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Foreword

The following 13-county regional workforce development plan is data-driven and focused on key strategies that will support a sustainable work climate through a combination of essential building blocks for success. Pipeline 4 Progress is committed to attracting and retaining a talented workforce for the benefit of the public and private sectors and communities throughout our region. It is imperative that we work together with colleges and universities, businesses, and individuals to establish a cohesive plan for achieving our goal.

Workforce is today’s primary economic development opportunity; a workforce that is energized, talented, and committed to the workplace in the region. Pipeline 4 Progress is committed to economic development by attracting and retaining a talented workforce in southern and central upstate New York.

Implementing these strategies will require collaborative efforts from public and private sectors, transcending county lines and other regional boundaries. The “Supporting Workforce” Model (page 5) 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.

In order to give attention to all of the workgroups and organizations throughout the region that support workforce and economic development, Pipeline 4 Progress plans to develop a central leadership team that will not replace, but will support parallel efforts. This 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 strategies defined in this report are aimed at economic and workforce development and will provide a data-driven plan for supporting the essential building blocks for success. Pipeline 4 Progress embraces this report as we move forward. There is no better way to make great change than to understand the many small steps it takes to get there. We are committed to following this Action Plan to give our region the opportunity to reach its full potential in all areas.

Existing Initiatives

Cornell Cooperative Extension and the Community and Rural Development Initiative

The Community and Rural Development Institute’s (CaRDI’s) current local government training efforts are part of Cornell’s longstanding commitment to serving New Yorkers through university-community linkages. Similarly, Cornell Cooperative Extension (CCE), through its county-based Associations, remains committed to strengthening community leadership through access to an organized program of research-supported training.
Executive Summary

In February 2008, Pipeline 4 Progress began working on an action plan with the goal that it will ultimately affect change throughout a 13-county region in the southern tier of upstate New York. Statistics show that recent trends in population, workforce, and economic development have been unfavorable across most of Upstate New York. Some initiatives have been launched in attempt to reverse those trends, and the action plan summarized in this report shows the intent by Pipeline 4 Progress to parallel those efforts and create new opportunities and ideas for our region. The findings throughout the plan are the result of a collaboration among stakeholders throughout the region and supporters of Pipeline 4 Progress. These include, but are not limited to, major colleges and universities, past and present political leaders, venture capitalists, arts and cultural organizations, business owners and administrators, non-profits, healthcare representatives, and residents from urban centers and rural municipalities.

The efforts began and continued with major involvement from Cornell University, Three Rivers Development, Fuller Group, and leaders from Pipeline 4 Progress. Central New York’s Metropolitan Development Association (MDA) provided help and consultation throughout the formation of this plan and has agreed to share resources and ideas to carry out some of the important missions for success.

The problem we face lies in the development of an energized, talented, and creative workforce that is committed to the regional workplace. There is a consistent outflow of young professionals and in-migration is steadily dropping. The chart to the left shows that, although the Baby Boomers still dominate the upper ranks, there isn’t a big enough workforce that relates to the x-generation to replace them. Therefore, dramatic shifts in the mindset of attracting a young workforce must be made. Many more job candidates associate themselves with the y-generation; a group of under-30 workers who value quality of life, frequent feedback in the workplace, new and latest technology, and a focus on results (not methods). The “new” workforce will dress and behave more casually, though not unprofessionally. They constantly multi-task while still making their deadlines, and they expect to dictate where and how they work (i.e. from home or from a Main Street wifi location). Understanding the need to shift from the Baby Boomers to the y-generation is crucial in supporting this Action Plan and today’s workforce.

Our region is a mecca of internationally renown colleges and universities and nationally-ranked hospitals, but current internship programs and recruiting efforts are not providing favorable large-scale results. This report outlines several unique approaches to erasing county lines and municipal boundaries to start working collaboratively to address our shared problems and turn them into shared solutions.

One of the first steps was to identify the inherent advantages that our region has over regions of similar size throughout New York and much of the nation. These advantages are labeled as “Market Differentiators.” For the Pipeline 4 Progress Region, there are four differentiators: 1) that we are “centrally isolated,” or in a secluded region located in the middle of several internationally-renown cities; 2) that we have a collection of world-class educational institutions; 3) that there are “livable communities” throughout the region where residents can truly make a difference; and 4) that we have a specialized knowledge of the industries and clusters that are here.

The team from Cornell recommended a broad range of strategies to take advantage of the market differentiators and address the difficulties in workforce and economic development. The recommendations were carefully reviewed, amended, and compressed into the five main strategies found in this report. Each of the strategies outlined in this plan include recommendations for involving colleges and universities, ideas for enhancing collaboration, and considerations for policy change. There are clear performance indicators and lists of key partners to help achieve the strategies. The action items are designed to support the regional assets that are important to today’s workforce: urban centers, work climate, education, healthcare, and some transportation and infrastructure. These assets, and specific examples of each, are identified in the “Supporting Workforce” Model on page 5.
The Pipeline 4 Progress region consists of 13 counties in southern and central upstate New York. These counties include Chautauqua, Cattaraugus, Allegany, Steuben, Chemung, Tioga, Broome, Tompkins, Schuyler, Seneca, Yates, Ontario, and Livingston. These counties are comprised of small to mid-sized cities, towns, and villages and are primarily rural in nature. There are also inherent similarities and ties to some small cities and municipalities in Northern Pennsylvania.

By combining the assets of each county and municipality, Pipeline 4 Progress can provide a critical mass of workplace opportunities for talented individuals. These opportunities are combined with other “Market Differentiators” to support the building blocks of workforce and economic development. They are quality of life and the ability to make a difference, specialized industry knowledge, first class educational environments, and “centrally isolated” access to the world marketplace.

Excellence in healthcare is a regional strength with hospitals like Guthrie and Lourdes, each consistently ranked in the top 100 in the nation. These, and other hospitals throughout the region, employ 20,314 people and have enough beds to treat up to 3,100 at any given time. They spend over $209 million in the communities and municipalities they serve, and annually earn over $2.77 billion as a collective regional industry.

Similarly, excellence in education is the result of several nationally-ranked junior colleges, colleges, and universities located here. These institutions employ 20,165 people and annually educate about 91,700 students. They spend over $1.6 billion and therefore provide significant growth opportunities for the region. In addition to sheer quantity, these institutions provide the best collection of quality education of any similar regions throughout the country. Cornell University and SUNY Binghamton were ranked 14th and 77th for Tier 1 colleges respectively by US News and World Report. In July 2006, the New York Times profiled 20 colleges and universities of “established or rising scholarship,” which are fast becoming viable alternatives to Ivy League institutions. In addition to its characterization of SUNY Geneseo as one of this country’s “hidden gems,” the Times noted that the college is “increasingly seen as a first choice for high achievers” and further observed that as the “most selective of SUNY’s comprehensive colleges.” Geneseo is fast becoming the alternative for students who “didn’t get into or chose not to go to the Ivies.”

What’s more, Elmira College ranked fifth in its category for “America’s Best Colleges” in US News & World Report. Ithaca College has been ranked among the top ten master’s universities in the North by US News and World Report every year since 1996 and Keuka College was ranked ninth as a “best value” and fifth in “lightest debt load” by the same magazine in 2007. SUNY Fredonia also boasts a recent $6 million grant for “Green Research.”

Despite several strong differentiators, the region still contends with significant development challenges. The charts above from the Business Council of New York State (2006) and US Census Data support our regional excellence in education, showing that the adult population in upstate far exceeds the national average in the percentage holding college degrees. However, average wages in the same region have dropped to 31st in the nation for personal income. We hold more degrees but earn far less; combine that with some of the highest tax burdens in the country, and we have a serious problem when it comes to attracting and retaining a talented workforce.
While metropolitan counties are doing marginally better than their rural counterparts, neither is experiencing much economic success nor socio-demographic vitality. The employment picture, in particular, is grim. Although some parts of upstate New York have had moderately positive employment growth since 2000, the P4P region lost almost 3 percent of its jobs, with losses in its traditional employment sectors such as manufacturing and natural resource-based industries being especially dramatic. Employment is even declining in sectors where the region has a strong international presence such as computer and electronic component manufacturing and transportation equipment.

