

FRIENDSHIP EMPIRE ZONE DEVELOPMENT PLAN

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ECONOMIC DEVELOPMENT **Town of Friendship and Allegany County**

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Friendship Empire Zone Development Plan

SECTION I: OVERVIEW

I.1 Proposed Area

The area of the Friendship Empire Zone in Allegany County includes selected contiguous areas in the Applicant Community in the Town of Friendship and near-by municipalities of the Town of Amity, Town of Wellsville, Village of Wellsville, Town of Cuba and Village of Cuba. Allegany County is a rural county with forested hills, valleys and open farmlands dotting the landscapes. The areas for the redesignation meet the state requirements for developable flat lands with infrastructure, staying in the valleys along Interstate 86 and State Routes.

I.2 Applicant Community the Town of Friendship

The Applicant Community the Town of Friendship was determined eligible for participation in the EZ program and received designation on July 27, 1994. The inclusion of the Village of Cuba recognized the close economic relationship of these two rural communities and met the established criteria for participation of contiguous communities as established by the NYS Department of Economic Development. The Friendship Zone was one of the first Economic Development Zones in a rural area.

The Town of Friendship has a population of 1,927 as of the 2000 census with 21.5% of the population living below the poverty line. The Zone was established in the former village area and as of the 2000 census; the Census-Designated Place (CDP) had a total population of 1,176. The median income for a household in the CDP is \$25,524; with the per capita income for the CDP is \$11,182. 25.7% of the population and 20.8% of families are below the poverty line.

The Town of Friendship is intersected by three contiguous census tracts 9504, 9505 and 9506 which dilute the unemployment rate, poverty rate, and percentage of households receiving public assistance within the Town of Friendship. The Eligible Census Tract 958 (a)(i), 958 (d) of the 2000 census do not identify eligibility as the 1990 Census information showed in the 1994 categorically eligible designation.

In the Town of Friendship, Friendship Dairies a Zone Certified Business has completed a multi-million dollar plant expansion. This was accomplished by upgrades and expansions of the Town of Friendship water infrastructure to the facility that has led to substantial new hires as well as solidified the commitment to maintaining the labor force over time.

I.2.1 Near-by Zone Communities to the Town of Friendship

The Town of Friendship, by partnering with the near-by municipalities of Wellsville Town and Village, Cuba Town and Village, and the Town of Amity leverages the current economic strength for the county's jobs, manufacturing, and retail future.

I.3 Zone Boundary Revisions and Expansions

Through Zone Boundary Revisions and Expansions additional Zone municipalities were added September 26, 2001, June 5, 2002, and December 30, 2002. The Friendship Empire Zone now includes 125 Certified Businesses.

I.4 Selection of the Separate and Distinct Contiguous Areas

The areas selected for redesignation were determined by placing priorities on the types of businesses currently in the areas, likely growth patterns of these businesses, availability and affordability of land for future development. Future development is planned on availability of water, sewer and other utility infrastructure, the types of businesses targeted for development in such areas and achieving expected outcomes for promoting development.

The applicant community the Town of Friendship will continue to capitalize on the strategic advantage of its geographic location within the center of Allegany County, accessibility by I-86, WNY&PA rail access, and its modernized water and sewer infrastructure. Both Interstate 86 and the Western NY&PA Railroad bisect the Contiguous to Eligible census tracts. The Contiguous to Eligible census tracts are also contained in the Separate and Distinct Contiguous Areas 1, 2 and 4 for the Town of Friendship, Town of Amity, Town of Wellsville, and Village of Wellsville. The Town of Friendship, by partnering with the nearby municipalities of Wellsville Town and Village, leverages the current economic strength for the county's jobs, manufacturing, and retail future. Contiguous Area 2 Wellsville Town and Village have Certified Business companies like Dresser-Rand, Rotating Machinery Technology, Fassett Lane Lumber and LC Whitford.

The Empire Zone is a tool for the Town of Friendship to build on the strength of all five near by Zone municipalities with a diversity of industrial clusters.

The Separate and Distinct Contiguous Areas in these communities target open land for industrial and commercial attraction. The selection focuses on specific targeted businesses, and their industrial clusters. Dairy and Food Processing, leverages the region's significant agricultural sector, and provides an opportunity for value-added secondary food processing. Electronic, Precision Metal Fabricating, Ceramics, Glass, and Advanced Materials Clusters are typically high value-added, proprietary, higher-tech "non-commodity" design-and-manufacture operations and as a traded industry also providing globally competitive manufacturing opportunities.

The second priority was to include Contiguous Areas that use the transportation infrastructure and natural resources of Allegany County to create a destination for logistical and destination tourism businesses. These businesses add wealth to the community by drawing from outside the region. The clusters of Rail, Trucking, Distribution, Warehousing Logistics, Destination Recreation, Tourism and Hospitality Businesses draw on the areas interstate and state highway system, interchange locations, and proximity to rail operations. These growing business clusters take advantage of the geographic proximity of Interstate Route 86 and the Western New York and Pennsylvania Railroad track that are in the Zone.

Since 1994, the Applicant Community of Friendship has modernized its water and waste water infrastructure to 400,000 gallons per day; this triples the current municipal demand capacity. These upgrades and expansions were completed with funds received from The Office for Small Cities (OSE), Rural Development, and local funding. Contiguous Area 1 in Friendship has open land sites for new construction, with over 300 acres of open land within one mile from I-86.

The Town Friendship by showing need, designated a fourth distinct and separate contiguous area. Contiguous Area 4 Friendship West is located at Exit 29 on I-86 and West Main Street which includes 55.31 acres of original designated acreage.

SECTION II: GOALS AND STRATEGIES

II.1 Zone Mission:

To provide access to job growth and capital expansion for Allegany County businesses by providing business counseling services to Friendship Empire Zone Certified Businesses for New York State tax benefits which results in economic and community development to the resident population and communities participating in the Zone.

II.2 Zone Goals Community Planning Documents

The Friendship Empire Zone is an investment Zone. Our businesses and industries are located in rural communities in Allegany County. This Zone Development Plan incorporates ten regional plans connected to business and community development. These planning documents are part of the basis for the Zone's plan and policies. This plan is consistent with the various economic development strategies of the region. These planning documents include:

2006 Regional Development Strategy for the Southern Tier West Region

Developed by: Southern Tier West Regional Planning Board

1999 Allegany County HUD Consolidated Plan

Developed by: Allegany County Office of Development/ACCORD Corp.

Allegany County Focus 2004 – A Strategic Planning Document

Developed by: Allegany County Office of Development/Carr Marketing Communications, Inc.

The Cuba Village Development Plan, 1993

Developed by: Village of Cuba/Roger Trancik

2003 Comprehensive Plan for the Town and Village of Wellsville

Developed by: Alfred Housing Committee, Inc. /Susan C. Goetschius

Comprehensive Plan for the Town and Village of Alfred May 2004

Developed by: Alfred Comprehensive Plan Committee

I-86/Rt.19 Crossroads Market Feasibility Criteria Study October 15, 2004

Developed by: Allegany County Office of Development/Carr Marketing Communications, Inc.

Cattaraugus Allegany Workforce Investment Area 2005 – 2008 Strategic Plan September 2005

Developed by: Cattaraugus Allegany Workforce Investment Board, Inc

Allegany County Agricultural District #2

Reports and Recommendations of the Agricultural & Farmland Protection Board and the Allegany County Planning Board, December 1, 2005

Village of Cuba Strategic Plan for Downtown Revitalization, November 2006

Developed by: Village of Cuba / Stuart Brown Associates

II.3 Zone Program Goals and Strategies

The Friendship Empire Zone goals and strategy is an overall strategic plan for community economic development, economic growth and improving the quality of life in the target population of the Friendship census tract. These goals are tied to the strategies and major action steps towards producing an outcome detailed in **Section IX PROGRAM PERFORMANCE EVALUATION on pages 36 to 38.**

These twelve (12) program goals are based on the Empire Zone Program Objectives and are tied to Outcome Measurements detailed in SECTION IX. The Program Goals and Strategies of the Friendship Empire Zone are as follows:

Zone Goals	Empire Zone Program Objectives	Strategies/Major Action Steps towards producing an outcome
<ol style="list-style-type: none"> 1. Empire Zone low-income people become more self-sufficient. 2. Benefit underserved Zone resident communities through job retention, job creation and improved communities. 	<ol style="list-style-type: none"> 1. Have Zone Certified Businesses annually increase employment of Friendship CDP targeted worker population. 	<ol style="list-style-type: none"> 1. Zone Staff provide technical assistance and training to Zone Certified Businesses on increased Tax benefits of hiring Targeted Workers. 2. Zone Certified Businesses receive targeted candidates to interview and employ from Allegany County One Stop Center. 3. Targeted workers are hired.
<ol style="list-style-type: none"> 3. Stimulate and support new and existing development through private investment in the Zone that will create new jobs. 4. Stimulate and support new and existing Small Business Development through private investment in the Zone that will create new jobs. 5. Utilize the benefits provided in the Empire Zone program to attract new manufacturing, create development opportunities for commercial, service and tourism businesses, supplement existing development incentives and encourage development with the creation and/or retention of jobs. 	<ol style="list-style-type: none"> 1. Establishment, stabilization and expansion of the number and percent change of Certified Empire Zone Businesses. 2. Establishment, stabilization and expansion of the number and percent change of small businesses (including microbusiness) within the Zone. 	<ol style="list-style-type: none"> 1. Zone Staff provide referrals to ESD, EAP, ACDSI, Allegany County Office of Development and IDA. 2. Receive referrals from ESD, EAP, ACDSI, Allegany County Office of Development and IDA 3. Provide technical assistance to Businesses to achieve Empire Zone Certification. 4. Provide technical assistance to Zone Businesses to achieve Empire Zone NY State Tax Credits. 5. Continue referrals to Small Businesses (with fewer than 100 in employment) to the Entrepreneurial Assistance Program (EAP). 6. Continue Trainings to EAP participants on Empire Zone Benefits. 7. Provide technical assistance to Small Business to achieve Empire Zone Certification. 8. Provide technical assistance to Small Zone Certified Business to achieve Empire Zone NY State Tax Credits. 9. Provide technical assistance to Small Zone Certified Business to make a positive change in their business or markets.

Friendship Empire Zone Development Plan

Zone Goals	Empire Zone Program Objectives	Strategies/Major Action Steps towards producing an outcome
6. The identification of Municipal Infrastructure needs, and the completion of infrastructure upgrades and expansions	1. Economic Development with Empire Zone Municipalities, ESD and Allegany County Office of Development,	<ol style="list-style-type: none"> 1. Meet annually with the six Zone Municipalities and Allegany County Office of Development to review infrastructure needs upgrades and expansions. 2. Review municipal needs with NY State Environmental Facilities Corporation. 3. Identify Local, NY State, and Federal sources of grants and financing for upgrades and expansions.
<ol style="list-style-type: none"> 7. Access to capital and credit for development activities that promote the long-term economic and social viability of the Zone Communities. 8. Access to capital and credit for development activities that promote Zone Certified Business capital expansion. 	1. Economic Development Friendship Empire Zone with ESD, EAP, ACDSI, NYBDC, Federal Home Loan Bank, Allegany County Office of Development and IDA	<ol style="list-style-type: none"> 1. Review and identify on intake business client financial needs. 2. Receive referrals from ESD, EAP, ACDSI, Allegany County Office of Development and IDA. 3. Provide technical assistance to business client to achieve information and training on sources and access to financial Capital sources. 4. Partner with ACCORD, EAP, ACDSI, to provide information and training on sources and access to financial capital sources. 5. Have the business develop and complete a financial statement with a business plan to obtain loans. 6. Have the business receive the loan for the needed financial capital.
9. The coordination with Regional Planning and Development of public services concerned with employment. a	1. Economic Development with NY State Empire Zones Program, WIB, Allegany County One-Stop Center, and DOL.	<ol style="list-style-type: none"> 1. Continue referrals to NY State Empire Zones Program, WIB, Allegany County One-Stop Center, and DOL. 2. Continue referrals to Zone Certified Businesses concerning NY State employment job training programs. 3. Meet annually with Zone certified Business to provide technical services to increase employment of targeted workers and inform about NY State employment job training programs.

