

# Cayuga County, New York

## Economic Development Strategic Plan

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In consultation with:

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November 2011

### Working Draft

Fair Haven  
Sterling  
Victory  
Ira  
Conquest  
Cato  
Meridian  
Montezuma  
Port Byron  
Mentz  
Weedsport  
Brutus  
Throop  
Sennett  
Cayuga  
Aurelius  
Auburn  
Union Springs  
Springport  
Fleming  
Owasco  
Aurora  
Ledyard  
Scipio  
Niles  
Venice  
Moravia  
Sempronius  
King Ferry  
Genoa  
Locke  
Summerhill



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## 1. Introduction



# ROADMAP FOR POSITIONING CAYUGA COUNTY TO ACHIEVE ECONOMIC GROWTH.

### ***Destination: Economic Growth for Cayuga County***

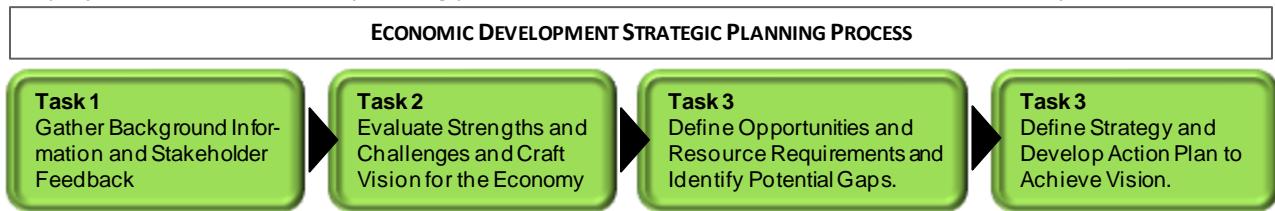
Cayuga County has prepared an Economic Development Strategic Plan that charts a roadmap to strengthen job development, assist business expansion, and maintain a strong tax base.

### ***How the Plan Was Developed***

In developing the plan, there were three key questions to address:

- What is our current economic condition?
- What opportunities does the County have going forward?
- What directions should we take to realize our best economic potential?

The project team followed the planning process below in order to address each of the three questions.



### ***CEDA Mission Statement***

"To foster a sustainable quality of life in Cayuga County through job retention, expansion, and attraction"

### ***The Vision for Economic Growth***

- Growing employment opportunities for Cayuga County and the region by leveraging our unique local assets and resources for business and job development.
- Establishing a "First Stop" for businesses of any size or category where resources and incentives can be delivered in an efficient unified manner.
- Cultivating the diverse industries in Cayuga County and working to help them grow jobs and invest locally.
- Broadening the spirit of entrepreneurship which has been the catalyst for Cayuga's past successes and is now the skill set that inspires individual talent to drive business innovation to create jobs, chart careers and strengthen our communities.
- Working to strengthen a creative business environment within Cayuga County that possesses low costs for housing, labor, energy and land along with a talented workforce partnered with a pro-active educational sector positioned with "turn-key" development sites.

## **1. Introduction**

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### ***Strengths and Challenges***

The County has many assets and strengths to support business and generate economic growth. But there are also serious challenges to be addressed for the County to successfully reach its potential.

Strengths and Opportunities	Weaknesses and Threats
<ul style="list-style-type: none"><li>• Diverse and vibrant industry base. Manufacturing, agriculture, tourism, not-for-profits supporting strong retail and professional sectors.</li><li>• World class natural resources. Water and farmland.</li><li>• Skilled workforce supported by BOCES, Cayuga Community and Wells Colleges</li><li>• High quality of life. Wineries, museums, parks, lakes, arts, culture, education and athletics.</li><li>• Low costs for housing, labor, living and land.</li><li>• Central location to serve the Northeast and Midwest. Road, rail and air links.</li><li>• Positive reforms from New York State with tax cap, timely balanced budget and new low cost power program.</li><li>• Locally created energy assets including biofuels and hydroelectric power. Spirit of innovation.</li><li>• Enthusiastic culture of entrepreneurship, past, present and future, from students to workers and start-ups.</li><li>• Nationally ranked “green” energy projects. Models for future results.</li><li>• Several benevolent foundations that make highly valued investments in the community.</li></ul>	<ul style="list-style-type: none"><li>• Lack of “shovel ready” development sites &amp; buildings.</li><li>• Independent and competitive delivery system for incentivizing business investment projects.</li><li>• Prohibitive New York State business climate for relocations. Retention expansion climate daunting. Lengthy system to define, promise and deliver incentives.</li><li>• High cost of water and sewer in selected locations. Various price points for business usage. Infrastructure challenges.</li><li>• Lack of critical mass or consensus to spur local town level development in some areas.</li><li>• Pockets of parochialism and resistance to change as part of local cultures.</li><li>• Limited broadband access outside populated areas.</li><li>• Declining demographics affecting workforce quality, seasonal and talent demands and business attraction rankings.</li><li>• Reductions in state and federal funding.</li><li>• Limited financial resources to support new and emerging businesses.</li></ul>

### ***Potential Opportunities***

- **Agriculture:** Conversion of bulk milk into value-added products; expansion of small farms producing organic products, specialty cheeses and other niche products; expansion of vineyards and wineries.
- **Manufacturing:** Support retention/expansion of existing manufacturers; develop the resources necessary to attract other manufacturing jobs in food/milk processing, plastics, metal parts and components, machinery, energy and transportation equipment, and other segments.
- **Tourism:** Continue development of the Musical Theatre Festival; create “experiential” vacation packages with culinary/wine and “hands on” farm experiences; expand activities and events to spring and fall shoulder seasons.



## **1. Introduction**

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- **Educational Institutions:** Wells College, Cayuga Community College and BOCES are all engaged in various expansions of facilities, programs and curriculums. Close ties between business and campus is a major asset for Cayuga County..
- **Entrepreneurship:** Expand local economy through new business creation and acceleration of existing small businesses.

### ***Action Plan for Achieving Vision***

In order to arrive at our destination of economic growth, Cayuga County needs to work on the following action items:

**SHARE  
THE  
ROAD**

#### **1. Establish a Well Organized and Focused Organization That Supports Economic Development**

- Establish the Cayuga Economic Development Agency as the “First Stop” agency for economic development in Cayuga County working closely with businesses of **any size**.
- Respond to business needs and inquiries from prospective companies. Maintain a thorough business visitation regimen as part of a pro-active Business Retention and Expansion program.
- Implement the Strategic Plan recommendations to strengthen all of our diverse industry groups and support planned development on the town level.
- Define reasonable measurements to track our progress in supporting economic investment.

#### **2. Provide Effective Communications to Local Businesses and Prospective Companies**

- Inform local employers regularly about available business benefits. Work closely to deliver eligible resources.
- Represent Cayuga County with regional and state development organizations to improve our regional economy, support regional employers, secure resources and attract outside investment.
- Engage all stakeholders in the County in reading the book SWITCH by Chip and Dan Heath.

#### **3. Upgrade the Assets Required to Attract Economic Investment**

- **Development Sites:** Increase the quantity of development sites and make them “shovel and incentive ready” for immediate construction and investment.
- **Utilities:** Maximize the local advantages of Cayuga County’s unique energy generating assets. Reduce energy costs by accessing ReCharge New York’s low cost electric incentives. Work to expand broadband access throughout Cayuga. Address critical needs within our water and sewer infrastructure. Establish competitive pricing for investment opportunities
- **Labor/Education/Training:** Maintain and expand the current cooperative workforce development efforts between Cayuga schools, students, trainees and employers. Instill entrepreneurship into a practice in all disciplines to generate individual reasoning skills, innovation and problem solving.



## **1. Introduction**

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### **4. Specific Actions for Each Economic Opportunity**

- **Agriculture:** Support and strengthen Cayuga's diverse agricultural community. Assist local farmers with expanded market access through farmers markets and agri-tourism. Work with dairy farmers and crop to innovate new forms of renewable energy. Lobby for favorable and equitable changes to the federal Milk Marketing Order and the related fluid milk Purchase Pricing Differential (PPD). Update the 1997 Cayuga Agriculture and Farmland Protection Plan.
- **Manufacturing:** Establish responsiveness to the needs of existing companies; develop industrial sites/parks and buildings at a high level of readiness; provide energy at the quantity and cost required. Reduce property taxes in order for businesses to remain competitive.
- **Education:** Provide feedback from businesses on workforce training needs.
- **Tourism:** Develop tourist packages that include lodging, meals and activities; establish additional events; explore an *Industry & Innovation Museum*; cross-link tourism web sites with access to business opportunities in Cayuga County.
- **Entrepreneurship:** Continue efforts to instill the skills of entrepreneurship and provide additional resources to support start-up businesses.

### **5. Support Local Communities in Crafting Individual Plans for Economic Development**

- **Fair Haven:** Continue to work with and support local efforts to improve water and sewer infrastructure, assist ongoing local development projects, protect Little Sodus Bay as an invaluable economic//tourist asset and assist local businesses.
- **Aurora:** Work with local leaders and residents to continue the efforts that make Aurora an attractive place to live and visit. Build on the assets of the downtown, lakefront access, Wells College and a strong tourism market.
- **Weedsport/Brutus:** Serve as a resource to grow and support businesses in this geographically connected locality which connects to the Cayuga County and Syracuse markets through direct access to NYS Thruway and Route 34.
- **Sennett:** Work cooperatively with Town to attract quality retail to the Route 5 corridor which serves the Auburn-Cayuga and Skaneateles consumer markets.

## **2. Recommendations**

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### **Working Toward “One Cayuga”**

In New York State and across the nation, there have been numerous calls for mergers, consolidations and shared services in municipal and educational operations. Similar to other New York State counties, Cayuga County possesses many local and county level entities that perform the same services but operate independently due to legal, geographic, or bureaucratic reasons.

The appearance of multiple entities addressing the same functions creates operational inefficiencies, higher costs and compels investors in Cayuga County to deal with redundancies. These conditions can also lead to intramural competition for development projects, elongated time lines for meeting investment decisions and adding complexity to straightforward matters.

### **Multiple Agencies with Similar Missions**

Everyone can agree that redundancy is not efficient, nor cost effective and results in sending a bureaucratic message to potential Cayuga County investors. As an example, Cayuga County currently possesses:

- Two industrial development agencies
- Two public utility agencies
- Three economic development offices
- 23 municipalities and seven school districts
- Numerous water and sewer organizations.

### **Local Economic Development Agencies**

Most New York counties are not much different than Cayuga County with multiple agencies. But in economic development multiple agencies can be an impediment if they are not delivering solutions and resources in a single channel to an investor.

### **Recommendation**

In the face of severe economic hardships and challenges, we should all work toward a “One Cayuga” in our philosophy and approaches to common challenges. We should objectively analyze the financial and operational benefits of unified operations in any operational category.

### **Action Steps**

1. Cayuga County should secure professional analysts to measure the costs and benefits of merging and consolidating entities that deliver identical services.
2. The analysis process should be a good time for a county wide discussion of ways to unify services and operations across all disciplines.
3. One action step to take would be for Cayuga County to convene an Infrastructure Forum to analyze and recommend action steps to address infrastructure delivery gaps, redundancies and price point variances. These conditions are unfortunate realities presented to potential Cayuga County investors. On the positive side, unified operations can help us realize the many unique energy generating innovations and assets that Cayuga County possesses.

## **2. Recommendations**

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<b>Summary of Recommendations and Actions Steps:</b>
<p style="text-align: center;"><b>Overall Recommendations:</b></p> <ol style="list-style-type: none"><li><b>1. One Cayuga</b></li><li><b>2. CEDA Works: Organizational Effectiveness</b></li><li><b>3. Growing Jobs: Business Retention and Expansion (BRE)</b></li><li><b>4. Building Business: Strengthening Our Industry Groups</b></li><li><b>5. Infrastructure: Developing Our Assets and Resources</b></li><li><b>6. Cayuga Development: Supporting Growth Locally</b></li></ol>
<p style="text-align: center;"><b>Brief Summary of Recommendations:</b></p>
<p style="text-align: center;"><b>One Cayuga</b> A proposal to grow together with unity and not divisions.</p>
<p style="text-align: center;"><b>CEDA Works: Organizational Effectiveness</b> Establishing CEDA as an effective resource for job and business development.</p>
<p style="text-align: center;"><b>Growing Jobs: Business Retention and Expansion (BRE)</b> Working with businesses on an individualized client basis to grow jobs.</p>
<p style="text-align: center;"><b>Building Business: Strengthening our Industry Groups</b> Working to strengthen the diverse industry groups within Cayuga County.</p>
<p style="text-align: center;"><b>Infrastructure: Developing Our Assets and Resources</b> Using our infrastructure as foundational resources to support industry and job development.</p>
<p style="text-align: center;"><b>Cayuga Growth: Supporting Local Development</b> Working closely with each town to fulfill their unique plans for positive development.</p>

## **2. Recommendations**

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<b>Action Steps:</b>	
<b>CEDA Works:</b> Organizational Effectiveness	<ul style="list-style-type: none"><li>• Establish CEDA as “First Stop” Agency for Economic Development</li><li>• Define operating roles for CEDA and peer agencies.</li><li>• Commence Co-ordinated Business Visitation Program</li><li>• Draft an Index of Business Services and Resources</li><li>• Performance measures for tracking CEDA and Strategic Plan progress</li></ul>
<b>Growing Jobs:</b> Business Retention and Expansion	<ul style="list-style-type: none"><li>• Develop individual business service relationships – See Business Visitation Program</li><li>• Implement Business Retention and Expansion Program</li><li>• Convene industry specific roundtables for addressing business needs</li></ul>
<b>Building Businesses:</b> Strengthening Our Industry Groups	<p><b>Agriculture:</b></p> <ul style="list-style-type: none"><li>• Update the 1997 Farmland Protection Plan</li><li>• Adopt a Farmland Property Protection Plan/Purchase of Development Rights</li><li>• Establish a Working Group to Support Local Specialty Farmers</li><li>• Establish Farmer’s Markets throughout Cayuga County</li><li>• Work for an equitable milk price classification</li><li>• Attract the milk product industry to invest in Cayuga County</li></ul> <p><b>Tourism:</b></p> <ul style="list-style-type: none"><li>• Deliver resources to all tourism related businesses/ treat Tourism as an industry group</li><li>• Work with Tourism Office to update Tourism Strategic Plan recommendations</li><li>• Promote and develop Experiential Travel and Learning to expand visitor season</li></ul> <p><b>Manufacturing:</b></p> <ul style="list-style-type: none"><li>• Support manufacturing in multiple ways – See Action Items</li></ul> <p><b>Retail:</b></p> <ul style="list-style-type: none"><li>• Elevate support and support for this industry group</li></ul> <p><b>Health Care, Medical Profession and IT:</b></p> <ul style="list-style-type: none"><li>• Work to support the cultivation and growth of these sectors in order to generate high value jobs</li></ul>

## **2. Recommendations**

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Action Steps	
<p><b>Infrastructure:</b> Developing Our Assets and Resources</p>	<p><b>Sites and Buildings:</b></p> <ul style="list-style-type: none"><li>• Inaugurate a property database for land and sites</li><li>• Support infrastructure improvements to the Auburn and Aurelius Business Parks</li><li>• Audit dormant industrial sites for re-use potential</li><li>• Explore viable sites for new park development</li><li>• Work with local towns to achieve Certified Development Community status</li><li>• Secure sub-zone Foreign Trade Zone status</li><li>• Convene an Infrastructure Forum to improve water, sewer, electric, broadband assets</li><li>• Work with businesses to apply for Re-Charge New York low cost electric</li><li>• Analyze all local energy generating assets for viability, rejuvenation and operation</li><li>• Prioritize efforts to improve broadband access in poorly served areas</li><li>• Support efforts to secure a new water source for Cayuga County</li><li>• Participate in efforts for a centralized Water and Sewer Authority</li><li>• Regularly communicate with community foundations for economic improvement efforts</li><li>• Employer driven workforce training</li><li>• A new Cayuga Job Training Fund</li><li>• Regional training grants</li><li>• Academic Collaboration and Partnership</li><li>• Common entrepreneurial focus</li><li>• Collegiate and vocational collaboration</li><li>• Virtual incubator</li></ul>

## **2. Recommendations**

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<b>List of Action Steps</b>	
<b>Cayuga Development:</b> Supporting Growth Locally	<ul style="list-style-type: none"><li>• Maintain close contact with local and regional developers</li><li>• Auburn: Support 2009 Comprehensive Plan goals in Appendix</li><li>• Fair Haven: Support infrastructure and downtown improvements, business assistance. Little Sodus Bay Harbor dredging and photo passport access for Canada boaters</li><li>• Sterling: Assist with Sterling's numerous tourism related attractions</li><li>• Weedsport/Brutus: Development potential with Exit 40 and new downtown retail projects</li><li>• Sennett: Working to support current growth in retail and industry</li><li>• Aurora: Assisting business/academic community on their development goals</li><li>• Montezuma: Close partnership on their tourism cultivation and site potentials</li><li>• Port Byron: Supporting downtown business incubation. Trailway potential with canal links</li><li>• Genoa: Work to cultivate dwindling retail options</li><li>• Working with all Cayuga County towns requesting assistance.</li></ul>

## 2. Recommendations

### **1.Glossary of Terms:**

ADPED = Auburn Department Planning & Eco Dev  
AIDA = Auburn Industrial Development Agency  
APUSA= Auburn Public Utility Services Agency  
Chamber = Cayuga County Chamber of Commerce  
CCC= Cayuga Community College  
SCORE= Small Business Counselors to America  
SBDC= NYS Small Business Development Centers  
Wells = Wells College  
BOCES= Cayuga Onondaga Board Of Cooperative Educational Services

CEDA = Cayuga Economic Development Agency  
CCPD = Cayuga County Planning Department  
CCIDA= Cayuga County Industrial Development Agency  
CCOT= Cayuga County Office of Tourism  
CCWSA- Cayuga County Water and Sewer Authority  
CCPUSA= Cayuga County Public Utility Services Agency

## **2. Recommendations**

<b>A. CEDA Works: Organizational Effectiveness</b>			
<b><u>1.1 CEDA "First Stop" Agency</u></b> <b>What:</b> Establish CEDA as the "First-Stop" county wide agency for economic development in Cayuga County. . <b>Why:</b> To deliver resources to businesses, developers and localities in order to generate jobs and positive development.	<b>How:</b> CEDA will provide "First Stop" services through many methods detailed in this report. <b>When:</b> Ongoing.	<b>Who:</b> CEDA Chamber/SCORE/SBDC CCC	
<b><u>1.2 CEDA Operating Role</u></b> <b>What:</b> Define the respective roles for CEDA along with county and city level planning/development agencies for working on business assistance, retention, expansion, relocation, marketing and regional and state level relationships.. <b>Why:</b> In order to deliver resources to business clients in a centrally focused and timely manner.	<b>How:</b> Establish a Memorandum of Understanding (MOU) setting these operating guidelines. <b>When:</b> Present	<b>Who:</b> CEDA Chamber SCORE, SBDC Localities ED Agencies	
<b><u>1.3 Individual Business Visitation</u></b> <b>What:</b> Establish a business visitation program in coordination with city, county, regional and state level resources. <b>Note:</b> See similar action item in Section B <b>Why:</b> Visiting businesses in a coordinated manner provides a "One Stop" efficient.	<b>How:</b> CEDA along with city and county agencies have structured a visitation curriculum for implementation. <b>When:</b> 2011	<b>Who:</b> CEDA CCPD ADPED NYSESD	
<b><u>1.3 Index of Business Services and Resources</u></b> <b>What:</b> Define and publicize a database of resources, programs and the organizations that support economic development. <b>Why:</b> An index will provide businesses with resource options.	<b>How:</b> Compile and maintain the database using the Buffalo Niagara Partnership Index as a model <b>When:</b>	<b>Who:</b> CEDA	
<b><u>1.4 Tracking CEDA and Strategic Plan Performance</u></b> <b>What:</b> Measure progress of CEDA and Strategic Plan. <b>Why:</b> Measuring results will illustrate successful outcomes	<b>How:</b> Strategic Plan has action steps indexed by task, timeline and stakeholder. Synchronist software will track business assistance. <b>When:</b> Ongoing	<b>Who:</b> CEDA	

## 2. Recommendations

<b>B. Growing Jobs : Business Retention and Expansion (BRE)</b>				
Action Item				
<b><u>1.1 Individual Business Service and Relationship</u></b> <b>What:</b> Operate a business visitation program that establishes personalized service/relationship <b>Why:</b> Visiting businesses provides first person opportunities to deliver resources, incentives, solve problems and support retention/expansion. See step below.	<b>How:</b> The program will be implemented using the Synchronist Economic Development software package which will provide client tracking/outcome tools <b>When:</b> 2011 4Q	<b>Who:</b> CEDA CCPD ADPED NYSESD		
<b><u>1.2 Business Retention and Expansion (BRE)</u></b> <b>What:</b> BRE constitutes over 70% of business development. CEDA will serve as "First Stop" for BRE projects uniting incentive providers and site options into one package for consideration <b>Why:</b> Helping local businesses expand supports job development and provides efficient delivery of incentives to the client.	<b>How:</b> CEDA will provide first contact with client company and work with peer ED agencies to deliver a unified package of services and incentives. <b>When:</b> Ongoing	<b>Who:</b> CEDA		
<b><u>1.3 Business Roundtables</u></b> <b>What:</b> Industry specific roundtables are a traditional and important method for hearing/addressing business needs and priorities. <b>Why:</b> Roundtables are another tool for effective communication and positive service outcomes	<b>How:</b> Working with existing roundtables and creating new ones for industries such as agriculture, manufacturing, tourism, education with regular meetings and minutes to track concerns and responses. <b>When:</b> Ongoing	<b>Who:</b> CEDA Chamber CCC ED Community		

## **2. Recommendations**

<b>C. Infrastructure: Building Our Assets and Resources .</b>				
<b>1. Sites and Buildings (Real Estate).</b>				
<b><u>1.1 Property /Real Estate Database</u></b> <b>What:</b> Maintain a property database for land, buildings and sites to answer project inquiries. <b>Why:</b> A contemporary database can help advance a deal to a successful outcome saving site selection time.	<b>How:</b> Use the new Zoom Prospector Database offered by NYS ESD to local counties for free. <b>When:</b> Present	<b>Who:</b> CEDA CCPD ADPED		
<b><u>1.2 Industrial Park Development</u></b> <b>What:</b> Work to support infrastructure improvements and tenant recruitment to the Auburn and Aurelius Parks. <b>Why:</b> Both sites are Cayuga County's only dedicated industrial parks. Additional property demands emerging.	<b>How:</b> Work to promote the parks, present to inquiries, and support efforts to improve park infrastructure. <b>When:</b> Ongoing	<b>Who:</b> CEDA CCPD ADPED		
<b><u>1.3 Site Exploration/ Dormant Site Appraisal</u></b> <b>What:</b> Explore potential for new sites and assess viability of dormant industrial sites such as GE PowerEx, Bombardier and other locations. <b>Why:</b> Pending retention and attraction potentials could absorb existing space so new site options are needed.	<b>How:</b> Communicate with current property owners to assess potentials for sites being revitalized. Work with Auburn using Brownfield tax credits to conduct environmental reviews of Brownfields sites. Consider new sites for potential industrial attraction. <b>When:</b> 2011 and 2012	<b>Who:</b> CEDA CCPD ADPED		
<b><u>1.4 Streamlining Local Development Approvals</u></b> <b>What:</b> Work with local towns that are interested in achieving Certified Development Community Status <b>Why:</b> Efficient approval procedures for local development accelerate job creation while maintaining community planning standards.	<b>How:</b> Identify local towns that are interested in achieving Certified Development Community Status. <b>When:</b> 2012	<b>Who:</b> CEDA CCPD Local Towns		

## **2. Recommendations**

<b>C. Infrastructure: Building Our Assets and Resources</b>				
<b>1. Sites and Buildings</b>				
<b><u>1.5 Foreign Trade Sub-Zone Status (FTZ)</u></b> <b>What:</b> Establishing sub-zone FTZ status can offer financial savings to certain types of manufacturers. <b>Why:</b> This resource can assist Cayuga businesses and be an attraction asset.	<b>How:</b> Cayuga County will partner with counties such as Orange or Onondaga to share their FTZ status with Cayuga's. <b>When:</b> Ongoing	<b>Who:</b> CEDA CCPD NYSESD		
<b>2. Infrastructure</b>				
<b><u>2.1 Infrastructure Forum</u></b> <b>What:</b> Convene a forum in the spirit of "One Cayuga" for a full discussion on infrastructure strengths and weaknesses. <b>Why:</b> Some forms of infrastructure in Cayuga are in need of repair, viability analysis or revitalization. These include water, sewer, broadband access and energy generation. Maximizing the quality of our infrastructure is important for jobs and business development. In some areas, revitalizing dormant assets could yield much value.	<b>How:</b> A forum would create consensus about what infrastructure areas need attention and analysis. <b>When:</b> 2011	<b>Who:</b> CEDA CCPD ADPED		
<b><u>2.2 Re Charge New York Low Cost Power</u></b> <b>What:</b> The New York Power Authority has announced a new business low cost energy program with a pre-determined allocation amount. <b>Why:</b> Energy costs in New York are double or triple national averages.	<b>How:</b> Alert potential Cayuga applicants for NYPA power, educate and assist with applications due in July 2012. <b>When:</b> 2011 and 2012	<b>Who:</b> CEDA APSUA CCPSUA ADPED CCPD		
<b><u>2.3 Local Energy Generation</u></b> <b>What:</b> Analyze all local energy generating assets in Cayuga County and other outside potentials for viability. <b>Why:</b> Low cost electricity is a critical high cost burden on job development. ReCharge New York is a limited competitive allocation.	<b>How:</b> Infrastructure Forum will be a first step but county wide consensus on study and analysis needed. Some studies and research is underway. <b>When:</b> 2012	<b>Who:</b> CEDA APSUA CCPSUA CCPD		

## **2. Recommendations**

<b>C. Infrastructure: Building Our Assets and Resources</b>				
<b>2. Infrastructure</b>				
<b><u>2.4 Broadband Access</u></b> <b>What:</b> Work to improve broadband access into poorly serviced areas of Cayuga County. <b>Why:</b> Broadband access is a critical connection between commerce and individuals for business development and enrichment.	<b>How:</b> Identify areas in need, forge a strategy with localities, utilities and public sector resources <b>When:</b> 2012	<b>Who:</b> CEDA CCPD USDA		
<b><u>2.5 New Water Source</u></b> <b>What:</b> Analyze the viability and cost of accessing a new source of water from Onondaga County. <b>Why:</b> Access to water and sewer is critical to job and property development.	<b>How:</b> CEDA will work with Cayuga Water and Sewer Authority in their efforts. <b>When:</b> 2012	<b>Who:</b> CCWSA		
<b><u>2.6 Centralized Water and Sewer Authority</u></b> <b>What:</b> Research the potential of a centralized water and sewer authority with different districts. <b>Why:</b> Operational and financial advantages can be achieved.	<b>How:</b> Procedural discussion are underway <b>When:</b> 2011	<b>Who:</b> CCWSA		
<b>3. Community Capital</b>				
<b><u>3.1 Community Foundations</u></b> <b>What:</b> Regularly communicate with philanthropic foundations to seek opportunities to partner on economic development initiatives. <b>Why:</b> Community foundations in and around Cayuga County have been and are important underwriters of significant development projects that improve quality of life and commerce.	<b>How:</b> CEDA to maintain regular contact with foundation executives. <b>When:</b> Ongoing	<b>Who:</b> Community Foundations CEDA		

