

Southern Tier Regional Economic  
Development Council  
**2016 PROGRESS REPORT**



Southern Tier  
**SOARING**

**I had the opportunity to visit Binghamton earlier this summer, and I was encouraged by what I saw. The region is making serious efforts to boost economic growth, with Binghamton University playing a key role in fostering local business activity.**

**— WILLIAM C. DUDLEY, PRESIDENT AND CHIEF EXECUTIVE OFFICER, FEDERAL RESERVE BANK OF NEW YORK**



**New York Federal Reserve President William Dudley says he was impressed by what he saw during a recent visit to the Southern Tier.**

# MESSAGE FROM THE CO-CHAIRS

October 3, 2016

The Regional Economic Development Council of the Southern Tier continues to be committed to its vision, which builds on a strong foundation of existing businesses and higher education institutions. In the following pages, you will see that the Southern Tier uses a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters.

We have focused on increasing the size and prosperity of the region's workforce through new business creation based on high-technology discoveries and other entrepreneurship activities, while ensuring healthy communities and protecting the region's natural beauty and resources.

We are proud to submit this report of our progress to date, and we are confident the Southern Tier Region has demonstrated our ability and capacity to bring about real economic change with a \$25 million award to support our priority projects in the Round VI competition. These competitive Priority Projects represent the potential for \$151,615,398 in leveraged funds, 354 construction jobs, creation of 462 jobs, and retention of 980 jobs.

With the Upstate Revitalization Plan, as well as your continued support, the Southern Tier will once again be a hotbed of innovation and vigorous business growth and a destination for the next generations of the nation's best and brightest talent.



**Harvey G. Stenger, Co-chair**  
President, Binghamton University



**G. Thomas Tranter Jr., Co-chair**  
President, Corning Enterprises

## SOUTHERN TIER REDC CO-CHAIRS

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President, Binghamton University

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President & CEO of Corning Enterprises

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# EXECUTIVE SUMMARY



For decades, the Southern Tier’s economy suffered from retractions in historic areas of strength — manufacturing, technology, and tourism. Even before the great recession of 2008, the Southern Tier’s economy was in decline, with job growth running below the national average. Residents watched as their jobs were shipped overseas and the population hemorrhaged young professionals. The state seemed to offer little intervention.

Today, we are on a new path. In 2011, Governor Cuomo formed the Regional Economic Development Councils and established the Consolidated Funding Application (CFA), a streamlined, competitive process designed to challenge our creativity and empower our region to regenerate our community as we saw fit. During the past five years, 406 projects have been identified by the Southern Tier Regional Economic Development Council and supported through this process. Through these strategic investments, \$269.8 million of public funds leveraged more than \$1.8 billion in private investments throughout our region — a more than 6:1 ratio.

Four out of the past five years, the Southern Tier was recognized as a Top Performer. Last year, we won the Upstate Revitalization Initiative \$500 million top prize to support economic development efforts for our region. Our plan was simple, but focused:

## OUR PLAN TO BUILD THE SOUTHERN TIER’S ADVANCED ECONOMY



### **BUILD THE GREATER BINGHAMTON INNOVATION ECOSYSTEM**

Greater Binghamton will be a destination for talent and new business development. Revitalized urban centers in Binghamton, Johnson City, and Endicott will maintain the area’s legacy and position it as a major gateway, with strengths in advanced manufacturing, healthcare, culture, and high-technology development. Innovation Districts will capitalize on public-private collaborations and the growing presence of Binghamton University.



### **INVEST IN THE ADVANCED MANUFACTURING INDUSTRY**

A focus on advanced manufacturing and the transportation sector will result in the Southern Tier being recognized as a destination for manufacturing business development, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich education and research resources, specialized skilled workforce, and vibrant communities.



## **TRANSFORM THE FOOD AND AGRICULTURE INDUSTRY**

The Southern Tier will be a world-recognized leader in agriculture technology and serve as a key food supplier for the East Coast of the United States. A strategic mix of projects will transform and grow agriculture and food production, processing, and distribution across the region, while also strengthening links to growing tourism and manufacturing industries.



## **PROMOTE THE SOUTHERN TIER'S INNOVATIVE CULTURE**

The Southern Tier will be a well-recognized and highly desirable place to visit, live, and grow a business. We will promote the region's quality of life and capacity for innovation, and ignite a fierce community pride that compels residents to be regional ambassadors and that attracts talent and inspires entrepreneurs.

The Southern Tier continues to face its share of challenges. Our employment numbers lag behind the rest of the state, our average wage and median income is low, and outward migration still plagues many parts of the region. However, our trajectory has changed. New York Federal Reserve President William Dudley recently visited the region. "I was encouraged by what I saw," he said. "The region is making serious efforts to boost economic growth, with Binghamton University playing a key role in fostering local business activity. And, like many places dealing with steep manufacturing job losses, there is a large swath of displaced workers that need assistance returning to the labor market. This has proved challenging and remains a priority."

The Southern Tier is a good investment. Local attitudes are changing and companies such as Dick's Sporting Goods are returning because they recognize a region on the rise. Our workforce is highly educated, with more than half of our workforce attending at least some college. There is a recent population increase in the 30-34 age group, and quality of life projects like the Watkins Glen International Speedway track upgrades are attracting more tourists.

Working collaboratively, we have developed a winning economic development strategy. We are together. We are soaring.

## REGIONAL HIGHLIGHT



### DICK'S SPORTING GOODS INVESTS \$100M IN GREATER BINGHAMTON

Dick's Sporting Goods Inc., a leading sports and fitness retailer, will invest \$100 million to build a regional distribution facility at the Broome County Corporate Park in the Town of Conklin. The project will create 466 full-time jobs in the Southern Tier during the next five years. Construction on the 650,000-square-foot facility has begun and is scheduled for completion in early 2018. The distribution center strengthens the company's roots in Binghamton, where it was founded in 1948.

Dick's regional distribution facility in Broome County will be its fifth nationally. The center will be on an approximately 123-acre site in the Broome Corporate Park and will serve more than 200 retail locations throughout the Northeast. Along with construction of the facility, related site work will include wetland mitigation, grading and clearing, and extension of utilities. Additionally, Dick's is pursuing LEED certification for the facility with plans to incorporate sustainable components such as high-efficiency lighting and HVAC, recycled and environmentally friendly construction materials, energy management systems, and recycling programs for corrugate and plastics.

"We started the company here and ultimately chose Conklin for the business-friendly environment, the quality and reliability of the workforce, and the opportunity to bring jobs to our hometown," Dick's Sporting Goods Chairman and CEO Edward W. Stack said.

# PROGRESS

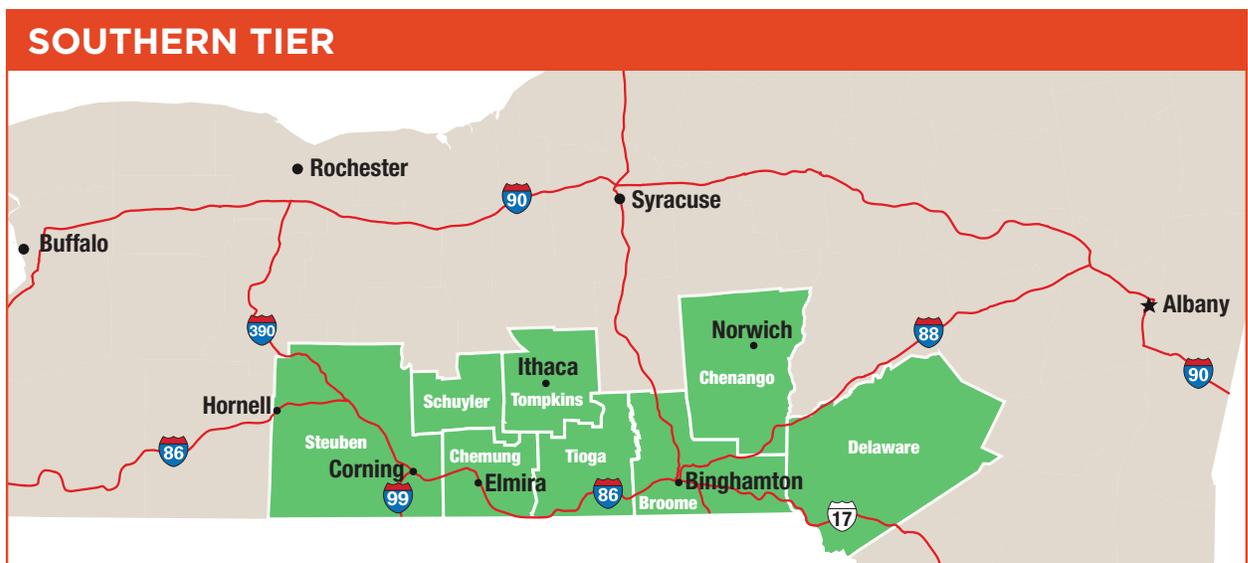


## STATE OF THE REGION

The Southern Tier's 6,260 square miles lie in the southern portion of Western New York, including the eight counties of Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins. The region is largely rural, though it's also home to a number of urban centers, including the municipal area of Binghamton, Johnson City, and Endicott and the cities of Corning, Elmira, Hornell, Ithaca, and Norwich. The Southern Tier and its urban centers are centrally positioned; the upstate cities of Albany, Buffalo, Rochester, and Syracuse can all be reached in a three-hour drive, and New York City is less than a four-hour drive away for most Southern Tier residents.

The Southern Tier is home to more than 648,000 residents, a population that has eroded slightly since 2000 (-1.3%) as there have been increases at the state and national levels (4.3% and 14.2%, respectively, between 2000 and 2015). All counties in the region experienced a decline in population since 2000 with the exception of Tompkins County, which grew by 8.7%. Chemung County lost the largest number of residents: 3,601 between 2000 and 2015.

Thirty percent of the region's population lives in Broome County, followed by 16% in Tompkins County and 15% in Steuben County. Slightly more than half of Broome County's population (196,500) lives in the Town of Union (containing the villages of Endicott and Johnson City) and the City of Binghamton. Other areas with high concentrations of residents include Steuben County with 97,600 residents (Bath, Corning, and Hornell are major municipalities), Chemung County with 87,100 residents (Elmira is the major city) and Tompkins County with 104,900 residents (Ithaca is the major urban area).



## LOCATION AT THE CROSSROADS

The north-south highway I-81 connects the Southern Tier with Syracuse to the north, while the new I-86 highway links the region with an east-west route. I-88 cuts across the eastern portion of the region and up to Albany; I-99 connects the region with population centers in Pennsylvania. On the western end of the Southern Tier is I-390, an important corridor to Rochester, Buffalo, and Canada. On the eastern end of the region, Binghamton serves as a gateway to New York City and the East Coast via State Route 17. The region is also home to rail exchanges. This transportation infrastructure allows products manufactured in the Southern Tier to ship to markets outside of the region, and facilitates intra- and inter-region travel.

## Addressing Our Challenges and Opportunities Using a Data-Driven Approach

The Southern Tier applied a data-driven approach to our regional revitalization efforts. Based on figures ranging from employment trends to poverty rates and detailed industry cluster analyses, we built upon our strengths in emerging technologies, leveraged workforce programs, employed smart energy and smart growth, and took advantage of opportunities to extend our global reach.

## General Economic Indicators

**Increase in number of small private firms.** The increase in small firms compared to a decrease in large firms is an indicator of the strength of small business in the Southern Tier, as well as the growing and healthy entrepreneurial community.

In the years since the recession, the Southern Tier has seen a net increase of 296 in the number of private firms. Net firm growth between 2009 and 2015 varied by county; Broome, Schuyler, Steuben, Tioga, and Tompkins all had net growth, while Chemung, Chenango, and Delaware lost firms. (Quarterly Census of Employment and Wages (QCEW), 2015)

### Employment in service-related industries is rising.

Between 2000 and 2015, employment in healthcare; arts, entertainment and recreation; and accommodation and food services increased by 17% each. The two latter industries support the growing tourism industry in the Southern Tier. Other industries also expanded employment, including

ESTABLISHMENTS		
	Statewide	Southern Tier
Private	615,614	13,972 — 2.3%
Public	14,345	1,076 — 7.5%
Total	629,960	15,048 — 2.4%

Source: Quarterly Census of Employment and Wages  
Statewide totals include data which cannot be allocated by region

## ANNUAL AVERAGE WAGE

	Statewide	Southern Tier
<b>Private</b>	\$68,767	\$44,889
<b>Public</b>	\$60,324	\$44,943
<b>Total</b>	\$67,488	\$44,900

Source: Quarterly Census of Employment and Wages  
Statewide totals include data that cannot be allocated by region

## TOTAL WAGES

	Statewide	Southern Tier
<b>Private</b>	\$526,042,779,418	\$9,410,249,578
<b>Public</b>	\$82,394,951,739	\$2,245,506,810
<b>Total</b>	\$608,437,904,326	\$11,655,756,388

Source: Quarterly Census of Employment and Wages  
Statewide totals include data that cannot be allocated by region

company management (10%), other services (10%), and agriculture (22%). Even though wages in the broad private services industry category (\$38,700) remain below the Southern Tier all-industry average (\$44,900), expanded employment opportunities drive economic growth and are balanced by the lower cost of living. (QCEW, 2015)

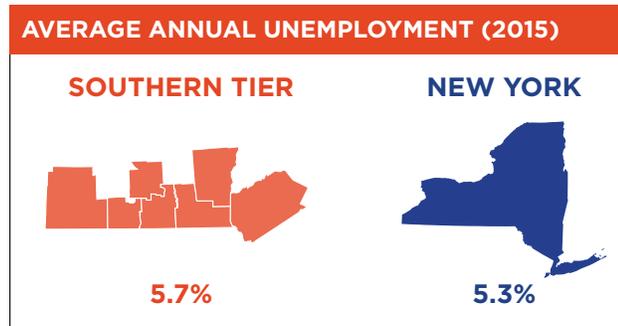
**Lower average wage than the state.** The average wage in the Southern Tier was just under \$44,900 in 2015, an 11% increase from 2010. However, this was below the New York State average wage of \$67,500. While the cost of living is lower in the Southern Tier than other parts of the state, the lower average wage earned for occupations in the Southern Tier is a barrier to attracting talent from outside of the state. (QCEW, 2015)

**Lower average wages in key population centers.** The average wage in Binghamton across all industries was just over \$41,700 in 2015 — below the average wage for the region and far below the average for the state. Elmira's average wage of \$44,000 was nearly in line with the regional average. Steuben had the highest average wage of all the larger sub-regional economic areas at \$52,600, while Ithaca had an average wage of \$49,100. Competitive wages are essential for attracting talent and population, and represent an even more critical need for the Southern Tier's urban areas. (QCEW, 2015)

**Low household income:** The median household income in New York State is \$58,700. The average of county median household incomes in the Southern Tier region is \$48,800, 16.9% lower. In the Southern Tier, Delaware has the lowest median household income (\$44,200), followed by Chenango (\$44,400) and Broome (\$46,400). (2010-2014 American Community Survey 5-Year Estimates)

**Unemployment down in post-recession years.** The Southern Tier’s unemployment rate, at 5.7% in 2015, is above comparable state and national unemployment rates (5.3% and 4.8%, respectively). This is down from a historic (back to 1990) high of 8.4% in 2010, at the height of the recession. All counties in the region have an unemployment rate between 5.9% and 6.4%, though Tompkins County had a lower unemployment rate at 4.1% in 2015. (Local Area Unemployment Statistics (LAUS) Program).

**Long-term job loss.** The region has lost more than 14,000 jobs since 2000, with a loss of more than 10,700 just since 2008. The Southern Tier lagged behind statewide job growth, as state jobs have increased by 7.2% since 2000. Greater Binghamton lost the most jobs, more than 15,400, since 2000. Chenango, Schuyler, and Tompkins were the only counties to gain jobs since 2000, with Tompkins contributing a net increase of 11,900 jobs. (Current Employment Statistics (CES) survey)



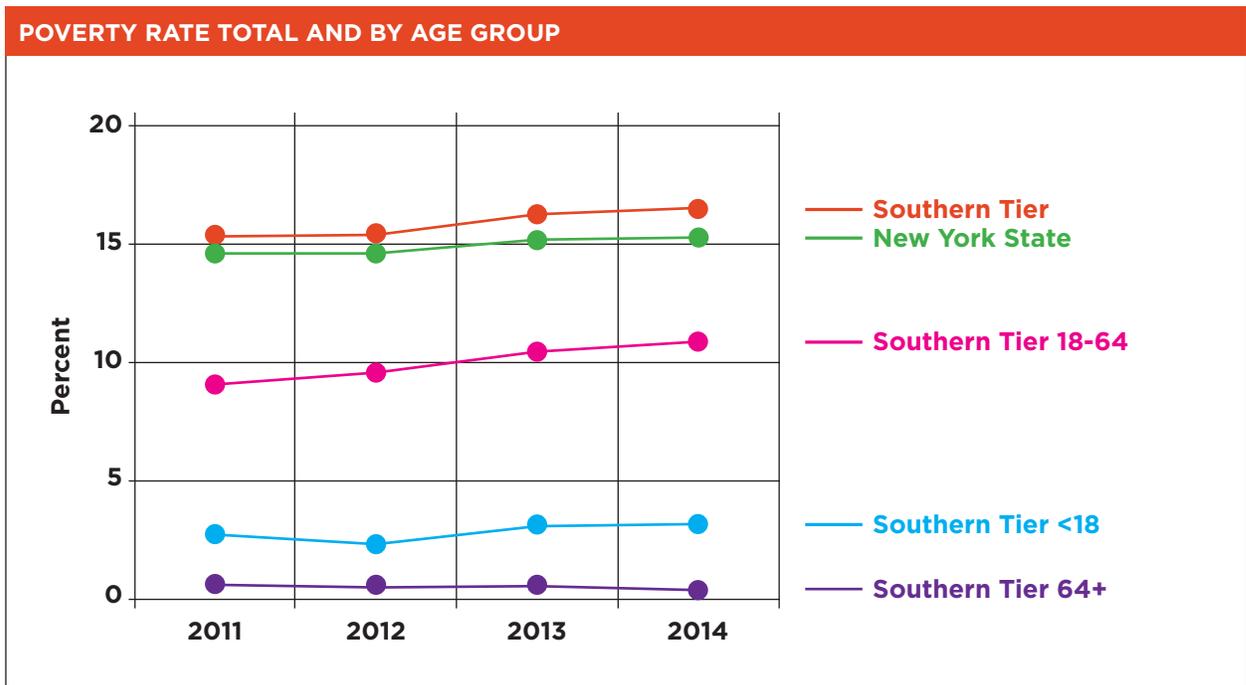
### Quality of Life Indicators

High concentrations of poverty in distressed communities. Several distressed Southern Tier communities have seen population declines of 1-5% since the 2000 Census. Binghamton has the highest portion of residents below the poverty line, but all of the region’s distressed communities have large proportions of residents living in poverty and median household incomes far lower than the state median of \$58,700.

**High portion of income spent on rent.** Compared with 34% in 2000, 40% of the Southern Tier’s residents spent more than a third of their monthly income on rent in 2014. Students make up a high proportion of renters in the region. High rents in the areas with the most students (Broome County and Tompkins County) can deter graduates from remaining in the region. (2010-2014 American Community Survey 5-Year Estimates)

PERCENT WITHOUT HEALTH INSURANCE			
REGION	2012	2013	2014
New York State	11.3	11.1	10.6
Southern Tier	9.2	9.0	8.3

Source: ACS 5-year Estimates

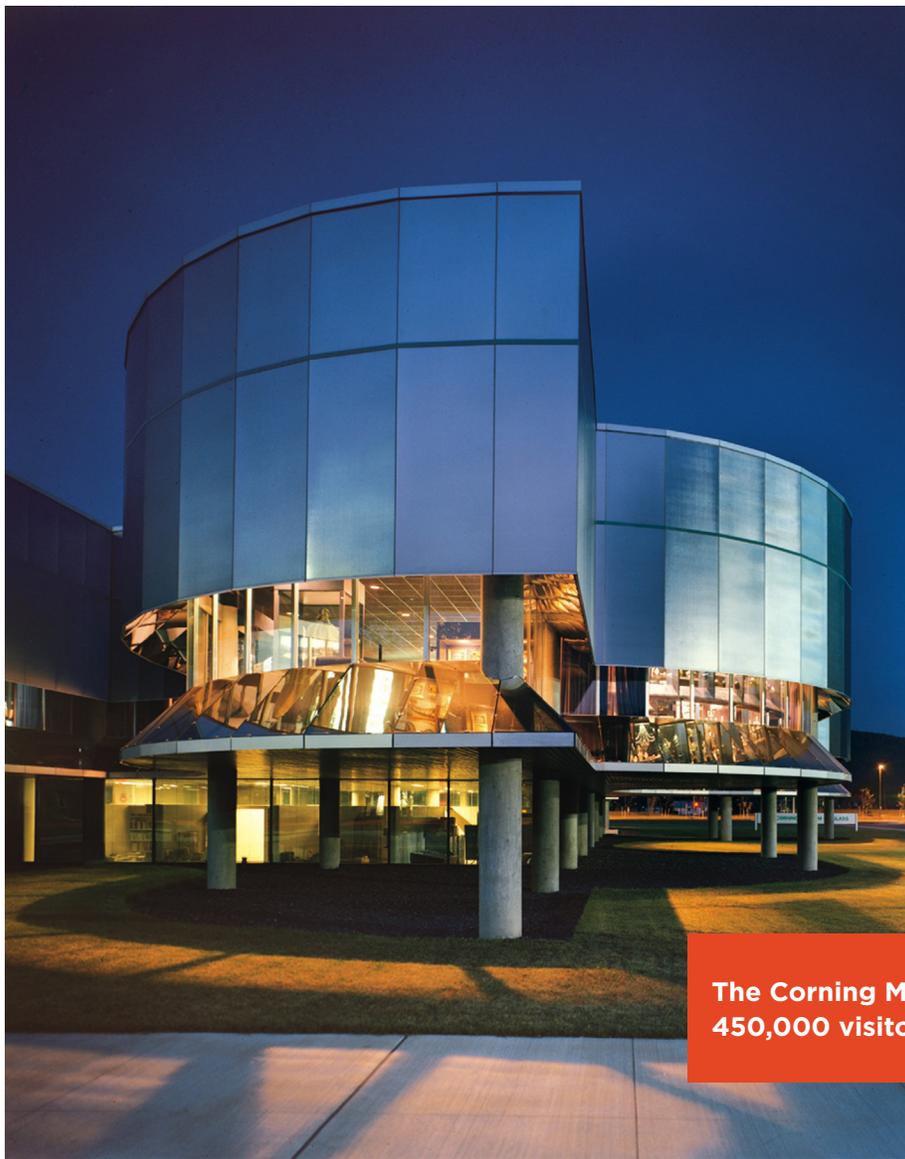


Source: ACS 5-year Estimates

SOUTHERN TIER MIGRATION FOR THE POPULATION AGED ONE AND OVER	
<b>Population, One Year and Over 2013</b>	648,070
Stayed in Same Region from 2012 to 2013	607,915 — 93.8%
Left New York State in 2013	16,306 — 2.5%
<b>Population, One Year and Over 2014</b>	646,722
Stayed in Same Region from 2013 to 2014	607,650 — 94.0%
Left New York State in 2014	14,143 — 2.2%
<b>% Change in New York State Leavers from 2013 to 2014</b>	<b>-13.3%</b>

Prepared by NYS Department of Labor, Division of Research and Statistics  
 Source: 2013 and 2014 ACS Public Use Micro Sample (PUMS)

**Movement out of the region.** In every year since 1999, residents have migrated out of the Southern Tier. In 2015, the region lost 5.7% of its residents, with the highest outward migration in Tioga, Delaware, and Chenango counties (10.4%, 9.3% and 9.0%, respectively). (Cornell Program on Applied Demographics)

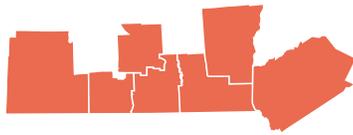


**The Corning Museum of Glass attracts 450,000 visitors per year.**

**Tourism destination** The Southern Tier attracts more tourists every year. From the Corning Museum of Glass, which enjoys an estimated 450,000 visits a year and \$12.4 million in visitor revenue, to the Watkins Glen racetrack and the waterfalls of Ithaca, the region has a lot to offer tourists. In addition, the Southern Tier is the southern gateway to the Finger Lakes, which attract thousands of visitors annually to the wineries, breweries, distilleries, water sporting activities, natural attractions, and beautiful waterfront communities on Cayuga, Seneca, and Keuka lakes. Visitor spending reached \$0.88 billion in 2014, a 4.7% increase from where it was a year earlier. This represents a significant bounce from the losses experienced between 2012 and 2013 and neared the highs seen in 2012. The region is also home to more than 60,000 college students, who have a link to the region's tourism industry via the many visitors who come to drop off students, attend campus events such as family weekends and homecomings and to tour schools. By better connecting these students, their families, and college visitors to tourism opportunities in the region, the Southern Tier has the potential to increase its tourism revenue dramatically.

