

FOSTERING THE NEXT GENERATION OF GROWTH:
AN ECONOMIC DEVELOPMENT STRATEGY FOR
SENECA COUNTY



DECEMBER, 2019



EXECUTIVE SUMMARY

Why a Seneca County Economic Development Strategy?

The businesses in Seneca County face pressures from economic competition, changing market conditions and technological innovation. It is the role of economic developers to help County businesses succeed and grow and to create a climate for economic success that will prove attractive to businesses that might consider Seneca County as a location for their enterprise. The Seneca County Economic Development Strategy is intended to serve as a guide for how and where to focus economic development resources throughout Seneca County.

How the Strategy was Created

This strategy is the result of detailed analysis of the County's economy along with interviews with over 30 business people, government officials and other stakeholders in the County economy. Throughout this process, the findings were reviewed by a steering committee of business people, local officials, educators and other stakeholders. Full details about the strategy creation process are contained in technical memoranda accompanying the full report.

The Strategy: Fostering Seneca County's Next Generation of Growth

Seneca County's economic development strategy can be summarized as "fostering the next generation of growth." Seneca County is already host to a variety of enterprises building competitive advantage for the "next generation" of growth under the economic conditions of the early 21st Century. To support these firms, the strategy seeks to meet nation-wide economic challenges, including workforce shortages and technological changes disrupting entire industries. It also addresses challenges distinct to Seneca County, including:

- promoting a "business-friendly" approach when working with businesses so they can easily and quickly find answers and assistance they need
- gaps in key infrastructure such as electrical service, sewer and water and broadband Internet service
- the need to address regulatory and planning issues in an ever faster-paced economy
- providing an adequate supply of housing at all income levels to support a growing workforce
- enhancing efforts to create constructive approaches to the role of the Seneca Meadows Landfill in an era when quality of life is increasingly central to economic competitiveness and given the inherent challenging dynamics of hosting such a facility in the County

Positioning the IDA to Foster a Seamless Support and Referral Network for Economic Development

No single agency or organization has the capacity to perform all of the tasks involved with this strategy. It will require a well-coordinated network of partners, with a clear "point of entry" for businesses seeking assistance. Therefore, implementation of this strategy will require the IDA to maintain and expand its network of partners and to "rebrand" itself in ways that clearly communicate to all involved that it is the "one stop" point of entry for businesses from throughout the County that are seeking support services.

Three strategic pillars—key sectors/clusters

Seneca County’s economic development strategy is founded on three sectors or clusters that deeply rooted in the County’s economy and are poised to lead its next generation of growth. These three pillars of the strategy include:

- Advanced manufacturers & service enterprises
- Agriculture and Food Production
- Tourism, including Agri-Tourism, Destination Tourism and Cultural/Heritage Tourism

An Economic Development Action Agenda: Immediate First Steps

The full report outlines actions to foster the next generation of growth in Seneca County, expressed in six goals. For each goal, the full report includes a multi-year plan of action. For each of the six goals, this executive summary highlights the actions that would be the focus of the first year of implementing the Economic Development Strategy.

Goal 1. Target “Next Generation” Enterprises.

Goal 1 Action Plan: Immediate First Steps				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
1-1. Maintain the Business Retention & Expansion Program to continue to regularly call on product-making businesses to help these businesses grow	IDA staff, in conjunction with a Business Retention & Expansion Specialist	Empire State Development Corp., SBA Small Business Development Center, Finger Lakes Workforce Investment Board, County Department of Workforce Development, etc.	Year 1	5 BR&E visits to firms per month by Year 1. 2 projects/referrals for assistance per month by Year 3.
1-3. Promote Seneca County as a location for other “next generation” enterprises strengthening its relationship with Greater Rochester Enterprise in its effort to attract new businesses to this region & working with Locate Finger Lakes.	IDA	Greater Rochester Enterprise, Locate Finger Lakes	Year 1	10 relocation prospects/ referrals from Greater Rochester Enterprise &/or Locate Finger Lakes per year by Year 2.
1-4. Mobilize regional agricultural resources to support continued innovation in agriculture & agri-tourism.	IDA	NYS Center of Excellence for Food & Agriculture, Finger Lakes Community College, TC3, Cornell Agri-Tech, Food Venture Center, Cooperative Extension	Year 1	Incorporate Potential Partners/Resources in Food and Agriculture Cluster roundtables as initiated under Action 1-4 by Year 2.

