



**Southern Tier Regional Economic
Development Council**

2017 PROGRESS REPORT

Southern Tier
SOARING



During the past six years, the Southern Tier Regional Economic Development Council has chosen 460 projects for strategic investments. Along the way, \$276 million of public funds have leveraged more than \$1.1 billion in private investments throughout the region.

Jonathan Cohen, Binghamton University



Members of the Southern Tier REDC met recently at Binghamton University.

MESSAGE FROM THE CO-CHAIRS



**Southern Tier
Regional Economic
Development Council**

October 2, 2017

Dear Commissioner Zemsky:

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

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

We are proud to submit this report of our progress to date, and we are confident the Southern Tier Region has demonstrated our ability and capacity to bring about real economic change with a \$20,000,000 award to support our priority projects in the Round VII competition. These competitive Priority Projects represent the potential for \$103,181,831 in leveraged funds and the creation of 348 new jobs.

Our efforts to advance the Southern Tier Soaring strategies, combined with your continued support, will enable the Southern Tier to recapture its position as a hotbed of innovation and vigorous business growth. We will be a destination for the next generation of our nation's best and brightest talent.

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

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

SOUTHERN TIER REDC CO-CHAIRS

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President, Binghamton University

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President & CEO of Corning Enterprises

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EXECUTIVE SUMMARY



For decades, the Southern Tier’s economy suffered from retractions in historic areas of strength – manufacturing, technology and tourism. Even before the great recession of 2008, the Southern Tier’s economy was in decline, with job growth running below the national average. Residents watched as their jobs were shipped overseas, the population was hemorrhaging young professionals, and there was little in the way of area attraction for families looking for a place to live, work, and raise a family. The state seemed to offer little intervention.

Today, we are on a new path. In 2011, Governor Cuomo formed the Regional Economic Development Councils and established the Consolidated Funding Application (CFA), a streamlined, competitive process designed to challenge our creativity and empower our region to regenerate our community as we saw fit. During the past six years, 460 projects have been identified by the Southern Tier Regional Economic Development Council and supported through this process. Through these strategic investments, \$276 million of public funds have leveraged over \$1.1 billion in private investments throughout our region.

In 2015, our five-year strategic plan, Southern Tier Soaring, was recognized as a best plan through the Upstate Revitalization Initiative competition. Our plan was simple, but focused:

OUR PLAN TO BUILD THE SOUTHERN TIER’S ADVANCED ECONOMY



BUILD THE GREATER BINGHAMTON INNOVATION ECOSYSTEM

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



INVEST IN THE ADVANCED MANUFACTURING INDUSTRY

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



TRANSFORM THE FOOD AND AGRICULTURE INDUSTRY

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



PROMOTE THE SOUTHERN TIER'S INNOVATIVE CULTURE

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

The Southern Tier was hit hard by the Great Recession, losing roughly 11,000 private-sector jobs and seeing its unemployment rate spike to more than 8.5%. Further, wages stagnated and many of the region's residents left in search of opportunity elsewhere. However, the Southern Tier is now on its way to becoming one of New York's great turnaround stories. Since Gov. Andrew M. Cuomo took office, the region's unemployment rate has stabilized near 5% and more than 2,200 new private-sector jobs have been added. New investments in Binghamton, Elmira, Hornell and Watkins Glen will add thousands more jobs over the next decade through the region's successful "Southern Tier Soaring" economic development strategy.

With our region in the midst of a critical economic shift, there has never been a better time for companies to locate or expand here. It's a great time for individuals looking to start or grow a business, raise a family and enjoy low-cost living with greater quality of life to choose the Southern Tier. Local attitudes are changing and companies such as Alstom are choosing to expand their operations here because they recognize a region on the rise. Targeted investments such as the Greater Binghamton Fund are attracting more companies and people to consider the Southern Tier as a place to live, work and play. Working collaboratively, we have developed a winning economic development strategy.

WE ARE TOGETHER. WE ARE SOARING.

REGIONAL HIGHLIGHT

ALSTOM RECEIVES CONTRACT TO BUILD HIGH-SPEED TRAINS

Gov. Cuomo joined Southern Tier leaders on Nov. 30, 2016, to announce that New York State would invest \$30 million for Alstom Transportation Inc. to expand its facility and operations, creating nearly 200 jobs in Steuben County. The funds will come from the Southern Tier's Upstate Revitalization Initiative, Southern Tier Soaring.



The project is motivated by Alstom's successful bid to provide next-generation high-speed trains for Amtrak. The expansion will retain more than 1,000 existing Alstom jobs upstate. New York State's support was an important factor in Alstom's efforts to secure the agreement with Amtrak for the \$2.5 billion next-generation high-speed trains program.

"This major expansion of Alstom's world-class manufacturing operations will not only create hundreds of new jobs, but also help drive the economic resurgence of the Southern Tier for years to come," Cuomo said. "Investing in key industries

across the state creates jobs and strengthens the economy in every region, and advanced manufacturing is the foundation of long-term, sustainable economic growth."

Alstom's facility in Hornell has manufactured and serviced trains for nearly 150 years. The \$66.8 million expansion project entails the renovation of space at the Hornell site, already one of the largest passenger rail manufacturing facilities in North America. Alstom will add 60,000 square feet of production and engineering space and 10,000 feet of track.

The Acela Express contract with Amtrak involves the design and production of 28 next-generation high-speed trainsets, the most modern and advanced high-speed trains in the world. The contract includes technical services and spare parts for up to 30 years. The new trainsets will operate along the Northeast Corridor, initially at speeds up to 160 mph.

Since acquiring the Hornell site, Alstom has invested more than \$70 million to ensure it remains a world-leading facility. The plant has delivered more than 8,000 new or refurbished rail vehicles to customers across North America, including 1,000 New York City subway cars.

PROGRESS

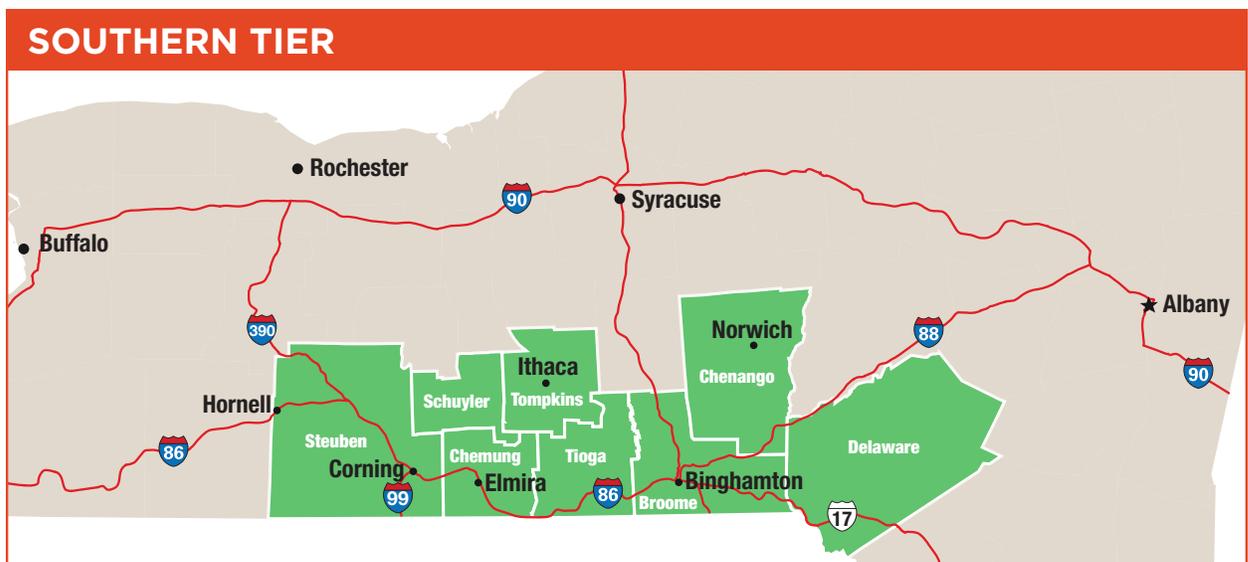


STATE OF THE REGION

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

LOCATION AT THE CROSSROADS

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



Addressing Our Challenges and Opportunities Using a Data-Driven Approach

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

General Economic Indicators

CHALLENGES

Decrease in number of establishments. While statewide the number of firms has been growing, the Southern Tier experienced a slight decrease between 2015 and 2016, losing 118 during the last reporting year.

ESTABLISHMENTS				
	2015 Statewide	2015 Southern Tier	2016 Statewide	2016 Southern Tier
Private	615,614	13,972 (2.3%)	621,421	13,857 (2.2%)
Public	14,345	1,076 (7.5%)	14,383	1,073 (7.5%)
Total	629,960	15,048 (2.4%)	635,804	14,930 (2.3%)

Source: Quarterly Census of Employment and Wages
 Statewide totals include data that cannot be allocated by region
 Data are subject to revision
 5/17/2017

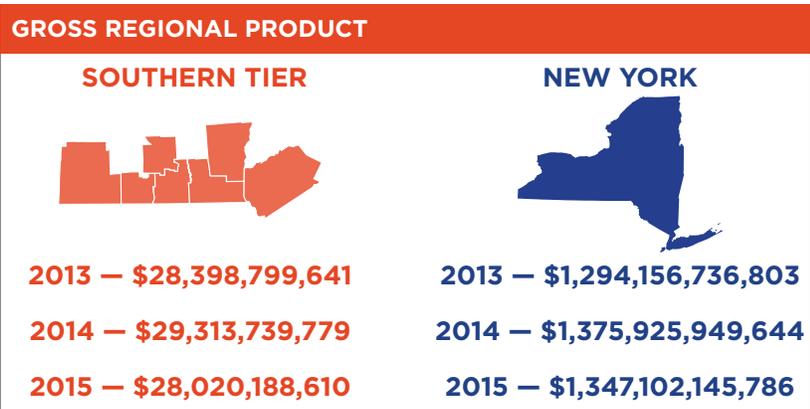
Shrinking GRP. The Southern Tier saw a reduction in Gross Regional Product over the last reported year. Between 2014 and 2015, there was a 4.4% decrease, representing almost \$1.3 billion in economic activity.

OPPORTUNITIES

Declining Unemployment.

The region's unemployment rate has stabilized near 5%, with labor reports indicating a yearly reduction of one-half percent, from 5.7% in 2015 to 5.2% in 2016.

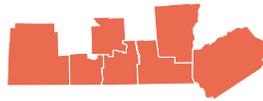
Increased Average Wage. The region's average wage increased by more than 1.4% since 2015 to \$45,530, outpacing the state's .67% increase. While the statewide average is higher, at \$67,941, the Southern Tier's lower cost of living presents an affordable option to individuals and families.



Source: Economic Modeling Specialists

AVERAGE ANNUAL UNEMPLOYMENT

SOUTHERN TIER



2015 — 5.7%

2016 — 5.2%

NEW YORK



2015 — 5.3%

2016 — 4.8%

ANNUAL AVERAGE EMPLOYMENT

	2015 Statewide	2015 Southern Tier	2016 Statewide	2016 Southern Tier
Private	7,649,616	209,633 (2.7%)	7,781,743	209,287 (2.7%)
Public	1,365,875	49,963 (3.7%)	1,371,741	49,976 (3.6%)
Total	9,015,492	259,596 (2.9%)	9,153,484	259,264 (2.8%)

Source: Quarterly Census of Employment and Wages
 Statewide totals include data that cannot be allocated by region
 Data are subject to revision
 5/17/2017

TOTAL WAGES

	2015 Statewide	2015 Southern Tier	2016 Statewide	2016 Southern Tier
Private	\$526,042,779,418	\$9,410,249,578	\$537,710,049,487	\$9,525,171,058
Public	\$82,394,951,739	\$2,245,506,810	\$84,188,262,362	\$2,279,136,572
Total	\$608,437,904,326	\$11,655,756,388	\$621,898,311,849	\$11,804,307,630

Source: Quarterly Census of Employment and Wages
 Statewide totals include data that cannot be allocated by region
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 5/17/2017

ANNUAL AVERAGE WAGE

	2015 Statewide	2015 Southern Tier	2016 Statewide	2016 Southern Tier
Private	\$68,767	\$44,889	\$69,099	\$45,512.00
Public	\$60,324	\$44,943	\$61,373	\$45,605.00
Total	\$67,488	\$44,900	\$67,941	\$45,530.00

Source: Quarterly Census of Employment and Wages
 Statewide totals include data that cannot be allocated by region
 Data are subject to revision
 5/17/2017

REGIONAL EXPORT VALUE (IN MILLIONS)

	2012	2013	2014	2015	Change, 2014-2015
Grand Total	\$3926.225016	\$3944.43851	\$3962.280682	\$3885.510328	-2%

*Data from Brookings Export Monitor

Quality of Life Indicators

CHALLENGES

High concentrations of poverty in distressed communities.

The Southern Tier REDC continues to focus on communities in the region that have concentrated pockets of poverty and distressed 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.

The poverty rate rose to 16.6% in 2015, the latest year for which data was available, a 1.2% increase from 2014.

Movement out of the region. Outmigration continues to plague the Southern Tier. In every year since 1999, residents have moved out of the region. During 2015, the latest year for which data was available, the Southern Tier experienced a .43% population loss.

OPPORTUNITIES

Greater health coverage.

Affordable, high-quality healthcare is a key component of an individual or family's economic and financial stability. With more Southern Tier residents covered than ever before, our regional workforce is better positioned to support a growing economy. Since 2012, the percentage of individuals without health insurance has decreased by more than 18%, outpacing the statewide decrease of 14%. Overall, just 7.5% are not covered, less than the 9.7% statewide total. This number continues to improve; the percentage of uninsured residents is down from 9.2% region-wide and 11.3 statewide in 2012. There was also a year over year decrease, with 8.3% not covered in 2014 compared with 7.5% not covered in 2015.

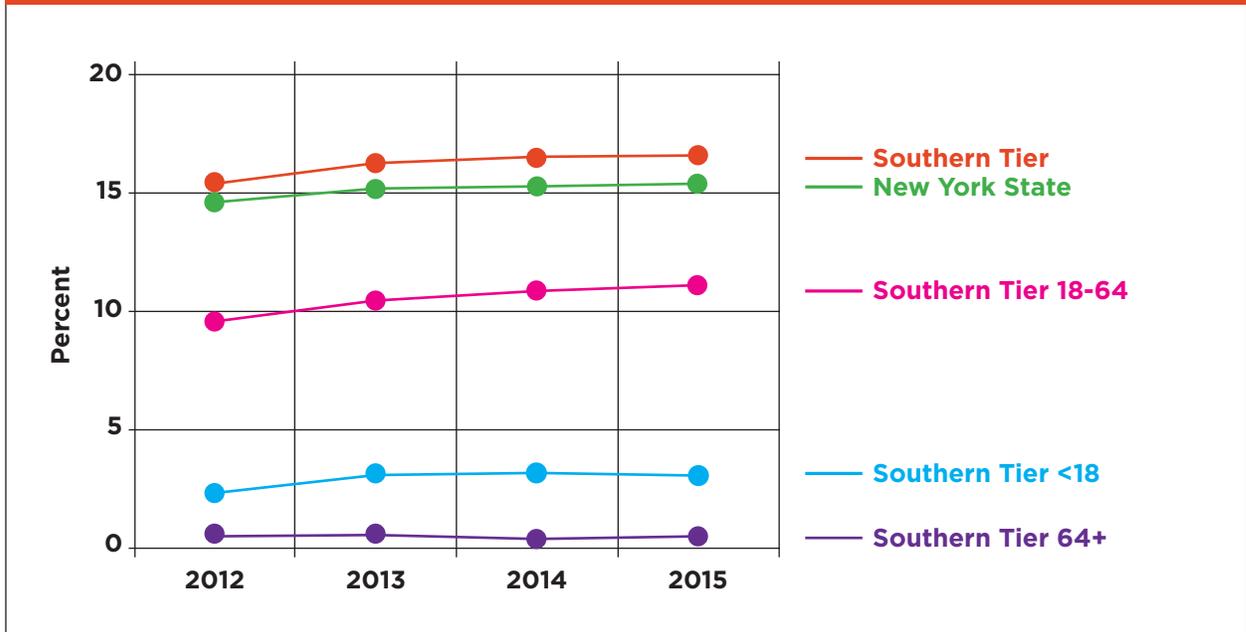
Tourism destination. Tourism continues to be big business in the Southern Tier, which attracts more tourists every year. Visitor spending reached .91 billion in 2016, a 2.2% increase from a year earlier.

PERCENT WITHOUT HEALTH INSURANCE

REGION	2012	2013	2014	2015
New York State	11.3	11.1	10.6	9.7
Southern Tier	9.2	9.0	8.3	7.5

Source: 2012-, 2013-, 2014-, 2015-ACS 5-year Estimates

POVERTY RATE TOTAL AND BY AGE GROUP



Source: 2011-, 2012-, 2013-, 2014-, 2015-ACS 5-year Estimates

SOUTHERN TIER MIGRATION FOR THE POPULATION AGED ONE AND OVER

Population, One Year and Over 2013	648,070
Stayed in Same Region from 2012 to 2013	607,915 — 93.8%
Left New York State in 2013	16,306 — 2.5%
Population, One Year and Over 2014	646,722
Stayed in Same Region from 2013 to 2014	607,650 — 94.0%
Left New York State in 2014	14,143 — 2.2%
% Change in New York State Leavers from 2013 to 2014	-13.3%
Population, One Year and Over 2015	643,919
Stayed in Same Region from 2013 to 2014	612,892 — 95.2%
Left New York State in 2014	15,335 — 2.4%
% Change in New York State Leavers from 2014 to 2015	8.4%

Prepared by NYS Department of Labor, Division of Research and Statistics
 Source: 2013, 2014 and 2015 ACS Public Use Micro Sample (PUMS)

Key Regional Indicators

CHALLENGES

Manufacturing industry continues to shift. The Southern Tier exemplifies the evolution of what American manufacturing will look like in our new global technology-driven economy. There is a greater focus on STEM operations through more advanced manufacturing processes, requiring fewer people with more advanced skills. While employment has decreased 8% in the Southern Tier in the advanced manufacturing industry, the average wage has increased from \$59,461 in 2012 to \$65,182 in 2016, representing a 9.6% increase.

OPPORTUNITIES

Strong industry cluster in agriculture. Since 2012, employment in key industries of strength for the Southern Tier has risen steadily. Employment in Food Manufacturing/Agriculture has increased by 9.5%, and the average wage has risen with it from \$45,519 to \$51,028 — a **more than 12% increase**.

Income strengthening in Greater Binghamton. Following a trend of decreasing per capita income, all three iDistricts, Binghamton, Johnson City and Endicott, experienced slight increases in average annual income in the most recently reported year (2015). Binghamton saw a 1.3% increase, Endicott saw a 2.4% increase, and Johnson City saw a **4.4% increase**.

Tourism destination. Tourism, a critical component of the Southern Tier Soaring regional strategy, continues to be big business in the Southern Tier, attracting more tourists every year. Visitor spending reached \$916 million in 2016, a **2.2% increase** from a year earlier.

REGIONAL COMMUTATION FOR THE CIVILIAN EMPLOYED ¹			
Southern Tier	2013	2014	2015
Civilian Employed ¹	282,788	86,264	284,360
Mean Travel Time to Work (in minutes)	N/A	20.5	20.8
Median Travel Time to Work (in minutes)	N/A	15.0	15.0
Live and Work in Same Region	255,874	258,923	259,128
% Live and Work in Same Region	90.5%	90.4%	91.1%
% Change in Civilian Employed From Previous Year	N/A	1.2%	-0.7%
% Change in Work and Live in Same Region from Previous Year	N/A	1.2%	0.1%

¹ Excludes those who are employed but not at work.
Prepared by NYS Department of Labor, Division of Research and Statistics.
Source: 2013, 2014, & 2015 ACS Public Use Micro Sample (PUMS).

ECONOMIC IMPACT OF TOURISM BY REDC REGION — 2011 - 2016						
Southern Tier	2011	2012	2013	2014	2015	2016
Visitation	10,168,395	10,384,874	10,560,463	10,957,956	11,271,041	11,516,691
Direct Spending	\$868,778,207	\$891,480,137	\$845,153,192	\$884,789,661	\$895,816,109	\$916,109,000
State & Local Taxes	\$108,161,218	\$110,516,848	\$104,856,564	\$109,258,134	\$111,887,006	\$115,022,000
Employment	16,640	17,504	17,249	17,555	17,501	17,639

Sources:
 Spending, taxes and employment are from Tourism Economics annual reports.
 Visitation projections are from Longwoods International, U.S. Department of Commerce and Tourism Economics.

ECONOMIC IMPACT OF TOURISM BY REDC REGION — CHANGES				
	Visitation	Direct Spending	State & Local taxes	Employment
Since 2011/2016	13.3%	5.4%	6.3%	6.0%
Since 2015/2016	2.2%	2.3%	2.8%	0.8%

Sources:
 Spending, taxes and employment are from Tourism Economics annual reports.
 Visitation projections are from Longwoods International, U.S. Department of Commerce and Tourism Economics.

KEY REGIONAL INDICATORS										
INDUSTRY	JOBS			EARNINGS PER WORKER		TOTAL FIRMS		LOCATION QUOTIENT RELATIVE TO U.S.		
	2011	2016	2017	2016	2017	2016	2017	2011	2016	2017
Biomedical	2,165	2,099	2,115	\$84,148	\$87,801	36	37	1.37	1.40	1.41
Distribution	9,109	9,482	9,466	\$56,473	\$57,988	716	703	0.59	0.62	NA
Food Processing	3,386	3,866	3,866	\$59,468	\$62,745	97	106	1.02	1.21	1.2
Forest Products	2,249	2,306	2,372	\$57,528	\$58,271	104	101	1.10	1.18	1.21
Industrial Machinery	13,208	12,569	11,907	\$85,668	\$86,030	177	174	2.07	2.10	1.97
Transportation Equipment	4,482	4,005	4,170	\$82,895	\$84,121	27	27	1.59	1.35	1.40
Travel & Tourism	24,589	25,897	25,818	\$21,987	\$22,473	1,988	1963	0.80	0.81	.81

Source: EMSI

STATUS OF PAST PRIORITY PROJECTS

PROGRESS SINCE 2011

During the past six years, 131 priority projects have been supported through the Empire State Development Grant Funds by the Southern Tier Regional Economic Development Council. Through these strategic investments, \$193.9 million dollars in public support have leveraged more than \$945.2 million, representing a total strategic investment in the region topping \$1 billion.

PROGRESS THIS YEAR

In 2017 alone, CFA Round 6 projects were able to leverage \$92.2 million through a public investment of \$9.5 million. One of many success stories from Round 6 includes **CFA #65463, SEPAC Inc. Expansion Project**. An advanced manufacturing company in Chemung County purchased machining equipment through Round 6 CFA support. As result, the company not only enhanced its competitiveness and grew its employment base, it also acquired a new business that will enable it to pursue new markets.

KEY TO PROJECT STATUS

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

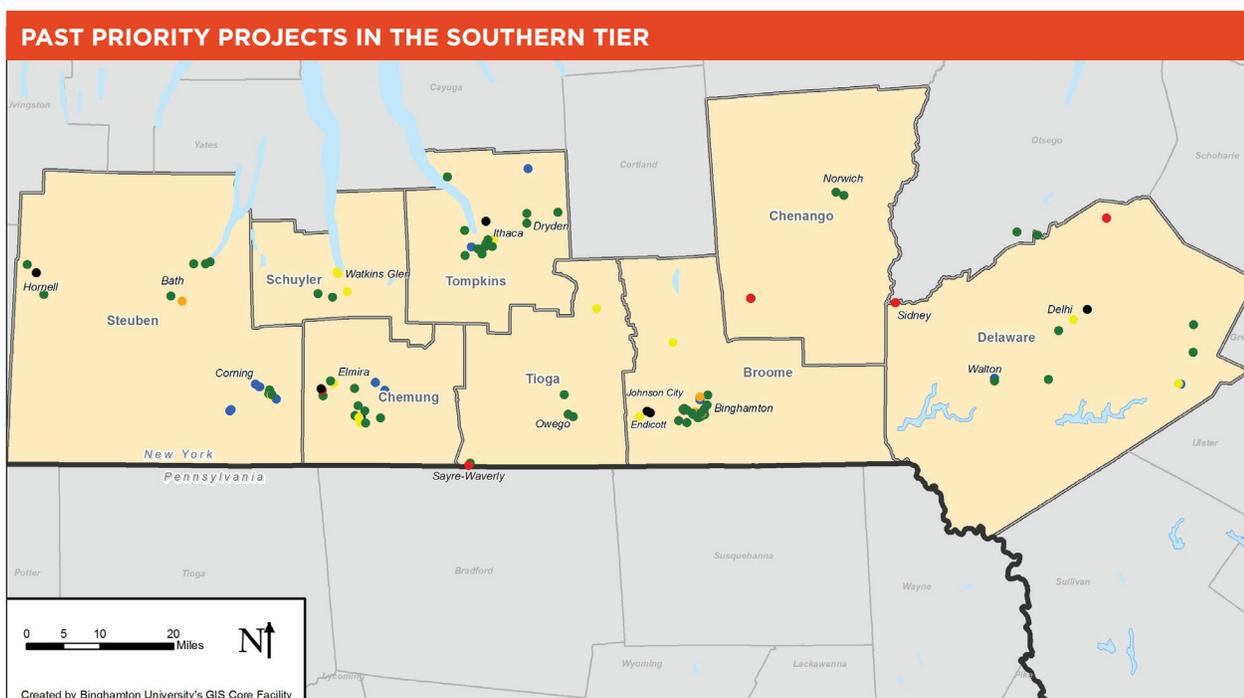
CFA #	ROUND	PROJECT NAME	STATUS
6828	Round 1	STREDC Rural Initiative Fund Capital	
7079	Round 1	Blue Hill Partners Working Capital	
7471	Round 1	STREDC Shovel Ready Program	
7472	Round 1	STREDC – Community Revitalization Program Capital	
20611	Round 1	STREDC – Community Revitalization Program Capital	
14550	Round 2	Southern Tier High Technology Incubator Capital	
14621	Round 2	Schuyler County – Seneca Phase 1 Capital	
15447	Round 2	Buckingham Manufacturing Capital	
15625	Round 2	Sunrise Family Farms Capital	
15917	Round 2	Ithaca Commons Capital	
15918	Round 2	Bates Troy Capital	
16211	Round 2	Cornell University Greenhouse Capital	
16221	Round 2	Cornell University Capital	
16368	Round 2	Endicott Interconnect Technologies Capital	
16576	Round 2	Arbor Housing and Development Capital	
16969	Round 2	MARK Project Capital	
16993	Round 2	Watkins Brewery Holdings Capital	

CFA #	ROUND	PROJECT NAME	STATUS
17020	Round 2	Walton Arms Capital	
17070	Round 2	Finger Lakes Food Hub Capital	
17198	Round 2	Emerson Complex Redevelopment	
18343	Round 2	Corning Diesel Capital	
18655	Round 2	STREDC – Shovel-Ready Program Capital	
18658	Round 2	STREDC – Community Revitalization Program Capital	
18674	Round 2	STREDC – Telemedicine and Mobile Technology Fund Capital	
18806	Round 2	BAE Systems Capital	
18946	Round 2	Town of Lansing Capital	
18953	Round 2	Broome County Arena Capital	
19114	Round 2	Radiologic Tech Equipment Upgrade Capital	
19606	Round 2	STREDC – Rural Initiative Program Capital	
20527	Open Enrollment	Corning Diesel Excelsior	
25102	Round 2	Corning Diesel Capital II	
25740	Round 3	Elmira College Capital	
26681	Round 3	ACHIEVE Capital	
27148	Round 3	The Inn at Corning Capital	
27209	Round 3	Tompkins Cortland Community College Foundation Capital	
27584	Round 3	Roberson Memorial Capital	
28191	Round 3	Clemens Tourism Capital	
28323	Round 3	Broadband Extension Project	
28619	Round 3	Family Enrichment Network Capital	
28949	Round 3	Cornell University Ithaca Incubator	
29069	Round 3	Watkins Glen Senior Housing Capital	
29577	Round 3	Green Lumber Capital	
29584	Round 3	DCIDA – Wissahickon Capital	
29703	Round 3	Corning Museum of Glass Capital	
29804	Round 3	SUNY Delhi Water Irrigation Capital	
30357	Round 3	East Lake HPort 2 Capital	
30360	Round 3	First Arena Capital	
30469	Round 3	MTC Cable Wireless Broadband Expansion Project Phase II	
31106	Round 3	SUNY Binghamton University Capital	

CFA #	ROUND	PROJECT NAME	STATUS
31133	Round 3	Broome County – Capital	
31280	Round 3	STREDC – Community Revitalization Program Capital	
31282	Round 3	STREDC Rural Initiative – Capital	
31830	Round 3	Hilliard Capital	
31868	Round 3	Dyco Electronics Capital	
32178	Round 3	Chenango Place Capital	
32417	Round 3	Margaretville Lodging Capital	
38709	Round 4	Broome County Commercial Kitchen Capital	
38715	Round 4	Broome County Land Bank Newman Development Capital	
38813	Round 4	Association for Vision Rehabilitation and Employment Capital	
38876	Round 4	Tioga Hardwoods Capital	
38881	Round 4	City of Norwich Capital	
39249	Round 4	Corning Hospital Demo Capital	
39541	Round 4	Village of Watkins Glen – Seneca Capital	
39755	Round 4	Granite Works Capital	
39950	Round 4	Watkins Glen International Capital	
40034	Round 4	Painted Post Trail Capital	
40811	Round 4	Delaware County Broadband Initiative	
40825	Round 4	SUNY Binghamton Global Center	
40977	Round 4	Cayuga Nature Center Capital II	
41001	Round 4	The Binghamton Gateway Homes	
41208	Round 4	Security Mutual Life Insurance of New York Capital	
41217	Round 4	HP Hood Capital	
41220	Round 4	Alfred Technology Resources Capital	
41313	Round 4	Sportsfield Specialties Capital	
41685	Round 4	Cornell University College of Veterinary Medicine Capital	
41891	Round 4	Emhart Glass Manufacturing Capital	
41920	Round 4	Pacemaker Steel Capital	
41957	Round 4	Big Flats – Elmira Water Capital	
42611	Round 4	STEG Elmira Capital	
42922	Round 4	City of Binghamton – 72 Court Capital	
42935	Round 4	Precision Filters Capital	

CFA #	ROUND	PROJECT NAME	STATUS
43165	Round 4	Buckingham Manufacturing Capital II	
50517	Round 5	Chicone Cabinetmakers Capital	
50680	Round 5	Corning Community College Development Foundation Capital	
50694	Round 5	Tioga County IDA E-Site Water System	
51449	Round 5	Masserson at Roxbury Capital	
51917	Round 5	Buckingham Manufacturing Capital	
52170	Round 5	Hopshire Brewery Expansion	
52319	Round 5	Walton WWTP Biogas Project	
52429	Round 5	Anchor Glass Container Equipment	
52533	Round 5	Werdenberg's Building	
52628	Round 5	Village of Waverly WWTP Upgrade	
52779	Round 5	Demet's Candy Capital	
53015	Round 5	Chenango Gas	
53039	Round 5	Town of Urbana Capital	
53297	Round 5	NECCES Battery Dry Room	
53534	Round 5	Ithaca Beer Capital	
53650	Round 5	Century Sunrise Redevelopment Capital	
53761	Round 5	Simaar Capital	
53866	Round 5	Arnot Ogden Medical Capital	
54614	Round 5	Ice Bear Capital	
54724	Round 5	Transitair Capital	
54894	Round 5	Finger Lakes Boating Museum Capital	
55195	Round 5	City of Ithaca College Town Redevelopment	
55259	Round 5	Bates Troy Expansion	
55298	Round 5	Loco Development Capital	
55707	Round 5	National Pipe & Plastic Capital	
55779	Round 5	7 Hawley Street Redevelopment	
55817	Round 5	Cameron Manufacturing & Design	
55881	Round 5	3D Metrology	
55901	Round 5	Raymond Corporation Capital	
55934	Round 5	Elmira College Driving Elmira Refresh	
56729	Round 5	Tioga County IDA – Weitsman Shredding	

CFA #	ROUND	PROJECT NAME	STATUS
57280	Round 5	Building Innovative Economic Opportunities through Reuse	■
58058	Round 5	SUNY Binghamton Health Sciences and Technology Innovation Park Capital	■
63758	Round 6	The Creamery Inn Capital	■
64890	Round 6	Southern Tier Provisions Capital	■
65463	Round 6	SEPAC Capital II	■
65503	Round 6	Kelmerin Multisport Complex Capital	■
66387	Round 6	F.M. Howell & Company Improvements Capital	■
66876	Round 6	Cell Preservation Services Inc. Project	■
67020	Round 6	Binghamton Precast & Supply Capital	■
67287	Round 6	The Salvation Army Broome County Capital	■
67568	Round 6	SCOPED Capital	■
67678	Round 6	Cemecon Capital	■
67712	Round 6	Micatu Capital RC6	■
67723	Round 6	Cayuga Mine #4 Shaft Project	■
68074	Round 6	BCC – Calice Advanced Manufacturing Center Capital RC6	■
68131	Round 6	North Depot Development Capital	■
68163	Round 6	Buckingham Manufacturing Company Capital RC6	■
68374	Round 6	Otsego Ready Mix Capital RC6	■



AGGREGATED STATUS OF 131 PAST PRIORITY PROJECTS



Vaibhav Bhosale

Watkins Glen State Park

KEY TO PROJECT STATUS

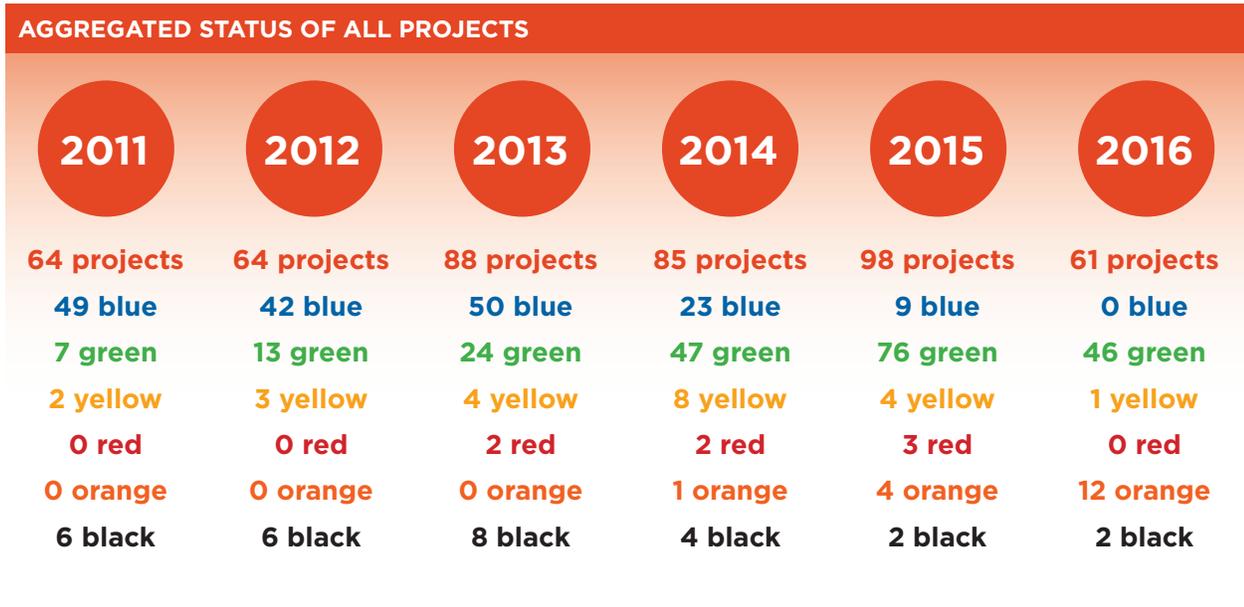
■	COMPLETE
■	ON SCHEDULE
■	PROGRESSING MORE SLOWLY THAN ANTICIPATED
■	CONCERNS NEED TO BE RESOLVED
■	CONTRACT NOT YET EXECUTED
■	CANCELED OR FUNDING DECLINED

LEVERAGE OF STATE INVESTMENTS IN ALL PAST PRIORITY PROJECTS

Round	Total Projects	Total Project Cost	State Investment	Ratio (Rounded)
2011	4	\$9,000,000	\$9,000,000	1:1
2012	23	\$310,371,978	\$63,618,000	5:1
2013	21	\$155,226,538	\$24,279,520	6:1
2014	26	\$163,429,667	\$23,303,150	7:1
2015	33	\$399,319,907	\$64,150,680	6:1
2016	15	\$101,710,204	\$9,500,000	11:1

Note: Priority projects that were cancelled, terminated or where the award was declined have been excluded from this calculation.