# DIRECT TRAVELER SPENDING

## SOUTHERN TIER

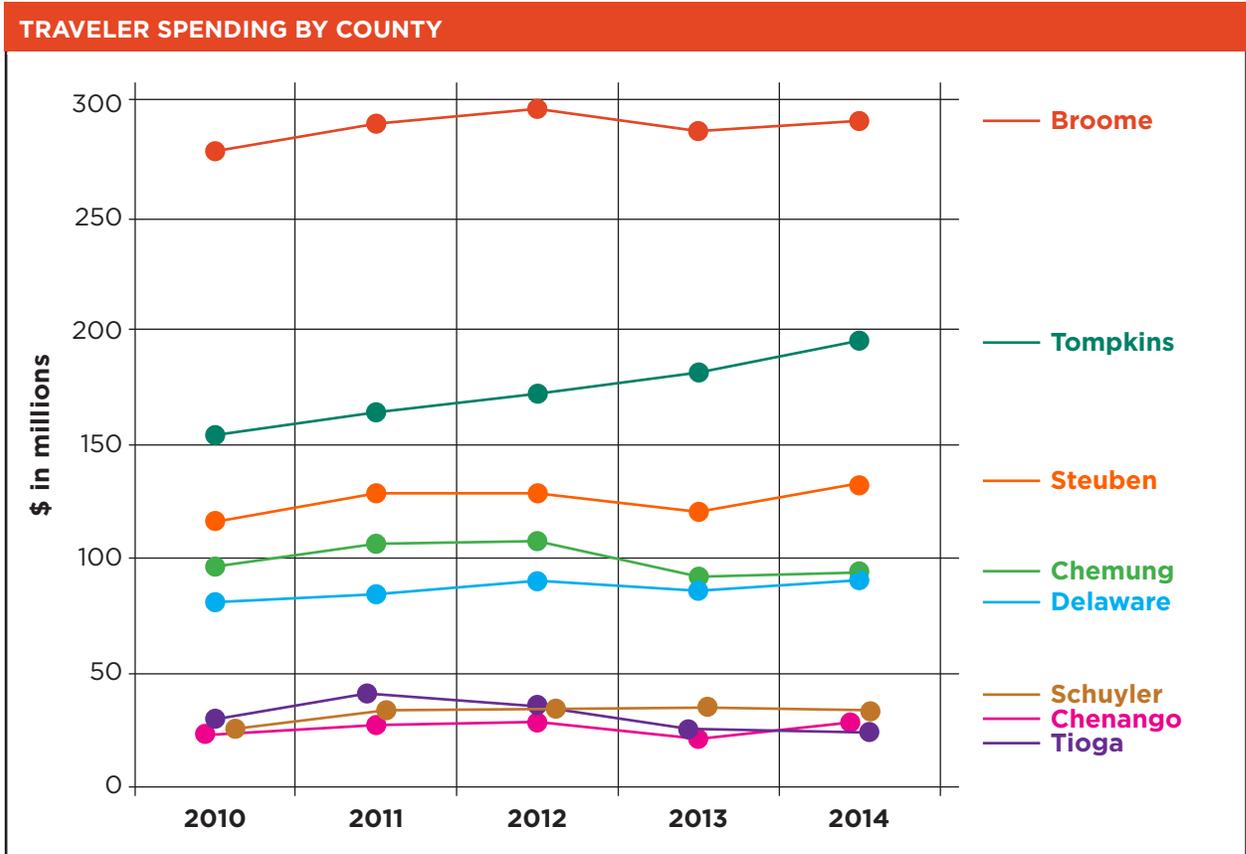


2010 • \$804.3M  
 2011 • \$868.8M  
 2012 • \$891.5M  
 2013 • \$845.2M  
 2014 • \$884.8M

## NEW YORK



2010 • \$49.8B  
 2011 • \$53.9B  
 2012 • \$57.3B  
 2013 • \$59.2B  
 2014 • \$62.5B



## Key Regional Indicators

**Movement into the region for select age groups.** Broome, Schuyler, Steuben, and Tompkins counties all experienced slight growth in the number of residents between the ages of 18 and 24 moving into the region from another New York county, different state, or abroad, likely a reflection of the healthy higher education sector. The region also experienced a notable bump in the number of 30- to 34-year-olds moving in. These shifts may be an early indication that the loss of young people experienced by the region during the past few decades may be counteracted by movement into the region. (2010-2014 American Community Survey 5-Year Estimates)

**A highly educated population.** More than half of the region's residents have at least some college experience, 58%, similar to the state's 59%. However, a smaller proportion of Southern Tier residents had less than high school diploma (10%) in 2014 compared to the state (15%). This represents a six-point decrease from 2000, and with a 10-point increase in the proportion of residents with some college experience, indicates that the Southern Tier is on an upward trajectory. (2010-2014 American Community Survey 5-Year Estimates)

**Highest proportion of students and graduates in the state.** About 11% of Southern Tier residents are undergraduate or graduate students, above the statewide level of 8%. Due to the presence of Binghamton University, Cornell University, Corning Community College, Elmira College, Ithaca College, SUNY Broome, SUNY Delhi, and Tompkins-Cortland Community College, the Southern Tier is home to 4.3% of all undergrad and graduate students enrolled in the state, yet just 3.1% of the total population (2010-2014 American Community Survey 5-Year Estimates). Students drive the economy by living, learning, and playing in the Southern Tier, and have the potential to contribute to the economy by joining the workforce or starting businesses.

REGIONAL COMMUTATION FOR THE CIVILIAN EMPLOYED	
<b>Civilian Employed 2013<sup>1</sup></b>	282,788
Live and Work in Same Region 2013	255,874 — 90.5%
<b>Civilian Employed 2014<sup>1</sup></b>	286,264
Live and Work in Same Region 2014	258,923 — 90.4%
<b>% Change in Civilian Employed 2013 to 2014</b>	1.2%
<b>% Change in Work and Live in Same Region from 2013 to 2014</b>	1.2%

<sup>1</sup> Excludes those who are employed but not at work.  
Prepared by NYS Department of Labor, Division of Research and Statistics  
Source: 2013 and 2014 ACS Public Use Micro Sample (PUMS)



**More than half of the region's residents have at least some college experience.**

**Movement into distressed areas.** The majority of the region's counties saw 1%-2% of their total populations move in from out of state during the most recent reference year. Tompkins saw a considerably larger percentage (6.9%), as Cornell University attracts a growing student and service industry worker base from well beyond its county. Though the populations in Hornell and Norwich are small, relatively large proportions of select age groups are relocating to these cities from other counties or outside the state. Hornell saw an over 300% increase in the number of individuals moving in from another state or abroad. Norwich experienced a 17% increase in the number of 20- to 34-year-olds moving into the city from other counties in New York and from other states. Binghamton and the surrounding area continues to struggle in attracting population, with proportions of residents from other counties and other states lower than the regional average (2010-2014 American Community Survey 5-Year Estimates).

**Old housing stock.** More than a third of the region's housing stock was built before 1939. In some areas, this proportion is even higher; 71% of housing in Hornell, 66% in Elmira, 62% in Norwich, and 53% in Ithaca was built before 1939. In Binghamton, 50% of housing was built before 1939 and less than 1% was built since 2000. Just 6.8% of the Southern Tier's housing was built since 2000. Quality of housing is important to young families and millennials, and a lack of adequate and affordable ownership and renting options can deter job-seekers from moving here. (2010-2014 American Community Survey 5-Year Estimates)

**Increasing diversity.** The Southern Tier is not as racially diverse as New York State, with 90% white residents compared to 65% at the state level. However, since 2000, the number of white residents in the Southern Tier has declined by 3%, and populations of African-American and other racial/ethnic groups have increased by 26% and 42%, respectively, leading to a more culturally diverse population. (2010-2014 American Community Survey 5-Year Estimates).

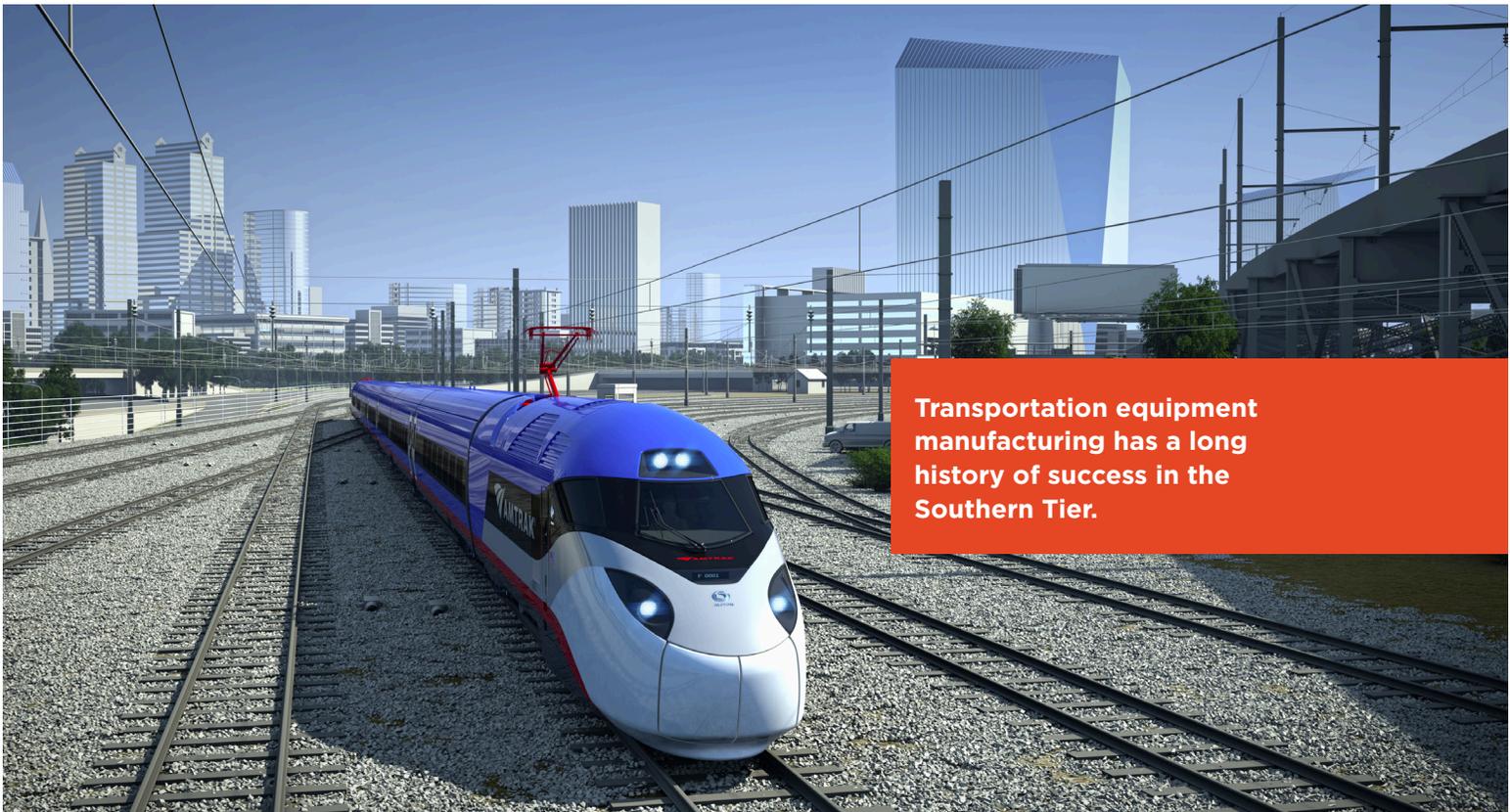
MSA	2014 Exports Value	Change, 2003-2014 (annual)
<b>Binghamton</b>	\$1.21 billion	2.2%
<b>Elmira</b>	\$0.49 billion	2.6%
<b>Ithaca</b>	\$0.76 billion	3.8%

Source: Brookings Institution

Our region is home to more than 24,300 veterans between 18 and 64 years of age, and 1,645 were unemployed in 2014, yielding an unemployment rate of more than 9.4% in the Southern Tier. Veteran unemployment is most pronounced in Tioga (15.9%), Chenango (12.6%), and Broome (11.1%) counties. (2010-2014 American Community Survey 5-Year Estimates)

**The region has strong industry clusters in manufacturing and agriculture.**

**Manufacturing** employs the second-highest number of residents in the Southern Tier, making up 13% of total workers in the region (above the 5% and 10% for the state and nation). The location quotient for manufacturing is 2.59, indicating a concentration of manufacturing in the regional economy.



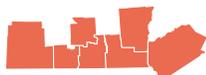
Transportation equipment manufacturing has a long history of success in the Southern Tier.

KEY REGIONAL INDICATORS				
INDUSTRY	JOB	EARNINGS PER WORKER	TOTAL FIRMS	LOCATION QUOTIENT RELATIVE TO U.S.
Biomedical	2011 2,165 → 2,099 -3% ▼	\$84,148	36	2011 1.37 → 2016 1.40 2% ▲
Distribution	2011 9,109 → 9,482 4% ▲	\$56,473	716	2011 0.59 → 2016 0.62 5% ▲
Food Processing	2011 3,386 → 3,866 14% ▲	\$59,468	97	2011 1.02 → 2016 1.21 18% ▲
Forest Products	2011 2,249 → 2,306 3% ▲	\$57,528	104	2011 1.10 → 2016 1.18 7% ▲
Industrial Machinery	2011 13,208 → 12,569 -5% ▼	\$85,668	177	2011 2.07 → 2016 2.10 1% ▲
Transportation Equipment	2011 4,482 → 4,005 -11% ▼	\$82,895	27	2011 1.59 → 2016 1.35 -15% ▼
Travel & Tourism	2011 24,589 → 25,897 5% ▲	\$21,987	1,988	2011 0.80 → 2016 0.81 2% ▲

Source: EMSI

## GROSS REGIONAL PRODUCT

### SOUTHERN TIER



2013 • \$28.4 BILLION

2014 • \$29.3 BILLION

3.22% ↑

### NEW YORK



2013 • \$1.29 TRILLION

2014 • \$1.38 TRILLION

6.32% ↑

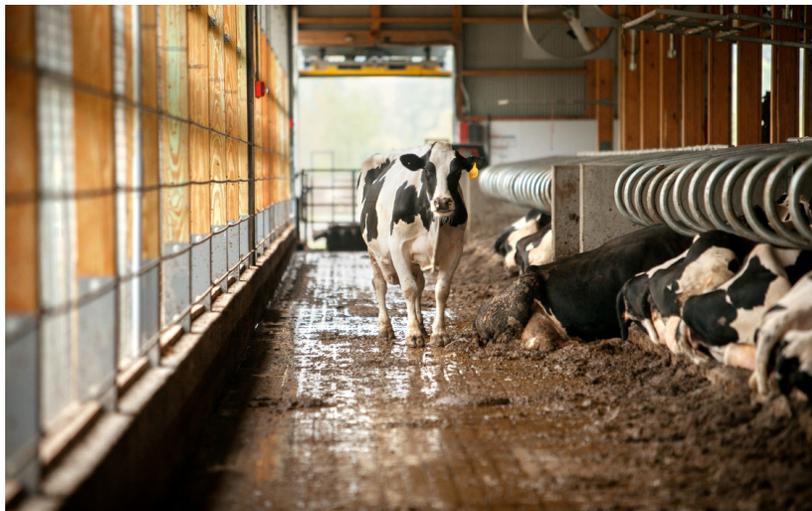
Source: Economic Modeling Specialists

In subsets of the manufacturing industry, location quotients are higher; transportation equipment manufacturing has a location quotient of 11.05, relative to New York State, illustrating a long history of success in the region thanks to companies such as Corning Inc., Raymond Corp., Borg Warner, Lockheed Martin, and Dresser-Rand. Manufacturing accounts for the most exports out of the region, more than \$12.8 billion in 2014 (Economic Modeling Specialists International), nearly a third of total regional exports. The manufacturing industry boasts high annual wages at \$64,400 in the overall advanced manufacturing industry; and \$67,500 in the transportation equipment manufacturing cluster.

**Agriculture** is one of America's most profitable industries. The Southern Tier is home to more than 6,600 farms and

possesses agricultural assets ranging from Cornell's commitment to the industry in Cornell Cooperative Extension to the thriving dairy industry to unparalleled access to water. These advantages have allowed for growth in the region's agriculture and food manufacturing industries. Employment in food manufacturing has grown 30.6% since 2009 with more than 750 net new jobs. The location quotient for agriculture and forestry is 3.05, indicating a strong presence in the economy. Food manufacturing contributes nearly \$2.5 billion in exports to the regional economy, while crop and animal exports contribute over \$1.1 billion (Economic Modeling Specialists International (EMSI)). The eight counties of the Southern Tier regularly rank in the top 10 counties across the state for crop production, and they sold more than \$165 million in crops in 2012 (Agriculture Census, 2012). This strong agricultural base contributes to other key food and agriculture industries of the Southern Tier, including dairy, organics, premium beverage processing, and value-added food processing. Overall, the agriculture and food system produces \$3.7 billion in output for the Southern Tier, or 9.1% of the region's total economy.

Gross regional production is on the rise, with an estimated increase in gross regional product of nearly \$460 million between 2013 and 2014. In 2014, the total gross regional product was \$28.8 billion (EMSI), and it stood at \$28.3 billion in 2013. Despite losses to the high-export manufacturing industry, the region is expanding economically.



**The agriculture and food system accounts for 9.1% of the region's economy.**

## Strong innovative culture

**The research, teaching, training, and networking resources of the region's higher educational institutions,** especially Cornell University, Binghamton University, Ithaca College, Elmira College, Corning Community College, SUNY Broome, Tompkins-Cortland Community College, and SUNY Delhi, represent a powerful engine that can accelerate the Southern Tier's innovation economy. The region's colleges and universities, which educate more than 60,000 students annually and graduate more than 17,500 students each year, employ more than 4,100 faculty members.

**The region's innovative performance is outpacing the state and nation.** The Southern Tier has an innovation index of 103.9, as compared to New York State at 98.4. (StatsAmerica.org). This is attributed to world-class research universities such as Cornell and Binghamton, as well as private-sector businesses with strong R&D activity such as Corning Inc. and Lockheed Martin.

Since the Southern Tier Startup Alliance (Hot Spot) began programming in 2014, more than 4,300 entrepreneurs have attended networking, presentations, and workshops at one of the alliance's partner incubators. As the two newest incubators (Rev: Ithaca Startup Works and IncubatorWorks in Painted Post) grow and as the Southern Tier High-Technology Incubator opens, the number of entrepreneurs in the region is also expected to rise.



**The Southern Tier has an innovation index of 103.9.**

## Resurgence from natural disasters and environmental issues

**NY Rising:** The NY Rising Community Reconstruction (NYRCR) Program was established to provide rebuilding and revitalization assistance to communities damaged by Hurricane Irene, Tropical Storm Lee, Superstorm Sandy, and the summer floods of 2013. The NYRCR Program enables 124 severely impacted communities to undertake projects and other needed actions based on community-driven plans that consider flood damage, future threats, and economic opportunities.

Hurricane Irene and Tropical Storm Lee resulted in devastating destruction in the Southern Tier; nearly 1,500 businesses and 11,000 homes were damaged, with total damages in the region estimated at over \$562 million. As we mark the fifth anniversary of Hurricane Irene (Aug. 28, 2011) and Tropical Storm Lee (Sept. 7-8, 2011), the NYRCR Program continues to help communities recover and build resiliency.

In the Southern Tier, 14 municipalities in three counties are participating in the NYRCR program. The strategies and projects identified by these communities are linked to numerous strategic objectives of the Southern Tier's Regional Economic Development Plan, as outlined in previous Progress Reports. Each municipality has been awarded about \$3 million in Federal Community Development Block Grant-Disaster Recovery (CDBG-DR) Implementation Funds.

- In Tioga County, the Town of Nichols, Village of Nichols, Town of Owego, Village of Owego, and Town of Tioga have been allotted a total of up to \$15,000,000 in CDBG-DR funds.
- In Broome County, the City of Binghamton, Town of Union, Town of Conklin, Town of Vestal, Town of Chenango, Village of Johnson City, and Village of Endicott are eligible for up to \$21,660,947 in CDBG-DR funds.
- In Delaware County, the Villages of Sidney and Margaretville have been allotted up to \$6,000,000 in CDBG-DR funds.



**Hurricane Irene and Tropical Storm Lee resulted in devastating destruction in the Southern Tier.**

## **RISING TO THE TOP AWARDS**

In addition to being eligible for over \$42 million in federal implementation funds, the Southern Tier received two of eight statewide competitive NY Rising to the Top awards announced by Governor Cuomo in April 2014. The Broome, Tioga, and Sidney communities were awarded \$3 million for Regional Collaboration and Margaretville was awarded \$3 million for Community Involvement. These awards bring the total amount of CDBG-DR funds available for implementation to more than \$48 million.

## **IMPLEMENTATION**

As detailed in the 2015 Progress Report, work began last year on 17 projects that will result in a total investment of nearly \$22 million in federal CDBG-DR funds in the Southern Tier. Engineering and design has been completed for most of these projects, with construction underway on several more. Additionally, engineering and design has begun on several new projects. It is anticipated that the majority of the \$48 million in federal funds will be expended by the end of 2017.

## **COORDINATION BETWEEN NYRCR AND REDC**

Revitalization of Southern Tier communities impacted by Hurricane Irene and Tropical Storm Lee is a high priority of the Southern Tier REDC. In fact, the REDC first developed several of its successful programs (e.g., community revitalization fund and rural ventures fund) to help these and other distressed communities become more resilient. Representatives of the NYRCR Broome, Tioga, Sidney, and Margaretville communities have communicated regularly with the Southern Tier REDC to ensure that they are pursuing mutually shared goals and objectives. Several NYRCR committee members also serve on the REDC, providing further continuity between the two entities. The REDC and its members, along with the REDC's State Agency Resource Team (SART), have been briefed regularly on the NYRCR program, progress and priorities. Many of the NYRCR strategies and projects align closely with those of the REDC.

Since the Southern Tier NYRCR Plans identify nearly 180 projects at a total cost of \$266 million — far in excess of the federal funds available through the NYRCR program — it will be critically important to maintain a close working relationship between the Southern Tier communities and the REDC, as well as with the SART.

**Brownfield Opportunity Areas (BOA):** The Brownfield Opportunity Areas (BOA) program provides assistance to complete revitalization and implementation strategies for neighborhoods or areas affected by dormant properties with contamination or perceived contamination that have impeded investment and redevelopment. The Southern Tier has received \$1.8M in grants for eight distinct BOAs.

The BOA program has given each of these communities the resources to develop and implement area-wide, community-based visions and strategies to transform the properties that contribute to blight into catalysts for community revitalization. These strategies are presented in a BOA Plan, which identifies opportunities for public and private investment that will generate businesses, jobs, and revenues for local economies and provide new housing and public amenities.

When a community has completed a BOA Plan, it may request BOA Designation from the Secretary of State. Designation affords a number of benefits to the BOA, including priority and preference for DOS and DEC funding and an increase in the tangible property tax credit for redevelopment of sites in the Brownfield Cleanup Program. To date, 38 of the 122 BOAs statewide have received designation. Five of the eight BOAs in the Southern Tier have received designation, with one additional designation pending. Southern Tier BOAs include:

- City of Binghamton First Ward (designated)
- City of Binghamton North Chenango River (designated)
- Broome County Endicott Johnson Industrial Corridor (designated)
- Broome County Brandywine Corridor (designated)
- City of Elmira Southside Rising (designated)
- Erwin, Painted Post, Riverside (pending)
- City of Norwich
- Village of Owego

The Southern Tier BOA Plans include community revitalization projects that support the REDC's Economic Backbone strategy. Many include projects that address additional strategic priorities of the REDC. Additionally, a portion of the Elmira BOA falls within the city's Downtown Revitalization Initiative boundary.

# STATUS OF PAST PRIORITY PROJECTS

During the past five years, 120 priority projects have been supported through Empire State Development Grant Funds by the Southern Tier Regional Economic Development Council. Through these strategic investments, \$185.6 million dollars in public support has leveraged more than \$1.5 billion in private funds for projects throughout the Southern Tier, a more than 8:1 ratio.