Goal 1 Action Plan: Immediate First Steps				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
1-5. Establish Industry sector/cluster roundtables to address members' common issues and opportunities.	IDA	Cluster members, Chamber of Commerce, Finger Lakes Workforce Investment Board	Years 1-2	Regular meeting schedules are established for each cluster roundtable by Year 2.
1-6. Build a mechanism to ensure business concerns/questions regarding the Seneca Meadows Landfill are expeditiously addressed.	County, IDA, Chamber of Commerce,	Affected Taxing Jurisdictions, Private Sector	Year 1	Working group created involving representatives from Seneca Meadows, County businesses, etc. by Year 1.

Goal 2. Provide Seneca County's employers with a reliable pipeline of skilled workers.

Goal 2 Action Plan: Immediate First Steps				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
2-1. Add a workforce development specialist to the IDA staff to complement the work force development department.	IDA	County government, Private Industry	Year 1	Position created and staffed by Year 1.
2-5. Create a Seneca County Housing task force to develop long term responses to housing shortages in the County	County Planning	IDA, Towns & Villages, housing authorities, developers, financiers, Land Bank	Year 1	Task force formed and 5-year workplan created and approved by task force members by Year 1.

Goal 3. Address constraints to economic growth that involve physical Infrastructure issues.

Goal 3 Action Plan: Immediate First Steps—Electric Grid				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-1. Advocate with NYSEG and New York State Public Service Commission for Improved capacity of Seneca County's electric grid, particularly in key development sites such as the Depot and the 318, 5 & 20, 96 and 414 corridors.	IDA	Private Sector, Greater Rochester Enterprise, NYSEG, State Government, property owners and project sponsors	Year 1	Advocacy effort formed and outreach/advocacy plan created and implemented by Year 1.

Goal 3 Action Plan: Immediate First Steps—Broadband

Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-5. Creation of Task force to define Broadband solutions throughout the County.	County Planning	IDA, Chamber of Commerce, Private Industry, Institutions (schools, health care, etc.)	Year 1	Broadband Task force created by Year 2.

Goal 4. Improve the efficiency and effectiveness of the local regulation.

Goal 4 Action Plan: Immediate First Steps

Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
4-1. Promote uniform high levels of customer service and “business friendliness” among officials responsible for reviewing development applications in the County.	County Planning & County Public Works	County Government, IDA, Chamber of Commerce, Private Industry, Local jurisdictions, Seneca Towns Engaging People for Solutions (STEPS)	Years 1	Create and complete one workshop per year by Year 1.
4-4. Affected Taxing Jurisdictions should review their powers and roles as spelled out in the host agreements for the Landfill and seek to improve their effectiveness in managing the project for all stakeholders’ mutual benefit.	Town of Seneca Falls, Town of Waterloo	County government, Landfill Task Force (c.f., Action 1-6)	Year 1	Town of Seneca Falls completes a review of its powers and roles in the host agreements, identifying any new steps in can take to carry them out by Year 1.

Goal 5. Develop fully serviced sites for industrial and commercial development.

Goal 5 Action Plan: Immediate First Steps

Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
5-1. Pursue development of shovel ready sites such as the federally designated Qualified Opportunity Zone in the Town of Waterloo and extending along the 5 & 20 Corridor.	IDA	County Planning, Finger Lakes Regional Economic Development Council, Empire State Development, Private Industry	Year 1	Opportunity Zone investors are recruited and project(s) identified by year 2.

Goal 5 Action Plan: Immediate First Steps				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
5-2. County Government should work closely with the State DOT and private developers to enhance the chances for development along the Route 318 corridor in particular.	County Planning, County Public Works, County Highway Department	Willing property owners in the corridor, IDA	Years 1-2	3 projects are approved for development in the development corridors by year 3.

Goal 6. Support and/or Create Effective Economic Development Partnerships.

