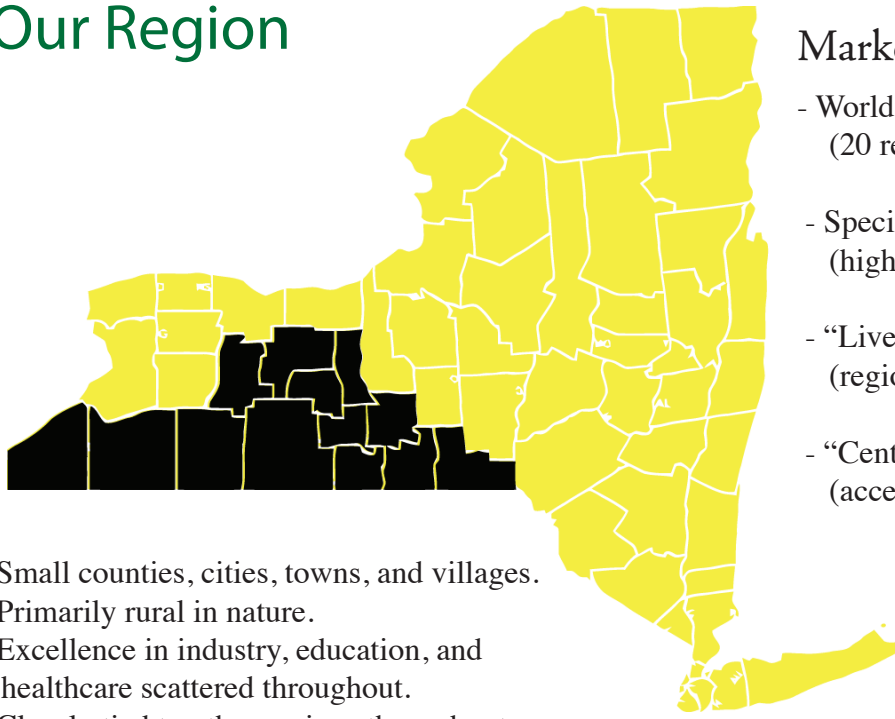




Pipeline 4 Progress Network
people creating potential

**regional
workforce
action plan
summary**

Our Region



- Small counties, cities, towns, and villages.
- Primarily rural in nature.
- Excellence in industry, education, and healthcare scattered throughout.
- Closely tied to other regions throughout Upstate New York

Market Differentiators

- World Class Educational Environment (20 recognized colleges and universities)
- Specialized Industry Knowledge (highly competitive in certain industry clusters)
- “Liveable” Communities (regional assets, quality of life, affordable housing)
- “Centrally Isolated” (access to the world marketplace)

Our Challenges

The adult population in our region and throughout Upstate New York far exceeds the national average in percentage holding a college degree, but the average wages have dropped to 31st in the nation for personal income. We hold more degrees, but earn far less.

On top of that, upstate taxes are 53% higher than the national average. Our region includes 3 of the top 20 counties on a list of the highest property taxes in the nation.

Our region boasts some of the top colleges and universities in the nation, but we have not maximized the potential for businesses and communities to take advantage of partnerships with these institutions.

The sheer size of the region makes it difficult for collaboration on many levels. Entrepreneurs lack access to some of the quality resources that exist in certain areas, but are not available in others. Arts and cultural assets are scattered throughout, providing challenges for marketing, membership, and event participation. Young Professional Organizations can only provide social and civic outlets for the immediate communities they serve.

Pipeline 4 Progress recognizes these challenges and is dedicated to working with our current and future regional partners to achieve the goals listed in our Action Plan.

Property taxes vs. home value

Upstate NY counties lead a national list ranking the amount of property paid as a percentage of home value:

Rank	County	Property taxes as a %-age of home value*
1	Niagara Co., NY	2.8%
2	Monroe Co., NY	2.7%
3	Onondaga Co., NY	2.6%
4	Wayne Co., NY	2.6%
5	Chautauqua Co., NY	2.6%
6	Fort Bend Co., Texas	2.6%
7	Erie Co., NY	2.5%
8	Schenectady Co., NY	2.5%
9	Cayuga Co., NY	2.4%
10	Chemung Co., NY	2.4%
19	Steuben Co., NY	2.3%

NOTE: Percentage calculated by dividing the median real estate tax paid by the median home value of owner-occupied housing units. *Percentages have been rounded.