KEY TO PROJECT STATUS	
	COMPLETE
	ON SCHEDULE
	PROGRESSING MORE SLOWLY THAN ANTICIPATED
	CONCERNS NEED TO BE RESOLVED
	CONTRACT NOT YET EXECUTED
	CANCELED OR FUNDING DECLINED

CFA#	PROJECT
<b>2011</b>	
 3489	<b>CAF USA Capital</b>
 4342	<b>Gunlocke Excelsior</b>
 6853	<b>Ametek Capital</b>
 7471	<b>STREDC Shovel Ready Program</b>
 7472	<b>STREDC - Community Revitalization Program Capital</b>
 7832	<b>Norwich Pharmaceuticals Excelsior</b>
<b>2012</b>	
 14550	<b>Southern Tier High Technology Incubator Capital</b>
 14621	<b>Schuyler County - Seneca Phase 1 Capital</b>
 15447	<b>Buckingham Manufacturing Capital</b>
 15625	<b>Sunrise Family Farms Capital</b>
 15917	<b>Ithaca Commons Capital</b>
 15918	<b>Bates Troy Capital</b>
 16211	<b>Cornell University Greenhouse Capital</b>
 16221	<b>Cornell University Capital</b>
 16576	<b>Arbor Housing and Development Capital</b>
 16969	<b>MARK Project Capital</b>
 16993	<b>Watkins Brewery Holdings Capital</b>
 17020	<b>Walton Arms Capital</b>
 17070	<b>Finger Lakes Food Hub Capital</b>
 17198	<b>Emerson Complex Redevelopment</b>
 18343	<b>Corning Diesel Capital</b>
 18655	<b>STREDC - Shovel Ready Program Capital</b>

●	18658	<b>STREDC - Community Revitalization Program Capital</b>
●	18674	<b>STREDC - Telemedicine and Mobile Technology Fund Capital</b>
●	18946	<b>Town of Lansing Capital</b>
●	18953	<b>Broome County Arena Capital</b>
●	19114	<b>Radiologic Tech Equipment Upgrade Capital</b>
●	19606	<b>STREDC - Rural Initiative Program Capital</b>
●	20527	<b>Corning Diesel Excelsior</b>
●	20611	<b>STREDC - Community Revitalization Program Capital</b>
●	25102	<b>Corning Diesel Capital II</b>

### 2013

●	25740	<b>Elmira College Capital</b>
●	26681	<b>ACHIEVE Capital</b>
●	27148	<b>The Inn at Corning Capital</b>
●	27209	<b>Tompkins Cortland Community College Foundation Capital</b>
●	27584	<b>Roberson Memorial Capital</b>
●	28191	<b>Clemens Tourism Capital</b>
●	28323	<b>Broadband Extension Project</b>
●	28385	<b>Village of Sidney</b>
●	28619	<b>Family Enrichment Network Capital</b>
●	28949	<b>Cornell University Ithaca Incubator</b>
●	29069	<b>Watkins Glen Senior Housing Capital</b>
●	29577	<b>Green Lumber Capital</b>
●	29584	<b>DCIDA- Wissahickon Capital</b>
●	29703	<b>Corning Museum of Glass Capital</b>
●	29804	<b>SUNY Delhi Water Irrigation Capital</b>
●	30225	<b>Tioga County IDA Capital</b>
●	30357	<b>East Lake HPort 2</b>
●	30360	<b>First Arena Capital</b>
●	30469	<b>MTC Cable Wireless Broadband Expansion Project Phase II</b>
●	31106	<b>SUNY Binghamton University Capital</b>

### KEY TO PROJECT STATUS

- COMPLETE
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●	31133	<b>Broome County - Capital</b>
●	31280	<b>STREDC- Community Revitalization Program Capital</b>
●	31282	<b>STREDC Rural Initiative- Capital</b>
●	31725	<b>Tioga Downs- Working Capital</b>
●	31830	<b>Hilliard Capital</b>
●	31868	<b>Dyco Electronics Capital</b>
●	32178	<b>Chenango Place Capital</b>
●	32417	<b>Margaretville Lodging Capital</b>

**2014**

●	38709	<b>Broome County Commercial Kitchen Capital</b>
●	38715	<b>Broome County Land Bank Newman Development Capital</b>
●	38813	<b>Association for Vision Rehabilitation and Employment Capital</b>
●	38876	<b>Tioga Hardwoods Excelsior</b>
●	38876	<b>Tioga Hardwoods Capital</b>
●	38881	<b>City of Norwich Capital</b>
●	38914	<b>Town of Windsor Capital</b>
●	39249	<b>Corning Hospital Demo Capital</b>
●	39446	<b>Village of Sidney-Hotel Study</b>
●	39541	<b>Village of Watkins Glen- Seneca Capital</b>
●	39649	<b>Village of Sidney-Free Trade Zone Study</b>
●	39755	<b>Business Expansion Project</b>
●	39950	<b>Watkins Glen International Capital</b>
●	40034	<b>Painted Post Trail Capital</b>
●	40811	<b>Delaware County Broadband Initiative</b>
●	40825	<b>SUNY Binghamton Global Center</b>
●	40977	<b>Cayuga Nature Center Capital II</b>
●	41001	<b>The Binghamton Gateway Homes</b>
●	41208	<b>Security Mutual Life Insurance of New York Capital</b>
●	41217	<b>HP Hood Capital</b>
●	41220	<b>Alfred Technology Resources Capital</b>
●	41313	<b>Sportsfield Specialties Capital</b>

●	41400	<b>Waterfont Entertainment Study</b>
●	41685	<b>Cornell University College of Veterinary Medicine Capital</b>
●	41891	<b>Emhart Glass Manufacturing Capital</b>
●	41920	<b>Fourth Bay II</b>
●	41957	<b>Big Flats- Elmira Water Capital</b>
●	42099	<b>Village of Afton Feasibility Study</b>
●	42611	<b>STEG Elmira Capital</b>
●	42922	<b>City of Binghamton - 72 Court Capital</b>
●	42935	<b>Precision Filters Capital</b>
●	43165	<b>Buckingham Manufacturing Capital</b>

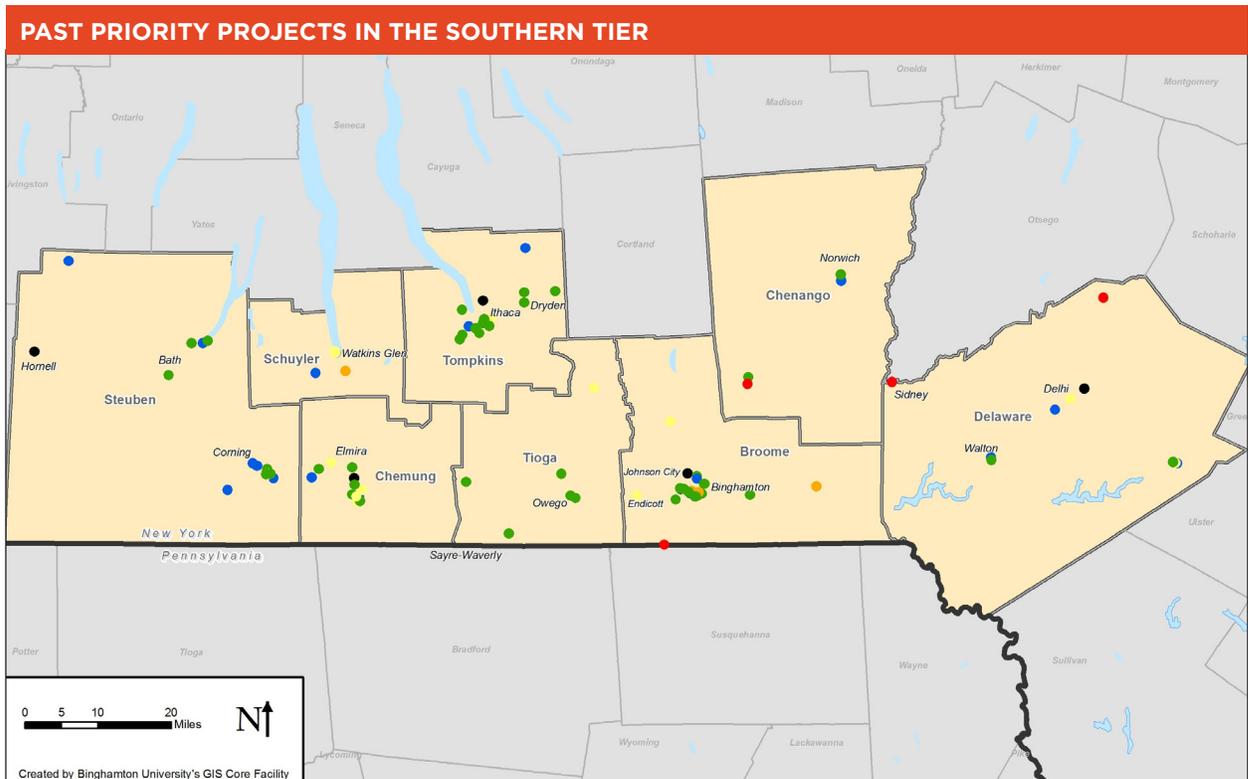
## 2015

●	50517	<b>Chicone Cabinetmakers Capital</b>
●	50680	<b>Corning Community College Development Foundation Capital</b>
●	50694	<b>Tioga County IDA E-Site Water System</b>
●	51449	<b>Masserson at Roxbury Capital</b>
●	51917	<b>Buckingham Manufacturing Capital</b>
●	52170	<b>Hopshire Brewery Expansion</b>
●	52319	<b>Walton WWTP Biogas Project</b>
●	52429	<b>Anchor Glass Container Equipment</b>
●	52533	<b>Werdenberg's Building</b>
●	52628	<b>Village of Waverly WWTP Upgrade</b>
●	52779	<b>Demet's Candy Capital</b>
●	53015	<b>Chenango Gas</b>
●	53039	<b>Town of Urbana Capital</b>
●	53297	<b>NECCES Battery Dry Room</b>
●	53461	<b>Elmira Road Corridor Capital</b>
●	53534	<b>Ithaca Beer Capital</b>
●	53650	<b>Century Sunrise Redevelopment Capital</b>
●	53761	<b>Simaar Capital</b>
●	53866	<b>Arnot Ogden Medical Capital</b>
●	54614	<b>Ice Bear Capital</b>
●	54724	<b>Transitair Capital</b>

●	54894	<b>Finger Lakes Boating Museum Capital</b>
●	55195	<b>City of Ithaca College Town Redevelopment</b>
●	55259	<b>Bates Troy Expansion</b>
●	55298	<b>Loco Development Capital</b>
●	55707	<b>National Pipe &amp; Plastic Capital</b>
●	55779	<b>7 Hawley Street Redevelopment</b>
●	55817	<b>Cameron Manufacturing &amp; Design</b>
●	55881	<b>3D Metrology</b>
●	55901	<b>Raymond Corporation Capital</b>
●	55934	<b>Elmira College Driving Elmira Refresh</b>
●	56093	<b>City of Corning Strategic Study</b>
●	56729	<b>Tioga County IDA- Weitsman Shredding</b>
●	57280	<b>Building Innovative Economic Opportunities through Reuse</b>
●	58058	<b>SUNY Binghamton Health Sciences and Technology Innovation Park Capital</b>

**KEY TO PROJECT STATUS**

- COMPLETE
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## SUMMARY OF 126 PAST PRIORITY PROJECTS



### KEY TO PROJECT STATUS

- COMPLETE
- ON SCHEDULE
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## LEVERAGE OF STATE INVESTMENTS IN ALL PAST PRIORITY PROJECTS

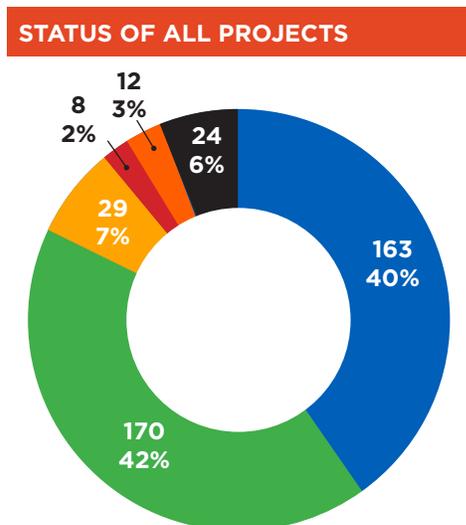
Round	Total Projects	Total Project Cost	State Investment	Ratio (Rounded)
2011	4	\$46,017,000	\$7,750,000	6:1
2012	24	\$811,371,978	\$64,618,000	13:1
2013	25	\$155,589,120	\$24,524,520	6:1
2014	32	\$170,836,777	\$24,431,620	7:1
2015	35	\$404,963,907	\$64,308,000	6:1

# STATUS OF ALL PAST PROJECTS

STATUS OF ALL PROJECTS				
2011	2012	2013	2014	2015
67 projects	69 projects	88 projects	84 projects	98 projects
55 blue	48 blue	43 blue	16 blue	1 blue
5 green	7 green	32 green	51 green	75 green
1 yellow	6 yellow	5 yellow	12 yellow	5 yellow
0 red	0 red	2 red	1 red	5 red
0 orange	0 orange	0 orange	1 orange	11 orange
6 black	8 black	6 black	3 black	1 black

During the past five years, 406 projects have been supported by the Southern Tier Regional Economic Development Council. Through these strategic investments, \$269.8 million dollars in public support has leveraged more than \$1.8 billion in private funds for projects throughout the Southern Tier, a more than 6:1 ratio.

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS			
	Total Project Cost	Total CFA Awards	Ratio of TPC:CFA
2011	\$123,181,521.2	\$38,504,499	3.2:1
2012	\$844,515,322	\$80,756,598	10.5:1
2013	\$178,539,332	\$35,005,851	5.1:1
2014	\$183,571,121	\$34,150,248	5.4:1
2015	\$496,726,889	\$81,431,259	6.1:1



JOB CREATION		
	Jobs Created	Jobs Retained
2011	254	1011
2012	921	12257
2013	389	2445
2014	287	1499
2015	348	1782

# IMPLEMENTATION AGENDA



# IMPLEMENTATION OF 2016 STATE PRIORITIES

## Train the Workforce for Today and Tomorrow

### CHALLENGES

**An aging population.** The Southern Tier has an increasingly older population, which has important implications for the economy and creates gaps in essential workforce fields. The number of residents ages 60-79 increased by 20% between 2000 and 2014, compared to 19.8% in New York State as a whole. Coupled with losses to younger populations (-11% in residents under 20 and -4.8% in residents 20-39), this demographic shift creates challenges for the region.

**A shrinking labor force.** Since 2000, the Southern Tier lost 6.8% of its labor force, even as the state and nation saw growth of 6% and 10.2%, respectively. Every county in the region, with the exception of Tompkins, lost labor force during this period. Broome, Tioga, Delaware, and Chemung lost the most on a percentage basis, 11% each, followed by Schuyler and Steuben, with 8% and 9% losses respectively. As the labor force declines, it inhibits firms' ability to fill available or new positions, and thus constrains economic growth. (Local Area Unemployment Statistics (LAUS) Program)

**Vulnerable and hard-to-place workers.** There were 101,987 people living in poverty in the Southern Tier in 2014, with an average labor force participation rate of 30%, slightly above the state level (29%). The average unemployment rate among those living in poverty was 25%, compared to an unemployment rate of 8% for all socio-economic groups. Broome and Tompkins counties had the largest number of individuals living below the poverty line, 33,529 and 18,438, with unemployment rates of 29% and 14% among this population, respectively. Steuben and Chenango counties have the highest rates of unemployment among those living in poverty, 31% and 30%. This compares to the statewide rate of 30%. (2010-2014 American Community Survey 5-Year Estimates)

**Employment is down in key industries of strength.**

Manufacturing, a bedrock of the Southern Tier economy, has lost 36.4% in employment since 2000. Though still the second-largest employment sector behind healthcare, this loss reflects the larger national shift away from production and toward service industries as economic drivers. (Current Employment Statistics (CES) survey)

### OPPORTUNITIES

**Skilled worker retention:** Workforce and economic development are interdependent. The demographics of the Southern Tier point to the necessity of attracting new, younger workers and their families to the area, while the

availability of jobs is a primary driver in their location decisions. The Southern Tier has the competitive advantage of attracting more than 60,000 students to its outstanding higher education institutions each year. As these students graduate, we are poised to keep them in our region to work at thriving businesses or start one of their own.

**Millennial attraction:** Also framing the issue are the preferences of millennials, who demand a community and lifestyle that includes robust cultural assets, vibrant downtown and community life, walkability, and public transportation. Upstate New York appeals because of the abundant natural areas and recreation opportunities, but rural areas across the country are also facing the same issues of retaining/attracting workers where these other items are concerned. Therefore, this task will also be closely aligned with the need to reflect a dynamic culture.

**STEM Workforce Development:** Employers are concerned about the availability of skilled labor, with middle-level or advanced skills in the science, engineering, technology and mathematics disciplines, as well as appropriate soft skills. Therefore, it is not enough to retain and attract young people; the employers and the region more broadly must retain and attract educated, skilled, young people.

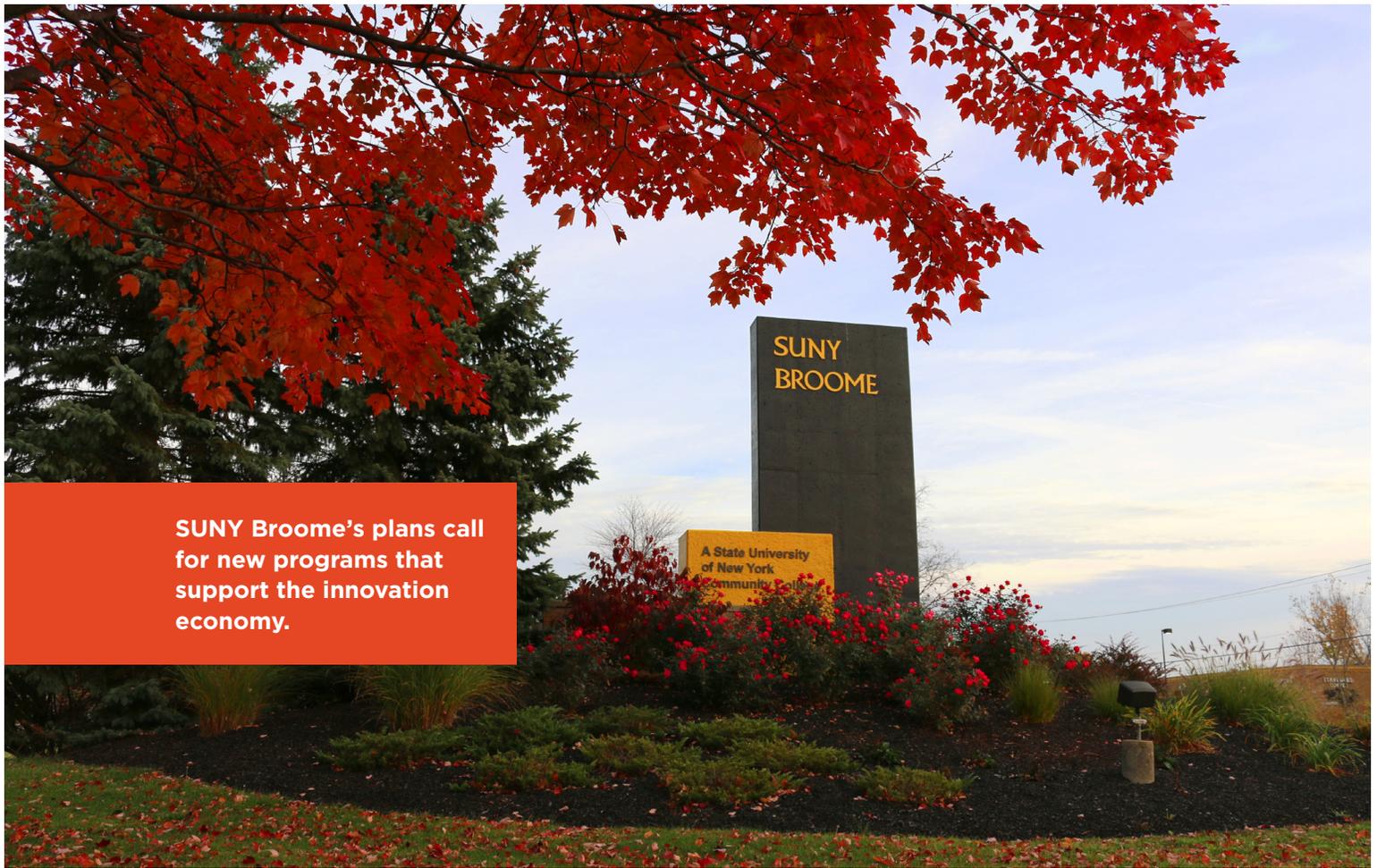
## STRATEGIES

We don't believe a one-size-fits-all approach can be applied to the unemployed, underemployed, and hard-to-place workers throughout the region. Rather, we have planned for a multi-pronged approach to engage hard-to-place workers based on geographic location, demand, traditional training and placement programs, links with academic and civic organizations, and unique job training opportunities based on particular industry sectors.

SUNY Broome's Manufacturing Technology Lab exemplifies the regional community colleges' dedication to workforce development.

Throughout the four initiatives presented in our 2015 plan, specific activities were described that involved the hard-to-place worker in the Southern Tier's economic revitalization, including:

- SUNY Broome, Tompkins-Cortland Community College, Corning Community College, and SUNY Delhi have expertise in providing training required by local employers, and as a result of the URI planning process are working even more closely to develop specialized programs in high-growth areas to help ensure a workforce that's in sync with the needs of companies throughout the region.
- The BOCES and VESID offices throughout the region will be engaged in an even more active way by joining with the private sector to sponsor job fairs and training programs across the region that are focused on low-income and disabled residents as well as veterans.



SUNY Broome's plans call for new programs that support the innovation economy.

## PROGRESS

Several projects supported by the Southern Tier Regional Economic Development Council were funded through the most recent CFA award round. These projects address our region's attraction and retention opportunities as well as critical workforce development needs:

**CFA#50517:** In spring 2015, Chicone Cabinetmakers gained approval from the State of New York Department of Labor to offer a registered apprenticeship program — becoming the only cabinetmaker apprenticeship sponsor in the state. Through a 2015 CFA award, this Schuyler County company will be able to take on additional apprentices.

**CFA #50680:** The Corning Health Education Complex is building workforce development programming through a partnership between Corning Community College and the healthcare industry. Program offerings include a registered nurse track and a new program in public and community health with multiple career tracks. Programs for certified nurse aide, home health aide, personal care assistant, patient navigator, community health educator, gerontology, certified personal trainer, and diabetes lifestyle educator provide access to skilled employment while providing pathways to further education. This initiative, based in Steuben County, will offer programs in collaboration with community partners and is designed to expand educational opportunities for impoverished local residents.

**CFA #52170:** Hopshire Brewery in Tompkins County offers workshops for prospective brewery owners interested in the craft beverage industry, part of Southern Tier Soaring’s “Transform the Food and Agriculture Industry” initiative. The two-day curriculum, open to the public, covers licensing, other approvals, tax filing, payroll, label approval, and other processes required to start a brewery in addition to tutorials on commercial brewing.

**CFA #55259:** The Bates Troy Expansion Project in Broome County allows unskilled individuals who may lack formal education or language skills to learn to operate modern production equipment while developing their language and social skills. Many of those employed are hard-to-place workers. As they gain experience through this program, they develop skills and take on greater responsibilities.

**CFA #55901:** The Raymond Manufacturing Center of Excellence supports activities that include interfacing with area schools regarding at-risk students, participating in a job fair for the homeless, and VESID activities. Further, Raymond provides targeted training, employee assistance, and mentoring by in-house business partners. The center, located in Chenango County, includes employee development and a wellness center with space for employee training and development activities.

## **FURTHER ACTION NEEDED**

Hard-to-place workers will require special attention in order to meet the increasing demand for a skilled workforce in the Southern Tier.

Specifically, one of this year’s REDC Proposed Priority Projects is the Salvation Army Job Training and Support Center, which will offer life skills training for people in Binghamton’s most economically depressed neighborhood.

**CFA #67287:** The Salvation Army Job Training and Support Center in Binghamton will offer skill education and job training to enable entry and advancement in the workforce. The center, which will focus on meeting the region’s employment needs, will provide a continuum of services to support healthy work habits for families. The Salvation Army is working with economic development experts at the regional and local levels as they work to attract new employers and support existing employers in their expansion.

Relocating Salvation Army headquarters to the North Side aligns with the city’s agenda of putting services conveniently where people can readily access them. Additionally, this opens up a strategic location in the downtown corridor for new commercial development, which will create jobs. In addition, the Salvation Army will partner with providers of education and training to maximize use of the facility.

SUNY Broome, Tompkins-Cortland Community College,

Corning Community College, and SUNY Delhi have expertise in providing training required by local employers. New specialized programs in high-growth areas will help to ensure a workforce that's in sync with the needs of companies throughout the Greater Binghamton Innovation Ecosystem. SUNY Broome's plans already call for new programs that support the innovation economy. A histological technician certificate program will soon be launched, as will a certificate program for physical therapy aides. A new associate degree in manufacturing technology has been designed in response to local labor market demands. Programs in energy technology, mechatronics, and aircraft maintenance are in development.

Another of this year's REDC Proposed Priority Projects is the SUNY Broome Community College Specialized Technician Training and Calice Advanced Manufacturing Center.

**CFA #68074:** SUNY Broome Community College Specialized Technician Training and Calice Advanced Manufacturing Center will be a collaboration on workforce development programs for low-income adults and include existing programs that dovetail resourcefully with the proposed project: (1) Broome County Urban League's Advanced Technology Training and Information Networking Labs where underserved/economically challenged populations gain access to information technology training to enhance employability; (2) Workforce Innovations Project of the Herkimer, Madison and Oneida Counties Workforce Investment Board where young adults are re-connected with training they need to enter high-growth, high-demand, high-wage jobs; and (3) Broome-Tioga Workforce NY, the local workforce investment board serving the two-county region where SUNY Broome is located, is well positioned to serve as primary liaison with WIBs throughout New York.

The project leverages synergies between academia, target industries, and workforce development systems. Calice Advanced Manufacturing Center trainings will link the stated needs of regional companies and input from SUNY Broome's Workforce Development Advisory Board. Job skills training will target basic skills, special needs, and sustainable/green practices in manufacturing, building capacity to meet workforce demands of local advanced manufacturers. By expanding academic pathways that allow students to obtain four-year degrees at SUNY Broome and other regional colleges (SUNY Delhi), more of them will be motivated to stay in the area. And by offering stand-alone certificates recognized by local employers, hard-to-place workers will more likely enroll in and complete training programs that bolster their hiring qualifications.

