

STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

“Catalytic, Collaborative, Comprehensive, Competitive”



PLAN UPDATE AND PROGRESS REPORT: 2014

August 2014



REGIONAL ECONOMIC DEVELOPMENT COUNCIL OF THE SOUTHERN TIER

PLAN UPDATE AND PROGRESS REPORT: 2014

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August 15, 2014

Dear Governor Cuomo:

The Regional Economic Development Council of the Southern Tier continues to be committed to its vision that capitalizes on its assets, is forward-looking and provides guidance and direction for its strategic action plan.

It has been four years since the Regional Economic Development Council of the Southern Tier adopted its strategic plan. We have undertaken a total of 118 projects, of which 54 have been Priority Projects. These ESD Capital and Planning grants have resulted in creation of 1,611 new jobs, retention of 6,885 jobs, foundation for creation of an additional 1,520 jobs, and leveraging of \$474,575,890.

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 \$25,000,000 award to support our priority projects in the Round IV competition. These Competitive Priority Projects represent the potential for \$156,296,611 in leveraged funds, 806 construction jobs, creation of 330 jobs, and retention of 1,259 jobs.

The Regional Economic Development Council of the Southern Tier continues to be enthusiastically committed to our strategic plan that is “**Catalytic, Collaborative, Comprehensive and Competitive.**”

Members of the Regional Economic Development Council of the Southern Tier join us in thanking you, Governor Cuomo, for your vision and confidence in our region.

Sincerely,

Harvey Stenger, Council Co-Chair
President, Binghamton University

Tom Tranter, Council Co-Chair
President, Corning Enterprises

Regional Economic Development Council of the Southern Tier

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Chenango County, Chair of County Legislature

Part One: Overview of Progress

1. Strategy and Implementation Overview

Vision

Building on a strong foundation of existing businesses and higher education institutions, the Southern Tier region uses a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters. Our focus will be on increasing the size and prosperity of the region's workforce through new business creation based on high-technology discoveries and other entrepreneurial activities, while ensuring healthy communities and protecting the natural beauty and resources of the region.

Overview of Strategic Objectives

Strategy 1. Energy Efficiency & Renewable Energy Technology

Objective: Optimize use of the region's abundant natural resources, research and technology transfer, academic and business innovation and training programs to build a thriving energy sector for the benefit of residents, institutions, businesses and major industrial centers.

Strategy 2: Manufacturing and Transportation Industry ... Next Generation Technology and Advanced Manufacturing

Objective: Build the region's advanced manufacturing sector and transportation industry into a global leader and technological hub for next generation development.

Strategy 3. Health Care 2020

Objective: Develop cutting edge technology and expand the use of sophisticated diagnostic tools and care methods, together with training of health care providers and technical personnel, to strengthen the healthcare industry while creating a healthier population and workforce region-wide.

Strategy 4. Revitalize the Rural Farm and Forest-based Economy

Objective: Expand and increase the sustainability of agricultural and forestry ventures through research and new product development, promotion, business infrastructure development, and utilization of new technology with a focus on the growth of value added product development such as cheese, yogurt, wine, beer and spirits.

Strategy 5. Economic Development Backbone

- Community Revitalization
- Shovel Ready Sites
- Broadband
- Workforce Development
- Business and Technology Development
- Tourism and Waterfront Development

Objectives:

- **Community Revitalization:** Revitalizing the region's downtowns, main streets and neighborhoods provides opportunities for smart and sustainable community development and growth, increased tax bases, retention of businesses and ancillary economic benefits, and attraction and retention of talent.
- **Infrastructure for Shovel Ready Sites:** Shovel ready sites enable the Southern Tier to be more competitive, expeditiously respond to opportunities, reduce costs for business development and more effectively leverage public and private investment.
- **Broadband Infrastructure:** State-of-the-art connectivity means uninterrupted broadband service that meets the demand of universities and major business users, fills a critical gap in business recruitment and retention efforts, promotes entrepreneurial activities and allows health care providers to expand services in the most rural areas of the region.
- **Workforce Development:** There is an immediate need to develop aggressive workforce training programs specific to the needs of emerging growth industries, and multi-sector innovation that will translate to competitive compensation for the region's workforce, attract talent and position the Southern Tier to be globally competitive.
- **Business and Technology Development:** The region currently includes the strongest manufacturing base in the state's ten regions and the associated cluster businesses, with the expertise and partnerships in place to expand businesses and also integrate these independent projects through the university-industry relations designed to catalyze and support collaborative growth in emerging economic sectors.
- **Tourism and Waterfront Development:** The region is known for its vast natural resources and its many tourism and cultural destinations, as well as its natural beauty. Growing the tourism industry and enhancing the waterfronts has been established as a priority by the Council.

Strategy #6. Technology Development and Transfer ... A Job Generator

Objective: Increase the amount of technology being commercialized by regional research sources, the number of companies being formed in the region, the success rate of companies being formed, and the number of students educated in the region who then remain in the region to start companies.

Strategy #7. Opportunity Agenda

Objective: Move the impoverished population into the workforce by pursuing projects and initiatives that:

- Involve joint efforts between educational institutions, employers and community organizations.
- Move impoverished people living in the targeted geographic areas into employment, preferably in job categories identified by the Regional Council.
- Build human capital through learning of new skill sets.
- Ensure residents of target areas have the 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 job opportunities.



Council Co-chairs:

Mr. Tom Tranter, President of Corning Enterprises

Dr. Harvey Stenger, President of Binghamton University

Significant Progress in Implementation of the STREDC Plan

During the first three years the Southern Tier has made substantial progress in achieving results in its strategic objectives and state-wide initiatives. We have undertaken a total of 118 projects, of which 53 have been Priority Projects either completed or underway. These ESD Capital and Planning grants have resulted in creation of 1,611 new jobs, retention of 6,885 jobs, foundation for creation of an additional 1,520 jobs, and leveraging of \$474,575,890.

Following are just a few examples of measurable and significant progress in implementation of **ALL** of the region's strategies.

Strategy 1. Energy Efficiency & Renewable Energy Technology

- Using Technology to Preserving the Watershed: SUNY Delhi is undertaking a project that involves both business growth and preservation of the NYC Watershed and the West of the Hudson NYC Watershed region by mitigating present out-take demands on the Little Delaware River. This interregional project involves using cutting edge energy technology to transfer waste water and use a highly energy-efficient renew/reuse irrigation system.
- Advancing Clean Energy: The Southern Tier Bulk Wood Pellet Infrastructure Boost Program received Round 3 NYSERDA Cleaner Greener funding to undertake a dynamic interregional project involving several elements: bulk loading systems at the NE Wood Pellets Plant in Deposit; trucking pneumatic pellets; construction of a storage silo in Ithaca; installation of demonstration commercial pellet boilers at multiple sites to serve as anchor users of bulk pellets; and education outreach and market analysis to build robust residential and commercial markets.
- Promoting Energy Research: Construction of Binghamton University's High-technology Incubator is scheduled for completion in 2015. The specialized labs will support technology development in specialized energy areas including batteries and solar cell fabrication. The project will leverage \$15,000,000, create 12 new businesses and foster increased intellectual property development and productization of technology.
- Energy Efficiency in a Manufacturing Setting: The Bates-Troy Heat and Power Co-Gen Production Facility project is complete, and will become a national model for the highest level of energy efficiency in a commercial laundry with installation of state-of-the art energy efficient equipment. The company continues to work with Binghamton University researchers to apply new technology designed to boost the efficiency of the dryers from 60 to 90%. The facility also is a research site for Energy Rotor, which will be added to the co-generation equipment to generate 420 Kilowatts.
- Business Development and Technology: Willow Run Foods, Inc. is a food distribution company that delivers to regional and national food and restaurant chains throughout the Northeast. With a Round 2 NYSERDA award, the company undertook an alternative transportation project at its state facility in Kirkwood, NY. The project included 15 heavy duty compressed natural gas (CNG) trucks together with upgrades to Willow Run's on-site maintenance facility to meet the unique specifications required to service natural gas vehicles. The project will reduce greenhouse gas emissions by approximately 500 tons annually, the equivalent of removing 100 cars from the road. The project is expected to reduce diesel fuel consumption by 175,000 gallons annually.

Strategy 2. Manufacturing and Transportation Industry ... Next Generation Technology and Advanced Manufacturing

- Meeting Global Demand for Energy Efficient Products through Advanced Manufacturing: China's clean air diesel regulations and Europe Euro VI regulations are expected to double the demand for Corning's clean air diesel products by 2017. Corning Incorporated's 107,000 square foot expansion of its Heavy Duty Diesel facility in Erwin is a prime example of the application of next generation technology and advanced manufacturing to advance the region's transportation industry.

Strategy 3. Health Care 2020

- Telemedicine and Mobile Health Care Technology Fund: A top priority is creation of university and private sector collaborations to create technology and train the workforce to meet the healthcare needs of rural residents. A prime example is the Southern Tier's Telemedicine and Mobile Health Care Technology Fund established with Round 2 funding. A cutting-edge project being supported by the Fund is the new Telemedicine and Mobile Health Research, Development, and Training Center at Binghamton University. This project is advancing a partnership between BU and two major healthcare providers - Lourdes Hospital and United Health Services. It will serve as a state-wide model to navigate the gaps in health care access by integrating new technologies that are relevant and feasible, especially in rural areas. Examples of research to be undertaken include Cloud-based Telemedicine Technology; Cyber-physical Systems; Development and Testing of Lab-On-A-Chip for Blood Work; Optimization-Based Data Mining; Development and Testing of Mobile Health Applications; Mobile Van Routing; Toward Human Factors Friendly Telemedicine Technology; and Pedagogical Research for Healthcare Professions Training. The Center will provide health care professionals with training needed to use the new technology.

A second project supported by the Telemedicine Fund is being undertaken by Arnot Health. The project consists of telemedicine, e-health and medical resident/physician education and internal communications. It will build secure medical communications between five medical sites in Chemung and Steuben counties that will enable consultations with physicians, specialists and larger medical centers. It also builds face-to-face real-time connectivity between eight sites to facilitate education and population health initiatives. The project enables the consolidation of two emergency rooms, and the conversion of one into an urgent care facility with an estimated savings of over \$1,000,000 per year. It is expected that 33,000 people annually will be enrolled in disease management programs, 100,000 calls will be fielded through the regional call center each year, there will be 325 remote consultations each year, 125 staff education/training sessions will be conducted per year, and 3,000 rural residents will be involved in telehealth education.

- Health Care Workforce: Projects at Broome Community College and Elmira College are addressing the demand for a highly qualified workforce to meet the health care needs of the aging population in the Southern Tier. Radiologic Technology Equipment upgrades will allow SUNY Broome to remain a leader in this field. Elmira College received funding in Round 3 to complete the renovation of Cowles Hall in support of its growing nursing program.

Strategy 4. Revitalize the Rural Farm and Forest-based Economy

- Sustainable Agriculture and Food Delivery Systems: The Farm to Bistro project funded in CFA Round 3 is a truly interregional project impacting both the Southern Tier and Central NY Regions. This Tompkins-Cortland Community College initiative is creating a working farm on property owned by the College coupled with a culinary lab, working restaurant, event space and retail store for New York agricultural products in downtown Ithaca. The spaces will provide living labs supporting academic programs in sustainable agriculture and food delivery systems, hospitality, retail and restaurant management, and wine marketing and culinary arts for persons and businesses in the Southern Tier and Central NY Regions. The farm will provide organically grown fruits and vegetables for the restaurant, campus dining, and a CSA for the nearby community.
- Business Development in the Agriculture Industry: The Southern Tier made significant strides toward achieving this strategy with CFA funding for several projects such as the expansion of the Rural Initiative Fund, and support for priority projects such as the Tompkins-Cortland Community College Farm to Bistro Project and the Sunrise Farms Expansion Project to increase yogurt production. Cumulatively, these projects resulted in leveraging \$15,354,461, creating 400 new jobs, retaining 120 jobs, adding 625 acres to agricultural production, and creating 3 new businesses.

Strategy 5. Economic Development Backbone

- Shovel Ready Sites: During the initial development of the Southern Tier's economic plan the lack of shovel ready sites was identified as a major deficit. Since then several successful projects have been undertaken to address this economic development infrastructure need. With funding received in Round 1 the Southern Tier Regional Council established the Infrastructure for Shovel Ready Sites Fund, which is supporting the development of the new Wayland Business Park off of I-390 in Steuben County and Corporate Park South off of I-86 in Chemung County. With Round 3 funding the Delaware County IDA facilitated the acquisition and renovation of the former Wissihickon site, a 20,000 square foot former water bottling facility, to create a shovel ready, turn-key light manufacturing facility. Infrastructure improvements to the Greater Binghamton Airport park area are supporting the creation of a 1,000 acre shovel ready site, and the design for a shovel ready project site off of I-86 in Tioga County is underway. In the Catskills, a shovel ready site is being used for the construction of a 62-room hotel.
- Tourism marketing is a priority throughout the region and recognized as one of the most important interregional strategies. For example, funding to complete the Catskills Interpretive Center and Visitor Information Gateway was an interregional project that is helping to drive tourism in the Southern Tier, Central NY and Mid-Hudson Valley regions; and the Wine, Water and Wonders interregional marketing program is a partnership of tourism destinations including the Corning Museum of Glass, Finger Lakes Tourism Alliance, VisitRochester, Niagara Tourism and Convention Corporation, DestinyUSA, Waterloo Premium Outlets, Fashion Outlets of Niagara Falls and Whirlpool Jet Boat tours in Niagara Falls NY. It is focused on the international travelers who are traveling between New York City and Niagara Falls.
- Growing International Tourism and Creating Jobs: The Corning Museum of Glass (CMoG) is the most visited art museum in New York State outside of Manhattan, and is a major driver of the upstate tourism economy with visitations exceeding 400,000 annually. With funding received in Round 3, CMoG is completing a 100,000 square foot, \$65,500,000 expansion project that includes a new international motorcoach entrance. The project will be complete by YE 2014. Over 40% of visitors arrive by motorcoach; the majority of these group visitors are international, with the largest visitor volume coming from China. International group visitation is projected to grow 14% by 2016. The project also has resulted in the creation of 35 new jobs.

- Community Revitalization is a key element of the Southern Tier’s Economic Backbone Strategy. Several priority projects funded in Rounds 1, 2 and 3 are having measurable impacts on the vitality of several communities such as the cities of Ithaca, Binghamton, Hornell, Corning and Norwich; the towns of Conklin, Danby Roxbury, Prattsburgh and Union; and, the villages of Addison, Fleishmanns, Hobart, Greene, Margaretville, Montour Falls, New Berlin, Nichols, Owego, Roxbury, Sidney, Walton, Watkins Glen and Wayland ... to name a few.

Among the Regional Council’s most successful projects during the past three years has been its Southern Tier Community Revitalization Program, a low-interest loan program that provides “gap” financing for projects that utilize a collaborative approach to improved and diverse downtowns, mixed use options, and commercial and retail opportunities linked to neighborhoods centers. Since its inception, the program has demonstrated its success with the creation of 235 jobs, leveraging \$44 million, renovating 52 downtown buildings, and creating 87 new housing units and 38 new commercial spaces. A few examples of projects include the Lackawanna Train Station in downtown Binghamton, Downtown Hornell Save-A-Lot Grocery Store, and the Margaretville Downtown Recovery Project.

These impressive results are in addition to the Council’s other “priority projects” undertaken in support of its Community Revitalization Strategy during Rounds 1, 2 and 3. They contributed an additional 60 new jobs, 8 new businesses and more than \$15,000,000 in leveraged funds.

- Broadband Initiatives: A priority for the region has been the extension of broadband to towns and villages in the most rural areas. The Southern Tier took the lead in supporting MTC’s project to extend broadband into the Southern Tier’s Delaware County and several communities in the Mohawk Valley Region. Funding for this vitally important project was received in Rounds 2 and 3. Simultaneously, the Southern Tier Network (STN) received \$5M in Round 3 to continue the extension of a 250-mile open access dark fiber backbone through Tioga and Broome Counties, and additional sites in Schuyler County. It will be extended into targeted business development areas, and will be key to the effectiveness of the Southern Tier Innovation Hot Spot that requires high speed access for the universities.

Strategy #6. Technology Development and Transfer ... A Job Generator

- Retaining the Brightest and Most Qualified Workforce: The Southern Tier Region recognizes the importance of retaining the brightest and best educated students. With funding from Round 3, Binghamton University is undertaking an innovative research-based program with the goal of providing every undergraduate STEM student with an authentic research experience throughout their four years on campus. New laboratories are being designed, constructed and outfitted to provide the innovative infrastructure to fully integrate undergraduate students in leading-edge research across the disciplines.
- Commercializing Technology and Promoting Entrepreneurs: In 2013 the Regional Council adopted a Regional Incubator Plan designed to bring together the innovation assets of Cornell University, Binghamton University, the Ceramics Corridor and major corporate entities such as Corning Incorporated and Lockheed. They have moved quickly to establish nodes throughout the region, and create a vibrant entrepreneurial ecosystem that will lead to significantly higher levels of commercialization and technology transfer activity, formation of new businesses, and retention of the best and brightest students. Cornell University received Round 3 funding to establish one of its incubator nodes in downtown Ithaca to provide entrepreneurial support and mentor start-up businesses for technology being commercialized and increase the rate of startup companies.

Strategy #7. Opportunity Agenda

Several projects are being undertaken with CFA Round 3 funding to promote the STREDC's Opportunity Agenda. For example:

- ✓ With assistance from a \$40,800 CFA Round 3 award the Broome-Tioga Board of Cooperative Educational Services provided training to 20 long-term unemployed workers for certified nursing assistance positions during the summer of 2014. This training has been highly effective as individuals who are trained and certified (successfully passed the State examinations) continue to be in high demand, particularly in nursing homes and long-term care facilities. The completion rate is 75%, and those who obtain certification is very high. (CFA # 28393)
- ✓ With funding from OTDA SNAP, the Center for Employment Opportunities will be providing a combination of job readiness training, job search and placement services, and transitional employment including on-the-job training to men and women with recent criminal convictions. For this initiative CEO will focus efforts on individuals on parole living in Binghamton. (CFA #32653)
- ✓ The AmeriCorps Southern Tier Opportunity Corps (STOC) received Round 3 funding in Round 3 to recruit, train and direct a team of dedicated AmeriCorps members placed with key job development and housing agency stakeholders in the Southern Tier. STOC recruited members and arranged placements at the local CSS-Workforce New York, Steuben County Department of Social Services, and local human service agencies such as Catholic Charities and Salvation Army. Working under the New York State Commission on Community and National Service office, the STOC hired its first AmeriCorps members to start working with economically disadvantaged individuals (including veterans and the homeless) in March 2013.



STOC currently has eight members who have been trained, and are integrated into the agency systems addressing employment and housing issues. They have also been instructed in/utilize the data collection systems for outcomes tracking. STOC has members working to transition economically disadvantaged individuals into safe, affordable housing. Members also have been providing low income individuals with needed job skills training to prepare them to enter the workforce. The first Progress Report to the New York State Commission on Community and National Service will be in October 2014.

- ✓ SNAP Family Enrichment Network is reestablishing a licensed child care center in downtown Norwich to meet the needs of working parents in Chenango County. The facility will be the only licensed child care center in the city's downtown, and is in a targeted Opportunity Agenda area. The Norwich Child Care Center will directly employ 10-12 staff and serve 68 children. It will have 6 classrooms: 2 infants, 2 toddlers, 2 pre-school. The project is a collaboration between Child Enrichment and Opportunities for Chenango. Opening of the facility is tentatively scheduled for spring 2015. (CFA # 28619)
- ✓ Pro Action of Steuben and Yates, Inc. created the Southern Tier Regional Training System (STRTS), which is a collaboration between GST BOCES, Corning Community College, Home Care Partnerships, and the Chemung, Schuyler, Steuben Workforce NY to provide Certified Nursing Aide/Home Health Aide training. The program is focused on working with low-income persons to develop skills aimed at overcoming barriers to employment, developing pre-employment competencies, and providing CNA/HHA training. A total of 44 low-income participants are being served, and the program has successfully leveraged an additional \$9,545 in other funding sources. (CFA # 28452)

In addition, the STREDC followed its commitment to implement the Opportunity Agenda strategy by providing financing to business development projects through the Southern Tier Community Revitalization Program and Rural Initiative Fund in targeted areas. Each of these projects will result in creating jobs or housing opportunities in targeted downtown revitalization areas or impoverished rural areas. A few examples include the renovation of a two-story building in downtown Elmira for training/classrooms and development of vacant 2nd/3rd floors of a downtown Elmira building into apartments.

Details of the implementation status for all ESD Capital Funds and Excelsior Tax Credit projects are described in Part One, #3. Status of Past Priority Projects.

2. Overview of Job Creation and Investment

It has been three years since the Southern Tier Regional Council adopted its economic development plan. During the first three CFA competitive rounds, the Southern Tier Region received funding for 58 Priority Projects and 7 projects benefiting from Excelsior Tax Credits. Of the CFA priority projects funded, 53 are either complete or actively underway. Only four projects have been terminated and one is pending.

Jobs and Leverage:

- ✓ Total Priority Projects Complete from Rounds 1, 2 and 3: 18 (31%)
- ✓ Total Priority Projects Actively Underway from Rounds 1, 2 and 3: 35 (60%)
- ✓ Total Priority Projects Terminated and Funding Reallocated: 4 (7%)
- ✓ Total Priority Projects Not Active: 1 (< 2%)
- ✓ Job Creation Among Priority Project in Rounds 1, 2 and 3: 1,611 new jobs created and 6,885 retained, and an expected 1,520 additional new jobs
- ✓ Job Retention Among Priority in Rounds 1, 2 and 3: 6,885
- ✓ Cumulative Leverage by Priority Projects: \$475 million

Strengthening the manufacturing sector and increasing global exports: New York State's investment of \$3,225,500 in CFA "priority project" awards during the first three competitive funding rounds has resulted in the creation of 296 new jobs and retention of 1,217 jobs, and leveraged nearly \$230 million in private sector investment. In addition, four firms received \$1,375,000 in Excelsior Tax Credits that generated 186 new jobs, retained 4,754 jobs and leveraged nearly \$3,800,000.

Corning Incorporated's Heavy Duty Diesel Plant Expansion is a prime example of leveraging private investment, creating jobs and increasing global exports. The 107,000 square foot expansion involves application of next generation technology and advanced manufacturing in the transportation industry. The project will be complete by YE 2014, and has leveraged \$228,000,000 in private investment, retained 500 permanent jobs, and created 250 new jobs. Other companies such as Hilliard Corporation in Elmira received funding to strengthen their manufacturing capacity to support the transportation industry.

Preparing students for jobs in the high demand healthcare field: The Southern Tier has a recognized regional strength and resource in its health care industry, but the industry faces critical issues as well as opportunities in its role as an economic development driver. A major challenge is recruiting qualified nurses and technicians. The Regional Council took steps to identify key projects that would advance its Healthcare 2020 strategy through workforce development. The Elmira College Health Sciences Facility Project addresses the need for nurses. The renovation and expansion project is underway with Round 3 funding. With the expanded capacity, the college's Health Sciences programs will increase enrollment from 177 to 220 and help curb the shortage of BSN nurses/other health professionals in the region. The project also will advance and strengthen joint efforts with Arnot Health, Guthrie Health, Schuyler Hospital and adult-care facilities.

Growing the Agriculture Industry: Challenge Industries constructed its 25,000 square foot Finger Lakes Food Hub with Round 2 funding, and created 153 new jobs. The interregional project based in Tompkins County is complete, and it is operating to package produce from local farms for bulk and retail sales under its Finger Lakes Fresh brand. It is leveraging its existing distribution system with Wegmans, Tops, Price Chopper, SYSCO and others. The workers in the Food Hub are disabled, refugees and other groups with barriers to employment such as public assistance recipients.

Another good example is the investment in businesses such as Sunrise Farms, a dairy producer that specializes in the manufacture of yogurt products. With a CFA grant the company has more than doubled its production and added 50 new jobs.

Strategic partnerships with companies and academic institutions in the region. Following are a few examples of these highly successful partnerships and investments supported through the CFA process.

- ✓ With funding from Round 2, Cornell University was able to construct a new greenhouse and expand the Cornell Food Processing Laboratory. These two projects generate 400+ research and technology transfer projects that impact more than 36,000 farms occupying 7,000,000 acres.
- ✓ The Council's Telemedicine Fund, established with Round 2 funding, is supporting a dynamic partnership with Binghamton University, Lourdes Hospital and United Health Services to undertake cutting edge research that will result in improved health care for persons living in rural areas.

3. Status of Past Priority Projects: Rounds 1, 2 and 3

In Round 1 the region received awards totaling \$37,725,940 for 58 projects, of which 55 contracts were executed. The region also was awarded \$10,000,000 in bond financing and \$1,666,666.67 in Excelsior Tax Credits for a total award of \$49,392,606.67.

In Round 2 the region received awards totaling \$36,700,000 for 66 projects, of which 64 contracts were executed. The region also was awarded \$4,500,000 in Excelsior Tax Credits and \$50,000,000 in low-cost economic development financing for a total award of \$91,200,000.

In Round 3 the Southern Tier received awards totaling \$35,861,649 for 87 projects. The region also was awarded \$40,000,000 in low-cost economic development financing and Excelsior Tax Credits, \$3,500,000 in Community Renewal Funds and \$2,538,351 for NYS DERDA Energy Efficiency Projects for a total award of \$81,900,000.

The projected ***cumulative results*** of the 53 ESD Capital Priority Projects that are either complete or active from the first three rounds include:

New Jobs:	1,611
Foundation for New Job Creation:	1,510
Retained Jobs:	6,885
New Businesses Created	22
Leverage:	\$474,575,890

Following is a status report on each of the ESD Capital and Planning Priority Projects funded in the first three rounds.

Strategy 1. The Southern Tier ... New York's Leader in Energy Efficiency and Renewable Energy Technology

Action	Progress and Measurable Results	Status
<p><i>SUNY Delhi Subsurface Water Disposal and Irrigation</i></p> <p><i>Objective: To employ state-of-the-art energy technology, create a national model of energy efficiency and environmental effectiveness, and create manufacturing and health service sector jobs in an economically disadvantaged county by enabling and motivating expansion plans for three employers.</i></p>	<p>SUNY Delhi received a CFA Round 3 award of \$720,000 to undertake an interregional project involving development and installation of cutting edge energy technology to transfer waste water treatment into retention pond(s) or storage, subsurface infiltration and use of an energy-efficient renew/reuse irrigation system.</p> <p><i>Measurable Results:</i></p> <ul style="list-style-type: none"> • Supports expansion of three major employers in Delhi area. • Job Creation: 112 • Leverage: \$3,320,000 • Preserves the NYC Watershed and the West of the Hudson NYC Watershed region by mitigating out-take demands on the Little Delaware River. 	<p>Underway.</p> <p>Operations to begin Spring 2015.</p>
<p><i>Binghamton University Southern Tier High Technology Incubator</i></p> <p><i>Objective: Innovation, commercialization and job creation through industry-university collaboration and high-tech infrastructure. Focus on smart energy, transportation, microelectronics, and healthcare.</i></p>	<p>The project received a \$7,000,000 award in CFA Round 2. The 24,000 square foot incubator will provide high-tech infrastructure for up to 12 companies focusing on research and development in energy, microelectronics, and healthcare. It will include specialized laboratories, a battery and supercapacitor enablement lab, a solar cell fabrication lab and other features associated with industry-based science and technology research, development and manufacturing.</p> <p>The \$22,000,000 project is being built in a distressed area of downtown Binghamton that also is a targeted Opportunity Agenda area. It is being undertaken in partnership with private industry, Broome County, and the Broome County Industrial Development Agency.</p> <p><i>Measurable Results:</i></p> <ul style="list-style-type: none"> • Leverage: \$15,000,000 • Creation of 12 companies and 900 jobs over the next 9 years. 	<p>Underway.</p> <p>Construction to begin in Spring 2015, and facility opening planned for 2016.</p>

**Bates-Troy Heat and Power Co-Gen
Production Facility**

Objective: Achieve energy efficiency and increase local electrical grid capacity, while supporting an innovative laundry process for hospitals and nursing homes; thereby reducing costs to NYS.

Bates-Troy is among the largest commercial laundries in the Northeast. The project received \$180,000 in CFA Round 2, and the Regional Council provided an additional \$200,000 from reallocation of funds from a terminated project. This project involves the installation of a Combined Heat and Power (CHP) unit that will result in an efficient cogeneration power unit, reduced utility costs, and competitive access to out-of-state markets. The company is collaborating with Binghamton University researchers to boost the efficiency of dryers from 60% to 90%, and also is working with NYSERDA to create a model for commercial laundry facility with the highest level of energy efficiency in the country.

Measurable Results:

- ✓ National model for energy efficiency.
- ✓ Job Creation: 55
- ✓ Leverage: \$1,600,000

Underway.

Will be complete and operational in October 2014.



Strategy 2. Manufacturing and the Transportation Industry... Building Next Generation Technology and Advanced Manufacturing

Action	Progress and Measurable Results	Status
 <p>Hilliard Corporation – Pleater Equipment Acquisition</p> <p>Objective: To increase Hilliard’s manufacturing capacity.</p>	<p>Hilliard Corporation located in Elmira received a \$145,000 Round 3 award to acquire assembly equipment to increase the company’s capacity to manufacture filter cartridges.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 7 ✓ Job Retention: 615 ✓ Leverage: \$650,000 	<p>Underway.</p>
 <p>Dyco Electronics, Inc.</p> <p>Objective: To competitively position Dyco Electronics as world class and a leader in the Custom Magnetics arena.</p>	<p>Dyco Electronics received \$30,500 in CFA Round 3 to purchase machinery and equipment, and to upgrade its website.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 39 ✓ Job Retention: 52 ✓ Leverage: \$198,300 	<p>Underway.</p>



Environmental Technologies Heavy Duty Diesel Truck Facility

Objective: To position Corning Incorporated to be highly competitive in the domestic and International market for a Heavy Duty Diesel Product, where demand is projected to double by 2017.

The project received \$3,000,000 in CFA Round 2 to assist with M&E, plus a \$40,000,000 Excelsior Program Tax Credit. Construction of the 107,000 square foot expansion and equipping of the Heavy Duty Diesel facility in the Town of Erwin is underway to support domestic and international demand for Heavy Duty Diesel products. The project responds to China's clean air Diesel regulations that went into effect in 2013, while Europe's Euro VI regulations become law in 2014.

Measurable Results:

- ✓ Construction jobs: 75
- ✓ Jobs Creation: 250
- ✓ Job Retention: 500
- ✓ Leverage: \$228,000,000

Underway.

Construction to be completed by YE 2014. Production to begin in early 2015.

Buckingham Manufacturing

Objective: Buckingham Mfg. produces personal fall protection and safety equipment. The objective is to improve efficiency and costs to allow the company to be more competitive in the market place both domestically and internationally.

The company received \$50,000 in CFA Round 2 to purchase automated production equipment to support business expansion, improved efficiency and reduced costs allowing firm to be more competitive in the domestic and international markets.

Measurable Results:

- ✓ Job Retention: 50
- ✓ Leverage: \$100,000

✓ **Complete.**

BAE Systems' Next Generation Energy Efficiency Technology

Objective: Advance BAE'S HybriDrive hybrid-electric propulsion system product.

\$500,000 in CFA Round 2 funding was intended for acquisition of next generation HybriDrive hardware components to enable BAE Systems to seed the nascent hybrid-electric heavy-duty truck market. ESD has determined that BAE could not achieve the job goals and the award was reallocated.

Project terminated. Funds reallocated to Bates Troy Co-Gen Project and Project Seneca WWT Facility



Advanced Transit Manufacturing – Excelsior Tax Credits

Advanced Transit Manufacturing received \$150,000 in Excelsior Tax Credits.

Measurable Results:

- ✓ Job Creation: 11
- ✓ Job Retention: 30

Underway.



Team World, Inc. – Excelsior Tax Credits

Objective: Expand the business, particularly its specialty bottling operation.

Team World received \$350,000 in Excelsior Tax Credits. The specialty bottling company is expanding the bottling operation to a facility in Conklin.

Measurable Results:

- ✓ Job Creation: 25
- ✓ Job Retention: 79
- ✓ Leverage: \$2,173,055

✓ **Complete.**

DRESSER-RAND

Bringing energy and the environment into harmony.®

Dresser-Rand Company – Excelsior Tax Credits

Dresser-Rand Company received \$125,000 in Excelsior Tax Credits in 2012.

