

# Cayuga County, New York

## Economic Development Strategic Plan Update

Prepared By: Cayuga Economic Development Agency

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### 1. Introduction

This document is intended to provide an update to the original 2011 Cayuga County Strategic Plan. In this document, you will find an updated SWOT Analysis, as well as certain updates and edits to recommendations and a progress update as of 2018. Recommendations that became outdated due to various programs or other resources expiring were removed from this update. For additional background information and analysis, see the original 2011 Strategic Plan: [https://cayugaeda.org/wp-content/uploads/2013/08/Cayuga-ED-strategic-plan\\_20111.pdf](https://cayugaeda.org/wp-content/uploads/2013/08/Cayuga-ED-strategic-plan_20111.pdf)

### 2. SWOT Analysis Update

Strengths and Opportunities	Weaknesses and Threats
<ul style="list-style-type: none"> <li>• Diverse and vibrant industry base. Manufacturing, agriculture, tourism, not-for-profits supporting strong retail and professional sectors.</li> <li>• World class natural resources. Water and farmland.</li> <li>• Workforce support institutions such as BOCES, Cayuga Community College, Wells Colleges, and Cayuga Works</li> <li>• High quality of life. Wineries, museums, parks, lakes, arts, culture, education and athletics.</li> <li>• Low costs for housing, labor, living and land.</li> <li>• Central location to serve the Northeast and Midwest. Road, rail and air links.</li> <li>• Positive reforms from New York State with tax cap, timely balanced budget and low cost power program.</li> <li>• Locally created energy assets including biofuels and hydroelectric power. Spirit of innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited availability of “shovel ready” development sites &amp; buildings.</li> <li>• Prohibitive New York State business climate for relocations. Retention expansion climate daunting. Lengthy system to define, promise and deliver incentives.</li> <li>• High cost of water and sewer in select locations. Various price points for business usage. Infrastructure challenges.</li> <li>• Lack of critical mass or consensus to spur local town level development in some areas.</li> <li>• Pockets of parochialism and resistance to change as part of local cultures.</li> <li>• Limited, but expanding, broadband access outside populated areas.</li> <li>• Declining demographics affecting workforce quality, seasonal and talent demands and business attraction rankings. Workforce recruitment and retention has become a top challenge, particularly for skilled workers.</li> <li>• Limited financial resources to support new and emerging businesses.</li> </ul>

<ul style="list-style-type: none"> <li>• Enthusiastic culture of entrepreneurship, past, present and future, from students to workers and start-ups.</li> <li>• Nationally ranked “green” energy projects. Models for future results.</li> <li>• Several benevolent foundations that make highly valued investments in the community.</li> <li>• Streamlined delivery of information, resources, and incentives via the “One Stop” model at CEDA in collaboration with community partners.</li> </ul>	
<ul style="list-style-type: none"> <li>• Cost of living/homes – more space for less money</li> <li>• Low population and development density</li> </ul>	<ul style="list-style-type: none"> <li>• Misalignment of workforce to available jobs</li> <li>• Business sustainability</li> </ul>

### 3. Recommendations

<b>A. CEDA Works: Organizational Effectiveness</b>			
<b>What:</b>	<b>How &amp; When:</b>	<b>Who:</b>	<b>Current Status (2018):</b>
<p><b><u>1.1 CEDA “One Stop” Agency</u></b></p> <p><b>What:</b> Expand and sustain CEDA as the “One Stop” countywide agency for economic development in Cayuga County.</p> <p><b>Why:</b> To streamline the delivery of resources to businesses, developers and localities in order to generate jobs and positive development.</p>	<p><b>How:</b> CEDA will provide “One Stop” services through many methods detailed in this report.</p> <p><b>When:</b> Ongoing.</p>	<p><b>Who:</b> CEDA Chamber/S CORE/SBD C CCC</p>	<p>CEDA is co-located with other business services organizations (Chamber, SCORE, SBDC, Health Navigator) and providing services to the business community. CEDA has also established relationships with regional business service providers.</p>
<p><b><u>1.2 CEDA Operating Role</u></b></p> <p><b>What:</b> Define the respective roles for CEDA along with county and city level planning/development agencies for working on business assistance, retention, expansion, relocation, marketing and regional and state level relationships.</p>	<p><b>How:</b> Establish a Memorandum of Understanding (MOU) setting these operating guidelines.</p> <p><b>When:</b> Present</p>	<p><b>Who:</b> CEDA Chamber SCORE, SBDC Localities</p>	<p>CEDA has established contracts/scopes of service with Cayuga County, CCIDA, AIDA and ALDC, and the City of Auburn Small Business Assistance Program.</p> <p><i>-Gray area still exists around some community</i></p>

