 19% of the company's owner equity. The City's ownership position in Steuben Tile is non-managerial, so the City is not involved in the direction or management of the company.

Under the terms of the equity agreement, Steuben Tile has the option of purchasing the City's equity share after a 3-year time period had elapsed at a price of \$484,000. If the company elects to not purchase the City's share after the 3-year time period had elapsed, the company may purchase the City's share in subsequent years at a purchase price of \$484,000 plus 10% per year for each subsequent year that has elapsed.

The equity agreement further provides that during the first two years of its operation, Steuben Tile was not required to pay the City of Hornell any shareholder dividends or share of the company's profits. In subsequent years, if the company paid out any dividends or profits to its share holders, the company is required to also pay the City of Hornell dividends and profits in proportion to the City's ownership interest in the company. The payment of dividends and shares of profits to the City continues until the company exercises its option to purchase the City's equity share.

Steuben Tile was never able to begin production due to a variety of problems and delays and the company went bankrupt in 2005. Another tile company based in New Hampshire purchased the plant and equipment and began to manufacture tiles at the Hornell plant in February 2006.

Village of Macedon

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Village Hall (traffic generator) is located downtown • Several downtown businesses are specialty shops and destination points • Community has active Chamber of Commerce • Downtown is within easy walking distance of residential neighborhoods. • Sidewalks are in good condition. 	<ul style="list-style-type: none"> • Small number of existing businesses and storefronts. • Storefronts are separated from each other by private parking lots, vacant lots and noncommercial uses. • Limited on street parking and lack of public off-street parking • Lack of anchor stores and pedestrian traffic generators. • High volumes of traffic along Rte. 31, lack of pedestrian crosswalks and wide streets makes downtown pedestrian unfriendly • The downtown lacks landscaping.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • An Erie Canal lock, public park and Erie Canalway Trail are nearby and provide opportunities to attract tourists into downtown. • Large volumes of traffic on Routes 31 and 350 provide large potential customer base. 	<ul style="list-style-type: none"> • Shopping plazas on either side of Village and Village's close proximity to regional shopping centers attract shoppers away from CBD. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route.

Village of Palmyra

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Significant number of businesses; nearly all storefronts are occupied. Mix of specialty shops and conventional businesses. • Recent NYSDOT street reconstruction project improved the quality and appearance of public facilities in downtown (streets, sidewalks, ornamental lamps, and street furniture.) • Several tourist attractions are in or adjacent to the downtown business district including the Grandin Building, Alling Coverlet Museum, Phelps Store and Palmyra Historical Museum, the Eire Canal and Port of Palmyra Marina and the Erie Canalway Trail. • Abundant on-street, angled parking and abundant public parking lots fairly conveniently located. • Village Hall, , library and bank (pedestrian traffic generators) are locate in or adjacent to downtown • Active Chamber of Commerce and Economic Development Committee • Community committee sponsors annual Canal Town Days special event. • A public park is located in the downtown business district • Facades on commercial buildings along north side of Main Street are well maintained and historic features have been preserved. • CBD is concentrated and is within convenient walking distance of several residential neighborhoods • Historically-significant buildings give CBD a quaint, small-town appearance. Most facades are well maintained, but a few exhibit evidence of deferred maintenance. 	<ul style="list-style-type: none"> • Most significant traffic generators such as a grocery store, Post Office, pharmacy, and hardware are located outside the CBD. • Large volumes of heavy truck traffic passes through Village on Routes 21 and 31 which impedes pedestrian circulation.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Large volumes of traffic on Routes 21 and 31 provide significantly large potential customer base. • Tourists drawn by the several historic and recreational attractions provide potential customer base • Annual Hill Cumorah Pageant and Latter Day Saints religious attractions bring large numbers of tourists into the community • Village has microenterprise revolving loan program to assist small businesses. • Newly opened Palmyra Inn will help to keep tourists in the Palmyra area. 	<ul style="list-style-type: none"> • County and regional shopping centers attract shoppers away from CBD. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route.

Hamlet of Ontario

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Abundant and conveniently located public parking lots are provided. • The business district is concentrated in a small area is within easy walking distance of hamlet residences and is pedestrian friendly with narrow streets and controlled pedestrian crossing. • Community has an active Chamber of Commerce • Town has an Economic Development Director and Economic Development Coordinator actively involved in the promotion, retention and recruitment of businesses including retail businesses. • Sidewalks are in good condition. • Most storefronts are well maintained. 	<ul style="list-style-type: none"> • Apart from the Post Office, the CBD lacks traffic generators. • Very small number of businesses and storefronts. Some residential uses at street level conflicts with businesses. • Downtown lacks landscaping and outdoor furniture for use by pedestrians. • Limited sidewalks in some areas impede pedestrian traffic. • Business signs are not harmonious with each other.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The high volume of traffic along Route 104 in close proximity to downtown provides a significantly large potential customer base. 	<ul style="list-style-type: none"> • Nearby shopping plaza and regional shopping centers attract shoppers away from CBD. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route.

Village of Wolcott

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in the CBD include a pharmacy, grocery store, Post Office, cinema, bank, discount stores and Village Hall. The CBD contains a substantial number and mix of small shops and service businesses; nearly all storefronts are occupied. • Remotely located from regional shopping centers and sub-regional shopping plazas so fewer shoppers are attracted away from the CBD. • The CBD is concentrated, pedestrian friendly, contains a public park and green space and is within easy walking distance of most neighborhoods. • Although on-street parking is limited, abundant, conveniently-located public parking lots exists. Many stores are accessible directly from public parking lots • Community has an active Chamber of Commerce • Most storefronts are generally well maintained; some display evidence of deferred maintenance. 	<ul style="list-style-type: none"> • Different façade treatments and signage presents a discordant appearance.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The high volume of traffic along Route 104 is in close proximity to downtown provides a significantly large potential customer base. • Sport fishing on Lake Ontario at nearby Port Bay attracts tourists to the area provides an additional potential customer base. 	<ul style="list-style-type: none"> • Existing businesses at intersection of Hartford Street/Whiskey Hill Road and Route 104 (pharmacy, drive-in restaurant, convenience store) draws people away from downtown. Additional commercial development may further harm the downtown. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route

Hamlet of Williamson

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in the CBD include a Post Office and hardware.) are located in the CBD. The downtown contains a substantial number and mix of shops and businesses; most storefronts are occupied • Community has an active Chamber of Commerce exists and is active • The Town has an Economic Development Coordinator actively working on business promotion, retention and recruitment • The Town and the property owners in the CBD formed a business improvement district (BID). • CBD is within convenient walking distance so some residential neighborhoods and CBD is pedestrian friendly. 	<ul style="list-style-type: none"> • CBD lacks significant pedestrian traffic generators. • Some building facades are not well maintained; different façade treatments and signage presents a discordant appearance • Landscaping is lacking
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The high volume of traffic travel along Route 104 in close proximity to CBD provides a significantly large potential customer base for downtown businesses. 	<ul style="list-style-type: none"> • Regional shopping centers and commercial development along Route 104 attract shoppers away from the CBD. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route.

Village of Sodus

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in the CBD include the Municipal Building, a pharmacy, library, a bank, hardware and the Post Office are located in CBD. • On-street parking is provided in the downtown and a public parking lot conveniently located provides abundant parking. • The 1812 Hotel a large, prominently located building in the heart of downtown exhibits severe deterioration. • CBD is concentrated in a small area and is within convenient walking distance of several residential neighborhoods. • The community has an active Chamber of Commerce which sponsors Olde Tyme Country Faire special event. • NYSDOT moratorium prohibits commercial development along Rte. 104 east of the Route 88 intersection. 	<ul style="list-style-type: none"> • The sidewalks, curbing and streets in downtown are in poor condition landscaping is lacking. • The apartments above the storefronts lack private space for parking or the storage of refuse containers. Tenants often park in front of stores and refuse is set out at curbside for collection which detracts from the appearance of downtown. • The shopping plaza at the west end of the CBD with large parking lot in front of buildings is not harmonious with remainder of CBD. • Some building facades are not well maintained; different façade treatments and signage presents a discordant appearance
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The high volume of traffic travel along Route 104 in close proximity to downtown provides a significantly large potential customer base. • Tourist visiting and/or staying at Sodus Point or near Sodus Bay and traveling to Sodus Bay /Lake Ontario along Route 88 through CBD present a potentially significant customer base for downtown businesses 	<ul style="list-style-type: none"> • Loitering has been problematic and adversely affects businesses. • Many residents commute to jobs outside the Village and are likely to purchase merchandise at shops near where they work or along their commuting route.

