



Tompkins County

ECONOMIC DEVELOPMENT STRATEGY
2015-2020



LETTER FROM LEADERSHIP

Tompkins County's 2015-2020 Economic Development (ED) Strategy is our third economic development strategy. It was developed by TCAD with contributions from diverse stakeholders. We embarked on this effort in order to take a fresh look at the County's overarching strengths and challenges, and to renew our strategic approach to economic vitality. The process reached for broad input, and paused for self-reflection and depth of consideration. The results include vision and values statements, three high-level goals, and a commitment to excellence in our economic development programs as well as a commitment to proactive leadership that advances achievement.

The Economic Development Strategy will contribute to a thriving economy through public and private investment; business development, retention and expansion; and workforce development that creates access to quality careers for local residents. Having completed the written strategy, the real work of achieving this vision of economic opportunity can begin. Let's work together improving economic conditions to improve people's lives.

Signatories:



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Chair



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ABOUT THIS DOCUMENT

As the economic development agency for Tompkins County, TCAD oversees the creation and implementation of economic development strategies for the County. TCAD was responsible for the planning and writing of this document, including engagement of stakeholders and coordination among various agencies that participate in local economic development. About 150 individuals contributed their thoughts about economic development through group discussions and surveys.

We gratefully acknowledge the participation of:

- *Downtown Ithaca Alliance*
- *ED Collaborative (See Appendix D for member organizations)*
- *Ithaca Youth Council*
- *Local First Ithaca – a chapter of Business Alliance for Local Living Economies*
- *Survey of business leaders*
- *Survey of developers and related professionals*
- *Survey of municipal planning and permitting professionals and civic leaders*
- *IBEW, Laborers, Teamsters locals and Tompkins County Workers' Center*
- *TCAD Board of Directors and Planning Committee*
- *Tompkins Connect (United Way's young leaders group)*
- *Tompkins County Council of Governments*
- *Tompkins County Diversity Consortium*
- *Tompkins County Legislature's ED Committee*
- *Tompkins County Workforce Diversity and Inclusion Committee*
- *Tompkins Workforce Investment Board*

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INTRODUCTION

Tompkins County is a unique place offering a vibrant small city and engaged rural towns in a superb natural setting that includes three of New York State's six gorge parks. The Ithaca area appeared in fourteen national "Top 10" rankings in 2013¹. The skilled workforce, high quality employment opportunities, rich cultural resources, diverse retail establishments and restaurants, and the local food and beverage renaissance all contribute to making Tompkins County a great place to live, work, play and grow a business.

In 2014, Tompkins County was home to over 2,600 businesses and nearly 70,000² jobs. The top five private employers are Cornell University, Ithaca College, BorgWarner Morse TEC Automotive, Cayuga Medical Center, and Wegmans supermarket. Technology-driven manufacturers and service firms create an exciting entrepreneurial environment. A range of professional, business and hospitality service providers contribute to the healthy business climate.

The 2015-2020 Economic Development Strategy presents our goals for sustainable growth and strategies for economic progress.

Tompkins County Economy

Tompkins County has a total area of 492 square miles with a population of 103,600 in 2013. It is situated in central New York at the south end of Cayuga Lake in the Finger Lakes. The City of Ithaca is the County seat. The County has a central urbanized area encompassing about half the County's population. There is a small amount of suburban development surrounding this core, but the landscape quickly changes to a rural development pattern with farmlands, woodlands, and a scattering of villages and hamlets.

Tompkins County has an unusual economy in Upstate New York. Communities in the County are dominated by the academic calendars of Cornell University, Ithaca College and TC3. About 45% of jobs, including students who work on campus, are concentrated in the education service sector, as compared to about 12% in the surrounding six-county region. While manufacturing plays an important role in Tompkins County creating about 8% of jobs, in the surrounding region manufacturing remains the strongest sector, generating about 17% of jobs. Tompkins County has a growing high tech sector, with particular strengths in research and development, and computer systems design (software), producing over 6% of the County's jobs³.

Due to the predominance of the education and technology-related sectors, Tomkins County employers require higher levels of education and skills than the surrounding region, whose private sector economies are more dependent on basic-skilled and medium-skilled industries. This elevates the need for great basic education as well as post-secondary training, creating a workforce that can capitalize on these career opportunities.

The Tompkins County economy has grown steadily from about 17,000 private sector jobs in 1960 to 59,300 in 2013. During the same period, the local economy experienced significant restructuring. In 1962, manufacturing peaked providing 6,200 jobs, which was 36% of all private sector jobs. In 2013, there were 3,400 manufacturing jobs, less than 6% of all private sector jobs. By 2013, service-providing jobs had grown to 93% of jobs, including 54,800 private sector jobs and 9,600 public sector jobs, which includes about 3,000 public school employees. Starting with the GI Bill after World War II, fueled by the Baby Boomers in the mid 1960s and accelerating into the 1980s, higher education grew into the dominant sector.

¹ <http://www.visitithaca.com/about-ithaca-tompkins-county/top-10s.html>

² This figure includes the approximately 19,000 workers who are not covered by unemployment insurance: primarily college students who work on-campus; also including, but not limited to contract workers in construction, healthcare, real estate, and other professional services.

³ High Tech employment estimated by Chmura Economics & Analytics' JobsEQ 2.0.

By 2013, higher education accounted for about 52% of private sector jobs, and 45% of all jobs. In 2013, health services made up about 11% of private sector jobs. Scientific and technology services, transportation, professional services, and other business and personal services made up about 20% of service-producing jobs. An interesting anomaly is that over the past five decades, while most sectors have changed dramatically, consumer-oriented service jobs – such as retail, food service, and hospitality – have remained steady providing a total of about 16% of private sector jobs.

Tompkins County is a regional employment center. While job growth has been at about 10% or more per decade, population growth has been much slower. The result is that in 2014 about 15,000 people commute into the County daily to come to work. Thus, housing and transportation are both critical supporting factors for the County's economic vitality.

Tompkins County has a relatively stable and moderately growing economy. Its quality of life, prepared workforce and health of its sectors provide strong underpinnings as we face challenges and seek greater vitality and opportunity going forward.

(See Appendices A and B for more detailed information about the County's demographics and economy.)

What is Economic Development?

Economic development is a partnership among local governments, community institutions and the private sector to increase quality job opportunities for local people and strengthen the tax base. The primary means of achieving economic development are through:

- *Public and community investments in infrastructure, workforce and amenities to attract private sector investment*
- *Development of the labor market's skills and the workforce system to increase local people's ability to secure employment and develop meaningful careers*
- *Resources that help businesses start, stay and thrive in Tompkins County, targeted to businesses that primarily sell their products and services outside the County*

To engage successfully in economic development, the partners must marshal their resources and market themselves to gain competitive advantage and build a thriving and sustainable economy.

Overview of the Economic Development Strategy

The ED Strategy uses a planning horizon of ten years and is intended to guide economic development activities over the five-year period of 2015 to 2020. While a long-range plan of this nature provides focus and guidance, the world and economy can change substantially year to year. Thus, implementation of the strategy needs to be responsive and flexible. Periodic assessment of economic conditions and evaluation of progress will help fine tune implementation.

The components of the Strategy are:

- *Vision which provides the big picture of what the Tompkins County community aspires to achieve through economic development.*
- *Values statement which guides behaviors and decisions during the process of achieving the vision.*
- *Goals which provide general milestones that are needed to attain the vision, and objectives provide more specific and time-sensitive targets.*
- *Strategies and tactics which provide the approach for attaining the objectives and goals.*

VISION 2025

Tompkins County is an inclusive economy where every person can attain skills leading to fulfilling careers. The vibrant, diversified economy supports career path opportunities and a wide array of community resources, benefiting individuals across all income levels. All persons who work full time can achieve a livable income. The sustainable economy and high quality of life are mutually supportive and accessible to all residents. Our region offers a competitive business climate where companies make connections and thrive in a vibrant marketplace. Innovative ideas, entrepreneurs and resources combine to create a dynamic and thriving business community. Municipalities welcome and foster business investments. Infrastructure – water and sewer, transportation, energy and broadband – supports those investments in planned development focus areas. The expanding base of successful companies creates demand for workers and lifts wages. This positive business climate creates an environment for successful economic development.

There is a high level of leadership and collaboration among economic development, community development, business, higher education, and civic leaders to achieve this vision and maintain its vibrancy. Hallmarks of success include:

- *a diverse and growing economy that offers good paying jobs, career development and investment opportunities*
- *safe, healthy communities with vibrant cultural resources*
- *a thriving region reflecting commitments to investing locally and protecting the natural environment*
- *an outstanding international reputation where people want to live, work, play, visit, and invest.*

VALUES

Economic Development in Tompkins County should:

- **CREATE INCLUSIVE PROSPERITY** for the diverse local workforce that provides meaningful, quality employment opportunities with career paths and a livable income.
- **SUPPORT SUSTAINED ECONOMIC VITALITY** by strengthening businesses and industry sectors that are primed for growth into the future.
- **LEVERAGE INNOVATION** in products and production technologies to drive economic growth.
- **RETAIN WEALTH LOCALLY** through investment in people, infrastructure and business development, supporting both locally owned businesses and locally managed businesses that invest in their workforce and the local community.
- **ENHANCE QUALITY OF LIFE** to enhance the business climate and to retain and attract workforce. Quality of life includes vibrant community centers and neighborhoods, strong schools – both public and private, rich cultural resources, preservation and integration of natural resources, and an abundance of recreational opportunities.
- **BE COLLABORATIVE AND TRANSPARENT**, leveraging scarce resources through partnerships, developing robust solutions through stakeholder engagement, and fostering effectiveness through evaluation and accountability.

ECONOMIC DEVELOPMENT GOALS

Overview

There are three overarching goals for economic development in Tompkins County:

Goal A: Strategically invest in community infrastructure and district development to attract private investment

Goal B: Develop a labor market in which the aspirations and qualifications of the workforce are aligned with employment opportunities

Goal C: Strengthen, expand and diversify key sectors to foster job creation

These are common economic development goals for many communities. The specific objectives described below reflect the particular history and aspirations of Tompkins County. Infrastructure such as water and sewer, energy, broadband, roads, and an airport are often taken for granted in the 21st century. Yet, business and community leadership are constantly engaged in the planning and maintenance of these critical resources that support local investment and quality of life. Similarly, on the face of it, the availability of well-ranked public education systems and the presence of public and private higher education would appear to provide for a prepared workforce. Yet Tompkins County, like most places in America, faces gaps between workforce skills and the demands of available jobs and career opportunities.

Economic sectors grow and decline, or can change quickly in the competitive, global economy. Leaders, workers and community-based organizations can easily fall behind on understanding what these sectors need to remain strong and vital. Yet accurate and timely responses to private sector needs drive a healthy economy and the ensuing benefits to individual households and the community.

The following pages provide up-to-date information to help decision makers – whether job seekers or businesses or community leaders – understand these fundamental goals for economic development and identify specific objectives to target our economic development efforts. These are stepping stones to achieve our vision for the economy.

GOAL A: STRATEGICALLY INVEST IN COMMUNITY INFRASTRUCTURE AND DISTRICT DEVELOPMENT TO ATTRACT PRIVATE INVESTMENT

Community infrastructure is a broad arena of investments that undergird the development of the economy. This includes physical infrastructure such as roads, water, sewer, energy, and transportation systems. Community Infrastructure also includes the local government policies and procedures that guide and support regional planning and real estate investment. Another critical foundation to economic development is the availability of affordable housing particularly for lower to middle-income workforce.

District development is investment in planned, multi-use centers for living, working and playing be they in a town center, a revitalized industrial site, or a prime waterfront location. While the public or private sector leadership may provide the vision for revitalization and development of great places, the public sector has a large role in facilitating the development process to ensure the public interest is met through zoning, site planning and permitting procedures.

Active and attractive commercial centers are important for all sectors of the economy. For example, higher education benefits from a lively college town, the young adult workforce seeks social gathering spots, households and businesses need convenient services and shopping in the urbanized area and in rural villages and hamlets. Integrating businesses into this fabric and creating appropriate districts for specialized sectors is fundamental to economic development. The County has a variety of commercial and industrial districts. They need periodic investment and revitalization.

Several areas of Tompkins County are critical to the economic success of the County including downtown Ithaca, the business parks and industrial sites proximate to Ithaca Tompkins Regional Airport, Cornell's Campus on East Hill, and South Hill, including Ithaca College, the South Hill Business Campus and the Emerson (Chainworks) site. To support economic development, municipalities, developers, businesses and economic development stakeholders need reliable energy resources for these areas. In 2014, several business expansions and several residential developments experienced denial of expanded natural gas service due to insufficient capacity in existing distribution lines. Some customers have also encountered unreliable power grid service. There were also parts of downtown Ithaca without adequate infrastructure for new developments.

Objective 1: Improve and expand community infrastructure including utilities, transportation, and workforce housing

- 1.1. Target development to Development Focus Areas. While the presence of water and sewer infrastructure and transportation routes exist in these areas, planning and development of reliable and sufficient energy infrastructure are also critical in these areas to support development that creates jobs. (See Objective 4.1-4.4 for more on energy infrastructure.)
- 1.2. Ground Transportation: Support implementation of the Ithaca Tompkins County Transportation Council's 2035 Long Range Transportation Plan (2014). Transportation options increase workforce mobility and access to work, as well as increase affordability and improve quality of life in Tompkins County.
- 1.3. Sustain High Quality Air Service: Provide cost effective, efficient and reliable air service into the future. The Ithaca Tompkins Regional Airport provides critical infrastructure to our key sectors, especially Higher Education, Manufacturing and High Tech industries. The airport is their gateway to the world. It is a small airport facing big challenges in the next four years. Challenges include airline industry mergers, transition to larger aircraft with fewer flights, and a continued highly competitive airline industry.
- 1.4. Housing: Increasing housing supply to meet demand is critical to economic development. Particular needs are units affordable to households below and up to the median income. However, housing development across the spectrum of prices and types is needed to alleviate tight vacancy rates. The 2007 Tompkins County Affordable Housing Needs Assessment should be updated to delineate housing needs beyond 2014. The Tompkins County Housing Strategy should then be updated to provide developers a quantified guide to housing demand.

Objective 2: Refine Land Use and Municipal Development

- 2.1. Implement the County's Development Focus Area Strategy to encourage development in nodes with infrastructure. Municipalities should assure that zoning supports optimal use of infrastructure in these nodes and provides opportunities for development that fit community character and vision.
- 2.2. Continue to improve municipal regulation, permitting and inspection processes to facilitate private investment. Objectives are transparency of requirements and efficient scheduling for the processes.
- 2.3. Achieve the highest quality private sector investments. Municipal policies should attract developers' best-quality investments in business and housing development by creating a hospitable welcome, providing guidance, and facilitating a respectful process throughout the project's permitting process.

