



# Town of Victor Strategic Plan

## *Economic Development Task Force*



**Strategic Intents and Key Initiatives –  
Final Report  
September 26, 2011**

**Victor Strategic Plan**  
*Economic Development Task Force*  
**Strategic Intents and Key Initiatives Summary**

**Strategic Intent # 7**

By 2013, we will maintain, expand and retain 90% of current businesses being aware of their ever-changing needs and priorities, continuing to provide and update physical and technological infrastructure with an eye toward trends and interest in encouraging growth.

**Key Initiatives**

1. We will empower and encourage current businesses to seek support when it becomes necessary.  
*This is done through the establishment of the Main Street Merchants Association and a partnership with the Chamber of Commerce.*
  
2. A comprehensive plan will be created to recognize the needs of business and to provide the capacity to identify problems before reaching crisis, loss of jobs and empty buildings.  
*A “plan” has not been developed, however practices are in place. Business outreach is done by both the LDC & Ontario County, people now know who to call for help (most times). The key is also getting to businesses before they open their doors to ensure they have a business plan, etc. We are accomplishing this through codes & development notifying LDC when a new business approaches, sending people to SBDC. Businesses are also calling the LDC office when searching for space in Victor – which leads to referrals to business outlets.*

## Victor Strategic Plan

| Task Force:          | Date: | Champion(s):  |
|----------------------|-------|---------------|
| Economic Development | 2011  | Kathy Rayburn |

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| <b>Strategic Intent # 7</b> |
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| <b>Key Initiative # 1</b>  |
| 1. We will empower and encourage current businesses to seek support when it becomes necessary. |

| Year     | #   | Action Plan  | Status        |
|----------|-----|--|---------------|
| Complete | 1.1 | Create a toolbox which will include: descriptions of Town Departments, what they do and who the contacts are, with telephone numbers, etc. <i>The Certificate of Occupancy brochure was printed and instructs new business owners of the process they need to follow to open their doors. It lists departments and contacts. "Welcome packets" were put together for new residents and Town of Victor magnets were completed by the Customer Service Task Force highlighting important Town phone numbers)</i> | LDC completed |
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| <b>Strategic Intent # 7</b> |
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| <b>Key Initiative # 2</b>  |
| <p>2. A comprehensive plan will be created to recognize the needs of business and to provide the capacity to identify problems before reaching crisis, loss of jobs and empty buildings.</p> |

| Year     | #   | Action Plan   | Status           |
|----------|-----|---|------------------|
| On-going | 2.1 | Design and implement a system to identify all businesses in Victor and build relationships with them through friendly Town visits.<br><i>Kathy Rayburn and Mitch Donovan do this.</i>   | <i>Completed</i> |
| On-going | 2.2 | Designate a 'Face of Victor' for businesses to know as a liaison to Town departments and boards.<br><i>This is Kathy Rayburn.</i>   | <i>Completed</i> |
| 2009     | 2.3 | To consider appropriate zoning variations, considering the businesses of Victor and their ability to thrive and make any necessary modifications so that we are able to retain our businesses while not compromising the preferences of our land use and designated mix of development. | <i>Comp Plan</i> |
|          |     |   |                  |

# Victor Strategic Plan

## Strategic Intent # 8

By 2013, we will attract new businesses in the hi-tech, specialty, retail and other areas (with certain percentages) in a way that will be consistent with our Strategic Plan and increase our vitality as a Town.

## Key Initiatives

1. We will recruit and work with the businesses that we want, not just what comes our way.  
*When speaking about recruitment you are really talking about the high-tech and manufacturing. A lot of this is being done through Ontario County ED. LDC works with property owners who have space to fill and reach out to any contacts that have called looking for space. I believe a plan should be put together on vacancies and identity of businesses that would generate jobs here to fill those vacancies. It is not the type of thing that you could call on – you need to have a lead that they are looking.*
2. We will consider the need for personnel (sales) to recruit specialty businesses and work with the County to recruit hi-tech business and others.  
*Not sure where funding would come from for this. We believe that we have people in place, just need better communication. Maybe even a lead generation form that is shared – between, Chamber, LDC & County – we are all out every day talking to people but don't always share the information.*
3. We will recognize regional tourism as a viable component in economic development and enhance our own existing resources to be packaged as a tourist destination.  
*We are working with Finger Lakes Visitors Association and the Tourism Committee to promote Victor as a tourist destination.*

