



# FINDINGS REPORT

2017 Economic Development  
Strategy & Commercial Revitalization Plan

———— TOWN OF SENECA FALLS ————

### INTRODUCTION

When the previous Seneca Falls Economic Development Plan was written in 2007, its attached Findings Report combined significant sets of data from a wide range of resources, including:

- Town and Village of Seneca Falls 2006 Comprehensive Plan
- 19 interviews with regional economic development organizations, tourism professionals, university and NYS Center of Excellence representatives, State economic development and labor officials, industry trade groups, and local business leaders, including ITT/Goulds and IESI Seneca Meadows
- Extensive research relating to emerging technologies, innovative public-private partnerships, tourism enhancements, effective marketing techniques, labor trends, and tax incentive programs

### MODIFICATIONS FROM 2007

Within the 2007 Findings Report, the first section entitled “Economic and Labor Force Trends” focused on employment statistics collected by the New York State Department of Labor. The premise was to provide a broadly-painted view of the employment and industry landscape within Seneca County and the Finger Lakes Region as a whole.

All of the labor data published in the 2007 report is now 10-15 years out of date and its current relevance is unclear. While the statistics related to Seneca County provided a general local overview, they aren’t specific enough to provide actionable data. The Finger Lakes Region statistics were even more broad as the data appeared to be skewed by the impact of the greater Rochester area.

Not wanting to completely eliminate these statistics from consideration, the entire “Economic and Labor Force Trends” section from the 2007 Findings Report has been added as Appendix 2 at the end of this report for reference.

### EXECUTIVE SUMMARY

What follows is a Findings Report intended to foster a more traditional approach to economic development planning so that recommendations are based on relevant local data, conditions, opportunities, and influences. From infrastructure improvements to revitalization initiatives to marketing and attraction strategies, the ultimate goal is to distinguish Seneca Falls from surrounding communities, foster local pride, and set the stage for continued and responsible growth while retaining our small town charm and historical aspects.

In the 2007 Economic Development Plan, a 98-point Action Matrix plan was included to provide a summary of recommendations for economic growth. While an exhaustive comparison study wasn’t performed, it appears that only a small fraction of these items were either pursued or completed. Many of these action items are still relevant and critical today, and it’s recommended that the original plan’s Action Matrix be considered when formulating a list of tasks, goals, and objectives.

Of concern is the contrast between the 2006 Vision Statement and the Town's present reality:

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**Written in 2006:** *"In 2015, the Town and Village of Seneca Falls is a thriving community where citizens collaborate with responsive community leaders to create an exceptional quality of life. Seneca Falls is a leader in economic diversification, education, historic preservation, the arts, civic life, and environmental quality. Other communities use our blueprint for success as a model for their own planning efforts.*

*Our strong business climate provides meaningful employment opportunities and offers retail, service, and high tech options for both residents and visitors. Our business-friendly policies and programs are coupled with high environmental and civic standards. The downtown business district, along with the canal, lakefront and wine trail, is a focal point for tourism and small business development.*

*Seneca Falls celebrates and builds on its close proximity to Rochester, Ithaca and Syracuse, its community character and its unique historical role in women's rights, industry, and transportation as it grows and develops. Our neighborhoods are safe, offer a mix of housing opportunities that serve all income levels, and have well-maintained pedestrian and traffic networks. Seneca Falls' diverse population supports a culturally rich environment that promotes quality educational and recreational opportunities. Our natural environment is enjoyed and nurtured by current and future generations."*

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The above can absolutely be achieved but only if the 2017 Economic Development Plan serves as a blueprint and not solely as a fulfilled obligation. The landscape of small town living has changed. Not only for residents, but for the commercial and industrial interests that help our town thrive.

The purpose of this Findings Report isn't to make suggestions or recommendations. It's meant to provide a summary of details, data, and case studies so that planning can continue and ideas for growth can be formed.

Not all of the information provided herein is scientific. Nor is all of the information rooted in statistics. Instead, it also includes concepts that have worked for small towns in similar situations, actions that helped reverse downward trends caused by industry abandonment, and untapped resources that need to be explored in greater detail.

Each of the items presented herein can have a bearing on future strategies, projects, and initiatives, but change can't happen without action. It's time we become more aggressive in that pursuit. We need to embrace our impending resurgence and become empowered by the history that once drove Seneca Falls to prominence.

### SWOT ANALYSIS

This section presents the results of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) as it applies to the Town of Seneca Falls. This was assembled by combining research data from three different sources: The 2006 Town & Village Comprehensive Plan Draft, the 2007 Seneca Falls Economic Development & Revitalization Plan, and multiple 2015-16 regional council reports.

While not exhaustive, the summary is meant to identify the characteristics that are most relevant to the community's potential economic and development growth so they can be considered when plans of action are formulated.

#### STRENGTHS

- Attractive and walkable downtown area
- Seasonal and annual events that attract tourists and local participants
- Rich history in Women's Rights that carries national and international recognition
- Proximity to amenities such as Cayuga Lake, heritage and cultural sites, Canal, and parks
- Area wineries, family farms, and locally-grown produce
- Historic community character and small town appeal
- Variety of museums and a dedicated Historical Society
- Existing development projects (Women's Hall of Fame, 5 Star Medical, etc.)
- New York Chiropractic College
- Skill and diversity of residents
- Developable property with plenty of space for expansion
- Highway and rail access

#### WEAKNESSES

- Lack of coherent marketing strategy, both for business attraction and tourism
- Disjointed website with little to no consolidation of news, events, calendars or promotion
- No strong, distinctive brand or identity
- Shortage of downtown parking availability
- Downtown businesses not tourism-oriented
- High property taxes
- Lack of participation in local and regional partnerships
- Competition with Canandaigua and Skaneateles for Rochester and Syracuse tourism markets
- Competition with Waterloo, Geneva and other locales for businesses, funding and grant assistance
- Distance from major metropolitan commercial activity and labor pools
- Perception of burdensome site review, plan approval, and property development procedures
- Blighted commercial, industrial and residential properties
- Real and perceived obstacles to developing or redeveloping properties in historic areas
- Perception that Town officials or zoning departments are difficult to work with

### OPPORTUNITIES

- Capitalize on expansion of Women's Hall of Fame and established Women's Rights history
- Create a brand that will attract innovative businesses and people
- Industrial park with room to grow
- Space to add amenities that surrounding communities are lacking
- Create more activities through the Seneca Falls Community Center and Seneca Falls Library
- Strengthen connections to the past with rail and canal oriented businesses and trails
- Foster relationships with area businesses to help them excel and promote retention
- Boost visibility of area attractions and significant destinations
- Capitalize on tourism appeal by helping businesses better cater to this audience group
- Capitalize on close proximity to wine trails and regional visitors
- Changing tourism markets – older consumer looking for more historic and cultural attractions
- Projected increase in visitors to new Women's Hall of Fame
- Projected increase in visitors due to del Lago Resort & Casino

### THREATS

- Inability to define a vision that distinguishes Seneca Falls from other small communities in the region
- Loss or downsizing of Goulds Pumps or other significant employers
- Continued struggle of Western and Central NY economies
- Increased competition for regional and national tourism markets
- Continued exclusion from regional economic development planning and initiatives
- Loss of Town's ability to provide benefits and breaks to incoming businesses due to budget shortfalls
- Apathy towards change and improvements
- Increased traffic congestion, lack of parking, and visitor frustration
- Youth and young adults continue to leave the area
- Town unwilling to make changes to existing procedures or hurdles that could alleviate pressure

# **SECTION ONE**

## **Regional Engagement Revitalization Opportunity Report for Seneca County**



2017 Economic Development  
Strategy & Commercial Revitalization Plan

## Regional Engagement Revitalization Opportunity Report for Seneca County

This section references the Regional Engagement Revitalization Opportunity Report which was prepared for the Genesee/Finger Lakes Regional Planning Council (G/FLRPC) and the New York State Department of State. Because it was compiled and provided on a county-by-county basis, unlike others that focused on the entire Finger Lakes region, this report only relates to Seneca County and thereby provides a more localized overview.

The full report is available via the G/FLRPC website (<http://gflrpc.org>) but the elements deemed most relevant and applicable to Seneca Falls are presented below in summary.

### EXISTING CONDITIONS:

#### *Population*

Between the years 2000 and 2010 Seneca County's population increased by 5.7% to 35,251 people. During this same period New York State experienced a population increase of 2.1% and the United States saw growth of 9.7%.

Comparing these statistics to recently released U.S. Census Bureau data, Seneca County's population actually decreased between the years 2010 and 2015 by 1.7% to 34,840 people.

Reviewing additional recent data from the U.S. Census Bureau, it was noted that New York lost 191,367 residents to other states during the calendar year ending last July 1, and its population declined for the first time in a decade. In all, the report indicates that 846,669 people have left New York in the last six years, making it the fastest shrinking state in the United States.

Per the Empire Center, those leaving New York are primarily heading to southern states, which were once perceived as being unsupportive of the kind of jobs that were prevalent in New York.

The G/FLRPC report also stated that the unemployment rate for Seneca County is 5.2%, slightly higher than the New York State unemployment rate of 4.7%. Based on recent data from the Bureau of Labor Statistics, however, the unemployment rate for Seneca County is currently 5.4%, which is now slightly lower than the New York State unemployment rate of 5.7%.

#### *Population Age*

Seneca County has an aging population, with approximately 15.6% of the County population aged 65 or older, greater than the 13.6% of the population aged 65 or older in New York State and the 13.2% of the population aged 65 or older in the United States. Several municipalities have an even larger percentage of their population aged 65 or older, with two of the higher percentages located within the Town of Seneca Falls (16.55%) and Waterloo (18.8%).

### *Education*

Approximately 83.6% of Seneca County has at least a high school diploma or equivalency with 18.6% of the County having a bachelor's degree, graduate degree, or professional degree.

The Town of Seneca Falls has the highest percentage of residents with an educational attainment of at least a bachelor's degree, with 26.2% along with an additional 13.6% of its population with an associate's degree.

Less than High School: 10.9%

HS Graduate Includes Equivalency: 31.8%

Some College: 17.4%

Associates Degree: 13.6%

Bachelors Degree: 16.3%

Graduate Degree or higher: 10.0%

### *Household Income*

Median household income for Seneca County as a whole in 2012 was \$49,155, with the highest median household income within the towns of Fayette (\$67,828); Romulus (\$55,541); and Varick (\$55,380). Seneca Falls posts a median household income of \$45,770.

### *Economic Distress*

An area's level of economic distress is traditionally measured using a variety of data, such as unemployment rates, income levels, vacancy rates, and poverty status. However, these indicators don't reflect any positive trends or assets that may help to reduce economic stress, such as a growing population, a highly-educated workforce, or economic development efforts.

As such, the G/FLRPC created an economic distress index formula that also took the following into account:

- |                        |                          |
|------------------------|--------------------------|
| - Median Family Income | - Employment Rate        |
| - Non-Poverty Rate     | - Educational Attainment |
| - Occupancy Rate       | - Population Change      |

Each data component was standardized into a "z-score," which were then combined as an aggregate to determine a municipality's overall level of economic distress. It is more relevant to use as a barometer of prospective growth or stagnation as the data is unable to consider potential trends, governmental cooperation, or community involvement with economic development efforts.

Within the 9-county Finger Lakes Region, the economic distress scores ranged from -12.9 (least distressed) to 9.6 (most distressed). Within Seneca County, the economic distress scores ranged from -4.1 (Town of Fayette) to 7.0 (Village of Lodi.) Seneca Falls has a score of 0.37, which is just above the baseline average.



### KEY FINDINGS RELATING TO SENECA FALLS

Eleven different subject areas were presented in the report to provide a detailed overview of economic development opportunities and considerations. These 11 areas included:

- Land Use
- Brownfields
- Economic Development/Distress
- Downtowns
- Tourism & Recreation
- Waterfronts
- Natural Resources
- Energy
- Buildings & Housing
- Infrastructure
- Preservation/Cultural

#### Land Use

Based upon an analysis of building permit data for Seneca County since 1998, Seneca Falls ranks third with 187 permits (Town of Waterloo, 210 permits; Town of Fayette, 192 permits.) Note that building permit data only identifies the number of permits granted and does not indicate that any approved development was actually started or completed.

In 2012 there were 584 farms within Seneca County covering over 130,000 acres of land and producing over \$118 million in cash receipts from crops and livestock. In 2011 Seneca County adopted an Agriculture and Farmland Protection Plan to support and protect agricultural land within the County. The plan identified five key goals towards this effort, including:

- Enhancing the economic climate for agriculture in Seneca County;
- Increasing awareness of the economic and social impact of agriculture in Seneca County
- Providing an ongoing community education program for the non-farm public
- Acknowledging and enhancing the environmental stewardship of agricultural businesses
- Preservation of prime agricultural land

Agriculture and the preservation of farmland continue to be key priorities for Seneca County, and this will need to be considered throughout economic development planning.

The Finger Lakes region is considered the bread basket for New York State and has the highest agricultural output of any upstate region. The regional output is the leader in the Eastern US for milk, apples, and grains.

Specifically:

- 1.5 million acres of farmland (21% of the total in New York State)
- Well-established infrastructure to reach 120 million people in the northeast in less than one day
- #1 apple producing region in Eastern US, #2 in the United States
- #1 dairy producing region in Eastern US, #4 in the United States
- #1 grape producing region in Eastern US
- #1 wine producing region in the Eastern US

### **Brownfields**

There are a number of properties within Seneca Falls that are likely to be classified as “brownfield sites.” Based upon the Environmental Protection Agency’s definition, this means that the “expansion, redevelopment, or reuse (of the property) may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”

The Brownfield Opportunity Area program helps provide communities assistance and funding to develop revitalization strategies to return vacant and blighted parcels into productive properties improving economic and community development. No Seneca County projects have been funded recently under the Brownfield Opportunity Area program.

Considerable grant money and support is available through the State and the EPA but none of the properties expected to be on their list was present. The application deadline for 2017 funding has passed but the opportunities are there to pursue support for 2018 via a wide range of programs, including the New York State Superfund Program; the Resource Conservation and Recovery program; the Brownfield Cleanup program; the Environmental Restoration program; and the Voluntary Cleanup program.

According to a representative from the NYS EPA, each of these programs work to identify and address environmental contamination within New York State with the goal of returning each site back to active and productive use, something the Town of Seneca Falls could greatly benefit from. The EPA cannot pursue remedy without being alerted about a potential site or without being approached about assessment or remediation, something that hasn’t been done to date.

There are likely to be several brownfield sites located within Seneca Falls where funded remediation efforts could be granted. In fact, when Seneca County wanted to identify potential brownfield sites, they were a coalition member of the Genesee/Finger Lakes Region Brownfield Assessment grant, which applied for funding from the EPA with the goal of inventorying and assessing brownfield properties in targeted municipalities, specifically referencing Seneca Falls.

### **Economic Development/Distress**

The identified economic development needs of Seneca County include improving infrastructure, advancing workforce development, and improving the quality of life in order to attract and retain businesses and expand the commercial and industrial tax base.

It was noted in the report that sewer infrastructure and treatment pump upgrades are needed to support economic development projects along the Route 318/414 corridor, an area that is likely to face development pressure once the del Lago Casino & Resort is completed in the Town of Tyre.

The report further outlined that significant economic development opportunities exist within the Town of Seneca Falls, specifically mentioning the Deer Run Corporate Park and the renewable energy industrial park adjacent to the Seneca Meadows Landfill.

Workforce development within Seneca County is also listed as a key economic development goal through a variety of programs including: training and education programs; job listings; career counseling; skills assessments; and resources to businesses.

Within Seneca County's recently completed Economic Development Plan, five economic development goals for the County were outlined.

These goals included:

- Research, analyze and public data on County economic trends and economic indicators;
- Encourage greater collaboration with New York State, municipalities, economic development organizations, and private and nonprofit partners to advance economic development goals;
- Seek and support businesses that strengthen and diversify the economic base;
- Enhance tourism as a vital aspect of the County's economic and quality of life;
- Minimize land use conflicts

One regional program of local interest that can help advance agribusiness and food processing within Seneca County is the recently approved Growing the Agriculture Industry Now! (GAIN!) RLF fund.

This fund will provide businesses with access to low-interest loans to provide assistance to agricultural-related businesses such as farmers and food processors.

Businesses can use these funds to advance projects that will help create and retain jobs within Seneca County, foster responsible land use, and invest in new equipment, technology, or renewable energy venues. With the vast farmland and agriculture zones available within Seneca Falls, it could provide significant benefits.

### **Downtowns**

Despite the G/FLRC report focusing on all of Seneca County, downtown improvement is yet another area where Seneca Falls was showcased. With an underlying goal of improving the aesthetic appeal of "Main Streets" and filling vacant storefronts, the County has stressed the importance of pursuing redevelopment and rehabilitation efforts within downtown areas.

Ongoing efforts within profiled downtown areas include façade improvements and working to attract new businesses to help return vacant storefronts back to active use.

The only downtown project referenced in the report was the Main Street Revitalization project within the Town of Seneca Falls, which was recently funded to complete a rehabilitation of six buildings in the downtown area, affecting nine residential and seven commercial units, along with additional streetscape enhancements along the Main Street Corridor.

### **Tourism and Recreation**

Seneca Falls benefits from its proximity to a wide range of tourism and recreation attractions, including: Cayuga Lake; Cayuga Lake State Park; Montezuma National Wildlife Refuge; the Cayuga Lake Wine Trials; Women's Rights National Historic Park; Seneca-Cayuga Canal; and the many historic sites within the Town.

While tourism from an industry perspective is typically a low-wage employer with high employee turnover, its importance is far-reaching.

Aside from the financial benefit that's realized by attracting visitors to the area, quality attractions and activities also help to improve the quality of life for existing residents, which contributes towards attracting and maintaining the workforce that supports business attraction and retention efforts.