Measurable Results:

- ✓ Job Creation: 35
- ✓ Job Retention: 3,980
- ✓ Investment Commitment: \$1,590,000

✓ **Complete.**

The Gunlocke Company, LLC – Excelsior Tax Credits

The Gunlocke Company received \$750,000 in Excelsior Tax Credits in 2012.

Measurable Results:

- ✓ Job Creation: 115
- ✓ Job Retention: 665

✓ **Complete.**

Strategy 3. Healthcare 2020

Action	Progress and Measurable Results	Status
 <p>Telemedicine and Mobile Technology Fund</p> <p>Objective: Provide grants to the region’s health care industry and academic institutions for research and the purchase of telehealth systems and equipment, software, and mobile devices that will enhance delivery of health care in the rural areas of the region.</p>	<p>The Southern Tier Region Economic Development Corporation received a \$2,500,000 Round 2 award to create the fund and allocated it to two projects:</p> <ul style="list-style-type: none"> ✓ Southern Tier Telemedicine and Mobile Health Research, Development, and Training Center at Binghamton University (\$1,666,163) ✓ Chemung-Steuben Telehealth Project led by Arnot Health (458,837) <p>Because only \$2,125,000 was awarded to these two projects, the Regional Council reallocated the remaining \$375,000 to the BU STEM Project (\$175,000) and the Southern Tier Rural Initiative Fund (\$200,000).</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$7,000,000 ✓ Academic/private collaboration to create cloud-based technology. ✓ Consolidation of two emergency rooms for a savings of \$1M per year. ✓ 33,000 residents annually enrolled in a disease management program. ✓ 100,000 calls as a regional center; 325 remote consultations per year. ✓ 150 staff education/training sessions per year. ✓ 3,000 rural residents in telehealth education programs each year. 	<p>✓ Complete.</p> <p>Fund is fully committed and projects are underway.</p>



Elmira College Health Sciences Facility

Objective: The renovated Cowles Hall will house Elmira College's Nursing, Speech and Hearing Programs, and provide space for the expansion of new healthcare programs including RN's and nurse practitioners.

Elmira College received \$2,250,000 in Round 3 to complete the renovation of Cowles Hall, necessary to expand its healthcare education programs. This is the final phase of a \$12,935,260 project.

Measurable Results:

- ✓ Increase annual enrollment in nursing program from 177 to 220.
- ✓ Revitalize a historic building and the urban core of Elmira.
- ✓ Job Creation: 11
- ✓ Job Retention: 8
- ✓ Leverage: \$3,314,000
- ✓ Construction jobs: 46

Underway.

Construction is underway and will be complete in time for 2014 fall enrollment.

SUNY Broome: Radiologic Technology Equipment Upgrade

Objective: Acquisition of equipment to upgrade SUNY Broome's Radiologic Technology training program.

SUNY Broome's Radiologic Technology program is the largest training program in the region, and is highly regarded by healthcare providers as a source for well-qualified entry-level technologists. The college received a CFA Round 2 award of \$75,000, and the Regional Council took action in 2014 to reallocate an additional \$75,000 from a terminated project to make a total of \$150,000 available to the college.

Measurable Results:

- ✓ Healthcare workers to be trained: 20 per year

Underway.

Strategy 4. Revitalize the Rural Farm and Forest-based Economy

Action	Progress and Measurable Results	Status
 <p>Southern Tier Region Rural Initiative Fund</p> <p>Objective: Reduce the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology.</p>	<p>The Rural Initiative Fund received \$3,000,000 in Round 1, \$1,000,000 in Round 2, and \$1,000,000 in Round 3. In addition, the Council reallocated an additional \$200,000 from a previously terminated project. The fund is a regional program designed to provide start up and expansion capital funds to rural and forest-based businesses through low-interest revolving loan funds. Projects include yogurt processing facilities, dairy farms, breweries, hops farms, vineyards, wineries, pork and poultry production, and wood products.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Loan funds awarded: \$4,237,567 ✓ Job Creation: 155 ✓ Job Retention: 25 ✓ Leverage: \$6,000,000 ✓ Increase in productive acreage: 324 	<p>Underway.</p> <p>Loans being actively made with Round 3 funding.</p>
 <p>Green Lumber: Infrastructure Improvements for a New Mill Operation</p> <p>Objective: To create the infrastructure required to meet the electrical power needs of an existing company that recently restored the dormant Green Lumber company with a \$3,000,000 investment.</p>	<p>Delaware County IDA received \$850,000 in CFA Round 3 to install an energy efficient power source for lumber mill operations, and provide additional electric service required to replace the inefficient generators.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 20 ✓ Job Retention: 30 ✓ Leverage: \$1,400,000 	<p>Underway.</p>



Farm to Bistro

Objective: This interregional project involving the Southern Tier and Central NY regions creates a working farm at Tompkins-Cortland Community College and a culinary center in downtown Ithaca. It implements new technology, promotes regional products, applies renewable energy including wind and solar, creates value-added products to support agri-businesses, and involves workforce development with programs in culinary arts and sustainable agriculture.

Tompkins-Cortland Community College received \$1,300,800 in CFA Round 3 ESD Capital funding and \$1,300,800 in ESD MNY to create a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca.

Measurable Results:

- ✓ Workforce development in culinary arts, agri-business and energy sustainability.
- ✓ Development of culinary and agribusiness tourism destinations.
- ✓ Builds regional collaborations in tourism and agribusiness
- ✓ Construction Jobs: 38
- ✓ Jobs Creation: 42.25 FTE
- ✓ New businesses: 2
- ✓ Leverage: \$5,203,180

Underway.

Construction on farm and culinary center underway, and crops have been planted.

**Red Greenhouse and Lab Complex Additions
Cornell University College of Agriculture and Life Sciences**

Objective: Create additional state-of-the-art greenhouse and lab facilities for the development of novel crop varieties for new markets. The greenhouse will facilitate the development of improved pest control tactics and technologies to optimize plant growth for current and future conditions in NYS.

The project received \$350,000 in CFA Round 2 funding and involves the construction of two 8,000 square foot additions to the existing Red Greenhouse and Lab Complex to create a state-of-the art space.

Measurable Results:

- ✓ More than 36,000 farms, occupying 7M acres, will benefit from 400+ research projects conducted annually.
- ✓ Leverage: \$1,729,681

Underway.

To be complete by YE 2014.

***Food Processing Development Laboratory
Cornell University College of Agriculture and
Life Sciences***

Objective: Enhance the university's ability to support growth of the region's agriculture industry, particularly the dairy and yogurt businesses.

The project received \$500,000 in CFA Round 2 and involved facility upgrades, equipment acquisition and expansion of the Food Processing and Development Laboratory.

Measurable Results:

- ✓ Job Creation: 56
- ✓ Leverage: \$2,091,600
- ✓ Research, development and technical assistance to companies i.e., Chobani, HP Hood, Fingerlakes Farmstead Cheese, Indian Milk and Honey, Agave Biosystems, E2E Materials, International Food Network.

✓ **Complete.**

***Finger Lakes Food Hub
Challenge Industries***

Objective: Construction of a 25,200 square foot food processing facility that is collaborating with local farmers/producers to process, package and distribute "local" foods to large wholesale and retail businesses in the Southern Tier, Central NY, Finger Lakes and Western NY regions.

The project received \$450,000 in CFA Round 2 to construct a 25,200 square foot food processing facility. Challenge Industries purchases products from local farms and producers, washes, sorts and packages for bulk and retail, and sells produce under the Finger Lakes Fresh brand. It leveraged its existing distribution system that includes customers such as Wegmans, Tops, Price Chopper, SYSCO, etc. The workers in the Food Hub are disabled, refugees and other groups with barriers to employment.

Measurable Results:

- ✓ Job Creation: 153
- ✓ Leverage: \$1,590,000
- ✓ Supports local farms and producers
- ✓ Additional 300 acres being added to agricultural production

✓ **Complete.**



Sunrise Family Farm Expansion

Objective: Expand dairy and yogurt production facility in Norwich to support the growing yogurt industry.

The project received a \$275,000 award in CFA Round 2. Sunrise Family Farms, Inc. is a specialty yogurt manufacturer based in Norwich. The project involved the expansion of business into a 25,000 square foot food plant in Greene, NY. In addition, the Norwich facility has been refitted for cheese production.

Measurable Results:

- ✓ Annual sales increased from \$2,000,000 in 2012 to 15M in 2013.
- ✓ Job Creation: 50
- ✓ Job Retention: 35
- ✓ Leverage: \$330,000
- ✓ Expanded capacity by 250%, responded to market demand.

✓ **Complete.**

Strategy 5. Economic Development Backbone

Action



Southern Tier Regional Infrastructure Fund for Shovel Ready Sites

Objective: To increase the Southern Tier Region’s capacity to attract and support business development by lowering the cost of site and business development, helping to position sites for NYS Shovel Ready Site Certification, and re-develop brownfield sites. Emphasis is placed on smart growth and energy efficient site development.

Progress and Measurable Results

The initiative received \$2,500,000 in Round 1 and \$1,500,000 in Round 2. The Fund provides gap financing in the form of loans, and leverages financing from private and public sources.

Measurable Results:

- ✓ Funding provided loans to support the development of three shovel ready sites in Chemung, Steuben and Tioga counties totaling \$9,147,920.
- ✓ Construction Jobs: 560
- ✓ Leverage: \$5,863,584
- ✓ Expect to create 1,250 jobs and leverage an additional \$240,000,000

Status

✓ **Complete.**

Construction is underway on the two shovel ready sites funded with Rounds 1 and 2 loans.

Southern Tier Community Revitalization Program

Objective: Low-interest loan fund provides “gap” financing for projects that utilize a collaborative approach to improved and diverse downtowns, mixed use options, and commercial and retail opportunities linked to discrete neighborhoods centers, and that have a financing strategy and can demonstrate the greatest potential to leverage public funds and non-profit resources, attract and sustain both short-term and long-term private capital, and catalyze further development.

The Community Revitalization Fund was established with a \$5,000,000 grant award in the CFA Round 1, and received an additional \$2,500,000 in Round 2 and \$1,250,000 in Round 3. Note this is a loan program, and the proceeds will seed future projects.

Measurable Result To-date:

- ✓ Job Creation: 235
- ✓ Job Retention: 10
- ✓ Leverage: \$44,000,000
- ✓ Downtown buildings renovated: 52
- ✓ New housing units created: 87
- ✓ New commercial spaces created: 38
- ✓ New road and bridge construction projects: 4

✓ **Complete.**



CMoG International Motorcoach Entrance

Objective: To construct a motorcoach entrance to accommodate the growing international tourist visitations to the Corning Museum of Glass.

In CFA Round 3, the Corning Museum of Glass received \$1.5 M for construction of a new international motorcoach, part of a 100,000 square foot expansion of the museum.

Measurable Results:

- ✓ Job Creation: 35
- ✓ Job Retention: 140
- ✓ Leverage: \$50,800,000
- ✓ Accommodates growth in international visitations, which are expected to increase 14% by 2016.

Underway.

Construction to be complete by 4th quarter 2014.

Roberson Museum Facilities Improvements - Stabilizing a Landmark and Preparing a Tourist Attraction

Objective: To preserve the Roberson Museum as an anchor in the City of Binghamton, contribute to downtown Binghamton's revitalization, and enhance the region's tourism industry.

The Roberson Memorial, Inc. received \$500,000 in CFA Round 3 ESD Capital funds to undertake a multi-year program of facility improvements. In 2014 the Museum requested a reduced scope of work that involves restoration of essential operations including HVAC and mechanical upgrades, which reduced the ESD funding to \$50,000. The remaining \$450,000 was reallocated by the Council to the Rural Initiative Fund.

Measurable Results:

- ✓ Leverage: \$151,344

Underway.

Clemens Tourism Destination Initiative

Objective: To establish the Clemens Center as Chemung's primary cultural tourism destination and performing arts facility. The project also contributes to downtown Elmira's revitalization.

In CFA Round 3, Chemung County Performing Arts received \$150,000 in ESD Capital and \$89,415 in ESD MNY funding for marketing enhancements, facility improvements and renovations to the Clemens Center located in an Opportunity Agenda targeted area in downtown Elmira.

Measurable Results:

- ✓ Job Creation: 2
- ✓ Leverage: \$506,200

Underway.

<p>MTC Wireless</p> <p>Objective: Interregional project to expand wireless underlay to residents and businesses in Delaware and Schoharie Counties.</p>	<p>In Round 3 MTC Cable received \$320,500 in ESD Capital funding to complete Phase 2 of the extension of broadband to businesses and residents in Roxbury, Stamford and Harpursfield in Delaware County, and Conesville- Gilboa in Schoharie County.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$458,020 	<p>Underway.</p>
<p>STN Extension</p> <p>Objective: Extend broadband into targeted business development areas in Broome and Tioga Counties, and address the need for high speed access to support the Southern Tier Innovation Hot Spot.</p>	<p>The Southern Tier Network (STN) received \$5,000,000 in CFA Round 3 for the extension of a 250-mile open access dark fiber backbone through Tioga and Broome Counties, and additional sites in Schuyler County.</p> <p>Measurable Results</p> <ul style="list-style-type: none"> ✓ Connects the Southern Tier Innovation Hot Spot anchors in Corning, Binghamton and Ithaca ✓ Leverage: \$2,780,620 	<p>Underway.</p>
<p>Greater Binghamton Airport Utility Improvement</p> <p>Objective: Creation of a 1,000 acre shovel ready site and mitigate the issue of a failing sewer system.</p>	<p>Broome County received \$1,250,000 in CFA Round 3 for infrastructure improvements to the Greater Binghamton Airport Park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site and upgrade the existing airport sewer system</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 100+ ✓ Job Retention: 75 ✓ Leverage: \$8,674,000 	<p>Underway.</p>
<p>Hobart Revitalization</p> <p>Objective: Revitalize downtown Hobart's historic district.</p>	<p>In CFA Round 3, the Western Catskills Community Revitalization Council received \$180,000 in ESD MNY and \$200,000 in HCR NYMS funding to renovate 10-room hotel in a historic block in Hobart. The hotel project is one element of a multi-project revitalization including 1 historic center, 34 apts., 15 commercial spaces, a 10-room hotel and 1 residential unit.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 6 ✓ Leverage: \$637,500 	<p>Underway.</p>

<p>Study of NYS 17/I-86 Interchange</p> <p>Objective: To conduct an engineering study to determine how to enhance the I-86 interchanged at Tioga Downs in the Town of Nichols.</p>	<p>Tioga County received \$25,000 in CFA Round 3 for an engineering study of the I-86 interchange near Tioga Downs Raceway.</p> <p>Measurable Results</p> <ul style="list-style-type: none"> ✓ Leverage: \$50,000 ✓ Plan to address the issues of increasing traffic and major flooding. 	<p>Underway.</p>
<p>Wissihickon – Restoration of former bottling facility</p> <p>Objective: To convert a former bottling facility into a turn-key light manufacturing facility.</p>	<p>With \$205,000 Round 3 award, Delaware County IDA facilitated the acquisition and renovation of the former Wissihickon site, a 20,000 square foot water bottling facility to create a shovel ready, turn-key light manufacturing facility.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 40 ✓ Leverage: \$354,390 	<p>Underway.</p>
<p>Sidney BID District</p> <p>Objective: To establish a downtown business improvement district and strategic plan to restore and revitalize the Village of Sidney’s downtown following two devastating floods.</p>	<p>The Village of Sidney received \$25,000 in CFA Round 3 funding to undertake the planning process as the first step in establishing a downtown business improvement district and downtown revitalization plan.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$25,000 ✓ Downtown revitalization plan. 	<p>Underway.</p> <p>Complete plan by September 2014.</p>
<p>Tioga County IDA Mixed Use Site Study</p> <p>Objective: To develop a site plan for a shovel ready site in Tioga County.</p>	<p>The Tioga County IDA received \$50,000 in CFA Round 3 funding to undertake the planning process to create a shovel-ready site on a 36.3 acre vacant site.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$50,000 ✓ Shovel ready site plan. 	<p>Underway.</p>

<p>Chenango Place</p> <p>Objective: To renovate an historic waterfront building in downtown Binghamton – in an Opportunity Agenda targeted area.</p>	<p>The project received a \$250,000 Round 3 award to renovate an anchor waterfront building located in downtown Binghamton into mixed use.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 20 ✓ Leverage: \$8,550,000 	<p>✓ Complete.</p>
<p>Growing Spaces, Improving Lives</p> <p>Objective: To provide for expansion of the day habilitation facility for employment and vocational training to designated individuals with multiple disabilities in the Day Habilitation Program.</p>	<p>The NYS Association of Retarded Children-Broome, Tioga received \$304,000 in CFA Round 3 funding to undertake the third phase of a 25,575 square foot renovation project for the expansion of the day rehabilitation space.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Facility to provide 12-18 disabled people with vocational training. 	<p>Underway.</p>
<p>The INN at Corning</p> <p>Objective: To build an upscale hotel development to address the growing lodging demand resulting from the growth in tourism, and transform downtown Corning’s riverfront.</p>	<p>The Steuben County IDA and Fitzpatrick Holdings company received \$2,000,000 in CFA Round 3 funding to undertake the demolition of an existing hotel and construction of a new 5-story, 125 room upscale hotel.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 40 ✓ Leverage: \$12,000,000 	<p>Underway.</p>
<p>Margaretville Best Western Hotel</p> <p>Objective: Address the lodging demand resulting from increasing tourism traffic in the Catskills.</p>	<p>A Round 3 award in the amount of \$1,300,000 was made for the construction of a 62-room Best Western Hotel on the site of the former Margaretville Motel.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 25 ✓ Leveraging \$5,514,000 in private investment. 	<p>Underway.</p>
<p>Project H’port: Hammondsport Hotel</p> <p>Objective: Provide lodging at a major visitor gateway in support of the growing tourism industry in the wine region of the Southern Tier.</p>	<p>In CFA Round 3, East Lake Investments received \$725,000 in funding to be used toward the construction of a new 64-room hotel in Hammondsport.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 17 ✓ Leverage: \$5,420,000 	<p>Underway.</p>

First Arena Improvements, Elmira, NY

Objective: To upgrade a major tourism destination in downtown Elmira, a targeted Opportunity Agenda area.

The project received a \$1,500,000 Round 3 award to undertake substantial repair and replacement of equipment in First Arena, located in an Elmira Opportunity Agenda target area. The project involves revitalization of this major tourism/event destination to retain the Elmira Jackals professional hockey team, increase its usage for regional events, meetings, and trade shows; speakers venues; wine industry related events; concert; and other entertainment venues.

Measurable Results:

- ✓ Job Retention: 75
- ✓ Leverage: \$6,000,000

Underway.

Watkins Glen Middle School

Objective: To utilize a vacant school building, while providing housing for low-income persons being relocated to make room for the Seneca Lake waterfront development in Watkins Glen.

SEPP, Inc. received \$900,000 in CFA Round 3 to redevelop a vacant school building into 50 apartments for persons age 55+.

Measurable Results:

- ✓ Housing for 50 low-income residents.
- ✓ Supports Seneca Lake waterfront development by demolishing a low-income housing facility and relocation of its residents.
- ✓ Leverage: \$11,000,000

Underway.

Watkins Glen Middle Marina Planning Study

Objective: To utilize a vacant school building, while providing housing for low-income persons.

The Village of Watkins Glen received \$106,750 in CFA Round 3 funding to fund the planning for the restoration and expansion of the middle marina at the south end of Seneca Lake; a component of the comprehensive Project Seneca plan.

Measurable Results:

- ✓ Project is a major component of the comprehensive plan to revitalize the Seneca Lake waterfront in Watkins Glen.

Underway.

Former Watkins Brewery Building Renovation

Objective: Redevelopment of 15,700 square foot in the former “freezer/brewery” building, located on the Seneca Lake waterfront in Watkins Glen, into long-term stay accommodations. The 110-year old building is an anchor project in the total redevelopment of the Seneca Lake waterfront.

The project received \$600,000 in Round 2, and an additional allocation of \$400,000 was made by the Regional Council in 2014 due to unique architectural issues and construction challenges related to NYS Route 14; however, the ESD Project Review Committee did not approve the recommended reallocation. At time of printing this report, the project is in jeopardy and project status is pending. It is a key project in the transformation of the Seneca Lake Waterfront in Watkins Glen.

Underway.

Engineering and design complete. Construction to be complete in early 2015.



The MARK Project

Objective: A small business assistance program to benefit businesses in the Towns of Delaware County; those that were heavily damaged in the floods of 2011 and 2012.

The MARK Project received \$250,000 in CFA Round 2 funding to expand an existing privately funded small business assistance program serving the Town of Middletown, Roxbury and Andes including the Villages of Fleischmanns and Margaretville.

Measurable Results:

- ✓ 10 building renovations completed
- ✓ 8 new businesses established and 4 expanded; 2 new retail spaces
- ✓ Job Creation: 16
- ✓ Leverage: \$1,750,000

✓ **Complete.**

**Project Seneca
Tourism and Waterfront Development**

Objective: Advance cooperation among three local government entities, the county's economic development agency and private developers to relocate an outdated wastewater treatment from the foot of Seneca Lake in Watkins Glen and replace the outdated WWTP in Montour Falls. The two systems will be consolidated into a single WWTP located south of Glen Creek in Watkins Glen.

A \$300,000 Round 2 grant was matched with private funds for the preliminary engineering assessment as the first step in transforming the Seneca Lake waterfront from an industrial site into a dynamic tourism destination and focal point for Watkins Glen downtown recovery. In Montour Falls, the project will enhance the entrance to Canal Park and visibility from State Route 14. The project will advance the goals of the Seneca Lake Watershed Management Plan, the Draft Local Waterfront Revitalization Plan (LWRP), Lakefront Management and Development Strategy and the villages' Comprehensive Plans.

Measurable Results:

- ✓ Planning and environmental review work for the development of the multi-municipal WWT facility is complete.
- ✓ Village of Watkins Glen has been approved for \$25,000,000 hardship loan funds via the Environmental Facilities Corporation.
- ✓ The consortium of private and public stakeholders has developed a comprehensive waterfront re-development plan.

✓ **Complete.**

**The Commons
Ithaca, NY**

Objective: Complete reconstruction of the deteriorated surface of the three block Ithaca Commons and the replacement and upgrades of all of the underground utilities. This is the first phase of the Intermodal Transportation Hub-Accelerating Community Access (ITHACA) project.

The project received a \$1,800,000 award in CFA Round 2. It provided for the infrastructure for both downtown property redevelopment and the first phase of a larger planned Intermodal Transportation Hub-Accelerating Community Access (ITHACA).

Measurable Results:

- ✓ Will allow for 9 development projects and the creation of 270 jobs.
- ✓ Private investment of \$10,000,000 expected as a result of project.

✓ **Complete.**

Emerson Complex Project

Objective: Conduct environmental due diligence and remediation planning for development of a mixed use redevelopment and implementation plan for the 92+ acre site containing 760,000 square feet to includes office, manufacturing, flex and incubator space, multi-family residential, and commercial spaces.

The project received \$344,000 in a Round 2 award. The Emerson Complex is the former site of a 100-year old manufacturing facility. The planning and feasibility studies included environmental due diligence, SEQRA, GEIS Report, the project Master Plan Development and Approval process, an independent environmental testing program and the development of plans for environmental remediation.

Measureable Results:

- ✓ Feasibility studies and master plan for redevelopment.

Underway.

Phase II feasibility study is complete, and master plan development is underway.



Walton Arms National Guard Armory: The Castle

Objective: Restoration and conversion of the 9,000 square foot former 1896 National Guard Armory in Walton into special events center with a café.

The project received a \$194,000 award in Round 2. It addresses the shortage of facilities needed for quality restaurants and to accommodate large events in support of the growing tourism industry in Delaware County.

Measurable Results:

- ✓ Job Creation: 4
- ✓ Leverage: \$1,000,000

✓ **Complete.**

<p>Arbor Housing and Development</p> <p>Objective: Renovate a vacant and blighted retail structure in downtown Corning to create commercial space.</p>	<p>The project received \$450,000 in Round 2 to acquire and renovate an 18,000 square foot blighted former retail structure in downtown Corning to be used for office and commercial space.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Revitalized blighted downtown structure. ✓ Job Creation: 8 	<p>✓ Complete.</p>
<p>Broome County Arena</p> <p>Objective: Renovations and upgrades will be made to improve infrastructure and safety for this tourism destination in Broome County</p>	<p>The project received \$500,000 in Round 2. The upgrades are part of a \$2,500,000 renovation project designed to give the Broome County Arena a facelift, but also improve infrastructure and safety for attendees.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ New seating, LED lighting, concession stands, exterior stairs, outside marquee LED display, dasher board and glass system. ✓ Lighting upgrades will save taxpayers \$600,000 over the next 10 years. ✓ Leverage: \$2,000,000 	<p>✓ Complete.</p>
<p>Town of Lansing Infrastructure Project</p>	<p>The project was awarded \$2,537,000 in CFA Round 2. The Town of Lansing decided not to proceed with the project. The Regional Council terminated the project and reallocated the funding.</p>	<p>Project terminated. Funds reallocated.</p>
<p>Golden Artist Colors – Excelsior Tax Credits</p>	<p>Golden Artist Colors received \$150,000 in Excelsior Tax Credits in 2013.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 11 ✓ Job Retention: 30 	<p>✓ Complete.</p>

Strategy 6. Technology Development and Transfer ... A Job Generator

		Status
<p><i>Downtown Ithaca Incubator</i></p> <p>Objective: To develop an incubator facility in downtown Ithaca that represents a central location for entrepreneurial support and mentoring, and will be open to qualifying startups regardless of affiliation to Cornell University or other institutions.</p>	<p>Cornell received a \$1,000,000 award in Round 3 for development of the Downtown Ithaca Incubator. It involves renovation of a 9,000 square foot building in downtown Ithaca to house the Cornell node of the Southern Tier’s Hot Spot. The incubator focuses on start-ups based on technology transfer and commercialization, and supports student-founded companies.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$2,500,000 ✓ Create 2 jobs 	<p>Underway.</p>
<p><i>Hot Spot Innovation</i></p> <p>Objective: Southern Tier Region will undertake Regional Incubator Plan designed to better leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of startup formation and growth.</p>	<p>Cornell University received a \$1,125,000 award in Round 3 on behalf of the Hot Spot partners that include Cornell University, Binghamton University, Corning Incorporated and The Ceramics Corridor Innovation Center located in the Southern Tier. In addition, the Regional Incubator will involve Alfred University’s School of Ceramics in the Western NY Region and the Geneva Experimental and Testing Station in the Finger Lakes Region.</p>	<p>Underway.</p>
<div style="display: flex; align-items: flex-start;">  <p><i>Exponentially Increasing Science Technology Engineering STEM Research for Economic Development - Binghamton University</i></p> <p>Objective: To provide every undergraduate STEM student with an authentic research experience.</p> </div>	<p>With \$750,000 in funding from Round 3, Binghamton University is constructing and outfitting new labs to provide the infrastructure to integrate undergraduate students in leading-edge research across the disciplines. Because the Round 3 award was not sufficient to support the endeavor, the Council reallocated an additional \$175,000 for the project.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$4,000,000 	<p>Underway.</p>

<p>Rhoenix, Incorporated – Excelsior Tax Credits</p>	<p>Rhoenix, Incorporated received \$125,000 in Excelsior Tax Credits in 2013.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 35 ✓ Job Retention: 171 ✓ Leverage: \$6,061,000 	<p>✓ Complete.</p>
<p>Advanced Microelectronics Manufacturing Endicott Interconnect Technologies</p> <p>Objective: Equipment acquisition to further the University-industry collaboration.</p>	<p>Endicott Interconnect received a \$250,000 grant Round 2. The company is for sale and the project will not move forward. The Council took action in 2014 to reallocate the funds.</p>	<p>Project terminated. Funds reallocated.</p>
<p>Norwich Pharmaceuticals, Inc. – Excelsior Tax Credits</p>	<p>Norwich Pharmaceuticals, Inc. received \$2,000,000 in Excelsior Tax Credits in 2011.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 27 ✓ Job Retention: 334 ✓ Leverage: \$20,227,000 	<p>✓ Complete.</p>
<p>Strategy 7. Opportunity Agenda</p>		
<p>Chenango County Child Care Center</p> <p>Objective: To address the child care needs of impoverished person seeking employment in downtown Norwich.</p>	<p>This is an Opportunity Agenda Priority Project for the Southern Tier. With \$100,000 in ESD Capital Funding from CFA Round 3, the Family Enrichment Network is acquiring and renovating a space to support 6 classrooms and indoor/outdoor spaces to serve 64 children.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Expecting to serve 64 children of low-income persons. 	<p>Underway.</p>

Note that several other projects were funded in support of the Southern Tier’s Opportunity Agenda Strategy; however, they were not ESD Capital Priority Projects. A detailed description of each of these projects is contained in Part I, page 11.

4. Public Engagement

During 2014 the Council took several actions to engage the public and stakeholders in the implementation of its regional strategies and state-wide initiatives, identification of new strategies, and promoting awareness of the region's plan.

One-on-one meetings and technical assistance are considered to be among the most valuable tools in identifying projects to implement the Council's strategic economic development plan and achieve support for the Governor's initiatives. Representatives of the regional ESD office and council members were actively engaged in one-on-one meetings with municipal leaders at the county, city, town and village levels to discuss the feasibility of projects, facilitated collaboration among government entities, brought together public and private sector partners, identified resources and linkages to SART, and provided guidance in selecting potential funding paths through the CFA Round 4.



The Southern Tier SART has been effective in working with the Regional Council, workgroups, and individual projects to move Round 2 and Round 3 projects forward expeditiously. The Council compliments the team for its responsiveness and sincere interest in helping each project achieve success. They have effectively fulfilled their role to align state programs with Regional Council priorities, identify existing programs, provide technical assistance, review CFA's, eliminate impediments to economic growth, and share information. One example of how the SART has assisted the region is Project Seneca. The Department of Environmental Conservation and the Environmental Facilities Corporation continued to play a vital role in the planning for Project Seneca. The project involves completion of the necessary plans for relocation of the Village of Watkins Glen wastewater treatment facility, which is located on the Seneca Lake waterfront. Project Seneca is the first step of what will become a transformational project to revitalize the entire south shore of Seneca Lake from an industrial site to a vibrant mixed use area that will enhance the tourism industry and revitalize downtown Watkins Glen.

The Work Groups have been actively engaged in many of the Governor and Council's initiatives and priorities during the past year. For example:

➤ **Workforce Development Work Group:**

This work group's membership was updated to make certain the leadership of the region's four WIB's and other important agencies in the Southern Tier region are well represented. This work group undertook several tasks in 2014 that included:

- ✓ Conducting a detailed review of the region's current workforce and determining the priority industries/sectors for 2014
- ✓ Adding a "strategy section" to LWIB 2014 Plan for the Southern Tier (see Appendix B)
- ✓ Identifying ways to increase awareness of business-led workforce partnerships
- ✓ Advising REDC on ways to participate in business advisory committees established by community colleges under Next Generation NY Job Linkage Program
- ✓ Collaborating closely with the Opportunity Agenda Work Group to update its strategies and the Veterans Work Group to develop the region's plan in support of the Governor's initiative.

- **Tourism Work Group:**
Membership of the Tourism Work Group was expanded to include representatives of other regions including Finger Lakes, Central NY and Mohawk Valley. This group played a critical role in development of the Southern Tier’s 2014 Global Marketing and Export Plan. This group had insights about barriers and opportunities to grow the international tourist base, increase spending and expand on interregional collaboration.
- **Veteran Work Group:**
The Southern Tier Veteran Work Group was established to provide recommendations to the REDC on formulation of the region’s Veteran Plan. The work group undertook an assessment of the current situation, identified opportunities and made a recommendation to the Regional Council that included strategic objectives and an action plan. See Appendix D. for the detailed plan.
- **Opportunity Agenda Work Group:**
The Southern Tier is committed to advancing its Opportunity Agenda with the overall goal to move impoverished populations into the workforce and revitalize distressed communities in our region. In 2013 the Southern Tier Council took action to integrate its Opportunity Agenda strategy into the overall economic development plan and its strategic objectives including Healthcare, Energy, Transportation and Economic Development Backbone (downtown and waterfront revitalization, workforce development, business development, technology transfer and tourism). In 2014, the work group undertook a review of the original implementation strategy and made recommendations to the Council.
- **Global NY Work Group:**
The Southern Tier’s **Global NY** Work Group was charged with assessing the current situation, identifying opportunities and recommending to the Regional Council a set of strategic objectives and an action plan designed to increase the volume of global export activity, attract foreign investment in expansion of existing businesses and new business development, and grow foreign spending; i.e., tourism, foreign students, etc. The product of this group’s efforts is the Southern Tier’s Global Marketing and Export Strategy that was adopted by the STREDC and is included in Appendix C of this report.