## **2. Recommendations**

<b>C. Infrastructure: Building Our Assets and Resources</b>			
<b>4. Workforce Training and Education</b>			
<b><u>4.1 Employer Driven Training Curriculums</u></b> <b>What:</b> Leverage Cayuga County's unique educational sector as an asset for employers to train employees. <b>Why:</b> Providing local employers with effective training support in a changing economy strengthens Cayuga County's business climate.	<b>How:</b> Requests for training projects can be responded to through the Business Visitation Program and Roundtables <b>When:</b> Ongoing	<b>Who:</b> CEDA ADPED CCC Wells BOCES	
<b><u>4.2 Cayuga Job Training Fund</u></b> <b>What:</b> Explore creation of a local incentive fund to support job retention and business expansion with workforce training assistance. <b>Why:</b> Traditional financial sources for job training have dwindled so a local fund can offset that and send a signal that job training is an important priority.	<b>How:</b> The fund has been established with a Board to be selected and fundraising outreach underway. <b>When:</b> Ongoing	<b>Who:</b> CEDA Cayuga Community College Foundation	
<b><u>4.3 Regional Training Grants</u></b> <b>What:</b> As recommended in focus group sessions, Cayuga County should pursue emerging workforce grant opportunities <b>Why:</b> Job training and education will gain increasing importance in a more technically driven economy. Employers will succeed where that training can be easily accessed.	<b>How:</b> The Education Roundtable will provide early alerts for funding opportunities to pursue. It has been recommended that a Grants Steering process be established to track these important ongoing opportunities <b>When:</b> Ongoing	<b>Who:</b> CCC CEDA NYSDOL	
<b><u>4.4 Academic Collaboration and Partnership</u></b> <b>What:</b> Cayuga County's educational institutions have expressed their interest in exploring areas of common efforts from liberal arts to vocational training and community college services. <b>Why:</b> In unity there is strength to serve the diverse demands of employers and residents seeking fulfilling jobs and careers. In times of tighter financial resources, partnerships can leverage resources, avoid duplication and reduce "silos".	<b>How:</b> As a result of the Strategic Plan focus group sessions, conversations between institutions have begun. Formal announcements have been issued. <b>When:</b> Ongoing	<b>Who:</b> CCC Wells BOCES	

## 2. Recommendations

<b>C. Infrastructure: Building Our Assets and Resources</b>			
<b>5. Entrepreneurship</b>			
<b><u>5.1 Common Entrepreneurial Focus</u></b> <b>What:</b> Review the services offered and client audiences for all entrepreneurship service providers in Cayuga County. <b>Why:</b> Entrepreneurship is fostered by several small business service agencies which merits an approach that helps all with minimal overlaps.	<b>How:</b> All agencies that serve entrepreneurs will meet regularly to coordinate unified services. There is currently a Kaufman Grant Working Group which could be an existing platform for action steps. <b>When:</b> 2012	<b>Who:</b> SCORE SBDC Cayuga Chamber CEDA & BOCES Wells College & CCC	
<b><u>5.2 Collegiate and Vocational Collaboration</u></b> <b>What:</b> All three of Cayuga County's educational institutions offer entrepreneurship curriculums . Education focus groups have recommended that entrepreneurial curriculums focus on individual skills and problem solving so graduates can adapt to different job titles versus one specific skill. <b>Why:</b> Exploring areas of collaboration can expand and enrich offerings or offer cost savings.	<b>How:</b> Contacts and conversations between institutions has begun. <b>When:</b> Ongoing	<b>Who:</b> Wells College Cayuga Community College BOCES	
<b><u>5.3 Virtual Incubator</u></b> <b>What:</b> A virtual incubator can offer the resources of many institutions without the constraints of a physical location for entrepreneur or service provider. <b>Why:</b> A virtual incubator can teach anywhere in Cayuga County and beyond.	<b>How:</b> Agreement has been reached between institutions to discuss creating this resource. <b>When:</b> 2012	<b>Who:</b> Cayuga Community College Wells College BOCES	

## 2. Recommendations

<b>D. Building Businesses: Strengthening Our Industry Groups</b>			
<b>1. Agriculture</b>			
<b><u>1.1 Farmland Protection Plan</u></b> <b>What:</b> Support updating Cayuga County's 1997 Agriculture and Farmland Protection Plan. 8,000 acres have been protected so far. <b>Why:</b> The plan will provide forward direction on many important agricultural issues.	<b>How:</b> Continue to prioritize this action item as funding develops for implementation. <b>When:</b> Ongoing	<b>Who:</b> CCPD	
<b><u>1.2 Farmland Protection Property Fund</u></b> <b>What:</b> Explore the feasibility of a fund to protect farmland using a set aside fee from property transfers to support purchase of development rights as part of a farmland protection policy. <b>Why:</b> Preserving farmland from development will ensure continued productive usage in spite of economic or real estate forces.	<b>How:</b> Cayuga Planning Department will conduct some exploratory research for consideration <b>When:</b> 2012	<b>Who:</b> CCPD CEDA	
<b><u>1.3 Supporting Local Farmers</u></b> <b>What:</b> Establish an Agricultural Economic Development Working Group to support local farms. <b>Why:</b> Local Cayuga farms cross many industry categories such as small business, tourism and agriculture. Resources for their needs come from different sources. This effort will identify solutions and services to help farmers finance, grow, market and sell products.	<b>How:</b> <ul style="list-style-type: none"><li>• Deliver small business assistance to farmers</li><li>• Build online/web sites for farms</li><li>• Marketing assistance of local products</li><li>• Link agri-tourism resources to farms</li><li>• Address other relevant challenges</li></ul> <b>When:</b> 2012, ongoing	<b>Who:</b> CEDA CCPD	
<b><u>1.4 Farmers Markets</u></b> <b>What:</b> Work to support and establish Farmers Markets throughout Cayuga County. <b>Why:</b> Farmers Markets provide healthy food, offer local farmers another commercial outlet and also draw consumer traffic to downtown shops and venues. Supporting and cultivating locally based permanent farmers markets generates these positive outcomes.	<b>How:</b> <b>When:</b> 2012	<b>Who:</b> CCPD ADPED Cornell Co-Op	

## 2. Recommendations

D. Building Businesses: Strengthening Our Industry Groups				
1. Agriculture				
<b><u>1.5 Equitable Milk Price Classification</u></b> <b>What:</b> Work for a balanced federal price structure for milk. <b>Why:</b> Cayuga County's ability to innovatively and competitively market its milk and attract job creating milk product businesses will positively impacted by an equitable federal pricing structure for milk.	<b>How:</b> This is a long term goal involving many partners. <b>When:</b> 2012, ongoing	<b>Who:</b> CCPD CEDA USDA		
<b><u>1.6 Milk Product Industry Recruitment</u></b> <b>What:</b> Work to recruit businesses that manufacture products from milk which can be a high value jobs industry. <b>Why:</b> Cayuga County's abundant milk production can be a generator for jobs and investment by attracting milk product businesses.	<b>How:</b> Establish an attraction effort by identifying available incentives, creating an attraction package, forging a marketing strategy and then pursue markets, leads and inquiries. <b>When:</b> 2011, ongoing	<b>Who:</b> CEDA CCPD		

## 2. Recommendations

D. Building Businesses: Strengthening Our Industry Groups				
2. Tourism				
<b><u>2.1 Tourism Industry Support</u></b> <b>What:</b> Address tourism related businesses as an industry group and work to provide resources. Many tourism businesses are entrepreneurial enterprises that can benefit from assistance. <b>Why:</b> Tourism is an important industry group that provides jobs, property investment, tax revenues and a positive marketing message for Cayuga County at a time when quality of life is an important business attraction tool.	<b>How:</b> CEDA will support tourism businesses through visitations, outreach, counseling and information meetings equal to all other industries. CEDA works closely with the Tourism Office and local communities <b>When:</b> Ongoing	<b>Who:</b> CEDA CCOT SBDC SCORE		
<b><u>2.2 Update of Tourism Strategic Plan</u></b> <b>What:</b> CEDA will carry out some tasks from the 2011 Update of the Tourism Strategic Plan that include conducting an Innkeeper survey to determine life cycle and long range plans of inns. <b>Why:</b> A healthy base of hotels and inns is important for meeting emerging room demands from events such as the Musical Theatre Festival.	<b>How:</b> CEDA will administer the survey through its business visitation program. <b>When:</b> 2012	<b>Who:</b> CEDA CCOT		
<b><u>2.3 Experiential Travel and Learning</u></b> <b>What:</b> Offer experiential travel packages which offer participants exposure to leisure and learning in one trip. <b>Why:</b> Merging travel with experience and education can draw new visitors and provide off-peak season attractions elongating the tourism season.	<b>How:</b> Wineries, farms and colleges will offer visitors hands-on learning <b>When:</b> 2012	<b>Who:</b> CEDA CCOT		

## **2. Recommendations**

<b>D. Building Businesses: Strengthening Our Industry Groups.</b>			
<b>3. Manufacturing</b>			
<b><u>3.1 Supporting the Manufacturing Industry</u></b>	<p><b>What:</b> Work through several avenues of engagement to support and grow the manufacturing base in Cayuga County.</p> <p><b>Why:</b> Manufacturing represents over 10% of the Cayuga workforce with many manufacturers operating well or planning expansions.</p>	<p><b>How:</b> CEDA will work on a multi-level role in assisting manufacturers as noted in earlier action steps:</p> <ul style="list-style-type: none"><li>• BRE assistance</li><li>• Business visitation program</li><li>• Manufacturers Roundtable</li><li>• Working on new land sites to handle expansions</li><li>• Trouble shooting individual needs</li><li>• Linking education resources to employers</li><li>• Pursuing state and federal incentives such as ReCharge NY</li></ul> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b></p> <p>CEDA ADPED MACNY</p>
<b>4. Retail</b>			
<b><u>4.1 Supporting Retail Commerce</u></b>	<p><b>What:</b> Work to support retail businesses with available tools and resources offered to other businesses and industry groups.</p> <p><b>Why:</b> Often viewed as a discretionary industry, retail strengthens many strategic goals for Cayuga County. Retail offers transitional and part time employment and sales and property tax revenues. Attractive retail is a quality of life factor particularly for smaller towns in Cayuga. Sennett and Aurelius have cultivated a positive retail base on Route 5 and 20.</p>	<p><b>How:</b> CEDA can play a constructive role in supporting retailers interested in traditional business support from counseling, demographic consumer data, loan and workforce assistance and site selection.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b></p> <p>CEDA Local towns ADPED</p>
<b><u>4.2 Retail Attraction</u></b>	<p><b>What:</b> Establish a retail attraction program that can lobby retailers to open in Cayuga County or respond to inquiries from potential retailers.</p> <p><b>Why:</b> See Why section in 4.1 above.</p>	<p><b>How:</b> Retail attraction program will contain essential demographic and purchasing data. Eligible incentives are also important to identify. Targeting retailers that fit the purchasing patterns and community needs will be fundamental.</p> <p><b>When:</b> Ongoing</p>	<p><b>Who:</b></p> <p>CEDA</p>

## 2. Recommendations

### **E. Cayuga Development: Supporting Growth Locally**

#### **Preamble:**

1. This section details action steps designed to support and grow local development throughout the localities of Cayuga County.
2. It is important to note that this list is not a complete inventory for each town. Some towns have expressed an interest in maintaining their current community character. Others are considering their future through planning meetings and initiatives.
3. CEDA stands ready to support any community interested in pursuing development potentials and will note them in this report as they materialize.
4. This section illustrates some of the unique visions, strengths and plans each town and village possesses.

#### **1. Cayuga Development**

##### **1.1 Cayuga Developers/Business Investment Projects**

**What:** Maintain close contacts with local and regional developers to support their visions, plans, projects with resources/incentives.

**Why:** Developers who attended CEDA's Focus Groups sessions encouraged regular contacts to spur project generation, maximize incentives and analyze economic disincentives. CEDA has noted that Cayuga possesses several locally based developers which is an asset to be supported.

**How:** Regular contact can be established through routine outreach and/or structured roundtables.

**When:** 2011, Ongoing

**Who:**

CEDA

ADPED

#### **2. Auburn**

##### **2.1 Auburn CEDA Coordination**

**What:** Work in partnership with Auburn businesses and city departments/agencies to strengthen business/job development.

**Why:** Assisting business and partnering on projects generates seamless service to local businesses, employers and entrepreneurs.

**Note:** Please consult the Appendix of this report for extracts from the 2009 Auburn Comprehensive Plan for additional action steps and recommendations.

**How:** CEDA has been working closely with Auburn City and businesses in a number of ways:

1. Supporting retention and attraction clients
2. Coordinated business visitation program/Synchronist Software
3. Formation of Team Cayuga to work on projects such as ReCharge NY and Regional Councils

**Who:**

ADPED

CEDA

## **2. Recommendations**

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<b>E. Cayuga Development: Supporting Growth Locally</b>				
<b>3. Fair Haven/ Town of Sterling</b>				
<b><u>3.1 Supporting Fair Haven Development</u></b> <b>What:</b> Support Fair Haven with their efforts to improve their infrastructure, small business base. <b>Why:</b> Fair Haven remains an impressively picturesque locale with Lake Ontario and Little Sodus Bay. Tourism generates commerce and quality of life.	<b>How:</b> Partner with other organizations to address issues for Fair Haven such as current need to dredge entrance to Little Sodus Bay. CEDA Board held their August Board meeting in Fair Haven. <b>When:</b> Ongoing	<b>Who:</b> Fair Haven/Sterling CEDA		
<b><u>3.2 Attraction Promotion – Town of Sterling</u></b> <b>What:</b> Continue to work with Town of Sterling on tourism related initiatives – e.g., Seaway Trail, Renaissance Festival, Fair Haven Park, Sterling Nature Preserve <b>Why:</b> See Section 3.1 above for Why.	<b>How:</b> Offer direct assistance to businesses and work with other agencies supporting Sterling priorities. <b>When:</b> Ongoing	<b>Who:</b> Sterling CEDA		
<b>4. Weedsport Village /Town of Brutus</b>				
<b><u>4.1 Weedsport Strategic Position</u></b> <b>What:</b> Explore development potential of close proximity and strategic access to the NYS Thruway direct Exit 40 interchange <b>Why:</b> Direct NYS Thruway access offers opportunity for commerce, visitors and I commuter community to Syracuse.	<b>How:</b> Work with Weedsport/Brutus community to support their plans for growth. Support developers who have initiated permitted development at present. <b>When:</b> Ongoing	<b>Who:</b> Weedsport/Brutus CEDA		
<b><u>4.2 Town of Brutus Business Site</u></b> <b>What:</b> Explore potential sites for job and industrial development. <b>Why:</b> CSX rail line parallels NYS Thruway which offer dual transit assets for Brutus.	<b>How:</b> Work with Brutus and local property ownership to ascertain desirability and viability of site development. <b>When:</b> 2012	<b>Who:</b> Brutus CEDA		

## **2. Recommendations**

<b>E. Cayuga Development: Supporting Growth Locally</b>				
<b>5. Town of Sennett</b>				
<b><u>5.1 Dual Development Potentials for Sennett</u></b> <b>What:</b> Work with Sennett community leaders, businesses and brokers to grow business and new commerce. <b>Why:</b> Sennett possesses a land base that has existing and untapped potential for agriculture, industry and retail development. Route 34 links to Exit 40 on the NYS Thruway and the Route 5 retail corridor serves two markets in Auburn and Skaneateles.	<b>How:</b> CEDA has responded to development inquiries forwarded by the Town of Sennett and local brokers. The Cayuga IDA recently incentivized the current \$1 million new construction facility for All Ways Concrete on Route 34. <b>When:</b> Ongoing	<b>Who:</b> Sennett CEDA		
<b>6. Aurora</b>				
<b><u>6.1 Supporting Aurora Plans and Resident Businesses</u></b> <b>What:</b> Work with Aurora businesses and resident community to support their development goals and plans. <b>Why:</b> Aurora possesses a picturesque downtown with quality inns and diverse retail shops, visual landscapes framed by Lake Cayuga, an arts and culture presence, along with the multiple assets and human energy of Wells College and the internationally popular retailer MacKenzie Childs which manufactures in Aurora.	<b>How:</b> Support planning efforts and deliver business assistance to existing businesses through outreach, visitations and responses to inquiries. <b>When:</b> Ongoing	<b>Who:</b> Aurora Arts Merchants Association Aurora Wells College CEDA		
<b><u>6.2 Wells College</u></b> <b>What:</b> Explore the programming/curriculum potentials Wells could offer such as lectures, short courses and experiential learning. in order to generate year round activities which can lead to year round commerce and employment opportunities. <b>Why:</b> Innovative programming from Wells can offer interesting and educational outlets which can attract year round travellers generating employment and revenues.	<b>How:</b> CEDA in partnership with Tourism Office and Wells College can work to establish programming. Parallel efforts by local venues to offer experiential learning tours can create patrons for the Wells programming. <b>When:</b> 2012	<b>Who:</b> Wells CEDA CCOT		

## **2. Recommendations**

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<b>E. Cayuga Development: Supporting Growth Locally</b>			
<b>7. Montezuma</b>			
<b><u>7.1 Cultivating Montezuma Assets</u></b> <b>What:</b> Work with local officials and small businesses interested in leveraging Heritage Park, Erie Canal, Seneca River and proximity to NYS Thruway to generate visitors and commerce. Also partner with Montezuma on potential site development potentials. <b>Why:</b> Montezuma is committed to improving its quality of life and community assets and attractions.	<b>How:</b> CEDA has been in regular contact with Montezuma partner on these issues. Some small business counseling underway as well. <b>When:</b> Ongoing	<b>Who:</b> Montezuma CEDA	
<b>8. Port Byron</b>			
<b><u>8.1 Developing Downtown/Bike and Walk Trails</u></b> <b>What:</b> Downtown Port Byron can benefit from increased patronage and visitors through bike and walk trail efforts of NYS Canal Authority and other state level entities <b>Why:</b>	<b>How:</b> <b>When:</b>	<b>Who:</b>	

### 3. Cayuga Profile

## Strategic Location

Cayuga County is located in central New York State within the Finger Lakes Region, just west of the City of Syracuse and Onondaga County. It is a long county that stretches from Lake Ontario to the north down to Tompkins County and the City of Ithaca to the south. Due to its geography, residents not only shop and seek employment within the County, but also travel to Syracuse, Oswego, and Ithaca.

The County is bisected by the New York State Thruway (I-90) with access to I-81 providing four-direction interstate access. Cayuga County also has access to the New York State Barge Canal located parallel to I-90 and to rail lines running both north/south and east/west.

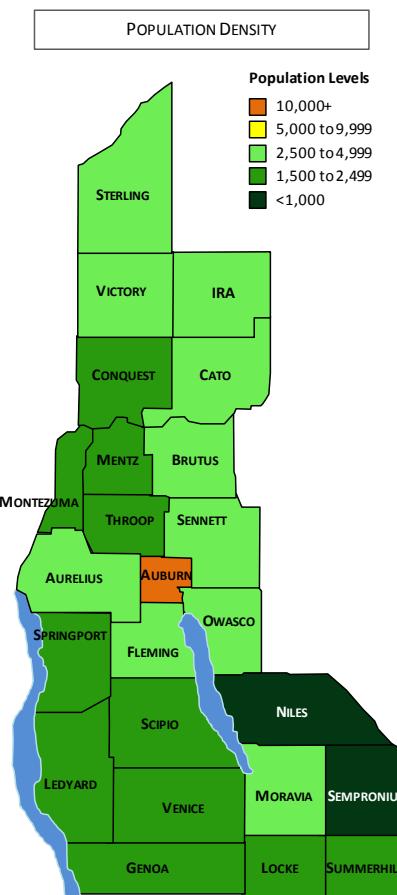


### 3. Cayuga Profile

#### Demographic Profile

As indicated in the chart below, the number of residents in Cayuga County declined 2.4% between 2000 and 2010. In contrast, the U.S. population grew 9.7% and most neighboring counties experienced some level of growth. Sustaining a reduction in population over a prolonged period of time will mean a rapidly aging population and a significant loss in the size of the workforce, a potential negative for existing and prospective companies. This trend will need to be addressed through opportunities for job creation and career advancement and efforts to make the community an attractive destination for individuals in different lifestyles and stages.

The low level of college completion among adults aged 25 and over reflects the agricultural/manufacturing base of the local economy and suggests a limited opportunity for Cayuga County to attract additional knowledge-based jobs (e.g., engineering, health care, business services and similar positions). More information on labor resources is provided in the Resource Assessment of this plan.



Demographics of Cayuga County and Surrounding Counties							
	Population (2010)	Growth, 2000 to 2010	Workforce as a % of Population	% of Pop. Ages 20-34	Median Age	Median Household Income	Bachelor's Degree or Higher
Cayuga County	80,025	-2.4%	63.0%	20.1	40.3	\$48,990	18.2%
Cortland County	49,335	1.5%	62.4%	23.3	35.8	\$47,150	24.4%
Onondaga County	122,110	1.9%	64.9%	20.0	38.4	\$50,120	31.5%
Oswego County	467,025	-0.2%	63.1%	21.3	37.8	\$43,640	15.3%
Seneca County	35,250	5.7%	58.0%	21.5	40.3	\$45,020	18.5%
Tompkins County	101,560	4.2%	62.2%	33.7	28.3	\$47,770	48.7%
Wayne County	93,770	0.0%	66.1%	14.8	40.6	\$52,350	21.4%
United States	-	9.7%	65.0%	20.2	36.5	\$51,425	27.5%

Source: U.S. Census Bureau, 2010 Census and 2005-2009 American Community Survey 5-Year Estimates

### 3. Cayuga Profile

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#### **Transportation**

**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 though 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.

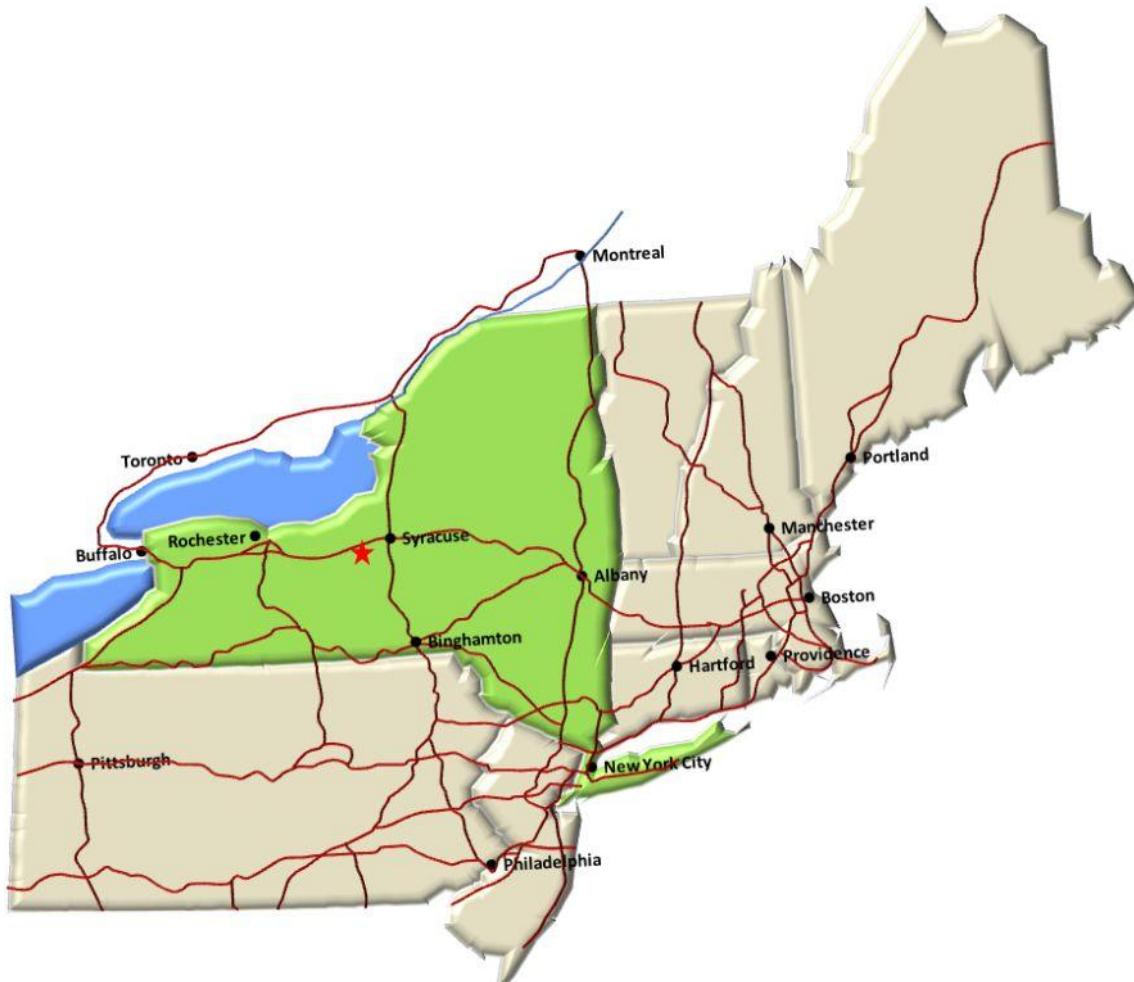
### **3. Cayuga Profile**

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#### **Interstate Access.**

Cayuga County has direct access to the NYS Thruway (I-90) 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.



### **3. Cayuga Profile**

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#### **Freight Rail Lines.**

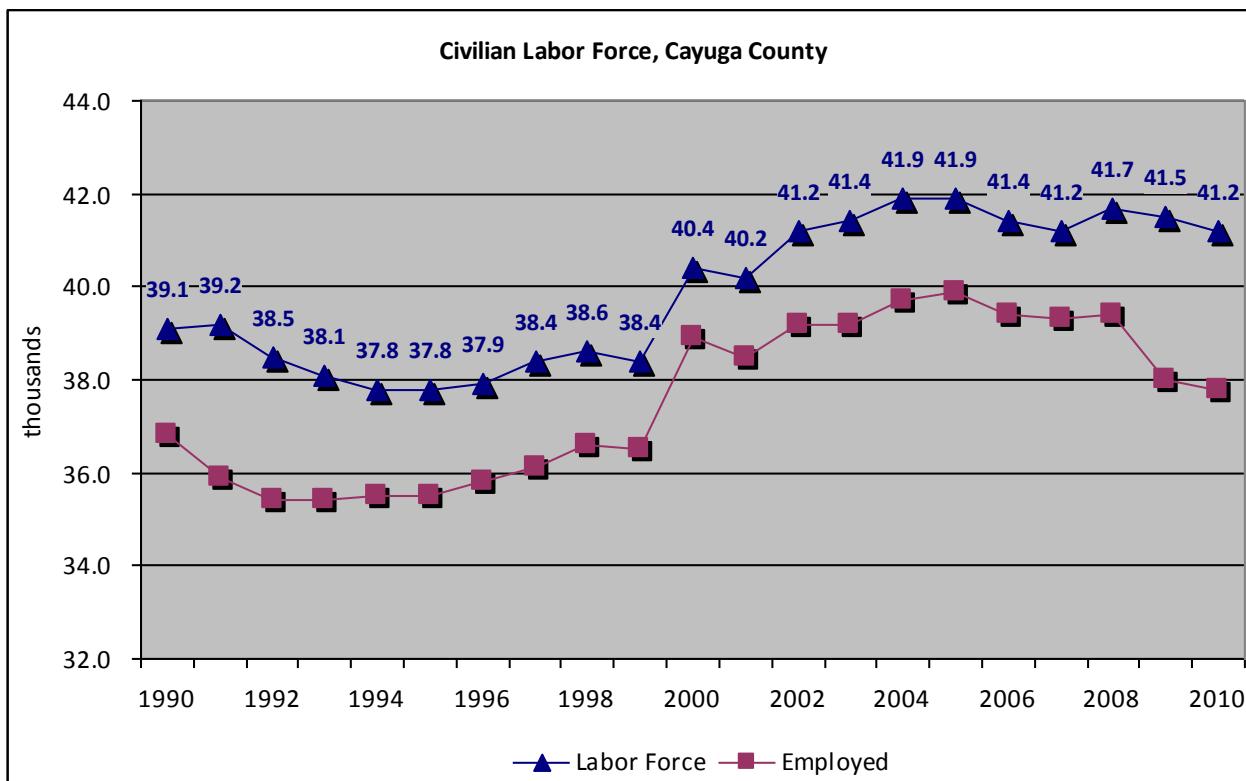
Cayuga County is served by two primary rail lines along with a short line system. CSX operates freight through central Cayuga County, linking routes from the Midwest out eastward to the main Selkirk, NY yards. Finger Lakes Railway provides innovative short-line service.



