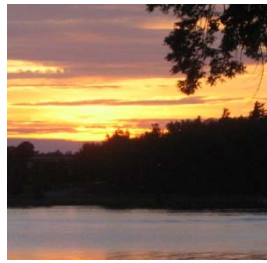


CAYUGA COUNTY • NEW YORK



ECONOMIC DEVELOPMENT RESOURCE PROFILE



MS&B

Moran, Stahl & Boyer
Site Selection and Economic Development Consultants



Sunset on Owasco Lake.

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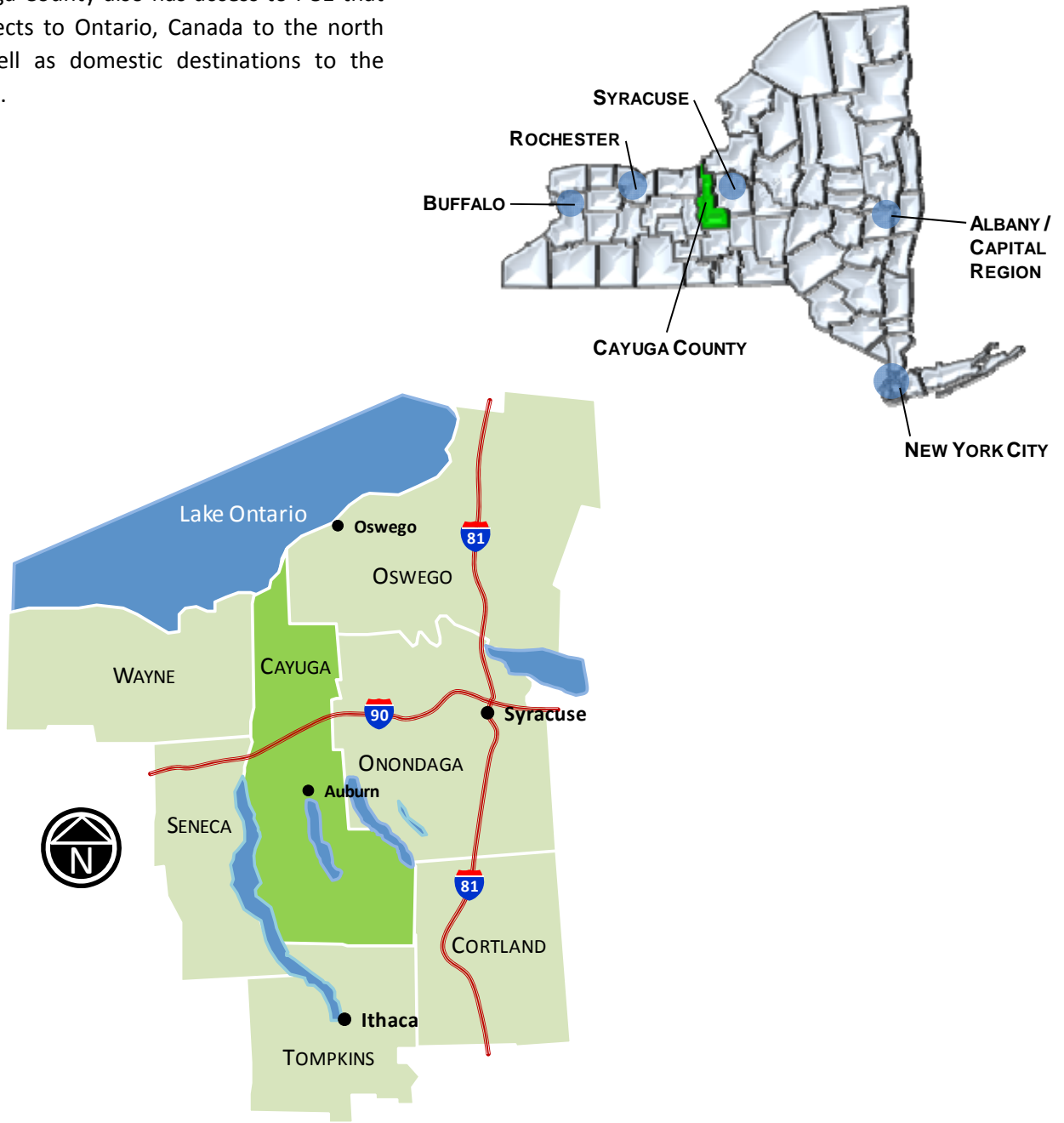
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STRATEGIC LOCATION