Village of Lyons

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in CBD include pharmacy, hardware, Village Hall, bank, and cinema. • Wayne County offices located adjacent to the CBD draws County residents into the heart of the Village. • A public green space is provided (between Pearl and Church Streets) adjacent to the downtown business district. A public park also adjacent to downtown is located at the corner of Genesee and Montezuma Sts. • The community has an active Chamber of Commerce • The central business district is compact and pedestrian friendly. The downtown is also within walking distance of most residential neighborhoods. • The storefronts along William Street are well or reasonably well maintained, attractive and occupied with businesses. Most of the buildings in downtown are older, historically significant buildings. • William St. is lined with pedestrian-scale street lamps 	<ul style="list-style-type: none"> • Several of storefronts on Canal St. between William and Genesee St. are not well maintained and some exhibit deterioration. • Several storefronts on Canal Street are vacant and residential uses at street level separate storefronts and conflict with the businesses. • Different façade treatments and signage presents a discordant appearance. • Although on-street parking is permitted throughout most of the downtown, the amount of parking space is very limited. There are no public parking lots in or near downtown. • William and Canal Streets lack landscaping.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The Erie Canal passes through the Village south of and within walking distance of CBD. 	<ul style="list-style-type: none"> • The area along Route 31 south of the Erie Canal and outside of the CBD is commercially developed and competes with downtown businesses. This area contains two pharmacies, a grocery store, hardware store, convenience stores / gas stations and chain restaurants which attract shoppers away from downtown. • County shopping centers attract shoppers away from the CBD

Village of Clyde

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A large village green is provided in the CBD • Traffic generators located in the CBD include the Town-Village Municipal Bldg, the Post Office, a bank and a hardware store. A small museum is also located at the edge of downtown. • A local, limited partnership has purchased and refurbished three buildings containing four storefronts and six residential apartments and have secured tenants for all of the spaces. • The CBD is compact and is pedestrian friendly with storefronts close together. The CBD is within walking distances many residential neighborhoods. • There is abundant on-street parking throughout downtown and a conveniently located public parking lot at the south end of downtown. 	<ul style="list-style-type: none"> • Different façade treatments and signage presents a discordant appearance; many storefronts especially along the north side of Columbia St. exhibit significant deterioration. • Many storefronts are vacant or underutilized. • Although the Erie Canal passes reasonably near the CBD a railroad line separates the CBD from the Canal there so there is no direct public access to the Canal from the CBD. Public access is provided on the south side of the Canal which is a long walking distance from downtown.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The community is somewhat remote from regional shopping centers so fewer shoppers are attracted away from the CBD 	<ul style="list-style-type: none"> • Many residents commute to jobs outside the area and are likely to shop for staples in the communities where they work or along their commuting routes.

Village of Newark	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Buildings in downtown are generally well maintained. • Traffic generators located adjacent to the CBD include a grocery store, the Newark Library, a cinema, and the Post Office. but of the grocery store and cinema buildings are oriented to better serve motorists than pedestrians. • A village green is provided in the downtown business district. • The downtown is within walking distance of many residential neighborhoods, but is not especially pedestrian friendly. • On-street parking is permitted south of Miller Street. Abundant parking is provided in conveniently located public parking lots. • Sidewalks are in good condition and landscaping exists in most of the downtown. 	<ul style="list-style-type: none"> • Although there are several traffic generators located adjacent to the CBD they do not have strong pedestrian linkages to the CBD to encourage pedestrians into the heart of the CBD. The cinema and grocery store are designed and oriented predominantly to accommodate motorists vs. pedestrians as do the shops on the east side of Main Street between Route 31 and Miller Street. • The CBD is very small in relation to the population of the Village, contains only a few shops and businesses, and is overshadowed by retail business development along Route 31 and in the shopping plazas at either end of the Village. • The architecture of the newer buildings constructed during the Urban Renewal Program contrast with the architecture of the older buildings remaining in downtown and presents a discordant appearance.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The Erie Canal transects the Village in relatively close proximity to the downtown business district and has the potential to be developed into a tourist attraction. The Canal lacks strong pedestrian linkages to the CBD, and is separate from the CBD by Route 31 a busy highway. 	<ul style="list-style-type: none"> • Shopping plazas on the east side and west side of the Village draw shoppers and businesses along much of Route 31 within the Village draw shoppers away from the CBD.

Village of Red Creek	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Attractive historic commercial buildings along the west side of Main Street 	<ul style="list-style-type: none"> • The Village has a small population capable of supporting only a few small businesses. • Several storefronts are currently vacant and the automobile dealership occupies much space in the downtown.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Motorists traveling along Rt. 104A during the summer to Fair Haven State Park and the Renaissance Fair in Sterling provide a large potential customer base during summer months. 	<ul style="list-style-type: none"> • Red Creek is within the sphere of influence of the Wolcott central business district, a sub-regional shopping center which draws people away from the Red Creek business district.

Hamlet of Savannah

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in the CBD include the Town Hall, the Post Office and a bank. • The sidewalks are in fairly good condition and there are some concrete planters containing small trees in the CBD. • The downtown district is compact and the storefronts and businesses are within walking distance of the residential neighborhoods of the Hamlet. 	<ul style="list-style-type: none"> • There is few storefronts in the downtown and most are vacant, not well maintained, and have façade treatments that create a discordant appearance. • The Hamlet is very small and capable of supporting few businesses. • Most of the storefronts on the west side of Main St. between Church and Seneca Sts. are vacant and not well maintained. A vacant two storey building on the east side of Main St. has a broken display window that has been boarded up. The style of the storefronts are not harmonious. • Significant commercial destinations (Lyons, Wolcott, Waterloo, Seneca Falls and Auburn are within relatively easy driving distance which will continue to siphon shopper away from the Hamlet business district. • Although planters with trees are situated along the west side of Main Street, the planters are very large, unattractive, circular concrete structures.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A new bird and wildlife center being constructed by NYS along Route 89 approx. 2-1/2 miles north of the Hamlet is projected to attract 20,000 visitors its first year of operation. Many visitors may pass through the Hamlet and provide a potential customer base. 	<ul style="list-style-type: none"> • Sub-regional shopping centers such as Wolcott and Newark draw shoppers away from the Town of Savannah.

Hamlet of North Rose

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Traffic generators located in the Hamlet are the Post Office, the Town Hall, a convenience store and a small grocery store. • The businesses in the Hamlet business district are generally within convenient walking distance of the Hamlet’s residential neighborhoods. 	<ul style="list-style-type: none"> • The business district contain less than 12 storefronts. Only a few of the storefronts adjoin each other; the remainder are interspersed and separated by large residential dwelling lots resulting in a sprawling layout of businesses rather than being cohesively concentrated. • Large, older warehouses adjoin the south side of the business district which detracts from the appearance of the downtown area. • Large industrial buildings adjacent to the business district detracts from the appearance of the downtown.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • The Hamlet is within easy driving distance of the Village of Wolcott, a sub-regional commercial center that draws shoppers away from the Hamlet.

Hamlet of Walworth

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Recent NYSDOT street reconstruction project improved the quality and appearance of public facilities along Penfield-Walworth Road. These improvements included new streets, sidewalks, and pedestrian-scale ornamental lamps. • Traffic generators in the business district include the Post Office and a Hardware store. • The business district is compact and generally pedestrian friendly. • The business district is within walking distance of the Hamlet’s residential neighborhoods. 	<ul style="list-style-type: none"> • The Hamlet business district contains a small number of businesses. Many residents commute to jobs outside the area and are likely to shop for staples in the communities where they work or along their commuting routes (Rtes. 441 and 104 corridor) • Small hamlet population is capable of supporting limited number of businesses. • Two adjoining auto repair shops on the corner of the main intersection are motorist oriented and creates a dead space for pedestrians.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Nearby shopping plaza and regional shopping centers attract shoppers away from CBD.