<p><b>Why:</b> In order to deliver resources to business clients in a centrally focused and timely manner.</p>		<p>ED Agencies</p>	<p><i>development initiatives, such as Main Street Grants.</i></p>
<p><b>1.3 Individual Business Visitation</b>  <b>What:</b> Establish a business visitation program in coordination with city, county, regional and state level resources. <b>Note:</b> See similar action item in Section B  <b>Why:</b> Visiting businesses in a coordinated manner provides a “One Stop” efficient.</p>	<p><b>How:</b> CEDA along with city and county agencies have structured a visitation curriculum for implementation.  <b>When:</b> Ongoing.</p>	<p><b>Who:</b>  CEDA  CCPD  ADPED  NYSESD</p>	<p>CEDA has a structured visitation plan, generally based on industry focus areas and IDA projects. Some visits are conducted in collaboration with other agencies and partners depending on the needs of the particular business. However, there is not a cross agency structured visitation curriculum as indicated here.</p>
<p><b>1.4 Index of Business Services and Resources</b>  <b>What:</b> Define and publicize a database of resources, programs and the organizations that support economic development.  <b>Why:</b> An index will provide businesses with resource options.</p>	<p><b>How:</b> Compile and maintain the database using the Buffalo Niagara Partnership Index as a model  <b>When:</b> Ongoing.</p>	<p><b>Who:</b>  CEDA</p>	<p>While still in need of some formatting work, CEDA has published two resource lists for employer and employee services:  <a href="http://www.cayugaeda.org/doining-business-here/employer-services-directory/">http://www.cayugaeda.org/doining-business-here/employer-services-directory/</a> and  <a href="http://www.cayugaeda.org/doining-business-here/employee-services-directory/">http://www.cayugaeda.org/doining-business-here/employee-services-directory/</a></p>
<p><b>1.5 Build Referral Pipeline</b>  <b>What:</b> Build relationships with business services providers and provide them with information about CEDA’s offerings.  <b>Why:</b> Business services providers can refer businesses and entrepreneurs in need of additional resources or assistance to CEDA.</p>	<p><b>How:</b> Conduct visits, outreach, and informational sessions with business services providers, such as:</p> <ul style="list-style-type: none"> <li>• Bankers</li> <li>• Real estate agents/brokers</li> <li>• Financial services (CPAs, tax preparers, etc.)</li> <li>• Municipal leaders and select departments (codes, planning, assessors, etc.)</li> </ul> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b>  CEDA</p>	

<p><b><u>1.6 Tracking CEDA and Strategic Plan Performance</u></b>  <b>What:</b> Measure progress of CEDA and Strategic Plan.  <b>Why:</b> Measuring results will illustrate successful outcomes</p>	<p><b>How:</b> Strategic Plan has action steps indexed by task, timeline and stakeholder. An appropriate software will track business assistance.  <b>When:</b> Ongoing.</p>	<p><b>Who:</b> CEDA</p>	<p>CEDA has been using a dashboard in Excel to track some activities, but is currently seeking an appropriate CRM/software solution. CEDA staff have been utilizing the County Workplan metrics to track activities and outcomes, but there is still progress to be made in terms of identifying the right metrics.</p>
<p><b><u>1.6 Increase Participation and Diversity in Economic Development</u></b>  <b>What:</b> Encourage and actively seek more diversity and inclusion in economic development activities.  <b>Why:</b> Diversity and inclusion will ensure more equitable growth for all and make Cayuga County more welcoming to a diverse population, which could help to slow or reverse populations declines.</p>	<p><b>How:</b> Create a Diversity and Inclusion strategy and actively expand the economic development network in Cayuga County.  <b>When:</b> Develop strategy 2018-2019, active network building ongoing</p>	<p><b>Who:</b> CEDA Chamber CCPD ADPED</p>	
<b>B. Growing Jobs : Business Retention and Expansion (BRE)</b>			
<p><b><u>1.1 Individual Business Service and Relationship</u></b>  <b>What:</b> Operate a business visitation program that establishes personalized service/relationship.  <b>Why:</b> Visiting businesses provides first person opportunities to deliver resources, incentives, solve problems and support retention/expansion. See step below.</p>	<p><b>How:</b> The program will be implemented using a CRM or other appropriate software, which will provide client tracking/outcome tools.  <b>When:</b> Identify appropriate tool by end of 2018, implement for 2019. Visitations are ongoing.</p>	<p><b>Who:</b> CEDA with local and regional partners</p>	<p>CEDA Staff are exploring software solutions for a CRM and/or activity/outcome tracking. Business visitations have been occurring and CEDA staff has established relationships with many area businesses. We continue to do individual visits and connect businesses with resources, incentives, and information.</p>
<p><b><u>1.2 Business Retention and Expansion (BRE)</u></b></p>			<p>This is a daily activity for CEDA staff. Next step is to</p>

