

STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

“Catalytic, Collaborative, Comprehensive, Competitive”



PLAN UPDATE AND PROGRESS REPORT: 2015

September 2015



**Southern Tier
Regional Economic
Development Council**



REGIONAL ECONOMIC DEVELOPMENT COUNCIL OF THE SOUTHERN TIER PLAN UPDATE AND PROGRESS REPORT: 2015

- I. Executive Summary**
- II. Progress**
 - A. State of the Region
 - B. Status of Past Priority Projects
 - Priority Project Progress
 - Mapped Status of Past Priority Projects
 - Summary of All Past Priority Projects
 - Leverage of State Investment in All Past Priority Projects
 - C. Status of All Projects Awarded CFA Funding
 - Aggregated Status of All Projects
 - Detailed List of Projects Delayed or Terminated
 - Leverage of State Investment in All CFA Projects
 - D. Job Creation
- III. Implementation Agenda**
 - A. Implementation of 2015 State Priorities
 - B. Implementation of Key Regional Priorities
 - C. Proposed Priority Projects
 - Priority Project Descriptions
 - Overall Investment Ratio for Proposed Priority Projects
 - Map of Proposed Priority Projects
 - Proposed Priority Projects Relating to State Priorities
- IV. Work Groups**
 - A. Describe Work Groups
 - B. List Work Group Members
- V. Revitalization Plan:** To be submitted under separate cover



September 21, 2015

Dear Lt. Governor Kathy Hochul:

It has been four years since the Regional Economic Development Council of the Southern Tier adopted its strategic plan. We have undertaken a total of 334 projects, of which 87% are complete or underway. These projects have resulted in the creation of 4,050 new jobs, retention of 12,441 jobs, and leveraging of \$892.5 million. We are on our way to making an impact on our region's economy growth.

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 \$30,000,000 award to support our priority projects in the Round V competition.

The Regional Economic Development Council of the Southern Tier continues to be committed to its vision that capitalizes on its assets, and is forward-looking as transformation will continue under its new Upstate Revitalization Initiative Plan.

Sincerely,

A handwritten signature in black ink that reads "Harvey Stenger". The signature is fluid and cursive, with the first name being more prominent.

Harvey Stenger, Council Co-Chair
President, Binghamton University

A handwritten signature in black ink that reads "Tom Tranter". The signature is fluid and cursive, with the first name being more prominent.

Tom Tranter, Council Co-Chair
President, Corning Enterprises

Regional Economic Development Council of the Southern Tier

Dr. Harvey Stenger, Council Co-chair
President, Binghamton University

Tom Tranter, Council Co-chair
President, Corning Enterprises

Dr. Kathryn Boor
Dean of College of Agricultural and Life Sciences, Cornell University

Patricia A. Cummings
Partner, Leonard & Cummings, LLP

Rich David
Binghamton, Mayor

Martin A. Dietrich
President & CEO, NBT Bank

James Eisel
Delaware County, Chair of County Legislature

Peg Ellsworth
Executive Director, MARK Project Inc.

Dennis Fagan
Schuyler County, Chair of County Legislature

Mike Field
President of Operations and Engineering, Raymond Corporation

Ernest Hartman
Business Manager, IBEW Local 139

Joseph Hauryski
Steuben County, Chair of County Legislature

Mike Lane
Tompkins County, Chair of County Legislature

Diane Lantz
Executive Director, REDEC Relending Corporation

Vacant
State Senate, 52nd District

Barbara Lifton
State Assembly, 125th District

George Miner
President, Southern Tier Economic Growth, Inc.

Judy McKinney-Cherry
Executive Director, SCOPED

Kevin McLaughlin
Executive Director, The Agency, Broome County IDA

Svante Myrick
City of Ithaca, Mayor

Mary George Opperman
Vice President of Human Resources, Cornell University

Kathryn Connerton
President & CEO, Lourdes Hospital

Uttara Prasad
President & CEO, Lin Industries, Inc.

Debra Preston
Broome County, County Executive

Lou Santoni
President & CEO, Greater Binghamton Chamber of Commerce

Thomas Santulli
Chemung County, County Executive

Martha Sauerbrey
Tioga County, Chair of County Legislature

Barbara J. Schindler
President & COO, Golden Artists Colors, Inc.

Linda M. Shumaker
President, Shumaker Engineering & Surveying

Susan Skidmore
City of Elmira, Mayor

Rose Sotak
Town of Union, Supervisor

Daniel Spoor
Vice President, Lockheed Martin Systems Integration

Michael Stamm
President, Tompkins County Area Development

Dr. Candace Vancko
President, SUNY Delhi

A. Scott Welliver
Chairman & CEO, Welliver, Inc.

Lawrence Wilcox
Chenango County, Chair of County Legislature

I. Executive Summary

Overview of Vision and Strategic Objective

Vision

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

Overview of Strategic Objectives

Strategy 1. Energy Efficiency & Renewable Energy Technology

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

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

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

Strategy 3. Health Care 2020

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

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

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

Strategy 5. Economic Development Backbone

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

Objectives:

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

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

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

Strategy #7. Opportunity Agenda

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

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

Overview of Job Creation and Leveraged Investment

Our Record of Accomplishments: 2012-2015

CFA awards for 334 projects <i>87% are complete or underway</i>
81 Priority Projects <i>74% are either complete or underway</i>
4,050 jobs created 12,441 jobs retained
The leverage of 6.3: 1 among all CFA projects 8.5 : 1 among Priority Projects
Total leverage \$892.6 million

Public Engagement



During 2015 the Council took several actions to engage the public and stakeholders in the implementation of its regional strategies and state-wide initiatives, identification of new strategies, and promoting awareness of the region's plan. A total of 17 work groups sessions were held, involving more than 330 participants. Four CFA workshops were held through the region with 152 people in attendance. In addition, an on-line opinion survey was conducted and received 509 individual responses. A detailed description of the work group activity is contained in Section IV of this report.

One-on-one meetings and technical assistance are considered to be among the most valuable tools in identifying projects to implement the Council's strategic economic development plan and achieve support for the Governor's initiatives. Representatives of the regional ESD office and council members were actively engaged in one-on-one meetings with municipal leaders at the county, city, town and village levels to discuss the feasibility of projects, facilitated collaboration among government entities, brought together public and private sector partners, identified resources and linkages to SART, and provided guidance in selecting potential funding paths through the CFA Round 5.

Update on the Southern Tier's Economy

The Southern Tier economy is Upstate's fifth largest in terms of jobs, and accounts for 7% of total jobs and nearly 6% of all firms in the area. Since 2000, the Southern Tier has lost 6% of its labor force, compared to growth at the state and national level (5% and 9%, respectively). Simultaneously, the region's poverty rate continues to rise. The Southern Tier poverty rate was 16% in 2013, slightly above the state's 15%.