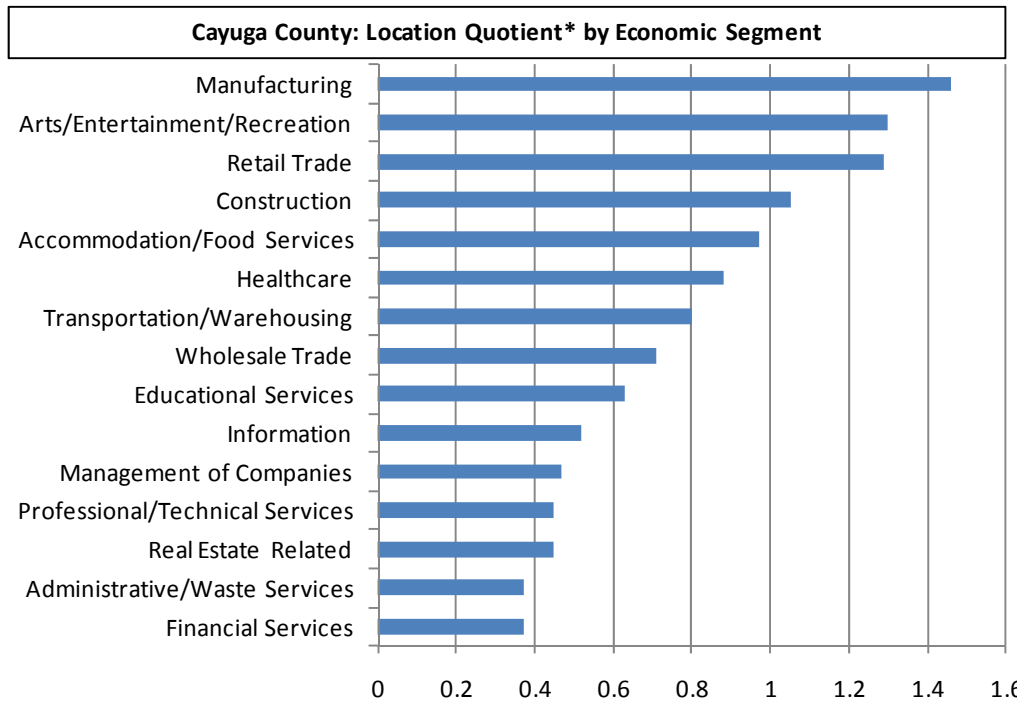
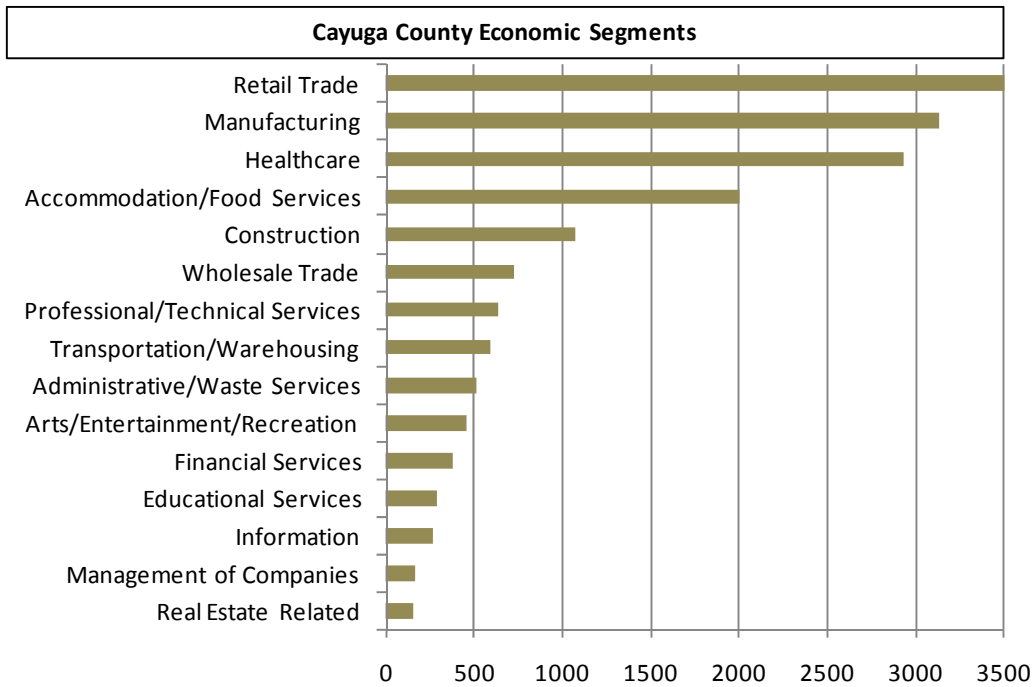
Cayuga County is located within Central New York State and the Finger Lakes Region, just west of Onondaga County and the City of Syracuse. The County is bounded on the north by Lake Ontario, one of the Great Lakes, and by Tompkins County and the City of Ithaca (home to Cornell University) to the south. I-90 (the New York State Thruway) bisects the County and has an interchange at Exit 40 in the Village of Weedsport. I-90 connects east to Albany/Capital Region and ultimately to Boston. To the west, it connects to Rochester and Buffalo, NY; Erie, PA; Cleveland, OH and points to the west.