Village of Sodus Point

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The business district is compact and pedestrian friendly. • Sodus Point being located on Lake Ontario and Sodus Bay attracts significant numbers of tourist, boaters, swimmers and vacationers who patronize local shops and businesses. • A trail is to be constructed that will provide a pedestrian linkage between the public beach and the CBD. • Music concerts are conducted on the grounds of the historic lighthouse during the months of July and August which attract additional people into the community who patronize local businesses. 	<ul style="list-style-type: none"> • The downtown business district is small and is dominated by seasonal restaurants, taverns and marine-related businesses. Many of the businesses close during the off season. • Parking is problematic during the tourist season. On street parking is permitted. Public parking lots are provided at the east end of the downtown business district and are not within easy walking distance of the business district.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • NYS purchased the former Beechwood Girl Scout Camp a short distance west of the Village and is considering purchasing an additional 140 acres of adjoining land. NYS intends to construct cabins on the grounds of the former Girl Scout Camp and develop a campground on the adjoining land if it is purchased. Such a facility will attract more tourists to the area which will increase the potential market for Sodus Point businesses. • A number of owners of summer cottages have converted their cottages to year-round residences and more people are residing in Sodus Point year round or for long periods of time than the traditional summer season. This trend, if it continues, may enable local businesses to operate for longer seasons and may stimulate the establishment of more businesses that deal in staple products. 	<ul style="list-style-type: none"> • More and more summer cottages that were rented to tourists are being converted to year round homes. If this trend continues, Sodus Point will become less of a tourist attraction.

THE MAIN STREET FOUR-PONT APPROACH™ TO COMMERCIAL REVITALIZATION

The Main Street Four-Point Approach™ to commercial district revitalization was developed by the National Trust for Historic Preservation and has been used by small- and medium-sized communities for the past 25 years to revitalize their commercial business districts. The Main Street program is based on a four point strategy and eight principals. The four points of the Main Street approach include: (1) organization, (2) promotion, (3) design, and (4) economic restructuring.

1. Organization

Organization involves assembling the human resources to get downtown business owners, property owners, business associations, local government officials and volunteers working together toward the same goal. A governing body and standing committees which make up the fundamental organizational structure of the volunteer program are established. Volunteers are coordinated and supported by a paid program director. This organizational structure not only divides the workload, but facilitates consensus building and cooperation among the various stakeholders.

2. Promotion

This involves marketing the unique characteristics of the commercial business district to residents, investors, businesses owners and visitors. The promotional strategy is designed to forge a positive image of the business district through the use of advertising, retail promotional activities, special events and marketing campaigns carried out by the volunteers. The emphasis is on high-quality promotion and events in order to convey a positive image of the community in order to attract into the downtown business district people who reside outside of the community.

3. Design

The design component involves preserving and restoring historical buildings and storefronts to improve their physical appearance. In addition, an inviting atmosphere is created through the use of attractive window displays, parking areas, street furniture, signage, sidewalks, street lights and landscaping that convey a positive visual message about the commercial district.

4. Economic Restructuring

This component involves analyzing the existing mix of businesses in the commercial district. This information is used to identifying the types of businesses needed to diversify the economic base which is followed by efforts to recruit compatible new businesses and to encourage new economic uses in buildings in the commercial core. Converting unutilized or underutilized commercial space into economic productive property helps to strengthen the business district and boost the profitability of the businesses located in the business district.

In addition to the four points of The Main Street approach to downtown revitalization, the program is also based on the following eight principals.

1. Comprehensive

Activities and efforts are undertaken in all areas of the Main Street's four point strategy described above. To achieve long-term success, efforts must be carried out within each to be successful.

2. Incremental

Successful revitalization programs begin with basic, simple activities of limited scale in order to achieve quick successes to demonstrate that positive things are happening in the commercial district. As public confidence in the commercial district improves and as the volunteers become more experienced, the revitalization effort can become more sophisticated, more complex and larger in scale.

3. Self-Help

Only the commitment and involvement of local business owners, operators, government officials and residents will make for a successful Main Street revitalization program. Local leaders must display the will and desire to mobilize local resources and talent.

4. Partnership

Both the public and private sectors have a natural interest in an economically vibrant commercial district. Both sectors must work together within their respective roles to achieve common goals.

5. Identify and Capitalize on Existing Assets

Business districts must capitalize on the existing assets that make each unique. Every business district has unique qualities that give residents a sense of community and belonging. Such local assets must serve as the foundation for all aspects of the revitalization program.

6. High Quality

High quality must be emphasized in every aspect of the revitalization program. This applies to all elements of the process from storefront design to promotional campaigns to educational programs. Shoestring budgets and cut-and-paste efforts convey and reinforce a negative image of the commercial district. The emphasis should be on quality over quantity.

7. Change

Changes in attitudes and practices occur slowly over time. Public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging

in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district.

A large array of practical “Main Street” revitalization publications and video resources are available through the Main Street Center. Several of the resources are training kits and self-help tools with step-by-step instructions. Others provide ideas for and concrete examples of promotional and marketing campaigns that can be used. In addition to the resource materials, the Main Street Center, provides workshops and training programs for local economic developers including a professional “Main Street” management certification training program. Information regarding communities that have successfully used the “Main Street” approach is accessible through the Main Street Center’s website as well.

Main Street Center contact information follows:

The Main Street Center
1785 Massachusetts Avenue, NW
Washington, DC 20036
202-588-6219 (voice)
202-588-6050 (fax)
www.mainstreet.org (website)

COMMUNITY AND RURAL DEVELOPMENT INSTITUTE (CaRDI)

CaRDI, an affiliate of Cornell University, is another resource for downtown revitalization information and training. CaRDI will assist communities with consumer demographic analysis, retail sales analysis, “crossroads” analysis, and retail trade assessment. CaRDI also provides training which includes the “Main Street Institute.”

CaRDI contact information follows:

Cornell Community and Rural Development Institute
43 Warren Hall
Cornell University
Ithaca, NY 14853
607-254-4688 (voice)
www.cardi.cornell.edu (website)

Cornell University and Penn State University, working in collaboration, have also developed a community development “toolbox”. The toolbox contains resource information regarding measures and strategies relating to community revitalization. Information regarding the “tools” in the toolbox is accessible via the Internet. The community development toolbox website is: www.cdtoolbox.net.

7. Organizational Structures and Roles

Economic Development

Currently, there are four principal organizational entities in Wayne County with responsibility for economic development - the Wayne County Industrial Development Agency (WCIDA), Wayne Economic Development Corporation (WEDC), the Empire Zone Administrative Board (ZAB), and the Wayne County Department of Tourism. In addition, the Wayne County Planning Department, in an ancillary role, performs tasks and carries out activities, that often times support, directly or indirectly, the economic development efforts of the primary agencies.

The WEDC was incorporated in 1968 as a countywide local development corporation (LDC). The WEDC is not a Wayne County agency or an extension of Wayne County government as none of the corporation's members or board of directors is appointed by the Wayne County Board of Supervisors. The WEDC members are self-appointed and the members appoint the corporation's board of directors. Although the WEDC is independent of Wayne County government, county funding allocated to the WCIDA is funneled through the WEDC for reasons that have not clearly been determined. The WEDC also obtains some of its funding from the Board of Supervisors.

The WCIDA, a public benefit corporation, was created by the Wayne County Board of Supervisors in 1969 and is directly linked to County government. The Board of Supervisors appoints the agency's members commonly referred to as the board of directors.

The ZAB was created in 2002 by the Wayne County Board of Supervisors following the approval of an Empire Zone for the County by the NYS Empire Development Corporation. The members of the ZAB are appointed by the Board of Supervisors in accord with the dictates of the General Municipal Law with regard to representation on the ZAB. The ZAB has responsibility for administering the economic development financial incentives that are available to qualified businesses located within the two square mile area contained within the Empire Zone. In response to a State mandate in 2005, the ZBA reconfigured the boundaries of the Wayne County Empire Zone. Whereas the former Empire Zone encompassed a significant amount of land used for and/or zoned for retail commercial business activities, the reconfigured Empire Zone almost exclusively encompasses the industrial parks in Wayne County and adjoining vacant land suitable for future industrial development, although the adjoining land may not be currently zoned for industrial uses. This change of the Empire Zone boundaries increases the overlap of the ZBA's role with the roles of the WEDC and WCIDA.

