

6th Day  
Friday, April 29, 2016

The Board met pursuant to adjournment, with Chairman LeRoy presiding for this Special Board Session that was called to order.

The Pledge of Allegiance was led by Supervisor Spickerman.

Upon roll call, all Supervisors were present, except Supervisors Crane and Kolczynski who were absent. County Attorney Daniel Connors was also present for this morning session of the board.

**APPROVAL OF MINUTES:**

Mr. Miller moved, seconded by Mr. Chatfield, to waive the reading of the minutes of the previous meeting and approve them as distributed. Upon roll call, carried.

**SCHEDULED BUSINESS:**

Chairman LeRoy introduced and welcomed Mr. Christopher Steele, COO of Investment Consulting Associates and Ms. Neilia Stephens, of Conway PR and Marketing.

Mr. Steel began the presentation with an overview of the Wayne County Opportunity Analysis and Marketing Strategy.

**GOAL**

- Identify assets of Wayne County that make it an attractive place to live, operate a business, enjoy recreational advantages, and pursue other opportunities.
- Provide an objective analysis and honest assessment of such features.
- Develop a Marketing Strategy that can be readily used by a wide cross section of the Wayne County and its identity in the marketplace.

**STRENGTHS**

Industrial

- Proximity to Rochester optics cluster
- Strong agricultural base
- Available land
- Transportation infrastructure (selected areas)
- Water/wastewater infrastructure (selected areas)

Retail

- Proximity to Rochester market
- Growth in western parts of the county

Tourism

- Strong rural/agricultural/food culture
- Presence of prime natural features (Lakefront)
- Presence of historic amenities (Canal, LDS)
- Connection with Finger Lakes Region

**WEAKNESSES**

Industrial

- Workforce and workforce trends
- Market visibility in NYS and Rochester region
- Transportation infrastructure (selected areas)
- Water/wastewater infrastructure (selected areas)

Retail

- Distance from population clusters
- Local buying patterns
- Distance from Thruway

- Regional competition

#### Tourism

- Overshadowing by Finger Lakes Region
- Lack of hotels, especially brand names
- Lack of meeting spaces

### **OPPORTUNITIES AND THREATS**

#### Opportunities

- Capitalize on proximity to Rochester
- Maximize agricultural strength
- Maximize proximity to Lake
- Embrace role in Finger Lakes wine/food cluster

#### Threats

- Need to develop regional consensus
- Regional competition
- Uneven infrastructure
- Workforce and housing decline

### **ACTION PLAN**

- Complete Action Plan includes both policy actions and marketing, outreach, and branding actions
- Today's focus will be on marketing, but full detail of the policy tasks is available as well

### **MARKETING PLAN**

- Identify Wayne County's assets from an economic development standpoint and develop a marketing plan that:
  - Enhances the image of the County
  - Positions Wayne County as an ideal location for the relocation and expansion projects
  - Engages the business community and residents within Wayne County and raise the overall awareness
- IDA's resources would be best utilized focused on leveraging the County's assets within the regional and national markets

### **BRANDING**

Some of the things we saw:

- A number of logos
- A number of slogans and tag lines
- Different key messages
- Different websites, each with distinctive branding
- A large number of departments and stakeholders with no cohesive position
- The overall branding plays a role in attracting new business, talent, and visitors
- Branding will identify where Wayne County is located and create an overall awareness of the County
- It will support economic development from the perspective of investment promotion and tourism
- It's important to create a brand that supports all of the other departments and services in Wayne County
- The branding should project a unified front and a group of agencies and departments that work together and cooperate for the greater good

#### Recommended Uses for Branding

- Letterhead
- Presentations
- Complete suite of support documents
- Business cards

- Collateral material
- Advertising
  - Billboard
  - Print (Magazine, Airport Signage)
- Website
- Social Media

#### **PHOTOGRAPHY**

- Conway PR & Marketing has arranged for Site Selection's photographer to visit Wayne County on May 10-13
- Photography can be used for the website, collateral material, social media, and media outreach
- Images should capture innovation, local companies, thriving industries, workforce/talent, quality of life, and local landscape

#### **COLLATERAL**

- Conway PR & Marketing developed a general business attraction collateral piece that aligns with the County's key messages
- The piece should be incorporated into the business development program and can be distributed at tradeshow and conferences and other events
- Collateral focuses on Wayne County's strategic location, agriculture and apple industry, photonics and optics, advanced manufacturing, skilled workforce, and tourism

#### **ELECTRONIC NEWSLETTER**

- Launch electronic newsletter and share information about the business community
- Content should include company expansions and relocations, available land, sector-specific news, workforce training programs, and other selling points
- Update the distribution list on a regular basis

#### **PUBLIC RELATIONS**

- Primarily target local and regional publications on an ongoing basis to promote Wayne County's assets, industries, and new branding platforms. Also pitch key trade and economic development outlets.
- Potential story ideas include:
  - Wayne County, NY... at the Core of Opportunity
  - Optics/Photonics Thrives in Wayne County, NY
  - The Core of the Nation's Apple Production

#### **PRESS RELEASE**

Draft press releases to increase the awareness of positive news happening in the County