### 3. Cayuga Profile

#### Workforce

The civilian labor force is comprised of residents, excluding members of the Armed Services, who are aged 16 and older and employed or not working but actively looking for work. According to the NYS Department of Labor, the size of the civilian labor force in Cayuga County averaged 41,200 in 2010, including an estimated 13,000 in the City of Auburn. Businesses in Cayuga County can also recruit available labor from adjacent counties, including Onondaga (230,500), Oswego (59,500), Tompkins (56,700), Wayne (47,500), Cortland (24,000), and Seneca (17,200).



Source: NYS Department of Labor, Local Area Unemployment Statistics.

**Educational Attainment.** Recent estimates from the U.S. Census Bureau's American Community Survey indicate that the majority of adults aged 25 and older in Cayuga County (84.5%) have at least a high school diploma, while 18.2% have a bachelor's degree or higher. In contrast, 27.6% of adults in the Syracuse MSA and 31.8% in the State of New York overall have a bachelor's, graduate or professional degree. Educational attainment levels are often lower than state and national averages in rural-agricultural counties. From a competitive perspective, Cayuga County – like neighboring Seneca County – has a strong base of high school educated talent but is less likely to attract the types of companies that require a four-year degree.

### **3. Cayuga Profile**

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Selected Labor Force Characteristics					
	Median Age	Population 25 Years and Over	High School Diploma or Higher	Associate's Degree or Higher	Bachelor's Degree or Higher
<b>Cayuga County</b>	<b>40.3</b>	<b>54,758</b>	<b>84.5%</b>	<b>30.0%</b>	<b>18.2%</b>
Cortland County	35.8	28,888	88.2%	35.5%	24.4%
Onondaga County	38.4	301,293	88.8%	42.7%	31.5%
Oswego County	37.8	78,676	86.0%	24.8%	15.3%
Seneca County	40.3	23,627	82.6%	29.8%	18.5%
Tompkins County	28.3	53,630	92.2%	55.9%	48.7%
Wayne County	40.6	61,779	86.5%	33.8%	21.4%
Syracuse, NY MSA	38.3	424,433	88.3%	38.7%	27.6%
New York State	37.7	13,047,684	84.2%	39.9%	31.8%
United States	36.5	197,440,772	84.6%	34.9%	27.5%

Source: U.S. Census Bureau, 2005-2009 American Community Survey 5-Year Estimates.

On the other hand, nearly a third of the adults in Cayuga County, roughly 16,000 people, have an associate's degree or higher. Research conducted by the NYS Department of Labor, Georgetown University's Center on Education and the Workforce, and others suggest that a majority of the job opportunities over the next decade will be open to so-called "middle skill" workers with more education than high school but less than a four-year degree. This would include individuals with a two-year associate's degree, certification in a trade, or specialized training, all credentials that can be acquired at community colleges or vocational schools.

**Commutation Patterns.** Produced by the U.S. Census Bureau in conjunction with the Local Employment Dynamics program, OnTheMap is a web-based mapping and reporting application that shows where workers are employed and where they live with companion reports on age, earnings, industry distributions, and other workforce characteristics. The employment data used in the application are derived from Unemployment Insurance wage records reported by employers and maintained by each state; the states assign employer locations, while workers' residence locations are assigned by the U.S. Census Bureau using data from multiple federal agencies.

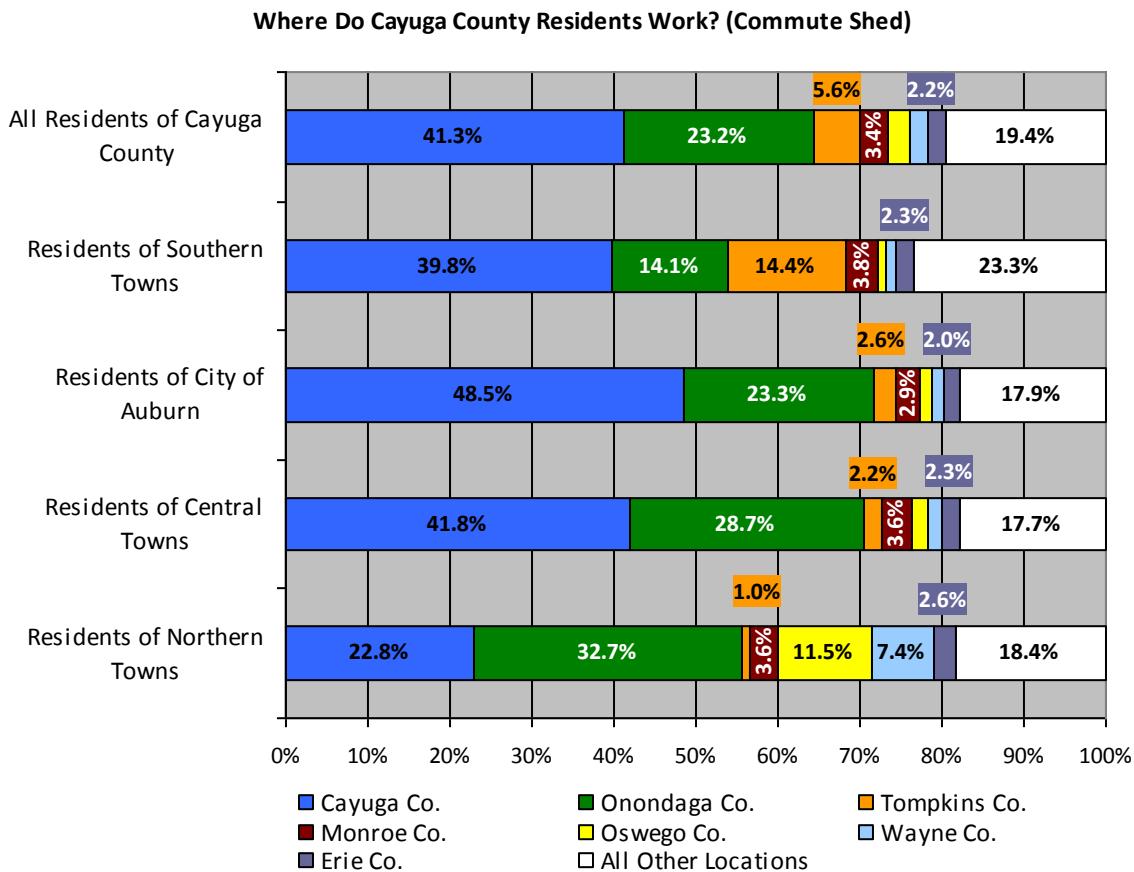
Contrary to the common perception that "most" Cayuga County residents commute to jobs in Syracuse, OntheMap data suggest that workforce commutation patterns – both *to* and *from* Cayuga County – are relatively diverse. Residents and workers alike travel to and from multiple counties and even parts of the state. Commutation is also influenced by one's home location, with residents of southern Cayuga County more likely to commute to jobs in Tompkins County and residents of northern towns like Sterling and Cato more likely to work in Onondaga, Oswego, and Wayne Counties.

For the purposes of this analysis, Cayuga County was divided into four geographical areas:

- *Northern Towns:* Sterling, Victory, Ira, Conquest, and Cato;
- *Central Towns:* Montezuma, Mentz, Brutus, Throop, Sennett, and Aurelius;
- *Southern Towns:* Springport, Fleming, Owasco, Ledyard, Scipio, Niles, Venice, Moravia, Sempronius, Genoa, Locke, and Summerhill; and
- The *City of Auburn.*

### 3. Cayuga Profile

**Cayuga County Commute Shed.** The chart below shows where individuals who *live* in Cayuga County are employed. The analysis covers primary jobs<sup>1</sup> held by residents in 2009, the most recent year for which data are available. More than 41% of County residents work in their home county, with 25% in the City of Auburn and the remaining 16% in communities like Aurelius, Moravia, and Brutus. Another 23% travel to Onondaga County, to the City of Syracuse as well as Skaneateles, DeWitt, and other locations. Other major employment destinations for Cayuga County residents include the counties of Tompkins, Monroe, Oswego, Wayne – even Erie and Albany.



Source: U.S. Census Bureau. OnTheMap Data. Longitudinal-Employer Household Dynamics Program.  
<http://lehd.did.census.gov/led/onthemap>

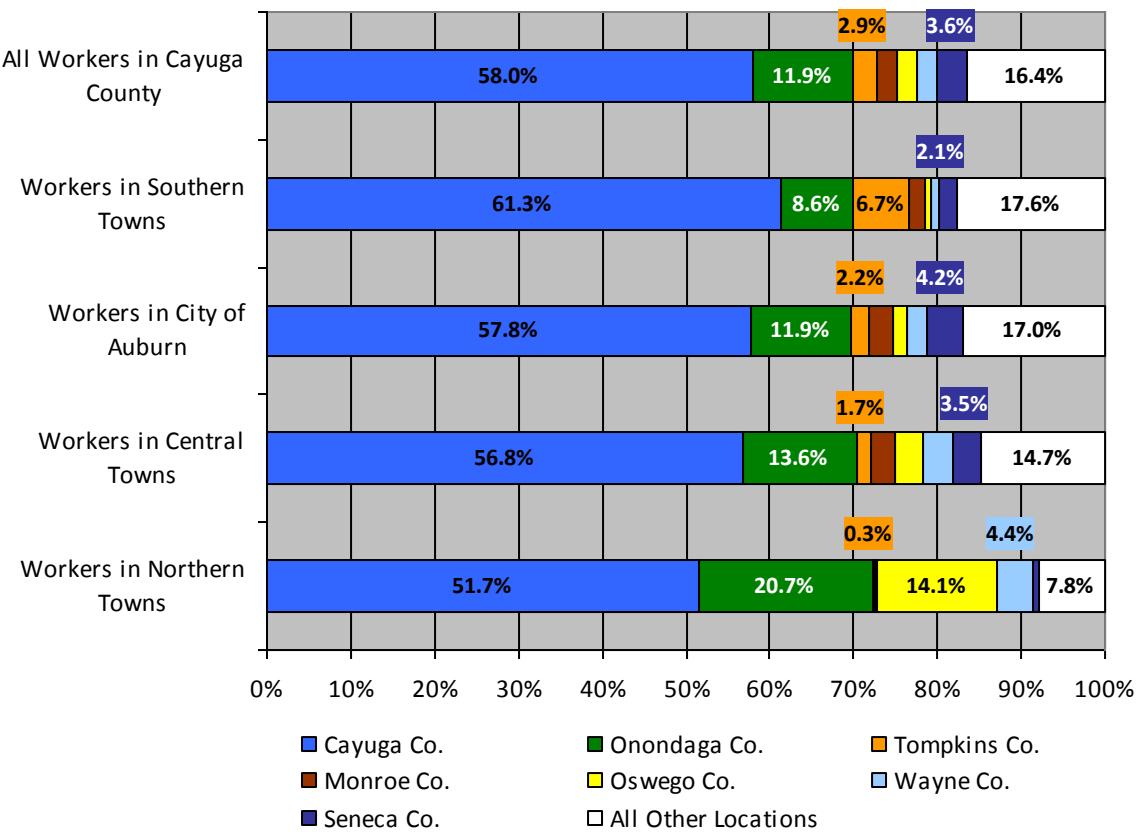
As a possible reflection of the employment opportunities available in central New York and the Finger Lakes region, the data suggest that residents who commute to Oswego, Seneca, and Wayne Counties are more likely to be employed in *goods-producing* industries (agriculture, mining, construction and manufacturing). Residents traveling to Tompkins County, on the other hand, are more likely to be employed in information, finance and insurance, real estate, and professional services.

<sup>1</sup> A *primary job* is defined as the one job for each worker that provides the most earnings. Primary jobs were analyzed to avoid counting *all* the jobs, including part-time employment, held by workers.

### 3. Cayuga Profile

**Cayuga County Labor Shed.** OnTheMap data further indicate that the Cayuga County labor shed – that is, the geographic origins of those *working* in the County – is comprised mainly of Cayuga County (58.0%) and Onondaga County (11.9%) residents. Approximately 4% of those working in the County commute from locations in Seneca County. Not surprisingly, workers with jobs in the Northern Towns are more likely than those employed in other parts of Cayuga County to commute from Oswego County. In understanding the labor resources available to businesses in Cayuga County, it is important to take into consideration the characteristics of the labor force in neighboring counties as well as existing commutation patterns. For example, despite its proximity, there is very little commutation from Cortland County, so businesses should not expect to draw much from this area.

**Where Do Workers in Cayuga County Live? (Labor Shed)**



Source: U.S. Census Bureau. OnTheMap Data. Longitudinal-Employer Household Dynamics Program.  
<http://lehd.did.census.gov/led/onthemap>

### 3. Cayuga Profile

**Labor Costs.** Labor costs for selected occupations in Cayuga County are competitive relative to New York State as a whole, although wages for accountants and registered nurses are even lower in northeastern Pennsylvania. However, housing in Cayuga County is much more affordable. The competitive wages in Cayuga County and central New York overall can be advantageous in attracting certain types of larger operations in spite of the state's high taxes and utility costs.

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
Ithaca, NY MSA	\$61,500	\$53,900	\$31,300	\$30,800	\$70,100
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
Allentown-Bethlehem, PA-NJ MSA	\$57,900	\$61,900	\$30,700	\$41,000	\$76,300
Scranton-Wilkes Barre, PA MSA	\$50,500	\$53,500	\$27,100	\$36,900	\$62,100
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.

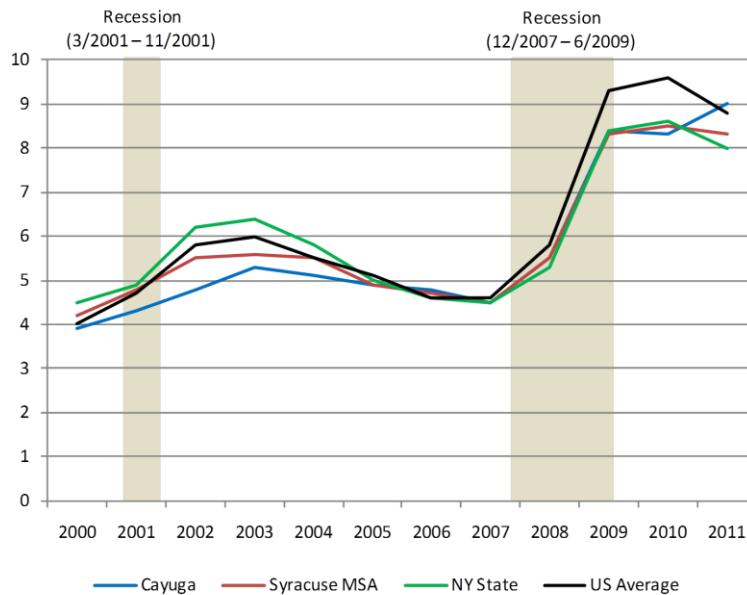
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Lower cost

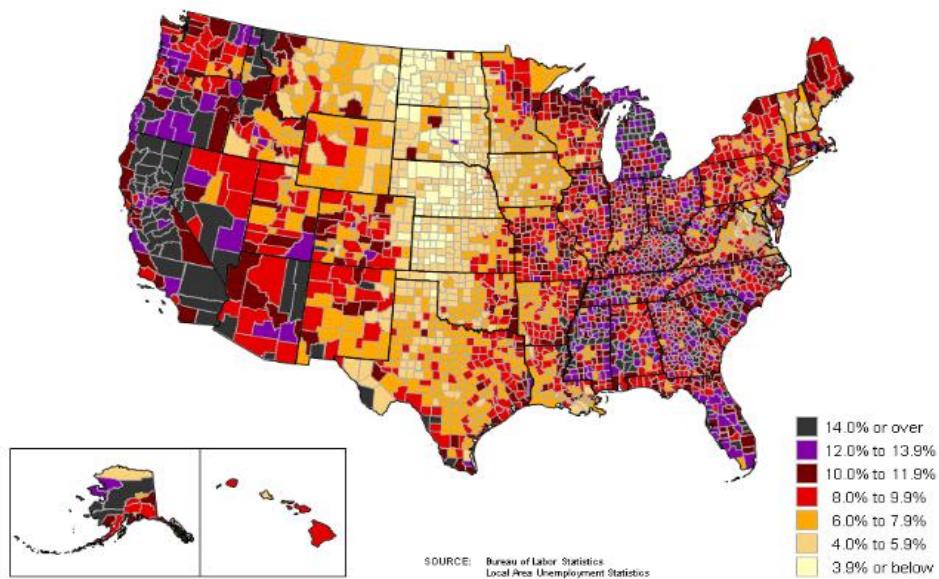
### 3. Cayuga Profile

#### Unemployment Trends

The chart below examines unemployment trends in Cayuga County since 2000. How resilient or volatile is the local economy? In the last decade, Cayuga County has generally been less volatile; during the recession in 2001, unemployment rates in the County were as much as 1 to 2 percentage points lower than state and national averages. In fact, the County held up quite well until 2010, when local unemployment spiked as New York State started to recover from the recession.



The next chart provides a context for recent unemployment trends on a national level. Although unemployment in Cayuga County is in the range of 8-9%, counties located in the industrial belt to the west, the southeastern U.S., and the west are significantly worse off.



### 3. Cayuga Profile

#### Housing

According to the NYS Office of Real Property Tax Services, the median sales price for a home in Cayuga County was \$102,000 in 2010, a 5% increase from \$97,250 in 2009. Median sales prices are much higher in the counties of Tompkins and Onondaga due to the influence of the Ithaca and Syracuse markets.

Within Cayuga County, housing values vary considerably from community to community, influenced by such factors as location, the age of the housing stock, the desirability of particular school districts, the amount of waterfront property and seasonal housing, and so on. The highest median housing values are in the Towns of Sennett, Owasco, Fleming, Ledyard, and Niles. Roughly half of all housing units countywide, and two-thirds of the units in the City of Auburn, were built before 1950, according to recent estimates from the American Community Survey (ACS). As noted in Auburn's recent Comprehensive Plan, "If properly maintained, older housing stock can be an asset to a community by preserving historic character... [but] without regular upkeep, older homes can be a burden." New homes continue to be constructed in many areas of the County, however: 13.4% of the housing units were built in 1990 or later. Reportedly, high housing prices around Ithaca have driven some Cornell University faculty to purchase land in southern Cayuga County on which to build a home themselves. Examples of single-family homes on the market in Cayuga County are shown on the following page.

Residential Sales and Median Sale Prices by County, 2010		
	# Sales	Median
Cayuga County	571	\$102,000
Wayne County	777	\$115,000
Tompkins County	734	\$182,000
Seneca County	235	\$89,000
Oswego County	838	\$87,225
Onondaga County	3,534	\$136,000
Cortland County	339	\$100,000

*Source: NYS Department of Taxation and Finance, Office of Real Property Tax Services.*

The City of Auburn Comprehensive Plan calls for providing a diversity of housing options, particularly condominiums and high-quality rental units, within walking distance of downtown, to attract "the creative class of entrepreneurs and workers important to Auburn's 21st century future" as well as empty nesters interested in downsizing. As a next step in plan implementation, the City is looking to update its zoning ordinance, last revised in 1992, to encourage the creation of upper-story residential uses.

Not all opportunities for downtown living involve mixed-use structures, however. For example:

- **Logan Park Lofts** involved the rehabilitation and conversion of the former Wegman Piano Factory into 35 loft apartments and townhouses. Located just a few blocks from downtown Auburn, the residential units range in size from approximately 600 to 1,700 square feet. High-end features and amenities include spiral staircases, exposed brick walls, custom-crafted kitchens and bathrooms, granite countertops, stainless steel appliances, high-speed Internet access, and secure parking. Monthly rents are \$900 to \$1,500; All unites have been rented with many units have rented to young professionals.



### **3. Cayuga Profile**

<b>Housing in Cayuga County</b>	
	Weedsport: \$116,500. 1,768 sf, 3 BR, 1.5 BA. 1883 Village colonial with many updates.
	Fleming: \$134,500. 1,500 sf, 3 BR, 1 BA. 1986 split-ranch on quiet cul-de-sac.
	Genoa: \$139,700. 1,600 sf, 3 BR, 2 BA. Classic 1875 home with remodeled kitchen.
	Moravia: \$175,000. 4,000 sf, 4 BA, 2 BA. 1900 newly-remodeled Victorian with historic charm.
	Sennett: \$164,900. 2,023 sf, 3 BR, 1.5 BA. 1962 split-level in move-in condition.
	Owasco: \$139,000. 2,760 sf, 5 BR, 3 BA. Spacious 1967 home on dead-end street.
	Ira: \$199,900. 1,704 sf, 3 BR, 2.5 BA, 2-acre lot. 1993 contemporary home in country setting.
	Auburn: \$219,900. 1,848 sf, 3 BR, 1.5 BA. 1935 home with natural woodwork on large lot.

### 3. Cayuga Profile

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- Located on the north side of Auburn, the **Brister Mills** project involves the adaptive reuse of an old grain mill that closed in the 1980s. The revitalization is being completed in two phases; Phase I will result in the creation of 7 loft apartments, with monthly rents expected to range from \$900 to \$1,300. Amenities will include a private formal garden area, on-site parking, radiant floor heat and air conditioning, and dishwashers, washers, and dryers in each unit.

Both of these projects were undertaken by local developers: Logan Park Lofts by Matteo Bartolotta, a principal in Bartolotta Furniture Co., a producer of high-end furniture; and Brister Mills by Grant Kyle, a member of a local family involved in several entrepreneurial ventures.



### 3. Cayuga Profile

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#### **Recent Initiatives/Activities**

The last economic development plan for Cayuga County was produced in 2000. Since that time, a number of communities in the County have completed and adopted comprehensive plans that present their own goals and objectives for economic development. These are briefly discussed in Appendix B. In 2009, the City of Auburn and Cayuga County produced a Comprehensive Sustainable Energy and Development Plan that includes recommendations for agriculture, business and economic development, noting that "Auburn is home to several companies that are leaders in green technology."



Beginning in November 2006, a group comprised of 23 community members began meeting regularly to "design a blueprint for Auburn's economic future." Known as the Blueprint, this process was intended to "select key issues confronting our region, identify the necessary action items needed for implementation, and strongly encourage broad-based community support." The resulting report focused on seven key areas to help the regional economy: cultural development, infrastructure technology, health care, Owasco riverfront development, an Institute for Innovation and Entrepreneurship, watershed protection, and job development.

Several concepts proposed during this process have evolved and are being pursued by various groups and organizations. Additionally, the group that participated in the Blueprint project started a series of monthly discussions dubbed the Wednesday Morning Roundtable that provides an opportunity for dialogue on such issues as economic development, the arts, and health care.

The initiatives described below are not evaluated as a part of this plan, as they are the subject of feasibility studies that have been completed or will be conducted in the near future. Rather, they are identified to provide a context for discussion of complementary economic development activities and initiatives.

**Musical Theatre Festival.** The idea for a musical theater festival grew out of the Blueprint process, bringing together Auburn's historic Merry-Go-Round Playhouse with community leaders, local foundations, the Cayuga County Office of Tourism, and others to create a multi-venue, summer-long festival that is expected to establish the Finger Lakes as one of the key centers for musical theater in North America.

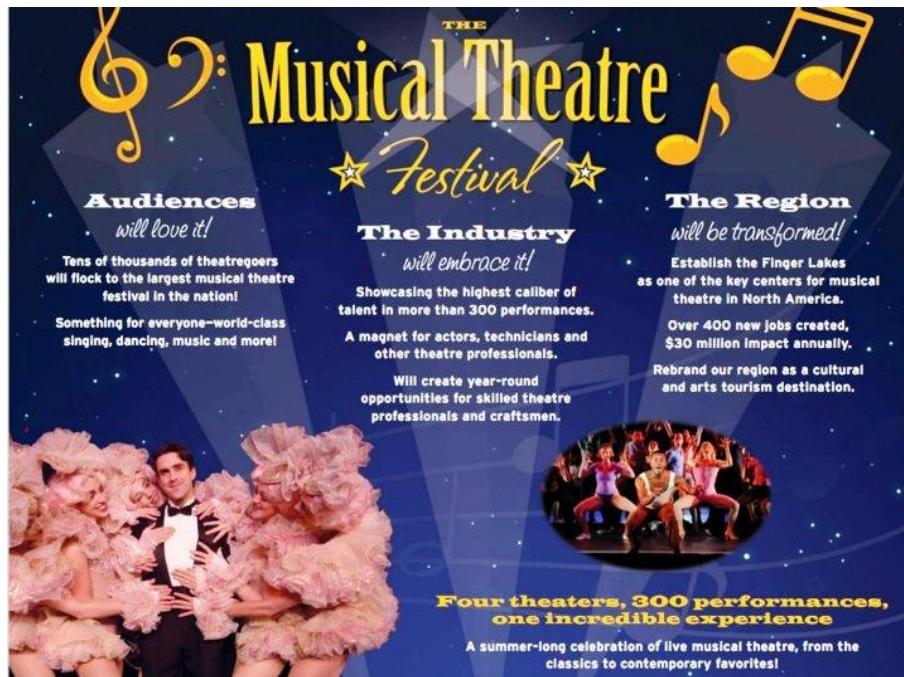
Musical Theatre Festival, Inc. was incorporated as a 501(c)(3) organization in 2007. In 2008, the Festival contracted with the University of North Carolina's Institute for Outdoor Drama to determine the viability of the festival concept. The results were sufficiently favorable to convince the Musical Theatre Festival Board of Directors to begin a capital campaign. To date, the organization has raised \$7.5 million toward a \$12 million fundraising goal.

2011 is expected to be "a breakout year, as we publicly unveil our name, logo and new slogan." In May, organizers announced that the event will now be known as the Finger Lakes Musical Theatre Festival.

### **3. Cayuga Profile**

Plans call for the Musical Theatre Festival to be launched in May 2012 at 3 venues: the 501-seat Merry-Go-Round Playhouse, which already offers summer theater; Auburn Public Theater in downtown Auburn (199 seats); and Carriage House Theater (115 seats) behind the Cayuga Museum of History and Art. The Merry-Go-Round Playhouse underwent a \$2.5 million renovation in 2004; renovations to Auburn Public Theater and the Carriage House were completed this year.

A future fourth venue will be a 384-seat performing arts center being developed in partnership with Cayuga Community College on the site of old Kalet department store. Expected to be ready in time for the 2013 season, the \$4.9 million Arts Education & Performance Center will allow the college to offer a two-year technical theater degree, training students in the arts of lighting, sound, and design; the Musical Theatre Festival will also offer internships to students during the summer season.