Goal 6 Action Plan: Immediate First Steps				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
6-1. Position the Seneca County IDA as a “one stop” for accessing economic development services provided by organizations throughout Seneca County while promoting a “business-friendly” attitude among providers and maximizing synergies among the region’s economic development organization.	IDA	County Government, Chamber of Commerce, Finger Lakes Workforce Investment Board, Private Industry, Empire State Development, Finger Lakes Regional Economic Development Council, Greater Rochester Enterprise, Locate Finger Lakes	Years 1-2	IDA Board approves changes in policies/procedures/ branding to enable the IDA to serve as “one stop” for Seneca County’s economic development by Year 2.
6-2. Convene Business Leaders’ roundtable.	IDA	Private Industry, Chamber of Commerce	Year 1	Regular meeting schedule created for business leaders’ roundtable by Year 1.
6-4. Focus External marketing and Tourism promotion.	Chamber of Commerce	IDA, County Government	Year 1	External marketing campaign designed by Year 1.
6-5. Expand the capacity of the County Planning Department	County Government	IDA	Year 1-2	Expand County Planning staffing to address issues related to infrastructure and zoning by year 2,

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Introduction: Why a Seneca County Economic Development Strategy?

“Economic development is the establishment of policies, practices or programs that support the ability of businesses in the County to retain, create or attract new jobs and/or wealth to improve quality of life in our communities.”

The businesses in Seneca County face pressures from economic competition, changing market conditions and technological innovation. It is the role of economic developers to help those businesses succeed and grow and to create a climate for economic success that will prove attractive to businesses that might consider Seneca County as a location for their enterprise.

In order to be effective, economic developers must know where to invest time and resources to get the best possible return for these efforts. Simply put, an economic development strategy defines the overall approach by which the county can compete for jobs and investment, while defining key actions to implement that approach. It is a matter of identifying the assets a community has to build economic success and describing how they can be best used to foster growth, given the competitive pressures and market realities facing that community. In a world of limited resources, an economic development strategy provides a template for determining which economic development activities should be given highest priority and which are likely to have little value for the local economy. Thus, the Seneca County Economic Development Strategy is intended to serve as a guide for how and where to focus economic development resources in Seneca County.

How the Strategy was Created

This strategy is the result of detailed analysis of the County’s economy along with interviews with over 30 business people, government officials and other stakeholders in the County economy. Throughout this process, the findings were reviewed by a steering committee of business people, local officials, educators and other stakeholders. Full details about the strategy creation process are contained in technical memoranda accompanying this report.

What is in this report

This document begins with a statement of the Seneca County Economic Development Strategy—the overall approach being recommended to foster growth. Following the strategy is a detailed description of the goals and actions that are an outgrowth of that approach. Full details about the strategy creation process are found in technical memoranda accompanying this report.

Positioning the IDA to Foster a Seamless Support and Referral Network for Economic Development

No single agency or organization has the capacity to perform all of the tasks involved with this strategy. It will require a well-coordinated network of partners, with a clear “point of entry” for businesses seeking assistance. Therefore, implementation of this strategy will require the IDA to maintain and expand its network of partners and to “rebrand” itself in ways that clearly communicate to all involved that it is the “one stop” point of entry for businesses from throughout the County that are seeking support services.

The Strategy: Fostering Seneca County’s Next Generation of Growth

Seneca County’s economic development strategy can be summarized as “fostering the next generation of growth.” Seneca County is already host to a variety of enterprises building competitive advantage for the “next generation” of growth under the economic conditions of the early 21st Century. Such next generation enterprises tend to be:

Strong niche players—they have targeted a limited set of markets and/or the value chain(s) in which to participate and create their products and processes to exploit those particular opportunities.

Building competitive advantage based upon advanced technology & talent—these firms are using a combination of advanced technology and talent to maximize the value they can offer their customers. It is that ability to deliver exceptional value—rather than the lowest possible price—that is the basis of their success. As a result, such firms will have average wages higher than the average for private employment in Seneca County.

Dependent upon coordinated community development to maintain their potential for expansion—these firms’ reliance upon talent and technology means that their long-term success depends upon a comprehensive approach to economic development. They need sites and infrastructure, but also require strong workforce development systems, strong schools (both for workforce and to help attract skilled workers who are looking for strong schools for their children), a range of housing opportunities and lively community centers to support the firms’ efforts to retain and grow their workforce within the County.