Despite these facts, the Southern Tier is making strides. In fact, ***overall wealth is increasing in the Southern Tier.***

- ✓ Since 2009, the median household income of Southern Tier residents has increased by 8%, above the rate of inflation. In 2013, the median household income was just over \$48,000, compared to \$58,000 statewide. The state median income increased by just 5% over the same time period, indicating that growth is stronger in the Southern Tier than the state as a whole.
- ✓ The unemployment rate, at 6.1% in 2014, is slightly below state and national unemployment rates (6.3% and 6.2%, respectively).
- ✓ Since 2009, jobs have been added to food manufacturing, education, health, and professional, scientific and technical services.
- ✓ The Southern Tier is over achieving in terms of global exports and proportion of jobs in STEM-intensive industries.
- ✓ Gross regional production is on the rise, with an estimated increase in gross regional product of nearly 15% between 2011 and 2013. In 2013, the total gross regional product was \$28 billion, up from \$27.2 billion in 2012.
- ✓ In comparison to jobs and firms, the Southern Tier is performing on par with other Upstate regions in terms of total gross metropolitan output.
- ✓ Exports grew to \$37 billion in 2013, and represent nearly 11% of all upstate export activity.
- ✓ The region's STEM-intensive employment base remains relatively strong and the average annual wage of \$72,308 in these industries remains very high compared to the regional average wage of \$42,235.
- ✓ There are signs of movement into the region. Chenango, Delaware, Tioga, and Tompkins counties all experienced growth in the number of residents under the age of 20 moving into the region. In addition, there has been movement into some of the most distressed communities such as Norwich, Elmira and Corning where there is evidence of decreasing residential vacancy rates.
- ✓ Commercial and industrial vacancy rates are declining in the Greater Binghamton area. Both commercial and industrial vacancy rates are down to 10% from a high of 14% in 2012.

Manufacturing, which employs 34,000 workers, remains an area of strength for region in terms of institutional knowledge and employment. Annually, the industry contributes more than \$2 billion and generates \$11.6 billion in exports. It has a location quotient of 2.5, with 8.9 LQ in the Transportation Equipment cluster. It also dominates with an average annual wage of \$61,800, which is 41% above the average for all industries in the region (\$43,700), and the average annual wage in the Transportation Equipment Manufacturing cluster is \$73,800.

The Agriculture Industry has been growing at a steady pace, with an overall employment increase of 23% between 2010 and 2014. Employment in food manufacturing has grown 41% since 2009 with over 1,000 net new jobs, while the food processing cluster increased employment by 18% over the same time period. The location quotient for agriculture is 2.9, and combined with forestry it is 1.9, indicating a strong presence in the economy. Food manufacturing contributes nearly \$4 billion in exports to the regional economy, while crop and animal exports contribute over \$830 million (EMSI). The food and agriculture industry cluster also impacts the region's economy with a jobs multiplier of 2.33 and a sales multiplier of 1.70.

The tourism industry also is growing. Visitor spending reached \$.87 billion in 2011, representing an 18% rise from where it was two years earlier – notably more than the 12% increase reported across Upstate, and on par with New York State's 18% increase.

Tourism jobs increased by 8% between 2009 and 2013. The average annual wage for this sector increased by 15% during the same time period. Adjusted for inflation, the increase was 5%, notably higher than the 1.5% overall dip in the region's private sector wages.

New York State Initiatives

During 2014 and early 2015, the REDC invested energy in supporting the Governor's initiatives and working to advance its economic development plan, with a focus on the following. A description of Southern Tier activities in support of these initiatives are described on pages 75-84.

- ✓ Global NY
- ✓ Southern Tier Start-Up Alliance, our regional Hot Spot
- ✓ Opportunity Agenda
- ✓ Veterans Initiatives
- ✓ NY Rising Community Reconstruction Program
- ✓ Industry Cluster Plan
- ✓ Collaborating with local government to transform the regional business climate
- ✓ Southern Tier Cleaner Greener Plan
- ✓ SUNY 2020

New Regional Initiatives

As a result of the Upstate Revitalization Initiative planning process, the Southern Tier REDC adopted four new initiatives that will drive its next 5-year plan to build an advanced economy. The plan includes the following four initiatives.



Build the Greater Binghamton Innovation Ecosystem

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.



Invest in the Advanced Manufacturing Industry

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.



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. 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.



Promote the Southern Tier's Innovative Culture

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.

Advancing the Southern Tier's Strategic Initiatives in CFA Round V

The Southern Tier proposes thirty-three projects totaling \$30 million in ESD Capital investments to advance both the Governor's Initiatives and the region's industries with the greatest opportunity for ***growth in jobs, wages, private investment, exports and foreign investment and industry clusters***. These industries include Health Care, Advanced Manufacturing, and Agriculture. The projects were deliberately selected to meet these objectives, but also to advance the region's new ***Industry Cluster Plan*** as well as the ongoing commitment to its ***Opportunity Agenda Plan, community reinvestment programs and efforts to engage the hard-to-place workers***.

The cumulative project costs for these thirty-three projects is ***\$332,586,029, with an expected leverage of 11:1***.

These priority projects are driven by a strong foundation of target industries, higher education institutions, the non-profit sector and government agencies. They are geographically disbursed throughout the eight counties, yet have the focus necessary to bring about measureable impact. Examples of signature projects include:

The City of Binghamton's Mixed Use Development at 7 Hawley Street is an anchor project in the revitalization of the city's urban core.

Binghamton University's project to redevelop the former industrial building at 48 Corliss Ave, in the blighted urban core of Johnson City to house its Decker School of Nursing, represents the first anchor in the new Health and Science Technology Park.

Regan Development's Century Sunrise Mixed-Use Redevelopment Project also is a key project in the Johnson City Health and Cultural District. It will stimulate other private investment around Binghamton University's new Health and Science Technology Park and meet the growing demand for rental housing in the area.

Masserson Properties, Inc. will create another exciting tourism destination in Delaware County with the Roxbury Stratton Falls project. Its unique themed lodging facility will attract major tourism traffic, particularly residents from the NYC metropolitan area and international travelers.

Anchor Glass, a major manufacturer in the I-86 Innovation Corridor, will be adding 36 jobs and upgrading a furnace to significantly expand its manufacturing capacity and grow glass product exports.

Cameron Manufacturing, located in the I-86 Innovation Corridor, plans to acquire property and build a 100,000 square foot addition to increase its manufacturing facilities and add 39 jobs; another important addition to the advanced manufacturing industry sector.