Objective 3: Support Major Development Projects and Districts such as the Emerson/Chainworks District, the Ithaca waterfront, and other complex projects in rural and urbanized areas.

- 3.1. Municipal planning and development approval processes as well as economic development incentives and technical assistance need to collaborate to guide and support the development process. Steps that need support are market analysis, environmental studies, zoning and site plan reviews, assembling the financing, and so on.

Objective 4: Achieve progress toward the County's housing and economic development goals in a manner compatible with the County's goal of reducing greenhouse gas emissions at least 80% by 2050.

- 4.1. Proactively plan for changes in energy demand and provision of stable energy infrastructure as Tompkins County experiences continued growth and reinvestment.
- 4.2. Improve the energy performance of buildings and foster innovations to the energy production, transmission and distribution systems.
- 4.3. The energy transition from primarily fossil fuels to climate-neutral energy sources will likely present challenges and perceived conflicts as it evolves. Developing energy-specific planning and economic development tools will support efforts to achieve this objective. For example, the County's Energy Roadmap (due for completion in 2015) will help guide both near-term and long-term actions needed to provide a secure energy future while achieving substantial GHG reductions.
- 4.4. Encourage and support business opportunities related to the energy transition and guided by the County's Energy Road Map, such as innovations in energy production, distribution and building-performance.



SOUTH HILL BUSINESS CAMPUS COMBINED COOLING HEATING AND POWER (CCHP)

Incentives delivered by the Tompkins County Industrial Development Agency (IDA) for this project.

The Tompkins County Industrial Development Agency (TCIDA), under its Energy-Related Investment Policy, approved incentives in January 2014 for the design, construction and installation of a 250 kW combined heat, cooling and power (CHCP) system for the office wing at the South Hill Business Campus (SHBC).

The \$1.1 million project will provide SHBC with reliable power and heat during outages while increasing system efficiency, lowering the dependency on fossil fuels and recognizing savings in utility cost. The installation is projected to reduce grid purchase from 5,500,000 kWh to approximately 3,900,000 kWh annually. In year one, the carbon footprint savings is approximately 15,862 CO₂e tons, reducing emissions 98%, equivalent to the emission of 2,616 cars.

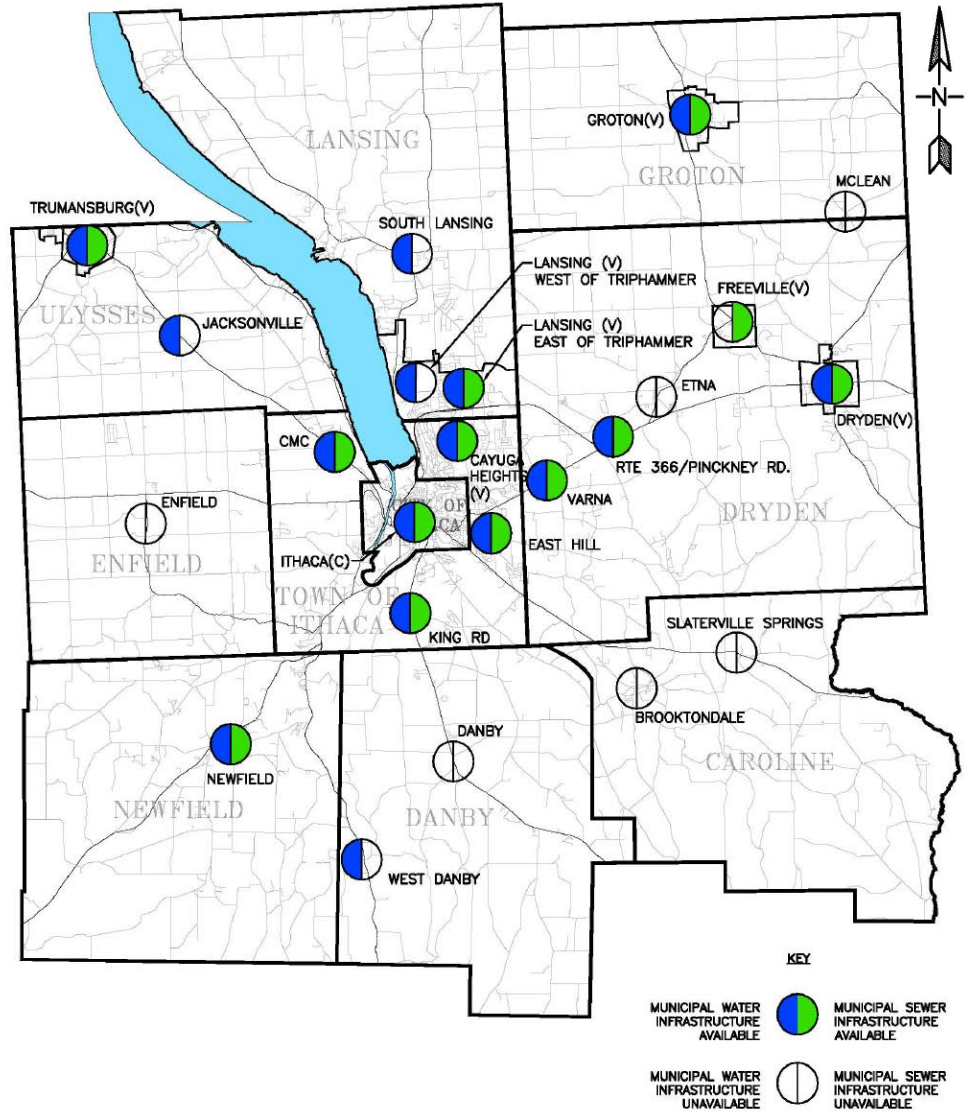


MACOMTM
Partners from RF to Light

MACOM ACQUIRES BINOPTICS

MACOM acquired BinOptics in December 2014 and manufactures lasers for the telecommunication and data communication industry in Tompkins County. The company has hired a number of individuals who have been previously unemployed. As a global public company, MACOM, embraces the richness that diversity brings to its workplace.

Driven and motivated individuals fill their job openings and while fabrication experience is a plus, MACOM is a hands-on company and is willing to train determined and dedicated individuals in their high tech manufacturing environment. MACOM is a company committed to helping its employees develop to their full potential in their jobs.



Potential Development Focus Areas with Water and/or Sewer

From the Countywide Inter-Municipal Water and Sewer Feasibility Study for Tompkins County (2010)

TCAD led the initiative to create a countywide study of water and sewer infrastructure identifying locations, capacities, and inter-municipal services and issues. This information contributed to the County's Development Focus Area Strategy.

GOAL B: DEVELOP A LABOR MARKET IN WHICH THE ASPIRATIONS AND QUALIFICATIONS OF THE WORKFORCE ARE ALIGNED WITH EMPLOYMENT OPPORTUNITIES

Workforce development is a critical economic development activity. Both basic-skilled workers and workers with specific occupational skill sets are fundamental for the local economy to succeed. Current challenges arise from two sources. The workplace is demanding greater skills, and demographic shifts are demanding innovative education and training programs.

In the workplace, technology has replaced many low-skilled jobs that used to provide family-supporting incomes and benefits. Today's "basic-skilled" jobs tend to be in service occupations, working with the public. Thus, they require communication skills, ability to make decisions, teamwork skills, and high levels of integrity. Traditionally blue collar jobs in manufacturing, maintenance, or healthcare support occupations now require computer skills and ability to follow complex management or regulatory protocols.

Changing demographics require continuing change in the delivery of education and training. According to the US Census and Woods and Poole projections, the workforce-age population in Tompkins County was 85% white, and primarily native-born in 2000. By 2010 that figure had dropped to 79% and by 2020 it is projected to drop to 75%. At the same time, the primarily white baby-boomer cohort, which is highly educated, will be well into a retirement surge. Equity in educational achievement remains a challenge for minority populations nationally and locally.⁴ New approaches to prepare these diverse populations in career-readiness are required.

The workforce development system needs to increase service capacity to meet this dual pressure of demand for greater skills at a time when delivering basic education faces greater challenges. Addressing this challenge will require additional funding. The need is imperative. Without a skilled workforce, the businesses creating the best job opportunities will relocate or never start up in Tompkins County. The better prepared that Tompkins County residents are, the more likely they are to be hired by local businesses and find quality career opportunities.

The primary focus of the workforce development system is connecting local employers and the local labor market. However, a number of key occupations require specialized training and experience. Those occupations, such as professors, medical specialists, and technology or management professionals are often recruited from regional or even national labor markets. Therefore, Goal B and its objectives encompass key industry positions that require broader recruitment efforts as well as the local labor market. The Tompkins County Workforce Strategy (2010) set out the Workforce Investment Board's detailed approach to achieve its mission:

Nurture and innovate the workforce system to support rewarding career pathways and fulfilling engagement of human capital over the next ten years of major economic and demographic change.

The Economic Development Strategy identifies specific objectives that increase alignment between workforce development and economic development partners to support the work toward that mission.

⁴ *Separate and Unequal*, July 31, 2013, Anthony Carnevale and Jeff Strohl <http://cew.georgetown.edu/separateandunequal>, ICSD report card graduation rates.

Objective 1: Improve access to better labor market information for employed workers, job seekers and the emerging workforce so they can: make more informed decisions about career development choices and opportunities; better align their skill development to employer needs; access qualifications and training programs.

- 1.1. Improve the quality of labor information and better tailor it to customers at the One Stop Career Center so that job-seekers can make more informed decisions about their career. Examples are current information on demand occupations and local employers' needs.
- 1.2. Increase systematic connections with area high schools to facilitate increased distribution of local labor market information to guidance counselors and teachers.
- 1.3. Improve labor market, career, and training information on the TCAD and WIB websites.

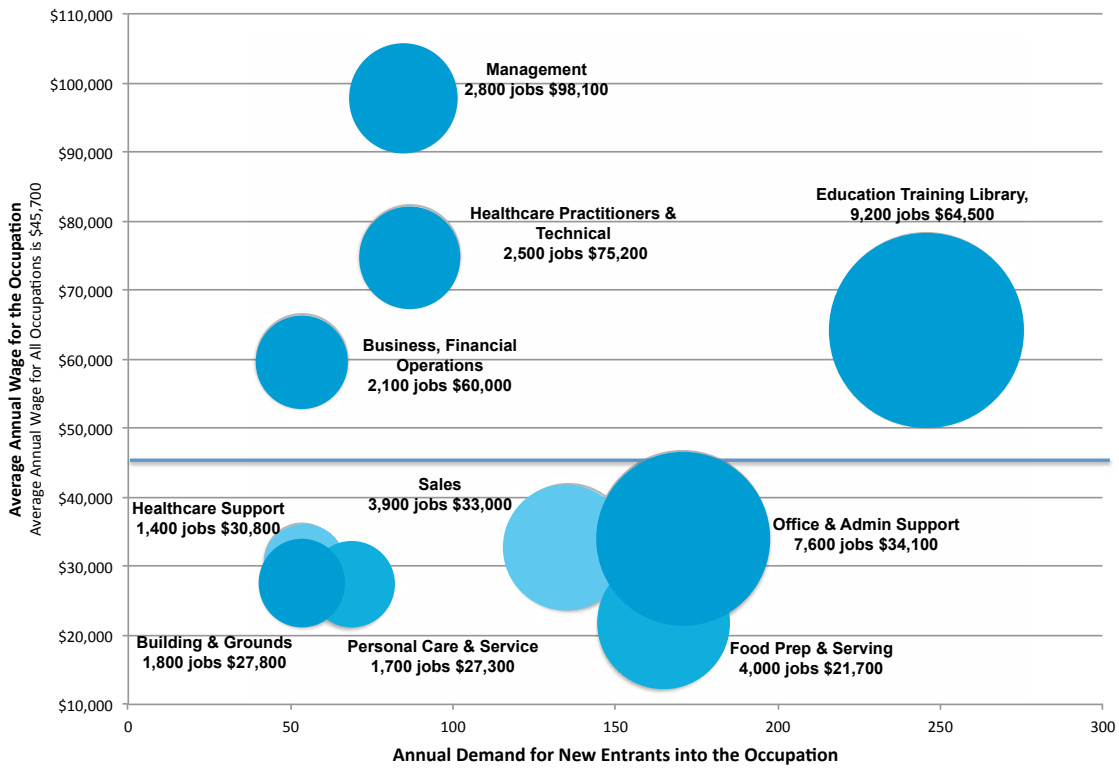
Objective 2: Foster greater engagement of employers in workforce development efforts to improve information sharing of employers' workforce requirements and needs so the community is better informed; increase employer engagement in K-12 education; inspire employers to strengthen career development through their hiring and on the job training practices.

- 2.1. Improve local understanding of employers' current workforce needs. Share that information with job-seekers and the broader community. Annual focus groups, one each for three different sectors may contribute to this objective.
- 2.2. Increase employer engagement in K-12 education. Expanding the reach of the WIB/School Administrators/Youth Employment Council Collaborative will facilitate this objective.
- 2.3. Improve on-the-job career development within individual businesses and sectors. Employer focus groups from a given sector can contribute best practices and collaborative ideas on how to improve career path development. Engage lead employers with highly developed human resource capabilities to train and mentor other area employers on how to strengthen internal career development efforts.

Objective 3: Strengthen the Workforce Development System

- 3.1. Continue to improve the alignment of education, economic development and workforce development providers.
- 3.2. Strengthen the outcomes-based orientation of workforce program providers to optimize use of scarce workforce development resources.
- 3.3. Implement the 2014 federal Workforce Innovation and Opportunity Act (WIOA) to increase career path development for young adults. WIOA goes into effect in 2015 replacing the Workforce Investment Act of 1998. WIOA includes a focus on improved outreach to disconnected youth, 18 to 24 years of age. WIOA places a priority on out-of-school youth, targeting career pathways, drop out recovery and education and training that leads to a diploma or post-secondary credential. It also prioritizes work-based learning activities and provides significant funding for youth stipends and youth wages.

Top Ten Demand Occupation Categories -- 2014 Tompkins County
Annual Demand for New Entrants, Average Annual Wages, Total Jobs in Occupation Category



Top Ten Occupation Categories in Tompkins County (2014)

Source: Chmura JobsEQ 2014Q2 chart prepared by TCAD

In 2014 the average annual wage for all occupations in Tompkins County was \$45,700. The highest paid occupation category was Management with an average of \$98,100, and the lowest Food Prep & Serving averaging \$21,700. The occupation category in greatest demand was Education Training and Library needing about 250 new entrants annually, followed by Office and Administrative support (170) new entrants, Food Prep and Serving (165), and Sales (135). Healthcare practitioners and technical (90) and Management (85) have the next level of demand for new entrants.