This grim employment picture contributes to, and is caused by, the region’s overall demographic and socioeconomic trends. While New York State had a modest population gain between 1990 and 2006 (7.6%), the P4P region experienced a 1.4% loss due to net out migration. Analysis of migration patterns by the Buffalo Federal Reserve Bank shows population loss in upstate New York is principally caused by insufficient migration into the area rather than by higher than average migration out of it. In other words, the region’s problem is not that it cannot retain its workforce, but rather that it cannot attract sufficient new workers to replace its losses, let alone post gains. Nine of 13 P4P counties had net population losses with metropolitan and rural counties equally likely to lose population.

The U.S. BLS establishment data survey showed that all of Upstate New York gained 129,000 jobs overall from 1990 to 2005. But of those, all but 43,200 are jobs financed by the taxpayers as illustrated by the graph on the left. The Business Council of New York State reports that “these tax-funded jobs provide at least an illusion of progress. But ultimately they drive taxes up, which holds down the number of private-sector jobs, which weakens the tax base, making it ever harder to pay for the taxpayer-financed jobs.”

Pipeline 4 Progress plans addresses these challenges with the strategies outlined in this action plan and provides the structure for workforce development and collaboration. In response to the issues raised by the graph above, a recommended policy under “Workforce Attraction and Retention” is to lower property taxes to no more than 2% of the property’s assessed or appraised value. Other policy proposals are made throughout the report to help paint a picture of collaboration from local, county, regional, and state government. The region is focused on the redevelopment of its urban centers as an approach to effectively produce affordable housing and commercial opportunities. Infrastructure, transportation, and partnerships are also proposed throughout this report. Marketing and branding initiatives are proposed to attract outside talent and reenergize current residents and students.

**Strategies**

The first key strategy is to foster a regional identity. To begin acting collaboratively, the region must think collaboratively. To make this happen, some recommended actions include brand development through creative, inclusive projects; developing a comprehensive networking strategy; and ideas for training courses and workshops.

It will be important to go beyond the specific industry clusters mentioned in the report and impact more broad sectors throughout the region. Recommendations have been made to build and identify models for success that other industry clusters can replicate. Sharing ideas and resources will ultimately contribute to a strong workforce based on a solid reputation. Major manufacturing companies and small, privately-owned businesses will each benefit from such a reputation.

The next strategy specifically addresses educating and attracting the workforce that our region needs. The recommendations go beyond the classroom and aim to link skills and practices that build bridges between education and industry, enabling faster responses to changes in the marketplace. Action steps identify that mentorship and internship programs must be strong for this strategy to be successful, and for attracting new professionals to the region, relocation incentives are imperative.
The third strategy is to target and support industries with high growth potential. A great deal of research was completed by the Cornell team to identify specific clusters that have a potentially bright future in the southern tier. These clusters include advanced manufacturing sectors such as Chemical Manufacturing and Computer & Electronic Products Manufacturing. The recommendations for these sectors include strengthening business networks and responding to very specific industry needs.

The final strategy is to grow the entrepreneurial capacity of the region. A climate of creativity and support for new ideas is essential for this strategy to take hold, and success can be built around arts and cultural organizations that have already set the stage for such a climate. With the right set of actions, our region can even move beyond economic entrepreneurship and include civic and social entrepreneurship, as well. The primary action step here is for colleges and universities to provide technology transfer and incubation for businesses in the region. Other recommendations again include collaboration and networking with proper assessments and support for entrepreneurs.

These strategies provide substantial growth opportunities for our region. Colleges and educational entities can provide technology transfer through incubation, supporting an entrepreneurial climate where good ideas will thrive in a global economy. A comprehensive regional intern program will ensure that we are growing our own workforce and providing area businesses with the quality and quantity of talent they need for all parties to be successful.

Several industry clusters are already highly specialized and competitive when compared to the national average, as illustrated by the bubble graph at the end of this report. This is an opportunity to attract more businesses within those clusters that would benefit from being among similar businesses that are thriving. Healthcare is an example of a public sector where our region enjoys high praise and national recognition. With statistics showing an aging population, demonstrated by the graph below, there is another opportunity to attract quality healthcare providers and build on past success.

As articulated by the “Supporting Workforce” Model, the gears cannot turn without leadership and accountability. Pipeline 4 Progress will achieve the strategies outlined in this report by driving young leaders to step into new roles. Stakeholders and supporters will provide a safety net through consultation and guidance, but energy and efficiency from the under-40 demographic will be the power that achieves the goals defined herein.

A big ship cannot turn on a dime, but by following this action plan and the accompanying timetable for implementation, Pipeline 4 Progress, our partners, and all organizations who helped script this plan, are confident that a new climate for workforce and economic development is in our region’s future.

**Executive Summary: The 6 “I”s**

This regional action plan addresses six main points that will be imperative for successful economic and workforce development. They are:

- Incubation and Technology Transfer
- Innovation
- Internship Opportunities
- Income Environment
- Industry Clusters
- Identity and Regional Brand
Foster a Regional Identity

Stretching from Chautauqua County on the coast of Lake Erie to Broome County in central upstate, the workforce region is comprised of 13 counties covering most of the New York - Pennsylvania border and Finger Lakes region. This region cuts across three Empire State Development zones, four regional planning councils, and countless other policy regions. Each of these organizations is already leveraging the area’s local attractions, natural resources, and quality of life, but no individual locality has the resources necessary to create all of the amenities needed to attract regionally appropriate industries, labor, and tourism.

The region’s pride in place will play an important role in attracting and retaining new business and community leaders. The region is a latticework of unique downtowns and main-street districts including Jamestown, Geneseo, Corning, Watkins Glen, Ithaca, and Binghamton. These cities and towns provide community members with close proximity to regional resources and cultural events that are highly attractive to both young and established professionals. The prevalence of over 50 local farmers markets throughout the region is just one example of the local flavor, culture, and commitment to community in small towns throughout the region. Finger Lakes Wine Country also provides local access to over 100 local wineries that source grapes locally and internationally.

The region is home to many unique, outdoor recreational areas including the Finger Lakes, Finger Lakes National Park, Allegany State Park, and Letchworth State Park. Just outside of the region lie Niagara Falls, Catskill Park, and the Southwest Adirondacks.

The region has a wealth of cultural entertainment as well, which provides visibility for the arts and act as magnets for people, young and old alike. The Watkins Glen International Raceway, New York Wine & Culinary Center in Canandaigua, Corning Museum of Glass, National Baseball Hall of Fame, and unique events including the Grassroots Music Festival, and LPGA and PGA Tour stops are just a few of the many historic and cultural facilities that the region offers.

These resources represent a substantial and diverse base of social amenities, but this base is often only accessed at a very local level. As this region builds an identity, it is essential that communities interact and experience cultural and social events throughout the region. This will begin to establish a sense of ownership for success and best practice across a larger collection of counties, cities, and towns. P4P can be the primary driver of better promotion and development of these events.

Behind any truly successful region is an integrated network of high quality physical, social, natural resource, and institutional infrastructure that supports efficiency, productivity, connectivity, creativity, and quality of life. The region will build on the strengths of its existing infrastructure assets by knitting the pieces together into a regionally coherent and coordinated whole while developing and implementing short, medium, and long term strategies to identify and fill in significant gaps.

Recommended Action Items

In order to build a regional identity, members of the region must begin to share their stories and learn more about their region as a whole. P4P can foster this regional image by enabling community members to share their personal stories more efficiently through media outlets and Internet portals. P4P can also encourage intra-regional tourism and constantly reinforce the region’s positive image, creating a sense of pride to combat negative perceptions. Initiatives proposed to achieve the goals include:

• Fully Involve Universities and Colleges

Universities and colleges are key resources for the region, and as outlined in the regional identification, offer a strong foundation of quality. A proactive approach to more fully linking the region’s educational institutions will result in stronger regional identity with education at the core, which in turn will act as a catalyst for the flourishing of arts and culture.
Enhance Collaboration among Municipalities and Civic Organization
While each community in the P4P region has assets and strengths on an individual level, they lack the size and resource base to effectively compete in a globalized economy. Enhancing collaboration among municipalities and civic organizations will help move individual organizations and communities towards a more regional approach and perspective, thereby capitalizing on our collective strengths. The region will then more effectively support developing industries, train a regional labor force, and attract and retain a talented workforce. Collaborations can lead to new initiatives borrowed and adapted to this region such as Northeast Ohio’s Fund for Our Economic Future and to better utilization of the Regional Planning and Development Boards.