5. Performance Measures



Projects and initiatives were undertaken under all seven of the Council's strategic objectives during 2013-14. The Council uses the following Performance Measures to monitor and measure performance against objectives. Following are the performance measures and progress year-to-date for Round 3 projects, and cumulative for Rounds 1, 2 and 3. Details regarding measurable results of each Round 3 competitive project are provided in Part Two of this report.

Strategy 1. Energy Efficiency & Renewable Energy Technology

Performance Measures:

- State and federal funding leveraged
- Private sector investment in productization
- Increased intellectual property development, licensing and commercialization
- New and retained jobs in businesses related to product development
- Involvement of university-based technology centers and programs
- Replication of the model

Summary of Performance – Round 3 Projects

SUNY DELHI received a \$720,000 CFA Round 3 award to undertake an interregional project involving development and installation of new energy technology to transfer waste water treatment into retention ponds, install subsurface infiltration, and use a highly energy energy-efficient renew/reuse irrigation system.

This project meets all of the performance measures established by the Regional Council, and is producing several significant measurable results including the creation of 112 jobs, leveraging \$3,320,000 in private investment, transferring and applying new technology, developing an effective partnership between the academic and private sectors, and creating a national model of energy efficiency and environmental effectiveness, creation of manufacturing and health service sectors jobs in an economically disadvantaged county by enabling and motivating the expansion plans of three employers. In terms of specific energy performance measures, the project will preserving the NYC Watershed and the West of the Hudson NYC Watershed region by mitigating out-take demands on the Little Delaware River.

Summary of Cumulative Performance during first 3 years: The Priority Projects undertaken in support of this strategic objective during the first three years have resulted in:

- Leveraging \$19,920,000
- Creating 167 jobs
- Setting the stage to create 12 new businesses and 900 new jobs over the next 8 years

Strategy 2. Manufacturing and Transportation Industry ... Next Generation Technology and Advanced Manufacturing

Performance Measures:

- Private sector investment
- Federal and state funds leveraged
- Percentage increase of manufacturing market captured
- Number of jobs created and retained

Summary of Performance – Round 3 Projects

The Hilliard Corporation located in Elmira received a \$145,000 Round 3 award to acquire “Pleater” assembly equipment to increase the company’s capacity to manufacture filter cartridges. This project resulted in creating 7 new jobs, retaining 615 jobs and leveraging \$650,000. Dyco received a \$30,500 Round 3 award to upgrade manufacturing capacity, resulting in creation of 39 jobs, retention of 52 and leveraging of \$198,300.

Summary of Cumulative Performance during first 3 years: The combination of priority projects and Excelsior Tax Credit projects undertaken in support of this strategic objective have resulted in:

- Leveraging \$232,711,355
- Creating 482 jobs
- Retaining 5,971 jobs



Strategy 3. Healthcare 2020

Performance Measures:

- Utilization of telemedicine and mobile technology
- Increase in healthcare professionals
- Healthcare workers trained

Summary of Performance – Round 3 Projects

Summary of Cumulative Performance during first 3 years: The Priority Projects undertaken in the first three years in support of this strategic objective have resulted in:

- Utilization of research and technology to improve telemedicine and mobile healthcare
- Training 300 + healthcare professionals per year
- Leveraging \$10,314,000
- Creating 11 jobs

Strategy 4. Revitalize the Rural Farm and Forest-based Economy

Performance Measures

- New businesses created
- New jobs created/jobs retained
- Increase in agricultural, grass or forest land in use
- Leverages other funds

Summary of Performance – Round 3 Projects

Summary of Cumulative Performance during first 3 years: The Priority Projects undertaken in the first three years in support of this strategic objective have resulted in:

- Leveraging \$16,944,461
- Creating 400 jobs
- Retaining 116 jobs
- Adding 624 acres to agricultural production
- Creating 3 new businesses

Strategy 5. Economic Development Backbone

Performance Measures

- Leverages other resources such as Brownfield Redevelopment, and funds from local, private, state and federal sources
- New job creation
- New commercial spaces
- New business development
- New housing units
- Tourism and waterfront development

Summary of Performance – Round 3 Projects

Round 3 awards totaling \$17,591,250 resulted in the creation of 205 jobs, retention of 245 jobs and leveraging of \$105,882,074.

Summary of Cumulative Performance during first 3 years:

- Leveraging \$161,897,074
- Creating 487 jobs
- Retaining 255 jobs
- Creating 8 new businesses
- Adding 105 housing units
- Creating 47 new commercial spaces
- 8 tourism and waterfront development projects undertaken



Strategy 6. Technology Development and Transfer ... A Jobs Generator

Performance Measures:

- Private sector investment
- Federal and state funds leveraged
- Number of new jobs created
- Number of spin-off companies created
- Number of new ventures created
- Utilization of university-based technology

Summary of Performance – Round 3 Projects

Round 3 awards totaling \$1,750,000 have been successful in leveraging an additional \$6,500,000. These projects include an innovative research-based program being undertaken by Binghamton University that will provide every undergraduate STEM student with an authentic research experience throughout their four years on campus, and creation of the Ithaca Downtown Incubator, an anchor of the Hot Spot and Southern Tier Regional Incubator Initiative.

Summary of Cumulative Performance during first 3 years:

The Round 3 projects described above, together with Excelsior Tax Credits awarded to Norwich Pharmaceuticals and Rhoenix, have resulted in:

- Creating 64 jobs
- Retaining 505 jobs
- Leveraging \$32,789,000

Strategy 7. Opportunity Agenda

Performance Measures: Performance Measures:

- Impoverished supported persons in an effort to move them into the workforce

Summary of Performance – Round 3 Projects

The Regional Council selected the Norwich Child Care Center as an ESD Capital Priority Project to support the Opportunity Agenda in Round 3. With a \$100,000 grant this project will serve 64 children allowing low-income persons to secure employment in the downtown Norwich area. Seven additional projects were funded in Round 3 through various agencies to train impoverished persons in targeted area in the Southern Tier.

Part Two: Implementation

1. 2014 Regional Priorities

A major focus in 2014 was working closely with CFA Round 3 award recipients to ensure their projects moved forward quickly and efficiently. The Council also invested its time and energy in supporting the Governor's initiatives and working to advance its economic development plan, including:

- ✓ Developing and implementing global marketing and export strategies.
- ✓ Collaborating with local government to transform the regional business climate.
- ✓ Supporting the NY Rising Community Reconstruction Program.
- ✓ Keeping the project pipeline flowing.
- ✓ Addressing regional workforce development needs for key sectors.
- ✓ Reviewing the Opportunity Agenda Strategy.
- ✓ Promoting veterans' participation in the workforce.

■ Developing and Implementing Global Marketing and Export Strategy

The STREDC, with the leadership of its Global NY Work Group, developed a strategy intended to attract international investment and create jobs. The set of strategic objectives and action plan are designed to increase the volume of global export activity, attract foreign investment in expansion of existing businesses and new business development, and grow foreign spending among inbound international tourists and foreign students. The detailed strategy is included as Appendix C; however, the major strategic objectives include:

Strategy #1. Increase Volume and Revenues Generated from Export Activity

Activity 1.A. Build interregional collaborations with Central NY and the Finger Lakes regions, and agree on areas of exporting strength of each and agree to put efforts to focus there; i.e., advanced manufacturing and agriculture products in the Southern Tier.

Activity 1.B. Utilize Existing Resources for Product Development and Marketing on a Regional Basis

- Utilize interregional organizations such as the NYS Wine and Grape Foundation as vehicle to market an industry such as wine.
- Cornell University and Cornell Cooperative Extension have expertise in food production and food processing. Example: Maple syrup and honey have been successful so far, and there is an opportunity to aggregate these businesses and help them undertake a joint marketing effort in select foreign countries. Other target products might be dried milk for countries such as China and those in Africa.
- Utilize the *I Love NY* expert in international visitation, Empire State Development and organizations such as NYCandCompany to develop a strategy to take advantage of New York City as a predominant gateway and Niagara Falls as a major international tourism destination. NYC can serve as a showcase for Southern Tier products such as wine and dairy.

Activity 1.C. Utilize the Southern Tier Innovation Hot Spot alliance to develop a strategy to market R&D to foreign countries (academic institutions and professional businesses) that address global needs such as environmental issues and enhanced agricultural production.

Activity 1.D. Utilize Existing Resources such as Empire State Development, US Department of Commerce, and Small Business Development Centers as single points of expertise and to provide education and technical assistance

- Empire State Development
 - Seek out ESD experts to work with the ESD Regional Office and local economic development professionals to undertake targeted interventions with strong and experienced exporters in the Southern Tier.
 - In partnership with ESD, optimize existing overseas services in select target countries to provide comprehensive licensing, translation, deal-making, and support services to top exporters in the Southern Tier that are looking to enter new markets. Countries already identified by the region's top exporting firms should be the first targets such as emerging markets in Africa, Brazil, China, and India, and established markets in Canada, the United Kingdom, Finland, Germany, and France.
 - County-based economic development professionals will work with the ESD experts and other resources to target business in select industry categories that have the potential to develop or expand their export activity. Emphasis will be on advanced manufacturing, transportation industry, agriculture, food processing and technology.
- Utilize the US Department of Commerce services as a point of contact for businesses interested in exporting that would link them up to industry-specific initiatives and/or organizations with appropriate expertise in seeking overseas customers, and in navigating the regulatory hurdles at the state and federal levels.
- Utilize the SBDC's at Binghamton University and Corning Community College as resources for training and information. SBDC staff have recently been trained on export initiatives.
- Newly formed alliances such as the Greater Binghamton Global Alliance are intended to provide education and information, one-one-one technical assistance, resources and networking opportunities for small businesses interested in engaging in global marketing.

Activity 1.E. Create a Global Exporters of Tomorrow Seed Capital Fund

Activity 1.F. Continue to identify non-traditional export opportunities in the region such as individual artisan products, and survey businesses to identify their education and technical assistance needs.

Strategy #2. Increase Foreign Investment in Business Expansion and New Business Development

Activity 2.A. Focus on expansion of existing businesses in the region that are foreign owned. Utilize the several resources for technical assistance and financial assistance.

Activity 2.B. Utilize the EB5 Visa Program to leverage capital investment in tourism infrastructure, such as lodging facilities and major tourism destinations. Investigate getting the Southern Tier certified as an EB5 designated region.

Activity 2.C. Utilize the Southern Tier Hot Spot ... Regional Incubator Program as the primary technical assistance resource for start-ups.

Activity 2.D. Identify professionals in the region who have overseas experience and utilize them as ambassadors and mentors. For examples, there are executives in the region who have started businesses and sold licenses in foreign countries, and managed customer relationships in Europe (UK, Norway, Germany, France, Netherlands, Finland) and Asia (China, Japan, Korea, Taiwan).

Activity 2.E. Leverage university resources such as Cornell and Binghamton University's growing intellectual capital among faculty and foreign students, international research collaborations and faculty, and research institutes such as Cornell's Research in Food and Energy Systems and Binghamton University's Strategic Partnership for Industrial Resurgence (SPIR).

Strategy #3. Grow Spending by International Visitors

Activity 3.A. Increase marketing alliance activities to enter into new foreign markets and expand penetration into existing markets. Existing markets include Germany, United Kingdom and China; while new markets consist of countries such as France, Russia, Argentina, Brazil and Israel.

Activity 3.B. Create more programmed itineraries that are bundled with transportation, quality lodging and attractions/activities with appeal to overseas international travelers to the Southern Tier, Fingers Lakes and Western NY. Play to the "authentic experience through development of agritourism (farm to table) and ecotourism as venues.

Activity 3.C. Create a friendly and welcoming atmosphere. Examples include welcome signage in the languages of targeted nations and training tourism destination staff in primary languages, culture and lifestyles of target groups. Finger Lakes Tourism Alliance is applying for a grant to create a "training institute" to educate tourism professionals – front-line people at major lodging facilities and tourism destinations to make them ambassadors for region.

Strategy #4. Grow Spending by International Students

Activity 4.A. Retain students in the Southern Tier through efforts such as:

- Educating employers about the H1 Visa Program and utilize the optional practical training; however, this can only be used by company with 50+ employees.
- Investigating the new Massachusetts law "Global Entrepreneur in Residence Program" intended to expand the foreign visa program to get around H1V cap. The state created a fund for universities to create an employment program to keep great foreign students to be specialized high tech workers and potential entrepreneurs.

Activity 4.B. Work with tourism agencies in the region to encourage visitation by families of foreign students.

Activity 4.C. Leverage the Study NY program to attract more international students.

■ Collaborating with Local Government to Transform Business Climates

STREDC undertook strategic actions to achieve its objective of assisting municipalities with improving the business climate in their communities.

Local Government Leaders Program

The Council collaborated with the SART and the Southern Tier Central Regional Planning and Development Board to sponsor a program for 90 participants in a region-wide local governments in April 2014. The program was designed to “bring the REDC to local government” and identify options for direct assistance and exchange information about how communities can remove barriers and improve their business climates. Three case studies were presented to share best practices about projects in Watkins Glen and Montour Falls, along with a service consolidation study that is underway with several municipal participants including the Towns of Big Flats, Horseheads, Elmira and Southport, the Village of Horseheads, and the City of Elmira.

Direct REDC Member Involvement

Several members of the STREDC have been involved in working with municipalities to create an enhanced economic environment.

Project Seneca: REDC members Tom Tranter, Tim O’Hearn and Scott Welliver were actively involved with SART in projects designed to transform the Seneca Lake waterfront: removal of two wastewater treatment facilities in Watkins Glen and Montour Falls and construction of a single efficient facility; development of the Watkins Glen Middle Marina; and redevelopment of the former Watkins Middle School.

Binghamton Airport Park: Debbie Preston, REDC member and Broome County Executive worked with the Broome County IDA and Greater Binghamton Airport officials to develop the project designed to make infrastructure improvements to the Greater Binghamton Airport park area, including the extension of municipal sewer service to the site so that 1,000 available acres can become shovel ready.

Delaware County Projects: Peg Ellsworth, REDC member, played a leadership role in bringing about several projects to revitalize projects in communities ravaged by severe flooding such as a 62-room hotel development project in Margaretville, final phase of the MTC Wireless Broadband Project and opening of the Catskill Visitor Center.

Model of Energy Efficiency: Candace Vanko, REDC member and President of SUNY Delhi, took the lead in developing a project to connect the SUNY Delhi campus and the Village of Delhi Waste Water Treatment Plant (WWTP) to build a state-of-the-art energy technology facility, create a national model of energy efficiency and environmental effectiveness, and enable and motivate expansion plans for three of the area's largest employers.

Technology Transfer and Commercialization: Mary George-Opperman, REDC member and a Cornell University vice president, has been instrumental in working with REDC Co-chairs Tom Tranter and Harvey Stenger in forming the new regional incubator.

Health Care 2020: David Patak, STREDC member and President of Lourdes Hospital, was key in bringing Binghamton University, Lourdes Hospital and United Health Systems together to form the new Southern Tier Telemedicine and Mobile Health Research, Development and Training Center.

Local Government Efficiency Assistance

The STREDC has been working with several communities and SART to create efficiencies and position the communities to support economic growth. Examples include:

- ✓ Schuyler County, Village of Watkins Glen and Village of Montour Falls: The three government agencies are working together to develop a consolidated waste water treatment system.
- ✓ Chemung County, the Towns of Big Flats, Catlin, Elmira, Horseheads, Southport, Veteran and the Village of Horseheads: These communities received a Round 3 award to undertake a study to examine the current operation of government services and identify opportunities to eliminate duplication.
- ✓ Tompkins County Relocation of NYS DOT Maintenance Facility: Tompkins County, in cooperation with the City of Ithaca, received a Round 3 award to assess the feasibility of relocating the NYSDOT Tompkins County maintenance facility from its current location on the Cayuga Inlet waterfront. Relocation of the facility will allow for mixed-use development on a prime waterfront location and contribute to the local economy.

■ Supporting 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 supported the development of several Community Reconstruction Plans, each laying out specific strategies and implementation projects. These plans are directly linked to the strategic objectives of the Southern Tier's Regional Economic Development Plan as identified below.

Village of Margaretville Community Reconstruction Plan

- ✓ Strategy 1. Reduce the impact of flooding on the built environment in the Village, including critical facilities, infrastructure, businesses, and housing. ***This strategy is linked to STREDC's economic development plan objective: Economic Backbone – Community Revitalization.***
- ✓ Strategy 2. Improve pre-disaster planning to include emergency communications systems, public outreach and education campaigns, economic recovery planning, and to secure transportation access into and out of the Village.
- ✓ Strategy 3. Encourage business retention and growth in the downtown to strengthen the Village as a regional economic, social and cultural hub. ***This strategy is linked to STREDC's economic development plan objectives: Economic Backbone – Community Revitalization and Business Development. Examples of a specific project include the renovation of the Business Center to foster business growth and creation of small business incentives to encourage commercial growth.***
- ✓ Strategy 4. Ensure essential services are available before, during and after a disaster.
- ✓ Strategy 5. Develop initiatives to address housing challenges related to flood risk, affordability, availability, and limited parcels. ***This strategy is linked to STREDC's Opportunity Agenda Strategy.***
- ✓ Strategy 6. Protect, preserve and enhance natural, cultural, and historic resources and assets. ***This strategy is linked to STREDC's Economic Backbone strategies including Community Revitalization and Tourism Development.***

Sidney Community Reconstruction Plan

- ✓ Strategy 1. Create a vital new neighborhood where relocated residents, businesses, and community organizations can enjoy a remarkable quality of life. ***This strategy is linked to STREDC's Economic Backbone Strategy – Community Revitalization and Business Development.***
- ✓ Strategy 2. Use sustainable green infrastructure to mitigate flooding along the Susquehanna River and Weir Creek for the Village and its neighbors. ***This strategy is linked to STREDC's Energy Efficiency Strategy and Economic Development Backbone Strategy – Community Revitalization and Waterfront Development. Examples of featured projects include the development of the Sidney Waterfront Entertainment, History and Environmental Education Center.***
- ✓ Strategy 3. Protect the Village's manufacturing and Main Street commercial base by making businesses resilient. ***This strategy is linked to STREDC's economic development plan objectives: Economic Backbone – Community Revitalization and Business Development.***
- ✓ Strategy 4. Offer safe and resilient neighborhoods, with housing for people of all ages, abilities and incomes. ***This strategy is linked to both the Community Revitalization objective and the region's Opportunity Agenda Strategy.***
- ✓ Strategy 5. Prepare for climate changes by educating, alerting and protecting Village residents.
- ✓ Strategy 6. Become a leader in watershed-wide planning for the Susquehanna Corridor and model sustainable mitigation measures locally.

Broome County Community Reconstruction Plan

- ✓ Strategy 1. Expand educational efforts so that people, businesses, and social service providers know beforehand what to expect and how to access assistance during and after a flood or other catastrophic storm event.
- ✓ Strategy 2. Incorporate an educational component related to understanding flooding, its causes, and implications, starting with students at the elementary grade level and including all ages to senior citizens.
- ✓ Strategy 3. Prior to storm events, establish neighborhood evacuation routes, and provide information during storms to local residents and businesses.
- ✓ Strategy 4. Encourage participation in the National Flood Insurance Program's Community Rating System.
- ✓ ***Strategy 5. Create flood-safe development outside the floodplain. This strategy is linked to several STREDC's objectives including the creation of shovel ready sites and downtown revitalization.***
- ✓ ***Strategy 6. Expand flood protection of underdeveloped parcels to spur economic growth. This strategy is linked to STREDC's objectives including creation of shovel ready sites, infrastructure development, expansion of existing businesses and development of new businesses.***
- ✓ Strategy 7. Improve stormwater management to mitigate flash flooding.
- ✓ Strategy 8. Increase resiliency of sewer and water supply systems to ensure continued operation of essential health and social services facilities during emergencies.
- ✓ Strategy 9. Provide adequate emergency shelters north and south of the Susquehanna River to house displaced residents and their pets.
- ✓ Strategy 10. Ensure the resiliency of operational locations used by public works departments, first responder and emergency management service providers.
- ✓ Strategy 11. Improve the resiliency of residential development in flood-prone areas. ***This strategy is linked to STREDC's objective to support community revitalization.***
- ✓ Strategy 12. Ensure reliability and resiliency of critical public works infrastructure.

Tioga County Community Reconstruction Plan

- ✓ Strategy 1. Strengthen or create new plans or local laws to minimize damage from future flooding.
- ✓ Strategy 2. Ensure new development and redevelopment are resistant to flood damage. ***This strategy is linked to STREDC's Economic Development Backbone initiatives including Shovel Ready Sites, Community Revitalization and Infrastructure Development.***
- ✓ Strategy 3. Comprehensively prepare the Tioga Community for disasters.
- ✓ Strategy 4. Increase awareness among residents regarding home preparedness and emergency notifications.
- ✓ Strategy 5. Ensure that flood-affected communities have the necessary staff capacity to apply for and administer flood mitigation and community revitalization funds.
- ✓ Strategy 6. Improve the quality of life for residents after flood recovery. ***This strategy is linked to several of STREDC's economic development objectives including Energy Efficiency, Technology Development and Transfer objective, Agriculture and Forest-based Industries, the Economic Development Backbone- Community Revitalization initiative and Tourism Development.***
- ✓ Strategy 7. Create a diversified economy in the Tioga Communities, supported by tourism, light industry and small business. ***This strategy is linked to several STREDC's economic development strategies including: Manufacturing, Agriculture and Forest-based Economy, Technology Development and Transfer, Economic Development Backbone – Business Development and Tourism Development. Examples of specific projects include the proposed high-tech incubator node in the Village of Owego that will connect with the ST REDC's Innovation Hot Spot, enhancing tourism through marketing and downtown revitalization, support of the agricultural industry, and establishment of low cost alternative energy through the potential establishment of a micro-grid.***
- ✓ Strategy 8. Ensure emergency services for vulnerable populations, including provision of medical supplies and pharmaceuticals.
- ✓ Strategy 9. Reduce future flood damage to existing homes through adoption of stricter land use controls and undertake infrastructure improvements that further protect and allow for the new construction of affordable market-rate housing. ***This strategy is linked to STREDC's Economic Development Backbone – Community Revitalization strategy.***
- ✓ Strategy 10. Protect key areas and critical facilities in the Tioga Community.
- ✓ Strategy 11. Preserve and restore natural areas, including floodplains, streams, and wetlands, which can slow floodwater's momentum, reduce erosion, and increase a community's flood resiliency.

The NY Rising Community Reconstruction Program is enabling 124 severely impacted communities to identify resilient and innovative reconstruction projects and other needed actions based on community-driven plans that consider current damage, future threats and economic opportunities. In the Southern Tier, 14 municipalities in 3 counties are participating in the program.

- ✓ In Tioga County, the Town of Nichols, Village of Nichols, Town of Owego, Village of Owego and Town of Tioga (formally added to the program in early 2014) have prepared a collaborative NY Rising Community Reconstruction Plan and are eligible for up to \$15,000,000 in Federal CDBG-Disaster Recovery Implementation Funds.
- ✓ In Broome County, the City of Binghamton, Town of Union, Town of Conklin, Town of Vestal, Village of Johnson City and Village of Endicott (formally added to the program in early 2014) have completed a collaborative NY Rising Community Reconstruction Plan and are eligible for up to \$18,660,947 in CDBG-DR funds.

- ✓ In Broome County, the Town of Chenango was added to the program in early 2014 and has just begun the process to develop a plan. It will be eligible for up to \$3 million in CDBG-DR funds.
- ✓ In Delaware County, the Villages of Sidney and Margaretville each have completed Community Reconstruction Plans and are eligible for up to \$3,000,000 each (\$6,000,000 total) in CDBG-DR funds.

Rising to the Top Awards

In addition to being eligible for over \$42,000,000 in federal implementation funds, the Southern Tier received 2 of 8 statewide competitive NY Rising Top awards announced by Governor Cuomo in April 2014. The Broome, Tioga and Sidney communities were awarded \$3,000,000 for Regional Collaboration and Margaretville was awarded \$3,000,000 for Community Involvement. These awards bring the total amount of CDBG-DR funds available for implementation to over \$48,000,000.

Projects

The Southern Tier NYRCR Plans identify nearly 160 projects at a total cost of \$260 million. Examples of project types include:

<ul style="list-style-type: none"> • Improvements to Critical Infrastructure and Facilities • Stream and Culvert Improvements • Bridge Replacements • Extension of Water and Sewer • Vulnerable Population Housing Improvements • New Stormwater Retention & Wetland Areas • Early Warning Systems 	<ul style="list-style-type: none"> • New Shared Government Facilities out of Floodplain • Stream Management Programs • Emergency Preparedness and Response • Green Infrastructure Projects • New Economic Development Initiatives • Creation of new flood-safe communities
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Because the need is significantly greater than the amount of CDBG-DR funds available for implementation, both the communities and the State have been aggressive in identifying additional funding sources. For example, in April of this year, Governor Cuomo announced that the State would advance ten projects for \$128 million in FEMA Hazard Mitigation Program funds. Five of these projects are in the Southern Tier and include the innovative Village of Sidney Green Plain at \$22 million and four resiliency projects in Broome County at over \$8 million.

Several CFA Round 4 applications were submitted that are linked to NY Rising plans. A detailed listing of all CFA Round 4 applications in support of NY Rising are contained in Implementation Agenda section of this report; however, below is a listing of the applications.

- ✓ Delaware County CFA #1459 Stabilizing and Enhancing Local Economies in the Upper Delaware River and Tailwaters By Preserving the Unique Cold Water Fishery
- ✓ Village of Sidney CFA #39496 Relocation of Amphenol, and Hotel/Conference Facility Study
- ✓ Village of Sidney CFA # 42402 Village of Sidney NY Resilient Green Streetscape Program
- ✓ Village of Sidney CFA # 43183 Wastewater Treatment Plan
- ✓ Tioga County CFA # 38801 Waverly Downtown Revitalization Program

Regional Collaboration

The Southern Tier NYRCR communities decided early in the planning process that their capacity to plan for and respond to storm events could be improved by working together to promote regional cooperation among municipalities, counties, other key organizations and agencies. In November 2013 the Broome, Tioga and Sidney communities co-sponsored a Regional Resiliency Summit at Binghamton University. This full day event brought together nearly 150 residents, municipal and State officials and other community stakeholders to address regional mitigation and floodplain management. Leading experts shared presentations on storm preparedness, changing weather patterns, recovery and resiliency.

Following the Regional Resiliency Summit, the Southern Tier communities worked to develop a Susquehanna Regional River Initiative to build long term resiliency. The Susquehanna River Watershed has been identified as one of the most flood prone watersheds in the nation. The NYRCR Communities recognize that solutions to flooding need to be planned, designed, and implemented on a regional basis to be effective. The Regional River Initiative includes watershed modeling to identify and implement natural infrastructure practices, development of an environmentally sensitive stream management program, and education and outreach to residents and decision makers in the three counties. The initiative will build upon work being done by the Upper Susquehanna Coalition and the Soil and Water Conservation Districts within Broome, Tioga and Delaware County. It will also include coordination with watershed work planned by the Army Corps of Engineers and NYDEC for the Upper Susquehanna watershed, resulting in interregional collaboration with neighboring counties in three other REDC regions and Pennsylvania.

A number of projects identified by the Southern Tier NYRCR Communities are bold, transformative approaches to building resiliency that could serve as replicable best practices throughout the State and elsewhere. Many additional projects in the plans promote regional and/or intermunicipal cooperation that will result in cost savings, more efficient delivery of services and enhanced opportunities for building long-term resiliency. Examples include a proposed regional shelter in Broome County, a regional recovery office in Tioga County, shared municipal facilities, and early warning systems.

Coordination between NYRCR and REDC

Revitalization of Southern Tier communities impacted by Hurricane Irene and Tropical Storm Lee is a high priority of the STREDC. In fact, the STREDC 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 ST REDC to ensure that they are pursuing mutually shared goals and objectives. Several NYRCR committee members also serve on the ST REDC, thus providing continuity between the two entities. The REDC and its members have been briefed regularly on the NYRCR program, progress and priorities. Many of the NYRCR strategies and projects align closely with those of the ST REDC.



■ Pipeline for Projects

The STREDC used several tools and forums to continue the project pipeline.



- Regional Council meetings
- Regional Council's website
- Work group meetings
- Active involvement of SART
- Southern Tier Region Economic Development Corporation meetings
- Project development with municipalities, community and economic development agencies, businesses, colleges and universities, incubators and private developers
- Presentations and public forums
- Regional planning boards
- Media releases

■ Addressing Regional Workforce Development Needs for Key Sectors

In 2014 the Workforce Development Work Group undertook an analysis of the most recent labor statistics to gain an in-depth understanding of the key growth areas identified by both employers and the NYS Department of Labor. A detailed update is included in Appendix A. Southern Tier Workforce Profile Update: 2014.

The Southern Tier's labor force is impacted by population trends, demographic shifts within the population, labor force participation rates and the general health of the economy. The Workforce Work Group's analysis demonstrated that In March 2014 (the most recent data available), the labor force of the eight-county Southern Tier Region stood at 308,100, the lowest level for the month in the current historical series dating back to 1990. The highest labor force count for March on record was 326,500 in 1999, 18,500 above the current level. Labor force levels have been stagnant or declining for the past 20 years. Recent trends indicate that the labor force of the region declined 4,800 or 1.5% percent since March 2013, and 16,300 or 5.1% since March 2009. This recent four-year rate of reduction in the labor force was the third highest contraction among the ten Economic Development Regions of the state.

The unemployment rate in the Southern Tier stood at 7.1% in March 2014, ranking fifth among the ten economic regions in New York State.

In terms of jobs by sector, the industrial landscape of the Southern Tier has several unique characteristics presenting both opportunity and challenge. Despite a multi-year decline, with job levels cut substantially by the loss of over 16,800 jobs, the Southern Tier's manufacturing sector is the strongest among all regions in the state. The share of total jobs centered in manufacturing stands at 13.4% in the region, 2.5 times higher than the statewide average (5.3%) and with jobs in the highest concentration among all economic regions of the state. Major manufacturers include Corning Incorporated, Lockheed Martin, i3 Electronics, Amphenol Corporation, BAE Systems, Raymond Corporation, MeadWestvaco, Alstom Transportation, CAF, Covidien and Chobani.

The Southern Tier's share of private educational service jobs, at 6.6% of all jobs in the region, is well above that of New York State (3.7%) and is also the highest among all regions of the state. This includes all private universities and colleges.

The region also has a relatively high share of government jobs. Just over one in every five jobs (19.8%) are federal, state and local public sector positions staffing local school districts, community colleges, Binghamton University, municipal governments, and state and federal agencies. This share is also above the state average (16.0%). Only three economic regions in the state have a higher share of government jobs.

An analysis of payroll trends in the Southern Tier shows that the annual payroll of the region advanced by over \$1.6 billion, or 17.7% to a total of \$11 billion. This growth rate exceeded the inflation rate of 16.4%, as measured by the Consumer Price Index for All Urban Consumers, indicating that the aggregate purchasing power of the region grew in real terms. The healthiest payroll gains in the private sector were posted in health and social services (+\$393.5 million of 23.7%), educational services (+\$175.5 million or 12.1%), and professional and technical services (+ \$154.0 million of 9.3%).

Based on this analysis, together with the REDC's strategic priorities, the Workforce Development Work Group made the following recommendations, which were adopted by the Regional Economic Development Council in early 2014. These action items also will serve as the implementation strategy for the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan.