Friendship Empire Zone Development Plan

Zone Goals	Empire Zone Program Objectives	Strategies/Major Action Steps towards producing an outcome
<p>10. The coordination with Regional Planning and Development of public services concerned with business growth and capital expansion</p>	<p>1. Economic Development with NY State Empire Zones Program, ESD, ACCORD Business and Community Development EAP, ACDSI, Allegany County IDA and Office of Development, NYBDC, Federal Home Loan Bank, and ARC Southern Tier West.</p>	<ol style="list-style-type: none"> 1. Create a unique One Stop Center for business development by combined EZ office in with other centrally located business development offices of County Planning and Development, IDA Allegany Business Center, EAP and ACDSI at Crossroads Commerce Center. 2. Meet Annually with Zone Certified Business. 3. Meet monthly with EDS Regional Director. 4. Meet weekly with ACCORD Business Development EAP, ACDSI. 5. Meet weekly with Allegany County IDA, and Office of Development 6. Meet Annually with NYBDC, 7. Meet Annually with Federal Home Loan Bank, 8. Meet Quarterly with ARC Southern Tier West.
<p>11. The coordination with regional Not-for-Profit Human Resource Development Organizations for Child Care, Health Care, Education, or Community Development.</p>	<p>1. Friendship Empire Zone Community Development Projects and Zone Capital Credits.</p>	<ol style="list-style-type: none"> 1. Publicize annually to Not-for-Profit Human Resource Development Organizations within Zone municipalities the availability of Community Development Projects and Zone Capital Tax Credits. 2. Meet annually with Zone Not-for-Profit Human Resource Development Organizations on Capital Projects. 3. Before 2009 define and complete one (1) Community Development Project.
<p>12. The coordination with ACCORD Corporation the regional Community Action Agency to work corporately on development of a variety of new human service programs to serve families and individuals within Allegany County in developing jobs and bringing needed services to the residents of the County. This includes the Human Resource service areas not covered under other Goals:</p> <ol style="list-style-type: none"> a. Youth Services b. Head Start Infant and Child Services c. Housing Development and Management d. Family Development Services Domestic Violence/Victim Services e. Child Care Service 	<p>1. Friendship Empire Zone Community Development and Human Resource Development coordination with regional Community Action Agency ACCORD Corporation.</p>	<ol style="list-style-type: none"> 1. Meet with ACCORD Division Directors at joint monthly meetings. 2. Meet individual with ACCORD Division Directors at annual Division Program Review meetings for activities in Zone Municipalities. 3. Review ACCORD Division outcome measures for specific service area programs...

II.4 Zone Contiguous Area Strategies

Each of the four distinct and separate contiguous areas has a unique strategy for economic development. The Zone plans to leverage the resources and benefits of each geographic area to promote the attraction of regionally significant projects. The targeted industry clusters described in this plan, and local land use priorities will determine appropriate locations for new Zone projects. This plan remains flexible to accommodate local needs and potential changes initiated by the local Zone communities.

Section II.3 Zone Program Goals define the Zone Strategies and major action steps towards producing an outcome for these respective Contiguous Area Goals. The following strategies and performance measures target individual expected outcomes for each of the designated four distinct and separate contiguous areas:

II.4.1 Zone Strategy Contiguous Area 1 Friendship East

Contiguous Area 1 Friendship East encompasses County Road 20 from Friendship to Amity, a total of 550.98 acres.

1. Strategy to promote industrial development at the Friendship Foundry site.

The Friendship Foundry site on the western end of the contiguous area is a flat, developable, industrial, open land site with existing sewer, water and railroad infrastructure. This is a five acre brownfield industrial area. The strategy targets restoration and industrial development of this brownfield site using the NY State DEC Brownfield Cleanup Program.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Empire Zone, Town of Friendship and the Allegany County Office of Development is initiating discussions with the DEC for the environmental investigation discovery process for future development.	Currently Progressing
Review jointly with the Town of Friendship and DEC results of their environmental investigations and alternative strategies for redevelopment plans for future action	In the next year
Develop jointly with the Town of Friendship cost analysis and redevelopment plan.	In the next two years
Seek out grants and funding jointly with the Town of Friendship for site redevelopment.	In the next three years

Expected Goal Outcomes for the Friendship Foundry site address Program Goals numbers 2, 3, 5, 7, 8 and 9.

2. Strategy to promote industrial development along the Friendship/Crossroads Development Corridor.

The Friendship I-86 / State Route 19 Crossroads Development Corridor stretches from Friendship Dairies into Amity ending at the Belvidere Crossroads. The corridor along Interstate 86, County Road 20 and the adjacent Western NY & PA Railroad has flat properties suitable for industrial manufacturing, warehouse/distribution/logistics, commercial and professional services, and office operations. This area is suitable for heavy and light manufacturing, dairy and food processing agribusiness, and ancillary businesses that directly serve the needs of dairy and food processing agribusiness. The area also offers new flex/spec building construction. Along this corridor there is a strategy for economic development being promoted by the Friendship Empire Zone, the Allegany County IDA, Office of Development, the Town of Friendship and the Town of Amity.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Covered Wagon Train a Zone Certified Business a trucking transportation distribution business purchased 35 acres of Zone land.	July 2005 Completed
Covered Wagon Train, and plans to sell 20 acres of land to Wagner Hardwoods.	June 2007
Covered Wagon Train, and plans to invest \$500,000 to build a trucking terminal and relocate 47 jobs from Hornell.	Spring 2008
Resolutions passed for an inter-municipal agreement between the Town of Friendship, Town of Amity and Allegany County for future development of a County sewer and water district for economic development	September 2006 Completed
Engineering design, surveying and cost analysis by Labella Associates for a \$6.2 million Allegany County sewer and water district for economic development.	October 2006 Completed
Labella Associates will finalize the "Map, Plan, and Report" to be sent to Office of State Comptroller.	July 2007
Allegany County will formalize creation of Water District II and Sewer District I for Friendship/Crossroads Development	September 2007
Allegany County will have approved contracts and start the laying of pipe for Friendship/Crossroads Development	Spring 2008
Allegany County will complete Water District II and Sewer District I for Friendship/Crossroads Development.	In the next two years
Wagner Hardwoods signs purchase offer for approximately 30 acres and plans construction of a hardwoods distribution facility.	May 2007
Friendship Empire Zone assists Wagner Hardwoods to become a Zone Certified Business.	Winter 2008
Wagner Hardwoods will complete construction of a hardwoods distribution facility.	In the next three years
Friendship and Allegany County will apply to State DOT, and plan to construct an Industrial Access Road to the Covered Wagon Train and Wagner Hardwoods industrial park site.	In the next two years

Expected Goal Outcomes for the Friendship/Crossroads Development Corridor address Program Goals numbers 2, 3, 5, 6, 7, 8, 9 and 10.

3. Strategy to promote commercial development at Belvidere Crossroads Area.

The I-86 / State Route 19 Crossroads Development Area is on the eastern end of this contiguous area at Interstate 86 and Exit 30. The County Office of Development has been implementing a strategy targeting economic revitalization of this under-developed area in conjunction with the Friendship Empire Zone. In the last four years the Allegany County IDA and the Allegany County Office of Development occupied the Crossroads Commerce and Conference Center building as a gateway. They started the “Belvidere Expansion MMXII Project Planning Area”¹ to target development along I-86 / State Route 19 Belvidere Crossroads.

The strategy targets destination recreation, tourism and hospitality based business cluster because of the transportation infrastructure and natural resources profile of the region. The Allegany Waterpark & Resorts, Inc. destination project² will become the catalyst for several projects for the use of this flat highway accessible area.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Resolutions passed for an inter-municipal agreement between the Town of Friendship, Town of Amity and Allegany County for future development of a County sewer and water district for economic development	September 2006 Completed
Engineering design, surveying and cost analysis by Labella Associates for a \$6.2 million Allegany County sewer and water district for economic development.	October 2006 Completed
Labella Associates will finalize the “Map, Plan, and Report” to be sent to Office of State Comptroller.	July 2007
Allegany County will formalize creation of Water District II and Sewer District I for Friendship/Crossroads Development	September 2007
Allegany County will receive letters of intent from developers for Friendship/Crossroads Development.	October 2007
Allegany County will have approved contracts and start the laying of pipe for Friendship/Crossroads Development	Spring 2008
Allegany Waterpark & Resort, Southern Tier Group and other developers will start site construction of their waterpark, hotel, and restaurant projects creating a tourism destination for the Belvidere Crossroads Area.	In the next two years
Allegany County will complete Water District II and Sewer District I for Friendship/Crossroads Development.	In the next two years
DOT will initiate State Route 19 enhancements for improved traffic flow and control.	In the next two years
Secondary supporting tourism destination projects will commence for the Belvidere Crossroads Area.	In the next three years

Expected Goal Outcomes for the Belvidere Crossroads Area address Program Goals numbers 2, 3, 5, 6, 7, 8, 9 and 10.

¹ *Wastewater and Potable Water Service Extension Allegany County NY*, LaBella Associates October 2002,

² *Developers Water Park, Hotel Plans on Schedule*, The Times Herald Nov. 21, 2005

II.4.2 Zone Strategy Contiguous Area 2 Wellsville Town and Village

Contiguous Area 2 Wellsville Town and Village is on both sides of State Route 417 West, in the Town and encompasses the industrial and commercial area through the northern edge of the Village at the intersection of State Route 19 and intersects to several industrial parcels owned by Dresser-Rand and industrial sites along Western NY&PA Railroad. This area encompasses a total of 283.83 acres.

4. Strategy to support and facilitate the establishment of opportunities involving industrial manufacturing development and commercial development at Contiguous Area 2 Wellsville Town and Village.

The strategy of Village and Town of Wellsville when they became Zone municipalities in 2001 was to encourage development with the retention and creation of jobs at Dresser-Rand, the three L.C. Whitford Companies, and encourage and facilitate industrial and commercial development at State Route 417 West, Bolivar Road.

Economic development to expand industrial sites in this Zone Contiguous area is promoted through the strategic coordination of the Friendship Empire Zone, the Allegany County IDA, the County Office of Development, L.C. Whitford, Dresser-Rand the Village of Wellsville, and the Town of Wellsville. The coordinated mutual strategy is targeting job creation and capital expansion by use of sites for industrial and commercial locations

The strategic objective of Wellsville contiguous area, is targeting industrial and commercial expansion and the use of industrial park land areas. The area targets industrial manufacturing, warehouse/distribution/logistics, commercial and professional services, new flex/spec buildings, and office operations. This area targets both heavy and light manufacturing, ancillary businesses that directly serve the needs of turbine and rotating machinery technologies, and construction materials manufacturing.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
LC Whitford Materials Co. a Zone Certified Business constructing a 10,260 sq-ft. manufacturing building to manufacture pre-stressed concrete beams during the winter months in a controlled environment. The company invested several million in building additions and manufacturing equipment, creating twenty new year round jobs.	April 2006 Completed
Approval of Empire Zone Certification for Dresser-Rand Group retaining 501 jobs at their manufacturing plant at 37 Coats Avenue.	May 2006 Completed
Developer completed site selection and preliminary investigations for a major multi million dollar retail complex.	April 2007 Completed
Town of Wellsville to undertake study for potential needed upgrade of the municipal infrastructure serving the Contiguous Area 2 Wellsville Town and Village along State Route 417 West to facilitate future site development.	In the next three years
Village of Wellsville is currently developing a web site & marketing economic literature to promote the attributes of the area & the Empire Zone	In December 2007

Expected Goal Outcomes for the Contiguous Area 2 Wellsville Town and Village address Program Goals numbers 2, 3, 5, 6, 7, 8, 9 and 10.

5. Strategy to promote industrial development at the 93.3 acre Regionally Significant Manufacturing Project ALSTOM Power Inc. – Air Preheater Company, Town of Wellsville. The strategy is also to expand sewer and water infrastructure along State Route 417 East to the Air Preheater facility and to facilitate additional industrial expansion and development at the Zone Certified businesses of Northern Lights Enterprises, Eastern Seaboard and Otis Eastern Service.

The strategy of the Town of Wellsville was to receive approval for a Regionally Significant Manufacturing Project for ALSTOM Power Inc. – Air Preheater Company to retain 446 manufacturing jobs and facilitate industrial development while adding employment at 3020 Truax Road in the area of State Route 417 East. This company was considering a plant expansion outside of New York state verses expanding at the Wellsville NY location. It is a traded industry with 98.2% of sales outside of NY State. The strategy is to expand industrial development of a strategic targeted business, for this Zone Community, and facilitate job creation at this site.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Regionally Significant Manufacturing Project for ALSTOM Power Inc. – Air Preheater Company was approved in the Town of Wellsville to add 93.3 acres of Zone land. This Zone project site helped retain 446 jobs and prevented the operations from expanding in Concordia, Kansas with the possibility of loss of NY State jobs.	January 2007 Completed
ALSTOM Power Inc. – Air Preheater Company will complete a capital investment of \$18 million in a new 44,000 square foot building and production machinery.	In October 2007
ALSTOM Power Inc. – Air Preheater Company will add over 50 new manufacturing jobs.	In the next five years
US Congressional Representative John Randy Kuhl, has applied for USDA funding grant for installation of water lines along route 417 East.	May 2007 Completed
Town of Wellsville to produce Engineering & Bid package to expand municipal water east along route 417.	Currently in process and completion December 2007
Town of Wellsville to install water lines along route 417 East. Outcome of this activity is dependant on USDA grant funding.	In December 2008

Expected Goal Outcomes for the Contiguous Area 2 Wellsville Town and Village address Program Goals numbers 2, 3, 6, 7, 8, 9 and 10.