Supporting the BeHere Project
Pipeline 4 Progress has developed a dynamic web portal and regional marketing campaign to enable individuals to share their stories about why they want to ‘be here.’ These personal stories will be used to build the region’s identity while drawing in a young, creative demographic to help us do so. The video entries should point out the some of the greatest qualities of our area, and some of the best-kept secrets, known only to those in the region itself. Sharing videos online through YouTube and other user generated websites will spread the word to others throughout the globe. Once videos are received, we will work with local media outlets to share these stories, focusing on the positive aspects of the region and the goal of attracting new, young talent from outside our area. This will also re-energize current residents by reiterating the many great reasons they call their community home.

Establishing Connections through Workshops and Trainings
Targeted trainings can help to build regional networks and increase capacity for regional coordination. Workshops can identify, assess, link, extend, and strengthen key existing networks throughout the region. Existing networks include regional planning councils, libraries, labor councils and workforce investment boards, chambers of commerce, major employers, child care councils, transportation councils, arts councils, educational institutions, and interfaith coalitions. Educational events that highlight the systemic nature of economic development might focus on regionalism and strategic planning. The region is positioned to exploit strong linkages between local land use planning and economic development including the benefits of revitalized downtowns and urban areas. The integration of work, life, entertainment and green-space is highly desirable to the new class of creative talent necessary to grow the region’s business and culture. Initiatives such as the Rural Leaning Network of Central and Western New York may serves as a model for encouraging more coordinated training approaches.

Community First Impressions Program
Coordinate community-to-community visits to provide input on factors that impact the experience of tourists and migrants to our region. The Community First Impressions Program should be designed to give community planners insight into the success of the local community development efforts by providing a first time visitor’s impressions of the area. These insights, provided in the form of a written report and presentation, can help to evaluate and target ongoing community planning and goal setting efforts. By pairing communities within the Southern Tier, the results of the program will be two-fold as community members learn about another community in the region and planners will receive valuable feedback on the effectiveness of their improvement efforts. Visits can include tourist attractions, Main Street revitalization projects, and a sampling of government services available within the community like entrepreneurial resources, relocation and workforce information, or childcare services.

Existing Initiatives
Cornell Center for Technology Enterprise and Commercialization (CCTEC) is responsible for the management of Cornell University’s technology. CCTEC supports Cornell’s land-grant mission by leveraging Cornell’s innovation to promote regional economic development to benefit the public.
• Living the Brand
We will embody the image and brand within and throughout the region. A comprehensive marketing plan will be instrumental in listing the key events. This plan should include co-sponsored events in the region to promote the brand and the array of cultural amenities, sports events, and community sponsored festivals already existing; and a central web portal of recreational events from throughout the region.

In concert with the marketing plan executed by P4P, a regional memorandum of understanding should be developed to engage key media and marketing stakeholders in the marketing initiative and integrate existing marketing campaigns. This should include the development and expansion of corporate and community “welcome” resources to help visitors and new residents fit into the community.

The following action items begin to specifically address infrastructure as it relates to using a regional brand to build connections and foster collaboration. Community planning and economic development is vital to supporting today's workforce, keeping positive spirits alive, demonstrating the capacity to move forward, and making it easy for businesses to “buy in” to these comprehensive strategies.

• Developing a comprehensive regional networking strategy
A quality networking strategy should, at a minimum, identify, assess, link, extend, and strengthen key existing networks including but not necessarily limited to regional planning councils/CEDs, libraries, labor councils/WIBS, chambers of commerce/major employers, child care councils, transportation councils, arts councils, educational institutions, interfaith coalitions, and more. The emphasis here should be on building bridges across geography and content area on a regional basis.

• Assessing the economic significance of natural gas development in region
Many leases have already been signed and more deals are likely to be mad, given the cost of energy. While immediate landowner interests appear to be on their way to being adequately addressed, the longer term implications for the region need to be assessed: financial management training for landowners, impacts of new infusions of wealth into rural areas, environmental planning, municipal roles if/when drilling expands, local reinvestment strategies, pipeline location planning, etc. are possible needs.

• Developing a regionally coherent strategy for rural transportation planning and growth
Full participation in the economy, rural poverty, labor force availability, energy efficiency, rural quality of life congestion at pinch points on traffic arterials, and related factors are all dependent on the rural transportation networks that are available. A coherent strategy should be developed with regard to regional land use strategies.

• Developing a “Smart Growth”/nodal development plan for I-86
The I-86 designation is an opportunity to stimulate development. A smart growth/nodal development plan would ensure that new development maximizes benefits while minimizing the costs of this development. Use this effort to more generally establish context for offering support for appropriate real estate development in the region.

Existing Initiatives

The Ceramics Corridor Innovation Centers (CCIC) incubation program is designed to nurture new product venture through the start-up stage – a crucial time in any business endeavor. In addition to traditional business incubation, CCIC facilities are also utilized by established companies for off-site R&D projects.
Assessing needs and developing strategies to support critical service infrastructure
An important goal is to provide high-quality, affordable early childhood programs for all children. Also important is identifying key opportunities for supporting, promoting, and coordinating arts and cultural activities in the region both from the perspective of individual consumer needs and from perspective of regional attractiveness to live, work and play. As previously indicated, education and healthcare also play vital roles in supporting workforce, and all of these building blocks should stack up to create the infrastructure that today's workforce needs. Pipeline 4 Progress should provide the foundation and establish the right tools for tying these assets together efficiently and effectively.

Using training to build regional networks and increase capacity for regional coordination
Our region should highlight interlinkages between rural and urban networks through ag and farmland protection board training and required trainings for zoning and planning board members. There should be regional components to trainings attended by/offered to elected officials, as well. Our leaders should understand the critical linkages between land use and economic development. This would provide regional perspective on utilization of broadband access and its tools and resources.

Policy Considerations
By uniting, the region will have a stronger voice to influence policy decisions that will aid in achieving goals (such as high speed regional rail service, cost-effective air travel, and property and school tax restructuring).

To move past mere dialogue, incentives must be offered to encourage region-wide collaborative policy making and action by county government. An emphasis should be placed on building bridges across geography and content area on a regional basis including linkages between rural and urban areas. In terms of a general policy, we will encourage the redevelopment of the region’s downtowns and main streets and linking transportation networks with nodes of commercial, business and housing development.

Performance Indicators
Performance Indicators are meant to provide a broad, general outline of favorable results from the preceding list of action items. As leadership teams are formed, it will be up to these groups to decide what specific short- and long-term goals should be pursued and how their progress should be measured. In general, results will be considered favorable when leadership teams have accomplished the following:

1) Regional stakeholders and residents know, recognize, and understand the brand
2) Regional stakeholders, media outlets, and residents are using the brand to describe the region
3) Larger numbers of people throughout the region can identify and associate themselves with the brand
4) Regional collaboration is used to achieve goals and build physical and intellectual infrastructure

Key Partners

Local and Regional Media
Tourism Authorities
Realty Agencies
Regional cultural, business, and social Organizations that actively promote the local cultural scene
Chambers of Commerce
Area churches
United Way
Cornell Cooperative Extension Associations
Universities and Colleges
Downtown Business Associations
County Government
Region’s transportation councils
Child care councils
School systems and boards
Regional library systems
Local planning boards
Local internet providers
Not-for-profits
Arts and cultural organizations
Rotary and Kiwanis
Regional Planning Councils
Workforce Investment Boards
Major and minor employers
Small businesses
Educate & Attract a Talented Workforce

Developing a skilled workforce is essential to the development of any region. The education and training offered in the Southern Tier region should go beyond the classroom to link skills and practices that build bridges between education and industry, enabling faster responses to changes in the marketplace. Additionally, educational institutions can work to prepare students for the future marketplace by equipping them with a diverse set of basic skills and specific training in emerging practices. High School students, teamed up with mentors, should especially be included in an educational process on regional opportunities.

In 2006, the total employment in a sample portion of our region stood at 271,436 jobs, a 3.2% decrease from 280,240 jobs in 2001. The counties represented were Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins. The greatest loss of jobs here was a result of the 2001-2003 recession, when the number of jobs reached 268,360 (or a 4.2% loss in that period); the recovery since has been slow. Jobs in Local Government have increased over that period and represent the largest sub-sector of the regional economy with 14.6% of all jobs. The sub-sectors with the greatest number of jobs in the private sector are Educational Services (6.7%), Food Services and Drinking Places (6.0%), and Computer and Electronic Products Manufacturing (5.0%). Overall, our focus should be on this and other manufacturing sub-sectors, such as transportation manufacturing, because compared to the rest of the state and most of the country, this region has maintained a vibrant manufacturing sector with highly skilled, well-paid workers.