STATUS OF ALL PROJECTS AWARDED CFA FUNDING



During the past six years, 460 projects have been supported by the Southern Tier Regional Economic Development Council. Through these strategic investments, \$276 million dollars in public support has leveraged more than \$1.1 billion in private funds for projects throughout the Southern Tier.

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

	Total Project Cost	Total CFA Awards	Ratio of TPC:CFA
2011	\$117,429,982	\$34,352,211	3:1
2012	\$330,766,501	\$69,990,891	5:1
2013	\$178,400,827	\$34,552,345	5:1
2014	\$180,721,840	\$33,775,650	5:1
2015	\$491,103,209	\$81,231,909	6:1
2016	\$146,002,152	\$22,125,939	6:1

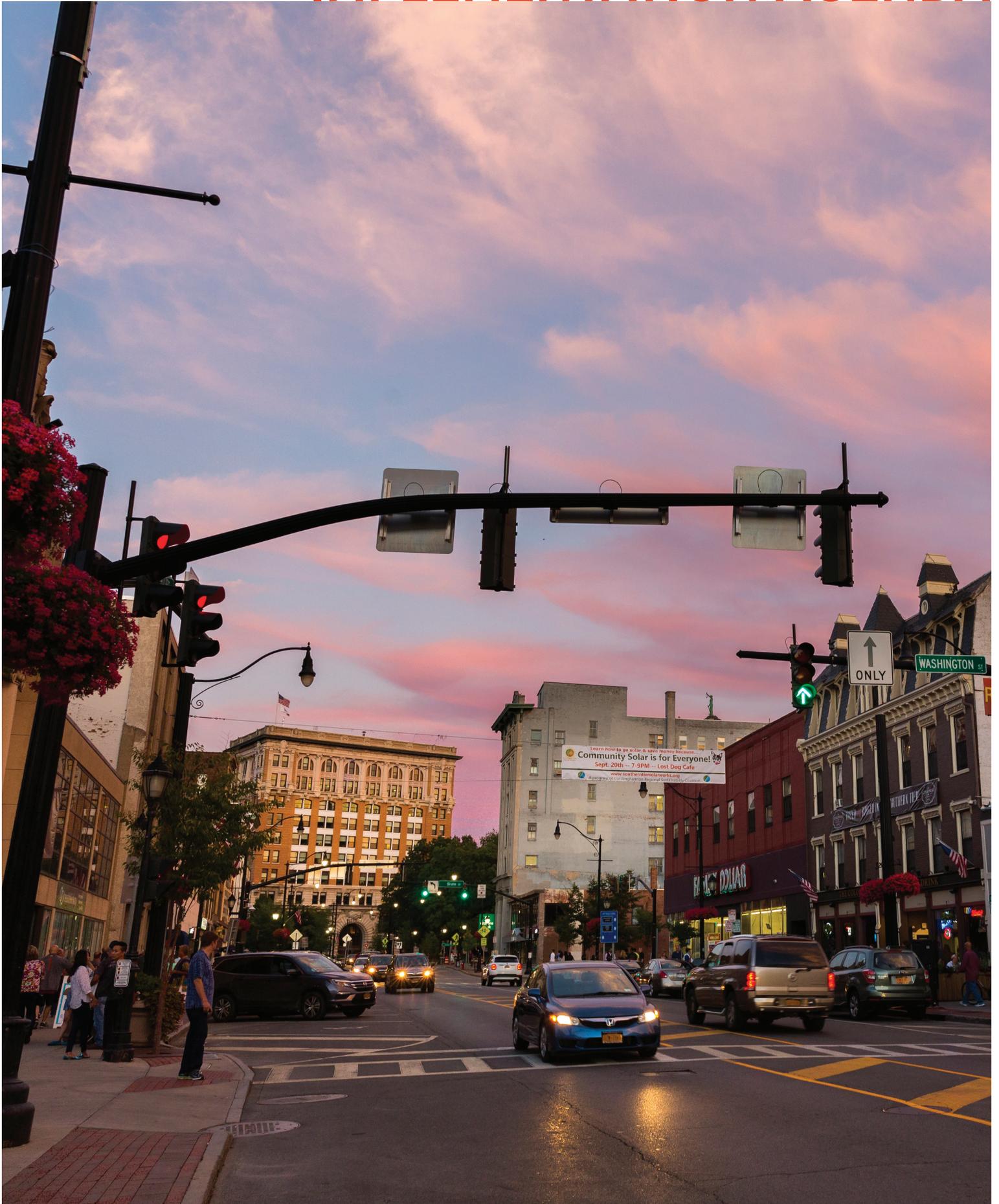
Note: Priority projects that were cancelled, terminated, or where the award was declined have been excluded from this calculation

JOB CREATION

	Jobs Created	Jobs Retained
2011	254	1,011
2012	459	6,256
2013	394	1,825
2014	399	1,938
2015	502	4,562
2016	211	485

Photo opposite page: Jonathan Cohen, Binghamton University

IMPLEMENTATION AGENDA



IMPLEMENTATION OF 2017 STATE PRIORITIES

Identify Projects for the State Life Sciences Cluster

GOAL

This year, Gov. Cuomo charged each Regional Council with an ambitious and unprecedented proposal to fuel New York State's burgeoning life science cluster.

In response, The Southern Tier Regional Economic Development Council is working with world-class research and development institutions, including Cornell University, Binghamton University and Corning Inc., to develop life sciences personnel, establish a pipeline from training to employment in the life sciences field and identify appropriate space available for industry use and development.

EXISTING SECTOR ENVIRONMENT

The Southern Tier is uniquely suited to help support the growth of a Life Science Cluster that could leverage higher education institutions, talented workforce and existing life science industries.

CHALLENGES

While the Southern Tier is a leader in graduating STEM graduates, there are few job opportunities available for these individuals upon graduation. The challenge is supporting job growth in these high-skill areas that will help us retain and attract graduates from across New York State.

OPPORTUNITIES

The Southern Tier REDC recognizes that supporting and equipping entrepreneurs in the life sciences with appropriate resources is critical for them to stay and grow their ideas and businesses in the region. There are some efforts already, led by the Southern Tier Regional Hot Spot, and the REDC identified others to help create incentives for companies in our region.

VISION

The Southern Tier Life Sciences Vision is to

- Leverage the breadth of expertise developed through Southern Tier higher education institutions;
- Strengthen the life science industry cluster;
- Provide clear contact points for investors and corporate contacts, and for inventors and businesses;
- Increase the value of education, outreach and business planning;
- Enhance availability of entrepreneurial advisory, educational, collaboration and business planning opportunities extending to the higher education community.

STRATEGY

The Southern Tier life sciences strategy will focus on supporting entrepreneurs in life science fields. Providing access to incubators and mentorships is one part of the strategy, but there continues to be room for growth in providing funding and startup capital. Since life science entrepreneurs often face high costs for extended periods of time before they generate revenue, strategic support through state programs and regional resources can provide critical support for these entrepreneurs.

PROGRESS

Significant Progress made since September 2016

One example of a key initiative that has contributed to the Life Sciences Cluster is Cornell University's **McGovern Center**, the university's incubator for life science companies. The McGovern Center is designed to develop young life science companies to launch and grow in our region. The center's program focuses on accelerating research/development of its client companies' technology/products, validating its client companies' business plans and strengthening its client companies' management teams. The center's goal is to facilitate the progress of client companies to the point at which each will merit significant outside investment and achieve self-sufficiency. In doing so, the McGovern Center contributes to the university's mission as New York State's Morrill Land Grant institution to support local, regional and statewide life sciences jobs through broader economic development efforts.

PERFORMANCE MEASURES						
Performance Metrics	2012	2013	2014	2015	2016	Goal
Total Employment	287,808	286,088	285,634	284,784	284,296	10,241 Created
• Life Science (Employment)	5,091	4,974	4,953	4,909	4,946	200 Created
Life Science Employment as a Percentage of All Employment	1.77%	1.74%	1.73%	1.72%	1.74%	1.81%

FURTHER ACTION NEEDED

Significant actions needed to implement strategy

Additional support will be required to continue growing the Life Sciences Cluster in the Southern Tier. Funding key initiatives will help expand the translation of technologies into the marketplace by attracting industries into the Southern Tier that will leverage our talented workforce.

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

Projects recommended for state support

CFA #76546 – Southern Tier Hemp will build two state-of-the-art processing lines for industrial hemp. The first line will transform the industrial hemp plant into stable, storable grounds. These grounds, rich in cannabidiol, can then be extracted using carbon dioxide and proprietary machinery. The company is also building a crop processing line for food applications. This line will preserve and separate the various nutrients available in a variety of plants, starting with industrial hemp. This project aligns with the state priority to support the life sciences industry and to expand the hemp industry because it takes advantage of The REDC and Upstate Revitalization Initiative's (URI) are designed to support projects that will help transform the region's economy. Applicants seeking these resources should explain why the project is a priority for the region. Providing details on the impact of the project such as the ability to create net new high paying jobs, the extent of private sector support, the impact it has on the community, and how the project will advance, in a meaningful way, the implementation of the REDC/URI plans, will help the REDCs and state during review. The Southern Tier's acreage to grow hemp, an emerging agricultural product. The processing capacity gained through this project will attract partner companies, create jobs and establish the region as a global leader of industrial hemp manufactured products. There is a major increase in the demand for industrial hemp, which will help the Southern Tier region reach its goal to increase crop output by 15%.

CFA #76566 – SUNY Broome Community College will conduct market feasibility and capital project planning studies specific to construction of a "smart greenhouse" facility on its campus. This facility is likely to house classrooms, labs, offices, a warehouse and high-intensity energy use areas for germination processes. Eventually, the greenhouse will become an enhanced learning environment for students that aligns with several game-changing investments the college is already pursuing to augment its academic programs, including agri-business manufacturing and product/business development. It will also aid in

developing/refining Controlled Environment Agriculture (CEA) technologies that may be reproduced in other areas. As the cornerstone for a regional “Food Systems and Production Hub” initiative, the smart greenhouse facility aligns with the state priority to support the life sciences industry by integrating research and technologies of Cornell University and other academic partners, facilitating education in food and plant sciences, CEA and supply chain management and training skilled workforces to fill existing/emerging food industry occupations.

Support Downtown Revitalization Plans

Nationally and globally, business and development leaders recognize that the creation of downtown communities with public amenities and a high quality of life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. According to the Brookings Institute, investing in urban centers can improve economic performance, reduce infrastructure costs and enhance the economic well-being of surrounding areas.

In the spring of 2016, Gov. Cuomo introduced a major initiative — the Downtown Revitalization Initiative (DRI). DRI is a \$100 million effort to improve the vitality of urban centers across New York State by investing \$10 million in 10 municipalities statewide. The ten Regional Councils each selected communities after evaluating each downtown’s potential for transformation. To guide the use of the \$10 million DRI awards, the communities each completed a Strategic Investment Plan, which identified projects that align with a unique vision for revitalization of their downtown area.

The Southern Tier Regional Economic Development Council selected the City of Elmira in Chemung County for New York State’s first round of the DRI. Between September 2016 and March 2017, a Local Planning Committee (LPC), working with a team of consultants and state agency representatives, developed a Strategic Investment Plan that culminated in a list of 14 projects recommended for DRI funding. The LPC was led by Co-chairs Mayor Dan Mandell and STEG Executive Director Michael Krusen and included representatives from academia, business, healthcare, non-profit organizations, government, the downtown residential community, development groups and other local stakeholders.

During the early steps of the DRI planning process, the LPC identified the downtown core as the focus area of the Investment Plan. This compact area, defined by a five-minute walking distance, is bounded by the Chemung River, Lake Street, 2nd Street and College Avenue.

The LPC and planning team engaged the Elmira community throughout the six-month planning period through

stakeholder meetings, public meetings and events, surveys and online forums. It established a vision, goals and strategies for the downtown, conducted an assessment of existing conditions and opportunities and identified projects that will leverage significant private investment, increase jobs, restore historic structures, provide diverse housing alternatives, offer walkable public spaces and position Elmira to attract future residents, businesses and self-sustaining growth.

GOAL

The Downtown Revitalization Initiative is focused on transforming the City of Elmira into a vibrant community by encouraging the revitalization of the city's socioeconomically distressed downtown core. Elmira will build upon its current strengths and realize the full value of its downtown core.

CHALLENGES

The Elmira DRI Strategic Investment Plan identified several key issues that have served as challenges to revitalization, including high poverty rates, job losses, deteriorated buildings, a physically fractured downtown, limited offerings and attractions downtown, lack of a walkable environment, a disconnection from the Chemung River and continuing population loss and aging.

OPPORTUNITIES

Despite its many challenges, Elmira will be able to leverage numerous opportunities and assets through the DRI to advance downtown revitalization, including the following:

- The strategic location of Elmira's downtown
 - Location at a major I-86 exit (Exit 56) provides easy and convenient access to east-west destinations, and has a daily traffic volume (AADT) of 22,909 vehicles.
 - Distance from other downtowns: 15 miles from Corning, 33 miles from Ithaca and 19 miles from Sayre, Pa., where the Guthrie Healthcare campus is located.
 - Location on the Chemung River.
 - As the county seat, Elmira is the central location for county, state and federal programs for a 25-mile radius.
 - Regional hub for major healthcare services, banking, legal and other professional services.



Small Town 360

Elmira's Downtown Revitalization Initiative calls for the renovation of an underused public space to create a new, more inviting area linking the Clemens Performing Arts Center (pictured here) with the First Arena and Main Street.

- Primary residential option for major employers such as Arnot Health as well as Guthrie Healthcare System. Together, they recruit more than 50 physicians per year.
- Hub for an extensive transportation infrastructure, including the Chemung County Transit System, which is a public transportation service that operates routes within the City of Elmira and towns in Chemung County, as well as a Shopper Shuttle to area malls and commuter routes to Ithaca, Corning, Owego and Sayre, Pa.
- The Elmira-Corning Regional Airport is a 10-minute drive from downtown Elmira.
- Proximity to several venues of national and regional significance, such as the Corning Museum of Glass, the National Soaring Museum, Clemens Performing Arts Center and Tanglewood Nature Center and Museum.
- Elmira is the eastern anchor of the new I-86 Innovation Corridor Initiative, which extends from Elmira to Hornell. There are 22 anchor employers with 10,450 workers within a 15-minute drive of downtown Elmira.
- Elmira is the home of several major regional destinations including: The Clemens Performing Arts Center, a regional performing arts center that attracts nationally recognized performers; Dunn Field Stadium, home of the Elmira Pioneers collegiate baseball team; the Mark Twain Study and Exhibit on the Elmira College campus, one of only two Mark Twain Studies centers in the world; the Arnot Art Museum and the Chemung Valley History Museum; and a schedule of regional events and activities held in downtown Elmira such as the weekly Wisner Farmers Market and annual Elmira Street Painting Festival that attracts more than 5,000 people.
- A residential market demand study conducted in early 2016 forecasts a market rate housing demand in the downtown of 330 - 400 apartments within the next five years.

VISION

The Elmira LPC established the following vision, with input from the community, for its DRI:

Elmira has a dynamic downtown and adjacent neighborhoods, which leverage higher education, the healthcare industry, innovation in advanced manufacturing and unique cultural and entertainment assets. Its walkable historic core is a regional destination for diverse activities, retail, a range of housing options, business opportunities, and celebrates its unique heritage, arts and waterfront.

STRATEGY

New Strategies Developed in 2017

As part of its Strategic Investment Plan, the Elmira LPC identified the following goals and strategies to advance its vision to create a vibrant downtown:

Goal 1: Foster economic growth through job creation, high-paying jobs and skilled workers

- Strategy: Establish programs that grow small business
- Strategy: Increase collaboration between downtown and local institutions
- Strategy: Increase opportunities to attract innovative businesses
- Strategy: Increase local property tax base

Goal 2: Develop a high-quality physical environment

- Strategy: Increase downtown housing options with new mixed-use development and renovations of existing historic structures
- Strategy: Create an identifiable series of walkable urban blocks and public spaces that host a wide variety of activities
- Strategy: Improve walkable connections between downtown and adjacent neighborhoods and institutions
- Strategy: Provide ongoing management and maintenance for downtown
- Strategy: Improve quality of retail and business venues

Goal 3: Strengthen identity celebrating heritage, culture and arts and new opportunities

- Strategy: Strengthen arts and cultural attractions
- Strategy: Protect and renovate historic structures
- Strategy: Foster public events and activities
- Strategy: Increase role of waterfront in downtown

PROGRESS

Significant Progress made since September 2016

The Elmira DRI Strategic Investment Plan was completed in early March 2017. Following state review of the plan, Lieutenant Governor Kathy Hochul announced the projects selected for DRI funding on July 5, 2017. Local project grantees and state agency administrators have been identified and contracts have been initiated for each project.

Performance Measures

Within the DRI Strategic Investment Plan, each project recommended for funding identified performance indicators/ project metrics that will be used to evaluate whether community goals and strategies are being achieved.

A monitoring framework will be identified to ensure that progress related to the revitalization plan will be tracked.

FURTHER ACTION NEEDED

Significant actions needed to implement strategy

All DRI-funded projects will commence immediately following contract execution. Most projects will require engineering and final design before construction. The City of Elmira and its partners will need to establish a sound management structure to implement the variety of DRI projects and related non-DRI projects. Ongoing responsibilities will include contract management, grant writing, construction management, marketing and outreach. Continued technical assistance from state agencies will be needed to advance projects and the city's vision for downtown revitalization.

Projects recommended for state support

The Elmira Strategic Investment Plan recommended 14 projects for DRI funding. The following projects have been selected:

West Water Street Mixed-Use Development: Construct a mixed-use residential and commercial development on a vacant lot at the center of Elmira's downtown. The project includes a four-story building with 51 market-rate apartment units, 16,700 square feet of retail/commercial space on the ground floor and landscaping with amenities. The project will enhance Elmira's downtown by creating an active 18-hour environment of commercial, retail and residential uses. (\$4,000,000)

Lake Street Bridge: Rehabilitate and reopen Lake Street Bridge as a pedestrian connection between the north and south banks of the Chemung River. The Lake Street Bridge is adjacent to the Mark Twain Riverfront Park and connects downtown Elmira to the neighborhood across the river. Reopening the bridge, which has been closed to vehicular traffic for over six years, will reconnect residents to downtown, spur development of several underused and vacant properties along Lake Street and Water Streets, enhance the downtown environment and provides scenic vistas for public use and enjoyment. (\$750,000)

Centertown Parking Garage: Rehabilitate the 40-year-old Centertown Parking Garage to create a safer, more aesthetically pleasing parking structure. The centrally located, 735-car garage is underutilized due to its disrepair, safety concerns and poor lighting. Renovations will preserve its structural integrity and create a more inviting and marketable parking structure to support downtown activities, small businesses and retailers. (\$1,000,000)

Clemens Square: Renovate an underused public space in the heart of Elmira's downtown to create a new walkable and inviting public space that links some of the city's most

important assets — Clemens Performing Arts Center, First Arena and Main Street — as well as new projects such as the West Water Street Mixed-use Development, several renovated historic buildings and the renovated Centertown Parking Garage. Clemens Square will encourage visitors to explore new offerings downtown and will provide a new adaptable space for programs and events. (\$1,250,000)

Riverfront Park: Improve and upgrade Mark Twain Riverfront Park to include a new elevated boardwalk, seating, planters and artwork. This project will reestablish a strong connection between the river and the adjacent downtown core and serve as an attraction for visitors and patrons of downtown Elmira. The new elevated boardwalk, which will allow views of the Chemung River over the existing flood barrier, will be directly across from the new West Water Street mixed-use development project, Clemens Square and the Centertown Parking Garage. (\$550,000)

Activate Buildings: Renovate vacant and underutilized buildings in the DRI area to accommodate Elmira's unmet housing, ground-floor retail and commercial business needs. This project will bring new housing options to downtown and foster growth of retail and commercial offerings. It will leverage private capital from property owners. (\$1,150,000)

Water Street Parking: Reconfigure public parking on Water Street to increase the number of spaces available to accommodate new and existing mixed-use development. The new parking layout will better serve local businesses, support increased density in downtown Elmira and allow room for further development of additional public spaces. (\$250,000)

Zoning Updates: Modernize the City of Elmira's zoning code by adding a new Form-Based Overlay district to apply to the DRI area. The new Form-Based Overlay district will have clear standards and terminology for desired buildings and architecture, public space and streetscapes, parking and circulation and landscaping. The updates will also make the land-use review process within downtown more predictable through refined definitions, guidance materials and streamlined administrative review and approval procedures. This will allow and encourage infill development that aligns with the goals of the DRI. (\$150,000)

Small Business Revolving Loan Fund: Provide small loans to owners of buildings within the DRI area to renovate retail and commercial storefronts and spaces. Many properties along Main Street need improvements. The cost of renovation of these older structures to meet contemporary standards is not fully covered by the current rental rates of the Elmira marketplace. This project will establish a revolving loan fund to allow necessary renovations to occur. (\$600,000)

STRATEGY HIGHLIGHT



RETAIL, HOUSING PROJECT LIFTS DOWNTOWN EFFORTS

A centerpiece of Elmira's Strategic Investment Plan is the West Water Street Mixed-Use Development.

This project aligns with Elmira's desire to create a vibrant downtown, increase the local tax base and increase downtown housing options with new mixed-use development. This project will bring 51 new market-rate residential units and 16,700 square feet of new retail/commercial space to downtown Elmira. The project will result in up to 50 full-time jobs within the new commercial space. The project is strategically located across from Mark Twain Riverfront Park and the proposed location of new DRI-funded boardwalk. Adjacent to the north of the project site is Clemens Square, which is a DRI project that will result in a newly renovated, active and attractive public space. Directly north of Clemens Square is the Centertown Parking Garage, which will be transformed into a safer and more aesthetically pleasing structure. Engineering has been completed for the project, with site work to begin in 2017 and construction to be completed by fall 2018.

Identify Workforce Development Strategies and Shrink the Skills Gap through Industry and Education Collaboration

GOAL

A region's economy cannot thrive without a skilled workforce whose talents are aligned with current and future business needs. The Southern Tier has been forced to re-imagine its economic landscape as its strong manufacturing roots have shifted as a result of an expanded global economy. The Southern Tier recognizes, along with other upstate regions, that workforce adaptation and agility will be necessary in this new economy.

Targeted job training and education is critical in addressing the regional need for quality labor. Regional economic development stakeholders plan to support current efforts by local workforce training and educational institutions in aligning offerings to address workforce shortages.

EXISTING SECTOR ENVIRONMENT

Shrinking Labor Pool and Increasing Labor Demand

- The region's eligible labor pool reached a series low (back to 1990) in 2016. Those remaining in the local labor

force have had greater success in finding employment opportunity, evidenced by the shrinking unemployment rate, but many job opportunities remain unfilled.

- New York State’s Jobs Express lists 5,000 job openings throughout the Southern Tier Region in a wide range of industries and levels of skills. These immediate needs, along with those moving forward created by baby boomer retirements, only exacerbate the need for quality workers.

CHALLENGES

Several challenges were identified by the Workforce Development Work Group, including:

- A shortfall in affordable childcare
- Lack of low-cost public transportation
- Limited housing stock
 - Elevated number of aged/neglected properties
 - Affordability a challenge
- Computer/Internet access and adequate user ability
- Elevated number of potential workers unable to pass a drug test
- Prior convictions leading to employer bias
- Safety Net Cost/Benefit Analysis — potential financial disincentive for families and/or individuals on safety net assistance to accept lower-wage employment
- Retention of young professionals/millennials
- Aligning human capital with career opportunities — effectively marketing job opportunities to the regional workforce and addressing skills gap issues

OPPORTUNITIES

I-86 Innovation Corridor

The I-86 Innovation Corridor in New York’s Southern Tier seeks to engage a progressive and innovative team of consultants to assist in developing a strategic action plan for an Integrated Workforce Development and Talent Attraction Model that will be a key component of the overall corridor initiative.

The I-86 Corridor Initiative is a group of regional stakeholders representing the public sector, major employers, education providers, community and economic development organizations and workforce development partners.

During the past year, the stakeholders have focused on the “Human Capital” component and recognize that the I-86 Innovation Corridor is at a crossroads and must make significant gains in improving the skill level of the existing workforce, attract new talent to respond to the needs of the employers and create a pipeline of new workers for the

future. A combination of data and preliminary feedback from area employers indicate that those sectors in the I86 Innovation Corridor facing the greatest challenge are in Manufacturing (Manufacturing and Food Processing Production Workers), Transportation and Materials Handling, Healthcare, Education, Construction and Tourism. Drilling down into the broad categories indicated that the issue is not limited to the size of the workforce, but the need for an integrated workforce and talent attraction model.

Broome County Talent Task Force

The Agency, the lead economic development organization for Broome County that governs the Broome County Industrial Development Agency (IDA) and the Broome County Local Development Corporation (LDC), enlisted the private sector as well as business development, education and workforce partners to create the **Broome Talent Task Force**. Peter Newman, regional president of M&T Bank, and Anthony Paniccia, president & CEO of Delta Engineers, will serve as co-chairs of this effort as representatives of two prominent businesses that have achieved growth in Broome County. This unprecedented effort will bring together all of the major employment sectors driving our economy, including healthcare, education, engineering and production, manufacturing, construction and skilled trades and information technology, to create a comprehensive and collaborative action plan to attract and retain a strong workforce during the next decade.

The goal of this effort will be to create an actionable and sustainable talent retention and attraction strategy to reverse the trend of outward migration and set us on a path toward economic prosperity and economic diversity. The members of our task force know what it takes to grow a business and attract top talent, and they are confident that this goal is achievable.

The Excelsior Scholarship

With the passage of the FY 2018 State Budget, New York is now home to the nation's first accessible college program — The Excelsior Scholarship.

Under this groundbreaking program, more than 940,000 middle-class families and individuals making up to \$125,000 per year will qualify to attend college tuition-free at CUNY and SUNY two- and four-year colleges in New York State. The new program began in the fall of 2017 and will be phased in over three years.

In order to apply, students must:

- Be residents of New York State
- Attend a SUNY or CUNY two- or four-year degree program

- Take 30 credits per calendar year (including January and Summer sessions)
- Plan to live and work in New York following graduation for the length of time they participate in the scholarship program

In New York State, every child will have the opportunity that education provides.

American Job Centers and Workforce Investment Boards

The Southern Tier is home to 11 American Job Centers. These federally funded facilities mesh state and local staffing with an array of partner resources to train and connect regional talent with regional job opportunities. Services include: career counseling, resume development, career workshops, computers/Internet access, computer workshops, adult basic education/English as a second language, phones, faxes and copiers, career resource library, job search resources and job placement assistance, vocational classroom training (for those who qualify) and Internet-based job/talent bank.

Workforce Development Boards (WDBs) are part of the Public Workforce System, a network of federal, state and local offices that support economic expansion and develop the talent of the nation's workforce. State and local WDBs serve as connectors between the U.S. Department of Labor and more than 2,500 local American Job Centers that serve workers and employers. The WDBs' role is to develop regional strategic plans and set funding priorities for their area. The local WDB is the community's link to the public workforce system. Many WDBs facilitate partnerships between local businesses with similar training needs. WDBs also rely on labor market information to develop sector strategies that focus resources on a particular high-growth industry for their area, often involving skill training for local businesses. More than 50 percent of each WDB's members must come from the business community. In addition, WDBs are required to have representation from local community colleges and other training providers, as well as elected officials and workforce program leaders. This ensures that current skill needs of local businesses are communicated to relevant training programs.

Southern Tier Startup Alliance

The Southern Tier Startup Alliance is a member organization for business incubators. The organization provides support to people starting and growing companies in the region. The objective is to help increase the number of jobs in the region by diversifying the employment base and strengthening the economy.

The Southern Tier is a hotbed of innovation and a leading area for high-tech manufacturing in New York State. Thanks in part to its top research universities, Cornell University

and Binghamton University, this region sees a large number of R&D companies here to take advantage of the pool of knowledge workers and the resources available at the universities. Funded through the NYSTAR Innovation Hot Spot Program, the Southern Tier Startup Alliance leverages the region's assets for supporting and scaling startups. This approach is based in a strong partnership of Binghamton University, Cornell University and Corning Enterprises. By bringing coherence to a growing regional ecosystem of entrepreneurs and support organizations, the Southern Tier Startup Alliance creates a whole that is greater than the sum of its parts.

Partner Incubators Include: IncubatorWorks Corning, IncubatorWorks Elmira Airport Park, REV: Ithaca Startup Works, McGovern Center at Cornell University, The Center (Binghamton) and Start-Up Suite at Binghamton University.

VISION

The Southern Tier Regional Economic Development Council seeks to support the alignment of local education and training entities and resources to better match talent with career opportunities through the region. Efforts include: reducing barriers to economic stability, better engaging individuals who are marginally attached to the labor force, supporting targeted training that has been advised/guided by local employers, attracting and retaining young professionals and preparing for succession planning brought on by the retirements of experienced workers.

