



Chapter 6
Economic Development



YOTALITY

YOTALITY

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West Main Street

SQUARE
49
2012

GOALS

- > **FACILITATE THE RETENTION AND EXPANSION OF LOCAL BUSINESS AND INDUSTRY**

- > **DIVERSIFY THE TOWN'S ECONOMY BY ATTRACTING NEW BUSINESSES AND INDUSTRY**

- > **FOSTER THE GROWTH OF HIGH TECH BUSINESSES**

- > **EXPAND EFFORTS TO ATTRACT AND RETAIN YOUNG PROFESSIONALS**

- > **CONTINUE REVITALIZATION AND BEAUTIFICATION OF THE VILLAGE BUSINESS DISTRICT**

- > **PROMOTE TOURISM**

- > **PROMOTE AMENITIES IN COMMERCIAL DISTRICTS**

- > **ENCOURAGE MUNICIPAL EMPLOYEE INVOLVEMENT IN ECONOMIC DEVELOPMENT**

INTRODUCTION

What is Economic Development? According to the International Economic Development Council it is the process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.

Between 2000 and 2010 the Town of Victor led Ontario County in population growth and housing unit starts partly due to the Town's improving economy and high quality of life. In 2010 it was the largest municipality in Ontario County with 14,275 persons and continues to grow. The Town's economic future lies in its ability to focus more on the quality of development rather than quantity while maintaining a focus on prosperity at the core as the region continues to realize growth.

The Town of Victor understands the role that Economic and Community Development programs play in job creation and tax revenues, as well as the impact it has on the overall quality of life for its residents. In 2014 the Town established the Department of Economic Development to implement business retention, expansion and recruitment efforts and pursue community development initiatives.

Prior to 2014 the Town's sole economic development initiatives were implemented through the Victor Local Development Corporation, (VLDC). The VLDC is a not for profit organization that will now be an effective tool for use in implementing various strategies outlined in this plan.

In addition, The Town's economic development staff and professionals will partner with the Ontario County Economic Development Agency on many business recruitment and retention efforts in Victor to provide the greatest amount of business support possible. Partnerships will also include the Victor Chamber of Commerce and the Victor Merchants Group.

Victor has a thriving Village business district that runs along Main Street and several fully occupied business parks in the northern section of the Town. There have been strong Village revitalization efforts in place over the past 10 years and there is continued interest by professional and high tech companies to locate in the Town.

The economic background information that follows provides a spotlight on community assets that attract and retain residents and businesses to Victor. The economic development strategies provide guidance on not only creating new and maintaining existing employment opportunities, but also on how essential it is to preserve and enhance the community's sense of place and human capital to continue the Town's economic success.

EXISTING CONDITIONS

In order to identify opportunities and constraints for economic development in Victor an inventory of factors that influence economic development is required. This section provides detailed information on various existing economic development conditions and demographics in the Town including employment, industries, wages, educational attainment, commuting and related business support services.

EMPLOYMENT AND LABOR FORCE

ONTARIO COUNTY'S TOP EMPLOYERS

The accompanying table represents the top ten Ontario County employers which includes Constellation Brands from the Town of Victor. The table highlights a shift from traditional manufacturing sectors to health care, food related industries and tourism.

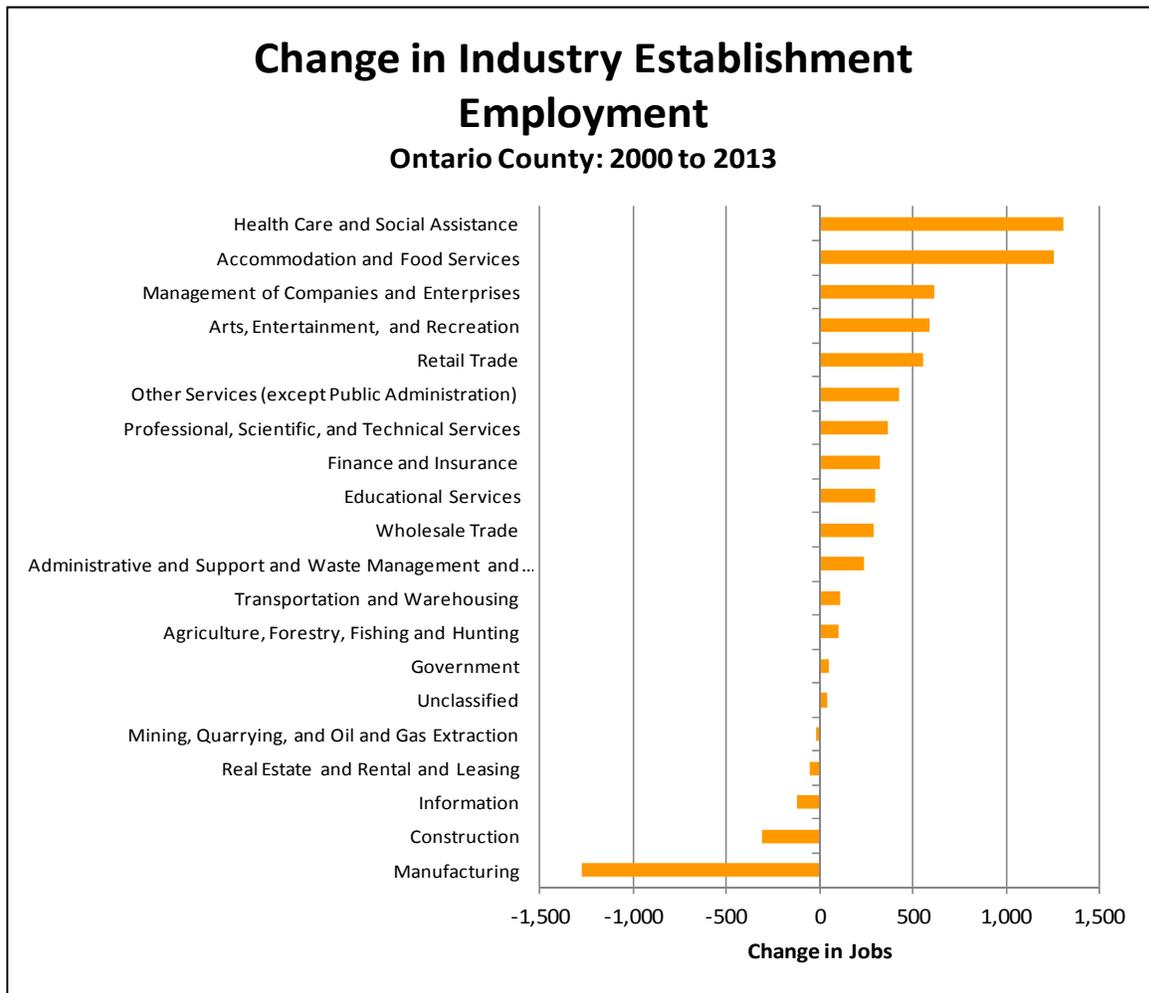
Top Ten Employers in Ontario County 2013			
Name of Employer	Location	Number of Employees	Industry
Finger Lakes Racing	Farmington	1,657	Racing/gaming
Thompson Health/ Hospital	Canandaigua	1,405	Health Care Service
Finger Lakes Health	Geneva	1,645	Health Care Service
Wegmans Food Markets	Canandaigua	837	Supermarkets
Pactiv	Canandaigua	775	Food Packaging
Clifton Springs Hospital	Clifton Springs	775	Health Care
Hobart William Smith College	Geneva	768	Education Service
Constellation Brands Inc.	Victor	669	Production/Sale Alcoholic Beverages
Zotos International Inc.	Geneva	640	Manufacturing
Ontario ARC	Canandaigua	484	Health Care

(Source: Rochester Business Journal 2013)