Cayuga County also has access to I-81 that connects to Ontario, Canada to the north as well as domestic destinations to the south.



PERSPECTIVE ON THE LOCAL ECONOMY

The Cayuga County economy has a strong retail, manufacturing, healthcare and accommodation/food services employment. In addition, the County has a substantial farming presence and is one of the largest milk producing counties in the State of New York. The City of Auburn is host to the Auburn State Prison that employs about 850 area residents. Details on key economic segments are provided on the next page.



*Location Quotient: Ratio of the percent of a segment to total private employment divided by national average percentage.

Source: U.S. Department of Labor (2010)

Retail Trade: The Auburn area has substantial retail presence that serves both County residents as well as acts as a regional center for residents within adjacent towns of neighboring counties.

Manufacturing: Cayuga County has a long manufacturing heritage that expanded rapidly in the mid- 19th century with companies being attracted to the low cost water power and access to markets (originally rail) and low cost labor. By the early 20th century, the County was host to one of the largest agricultural implement manufacturing industries in the country and was shipping equipment throughout the world. It also had one of the largest rope manufactures in the U.S. with a production facility of over one million square feet.

The County still has a strong manufacturing presence related to metals and metal fabrication, plastics molding, industrial equipment, packaging (glass bottles), automotive electronics, and highly creative home furnishings. Examples of some of the major manufacturing employers located in Cayuga County are noted below.



MACKENZIE-CHILD'S

Tableware & Home Furnishings



Healthcare: The County is host to Auburn Memorial Hospital supported by local practices of specialists and several elder care facilities.

Accommodation and Food Service: Both accommodation and food service and entertainment reflect, in part, the significant tourism industry that existing due to the presence of the many lakes in the region.

AREA DEMOGRAPHICS AND WORK FORCE PROFILE

The population of Cayuga County is just over 80,000 based on the 2010 census and has a work force of 40,200. Businesses in Cayuga County can also recruit from an available work force of nearly 380,000 from adjacent counties.

Parameter	Cayuga Co.	NY State Average	U.S. Average
Age Cohorts:			
• 0-19 years	24.3%	25.4%	26.9%
• 20-34 years	17.8%	21.0%	20.3%
• 35-49 years	21.1%	21.0%	20.7%
• 50-64 years	21.6%	19.2%	19.1%
• 65+ years	15.2%	13.4%	13.0%
Median Age	41.5 years	38.0 years	37.2 years
Education Attainment:			
• High School Diploma or Higher	84.5%	84.2%	84.6%
• Associate's Degree	11.8%	8.1%	7.4%
• Bachelor's Degree or Higher	18.2%	31.8%	27.5%

The demographic data for Cayuga County reflect a community in a rural/small town setting with a lower than average 20-34 year age cohort as younger residents that receive higher education leave to pursue jobs in other locales. There is also a shift toward the 50+ age group reflecting the aging population and the retired population that tends to remain in the community.

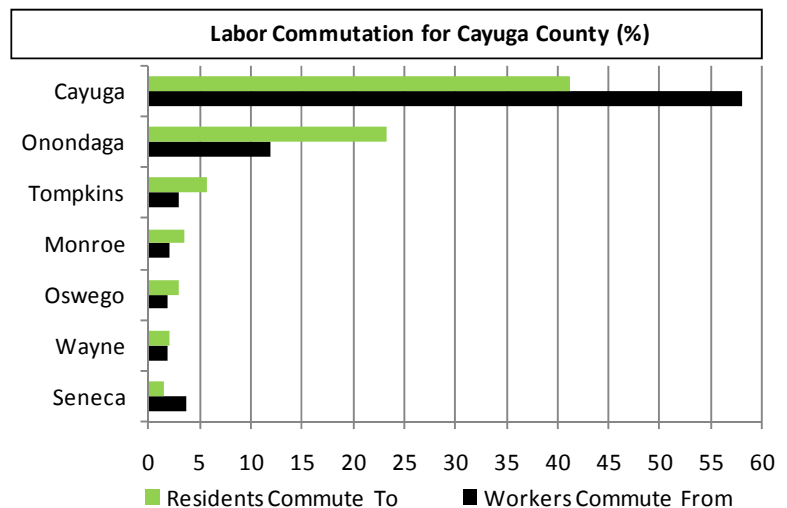
Having a High School attainment at national average and an above average Associate's degree attainment for the County reflects the emphasis placed on education and local access to a community college. The manufacturing segment recruits skilled talent that has at least a high school diploma and some job-related experience.

