Our Region

- Small counties, cities, towns, and villages.
- Primarily rural in nature.
- Excellence in industry, education, and healthcare scattered throughout.
- Closely tied to other regions (Metropolitan Development Association in Central NY).

Market Differentiators

- World Class Educational Environment
  (20 recognized colleges and universities)
- Specialized Industry Knowledge
  (highly competitive in certain industry clusters)
- “Liveable” Communities
  (regional assets, quality of life, affordable housing)
- “Centrally Isolated”
  (access to the world marketplace)

Our Challenges

Property taxes vs. home value

Upstate NY counties lead a national list ranking the amount of property paid as a percentage of home value:

<table>
<thead>
<tr>
<th>Rank</th>
<th>County</th>
<th>%-age of home value*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Niagara Co., NY</td>
<td>2.8%</td>
</tr>
<tr>
<td>2</td>
<td>Monroe Co., NY</td>
<td>2.7%</td>
</tr>
<tr>
<td>3</td>
<td>Onondaga Co., NY</td>
<td>2.6%</td>
</tr>
<tr>
<td>4</td>
<td>Wayne Co., NY</td>
<td>2.6%</td>
</tr>
<tr>
<td>5</td>
<td>Chautauqua Co., NY</td>
<td>2.6%</td>
</tr>
<tr>
<td>6</td>
<td>Fort Bend Co., Texas</td>
<td>2.6%</td>
</tr>
<tr>
<td>7</td>
<td>Erie Co., NY</td>
<td>2.5%</td>
</tr>
<tr>
<td>8</td>
<td>Schenectady Co., NY</td>
<td>2.5%</td>
</tr>
<tr>
<td>9</td>
<td>Cayuga Co., NY</td>
<td>2.4%</td>
</tr>
<tr>
<td>10</td>
<td>Chemung Co., NY</td>
<td>2.4%</td>
</tr>
<tr>
<td>19</td>
<td>Steuben Co., NY</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

NOTE: Percentage calculated by dividing the median real estate tax paid by the median home value of owner-occupied housing units. *Percentages have been rounded.

SOURCES: 2005 American Community Survey; Census Bureau

The adult population in far exceeds the national average in percentage holding a college degree, but the average wages have dropped to 31st in the nation for personal income. We hold more degrees, but earn far less.

On top of that, upstate taxes are 53% higher than the national average. Our region includes 3 of the top 20 counties on a list of the highest property taxes in the nation.
Our Solutions

1. Foster a Regional Identity
2. Educate and Attract a Talented Workforce
3. Target and Support Industries with High Growth Potential
4. Build Entrepreneurial Capacity in the Region
5. Embrace Arts, Culture, Recreation, and Entertainment as Regional Assets

The “Supporting Workforce” Model illustrates how Pipeline 4 Progress will drive economic development throughout the region. The immediate circle around “workforce” shows five important focus areas that serve as essential building blocks to support and attract talented individuals. The outside circle shows some more specific examples of those focus areas.

The leadership team is represented by the “structure” piece in the model. The leadership team is responsible for turning the “workforce” gear by identifying priorities, keeping communication lines open, and ensuring regional collaboration. It is only through collaboration that all of the pieces can move in the same direction and truly make a difference for a sustainable work climate.

The 7 I’s

Identity  Internships
Innovation  Industry Clusters
Incubation  Income Environment
Involvement

This 13-county region is the place for quality workers, competitive businesses, and new opportunities for both.

The new regional perspective means: an excellent educational and healthcare environment; R&D, incubation, and internships; entrepreneurial support; competitive advanced manufacturing; effective government and competitive tax structure; and arts, culture, and recreational assets.