The purposes of the WEDC and the WCIDA practically mirror each other. The powers of both organizations are very similar except that the WCIDA has additional powers that are very important, such as the ability to issue tax exempt bonds and to enter into payment-in-lieu-of-tax (PILOT) agreements. The reason for the creation of the WEDC is not known to current WEDC or WCIDA staff or to current elected officials. The circumstances leading to its creation and the role the WEDC played in its early years vis a vis the WCIDA is also unknown. Over time, the WEDC has essentially evolved into an asset holding corporation which currently holds a couple of parcels of land and facilities on behalf of the WCIDA. Apart from holding assets, the WEDC has become substantially inactive without a clearly defined role. As the mission of the WEDC and the WCIDA, as created, are nearly identical, having separate and distinct boards of

directors and organizational entities with duplicative missions and many duplicative powers does not lend itself to consistent and coordinated economic development policies, programs and efforts nor does this situation result in the most efficient utilization of economic development resources.

A review of the WEDC's articles of incorporation and by-laws reveals some discrepancies, including one which relates to the size of the board of directors. Furthermore, the WEDC's by-laws give the corporation the authority to employ an Executive Director and up until a few years ago the WEDC actually employed the staff that served the WCIDA. More recently, the staff has been employees of the WCIDA. The WEDC no longer has any employees. The WCIDA Executive Director essentially serves as the de facto Executive Director of the WEDC. Given this situation, it is unclear and confusing as to the role of the WEDC vis a vis the WCIDA with regard to employment matters and oversight of employees.

Although the composition and the powers of the ZAB differ from those of the WCIDA, the missions of both organizations also mirror each other. The initial Empire Zone (EZ) Coordinator position was established to function independently of the WCIDA. This arrangement does not lend itself to a coordinated and effective County economic development program. Such circumstances could result in the WCIDA Executive Director and the EZ Coordinator unknowingly working at cross purposes. The change in the boundaries of the Empire Zone to encompass nearly all the industrial parks in the County only increases the need for enhanced coordination between the ZAB and WCIDA to ensure the efforts and activities being carried out by each agency are in concert with and complementary to the efforts and activities being carried out by the other.

Although the Wayne County Office of Tourism is involved in economic development, its role is significantly different from the roles of the WCIDA, WEDC and ZBA. The Office of Tourism focus is promoting Wayne County as a tourist destination. Tourist traffic into Wayne County not only helps to sustain tourism-related businesses, but also benefits other conventional retail businesses such as restaurants, lodging facilities, service stations and convenience stores which realize increased sales from the visitors. Although tourist attractions serve to bring people who reside outside the area into Wayne County, Wayne County tourist attractions and tourist-related businesses also serve local residents and enhance the quality of life in the County providing County residents with opportunities to pursue recreational and leisure time activities.

The Wayne County Planning Department frequently assists local communities with planning and zoning efforts as well as community development efforts. The County Planning Department not only provides guidance and advice, but also assistance to obtain grant funding for various community development projects such as housing rehabilitation, downtown revitalization projects, beautification projects, infrastructure improvements, park development projects, etc. Nearly all of the Planning Department's activities are carried out with the purpose of improving the quality of life of Wayne County residents and the quality of the communities in which they reside.

Although improving the quality of life in Wayne County benefits County residents, it is important to recognize the important role the quality of life plays in attracting new industrial and commercial businesses into Wayne County. Business location specialists are very aware the

businesses executives and upper management and their families want to reside in attractive, comfortable and vital communities that provide an array of housing options, recreational and leisure opportunities, cultural and educational opportunities, and shopping choices. Consequently, the community development improvements the Wayne County Planning Department facilitates, complements the efforts of the WCIDA, WEDA and ZBA to attract new industrial and commercial businesses and complements the efforts of the Office of Tourism to attract tourists and to retain them in Wayne County communities for extended visits. None of these agencies work in a vacuum. Open lines of communication among all of these agencies is essential. Ensuring harmonious policies, programs and efforts among the agencies is critical and can only be achieved if the roles and responsibilities of each agency is clearly delineated and understood by each of the other agencies.

Wayne County, like most rural counties in New York State, has limited resources to allocate to economic development. It is essential that the resources of the agencies involved in economic and community development are utilized efficiently and effectively. The recommendations contained in this Strategic Plan that address agency roles and responsibilities have been formulated to result in the following improvements:

- clearly define the roles and responsibilities of each economic development entity to eliminate duplicative efforts
- increase communication across the economic and community development entities to better integrate and coordinate economic and community development programs, activities and efforts with the goal of improving their effectiveness
- more efficiently utilize economic and community development funds and personnel
- ensure consistent economic and community development policies over time as turnover of elected and appointed officials occurs
- improve communications and coordination between County economic development entities and local governments to enhance business retention and recruitment efforts

The organizational chart on the following page documents the roles and relationships of the various boards and departments involved in economic development in Wayne County.

Workforce Development

Numerous organizations have a role in preparing Wayne County residents for employment. Education and training are directed at youth as well as at adults.

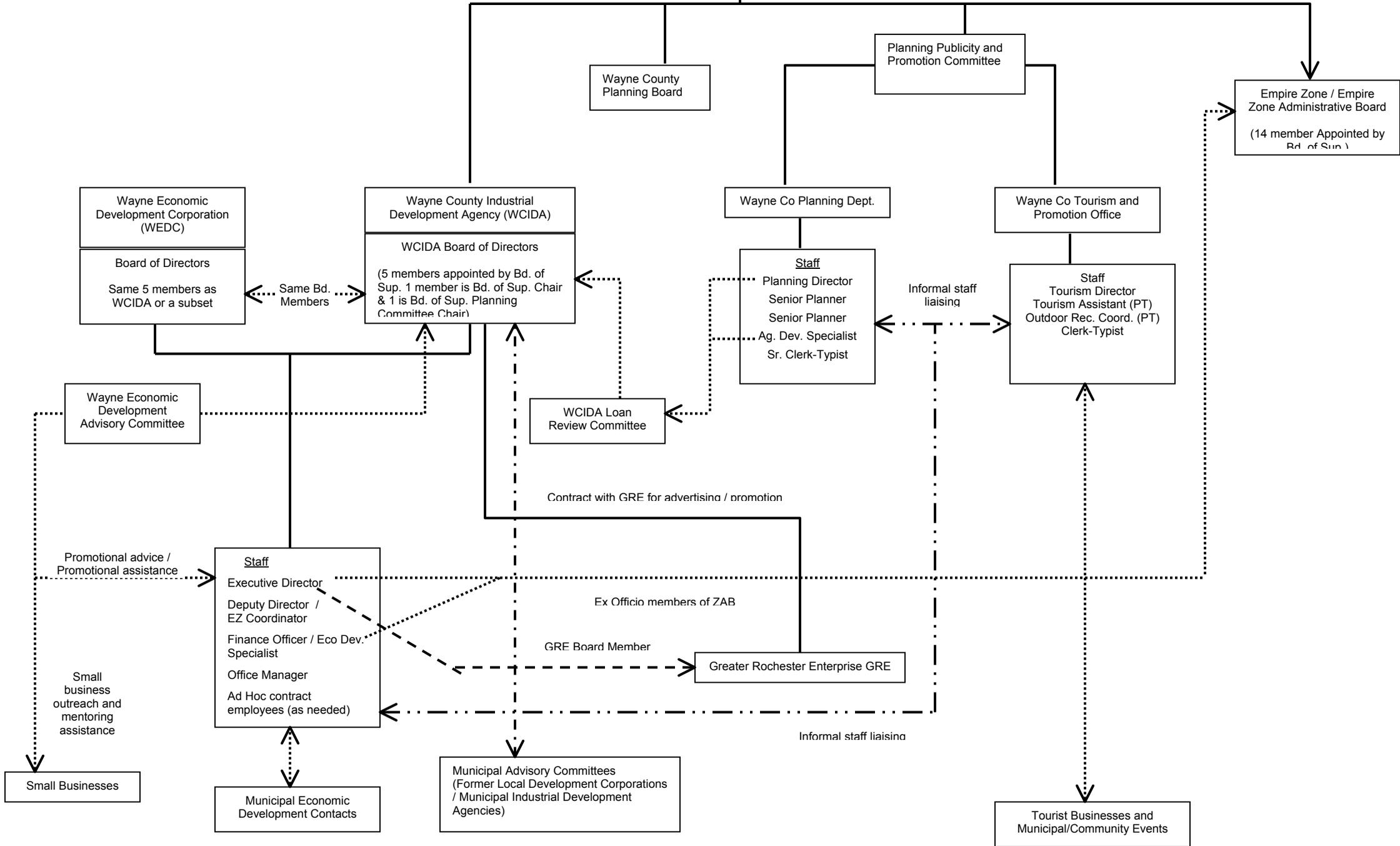
The four-county Workforce Investment Board (WIB), a consortium of business, education and government leaders that was created by New York State, is the primary policy organization that advances workforce training initiatives in Wayne, Ontario, Yates and Seneca Counties. State and other funding is typically provided through the WIB. The WIB is the primary point-of-contact for funding and other programs. For example, the WIB recently received a WIRED initiative grant from New York State to advance training opportunities in technological fields.