The strategy seeks to meet nation-wide economic challenges, including workforce shortages and technological changes disrupting entire industries. It also addresses challenges distinct to Seneca County, including

- promoting a “business-friendly” approach when working with businesses so they can easily and quickly find answers and assistance they need
- gaps in key infrastructure such as electrical service, sewer and water and broadband Internet service
- the need to address regulatory and planning issues in an ever faster-paced economy
- providing an adequate supply of housing at all income levels to support a growing workforce

- enhancing efforts to create constructive approaches to the role of the Seneca Meadows Landfill in an era when quality of life is increasingly central to economic competitiveness and given the inherent challenging dynamics of hosting such a facility in the County

Three strategic pillars—key sectors/clusters

Seneca County’s economic development strategy is founded on three sectors or clusters that deeply rooted throughout the County and are poised to lead its next generation of growth. These three pillars of the strategy include:

- **Advanced manufacturers & service enterprises:** Seneca County is the home to a variety of advanced manufacturing enterprises. According to the Federal Government’s Advanced Manufacturing Program Office, advanced manufacturing is the “[use] of innovative technologies to [manufacture] existing products and [create] new products. Advanced manufacturing can include production activities that depend on information, automation, computation, software, sensing, and networking.”¹ Advanced manufacturing firms tend to pay higher wages because they use technology to eliminate lower-paying low-skilled jobs and rely upon higher-skilled, higher-paid employees to build their competitive advantage. Similarly, advanced services enterprises use technology to improve the enterprise’s productivity while providing customers with services that can be highly customized to meet their needs. Whether in financial services, information technology, or producer services (firms that provide services to support manufacturing firms), the use of technology by these enterprises enables them to pay higher wages to their workers.
- **Agriculture and Food Production (including Agri-tourism enterprises):** Agriculture has long been a mainstay of the Seneca County economy. The last generation has seen the rise of new opportunities related to agriculture. These include “farm-to-table” production of food and food products that emphasizes locally-based, fresh production, dramatic growth in beverages, including wine, beer, cider and spirits, and, accompanying these trends, a growth in agri-tourism, visitors paying for agricultural-related experiences on farms, wineries, etc. The Finger Lakes has a number of resources that can be engaged in this effort, including Finger Lakes Community College, Cornell Agri-Tech, the Food Venture Center and Cooperative Extension.
- **Tourism, including Agri-Tourism, Destination Tourism and Cultural/Heritage Tourism:** In addition to its strengths in agri-tourism, gaming and outdoor recreation, the Finger Lakes Region and Seneca County have rich cultural and historic resources that could be used to attract a new segment of tourists to the County. Seneca Falls has led the way with its focus on women’s history, given its central role in the advancement of women’s rights along with Waterloo and its celebration of the founding of Memorial Day. From the legacy of the Erie Canal to the Finger Lakes Region’s role in social and cultural innovation (dating back to its time as the “Burned Over” district during the Second Great Awakening of the first half of the 19th Century) the area has made major contributions to American culture.

¹ Advanced Manufacturing National Program Office. Manufacturing.gov. <https://www.manufacturing.gov/>.

An Economic Development Action Agenda

In its essence, a strategy is about changing things. Action and results are its lifeblood. This section outlines the steps that can be taken to foster the next generation of growth in Seneca County. That approach is expressed in the six goals listed below. For each goal, a plan of action is detailed. Each action is described in terms of what steps it involves, which organization has primary responsibility for that step (the Prospective Lead Organization), other organizations that may contribute to that step (Potential Partners/Resources), the time frame for initiating the step (Time Frame) and metrics by which to measure success in implementing that step (Metrics).

Goal 1. Target “Next Generation” Enterprises.

This goal directs the IDA to retain and expand “next generation” firms in the target industries of advanced manufacturing and services, agriculture and food and hospitality and tourism. Actions addressing this goal include:

- continuing the IDA’s Business Retention & Expansion (BR&E) Program that regularly consults with employers to address issues or opportunities they face
- expanding the services provided to small businesses in the County
- working more closely with the Greater Rochester Enterprise and Locate Finger Lakes to attract firms to the County
- mobilizing agricultural related resources in the region including the community colleges, Cornell Agri-Tech, the Food Venture Center and Cornell Cooperative Extension, etc. to support agriculture and food-related enterprises
- convening “cluster roundtables” to regularly identify and address issues and opportunities that businesses have in common
- Strengthening the working relationship with the Seneca Meadows landfill

These are summarized below in the Action Plan for Goal 1.

Goal 1 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
1-1. Maintain the Business Retention & Expansion Program to continue to regularly call on product-making businesses to help these businesses grow.	IDA staff, in conjunction with a Business Retention & Expansion Specialist	Empire State Development Corp., SBA Small Business Development Center, Finger Lakes Workforce Investment Board, County Department of Workforce Development, etc.	Year 1	5 BR&E visits to firms per month by Year 1. 2 projects/referrals for assistance per month by Year 3.