EMPLOYMENT BY ESTABLISHMENTS AND INDUSTRY

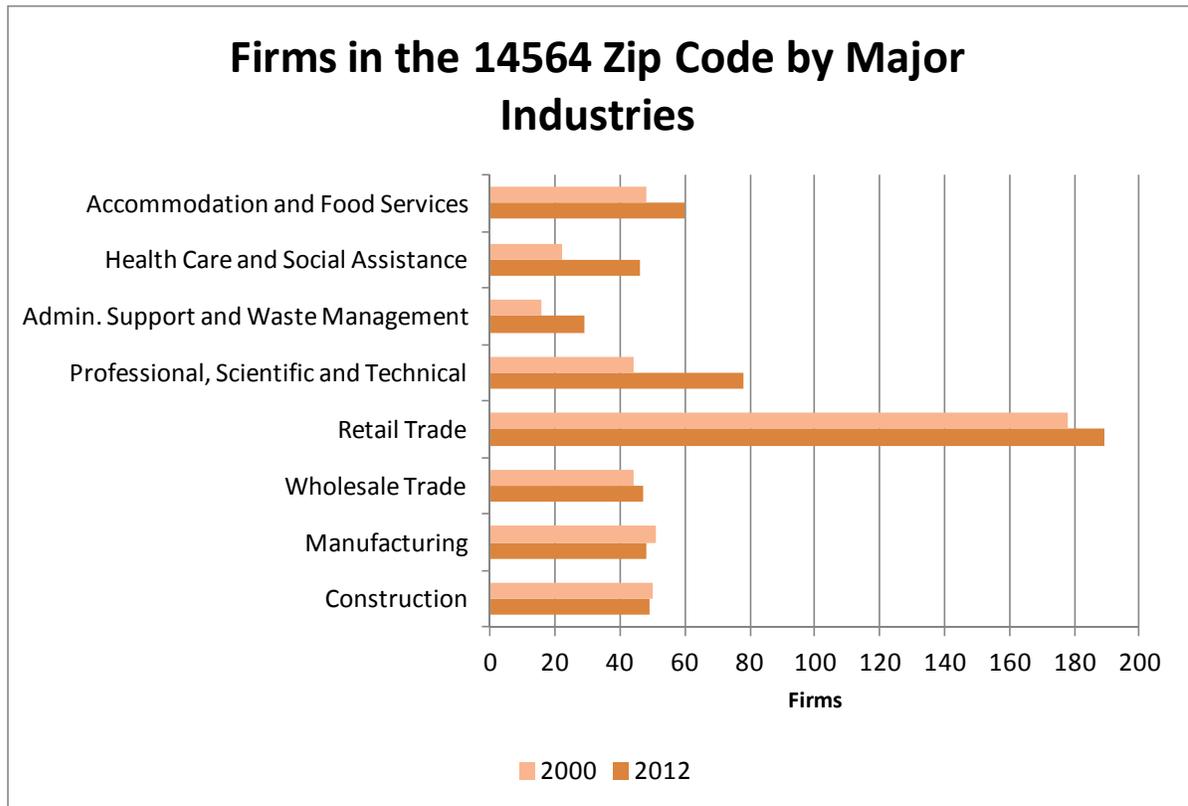
Establishment employment data is a key statistic for economic development analysis because it provides information on employment at companies in Ontario County instead of the employment of Ontario County residents, some of which could be outside of Victor. Based on the chart below, employment in Health Care, Accommodation/Food services, Management positions, Arts/Entertainment and Retail increased the most between 2000 and 2013. Manufacturing, on the other hand, continues to decline in the County. As of 2013, the largest County industry employers are retail trade, government and manufacturing.

Victor is home to 680 businesses that employ 12,666 persons



(Source: U.S. Bureau of the Census)

Victor's employment patterns generally followed the same trends as the County. However, there was a significant growth in the number of professional, scientific and technical firms established in the 14564 zip code between 2000 and 2012. In 2000 there were 44 professional firms in Victor and in 2012 there were 78, an increase of more than 77 percent.

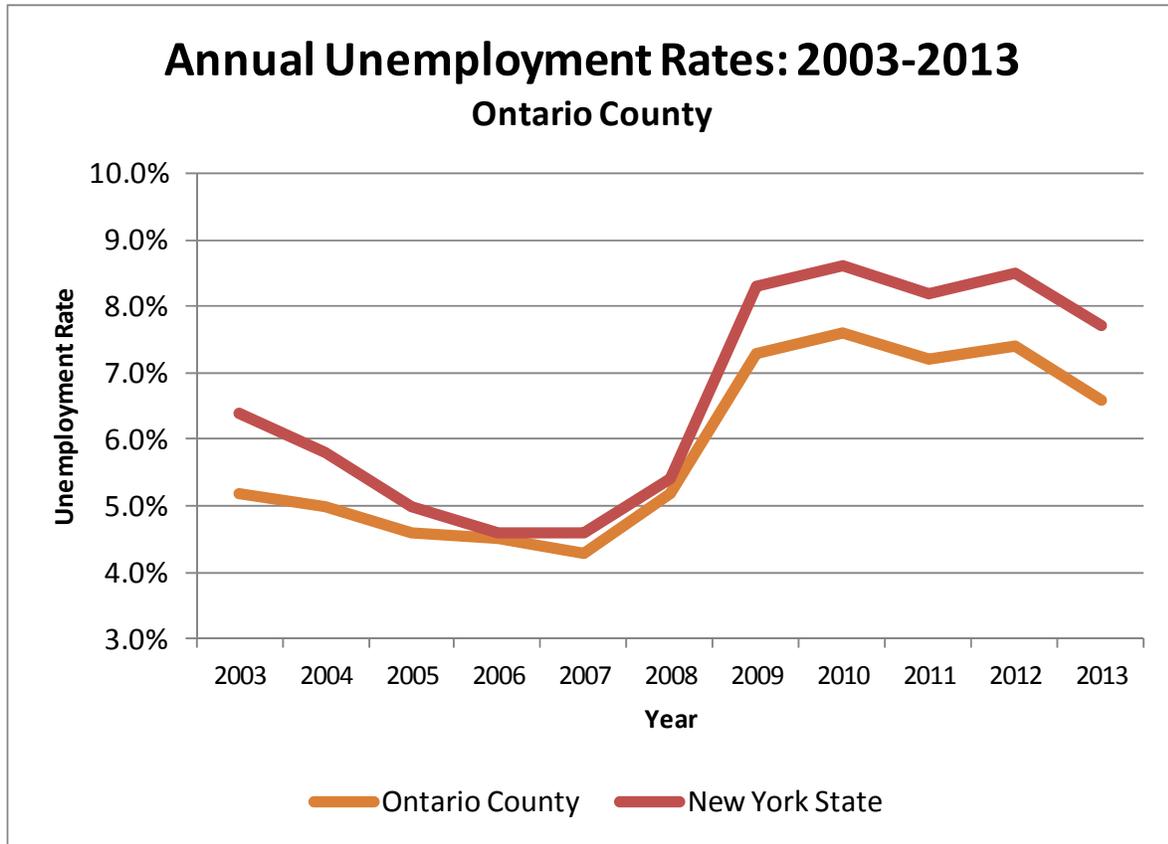


LABOR FORCE AND UNEMPLOYMENT

Labor force participation is a reflection of the current economic state of a community. Based on five-year estimates prepared by the U.S. Census Bureau (2006-2010 American Community Survey), the Town of Victor has a high labor force participation rate of 71.5 percent compared to the labor force participation rates for the County (67.4%), State (63.7%) and Rochester Region (64%).

Unemployment rates are also an indicator of the economic health of a community. It measures the unemployment rate of residents whether they work in Ontario County or outside the County. Unemployment data is not available for Victor at the municipal level and therefore Ontario County data has been obtained for evaluation.