DeMets Candy, a foreign owned company in the I-86 Innovation Corridor near Elmira, and will be undertaking an \$18.8 million project involving a 100,000 square foot expansion an addition of 70 jobs.

Elmira College and Lake Erie College of Osteopathic Medicine are collaborating to bring a medical school to the college's campus. It will be a major driver in the revitalization of downtown Elmira.

Corning Community College and two private development companies have collaborated to build a unique Health & Education Complex on the site of the former Corning Hospital. Not only will it bring the college campus to the urban core, but also provide an innovative model of combining a mixed-use market rate housing development with a health and education platform.

The City of Ithaca and Cornell University are taking the first steps to revitalize the College Town area with the relocation of a firehouse and university buildings. It is an exciting project that will impact tourism, attract talent and be one of the first projects in the Promote the Southern Tier's Innovative Culture initiative.

Finger Lakes ReUse is undertaking a major renewable energy project with its *Building Innovation Through Reuse* project in Tompkins County.



II. PROGRESS

A. STATE OF THE REGION

1. General Economic Indicators

a. Private Sector and Public Sector

HOW MUCH DOES THE SOUTHERN TIER CONTRIBUTE TO THE UPSTATE ECONOMY?

The Southern Tier economy is Upstate's fifth largest in terms of jobs. The region's economy accounts for 7% of total jobs and nearly 6% of all firms in the Upstate area.

In comparison to its share of jobs and firms, the Southern Tier is performing on par in terms of total gross metropolitan output and over achieving in terms of global exports and proportion of jobs in STEM-intensive industries.

Gross regional production is on the rise, with an estimated increase in gross regional product of nearly 15% between 2011 and 2013. In 2013, the total gross regional product was \$28 billion, up from \$27.2 billion in 2012.

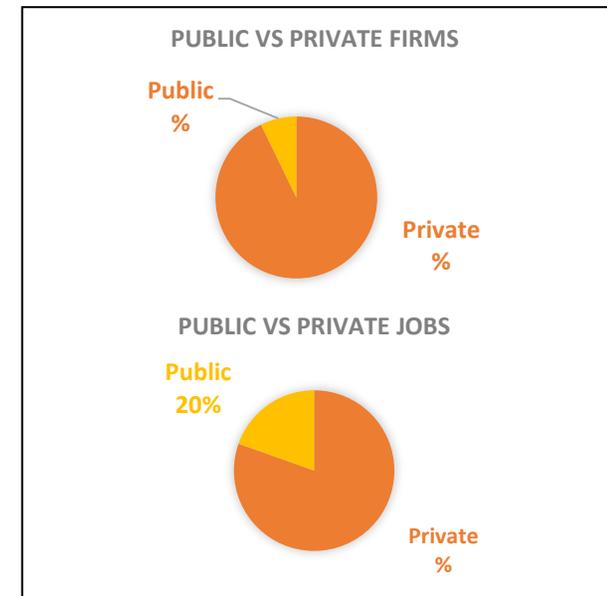
Exports grew to \$37 billion in 2013.

Despite employment losses to the high-export manufacturing industry, the region is still expanding economically.

**SOUTHERN TIER REGION'S PRIVATE AND PUBLIC SECTOR
ECONOMY & INDUSTRY BY THE NUMBERS**

	SOUTHERN TIER REGION	% OF UPSTATE TOTAL	% OF NEW YORK STATE TOTAL
NUMBER OF PRIVATE SECTOR JOBS, 2014	209,674	7.0%	2.8%
NUMBER OF PUBLIC SECTOR JOBS, 2014	50,526	7.7%	3.7%
NUMBER OF PRIVATE ESTABLISHMENTS, 2014	13,873	5.7%	2.3%
NUMBER OF PUBLIC ESTABLISHMENTS, 2014	1,077	11.2%	8.9%
TOTAL NUMBER OF ESTABLISHMENTS, 2014	14,950	5.9%	2.4%
GROSS REGIONAL PRODUCT, 2013	\$28,076,733,025	6.7%	2.1%
EXPORTS, 2013	\$37,101,018,088	10.6%	3.4%
CHANGE IN EXPORTS, 2012 VS 2013	\$661,187,909	9.1%	2.9%
JOBS IN STEM INTENSIVE INDUSTRIES, 2014	30,101	10.8%	4.9%
TOTAL ANNUAL PRIVATE SECTOR WAGES, 2014	\$9,149,961,125	6.4%	1.8%
AVERAGE ANNUAL PRIVATE SECTOR WAGE, 2014	\$43,639	91.1%	64.9%

TOTAL ANNUAL PUBLIC SECTOR WAGES, 2014	\$2,224,364,343	6.4%	2.8%
AVERAGE ANNUAL PUBLIC WAGE, 2014	\$44,024	82.5%	75.0%
TOTAL ANNUAL ALL INDUSTRIES WAGES, 2014	\$11,374,325,468	6.4%	2.0%
AVERAGE ANNUAL ALL INDUSTRIES WAGE, 2014	\$43,714	89.4%	66.3%



Increase in number of small private firms. The increase in small firms compared to a decrease in large firms is an indicator of the strength of small business in the Southern Tier, as well as the growing and healthy entrepreneurial community. In the years since the recession, the Southern Tier has seen a net increase of 186 in the number of private firms. The majority of these firms were small, with less than three employees total. Net firm growth between 2009 and 2014 varied by county; Broome, Schuyler, Steuben, Tioga, and Tompkins all had net growth, while Chemung, Chenango, and Delaware lost firms (QCEW, 2014).

It's important to note that Binghamton University is included in the public sector, while Cornell University is included in the private sector.

b. Total for Region

Economy & Industry by the Numbers

**TOTAL REGION
ECONOMY & INDUSTRY BY THE NUMBERS**

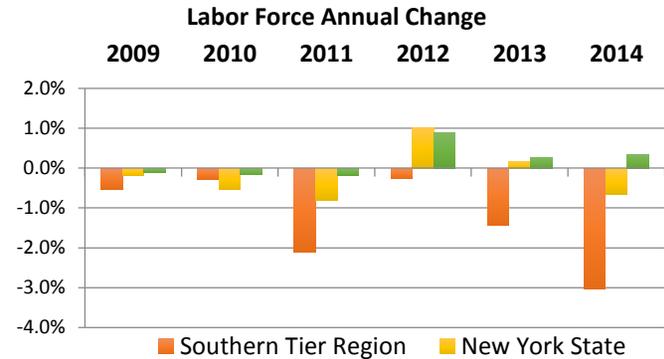
	SOUTHERN TIER REGION	% OF UPSTATE TOTAL	% OF NEW YORK STATE TOTAL
TOTAL NUMBER OF ESTABLISHMENTS, 2014	14,950	5.9%	2.4%
NUMBER OF JOBS, 2014	260,200	7.0%	3.0%
JOBS IN STEM INTENSIVE INDUSTRIES, 2014	30,101	10.8%	4.9%
TOTAL ANNUAL ALL INDUSTRIES WAGES, 2014	\$11,374,325,468	6.4%	2.0%
AVERAGE ANNUAL ALL INDUSTRIES WAGE, 2014	\$43,714	89.4%	66.3%
GROSS REGIONAL PRODUCT, 2013	\$28,076,733,025	6.7%	2.1%
EXPORTS, 2013	\$37,101,018,088	10.6%	3.4%
CHANGE IN EXPORTS, 2012 VS 2013	\$661,187,909	9.1%	2.9%