SOURCES: 2005 American Community Survey; Census Bureau

Our Plan

1 Foster a Regional Identity

- Build brand development through creative, inclusive projects
- Develop a comprehensive networking strategy
- Collaborate and help our region thrive

2 Educate and Attract a Talented Workforce

- Enhance skills and practices that link education and industry
- Focus on internship and mentorship opportunities
- Provide incentives and grow regional assets

3 Target and Support Industries with High Growth Potential

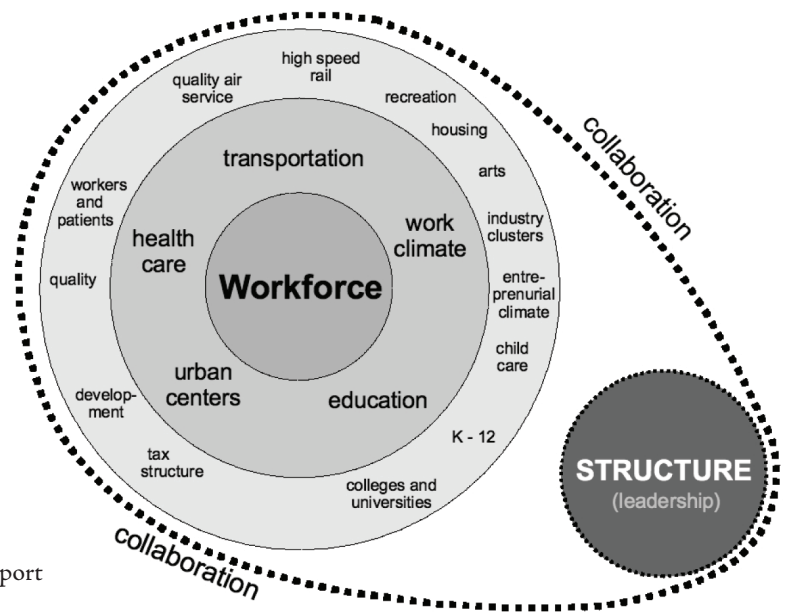
- Identify strong industry clusters and provide marketing and support
- Strengthen business networks between industry representatives
- Foster regional training programs and workshops

4 Build Entrepreneurial Capacity in the Region

- Support incubation at colleges and universities
- Grow technology transfer opportunities
- Collaborate and share best practices

5 Embrace Arts, Culture, Recreation, and Entertainment as Regional Assets

- Support arts and culture as an economic engine
- Support and link arts and culture to our regional identity
- Create a regional "Art Industry" Job and Opportunity Fair



The “Supporting Workforce” Model illustrates how Pipeline 4 Progress will drive economic development throughout the region. The immediate circle around “workforce” shows five important focus areas that serve as essential building blocks to support and attract talented individuals. The outside circle shows some more specific examples of those focus areas.

