

Open
**FOR
BUSINESS**





A New Vision for the
Southern Tier's
Economy

Regional Economic
Development Councils
Putting New York Back to Work



Governor Andrew M. Cuomo
Lieutenant Governor Robert J. Duffy

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- 
- A large, wide waterfall cascades over a rocky ledge, creating a misty spray at the base. In the foreground, a paved walkway with a metal railing runs along the edge of the waterfall. Several people are standing on the walkway, looking towards the water. The background shows a hazy, wooded area.
- Environmental Overview
 - Infrastructure
 - Real Estate
 - Culture, Tourism, and Quality of Life

Environmental Overview

Water

Includes the southern end of Seneca Lake and Cayuta, Lamoka and Waneta Lakes with five DEC boat launches.

Fishing

Cayuta Creek, Cayuta Lake and Seneca Lake offer trout, walleye and many other species.

Open Land

The county is largely agricultural with Finger Lakes National Forest, three State forests and several wildlife management areas. DEC-managed land totals over 23,000 acres.

Water

There are three DEC boat ramps on the south end of Cayuga Lake and one at Dryden Lake.

Fishing

Public fishing access along Cayuga Inlet, Owasco Inlet and Fall Creek. Species include: trout, bass, pike and perch, among others.

Open Land

The county has nearly 26,000 acres of DEC-managed land.

Water

Sites include Balsam, Chenango and Guilford Lakes and Long Pond and Round Pond. The County has 15 public boat ramps.

Fishing

There is public access at many sites along the Chenango River. Genegantslet Creek is one of the premiere trout streams in the region. Other sites offer bass, pickerel and pike. There is a DEC fish hatchery in Otselic.

Open Land

The county has 40 State forests that cover some 80,000 acres. Rogers Environmental Center manages 600 acres in Sherburne.

Steuben

Schuyler

Tompkins

Chenango

Chemung

Tioga

Broome

Delaware

Water

Includes Loon and Almond Lakes and the southern end of Keuka Lake. There are three DEC boat launch sites.

Fishing

Chemung, Tioga and Cohocton Rivers, Keuka Lake and Mill Creek, among other sites, offer trout, muskellunge, bass and many other species.

Open Land

The county is primarily rural with many State forests and wildlife management areas. DEC-managed land totals over 27,000 acres.

Water

There are seven state boat launches in the county. The Chemung River watershed offers water access for recreation. Levees maintained by DEC protect areas along rivers around the county.

Fishing

Seneca Lake, Chemung River and Cayuta Creek offer trout, muskellunge and shad.

Open Land

This is a rural county. There are some 1,200 acres of DEC-managed public land.

Water

The county focuses on river amenities. It has seven boat launches on the Susquehanna River.

Fishing

Catatonk, Owega and Cayuga Creeks offer trout, black bass and muskellunge. Catch and release for shad in the Susquehanna River.

Open Land

Two Rivers State Park has 600 acres of recreational area and there are over 10,000 acres of State forests in the county.

Water

Contains the Susquehanna and Chenango River watersheds. Lakes include Arctic, Nanticoke, Sky and Whitney Point Reservoir. DEC owns and operates many flood-control structures.

Fishing

There are 11 boat access sites where you can fish for trout, walleye and muskellunge, among others.

Open Land

Over 9,000 acres of DEC-managed public land includes the Whitney Point Wildlife Management Area.

Water

Area includes the two largest sites in the NYC water supply system – Cannonsville and Pepacton Reservoirs.

Fishing

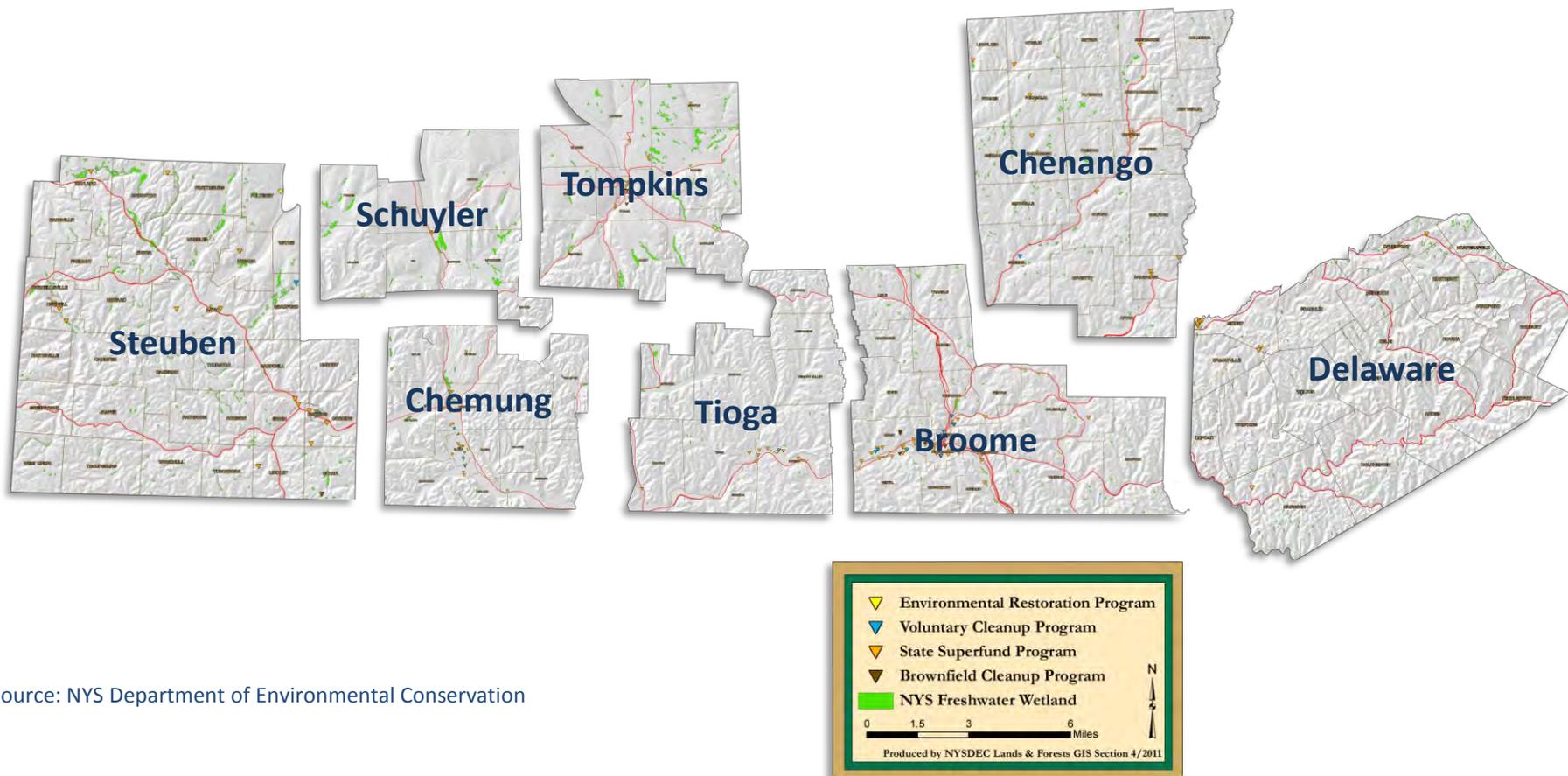
World-class trout fishing and seven boat launches are on the Delaware and Susquehanna Rivers. Almost 60 miles of public fishing access available.

Open Land

Bear Spring Wildlife Management Area covers 7,141 acres. There are 14 State forests that make up 21,000 acres. Other DEC-managed areas bring the total to nearly 70,000 acres.

Environmental Overview

Environmental Map



Source: NYS Department of Environmental Conservation

Infrastructure



Southern Tier 2008 Clean Water and Sewer Infrastructure Needs Survey

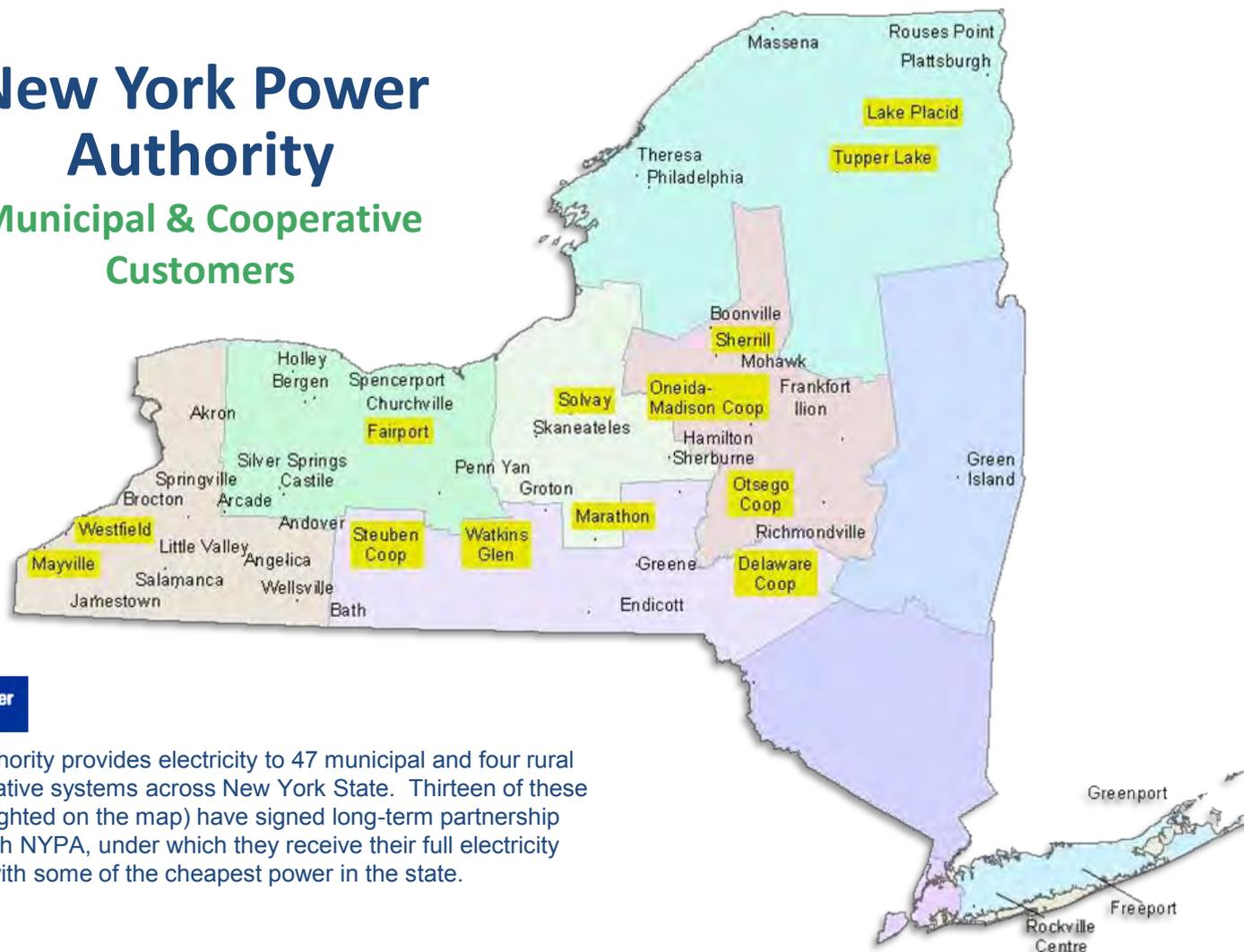
County	Amount
Broome	\$168,758,550
Chemung	\$89,106,274
Chenango	\$18,338,072
Delaware	\$381,812,975
Schuyler	\$7,619,227
Steuben	\$30,110,174
Tioga	\$71,589,595
Tompkins	\$56,279,609
Total	\$823,614,476

Source: NYS Environmental Facilities Corporation; Community-reported data.

