

STRATEGIC INITIATIVES COME ALIVE IN 2011

One of the most rewarding things—whether you're a business leader, a teacher, a coach or an economic development team—is to watch a strategic approach you've helped develop transform from simple plan on paper to a genuine reality.

Last year, on this page, I outlined a number of strategic initiatives for Ontario County economic development in 2011 and beyond. These initiatives included, among others, stabilizing and growing the county's technology parks, continuing to develop our infrastructure, continuing innovation in worker training, and supporting key civic facilities.

It's truly gratifying to see how many of these initiatives came to life in 2011, including:

GROWING OUR TECHNOLOGY PARKS

- In March, Ontario County Local Development Corporation awarded a \$75,000 matching grant to the **College of Nanoscale Science and Engineering's Smart System Technology & Commercialization Center of Excellence**, leveraging an additional \$75,000 from STC to fund a site master plan for the high-tech campus in Canandaigua. The plan will assist STC as it seeks to become a state-designated "shovel-ready" site, making it a more attractive location for nanotechnology companies.

DEVELOPING AND MAXIMIZING OUR INFRASTRUCTURE

- In December, Ontario County IDA announced that the runway extension project at the Ontario County IDA-owned **Canandaigua Airport** is moving forward. The project will extend the airport runway an additional 2,300 feet, allowing better air access for businesses in the county and general aviators. Representatives of Ontario County IDA conducted a successful presentation to the Canandaigua Town Board in December 2011, outlining the project and a social media campaign designed to keep the public informed about the progress of this important project.

SPURRING INNOVATION IN WORKER TRAINING

- The Ontario County economic development team played a role in Finger Lakes Community College's launch of a new **Instrumentation and Control Technologies curriculum**. More than 15 students are enrolled in the new program and are working toward an Associate of Applied Science in this growing field. The program focuses on providing students with multidisciplinary expertise to address workplace demands of emerging technology-based businesses, by providing basic proficiencies for emerging knowledge and skill areas in data acquisition, automation, mechatronics, and control systems. Several of the students in the program will start required internships at local high-tech businesses this summer, and two of the students have already started full-time high-tech jobs.

- G.W. Lisk established the Advanced Manufacturing Machinist initiative at its Clifton Springs facility, in partnership with FLCC's Professional Development and Continuing Education program. The initiative involves a "train the trainer" series to qualify Lisk employees to conduct hands-on machinist training for company employees and others interested in developing "middle skills" of this type. **Middle-skill jobs** are those that require more than a high school diploma, but less than a four-year college degree. More than 47,000 middle-skill job openings are projected in the Rochester/Finger Lakes region over the next six years.

SUPPORTING KEY CIVIC FACILITIES

- Ontario County IDA provided \$855,000 of support toward **Bristol Mountain's** \$8.5 million lodge expansion project, helping retain 83 positions and create 10 new jobs. The project, which is being conducted in three phases, will modernize the lodge, making Bristol Mountain an even more attractive facility for local residents and for the increasing number of visitors who come to Bristol Mountain from outside of Ontario County.

The accomplishments of Ontario County economic development in 2011—and the positive impact that occurred across the county's economic landscape as a result of these efforts—are even more impressive when you consider that there was almost a total staff "makeover" in our office this past year.

New to our team in 2011 were Economic Development Specialist Suzanne Vary, Manager of Economic Development Finance Michael Wojcik, and Finance Clerk Melissa Doyle, who joined Administrative Assistant Charlotte Chapin. The new team worked diligently and passionately to enhance the economic development prospects for Ontario County, and we all look forward to another year of continued economic success for the county in 2012.

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2011 ANNUAL REPORT

 **Ontario County**
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FORMULA FOR SUCCESS: INTERNAL HARVESTING

In 2011, the Ontario County economic development team continued its successful strategy of nurturing growth from within the county's existing business community. This strategy of "internal harvesting" led to a bumper crop of companies reinvesting in the local economy and creating exciting new job opportunities.

While Eastview Mall has long been an engine for growth in Ontario County, 2011 brought major news regarding an exciting addition to the Victor retail complex. Eastview Mall owner Wilmorite announced the arrival of Von Maur, which will open its first Northeast store at the mall in 2013. The approximately \$53 million signature retail project is receiving assistance from the Ontario County Industrial Development Agency (IDA) to help finance the redevelopment of the former Bon-Ton site and general mall improvements. This will enable Von Maur to construct a major new 140,000-square-foot, two-story store.

consolidate its operations. Badger, which specializes in printed circuit boards and cable/wire harness manufacturing, added a 17,000-square-foot addition to its existing 25,000-square-foot facility, creating 15 new construction jobs, and 104 assembly and manufacturing jobs. Ontario County IDA's financial assistance, along with nearly \$1.05 million in private investment by Buckingham Properties, influenced Badger's decision to remain and expand in Ontario County. □

RETAINING & GROWING KEY COUNTY BUSINESS THROUGH COLLABORATION

The Ontario County economic development team, working with Pactiv—Ontario County's largest private-sector employer—and numerous other parties, secured a \$750,000 grant from New York State Homes and Community Renewal (HCR) to help Pactiv retain and expand its current operation in Canandaigua.