STRATEGY

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

PROGRESS

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

CFA #68074 – SUNY Broome Community College Specialized Technician Training and Calice Advanced Manufacturing Center will be a collaboration on workforce development programs for low-income adults and include existing programs that dovetail with the proposed project: (1) Broome County Urban League's Advanced

PERFORMANCE MEASURES						
Performance Metrics	2012	2013	2014	2015	2016	Goal
INPUT						
Public Funds Awarded (CFA Grant)	\$530,025	\$5,537,264	\$916,467	\$7,662,305	\$2,105,000	\$15,000,000
Unemployment Rate	9.3%	8.9%	8.1%	7.2%	To be released in late 2017	6.5%
Veteran Unemployment Rate	8.8%	9.6%	9.4%	7.9%	To be released in late 2017	6.5%
OUTPUT						
Private/Non-State Investment (Funds Leveraged)	\$208,230	\$15,209,452	\$2,245,494	\$251,441,875	\$14,497,680	\$75,000,000
Ratio of Private Funds Leveraged	1.4	3.7	3.5	33.8	7.9	5.0
Degrees/Certifications Awarded	17,119	16,637	17,040	16,903	To be released in late 2017	17,500
Annual Population Change (25-44 year olds)	-1,406	-1,357	-1,706	-1,574	-845	-400
Labor Force Participation Rate	60.4%	59.8%	59.1%	58.5%	To be released in late 2017	60.0%
Labor Force Participation Rates of Population (25-64) w/ Less than a High School Degree	52.6%	52.0%	47.9%	48.8%	To be released in late 2017	50.0%
OUTCOME						
Total New Hire Count (Annual Average)	14,122	14,592	14,339	14,790	To be released in late 2017	15,000
Total Employment	287,808	286,088	285,634	284,784	284,296	10,241 Created
• Advanced Manufacturing (Employment)	22,322	21,540	20,932	20,843	20,525	3,300 Created
• Food and Agriculture (Employment)	24,035	24,950	25,336	25,539	25,696	2,800 Created
• Life Science (Employment)	5,091	4,974	4,953	4,909	4,946	200 Created
New Hire Wages (Monthly)	\$1,988	\$2,122	\$2,135	\$2,303	To be released in late 2017	\$2,600
Annual Average Earnings	\$51,835	\$52,538	\$53,974	\$55,370	\$56,496	\$60,000
Poverty Rate	15.6%	16.1%	16.4%	16.7%	To be released in late 2017	15.0%

Technology Training and Information Networking Labs where underserved/economically challenged populations gain access to information technology training to enhance employability; (2) Workforce Innovations Project of the Herkimer, Madison and Oneida Counties Workforce Investment Board where young adults are re-connected with training they need to enter high-growth, high-demand, high-wage jobs; and (3) Broome-Tioga Workforce NY, the local workforce investment board serving the two-county region where SUNY Broome is located, which is positioned to serve as primary liaison with WIBs throughout New York.

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



SUNY Broome's Calice Advanced Manufacturing Center will offer job skills training that meets workforce demands.

CFA #68623 — SUNY Broome Community College is developing a Manufacturing Basics Certification program for unemployed workers in and around Broome and Tioga counties. The program will provide 58 hours of training in the areas of basic computer applications, Excel, technical report writing, interpersonal communication, hand tool usage, shop floor mathematics, quality overview, reading measuring devices and assembly drawing interpretation. At a time when 37% of jobs nationally require more than a high school diploma, nearly a third of economically disadvantaged high school students in New York did not graduate in 2014. (That percent is closer to 50% in the Southern Tier's Binghamton City School District.) Even among students who graduate, many lack the money, motivation or preparedness to start college, with 30%-48% "stopping out" after a semester or two leading to unemployment, public assistance and lost potential. In response, this project offers training certification that is (1) recognized by local manufacturers and teaches

skills that are basic to many entry-level, yet higher wage, “technician/repairer” openings at those businesses, and (2) is designed as short-term, stand-alone training to attract unemployed adults, especially those who’ve failed in prior college experiences.

FURTHER ACTION NEEDED

Significant Actions needed to implement strategy

Regional Workforce Symposium

The Workforce Development work group is in the preliminary planning stages of a Regional Workforce Development Symposium at the newly constructed Agriculture Development Center operated by Cornell Cooperative Extension of Broome County. The event will focus on strengthening the region’s workforce pipeline. Participants will explore systemic workforce problems facing the Southern Tier and learn more about the actions underway to address those issues. Businesses will have an opportunity to connect with agencies that might offer solutions for their companies. This event is planned for early 2018.

Projects recommended for state support

In addition to the Workforce Development Symposium, several priority projects proposed this year by the Southern Tier Regional Economic Development Council include a focus on improving workforce development, including:

CFA #73881 – ACHIEVE’s Building Bridges to Independence Project will repurpose an 11,000-square-foot building in Binghamton into an Adult Social Program as well as an Employment Services Department. Previously, this space was home to a sheltered employment center, which will be closing its manufacturing service in September 2017. This renovation and revitalization will provide meeting space and offices for the agency’s Supported Employment Program and create a new Adult Social Program.

The space designated for ACHIEVE’s Supported Employment Program will prepare individuals with disabilities to work in a competitive environment in our community. Without the support of this program, individuals often find difficulty dealing with new tasks and creating a proper workplace routine.

If awarded, funding will provide offices, training and conference areas and spaces to assist the Intellectual and Developmentally Disabled (I/DD) population with job-readiness activities. This Employment Division will facilitate job coaching, which assists I/DD in job search, acquisition and retention. At present, ACHIEVE supports more than 250 people via job coaching.

STRATEGY HIGHLIGHT



CENTER TO OFFER JOB TRAINING IN BINGHAMTON

On April 27, 2017, Lieutenant Governor Hochul joined the Southern Tier REDC, community and business leaders and Salvation Army officials to break ground on

the new **Salvation Army Job Training and Support Center (CFA #67287)** in Binghamton. It will offer skill education and job training to enable successful entry and advancement in the workforce. The \$6 million center will create up to 40 new full-time jobs and will provide additional services to residents in need, further supporting the Southern Tier Soaring plan.

Relocating to the North Side of Binghamton aligns with the city's agenda of putting services where people can most readily access them. Additionally, this opens up a strategic location in the downtown corridor for new commercial development, which will create jobs. The Salvation Army (TSA) will partner with providers of education and training to maximize use of the facility. TSA together with community leaders and regional employers will recruit individuals to participate in skills development and wrap-around services such as childcare assistance, which will enable parents to sustain uninterrupted periods of work.

Regional Economic Cluster Plans

In June 2015, the Southern Tier Regional Economic Development Council adopted a cluster plan focused on Transportation Products, Components and System Controls. Since its inception, the Regional Economic Development Council of the Southern Tier has focused on job creation and economic growth strategies in this sector.

GOAL

Existing Sector Environment

The action step recommended in the 2015 cluster plan was for the newly created Advanced Manufacturing Workgroup to focus business development efforts in the Transportation Manufacturing Industry Cluster. This cluster leverages emerging technology being developed regionally, generates exports and creates manufacturing jobs with higher-than-average manufacturing wages.

CHALLENGES

The biggest challenge facing this industry cluster is maintaining and recruiting a skilled and trainable workforce. This challenge is attributed to the “aging out” of skilled machinists, first line supervisors, assemblers, welders, inspectors and computer controlled machine operators. This issue is coupled with decreasing population forecasted for the Southern Tier over the next five years.

OPPORTUNITIES

The Regional Council has formed a Workforce Development Workgroup to begin to elevate the importance of addressing this chronic and almost crisis-stage issue. Projects such as the I-86 Innovation Corridor Integrated Workforce Development and Talent Attraction Strategy and the Broome County Talent Task Force will begin to stem this tide, but this is a 10-year problem unless state funding is coupled with these efforts. A region-wide talent attraction plan should be developed as part of these efforts.

VISION

The Advanced Manufacturing Workgroup and the Workforce Development Workgroup should continue the efforts to convene a region-wide task force of business and industry leaders. This group should have the means to secure state and federal funding to develop regional, state-of-the-art advanced manufacturing training facilities that can change their curriculum as technology advances and skills needs change.

STRATEGY

Existing Strategies

Since 2015, the Regional Council has focused on developing the advanced manufacturing industry with its transportation cluster by:

- Supporting existing companies and attracting new businesses that have a high level of R&D and commit to innovation in emerging technologies.
- Continuously recharging the skills pipeline and attracting STEM workers to the region.
- Strengthening the advanced manufacturing ecosystem.

New Strategies for 2017

The Advanced Manufacturing Workgroup recommends that the Regional Council stay the course with the strategies adopted in 2015. One area where a new focused effort should begin is the development of robust business development attraction strategy. This strategy would identify companies throughout the world in the transportation manufacturing cluster that would benefit from being located in the Southern Tier.

PROGRESS

Significant progress made since September 2016

The most notable accomplishment in the transportation manufacturing cluster was the November 2016 award of \$30 million to Alstom Transportation Inc. in Hornell. The URI funding will retain 1,000 jobs, create 200 more and support innovation and technology development in the manufacturing of high speed trains for Amtrak.

PERFORMANCE MEASURES							
Performance Metrics	2012	2013	2014	2015	2016	2017	Goal
Advanced Manufacturing (Employment)	22,322	21,540	20,932	20,843	20,525	NA*	3,300
Manufacturing Average Annual Wage	\$59,461	\$60,001	\$61,412	\$64,086	\$65,182	NA*	\$65,000
Transportation Equipment Average Annual Wage	\$61,522	\$64,449	\$64,483	\$67,175	\$67,431	NA*	\$80,000

* Released in 2018

Progress made on state-funded projects

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

CFA #65463 – SEPAC Inc. purchased an advanced machining center, allowing the company to pursue higher production volumes and create cost-competitive business opportunities.

FURTHER ACTION NEEDED

Significant Actions needed to implement strategy

The Advanced Manufacturing Workgroup was presented with a proposal from the Hornell IDA to support the development of the North American Hub for Advanced Transit Manufacturing. This proposal has been referred to the URI review committee. This project would represent a unique concentration of global expertise and partnerships that will catalyze and support collaborative growth in the global advanced transportation manufacturing cluster. Partners supporting this effort include the Alstom North America, CAF USA, Bombardier, supply chain companies, Alfred University, Alfred State College, Norfolk and Southern Railroad, Corning Community College and the Western NY and Pennsylvania Railroad. This project could strengthen the advanced manufacturing ecosystem, provide a state-of-the-art training facility to be shared by transportation manufacturing companies and support innovation. Continued development and support of this effort is encouraged by the Advanced Manufacturing Workgroup.

STRATEGY HIGHLIGHT

STATE INVESTS \$30M IN ALSTOM EXPANSION

Gov. Cuomo joined Southern Tier community and business leaders in November 2016 to announce that New York State would be investing \$30 million for Alstom Transportation Inc. to expand its facility and operations, creating nearly 200 jobs in Steuben County.

The project is motivated by Alstom's successful bid to provide next generation high-speed trains for Amtrak. The expansion will retain more than 1,000 positions in Hornell and at Alstom's operations in in Upstate. New York State's support for the project was an important factor in Alstom's efforts to secure the agreement with Amtrak for the \$2.5 billion next generation high-speed trains program.



Projects recommended for state support

CFA #76112 — SEPEC Inc. will acquire a disruptive technology company and move it to Elmira. Superior Motion Control manufactures electro-mechanical actuators for the aerospace and defense industries. These actuators are used on platforms such as the Arleigh Burke Class Destroyer, Patriot Missile and top secret programs for Boeing Skunkworks. This project supports the *Transportation Products, Components and System Controls* industry because it allows the company to expand its services and product offerings for aerospace, defense, medical and industrial markets.

CFA #74270 — Beecher Emission Solution Technologies LLC (BEST) will acquire an 188,000-square-foot former Schweizer Aircraft Corp. manufacturing facility in Big Flats, Chemung County. The project will pave the way for future business expansion and centralization of manufacturing operations and employees from Elmira, N.Y.; Gillett, Pa.; and Reno, Nev., and establish corporate headquarters in the Southern Tier. This project supports the *Transportation Products, Components and System Controls* industry because the company will expand its role as a leading manufacturer of emission control and filtering products developed for diesel, gasoline, natural gas and alternative fuel exhaust systems. Ward Clean Air products works with many of the industry's leading manufacturers, EPA and California Air Resource Board for verified solutions to provide the best available retrofit technology for school bus, transit bus, over-the-road vehicle, off-road vehicle, marine, construction and stationary generator markets.

Regional Hot Spots

GOAL

The Southern Tier has significant innovation assets, including research and development and a highly educated population, that are underutilized in new company formation, commercialization and technology transfer. By taking a regional approach, the Regional Incubator Plan aims 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.

OBJECTIVES

The objectives of the Southern Tier Regional Incubator Strategy are to:

- Increase the amount of technology being commercialized by regional research sources
- Increase the number of companies being formed in the region
- Increase the success rate of companies being formed
- Increase the number of students educated in the region who then remain in the region to start companies and join startups

EXISTING SECTOR ENVIRONMENT

The Southern Tier Hot Spot continues to expand the resources available to entrepreneurs in the Southern Tier. The newest incubator, Koffman Southern Tier Incubator (KSTI) is rapidly expanding and is bringing in new member companies. KSTI is also leveraging expertise in clean tech and manufacturing to provide additional focus and expertise to our Southern Tier Regional Hot Spot.

KSTI will also be home to the NYSERDA-funded Southern Tier Clean Energy Incubator, which will help solidify investments in clean energy already in place through the 76West Clean Energy Competition. Entering its third year, 76West has already awarded \$5 million to companies to help them build their businesses in the Southern Tier. New incubators and competitions have helped launch and support the Southern Tier Regional Hot Spot.

CHALLENGES

Southern Tier startups often cite two main reasons for leaving the Southern Tier for other areas to start and grow their businesses. 1. There is no funding available for companies. 2. There are not enough talented workers in the region.

Startups require investment in their companies at various stages of development. While preparing companies to pitch and fundraise is a part of how we can assist companies, more

work is needed to develop opportunities to attract investors and better connect investors to what is going on in this region. To address these obstacles, the Hot Spot has begun to catalogue and map the investors already present in the region in order to better leverage the current investments for attracting more venture capital investment.

A key part of launching a business is finding the right people to help you do it. In the Southern Tier, we have a high density of college graduates. However, there are few jobs available to attract them to stay in the region. By supporting entrepreneurs across the region, we begin to create more opportunities for qualified recent graduates and existing workforce.

OPPORTUNITIES

A recent trend has shown that investors are beginning to move away from regional investment (New York City, Silicon Valley, etc.) to more industry-specific investment. This change benefits the Southern Tier innovation eco-system because it coalesces with our efforts to attract investors from outside the region. The Southern Tier's reputation as a home to high-tech innovation will continue to grow as investors build relationships and focus on industry sectors in which we excel.

The hot spot will document success by collecting data on funding sources that are active in the region and connecting them to great startups. By focusing on fundraising opportunities, we hope to dispel concerns that there is not enough capital in the region. Through marketing efforts and concerted story-telling of individuals and companies, we hope to reach talented individuals who want to live and work in the Southern Tier.

VISION

The Southern Tier Hot Spot is led by a group of experienced entrepreneurs and business professionals who have dedicated decades to starting, running and growing successful businesses. We have the experience to understand the problems that startup entrepreneurs face and the knowledge and connections to help them resolve those problems.

People view the Southern Tier as an attractive place to grow a company and live. Already recognized for its great quality of life, the hot spot ensures that entrepreneurs do not have to compromise one for the other — they can have both.

STRATEGY

Existing Strategies

Existing strategies have focused on identifying active and aspiring entrepreneurs through the eight counties of the Southern Tier. This strategy has focused on leading on

average, one public event per week that addresses a topic of interest to entrepreneurs. These events are held throughout the region. Through these events, we connected regional entrepreneurs to our resources, useful educational content and other like-minded entrepreneurs.

New Strategies for 2017

In the year ahead, the Hot Spot will work more closely with the most promising companies. More than 500 aspiring companies and entrepreneurs have been identified throughout the region to be helped.

In 2017, the Southern Tier Regional Hot Spot will focus on partnering and supporting regional resources that are also working with entrepreneurs. By working in collaboration, we are able to better lever up the effort, instead of duplicating or creating competitive efforts. This includes the incubators (The Center, IncubatorWorks, McGovern Center at Cornell University, Rev: Ithaca Startup Works, Start-Up Suite at Binghamton University and the Koffman Southern Tier Incubator), economic development agencies (Schuyler County Partnership for Economic Development, Ithaca-Tompkins Chamber of Commerce, multiple SBIC agencies, Corning Chamber of Commerce), and out-of-region agencies (NYSERDA, LaunchNY, CenterState CEO).

This new strategy also includes working more closely with the most promising companies and entrepreneurs in the region. Supporting these individuals will help strengthen our regional innovation ecosystem and bring all of our resources to bear.

PROGRESS

Significant progress made since September 2016

In the past year, the Southern Tier Hot Spot has seen increased out-of-state investment in Southern Tier companies. In total, the Southern Tier Hot Spot has supported fundraising efforts amounting to a total of \$15.7 million, which accounts for 18 deals that have been directly impacted or influenced by connections made by the Southern Tier Hot Spot.

PERFORMANCE MEASURES		
Performance Metrics	2015	2016
Companies in Incubators	45	50
Total Revenue of Startups in Incubators	\$1.6M	\$15.5M
Total Capital Raised by Startups in Incubators	\$3.8M	\$6.6M
Number of New Jobs Created by Startups in the Incubators	43	85

STRATEGY HIGHLIGHT

HIGH-TECH INCUBATOR OPENS IN BINGHAMTON

On June 1, 2017, Broome County's first high-tech business incubator, the Koffman Southern Tier Incubator, celebrated its grand opening in downtown Binghamton.

The facility will provide an entrepreneurial ecosystem for emerging companies that will create high-tech jobs over the coming years. The project aligns with strategies outlined in the Southern Tier Soaring economic development plan developed by the region, along with the state's priority to support the entrepreneurial ecosystem through designated "hot spots."

The Koffman Southern Tier Incubator, which is expected to generate a local economic impact of more than \$6 million annually, will provide high-tech infrastructure for up to 12 companies focusing on research and development in energy, microelectronics and healthcare.

The 35,000-square-foot facility includes specialized wet and dry laboratories, as well as a high bay lab office and collaboration space. The laboratories have been outfitted with infrastructure to support companies doing research, a hospital smart room demonstration facility and development and light manufacturing in areas such as energy, electronics, packaging and health. The incubator will be managed by Southern Tier High Technology Incubator Inc., a non-profit affiliated with the Binghamton University Foundation. The facility is also home to SUNY Broome's new Bridge to Entrepreneurial Excellence program.

Within nine years, the incubator is expected to create hundreds of new jobs through construction and incubator staff, high-tech startups and anchor tenants and through new hires at graduated firms in Greater Binghamton.



Jonathan Cohen, Binghamton University

Opportunity Agenda

GOAL

The Southern Tier Regional Economic Development Council adopted an Opportunity Agenda Strategy in August 2013 that takes a regional approach to improving the economic position of its communities and moving impoverished individuals into jobs.

The focus is on communities in the region that have concentrated pockets of poverty and distressed 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.

EXISTING SECTOR ENVIRONMENT

Shrinking Labor Pool and Increasing Labor Demand

- The region's labor force reached a series low (back to 1990) in 2016. Those remaining in the local labor force have had greater success in finding employment opportunity, evidenced by the shrinking unemployment rate, but many job opportunities remain unfilled.
- New York State's Jobs Express lists 5,000 job openings throughout the Southern Tier Region in a range of industries and levels of skills. These immediate needs, along with those that will result from baby boomer retirements, illustrate the need for quality workers.

CHALLENGES

- A shortfall in affordable childcare
- Lack of low-cost public transportation options
- Limited housing stock
 - Elevated number of aged/neglected properties
 - Affordability a challenge
- Computer/Internet access and adequate user ability
- Elevated number of potential workers unable to pass a drug test
- Prior convictions cause employer stereotyping, which becomes a barrier to employment
- Safety Net Cost/Benefit Analysis - There may be a financial disincentive for families and/or individuals on safety net assistance to accept lower-wage employment
- Aligning human capital with career opportunities - Making the regional workforce aware of regional job opportunities and resolving skills-gap issues.

OPPORTUNITIES

Binghamton-Broome Anti-Poverty Initiative

The Binghamton-Broome Anti-Poverty Initiative (BBAPI) is a collective impact project convened by the United Way of Broome County and funded through Gov. Cuomo's Empire State Poverty Reduction Initiative (ESPRI). Binghamton-Broome is one of 16 New York State localities that received this aid based on our community's rate of poverty and income-strained households. This community-driven, cross-sector steering committee was launched to assess, analyze and innovate cooperative solutions to address the causes and reinforcing barriers that create poverty across the county.

The United Way opened a second satellite office, called The Mansion, in partnership with The Salvation Temple Church on the West Side of Binghamton to increase access and communications among BBAPI stakeholders, neighborhood groups, community leaders and residents. The Mansion hosts a shared office and meeting space with Broome County HEARS from the heart of an historically high-needs neighborhood, north of Main Street (NoMa) in Binghamton, where adult and childhood poverty rates are substantially higher than those for all of Broome County. With this space, this neighborhood and these partners, United Way is turning its attention to education, mentorship and workforce development. BBAPI's steering committee of 34 members met eight times between January and July and has expanded into three temporary work teams organizing around three areas of focus: Community and Relationship Building, Workforce Development and Education, and Assets and Challenges. These topics were developed by steering committee members as a result of the topic clusters that showed both high challenges and high opportunities for leveraging existing resources with significant need.



Broome County Urban League

The Broome County Urban League (BCUL) was founded in Binghamton in 1968. The BCUL became an affiliate of the National Urban League in 1970. The Broome County Urban League, associated with the United Way, has been one of the major nonprofit organizations providing social services in the county for the past 40 years. The organization empowers the community by changing the lives of those who live in it. It focuses primarily on youth, catering to the needs of children ages 5-18 through after-school and summer programs,

The Broome County Urban League focuses on youth, providing after-school and summer programs, tutoring/mentoring, technology classes and workforce development.

tutoring/mentoring, technology classes and workforce development. In addition to education and workforce programs, the Urban League provides family support, health insurance, prescription cards, food, clothing, housing and utility bill assistance, as well as aid in many other areas. It also offers referral services to other community agencies and private industries.

The Urban League Technology Center opened its doors in 2000 with the mission of bridging the digital divide by enabling all people, especially those who are economically disadvantaged, to reach their full potential by providing inexpensive or free access to technology basic to obtaining economic and social stability. The center has programs for youth, adults and seniors. It offers a fun, safe and friendly environment for learning. Instructor-led courses use the Microsoft Unlimited Potential Curriculum in a Microsoft Windows XP and Office XP environment. Course offerings include Word, Excel, PowerPoint, Microsoft Access, Internet and Computing Fundamentals and Keyboarding.

Advanced Technology Training and Information Networking (ATTAIN) is also designed to narrow the digital divide. By partnering with the State University of New York University Center and Workforce Development, the Technology Center is able to increase access to connectivity, increase employability skills and access to employment, increase access to academic and vocational education and increase knowledge of technology to benefit workplace productivity. The Broome County Urban League offers more than 30 interactive occupational, academic, life skills and ESL courses in addition to digital literacy and Unlimited Potential curricula.

VISION

The Regional Council's vision is to pursue projects and initiatives that:

- Involve joint efforts among educational institutions, employers and community organizations.
- Will move impoverished people living in the targeted geographic areas into employment, preferably in targeted job categories.
- Build human capital through learning of new skills.
- Are designed to ensure residents of target areas have the tools to secure and retain jobs in targeted job categories while meeting employer hiring needs.
- Will 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.

STRATEGY

A key element of the 2013 Southern Tier Opportunity Agenda is our approach to hard-to-place workers, with a particular focus on veterans and low-income residents of the distressed communities of Binghamton, Johnson City, Endicott, Elmira, Corning, Norwich and Hornell.

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

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

New business development in targeted areas that generates employment opportunities and meets a need of the impoverished population will be given priority.

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

Progress on State Funded Projects

CFA #67287 – The Salvation Army Job Training and Support Center in Binghamton will offer skill education and job training to enable entry and advancement in the workforce. The center, which will focus on meeting the region's employment needs, will provide a continuum of services to support healthy work habits for families. The center broke ground April 27, 2017, thanks to REDC support.

FURTHER ACTION NEEDED

Future activities that the REDC will look to support will:

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

In addition, several priority projects proposed this year by the Southern Tier REDC include a focus on addressing the region's Opportunity Agenda, including:

CFA #73881 – ACHIEVE will renovate its current workshop to provide offices, training and conference areas and spaces to assist the intellectual or developmentally disabled (I/DD) population with job-readiness activities. This employment division will facilitate job coaching, which assists I/DD in job search, acquisition and retention. ACHIEVE supports more than 250 people via job coaching, and as a result of a merger it will be expanding. More than 95% of the people supported within this program qualify for Medicaid and can be identified as poor. ACHIEVE collaborates with community partners to find employment opportunities for I/DD population. As outlined in the Opportunity Agenda, this project will help I/DD individuals overcome the challenges of obtaining competitive employment.

CFA #72118 – Family Life Ministries Inc. will improve the physical infrastructure around Town Center Road in Erwin (Steuben County). Planned improvements will spur development in neighboring distressed census tracts in Corning (9625 & 9627) as addressed in our Opportunity Agenda. This project will also grow social services offered by the organization. Two licensed clinical social workers serve the community, offering assistance to impoverished people with barriers to employment.

Veterans' Participation in the Workforce

GOAL

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

Existing Sector Environment

Our region is home to more than 22,800 veterans between the ages of 18 and 64, and 1,313 of the eligible veterans were unemployed in 2015, yielding an unemployment rate of 7.9% in the Southern Tier. Veteran unemployment is most pronounced in Delaware (9.4%), Steuben (8.1%) and Broome (7.7%) counties. (2011-2015 American Community Survey 5-Year Estimates)

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

CHALLENGES

- A shortfall in affordable childcare
- Limited housing stock
 - Elevated number of aged/neglected properties
 - Affordability a challenge
- Barriers that prevent veterans from connecting to veteran-focused resources

OPPORTUNITIES

Our region is home to more than 22,800 veterans, of whom 7.9% are unemployed. This is predominantly in rural areas, which is an important factor as we consider the importance of the agriculture industry in the Southern Tier.

New York State's Jobs Express lists 5,000 job openings throughout the Southern Tier in a wide range of industries and skill levels. Many employers in the region have expressed a desire to offer special consideration to veterans, as they often hold valuable personal attributes that result in overall business success.

Cornell Cooperative Extension (CCE) of Broome County has been working with veterans across the state through several statewide initiatives housed at Cornell University's Small Farms Program that have been funded by USDA and NYS Department of Agriculture & Markets. Since 2016, CCE has worked with more than 75 veterans from all regions of the state, including the Southern Tier, and trained them in areas of business planning, risk management, production and more. These trainings have been hands-on and taught by Cornell University faculty, experienced farmers and others in the fields of interest. CCE has also worked with veterans through online courses focused on agriculture. CCE is a first point

of contact for local veterans who are interested in agriculture as a potential career. The organization will work with them through a discovery process to determine if farming is a good fit for them. CCE also interacts with local partners, including Southern Tier Veterans Support Group, the Vet Center, Clear Path for Veterans and more.

Special Employer Incentives (SEI) program

The federal Special Employer Incentives (SEI) program provides assistance to employers who hire veterans. The SEI program connects qualified veterans with a specific role at a business. Veterans who successfully complete the hiring program are expected to stay on. With this program, a company can hire a qualified trainee at an apprenticeship wage. Employers are reimbursed for up to half the veteran's salary to cover certain supplies and equipment, additional instruction expenses and any loss of production.

Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers for hiring individuals from certain target groups, including veterans, who have consistently faced significant barriers to employment. WOTC joins other workforce programs that incentivize workplace diversity and facilitate access to good jobs for American veterans.

Veteran Focused Staff/Resources at Institutions of Higher Learning

All colleges and universities in the Southern Tier region offer some level of staff and resources to support veteran students. These services attend to the unique needs of the veteran student and align individuals with appropriate resources.

Veteran-Focused On-The-Job Program

A veteran-focused nonprofit, Clear Path for Veterans, based in Chittenango, and Broome County leadership are in discussions to foster local veterans' access to federal job training funds. They plan to accomplish this by certifying worksites to be G.I. Bill eligible, therefore gaining access to Veteran Affairs (VA) certified On the Job Training and Apprenticeship Program funds.

VISION

The Southern Tier Regional Economic Development Council seeks to support the alignment of local education and training entities and resources to better match talent with career opportunities through the region. Efforts include but are not limited to: reducing barriers to economic stability, better engaging individuals who are marginally attached to the labor force, supporting targeted training that has been advised/guided by local employers, attracting and retaining young professionals and better preparing for succession planning brought on by experienced worker retirements. A special focus is placed on veterans and their needs.

STRATEGY

Under the Food and Agriculture initiative outlined in the 2015 plan, the Southern Tier Agriculture Development Fund will provide support to pioneering workforce development programs, with a focus on regional residents, hard-to-place workers and veterans. The fund will sponsor training programs for farmers. It will also support innovative and high-growth food and agriculture industries such as beef feeder cattle, wine-making, controlled environment agriculture, renewable energy, veterinary care, processing and agritourism. Jobs in these industries on average have higher wages than traditional farming (most near or above the regional average of \$44,900) and provide opportunities for regional residents, including veterans.

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

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

PROGRESS

Significant Progress Since September 2016

Warrior-Scholar Project

Cornell University now provides an additional academic program for incoming veterans. This program, hosted by the Warrior-Scholar Project, aids veterans in obtaining four-year degrees while acknowledging the emotional and cultural transitions necessary to adjust to higher education. Cornell — one of 15 campuses across the country to provide this academic program — began hosting the program in 2015 and had 15 participants in summer 2017.

Progress on State Funded Projects

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

PROGRESS

PERFORMANCE MEASURES						
Performance Metrics	2012	2013	2014	2015	2016	Goal
Input						
Unemployment Rate	9.3%	8.9%	8.1%	7.2%	To be released in late 2017	6.5%
Veteran Unemployment Rate	8.8%	9.6%	9.4%	7.9%	To be released in late 2017	6.5%
OUTPUT						
Degrees/Certifications Awarded	17,119	16,637	17,040	16,903	To be released in late 2017	17,500
Annual Population Change (25-44 year olds)	-1,406	-1,357	-1,706	-1,574	-845	-400
Labor Force Participation Rate	60.4%	59.8%	59.1%	58.5%	To be released in late 2017	60.0%
Labor Force Participation Rates of Population (25-64) w/ Less than a High School Degree	52.6%	52.0%	47.9%	48.8%	To be released in late 2017	50.0%
OUTCOME						
Total New Hire Count (Annual Average)	14,122	14,592	14,339	14,790	To be released in late 2017	15,000
Total Employment	287,808	286,088	285,634	284,784	284,296	10,241 Created
New Hire Wages (Monthly)	\$1,988	\$2,122	\$2,135	\$2,303	To be released in late 2017	\$2,600
Annual Average Earnings	\$51,835	\$52,538	\$53,974	\$55,370	\$56,496	\$60,000
Poverty Rate	15.6%	16.1%	16.4%	16.7%	To be released in late 2017	15.0%

CFA #68623 – SUNY Broome Community College will also provide a Manufacturing Basics Certification program for unemployed workers in and around Broome and Tioga counties. Training modules include technical report writing, hand tool usage, shop floor mathematics, quality overview, basic computer applications, Excel level 1, blueprint reading, interpersonal communication skills and reading measuring devices. Tutoring sessions are also available to ensure optimal results.

FURTHER ACTION NEEDED

There remains more opportunity to engage and expand outreach efforts to communicate the broad range of special considerations available to veterans entering the workforce. The Southern Tier REDC, supported by the Workforce Development Work Group-Veterans Subgroup, will continue to support all efforts that support our heroes.

IMPLEMENTATION OF KEY REGIONAL PRIORITIES

Build the Greater Binghamton Innovation Ecosystem

GOAL

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

Existing Sector Environment

The Southern Tier REDC identified Greater Binghamton as one of the Southern Tier's primary business, entertainment and transportation hub. The urban cores of Binghamton, Johnson City and Endicott are where cultural amenities, research and educational institutions, small businesses and economic drivers in education, healthcare and manufacturing converge.

Broome County is home to a third of Southern Tier residents. Within Broome County, more than 200,600 residents live in Greater Binghamton (Binghamton MSA), with Greater Binghamton home to a workforce of more than 75,000. Greater Binghamton's downtown districts — Endicott, Johnson City and Binghamton — are connected by common waterways, transportation networks, anchor institutions, commerce, government and social services.

Binghamton, Endicott and Johnson City's downtowns include some of the region's most distressed census tracts with high unemployment and blighted industrial and commercial properties. Evidence of the impact of Hurricane Irene and Tropical Storm Lee can still be seen in all three communities.

Greater Binghamton has a new focus on downtown economic revitalization with significant redevelopment since 2012.

Downtown development in these areas has included:

- Capitalizing on assets in higher education, healthcare and advanced manufacturing
- Leveraging anchor institutions and supporting companies to cluster and connect with startups, business incubators and accelerators
- Fostering strong, sustainable businesses in the urban centers
- Supporting distinctive, attractive communities with a strong sense of place
- Creating walkable neighborhoods with a range of housing opportunities



MISSION

The Southern Tier Regional Economic Development Council will implement strategies that will transform the urban cores of Greater Binghamton's three downtown centers, Binghamton, Johnson City and Endicott, to ensure the economic success and competitiveness of the Southern Tier.