<p><b>What:</b> BRE constitutes over 70% of business development. CEDA will serve as a “One Stop” for BRE projects uniting incentive providers and site options into one package for consideration.</p> <p><b>Why:</b> Helping local businesses expand supports job development and provides efficient delivery of incentives to the client.</p>	<p><b>How:</b> CEDA will provide first contact with client company and work with peer ED agencies to deliver a unified package of services and incentives.</p> <p><b>When:</b> Ongoing.</p>	<p><b>Who:</b> CEDA</p>	<p>focus on outreach to other business service providers, specifically BAIL (banking, accounting, insurance, legal) providers, to ensure they understand (or remind them) what CEDA can offer their business clients. End goal: continue to build referral network.</p>
<p><b><u>1.3 Consolidated Funding Application Resources</u></b></p> <p><b>What:</b> New York State Grants and Tax Credits are offered once per year through a single application portal.</p> <p><b>Why:</b> Millions of dollars are available for business development, infrastructure, arts, parks, etc.</p>	<p><b>How:</b> Identify eligible projects through business visitation and ongoing outreach. Collaborate with local partners and State agencies to assist businesses and organizations with applications to secure funding through the CFA.</p> <p><b>When:</b> Ongoing, applications due in July.</p>	<p><b>Who:</b> CEDA CCPD ADPED NYS ESD</p>	<p>CEDA works with multiple businesses and organizations each year to identify eligible projects and assist them with the application process, as well as help them understand the realities and expectations of the state funding process.</p>
<p><b><u>1.4 Business Roundtables</u></b></p> <p><b>What:</b> Industry specific roundtables are a traditional and important method for hearing/addressing business needs and priorities.</p> <p><b>Why:</b> Roundtables are another tool for effective communication and positive service outcomes.</p>	<p><b>How:</b> Working with existing roundtables and creating new ones for industries such as agriculture, manufacturing, tourism, and/or education with regular meetings and minutes to track concerns and responses.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA Chamber</p>	<p>Two industry peer groups have been established for manufacturing and the craft beverage industry. Neither has been as consistent or successful as originally hoped, indicating there may be areas for improvement in the group structures.</p>
<p><b><u>1.5 Small Business Succession Planning</u></b></p> <p><b>What:</b> Establish a program to identify small businesses that would benefit from succession planning and assist those businesses in doing so.</p> <p><b>Why:</b> Small businesses often become community staples. Succession planning helps to ensure the sustainability and retention of these businesses once</p>	<p><b>How:</b> Create a series of questions that CEDA staff can ask businesses during visitations to determine if succession planning is necessary. Identify and build partnerships with relevant service providers to develop a program structure for assistance provision.</p> <p><b>When:</b> 2019</p>	<p><b>Who:</b> CEDA SCORE SBA USDA Others TBD</p>	

the owner retires or is no longer able/willing to operate the business.			
<b>C. Infrastructure: Building Our Assets and Resources</b>			
<b>1. Sites and Buildings (Real Estate).</b>			
<p><b>1.1 Property /Real Estate Database</b>  <b>What:</b> Maintain a list of available land, buildings and sites to answer project inquiries.  <b>Why:</b> A comprehensive list can help advance a deal to a successful outcome, saving site selection time.</p>	<p><b>How:</b> Maintain relationships with brokers, real estate agents, and local property owners/developers to stay informed on available sites.  <b>When:</b> Ongoing.</p>	<p><b>Who:</b>  CEDA  CCPD  ADPED</p>	<p>CEDA maintains a list of available properties based on local knowledge and outreach. CEDA staff also communicate with CoStar and occasionally utilize its free services.</p>
<p><b>1.2 Industrial Park Development</b>  <b>What:</b> Work to support infrastructure improvements and tenant recruitment to the Auburn and Aurelius Parks.  <b>Why:</b> Both sites are Cayuga County’s only dedicated industrial parks. Additional property demands emerging.</p>	<p><b>How:</b> Work to promote the parks, present to inquiries, and support efforts to improve park infrastructure.  <b>When:</b> Ongoing.</p>	<p><b>Who:</b>  CEDA  CCPD  ADPED</p>	<p>CCIDA: Has archeological reviews and SHPO clearance for all Aurelius parcels, as well as a wetland delineation. CCIDA is planning a sewer expansion at the Aurelius Industrial Park. Preliminary engineering is finalized and next steps are to seek additional grant funding and do final engineering and design.  AIDA: Completed a nearly full set of environmental reviews, including a template long EAF, to streamline SEQR and site plan process for future developer(s).  CEDA website includes site spec sheets for these sites, and the sites are presented in responses to site selection inquiries as appropriate.</p>
<b>1.3 Site Exploration/ Dormant Site Appraisal</b>			