Goal 1 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
1-2. Provide greater attention to small businesses in the County, including “main street” retail enterprises.	Chamber of Commerce	Chamber SCORE program	Years 2-3	TBD
1-3. Promote Seneca County as a location for other “next generation” enterprises strengthening its relationship with Greater Rochester Enterprise in its effort to attract new businesses to this region & working with Locate Finger Lakes.	IDA	Greater Rochester Enterprise, Locate Finger Lakes	Year 1	10 relocation prospects/referrals from Greater Rochester Enterprise &/or Locate Finger Lakes per year by Year 2.
1-4. Mobilize regional agricultural resources to support continued innovation in agriculture & agri-tourism.	IDA	NYS Center of Excellence for Food & Agriculture, Finger Lakes Community College, TC3, Cornell Agri-Tech, Food Venture Center, Cornell Cooperative Extension	Year 1	Incorporate Potential Partners/Resources in Food and Agriculture Cluster roundtables as initiated under Action 1-4 by Year 2.
1-5. Establish Industry sector/cluster roundtables to address members’ common issues and opportunities.	IDA	Cluster members, Chamber of Commerce, Finger Lakes Workforce Investment Board	Years 1-2	Regular meeting schedules are established for each cluster roundtable by Year 2.
1-6. Build a mechanism to ensure business concerns/questions regarding the Seneca Meadows Landfill are expeditiously addressed.	County, IDA, Chamber of Commerce,	Affected Taxing Jurisdictions, Private Sector	Year 1	Working group created involving representatives from Seneca Meadows, County businesses, etc. by Year 1.

Goal 2. Provide Seneca County’s employers with a reliable pipeline of skilled workers.

Workforce development has become as important to economic development as is shovel ready site improvement, and thus the IDA should augment the county workforce development department in the same way that the Agency augments other government services to foster economic development goals. (Examples of such IDA initiatives have included undertaking water and sewer infrastructure projects, developing shovel ready sites, facilitating the Depot title transition and redevelopment and arranging various types of project financing).

The IDA already supports the efforts of workforce development officials with its BR&E program, but this only scratches the surface on a local problem that is also being experienced regionally and nationally. The IDA should consider hiring a Workforce Development specialist to identify gaps in services created by constraints with federal funding. Such an individual could serve as a liaison to county workforce development, the WIB, FAME, industry clusters, school districts, community colleges and local employers to build relationships that bridge these entities to each other. In addition, such an individual could network regionally and nationally to learn and evaluate non-traditional workforce programs (those that the county can’t do or fund), seek funding for, implement and monitor outcomes for new initiatives.

The Plan of Action for Goal 2 is summarized below.

Goal 2 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
2-1. Add a workforce development specialist to the IDA staff to complement the work force development department.	IDA	County government, Private Industry	Years 1	Position created and staffed by Year 1.
2-2. Work with employers, the county’s Workforce Development Department and Finger Lakes Workforce Investment Board to expand offerings of customized training to prepare workers for specific opportunities with firms in Seneca County, drawing upon FAME and other regional initiatives.	IDA (Workforce Development Specialist)	Department of Workforce Development, Finger Lakes Workforce Investment Board, Cluster roundtables	Years 2-3	5 training programs created and completed by Year 4.

Goal 2 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
2-3. Facilitate school/ industry partnerships including internships and apprenticeships to orient students to jobs and careers in the County.	IDA (Workforce Development Specialist)	County school districts, BOCES, FLCC, local employers	Years 2-3	3 School/industry partnerships implemented per year by Year 2.
2-4. Promote attractive and vital downtowns and villages in Seneca County by enhanced capacity for the County Planning Department to respond to requests by towns and villages for technical assistance with planning and zoning.	County Planning Dept.	IDA, local governments & planning boards, County government	Year 3	Technical assistance in town, hamlet/village development provided to 1 jurisdiction per year by Year 4.
2-5. Create a Seneca County Housing task force to develop long term responses to housing shortages in the County in conjunction with local governments.	County Planning	IDA, Towns & Villages, housing authorities, developers, financiers, Land Bank	Year 1	Task force formed and 5-year workplan created and approved by task force members by Year 1.

Goal 3. Address constraints to economic growth that involve physical Infrastructure issues

Whether a firm is relocating or expanding, sites well served by infrastructure are essential for economic growth. Finding the funding to prepare sites is an ongoing challenge for local economies. The Full Action Plan for Goal 3 addresses three types of infrastructure: the electric grid, sewer and water and broadband Internet service.