The feasibility study for the Musical Theatre Festival projects that the event will:

- attract 150,000 visitors a year;
- help create more than 400 new jobs;
- have an economic impact – through ticket sales, dining, lodging, and related activity – of \$29.5 million annually; and
- establish the region as a destination for cultural tourism.

Festival organizers expect that initially, the event will draw from within a 75-mile radius. (The market for productions at the Merry-Go-Playhouse covers a nine-county area, with 65% of the audience from *outside* Cayuga County.) Over time, however, visitors may be coming in from a broader geographical area, creating opportunities for longer stays and spin-off economic activity.

The Festival will also complement the City of Auburn's efforts to create an arts and entertainment district downtown and add to the range of tourism attractions in Cayuga County. Organizers point to

### **3. Cayuga Profile**

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the success of the Shaw Festival, a major tourism driver for Niagara-on-the-Lake, Ontario: in 2010, its 50<sup>th</sup> anniversary season, the Shaw Festival attracted 262,000 theatergoers, 88% of them from outside Canada; helped to create the equivalent of 1,107 local, full-time jobs in Niagara-on-the-Lake; and had a \$75.4 million (Canadian) economic impact directly in Niagara-on-the-Lake and the Niagara region.<sup>2</sup>



**Biogas Pipeline Project.** Another project that has been in the works for several years is the Cayuga Renewable Energy Project, also known as the Biogas Pipeline. This project involves the construction of a roughly 20-mile pipeline connecting dairy farms on the southern end of Cayuga County to the Aurelius Industrial Park. Manure from the farms would be processed on-site in anaerobic digesters, and the resulting biogas would be pumped to the industrial park, converted into electricity and thermal heat, and used as a power source for on-site businesses.

On its face, the concept appears to be a win-win for Cayuga County, the region's dairy industry, and businesses. It would reduce the negative environmental impacts of large farms (e.g., farm odors, nonpoint source pollution); improve the viability, efficiency, and sustainability of the dairy industry; provide farmers with greater flexibility in manure handling and nutrient management; and offer businesses at the industrial park access to low-cost renewable energy. The energy generated would be locally produced, harnessed, and delivered, and could be sold to entities inside or outside the County.

Early estimates put the cost of the project at \$3 million to \$7 million. A study is being conducted, however, to determine the financial and technical feasibility of the project, identify a potential end user of the energy to be generated, and develop a clearer picture of the project's price tag, timeline, and potential economic and environment impacts. It will also examine various ownership and operational models.

The Cayuga County Department of Planning and Economic Development, which is spearheading this effort in conjunction with local farmers, has secured several grants for the feasibility study, which is expected to cost approximately \$234,000. A firm to complete the study was recently selected; work on Phase 1 began in August 2011 and take approximately nine months to complete.

**Saratoga Cheese Corporation Project.** Saratoga Cheese Corporation is a start-up company that has proposed the development of a sixty-four thousand square foot cheese manufacturing plant at CCIDA Aurelius Industrial Park. Officials with Cayuga County, the Town of Aurelius, and City of Auburn have been working with the company since 2008. The company is working to raise the remaining equity investment to fully fund the 64,000 square-foot facility, which would employ more than 75 people to produce kosher cheeses such as feta, fresh mozzarella, muenster, havarti and other varieties.

The Aurelius site is not shovel ready and may need improved infrastructure. Infrastructure to serve the SCC development is under construction, and will create a number of shovel ready parcels within the park, but additional infrastructure will be required. In December 2010, with Saratoga Cheese still seeking equity investors, the IDA extended its land development agreement with the company. County officials have indicated that they should know by the end of 2011 whether the project, identified by the state as "regionally significant" and eligible for Empire Zone benefits, will move forward as planned.

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<sup>2</sup> "Shaw Festival Acts as Economic Engine," *Buffalo Business First*, May 3, 2011.

### 3. Cayuga Profile

## Manufacturing

Details on manufacturing employment within the region are provided in the table below. Based on current employment levels, major manufacturing industry segments in the seven counties include:

- Machinery Products
- Fabricated Metal Products
- Chemical Products
- Plastics and Rubber Products
- Electronics and Electrical Equipment
- Transportation Components and Equipment

Food processing is also a significant employer. Food processing, or “agriculture-related manufacturing,” as it is labeled in Wayne County, is among the target industries identified by Wayne and Seneca Counties. In addition, food and beverage manufacturing is listed as a “strategic industry” for the Greater Rochester region in which Wayne and Seneca Counties are located (see Appendix C).

Manufacturing Employment by County							
Industry	Cayuga	Cortland	Onondaga	Oswego	Seneca	Tompkins	Wayne
Food	20-99	20-99	1000-2499	100-499	50-99	50-99	500-999
Beverage	0-19	0-19	1000-2499	100-499	100-499	0-19	0-19
Chemicals	20-99	500-999	500-999	0-19	-	20-00	20-99
Plastics/Rubber	100-499	20-99	500-999	0-19	-	0-19	500-999
Fabricated Metals	100-499	100-499	1000-2499	100-499	0-19	2500+	500-999
Machinery	1000-2499	500-999	500-999	100-499	500-999	500-999	500-999
Electronics & Computers	20-99	20-99	2500+	20-99	-	500-999	100-499
Electrical Equipment	100-499	20-99	1000-2499	0-10	-	20-99	100-499
Transportation Equipment	100-499	100-499	2500+	20-99	-	1000-2499	100-499

Source: U.S. Department of Labor, Quarterly Census of Employment & Wages, 2009.

Color code      2,500 or more      1,000-2,499      500-999      100-499

As reflected in the table on the following page, manufactured products in Cayuga County include various types of machinery and tools, transportation equipment, glass containers, molded plastic products, and steel. What is produced today is largely a reflection of the County’s industrial heritage or is a derivative of the manufacturing activity that once took place. For example, button companies went from using shellac to plastics, and one of the employees at Auburn Plastics, which was originally a button works, left to start Currier Plastics. Similarly, the fabrication of iron and steel products in Cayuga County originated with the farm implement industry that developed in the mid- to late-1800s.

Manufacturing is not only one of the largest sectors of the local economy; it is also among the highest-paying. Data created under the federal-state Local Employment Dynamics (LED) Partnership indicate that primary metals, machinery, computer and electronic products, plastics and rubber products, transportation equipment, and fabricated metal manufacturing are among the top 15 industries in Cayuga County based on average monthly earnings. Workers employed in certain segments of the finance and insurance, professional services, and wholesale trade sectors also have above-average earnings, but those industries have far less employment in the County.

### **3. Cayuga Profile**

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Manufacturing Employment by Industry in Cayuga County (Total = 3,170)		
Segment	Employment	Major Employers
Food	20-99	George Weston Bakeries (a division of Bimbo Bakeries)
Beverage	0-19	Owasco Beverage
Textiles	0-19	
Wood Products	20-99	Comfort Windows, Talic, Mack Studios Display
Paper Products	0-19	General Industrial Packaging and Supply
Printing	20-99	Jacob's Press, Fingerlakes Press
Chemicals/Polymers	20-99	
Plastic/Rubber Products	100-499	Currier Plastics, Finger Lakes Extrusion, Northbrook Farms, Auburn Vacuum Forming
Non-Metallic Minerals	100-499	Vitale Ready Mix Concrete, Owens-Illinois
Primary Metals	250-499	Nucor Steel
Fabricated Metals	100-499	Weaver Machine & Tool, Hammond & Irving, Ide Machine tool, 4M Precision Stamping
Machinery	1000-2499	ITT Gould Pumps, McQuay International
Electronics/Computers	20-99	Custom Sensors, Laser Diode Array
Electrical Equipment	100-499	Auburn Armatures
Transportation Equipment	100-499	TRW Automotive, D&W Diesel
Furniture	0-19	Bartolotta Furniture, MacKenzie-Childs
Medical Equipment	0-19	

In looking at market trends, cost issues, and the incidence of unionization in certain industries, the following types of manufacturing represent potential opportunities for Cayuga County:

- Metal fabrication of high value products and parts for energy equipment (wind and other turbines), industrial machinery, transportation equipment, and medical instruments
- Molded plastic parts fabrication, using both blow and injection molding, for diverse applications
- Industrial machinery final assembly, leveraging the air conditioning and pump manufacturing operations already in the area
- Food processing if water, sewer and energy rates can be made more competitive

Based on the existing industry mix and skill base, Cayuga County might be able to attract motor vehicle and aerospace parts manufacturers. Parts and major component suppliers have been located in the Buffalo, Rochester and Syracuse metro areas for a long time. Many of the automotive manufacturers

### **3. Cayuga Profile**

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today, especially the foreign companies, require major component/subassembly suppliers to be located within a 200-mile radius of the assembly plant; however, there could be an opportunity for companies that produce after-market replacement parts which are not affected by this restriction.

The closest significant aerospace activity to Cayuga County is the Pratt & Whitney aircraft engine plant near Hartford, CT. Most of the other aerospace manufacturers are in other parts of the country, especially in Texas, Kansas, Georgia, Washington, and California.

Issues faced by manufacturers in Cayuga County include rising energy costs, the cost of insurance and workers compensation, and access to funding for activities that increase their competitiveness but do not necessarily result in job creation. Some companies have invested in green technology, energy conservation, and productivity enhancements as a hedge against potential increases in operating costs. They are also very selective in what they produce and in the markets they serve in order to stay competitive.

Other local manufacturers have worked with their employees to effectively implement lean manufacturing initiatives, focusing on the concept of continuous product and process improvement. In the case of ITT Goulds Pumps, support from the union has been critical and is ultimately expected to make the plant more competitive, flexible and adaptive.

A challenge faced by manufacturers in many parts of the country is the pending retirement of experienced employees and difficulties finding workers that have the skills needed to replace them. This can adversely affect the company's ability to compete as well as the region's ability to support its manufacturing base. The machining and welding program at Cayuga-Onondaga BOCES has produced graduates ready to pursue employment opportunities at machine shops or larger manufacturing facilities, but most students graduating from high school today are encouraged to attend a four-year college and look for white-collar work.

The project team has encountered this issue even in communities where manufacturing is expanding; young adults do not perceive manufacturing as a potential career choice. Based on the focus group discussions held as part of this project, it appears that manufacturing has essentially been "written off," even as it remains one of the leading employers and highest-paying industries in Cayuga County.

### 3. Cayuga Profile

#### Tourism

Travel and tourism in the Finger Lakes is a \$2.45 billion industry and an integral part of the regional economy. According to the May 2010 report *The Economic Impact of Tourism in New York State* prepared by Tourism Economics, tourism supports nearly 57,000 jobs in the region, or 6.2% of all employment in the Finger Lakes. Of the 14 counties in the region, Monroe County represents 36% with \$887 million in visitor spending, followed by Onondaga County with \$716 million or 29%.

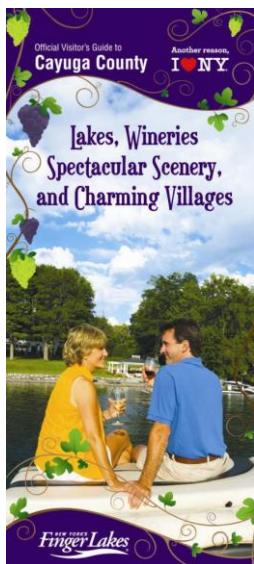
Travelers spent an estimated \$79.2 million in Cayuga County in 2009, a huge increase over the approximately \$51 million pumped into the local economy in 2004. Of the 2009 total, 28% was spent on lodging, 22% was spent on food and beverage at restaurants, and 17% went towards retail and gas purchases, according to Tourism Economics.

Although these expenditures accounted for only 3% of *regional* tourism spending, the local impact was nevertheless significant. Overall, the Cayuga County tourism industry supported an estimated 1,746 jobs, and generated \$5.2 million in local taxes.

Economic Impact of Tourism in Cayuga County, 2009	
<b>Total Visitor Spending</b>	<b>\$79,223,000</b>
Lodging	\$22,227,000
Recreation	\$3,008,000
Food & Beverage	\$17,732,000
Retail & Service Stations	\$13,399,000
Transportation	\$9,107,000
Second Homes	\$13,750,000
<b>Tourism Employment</b>	
Direct	1,207
Total (Direct, Indirect, & Induced)	1,746
<b>Labor Income</b>	
Direct	\$22,521,000
Total (Direct, Indirect, & Induced)	\$38,279,000
<b>Total Taxes</b>	<b>\$10,366,231</b>
Local Taxes	\$5,214,229
State Taxes	\$5,152,002

Source: Tourism Economics. *The Economic Impact of Tourism in New York State: Finger Lakes Focus*, May 2010.

The Cayuga County Convention and Visitors Bureau (CCCVB) was established by the Cayuga County Legislature in 1995. It is locally referred to as the Cayuga County Office of Tourism, or CCOT. The mission of the CCOT is “to promote, support, and increase tourism and thereby stimulate economic growth and the quality of life for area residents.”



Market research initially conducted by Randall Travel Marketing in 2007 and subsequently updated by the CCCVB through visitor surveys identifies the typical visitor to Cayuga County as “53 years old, retired, mid-level professional, white-collar or a semi-skilled worker.” Most visitors originate from New York State, Pennsylvania, New Jersey, and Ohio, and Ontario, Canada; within the state, the largest feeder markets are other parts of central New York and the New York City metropolitan area. The findings of a recently-released update indicate that the demographic profile and point of origin of visitors have not changed.

The majority of travel parties coming to Cayuga County are comprised of adults without children. The average length of stay is about two nights; 26% of visitors are day trippers. Nearly three-quarters of overnight visitors stay in a hotel/motel or B&B. The most popular months to visit are August, July, and September; December and January are the least popular. Visitors spend an average of \$890 per trip in Cayuga County.

### **3. Cayuga Profile**

There is no single “anchor” attraction in Cayuga County. Travelers come to the County for scenery, wineries, lakes, and friendly people (in that order), according to surveys. As the Visitor’s Guide points out, Cayuga County has “more freshwater coastline than any other county in New York State.” Cayuga Lake, Skaneateles Lake, Owasco Lake, and Lake Ontario are among the lakes and waterways where residents and visitors can enjoy swimming, boating, fishing, canoeing and kayaking. Fishing charters and boat rentals are available in various locations. Three state parks – Fair Haven Beach (Fair Haven), Fillmore Glen (Moravia), and Long Point (Aurora) – provide opportunities for camping, swimming, fishing, and other forms of outdoor recreation; there are also several municipal and county parks with lake access. Visitors give high ratings to the quality of outdoor experiences and state parks in the County.



Cayuga County currently has nine wineries, some of which are located on the Cayuga Lake Wine Trail. Approximately 70% of people who travel to the County for a weekend getaway or vacation visit at least one winery. There are fewer wineries in Cayuga County, on the east side of Cayuga Lake, than in Seneca County, but the Finger Lakes wineries tend to be marketed as a package, providing plenty of flexibility for travelers whether they want to visit just a few wineries in combination with other attractions or spend the day visiting wineries throughout the region.

Historic and cultural sites and the arts also contribute to the County’s vibrant tourism industry. In the City of Auburn, the array of historic and cultural sites includes the Harriet Tubman Home, Seward House Museum, Willard Memorial Chapel, Auburn Public Theater, Fort Hill Cemetery, Cayuga Museum and Case Research Lab, and Schweinfurth Memorial Art Center. These sites are jointly marketed as part of an initiative called *History’s Hometown*. Smaller communities like Cato, Union Springs, Montezuma, and King Ferry have museums and historic sites that focus on the County’s rural heritage. In terms of the performing arts, the Merry-Go-Playhouse at Emerson Park is perhaps the most successful venue, selling 60,000 tickets during its 2010 season, but there are other venues, such as the Morgan Opera House in Aurora, that also host performances and programs. Interviews suggest that cultural and heritage tourism is growing in Cayuga County; however, it is not clear whether the market for the arts, museums, and historic sites is increasing or whether these activities are simply being better

#### ***By the Numbers: Selected Cayuga Co. Attractions***

- \* Merry-Go-Round Playhouse: 60,000 tickets sold... a 71% increase from 35,000 from 2003
- \* Seward House Museum: Est. 16,000 visitors
- \* Schweinfurth Memorial Art Center: 18,989 visitors (2009)
- \* MacKenzie-Childs, Limited: Est. 75,000 visitors
- \* King Ferry Winery: 17,500 visitors (2006)
- \* Sterling Renaissance Festival: Est. 100,000 attendees
- \* Fair Haven Beach State Park: 297,461 visitors... a 5% increase from 282,830 in 2009
- \* Fillmore Glen State Park: 122,487 visitors... a 37% increase from 89,539 in 2009
- \* Long Point State Park: 34,478 visitors... a 25% increase from 27,781 in 2009

All data is 2010 unless otherwise noted. State park data from NYS Office of Parks, Recreation, and Historic Preservation; others from various sources.



### **3. Cayuga Profile**

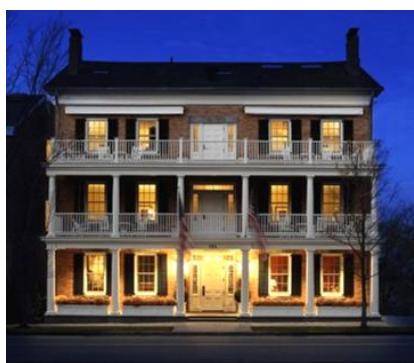
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promoted.

To their credit, the CCCVB and its Board of Directors regularly engage in strategic planning and recognize the importance of research in making sound marketing decisions. Over the last several years, the CCCVB has implemented many of the strategies recommended by Randall Travel Marketing in 2007, such as establishing an “e-marketing” staff position; producing in-room materials for hotels, motels, and inns to promote extended stays and return visits; and revising the County’s tourism marketing materials (web site, visitor guides, advertising). Other ongoing initiatives include:



- 2-3 day “getaway”/romance promotion
- Family events (reunions, weddings, gatherings) promotion
- Expansion of group tour information and access online
- Electronic marketing program targeting Gen-Xers
- Participation and involvement in the development of the Musical Theatre Festival
- Improvements to gateways and wayfinding signage



Digital marketing is critical in reaching today's web-savvy traveler. The CCCVB's research indicates that the Internet is the primary tool that visitors use to locate Cayuga County tourism information. In 2010, there were 51,748 unique visits to [www.TourCayuga.com](http://www.TourCayuga.com), a 19% increase over the previous year. In addition, the CCCVB has established Facebook and Twitter accounts and produces monthly “e-blasts.”

Traditional marketing techniques such as creating and distributing brochures and visitor guides, attending travel shows, and advertising in selected publications also remain important,

however, as they stimulate interest in County events and activities and drive visits to the County tourism website. Based on its most recent data, Cayuga County's conversion rate – the percentage of people who visit after they receive information requested from the CCCVB – is an impressive 55% (the industry standard is 40%). Publications and maps are available at the Office of Tourism in downtown Auburn, which operates as a visitor information center.

The CCCVB participates in numerous regional and multi-county promotional alliances. In 2010, for example, Cayuga County participated with ten other counties in a regional public relations program designed to significantly increase awareness of the Finger Lakes “brand” and stimulate visitation to the region. Cayuga County works with Seneca and Tompkins Counties to market attractions and driving tours around Cayuga Lake through the Cayuga Lake Scenic Byway, and with six other counties as part of an initiative to promote sportsfishing on Lake Ontario. These regional alliances and partnership programs are essential, as they offer opportunities for counties to pool their resources at a time when

### **3. Cayuga Profile**

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state and local resources for tourism promotion are limited. They are also important for places like Sterling and Fair Haven, which are closer to Oswego and Wayne Counties than to Auburn.

In collaboration with other organizations, the CCCVB serves as an advocate for product development. The Musical Theatre Festival is one example of a tourism “product” under development, but the Randall Travel Marketing study also called for the creation of an upscale inn with 25 rooms in downtown Auburn, “preferably with attached dining”; continuing to build the retail mix in Aurora and Auburn; and encouraging the development of additional “destination” dining. In addition, a recent survey conducted by the CCCVB found that visitors are most interested in lakefront lodging, culinary/wine experiences, the Musical Theatre Festival, public displays of art, a full-service spa, and specialty retail and restaurants. Cayuga County has two specialty retailers that can be considered destinations in their own right: the Bass Pro Shop at Finger Lakes Mall in Auburn, and MacKenzie-Childs in Aurora. There are other specialty retailers in Auburn, Aurora, Fair Haven, King Ferry, Weedsport, and other communities, but creating more of a critical mass would be beneficial.



Recently, the CCCVB contracted with Young Strategies, Inc. to conduct a tourism marketing analysis and produce an updated visitor profile. This study, which has just been completed, will be used by the tourism office to develop a new five-year marketing plan. Recommendations in the Young Strategies study include the following:

- Expand advertising outreach to Gen X-ers in New York, Ohio, and Pennsylvania to generate more inquiries and first-time visitors
- Focus on the spring and fall shoulder seasons
- Emphasize unique shopping and dining as a tie-in with Cayuga County wineries
- Promote nature and outdoor recreational activities to leisure visitors
- Continue new product development based on survey findings (e.g., lakeview lodging, public art)

Key economic goals identified by the Office of Tourism in its 2011 Marketing Plan include attracting overnight visitors and increasing occupancy tax revenue; increasing visitor spending on lodging, recreation, food & beverage, retail and transportation; increasing tourism employment; generating local and state tax revenue; and providing tax relief for Cayuga County households.<sup>3</sup>

All of these goals are consistent with the principles of economic development. In fact, one of the most important aspects of tourism as economic development is that it *brings in outside dollars to be spent locally*, and in doing so, it allows businesses that could not survive by relying strictly on *local* customers to supplement their income. The latter is especially critical in sparsely-populated rural communities.

Tourism also impacts the quality of life in the community. Investments in tourism infrastructure and other efforts to make a community more “visitor-friendly” make it more attractive and inviting to

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<sup>3</sup> Cayuga County has an occupancy tax rate of 5%, which generated approximately \$388,000 in revenue in 2010.

### **3. Cayuga Profile**

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residents and businesses as well – a great place to live. Some communities have been able to draw permanent residents who enjoyed visiting so much that they decided to stay and perhaps start a business of their own.

In evaluating the potential of the tourism industry to drive long-term economic growth in Cayuga County, it is important to recognize that jobs in this sector of the economy are relatively low-paying, seasonal, and/or part-time. The table below shows the average annual wages for employees in selected tourism-related industries.

Wages in Selected Tourism-Related Industries, Cayuga County, 2009		
NAICS Code	Description	Average Wages
447	Gasoline Stations	\$16,300
451	Sporting Goods/Hobby/Book/Music Stores	\$14,200
453	Miscellaneous Store Retailers	\$15,100
485	Transit and Ground Passenger Transport	\$19,700
512	Motion Picture & Sound Recording	\$13,200
711	Performing Arts and Spectator Sports	\$19,100
712	Museums, Parks and Historical Sites	\$21,600
713	Amusement, Gambling & Recreation	\$12,800
721	Accommodation	\$17,900
722	Food Services and Drinking Places	\$11,600
<b>Total, All Private Industries</b>		<b>\$32,087</b>

*Source: New York State Department of Labor, Quarterly Census of Employment and Wages.*

Granted, these are industry averages and there are some jobs, like executive chefs, winemakers, concierges, banquet managers, and so on that pay higher wages. In addition, the average wages paid by restaurants do not include tips, which can be substantial; at higher-end restaurants in Cayuga County, a waitress can average \$25 per hour with tips.

Also, while the industries listed are the ones most often associated with tourism, they are not the *only* categories. Unlike construction or manufacturing, tourism is not generally classified as a discrete industry; rather, it comprises a diverse mix of industries and establishments that supply goods and services to travelers. Many of these industries supply goods and services to local residents as well.

The point is that while tourism is an important element of the local economy, Cayuga County cannot rely solely on the tourism industry for economic growth. Some residents who operate tourism-related establishments are only able to support their business year-round because they have another member of the household with full-time employment (and benefits) in another industry sector. Others with seasonal or part-time tourism employment must work multiple jobs to survive. Tourism *must* be complemented by jobs in other industries, including manufacturing.

### 3. Cayuga Profile

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#### Agriculture

Agriculture is a significant contributor to the Cayuga County economy. Within New York State, Cayuga County ranks third in the total value of agricultural products sold; it is number one in the sales of grains and dry beans; and it is second highest in the state, after Wyoming County, in dairy sales.

According to the 2007 USDA Census of Agriculture, there are 249,476 acres of farmland countywide, representing about 56% of the total land area in Cayuga County. The farmland is of exceptional quality, with the highest concentration of prime farmlands found in the area between Cayuga and Owasco Lakes. Leading agricultural and farming activities include dairies; livestock (predominantly cows and poultry); field crops, such as corn, wheat, soybeans, and hay; and vegetables.



Farm businesses contribute to the local economy through sales of agricultural products as well as job creation. As shown in the table on the following page, the total market value of agricultural products sold in 2007 was \$214.4 million, a 86% increase over 1997; the highest rate of growth was in the sales of dairy products, which increased from \$63.3 million to \$140.2 million. Cayuga County had 513 principal farm operators whose primary occupation was farming, plus an additional 423 part-time farmers, and more than 1,500 hired farm laborers with \$22.2 million in earnings in 2007.

The number of farms identified through the 2007 Census of Agriculture was 936, an increase from 846 in 1997. This is a positive trend given the reduction in farms and farmlands in many New York counties during this period, as well as the loss of farms in Cayuga County in the 1990s. Additionally, the amount of farmland acreage in the County declined by just 1% between 1997 and 2007, despite the increasing pressure for suburban development in Ira, Cato, Sennett, and other towns within easy commuting distance of Syracuse.

There is considerable diversity with regard to the value of sales of local farms, as reflected in the table below. In 2007, 46% of the farms in Cayuga County had less than \$10,000 in annual sales, while 25% had sales of \$100,000 or more. The "average" farm has sales of about \$229,000 a year.

Organic certification is an important basic "value-added" segment of Cayuga County agriculture. In 2007, the County had 42 farms with a total of 3,459 acres in organic production. Although the sales of organic products were small as a percentage of overall sales, organic farming is one of the fastest growing segments of U.S. agriculture, and there may be opportunities for local producers to expand. Consumers of organic products are often interested in supporting local agriculture as well.



### 3. Cayuga Profile

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Agriculture in Cayuga County: Selected Highlights from the U.S. Census of Agriculture			
Item	1997	2002	2007
<b>Total number of farms</b>	<b>846</b>	<b>881</b>	<b>936</b>
Total agricultural land (acres)	251,820	238,129	249,476
<b>Size of farm</b>			
Less than 10 acres	30	49	66
10 to 49 acres	116	182	201
50 to 179 acres	303	306	349
180 to 499 acres	264	229	187
500 to 999 acres	88	65	77
1,000 acres and above	45	50	56
<i>Average farm size (acres)</i>	298	270	267
<b>Organic production</b>			
Total acres used for organic production	-	-	3,459
Farms in organic production	-	-	42
Total organic product sales	-	-	\$1,463,000
<b>Market value of agricultural products sold (000s)</b>	<b>\$115,438</b>	<b>\$128,040</b>	<b>\$214,403</b>
Value of crops including nursery and greenhouse	\$37,654	\$34,023	\$48,544
Grains, oilseeds, dry beans, and dry peas	\$19,823	\$14,804	\$30,575
Value of livestock, poultry and their products	\$77,785	\$94,016	\$165,859
Cattle and calves	\$9,581	\$9,822	\$18,360
Milk and other dairy products from cows	\$63,344	\$79,679	\$140,238
<b>Farms by value of sales</b>			
Less than \$5,000	234	348	350
\$5,000 - \$9,999	72	55	82
\$10,000 to \$24,999	130	112	104
\$25,000 to \$49,999	81	71	76
\$50,000 to \$99,999	90	82	88
\$100,000 to \$249,999	138	123	90
\$250,000 to \$499,999	61	55	84
\$500,000 or more	40	35	62
<i>Percentage of farms with \$100,000 or more in sales</i>	28%	24%	25%
<b>Livestock &amp; poultry inventory</b>			
Layers	134,486	102,674	92,051
Pullets for laying flock replacement	NA	83,969	82,070
Cattle and calves	53,558	58,765	73,003
Hogs and pigs	9,079	NA	2,909
Colonies of bees	4,477	3,797	2,828
<b>Principal farm operators by primary occupation</b>			
Farming	502	546	513
Other	344	335	423
<b>Hired farm labor (workers)</b>	<b>1,634</b>	<b>1,181</b>	<b>1,512</b>

Source: U.S. Census of Agriculture.