Tourism is an integral part of the overall marketing and economic development plans of every council researched and considerable grants are available through this pursuit. Of particular relevance to Seneca Falls are regional strategies such as:

- Creation of a network of advocates for the Finger Lakes Region lifestyle;
- Investment in the development, promotion and preservation of the cultural, artistic and historic assets of the Region;
- Promotion of the Region's growing wine, culinary, and agricultural enterprises;
- Strengthening and supporting the Region's diverse water resources and recreational tourism opportunities.
- Leverage location as the "gateway to the Finger Lakes" to attract visitors and strengthen connections between economic development efforts, local businesses, and tourism.

### **Waterfront**

Seneca County has established a list of waterfront goals that spanned from watershed protection to providing more waterfront access to residents and visitors.

The report recommended emphasizing the strengths of the Cayuga-Seneca Canal and showcasing its link to the Erie Canal, through which Seneca Falls can benefit.

Not only does the Cayuga-Seneca canal provide a recreational and transportation connection for boaters traveling into, around, and out of the area, but it also helps boaters and kayakers connect with local businesses and explore more of the Finger Lakes.

Seneca Falls offers inviting canalside scenery, visitor amenities, and Van Cleef Lake, making it a prime candidate for waterfront activities, opportunities, and growth.

### **Environmental/Water Resources/Natural Resources**

Sustainable development continues to be a key area of focus for the Finger Lakes Region. The report outlined several strategies and projects underway to enhance the environment and preserve the quality of life within Seneca County. Because none would directly impact or influence immediate economic development efforts in Seneca Falls, excerpts were not included in this Findings Report.

### **Energy**

The Finger Lakes Regional Sustainability Plan outlines a variety of energy strategies designed to help Seneca County and the Finger Lakes Region cultivate a sustainable future.

The plan's goal within this sector is to “increase the generation and distribution of regional renewable energies, while using energy efficient and alternative energy resources, along with conservation methods, to decrease the reliance on fossil fuels and nonrenewable outside energy sources and to become a self-sustainable region”.

In line with this goal, it was recognized that the Seneca Meadows Landfill continues to play an important role in the production of methane gas within the County. In 2011 Seneca Meadows Landfill provided 144,406 megawatt hours of electricity, the most of any gas-to-energy facility in New York State. As well, the development of a renewable energy industrial park adjacent to the Seneca Meadows Landfill is also under discussions, with the park leveraging existing methane gas from the Landfill for utilization at the business park.

### **Buildings & Housing**

Building and housing is a critical need within Seneca County considering it's faced with an aging housing stock where 36.3% of its structures were built pre-1939. The G/FLRPC report states that the County is focused on improving the quality of available housing, reducing vacant buildings and storefronts, and increasing the stock of middle-income housing.

While there is adequate low-income housing and higher-end housing along the lakefronts to meet demand in those population segments, there are a limited number of homes available in the targeted middle-income range. To alleviate this shortage, the report stated that Seneca County intends to work closely with property and housing developers to address this emerging market need.

One area of concern is the high property taxes in New York State, which is limiting certain types of development as the target market cannot afford both the purchase price and the recurring costs of ownership.

Additional Seneca County Building & Housing goals include the increased enforcement of zoning/building codes to help reduce blight and alleviate rental pressures within the County. The report specifically mentioned the Town of Seneca Falls in this section due to its large number of rental properties considering its close proximity to the New York Chiropractic College.

### **Infrastructure**

Seneca County's key infrastructure needs include: water, sewer, transportation, utilities, and telecommunications.

Much of the infrastructure improvements are being pursued to help support economic development projects throughout the County, including the Seneca Army Depot and the Route 318/Route 414 corridors where transmission line constraints and sewer capacity concerns could potentially restrict development in areas near del Lago Resort & Casino.

Traffic was stated as an ongoing concern in several areas of Seneca County, including Routes 318 and 414. As of 2012, the average daily traffic count for Route 414 in the Town of Seneca Falls was 6,020 vehicles.

This number is certain to rise with the opening of del Lago, so concerns with traffic flow, ease of Main Street accessibility, and area parking are at the forefront.

### **Preservation/Cultural**

There are 36 sites within Seneca County listed on the National Register of Historic Places, including three historic districts, of which two are in Seneca Falls: Covert Historic District; Fall Street-Trinity Lane Historic District; and the Seneca Falls Historic District. The remaining sites on the list include historic homes, farmhouses, and churches throughout Seneca County.

Historic preservation is identified as a key goal in the Finger Lakes Regional Economic Development (FLREDC) Strategic Plan, which seeks to responsibly "reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation."

Strategies referenced for consideration, include: encouraging communities to develop and enforce design guidelines and zoning regulations; working to link developers and municipalities with federal and state preservation and rehabilitation programs to help encourage Main Street redevelopment; and supporting historic preservation efforts throughout the Region.

The Genesee-Finger Lakes Regional Inventory of Culturally Significant Areas identified five cultural landscapes from Seneca County, which included the Westcott-Jewell Company Site in the Town of Seneca Falls.

The County's desire to retain the small town atmosphere and character while simultaneously supporting development and redevelopment efforts coincides with the Town of Seneca Falls' 2007 Economic Development Plan whereby maintaining the Town's historical charm and culture were paramount concerns.

## G/FLRPC REPORT RECOMMENDATIONS

After reading and analyzing the report, it became quite apparent that the goals of the G/FLRPC, Seneca County, and the Town of Seneca Falls align with each other. The benefit to our efforts is that we'll have supportive groups of people and organizations as we investigate, pursue, and implement economic development strategies.

Successful economic and community development revitalization efforts will depend on successful collaboration and coordination across and within multiple communities and organizations.

Considering how often Seneca Falls was mentioned within this County-wide report, it's a promising sign that we'll have the support of multiple agencies and funding resources.

The summarized goals and objectives listed on the following page were identified through a Sub-Regional Forum; follow-up webinar; County Forum; and existing local, county, and regional plans.

Those listed in italics are designated as being directly relevant to, or supportive of, Seneca Falls' own stated economic development goals.

### Land Use

1. *Enhance the economic climate for agriculture in Seneca County*
2. *Increase the awareness of the economic and social importance of agriculture in Seneca County*
3. *Provide an ongoing community education program for the non-farm public*
4. Acknowledge and enhance the environmental stewardship of agricultural businesses
5. Preserve agricultural land

### Brownfields

1. *Revitalize brownfield properties for new uses in a new economy*
2. Encourage limited liability brownfield programs to help increase redevelopment
3. *Support EPA brownfield coalition assessment application to inventory and assess brownfield properties within the targeted municipality of Town of Seneca Falls*

### Economic Development/Economic Distress

1. Eliminate economic distress within the Village of Lodi; Town of Ovid; and Village of Ovid
2. Improve and expand infrastructure
3. *Support existing businesses and the retention of jobs*
4. Improve connections between workforce development and education
5. Position Seneca Army Depot for redevelopment/reuse
6. Implement casino development in Tyre and leverage property for additional Seneca County growth

### **Downtowns**

- 1. Fill vacant storefronts*
- 2. Maintain and preserve historic downtowns*
- 3. Continue to implement building and façade renovations*
- 4. Improve pedestrian access and walkability within downtowns*

### **Tourism and Recreation**

- 1. Create network of advocates for the Finger Lakes Region lifestyle*
- 2. Invest in the development, promotion, and preservation of cultural, artistic, and historic assets*
- 3. Promote the Region's growing wine, culinary, and agricultural enterprises*
- 4. Strengthen and support the Region's diverse water resources and recreational tourism opportunities*
- 5. Expand agri-tourism within Seneca County*
- 6. Leverage location as "gateway to the Finger Lakes" to attract visitors*
- 7. Strengthen connections between economic development and tourism*

### **Waterfronts**

- 1. Create and maintain riparian buffer zones for all streams adjacent to agricultural land*
- 2. Encourage all farms in the Seneca Lake watershed to develop a comprehensive nutrient management plan*
- 3. Restore degraded wetlands*
- 4. Understand ecosystem dynamics within the watershed to prevent and/or response to threats to its integrity*
- 5. Improve public access to waterfront*

### **Environmental/Water Resources/Natural Resources**

- 1. Ensure long-term preservation of surface and groundwater resources*
- 2. Protect and enhance the integrity and economic viability of Seneca County's natural resources for current and future residents*
- 3. Promote sustainable waste management*
- 4. Continue to identify and promote the preservation of cultural, historic, and scenic resources that celebrates Seneca County's heritage*

### **Energy**

- 1. Develop/embrace renewable energy resources*
- 2. Increase energy capacity*
- 3. Remove energy roadblocks that are limiting economic development opportunities*
- 4. Identify, connect, and promote energy assets for successful attraction of companies*



### **Buildings/Housing**

- 1. Address vacant properties*
- 2. Continue to promote and implement senior housing/ aging in place programs*
- 3. Increase middle income housing within Seneca County*
- 4. Improve quality of housing stock and reduce blight within Seneca County*
- 5. Continue to preserve historic and culturally significant assets within Seneca County*

### **Infrastructure**

- 1. Improve sewer/water, telecommunications, and transportation infrastructure in targeted growth areas*
- 2. Complete infrastructure inventory and analysis to determine the capacity and location of existing infrastructure*
- 3. Address traffic limitations/bottlenecks and continue to monitor traffic counts and conditions of bridges*

### **Preservation/Cultural**

- 1. Encourage communities to develop and enforce design guidelines and zoning regulations*
- 2. Connect developers and municipalities with federal and state preservation and rehabilitation programs to encourage Main Street redevelopment*
- 3. Support historic preservation efforts throughout Seneca County*

## **PRIORITY PROJECTS**

The G/FLRPC report also included a list of Seneca County Priority Projects. The stage or viability of each is unknown but those most relevant to Seneca Falls and neighboring Waterloo are presented below for consideration and to cultivate ideas for future development or collaboration.

### **Microenterprise Assistance Program**

The Village of Waterloo will utilize this \$200,000 grant to assist in the establishment of the Waterloo Microenterprise Assistance Program.

### **Waterloo Strategic Planning - Working Capital**

Village of Waterloo to hire consultant to perform Economic Development Plan for Virginia Street area

### **Mr. Bults, Inc.**

Assistance in expansion and relocation of Mr. Bults, Inc. in the Town of Seneca Falls.

### **Winery Based Water Treatment System**

Water Treatment System for Wineries located in Seneca and Yates Counties.

### **Comprehensive Plan Development**

The Village of Waterloo will create a Comprehensive Plan that will involve a thorough analysis of its current zoning code.

### **Women's Rights National Historical Park Upgrade**

Friends of Women's Rights National Historical Park will develop a strategic and schematic exhibit plan with the long-term goal to upgrade all five historic sites and exhibits in Seneca Falls and Waterloo ahead of the 100th anniversary of women gaining suffrage in New York State in 2017.

### **Seneca Knitting Mill Rehab - Phase III**

The historic 1844 Seneca Knitting Mill, will be adaptively rehabilitated into a new facility, the Center for Great Women and the new home of the National Women's Hall of Fame.

### **Waterfront to Downtown Connectivity Project**

Various improvements to complete the trail connections in the Village of Waterloo from the Cayuga-Seneca Canal and the Oak Island canal port to South Virginia Street, and then to Downtown.

### **Cayuga Lake Wine Trail**

The Cayuga Lake Wine Trail will develop a program to promote the Cayuga Lake Wine Trail as a destination for winery visitation and to provide a quality experience.

# **SECTION TWO**

## **Finger Lakes Regional Economic Development Council Progress Report & Recommended Priority Projects**

**Year 6 | Sept. 2016**



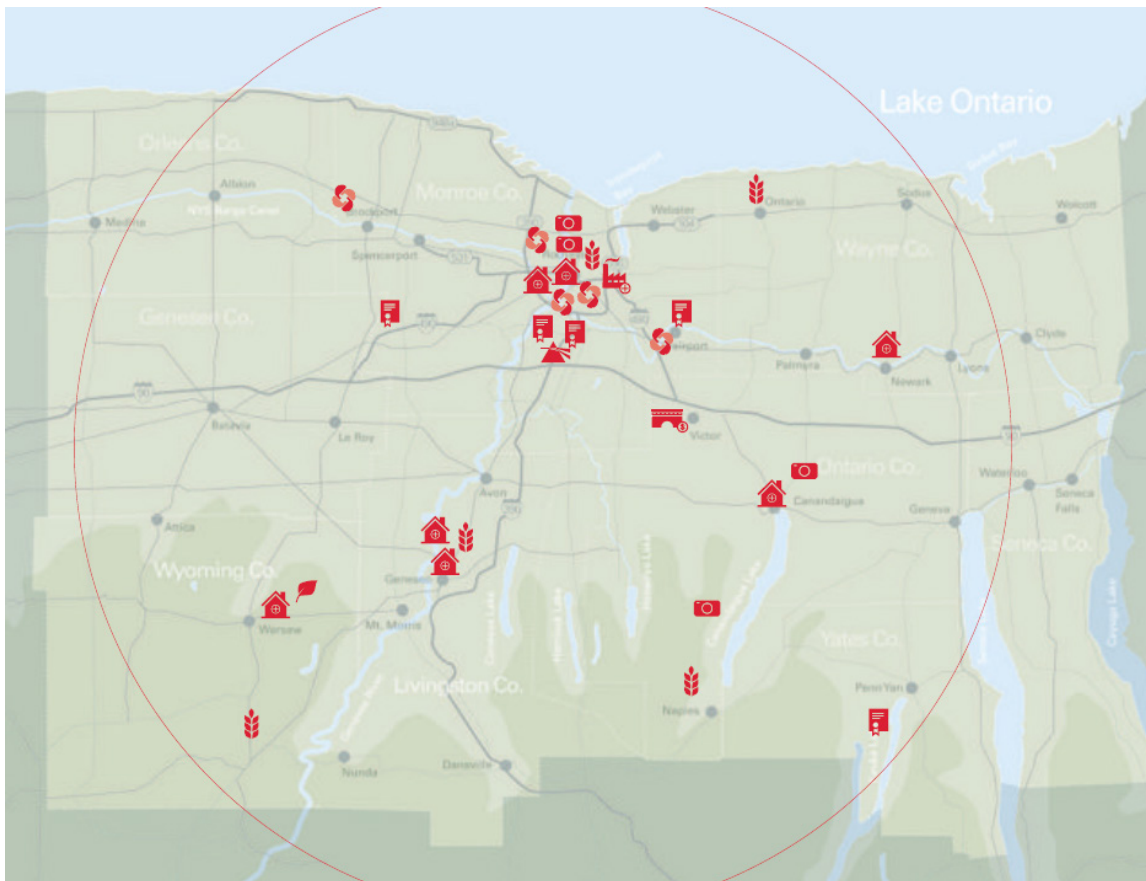
2017 Economic Development  
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## FLREDC PROGRESS REPORT & RECOMMENDED PRIORITY PROJECTS

In October 2016, the Finger Lakes Region Economic Development Council released a comprehensive 110-page report that detailed the Council's achievements in implementing its five-year strategic plan. It also reflected on the Finger Lakes' progress towards ensuring sustainable and long-term growth throughout the nine-county region while leveraging the region's advantages in key industry sectors.

The report is available online at <http://regionalcouncils.ny.gov/content/finger-lakes> and it provides a significant amount of data relating to the region's progress, opportunities, and outlook. While the report is encouraging for the Finger Lakes Region as a whole, the lack of visibility for Seneca Falls presents concern.

Based on the governor's regional initiatives and geographical boundaries, Seneca Falls is located on the easternmost side of the designated Finger Lakes Region. After reviewing the report's 2016 Proposed Priority Projects Map it appears that Seneca Falls does not have proper visibility or representation within the FLREDC.



Within the 110-page report, Seneca Falls is mentioned only once, on page 80:  
 #65295: Town of Seneca Falls - Sackett District Revitalization - \$294,002 HCR NYMS

To become a viable part of the Finger Lakes economic development landscape, a community needs to make itself more visible, more vocal, and more engaged. Our lack of inclusion isn't the fault of the FLREDC, it's due to a lack of proactive efforts to become more involved and present funding opportunities for our area.

When reading the FLREDC Progress Report, it's notable that the primary focus is on the Greater Rochester area. While certainly the largest and most economically diverse city in our region, the report is void of substantial data from smaller towns and communities.

Funding opportunities are considerable, with tens of millions of dollars marked for distribution. Without approaching and discussing the very needs of our community, Seneca Falls will continue to remain off the radar. Representation opportunities should be explored, even if they're to be occasional, and Seneca Falls needs to position itself as an important cog in the Finger Lakes' economic engine.

# **SECTION THREE**

## **Regional Economic Development Initiatives**



2017 Economic Development  
Strategy & Commercial Revitalization Plan

## REGIONAL ECONOMIC DEVELOPMENT INITIATIVES

Interviews with regional economic development organizations revealed that there is a tremendous amount of economic development activity taking place at the regional level that Seneca Falls can participate in to strengthen its economy. One interesting advantage that Seneca Falls may have is that it is located in the overlapping boundaries of two distinct regions — the Finger Lakes and Central New York — and can select which economic development initiatives underway in each region match its goals.

### GREATER ROCHESTER AND THE FINGER LAKES

Seneca Falls is on the eastern-most edge of the 9-county region known as Greater Rochester and the Finger Lakes, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties.

#### ***Finger Lakes Partnership***

The major economic development initiative underway in the region is the Finger Lakes Partnership, a 21-member group comprised of public officials, business leaders, academic institutions and non-profit economic development organizations. Members of the Partnership include:

##### Public/private entities:

- Greater Rochester Enterprise
- Infotonics Technology Center (Center of Excellence at Canandaigua)
- Rochester Business Alliance
- Cornell Agriculture and Food Tech Park

##### Academic Community:

- University of Rochester
- Rochester Institute of Technology
- Finger Lakes Community College
- Monroe Community College
- Genesee Community College

##### Government:

- City of Rochester
- Monroe County
- Genesee/Finger Lakes Regional Planning Council (represents the 9 counties)
- Empire State Development
- Workforce Investment Boards (WIB) of Monroe County/Rochester, Genesee, Livingston, Orleans, and Wyoming Counties, as well as the Finger Lakes WIB

The Partnership was born in 2004, when Infotonics Technology Center and Greater Rochester Enterprise (GRE), a public-private regional economic development organization founded in 2003, commissioned a report by the U.S. Council on Competitiveness.