Electric Grid

Goal 3 Full Action Plan: Electric Grid				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-1. Advocate with NYSEG and New York State Public Service Commission for Improved capacity of Seneca County's electric grid, particularly in key development sites such as the Depot and the 318, 5 & 20, 96 and 414 corridors.	IDA	Private Sector, Greater Rochester Enterprise, NYSEG, State Government	Year 1	Advocacy effort formed and outreach/advocacy plan created and implemented by Year 1.
3-2. The IDA should revisit the feasibility study for enhancing electric transmission service to the former Seneca Army Depot.	IDA	Greater Rochester Enterprise, NYSEG, NYS Public Service Department, Empire State Development	Year 2	NYSEG and Public Service Commission respond to feasibility of extending service from Geneva to the Depot by Year 2.

Sewer & Water

Goal 3 Full Action Plan: Sewer & Water				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-3. Improve the availability and quality of municipal sewer and water service throughout the County.	Towns & Villages, County Planning	IDA, County Government, US Economic Development Administration, Finger Lakes Regional Economic Development Council	Years 2-3	Funding secured for system upgrades in at least one municipality per year by Year 3.
3-4. Enhance the County Planning Department's capacity to monitor and identify sewer and water infrastructure issues in Seneca County.	County Government	IDA, County Public Works, Local governments	Year 2	Infrastructure planning unit/capacity created in Planning Department by Year 3.

Broadband

New technology is making it more cost effective to provide fiber optic service to both businesses and residences in villages, hamlets and rural areas. Corning's FlexNap technology is one example.² As this technology becomes more available and prices are driven down, it is important to support these efforts in Seneca County to deliver fiber directly to business locations and homes throughout the County. Such efforts will address the issue of the "last mile," bringing broadband service from regional fiber optic networks directly to businesses and residences, beginning in the County's villages and hamlets and eventually extending the service to lower-density, more rural areas.

Goal 3 Full Action Plan: Broadband				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-5. Creation of Task force to define Broadband solutions throughout the County.	County Planning	IDA, Chamber of Commerce, Private Industry, Institutions (schools, health care, etc.)	Year 1	Broadband Task force created by Year 2.
3-6. Initiation of "last mile/fiber to the home" project in Villages and hamlets.	Broadband Task Force	IDA, Finger Lakes Regional Economic Development Council, NYSERDA, etc.	Year 2	Project begins in villages/hamlets by Year 4.
3-7. Initiation of "last mile/fiber to the home" project in low-density areas.	Broadband Task Force	IDA, Finger Lakes Regional Economic Development Council, NYSERDA, etc.	Year 3	Project begins in low-density areas by Year 7.

Air Transportation

The ability of the County's airport to host corporate jet service will be an important component of infrastructure supporting economic development.

Goal 3 Full Action Plan: Air & Surface Transportation				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-8. Advocate for improvements to the County airport to support corporate aviation.	Airport Advisory Committee	IDA, Chamber of Commerce, Private Industry,	Year 2	Improvements under construction by Year 3.

²c.f., <https://www.corning.com/worldwide/en/products/communication-networks/products/flexnap-systems-resource-center.html>

Goal 3 Full Action Plan: Air & Surface Transportation				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
3-9. Explore and seek to address ongoing public transportation needs throughout the County.	County Planning	IDA, Chamber of Commerce, Private Industry,	Year 2	Public transportation enhancements identified by Year 3.

Goal 4. Improve the efficiency and effectiveness of the local regulation.

In addition to securing local approvals for relocation and expansion of firms, a cornerstone in fostering the “next generation” of growth is the ability to expedite development projects that increase community revitalization and broaden the housing options available. This means that local governments must work to ensure their approval processes are easily understood and complied with. NOTE: this does NOT necessarily mean a relaxation in standards. Rather it requires that the standards reasonably reflect important community goals and that applicants have a clear and consistent path through which they can meet those standards in a reasonable time frame. One way this can be accomplished is to provide workshops for interested local planning officials on topics ranging from how to expedite project review to providing case studies of successful development projects, highlighting lessons that could be applied to the regulations and procedures used in jurisdictions in Seneca County.