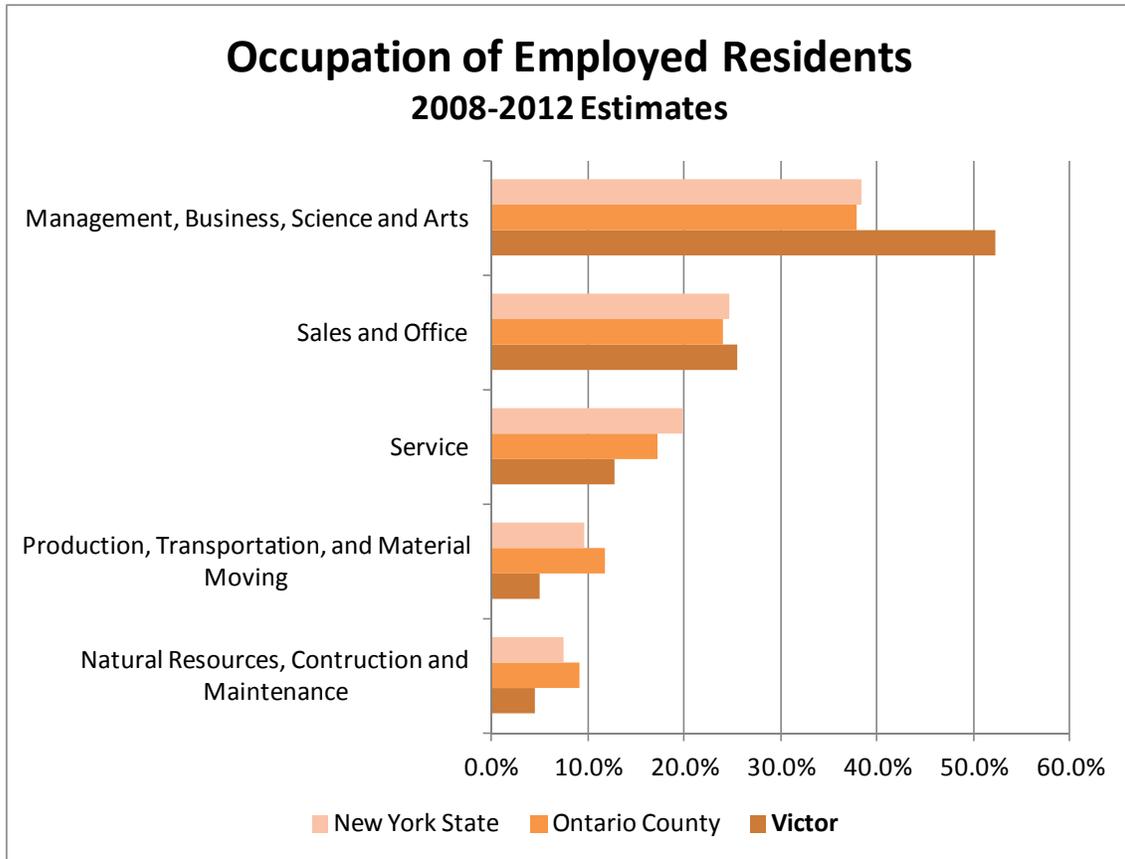
As seen in the accompanying chart, the rates in both New York State and Ontario County have fluctuated between 2003 and 2013, corresponding to changes in the economy. Nevertheless, the unemployment rate in Ontario County has remained consistently lower than New York State during the time period.



(Source: NYS Department of Labor)

EMPLOYMENT BY OCCUPATION

Data on Employment by Occupation indicates that Victor's resident workforce is composed of a significantly higher share of white collar occupations (Management, Sales, Science) than the other geographic areas under study (Ontario County and New York State). Similarly, Victor has a lower share of its resident workforce employed in traditional blue collar occupations (production, transportation, construction) than in the other areas also. White collar positions typically require more education and generate higher incomes as reflected in higher educational attainment levels and higher household and per capita income levels seen throughout the Town.



(Source: U.S. Bureau of the Census)

TARGET INDUSTRIES

A recent report prepared for the Ontario County Economic Development Corporation provided information on industries with a high regional growth rate versus those that were shrinking regionally. Based on current employment trends an analysis was prepared to group industries as follows:

- > **Current Strengths:** those industries that currently have a large employment share in the County and continue to grow (relative to the U.S. and also have strong regional growth);
- > **Emerging Strengths:** those industries that currently have a relatively low employment share in the County but have shown strong regional growth in the last decade;
- > **Retention Targets:** industries with current large employment shares that have started to lose their regional share of employment in the last decade;

The following table, summarizing key economic industry targets in Ontario County, is taken from the [2011 Ontario County, NY, Grant Funding Assistance Report](#) prepared by Stuart I. Brown Associates for the Ontario County Economic Development Corporation.

Ontario County Key Industry Targets
Current Strengths
Fabricated Metal Product Mfg.
Computer and Electronic Product Mfg.
Plastics and Rubber Product Mfg.
Building/Garden Material Equipment
Amusement, Gambling, Recreation
Emerging Strengths
Professional, Scientific and Technical Svcs.
Nursing & Residential Care Facilities
Real Estate
Insurance Carriers and Related Actives
Retention Targets
Hospitals
General Merchandise Stores
Sporting Goods/Hobby/Book Stores

(Source: U.S. Bureau of the Census, NYS Dept of Labor, SI Brown Associates)

The findings of the report reinforce the previous employment data that suggests Ontario County's emerging industries are those that cater to white collar positions including professional, scientific and technical services; real estate; insurance; and even computer and electronic products manufacturing (despite the overall declines in manufacturing seen within the County as a whole). Moreover, the white collar industries are ideally aligned with Victor's economic development goals to attract and retain professional jobs in the community. However, it should be noted that manufacturing, despite the loss in jobs, and retail continue to be key employers in Ontario County.

WAGES AND INCOME

Estimated earnings were examined for different occupational categories to determine the top-paying industries in the region. The top paying jobs in the Victor Community fall within the Management, Businesses and Financial occupational sector. Employees in these occupations have estimated median earnings of more than \$91,000 in 2010 in Victor – far greater than every other occupational sector. Other high paying sectors in Victor and within Ontario County include Computer, Engineering and Science occupations and Health Care Practitioner and Technical occupations.

Estimated Median Wages by Occupation: 2010				
Occupation	Town of Victor	Ontario County	Rochester MSA	New York State
Management, Business & Financial	\$91,625	\$55,080	\$55,621	\$64,080
Computer, Engineering & Science	\$78,355	\$61,128	\$59,626	\$65,064
Education, Legal, Community Service, Arts	\$44,122	\$38,097	\$38,773	\$45,218
Health Care Practitioner & Technical	\$66,981	\$48,641	\$46,501	\$56,542
Service	\$14,289	\$15,189	\$15,887	\$21,109
Sales & Office	\$30,037	\$13,302	\$26,185	\$30,516
Farming, Fishing, Forestry	\$11,442	\$21,182	\$18,341	\$19,481
Construction & Extraction	\$55,234	\$38,119	\$35,741	\$35,702
Production, Transportation, & Material Moving	\$40,234	\$30,739	\$29,181	\$28,832
TOTAL: ALL OCCUPATIONS	\$46,329	\$32,711	\$32,338	\$36,216

(Source: 2006-2010 American Community Survey 5-Year Estimates, U.S. Census Bureau)

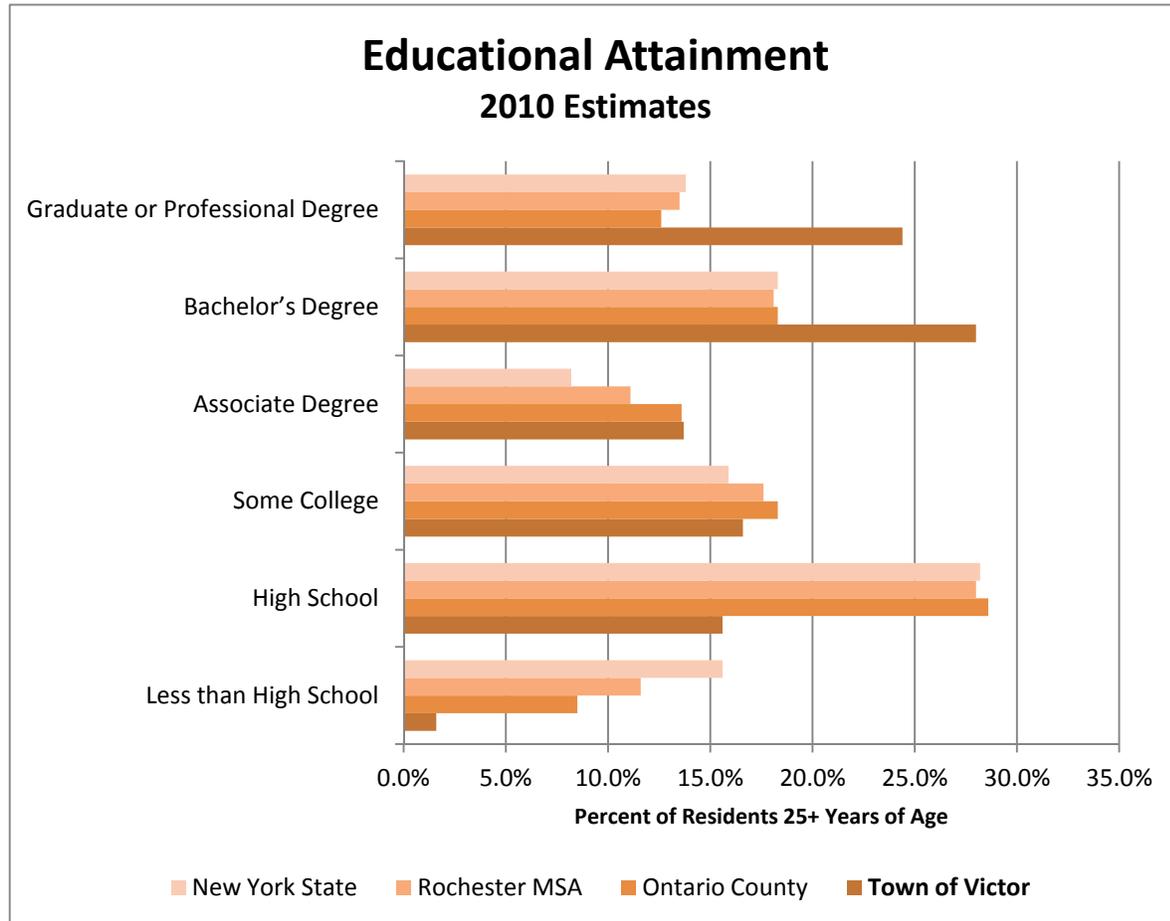
It is also important to note that residents of Victor generally have higher earnings in each occupational category compared to their counterparts in Ontario County, the Rochester MSA and New York State as a whole.