II.4.3. Zone Strategy Contiguous Area 3 Cuba Town and Village

6. Strategy to promote industrial development and commercial development at Contiguous Area 3 Cuba Town and Village.

Contiguous Area 3 Cuba Town and Village captures the existing designated acreage in the Village of Cuba and extends into the Town of Cuba west on State Route 446 and north across Interstate 86 Exit 28 and State Route 305. This area encompasses a total of 379.83 acres.

The Village of Cuba continues its strategy of the last 10 years. They continue to build on the unique historic district on Main Street and retain and expand its small business and industrial areas. Currently, 25 Zone Certified Businesses have contributed to the growth of the Village’s Main Street business district and industrial mall area. The strategies outlined in the November 2006 **Village of Cuba Strategic Plan for Downtown Revitalization**,³ are coordinated with the Zone Program Goals. Specifically addressed are the Zone Goals for improved communities, small business development and not-for-profit community development.

7. Strategy to support and retain existing downtown businesses and encourage the establishment of new businesses in order to maintain full occupancy of all downtown storefronts in Downtown Cuba Village.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Appointment of a Village Economic Development Committee with responsibility for carrying out action steps.	April 2007 Completed
ACCORD Corporation to supply the Cuba Chamber of Commerce, local realtors, banks, commercial property owners, existing business owners and operators, and the Town and Village Clerks with brochures that describe the Empire Zone Tax benefits, business training and financial assistance the ACCORD Corp. Business Development Center.	In the next year
The Village will develop a Village promotional brochure containing information that would be useful to entrepreneurs considering opening a business in Cuba.	In the next two years
The Village will implement a business recruitment program to attract new businesses to downtown Cuba focusing on the types of businesses that have historically done well in Cuba such as restaurants and service businesses.	In the next two years
The Village will continue implementation of the recommended action steps of the Village of Cuba Strategic Plan for Downtown Revitalization.	In the next three years

³ *Village of Cuba Strategic Plan for Downtown Revitalization*, Village of Cuba / Stuart Brown Associates, November 2006

8. Strategy to improve the appearance of the downtown business district in the Village of Cuba.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
The Village will continue the downtown tree replacement program and install ornamental lamps with flower baskets and/or banners.	In the next two years
The Village will revise the zoning regulations to require property owners to remove business signs from unoccupied commercial buildings, have screened from view private waste receptacles, and to permit party walls and zero front lot setbacks from the sidewalks.	In the next two years
The Village will obtain grant funds to provide downtown property owners with financial assistance to improve the appearance of their storefronts, building interiors and signage.	In the next three years
The Village will evaluate the formation of a local development corporation (LDC) or a private corporation for the purpose of purchasing and refurbishing downtown commercial buildings.	In the next three years
The Village will evaluate forming a business improvement district (BID).	In the next three years

9. Strategy to support and facilitate the establishment of governmental and not-for-profit uses in the downtown as well as other activities that will draw significant numbers of pedestrian and motorists into the central business core in the Village of Cuba.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
The Village will work with the Town of Cuba to develop a joint Town-Village municipal building, work with Cuba Historical Society and Cuba Cheese Museum to collocate in a downtown location, relocate the Post Office to a suitable downtown location and encourage special events to be held in the downtown pedestrian parking lot.	Next three to five years

In the last six years the Town of Cuba has seen manufacturing companies invest in industrial expansion. Strategic industries for the Town are both dairy processing and electronics manufacturing.

Economic development to expand industrial sites in this Zone Contiguous area is promoted through the strategic coordination of the Friendship Empire Zone, the Allegany County IDA, and the County Office of Development, the Village of Cuba and the Town of Cuba. The coordinated mutual strategy is targeting job creation and capital expansion by use of sites for industrial and commercial locations adjacent to Exit 28 of Interstate 86, State Route 305 and State Route 446.

This area strategy incorporates opportunities involving industrial manufacturing, warehouse/distribution/logistics, commercial and professional services, and office operations. This area targets heavy and light manufacturing, both dairy and food processing agribusiness, and ancillary businesses that directly serve the needs of dairy and food processing. The area also offers targeting of new flex/spec building construction. The strategy targets destination recreation, tourism and hospitality based business cluster because of the use the I-86 Exit 28 transportation infrastructure and the natural resources profile of the region.

10. Strategy to support and facilitate the establishment opportunities involving industrial manufacturing, warehouse/distribution/logistics, commercial and professional services, and office operations in the Town and Village of Cuba.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
Cuba Sewer District No. V to serve State Route 305 development and Cuba Lake approved by public vote.	March 22, 2007 Completed
Hart Corporation real estate brokers completed promotional brochure and Cuba Community Profile for the marketing of the vacant Tracewell Building.	April 2007 Completed
Hart Corporation will complete the sale of the vacant Tracewell Building to new owners who will qualify for approval as a Regionally Significant manufacturing Project creating a minimum of 50 new Zone jobs over a 5 year period.	In the next two years
The Town will have approved contracts for laying of pipe for Cuba Sewer District No. V on State Route 305 development area.	In November 2007
The Town will complete Cuba Sewer District No. V to serve State Route 305 development area.	In the next two years
The Town of Cuba and the Friendship Empire Zone will develop promotional materials for site development at State Route 305.	In the next two years
Empire Zone, Town and Village of Cuba and the Allegany County Office of Development will continue discussions with the County, Steuben Trust and for property transfer of the Cuba Industrial Mall and the vacant Genesee Metals Building for future development.	In the next two years

11. Strategy to upgrade the municipal infrastructure serving the Cuba Village and Town.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
The Town and Village of Cuba will construct municipal sanitary sewer and waster distribution system improvements necessary for the construction and operation of the proposed Cuba Memorial Hospital senior independent/assisted living facility.	In the next three years
The Town and Village of Cuba will repair and/or construct new sanitary sewers to reduce stormwater/groundwater inflow and infiltration and improve sewer service in the Village downtown and in the Town.	In the next three to five years

12. Strategy to attract motorists and tourists traveling along I-86 into the downtown Village of Cuba and the Town of Cuba.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
The Town and Village of Cuba will repair encourage local businesses to cross promote each other and to offer incentives to visitors and motorists so when visitors and motorists patronize a local business, they will be encouraged to patronize other local businesses.	Immediately and ongoing
The Village of Cuba will complete installation of signage at the I-86 exit and along Genesee Street to inform motorists of the direction and close proximity of the downtown business district.	In November 2007
The Village of Cuba will install banners or other types of ornamentation along Genesee Street between the I-86 exit and Main Street to create a visual linkage between I-86 and downtown.	In the next three to five years

Expected Goal Outcomes for the Contiguous Area 3 Cuba Town and Village address Program Goals numbers 2, 3 ,4, 5, 6, 7, 8, 9,10 and 11.

II.4.4 Zone Strategy Contiguous Area 4 Friendship West

13. Strategy to promote industrial development and commercial development at Contiguous Area 4 Friendship West.

Contiguous Area 4 Friendship West at Interstate 86, Exit 29 includes 55.31 acres with upgraded infrastructure. This area around Exit 29, West Main Street, Pennsylvania Avenue and County Road 20 has continuing potential for commercial and industrial development. Development has begun and will continue.

In 2004, Arrow Marts, Inc. purchased land and built on the southwest corner of County Road 20 and Pennsylvania Ave. at Interstate 86 Exit 29. The development strategy targets the surrounding three corners of area where infrastructure of sewer, water, and utilities already exists. These open parcels are available and affordable for future development of commercial projects who will use the I86 transportation infrastructure. This area strategy incorporates opportunities involving commercial and professional services.

A large parcel at 12 Pennsylvania Avenue, shovel ready 22 acre site, less than one-half mile from I-86 is being sold to be developed as tourism destination family campground.

In addition, a second large parcel of 9.6 acres on County Road 20 offers a prime commercial or industrial development site. This area targets heavy and light manufacturing, both dairy and food processing agribusiness, and ancillary businesses that directly serve the needs of dairy and food processing. The area also targets of new flex/spec building construction.

Strategies/Major Action Steps towards producing an outcome	Milestones & Timeframe
The Friendship Empire Zone and Genesee Valley Improvement Corp. listed for sale, and actively marketed shovel ready 22 acre site at 12 Pennsylvania Avenue targeted for industrial/commercial use.	May 2006
A buyer committed to purchase the 12 Pennsylvania Avenue, 22 acre site from Genesee Valley Improvement Corp.	May 2007
The site at 12 Pennsylvania Avenue will be sold to be developed as tourism destination family campground and restaurant.	June 2007
The Friendship Empire Zone will continue to show to potential businesses and target for industrial/commercial use the 9.6 acre site at on County Road 20.	Immediately and ongoing
The Empire Zone will target, actively promote development and show to potential businesses the undeveloped three corners at West Main / Pennsylvania Avenue / Interstate 86/Exit 29.	Immediately and ongoing
The Empire Zone, Town of Friendship and the Allegany County Office of Development will hold a meeting with the DEC concerning the results of their environmental investigations and brownfield status of the listed property at 124 West Main Street.	August 2007
The Empire Zone, Town of Friendship and the Allegany County Office of Development will develop alternative strategies, cost analysis and redevelopment plan for the brownfield site at 124 West Main Street	In the next year
The Empire Zone, Town of Friendship and the Allegany County Office of Development will seek out grants and funding for brownfield site redevelopment at 124 West Main Street.	In the next two years

Expected Goal Outcomes for the Contiguous Area 4 Friendship West address Program Goals numbers 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11.

SECTION III: TARGET AREAS/INFRASTRUCTURE DEVELOPMENT

III.1 Summary of Previously Designated Zone Acreage

The previously existing Zone acreage required inclusion of residential parcels within the contiguous Zone areas within the Town of Friendship and the Village of Cuba. The residential parcels did not allow for use of land for economic development.

In Friendship, the residential parcels connected the developable lands on the eastern side of town with developable lands on the western and southern parts of town. To achieve the Zone population requirements and the connection of open lands, residential parcels and downtown Main Street areas were included in the previously existing Friendship Zone.

The Zone previously targeted restoration and revitalization of vacant or blighted areas including several buildings in downtown Friendship and Cuba Village Main Street areas.

Since 1994, the targeted restoration and revitalization of vacant or blighted areas within the Village of Cuba has increased due to more affluent ownership. However, on Friendship's Main Street the targeted restoration and revitalization of vacant or blighted areas has been limited due to less affluent ownership.

The Town of Friendship created **Contiguous Area 1 Friendship East** to target job creation through a strategy of industrial expansion. Contiguous Area 1 Friendship East extends into the Town of Amity to the I-86 /State Route 19 Crossroads Development area. This Crossroads area targets industrial and commercial expansion sites.

The Town of Friendship demonstrated the need to designate fourth distinct and separate contiguous area, **Contiguous Area 4 Friendship West**, at Exit 29 Interstate 86 and West Main Street which includes 55.31 acres of original designated acreage. The strategy is to target job creation through industrial and commercial expansion.

The Town and Village of Wellsville created **Contiguous Area 2 Wellsville Town and Village** targeting a strategy of job creation through industrial expansion and the use of industrial park land areas. This area created a distinct and separate contiguous area from the previously disparate "foot-printed" parcel acreage. Wellsville Town and Village will optimize the development potential of jobs and investment.

The Town and Village of Cuba created **Contiguous Area 3 Cuba Town and Village**. The Village continues its objective retaining its small business and industrial areas, and joining with the town to expand industrial sites. The Village removed some previously designated residential parcels. The mutual objective is a strategy targeting job creation and capital expansion through use of sites for industrial and commercial locations adjacent to Exit 28 of Interstate 86 and State Route 305.

III.2 Areas that were approved for Inclusion as Separate and Distinct Contiguous Areas

The plan attempted to accommodate the criteria and the clear intent of the old and new empire Zone law. The first priority was to include as much designated acreage, as possible, into the contiguous area for the Town of Friendship the Applicant Community. The second priority to select current Zone land to accommodate the greatest number of Certified Businesses within these areas, lead to the selection of Wellsville Town and Village, and Cuba Town and Village as near by areas with previously existing Zone properties. Strategies have been developed to maximize and achieve Zone goals and outcomes. There are no unused municipal or state real properties located within this proposed Zone. Finally, the designation of Zone lands to include selected areas where sewer, water, utility and transportation infrastructure already existed.

III.3 Previously Designated Acreage/Existing Zones (Grandfathering vacant land / vacant buildings)

The reasons previously designated areas were not included within the distinct and separate contiguous areas vary. The primary reason was foot-printing of Zone land areas and this simply did not allow enough acreage to be available. Also, there was no expectation of future development and/or many areas had no existing public water and sewer available.