The Full Action Plan for Goal 4 involves the following items:

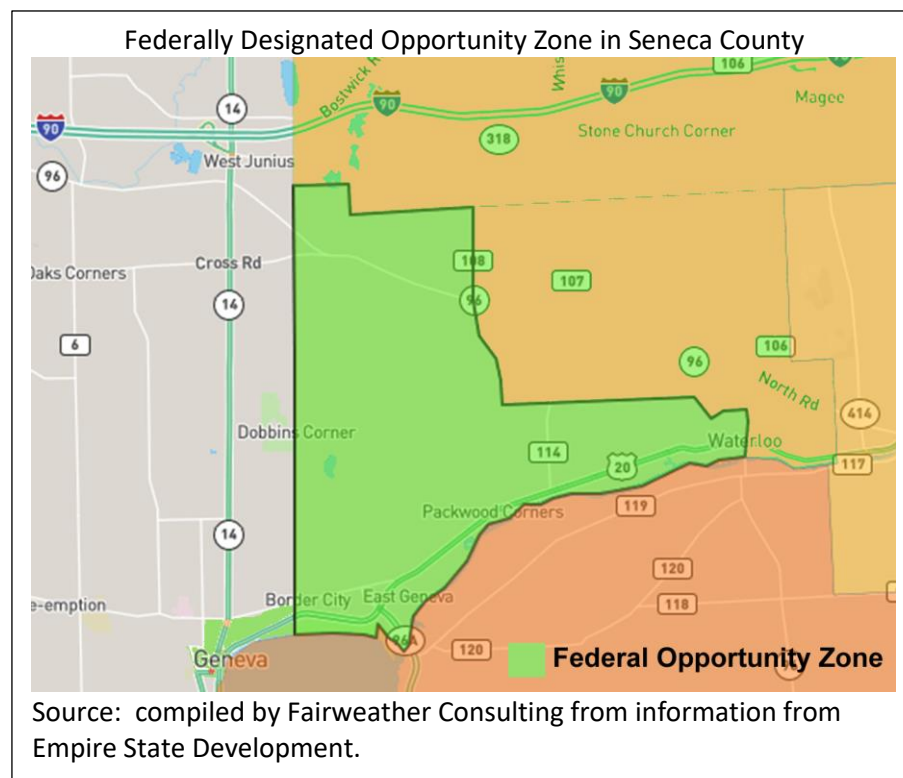
Goal 4 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
4-1. Promote uniform high levels of customer service and “business friendliness” among officials responsible for reviewing development applications in the County.	County Planning & County Public Works	County Government, IDA, Chamber of Commerce, Private Industry, Local jurisdictions.	Years 1	Create and complete one workshop per year by Year 1.
4-2. Encourage zoning along major development corridors that promotes compatible, expeditious development.	Local Planning Boards	IDA, County Planning	Years 2-5	Local jurisdictions with property in the development corridors undertake a review of related zoning by Year 3.

Goal 4 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
4-3. Provide targeted technical assistance with local approvals process.	County Planning	County Government, IDA, Private Industry,	Years 3-5	Local jurisdictions revise zoning and other regulations by Year 3.
4-4. Affected Taxing Jurisdictions should review their powers and roles as spelled out in the host agreements for the Landfill and seek to improve their effectiveness in managing the project's impacts.	Town of Seneca Falls, Town of Waterloo	County government, Landfill Task Force (c.f., Action 1-6)	Year 1	Town of Seneca Falls completes a review of its powers and roles in the host agreements, by Year 1, identifying any new steps it can take to carry them out.
4-5. Support local planning efforts by helping local communities and their planning boards set clear priorities for their desired growth and development.	County Planning	IDA,	Years 2-3	Local jurisdictions review current comprehensive plan (and/or create a new plan) by Year 4.

Goal 5. Develop fully serviced sites for industrial and commercial development.

In addition to securing infrastructure in general, effective economic development requires that such infrastructure is concentrated on sites that are designated for development, with the requisite approvals and financing either already in place or able to be attained quickly and easily. Seneca County has been given a step up in this regard with the designation of a federally qualified Opportunity Zone in Waterloo. Opportunity Zones are designed to spur economic development by providing tax benefits to investors. As part of the Full Action Plan for Goal 5, this incentive structure should be used to leverage the development of “shovel ready” sites in the Opportunity Zone. Documentation to assist in this effort is included in Appendix 3.

The Action Plan for Goal 5 is found below.