## Regional Economic Cluster Plan

In 2015 the Southern Tier Regional Economic Development Council adopted a Manufacturing Industry Cluster Plan focused on Transportation Products, Components and System Controls. There are more than 70 firms involved as lead companies or members of the supply chain in this industry. Major corporate leaders include multi-national firms such as Corning Inc., Hilliard, CAF USA Railway Solutions (Spain), Raymond Corp. (Japan [Toyota Industries Corp.]), BAE Systems (Britain), Alstom S.A. (France), Borg-Warner, Dresser-Rand, GE, Lockheed-Martin, and Unison.

### CHALLENGES

#### **Employment is down in an historic industry of strength.**

Manufacturing, a cornerstone of the Southern Tier economy, has lost 36.4% in employment since 2000. Though still the second-largest employment sector behind healthcare, this loss reflects the larger national shift away from production and toward service industries as economic drivers. (Current Employment Statistics (CES) survey)

### OPPORTUNITIES

**Strong knowledge base.** Manufacturing is an area of strength for the Southern Tier in terms of institutional knowledge and employment, and contributes more than \$2.1 billion to the region in payroll each year. Moreover, manufacturing had one of the highest average wages in the Southern Tier at \$64,400 in 2015, 43% above the regional average of \$44,900. (Quarterly Census of Employment and Wages (QCEW), 2015)

**Industry expertise.** The location quotient for manufacturing is 2.59, indicating a concentration of manufacturing in the regional economy. In subsets of the manufacturing industry, location quotients are higher; transportation equipment manufacturing has a location quotient of 11.05, illustrating a long history of success in the region thanks to companies such as Corning Inc., Raymond Corp., Borg Warner, Lockheed Martin, and Dresser-Rand.

### STRATEGIES

Since its inception, the Regional Economic Development Council of the Southern Tier has focused on job creation and economic growth strategies in the Transportation Equipment Manufacturing Sector. The new Southern Tier Soaring strategic plan places a focus on advanced manufacturing in the transportation sector in order to capitalize on the high-growth sector of advanced manufacturing by leveraging the existing regional knowledge base in the transportation manufacturing industry.

Based on an in-depth understanding of what it will take to advance the Southern Tier's manufacturing industry, we

have undertaken an aggressive, three-pronged, inter-related approach to strengthening the region's manufacturing industry with a particular focus on the Advanced Transportation Product, Components, and System Controls sector.

**Supportive ecosystem to stimulate private investment.**

Significant investments ranging from basic infrastructure to state-of-the-art equipment and including community support systems to attract and retain young talent are critical to advancing the region's manufacturing industry. This supportive ecosystem, together with commercialization of technology, will stimulate the private-sector investments that are essential to increasing competitiveness in the global economy.

**Commitment to innovation and infusion of technology.**

The Southern Tier has a manufacturing mentality and understands that the profitability of individual companies depends on manufacturing efficiency, technical expertise, and product quality. In order to sustain the Southern Tier's competitive edge in advanced manufacturing, there must be a continued commitment to corporate R&D as well as relationships with research universities to leverage existing strengths focused on the infusion of emerging technologies and commercialization of new innovations.

**Human capital.** The Southern Tier expects to see resurgence in manufacturing through more highly skilled, niche manufacturing operations that require a technically savvy workforce. Whether manufacturers are seeking to develop new products, enter new markets, or improve overall productivity, their workforce will be key to their ability to remain competitive and achieve their goals. The Southern Tier can become "best in class" with strategic investments that anticipate and meet future workforce needs, forge increased engagement between students and industry, transform the role of the schools in high-poverty areas to contribute to a culture shift in perceptions about education and work, and train adult incumbent and unemployed workers. This must be accompanied by aggressive messaging about the value of these jobs given the significant "replacement demand" that will be generated by retirements in the next five years.

**PROGRESS**

Several projects and initiatives proposed and implemented by the Southern Tier REDC supported the goals outlined in the Southern Tier Soaring strategic plan.

**CFA #54724:** TransitAir Systems, based in Steuben County, is a direct supply-chain company for the transportation industry and provides support to other transit-related firms in the region, including Alstom, Bombardier, and CAF. This

Round 5 project retained existing jobs, created 10 jobs within the industry cluster, and supported other transit-related businesses in the Southern Tier.

**CFA #55901:** The Raymond Manufacturing Center of Excellence in Chenango County, with associated Employee Development and Wellness Center, will enhance and maintain Raymond’s standing as a preeminent global manufacturer of forklift trucks and pallet jacks. This project involved new construction, renovation, new production machinery, and new equipment to support an increase in employees during the next five years.

### FURTHER ACTIONS NEEDED

As noted in the Southern Tier’s five-year strategic plan last year, the Brookings Institution recommends local economies cultivate advanced industries with strong regional industry clusters based on local specialization, particularly those with high-value export potential. Furthermore, “advanced industries represent a sizable economic anchor for the U.S. economy” because of the high level of research and development and a reliance on workers with STEM skills.

With that in mind, The Southern Tier REDC will continue to support projects and initiatives that strengthen the transportation products, components, and system control industries, where we are able to capitalize on a high-growth sector that is pivotal to the future of the state and the nation.

For this reason, The Southern Tier REDC is recommending the following projects for consideration in this year’s CFA competition:

**CFA #67678:** CemeCon Inc. in Chemung County will make a long-term commitment to a new production capacity and provide technical support for the market through the creation of a new North American headquarters and a dedicated, state-of-the-art CVD diamond coating facility in Big Flats. Significant growth in the use of composite materials for commercial, military, aerospace, and transportation manufacturing applications is increasing the demand for advanced cutting tools to machine these new materials.

**CFA #66387:** F.M. Howell & Company is experiencing growth in support services associated with the transportation industry. This project will support capital improvement and expansion projects among several divisions of the company.



**The Raymond Manufacturing Center of Excellence enhances the firm’s standing as a preeminent global manufacturer of forklift trucks and pallet jacks.**

## Global Marketing and Export Plan

The Southern Tier places great emphasis on expanding its footprint within the global economy, as demonstrated throughout all four initiatives outlined in the Southern Tier Soaring strategic plan. Additionally, the Southern Tier REDC's Global Marketing and Export Strategy, adopted in 2014, is focused on growing spending by international students.

### CHALLENGES

#### Shortage of space for international student services.

The Binghamton University building currently housing international student services is at capacity, hindering future recruitment efforts of international students and limiting the growth of spending. As part of Binghamton University's strategic plan to be the premier public university, resources and support services for the campus' international student population is critical. The building housing international student services is at capacity, which limits the university's ability to grow its international student population.



The renovated Global Center at Binghamton University serves more than 2,500 students from over 90 countries as well as students participating in study abroad programs.

### OPPORTUNITIES

#### Growing international student population.

From 2009-10 to 2013-14, there was a 27% increase in the number of international students at Binghamton University to a total of 2,200 students. During that period, there was a 43% increase in expenditures from that population, to a total of about \$71 million.

#### Gross regional production is on the rise, with an estimated increase in gross

regional product of nearly \$460 million between 2013 and 2014. In 2014, the total gross regional product was \$28.8 billion (Economic Modeling Specialists International), and it stood at \$28.3 billion in 2013, indicating that the region is expanding economically.

### STRATEGIES

The Binghamton University Global Center will bring domestic and international students together with schools and community groups from the region. It will enable new programming in collaboration with the community. The center will enable about \$43M in economic impact to the region on an annual basis at the end of the four-year growth plan. This proposal will help eliminate the capacity limits, and by adding 200 international students per year, enable the

growth in spending from \$85 million to an approximate total of \$128 million per year.

In Greater Binghamton, organizations supported through Southern Tier Soaring efforts will develop new technologies that will be sought after on a global scale. This will increase exports as Southern Tier businesses enter established and new markets.

Technologies developed through the Plant Science Innovation and Business Development Center at Cornell University will create and support new agriculture within the Southern Tier as well as in neighboring regions and throughout New York State. They will be key in the Southern Tier's Global NY strategy as foreign investment is attracted in manufacturing and deployment of technology.

At the same time, the region's wine industry is attracting foreign investment both in terms of crop development through vineyard reclamation as well as construction of major production facilities. Most significant is the planned Ultra-Premium Beverage Center in Schuylar County, which will be undertaken by foreign investors.

Another specific example is the aseptic packaging sector of the agriculture industry. As presented in our 2015 plan, aseptic packaging is one of the fastest-growing food-processing industries globally, increasing by about 9% annually since 2010 with a projected global market of about \$35 billion in 2015 (Freedonia Group). The Food and Agriculture Initiative will support the development of aseptic processing facilities and facilitate connections among farmers, aseptic packagers, and consumers.

The Southern Tier is pursuing inter-regional collaborations. In doing so, this upstate New York collective will create a global presence and impact in the industry that no one region could achieve independently.

## **PROGRESS**

Manufacturing accounts for the most exports out of the region, more than \$12.8 billion in 2014, up from \$11.6 billion in 2013 (EMSI), nearly a third of total regional exports.

Part of this increase may be due to several projects undertaken in 2016 with REDC support, namely:

**CFA #52779:** DeMet's Candy Expansion in Chemung County, where private funds leveraged were a direct foreign investment from the company headquartered in Istanbul, Turkey.

**CFA #52429:** As imports of glass containers from China, Canada, and Mexico have increased dramatically during the past decade, Anchor Glass, a U.S.-based company with a location in Elmira (Chemung County), upgraded furnace equipment to offset out of state production costs, creating eight jobs and retaining 299.

## FURTHER ACTION NEEDED

Binghamton University identified “global impact through engagement from the local to the global level” as one of five strategic priorities to enable the campus to reach “premier” status. The newly renovated Global Center building will house the Office of International Student and Scholar Services and the Office of International Programs. Together, these offices serve the international population of more than 2,500 students from more than 90 countries, and nearly 100 visiting scholars, as well as students participating in study abroad programs. This project will enable the campus to recruit and retain an additional 200 international students per year over four years. This will result in an estimated economic impact of approximately \$43M per year to the community at the end of the four-year growth period and create 124 jobs.

The Southern Tier REDC has also identified several priority projects that will support our Global NY effort during the next year:

**CFA #65463:** SEPAC Inc. will purchase an advanced manufacturing machining center that will allow it to pursue higher-volume, cost-effective opportunities. Benefits include increasing global competitiveness and anchoring local ownership. Additionally, the project will allow SEPAC to immediately in-source more than \$30,000 in production from overseas plus an additional \$101,000 from U.S.-based vendors.

**CFA #68278:** Corning Pharmaceuticals Technologies, a new division of Corning Inc., will invest in a new commercialization manufacturing facility that will enable the manufacture of the highest-quality pharmaceutical packaging product globally, code named “Glass Z.” The global parenteral (injectable) pharmaceutical packaging market is approximately \$50 billion units, generating roughly \$3.8 billion of annual revenue and employing thousands of workers globally. This will be New York’s first entry in that market.



**Corning Pharmaceuticals Technologies will invest in a new commercialization manufacturing facility to produce “Glass Z.”**



## Opportunity Agenda

In 2013 the Southern Tier REDC adopted an Opportunity Agenda Strategy that demonstrated its commitment to the overall goal to move impoverished populations into the workforce and revitalize distressed communities in our region.

### CHALLENGES

**Lower average wage than the state.** The average wage in the Southern Tier was just under \$44,900 in 2015, an 11% increase from 2010. However, this was below the New York State average wage of \$67,500. While the cost of living is lower in the Southern Tier than other parts of the state, the lower average wage earned for occupations in the Southern Tier is a barrier to attracting talent from outside of the state. (Quarterly Census of Employment and Wages (QCEW), 2015)

**Lower average wages in key population centers.** The average wage in Binghamton across all industries was just over \$41,700 in 2015 — below the average wage for the region and far below the average for the state. Elmira’s average wage of \$44,000 was nearly in line with the regional average. Steuben had the highest average wage of all the larger sub-regional economic areas at \$52,600, while Ithaca had an average wage of \$49,100. Competitive wages are essential for attracting talent and population, and represent an even more critical need for the Southern Tier’s urban areas. (QCEW, 2015)

**Low household income:** The median household income in New York State is \$58,700. The average of county median household incomes in the Southern Tier region is \$48,800,

The average wage in the Southern Tier was just under \$44,900 in 2015.

16.9% lower. In the Southern Tier, Delaware has the lowest median household income (\$44,200), followed by Chenango (\$44,400) and Broome (\$46,400). (2010-2014 American Community Survey 5-Year Estimates)

**Long-term job loss.** The region has lost more than 14,000 jobs since 2000, with a loss of more than 10,700 since 2008. The Southern Tier lagged behind statewide job growth, as state jobs have increased by 7.2% since 2000. Greater Binghamton lost the most jobs, more than 15,400 since 2000. Chenango, Schuyler and Tompkins were the only counties to gain jobs since 2000, with Tompkins contributing a net increase of 11,900 jobs. (Current Employment Statistics survey)

## **OPPORTUNITIES**

**Unemployment down in post-recession years.** The Southern Tier's unemployment rate, at 5.7% in 2015, is above comparable state and national unemployment rates (5.3% and 4.8%, respectively). This is down from a historic (back to 1990) high of 8.4% in 2010, at the height of the recession. All counties in the region have an unemployment rate between 5.9% and 6.4%, though Tompkins County had a lower unemployment rate at 4.1% in 2015. (Local Area Unemployment Statistics Program).

## **STRATEGIES**

A key element of workforce development presented in the 2015 plan is our approach to hard-to-place workers, with a particular focus on veterans and low-income residents of the distressed communities of Binghamton, Johnson City, Endicott, Elmira, Corning, Norwich, and Hornell.

Under the Southern Tier Soaring plan, the REDC seeks to support training and apprenticeship programs targeted at job categories that are linked to the Southern Tier's economic strategies and have been identified by employers as growth areas or by the state Department of Labor as Regional Demand Occupations. These include: agriculture (food and manufacturing); healthcare (home health care, personal care, registered nurses, nurse aides, administrative assistants, clerks, physicians, licensed practical nurses, supervisors and managers, medical assistants, and cleaners); energy (energy inspections, weatherization, and installation of renewable systems); transportation (manufacturing and assembly); travel and tourism (clerks, waiters and waitresses, landscapers, janitors and cleaners, cooks).

Existing and proposed programs that support employment readiness designed to help people gain the skills, confidence, and work ethic needed to seek, secure, and retain employment are supported through this plan. Examples include computer skills, job coaching, life skills training, and interview skills.

New business development in targeted areas that generate employment opportunities as well as meet a need of the impoverished population, several of which are included in this year's list of proposed projects, will be given priority.

Creative solutions to barriers such as transportation (e.g., car-share programs), support programs for people attending training and/or securing employment (e.g., child care), and collaboration between communities and businesses to create employment opportunities were given special consideration in the project review process.

## **PROGRESS**

### **Employment in service-related industries is rising.**

Between 2000 and 2015, employment in healthcare; arts, entertainment and recreation; and accommodation and food services increased by 17% each. The two latter industries support the growing tourism sector in the Southern Tier. Other industries also expanded employment, including company management (10%), other services (10%), and agriculture (22%). Even though wages in the broad private services industry category (\$38,700) remain below the Southern Tier all-industry average (\$44,900), expanded employment opportunities drive economic growth and are balanced by the lower cost of living. (QCEW, 2015)

In 2014, The Southern Tier REDC supported the Association for Vision Rehabilitation and Employment Inc., a private, nonprofit organization that serves people with sustained and severe vision loss. Through a council-supported project to modernize the paper conversion and manufacturing operation by increasing capacity and capability, they created five jobs, retained 25 jobs, and were able to offer further opportunities for hard-to-place workers.

## **FURTHER ACTIONS NEEDED**

Future activities that the REDC will look to support will:

- Involve joint efforts of educational institutions, employers, and community organizations
- Move impoverished people living in the targeted geographic areas into employment, preferably in targeted job categories
- Build human capital through knowledge of new skills
- Ensure residents of target areas have tools to secure and retain jobs in targeted job categories while meeting employer hiring needs
- Remove barriers to employment such as transportation, child care, and lack of education and training
- Revitalize distressed communities by revitalizing buildings and neighborhoods, and creating businesses and opportunities



Ithaca Transit Corridors Revitalization in Tompkins County will transform the Collegetown neighborhood.

Several projects have been identified this year by the Southern Tier REDC that will support our plan and follow the strategies set forth by the council, including:

**CFA #67287:** The Salvation Army Northside Community Center will provide skills development and training programs that empower a strong workforce. The Salvation Army will partner with providers of education and training to maximize use of the facility. Wraparound services will enable parents to sustain uninterrupted periods of work. In addition, relocating the regional headquarters from downtown to the North Side will bring services to a location where it is needed the most.

**CFA #68131:** One North Depot will improve physical infrastructure by restoring and redeveloping an aging historic structure. One North Depot will adapt and reuse a 59,000-square-foot, historically significant structure and provide affordable housing, commercial storefront space, and shared work space for entrepreneurs in the urban core of Binghamton. Through a live/work program, tenants will be able to start new businesses or operate existing entrepreneurial enterprises out of the lower levels of the building and live in loft apartments on the upper floors.

**CFA #68107:** Ithaca Transit Corridors Revitalization will reconstruct about 4,100 linear feet along transit corridors of College and Stewart Avenues to create Complete Streets serving pedestrian, bicycle, and transit riders. Additionally, the addition of nine bus shelters with real-time bus arrivals will make the transit system more reliable and user-friendly. Lower income people are much more likely to rely on transit service to commute to work. The improvements will also enhance pedestrian and bicycle travel and safety, affordable modes of transportation.



**Construction on the Southern Tier High-Technology Incubator in downtown Binghamton is expected to be complete in 2017.**

## **Regional Hot Spots and Business Incubators**

The Southern Tier Regional Incubator Plan, adopted by the REDC in 2013, is a partnership of Binghamton University, Corning Inc., the Ceramics Corridor, and Cornell University as the Southern Tier Startup Alliance (STSA), designated as the region's Innovation Hot Spot as of January 2014. The STSA brings together the contributions of incubators and entrepreneurial support structures in the region, including six regional business incubators: The Center, IncubatorWorks, the McGovern Center for Venture Development in Life Sciences, Rev: Ithaca Startup Works, and the Startup Suites at Binghamton University. It will soon also include the Southern Tier High-Technology Incubator in downtown Binghamton.

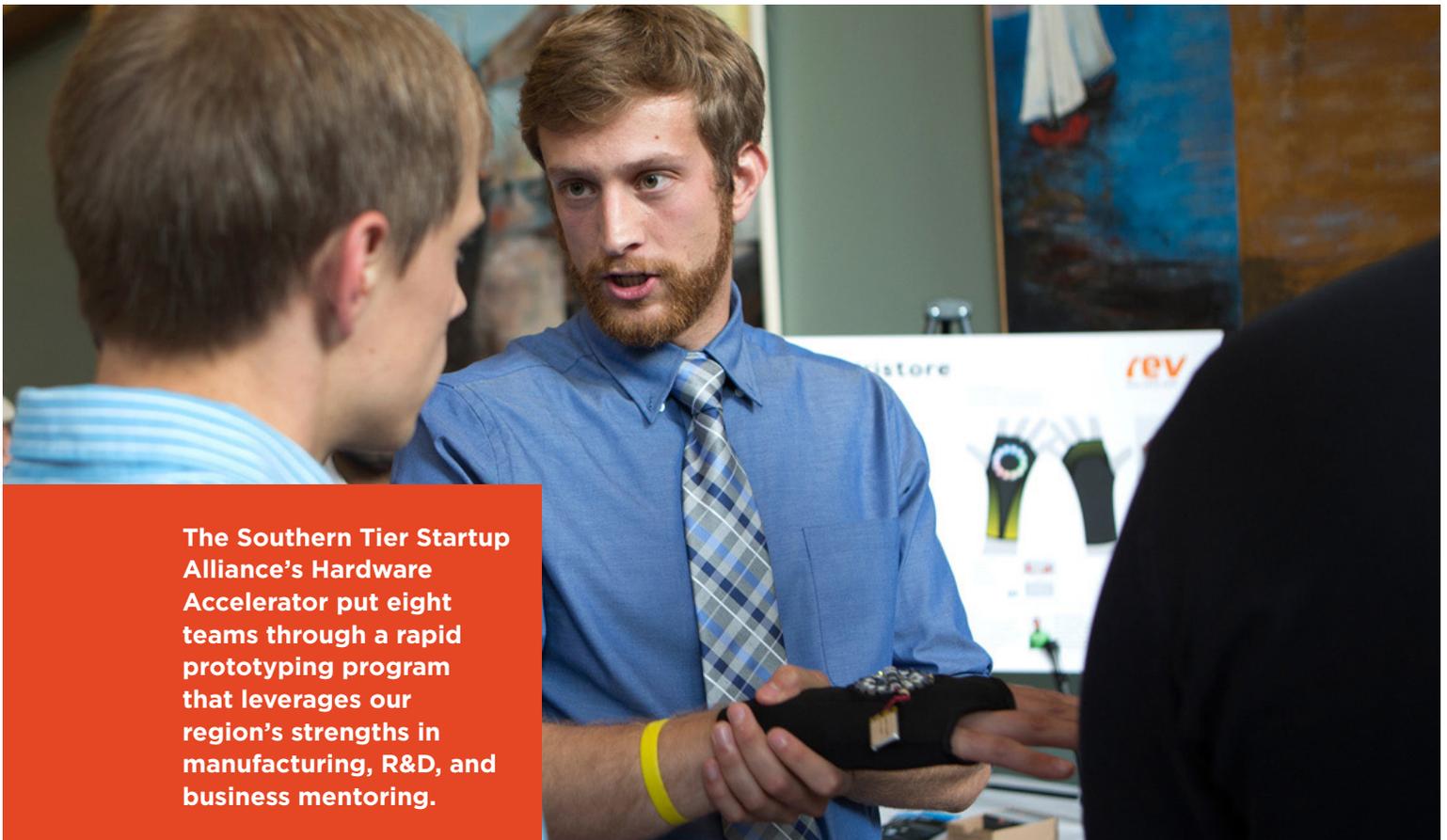
STSA offers startups and entrepreneurs in the region business support through mentorship and skill-building workshops. The combined incubators have 55 member/tenant companies. So far in 2016, STSA entrepreneurs-in-residence met with more than 375 entrepreneurs and startups in the partner incubators and throughout the region, spending over 500 hours on mentoring. STSA has held more than 30 workshops and entrepreneurial networking events in 2016 in seven out of the eight counties in the region, attracting more than 1,200 attendees. Events and workshops held by STSA support the key mission of convening the entrepreneurial community in the region, to foster collaboration and networking between entrepreneurs in all fields.

In summer 2016, STSA's Small Business Administration-funded Hardware Accelerator completed its second year at Rev: Ithaca Startup Works, putting eight startup teams through a 12-week rapid prototyping program that leverages our

region's strengths in manufacturing, product research and development, and excellence in business mentoring. The Hardware Accelerator program culminated with a Demo Day in August that attracted over 170 attendees from industry, academia, and the community.

STSA was selected by NYSERDA in 2015 to lead 76West, a \$20 million clean energy business competition designed to bring companies to the Southern Tier. The first year of the competition saw 175 applicants. In May 2016, semifinalist teams came to the region for mentoring, pitch prep, and to pitch their businesses for a chance to make it to the finals. The announcement of the prize-winning finalists will take place in the fall of 2016.

Hardware entrepreneurship will continue to be a focus as STSA develops its Hardware Entrepreneurship Ecosystem, funded in part by a \$500,000 Economic Development Administration i6 Challenge Grant. STSA plans to hold a third round of the Hardware Accelerator program in the summer of 2017, including preliminary workshops designed to attract a wider variety of stakeholders. More generally, STSA will continue to increase the number of entrepreneurs supported by entrepreneurs-in-residence and workshops and to strengthen the collaborative activities between partner incubators.



**The Southern Tier Startup Alliance's Hardware Accelerator put eight teams through a rapid prototyping program that leverages our region's strengths in manufacturing, R&D, and business mentoring.**

## SUNY, CUNY, and Community College Plans

The NY SUNY 2020 program, which provided predictable tuition increases, enabled Binghamton University to make remarkable progress in leading economic development in the region, to expand enrollment in high-demand graduate programs, and to deliver outstanding undergraduate programs.

### APPLICATION AND ENROLLMENT

- Freshman applications increased by 5% while graduate applications increased by 93%.
- Total enrollment grew by 12% while graduate enrollment increased by 14%.
- Undergraduate under-represented minority enrollment grew by 36% while undergraduate international student enrollment grew by 20%.



### ACCESS

- Total undergraduate institutional scholarship and grant aid expenditures increased by 72%.
- Average amount of scholarship/grant award per undergraduate recipient increased by 17%.

Student achievement and engagement

- Binghamton's four-year graduation rate increased by 4 percentage points.
- The number of under-represented minorities in a bachelor's STEM major increased by 67% while under-represented minorities in STEM master's programs increased by 75%.
- The percentage of baccalaureate graduates with a STEM degree increased by 6 percentage points.
- The hours of internships, clinical, and practica increased by 91%.