Infrastructure

New York Power Authority

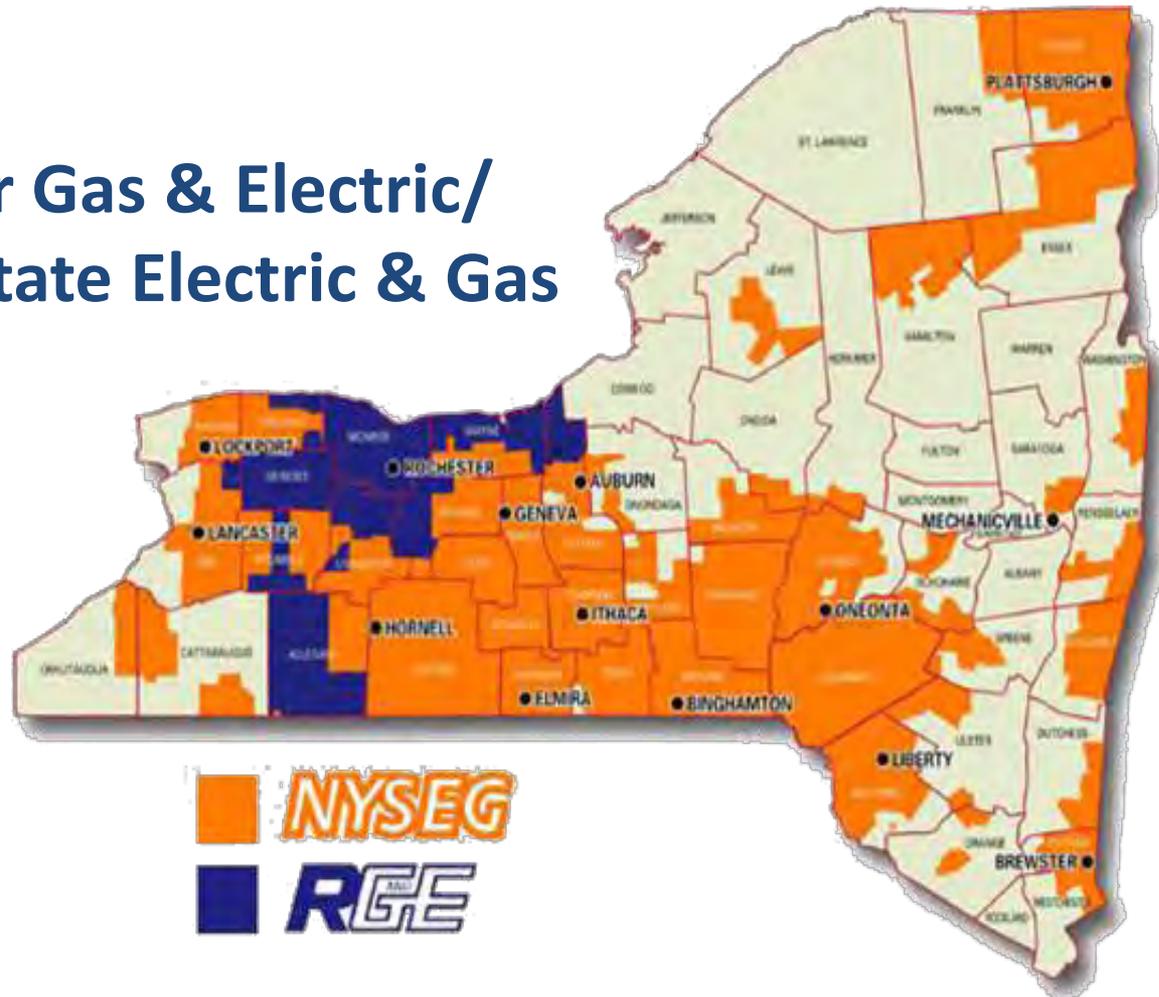
Municipal & Cooperative Customers



The Power Authority provides electricity to 47 municipal and four rural electric cooperative systems across New York State. Thirteen of these systems (highlighted on the map) have signed long-term partnership agreements with NYPA, under which they receive their full electricity requirements with some of the cheapest power in the state.

Infrastructure

Rochester Gas & Electric/ New York State Electric & Gas



Real Estate

Median Sales Price of Existing Single-Family Homes

Fourth Quarter 2010 compared to Fourth Quarter 2008

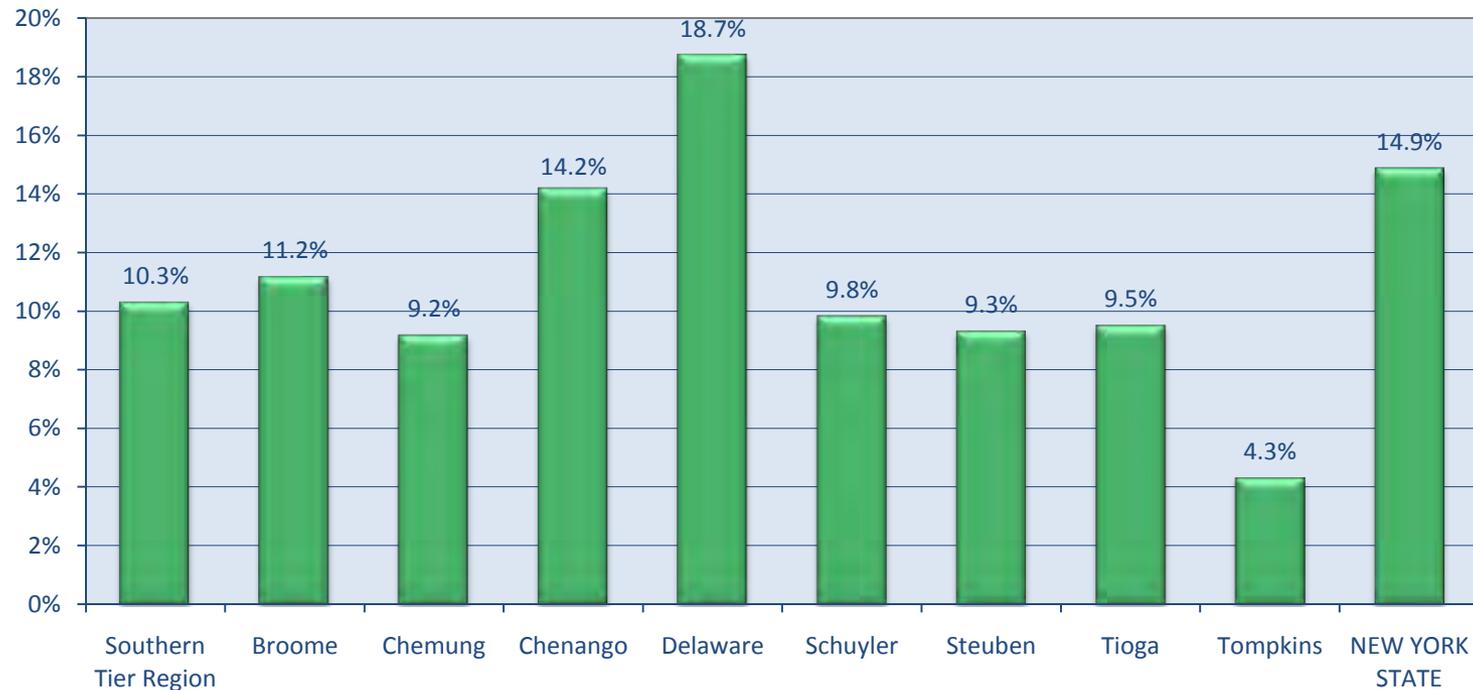
County	4th Quarter 2010p	Percent Change 4Q 2008 to 4Q 2010
Broome	\$ 101,727	-2.3%
Chemung	\$ 99,000	21.2%
Chenango	\$ 76,000	-15.6%
Delaware	\$ 108,500	14.2%
Schuyler	\$ 170,000	25.9%
Steuben	\$ 102,000	20.4%
Tioga	\$ 134,750	7.3%
Tompkins	\$ 170,000	-7.4%

Source: NYS Homes & Community Renewal, NYS Association of Realtors



Real Estate

Pre-foreclosure Filings in 2010 as Percent of Loans Originated from 2004 to 2009



Source: NYS Homes & Community Renewal, NYS Association of Realtors

Real Estate

Housing Report Card (2006 – 2010)

County	Rental Preservation Units	Construction of New Rental Units	Homeowner Improvement Units	Homebuyer Assistance Units
Broome	530	96	738	318
Chemung	233	32	796	278
Chenango	151	0	665	55
Delaware	303	0	1,135	46
Schuyler	19	24	148	23
Steuben	91	49	871	159
Tioga	106	24	320	50
Tompkins	874	130	746	352
Total	2,307	355	5,419	1,281

Note: NYS Homes and Community Renewal records the affordable housing units assisted by programs administered by HCR, the New York State Office of Temporary Disability Assistance and the New York State Office of Mental Health.

Rental Preservation Units – HCR-supported units that have either had their affordability period extended for existing and future tenants or assistance for moderate to gut rehabilitation of existing, aging affordable housing which also extends the affordability period.

Source: NYS Homes & Community Renewal.