The very large group of Education, Training and Library Occupations is comprised of:

Occupation sub-groups	Number	Average wage
Postsecondary Teachers	5,606	\$74,700
Preschool, Primary, Secondary, and Special Education School Teachers	1,546	\$62,700
Other Teachers and Instructors	739	\$37,100
Librarians, Curators, and Archivists	300	\$48,300
Other Education, Training, and Library Occupations	989	\$34,600
Total Education, Training, and Library	9,180	\$64,500

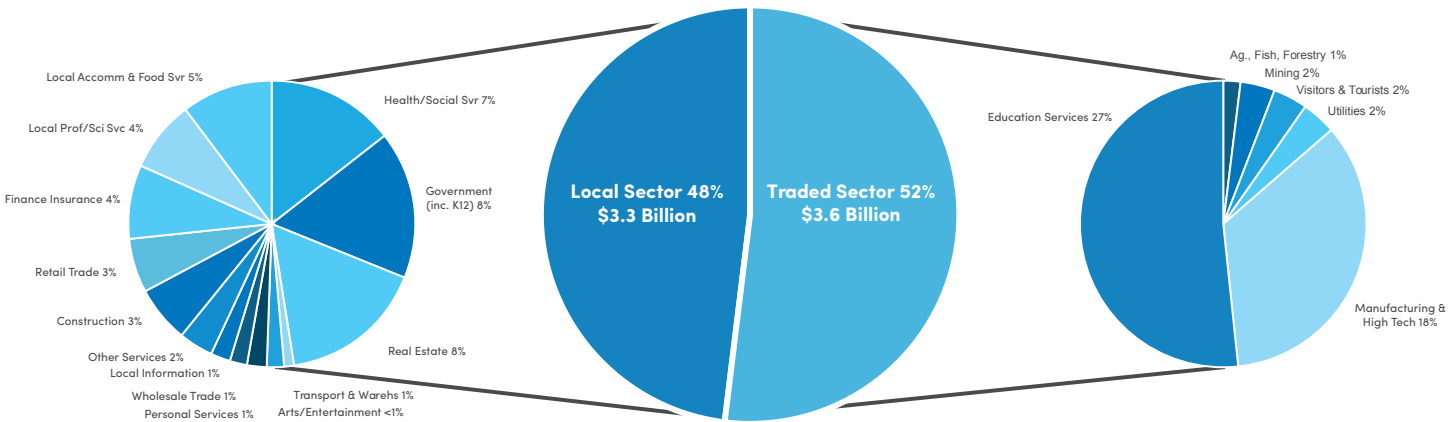
GOAL C: STRENGTHEN, EXPAND AND DIVERSIFY KEY TRADED SECTORS TO FOSTER JOB CREATION

The primary metrics for evaluating economic development are jobs, income and investment. Economic development efforts aimed at employers and industry sectors focus on sectors that do not compete locally and that obtain much of their income from sales outside the County, often from national or even international markets. These sectors generate wealth through trade and are often referred to as “traded” sectors. “Local” sectors provide goods and services to local residents.

The County’s key sectors for economic development are those among the traded sectors. Local sector businesses that provide critical services or meet unfulfilled community needs may also be targets of economic development resources.

Brief overview of the traded and local sectors

The total gross product of the Tompkins County economy is about \$7 billion. That is divided nearly evenly between local and traded sectors. Education Services and the Visitors and Tourism sectors are defined as “traded” sectors because the funds to purchase those goods and services come from outside the County. Education is the largest sector, comprised primarily of Cornell University and Ithaca College. The next largest sector is Manufacturing and High Tech. This includes manufacture of conventional and High Tech products as well as tech-enabled service producers. Goods manufactured in Tompkins County include automotive and machine parts, electronics, food and beverages, and innovative materials. Tech-enabled services include scientific and technical research, computer systems/software design, and analysis and testing of materials for industry. Mining primarily extracts salt, as well as sand and gravel. Agriculture primarily exports dairy as well as fruits, vegetables, field crops, and other animal production.



Source: 2009 IMPLAN⁵

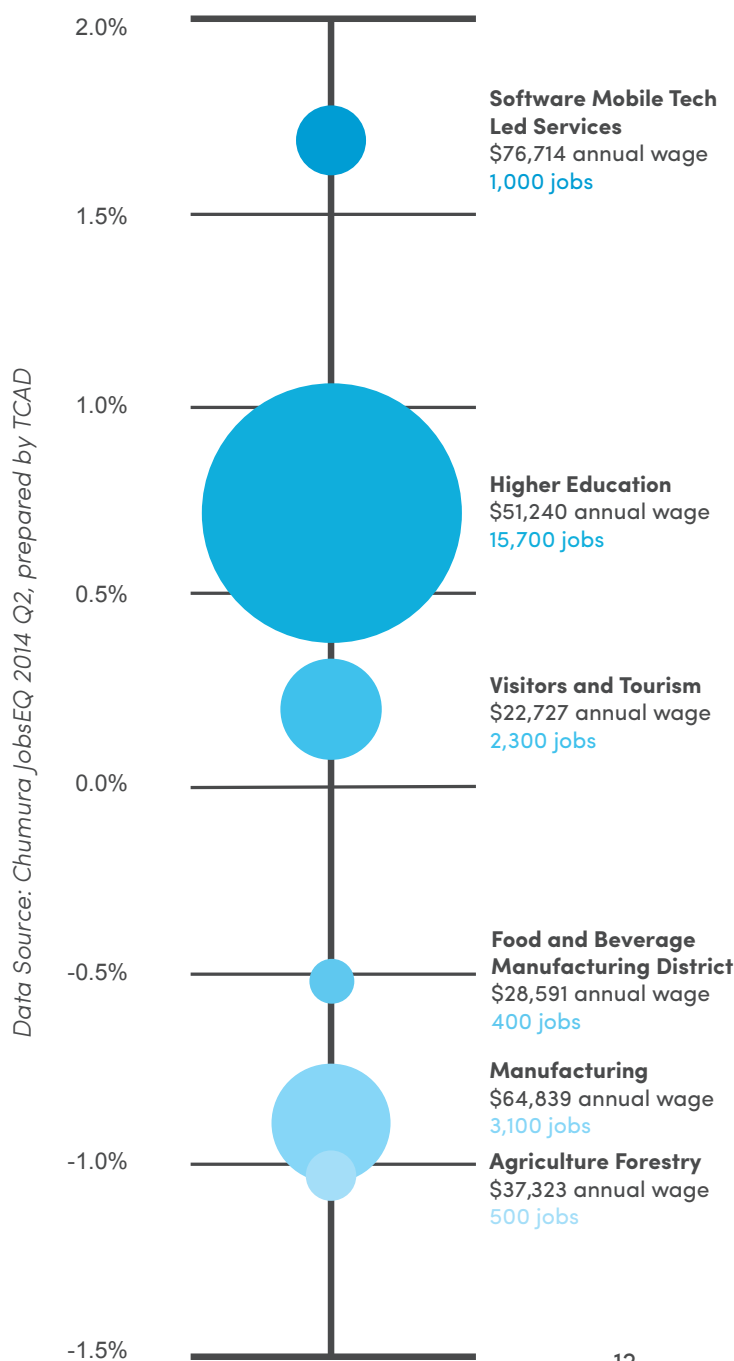
⁵ Sources include: IMPLAN’s 2009 data set for Tompkins County, NY. The Manufacturing and High Tech sector includes conventional, advanced and high tech manufacturing as well as High Tech Services. (TCAD defines the High Tech Services sector to include industries from the Information sector and the Professional, Scientific and Technical Services sector.) The Visitors and Tourism sector is not a defined sector since it draws from Accommodations, Food and Beverage, Retail, Entertainment, and Transportation sectors. Therefore, the V&T sector was assembled from relevant IMPLAN industries. To build the V&T sector, TCAD referred to the Tourism Economics 2012 report for the Finger Lakes region of New York. Using its distribution of visitor spending, portions of relevant industries were aggregated to create the V&T sector.

Real Estate, Government (including public education), and Health and Social Services are the three largest local sectors in terms of gross output, each generating over \$500 million. The Real Estate sector reflects large investments in rental properties particularly housing for students. The relatively large Local Accommodations and Food Service sector is also driven by the student population.

Health and Social Services is a large and growing sector for employment. Several organizations that are headquartered in Tompkins County, including the Cayuga Medical Center and Franziska Racker Centers provide high level professional services and administration for local and regional customers. Regional reach contributes directly to the vitality of the local economy by generating careers with good income, and the high quality of services contributes to the overall quality of life in the region.

2014 Tompkins County Key Sectors Employment, Wages & Growth

Projected Annual Growth Rate 2014 to 2024
Based on past regional and national performance



The Key Sectors Bubble Chart shows the size of employment and projected employment growth for the six key sectors. Software, Mobile and Tech-Led Services is a gazelle industry, relatively small but growing quickly. Higher Education is clearly the largest employer; as such even slow growth has significant positive impact on the economy. Manufacturing is a moderate sized industry with above average wages facing significant global challenges to growth in the US. Agriculture, Food and Beverage, and Visitors and Tourism are all smaller sectors with below average wages and limited growth expectations. Of these, Food and Beverage has the most potential to be a gazelle with strong growth in the next five years.

The objectives for fostering job creation are essentially objectives for six key sectors. Higher Education as the dominant economic sector is critical to the overall health and wellbeing of the County's economy. Strengthening and diversifying the economy by expanding other traded sectors is also critical, creating diverse career opportunities for local residents and newcomers, and creating a vibrant business community that can sustain itself over time. The six objectives target these key sectors and identify desired outcomes for each sector.

Objective 1: Higher Education

Higher Education is driven by Cornell University and Ithaca College. TC3 is the local community college and the Finger Lakes School of Massage is another well-known institution. During and in the wake of the recession (2009 to 2014), JobsEQ reported that Higher Education contracted their employment by 1.1% annually losing 855 jobs over the 5 years. Higher Education employment is expected to grow at a rate of 0.7% from 2015 to 2025. Higher Education will be the greatest job-creating sector adding about 120 new jobs annually plus nearly 300 replacement hires annually.

Higher Education faces turbulent changes from 2015 to 2020. Competition, funding structures, teaching methodologies, a wave of Baby Boom generation retirements, and institutional geography are all anticipated to present significant challenges. Economic Development may be able to directly support the institutions of higher education as they change and grow. However, economic development may best provide indirect support by creating a thriving economic environment that supports higher education's mission.

- 1.1. Provide economic development that supports technology commercialization by students and staff, including tech startups that generate IP licensing revenues for Cornell
- 1.2. Provide workforce development that improves skills of entry level workers for Higher Education's local hiring
- 1.3. Support a diversified and growing economy that creates job opportunities for life-partners of Higher Education recruits
- 1.4. Support downtown revitalization and other quality of life projects that make it easier to attract students, faculty, and other key staff positions
- 1.5. Maintain and improve air service for the Ithaca Tompkins Regional Airport.

Objective 2: Manufacturing

Tompkins County's Manufacturing strengths are in automotive, electronics, and measuring devices. The objective is to stem the decline of manufacturing jobs, reinvigorating mature producers and spurring the growth of startups. Innovation is important for both high tech and conventional products. According to JobsEQ, from 2008 to 2013 the County's manufacturing jobs declined at an average rate of 1% annually, dropping 31 jobs. This compared to US decline of 1% and New York rate of decline of 2.3% annually. JobsEQ projects a continuing loss at the slightly lower rate of 0.9%. Projections for the US are continued 1% annual decline and New York decline of 1.4%. However, from 2009 to 2014, the number of establishments in Tompkins County increased from 98 to 103 reflecting growth in new high tech manufacturing startups.

- 2.1. Reduce loss of jobs to zero for average job creation from 2015 through 2019
- 2.2. Raise Manufacturing job growth to 0.5% annually by 2020
- 2.3. Continue growing high tech manufacturing startups. Add seven to ten new establishments between 2015 and 2020.

Objective 3: Software, Mobile, and Tech-enabled Service Companies

Software, mobile, and tech-enabled service companies fall under the NAICS code industries of 5415 Computer Systems Design and Related Services and 5417 Scientific Research and Development Services. According to JobsEQ data, in 2014, these industries had a combined average wage of \$76,700 and employed just over 1,000 people in the County.

From 2009 to 2014, the number of establishments grew from 81 to 86. Employment grew at about 1.7% or 20 jobs per year. While these figures are very positive compared to overall wages and growth in Tompkins County, the US experienced 2.8% employment growth of these industries and New York 3.8% growth.

3.1. Increase the growth rate to the US average of 2.8%, or about 30 jobs per year creating 150 jobs from 2015 to 2020

3.2. Continue company formation growing 5 to 10 new establishments between 2015 and 2020.

Objective 4: Food/Beverage Manufacturing and Distribution

Between 2009 and 2014, The County's Food and Beverage sector, including manufacturers and wholesalers, experienced employment growth at an annual rate of 7.5%, adding an average of 23 jobs annually. This was impressive growth for a relatively small sector with about 400 jobs in 2014. This compares to 1.6% growth rate for New York State and 0.4% for the US. The sector also grew from 20 to 24 establishments. Growth was supported by the regional strength of the alcoholic beverage industry: wineries, distilleries and breweries. While JobsEQ forecasts a decline in this industry based on national and regional trends, the local food and beverage sector has several mature companies as well as startups that appear poised for continued active growth.

4.1. Food and Beverage manufacturing is a small sector and it is undersized for this scale of economy. Aim to grow an additional 100 jobs by 2020, a 5% average annual growth rate.

4.2. Grow five new companies by 2020 bringing the total from 24 to 29 establishments.

Objective 5: Visitors and Tourism

The Visitors and Tourism sector includes the accommodations industry and portions of the food service, retail, travel and entertainment industries. During the five year period 2007 to 2012 (most recent available data from Tourism Economics), spending peaked in 2008 then significantly dipped 11% in 2009 due to the recession, and from 2010 to 2012, spending increased at about 4% annually. Overall from 2007 to 2012, there was 8% growth in spending. This compares to 11% inflation over that period, so spending essentially came back to 2007 levels in real dollars. From 2009 to 2014, the sector experienced 0.6% annual employment growth in Tompkins County, compared to 2.4% in New York State, and 1.1 % nationally. However, this may reflect the depth of the local impacts of the recession more than the comparative health of the sector.

While there are many day-trippers to the County, visiting downtown, parks and attractions like the Farmers Market, overnight stays drive the job growth and spending for this sector. Visitors affiliated with Cornell University and Ithaca College generate about 70% of the room nights in Tompkins County. Non-higher education affiliated leisure tourists represent about 25% of room nights and non-higher education affiliated business visitors add another 5% of room nights. Increasing the visitor market share and increasing the time and money spent here are top economic objectives of the Visitors and Tourism sector. While two top objectives are identified below, the County's Strategic Tourism Plan provides more detailed objectives for growth and guides the activities of the Convention and Visitors Bureau.