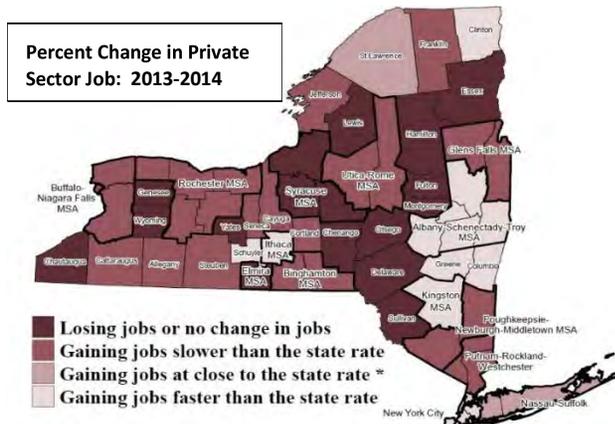
c. Workforce

With a labor force of 312,500, the region has the sixth largest labor market in Upstate. Over 23,000 (7.5%) of these people were without jobs in 2013. Moreover, 42% (over 227,000) of people (over age 16) are not in the labor force. This includes those who have disabilities, are retired, go to school full time, or have stopped looking for work. Bringing more of these potential workers back into the labor force is key to the region's economic future.

- A shrinking labor force.** Since 2000, the Southern Tier has lost 6% of its labor force, compared to growth at the state and national level (5% and 9%, respectively). Every county in the region, with the exception of Tompkins County, lost labor force over the same time period. Broome and Chemung lost the most, 10%, followed by Delaware, Schuyler, and Tioga each with 9% loss. As the labor force decreases in the region, it inhibits the ability of firms to fill available or new positions, and thus constrains economic growth.



Source: NYS DOL



- Long-term job loss.** The region lost more than 16,000 jobs since 2000, with a loss of over 3,900 just since 2009. The Southern Tier lagged behind statewide job growth, as state jobs have increased by 6% since 2000. The Binghamton Tri-City area lost the most jobs, more than 12,500 and 16% of all current jobs, since 2000. Chenango, Schuyler, and Tompkins were the only counties to gain jobs over the decade, with Tompkins contributing a net increase of 2,150 jobs (NYS DOL).

d. Average Annual Employment

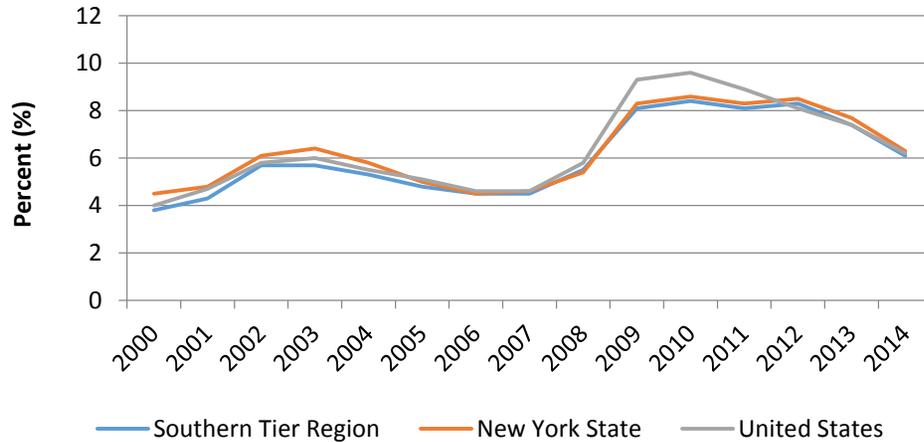
- **Manufacturing, a bedrock of the Southern Tier economy**, has lost 35% in employment since 2000 but continues to be the second largest employment sector behind health care. The manufacturing sector employs over 34,000 individuals, which represent 13% of all workers in the region.
- **Transportation Equipment Manufacturing sector continues to be a powerhouse** with location quotient of 8.9% and 70 anchor and supply chain businesses employing 11,000 workers throughout the region. It carries the highest average wage in the region at \$73,800. This cluster has the highest level of exports at \$4 billion in 2013.
- **Food and Agriculture manufacturing employment is growing.** The food and agriculture industry employs 4,762 individuals. Employment grew nearly 23% (884 jobs) between 2010 and 2014. The Southern Tier is home to more than 6,600 farms and possesses agricultural assets ranging from Cornell's commitment to the industry in Cornell Cooperative Extension to the thriving dairy industry. These advantages have allowed for growth in the region's agriculture and food manufacturing industry. Employment in food manufacturing has grown 41% since 2009 with over 1,000 net new jobs, while the food processing cluster increased employment by 18% over the same time period (UBRI). The location quotient for agriculture is 2.9, and combined with forestry it is 1.9, indicating a strong presence in the economy. Food manufacturing contributes nearly \$4 billion in exports to the regional economy, while crop and animal exports contribute over \$830 million (EMSI). The food and agriculture industry cluster also impacts the region's economy with a jobs multiplier of 2.33 and a sales multiplier of 1.70.
- **Employment in service-related industries is rising.** Between 2000 and 2014, employment in health care, arts and entertainment, and hospitality increased by 16%, 17%, and 18%, respectively. The two latter industries support the growing tourism industry in the Southern Tier, and are indicative of growth in this area. Other industries also expanded employment, including company management (7%), other services (10%), and agriculture (13%). Even though wages in these industries remain below the Southern Tier average (the highest average wage in the above industries is \$40,800 in health care, below the regional average of \$43,714) (NYS DOL), expanded employment opportunities still drives economic growth and is balanced by the lower cost of living.

MANUFACTURING IS STILL AN AREA OF STRENGTH

Manufacturing is still an area of strength for the Southern Tier in terms of institutional knowledge and employment.