Real Estate

Affordable Housing Coverage Rate

County	Number of Renters at or Below 50% of AMI	Renter Coverage Rate	Number of Owners at or Below 50% of AMI	Homeowner Coverage Rate
Broome	12,720	10.5%	8,570	12.3%
Chemung	5,935	4.5%	3,335	32.2%
Chenango	1,675	9.0%	2,495	28.9%
Delaware	2,090	14.5%	2,440	48.4%
Schuyler	N/A	N/A	N/A	N/A
Steuben	5,190	2.7%	4,090	25.2%
Tioga	1,865	7.0%	2,255	16.4%
Tompkins	8,605	11.7%	3,055	35.9%
Total	38,080	N/A	26,240	N/A

Notes: The HCR Affordable Housing Renter and Homeowner Coverage Rate is a way of measuring the proportion of low-income residents in a county impacted by HCR programs funded 2006-2010.

AMI – Area Median Income is the midpoint family income for a metropolitan area or a non-metropolitan county calculated each year by the US Department of Housing and Urban Development for use in determining eligibility for housing programs.

Source: NYS Homes & Community Renewal, 2009 HUD Comprehensive Housing Affordability Strategy (CHAS) Data Book.

Real Estate

Housing and Affordability Indicators

County	Percent of Units that are Renter Occupied	Percent of Housing Units Built Before 1940	Percent of Renters with 'Severe Cost Burden'	Percent of Owners with 'Severe Cost Burden'	Percent of Residential Addresses that are Vacant
Broome	33.1%	31.9%	21.6%	8.1%	5.4%
Chemung	31.9%	38.0%	26.3%	8.1%	4.2%
Chenango	21.9%	41.2%	14.1%	8.3%	3.9%
Delaware	24.7%	35.8%	19.1%	10.8%	3.8%
Schuyler	21.4%	33.7%	N/A	N/A	1.1%
Steuben	26.9%	39.3%	18.0%	8.0%	2.2%
Tioga	20.6%	30.7%	19.3%	8.0%	3.3%
Tompkins	45.5%	29.9%	28.5%	8.6%	1.8%

'Severe cost burden' is spending more than 50% of their gross income on housing costs.

Source: NYS Homes & Community Renewal, Quarter 3 2010 HUD Aggregated United States Postal Service Data, 2009 HUD CHAS Data Book.



Culture, Tourism, and Quality of Life

Southern Tier Region Economic Impact of Visitor Spending in 2009

County	Amount in Millions
Broome	\$ 230.9
Chemung	\$ 82.1
Chenango	\$ 26.7
Delaware	\$ 79.0
Schuyler	\$ 26.4
Steuben	\$ 112.8
Tioga	\$ 30.2
Tompkins	\$ 150.8

Culture, Tourism, and Quality of Life



Southern Tier State Parks Annual Attendance, 2009

Chenango Valley State Park	176,141
Oquaga Creek State Park	30,320
Watkins Glen	482,401
Taughannock Falls	427,352
Robert H. Treman	236,174
Allan Treman Marina	205,460
Buttermilk Falls	179,393
Stony Brook	121,853
Newtown Battlefield	23,723

*Total annual attendance
at the region's 9 parks:
1.8 million*

Source: NYS Office of Parks, Recreation & Historic Preservation

Culture, Tourism, and Quality of Life



Southern Tier State Parks

Economic Impact

An economic impact study estimates that in 2008-09, over 1700 jobs were created and more than \$140 million in local economic activity was generated by State Parks in the area.

Quality of Life

The recreational and natural resources created by the area's parks and historic sites benefit this region by:

- Maintaining the state's ecosystem and biodiversity
- Providing opportunities for recreation
- Reducing the negative effects from pollution
- Improving health outcomes
- Preserving areas of historic importance
- Influencing business location decisions by making the community a better place to live.

Culture, Tourism, and Quality of Life



Highlights in Southern Tier State Parks

Watkins Glen State Park

This famous state park is home to 19 waterfalls.

Taughannock Falls

The namesake waterfall plunges 215 feet past rocky cliffs – making it among the highest waterfalls in the Northeast.

Chenango Valley State Park

This is a popular camping park that features kettle lakes.

Culture, Tourism, and Quality of Life



Southern Tier State Parks

Regional Capital Needs

The backlog of capital projects in the Southern Tier area is estimated to exceed \$47 million.

High Impact Projects:

- **Chenango Valley**
Replace the park's substandard drinking water distribution system \$1,000,000
- **Taughannock Falls**
Revitalize the popular Overlook viewing area \$1,650,000
- **Watkins Glen**
Reconstruct the park's main entrance in the Village of Watkins Glen \$2,225,000
- **Robert H. Treman**
Reconstruct the campground \$2,500,000

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- A blurred photograph of a busy street scene with several pedestrians walking. The image is faded and serves as a background for the text.
- Major Projects
 - Changing Demographics
 - Workforce and Education
 - Industry Structure and Concentration

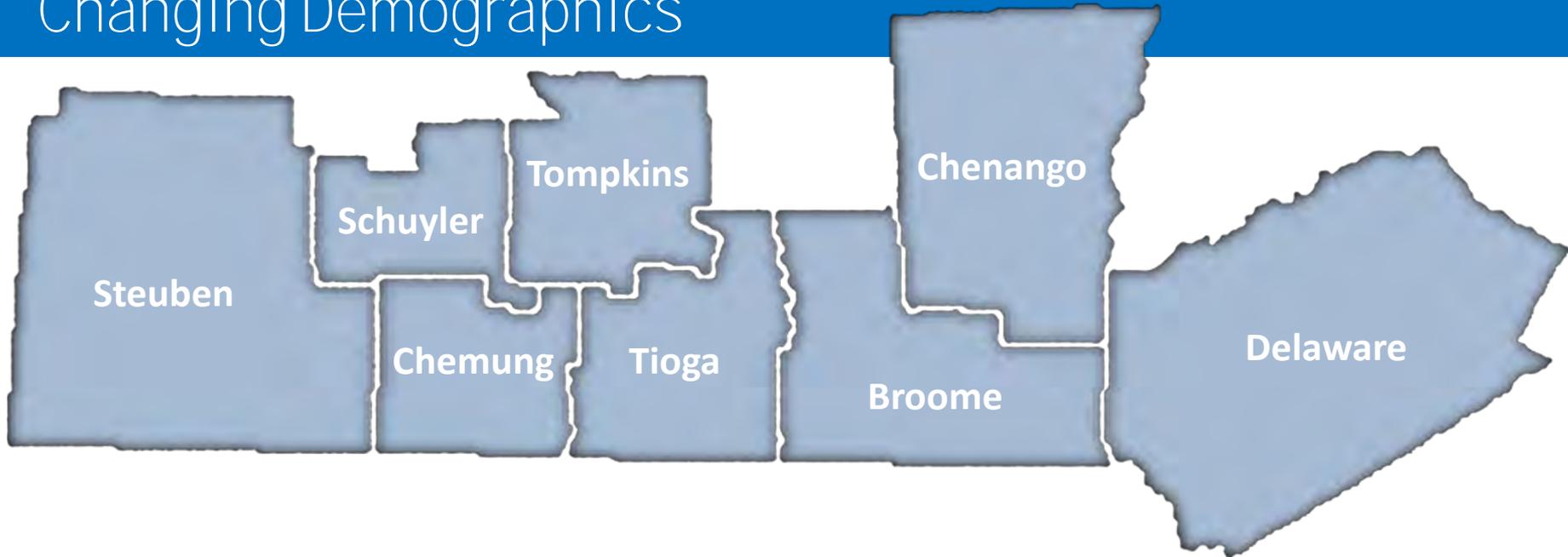
Regional Overview



Major Economic Development Projects

- **CVS**
CVS is completing construction of a 750,000 square foot, \$96 million warehouse facility along I-86 in Chemung. The project is expected to create 600 permanent jobs over the next 3 years.
- **Impress**
Impress Inc., a manufacturer of metal tops for the food and pet industry, began operations in the Broome County Corporate Park last year. This \$44 million attraction project will create 140 new jobs over the next three years.
- **Raymond**
Raymond Inc. has consolidated its operations from a location in Ontario Canada into its existing facility in Greene. This \$46 million project retains 740 full time jobs and initially planned to create 50 new jobs over 3 years. The company has far exceeded those projections.
- **Schlumberger**
The company has invested nearly \$30 million to house its Northeast headquarters and \$120 million of equipment and technology. The project sits on 65 acres in the center of Horseheads and includes 400,000 square feet of buildings. The company provides services and materials to oil and natural gas producers within a 300-mile radius.
- **Agro Farma**
Agro Farma produces Chobani, the nation's top-selling yogurt. It started with 5 employees in 2006 and has grown to 450. Agro Farma bought the former Proctor and Gamble facility in Norwich to house its administrative offices and some warehousing. The company has invested over \$100 million dollars in its facility over the last 2 years.
- **World Kitchen**
This company manufactures bakeware and dinnerware. It has embarked on a \$45 million expansion of its Pressware facility in Corning, which will retain 450 jobs and create an additional 60.