Commutation Patterns and Employment Dynamics

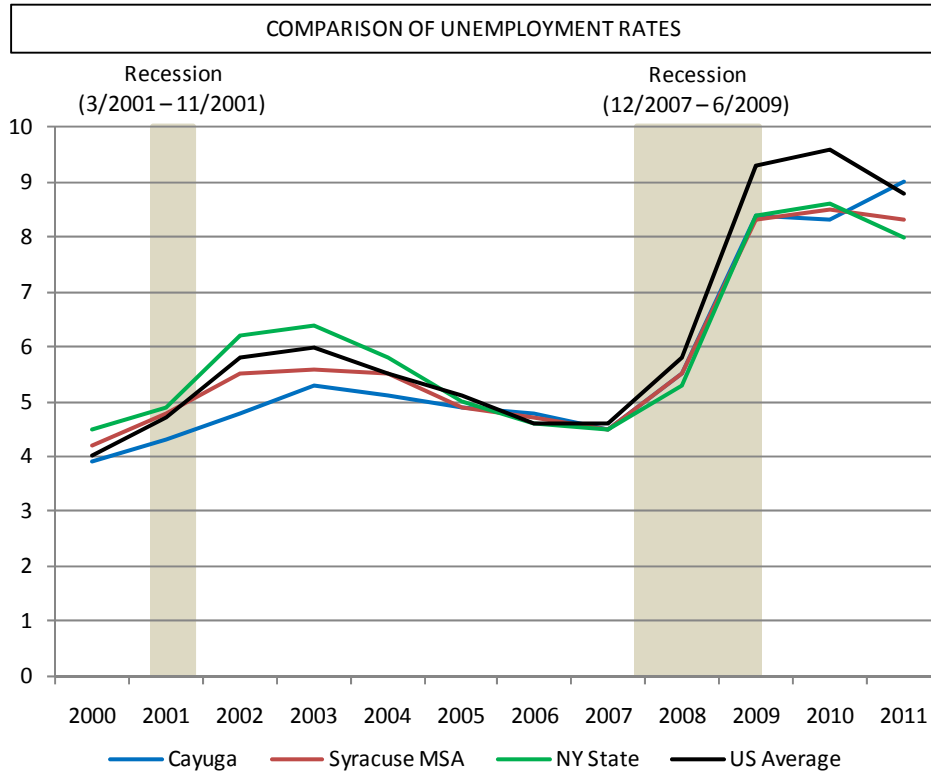
Based on U.S. Department of Labor data, over 40% of the working residents of Cayuga County work in the County and over 23% of the residents commute to the Syracuse area and over 5% of them commute to Tompkins County.

Due to the long and narrow configuration of the County, commuting residents in the northern sections typically commute to Oswego or Syracuse, in the center sections to Syracuse, and in the southern sections to Ithaca.

In addition, 58% of the jobs in the County are filled by residents from within the County followed by commuters from Onondaga County. Access to the interstate and the quality of the secondary roads makes commuting within the region fairly easy.



Unemployment in the County typically tracks lower than regional and state averages buoyed by healthcare, education and government-related employers. As the economy tightens, the County begins to track the region and state levels, and more recently, local employers (particularly manufacturing) have felt the lack of economic expansion and have engaged in reductions to remain viable.



Cost of Labor

The cost of labor in the Cayuga County area is competitive with national and state averages as well as the overall Syracuse MSA.

Labor Cost Comparison: Median Wages for Selected Occupations					
	Accountants	Registered Nurses	Customer Service Representative	Machinist	Mechanical Engineer
Cayuga County, NY*	\$58,900	\$57,900	\$26,000	\$33,300	\$69,000
Syracuse, NY MSA	\$61,500	\$56,200	\$30,600	\$39,200	\$72,400
New York State average	\$73,700	\$72,100	\$32,900	\$39,300	\$72,600
U.S. average	\$60,300	\$63,800	\$30,300	\$37,600	\$77,000

Source: U.S. Bureau of Labor Statistics, Occupational Employment Statistics Survey
 *Data provided as part of the Central NY Nonmetropolitan Area.

Labor Quality

The labor force received high marks for productivity, skill level and general work ethic from employers. Although a significant portion of the labor is unionized, there is a strong and active support of lean manufacturing and a high participation in implementation. The local work force places a high value on the local business opportunities and seeks to keep the businesses competitive.

EDUCATION & TRAINING RESOURCES

K-12 Education: Is provided by for nearly 10,000 students annually throughout the County. A total of 740 students graduated from County high schools at the completion of the 2009-2010 year. Approximately 85% of the graduates indicated plans to attend a two-year or four-year college; 8% planned to enter the workforce directly.

Technical and Career Education: The Cayuga-Onondaga Board of Cooperative Educational Services (BOCES) provides career and technical education to all high schools in Cayuga County plus several in Onondaga County. Approximately 27% of the high school juniors and seniors in the service area participate in the program by spending half the day at their regular high school and half at Cayuga-Onondaga BOCES. This is an unusually high rate of participation.