- 5.1. Increased mid-week stays would help stabilize and maximize Visitor and Tourism employment with a goal of seven-day-per-week operations for at least 10 months per year. (The target is 300 additional mid-week room nights per week.) This level of operation would support development of staff professionalism with increased salaries and career paths. Development of a conference facility with flexible space, ideally with the capacity to host groups up to 500, is an important consideration in achieving that goal. This is a long-term goal for 2025. Achieving it by 2020 would be optimistic.
- 5.2. The County's Strategic Tourism Plan lays out 15 goals for protecting and continuing to grow existing tourism types, tapping into the community's unique assets to grow new tourism types, and continuing to build a strong tourism foundation. Existing tourism types include agricultural and culinary tourism; arts, culture, and heritage tourism; tourism in downtown Ithaca; educational tourism; meetings and groups; and outdoor recreation. New tourism types are sports tourism, sustainability tourism, and under-tapped niche markets.⁶

⁶ Tompkins County Comprehensive Plan, 2014 Draft.

Objective 6: Agriculture

The major agricultural product of Tompkins County is milk, representing 56% of the \$67 million market value of agricultural production in 2012. From 2007 to 2012, the value of dairy production remained steady while the value of grain, dry beans and vegetable production increased. From 2002 to 2012, the Census of Agriculture for Tompkins County reports that the number of farms dropped slightly from 563 to 558 and the land in farming dropped 11% from 101,000 acres to 91,000 acres.

From 2009 to 2014, the Agriculture, Fishing and Forestry sector (which is primarily Agriculture) increased employment at an annual growth rate of 0.7%, adding about 4 jobs per year. At the same time, employment expanded at a rate of 1.6% in New York State, and 1.0% in the US.

In 2012, over 96% of farm operators were non-Hispanic white. According to the 2007 Agriculture Census, 25% of operators were 65 or older, and only 22% were under 45. In 2012, the average age of operators was 58. The majority of farmers operate small "lifestyle" farms, and have other income sources.

The County's Agricultural and Farmland Protection Plan (draft 2014) identifies strategies for supporting agriculture in five areas: economic development, policies, agricultural awareness, environmental quality, and future farmers/workforce. Economic development objectives for Agriculture include:

- 6.1. Build a robust local food system, with year-round production for local and regional consumption, expanded retail and wholesale marketing opportunities, and new value-added agricultural products. This objective requires both successful business development and expansion of farms.
- 6.2. Identify the common infrastructure needs and services to enable farms to expand production, such as: common washing, grading, packing and storage facilities that are food safety (GAPS) certified; common processing and freezing equipment; marketing and distribution coordination; and other such facilities and services that enable producers to expand farm operations. Leverage existing resources when possible.
- 6.3. Increase agricultural and culinary tourism with a focus on farm and food enterprises.
- 6.4. Succession planning: Transition farms and farmland from one generation to the next and expand the pool of young farmers through business training and guidance on acquiring land and infrastructure.

STRATEGIES

Overview

There are two overarching strategies for economic development in Tompkins County:

Strategy 1 – Develop an integrated and proactive approach to community-wide economic development leadership

Strategy 2 – Conduct an excellent economic development effort that offers a comprehensive set of outstanding programs

The 2006 ED Strategy called for the creation of the Economic Development Collaborative to formalize the existing loose network of development agencies to:

- *Engage in a common economic development mission for the County*
- *Address complex and multi-dimensional development goals that are larger than any single agency's purview*
- *Bring additional resources to the County to achieve its goals and mission*
- *Elevate participating agencies' achievements by engaging the Collaborative's resources to complement efforts.*

The ED Collaborative has had a number of successes. One example is supporting the creation of the Community Housing Affordability Program. Another is the initiation of the Countywide Inter-Municipal Water and Sewer Feasibility Study. The ED Collaborative contributes to the excellence of local economic development efforts and to integrating policy decisions with the nuts and bolts of implementation.

The 2015 ED Strategy seeks to build on those successes by engaging business and local government leadership in comprehensive understanding of economic development issues and advocacy for economic development priorities within the framework of the community's long-term goals. Leadership is essential to improving economic opportunity while protecting the region's quality of life.

The 2015 ED Strategy also reinforces the importance of excellence in economic development programs and highlights the particular need to increase the support of workforce development programs.

Strategy 1 – Develop an integrated and proactive approach to community-wide economic development leadership

Achieving the ED Strategy's goals and objectives will require broad effort and many action steps.

Overarching all activities – providing guidance, clarity and inspiration – will be leadership. That leadership will come from public sector elected officials and staff, from private sector leaders, and the leadership of agencies with economic development missions. Ideally, the leadership from these sectors should find common ground for promoting economic development with consistent messaging.

The path to creating economic opportunity through the creation of good jobs and improved quality of life is not straightforward. Near-term priorities may find themselves at odds with each other, even when there is agreement on long-term goals. Activities seen as working toward a long-range vision may generate near-term winners and losers and negative unintended consequences. Thus, it is a challenging time for leaders to formulate policies and take action.

In this complex environment, leadership needs respectful processes and good, dependable information to guide decisions and undergird communications. Leaders need to be transparent, comprehensive and rigorous with their analysis of projects and programs – to guard against project failures that are driven by wishful thinking; to make changes that will be equitable in placing burdens upon citizens or businesses; to keep an eye on the long-range goals even as near-term approaches to reach those goals require patient, systematic transitions.

In these times of limited resources in both the public and private sectors, leaders should work collaboratively to leverage resources and to streamline processes in order to conserve resources and maximize the benefits of investments and programs. At the same time, we must recognize that other communities also strive to grow and attract economic development investment. In this competitive environment, leadership plays a strong role in assuring our success.

The following tactics shape the leadership strategy:

Tactic A: Local government and agency leadership should strive to create a transparent and welcoming environment for development projects. Private businesses and developers are critical partners in generating revitalization, investment and job creation. Together, local government, agency and business leadership can optimize the development process through efficient and effective discussions and procedures that target investments to achieve mutual goals. Certainly, this process is dynamic and requires discourse and planning, particularly for complex projects. Leadership should lead the way in providing a well-governed, well-informed, reliable and consistent process for development.

Tactic B: Leadership should set priorities for implementation of the ED Strategy. To ensure implementation, leadership must secure funding, guide a fair and informed implementation process, and evaluate implementation to maximize return on investment. Local government and agency leadership should assure that investments in infrastructure and a ready workforce are prioritized, as those elements are critical to attracting the private sector investments that create job opportunities and real estate investments. Leadership must also be nimble, ready to take advantage of emerging opportunities.

Tactic C: Leadership should work together to explore and then articulate policy positions on local, state and federal issues that are critical to economic development. While these efforts have been made in the past, local leaders need to be more proactive, coordinated and engaged in creating these positions. Positions should be conveyed via consistent communication to target audiences. Particular attention should be focused on goals of the ED Strategy such as creating good entry-level jobs.

Tactic D: Members of the Economic Development Collaborative should work together to implement the ED Strategy in a collaborative, responsive, well-informed and creative manner. The ED Collaborative should engage other public and private sector leaders, at the local, regional, state and federal levels as needed to achieve the ED Goals. (See Appendix D for ED Collaborative membership.)

Tactic E: Economic development leadership should communicate the value of economic development programs – explaining the role of economic development; answering questions about the economic development vision and how it is being achieved; demonstrating creation of good paying jobs, diversification of the economy and increasing tax base.

Strategy 2 – Conduct an economic development effort that offers a comprehensive set of outstanding programs that effectively meet needs of customers

Tompkins County’s economic development resources feature a number of strengths. We have better than average access to financial resources, from revolving loan funds to venture capital. We have skilled private developers, and we have an established collaborative approach, engaging thirteen agencies in economic development.

We are not without challenges to economic development. There are infrastructure issues such as energy supply and airport service. There is a clear need to expand workforce development resources. Also, fragmentation of local government that controls land-use, development and permitting processes presents challenges to businesses and real estate developers.

Investing in the following tactics will continue to improve local economic development efforts:

Tactic A: Deliver conventional economic development programs that offer incentives, technical assistance, and mentorship. Continuously work to improve program offerings to respond to changing demands, increase effectiveness of programs, and coordinate offerings among economic development partners. Use measurement, monitoring and analysis to evaluate effectiveness of programs.

Tactic B: Devote additional resources to workforce development. For example, create consortiums of employers with similar needs to identify and respond to employee training needs with an emphasis on entry level and mid level training.

Tactic C: Foster a dynamic entrepreneurship ecosystem that is rich in resources. Focus on providing resources – mentorship, referrals, financial investments – to entrepreneurs and startups with strategic reasons to stay in Tompkins County and the potential to generate quality jobs and career opportunities. Build on research and development assets to expand the innovation economy. Support connectivity to the New York City metro area and global export markets. We can create the infrastructure and ecosystem; the market will pick the companies that will succeed.

Tactic D: Continue to create economic development programs that respond to specific opportunities such as workforce training targeted to manufacturing, an incubator targeted to life sciences, financial resources targeted to pre-revenue companies.

IMPLEMENTATION

TCAD will take the lead on implementing the strategies, spearheading specific activities and encouraging or catalyzing others. The ED Collaborative will contribute to the excellence of local economic development efforts and to integrating policy decisions with the nuts and bolts of projects and programs. Furthermore, full implementation depends on business and local government leaders engaging in economic development issues and advocacy. Leadership is essential to improving the region’s economic opportunity.

By setting out clear objectives, the ED Strategy provides a guide for the County’s economic development efforts and aims to optimize the return on public and private investments. Evaluation will be used to adjust implementation activities and to keep the community informed on progress and changing economic challenges. The Strategy’s values will foster and strengthen this region’s core qualities and support the vision for a thriving and inclusive economy.

CONCLUSION

Tompkins County aspires to be an inclusive economy in which every person can attain skills leading to quality jobs and fulfilling careers. We aspire to create a dynamic and thriving business community. We aspire to have a high level of leadership and collaboration among economic development, community development, business, higher education, and civic leaders to build on current strengths, face challenges and develop a community with abundant economic opportunity.

Communities in Upstate faced significant decline over the past five decades. Decline continues to hobble many of our neighbors and regional competition to succeed is strong. Though Tompkins County has seen slow growth through those challenging times, it is essential to take decisive action in our urban and rural areas to reach our aspirations.

We need to invest strategically in physical infrastructure and in municipal development processes. Efficient delivery of these services is fundamental to achieving our economic development goals. The public sector expresses its vision for development through its investments and policies. When that vision is clearly communicated, the private sector is attracted to make good quality investments that fit the community's character and goals. If the public sector does not communicate a clear vision, growth may occur in less appropriate locations, and expensive, inefficient public review processes may take value out of the proposed projects.

We need to invest in our workforce and our workforce development resources from school-readiness to on-the-job-training. Human capacity, skill development and experience are critical for individuals to access quality career paths and economic opportunity. Businesses, the community and the local economy all benefit from improved alignment between job seekers' capabilities and employment opportunities. Challenges must be addressed for basic-skilled, entry-level positions and for specialized skill positions.

We need to strengthen, expand and diversify key industry sectors. Higher education is the region's economic engine. The other key sectors – manufacturing, technology-led services, food and beverage production, visitors and tourism, and agriculture are critical to creating new businesses, new jobs, economic diversity, and generating regional wealth. These sectors also support higher education by providing a home for technology transfer, a lively community for students and staff, and economic opportunities for the life-partners of specialized recruits. The entire Tompkins County economy, both traded and local sectors, must thrive to maintain the health of each segment. Similarly, contributions to the health of the regional Upstate economy will have positive returns to Tompkins County.

Above all these actions is leadership: the ethics to build trust and respectfully engage broad perspectives in decisions of how to achieve community goals; the knowledge to understand economic challenges and opportunities, and skillfully build achievements; the will to champion economic development policies that support the vision for a thriving and inclusive economy.

APPENDICES

APPENDIX A: ECONOMIC DATA - HOUSEHOLDS

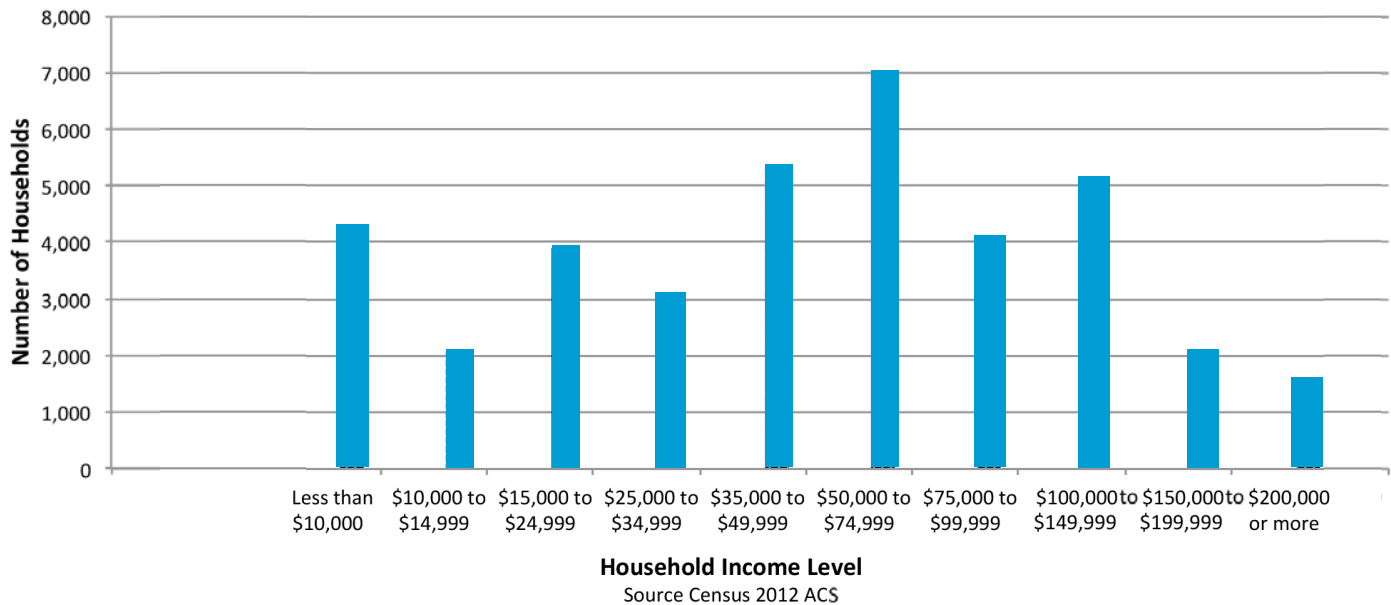
This Appendix covers the following topics:

- household and family income
- family poverty
- housing statistics
- Minority population by age