### FACULTY/STAFF HIRING AND DIVERSITY

- The number of tenured and tenure-track faculty increased by 29% while the total number of staff increased by 15%.
- The number of under-represented minority faculty increased by 14% while the number of international faculty increased by 18%.

### ROAD MAP TO PREMIER

Governor Cuomo and SUNY Chancellor Nancy Zimpher confirmed their commitment to New York State and to Binghamton University specifically through the approval of the

Since 2011, the number of tenured/tenure-track faculty members at Binghamton University has grown by 136.

NY SUNY 2020 Challenge Grant. Binghamton University continues to realize the promises made in that agreement by making it the centerpiece of its strategic plan.

That plan, called Road Map to Premier, outlines five strategic priorities for the premier public university of the 21st century. It will

- Engage in path-breaking graduate education, research, scholarship, and creative activities that shape the world.
- Provide a transformative learning community that prepares students for advanced education, careers, and purposeful living.
- Unite to foster a diverse and inclusive campus culture.
- Enhance the university's economic, social, and cultural impact through engagement from the local to the global level.
- Optimize the acquisition and allocation of human, technological, financial, and physical resources.

Critical projects and campus improvements made possible by the SUNY 2020 program include:

- A \$70 million, 114,000-square-foot Smart Energy Research and Development Facility, which will provide room for faculty and industry scientists and engineers to work side by side to create new energy technologies and maintain and expand the regional workforce. Construction will be complete in summer 2017.



**The \$70 million Smart Energy Research and Development Facility will enable faculty and industry scientists and engineers to create new energy technologies and maintain and expand the regional workforce.**

- Hiring faculty and supporting their success has been paramount. Since 2011, Binghamton has hired 257 new tenured/tenure-track faculty members. The net new tenured/tenure-track faculty members hired since that time is 136.

- Admissions to Binghamton's graduate programs have increased by impressive numbers and percentages over the past two years.

We have seen a 16.3% increase between fall 2013 and fall 2014 in applications alone. For fall 2014 we achieved a 7% increase over our fall 2013 graduate enrollments. By offering Provost's Summer Fellowships to outstanding doctoral students, we have recruited over 30 of the very top applicants to 18 different doctoral programs.

- Binghamton continues to have a retention rate of over 91% for freshmen as well as a four-year graduation rate of over 70%, both far higher than the national average for public institutions.

## Veterans' Participation in the Workforce

A key element of our regional plan calls for a strategic approach to address hard-to-place workers, with a particular emphasis on veterans.

### CHALLENGES

Our region is home to more than 24,300 veterans between 18 and 64 years of age, and 1,645 were unemployed in 2014, yielding an unemployment rate of more than 14% in the Southern Tier. Veteran unemployment is most pronounced in Tioga (15.9%), Chenango (12.6%), and Broome (11.1%) counties. (2010-2014 American Community Survey 5-Year Estimates)

The Great Recession, compounded by the Southern Tier's slow economic turnaround, has been particularly difficult for hard-to-place workers, ranging from veterans to those in an impoverished financial and social situation. The Southern Tier recognizes that this is a critically important issue, one that's magnified in the region's more distressed communities.

### OPPORTUNITIES

Our region is home to more than 24,300 veterans, of whom 14.7% are unemployed. This is predominantly in rural areas, which is an important factor as we consider the importance of the agriculture industry in the Southern Tier.

### STRATEGIES

Veterans Affairs offices at each SUNY campus will provide assistance to veterans in the college environment.

Under the Food and Agriculture initiative outlined in the 2015 plan, the Southern Tier Agriculture Development Fund will provide support to pioneering workforce development programs, with a focus on regional residents, hard-to-place workers and veterans. The fund will sponsor training programs for farmers. It will also support innovative and high-growth food and agriculture industries such as beef feeder cattle, wine-making, controlled environment agriculture, renewable energy, veterinary care, processing, and agri-tourism. Jobs in these industries on average have higher wages than traditional farming (most near or above the regional average of \$46,000), and provide opportunities for regional residents, including veterans.

The Southern Tier REDC continues to promote and leverage existing and new support structures for growers



**The Southern Tier is home to more than 24,000 veterans, many of whom struggle with unemployment.**

and producers in the region, including the current and ongoing Southern Tier Agricultural Industry Enhancement Program, which is helping to expand farms and increase their profitability. We will complement this growth with workforce development programs to help educate future farmers and renew an aging farmer population, targeted at veteran workers, among others.

A significant challenge to the growth of advanced manufacturing in the Southern Tier is the sector's inability to recruit sufficient numbers of skilled college graduates. The exodus of college graduates is among the region's most pressing economic problems. The council has placed a particular interest in employing veterans in the advanced manufacturing industry.

## **PROGRESS**

Veteran unemployment in 2013 was recorded at 30%, or 7,306 individuals. In 2014 (the most recent available data) veteran unemployment is down to 14.7%, or 1,645 individuals representing a 77.5% decrease in veteran unemployment.

At Corning Community College, the Office of Financial Aid and the Advising and Counseling Office have identified specially trained personnel to provide customer support services to veterans and military families seeking educational opportunities. Eligible veterans and family members may apply their educational benefits to any degree and certificate program.

In addition, several projects supported by the Southern Tier REDC over the past year have supported veteran participation in the workforce, specifically:

**CFA #53650:** The Century Sunrise Redevelopment project provides employment priority to veterans for all new hires, and veteran-owned businesses are also prioritized in project bidding.

## **FURTHER ACTION NEEDED**

There remains a great emphasis in the Southern Tier for projects that place a priority on hiring our heroes. The Southern Tier REDC has identified priority projects that will support our veterans over the next year, notably:

**CFA #67287:** The Salvation Army Northside Community Center will support individuals and their families on the journey to economic sustainability. Their programs will be open to all, including veterans and military families. Programs include those that will meet the unique needs of veterans and their families as they transition from military service to private life.

The **Advanced Rail Technology Center** project in Hornell will provide job opportunities for hard-to-place workers, including veterans and low-income residents.



## Engage Local Government

Municipal and county participation is vital to the Southern Tier Soaring plan. Our local partners serve in critical roles that support regional strategies.

### CHALLENGES

**Movement out of the region.** In every year since 1999, residents have migrated out of the Southern Tier. In 2015, the region lost 5.7% of its residents, with the highest outward migration in Tioga, Delaware, and Chenango counties (10.4%, 9.3%, and 9.0%, respectively) (Cornell Program on Applied Demographics), impacting local tax bases.

**Natural disasters.** Hurricane Irene and Tropical Storm Lee resulted in devastating damage in the Southern Tier; nearly 1,500 businesses and 11,000 homes were damaged, with total damages in the region estimated at over \$562 million. As we mark the fifth anniversary of Hurricane Irene (August 28, 2011) and Tropical Storm Lee (September 7-8, 2011) communities are continuing to recover and build resiliency.

**Environmental Issues.** Brownfields, or sites where environmental contaminants may be present, continue to prevent infill and other economic development activities in communities throughout the Southern Tier.

### OPPORTUNITIES

The Southern Tier REDC is comprised of regional leaders appointed by the governor, including local government officials and county legislators. There are six county legislature chairs, two county executives, three mayors, a town supervisor, and seven economic development/IDA leaders serving on our regional council.

The Southern Tier REDC engages local government in the planning and implementation of regional goals.

## **STRATEGIES**

The Southern Tier REDC places a high value on the engagement of local government in the planning and implementation of regional goals. Indeed, local government was particularly involved in one of our initiatives — Building the Greater Binghamton Innovation Ecosystem.

The NY Rising Community Reconstruction Program was established to provide rebuilding and revitalization assistance to communities damaged by Hurricane Irene, Tropical Storm Lee, Superstorm Sandy, and the summer floods of 2013. The NYRCR Program is enabling 124 severely impacted communities to undertake projects and actions based on community-driven plans that consider flood damage, future threats, and economic opportunities.

The Brownfield Opportunity Areas program provides assistance to complete revitalization and implementation strategies for neighborhoods or areas affected by dormant properties with contamination or perceived contamination that have impeded investment and redevelopment.

Finally, the Southern Tier Regional Economic Development Council designated Elmira Refresh as our region's DRI community because it was sufficient in size and composition to support a vibrant and year-round downtown. Strong links also exist between Elmira's proposed downtown revitalization strategy and the REDC's emphases on investment in entrepreneurship, strengthening the advanced manufacturing industry sector, and promotion of the Southern Tier's innovative culture. Elmira's revitalization strategy will reinforce its standing as a strong eastern anchor of the I-86 innovation corridor and as a dynamic college community with a rejuvenated downtown and vibrant neighborhood. This effort is being driven at the local level with members of the steering committee representing multiple facets of the community, including local government leaders and elected officials.

## **PROGRESS**

In the Southern Tier, 14 municipalities in three counties are participating in the NYRCR program. The strategies and projects identified by these communities are linked to numerous strategic objectives of the Southern Tier REDC, as outlined in previous Progress Reports. Each municipality has been awarded about \$3 million in Federal Community Development Block Grant-Disaster Recovery (CDBG-DR) Implementation Funds.

In Tioga County, the Town of Nichols, Village of Nichols, Town of Owego, Village of Owego, and Town of Tioga have been allotted up to \$15,000,000 in CDBG-DR funds. In Broome County, the City of Binghamton, Town of Union, Town of Conklin, Town of Vestal, Town of Chenango, Village

of Johnson City, and Village of Endicott are eligible for up to \$21,660,947 in CDBG-DR funds. In Delaware County, the Village of Sidney and Village of Margaretville have been allotted up to \$6,000,000 in CDBG-DR funds.

The Southern Tier has received \$1.8M in grants for eight distinct Brownfields. Five of the eight BOAs in the Southern Tier have received designation, with one additional designation pending. Southern Tier BOAs include:

- City of Binghamton First Ward (designated)
- City of Binghamton North Chenango River (designated)
- Broome County Endicott Johnson Industrial Corridor (designated)
- Broome County Brandywine Corridor (designated)
- City of Elmira Southside Rising (designated)
- Erwin, Painted Post, Riverside (pending)
- City of Norwich
- Village of Owego

The Southern Tier BOA Plans include community revitalization projects that support the REDC's regional strategy. A portion of the Elmira Brownfield falls within the city's Downtown Revitalization Initiative boundary.

## **FURTHER ACTION NEEDED**

The Southern Tier REDC will continue to engage local government in order to consider ways to improve the regional business climate. In addition, the council will continue to support CFA applications that accomplish local priorities. This year, several projects were identified that support municipal revitalization strategies:

**CFA #66387:** F.M. Howell & Co. in Chemung County will retain 182 full-time jobs and create 14 new jobs in alignment with Elmira's planned Downtown Revitalization Initiative and the City of Elmira's "Elmira Southside Rising" Brownfield Opportunity Area.

**CFA #68131:** One North Depot in Broome County is a game-changing mixed-use development that will transform downtown Binghamton into a work/live/play hub that will attract and retain residents through adaptive reuse of a historic landmark structure.

**CFA #68107:** Ithaca Transit Corridors Revitalization in Tompkins County will transform the Collegetown neighborhood. The city has revised its zoning to eliminate the requirement for off-street parking, thereby unlocking the area for new development.

# IMPLEMENTATION OF KEY REGIONAL PRIORITIES



## Build the Greater Binghamton Innovation Ecosystem

### GOAL

Greater Binghamton will be a destination for talent, new business development, and partnerships for commercialization of emerging technologies. Revitalized urban centers in Binghamton, Johnson City, and Endicott will maintain the area’s legacy and position it as a major gateway, with strengths in advanced manufacturing, healthcare, culture and high-technology development. Innovation Districts will capitalize on public-private collaborations and the growing presence of Binghamton University.

### STRATEGIES

1. Build three Innovation Districts that will become drivers of a new advanced economy in Greater Binghamton: the City of Binghamton iDistrict, the Johnson City Health and Cultural iDistrict, and the Endicott Advanced Manufacturing iDistrict.
2. Establish the Transform Greater Binghamton Fund.
3. Invest in regional strengths in advanced manufacturing, healthcare, and science, technology, engineering, and math (STEM) education.
4. Leverage and support the R&D capabilities of academia and industry in the region, giving Southern Tier companies a competitive edge, attracting new jobs, and creating opportunities for a reinvigorated workforce.

### PROGRESS

PERFORMANCE METRICS	2011	2012	2013	2014
<b>Jobs created</b> (employed residents)	46,848	46,741	45,625	44,615
<b>Median household income</b> (adjusted for inflation, 2014 dollars)	\$39,975	\$39,216	\$38,819	\$38,234
<b>Poverty rates</b>	N/A	22.2%	23.1%	23.5%
<b>Housing vacancy statistics</b> (vacancy rate)	12.6%	12.4%	12.6%	13.0%
<b>Housing unit statistics</b> (occupied housing units)	45,166	44,955	44,759	44,269

Source: American Community 5-Year Survey

Several projects supported by the Southern Tier Regional Economic Development Council were funded through last year’s CFA and URI competition. These projects drove the regional effort to build the Greater Binghamton Innovation Ecosystem, notably:

**CFA #53297:** Binghamton University, a leader in energy storage R&D and technology transfer, purchased and installed the NECCES Battery Dry Room at the Center of Excellence to create a testing facility for new materials and devices related to the energy storage industry.

**CFA #53650:** The Century Sunrise Development project consists of the acquisition and rehabilitation of two long-vacant, multi-story industrial buildings at 135-139 Baldwin Street in the Village of Johnson City, formerly part of the Endicott-Johnson industrial complex, directly across from the planned Binghamton University School of Pharmacy and Pharmaceutical Sciences and a block from Wilson Memorial Regional Medical Center, creating 104 residential rental units and a 3,500-square-foot, multi-level commercial space.

### FURTHER ACTION NEEDED

Greater Binghamton, the largest urban center in the Southern Tier, is home to three unique downtown districts - Johnson City, Endicott, and Binghamton - but has always functioned as one area. The foundational, connective elements of our innovation ecosystem are a common workforce, housing stock, transportation network, and county government. Community organizations, institutions such as schools and churches, and cultural and commercial events provide the social fabric of the area.

For this reason, the Southern Tier REDC recommends several projects for consideration in this year's CFA competition, including:

**CFA #68131:** The One North Depot mixed-use development will offer affordable commercial space, housing, shared work space, and a new green space in downtown Binghamton. The project will attract and retain skilled workers and local college graduates and contribute to the revitalization of downtown Binghamton.

**CFA #67287:** The Salvation Army will relocate its community center from downtown Binghamton to the North Side, freeing up a desirable downtown location for commercial development and shifting service offerings closer to the communities where they are needed the most. New programs will include skills development and training that support a strong workforce.

**CFA #68074:** SUNY Broome Community College will transform the existing Mechanical Building on its campus into a state-of-the-art facility, the Calice Advanced Manufacturing Center. The project will support industry-standard improvements to aging training infrastructures associated with STEM programs of study, especially engineering and advanced manufacturing.



The NorthEast Center for Chemical Energy Storage conducts research into the design of the next generation of lithium-ion batteries.

## STRATEGY HIGHLIGHT



Build the  
Greater Binghamton  
Innovation Ecosystem



## FUNDING BOOSTS FLEXIBLE ELECTRONICS RESEARCH CENTER

Binghamton University will lead the New York node of a new \$75 million, five-year federal initiative to advance flexible hybrid electronics manufacturing, and New York State committed \$20 million in

matching funds in support of the institute and its research projects.

The U.S. Department of Defense chose the Flex Tech Alliance, of which Binghamton University is a founding partner, as America's first Innovation Institute for Flexible Hybrid Electronics Manufacturing.

"Flexible hybrid electronics use both traditional chips as well as printed electronics on plastic, thin glass, paper and fabric materials that can bend. Applications include bandages that can sense when the wound they're covering is infected, as well as wearable patches that monitor human performance," said Mark Poliks, director of the Center for Advanced Microelectronics Manufacturing, which is located in retrofitted space at the former IBM facility in Endicott, N.Y.

Binghamton University will work with New York state companies including Corning, Inc., i3 Electronics, General Electric and Lockheed-Martin to develop and manufacture this new technology. Additional FHE applications include health monitoring patches, medical devices, sensors, imaging systems, prosthetic devices, energy storage and energy harvesting devices.

The program, part of a federal initiative to increase U.S. manufacturing competitiveness and promote manufacturing R&D, has the potential to create hundreds of academic and private-sector jobs in New York.

## Invest in the Advanced Manufacturing Industry



### GOAL

A focus on advanced manufacturing and the transportation industry sector will result in the Southern Tier being recognized as a destination for manufacturing business development, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich education and research resources, specialized skilled workforce, and vibrant communities.

### STRATEGIES

We will power the growth and development of the advanced manufacturing industry, focusing on the transportation equipment manufacturing sector in the Southern Tier with:

1. High levels of R&D and commitment to innovation in emerging technologies
2. Continuously recharging the skills pipeline and attracting STEM workers
3. Strengthening the advanced manufacturing ecosystem

### PROGRESS

PERFORMANCE METRICS	2012	2013	2014	2015	URI GOAL
<b>Input</b>					
Public funds awarded (CFA grant)	\$2,825,000	\$850,000	\$2,066,250	\$17,899,000	N/A
<b>Output</b>					
Private-sector investment (funds leveraged)	\$250,032,000	\$250,475,006	\$9,611,193	\$100,149,000	\$915,000,000
Ratio of private funds leveraged	88.5	294.7	4.7	5.6	5
<b>Outcome</b>					
Job creation	22,722	22,017	21,381	21,274	3,300
Annual regional exports (manufacturing)	N/A	\$12.628B	\$12.640B	N/A	\$15B
Manufacturing Average annual wage	\$59,732	\$60,230	\$61,836	\$64,396	\$65,000
Transportation equipment Average annual wage	\$62,586	\$65,454	\$64,428	\$67,495	\$80,000

Sources: CFA, EMSI, NYSDOL, QCEW



**Southern Tier Soaring will contribute to the growth of the advanced manufacturing industry in upstate New York.**

Several projects related to advanced manufacturing were supported by the Southern Tier REDC and funded through Round 5 of the CFA process:

**CFA #55707:** National Pipe and Plastics, a manufacturer of industrial PVC pipe, relocated its company headquarters from Vestal to Endicott, adjacent to the company's new manufacturing and shipping facility. This project also included construction of a 19,300-square-foot office building, employee and visitor parking lots, and park/green space.

**CFA #55817:** Cameron Manufacturing Design Inc. purchased an additional 300,000-square-foot facility to consolidate two off-site leased

locations, creating production efficiencies and facilitating expansion.

**CFA #52429:** Anchor Glass is conducting upgrades to its Elmira manufacturing plant, including re-bricking of a furnace and modernization of forming and inspection equipment in order to maintain competitiveness and retain employment in New York State.

### **FURTHER ACTION NEEDED**

The Southern Tier REDC will continue to encourage the private sector, academic institutions, and communities to work collaboratively to develop, discover, repurpose, and connect in order to stimulate private investment, create jobs, and increase export activity.

Based on an in-depth understanding of what it will take to advance the Southern Tier's manufacturing industry, we will continue to take an aggressive approach to strengthening the region's manufacturing industry with a focus on our identified regional industry cluster of advanced transportation products, components, and systems controls. The Southern Tier REDC has identified several projects that support this effort, including:

**CFA #67712:** Micatu Inc., a manufacturer of optical sensors for the utility industry for use within a smart grid, will relocate its corporate headquarters in order to establish a facility for high-tech manufacturing of its new product line.

**CFA #67678:** CemeCon Inc., a manufacturer of carbide cutting tools with high-performance coatings, will establish a new North American headquarters and create a dedicated state-of-the-art CVD Diamond Coating Facility in Big Flats.

**CFA #67020:** Binghamton Pre-Cast will purchase equipment and renovate a 13,500-square-foot facility to house a complete precast concrete manufacturing facility with space for offices, maintenance, and steel fabrication.



## STRATEGY HIGHLIGHT

### CHEMUNG COUNTY GLASS MANUFACTURER UPGRADES PLANT

A \$2.5 million grant through Round V of the Regional Economic Development Council initiative enabled Anchor Glass Container Corp. to demolish and re-brick existing furnace walls, upgrade forming machines, and replace and modernize other equipment.

Anchor’s 103-year-old Elmira plant produces bottles for the food, juice, beverage, and beer industries. This project allowed the plant to remain competitive by improving efficiency and increasing capacity for future expanded production at the site. Without these critical improvements, the relocation of production out of Elmira was imminent.

The reinvestment of \$19.3 million, including new manufacturing machinery and equipment, will allow Anchor to retain 299 high-paying manufacturing jobs in Elmira, a highly distressed area of New York State.

The company expects to create eight new jobs within the first year of project completion.

The partnership between the Southern Tier REDC and Anchor Glass promotes, facilitates, and retains advanced manufacturing in the Southern Tier. Anchor Glass manufactures 2.6 million food and beverage containers every day in Elmira.

The Elmira plant, which purchases millions of dollars of materials and services from New York State suppliers, also has a major impact on local trucking and rail delivery services. It ships more than 10,000 trucks of glassware to customers and receives more than 1,400 rail cars of raw material each year.





## Transform the Food and Agriculture Industry

### GOAL

The Southern Tier will be a world-recognized leader in agriculture technology and serve as a key food supplier for the East Coast of the United States. Leveraging the global reach and strengths of Cornell University's College of Agriculture and Life Sciences, together with the region's natural assets and strong private-sector investment, a strategic mix of projects will transform and grow agriculture and food production, processing, and distribution across the region, while also strengthening links to growing tourism and manufacturing industries.

### STRATEGIES

1. Develop and deploy new technologies to transition the Southern Tier from being a highly seasonal, occasional provider of food products to a reliable source of supply for the East Coast.
2. Promote and leverage existing and new support structures for growers and producers in the region, including the \$30 million Southern Tier Agricultural Economic Development Initiative, to help expand farms and increase their profitability.
3. Increase the diversity of and access to food processing facilities around the region, including slaughterhouses, meatpacking and poultry processing facilities, dairy processing facilities, and aseptic packaging facilities for vegetables.
4. Leverage our location at the crossroads of upstate New York via the creation of a "food hub" network that facilitates market connections and distribution of food products for production centers in regions across the state.
5. Pioneer workforce development programs designed to bolster food and agriculture industries.

### PROGRESS

Since the URI was awarded in December 2015, the Southern Tier has made significant progress in achieving goals for the food and agriculture industry outlined in Southern Tier Soaring. While food and agriculture projects have not yet been awarded URI funding, the state and other agencies have conducted a series of planning and project development activities.

Round 5 of the CFA funded three food and agriculture projects, namely Ithaca Beer Co., Hopshire Brewery, and DeMet's Candy Co. These CFA awards have led to expansion of brewing and distribution facilities to increase production, production line efficiencies, and investment in physical expansion of these businesses.



Significant progress on two signature Southern Tier Soaring initiatives has been made through partnerships and cross-regional collaboration:

The Plant Science Innovation Center, led by Cornell University's College of Agriculture and Life Sciences, will foster collaboration among scientists and entrepreneurs that will lead to the development of new plant products and technologies and quickly move innovation to the marketplace. The center will consist of lab space, greenhouse space, and office/meeting space that will enable commercialization of research and business growth. The center will contribute to URI indicators of success including an increase in number of food crop producers, number of plant science technologies/patents, and number of technology spin-off companies/jobs.

The New York Food and Agriculture Challenge (NYFAC) is a signature cross-regional initiative that brings together all URI-winning regions to host a series of business competition cycles dedicated to attracting high-potential food and agriculture start-ups interested in establishing or expanding their businesses in the URI regions. The URI identified a series of targeted agriculture investments and shared regional priorities including: digital and robotic technologies, CEA technologies, dairy, food processing, supply chain, and packaging, to name a few. In addition to business development in these areas, the competition will expand startup funding, drive innovation and increase availability of capital to diversify and grow the agriculture sector.

In parallel to the URI, other key efforts have supported the food and agriculture initiative, most notably the creation of the GLASE Consortium, the growth of the Controlled Environment Agriculture Advisory Board, and the continued engagement of community stakeholders interested in clarifying the expectations of the URI. GLASE: Greenhouse Lighting and Systems Engineering was recently awarded funding by NYSERDA to support research dedicated to

**The Southern Tier will be a world-recognized leader in agriculture technology and serve as a key food supplier for the East Coast of the United States.**

making LED crop lighting affordable for New York growers, increasing local crop production and the availability of year-round fresh vegetables. The CEA Advisory Board, led by the Cornell Institute for Food Systems, recently convened its second annual meeting, which brought together leaders and innovators to expand the CEA industry in upstate New York. A series of meetings, forums, and inquiries organized by community stakeholders underlines the continued engagement and excitement around the URI.

### **FURTHER ACTION NEEDED**

The Southern Tier Food and Agriculture Working Group is charged with three critical tasks:

1. Promotion of the URI to the region;
2. Coordination of food and agriculture projects to support the URI's overall plan and direction and;
3. Accountability of the projects that are awarded URI funding.

The working group is critical to the URI's success because it brings stakeholders together from across the region. The group also provides insights into the viability and impact of a wide range of small and possibly geographically dispersed initiatives. The working group will meet during 2016-2017 to continue URI engagement.