1. Designate the Southern Tier's target business/industry sectors for 2014:
 - Health care
 - Transportation (manufacturing and assembly)
 - Clean energy
 - Advanced manufacturing
 - Agriculture
 - Travel and tourism
 - Research and technology development (higher education and private sector)
2. Adopt the following implementation plan that supports the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan contained in Appendix B.
 - Align education with demand occupations and key economic development sectors: Community colleges, BOCES and other proprietary schools should focus on providing training opportunities in the targeted priority occupations.
 - Target training in sectors where there are CFA priority projects; i.e., recent hospitality and tourism projects.
 - Encourage businesses to maintain constant communication with the LWIB's about sources of training dollars other than the CFA process.
 - Collaborate with the LWIB's to develop a comprehensive list of state and local resources for workforce training, and the Regional Council will distribute it to area businesses, particularly CFA award recipients.
 - Link workforce training needs of Start-UP NY businesses with the LWIB's and academic institutions.
 - Work to make certain the target sectors, workforce training dollars and programs for Veterans are in close alignment with target demand occupations.
3. Concur with the priority list of demand occupations for the entire Southern Tier Region for 2014, which appears on the website: LMI for Workforce Planning is available at: <http://labor.ny.gov/workforcenypartners/lwia/lmi-for-workforce-planning.shtm>.

■ Opportunity Agenda Strategy

In early 2014 the Opportunity Agenda Work Group worked to review the Opportunity Agenda Strategy, and concluded that it is appropriate to continue with the current strategy and implementation plan adopted in 2013 designed to achieve the overall objectives of the program to successfully move impoverished populations into the workforce while revitalizing distressed communities in the region; however, the Council should be proactive in seeking out and actively promoting projects in targeted Opportunity Agenda areas that support the Council's strategy. This is accomplished through proposed CFA Round IV applications, but even more importantly, through projects funded by the Council's loans for downtown revitalization and rural development projects funded through its Community Revitalization Program and Rural Initiative. The STREDC concurred with the Work Group's recommendation that the Southern Tier will continue to take a regional approach, with a focus on communities that have concentrated pockets of poverty and distress in the urban cores, as well as rural areas with high concentrations of poverty.

The Regional Council's vision will continue to take a regional approach and pursue projects and initiatives that focus on both communities in the region that have concentrated pockets of poverty and distress in the urban cores, as well as rural areas with a high concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance.

- Involve joint efforts between 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 learning of new skills.
- Ensure residents of target areas have the 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 job opportunities.

The Southern Tier's philosophy and approach is designed to integrate distressed populations into economic life will facilitate regional growth such as:

- Rural landowners and residents are often overlooked by traditional economic development efforts contributing to locally high unemployment and stubborn rural poverty. Stimulating and revitalizing the rural land-based economy provides a long-term, sustainable economic development opportunity that capitalizes on the skills and initiative of rural residents.
- There is substantial demand for downtown and neighborhood revitalization initiatives throughout region that would help meet growing demand for commercial development, downtown upper story housing and quality neighborhoods, while stimulating the local economy. Revitalizing the Southern Tier region's downtowns and rural main streets will provide opportunities for smart and sustainable community development and growth, increased tax bases, retention of businesses and ancillary economic benefits.
- Vibrant neighborhoods are a key element in an economic development strategy. If neighborhoods and surrounding downtown areas lack characteristics that attract new residents, they will fall behind and become a barrier to the goal of universal economic growth across the Southern Tier's eight counties.

The Council's strategies for integrating distressed communities into regional economic life and develop public-private partnerships include the following.

- Target geographic areas in the Southern Tier Region to include those with the highest concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance.
- Training and apprenticeship programs targeted at job categories that are both linked to the Southern Tier's economic strategies and have been identified by employers and growth areas by the NYS Department of Labor. These include jobs in: Agriculture (food 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. Examples include computer skills, job coaching, life skills training, interview skills, etc.
- Seek out and support new business development in targeted areas that generate employment opportunities as well as meet a need of the impoverished population.

The Regional Council will take the following actions to implement the Opportunity Agenda strategies for the remainder of 2013 through 2014.

- Promote the Southern Tier Region's Rural Initiative Fund as an opportunity for agricultural business owners to expand their businesses and seek out impoverished persons as potential employees.
- Promote the Southern Tier Region's Community Revitalization Fund as an opportunity to renovate buildings that can support business development opportunities in those communities with the highest concentrations of poverty.
- Encourage and support Community Development and Main Street funding applications intended to revitalize downtowns and neighborhoods, particularly those in the areas representing high concentrations of poverty.
- Conduct meetings of the Opportunity Agenda Work Group to continue assessing challenges and identifying projects and initiatives.
- Engage in one-on-one meetings with employers in the region that have the capacity to implement employment readiness activities and encourage them to align programs with Opportunity Agenda strategic priorities.
- The Southern Tier REDC intends to host another municipal leader's summit in early 2015 to discuss how communities can participate in enhancing the region's economic climate. A segment of that summit will focus on region's challenges and opportunities identified in its Opportunity Agenda strategy.

■ Promoting Veterans' Participation in the Workforce

The Veteran's Work Group undertook the task of gaining an understanding of the veteran population in the Southern Tier and making recommendations to the REDC regarding strategies to advance the initiative. The REDC adopted the Veteran Plan included in Appendix D. based on the Work Group's leadership in formulating a set of strategies and action items. The plan was posted to the Regional Council website in May 2014 for prospective CFA applicants to reference.

The overall goal: *The Regional Economic Development Council of the Southern Tier supports Governor Cuomo's Veteran Initiative to support veteran led business development, encourage CFA applicants to include Veterans in their workforce goals, and promote the hiring of veterans by regional businesses.*

The key strategies in the plan include the following.

Strategic Objective #1. Support Veteran led business development and encourage veterans to submit CFA applications

Strategic Objective #2. Encourage other potential CFA applicants to include workforce goals related to Veteran's employment.

Strategic Objective #3. Promote the benefits of hiring veterans and programs available to regional employers.

2. Other Regional Priorities

In addition to the Council's priority projects funded through the CFA process, there have been several other major business development projects in the region that the Council members have been actively involved in and made a significant economic impact. For example, Lockheed Martin in Owego was awarded a \$11.3 million contract from the US Department of Defense for the production kits in support of the MH-60R/S point-and-click operator system interface and Link-16 retrofit programs.



After more than 100 years of service to the Corning region, the new Guthrie Corning Hospital became a reality in July 2014. The new hospital was constructed on a site off of I-86 in eastern Steuben County, and features 65 private inpatient rooms, outpatient services, a helipad, and a larger Cancer Center. This is a significant project in support of the REDC's strategic objective: *Healthcare 2020*.

Redevelopment of the former hospital site in the City of Corning is a priority project for CFA Round 4. The project involves demolition and remediation of the former building and preparation of a shovel ready site for a development team that plans to proceed with a mixed use development.

3. Ongoing State Programs

■ NYSUNY 2020 Challenge Grants

A *Bridge to Entrepreneurial Excellence* project proposed by SUNY Broome is an example of a collaboration between SUNY Broome, Binghamton University and the Regional Economic Development Council of the Southern Tier. The project will establish the Innovation and Information Institute (iCube), a dedicated space for start-up businesses being launched by community college and university students. The project achieves the goal of the NYSUNY 2020 program and the objectives of the Regional Economic Development Council of the Southern Tier. The project is directly linked to the Southern Tier High Technology Incubator, the #1 priority project set by the STREDC in Round 2, the Southern Tier's Innovation Hot Spot, and the **Strategy #6. Technology Development and Transfer ... A Job Generator** that is focused on Retaining the Brightest and Most Qualified Workforce, Commercializing Technology and Promoting Entrepreneurs. There is a projected annual economic impact of \$33 million, in addition to the \$132 million projected for the Southern Tier Incubator.

The NYS Bioenergy Learning Collaborative involves the SUNY College of Technology at Delhi in partnership with yogurt producers Chobani and Fage, and regional agricultural communities including dairy farms, feedlots, vegetable growers, apple growers, and other agri-businesses for feedstock supply in the Southern Tier. The project helps to create an economical avenue to dispose of regional agricultural residuals including cow, horse and other livestock manure, and helps regional farms cost-effectively expand operations including increased capacity to handle waste from animals by supporting the expansion of Combined Animal Feeding Operations (CAFO) operations. This project directly links with the Regional Council's **Strategy 4. Revitalize the Rural Farm and Forest-based Economy**.

The *Retooling the Southern Tier* initiative involves SUNY Broome and Corning Community College from the Southern Tier Region. This project responds to industry demand for more skilled and technical workers, and to stimulate and grow the economy through the support and development of the local manufacturing base across the region. The initiative is a direct match and training program with local advanced manufacturing companies that include Corning Incorporated, Raymond Corporation, and Alstom Air Preheater. It will expand manufacturing training programs by 50 percent to meet local demand. This project supports two of the Regional Council's strategic objectives: **Strategy 2: Next Generation Technology and Advanced Manufacturing** and **Strategy 5. Economic Development Backbone -- Developing the Workforce**.

■ Advancing the Cleaner Greener Sustainability Plan

The REDC maintains its vision for the Southern Tier Region to be a place where energy needs are increasingly supplied or reduced by conservation, efficiency, renewable technologies and smart development; where new transportation and housing options meet the needs of the population and contribute to an enhanced quality of life; and where natural systems are protected and greenhouse gas emissions substantially reduced. The ST's Cleaner Greener Sustainability Plan establishes 18 goals and outlines a strategy for a future that is economically prosperous, environmentally sound, and socially responsible. The implementation strategy discusses 65 actions that have the potential to reduce regional greenhouse gas (GHG) emissions by over 32% within 20 years.

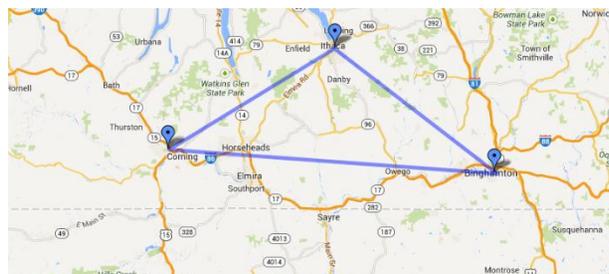
The Southern Tier Bulk Wood Pellet Infrastructure Boost Program received NYSERDA funding in CFA Round 3, and is a significant capital project that will advance the region's Cleaner Greener Sustainability Plan. The project involves: (1) bulk loading systems at the NE Wood Pellets Plant in Deposit; (2) pneumatic pellet delivery truck by Ehrhart Propane and Oil, with a storage silo to be built at its Ithaca facility; (3) installation of demonstration commercial pellet boilers at multiple sites to serve as anchor users of bulk pellets; and (4) a combination of education outreach and market analysis to build robust residential and commercial markets. The project will result in an increase in the use of wood pellets, displacing the use of oil and propane with associated monetary savings, reduction in carbon, utilization of regional resources for manufacturing and distribution, and a renewable energy source.

■ START-UP NY

Cornell University and Incodema3D were among the first group of START-UP NY projects announced by Governor Cuomo in June 2014. The partnership is expected to spur the region's economy by making significant strides in the 3-D printing industry, while creating jobs and boosting economic growth. Incodema3D is a spinoff of Incodema, Inc., a rapid metal prototyping firm headquartered in Ithaca. Under the Start-UP NY program, the business is expanding into the Cornell Business and Technology Park and will create 58 new jobs over the next five years.

At Binghamton University five companies are participating in START-UP NY, and are expected to create 83 jobs and invest \$2.3 million. The companies are Advanced Material Analytics, LLC; Charge CCCV, LLC; ClickCare, LLC; Innovation Associates Inc.; and, Sonic Blocks. The companies will focus on biotechnology research and development, as well as manufacturing for laboratory instruments, chemicals, and audio and video equipment.

■ Innovation Hot Spots



The Southern Tier Regional Incubator Plan, adopted by the Council in 2013, is a partnership comprised of Binghamton University, Corning Incorporated, the Ceramics Corridor, and Cornell University as the Southern Tier's Innovation Hot Spot (STIHS). This entity received both designation as the Southern Tier's Innovation Hot Spot and incubator funding under the 2013 CFA. The new regional Hot Spot is bringing together the contributions of incubators and entrepreneurial support structures in the region, helping to extend existing services across the region and filling gaps in services. By bringing coherence to a growing regional ecosystem of entrepreneurs and support organizations, the regional Hot Spot strives to create a whole that is greater than the sum of its parts.

The Southern Tier Innovation Hot Spot began operation on January 1, 2014 with funding from CFA Round 3. The combined incubators have 21 member / tenant companies. These companies cover fields from the life sciences to software to hardware to materials science.

The Hot Spot's operations currently involve:

1. Collecting data on entrepreneurial activity in the region: in addition to cataloging existing incubator member companies, the team has collected data on grant (SBIR / STTR) and private equity funding of companies in the region. These data will be used to support outreach to potential incubator members as well as to support a better understanding of the strengths and needs of the region.
2. Marketing the Southern Tier as an entrepreneurially vibrant place: a marketing subcommittee has formed, a scope of work has been defined, and final candidates are being interviewed to engage in a marketing and brand strategy project for the Hot Spot.
3. Providing services to entrepreneurs and startups: a programs subcommittee has formed, a program structure has been defined, and the first program was offered in July 2014. The Hot Spot has engaged its first Entrepreneur in Residence who has been advising companies and will deliver the first program.

In the second half of 2014 the Hot Spot looks to complete its brand and marketing strategy and begin implementing that plan. It will welcome a new business incubator and increase company membership, and will complete the roll-out of a full set of entrepreneurial and startup support programs.

4. 2014-15 Focus on Regional Strategies

Strategy 2. Building Next Generation Technology and Advanced Manufacturing

- ✓ *Stabilizing and growing the manufacturing sector.*
- ✓ *Growing the Southern Tier Region's transportation industry through next generation engineering, design and production.*
- ✓ *Commercializing the best solutions for energy efficient environmental technologies and systems.*
- ✓ *Developing university-industry collaboration to drive an innovation culture leading to more efficient manufacturing through both technology development and productization.*

Strategy 4. Revitalize the Rural Farm and Forest-based Economy

- ✓ *Expanding the Rural Initiative Fund to reduce the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology.*
- ✓ *Engaging in research and new product development to enhance long-term sustainability of existing businesses and create new ventures.*
- ✓ *Expanding forest-based businesses.*

Strategy 5. Economic Development Backbone

- ✓ *Developing the workforce.*
- ✓ *Growing businesses.*
- ✓ *Revitalizing communities.*
- ✓ *Developing downtown and waterfront transformational projects leading to business development, housing, and enhanced tax base.*
- ✓ *Developing infrastructure for shovel ready sites.*
- ✓ *Developing broadband infrastructure.*

Strategy #7. Opportunity Agenda

- ✓ *Involve joint efforts between 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 learning of new skills.*
- ✓ *Ensure residents of target areas have the 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 job opportunities.*

5. Priority Projects

CFA #: 39950

Project Name: Watkins Glen International Modernization

Project Applicant: Watkins Glen International

Project Description: Racetrack upgrade project to address critical safety issues and allow WGI to be competitive in a global market. The project also retains one of NYS's major tourism destinations. Retains 77 full time and 800 seasonal jobs, and creates 35 construction jobs.

Advancing Regional Strategies: Business Development; Tourism; Global NY; Veterans Initiative; Opportunity Agenda.

Sources of Funds

<u>Public Sources of Funds</u>	Amount
NYS Capital Funds	2,000,000
NYS Tax Credits	250,000
Total Public	2,250,000
<u>Private Sources of Funds</u>	
Private	10,710,000
Total Private	10,710,000
Total Project Cost	12,960,000

Uses of Funds

Description of Use	Amount
Construction and Renovation	12,960,000
Total Project Cost	12,960,000

CFA #: 41891

Project Name: Emhart Glass Manufacturing, Inc.

Project Applicant: Emhart Glass Manufacturing, Inc.

Project Description: Relocation of administrative head offices and manufacturing to new facility, allowing for expansion in global markets. Retains 111 skilled manufacturing jobs.

Advancing Regional Strategies: Advanced Manufacturing; Global NY; Opportunity Agenda

Sources of Funds

<u>Public Sources of Funds</u>	Amount
NYS Capital Funds	1,669,330
Other Public Funds	
Total Public	1,669,330
<u>Private Sources of Funds</u>	
Private	8,055,670
Total Private	8,055,670
Total Project Cost	9,725,000

Uses of Funds

Description of Use	Amount
Construction and Renovation	5,606,500
Property Acquisition	1,055,000
Planning & Design	817,500
Total Project Cost	9,725,000

CFA #: 41208

Project Name: Security Mutual Parking Structure

Project Applicant: Security Mutual Life Insurance Co of NY

Project Description: Construction of 354-space parking structure adjacent to headquarters in downtown Binghamton, a targeted Opportunity Agenda area. Retains the largest downtown employer (345 jobs), creates 58 construction jobs, and addresses parking shortage issues in downtown Binghamton.

Advancing Regional Strategies: Advanced Manufacturing; Global NY; Opportunity Agenda

Sources of Funds

Uses of Funds

Sources of Funds		Uses of Funds	
Public Sources of Funds	Amount	Description of Use	Amount
NYS Capital Funds	2,000,000	Construction and Renovation	5,400,000
NYS Tax Credits		FF&E	270,000
Other Public Funds		Infrastructure	2,200,000
Total Public	2,000,000	Planning & Design	800,000
Private Sources of Funds			
Private	6,700,000		
Total Private	6,700,000		
Total Project Cost	8,700,000	Total Project Cost	8,700,000

CFA #: 39541

Project Name: Project Seneca

Project Applicant: Village of Watkins Glen

Project Description: The Villages of Watkins Glen and Montour Falls in Schuyler County will complete the design and analysis for environment permitting for a new waste water treatment facility to be shared by the municipalities. The removal of the WWT facility from the lake shore is the first major step in the transformation of the southern tip of Seneca Lake. The project will create 60 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Tourism Development.

Sources of Funds

Uses of Funds

Sources of Funds		Uses of Funds	
Public Sources of Funds	Amount	Description of Use	Amount
NYS Capital Funds	1,250,000	Construction and Renovation	
Other Federal & State Sources	550,000	Engineering	
Total Public	1,800,000	Planning & Design	150,000
Private Sources of Funds		Infrastructure/site work	3,550,000
Private	1,900,000		
Total Private	1,900,000		
Total Project Cost	3,700,000	Total Project Cost	3,700,000

CFA #: 38813

Project Name: AVRE Sheeter Development Project

Project Applicant: Association for Vision Rehabilitation and Employment Inc.

Project Description: Acquisition of new equipment and facility upgrades for manufacturing operations in downtown Binghamton. The project will create 9 new jobs and retain 57 jobs for persons who are blind.

Advancing Regional Strategies: Economic Development Backbone: Business Development; Opportunity Agenda; Veterans Initiative.

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	500,000	Construction and Renovation	300,000
Total Public	500,000	Planning & Design	
<u>Private Sources of Funds</u>		Equipment & Machinery	1,400,000
Private	1,200,000		
Total Private	1,200,000		
Total Project Cost	1,700,000	Total Project Cost	1,700,000

CFA #: 38876

Project Name: Kiln Expansion Project

Project Applicant: Tioga Hardwoods

Project Description: Acquisition of a new kiln will support expansion of the company's global export activities, create 6 new jobs and retain 41 jobs.

Advancing Regional Strategies: Manufacturing; Global NY

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	332,440	Construction and Renovation	
Other Public Funds		Equipment & Machinery	1,312,000
Total Public	332,440	Infrastructure/site work	350,000
<u>Private Sources of Funds</u>			
Private	1,329,760		
Total Private	1,329,760		
Total Project Cost	1,662,200	Total Project Cost	1,662,200

CFA #: 42935

Project Name: Precision Filters Inc. Job and Export Growth Plan

Project Applicant: Precision Filters

Project Description: Acquisition of equipment to increase production and export activity. The project creates 10 new jobs and retains 28.

Advancing Regional Strategies: Manufacturing; Global NY; Opportunity Agenda

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	12,049
NYS Tax Credits	
Total Public	12,049
<u>Private Sources of Funds</u>	
Private	48,194
Total Private	48,194
Total Project Cost	60,243

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Equipment	60,243
Total Project Cost	60,243

CFA #:41220

Project Name: Incubator Works

Project Applicant: Alfred Technology Resources Inc.

Project Description: Renovation and conversion of the former Schweitzer facility to house new business start-ups. This is part of the Corning Community College START-UP NY plan, and also will be a link in the Southern Tier's Regional Incubator Plan.

Advancing Regional Strategies: Technology Development and Transfer; Hot Spot and Regional Incubator Strategy; Global NY; Start-UP NY.

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	312,000
Total Public	312,000
<u>Private Sources of Funds</u>	
Private	466,335
	625,665
Not-for-Profit	156,000
Total Private	1,248,000
Total Project Cost	1,560,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction and Renovation	1,560,000
Total Project Cost	1,560,000

CFA #:39446

Project Name: Hotel Study

Project Applicant: Village of Sidney

Project Description: Feasibility study for a hotel and conference facility development on the river front, and an assessment of potential reuse of the former Amphenol plant.

Advancing Regional Strategies: Business Development; Tourism Development; NY Rising

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	50,000
Other Federal & State Sources	40,000
Other Public Funds	
Total Public	90,000
<u>Private Sources of Funds</u>	
Total Private	10,000
Total Project Cost	100,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Planning & Design	100,000
Total Project Cost	100,000

CFA #:41400

Project Name: Waterfront Entertainment Study

Project Applicant: Village of Sidney

Project Description: Study to determine the feasibility of creating an eco-friendly waterfront entertainment center in the flood plain area.

Advancing Regional Strategies: Business Development; Tourism and Waterfront Development; NY Rising

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	25,000
Other Public Funds	25,000
Total Public	50,000
<u>Private Sources of Funds</u>	
Total Private	0
Total Project Cost	50,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Planning & Design	50,000
Total Project Cost	50,000

CFA #:42611

Project Name: West Water Street Rowhouse Project

Project Applicant: Southern Tier Economic Growth

Project Description: Renovation of three row houses in a distressed area and an Opportunity Agenda targeted area of Elmira. The project creates 6 new jobs and 10 construction jobs.

Advancing Regional Strategies: Business Development; Community Revitalization; Opportunity Agenda

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	138,750
Total Public	138,750
<u>Private Sources of Funds</u>	
Private	568,775
Total Private	568,775
Total Project Cost	707,525

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction and Renovation	557,510
FF&E	18,000
Planning & Design	132,015
Total Project Cost	707,525

CFA #: 40034

Project Name: Painted Post Trail Improvement

Project Applicant: Village of Painted Post

Project Description: The project involves improvements to the Painted Post Trail that is used for the Wine Glass Marathon, among the largest marathons in New York State and a major tourist destination.

Advancing Regional Strategies: Tourism and Waterfront Development

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	83,815
Other Federal & State Sources	209,538
Total Public	293,353
<u>Private Sources of Funds</u>	
Private	125,724
Total Private	125,724
Total Project Cost	419,077

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Infrastructure/site work	419,077
Total Project Cost	419,077

CFA #: 38881

Project Name: Heritage Block

Project Applicant: Shelter Planning Development, Inc.

Project Description: The rehabilitation of 6 mixed use buildings in a highly distressed section of downtown Norwich. The project creates 32 construction jobs.

Advancing Regional Strategies: Business Development; Community Revitalization; Opportunity Agenda

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	116,956	Construction and Renovation	283,000
Other Federal & State Sources	746,250	Infrastructure	650,956
Total Public	863,206		
<u>Private Sources of Funds</u>			
Private	70,750		
Total Private	70,750		
Total Project Cost	933,956	Total Project Cost	933,956

CFA #:39249

Project Name: Corning Hospital Redevelopment Project

Project Applicant: Corning Hospital

Project Description: The project involves demolition of the former Corning Hospital building and preparation of a shovel ready site. A qualified development team is in place and prepared to proceed when the site is cleared. The project creates 30 construction jobs.

Advancing Regional Strategies: Business Development; Community Revitalization

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	2,000,000	Construction and Renovation	8,200,000
NYS Tax Credits		Infrastructure/Site Work	2,050,000
Total Public	2,000,000		
<u>Private Sources of Funds</u>			
Private	8,250,000		
Total Private	8,250,000		
Total Project Cost	10,250,000	Total Project Cost	10,250,000

CFA #:41313

Project Name: Sportsfield Expansion

Project Applicant: Sportsfield Specialties, Inc.

Project Description: Construction of a 57,000 square foot expansion of Sportfield’s manufacturing facility in the Village of Delhi. The project creates 37 new jobs and retains 107, and creates 12 construction jobs.

Advancing Regional Strategies: Business Development; Global NY; Highly distressed area

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	900,000	Construction	359,483
Total Public	900,000	FF&E	250,000
		Renovation	4,591,464
		Planning & Design	105,772
<u>Private Sources of Funds</u>			
Private	6,056,719		
Total Private	6,056,719		
Total Project Cost	6,956,719	Total Project Cost	6,956,719

CFA #: 41920

Project Name: Fourth Bay

Project Applicant: Pacemaker Steel and Piping, Inc.

Project Description: Equipment acquisition and facility expansion will accommodate the business’ growth in global markets. The project creates 5 new and retains 68 jobs, and creates 20 construction jobs.

Advancing Regional Strategies: Business Development; Global NY; Opportunity Agenda; Highly distressed area

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	223,000	Construction	655,000
Total Public	223,000	Property Acquisition	80,000
		A&E	75,000
		Equipment	305,000
Private	892,000		
Total Private	892,000		
Total Project Cost	1,115,000	Total Project Cost	1,115,000

CFA #: 41217

Project Name: H. P. Hood

Project Applicant: H. P. Hood

Project Description: Equipment acquisition to support the application of new technology in the production of dairy products. The project retains 133 jobs.

Advancing Regional Strategies: Business Development; Advanced Manufacturing; Rural Business Development

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	150,000	Equipment	750,000
NYS Tax Credits			
Total Public	150,000		
<u>Private Sources of Funds</u>			
Private	600,000		
Total Private	600,000		
Total Project Cost	750,000	Total Project Cost	750,000

CFA #: 40825

Project Name: BU Global Nexus

Project Applicant: Binghamton University

Project Description: Renovation of an existing building and converting it into the global center for the university's international student services. The project creates 156 new jobs and 26 construction jobs.

Advancing Regional Strategies: Workforce Development; Global NY

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	800,000	Construction	4,000,000
NYS Tax Credits		FF&E	700,000
Total Public	800,000	Planning & Design	100,000
<u>Private Sources of Funds</u>		High-tech equipment	
Private	4,000,000		
Total Private	4,000,000		
Total Project Cost	4,800,000	Total Project Cost	4,800,000

CFA #: 38715

Project Name: 50 Front Street

Project Applicant: Broome County Land Bank

Project Description: Demolition of a large, blighted vacant building on a major downtown corridor in the downtown area and creation of a shovel ready site in the City of Binghamton. A development team has been identified to proceed with new construction of a mixed use development. The project creates 75 construction jobs.

Advancing Regional Strategies: Community Revitalization

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	3,000,000
NYS Tax Credits	
Total Public	3,000,000
<u>Private Sources of Funds</u>	
Private	20,786,000
Total Private	20,786,000
Total Project Cost	23,786,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction	20,786,000
Site work	3,000,000
Total Project Cost	23,786,000

CFA #: 39755

Project Name: Granite Works Addition

Project Applicant: Granite Works

Project Description: Construction of a warehouse to store growing inventory. The project creates 5 jobs and retains 21 jobs.

Advancing Regional Strategies: Business Development

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	250,000
Other Public Funds	
Total Public	250,000
<u>Private Sources of Funds</u>	
Private	1,000,000
Total Private	1,000,000
Total Project Cost	1,250,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction	675,000
Site work	75,000
Property Acquisition	25,000
Equipment	475,000
Total Project Cost	1,250,000

CFA #: 40811

Project Name: Delaware Broadband Initiative

Project Applicant: Heart of the Catskills Communications, MTC Cable

Project Description: Completion of the extension of 213 miles of broadband infrastructure into the residents and businesses rural areas in 8 municipalities in Delaware and Schoharie Counties (interregional). The project creates 4 new jobs and 16 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Broadband

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	2,900,000
NYS Tax Credits	
Other Federal & State Sources	85,000
Total Public	2,985,000
<u>Private Sources of Funds</u>	
Private	3,556,000
Not-for-Profit	25,000
Total Private	3,781,000
Total Project Cost	6,766,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction	4,016,000
Infrastructure/Site work	1,900,000
Planning & Design	850,000
Total Project Cost	6,766,000

CFA #: 38709

Project Name: SUNY Broome Revitalization & Workforce Development (Carnegie Library)

Project Applicant: SUNY Broome

Project Description: Create classrooms and a Hospitality Education Center in the historic Carnegie Library building in downtown Binghamton and a production kitchen on Upper Front Street within the city. Creates 11 new jobs and 100 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Workforce Development, Tourism, Community Revitalization; Opportunity Agenda; Highly Distressed Area

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	2,500,000
Other State & Federal	6,300,000
Other Public	3,000,000
Total Public	11,800,000
<u>Private Sources of Funds</u>	
Private	700,000
Total Private	700,000
Total Project Cost	12,500,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction	12,500,000
Total Project Cost	12,500,000

CFA #: 41685

Project Name: Veterinary Class Expansion

Project Applicant: Cornell University

Project Description: Renovation and facility expansion to support increasing the Cornell University Veterinary School's student enrollment by 30% and retaining its position as the top academic institution in the nation. The project creates 16 new jobs.

Advancing Regional Strategies: Revitalization the Rural Economy

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	2,892,467	Construction	64,320,000
Other State & Federal	61,427,533	FF&E	2,900,000
Total Public	64,320,000		
<u>Private Sources of Funds</u>			
Private	2,900,000		
Total Private	2,900,000		
Total Project Cost	67,220,000	Total Project Cost	67,220,000

CFA #: 43165

Project Name: BUCK 3

Project Applicant: Buckingham Manufacturing

Project Description: Acquisition of manufacturing equipment to enhance the processes and increase global exports. This project creates 15 new jobs and retains 270 jobs.

Advancing Regional Strategies: Manufacturing; Global NY

Sources of Funds		Uses of Funds	
<u>Public Sources of Funds</u>	<u>Amount</u>	<u>Description of Use</u>	<u>Amount</u>
NYS Capital Funds	45,000	Equipment	155,000
Total Public	45,000	A&E	10,000
<u>Private Sources of Funds</u>		Construction	60,000
Private			
Not-for-Profit	180,000		
Total Private	180,000		
Total Project Cost	225,000	Total Project Cost	225,000

CFA #: 42775

Project Name: Food Business Incubation Program

Project Applicant: TCAD

Project Description: Feasibility study for food business incubators.

Advancing Regional Strategies: Growth of Rural Economy

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	41,662
Total Public	41,662
<u>Private Sources of Funds</u>	
Private	
Not-for-Profit	41,663
Total Private	41,663
Total Project Cost	83,325

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Planning & Design	83,325
Total Project Cost	83,325

CFA #: 42922

Project Name: Mixed Use Development at 70-72 Court Street

Project Applicant: City of Binghamton

Project Description: Reconstruction of vacant site in downtown Binghamton with a 5-story mixed-use development project. Creates 20 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Community Revitalization; Opportunity Agenda

Sources of Funds

<u>Public Sources of Funds</u>	<u>Amount</u>
NYS Capital Funds	500,000
NYS Tax Credits	
Other Federal & State Sources	
Other Public Funds	
Total Public	500,000
<u>Private Sources of Funds</u>	
Private	2,775,000
Not-for-Profit	
Total Private	2,775,000
Total Project Cost	3,725,000

Uses of Funds

<u>Description of Use</u>	<u>Amount</u>
Construction	3,275,000
Infrastructure/Site work	
Renovation	
Property Acquisition	
Planning & Design	
Equipment	
Total Project Cost	3,275,000

CFA #: 40977

Project Name: Cayuga Nature Center Facility Enhancements Project

Project Applicant: Paleontological Research Institute

Project Description: Enhance Cayuga Nature Center Facility with New exhibits and restoration of historic structure. Creates 5 new and retains 23 jobs, and creates 4 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Tourism

Sources of Funds

Uses of Funds

<u>Public Sources of Funds</u>		<u>Amount</u>	<u>Description of Use</u>		<u>Amount</u>
NYS Capital Funds		249,247	Construction		1,891,000
Other Federal & State Sources		1,496,987			
Total Public		1,746,234			
<u>Private Sources of Funds</u>					
Private		145,000			
Total Private		145,000			
Total Project Cost		1,891,000	Total Project Cost		1,891,000

CFA #: 41957

Project Name: Big Flats Water Dept Improvements

Project Applicant: Town of Big Flats

Project Description: Construction of a pump stations to support extension of water lines for business expansion and new business development. The project creates 10 construction jobs.