Wayne County Workforce Development, which is largely funded by the NYS Department of Labor, coordinates programs for employers and job seekers within Wayne County.

Public schools and the Board of Cooperative Educational Services (BOCES) continue to adapt to the need for specialized workforce skills as well as basic communications and math skills.

The Finger Lakes Community College, which recently established a satellite facility in the Village of Newark, represents the only institute of higher education within Wayne County. FLCC and BOCES recently formalized a partnership that will help them prepare Wayne County's youth for jobs in a variety of fields.

Wayne County Board of Supervisors



"The Right Tool for the Job "

A Roundtable Discussion to Address the Roles of County, State, Regional and Local Organizations in Economic Development

**Presented by Wayne County Economic Development as part of the
Strategic Plan for Economic Development in Wayne County**

Thursday, November 10, 2005

3:00 p.m.

**Cornell Cooperative Extension
Route 88 at Hydesville Road, Newark**

Featuring presentations by:

- Kevin Hurley, Empire State Development
- Greater Rochester Enterprise (GRE)
- Genesee/ Finger Lakes Regional Planning Council/ Regional Development Corporation
- Peg Churchill, Wayne County Economic Development
- Local economic development official

Objectives:

- Clarify the respective roles of state, regional, county and local entities in promoting and maintaining economic development
- Identify ways to improve coordination among agencies and to improve the effectiveness and efficiency of existing programs

Topics:

- Overview of State, Regional, County and local economic development programs with emphasis on how they interact with Wayne County's efforts
- Case studies: Success stories/ Lessons learned

LOOK FOR THESE UPCOMING WORKSHOPS

Promoting Synergistic Manufacturing Clusters

3:00 p.m., Monday, November 14 or Wednesday, November 16

Downtown Revitalization as Economic Development

7:00 p.m., Monday, November 28 or Thursday, December 1

Tourism as Economic Development

3:00 p.m., Week of December 5

Current Topics in Agricultural Economic Development

3:00 p.m., Week of December 12

“The Right Tool for the Job ”

A Roundtable Discussion on the
Roles of County, State, Regional
and Local Organizations in
Economic Development

Thursday, November 10, 2005
3:00 p.m.
Cornell Cooperative Extension
Route 88 (corner Hydesville Road),
Newark

Who should attend?

- Local economic development officials
- Wayne County government representatives
- Representatives of Wayne County businesses
- Interested citizens

Presented by Wayne County Economic
Development as part of the Strategic Plan for
Economic Development in Wayne County

Strategic Plan for Economic Development in Wayne County

Wayne County Economic Development has initiated a Strategic Planning process. The Strategic Plan will help Wayne County to focus its economic development resources on those initiatives that will achieve the greatest possible benefit to Wayne County residents and businesses.

The Strategic Planning process is guided by a Steering Committee that consists of representatives from Wayne County boards and departments, business representatives and local government officials.

A series of roundtable discussions will address several key issues, including:

1. The respective roles of County, State, Regional and local economic development organizations;
2. Synergistic manufacturing clusters
3. Agricultural economic development
4. Downtown revitalization
5. Tourism-related business development

Each workshop will feature presentations by key “resource” people. These presentations will include descriptions of case studies (success stories as well as “lessons learned”). The format of these discussions will encourage participants to learn from each other as well as to provide information to the Steering Committee and the public.

Wayne County Economic Development
16 William Street
Lyons, NY 14489

"Downtown Revitalization as Economic Development"

Presented by Wayne County Economic Development as part of the Strategic Plan for Economic Development in Wayne County

Wednesday, November 30, 2005

7:00 p.m.

**Historic Wayne County Courthouse
26 Church Street, Lyons**

Featuring presentations by:

- Vicky Daly, Mayor, Village of Palmyra
- Sean Dobbins (Village of Lyons)
- Dave Richards, Wayne County Economic
- Cornell Cooperative Extension (CaRDI)
- Wayne County Planning Department

Objectives:

- Improve understanding of the factors that contribute to a functioning downtown
- Identify issues and concerns relating to downtown business development in Wayne County
- Identify recommendations for action at the County level to support downtown revitalization

Topics:

- Elements of a successful downtown business district
- Micro-enterprise loan fund as a tool to revitalize business districts
- Success Stories/ Lessons Learned
 - Village of Clyde
 - Village of Lyons
 - Village of Palmyra
 - Williamson Business Improvement District

LOOK FOR THESE UPCOMING WORKSHOPS

Tourism as Economic Development—December 8

Promoting Synergistic Manufacturing Clusters—December 12

Current Topics in Agricultural Economic Development—January 2006

Strategic Plan for Economic Development in Wayne County

“Downtown Revitalization as Economic Development”

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3. Agricultural economic development
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**Wednesday, November 30,
2005**

7:00 p.m.

**Historic Wayne County Courthouse
26 Church Street, Lyons**

Who should attend?

- Local economic development officials
- Chambers of Commerce representatives
- Wayne County government officials
- Representatives of Wayne County businesses
- Interested citizens

Presented by Wayne County Economics as part of the Strategic Plan for Economic Development in Wayne County. Please RSVP: (315) 946-5917

Wayne County Economic Development
16 William Street
Lyons, NY 14489

"Tourism and Economic Development Opportunities"

Presented by Wayne County Economic Development as part of the Strategic Plan for Economic Development in Wayne County

Thursday, December 8, 2005

3:00 p.m.

Cornell Cooperative Extension
Route 88 at Hydesville Road, Newark

Featuring presentations by:

- Christine Worth, Director, Wayne County Tourism & Promotion Office
- Dan Wiles (Midlakes Erie/ Canal NY)
- Bonnie Hays, Executive Director, Historic Palmyra
- Representative from bed & breakfast/ accommodations industry

Objectives:

- Improve understanding of how tourism contributes to the Wayne County economy and quality of life
- Identify business opportunities related to tourism
- Identify recommendations for action to enhance tourism-related economic development

Topics:

- Tourist attractions and related business opportunities
 - * Erie Canal, Lake Ontario, agriculture, Mormon history
- Cooperative Marketing
- Success Stories/ Lessons Learned
 - * Cultural tourism
 - * Lodging (Palmyra Inn, bed & breakfasts)
 - * Boating (Lake Ontario/ Erie Canal)

LOOK FOR THESE UPCOMING WORKSHOPS

Promoting Synergistic Manufacturing Clusters—December 14, 3:00 pm

Current Topics in Agricultural Economic Development—January 2006

“Tourism and Economic Development Opportunities”

A Roundtable Discussion on the Economic Impacts and Business Opportunities Relating to the Tourism Industry in Wayne County

Thursday, December 8, 2005

3:00 p.m.

Cornell Cooperative Extension

**Route 88 at Hydesville Road,
Newark**

Who should attend?