STRATEGY

Existing Strategies

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

New Strategies Developed in 2017

- Continue to work closely with municipal governments, economic development organizations and community stakeholders to implement the Upstate Revitalization Initiative economic development plan, Southern Tier Soaring.
- Establish guidelines and project evaluation criteria for the Transform Greater Binghamton Fund, which will support high-density development in Greater Binghamton's urban centers.
- Support signature investments that will accelerate downtown development, including mixed-use downtown housing, development and amenities along the waterfront and businesses that create jobs downtown.

PROGRESS

Significant progress made since September 2016

- The Salvation Army Job Training Center broke ground on a facility at the northern gateway into downtown Binghamton. It will provide job-training programs to residents in the heart of the most impoverished section of Binghamton.
- The Koffman Southern Tier High-Technology Incubator opened its doors in downtown Binghamton. The incubator, which provide resources to entrepreneurs and high-tech companies, has room to house 12 companies conducting R&D in energy, microelectronics and healthcare.

- Newman Development Group began the demolition of the former Sheraton Hotel, which sat vacant for years along Binghamton's downtown waterfront, to make way for a 170,000-square-foot, mixed-use development project in Binghamton. The project will include commercial and retail space as well as market-rate rental housing.
- Construction is underway on a \$4.2 million bicycle and pedestrian trail that will link downtown Binghamton and the South Side. This is the first phase of the Route 434 Greenway between the city and Binghamton University's main campus in Vestal. The Greenway is part of a \$59 million investment in the Route 434 Greenway / Route 363 Gateway project and complements the region's Southern Tier Soaring economic development plan by investing in infrastructure that improves quality of life and creates safer connectivity for bicyclists and pedestrians in Greater Binghamton.
- Construction began in 2016 for Binghamton University's School of Pharmacy and Pharmaceutical Sciences, which is a part of the Health Sciences Campus, a transformational research, education and commercialization plan that is quickly coming to fruition. Led by Binghamton University, with support from New York State and the private sector, this eight-acre campus in Johnson City's central urban core, a designated Brownfield Opportunity Area, will house the university's School of Pharmacy and Pharmaceutical Sciences, its Decker School of Nursing, a geriatric facility and a pharmaceutical research facility.
- Renovation has begun on the Century Sunrise Redevelopment in downtown Johnson City. This project includes the adaptive reuse and renovation of two historic Endicott Johnson buildings adjacent to Binghamton University's School of Pharmacy & Pharmaceutical Sciences. These buildings will be reconstructed into 104 market-rate and workforce housing units and will include approximately 10,000 square feet of commercial space.

PERFORMANCE MEASURES							
Performance Metrics	2012	2013	2014	2015	2016	2017	Goal
INPUT							
Public Funds Awarded (CFA Grant)	\$1,663,897	\$2,549,000	\$4,970,000	\$26,434,400	\$3,960,431	NA	\$117,036,000
Number of Building Permits							
• Binghamton iDistrict	1,185	1,120	916	914	924	NA	1,000
• Endicott iDistrict	98	94	239	143	124	NA	135
• Johnson City iDistrict	142	159	135	181	176	NA	190
OUTPUT							
Private/Non-State Investment (Funds Leveraged)	\$2,103,356	\$105,537,281	\$32,402,591	\$139,238,590	\$12,134,857	NA	\$589,180,000
Ratio of Private Funds Leveraged	2.3	42.4	7.5	6.3	4.1	NA	5.0
Total \$ Value of Building Permits							
• Binghamton iDistrict	\$30,582,511	\$36,128,320	\$19,294,869	\$40,100,000	\$52,427,139	NA	\$63,700,000
• Endicott iDistrict	\$7,524,295	\$5,683,065	\$3,466,179	\$9,233,500	\$1,363,027	NA	\$1,600,000
• Johnson City iDistrict	\$8,421,374	\$8,342,684	\$4,209,966	\$11,350,112	\$18,916,050	NA	\$23,000,000
Housing Units (Percent Occupied)							
• Binghamton (13901)	88%	88%	87%	87%	NA	NA	90%
• Endicott (13760)	91%	91%	91%	90%	NA	NA	93%
• Johnson City (13790)	86%	87%	88%	89%	NA	NA	90%
OUTCOME							
Per Capita Income							
• Binghamton (13901)	\$25,414	\$25,517	\$23,564	\$23,871	NA	NA	\$25,000
• Endicott (13760)	\$28,662	\$28,224	\$28,170	\$28,847	NA	NA	\$30,000
• Johnson City (13790)	\$23,073	\$22,493	\$22,804	\$23,811	NA	NA	\$25,000
Total Sales Tax Collected (Annual)							
• Binghamton	\$9,484,046	\$9,740,654	\$10,014,003	\$10,127,139	\$10,369,368	NA	\$10,500,000
• Endicott	\$2,680,901	\$2,753,437	\$2,830,706	\$2,862,687	\$2,931,159	NA	\$3,000,000
• Johnson City	\$3,037,633	\$3,119,822	\$3,207,373	\$3,243,609	\$3,321,192	NA	\$3,400,000

PROGRESS ON STATE-FUNDED PROJECTS

CFA #67020 — Binghamton Pre-Cast purchased equipment and is renovating a 13,500-square-foot facility to house a complete precast concrete manufacturing facility with space for offices, maintenance and steel fabrication.

CFA # 68163 — Buckingham Manufacturing is expanding manufacturing capabilities and bringing work cells together in one location that were separate, thus making the company more efficient. The company also purchased new equipment and updated infrastructure of its existing building.

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

FURTHER ACTION NEEDED

- Create evaluation criteria and review and make recommendations on key investments through the Greater Binghamton Fund.
- Develop deeper collaboration and coordination with existing economic development efforts of Broome County and among Endicott, Johnson City and Binghamton.

Projects recommended for state support

CFA #74933 — BFSS LLC will demolish, remediate and grade critical sites within the eight-acre campus of Binghamton University's Health Sciences and Technology Innovation Park. This project aligns with the Southern Tier Regional Economic Development Council's goal to Build the Greater Binghamton Innovation Ecosystem because it will extend the footprint for additional development and will connect the campus with the Main Street Corridor Reconstruction Plan, a \$45M project to reconstruct Main Street in the Endicott, Johnson City and Binghamton iDistricts.

CFA #75373 — The North Brewery in downtown Endicott will renovate an existing building and purchase additional space and equipment for expansion of production including a 10bbbl brewing system and fermenter, canning line and kegging line. The project supports the REDC's efforts to Build the Greater Binghamton Innovation Ecosystem by bringing customers to downtown Endicott.

STRATEGY HIGHLIGHT



NEW FUND WILL BUOY GREATER BINGHAMTON

Gov. Cuomo joined local officials and business leaders on Aug. 2, 2017, to announce the creation of the \$20 million Greater Binghamton Fund. The fund will facilitate key economic development projects in Binghamton, Johnson City and Endicott as outlined in the Southern

Tier Soaring plan. The Greater Binghamton Fund will transform targeted urban centers, or “iDistricts,” into communities where the next generation of workers want to live, work and play. The fund will support innovative and creative projects, including mixed-use and mixed-income developments and private retail and commercial development. Smart growth technologies will be implemented through infrastructure and streetscape improvements.

The Greater Binghamton Fund will support projects that fall within the geographic boundaries of the designated innovation districts. The “iDistricts” are anchored by significant economic drivers, including the

Southern Tier High Technology Incubator (Binghamton), the Binghamton University School of Pharmacy and Pharmaceutical Sciences (Johnson City) and the Huron Campus (Endicott). The Huron campus is home to Binghamton University’s Center for Advanced Microelectronic Manufacturing, the recipient of a \$20 million investment from New York State to conduct advanced research and development in flexible circuitry.

The Greater Binghamton Fund is a central part of the Southern Tier’s winning Upstate Revitalization Initiative proposal. The Southern Tier Soaring plan is working to grow the Greater Binghamton Innovation Ecosystem by establishing the three “iDistricts” as a premier destination for talent, new business development and solidifying partnerships for commercialization of emerging technologies. The plan is also investing in regional strengths in advanced manufacturing, healthcare and science, technology, engineering and math (STEM) education as well as supporting the R&D capabilities of academia and industry in the region.



Jonathan Cohen, Binghamton University

Invest in the Advanced Manufacturing Industry



GOAL

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

STRATEGY

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

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

PROGRESS

Significant progress made between September 2015 and September 2016

The Southern Tier REDC reconvened the Advanced Manufacturing Work Group during the past year and began to meet more regularly in support of the three-pronged cluster strategy detailed above. The group proposes supporting projects that focus on R&D efforts at both private and public entities as well as the development of intellectual property. The workgroup also recommends support for projects that exemplify the development of primary jobs in manufacturing for export markets. While “export” can imply international, it also includes nationwide distribution and major market dominance, all of which are a focus for the Southern Tier.

PROGRESS ON STATE FUNDED PROJECTS

CFA #65463 — SEPAC Inc. SEPAC Inc. purchased machining equipment and acquired a new business. As result, the company enhanced its competitiveness and grew its employment base.

CFA #68163 — Buckingham Manufacturing Buckingham Manufacturing expanded manufacturing capabilities by bringing work cells together in one location to increase efficiency. It also purchased new equipment and made infrastructure improvements, allowing the company to streamline operations.

PERFORMANCE MEASURES							
Performance Metrics	2012	2013	2014	2015	2016	2017	Goal
INPUT							
Public Funds Awarded (CFA Grant)	\$3,755,000	\$2,535,038	\$3,377,500	\$17,270,680	\$3,434,000	NA*	\$183,000,000
R&D Per Capita	\$1,348	\$1,408	\$1,466	\$1,596	NA*	NA**	\$2,200
OUTPUT							
Private-Sector Investment (Funds Leveraged)	\$255,038,000	\$2,664,620	\$17,506,662	\$103,127,701	\$10,254,703	NA*	\$915,000,000
Ratio of Private Funds Leveraged	2.3	2.0	6.2	7.0	8.8	NA*	5.0
Patents per 10,000 Workers	265	297	312	297	NA*	NA**	350
OUTCOME							
Advanced Manufacturing (Employment)	22,322	21,540	20,932	20,843	20,525	NA*	3,300
Annual Regional Exports (Manufacturing)	N/A	\$12.628 B	\$12.640 B	\$11.936 B	\$12.292 B	NA*	\$15B
Manufacturing Average Annual Wage	\$59,461	\$60,001	\$61,412	\$64,086	\$65,182	NA*	\$65,000
Transportation Equipment Average Annual Wage	\$61,522	\$64,449	\$64,483	\$67,175	\$67,431	NA*	\$80,000

* Released in 2018

FURTHER ACTION NEEDED

Projects recommended for state support

CFA #73895 – ACCO Brands USA LLC will upgrade equipment in order to increase efficiency and expand production lines and capacity. The company will begin the “on-shoring” of certain production opportunities and increase overall worker safety. The purchase and installation of new digital printers and finishing lines will enable the Sidney facility to compete on short-run production lines, increasing production capacity and efficiency, while reducing wastes and cutting per-unit costs. This project aligns with the Southern Tier Regional Economic Development Council’s goal to *Invest in the Advanced Manufacturing Industry*.

CFA # 74674 – Minka LLC will apply world-class innovative design, 3D and CNC manufacturing tools and robotics technologies to create compact, affordable dwellings (ranging from 360 to 840 square feet) that are easy to build, maintain and live in. This facility will allow the company to support the creation of “pocket neighborhoods” consisting

of Minka's technologically advanced, compact houses. They will be located in upstate New York and beyond. Minka's construction and design is inspired by, and responsive to, the trend toward small, exquisitely designed high-tech devices that are changing how we live. This project aligns with the Southern Tier Regional Economic Development Council's goal to *Invest in the Advanced Manufacturing Industry* because will outfit an advanced manufacturing facility (AMF) in Owego to scale-up a successful R&D project to full production.



STRATEGY HIGHLIGHT

GRANITE WORKS LLC EXPANDS IN TIOGA COUNTY

Granite Works LLC expanded its operations in the Town of Waverly, Tioga County. As part of the project, the custom granite manufacturer is building two new warehouses for its inventory that will be connected to the company's existing fabrication facility. Because of the expansion, the company plans to create five full-time jobs and retained 21 other permanent positions.

Granite Works is a manufacturer of custom granite products in the Twin Tiers. It fabricates and installs the products, including an extensive variety of natural stones and manmade materials that are used in counter and vanity tops, fireplaces, tabletops, tub surrounds and shower or tile projects. The company also crafts monuments, memorials and pet markers.



Transform the Food and Agriculture Industry

GOAL

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

STRATEGY

Existing Strategies

- Develop and deploy technologies to transition the Southern Tier from being a highly seasonal, occasional provider of food products to a reliable source of supply for the East Coast.
- Promote and leverage existing and new support structures for growers and producers in the region, including the \$30 million Southern Tier Agricultural Industry Enhancement Initiative, to help expand farms and increase their profitability.
- Increase the diversity of and access to food-processing facilities around the region, including slaughterhouses, meatpacking and poultry-processing facilities, dairy-processing facilities and aseptic packaging facilities for vegetables.
- Leverage our location at the crossroads of upstate New York via the creation of a "food hub" network that facilitates market connections and distribution of food products for production centers in regions across the state.
- Pioneer workforce development programs designed to bolster food and agriculture industries.
- Advance New York State initiatives, including Opportunity Agenda, Veterans Initiative, Southern Tier Agriculture Initiative, Global NY, Start-Up NY, NYSTAR and Cleaner Greener.

New Strategies Developed in 2017

In addition to meat, dairy and vegetables, the REDC will focus on industrial hemp processing.

PROGRESS

Significant progress made between September 2015 and September 2016

The Southern Tier has made significant progress in achieving goals for the Food and Agriculture Industry outlined in the Southern Tier Soaring plan. A series of planning and project development activities and investments by the state and other agencies have contributed to the vision of Southern Tier Soaring.

Round 6 of the CFA funded two food and agriculture projects: Southern Tier Provisions Inc. and Schuyler County Business Park Ultra-Premium Shared Wine Facility. These CFA awards have led to expansion of production and distribution facilities for food and wine businesses.

Significant progress on two signature URI initiatives has also been made through partnerships and cross-regional collaboration that will position them for future success in the region.

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

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

PERFORMANCE MEASURES							
Performance Metrics	2012	2013	2014	2015	2016	2017	Goal
INPUT							
Public Funds Awarded (CFA Grant)	\$3,700,000	\$0	\$5,213,750	\$3,360,000	\$2,416,000	NA*	\$100,000,000
Number of farms	5,621	Source: 2012 U.S. Agricultural Census, available every five years. Not available as of print deadline.				NA**	5,700
Total acreage	1.12 M					NA**	1.15 M
OUTPUT							
Private-Sector Investment (Funds Leveraged)	\$16,294,659	\$0	\$58,856,250	\$17,095,000	\$39,864,000	NA*	\$525,000,000
Ratio of Private Funds Leveraged	5.4	NA	12.3	6.1	17.5	NA*	5.0
Total \$ Value of Agricultural Products Sold Annually	\$496,199,000	Source: 2012 U.S. Agricultural Census, available every five years. Not available as of print deadline.				NA**	\$537,606,400
• Total \$ Value of Crops Sold Annually	\$165,964,000					NA**	\$190,858,600
• Total \$ Value of Livestock, poultry, and their products Sold Annually	\$330,236,000					NA**	\$346,747,800
Total \$ Value of Agricultural Products as % of ST Region's Total Economy	1.69%					NA**	3%
Number of Food and Beverage Manufacturers	84	85	90	109	105	NA*	125
OUTCOME							
Total Employment in Food Manufacturing and Agriculture	6,262	6,754	6,753	6,886	6,860	NA*	2,800 Created
Average Annual Wage for Agriculture and Food System	\$45,519	\$47,970	\$48,399	\$48,778	\$51,028	NA*	\$55,541

* Released in 2018

** Released in 2019

PROGRESS ON STATE-FUNDED PROJECTS

CFA #64890 – Southern Tier Provisions Inc., an Italian-foods distribution center in Bath (Steuben County) is expanding its building by 5,460 square feet to add warehouse space, a new showroom and increased cooler space. This expansion supports local producers, which will in turn expand the local foods market in the region.



FURTHER ACTION NEEDED

Projects recommended for state support

CFA #72507 — Golden Age Cheese has proposed the construction of a manufacturing facility in the Village of Painted Post. Golden Age Cheese produces 40,000 pounds of fresh mozzarella, ricotta and cheddar cheese products. The company plans to expand its product base in addition to manufacturing paneer cheese. If funded, the \$10.7 million project will increase the demand for locally sourced milk by 6.25 million pounds a year.

CFA #77039 — Little Venice will expand its distribution of sauces and dressings by establishing a new co-packing facility in Binghamton. This will support Little Venice products, and other companies will have access to co-packing services as well. This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* by creating jobs in food production.

CFA #76546 — Southern Tier Hemp will acquire a building and create a processing facility for hemp. This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* because it takes advantage of the Southern Tier's acreage to grow hemp, an emerging agricultural product. The processing capacity gained through this project will help attract partner companies, create jobs and play a role in establishing the region as a global leader of industrial hemp manufactured products. There is a major increase in the demand for industrial hemp, which will help the Southern Tier region reach its goal to increase crop output by 15%.

Southern Tier Hemp's projects will help to meet the increasing demand for industrial hemp.

STRATEGY HIGHLIGHT



DEAL PRESERVES DAIRY FACILITY, JOBS

On June 30, 2017, following negotiations among Gov. Cuomo, state and local officials, local economic development partners including REDC members, Upstate Niagara and Kraft-Heinz, an agreement was reached to save the at-risk Kraft-Heinz facility in Campbell, Steuben County, as well as at least 150 jobs. Upstate Niagara, a dairy farmer cooperative that

includes member farms from multiple regions upstate, will acquire Kraft's Campbell facility. It has committed to investing \$10 million in new machinery and equipment while retaining as many existing workers as possible.

The farm and dairy cooperative has grown to include members from multiple regions, including Western New York, Finger Lakes, Southern Tier, Central New York, North Country and the Mohawk Valley. Established in 1971 as Upstate Milk, the cooperative grew steadily

for years and then more rapidly recently. With more than 360 family-owned and operated farms, Upstate Niagara Cooperative is one of the largest and most stable dairy cooperatives in the United States.

This announcement highlights the partnerships formed through the regional council process. Upstate Niagara will continue to operate the Campbell plant, which uses 2 million pounds of milk a day, and look to expand its business by adding cheese production to the product mix. While the impact of such initiatives and related investments are not measurable in the short term, they demonstrate concerted efforts toward fulfilling the Food and Agriculture Initiative set forth in the Southern Tier Soaring plan.



U.S. Department of Agriculture



Promote the Southern Tier's Innovative Culture

GOAL

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

STRATEGY

Existing Strategies

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

PROGRESS

PERFORMANCE MEASURES						
Performance Metrics	2012	2013	2014	2015	2016	2017
INPUT						
Public Funds Awarded (CFA Grant)	\$19,153,531	\$14,938,454	\$11,085,345	\$10,295,385	\$4,189,335	NA*
Number of companies Awarded SBIR (annual) <small>*Available from sbir.gov</small>	35	27	24	26	26	NA**
Dollar amount of SBIR awards (annual) <small>*Available from sbir.gov</small>	\$12,109,350	\$11,124,360	\$12,363,817	\$9,880,394	\$8,895,298	NA***
R&D per capita	\$1,348.00	\$1,408.00	\$1,466.00	\$1,596.00	NA*	NA**
OUTPUT						
Tourism Visitation	10,384,874	10,560,463	10,957,956	11,271,041	11,516,691	NA
Private/Non-State Investment (Funds Leveraged)	\$27,206,136	\$93,211,587	\$21,045,017	\$66,165,588	\$25,960,235	NA*
Ratio of Private Funds Leveraged	2.4	7.2	2.9	7.4	7.2	NA*
Visitor expenditures	\$891.5M	\$845.2M	\$884.8M	\$895.8M	\$916.1M	NA*
Patents Per 10,000 Workers	265	297	312	297	NA*	NA**
Total STEM Degrees Awarded	4,904	4,999	5,225	5,591	NA*	NA**
STEM Degrees Per 100,000	229	225	223	223	223	NA*
OUTCOME						
Total Employment in Tourism	17504	17249	17555	17501	17639	NA*
Average Annual Earnings in Tourism	\$20,513	\$20,927	\$21,175	\$22,023	\$22,817	NA*
Local Room Taxes Collected in ST	\$ 110,516,848	\$ 104,856,564	\$ 109,258,134	\$ 111,887,006	\$115,022,000	NA*
Total Employment in Life Science	5,091	4,974	4,953	4,909	4,946	NA*

* Released in 2018

** Released in 2019

*** Released in 2020

PROGRESS ON STATE-FUNDED PROJECTS

CFA #51449 – The Roxbury at Stratton Falls

The Roxbury at Stratton Falls will break ground in fall 2017 on construction of eight new themed “tower cottages” with amenities and a scenic waterfall trail, expanding on the internationally acclaimed Roxbury Hotel tourism destination.

FURTHER ACTION NEEDED

Projects recommended for state support

CFA #77046 – Cornell University will establish the Cornell Engineering and Physical Sciences Incubator Plus (“CEPSI+”) to serve as a hub for engineering and physical sciences entrepreneurship at Cornell, as an incubator for related



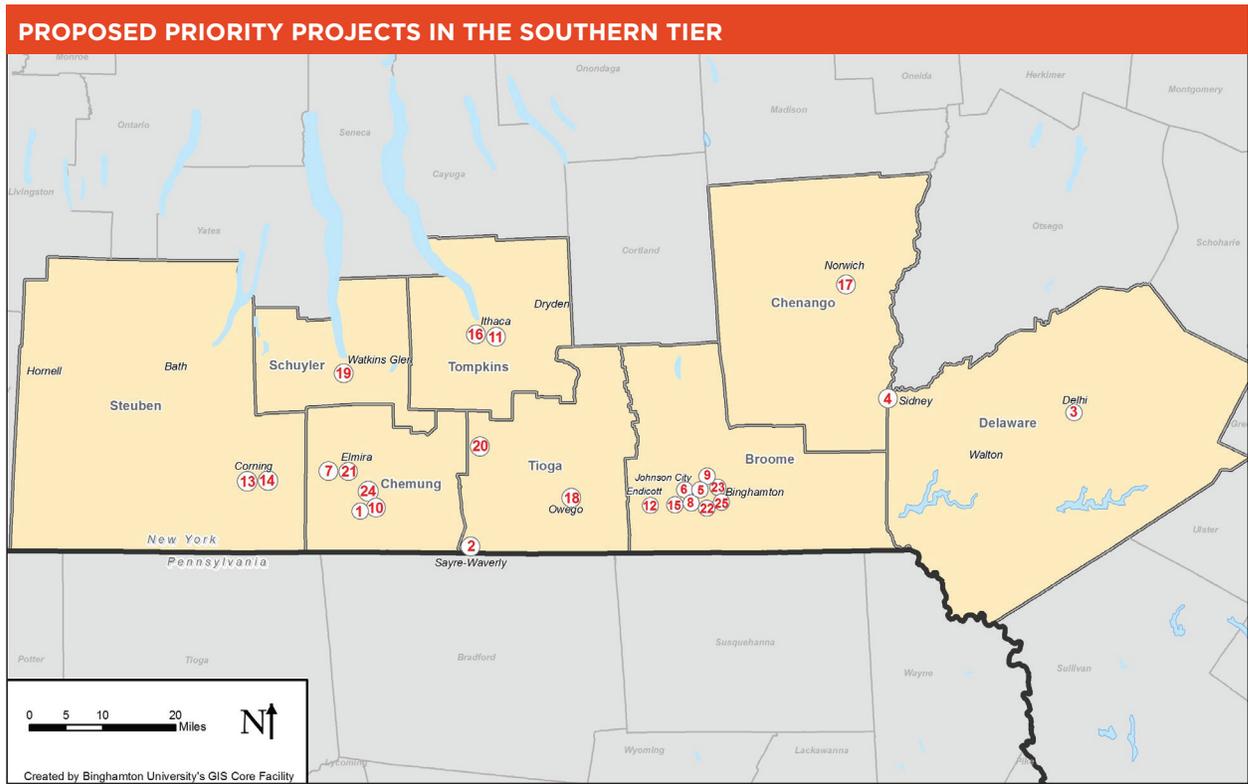
The Cornell Engineering and Physical Sciences Incubator Plus will establish a pathway for students, technologies and campus resources to create and grow startup companies.

Cornell University Marketing Group

startups and as a global magnet for startup investment capital. The project calls for the renovation of 10,000 square feet in Ward Hall. This project aligns with the Southern Tier Regional Economic Development Council's goal to *Promote the Southern Tier's Innovative Culture* because it establishes an integrated pathway for Cornell students, technologies and campus resources to create and grow startup companies. The project will indirectly lead to 100 or more new high-paying jobs during the next five years.

CFA #73878 — Tin Horn Properties LLC will acquire and renovate a vacant, deteriorating Main Street property for commercial office space in the Village of Delhi. The project will enable GreenSlate Holdings LLC to expand its operations, including accounting, payroll and human resource services for the television and film industries. GreenSlate has experienced 450% growth in the past five years. This project aligns with the Southern Tier Regional Economic Development Council's goal to *Promote the Southern Tier's Innovative Culture* because GreenSlate's success lies in its development of innovative software and technologies that enable the firm to provide higher-quality services faster than competitors.

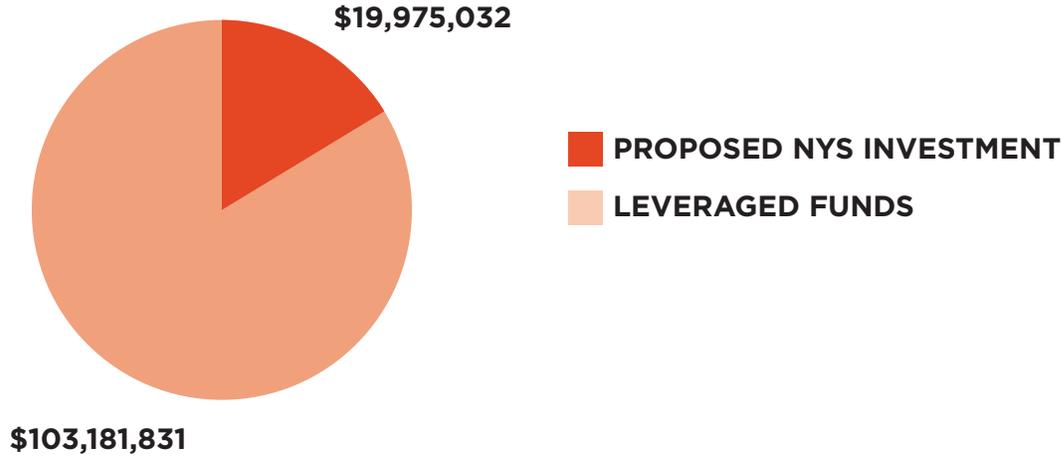
PROPOSED PRIORITY PROJECTS



- | | | |
|--|--|---|
| <p>1 Clemens Square Commercial Development Project</p> <p>2 Midwestern Pet Foods</p> <p>3 Tin Horn Properties</p> <p>4 ACCO Expansion</p> <p>5 ACHIEVE</p> <p>6 ANSCO Camera Factory</p> <p>7 BEST Consolidated and Growth</p> <p>8 Broad Street School</p> <p>9 BUCK5</p> | <p>10 Capriotti Main Street Mixed-Use Development Project</p> <p>11 Cornell Engineering and Physical Sciences Incubator Plus</p> <p>12 The North Brewery</p> <p>13 Family Life Expansion</p> <p>14 Golden Age Cheese Expansion</p> <p>15 Health Sciences Campus Development</p> <p>16 Masonic Temple</p> <p>17 New Hotel Project</p> | <p>18 Owego Minka Printer</p> <p>19 Premium Beverage Production Expansion</p> <p>20 RHC Equipment Facilities Application</p> <p>21 Salient Management Company Expansion Project</p> <p>22 Little Venice Sauce Plant</p> <p>23 Smart Greenhouse Facility</p> <p>24 SEPAC Expansion</p> <p>25 The Cameo Center for Community Engagement</p> |
|--|--|---|

Southern Tier CFA Round VII

PROPOSED PRIORITY PROJECTS LEVERAGED INVESTMENT



Total Project Costs: \$123,156,863 • Investment Ratio: 6.17

ACCO EXPANSION

CFA Number: 73895

Project Applicant: ACCO Brands USA LLC

Project Name: ACCO Expansion

Location: Sidney, Delaware County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 10

Description: ACCO Brands USA LLC is exploring the financial feasibility of investing more than \$3.6 million in equipment and renovations at its plant in Sidney, N.Y. This project entails a two-year investment to upgrade equipment in order to increase efficiency and expand production lines and capacity. The company will begin the “on-shoring” of certain production opportunities and increase overall worker safety. The addition of digital printers and finishing lines will enable the Sidney facility to compete on short-run production lines, increasing



production capacity while reducing waste and cutting per-unit costs. The digital printer will enable the facility to make certain product lines in the United States instead of Asia. This project seeks to make a significant investment in workplace safety through the purchase and installation of machine guarding.

Link to Goal or Strategy Being Implemented:

This project aligns with the Southern Tier Regional Economic Development Council's goal to *Invest in the Advanced Manufacturing Industry* because it solidifies the position of a major regional manufacturing firm. Further, it supports downtown revitalization, business development and place-making by creating improved and sustainable infrastructure and a livable community. As part of the New York Rising Community Reconstruction Plan, this project will also enhance the tax base, create construction jobs, and support Smart Growth principles.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	Cash Equity	\$2,100,000
Equipment and Machinery	ESD Grant Funds	\$700,000
Equipment and Machinery	Cash Equity	\$800,000
TOTAL PROJECT COST		\$3,600,000



SALIENT MANAGEMENT COMPANY EXPANSION PROJECT

CFA Number: 77044

Project Applicant: Salient Management Co.

Project Name: Salient Management Company Expansion Project

Location: Horseheads, Chemung County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 130

Description: Founded in 1986, Salient Management Co. develops software for business performance management solutions. Based in Horseheads, N.Y., the firm provides its services to enterprises in the public and private sectors in 61 countries. It provides continuous audit, performance monitoring and forensic applications for business, healthcare, education and government sectors. Salient offers services such as training



programs, engagement process, efficiency studies and technical support. Salient's technology measures how business activity creates value, quality, financial efficiency and productivity. The company has 115,000 users.

Link to Goal or Strategy Being Implemented:

This project aligns with the Southern Tier Regional Economic Development Council's goal to *Promote the Southern Tier's Innovative Culture*. This project will enhance the tax base, create construction jobs, help with revitalizing downtown and support Smart Growth principles. It builds on existing infrastructure by upgrading and replacing blighted properties, while supporting the existing character of the business district and downtown. The project also aligns with the City of Elmira Downtown Revitalization Initiative by attracting more businesses, protection and renovation of historical structures and providing private investment for the project.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 664,848
Construction/Renovation	Lending Institution	\$ 2,033,902
Property/Land Acquisition	Cash Equity	\$ 351,000
Architectural/Engineering/Soft Costs	Cash Equity	\$ 164,700
Architectural/Engineering/Soft Costs	Lending Institution	\$ 28,898
Architectural/Engineering/Soft Costs	Other	\$ 80,892
TOTAL PROJECT COST		\$ 3,324,240

TIN HORN PROPERTIES

CFA Number: 73878

Project Applicant: Tin Horn Properties

Project Name: 212 Brewery

Location: Delhi, Delaware County

Past CFA Awards: \$0



Description: Tin Horn Properties LLC plans to acquire and renovate a vacant Main Street property to create commercial office space in the Village of Delhi's commercial district. The property is surrounded by retail establishments, restaurants, offices and buildings with ground-floor businesses and "above-street" apartments. Tin Horn Properties intends to rehabilitate the property, restoring the exterior to its historic appearance while converting the interior to Class A office space. The project will enable GreenSlate Holdings LLC to expand its operations and more than double its existing jobs,

increasing from 22 to 47 employees within three years. GreenSlate is a full-service accounting, payroll and human resource services provider that works with the television and film industries. GreenSlate has experienced 450% growth during the past five years.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Promote the Southern Tier's Innovative Culture* because GreenSlate's success lies in its development of innovative software and technologies that enable it to provide higher quality services faster than competitors. This also supports the economic development principle of innovation by creating more sustainable communities while promoting broadband, innovation and technology as pathways to rejuvenate the economy.

BUDGET: SOURCES AND USES

Use	Source	Amount
Property Acquisition	Federal	\$215,000
Construction/Renovation	Local	\$300,000
Construction/Renovation	ESD Grant Funds	\$200,000
Construction/Renovation	Cash Equity	\$45,075
Furniture and Fixtures	Federal	\$35,000
Furniture and Fixtures	Cash Equity	\$50,000
TOTAL PROJECT COST		\$845,075

SEPAC EXPANSION AND ACQUISITION

CFA Number: 76112

Project Applicant: SEPAC Inc.