Advancing Regional Strategies: Economic Development Backbone: Business Development; Infrastructure

Sources of Funds

Uses of Funds

<u>Public Sources of Funds</u>		<u>Amount</u>	<u>Description of Use</u>		<u>Amount</u>
NYS Capital Funds		133,286	Construction		58,400
Other Public Funds		533,146	Property Acquisition		50,000
Total Public		666,432	Planning & Design		145,783
			Equipment		377,250
<u>Private Sources of Funds</u>					
Total Private		0			
Total Project Cost		666,432	Total Project Cost		666,432

Implementation Agenda

The Southern Tier Regional Council identified projects and initiatives that would advance its strategic objectives and Governor Cuomo's top initiatives during 2015, leverage \$156,296,611, and create 806 construction jobs and 330 new jobs, and retain 1,259 jobs.

Strategy 2. Building Next Generation Technology and Advanced Manufacturing

Action	Responsible Entity	Expected Outcomes	Timeline
#41217 H. P. Hood	H. P. Hood	A \$150,000 CFA grant will leverage an additional \$600,000 for the H.P. Hood company to acquire state-of-the-art technology for use in its manufacturing and production of dairy products. The project retains 133 jobs in Steuben County.	Start in early 2015 and be completed by June 2015.
#41891 Emhart Glass	Emhart Glass Manufacturing	The business will relocate its administrative headquarters and manufacturing operations to a new facility located in a targeted Opportunity Agenda area in Chemung County, giving it the capacity to increase global exports. With a CFA award of \$1,669,330, the project will leverage \$7,800,000 in private investment and retain 111 jobs.	The facility is available for Emhart to purchase upon grant approval.
#41920 Fourth Bay Project	Pacemaker Steel and Piping	Equipment acquisition and facility expansion will accommodate the business' growth in global markets. The project will create 5 and retain 68 jobs, and create 20 construction jobs. A CFA award of \$223,000 leverages \$892,000 in private investment. It supports the region's Global NY Strategy and the Opportunity Agenda, and is located in a highly distressed area of Broome County.	Design/Engineering Phase: Oct 2014 Construction Phase: April 2015 Equipment Purchase: Jan 2015 Completion: Oct 2015
#42935 Precision Filters Growth Plan	Precision Filters	With a \$12,049 CFA award, Precision Filters will acquire equipment necessary to increase production and export activity. Ten jobs will be created and 28 will be retained in Tompkins County. \$48,194 in private investments will be leveraged. The project supports both the Southern Tier's Opportunity Agenda strategy and the Global NY Initiative.	Acquire new equipment and install: 2 nd /3 rd quarter 2015. Begin operations to expand production: 3 rd quarter 2015.

# 43165 Buck3	Buckingham Manufacturing	A \$45,000 CFA award will leverage \$150,000 for equipment acquisition to enhance the manufacturing process and increase global exports. The project creates 15 new jobs and retains 270 jobs in Broome County, and supports the region's Opportunity Agenda strategy and the Global Marketing and Export Initiative.	Equipment acquisition in early 2015, through 2017. Expansion will be complete in 2018.
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Strategy 3. Revitalize the Rural Farm and Forest-Based Economy of the Southern Tier

Action	Responsible Entity	Expected Outcomes	Timeline
#38876 Kiln Expansion Project	Tioga Hardwoods	With a \$332,440 CAF award and \$1,329,760 in leveraged private investment, Tioga Hardwoods will add a kiln that will support is global export activities, create 6 new jobs and retain 41 jobs.	Project engineering - January 2015 to March 2015 Break ground for kilns and fan sheds- April – May 2015 Fan sheds complete - June 2015 Dry kiln expansion complete - November 2014
#41685 Veterinary Class Expansion	Cornell University	The \$67,220,000 construction project is critical to increasing the Veterinary School's student enrollment by 30% and retaining its position as the top academic institution in the nation. It supports the region's strategic priority to strengthen and grow the rural farm economy. The project creates 16 new jobs.	Construction: November 2014 Substantial Completion Sequence One Renovations November 2015 Sequence Two Demolition and New Construction begin: November 2015 Substantial Completion Sequence Two New Construction: May 2017 Occupy: July/August 2017
#42775 Food Business Incubation Program	TCAD	A CFA grant of \$41,660 will allow the Tompkins County Area Development organization to undertake a study that is expected to result in an assessment of the viability of a new food incubation business program in the region. The project will leverage \$41,665.	Begin project 2 months after funding contract award. Complete project within 4-6 months.

Strategy 5. Economic Development Backbone

The strategy involves six elements:

- a) Community Revitalization
- b) Shovel Ready Infrastructure
- c) Broadband Infrastructure
- d) Workforce Development
- e) Business and Technology Development
- f) Tourism and Waterfront Development

Strategy 5a. Economic Development Backbone - Community Revitalization

Action	Responsible Entity	Expected Outcomes	Timeline
#38715 50 Front Street	Broome County Land Bank	The project involves demolition of a blighted vacant building on a major downtown corridor and creation of a shovel ready site in Binghamton. A preferred development team has been identified. The project has the potential to leverage a \$3,000,000 CFA award with \$20,786,000 in private investment and create 75 construction jobs.	Remediation/Demolition: November 2014-April 2015 Closing with NDG, LLC: April 2015 Entitlements/Permitting: April 2015-February 2016 Construction: March 2016-June 2017 Opening: July 2017
#38881 Heritage Block Renewal	Shelter Planning Development, Inc.	The rehabilitation of 6 mixed use buildings in the highly distressed section of downtown Norwich will support the region’s Opportunity Agenda and Community Revitalization strategies. A CFA award of \$166,956 will leverage \$817,000 in private investment and create 32 construction jobs.	Final SHPO: Nov 2014-Jan 2015 Full engineering/design of green infrastructure improvements; contractor quotes, contracts for building renovation: Jan – March 2015 Construction: March – November 2015 Project complete: February 2016
#39249 Corning Hospital Redevelopment	Corning Hospital	The project involves demolition of the former Corning Hospital building and preparation of a shovel ready site. A qualified development team is in place and prepared to proceed when the site is cleared. A CFA award of \$2,000,000 is expected to leverage \$8,250,000 in private investment and create 30 construction jobs.	Conduct demolition/abatement work: Nov 2014 – March 2015 Conduct environmental remedial investigation and abatement: March – Dec 2015 Developer construction: 2016 – 2018

#41208 Security Mutual Life Parking Facility	Security Mutual Life Insurance Company of NY	Construction of a parking structure in downtown Binghamton will support the retention of a major downtown employer and help address a parking issue. An award of \$2,000,000 will leverage \$8,700,000, retain 345 and create 58 construction jobs.	Design and permitting: Oct 2014 – Feb 2015 Construction: Feb – Dec 2015
#42611 West Water Street Row House Project	STEG	The project involves the renovation of 3 row houses in a distressed area of downtown Elmira. A CFA award of \$138,750 will leverage \$568,775 in private investment and create 6 new jobs and 10 construction jobs.	Project start: Dec 2014 Complete: Dec 2015
#42922 Mixed Use Development 70-72 Court Street	City of Binghamton	The redevelopment of a blighted vacant site in downtown Binghamton will support the region's Opportunity Agenda strategy. A CFA award of \$500,000 will leverage \$2,775,000, and create 20 construction jobs.	Site plan approval: 3 rd quarter 2015 SHPO/SEQR complete: 3 rd quarter 2015 Building Permits: Fall 2015 Complete: 3 rd quarter 2016

Strategy 5b. Economic Development Backbone – Shovel Ready Sites

Action	Responsible Entity	Expected Outcomes	Timeline
#41957 Big Flats Water Dept. Improvements	Town of Big Flats	A CFA award of \$133,286 will leverage \$533,146 to provide a pump station needed for water to support the expansion of existing businesses and new shovel ready sites. The project will create 10 construction jobs.	Design: March – May 2015 Regulatory Approval: Aug 2015 Construction: Oct 2015 – Feb 2016 Complete: April 2016

Strategy 5c. Economic Development Backbone – Broadband Infrastructure

Action	Responsible Entity	Expected Outcomes	Timeline
#40811 Delaware Broadband Initiative	Heart of the Catskills Communications, MTC Cable	The project involves completion extension of 213 miles of broadband infrastructure into rural residential and business areas of 8 municipalities in Delaware and Schoharie Counties. A CFA award of \$2,900,000 will leverage \$3,866,000, and create 4 new jobs and 16 construction jobs.	Start: 1 st quarter 2015 Complete: 4 th quarter 2016

Strategy 5d. Economic Development Backbone – Workforce Development

Action	Responsible Entity	Expected Outcomes	Timeline
#38709 SUNY Broome Revitalization & Workforce Development (Carnegie Library)	SUNY Broome	The \$12,500,000 project is being undertaken by SUNY Broome to create classrooms and a Hospitality Education Center in the historic Carnegie Library building in downtown Binghamton and a production kitchen on Upper Front Street within the city. A CFA award of \$2,500,000 will leverage \$9,000,000 in other funding sources, and create 11 jobs and 100 construction jobs.	Carnegie Library site: Design: April – Dec 2015 Construction: June 2016 – Dec 2017 834 Upper Front Street site: Design: Jan 2015 Construction: April – July 2015
#40825 BU Global Nexus	Binghamton University	With a CFA award of \$800,000, BU will renovate an existing building and convert the space into the global center for the university’s international student services. The project supports the region’s Global Marketing and Export Strategy, leverages \$4,000,000 in other funding sources, and creates 156 new jobs and 26 construction jobs. The project is expected to lead to an increase of approximately \$43 million per year in foreign investment by the end of the 4 th year of growth.	Start: 2 nd quarter 2015 Complete: 3 rd quarter 2016

Strategy 5e: Economic Development Backbone - Business Development

Action	Responsible Entity	Expected Outcomes	Timeline
#39755 Granite Works Addition	Granite Works	Granite Works will construct an addition to its facility to receive additional domestic and international products, and enhance the company’s competitive position. A CFA grant award of \$250,000 will leverage \$1,000,000 in private investment, create 5 new jobs and retain 21 jobs.	Construction start: 4 th quarter 2014 Completion: 2 nd quarter 2015
#41313 Sportsfield Expansion	Sportsfield Specialties, Inc.	Sportsfield will undertake construction of a 57,000 square foot expansion of its manufacturing facility. It will result in retaining 107 and adding 37 workers, and support the Global NY Strategy. A CFA award of \$900,000 will leverage \$5,706,719. A total of 12 construction jobs will be created.	Permitting: completed May 2014 Construction: 2 nd - 3 rd quarters 2015 Acquisition and installation of equipment: 4 th quarter 2015

Strategy 5f. Economic Development Backbone – Tourism and Waterfront Development

Action	Responsible Entity	Expected Outcomes	Timeline
#39446 Hotel Study	Village of Sidney	The Village will complete a feasibility study for a hotel and conference facility development. The study also includes an assessment of potential reuses of the former Amphenol plant. Both activities are part of the village’s NY Rising plan.	Study Start: March 2015 Complete: Sept 2015
#39541 Project Seneca	Village of Watkins Glen	The Villages of Watkins Glen and Montour Falls will complete the design and environment permitting, and position the construction of the new shared waste water treatment facility. The removal of the WWT facility from the lake shore is the first major step in the transformation of the southern tip of Seneca Lake. A CFA award of \$1,250,000 will leverage \$2,450,000 and create 60 construction jobs.	Preliminary Engineering: Oct 2014 – June 2015 Final Design and Preparation of Bid Documents: June 2015 – April 2016
#39950 WGI Modernization Project	Watkins Glen International	Repaving of the race track is a critical component of modernizing WGI to ensure its competitive position, particularly the newest track being built in nearby Canada. The project supports the Veteran’s Initiative, the Global NY Initiative, and the region’s Opportunity Agenda strategy. A CFA award of \$2,000,000 will leverage \$10,710,000 in private investment, and retain 77 full-time and 800 seasonal jobs.	Complete design: 1 st quarter 2015 Permitting: April – May 2015 Construction: Aug 2015– April 2016
#40034 Painted Post Trail Improvements	Village of Painted Post	The Painted Post Trail is used for the Wine Glass Marathon, among the largest marathons in NYS. A CFA award of \$83,815 will leverage \$335,262 in other resources.	Construction: 2 nd quarter 2015
#40977 Cayuga Nature Center	Paleontological Research Institution	The public education center exhibits and main lodge building will be upgraded with a \$249,247 CFA award. The project will leverage \$1,641,753, create 5 new jobs, retain 23 jobs, and create 4 construction jobs.	Final design: 4 th quarter 2014 Construction: 2015 Installation of exhibits: 2016
#41400 Waterfront Entertainment Study	Village of Sidney	The Village of Sidney will undertake a study to determine the feasibility of creating an eco-friendly waterfront entertainment center in the flood plain area.	Start 1 st quarter 2015 Complete 2 nd quarter 2016

Strategy 6. Technology Development and Transfer

Action	Responsible Entity	Expected Outcomes	Timeline
#41220 Incubator Works	Alfred Technology Resources Inc.	Renovation and conversion of 40,000 square feet of the former Schweitzer facility in Chemung County will house new business start-ups. This is part of the Corning Community College StartUP NY plan, and also will be a link in the Southern Tier’s Regional Incubator Plan. The project will leverage \$1,248,000, and create 50 new jobs and 12 construction jobs.	Design and bidding: 1 st quarter 2015 Construction: 2 nd and 3 rd quarters 2015 Completion: 4 th quarter 2015

Strategy 7. Opportunity Agenda

Action	Responsible Entity	Expected Outcomes	Timeline
#38813 AVRE Sheeter Development Project	Association for Vision Rehabilitation and Employment Inc.	Acquisition of new equipment and facility upgrades for manufacturing operations in downtown Binghamton. A CFA award of \$500,000 will leverage \$1,200,000, and create 9 new jobs and retain 57 jobs for persons who are blind.	Start: 1 st quarter 2015 Completion: 4 th quarter 2015

Part Four: Priority Projects for 2014

CFA #	Project Name	Applicant Name	Project Description	Global NY	Opportunity Agenda	Veteran Initiative	NY Rising	Workforce Development	Interregional
39950	Watkins Glen International Modernization Project	Watkins Glen International	Improvements to address safety issues and make WGI competitive in global market.	X	X	X			X
41891	Emhart Glass	Emhart Glass Manufacturing	Relocate administrative offices and manufacturing to new facility.	X	X				
41208	Security Mutual Life Parking Facility	Security Mutual Life Insurance Company of NY	Construct 354 space parking structure adjacent to headquarters in downtown Binghamton.		X				
39541	Project Seneca	Village of Watkins Glen	Complete final engineering and permitting for relocation for construction of new WWT facility.						
38813	AVRE Sheeter Development Project	Association for Vision Rehabilitation and Employment Inc.	Building improvements and equipment acquisition to enhance manufacturing processes.		X	X			
38876	Kiln Expansion Project	Tioga Hardwoods	Add kiln to support growth of export business.	X					
42935	Precision Filters Inc. Job and Export Growth Plan	Precision Filters	Acquire equipment to support increased production and global export activity.	X	X				
41220	Incubator Works	Alfred Technology Resources Inc.	Renovate former Schweitzer facility to place chronically unemployed with incubator businesses. StartUP partnership with Chemung County IDA, Corning Community College, and Ceramics Corridor.	X	X				

39446	Hotel Study	Village of Sidney	Feasibility study for reuse of Amphenol facility and a Hotel/Conference facility.			X
41400	Waterfront Entertainment Study	Village of Sidney	Waterfront entertainment development study.			X
42611	West Water Street Rowhouse Project	Southern Tier Economic Growth	Renovate three row houses in distressed area of Elmira.		X	
40034	Painted Post Trail Improvements	Village of Painted Post	Improve 1.1 mile trail to support Wine Glass Marathon tourism destination.			
38881	Heritage Block Renewal	Shelter Planning Development, Inc.	Rehabilitate 6 mixed use buildings, streetscape and adjacent parking in downtown Norwich.		X	
39249	Corning Hospital Redevelopment	Corning Hospital	Demolish former Corning Hospital property to create shovel ready site for implementation of redevelopment plan.			
41313	Sportsfield Expansion	Sportfield Specialties	Expand facility in Delhi.	X		
41920	Fourth Bay Project 2	Pacemaker Steel and Piping, Inc.	Acquire equipment and expand facility to accommodate business growth in global markets.	X		
41217	H. P. Hood	H. P. Hood	Acquire equipment to support application of new technology.		X	
40825	BU Global Center	Binghamton University	Renovate building to create global center for university's international student services.	X		X
38715	50 Front Street	Broome County Land Bank	Remediate and demolish building to create shovel ready site for construction of mixed use project.			

39755	Granite Works Addition	Granite Works	Construct warehouse for growing inventory.			
40811	Delaware Broadband Initiative	Heart of the Catskills Communications, MTC Cable	Final phase of broadband extension to rural areas in Delaware County.			X
38709	SUNY Broome Revitalization & Workforce Development	SUNY Broome	Renovate historic Carnegie Library building for classrooms and Hospitality Education Center.		X	X
41685	Veterinary Class Expansion	Cornell University	Renovate and expand classroom, labs and clinical space to accommodate 30% increase in student size.			X
43165	Buck 3	Buckingham Manufacturing	Equipment acquisition.	X	X	
42775	Food Business Incubation Program	TCAD Foundation	Feasibility study for food business incubators.			
42922	Mixed Use Development 70-72 Court Street	City of Binghamton	Redevelop vacant site and construction of a 5-story mixed use building in Binghamton.		X	
40977	Cayuga Nature Center Facility Enhancement Project	Paleontological Research Institution	Enhance Cayuga Nature Center Facility with new exhibits and restoration of historic structure.			
41957	Big Flats Water Department Improvements	Big Flats Water Department	Construct pump station to support water line extension for business expansion and new business development.			

APPENDIX A.

Southern Tier Workforce Profile Update

Regional Economic Development Council of the Southern Tier Workforce Profile

Labor Force. Simply defined, the labor force of the region includes the total number of residents employed, as well as the unemployed who are actively searching and available for work. A vibrant labor force, providing a skilled and ample workforce, is essential for the economic vitality of the Southern Tier. An analysis of recent and historical labor force trends is cause for concern in the region. In March 2014 (the most recent data available), the labor force of the eight-county Southern Tier Region stood at 308,100, the lowest level for the month in the current historical series dating back to 1990. The highest labor force count for March on record was 326,500 in 1999, 18,500 above the current level. Labor force levels have been stagnant or declining for the past 20 years. Recent trends indicate the labor force of the region declined 4,800 or 1.5% percent since March 2013, and 16,300 or 5.1% since March 2009. This recent four-year rate of reduction in the labor force was the third highest contraction among the ten Economic Development Regions of the state.

**Southern Tier Employment and Labor Force Trends
2000-2014**

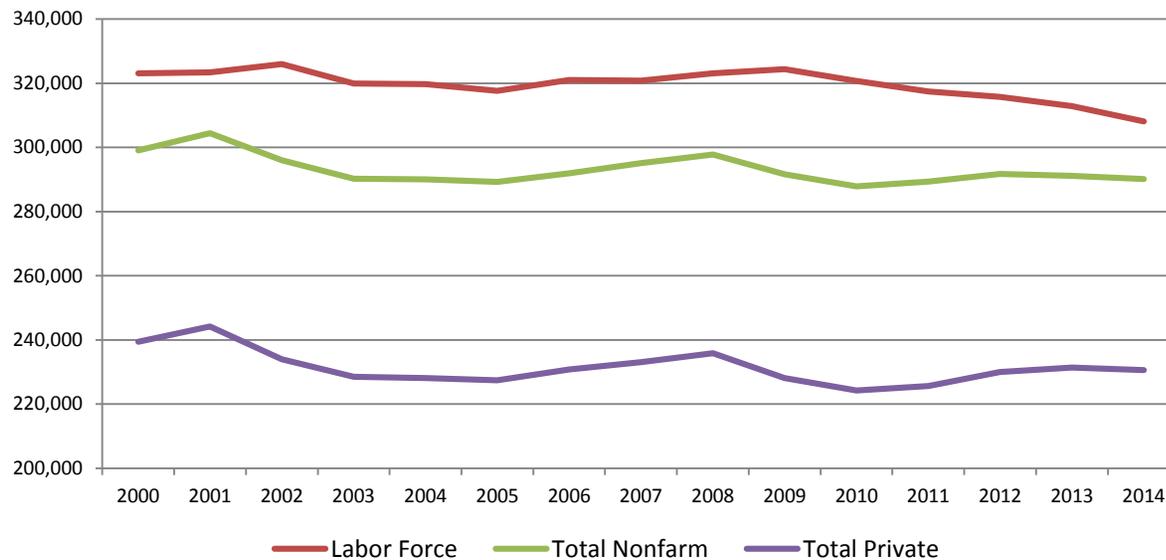


Figure 11: Source, New York State Department of Labor

The labor force is impacted by population trends, demographic shifts within the population, labor force participation rates and the general health of the economy. According to the U. S. Census Bureau, the population of the Southern Tier increased by only 0.1% between 2000 and 2010. Over the same

period, the population 25-49 years of age, considered young and prime age workers, declined by 25,200 or 11.2%. Workers in these age cohorts typically have high labor force participation rates in the 80-85% range. The population 50-64 years of age, considered older workers, soared by 32,900 to 31.6% of the population. Workers in this age cohort typically have much lower labor force participation rates in the 55-75% range. In addition, the job market has been stagnant in the Southern Tier. From March 2008 to March 2014, the total number of jobs in the region contracted by 9,000 to the current 292,800. Flat population trends, an aging labor force and soft economic conditions have all negatively impacted the labor market in the Southern Tier.

Unemployment. The unemployment rate in the Southern Tier stood at 7.1% in March 2014, ranking fifth among the ten economic regions in New York State. Current levels are high by historical standards. Prior to 2009, July jobless rates in the Southern Tier were below 7% in 15 of the 19 previous years (back to 1990) and below 6% in eleven of those years. One county in the Southern Tier, Tompkins, has had the lowest unemployment rate in New York State for the past twelve years. As with health, education and income, the Southern Tier average is buoyed by this outlier.

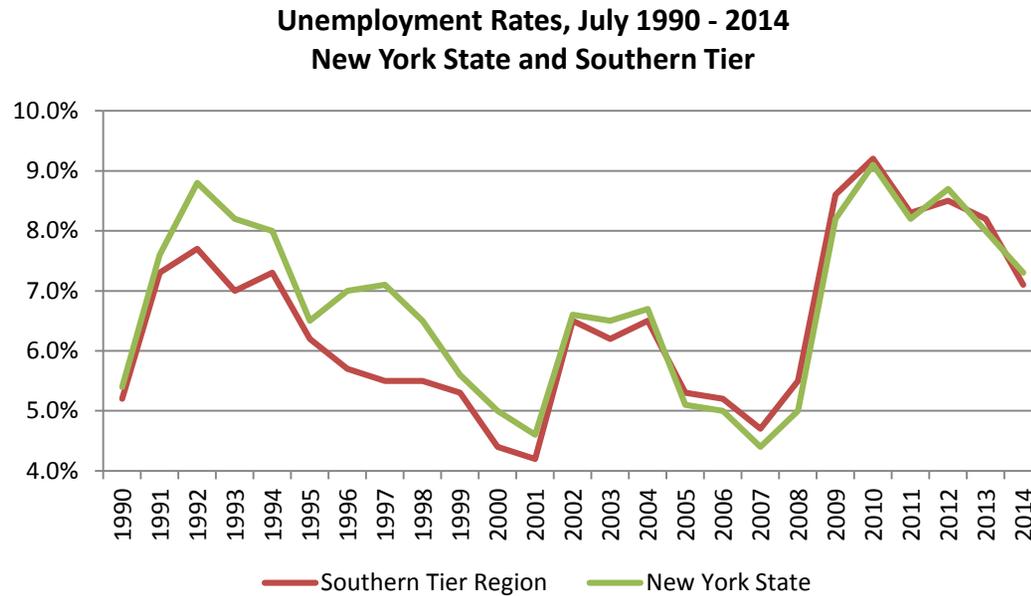


Figure 12: Source, New York State Department of Labor

An analysis of unemployment insurance (UI) beneficiaries provides insight on the characteristics of experienced workers who are currently jobless. As of May 2014, approximately 5,330 residents were collecting regular UI benefits in the Southern Tier. By occupational category, the largest share of those collecting benefits were involved in construction and extraction occupations (20.5%), followed by office and administrative support occupations (12.7%),

and blue collar workers (12.2%). By educational attainment, the highest share had a high school diploma (42.1%), followed by those that had 1-3 years of college (31.3%). Approximately one in nine had a college degree (11.2%) and 15.4 percent did not graduate from high school. By age cohort, the highest distribution of UI beneficiaries was spread fairly evenly among young to middle-aged workers including those 25-34 years of age (24.2%), 45-54 (19.3%), and 35-44 (23.6%).

Southern Tier UI Beneficiaries by Occupational Category, May 2014

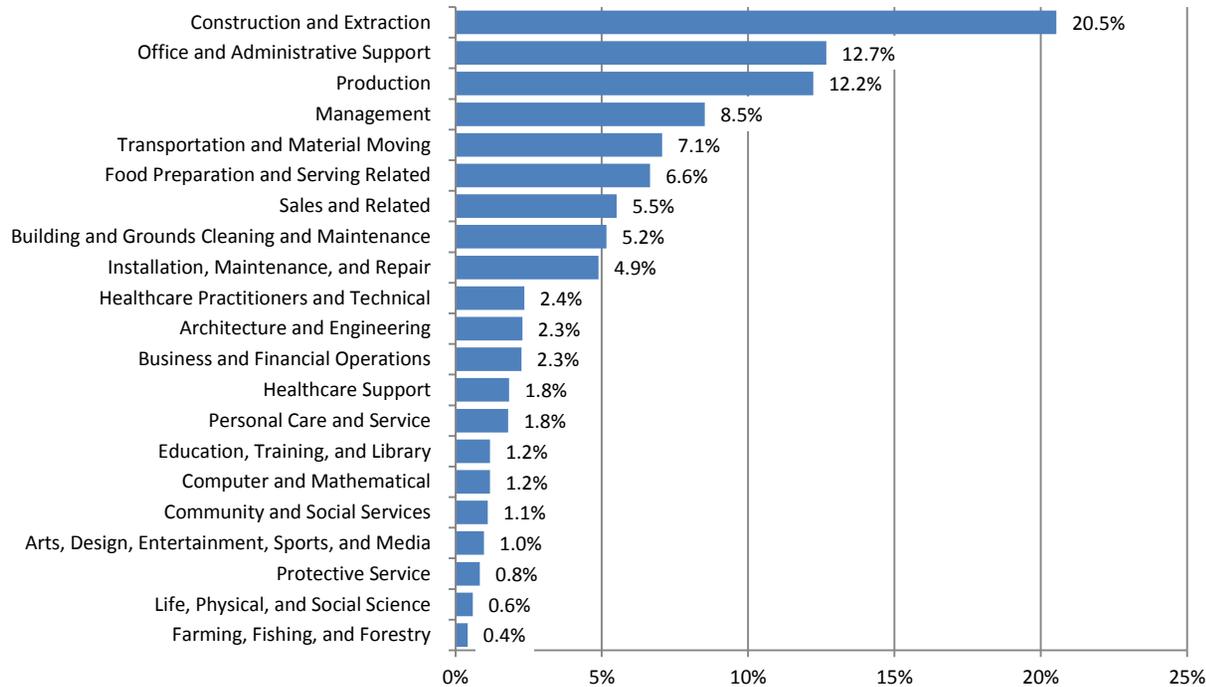


Figure 13: Source, New York State Department of Labor

Jobs by Sector. The industrial landscape of the Southern Tier has several unique characteristics presenting both opportunity and challenge. Despite a multi-year decline, with job levels cut substantially by the loss of over 16,800 jobs, the manufacturing sector of the Southern Tier is the strongest among all regions in the state. The share of total jobs centered in manufacturing stands at 13.4% in the region, 2.5 times higher than the statewide average (5.3%) and with jobs in the highest concentration among all economic regions of the state. Major manufacturers include Corning Incorporated, Lockheed Martin, i3 Electronics, Amphenol Corporation, BAE Systems – Platform Solutions, Raymond Corporation, MeadWestvaco, Alstom Transportation, CAF, Covidien and Chobani.

The Southern Tier’s share of private educational service jobs, at 6.6% of all jobs in the region, is well above that of New York State (3.7%) and is also the highest among all regions of the state. This includes all private universities, colleges and schools and colleges, including Cornell University, Ithaca College and Elmira College.

The region also has a relatively high share of government jobs. Just over one in every five jobs (19.8%) are federal, state and local public sector positions staffing local school districts, community colleges, Binghamton University, municipal governments, and state and federal agencies. This share is also above the state average (16.0%). Only three economic regions in the state have a higher share of government jobs.

Distribution of Jobs by Industry, 1990-2010, Southern Tier

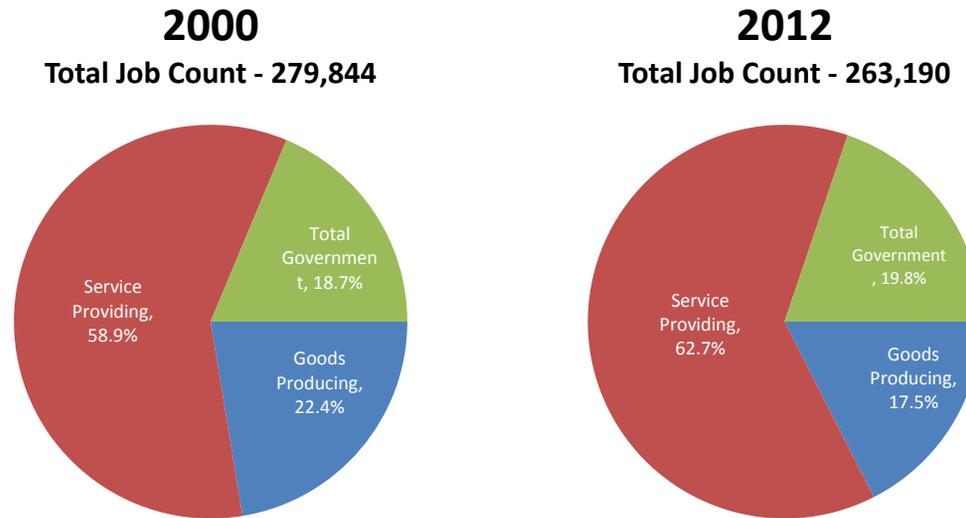


Figure 14: Source, New York State Department of Labor

On the downside, several high paying, service-producing industries in the region have a low share of jobs as compared with New York State. Only 3.7% of regional jobs are in professional and technical services compared to 7.0% in the state, and only 2.8 % of all jobs in the Southern Tier are concentrated in finance and insurance, half of the state’s 5.8% share. Regional wages in professional and technical services averaged \$66,455 in 2012 while finance wages stood at \$57,064, well above the \$41,831 average for all workers in the Southern Tier.

Occupational Profile. The New York State Department of Labor maintains and updates the annual Occupational Employment Statistics (OES) Survey, which collects and aggregates information from approximately 52,000 New York State businesses. Employment and wage information is developed for 22 major occupational categories and hundreds of specific occupations. OES data for the Southern Tier indicate that over one half of all workers in the region are employed in just five occupational categories: administrative support (16.9%), education and training (10.2%), sales (9.2%), food preparation and service (8.2%), and production (7.9%). Some of these occupations, such as administrative support and sales, are common among a variety of industry sectors, and therefore, numbers classified in these categories are large. But others, such as education and production occupations, reflect the high concentration of jobs at higher educational institutions and manufacturing facilities in the region. Median wages in these common occupational categories range from a low of \$20,870 for food preparation and service to a high of \$51,490 in education and training.