The school is housed in a \$41 million, LEED-certified facility in the Town of Aurelius. Constructed in 2007, the new building really enhances the program delivery and includes programs shown in the table below. Each program benefits from an advisory committee with industry representatives who provide input on curriculum, contribute equipment, and help students find internship and employment opportunities. There is an emphasis on *applied learning* to prepare students for the demands of the 21st century workplace. Students are introduced to the concept of entrepreneurship, and many participate in an annual business plan competition. More than 54% of graduates from Cayuga-Onondaga BOCES go on to post-secondary education.

Career & Technical Education Programs at Cayuga-Onondaga BOCES	
Program	Career Opportunities
Applied Electrical Technology	Electrician assistant, industrial maintenance, appliance repair
Auto Body Technology	Body shop owner, auto body specialist or technician, claims adjuster
Automotive Technology	Automotive technician, service writer, parts clerk
Computer Systems & Network Administration	Hardware/software technician, desktop support, network administrator
Construction & Building Trades	Construction laborer, contractor, building inspector, estimator
Culinary Arts	Cook, professional chef, commercial baker, restaurant owner
Graphic Design and New Media	Desktop publishing, illustration, digital photography, videography
Health Related Occupations	Home health aide, certified nursing assistant, registered nurse
Heavy Equipment Repair & Operation	Diesel mechanic, equipment operator, hydraulics technician
Machining & Welding	Machinist, CNC operator, welder, fabricator, steamfitter
Outdoor Power Equipment & Powersports Technology	Small engine mechanic, lawnmower mechanic
Plant, Animal & Life Sciences	Veterinary medicine, animal nutrition, horticulture, greenhouse management

Colleges and Universities: Two colleges are located within Cayuga County: Wells College, a liberal arts institution, in Aurora, and Cayuga Community College in Auburn. There are diverse educational resources available within the region with nearly 100,000 students attending colleges and universities in and around Cayuga County, as shown below.

Educational Resources: Colleges & Universities in Cayuga County and Vicinity					
College	Location	Enrollment	Associates	Bachelors	Masters
Wells College	Aurora	568	-	120	-
Syracuse University	Syracuse	19,638	4	2,870	1,373
Le Moyne College	Syracuse	3,524	-	551	261
SUNY College of Env. Science & Forestry	Syracuse	2,642	30	296	79
SUNY College at Cortland	Cortland	7,322	-	1,478	404
SUNY College at Oswego	Oswego	8,119	-	1,429	321
New York Chiropractic College	Seneca Falls	804	-	20	60
Cornell University	Ithaca	20,633	-	3,696	1,953
Ithaca College	Ithaca	6,894	-	1,420	206
Morrisville State College	Morrisville	3,380	469	149	-
Cayuga Community College	Auburn	4,798	552		
Onondaga Community College	Syracuse	12,038	1,039		
Bryant & Stratton	Syracuse/Liverpool	1,420	373		
St. Joseph's College of Nursing	Syracuse	289	123		
Crouse Hospital School of Nursing	Syracuse	277	90		
Tompkins Cortland Community College	Dryden	3,699	614		

Source: U.S. Department of Education, National Center for Education Statistics. Degrees shown are completions 2009-10.

The table below lists the number of graduates from each four-year institution.

Educational Resources: Bachelors and Masters Degrees in Selected Fields						
College	Business		Engineering		Computer Science/IT	
	B	M	B	M	B	M
Wells College	5	-	-	-	4	-
Syracuse University	498	161	205	175	97	164
Le Moyne College	138	49	-	-	-	-
SUNY College of Env. Science & Forestry	-	-	32	16*	-	-
SUNY College at Cortland	-	-	-	-	-	-
SUNY College at Oswego	326	24	-	-	29	5
Cornell University	474	630	663	520	110	103
Ithaca College	191	4	-	-	9	-
Morrisville State College	42	-	-	-	31	-

*New masters program in biomanufacturing

Source: U.S. Department of Education, National Center for Education Statistics. B=Bachelors Degree;

M=Masters Degree. Degrees shown are completions 2009-10.

Wells College is a prestigious four-year liberal arts college ranked 118th on the Forbes Top College List for 2011. The college has recently expanded its business program with the construction of the Center for Business and Entrepreneurship. It is part of an overall strategy to not only expand the capabilities of the business school but also integrate entrepreneurship with the concepts and disciplines of the arts and science. Graduates will not only have a passion for art, “green” technologies and history, they will also be equipped to start a business in the related field.

An Innovation Lab has been established within the Center for Business and Entrepreneurship that mentors students on how to achieve breakthrough solutions in any type of business or situation. The Center has recently achieved national recognition for embracing the OpenIDEO platform for solving critical social challenges as part of a class assignment. OpenIDEO was developed by the famed product design firm IDEO as a tool to build collaborative effort in solving global issues.

The Well’s team participated in the challenge “How might we better connect food production and consultation”, where students worked with a global online community as they progressed through the three development phases of inspiration, conception and evaluation to collectively solve the challenge.

The entrepreneurship program also involves an annual business plan contest, opportunities to work with local companies as interns learning about different businesses and enhance career development.