- **Local economic development officials**
- **Chambers of Commerce representatives**
- **Wayne County and local government officials**
- **Representatives of Wayne County businesses**
- **Interested citizens**

Strategic Plan for Economic Development in Wayne County

Wayne County Economic Development has initiated a Strategic Planning process. The Strategic Plan will help Wayne County to focus its economic development resources on those initiatives that will achieve the greatest possible benefit to Wayne County residents and businesses.

The Strategic Planning process is guided by a Steering Committee that consists of representatives from Wayne County boards and departments, business representatives and local government officials.

A series of roundtable discussions will address several key issues, including:

1. The respective roles of County, State, Regional and local economic development organizations;
2. Downtown revitalization
3. Tourism-related business development
4. Synergistic manufacturing clusters
5. Agricultural economic development

Each workshop will feature presentations by key “resource” people. These presentations will include descriptions of case studies (success stories as well as “lessons learned”). The format of these discussions will encourage participants to learn from each other as well as to provide information to the Steering Committee and the public.

Wayne County Economic Development
16 William Street
Lyons, NY 14489

Presented by Wayne County Economics as part of the Strategic Plan for Economic Development in Wayne County. Please RSVP: (315) 946-5917

"Synergistic Manufacturing Clusters"

Presented by Wayne County Economic Development as part of the Strategic Plan for Economic Development in Wayne County

Tuesday, January 17, 2006

3:00 p.m.

**Cornell Cooperative Extension
Route 88 at Hydesville Road, Newark**

Featuring presentations by:

- Bob Bechtold, Owner/President Harbec Plastics
- William Schmitz, Chief Operating Officer, Ultralife
- Peter Freund, President/Owner, P. T. Freund packaging
- Mike Mandina, President, Optimax Systems
- Representative from food processing industry

Objectives:

- Identify types of businesses that support identified "clusters" in Wayne County and the region
- Improve understanding of how businesses interact with other businesses (suppliers/ customers) and the impact of these interactions on decisions to locate in Wayne County
- Determine how Wayne County Economic Development should target certain types of businesses to promote economic development within identified County or regional "clusters"

Topics:

- From the perspective of specific firms, how does the presence of nearby suppliers or customers affect business viability and a decision to locate in Wayne County?
- What are the prospects for the future of businesses in identified industrial "clusters"?
- What types of businesses should be targeted help to support these "clusters"?
- Success Stories/ Lessons Learned

LOOK FOR THIS UPCOMING WORKSHOP

Current Topics in Agricultural Economic Development

"Synergistic Manufacturing Clusters"

A Roundtable Discussion on Manufacturing Clusters in Wayne County and Targeting Industries for Economic Development

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Who should attend?

- Local economic development officials
- Industry Representatives
- Wayne County and local government officials
- Interested citizens

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"Agriculture and Related Economic Development Opportunities"

Presented by Wayne County Economic Development as part of the Strategic Plan for Economic Development in Wayne County

Thursday, April 13, 2006

3:00 p.m.

Cornell Cooperative Extension
Route 88 at Hydesville Road, Newark

Featuring presentations by:

Nelson Bills, Department of Applied Economics and Management, College of Agriculture and Life Sciences, Cornell University

⇒ *Agriculture economic multipliers and the importance of agriculture to the local and regional economy*

John Teeple, Wolcott, member of US Apple Association

⇒ *Cooperative project for cold storage, packaging and distribution*

Ann Peck, Farm business management consultant from Newark, New York Corn Growers Association Executive and Empire Biofuels Project Manager

⇒ *Cooperative projects with focus on alternative energy/ethanol*

Discussion Topics:

- How do agriculture and added value agriculture-related businesses fit into the picture of the future economic growth in Wayne County?
- How could the County help farm-related businesses or agriculture in general?
- How do cooperative efforts help position Wayne County farmers and ag-related businesses more competitively in the world marketplace?
- How will cooperative efforts help farmers position their businesses for the next 10 years?

“Agriculture and Related Economic Development Opportunities”

A Roundtable Discussion on the Economic Impacts and Business Opportunities Relating to the Agricultural Industry in Wayne County

Thursday, April 13, 2006

3:00 p.m.

Cornell Cooperative Extension

**Route 88 at Hydesville Road,
Newark**

Who should attend?

- **Farmers and agri-business representatives**
- **Local economic development officials**
- **Wayne County and local government officials**
- **Representatives of Wayne County businesses**
- **Interested citizens**

Strategic Plan for Economic Development in Wayne County

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WAYNE COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

INTERVIEW QUESTIONS FOR INDUSTRIAL STAKEHOLDERS

1. How long has your company been operating in Wayne County?

- 2.A. Why did your company select Wayne County as a location for its operation? [For industrial businesses established in Wayne County relatively recently.]

OR
- 2.B. Why does your company continue to maintain its operation in Wayne County rather than move elsewhere? [For industrial businesses that have been operating in Wayne County for many years.]

3. Are there any supply-chain businesses and/or service businesses not operating in Wayne County that would benefit your company if such businesses were to be established in Wayne County? If so, what types of businesses?

4. When hiring new employees, what workforce characteristics are most important to your company? [Rank from most important to least important]

___ Workforce is educated and possesses necessary work skills
___ Workforce has the aptitude to be trained
___ Workforce is hard working and reliable [strong work ethic]
___ Workforce is willing to work for lower wages
___ Other (Please identify)_____

5. How would you rate the workforce in Wayne County and how could the workforce be improved?

6. Do you have any difficulty recruiting or retaining executive, management or highly-skilled employees due to the quality-of-life factors in Wayne County? [Quality of life factors include: good schools, good housing stock, wide variety of cultural and recreational opportunities, convenient shopping opportunities, physically attractive communities, etc.) If so, what quality-of-life factors should be given highest priority for improvement?

7. What should Wayne County government, in general, and the Wayne County Industrial Development Agency, in specific, do to improve the economic and business climate in Wayne County that would benefit your company?