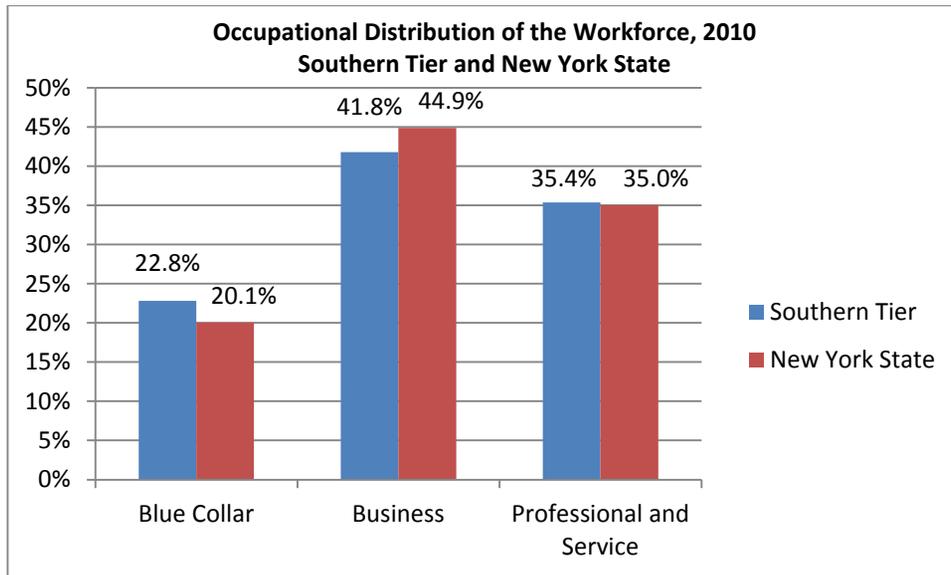


Figure 15: Source, New York State Department of Labor

Occupational categories with a much higher share of regional jobs as compared with New York State include architecture and engineering (3.1% vs. 1.2%), education and training (12.0% vs. 8.0%), and production (7.8% vs. 4.1%). Once again, this reflects the high concentration of manufacturing and education jobs in the region.

Wages. The New York State Department of Labor maintains two data series that track wages in the state. The Quarterly Census Employment and Wage (QCEW) aggregate data on firms, employment and payrolls covered by Unemployment Insurance Law. Overtime pay, bonus pay, and part-time workers are

all included in the data series, therefore the wage information does not reflect straight time earnings. QCEW data for the Southern Tier indicate that the average annual wage in 2012 for all workers was \$41,831, nearly \$12,400 or nearly 30% below the statewide average. In ranking the ten economic regions from highest (1) to lowest (10) in average wages – the Southern Tier placed seventh.

The Occupational Employment Statistics (OES) survey derives wage information from businesses. OES data for the Southern Tier indicate that the median wage for a worker in 2010 was \$32,440, approximately \$6,900 or 18% below the statewide average. Only two regions in the state had a lower median OES wage.

Payrolls. An analysis of payroll trends in the Southern Tier, which reflect the aggregate of all wages paid to workers, is optimistic when compared with the stagnant job growth trend over the past five years. From 2005 to 2012, the annual payroll of the region advanced by over \$1.6 billion or 17.7% to a total of \$11 billion. This growth rate exceeded the inflation rate of 16.4%, as measured by the Consumer Price Index for All Urban Consumers, indicating that the aggregate purchasing power of the region grew in real terms. The healthiest payroll gains in the private sector were posted in health and social services (+\$393.5 million of 23.7%), educational services (+\$175.5 million or 12.1%), and professional and technical services (+ \$154.0 million of 9.3%).

APPENDIX B.

2014 Work Force Development Plan for the Southern Tier

Regional Economic Development Council of the Southern Tier

Implementation Strategy in Support of the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan

Workforce Trends

The Workforce Development Work Group reviewed the most current labor force statistics and the analysis presented by Christian Harris from the NYS DOL Regional Office. The statistics and analysis report is attached as Appendix A. Below are highlights of the analysis.

- The workforce in the Southern Tier has shrunk during the period 2000-2014. There is a cause for concern because it is a possible indication of labor force attitude and discouraged workers who are not actively looking for jobs. It also is possible that this decline in the workforce is due to an aging population (baby boomers) leaving the workforce, out-migration of the young professionals, and some who have returned to school full-time. The issue of a shortage of qualified workers is important to the region's economic development success in terms of its ability to attract new businesses.
- Private sector employment has regained its footing on a regional basis; however, the Binghamton and Elmira areas continue to struggle and is seen most obviously in manufacturing and government jobs. Tompkins and Chenango County have been increasing steadily, with Steuben County being a leader in job creation in both the Southern Tier and the State of New York.
- The unemployment rate in the Southern Tier is now 7.0%, which closely matches NYS. This is down from a high of 9.1% in 2010. The rate is only 3.5% in Tompkins County. Unemployment is in several sectors including construction, office and administrative support, and production.

In addition, the Work Group reviewed and discussed the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan as presented by Julia Matticks. This report includes recommendations from the LWIB's based on NYS Department of Labor data and the Empire State Development Corporation Industry Cluster Analysis for target business sector clusters and demand occupations. The Work Group discussed and made recommendations regarding an implementation component of this plan.

Recommendations

The Workforce Development Work Group recommends the Regional Economic Development Council adopt the following as its Workforce Development Strategy for 2014 that also will serve as the implementation strategy for the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan.

1. Designate the Southern Tier's target business/industry sectors for 2014:
 - Health care
 - Transportation (manufacturing and assembly)
 - Clean energy
 - Advanced manufacturing
 - Agriculture
 - Travel and tourism
 - Research and technology development (higher education and private sector)
2. Adopt the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan (Appendix B.).
3. Concur with the priority list of demand occupations for the entire Southern Tier Region for 2014, which appears on the website: LMI for Workforce Planning is available at:
<http://labor.ny.gov/workforcenypartners/lwia/lmi-for-workforce-planning.shtm>.
4. Adopt the following implementation plan that supports the Southern Tier Local Workforce Investment Board 2014 Regional Workforce Plan.
 - Align education with demand occupations and key economic development sectors: Community colleges, BOCES and other proprietary schools should focus on providing training opportunities in the targeted priority occupations.
 - Target training in sectors where there are CFA priority projects; i.e., recent hospitality and tourism projects.
 - Encourage businesses to maintain constant communication with the LWIB's about sources of training dollars other than the CFA process.
 - Collaborate with the LWIB's to develop a comprehensive list of state and local resources for workforce training, and the Regional Council will distribute it to area businesses, particularly CFA award recipients.
 - Link workforce training needs of Start-UP NY businesses with the LWIB's and academic institutions.
 - Work to make certain the target sectors, workforce training dollars and programs for Veterans are in close alignment with target demand occupations.

APPENDIX. A

Workforce Statistics and Analysis

May 2014

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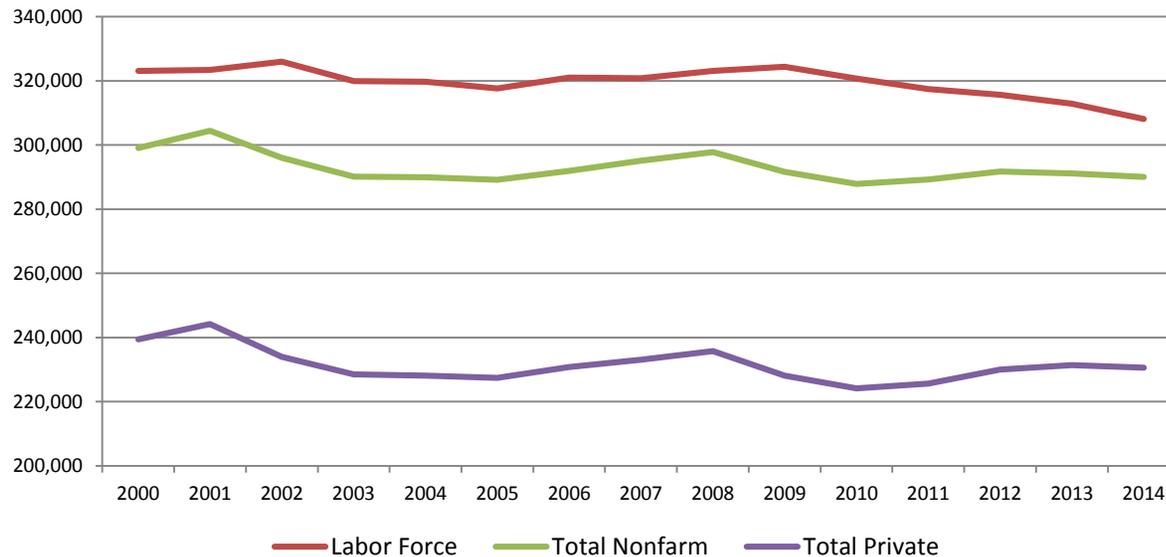


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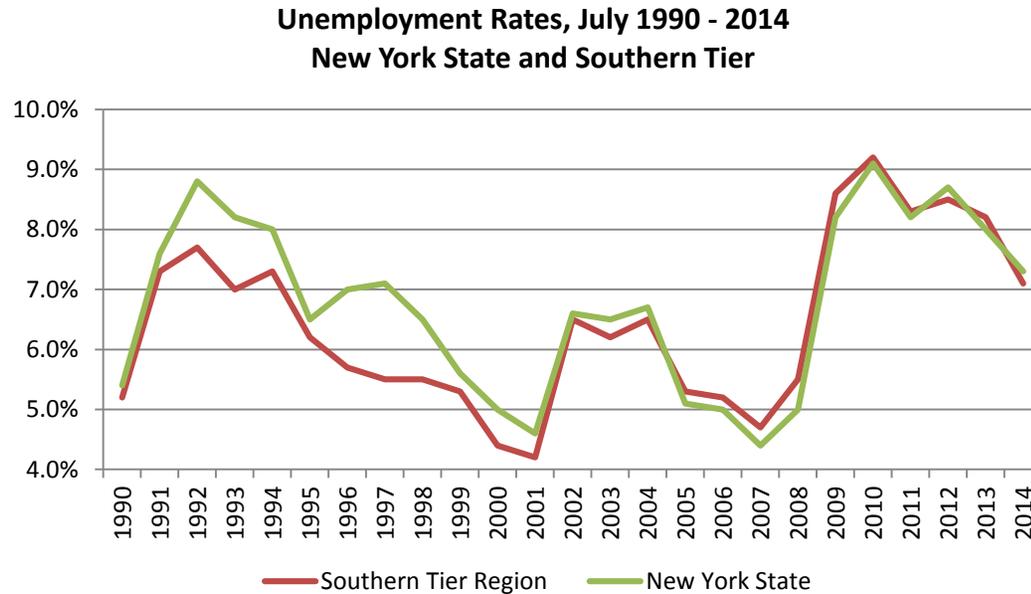


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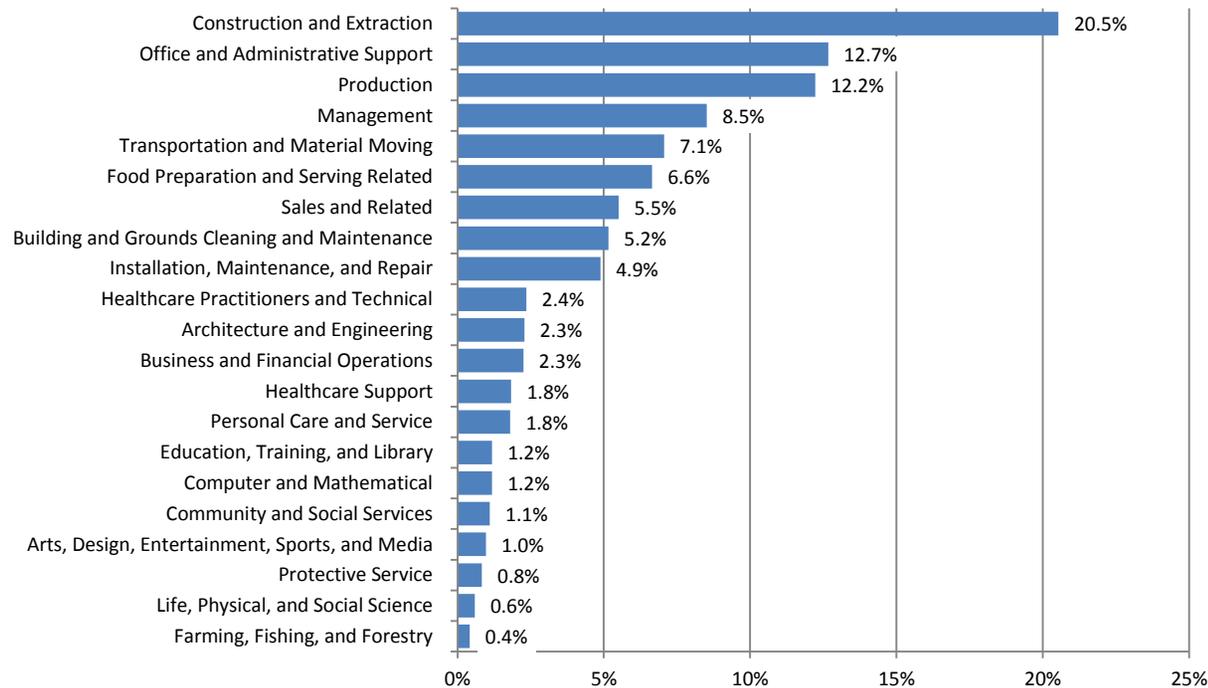


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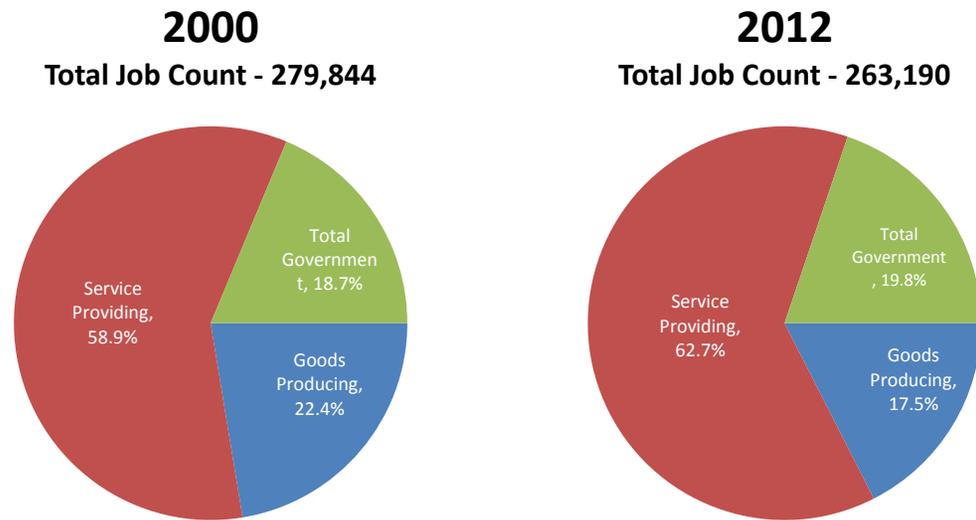


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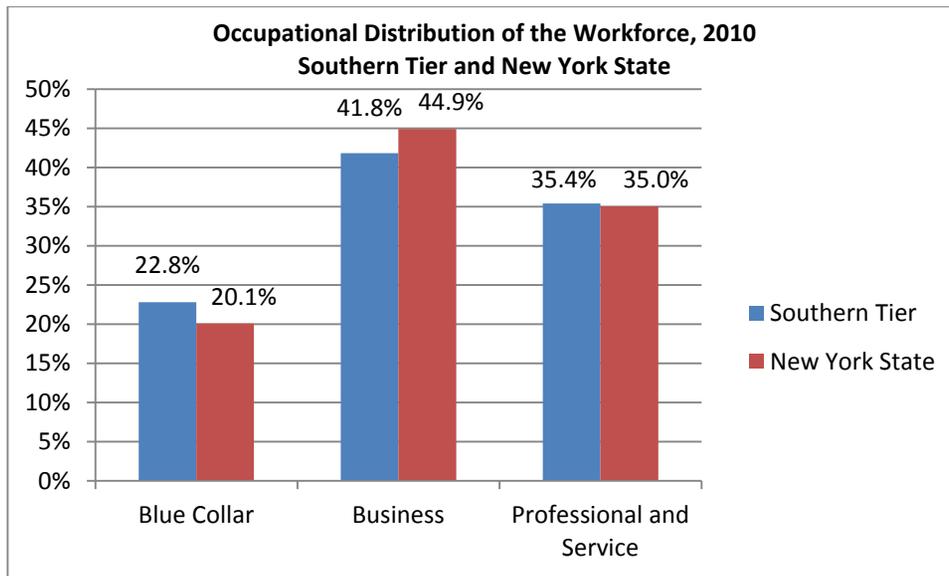


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APPENDIX B.

Local Workforce Investment Board

Regional Workforce Plan: 2014



Southern Tier
Local Workforce Investment Board
2014 Regional Workforce Plan



1. Labor Market Information for Workforce Planning

Labor Market Information (LMI) to support Local Workforce Investment Board (LWIB) regional workforce planning has been developed in a form that provides workforce planners an understanding of: (1) labor demand, or the occupational skills needed by businesses – immediately, short-term and long-term; (2) the labor supply, or availability of skilled workers in each of these labor markets; and (3) the education and community capacity to create skilled workers.

LMI for Workforce Planning is available at:

<http://labor.ny.gov/workforcenypartners/lwia/lmi-for-workforce-planning.shtm>.

This information includes: LWIB regional priority occupations; Regional Economic Development Council priority occupations; occupations in demand in current, short-term and long-term labor markets; and occupations associated with significant economic development projects.

2. Priority Sectors and Projects

- a. Sectors – Identify the priority sectors for the region and explain why each of these sectors was designated as a priority.

In conjunction with the NYS Dept. of Labor, Empire State Development Corporation conducted an Industry Cluster Analysis, which was utilized by the Southern Tier Regional Economic Development Council to identify those industry clusters most representative of the Southern Tier workforce. In the Southern Tier, industrial machinery and services, which includes manufacturers of electrical equipment, fabricated metals, instruments and machinery, ranked first in employment. The other industry sectors identified as a priority were: health care and social assistance, clean energy, advanced manufacturing and agriculture.

Using this research as a guideline and comparing this information to the communication received from the business community in the Southern Tier, the LWIBs established their demand occupation lists for training which aligns the current needs of the businesses with the strategic vision for economic development in the region.

- b. Projects - Identify regionally significant economic development projects or initiatives.

In Chemung/Schuyler/Steuben Counties, the following are recent regionally significant projects:

The Corning Museum of Glass will create a new front door for group visitors by transforming a secondary back entrance into the new International Motorcoach Entrance. The New Entrance will be an indoor/outdoor reception area designed to welcome visitors.

The INN at Corning project involves the demolition of an existing hotel and construction of a new five story, 125 room high end hotel. The INN at Corning will help revitalize the downtown waterfront and support the nearby Corning Museum of Glass.

Watkins Glen Middle School Project will renovate the former Watkins Glen Middle School to accommodate more than 55 low-income housing units and provide new community space in Watkins Glen.

First Arena Improvement project involves the substantial repair/replacement of major equipment in the First Arena in Elmira, including but not limited to the ice plant equipment and the installation of a new score board with video capability.

In Tompkins County, the regionally significant projects are:

Tompkins-Cortland Community College is creating a Farm to Bistro initiative. The project creates a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca.

Cornell University is instituting a project to build a Downtown Ithaca Incubator. This project involves the renovation of a 9,000 sf building in downtown Ithaca to house Cornell University's new incubator, the Ithaca node of the Southern Tier Regional Innovation Hot Spot.

In Chenango/Delaware Counties, these are the regionally significant projects, the following are the regionally significant projects:

Rural Area Revitalization Projects (RARP) Program-Village of Walton: Through this program owners of buildings located on Delaware Avenue and Bridge Street may apply for grants of up to \$25,000 for projects to improve their buildings. The purpose of the RARP program is to provide financial resources to rural New York State communities for the restoration and improvement of commercial buildings. Projects will vary greatly from one property to another, but may include flood prevention and mitigation measures, such as; raising floor elevations, moving mechanical systems, improvements to help seal the building and other building modifications endorsed by the Village Flood Commission and Code Enforcement Officer. Although not the primary focus of the program, projects may also include improvements to residential apartments in mixed-use commercial buildings. Grant is administered by Delaware County Local Development Corporation (LDC).

Amphenol Retention Project: Delaware County IDA is in the completion phase of this project. Amphenol is completing their Energy Efficient Green building and hopes to start moving operations there in May. This project has retained the majority of jobs in Delaware County. CDO Workforce has assisted with recruitment of new employees. CDO Workforce hosted two very well attended professional job fairs in their Sidney and Norwich One Stop Centers.

Sportsfield Specialties: Delaware County Economic Development is working on an 8 million dollar expansion project. They are planning on putting on a 78 thousand square foot production facility and adding new production equipment. If this project goes through, Sportsfield will add 20-20 new jobs. CDO Workforce in partnership with Delaware County Economic Development will assist with recruiting, hiring and training new employees.

Catskill Food Company, LLC: STREDC Rural Initiative Program is loaning them money for start-up funds. They are a new company which will be a wholesale food company specializing in a line of all natural sausages. The project impact estimates the creation of 7 full time employees and 12 part time employees. CDO Workforce in partnership with Delaware County Economic Development will assist with recruiting, hiring and training new employees.

Natural Gardens, LLC: STREDC Rural Initiative Program is loaning them money for business expansion. They were established in October 2008. The goal of Natural Gardens, LLC is to have a small working farm which promotes locally grown fruits and vegetables, locally raised livestock for meat & dairy. In addition, they plan to offer the farm for weddings and events and establish a retail brewery building on premises which utilizes their farm

grown hops. 17 construction jobs are projected as a result of the project. 4-5 full time and 9-12 part-time jobs are projected as a result of the project. CDO Workforce in partnership with Delaware County Economic Development will assist with recruiting, hiring and training new employees.

Green Lumber: Energy efficient infrastructure development needed to power the lumber mill as part of the reestablished Green Lumber company.

Wassihickon: Acquisition and renovation of the former Wassihickon 20,000 sf water bottling facility to create a shovel-ready turn-key light manufacturing, warehousing or commercial facility.

NYSW Railroad Project working with Commerce Chenango: Damaged by flooding in both 2006 and 2011, the railway freight service from Utica to Binghamton has been absent of service for seven years. However, in 2014, businesses and industries along the route will be able to move products once again. Announced in May, the 6 million dollar project includes a \$4.7 million investment from EDA, \$770L from NYS Department of Transportation, \$150K for Chenango County, \$112,500 from the Development Chenango Corporation, \$85K from NYS&W and \$59K from the Chenango County IDA. This transportation development was promoted in STE's 2011 Comprehensive Economic Development Strategy.

Finally, in Broome/Tioga Counties, the regionally significant projects being pursued are:

Greater Binghamton Airport Utility Improvements, who's funding will support infrastructure improvements to the Greater Binghamton Airport park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site. In addition, the existing airport sewer system is in frail condition, and has reached the end of its useful life.

Growing Spaces, Improving Lives is a project being accomplished by the NY Association for Retarded Children - Broome, Tioga. Phases 1 & 2 are complete. Funding request is for Phase 3, which includes the renovation of 25,575 sf for expansion of the day rehabilitation space. The program provides job training for persons with disabilities.

3. Aligning Business-led Partnerships and Resources

- a. LWIB Membership – Describe how the business membership of each of the region's LWIBs align with or support business representation of priority sectors and regionally significant projects or initiatives.

Currently the Southern Tier WIBs have 9 board representatives from the private sector that are involved in Advanced Manufacturing including 3 from the energy sector and 1 from technology. In addition we have 3 representatives from the agriculture/food processing sector, 5 representatives from the healthcare sector and 4 from the construction and skilled trades sector.

When filling future vacancies, preference will be given to appointing representatives from the Southern Tier REDC target sectors.

- b. Business Advisory Committees – Prepare an inventory of Business Advisory Committees established by community colleges, and describe LWIB involvement in these committees where applicable. Note that NYSDOL will create web-based mechanism to compile information on business advisory committees.

In the Chemung/Schuylers/Steuben Counties, Corning Community College has several committees within their Workforce Development Department which includes the input of local businesses to assist in planning for delivery of their trainings to the business community. CCC has not created a specific Business Advisory Committee in conjunction with the Job Linkage Program but the Executive Director of Workforce Development and Community Education for CCC is a member of Chemung-Schuylers-Steuben LWIB which facilitates regular communication on workforce issues between both organizations.

In Chenango/Delaware Counties, the following Business Advisory Committees are currently in place:

Delaware County IDA (Industrial Dev. Agency)_Seeks to improve the quality of life in Delaware County by assisting businesses and industry for the purpose of retaining and expanding existing job opportunities, attracting new jobs, and stimulating the investment of capital in the county
Contact-Glen Nealis 607-746-8595.

Catskill Hudson Area Health Education Center-works with community –based partners to address healthcare professional shortages and healthcare workforce development. CDO Workforce representative is a Board member. Kathryn Reed is Executive Director, 845-883-7260, www.chahec.org

SUNY Delhi Perkin’s Advisory Council- Provides funding to enhance career and technical education at the associate level. Contact-John Nader-607-746-4540. CDO Workforce representative is a Board Member.

Human Service Councils-Chenango and Delaware Counties have Councils that are comprised of area community service and human service agencies. The functions of the Councils are to network, provide information and sharing of resources. CDO Workforce representatives are members of the councils.

Delaware County Economic Development-CDO Workforce has a unique relationship within Delaware County wherein Workforce services are included in assistance packages offered to new and existing businesses to incentivize and support projects focusing on business retention, expansion and development.

Delaware County Chamber of Commerce- Enhance your business, other businesses throughout the region and promote the economic well-being of the county. Chamber works with Business Networking, Media Partners, and acts as the voice of businesses through the non-partisan Government Affairs Committee.

DCMO BOCES- 2 Business Advisory Committees. One located at each school Harold Campus and Norwich Campus. Contact-Audrey Benkenstein 607-335-1216.

ONC BOCES- Business Advisory Committee Contact- Nicholas Savin- District Superintendent

Commerce Chenango-focuses on the Economic Development of the County

Development Chenango-Partner organization focused on supporting the economic development needs of Chenango County by providing area businesses with the resources they need to grow. Services include technical support, business planning resources, and relocation and/or expansion assistance.

Chenango IDA (Industrial Dev. Agency) a public benefit corporation of the State of New York, established to provide financial and other incentives to firms expanding or locating in Chenango County. CCIDA is an integral part of the comprehensive economic growth and organizational structure of Chenango County.

Business Improvement District Established in 1986 Organization essentially functions as a private sector organization, which enhances the safety, cleanliness, image and competitiveness of the downtown business district in the City of Norwich NY.

Delaware County Chamber of Commerce- Enhance your business, other businesses throughout the region and promote the economic well-being of the county. Chamber works with Business Networking, Media Partners, and acts as the voice of businesses through the non-partisan Government Affairs Committee.

In Tompkins County, the following Business Advisory Committees are currently in place:

TST BOCES Business Advisory Committee – The Tompkins County WIB Director is a member of this advisory committee and provides suggestions, assistance with populating the committee when needed. Contact – Tony DiLucci 607-257-1551

Tompkins Cortland Community College

TC3 has A.A.S. Program Advisory Committees in Accounting, Broadcast Production, Business Administration, Chemical Dependency, Computer Forensics, Computer Information Systems, Computer Support Specialist, Web and Mobile Application Design, Construction and Environmental Technology, Criminal Justice, Early Childhood, Electrical Engineering Technology, Entrepreneurship, Hotel and Restaurant Management, Human Services, Nursing, Paralegal, Office Management and Administration and Wine Marketing.

Tompkins County Chamber of Commerce - The mission of The Tompkins County Chamber of Commerce is to advocate for the free enterprise system and sound economic development, foster success for its for-profit and not-for-profit members, and promote a high quality of life for all Tompkins County residents.

Downtown Ithaca Alliance - The Ithaca Downtown Business Improvement District (IDBID), is a State of New York chartered 501c3 not-for-profit organization charged with the revitalization, development, promotion, and management of downtown Ithaca. The IDBID operates as the Downtown Ithaca Alliance (DIA).

In Broome/Tioga County, the following Business Advisory Committee is currently in place:

SUNY Broome Workforce Advisory Committee.

Contact - The Director is Jan Hertzog (607)778-5054.

- c. Regional Economic Development Council (REDC) Planning – Describe how the region’s LWIBs coordinate with REDC planning.

In addition to the Southern Tier Region’s LWIBs review of the Regional Economic Development Strategic Plan, the Executive Director of the Chemung-Schuyler-Steuben LWIB sits on the board of the Southern Tier Regional Economic Development Corporation, which manages four revolving loan funds created with funding received from the Regional Economic Development Council through the CFA process. This integration allows for regular communication with the LWIBs in the region to align their programs with the current needs of the Business community and the strategic needs of the Southern Tier region as a whole.

The Tompkins County WIB Executive Director is a member of the Southern Tier Regional Economic Development Council Business Development and Entrepreneurship Workgroup and joins the other WIB Directors on the Workforce Development Workgroup.

The Southern Tier Regional Economic Development Council has utilized these workgroups to form the basis for their Strategic Plan.

- d. Other Business-led Partnerships – Describe how the any other business-led partnerships support workforce planning in the region.

The CSS, CDO and Broome/Tioga LWIBs work closely with Workforce Development Institute (WDI) whose primary mission is to provide supplemental funding to manufacturing companies throughout the State to improve efficiency, training incumbent workers and support retention and expansion projects. This collaboration requires regular outreach to the business community to assess their current needs and the gathering of this business intelligence helps focus planning for the region’s workforce in the future.

CSS Workforce has regular communication/interaction with the following Chambers of Commerce: Corning Area Chamber of Commerce, Chemung County Chamber of Commerce and Watkins Glen Chamber of Commerce. CSS regularly participates in the Business Education Roundtable monthly meetings held by the Chemung Chamber of Commerce and we have representation on the Business & Education committee of the Watkins Glen Area Chamber of Commerce.

CDO Workforce works closely with local business groups and chambers of commerce, and is represented on the Development Chenango Corporation. Chenango County representation on the Morrisville State College, Norwich campus advisory committee

The Tompkins Workforce Investment Board works closely with the Tompkins County Chamber of Commerce and Tompkins County Area Development. Both of these entities were involved in formulating our Workforce Strategy and supporting our regional workforce efforts.

4. New York State Career Center Services

- a. Business Services – Describe the NYS Career Center Regional Business Services Team’s capacity to broker the region’s demand and supply for skilled workers.

The Regional Business Services Team members have been working together to broker training for the region’s demand occupations by accessing all available funding to promote growth in REDC target sectors. OJT and customized training funds have been used to promote growth in advance manufacturing sectors and healthcare opportunities. We are committed to continuing to seek funding to provide training in the sectors of healthcare, advanced manufacturing, agriculture and food processing and construction and skilled trades so that we can continue to provide a skilled workforce to local and regional employers. In addition the business service representative work with local JSEC to provide human resource and workforce data to the business community.

- b. Worker Services – Describe NYS Career Center services to address unemployment in target populations.

The NYS Career Centers provide individual and group services to address unemployment in targeted populations. Some of the services provided are NYSDOL Labor Market Information, workshops in resume writing and interviewing, skill assessment, eligibility for training assistance, referral to partner agencies for appropriate services not offered in the Career Centers, access to specialized grant funding to work with target populations, etc...

- c. Labor Exchange – Describe how the NYS Career Center System brokers filling jobs.

The NYS Career Centers match employer needs with job seeker skills, work closely with eligible training providers to align offerings with skill needs, provide employers with customized recruitment opportunities

- d. Partnerships - Identify partnerships that help fill job openings.

New York State DOL, ProAction of Schuyler, Steuben and Yates, GST BOCES, AMERICORP, ACCESS VR, Experience Works, Department of Social Services, Chenango County Interagency Council, NYSDOL Veteran representatives and the Resource Center for Independent Living (RCIL), Challenge Workforce Solutions, TST BOCES, TC Action, Tompkins Hospitality Employment and Training Program.

APPENDIX C.