## Victor Strategic Plan

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| Economic Development | 2011  | Kathy Rayburn |

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| <b>Strategic Intent # 8</b> |
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| <b>Key Initiative # 1</b>  |
| 1. We will recruit and work with the businesses that we want, not just what comes our way. |

| Year      | #   | Action Plan  | Status                       |
|-----------|-----|--|------------------------------|
| 2009      | 1.1 | Identify the locations that would be suitable for historic preservation, green space, green buildings and clean industrial.  | <i>Comp Plan</i>             |
| 2009-2010 | 1.2 | Pursue grants to provide incentives for recruiting the businesses that would benefit our community. <i>Two grants were applied for – NY Main Street and Small Cities. The LDC was awarded \$200,000 in funds for a matching grant program to be used for facades, interior renovations and some street scapes in the Villages Main Street district.</i>  | <i>LDC – on-going</i>        |
| Complete  | 1.3 | Create a tool box for new business that identifies available sites, work force data, incentives package, and a recruitment piece which would be included in the branding piece developed by Communications Task Force. (#1) <i>The recruitment piece was completed and is currently being used by LDC and the Victor Chamber of Commerce. It is targeted towards business and those interested in living here and has a pocket available for customization. A Facebook page was started in 2010 to advertise Victor Merchants. LDC created a vacancy link on their website to advertise available Victor properties/space. I still believe that we are missing people – they sign a lease before talking to anyone that has this information. I have a few real estate brokers and landlords that send them my way to entice them/close the deal but more work has to be done. Perhaps getting this information into the hands of the Ontario County Clerk – when people come for licensing.</i> | <i>LDC – continuous work</i> |
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| <b>Strategic Intent # 8</b> |
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| <b>Key Initiative # 2</b>  |
| <p>2. We will consider the need for personnel (sales) to recruit specialty businesses and work with the County to recruit hi-tech business and others.</p> |

| Year | #   | Action Plan  | Status                                |
|------|-----|--|---------------------------------------|
| 2.1  |     | Create a job description that will include sales, lobbying, tourism, and grant writing experience to optimize all potential opportunities. <i>This is being accomplished through the current personnel at LDC – Executive Director and Business Outreach Specialist, and also through the Ontario County Economic Development Committee.</i> | <i>LDC</i>                            |
| 2009 | 2.2 | Additional funding is needed in 2009 to bring part-time personnel to full time.  | <i>Part-time person added to LDC.</i> |
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| <b>Strategic Intent # 8</b> |
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| <b>Key Initiative # 3</b>   |
| <p><b>3.</b> We will recognize regional tourism as a viable component in economic development and enhance our own existing resources to be packaged as a tourist destination.</p> |

| Year     | # | Action Plan  | Status           |
|----------|---|--|------------------|
| 2009     | 1 | Identify and utilize currently available educational program for all personnel and business. <i>Professional development is being absorbed through the LDC budget. FLCC and the Victor Chamber of Commerce are providing educational programs.</i>   | <i>LDC</i>       |
| Complete | 2 | Recruit an extended stay facility to be located near Thruway.  | <i>Completed</i> |
| 2009     | 3 | Develop relationship with Finger Lakes Visitors Connection and Greater Rochester Visitors Association to capitalize on the tourist traffic to the Finger Lakes and Rochester by packaging Victor. <i>LDC has developed a relationship with FLVC and works with them to “package” victor. We needed a piece that sold Victor to tourist – this is being accomplished via the design and printing of 5000 pieces of the Victor Brochure. This lists retail, service, dining, attractions and events and will be given out at brochure exchanges, events and other venues. Tourist information is also disseminated through monthly Roundtable meetings and quarterly “Trunk Swaps” of brochures throughout our region.</i> | <i>LDC</i>       |