- Employs 34,000 individuals.
- Contributes more than \$2 billion to the region in payroll each year.
- \$11.6 billion annually in exports.
- Location quotient of 2.5, with 8.9 LQ in the Transportation Equipment Manufacturing cluster.
- Average annual wage of \$61,800, which is 41% above the average for all industries in the region (\$43,700).
- Average annual wage in the Transportation Equipment Manufacturing cluster is \$73,800.

Unemployment Rate (2000-14)



Source: NYS DOL

UNEMPLOYMENT DOWN IN POST-RECESSION YEARS

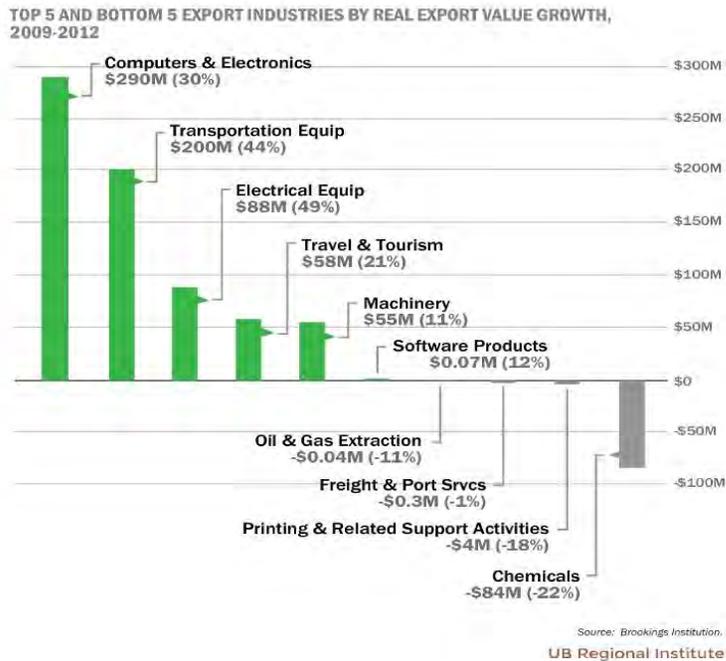
The Southern Tier's unemployment rate, at 6.1% in 2014, is slightly below state and national unemployment rates (6.3% and 6.2%, respectively). This is down from a 14 year high of 8.4% in 2010, during the height of the recession. All counties in the region have an unemployment rate between 6% and 7%, though Tompkins County had a lower unemployment rate at 4.3% in 2014 (NYS DOL).

- **Lower average wage than the state.** The average wage in the Southern Tier was just over \$43,700 in 2014, an 8% increase from 2010. However, this was below the New York State average wage of \$65,900. An additional challenge is that of the top five industries by employment in the Southern Tier, only two had average wages above the state (manufacturing and educational services). While the cost of living is lower in the Southern Tier than other parts of the state, the lower average wage earned for occupations in the Southern Tier is a barrier to attracting talent from outside of the state.
- **Lower average wages in key population centers.** The average wage in Binghamton across all industries was just over \$40,400 in 2014—below the average wage for the region and far below the average for the state. Elmira's average wage was on par with the regional average. Corning had the highest average wage of all the metropolitan areas at \$51,400, while Ithaca had an average wage of \$47,700. As with the region in general, competitive wages are essential for attracting talent and population to areas—an even more critical need for the Southern Tier's urban areas (QCEW, 2014). Manufacturing had one of the highest average wages in the Southern Tier at \$61,800 in 2014, 41% above the regional average of \$43,700.

e. Gross Regional Production

Gross regional production is on the rise, with an estimated increase in gross regional product of nearly 15% between 2011 and 2013. In 2013, the total gross regional product was \$28.2 billion (EMSI, 2013) and \$27,288,815,664 in 2012. These figures show that despite losses to the high-export manufacturing industry, the region is still expanding economically.

f. Value of Regional Exports and Change in Exports Value



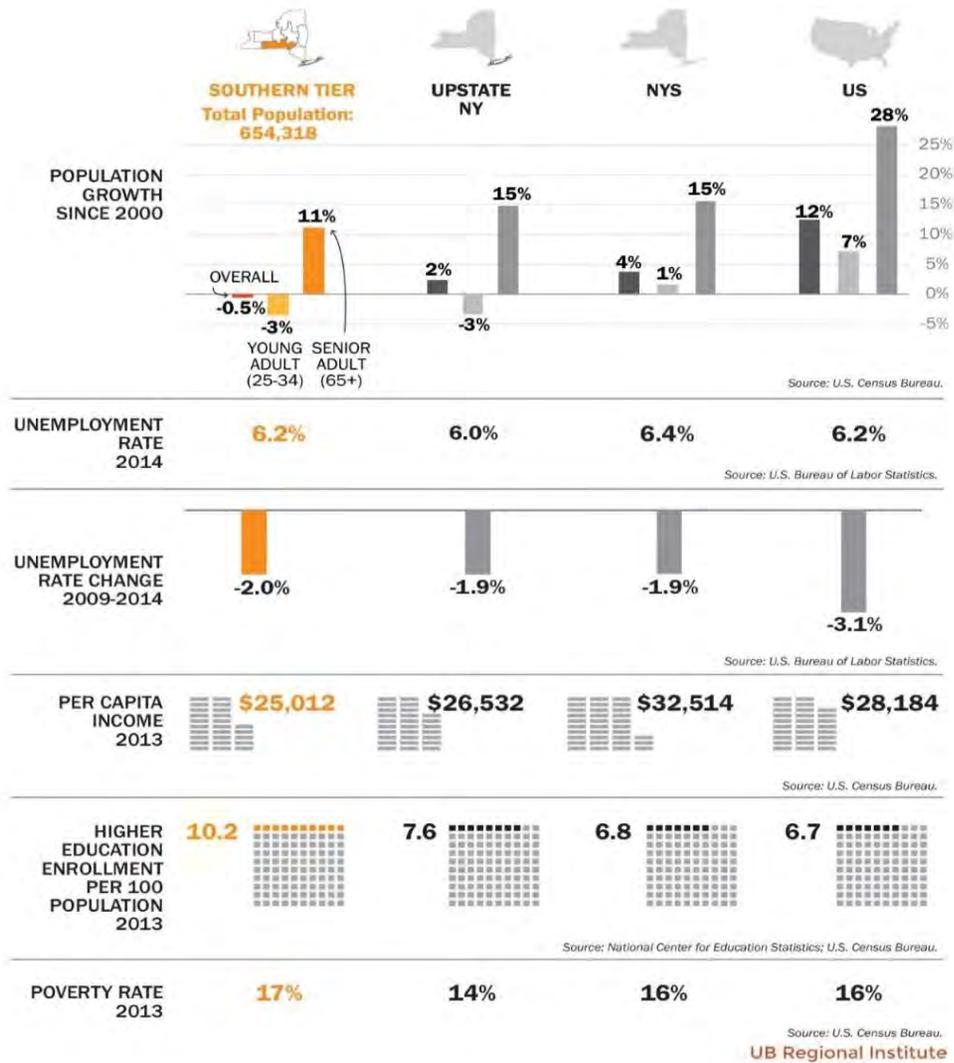
EXPORTS

The Southern Tier region has continued to grow global exports, with a total of \$37 billion in 2013.