### **3. Cayuga Profile**

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The economic impact of agriculture is often determined by applying a multiplier to the value of agricultural commodity sales. The concept of a multiplier refers to the fact that each dollar generated by a specific industry is subsequently re-circulated throughout the local economy. Agriculture has a high multiplier because most farm products are sold *outside* Cayuga County, bringing in new dollars that can be spent locally on goods and services. According to the New York Animal Agriculture Coalition, a dairy with 1,000 cows has an economic impact of \$13.7 million on its community each year; every dollar spent by a dairy generates another \$2.50 in local economic activity.

Cayuga County formally adopted an Agriculture and Farmland Protection Plan in 1997. In 2001, the Cayuga County Farmland Protection Program was launched with a \$1 million grant from the NYS Department of Agriculture and Markets. This award was used to protect 680 acres in the Town of Fleming through the purchase of development rights; since then, the County has secured funds to protect an additional 7,380 acres.

The Farmland Protection Program is one of several tools used to protect and support agriculture in Cayuga County. The County's Department of Planning and Economic Development also administers six Agricultural Districts, works with local farmers to develop biofuel alternative energy sources (as with the proposed Biogas Pipeline project), and supports agribusiness and agricultural economic development.

In many respects, the issues faced by large farms – especially dairy farms – are dramatically different from those of *small* farms in Cayuga County. Across New York State, the dairy industry has had to contend with lower wholesale milk prices, increased feed and transportation costs, and environmental regulations that have resulted in greater oversight of how farms manage manure and other organic waste materials. Finding qualified workers is also an issue for farms that need employees in order to maintain their operations. It is virtually impossible to find farm laborers locally who are willing to put in 12-hour days; many farms rely on foreign labor, which adds a host of challenges dealing with federal requirements. Like other businesses, farmers report difficulty recruiting well-rounded maintenance workers, mechanics, and tradesmen who are problem-solvers as well.

To obtain greater control over their costs and increase farm profits, some dairy farmers in central New York, including Cayuga County, are considering a direct investment in the development of a value-added milk processing facility. The plant would be able to process milk into a range of high-quality dairy ingredients, such as milk proteins, for use by the global food manufacturing and nutritional industries. The project is still in the planning stages, but it could offer an opportunity for dairy farmers to access lucrative foreign markets.

Other opportunities for Cayuga County dairy farmers include the growth of yogurt producers in upstate New York, which has increased the demand for milk in New York State. Chobani, produced in Chenango County, is now the top-selling brand of Greek-style yogurt in the U.S.; the #2 brand, Fage, is made in the Mohawk Valley; and Alpina, a Columbian company that produces "high-end dairy products," including yogurt, is building a new manufacturing plant in Genesee County. In addition, the Saratoga Cheese Corporation facility proposed for Aurelius would use about 220 million gallons of milk annually.

### **3. Cayuga Profile**

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The small farmers in Cayuga County are a relatively diverse group that also includes small-scale producers; there are several artisan cheesemakers, for example. Many of those who participated in focus group discussions for this project expressed a need for marketing and promotion to publicize local food products. Efforts like the Finger Lakes Cheese Trail, which launched in 2010, and the possible creation of a Cayuga County Farm Trail could be used to help small farms attract visitors and increase sales. Another option is to adopt a regional brand with a logo to identify products grown or made in the Finger Lakes. By spawning greater interest in eating foods that are locally-produced, the “locavore” movement is reshaping the business of growing and distributing food, providing new opportunities for the small farmer.



Small farms in Cayuga County are also seeking more efficient ways to get their products to market. Many farmers use a number of channels to sell their goods to the public: they can sell on-site, at a farm stand or “u-pick” operation; at a central drop-off location, to individuals who purchase shares in the harvest through community-supported agriculture; directly at seasonal farmers’ markets; and on the Internet, either through their own website or through an increasing number of online “markets” where consumers can make purchases from multiple food producers or growers at one site.



Some of these methods can be very labor-intensive, especially challenging for a small operation. Wholesale distribution to grocery stores, restaurants, and institutional users like schools is convenient, but not always feasible for

a small producer. Some communities have established member-supported organizations that connect farmers with businesses interested in local farm products.

#### **4. Peer County Benchmarking**

As part of the development of the Economic Development Strategic Plan, the consultant team reviewed and compared the economic development practices of counties similar to Cayuga County. This process took into account what has worked well for these communities, specifically:

- What do they consider their strengths?
- What potential future opportunities and target industries have they identified?
- What are they doing to enhance their competitiveness?

As shown in the table below, all of these counties have a significant manufacturing presence, similar rates of educational attainment, and a strong agricultural base. They are also accessible to interstate highways. The lessons that can be learned from each of these examples are very diverse, however.

Cayuga County and Peer Communities – Key Characteristics								
County	Population			Educational Attainment <1>			Mfg as % of private empt. <2>	Value of agricultural products sold (millions) <3>
	2000	2010	% Change	% high school graduate or higher	% associates degree or higher	% bachelor's degree or higher		
Cayuga, NY	81,963	80,026	-2.4%	84.5%	30.0%	18.2%	16.2%	\$214.4
Genesee, NY	60,370	60,079	-0.5%	89.0%	30.9%	18.1%	16.2%	\$177.8
Madison, NY	69,441	73,442	5.8%	88.2%	35.8%	23.1%	13.8%	\$86.3
Cecil, MD	85,951	101,108	17.6%	86.0%	27.2%	20.1%	19.5%	\$95.8

<1> American Community Survey Five Year Estimates, 2005-09

<2> Quarterly Census of Employment and Wages, 2009

<3> 2007 Agricultural Census

#### **Genesee County, NY: Shovel Ready Parks = Opportunities**

Genesee County is located in western New York southwest of Rochester and east of Buffalo. With a total land area of 495 square miles, Genesee County has approximately 60,000 residents, about 27% of whom reside in the City of Batavia, the county seat. The remaining population is distributed between 13 towns and 6 villages.



Data from the U.S. Bureau of Labor Statistics indicate that Genesee County has 2,700 manufacturing jobs, comprising 16.2% of all private sector employment; these are generally concentrated in the production of food products, fabricated metals, machinery, and nonmetallic mineral products. Other major sectors in Genesee County include leisure and hospitality, education and health services, and retail trade.

The Genesee County Economic Development Center (GCEDC) is the County's economic development agency. Established in 1970 as the Genesee County Industrial Development Agency, the GCEDC was reorganized to its current form in 1979 and is governed by a Board of Directors whose seven members are appointed by the Genesee County Legislature.

The mission of the GCEDC is "to be the driving force in fostering community economic success through growth, expansion and retention of our existing business base and to market a community based

#### **4. Peer County Benchmarking**

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'business friendly' climate facilitating new business attraction for both startups and corporate relocations." The GCEDC's functions include:

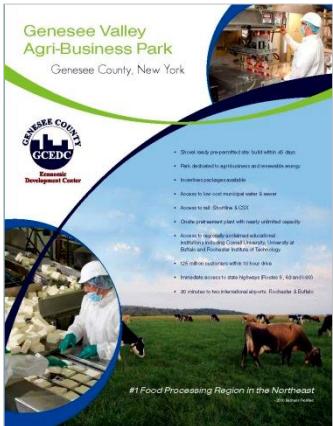
- Ongoing business attraction, retention and expansion activities
- Receiving grant funds to advance strategic initiatives
- Working with regional partners, including Genesee Community College, to provide education and training opportunities in growth industries, such as life sciences
- Serving as the administrative entity of the Genesee County Funding Corporation, which issues tax-exempt bonds for projects undertaken by not-for-profit corporations such as schools, hospitals and senior homes
- Developing, marketing, and managing industrial buildings and sites through its real estate and development affiliate, Genesee Gateway Local Development Corporation (GGLDC)

Generally speaking, the focus of the GCEDC is on large- and mid-sized businesses. The organization's strategic growth plan centers around three key industries: life sciences, agribusiness, and advanced ("high-tech/clean-tech") manufacturing. The needs of these industries are addressed, in part, by the GCEDC's real estate strategy.

Over the last few years, the GCEDC has received numerous grant funding commitments from county, state, and federal agencies and utility companies to support economic development and business park development initiatives. Grants approved in 2010 alone totaled more than \$2 million. GCEDC leaders recognize the importance of having shovel-ready sites available to accommodate new and existing businesses. Genesee County's inventory of shovel-ready parks is shown in the table below.

Shovel-Ready Sites in Genesee County				
Name	Size / location	Targets	Occupants	Status
<b>Upstate Med &amp; Tech Park and Dr. Bruce A. Holm Upstate MedTech Centre</b>	34 acres; Town of Batavia, near Genesee Community College	Emerging life sciences companies	GCC's School of Nursing, GCEDC/GGLDC offices, First Wave Technologies (medical device co.)	43,000 sf MedTech Centre completed summer 2010; 6,000 sf of low cost space available
<b>Genesee Valley Agri-Business Park</b>	202 acres; Town of Batavia, Routes 5 and 63	Agri-business and food processing industries (on-site wastewater pre-treatment facility)	Alpina Foods plant to begin operations in 2012	Pre-permitted site; completing connections to city sewer and bringing in rail access in 2011
<b>Gateway II Corporate Park</b>	32 acres; Town of Batavia, Route 98 near NYS Thruway	Distribution, warehouse and heavy equipment industries	Ashley Furniture's distribution center, Milton Cat	Fully shovel-ready
<b>Apple Tree Acres</b>	119 acres; Village of Bergen near I-490 with easy access to NYS Thruway	Light manufacturing and distribution centers	Liberty Pumps, Leonard Bus Company, Ad Tech	Fully shovel-ready, with municipal electric available

## 4. Peer County Benchmarking



In April 2011, the GCEDC announced that Alpina Foods, a leading dairy company in Columbia and South America, had selected the Genesee Valley Agri-Business Park as the location for its first specialty yogurt manufacturing plant in the U.S. The 28,000-square foot facility will initially employ 50 people. Construction is expected to start in August, and the plant should be operational by May 2012. According to an article in *Buffalo Business First*, Batavia was selected over several other sites, including at least three in northern Pennsylvania; a company press release quotes Alpina's CEO as saying that the Agri-Business Park was chosen "because of the skilled workforce, proximity to milk supply, ability to reach our target markets, and the long standing tradition of dairy and agriculture within Western New York."<sup>4</sup>

Claiming that "not being shovel ready is costing us opportunities," the GCEDC is continuing to invest in infrastructure improvements at Buffalo East Technology Park, a 305-acre site located directly off the NYS Thruway that is targeted to high technology companies, and is planning for the development of WNY STAMP (Science and Technology Advanced Manufacturing Park), a 1,340-acre mega-site modeled after Luther Forest in Saratoga County.

The GCEDC is recognized as a strong revenue generator for the County by enabling growth in the tax base. The approved 2011 budget for the organization includes a funding commitment of approximately \$270,000 from Genesee County and \$1.3 million in fees and other revenues generated in part through real estate development and management activities.

### Accolades for Genesee County in 2010

*Business Facilities Magazine* ranked Genesee and Livingston Counties as the second best food processing region in the U.S.

For the sixth year in a row, *Site Selection Magazine*'s Governors Cup committee ranked Genesee County as one of the top ten Micropolitans in the nation in terms of economic development activity.

<sup>4</sup> "Alpina To Build Batavia Plant," *Business First*, April 8, 2011; and "Alpina Foods, GCEDC Announce Decision To Locate Manufacturing Operation," dated April 8, 2011, posted on the website of Buffalo Niagara Enterprise ([www.buffaloniagara.org](http://www.buffaloniagara.org)).

#### 4. Peer County Benchmarking

##### **Madison County: Progressive Agricultural Economic Development**

Centrally located between Syracuse and Utica, Madison County is a predominantly rural county of approximately 73,000 residents. Like Cayuga County, Madison County is comprised of numerous towns and villages, with one city, Oneida.

The Madison County economy is largely based on agriculture, manufacturing, and educational services. According to the 2007 Census of Agriculture, Madison County has 744 farms and more than 188,000 acres (46% of its land area) in agricultural use. The County has three colleges and universities, including Morrisville State College, which offers two- and four-year programs in agricultural sciences. The college also supports Nelson Farms, a state-of-the-art processing facility designed as a “kitchen incubator” to help small-scale producers capture more added value from their crops.

With the sale of milk and milk products among the largest revenue generators in Madison County, the community culture has long been supportive of agriculture. The development of an Agricultural Economic Development (AED) Program emerged as an outcome of Madison County’s Agriculture and Farmland Protection Plan, resulting in the creation of an independent AED Specialist position in 2006. Based at the Cooperative Extension office in Morrisville, the AED Specialist provides “leadership and coordination for agricultural development and expansion,” working under the direction of an AED Advisory Committee.

The mission of the AED Program is to “maintain, develop, and promote a viable agricultural economy that benefits Madison County.” Its main objective is to enhance the profitability of local farmers by assisting in the identification and development of markets that will diversify and add value to the County’s agricultural product line. Program components include an online Local Farm and Agri-Business Guide, an annual “Buy Local Week,” with special events that highlight the benefits of buying local to the Madison County economy and help local farmers reach new customers, the promotion of farmers’ markets, and an Agricultural Revolving Loan Fund for value-added projects. The AED Program supports farmers directly by helping them gain access to financial and technical assistance and even finding new farmers to purchase their property if they decide to retire.

##### **AED Program Components**

- Meat Processing & Marketing
- Dairy Processing & Marketing
- CNY Bounty
- Agricultural E-Newsletter
- Come Farm With Us
- Hops & Culinary Trail
- Local Farm & Agri-Business Guide
- Agricultural Revolving Loan Fund
- Buy Local Week
- Farmers’ Market Promotion
- Renewable Energy



Started in Chenango County and extended to Madison County in 2008, CNY Bounty is an initiative that recognizes the specific challenges faced by small farmers in marketing and distributing their products. This initiative, promoted as “a year-round farmers’ market at your door,” allows participating farmers and producers to upload information about their available products, with prices, photos, and descriptions, to the CNY Bounty website ([www.cnybounty.com](http://www.cnybounty.com)). Consumers can then go online and place an order by the stated deadline. Orders are collected

from the farm(s) by Bounty staff, taken to a shared distribution center, and distributed to customers’ homes or to strategically-located drop off points. In 2010, CNY Bounty delivered over 10,000 orders, utilizing products from over 115 farmers and processors.

#### 4. Peer County Benchmarking

Other recent AED program accomplishments include the following:

- **Dairy Processing:** Assisted a group of dairy farmers in establishing Kriemhild Dairy Farms, LLC, completing a business plan, and launching their first product, Meadow Butter. In pursuing the value-added butter, the participating farmers were spurred by the volatility of milk prices; the AED Program was searching for ways to generate a living wage for dairy farmers.
- **Meat Processing:** Helped to establish the NY Beef Farmers Cooperative (NYBFC), and assisted in applying for and receiving a \$750,000 low-interest loan from USDA Rural Development to be used by the NYBFC in the development of a meat processing facility in Madison County.
- **Hops:** Established the Northeast Hop Alliance (NeHA) as an independent, not-for-profit entity, purchased a hop harvester that will be used in the 2011 growing season by NeHA members, and held several courses to teach farmers how to grow, process, and market hops. Madison County was at the center of the region's hops industry in the nineteenth century; 2010 witnessed the first commercially brewed beer made with 100% Madison County hops in over 50 years.



There are two business parks proposed in Madison County that incorporate agriculture and renewable energy. The Agriculture and Renewable Energy (ARE) Park proposed by the Madison County Industrial Development Agency would provide an “economically stimulating, environmentally sound, and shovel ready development area” for future industrial and commercial facilities. Businesses that locate within the approximately 285-acre park would have access to a locally generated source of green energy through an adjacent landfill gas-to-energy facility already in place. Madison County is currently evaluating various options to extend municipal water and sewer service to the site.

Spearheaded by a local real estate developer, the Central NY Agri-Business Park is an agricultural industrial park proposed for a 1,100-acre site near Canastota. The park would produce its own power, recycle its own waste and create manufacturing jobs. The project recently gained momentum when it was announced that Energime Integrated Sustainable Technology Platform is interested in establishing its first U.S. operation on the site. The Energime facility would produce large quantities of seafood and up to 20 times the amount of produce grown on a similarly sized conventional farm while utilizing less than 10 percent of the water. It would also have the ability to harvest solar, wind, geothermal and other renewable forms of energy. Specific details are still in the works.

#### 4. Peer County Benchmarking

##### **Cecil County, MD: Rural Diversity**

Cecil County is located in northeastern Maryland, along the Interstate 95 corridor, roughly halfway between Baltimore and Philadelphia. The County has a population of 101,000; the City of Elkton, its only incorporated city, is the county seat. Most of Cecil County is rural.



Cecil County has historically been an agricultural community, and agriculture remains an important contributor to the local economy. The County has nearly 600 active farms covering 77,000 acres, approximately 35% of its total land area. Much of the agricultural land is devoted to cash grain and dairy farms. There are also several Amish farms and small-scale creameries.

One of Cecil County's newest agricultural producers is Warwick Mushroom Farm, which opened in 2009. In December 2010, the company announced a \$8.6 million, two-phased expansion project that will increase total employment at the facility to 144 people working two shifts. Button mushrooms are grown at the Cecil County plant. The parent company of Warwick Mushroom Farm is Phillips Mushroom Farms, a third-generation, family-owned mushroom business based in Kennett Square, PA.



About 40 businesses in Cecil County employ more than 100 workers. Key employers include W.L. Gore & Associates (producer of Gore-Tex), ATK Alliant Techsystems, General Electric, Terumo Medical, IKEA Maryland (distribution facility), and Burris Logistics. Most of the major industrial centers are located along or near interchanges of I-95. The County's manufacturing sector supports more than 4,000 jobs; however, the local economy is very diverse and includes thousands of jobs in trade and transportation, medical services, and leisure and hospitality, adding to its stability.

The Cecil County Office of Economic Development is a government agency whose mission is to be the leading resource for economic development within the County. With a staff of 5, the office is responsible for business attraction, retention and expansion; administering a variety of local- and state-supported incentives; and identifying and marketing available land, buildings, and business parks in the County. Detailed specifications for each available property are presented on the County's economic development website.

Among the local incentives offered to employers expanding or relocating to Cecil County is a "fast track" site development and building plan approval process. This process accelerates the review of qualified economic development projects, providing for plan approvals and permits in less than 90 days. Projects must be for non-residential development, including research/office/flex or manufacturing/industrial uses; most retail uses cannot be granted fast-track status. The County has established other minimum standards that must be met in order for a project to qualify.



#### 4. Peer County Benchmarking

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One unique characteristic of Cecil County's economic development organization is the fact that it has both agriculture and tourism specialists on staff. The stated mission of the Office of Economic Development's agriculture section is to serve as the "Chamber of Commerce for Agriculture." The Agriculture Coordinator works to promote and enhance the economic vitality of local farms and increase public awareness and understanding of agriculture. Activities include online marketing of producers and growers, a guide to Cecil County agricultural products and events, coordinating a farmers' market, and providing information to farmers about sources of financial and technical assistance.

Cecil County Tourism has its own website, but it is interesting to note that it does include links to Cecil County government as well as the Office of Economic Development. The rural nature of the County supports a tourism industry that consists mainly of small-scale venues: picturesque historic districts with small shops and galleries; waterfront dining; herb gardens, vineyards and wineries; hiking and biking trails in state parks; marinas and golf courses; festivals, farm days, and arts and crafts shows. Located close to several east coast metro areas, Cecil County markets itself as a place with a relaxed pace and beautiful scenery: "Cecil County offers the best of two worlds...the beauty of the countryside, and the accessibility of being right on I-95." These features are also part of the quality of life available to businesses.

#### **Comments and Conclusions**

The peer communities selected for this analysis offer a number of "lessons" for Cayuga County to consider. From **Genesee County**, there is the value of developing shovel-ready sites to accommodate future commercial and industrial development. The County business parks represent a long-term investment; it may be years before the properties are fully built-out. However, the actions taken by the GCEDC show a good-faith effort on the part of government leaders to accommodate businesses that seek to locate in upstate New York.

From **Madison County**, the lesson is in recognizing the value of agriculture and its importance to the economy. As little as twenty years ago, many people believed that farming was a dying industry in upstate New York with few opportunities for the future. Instead, a number of market forces converged to revitalize the agricultural tradition. The County's agricultural economic development program truly capitalizes on local assets to enhance economic growth.

**Cecil County, MD** has capitalized on its location adjacent to a major interstate highway to recruit manufacturing and distribution facilities, while also staying true to its rural character and agricultural roots. The attraction of a significant agri-business is an accomplishment. The strength of this small county is its stable, diverse local economy that relies on multiple industries and employers, making it more resilient and adaptive to change.

## **5. Resource Assessment**

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### **Business Service Programs and Incentives**

#### **New York State Incentives**

According to New York State's Empire State Development (ESD), the Excelsior Program is "a targeted program that focuses on the growth and expansion of the high-tech and clean energy jobs of tomorrow, while also supporting the manufacturing sector that remains the backbone of our economy." It provides job creation and investment incentives to companies in such targeted industries as biotechnology, clean-technology, green technology, financial services, agriculture and manufacturing.

Under the Excelsior Program, there are four new tax credits available:

- **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, like the one in Auburn, or meet the higher thresholds required for a Regionally Significant Project. Firms must apply to ESD with its plan for expansion or growth.

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

## **5. Resource Assessment**

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### **Resources**

**Local Financial Loan Programs.** Both Cayuga County and the City of Auburn have loan funds available to assist eligible businesses with economic development projects. Because these programs are funded by the federal Community Development Block Grant (CDBG) Program, projects generally must result in job creation, with special efforts made to ensure that the jobs are made available to low- and moderate-income residents.

	<b>Cayuga County Loan Program</b>	<b>City of Auburn Small Business Assistance Program</b>
<b>Administration</b>	Cayuga County Department of Planning and Economic Development	City of Auburn Office of Planning and Economic Development
<b>Loan amounts</b>	Loans available for up to \$75,000; limit may be waived at the discretion of the Loan Committee; loans in excess of \$250K have been made.	Loans are available for up to \$25,000 for retail/commercial projects and \$40,000 for manufacturing projects; limit may be waived at the discretion of the Loan Committee
<b>Eligible activities</b>	Acquisition of land or buildings, new construction, renovation or expansion of existing buildings, or purchase of new machinery and equipment; use of funds for working capital or purchase of inventory is evaluated on a case-by-case basis	Acquisition of land or buildings, new construction, renovation or expansion of existing buildings, purchase of new machinery and equipment, or working capital as well as business acquisition
<b>Job creation</b>	At least one new, permanent full-time job must be created for every \$15,000 borrowed	At least one new, permanent full-time job must be created for every \$15,000 borrowed
<b>Leverage</b>	Funds can be used to cover up to 40% of the total project cost	Funds must be leveraged at least 2.5: 1
<b>Other information</b>	Loan terms are established on an individual basis; in most cases each loan will be amortized over a period not to exceed five (5) years; interest rates are generally at prime or below	Loan grantees may own or lease their business location

According to the Cayuga County Department of Planning and Economic Development, Cayuga County has made 64 loans totaling \$3.9 million since 1995, creating 505 full-time and 65 part-time jobs. Of this \$3.9 million, approximately \$2.4 million came from the County's revolving loan fund; the remaining funds were awarded to Cayuga County through the NYS CDBG Economic Development Program. The companies assisted have included 16 manufacturers, 10 retailers, 36 service establishments, one tourism-related business, and one warehouse. The County seldom makes loans in the City of Auburn, as the City operates its own program.

A recent CDBG-funded project involved the establishment of a small distillery, Lake Distilling LLC, in southern Cayuga County. The company has started producing industrial and food-grade alcohol (for vinegars and flavorings) using sprouted wheat purchased from farmers in Cayuga and



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Onondaga Counties. Eventually, the company would like to distill vodka for the consumer market as well. With 10-12 employees and the purchase of grain and wood from local farmers, the distillery is expected to add more than \$2 million a year to the central New York economy.

Cayuga County also received a \$350,000 CDBG grant from New York State to help D&W Diesel with an expansion project, leveraging private investment of \$2.6 million. The company plans to construct a 55,000 square foot addition to its existing facility, creating 26 new full-time equivalent jobs.

The loan portfolio for Auburn's Small Business Assistance Program currently includes 18 loans totaling \$1.06 million, according to the City's Office of Planning and Economic Development. Within the last five years, the program has made six loans to businesses that have committed to create 26 full-time and 9 part-time jobs. The City has several other programs used to support economic development and business activities. Loan proceeds from an old Urban Development Action Grant (UDAG) have been used for a Downtown Façade Improvement Program and for land acquisition by the Auburn Industrial Development Agency. The UDAG portfolio currently includes 5 loans totaling \$213,000, 3 of them made in the last five years.

The Grow Auburn Fund is administered by the City of Auburn and the Grow America Fund (GAF), the small business lending arm of the National Development Council (NDC). As a client of the NDC, the City of Auburn is able to offer flexible GAF financing to qualifying small businesses; low-interest loans are available in amounts ranging from \$100,000 to \$2 million, with terms of up to 25 years. In 2010, assistance from the Grow Auburn Fund was used for the relocation and expansion of Talic, Inc., a manufacturer of storage and display systems for canoes and kayaks. The loan portfolio for the Grow Auburn Fund currently includes four loans totaling \$1.4 million.

Cayuga County and the City of Auburn each has an industrial development agency (IDA). As public benefit corporations formed under Article 18-A of New York State General Municipal Law, the Cayuga County and City of Auburn IDAs may provide four basic forms of financial assistance to eligible business entities: mortgage recording tax exemptions, sales and use tax exemptions, real property tax abatements, and interest rate savings via tax-exempt bond financing to eligible business entities.

*The Cayuga Women's Business Trust* is a new trust fund established by Cayuga Lake National Bank. It will assist women who want to establish or expand a business in Cayuga County, but who are unable to qualify for a traditional bank loan due to a lack of equity or collateral. The fund will benefit women entrepreneurs by making capital available to secure small business loans.

In addition to the county and city programs, business financing is also available through the Central New York Enterprise Development Fund. This regional business loan program is administered by the Central NY Regional Planning & Development Board and operates in Cayuga, Cortland, Madison, Onondaga, and Oswego Counties. Its goal is to support the growth of small manufacturing companies and service-related

businesses that will provide employment opportunities for local residents and bring new wealth and capital into the region. Funds may be used for real estate, machinery and equipment, and working capital. Interest rates are usually low; terms range from 12 to 84 months. The loan must be no more than 50% of the project cost and cannot exceed \$100,000. No business loans have been made by the Central New York Enterprise Development Fund in Cayuga County for at least the last 10-12 years, however, probably because both Cayuga County and the City of Auburn have been able to tap into CDBG funds and their own revolving loan programs.