Project Name: Expansion and Acquisition

Location: Elmira, Chemung County

Past CFA Awards: \$135,000

Projected Number of Jobs Retained: 50



Description: SEPAC designs and produces electromagnetic and magnetic particle brakes and clutches for aerospace, defense, medical and industrial markets. In 2017, SEPAC acquired Placid Industries and relocated it to Elmira, creating 11 jobs and expanding its product offerings and services. SEPAC has another opportunity to acquire a disruptive technology company and move it to Elmira. The company manufactures

customer electro-mechanical actuators for aerospace and defense. Each actuator generates about six to 10 times the revenue of a SEPAC brake. This acquisition will set in motion a collision of technologies, capabilities and customers to scale a locally owned manufacturing company into a job-creating behemoth. It will immediately create/retain 28 jobs, with the multiplier effect adding over \$14 million in additional economic activity to Elmira.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Invest in the Advanced Manufacturing Industry*. The proposed investment for the acquisition of Superior Motion Control will enable SEPAC to retain jobs in the Elmira MSA, a highly distressed area of New York State.

BUDGET: SOURCES AND USES

Use	Source	Amount
Machinery & Equipment	ESD Grant	\$ 1,500,000
Machinery & Equipment	Lending Institution	\$ 4,250,000
Machinery & Equipment	Cash Equity	\$ 750,000
Construction/Renovation	Lending Institution	\$ 500,000
Soft Costs	Lending Institution	\$ 500,000
TOTAL PROJECT COST		\$ 7,500,000

RHC EQUIPMENT FACILITIES

CFA Number: 72532

Project Applicant: Raymond-Hadley Corp.

Project Name: RHC Equipment Facilities

Location: Spencer, Tioga County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 58

Description: The project will undertake a phased approach to facility upgrades and capacity improvements. In phase one, RHC will install sprinkler systems in an additional building (currently sprinklers are only in one of five campus buildings), allowing expanded production space and increased plant throughput, while enabling RHC to be compliant with local and state codes, as well as evolving food safety and quality codes. In phase two, manufacturing/



packaging equipment upgrades will increase plant throughput. The new equipment will expand packaging capabilities and reduce changeover time, critical to the RHC business model.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to Invest in the *Advanced Manufacturing Industry*. As a local manufacturer in a designated distressed REAP Zone (Rural Economic Area Partnership) and EZ designations, this project will retain and create jobs (including higher-paying jobs) during the next five years. The project will aid with workforce development and result in an increased ability to export goods. With the creation/retention of jobs and the improved, heightened skill sets, the quality of life for workers will improve and be more sustainable.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Infrastructure/Site Work	ESD Grant Funds	\$25,000
Infrastructure/Site Work	Cash Equity	\$90,000
Equipment and Machinery	ESD Grant Funds	\$25,000
Equipment and Machinery	Cash Equity	\$75,000
TOTAL PROJECT COST		\$215,000

GOLDEN AGE CHEESE EXPANSION

CFA Number: 72507

Project Applicant: Golden Age Cheese Co. Inc.

Project Name: Golden Age Cheese Expansion

Location: Woodhull, Steuben County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 10

Description: Golden Age Cheese, formed in 1983, is a cheese manufacturer and retailer of quality natural cheeses. The company, which produces 40,000 pounds of fresh mozzarella, ricotta and cheddar cheese products weekly, is looking to construct a state-of-the-art facility in the Village of Painted Post. The project would be at the former Dresser foundry site, which is in a State Brownfield Opportunity Area and has been



targeted for redevelopment. This project will include the construction of a manufacturing facility and allow the company to capitalize on an opportunity with an Indian cheese manufacturer seeking to expand production of paneer cheese in the United States. The project will also allow Golden Age Cheese to develop new products, such as freeze-dried cheeses, which has the potential of doubling revenues within two years. In addition, the project will allow the company to expand its retail showroom area to accommodate tourism and locally grown foods markets in the region.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* by developing new markets for the local dairy industry through increased milk consumption (6.25 million pounds per year). This growth will help offset decreased market demand resulting from the Kraft-Heinz departure from Steuben County.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Infrastructure/Site Work	Lending Institution	\$1,000,000
Construction/Renovation	ESD Grant Funds	\$2,100,000
Construction/Renovation	Lending Institution	\$2,400,000
Equipment and Machinery	Cash Equity	\$950,000
Equipment and Machinery	Private	\$1,100,000
Furniture and Fixtures	Cash Equity	\$200,000
Furniture and Fixtures	Private	\$50,000
Property Acquisition	Private	\$900,000
Architectural/Engineering/Soft Costs up to %25	Private	\$2,000,000
TOTAL PROJECT COST		\$10,700,000

HEALTH SCIENCES CAMPUS DEVELOPMENT



CFA Number: 74933

Project Applicant: BFSS LLC

Project Name: Health Sciences Campus Development

Location: Johnson City, Broome County

Past CFA Awards: \$0

Description: Led by Binghamton University with support from New York State and the private sector, the eight-acre Health Sciences Campus in Johnson City's urban core — a designated Brownfield Opportunity Area — will house the School of Pharmacy and Pharmaceutical Sciences, Decker School of Nursing, a geriatric facility and a pharmaceutical research facility. To further these efforts, demolition, remediation and rough grading of

critical sites near the campus is necessary. BSCC LLC purchased properties at 42-46, 93, 95-97 and 99 Corliss Avenue and 94 Broad Street. Structures at these sites must be demolished to ensure the safety of people who will live and work at or near the campus. The project will also connect the campus with the Main Street Corridor Reconstruction Plan. The campus will bring 1,200 faculty, staff and students to Johnson City.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Build the Greater Binghamton Innovation Ecosystem*. The next step in the revitalization of the Johnson City iDistrict is the removal of decaying infrastructure. This is critical in order to attract people to the campus and to ensure job growth resulting from our region's recognition as a leader in healthcare R&D and education.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	Other State Funds	\$ 7,700,000
Infrastructure/Site Work	ESD Grant	\$ 2,000,000
Property/Land Acquisition	Private	\$ 300,000
TOTAL PROJECT COST		\$ 10,000,000

BEST CONSOLIDATED AND GROWTH

CFA Number: 74270

Project Applicant: Beecher Emission Solution Technologies LLC

Project Name: BEST Consolidated and Growth

Location: Big Flats, Chemung County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 16



Description: Beecher Emission Solution Technologies (BEST), parent company of Ward Diesel Filter Systems and Ward Clean Air Products, is a leading manufacturer of emission control and filtering products developed for diesel, gasoline, natural gas and alternative fuel exhaust systems. Ward Clean Air products works with many of the industry's leading manufacturers, EPA and California Air Resource Board for verified solutions to provide

retrofit technology for school bus, transit bus, over-the-road vehicle, off-road vehicle, marine, construction and stationary generator markets. The locally owned business is experiencing significant stabilization and growth, with sales and service in markets across the United States and overseas. This project will acquire an 188,000-square-foot former Schweizer Aircraft Corp. manufacturing facility in Big Flats, Chemung County, to pave the way for business expansion and centralization of all manufacturing operations. The company's corporate headquarters will be in the Southern Tier.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to Invest in the *Advanced Manufacturing Industry*. The project involves reuse of a manufacturing facility in a Brownfield Remediation Site. Funding will allow BEST to meet domestic and international demand.

BUDGET: SOURCES AND USES

Use	Source	Amount
Infrastructure/Site Work	Private	\$205,000
Construction/Renovation	Lending Institution	\$300,000
Construction/Renovation	Cash Equity	\$300,000
Equipment and Machinery	Lending Institution	\$1,344,688
Equipment and Machinery	Cash Equity	\$83,937
Equipment and Machinery	ESD Grant Funds	\$559,875
Furniture and Fixtures	Cash Equity	\$46,000
Property Acquisition	ESD Grant Funds	\$300,000
Property Acquisition	Lending Institution	\$500,000
Architectural/Engineering/Soft Costs up to 25%	Lending Institution	\$659,875
TOTAL PROJECT COST		\$4,299,375



SAUCE PLANT

CFA Number: 77039

Project Applicant: Little Venice Retail LLC

Project Name: Sauce Plant

Location: Binghamton, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 0

Description: Little Venice Retail LLC sells pasta sauces and dressings using recipes from Little Venice Restaurant, a staple in Binghamton since 1946. This project looks to expand a local pillar and establish an additional business in Binghamton. Little Venice Retail uses a co-packer outside of Broome County to



manufacture and bottle its products. This project aims to build a facility to make and pack the product within Broome County. No such facility exists within a 60-mile radius. This project would be an opportunity to grow this business and to offer services to businesses in the area that may not have access to them.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to Transform the Food and Agriculture Industry by creating jobs in food production. Further, it supports the REDC goal to Build the Greater Binghamton Innovation Ecosystem by supporting a downtown Binghamton business that has been operating 71 years.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 75,000
Construction/Renovation	Lending Institution	\$ 50,000
Construction/Renovation	Cash Equity	\$ 25,000
Architectural/Engineering/Soft Costs	Lending Institution	\$ 150,000
Architectural/Engineering/Soft Costs	Cash Equity	\$ 125,000
FF&E	Lending Institution	\$ 75,000
Machinery/Equipment	ESD Grant	\$ 175,000
Machinery/Equipment	Cash Equity	\$ 25,000
Machinery/Equipment	Private	\$ 550,000
TOTAL PROJECT COST		\$ 1,250,000

CORNELL ENGINEERING AND PHYSICAL SCIENCES INCUBATOR PLUS

CFA Number: 77046

Project Applicant: Cornell University

Project Name: Cornell Engineering and Physical Sciences Incubator Plus

Location: Ithaca, Tompkins County

Past CFA Awards: \$0

Description: The Cornell Engineering and Physical Sciences Incubator Plus (CEPSI+) will serve as a hub for engineering and physical sciences entrepreneurship at Cornell, as an incubator for related startups and as a global magnet for startup investment capital. This project will start renovation of the 10,000-square-foot basement area of Cornell's unusable Ward Hall to create offices, laboratories, supportive HVAC, electrical and plumbing infrastructure and shared facilities, amenities



and equipment for CEPSI+. The CEPSI+ plan involves total expenditure of \$15M for renovation, \$5M for furnishings and specialized equipment and \$0.5M annual ongoing operating expense. CEPSI+ will offer in-house education, training and apprenticeship opportunities for undergraduate and graduate students as entrepreneurs in order to meet employer hiring needs.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Promote the Southern Tier's Innovative Culture* because it establishes an integrated pathway for Cornell students, technologies and on-campus resources to create and grow new EPS startup companies. It will attract new start-up companies to the Southern Tier, secure private investment for these companies and, through their success, will create some 100+ net new high-paying jobs during the next five years.

BUDGET: SOURCES AND USES

Use	Source	Amount
Infrastructure/Site Work	ESD Grant	\$ 1,500,000
Infrastructure/Site Work	Private	\$ 10,400,000
FF&E	Private	\$ 5,000,000
Architectural/Engineering/Soft Costs	Private	\$ 2,600,000
Architectural/Engineering/Soft Costs	ESD Grant	\$ 500,000
TOTAL PROJECT COST		\$ 20,000,000

1 CLEMENS SQUARE COMMERCIAL DISTRICT DEVELOPMENT PROJECT

CFA Number: 76500

Project Applicant: The Sterling Group of MD LLC

Project Name: 1 Clemens Square Commercial Development Project

Location: Elmira, Chemung County

Past CFA Awards: \$0

Description: The former Centerway Plaza, built in 1978, has 13,167 square feet of mixed commercial/retail space with about 2,000 square feet of support and storage space. The deteriorating property has become a focal point of the Elmira Downtown Revitalization Initiative. This project is essential to the redevelopment of "Clemens Square" as a mixed commercial/retail and restaurant space. The property sits along 300 feet of



"Old Market Street," which connects the First Arena and the Clemens Center. As part of this project, a Queen City Executive Office Center will be created to help meet the need for more commercial office space. The new public space in front of this long, single-story building will bring a fresh look to downtown, and will encourage foot traffic and the use of the City Garage. The remaining space will house three or four units, including a restaurant and additional boutique space.

Link to Goal or Strategy Being Implemented: This project supports the Southern Tier Regional Economic Development Council's Downtown Revitalization Initiative, *Elmira Refresh* and the economic development principle of place-making by creating improved and sustainable infrastructure and a livable community. This project will enhance the tax base, create construction jobs, help revitalize downtown and support Smart Growth principles.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 146,703
Construction/Renovation	Lending Institution	\$ 182,810
Construction/Renovation	Cash Equity	\$ 32,000
Property/Land Acquisition	Cash Equity	\$ 43,000
Property/Land Acquisition	Local	\$ 152,000
Soft Costs	Lending Institution	\$ 177,000
TOTAL PROJECT COST		\$ 733,513

OWEGO MINKA PRINTER

CFA Number: 74674

Project Applicant: William H. Thomas

Project Name: Owego Minka Printer

Location: Owego, Tioga County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 0



Description: Minka LLC, a high-tech startup, applies design, 3D and CNC manufacturing tools and robotics technologies to create compact, affordable dwellings (ranging from 360 to 840 square feet) that are easy to build, maintain and live in. This project will outfit an advanced manufacturing facility in Owego to convert a research and development project up to full production. This facility will allow the company to support the

creation of “pocket neighborhoods” consisting of Minka houses in upstate New York and beyond. Created by Dr. Bill Thomas and team, Minka LLC was established in 2017 after 18 months of self-funded R&D to prototype the first Minka House. Built near Cayuga Lake, “Haleigh’s Minka” (Minka 1) was completed in 2017 and designed to meet the needs of Haleigh Jane Thomas, Thomas’ daughter, who has profound developmental disabilities.

Link to Goal or Strategy Being Implemented: This project will advance community revitalization in downtown Owego by improving infrastructure and increasing the value of this underutilized property, creating a sustainable economic investment for Minka, the village and the region. Minka will create at least five jobs in 2017, including in manufacturing, fabrication, logistics and robotics production. Minka will also create jobs in sales and construction as the company grows.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 12,043
Machinery & Equipment	ESD Grant	\$ 15,082
FF&E	ESD Grant	\$ 9,000
Soft Costs	ESD Grant	\$ 12,010
Construction/Renovation	Cash Equity	\$ 22,957
Machinery & Equipment	Cash Equity	\$ 133,458
Soft Costs	Cash Equity	\$ 36,125
TOTAL PROJECT COST		\$ 240,675

NEW HOTEL PROJECT

CFA Number: 76501

Project Applicant: Removal Corp

Project Name: New Hotel Project

Location: Norwich, Chenango County

Past CFA Awards: \$0



Description: The project will transform an existing three-story, 36,000-square-foot vacant building in Norwich into a chain-flagged hotel. The building was constructed in 1992-93 on a lot left vacant by fire in 1990. This project would include site acquisition and a facility renovation, including construction of up to 60 guest rooms and other amenities valued by leisure and business travelers.

Link to Goal or Strategy Being Implemented: This project supports the economic development principle of place-making along with the Southern Tier Regional Economic Development Council’s support of downtown revitalization strategies by preserving and amplifying the assets contained in its constellation of historic business districts. The region aims to retain the authentic character of these walkable, amenity-rich neighborhoods and to include them in strategies that attract and retain investment and talent. While the building on which this project is based is of more recent vintage, it was designed with architectural features that complement its neighbors.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 540,000
Land Acquisition	ESD Grant	\$ 100,000
FF&E	ESD Grant	\$ 124,800
Infrastructure/Site Work	ESD Grant	\$ 40,000
Construction/Renovation	Lending Institution	\$ 1,960,000
Infrastructure/Site Work	Lending Institution	\$ 160,000
FF&E	Lending Institution	\$ 499,200
Property/Land Acquisition	Lending Institution	\$ 400,000
Soft Costs	Lending Institution	\$ 81,100
Soft Costs	Cash Equity	\$ 433,900
TOTAL PROJECT COST		\$ 4,339,000

MIDWESTERN PET FOODS

CFA Number: 74807

Project Applicant: Midwestern Pet Foods Inc.

Project Name: Midwestern Pet Foods Inc.

Location: Waverly, Tioga County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 54

Description: This multi-component project includes several upgrades to the facility in Tioga County, allowing Midwestern Pet Foods to remain competitive in the



market. Strategic improvement to critical components along the manufacturing process will create more efficient lines, including: Palletizer/Conveyor/Wrapper; Plant Roof Project; Packaging Floor Replacement; Bulk Unloading Project; Packing/ Fines Removal; and Mixing Surge Hopper Project.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* by improving the company's capacity to produce agricultural products and maintain workforce.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 52,000
Construction/Renovation	Cash Equity	\$ 188,000
Machinery & Equipment	ESD Grant	\$ 153,000
Machinery & Equipment	Cash Equity	\$ 582,000
Soft Costs	Cash Equity	\$ 50,000
TOTAL PROJECT COST		\$ 1,025,000

PREMIUM BEVERAGE PRODUCTION EXPANSION

CFA Number: 74822

Project Applicant: Lucky Hare Brewing Company Inc.

Project Name: Premium Beverage Production Expansion for Domestic International Sales

Location: Watkins Glen, Schuyler County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 3

Description: Lucky Hare Brewing Company Inc., a craft beverage brand, will expand production of its core line of products as well as expand its offerings. Phase 2 will expand production into the anticipated Schuyler County Business Park's Premium Beverage Production facility. This project will secure equipment, brewery build-out

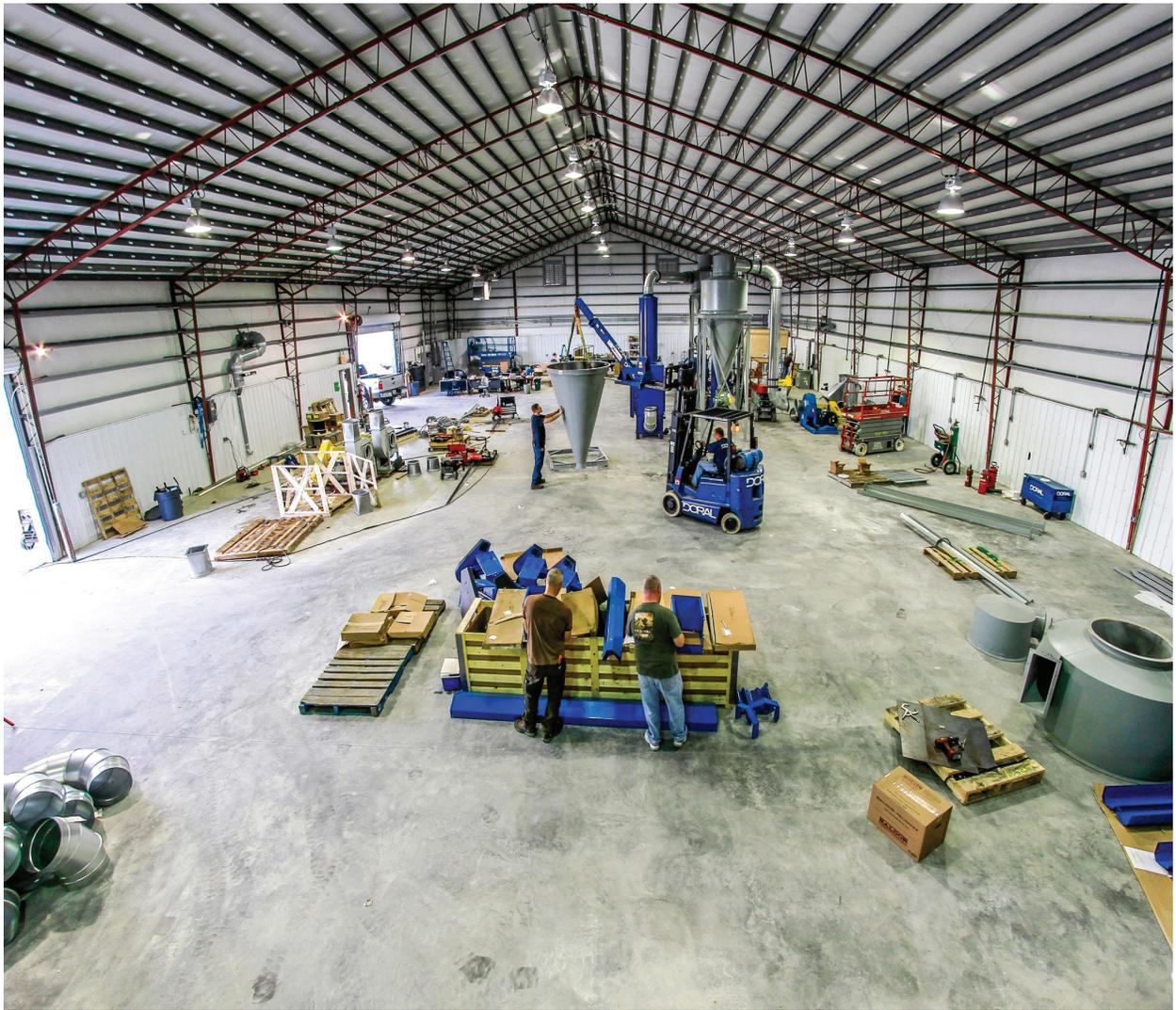


and create jobs. The new positions will be professionals related to manufacturing, finance, sales and distribution. In its second year of production, Lucky Hare Brewing Company experienced more than 300% growth, and the company anticipates similar growth in Phase 2 with this project. The project will pave the way for an exclusive arrangement with New York Wine Traders out of Trumansburg to export craft beer to Japan and China.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* through investment in new state-of-the-art craft beer production equipment. This project will help revitalize the local agricultural community and provide opportunities for employment in this rapidly growing field, while strengthening relationships with area farmers.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 98,667
Construction/Renovation	Cash Equity	\$ 33,524
Construction/Renovation	Private	\$ 59,428
Construction/Renovation	Lending Institution	\$ 301,716
Machinery & Equipment	ESD Grant	\$ 36,852
Machinery & Equipment	Private	\$ 147,411
FF&E	ESD Grant	\$ 23,290
FF&E	Private	\$ 93,160
Soft Costs	ESD Grant	\$ 39,702
Soft Costs	Lending Institution	\$ 142,929
Soft Costs	Cash Equity	\$ 15,881
TOTAL		\$ 992,560



GenCanna Global

HEMP PROCESSING IN BINGHAMTON

CFA Number: 76546

Project Applicant: Southern Tier Hemp

Project Name: Hemp Processing in Binghamton

Location: Binghamton, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 0

Description: Southern Tier Hemp LLC, a new Greater Binghamton business, develops, manufactures and sells cannabidiol (CBD)-based health products. In 2017, working with partners at Nanticoke Gardens, ST Hemp planted its first five acres of hemp, to be harvested in fall 2017. This project will build two processing lines for industrial hemp. The first line will transform the industrial hemp plant into stable, storable grounds. These grounds,



rich in cannabidiol, can then be extracted using carbon dioxide and proprietary machinery. This cannabidiol and plant oils will be used in wellness products. This line will be in place by 2018. The company is also building a crop processing line for food applications.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* because it takes advantage of the Southern Tier's acreage to grow hemp, an emerging agricultural product. The processing capacity gained through this project will help attract partner companies, create jobs and help establish the region as a global leader of industrial hemp products. There is a major increase in the demand for industrial hemp, which will help the Southern Tier reach its goal to increase crop output by 15%.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Machinery & Equipment	ESD Grant	\$ 650,000
Machinery & Equipment	Private	\$ 2,520,000
TOTAL PROJECT COST		\$ 3,170,000

CAPRIOTTI MAIN STREET MIXED-USE DEVELOPMENT

CFA Number: 74826

Project Applicant: Southern Tier Economic Growth

Project Name: Capriotti Main Street Mixed-Use Development

Location: Elmira, Chemung County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 6

Description: This project will redevelop a vacant property in downtown Elmira. Efforts to restore this building are supported by the Downtown Revitalization Initiative and the City of Elmira's Master Plan (2016). The mixed-use development will facilitate positive changes for the area, including greater housing variety and density, strengthened sense of community and attraction of businesses to support market-rate



downtown housing. When completed, the building will offer up to five commercial units on the first floor and 18 market-rate apartment units on the second and third floors. The building will return to its pre-eminent commercial and residential status. This building is in the North Main and West Water Commercial Historic District.

Link to Goal or Strategy Being Implemented: This project supports the Southern Tier Regional Economic Development Council's Downtown Revitalization Initiative, *Elmira Refresh* and the economic development principle of place-making by creating improved and sustainable infrastructure and a livable community. This project will enhance the tax base, provide quality housing, create construction jobs, help revitalize downtown and support Smart Growth principles. It builds on existing infrastructure by upgrading and replacing significantly blighted properties, while blending into the existing character of the business district and downtown.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 292,473
Construction/Renovation	Cash Equity	\$ 18,000
Construction/Renovation	Lending Institution	\$ 772,500
Construction/Renovation	Other State Funds (DRI)	\$ 26,772
Property/Land Acquisition	Cash Equity	\$ 175,000
Soft Costs	Other State Funds (DRI)	\$ 177,621
TOTAL		\$ 1,462,366

THE NORTH BREWERY EXPANSION

CFA Number: 75373

Project Applicant: The North Brewery

Project Name: The North Brewery Expansion

Location: Endicott, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 10

Description: The North Brewery will renovate an existing building and purchase additional space and equipment.



The project will enable expansion of production with a 10bbl brewing system and fermenter, canning line and kegging line.

Link to Goal or Strategy Being Implemented: This project aligns with the Southern Tier Regional Economic Development Council's goal to *Transform the Food and Agriculture Industry* by supporting craft beverage producers. It also supports the economic development principle of place-making by bringing in a variety of clients to the downtown Endicott area, or "iDistrict."

BUDGET: SOURCES AND USES

Use	Source	Amount
Machinery & Equipment	ESD Grant	\$ 100,000
Machinery & Equipment	Lending Institution	\$ 350,000
Machinery & Equipment	Cash Equity	\$ 50,000
TOTAL		\$ 500,000

MASONIC TEMPLE

CFA Number: 75801

Project Applicant: Dan Smalls

Project Name: Masonic Temple

Location: Ithaca, Tompkins County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 4

Description: This project will revitalize the historic Masonic Temple in Ithaca into a multi-venue concert facility that is equipped with multiple bars, a restaurant and a cafe. The building, which has been abandoned for the past 20 years, will be restored to accommodate these plans. The partners in this organization are



major concert promoters and business owners who will contribute their booking experience to bring talent to the Ithaca community. This project will draw people/revenue into the area, contribute to downtown revitalization, create jobs and positively affect surrounding businesses through increased traffic through the area.

Link to Goal or Strategy Being Implemented: This project will use an historic vacant and blighted building and transform it into a profitable space, contributing to downtown revitalization while bolstering the arts and culture of the area. As a concert venue, the talent booked is estimated to attract people from all over the region to Ithaca, which is evident already in how successful DSP Shows has been.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Construction/Renovation	Private	\$ 975,000
Machinery & Equipment	ESD Grant	\$ 100,000
FF&E	ESD Grant	\$ 85,000
Soft Costs	ESD Grant	\$ 25,000
TOTAL PROJECT COST		\$ 1,185,000

ACHIEVE: BUILDING BRIDGES TO INDEPENDENCE

CFA Number: 73881

Project Applicant: NYSARC Inc., Broome, Chenango, Tioga County Chapter dba ACHIEVE

Project Name: ACHIEVE: Building Bridges to Independence

Location: Binghamton, Broome County

Past CFA Awards: \$304,000

Description: ACHIEVE's Building Bridges to Independence Project will repurpose 11,000 square feet in Binghamton into an adult social program as well as an employment services department. This space was home to a sheltered employment center, which ceased service in September 2017. The renovation of this section of the building will provide meeting space and offices for the



agency's Supported Employment Program and create an adult social program. The adult social program will offer individuals who are not able to work in competitive environments or would like to retire a place to go. ACHIEVE's supported employment program will provide tools to ready individuals with disabilities to work in a competitive environment.

Link to Goal or Strategy Being Implemented: ACHIEVE's Building Bridges to Independence Project aligns with the Southern Tier's Opportunity Agenda and Workforce Development efforts because of the impact on individuals with disabilities and their families. This project will create opportunities for individuals with disabilities and provide support for those who are transitioning out of sheltered employment and into competitive employment. This program will address a community need for services for people with disabilities. There is a long waiting list for such services as people age out of other programs.

BUDGET: SOURCES AND USES		
Use	Source	Amount
Infrastructure/Site Work	Private	\$520,350
Construction/Renovation	ESD Grant Funds	\$395,087
Construction/Renovation	Private	\$1,060,000
TOTAL PROJECT COST		\$1,975,437

ANSCO CAMERA FACTORY

CFA Number: 76720

Project Applicant: ANSCO Camera Corporation

Project Name: ANSCO Camera Factory

Location: Binghamton, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 0



Description: The historic rehabilitation of the former ANSCO Camera Factory into a mixed-use commercial building will create 100 market-rate apartments and about 50,000 square feet of commercial space.

Link to Goal or Strategy Being Implemented: The rehabilitation of the former ANSCO Camera Factory into a mixed-use commercial building presents a unique opportunity for smart and sustainable community development and growth. The revitalization of the “anchor asset” in the neighborhood will attract new businesses, strengthen the existing business community prospects, attract and retain talent, enhance the social and cultural experiences available for residents and recapture the value of neighborhoods that have been underused. The commercial investment will also create a synergy between the growing economic drivers of health sciences and technology innovation by establishing a connection between Binghamton and the Health Sciences Campus in Johnson City.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 4,000,000
Construction/Renovation	Company Equity	\$ 750,000
Construction/Renovation	Lending Institution	\$ 13,000,000
Property Acquisition	Company Equity	\$ 1,000,000
Architectural/Engineering/Soft Costs	Company Equity	\$ 2,500,000
TOTAL		\$ 21,250,000

BUCK 5

CFA Number: 74386

Project Applicant: Buckingham Manufacturing Co. Inc.

Project Name: BUCK 5

Location: Binghamton, Broome County

Past CFA Awards: \$232,000

Projected Number of Jobs Retained: 284



Description: Funds will purchase new equipment, improve infrastructure of existing manufacturing space, support the development of new products and possibly assist with acquisition of additional manufacturing space. This project will allow Buckingham to be more efficient in manufacturing and position the company to be more competitive in the global marketplace while creating jobs.

Link to Goal or Strategy Being Implemented: This project will allow the company to maintain current employees, thus investing in the community and providing sustainability.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	Private	\$ 25,000
Equipment and Machinery	Private	\$ 201,000
Soft Costs	Private	\$ 28,000
Furniture and Fixtures	Private	\$ 6,000
TOTAL		\$ 260,000

FAMILY LIFE EXPANSION

CFA Number: 72118

Project Applicant: Family Life Ministries Inc.

Project Name: Family Life Expansion

Location: Erwin/Painted Post, Steuben County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 46

Description: Family Life will relocate its corporate offices, radio studios, theater and conference space from Kanona to Erwin to meet community demands. A vacant 56,000-square-foot building in Erwin will be retrofitted to accommodate Family Life's services, including radio studios, counseling areas, auditorium and corporate offices. The first phase involves the renovation, site development and outfitting of the building. Paired with



a commercial kitchen, the 800-seat auditorium will draw more visitors than previously possible. The second phase, to be developed later, includes the construction of a 1,900-seat auditorium nearby. Family Life's 51 dinner events brought in 15,000 visitors last year from up to 250 miles away. Family Life could eventually attract between 30,000 and 40,000 people a year.

Link to Goal or Strategy Being Implemented: Place-making is key to driving economic growth. STREDC has also emphasized the importance of an innovative culture. Social health is an important and sometimes over-looked piece of any community's fabric and can be a driving factor in people's decision to relocate. Not only would this organization's investment provide social services and entertainment for the local community, it would bring thousands of visitors and their tourism dollars to the region.

BUDGET: SOURCES AND USES

Use	Source	Amount
Infrastructure/Site Work	Private	\$1,969,265
Construction/Renovation	ESD Grant	\$2,000,000
Construction/Renovation	Private	\$13,547,720
Furniture and Fixtures	Cash Equity	\$2,600,000
Architectural/Engineering/Soft Costs up to %25	Private	\$875,800
TOTAL PROJECT COST		\$20,992,785

CAMEO CENTER FOR COMMUNITY ENGAGEMENT

CFA Number: 74278

Project Applicant: Broome County Urban League Inc.

Project Name: The Cameo Center for Community Engagement

Location: Binghamton, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 15

Description: In partnership with the Broome County Urban League, On Point Productions has acquired and intends to renovate the Cameo Theater on the East Side of Binghamton. The new Cameo Center for Community Engagement (3CE) will serve as an entertainment, arts and culture facility, hosting concerts, plays and movies,



as well as a training center for youth development and career education. 3CE will also be a tourism, conference and convention venue for activities such as banquets, art shows, and professional development sessions. Realizing the revitalization of the Cameo will require investment in construction and renovation as well as in future programming. The completed design plan includes measures to increase the building's energy efficiency.