The disparity between income in Victor and other geographies is also evident in a comparison of 2010 Median Household Income (MHI), as estimated by the U.S. Census Bureau (2006-2010 American Community Survey) The Town of Victor's MHI was \$85,392 which was almost \$30,000 above Ontario County's MHI of \$56,468 and New York State's MHI of \$55, 603.

EDUCATIONAL ATTAINMENT

Educational attainment refers to the highest level of education that a person has attained, whether it is the highest grade completed or the highest degree received. These attainment levels have a significant influence on many types of economic-based choices that Victor will make, including industrial and occupational choices, labor force participation, and the types of businesses that Victor can attract and retain.

As seen in the accompanying chart, residents in the Town of Victor have higher educational attainment levels than those residing in Ontario County, the Rochester MSA, and New York State. It is estimated that in 2010, just over 66% of the Town's residents over the age of 25 had a college degree, be it Associate, Bachelor, Graduate or Professional. Furthermore a mere 1.6% of residents in the Town of Victor had less than a high school degree.



(Source: 2006-2010 American Community Survey 5-Year Estimates, U.S. Census Bureau)

COMMUTING CHARACTERISTICS

According to U.S. Census Bureau estimates, more than half of Victor residents commuted outside of Ontario County in 2010 to go to work. This differs from Ontario County, Rochester and New York State where only a third or less of residents leave their County of residence to go to work. As shown below, the percentage of persons who do not work within their County of residence is significantly higher for residents of Victor than for residents of Ontario County, the Rochester MSA and New York State.

Most residents of Victor commute to work via automobile. Based on U.S. Census Bureau estimates, approximately 94 percent of Victor residents used an automobile to get to work, including those who carpooled. Mean travel time to work for residents of Victor was estimated at 20.6 minutes.

Commuting to Work Characteristics 2010 Estimates				
Characteristic	Town of Victor	Ontario County	Rochester MSA	New York State
Means of Commuting				
Drove (alone)	87.6%	81.6%	81.5%	54.1%
Carpooled	6.1%	9.1%	8.4%	7.4%
Public Transportation	0.1%	0.4%	2.0%	26.5%
Walked	1.0%	3.7%	3.5%	6.3%
Bicycle	0.0%	0.2%	0.4%	0.5%
Other	0.1%	0.6%	0.8%	1.3%
Worked at Home	5.1%	4.5%	3.3%	3.8%
Mean Travel Time	20.6 min	21.8 min	20.4 min	31.3 min
% Worked Outside County of Residence	55.1%	36.2%	16.8%	32.6%

(Source: U.S. Census Bureau 2006-2010, American Community Survey 5-Year Estimates)

EXISTING PLANS AND ACTIVITIES

EASTVIEW MALL

The Eastview Mall opened in 1971 as a regional shopping center. Additional wings opened in 1973 (McCurdy's; now Von Maur) and 1995 (JC Penney/Lord & Taylor). The mall is not only a regional shopping center, but it is a major economic driver in the Town of Victor as evidenced by the following statistics:

- > 180 stores
- > 1,300,000 square feet of retail space
- > Employs 3800 people – 40 percent full time and 60% part time
- > Annual Sales exceed \$300 million
- > Total payroll in excess of \$55 million

Eastview truly caters to the upscale fashion clientele with more than thirty stores unique to the market and five major department stores including the first Von Maur department store in the Northeast. Multiple plazas and other retail outlets, restaurants, offices, corporate headquarters and similar uses have developed within the areas surrounding Eastview Mall. The entire complex serves as a regional destination that provides Victor and Ontario County valuable jobs as well as property tax and sales tax revenues.



A distinctive feature at Eastview is the restaurant selection at the front entrance featuring P.F. Chang's China Bistro, Champps, Biaggi's Ristorante Italiano and Bonefish Grill.

TRANSPORTATION NETWORK

As with other infrastructure and services, transportation must be well planned to ensure that land use and economic goals are achievable. Although Chapter 7 of the Comprehensive Plan focuses on Transportation, Victor's economic growth over the last two decades is directly attributable to its ideal location at the junction of the State Route 96 corridor, Interstate 90 and Interstate 490.

Interstate 90 and 490 provide efficient, high speed access to points north, east and west in the Rochester metropolitan area. Route 96 also provides access north into the City as well as access to the Finger Lakes Tourist area. With traffic counts near or above 20,000 cars daily, Route 96 in Victor provides an attractive location for national, regional and local retailers as evidenced by the current retail building boom south of Interstate 90 on Route 96.

ECONOMIC DEVELOPMENT RESOURCES

VICTOR ECONOMIC DEVELOPMENT

The Victor Economic Development Department was recently established jointly by the Town and Village to implement business retention, expansion and recruitment efforts and pursue community development initiatives. The Economic Development Department will partner with the Ontario County Development office, the Victor Chamber of Commerce, the Victor Merchants Group and various regional economic development groups, including the Finger Lakes Regional Economic Development Council to advance its economic development goals.

Prior to 2014 the Town's sole economic development initiatives were implemented through the Victor Local Development Corporation, (VLDC). The VLDC is a not for profit organization that will now be an effective tool for use in implementing various strategies outlined in this plan.

ONTARIO COUNTY DEVELOPMENT

The Ontario County Development office includes the Ontario County Office of Economic Development (OCOED), the Ontario County Industrial Development Agency (OCIDA) and the Ontario County Economic Development Corporation (OCEDC). These three agencies work together to provide financing, incentives, technical support and advocacy for businesses who want to expand or locate in Ontario County.

FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL

The State of New York reorganized and reenergized its economic development program within the last five years by establishing 10 Regional Economic Development Councils (REDC). Each REDC operates using a Strategic Plan that provides a basis for providing recommendations of grant applications submitted via the Consolidated Funding Application (CFA) process.

Victor is within the boundaries of the Finger Lakes Regional Economic Development Council. The Town Supervisor, as well as the Town Economic Development office, is actively involved in the Council to lobby for Town economic development projects.

EXISTING WORKFORCE DEVELOPMENT PROGRAMS

There are several workforce development programs and initiatives that are available to local employers to keep their own skills and those of their employees at peak levels. These are sponsored by statewide, countywide and local agencies and organizations.

- > Ontario County Economic Development (OCED)/County Industrial Development Agency (OCIDA)
- > Finger Lakes Works Ontario Resource Room
- > Wayne-Finger Lakes Board of Cooperative Educational Services (BOCES)
- > New York State Department of Labor (DOL)
- > The Small Business Development Center at Finger Lakes Community College
- > Finger Lakes Workforce Investment Board, Inc.
- > Ontario County Workforce Development

Resources available from these organizations include: On the job training programs, online job posting sites, labor market information, skill assessments, business planning, organizational structures and loan information assistance.

KNOWLEDGE-BASED RESOURCES

Knowledge-based resources, such as technical schools, community colleges, and higher-educational institutions are key to a community's economy, and overall quality of life. The Finger Lakes Community College recently opened a satellite campus center in the Town of Victor. The center serves as the science and technology hub for the community college and with the new START UP NY program companies can locate near the site and take advantage of no taxes for 10 years.