III.4 Separate and Distinct Contiguous Area Designation

This Zone Development Plan provides the following economic development priorities, reasons and basis for identifying the distinct and separate contiguous areas:

- Inclusion of Zone land areas for existing Zone Certified Business and targeting these types of business clusters that have a track record of continuing growth in capital expansion and job creation.
- Expansion and designation of Zone lands to include selected areas where sewer, water, utility and transportation infrastructure already exist and the municipalities are willing to commit resources in the form of infrastructure improvements and investments.
- Inclusion of specific targeted Zone land areas within these communities with open land, available and affordable for future development of industrial and commercial projects.
- Inclusion of specific targeted Zone land areas within these communities that use the transportation infrastructure and natural resources of Allegany County to create a destination for logistical and destination tourism businesses.

III.4.1 Contiguous Area 1 Friendship East

Contiguous Area 1 Friendship East encompasses County Road 20 from Friendship to Amity. It extends from the Town of Friendship east into the Town of Amity to the I-86 /State Route19 Crossroads Development Area. The Town of Friendship is characterized by pervasive poverty, high unemployment and general economic distress.

This Separate and Distinct Contiguous Area begins on the western end at the open land industrial area know as the Friendship Foundry site. This location is a brownfield and a vacant site that has proven difficult to redevelop. The Town of Friendship and the Allegany County IDA has initiated discussions with the DEC for the environmental investigation discovery process for future development. The plan is for the redevelopment of this brownfield site. This parcel is a flat, developable, industrial, open land site with existing sewer, water and railroad infrastructure.

Proceeding east from this site the contiguous area of the Zone follows the border to the north of the Western NY&PA Railroad line right of way including property parcels bordering this line to the south at Maple Grove Road. The contiguous area crosses County Road 20 to include the Zone properties of Friendship Dairies a Zone Certified Business.

Proceeding easterly the Zone Contiguous Area 1 extends from these properties following the border of the Western NY&PA Railroad line right of way and County Road 20 public right of way.

Continuing to proceed easterly the Zone Contiguous Area 1 extends into the Town of Amity with Interstate 86 the northern boundary and County Road 20 the Southern Boundary to the I-86 / State Route19 Crossroads Development area.

The Friendship I-86 / State Route 19 Crossroads Development Corridor

The lands extending east from Friendship Dairies Zone properties to the I-86 / State Route 19 Crossroads Development area currently is without sewer and water infrastructure. There exist specific strategies and plans developed by: Allegany County Office of Development for establishment of future sewer, water, and utilities infrastructure in the next two years.⁴ Allegany County commissioned engineering studies by LaBella Associates on extending wastewater and potable water service to this area of the county.⁵ Allegany County has placed priorities on increased municipal infrastructure, targeting industrial and commercial expansion sites along this development corridor to the Crossroads area, I-86 Exit development and the utilization and development of the colleges and universities.⁶ This development plan specifically targets these Zone land areas within these communities with open land, available and affordable for future development. Our plan supports Allegany County's development plan, with the inclusion of these Zone lands in Contiguous Area 1 Friendship East from the Town of Friendship to the Town of Amity Crossroads..

Allegany County, the Town of Friendship and the Town of Amity have passed resolutions for "Allegany County Inter-municipal Water and Sewer District development in Friendship along County Route 20 and in the Town of Amity, and at I86 State Route 19 the Crossroads-Belvedere area in the Town of Amity for the purpose of commercial and industrial development of land in these areas." The County Office of Development has been implementing a strategy targeting economic revitalization of this development area in conjunction with the Friendship Empire Zone.

Covered Wagon Train, Inc. an over the road trucking transportation business purchased 35 acres of Zone land, in the Town of Friendship, within this development corridor. This company is relocating 47 jobs to a 35 acre Friendship site in the Contiguous Area 1 Friendship East development corridor with a plan to invest \$6.8 Million. This company now a Zone Certified Business is building a transportation and warehouse complex that includes rail-to-truck service.

In addition, Allegany Waterpark & Resorts, Inc. and the Allegany County IDA have been working to complete pre-site requirements for development of a \$30 million indoor water park with 30,000 sq-ft of space and an associated 100 room Comfort Suites Hotel. "At a recent IDA meeting, Director John Foels said he was working with various municipalities to get water and sewer to the area."⁷ The Zone plan targets the destination recreation, tourism and hospitality based business cluster because of the use the transportation infrastructure and the natural resources profile of the region. This destination project has become the catalyst as the first of several projects for the use of this flat easy highway accessible area.

This Zone Contiguous Area 1 Friendship East would assist in the revitalization of the area from the growth of investment and jobs. This development corridor has the greatest development potential to create and fill the economic revitalization needs of the resident Zone population. Designation could greatly benefit the Town of Friendship in that new businesses would be encouraged to locate in the Zone area, existing businesses would be encouraged to expand in the Zone area, and new and expanded businesses would generate new jobs for Town of Friendship residents.

⁴ *Allegany County I-86/Rt. 19 Crossroads Market Feasibility Study* October 15, 2004

⁵ *The Allegany County Focus 2004 – A Strategic Planning Document* and *1999 Allegany County HUD Consolidated Plan*

⁶ *Wastewater and Potable Water Service Extension Allegany County NY*, LaBella Associates October 2002,

⁷ *Developers Water Park, Hotel Plans on Schedule*, The Times Herald Nov. 21, 2005

Friendship Empire Zone 2007 Development Plan Adopted June 7, 2007

This particular geographic configuration was chosen because it is flat land, prime for development, in the valley bordering I-86 and the Western NY&PA Railroad line, which provides the transportation infrastructure necessary for development.

III.4.2 Contiguous Area 2 Wellsville Town and Village

Contiguous Area 2 Wellsville Town and Village extends eastward within the Town of Wellsville from the industrial and commercial area included the Zone properties of L.C. Whitford Co., Rotating Machinery Technology, Inc. and Fassett Lane Lumber all Zone Certified Business. This area encompasses both sides of State Route 417 West, Bolivar Road proceeding easterly through the Village of Wellsville commercial area along the northern side of this state highway right of way. The Contiguous Area in the Village crosses the intersection of State Route 19 and intersects along the southern border of Coats Street to several industrial parcels owned by Dresser-Rand. The Contiguous area then proceeds northwest to Vossler Road to include these industrial sites along the western border of the Western NY&PA Railroad line right of way.

This Zone Contiguous Area 2 Wellsville Town and Village targets the continued development of the area from the growth of investment and jobs. This land has the greatest development potential in Wellsville to retain and create jobs and investment. New industrial and commercial businesses are encouraged to locate in the Zone area, existing businesses are encouraged to expand in the Zone area and new and expanded businesses can generate new jobs for the Town and Village of Wellsville residents and residents of the nearby applicant community the Town of Friendship.

This particular geographic configuration was chosen because it is flat land, prime for development. The property parcels within this Contiguous Area include areas where sewer, water, utility and transportation infrastructure already exists. The parcels include Zone land areas with existing Zone Certified Business and targeting these types of business clusters that have a track record of continuing growth in capital expansion and job creation. This area contains parcels of open land, available and affordable for future development of industrial and commercial projects.

III.4.3 Contiguous Area 3 Cuba Town and Village

Contiguous Area 3 Cuba Town and Village extends from Main Street northward on Genesee Street into the Town of Cuba westward on the north side of State Route 446 and into the Town of Cuba northward across Interstate 86 and State Route 305.

The Contiguous Area 3 within the Village was expanded westward following the northern side of State Route 446 to include additional acreage within the Town of Cuba. The Contiguous Area 3 within the Village includes a large parcel bordered by the entrance ramp of I-86 on the north. The Village of Cuba land was expanded adjacent to the exit and entrance ramps of I-86 on the south and both sides of State Route 305. From this point the contiguous area crosses northward into the Town of Cuba into open prime development lands bordered to the west by State Route 305.

On the additional parcels are sewer, water, utility and transportation infrastructure already exists. These parcels are available and affordable for future development of industrial and commercial projects. These specific targeted Zone lands of Contiguous Area 3 in Cuba use the transportation infrastructure and natural resources to create an industrial, logistical and destination tourism businesses.

The Village and Town continue to retain 25 Zone Certified Businesses and expand its small business and industrial areas. The mutual objective is targeting job creation and capital

expansion by use of sites for industrial and commercial locations adjacent to Exit 28 of Interstate 86, State Route 305 and State Route 446.

This Contiguous Area 3 Cuba Town and Village would assist in the continued development of the area from the growth of investment and jobs. This land has the greatest development potential in Cuba to retain and create jobs and investment. New businesses would be encouraged to locate in the Zone area, existing businesses would be encouraged to expand in the Zone area and new and expanded businesses would generate new jobs for the Town and Village of Cuba residents and residents of the nearby applicant community the Town of Friendship.

This particular geographic configuration was chosen because it is flat land, prime for development. The property parcels within this Contiguous Area include areas where sewer, water, utility and transportation infrastructure already exists. The parcels include Zone land areas with existing Zone Certified Business. These business clusters that have a track record of continued growth in capital expansion and job creation. This area contains parcels of open land, available and affordable for future development of industrial and commercial projects.

III.4.4 Contiguous Area 4 Friendship West

The Friendship Empire designated a fourth distinct and separate contiguous area. Contiguous Area 4 Friendship West, at Exit 29 Interstate 86 includes 55.31 acres with upgraded infrastructure. This area around Exit 29, West Main Street, Pennsylvania Avenue and County Road 20 has continued potential for commercial and industrial development. Smaller parcels surrounding the southern end of the interstate exit are available for development.

A large parcel at 12 Pennsylvania Avenue is a shovel ready 22 acre industrial site within 2/10 of a mile from I-86. The Friendship Empire Zone and Genesee Valley Improvement Corp. over the last six years has prepared this site for industrial development. In addition, a second large parcel of 9.6 acres on County Road 20 is shovel ready.

Contiguous Area 4 Friendship West displays a probable growth pattern that will utilize an area with existing infrastructure of sewer, water, utility and transportation. These parcels are open land, available and affordable for future development of industrial or commercial projects.

Inclusion of this fourth distinct and separate area will meet and accommodate the economic and community development needs of the applicant community the Town of Friendship.

The Town of Friendship has a population of 1,927 as of the 2000 census with 21.5% of the population living below the poverty line. The Zone was established in the former village area and as of the 2000 census; the Census-Designated Place (CDP) had a total population of 1,176. The median income for a household in the CDP is \$25,524, with the per capita income for the CDP is \$11,182. 25.7% of the population and 20.8% of families are below the poverty line.

This Zone Contiguous Area 4 Friendship West will assist in the revitalization of the area through investment and jobs.

This geographic configuration was chosen because it is flat land, prime for development. The area around Exit 29, West Main Street, Pennsylvania Avenue and County Road 20 has continued potential for commercial and industrial development. Development has begun and will continue. The property parcels in this Contiguous Area include areas where sewer, water, utility and transportation infrastructure already exists.

The parcels include Zone land areas with existing Zone Certified Business and targeting these types of business clusters that have a track record of continuing growth in capital expansion and job creation. The area contains parcels of open land, available and affordable for future development of industrial and commercial projects.

III.5 Proposed Regionally Significant Project Targeting Strategy:

The Friendship Empire Zone plan specifically identifies only one geographic site for possible Regionally Significant Projects (RSP).

The vacant Tracewell Electronics building at 9962 State Route 446, in the Town of Cuba is a targeted site for a proposed “Regionally Significant Project “RSP”. This site became closed when Tracewell Electronics relocated to Ohio Dec. 2006. Ideally this 92,000 sq-ft facility on 50 acres is best suited for manufacturing of electrical and electronic equipment. The building has special features, supporting electrical and electronic equipment manufacturing. These include 6” concrete electrostatic discharge floor, heavy electrical power, engineering lab, and EMI Lab and burn in stress rooms. This modern industrial and office facility is well suited for a variety of light industrial applications.

In all other areas of Allegany County the Zone Board is willing to entertain development projects which meet the statutory thresholds for an RSP.

SECTION IV: TARGET BUSINESSES

The Friendship Empire Zone Strategy targets building a competitive advantage in those industries/businesses in which the region either has or can develop unique resource advantages. The industries/businesses import wealth into the Friendship Empire Zone communities and Allegany County.

IV.1 Targeted “At Risk” Businesses

The Friendship Empire Zone Strategy targets local “Strategic at Risk Business” for job growth and retention These “At risk” businesses are those that have could locate or relocate outside New York State.

Strategic at Risk Business	Traded Industry Clusters	Contiguous Area Location
Friendship Dairies	Dairy and Food Processing Agribusiness	Area 1
Empire Cheese	Dairy and Food Processing Agribusiness	Grandfathered
Dresser-Rand	Precision Metal Fabricating Manufacturing	Area 2
Alstom Power Inc. Air Preheater Company	Precision Metal Fabricating Manufacturing	RSP
L.C. Whitford Company	Road, Bridge, Building and Pipeline Manufacturing Construction	Area 2
Otis Eastern Pipeline Services	Road, Bridge, Building and Pipeline Manufacturing Construction	Grandfathered

These firms are strategic to and define the local economy. They form the current industrial base in the applicant community and the surrounding region. They are located on Zone land areas as resident companies ready to expand and modernize operations. The local infrastructure of raw materials, suppliers, local universities, trained workers and engineering knowledge supports the growth of these industries. These industries represent strategic existing traded manufacturers.