Link to Goal or Strategy Being Implemented: The Cameo Theater is a community asset on the East Side of Binghamton, a distressed neighborhood. It addresses many initiatives within the Southern Tier Soaring plan. It will improve the local economy by increasing tourism, a regional economic priority. This project also supports the Opportunity Agenda by training hard-to-place workers.

BUDGET: SOURCES AND USES

Use	Source	Amount
Equipment and Supplies	Leveraged	\$134,557
Construction/Renovation	ESD Grant Funds	\$250,000
Construction/Renovation	Lending Institution	\$96,890
Construction/Renovation	Other State Funds	\$500,000
Contractual and/or Consultants	Other State Funds	\$96,137
Purchase of Business	Leveraged	\$50,000
Other	Federal	\$131,250
TOTAL PROJECT COST		\$1,258,834

SMART GREENHOUSE FACILITY

CFA Number: 76566

Project Applicant: SUNY Broome Community

Project Name: Smart Greenhouse Facility

Location: Binghamton, Broome County

Past CFA Awards: \$0



Description: SUNY Broome seeks to conduct market feasibility and capital project planning studies for a smart greenhouse facility. This project will include analysis of student enrollment and employment demands as well as design, construction and operation estimates. Capital planning in 2018 is expected to lead to Phase II construction of one to three greenhouses and a control building on campus. This facility would house classrooms, labs, offices, a warehouse and high-intensity energy use areas for germination processes.

The facility will integrate research and technologies of academic partners; facilitate education in food and plant sciences, controlled environment agriculture and supply chain management; and train workers for food industry occupations.

Link to Goal or Strategy Being Implemented: This project leverages synergies among academia, target industries and workforce development systems. The studies are key to constructing a smart greenhouse on campus, where applied learning links to needs of local employers. Job training will build capacity to meet workforce demands. Expanding 2+2 academic pathways that allow Broome students to obtain four-year degrees at other regional colleges will motivate more of them to stay in the area. Offering certificate programs endorsed by local employers will make incumbent workers more likely to participate in training.

BUDGET: SOURCES AND USES

Use	Source	Amount
Architectural/Engineering/Soft Costs	ESD Grant	\$ 80,000
Architectural/Engineering/Soft Costs	Broome Community College	\$ 160,000
Architectural/Engineering/Soft Costs	Cash Equity	\$ 160,000
TOTAL PROJECT COST		\$ 400,000

BROAD STREET SCHOOL

CFA Number: 75549

Project Applicant: Tangent Development

Project Name: Broad Street School

Location: Endicott, Broome County

Past CFA Awards: \$0

Projected Number of Jobs Retained: 0



Link to Goal or Strategy Being Implemented: This project will aid in revitalizing the community by bringing business professionals together in an atmosphere where they can learn from each other in business, restore a

building with lots of character and design and create a more ideal level of attraction for people in downtown Endicott.

Description: 1401 Broad Street in Endicott is an old elementary school that has been vacant for several years. This project will remodel the school building into commercial office space for tenants with a startup or small business. A neighboring building has similar features. The Broad Street School building's offerings will be included in the rent so tenants can budget more readily. The school building will have a sophisticated feel.

BUDGET: SOURCES AND USES

Use	Source	Amount
Construction/Renovation	ESD Grant	\$ 327,600
Construction/Renovation	Other State - Restore NY	\$ 400,000
Construction/Renovation	Cash Equity	\$ 163,800
Construction/Renovation	Lending Institution	\$ 746,600
TOTAL		\$ 1,638,000

INVESTMENT RATIO

The Southern Tier REDC is recommending 26 priority projects for targeted state investment that will generate meaningful economic development and sustainable growth throughout the Southern Tier, while supporting key state and regional priorities. Altogether, the Southern Tier REDC is requesting \$19,975,032, which will leverage \$103,181,831, a more than 6 to 1 ratio.

PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES			Downtown	Life Sciences	Workforce	Regional Cluster	Opportunity Agenda	Veterans
CFA#	PROJECT	COMPANY						
77044	Salient Expansion	Salient Management Co.	●					●
73895	ACCO Expansion	ACCO Brands USA LLC	●		●		●	●
73878	Tin Horn Properties LLC	Tin Horn Properties LLC	●		●		●	●
76112	Expansion and Acquisition	SEPAC Inc.	●		●	●	●	●
72507	Golden Age Cheese	Golden Age Cheese Co. Inc.	●		●		●	●
74933	Health Sciences Campus	BFSS LLC	●	●	●			
72532	RHC Equipment Facilities	The Raymond-Hadley Corp.	●		●		●	●
74270	BEST Consolidated and Growth	Beecher Emission Solution Technologies LLC	●			●	●	●
77039	Sauce Plant	Little Venice Retail LLC			●		●	
77046	Engineering & Physical Sciences Incubator +	Cornell University			●			●
76500	1 Clemens Square Commercial Development	The Sterling Group of MD LLC	●		●		●	●
74674	Owego Minka Printer	William H. Thomas	●		●		●	●
76501	New Hotel Project	Removal Corp	●				●	●
74807	Midwestern Pet Foods Inc.	Midwestern Pet Foods Inc.	●		●		●	●
76546	Hemp Processing Headquarters	Southern Tier Hemp	●	●				●
74822	Premium Beverage Production Expansion	Lucky Hare Brewing Company Inc.	●		●		●	●
74826	Capriotti Main Street Mixed-Use	Southern Tier Economic Growth Inc.	●		●		●	●
75373	North Brewery Expansion	The North Brewery	●					●
75801	Masonic Temple	Dan Smalls	●		●		●	●
73881	ACHIEVE: Building Bridges to Independence	NYSARC Inc.			●		●	
76720	ANSCO Camera Factory	ANSCO Camera Corporation	●		●		●	
72118	Family Life Expansion	Family Life Ministries Inc.	●		●			●
74278	Cameo Center for Community Engagement	Broome County Urban League Inc.	●		●		●	●
76566	Smart Greenhouse Facility	Broome Community College		●	●		●	●
75549	Broad Street School	Tangent Development	●					●
74386	BUCK5	Buckingham Mfg. Co. Inc.						●

SUMMARY OF OTHER PROJECTS RELATING TO STATE PRIORITIES

CFA#	PROGRAM NAME	PROJECT NAME	APPLICANT BUSINESS NAME	Downtown	Life Sciences	Workforce	Regional Cluster	Opportunity Agenda	Veterans
73860	HCR -NYMS	Bloomville	Delaware County Local Development Corp.	●		●		●	
74505	HCR - CDBG - Planning	Village of Addison CDBG	Larson Design Group	●		●		●	
72822	HCR - CDBG - Infrastructure	Woodhull Municipal Wastewater Collection System WWTP	Town of Woodhull	●		●		●	●
72182	HCR - CDBG - Infrastructure	Tioga Mobile Dental Services	Tioga County			●		●	●
72675	Parks - Grant	Nasser Civic Center Ice Rink	City of Corning	●		●		●	●
72290	Parks - Trails	Tanglewood Nature Center	Tanglewood Community Nature Center Inc.		●			●	
72824	ESD - MNY	GlassBarge State Wide Tour	Corning Museum of Glass	●					●
73060	DOS - Waterfront	Town of Urbana Waterfront Revitalization	Town of Urbana	●				●	●
73612	DEC -Climate	Creating a Climate Smart Community The Big Flats Model	Southern Tier Central Regional Planning and Development Board		●				
73034	EFC - Green Grants	Government Plaza Green Infrastructure Project	Broome County Planning and Economic Development	●		●		●	
72518	DOS - LG	Town of Erwin WWTP and Disinfection 2017	Town of Erwin-Town of Addison	●		●		●	●
74319	ESD - SPFS	Airport Corporate Park Planning	Broome County						
75568	DEC - WQIP	Roxbury Grand Gorge Water Districts	Lamont Engineers PC	●		●			
73206	DOL - Existing	Direct Support Professional Training	Franziska Racker Centers Inc.			●		●	
75170	DOL - Unemployed	Regional Accelerated Machinist Partnership Program	Pro Action of Steuben and Yates Inc.	●		●	●	●	●
77131	DEC - Planning	Town of Southport Fairway-Phoenix Area Sewer	Fagan Engineers & Land Surveyors PC			●		●	
75890	Arts - WF	Workforce Readiness - Kitchen Theatre Company	Kitchen Theatre Company	●		●		●	
72824	Arts - Programming	GlassBarge State Wide Tour	Corning Museum of Glass	●					●
76616	Arts - WF Invest	Administrative Workforce Expansion Revitalizing a Professional Theater in Rural NY	Franklin Stock Company at Chapel Hall Inc. dba Franklin Stage Comapny	●		●		●	●
76486	Canals	Watkins Glen Performing Arts Center	Finger Lakes Film Society	●		●			●
72960	ESD - Arts	The Heritage Cultural Visitor Center in Tompkins County	The History Center in Tompkins County	●	●				

PARTICIPATION



Work Groups

Gov. Cuomo launched the New York State Regional Economic Development Councils in 2011 to replace the state's top-down approach to economic development with one that is driven at the local and regional level. This approach redesigned the relationships among state government, businesses and academia.

The Southern Tier Regional Council, which is run by volunteers, has formed work groups, also comprised of volunteers, to help identify and implement the council's strategies. Work groups allow for greater involvement of regional stakeholders from industries, communities and other groups and provide an additional forum for sharing ideas and information that will lead to greater community participation for regional development efforts.

Southern Tier Soaring work groups were charged with developing a community-based strategy to further the council's efforts. A community-based approach aligns existing resources to increase impact and improve success by leveraging local expertise, programs and systems. There are local stakeholders representing a diverse contingency of community members from the business, government and nonprofit sectors.

These groups each build on four "Theory of Action"

Principles (adapted from the Strive Together Network's Theory of Action, <http://strivetogether.org/strive-approach/theory-of-action>):

- 1) Engage the community — work with a broad array of community voices to create unified strategies and solutions.
Accomplishment: Each group created a list of regional stakeholders to be involved, including potential work group members.
- 2) Focus on addressing regionally defined challenges — use local data to identify opportunities and prioritize efforts to improve outcomes.
Accomplishment: Each work group identified an individual or entity to collect and analyze local data for use in goal setting and tracking (staff).
- 3) Develop a culture of continuous improvement — each work group uses local data, community expertise and national research to identify areas for constant, disciplined improvement.
- 4) Leverage existing assets — build on and align existing community resources to maximize impact of the work.

PROJECT SUPPORT

Each work group member also serves as an information multiplier for the Southern Tier Regional Economic Development Council. This includes sharing opportunities with potential project applicants such as private companies,

institutions of higher education and other eligible entities. This also includes bringing projects to the Regional Council that have potential to support the regional goals and development strategy described in the Southern Tier Soaring plan.

During the next year, work groups will continue this charge by focusing on the following:

1. ENGAGE THE COMMUNITY

Establish a community-based team

- 1) Continue to engage work group membership

2. ADDRESS REGIONAL CHALLENGES

Develop a strategy to implement regional vision and goals

- 1) Identify 4-5 goals based on regional needs
 - Anchor institution to lead efforts
 - Team of cross-sector entities
- 2) Map information and community assets to assist each goal (work group members, etc.)
- 3) Research best practices for each goal
- 4) Develop action plan for each goal
- 5) Assist with implementation of the team's action plan

3. DEVELOP A CULTURE OF CONTINUOUS IMPROVEMENT

- 1) Conduct preliminary assessment
- 2) Identify baseline
- 3) Track program input/output and develop metrics for measuring program outcome; or
 - a. Measure performance within the sector and also among state-funded priority projects
- 4) Publish progress through annual REDC progress report

ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS

The Southern Tier REDC recognizes the importance of engaging the community and acquiring the support and participation of community leaders such as elected officials, chamber of commerce leaders and nonprofit boards of directors. Our council is comprised of regional leaders appointed by the governor, including local government officials and county legislators.

A primary and critical area of focus this year was to reconvene our work groups and develop a dynamic structure that would allow for greater community engagement and a more regular evaluation of progress in meeting regional goals. These work groups also allow for greater involvement of non-REDC member regional stakeholders and provide an additional forum for sharing ideas and information that will lead to greater community participation for regional development efforts.

Southern Tier Soaring work groups were each charged with developing a community-based strategy to further the council's efforts in the given priority area. A community-based approach aligns existing resources to increase impact and improve success by leveraging additional local expertise, programs and systems. Local stakeholders represent the business, government and nonprofit sectors.

Another example of Southern Tier REDC community engagement was this year's two CFA workshops to educate the community about the Consolidated Funding Application Process. The first was held in Chenango County and the second in Chemung County. Participation in the two events totaled 115 attendees. Further, council staff offered

an optional "Train the Trainers" event for local economic development leaders who work within their communities to advance regional goals and feed the project pipeline for council support.

Work Group Members



Build the
Greater Binghamton
Innovation Ecosystem

Terry Kane, Co-Chair
Binghamton University

Jason Garnar, Co-Chair
Broome County

Syed Ali
Fortress Development

Josh Bishop
North Depot Development
LLC

Jennifer Conway
Greater Binghamton Chamber
of Commerce

Stacey Duncan
The Agency/Broome County IDA

Ben Giordano
FreshySites

Camila Hoffman
hue

Jared Kraham
City of Binghamton

Josh Ludzki
BingPop.com

Ty Muse
Visions Federal Credit Union

Anthony Paniccia
Delta Engineers

Staff: Sabina Mora
Empire State Development



Invest in the
Advanced
Manufacturing
Industry

Betsey Hale, Co-Chair
Three Rivers Development

Mike Krusen, Co-Chair
Southern Tier Economic Growth

Joshua Michal
CAF USA

Dan Vaughn
Corning Inc.

Lee Ann Tinney
Tioga County

Darin Clark
Crown Cork & Seal

Heather McDaniel
Tompkins County Area
Development

Steve Craig
Chenango County IDA

Glenn Nealis
Delaware County

Wayne Oliver
Sportsfield Specialties

Staff: Joe Roman
Empire State Development



Transform the
Food and Agriculture
Industry

Jamie Johnson, Co-Chair
Steuben County IDA

Jan Nyrop, Co-Chair
Cornell University

Adriana Condarco-Quesada
Cornell University

Vicki Giarratano
Cornell Cooperative Extension

Steve Kettelle
Organic Farmer

Marianne Kiraly
Cornell Cooperative Extension

Sheila Marshman
Dairy Farmer

Tony Marzolino
Tioga County

Brian McKenzie
Finger Lakes Distilling

Steve Palladino
Walnut Ridge Dairy

Ken Smith
Cornell Cooperative Extension

Mark Watts
Soil & Water Conservation
District

Judi Whittaker
Whittaker Farms

Amy Duglos
Steuben County Planning
Department

Bob Nichols
Steuben County Legislature

Margaret Ball
Cornell Cooperative Extension

Rob Salamida
Rob Salamida Co. Inc.

Monika Roth
Cornell Cooperative Extension

Donna Lupardo
NYS Assembly

Staff: Hector Gonzalez
NYS Department of Agriculture
and Markets



Promote the
Southern Tier's
Innovative Culture

Judy McKinney-Cherry, Co-Chair
Schuyler County Partnership for
Economic Development (SCOPEd)

Tom Schryver, Co-Chair
Cornell University

Adriana Condarco-Quesada
Cornell University

Peg Ellsworth
The MARK Project

Dan Mori
Binghamton University

Laury Ellen Poland
Finger Lakes Wine Country Tourism

Dan Vaughn
Corning Inc.

Staff: Donna Howell
Empire State Development



Workforce
Development

Jennifer Conway, Co-Chair
Greater Binghamton Chamber
of Commerce

Jennifer Lesko, Co-Chair
Broome County Urban League

Steve Craig
Commerce Chenango

Jim Cunningham
AM&T

Tim Driscoll
GST BOCES

Stacey Duncan
The Agency/Broome
County IDA

Julia Mattick
Tompkins WIB

Kevin McLaughlin
The Agency/Broome County
IDA

Jim Mullins
Broome-Tioga BOCES

Glen Nealis
Delaware County

Dan Porter
Chemung-Schuyler-Steuben
WIB

Len Sas
NYS Department of Veterans
Affairs

Alice Savino
Chenango-Delaware-Otsego
WIB

Jill Staats
Steuben County IDA

LeeAnn Tinney
Tioga County

Jeanne Eshbach
Corning Community College

Darcy Fauci
Binghamton University

Vicki Giarratano
Broome County Cornell
Cooperative Extension

Betsey Hale
Three Rivers Development

Ernie Hartman
IBEW Local 139

Jan Hertzog
SUNY Broome

Martha Hubbard
TC3

Jeff Huffcut
Sheet Metal Contractors
Association

Jamie Johnson
Steuben County IDA

Sara Liu
Broome-Tioga WIB

Staff: Christian Harris
NYS Department of Labor

DOWNTOWN REVITALIZATION PLAN





DOWNTOWN REVITALIZATION PLAN ROUND TWO

The Southern Tier Regional Economic Development Council selected the Village of Watkins Glen, Schuyler County, for New York State's Downtown Revitalization Initiative (DRI) Round Two. Watkins Glen will leverage numerous opportunities and assets with the resources available through the DRI program to enhance its unique character and sustain a year-round thriving downtown.

BOUNDARY



The boundary for the DRI takes advantage of the walkable, compact character of the downtown area of Watkins Glen and will stretch revitalization from the waterfront all the way to the edge of the village to the south. The DRI boundary connects the downtown area as well as the transitional business and residential area between Franklin Street and Decatur Street to large employers, established residential neighborhoods, amenities that support and enhance downtown living and quality of life, as well as arts and cultural attractions.

The DRI area encompasses just under two square miles and a year-round population of about 1,900 people. There are more than 150 businesses within these boundaries. The businesses and neighborhood residents

are ready for progress. This area is ripe for investment. The gateways lack a sense of arrival and identity to the potentially vibrant community for our residents and workers of tomorrow.

REDC RATIONALE

The Regional Economic Development Council weighed eight criteria in its evaluation of Round Two DRI applications. Key to the selection of Watkins Glen were the following factors, all of which position the village to realize transformative change through the DRI investment:

- The downtown contains properties or characteristics that contribute or could contribute to its attractiveness and livability, including the presence of developable mixed-use spaces, housing at different levels of affordability and type, commercial and retail main street businesses, walkability and bikeability, and public parks and gathering spaces.
- The downtown has capitalized on prior, and will catalyze future, private and public investment in the neighborhood and surrounding areas.
- There is recent or impending job growth within or near the downtown that can attract workers to the downtown, support redevelopment and make growth sustainable.
- Local and community support exists for revitalization of the downtown. There is commitment among local leaders and stakeholders to build and implement a strategic investment plan.

DOWNTOWNS ADVANCE SOUTHERN TIER REGIONAL GOALS

SUMMARY OF ASSETS

Watkins Glen is situated at the base of Seneca Lake, where State Route NY-14 (a nationally designated truck route) joins New York State Routes 79 and 414. The village is the county seat for Schuyler County, which is the gateway to the Finger Lakes from the Southern Tier. It has seen a surge in visitors, new business formation and international recognition.

Downtown Watkins Glen is a symbol of local quality of life, economic health, community pride and history. Watkins Glen has a strong sense of place. This sense of place is felt upstate and statewide as well as nationally and internationally. Moreover, this sense of place provides tools for maintaining sustainable growth through completed projects in the region. A diversity of businesses occupy the downtown, including shops, restaurants, memorabilia, outfitters, banks, beauty salons, hotels, bed and breakfasts, motels and more.

Decatur Street runs parallel to Franklin Street (the primary road through downtown) and features an eclectic mix of residential properties. Decatur Street is also home to ventures such as a local coffee roaster, the International Motor Racing Research Center, churches, the redeveloped Middle School Apartments, the Watkins Glen Performing Arts Center, the Catharine Valley Trail, Finger Lakes Trail and Lafayette Park, home of the Watkins Glen Farmers Market.

The growing commercial and residential activity in these areas is indicative of a thriving, expanding and year-round downtown.



Watkins Glen will capitalize on its storied auto-racing heritage through the Downtown Revitalization Initiative.

VISION

Watkins Glen: Small Town, Big Potential

The vision of the Watkins Glen Downtown Revitalization Initiative (DRI) is to leverage the accessible Seneca Lake waterfront, famous wine trails, vibrant arts scene and internationally recognized racetrack with a storied auto-racing heritage, and world-class state park with progressive community development that retains and enhances our unique character to sustain

a year-round innovative and prosperous economy that is supported by our community.

Primary goals for the DRI center on downtown living, culture/entertainment, economic development and quality of life. Supporting strategies to achieve the vision and goals include:

- Create employment in downtown through co-working or shared office space
- Develop housing, including apartments, townhouses, condos and single-family housing
- Activate empty spaces through creation of “pop up” spaces
- Invest in winter recreational amenities including outdoor ice rink
- Establish a façade improvement program
- Develop additional downtown programming
- Invest in streetscapes

PRELIMINARY PROJECTS AND PROPOSALS

During the past five years, more than \$108 million of investment has been made, or is in progress, within the area. Several projects leveraged state and/or local assistance. Each of the recent and proposed projects and related investments fit within the strategic plans for the Southern Tier Regional Economic Development Council, the Southern Tier Central Comprehensive Economic Development Strategy, the Schuyler County Comprehensive Plan and/or the Schuyler County Partnership for Economic Development Strategic Framework.

Current Development Projects:

There are more than \$180 million of documented development projects planned for the immediate vicinity of the village during the next five years. These projects, some of which may benefit from DRI funding, include:

- A \$25 million Regional Wastewater Treatment Plant, designed with an extra 30% capacity to accommodate future growth. Construction is scheduled to begin in spring 2018, with completion in fall 2019. Funding is in place.

- Investment by Schuyler Hospital of up to \$17 million on major capital projects. Funding is in place.
- Planned investments in manufacturing facilities of \$25 million in the next 18-24 months. The projects include an expansion for a new product line with a nearly 10% increase in manufacturing jobs at Cargill (within the boundary area) as well as the renovation of manufacturing space (including new jobs) at US SALT (within the catchment area). Both should be completed within two years. Funding is in place.
- \$12 million in facility upgrades at Watkins Glen High School. Funding is in place.
- A \$1.8 million neighborhood center and community space scheduled for construction in 2018-2019.
- The FLX Gateway CDC development of a mixed-use incubator space on Franklin Street. The building will include an incubator space, providing community interaction on the street level. The second floor will be co-working space designed around young professionals/entrepreneurs, with third-floor residential space to create a live, work, play environment. The \$1 million project is scheduled for fall 2019.
- Development of a \$1 million multi-purpose lakefront pathway that connects the Waterworks Condos to the kayak/canoe launch, scheduled for spring 2018.
- Development of an outdoor ice rink/splash pad that will accommodate ice hockey leagues, recreational ice skating, ice climbing and other winter activities, at an expected cost of \$1.5 million and scheduled for fall 2018.
- A \$6.8 million proposed passenger and cargo rail transportation system from downtown Watkins Glen to downtown Geneva (a DRI Round One community) planned for summer 2020. The Finger Lakes Railroad will make this investment in infrastructure to support its current clients (Cargill and US SALT) and to expand its service offerings.
- Three housing projects of over \$30 million with an estimated 100 construction jobs and as many as 15 full-time permanent jobs. These projects include single-family housing, apartment and condominium projects.
- A \$5 million NYS DOT street reconstruction and sidewalk project scheduled for spring 2018. Additional funds are needed for new lighting, Wi-Fi and other streetscape improvements.

Planned catalytic development projects include the following:

- A mixed-use building at 1 N. Franklin St. with a combination of retail and office space on the first floor and residential apartments above.
- The reuse of the current wastewater treatment facility that will allow for a one-of-a-kind outdoor gathering space comprised of a theater on the water, outdoor lawn and recreation area and an observation deck.
- A mixed-use redevelopment project at 715 Franklin St.
- A new marina project proposed on an undeveloped parcel, with walkable residential condos and apartments overlooking Seneca Lake.
- A renovated and modern indoor/outdoor restaurant that maintains the historical character of the building at 15 N. Franklin St.