Moreover, numerous academic institutions or campuses exist in close proximity to Victor. Ontario County is home to several post education institutions and is within a two hour drive of over 20 notable colleges and universities including: Alfred University, Cornell University, Rochester Institute of Technology, Syracuse University, University of Buffalo and University of Rochester.

The region is also home to a number of high-technology teaching and research centers, such as the University of Rochester's Energy Research Institute, the Golisano Institute for Sustainability at RIT, the Center for Environmental and Energy Research (CEER) at Alfred University, and the Cornell Center for Material Research (CCMR).

County assets include the Micro-Electro-Mechanical Systems (MEMS)/ Infotonics Technology Center located in Canandaigua and Cornell University's Agricultural & Food Technology Park in Geneva. Although these higher education institutions are located outside of Victor, they have the potential of teaming with organizations within the community to provide residents and employees with necessary skills training that could be used to meet the needs of business and industry.

BUSINESS CLIMATE

The business climate in Victor is a major factor in determining whether new businesses decide to locate, or whether existing businesses decide to remain in the Town. Part of the attraction of living and doing business in an area such as Victor are the low property and school taxes, both property and school.

2014 Municipal/County/Special District Tax Rates	
	Rate per \$1,000 Assessed Valuation
Town of Victor	0.72
School Districts within Town of Victor	
East Bloomfield	22.88
Honeoye Falls–Lima	24.52
Pittsford	26.50
Victor	16.53
Victor Fire Protection	0.92
Fishers Fire District	1.07
Fishers Light District	0.18
High Point Light	0.15
Village	4.30

(Source: Ontario County Office of Real Property Services)

KEY FINDINGS

Some of the key findings that have emerged from an analysis of the existing data and conditions include:

- > There has been a **significant shift to professional jobs** in Ontario County over the last decade and especially in Victor;
- > The top 10 employers in the County fall into the health care, food related and tourism industries;
- > Overall, the top industries in the County for employment include retail trade, government and manufacturing;
- > There was a **significant growth in professional and technical firms in the 14564 (Victor) zip code** over the last decade;
- > Ontario County's annual unemployment rate has been lower than New York State's annual unemployment between 2003 and 2013;
- > **Median Household Income in Victor is significantly higher than Ontario County's Median Household Income**; and
- > **Access to major regional transportation routes** is a key factor in Victor's continued growth; and
- > The majority of Victor residents work outside Victor.

Key themes, issues and opportunities from the existing conditions include:

- > **Retail, Professional/High Tech Offices and Tourism are growth areas** for Victor that will need space and associated zoning and regulations to promote sustainable growth; and
- > **Quality of life**, including revitalization of the Victor business district, **and the quality of future economic development** in terms of jobs, the design of projects, will be important to maintain Victor's high income, low unemployment and high educational levels; and
- > **Transportation access and circulation is a key element in Victor's economic growth**, and therefore, maintaining or improving transportation along major routes such as Route 96 will be an important consideration for future development; and
- > The combination of high incomes, growth in professional jobs, high educational levels and high commuting patterns suggests **there are opportunities to encourage Victor based entrepreneurship opportunities and establish Victor as a key economic development node for regional job growth in the Rochester region.**

ECONOMIC DEVELOPMENT GOALS AND STRATEGIES

GOAL A. FACILITATE THE RETENTION AND EXPANSION OF LOCAL BUSINESS

For most communities, the majority of new jobs and capital investment are derived from existing businesses. According to a study conducted by the U.S. Chamber of Commerce, over 80% of the economic growth for an average American community results from the creation and expansion of locally owned and operated firms.¹

The retention and expansion of existing businesses is critical to maintaining Victor's existing revenue and employment bases. Victor, in partnership with regional organizations, should expand and improve its outreach efforts to ensure that successful small businesses receive the recognition that they deserve, and at-risk companies are identified prior to their leaving the area or going out of business.

STRATEGY 1: PROMOTE PARTNERSHIPS WITH LOCAL ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT ORGANIZATIONS TO EXPAND AND STRENGTHEN OUTREACH EFFORTS TO EXISTING BUSINESSES.

Enhanced outreach efforts could include the following:

- > Partnerships with the Victor Local Development Corporation, Ontario County Economic Development Corporation and Finger Lakes Workforce Development.
- > Establish relationships with federal, state and local public and private sector partners to secure funding.
- > Annual business survey to provide a clear understanding of the products, services, needs and priorities of local businesses in the community.
- > Continue with the Annual Victor Business Awards Program which provides formal recognition to successful local businesses.²
- > Identify and utilize a reporting/communications database to share information gathered during business outreach efforts with OCEDC, Town & Village departments and other partners that may be able to assist with a particular business need.³

¹ <http://pods.dasnr.okstate.edu/docushare/dsweb/Get/Document-2972/E-928.pdf>

² Among the potential benefits are improved cooperation and alliances amongst local businesses and enhanced loyalty to the community.

³ Among those needs to be understood – current waste streams as well as potential markets for the same. The community might also assist businesses in sharing information on available wastes in order to reduce disposal costs.

STRATEGY 2: DEVELOP A MARKETING AND COMMUNICATIONS PROGRAM TO INCREASE AWARENESS OF EXISTING BUSINESS RETENTION AND EXPANSION SERVICES

- > Short Term: assemble County and Town services & incentives – one page format for use on business calls. Distribute via county outreach specialist, Victor Economic Development, Town & Village departments, website.
- > Long Term: produce a formal printed piece illustrating available business resources.
 - o All information/links available on-line
 - o Include municipal contact information as well as other agencies offering business assistance
 - o Guide for steps to expansion referencing Building & Planning
- > Utilize outreach efforts to increase awareness of existing programs and services: Outreach vehicles include the Town's website, an economic development e-newsletter, and in-person business calls.
- > Document and promote business retention and expansion success stories: Municipalities play an integral role in the growth and success of many local businesses. Victor should share these success stories through Town's website, e-newsletter, and/or press releases to local papers.

STRATEGY 3. MARKET VICTOR FOR BUSINESS ATTRACTION

Although most new jobs in a community are created through local business expansion, business attraction and recruitment has historically been viewed as the cornerstone of any local economic development program. New businesses represent an increase in a community's tax base and the number of jobs available to residents.

Marketing Victor's assets to potential new businesses includes partnering with local and state economic development agencies; consulting with advertising/marketing specialists and networking with commercial real estate brokers. This is key to continue generating new business investment and jobs to the Victor community. The marketing plan will promote the advantages of doing business in Victor.

Marketing Techniques	
Advertising – traditional and web based	Market the Town utilizing various forms of media upon recommendation of agencies specializing in advertising/marketing & PR <ul style="list-style-type: none"> > Trade Journals > Social Media⁴ > Website
Informational and Promotional Materials	Informational and Promotional materials include: <p><i>Brochures</i> – can be used to respond to inquiries for information</p> <p><i>E-Newsletters</i> - easy way to provide up to date information to site consultants</p> <p><i>Websites</i> - Can be easily updated, can include searchable data bases</p>
Personal Selling	Personal selling includes attendance at trade shows, business ambassadors and hosting special events.
Prospecting	Prospecting includes personal visits by Town ED Director or a team of appropriate partners organized to sell the area to the prospect (OCEDC, Chamber, Merchant Group)
Incentives	Workforce incentives, loans, tax abatement, grants, financing, technical assistance, permitting assistance– partnerships with local/state agencies are necessary to provide these incentives.
Web-based Inbound/Content marketing	Provides prospects and site selectors with immediate information. Must include searchable site database, demographics, testimonials. May also attract viewers with social media, blog posts, and website providing rich content aligned with target persona interests.

According to the Industrial Asset Management Council, 90% of all site selection data is collected via the Internet before a prospect picks up the phone to speak with a local economic development representative. To be successful in attracting new business to Victor, an Economic Development webpage should be developed.

Website content should include the following:

1. About Us (description about the Victor's economic development team)
2. Programs (that the Town offers)
3. Data Center of Facts and Figures about Victor
4. News/successes
5. Relocate and Expand (a pitch to move people and companies to the Town)
6. Site Locator (interactive search engine to locate available sites and buildings)
7. Site Selection Services
8. Workforce Data and Information
9. Datable of Companies or Largest Employers
10. Maps of the Area

Source: Development Results, LLC

⁴ Paid social media advertising includes such as Google AdWords, paid web display advertising and web remarketing/retargeting advertising campaigns.