The strategy targeting these companies provides a basis promoting out of area new business attraction. These strategically "traded" business industry clusters are selling world wide or to regional eastern U.S. and Canadian markets.

The Friendship Empire Zone Administrative Board has defined two priority levels for its business clusters strategic for targeting. These are Strategic Industrial Businesses and Targeted Businesses.

IV.2 Business Clusters Targeting Strategy:

The Friendship Empire Zone Administrative Board has defined two priority levels for its business clusters strategic for targeting. These are Strategic Industrial Businesses and Targeted Businesses.

The following list of six strategic industries refers to "traded" businesses, wealth creating businesses, and/or "at risk" businesses within the Alleghany County. For purposes of this plan, "traded" businesses include those where at least 60% of their product/service is sold, delivered or provided to customers/clients that are outside of Alleghany County.

A “Strategic Business” Industry Clusters is a “traded” business engaged in one or more of the following:

- 1) Dairy and Food Processing Agribusiness
- 2) Electrical and Electronic Manufacturing
- 3) Precision Metal Fabricating Manufacturing
- 4) Ceramics, Glass and Advanced Materials Manufacturing
- 5) Road, Bridge, Building and Pipeline Manufacturing Construction
- 6) Forest Products Manufacturing

The following list of Targeted Businesses makes up the second priority of business clusters. This list includes sites that use the Interstate 86 transportation infrastructure and natural resources of Allegany County to enhance logistical businesses and to create destination enterprises. They add wealth by drawing economic activity from outside the region. The secondary priority strategic for targeting includes the following businesses:

A “Targeted Business” Clusters is a business engaged in one or more of the following:

- 7) Rail, Trucking, Distribution and Warehousing Logistics Businesses
- 8) Destination Recreation, Tourism and Hospitality Businesses
- 9) Support Services including Professional, Financial, Back-Office, Technical Operations and Disaster Recovery

IV.2.1 Strategic Business

The first priority include manufacturing sites, especially those “traded export businesses” selling products outside of the region and bringing new cash into the community. . For purposes of this plan, "traded" businesses include those where at least 60% of their product/service is sold, delivered or provided to customers/clients that are outside of Allegheny County. These businesses have greater economic “multipliers”, i.e. secondary economic development impacts for Allegheny County. These Clusters represent “at risk” businesses that could locate or relocate outside New York State. These manufacturing businesses include any manufacturing or processing industrial company and specifically the following targeted Strategic Business Clusters:

1) Dairy and Food Processing Agribusiness

Competitive advantage: “The region’s significant agricultural sector (e.g., dairy and beef cattle, cash crops including grapes, apples, maple syrup, etc.), historically developed in response to the region’s unique climate, topography, soils and land use patterns, provides an opportunity for value-added secondary food processing utilizing these primary products as inputs.”⁸

2) Electrical and Electronic Manufacturing

Competitive advantage: “To the extent that this cluster has or can maintain high value-added, proprietary, higher-tech “non-commodity” design-and-manufacture operations, this may represent a competitive advantage leading to globally competitive manufacturing opportunities.”⁹

3) Precision Metal Fabricating Manufacturing

Competitive advantage: “The portions of the region’s metal and auto parts fabricating clusters that are high value-added, proprietary, higher-tech “non-commodity” design-and-manufacture operations provide potentially globally competitive manufacturing opportunities. However, production activities must be as efficient as is possible to be competitive in the global marketplace.” ¹⁰

4) Ceramics, Glass and Advanced Materials Manufacturing

Competitive advantage: “This cluster’s typically high value-added, proprietary, higher-tech “non-commodity” design-and-manufacture operations and as a traded industry also provide potentially globally competitive manufacturing opportunities.” ¹¹

5) Road, Bridge, Building and Pipeline Manufacturing Construction

Competitive advantage: This cluster’s typically high value-added, proprietary, “non-commodity / manufactured-locally / shipped-east coast” design-and-manufacture operations and as a traded industry provide east coast competitive manufacturing opportunities.

6) Forest Products Manufacturing

Competitive advantage: “The region’s unique climatically related hardwood resource base provides a global opportunity for value-added secondary processing. However, processing must be technology-based, so as to compensate for higher alternate domestic overhead costs.” ¹²

IV.2.2 Targeted Business

The second priority Targeted Business Cluster includes businesses and sites that use the transportation infrastructure and natural resources of Allegany County to create a destination for logistical businesses. The importation and distribution of goods and destination enterprises adds wealth to the community by drawing from outside the region, generating new dollars and economic activity. . The secondary priority strategic for targeting includes the following businesses:

7) Rail, Trucking, Distribution and Warehousing Logistics Businesses

Competitive advantage: “The region’s interstate highways and state highway system, interchange locations, proximity to rail operations, ports and large markets provide opportunities for this sector, to prosper through operating cost advantages, provided that sufficient capital is invested into this infrastructure to make it competitive.” ¹³

8) Destination Recreation, Tourism and Hospitality Businesses

Tourism-Destination projects are those for which the sales associated with the business will be to customers who are not residents of Allegany County.

Competitive advantage: “The region’s natural beauty and resources, the region’s man-made recreational resources, the region’s cultural offerings and the region’s

10 *2006 Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 1
11 *2006 Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 1
12 *2006 Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 2
13 *2006 Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 2
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proximity to major population areas are the ingredients for a strong tourism (i.e., regional export) sector.”¹⁴

9) Support Services including Professional, Financial, Back-Office, Technical Operations and Disaster Recovery

Competitive advantage: “The region’s low business cost environment and low cost of living provide opportunities for this location-independent back-office computer support sector to prosper through operating cost advantages with respect to urban domestic locations.”¹⁵

IV.3 Target Business Clusters:

IV.3.1 Food and Dairy Processing Agribusiness Cluster

The Zone plan targets food and dairy processing industries. Friendship Dairies is the largest employer in Friendship and is in Contiguous Area 1 Friendship East. They have been a Certified Business for twelve years. Friendship Dairies continues to grow with yearly increases in employment and significant investments every year. Empire Cheese in Cuba is the second largest dairy processor and is a grandfathered Zone Certified Business. These are traded export businesses selling cheese and dairy products outside of the region to ease coast markets.

Employment in the dairy-processing cluster is 435 jobs. Each dairy-processing job supports 2.7 farm jobs, thus affecting another 1,175 farm economy jobs. Allegany County has 142 dairy farms. The economic health and survival of these family farms depend on the demand for milk from Friendship Dairies, Empire Cheese and other nearby dairy processing companies. Targeted are local dairy farming support services and agricultural infrastructure. The services include milk haulers, large animal food veterinarians, feed and farm chemicals.

The Zone plan targets food and dairy processing industries for all contiguous Zone areas. The resident workforce is well trained in food handling. The water aquifer in Friendship has a 6 million gallon-per-day capacity. Friendship’s modernized water district and wastewater treatment facility is ideal for targeting development in food and dairy processing.

The geographic locations, suited for food and dairy processing industry cluster are Friendship, Cuba, and Amity.

IV.3.2 Electrical and Electronic Manufacturing Cluster

The Zone plan targets the electrical and electronic manufacturing industries cluster because of the engineering expertise that exist within the region. Skilled workers with the electrical engineering and electronic assembly skills reside in the region. Alfred State College Electrical Engineering and Electro-mechanical Engineering Technology (BS) and Alfred University Electrical Engineering (BS) educate hundreds of engineers annually. This targeted electrical and electronic manufacturing industries cluster has local academic support.

Cuba, Friendship Amity and Wellsville are the geographic locations suited for this industry cluster.

¹⁴ 2006 *Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 2

¹⁵ 2006 *Regional Development Strategy for the Southern Tier West Region*, Chapter 2 Page 2

IV.3.3 Precision Metal Fabricating Manufacturing Cluster

The Zone plan targets the precision metal fabricating manufacturing industry cluster because of the engineering expertise that exists within the region. Dresser-Rand, Wellsville Operation, Alstom Power Inc. - Air Preheater Company, Rotating Machinery Technology, Genesee Metals and Angelica Spring support over 1,100 employees. These are traded export businesses selling fabricated metal products outside of the region to world wide markets.

Contiguous Area 2 Wellsville Town and Village includes Dresser-Rand and Rotating Machinery Technology. The Contiguous Area 3 Cuba Town and Village includes Genesee Metals.

There is an abundance of skilled mechanical engineering and machinists within the region. Alfred State College Mechanical Engineering Technology (AAS), (BS) and Alfred University Mechanical Engineering (BS) educate hundreds of engineers and machinist annually. This targeted metal fabricating manufacturing industry cluster has local academic support.

Wellsville is the geographic location suited for this industry cluster.

IV.3.4 Ceramics, Glass and Advanced Materials Manufacturing Business Cluster

The Zone plan targets the ceramics, glass and advanced materials based business cluster due to the local high technology knowledge base within the Ceramics Corridor. The Ceramics Corridor® Region is located along I86, commonly known as the Southern Tier of New York State. This region has a long and rich history of glass and ceramics research, development and manufacturing. The ceramics, glass and advanced materials engineering skills exist in the region. Specific to this cluster, the New York State College of Ceramics at Alfred University, the Center for Advanced Ceramic Technology, A business incubator located in the Ceramics Corridor Innovation Center are all located near-by in Alfred. This targeted ceramics, glass and advanced materials manufacturing industry cluster has local academic support.

Alfred, which is outside of the Zone Contiguous Areas, with four grandfathered ceramic and glass Certified Businesses, is the geographic location suited for this industry cluster. Because of the proximity to the local recourses for ceramics, glass and advanced materials all Zone Contiguous Areas in Friendship, Amity, Wellsville and Cuba represent future geographic locations suited for this industry cluster.

IV.3.5 Road, Bridge, Building and Pipeline Manufacturing Construction Industry Cluster

The Zone plan targets the construction industries cluster because of the unique niche markets these local firms serve. The L.C. Whitford Co. and the L.C. Whitford Materials Co. manufacture pre-stressed concrete forms for bridge beam, parking garage beams, concrete barriers, concrete floor panels and concrete wall panels. These forms are shipped outside the area to east coast markets. These Whitford companies are located in Contiguous Area 2 Wellsville Town and Village. Otis Eastern Service, a grandfathered Zone Certified Business is one of the leading pipeline contractors in the U.S. Otis Eastern Service is focused on the construction and rehabilitation of cross-country transmission pipelines. Pipeline is fabricated and welded in Wellsville for

shipment to sites in the Northeastern, Mid-Atlantic and Central U.S. Alfred State College Building Trades, Building Masonry and Welding (AAS) annually educate hundreds of construction trade professionals.

The geographic locations suited for this industry cluster are Wellsville, Friendship Amity and Cuba.

IV.3.6 Forest Products Manufacturing Industry Cluster (including primary and secondary wood processing)

The Zone plan targets the forest product manufacturing industry cluster because of the region's hardwood forests and the wood manufacturing expertise that currently exist within the region. Whitesville Wood Products, Baldwin Forest Products, Phillips Angelica Forest Products and Allegany Door and Millwork are grandfathered Zone Certified Business. These are traded export businesses selling wood products outside of the region to US markets.

The geographic locations suited for this industry cluster are Friendship, Amity and Cuba.

All these "Strategic Traded Business" will be given higher priority for targeting and consideration.

IV.3.7 Rail Trucking Distribution and Logistics Business Cluster

The Zone plan targets logistical businesses involving rail, trucking and distribution industry cluster via the strategic advantages that the communities have with I86. Friendship currently has three trucking and distribution companies using Interstate 86 to ship to east coast markets. The plan also targets rail-based businesses for Friendship with the return of the Western New York and Pennsylvania Railroad. Land bordering County Route 20 parallels this line and the railroad has targeted the area for manufacturing and multi-modal transfer to trucks using I-86 exits.

The return of WNY/PA rail service has set up opportunities for rail multi-modal truck facilities. Covered Wagon Train an over the road trucking transportation business is relocating 47 jobs to a 35 acre Friendship site in the Contiguous Area 1 Friendship East development corridor with a plan to invest \$6.8 Million. This company now a Zone Certified Business plans to build a transportation and warehouse complex that includes rail-to-truck service.

The I86/Rt.19 Crossroads Market Feasibility Criteria Study findings note that e commerce fulfillment centers are a component of most distribution, logistics centers. The Friendship Zone Contiguous Area is planned along County Rt. 20 to Belvidere in the Town of Amity.

Because of Interstate 86 exits, the geographic locations suited for this industry cluster are, Friendship, Cuba and Amity,.