The Computer & Electronic exports, a major part of the Transportation Equipment Manufacturing Industry Cluster, grew more than any other category of global exports – by \$290 million.

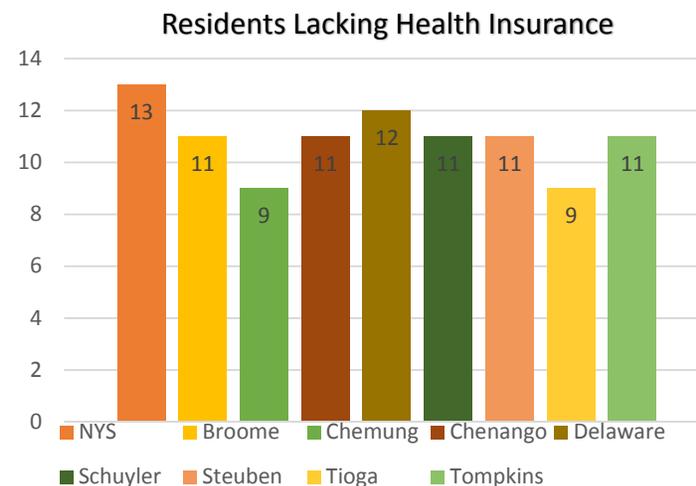
2. Quality of Life Indicators

a. Demographics



b. Share of residents lacking health insurance
(NYS vs Region)

The number of adults under age 65 without health insurance in New York State is 13%. The Southern Tier scores favorably in comparison, with the highest share reaching 12% in Delaware County.



Source: NY County Health Rankings 2015.

c. Poverty status of residents

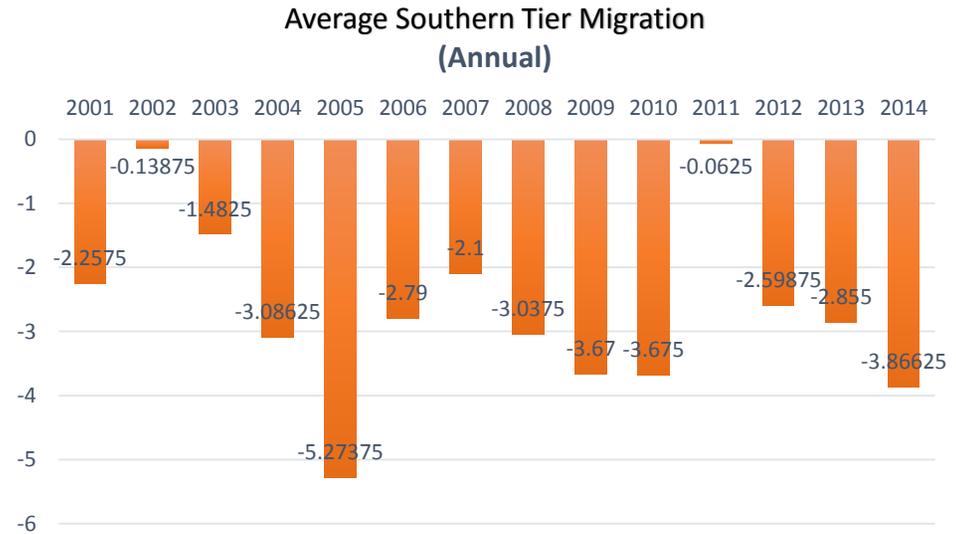
The poverty rate is rising. The Southern Tier poverty rate was 16% in 2013, slightly above the state’s 15%. This means that 16% of Southern Tier residents were living below the poverty threshold, held at \$23,800 for a family of four in 2013. Since 2011, the poverty rate has increased by just under one percentage point in the region, despite decreasing poverty rates in some counties, including Chemung, Delaware, and Tioga counties (ACS 09-13).

There were 60,965 residents living in poverty in the Southern Tier in 2013, with an average labor force participation rate of 46%, just below the 49% at the state level. The average unemployment rate among those living in poverty was 26%, compared to an unemployment rate of 8% for all socio-economic groups. Broome County and Tompkins County had the largest number of individuals living below the poverty line, 19,531 and 14,300, with unemployment rates 29% and 11% among this population, respectively. However, Tioga County and Chenango County have the highest rates of unemployment among those living in poverty, 36% and 31%. This is compared to the statewide rate of 30%.

The county rates described above reflect many persons living in rural areas; however, the highest concentrations of poverty are in the major urban communities of Binghamton, Johnson City, Endicott, Elmira, Norwich and Hornell.

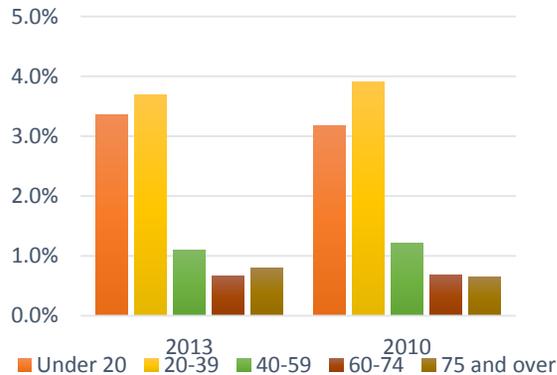
d. **Migration** (% living in same region as previous year, % leaving NYS)

Movement out of the region. In every year since 2001, residents have migrated out of the Southern Tier. In 2014, 3.9% of the region’s residents migrated outside of the Southern Tier, with the highest outward migration in Chemung, Tioga, and Steuben counties (8.4%, 6.9%, and 6.9%, respectively).



Source: Cornell PAD

Southern Tier Proportion of Residents Moved from Different State



Movement into the region for select age groups. Chenango, Delaware, Tioga, and Tompkins counties all experienced slight growth in the number of residents under the age of 20 moving into the region from a different state, likely a reflection of the healthy higher education industry. However, Chemung and Tioga also experienced growth in the number of adults in the 20-39 and 40-59 age groups moving from other states, and Tompkins had an increase of 1.6 percentage points in the number of 20-39 year olds moving from abroad (Census Bureau, 2013). This shift may be an early indication that the loss of young people experienced by the region over the past few decades may be counteracted by movement into the region.