Further supporting this initiative, the Southern Tier REDC has identified several priority projects in this year's CFA competition:

**CFA #67568:** The Schuyler County Business Park Ultra-Premium Shared Wine Facility will have significant regional job implications. It is projected that a 25,000-case ultra-premium winery results in 15-20 full-time, year-round jobs and up to an additional 30 part-time seasonal positions. Having seven or eight wineries at this level of production would have significant economic implications for Schuyler County and the region. Food processing is one of the components of the Southern Tier Soaring plan, and premium beverage production is specifically identified in that strategy.

**CFA #67723:** The Cayuga Mine in Lansing (Tompkins County) produces about 2 million tons of rock salt per year. The salt is primarily used as a bulk road deicer by highway departments, but it's also sold under the Diamond Crystal and Agway brands as packaged deicing salt, used in animal feeds, and in chemical processes. This project, Lucie B, will be construct a shaft on a 55-acre plot of land owned by Cargill, about five miles north of the current Cayuga Mine Site. The key objective of the project will be to provide an escapeway 30 minutes closer for the underground miners and the infrastructure and fresh air for an additional 30 years of mining at the Cayuga Mine.



## STRATEGY HIGHLIGHT

### \$175,000 REDC GRANT AIDS CRAFT BREWERY EXPANSION

With help from a \$175,000 grant through Round V of the Regional Economic Development Council initiative, Ithaca Beer undertook a critical expansion of its production and distribution facility. Southern Tier REDC support enabled Ithaca Beer to purchase and install a new canning line and associated equipment including a conveyor, depalletizer, QC equipment, refrigeration, fermentation vessels, Brite Beer vessels and a fork lift.

Ithaca Beer Company, established in 1998, has experienced 40 percent growth each year for the past five years. There's a growing market for craft beer in a can, and as a result of this project, the company is in a position to move into canning some of its best-selling beers.

The Southern Tier is home to a vibrant premium beverage industry. The number of beverage firms in the region has increased more than 85 percent during the past decade, and in 2013 alcohol manufacturing produced more than \$4.5 million for the region.

This project is an investment in strengthening the craft beer industry in New York State and will create long-term, quality job opportunities. Ithaca Beer employed 17 people in 2011 and by 2015 employed 75. This project will create a need for an additional six workers at the brewery, which is a tourist destination and an industry leader for the region.





## Promote the Southern Tier's Innovative Culture

### GOAL

The Southern Tier will be a well-recognized and highly desirable place to learn, visit, live, and grow a business because the region's distinct combination of educational strength, culture, innovation, leisure-related industries, and natural resources creates a lifestyle that couples the convenience of larger cities with opportunities to lead a healthy lifestyle surrounded by natural beauty.

### STRATEGIES

1. Develop and implement a regional branding and promotion program that will serve as a unifying theme to promote the region's quality of life and capacity for innovation, and ignite a fierce community pride that compels residents to be regional ambassadors. Use the region-wide branding program as an umbrella for sub-brands focused on:
  - Building local pride
  - Promoting the region to alumni of the region's academic institutions, attracting them back to the region's beauty, affordability, and diversity
  - Workforce recruitment, particularly in advanced manufacturing
  - Promoting key initiatives such as the region's food and agriculture and advanced manufacturing industries, and authentic communities and tourism destinations
2. Strengthen the region's tourism and community assets and use them to promote the region to visitors, prospective talent and investors.
3. Attract young talent via college towns and small towns. This includes strengthening the college town corridor that winds through the region and retaining more graduates of the region's world-class academic institutions, which attract more than 60,000 students each year.
4. Advance commercialization of technology by maximizing innovation and intellectual capital among private-sector and academic institutions.
5. Attract and nurture a critical mass of entrepreneurs by promoting the commercialization of research from the region's sources of innovation, retaining the brightest college graduates and providing an entrepreneurial ecosystem including incubators, seed capital, support services, and attractive communities.



**Life in the Southern Tier couples the convenience of larger cities with opportunities to lead a healthy lifestyle surrounded by natural beauty.**

## PROGRESS

Several projects supported by the Southern Tier Regional Economic Development Council were funded through the most recent CFA award round.

These projects address our region’s efforts to become a place to learn, visit, live, and grow a business, including:

**CFA #51449:** The Roxbury at Stratton Falls will rehab a 5,700-square-foot mansion into seven themed guest rooms and construct eight new themed cottages with a scenic waterfall trail. The project will expand on the internationally acclaimed Roxbury Hotel in Delaware County.

**CFA #54894:** The Finger Lakes Boating Museum in Steuben County is making structural improvements, including electrical heating upgrades and a roof replacement as part of an effort to upgrade the region’s waterfront infrastructure.

**CFA # 53039:** The Town of Urbana Waterfront Revitalization project will construct a new pier and parking area on the southern end of Keuka Lake in Steuben County, enhancing the economic vibrancy of the area and supporting tourism activity throughout the Southern Tier.

SOUTHERN TIER TOURISM	2014
Employment	17,554
Visitor expenditures	\$884,790,000
Local taxes	\$2,982,206,012

## FURTHER ACTION NEEDED

The REDC will continue to support projects and initiatives that strengthen and promote the Southern Tier’s innovative culture. The following projects are recommended for consideration in this year’s CFA competition:

**CFA #63758:** The Creamery Inn in Halcottsville will renovate its existing building in order to draw visitors to the Catskills. The Delaware County facility allows tourists to enjoy all that the region has to offer, including water activities, biking, and picnic areas.

**CFA # 65503:** The proposed Kelmerin Multisport Complex is an indoor and outdoor sports and recreation facility. The Delaware County project includes an air-inflated dome with turf fields, bleacher seating, rock wall, and sports training facilities comprising over 100,000 square feet of athletic fields. There will also be a 15,000-square-foot building with restaurant, office space, conference rooms, locker rooms, gym, and fitness area.

**CFA #68107:** The Ithaca Collegetown Transit Corridor Revitalization in Tompkins County will transform the Collegetown neighborhood by replacing deteriorated transit corridors to support safe and convenient use by pedestrians, bicyclists, and buses. The project will improve access to urban amenities and downtown events.

# STRATEGY HIGHLIGHT

Promote the  
Southern Tier's  
Innovative Culture



## WATKINS GLEN COMPLETES TRACK, SAFETY UPDATES

Watkins Glen International received a \$2.25 million grant through Round IV of the Regional Economic Development Council initiative. The funding supported an array of critical

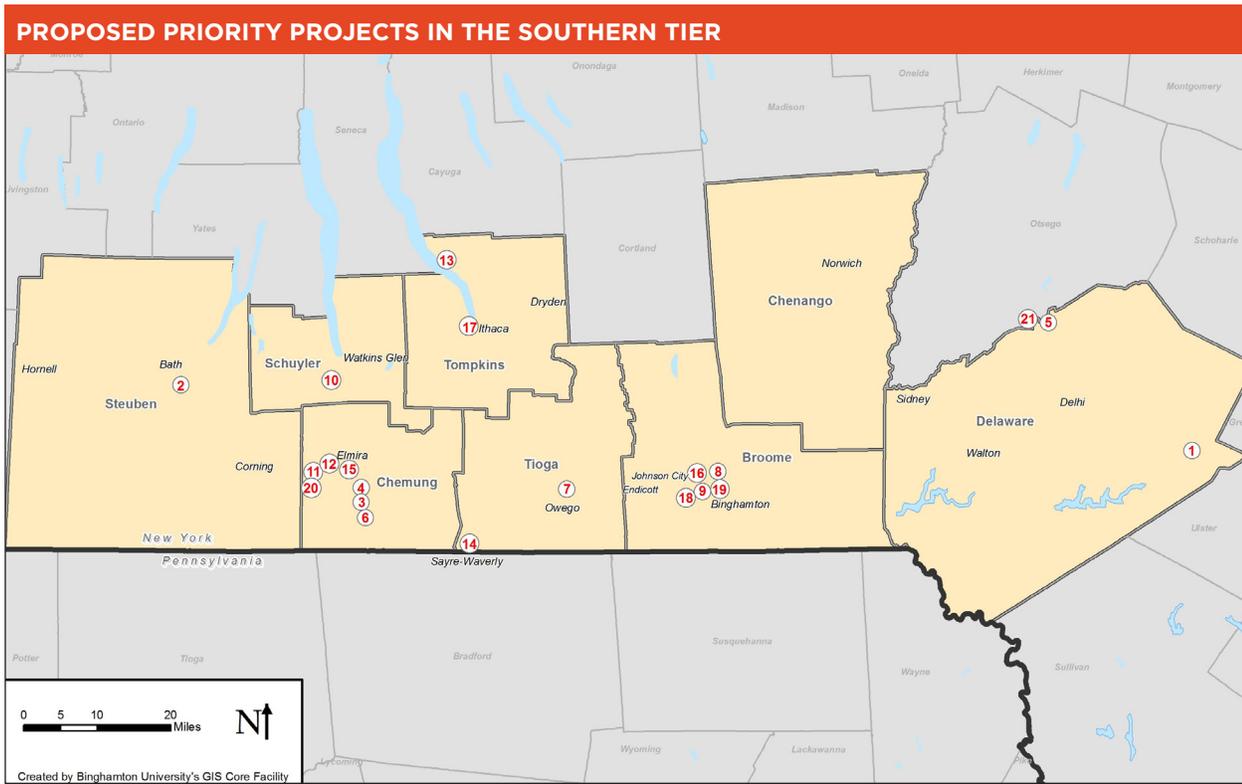
track and safety upgrades and resulted in an August 2016 announcement that IndyCar will return to the venue for the IndyCar Grand Prix in 2017 and 2018.

The \$2.25 million state grant supported paving and track upgrades necessary for addressing critical safety deficiencies before the start of the 2016 season. The project used \$3.3 million of local materials to replace existing track and complete upgrades to portions of the aprons, runoffs, and pit roads.

Watkins Glen International is an anchor attraction, with more than 830,000 visitors and more than \$200 million in economic impact each year. “The investments that the State of New York and International Speedway Corporation have made in this facility stabilize our position as a tourism and economic engine in the Southern Tier region,” Watkins Glen International President Michael Printup said. “Thousands of race fans, from across the country, will look to Watkins Glen International as a destination that keeps them returning to our wonderful state year after year.”

The Glen supports nearly 2,000 employees and the region’s growing tourism industry, which are essential to growing the Southern Tier’s quality of life and capacity for innovation.

# PROPOSED PRIORITY PROJECTS



- ① The Creamery Inn
- ② STP Facility Expansion
- ③ Libertad Elmira
- ④ SEPAC Inc. Expansion Project
- ⑤ Kelmerin Multisport Complex
- ⑥ F.M. Howell & Co. Inc. Capital Expansion Project
- ⑦ Cell Preservation Services Inc. Project
- ⑧ Binghamton Pre-Cast Expansion
- ⑨ Job Training and Support Center
- ⑩ Schuyler County Business Park Ultra-Premium Shared Wine Facility
- ⑪ CemeCon Inc. Expansion Project
- ⑫ Micatu Inc. Expansion Project
- ⑬ Cayuga Mine #4 Shaft Project
- ⑭ Granite Works Expansion Project
- ⑮ BEST Consolidated and Growth
- ⑯ Calice Advanced Manufacturing Center
- ⑰ Collegetown Transit Corridors Revitalization
- ⑱ One North Depot Mixed Use Project
- ⑲ BUCK 4
- ⑳ Corning Pharmaceutical Technologies
- ㉑ Otsego Ready Mix Inc.



## THE CREAMERY INN

**CFA Number:** 63758

**Project Applicant:** The Creamery Inn

**Project Name:** The Creamery Inn

**Project Location:**

**City:** Halcottsville

**County:** Delaware

**Projected Number of Direct Jobs Created:** 35

**Link to Goal or Strategy Being Implemented:** The first Creamery Inn will be a pilot project; plans call for the development of three to six more such inns in the region during the next five years. We are in critical need of new-room inventory in the Catskills and, more specifically, the Roxbury-Margaretville area, where 80-120 large-scale weddings are held over the course of a season. The wedding industry has been a huge economic driver in this part of the Southern Tier. With data collected by the MARK Project, it is estimated that the industry draws more than \$6 million in revenue each season.

**Description:** The Creamery Inn is in the hamlet of Halcottsville. It has been leased by Andrew Hinkley for 25 years from James and Susan Kelly, neighbors and owners of the property. The building was once used as a creamery and has stood solid for more than 100 years. The adjacent lake provides kayaking, swimming and other water activities. There are also bike rentals and picnic areas. These adjacent activities are already creating a tourist following. The Creamery Inn is well situated as a getaway for these tourists and for the growing wedding industry.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$465,000
<b>Funding Requested</b>	\$100,000 Market NY \$120,000 ESD Grant Funds
<b>Private Sources of Funds</b>	Owner Direct Investment \$220,000 Pre Sales Revenue \$25,000
<b>Total Private Funding</b>	\$245,000
<b>Use of Funds</b>	Construction \$220,000



## STP FACILITY EXPANSION

**CFA Number:** 64890

**Project Applicant:** Southern Tier Provisions Inc.

**Project Name:** STP Facility Expansion

**Project Location:**

**City:** Bath

**County:** Steuben

**Projected Number of Jobs Retained:** 19

**Projected Number of Direct Jobs Created:** 5



### Link to Goal or Strategy Being Implemented:

This expansion will create five jobs and increase the square footage of the facility by 40 percent, thereby strengthening the economic development backbone of the community. In addition, the Southern Tier Soaring plan calls for vibrant communities that offer locally grown food options to residents. Within its expanded showroom, STP will work with local producers to

highlight food made in the area. STP's investment in energy-efficient coolers, replacing ones that are more than 30 years old, will help to achieve energy savings. New LED lighting will also be added to lessen the company's environmental impact.

**Description:** Southern Tier Provisions, an Italian-foods distribution center in Bath, plans to expand its building by 5,460 square feet. First, 1,500 square feet of warehouse space will be added to the existing storage space. The addition will allow STP to increase inventory to take advantage of bulk discounts and to offer commercial customers more product variety. Second, 1,560 square feet of cooler space will be added. The space will house a new, energy-efficient cooler that will be purchased in conjunction with the expansion. The new cooler will replace two coolers over 30 years old. This expansion will allow for increased product variety and quantity of food items, and improved bulk purchasing opportunities. Third, a new, 2,400-square-foot showroom will be added. The current showroom area serves to highlight products available to commercial customers and to allow residents and visitors to purchase food items at a competitive price. The expanded space will also contain a test-prep kitchen area that will allow vendors to prepare foods available for STP to purchase. Competitors already have showrooms and test-prep areas; the expansion will level the playing field and allow STP to increase and expand its customer base. Continued growth will support the 19 jobs already offered and create five jobs. STP will be using \$59,000 of its own money to complete some excavation and infrastructure work this year before construction can begin in 2017. The land on which the new buildings will sit needs to be cleared and leveled, and the septic system and well need to be improved to handle a larger capacity. The parking area will be expanded. In addition to the expansion project, STP plans to invest \$100,000 in the business each year for capital expenditures, including fleet vehicle upgrades.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$830,000
<b>Funding Requested</b>	\$166,000
<b>Private Sources of Funds</b>	Lending Institution \$398,400 Cash Equity \$265,600
<b>Total Private Funding</b>	\$664,000
<b>Use of Funds</b>	Construction \$213,000 Equipment \$385,000 Furniture \$232,000



## LIBERTAD ELMIRA

**CFA Number:** 65435

**Project Applicant:** Vecino Group New York LLC

**Project Name:** Libertad Elmira

**Project Location:**

**City:** Elmira

**County:** Chemung

**Projected Number of Jobs Retained:** 40

**Projected Number of Direct Jobs Created:** 33



### Link to Goal or Strategy Being Implemented:

The former Jones Court building has long been a nuisance for the community as a whole. By bringing this building back to life, we also bring this section of town back from the brink. This will bring jobs and residents to the area, increase the tax base through higher property and sales tax receipts, make people feel safe when venturing to the area, spur further redevelopment, revitalize a long-vacant historic structure and give Elmira a building it can once again be proud of. Building tenants will also contribute to the community through increased educational opportunities, improved job options, more stability and a better sense of health in general.

**Description:** Located at 624 Baldwin Street in the former Jones Court project, Libertad is a former Section 8 apartment complex in Elmira. This historic building has sat vacant, or largely vacant, for 20 years. It has been a troubled, blighted property. This will be a gut rehab, with a complete renovation from new electrical wiring to modern finishes. Libertad will be a service-enriched environment, working hand-in-hand with Economic Opportunity Program (EOP) next door. The building will include 48 one-bedroom units, 28 two-bedroom units and 18 three-bedroom units, for a total of 94 units. In addition to the residential units, there will be community, amenity and public space in the development. The amenity space aimed at Libertad residents includes a fitness center, community room, study room and storage units. Negotiations have begun with Arnot Medical and other providers on a clinic space for tenants to be staffed by volunteers. This will provide medical care and possibly dental and mental care that is so often unavailable to lower-income individuals. In addition to EOP's current offerings, we are working to providing on-site childcare at Libertad. Commercial spaces are worked into the project. Discussions have focused on bringing a food co-op or an expansion of EOP's library space to the building.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$2,075,000
<b>Funding Requested</b>	\$415,000
<b>Use of Funds</b>	Construction \$415,000



## SEPAC, INC. EXPANSION PROJECT

**CFA Number:** 65463

**Project Applicant:** SEPAC Inc.

**Project Name:** SEPAC Inc. Expansion Project

**Project Location:**

**City:** Elmira

**County:** Chemung

**Projected Number of Direct Jobs Created:** 12

**Link to Goal or Strategy Being Implemented:** SEPAC is in the Elmira Empire Zone, located in census tract #1, a highly distressed area. The new advanced machinery investment will increase productivity and competitiveness and help to grow and retain a highly skilled workforce. This project will allow the company to further position itself and our region to compete globally as well as support the retention of 34 specialized manufacturing jobs, and create an additional 12 highly skilled positions. SEPAC is recognized in the transportation industry as a provider of a high-quality product portfolio.

**Description:** SEPAC Inc., a locally owned business, is a custom engineering company and manufacturer of motion control products, including electromagnetic clutches and brakes. The company provides innovative solutions to Original Equipment Manufacturers (OEM)s, distributors and end users around the world. The brake and clutch applications range from aerospace and defense to robotics, energy, healthcare, and a wide variety of industrial markets. The company competes against multi-million dollar conglomerates that are able to source higher volumes and offer more competitive pricing. The company is requesting financial assistance to purchase an advanced machining center, which will allow SEPAC to pursue higher production volumes and create cost-competitive business opportunities. This purchase will support nearly 30 percent revenue growth, drive 100 percent revenue from out of the county and 90 percent from out of state, increase global competitiveness and anchor local ownership. The integrated machining center will provide cost savings that allow the company to “in-source” production from overseas plus additional United States-based vendors. SEPAC is AS9100 and ISO 9001 certified, with customers including Moog, General Electric, Honeywell, Boeing, Lockheed Martin, Zoll Medical, BAE, Raytheon, SL-MTI, Northrop Grumman, Hardinge, Eaton, and a variety of distributors.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$675,082
<b>Funding Requested</b>	\$135,016
<b>Private Sources of Funds</b>	Private \$472,558
<b>Total Private Funding</b>	\$472,558
<b>Use of Funds</b>	Equipment \$579,982 Furniture \$50,000 Training \$25,100 Architectural \$20,000



## KELMERIN MULTISPORT COMPLEX

**CFA Number:** 65503

**Project Applicant:** Heath Weeks

**Project Name:** Kelmerin Multisport Complex

**Project Location:**

**City:** Davenport

**County:** Delaware

**Projected Number of Direct Jobs Created:** 26



**Link to Goal or Strategy Being Implemented:** This project entails a \$5 million investment to start a business and leverages a greater than 5-1 private-to-public investment. The Kelmerin will draw thousands of visitors to the region. Building upon recreational assets and amenities in the area, the facilities will augment the region's growing sports recreation market, creating stable demand for business that the area lacks. With more people comes more employees and demand, more demand creates business opportunity, more business creates jobs, more jobs create a more sustainable community.

**Description:** The Kelmerin Multisport Complex is a \$5.5 million project that will result in the construction of a diversified indoor and outdoor sports and recreation facility. The 30-plus-acre sports complex and park will include an air-inflated dome with multiple sports turf fields, bleacher seating, a rock wall and sports training facilities comprising more than 100,000 square feet of athletic fields under one roof. The dome is designed to handle sports such as soccer, football, lacrosse, and softball as well as an indoor driving range. The facility will be able to host home, car, and boat shows, expos and similar large events. Complementing the sports facility will be an attached 15,000-square-foot, two-story building. The majority of the first floor will be a restaurant where diners can watch dome activities through large windows. There will also be a sports-themed bar where guests can watch sporting events or dome activities on television. The first floor will also provide office and conference room space as well as locker rooms. The second floor will house a gym and fitness areas. Surrounding the facility will be three softball fields, two soccer fields, volleyball and mini golf. The outdoor fields allow for year-round competition and during the winter months will be used to host seasonal activities. The park also provides a backdrop for any large-scale outdoor community event.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$5,587,114
<b>Funding Requested</b>	\$1,000,000
<b>Private Sources of Funds</b>	In-kind \$645,000 Lending Institution \$2,942,114 Cash Equity \$600,000 Local \$200,000
<b>Total Private Funding</b>	\$4,387,114
<b>Use of Funds</b>	Equipment \$303,354 Furniture \$158,460 Architectural \$841,050 Property \$400,000 Working Capital \$200,000 Construction \$3,684,250
<b>Other</b>	ESD Excelsior \$200,000



## F.M. HOWELL & CO. INC. CAPITAL EXPANSION PROJECT

**CFA Number:** 66387

**Project Applicant:** F.M. Howell & Co.

**Project Name:** F.M. Howell & Co. Inc. Capital Expansion Project

**Project Location:**

**City:** Elmira

**County:** Chemung

**Projected Number of Jobs Retained:** 182

**Projected Number of Direct Jobs Created:** 14

**Link to Goal or Strategy Being Implemented:** F.M. Howell is in the Elmira Empire Zone in census tract #10, which is adjacent to several other tracts targeted as highly distressed areas. The company is identified as a Brownfield Redevelopment Area (BOA), “Elmira’s Southside Rising.” F.M. Howell, established in 1883, continues to make capital investments in new high-tech equipment. This project aligns with many of the regional plan priorities, creates new job opportunities in a distressed area and supports the Elmira Downtown Revitalization Initiative.

**Description:** F. M. Howell & Company’s four divisions must invest in new technologies in order to compete globally. The project involves four capital improvement and expansion projects: 1) expanding pallet rack storage capacity and investing in cold chain storage, (refrigerated, temperature-controlled storage) to support Howell Marketing Services, a provider of fulfillment and distribution services for healthcare-related industries; 2) serialization equipment (e.g., sophisticated computer software, hardware, and equipment such as conveyors, printers, and vision systems) for Howell Packaging, a provider of secondary contract packaging services for the pharmaceutical industry; 3) a new advanced technology printing press to support Howell Packaging in designing and manufacturing printed folding cartons for the pharmaceutical and consumer products industries; 4) an additional Kiefel Thermoformer to allow Howell Plastics to expand production of thermoformed plastic trays for the life-sciences, consumer products, and automotive manufacturing industries. F. M. Howell & Co. is Graphic Measures International (GMI) certified and received national certification as a Women’s Business Enterprise in 2009. Major customers include Corning Inc., BorgWarner Ithaca LLC, Keytronic Corp., Siemens, and Ortho Clinical Diagnostics.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$8,400,000
<b>Funding Requested</b>	\$1,000,000
<b>Private Sources of Funds</b>	Private \$5,880,000 Cash Equity \$840,000
<b>Total Private Funding</b>	\$6,720,000
<b>Use of Funds</b>	Equipment \$7,900,000 Construction \$500,000



## CELL PRESERVATION SERVICES INC. PROJECT

**CFA Number:** 66876

**Project Applicant:** Cell Preservation Services Inc.

**Project Name:** Advanced cell processing system development and manufacturing program

**Project Location:**

**City:** Owego

**County:** Tioga

**Projected Number of Jobs Retained:** 5

**Projected Number of Direct Jobs Created:** 6



**Link to Goal or Strategy Being Implemented:**

The Advanced Cell Processing Device Development and Manufacturing program/facility at CPSI in Owego will create jobs ranging from manufacturing/assembly to scientists, engineers, administration, and management. Funding will help to create a cornerstone biotech company to serve as a magnet for new company establishment and/or recruitment in the region. The project will strengthen CPSI's research relationship with the Institute of Biomedical Technology at Binghamton University and provide employment opportunities for Cornell and Binghamton graduates.