As Pipeline 4 Progress promotes the region’s quality of life amenities, which includes housing, cultural events, educational resources, natural resources, and outdoor recreation, the region will be better positioned to attract a new, creative, workforce that contributes to all our potential growth industries.

Recommended Action Items

• Fully Involve Universities and Colleges
Universities and colleges in the region are aware of their role in economic development. They understand their responsibilities to the communities in which they are situated and know that is also in their best interests to work toward an economically vibrant region.

University Contributions to Economic Development include:
- Regional economic and social research
- Basic and applied research
- Technology commercialization and incubation
- Workforce development and education
- Organizational assessments and management development
- Organization of new and interdisciplinary knowledge
- Community forums and leadership briefings

• Identify ties and opportunities to collaborate with nearby regions
Connections with the Rochester, Syracuse and Northern Pennsylvania regions should be fostered to help the region identify its unique potential and place in the national and global economies. Regional policies and action should take past regional initiatives into account to learn from both successes and failures. Overlapping counties and municipalities may provide ideal locations for conferences, summits, and organizational meetings.

• Implement Regional Best Practices
We should continue to network and learn from other regional initiatives in order to apply best practices in the P4P region. Establishing a benchmark of similar regions in the world, P4P can review reports, network with elected officials and community members and determine optimal actions to increase the Southern Tier’s competitiveness in the global marketplace. Some regions which have already been identified as potential benchmarks include Austin, TX; The Research Triangle, NC; Urbana-Champaign, Illinois; and Des Moines, Iowa.
• Develop a Career Pathways Network
A Career Pathways Network should build stronger links between the educational sector and the job market to showcase the real professional opportunities in the region to young students and simultaneously enable educational change to meet industrial needs. Beginning in K-12 atmospheres students should be exposed to the wide spectrum of jobs in the region targeting key industries and job functions like manufacturing, engineering, construction and agricultural management. This should be pursued in partnership with the Board of Cooperative Educational Services career development outreach to school districts. As students progress in their education and training the connections with industry should grow stronger including potential for apprenticeships, internships, research, and other real-world projects.

As students prepare for graduation, employment opportunities within the region should be presented to them through a single source – either through university and community college employment offices, a central web portal, or otherwise. Further incentives to stay in the region should be developed with industry, the Department of Labor, and Workforce Investment Boards, and could include loan forgiveness plans, reimbursement for training and certification programs, or community recognition and awards.

• Create and Support Internship Opportunities
Research supports the importance of connecting college students to their communities early and often. Internship opportunities should be easy to find and participating businesses should be easily connected to the ever-changing workforce. Establishing an online database is one critical way that both sides of this equation can contact and converse with each other to find ideal opportunities and provide reasons for students to stay in the region after graduation.

• Create a Mentorship Program
One-to-one connections between student leaders with adult mentors in industries of interest create special bonds and learning experiences that can help highlight the region’s appeal and share industry knowledge with a new generation of the workforce. We should target student leaders and build on existing programs like Hometown Career Channels through the Chemung County Chamber and Rotary Interact Club to create a region-wide mentorship program and annual mentorship forum to showcase the students and mentors.

• Promote Lifelong Learning
Continued learning and professional development will increase the regional workforce’s competitiveness and drive continued growth for our regional industries. We should make sure the existing workforce is aware of current educational development opportunities, and that educational sector knows whether their offerings are meeting need including content, accessibility, and flexibility. Specifically, strengthen the community college “after four” programs and health care programs with community employment components.

• Create Incentives to Relocate and Stay
Promoting employment opportunities in the region through a central clearinghouse will break down barriers and build a regional understanding of employment needs, but creating real incentives to relocate and stay in the region will require significant resource development. Existing barriers include access to quality child-care, cost of living and taxes, availability of high speed internet, and limited opportunities for spouses or workers nearing retirement. We should work with industry and local governments to understand the spectrum of valuable family services necessary to attract professionals to the region. Secondly, the region should undertake an integrated perspective on family care and employment to build on existing services and networks.

Existing Initiatives
The Center for Sustainable Global Enterprise (CSGE) works directly with companies around the world to effectively identify, understand, and pursue the competitive opportunities presented in social and environmental challenges.
Policy Considerations
The region will maintain a competitive environment with other regions and states by setting a policy that all residential related property taxes shall be no more than 2% of the property’s assessed or appraised value. The data below support this policy recommendation by showing that county taxes throughout our region and much of Upstate New York are among the highest in the nation. Rather than continuing to raise taxes in these areas, where the other graph shows wages far below the national average already, we must support programs and policies that consolidate public services and lower property taxes throughout the workforce region.

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>Property taxes as a % 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

Performance Indicators
1) Internship and mentorship opportunities for college and high school students - ease of accessibility
2) Lifelong learning opportunities for business leaders, residents, and anyone interested - number of people enrolled
3) Industry collaboration with schools and colleges to help grow a regional workforce
4) Conferences and summits tying together “workforce partners,” industry clusters, and students from around the region

Key Partners
Community Colleges and Universities / SUNY schools
State Dept of Education / Schools / Guidance Counselors
Board of Cooperative Educational Services
Industry Leaders
Empire State Development
Childcare providers
Finger Lakes Knowledge Fusion Project
Chambers of Commerce
Planning departments
Workforce Investment Boards
Arts and Cultural Organizations / NYSCA
NYS Rural Schools Association
Regional development of specific industries with unique competitive advantage enables the region to increase its own competitiveness in the global marketplace. We will focus on existing industry growth sectors in the region. Supporting data that identifies these sectors can be found in the Appendix of this Action Plan. Employers in the highlighted industries should be targeted for retention and expansion strategies. The industries throughout the region are in different stages of growth—dominating, emerging, or contracting – when compared against other regional employers across the nation. By defining and targeting high growth industries in the region, we will aim to build programs that help companies identify growth trajectories in the region and into global markets. If P4P is successful in defining and assisting the existing high growth industries in the region, our work will become a magnet for other businesses to move into the region and form industrial clusters. P4P will also work with industry representatives in sectors such as health care that are critical to the region.

Additionally, P4P stakeholders can identify potential industries by exploring political and industry interests. For example, the Cornell Center for Technology Enterprise and Commercialization may be able to identify cutting edge industries or examples of “green industries” that can take advantage of the skilled labor force in the region.

**Recommended Action Items**

We should engage industry, business, and university representatives as well as other key stakeholders and people outside the region who can help leverage strengths and access global markets. The following actions are recommended to make these engagements more efficient and successful:

- **Fully Involve Universities and Colleges**
  By providing existing regional businesses with connections to the University and Community College resources in the region, these research institutions can help to fill the product and service pipelines through technology transfer and by helping industries maintain competitive advantage. Combining industry and university strengths with a clustering strategy poses a unique opportunity to the region as it builds on two globally specialized resources. Opportunities should be considered for clusters in sustainable or “green” business, and should be lead by collaborative teams of researchers from the Center for Sustainable Global Enterprise, the Ceramics Corridor, and University Technology Transfer Offices. By focusing on industries that have a high specialization and competitiveness, Pipeline 4 Progress will build on already globally competitive industries. Best practices will be established and efforts will diversify as time goes on.

- **Enhance Collaboration among Municipalities and Civic Organizations**
  Success will require enhanced cooperation and collaboration at multiple levels, among businesses, chambers of commerce, municipal officials, educational institutions, and economic development agencies. Regional Networks can be created that will encourage maximize efficiency, service delivery, and competitiveness in the global economy. The New York State Department of State Division of Local Government Services has a shared municipal services program and awards Local Government Efficiency (LGE) grants. We would encourage submission of proposals that look at regional approaches to supporting industries with high growth potential and strategies for spreading the benefits on a multi-county basis.