Changing Demographics



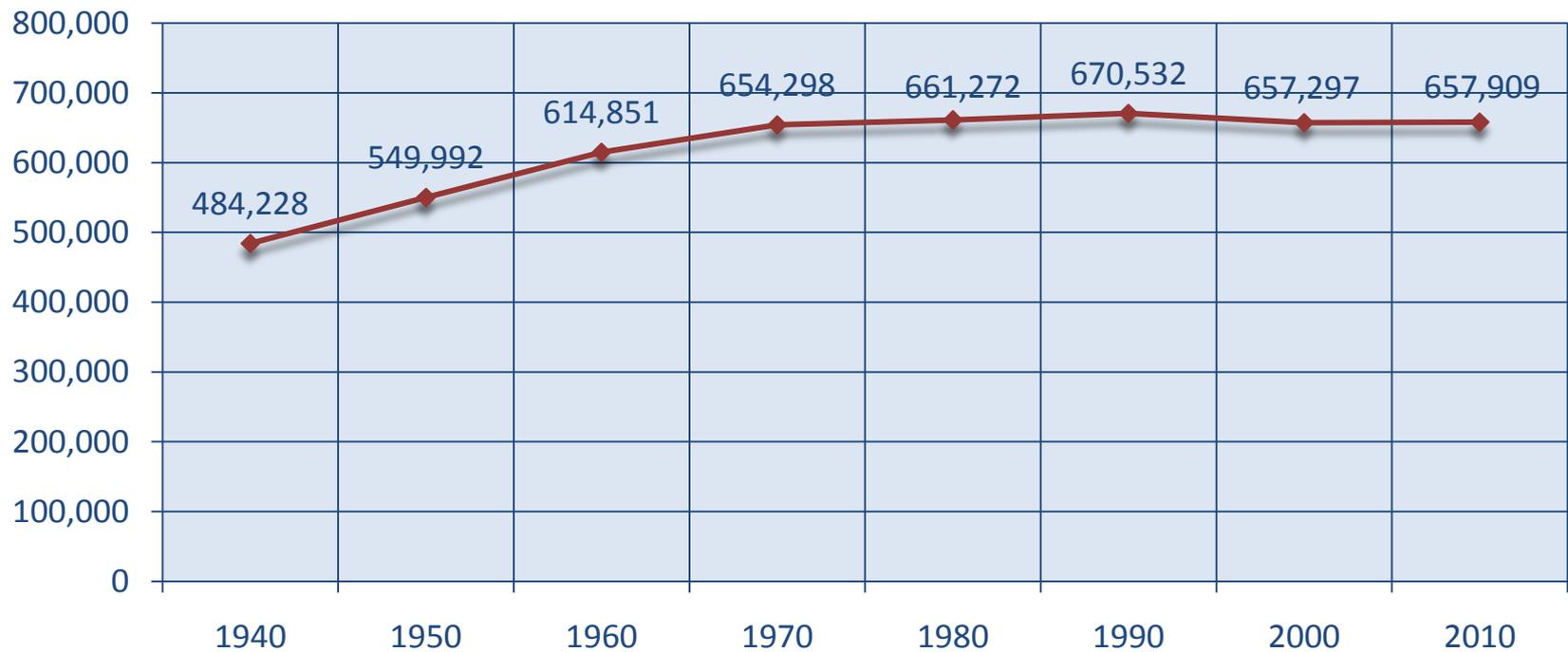
- The eight-county Southern Tier Region grew 0.1% from 2000 to 2010, the 2nd slowest growth rate of New York State's 10 regions.
- More counties in the Southern Tier lost population than gained. Schuyler County, the 2nd smallest population in the State, lost the 2nd highest percentage of its population, declining 4.6%. Also losing: Chemung (-2.5%), Chenango (-1.8%), Delaware (-0.2%), Tioga (-1.3%).
- Broome County, close to a third of the region's population, stayed the same while Steuben grew slightly (0.3%) and Tompkins grew 5.2%.
- Three of the six cities declined (Hornell, -6.4%; Elmira, -5.6%; and Norwich, -2.2%), two grew (Corning, 3.2%; Ithaca, 4.3%), and Binghamton stayed flat (0.0%).
- The Southern Tier regional ethnic composition is 89.0% white, 3.2% black, 2.9% Asian, and 2.7% Hispanic.

Source: US Census Bureau, 2010 Census



Changing Demographics

Population of the Southern Tier, 1940-2010



Source: Empire State Development, State Data Center

Changing Demographics

Southern Tier Socioeconomic Profile

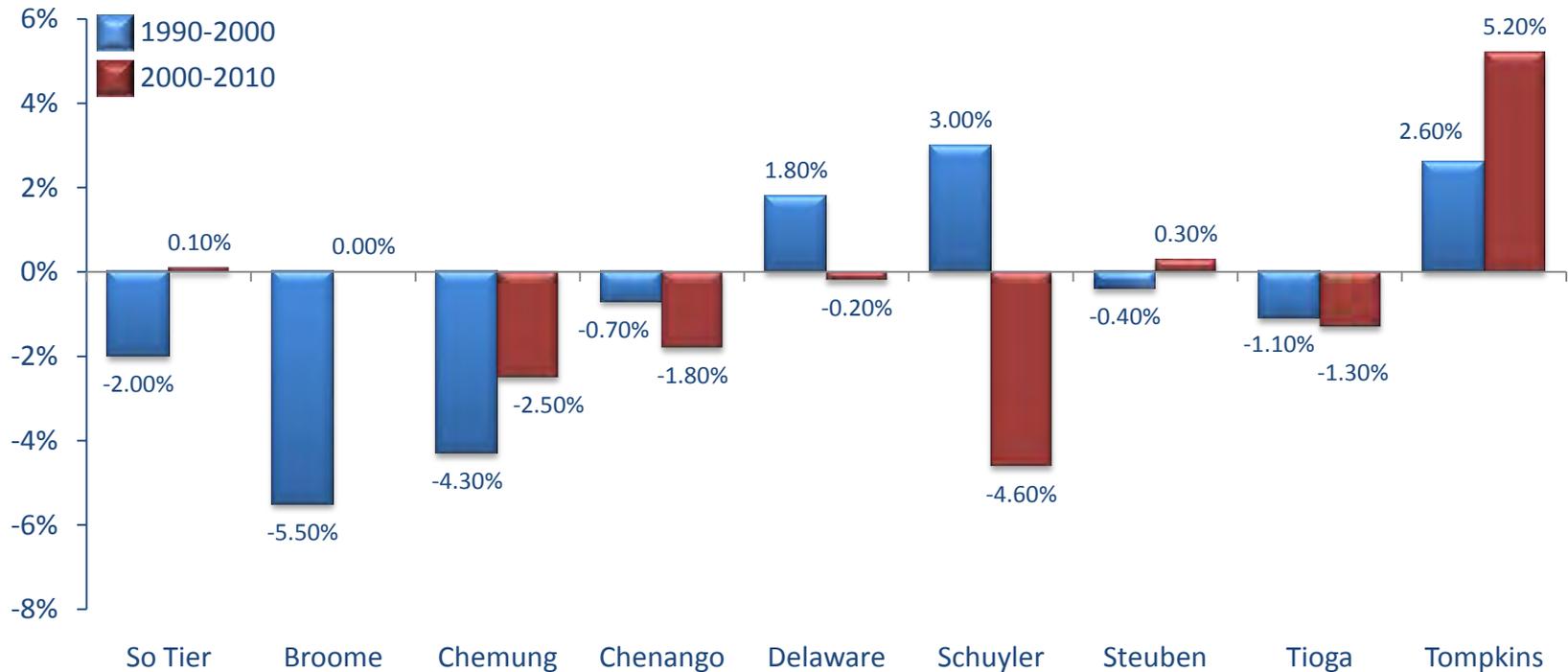
	Percent of Population Above 61 Years Old	Poverty Rate	Median Household Income
United States	16.2%	13.5%	\$51,425
New York State	16.7%	13.8%	\$55,233
Southern Tier Region	19.1%	14.9%	\$44,208
Broome County	19.7%	15.0%	\$43,467
Chemung County	19.2%	15.8%	\$42,420
Chenango County	20.6%	12.5%	\$43,991
Delaware County	23.9%	15.1%	\$41,656
Schuyler County	21.0%	9.9%	\$44,575
Steuben County	19.5%	13.8%	\$42,812
Tioga County	19.4%	10.0%	\$51,011
Tompkins County	13.6%	20.2%	\$46,506

Source: Empire State Development, State Data Center. Age data is from 2010; poverty and income are from 2009.

Changing Demographics

Population Change 1990-2000 compared to 2000-2010

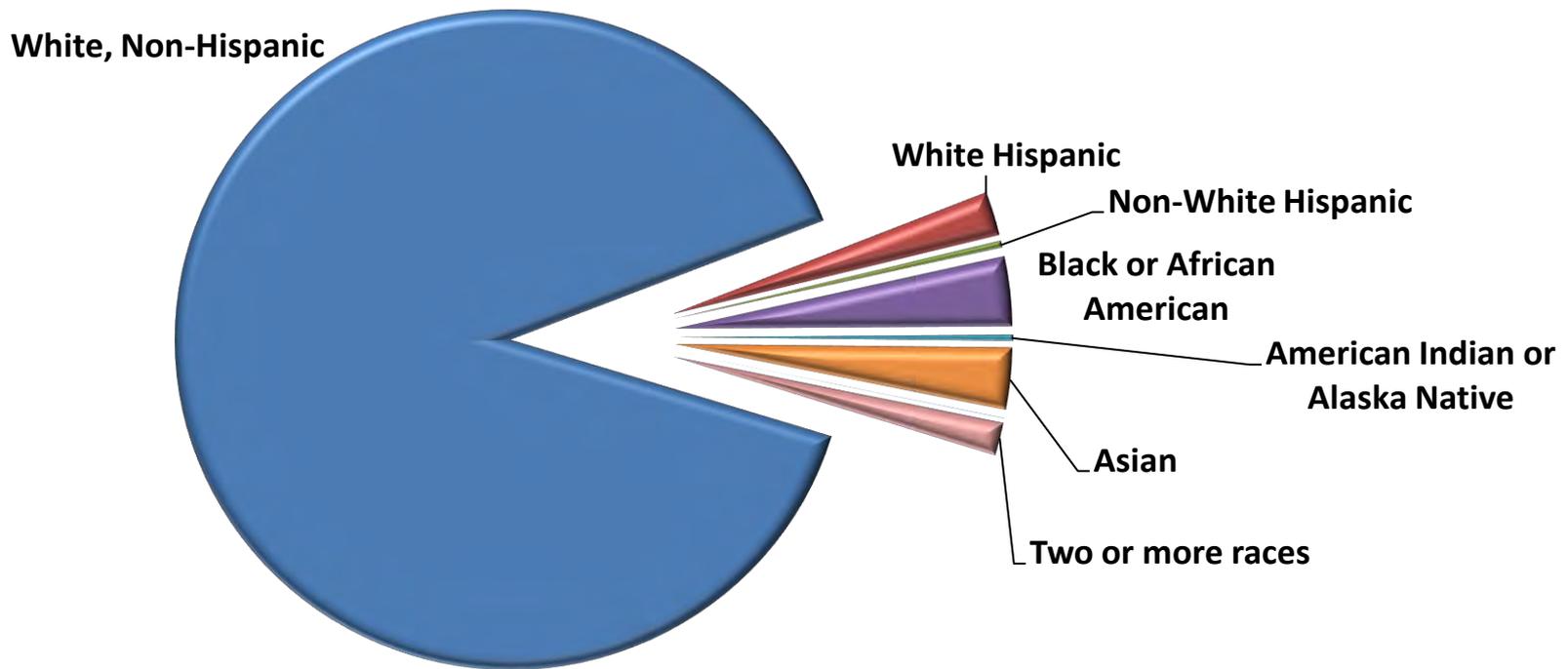
Southern Tier, by County



Source: Empire State Development, State Data Center

Changing Demographics

Southern Tier Race/Ethnicity Demographics



Source: Empire State Development, State Data Center



Changing Demographics

Southern Tier Hispanic/Latino Population

Southern Tier	2000	2010	% Change
Broome County			
Hispanic/Latino	3,986	6,778	70.0%
Non-Hispanic/Non-Latino	196,550	193,822	-1.4%
Chemung County			
Hispanic/Latino	1,609	2,240	39.2%
Non-Hispanic/Non-Latino	89,461	86,590	-3.2%
Chenango County			
Hispanic/Latino	548	929	69.5%
Non-Hispanic/Non-Latino	50,853	49,548	-2.6%
Delaware County			
Hispanic/Latino	983	1,560	58.7%
Non-Hispanic/Non-Latino	47,072	46,420	-1.4%

Southern Tier	2000	2010	% Change
Schuyler County			
Hispanic/Latino	235	234	-0.4%
Non-Hispanic/Non-Latino	18,989	18,109	-4.6%
Steuben County			
Hispanic/Latino	796	1,371	72.2%
Non-Hispanic/Non-Latino	97,930	97,619	-0.3%
Tioga County			
Hispanic/Latino	509	694	36.3%
Non-Hispanic/Non-Latino	51,275	50,431	-1.6%
Tompkins County			
Hispanic/Latino	2,968	4,264	43.7%
Non-Hispanic/Non-Latino	93,533	97,300	4.0%

Changing Demographics

In-Migration (to Southern Tier)

Year	In-Migration	Percent of Population
2008	16,300	2.1%

Top Migratory Regions	In-Migrants
Other	1,010
Otsego County	607
Cortland County	548
Bradford County, PA	489
Monroe County	358

Out-Migration (from Southern Tier)

Year	Out-Migration	Percent of Population
2008	18,550	2.4%

Top Migratory Regions	Out-Migrants
Otsego County	606
Cortland County	532
Onondaga County	521
Monroe County	493
Bradford County, PA	443

Source: EMSI Strategic Advantage Model.