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**Technical Assistance.** Beginning in the mid-1990s, the City of Auburn (and, for several years, Cayuga County) administered a Micro-Enterprise Training Program in coordination with the Cayuga County Cornell Cooperative Extension (CCE). Funded by the City's annual CDBG allocation, the program provided training and assistance to existing and prospective entrepreneurs on such topics as developing a business plan, market research, accounting, financial and legal issues, and managing personnel.

The City suspended the program, however, after CCE decided to discontinue training in 2010. The City is considering using the resources formerly used for this activity for another purpose, possibly targeting growth in certain industry sectors that complement other economic development initiatives in Auburn.

In connection with the *Enitiative* project (see below), Cayuga Community College has established an online, credit-free training entrepreneurship program for nontraditional students. Topics include organization, marketing, financial, legal, and operational issues; the overall outcome of the 21-week course is a business plan. The college also offers additional credit-free courses in entrepreneurship and business on campus.

The Small Business Development Center (SBDC) based at Onondaga Community College provides services to businesses throughout central New York, including Cayuga County. It is part of a statewide network of SBDCs supported by the NYS Department of Education, State University of New York, and U.S. Small Business Administration. Experienced staff at the SBDC provide free one-on-one business counseling in such areas as business plan development, financial analysis, market research support, regulatory and licensing issues, etc. The SBDC also offers education and training opportunities to assist prospective entrepreneurs with the process of starting a business. In addition to its main offices in Syracuse, the SBDC staffs part-time outreach centers, and along with representatives of SCORE, they make periodic visits to the Stardust Entrepreneurial Institute in Auburn.

Support and assistance specifically for manufacturers is available through the Central New York Technology Development Organization (CNYTDO), a Syracuse-based non-profit organization serving Cayuga, Cortland, Madison, Onondaga, and Oswego Counties. As one of 350 Manufacturing Extension Partnership locations across the country, the CNYTDO works directly with technology and manufacturing companies to "develop successful business strategies, implement state of the art technologies, assist in the transfer of university-developed technologies, and smooth the transition from start-ups to mature organization." Services include Lean Manufacturing assistance, OSHA training, and various types of assessments designed to improve manufacturing operations. The Manufacturers Association of Central NY, whose membership includes many Cayuga County manufacturers, also offers Lean Manufacturing consulting and training, as well as seminars on various topics, networking councils, etc.

**Enitiative.** The Syracuse Campus-Community Entrepreneurship Initiative, known as *Enitiative*, stems from a 2007 grant awarded to Syracuse University by the Ewing Marion Kauffman Foundation. This five-year, \$3 million grant is part of a broader effort by the Kauffman Foundation to transform the way colleges and universities teach entrepreneurship education. The principal objectives of Enitiative are to:

- Infuse entrepreneurship across the curriculum;
- Create meaningful and productive campus-community connections; and
- Stimulate the region with the power and energy of entrepreneurship.

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Initiative academic partners include Le Moyne College, Cayuga Community College, Morrisville State College, Onondaga Community College, and SUNY College of Environmental Science and Forestry. Cayuga Community College President Daniel Larson and Guy Cosentino, executive director of the Stardust Foundation, are members of the Initiative Executive Council.

A key feature of Initiative has been the availability of seed funding for both campus- and community-based entrepreneurial projects. Projects have been funded in three areas: neighborhood entrepreneurship, “fostering the creation of local businesses to build a neighborhood in which residents are economically independent and deeply engaged in the community”; arts entrepreneurship, “helping artists launch sustainable ventures while integrating art into all aspects of community life and culture”; and technology entrepreneurship, “transforming ideas and technologies into growth-oriented start-up companies.” All Initiative grants are for a two-year period. In Cayuga County, seed funding has been used, in part:

Nearly \$300,000 in seed funding was awarded in Cayuga County alone.

- To research successful models for entrepreneurship at community colleges that could be adapted and replicated locally by Cayuga Community College and its partners.
- To design an online, credit-free training program in entrepreneurship. The training program is now offered by CCC via SUNY’s long-distance learning network.
- To engage CCC art and design students in the production of advertising that would enhance the visibility of the Schweinfurth Memorial Art Center. Students participated in an entrepreneurial venture directed toward increasing public awareness of the arts, learned how a professional arts organization functions, and created promotional items for the Art Center (e.g., t-shirts) that were sold in the gift shop.
- To prepare a business plan and feasibility study for a proposed microbrewery that would be located in downtown Auburn. The project engaged students in the market research process as well as in the development of the enterprise.
- To explore the feasibility and benefits of creating an arts, cultural, and entertainment district in downtown Auburn. The project included researching arts districts in other cities, identifying potential programs and incentives for artists and businesses such as cooperative marketing and cultural tourism strategies. Its intent was to promote existing cultural resources and develop programs that attract the arts and visitors to downtown Auburn.
- To develop C3 Studios, a student-managed video and digital film production company and distribution enterprise. Through this project, CCC students learn the business of operating a production company, from project development to marketing and final distribution. Entrepreneurship is infused into the video production curriculum, giving students knowledge and experiences to help them start their own businesses when they graduate. A student-run record label, Cayuga Records, has also been created.



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- To research how entrepreneurship could be integrated into existing disciplines and programs at CCC and Cayuga-Onondaga BOCES. In 2010, four Career and Technical Education classes at BOCES learned how to create a business plan and participated in the Business Plan Competition; the instructors agreed that the exposure to entrepreneurship is complementary to the curriculum and is beginning to engage students in other CTE classes as well.
- To identify women business owners and entrepreneurs in Cayuga County and determine whether their educational and mentoring needs are being met. The study will also identify potential funding sources to assist with the establishment of a Women's Entrepreneurial Resource Center, should there be a need for such a facility.

"Cayuga-Onondaga BOCES has collaborated extensively with Cayuga Community College in order to expose high school students to entrepreneurship. BOCES and CCC hope to continue their efforts with component school districts in order to emphasize the need for entrepreneurship education throughout our region, as educators and administrators are introduced to 21st century learning standards and initiatives."  
- *InFocus*, Fall 2010

- To further develop a Wine Studies program at CCC with courses about wines and winemaking as well as wine business management, marketing, and sales. All classes have entrepreneurship embedded in them as they are part of the business administration program and emphasize working in an industry that is entrepreneurial by nature. Classes started in fall 2010; the next round of research will involve acquiring land and facilities to build a teaching winery.
- To sustain the infusion of entrepreneurship at CCC by hiring an Experiential Learning Coordinator who will work with faculty across academic disciplines to incorporate entrepreneurial assignments into their programs and encourage new ventures. In addition, CCC will expand the Business Plan Competition at the Cayuga-Onondaga BOCES and continue to offer credit-free entrepreneurial training courses.



According to Enitiative's 2009 Annual Report, the number of students enrolled in entrepreneurship courses at Cayuga Community College increased from 0 prior to the Kauffman Foundation grant to more than 500 students in 2008-09. Now in its final year of funding, Enitiative no longer has seed money available, but is instead focusing on projects already created to ensure their sustainability. The impact of this collaborative regional effort will likely continue in years to come, however, as the principles of entrepreneurship are "infused" across disciplines at CCC and other academic institutions.

In a 2010 report to the Kauffman Campuses Initiative, Thomas Paczkowski, Fred L. Emerson Endowed Chair in Enterprise and Innovation at Cayuga Community College, acknowledged the "cultural transformation" on the campus with respect to entrepreneurship. Some challenges remain, however: specifically, the college "lacks a student incubator system and access to a funding source for students to launch their businesses." College officials have approached a regional bank manager about the possibility of establishing a micro loan program, but no definitive decision has been made.

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Meanwhile, a partnership between Cayuga Community College, the Stardust Foundation of Central NY, the Fred L. Emerson Foundation, and others resulted in the establishment of the Stardust Entrepreneurial Institute as a 501(c)(3) organization in 2009. Initially, the Institute was envisioned as an organization that would train individuals in a variety of employment and business skills and assist in the start-up of small businesses, with CCC to play a large role in developing and delivering services. A preliminary step in realizing these plans was the co-location of the Institute with the Cayuga Economic Development Agency, the Cayuga County Chamber of Commerce, and the Service Corps of Retired Executives (SCORE) at 2 State Street, providing opportunities to better serve both existing businesses and aspiring entrepreneurs.

Although on-site assistance is available as needed through the SBDC and SCORE, the plan to provide a full range of programs and services at the Institute never quite came to fruition, in part due to staffing issues. It is anticipated, however, that Stardust Entrepreneurial Institute will be turned over to the community college sometime in 2012. According to Thomas Paczkowski, no operational plan has been established yet, but possibilities for the Institute include its use for on-site entrepreneurship courses, a business incubator, a testing center for professionals with licensing and continuing education requirements, etc.

**Wells College Center for Business & Entrepreneurship.** The Wells College Center for Business & Entrepreneurship was recently created to “equip students to compete and succeed in today’s complex world.” The Center has revamped and expanded the business curriculum at the college, emphasizing critical thinking and problem-solving skills that can be applied to any course of study. The new center is expected to focus on a few signature areas of business, however, including arts administration, “green” business, hospitality, and entrepreneurship. Students are also given the opportunity to participate in experiential learning experiences through internships; for example, teams of students are working on a social media strategy for the Aurora Inn.

Wells College recently held its inaugural entrepreneurship competition as part of its first Entrepreneurship Week in April. Forty-five students participated in the contest, presenting their ideas, and were judged based on both quantitative and qualitative factors. The winning teams in two categories, for-profit and not-for-profit, each received a cash prize.



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### **Infrastructure Assets and Challenges**

**Broadband Access.**<sup>5</sup> The *National Broadband Plan* describes broadband as a “prerequisite to economic opportunity for individuals, small businesses and communities... [and] a core infrastructure component for local communities seeking to attract new industries and skilled workforces.” In a global economy, it has become “an essential element of local and regional economic development in the 21st century... Local economic developers should view broadband as a part of local infrastructure development and should incorporate it into local economic development strategies.”<sup>6</sup>

High speed Internet access is critical – yet service is not universally available across Cayuga County. In the map at right, service availability, represented by the colored areas, means that one or more companies offer broadband service to at least one address within the selected census block or street segment. (The broadband data are considered current as of April 2011.) The choice of providers depends on the exact location. Companies that serve parts of Cayuga County include Verizon New York, Frontier Communications, TDS Telecom, One Communications, Broadview Networks, Time Warner Cable, and Southern Cayuga County Cablevision.



As the map indicates, communities in southern Cayuga County have large areas without broadband service of *any* kind; areas around Auburn and Weedsport are generally well-served, with some gaps in service in the Towns of Owasco and Mentz; and communities in northern Cayuga County have broadband service available in most locations except along the Wayne County border, in the Towns of Conquest, Victory, and Sterling. (More detailed information by address, place, and zip code is available on the NYS Broadband Map website at [www.broadbandmap.ny.gov](http://www.broadbandmap.ny.gov).)

The American Recovery and Reinvestment Act (ARRA), more commonly known as the federal stimulus program, awarded millions of dollars to projects to expand access to and adoption of broadband services across the United States. In August 2010, the USDA announced a \$640,000 grant to the Port Byron Telephone Company, doing business as TDS Telecom. Leveraged by an \$200,000 private investment, this award will be used to bring DSL broadband service to unserved establishments in the Towns of Conquest, Mentz, and Montezuma and the Village of Port Byron. The project is expected to benefit approximately 400 people, as well as several businesses and other community institutions.

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<sup>5</sup> According to the NYS Broadband Mapping Project, the term “broadband” refers to a high-speed, always-on connection to the Internet. Broadband Internet service may be delivered through a variety of methods, including wireline service (via DSL, cable modem, and fiber optic), wireless service, or satellite.

<sup>6</sup> U.S. Federal Communications Commission. *National Broadband Plan*. March 2010, p. 283 and 291.

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In 2009, Clarity Connect, an Ithaca-based Internet service provider, applied for a \$7.6 million grant from the federal Broadband Technologies Opportunity Program (BTOP) to deploy broadband infrastructure in underserved areas of Broome, Tompkins, and southern Cayuga Counties. The funding request proposed a “last mile open access solution with a supporting middle mile component that ensures broadband is available, accessible, and compelling... The network consists of a fiber backbone and an optimized mix of fiber-to-the-home and fixed broadband wireless last mile solutions.” Unfortunately, the BTOP application, and a subsequent effort in 2010, was unsuccessful; however, town supervisors in southern Cayuga County have continued to meet with Clarity Connect to explore other avenues for bringing broadband to the area.

**Water and Sewer.** Access to public water and sewer varies throughout Cayuga County. The Cayuga County Water and Sewer Authority serves many of the communities around Auburn; other areas are served by municipal water and sewer districts. Most of the remote rural areas of the County are on well and septic systems.

Each industrial site will have different service arrangements and a different cost structure. When water suppliers cross between jurisdictions, the unit price is increased to the point that water in some locations is at a non-competitive cost level. This price structure would not be attractive to companies that are major water users.

The Cayuga County Water and Sewer Authority is considering the purchase of bulk water from the Metropolitan Water Board in Onondaga County and transporting it through existing lines that may need to be upgraded or expanded to serve selected areas of the County.

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### **Community Capital**

A unique asset in Cayuga County is the number of active, locally-based private foundations that have invested in a wide array of community development projects. These foundations are predominantly *family* foundations because their funds come from the members, or descendants, of a single family; some of them originated with area industrial leaders of the early- to mid-1900s.

By definition, a private foundation is “is a nonprofit organization having a principal fund managed by its own directors or trustees. Private foundations maintain or aid charitable, educational, religious, or other activities serving the public good, primarily through the making of grants to other nonprofit organizations.” A private foundation’s mission can be defined broadly or very specifically, but it is required by law to give away at least 5% of its assets every year. It can also leverage other public and private support.

#### **Venture Philanthropy**

According to the National Venture Capital Association, *venture philanthropy* “applies venture capital strategies, skills, and resources to charitable giving. It focuses on leadership, bold ideas, developing strong teams, active board involvement, and long-term investment.” Many foundations are now using a venture philanthropy approach to build capacity and achieve measurable results. The involvement of the Emerson Foundation on the Board of Directors of the Musical Theatre Festival is an example.

Major foundations in and around Cayuga County include:

#### Emerson Foundation

- Founded in the 1940s by the late Fred L. Emerson, President of Dunn & McCarthy, Inc., a manufacturer of women's shoes based in Auburn
- Among the major financial supporters of the Musical Theatre Festival
- Has supported the William H. Seward House, Aurora Free Library, Wells College, Cayuga Community College, Auburn Memorial Hospital, Fort Hill Cemetery, and Cayuga County Museum of History and Art, among many others

#### Stardust Foundation of Central New York

- Founded in 2007 by Jerry Bisgrove, an Auburn native; his father started Red Star Express Lines, which grew to a fleet of 2,000 trucks before the family sold it in the 1980s
- Among the major financial supporters of the Musical Theatre Festival
- Has supported Cayuga Community College, Auburn Public Theater, Meals on Wheels, Auburn Beautification Commission, Auburn Memorial Hospital, Neighborhood House, among many others

#### Allyn Foundation

- Founded in 1954 by William Noah Allyn, who established Welch Allyn
- Grantmaking is focused on three areas: health and human services, education, and quality of life for youth and families
- Has supported Auburn Memorial Hospital, Wells College, Auburn YMCA, Cayuga Home for Children, and American Red Cross, among others... also funding a neighborhood revitalization project in Auburn

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Staff of the Emerson, Stardust, and Allyn Foundations have started meeting on a regular basis to share information and discuss common initiatives.

Other private foundations in Cayuga County include the Schwartz Family Foundation, D.E. French Foundation, Columbian Foundation, Osborne Memorial Foundation, and Stanley W. Metcalf Foundation. One foundation director estimates that together, these private foundations spend a total of \$5 million to \$8 million annually. There are also foundations affiliated with the Auburn City School District, Cayuga Community College, and Auburn Memorial Hospital that conduct fundraising for their respective organizations.

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### **Education & Training**

K-12 education is provided by seven school districts in Cayuga County to nearly 10,000 students annually. The largest in terms of enrollment is the Auburn City School District. Three additional districts serve limited areas of Cayuga County: Skaneateles Central School District (CSD) in Onondaga County, Red Creek CSD in Wayne County, and Hannibal CSD in Oswego County.

Total Enrollment by District, Cayuga County	
Auburn City School District	4,378
Port Byron Central School District	1,027
Cato-Meridian Central School District	1,052
Union Springs Central School District	891
Southern Cayuga Central School District	771
Moravia Central School District	980
Weedsport Central School District	877
<b>All Cayuga County Districts</b>	<b>9,976</b>

*Source: NYS Education Department. Data as of fall 2009.*

As shown below, a total of 740 students graduated from Cayuga 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. The percentage of high school graduates entering employment right out of school was much higher in Cato-Meridian and Moravia, and may reflect the number of families engaged in farming in those districts.

Graduates and Completers by Continuing Education Plans, 2009-2010						
School District	Total Graduates	4-Yr College	2-Yr College	Other Education	Work	Military
Auburn City School District	313	39%	51%	1%	6%	1%
Port Byron Central School District	71	29%	51%	3%	0%	3%
Cato-Meridian Central School District	65	37%	40%	3%	12%	7%
Union Springs Central School District	85	43%	44%	0%	9%	2%
Southern Cayuga Central School District	58	26%	57%	7%	9%	2%
Moravia Central School District	75	19%	60%	0%	14%	5%
Weedsport Central School District	73	45%	37%	4%	8%	3%
<b>All Cayuga County Districts</b>	<b>740</b>	<b>36%</b>	<b>49%</b>	<b>2%</b>	<b>8%</b>	<b>3%</b>
Skaneateles Central School District	149	74%	19%	2%	1%	1%
Hannibal Central School District	106	19%	48%	7%	11%	8%
Red Creek Central School District	77	25%	58%	0%	6%	2%
STATEWIDE	183,578	47%	33%	2%	6%	2%

*Source: NYS Education Department.*

*Note: Percentages do not add up to 100% because graduates with "other/unknown plans" are not shown.*

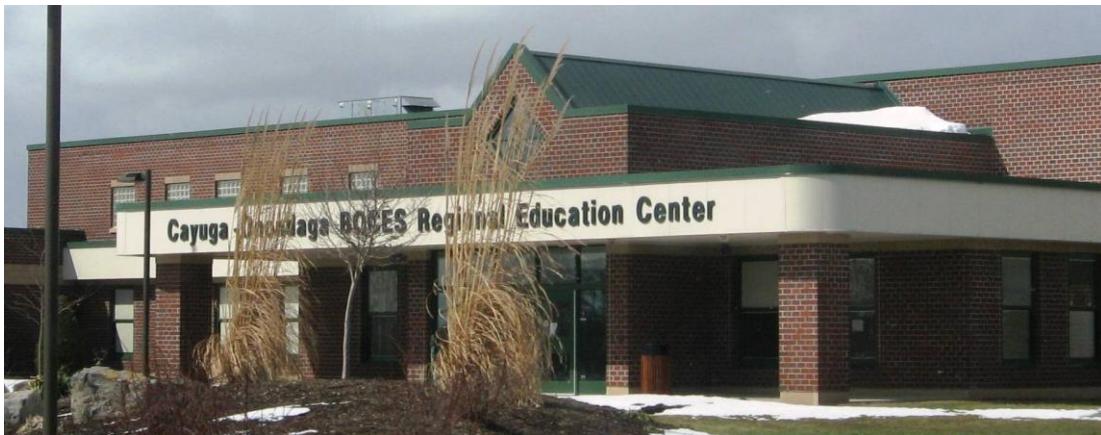
**Cayuga-Onondaga BOCES.** All of the school districts in Cayuga County, plus two in Onondaga County, are served by Cayuga-Onondaga BOCES. Approximately 27% of the high school juniors and seniors in the service area participate in Career and Technical Education (CTE), spending half the day at their regular high school and half at Cayuga-Onondaga BOCES. This is an unusually high rate of participation – in the area served by Wayne-Finger Lakes BOCES, for example, only 17% of juniors and seniors are enrolled in CTE, while the figure is 19% with respect to Oswego County BOCES.

The Cayuga-Onondaga BOCES is located in a \$41 million, LEED-certified facility in the Town of Aurelius. Constructed in 2007, the new building seems to have enhanced the image of CTE; in the mid-1990s, only 12% of high school juniors and seniors attended BOCES. Current CTE programs are shown in the table below. Each program benefits from an advisory committee with industry representatives who provide

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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 21<sup>st</sup> 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.



<b>Career &amp; Technical Education Programs at Cayuga-Onondaga BOCES</b>	
<b>Program</b>	<b>Career Opportunities</b>
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
Cosmetology	Hair stylist, nail technician, salon owner, skin technician
Culinary Arts	Cook, professional chef, commercial baker, restaurant owner
Early Childhood Education	Teacher, guidance counselor, case worker, principal
Emerging Careers in Commerce: Fashion, Music, Gaming & Entertainment	Public relations, merchandising, event planning, entrepreneurship, web development
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
<i>New Visions:</i> For eligible college-bound high school seniors; provides an opportunity for students to earn college credit and participate in a variety of training, internship, and job shadowing opportunities outside of school. Currently offered in Legal Professions and Medical Professions.	

## **5. Resource Assessment**

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**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 broader region, however, with nearly 100,000 students attending colleges and universities in and around in 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 (except New York Chiropractic) in selected program areas.

Educational Resources: Bachelors and Masters Degrees in Selected Fields							
College	Business		Engineering		Computer Science/IT		Comments
	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	-	-	New masters program in biomanufacturing
SUNY College at Cortland	-	-	-	-	-	-	Known mainly for teaching program
SUNY College at Oswego	326	24	-	-	29	5	
Cornell University	474	630	663	520	110	103	444 BA degrees in Ag. Sciences
Ithaca College	191	4	-	-	9	-	
Morrisville State College	42	-	-	-	31	-	33 BA degrees in Ag. Sciences

Source: U.S. Department of Education, National Center for Education Statistics. B=Bachelors Degree; M=Masters Degree. Degrees shown are completions 2009-10.

## **5. Resource Assessment**

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**Wells College** is a private, liberal arts college located on the shores of Cayuga Lake in Aurora, New York enrolling 568 students domestically and internationally. Wells has received some distinctive rankings which include:

- Ranked 24<sup>th</sup> on the U.S. News and World Report “Great Schools, Great Price” list In 2007.
- Ranked # 1 in New York State and #30 nationally for Top Liberal Arts colleges by Washington Monthly Magazine.



Wells offers a rich curriculum that includes history, biology, economics, environmental studies, mathematics and physical sciences. 83% of the Wells faculty possesses doctoral degrees with a student to faculty ratio of 9:1 and an academic faculty of 75. Wells offers cross enrollment with Cornell University and Ithaca College. Wells has begun offering a number of offerings to foster analytical solution based thinking that can be applied to business or personal challenges. See narrative on Center for Business and Entrepreneurship below.

Through new and innovative programming, Wells has demonstrated a commitment to offering one of the most collaborative learning environments in higher education today. Wells College offers students a personal education with low teacher to student ratios and assigning all courses to professors and not teaching assistants. Students are prepared for engaging professional experiences and entrance to top graduate and professional schools through experiential learning, internships, research with faculty members and community service. Extensive foreign study programs are offered with 17 countries. All students work toward a senior thesis that is parallel to graduate-level study.

### **Center for Business and Entrepreneurship**

The Wells College Center for Business and Entrepreneurship features a liberal arts curriculum combined with opportunities for experiential learning designed to prepare students for the leadership roles they will assume in all areas of 21<sup>st</sup> century life.

## **5. Resource Assessment**

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The new Innovative Center emphasizes innovative thinking, problem solving to instill the skills necessary to adapt to business practices or other life challenges. Students will be graduated and become an important working partner in a for-profit venture, not-for-profit or a self-generated start-up venture. The role of the center is to assist students in building skills and developing discernment to know how and where they most wish to serve society. The Center will offer students the opportunity to explore growing fields within commerce, not-for-profit operations and “green” energy.

### **The Innovation Lab**

The lab teaches students how to consider and analyze challenges to produce solutions to any problem from education to business and medicine. The lab is already receiving national recognition for being the only college to make OpenIDEO, run by the number one innovation firm and inventor of the laptop IDEO, Challenge part of a class assignment.

OpenIDEO is a platform for solving social challenges which is using Wells to train universities around the world how to teach social innovation. In the Spring of 2010, students participated in the challenge, “How might we better connect food production and consumption?” where students collaborated with OpenIDEO’s global online community and followed the three development phases of inspiration, conception, and evaluation to collectively solve the challenge.

### **Business Based Internships**

Wells requires students to participate in two internship experiences during their undergraduate term. These experiences are designed to link students to the real world. Wells has had a strong record of quality and variety of their placements including businesses such as Welch Allyn, MacKenzie Childs, Morgan Stanley, American Heart Association and Liberty Mutual have participated.

## **5. Resource Assessment**

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**Cayuga Community College** is a two-year college that serves a diverse student body. Founded in 1953 under the sponsorship of the Auburn City School District as Auburn Community College, the college moved to its current campus in 1959. When Cayuga County assumed sponsorship in 1975, it became officially known as Cayuga Community College (CCC). Millions of dollars have been invested in construction, renovation, and remodeling projects at the Auburn campus to upgrade facilities, add capacity, and better serve the community. In 1994, CCC opened a branch campus in Fulton, Oswego County that has expanded several times to accommodate a rapidly growing student population.



Like other community colleges in the State University of New York system, CCC provides an affordable gateway to higher education, with programs that include liberal arts, broadcasting, studio art and design, business, nursing, and criminal justice. Approximately 1,600 students attend classes at the Auburn campus. Many courses are available online, offering flexibility to students with job and family responsibilities as well as a growing number of distance-learning students. The college also has a wide variety of credit-free courses and specialized workforce training programs.

In April 2011, the Faculty and Curriculum Committee at CCC approved an Entrepreneurship Concentration within a Business Administration Associate's degree. Students who elect to pursue this concentration will be required to take three classes:

**Associates Degrees Awarded by Cayuga Community College by Program, 2009-2010**

Program	Completions
Humanities/Humanistic Studies	225
Business Administration and Management	77
Registered Nursing	59
Criminal Justice/Police Science	48
Liberal Arts and Sciences/Liberal Studies	44
Art/Art Studies	17
Corrections	14
Accounting Technology/Technician and Bookkeeping	13
Communication, Journalism, and Related Programs*	11
Mechanical Engineering/Mechanical Technology/Technician	11
Computer and Information Sciences	9
Elementary Education and Teaching	9
Child Care and Support Services Management	7
Electrical, Electronic and Communications Engineering Technology	5
Secondary Education and Teaching	2
Geography	1
<b>Total</b>	<b>552</b>

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

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

## **5. Resource Assessment**

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- The Entrepreneurial Process
- Innovation & Creativity
- Social Entrepreneurship and Non Profit Management

In the coming months, CCC intends to develop additional Entrepreneurship Concentrations in other degree programs, allowing students to remain in their chosen fields of study while taking additional coursework in entrepreneurship.