- **Define the Target Industries for the Region**
  P4P should utilize competitiveness and specialization to target specific industries with assistance. Within these industries an “Industry Workgroup” should be mobilized to engage the industry and report directly to P4P on necessary efforts to strengthen the most promising sectors. Currently within the Manufacturing industry the Computer and Electronic Manufacturing, and Transportation Equipment Manufacturing sectors appear ripe for growth. The workgroup would identify one of their members to join a steering committee, become a strategy program manager, or a sector champion, to aid in promoting the sector’s agenda.
Pipeline 4 Progress team members should also compile an inventory of existing and potential sector strategy members: individuals or organizations that have the potential to contribute to the growth of their industry. Possible members can be CEOs and Human Resource directors of firms in the industry, tech transfer officers at universities such as Cornell or Binghamton University and workforce and economic development staff in regional offices. This includes both the industries that are currently in the region and the capabilities of the region to spur new growth of industries.

• Assess and Respond to Specific Industry Needs
We will conduct business retention and expansion surveys in targeted areas across the region to define the needs of growing business, including: Cost of living, transportation systems, access to venture capital, broadband access, capacity to take on innovation and business developments, university and industrial partnerships, and more. Surveys will:
   a) highlight opportunities and barriers to their sector’s growth, such as low access to venture capital or limited transportation systems, or high cost of living for their labor force.
   b) identify exiting and potential industry collaborators in the local economy, such as suppliers, lawyers, financiers. This will help to define potential collaborators beyond the industry, and point at gaps in the local supply chains, such as labor, capital or expertise. We will tie them together through summits and/or conferences.

• Strengthen Business Networks
The Leadership Board will identify individuals who have the social networks and expertise to drive the growth of the industry. If a name recurs in this process, it may indicate that the named person is key to the sector. Once these central individuals are identified, s/he will be enlisted to collect additional information through trade and industry journals to highlight cutting edge innovations in the sector both in product innovation and in labor and management practices.

When all information is collected, Pipeline 4 Progress will organize a conference or workshop to share the information among local industry players and to provide a forum for small and large firms, financiers, and other stakeholders to connect. This can provide an opportunity for small manufacturers to connect with stakeholders that will help them connect with larger firms and global markets and help boost the sector.

Policy Considerations
P4P will support recommended policies from the “Unshackle Upstate” plan. One particularly important policy here is to shift spending authority to the regions, under private-sector control, to spend some state money designated for economic development and community infrastructure.

Developing Strategies for Growth: Retention and Expansion of Regional Manufacturing Industries
This section outlines steps to develop a sector strategy for the manufacturing industries analyzed above. It is intended to demonstrate possible strategy development of other sectors. To this end, we suggest the following step be taken: P4P team members will identify a few individuals in the region who may be critical to mobilizing efforts to strengthen the most promising manufacturing sectors (Computer and Electronic Manufacturing, and Transportation Equipment Manufacturing). These individuals can be asked then to join a steering committee, become a strategy program manager, or a sector champion, who will push the sector’s agenda forward.

P4P team members will also compile an inventory of existing and potential sector strategy members: individuals or organizations that have the potential to contribute to the growth of their industry. Possible members can be CEOs and HR directors of firms in the industry, tech transfer officers at universities such as Cornell or Binghamton University and workforce and economic development staff in regional offices. Members will be invited to:
   a) Highlight Opportunities and barriers to their sector’s growth, such as low access to venture capital or limited transportation systems, or high cost of living for their labor force.
   b) Identify exiting and potential industry collaborators in the local economy, such as suppliers, lawyers, and financiers. This will help to define potential collaborators beyond the industry, and point at gaps in the local supply chains, such as labor, capital or expertise.
   c) Identify additional individuals who have the social networks and expertise to drive the growth of the industry.

If a name recurs in this process, it may indicate that the named person is key to the sector. Note that in this phase, the search should look for local individuals who can bring together many stakeholders because of their central position in the industry and people outside the region who can help leverage strengths and access global
markets. Once a program manager is identified, s/he can also collect additional information using the following methods:

a) conduct surveys among all firms and related organizations in the industry to assess the strengths, weaknesses, opportunities, and challenges of the sector.

b) scan trade journals to highlight cutting edge innovations in the sector both in product innovation but also in labor and management practices.

When all information is collected, the program manager can organize a conference/workshop to share the information among local industry players and to provide a forum for small and large firms, financiers, and other stakeholders to connect. This can provide an opportunity for small manufacturers to connect with stakeholders that will help them connect with larger firms and global markets and help boost the sector.

**Performance Indicators**

At the end of the written action plan is a bubble chart of manufacturing sectors in the region as they appear on a national scale for competitiveness and specialization, followed by a description of how the chart represents potential growth for southern-tier industries. An ideal performance indicator would be a future version of the chart showing more sectors in Quadrant IV, where they are considered highly specialized and globally competitive. More generally, the following indicators provide broad ideas for leadership teams to begin to drill down on their respective action steps:

1) Net growth of targeted industries and overall job growth

2) Revenue & profitability growth among all industries and sectors throughout the region

3) Amount of capital invested in new ventures and companies moving into the region

**Key Partners**

Chambers of Commerce
Industrial Development Agencies
Emerging and Star Industries
Empire State Development Authorities
Universities and Community Colleges
Technology Transfer Offices
Trade and Industrial Associations
State policy makers

**Existing Initiatives**

The **Fund for Our Economic Future** unites philanthropy in Northeast Ohio to help strengthen the region’s economic competitiveness through grant-making, research and civic engagement.

The **Southern Tier Central Regional Planning and Development Board** provides a variety of services to units of government, agencies, and the private sector in Chemung, Schuyler and Steuben Counties of New York State.

**Cayuga Venture Fund** has been providing capital and other resources to advanced technology and high growth companies in New York State since 1994.
Build Entrepreneurial Capacity in the Region

There is an increasing awareness that an entrepreneurial culture is key to economic development. Further, there is a strong acknowledgement of the need for targeted entrepreneurial capacity building to foster this culture. Combining entrepreneurship and regionalism leads to several questions: What is this region’s entrepreneurial support network? What is the climate for entrepreneurs? Is entrepreneurship embedded in the region’s culture and integrated with small business development supports and resources, financing structures, university outreach, and the education taking place in our school systems? Today’s entrepreneurial communities must leverage each others’ resources in order to compete in the global marketplace. In our knowledge-based global economy, talent, industrial clustering, inclusion and connectivity are fundamental competitive advantages. It’s not just about high-tech entrepreneurial development but innovation and creativity applied across a spectrum of businesses and industries, including agriculture, tourism, and the arts. Sharing knowledge and resources, communities, and even entrepreneurs can greatly reduce the costs of supporting and conducting business. The time is right for developing a rich regional entrepreneurial network that goes beyond economic entrepreneurship and includes civic and social entrepreneurship. The components are there, but it will take leadership and commitment.

Recommended Action Items

• Fully Involve Universities and Colleges
The P4P region has potential to develop significant technology transfer and high-technology entrepreneurship opportunities through networking with local colleges, universities and technology transfer offices. Technology transfer offices provide an outlet for the rewards of research done in university laboratories to reach communities. Academic spin-offs in the region provide not merely jobs, but new high-tech, high-intellectual job sectors. This culture of fostering intellectual and economic growth is a magnet that attracts additional resources including graduates who stay in the region to start a company and influence other professionals to join them. By facilitating new businesses based on the licensing of novel technologies, universities help to attract capital investment to the region. Such investment enables new businesses to create jobs and spend money on services and supplies available in the region. Currently, Cayuga Venture Fund (CVF) in Ithaca and Excell Partners (EP) in Rochester both play an important role in growing entrepreneurial ventures in the region.

• Collaboration among Municipalities and Civic Organizations
While the region possesses significant research strengths, it will take collaboration with public and private partners to maximize the potential to translate those strengths into economic growth. Communities must expand the pool of human capital by collaborating with other communities. They can also realize new opportunities to build off of each others’ products and services. As this region fully develops a vibrant entrepreneurial climate, it will positively impact all areas of economic development. Workshops and community engagement should be used as a forum to listen to community members and to respond to critical needs. Advocacy could be strengthened through a regional Memorandum of Understanding among decision makers to coordinate and collaborate in new infrastructure and economic development plans. With the backing of a broad network of supporters, P4P can build awareness of grants that are particularly competitive when collaboratively applied for. The focus here will be on county-wide and multi-county projects that build sustainable economic development.