<p><b>What:</b> Explore potential for new sites and assess viability of dormant industrial sites such as GE PowerEx, Bombardier and other locations.</p> <p><b>Why:</b> Constantly develop new site options to service potential attraction and expansion needs.</p>	<p><b>How:</b> Communicate with current property owners to assess potential for sites to be revitalized. Ensure developers are aware of Brownfield Tax Credits to assist in financing projects at eligible sites, particularly those located in Auburn’s Brownfield Opportunity Area (which increases the level of available credits). For sites not currently under development, work with City of Auburn and Cayuga County as appropriate to identify funding sources to assist in conducting environmental reviews.</p> <p><b>When:</b> Ongoing.</p>	<p><b>Who:</b> CEDA CCPD ADPED</p>	<p>CEDA has become more familiar with various underutilized sites and has identified potential users/developers for some, as well as suggested them for various site selection inquiries as appropriate. Projects underway currently include development of the Schine Theater and LIFT at the Dunn &amp; McCarthy site.</p>
<p><b>1.4 Streamlining Local Development Approvals</b></p> <p><b>What:</b> Work with local municipalities and property owners that are interested in achieving Shovel Ready Certification through NY’s Build Now program.</p> <p><b>Why:</b> Shovel Ready Certification helps streamline the development process to accelerate job creation while maintaining community planning standards.</p>	<p><b>How:</b> Identify properties that could be made eligible for Shovel Ready Certification and work with municipal partners to compile information, studies, and approvals.</p> <p><b>When:</b> Ongoing.</p>	<p><b>Who:</b> CEDA CCPD Local Towns</p>	
<p><b>1.5 Foreign Trade Sub- Zone Status (FTZ)</b></p> <p><b>What:</b> Establish sub-zone FTZ status where appropriate to offer financial savings to certain types of manufacturers.</p> <p><b>Why:</b> This resource can assist Cayuga businesses and be an attraction asset.</p>	<p><b>How:</b> Identify manufacturers that both import raw materials and export finished products, then partner with regional FTZ coordinators to establish a local FTZ.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCPD NYSESD</p>	<p>CEDA staff have established a relationship with an FTZ grantee/coordinator in Onondaga County who is willing to help Cayuga County businesses explore the potential of establishing an FTZ.</p>
<p><b>2. Infrastructure</b></p>			
<p><b>2.1 Re Charge New York Low Cost Power</b></p> <p><b>What:</b> The New York Power Authority has a business low cost energy program with a pre-determined allocation amount.</p> <p><b>Why:</b> Energy costs in New York are double or triple national averages.</p>	<p><b>How:</b> Alert potential Cayuga applicants for NYPA power, educate and assist with applications.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCPSUA ADPED CCPD</p>	<p>CEDA staff suggests this resource to businesses when appropriate.</p>

<p><b><u>2.2 Local Energy Generation</u></b>  <b>What:</b> Analyze all local energy generating assets in Cayuga County and other outside potentials for viability, as well as identify/create incentives and resources for new projects.  <b>Why:</b> Low cost electricity is a critical high cost burden on job development.</p>	<p><b>How:</b> Work with local partners to identify opportunities for new energy generation projects, taking into consideration legislation allowing remote net metering and community distribution. Assist viable projects in identifying funding sources. Work with municipalities and CCIDA to create streamlined PILOT for renewable energy projects.  <b>When:</b> Ongoing, explore PILOT in 2018</p>	<p><b>Who:</b>  CEDA  CCPSUA  CCPD  ADPED</p>	
<p><b><u>2.3 PACE Energy Financing</u></b>  <b>What:</b> Financing mechanism for energy efficiency and renewable energy projects. Underwriting is based on potential savings resulting from the improvement, and payments are billed with property taxes. Only available outside of Auburn currently.  <b>Why:</b> Alternative funding mechanism to help businesses realize savings and environmental improvements through renewable energy and energy efficiency.</p>	<p><b>How:</b> Identify potentially eligible projects through business visitations and promotion of the program. Collaborate with Cayuga County planning and EFC to assist with applications  <b>When:</b> Ongoing.</p>	<p><b>Who:</b>  CEDA  CCPD</p>	
<p><b><u>2.4 Broadband Access</u></b>  <b>What:</b> Work to improve broadband access into poorly serviced areas of Cayuga County.  <b>Why:</b> Broadband access is a critical connection between commerce and individuals for business development and enrichment.</p>	<p><b>How:</b> Monitor ongoing \$500m broadband installation project funded by NYS to ensure identified areas of need are being serviced.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  CEDA  CCPD  USDA</p>	
<p><b><u>2.5 New Water Source and Infrastructure</u></b>  <b>What:</b> Analyze the viability and cost of accessing a new source of water and expanding water infrastructure to underserved areas..</p>	<p><b>How:</b> CEDA will support Cayuga Water and Sewer Authority in their efforts to explore the best opportunities to expand infrastructure based on local</p>	<p><b>Who:</b>  CCWSA</p>	<p>Currently underway. CEDA participates on steering committees for an ongoing study of Cayuga County's water system and needs.</p>



<p><b>Why:</b> Access to water and sewer is critical to job and property development.</p>	<p>needs, including whether a centralized regional system is appropriate. <b>When:</b> 2018-2019</p>		
<b>3. Community Capital</b>			
<p><b>3.1 Community Foundations</b> <b>What:</b> Regularly communicate with philanthropic foundations to seek opportunities to partner on economic development initiatives. <b>Why:</b> Community foundations in and around Cayuga County have been and are important underwriters of significant development projects that improve quality of life and commerce.</p>	<p><b>How:</b> CEDA to maintain regular contact with foundation executives. <b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA Chamber</p>	
<b>4. Workforce Training and Education</b>			
<p><b>4.1 Employer Driven Training Curriculums</b> <b>What:</b> Leverage Cayuga County’s unique educational sector and regional industry and State partners (e.g. MACNY, NYS Dept. of Labor Apprenticeship Unit) as an asset for employers to train employees. <b>Why:</b> Providing local employers with effective training support in a changing economy strengthens Cayuga County’s business climate.</p>	<p><b>How:</b> Utilize Business Visitations and Industry Peer Groups to identify training needs and work with local and regional partners to generate training solutions, such as apprenticeship or certificate programs. <b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCC Wells BOCES MACNY NYS DOL Cayuga Works</p>	<p>CEDA staff are exploring opportunities for apprenticeship programs in various industries. We also refer to training programs and educational partners when appropriate.</p>
<p><b>4.2 Cayuga Job Training Fund</b> <b>What:</b> Offer a locally administered fund, in addition to state and federal resources, that provides the opportunity for businesses to receive grants or low interest loans to offset worker training programs. <b>Why:</b> Traditional financial sources for job training have dwindled so a local fund can offset that and send a signal that job training is an important priority.</p>	<p><b>How:</b> Structure a program to utilize, and explore ways to recapitalize, restricted funds CEDA holds for workforce development.. <b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCC Fnd.</p>	<p>CEDA has a \$10k workforce fund that was originally funded by AIDA.</p>