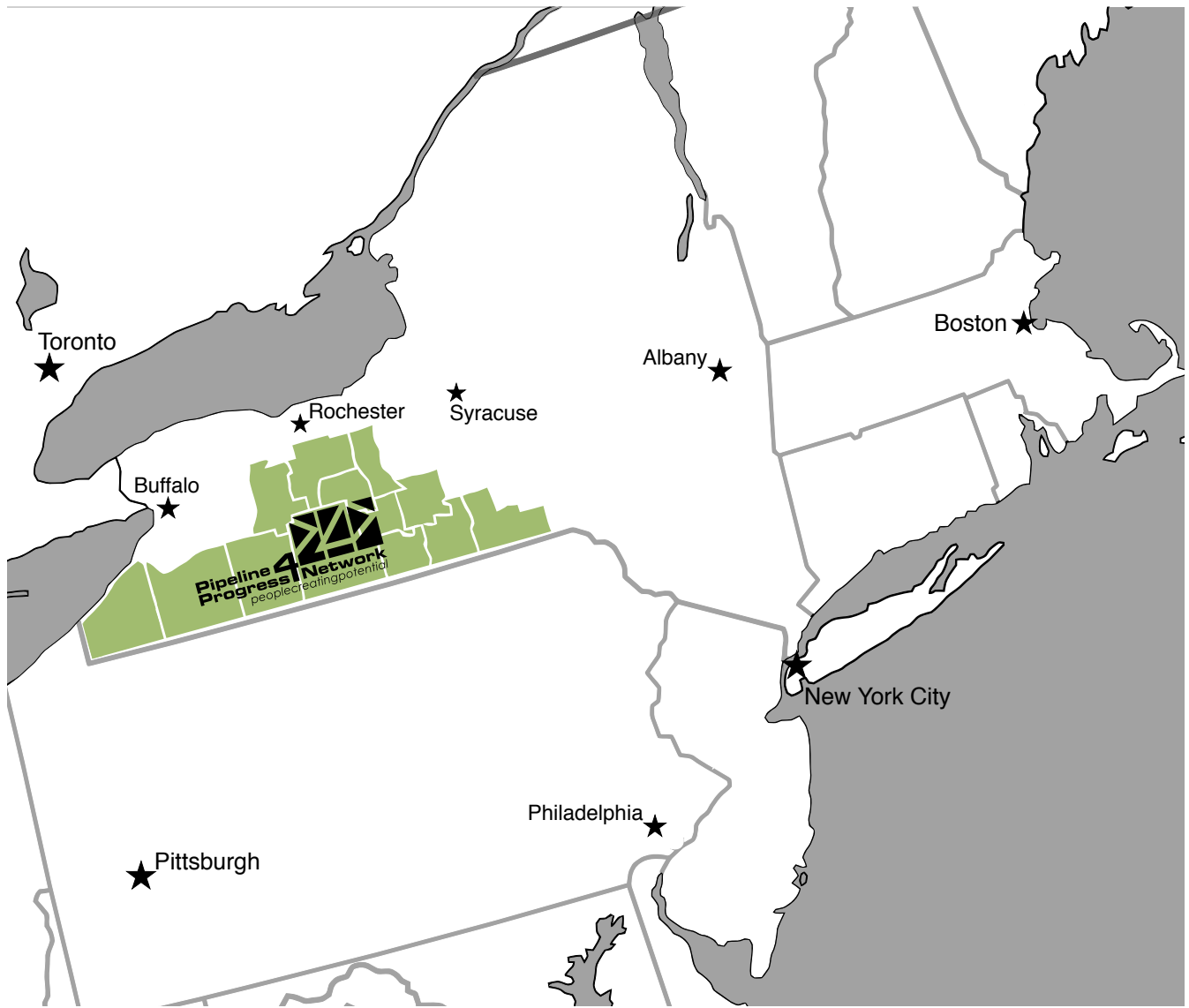
The leadership team is represented by the “structure” piece in the model. The leadership team is responsible for turning the “workforce” gear by identifying priorities, keeping communication lines open, and ensuring regional collaboration. It is only through collaboration that all of the pieces can move in the same direction and truly make a difference for a sustainable work climate.



Identity Internships
 Innovation Industry Clusters
 Incubation Income Environment
 Involvement

This 13-county region is the place for quality workers, competitive businesses, and new opportunities for both.

The new regional perspective means: an excellent educational and healthcare environment; R&D, incubation, and internships; entrepreneurial support; competitive advanced manufacturing; effective government and competitive tax structure; and arts, culture, and recreational assets.



Get involved with the strategies and issues
that matter most to you.

Be a regional steward for Pipeline 4 Progress.

Visit www.p4pnetwork.com to find out how.



Pipeline 4 Progress
114 Pine Street / Suite 201
Corning, NY 14830