• Network Entrepreneurs with Capabilities and Knowledge
Numerous real resources already exist within the region for budding entrepreneurs. In Ithaca alone, the Big Red Triad can provide consulting services on legal issues and business development for a very small fee, the Finger Lakes Entrepreneurial Forum (FLEF) shares local entrepreneurial stories and networks entrepreneurs in the Finger Lakes region, and Cornell Center for Technology Enterprise and Commercialization (CCTEC) provides access to a database of emerging technologies along with licensing and networking assistance. These services are great, and foster a small climate of entrepreneurship in Tompkins County, but they should be improved and replicated to other industrial centers throughout the region to build a larger network and culture of entrepreneurship.
In addition to managing Cornell technologies for strategic uses, CCTEC also hosts events to facilitate connections between Cornell inventors, investors, and resources. These events promote CCTEC and Cornell technologies to venture capital firms, angels, other potential investors and local businesses. The region’s university tech transfer offices could work closely together to link research, technology and entrepreneurial development seamlessly.

Several initiatives could enhance the region’s entrepreneurial climate. For example, local entrepreneurs speaking candidly about their experiences can excite and educate others in the region. Creating forums to share stories in Corning, Binghamton, Jamestown, Alfred and Watkins Glen should engage entrepreneurs, local employers, and employees. These forums would also facilitate connections between inventors, investors, and resources. The region’s universities and colleges might be positioned to develop platforms for executing these entrepreneurial forums.

Based on feedback and discussion at the forums, a referral listing of entrepreneurial service providers within the region could be compiled to showcase all of the resources available to entrepreneurs – business plan competitions, consulting assistance, government assistance and financing should all be prominently featured.

• **Conduct an Entrepreneurial Assessment**
Identify two pilot communities in the Southern Tier, with differing socio-economic characteristics to conduct an assessment of how entrepreneurially friendly their communities are and lead them through a process of identifying strategies for enhancing the entrepreneurial climate. These communities could be targeted to foster and drive aggressive programming with real incentives based on local industry sector skills and capabilities. Assessing these communities will identify gaps in the entrepreneurial infrastructure and promote partnerships with Empire State Development and industry partners to address the gaps and provide training on emerging business opportunities. Lessons learned from the pilots would inform trainings for community teams from across the region.

• **Tap into “creative capital”**
Entrepreneurs typically represent a creative cross-section of the regional population. By tapping into the intellectual capital of these creative individuals, other organizations and businesses can benefit throughout the region. This type of idea-sharing can take place in a central online forum or community database. Stakeholders can also be strategically connected to each other through summits and small business conferences. Conversely, artists or creative entrepreneurs can learn marketing and other important techniques from big-business executives and professionals.

**Policy Considerations**
According to the Milken Institute (2005 data), the cost of doing business in New York is higher than in every other state except Hawaii. This is because New York leads the country in payments to Medicaid enrollees, has the second highest per-capita state and local government debt, and pays almost $12,000 in each workers’ compensation case. New policies, such as those proposed in the “Unshackle Upstate” plan, should address these issues and improve the prospects for growing and attracting business in our workforce region.

**Performance Indicators**
1) Increase in the number of entrepreneurs and new businesses
2) Increased access to venture capital
3) Identifiable entrepreneurial infrastructure
4) Sprout fund (from ESNY initiative) – to support small projects for artists and performers

**Key Partners**
Chambers of Commerce
Industrial Development Agencies
Small Business Development Centers
Empire State Development
Embrace Arts, Culture, Recreation, and Entertainment as Regional Assets

The new workforce is migratory, settling in places with cultural exposure and free wifi. This creative and ideas-based generation looks for entertainment and artistic outlets to counter the technology that allows them to work at any time, from any place. It’s easier than ever for employees to telecommute from big cities while working for companies here or anywhere around the globe. Our arts, culture, recreation, and entertainment are assets that will help retain today’s workforce, providing incentives for them to stay, despite the location of their employer.

Pipeline 4 Progress and the Action Plan Leadership Board will work with regional tourism agencies and arts councils at a broad level to achieve the goals outlined here. The New York State Council on the Arts (NYSCA) has launched efforts across the State to associate arts and culture with economic development. P4P plans to share some best practices from these efforts and implement the ideas that will have the greatest impact across the 13 counties described in this plan.

Recommended Action Items

• Fully Involve Universities and Colleges
Colleges and Universities inherently provide cultural, recreational, and artistic opportunities for their students and the communities they serve. Students, professors, administrators, and staff should be able to find and enjoy the same assets throughout the region that will effectively engage and retain them. A Sprout Fund is an example of a way that communities can provide financial support for artistic ventures without relying on college or university influences. However, those institutions can serve as examples of fund allocation and best practices.

Another way to involve colleges and universities is to model their lifelong learning programs and provide courses in the arts and culture that are easily accessible throughout the region. This may especially appeal to the older population that is looking to stay active and creative in their free time. Existing models can be found at 171 Cedar Arts in Corning and the Community School of Music and Arts in Ithaca.

• Enhance Collaboration among Municipalities and Civic Organization
Local municipalities and smaller organizations should recognize their role in the region for attracting visitors and retaining an engaged workforce, just as individual wineries are key pieces of an entire wine trail in the Finger Lakes Region. Tourist and visitor attractions are individually confined to specific locations, but collaborating with attractions from across the region can make them pieces of a greater whole. When municipalities and civic organizations work together to attract visitors and provide entertainment for residents, the benefits will stretch across town and county boundaries.

An example of collaboration would be to offer a regional vacation package that would include stops at wineries, performing art centers, historical landmarks, and museums, in addition to overnight accommodations at several different hotels. Other vacation packages could center around specific events throughout the region, or could lead families on a “Geo Cacheing” road trip. The P4P Leadership Board can coordinate these efforts by becoming the contact point for tourism boards and offering assistance in developing the opportunities.

• Organize an ‘Art Industry’ Fair
Industries often pull together job fairs to promote their opportunities and educate the potential workforce about what they do and how they contribute to the community. Traditionally, the “Arts and Culture” Industry has not taken advantage of such an idea. The Action Plan Leadership Board should create a showcase of jobs and opportunities in this sector in a central regional location. High school and college students can visit to learn about making a sustainable career in the arts without traveling hundreds or thousands of miles away.
• **Introduce Local Arts and Culture in Public Settings**

Our own parks and public buildings can showcase regional artwork and music, introducing visitors and residents to what’s all around them. A more advanced version might include information to contact or purchase work from the featured artists in these settings.

Many would agree that the most successful artists are the ones who can market themselves well; those who can manage their artistic side with a “corporate mindset.” In the same way, arts and culture can play an important role in large corporations. Business leaders and managers will benefit from sessions with ‘right-brained’ musicians, singers, painters, writers, and any other artists. The right collaborations will drive corporations to act more creatively in business settings. These practices will ultimately attract young, creative, diverse, and energetic talent to the region.

• **Create a Web Portal and Support Young Professional Organizations**

A central website should be established to post events from around the region and allow the public to contribute, comment, and upload pictures or videos. As organizations and residents each become more familiar with using one website, regional ownership and cross-promotion will be much easier. An example of a website feature may include a listing of culturally diverse events such as the Broome County Ethnic Festival or the India Festival sponsored by the Southern Tier Indian Cultural Association in Steuben County.

Several Young Professional Organizations (YPO’s) exist in the Workforce Development Region, but are not effectively working together to provide a diverse and numerous range of activities. Supporting the YPO’s and helping them communicate with each other will help establish a foundation of recreational and civic opportunities aimed at the under-40 demographic. When these individuals are easily accessible outside of the workplace, critical roots are planted that help tie younger generations to the region and entice others to return home.

• **Conduct “Cool Community” Assessments**

Several consultants and companies exist that help communities understand where they are strong and where they need improvement in attracting young professionals. Assessments like these typically include arts, culture, recreation, and entertainment opportunities. Pipeline 4 Progress should work with such community consultants to identify strengths and weaknesses in key municipalities and establish best amenities and practices for the entire region.

**Policy Considerations**

Communities should offer incubation space for artists in vacant buildings or galleries. Grants may be available for mixed-use property that can be restored as live / work / studio space to support cultural and artistic ventures. Art councils can partner with planning and development boards to accomplish these goals. There should also be mixed membership among artistic and corporate leadership boards to include stakeholders from each cluster.