<p><b>4.3 Regional Training Grants</b></p> <p><b>What:</b> Leverage regional, state, and federal workforce development funds to advance employer specific training initiatives.</p> <p><b>Why:</b> Job training and education will gain increasing importance in a more technically driven economy. Employers will succeed where that training can be easily accessed.</p>	<p><b>How:</b> Maintain relationships with and make referrals to outside funding sources, such as NYS Dept. of Labor, Workforce Development Institute, Cayuga works, etc.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA NYS DOL WDI Cayuga Works NYS DOL CNY REDC</p>	<p>CEDA staff maintain relationships with and make referrals to Cayuga Works, NYS DOL, and WDI for funding resources.</p> <p>Also, the first round of CNY Alliance for Economic Inclusion Funding (via URI) was awarded. This is funding to support programs to improve access to employment for disadvantaged groups, including training.</p>
<p><b>4.4 Academic Collaboration and Partnership</b></p> <p><b>What:</b> Cayuga County’s educational institutions have expressed their interest in exploring areas of common efforts from liberal arts to vocational training and community college services.</p> <p><b>Why:</b> In unity there is strength to serve the diverse demands of employers and residents seeking fulfilling jobs and careers. In times of tighter financial resources, partnerships can leverage resources, avoid duplication and reduce “silos”.</p>	<p><b>How:</b> Utilize Workforce Development Task Force and Partner Group, as well as Chamber Board and ad hoc committees, to facilitate conversations and collaborations between the academic institutions as appropriate.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CCC Wells BOCES ACSD</p>	<p>Some collaborations have come to fruition (like matriculation agreement between CCC and Wells and P-TECH program between Auburn School District and CCC). CCC, Wells, BOCES, and ACSD are all represented on the Chamber board, and are all part of the Workforce Development Partner Group.</p>
<b>5. Entrepreneurship</b>			
<p><b>5.1 Common Entrepreneurial Focus</b></p> <p><b>What:</b> Review the services offered and client audiences for all entrepreneurship service providers in Cayuga County.</p> <p><b>Why:</b> Entrepreneurship is fostered by several small business service agencies, which merits an approach that helps all with minimal overlaps.</p>	<p><b>How:</b> Provide opportunities for entrepreneur services providers to communicate and collaborate.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> SCORE SBDC Chamber CEDA BOCES Wells</p>	<p>Co-location of CEDA, Chamber, SCORE, and SBDC has helped to streamline these services. CEDA and SCORE make referrals to BOCES classes on occasion to assist entrepreneurs. New CCC/Locate Finger Lakes effort</p>

		CCC	(YEA!) may provide new opportunities/resources.
<p><b>5.2 Collegiate and Vocational Collaboration</b></p> <p><b>What:</b> All three of Cayuga County’s educational institutions offer entrepreneurship curriculums. Education focus groups have recommended that entrepreneurial curriculums focus on individual skills and problem solving so graduates can adapt to different job titles versus one specific skill.</p> <p><b>Why:</b> Exploring areas of collaboration can expand and enrich offerings or offer cost savings.</p>	<p><b>How:</b> Facilitate ongoing conversations between educational institutions regarding entrepreneurship curriculums.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> Wells CCC BOCES</p>	
<p><b>5.3 Virtual Incubator</b></p> <p><b>What:</b> Identify or create a virtual learning resource that can offer a variety of classes and tutorials for entrepreneurs.</p> <p><b>Why:</b> A virtual incubator can teach anywhere in Cayuga County and beyond.</p>	<p><b>How:</b> Explore e-learning databases through Cayuga Works and Seymour Library to identify if a series of courses can be identified and promoted to entrepreneurs. If not, create a clearinghouse for relevant online content from academic and partner organizations.</p> <p><b>When:</b> 2019</p>	<p><b>Who:</b> CCC Wells BOCES CEDA</p>	
<p><b>5.4 Create Entrepreneurial Ecosystem</b></p> <p><b>What:</b> Create opportunities for entrepreneurs to meet and assist each other.</p> <p><b>Why:</b> A community that can support each other builds capacity for assistance and creates a larger pool of knowledge to pull from.</p>	<p><b>How:</b> Generate spaces and times for entrepreneurs to communicate with each other, such as:</p> <ul style="list-style-type: none"> <li>• Co-working/shareable office and meeting space</li> <li>• Networking opportunities</li> <li>• Online/Facebook group</li> <li>• Tip Club-style structured group</li> </ul> <p><b>When:</b> ongoing</p>	<p><b>Who:</b> CEDA SCORE SBDC</p>	
<b>D. Building Businesses: Strengthening Our Industry Groups</b>			
<b>1. Primary - Agriculture</b>			
<b>1.1 Supporting Local Farmers</b>			Business assistance is ongoing.