The report, “Fanning the Flames of Economic Progress: Igniting Greater Rochester’s Entrepreneurial Economy,” concluded that the region has many assets necessary to support innovation and entrepreneurship, particularly a highly educated and technically competent workforce.

The report finds that a major weakness of the region is that it lacks collaboration and sharing of best practices among regional stakeholders, which has created a barrier to building an innovative and entrepreneurial culture.

The Partnership used the report findings as the basis for its application for federal funding under the Workforce Innovation in Regional Economic Development (WIRED) program, a new federal initiative that focuses on the role of talent development in driving regional economic competitiveness. The Partnership’s WIRED application cited numerous troubling trends in the region that their project would seek to address, including:

- The population growth rate in the Finger Lakes during the 1990s was slower than in every state except North Dakota and West Virginia.
- The number of people ages 20-34 in the Finger Lakes declined by over 22% during the 1990s and is projected to decline by another 0.4% from 2003 to 2008, compared to 2.5% projected growth in this age group in the U.S.
- Approximately 105,000 people in the region, 20% of the workforce, are underemployed, which means that they are employed below their previous job levels or educational training.
- In 2004, Rochester ranked 172<sup>nd</sup> out of 200 cities for five-year job growth according to the Milken Institute’s Best Performing Cities Index.
- Between 1990 and September 2005, the number of jobs in the manufacturing sector in the Finger Lakes decreased by 36.7%.

Much of the current thinking in economic development focuses on the concept of industry clusters, defined by one study as “geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure.

The firms included in the cluster may be both competitive and cooperative. They may compete directly with some members of the cluster, purchase inputs from other cluster members, and rely on the services of other cluster firms in the operation of their business.”<sup>3</sup>

<sup>3</sup> The Hubert H. Humphrey Institute of Public Affairs, University of Minnesota. 1999. *Industry Clusters: An Economic Development Strategy for Minnesota, Preliminary Report*.



The Finger Lakes Partnership identified five industry clusters to target for growth and expansion, based on its analysis of the region's resources and the potential to stimulate high wages and advancement opportunities for its workforce.

Those target clusters are:

- Advanced Manufacturing
- Optics & Imaging
- Biotech & Life Sciences
- Food & Agriculture
- Alternative Energy

In 2006, the Partnership was awarded a \$15 million WIRED grant to support activities that promote its four overarching goals:

- Energize region's entrepreneurial economy
- Catalyze regional innovation
- Empower workers to succeed in global economy
- Build 21<sup>st</sup> century innovation infrastructures.

The Partnership's governing board approved a set of 12 initial projects to be undertaken using WIRED funds, all of which cut across the four overarching goals of the initiative and promote the development of the five industry clusters. These projects include establishing an employee training scholarship program for businesses; creating an entrepreneurs network; setting up a regional apprentice system; creating an M.S. degree in Science and Technology Commercialization at the University of Rochester; and a number of other projects aimed at helping inventors and small high-tech firms commercialize their products and grow their business.

In addition, GRE is charged with heading up the Partnership's business attraction and retention/expansion programs. GRE is developing its knowledge-base of the region's assets in targeted clusters, identifying high-growth subsectors of those clusters and leading companies within those subsectors, performing research on those companies and setting up mission trips of economic development professionals, senior business leaders, and government officials to visit target companies.

GRE will also develop predictive analysis tools to identify companies with high likelihood of expansion or contraction so that resources can be focused where needed. Matthew Hurlbutt, Managing Director for the Partnership, noted in our interview that it could be important to Seneca Falls to establish a strong working relationship with GRE to take advantage of its analytical strengths and marketing prowess.

The potential for Seneca Falls to work with GRE and the Genesee/Finger Lakes Regional Planning Council warrants further description of these two organizations.

**Greater Rochester Enterprise (GRE)**

Greater Rochester Enterprise (GRE) is a regional economic development organization supported by over 70 public and private partner investors, including area developers, major corporations, site selectors, county and other local development agencies, and individual citizens. Seneca County IDA is one of GRE's partner investors.

According to its mission statement, GRE's primary goals are to "retain and expand existing businesses and to professionally market this region as a competitive, vibrant and high-profile place for business location and growth."

GRE works directly with companies looking to locate in the region, site selectors, developers and existing businesses looking to expand.

Some of the benefits they provide, include:

- Detailed demographic, statistical, comparative and industry specific information about the region;
- Research and identify sites and buildings;
- Help identify financing and grants for projects;
- Facilitate meetings between businesses and appropriate government officials;
- Coordinate meetings with service providers, such as legal, accounting and banking;
- Assist with workforce and recruitment training needs;
- Provide detailed information about living in the region (housing, schools, cultural amenities, etc.)

GRE also publishes a monthly newsletter and organizes seminars with site selectors, developers and other leaders in private industry and the public sector.

In terms of marketing, GRE attends a number of tradeshow and does a lot of cost-per-click Internet advertising. Their focus is regional, which typically means they do not market individual communities. Their ads promote various characteristics of the Rochester area in general, such as a highly educated workforce, shovel-ready sites, plenty of available space, accessibility, etc. They normally send out any leads they receive to the nine County IDA directors with the RFP attached.

According to Staci Henning, Director of Marketing and Public Relations at GRE, it would be useful for the new Seneca Falls Economic Development Director to meet with GRE and provide them with a written description of what kind of space and amenities are available in the Town and Village so that when a lead comes in, GRE can determine if Seneca Falls might be a good match.

It would also be worthwhile to foster a close working relationship with the Seneca County IDA so that when they receive an appropriate lead, they will forward it on to Seneca Falls.

### ***Genesee/Finger Lakes Regional Planning Council (G/FLRPC)***

A Regional Council is a public organization created to foster coordination among neighboring counties and to provide a regional approach to planning issues crossing local boundaries. There are nine such councils in New York State.

The Genesee/Finger Lakes Regional Planning Council (G/FLRPC) was established in 1977, and serves the same nine- county region covered by the Finger Lakes Partnership described above. There are 32 voting members of the Council representing the participating counties, the City of Rochester, and the community at-large. These members include chief elected officials, local legislators, department heads, and key community leaders in the region. The Seneca County IDA is a voting member of the Council.

The primary functions of G/FLRPC include Local, Regional and Water Resources Planning; Regional Economic Development, Strategic Planning, Program and Grant Development; Surveys; and Data, Technology, and Resource Center. David Zorn, Executive Director of G/FLRPC, offered the following more specific description of the activities they carry out:

- As the planning entity for the Federal Economic Development District of the Finger Lakes, they produce a Comprehensive Economic Development Strategy (CEDS) each year, which lists priority capital projects that they will pursue federal funding for. For example, Palmyra received a \$25 million facilities upgrade project for a major manufacturer as one of the main CEDS priorities in 2005, and G/FLRPC applied for over \$12 million in federal funding on behalf of that project.
- They run a regional revolving loan fund, which gives loans between \$20,000 and \$200,000 for manufacturing or service-related businesses.
- G/FLRPC conducts Main Street revitalization planning for municipalities.
- They operate a data technology and resource center where municipalities can get maps, demographic and socio-economic projections.
- They maintain an “Energy Smart” program that brings NYSERDA and Department of Energy grant programs to the region
- G/FLRPC hosts local government workshops for municipalities in the region every six months and organizes occasional regional roundtables open to any local government officials in the region.

Zorn suggested that the new Economic Development Director for Seneca Falls participate in the Council’s local government workshops and regional roundtables and that they work with the Seneca County IDA to ensure that their priorities are considered during the annual CEDS process.

## SYRACUSE AND CENTRAL NEW YORK

In addition to being part of the Finger Lakes region, Seneca Falls lies on the western-most edge of the 12-county region served by the Metropolitan Development Association of Syracuse and Central New York, Inc. (MDA), which includes Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, Seneca, St. Lawrence, and Tompkins counties.

For over 40 years, Syracuse MDA has been the Central Upstate NY region's primary business, leadership and economic development organization and the principle private sector vehicle for the implementation of key development projects in the region.

MDA membership is limited to the top 100 CEOs in the region, so it is a very high-profile group. However, according to interviews with MDA representatives, the organization also sees itself as a marketing tool for local communities.

Due to the high profile of its members, MDA has access to numerous national developers and site selectors. MDA sees one of its roles as trying to match local needs with the development objectives of its high powered partners.

While MDA has maintained its traditional work assisting companies in the region to plan and complete major projects that retain or create jobs and result in new investment in facilities, equipment and employee training, the organization has also developed other approaches and projects along the way.

In 2004, Syracuse MDA launched the Essential New York Initiative, basically a new regional economic development strategy aimed at accelerating the transition of the region to a knowledge-based economy. The Essential New York Initiative marries traditional economic development, bricks and mortar projects with a focus on attracting creative, entrepreneurial people to the region.

As Irwin Davis, then President of MDA, said in his interview with Camoin Associates, "An economic development consultant can identify industry clusters for growth, but if you can't attract creative people to work in those industries, you won't grow."

The Essential New York plan identified six industry clusters that the region will seek to grow:

- Biosciences
- Digital and electronic devices
- Environmental and energy systems
- Information and communications technology
- Packaging
- Precision Metalworking

The Central Upstate Regional Alliance is a relatively new organization, established by the MDA in 2004 as the governing body for regional collaboration and branding projects stemming from the Essential New York Initiative report.

The Alliance is a 37-member consortium of regional leaders from business, academia and the public sector, including at least three representatives from each of the 12 counties in the region.

According to an interview with Rob Simpson, project manager for the Essential NY Initiative at MDA, Seneca Falls can participate in the Alliance by either seeking out one of the Seneca County representative seats or at the very least, maintaining a close working relationship with those representatives. He thought that one of the seats may be opening up soon, but he could not confirm that. This is something that the new Economic Development Director could pursue further.

The primary activities of the Alliance to date include:

### ***Promotion of student internships in the region***

Project ION (Internship Opportunities Now) was launched in 2004 and features a website [www.Project-ION.com](http://www.Project-ION.com) that lists over 550 internship opportunities with firms in the region.

The thinking behind this initiative is that students who intern with companies in Central New York are likely to work for that company after graduation.

According to a 2004 survey by the National Association of Colleges and Employers, nearly 60% of employers end up offering full-time positions to students who intern with them. And more than 85% of employers who hire a former intern find that these employees have a higher retention rate than other employees.<sup>4</sup>

### ***On-line community for technology companies and entrepreneurs***

Another website project, [www.EssentialConnections.org](http://www.EssentialConnections.org), was designed to be the meeting place for the region's growth-oriented businesses, entrepreneurs and researchers.

The site offers profiles of technology businesses, research organizations and academic institutions and provides a forum for peer networking for companies in the region, as well as a place for them to find information on the latest research taking place in the area, economic development resources and potential business partners.

No information was found to help determine how successful this project has been (i.e., how many companies use the website, has it generated any business or research partnerships, etc).

<sup>4</sup> [www.Project-Ion.com](http://www.Project-Ion.com)

### ***Leadership in branding efforts***

An ongoing project of the Alliance in 2006 is to engage business leaders and citizens in crafting a compelling and creative brand identity for the region. An on-line survey was conducted during winter 2006 to collect ideas on what the region's brand should be from anyone interested. A marketing firm was chosen by the Alliance to use the input gathered through the survey to craft the regional brand identity. Requests for an interview with the president of the Alliance were not successful, and based on information available on-line it is unclear exactly where this initiative stands at the current time.

### ***Emerging Business Competition***

This competition is open to any business within the 12-county region and has two categories: 1) Emerging Business: any company formally incorporated by January 15, 2007 with a revenue stream between \$0 and \$2.5 million, and 2) Business Idea: anything, open to the general public. First prize for Emerging Business is \$100,000. First prize for Business Idea is \$2,500.

The goals of the competition are to stimulate job creation and business development by providing financial and in-kind resources to companies in the Central Upstate New York region; increase the entrepreneurial culture and visibility of entrepreneurial activity in the region; increase investment-grade deal flow in the region; and identify several high growth potential business opportunities in Central Upstate and connect them to a wide range of business development and capital resources both during the competition and beyond.

In addition to sponsoring the Central Upstate Regional Alliance, the MDA carries out or coordinates a wide range of other economic development programs. The following is a brief description of MDA activities with likely relevance to Seneca Falls.

### ***NYS Urban Council***

The New York State Urban Council is a loose-knit, 300 member, not-for-profit organization created in 1991 to facilitate and encourage the revitalization and development of central business districts in cities, towns and villages across New York State. The Council serves as a forum for downtown practitioners and economic development professionals and assists communities in developing successful downtown revitalization strategies. Membership is open to all downtown organizations and individuals working to improve central business districts. The Council is a valuable resource because it links communities with some of the best economic development and revitalization talent in the state through its board of regional vice presidents, which volunteer their time to advise Council staff in responding to individual requests for community assistance.

Irwin Davis, President of MDA, is also President of the NYS Urban Council. Both he and Rob Simpson of the MDA suggested in separate interviews that when the Seneca Falls Economic Development Director comes on board, he or she should contact Dan Young, Program Manager at the Urban Council to discuss how the organization can best assist Seneca Falls in its revitalization efforts.

### ***New York AgriDevelopment Corporation (NYADC)***

In June, 1999, the MDA joined with several leading agricultural companies and their business partners in forming a new organization to stimulate statewide business growth in the food and agricultural sector. NYADC's formal mission is to "increase the number and profitability of agribusiness companies, the number of people employed by those companies, the level of investment in agriculture projects and ventures, and the viability and visibility of agriculture in New York State."

Thirteen firms, including major food processors and farm credit organizations are represented on NYADC's Board and have committed resources to fund the organization. The MDA provides day-to-day administrative support for NYADC. Major initiatives underway include creation of a private/public equity fund for early stage agribusiness or food processing ventures; targeted communications and interaction with global and national agriculture and food processing firms seeking access to the northeast U.S. market; and providing support and financing for major renewable energy projects that will impact the agricultural sector.

### ***Grants for Growth***

This grant program was launched by MDA in 2005 using a \$1 million state grant and is currently in its third round. The program offers up to \$50,000 in matching funds for innovative applied research projects between universities and industry that have the potential to improve business competitiveness and create jobs.

Examples of winning projects to date include a research venture between the Fountainhead Group and Cornell University to create a mechanism for more effective and exposure-free pesticide and herbicide applications; a project by O'Brien & Gere and Clarkson University to develop a new approach to wind-power generation with the potential for gains in energy output; and a project between JGB Enterprises and Syracuse University on the design and testing of advanced materials for use in commercial and defense-related applications.

### ***40 Below***

This project was launched in November 2004 when various organizations including the MDA, *The Post-Standard*, The Institution of a New Culture (ThINC), CNY EDGE, Syracuse University, Leadership Greater Syracuse and others hosted a half-day summit in Syracuse of more than 630 young professionals, artists, entrepreneurs and citizens interested in improving the quality of life in the Central New York region.

The organization's mission is "to connect, engage and empower young adults in Central Upstate New York; to leverage the collective talents and passions of the under-40 demographic to make this region a more vibrant place to live, learn, work and play; and to make the region a beacon for talent and to give current Central Upstaters a sense of belonging, worth and community that will entice them to build their lives here."

# **SECTION FOUR**

## **Potential Growth Sectors for Seneca Falls**



2017 Economic Development  
Strategy & Commercial Revitalization Plan



## POTENTIAL GROWTH SECTORS FOR SENECA FALLS

Interviews with economic development officials, business leaders and other actors in the region offer insight into potential areas where Seneca Falls might concentrate efforts for future economic growth and development.

### NEW YORK CHIROPRACTIC COLLEGE

Founded as the Columbia Institute of Chiropractic in 1919, New York Chiropractic College (NYCC) celebrates its twenty-fifth year in Seneca Falls in 2016. The College's impact on the Finger Lakes Region is significant. In 2013, the College employed three hundred and thirty people. Including spillover employment, six hundred and ninety people are employed as a result of the Colleges activities. Considering all factors, the Center for Governmental Research puts NYCC's annual economic impact at \$67,610,000.

*"While our focus is on education, we are particularly proud of our ongoing contribution to the Finger Lakes Region, which has been our home since 1991. The decision to move from Long Island to Seneca Falls was a good one for the College and we are grateful that our presence in the community that has become our home provides robust support for the local economy."*

- NYCC president, Dr. Frank J. Nicchi

The College has made facilities available for the activities of numerous Seneca Falls and regional organizations. These have included the National Women's Hall of Fame, New York Special Olympics, Seneca Falls Central School District, Seneca Community Players, It's a Wonderful Life – Seneca Falls, Inc., Waterloo Central School District, and many more.

New York Chiropractic College delivers an exceptional, leading-edge chiropractic education, offering an integrated curriculum that combines a unique balance of art, science, and philosophy. Our innovative graduate programs in acupuncture and Oriental medicine, nutrition, and human anatomy and physiology instruction help meet the ever-increasing demand for trained natural health care practitioners and health science educators.

### GENERATIONS BANK

Generations Bank (GB) was chartered in 1870 and opened its first office at 74 Fall Street in Seneca Falls. Currently, Generations is headquartered at 20 East Bayard Street in Seneca Falls with nine additional offices in Seneca Falls, Auburn, Union Springs, Waterloo, Geneva, Phelps and Farmington. GB and its wholly owned subsidiaries Generations Agency and Generations Investment Services employ 96 individuals.

GB invested over \$6 million on two properties located in Seneca Falls which house their flagship retail outlet and headquarters. As part of the headquarters project, GB funded the startup of Café XIX

which employs five full time employees. In addition, GB leases 4,000 square feet of its headquarters to Del Lago as temporary quarters until the casino is completed. Generations also owns two Fall Street properties which are leased to FLH Medical Associates and the National Women's Hall of Fame.