**Performance Indicators**

1) Region-wide promotion of arts, culture, recreation, and entertainment
2) Diverse range of opportunities for audience members and / or active participants in the arts
3) Central website for regional event marketing and public participation portal
4) Established sense of community ownership in events from all around the region

**Key Partners**

- New York State Council on the Arts (NYSCA)
- Cultural and Diversity Leaders
- Art Centers and Entertainment Venues
- College and University Cultural Clubs and Organizations
- Arts and Culture Leadership Boards

- Regional Art Councils
- Non-Profit Organizations
- Professional and Semi-Pro Sports Teams
- Local Artists, Performers, and Entertainers
Leadership, Commitment, and Accountability

This plan outlines an ambitious agenda for a 13-county region in Upstate New York. The challenges are daunting, but the opportunities are real and achievable. The implementation process is complex and necessitates broad consensus. It is not enough to have business, government, and academic institutions working together. It’s about reaching out and engaging the creative power of all potential stakeholders, from individuals to organizations.

To that end, hundreds of people within the region were interviewed and offered suggestions in regional input sessions and one-on-one communication throughout this planning process. Each of these individuals and organizations play a role in future success, as does the community at large.

In the end, there are three factors that are essential to success: leadership, commitment, and accountability. Commitment of time, commitment of resources, and a commitment to success. Accountability at all levels for the commitments and responsibilities of organizations and individuals alike. And leadership; passionate, energetic, unfailing, visionary and optimistic leadership.

Role of Pipeline 4 Progress
A) Leadership Board – P4P must be prepared to set goals, provide leadership, seek out the necessary resources and through systematic monitoring hold individuals and organizations accountable for their roles in implementing this plan. The Leadership Board should be the primary vehicle for implementation of this plan, in collaboration with a wide-range of public and private partners across the region. Cooperation among the many stakeholders must be actively solicited and encouraged, as it will be critical to the success of the region’s economic development efforts. The Leadership Board will be “incubated” by Three Rivers Development and Cornell University for approximately three years, until it is self-sustainable.

B) Monitor and Measure Regional Success. It will be critical to continually evaluate the success of each individual initiative and the plan as a whole. Many of the key metrics are listed in the plan. However, these measures must be identified, collected and analyzed regularly, and the results of these analyses must be made public. Many regions have had success preparing and distributing a regional economic and community development report card. Because of the cooperative nature of the implementation strategy, all partners in this effort must be willing to provide the data to monitor and measure the success of each individual component of this plan. P4P should play a lead role in monitoring and measuring the success of this plan.

C) Appoint Dedicated Staff to Oversee Implementation. In order to ensure that the recommendations and strategies within this plan are fully and properly implemented, there must be one point person assigned to promote and coordinate all activities related to this strategic undertaking. This person would be responsible for overseeing the creation of regional alliances, development of necessary programs and coordination of all P4P and partner activities related to this plan. P4P should consider the appointment of a full-time development professional whose responsibility is to explore all avenues for public, private, and corporate funding to support the implementation of this plan. In addition, P4P should consider the addition of individual staff members to oversee several of the critical recommendations and initiatives contained with the plan.

The proposed 3-to-5-year plan of action can be found in a chart on page 32. The illustrated steps are meant as suggestions for the Leadership Board, development staff, and other professionals working toward achieving a stronger workforce and more capacity for entrepreneurial and business success throughout the region. To be effective, staff members will surely stray from the illustrated steps, but should use the chart as a guide to continue moving ahead and taking positive steps for progress.
From Cornell University

Cornell University, as a land grant university, is committed to working with New York State regions to develop innovative economies, vital communities, and collaborative governance through a focus on learning, innovation, and shared leadership.

The Cornell Team worked under the leadership of Ron Seeber, Vice Provost for Land Grants Affairs and Steve Johnson, Vice President for Government and Community Relations and was comprised of:

- Warren Brown, Director, Program on Applied Demographics
- Professor Susan Christopherson, Director, City and Regional Planning
- Laura Cima, Economic Development Manager, Cornell Center for Technology Enterprise and Commercialization
- Rod Howe, Assistant Director for Cornell Cooperative Extension and Executive Director for the Community and Rural Development Institute
- Ryan Legg, Program Manager, Center for Sustainable Global Enterprise
- Yael Levitte, Senior Research Associate, School of Industrial and Labor Relations

The team has also involved Robin Blakely and David Kay, both with CaRDI, at key points. The team thoroughly enjoyed working closely with Mike Fuller, Sean Lukasik, Jack Benjamin and Charlene Secondo of P4P and Three Rivers Development.

The following are the building blocks for the regional action plan:

1) Analysis of the contemporary regional economy and identification of which industries have competitive and/or comparative advantage as well as exploration and identification of possible new industry clusters.
2) Analysis of the work force and trends affecting the formation and deployment of skilled labor.
3) Analysis of knowledge economy-oriented regional economic development models to provide concepts of best practice, policy innovation and benchmarking.
4) Education, training and listening forums.

Cornell University provided leadership for organizing the regional input sessions and the two webinars (the educational component of the process). The Cornell Team believes that the majority of the key ideas and recommendations from those sessions are captured in the plan. We were impressed by the sense of readiness to work regionally and the enthusiasm on the part of industry and agency representatives, small business owners, and municipal officials. Yes, there was some healthy skepticism of “yet another plan” and a recognition of the barriers to working regionally. But overall, there was an articulation of the need to enhance linkages within the region and for communities to be more knowledgeable of one another across county borders.

There is an appreciation that several interwoven strategies need to be undertaken simultaneously as suggested by the regional strategies. Cornell recommends that the Leadership Board develop a five year plan of work based on the P4P regional action plan. We expect that Year 1 of the plan will include initiatives from all five strategies. In other words, plan implementation will not be a linear process of starting with one regional strategy and moving to the next. Rather, it will be an iterative and integrated process.

Cornell University looks forward to working closely with the P4P Leadership Board and discussing how Cornell University/Cornell Cooperative Extension might be a collaborator for targeted initiatives.
Ties to Upstate New York

As the 13-county super region begins to move as one entity to enhance workforce and economic development, Pipeline 4 Progress will establish partnerships with similar initiatives to share resources and ideas, and to have an even larger impact at the state and federal levels. Some of these partnerships have begun to take form with the Metropolitan Development Association in Central New York, Empire Development Corporation zones, regional planning councils, and other overlapping and parallel efforts in New York State.

This action plan and the timetable for implementation will transform our regional challenges into development opportunities. Organization, collaboration, and execution will be crucial elements for success, and Pipeline 4 Progress is committed to working with the entire region to grow a talented workforce and set a precedent for excellence in the future.

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Hospital Data and College and University Data is credited to the following sources:


Specialization and competitive position analyses can be found by visiting the details section of this action plan online at [http://www.p4pnetwork.com](http://www.p4pnetwork.com).
Regional Industry Analysis

Objectives
The analysis outlined below is intended to assist the strategic planning efforts of the Pipeline 4 Progress (P4P) network and to help its members focus resources in priority industries. We highlight growth sectors in the region, focusing on existing industries. We suggest that employers in the highlighted industries be targeted for retention and expansion strategies. The industries we showcase are in different stages of growth—dominating, emerging, or contracting; the information contained here will help P4P members identify how regional employers fare locally and nationally.

Geographical Definition and Data
The P4P region of New York State may be defined in various ways. We use data compiled by the New York State (NYS) Department of Labor (DOL) and therefore follow their conventions. The counties making up the Southern Tier region for the purpose of this industry analysis include: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins. The data we use come from the Quarterly Census of Employment and Wages (QCEW), a cooperative program of the New York State Department of Labor and the U.S. Bureau of Labor Statistics (BLS). These data are compiled from administrative records of the unemployment insurance program and represent all employers covered in the program. Persons who are self-employed and many jobs in farming are not covered by this system and are not included in these data. The most current annual data are for 2006. Our analysis covers data for the interval 2000 through 2006. Jobs in government-owned establishments are reported under Local, State or Federal Government. Consequently, jobs in government-owned establishments that provide healthcare and educational services are included with all government jobs, and not combined with their private sector counterparts. Data healthcare and educational services jobs are reported for the private sector only. In our analysis we focus on job counts, and job growth in manufacturing industries, analyzing a number of subsectors’ competitive position and specialization nationally.