A priority is to include sites that use the transportation infrastructure and natural resources of Allegany County to create a destination for logistical businesses involved with the importation and distribution of goods. These destination dependent traded enterprises add wealth to the community by drawing income from outside the region, generating new dollars and economic activity.

IV.3.8 Destination Recreation, Tourism and Hospitality Business Cluster

The Zone plan targets the destination recreation, tourism and hospitality based business cluster because of the natural resources profile of the region. The Genesee River watershed, Cuba and Rushford Lakes provide abundant water recreation activities and fishing. Allegany County is known nationally for offering some of the best whitetail deer and eastern wild turkey hunting in the northeast. For example, the deer harvest, of 20,000 annually, is the second highest in NY State. With 46,307 acres of state forest and 2,050 acres of county forest, residents as well as visitors will find adequate hunting territory. Swain Ski Area in Grove is a destination tourism business. There are well developed hiking, cross-country ski and snowmobile trails on the twenty-three (23) NY State Forest preserves,. There are six 18-hole golf courses.

The destination recreation, tourism and hospitality cluster is defined as those enterprises that add wealth to the community by drawing in tourists from outside the region, generating new dollars and economic activity. This expressly excludes those businesses that rely solely on already-existing demand for tourism-related services.

There is a shortage of restaurants and lodging facilities in Allegany County. The Zone places a priority on targeting development only in areas where there are shortages of facilities to support this recreation, tourism and hospitality based business cluster.

The geographic locations suited for this industry cluster are Cuba, Friendship, Amity, and Wellsville

IV.3.9 Support Services including Professional, Financial, Back-Office, Technical Operations and Disaster Recovery Business Cluster

The Zone plan targets the support services for professional, financial, back-office and technical operations cluster because of the logistical advantages that I-86 provides and the broadband fiber optic communications line that runs from Cuba to Friendship to Belvidere Crossroads in Amity. The I-86/Rt.19 Crossroads Market Feasibility Criteria Study findings note that e-commerce fulfillment centers are a component of most distribution, logistics centers. The Friendship Zone Contiguous Area borders County Road. 20 to Belvidere. ¹⁶

The geographic locations suited for the Support Services industry cluster are Friendship, Amity I-86/Rt.19 Crossroads and Cuba.

IV.4 Business Clusters and Zone Contiguous Area Development Strategy

The following table provides a summary of each business cluster and the four Zone Contiguous Areas. The business development needs and current industrial base of each cluster are summarized by matching the geographic strengths, suitability and strategy of each area.

Cluster	Area 1 Friendship East	Area 2 Wellsville Town and Village	Area 3 Cuba Town and Village	Area 4 Friendship West
1) Dairy and Food Processing Agribusiness	X		X	
2) Electrical and Electronic Manufacturing	X	X	X	
3) Precision Metal Fabricating Manufacturing		X		
4) Ceramics, Glass and Advanced Materials Manufacturing	X	X	X	
5) Road, Bridge, Building and Pipeline Manufacturing Construction	X	X	X	
6) Forest Products Manufacturing	X		X	
7) Rail, Trucking, Distribution and Warehousing Logistics Businesses	X		X	X
8) Destination Recreation, Tourism and Hospitality Businesses	X	X	X	X
9) Support Services including Professional, Financial, Back-Office, Technical Operations and Disaster Recovery	X		X	X

SECTION V BUSINESS DEVELOPMENT ASSISTANCE AND ZONE ADMINISTRATION

V.1 Business Development Assistance

The goal of the Friendship Empire Zone will be to insure that Certified Businesses within the Zone receive high quality service and access to all available business assistance programs. Insuring maximum utilization of all Empire Zone (EZ) incentives is direct responsibility of the Friendship EZ staff. Other business development assistance within the community such as Workforce Investment Board training assistance, Child Care services, Entrepreneurial Assistance etc will be identified and coordinated through the Administrative entity ACCORD Corporation. Finally the Allegany County Development Office, as the Zone certifying entity, is closely linked to the Empire Zone activities and works closely to insure businesses receive EZ services when located in Zone designated areas. Further this entity is the Industrial Development Agency and links projects to the Empire State Development office for direct assistance through their services.

V.2 Zone Administration

The Empire Zone will provide information regarding EZ benefits and the systems to access these benefits via local workshops, distribution of instructional materials and through one to one assistance. The EZ will establish and maintain a website for the posting of current information and providing program access information to potential new businesses. The EZ staff and board will attend regular training sessions offered by the ESDC to maintain current knowledge of EZ program regulations and changes as they may occur. They may also attend sessions offered by other entities as they pertain to potential resources for the EZ.

V.2.1 Zone Administrative Entity

The Empire Zone through its linkage with the ACCORD Corporation can access services for business supports within this agency. ACCORD is the Community Action agency for business loans and servicing the same. The EZ, as ACCORD staff, participate in all ACCORD trainings and management sessions. EZ staff is familiar with programs within ACCORD and appropriate referrals for services.

V.3 Regional Planning and Development

The Friendship Empire Zone is the active link to resources within the community and region and insuring that these resources, where applicable, service Zone Certified Businesses. The key to achieving this end is to maintain strong partnerships with available economic development entities that can provide resources to assist Zone businesses; this includes the local municipalities, Allegany County IDA, Allegany County Office of Economic Development Allegany County Planning Board, Allegany County Development Advisory Board and the regional planning entity, Southern Tier West Regional Planning and Development Board. Attachments at the end of this narrative contain letters from the entities that outline their commitment and involvement in Zone Certified Business activities. The regional planning entity in our area is the conduit for Appalachian Regional Commission funding that can be used for business assistance and infrastructure.

V.3.1 Allegany County Office of Economic Development

The EZ maintains a close working relationship with the Allegany County Economic Development Office through regular consultation on business expansion, retention and attraction

activities within the county. Business requests to the County Economic Development office regarding EZ locations and incentives are referred to the Friendship EZ office for follow up.

V.4.2 Allegany County Planning Board

The EZ director is currently part of the county Allegany County Planning Board. This advisory board meets monthly to review certain zoning and planning actions within Allegany County prior to the final decision made at the county, village, or town, level and makes a recommendation to the municipality.

V.4 GML § 962, Zone Benefits and Administration Provisions

(b) The Friendship Empire Zone works cooperatively with the Allegany County IDA, for grant preference allocation of private activity bonding authority for projects located in the proposed Friendship Empire Zone. Also, the Allegany County Office of Economic Development through its Allegany County Microenterprise Development Project & Revolving Loan Fund continues allocations of their micro enterprise revolving loan fund to assist Certified Zone Businesses.

(d) The Friendship Empire Zone is successful in establishing the 485-E real estate property tax exemption in local communities with designated areas. This incentive provides for additional incentives for real property improvements and is a tremendous advantage in marketing the Zone to potential businesses. Allegany County has extended the sales tax exemption to local Certified Businesses deferring their portion of tax revenue to encourage growth. When these unique local incentives are added to the state package of benefits the area is highly attractive to local expansion and attraction efforts.

(e) The Empire Zone office maintains close relationships with local communities and their agents in expediting local building permits and related permits as required. In most cases zoning is addressed by pursuing areas that are appropriate for development and not needing zoning variances. In Friendship, portions of the Town of Cuba and Belvidere there are no zoning ordinances to address. Building permits are issued through local building code officers or via contract with larger underwriters for these services. The Zone staff plays an active role in working with local businesses to prepare and direct appropriate information and avoid delays.

(h) The Friendship Empire Zone, through its administrative entity, ACCORD Corp, has access to the Entrepreneurial Assistance Program (EAP), a unique program funded through the ESDC to promote training and startup of Minority/Women Business Enterprise (M/WBE) in Allegany and Cattaraugus Counties. There are no other funded programs for this services in the Western New York area. This vehicle allows for specialized services to M/WBE's in both counties and through its services to established M/WBE's, can provide information on the advantages of Zone location. The EAP is also the local assistance center for receiving assistance in M/WBE certification by the State of New York.

(p) The Friendship Empire Zone (FEZ) is governed by the Friendship Empire Zone Administrative Board (FEZAB). The FEZAB is comprised of fifteen members selected to reflect the business areas, both geographic and by industry cluster, outlined in the law and also to bring community members who share the vision of the EZ and support economic growth. The FEZ from its inception is a unique and strong partnership between local governments and the Allegany County government, receiving both financial support and guidance. The Zone Administrative Board is appointed by the Allegany County legislative chairman from recommendations from the FEZ and local communities. The Friendship Empire Zone has established by-laws and is responsible for the operation and goals for the Zone. The Friendship Empire Zone employs the administrative entity, ACCORD Corp, for the day to day operation of

the Zone in all its aspects including the program operations, administrative, and fiscal compliance. The Zone Administrative Board meets monthly to review progress and make necessary decision for the operation of the Zone.

(r) Southern Tier West Regional Planning and Development Board, is the appropriate regional economic development agency. This council coordinates the specific resources to be allocated for business development in the region and the Empire Zone. (See Attached Letter)

(v) Allegany County's resources for economic development are concentrated in the County Economic Development Office and IDA, ACCORD Corporation, and local participating municipalities. These entities are all incorporated into the Zone Administrative Board when possible. This insures ongoing participation in the activities of the Zone and in the establishment of the policies that govern the Friendship Empire Zone. The Zone Certifier is currently the County Economic Development Director and IDA Director. He is aware of new Zone Certified Businesses and the proposed activities for their growth. The Zone Director is also a member of the Allegany County Planning and Development Board and participates in ongoing planning and resource development for the county and particularly the Zone designated areas.

The placement of the Friendship Empire Zone administration in ACCORD Corporation insures close coordination with that agencies Entrepreneurial services program. ACCORD also has a subsidiary Community Development Finance Institution (CDFI), certified by the US Department of Treasury Allegany County Development Services, Inc. (ACDSI). This organization originates loans to businesses in both Cattaraugus and Allegany County. The Zone Director is cognizant of in the programs available through ACDSI and business training department.

(y) The ZAB will proactively collaborate with all partnering agencies as outlined in this SECTION V and SECTION VI to integrate its services to allow for the best possible economic development support for the Zone. The Friendship Empire Zone Director will hold and attend local planning meetings, insuring that economic development resources, where applicable, service Zone Certified Businesses. The key to achieving this end is to maintain these strong partnerships with available economic development entities that can provide resources to assist Zone businesses. (See Attached Letters)

(w) The Friendship Empire Zone's administrative entity, ACCORD Corp and the Zone Administrative Board will implement the following administrative actions:

Allegany County Community Opportunities and Rural Development (ACCORD Corp) is the administrator of the Friendship Empire Zone. The agency was the originator of the Economic Development Zone in 1994 and continues to operate the program on behalf of the designated communities and the Empire Zone Administrative Board. ACCORD Corporation is a county wide community development corporation in existence since 1972. The agency has extensive experience in both Federal and State grants development and administration and currently operates over 60 programs throughout the region and Allegany County.

The Empire Zone staff is part of the agency Community Development Division (CD) and reports directly to the Executive Director of the agency. The CD Division of ACCORD also houses the agency's Housing Department (ACCORD is a designated Rural Preservation Company through the NY State Division of Housing and Community Renewal since 1983) and the Community Development Department which comprises the Entrepreneurial Assistance Program (a small business services program) and ACCORD'S subsidiary Allegany Community Development Services Inc (ACDSI), a certified Community Development Financial Institution through the US Department of the Treasury. Centralization of the EZ in this Division assures access to housing expertise and business training and capital assistance.

The ZAB contracts with ACCORD for the hiring and supervision of staff. The agency also provides all the administrative and contractual services to the program utilizing an approved federal indirect cost rate established by the Department of Health and Human Services through an annual review and proposal to the agency. The Department of HHS is the cognizant agency for ACCORD Corporation. ACCORD'S indirect services are comprised of a Human Resources Department, Fiscal Department, Data and Technical Services Department, and Administrative Department. These components provide for all reporting and fiscal services and assist in ongoing administrative and grant development for EZ communities.

The annual contract is approved by the ZAB and funding provided through a combination of State, County and local community funding. ACCORD provides regular reporting on fiscal operations and contractual reporting for EZ compliance and other areas as requested by the ZAB. The agency also works with local communities on EZ support projects that may include infrastructure development, Main Street programs, human resources development in EZ communities and other identified needs as they may arise. The goal of both the EZ and ACCORD is to enhance the overall economic viability through improved wages, living conditions, and job opportunities in Allegany County.

The Executive Director of ACCORD Corp regularly attends the Zone Administrative Board meetings to insure ongoing communication regarding operations and the activities of the Zone Staff. The Zone Administrative Board chair is an Allegany County Legislator and reports directly to the Chairman of the Allegany County Legislature on activities in the Friendship Empire Zone. These linkages insure close communication on the performance of the Friendship Empire Zone. Within Allegany County ACCORD is the largest provider of services. The FEZ director attends all ACCORD training and participates in all director and management staff meetings, insuring close working relationship with the departments within ACCORD that have services available to compliment the Zone activities and Certified Businesses. Performance reports and fiscal reports are provided to the Zone Administrative Board on a monthly basis and changes made as the Board determines.