**Description:** The project will accelerate the establishment of an Advanced Cell Processing Device Development and Manufacturing program/facility at CPSI in Owego. CPSI has developed a new scientific and clinical use device called SmartThaw designed for the rapid, controlled, documented thawing of frozen cell, tissue and blood products for use in research and clinical settings. This program is intended to provide the critical working capital to allow CPSI to expand its operations, finalize the industrial design and engineering for SmartThaw and establish a manufacturing and distribution facility in support of commercialization and distribution. The outcome of this project will be the successful commercial launch of the SmartThaw device, thereby establishing a research and clinical device manufacturing presence in the region. SmartThaw is an innovative device that will benefit diverse biomedical, drug discovery and research industries and is a critical element in reducing the cost of cell-based product development.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$1,025,000
<b>Funding Requested</b>	\$200,000
<b>Private Sources of Funds</b>	Local \$200,000 Lending Institution \$500,000 Private \$125,000
<b>Total Private Funding</b>	\$825,000
<b>Use of Funds</b>	Construction \$20,000 Training \$100,000 Equipment \$80,000 Architectural \$825,000



## BINGHAMTON PRECAST EXPANSION

**CFA Number:** 67020

**Project Applicant:** Binghamton Precast & Supply Corp.

**Project Name:** Binghamton Precast Expansion

**Project Location:**

**City:** Binghamton

**County:** Broome

**Projected Number of Jobs Retained:** 78

**Projected Number of Direct Jobs Created:** 27



**Link to Goal or Strategy Being Implemented:**

Despite significant losses since 2008, manufacturing remains one of the most important sectors of the Southern Tier economy. The share of total jobs centered in manufacturing stands at 13.6 percent, 2.5 times higher than the statewide average. Binghamton Precast’s expansion contributes to growing and sustaining the manufacturing economy in Broome County and the Southern Tier. This project achieves a number of the Southern Tier Soaring plan’s priorities, including increasing private-sector investment and job creation. It enables an existing company to expand and remain in the Southern Tier for years to come.

**Description:** The project involves the purchase of equipment and renovation of a complete precast concrete manufacturing facility in or near the Town of Fenton. The facility will be a total of 13,500 square feet, with 4,500 square feet for office, maintenance and steel fabrication. When the project is complete, we expect to be able to compete for large precast infrastructure projects in New York State, Pennsylvania and New Jersey. All phases of this project will result in the retention of 78 current jobs and the creation of 20 new direct jobs and seven new indirect jobs during the next four years.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$3,756,000
<b>Funding Requested</b>	\$751,200
<b>Private Sources of Funds</b>	Private \$3,004,800
<b>Total Private Funding</b>	\$3,004,800
<b>Use of Funds</b>	Construction \$3,004,800 Equipment \$751,200



## JOB TRAINING AND SUPPORT CENTER

**CFA Number:** 67287

**Project Applicant:** The Salvation Army

**Project Name:** Job Training and Support Center

**Project Location:**

**City:** Binghamton

**County:** Broome

**Projected Number of Jobs Retained:** 10

**Projected Number of Direct Jobs Created:** 34



### Link to Goal or Strategy Being Implemented:

The Salvation Army's initiatives on the North Side of Binghamton bring workforce development training and support services to those most in need. The Salvation Army is bridging the gap between employers and individuals who are unemployed and underemployed. Moving its headquarters out of downtown opens up highly sought-after commercial property, creating job opportunities for those being trained in our facility. Currently, there is no central community facility. The Salvation

Army's investment in the North Side will provide momentum for urban revitalization in a neighborhood plagued by business abandonment.

**Description:** The Salvation Army will relocate its Community Center from 127 Washington St. to 530 State St., Binghamton. The Salvation Army is working with local and regional economic development officials as they work to attract new employers and support existing employers. The Salvation Army's North Side Job Training and Support Center will provide skills development and training programs that empower a strong workforce. This project frees up two vital locations for commercial development downtown. These shifts fit with the strategic vision of the city and the region by locating businesses and services in districts where patrons are drawn for social services, restaurants and arts. This strategic plan has been designed to fuel economic growth. By bringing economic development and opportunity to the North Side, Binghamton gets a face lift. This is the gateway to downtown; in its present state, it does not afford a positive first impression. The community center will transform a vacant lot into a vibrant center of activity. The community center will provide recreational space as well as a VINES Affiliate Community Garden and United Way Healthy Lifestyles programming.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$6,045,000
<b>Funding Requested</b>	\$1,700,000
<b>Use of Funds</b>	Construction \$1,700,000



## SCHUYLER COUNTY BUSINESS PARK ULTRA-PREMIUM SHARED WINE FACILITY

**CFA Number:** 67568

**Project Applicant:** Schuyler County Partnership for Economic Development (SCOPED)

**Project Name:** Schuyler County Business Park Ultra-Premium Shared Wine Facility

**Project Location:**

**City:** Village of Watkins Glen

**County:** Schuyler County and the wider region

**Past CFA Awards:** \$22,337,000

**Projected Number of Direct Jobs Created:** 4



**Link to Goal or Strategy Being Implemented:**

It is projected that a 25,000-case ultra-premium winery results in 15-20 full-time, year-round jobs and up to an additional 30 part-time seasonal positions. Having seven or eight wineries at this level of production would have significant economic implications for Schuyler County and the region. In addition to the winery jobs, there are high-end tourism implications for the region. The increased production of ultra-premium wines will raise the region's profile on an international level and assist in attracting higher-end, international travelers who will stay longer and spend more money here.

**Description:**

This project will create an ultra-premium wine production, warehousing and distribution facility that will focus on exports across the United States and internationally. The facility will be in the Schuyler County Business Park and include a roughly 20,000-square-foot facility with opportunities for expansion as other regional, ultra-premium wine exporters look for space to grow. A centralized location that allows for the modular construction of adjoining production facilities — designed with the ability to expand over time — combined with shared warehousing and a distribution center would be advantageous for existing and new businesses. This model is common in California and abroad and assists wineries by reducing overhead, storage, and shipping expenses. The project will also have a positive impact on the environment as it will include a modular wastewater pretreatment system. In 2014, more than 350 million cases of wine were produced in the United States. The vast majority of that wine (313 million cases) came from California. Washington State was second with the production of 13 million cases, and New York was third with 12 million cases. Although New York was third, there is room for growth. The goal of this project is to provide the infrastructure necessary for multiple wineries to increase production and grow exportation beyond New York State.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$5,000,000
<b>Funding Requested</b>	\$250,000
<b>Private Sources of Funds</b>	Private \$1,200,000
<b>Total Private Funding</b>	\$1,200,000
<b>Use of Funds</b>	Construction \$1,200,000 Architectural \$50,000 Equipment \$200,000



## CEMECON INC. EXPANSION PROJECT

**CFA Number:** 67678

**Project Applicant:** CemeCon Inc.

**Project Name:** CemeCon Inc. Expansion Project

**Project Location:**

**City:** Horseheads

**County:** Chemung

**Projected Number of Jobs Retained:** 46

**Projected Number of Direct Jobs Created:** 12



### Link to Goal or Strategy Being Implemented:

CemeCon is in the Elmira Empire Zone and adjacent to several distressed census tracts in the City of Elmira and the City of Corning. CemeCon Inc. will retain 46 full-time jobs and create 12 new full-time jobs within the next five years. The project, which will include investing 80 percent (\$4,024,000-4,500,000) private funds, supports the tax base and community revitalization efforts. CemeCon Inc. is an advanced manufacturer implementing state-of-the-art technology for the CVD Diamond Coating Service and technical support of the market through the creation of a new North American headquarters in Big Flats.

**Description:** CemeCon Inc. manufactures carbide cutting tools with high-performance coatings. The company's 25,000-square-foot facility houses PVD coating production and CVD Diamond, with production support from the parent company in Germany. CemeCon Inc. has established a leading position in this technology in North America. Significant growth in the use of composite materials for commercial, military, aerospace, and transportation manufacturing applications is increasing the demand for advanced cutting tools to machine these new materials. CemeCon is prepared to make a long-term commitment to new production capacity for CVD Diamond Coating Service and provide technical support for the market through the creation of a new North American headquarters for CemeCon Inc. and a dedicated state-of-the-art CVD Diamond Coating Facility. The proposed facility is in the same complex as CemeCon at 100 IST Center, Big Flats. It will require complete remodeling with approximately two-thirds of the building dedicated to advanced CVD Diamond coating production and the balance reserved for national headquarters.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$5,030,000
<b>Funding Requested</b>	\$1,006,000
<b>Private Sources of Funds</b>	Private \$3,521,000 Cash Equity \$503,000
<b>Total Private Funding</b>	\$4,024,000
<b>Use of Funds</b>	Infrastructure \$325,000 Construction \$550,000 Equipment \$3,860,000 Architectural \$295,000



## MICATU INC. EXPANSION PROJECT

**CFA Number:** 67712

**Project Applicant:** Micatu Inc.

**Project Name:** Micatu Inc. Expansion Project

**Project Location:**

**City:** Big Flats

**County:** Chemung

**Projected Number of Jobs Retained:** 14

**Projected Number of Direct Jobs Created:** 65

**Link to Goal or Strategy Being Implemented:** The project will enable Micatu to expand its workforce from 14 to 79 full-time, high-paying jobs within five years. The project supports revitalization efforts for distressed community census tract areas in Elmira and the City of Corning. The project will include investing 80 percent (\$4,360,428) private funds that support community infrastructure, tax base and community revitalization efforts. The project provides the company financing to develop a high-tech manufacturing facility and Micatu's corporate headquarters in the Southern Tier.

**Description:** Micatu is looking to close on the purchase of a 70,000-square-foot facility at 17 Aviation Drive, Horseheads (the former Wings of Eagles and Sikorsky facility), for its corporate headquarters and a facility for high-tech manufacturing. Micatu has 14 full-time employees and one part-time associate. Micatu, a high-tech manufacturing company, has been in R&D mode for the past five years, designing and qualifying a product line of optical sensors for the utility industry for use within the "smart grid." Micatu is launching product to market and has a significant demand forecast from several utilities that are committed to qualifying our Gridview Optical System for use within the smart grid. Our initial qualification of our product line is with Orange and Rockland Utilities (a division of Con Edison) within New York State, with plans to deploy to additional New York utilities (Con Ed, Iberdrola - NYSEG, National Grid, LIPA, etc.) with assistance from NYSERDA and Clarkson University. Subsequently, there will be a nationwide sales deployment with utilities such as Duke Power, Florida Power and Light, and Excel Energy that have expressed interest in moving forward with the Gridview Optical Solutions product line. Micatu will be developing a manufacturing production capacity that will have a significant impact on the Southern Tier in term of creating high-tech manufacturing jobs, employing capital, and creating a world-class facility for supporting Micatu's product line.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$5,450,535
<b>Funding Requested</b>	\$1,090,107
<b>Private Sources of Funds</b>	Private \$3,986,695 Cash Equity \$373,733
<b>Total Private Funding</b>	\$4,360,428
<b>Use of Funds</b>	Equipment \$3,737,335 Architectural \$922,500 Infrastructure \$493,000 Furniture \$297,700



## CAYUGA MINE #4 SHAFT PROJECT

**CFA Number:** 67723

**Project Applicant:** Cargill Incorporated

**Project Name:** Cayuga Mine #4 Shaft Project

**Project Location:**

**City:** Lansing

**County:** Tompkins

**Projected Number of Jobs Retained:** 202

**Projected Number of Direct Jobs Created:** 4



### Link to Goal or Strategy Being

**Implemented:** The #4 Shaft Project will help ensure the long-term viability of the Cayuga Mine, which employs more than 200 people and supports an estimated 159 additional regional jobs. Mining is historically a good-paying long-term career sector in the region. The mine provides an estimated 1.3 million tons of road deicing salt per year within New York. The Cayuga Mine supports competitive pricing for deicing salt to town, county,

and state governments in the Finger Lakes, Southern Tier and upstate.

**Description:** The Cayuga Mine produces about 2 million tons of rock salt per year. The salt is primarily used as a bulk road deicer by highway departments, but is also sold under the Diamond Crystal and Agway brands as packaged deicing salt, used in animal feeds, and in chemical processes. The mine, 2,500 feet below Cayuga Lake, has been in operation since 1918. The underground mine workings are more than 7 miles from the elevator shafts. Because of the distance, providing fresh ventilation air and safe access to the surface in the event of an emergency is becoming more difficult. A new ventilation and access shaft is required or the mine will be shut down. The #4 Shaft project will be constructed on a 55-acre plot of land owned by Cargill, about five miles north of the current Cayuga Mine site. The key objective of the project will be to provide an escapeway 30 minutes closer for the underground miners and the infrastructure and fresh air for an additional 30 years of mining. The project will also include change room facilities for the miners, an electrical upgrade for the mine, and a small maintenance shop for equipment.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$40,000,000
<b>Funding Requested</b>	\$5,000,000
<b>Private Sources of Funds</b>	Private \$32,000,000
<b>Total Private Funding</b>	\$32,000,000
<b>Use of Funds</b>	Construction \$31,450,000 Equipment \$8,550,000



## GRANITE WORKS EXPANSION PROJECT

**CFA Number:** 67870

**Project Applicant:** Granite Works LLC

**Project Name:** Granite Works Expansion Project

**Project Location:**

**City:** Waverly

**County:** Tioga

**Past CFA Awards:** \$300,000

**Projected Number of Jobs Retained:** 21

**Projected Number of Direct Jobs Created:** 3

**Link to Goal or Strategy Being Implemented:** This project will create manufacturing jobs, open opportunities to accept overseas containers for commercial projects, and improve our material handling. We anticipate creating a minimum of four new skilled positions with a possibility of six to eight as our customer base increases, with this project while retaining our 21 current positions. This project will create efficiency for our business. Granite Works is well known in the area as we provide materials and services for our veterans memorial parks.

**Description:** The project will build a storage warehouse for granite and quartz slab inventory that will be connected to our current fabrication building. This new building will be able to unload tractor-trailers and improve material handling with installed crane systems. A Breton water jet combination cut saw and inline edge polisher will also be installed in the building to help with quality and expense of fabrication. Granite Works will then be better prepared to bid on and complete large projects. This project gives us the opportunity to bid additional jobs with reduced limitations and increased employment.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$925,000
<b>Funding Requested</b>	\$385,000
<b>Private Sources of Funds</b>	Cash Equity \$92,000 Lending Institution \$448,000
<b>Total Private Funding</b>	\$540,000
<b>Use of Funds</b>	Equipment \$540,000 Property \$40,000 Construction \$345,000



## BEST CONSOLIDATED AND GROWTH

**CFA Number:** 67983

**Project Applicant:** Beecher Emission Solution Technologies LLC

**Project Name:** BEST Consolidated and Growth

**Project Location:**

**City:** Big Flats

**County:** Chemung

**Projected Number of Direct Jobs Created:** 36

**Link to Goal or Strategy Being Implemented:** The project involves reuse of a manufacturing facility in a brownfield remediation site. The project will create new full-time jobs and promote community economic development and revitalization.

**Description:** BEST Rentals through this project will acquire the former Schweizer facility in Chemung County and will move manufacturing operations and employees from Elmira, N.Y., Gillett, Pa., and Reno, Nev., to enable the companies to co-exist and leverage resources. The project will create 36 new job opportunities within the next five years.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$6,378,125
<b>Funding Requested</b>	\$1,275,625
<b>Private Sources of Funds</b>	Cash Equity \$637,812 Private \$4,464,688
<b>Total Private Funding</b>	\$5,102,500
<b>Use of Funds</b>	Equipment \$2,688,500 Property \$1,200,000 Construction \$1,100,000 Furniture \$99,000 Architectural \$1,290,625



## CALICE ADVANCED MANUFACTURING CENTER

**CFA Number:** 68074

**Project Applicant:** Broome Community College

**Project Name:** Specialized Technician Training Opportunities/  
Calice Advanced Manufacturing Center

**Project Location:**

**City:** Binghamton

**County:** Broome County

**Past CFA Awards:** \$150,000

**Projected Number of Jobs Retained:** 12



**Link to Goal or Strategy Being Implemented:** Calice Advanced Manufacturing Center programs will link to regional companies' needs with input from SUNY Broome's Workforce Development Advisory Board. Job training will target basic and specialized skills and sustainable/green practices in advanced manufacturing, building capacity to meet workforce demands of the regions' employers. Expanding academic pathways that allow students to obtain four-year degrees at SUNY Broome and other regional colleges (SUNY Delhi) will motivate more of them to stay in the area. And by offering stand-alone certificates recognized by local employers, hard-to-place workers will more likely participate in and **complete training programs.**

**Description:** SUNY Broome Community College is requesting capital funding to help transform the existing Mechanical Building on SUNY Broome's campus into a state-of-the-art facility. The Calice Advanced

Manufacturing Center will offer training related to STEM programs of study, especially engineering and advanced manufacturing. The project will have long-term, positive impacts on industry input and activity and it will address the emerging skill sets needed for occupations in high-demand areas of renewable clean energy, transportation/aircraft maintenance and manufacturing, and food sciences (i.e. manufacturing, processing, fermentation, biochemistry). The project will increase student proficiency in the use of new industry-standard equipment, boost SUNY Broome's capacity to train workers and sustain the transferability of SUNY Broome's two-year manufacturing and engineering technology degrees to four-year degree programs.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$10,489,680
<b>Funding Requested</b>	\$335,000
<b>Private Sources of Funds</b>	Local \$1,700,000 Private \$3,400,000
<b>Total Private Funding</b>	\$5,100,000
<b>Use of Funds</b>	Construction \$7,118,863 Equipment \$1,790,883 Architectural \$1,165,834 Furniture \$207,000 Training \$200,100



## COLLEGETOWN TRANSIT CORRIDORS REVITALIZATION

**CFA Number:** 68107

**Project Applicant:** City of Ithaca

**Project Name:** Collegetown Transit Corridors Revitalization

**Project Location:**

**City:** Ithaca

**County:** Tompkins

**Past CFA Awards:** \$2,897,500



**Link to Goal or Strategy Being Implemented:**

More than 11 percent of Ithaca’s population depends on bus transit to make their daily commute, and another 40 percent of Ithaca’s workers commute by walking. The largest employer in the county is Cornell University. Revitalizing College and Stewart Avenues and investing in transit is wise economic policy that pays dividends by providing smart growth development, attracting and retaining a talented workforce, and leveraging over \$200 million in planned projects that will generate over \$1.2 million in city property taxes annually. Already, over \$60 million of private-sector projects are under construction along these transit corridors.

**Description:** The city seeks to revitalize the Collegetown neighborhood and improve

the efficiency and reliability of bus transit service between the downtown regional transit hub and Collegetown/Cornell. The City of Ithaca applied for a Transportation Investment Generating Economic Recovery (TIGER) grant from the USDOT in April for a \$13.3 million project to enhance transit corridors as Complete Streets and improve bus service between downtown and Cornell University with Intelligent Transportation System technologies and high-quality shelters and bus amenities. The city seeks 13 percent match funding from ESD. About 4,100 linear feet of key transit routes along College and Stewart Avenues will be reconstructed as Complete Streets for pedestrians, bicyclists and transit modes of travel. Nine new bus shelters with real-time displays will be installed as well. Two queue jumpers at congested intersections and signal pre-emption technologies will allow buses to meet scheduled arrival times even at times of heavy traffic congestion. Ithaca’s policy decision to move away from automobile dependence, and required off-street parking, in favor of walkable urbanism and high-quality transit service is unlocking economic development potential in Collegetown.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$13,269,000
<b>Funding Requested</b>	\$1,724,983
<b>Private Sources of Funds</b>	Private \$1,270,000 Cash Equity \$1,781,893
<b>Total Private Funding</b>	\$3,051,893
<b>Use of Funds</b>	Infrastructure \$8,890,240 Architectural \$2,653,820 Furniture \$1,725,040



## ONE NORTH DEPOT MIXED USE PROJECT

**Strategy:** Build the Greater Binghamton Innovation Ecosystem

**CFA Number:** 68131

**Project Applicant:** North Depot Development LLC

**Project Name:** One North Depot Mixed Use Project

**Project Location:**

**City:** Binghamton

**County:** Broome County

**Projected Number of Jobs Retained:** 10



**Link to Goal or Strategy Being Implemented:**

This project will create 50 jobs for local construction professionals with more than 40 permanent jobs estimated after completion. This project invests in downtown Binghamton and improves one of the last large, blighted and historically significant properties in the urban core. A green roof will benefit the local environment and help set standards for other rehab projects. Affordable housing and work space will improve the community by igniting new growth. Low-cost work space will incubate and grow new small businesses. New green space will be enjoyed by all tenants and visitors of the property.

**Description:** The One North Depot mixed use development is in downtown Binghamton at 1 North Depot Street. This development project

will provide affordable commercial space, housing, shared work space, and new green space close to the urban core of Binghamton. The primary project will attract new jobs and new small businesses and will attract and retain skilled workers and local college graduates to the revitalization of downtown Binghamton. One North Depot will be comprised of at least 10 units (11,000 square feet) of commercial storefront and office space, over 8,000 square feet of shared work space for small businesses, and entrepreneurs, 10,000 square feet of outdoor green space, and 70 units (40,500 square feet) of residential upper-floor housing, mostly in the form of studio loft apartments. The studio apartments will start at about \$595 per month. Work/live packages will include a studio apartment and a work space on the lower levels. A primary focus of the redevelopment project will be to preserve the historic integrity of the structure. The building on site was built between 1876 and 1885, is listed on the National Register of Historic Places and is a local landmark. Preservation of the original exterior brick facade and the original signage from historic local companies will be a priority. A structural analysis of the building has confirmed action needs to be taken now in order to preserve this large structure.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$11,500,000
<b>Funding Requested</b>	\$2,200,000
<b>Private Sources of Funds</b>	Local \$650,000 Cash Equity \$1,150,000 Lending Institution \$7,500,000
<b>Total Private Funding</b>	\$9,300,000
<b>Use of Funds</b>	Construction \$11,500,000



## BUCK 4

**CFA Number:** 68163

**Project Applicant:** Buckingham Mfg. Co. Inc.

**Project Name:** BUCK 4

**Project Location:**

**City:** Binghamton

**County:** Broome

**Past CFA Awards:** \$95,000

**Projected Number of Jobs Retained:** 285

**Projected Number of Direct Jobs Created:** 7

**Link to Goal or Strategy Being Implemented:** To create jobs and sustainability in our community, maintain current jobs and keep people employed here.

**Description:** Funds will be used for expansion of our manufacturing capabilities, bringing work cells together in one location that are now separate, thus making us more efficient. We will purchase new equipment and update infrastructure of our existing building.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$275,000
<b>Funding Requested</b>	\$65,000
<b>Private Sources of Funds</b>	Private \$275,000
<b>Total Private Funding</b>	\$275,000
<b>Use of Funds</b>	Construction \$60,000 Equipment \$65,000 Property \$120,000 Architectural \$20,000 Furniture \$10,000



## CORNING PHARMACEUTICAL TECHNOLOGIES

**CFA Number:** 68278

**Project Applicant:** Corning Incorporated

**Project Name:** Corning Pharmaceutical Technologies

**Project Location:**

**City:** Big Flats

**County:** Chemung

**Projected Number of Jobs Retained:** 56

**Projected Number of Direct Jobs Created:** 133



**Link to Goal or Strategy Being Implemented:** The Corning Innovation Support Center will create 133 jobs in the Southern Tier, help to retain and expand the region’s manufacturing sector, and will expand the existing manufacturing infrastructure on a current (non-pharma packaging) manufacturing site in the Town of Big Flats, making it a more attractive option for any future expansion opportunities. Pharma packaging is a \$3.8B global market and no current operations or jobs exist in New York.

**Description:** Corning has invented a product line, “Glass Z,” for the pharmaceutical packaging marketplace and has organized the effort into a new business division, Corning Pharmaceutical Technologies. To prepare for this expected new product commercialization, Corning must invest in an advanced commercialization manufacturing

facility that will enable the manufacturing of the highest quality pharmaceutical packaging product globally. The “Glass Z” project will address a number of problems in the glass parenteral (injectable) pharmaceutical market, including damage, breakage, and particulate generation on high-speed pharmaceutical filling lines and in the supply chain; cracks, which can lead to biological contamination; and incompatibility of drugs with borosilicate glass, which can lead to glass delamination. The global parenteral pharmaceutical packaging market is approximately 50 billion units, generating roughly \$3.8 billion of annual revenue. Corning is working with about 50 major pharmaceutical companies that have shown interest in the innovation. Should Corning choose the CISC site as the best location to grow this business, additional equipment investments in the range of \$45 to \$50 million are expected to be made. In addition to the 133 facility jobs, if the business’ growth projections are correct, additional job creation of up to 20 positions could materialize in Corning’s engineering and research facilities, both of which are in the Southern Tier.

### BUDGET: SOURCES AND USES

<b>Total Project Cost</b>	\$47,500,000
<b>Funding Requested</b>	\$6,000,000
<b>Use of Funds</b>	Equipment \$6,000,000



**OTSEGO READY MIX INC.**

**CFA Number:** 68374

**Project Applicant:** Otsego Ready Mix Inc.

**Project Name:** Otsego Ready Mix Inc.

**Project Location:**

**City:** Davenport

**County:** Delaware

**Projected Number of Direct Jobs Created:** 6



**Link to Goal or Strategy Being Implemented:**

This project will result in a substantial new private-sector investment and enable our company to incorporate advanced manufacturing techniques and processes in order to maintain competitiveness. If we are unable to modernize to meet increasing industry requirements, the region could lose an existing manufacturing company.

**Description:** Otsego Ready Mix Inc. is engaged in the production of concrete and is the only locally owned ready mix plant in our region. We are seeking to make a \$2 million investment in order to modernize and expand the capacity of our existing but outdated batch plant. The project will be built

at 6459 State Highway 23, Davenport, in Delaware County. The new batch plant will be acquired through Merts, an industry leader that manufactures a full line of concrete batching and aggregate handling components to meet a broad spectrum of performance and capabilities. The project will enable us to replace the existing batch plant with a state-of-the-art production facility that will increase production capacity by over 100 percent and result in the creation of six new full-time jobs. Ready mix is a time-sensitive product. In order to meet the increasing standards of the construction industry, you need to have adequate production capacity or inject additives in order to meet time constraints. However, additives are expensive and can lead to a less reliable product. We have built our business upon the provision of a top-quality product and therefore are seeking this capacity expansion in order to ensure the long-term viability of the company. If we are unable to move this project forward, we will fall behind competitors from outside the region, placing our existing five full-time employees and 10 seasonal employees at risk of losing their jobs. The project will also provide environmental benefits, including dust reduction, the reclamation of material and a substantial reduction of CO2 emissions. In addition to the new batch plant, this project will also entail site work and infrastructure upgrades at the project location, as well as the construction of a dispatch office.