<p><b>What:</b> Create avenues to provide information, technical assistance, and resources to agricultural businesses and farms.</p> <p><b>Why:</b> Local Cayuga farms cross many industry categories such as small business, tourism and agriculture. Resources for their needs come from different sources. This effort will identify solutions and services to help farmers finance, grow, market and sell products.</p>	<p><b>How:</b></p> <ul style="list-style-type: none"> <li>• Deliver small business assistance to farmers</li> <li>• Build/Link to online resources for farms</li> <li>• Host educational seminars and summits</li> <li>• Marketing assistance of local products</li> <li>• Link agri-tourism resources to farms</li> <li>• Establish an Agricultural Economic Development Working Group</li> <li>• Address other relevant challenges</li> </ul> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCPD</p>	<p>Online presence via CEDA: <a href="http://www.cayugaeda.org/doing-business-here/agriculture/">http://www.cayugaeda.org/doing-business-here/agriculture/</a> Planning informational seminar in December.</p>
<p><b>1.2 Advocate As Appropriate</b></p> <p><b>What:</b> Advocate for farm-friendly policies and processes when appropriate.</p> <p><b>Why:</b> Agriculture is a key sector in Cayuga County's economy, particularly dairy. Issues such as equitable milk pricing, trade policy, and labor regulations can be critical in the industry.</p>	<p><b>How:</b> This is a long term goal involving many partners.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA Chamber</p>	
<p><b>1.3 Agricultural Production Industry Recruitment</b></p> <p><b>What:</b> Work to recruit businesses that manufacture products from agricultural products, which can be a high value jobs industry.</p> <p><b>Why:</b> Cayuga County's abundant milk, soy, and other agricultural production can be a generator for jobs and investment by attracting agricultural production and value-added agricultural businesses.</p>	<p><b>How:</b> Establish an attraction effort by identifying available incentives, creating an attraction package, forging a marketing strategy and then pursue markets, leads and inquiries.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA CCPD</p>	<p>Assisted with CMI location, attraction of Grober, CIDECE expansion. Continue to respond to location inquiries. Have targeted dairy-related businesses via some ad campaigns.</p>
<p><b>2. Primary- Manufacturing</b></p>			
<p><b>2.1 Supporting the Manufacturing Industry</b></p> <p><b>What:</b> Work through several avenues of engagement to support and grow the manufacturing base in Cayuga County.</p>	<p><b>How:</b> CEDA will work on a multi-level role in assisting manufacturers as noted in earlier action steps:</p> <ul style="list-style-type: none"> <li>• BRE assistance</li> <li>• Business visitation program</li> <li>• Manufacturers Roundtable</li> </ul>	<p><b>Who:</b> CEDA ADPED MACNY</p>	<p>Ongoing -business visitations and individual assistance -Roundtable established, but not consistent</p>

<p><b>Why:</b> Manufacturing represents over 10% of the Cayuga workforce with many manufacturers operating well or planning expansions.</p>	<ul style="list-style-type: none"> <li>• Working on new land sites to handle expansions</li> <li>• Trouble shooting individual needs</li> <li>• Linking education resources to employers</li> <li>• Pursuing state and federal incentives</li> </ul> <p><b>When:</b> Ongoing</p>		<p>-MACNY apprenticeship program -Referrals to funding and technical assistance resources</p>
<p><b>2.2 Building a Workforce Pipeline</b> <b>What:</b> Create and support activities to assist manufacturers in building a workforce pipeline. <b>Why:</b> Manufacturers are struggling to fill vacant positions, threatening their productivity and sustainability.</p>	<p><b>How:</b> Work with manufacturers and regional partners to create resources for workforce recruitment and retention, such as:</p> <ul style="list-style-type: none"> <li>• Promotional materials to highlight the reality of modern manufacturing</li> <li>• Development of training and apprenticeship programs</li> <li>• Connections with K-12 schools</li> </ul> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA Schools MANCY</p>	<p>Released narrative video explaining what it's like to work in manufacturing. Working with MACNY to establish apprenticeship program in Cayuga County. Making referrals to partners like WDI and the state apprenticeship program.</p>
<p><b>3. Secondary- Retail</b></p>			
<p><b>3.1 Supporting Retail Commerce</b> <b>What:</b> Work to support retail businesses with available tools and resources offered to other businesses and industry groups. <b>Why:</b> Often viewed as a discretionary industry, retail strengthens many strategic goals for Cayuga County. Retail offers transitional and part time employment and sales and property tax revenues. Attractive retail is a quality of life factor particularly for smaller towns in Cayuga. Sennett and Aurelius have cultivated a positive retail base on Route 5 and 20.</p>	<p><b>How:</b> CEDA can play a constructive role in supporting retailers interested in traditional business support from counseling, demographic consumer data, loan and workforce assistance and site selection. <b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA Local towns ADPED</p>	<p>Ongoing, primarily via startup assistance.</p>
<p><b>3.2 Retail Attraction</b> <b>What:</b> Establish a retail attraction program that can lobby retailers to open in Cayuga County or respond to inquiries from potential retailers. <b>Why:</b> See Why section in 4.1 above.</p>	<p><b>How:</b> Retail attraction program will contain essential demographic and purchasing data. Eligible incentives are also important to identify. Targeting retailers that fit the purchasing patterns and community needs/gaps will be fundamental. <b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA</p>	
<p><b>5. Overarching/Intertwined- Tourism</b></p>			