SECTION VI HUMAN RESOURCES DEVELOPMENT/TRAINING

VI.1 Workforce Investment Board and One-Stop Service Centers

The Friendship Empire Zone is committed to the provision of a high quality workforce for area businesses. Through its administrative agent, ACCORD Corp, it is an active participant in the Cattaraugus Allegany Workforce Investment Board (CAWIB). ACCORD as a mandated partner under the WIA act is required to assist and participate in the workforce development system for the two county areas. The Executive Director of ACCORD is currently a board member of the WIB and acts as its Treasurer. ACCORD has been a member of local workforce initiatives since 1984, and been active on both CETA and PIC councils over the years. ACCORD Corp has also been a grantee for funds from the WIB at various times for specific services within the WIA area. The EZ Director is invited to WIA meetings on a periodic basis to assist in the annual development of the workforce development plan and to outline Zone benefits to the WIA board.

The CAWIB is operated through two county-wide One Stop Services Centers through County Government Departments. The Friendship Empire Zone utilizes the local One Stop Center extensively for training opportunities and placements services. The Allegany County One Stop is the clearing house for job applicants and listing service for local businesses looking for employees. Local businesses provide basic job qualifications and skill needs to the One-Stop and the One-Stop tests and refer people for possible hiring. All Zone Certified Businesses are notified of their responsibility to post job openings with the local One-stop.

VI.2 GML § 962, Paragraphs on Workforce Provisions

(f)(n) The CAWIB allocates funds based on a formula to the two county One-Stops. The formula uses a series of factors including historical allocations to the counties, population, unemployment rates, and minimal funding levels to insure operation. This plan is used by the CAWIB board and approved by the two county Chief Elected Officials (CLEOS). These allocations and procedures comply with all areas of Public Notice where required. The plan references the EZ as working partners and the need to coordinate services and training programs to the businesses within these areas.

Allegany County currently has one temporary job placement service that is utilized by some of the employers in the area. Walker Business Services trains, screens and places temporary and seasonal help. The EZ office located Belmont also maintains information for local drop in residents who may be seeking employment. Finally, the EZ has attempted to put in place commitment from EZ designated areas to promote the hiring of Friendship residents in local businesses within their designated areas.

(q) In Allegany County there are three colleges and one community college. The four year degree colleges offer regular curriculums based on Bachelors degree and Masters Degree formats. Alfred University and SUNY Alfred programs have offered special Empire Zone scholarships to any Friendship High School student admitted to the universities. More recently the Jamestown Community College, located in Allegany County in 2005, has been offering their middle management seminars in our area. As they become more established these programs will offer a good base of training for area EZ businesses.

(u) The Human Resource goal of the EZ will be to assist organizations that can provide human services to residents and businesses within the designated Zone communities. The areas include improved employment and training services, educational opportunities for residents,

child care accessibility, family services for abuse and preventive services, youth services, emergency and protective services, health care services, and arts and cultural organizations.

The EZ maintains a community newsletter to residents and businesses that present information on community services, local happenings, available programs and related local topics. This Zone newsletter as part of the ACCORD newsletter is published quarterly and distributed throughout Allegany County to every mailing address.

The EZ staff continues to work with ACCORD Corporation to insure designated areas receive access to service. ACCORD is the county-wide operator for Domestic Violence services, Child Care Resource and Referral Agency, Teen Aged Services Act programs, After-School programs, and Head Start. Previous commitments to the EZ program have led to the development of a Head Start campus in Friendship, and increased enrollment in Cuba and Wellsville area. These programs strategically provide valuable support to stabilize families and encourage self-sufficiency.

SECTION VII

COMMUNITY DEVELOPMENT

VII.1 Policies and Procedures for Community Development Projects

The Friendship Empire Zone Administrative Board updated adopted its Policies and Procedures for Community Development Projects and Zone Capital Credits on June 03 2004. These policies and procedures are reviewed periodically and when the sponsoring not-for-profit organizations are in discussion with the ZAB concerning the specific qualifications of each project.

VIII.1 Locally Based Criteria

These policies have the following Locally Based Criteria:

I. Qualifying Projects must:

A. Be one of the following types:

1. Child care serving Zone residents and businesses, or
 2. Community development in direct support of economic development and business revitalization, or
 3. Business development project of a Local Development Corporation (LDC)
- Other types of projects are not eligible for Zone Capital Credits

B. Be located within Zone boundaries, advance the EZ plan and goals, benefit the Zone residents, and promote the development of new business or business expansion.

C. Be sponsored by a not-for-profit corporation.

D. Raise money contributions for tax credits.

E. Ensure that funds raised for tax credits do not replace existing debt.

F. Be for non-recurring expenses.

G. Understand and comply with EZ time frames.

1. Funds raised prior to project approval of Empire State Development are not eligible for tax credits.

2. No tax credits are available for any donor until completion of a project (or approved component thereof). For this reason, it is suggested that larger projects be broken into components that can be completed in 12, 18, or 24 month time periods.

3. Components must be completed consecutively, not concurrently.

H. Use a maximum of \$250,000 in tax credits per project (or approved component thereof).

VIII.2 Minimum Investment Thresholds

These policies have the following minimum investment thresholds:

Accept donations between \$500.00 and \$400,000 for tax credits. (Less than \$500 and more than \$400,000 are acceptable donations; however they are not eligible for tax credits)

VIII.3 GML § 962, Community Development Provisions

(i) The ZAB will proactively collaborate with all partnering agencies as outlined in SECTION V and SECTION VI to prevent or discourage the displacement of residents of the Empire Zone. Since the majority of Zone designated parcels are not residential Projects should not displace residents. The ZAB will resolve any potential displacement issues with its partnering agencies.

(s) Child Care Services.

Allegany County currently receives Child Care services through the ACCORD Corporation Child Care Resource and Referral Agency. This division within ACCORD serves the child care needs for Allegany Cattaraugus and Wyoming Counties.

The Department provides referrals for child care services, delivers the mandated child care training components to operating child care providers and through contracts with individual counties provides child care facility certification. ACCORD also offers business start up services for family, group and center based day care start-ups through its Entrepreneurial Assistance Program. Funding for startup is available from the Community Development Financial Institution (CDFI) program at ACCORD Corp, Allegany Community Development Services Inc (ACDSI).

Allegany County currently has 10 licensed day care centers within the county one located in Belmont, (Town of Amity), two Wellsville Centers and one located Alfred. The remaining six day centers are operated by the ACCORD Corp Head Start program and though licensed by the State of New York are not available to the general public but only to eligible families. There are a total of 301 slots in licensed center based day care slots with 146 operated through ACCORD's Head Start program, or 155 center based slots available to the community.

The majority of day care providers within the county are licensed Group or Family day care. Local communities within Allegany County are generally small and cannot support the level of enrollment that is necessary for a center. Further there is a general lack of facilities that are able to meet or be converted to meet the state licensing criteria. Potential buildings are generally under the required square footage for a center or require extensive rehabilitation which becomes cost prohibitive. Within the county the following areas have Family and Group day care (number of licensed facilities follows area)

Town	# of Facilities	# Slots from Family Providers	# Slots from Group Providers	Total Slots Available by Community
Friendship	0	0	0	0
Amity	5	0	52	52
Wellsville	9	0	82	82
Cuba	4	0	38	38
Elsewhere in Allegany County	19	0	188	188
Total Allegany County	37	0	360	360

The remainder of Allegany County's day care needs is met by informal providers, small unlicensed day care available through family members or neighbors. As these day cares fall under the state requirement for licensing it is difficult to determine the exact number. Generally the regular, daytime day care need is being met though increased employment opportunities would require additional slots becoming available within the county. There is generally a lack of child care for evening or unusual hours, handicapped children and other special needs types of day care. This is partly due to a lack of day care providers with the expertise to operate these type services and lack of clients able to pay for these specialized forms of child care services.

Section VIII: Certification/Cost Benefit Analysis

VIII.1 Application for Zone Certification

Each applicant must fill out and sign to their application for certification with the information and projections necessary to adequately calculate the benefits and costs. Such required information will include, at a minimum: job levels in New York State and in the Empire Zones for each of four years preceding certification and for the year of certification, new jobs created in the zone location for the five years following certification, wages and benefits paid both to the new employees and to all employees, value of real property in the Empire Zone and in New York, projected types and amounts of investment, estimated percentage of targeted workers to be hired, projected annual NYS tax liability of the applicant and pertinent information about the Empire Zone location and property. In addition, the Friendship Empire Zone may require additional information from applicants to make a determination as to whether or not extenuating circumstances exist with respect to the information provided.

VIII.2 Employment, Investment and Cost Benefit Analysis Thresholds

The following thresholds will be used to determine eligibility for Zone Certification and Benefits:

1) Cost Benefit Analysis:

The businesses must meet or exceed 15.0 to one Cost Benefit Analysis eligibility benchmark.

2) Qualitative (Non-quantifiable) Factors:

If the businesses unable to meet the Cost Benefit Analysis eligibility benchmark they will be considered if they meet any of the Qualitative Factors set in Section VIII.5.

3) New Business Thresholds:

For the purposes of this provision, the definition of a “new business” is one that was not required to file a New York State income tax return prior to the year in which the business applies for certification.

A new business applying for Empire Zone certification must project during the first two years of certification:

- a. At least one (1) new full-time “quality” job or full-time equivalent jobs
- b. AND “quality” jobs paying the greater of either, 125% of minimum wage or \$9.00 per hour,
- c. AND \$50,000 in investment.

4) Existing Business Thresholds:

An existing business applying for Empire Zone certification must project during the first two years of certification:

- d. The retention and prevention the loss of jobs for individuals working in the Zone.
- e. AND the creation of the greater of two full-time equivalent “quality” jobs or 10% increase in existing Allegany County full-time equivalent jobs.
- f. AND “quality” jobs paying the greater of either, 125% of minimum wage or \$9.00 per hour,
- g. AND \$100,000 in new investment.

VIII.3 Zone Certification Application Evaluation Criteria

The Friendship Empire Zone Administrative Board and the Zone Certifying Officer, when evaluating applications of business enterprises for approval for joint certification, shall each consider the following criteria and make the determinations based on:

- (1) whether the business enterprise, if certified, is reasonably likely to create new employment or prevent a loss of employment in the empire zone;
- (2) whether such new employment opportunities will be for individuals who will perform a substantial part of their activities in the empire zone;
- (3) whether such enterprise is likely to enhance the economic climate of the empire zone;
- (4) whether certification will have the undesired effect of causing individuals to transfer from existing employment with another business enterprise to similar employment with the business enterprise so certified, and transferring existing employment from one or more other municipalities in the State, or transferring existing employment from one or more other businesses in the zone. For purposes of the paragraph, a transfer of employment shall not be deemed to occur when a business relocates to an empire zone from a business incubator facility operated by a municipality or by a public or private not-for-profit entity which provides space and business support services to newly established firms;
- (5) whether such business will meet the requirements of the cost-benefit analysis.

VIII.4 Cost Benefit Analysis

All applicants must meet the requirements of the Zone's cost-benefit analysis as part of the application process. In this case, the "benefits" of certification for New York State will be a calculation of the wages, employee benefits and investment that will result from the applicant during the five year period after certification. The "costs" for "New York State" are the anticipated tax credits that the applicant will be able to claim during the same five year period.

The businesses must meet or exceed 15.0 to one Cost Benefit Analysis eligibility benchmark.

VIII.5 Qualitative (Non-quantifiable) Factors

The following factors will be considered by the Friendship Empire Zone when a business cannot meet the cost-benefit eligibility benchmark

- (1) The applicant will have a positive impact on an area that has high commercial vacancy rates, and/or is characterized by blight and disinvestment.
- (2) The business is part of a strategic industry cluster or supply chain identified in Section IV.
- (3) The business/project is anticipated to access zone capital credits.

The Zone Administrative Board of the Friendship Empire Zone will have, at its sole discretion, the power to decide whether or not an applicant has met any of the above exceptions.

VIII.6 Other Requirements and Criteria

1) Retail and Non-traded Services:

Applicant businesses from the Retail and non-traded Services industries (less than 60% exported out of Allegany County) will not be considered for certification unless the applicant can demonstrate that their products and services are not already available in the Allegany County. The Retail/Services applicant will demonstrate conformity to this requirement by providing, with their application for certification, a written description of the types of products and services they will offer and the relative percentage each product or service is projected to represent in the applicant's annual sales AND by providing a letter of attestation, signed by the applicant, stating that there are no businesses within the Allegany County that carry substantially the same products or provide substantially (more than 50%) the same services as the applicant.