GB anticipates modest growth and increasing its support staff by 10% over the next five years.

***Some concerns expressed include:***

- A formal economic development plan is needed with a full-time person focused on achieving objectives outlined in the plan.
- Improving the Town's marketing with an emphasis on Seneca Falls' unique history and home of women's rights. There needs to be a concerted town-wide effort to celebrate the Town's legacy.
- Tourists seek out clean and accessible public parks and green spaces. Seneca Falls needs to further develop the area around the Canal, perhaps having a complete walking trail starting at the Women's Rights National Historical Park, across the Wonderful Life Bridge, along the Canal to the National Women's Hall of Fame's Center for Great Women and under and across the Ovid Street Bridge back to Fall Street.
- The Town should actively participate in the completion of the Seneca-Cayuga Trail connecting Seneca and Cayuga Lakes to the extent the proposed trail runs through Seneca Falls.
- Increasing the amount of technology available to local businesses (i.e. town wide broadband) would be an incredible asset.

### **BONADENT DENTAL LABORATORIES**

BonaDent Dental Laboratories is a family-owned, independent, full-service dental laboratory with locations in Seneca Falls, NY, Greenville, SC, West Melbourne, FL, Bonita Springs, FL and Des Plaines, IL. For over 65 years, BonaDent's goal has been to produce consistent, high quality fixed and removable dental restorations.

BonaDent's growth from a one-man denture laboratory in 1950 to the 4<sup>th</sup> generation, family-owned full service laboratory that it is today, has been accomplished through an intense focus on their customers, stringent quality standards and a long history of treating their employees with respect.

Since its inception, BonaDent's strategy has been centered on a Team Approach, which provides customers with both the close communication and attention found at some small dental laboratories alongside the resources and capabilities of a large, state-of-art laboratory.

One of the country's most technologically equipped and well-resourced labs in the country, BonaDent utilizes computer aided design and manufacturing technology in initial phases of the fabrication process to insure precision and consistency. And while technology has its place in the laboratory, it's the artistic talent and comprehensive knowledge of BonaDent's technicians that sets them apart.

Automating initial phases of the fabrication process has meant that technicians can develop and enhance their artistic skills in order to insure that the finished product translates into natural-looking, well-fitting restorations.

BonaDent consistently seeks to add to its team by recruiting talent from across the country. To help attract and retain the best technicians and business professionals, the company has invested in equipment and amenities not found in most laboratories, including an on-site wellness center, fitness facility, hair salon, laundromat, cafeteria and coffee shop.

The success of the company lies within its people, so they've designed a facility with the technology, tools and conveniences to make their employees' lives easier. Dedicated to its employees, BonaDent is proud to never outsource casework, always manufacturing products in the United States.

Plans for the Company that may affect Seneca Falls:

A 4<sup>th</sup> generation organization, BonaDent is committed to future success and continued growth within our industry. We do not have any specific plans at this time that might directly affect Seneca Falls.

### **Services, infrastructure, offerings of any sort that Seneca Falls could extend to the Company to assist in its success**

As mentioned in our company description, the success of our company lies within our people, and our ability to attract and retain high-quality technicians and business professionals. The economic health and development of Seneca Falls has a lot to do with our ability to recruit skilled and trained employees to this area from all over the country.

### **Impediments encountered in the past or advice for improving the economic climate of Seneca Falls**

We have found that the expanding landfill, limited housing options, and high property taxes, have all been negative factors for individuals considering relocation to Seneca Falls in order to join our organization. We have a much easier time recruiting skilled technicians to our satellite laboratories than to our more comprehensive, amenity-rich Seneca Falls headquarters. Often times when we are able to relocate employees, they opt to settle in communities like Geneva, Canandaigua and Victor.

In the past, we've spent time as an organization working to revitalize portions of the community to help combat these recruitment obstacles, but found the historical preservation committee and planning boards to be extreme roadblocks to progress.

## SENECA MEADOWS

Seneca Meadows employs approximately 80 direct employees along with supporting several dozen in indirect employment through contractors and local vendors. Seneca County garners approximately \$22 million in annual direct economic impacts, and as much as \$72 million including annual indirect and induced economic impacts from the landfill operations.

The availability of state of the art waste management capabilities to service area industry and other economic activity encourages the town's industrial corridor to develop further, and support a versatile local economy. Infrastructure enhancements directly related to Seneca Meadows footprint have encouraged recent development near and along this corridor which includes 1 hotel, 2 financial institutions, and several retail operations.

Under the current Host Community Agreement, 5.50% of gross revenue received for solid waste disposal and for beneficial use materials, is paid to the Town of Seneca Falls which is approximately \$2.5 Million annually.

The rail spur project is privately funded, and ties into the Finger Lakes Railway track system just north of where it intersects North Road in Waterloo. The spur is located on Seneca Meadows' property, in the Town of Seneca Falls, on the West Side of Route 414, adjacent to the solid waste operation, and is included within the footprint of the Seneca Meadows Renewable Resource Park.

Local farming operations are currently utilizing the privately funded rail spur to import and export agricultural products, and has greater potential capacity, encouraging growth in a multitude of industries and businesses that rely on the transportation of freight.

The Seneca Meadows Renewable Resource Park led the first location in the United States to host both a landfill gas supplied renewable natural gas plant and a landfill gas-to-energy plant. Reducing America's reliance on foreign oil has been the goal of government and industry for decades. Seneca Meadows joined the effort in 1995 with the establishment of a landfill gas to energy plant on its site. The plant, which is owned and operated by Seneca Energy, Inc., produces sufficient electricity for thousands of homes and businesses. The Seneca Falls School district currently benefits from this renewable energy source in a partnership that reduces its annual energy costs by approximately \$60,000.

Landfill gas, a byproduct of organic waste decomposition, is collected from the landfill and piped to the gas plant to burn as fuel in the engine generators. Burning landfill gas produces yet another benefit to the environment: it destroys 98% of non-methane organic compounds.

The Innovative Energy Systems/Landfill Energy Systems' renewable natural gas plant is the second green energy operation at the park to produce a domestic energy source, in addition to the landfill

gas-to-energy plant. At the renewable natural gas plant, landfill gas derived methane, provided by Seneca Meadows, is purified to produce up to 3,000 standard cubic feet per minute of pipeline quality “natural gas.” The process is cleaner than fossil fuel derived energy processes, thereby reducing emissions and conserving natural resources.

**Proposed Action Item:** Create a plan to connect the town with this local asset, the landfill gas to energy and natural gas plants, in order to leverage the local long-term low-emission renewable energy source for existing local businesses & as a tool to attract new businesses and green jobs to the town of Seneca Falls. Potentially, Seneca Energy could establish itself as an energy provider of choice for those within a pre-defined footprint.

**Proposed Action Item:** Promote and encourage development of a community solar energy array as part of the Seneca Meadows Renewable Resource Park. The available acreage, existing zoning and established infrastructure make this location ideal.

## 5 STAR MEDICAL

5StarMedical Corp is a global medical device company that will focus on the sales and distribution of a broad range of medical device products. Through world class innovation and collaboration 5StarMedical is committed to providing the highest quality products at the most cost competitive cost structures in the industry. Future growth will enable product development and manufacturing. We plan to purchase 51 State Street, Seneca Falls which is currently owned by Dr. Fred Reigel. This lot would house a new building (14,000 square feet), transfer 3-4 product lines from Asia to the USA and create an additional 35-40 jobs.

The build would begin in 2017 with a ribbon cutting ceremony slated for June of 2018. Additionally, our purchase offer was accepted by the Town for 60 State Street, Seneca Falls which is owned by the Town. The building would be used for business administration and manufacturing space – Patient Care and Patient Positioning Business.

### ***Some concerns expressed include:***

- 1) Approval of building schematics by the Town Planning Board, County Planning Board and the Seneca Falls Historical Preservation Board,
- 2) Temporary housing for up to 30 physicians in close proximity to our location; and
- 3) Additional retail businesses to support our efforts.

## SENECA IRON WORKS

7,000 acres of the former Seneca Army Depot were acquired recently by Earl Martin of Seneca Iron Works. Mr. Martin's company makes steel and iron infrastructure items for dairy barns and dairy operations.

### *The plans for the former depot include:*

- Investing about \$13 million in relocating Seneca Iron Works main iron fabricating operations to the depot property. Seneca Iron Works currently employs 35 people. The number of employees could grow to around 200 over the next 10 years, after the new facility is up and running.
- Approximately 20 Mennonite and Amish families are likely to purchase acreage to establish homes and small farms.
- Cooperating with Seneca White Deer Inc. to create a habitat and a food source for the white deer that remain within the depot fences.
- The old ammunition bunkers on the property will be used by local Amish for hay and grain storage and as an eco-tourism information center.
- 25 acres are to be used for police and fire training facilities.

### *Some concerns expressed include:*

- Additional power is needed to meet the operational needs of Seneca Iron Works.
- Mr. Martin is hopeful that County Road 135, an abandoned east-west road at the north end of the depot that connects Routes 96 and 96A, will reopen.

## NATIONAL WOMEN'S HALL OF FAME

One of the most significant opportunities is the expansion of the National Women's Hall of Fame. As the Center for Great Women becomes a reality, The Hall's new home in the historic Seneca Knitting Mill will provide five times more space than they have today.

Plans for the rehabilitated site will include exhibits, a gift shop, both indoor and outdoor gathering space, and a café. The strong partnership between the Hall and the National Park Service (NPS) Women's Rights National Historic Park helps to draw visitors to this area.

Citing an NPS report provided by Park Superintendent Noemi Ghazal shows that in 2012 there were 29,585 visitors to the Women's Rights National Historical Park, with estimated spending of \$1.9 million in communities near the park. That spending supported 23 jobs in the local area.\* The complementary offerings of the Park and the Hall combine to bring visitors to the area related to the history of women's rights in the United States.

As the Hall continues to grow its membership base, as well as the number of inductees, it will see continued growth in daily visitor-ship, both nationally and internationally. Based on an analysis of addresses of the people who attend the Hall's induction ceremonies, as well as daily visitor records, the Hall creates a visitor base in communities that are/were home to an inductee.

The increased awareness in the United States of the need to capture women's history up to the present day, and as we move into the future, In addition, the biennial induction ceremony weekend draws 600 to 800 attendees from across the United States.

Finding accommodations less than hour away from Seneca Falls has become a challenge, with attendees now booking as far away as Syracuse, Rochester, and Ithaca. This needs to be addressed. The Hall currently fully books the Gould Hotel a year ahead for Induction weekend, and many of our attendees who return to Seneca Falls for each Induction now know to reserve their rooms months in advance.

As one of the last remaining Mill structures on the NY Canal waterway, rehabilitation of the historic Mill will contribute to preservation of the rich history of industrial growth on the NY Canal System, helping to draw from an additional visitor base. New York State has a vital interest in the Mill, and has provided significant matching grant funding for this work to continue.

The Seneca Knitting Mill sits immediately adjacent to the Sacket District.\*\* As development and improvements continue in this area, it will be critical to develop a coordinated transportation plan for the Seneca Falls Heritage Area (something similar to Cooperstown NY or Savannah GA) with trolleys that would transport people back and forth across both bridges from Fall street shops and museums to the Sackett district – connecting “downtown” to the Center for Great Women, the Ludovicho trail and Sacket district businesses.

The Hall will tell the stories of its amazing inductees, and in partnerships with the NPS Women's Rights National Park and the Waterways Museum, will bring alive the history of Seneca Falls, as related to women's rights, abolition, and industrial expansion on our beautiful NY canal-way.

*\*awaiting updated visitor information from WRNHP*

*\*\*need more information about plans for Sacket district rehabilitation.*

# **SECTION FIVE**

## **Tourism, Arts, and Recreation**



2017 Economic Development  
Strategy & Commercial Revitalization Plan



## TOURISM, ARTS, AND RECREATION

Tourism and hospitality is a viable opportunity for Seneca Falls because of its tourist-friendly assets, connection to the women's rights movement, location on the canal, and proximity to the Finger Lakes region and wine country.

Interviews with local and regional tourism professionals reveal significant room for expansion of the tourism sector. The following section discusses national travel trends, provides some insight on tourism in upstate New York and the Finger Lakes and then touches on the activity taking place in Seneca Falls that the community can potentially build upon.

### NATIONAL TRAVEL TRENDS

Leisure travel now accounts for 81% of all U.S. domestic travel. The table at left shows the volume of domestic leisure travel from 1999 to 2004 in millions of person-trips. A person-trip is one person on one trip 50 miles or more away from home, one way or including one or more overnights. As evidenced by the data, leisure travel shows consistent growth.

Domestic Leisure Travel Volume, 1999-2004		
Year	Person-trips (In millions)	Percent Change
1999	848.6	--
2000	865.7	2.0%
2001	895.5	3.4%
2002	912.3	1.9%
2003	929.5	1.9%
2004	944.3	1.6%

Source: TIA Research Department, *Travelscope*, "The Power of Travel 2006."

While the leisure travel industry has experienced steady growth, it has also encountered significant changes during the past decade in terms of what travelers are looking for in a destination, how travelers collect information about potential destinations and make travel arrangements, and what kinds of marketing travelers respond to most effectively. The following summarizes the major trends that should be considered in the context of developing strategies to enhance Seneca Falls' tourism industry:

- There are more wealthy Americans today than ever before. In 2005, the number of millionaires had grown to over 2 million and 13% of households had an annual income of \$100,000 or more. As a result of this wealth, demand for luxury products has reached unprecedented levels.<sup>5</sup> In addition, 30% of consumers say that individual customization is what draws them to a brand today (as opposed to only 6% in 1997) and 35% say environmentally friendly products are worth the extra money.<sup>6</sup>

- Nationally, the number of hotel paid room-nights attributable to leisure travel is increasing, while business travel is decreasing, according to D.K. Shifflet & Associates. In the high-end hotel segment, gains in the leisure travel market have offset the weakness in business travel. More Americans that used to travel abroad are now staying in the U.S. in upscale accommodations.<sup>7</sup>
- The Internet is now the primary means by which consumers gather travel-related information. According to the Travel Industry Association of America, an estimated 56% of the U.S. adult population uses the Internet (120 million people) and there are more than 44 million online travel bookers. These “on-line travelers” are not only looking for special deals and promotions; they also want to find high quality, easily accessible information about their potential destination. Use of search engines, such as Google and Yahoo, is the preferred method of 52% of leisure travelers to find information about their destination.<sup>8</sup>
- Spending on “health and wellness,” which encompasses everything from spa treatments and massage therapy to organic foods, has emerged as a major industry, with a market estimated between \$300 and \$400 billion.<sup>9</sup> The spa industry has grown significantly in the U.S., serving nearly 45 million customers each year and generating \$11.2 billion annually.<sup>10</sup> Accordingly, health and wellness is a major attraction for vacation travelers today. Travelers often incorporate spa visits in with other activities while on vacation and 33% of leisure travelers now say that access to a spa is a primary consideration in making their travel plans.<sup>11</sup>
- In addition to spa travel, vacationers in many demographic clusters are increasingly pursuing experiential or enrichment activities, according to the Travel Industry Association of America and other travel market research companies. Tourism entities selling complete vacation packages that feature an experience such as cooking school, learning adventures that teach a new skill or sport, educational programming around cultural, heritage or environmental themes, and even volunteer work are becoming more and more popular.

<sup>5</sup> Richard K. Miller and Associates, *Consumer Behavior 2006*, a marketing report which integrates the full spectrum of applied consumer psychology and purchasing influences with recent major consumer surveys.

<sup>6</sup> Ibid.

<sup>7</sup> D.K. Shifflet and Associates, Ltd., DKSA Domestic Performance data. Summit Presentation to American Hotel & Lodging Association, November 2005.

<sup>8</sup> “Online Travel Worldwide Report,” E-Marketer.com, December 2005.

<sup>9</sup> *Consumer Behavior 2006*.

<sup>10</sup> *The Power of Travel 2006*, Travel Industry Association of America.

<sup>11</sup> *Meredith Travel Marketing Newsletter*, December 2005.

- A recent study found significant differences between Baby Boomers and Generation X regarding their travel product preferences. Baby Boomers tend to be more business and service-oriented, want more security, and prefer an extremely comfortable bed. Gen Xers like more cutting-edge electronics and machines, more “free stuff,” such as Internet access, and a “great bathroom with a Jacuzzi.”<sup>12</sup>
- Women are a major target market, as research has shown they have a significant influence on family vacation spending decisions and are increasingly leaving their spouses and children behind and vacationing with friends instead.<sup>13</sup> Meredith Travel Marketing reports that 1 in 5 women now leave men behind when going on vacation and that 18% of women took a trip with women only in the past three years. In addition, *Consumer Behavior 2006* reports that women drive 85% of new spending on luxury items.
- A report on family vacation travel prepared by the Travel Industry Association of America found that most family travelers rated “value for the money” (91%) and “variety of things to do” (89%) as somewhat important or very important in selecting their travel destination. As expected, most of those with children (86%) rated “activities for children” as important.<sup>14</sup>
- Another trend to consider is that vacationers continue to seek out the less-traveled and emerging destinations to seek respite from their busy everyday lives. As a result of the hectic schedules of many consumers, tourism businesses can attract customers by bundling desired touring, attractions, activities, cuisine and lodging, which makes it easy to plan and book a vacation.

These national trends are helpful to understand. Unfortunately, our research revealed that there is little information of a similar nature on visitors to Seneca Falls. Developing an in depth understanding of the kind of experience that visitors who travel to Seneca Falls are looking for will help target investments to projects that will bring in new visitors and entice visitors already coming to Seneca Falls to stay longer and spend more money.

<sup>12</sup> D.K. Shifflet and Associates, Ltd., DKSA Domestic Performance data. From Summit Presentation to American Hotel & Lodging Association, November 2005.