Global Export and Marketing Strategy

SOUTHERN TIER GLOBAL MARKETING AND EXPORT STRATEGY: 2014

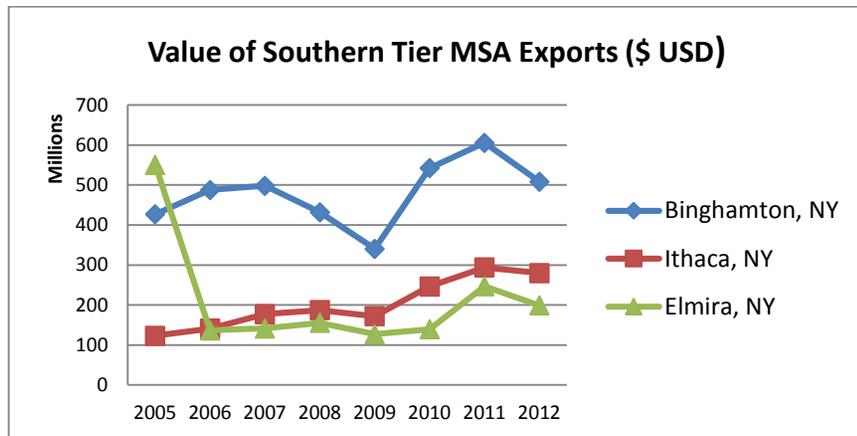
INTRODUCTION

In his 2014 State of the State address, Governor Cuomo announced the introduction of Global NY to Round 4 of the Regional Economic Development Council initiative. The Regional Economic Development Council of the Southern Tier has adopted a plan to integrate Global NY into the region's economic development strategy. This plan is based on an assessment of opportunities, objectives and strategies designed to accomplish the overall goal to increase, attract international investment and create jobs.

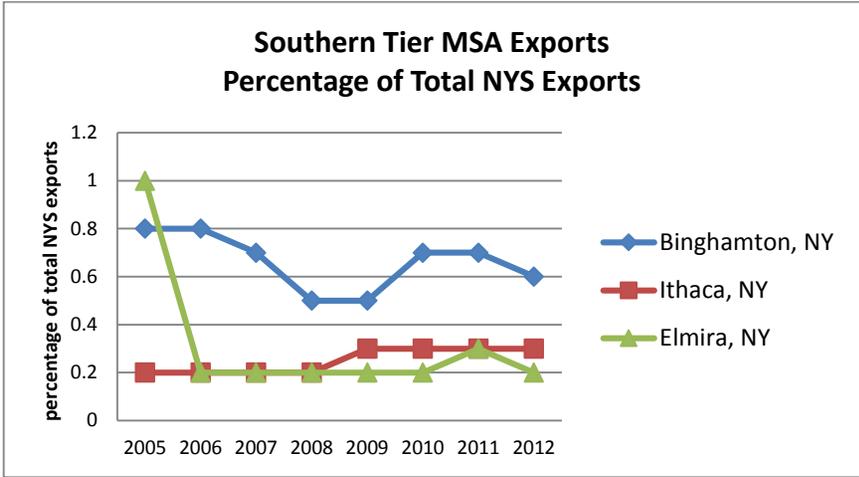
SITUATION ANALYSIS

The International Trade Administration's 2012 data bases indicate that the Binghamton MSA's export activity experienced a spike from 2009 to 2011, but activity took a dip in 2012. The Ithaca MSA did not experience a decline during the 7-year tracking period, and in fact saw slow and stable growth in export activity from 2009 to 2012. The Elmira MSA's growth activity took a steep decline in 2006 and remained flat until 2011 when activity increased once again.

More detailed information regarding these three MSA's and all eight counties in the Southern Tier Region is contained in Appendix A.



Source: International Trade Administration *County Totals and Major Export* data bases. 2012



Source: International Trade Administration *County Totals and Major Export* data bases. 2012

Southern Tier Business and Industry Export Activity

Current Level of Activity

There are several businesses in the Southern Tier Region that have significant export activity. Following is sample listing of these businesses in the REDC’s key target industries.

<p>Environmental and Clean Energy Products</p> <ul style="list-style-type: none"> • Corning Incorporated: Heavy Duty Diesel 	<p>Software and Technology Development</p> <ul style="list-style-type: none"> • Moldflow • GiveGab
<p>Energy Efficiency and Technology</p> <ul style="list-style-type: none"> • Borg Warner • Dresser-Rand • Eaton Electric 	<p>Manufacturing of Food Products</p> <ul style="list-style-type: none"> • Chobani • DeMet’s Candy Company • Kerry Bioscience
<p>Design and Manufacture of High-technology Products</p> <ul style="list-style-type: none"> • Chentronics • Emerson Network Power 	<p>Design and Manufacture of Transportation Systems and Components</p> <ul style="list-style-type: none"> • ENSCO Avionics • BAE Systems

<ul style="list-style-type: none"> • GE/Unison • i3 Electronics • IBM • Kionix • Norwich Aero • Novomer • Sanmina Corp. • Diamond Visionics 	<ul style="list-style-type: none"> • Hilliard Corporation • Lockheed Martin • SEPAC, Inc. • Therm
<p>Manufacturing</p> <ul style="list-style-type: none"> • BSC Associates • Emhart Glass • Felchar Manufacturing Corporation • Hardinge • Incodema • Meier Industries • Raymond Corporation • Silicon Carbide Products • Tecnofil • Universal Instruments 	<p>Medical and Healthcare Technology</p> <ul style="list-style-type: none"> • Datapoint Labs • DePuy Synthes • Innovation Associates • Micatu • Mirion Technology Corporation • MiTeGen • Rheonix • Vybion
<p>Specialty Products</p> <ul style="list-style-type: none"> • GOLDEN Artist Paints • Hagen Pet Foods • McIntosh Labs 	<p>Pharmaceuticals</p> <ul style="list-style-type: none"> • Alvogen Company • Norwich Pharmaceutical
<p>Forest-based Products</p> <ul style="list-style-type: none"> • Baillie Lumber • Double Aught Lumber • LOK-N-LOGS • Tioga Hardwoods • Wagner Lumber 	

Projected Growth in Export Activity

Those business and industry sectors with the greatest potential for growth in export activity include advanced manufacturing, transportation (rail, bus and aerospace in particular), metal fabricating, natural gas exploration – export of energy, electronics, software and technology development, generic pharmaceuticals, clean energy products, food processing, and forest-based and agricultural products.

The following companies are expected to grow their export activity in the next 2-5 years: Corning Incorporated, Dresser Rand, Kionix, Rheonix, MiTeGen, Borg Warner, Novomer, Vybion, Datapoint Labs, Moldflow, Therm, Incodema, GiveGab, Raymond Corporation, BAE Systems, Innovation, i3 Electronics, Diamond Visionics, Felchar, and BSC Associates.

In the agriculture and food processing sector Cayuga Milk Ingredients, Chobani and International Food Network are expected to enter the global export market in a significant way. In the energy field, ReNew Rare Earth will be engaged in export activity.

Barriers

The greatest barriers to growth in export activity are a limited understanding of foreign requirements to export, together with lack of capital for increased production capacity, the cost for development of supply chains and partnerships, need to attract/train a qualified workforce and limited number of trade zones. In addition, there is the issue of limited ground and air transportation to efficiently accommodate foreign buyers and prospective foreign investors visiting businesses in the Southern Tier, particularly those businesses in the more rural counties that do not have a nearby airport such as Chenango, Delaware, Tioga, Steuben and Schuyler.

Specifically, small to medium-sized businesses lack the internal knowledge and expertise that prevent them from pursuing a successful export strategy. Examples include lack of knowledge about:

- Foreign markets
- Transportation costs
- U.S. Export Control Laws, regulatory compliance, licensing, inspections, tariffs
- Global sale contracts, contract negotiations
- Protection of intellectual property rights
- Foreign import control laws, regulatory compliance, inspections, tariffs
- Foreign government regulations / policies
- Global advertising, marketing, distribution
- Language and cultural barriers
- Customs clearance
- Exchange rate fluctuations
- Export financing

Although there are a variety of resources available in the region, there is not a designated lead for export service provision. Furthermore, there is not a clear delineation of roles and responsibilities between local public / private export service providers, state service providers, and federal assistance experts, making the region's export resources difficult to tap.

Opportunities

Most of the high tech / tech transfer opportunities in the region have the potential to be global exporters of products or services. An acute lack of capital stunts their growth and limits the number that succeed. A seed capital fund would go a long way in addressing this gap.

In addition, New York State is not known as a low-production-cost state. Therefore, to compete globally we must create products for which price point is not the USP (Unique Selling Proposition). This would include next-generation, high-value products that have global application but are not available from other sources. The recruitment of start-ups and support of them through the new regional incubator program would focus on this sort of commercialization serve to integrate these initiatives.

The tools and resources that would be most beneficial to stimulating more export activity in the Southern Tier include direct technical support to businesses, expanded incubators and retention of the brightest students graduating from the colleges and universities.

There also is an opportunity to expose the benefits of the Southern Tier through an aggressive regional marketing campaign. More immediately, there is the opportunity to leverage the close proximity to New York City to develop international connections and exposure, and to use it as a launch pad for sale of regional products.

For the smaller-sized businesses there also is the opportunity to be involved in networking and education forums planned to be offered by the newly formed Greater Binghamton Global Alliance. This organization also plans to provide technical assistance for development of export plans and serve as a resource for information on topics such as contracts, logistics and sales leads.

Foreign Owned Businesses

Current Level of Activity

There are several existing businesses in the region that are wholly or partially foreign owned. Examples include CAF, Raymond Corporation, Schlumberger, Cemecon, DeMet's Candy, Emhart Glass, Ardagh/Anchor Glass, Kionix, Raymond, Norwich Aero, Chobani, Kerry Bio, and Tecnofil. In addition, there are expansion plans at several of companies such as CAF, Emhart Glass, and DeMet's Candy.

Barriers

The greatest barrier is that there are not any economic development agencies, organizations or marketing alliances that are actively engaged in promoting foreign investment or spending in the Southern Tier. This issue is compounded by the lack of a large qualified workforce, only one trade zone located in Chenango County, and the on-going perception that New York State is a high cost place to do business.

Opportunities

The business sectors with the greatest potential for foreign investment include energy companies, technology, and food and agricultural interests, especially from China.

For example, Corning Incorporated announced closer ties with Samsung announced this year, the Ceramics Corridor Innovation Center is bringing potential Chinese licensees / investors to meet new businesses in the area, and the wine industry is making in-roads to foreign markets.

Additional opportunities rest with the research and technology development activities at the universities such as Cornell's Research in Food and Energy Systems, and the Southern Tier's new regional incubator program that can be used to provide technical support for start-ups generated both from the universities and through-out the region. A valuable tool would be more use of the EB-5 Visa Program.

International Visitors

Trends in International Inbound Visitors

According to the International Trade Administration Office of Travel and Tourism Industries, New York City is the #1 point of entry for international travelers to the US, and the volume of traffic grew by 9% in 2013 over 2012. Of the nearly 20 million overseas visitors to the US, 23% arrive at either New York City or Newark, New Jersey. Of the 7 million visitors from our target markets, 29% of those from the UK visit New York State. Of German visitors, 35.6% visit New York State and 43.6% of the French travel visit New York State.

The top ten countries generating international tourism traffic in the US during 2013 include Canada, Mexico, Japan, United Kingdom, Brazil, Germany, China, South Korea, Australia and France. Growth has taken place among all of these groups with the exception of Mexico.¹

During the past year, the most significant growth in international visitations has been from Taiwan (45%), Russia (34%), China (29%), Columbia (26%), Venezuela (18%), India (17%), Brazil (16%) and Argentina (13%).

A significant percentage of travelers from the United Kingdom, Germany, France and Israel report their preferred mode of transportation as car rentals and/or private auto. Given this, destinations in the Southern Tier itinerary become very accessible to travelers from our target markets.

The tourism industry has been a leader in interregional collaboration in the Upstate NY region for many years, and there are many examples of success stories across both among the regions that are contiguous to the Southern Tier as well as state-wide. According to Oxford's Tourism Economics research in 2009, tourism represents a \$4.4 billion dollar industry in the combined regions of the Finger Lakes and Niagara Falls.

The wine trail organizations of Seneca Lake, Keuka Lake and Cayuga Lake wineries were established in the late 1980's and have been highly successful in growing tourism, with a growing segment coming from nearby Canada.

¹ US International Trade Administration, Office of Travel and Tourism Industries, 2013 Summary of International Travel to the U.S. Report

The Corning Museum of Glass (CMoG) is the most visited art museum in New York State, outside of Manhattan, and a major driver of the upstate tourism economy with visitations exceeding 400,000 annually. Currently, CMoG is undergoing a 100,000 square foot, \$65,500,000 expansion project. Round 3 funding was received to support the construction of a new international motorcoach entrance. Over 40% of visitors arrive by motorcoach; the majority of these group visitors are international, with the largest visitor volume coming from China. International group visitation is projected to grow 14% by 2016.

The Wine, Water and Wonders, launched in 2007, is a partnership of tourism destinations including the Corning Museum of Glass, Finger Lakes Tourism Alliance, VisitRochester, Niagara Tourism and Convention Corporation, DestinyUSA, Waterloo Premium Outlets, Fashion Outlets of Niagara Falls and Whirlpool Jet Boat tours in Niagara Falls NY. It is focused on the inbound international travelers, and takes advantage of New York City as a predominant gateway into the United States, and of Niagara Falls as a major international tourism destination. The programmed itinerary involves the regions, communities, small businesses and cultural entities that exist between these two major destinations. The alliance pools financial resources to market the *Wine, Water and Wonders* itineraries to target groups in countries such as France, Germany, England, Israel and China.

According to a 2009 study conducted by the US Dept. of Commerce, the experiences and activities available within the collective *Wine, Water and Wonders* partner destinations match activities that visitors from the United Kingdom, Germany, France and Israel seek while on vacation in the United States. The collective destinations of the partners offer great shopping, dining, ability to visit historical places, National Parks, art galleries/museums, and sightseeing in cities and small towns. These indicators provide powerful marketing support that will help drive international visitation through the *Wine, Water and Wonders* program.

Based on the US Dept. of Commerce (DOC), National Travel and Tourism Office's *2014 Spring Travel Forecast*, international travel to the United States will continue experiencing strong growth through 2018. Visitor volume in 2014 is expected to increase 3.5 percent and reach 72.2 million visitors who stay one or more nights in the United States. This growth would build on the 4.7 percent increase in arrivals in 2013, which resulted in a record 69.8 million visitors.

According to the current forecast, the United States would see 3.4 percent to 4.1 percent annual growth rates in visitor volume over the 2014-2018 timeframe. By 2018 this growth would produce 83.8 million visitors, a 20 percent increase, and more than 14 million additional visitors compared to 2013. The latest forecast produces a compound annual growth rate over the forecast period of 3.7%. This rate is slightly lower than the rate in the Fall 2013 Travel Forecast due to underperforming growth from some key markets—most notably Canada and Mexico.

All top-20 visitor origin countries are forecast to grow 2013-2018. Countries with the largest total growth percentages are China (139%), Colombia (56%), India (54%), Taiwan (52%), Brazil (50%), and Argentina (48%).

Four countries are expected to account for 59% of projected growth from 2013 through 2018. These volume growth leaders are Canada (23% of expected total growth), China (18%), Mexico (11%), and Brazil (7%).

Barriers

A leading barrier to growing tourism in the Southern Tier includes lack of aggressive marketing programs such as the successful Wine, Water and Wonders. In addition, the Southern Tier is lacking in upscale lodging facilities, signage and businesses being prepared to deal with the international visitor such as need for directional signage (restrooms, etc.), welcoming signage and understanding of various cultures.

Opportunities

International inbound tourism is a key component of export business for the United States. There is an opportunity to position the Southern Tier and contiguous regions as the “fabric of America” or “real America” destination for prospective visitors who are making a repeat visitation to the US. The direct beneficiaries will be small and medium sized enterprises within the tourism and hospitality industry.

The greatest potential rests with prospective visitors who have been to the US in the past and want to expand their visit beyond traditional first tier destinations, and secondly the opportunity to utilize NY City as the #1 gateway to the US.

The Council is working hard to enhance its assets with the total redevelopment of the Seneca Lake waterfront in Watkins Glen, supporting the growth of winery and brewery industries, investing in historic communities throughout the region, and enhancing one of the most popular tourism destinations in the state The Corning Museum of Glass. There are several more projects proposed for 2014 designed to grow the Southern Tier tourism industry including development of three new anchor hotels, enhancement of several existing tourism destinations, and construction of the International Motorcoach Entrance at the Corning Museum of Glass.

International Students

There are an estimated 7,700 international students attending the colleges and universities in the Southern Tier, who are spending dollars on tuition, lodging, food, retail, entertainment, telecommunications, health insurance and health care. The estimated impact is \$180 M per year in Southern Tier.

- Cornell University: 4,200 +
- Binghamton University: 2,500 +
- Other Colleges: < 500
- Community Colleges: < 500

Binghamton University has set a goal of increasing its student enrollment to 20,000, a portion of which will be international students.

ASSETS AND RESOURCES

New York State Programs and Services

- ESD International Division
- Business First Resource Center : Global One-Stop Shop
- The Export Marketing Assistance Service (EMAS)
- Export NY: International Business Institute for Key Executives
- Global Export Market Services (GEMS)
- Global Exchange Program
- Global Immigrant Business Support Program
- Trade Missions

U.S. Small Business Administration Programs

Empire State Development participates with the U.S. SBA's program: State Trade and Export Promotion (STEP). STEP can help New York-based companies generate new export revenues and create/retain new jobs for New York State by assisting them with participation in selected trade shows and trade missions. Participating businesses are vetted for export readiness and market suitability.

Foreign Trade Zones

Chenango County was officially granted authority to establish the Foreign-Trade Zone in 2013.

Federal Incentive Programs Such as The EB-5 visa

The EB-5 visa for Immigrant Investors is a US visa that provides a method of obtaining a green card for foreign nationals who invest money in the US. To obtain the visa, individuals must invest \$1,000,000 (or at least \$500,000 in a "Targeted Employment Area" - high unemployment or rural area), creating or preserving at least 10 jobs for U.S. workers excluding the investor and their immediate family.

Legal Services

The region has highly skilled immigration attorneys, with expertise in programs such as EB5 Visa.

Alliance for Manufacturing and Technology (AM&T)

AM&T is a team of experienced, skilled consultants and trainers dedicated to helping manufacturers in the Southern Tier of NY plan, perform, profit, and grow.

Commercialization of R&D through the Southern Tier Hot Spot and Regional Incubator Program

The Southern Tier has taken a regional approach to the Innovation Hot Spot program by implementing a Regional Incubator Plan designed to leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of startup formation and growth. The partners include Cornell University, Binghamton University, Corning Incorporated and The Ceramics Corridor Innovation Center. In addition, the

Regional Incubator will involve Alfred University's School of Ceramics in the Western NY Region and the Geneva Experimental and Testing Station in the Finger Lakes Region.

Cornell University's Research in Food and Energy Systems

Cornell University's College of Agriculture and Life Sciences is a leader across all New York State in bringing state-of-the art research, technology and technical assistance to create new ways to strengthen and secure food and energy systems. Integrated teams of scientists are improving the nutritional quality, safety and availability of the world's food supply, while driving a compatible evolution of bioenergy products and systems. CALS research fields range from supporting the growth of the dairy and yogurt industries to development of new varieties of grapes, apples and more.

Cornell University's Internationalization Initiative

The Office of the Vice Provost for International Affairs provides leadership and helps oversee internationalization efforts. In support of Cornell's international presence, it is promoting a wide range of international research collaborations and faculty and student exchanges with universities and research institutions worldwide. Cornell strives to foster international research and education with international partners and currently maintains over 350 official agreements with institutions in 64 different countries.

Cornell University Research Facilities

Cornell has numerous research programs and shared-use facilities. For example:

- Greenhouses at the Cornell University's College of Agriculture and Life Sciences
- Geneva Experimental and Testing Station in the Finger Lakes Region
- Nanofabrication Facility
- Cornell Center for Materials Research

Cornell University's Incubators

Cornell has two incubators, including its new Downtown Ithaca Incubator and the McGovern Center for Life Science Companies. In addition, Cornell is an anchor in the Southern Tier's Hot Spot Regional Incubator Plan.

Binghamton University's Center for Excellence

BU has several research programs and shared-use facilities as part of its Center for Excellence.

- Center of Excellence in Small Scale Systems Integration and Packaging Center (S3IP)
- Center for Advanced Microelectronics Manufacturing (CAMM)
- Center for Autonomous Solar Power (CASP)
- Center for Energy-Smart Electronic Systems (ES2)
- Integrated Electronics Engineering Center (IEEC)

Trade Adjustment Assistance Center at Binghamton University

Binghamton University administers one of the 12 trade adjustment assistance centers throughout the nation. The TAAC at Binghamton serves small to medium-sized manufacturing companies throughout New York State. The trade adjustment assistance program equips U.S. manufacturers to respond to import competition. Binghamton's TAAC partners with manufacturers by offering 50/50 cost sharing of projects aimed at improving the firm's competitiveness. The funds are applied toward the cost of consultants, engineers or other outside professional help engaged on behalf of the firm to implement manufacturing, engineering, marketing, systems, and quality or finance improvement projects.

The SUNY Business and Education Cooperative of the Southern Tier (SUNY BEST)

SUNY Best is a volunteer group comprised of senior staff members from key economic and educational institutions in the Southern Tier. Its purpose is to forge strong alliances to strengthen industry specific needs, provide information and outreach for business, explore and support the business community workforce needs for traditional and emerging industry clusters, e.g., nanotechnology, biotechnology, energy, photonics, energy conservation and renewal. It also acts as a networking organization that supports the ongoing exchange of professional knowledge and experience.

The Strategic Partnership for Industrial Resurgence (SPIR)

The Strategic Partnership for Industrial Resurgence (SPIR) is an industry support service designed to strengthen New York state businesses by making them more competitive. Binghamton's SPIR assists small and mid-sized businesses through partnership projects staffed by Watson School of Engineering and Applied Science students, faculty and client personnel.

Binghamton University's High-technology Incubator

BU is currently constructing a high tech incubator in downtown Binghamton that will focus on smart energy, microelectronics, healthcare, and the creation of next generation transportation technologies. It is one of the anchors in the ST Innovation Hot Spot Regional Incubator Plan.

Ceramics Corridor Innovation Center

CCIC is part of the ST Hot Spot Regional Incubator Plan, and also is being designated as a START-UP NY site. The incubator is affiliated with Corning Incorporated and Alfred University's School of Ceramics in the Western NY Region. It provides incubation program services and facilities to foster growth of entrepreneur businesses in ceramics, glass, advanced materials and related technology based industries.

Global Business Alliance of Greater Binghamton and the Southern Tier

The Global Business Alliance of Greater Binghamton and Southern Tier, NY was newly formed in 2013 to provide a support system of information, resources, networking and skills training for its members engaged in global business or interested in developing global business activities. The alliance is in the formative stages, and expects to promote international partnerships to encourage the entrepreneurial spirit involved in forming business organizations, creating jobs and in stimulating the economy.

Tourism Related Offices in Foreign Countries

There are U.S. Department of Commerce, U.S. Commercial Service offices and VisitUSA committees in each of the targeted nations that can assist with organizing programs that promote travel itineraries, as well as guidance as to trade show and market promotion options.

Hospitality, and Hotel and Restaurant Management Programs at Colleges and Universities

- Cornell University School of Hotel Administration: Cornell's School of Hotel Administration is world-renowned, and is the only Ivy League business-management program to focus on hospitality.
- SUNY Delhi Travel and Tourism Programs: SUNY Delhi plays a leadership role in tourism workforce development with programs in Hotel and Resort Management, Culinary Arts Management, Restaurant and Food Service Management, and Travel and Tourism Management.
- Community Colleges: SUNY Broome, Tompkins-Cortland Community College and Corning Community College offer associates degrees in hotel, restaurant management and hospitality programs.

World Renowned Tourism Destinations

The Southern Tier includes tourism destinations with name recognition on the international level such as the Corning Museum of Glass and Watkins Glen International.

Tourism Marketing Alliances

The Wine, Water and Wonders, launched in 2007, is a partnership of tourism destinations including the Corning Museum of Glass, Finger Lakes Tourism Alliance, VisitRochester, Niagara Tourism and Convention Corporation, DestinyUSA, Waterloo Premium Outlets, Fashion Outlets of Niagara Falls and Whirlpool Jet Boat tours in Niagara Falls NY. It is focused on the international travelers who are traveling between New York City and Niagara Falls.

On an interregional basis, the Southern Tier is an active member of the Finger Lakes Tourism Alliance. The Finger Lakes Wine Country marketing partnership promotes wineries, restaurants, lodging, attractions and destinations in the Southern Tier and Finger Lakes Regions. There are several other partnerships that promote the region's wineries including the Seneca Lake Wine Trail, Keuka Lake Wine Trail and Cayuga Lake Wine Trail. In addition, The Catskills marketing alliances have been effective in building tourism traffic. This interregional initiative is making the area as a destination for its beauty as well as its artisans.

STATEMENT OF OPPORTUNITY AND OVERALL GOAL

Drive economic growth, create jobs, and advance the Southern Tier's strategic economic development plan by incorporating global marketing, foreign trade, and foreign investment activities into the Southern Tier Council's following strategic objectives:

- *Optimize Energy Efficiency & Renewable Energy Technology*
- *Expand the Transportation Industry ... Next Generation Technology and Advanced Manufacturing*
- *Revitalize the Rural Farm and Forest-based Economy*
- *Grow and Promote Business Development*
- *Commercialize Research and Technology*
- *Develop Tourism Industry*

GLOBAL MARKETING AND EXPORT STRATEGIES AND ACTIVITIES

Strategy #1. Increase Volume and Revenues Generated from Export Activity

Activity 1.A. Build interregional collaborations with Central NY and the Finger Lakes regions, and agree on areas of exporting strength of each and agree to put efforts to focus there; i.e., advanced manufacturing and agriculture products in the Southern Tier.

Activity 1.B. Utilize Existing Resources for Product Development and Marketing on a Regional Basis.

- Utilize interregional organizations such as the NYS Wine and Grape Foundation as vehicle to market an industry such as wine.
- Cornell University and Cornell Cooperative Extension have expertise in food production and food processing. Example: Maple syrup and honey have been successful so far, and there is an opportunity to aggregate these businesses and help them undertake a joint marketing effort in select foreign countries. Other target products might be protein isolates for countries such as China and those in Africa.
- Utilize the *I Love NY* expert in international visitation, Empire State Development and organizations such as NYCandCompany to develop a strategy to take advantage of New York City as a predominant gateway and Niagara Falls as a major international tourism destination. NYC can serve as a showcase for Southern Tier products such as wine and dairy.

Activity 1.C. Utilize the Southern Tier Innovation Hot Spot alliance to develop a strategy to market R&D to foreign countries (academic institutions and professional businesses) that address global needs such as environmental issues and enhanced agricultural production.

Activity 1.D. Utilize Existing Resources such as Empire State Development, US Department of Commerce, and Small Business Development Centers as single points of expertise and to provide education and technical assistance.

- Empire State Development
 - Seek out ESD experts to work with the ESD Regional Office and local economic development professionals to undertake targeted interventions with strong and experienced exporters in the Southern Tier.
 - In partnership with ESD, optimize existing overseas services in select target countries to provide comprehensive licensing, translation, deal-making, and support services to top exporters in the Southern Tier that are looking to enter new markets. Countries already identified by the region's top exporting firms should be the first targets such as emerging markets in Africa, Brazil, China, and India, and established markets in Canada, the United Kingdom, Finland, Germany, and France.
 - County-based economic development professionals will work with the ESD experts and other resources to target business in select industry categories that have the potential to develop or expand their export activity. Emphasis will be on advanced manufacturing, transportation industry, agriculture, food processing and technology.
- Utilize the US Department of Commerce services as a point of contact for businesses interested in exporting that would link them up to industry-specific initiatives and/or organizations with appropriate expertise in seeking overseas customers, and in navigating the regulatory hurdles at the state and federal levels.

- Utilize the SBDC's at Binghamton University and Corning Community College as resources for training and information. SBDC staff have recently been trained on export initiatives.
- Newly formed alliances such as the Greater Binghamton Global Alliance are intended to provide education and information, one-one-one technical assistance, resources and networking opportunities for small businesses interested in engaging in global marketing.

Activity 1.E. Create a Global Exporters of Tomorrow Seed Capital Fund.

Activity 1.F. Continue to identify non-traditional export opportunities in the region such as individual artisan products, and survey businesses to identify their education and technical assistance needs.

Strategy #2. Increase Foreign Investment in Business Expansion and New Business Development

Activity 2.A. Focus on expansion of existing businesses in the region that are foreign owned. Utilize the several resources for technical assistance and financial assistance.

Activity 2.B. Utilize the EB5 Visa Program to leverage capital investment in tourism infrastructure, such as lodging facilities and major tourism destinations. Investigate getting the Southern Tier certified as an EB5 designated region.

Activity 2.C. Utilize the Southern Tier Hot Spot ... Regional Incubator Program as the primary technical assistance resource for start-ups.

Activity 2.D. Identify professionals in the region who have overseas experience and utilize them as ambassadors and mentors. For examples, there are executives in the region who have started businesses and sold licenses in foreign countries, and managed customer relationships in Europe (UK, Norway, Germany, France, Netherlands, Finland) and Asia (China, Japan, Korea, Taiwan).

Activity 2.E. Leverage university resources such as Cornell and Binghamton University's growing intellectual capital among faculty and foreign students, international research collaborations and faculty, and research institutes such as Cornell's Research in Food and Energy Systems and Binghamton University's Strategic Partnership for Industrial Resurgence (SPIR).

Activity 2.F. Enhance the region's ground and air transportation services to facilitate easy and effective visits by foreign investors and to make the region attractive as a potential business investment site.

Strategy #3. Grow Spending by International Visitors

Activity 3.A. Increase marketing alliance activities to enter into new foreign markets and expand penetration into existing markets. Existing markets include Germany, United Kingdom and China; while new markets consist of countries such as France, Russia, Argentina, Brazil and Israel.

Activity 3.B. Create more programmed itineraries that are bundled with transportation, quality lodging and attractions/activities with appeal to overseas international travelers to the Southern Tier, Fingers Lakes and Western NY. Play to the “authentic experience through development of agritourism (farm to table) and ecotourism as venues.

Activity 3.C. Create a friendly and welcoming atmosphere. Examples include welcome signage in the languages of targeted nations and training tourism destination staff in primary languages, culture and lifestyles of target groups. Finger Lakes Tourism Alliance is applying for a grant to create a “training institute” to educate tourism professionals – front-line people at major lodging facilities and tourism destinations to make them ambassadors for region.

Strategy #4. Grow Spending by International Students

Activity 4.A. Retain students in the Southern Tier through efforts such as:

- Educating employers about the H1 Visa Program and utilize the optional practical training; however, this can only be used by company with 50+ employees.
- Investigating the new Massachusetts law “Global Entrepreneur in Residence Program” intended to expand the foreign visa program to get around H1V cap. The state created a fund for universities to create an employment program to keep great foreign students to be specialized high tech workers and potential entrepreneurs.

Activity 4.B. Work with tourism agencies in the region to encourage visitation by families of foreign students.

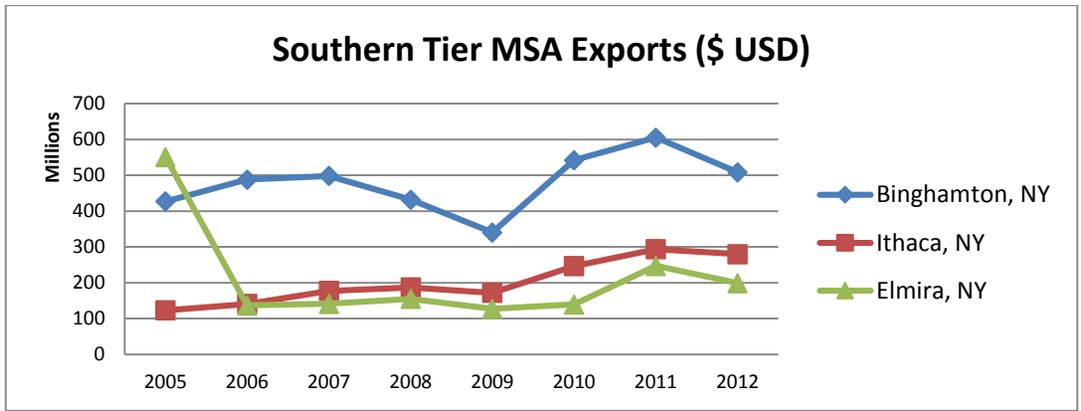
Activity 4.C. Leverage the Study NY program to attract more international students.