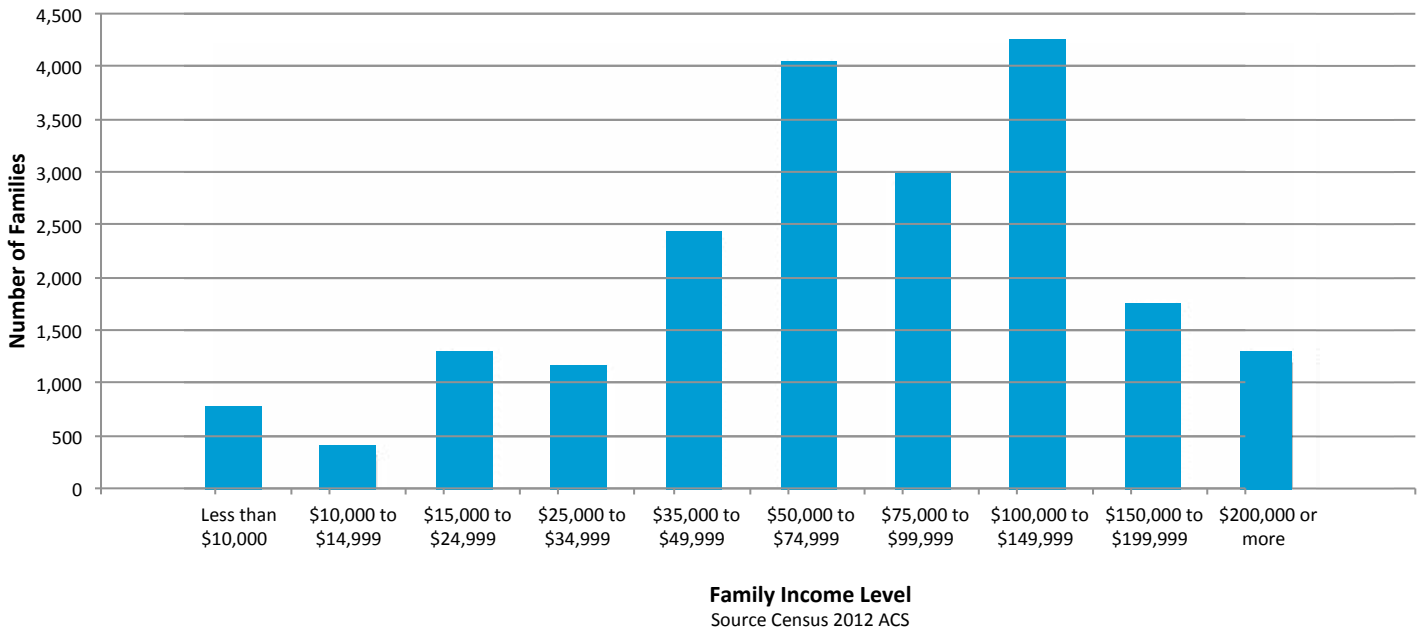
Household and Family Wellbeing in Tompkins County

In 2012, Tompkins County had about 38,500 households of which about 20,000 were families with 2 or more related individuals, and about 18,500 were non-family households. Projecting from the 2000 Census Special Tabulation for the County, 7,500 of the households are likely to be students, with about 6,250 non-family households and about 1,250 of those to be student families. The lowest income households (below \$15,000 annually) are likely to be primarily students. Because of the number of students, to get a sense of how local residents are faring, it helps to look at family income.

Tompkins Household Income 2012

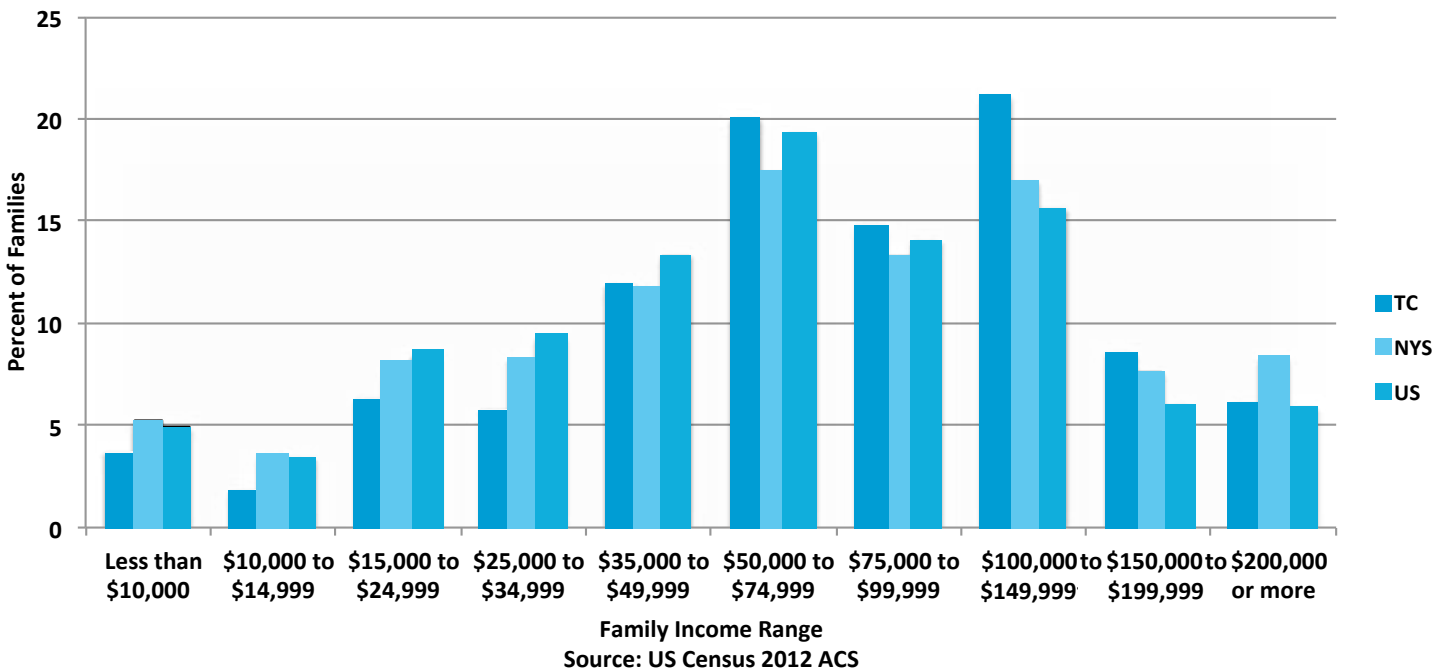


Tompkins Family Income 2012



Tompkins County's Family income when compared to the NYS and US is more compressed toward the middle. There is a lower percent of families in the income brackets up to \$50,000 family income. Family income is highly concentrated in the 50,000 to 150,000 range. Similar to NYS and US there are about 13% of families with incomes above \$150,000.

Family Income 2012 Tompkins County comparison to NYS and US



It is difficult to compare Tompkins County with other locations due to the high percentage of students. The 2012 Employment and income metrics show that Tompkins has a low labor force participation rate. However, a large proportion of the “labor force” as defined by the US Census includes college students who have an approximate labor force participation rate of 55%. (Mark Doms, Chief Economist, U.S. Department of Commerce, Youth Labor Force Participation And School Enrollment, March 2, 2011.) So, it is not clear that the participation rate of permanent residents varies much from the US average. The self-employment rate is 22% higher than the US average. Median family income is significantly higher than the US median (20% higher) as is the percent of population with health insurance (11% higher). The cohort of families in poverty with children under 18 is nearly 25% lower than the US rate – though still a significant number of families.

Employment and income metrics 2012:

Characteristic	Tompkins	NYS	US
Labor force participation rate	59.5%	63.4%	64.1%
Unemployment rate	5.8%	9.5%	10.1%
Self-employed	7.6%	6.1%	6.2%
Population with health insurance coverage	94.1%	88.6%	84.9%
Families in poverty with children under 18	13.9%	18.5%	18.4%
Families in poverty with children under 5	15.9%	18.0%	19.2%
Median Household income	\$52,070	\$56,657	\$51,771
Median Family income	\$76,053	\$68,750	\$63,105

Source: US Census

Poverty Analysis

Taking a closer look at poverty in Tompkins County, the following table shows that 7.8% of families in Tompkins County are in poverty as compared to 11.6% for the US. Poverty is concentrated in families headed by single women with dependent children. From 2000 to 2010, the number of total families increased 2.9%. During the same period, families in poverty increased 18% from 1,319 families to 1,555 families; single parent families in poverty headed by men increased 64% from 109 to 179, headed by women increased 14% from 662 to 755. This increase reflects the national recession which hit Tompkins County hardest in 2010 and 2011.

Tompkins County Poverty 2010:
Total Families (2 or more related persons).

	Number Families TC 19,831	poverty as percent of total families TC	poverty as percent of cohort TC	poverty as percent of cohort US
Income in the past 12 months below poverty level:	1,555	7.8%	7.8%	11.6%
Married-couple family:	549	2.8%	3.4%	5.7%
With related children under 18 years:	357	1.8%	5.6%	8.6%
Under 5 years only	103	0.5%	7.4%	
Under 5 years and 5 to 17 years	87	0.4%	6.9%	
5 to 17 years only	167	0.8%	4.4%	
No related children under 18 years	192	1.0%	2.0%	
Other family:	1,006	5.1%	26.1%	
Male householder, no wife present:	197	1.0%	22.2%	
With related children under 18 years:	178	0.9%	29.5%	
Under 5 years only	92	0.5%	53.8%	
Under 5 years and 5 to 17 years	0	0.0%	0.0%	
5 to 17 years only	86	0.4%	20.5%	
No related children under 18 years	19	0.1%	6.6%	
Female householder, no husband present:	809	4.1%	27.2%	31.1%
With related children under 18 years:	755	3.8%	35.4%	40.6%
Under 5 years only	153	0.8%	52.8%	
Under 5 years and 5 to 17 years	231	1.2%	66.6%	
5 to 17 years only	371	1.9%	24.8%	
No related children under 18 years	54	0.3%	6.5%	

Housing Analysis

Surrounding county rents are approximately \$300 less per month, totaling \$3,600 annual cost differential. This translates to about \$2 per hour in income to cover higher rents to live in Tompkins County.

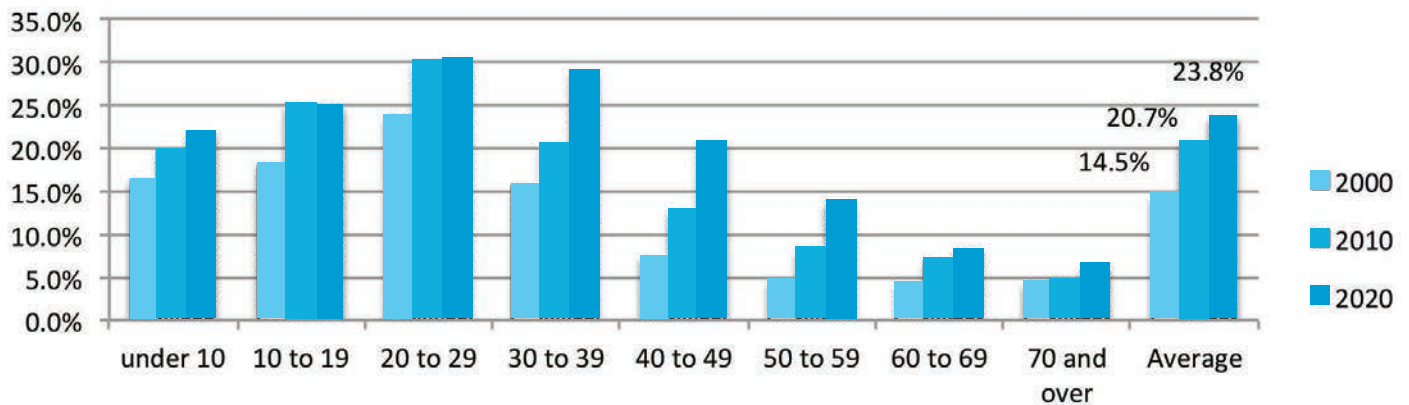
Housing statistics for Tompkins County and Surrounding Counties

County	OWNER			RENTAL		
	Home-ownership rate	Median Home Purchase Price	Households with monthly owner costs exceeding 30% of income	Rental vacancy rate	Monthly gross rent exceeding 30% of household income	Median Gross Rent
Tompkins	55.6%	\$190,500*	28.9%	2.3%	57.0%	\$925
Cayuga	71.8%	\$110,000*	27.4%	6.6%	43.0%	\$649
Chemung	67.9%	\$110,000*	22.0%	3.7%	50.5%	\$686
Cortland	66.3%	\$115,500*	27.0%	7.0%	46.0%	\$684
Schuyler	81.1%	\$131,000*	28.4%	7.7%	35.9%	\$587
Seneca	75.0%	\$117,000	29.7%	5.6%	44.4%	\$657
Tioga	79.9%	\$123,00*	25.8%	3.0%	40.4%	\$607

Sources: 2008–2012 ACS 5-Year Estimate; *2013 Annual New York Association of Realtors Data

Table prepared by Tompkins County Planning Department for the 2015 Comprehensive Plan

Tompkins Minority Population by Age 2000 to 2020



Data Source: US Census, Woods and Poole 2014

Minority population analysis: Note minority population concentrated in college age. Among younger population minority cohort is increasing by about 3% every ten years. Children are growing up in a much more diverse cohort than the dominantly white over-50 population.