<sup>13</sup> *Consumer Behavior 2006*.

<sup>14</sup> *The Meredith Family Vacation Study 2003: A Special Study of Family Vacation Travel*. Travel Industry Association of America, March 2004, p. 51.

## TOURISM CONSIDERATIONS IN UPSTATE NEW YORK

A report by the Federal Reserve Bank of New York's Buffalo Branch points out that tourism is an important component of the upstate economy, even though it continues to make up a relatively small portion of total employment.

The Bank's report states, "A strong local tourism industry diversifies the economic base, creates amenities and is frequently an important contributor to growth." However, the report also raises the point that, while tourism contributes to growth, wages in tourism-related industries tend to be low and employment is often seasonal.

The rapid growth in the tourism industry nationally has caused many localities to emphasize tourism in their economic development planning initiatives. Many regions all over the country are using the same strategies and creating additional attractions in order to grow their tourism industry.

Although there is room for growth in the industry, the fact that so many regions are focused on tourism also means that there is more competition for tourist dollars now than ever before. This highlights the importance of creating unique attractions and using distinctive marketing techniques in efforts to enhance the local tourism industry.

### ***Tourism in the Finger Lakes***

In the fall of 2001, Randall Travel Marketing conducted a comprehensive assessment of tourism in the Finger Lakes on behalf of the Finger Lakes Tourism Alliance (formerly the Finger Lakes Association or FLA). The study included a survey mailed to 2,000 people who had requested visitor information from the FLA. Approximately 340 surveys were returned, which is a response rate of 17%.

The following survey findings highlight important trends in travel to the region:

- **Origin of Visitors** - 64% of visitors come from within the Finger Lakes region or within a 4-5 hour driving radius, which includes New York, Pennsylvania, New Jersey, and Ohio. 91% of visitors travel to the Finger Lakes by car.
- **Age of Visitors** - Over 75% of travel parties consist of adults only. The average age of visitors to the region is 52 years old.
- **Activities Visitors Enjoy** - The table below shows the top five activities that visitors to the Finger Lakes enjoy. Survey respondents were asked to choose all activities that applied, so the numbers in the table below do not add up to 100%.

Activities Visitors Enjoy	
Shopping	31%
Driving/sightseeing	28%
Winery	25%
Walking Downtown	24%
State Park	21%

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

- **Unmet Needs** – The table below shows the amenities that survey respondents would like the Finger Lakes to offer.

Priority Unmet Needs of Visitors	
More fine dining options	35%
Overnight canal / lake barge cruises	28%
September wine festival	27%
Lakefront spa / resort	27%

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

- **Visitor Spending** – On average, visitors to the Finger Lakes spend approximately \$258 per day in the local economy. The table below summarizes average daily expenditures. The average length of stay was three nights.

Average Daily Expenditures	
Lodging	\$81
Food/Meals	\$46
Shopping (other than wineries)	\$44
Transportation / Fuel	\$30
Shopping at wineries	\$30
Attractions / amusements	\$27
Total	\$258

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

### ***Tourism Activity in Seneca Falls***

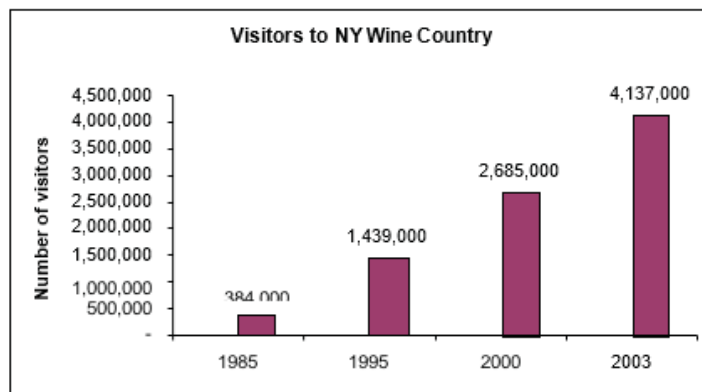
Tourism currently makes up a relatively small part of the Seneca County economy. According to the New York State Department of Labor, in 2005, travel and tourism jobs represented only 3% of total employment in Seneca County. This trend has held steady in today's climate.

Seneca Falls hosts a number of events and programs that can provide a tourism boost and offer opportunities for growth. These events include the It's A Wonderful Run 5K, It's a Wonderful Life Celebration, CanalFest, and other regionally-known activities.

### Winery Tourism

The other major tourism growth area is promotion of the region's wine industry. As noted in the Comprehensive Plan, the community has yet to take advantage of its location in the Finger Lakes Wine region, which means it is probably missing out on a great deal of economic activity.

The wine industry in New York State has experienced tremendous growth during the past 20 years. NYS Department of Labor data show that statewide winery employment has increased tenfold since 1985 and that in Seneca County alone, 39 new wineries opened during the period from 2000 to 2005. As the wine industry has grown, so has related tourism, as shown in the graph below.



Source: New York Wine & Grape Foundation

Despite the growth in the wine industry in Seneca County, Seneca Falls does not seem to have captured spending from many of the visitors coming to the area for winery tours. According to an interview in 2006 with Jim Trezise, President of the NY Wine & Grape Foundation, a good approach for Seneca Falls would be to focus partnership efforts on the wineries in the Cayuga Wine Trail due to its proximity and the need for local communities pursuing wine-related tourism to hone in on a niche, even within the Finger Lakes.

Mr. Trezise suggested that if Seneca Falls were to pursue the idea of an interpretive center, as mentioned in the Comprehensive Plan, they should keep it small and focused on the Cayuga Wine Trail because the region in general is becoming “cluttered” with interpretive centers. He also cautioned that adding a wine retail shop could be tricky, depending upon the willingness of the local wineries to allow someone else to sell their wine for them, which can keep visitors from actually going to the wineries themselves.

Mr. Trezise also emphasized the reality that wine country visitors are looking for a wine and culinary experience, not simply things to see and do. In this regard, one of the best things he feels Seneca Falls can do is to attract a few good restaurants that use local ingredients, feature local wines, but are not outrageously pricey.

Another suggestion by Mr. Trezise is that the Town and Village do some education with local businesses on the wine industry and the wineries in the area so that they can make recommendations to visitors who ask.

## THE ECONOMIC IMPACT OF TOURISM IN NEW YORK

What follows are charts extracted from the recently-released presentation regarding tourism impact in the Finger Lakes region. While the data didn't break down statistics at the town or community level, it does provide insight into trends, employment impact, and economic impact within the surrounding area throughout 2015.

### Tourism employment ranking

Employment Ranking (Private Sector)		
000s		
Rank	Industry	2015 BLS
1	Health care and social assistance	1,409
2	Professional and business services	1,264
3	Retail trade	945
4	<b>Tourism</b>	<b>534</b>
5	Finance and insurance	515
8	Educational services	478
7	Administrative and waste services	471
6	Manufacturing	455
9	Food services and drinking places*	425
11	Construction	361
10	Wholesale trade	341
12	Transportation and utilities	285
13	Information	266
14	Real estate and rental and leasing	191

\* net of direct tourism-generated employment

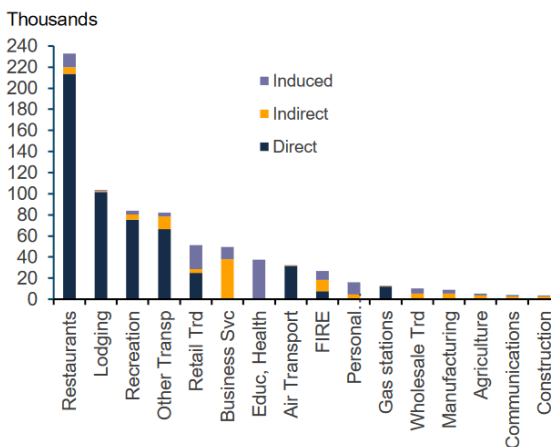
- Tourism is now the 4<sup>th</sup> largest employer in New York State on the basis of direct tourism employment.
- The above table compares our estimates of tourism-generated employment with total employment by sector.

Source: Bureau of Labor Statistics, State and Area Employment

### Tourism employment

- As a labor intensive collection of services, tourism-related sectors represent significant employment to New York State.
- The 764,072 jobs sustained by traveler activity span every sector of the economy, either directly or indirectly.

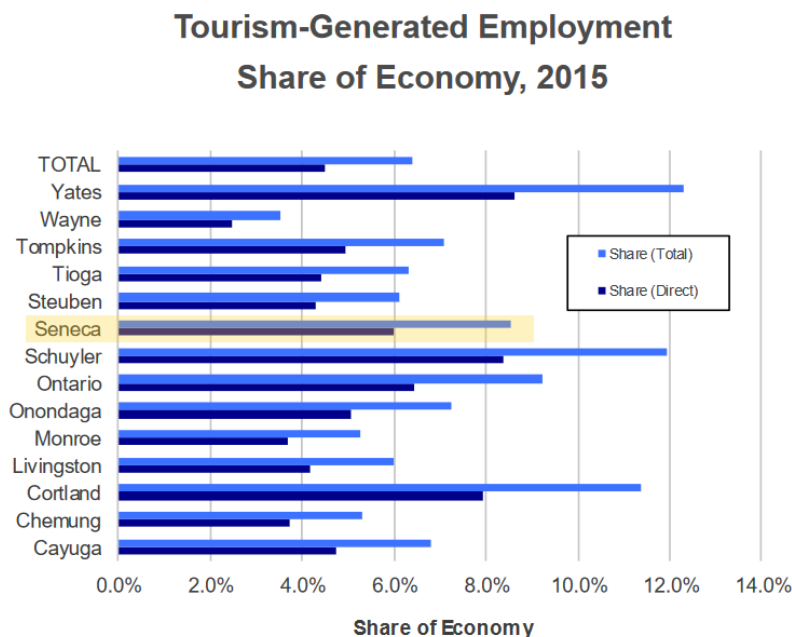
#### Traveler-Generated Employment by Industry



FIRE = Finance, Insurance, and Real Estate

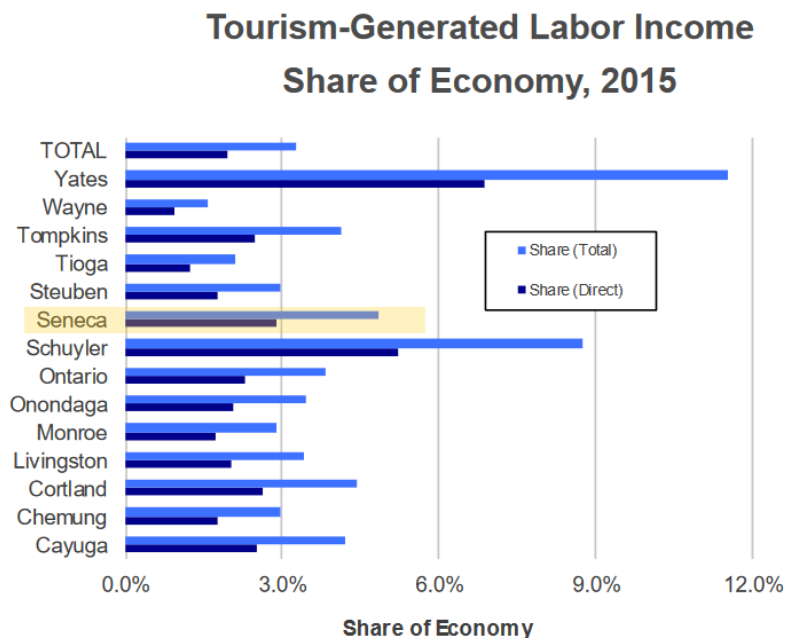
## Finger Lakes, tourism employment

- 6.4% of all employment in the Finger Lakes is generated by tourism.
- Yates County is the most dependent upon tourism with 12.3% of all employment sustained by visitors.



## Finger Lakes, labor income

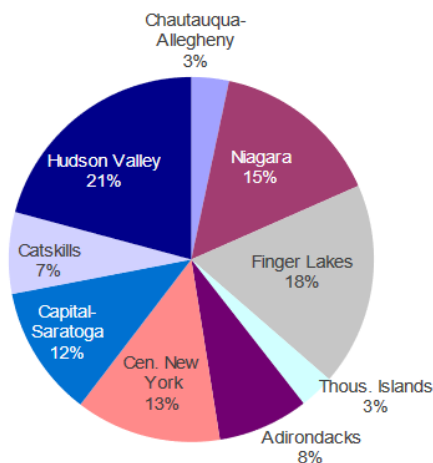
- 3.3% of all labor income in the Finger Lakes is generated by tourism.
- Yates County is the most dependent upon tourism with 11.5% of all labor income generated by visitors.





## Upstate traveler spending by region

### Upstate Traveler Spending, 2015



- Traveler spending is more evenly distributed across the upstate (excluding NYC and Long Island) regions of New York.

## Finger Lakes, regional growth

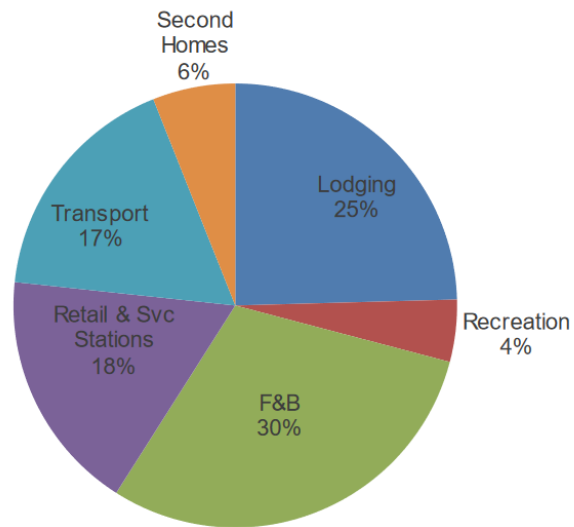
### Traveler Spend Year-Over-Year Comparison

Traveler Spend '000s	2013	2014	2015	2015 / 2014 %
Cayuga	\$ 94,977	\$ 100,952	\$ 97,927	-3.0%
Chemung	\$ 96,128	\$ 97,693	\$ 93,702	-4.1%
Cortland	\$ 69,889	\$ 70,218	\$ 70,896	1.0%
Livingston	\$ 46,209	\$ 47,796	\$ 48,608	1.7%
Monroe	\$ 991,193	\$ 1,001,985	\$ 1,005,205	0.3%
Onondaga	\$ 808,297	\$ 863,244	\$ 854,735	-1.0%
Ontario	\$ 194,233	\$ 203,082	\$ 201,379	-0.8%
Schuyler	\$ 34,489	\$ 33,784	\$ 37,546	11.1%
Seneca	\$ 48,030	\$ 48,768	\$ 49,120	0.7%
Steuben	\$ 120,520	\$ 130,149	\$ 128,887	-1.0%
Tioga	\$ 31,988	\$ 30,059	\$ 29,149	-3.0%
Tompkins	\$ 177,432	\$ 190,921	\$ 195,406	2.3%
Wayne	\$ 35,741	\$ 37,917	\$ 40,785	7.6%
Yates	\$ 61,177	\$ 62,523	\$ 65,818	5.3%
TOTAL	\$ 2,810,302	\$ 2,919,091	\$ 2,919,162	0.0%

## Finger Lakes, traveler spending

- Travelers spent \$2.9 billion in the Finger Lakes in 2015 across a diverse range of sectors.
- Spending at restaurants and for lodging comprised 30% and 25% of the total, respectively.

Traveler Spending



## Finger Lakes, traveler spending

2015 Traveler Spend '000s	Lodging	Recreation	F&B	Retail & Svc Stations	Transport	Second Homes	Total
Cayuga	\$29,314	\$3,486	\$21,437	\$14,489	\$12,769	\$16,432	\$97,927
Chemung	\$16,928	\$2,893	\$36,013	\$14,506	\$19,880	\$3,482	\$93,702
Cortland	\$15,418	\$5,474	\$29,746	\$13,740	\$1,407	\$5,109	\$70,896
Livingston	\$8,909	\$1,272	\$20,829	\$9,434	\$2,791	\$5,373	\$48,608
Monroe	\$283,049	\$47,469	\$294,731	\$178,730	\$194,907	\$6,319	\$1,005,205
Onondaga	\$196,137	\$30,844	\$240,818	\$161,228	\$198,490	\$27,217	\$854,735
Ontario	\$38,564	\$9,994	\$79,286	\$36,799	\$20,196	\$16,540	\$201,379
Schuyler	\$11,848	\$2,965	\$6,366	\$5,361	\$0	\$11,005	\$37,546
Seneca	\$9,593	\$1,596	\$18,042	\$9,074	\$857	\$9,958	\$49,120
Steuben	\$28,145	\$9,106	\$29,006	\$19,068	\$8,190	\$35,372	\$128,887
Tioga	\$9,838	\$2,986	\$7,178	\$5,192	\$312	\$3,642	\$29,149
Tompkins	\$52,580	\$11,393	\$53,828	\$33,500	\$38,685	\$5,420	\$195,406
Wayne	\$4,055	\$1,846	\$14,006	\$5,692	\$4,921	\$10,265	\$40,785
Yates	\$12,854	\$615	\$22,237	\$9,059	\$1,272	\$19,781	\$65,818
<b>TOTAL</b>	<b>\$717,234</b>	<b>\$131,940</b>	<b>\$873,524</b>	<b>\$515,872</b>	<b>\$504,676</b>	<b>\$175,915</b>	<b>\$2,919,162</b>

# **SECTION SIX**

## **2007 Economic Development Plan Action Matrix**



2017 Economic Development  
Strategy & Commercial Revitalization Plan

## 2007 ECONOMIC DEVELOPMENT PLAN ACTION MATRIX

The Seneca Falls 2007 Economic Development Plan included an Action Matrix with more than 90 recommendations in the following areas:

- 1.0 Set Up a Structure for Economic Development
- 2.0 Build Regional Partnerships
- 3.0 Establish a Brand for Seneca Falls
- 4.0 Help Existing Businesses Grow and Remain in Seneca Falls
- 5.0 Attract New Businesses
- 6.0 Improve Tourism Marketing and Visitor Attraction
- 7.0 Improve Quality of Place
- 8.0 Improve Land Use and Regulatory Control
- 9.0 Carry Out Marketing and Programmatic Initiatives for Commercial Revitalization
- 10.0 Focus on Specific Areas for Commercial Revitalization/Development
- 11.0 Improve Housing Stock

Many of the goals and strategies listed in the Action Matrix are still viable today and it is recommended that time be set aside to conduct an audit of which action items were completed, which should be considered for inclusion in the 2017 plan, and which can be tabled or dismissed.