**Wayne County
3rd Annual Economic Development Summit
Carey Lake
June 28, 2006
3 – 5 PM**

Welcome by Jim Hoffman, Chairman Wayne County Board of Supervisors

Introduction by Peg Churchill, Director, Wayne County Economic Development

**Overview of Strategic Plan Findings and Recommendations
By Stuart I. Brown Associates**

**Small Group Discussions
Introduction by Willard Milliman, IDA, Empire Zone member**

Reconvene with Group Input

Next Steps



3rd Annual Economic Development Summit

June 28, 2006

Education

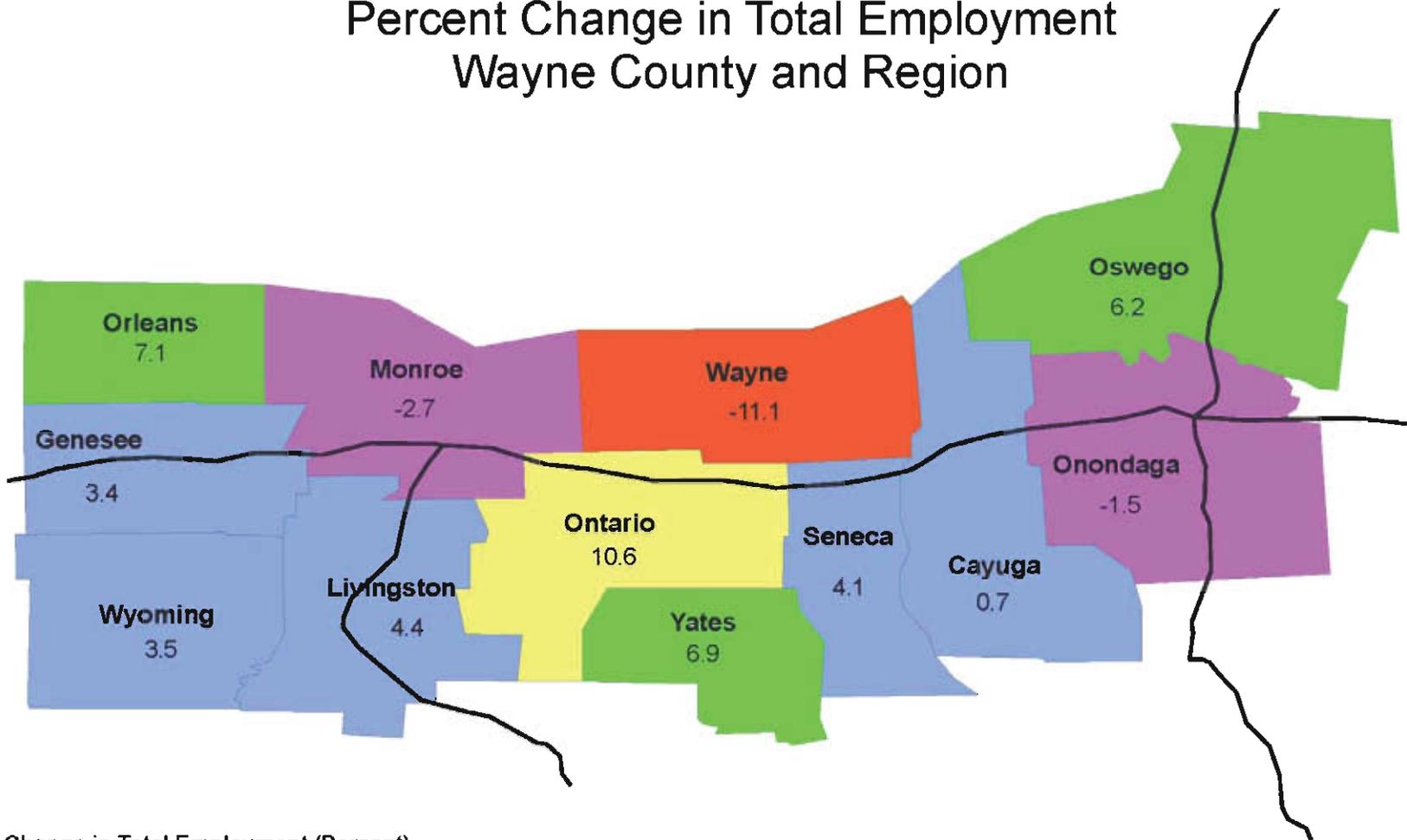
Workforce



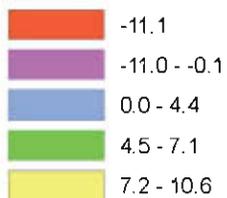
Government

Business

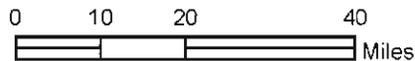
Percent Change in Total Employment Wayne County and Region



Change in Total Employment (Percent)



SOURCE: County Business Patterns, 1998 and 2003



Strategic Plan Guiding Principles

- **Support Existing Businesses**
 - **Promote Economic Growth in Existing Regional “Clusters”**
 - **Invest in Infrastructure, Access and Sites**
 - **Expand Workforce Capabilities**
 - **Build Effective Partnerships**
 - **Create an Environment that is Conducive to Entrepreneurship**
 - **Improve Communities**
-

Support Existing Businesses

- Job creation is most likely to occur from expansion of employers already located in Wayne County
 - 90% of economic development efforts should be directed toward retention
 - Ongoing support of and communication with existing Wayne County businesses are essential.
-

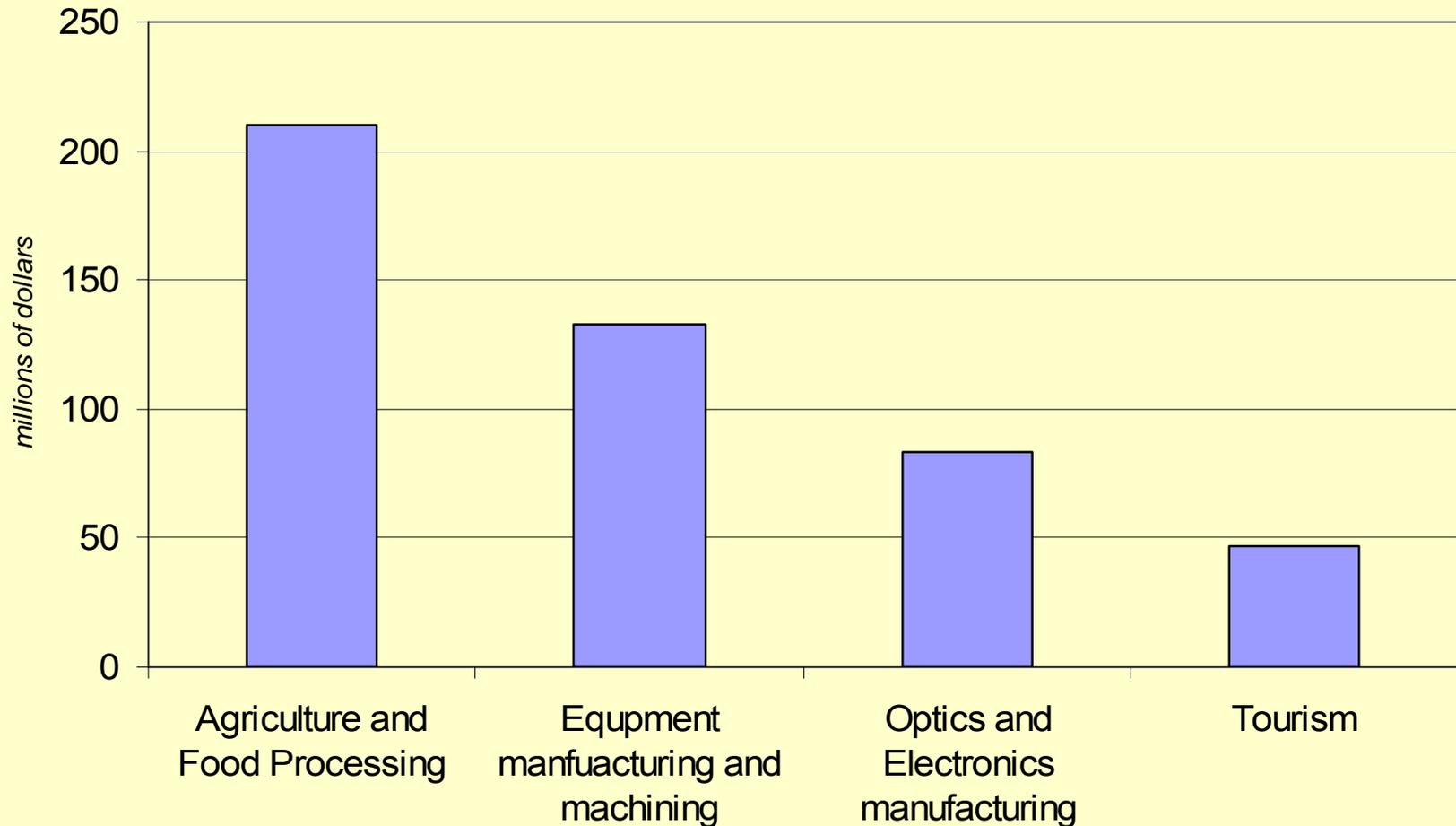
Support Existing Businesses - Recommendations

- Maintain regular contact with key decision-makers of existing businesses, including periodic visits
 - Provide information regarding sites, financial assistance and workforce training resources
 - Work with State representatives to reduce NYS taxes, fees and regulations
 - Encourage networking among businesses with common concerns
-