**Training Resources.** Vocational and technical programs for youth and adults are offered at a variety of area educational institutions (see table). Adult education programs at Cayuga-Onondaga BOCES, for example, include various business careers (e.g., general office/clerical, customer service, medical billing and coding), certified nurse's aide/home health aide, practical nursing, auto body technology, and machining and welding, among others.

Although reduced state and federal funding levels have been an ongoing challenge, the NYS Department of Labor offers grants to businesses for incumbent worker training as well as OJT funding to encourage the hiring of long-term unemployed workers and help offset the cost of training these new hires.

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. The college has a mobile computer lab for software training. Some programs are delivered by outside trainers, while others are taught by existing faculty.

Leadership and management development programs are available through the Office of Community Education and Workforce Development in partnership with AchieveGlobal; more than 100 training modules are available. The college also offers skills training programs for security guards and health care workers (e.g., pharmacy technician certification, medical assisting). CCC is in the process of developing a plastics technology program that will train dislocated workers for new jobs at Tessy Plastics; currently, people must be sent to an educational institution in Pennsylvania to receive this type of training.

<b>Educational Resources: Vocational and Technical Programs in Cayuga County and Adjacent Counties</b>	
<b>Provider</b>	<b>Location</b>
Cayuga-Onondaga BOCES	Auburn
Simmons Institute of Funeral Service Inc.	Syracuse
Syracuse Central Technical Vocational Center	Syracuse
ITT Technical Institute-Liverpool	Liverpool
National Tractor Trailer School Inc	Liverpool
Onondaga Cortland Madison BOCES	Liverpool
Onondaga School of Therapeutic Massage	Syracuse
Wayne-Finger Lakes BOCES	Newark
Finger Lakes School of Massage	Ithaca
Oswego County BOCES	Mexico

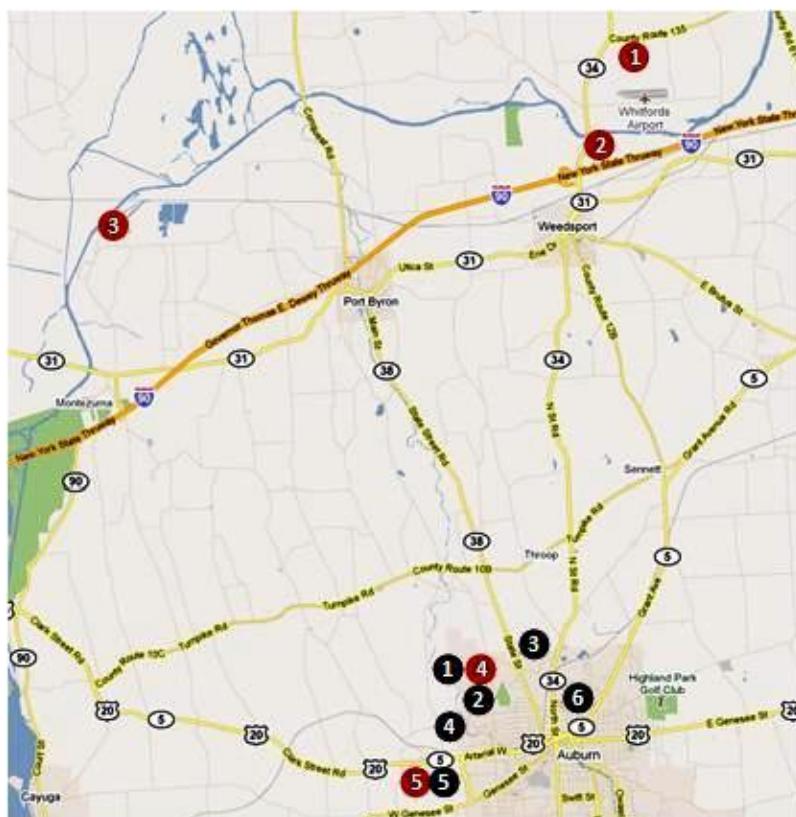
*Source: U.S. Department of Education, National Center for Education Statistics.*

## 5. Resource Assessment

## Real Estate

When making real estate decisions, companies aim to meet the functional needs of their operation while minimizing startup time and limiting potential risks. If the type of facility required is relatively generic, companies search the real estate listings for buildings, pursuing vacant sites for construction or turning to other locations if no facilities matching their criteria are available. If their building requirements are unique (e.g., large size, specialized space layout, high-end architectural features), they will look for a site on which to build. Different companies and types of operations are attracted to different levels of readiness, from a developed site to a shell building in place to a move-in quality building.

**Currently Available Sites and Buildings in Cayuga County.** In conjunction with CEDA and other community stakeholders, several sites and buildings in the County were identified as having potential for future commercial and industrial development. These are shown on the map and are summarized below.



## **5. Resource Assessment**

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	<b>Site Description</b>	<b>Location</b>	<b>Size</b>	<b>Utilities</b>	<b>Transportation Access</b>
1	Agricultural land	SR 34, Town of Cato	100+ acres	Undeveloped	Rail (N), Interstate (1.5 mi.)
2	Agricultural land	SR 34, Town of Brutus	75 acres	Electric/water on road	Rail (N), Interstate (<1 mi.)
3	Former ADM plant	Town of Montezuma	200+ acres	Electric/water and on-site package sewer plant	Rail (Y), Interstate (8 mi.)
4	Existing business park	City of Auburn	32 acres (remaining)	Electric/water/sewer/gas/telecom	Rail (N), Interstate (10 mi.)
5	Existing industrial park	Town of Aurelius	150 acres	Electric/water/sewer/gas/telecom	Rail (N), Interstate (10 mi.)

	<b>Building Description</b>	<b>Location</b>	<b>Size (SF)</b>	<b>Year</b>	<b>Ceiling</b>	<b>Cost</b>
1	Industrial (former plastics mfg.)	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	Old	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)

The two active business parks in Cayuga County are the Auburn Technology Park in the City of Auburn and Aurelius Industrial Park in the Town of Aurelius. Both are approximately 10 miles from the NYS Thruway interchange.

The 80-acre *Auburn Technology Park* (site 4) was developed by the City in the 1990s and serves as the location of McQuay International, Mack Studios, 4-M Precision Stamping, and other businesses employing an estimated 700 people. It has good access to labor and all utilities in place, although some upgrades and improvements are needed. Two sites, of 20 acres and 12 acres respectively, are currently available. Located in a NYS Excelsior Investment Zone (formerly Empire Zone), the Technology Park has not received a Shovel-Ready Certification from the state, but it is a Build Now-NY site, the only one in Cayuga County. Build Now-NY sites are considered to be at a high level of readiness, but are not pre-permitted.

The site of the *Aurelius Industrial Park* (site 5), located just west of the City of Auburn, was considered for future industrial use as far back as the 1950s. It is currently at a readiness level of 4-5. Public infrastructure is being constructed but additional infrastructure must be developed to support the full build-out capacity of the park, including the extension of water and sewer service (limited public water is available to some parcels) and an expanded road network. Anticipated water and wastewater costs are high relative to competing counties, although bulk water and sewer rates for users greater than 75K Gallons per Day have been developed to support value-added agriculture and food processing facilities.



The most ideal sites in the County based on their proximity to the NYS Thruway are essentially undeveloped, inactive farmland at the lowest level of readiness (6). Several development opportunities in this area have failed to come to fruition because of water and sewer issues involving the Town of Brutus and Village of Weedsport.

## **5. Resource Assessment**

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The Cato site along Route 34 (site 1) is part of an area being considered by the Town for future commercial/industrial development. Development of the property would require the extension of water and sewer lines across the Seneca River. Similarly, the site in the Town of Brutus (site 2), north of the Thruway, lacks public infrastructure but has about 50 acres that could be fully utilized if water and sewer lines are installed. The northern portion of the site is within the flood plain of the Seneca River.



The only available site outside the City of Auburn with direct rail access is the former ADM property off Route 31 in the Town of Montezuma (site 3). The ADM facility was built in the mid-1960s as a sugar beet-processing plant. The facility was in operation for only a short time, leaving behind a large inventory of older industrial structures that remain on the property today. In addition to rail access, the site has water and sewer served by an on-site package sewer

plant, but it is about 8 miles from the nearest Thruway exit, even though the interstate itself is only a short distance away. In the 1990s, the NYS Thruway Authority reportedly considered the creation of a new E-ZPass-only connection in Montezuma to improve access to the site for a potential economic development project, but the project was never implemented.

Although Auburn has plenty of water and sewer capacity, there are few greenfields available for commercial and industrial development within the City. As noted in its recent Comprehensive Plan, the City of Auburn has numerous vacant industrial properties that could be recycled for more productive uses, but redevelopment is complicated by the presence (or perceived presence) of environmental contaminants. A good example is the Bombardier building on Orchard Street, which has been vacant since 2006. The former GE and Bombardier buildings may be able to accommodate commercial and industrial development at some point, but both require substantial renovation and/or remediation. The City has applied for a NYS Brownfield Opportunity Area grant to identify its brownfield properties, assess environmental issues, and determine future uses.

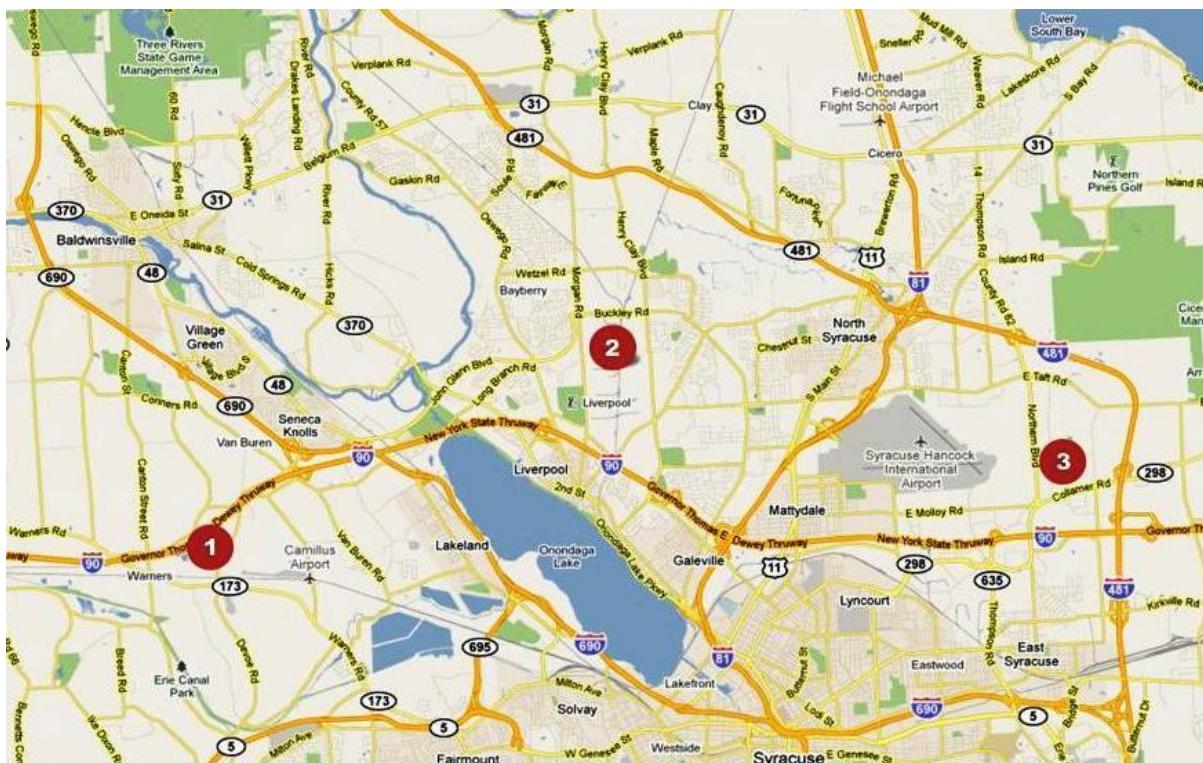


In general, available industrial buildings in Cayuga County are relatively old and have low ceiling heights, making them ill-suited for modern industrial uses (contemporary facilities have 20-25+ feet clearance in the ceilings). There are also few office buildings available in the County that would meet the needs of potential companies engaged in back office or similar operations, which require 10,000 to 25,000 square feet of space.

In comparing the availability of sites and buildings in Cayuga County with Onondaga County (see examples below), the latter has a larger inventory of properties at a higher level of readiness, including a shovel-ready site. Other upstate counties, including Oswego, Genesee, Livingston, and Wyoming have much larger inventories of business and industrial parks with all utilities – electric, gas, water, sewer, and telecom – already in place. In order for Cayuga County to effectively compete, this issue needs to be addressed.

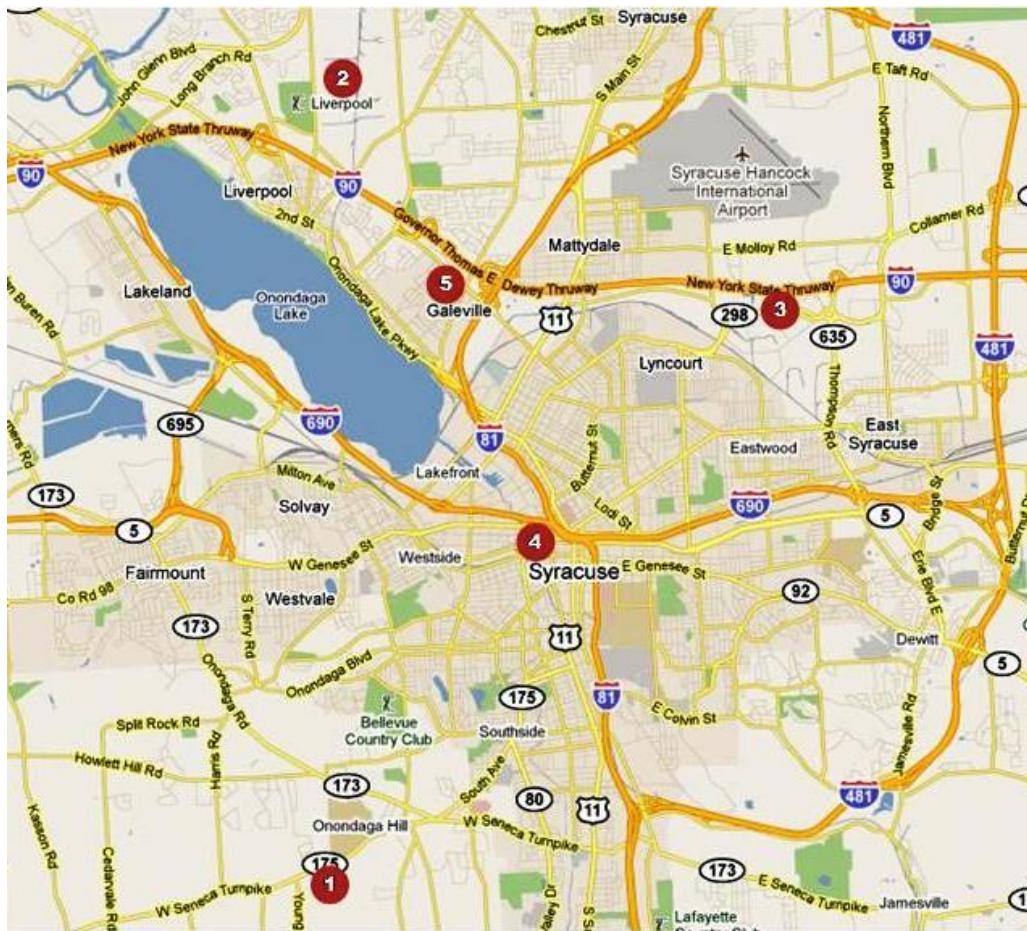
## 5. Resource Assessment

Examples of Available Sites in the Syracuse Area					
Designation/Location	Size/Price	Designated Uses	Utilities Present	Interstate	Rail
<b>1. Thruway Energy Distribution Park</b> 6711 Herman Road Warrens, NY 13164	<ul style="list-style-type: none"> <li>• 59 acres total</li> <li>• 5 to 30 acre lots</li> <li>• \$35,000/acre</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution</li> <li>• Industrial</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electric Power</li> <li>• Telecom</li> <li>• Gas</li> <li>• Sewer not mentioned</li> </ul>	Adjacent to NYS Thruway Exit 39	Not at site (1 mile away)
<b>2. Woodward Industrial Park</b> 4561 Steelway Blvd. So. Liverpool, NY 13088	<ul style="list-style-type: none"> <li>• 10.76 acres</li> <li>• \$37,660/acre</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution</li> <li>• Light Industrial</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electric Power</li> <li>• Telecom</li> <li>• Gas</li> <li>• Sewer</li> </ul>	2 miles to NYS Thruway Exit 38	Adjacent to site
<b>3. Woodbine Business Park</b> Schuyler Road East Syracuse, NY 13057 <b>Shovel-Ready Site</b>	<ul style="list-style-type: none"> <li>• 69 acres</li> <li>• \$46,000/acre</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution</li> <li>• Industrial</li> <li>• R&amp;D</li> <li>• Office</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electric Power</li> <li>• Telecom</li> <li>• Gas</li> <li>• Sewer</li> </ul>	1.5 miles to I-481 Exit 7	Not at site



## 5. Resource Assessment

Examples of Available Office/Industrial Buildings in the Syracuse Area		
Building Designation/Location	Size/Annual Lease Rate	Uses of Building
<b>Nixon Gear</b> 4601 Nixon Park Drive Syracuse, NY 13215	41,900 square feet \$3.65/sq ft	Industrial/Warehousing
<b>Former GATX Warehouse</b> 4474 Steelway Blvd. Liverpool, NY 13090	160,000 square feet \$3.50/sq ft	Industrial/Warehousing
6040 Tarbell Road Dewitt, NY 13214	60,000 square feet \$10.00/sq ft	Industrial/Flex Space
<b>E.M. O'Donnell Building</b> 301 Erie Blvd. West Syracuse, NY 13202	100,000 square feet \$16.00 /sq ft	Class A Office Space
<b>Nationwide Office Building</b> 110 Elwood Davis Road Liverpool, NY 13090	40,000 square feet \$14.50 /sq ft	Class B Office Space



## **6. Appendix**

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### **■ APPENDIX A: Project Background**

In December 2010, the Cayuga Economic Development Agency issued a Request for Qualifications for consulting services to prepare a strategic plan for economic development, the first since 2000. The plan would include a summary of the local economy and the key economic forces within the region, an analysis of the current business and industry mix, and an assessment of the area's strengths, weaknesses, and opportunities. With significant input from stakeholders and the community at large, the strategic plan would identify short- and long-term goals and action steps, serving as a blueprint for countywide economic development efforts over the next five years.

The Cayuga Economic Development Agency (CEDA) was established in November 2009 by the Cayuga County Legislature. Its mission is to "foster a sustainable quality of life in Cayuga County through job retention, expansion and attraction." Headed by a 15-member Board of Directors, nine of whom are from the private sector, CEDA hired its first executive director, Terry Masterson, in July 2010. The CEDA offices are located at 2 State Street in downtown Auburn.

Interest in creating a countywide economic development organization emerged from a community visioning forum on economic development held at Cayuga-Onondaga BOCES in July 2009. Of the many ideas suggested by those who attended the community forum, "Focus[ing] on all 23 towns, 9 villages, as well as the city. Create a comprehensive county [economic development] plan that makes sense," had the highest level of support. With help from Steven Lynch, Director of the Cayuga County Department of Planning & Economic Development, the by-laws of the organization were crafted, and both the Cayuga County Legislature and the Cayuga County Industrial Development Agency agreed to contribute funding towards CEDA's operations for three years.

Following a review of proposals received and subsequent interviews, the Board of Directors of CEDA selected the team of Moran, Stahl & Boyer LLC and E.M. Pemrick and Company to develop the Economic Development Strategic Plan.

**Realistic Expectations.** In the short-term, CEDA will need to focus a significant proportion of its resources on business retention and expansion. It is often said that it is far easier, and less costly, to retain an *existing* business than to attract a new one from elsewhere. CEDA should work in partnership with County and municipal leaders, as well as state economic development officials, to ensure that its larger employers, especially its manufacturers, remain in Cayuga County. The action plan includes a number of recommendations for communicating with and providing support to existing businesses.

Cayuga County faces multiple challenges in attracting new business. One is specific to New York State, namely the state's lack of competitiveness and its reputation for high tax rates and energy costs. This does not support a strong interest in the state by outside companies and site selectors, at least not unless significant incentives are provided. There may be opportunities, however, for the County to attract companies from higher-cost areas of the state or businesses that *need* to be in the region because of specific resources available – as is the case with the Saratoga Cheese Corporation, which would utilize milk produced by area dairy farms.

Another challenge is the lack of shovel-ready sites to accommodate development in Cayuga County. When seeking a potential location, businesses want predictability. An undeveloped site that is zoned for

## **6. Appendix**

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agricultural use, or a property that is zoned office/industrial but does not have public infrastructure in place, is at a considerable disadvantage in the marketplace. Developing a site plan, grading lots, extending utility lines, obtaining approvals, and other steps take time and add unpredictability to the process of establishing a business operation. As a result, sites at a high level of readiness are much more attractive to a prospective company.

Economic development is a long-term investment. While the action plan provides recommendations specifically designed to address the lack of shovel-ready sites and other impediments to economic growth, implementation is likely to take time. We believe, however, that a commitment of public resources for these initiatives will support new private investment and business attraction in the long run.

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### **APPENDIX B: LIST OF STAKEHOLDERS WHO PARTICIPATED IN INTERVIEWS AND DISCUSSIONS**

Moran, Stahl & Boyer LLC and E.M. Pemrick and Company would like to thank the many individuals who participated in interviews and focus group discussions and provided feedback during the development of this plan. We apologize if we have inadvertently left anyone off this list.

Name	Affiliation
Toby Millman	Agora Homes & Development
Jackie Komanecy	Agricultural Museum
Glenda Neff	Agriculture consultant
Meg O'Connell	Allyn Foundation
Judy Wright	American Farmland Trust
Renee Smith	American Red Cross
Chris Droggi	Anchor Resort and Marina
Stephanie Hutchinson	Auburn Housing Authority
Tom Minicucci	Auburn Medical Arts Building
John Baran	Auburn Memorial Hospital / CEDA Board
Tom Filiak	Auburn Memorial Hospital
Paul Hickey	Auburn Vacuum Forming
Jacci Farlow	Aurora Arts & Design Center
Todd Zwigard	Aurora Arts & Merchants Association
Robin Driskel	Aurora Free Library/Morgan Opera House
Sue Edinger	Aurora Hospitality / CEDA Board
Steven Walczyk	Barber Welding/Alpha Boats Unlimited
Nancy Tisch	Bet the Farm
Monique Wright-Williams	Booker T Washington Community Center
Jim Beckwith	Bouck Real Estate
Grant Kyle	Brister Mill
Dave Miller	Brutus Town Board / former Cayuga County Planning Director
Elaine Buffington	Buffington & Hoatland CPAs
Alice Hoatland	Buffington & Hoatland CPAs
Frank DeRosa	Business Consultant
Dr. Daniel Larson	Cayuga Community College
Carla DeShaw	Cayuga Community College / CEDA Board
Thomas J. Paczkowski	Cayuga Community College (Endowed Chair in Enterprise & Innovation)
Andrew Fish	Cayuga County Chamber of Commerce / 4 Tin Fish Farm / CEDA Board
Peter Tortorici	Cayuga County Legislature / CEDA Board
Meg Vanek	Cayuga County Office of Tourism
Gary Duckett	Cayuga County Parks & Trails
Steve Lynch	Cayuga County Planning & Economic Development / CEDA Board
Frank Howe	Cayuga County Planning & Economic Development
Geoff Milz	Cayuga County Planning & Economic Development
Terry Masterson	Cayuga Economic Development Agency (CEDA)
Steve Zabriskie	CEDA Board
Dee Dee Schenck	Cayuga Home for Children
Kevin Ellis	Cayuga Marketing LLC
Warren Albrecht	Cayuga Soil & Water Commission
Jeanine Wilson	Cayuga Soil & Water Commission
Ted Herrling	Cayuga Works / NYS Department of Labor One-Stop Center
William Speck	Cayuga-Onondaga BOCES / CEDA Board
Laurie Didio	Cayuga-Seneca Community Action Agency

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<b>Name</b>	<b>Affiliation</b>
Mindy VanLiew	Cayuga-Seneca Community Action Agency
Dave Bottar	Central NY Regional Planning Board
Peggy Liuzzi	Child Care Coalition
Michael Quill	City of Auburn / CEDA Board
Jennifer Haines	City of Auburn Planning & Economic Development
Trish Ottley	City of Auburn Planning & Economic Development
Philip Colby	Colby Real Estate
Dan Welch	Cornell Cooperative Extension
Doug Rivers	Cornell Cooperative Extension
Gloria Riston	Certified public accountant
John Currier	Currier Plastics
Dan Fessenden	Emerson Foundation
Nanda Speciale	Fair Haven Architectural Review and Beautification Committee
Neil Raymond	Farmer
Randy Scott	Farmer
Bill & Kelli Morgan	Farmer
Lori Dillon	Farmer
Lou and Merby Lego	Farmer / Restaurant at Elderberry Pond
Rosemarie Belforti	Finger Lakes Dexter Creamery
Jim Tull	Fingerlakes Mall
Joe Weirick	Finger Lakes SPCA
Michele Barber	Five Star Bank
Richard Hansinger	Gavras Center
Julia Reich	Graphic Designer
Barbara Bowen	Human Services Coalition of Cayuga County
Ian Kyle	IGK Equestrian LLC
Rita Trenti	Inn at the Finger Lakes
Alan Jones	ITT Goulds Pumps
Randi Zabriskie	Jane Morgan's Little House Ltd.
Tom Lewis	Johnston Paper / CEDA Board
David Murray	Key Bank
Midge Fricano	Lake Country Real Estate
Dave Smith	Log City Milling / Lake Distilling LLC
Gary Barletta	Long Point Winery
Peter Maciulewicz	Mack Studios / Cayuga Museum
John Ognibene	Mercy Health & Rehabilitation Center
Ed Sayles	Merry-Go-Round Playhouse
Michael Chamberlain	Musical Theatre Festival, Inc. / CEDA Board
Peter Kyle	North Brook Farms, Inc.
Julie Goodison	NYS Department of Labor
Melissa Miller	RE/MAX
Steve Ansteth	Realtor
Nancy Cheany-Netti	Realtor
Sean Murphy	Realtor
Jim King	Seneca Falls Savings Bank
Philip DeAngelo	Skaneateles School District
Dan Soules	Soules & Dunn Development Group / Grant Avenue Development
Mary Kay Worth	Southern Cayuga School District
Sean Lattimore	Springside Inn
Doug Young	Spruce Haven Farm & Research Center

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<b>Name</b>	<b>Affiliation</b>
Guy Cosentino	Stardust Foundation
Kelly Gridley	Tompkins Trust / CEDA Board
Edward J. Ide Jr.	Town of Aurelius
James Hotaling	Town of Brutus
Gary Searing	Town of Fleming
John Malenick	Town of Montezuma
John Klink	Town of Owasco
Keith Batman	Town of Scipio
Jeffrey Herrick	Town of Sennett
Lonny Palmieri	Town of Sterling
Charlie Ripley	Town of Summerhill
Tim Kelly	United Way of Cayuga County
Bonnie Bennett	Village of Aurora
Bill McVea	Village of Fair Haven
Jean Saroodis	Village of Weedsport
Bob Ellis	Wells College
Lisa Marsh Ryerson	Wells College
Lyn Odell	Willet Dairy Farm
Kurt Kramer	YMCA

## **6. Appendix**

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### **APPENDIX C: COMMUNITY PLANS AND ECONOMIC DEVELOPMENT IN CAYUGA COUNTY**

Of the municipalities in Cayuga County, roughly a third have adopted comprehensive plans and/or agriculture and farmland protection plans within the last 5-7 years. These planning documents not only address land use trends and development patterns; they also describe how and where commercial and industrial development should occur and present goals and objectives for economic development. Many of the plans evidence strong support for agriculture and farming, as well as agricultural economic development. Examples from recent plans are provided below.