Changing Demographics

Educational Attainment in the Southern Tier Region

	Percent of Adults with At Least a Bachelor's Degree	Percent of Adults with a Graduate Degree
Southern Tier	25.1%	11.9%
State	31.8%	13.6%
Nation	27.5%	10.1%

Source: Empire State Development, State Data Center; American Community Survey 2005-2009.
Note: 'Adults' are at least 25 years old.

Workforce and Education

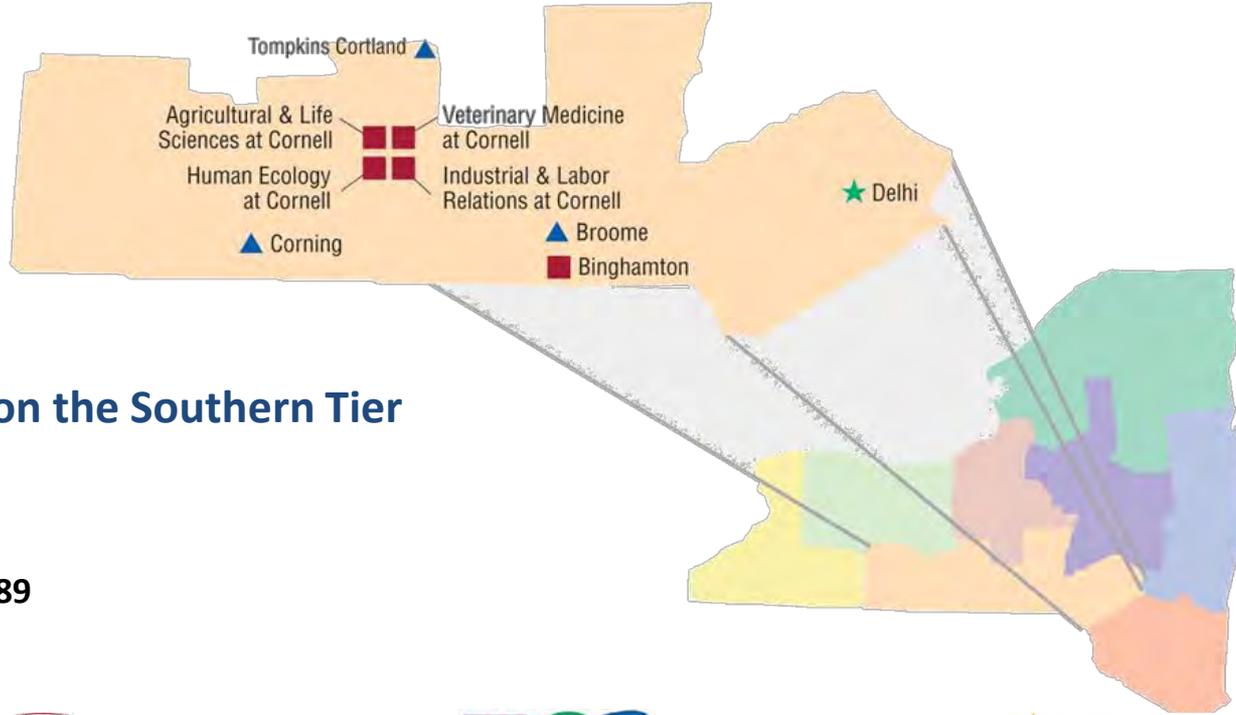


The State University of New York



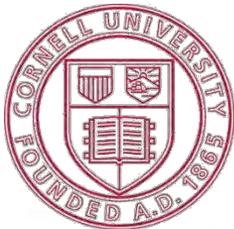
* Empire State College has 34 locations in seven regions throughout New York state.

Workforce and Education



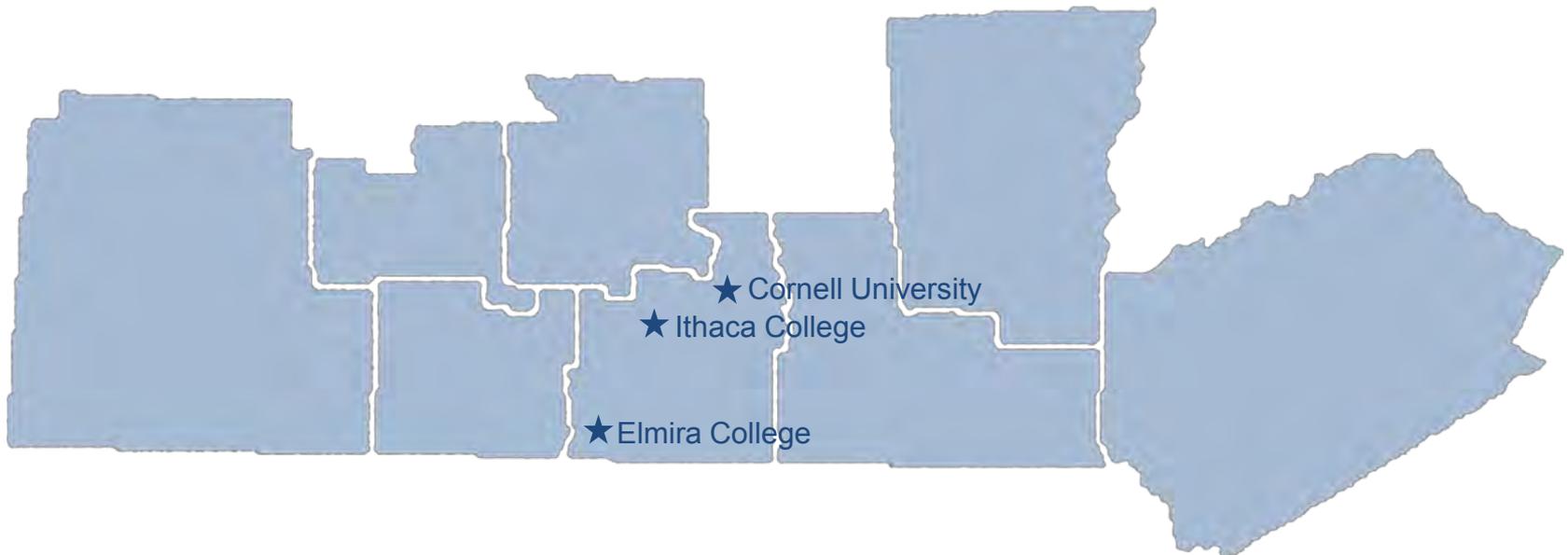
SUNY's Impact on the Southern Tier

Campuses: 6
Enrollment: **42,667**
Employees: **9,945**
SUNY Alumni: **295,389**



Workforce and Education

Southern Tier New York Private, Not-for-Profit Colleges and Universities



Workforce and Education

Southern Tier Labor Market

Local Area Unemployment Statistics

Southern Tier	May 2011	April 2011	May 2010
Labor Force	318,900	317,900	321,500
Unemployment	23,600	24,000	25,900
Local Unemployment Rate	7.4%	7.6%	8.0%
NY State Unemployment Rate	7.8%	7.6%	8.3%
U.S. Unemployment Rate	8.7%	8.7%	9.3%

Note: Data not seasonally adjusted.

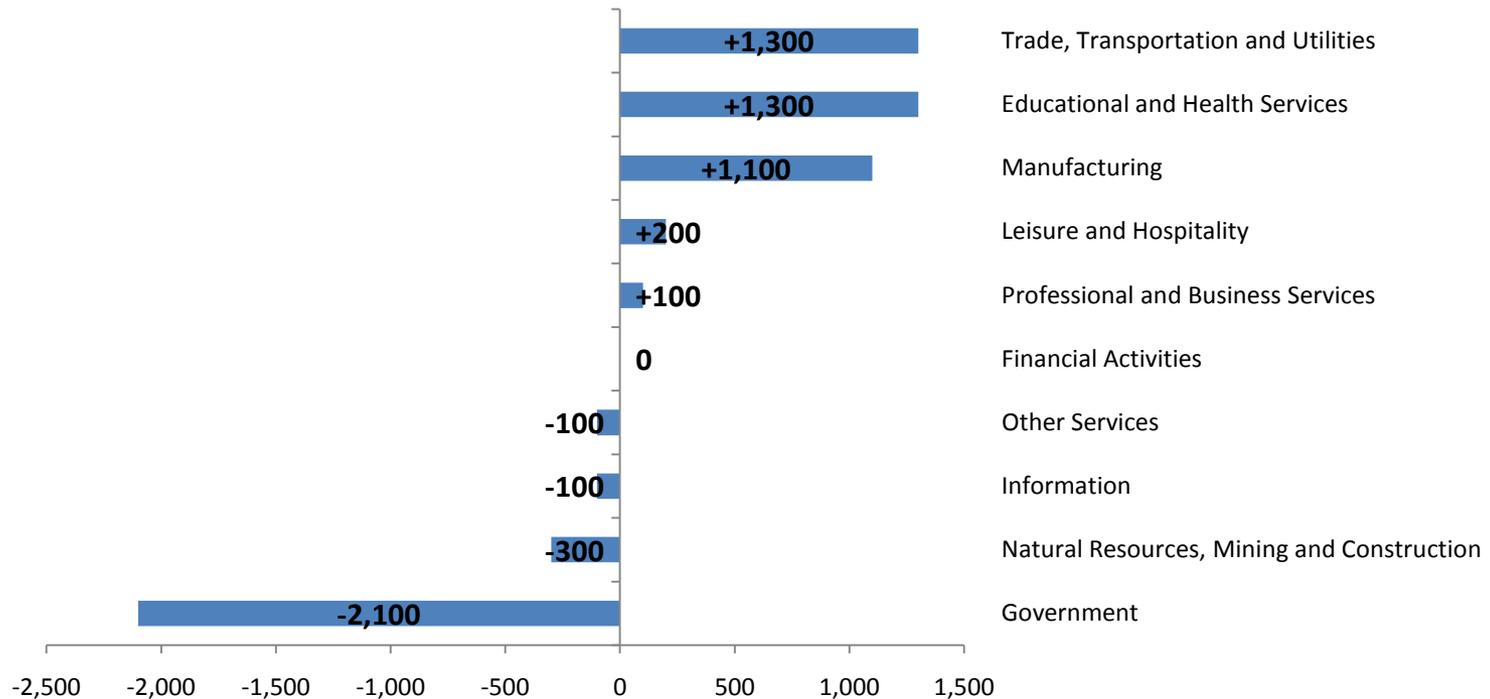
Source: NYS Department of Labor.