<p><b>5.1 Tourism Industry Support</b>  <b>What:</b> Address tourism related businesses as an industry group and work to provide resources. Many tourism businesses are entrepreneurial enterprises that can benefit from assistance.  <b>Why:</b> Tourism is an important industry group that provides jobs, property investment, tax revenues and a positive marketing message for Cayuga County at a time when quality of life is an important business attraction tool.</p>	<p><b>How:</b> Recognizing that tourism related businesses will often overlap with other target industries mentioned here, CEDA will support tourism businesses through visitations, outreach, counseling and information meetings equal to all other industries. CEDA works closely with the Tourism Office and local communities  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  CEDA  CCOT  SBDC  SCORE</p>	<p>Ongoing business assistance. 2017 visitation plan included focus on tourism businesses.</p>
<p><b>5.2 Support Sub-Sectors/Overlapping Industries</b>  <b>What:</b> Support businesses that fall into multiple industries, but are very clearly integral to tourism in particular.  <b>Why:</b> Some businesses fall between the cracks as they don't clearly fall into a specific industry group. Identify and focus on those types of businesses that also support tourism growth.</p>	<p><b>How:</b> Utilize business assistance methods mentioned in previous sections to assist and attract businesses in the following sectors, among others:</p> <ul style="list-style-type: none"> <li>• Craft Beverage</li> <li>• Retail</li> <li>• Small farms that can provide demonstration</li> <li>• Boutique manufacturing (e.g. MacKenzie Childs)</li> </ul> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b>  CEDA  CCOT</p>	<p>Starting to engage with regional fiber trail (sheep, alpaca, etc.).</p>
<b>E. Cayuga Development: Supporting Growth Locally</b>			
<p><b>Preamble:</b></p> <ol style="list-style-type: none"> <li>1. This section details action steps designed to support and grow local development throughout the localities of Cayuga County.</li> <li>2. It is important to note that this list is not a complete inventory for each town. Some towns have expressed an interest in maintaining their current community character. Others are considering their future through planning meetings and initiatives.</li> <li>3. CEDA stands ready to support any community interested in pursuing development potentials and will note then in this report as they materialize.</li> <li>4. This section illustrates some of the unique visions, strengths and plans each town and village possesses.</li> </ol>			
<p><b>1. Cayuga Development</b></p>			

<p><b>1.1 Cayuga Developers/Business Investment Projects</b></p> <p><b>What:</b> Maintain close contacts with local and regional developers to support their visions, plans, projects with resources/incentives.</p> <p><b>Why:</b> Developers who attended CEDA’s Focus Groups sessions encouraged regular contacts to spur project generation, maximize incentives and analyze economic disincentives. CEDA has noted that Cayuga possesses several locally based developers which is an asset to be supported.</p>	<p><b>How:</b> Maintain regular contact with developers through routine outreach and/or structured roundtables.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> CEDA</p>	<p>CEDA does communicate with developers on an ongoing basis.</p>
<p><b>1.2 Develop a “Development Process” Checklist</b></p> <p><b>What:</b> Develop a checklist resources that provides a list of steps that developers/businesses need to take in order to build/renovate the correct way.</p> <p><b>Why:</b> Municipal processes can be confusing and varied.</p>	<p><b>How:</b> Work with the City of Auburn and Towns and Villages to create a simple step by step process of getting through the proper permits and permissions.</p> <p><b>When:</b> 2019 for City of Auburn, other municipalities over time.</p>	<p><b>Who:</b> CEDA Auburn Towns Villages</p>	
<p><b>1.3 Create an investment opportunities database</b></p> <p><b>What:</b> Generate and maintain a list of possible investors and investment opportunities to help connect projects with potential private funders.</p> <p><b>Why:</b> Financing is often among the biggest barriers to development.</p>	<p><b>How:</b> Track individuals that are looking for investment opportunities and their areas of interest. Connect them with opportunities that are seeking investment. Pay particular attention to Opportunity Zone potential.</p> <p><b>When:</b> Start 2019. Ongoing.</p>	<p><b>Who:</b> CEDA</p>	
<p><b>2. Auburn</b></p>			
<p><b>2.1 Auburn CEDA Coordination</b></p> <p><b>What:</b> Work in partnership with Auburn businesses and city departments/agencies to strengthen business/job development.</p> <p><b>Why:</b> Assisting business and partnering on projects generates seamless service to local businesses, employers and entrepreneurs.</p>	<p><b>How:</b> CEDA and City of Auburn work closely in the following ways:</p> <ol style="list-style-type: none"> <li>1. Supporting retention and attraction clients</li> <li>2. Coordinated business visitation program</li> <li>3. Bi-Annual/Quarterly staff check-in meetings to discuss ongoing and upcoming projects</li> </ol> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> ADPED CEDA</p>	<p>Ongoing collaboration with City exists on loan program, BRE, attraction, and funding opportunities.</p>