APPENDIX B: ECONOMIC DATA - SECTORS AND LABOR MARKET

This Appendix covers the following topics:

ECONOMIC SECTORS

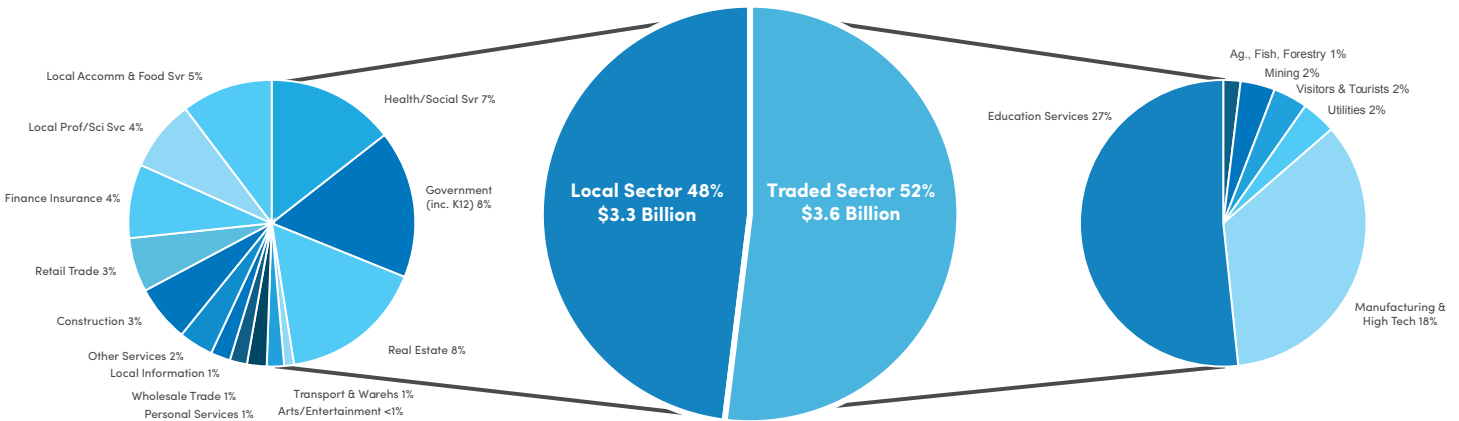
- Gross Regional Product of Traded and Local sectors

LABOR MARKET TRENDS AND PROJECTIONS

- Employment trends and projections by sector
- Labor Market projections
- Demand occupation categories – with comparison to US
- Employment and Unemployment trends

Brief overview of the traded and local sectors

The total gross product of the Tompkins County economy is about \$7 billion. That is divided nearly evenly between local and traded sectors. Education Services and the Visitors and Tourism sectors are defined as “traded” sectors because the funds to purchase those goods and services come from outside the County. Education is the largest sector, comprised primarily of Cornell University and Ithaca College. The next largest sector is Manufacturing and High Tech. This includes manufacture of conventional and High Tech products as well as tech-enabled service producers. Goods manufactured in Tompkins County include automotive and machine parts, electronics, food and beverages, and innovative materials. Tech-enabled services include scientific and technical research, computer systems/software design, and analysis and testing of materials for industry. Mining primarily extracts salt, as well as sand and gravel. Agriculture primarily exports dairy as well as fruits, vegetables, field crops, and other animal production.



Source: 2009 IMPLAN⁷

Real Estate, Government (including public education), and Health and Social Services are the three largest local sectors in terms of gross output, each generating over \$500 million. The Real Estate sector reflects large investments in rental properties particularly housing for students. The relatively large Local Accommodations and Food Service sector is also driven by the student population.

Health and Social Services is a large and growing sector for employment. Several organizations that are headquartered in Tompkins County, including the Cayuga Medical Center and Franziska Racker Centers provide high level professional services and administration for local and regional customers. Regional reach contributes directly to the vitality of the local economy by generating careers with good income; and the high quality of services contributes to the overall quality of life in the region.

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Tompkins Employment Trends and Projections by Sector Labor Market Analysis

Industry	Current Four Quarters Ending with 2013q3		Historical Average Annual % Change in Employment 2008q3-2013q3			Forecast Over the Next 10 Years		
	Jobs	Avg. Annual Wages	Tompkins	New York	US	Replacement Demand	Net Growth Demand	Avg. Annual Change Percent
Educational Services (public & private)	18,699	\$48,621	-0.7%	0.2%	0.1%	4,023	1,327	0.7%
Health Care and Social Assistance	6,248	\$39,759	1.3%	1.3%	2.1%	1,303	1,256	1.8%
Retail Trade	4,990	\$24,037	-0.1%	0.4%	-0.6%	1,534	-27	-0.1%
Accommodation and Food Services	3,774	\$17,165	1.3%	3.3%	1.1%	1,332	105	0.3%
Manufacturing	3,301	\$62,232	-2.6%	-3.3%	-2.4%	733	-285	-0.9%
Professional, Scientific, and Tech Services	2,113	\$60,221	-0.4%	0.7%	0.7%	466	335	1.5%
Public Administration	2,072	\$46,144	-0.6%	-1.1%	-0.4%	482	-151	-0.8%
Other Services (except Public Admin)	1,418	\$23,792	1.7%	0.7%	-1.1%	364	83	0.6%
Finance and Insurance	1,070	\$58,368	0.0%	-1.8%	-1.0%	251	-1	0.0%
Construction	917	\$45,997	-0.8%	-2.3%	-4.5%	200	236	2.3%
Transportation and Warehousing	847	\$38,666	-3.1%	-1.5%	-0.9%	217	-22	-0.3%
Admin, Support, Waste Mngmt Services	805	\$27,344	2.4%	0.3%	0.0%	191	108	1.3%
Arts, Entertainment, and Recreation	746	\$27,645	-2.2%	-0.8%	0.1%	233	52	0.7%
Real Estate and Rental and Leasing	641	\$35,671	-1.5%	-0.7%	-1.5%	145	29	0.4%
Wholesale Trade	533	\$45,338	-0.2%	-1.1%	-0.9%	119	15	0.3%
Agriculture, Forestry, Fishing and Hunting	505	\$36,454	0.7%	1.0%	0.6%	169	-50	-1.0%
Information	450	\$53,297	-3.1%	-0.3%	-2.1%	103	-45	-1.0%
Mining, Quarrying, and Oil and Gas Extraction	255	\$63,468	-2.0%	-4.6%	3.0%	64	23	0.9%
Utilities	197	\$104,595	-7.1%	-1.3%	-0.3%	46	-34	-1.8%
Mngmt of Companies and Enterprises	77	\$55,222	14.3%	0.9%	1.8%	16	-3	-0.4%
Unclassified	52	\$26,087	-3.0%	5.2%	-3.1%	13	3	0.6%
Total All Industries	49,711	\$44,771	-0.4%	0.1%	-0.3%	12,380	2,954	0.6%

Note: Figures may not sum due to rounding. Data does not include students working on campuses.

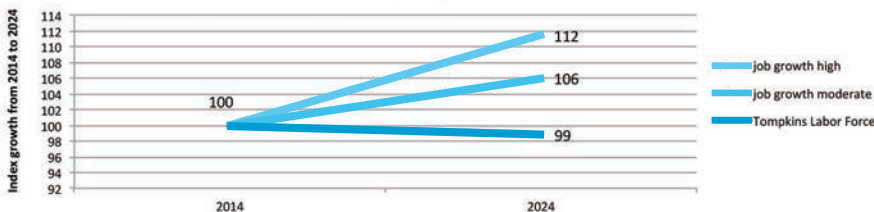
Source: JobsEQ(R).

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Note: This data set is for jobs that are eligible for unemployment insurance. It does not include jobs that are not eligible for unemployment insurance. In the case of Tompkins County these are about 20,000 jobs – mostly students who work on the campuses, also contract employees and other ineligible categories.

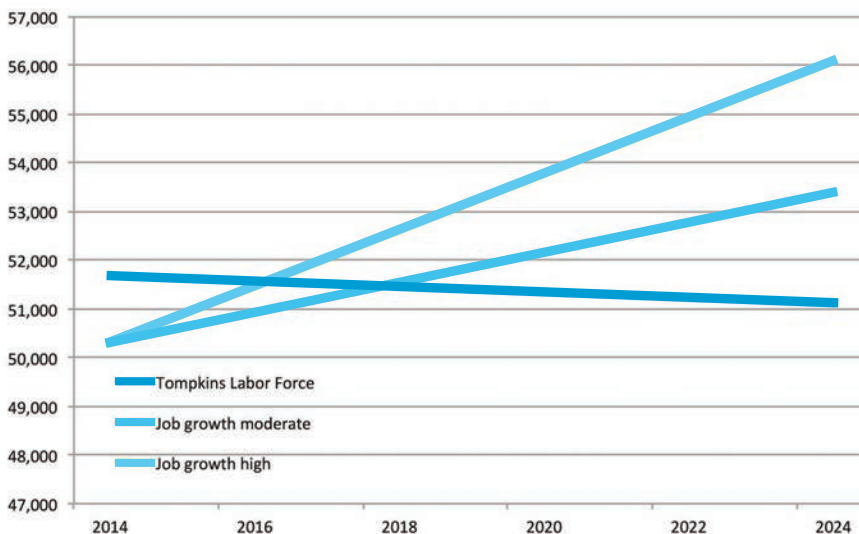
Labor Market Index

**Tompkins Labor Market and Job Growth Projections
2014 to 2024**



Data Sources: Woods and Poole demographic projections, Cornell PAD labor market participation, JobsEQ employment projections

Labor Market Numbers



Analysis: The projected labor force decline has to do with the unusually large Baby Boomer cohort in Tompkins County. Not only is this a large cohort in the US generally, but, specifically in Tompkins County, the Baby Boomers cohort is larger than average. (The Boomers created a thriving counter-culture here in the 1960s and 1970s, and Cornell did a good job of attracting Boomers to their expanding staff in the 1980s).

While there are younger cohorts filling most of their places in the labor market, the predicted population growth of labor force aged cohorts will not quite replace the Boomers as they retire, and is not predicted to expand as job growth continues. Thus, the County will either need to attract more labor force to the County, or continue to expand in-commuters. Attracting labor force to live in the County will require more housing since Boomers on average will live another 20 years after they retire and many will continue to live in the County either in their current homes or in new units designed for the aging Boomer market.

Demand of Occupations

Occupations of Jobs in Tompkins County sorted by largest employment level:

The following pages compare Tompkins Demand of Occupation categories to US.

Occupation Categories -- Tompkins County	Employment	Average Annual Wages	Annual Demand for New Entrants
Education, Training, Library	9,180	\$64,500	246
Office & Admin Support	7,622	\$34,100	171
Food Prep & Serving	4,048	\$21,700	164
Sales	3,889	\$33,000	136
Healthcare Practitioners & Technical	2,506	\$75,200	87
Management	2,756	\$98,100	85
Personal Care & Service	1,664	\$27,300	68
Building & Grounds Cleaning & Maintenance	1,833	\$27,800	54
Healthcare Support	1,412	\$30,800	53
Business, Financial Operations	2,102	\$60,000	53
Transportation, Material Moving	1,911	\$32,400	50
Production	2,273	\$34,100	42
Installation, Maintenance, Repair	1,445	\$44,100	40
Construction, Extraction	1,078	\$43,000	39
Computer, Mathematical	1,405	\$70,000	38
Community, Social Service	1,150	\$44,100	35
Life, Physical, Social Science	1,002	\$60,400	34
Arts, Design, Entertainment, Sports, Media	876	\$54,000	32
Protective Service	775	\$51,000	28
Architecture Engineering	813	\$76,000	18
Farming, Fishing, Forestry	344	\$30,500	9
Legal	226	\$76,200	5
Total	50,313	\$45,700	1,486

Source: JobsEQ accessed April 2014

Note: This data set is for jobs that are eligible for unemployment insurance. It does not include jobs that are not eligible for unemployment insurance. In the case of Tompkins County these are about 20,000 jobs – mostly students who work on the campuses, also contract employees and other ineligible categories.

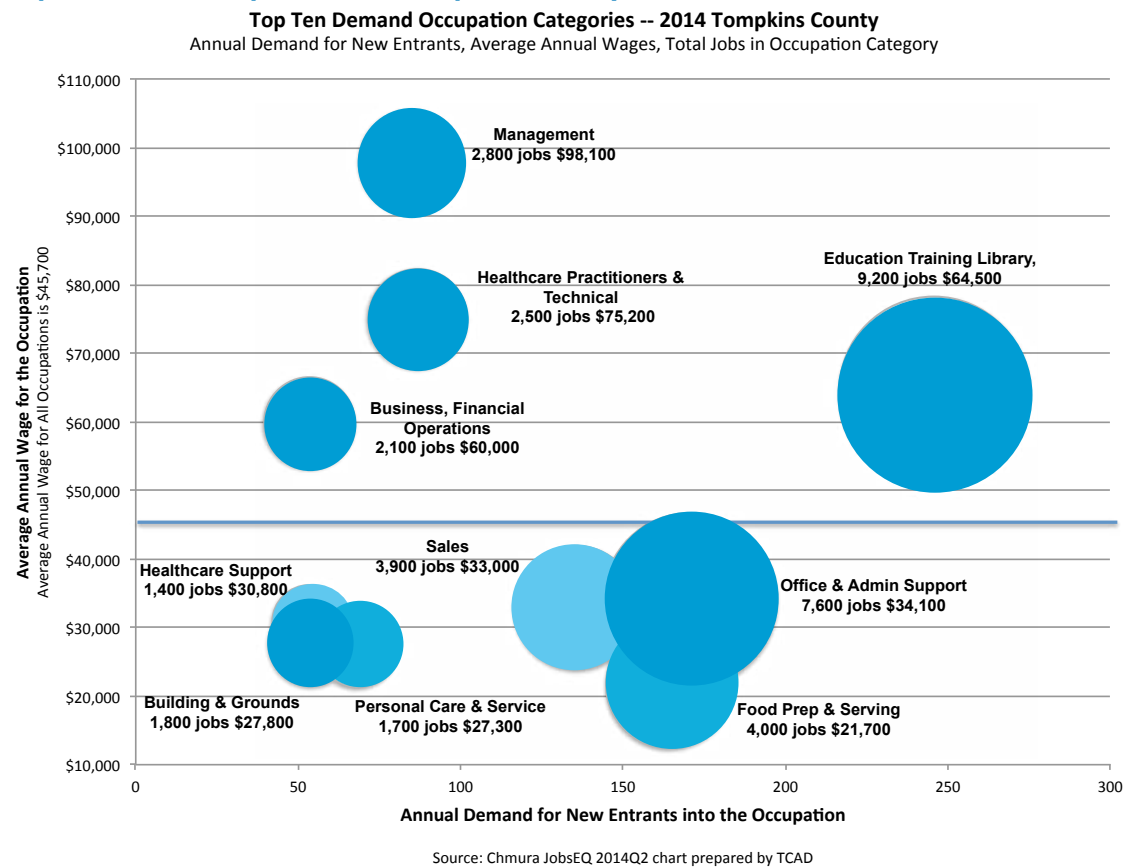
Comparison to All Occupations US 2014

Occupation Categories -- US	Employment	Average Annual Wages	Annual Demand for New Entrants
Office and Administrative Support Occupations	21,681,154	\$34,900	6,619,551
Sales and Related Occupations	14,224,031	\$38,200	5,868,551
Food Preparation and Serving Related Occupations	12,190,024	\$21,600	5,726,982
Healthcare Practitioners and Technical Occupations	7,800,879	\$74,800	3,369,709
Transportation and Material Moving Occupations	9,069,346	\$33,500	3,054,978
Education, Training, and Library Occupations	8,411,385	\$51,400	2,717,839
Management Occupations	6,780,553	\$109,700	2,437,671
Construction and Extraction Occupations	5,205,560	\$45,600	2,304,285
Business and Financial Operations Occupations	6,730,855	\$71,000	2,288,677
Production Occupations	8,834,827	\$34,900	2,184,736
Personal Care and Service Occupations	4,257,327	\$24,500	2,081,687
Healthcare Support Occupations	3,989,684	\$28,300	1,902,222
Installation, Maintenance, and Repair Occupations	5,180,015	\$44,300	1,820,495
Building and Grounds Cleaning and Maintenance Occupations	4,505,331	\$25,900	1,633,792
Computer and Mathematical Occupations	3,753,490	\$82,000	1,310,613
Protective Service Occupations	3,258,817	\$43,400	1,129,524
Community and Social Service Occupations	1,979,932	\$44,600	829,518
Architecture and Engineering Occupations	2,394,423	\$80,100	757,633
Arts, Design, Entertainment, Sports, and Media Occupations	1,763,878	\$55,500	723,809
Life, Physical, and Social Science Occupations	1,147,296	\$69,400	470,471
Legal Occupations	1,040,365	\$99,600	312,341
Farming, Fishing, and Forestry Occupations	905,428	\$23,300	276,665
Total - All Occupations	135,104,599	\$50,389	49,821,751

Source: JobsEQ accessed April 2014

The top three categories of occupations in the US all provide below median wage jobs. Tompkins' top occupation category is Education, Training, Library Occupations, which is an above median wage category. That is then followed by the three categories that are top in the US.