APPENDIX A.

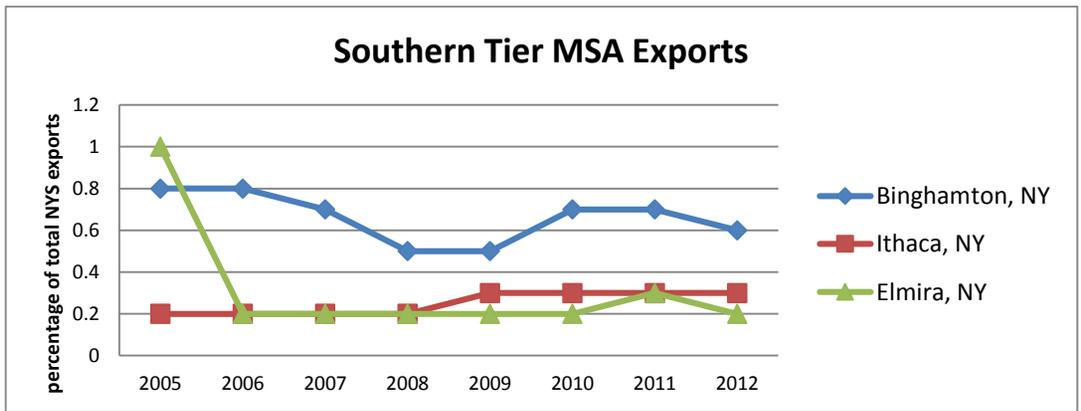
**Export Activity by MSA and County
In the Southern Tier**

The International Trade Administration’s 2012 data bases indicate that the Binghamton MSA’s export activity experienced a spike from 2009 to 2011, but activity took a dip in 2012. The Ithaca MSA did not experience a decline during the 7-year tracking period, and in fact saw slow and stable export rate of export activity growth with a higher rate of increase from 2009 to 2012. The Elmira MSA’s growth activity took a steep decline in 2006 and remained flat until 2011 when activity increased once again.

More detailed information regarding these three MSA’s and all eight counties in the Southern Tier Region is contained in the following pages.



Source: International Trade Administration *County Totals and Major Export* data bases. 2012



Source: International Trade Administration *County Totals and Major Export* data bases. 2012
 Binghamton MSA and Broome County

According to the International Trade Administration’s 2012 report, the Binghamton MSA represents only .6% of the total export activity in New York State.

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Broome County’s real export activity grew at an average annual rate of 8.1% during the pre-recession period (2003 – 2008); however, it dipped 13.6% in 2008-2009. The export activity rate picked up by 14.2% in 2009-2010, which brought it back to pre-recession levels. It then continued to grow at an annual rate of 1.3% during the recovery period (2008-2012), and has increased at an annual rate of 6.8% during the post-recession period (2009-2012).

The International Trade Association reports the following breakdown of export activity during 2012 in the Binghamton MSA.

Computer and Electronic Product Manufacturing	\$166,156,574	32.7%
Machinery Manufacturing	\$105,739,339	20.8%
Transportation Equipment Manufacturing	\$69,656,764	13.7%
Electrical Equipment, Appliance, and Component Manufacturing	\$58,072,893	11.4%
Wood Product Manufacturing	\$25,690,723	5.1%

The Brookings Institute analysis indicates that the most significant increase in export growth activity during the post-recession period has been in “Transportation Equipment” at 32.1% and “Beverages and Tobacco” at 27%.

Elmira MSA and Chemung County

According to the International Trade Administration’s 2012 report, the Elmira MSA represents only .2% of the total export activity in New York State.

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Chemung County’s real export activity grew at an average annual rate of 7.5% during the pre-recession period (2003 – 2008); however, it dipped 11% in 2008-2009. The export activity rate picked up by 21.6% in 2009-2010, which compensated for the sharp decline. It then continued to grow at an annual rate of 4.5% during the recovery period (2008-2012), and has increased at an annual rate of 10.3% during the post-recession period (2009-2012).

The International Trade Association reports the following breakdown of export activity during 2012 in the Elmira MSA.

Transportation Equipment Manufacturing	\$66,943,268	33.6%
Machinery Manufacturing	\$51,160,939	25.7%
Electrical Equipment, Appliance, and Component Manufacturing	\$26,442,674	13.3%
Computer and Electronic Product Manufacturing	\$21,794,139	11.0%
All Others	\$32,617,782	16.4%

The Brookings Institute analysis indicates that the most significant increase in export growth activity during the post-recession period has been in “Mining Goods” at 22.6% and “Beverages and Tobacco” at 21.8%.

Ithaca MSA and Tompkins County

According to the International Trade Administration’s 2012 report, the Ithaca MSA represents only .3% of the total export activity in New York State.

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Tompkins County’s real export activity decreased at an average annual rate of 0.6% during the pre-recession period (2003 – 2008); and, it fell 11.7% in 2008-2009. However, the export activity rate grew by 12.7% in 2009-2010, and continued to grow at an annual rate of 1.8% during the recovery period (2008-2012). It has increased at an annual rate of 6.7% during the post-recession period (2009-2012).

The International Trade Association reports the following breakdown of export activity during 2012.

Machinery Manufacturing	\$111,861,866	40.0%
Computer and Electronic Product Manufacturing	\$41,385,464	14.8%
Transportation Equipment Manufacturing	\$24,331,593	8.7%
Manufacturing (321-327)	\$7,499,645	2.7%

The Brookings Institute analysis indicates that the most significant increase in export growth activity during the post-recession period has been in “Beverages and Tobacco” at 53%, “Primary Metal” at 20.7%, and “Computers & Electronics” at 20%.

Chenango County

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Chenango County’s real export activity grew at an average annual rate of 6.7% during the pre-recession period (2003 – 2008); however, it dipped 6.4% in 2008-2009. The export activity rate picked up by 3.9% in 2009-2010. It then continued to grow at an annual rate of 2.3% during the recovery period (2008-2012), and has increased at an annual rate of 5.3% during the post-recession period (2009-2012).

The Brookings Institute reports the following breakdown of major export activities during 2012 in Chenango County.

Machinery Manufacturing	\$163,674,350	29.9%
Chemicals	\$99,060,318	18.1%
Transportation Equipment	\$55,469,418	10.1%
Royalties	\$33,200,275	6.1%
Agriculture	\$27,936,321	5.1%

Delaware County

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Delaware County's real export activity grew at an average annual rate of 9.6% during the pre-recession period (2003 – 2008); however, it dipped 6.8% in 2008-2009. The export activity rate picked up by 3.6% in 2009-2010. It then continued to grow at an annual rate of 2.7% during the recovery period (2008-2012), and has increased at an annual rate of 6.1% during the post-recession period (2009-2012).

The Brookings Institute reports the following breakdown of major export activities during 2012 in Delaware County.

Chemicals	\$103,700,804	26.6%
Electrical Equipment	\$59,169,422	15.2%
Royalties	\$33,519,672	8.6%
Transportation Equipment	\$25,833,923	6.6%
Agriculture	\$22,917,540	5.9%

Schuyler County

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Schuyler County's real export activity grew at an average annual rate of 12.4% during the pre-recession period (2003 – 2008); however, it dipped 8.3% in 2008-2009. The export activity rate picked up by 19.7% in 2009-2010, which compensated for the sharp decline. It then continued to grow at an annual rate of 5.4% during the recovery period (2008-2012), and has increased at an annual rate of 10.4% during the post-recession period (2009-2012).

The Brookings Institute reports the following breakdown of major export activities during 2012 in Schuyler County.

Machinery Manufacturing	\$15,004,565	18.2%
Agriculture	\$14,652,966	17.8%
Travel and Tourism	\$12,712,996	15.5%
Beverage & Tobacco Products	\$8,888,592	10.8%
Computers and Electronics	\$6,732,109	8.2%

Steuben County

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Steuben County's real export activity grew at an average annual rate of 10% during the pre-recession period (2003 – 2008). Steuben is the only county that continued a growth trajectory in 2008-2009, growing by .8%. The export activity rate continued growth by 2.5% in 2009-2010 and grew at an annual rate of 4.9% during the recovery period (2008-2012). Exports in Steuben County have continued to increase at an annual rate of 6.4% during the post-recession period (2009-2012).

The Brookings Institute reports the following breakdown of major export activities during 2012 in Steuben County.

Transportation Equipment	\$187,646,320	23.8%
Machinery Manufacturing	\$123,582,320	15.7%
Nonmetallic Mineral Products	\$88,182,419	11.2%
Agriculture	\$50,469,242	6.4%
Travel and Tourism	\$49,328,758	6.3%

Tioga County

Based on the Brookings Institute 2012 analysis of export activity in the Southern Tier, Tioga County's real export activity grew at an average annual rate of 13.9% during the pre-recession period (2003 – 2008); however, it dipped 16.9% in 2008-2009. The export activity rate picked up by 8.8% in 2009-2010, making up slightly half of the steep decline. It then was stagnant during the recovery period (2008-2012), and has increased at an annual rate of 6.3% during the post-recession period (2009-2012).

The Brookings Institute reports the following breakdown in major export activities during 2012 in Tioga County.

Royalties	\$51,607,967	8.4%
Medical Equipment, Sporting Goods	\$42,463,608	6.9%
Chemicals	\$31,271,734	5.1%
Electrical Equipment	\$22,441,071	3.7%
Travel and Tourism	\$19,799,389	3.2%

APPENDIX B.

International Inbound Tourism Spending

Top Countries Generating Tourism Traffic to the US in 2013

CANADA	1,592,051	5.6	1
MEXICO	1,508,678	-2.9	2
JAPAN	318,840	1.8	3
UNITED KINGDOM	287,803	3.3	4
BRAZIL	235,757	12.3	5
GERMANY	130,779	2.9	6
PEOPLE'S REPUBLIC OF CHINA (EXCL HK)	122,464	23.5	7
KOREA, SOUTH	121,233	7.0	8
AUSTRALIA	112,950	4.3	9
FRANCE	110,273	12.3	10

Source, US International Trade Administration, Office of Travel and Tourism Industries, Summary of International Travel to the U.S. Report, Top Countries Generating Tourism Traffic to the US, May 2013

Activity Interests

Activity Participation While in the U.S. during 2009 (multiple response—top 10 of 25)				
	United Kingdom	Germany	France	Israel
<i>Shopping</i>	87%	84%	85%	89%
<i>Dining in Restaurants</i>	93%	82%	81%	86%
<i>Visit Historical Places</i>	40%	46%	54%	36%
<i>Sightseeing in Cities</i>	44%	39%	54%	36%
<i>Art Gallery/Museum</i>	21%	27%	41%	41%
<i>Visit Small Towns</i>	25%	33%	29%	27%
<i>Visit National Parks</i>	21%	31%	31%	20%

Source: Office of Travel and Tourism Industries, International Trade Administration, U.S. Department of Commerce

Foreign Tourist Dollars

According to data from Tourism Economics, visitors spent approximately \$804 million in the Southern Tier in 2010, up nearly 9% from the previous year.

Tourism Spending In the Southern Tier Region, 2009-10				
County	Tourism Region	2009	2010	% Change
Broome	Central	\$230,879	\$257,624	11.6%
Chemung	Finger Lakes	\$82,121	\$98,184	19.6%
Chenango	Central	\$26,663	\$28,371	6.4%
Delaware	Catskills	\$78,992	\$82,494	4.4%
Schuyler	Finger Lakes	\$26,374	\$27,329	3.6%
Tioga	Finger Lakes	\$30,173	\$34,422	14.1%
Steuben	Finger Lakes	\$112,790	\$118,614	5.2%
Tompkins	Finger Lakes	\$150,843	\$157,230	4.2%
Southern Tier Region		\$738,835	\$804,269	8.9%

Source, 2010 Tourism Economics commissioned by ESDC

According to Tourism Economics, local and state tax coffers benefitted substantially from tourism spending in the region. Local and state tax contributions attributed to tourism totaled an estimated \$103.3 million in 2010, resulting in an average benefit per household of \$412.

Local and State Tax Contributions From Tourism Spending, 2009-2010, Southern Tier Region						
County	Tourism Region	Local Taxes	State Taxes	Combined Taxes	Occupied Housing Units	Tax Benefit per Household
Broome	Central	\$ 17,096,675	\$ 15,971,653	\$ 33,068,328	82,167	\$ 402
Chemung	Finger Lakes	\$ 6,346,700	\$ 6,087,036	\$ 12,433,736	35,462	\$ 351
Chenango	Central	\$ 1,646,327	\$ 1,758,877	\$ 3,405,204	20,436	\$ 167
Delaware	Catskills	\$ 4,787,038	\$ 5,114,302	\$ 9,901,340	19,898	\$ 98
Schuyler	Finger Lakes	\$ 1,883,520	\$ 1,694,259	\$ 3,577,779	7,530	\$ 475
Tioga	Finger Lakes	\$ 2,598,438	\$ 2,604,771	\$ 5,203,209	40,344	\$ 129
Steuben	Finger Lakes	\$ 7,734,358	\$ 7,353,594	\$ 15,087,952	20,350	\$ 741
Tompkins	Finger Lakes	\$ 10,915,923	\$ 9,747,616	\$ 20,663,539	38,967	\$ 530
Southern Tier Region		\$53,008,979	\$50,332,108	\$103,341,087	265,154	\$ 412

Source, 2010 Tourism Economics commissioned by ESDC

APPENDIX D.

Veteran Plan: 2014

Regional Economic Development Council of the Southern Tier Veteran Plan: 2014

Governor Cuomo announced the introduction of the new **Veteran** initiative to the Regional Council CFA Round IV competition, and the Regional Economic Development Council of the Southern Tier is committed to adopting a plan in support of this initiative. A Southern Tier's **Veteran** Work Group was formed to provide recommendations to the REDC on formulation of the region's plan. The work group was charged with assessing the current situation, identifying opportunities and recommending to the Regional Council strategic objectives and an action plan.

SITUATION ANALYSIS

Following is a profile of the veterans residing in the Southern Tier. The detailed demographic data is provided in Appendix A.

Number of veterans living in the Southern Tier based on US Census Bureau's 2012 American Community Survey.

- 50,042 – all ages
- 9.6% of the Civilian population 18 years and over
- 26,157 - 18-64 years of age
- 6.2% of the Civilian population 18 to 64 years – “Working Age”

Number of active duty military personnel in the ST: 322 (rough and almost unreliable estimate due to huge margins of error).

Number of veteran-owned businesses in the ST: 4,600 + according to US Census's 2007 Economic Census.

Number of unemployed veterans living in the ST according to US Census Bureau's 2012 American Community Survey: 1,771 among the Civilian population 18 to 64 years (rough estimate due to high margins of error).

Unemployment rate among veterans living in the ST according to US Census Bureau's 2012 American Community Survey:

- 9.2% among Civilian population 18 to 64 years (rough estimate due to high margins of error)
- 7.4 % for non-veterans

OVERALL GOAL

The Regional Economic Development Council of the Southern Tier supports Governor Cuomo's Veteran Initiative to support veteran led business development, encourage CFA applicants to include Veterans in their workforce goals, and promote the hiring of veterans by regional businesses.

STRATEGIC OBJECTIVES

Strategic Objective #1. Support Veteran led business development.

Action Item #1.A. Encourage submission of business development projects at the CFA workshops scheduled throughout the region.

Action Item #1. B. Focus on veterans who are interested in starting businesses, and utilize the entrepreneurial assistance programs at Cornell University and entrepreneurship programs at the community colleges.

Action Item #1. C. Seek out opportunities for interregional collaboration such as the Veteran entrepreneurial program at the Institute at Syracuse University.

Action Item #1.D. Collaborate with veteran support organizations and services, together with the NYS Department of Labor, to develop a comprehensive list of programs and resources.

Action Item #1.E. Leverage existing programs and services such as the successful Cornell University Hotel School boot camp for disabled veterans, one of only seven across the country, and the Small Business Development Center.

Strategic Objective #2. Encourage other potential CFA applicants to include workforce goals related to Veteran's employment.

Action Item #1.A. Encourage CFA applications to include workforce goals related to Veteran employment in their proposed projects.

Strategic Objective #3. Promote the benefits of hiring veterans and programs available to regional employers.

Action Item #3.A. Action Item #1.F. Undertake efforts to raise awareness and promote existing veteran, OJT and apprenticeship programs among employers; i.e., promote existing programs to regional employers such as "Experience Counts."

Action Item #3.B. Utilize the LWIB's and Chambers of Commerce as vehicles to inform employers of the benefits of hiring Veterans; i.e., job fairs and presentations.

Action Item #3.C. Provide Southern Tier Region demand occupation information to agencies and organizations that have interface with veterans.

Action Item #3.D. Recommend to NYS that making an investment in a Veteran's Campaign similar to I Love NY that is targeted at both veteran and employer audiences would be effective; as opposed to offering tax incentives to employers.

Action Item #3.E. An effective tool to motivate businesses to hire veterans is "on the job training." Recommend to NYS that an increase in OJT funding available for veterans would be effective in persuading businesses to hire "well qualified veteran employees."

Appendix A.

Veteran Status in the Southern Tier

Veteran Status by Employment Status for the Civilian Population 18 To 64 Years

	Broome County (West Central)--Greater Binghamton City & Greater Johnson City Village PUMA, New York		Broome (Outer West) & Tioga Counties PUMA, New York		Chenango, Delaware & Broome (East) Counties PUMA; New York		Tompkins County PUMA, New York		Chemung (South) & Steuben (East) Counties--Greater Elmira & Greater Corning Cities PUMA, New York		Steuben (North & West), Schuyler & Chemung (North) Counties PUMA; New York	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Total:	83,418	+/-1,929	65,761	+/-2,069	65,353	+/-1,156	74,554	+/-693	64,045	+/-1,879	63,164	+/-1,876
Veteran:	4,178	+/-1,009	4,735	+/-946	3,778	+/-715	2,502	+/-949	5,099	+/-853	5,865	+/-893
In labor force:	3,186	+/-944	3,737	+/-774	2,829	+/-678	2,137	+/-896	3,408	+/-680	3,958	+/-621
Employed	2,656	+/-781	3,280	+/-705	2,572	+/-650	2,050	+/-891	3,305	+/-653	3,621	+/-614
Unemployed	530	+/-525	457	+/-260	257	+/-193	87	+/-114	103	+/-98	337	+/-190
Not in labor force	992	+/-439	998	+/-394	949	+/-351	365	+/-193	1,691	+/-645	1,907	+/-570
Nonveteran:	79,240	+/-2,132	61,026	+/-2,174	61,575	+/-1,075	72,052	+/-1,203	58,946	+/-1,903	57,299	+/-1,861
In labor force:	55,906	+/-2,743	49,219	+/-2,450	42,942	+/-1,697	43,507	+/-3,219	43,356	+/-1,761	42,724	+/-1,901
Employed	50,559	+/-2,857	45,524	+/-2,396	40,020	+/-1,848	40,975	+/-3,033	40,845	+/-1,910	39,229	+/-1,736
Unemployed	5,347	+/-1,000	3,695	+/-814	2,922	+/-882	2,532	+/-660	2,511	+/-760	3,495	+/-728
Not in labor force	23,334	+/-2,421	11,807	+/-1,505	18,633	+/-1,463	28,545	+/-2,956	15,590	+/-1,827	14,575	+/-1,371

Source: U.S. Census Bureau, 2012 American Community Survey

APPENDIX E.

Work Group Membership

The Council recognizes the value of the work groups that have continued to be a source of knowledge and ideas that provide the Council with an understanding of key geographic areas, core assets, strengths and critical issues, and barriers related to economic opportunities that were the focus of the initial strategic plan.

GLOBAL NY WORK GROUP

Katherine Krebs, Binghamton University, Vice Provost for International Affairs

Mary Beth Curtin, Binghamton University, Associate Director of S3IP

Thomas Kowalik, SUNY Best

Tom Schryver, Cornell University

Alan Rae, Ceramics Corridor Innovation Center

Steve Craig, Commerce Chenango

Charles Peacock, Chemung-Schuylers-Steuben Workforce Development Board

Katie Ellis, Director of Communications and Marketing, Binghamton University

Erik Miller, Southern Tier East Regional Planning & Development Board

Ed Gaetano, Alliance for Manufacturing and Technology

Stephen Day, Greater Binghamton Global Alliance

Beth Duane, Corning Museum of Glass

Cindy Kimble, Finger Lakes Tourism Alliance

Patrick Doyle, Pleasant Valley Wine Company

Bruce Stoff, Director, Visitor Ithaca

Darlene Kanuck, Entrepreneurial Assistance Program, SUNY Broome

Judi Hess, Greater Binghamton Chamber of Commerce

Donna Lupardo, NY State Assembly

Brendan O'Bryan, Manager, Government Relations, Greater Binghamton Chamber of Commerce

Jenny Rosenzweig, Roxbury Arts Group

Rick Weakland, Schuyler County Project Seneca

VETERAN WORK GROUP

Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
Daniel	Porter	CSS Workforce NY
Julia	Mattick	Tompkins Workforce Investment Board
Chuck	Peacock	Chemung-Schuyler-Steuben Workforce Development Board
Tim	Driscoll	GST BOCES
Joan	Ballinger	Corning Community College
Jan	Hertzog	Broome Community College (attending)
Mary	Opperman	Cornell University
James	Johnson	Steuben County IDA
Mary Beth	Hughs	Lourdes Hospital
Ernie	Hartman	IBEWLocal 139
Bill	Fowler	Broome/Tioga Workforce
Cindy	Kery	Binghamton University
Len	Sas	NYSDVA
Neil	Tarallo	Cornell University
Darlene	Kanuk	SUNY Broome

AGRICULTURE WORK GROUP

Dr. Kathryn	Boor	Cornell University College of Agriculture and Life Sciences
David	Bradstreet	Broome County Cooperative Extension
Steve	Craig	Commerce Chenango
Amy	Dlugos	Steuben County
Joseph	Hauryski	Steuben County
Steve	Herz	Broome County
Tom	Hilson	Delaware County Watershed Affairs
Dr. Kim	Kal-Downs	Binghamton University
Ed	Marx	Tompkins County Planning Department
Glenn	Nealis	Delaware County Dept. of Economic Development
Marvin	Pitts	Cornell University
Ken	Smith	Chenango Cornell Co-op Extension
Dave	Stamp	Schuyler County Farm Bureau
Lee	Telega	Cornell University
Lindsay	Wickham	NY Farm Bureau
Glen	Winsor	Winsor Acres-Broome

ENERGY WORK GROUP

Tarik	Abdelazim	City of Binghamton
Jim	Adams	Cornell University
Peter	Bardaglio	Second Nature
James	Eisel	Delaware county
Brenda	English	Corning CC
Kate	Fitzgerald	Hinman, Howard & Kattell
Michael	German	Corning Natural Gas
Ernie	Hartman	IBEW Local 139
Tom	Hilson	Delaware County Watershed Affairs
Bob	Howarth	Cornell University
Rod	Howe	Cornell University Community and Regional Development Institute
Wayne	Jones	Binghamton University
David	Kay	Cornell University Community and Regional Development Institute (CaRDI)

Charles	Kruzansky	Cornell University
George	Miner	Southern Tier Economic Growth
Glenn	Nealis	Delaware County Dept. of Economic Development
Steve	Palmatier	Chenango County
Caroline	Quidort	City of Binghamton
Martha	Robertson	Tompkins County
Lou	Santoni	Greater Binghamton Chamber of Commerce
Tom	Santulli	Chemung County
Ken	Schlather	Cornell University
LeeAnn	Tinney	Tioga County
Dr. C Roger	Westgate	Binghamton University Center for Autonomous Solar Power
Alan	White	Catskill Center-Delaware
Tom	Wilber	Three Rivers-Corning
Edward	Wilson	Cornell University

**HEALTHCARE WORK
GROUP**

Wesley	Blauvelt	Arnot Ogden Medical Center
Randy	Cook	Broome-Tioga Workforce
Bijoy	Datta	Broome County Executive's Office
Dr. Rajesh	Dave	UHS
Jeff	Davis	Jeffery K. Davis Consulting, LLC
Maynard	Fahs	Fahs Construction
Dave	Gray	Steuben County
Terry	Kane	Binghamton University
Mohammad	Khasawneh	Binghamton University - Watson School of Engineering and Applied Science
Hugh	Leonard	Attorney
Dr. Mary Pat	Lewis	SUNY Delhi
John	Turner	Cayuga Medical
Shirley	Magana	Guthrie Corning Hospital
Elaine	Miller	Broome County
David	Patak	Lourdes Hospital
Barbara	Schindler	Golden Artist Colors, Inc.

Nathan	Shinagawa	Tompkins County Legislature
Dr. LouAnne	Ten Kate	Five Star Urgent Care Medical, PLLC
Andrea	Wade	Broome CC

**INFRASTRUCTURE
WORK GROUP**

Chuck	Bartosch	Tompkins County Broadband Committee
Jack	Benjamin	Three Rivers Development Corp.
Tom	Carr	Corning Community College
Ron	Coleman	NYS DOT
Patricia	Cummings	Leonard and Cummings LLP
Victoria	Ehlen	Southern Tier Central Regional Planning Board
Pam	Eshbaugh	DOT
Frank	Evangelisti	Broome County Department of Planning and Economic Development
Glen	Faulkner	MARK Economic Development / Margaretville Telephone Company
Joe	Francis	Cornell University
Jim	Griffin	Hornell IDA
John	Gutenbergger	Cornell University Community Relations
Shawn	Hogan	City of Hornell
Erik	Miller	Southern Tier East Regional Planning Board
Joe	Moody	Town of Union
Angela	Morlando	Binghamton University
Svante	Myrick	City of Ithaca
Cyndi	Paddick	BMTS
Uttara	Prasad	Lin Industries
Larry	Roma	Binghamton University
Linda	Shumaker	Shumaker Consulting
Susan	Skidmore	City of Elmira
JC	Smith	NYS Environmental Facilities Corporation
Rose	Sotak	Town of Union
Gary	Stewart	Cornell University
Linda	Stratigos	Western Catskills
Jennifer	Tavares	Chenango County

Marsha	Weber	Southern Tier Central Planning Board
Jennifer	Yonkoski	BMTS

**TECHNOLOGY
DEVELOPMENT AND
TRANSFER WORK
GROUP**

Laura	Cima	CCTEC-Cornell
Mary Beth	Curtin	Binghamton University S3IP
Kevin	Drumm	Broome Community College
Ed	Gaetano	AM & T
Barry	Garrison	Corning Community College
Terry	Kane	Binghamton University
Dr. Eugene	Krentsel	Binghamton University
Gregg	Lantz	GPL Integrated IT, LLC
Kelli	Ligeikis	Broome Community College
Paul	Mutolo	Cornell University
Donna	Lupardo	NYS Assembly
Alan	Paau	CCTEC-Cornell
Tony	Rosemarino	Lockheed Martin
Bahgat	Sammakia	Binghamton University
Daniel	Spoor	Lockheed Martin
Michael	Stamm	Tompkins County Area Development
Lou	Walcer	Cornell University

**TOURISM WORK
GROUP**

Brett	Bossard	Community Arts Partnership
Beth	Duane	Corning Museum of Glass
Katie	Ellis	Binghamton University
Peg	Ellsworth	The MARK Project
Judi	Hess	Broome County Tourism
Michael	Johnson	Cornell University
Nancy	Latour	Corning Community College, Associate Dean

Gregg	Henderson	The Roxbury Hotel
Tim	O'Hearn	Schuyler County
Mike	Printup	Watkins Glen Raceway
Stella	Reschke	Tioga County Tourism
Audrey	Robinson	Commerce Chenango
Bruce	Stoff	Ithaca/Tompkins County Visitors Bureau
Dr. Candace	Vancko	SUNY Delhi
Scott	Welliver	Welliver

**DOWNTOWN
REVITALIZATION
AND COMMUNITY
DEVELOPMENT**

Dawn	Burlew	Corning Enterprises
Patricia	Cummings	Leonard and Cummings LLP
Steve	Dennis	City of Corning Planning and Economic Development
Philly	Desarno	City of Ithaca
Peg	Ellsworth	The MARK Project
Gary	Ferguson	Downtown Ithaca Alliance
Shawn	Hogan	City of Hornell
Rod	Howe	Cornell University Community and Regional Development Institute
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
John	Nader	SUNY Delhi
Tim	O'Hearn	Schuyler County
Uttara	Prasad	Lin Industries
Chelsea	Robertson	Southern Tier Central Regional Planning Board
John	Sipple	Cornell University
Jennifer	Tavares	Chenango County
Maureen	Wilson	Pyramid Brokerage

**BUSINESS
DEVELOPMENT AND
ENTREPRENEURSHIP
WORK GROUP**

Sheri	Arnold	Corning Community College, SBDC
Keith	Baumann	F.M. Howell & Company
Jack	Benjamin	Three Rivers Development Corp.
Martin	Dietrich	NBT Bank
Kathryn	Fletcher	BizLife Ventures; Sustainability Coalition
Jan	Hertzog	Broome Community College
Jamie	Johnson	Steuben County IDA
Diane	Lantz	REDEC
Rochelle	Layman	Binghamton University
Donna	Lupardo	New York State Assembly
Julia	Mattick	Tompkins County WIB
George	Miner	Southern Tier Economic Growth
Debbie	Morello	Broome Community College
Glenn	Nealis	Delaware County Dept. of Economic Development
Wayne	Oliver	Sportsfield Specialty
Brian	Qualey	U.S. Small Business Administration
Paul	Streeter	Cornell University
Gary	Stewart	Cornell University

**WORKFORCE
DEVELOPMENT
WORK GROUP**

Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
Daniel	Porter	CSS Workforce NY
Julia	Mattick	Tompkins Workforce Investment Board
Chuck	Peacock	Chemung-Schuyler-Steuben Workforce Development Board
Tim	Driscoll	GST BOCES
Joan	Ballinger	Corning Community College
Jan	Hertzog	Broome Community College (attending)
Mary	Opperman	Cornell University

James	Johnson	Steuben County IDA
Mary Beth	Hughs	Lourdes Hospital
Ernie	Hartman	IBEW Local 139
Jeff	Anderson	Amphenol Aerospace Operations

OPPORTUNITY AGENDA WORK GROUP

Jeff	Anderson	Amphenol Aerospace Operations
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Dawn	Burlew	Corning Enterprises
Patricia	Cummings	Leonard and Cummings LLP
Steve	Dennis	City of Corning Planning and Economic Development
Philly	Desarno	City of Ithaca
Tim	Driscoll	GST BOCES
Peg	Ellsworth	The MARK Project
Gary	Ferguson	Downtown Ithaca Alliance
Ernie	Hartman	IBEW Local 139
Jan	Hertzog	Broome Community College (attending)
Shawn	Hogan	City of Hornell
Rod	Howe	Cornell University Community and Regional Development Institute
Mary Beth	Hughs	Lourdes Hospital
James	Johnson	Steuben County IDA
Julia	Mattick	Tompkins Workforce Investment Board
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
John	Nader	SUNY Delhi
Tim	O'Hearn	Schuyler County
Mary	Opperman	Cornell University
Chuck	Peacock	CSS Workforce NY
Uttara	Prasad	Lin Industries
Chelsea	Robertson	Southern Tier Central Regional Planning Board
Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
John	Sipple	Cornell University

Jennifer	Tavares	Chenango County
Maureen	Wilson	Pyramid Brokerage

**CLEANER GREENER
WORK GROUP**

Jan	Arcangeli	Southern Tier Region Economic Development Corporation
Jim	Arey	Elmira-Chemung Transportation Council
Katie	Borgella	Tompkins County
Marian	Brown	Ithaca College
JoAnn	Cornish	City of Ithaca
Sandy	DeJohn	Binghamton University
Barbara	Lifton	NYS Assembly
Ed	Marx	Tompkins County Planning Department
Erik	Miller	Southern Tier East Regional Planning Board
Steve	Palmatier	Chenango County
Joe	Ponzi	Southern Tier Region Economic Development Corporation
Ellen	Pratt	Tioga County
Dan	Roth	Cornell University

**REGIONAL
INCUBATOR WORK
GROUP**

Mary Beth	Curtin	Binghamton University
Mary	Opperman	Cornell University
Alan	Rae	Ceramics Corridor Innovation Center
Tom	Schryver	Cornell University
Per	Stromhaug	Binghamton University
Dan	Vaughn	Corning Incorporated
Joe	Vinciquerra	Cornell University
Lou	Walcer	Cornell University