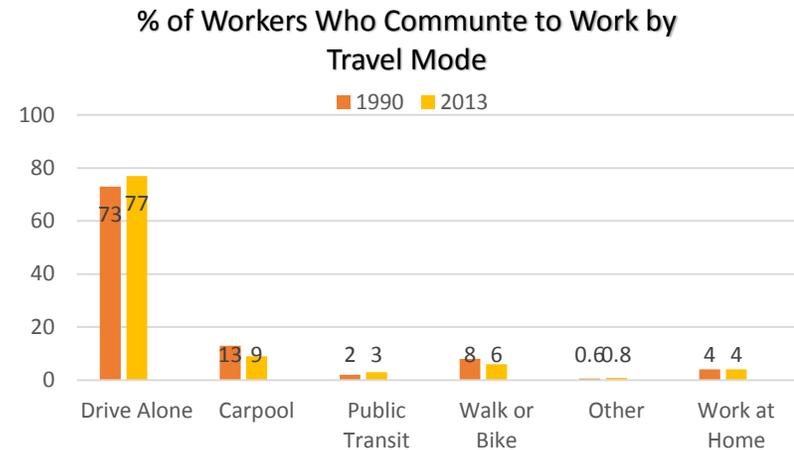
Source: U.S. Census Bureau

Movement into distressed areas. Chemung and Steuben counties, including the metro areas of Corning and Elmira, had 2.3% of total population move from out of state, second only to Tompkins County in the region and above the regional average. Though the populations in Hornell and Norwich are small, relatively large proportions of select age groups are relocating to these cities from other counties or outside the state. In Hornell, 6.2% of 20-39 year olds moved from a different county in New York and 9.7% did the same in Norwich—the highest proportions other areas in the Southern Tier. In addition, 5.9% of Norwich residents ages 20-39 moved there from out of state, second only to Ithaca’s 8% in the region. Binghamton and the surrounding area continues to struggle in attracting population, with proportions of residents from other counties and other states lower than the regional average (ACS 09-13).

e. Commuting (% working in region of residence)

The Southern Tier is a rural region requiring a growing share of workers to drive alone to work. 77% of workers in the Southern Tier drive alone to work, which is slightly above the share for Upstate (76%). More are driving to work since 1990 when the region was on par with the Upstate benchmark of 73%. In terms of mode share, all alternative methods to get to work have declined except for public transportation, which has 2,500 more commuters than in 1990, a 45% increase in ridership.

Source: U.S. Census



There are several transit systems in the Southern Tier including Broome County Transit (Greater Binghamton), Tompkins County Area Transit (TCAT), the Steuben County Public Transit System and the Chemung County Transit System (CCTS) that also provides inter-county service to destinations including Corning, Watkins Glen, Ithaca and parts of Tioga County.

Though public transit ridership in the Southern Tier is up, it is not necessarily connecting workers to higher paying jobs. Workers who regularly commute by transit earn \$17,600 annually, or just over half of what workers who drive alone to work earn. This income gap compares unfavorably to state and national benchmarks where public transit users earn nearly the same as the average worker. This suggests workers with limited access to a vehicle, who live in areas where transit is accessible, are unable to reach higher paying jobs. Workforce development initiatives near employment centers and focusing growth near transit could expand economic opportunity to more workers in the region.

Public transit may not meet the transportation need for everyone. *Carpooling* has shown a 45% increase in ridership). Carpooling remains the most common way of getting to work besides driving alone, although fewer people share rides now than in 1990. A larger

share (6%) of workers bike or walk in the rural Southern Tier than Upstate at large (5%). In fact, though far fewer walk to work, the share of workers biking in the region has increased by over 50% since 1990.



Chemung and Steuben counties are piloting rideshare (carpooling) software. 511NY Southern Tier Rideshare is a free commuter and traveler information ride-matching service. The free website provides information on smarter travel options including carpooling, transit and bicycling. 511NY Southern Tier Rideshare is supported by Chemung and Steuben Counties, the New York State Department of Transportation and the Federal Transit Administration to provide. C-Tran, a mass transit provider, is part of the 511 service and provides a shopper shuttle between multiple malls in Chemung County, as well as commuter routes to Ithaca, Corning and Owego in Tioga County. There are additional ride-share programs in the region including Tompkins County Rideshare Coalition and Broome-Tioga Greenride.

f. Estimated Visitor Spending

TOURISM EMPLOYMENT, GROWTH AND COUNTY LEVEL SPENDING BENCHMARKED			
	SOUTHERN TIER	UPSTATE NY	NYS
TOURISM AS % TOTAL EMPLOYMENT, 2013	4.4%	5.1%	5.3%
TOURISM EMPLOYMENT GROWTH, 2009-13	8%	6%	11%
COUNTY GOVERNMENT CULTURE & RECREATION EXPENDITURES PER CAPITA, 2013	\$25.94	\$26.31	N/A

Source: NYS Department of Labor; NYS Office of the NYS Comptroller; U.S. Census Bureau. Tourism employment reflects private sector employment

VISITOR SPENDING

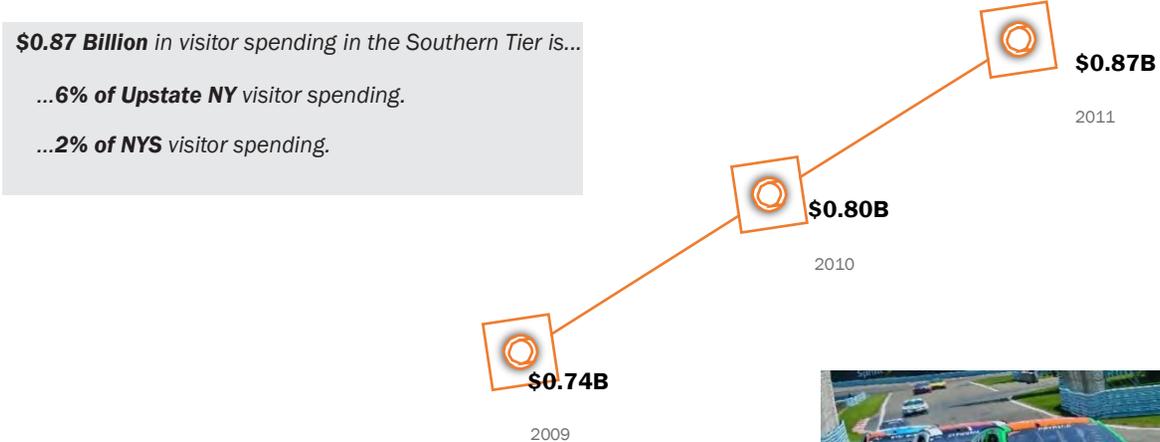
The Southern Tier is attracting more tourists every year. From the Corning Museum of Glass, which enjoys an estimated 440,000 visits a year and \$12.4 million in visitor revenue, to the Watkins Glen Racetrack, to the waterfalls of Ithaca, the region has a lot to offer tourists.