Top Demand Occupations for Tompkins County 2014



Bubble chart showing the Top Ten Occupation Categories in Tompkins County (2014)

In 2014 the average annual wage for all occupations in Tompkins County was \$45,700. The highest paid occupation category was Management with an average of \$98,100, and the lowest Food Prep & Service averaging \$21,700. The occupation category in greatest demand was Education Training and Library needing about 250 new entrants annually, followed by Office and Administrative support (170) new entrants, Food Prep and Serving (165), and Sales (135). Healthcare practitioners and technical (90) and Management (85) have the next level of demand for new entrants.

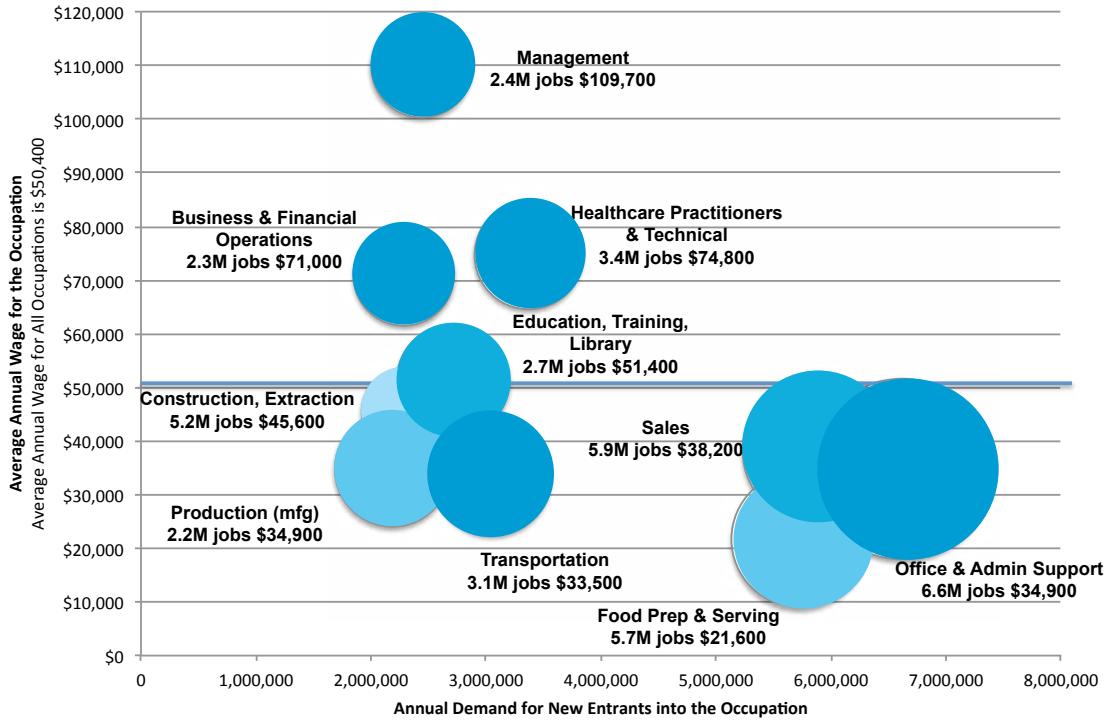
The very large group of Education, Training and Library Occupations is comprised of:

<i>Minor occupation</i>	<i>Number</i>	<i>Average wage</i>
Postsecondary Teachers	5,606	\$74,700
Preschool, Primary, Secondary, and Special Education School Teachers	1,546	\$62,700
Other Teachers and Instructors	739	\$37,100
Librarians, Curators, and Archivists	300	\$48,300
Other Education, Training, and Library Occupations	989	\$34,600
Total Education, Training, and Library	9,180	\$64,500

Top Demand Occupations for US 2014

Top Ten Demand Occupation Categories -- 2014 US

Annual Demand for New Entrants, Average Annual Wages, Total Jobs in Occupation Category



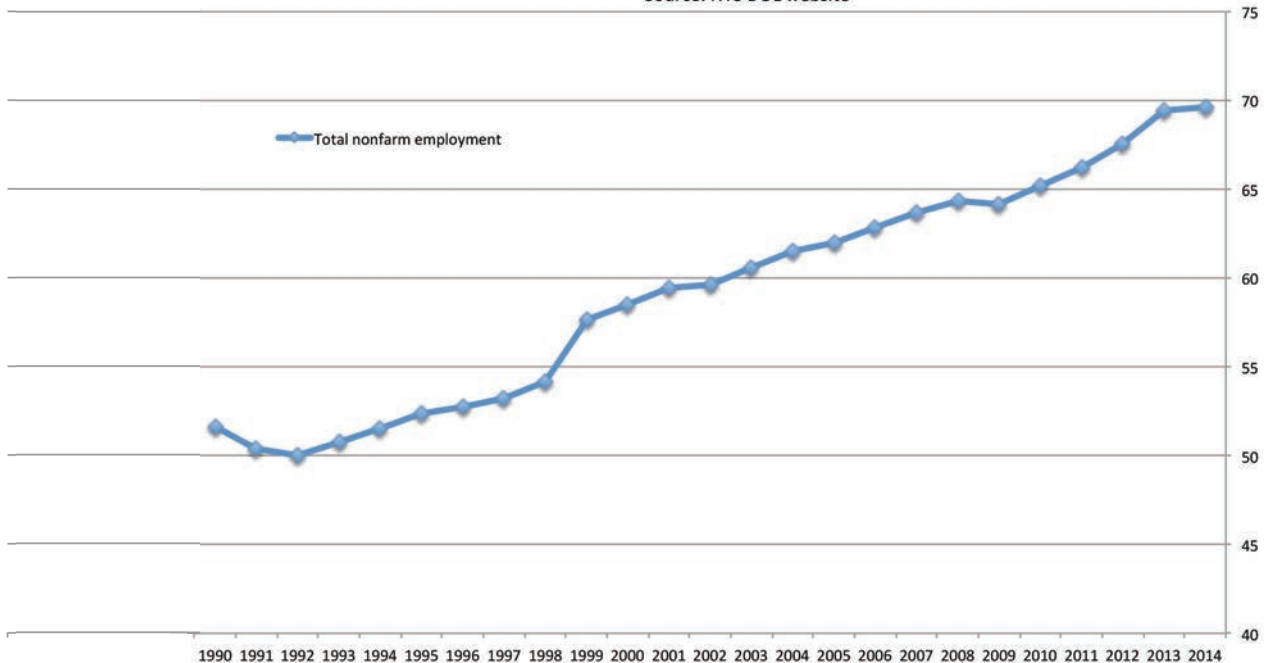
Source: Chmura JobsEQ 2014Q2 chart prepared by TCAD

Analysis: The further to the right, the more openings there are in the occupation. The higher up on the chart, the higher the average annual wages. Compare this chart of US demand occupations to Tompkins demand occupations. Note that without a dominant Education sector, the main categories with job growth nationally are in lower paid occupations, primarily Office and Administrative Support, Sales, and Food Preparation and Serving.

Tompkins County Employment Trend 1990 – 2014

Total Non-farm Employment

Source: NYS DOL website

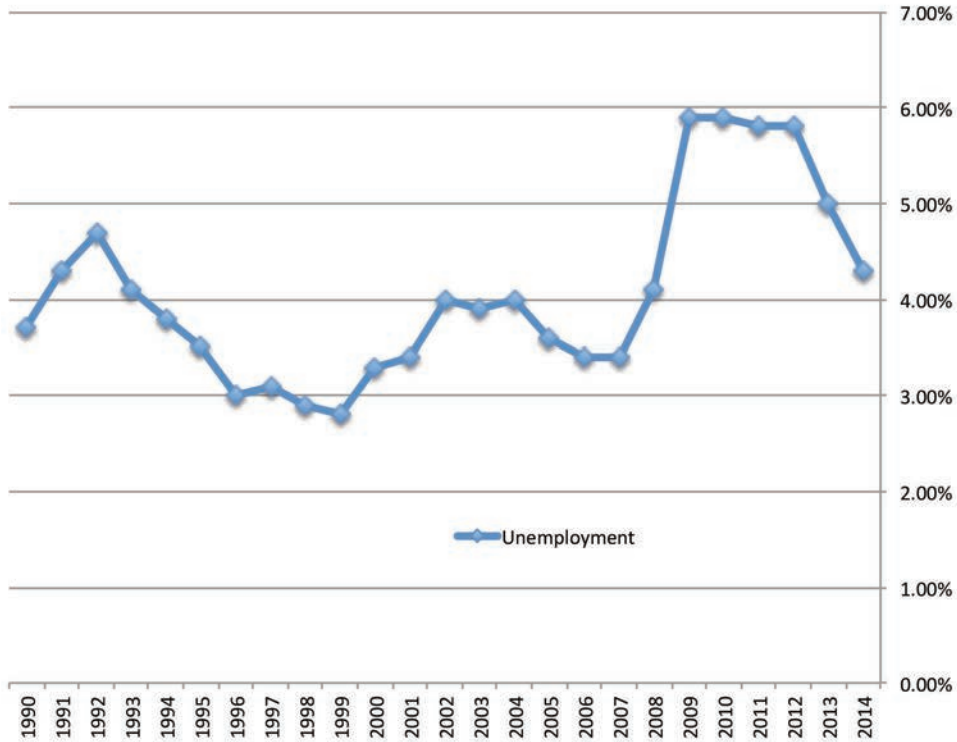


Source: NYS DOL website. Accessed March 2015 and charted by TCAD

Note: The DOL's data set includes jobs that are eligible and jobs that are not eligible for unemployment insurance.

Tompkins County Unemployment Rate Trend 1990 – 2014

Tompkins County Unemployment Rate



Source: NYS DOL website. Accessed March 2015 and charted by TCAD

Tompkins County’s unemployment rate appears to be low on average. This is, at least in part, because the large number of students who work on campus – even at very part time positions, are considered “employed” and counted as any other job would be counted. Even with this relatively low unemployment rate, it is clear the great recession had a huge impact on the County’s unemployment levels.

APPENDIX C: EVALUATION OF ECONOMIC DEVELOPMENT PROGRAMS

TCAD has tracked economic development success by analyzing both economic and program data. This Appendix offers several examples of program analyses.

Example A: TCIDA & TCDC Projects from inception to 2014

Summary Statistics (current \$)

- 113 Projects
- \$890 million invested in facilities & equipment
- \$220 million of debt refinanced
- 5.8 million sq. ft. constructed or renovated
- 4,200 jobs created
- \$56 million in new property taxes paid inception to 2014
- \$5.3 million total new property taxes for one year (2014)

Decade	Projects	Value of investment	Square Footage
sub-total 1970s	3	4,500,000	375,300
sub-total 1980s	5	36,875,000	1,071,500
sub-total 1990s	25	118,468,250	1,071,200
sub-total 2000s	56	591,056,500	2,278,750
sub-total 2010s through 2014	24	349,108,500	997,750
TOTAL	113	1,100,008,250	5,794,500

Notes: Property taxes include all jurisdictions: Municipal, School Districts, County (Numbers may not match due to rounding)

Example B:113 TCIDA/TCDC projects since inception 1973 to 2014

Project Name	Date	Value	Sq. Ft.
Borg Warner - 1	1973	1,000,000	220,000
Rothchilds	1975	2,500,000	90,000
NCR	1975	1,000,000	65,310
Precision Filters	1980	1,000,000	15,536
Wilcox Press	1981	3,500,000	na
ISA Babcock	1982	875,000	427,046
Borg Warner - 2	1984	29,000,000	595,000
Tompkins Medical Office Building	1985	2,500,000	33,904
CBORD -1	1990	230,000	11,000
123 West State St	1990	1,750,000	20,000
767 Warren Road	1990	688,000	15,000
Wilcox Press	1990	17,000,000	220,000
Hi-Speed Checkweigher	1992	3,100,000	44,000
Ithaca Peripherals - 1	1992	1,700,000	26,000
Ithaca Community Child Care Center	1992	1,100,000	16,300
Claritas	1993	2,300,000	23,000
Trasonic Systems	1993	850,000	24,000
Ithaca Peripherals - 2	1994	360,000	10,440
Kionix - 1	1994	1,300,000	18,000
Special Childrens Center	1994	1,475,000	10,000
H&E Machinery	1996	500,000	20,000
Kendal at Ithaca - 1	1996	58,000,000	329,000
Ithaca Materials Research & Testing	1997	741,000	6,000
Cayuga Press	1997	975,000	4,200
CBORD -2	1997	2,466,250	21,000
15 Thornwood Drive	1997	1,600,000	17,800
Ithaca Peripherals - 3	1997	1,253,000	23,541
Taughannock Aviation - 1	1997	1,000,000	22,500
Longview - 1	1997	11,350,000	129,700
USGS/Spec Building	1998	1,650,000	22,900
Ithaca Mat. Research & Testing - 2	1999	505,000	6,000
Kionix - 2	1999	5,075,000	20,800
Fingerlakes Aquaculture	1999	1,500,000	10,000
MPL	2000	540,000	8,000
Greenstate - 2	2000	100,000	na
COMEX - 2	2000	800,000	na
Wilcox Press	2000	5,250,000	na
CU Lake Source Cooling	2000	50,000,000	na
Kendal at Ithaca - 2	2000	8,250,000	19,050
WGA - 1	2000	2,000,000	13,000
10 Brown Rd	2001	5,287,500	40,000
AFCU	2001	3,250,000	17,000
Kionix - 3	2001	13,800,000	35,000
MoldFlow	2001	2,766,000	18,000
Ithaca Peripherals - 4	2001	800,000	12,500
Community Recreation Center	2001	1,900,000	60,000
TC3 Foundation - 1	2001	4,243,000	53,344
Gateway Center	2002	9,850,000	63,750