Goal 5 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
5-1. Pursue development of shovel ready sites such as the federally designated Qualified Opportunity Zone in the Town of Waterloo and extending along the 5 & 20 Corridor.	IDA	County Planning, Finger Lakes Regional Economic Development Council, Empire State Development, Private Industry	Year 1	Opportunity Zone investors are recruited and project(s) identified by year 2.
5-2. County Government should work closely with the State DOT and	County Planning, County Public	Willing property owners in the corridor, IDA	Years 1-2	3 projects are approved for development in the

Goal 5 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
private developers to enhance the chances for development along the Route 318 corridor in particular.	Works, County Highway Department			development corridors by year 3.
5-3. Secure improved electrical service for the Depot (e.g., transmission service from Geneva to the Depot).	IDA	Greater Rochester Enterprise, NYSEG, NYS Public Service Department, Empire State Development, County and local planning boards	Year 2-5	Solution found to improve electric service to the Depot by Year 5.

Goal 6. Support and/or Create Effective Economic Development Partnerships

Next generation firms compete by depending on a variety of factors that extend beyond real estate and tax incentives.³ In response, economic development must become a partnership of closely coordinated offerings responding to the multiple dimensions on which these firms are building their competitive advantage. To be fully effective, such a partnership requires a central coordinating “hub” in the County to serve as a referral point for economic development leads and to maintain coordination and communication among the partners and build synergies among organizations throughout the Finger Lakes Region. Elements of the partnership include:

- Positioning the Seneca County IDA as a “one stop” for accessing economic development services provided by organizations throughout Seneca County. The Seneca County IDA should serve as a key provider of economic development services as well as a hub for referral of firms to other service providers in the County and Finger Lakes Region while helping to maintain a “business-friendly” attitude among service providers.
- Establishing Sector/cluster roundtables (cf. Action 1-5). The IDA should create roundtables for County employers in each of the target industries in order to continually monitor their needs and identify areas where they may benefit from cooperative efforts. Such roundtables could occur quarterly or semiannually, depending upon the preferences of the participants.

³ *Competitive Cities and their Connections to Global Value Chains*. World Economic Forum, June 2016, p. 4.

- Convening a Business Leaders’ roundtable. As indicated earlier, the business leadership in Seneca County has voiced strong support for the County as a place in which to do business. It may be helpful to regularly convene leaders from a variety of sectors who have an interest in large scale projects in the County to foster support for such projects.
- Focusing External marketing and Tourism promotion. The IDA should ensure that the capacity exists in the County for Seneca County to be marketed to outside audiences for the purposes of tourism, talent attraction and industry attraction. This effort should be integrated with the overall structure of economic development services in the County. The Chamber of Commerce is the county’s Tourism Promotion Agency and already markets the county for tourism. They are thus the best resource for marketing the county for business attraction.
- Improving the capacity to plan for the future. Successfully addressing issues ranging from infrastructure to housing, to Main Street revitalization will require Seneca County to increase the resources devoted to planning at the County level.
- Striving to be business friendly at every level of municipal assistance so that regulations are effectively enforced without excessive cost in money or lost time to businesses.

The Full Action Plan for Goal 6 articulates how this will be accomplished.

Goal 6 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
6-1. Position the Seneca County IDA as a “one stop” for accessing economic development services provided by organizations throughout Seneca County while promoting a “business-friendly” attitude among providers and maximizing synergies among the region’s economic development organization.	IDA	County Government, Chamber of Commerce, Finger Lakes Workforce Investment Board, Private Industry, Empire State Development, Finger Lakes Regional Economic Development Council, Greater Rochester Enterprise, Locate Finger Lakes	Years 1-2	IDA Board approves changes in policies/procedures/ branding to enable the IDA to serve as “one stop” for Seneca County’s economic development by Year 2.
6-2. Convene Business Leaders’ roundtable.	IDA	Private Industry, Chamber of Commerce	Year 1	Regular meeting schedule created for business leaders’ roundtable by Year 1.
6-3. Coordinate Targeted assistance to local governments.	County Planning	IDA, Private Industry	Years 2-3	Workshops scheduled by Year 3.

Goal 6 Full Action Plan				
Action	Prospective Lead Organization	Potential Partners/Resources	Time Frame	Metric
6-4. Focus External marketing on Tourism promotion and business attraction.	Chamber of Commerce	IDA, County Government	Year 1	External marketing campaign designed by Year 1.
6-5. Expand the capacity of the County Planning Department	County Government	IDA	Year 1-2	Expand County Planning staffing to address issues related to infrastructure and zoning by year 2,