The grant supported a \$2.1 million investment by Pactiv—a leader in the consumer and food-packaging markets—for the addition of two new production lines, and a commitment from Pactiv to hire 50 new low- to moderate-income employees to meet customer demand.

Pactiv was acquired in late 2010 by Reynolds Holdings Group. The Ontario County economic development team had its finger on the pulse of the situation and acted quickly, securing a meeting with company leaders in Lake Forest, IL, in early 2011.

During the meeting, the Ontario County economic development team discussed how Ontario County and New York State could partner with Pactiv to bring additional investment to the region.

"This early 2011 meeting convinced Pactiv leadership that Ontario County and New York State were serious about retaining and expanding the community's manufacturing base," noted Robert D'Ottavio, plant manager at Pactiv's Canandaigua facility.

The entire process that led to the retention and expansion of Pactiv's Canandaigua operation was a collective effort that included not only the Ontario County economic development team, but numerous members of town, county and state government, which collaborated effectively to deliver a major win for the Ontario County economy. □



Von Maur's presence in Eastview Mall is expected to draw increased attention and interest from other retailers who do not have stores in the region.

Once Von Maur opens, Ontario County is projected to receive \$1.875 million in additional annual sales tax revenue beyond the approximately \$9.2 million in sales tax revenue that Eastview Mall already generates for the county every year—80 percent of which is paid by shoppers from other counties. This revenue is shared with local municipalities, helping hold the line on property taxes for residents throughout Ontario County.

The opening of Von Maur will create new jobs that—based on salaries at other Von Maur stores—are expected to be higher paying than traditional retail positions.

In 2011, Ontario County IDA approved tax incentives and a 10-year PILOT agreement for real estate developer Buckingham Properties to support its tenant, Badger Technologies, which was looking at sites throughout the Northeast to

Ontario County – 2011 Scorecard

Project	Private & Other Investment	OCEDC Loan	OCIDA Project	Total Project Cost	Jobs Created and/or Retained	Notes
Buckingham Badger	\$1,048,305	—	✓	\$1,048,305	104	Expansion in Farmington
Pacemaker Steel & Piping of Rochester	\$1,131,000	\$400,000	✓	\$1,531,000	11	Expansion in Manchester
Bristol Mountain	\$3,500,000	—	✓	\$3,500,000	210	Ski lodge upgrade in South Bristol
O'Connell Electric	\$350,000	—	✓	\$350,000	58	Technology upgrades in Victor
Great Eastern Mall	\$40,000,000	—	✓	\$40,000,000	125	Mall upgrades in Victor
Frank Lill and Son	\$2,592,865	—	✓	\$2,592,865	16	Build 40,000 sf facility in Victor
e2e Materials	\$24,188,462	\$400,000	—	\$24,588,462	121	New production facility in Geneva
Canandaigua Lakefront Redevelopment *	\$80,000	—	—	\$120,000	—	Support lakefront redevelopment
STC Shovel-Ready Sites *	\$75,000	—	—	\$150,000	—	Support high-tech campus at STC
Total	\$72,965,632	\$800,000		\$73,880,632	645	

*OCEDC Project Preparing Market for Job Growth

ATTRACTION OF NEW BUSINESS

While Ontario County economic development's main focus in 2011 continued to be helping companies already in the county to expand, no stone was left unturned in attracting firms seeking to enter the county for the first time.

The Ontario County Economic Development Corporation (EDC) approved a \$400,000 low-interest loan and the Ontario County IDA approved tax incentives to Pacemaker Steel & Piping of Rochester, Inc., in support of its first operation in the Rochester region, to be located in Ontario County. An affiliate of Utica-based Pacemaker Steel & Piping Co., Pacemaker Steel & Piping of Rochester invested \$4 million in the vacant 50,000-square-foot former A.J. Glass site in the Village of Manchester.

Following building renovation, the company is now able to more efficiently provide its steel, aluminum and stainless bar, sheet, plate and shape products to customers in Western New York, and has created 14 new jobs.

Jon Baker, Vice President of Pacemaker Steel & Piping of Rochester stated:

"We were very pleased to come to Ontario County. This project gives our company a facility less than one mile from the New York State Thruway and helps us better meet the needs of our customers. The support and assistance of the Ontario County economic development team was crucial to making this project a reality."

The year ended on a high note with the announcement that e2e Materials, an innovative company that uses natural products to produce advanced biocomposite materials for a wide array of

products in the furniture and automotive industries, plans to renovate 100,000 square feet of the vacant H.P. Neun building for manufacturing purposes in the Town of Geneva.

The company uses natural materials like soy flour and flax to create a wood-like material that is moldable like plastic, but extremely strong and environmentally sustainable. The facility could eventually employ as many as 200 people. In addition, e2e's presence would create a new market for local growers of soy, flax, and other agricultural products.



In 2011, Pacemaker Steel & Piping of Rochester opened its first Western New York facility in the Village of Manchester.

The Ithaca-based company chose Ontario County following a nationwide search. e2e CEO Patrick Govang noted that the support the company received from the Geneva Growth team, and from town and county economic development organizations—including a \$400,000 low-interest loan from the OCEDC—showed the enthusiasm that Ontario County had for e2e's business.

Govang also cited the local commitment that's been made to sustainability, including the Zotos wind turbine project—which was supported in 2010 by an OCEDC loan—as a major draw. □