Jobs
In 2006, the total employment in the Southern Tier stood at 271,436 jobs, a 3.2% decrease from 280,240 jobs in 2001. The greatest loss of jobs was a result of the 2001 to 2003 recession, when the number of jobs reached 268,360 (or a 4.2% loss in that period); the recovery since has been slow (about 1.1%). Jobs in Local Government have increased over that period and represent the largest sub-sector of the regional economy with 14.6 percent of all jobs. These include jobs in public school districts. The sub-sectors with the greatest number of jobs in the private sector are Educational Services (6.7%); Food Services and Drinking Places (6.0%), and Computer and Electronic Products Manufacturing (5.0%). In the rest of this report, we focus on these and other manufacturing sub-sectors (detailed below), because compared to the rest of upstate, the Southern Tier has maintained a vibrant manufacturing sector with highly skilled, well-paid workers.

Specialization
Comparing data on employment and wages for the Southern Tier with the national average we identify the key industries and employers that bring dollars into the region. These are the sectors that drive regional growth or decline. The table, “Southern Tier: Regional Specialization and Competitiveness in Manufacturing,” presents information on each of the sub-sectors within manufacturing. The first two columns identify the manufacturing sub-sectors by their 3-digit NAICS code and title. Number of jobs, degree of specialization and competitive position relative to national trends are also presented. Computer and Electronic Products Manufacturing (NAICS 334) is the region’s major manufacturing specialization both because it provides the greatest number of jobs in the Southern Tier, accounting for more than 5 times the national share of jobs in that sector in 2006. There are a few other manufacturing sub-sectors that are regional specialized, as indicated by providing substantial employment (500+ jobs) and greater than 1.2 times the national share of employment. These include Printing and Related Support Activities (NAICS 323); Nonmetallic Mineral Product Manufacturing (NAICS 327); Machinery Manufacturing (NAICS 333); Electrical Equipment and Appliances...
The large number of sub-sectors meeting these criteria highlights manufacturing position as both a traditional and current economic driver in the Southern Tier.

Competitive Position
Regional economic development is determined in part by the mix of industries and their competitiveness. For example, if a region is specialized in an industry whose national annual job growth rate is 2% while regional employers are increasing their employment in that industry by 4% per year, that region is succeeding due to industry-wide trends and the strength of its competitive position within that industry.

In another region with the same specialization in that industry, employment may be growing but at a slower pace of 1% per year. While it may seem that the region is enjoying a healthy growth—adding jobs and increasing payrolls—reviewing national trends indicates that regional employers are not capturing their share of national growth in the industry. While the growth in jobs is good news, the fact that the region is not keeping pace with national trends may be a danger sign. This may need to be further explore in order to understand why regional employers in that industry are lagging behind national trends. Are there regional weaknesses that could be addressed? For example, was there an opportunity for expansion but the supply of skilled workers was not sufficient?

The table, “Southern Tier: Regional Specialization and Competitiveness in Manufacturing,” offers additional information on the competitive position of each of the manufacturing sub-sectors between 2003 - 2006. We focus on this time period, as it marked national and regional economic recovery. Miscellaneous Manufacturing (NAICS 339) is a catch-all term that in the Southern Tier mainly refers to Medical Equipment and Supplies Manufacturing (NAICS 3391). Note that employment between 2003 and 2006 has grown in the sector from 784 to 1,024 and that this rate of growth is 33.9% above the national rate. This growing sub-sector has been very competitive relative to other regions of the U.S. The competitiveness indicator alone can be misleading, however, in describing the employment and development potential for an industry. Note that for Textile Mills (NAICS 313) the competitive position at +24.6% is very strong relative to the nation, but the sub-sector has slid from 106 to 98 jobs. This tells us that on a national scale the sub-sector is in decline, and may well be a dying industry as far as employment in the U.S. is concerned.

The Computer and Electronic Products Manufacturing (NAICS 334) sub-sector, provides the most jobs, is the region’s most specialized and has been very competitive nationally. Jobs have increased 10.7 percent since 2003 while in the nation as a whole there has been a decrease in jobs in this sub-sector. The competitiveness score is 15.3 percent.

The other sub-sectors in Manufacturing with an increasing number of jobs and competitiveness scores greater than 10 percent are Beverage & Tobacco Product Manufacturing (NAICS 312); Chemical Manufacturing (NAICS 325); Transportation Equipment Manufacturing (NAICS 336); and Furniture and Related Product Manufacturing (NAICS 337).

Figure 1, “Southern Tier: Regional Specialization and Competitiveness in Manufacturing,” a bubble chart, summarizes our discussion above. It represents the three dimensions of our regional industry analysis: number of jobs in 2006 indicated by the relative sizes of the bubbles; degree of regional specialization relative to the national economy indicated by the vertical dimension; and competitiveness on the horizontal dimension which relates the rate of change in jobs between 2003 and 2006 to the national rate in that sub-sector.

Identifying New Industries
In addition to the analysis above, P4P stakeholders can also identify potential industries, by exploring political and industry interests. For example, the Cornell Technology Transfer Office may be able to identify cutting edge industries that can take advantage of the skilled labor force in the region. A stronger interest in “green” industries may lead to identifying possibilities in that area as well.

Developing Strategies for Growth: Retention and Expansion of Southern Tier Manufacturing Industries
This section outlines steps to develop a sector strategy for the manufacturing industries analyzed above. It is intended to demonstrate possible strategy development of other sectors. To this end, we suggest the following steps be taken:
1) P4P team members will identify a few individuals in the region who may be critical to mobilizing efforts to strengthen the most promising manufacturing sectors (Computer and Electronic Manufacturing, and Transportation Equipment Manufacturing). These individuals can be asked then to join a steering committee, become a strategy program manager, or a sector champion, who will push the sector’s agenda forward.

2) P4P team members will also compile an inventory of existing and potential sector strategy members: individuals or organizations that have the potential to contribute to the growth of their industry. Possible members can be CEOs and HR directors of firms in the industry, tech transfer officers at universities such as Cornell or Binghamton University and workforce and economic development staff in regional offices. Members will be invited to

   a) Highlight Opportunities and barriers to their sector’s growth, such as low access to venture capital or limited transportation systems, or high cost of living for their labor force.

   b) Identify exiting and potential industry collaborators in the local economy, such as suppliers, lawyers, financiers. This will help to define potential collaborators beyond the industry, and point at gaps in the local supply chains, such as labor, capital or expertise.

   c) Identify additional individuals who have the social networks and expertise to drive the growth of the industry. If a name recurs in this process, it may indicate that the named person is key to the sector.

   Note that in this phase, the search should look for both local individuals, who can bring together many stakeholders because of their central position in the industry, as well as people outside the region who can help leverage strengths, and access global markets.

3) Once a program manager is identified, s/he can also collect additional information using the following methods

   a) Conduct surveys among all firms and related organizations in the industry to assess the strengths, weaknesses, opportunities, and challenges of the sector.

   b) Scan trade journals to highlight cutting edge innovations in the sector both in product innovation but also in labor and management practices.

4) When all information is collected, the program manager can

   a) Organize a conference/workshop to share the information among local industry players and to provide a forum for small and large firms, financiers, and other stakeholders to connect. This can provide an opportunity for small manufacturers to connect with stakeholders that will help them connect with larger firms and global markets and help boost the sector.
The NAICS (North American Industry Classification System) assigns 3- or 4-digit numerical categories to each industry. The 3-digit classifications are found on this page and on the Bubble Chart of Manufacturing.
Southern Tier
Regional Specialization and Competitiveness in Manufacturing

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<tr>
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<td>336</td>
<td>Transportation Equipment Mfg</td>
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<td>332</td>
<td>Fabricated Metal Product Mfg</td>
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<td>337</td>
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<td>325</td>
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<td>335</td>
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<td>Identify New Target Industries</td>
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<td><strong>Strategy Three</strong></td>
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<td>Research other regions</td>
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<td>Develop Career Pathways Network</td>
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<td>Create a Mentorship Program</td>
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<td>Focus on mid-life and seniors</td>
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<td>Focus on Incentives</td>
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<td>Network Colleges and Universities</td>
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<td>Collect Entrepreneurship Stories</td>
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<td>Form Entrepreneurship Forums</td>
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<td>Regional Tech Transfer event</td>
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<td>Entrepreneurial Assessment</td>
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<td>Regional Entrepreneurship Contest</td>
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**Strategy Initiative One**  
Foster a Regional Identity  

**Strategy Initiative Two**  
Target and Support Industries with High Growth Potential  

**Strategy Initiative Three**  
Educate and Attract a Talented Workforce  

**Strategy Initiative Four**  
Build Entrepreneurial Capacity in the Region