GOAL B. FOSTER THE GROWTH OF HIGH TECH, PROFESSIONAL AND ENTREPRENEURIAL BUSINESSES IN VICTOR.**STRATEGY 4. CONDUCT A BUSINESS INCUBATOR FEASIBILITY STUDY.**

Approximately 70 percent of all small businesses in the United States fail within the first two years. According to recent statistics, incubator companies have an 87% success rate compared to 44% for average start-ups. The concept of business incubation is focused on providing fledgling entrepreneurs and start-up companies with the necessary resources to succeed in the business world.⁵

Business incubators provide small businesses with affordable space, flexible leases, shared office support, opportunity for exposure to a network of business and technical consultants, relationships with financial institutions, access to business and educational resources, professional office assistance, and management assistance. Common resources in an incubator are shared among tenants, thus reducing equipment, overhead, and administration costs.

Tenants graduating from small business incubators often move into private commercial space within the same community and continue their successful operations. On average, businesses leave the incubator environment after thirty months.

² Veasley, Devron A., "Incubators build economies, benefit communities," Business Incubation, 8 August 2003, print edition.

STRATEGY 5: PROMOTE EXISTING VACANCIES AND DEVELOPABLE LAND FOR COMMERCIAL USE WITH A CONCENTRATION ON HIGH TECH AND PROFESSIONAL FIRMS

INVENTORY EXISTING BUILDING, SITE AND LAND VACANCIES

The Town should compile an inventory of vacancies and developable land which would include: location, zoning, square footage etc. that can be used by the Economic Development Department for locating companies that wish to locate or expand in Victor.

ACQUIRE/ASSEMBLE UNDERUTILIZED PROPERTY

While there may be sufficient land zoned as commercial/industrial in Victor, the available or developable land may not be of sufficient size to attract operations. Some of the high tech or professional firms might have a hard time relocating or expanding because their operational requirements do not fit in the space available.

Undeveloped land is a finite resource in Victor. The Town can make best use of it by working, perhaps with private developers, to consolidate disparate parcels. Other strategies may include the town acquisition of strategic parcels through the Victor LDC or the identification of other suitable areas for high tech or professional firms and its appropriate rezoning.

STRATEGY 6: IDENTIFY AND ATTRACT “TARGET” HIGH TECH AND PROFESSIONAL BUSINESSES

Identify specific target businesses based on a more detailed analysis of the current and emerging industry targets identified in the target analysis in the existing conditions section. Once firms are identified align them with the findings of land and sites available and market relevant sites to the identified firms. This is known as “reverse” site selection as most firms have a site selection process that follows a similar but from the demand side. Target businesses that can help the community to become more resilient.

Working and communication with partners, such as the Ontario County Economic Development Office and the Empire State Development Corporation, will be an important part of the attraction of companies. Ontario County and the State maintain databases of available land and sites in the Rochester area and also are in contact with local and national companies that wish to expand.

GOAL C: ADVOCATE FOR A BUSINESS FRIENDLY APPROACH TO THE DEVELOPMENT PROCESS**STRATEGY 7: STREAMLINE THE DEVELOPMENT APPLICATION PROCESS.**

Establishment of clear zoning and land use rules that reduce time, expenses, and hassles for both the developer and the community will result in a more streamlined process and business friendly approach. The goal is to set high development standards but promote an efficient and predictable review process as a technique to entice new development without giving up public protections and benefits. Victor wants to encourage good development that protects community character, the local environment and long-term economic growth. Some potential actions include:

- > Designate a liaison to facilitate with staff and review boards and communicate frustrations or difficulties encountered by business/property owners interested in expansion or development projects.
- > Utilize the current pre-application meeting for every development project⁶.
- > Pre-application process is a necessary step for planning and municipal staff to explain to applicants how the process works, to discuss the proposed project, and to understand how the project may or may not fit with Victor's community goals. The use of pictures, sketches, and guidelines should be encouraged to illustrate to land developers the sorts of projects that are suitable by community standards. A permitting calendar should provide a reliable timetable for the applicant and municipal officials to follow.
- > Develop a form that provides applicants with a clear list of requirements when putting together materials for planning and zoning boards.
- > The Town and Village should continue to consult with the Economic Development Advisory Committee for input as it revises its review process.

⁶ Initiatives elsewhere in this plan call for making the current voluntary pre-application process mandatory.

GOAL D: EXPAND EFFORTS TO ATTRACT AND RETAIN YOUNG PROFESSIONALS (AGES 24-40).

One of the top concerns identified by Victor's residents during the Comprehensive Plan neighborhood workshops was "brain drain" – the loss of highly skilled young professionals to other regions. One approach to stemming the problem of brain drain is to create an environment that will appeal to a diverse population of young professionals and knowledge workers.

STRATEGY 8: EXPAND EFFORTS TO ATTRACT AND RETAIN YOUNG PROFESSIONALS TO VICTOR

Communities across the country are competing to attract and retain young professionals to their community. Many have found that creating a professionals organization geared towards the 24-29 year old age group has provided young adults with a way to establish stronger connections with their community.

To retain and attract young professionals to Victor, the Town and Village should create or encourage the establishment of a young professionals' organization. The organization will provide 24-40 year olds with a variety of programs that will connect young professionals to the Town. Events should be centered on activities that highlight the unique cultural, recreation and entertainment resources available to residents of the area, provide informal opportunities for networking, and connect the job seekers with employment opportunities available in Victor.

- > Conduct a retail market analysis to identify retail services that appeal to young professionals
 - o Results of such a survey will assist in determining retail and service businesses with growth potential
- > Coordinate with Department of Parks & Recreation to ensure Victor is providing a variety of sports programs appealing to young professionals.
- > Establish a Young Professionals Network
 - o Such a network or organization will provide 24 – 40 year olds with a variety of programs that will connect them to the community. Events should be centered on activities that highlight the unique cultural, recreation and entertainment resources available to residents of this region, provide networking opportunities and connect the job seekers with available employment opportunities.
 - o Partner with the Victor Chamber of Commerce to coordinate this effort
 - o Coordinate with the Chamber to post board vacancies to members of the young professionals group.

GOAL E: CONTINUE REVITALIZATION AND BEAUTIFICATION OF THE VILLAGE AND HAMLET BUSINESS DISTRICTS

Downtown business districts provide a social and commercial core for a community. They embody the small town feel that many people seek, while also offering a wider variety of residential options for goods and services. Often only a few blocks long, they host some conveniences and services for locals as well as specialized shops and restaurants that attract people from around the town. Since the buildings, parks and shops in the district become a focus for civic, commercial and recreational activities, layout and design must be emphasized.

The Village Government has invested substantially over the years in revitalization efforts for the business district. Working with design firms to address a master plan, implementing a Façade Improvement Program, applying for Main Street Building Improvement grant funds and writing and implementing design standards for commercial development. While these efforts have proven successful with new construction and renovations, it is imperative to continue these programs to retain current business and to encourage new development. It is recommended that new initiatives are coordinated in order to grow commerce in the Village making it a destination for residents and tourists.