The full Action Matrix is provided herein for review and each is summarized in greater detail within the original 2007 Economic Development Plan (available via the Town website or upon request.)

	Goal / Action	Priority	Lead	Type	Timeframe	Action/Description
<b>1.0</b>	<b>Set up a structure for economic development</b>					
1.1	Consolidation of Town & Village	High	Town & Village Boards	Goal	Ongoing	Immediately explore and act upon obvious areas for consolidation of services. Continue working together to consolidate all services to lower the tax burden on residents and businesses while creating one efficient local government.
1.2	Lower Local Tax Rates	High	Village, Town, School & County Boards	Goal	Ongoing	Work on all possible ways to lower the tax burden on existing residents and to make our community more attractive to new residents and businesses.
1.3	Establish a Local Development Corporation (LDC) for property assembly, ownership and development tool.	High	Town & Village Boards	Goal	Month 01	Apply for incorporation of LDC, approve by-laws, appropriate funding and choose initial members.
1.4	Establish a performance measurement system for the new Economic Developer	High	LDC Board	Goal	Month 01	Goals and timeframes listed in this document will serve as a measure of the new Economic Developer's performance.
1.5	Secure Funding For Local Development Corporation (LDC)	High	LDC, Grants Consultant, Town & Village Board	Goal	Month 03 & Ongoing	Through CDBG funds, other grants and general funding from the municipalities.
1.6	Arrange a series of tours throughout Seneca Falls to familiarize the new Economic Developer with important sites and layout of the Town/Village.	High	LDC, Economic Developer, Mayor, Town Supervisor	Goal	Month 01	This should occur in the first week that the economic developer is in their position. These tours could be incorporated with lunch meetings with local civic groups.
1.7	Build consensus for initiatives by convening regular meetings with key local constituencies, the Hall of Fame and National Park Service, including local women's organizations and community groups.	High	Economic Developer	Partnership	Month 02	Plan on meeting with local civic groups such as Rotary and Kiwanis, local business owners and established organizations such as the NPS and Hall of Fame in the first weeks of taking the new position. Continue these meetings on at least an annual basis.
1.8	Educate business owners and members of our community about our vision and strategy.	High	Economic Developer, LDC	Strategy	Ongoing	Consider hiring a professional communications strategist to help craft our message and develop talking points to be used in public meetings. This can be accomplished in a one-day session.
1.9	Form volunteer groups of local residents willing to help with Economic Development.	High	Economic Developer	Goal	Month 04	These groups could be used to help achieve many of the goals in this plan. There is a tremendous amount of talent and ambition in our community and we should utilize our greatest resource, our active citizens.
<b>2.0</b>	<b>Build Regional Partnerships</b>					
2.1	Genesee/Finger Lakes Regional Planning Council	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.2	New Upstate Co-Chair (Chairman for upstate economic development) at Empire State Development in Buffalo	High	Economic Developer	Partnership	Month 02	Introduce yourself to the new upstate co-chair and create a contact that you can utilize going forward. Maintain contact with this individual's office to make sure they are aware of our efforts.
2.3	Finger Lakes Tourism Alliance	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group's president, Mike Rusinko, and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.4	New York AgriDevelopment Corporation (NYADC)	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.

2.5	Seneca County Chamber of Commerce	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.6	Waterloo, Geneva, Romulus and other nearby municipalities.	High	Economic Developer	Partnership	Month 02	Introduce yourself to the leadership in these communities and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.7	Seneca County IDA	High	Economic Developer	Partnership	Month 01	Introduce yourself to this group and create a contact that you can utilize going forward. Work closely with the IDA on joint-initiatives and programs.
2.9	NYS Urban Council	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.9	Central Upstate Regional Alliance	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.10	Greater Rochester Enterprise & Syracuse MDA	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
<b>3.0</b>	<b>Establish a brand for Seneca Falls</b>					
3.1	Establish a non-profit organization to coordinate programming and opportunities for women and girls to further advance their contributions to society.	High	Economic Developer, LDC	Goal	Month 18	Utilize area colleges and universities, the Hall of Fame, National Park Service & IDEA Center. This organization will perform a vital role in helping us to achieve our vision.
3.2	Use the seminars and events hosted by the organization to attract earned media.	Medium	Director of Institute	Strategy	Ongoing	This is a vitally important item. We need to promote events that are held here more effectively.
3.3	Work with local women's organizations through the Museum Trail Organization to encourage coordination on programmatic activities that can help build Seneca Falls' brand as a center for education and activities related to women's history, growth and development.	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
3.4	Create a scholarship contest for women and use it to build an outreach strategy with colleges and universities to attract young people to Seneca Falls.	High	Non-profit from #3.1	Goal	Month 24	Invite scholarship finalists/winners and their families to Seneca Falls for a conference/seminar for presentation of the finalists' work, discussion of related issues and awards ceremony.
3.5	Build an outreach strategy with women's organizations and women's studies program coordinators to publicize events, contests and Seneca Falls in general.	High	Non-profit from #3.1	Strategy	Ongoing	Research and contract organizations who may share the same values or goals set forth in our Vision Statement.
3.6	Sponsor a national contest for best women's business idea or business plan.	Medium	Non-profit from #3.1	Goal	Month 30	This contest should be focused on gaining national attention and press. Finalists and their families should be invited to Seneca Falls for a conference/seminar, presentations and awards ceremony.
3.7	Work to enhance and expand our connection to the movie "It's A Wonderful Life" and the weekend celebration held in December.	High	Economic Developer, IAWL Committee, LDC	Strategy	Ongoing	This is an important event as it brings people to Seneca Falls and downtown during the tourism "off-season" and during the holiday shopping season.
3.8	Establish an incubator or technical assistance program focused on women entrepreneurs.	Medium	Economic Developer	Goal	Month 60	By Month 60 we should be able to more easily attract women's entrepreneurs and an assistance program will help us capitalize on our established brand and identity.

<b>4.0</b>	<b>Help existing businesses grow and remain in Seneca Falls</b>					
4.1	Develop a formal Business Retention & Expansion Program.	High	Economic Developer	Goal	Month 05	Form Effective Program. Training on using technology and the Internet to enhance existing businesses could play a role.
4.2	Work with lodging, restaurant and other tourism related business owners to establish a Seneca Falls Tourism Industry Discussion Group.	High	Economic Developer, Chamber of Commerce	Goal	Month 12	Establish viable group. Use the Chamber of Commerce as a resource. This group could discuss issues such as extending store hours downtown, including weekends, to encourage employees to use off-street parking, and to produce innovative marketing strategies.
4.3	Arrange a meeting with leadership at ITT in White Plains, NY. Specifically with Gretchen McClean of ITT.	High	Economic Developer, Town Supervisor, Mayor	Goal	Month 03	To discuss their concerns, share information and express our willingness to work with them in the future. Attempt to lay the groundwork for future meetingS with ITT leadership.
4.4	Invite Gretchen McClean to the Hall of Fame induction ceremony in October 2007 and for future induction ceremonies.	High	Special contingent arranged by LDC	Goal	Month 05	Make their visit pleasant and make them a part of the ceremonies. Host a meet and greet to introduce Gretchen McClean and other ITT leaders to local officials and business people.
4.5	Add major firms at-risk of leaving to the priorities listed in the Genesee/ Finger Lakes Regional Planning Council's annual Comprehensive Economic Development Strategy document (CEDS).	High	Economic Developer & Seneca County IDA	Goal	Month 12	Identify major firms at risk of leaving. Emphasis and focus on ITT/Goulds.
4.6	Develop a tourism industry enhancement program to provide business technical assistance and financing to existing tourism business owners.	Medium	Economic Developer	Goal	Month 48	This program could include education on using technology and the Internet more effectively.
4.7	Work with ITT Leadership on the local and corporate level to explore ways to grow the Shared Services Group on Bayard St. or to lease available space in the Bayard St. facility.	High	Economic Developer, LDC	Strategy	Ongoing	The Shared Service Group at ITT/Goulds Bayard St. location is one of the fastest growing segments of the Seneca Falls/Auburn operations of ITT. Also, at the Bayard St. location there is available space available for lease.
4.8	Explore ways to deliver lower-cost energy to local businesses, specifically ITT/Goulds.	Medium	Town Board, Seneca County IDA, Seneca Meadows, LDC	Strategy	Ongoing	Work with Seneca Meadows and explore other resources for providing low-cost energy to ITT/Goulds and other locations in Seneca Falls.
<b>5.0</b>	<b>Attract new businesses</b>					
5.1	Prepare basic marketing brochures	High	Economic Developer, LDC	Goal	Month 08	Individual brochures for small business attraction, medium sized business attraction, corporate sized business attraction, conference & seminar attraction, local tourism attraction, and regional/national/international tourism attraction.
5.2	Website Update / Analysis / Redesign - Ec. Development Section	High	Economic Developer, LDC	Goal	Month 07	Analyze economic development web presence on SenecaFalls.com and form plan for updated, more effective presence.
5.3	Encourage the use of first-floor use in downtown to retail, restaurants, or other tourism-related businesses to ensure that prime commercial space is available for the new businesses the community hopes to attract to downtown.	High	Economic Developer, Village Board	Strategy	Ongoing	Canalside storefronts should encourage tourism related businesses. Consider signage to designate our canal harbor as the "Gateway to Wine Country".
5.4	Attract additional small, boutique retail shops for downtown.	Medium	Economic Developer	Goal	Month 36	Find and attract viable retail shops for downtown.
5.5	Attract hotels, inns, spa resorts.	High	Economic Developer	Strategy	Ongoing	Find and attract viable hotels, inns or spas to the downtown area. Keep Gould Hotel a priority. Reach out to hospitality schools.
5.6	Attract a handful of mid-range and upper end restaurants that feature local wines and produce.	Medium	Economic Developer	Goal	Month 36	Attract viable restaurants.
5.7	Attract a transient marina with 20 docks maximum and pursue funding from State Parks & Recreation.	Medium	Economic Developer, Grants Consultant	Goal	Month 40	Work to develop a small marina that is functional, yet non-intrusive to the peaceful nature of the Van Cleef Lake area.
5.8	Work with Waterloo officials to identify/attract retail stores that are complementary to offerings in Waterloo.	High	Economic Developer	Partnership	Ongoing	Partner with Waterloo in an effort to attract viable retail businesses.



5.9	Pursue major national retailer for call center or distribution facility.	Medium	Economic Developer	Goal	Month 36	Identify potential retailers and develop strategies to attract them to Seneca Falls.
5.10	Build an outreach strategy with local colleges to attract women artisans. Consider an artists' loft program.	High	Economic Developer, Grants Consultant	Goal	Month 28	Create viable artisan' loft program. Work with art departments at local universities for ways we can support their programs.
5.11	Establish relationship with Cornell Agriculture & Food Technology Park in Geneva ("Technology Farm") to attract firms that grow out of the Park's incubator.	High	Economic Developer	Partnership	Month 02	Introduce yourself to the leadership at the AgTech Park and create contacts that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
5.12	Work with County IDA to consider renaming and establishing a new focus and theme for the Deer Run industrial park.	Medium	Economic Developer and Seneca County IDA	Strategy	Ongoing	Evaluate Deer Run Park and adjust strategies to attract more businesses.
5.13	Explore feasibility of constructing a spec building at Seneca Meadows or Deer Run designed to suit food production for smaller firms.	Medium	Economic Developer	Goal	Month 36	Gather information and explore the feasibility of using this strategy to attract new businesses.
5.14	Augment activities/businesses for families with children.	Medium	Economic Developer	Strategy	Ongoing	Work with organizers of all local events and programs geared towards families, children and students.
<b>6.0</b>	<b>Improve tourism marketing &amp; visitor attraction</b>					
6.1	Develop & utilize press release system	High	Economic Developer	Goal	Month 06	For all events, lectures, festivals, exhibits, etc. in Seneca Falls. Include area college newspapers & radio stations along with traditional media. Have the ability to send events to specific groups such as local, regional, national and international media.
6.2	Develop an advertising strategy that targets women travel market segments. Should have a major on-line component. Print media campaign should begin with a focus on NYC/NJ metro area.	High	Heritage Area Director, LDC, Seneca 2000	Goal	Month 14	Research & implement cost-effective ways to market to potential tourists in NYC metro area.
6.3	Develop and implement a signage plan.	High	Heritage Area Director, LDC, Seneca 2000	Goal	Month 22	Signage that emphasises our brand and serves as a useful navigational tool for visitors to Seneca Falls.
6.4	Explore larger transportation/parking study to allow for growth in tourism sector.	High	Economic Developer, Village Board, LDC	Goal	Month 24	Parking has been a problem for downtown businesses for years. We need to implement solutions and be prepared to accommodate any parking requirements for downtown/Village events and any increase in regular tourism related parking needs.
6.5	Explore regional tourism marketing and branding partnership with Canandaigua and Skaneateles.	High	Heritage Area Director, LDC	Partnership	Month 30	Make contact with counterparts in Canandaigua and Skaneateles to begin discussions of branding partnership. Be sure that Seneca Falls is still able to stand apart from Canandaigua and Skaneateles on our own merits and offerings.
<b>7.0</b>	<b>Improve quality of place</b>					
7.1	Implement a Town-wide wireless network.	High	Town & Village Boards, Grants Consultant, LDC	Goal	Month 24	Set-up the infrastructure to offer free or low-cost broadband internet to residents, businesses and visitors within the Town limits. This item has been a favorite in community focus groups and could have a wide-ranging positive impact.
7.2	Identify vacant industrial buildings and sites for remediation and redevelopment and apply for funding.	High	Economic Developer, Grants Consultant	Goal	Month 28	Lay the groundwork and identify properties to apply for funding. Once available funding is secured begin restoring these properties and marketing them to potential tenants/developers/businesses.
7.3	Support efforts by the Cayuga-Seneca Trail organization to complete the bike & pedestrian trail.	Medium	Town & Village Boards	Partnership	Ongoing	Offer support facilities in Seneca Falls as major stops on the new trail.
7.4	Continue development of a downtown streetscape redevelopment plan based on the new vision.	Medium	Economic Developer, LDC	Strategy	Ongoing	Maintaining and enhancing the aesthetic beauty of our downtown area is vital to many initiatives in this document.



7.5	Explore the feasibility of installing canalside shower, laundry and bathroom facilities.	High	Town & Village Boards, LDC	Goal	Month 26	Waterloo has facilities at Oak Island. This has been a request of many boaters for the past several years.
<b>8.0</b>	<b>Improve land use and regulatory control</b>					
8.1	Streamline site plan review and permit approval process, including the Historic District review process.	High	Economic Developer, Planning Boards	Goal	Month 16	We need to become more efficient in the courtship of potential businesses to Seneca Falls. Streamlining this process would be a step in the right direction. The permit process should be laid out clearly online and all forms should be downloadable. This process should be transparent and consistent.
8.2	Ensure that zoning codes emphasize mixed-use districts.	Medium	Economic Developer, Planning Boards	Strategy	Ongoing	
<b>9.0</b>	<b>Carry out marketing and programmatic initiatives for commercial revitalization</b>					
9.1	Market the availability of the 485(b) real property tax exemption to encourage investment in commercial or industrial properties.	High	Economic Developer	Strategy	Ongoing	
9.2	Create a Business Improvement District (BID) with local businesses to finance beautification efforts, signage, gateway improvements, and other unique improvement needs determined by the BID.	High	Economic Developer	Goal	Month 12	Create viable group
9.3	Establish a Commercial Building Improvement Program (CBIP) to assist property owners in making interior commercial space renovations.	Medium	Economic Developer, Grants Consultant	Goal	Month 24	Establish viable program
9.4	Further enhance and utilize national Main Street Program to improve the downtown districts.	Medium	Economic Developer, Historic District Commission	Goal	Month 20	The Main Street Program already exists and should be fostered and improved. This is a comprehensive program covering many aspects of Main Street Revitalization.
9.5	Identify vacant and underutilized parcels and buildings for new, market-rate or workforce residential development and for commercial development.	Medium	Economic Developer	Goal	Month 40	Identifying parcels, assembling them and packaging incentives will raise interest of developers.
<b>10.0</b>	<b>Focus on specific areas for commercial revitalization / development</b>					
10.1	Partner with the Cayuga and Seneca Wine Trails to build and operate a mini-interpretive / distribution center on Fall Street.	High	Economic Developer, Seneca 2000	Goal	Month 18	We would like this facility to be a starting point for bus tours and those who visit the wine trails throughout the region. This would help us become perceived as "The Gateway to Wine Country."
10.2	Redevelop Liberty Plaza as a niche retail facility.	High	Economic Developer	Goal	Month 40	Become familiar with ownership/management of Liberty Plaza, know what spaces are available and market them to retailers.
10.3	Route 20 North of the Village to Route 318 - Focus on recreation, niche retail and tourist-oriented businesses, as well as businesses to accommodate residents. Ensure that design guidelines are in place that result in new buildings blending with the historic character of the Village.	Medium	Economic Developer	Strategy	Ongoing	This portion of route 20 can develop into a successful corridor for business. Keep this in mind while attracting new businesses and searching for suitable property and sites.
10.4	Balsley Road from Route 414 south to 5 & 20 - Ensure that design guidelines are in place that will result in new buildings blending with the historic character of the community.	Medium	Economic Developer, Town Planning Board	Strategy	Ongoing	As a large percentage of visitors will enter Seneca Falls via this route it is important that the theme and presence of businesses is aesthetically pleasing.
10.5	Route 5 & 20 gateway into the Village - Ensure that zoning and design guidelines foster attractive building character.	Medium	Economic Developer, Town & Village Planning Boards	Strategy	Ongoing	As a large percentage of visitors will enter Seneca Falls via this route it is important that the theme and presence of businesses is aesthetically pleasing.