- This requirement is in place so as to avoid giving an unfair competitive advantage to one business over another business within the Allegany County through the Empire Zone program; and also to make sure that the benefits of the Empire Zone program go only to those companies that serve markets not already existing locally.

2) Exclusion and Denial of Zone Certification:

The Zone Administrative Board reserves the right to deny certification to:

- An applicant business if it finds that applicant's attestation is false.
- Applications will NOT be considered from adult entertainment establishments.
- An applicant business has failed to pay any NY State or local taxes due, which are six months in arrears with the taxing jurisdiction.
- The ownership of an applicant business has failed to comply with the law.
- Applications from tourism-related businesses will only be considered if the applicant can demonstrate that the project/business conforms to the definition of a "Tourism-Destination" and businesses that support tourism-destinations as described below:
 - Tourism-Destination projects and businesses that support tourism destinations are those for which three-quarters of the sales associated with the business will be to customers who are NOT residents of Allegany County. To demonstrate compliance with this provision, applicants can use industry-specific consumer studies or studies on similar projects and businesses. The Zone Administrative Board reserves the right to determine if the evidence provided by the applicant is sufficient to meet the requirements of the provision. This provision is in place to ensure that only those tourism-related businesses and businesses that support tourism destinations that will bring in new visitors to the Allegany County will be given the benefits of the Empire Zones program.
 - A Tourism-Destination project must demonstrate that its products and services are NOT already available or there exist an unmet demand in the County, as explained in the "retail and services industries" paragraph above.

3) Real Estate Development Projects:

1. Applications for certification of real estate development projects will be considered only if the applicant can demonstrate that the project will result in job creation or building/land reuse or rehabilitation. Applications submitted by real estate corporations, LLC's or similar entities must be reviewed by the Zone to determine if the applicant company would have a substantial economic benefit to the zone. Such determination of substantial economic benefit will take into account such factors as how much investment in the property the applicant intends to make versus the amount of the incentive being received; whether the applicant has a well-defined plan for marketing the property to potential businesses for occupancy and the potential for full time job creation as a result of the redevelopment, or whether the investment in or intended use of the property will enhance the economic climate of the zone.

The Zone Administrative Board of the Friendship Empire Zone will have, at its sole discretion, the power to decide whether or not an applicant has met any of the above Empire Zone Certification requirements.

SECTION IX PROGRAM PERFORMANCE EVALUATION

IX.1 Program Performance Outcomes

The Zone Development Plan will be updated periodically Zone Goals and program performance will be reviewed annually. Currently there are quantitative and qualitative assessments that are reported. These reports provide needed information on the outcomes for the Friendship Empire Zone. The Business Annual Report (BAR) and the Zone Annual Report (ZAR) are sent annually to ESD. A supplemental local Friendship Empire Zone survey gathers additional information.

Meetings are held with Zone Certified Business. These meetings provide program outcomes as the Friendship Zone Coordinator assesses needs, answers questions, provides technical assistance, provides referrals to other providers, mobilizes local resources, facilitates the businesses goals for success and growth, and facilitates their compliance and receipt of Tax benefits of the Empire Zones program.

Information is also obtained directly through meetings held with Zone municipal officials and Zone community partners. The local Zone Administrative Entity is ACCORD Corp. a local Community Action Agency which partners with the Zone through its Business and Community Development Division.

The local Zones effectiveness, therefore, is measured by not only the services which we directly provide but, more importantly, by the improvements and changes we achieve in the Zone community. Therefore, it is not only the job growth and capital expansion to Allegany County businesses but, more importantly, the economic and community development to the resident population and communities participating in the Friendship Empire Zone.

IX.2 Description of Methodology of Evaluation of Outcomes

The following Twelve (12) goals summarize the strategies and action steps to achieve the desired outcome measurements. Through this annual evaluation of outcomes we will measure Zone performance and quantify economic revitalization. Quantitative Outcome Measurements were developed using Zone Performance Benchmarks of historical performance for the past several years.

Zone Goals	Strategies/Major Action Steps towards producing an outcome	Outcome Measurements
<ol style="list-style-type: none"> 1. Empire Zone low-income people become more self-sufficient. 2. Benefit underserved Zone resident communities through job retention, job creation and improved communities. 	<ol style="list-style-type: none"> 1. Zone Staff provide technical assistance and training to Zone Certified Businesses on increased Tax benefits of hiring Targeted Workers. 2. Zone Certified Businesses receive targeted candidates to interview and employ from Allegany County One Stop Center. 3. Targeted workers are hired. 	<ol style="list-style-type: none"> 1. Four new targeted worker jobs created annually. 2. The targeted worker jobs created will be greater than 5% of jobs created annually. 3. The number of targeted worker jobs annually will be greater than 40 jobs. 4. The number of targeted worker jobs annually will be greater than 2% of all jobs.

Friendship Empire Zone Development Plan

Zone Goals	Strategies/Major Action Steps towards producing an outcome	Outcome Measurements
<p>3. Stimulate and support new and existing development through private investment in the Zone that will create new jobs.</p> <p>4. Stimulate and support new and existing Small Business Development through private investment in the Zone that will create new jobs.</p> <p>5. Utilize the benefits provided in the Empire Zone program to attract new manufacturing, create development opportunities for commercial, service and tourism businesses, supplement existing development incentives and encourage development with the creation and/or retention of jobs.</p>	<p>1. Zone Staff provide referrals to ESD, EAP, ACDSI, Allegany County Office of Development and IDA.</p> <p>2. Receive referrals from ESD, EAP, ACDSI, Allegany County Office of Development and IDA</p> <p>3. Provide technical assistance to Businesses to achieve Empire Zone Certification.</p> <p>4. Provide technical assistance to Zone Businesses to achieve Empire Zone NY State Tax Credits.</p> <p>5. Continue referrals to Small Businesses (with fewer than 100 in employment) to the Entrepreneurial Assistance Program (EAP).</p> <p>6. Continue Trainings to EAP participants on Empire Zone Benefits.</p> <p>7. Provide technical assistance to Small Business to achieve Empire Zone Certification.</p> <p>8. Provide technical assistance to Small Zone Certified Business to achieve Empire Zone NY State Tax Credits.</p> <p>9. Provide technical assistance to Small Zone Certified Business to make a positive change in their business or markets.</p>	<p>1. At least 110 Certified Businesses will be maintained as part of the Empire Zone.</p> <p>2. At least five new Certified Businesses will be certified annually due to the technical and financial assistance.</p> <p>3. Over 50 Certified Businesses and over 50 percent of all Zone Certified Business will Receive NY State Tax Credits annually due to technical and assistance.</p> <p>4. No more than 15 Zone Certified Businesses or less than 10 percent will be decertified annually</p> <p>5. At least 100 Certified Businesses or 90 percent of all Certified Businesses will be small businesses (including microbusiness)</p> <p>6. At least one new small Certified Businesses will be certified annually due to the technical and financial assistance.</p> <p>7. Over 40 small Certified Businesses and over 40 percent will Receive NY State Tax Credits annually due to technical and assistance.</p> <p>8. No more than 10 small Certified Businesses or less than 10 percent will be decertified annually.</p>
<p>6. The identification of Municipal Infrastructure needs, and the completion of infrastructure upgrades and expansions</p>	<p>1. Meet annually with the six Zone Municipalities and Allegany County Office of Development to review infrastructure needs upgrades and expansions.</p> <p>2. Review municipal needs with NY State Environmental Facilities Corporation.</p> <p>3. Identify Local, NY State, and Federal sources of grants and financing for upgrades and expansions.</p>	<p>1. Complete six annual surveys of Zone Municipal Capacities and needs</p> <p>2. Reach a concurrence of economic development benefit for upgrades and expansions for each separate municipality.</p> <p>3. Reach a concurrence of economic development benefit for upgrades and expansions on inter-municipal projects.</p> <p>4. Complete identified projects within a three year timeframe.</p>

Zone Goals	Strategies/Major Action Steps towards producing an outcome	Outcome Measurements
<p>7. Access to capital and credit for development activities that promote the long-term economic and social viability of the Zone communities.</p> <p>8. Access to capital and credit for development activities that promote Zone Certified Business capital expansion</p>	<ol style="list-style-type: none"> 1. Review and identify on intake business client financial needs. 2. Receive referrals from ESD, EAP, ACDSI, Allegany County Office of Development and IDA. 3. Provide technical assistance to business client to achieve information and training on sources and access to financial Capital sources. 4. Partner with ACCORD, EAP, ACDSI, to provide information and training on sources and access to financial capital sources. 5. Have the business develop and complete a financial statement with a business plan to obtain loans. 6. Have the business receive the loan for the needed financial capital. 	<ol style="list-style-type: none"> 1. 20 Certified Businesses and 15% of all Certified Businesses will make a positive change in their business or markets at least in part because of the financial assistance. 2. 10 Certified Businesses and 5% of all Certified Businesses will add a total of 5 fulltime employees by the client organizations for which the financial assistance played a significant role in the employment increase. 3. At least 2 Certified Businesses or 2% all Certified Businesses will attribute solving of a significant operational problem to program or increased sales revenue/profits to financial assistance within 12 months after the financial assistance
<p>9. . The coordination with Regional Planning and Development of public services concerned with employment.</p> <p>a</p>	<ol style="list-style-type: none"> 1. Continue referrals to NY State Empire Zones Program, WIB, Allegany County One-Stop Center, and DOL. 2. Continue referrals to Zone Certified Businesses concerning NY State employment job training programs. 3. Meet annually with Zone certified Business to provide technical services to increase employment of targeted workers and inform about NY State employment job training programs. 	<ol style="list-style-type: none"> 1. Attend four (4) WIB Meetings annually to increase employment job training at Zone Certified Businesses. 2. Meet annually with Allegany County One-Stop Center and work jointly to: <ol style="list-style-type: none"> a) increase employment of targeted workers b) increase employment at Zone Certified Businesses. 3. Meet annually with DOL and work jointly with Zone Certified Businesses to certify targeted workers and to increase employment of targeted workers. 4. Meet annually with Zone certified Business to provide technical services to increase employment of targeted workers and inform about NY State employment job training programs

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Zone Goals	Strategies/Major Action Steps towards producing an outcome	Outcome Measurements
<p>10. The coordination with Regional Planning and Development of public services concerned with business growth and capital expansion.</p>	<ol style="list-style-type: none"> 1. Create a unique One Stop Center for business development by combined EZ office in with other centrally located business development offices of County Planning and Development, IDA Allegany Business Center, EAP and ACDSI at Crossroads Commerce Center. 2. Meet Annually with Zone Certified Business. 3. Meet monthly with EDS Regional Director. 4. Meet weekly with ACCORD Business Development EAP, ACDSI. 5. Meet weekly with Allegany County IDA, and Office of Development 6. Meet Annually with NYBDC, 7. Meet Annually with Federal Home Loan Bank, 8. Meet Quarterly with ARC Southern Tier West. 	<ol style="list-style-type: none"> 1. Completion of the One Stop Center with Allegany Business Center, EAP, ACDSI, County Planning and Development, IDA at Crossroads Commerce Center. 2. Obtain Loan financing for Three (3) Zone Certified Businesses annually. 3. Complete Capital Expansion projects at four (4) Zone Certified Businesses annually. 4. Meet Annually with Zone Certified Business. 5. Meet monthly with EDS Regional Director. 6. Meet weekly with ACCORD Business Development EAP, ACDSI. 7. Meet weekly with Allegany County IDA, and Office of Development 8. Meet Annually with NYBDC, 9. Meet Annually with Federal Home Loan Bank, 10. Meet Quarterly with ARC Southern Tier West.
<p>11. The coordination with regional Not-for-Profit Human Resource Development Organizations for Child Care, Health Care, Education, or Community Development.</p>	<ol style="list-style-type: none"> 1. Publicize annually to Not-for-Profit Human Resource Development Organizations within Zone municipalities the availability of Community Development Projects and Zone Capital Tax Credits. 2. Meet annually with Zone Not-for-Profit Human Resource Development Organizations on Capital Projects. 3. Before 2009 define and complete one (1) Community Development Project. 	<ol style="list-style-type: none"> 1. Number of Contributors to the Community Development Project. 2. Dollar amount of funds raised using the Zone Capital Credits used exclusively for the Capital Project. 3. Total dollar amount of all funds raised and used completing the Capital Project 4. Complete one (1) Community Development Project before 2009.
<p>12. Friendship Empire Zone Community Development and Human Resource Development coordination with regional Community Action Agency ACCORD Corporation</p>	<ol style="list-style-type: none"> 1. Meet with ACCORD Division Directors at joint monthly meetings. 2. Meet individual with ACCORD Division Directors at annual Division Program Review meetings for activities in Zone Municipalities. 3. Review ACCORD Division outcome measures for specific service area programs... 	<ol style="list-style-type: none"> 1. Number of Clients served. 2. Outcome measures for specific service area programs.