**BUDGET: SOURCES AND USES**

<b>Total Project Cost</b>	\$1,943,793
<b>Funding Requested</b>	\$385,000
<b>Private Sources of Funds</b>	Private \$125,000 Lending Institution \$1,133,793 Cash Equity \$300,000
<b>Total Private Funding</b>	\$1,558,793
<b>Use of Funds</b>	Property \$125,000 Construction \$286,900 Infrastructure \$275,000 Equipment \$1,256,89

## OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS

The Southern Tier REDC is recommending 21 projects for state assistance that will have a meaningful impact throughout the Southern Tier. These projects support our key regional priorities as well as those identified by the state. These projects represent more than \$176 million in total private investment, a more than 7:1 ratio. In addition, the projects identified will lead to the creation of 462 jobs, 354 construction jobs, and the retention of 980 positions.



# STATE PRIORITIES

CFA #	Project Name	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global New York	Veterans
63758	The Creamery Inn						
64890	STP Facility Expansion						
65435	Libertad Elmira						
65463	SEPAC Inc. Expansion Project						
65503	Kelmerin Multisport Complex						
66387	F.M. Howell & Co. Inc. Capital Expansion Project						
66876	Cell Preservation Services Inc. Project						
67020	Binghamton Pre-Cast Expansion						
67287	Job Training and Support Center						
67568	Schuyler County Business Park Ultra-Premium Shared Wine Facility						
67678	CemeCon Inc. Expansion Project						
67712	Micatu Inc. Expansion Project						
67723	Cayuga Mine #4 Shaft Project						
67870	Granite Works Expansion Project						
67983	BEST Consolidated and Growth						
68074	Calice Advanced Manufacturing Center						
68107	Collegetown Transit Corridors Revitalization						
68131	One North Depot Mixed Use Project						
68163	BUCK 4						
68278	Corning Pharmaceutical Technologies						
68374	Otsego Ready Mix Inc.						

# PARTICIPATION



The Southern Tier REDC work groups are a critical driver of our regional strategy. They identify, develop, and implement regionally significant projects through the project pipeline in support of key state and regional priorities.

## WORK GROUPS

### **Build the Greater Binghamton Innovation Ecosystem**

**Kevin McLaughlin, chair**

The Agency (Broome County IDA)

**Terry Kane**

Binghamton University

### **Invest in the Advanced Manufacturing Industry**

**Betsey Hale**

Three Rivers Development Corp

**Mike Krusen**

Southern Tier Economic Growth (STEG)

### **Promote the Southern Tier's Innovative Culture**

**Tom Schryver**

Cornell University

**Judy McKinney-Cherry**

SCOPEd

**Peg Ellsworth**

MARK Project

### **Transform the Food & Agriculture Industry**

**Jan Nyrop**

Cornell University

**Jamie Johnson**

Steuben County IDA

In 2015, the Southern Tier REDC submitted a five-year strategic plan for the Upstate Revitalization Initiative (URI). The award-winning plan, now referred to as Southern Tier Soaring, refocused the Southern Tier's economic development efforts into four priorities: 1) Build the Greater Binghamton Innovation Ecosystem; 2) Transform the Food and Agriculture Industry; 3) Invest in the Advanced Manufacturing Industry; and 4) Promote the Southern Tier's Innovative Culture. Along with existing state priorities, these areas of focus are the foundation for our regional strategy.

For that reason, this year's work groups were realigned to reflect our region's new strategy. As an important first step, a Southern Tier Upstate Revitalization Review Committee was formed to perform an initial analysis of proposed projects, establish a project pipeline, develop the review and recommendation process, and launch the Southern Tier Soaring program. Members were chosen and organized by regional strategy.

### **ENGAGEMENT**

The Southern Tier REDC recognizes the importance of engaging the community and acquiring the support and active participation of community leaders such as elected officials, chamber of commerce leaders, and nonprofit boards of directors. Our council is comprised of regional leaders appointed by the governor, including local government officials and county legislators. In total, there are six county legislature chairs, two county executives, three mayors, a town supervisor, and seven economic development/IDA leaders serving on our regional council.

In addition, this year the Southern Tier REDC held two CFA workshops to educate the community about the Consolidated Funding Application process. Further, council staff offered Upstate Revitalization Initiative presentations at community events, including Rotary meetings, town halls, and local nonprofit public programs.

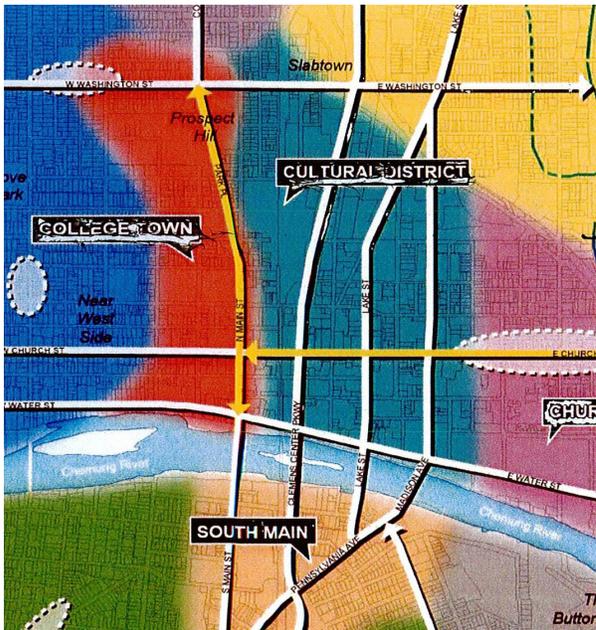
# DOWNTOWN REVITALIZATION PLAN





## ELMIRA REFRESH: THE SOUTHERN TIER'S DOWNTOWN REVITALIZATION PLAN

The Southern Tier Regional Economic Development Council selected Elmira, Chemung County, for New York State's Downtown Revitalization Initiative (DRI). Elmira will leverage numerous opportunities using the resources available through the DRI program in order to transform the city's downtown and make Elmira a diversified and vibrant community where tomorrow's workforce will want to live, work, and raise families.



Elmira's 595.5-acre DRI target area, known as Elmira Refresh, includes the city's existing central business district, shopping and grocery stores, a business improvement district, three designated historic districts, two colleges, churches, governmental offices, an arts education center, cultural institutions, and two major entertainment venues with regional draw. The DRI target area is compact and bounded by major downtown corridors, including Washington Avenue on the north, West Henry Street and Pennsylvania Avenue on the south, Madison Avenue on the east and Davis Street on the west. The Chemung River and the Mark Twain Riverfront Park, considered major assets to the downtown, will be focal points for redevelopment on the east and west sides of the target area.

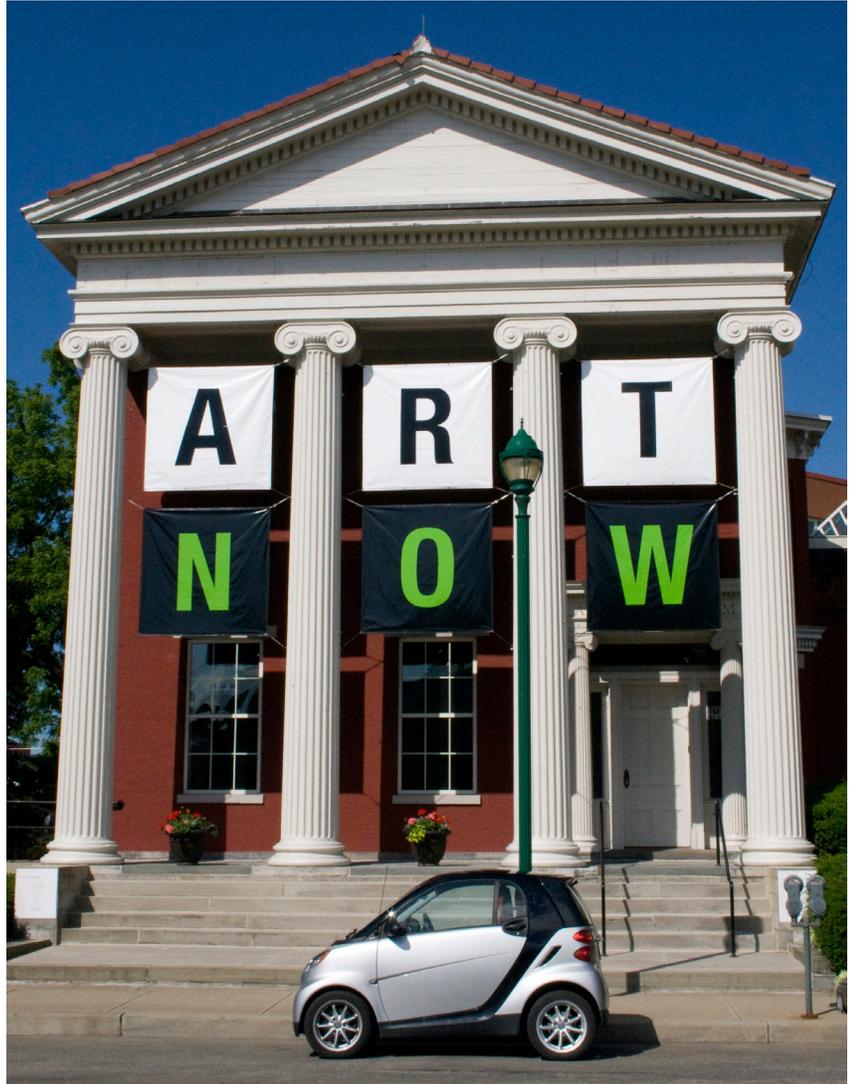
The Southern Tier Regional Economic Development Council designated Elmira Refresh as our region's DRI community because it was sufficient in size and composition to support a vibrant and year-round downtown. Strong links also exist between Elmira's proposed downtown revitalization strategy and the Regional Council's emphases on (1) investment in entrepreneurship; (2) strengthening the advanced manufacturing industry sector; and (3) promotion of the Southern Tier's innovative culture. Elmira's proposed revitalization strategy is designed to reinforce Elmira's standing as a strong eastern anchor of the Interstate 86 innovation corridor and as a dynamic college community with a rejuvenated downtown and vibrant neighborhood.

Based on the following information, the council determined that the combination of its strategic geographic location, service as a regional hub for a large catchment area extending 20 miles, ability to accommodate a diverse housing mix for many different household income levels, known future job growth of an estimated 1,200 in the immediate area, and physical capacity to accommodate downtown workers and an increase of no less than 800

new residents living in the downtown and demand for 300+ market-rate housing units position Elmira to support a vibrant, year-round downtown.

Driving factors include the following:

- The strategic geographic location of Elmira's downtown is a significant asset.
  - Location at a major I-86 exit (Exit 56) provides easy and convenient access to east-west destinations, and has a daily traffic volume (AADT) of 22,909 vehicles.
  - Distance from other downtowns: 15 miles from Corning, 33 miles from Ithaca and 19 miles from Sayre, Pa., home to the Guthrie Healthcare campus.
  - Location on the Chemung River.
  - As the county seat, Elmira is the central location for county, state and federal programs for a 25-mile radius.
  - Regional hub for major healthcare services, banking, legal, and other professional services.
  - Primary residential option for major employers such as Arnot Health, which is based in Elmira, and the Guthrie Healthcare System, which has a main campus based in Sayre, Pa., that includes Robert Packer Hospital and Guthrie Clinic as well as the system's administrative offices. Together, they recruit more than 50 physicians per year.
  - Hub for an extensive transportation infrastructure, including the Chemung County Transit System, which is a public transportation service that operates routes within the City of Elmira and towns in Chemung County, as well as a Shopper Shuttle to area malls and commuter routes to Ithaca, Corning, Owego and Sayre, Pa.
  - The Elmira-Corning Regional Airport is a 10-minute drive from downtown Elmira.
  - Close proximity to several venues of national and regional significance, including the Corning Museum of Glass, the National Soaring Museum, Clemens Performing Arts Center and Tanglewood Nature Center and Museum.



**The Arnot Art Museum is located in Elmira.**

- Elmira is the eastern anchor of the new I-86 Innovation Corridor Initiative, which extends from Elmira to Hornell. There are 22 anchor employers with 10,450 workers within a 15-minute drive of downtown Elmira. These include Arnot Health, CAF USA, Chemung Canal Bank, Community Bank, DeMet's Candy, Five Star Bank, Guthrie Corning Hospital, Hardinge, Hilliard Corporation, General Revenue Corporation, DePuy Synthes, Anchor Glass Container Corporation, Kennedy Valve, F.M. Howell, Emhart Glass, Cameron Manufacturing, Travelers Insurance, Swift Glass and Guthrie Healthcare and Robert Packer Hospital in Sayre, Pa.
- Elmira is the home of several major regional destinations, including The Clemens Center, a regional performing arts center that attracts nationally recognized performers; First Arena, home of the Jackals ECHL Ice Hockey Team and other regional sporting activities; Dunn Field Stadium, home of the Elmira Pioneers collegiate baseball team; the Mark Twain Study and Exhibit on the Elmira College campus, one of only two Mark Twain Studies centers in the world; the Arnot Art Museum and the Chemung Valley History Museum; and a schedule of regional events and activities held in downtown Elmira such as the weekly Wisner Farmers Market and annual Elmira Street Painting Festival, which attracts more than 5,000 people.

Elmira Refresh Vision: A dynamic downtown and adjacent neighborhoods, leveraging higher education, the healthcare industry, innovation in advanced manufacturing and unique cultural and entertainment assets.

This concept will be driven through a coordination of efforts to achieve community goals, including:

1. Create an active, desirable downtown with a strong sense of place
2. Attract new businesses, high-paying jobs, and skilled workers
3. Enhance and strengthen the arts and cultural attractions
4. Create a thriving environment that is a framework and stimulus for a diverse population, with residents and workers supported by complementary housing and employment opportunities
5. Increase the local property tax base
6. Develop amenities to support and enhance downtown living and quality of life

**The framework for a successful downtown revitalization strategy has been created.** Elmira's three-prong strategy for revitalization of the city's downtown rests upon the objectives of (1) establishing a dynamic college community; (2) strengthening Elmira's role as the eastern anchor



**Arnot Health is a major employer in Elmira.**

community of the I-86 Innovation Corridor plan through the provision of supportive community infrastructure essential to business and entrepreneurial growth; and (3) re-establishing Elmira as a vibrant community by reversing the trends of poverty and blight.

Elmira's downtown is well positioned to leverage federal, state, county and private-sector investments. The result will be enhanced local property taxes, increased sales tax revenue, significant streetscape improvements, infill development, rehabilitation of vacant buildings and conversion to mixed-use developments in response to demand, and an enhanced quality of life.

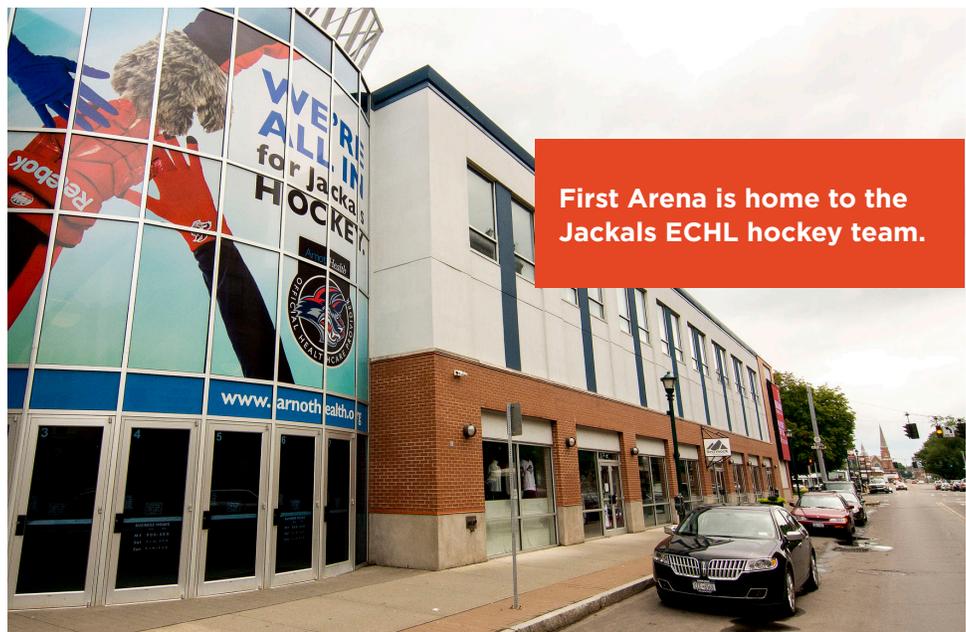
In addition to Elmira's efforts already in progress, several steps will be undertaken to achieve these goals moving forward, which include:

- A total of \$2,210,000 in federal, state, county, and city funds have been expended for public infrastructure within the target area since 2012. An additional \$11,720,000 is committed to road and bridge improvements, fiber installation, streetscape enhancement, transit facility upgrades, and other infrastructure improvement projects in the target area during the next three to five years.
- Elmira's existing cultural institutions invested approximately \$571,308 to complete capital improvements of their facilities during the past three years, and an additional \$500,000 in facility improvements or expansions are planned.

## **Elmira Refresh**

**Vision:** A dynamic downtown and adjacent neighborhoods, leveraging higher education, the healthcare industry, innovation in advanced manufacturing and unique cultural and entertainment assets.

- Elmira’s medical institutions have committed approximately \$6 million for major improvements during the next three years.
- Other private investments by Elmira’s existing industries, businesses, and homeowners for renovations or expansion of existing properties within the target area have exceeded \$10,719,800.
- The Lake Erie College of Osteopathic Medicine is moving forward with its plan to launch a medical school in Elmira with an initial commitment to invest \$8-10 million. It is anticipated that the new medical school could open as soon as summer 2017.
- Housing Visions Consultants Inc. received more than \$3.8 million in June 2016 through New York State Homes and Community Renewal’s 2105 Unified Funding Round to undertake the \$14 million Chemung Crossing Neighborhood Revitalization project within the proposed DRI target area. This project will include the historic rehabilitation of two properties and the construction of new buildings, resulting in 45 high-quality, energy-efficient, and affordable residential units and 5,500 square feet of commercial space. The City of Elmira and the Chemung County Industrial Development Agency both supported this project. Construction is expected to begin in April 2017.



- Elmira College plans to take collegiate sports team practice/competition activities to the downtown by moving its hockey program off campus to First Arena beginning in the 2017-2018 season. In addition, Elmira College hopes to move its athletic programs to a new, downtown community athletic field house.



**Elmira Refresh builds on regional economic revitalization recommendations.**

- A number of downtown street reconstruction and streetscape improvement projects totaling more than \$6.8 million are funded and scheduled to get underway beginning in 2017 to enhance the city’s downtown environment and establish a “cultural connector” corridor linking Elmira College and the planned LECOM facility to the city’s central business district. These include the \$4.2 million North Main Street Cultural Connector project, the \$1.2 million West Water Street improvement project, the \$1.4 million Main Street Bridge rehabilitation project, and the Chemung River Development and Lake Street Pedestrian Bridge Renovation project, which is in the planning stages.
- A plan for in-fill development of a vacant segment of Water Street at the center of Elmira’s proposed revitalization target area has been completed. Park Grove Realty has been selected as the developer. Phase 1 of the plan envisions a more inviting and functional community hub with attractive outdoor landscaping, approximately 16,000 of premium new retail and office space, 48 market-rate apartment units, walkable connections among buildings, and supporting enhancements, and \$9-\$11 million in investment. A second plan would include additional market-rate units and commercial space. The City of Elmira and STEG are working with the development team to determine the potential financing requirements and timeframes associated with this plan. The City of Elmira has awarded \$2.3 million in Restore NY funding to this site.
- An inventory of retail and commercial businesses was conducted and a gap analysis completed, which resulted in a preliminary determination of the types of businesses needed to support the expanded downtown population. A Product and Positioning Strategy has been developed and an implementation plan is ready for execution.
- In the first quarter of 2016, a detailed market-rate housing demand study for Elmira’s downtown was completed. The study included direct input from 15 major employers and plans for expansion of two colleges, together with an analysis of target market groups. The study documented the demand for 320 market-rate housing units in the next five years.

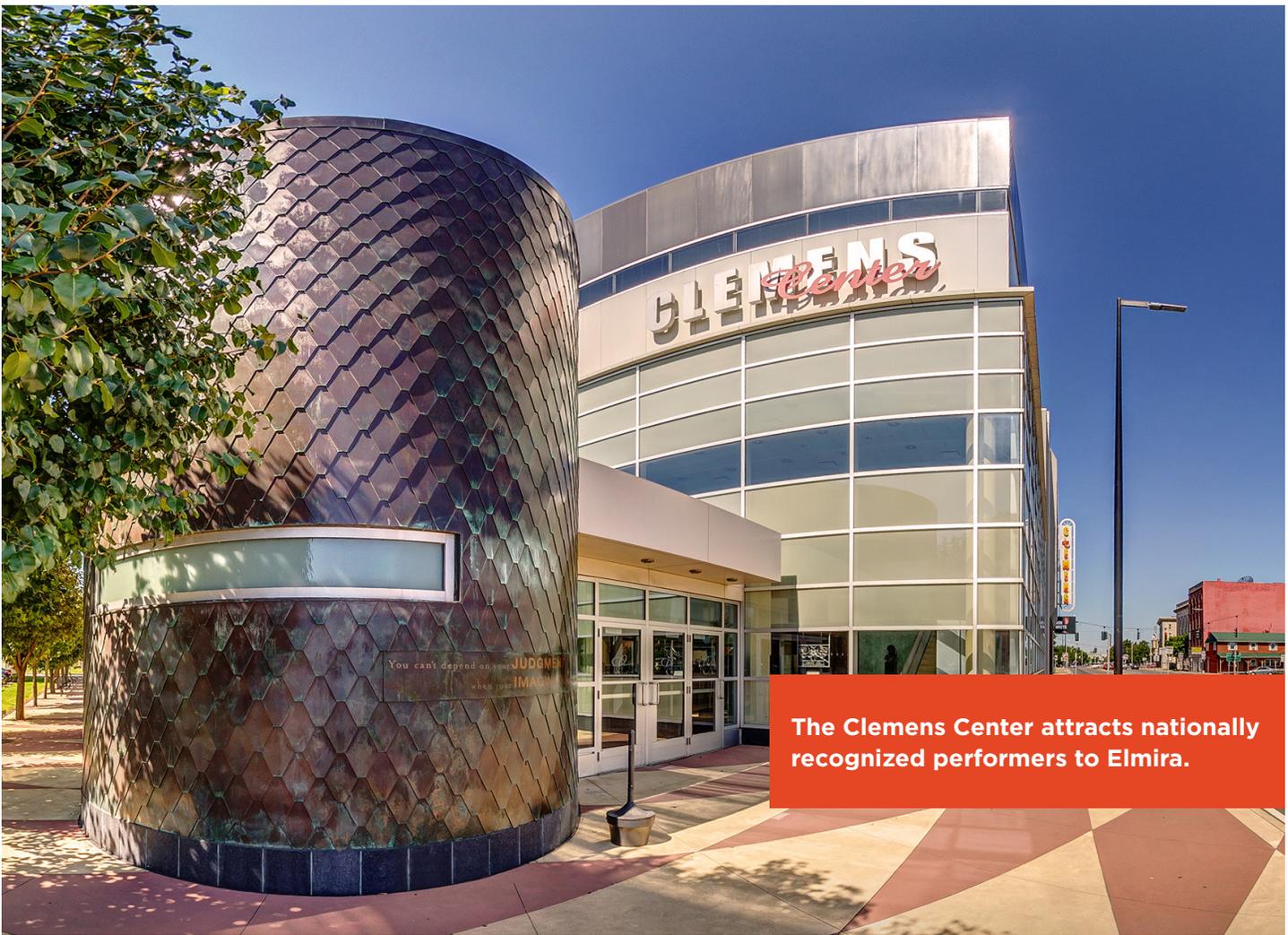


Photo: Small Town 360

- An assessment of vacant or underutilized buildings in the downtown was completed in 2016, and the Elmira Refresh Property Development Plan includes one infill development and 19 anchor buildings targeted for rehabilitation. The plan calls for 16 properties to be mixed-use developments. Three properties will be rehabilitated for commercial and high-tech operations. Of these buildings, 11 are in historic districts, and have received a designation that allows them to be eligible for federal and state historic tax credits for commercial properties.

The City of Elmira's Downtown Revitalization initiative relies upon the commitment of all participants and stakeholders to achieve a thriving, diverse, and sustainable downtown community within the next 10 years, and it is intended to build on regional economic revitalization recommendations set forth in the Southern Tier Regional Economic Development Council's Southern Tier Soaring plan.

Southern Tier  
**SOARING**