The business program will have the ability to tailor a student’s coursework in business fundamentals including marketing, human resources, economics, personal and organizational finance, accounting, international business, business strategy, and business ethics.



Business School with the Center for Business and Entrepreneurship.



Innovation Lab work station.



Entrepreneurship Week 2011.

Cayuga Community College is a two-year college founded in 1953 and serves students throughout the immediate area. The County has made substantial investments in construction, renovation, and remodeling projects throughout the campus to upgrade facilities and add capacity.



Cayuga provides an affordable gateway to higher education, with programs that include technical, liberal arts and career oriented. Approximately 1,600 students attend classes at the campus with many courses available online for distance learning. The college also has a wide variety of non-credit courses and specialized workforce training programs.

The Faculty and Curriculum Committee at the College recently approved an entrepreneurship concentration within a Business Administration Associate’s degree. Students who elect to pursue this concentration will be required to take three core classes: (1) The Entrepreneurial Process; (2) Innovation and Creativity; and (3) Social Entrepreneurship and Non Profit Management. The college plans to develop additional entrepreneurship concentrations in other degree programs.

The Office of Community Education and Workforce Development at Cayuga Community College conducts training assessments and develops customized training programs targeting the needs of the employer either on-site or on-campus and has a mobile computer lab for software training. Some programs are delivered by outside trainers, while others are taught by existing faculty. There are more than 100 training modules available including a new program in plastics technology. Leadership and management development programs are available through the Office of Community Education and Workforce Development in partnership with AchieveGlobal.

Selected Business-Related Programs and Graduates From Cayuga Community College (2009-2010)	
Program	Graduates
Business Administration/Management	77
Registered Nursing	59
Accounting Technology/ Bookkeeping	13
Communication, Journalism, & Related Programs*	11
Mechanical Engineering/Mechanical Technology/ Technician	11
Computer and Information Sciences	9
Electrical, Electronic and Communications Engineering Technology	5

Source: U.S. Department of Education, National Center for Education Statistics.

* Includes broadcasting & electronic media, audio & video production, and telecommunications technology.

TRANSPORTATION ACCESS

Air Access: The Syracuse Hancock International Airport, located just north of the City of Syracuse, is the major airport within the region. There is also commercial service within the region to the Ithaca Tompkins Airport through Continental Express, Delta and US Airways Express as well as commuter service from Albany to Watertown, Ogdensburg and Massena through Cape Air. The major air carriers that service the Syracuse airport include the following:

- Air Canada
- American Eagle
- Continental
- Delta and affiliates
- Jet Blue
- United Express
- US Airways and affiliates



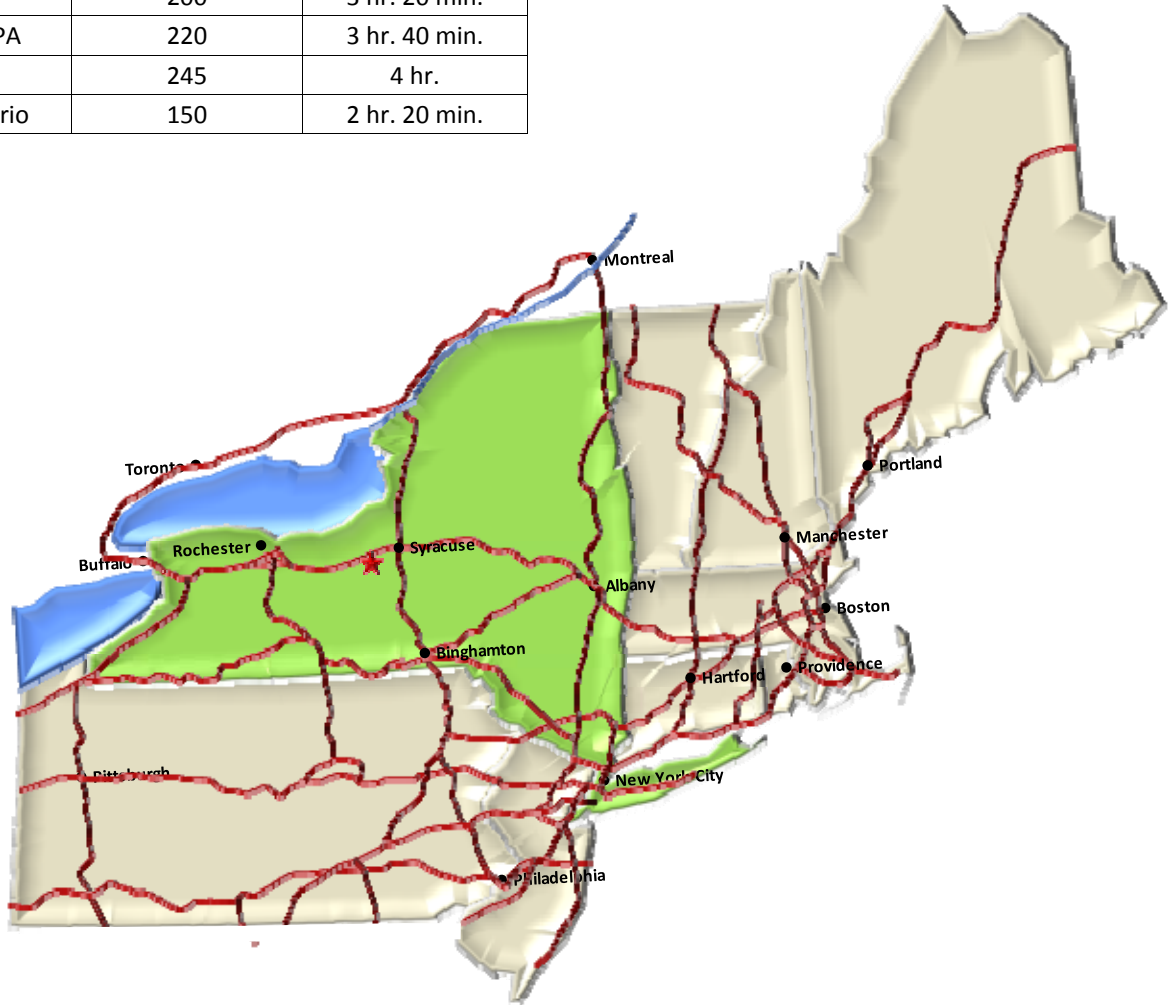
Non-stop destinations and estimated travel times are provided in the table to the right. It is possible to engage in a late morning/noon meeting in Boston, New York, Toronto, Philadelphia, Washington, DC, Chicago and other destinations, and return to Syracuse the same day.