Workforce and Education

Southern Tier Labor Market

Change in Jobs, May 2010 to May 2011



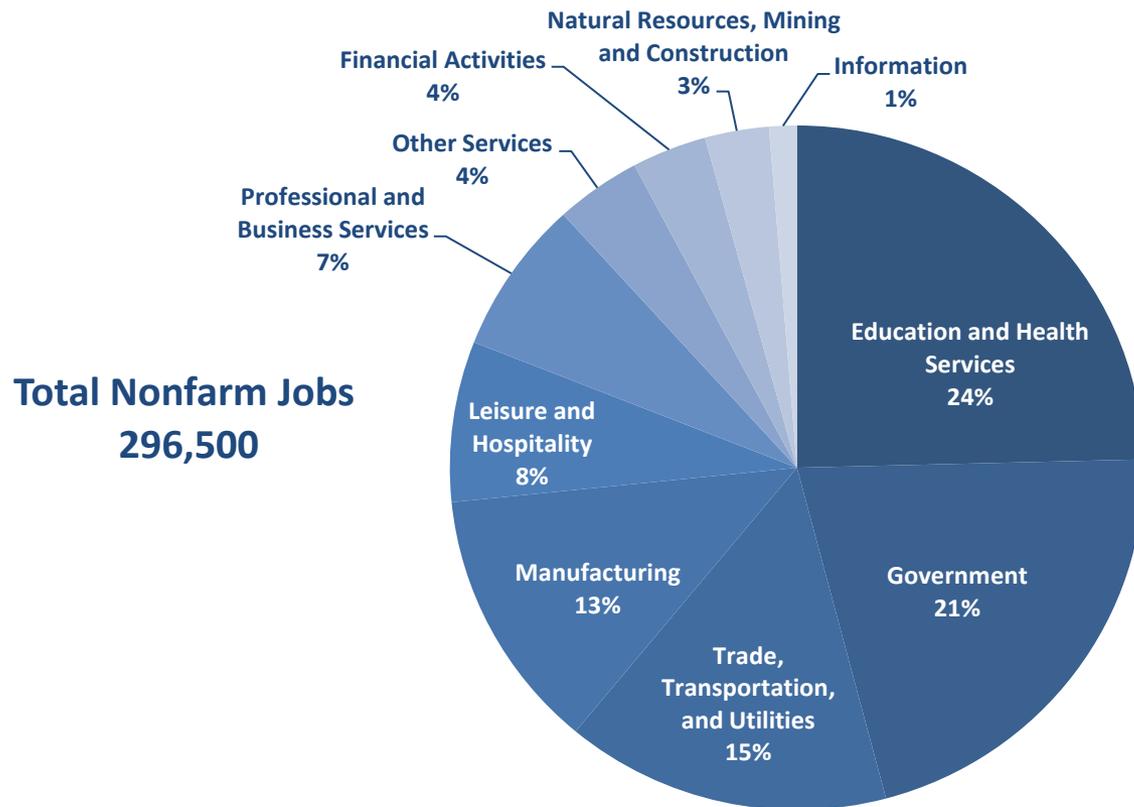
Source: NYS Department of Labor.



Workforce and Education

Southern Tier Labor Market

Distribution of Nonfarm Jobs, May 2011



Source: NYS Department of Labor.

Workforce and Education



Unionization Rate

City	Share of Employed Workers
Binghamton MSA	21.1%
New York State	24.2%
United States	11.9%

Source: Current Population Survey, calculations by unionstats.com, 2010.

Industry Structure and Concentration

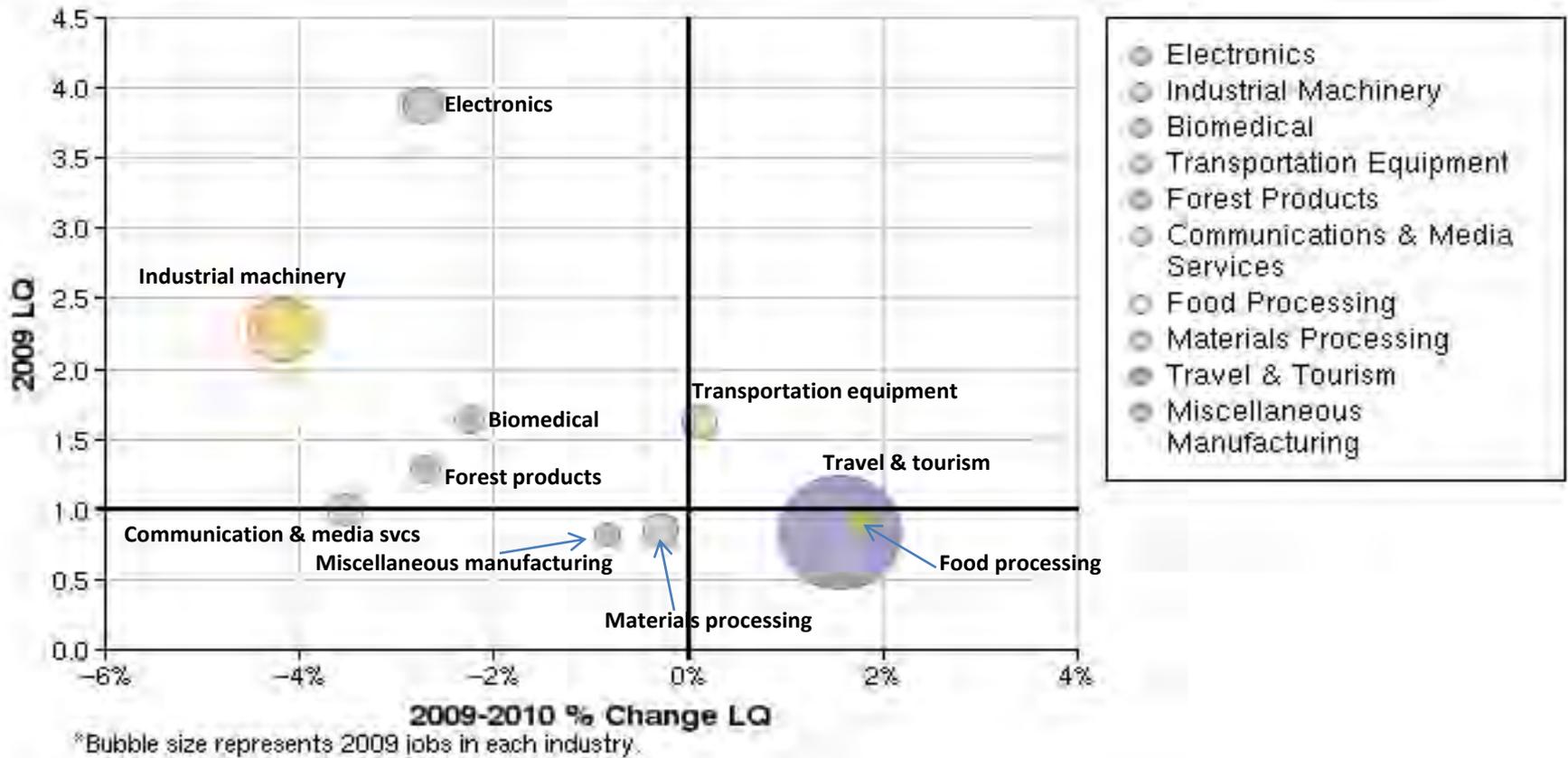
Growth in Southern Tier Industry Sectors

	Jobs in 2010	Growth since 2006	Average weekly wage 2010	Projected growth, 2008 to 2018
Specialty Trade Contractors	5,270	4.8%	\$889	-5.0%
Nonmetallic Mineral Product Mfg	2,291	-4.4%	\$1,303	-21.0%
Computer and Electronic Product Mfg	11,291	-17.4%	\$1,415	-12.7%
Transportation Equipment Manufacturing	4,488	-11.9%	\$1,165	0.0%
Securities and Commodity Contracts	553	-2.6%	\$2,578	-5.1%
Professional and Technical Services	9,620	-4.3%	\$1,225	11.2%
Management of Companies and Enterprises	2,148	1.6%	\$2,387	3.1%
Educational Services	46,143	1.1%	\$830	7.4%
Ambulatory Health Care Services	8,804	7.6%	\$1,051	22.7%
Hospitals	12,943	6.9%	\$872	3.1%
Nursing and Residential Care Facilities	12,449	17.3%	\$581	24.4%

Source: NYS Department of Labor.