11.0	Improve Housing Stock					
11.1	Establish a community foundation to finance housing improvements for low-income property owners, such as exterior paint, roofing, other structural repairs.	High	Town & Village Boards, Private Citizens, Local Businesses, Religious Community	Goal	Month 28	Establish foundation
11.2	Pursue a developer for a retirement housing community.	Medium	Economic Developer, Planning Boards	Goal	Month 60	This community can market to retirees from metropolitan areas throughout the northeast.
11.3	Modify zoning to allow for a variety of mixed housing types along the canal and in commercial zones.	Medium	Economic Developer, Planning Boards	Strategy	Ongoing	
11.4	Pursue a housing development on the Route 318 corridor, between Gravel Road and Routes 5 & 20.	Medium	Economic Developer	Goal	Month 60	This underdeveloped land can become a thriving residential area supporting new businesses on Routes 5 & 20.
11.5	Consider adoption of real property tax law that provides tax exemptions on residential housing improvements.	Medium	Town & Village Boards	Goal	Month 24	Adopt law. This item was especially popular with the community members who attended public focus groups or submitted their feedback on the plan.
11.6	Pursue GOSC and NYS HOME Program funding for housing rehabilitation in targeted sections of Town and Village.	Medium	Economic Developer, Grants Consultant	Goal	Month 14	Lay the groundwork and identify targeted sections and apply for funding.

# **APPENDIX 1**

## **LIST OF INTERVIEWS CONDUCTED** (From 2007 Economic Development Plan)



2017 Economic Development  
Strategy & Commercial Revitalization Plan

# **APPENDIX 1**

## **LIST OF INTERVIEWS CONDUCTED**

**(From 2007 Economic Development Plan)**

### **Economic Development Organizations**

- Glenn Cooke, Director, Seneca County IDA
- Jack Kinnicutt, Finger Lakes Regional Director, Empire State Development
- David Zorn, Executive Director, Genesee/Finger Lakes Regional Planning Council
- Irwin Davis, President, Metropolitan Development Association of Syracuse and Central New York, Inc.
- Rob Simpson, Essential NY Project Manager, Metropolitan Development Association of Syracuse and Central New York, Inc.
- Staci Henning, Director of Marketing & Public Relations, Greater Rochester Enterprise
- Tammy Marino, Finger Lakes Region Labor Analyst, New York State Department of Labor
- Matthew Hurlbutt, Managing Director, Finger Lakes Partnership

### **Local Business**

- Doug Bingler, Brad Jones and Ron Golumbeck from ITT/Goulds
- Dr. Bob Seem, President of the Board, Cornell Agriculture and Food Technology Park in Geneva
- Don Gentilcore, IESI Seneca Meadows Renewable Resources Park
- Nancy Mangano, Executive Director, Seneca Knit LDC

### **Tourism & Hospitality**

- Mike Rusinko, President of Finger Lakes Tourism Alliance
- Jim Trezise, President of the NY Wine & Grape Foundation
- Billie Luisi-Potts, Executive Director, Women's Hall of Fame
- Christina Selvek, Director, Seneca Falls Heritage Area

### **Universities & Colleges**

- Peter Van Tyle, Director Institutional Advancement, New York Chiropractic College
- Emily Franco, Director of the Alliance between Cornell School of Hotel Administration and the Culinary Institute of America
- Joe Strodel, Director of Corporate Relations, Cornell School of Hotel Administration / Institute for Hospitality Entrepreneurship

### **Centers of Excellence**

- Mark Boysel, Business Development Director, Infotonics Technology Center (Center of Excellence at Canandaigua)

# **APPENDIX 2**

## **ECONOMIC AND LABOR FORCE TRENDS** (From 2007 Economic Development Plan)



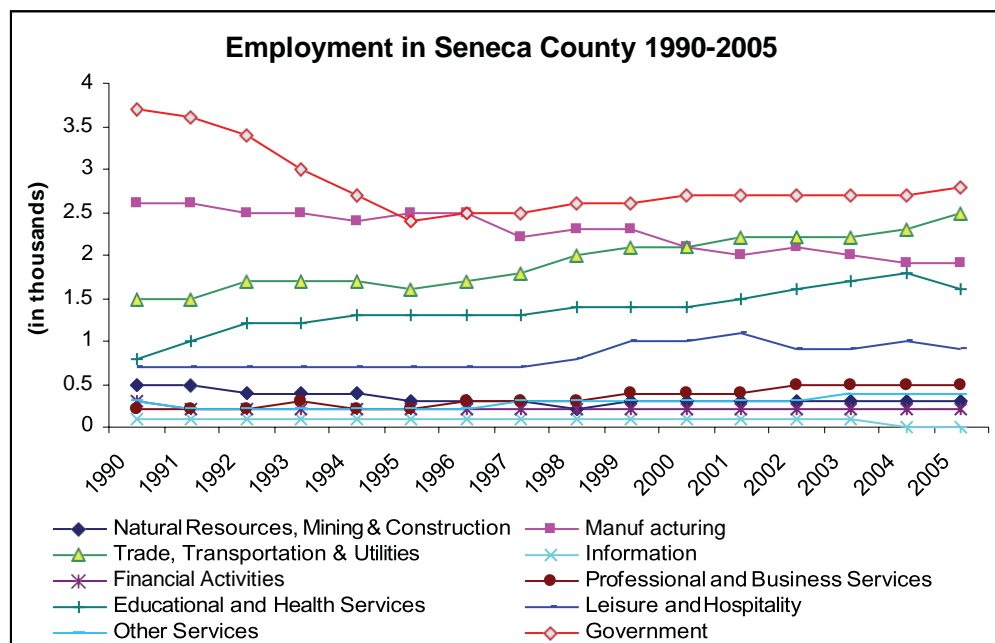
2017 Economic Development  
Strategy & Commercial Revitalization Plan

## ECONOMIC AND LABOR FORCE TRENDS

While the Comprehensive Plan included a good deal of data, the project team found a need to analyze additional economic and labor force trends in order to paint a realistic picture of the economic landscape that Seneca Falls faces and to help identify the types of businesses that the community should consider targeting in its retention, attraction and development efforts. A variety of workforce and industry data useful for this purpose is collected by the New York State Department of Labor (DOL) and was used by Camoin Associates for this analysis.

### Seneca County

DOL makes available county-by-county historical employment data by major industry sector going back 15 years. Overall non-farm job growth in Seneca County between 1990 and 2005 was 3.75%. Job growth statewide during that same period was roughly the same at 3.85%. As shown in the graph below, in 2005 the top five non-farm employment sectors in Seneca County were, in the following order: 1) government, 2) trade, transportation and utilities, 3) manufacturing, 4) educational and health services, and 5) leisure and hospitality.



Source: NYS Department of Labor, Camoin Associates

Government and manufacturing both experienced significant declines during the 15 year period shown above. Employment in government declined by 24%. According to DOL, their data on “government” employees includes the Seneca Army Depot, all employees of public schools and colleges (including New York Chiropractic College) and all state and local municipal employees within the County. The decrease in government sector employment



shown in the graph above is primarily due to the closure of the Seneca Army Depot in the early 1990s, after which point government sector employment leveled out. Employment in the manufacturing sector declined by 27% from 1990 to 2005, and this downward trend is likely to continue as large manufacturers seek productivity improvements and lower-cost labor overseas.

By contrast, the other top three employment sectors in Seneca County experienced steady growth since 1990. Employment in trade, transportation and utilities, which includes retail and wholesale trade and distribution grew by 67%. The number of jobs in educational and health services grew by 100%. Although the leisure and hospitality sector employs a smaller segment of the population, it grew by 29% since 1990, albeit with a slight decline between 2001 and 2005.

The Quarterly Census of Employment and Wages (QCEW) produced by DOL provides a more detailed look back at the county level on employment changes during the period 2000-2005, which allows us to take a closer look at what has happened in four of the largest employment sectors in the County.

- **Manufacturing**

As shown in the table below, employment in the manufacturing sector in Seneca County decreased by nearly 8% between 2000 and 2005, but the number of firms actually increased, indicating that manufacturing firms are maintaining a presence in the county, but that they are employing fewer people overall. In New York State, manufacturing declined by over 22% during the same period, so while Seneca County lost a significant number of manufacturing jobs, it fared better than the State as a whole.

Two subsectors of manufacturing appear to be on the rise in Seneca County: beverage & tobacco product manufacturing and miscellaneous manufacturing. The number of firms and jobs in the beverage & tobacco subsector increased, but it is worth noting that wages in this subsector are low relative to others. The growth in miscellaneous manufacturing appears to be attributable to the addition of one company that employs nearly 150 people. While the number of firms in the machinery manufacturing subsector remained steady, 221 jobs were cut between 2000 and 2005, reflecting the trend for leaner manufacturing processes due to technology improvements.

Changes in Employment in Manufacturing - Seneca County								
	# Firms		Employment		Change		Ave Wages	
	2000	2005	2000	2005	#	%	2000	2005
Manufacturing - Total	37	38	2,058	1,895	-163	-7.92%	\$41,330	\$43,854
Food Manufacturing	6	4	153	68	-85	-55.56%	\$48,174	\$19,819
Beverage & Tobacco Product Manufacturing	5	8	102	141	39	38.24%	\$14,553	\$16,495
Printing and Related Support Activities	N/A	3	N/A	37	N/A	N/A	N/A	\$17,535
Fabricated Metal Product Manufacturing	3	N/A	16	N/A	N/A	N/A	\$19,539	N/A
Machinery Manufacturing	9	9	1,323	1,102	-221	-16.70%	\$46,327	\$54,417
Miscellaneous Manufacturing	3	4	58	205	147	253.45%	\$29,792	\$34,408

Source: NYS Department of Labor QCEW, Camoin Associates

Also of note is that while food manufacturing clearly declined both in terms of jobs and wages, the DOL and regional economic development organizations discussed below have identified this as a growth area. This discrepancy warrants further investigation to determine if food manufacturing is an appropriate target sector for Seneca Falls.

- **Trade, Transportation and Utilities**

The trade, transportation and utilities sector includes all wholesalers, retailers and distributors. As shown in the following table, all three subsectors grew between 2000 and 2005. The retail subsector added 370 new jobs, which appears to be spread out among the many kinds of retailers in Seneca County. As is common knowledge, wages in retail are typically low relative to other jobs – this rings true in the data shown here for Seneca County. It should be noted that wages for motor vehicle and parts dealers, as well as non-store retailers are highest among retail jobs in Seneca County. Non-store retailers include mail-order houses, vending machine operators, home delivery sales, door-to-door sales, party plan sales, electronic shopping, and sales through portable stalls (e.g., street vendors, except those selling food). Establishments engaged in the direct sale of non-store products, such as home heating oil dealer and newspaper delivery are also included in this subsector.

Changes in Employment in Trade & Transportation - Seneca County							
	# Firms		Employment			Ave Wages	
	2000	2005	2000	2005	% Change	2000	2005
Wholesale Trade - Total	22	25	156	211	35.26%	\$25,550	\$27,766
Merchant Wholesalers, Durable Goods	12	11	52	57	9.62%	\$33,043	\$31,490
Merchant Wholesalers, Nondurable Goods	5	5	15	22	46.67%	\$27,174	\$33,265
Electronic Markets and Agents/Brokers	5	10	89	133	49.44%	\$20,899	\$25,051
Retail Trade - Total	160	172	1,658	2,028	22.32%	\$17,419	\$20,356
Motor Vehicle and Parts Dealers	24	21	163	225	38.04%	\$27,194	\$31,067
Furniture and Home Furnishings Stores	11	12	87	88	1.15%	\$16,909	\$14,911
Electronics and Appliance Stores	4	4	12	14	16.67%	\$14,938	\$24,278
Building Material & Garden Supply Stores	8	12	117	137	17.09%	\$26,475	\$25,685
Food and Beverage Stores	18	21	318	362	13.84%	\$19,669	\$22,446
Health and Personal Care Stores	8	8	56	69	23.21%	\$16,997	\$23,125
Gasoline Stations	16	15	138	267	93.48%	\$13,650	\$17,300
Clothing and Clothing Accessories Stores	39	46	416	500	20.19%	\$12,414	\$15,559
Sporting Goods/Hobby/Book/Music Stores	8	6	29	35	20.69%	\$10,834	\$11,951
Miscellaneous Store Retailers	17	14	102	65	-36.27%	\$14,789	\$15,261
Nonstore Retailers	3	9	21	57	171.43%	\$33,957	\$32,715
Transportation and Warehousing - Total	17	17	174	212	21.84%	\$29,000	\$32,515
Truck Transportation	14	12	140	158	12.86%	\$31,790	\$36,970

Source: NYS Department of Labor QCEW, Camoin Associates

The table above reflects growth in employment in the transportation and warehousing subsector and relatively high average wages. The number of transportation and warehousing firms in the County stayed the same between 2000 and 2005, but over 35 new jobs were created. Average wages in this subsector were approximately \$32,500 in 2005. Average wages for workers in truck transportation, which falls under this category, were even higher at almost \$37,000. Both the Finger Lakes Regional Director for Empire State Development and the Director of the Seneca County IDA stated in interviews that the





trade and transportation sector is a solid growth sector in the region that Seneca Falls could focus future attraction efforts on, particularly for a distribution or call center of a major retailer.

- **Health Care**

As shown in the following table, growth in the health care sector is attributable to large increases in employment in nursing and residential care facilities and entities offering social assistance services. This trend is likely to continue because the Seneca County population, like that of most communities across the nation, will age rapidly between 2011 and 2029 as the baby-boomers reach retirement and beyond.

This pattern is likely to be more pronounced in upstate New York communities, which are shown to be aging more rapidly than the national population. In 2000, the share of the upstate New York population aged 65 and over was 14.4%, two percentage points higher than the nation.<sup>1</sup> The U.S. Census Bureau projects that by 2030, 20.8% of upstate New York's population will be aged 65 and over. The reason this aging trend is more pronounced in upstate New York is that younger adults, particularly those aged 20-34, have been leaving the region while the rest of the population continues to age in place.

Changes in Employment in Health Care and Social Assistance - Seneca County							
	# Firms		Employment		% Change	Ave Wages	
	2000	2005	2000	2005		2000	2005
Health Care and Social Assistance	59	64	1,097	1,368	24.70%	\$18,916	\$25,688
Ambulatory Health Care Services	27	25	379	155	-59.10%	\$21,724	\$34,307
Nursing and Residential Care Facilities	14	13	419	767	83.05%	\$18,466	\$28,334
Social Assistance	18	26	300	446	48.67%	\$15,933	\$18,143

Source: NYS Department of Labor QCEW, Camoin Associates

- **Leisure & Hospitality**

The table below reflects a decline in employment in the leisure and hospitality sector in Seneca County between 2000 and 2005. As noted above, this sector experienced a decline after 2001, possibly due to the initial impact 9/11 had on travel nation-wide. This decline affected all subsectors, although food services and drinking places did exhibit slight growth. As discussed below in the analysis of data for the Finger Lakes region, the personal care services sector, which includes travel and tourism is expected to grow significantly between 2002 and 2012, despite the decline the sector has experienced over the last four years.

<sup>1</sup> "The Aging of Upstate New York," *Upstate New York At-A-Glance*, July 2006. Federal Reserve Bank of New York, Buffalo Branch.



Changes in Employment in Leisure & Hospitality							
	# Firms		Employment			Ave Wages	
	2000	2005	2000	2005	% Change	2000	2005
Arts, Entertainment, and Recreation	12	9	81	79	-2.47%	\$16,766	\$18,877
Amusement, Gambling & Recreation Ind	10	7	72	69	-4.17%	\$16,553	\$18,593
Accommodation and Food Services	69	67	932	819	-12.12%	\$13,749	\$11,508
Food Services and Drinking Places	64	63	710	720	1.41%	\$9,943	\$10,800

Source: NYS Department of Labor QCEW, Camoin Associates

### **Finger Lakes Region**

The DOL also provides data on a regional level, which enables us to understand the broader economic environment around Seneca Falls. The DOL divides the State into ten distinct regions for purposes of workforce and industry data collection. Seneca County falls within DOL's Finger Lakes region, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties.

Finger Lakes Region Job Losses from September 2005 to September 2006	
Industry Sector	# Jobs
Manufacturing	(3,900)
Construction	(1,000)
Professional and business services	(900)
Leisure and hospitality	(600)
Trade, transportation & utilities	(500)
Educational & health services	3,900
Other	(100)
<b>Net Loss</b>	<b>(3,100)</b>

Source: NYS Department of Labor, Camoin Associat

Between 2000 and 2005, total private sector employment decreased by 4.1% (20,000 jobs) in the Finger Lakes region. Between September 2005 and September 2006, employment in the region declined by 0.7%, or 3,100 jobs. As shown in the table to the left, significant losses in the manufacturing sector exceeded job growth in educational and health services, resulting in the net job loss for the year. In contrast, since September 2005, the number of private sector jobs statewide increased by 65,300 or 0.9%.