- Press releases should be distributed quarterly and should include timely news and development such as a recent announcement by the County or a company
- The releases should be posted to website, social media pages, newsletter, and sent to regional/local media

#### **SOCIAL MEDIA**

- Establish the Wayne County brand on Facebook, LinkedIn, and Twitter to increase overall awareness
- Connect with target audiences and engage them with relevant content to turn them into brand advocates
- Connect with local and regional companies and other partners on all social media channels
- Add the social media tags on each staffers email signature
- Share social media tags throughout the County via the newsletter and other venues
- Integrate social media channels onto the homepage of updated website and drive traffic to the website
- Identify opportunities to develop content that supports your goals:
  - Announcing new branding campaign

- Local events
- Key business, education, and community leaders
- Regional and state economic news and articles
- Company news and developments
- Industry news and trends
- Tourism activities
- Leverage business travel including conferences through hashtags, contests, and prize giveaways

#### **BUSINESS DEVELOPMENT**

- Talent Attraction/Retention
  - Secure speaking opportunities for the IDA and company representatives at regional schools such as Finger Lakes Community College, Hobart and William Smith Colleges, University of Rochester, Cornell University, and Rochester Institute of Technology and participate in college fairs during the spring and fall
- Host Business Networking Events
  - Conduct business attraction and retention events 1-2 times per year, providing updates on Wayne County economic developments news and opportunities. Hold events at local venues to showcase area businesses and attractions
- Regional Commercial Real Estate Broker Outreach
  - Host semiannual event for key commercial real estate brokers located in the surrounding regions with an emphasis on business development opportunities
- Leverage Local and Regional Events
  - Wayne County team should regularly attend events arranged by partners, allies, and affinity groups such as Empire State Development
- Regional organizations to monitor for event participation include:
- Tradeshows and Conferences
  - Attend key trade shows and conferences to explore new business and retention opportunities
  - Depending on the trade show, you can meet with a significant number of companies from a particular target sector and obtain a better understanding of the industry through the products and services exhibited there
- Recommended tradeshows and conferences include:

The Floor was opened for Board members to ask questions.

To start, representatives from Investment Consulting Associates and Conway PR & Marketing reached out and contacted most of the 15 Wayne County towns for this research. Supervisors Marini and Smith, from the Towns of Walworth and Ontario, respectively, were not directly contacted. A request was made for a complete list of who was directly contacted for this research.

Mr. Groat noted that many areas were not covered within this presentation and felt that this program needed to include more specifics, listing several areas important to the Town of Galen and also the County.

Mr. Spickerman addressed the need to change the focus on the negative county billboards, focusing on a more positive light. He joins many board members views that we are sending the wrong image of Wayne County life. Further, he added that we will need to plan to continue on this information presented today and move forward.

Supervisor LeRoy emphasized that Wayne County is a safe place to live with excellent public safety. We have a well-supplied Sheriff's Office, state of the art Emergency Management Office, CAD system, including a new E911 Center. He also mentioned the Newark Wayne Community Hospital with state of the art technology, equipment and dedicated staff.

Mr. Miller asked if Investment Consulting Associates would offer their professional opinion to prioritize. This will be taken on by Wayne Economic Development Corp and Industrial Development Agency.

Margaret Churchill, Executive Director of Wayne Economic Development Corp.,

commented that to move forward, much of this will be up this Board. She noted that we have the capacity to do certain pieces but need development through contracts, training, and linking the county with agencies, departments and organizations.

Supervisor Smith asked what demographic age group this presentation was geared for; inquired of the obligations of a contract and if this plan was accepted.

Mr. Steele and Ms. Stephens responded, noting that on the business side, 30-50 year olds were targeted. Robert McNary, CEO, Economic Development and Planning commented that this presentation was just a proposal.

Mr. Smith continued that if the County moved forward to the next step, it will need to be properly funded; as a lot of this effort is being done at town level. This plan needs to be cohesive between the town and County; and is concerned that our targeting is looking at the correct age group.

Discussions regarding making social media decisions and a commitment of funding will need to be addressed, including to either dedicate staff for monitoring promotional social media accounts or to outsource these services. Associated costs will need to be reviewed.

Ultimately, the need to attract more businesses and retain residents was expressed.

Chairman LeRoy thanked Mr. Steele and Ms. Stephens for today's presentation and expressed the importance for this meeting today to collectively review this strategy.

**EXECUTIVE SESSION:**

Mr. Manktelow moved, seconded by Mrs. Marini that the Board go into Executive Session at 9:58 a.m. to discuss the proposed acquisition, sale or lease of Real Property. Upon roll call, carried.

**REGULAR SESSION:**

Mr. Smith moved, seconded by Mrs. Pagano that the Board resume regular session at 10:45 a.m. Carried.

**ADJOURNMENT:**

The next scheduled meeting of the Board is Monday, May 16, 2016 at 1:00 p.m.  
The Board will request an Executive Session to review the applications for the position of County Administrator.

Mr. Smith moved, seconded by Mr. Verno, that the board adjourn at 10:50 a.m. Carried.

Sandra J. Sloane, Clerk, Wayne County Board of Supervisors  
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