Industry Structure and Concentration

Location Quotients of Southern Tier Clusters



Industry Structure and Concentration



New Manufacturing Activity in the Southern Tier January 2010 to April 2011

Number of New Manufacturers: **106** (4.5% of state total)

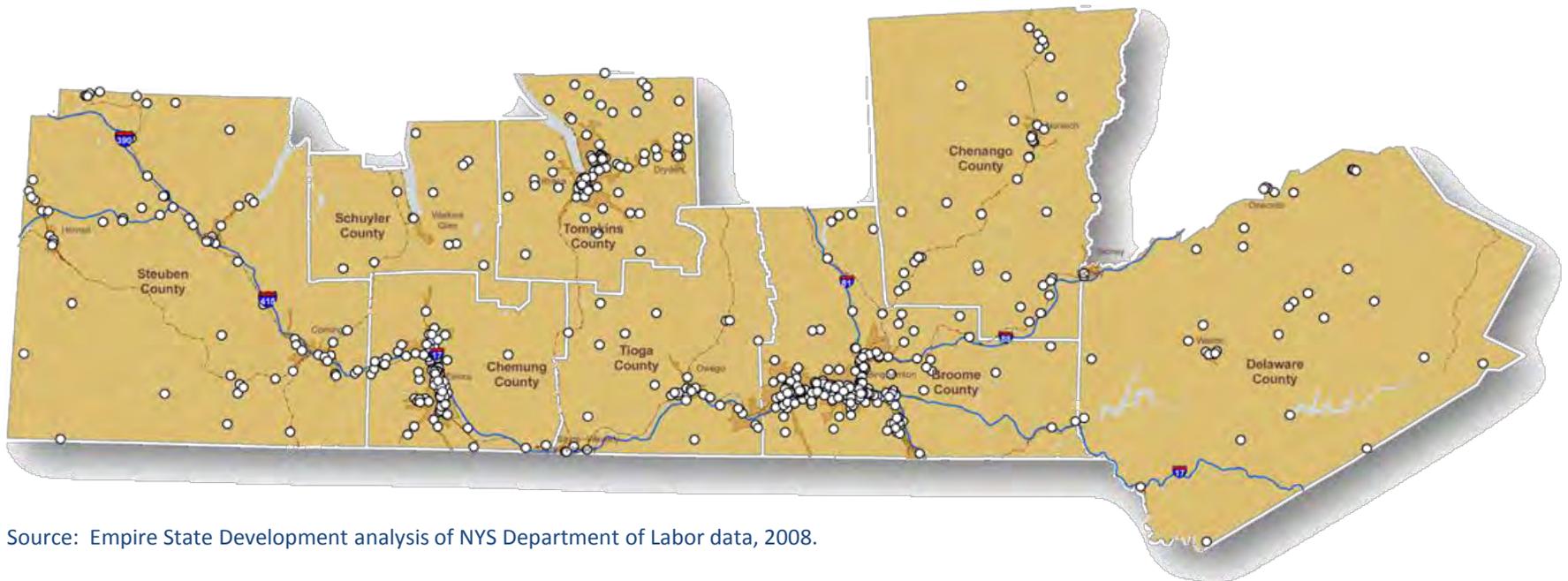
Number of New Manufacturing Jobs: **151** (1.6% of state total)

Source: D&B Market Insight

Industry Structure and Concentration

Distribution Cluster:

650 companies
4,500 employees



Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

Electronics and Imaging Cluster:

40 companies

7,070 employees



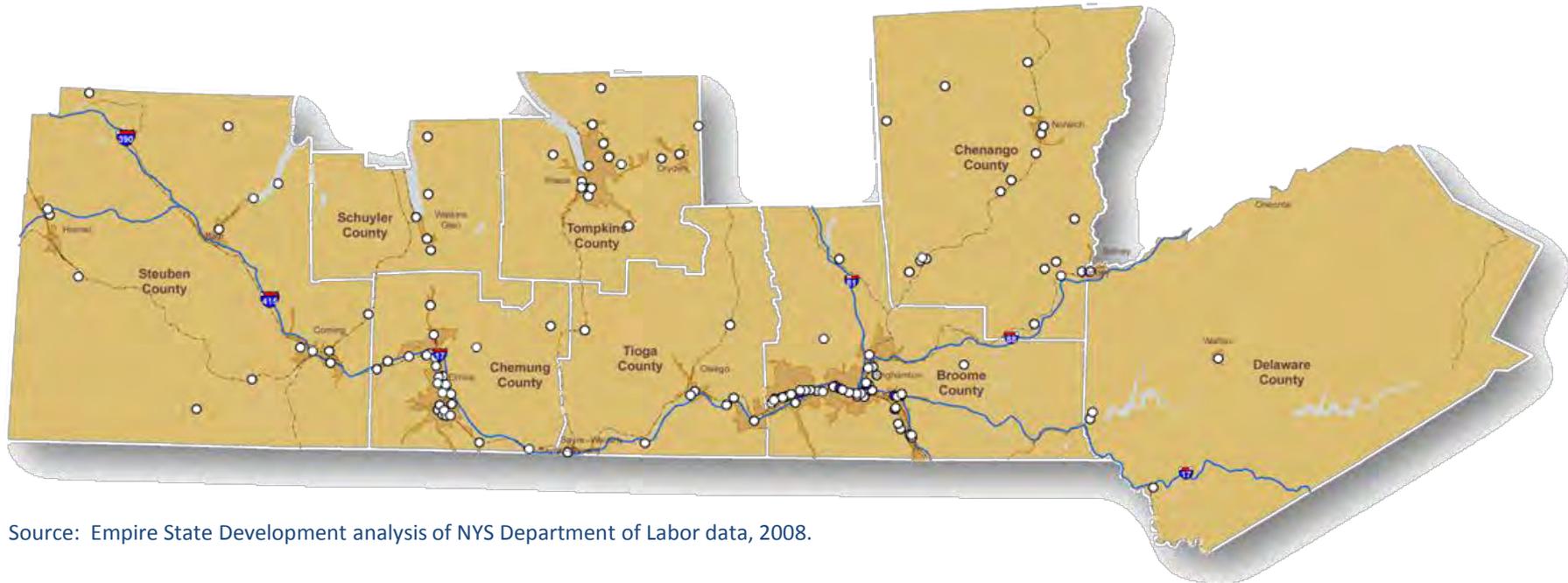
Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

Industrial Machinery Cluster:

160 companies

14,700 employees



Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

Materials Processing Cluster:

70 companies
2,930 employees



Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

Transportation Equipment Cluster:

20 companies
4,990 employees



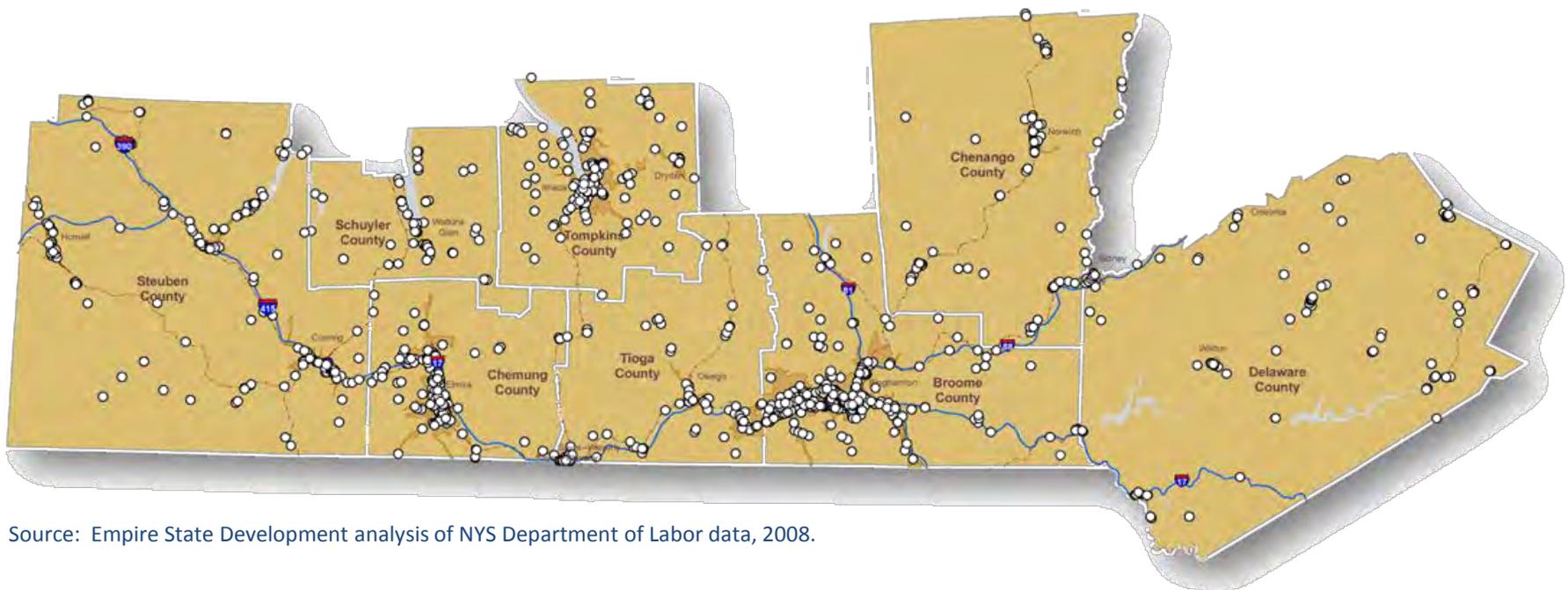
Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

Travel and Tourism Cluster:

1,940 companies

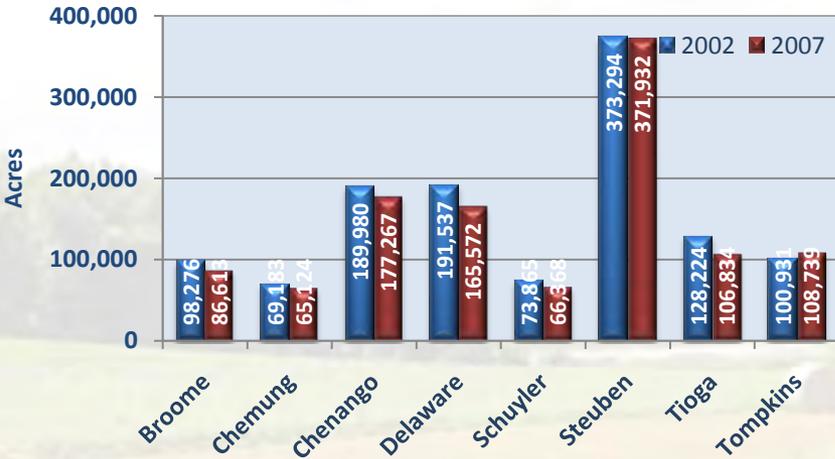
6,800 employees



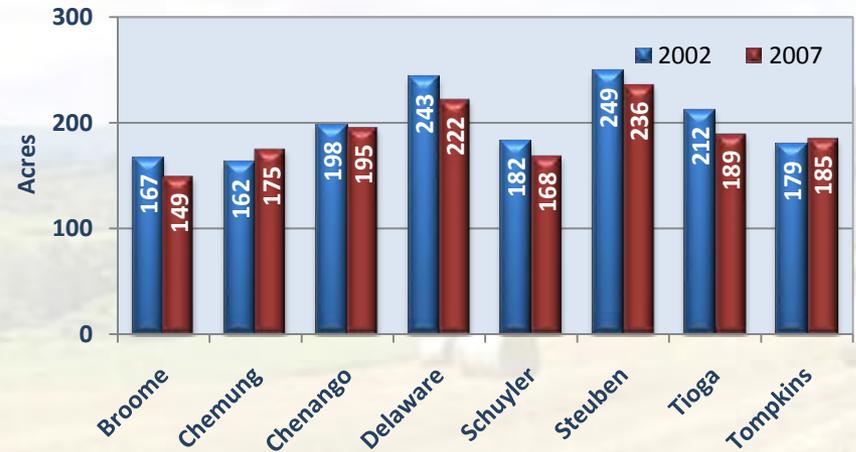
Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Industry Structure and Concentration