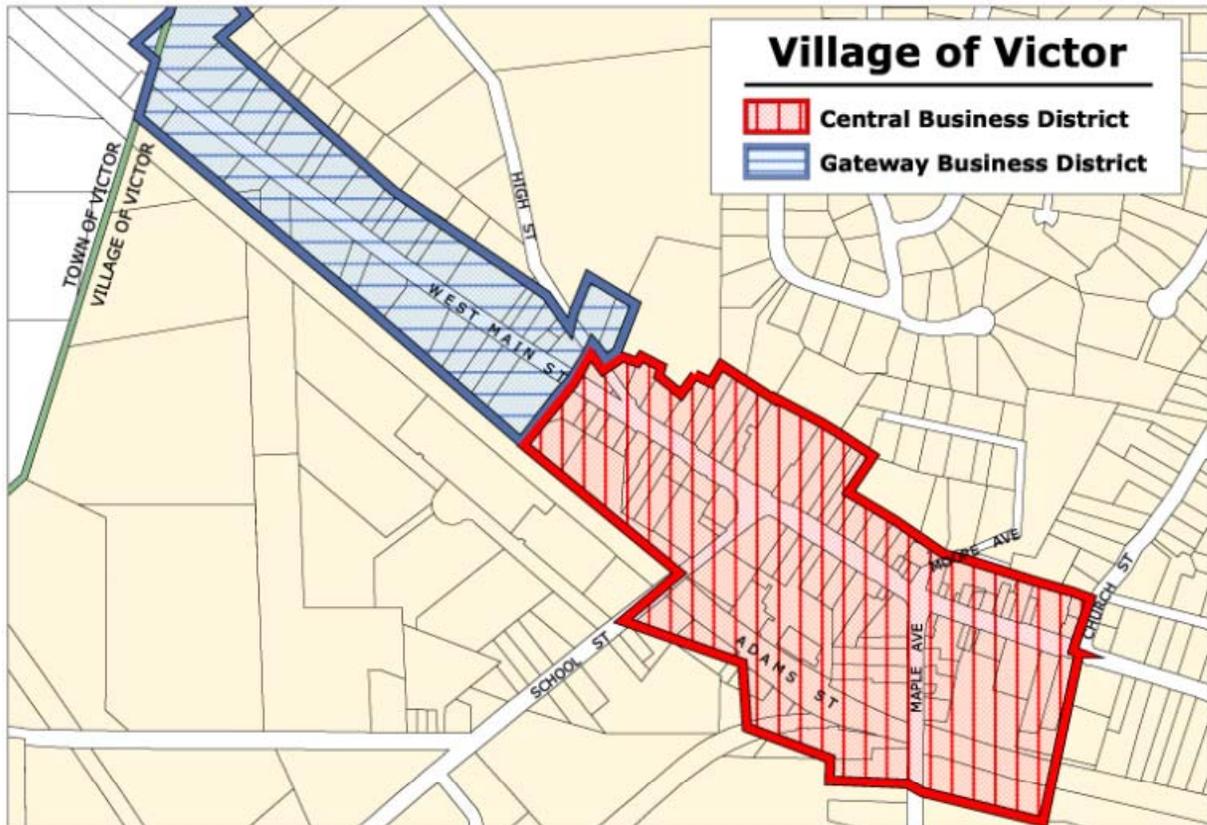
STRATEGY 9: CONTINUE DISTRICT DESIGN PROGRAM FOR THE VILLAGE BUSINESS DISTRICT TO ENCOURAGE APPROPRIATE IMPROVEMENTS, MAINTENANCE AND NEW DEVELOPMENT.

Design standards are one tool available to communities that can assist in shaping development. The Village contracted with The Saratoga Associates in 2002 to draft a Master Plan for Main Street Revitalization/Development. As a result the Village drafted and adopted design standards which have guided façade improvements and new building projects along Main Street.

The Village established two districts which are reflected in the design standards; the Central Business District (CBD) and the Gateway Business District (GBD) (refer to map below). The Board's purpose is to encourage a mix of uses within the designated districts with an emphasis on improved site design, greater economic activity, and more dynamic social interaction. Within the designated districts, regulation will be largely based on form and impact of development as well as use. Refer to the Code of the Village of Victor, §170-13, B, Business District for the full design standards, below are a few highlights.

- > The standards provide design criteria and suggest development approaches, which will help both the Village and applicants consider issues of site organization, site design, public spaces, and architecture.
- > Continue to attract appropriate development in order to expand the economic and fiscal base of the community in a manner that maintains the unique character of the Village's Central Business District and the Gateway Business District with a high quality of life;
- > Encourage the highest quality of architectural and site design that is compatible with their surroundings;

- > Encourage buildings that provide an appropriate transition between the Central Business District, the Gateway Business District areas of the Village, and the surrounding neighborhoods;



Communities that include well-designed buildings, attractive signage, and a positive orientation to the street offer the most distinctive characters.

Some basic village-scale design guidelines include:

- > Parking behind or on the side of buildings.
- > All buildings orient front doors and display windows to the street
- > A streetside build-to line (rather than a setback line) to bring buildings up to the street and make them accessible to pedestrians, especially window shoppers.
- > Building exteriors should reflect the character of the Village, the Town and Victor, and the region.
- > The size and height of signs should be controlled to prevent visual clutter.

STRATEGY 10: ENCOURAGE RESIDENTIAL UNITS ABOVE RETAIL IN THE VILLAGE BUSINESS DISTRICT

Richard Florida, author of *The Rise of the Creative Class, and How It's Transforming Work, Leisure, Community and Everyday Life*, advocates that the artists and members of the "creative class" are looking for an authentic place to live that offers distinctive experiences. Historic buildings, established neighborhoods, and communities that are welcome to newcomers are attractive to today's young professional.

"Creative people want to live in creative places, and the interesting urban neighborhoods in and around downtowns are the preferred neighborhoods for many of the most talented members of the workforce."⁷

Residences above storefronts and multi-family housing could also provide an affordable housing option for young professionals and families that desire to be located close to services. With home prices in the community and the region steadily increasing, providing more reasonable cost alternatives becomes even more important.

STRATEGY 11: FAÇADE IMPROVEMENT PROGRAM

A key component to a successful revitalization program for the Village Business district is the involvement of business and property owners. A Façade Improvement Program is available from the Victor Local Development Corporation to encourage private investment in the Village. It is recommended that this program continue with funding allocated by the VLDC and Village Urban Renewal Agency. Under the current program, business and property owners located in the Village along Main Street are eligible to apply for matching grants to improve the overall appearance of their storefronts or facades of commercial buildings.

Since 2008 the Victor Local Development Corporation has implemented two New York Main Street grants that have assisted 18 properties invest almost \$1 million utilizing \$400,000 in grant funds. Property owners have invested in interior and exterior building improvements. Continuation of this program by applying for future New York Main Street rounds is recommended.

It is also suggested that a similar program is implemented to address properties outside the Village limits, along route 96.

⁴ <http://www.courant.com/news/opinion/commentary/hc-plcmixeduse0917.artsep17,0,1331787.story>

STRATEGY 12: CONTINUE TO PRIORITIZE PEDESTRIANS, NOT PARKING IN THE HAMLET OF FISHERS

During the community workshop, it was noted by several residents that they would like to see the hamlet center have a “college town” feel with walkable streets and small shops.

Refocusing commercial activity as a relationship between people and stores rather than cars and stores is the main objective of this recommendation. Parking lots in front of commercial and multi-unit residential structures strip a community of the character found in its buildings. In addition, large asphalt areas make it uncomfortable for pedestrians to walk from shop to shop and destroy the distinctiveness of the shopping experience.

Parking lots and parking garages should be located behind buildings and adequately landscaped. Rather than demand minimum spaces for commercial/retail developments, parking regulations should discourage large parking lots that remain largely empty. The rules should also make shared parking mandatory whenever possible. Shared parking lots are crucial to reducing the number of curb cuts which create points of pedestrian/vehicle and vehicle/vehicle points of conflict. They also reduce the need for spaces and therefore the amount of impervious surfaces.

All portions of the Hamlet Center should be walkable. Sidewalks should line both sides of the streets and form a continuous network around the community. Along busier roads, sidewalks should be separated from traffic by a curb and planting strip.

GOAL F. PROMOTE AMENITIES IN COMMERCIAL DISTRICTS**STRATEGY 13: PROMOTE LANDSCAPING PROJECTS IN COMMERCIAL AREAS**

The Town should continue to encourage and support volunteers in the beautification efforts. Consideration of forming a committee that would be responsible for recruiting and training volunteers, developing project budget, securing donations of landscaping materials and/or merchant contributions and establishing a landscape maintenance schedule and coordinating with Village DPW and Town Highway departments regarding feasibility and maintenance.

Possible project partners could include the following organizations or people:

- > Cornell Cooperative Extension Master Gardener's Program
- > Local garden clubs
- > Village DPW
- > Town Highway
- > Town of Victor's Department of Parks and Recreation
- > Area high school and college students
- > Victor Merchants Group

STRATEGY 14: PURSUE PUBLIC ARTS OPPORTUNITIES THROUGHOUT THE COMMERCIAL CENTERS

One way to enliven public spaces and create a sense of place is demonstrated in many surrounding areas with inclusion of public art. The committee should seek opportunities to incorporate public art and unique visual elements into the district. Public art can include freestanding sculptures, murals, fountains, landscape treatments, and performance art. Public art can also include artist-designed functional elements, such as lighting, paving, and street furniture.