According to DOL, the Finger Lakes economy is in transition. While it was once dominated by a few large manufacturers, the region's economy is becoming more diversified, with most new job creation attributable to a mix of small manufacturing firms and firms in a variety of service providing industries, particularly health services and education.<sup>2</sup>

The table on the next page shows DOL's projections for

Production Sectors in Finger Lakes with Employment Growth				
Sector	Employment		Change	
	2002	2012	Level	%
Food Processing Workers	2,680	2,830	150	5.60%
Textile, Apparel, and Furnishings Workers	2,150	2,670	520	24.19%
Other				
Painters, Transportation Equipment	170	220	50	29.41%
Paper Goods Machine Setters, Operators, and Tenders	690	730	40	5.80%

Source: NYS Department of Labor

<sup>2</sup> Marino, Tammy. "The Finger Lakes: A Region in Transition." *Employment in New York State*, NYS Department of Labor, July 2006.

changes in employment in the Finger Lakes between 2002 and 2012. These projections are based on staffing patterns derived from surveys of New York employers and past and current industrial and occupational trends. These projections illustrate likely employment patterns, barring major changes from past trends. The table on the following page is arranged to show the largest growth sectors at the top and the sectors projected to lose employment at the bottom.

As reflected in the following table, the top five projected growth industries are: education, sales, food preparation and serving, healthcare support, and healthcare practitioners. Production occupations, the category that includes all manufacturing jobs, will suffer the most significant job losses, followed by architecture and engineering.

Although production-related occupations overall are projected to decrease, jobs in food processing and textiles, apparel and furnishings, and two other relatively small production subsectors are likely to grow, as shown in the prior table.

Finger Lakes Employment Projections 2002-2012				
Sector	Employment		Change	
	2002	2012	Level	%
Education, Training, and Library Occupations	53,440	63,140	9,700	18.2
Sales and Related Occupations	57,520	63,470	5,950	10.3
Food Preparation and Serving Related Occupations	40,760	46,380	5,620	13.8
Healthcare Support Occupations	17,650	21,400	3,750	21.2
Healthcare Practitioners and Technical Occupations	27,100	30,830	3,730	13.8
Construction and Extraction Occupations	20,250	23,610	3,360	16.6
Personal Care and Service Occupations	15,910	19,100	3,190	20.1
Building and Grounds Cleaning and Maintenance Occupations	19,940	22,830	2,890	14.5
Farming, Fishing, and Forestry Occupations	14,730	17,340	2,610	17.7
Management Occupations	27,900	30,490	2,590	9.3
Computer and Mathematical Occupations	13,270	15,710	2,440	18.4
Installation, Maintenance, and Repair Occupations	22,500	24,760	2,260	10
Community and Social Services Occupations	10,590	12,810	2,220	21
Transportation and Material Moving Occupations	30,660	32,600	1,940	6.3
Business and Financial Operations Occupations	17,390	19,310	1,920	11
Protective Service Occupations	13,460	14,820	1,360	10.1
Arts, Design, Entertainment, Sports, and Media Occupations	6,570	7,520	950	14.5
Legal Occupations	3,160	3,500	340	10.8
Life, Physical, and Social Science Occupations	5,650	5,890	240	4.2
Office and Administrative Support Occupations	100,000	99,020	-980	-1
Architecture and Engineering Occupations	14,100	12,810	-1,290	-9.1
Production Occupations	59,000	51,820	-7,180	-12.2

Source: NYS Department of Labor, Camoin Associates



These projections for continued declines in manufacturing accompanied by growth in service industries are consistent with two overarching trends in upstate New York and the nation in general: a decline in manufacturing due to productivity improvements and international trade and a population that is growing older and wealthier, which demands ever more health care, social assistance and personal care services.

# **APPENDIX 3**

## **POTENTIAL FUNDING OPPORTUNITIES**

(From Regional Engagement Revitalization  
Opportunity Report - Appendix B)



2017 Economic Development  
Strategy & Commercial Revitalization Plan

# Appendix B: Potential Funding Opportunities

## Introduction

The following section contains profiles of selected community development and economic development grant opportunities from New York State and Federal sources. This section is not meant to be an exhaustive list of available funding but rather an outline of some of the funding opportunities that are available. Many of these funding programs can be leveraged to help advance the Regional Engagement priority projects identified in the previous section.

For additional information on the programs outlined below and for information on additional programs you can visit [www.grants.gov](http://www.grants.gov) or <https://apps.cio.ny.gov/apps/cfa/>

Program Name	Funding Agency	Brief Description	Additional Information
Empire State Development Grant Funds	Empire State Development	Capital grant funding is available for capital-based economic development projects intended to create or retain jobs; prevent, reduce or eliminate unemployment and underemployment; and/or increase business or economic activity in a community or Region	Eligible applicants include but are not limited to: for-profit businesses, not-for-profit corporations, business improvement districts, local development corporations, public benefit corporations (including industrial development agencies), economic development organizations, research and academic institutions, incubators, technology parks, municipalities, counties, regional planning councils, tourist attractions and community facilities.
Market New York-Tourism Funding	Empire State Development	Market NY is a grant program established to strengthen and encourage tourism growth by promoting tourism destinations, attractions, and special events. Additionally, Market NY will support capital grant funding for tourism facilities in New York. Funding is available for projects intended to create economic impact by increasing tourism in a region.	Entities that may apply for funding include not-for-profit corporations, municipalities, Tourism Promotional Agencies, public benefit corporations, and for-profit companies. Not-for-profit corporations are subject to New York State's Not-For-Profit Corporation Law.
New York State Council on the Arts-Arts, Culture and Heritage Initiatives	New York State Council on the Arts	Funding available for projects designed to enhance and transform the cultural and economic vitality of New York State communities. Support is provided for the study of and presentation of the performing and fine arts; surveys and capital investments to encourage participation of the arts; to encourage public interest in the cultural heritage of the state; and to promote tourism by supporting arts and cultural projects. Successful proposals will demonstrate significant economic and community development impact that positions arts, culture and heritage at the core of local development efforts.	The New York State Council on the Arts awards grants to nonprofit organizations either incorporated in or registered to do business in New York State, Indian tribes in New York State, and units of government in municipalities in New York State. An organization must have its principal place of business located in New York serving the State's constituents.

Program Name	Funding Agency	Brief Description	Additional Information
Community Development Block Grant Program	Office of Community Renewal	New York State CDBG funds provide small communities and counties in New York State with a great opportunity to undertake activities that focus on community development needs such as creating or expanding job opportunities, providing safe affordable housing, and/or addressing local public infrastructure and public facilities issues. The primary statutory objective of the CDBG program is to develop viable communities by providing decent housing and a suitable living environment by expanding economic opportunities, principally for persons of low and moderate income. Applications must address and resolve a specific community or economic development need within one of the following areas: (1) Public Infrastructure (2) Public Facilities (3) Planning (4) Microenterprise.	Eligible applicants are non-entitlement units of general local government (villages, cities, towns or counties), excluding metropolitan cities, urban counties and Indian Tribes that are designated entitlement communities. Non-entitlement areas are defined as cities, towns and villages with populations of less than 50,000, except those designated principal cities of Metropolitan Statistical Areas, and counties with populations of less than 200,000. The NYS CDBG program does not provide direct financial assistance to businesses.
New York Main Street Program	Office of Community Renewal	The New York Main Street Program was created to provide resources to assist New York's communities with Main Street and downtown revitalization efforts. The New York Main Street Program provides resources to invest in projects that provide economic development and housing opportunities in downtown, mixed-use commercial districts. A primary goal of the program is to stimulate reinvestment and leverage additional funds to establish and sustain downtown and neighborhood revitalization efforts. Funds are available for: Target Area Building Renovations, Downtown Anchors and Downtown Stabilization.	Eligible applicants for the New York Main Street Program are Units of Local Government or organizations incorporated under the NYS Not-for-Profit Corporation Law that have been providing relevant service to the community for at least one year prior to application.
Environmental Protection Fund Municipal Grant Program	Office of Parks, Recreation & Historic Preservation	Funding is available under the EPF Municipal Grant Program for the acquisition, planning, development, and improvement of parks, historic properties, and heritage areas located within the physical boundaries of the State of New York.	Eligible applicants include: municipalities, state agencies, public benefit corporations, public authorities, and not-for-profit corporations. Grants can fund up to 50% of total project costs, up to 75% if the project is located in a high-poverty district.



Program Name	Funding Agency	Brief Description	Additional Information
Recreational Trail Program	Office of Parks, Recreation & Historic Preservation	The Recreational Trails Program provides funds to states to develop and maintain recreational trails for both motorized and non-motorized recreational trail use. Funding is available for the maintenance and restoration of existing recreational trails, development and rehabilitation of trailside and trailhead facilities and trail linkages for recreational trails, purchase and lease of recreational trail construction and maintenance equipment, construction of new recreational trails, acquisition of easements and fee simple title to property for recreational trails or recreational trail corridors, and assessment of trail conditions for accessibility and maintenance.	Eligible applicants include: municipalities, state agencies, public benefit corporations, public authorities, and not-for-profit corporations. Grants can fund up to 80% of the total project cost, or, up to 95% if the applicant is a federal agency.
Local Waterfront Revitalization Program	New York State Department of State	The Local Waterfront Revitalization Program provides 50:50 matching grants on a competitive basis to eligible villages, towns, cities, and counties along New York's coasts or designated inland waterways to revitalize communities and waterfronts through planning, design, and construction projects, with design and construction tied to prior planning (must have an approved Local Waterfront Revitalization Program or relevant component substantially completed).	Eligible Types of Applicants: Eligible applicants are villages, towns, or cities, and counties which are located along New York's coasts or inland waterways designated pursuant to Executive Law, Article 42.
Canalway Grants Program	New York State Canal Corporation	Projects should further the goals and objectives of the NYS Canal Recreationway Plan and Regional Economic Development Councils Strategic Plans. The projects should preserve and rehabilitate canal infrastructure, enhance recreational opportunities for water-based and landside users, promote tourism, economic development, and revitalization of the canal corridor and the corresponding region. Funding can be used to expand public access, increase recreational use, improve services for motorized and non-motorized boaters, increase visitation, and stimulate private investment along the NYS Canal System.	Eligible applicants include: municipalities, state agencies, public benefit corporations, public authorities, and not-for-profit corporations. Applicants must demonstrate a minimum of 50% match.
Wastewater Infrastructure Engineering Planning Grant	Department of Environmental Conservation/ Environmental Facilities Corporation	Funding can be used by municipalities for the preparation of an engineering report and planning activities to determine the scope of water quality issues, evaluate alternatives, and propose a capital improvement project.	The Wastewater Infrastructure Engineering Grant will assist municipalities with a Median Household Income of \$65,000 or less with the engineering and planning costs of CWSRF-eligible water quality projects.



Program Name	Funding Agency	Brief Description	Additional Information
Water Quality Improvement Project Program	New York State Department of Environmental Conservation	The Water Quality Improvement Project (WQIP) program is a competitive, statewide reimbursement grant program open to local governments and not-for-profit corporations for projects that directly address documented water quality impairments. Funding through the Water Quality Improvement Project program is available for the following types of projects: non-agricultural nonpoint source abatement and control; wastewater treatment improvement; aquatic habitat restoration; and municipal separate storm sewer systems.	Eligible applicants include: municipalities, municipal corporation, soil and water conservation districts; and non-for-profit corporations (for aquatic habitat restoration projects only)
Local Government Efficiency Program	New York State Department of State	Funding is available to assist local leaders identify best practices and implement actions focused on reducing municipal expenditures, limiting the growth in property taxes and increasing efficiencies in service delivery. Projects can include local government reorganization, functional or service delivery consolidation, city or county charter revisions that include functional consolidation, cooperative service agreements, and establishment of regional service delivery mechanisms.	Eligible applicants include local governments, which generally must apply cooperatively to qualify for an LGE grant.
Brownfield Opportunity Area Program	New York State Department of State	The Brownfield Opportunity Areas Program provides communities with guidance, expertise and financial assistance, to complete revitalization and implementation strategies for neighborhoods or areas affected by brownfields or economic distress. The program provides a neighborhood or area-wide approach, rather than the traditional site-by-site approach, to the assessment and redevelopment of brownfields and other vacant or abandoned properties. The neighborhood approach enables communities to comprehensively assess existing economic and environmental conditions associated with brownfield blight and impacted areas, identify and prioritize community supported redevelopment opportunities, and attract public and private investment. The type of neighborhoods and areas where program resources are being applied include industrial/manufacturing, commercial corridors, resi-	Eligible applicants include New York State municipalities; cities; villages; towns; counties; public authorities; public benefit corporations; school districts; special improvement districts; Indian nations or tribes; and community based organizations. The program covers up to 90 percent of the total eligible project costs.

Program Name	Funding Agency	Brief Description	Additional Information
New NY State Broadband Program	New York State Broadband Office	The program calls for applications for funding to provide access to broadband at speeds of at least 100 megabits per second (Mbps) (download) in most places, and 25 Mbps (download) in the most remote Unserved parts of the State, with priority given to applications that will provide broadband to Unserved communities, libraries, and Educational Opportunity Centers. The Program will achieve its goals through public-private sector partnerships, and will require a private-sector co-investment.	Eligible applicants include incorporated organizations; native American tribes or tribal organizations; a local unit of government, or a group of multiple units of government; a cooperative, private corporation or Limited Liability Company, organized on a for-profit or non-for profit basis; and a group of public and/or private sector partners.
Climate Smart Communities Grant Program	Department of Environmental Conservation	The Climate Smart Communities Grant program will enable communities across the state to put climate plans into action. The program will reward foresight and innovation in climate protection and showcase the ingenuity of many communities. Grant funding may be used for implementation activities that focus on decreasing community vulnerability in the face of a changing climate, or reduce greenhouse gas emissions.	Eligible applicants include villages, towns, cities and counties of the State of New York. All grants require a local match equal to 50 percent of the eligible project costs.
Downtown Revitalization Initiative	Finger Lakes Regional Economic Development Council	The Downtown Revitalization Initiative will invest \$10 million in each of ten communities ripe for development to transform them into vibrant communities where tomorrow's workforce will want to live, work and raise families. The program emphasizes using investments to reinforce and secure additional public and private investments proximal to, and within, downtown neighborhoods, and in doing so will build upon growth spurred by the Governor's Regional Economic Development Councils (REDCs).	Each Regional Economic Development Council (REDC) will nominate one downtown in their region best positioned to take advantage of the Downtown Revitalization Initiative. The REDCs will use a template to nominate downtowns. The REDC may utilize an existing subcommittee or form a specific subcommittee to advance this project.
Public Works and Economic Adjustment Assistance	Economic Development Administration	EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance Programs. Grants made under these programs will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace.	Eligible applicants for EDA financial assistance under the Public Works and EAA programs include: District Organization of a designated Economic Development District; Indian Tribe or a consortium of Indian Tribes; State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; institution of higher education or a consortium of institutions of higher education; or public or private non-profit organization or association acting in cooperation with officials of a political subdivision of a State. EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities.

Program Name	Funding Agency	Brief Description	Additional Information
Rural Business Development Grants	United States Department of Agriculture	The Rural Business Development Grant (RBDG) program is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.	RBDG funds must be directed for projects benefiting rural areas or towns outside the urbanized periphery of any city with a population of 50,000 or more. Eligible applicants include: towns; communities; state agencies; authorities; nonprofit corporations; institutions of higher education; federally-recognized tribes; and rural cooperatives.
Rural Broadband Access Loan and Loan Guarantee Program	United States Department of Agriculture	The Rural Broadband Access Loan and Loan Guarantee Program (Broadband Program) furnishes loans and loan guarantees to provide funds for the costs of construction, improvement, or acquisition of facilities and equipment needed to provide service at the broadband lending speed in eligible rural areas.	To be eligible for a broadband loan, an applicant may be either a non-profit or for-profit organization structured as a corporation, limited liability company (LLC), cooperative or mutual organization, a state of local unit of government; or an Indian tribe or tribal organization. Proposed funded service areas must be completely contained within a rural area or composed of multiple rural areas; at least 15% of the households in the proposed funding service area are unserved; no part of the proposed funded service area has three or more "incumbent service providers" and no part of the proposed funded service area overlaps with the service area of current USDA Rural Utilities Service borrowers.
Brownfields Area Wide Planning Program	Environmental Protection Agency	Brownfields area-wide planning is a grant program which provides funding to conduct activities that will enable the recipient to develop an area-wide plan for assessing, cleaning up and reusing catalyst/high priority brownfield sites. Funding is directed to a specific project area, such as a neighborhood, downtown district, local commercial corridor, old industrial corridor, community waterfront or city block, affected by a single large or multiple brownfield sites.	Eligible applicants include: general purpose unit of local government; regional council or group of general purpose units of local government; redevelopment agency; state (on behalf of local community); federally recognized Indian Tribal government; U.S. Territories and possessions; and nonprofit organizations.
Brownfield Assessment Grant	Environmental Protection Agency	Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum.	Eligible applicants include: general purpose unit of local government; regional council or group of general purpose units of local government; redevelopment agency; state (on behalf of local community); federally recognized Indian Tribal government; U.S. Territories and possessions; and nonprofit organizations.

Program Name	Funding Agency	Brief Description	Additional Information
Brownfield Cleanup Grants	Environmental Protection Agency	Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. Funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum).	Cleanup grants require a 20 percent cost share. An applicant must own the site for which it is requesting funding at time of application. Eligible applicants include: general purpose unit of local government; regional council or group of general purpose units of local government; redevelopment agency; state (on behalf of local community); federally recognized Indian Tribal government; U.S. Territories and possessions; and nonprofit organizations.
Rural Housing and Economic Development	Department of Housing and Urban Development	The Rural Housing and Economic Development (RHED) Program supports capacity building at the state and local level for rural housing and economic development and innovative housing and economic development activities in rural areas. Possible activities include: preparation of plans, architectural drawings, acquisition of land and buildings, demolition, provision of infrastructure, purchase of materials and construction costs, use of local labor markets, job training and counseling for beneficiaries and financial services such as revolving loan funds and Individual Development Accounts.	Eligible applicants are local rural non-profits, community development corporations (CDCs), federally recognized Indian tribes, state housing finance agencies (HFAs), and state community and/or economic development agencies. Rural is defined as: a place having fewer than 2,500 inhabitants; a county with an urban population of 20,000 inhabitants or less; or any place with a population not in excess of 20,000 inhabitants and not located in a Metropolitan Statistical Area.