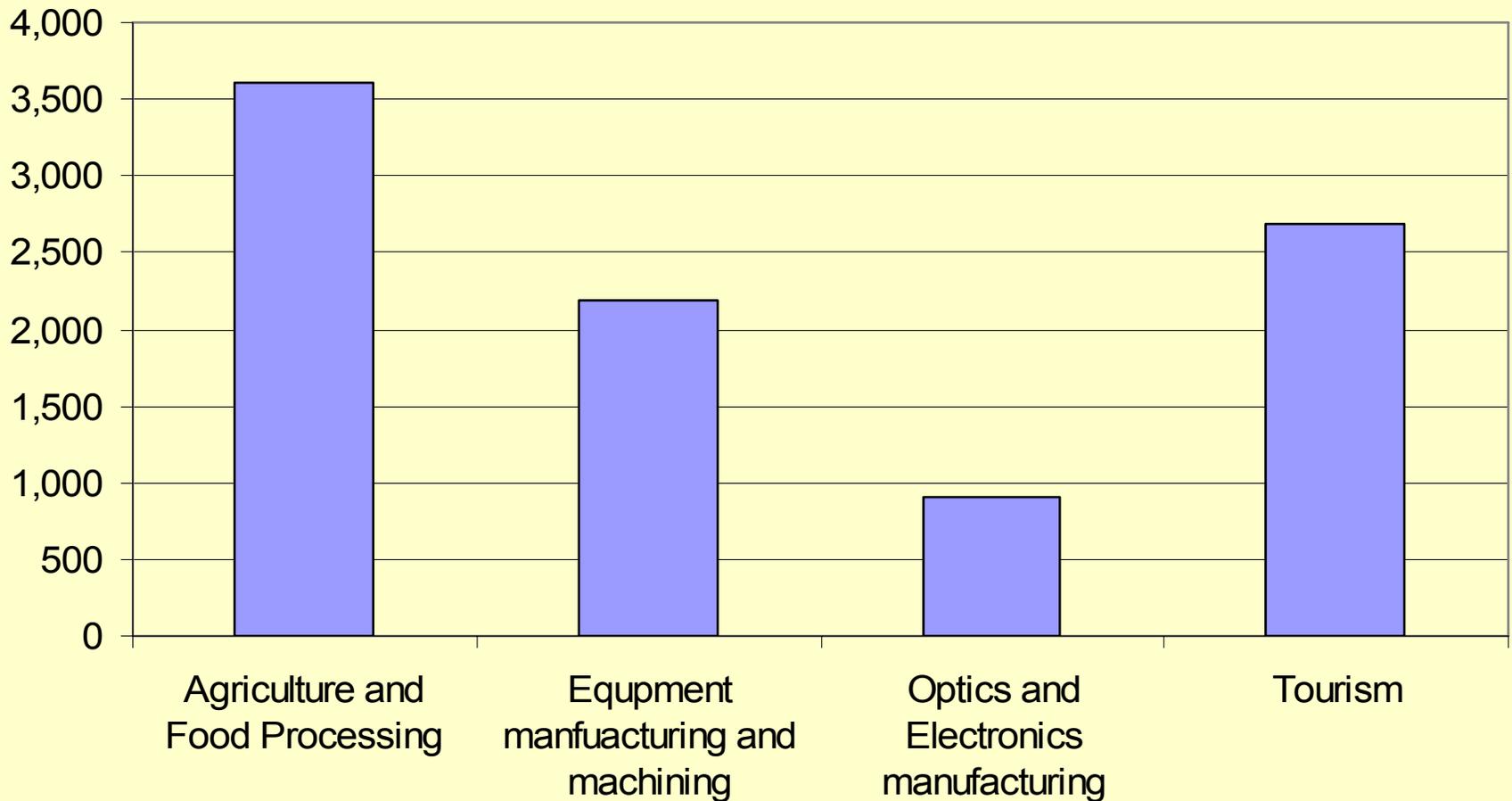
Promote Economic Growth in Existing Regional “Clusters”

- Encourage networking among firms within “clusters”
 - Agriculture and food manufacturing
 - Optics
 - Sustainable Energy
 - Equipment manufacturing
 - Packaging
 - Tourism (potential)
-

Value Added by "Cluster" - 2002



Employment by “Cluster” - 2002



Promote Growth in “Clusters” – Recommendations (cont’d)

■ Energy

- Utilize Wayne County’s purchasing power to support sustainable energy ventures such as wind and biodiesel
- Maintain communications with the Syracuse Center for Excellence and SUNY ESF and its Office for Industry Collaboration



Promote Growth in “Clusters” (cont’d)

- Agriculture and Food Manufacturing
 - Support projects that use agricultural products for renewable energy and other activities
 - Promote Wayne County apples as an internationally recognized resource
 - Work with the Agricultural Experiment Station and the Food and Technology Center in Geneva



Promote Growth in “Clusters” (cont’d)

- Optics/
Technology
 - Work with the
“Infotonics”
Center for
Excellence in
Canandaigua



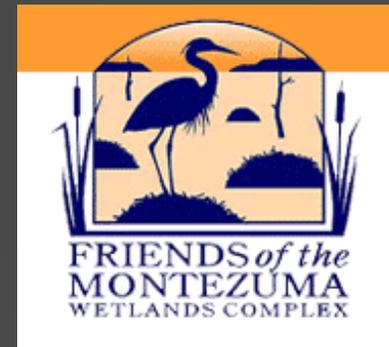
Promote Growth in “Clusters” (cont’d)

- Equipment manufacturing/
Packaging
 - Work with Metropolitan
Development Agency (MDA),
which has identified regional
clusters in Packaging,
Equipment Manufacturing



Promote Growth in Identified Regional “Clusters”

- Promote an image of Wayne County as environmentally progressive
 - Windmill along Route 104 – Western “gateway”
 - Proposed “Sustainable Energy Park”
 - Audubon Center
 - Organic farming and produce
 - Scenic landscapes and waterfronts



Invest in Infrastructure, Access and Sites

- Infrastructure is critical to economic development and community building.
- Strategic investments are needed in roads, sewer, water, broadband, electricity, natural gas, and other infrastructure
- Sites need to be “shovel-ready”
- Ready-to-occupy “spec” buildings are needed



Infrastructure, Access and Sites - Recommendations

- Dedicate a revenue stream to be used for infrastructure improvements related to economic development
 - Support cooperative efforts to upgrade deteriorating infrastructure
 - Maintain up-to-date data on infrastructure location, condition and capacities
-

Expand Workforce Capabilities

- Improve the reliability and basic employability of the workforce
 - Emphasize technical skills
 - Children need to be engaged at a young age to ensure their suitability as future workers.
 - Improve partnerships with institutions of higher education
-

Expand Workforce Capabilities

- Recommendations

- Strengthen and support the activities of the Workforce Investment Board
- Work with educational institutions to establish effective education and training programs
- Increase the visibility of the Finger Lakes Community College
- Provide information to businesses about training opportunities
- Collaborate with local and regional organizations



Build Effective Partnerships



- Decision-makers need to move forward with a unified voice
 - All levels of government need to work together to advance key initiatives - Wayne County, municipalities, regional organizations and the State.
 - Partnerships with regional and private entities, such as GRE and the Wayne Business Council, help to stretch limited resources.
-

Build Effective Partnerships - Recommendations

- Restructure the WCIDA
- Establish a volunteer “Business Builder” corps utilizing members of the Wayne Economic Development Corp.
- Encourage the Wayne Business Council to become an umbrella organization to local Chambers of Commerce
- Encourage towns and villages to designate a liaison to the WCIDA
- Contract with GRE for marketing and promotion



Create an Environment that is Conducive to Entrepreneurship

- Job growth is most likely to occur as small businesses expand
- Start-up and small businesses will likely need help with financing, space and business planning.
- Incubators and research centers such as the Food & Technology Center in Geneva and the Infotonics Center for Excellence in Canandaigua may sprout new businesses.

Entrepreneurship Recommendations

- Utilize knowledgeable volunteers as “Business Builders” to assist start-up companies
 - Provide “micro-enterprise” loans
 - Support the development of “incubator” facilities
-

Improve Communities

- Wayne County communities need to be places where people and businesses can thrive.
- Quality of life influences economic decisions.
- High quality neighborhoods, schools, health care, recreation and commercial services are important to a vital, functioning community.



Improve Communities - Recommendations

- Revitalize downtown business districts
 - Organize merchants and establish effective management
 - Invest in physical improvements
 - Facilitate loans to businesses



Improve Communities – Recommendations (cont'd)

- Promote tourism
 - Use the “New York’s Great Lake Getaway” theme recommended in the Randall Marketing Plan
 - Publicize events and attractions
 - Collaborate with regional entities
 - Provide hospitality training to front-line workers



Improve Communities – Recommendations (cont'd)

- Develop recreational and cultural facilities
- Encourage the establishment of a health clinic near Sodus or Sodus Bay
- Improve residential neighborhoods
- Support high quality public education



Next Steps

- Review by key stakeholders
 - Board of Supervisors Public Hearing
 - September 2006
 - Adoption
 - Implementation
-