APPENDIX

Full List of All Funded CFA Projects

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

All Funded CFA Projects

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
2047	Local Waterfront Revitalization	DOS	Endicott (V)	Chugnut Trail Extension	\$8,050	\$25,000	\$8,050	
2127	Rail & Port Bond Project	DOT	Wellsboro & Corning Railroad Co.	Steuben County Rail Restoration, Corning to PA State Line	\$1,800,000	\$2,000,000	\$1,800,000	
2359	Rail & Port Bond Project	DOT	Steuben County Industrial Development Agency	Main Line Track Rehabilitation, Bath	\$727,578	\$909,473	\$464,997	
2494	Green Innovation Grant Program	EFC	Tioga County Soil and Water Conservation District	Southern Tier Wetland Construction and Floodplain Enhancement	\$920,000	\$1,100,000	\$849,814	
2883	Unemployed Worker Skills Training	DOL	Corning Community College	Unemployed Worker	\$21,000	\$21,000	\$8,860	
3129	Local Waterfront Revitalization	DOS	Watkins Glen (V)	Watkins Glen Waterfront Development Plan	\$15,000	\$30,000	\$15,000	
3489	Excelsior Jobs Program	ESD	CAF USA LLC	CAF USA Capital	\$0	\$0	\$0	
4069	Cleaner, Greener Communities Regional Sustainability Planning Program	NYSERDAS	Tompkins County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	\$1,000,000	\$1,070,000	\$1,000,000	
4090	Local Waterfront Revitalization	DOS	Broome County	Upper Susquehanna and Delaware River Watershed Plan	\$35,000	\$70,000	\$34,902	
4342	Excelsior Jobs Program	ESD	Gunlocke Co.	Gunlocke Excelsior	\$750,000	\$1,800,000	\$0	
4904	Unemployed Worker Skills Training	DOL	Delaware, Chenango, Madison, Otsego BOCES	Unemployed Worker	\$49,425	\$50,000	\$29,190	
5498	Heritage Areas System Acquisition, Development and Planning	Parks	Broome County Government	Broome County Regional Farmers Market	\$400,000	\$1,342,007	\$0	
5538	Community Development Block Grant (CDBG) Economic Development Microenterprise	HCR	Delaware County	Delaware County Microenterprise Assistance Program	\$195,027	\$1,000,000	\$195,027	
5843	Multi-Modal Project	DOT	Chenango County Industrial Development Authority	Main Line Track Rehabilitation, Chenango County	\$772,422	\$5,248,980		
6012	Historic Property Acquisition, Development and Planning	Parks	Young Women's Christian Association of Binghamton and Broome County Inc.	Exterior Masonry Restoration	\$244,946	\$326,595	\$244,946	
6296	Unemployed Worker Skills Training	DOL	Broome-Tioga Board of Cooperative Educational Services	Unemployed Worker	\$40,000	\$40,000	\$25,050	
6793	Community Development Block Grant (CDBG) Economic Development	HCR	Village of Groton	Pylantis	\$0	\$0	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
6828	Economic Development Purposes Fund	ESD	Southern Tier Region Economic Development Corp.	STREDC Rural Initiative Fund Capital	\$3,000,000	\$3,000,000	\$3,000,000	
6853	Excelsior Jobs Program	ESD	Ametek Inc.	Ametek Capital	\$0	\$0	\$0	
7079	Economic Development Purposes Fund	ESD	Blue Hill Partners LLC	Blue Hill Partners Working Capital	\$0	\$0	\$0	
7380	Aviation Bond Project	DOT	Broome County	Greater Binghamton Airport: Passenger Terminal Improvements	\$495,000	\$550,000	\$0	
7471	Regional Council Capital Fund	ESD	Southern Tier Region Economic Development Corp.	STREDC Shovel Ready Program	\$2,500,000	\$2,500,000	\$1,500,000	
7472	Regional Council Capital Fund	ESD	Southern Tier Region Economic Development Corp.	STREDC - Community Revitalization Program Capital	\$2,500,000	\$2,500,000	\$2,500,000	
7485	Business Hiring and Training Incentives – Worker Skills Upgrading	DOL	Philips Electronics North America Corp. dba Philips Lighting Company	Worker Skills Upgrading	\$10,500	\$10,500	\$7,000	
7832	Excelsior Jobs Program	ESD	OSG Norwich Pharmaceuticals Capital	Norwich Pharmaceuticals Excelsior	\$2,000,000	\$39,217,000	\$0	
8347	Green Innovation Grant Program	EFC	Center for Technology & Innovation Inc.	Garden of Ideas Porous Pavement Parking Lot	\$0	\$0	\$0	
8443	Heritage Areas System Acquisition, Development and Planning	Parks	Center for Technology and Innovation Inc.	TechWorks planning and design	\$0	\$0	\$0	
8464	Local Waterfront Revitalization	DOS	Big Flats (T)	Strategy for a Flood Resistant Southern Tier Central Region	\$87,000	\$174,000	\$78,300	
8553	Federal Low Income Housing Tax Credit	HCR	Poets Landing LLC	Poet's Landing	\$1,028,531	\$12,880,663	\$1,028,531	
8580	Aviation Bond Project	DOT			\$18,599,479	\$75,865,218		
8662	Federal Low Income Housing Tax Credit	HCR	Home Leasing LLC	Muldoon Gardens	\$2,219,222	\$8,873,562	\$465,950	
14036	RESTORE	HCR	Tompkins County	Tompkins County Office for the Aging RESTORE 2011	\$75,000	\$527,213	\$75,000	
14040	RESTORE	HCR	SCAP D/B/A ARBOR DEVELOPMENT	RESTORE 2011	\$75,000	\$150,000	\$75,000	
14042	HOME	HCR	Western Catskills Community Revitalization Council Inc.	Home Rental Reahb 2	\$234,406	\$582,000	\$234,406	
14048	HOME	HCR	Ithaca Neighborhood Housing Services Inc.	Holly Creek Phase II	\$550,000	\$2,586,559	\$550,000	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
14054	RESTORE	HCR	First Ward Action Council Inc.	RESTORE 2011	\$75,000	\$168,000	\$75,000	
14055	HOME	HCR	First Ward Action Council Inc.	First Ward Action Council Rehab Program	\$300,000	\$605,000	\$300,000	
14067	HOME	HCR	M-ARK PROJECT INC.	Central Catskills Home For Rental Rehab Program	\$219,951	\$729,000	\$219,951	
14069	New York Main Street	HCR	M-ARK PROJECT INC.	Roxbury Downtown Phase 2	\$361,000	\$864,000	\$361,000	
14087	HOME	HCR	Bishop Sheen Ecumenical Housing Foundation Inc.	Chemung	\$400,000	\$469,320	\$400,000	
14089	HOME	HCR	Bishop Sheen Ecumenical Housing Foundation Inc.	Steuben	\$500,000	\$586,650	\$500,000	
14090	HOME	HCR	Bishop Sheen Ecumenical Housing Foundation Inc.	Tompkins	\$346,477	\$469,320	\$346,477	
14093	New York Main Street	HCR	Village of Johnson City	Johnson City Revitalization Program	\$457,000	\$671,802	\$457,000	
14097	New York Main Street	HCR	Community Progress Inc.	2011 Watkins Glen NYMS Program	\$500,000	\$1,510,704	\$500,000	
14099	HOME	HCR	Opportunities for Chenango Inc.	2011 Chenango County Home Repair Program V	\$500,000	\$595,750	\$500,000	
14101	Access to Home	HCR	Opportunities for Chenango Inc.	2011 Access to Home II	\$250,000	\$340,000	\$250,000	
14108	HOME	HCR	SCAP D/B/A Arbor Development	HOME CHDO ACQ/REHAB/SALE	\$300,000	\$1,612,160	\$300,000	
14111	New York Main Street	HCR	Village of Addison	Village of Addison NY Main Street 2011	\$170,492	\$357,000	\$170,492	
14128	New York Main Street	HCR	Village of Franklin	2011 Franklin Village NY Main Street Program	\$255,000	\$539,800	\$255,000	
14131	CDBG - Housing	HCR	Schuyler County	Schuyler County Well & Septic Replacement Program	\$144,000	\$144,000	\$144,000	
14136	CDBG - Housing	HCR	Steuben County	Steuben County Well and Septic System Program	\$198,000	\$246,000	\$198,000	
14138	CDBG - Housing	HCR	Tompkins County	Tompkins County Housing Rehabilitation Program	\$400,000	\$445,000	\$400,000	
14161	CDBG - Housing	HCR	Chenango County	Chenango County Homeownership Program	\$350,000	\$1,652,500	\$350,000	
14164	CDBG - Housing	HCR	Town of Colesville	Town of Colesville Housing Rehabilitation Program	\$400,000	\$400,000	\$400,000	
14173	CDBG - Public Infrastructure	HCR	Village of Deposit	Village of Deposit Drinking Water Distribution Improvements	\$498,052	\$698,732	\$498,051	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
14187	Affordable Home Ownership Development Program (AHC)	HCR	First Ward Action Council	First Ward HIP 2011	\$250,632	\$500,000	\$250,632	
14189	Affordable Home Ownership Development Program (AHC)	HCR	Opportunities for Chenango	Broome County HIP III	\$600,000	\$1,791,500	\$600,000	
14191	Affordable Home Ownership Development Program (AHC)	HCR	Ithaca Neighborhood Housing Services Inc.	Holly Creek Townhouses	\$770,000	\$5,076,086	\$770,000	
14192	Affordable Home Ownership Development Program (AHC)	HCR	Community Progress Inc.	Tri-County HIP 2011	\$600,000	\$1,200,000	\$600,000	
14195	CDBG - Housing	HCR	City of Hornell	City of Hornell Housing Rehabilitation Program	\$400,000	\$430,000	\$400,000	
14232	CDBG - Public Facilities	HCR	Village of Port Dickinson	Village of Port Dickinson Municipal Building Accessibility Project	\$400,000	\$400,000	\$400,000	
14550	Empire State Development Grant Funds	ESD	Southern Tier High Technology Incubator Inc.	Southern Tier High Technology Incubator Capital	\$7,000,000	\$13,000,000	\$6,300,000	
14621	Empire State Development Grant Funds	ESD	Schuyler County	Schuyler County - Seneca Phase 1 Capital	\$300,000	\$450,000	\$150,000	
15124	HCR - Urban Initiatives (UI)	HCR	Near Westside Neighborhood Association Inc.	355 Davis St. Restoration	\$110,365	\$144,464	\$110,365	
15447	Empire State Development Grant Funds	ESD	Buckingham Manufacturing	Buckingham Manufacturing Capital	\$50,000	\$200,000	\$50,000	
15480	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Wayland	Water System Improvement Program	\$565,000	\$565,000	\$565,000	
15579	Heritage Areas System Acquisition, Development and Planning	Parks	Roberson Memorial Inc.	Improving a Community Resource	\$329,175	\$529,200	\$24,000	
15625	Empire State Development Grant Funds	ESD	Sunrise Family Farms	Sunrise Family Farms Capital	\$275,000	\$2,657,000	\$275,000	
15917	Empire State Development Grant Funds	ESD	City of Ithaca	Ithaca Commons Capital	\$1,800,000	\$15,345,500	\$0	
15918	Empire State Development Grant Funds	ESD	Bates Troy Inc.	Bates Troy Capital	\$380,000	\$1,465,000	\$342,000	
15978	HCR - New York Main Street (NYMS)	HCR	Development Chenango Corporation	New Berlin Main Street Program	\$250,000	\$340,000	\$43,149	
16000	Historic Property Acquisition, Development and Planning	Parks	City of Ithaca	Cascadilla Boathouse Second Floor	\$75,290	\$112,290	\$0	
16001	HCR - New York Main Street (NYMS)	HCR	Binghamton Local Development Corporation	Historic Downtown Business District Revitalization Program	\$226,999	\$587,420	\$226,999	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
16211	Empire State Development Grant Funds	ESD	Cornell University	Cornell University Greenhouse Capital	\$350,000	\$2,162,000	\$0	■
16221	Empire State Development Grant Funds	ESD	Cornell University	Cornell University Capital	\$500,000	\$2,697,908	\$0	■
16328	Environmental Investment Program - Capital	ESD	Cayuga Compost/ P&S Excavating LLC	Cayuga Compost - EIP - RC2	\$200,000	\$459,418	\$0	■
16368	Empire State Development Grant Funds	ESD	Endicott Interconnect Technologies Inc.	Endicott Interconnect Technologies Capital	\$0	\$0	\$0	■
16378	HCR - Urban Initiatives (UI)	HCR	Southern Tier Economic Growth Inc.	West Water Street Row Houses	\$200,000	\$469,000	\$200,000	■
16576	Empire State Development Grant Funds	ESD	Steuben Churchpeople Against Poverty d/b/a Arbor Housing and Development	Arbor Housing and Development Capital	\$450,000	\$3,395,361	\$450,000	■
16845	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Town of Prattsburgh	Prattsburgh Water District Improvements Project	\$600,000	\$1,830,000	\$600,000	■
16969	Empire State Development Grant Funds	ESD	Heart of the Catskills Communications Inc.	MARK Project Capital	\$250,000	\$800,000	\$187,500	■
16993	Empire State Development Grant Funds	ESD	Watkins Brewery Holdings	Watkins Brewery Holdings Capital	\$800,000	\$2,990,500	\$0	■
17020	Empire State Development Grant Funds	ESD	Walton Arms	Walton Arms Capital	\$194,000	\$975,000	\$0	■
17070	Empire State Development Grant Funds	ESD	Challenge Industries	Finger Lakes Food Hub Capital	\$450,000	\$2,149,000	\$240,000	■
17072	HCR - Rural Area Revitalization Projects (RARP)	HCR	Kirkside of Roxbury Inc.	Kirkside Retirement Home	\$200,000	\$247,950	\$200,000	■
17073	HCR - Rural Area Revitalization Projects (RARP)	HCR	M-ARK Project Inc.	Fleischmanns Theater Restoration	\$179,394	\$285,000	\$179,394	■
17102	HCR - Rural Area Revitalization Projects (RARP)	HCR	Schuyler County Partnership for Economic Development	Odessa Main St Building Improvements	\$40,251	\$55,000	\$40,251	■
17105	HCR - Rural Area Revitalization Projects (RARP)	HCR	Schuyler County Partnership for Economic Development	Burdett Main St Building Improvements	\$0	\$0	\$0	■
17110	HCR - Rural Area Revitalization Projects (RARP)	HCR	Schuyler County Partnership for Economic Development	Watkins Glen Franklin Street Building Improvements	\$146,814	\$955,000	\$146,814	■
17198	Empire State Development Grant Funds	ESD	L Enterprises	Emerson Complex Redevelopment	\$344,000	\$2,101,479	\$344,000	■
17307	Green Innovation Grant Program	EFC	Vitaluna LLC	2 Court Street Green Roof	\$272,685	\$318,053	\$272,685	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
17383	Art Project Grant	Arts	Paleontological Research Inst.	10th Anniversary Celebration of the Museum of the Earth	\$65,725	\$131,450	\$52,580	
17602	CWSRF Engineering Planning Grant Program	DEC	Town of Prattsburgh	Town of Prattsburgh Wastewater Engineering Study	\$23,178	\$37,500	\$23,178	
17727	NYSERDA - Regional Economic Development and GHG Reduction Program	NYSERDA	Willow Run Foods Inc.	East Cost CNG Tractors	\$1,000,000	\$3,702,400	\$979,573	
17779	CWSRF Engineering Planning Grant Program	DEC	Village of South Corning	Village of South Corning Wastewater Engineering Study	\$20,255	\$28,100	\$20,255	
17908	CWSRF Engineering Planning Grant Program	DEC	Village of Addison	Village of Addison Wastewater Engineering Study	\$22,480	\$28,100	\$22,480	
17957	HCR - Rural Area Revitalization Projects (RARP)	HCR	Goodwill Theatre Inc.	Adaptive Reuse of Firehouse	\$420,000	\$700,000	\$200,000	
18062	HCR - New York Main Street (NYMS)	HCR	Tioga County	Nichols Downtown Revitalization Program	\$250,000	\$422,855	\$250,000	
18235	CWSRF Engineering Planning Grant Program	DEC	Village of Greene	Village of Greene Sewer Collection System Engineering Study	\$22,480	\$29,980	\$22,480	
18236	HCR - New York Main Street (NYMS)	HCR	Corning Intown District Management Association	2012 Market Street Revitalization Program	\$250,000	\$1,420,000	\$250,000	
18343	Empire State Development Grant Funds	ESD	Corning Inc.	Corning Diesel Capital	2500000	250000000	\$0	
18420	Excelsior Jobs Program	ESD	Golden Artist Colors Inc.	Golden Artist Colors Excelsior	\$500,000	\$3,057,600	\$0	
18481	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	ESD	Tioga County Local Development Corp.	The Great Outdoors - I LOVE Fresh Air	\$110,000	\$287,000	\$110,000	
18655	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC - Shovel Ready Program Capital	\$1,500,000	\$1,500,000	\$1,050,000	
18658	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC - Community Revitalization Program Capital	\$2,500,000	\$2,500,000	\$2,250,000	
18674	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC - Telemedicine and Mobile Technology Fund Capital	\$2,125,000	\$2,125,000	\$1,487,500	
18806	Excelsior Jobs Program	ESD	BAE Systems Controls	BAE Systems Excelsior	\$0	\$0	\$0	
18893	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Town of Danby	West Danby Water District Improvements Project	\$404,800	\$404,800	\$399,117	
18946	Empire State Development Grant Funds	ESD	Town of Lansing	Town of Lansing Capital	\$0	\$0	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
18953	Empire State Development Grant Funds	ESD	Broome County Parks & Recreation Dept.	Broome County Arena Capital	\$500,000	\$2,500,000	\$0	
19026	HCR - New York Main Street (NYMS)	HCR	Ithaca Downtown Business Improvement District Inc. d/b/a Downtown Ithaca Alliance	Ithaca Commons Revitalization Program	\$250,000	\$477,268	\$250,000	
19027	CWSRF Engineering Planning Grant Program	DEC	Village of Watkins Glen	Village of Watkins Glen Sanitary Sewer System Evaluation	\$30,000	\$38,650	\$30,000	
19114	Empire State Development Grant Funds	ESD	Broome Community College	Radiologic Tech Equipment Upgrade Capital	\$150,000	\$358,230	\$125,000	
19248	Regional Tourism Marketing Grant Initiative (LOVE NY Fund)	ESD	Finger Lakes Wine Country Tourism Marketing	Cleveland Loves Finger Lakes Wine Country	\$125,000	\$1,026,000	\$125,000	
19376	CWSRF Engineering Planning Grant Program	DEC	Town of Conklin	Town of Conklin Sewer Engineering Study	\$23,094	\$37,500	\$23,094	
19561	Worker Skills Upgrading - Unemployed Worker Training	DOL	Delaware Chenango Madison Otsego Board of Cooperative Educational Services	Unemployed Worker Training	\$99,665	\$99,785	\$32,265	
19606	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC - Rural Initiative Program Capital	\$1,000,000	\$1,000,000	\$900,000	
19627	Park Acquisition, Development and Planning	Parks	City of Elmira	Lackawanna Trail Extension	\$150,000	\$200,000	\$0	
19696	Worker Skills Upgrading - New Hire (On-the-Job) Training	DOL	Huron Real Estate Associates LLC	Huron Real Estate Associates, LLC - New Hire/OJT Training	\$0	\$0	\$0	
19716	CWSRF Engineering Planning Grant Program	DEC	Town of Southport	Town of Southport Wastewater Engineering Study	\$30,000	\$37,500	\$30,000	
19865	Worker Skills Upgrading - Unemployed Worker Training	DOL	Broome BOCES	Broome BOCES - Unemployed Worker Training	\$80,240	\$80,240	\$58,866	
19906	Worker Skills Upgrading - Existing Employee Training	DOL	Frito-Lay Inc.	Existing Employee Training	\$0	\$0	\$0	
19935	NYSERDA - Regional Economic Development and GHG Reduction Program	NYSERDA	Broome County	Binghamton Airport Geothermal	\$350,000	\$1,250,000	\$107,600	
20527	Excelsior Jobs Program	ESD	Corning Inc.	Corning Diesel Excelsior	40000000	0	\$0	
20611	Regional Council Capital Fund	ESD	Southern Tier Region Economic Development Corp.	STREDC - Community Revitalization Program Capital	\$1,000,000	\$1,000,000	\$1,000,000	
21057	Multi-Modal Project	DOT	Town of Erwin	Reconstruction of Robert Dann Drive	\$750,000	\$2,509,372	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
21058	Multi-Modal Project	DOT	City of Ithaca	Install sidewalks, curbs, bike lanes, and highway appurtenances on Old Elmira Road.	\$682,500	\$1,365,000		
21059	Multi-Modal Project	DOT	County of Tompkins	Pedestrian Bridge replacement over Pine Tree Road and Reconstruction of Pine Tree Road	\$521,000	\$1,468,734		
25102	Empire State Development Grant Funds	ESD	Corning Inc.	Corning Diesel Capital II	500000	0	\$0	
25740	Empire State Development Grant Funds	ESD	Elmira College	Elmira College Capital	\$2,250,000	\$5,564,000	\$2,137,500	
26329	HCR - Rural Area Revitalization Projects (RARP)	HCR	Steuben Churchpeople Against Poverty Inc., d/b/a Arbor Housing and Development	Bridge Street Offices	\$150,000	\$2,940,662	\$150,000	
26359	Heritage Areas System Acquisition, Development and Planning	Parks	Village of Endicott	Union District Main Street Program	\$20,000	\$450,000	\$0	
26681	Empire State Development Grant Funds	ESD	ACHIEVE	ACHIEVE Capital	\$304,000	\$379,000	\$304,000	
26758	Historic Property Acquisition, Development and Planning	Parks	Save the Sherburne Inn Restoration Project Inc.	Restoration	\$500,000	\$724,531	\$450,000	
26890	HCR - Community Development Block Grant (CDBG) - Public Facilities	HCR	Chenango County	Chenango County IRA Revitalization Program	\$266,416	\$555,261	\$266,416	
27148	Empire State Development Grant Funds	ESD	Essex Hotel Management LLC	The Inn at Corning Capital	\$2,000,000	\$14,000,000	\$0	
27199	HCR - New York Main Street (NYMS)	HCR	Western Catskills Community Revitalization Council Inc.	Hobart Revitalization NYMS	\$86,201	\$1,037,500	\$86,201	
27209	Empire State Development Grant Funds	ESD	Tompkins Cortland Community College Foundation Inc.	Tompkins Cortland Community College Foundation Capital	\$2,300,000	\$6,731,190	\$1,000,000	
27584	Empire State Development Grant Funds	ESD	Roberson Memorial Inc.	Roberson Memorial Capital	\$50,000	\$207,281	\$50,000	
27616	Engineering Planning Grant Program	DEC	Town of Wayne	Town of Wayne Wastewater Engineering Study	\$22,500	\$28,125	\$22,500	
27802	Historic Property Acquisition, Development and Planning	Parks	Village of Newark Valley	Municipal Building	\$195,000	\$390,000	\$195,000	
27811	Existing Employee Training Program	DOL	Amphenol Corp.	Lean and Advanced Manufacturing Training	\$79,900	\$79,900	\$63,150	
27828	Unemployed Worker Training	DOL	Broome County Urban League Inc.	Office Operations and Software Training	\$100,000	\$200,000	\$12,150	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
27911	Engineering Planning Grant Program	DEC	Town of Erwin	Town of Erwin Wastewater Treatment Engineering Study for Nutrient Removal	\$30,000	\$37,500	\$30,000	
28019	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	NYSERDA	Southern Tier Central Regional Planning and Development Board	Comprehensive Plan Update	\$239,776	\$299,726	\$204,793	
28099	Park Acquisition, Development and Planning	Parks	City of Corning	Canfield Park Project	\$114,302	\$152,402	\$0	
28191	Empire State Development Grant Funds	ESD	Chemung County Performing Arts Inc., d/b/a Clemens Center	Clemens Tourism Capital	\$139,415	\$276,544	\$50,000	
28242	Local Waterfront Revitalization Program	DOS	Watkins Glen (V)	Planning for Watkins Glen Middle Marina	\$0	\$0	\$0	
28244	HCR - New York Main Street (NYMS)	HCR	Community Progress Inc.	Montour Falls Main Street	\$169,720	\$383,000	\$169,719	
28323	Empire State Development Grant Funds	ESD	Southern Tier Network Inc.	Broadband Extension Project	\$5,000,000	\$6,550,000	\$1,848,094	
28385	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Sidney	Village of Sidney	\$25,000	\$50,000	\$0	
28393	Unemployed Worker Training	DOL	Broome-Tioga Board of Cooperative Educational Services	Nursing Assistant Training	\$40,800	\$41,979	\$30,600	
28452	Community Services Block Grant	DOS	Pro Action of Steuben and Yates Inc.	ESTP	\$78,561	\$112,997	\$78,561	
28579	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Deposit, Broome/Delaware Counties, New York	Village of Deposit Front Street Streetscape Improvements	\$608,307	\$1,555,614	\$486,000	
28581	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	NYSERDA	Village of Deposit New York	Comprehensive Plan	\$50,000	\$67,000	\$22,500	
28619	Empire State Development Grant Funds	ESD	Chenango County	Family Enrichment Network Capital	\$0	\$0	\$0	
28808	HCR - Rural Area Revitalization Projects (RARP)	HCR	Development Chenango Corp.	Norwich Anchor Property Revitalization Project	\$150,000	\$835,000	\$150,000	
28946	New York State Business Incubator and Innovation Hot Spot Support Program	ESD	Cornell University	Southern Tier Innovation Hot Spot	\$250,000	\$2,250,000	\$0	
28949	Empire State Development Grant Funds	ESD	Cornell University	Cornell University Ithaca Incubator	\$1,000,000	\$3,500,000	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
29052	ESD Technical Assistance and Training Grants – Opportunity Agenda Projects	ESD	Finger Lakes ReUse Inc.	Finger Lakes ReUse Working Capital	\$100,000	\$455,269	\$100,000	■
29060	New York State AmeriCorps Program	ONCS	The Institute for Human Services Inc.	AmeriCorps Economic Opportunity	\$184,052	\$295,686	\$91,045	■
29069	Empire State Development Grant Funds	ESD	SEPP Inc.	Watkins Glen Senior Housing Capital	\$900,000	\$14,339,587	\$900,000	■
29541	Green Innovation Grant Program	EFC	NYS Office of Parks, Rec., Historic Preservation	Green Infrastructure Retrofit (Taughannock Falls)	\$320,000	\$1,575,000	\$320,000	■
29555	HCR - Rural Area Revitalization Projects (RARP)	HCR	Delaware County Local Development Corp.	Village of Walton Revitalization	\$147,003	\$395,000	\$147,003	■
29577	Empire State Development Grant Funds	ESD	Delaware County IDA	Green Lumber Capital	\$850,000	\$1,400,000	\$0	■
29579	Engineering Planning Grant Program	DEC	City of Hornell	City of Hornell Wastewater Engineering Study	\$30,000	\$37,500	\$23,920	■
29582	HCR - Community Development Block Grant (CDBG) - Public Facilities	HCR	City of Hornell	Hornell Water Pollution Control Plant Improvements	\$600,000	\$783,610	\$600,000	■
29584	Empire State Development Grant Funds	ESD	Delaware County IDA	DCIDA- Wissahickon Capital	\$205,000	\$559,390	\$0	■
29651	Engineering Planning Grant Program	DEC	Village of Greene	Village of Greene Wastewater Treatment Facility Evaluations and Improvements Study	\$22,480	\$28,100	\$22,480	■
29703	Empire State Development Grant Funds	ESD	Corning Museum of Glass	Corning Museum of Glass Capital	\$1,500,000	\$50,800,000	\$1,500,000	■
29777	Engineering Planning Grant Program	DEC	Village of Trumansburg	Village of Trumansburg Wastewater Treatment Plant Engineering Study	\$19,840	\$24,800	\$19,840	■
29799	Artistic Program Capital Equipment	Arts	Chenango County Council of the Arts	Upgrade Theatrical Equipment	\$10,785	\$21,570	\$10,785	■
29801	Digital Film Projector Conversion Program	Arts	Art Mission Ltd.	Digital Conversion Project	\$52,904	\$105,809	\$52,904	■
29804	Empire State Development Grant Funds	ESD	Research Foundation of SUNY at Delhi	SUNY Delhi Water Irrigation Capital	\$0	\$0	\$0	■
29833	Engineering Planning Grant Program	DEC	Village of Owego	Village of Owego Wastewater Facilities Upgrade Engineering Study	\$30,000	\$37,500	\$30,000	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
30040	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	NYSERDA	Town of Ithaca	Energy Rating and Disclosure Ordinance Project	\$70,000	\$100,000	\$0	
30076	Engineering Planning Grant Program	DEC	Town of Corning	Town of Corning Wastewater Engineering Study for the East Corning Area	\$30,000	\$37,500	\$30,000	
30225	ESD - Strategic Planning and Feasibility Studies	ESD	Tioga County Industrial Development Agency	Tioga County IDA Capital	\$50,000	\$109,387	\$50,000	
30238	Local Government Efficiency Program	DOS	Town of Horseheads	Consolidated Government Operations Plan	\$28,000	\$56,000	\$28,000	
30357	Empire State Development Grant Funds	ESD	East Lake Holdings LLC	East Lake HPort 2 Capital	\$725,000	\$6,757,421	\$0	
30360	Empire State Development Grant Funds	ESD	First Excelsior Group LLC	First Arena Capital	\$1,500,000	\$7,597,795	\$1,500,000	
30469	Empire State Development Grant Funds	ESD	Heart of the Catskills Communications Inc.	MTC Cable Wireless Broadband Expansion Project Phase II	\$320,520	\$778,520	\$160,118	
30635	Cleaner Greener Communities Grants, Category 3: Sustainability Projects	NYSERDA	Cornell Cooperative Extension of Tompkins County	(CGC), Phase II Implementation Southern Tier Bulk Wood Pellet Infrastructure Boost Program	\$1,304,538	\$2,276,352	\$671,760	
30663	HCR - Rural Area Revitalization Projects (RARP)	HCR	Tioga County Local Development Corporation	150 Broad Street Waverly Revitalization	\$101,473	\$180,818	\$101,473	
30700	Engineering Planning Grant Program	DEC	Village of Bath	Village of Bath Wastewater Engineering Study	\$23,200	\$29,000	\$23,200	
30720	Engineering Planning Grant Program	DEC	Village of Endicott	Village of Endicott Wastewater Engineering Study	\$30,000	\$37,500	\$30,000	
30783	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	NYSERDA	Town of Southport	Town of Southport Zoning Update	\$60,000	\$75,000	\$60,000	
30921	Engineering Planning Grant Program	DEC	Village of Walton	Village of Walton Wastewater Engineering Study	\$24,000	\$30,000	\$24,000	
30926	Local Waterfront Revitalization Program	DOS	Sidney (V)	Main Street Improvements	\$655,000	\$1,310,000	\$99,015	
31047	HCR - New York Main Street Technical Assistance (NYMS-TA)	HCR	Village of Oxford	Village of Oxford NYMS Technical Assistance Project	\$9,500	\$10,000	\$9,500	
31050	Local Waterfront Revitalization Program	DOS	Tompkins County	Relocation of NYS DOT Maintenance Facility Feasibility Study	\$56,000	\$112,000	\$47,785	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
31106	Empire State Development Grant Funds	ESD	Research Foundation of SUNY, Binghamton	SUNY Binghamton University Capital	\$925,000	\$7,500,000	\$0	Green
31133	Empire State Development Grant Funds	ESD	Broome County	Broome County - Capital	\$1,250,000	\$10,000,000	\$0	Orange
31136	Green Innovation Grant Program	EFC	Broome County	Green Stormwater Infrastructure	\$1,008,090	\$1,120,100	\$948,023	Blue
31254	Existing Employee Training Program	DOL	Kennedy Valve Company	Lean Manufacturing Training	\$77,816	\$100,000	\$23,600	Blue
31280	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC- Community Revitalization Program Capital	\$1,250,000	\$1,250,000	\$0	Green
31282	Empire State Development Grant Funds	ESD	Southern Tier Region Economic Development Corp.	STREDC Rural Initiative- Capital	\$1,650,000	\$1,650,000	\$0	Green
31375	Existing Employee Training Program	DOL	DYCO Electronics Inc.	Quality Management and Lean Manufacturing Training	\$24,304	\$45,014	\$19,416	Blue
31445	Existing Employee Training Program	DOL	Engineering Manufacturing Technologies LLC	ISO 9001 Quality Management Systems and Software Training	\$84,625	\$170,000	\$20,475	Blue
31725	ESD - Strategic Planning and Feasibility Studies	ESD	Tioga County Department of Public Works	Tioga Downs- Working Capital	\$0	\$0	\$0	Black
31774	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	NYSERDA	Better Cities Towns	Ithaca Zoning Reform	\$175,000	\$500,000	\$160,000	Green
31807	Engineering Planning Grant Program	DEC	Chemung County Sewer Districts	Chemung County Sewer Districts Wastewater Nutrient Removal Study		\$0	\$0	Black
31830	Empire State Development Grant Funds	ESD	Hilliard Corp.	Hilliard Capital	\$0	\$0	\$0	Black
31868	Empire State Development Grant Funds	ESD	Dyco Electronics	Dyco Electronics Capital	\$0	\$0	\$0	Black
31962	Existing Employee Training Program	DOL	The Arc of Steuben	Supervisory Skills Training	\$8,100	\$25,020	\$8,100	Blue
32049	Engineering Planning Grant Program	DEC	Village of New Berlin	Village of New Berlin Sanitary Sewer System Engineering Study	\$20,000	\$25,000	\$20,000	Blue
32178	Empire State Development Grant Funds	ESD	Chenango Place LLC	Chenango Place Capital	\$250,000	\$8,800,000	\$250,000	Blue
32186	Engineering Planning Grant Program	DEC	Town of Chemung	Town of Chemung Wastewater Planning Study	\$30,000	\$37,500	\$30,000	Blue
32342	Engineering Planning Grant Program	DEC	Town of Chenango	Town of Chenango Wastewater Treatment Plant Engineering Study	\$25,000	\$31,250	\$12,500	Green