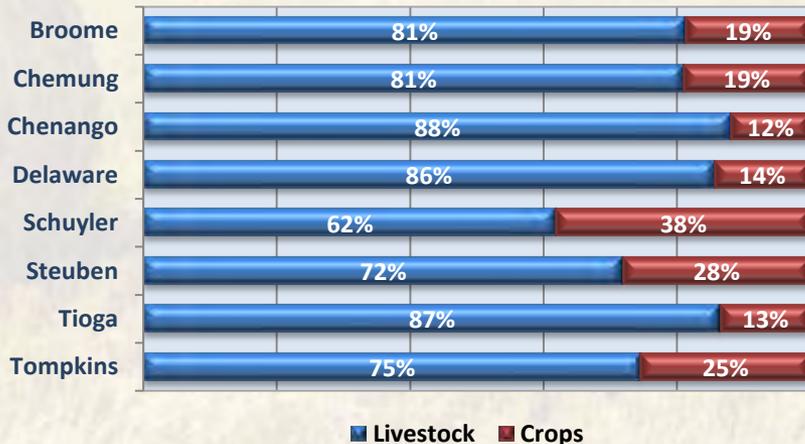
Acres of Farmland 2002/2007



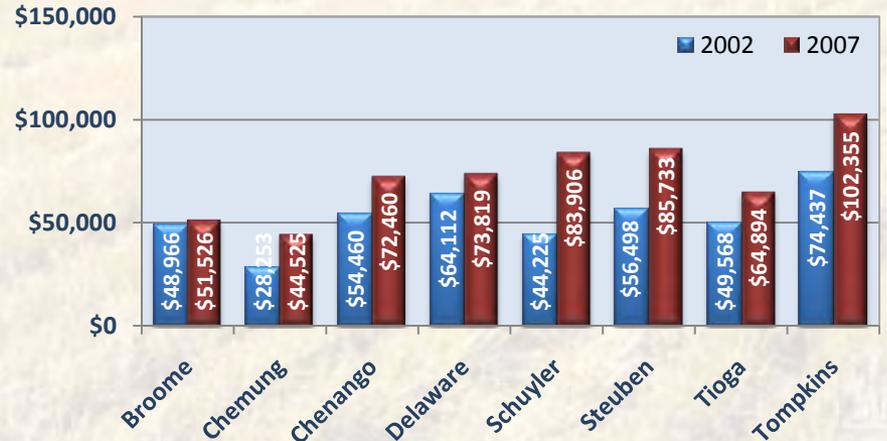
Average Farm Size 2002/2007



Distribution of Farm Sales 2007



Average Farm Sales 2002/2007



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- A photograph of a row of classical white columns with fluted shafts and papyrus capitals, receding into the distance on a set of steps.
- Governance
 - Statewide Business Costs and Tax Structure
 - Entrepreneurialism, Innovation and Risk-taking



Governance

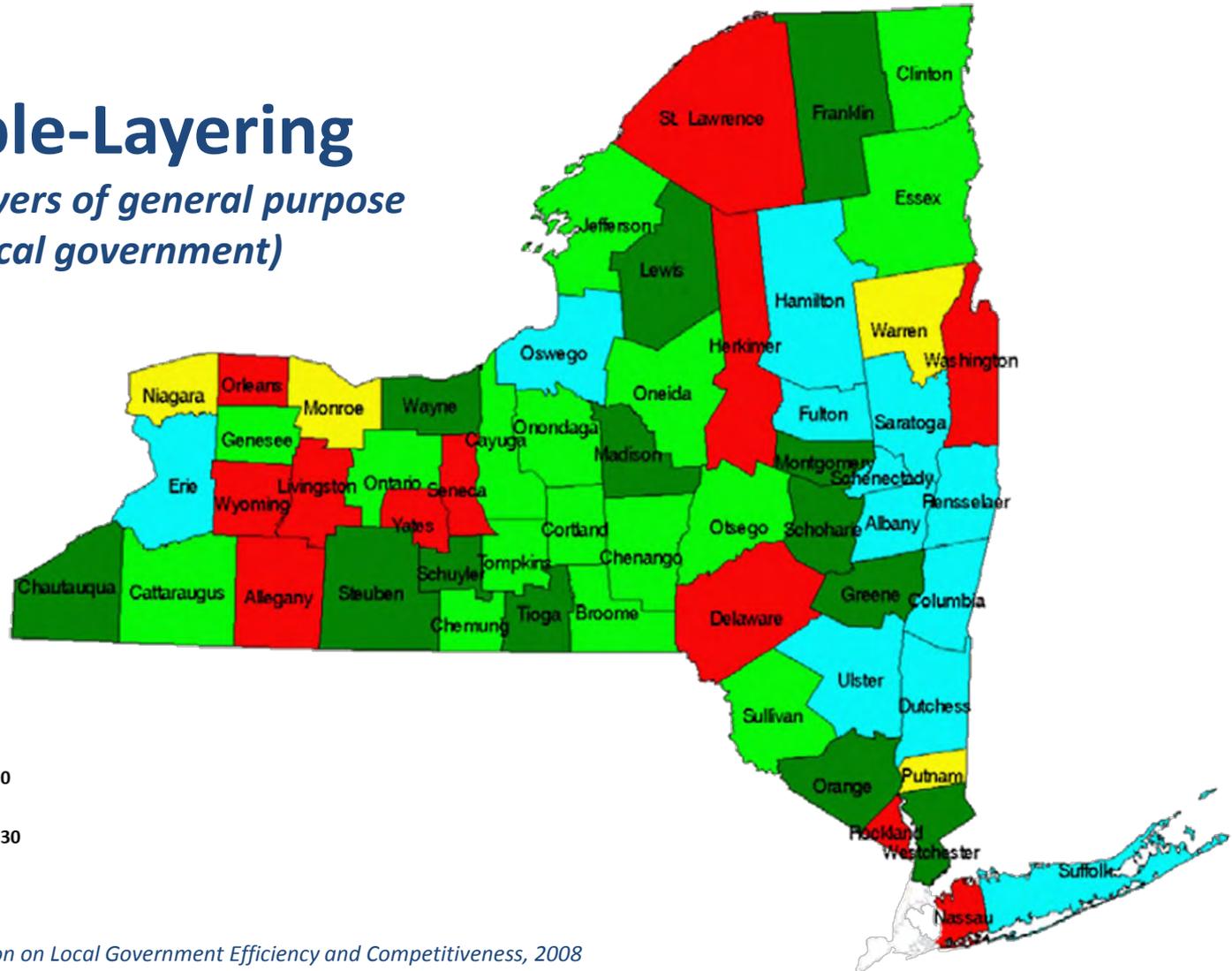
State and Local Government Expenditures Per Capita

Category	Ranking (1 = Highest Spending, 50 = Lowest Spending)
State Corrections	17
State Social Insurance Administration	10
State Health Administration	35
State Hospitals	8
State Public Welfare Administration	45
Local Corrections	1
Local Health Administration	11
Local Hospitals	11
Local Public Welfare	1
Local Police Protection	1
Local Housing and Community Development	1
Local Fire Protection	10
Local Police Protection	1
K-12 Instructional Employees	13
K-12 Non-Instructional Employees	21

Source: U.S. Census Bureau "Census of Governments 2007."

Governance

Triple-Layering *(three layers of general purpose local government)*



Source: NYS Commission on Local Government Efficiency and Competitiveness, 2008

Governance

Villages in the Southern Tier with a Population Below 500

An aerial photograph of a small village with a winding road, surrounded by green fields and hills in the background.

Lisle (Broome County)	322
Millport (Chemung)	312
Smyrna (Chenango)	213
Fleischmanns (Delaware)	351
Franklin (Delaware)	374
Hobart (Delaware)	441
Burdett (Schuyler)	340
Riverside (Steuben)	497

Governance



Local Fiscal Capacity: Municipalities with Financial Stress

	Unreserved Fund Balances Less Than 1.5 % of Gross Expenditures	Municipalities with Total Debt as a Percentage of Full Value Assessment in Greater Than 3.25%	Municipalities with Total Debt Per Capita in Top 10% of State	Municipalities with Operating Deficits as a Percent of Gross Expenditures in the Top 10% of State
Southern Tier	3.6%	12.2%	9.6%	13.7%
NY State	5.7%	10.0%	10.0%	10.0%

Source: NYS Environmental Facilities Corporation.



Statewide Business Costs and Tax Structure

Southern Tier Region Cost of Doing Business & Cost of Living

Metro Area	Cost of Doing Business Index (US = 100)	Cost of Living Index (US = 100)
Binghamton MSA	92	85
Elmira MSA	90	82
Ithaca MSA	91	91

Source: Moody's Analytics, May 2011



Entrepreneurialism, Innovation and Risk-taking

Indicator	New York's Ranking (1 = Best, 50 = Worst)
High-Wage Traded Services	3
E-Government	4
Managerial, Professional, Technical Jobs	6
Broadband Telecommunications	6
Overall	10
Foreign Direct Investment	10
IPOs	10
Entrepreneurial Activity	10
Patents	10
Workforce Education	12
Migration of U.S. Knowledge Workers	12
Fastest-Growing Firms	12
Alternative Energy Use	12
IT Professionals	13
Export Focus of Manufacturing & Services	14
Venture Capital	14
Online Agriculture	17
Job Churning	19
Investor Patents	21
Immigration of Knowledge Workers	24
Manufacturing Value-Added	24
High-Tech Jobs	25
Scientists and Engineers	25
Industry Investment in R&D	26
Non-Industry Investment in R&D	31
Online Population	34
Health IT	39

Source: Kauffman Foundation

New York State Innovation Rankings 2010



A New Vision for the
Southern Tier's
Economy

Regional Economic
Development Councils
Putting New York Back to Work



Governor Andrew M. Cuomo
Lieutenant Governor Robert J. Duffy