Non-Stop Destinations and Travel Time	
Destination	Est. Travel Time
Atlanta, GA	2 hrs. – 30 min.
Boston, MA	1 hr. – 45 min.
Charlotte, NC	2 hrs. – 20 min.
Chicago, IL	2 hrs. – 20 min.
Cincinnati, OH	2 hrs. – 10 min.
Cleveland, OH	1 hrs. – 15 min.
Detroit, MI	1 hrs. – 55 min.
New York, NY	1 hrs. – 30 min.
Orlando, FL	3 hrs.
Philadelphia, PA	1 hrs. – 15 min.
Toronto, Ontario	1 hr.
Washington, DC	1 hrs. – 20 min.

Interstate Access: Cayuga County has direct access to the I-90 (New York State Thruway) in the Village of Weedsport. Travel distances and times based on an average travel speed of 60 MPH are provided below.

Travel Distance and Time		
Destination	Distance (Miles)	Estimated Time
Albany, NY	140	2 hr. 20 min.
Boston, MA	280	4 hr. 40 min.
Montreal, Quebec	230	3 hr. 50 min.
New York, NY	200	3 hr. 20 min.
Philadelphia, PA	220	3 hr. 40 min.
Pittsburgh, PA	245	4 hr.
Toronto, Ontario	150	2 hr. 20 min.