<p><b>Note:</b> Please consult the Appendix of this report for extracts from the <u>2009 Auburn Comprehensive Plan</u> for additional action steps and recommendations.</p>			
<p><b>3. Fair Haven/ Town of Sterling</b></p>			
<p><b>3.1 Supporting Fair Haven Development</b>  <b>What:</b> Support Fair Haven with their efforts to improve their infrastructure, small business base.  <b>Why:</b> Fair Haven remains an impressively picturesque locale with Lake Ontario and Little Sodus Bay. Tourism generates commerce and quality of life.</p>	<p><b>How:</b> Partner with other organizations to address issues for Fair Haven such as dredging and flooding.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Fair Haven  Sterling  CEDA  CCPD</p>	
<p><b>3.2 Attraction Promotion – Town of Sterling</b>  <b>What:</b> Continue to work with Town of Sterling on tourism related initiatives – e.g., Seaway Trail, Renaissance Festival, Fair Haven Park, Sterling Nature Preserve  <b>Why:</b> See Section 3.1 above for Why.</p>	<p><b>How:</b> Offer direct assistance to businesses and work with other agencies supporting Sterling priorities.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Sterling  CEDA</p>	
<p><b>4. Weedsport Village /Town of Brutus</b></p>			
<p><b>4.1 Weedsport Strategic Position</b>  <b>What:</b> Explore development potential of close proximity and strategic access to the NYS Thruway direct Exit 40 interchange  <b>Why:</b> Direct NYS Thruway access offers opportunity for commerce, visitors and I commuter community to Syracuse.</p>	<p><b>How:</b> Work with Weedsport/Brutus community to support their plans for growth. Support developers who have initiated permitted development at present.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Weedsport/Brutus  CEDA</p>	
<p><b>4.2 Town of Brutus Business Site</b>  <b>What:</b> Explore potential sites for job and industrial development.  <b>Why:</b> CSX rail line parallels NYS Thruway which offer dual transit assets for Brutus.</p>	<p><b>How:</b> Work with Brutus and local property ownership to ascertain desirability and viability of site development.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Brutus  CEDA</p>	



<b>5. Town of Sennett</b>			
<p><b><u>5.1 Dual Development Potentials for Sennett</u></b>  <b>What:</b> Work with Sennett community leaders, businesses and brokers to grow business and new commerce.  <b>Why:</b> Sennett possesses a land base that has existing and untapped potential for agriculture, industry and retail development. Route 34 links to Exit 40 on the NYS Thruway and the Route 5 retail corridor serves two markets in Auburn and Skaneateles.</p>	<p><b>How:</b> Respond to development inquiries forwarded by the Town of Sennett and local brokers.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Sennett  CEDA</p>	
<b>6. Aurora</b>			
<p><b><u>6.1 Supporting Aurora Plans and Resident Businesses</u></b>  <b>What:</b> Work with Aurora businesses and resident community to support their development goals and plans.  <b>Why:</b> Aurora possesses a picturesque downtown with quality inns and diverse retail shops, visual landscapes framed by Lake Cayuga, an arts and culture presence, along with the multiple assets and human energy of Wells College and the internationally popular retailer MacKenzie Childs which manufactures in Aurora.</p>	<p><b>How:</b> Support planning efforts and deliver business assistance to existing businesses through outreach, visitations and responses to inquiries. Assist in assessing and addressing infrastructure needs as appropriate.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Aurora Arts Merchants Association  Aurora  Wells College  CEDA</p>	
<p><b><u>6.2 Wells College</u></b>  <b>What:</b> Explore the programming/curriculum potentials Wells could offer such as lectures, short courses and experiential learning in order to generate year round activities which can lead to year round commerce and employment opportunities.  <b>Why:</b> Innovative programming from Wells can offer interesting and educational outlets which can attract</p>	<p><b>How:</b> CEDA in partnership with Tourism Office and Wells College can work to establish programming. Parallel efforts by local venues to offer experiential learning tours can create patrons for the Wells programming.  <b>When:</b> Ongoing</p>	<p><b>Who:</b>  Wells  CEDA  CCOT</p>	

year round travelers generating employment and revenues.			
<b>7. Montezuma</b>			
<p><b><u>7.1 Cultivating Montezuma Assets</u></b></p> <p><b>What:</b> Work with local officials and small businesses interested in leveraging Heritage Park, Erie Canal, Seneca River and proximity to NYS Thruway to generate visitors and commerce. Also partner with Montezuma on potential site development potentials.</p> <p><b>Why:</b> Montezuma is committed to improving its quality of life and community assets and attractions.</p>	<p><b>How:</b> Maintain regular contact with Montezuma partners on these issues, as well as provide retention and small business assistance.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b> Montezuma CEDA</p>	
<b>8. Port Byron</b>			
<p><b><u>8.1 Developing Downtown/Bike and Walk Trails</u></b></p> <p><b>What:</b> Downtown Port Byron can benefit from increased patronage and visitors through bike and walk trail efforts of NYS Canal Authority and other state level entities.</p> <p><b>Why:</b></p>	<p><b>How:</b></p> <p><b>When:</b></p>	<p><b>Who:</b></p>	