Noting that Fair Haven Beach State Park is responsible for generating much of the Village's retail business and "has been at the forefront of many discussions of economic development," the joint **Town of Sterling and Village of Fair Haven Comprehensive Plan** (2010) calls for encouraging growth "that builds on existing assets including the development of the Town's business, recreation and tourism base"; supporting and promoting the arts and water-based recreational activities; and utilizing existing assets to further develop tourism, commercial and service industries. Town and Village leaders hope that the recent installation of public sewers (as well as new water lines, sidewalks, and crosswalks) in Fair Haven will allow the Village to grow as a visitor destination by removing barriers to economic development.

Adopted in 2008, the joint **Comprehensive Plan for the Towns of Ira and Cato** indicates that "it is critical to maintain the economic viability and profitability of agriculture as the primary engine of the local economy." The plan calls for fostering "an economic climate that supports and promotes the expansion of agritourism," attracting new business enterprises "that can complement agricultural commerce and the rural character of the area," and promoting "agricultural processing facilities and small niche processing facilities." Moving beyond agriculture, the plan states that

"Ira and Cato have entered an era of advanced communication and technology... new opportunities exist as the economy continues to become more service oriented." To capitalize on these opportunities, the plan proposes to encourage private investment in the development of vacant or underutilized parcels close to the NYS Thruway, improve local infrastructure to support business development along the Route 370 corridor, and support small business development programs for tourism-related businesses.

With agriculture identified as its second largest land use, the **Town of Brutus** adopted an agriculture and farmland protection plan in 2010. Among the goals of the plan are to "support current and future farm businesses by building public support for agriculture and farmland protection in the Town supporting economic opportunities for local farmers and related businesses." Additionally, the plan calls for encouraging Cayuga County to "promote opportunities and strategies to attract agribusinesses to Brutus and Weedsport as part of the county's overall agricultural economic development strategy."

The 2009 **Town of Sennett Comprehensive Plan** asserts that "Sennett's rural character, largely defined by its agriculture, is highly valued by residents in the Town." One of the goals of the plan is to "promote development of individual farming businesses, and the growth of a local agricultural industry," encouraging farm stands and farmers markets. The plan also advocates concentrating future commercial/retail development along the Route 5 corridor – closer to the City of Auburn where development already exists – in order to protect rural and agricultural uses in other areas of the Town.

Among the major themes of the recent **City of Auburn Comprehensive Plan** are "Shaping Business Growth Across Auburn" and "Re-Engaging the Owasco River" as a focal point for

## **6. Appendix**

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redevelopment and a place for recreation and tourism. To realize the vision of Auburn as an “economically successful... center of innovation” that “builds an entrepreneurial culture,” the plan establishes goals that include developing universal broadband access and encouraging arts and culture as an integral part of the local economy. The plan also recommends identifying vacant industrial sites around the City and encouraging their “reintegration” as well as continuing to make infrastructure improvements at Technology Park in support of new and existing businesses.

*There are numerous vacant industrial properties around Auburn and this land's economic impact on the city is severe. Auburn is only 8.4 square miles in area and most of that land is highly developed, leaving few "greenfields" available for new commercial or light industrial development. Although numerous businesses express an interest in locating here because of Auburn's location, access to highways and supportive business climate, many cannot find suitable sites within the city. Making this vacant land available for reuse would be an important economic development component for the city.*

- Building a Sustainable Auburn: City of Auburn, Comprehensive Plan, December 2009

Cayuga County's southern towns are home to some of the County's largest farming operations. The comprehensive plan for the **Town of Scipio**, adopted in 2010, indicates that “farming has historically been and continues to be a key component of the Scipio economy” because of the “excellent agricultural soils.” The plan highlights the town’s bioenergy opportunities: “Sustainable agricultural practice such as biomass production offers potential for economic growth in agriculture in Scipio as well as for environmental benefits provided by this kind of

land cover including water quality protection and habitat support. Emerging technologies in the use of biomass as a feedstock for biofuels, bioproducts, and bioenergy will likely lead to economic advantages in the development of biomass resources over many other agricultural products... a growing market for their use is opening up.”

According to the 2007 **Town of Niles Comprehensive Plan**, economic development should improve community life, protect existing cultural and environmental assets, and create an “inviting atmosphere... for all to experience.” The plan identifies the town’s “rural-agrarian character” as an economic asset, adding that “rural-agriculture related commercial and service businesses comprise the largest sector of the local economy... the same types of crops have been produced in Niles for nearly 200 years: hay, corn, wheat, oats, rye, dairy and beef cattle.” Consequently, the plan recommends encouraging agriculture-related economic development in the Town and supporting “context sensitive development” within or near its hamlets.

Interviews with municipal leaders further signified an array of desires and preferences with respect to economic development. In the **Village of Aurora**, for example, a key issue is the need for full-time (as opposed to seasonal) businesses and small-scale cottage industries; participants in a recent focus group discussion emphasized that although they would like to see business growth in Aurora, they also want to preserve the village’s historic small town character and the water quality in Cayuga Lake. Similarly, town leaders from **Owasco** and **Summerhill** indicated that residents have spoken “loud and clear” about their desire to maintain the rural environment. There is little interest in allowing additional commercial or industrial development beyond the few commercial properties that currently exist.

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### **■ APPENDIX D: ECONOMIC DEVELOPMENT IN COUNTIES ADJACENT TO CAYUGA**

County	Target or Strategic Industries	Leading Employers
<b>Cortland</b>	None identified.	<ul style="list-style-type: none"><li>• State University of New York at Cortland (public education)</li><li>• Pall Trinity Micro Corporation (manufacturing)</li><li>• Cortland Regional Medical Center (health care)</li><li>• Cortland County (local government)</li><li>• Marietta Corporation (manufacturing)</li><li>• Cortland City School District (public education)</li><li>• Apex Tool Group (manufacturing)</li><li>• Greek Peak Ski Resort &amp; Hope Lake Lodge Resort (hospitality)</li><li>• Gutchess Lumber (manufacturing)</li><li>• Intertek Testing Services (laboratory)</li></ul>
<b>Onondaga</b>	<ul style="list-style-type: none"><li>• Academic and Research Institutions</li><li>• Accounting</li><li>• Banking &amp; Finance</li><li>• Biosciences and Medical</li><li>• Digital and Electronic Devices</li><li>• Environmental and Energy Systems</li><li>• Information Technology</li><li>• Insurance &amp; Risk Management</li><li>• Packaging</li><li>• Precision Metalworking</li></ul>	<ul style="list-style-type: none"><li>• SUNY Upstate Medical University (higher education/health care)</li><li>• Syracuse University (higher education)</li><li>• Wegmans Food Market (retail)</li><li>• St. Joseph's Hospital Center (health care)</li><li>• Crouse Hospital (health care)</li><li>• Loretto (social services/health care)</li><li>• Lockheed Martin (manufacturing)</li><li>• P &amp; C Food Markets (retail)</li><li>• National Grid (utility)</li><li>• Magna Drivetrain – New Process Gear Inc. (manufacturing)</li></ul>
<b>Oswego</b>	<ul style="list-style-type: none"><li>• Advanced Manufacturing</li><li>• Health Care</li><li>• Hospitality and Tourism</li><li>• Renewable Energy</li><li>• Utilities</li></ul>	<ul style="list-style-type: none"><li>• Constellation Energy (utility)</li><li>• Oswego Health (health care)</li><li>• Wal-Mart (retail)</li><li>• Novelis Corp. (manufacturing)</li><li>• Entergy Nuclear (utility)</li><li>• Huhtamaki Packaging (manufacturing)</li><li>• Oswego County Opportunities (social services)</li><li>• Oswego Industries, Inc. (manufacturing)</li><li>• Price Chopper (retail)</li><li>• St. Luke Health Services (health care)</li></ul>
<b>Seneca</b>	<ul style="list-style-type: none"><li>• Advanced Manufacturing</li><li>• Alternative Energy</li><li>• Data Centers/Information Technology</li><li>• Destination Tourism</li><li>• Food Processing</li><li>• Health Care</li></ul>	<ul style="list-style-type: none"><li>• Goulds Pumps-ITT (manufacturing)</li><li>• ARG Trucking Corp./Earl T. Wadhams (transportation)</li><li>• Seneca-Cayuga ARC (social services)</li><li>• Hillside Children's Center (education and social services)</li><li>• New York Chiropractic College (private education)</li><li>• Huntington Living Center (health care)</li><li>• NYSEG (utility)</li><li>• Seneca Nursing Home and Rehabilitation (health care)</li><li>• BonaDent Dental Laboratories (manufacturing)</li><li>• Seneca Meadows Inc. (waste management)</li></ul>

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County	Target or Strategic Industries	Leading Employers
<b>Tompkins</b>	<p>No specific industries identified in 2006 Economic Development Strategy.</p> <p><i>"Education and medical/health services anchor the Tompkins County economy, bringing vitality and stability to the local area... Technology-related firms are thriving, and the sector shows great potential for further growth in such areas as biotechnology, nanofabrication and electronics. As home to one of the finest research universities in the world, Ithaca is positioned to capitalize on Cornell discoveries and inventions via small business spin-offs."</i></p> <p><i>Ithaca: Where Technology and Culture Converge</i> also highlights the opportunities for technology-related companies.</p>	<ul style="list-style-type: none"> <li>Cornell University (private education)</li> <li>Ithaca College (private education)</li> <li>Ithaca City School District (public education)</li> <li>BorgWarner Automotive (manufacturing)</li> <li>Cayuga Medical Center (health care)</li> <li>Tompkins County (local government)</li> <li>Wegmans (retail)</li> <li>Franziska Racker Center (social services)</li> <li>City of Ithaca (local government)</li> <li>William George Agency (social services)</li> </ul>
<b>Wayne</b>	<ul style="list-style-type: none"> <li>Agriculture-Related Manufacturing (Food Processing)</li> <li>Equipment Manufacturing</li> <li>Optics and Technology-Based Manufacturing</li> <li>Sustainable Energy</li> </ul>	<p>Unable to find a list; largest employers include:</p> <ul style="list-style-type: none"> <li>Finger Lakes DDSO (social services)</li> <li>Ultralife Batteries Corp. (manufacturing)</li> <li>Garlock Sealing Technologies (manufacturing)</li> <li>Klosure Dynamic Sales (professional services)</li> <li>Newark-Wayne Community Hospital (health care)</li> <li>Wayne County Nursing Home (health care)</li> <li>Respite (medical and health care)</li> <li>Wayne ARC (social services)</li> <li>Optimax Systems Inc. (manufacturing)</li> <li>Electro Mark (manufacturing)</li> </ul>
Cayuga County is one of 12 counties in the <b>Central Upstate New York Region</b> . Strategic industries in the region include:	<ul style="list-style-type: none"> <li>Academic and Research Institutions / Higher Education</li> <li>Biosciences and Medical</li> <li>Digital and Electronic Devices</li> <li>Environmental and Energy Systems</li> <li>Information Technology</li> <li>Packaging</li> <li>Precision Metalworking</li> </ul>	<p>Wayne and Seneca Counties are part of the <b>Greater Rochester Region</b>. Strategic industries in this region include:</p> <ul style="list-style-type: none"> <li>Advanced Manufacturing</li> <li>Architectural/Engineering Design Services</li> <li>Business Services</li> <li>Energy Innovation</li> <li>Food and Beverage Manufacturing</li> <li>Life Sciences</li> <li>Optics and Imaging</li> <li>Research and Development</li> <li>Software/Informatics</li> <li>Telecommunications</li> </ul>

## **6. Appendix**

### **■ APPENDIX E: AUBURN COMPREHENSIVE PLAN**

## **Boosting Downtown**

### ***Goal 1. Enhance downtown as a walkable, vibrant urban place***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
D1. Rename the zoning district covering downtown to emphasize its mixed-use nature.	Immediately	OPED, ACC	Minimum
D2. Enact enforceable standards the existing downtown design guidelines to shape development. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D3. Continue supporting and funding the rehabilitation of historic buildings using city, state and federal dollars.	Ongoing	OPED, ACC, BID, HCSC	Moderate
D4. Institute form-based code in the downtown area. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D5. Ensure that pedestrian links within downtown are accessible and well maintained.	Immediately	DPW, BID	Minimum
D6. Visually link the different parts of downtown by continuing streetscape improvements throughout.	Beyond 5 years	OPED, ACC, BID, DPW	Significant
D7. Revise signage ordinance to create standards, which result in signs oriented to the pedestrian instead of the motor vehicle. <sup>z1</sup>	0 to 2 years	OPED, ACC, BID,	Moderate



### ***Goal 2. Encourage more people to live and work downtown***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
D8. Eliminate downtown parking requirements for residential buildings.	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D9. Provide a diversity of housing options, particularly condominiums and high-quality rental units within walking distance of downtown	2 to 5 years	OPED, ACC, PLAN, ZBA	Minimum

<sup>z1</sup> This notation groups together strategies for a first phase of zoning code revision. The “moderate” resource requirement is for all of these items together, not moderate for each.

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### ***Goal 3. Improve marketing of downtown***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
D10. Offer a resource through the BID or city to help shop owners succeed.	Immediately	OPED, BID	Minimum
D11. Fill vacant storefronts with arts or other signs of life.	Immediately	OPED, CCAC	Minimum
D12. Develop a parking education and signage strategy for downtown	0 to 2 years	OPED, BID, APD, DPW	Moderate
D13. Support an aggressive schedule of outdoor festivals.	Ongoing	ACC, OPED, BID, APD	Minimum
D14. Use street banners to tout Auburn.	0 to 2 years	OPED, ACC, HCSC, CCAC	Minimum

### ***Goal 4. Develop downtown Auburn as a center for arts and entertainment***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
D14. Market the downtown area as one suitable for arts and trades, as well as a great place to live.	0 to 2 years	OPED, BID, HCSC,CCAC	Moderate
D15. Allow and encourage live/work space downtown. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate

## **Shaping Business Growth**

CAYUGA COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

11/11/2011 Version: 11.11.11



## **6. Appendix**

# **Across Auburn**

**Goal 1. Encourage sustainable development principles in the creation of new commercial parcels and buildings as well as in the renovation of existing commercial parcels and buildings.**

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
B1. Require low impact development practices for all large-scale developments in Auburn.	2 to 5 years	OPED, ACC, PLAN, ZBA	Moderate
B2. Require "town-center" and walkable designs for new business development including, where appropriate, mixed uses.	2 to 5 years	OPED, ACC, PLAN, ZBA	Moderate
B3. Revamp minimum parking requirements and require rear building parking. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B4. Provide a green development checklist in the code to make sure everyone is on the same page.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B5. Identify important vacant and industrial sites around the city and encourage their reintegration into Auburn's economy.	0 to 2 years	OPED, ACC	Minimum
B6. Establish systems to monitor potential pollution beyond the boundaries of vacant industrial land.	2 to 5 years	OPED, ENG	Moderate to significant
B7. Institute Dark Sky standards for all non-residential lighting throughout the city including publicly- and utility-owned fixtures.	0 to 2 years	OPED, ACC ENG, DPW	Minimum
B8. Eliminate front yard setback requirements in all commercial districts. Establish build-to lines in the densest districts.	0 to 2 years	OPED, ACC	Minimum
B9. Embrace and implement recommendations outlined in the city's recently completed energy master plan.	0 to 2 years	OPED, ACC ENG, DPW	Minimum to significant
B10. Continue infrastructure improvements at Technology Park to support new and existing businesses.	2 to 5 years	OPED, ACC ENG, DPW	Significant
B11. Support the creation of a Finger Lakes Radio Passenger State in Auburn.	Beyond 5 years	OPED, ACC ENG, DPW	Significant

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### ***Goal 2. Improve commercial signs so they reflect the character of the city and the character of particular neighborhoods.***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
B12. Signs shall reflect the desired character of the neighborhood in which they are erected. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B13. Discourage pole signs throughout the City, except for the C-3 Highway Commercial areas. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B14. Eliminate changeable signs throughout the city except for movie or other performance venues. <sup>z1</sup>	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B15. Set a stricter set of standards for variances to the sign ordinance.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B16. Prohibit billboards within city limits.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B17. Encourage protection of historic signs	0 to 2 years	OPED, ACC	Minimum
B18. Allow painted signs on building walls.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B19. Revise home occupation rules to focus on impact and not use.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum

### ***Goal 3. Develop a plan for universal broadband access***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
B20. Research and create a plan for wireless broadband access throughout the city.	2 to 5 years	OPED, ACC	Moderate

### ***Goal 4. Encourage the arts and culture sector as an integral part of Auburn's economy***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
B21. Support existing and future arts and cultural institutions and events.	Ongoing	OPED, ACC, HCSC, BID, CCAC, CCOT, CHAM	Minimum

## **Creating a welcoming community**

### **CAYUGA COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN**



## **6. Appendix**

### ***Goal 1. Create a more welcoming environment for visitors and improve the experience of arriving in Auburn.***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
G1. Upgrade important gateways into the city.	0 to 2 years	OPED, ACC, DPW, ENG	Moderate to significant
G2. Upgrade gateway signs into downtown.	Immediately	OPED, ACC, DPW	Minimum

### ***Goal 2. Develop a comprehensive system for directing people into and around Auburn.***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
G3. Craft a wayfinding plan to get people around Auburn, especially downtown.	Immediately	CCOT, OPED	Moderate
G4. Coordinate signage with adjoining communities to move visitors to downtown Auburn and around the city.	Immediately	CCOT, OPED	Minimum

### ***Goal 3. Improve corridors in and around Auburn.***

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
G5. Improve the travel corridors of Auburn.	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
G6. Use banners to identify different districts.	0 to 2 years	OPED, ACC, CCAC, DPW	Minimum

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### Re-engaging the Owasco River

#### **Goal 1. Reconnect people to the river.**

Strategy	Timeframe	Partner(s)	Resources
R1. Create a greenway along the Owasco River.	2 to 5 years	OPED, ACC, DPW, ENG	Moderate to significant
R2. Create Wadsworth Park on the river.	Ongoing	OPED, ACC, DPW	Significant <sup>7</sup>
R3. Ensure that public access along the river is protected over time. <sup>71</sup>	Immediately	OPED, ACC, PLAN, ZBA	Minimum

#### **Goal 2. Leverage the Owasco River as an economic asset for the community.**

Strategy	Timeframe	Partner(s)	Resources
R4. Rezone certain areas along the river to allow private residential or mixed-use development, while protect public access to and along the river. <sup>71</sup>	0 to 2 years	OPED, ACC	Moderate
R5. Develop and promote options for enlarging the downtown park along Loop Road.	Beyond 5 years	OPED	Moderate
R6. Find ways to open the river to more boat navigation.	Beyond 5 years	OPED, DPW	Moderate

#### **Goal 3. Improve and maintain the integrity of the Owasco River as an environmental resource.**

Strategy	Timeframe	Partner(s)	Resources
R7. Review and improve city ordinances with regards to stormwater runoff	0 to 2 years	OPED, ACC	Moderate
R8. Undertake a public education campaign to keep the water in the Owasco River clean	Immediately	OPED	Moderate
R9. Reactivate the river's hydropower capacity.	Beyond 5 years	OPED, DPW	Moderate to significant

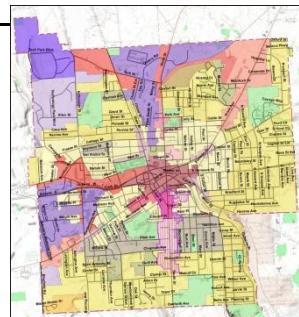
## Simplifying and Improving Development

<sup>7</sup> Preliminary plan options for Wadsworth Park have been developed as part of this comprehensive plan. An initial cost estimate for the park is \$1.1 million.

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**Goal 1. Review and revise zoning rules so that make it easier for private developers to undertake projects that fit with Auburn's urban, historic, cultural and environmental vision.**

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
S1. Require all applicants before the planning board, zoning board or city council describe, as part of their application, ways in which their project meets the vision and goals set out in the comprehensive plan.	Immediately	OPED, ACC, PLAN, ZBA	Minimum
S2. Streamline and clarify the land use codes. <sup>z1</sup>	0 to 2 years	OPED, ACC	Moderate
S3. Revise and unify definitions. <sup>z1</sup>	0 to 2 years	OPED, ACC	Moderate



**Goal 2. Improve operations of the planning and zoning boards.**

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
S4. Link criteria for the parameters listed in the site plan review to standards elsewhere in the code or provide standards.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
S5. Require more than four hours of training per year for planning and zoning board members.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
S6. Make variances rare.	Immediate	OPED, PLAN, ZBA	Minimum
S7. Institute systems to make sure planning and zoning boards have a complete and defensible record of decisions.	Immediate	OPED, PLAN, ZBA	Minimum
S8. Review the comprehensive plan.	Ongoing	OPED, ACC	Minimum

**Goal 3. Adopt policies that promote arts and culture as economic development.**

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
S9. Secure resources for the protection of historic and cultural resources.	0 to 2 years	HCSC, OPED, ACC	Moderate

**Goal 4. Make municipal operations more environmentally and economically sustainable.**

<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
<b>CAYUGA COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN</b>			

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<b>Strategy</b>	<b>Timeframe</b>	<b>Partner(s)</b>	<b>Resources</b>
S10. Upgrade municipal facilities, equipment and operations including making them more environmentally friendly by incorporating sustainable technology and design into the construction of new municipal buildings and the renovation of old ones.	0 to 2 years	DPW, ACC	Minimum to significant
S11. Review and upgrade operations and purchases to improve sustainability.	0 to 2 years	FIN, ACC	Minimum to significant

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### APPENDIX F: CAYUGA FARM STATISTICS

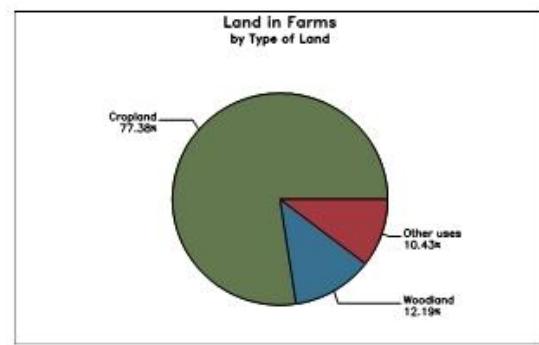
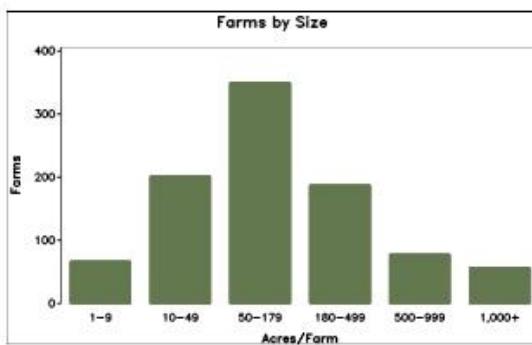
# 2007 CENSUS OF AGRICULTURE

County Profile



## Cayuga County New York

	2007	2002	% change
<b>Number of Farms</b>	936	881	+ 6
<b>Land in Farms</b>	249,476 acres	238,129 acres	+ 5
<b>Average Size of Farm</b>	267 acres	270 acres	- 1
<b>Market Value of Products Sold</b>	\$214,403,000	\$128,040,000	+ 67
Crop Sales \$48,544,000 (23 percent)			
Livestock Sales \$165,859,000 (77 percent)			
Average Per Farm	\$229,063	\$145,334	+ 58
<b>Government Payments</b>	\$2,791,000	\$3,744,000	- 25
Average Per Farm Receiving Payments	\$7,213	\$10,547	- 32



United States Department of Agriculture  
National Agricultural Statistics Service

[www.agcensus.usda.gov](http://www.agcensus.usda.gov)

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# 2007 CENSUS OF AGRICULTURE

## County Profile

### Cayuga County – New York

#### Ranked items among the 62 state counties and 3,079 U.S. counties, 2007

Item	Quantity	State Rank	Universe	U.S. Rank	Universe
<b>MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)</b>					
Total value of agricultural products sold	214,403	3	61	285	3,076
Value of crops including nursery and greenhouse	48,544	11	61	872	3,072
Value of livestock, poultry and their products	165,859	2	58	170	3,069
<b>VALUE OF SALES BY COMMODITY GROUP (\$1,000)</b>					
Grains, oilseeds, dry beans, and dry peas	30,575	1	54	809	2,933
Tobacco	-	-	-	-	467
Cotton and cottonseed	-	-	-	-	626
Vegetables, Melons, potatoes and sweet potatoes	7,730	15	59	233	2,796
Fruits, tree nuts, and berries	1,452	24	58	373	2,659
Nursery, greenhouse, floriculture, and sod	2,793	25	61	688	2,703
Cut Christmas trees and short rotation woody crops	196	18	54	246	1,710
Other crops, and hay	5,799	4	55	278	3,054
Poultry and eggs	3,887	8	57	756	3,020
Cattle and calves	18,360	2	54	748	3,054
Milk and other dairy products from cows	140,328	2	54	40	2,493
Hogs and pigs	(D)	7	55	(D)	2,922
Sheep, goats, and their products	(D)	(D)	55	(D)	2,998
Horses, ponies, mules, burros, and donkeys	311	35	57	785	3,024
Aquaculture	(D)	35	40	(D)	1,498
Other animals and other animal products	2,033	2	57	89	2,875
<b>TOP CROP ITEMS (acres)</b>					
Forage – land used for all hay and haylage, grass silage, and greenchop	56,998	9	54	198	3,060
Corn for grain	39,379	2	53	679	2,634
Corn for Silage	29,200	2	52	20	2,263
Soybeans for beans	27,638	1	46	725	2,039
Wheat for grain, all	8,058	3	41	788	2,481
<b>TOP LIVESTOCK INVENTORY ITEMS (number)</b>					
Layers	92,051	8	57	403	3,024
Pullets for laying flock replacement	82,070	7	54	274	2,627
Cattle and calves	73,003	2	55	277	3,060
Hogs and pigs	2,909	8	55	981	2,958
Colonies of bees	2,640	3	54	231	2,640

### Other County Highlights

Economic Characteristics	Quantity	Operator Characteristics	Quantity
Farms by value of sales		Principal operators by primary occupation	
Less than \$1,000	198	Farming	513
\$1,000 to \$2,499	74	Other	423
\$2,500 to \$4,999	78	Principal operators by sex	
\$5,000 to \$9,999	82	Male	813
\$10,000 to \$19,999	77	Female	123
\$20,000 to \$24,999	27	Average age of operator (years)	55.9
\$25,000 to \$39,999	56	All operators by race	
\$40,000 to \$49,999	20	American Indian or Alaska Native	4
\$50,000 to \$99,999	88	Asian	2
\$100,000 to \$249,999	90	Black or African American	2
\$250,000 to \$499,999	84	Native Hawaiian or Other Pacific Islander	-
\$500,000 or more	62	White	1,444
Total farm production expenses (\$1,000)	165,802	More than one race	6
Average per farm (\$)	177,139	All operators of Spanish, Hispanic or Latino Origin	4
Net cash farm income of operation (\$1,000)	58,267		
Average per farm (\$)	62,251		