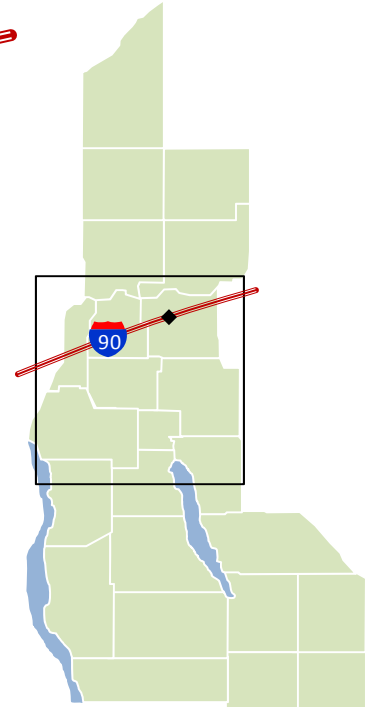
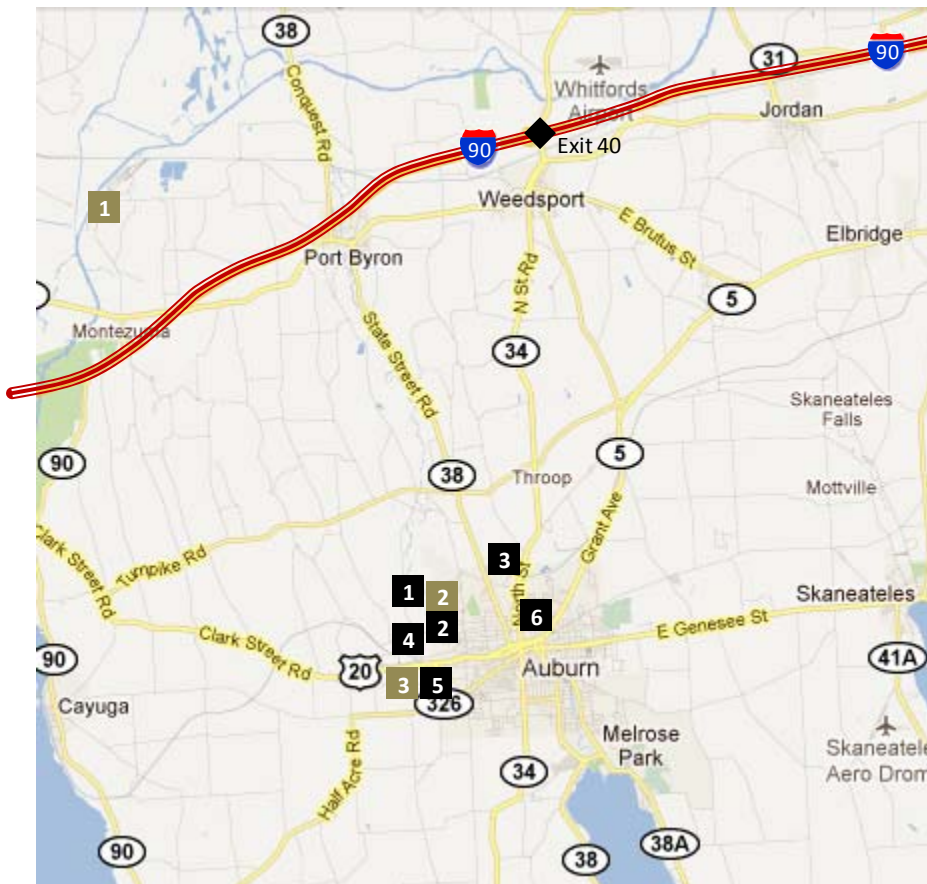
Freight Rail Lines: Cayuga County is served by two primary rail lines along with a short line system.



AVAILABLE SITES AND BUILDINGS IN CAYUGA COUNTY

	Site Description	Location	Size	Utilities	Transportation Access
1	Former ADM plant	Town of Montezuma	100+ acres	Electric/water and on-site package sewer plant	Rail (Y), Interstate (8 mi.)
2	Business park	City of Auburn	32 acres	Electric/water/sewer/gas/telecom	Rail (N), Interstate (10 mi.)
3	Industrial park	Town of Aurelius	150 acres	Electric/water/sewer/gas/telecom	Rail (N), Interstate (10 mi.)

	Building Description	Location	Size (SF)	Year Built	Ceiling	Cost
1	Industrial	31 Allen St. Auburn	12,000	1978	16'	\$31/SF (sale)
2	Industrial	4022 Tech Park Dr Auburn	37,100	1991	17'	\$43/SF (sale)
3	Warehouse	40 York St Auburn	40,000	-	14'	\$3.60/SF (lease)
4	Warehouse	Canoga Street Auburn	30,000	-	-	negotiable
5	Office (Class B)	50-60 Wallace St Auburn	9,100	Remodeled 2004	-	\$57.70/SF (sale)
6	Office (Class B)	23-37 Seminary St Auburn	19,000	-	-	\$3.80/SF (lease)



INCENTIVES

New York State's **Excelsior Program** offers four types of tax credits to qualified companies:

- **Excelsior Jobs Tax Credit:** A credit of 6.85% of gross wages per new job to cover a portion of the associated payroll costs
- **Excelsior Investment Tax Credit:** Valued at 2% of qualified investments
- **Excelsior Research & Development Tax Credit:** A credit of 50% of the federal R&D credit, capped at 3% of research expenditures in New York State
- **Excelsior Real Property Tax Credit:** Available to firms locating in certain economically distressed areas and to firms that meet higher employment and investment thresholds (Regionally Significant Project)

All employers approved for participation in the Excelsior Program are eligible to apply for the Jobs, Investment, and R&D Tax Credits. Participation is based on job creation and capital investment, with minimum eligibility criteria established for each strategic industry; for example, manufacturers must create at least 25 new jobs, agricultural businesses must create a minimum of 10, and distribution facilities must create at least 150. To receive the Real Property Tax Credit, the business must be located in an Investment Zone or meet the higher thresholds required for a Regionally Significant Project.

Other incentives offered to companies expanding or relocating to New York State include:

- Low-cost loans and grants to companies that invest significant capital and commit to the creation and retention of private sector jobs, including financing for manufacturers that make capital investments in machinery and equipment to improve productivity and competitiveness
- Tax incentives for investment and job creation in Qualified Emerging Technology Companies (QETCs)
- Investment tax credits of up to 10% for businesses that create new jobs and make new investments in production property and equipment
- A 9% corporate tax credit for investments in research and development facilities
- Liability relief and tax credits for the cleanup and redevelopment of brownfield sites