Project Name	Date	Value	Sq. Ft.
IMR&T - 3	2002	520,000	2,000
Emerson	2002	10,000,000	100,000
Porous Material	2002	1,090,000	10,500
College Circle Apartments	2002	21,500,000	264,810
CU - Refinance	2002	58,945,000	na
TC3 Foundation - 2	2003	5,000,000	40,000
Kendal at Ithaca - 3	2003	17,800,000	na
Cayuga Medical Center - 1	2003	15,000,000	na
Cayuga Green Parking Garage	2003	17,500,000	240,000
Ithaca Beer - 1	2003	390,000	3,300
Taughannock Aviation - 2	2004	726,000	9,000
35 Thornwood Drive	2004	4,860,000	35,000
F&T Distributing	2004	1,360,000	19,000
Global Phoenix - 1	2004	750,000	16,500
Seneca Place on the Commons	2004	29,000,000	175,000
Island Health & Fitness	2004	6,750,000	52,000
IMR&T - 4	2004	1,650,000	10,000
Ongweoweh	2004	380,000	2,700
Ithaca College - 1	2004	32,000,000	na
Advanced Design Consulting	2004	470,000	8,500
Gateway Commons	2005	5,600,000	40,000
Ithaca College - 2	2005	50,000,000	na
MPL-2	2006	600,000	7,000
TC3 Foundation - 3	2006	6,925,000	50,900
South Hill Business Campus	2007	5,500,000	270,000
Advion BioServices	2007	7,450,000	33,833
Cayuga Green -2	2007	16,780,000	125,700
Incodema	2007	1,060,500	4,600
RPM Ecosystems	2007	8,000,000	70,000
Taughannock Aviation - 3	2007	1,100,000	27,000
Ithaca College - 3	2007	32,000,000	58,207
Vector Magnetics	2007	1,000,000	5,000
C&D Assembly	2008	539,000	7,600
Ithaca Produce	2008	1,712,500	30,000
Global Phoenix - 2	2008	3,400,000	52,560
Plastisol	2008	2,280,000	20,000
Cayuga Medical Center - 2	2008	5,000,000	na
Longview - 2	2008	14,600,000	24,700
Family & Childrens Services	2008	4,057,000	21,639
CCHPP	2008	70,000,000	na
TC3 Foundation - 4	2008	18,925,000	102,000
Trasonic Systems - 2	2010	4,750,000	30,000
Cortland Produce	2010	1,004,000	21,000
Cayuga Medical Center - 3	2010	14,275,000	na
CCHPP - restructure	2010	70,000,000	na
Lansing Market	2011	3,025,000	14,000
130 East State St	2011	3,000,000	17,000
Arrowhead Senior Living	2011	2,321,000	15,000
Ithaca College - College Circle	2011	25,000,000	355,000
Franziska Racker Center	2011	5,100,000	31,000

Project Name	Date	Value	Sq. Ft.
Ithaca Beer - 2	2012	3,200,000	16,000
Kendal REFI	2012	10,000,000	na
Marriott	2014	32,000,000	100,000
TC3 Foundation - 5	2013	44,232,591	na
Cayuga Medical Center - 4	2013	25,000,000	na
Beechtree	2013	3,960,000	na
BinOptics	2014	7,700,000	31,100
Kendal expansion	2014	39,820,000	84,100
TOTALS		1,049,585,471	5,510,870

Example C: TCIDA City CIITAP Projects

TCAD manages the Tompkins County Industrial Development Agency and works closely with City staff on CIITAP projects. The following is a summary of CIITAP-related activity since this special policy was first adopted by the IDA. This is a sub-set of TCIDA/TCDC projects and shows tax revenues to the City of Ithaca only.

Name	\$ Invested	Sq. Footage	New Taxes to the City
Gateway Plaza Offices	\$9,850,000	63,750	\$552,718 (since 2004)
Seneca Place on the Commons	\$29,000,000	175,000	\$702,291 (since 2006)
Cayuga Green Garage	\$17,500,000	240,000	Tax Exempt Bond Financing
Inlet Island Health Center	\$6,750,000	52,000	\$395,307 (since 2007)
Gateway Commons Apartments	\$5,600,000	40,000	\$164,540 (since 2004)
Cayuga Green II (Apartments, Cinemapolis, Retail Space)	\$14,800,000	103,900	\$308,491 (since 2009)
Plantations Building	\$2,963,033	17,000	\$5,139 (since 2013)
Ithaca Marriott - in process	\$32,000,000	100,000	
Harold Square - in process	\$38,000,000	162,750	
TOTALS	\$156,463,033	954,400	\$2,128,486

Example D: Tourism Capital Grants Program 2003 to 2014

TCAD administers the Tourism Capital Grants program for the County. The program is funded by the Room Occupancy Tax. The program is targeted to the largest visitor and tourist venues.

Analysis of Awards History since inception

Identifies the number of Feasibility Study grants (feas) and number of Capital grants (cap) – sorted by value of capital awards.

Recipient	value of all grants	total project value	# awards	# feas	# cap	Value of feas Awards	Value of Capital Awards
Cayuga Nature Center	253,500	801,280	4	1	3	13,500	240,000
Sciencenter	222,500	1,021,420	7	1	6	12,500	210,000
PRI/Museum of the Earth	207,000	7,632,360	3		3		207,000
State Theatre	170,780	1,254,300	3	1	2	3,780	167,000
Wine Center	172,500	519,720	3	2	1	12,500	160,000
Hangar Theatre	198,000	3,212,600	4	3	1	98,000	100,000
Kitchen Theatre	134,000	1,236,800	3	2	1	34,000	100,000
Stewart Park	110,500	440,100	4	3	1	40,000	70,500
Ithaca Skate Park	60,000	435,340	1		1		60,000
Community School of Music & Arts	63,000	173,560	2	1	1	8,000	55,000
Ithaca Children's Garden	48,800	117,609	2		2		48,800
Cayuga Waterfront Trail Initiative	25,000	191,500	2		2		25,000
Finger Lakes land Trust	20,000	76,550	1		1		20,000
Ithaca Farmers Market	10,000	51,630	1		1		10,000
History Center	25,000	38,000	3	3		25,000	
Cayuga Lake Blueway Trail	10,000	18,000	1	1		10,000	
Dorothy Cotton Institute	7,500	7,500	1	1		7,500	
Ithaca Motion Picture Project	5,500	5,500	1	1		5,500	
Totals	1,743,580	17,233,769	46	20	26	270,280	1,473,300
Average award & percent of funds	37,904			13,514	56,665	15.5%	84.5%
Median award				9,500	46,000		

created May 15, 2014, rev. May 20, 2014

APPENDIX D: ECONOMIC DEVELOPMENT COLLABORATIVE AND OTHER PARTNER AGENCIES

The following agencies participate in the ED Collaborative. They are all organizations with a local interest and public purpose – be they not-for-profits, or departments of local government. These thirteen organizations make a formal commitment to form the Economic Development Collaborative. Members work together to accomplish the goals identified in the ED Strategy.

ED COLLABORATIVE AGENCIES

1. *City of Ithaca's Department of Planning and Development*
2. *Cornell Cooperative Extension of Tompkins County*
3. *Council of Governments for Tompkins County*
4. *Ithaca / Tompkins County Convention and Visitors Bureau*
5. *Ithaca Downtown Partnership*
6. *Ithaca Tompkins County Transportation Council*
7. *Ithaca Urban Renewal Agency*
8. *Tompkins County Area Development*
9. *Tompkins County Chamber of Commerce*
10. *Tompkins County Department of Planning*
11. *Tompkins County Industrial Development Agency/Development Corporation*
12. *Tompkins County Workforce Investment Board*
13. *Town of Ithaca Planning Department*

In addition there are several liaisons to the ED Collaborative who represent: private sector banking, Cornell's economic development efforts, County Legislature (Chair and Chair of the ED Committee), City of Ithaca mayor, AFCU Business CENTS.

Thirteen Collaborative Agencies

1. The primary goals of the City of Ithaca's Department of Planning and Development are strengthening the City's economy, improving the quality of life of its citizens, and strengthening its residential neighborhoods. This work depends on the effective partnership among the City, the Ithaca Urban Renewal Agency, and Ithaca Neighborhood Housing Services. <http://www.cityofithaca.org>
2. The mission of Cornell Cooperative Extension of Tompkins County (TCCCE) is strengthening youth, adults, families, and communities through learning partnerships that put knowledge to work. TCCCE is a portal to Cornell – New York's land grant university – and applies research in understandable and useful ways for the community. Three broad programming areas are: agriculture, community well-being, and youth development. <http://www.cce.cornell.edu/tompkins/>
3. Council of Governments for Tompkins County (TCCOG). Participants include nine towns, six villages, the City of Ithaca, and the County of Tompkins. The TCCOG provides a forum for communication on common issues and a vehicle to undertake joint delivery of services. The goal is to improve inter-municipal cooperation for the benefit of the people that the local governments serve. <http://tompkinscountyny.gov/tccog>
4. The Ithaca / Tompkins County Convention and Visitors Bureau (I/TCCVB), a division of the Tompkins County Chamber of Commerce, is the Destination Marketing Organization that serves the greater Ithaca area. The I/TCCVB actively promotes the area and operates two visitor centers. The County's Strategic Tourism Board oversees the work of the I/TCCVB and also supports development of visitor attractions such as The Sciencenter. <http://www.visitithaca.com>

5. The Ithaca Downtown Partnership (IDP) is a Business Improvement District created in 1997 and charged with the development, management, and promotion of a 22-block area of downtown Ithaca. The IDP provides small business technical assistance and organizes major events and an outdoor entertainment series. It also provides supplemental cleaning, safety, and beautification services to the center city.
<http://www.downtownithaca.com>

6. The Ithaca Tompkins County Transportation Council (ITCTC) works to advance projects and programs that provide for an efficient, flexible, and multi-modal transportation system in Tompkins County. The ITCTC works cooperatively with all local governments, TCAT, NYSDOT, and federal transportation agencies. The ITCTC has expertise in the areas of transportation planning, data gathering, and analysis.
<http://tompkinscountyny.gov/itctc>

7. The Ithaca Urban Renewal Agency (IURA) works to revitalize urban neighborhoods and strengthen the local economy. The IURA works to implement the Urban Renewal Plan, manages the City's HUD Entitlement Grant award of Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) funds and administers various economic development loan programs and industrial park leases.
<http://www.cityofithaca.org/290/Ithaca-Urban-Renewal-Agency>

8. Tompkins County Area Development (TCAD), a private, not-for-profit corporation founded in 1964, is the community's lead economic development agency. TCAD's mission is: to building a thriving and sustainable economy that improves the quality of life in Tompkins County by fostering the growth of business and employment. **<http://www.tcad.org>**

9. The Tompkins County Chamber of Commerce advocates for the free enterprise system and sound economic development. It fosters success for its for-profit and not-for-profit members, and promotes a high quality of life for all residents. The Chamber hosts a number of networking and educational programs for business. A key strength is its ability to bring diverse parties together to solve community problems.
<http://www.tompkinschamber.org>

10. The Tompkins County Department of Planning provides planning and related services to County government and local municipalities. The Department is charged with preparing a comprehensive plan for the development of the County; collecting and distributing data and information on population, land use, housing, environment and community facilities; and preparing planning studies and analyses.
<http://www.tompkins-co.org/planning/>

11. The Tompkins County Industrial Development Agency and Development Corporation (TCIDA) (TCDC) are public benefit corporations controlled by the Tompkins County Legislature and managed by TCAD. The TCIDA can abate taxes and the TCDC issue tax-exempt bonds. Purposes of the IDA and TCDC are to create quality employment opportunities, and support investments in not-for-profit corporations and in certain mixed-use revitalization projects. **<http://www.tompkinsida.org/> <http://www.tompkinsdc.org/>**

12. The mission of the Tompkins County Workforce Investment Board (TCWIB) is to enhance the productivity and competitiveness of Tompkins County by developing and coordinating resources that meet employer workforce needs and facilitate employment and development opportunities for individuals. The One Stop Career Center is the flagship product of the TCWIB. **<http://www.tompkinsworkforceny.org>**

13. The Town of Ithaca Planning Department develops and maintains the Town's comprehensive plan, zoning ordinance, and site design regulations. The Department balances the goals of preserving the Town's significant and sensitive natural features and open space and neighborhood character with the need to provide for reasonable growth, economic development and housing that is affordable to households at all income levels. <http://www.town.ithaca.ny.us/>

As part of the 2006 Economic Development Strategy for Tompkins County, these thirteen organizations made a formal commitment to form the Economic Development Collaborative. Members work together to accomplish current economic development goals. Over time, they identify emerging goals and continue to work collaboratively on those. Examples of projects spawned by the ED Collaborative are the Tompkins County Community Housing Affordability Program, the Tompkins Workforce Development Strategy (2010), the Countywide Inter-municipal Water and Sewer Feasibility Study for Tompkins County (2010), the 2015 to 2020 Economic Development Strategy (2015).

APPENDIX E: IMPLEMENTING ECONOMIC DEVELOPMENT

WHAT DO ECONOMIC DEVELOPMENT AGENCIES DO? TCAD AND THE MEMBERS OF THE ED COLLABORATIVE:

- *Invest in the workforce – so businesses have the workforce they need*
- *Help businesses start, stay, thrive, and expand to create jobs. ED focuses on businesses that sell their products and services outside the County, fill community needs and create jobs with career paths.*
- *Provide direct ED services to businesses: technical and financial assistance*
- *Assess labor and business resources and make that information available for policy, program and project development*
- *Provide leadership*

WHAT ARE OTHER PUBLIC SECTOR ED ACTIVITIES?

- *Physical infrastructure planning and investment (and oversight of private utilities) roads, water sewer, energy, airport/ports*
- *Development process facilitation and oversight (zoning, planning, permitting, inspection)*
- *Community infrastructure such as public transportation, waste management, affordable housing, day care, recreation*
- *Manage the regulatory environment*
- *Supply household safety net*
- *Provide leadership*

COMMUNITY SECTOR ACTIVITIES:

- *Recreation like YMCA and The Rink*
- *Vibrant arts and culture*
- *Vibrant social and religious communities*

BUSINESS AND NON-PROFIT SECTOR ACTIVITIES:

- *Create jobs*
- *Manage business expansions and property investments*
- *Provide leadership*

APPENDIX F: ACRONYMS AND DEFINITIONS

ED - Economic development

ROI - Return on investment

WIB - Workforce Investment Board

CVB - (Tompkins County) Convention and Visitor's Bureau

ICSD - Ithaca City School District

TCAD - Tompkins County Area Development

TCDC - Tompkins County Development Corporation

SHBC - South Hill Business Campus

Sq. Ft. - Square feet

TCIDA - Tompkins County Industrial Development Agency

JobsEQ - Proprietary software created by Chmura Economics and Analytics. Provides current labor data and analytical tools for WIBs and ED professionals

Local Sectors - Industry sectors that primarily provide goods and services to local customers

Traded sectors - Industry sectors that primarily sell their goods or services to customers outside Tompkins County



Tompkins County Area Development

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