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
32417	Empire State Development Grant Funds	ESD	Margaretville Lodging LLC	Margaretville Lodging Capital	\$1,300,000	\$6,814,000	\$0	
32577	Engineering Planning Grant Program	DEC	Town of Southport	Town of Southport Wastewater Engineering Study	\$30,000	\$37,500	\$30,000	
32599	Market New York	ESD	Steuben County Conference and Visitors Bureau	Southern Tier Outdoor Show Marketing Program	\$44,217	\$44,217	\$44,217	
32643	Engineering Planning Grant Program	DEC	Town of Union	Town of Union Sewer Corridor Study	\$50,000	\$90,000	\$50,000	
32653	SNAP Opportunities	OTDA	Center for Employment Opportunities	CEO SNAP Opportunities Program	\$30,000	\$60,000	\$60,000	
32668	Existing Employee Training Program	DOL	Doron Precision Systems Inc.	Lean Manufacturing Training	\$41,000	\$89,900	\$31,075	
32688	Market New York	ESD	Tioga County LDC	I Love Fresh Air Phase II Working Capital	\$100,000	\$256,000	\$100,000	
33965	Excelsior Jobs Program	ESD	TeamWorld Inc.	TeamWorld Excelsior	\$0	\$0	\$0	
38647	Park Acquisition, Development and Planning	Parks	Life is Washable Inc.	OurSpace at Recreation Park	\$500,000	\$667,500	\$0	
38709	Empire State Development Grant Funds	ESD	Broome County	Broome County Commercial Kitchen Capital	\$300,000	\$1,962,000	\$0	
38715	Empire State Development Grant Funds	ESD	Broome County Land Bank Corp.	Broome County Land Bank Newiman Development Capital	\$3,000,000	\$21,810,000	\$0	
38797	Historic Property Acquisition, Development and Planning	Parks	Near Westside Neighborhood Association Inc.	Richardson - Kennedy House Preservation Project	\$333,910	\$445,214	\$106,128	
38813	Empire State Development Grant Funds	ESD	Association for Vision Rehabilitation and Employment Inc.	Association for Vision Rehabilitation and Employment Capital	\$500,000	\$1,700,000	\$375,000	
38876	Excelsior Jobs Program	ESD	Tioga Hardwoods Inc.	Tioga Hardwoods Excelsior	\$300,000	\$1,662,200	\$0	
38881	Empire State Development Grant Funds	ESD	City of Norwich	City of Norwich Capital	\$654,000	\$933,956	\$0	
38914	ESD - Strategic Planning and Feasibility Studies	ESD	Town of Windsor	Town of Windsor Capital	\$5,000	\$8,000	\$0	
38928	HCR - New York Main Street (NYMS)	HCR	Corning Intown District Management Association	Corning's Gaffer District Market Street East Renovation	\$203,500	\$733,500	\$203,500	
39053	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	Town of Ullyses	Town of Ullyses Zoning Updates	\$40,000	\$55,000	\$3,750	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
39056	Historic Property Acquisition, Development and Planning	Parks	Save the Sherburne Inn Restoration Project Inc.	Sherburne Inn Restoration	\$500,000	\$1,009,000	\$0	
39093	HCR - New York Main Street (NYMS)	HCR	Elmira Downtown Development Inc.	Elmira 200 Block - S. Main Street	\$200,000	\$312,825	\$126,000	
39249	Empire State Development Grant Funds	ESD	Corning Hospital	Corning Hospital Demo Capital	\$2,000,000	\$10,250,000	\$0	
39296	Unemployed Worker Training Program	DOL	Finger Lakes Tourism Alliance	Quality Service Training	\$0	\$0	\$0	
39446	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Sidney	Village of Sidney-Hotel Study	\$50,000	\$100,000	\$0	
39531	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	City of Elmira	City of Elmira Comprehensive Plan	\$90,000	\$120,000	\$63,300	
39541	Empire State Development Grant Funds	ESD	Schuyler County	Village of Watkins Glen-Seneca Capital	\$1,250,000	\$3,700,000	\$0	
39649	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Sidney	Village of Sidney-Free Trade Zone Study	\$25,000	\$50,000	\$0	
39755	Excelsior Jobs Program	ESD	Granite Works LLC	Granite Works Excelsior	\$300,000	\$1,250,000	\$0	
39950	Market New York	ESD	Watkins Glen International Inc.	Watkins Glen International Modernization Market Capital	\$2,250,000	\$10,760,000	\$0	
40000	Engineering Planning Grant Program	DEC	Town of Sidney	Sidney Center Wastewater Project	\$13,408	\$16,760	\$13,408	
40034	Empire State Development Grant Funds	ESD	Village of Painted Post	Painted Post Trail Capital	\$46,400	\$232,000	\$46,400	
40156	HCR - New York Main Street Technical Assistance (NYMS-TA)	HCR	Village of Groton	Village of Groton Downtown Planning Study	\$20,000	\$21,100	\$0	
40199	Heritage Areas System Acquisition, Development and Planning	Parks	Tri-Cities Opera Company Inc.	Tri-Cities Opera Roof and Façade Restoration	\$90,364	\$125,606	\$0	
40255	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	Southern Tier Central Regional Planning and Development Board	Painted Post & Riverside Cooperative Comprehensive Planning Project	\$75,000	\$100,000	\$17,173	
40257	Market New York	ESD	WSKG Public Broadcasting	Path Through History Education Working Capital	\$100,000	\$133,000	\$29,960	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
40271	HCR - New York Main Street (NYMS)	HCR	City of Norwich	City of Norwich Broad Street Revitalization	\$250,000	\$440,000	\$97,921	■
40424	NYS Canalway Grant Program	Canals	Village of Montour Falls	Catherine Trail Connector Project	\$30,000	\$60,000	\$0	■
40578	Market New York	ESD	Tioga County LDC	Tioga County Visitors and Education Center Capital	\$0	\$0	\$0	■
40755	Local Waterfront Revitalization Program	DOS	Delaware County	Roxbury Historic Railroad Depot Master Plan	\$25,000	\$50,000	\$8,570	■
40811	Empire State Development Grant Funds	ESD	Heart of the Catskills Communications Inc.	Delaware County Broadband Initiative	\$2,900,000	\$6,766,000	\$1,337,461	■
40825	Empire State Development Grant Funds	ESD	Research Foundation of SUNY, Binghamton	SUNY Binghamton Global Center	\$800,000	\$4,800,000	\$0	■
40977	Market New York	ESD	Paleontological Research Group	Cayuga Nature Center Capital	\$75,000	\$450,000	\$0	■
41001	Empire State Development Grant Funds	ESD	First Ward Action Council Inc.	The Binghamton Gateway Homes	\$470,000	\$9,287,591	\$0	■
41134	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Sustainability Projects - Round 2 (CFA Round 4)	NYSERDA	Finger Lakes ReUse Inc.	Ithaca ReUse Center Site Development	\$1,898,831	\$2,898,831	\$0	■
41207	Market New York	ESD	Finger Lakes Association Inc.	Wine Water and Wonders Working Capital	\$210,000	\$350,000	\$188,205	■
41208	Empire State Development Grant Funds	ESD	Security Mutual Life Insurance	Security Mutual Life Insurance of New York Capital	\$1,000,000	\$4,000,000	\$0	■
41217	Empire State Development Grant Funds	ESD	Crowley Foods Inc.	HP Hood Capital	\$138,750	\$750,000	\$0	■
41220	Empire State Development Grant Funds	ESD	Alfred Technology Resources Inc.	Alfred Technology Resources Capital	\$300,000	\$1,560,000	\$0	■
41313	Empire State Development Grant Funds	ESD	Sportsfield Specialties Inc.	Sportsfield Specialties Capital	\$900,000	\$6,956,719	\$0	■
41362	HCR - Community Development Block Grant (CDBG) Microenterprise	HCR	Village of Groton	Village of Groton Microenterprise Assistance Program	\$200,000	\$225,000	\$198,845	■
41382	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Town of Woodhull	Town of Woodhull- Hamlet of Woodhull Sewer District Improvements	\$0	\$0	\$0	■
41400	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Sidney	Village of Sidney-Waterfront Feasibility Study	\$25,000	\$50,000	\$0	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
41434	HCR — Community Development Block Grant (CDBG) — Community Planning	HCR	Village of South Coming	Village of South Coming Water Engineering Report	\$41,259	\$43,431	\$41,259	
41459	Local Waterfront Revitalization Program	DOS	Delaware (Co)	Stabilizing and Enhancing Local Economies in the Upper Delaware River and Tailwaters by Preserving the Unique Cold Water Fishery	\$73,954	\$147,908	\$1,054	
41468	Engineering Planning Grant Program	DEC	Village of Painted Post	Painted Post Wastewater Infrastructure Engineering Planning Study	\$30,000	\$37,500	\$30,000	
41555	Community Services Block Grant	DOS	Pro Action Steuben/Yates	Pathways to Workforce Stability (PtWS)	\$174,569	\$218,212	\$163,817	
41591	Market New York	ESD	Genesee County Chamber of Commerce	Haunted History Trail of New York State Working Capital	\$40,000	\$80,000	\$39,821	
41685	Empire State Development ESD Grant Funds	Cornell University	Cornell University	Cornell University College of Veterinary Medicine Capital	\$5,000,000	\$63,220,000	\$0	
41752	Engineering Planning Grant Program	DEC	Town of Campbell	Town of Campbell and Village of Savona Wastewater Planning Study	\$30,000	\$37,500	\$23,799	
41776	Existing Employee Training Program	DOL	The CBORD Group Inc.	Management and Marketing Training	\$41,500	\$41,500	\$35,548	
41819	Existing Employee Training Program	DOL	Endicott Research Group Inc.	Lean and Continuous Improvement Training	\$24,400	\$55,050	\$15,300	
41825	HCR — Community Development Block Grant (CDBG) — Community Planning	HCR	Town of Wayne	Town of Wayne Drinking Water Preliminary Engineering Report	\$50,000	\$52,500	\$50,000	
41891	Empire State Development Grant Funds	ESD	Emhart Glass Machines (USA) Inc.	Emhart Glass Manufacturing Capital	\$1,072,500	\$6,330,000	\$0	
41900	Market New York	ESD	Cayuga Wine Trail Inc.	Winery Way Finding and Marketing Working Capital	\$75,000	\$100,000	\$75,000	
41920	Empire State Development Grant Funds	ESD	Pacemaker Steel & Piping Co. Inc.	Pacemaker Steel Capital	\$223,000	\$1,115,000	\$223,000	
41957	Empire State Development Grant Funds	ESD	Town of Big Flats	Big Flats- Elmira Water Capital	\$98,000	\$666,433	\$0	
42063	HCR — Community Development Block Grant (CDBG) — Community Planning	HCR	Village of Greene	Village of Greene Water and Sewer Engineering Study	\$50,000	\$52,500	\$50,000	
42091	Existing Employee Training Program	DOL	C & D Assembly Inc.	Soldering and Lean Operations Training	\$48,700	\$103,010	\$44,100	
42099	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Afton	Village of Afton Feasibility Study	\$34,925	\$36,910	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
42107	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Town of Corning	Town of Corning - Corning Manor Water District	\$600,000	\$900,000	\$600,000	■
42124	Market New York	ESD	Ithaca Tompkins County Convention Visitors Bureau	Mobile Technology Working Capital	\$30,000	\$40,000	\$30,000	■
42165	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	Ithaca Tompkins County Transportation Council	Electric Vehicle Feasibility Analysis	\$91,000	\$125,000	\$41,022	■
42234	Engineering Planning Grant Program	DEC	Town of Southport	Town of Southport and Elmira City School District Pine City Area Wastewater Study	\$30,000	\$37,500	\$30,000	■
42239	Engineering Planning Grant Program	DEC	Town of Big Flats	Town of Big Flats Davenport/Olcott Road Area Wastewater Study	\$0	\$0	\$0	■
42259	Engineering Planning Grant Program	DEC	Village of Hammondsport	Hammondsport Village Square Wastewater Planning Study	\$30,000	\$37,500	\$30,000	■
42289	Existing Employee Training Program	DOL	The Hilliard Corp.	Lean Manufacturing Training	\$40,000	\$88,696	\$38,850	■
42314	Market New York	ESD	City of Ithaca	Lake Street Bridge Public Plaza Enhancement Capital	\$97,500	\$97,500	\$0	■
42402	Local Waterfront Revitalization Program	DOS	Sidney (V)	Village of Sidney NY Resilient Green Streetscape Program	\$1,046,500	\$2,093,000	\$0	■
42611	Empire State Development Grant Funds	ESD	Southern Tier Economic Growth	STEG Elmira Capital	\$140,000	\$707,525	\$0	■
42626	Arts, Culture & Heritage Project Grant - Round 4	Arts	The ARTS Council of the Southern Finger Lakes	Points of Inspiration	\$24,500	\$64,425	\$24,500	■
42636	Existing Employee Training Program	DOL	BorgWarner Morse Tech Inc.	Machine Operation Training	\$100,000	\$513,462	\$81,283	■
42667	Unemployed Worker Training Program	DOL	Broome-Tioga Board of Cooperative Education Services	Certified Nurse Assistant Training	\$42,900	\$45,903	\$30,752	■
42802	Existing Employee Training Program	DOL	Elmira Stamping & Mfg. Corp.	Lean Manufacturing and Software Training	\$57,800	\$99,128	\$33,750	■
42807	Workforce Investment Program - Round 4	Arts	Roxbury Arts Group	Support Programmatic and Development Strategies	\$33,600	\$45,747	\$33,600	■
42922	Empire State Development Grant Funds	ESD	City of Binghamton	City of Binghamton - 72 Court Capital	\$500,000	\$3,275,000	\$0	■
42935	Empire State Development Grant Funds	ESD	Precision Filters Inc.	Precision Filters Capital	\$12,000	\$60,243	\$0	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
43035	Market New York	ESD	Finger Lakes Tourism Alliance	Finger Lakes Tourism Regional Marketing Working Capital	\$375,000	\$500,000	\$275,737	■
43113	Market New York	ESD	Finger Lakes Wine Country Tourism Marketing Association	2015 Wine Bloggers Conference Working Capital	\$95,000	\$141,075	\$0	■
43165	Empire State Development Grant Funds	ESD	Buckingham Manufacturing	Buckingham Manufacturing Capital II	\$45,000	\$225,000	\$0	■
43183	Engineering Planning Grant Program	DEC	Village of Sidney	Village of Sidney Wastewater Treatment Plant	\$30,000	\$37,500	\$15,000	■
43235	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	UnChained Properties LLC	Chain Works District Redevelopment Project	\$250,000	\$1,000,000	\$60,000	■
43410	Market New York	ESD	Hanford Mills Museum	Exploring Route 28: Kingston to Herkimer Working Capital	\$37,500	\$50,000	\$0	■
43425	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	NYSERDA	Seneca Strategic Consulting LLC	Ithaca 2030 District	\$90,380	\$198,380	\$45,250	■
47186	Economic Transformation Grant Program	ESD	Broome County Industrial Development Agency	Indian Valley Industries	\$800,000	\$2,200,000		■
50138	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Stamford	Village of Stamford Water System Improvements	\$500,000	\$4,934,000	\$0	■
50424	Park Acquisition, Development and Planning	Parks	Village of Sidney	Boat Ramp Upgrades 2015	\$40,856	\$54,475	\$0	■
50447	Water Quality Improvement Project (WQIP) Program	DEC	Schuyler County Soil and Water Conservation District	Schuyler County Stream and Road Ditch Stabilization	\$350,000	\$650,000	\$193,488	■
50517	Empire State Development Grant Funds	ESD	Chicone Cabinetmakers LLC	Chicone Cabinetmakers Capital	\$60,680	\$300,000	\$0	■
50635	HCR - New York Main Street (NYMS)	HCR	Tioga County	Waverly Downtown Revitalization Program	\$300,000	\$450,000	\$187,486	■
50680	Empire State Development Grant Funds	ESD	Corning Community College	Corning Community College Development Foundation Capital	\$6,000,000	\$35,000,000	\$4,330,172	■
50694	Empire State Development Grant Funds	ESD	Tioga County Department of Economic Development and Planning	Tioga County IDA E-Site Water System	\$350,000	\$1,248,000		■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
50820	HCR - New York Main Street (NYMS)	HCR	The MARK Project	Regional Main Street Program	\$300,000	\$400,000	\$6,350	■
50973	Green Innovation Grant Program	EFC	FDG Real Property Holdings LLC	City Center Lofts Green Roof	\$284,400	\$316,850	\$26,068	■
50989	Engineering Planning Grant Program	DEC	City of Corning	City of Corning Engineering Study	\$19,600	\$24,500	\$19,600	■
51179	Local Waterfront Revitalization Program	DOS	Ithaca (C)	Local Flood Hazard Analysis	\$150,000	\$300,000	\$0	■
51281	HCR - New York Main Street (NYMS)	HCR	Downtown Ithaca Alliance	Rehabilitation of 115-117 N Cayuga St	\$500,000	\$984,054	\$0	■
51364	HCR - Community Development Block Grant (CDBG) - Community Planning	HCR	Town of Campbell	Town of Campbell Water District Study	\$45,000	\$49,500	\$45,000	■
51428	Local Waterfront Revitalization Program	DOS	Delhi (V)	River Park and Walk	\$271,528	\$680,363	\$0	■
51449	Empire State Development Grant Funds	ESD	Masserson Properties Inc.	Masserson at Roxbury Capital	\$3,200,000	\$7,315,017	\$0	■
51503	Engineering Planning Grant Program	DEC	Town of Jasper	Town of Jasper Engineering Study	\$30,000	\$37,500	\$15,000	■
51612	Market New York	ESD	JEGG Realty Norwich LLC	Norwich Best Western	\$239,840	\$239,840	\$0	■
51758	Park Acquisition, Development and Planning	Parks	Kopernik Society of Broome County	Kopernik Science Center	\$200,000	\$466,974	\$0	■
51917	Empire State Development Grant Funds	ESD	Buckingham Manufacturing	Buckingham Manufacturing Capital	\$45,000	\$200,000	\$0	■
52170	Empire State Development Grant Funds	ESD	Hopshire Brewery LLC	Hopshire Brewery Expansion	\$50,000	\$300,000	\$0	■
52319	Empire State Development Grant Funds	ESD	Village of Walton	Walton WWTP Biogas Project	\$1,500,000	\$8,900,000	\$0	■
52370	HCR - Community Development Block Grant (CDBG) - Public Facilities	HCR	City of Corning	City of Corning Lamphear Court Road Improvements	\$600,000	\$715,614	\$0	■
52371	HCR - New York Main Street Technical Assistance (NYMS-TA)	HCR	Village of Bath	Village of Bath Main Street Technical Assistance	\$19,950	\$21,000	\$19,950	■
52429	Empire State Development Grant Funds	ESD	Anchor Glass	Anchor Glass Container Equipment	\$2,500,000	\$19,433,000	\$0	■
52439	Local Waterfront Revitalization Program	DOS	Binghamton (C)	Local Waterfront Revitalization Program Update	\$50,000	\$100,000	\$0	■

CFIA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
52533	Empire State Development Grant Funds	ESD	Envision Elmira LLC	Werdenberg's Building	\$120,000	\$707,500	\$0	■
52628	Empire State Development Grant Funds	ESD	Village of Waverly	Village of Waverly WWTP Upgrade	\$2,000,000	\$18,304,486		■
52704	HCR - Community Development Block Grant (CDBG) - Microenterprise	HCR	Delaware County	Delaware County Microenterprise Program	\$200,000	\$575,000	\$94,390	■
52710	Historic Property Acquisition, Development and Planning	Parks	City of Binghamton	City of Binghamton Historic Carousel Restoration	\$500,000	\$748,000	\$0	■
52723	HCR - New York Main Street (NYMS)	HCR	Community Progress Inc.	Village of Horseheads NYMS Program	\$165,120	\$373,120	\$0	■
52779	Empire State Development Grant Funds	ESD	DeMet's Candy Company	Demet's Candy Capital	\$3,000,000	\$18,860,000	\$0	■
52781	Local Waterfront Revitalization Program	DOS	Tompkins (Co)	Cayuga Lake Blueway Trail Implementation	\$101,245	\$203,454	\$0	■
52848	Water Quality Improvement Project (WQIP) Program	DEC	Tompkins County Soil and Water Conservation District	Tompkins County MS4 Mapping Project	\$59,750	\$138,645	\$41,940	■
52863	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Community-Scale Sustainability Projects - Round 3 (CFA Round 5)	NYSERDA	Ithaca Neighborhood Housing Services	210 Hancock Street Redevelopment	\$516,674	\$688,899	\$315,636	■
52954	Local Waterfront Revitalization Program	DOS	Roxbury (T)	Kirkside Park Improvements	\$135,000	\$295,000	\$0	■
53008	Local Waterfront Revitalization Program	DOS	Addison (V)	Waterfront Revitalization Plan	\$0	\$0	\$0	■
53015	Empire State Development Grant Funds	ESD	Leatherstocking Gas LLC	Chenango Gas	\$1,500,000	\$16,389,998		■
53039	Empire State Development Grant Funds	ESD	Town of Urbana	Town of Urbana Capital	\$410,000	\$2,062,500	\$0	■
53144	HCR - New York Main Street (NYMS)	HCR	Corning Intown District Management Association Inc.	Corning's Gaffer District Building Renovation 2015	\$215,000	\$2,340,000	\$215,000	■
53163	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Deposit	Village of Deposit Water System Improvements	\$599,935	\$599,935	\$20,014	■
53178	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Broome County	Broome County Forest View Mobile Home Park WWTP	\$127,000	\$126,549	\$0	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
53297	Empire State Development Grant Funds	ESD	Binghamton University	NECCES Battery Dry Room	\$600,000	\$3,149,383		
53461	ESD - Strategic Planning and Feasibility Studies	ESD	Town of Ithaca	Elmira Road Corridor Capital	\$30,000	\$60,000		
53463	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Montour Falls	Village of Montour Falls Sanitary Sewer Improvements	\$600,000	\$1,800,000	\$0	
53506	Council on the Arts - Workforce Investment (Round 5)	Arts	Historic Ithaca	Expanded Outreach Capacity	\$49,500	\$78,084	\$49,500	
53534	Empire State Development Grant Funds	ESD	The Ithaca Beer Company Inc.	Ithaca Beer Capital	\$175,000	\$1,000,000		
53650	Empire State Development Grant Funds	ESD	Regan Development Corp.	Century Sunrise Redevelopment Capital	\$1,000,000	\$29,344,656		
53761	Empire State Development Grant Funds	ESD	Simaar Inc.	Simaar Capital	\$200,000	\$1,300,000	\$150,000	
53866	Empire State Development Grant Funds	ESD	Arnot Ogden Medical Center	Arnot Ogden Medical Capital	\$1,500,000	\$12,037,075		
54128	Heritage Areas System Acquisition, Development and Planning	Parks	Goodwill Theatre Inc.	Cultural Anchor of Johnson City Health Cultural Innovation District	\$500,000	\$10,015,484	\$0	
54254	Engineering Planning Grant Program	DEC	Town of Owego	Town of Owego Engineering Study	\$30,000	\$30,630	\$12,250	
54348	Park Acquisition, Development and Planning	Parks	Town of Ithaca	Town of Ithaca Park Upgrades	\$48,000	\$96,000	\$0	
54449	Council on the Arts - Workforce Investment (Round 6)	Arts	Kitchen Theatre Company	Administrative Workforce Expansion	\$41,500	\$55,775	\$41,500	
54614	Empire State Development Grant Funds	ESD	Ice Energy Holdings Inc.	Ice Bear Capital	\$400,000	\$1,715,000		
54616	Green Innovation Grant Program	EFC	Cornell University	Cornell Green Parking and Outreach	\$362,468	\$681,167		
54715	Water Quality Improvement Project (WQIP) Program	DEC	Tompkins County Soil and Water Conservation District	Compost Based Stormwater Best Management Practices - Tompkins County	\$77,700	\$120,877	\$43,112	
54724	Empire State Development Grant Funds	ESD	Transitair Inc.	Transitair Capital	\$300,000	\$1,621,000	\$0	
54748	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Sidney	Village of Sidney Riverlea Project	\$600,000	\$10,115,000	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
54788	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 5)	Arts	The ARTS Council of the Southern Finger Lakes	Cultural Heritage Regional Plan	\$49,500	\$49,500	\$49,500	■
54894	Empire State Development Grant Funds	ESD	Finger Lakes Boating Museum	Finger Lakes Boating Museum Capital	\$50,000	\$300,600		■
55033	Council on the Arts - Workforce Investment (Round 5)	Arts	Community Arts Partnership	Expanded Development and Outreach Capacity	\$37,254	\$49,672	\$37,254	■
55096	Water Quality Improvement Project (WQIP) Program	DEC	Chemung County	Chemung Wastewater Disinfection Project	\$2,500,000	\$4,000,000		■
55098	Engineering Planning Grant Program	DEC	Chemung County Sewer District No. 1	Chemung County Sewer District No. 1 Disinfection Improvements Engineering Study	\$16,000	\$20,000	\$16,000	■
55124	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Community-Scale Sustainability Projects - Round 3 (CFA Round 5)	NYSERDA	Unchained Properties LLC	Chain Works District Emerson Redevelopment Phase 1	\$1,500,000	\$41,000,000	\$0	■
55194	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	Village of Groton	Village of Groton Stormwater Improvement Program	\$471,679	\$471,679	\$50,357	■
55195	Empire State Development Grant Funds	ESD	City of Ithaca	City of Ithaca College Town Redevelopment	\$1,000,000	\$6,200,000		■
55259	Empire State Development Grant Funds	ESD	Bates Troy Inc.	Bates Troy Expansion	\$600,000	\$3,495,000		■
55298	Empire State Development Grant Funds	ESD	Loco Development LLC	Loco Development Capital	\$75,000	\$500,000	\$0	■
55340	HCR - New York Main Street (NYMS)	HCR	Village of Windsor	Village of Windsor Revitalization	\$220,166	\$275,725	\$0	■
55528	Water Quality Improvement Project (WQIP) Program	DEC	Tompkins County	Station Road Stream Restoration	\$246,077	\$492,473		■
55649	New Hire Training Program	DOL	Tri-Bros Transportation LLC	Transportation Management Training	\$0	\$0		■
55679	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	HCR	City of Hornell	City of Hornell Sanitary Sewer Rehabilitation	\$585,000	\$585,000	\$600,000	■
55707	Empire State Development Grant Funds	ESD	National Pipe & Plastic	National Pipe & Plastic Capital	\$800,000	\$4,000,000	\$0	■
55779	Empire State Development Grant Funds	ESD	Binghamton Urban Renewal Agency	7 Hawley Street Redevelopment	\$3,450,000	\$20,246,000		■
55817	Empire State Development Grant Funds	ESD	Cameron Fabricating Corp	Cameron Manufacturing & Design	\$1,000,000	\$6,050,000	\$0	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
55881	Empire State Development Grant Funds	ESD	Incodema3D LLC	3D Metrology	\$375,000	\$2,010,000		■
55901	Empire State Development Grant Funds	ESD	Raymond Corporation	Raymond Corporation Capital	\$7,890,000	\$39,900,000	\$0	■
55934	Empire State Development Grant Funds	ESD	Elmira College	Elmira College Driving Elmira Refresh	\$1,500,000	\$8,909,179		■
55942	Water Quality Improvement Project (WQIP) Program	DEC	Delaware County Soil and Water Conservation District	South Street Bank Restoration Project	\$763,728	\$1,162,273	\$190,931	■
56075	Water Quality Improvement Project (WQIP) Program	DEC	Tioga County Soil and Water Conservation District	Upper Susquehanna Coalition Emergency Stream Intervention Program	\$150,000	\$200,000		■
56093	ESD - Strategic Planning and Feasibility Studies	ESD	City of Corning	City of Corning Strategic Study	\$24,000	\$60,000	\$0	■
56225	Water Quality Improvement Project (WQIP) Program	DEC	Tompkins County Soil and Water Conservation District	Tompkins County Hydroseeding Program	\$125,225	\$282,975	\$31,306	■
56238	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 5)	Arts	WSKG	BrewBeats Planning	\$45,553	\$46,106	\$45,553	■
56253	Market New York	ESD	eatBing Inc.	Binghamton Culinary Tourism Alliance Working Capital	\$58,800	\$79,000	\$0	■
56336	Engineering Planning Grant Program	DEC	City of Norwich	City of Norwich Engineering Study	\$100,000	\$125,000	\$50,000	■
56422	Water Quality Improvement Project (WQIP) Program	DEC	Delaware County Soil and Water Conservation District	Miller Ave. Culvert Replacement	\$182,856	\$273,189	\$45,714	■
56455	Local Waterfront Revitalization Program	DOS	Union (T)	Chugnut Trail Extension Design	\$75,000	\$150,000	\$0	■
56460	New York State Business Incubator Support Program	ESD	IncubatorWorks	IncubatorWorks NYS Certified Business Incubator	\$375,000	\$1,125,000		■
56665	Existing Employee Training Program	DOL	Johnson-Schmidt, Architect, P.C.	Software Training	\$25,000	\$57,696		■
56702	New York State Business Incubator Support Program	ESD	Rev: Ithaca Startup Works	Rev: Ithaca NYS Certified Business Incubator	\$375,000	\$1,125,000		■
56729	Empire State Development Grant Funds	ESD	Tioga County Industrial Development Agency	Tioga County IDA - Weitsman Shredding	\$1,000,000	\$5,400,000	\$0	■
56813	Council on the Arts - Workforce Investment (Round 5)	Arts	Bright Hill Press	Growing A Literary Enterprise in Rural New York	\$49,500	\$61,875	\$39,600	■
56845	Market New York	ESD	Spiedie Fest Balloon Rally Expo Inc.	Spiedie Fest 2016 Working Capital	\$37,500	\$201,000	\$37,500	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
57280	Empire State Development Grant Funds	ESD	Finger Lakes ReUse Inc.	Building Innovative Economic Opportunities through Reuse	\$500,000	\$2,686,513		
57432	Water Quality Improvement Project (WQIP) Program	DEC	Schuyler County Soil and Water Conservation District	Schuyler County Stormwater BMP Implementation and Education	\$20,000	\$32,000	\$20,000	
57436	Existing Employee Training Program	DOL	Precision Filters Inc.	Lean Manufacturing Training	\$35,825	\$37,625	\$20,650	
57685	Water Quality Improvement Project (WQIP) Program	DEC	Schuyler County Soil and Water Conservation District	Catharine Creek and Seneca Lake Watersheds Sediment and Nutrient Reduction Project	\$170,000	\$260,000	\$42,500	
57714	Council on the Arts - Workforce Investment (Round 5)	Arts	Corning Elmira Musical Arts	Expanded Management Capacity	\$24,000	\$50,000	\$24,000	
57761	Council on the Arts - Workforce Investment (Round 6)	Arts	Ithaca Shakespeare Company Inc.	Administrative Workforce Expansion	\$38,500	\$51,672	\$38,500	
58058	Empire State Development Grant Funds	ESD	Research Foundation of SUNY, Binghamton	SUNY Binghamton Health Sciences and Technology Innovation Park Capital	\$21,000,000	\$105,000,000	\$0	
62562	Local Waterfront Revitalization Program	DOS	Ithaca (T)	Cayuga Lake Watershed Plan Intermunicipal Organization and Implementation	\$62,405	\$124,810	\$0	
63734	Environmental Protection Fund: Parks, Preservation and Heritage Grants	Parks	West Endicott Fire District	Bay Floor and Basement Improvements	\$210,431	\$280,575	\$0	
63758	Empire State Development Grant Funds	ESD	The Creamery Inn	The Creamery Inn Capital	\$120,000	\$465,000	\$0	
63771	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	Arts	Roberson Memorial Inc.	(Re)Defining the Binghamton Visitor Center at Roberson	\$38,500	\$38,525	\$38,500	
64109	Environmental Protection Fund: Parks, Preservation and Heritage Grants	Parks	Village of Watkins Glen	Clute Park Facilities	\$415,700	\$831,500	\$0	
64208	Green Innovation Grant Program	EFC	Broome County	Broome County Arena Rainwater Harvesting	\$0	\$0		
64300	Water Quality Improvement Project (WQIP) Program	DEC	Town of Erwin	Town of Erwin Wastewater Treatment Plant Disinfection and Improvements	\$2,297,094	\$3,405,105		
64460	HCR - New York Main Street (NYMS)	HCR	Village of Bath	Village of Bath NYMS Liberty Street Renovations	\$320,020	\$547,360	\$0	
64605	HCR - New York Main Street (NYMS)	HCR	Tioga County	145 Front Street Owego Revitalization Project	\$500,000	\$677,985	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
64890	Empire State Development Grant Funds	ESD	Southern Tier Provisions Inc.	Southern Tier Provisions Capital	\$166,000	\$830,000	\$0	■
65030	Environmental Protection Fund: Parks, Preservation and Heritage Grants	Parks	Town of Ullyses	Town of Ullyses land conservation	\$57,205	\$82,012	\$0	■
65143	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	HCR	Village of Addison	Village of Addison Water System Improvements	\$1,000,000	\$6,311,000	\$0	■
65146	HCR - Community Development Block Grant (CDBG) - Community Planning	HCR	Village of Candor	Village of Candor Drinking Water Improvements Study	\$50,000	\$52,500	\$0	■
65287	Water Quality Improvement Project (WQIP) Program	DEC	Chenango County Soil and Water Conservation District	County Wide Hydroseeding Project	\$113,677	\$200,939	\$28,419	■
65326	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	Arts	The History Center in Tompkins County	Tompkins County Heritage Education Center	\$28,500	\$53,900	\$28,500	■
65463	Empire State Development Grant Funds	ESD	SEPAC	SEPAC Capital II	\$135,000	\$4,500,082	\$0	■
65503	Empire State Development Grant Funds	ESD	Kelmerin Multisport Complex	Kelmerin Multisport Complex Capital	\$500,000	\$5,587,114	\$0	■
65616	Climate Smart Communities Grants	DEC	Tompkins County	Tompkins County Food Waste Transfer Station Construction	\$355,000	\$847,675	\$847,675	■
65675	Market New York	ESD	Watkins Glen International Inc.	Racing Promotions Working Capital	\$150,000	\$200,000	\$0	■
65743	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	HCR	Village of Deposit	Village of Deposit Wastewater Treatment Plant and Church Street Rehabilitation	\$724,677	\$724,677	\$0	■
66041	Engineering Planning Grant Program	DEC	Village of Bath	Village of Bath	\$30,000	\$37,500	\$0	■
66065	Environmental Protection Fund: Parks, Preservation and Heritage Grants	Parks	Goodwill Theatre Inc.	JC iDistrict Performing Arts and Conference Complex & Historic Anchor Building Stabilization	\$500,000	\$12,036,600	\$0	■
66077	New York State Business Incubator and Innovation Hot Spot Support Program	ESD	Binghamton University	Binghamton Incubator Program	\$125,000	\$1,875,000	\$0	■
66385	Engineering Planning Grant Program	DEC	Town of Reading	Town of Reading	\$20,000	\$24,000	\$10,000	■
66387	Empire State Development Grant Funds	ESD	F.M. Howell	F.M. Howell & Company Improvements Capital	\$800,000	\$8,400,000	\$0	■

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
66547	ESD - Strategic Planning and Feasibility Studies	ESD	County of Chenango Industrial Development Agency	County of Chenango IDA Strategic Plan Working Capital	\$12,500	\$25,000	\$0	
66561	HCR - Community Development Block Grant (CDBG) - Community Planning	HCR	Town of Dix	Town of Dix Water and Sewer District Extension Study	\$50,000	\$52,600	\$0	
66567	Market New York	ESD	Sciencenter Discovery Museum	Sciencenter Reimagined Market NY Capital RC6	\$150,000	\$750,000	\$0	
66674	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	HCR	Steuben County	Steuben County the Woodlands Community Sewer Project	\$750,000	\$1,261,456	\$0	
66683	HCR - Community Development Block Grant (CDBG) - Microenterprise	HCR	Delaware County	Delaware County Microenterprise Program	\$200,000	\$555,000	\$0	
66795	Market New York	ESD	Harris Hill Soaring Corporation	Flight Center Expansion and Renovation Market NY Capital RC6	\$50,000	\$250,000	\$0	
66807	HCR - New York Main Street (NYMS)	HCR	Binghamton Local Development Corporation	Binghamton 2016 Main Street Program	\$500,000	\$2,564,713	\$0	
66876	Empire State Development Grant Funds	ESD	Cell Preservation Services Inc.	Cell Preservation Services Inc. Project	\$200,000	\$1,025,000	\$0	
66891	Local Waterfront Revitalization Program	DOS	Schuyler (Co)	Project Seneca Strategic Planning and Implementation	\$1,091,500	\$2,183,000	\$0	
66943	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	Arts	WSKG Public Media	Brew Beats Concert Series	\$65,500	\$97,355	\$16,375	
66982	Market New York	ESD	Center for the Arts at Ithaca Inc.	Ithaca Hangar Theatre Working Capital	\$159,100	\$265,100	\$0	
67020	Empire State Development Grant Funds	ESD	Binghamton Precast & Supply Corp.	Binghamton Precast & Supply Capital	\$350,000	\$3,756,000	\$0	
67098	Water Quality Improvement Project (WQIP) Program	DEC	Schuyler County Soil and Water Conservation District	Total Maximum Daily Load Nutrient Reduction and Habitat Improvement Project	\$100,000	\$400,000	\$25,000	
67099	Water Quality Improvement Project (WQIP) Program	DEC	Schuyler County Soil and Water Conservation District	Schuyler County Multi Barrier Phase III	\$350,000	\$650,000	\$0	
67268	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	HCR	City of Hornell	City of Hornell Water Pollution Control Plant Improvements	\$562,800	\$562,800	\$0	
67287	Empire State Development Grant Funds	ESD	The Salvation Army	The Salvation Army Broome County Capital	\$1,700,000	\$6,045,000	\$0	

CFA#	Program	Agency	Applicant	Project	Award	Total Project Cost	Grant Disbursement to Date	Status
67324	New York State Business Incubator and Innovation Hot Spot Support Program	ESD	Cornell University	Southern Tier Startup Alliance	\$250,000	\$3,750,000	\$0	Green
67568	Empire State Development Grant Funds	ESD	Schuyler County Partnership For Ed	SCOPED Capital	\$250,000	\$1,450,000	\$0	Green
67678	Empire State Development Grant Funds	ESD	Cemecon Inc.	Cemecon Capital	\$0	\$0	\$0	Black
67712	Empire State Development Grant Funds	ESD	Micatu Inc.	Micatu Capital RC6	\$1,000,000	\$5,450,535	\$0	Green
67723	Empire State Development Grant Funds	ESD	Cargil Inc.	Cayuga Mine #4 Shaft Project	\$2,000,000	\$40,000,000	\$0	Green
67747	Environmental Protection Fund: Parks, Preservation and Heritage Grants	Parks	Village of Montour Falls	Project Seneca Quality of Life Catharine Valley Trail Connector and Bridge	\$119,000	\$264,000	\$0	Green
67799	Water Quality Improvement Project (WQIP) Program	DEC	Southern Tier East Regional Planning Development Board	Regional Municipal Separate Storm Sewer System Asset Mapping Project	\$204,000	\$272,000	\$0	Yellow
67895	ESD - Strategic Planning and Feasibility Studies	ESD	Southern Tier Central Regional Planning and Development Board	Southern Tier Central Regional Planning and Development Board Capital RC6	\$76,250	\$200,000	\$0	Orange
68020	Engineering Planning Grant Program	DEC	Chemung County	Chemung County	\$50,000	\$62,500	\$0	Orange
68074	Empire State Development Grant Funds	ESD	Broome Community College	Calice Advanced Manufacturing Center Capital	\$330,000	\$10,482,680	\$0	Orange
68131	Empire State Development Grant Funds	ESD	North Depot Development LLC	North Depot Development Capital	\$1,500,000	\$11,500,000	\$0	Green
68158	ESD - Strategic Planning and Feasibility Studies	ESD	Village of Horseheads	Village of Horseheads Strategic Plan	\$11,250	\$25,000	\$0	Green
68163	Empire State Development Grant Funds	ESD	Buckingham Manufacturing	Buckingham Manufacturing Company Capital	\$64,000	\$275,000	\$0	Green
68363	NYS Canalway Grant Program	Canals	Corning Museum of Glass	New York Waterways GlassBarge	\$276,330	\$725,414	\$0	Green
68374	Empire State Development Grant Funds	ESD	Otsego Ready Mix Inc.	Otsego Ready Mix Capital	\$385,000	\$1,943,793	\$0	Green
68375	Water Quality Improvement Project (WQIP) Program	DEC	Binghamton-Johnson City Joint Sewage Board	Susquehanna River Stream Restoration and Water Quality Improvement Phase II	\$407,000	\$791,900	\$0	Green
68441	Water Quality Improvement Project (WQIP) Program	DEC	Tioga County Soil and Water Conservation District	Tioga County Hydroseeding Program	\$37,500	\$50,000	\$0	Green
68623	Unemployed Worker Training Program	DOL	Broome Community College	Manufacturing Basics Certification Program	\$75,000	\$75,000	\$0	Orange

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