GOAL G: PROMOTE TOURISM IN VICTOR**STRATEGY 15. PROMOTE AGRI-TOURISM, ECO-TOURISM AND NICHE FARMING OPPORTUNITIES AS A MEANS OF ENHANCING THE ECONOMIC VITALITY OF AGRICULTURE IN VICTOR.**

Farm-based tourism enterprises provide opportunity to generate new tax revenues, as well as increased employment opportunities for Victor residents. The Town should explore economic development and tourism partnerships to promote agri-tourism including educational tours at farm sites. Examples of agri-tourism enterprises can include farmers markets, "U-Pick" produce operations, garden tours, farm stays, farm summer camps, winery tours and tastings, and seasonal events such as corn mazes, Christmas tree sales or the Disc Golf event sponsored by a local apple farm.

STRATEGY 16. REINFORCE VICTOR AS A TOURISM DESTINATION

Enhance Tourism and Tourism Marketing in Victor to further develop Victor as a destination location for visitors in the Finger Lakes Region. Collaboration with Victor Chamber of Commerce and Finger Lakes Visitor Connection will be a key component to attract visitors to Victor.

GOAL H: ENGAGE MUNICIPAL EMPLOYEES AND BOARDS TO UNDERSTAND THE IMPACT OF ECONOMIC DEVELOPMENT**STRATEGY 17: PROVIDE TRAINING ON ECONOMIC DEVELOPMENT FOR MUNICIPAL EMPLOYEES AND BOARDS**

- > Partnering with New York State Economic Development Council or International Economic Development Council. These training programs are successful in other areas and are proven mechanisms for engaging all parties.

Strategy	Action/Tactics	Responsible Parties	Comments	Priority
GOAL A: FACILITATE THE RETENTION AND EXPANSION OF LOCAL BUSINESS				
1. Partner with Local Economic Development Organizations	<ul style="list-style-type: none"> Partner with Victor LDC, OCEDC FL Workforce Development and State/Federal Partners Annual Business Survey Annual Business Awards 	Victor ED, LDC, OCEDC	<ul style="list-style-type: none"> Tracking software needed to capture information, share as needed and respond Sharing – Codes, IDA, ED, Chamber? Merchant group? 	Immediate
2. Develop a Marketing and Communications Program	<ul style="list-style-type: none"> Short term – assemble County & Town services/incentives into a one page format Long term – prepare printed piece to include in Town promotional materials Promote success and activities via Town website and/or e-newsletter. 	Victor ED, Town Departments	<ul style="list-style-type: none"> Coordinate with Strategy 3 	Immediate
3. Market Victor for Business Attraction	<ul style="list-style-type: none"> Develop a Comprehensive Marketing and Economic Development Strategy including advertising, online, networking, prospecting and an incentive package. 	Victor ED	<ul style="list-style-type: none"> Coordinate with Strategy 2 	Mid-term
GOAL B: FOSTER THE GROWTH OF HIGH TECH, PROFESSIONAL AND ENTREPRENEURIAL BUSINESSES				
4. Conduct a Business Incubator Feasibility Study	<ul style="list-style-type: none"> Victor ED will research existing business incubator models regarding feasibility in Victor. 	Victor ED	<ul style="list-style-type: none"> Discussion should take place with potential property owners that would host an incubator. Utilize STARTUP NY if applicable 	Short-term
5. Promote Existing Building Vacancies and Vacant Commercial Land	<ul style="list-style-type: none"> Complete inventory of available space/land. Evaluate opportunities and feasibility of sites for High Tech businesses 	Victor ED, LDC, County IDA	<ul style="list-style-type: none"> ED is working on assembling inventory of available space. Codes should supply available land with zoning. LDC is working on logistics/funding for acquiring property for development. 	Immediate

Strategy	Action/Tactics	Responsible Parties	Comments	Priority
6. Identify "Target" Businesses	<ul style="list-style-type: none"> Utilize the ED Advisory committee to identify target businesses Select from Target Industries that are Current Strengths and Emerging Strengths Align Target Industries with buildings and lots available which meet their needs 	Victor ED, ED Advisory Committee		Mid-term
GOAL C: ADVOCATE FOR A BUSINESS FRIENDLY APPROACH TO THE DEVELOPMENT PROCESS				
7. Streamline Development Application Process	<ul style="list-style-type: none"> Review the existing development process from a business perspective and interview business stakeholders Partner with the Planning and Codes Departments to amend codes where necessary Develop guidance for applicants on the development process. 	Victor ED, Planning, Codes and ED Committee	<ul style="list-style-type: none"> Pre- application process in place Process flowchart being revised 	Immediate
GOAL D: EXPAND EFFORTS TO ATTRACT AND RETAIN YOUNG PROFESSIONALS				
8. Expand efforts to attract and retain young professionals	<ul style="list-style-type: none"> Conduct a Retail Market Analysis focused on young professionals and coordinate with local Consult with Parks & Rec to determine programming geared towards this age group Establish a young professionals group Recruit young professionals to serve on boards Explore provision of gigabit high-speed wired and wireless internet throughout the community. 	Victor ED, Local Developers, Parks & Rec, Chamber		Mid-term
GOAL E. CONTINUE REVITALIZATION AND BEAUTIFICATION OF THE VILLAGE BUSINESS DISTRICTS				
9. Continue Village Design Program	<ul style="list-style-type: none"> Insure redevelopment and new development is consistent with Design Guidelines Review Design Guidelines and assess need for amendments 	Victor Planning, Victor ED, Village Planning Board, Village Board, Codes	<ul style="list-style-type: none"> Design Guideline revisions should be coordinated with Strategy 7 Coordinate with Strategy 11 	Immediate

Strategy	Action/Tactics	Responsible Parties	Comments	Priority
10. Encourage Residential Units Above Commercial in the Village Business District	<ul style="list-style-type: none"> Review existing Village Code to determine any obstacles; Recommend revisions where necessary with Village Board/Planning board chair 	Victor ED, Village Board, Village Planning Board	<ul style="list-style-type: none"> Code currently permits Encouraged with any new development Supported by NYMS Grant Coordinate with Strategy 5 & 8 	Mid-term
11. Façade Improvement Program	<ul style="list-style-type: none"> Continue Façade Improvement Grant Program through Victor LDC Continue administering and applying for New York Main Street Grant Program funding Encourage Program outside the Village 	Victor ED	<ul style="list-style-type: none"> Consider engaging an Architect 	Short-term
12. Continue to Prioritize Pedestrians in Fishers Hamlet	<ul style="list-style-type: none"> Review and or Develop Site Design Guidelines for Hamlet especially regarding parking lots and sidewalks 	Victor ED, Planning, Codes		Mid-term
GOAL F: PROMOTE AMENITIES IN COMMERCIAL DISTRICTS				
13. Promote Landscaping Projects in Commercial Districts	<ul style="list-style-type: none"> Establish a Village/Town Beautification Committee 	Garden Clubs, Village and Town DPW, Parks and Recreation, volunteers		Short-term
14. Pursue Public Art in Commercial Districts	<ul style="list-style-type: none"> Utilize Beautification Committee to Promote Public Art in the Village and Hamlet business districts 	Garden Clubs, Village and Town DPW, Parks and Recreation, volunteers		Short-term
GOAL G: PROMOTE TOURISM IN VICTOR				
15. Promote Agri-tourism, Eco-tourism and Niche Farming	<ul style="list-style-type: none"> Identify Farmers who have products that align with agri-tourism such as U-pick operations Coordinate with Ontario County and Finger Lakes tourism efforts 	Victor ED, Chamber		Mid-term
16. Reinforce Victor as a Tourism Destination	<ul style="list-style-type: none"> Identify Victor's niche in the Finger Lakes Tourism Market (i.e. accommodation, small farms, downtown, etc.) 	Victor ED, Chamber	<ul style="list-style-type: none"> Promote and leverage Pinnacle Athletic Campus, Ganandagan Art & Cultural Center 	Short-term
GOAL H: ENGAGE MUNICIPAL EMPLOYEES AND BOARDS TO UNDERSTAND THE IMPACT OF ECONOMIC DEVELOPMENT				

Strategy	Action/Tactics	Responsible Parties	Comments	Priority
17. Training on Economic Development for municipal employees and boards	<ul style="list-style-type: none"> • Provide training by an Economic Development organization such as the New York Economic Development Council 	Victor ED, County IDA	<ul style="list-style-type: none"> • Training would bring participants together on the importance of Development 	Short-term