

Task Force Final Report: Part A

Charge / SWOT and Critical Issues

Task Force #	Facilitators:	Date:
5 Economic Development	Nancy Pagano, Betsy Kubiak	September 10, 2006 Certified Copy

Members: TBD

Charge: To investigate and analyze the type and scope of economic development we want for the community of Victor. This includes attracting jobs, retaining and expanding our businesses, potential incentives for businesses, patronizing local business, business to business connections, capitalizing on regional connections and locations, East View Mall, as well as, identifying any gaps in the types and location of businesses we want and need.

SWOT Analysis Summary:

Internal (S/W)

External (O/T)

Strengths:

- Geographic location of Route 490 and the NYS Thruway makes Victor
- Prime community for most hi tech industry, retail and tourism.
- Exemplary schools.
- Local community attractions, ie. Ganondagon, golf courses, Stuart Horse Trials, Valentown, Apple Farm, hiking trails, Mall
- Large variety of services and shopping currently exists with population to support them.
- It appears Town is now open to change and communication

Weaknesses:

- Too much traffic passing through (Rt. 96), but backed up
- Lack of large town square (gathering center)
- Perception that Village and Town not on same page, ie. separate officials, boards and codes
- Not enough mom and pop businesses, especially restaurants
- Lack of foot traffic in commercial corridor
- Lack of absence in Albany as well as effective leader in community to sell any plan to community.
- Lack of passionate leadership
- No large meeting or banquet facilities for conferences, weddings, etc.
- No fine dining

Opportunities:

- Canandaigua Wine Trail
- Local attractions can be packaged with regional attractions in the Finger Lakes and Rochester for extensive tourism. We are a segue for both.
- Regional focus on making the region a hi-tech corridor
- Existing work force and skills in Victor and the surrounding region, and local colleges for potential of business recruitment and jobs without necessarily adding need for housing

Threats:

Work force will leave if jobs not provided

Back of traffic will prevent

<i>Our Critical Issues:</i>
1. How can we capitalize on regional connections?
2. What inspires economic development, that is within our control?
3. What type of business would revitalize Main Street?
4. How can we encourage people to shop in the Village?
5. What can the Town do to encourage residents supporting our businesses?
6. What do other Towns do like Skaneateles?
7. Should there be a theme for business?
8. How will we retain businesses we want here?
9. How will we determine the type of businesses to attract?
10. What are the different agencies involved in village revitalization?
11. What are they doing to attract new businesses?
12. What controls do we have for economic development?
13. Who are we competing with?
14. What kind of stake does the Town have in Village?
15. Incentives for re-development of empty buildings?
16. Why can't the Town/Village offer economic incentives (i.e. low interest loans, etc.) for economic development?
16. Can we balance protecting property values with economic development?
17. What percentage of tax base is supplied by major retail, ie. Wilmorite?
18. Types of current jobs and business
19. How does the town recruit new business now?
20. Does the town seek developers? If so, how?
21. What incentives are available for local mom and pop entrepreneurs?
22. What relationships does the town have with outside agencies or organizations that stimulate economic growth, ie. tourism, county, state?
23 Is they any possibility of the village and town being combined?

Summary of Recommendations/Findings

Include a final statement of support, any additional information you wish to have considered.

- 1. Although our very first intent was merged with the Village Revitalization Task Force, we cannot emphasize strongly enough the need to address the traffic on Rt 96 appealing facades and public signage and an expanded town square, in order to recruit business (hi-tech, etc.) to the Town.**
- 2. We agreed our community has a need for a grocery store, but, we feel we must reiterate the need for specialty retail and services that no other town can provide in order to make us more competitive for the industry being recruited to our region.**

Task Force Final Report: Part B

Strategic Intents/Key Initiatives /Action Plans and Cost Benefit

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Strategic Intent # 1: By 2011 maintain 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 to future trends and to encourage growth.

Key Initiative # 1: We will empower and encourage current businesses to seek support when it becomes necessary.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
P		1	Create a toolbox which will include: descriptions of Town Departments, what they do and who the contacts are, with telephone numbers, etc.	
P		2	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	

Key Initiative # 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	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
P		1	Design and implement a system to identify all businesses in Victor and build relationships with them through	

			friendly town visits .	
P		2	Designate a “Face of Victor” for businesses to know as a liaison to Town departments and boards.	

Strategic Intent # 2: By 2011 develop and implement 90% of a plan to capture hi-tech business opportunities brought to us the by the County with a focus on, but not limited to specialty retail businesses that will distinguish us from other towns in the County, with incentives for Green buildings, clean business, mixed usage, historic preservation and businesses that maintain and enhance green space.

Key Initiative # 1: Key Initiative # 1 – We will be prepared to recruit and work with the businesses that we want, not just what comes our way.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
P		1	Identify the locations that would be suitable for historic preservation, green space, Green buildings and clean industrial.	
P		2	Pursue grants to provide incentives for recruiting the businesses that would benefit our community.	
P		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.	

Key Initiative # 2: We will consider the need for personnel (sales) to recruit specialty businesses and work with the county to recruit hi-tech business.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
P		1	Action 1 – Create a job description that will include sales, lobbying, tourism, and grant writing experience to optimize all potential opportunities. The person hired to fill this position should also be good in building relationships.	

Key Initiative # 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.

P	C/B	#	<p style="text-align: center;">Action Plan</p> <p style="text-align: center;"><i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i></p>	Who
P		1	Identify and utilize currently available educational program for all personnel and business.	
P		2	Recruit an extended stay facility to be located near thruway.	
P		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.	