Visitor spending reached \$.87 billion in 2011, representing an 18% rise from where it was two years earlier – notably more than the 12% increase reported across Upstate, and on par with New York State’s 18% increase. Tourism jobs have increased by 8% between 2009 and 2013, outpacing private sector employment growth which increased by less than 1% over this period. The average annual wage for this sector increased by 15% during the same time period. Adjusted for inflation, the increase was 5%, notably higher than the 1.5% overall dip in the region’s private sector wages.

Visitor spending in the Southern Tier grew 18% between 2009 and 2011, outpacing Upstate trends.

Visitor spending on lodging, food services, transportation, recreation and retail reached \$0.87 billion in 2011, representing an 18% rise from where it was two years earlier. This increase is notably more than the 12% increase reported across Upstate, and on par with New York State's 18% increase in overall visitor spending. While the Southern Tier outperformed all other Upstate regions in growing visitor spending over this period, total visitor spending in the region represents a relatively small 6% of total visitor spending across Upstate and an even smaller 2% of the statewide total. *Source: Tourism Economics*

**SOUTHERN TIER REGION'S VISITOR SPENDING
2009 TO 2011**



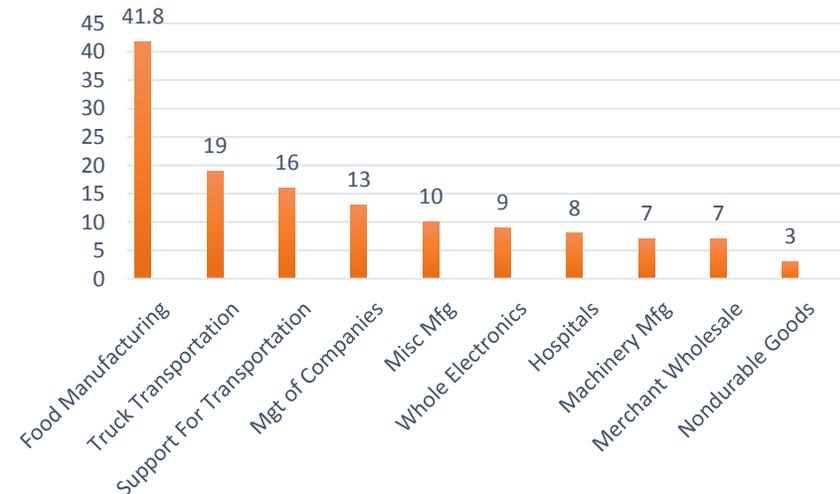
*SIAT visit to Watkins Glen International
August 2015*



3. Key Regional Indicators

- STEM-intensive industries are growing.** Scientific Research & Development Services and Data Processing, Hosting & Related Services both grew by over 88%. In the Southern Tier economy, STEM-intensive industries' share of jobs is 14.5% of all employment. Employment across all STEM-intensive industries declined by 10%; however, the region's STEM-intensive employment base still remains relatively strong and the average annual wage of \$72,308 in these industries remains very high compared to the regional average wage of \$42,235.
- The region has strong industry clusters, with a particular strength in manufacturing.** The overall region's manufacturing sector employs the second highest number of residents, making up 13% of total workers in the region (above the 5% and 9% respectively for the state and nation). The location quotient for manufacturing is 2.5, indicating a concentration of manufacturing in the regional economy. In subsets of the manufacturing industry location quotients are higher; transportation equipment manufacturing has a location quotient of nearly 9, illustrating a long history of success in the region due to companies such as Corning Incorporated, Raymond Corporation, Borg Warner, Lockheed Martin, Dresser-Rand and others driving employment and exports. Manufacturing accounts for the most exports out of the region, over \$11.6 billion in 2013 (EMSI), nearly one third of total regional exports. The manufacturing industry boasts high annual wages at \$60,862 in the overall advanced manufacturing industry; and \$73,800 in the transportation equipment manufacturing cluster. In addition, the transportation equipment manufacturing cluster has a jobs multiplier of 2.46 and a sales multiplier of 1.68.
- Both goods and service providers are among the fastest growing and higher wage industries with Food Manufacturing growing the most.** This industry cluster grew 41% or by 1,033 net new jobs between 2009 and 2013. The average wage is \$48,027, about \$5,800 a year higher than the regional average. Truck Transportation and Support Activities for Transportation were also among the region's fastest growing industries paying higher than average wages. Both grew nearly 20% in recent years. Overall, employment in higher wage industries fell by 3% between 2009 and 2013, while employment in lower wage industries grew 5%. This suggests growth supports may be needed most for higher wage industries as they better support a population that is economically self-sufficient and increase overall regional wealth.

High Growth, High Wage Industries
2009-2013

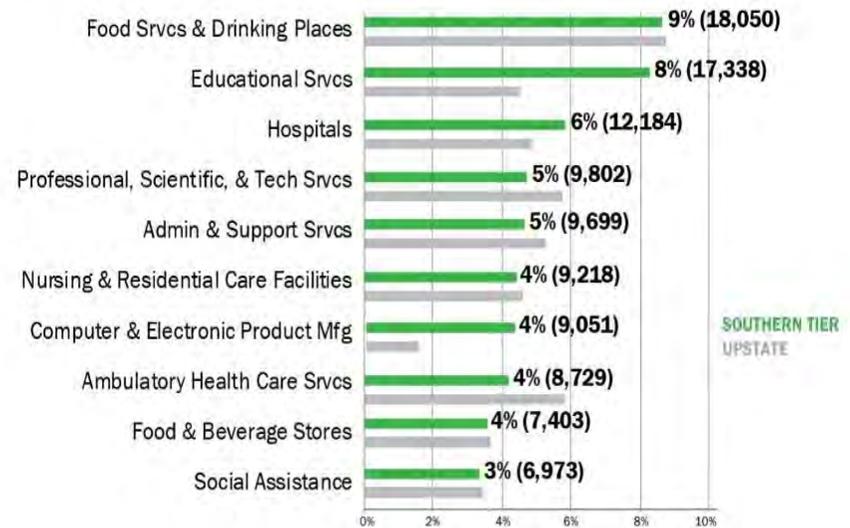


Positive Trends and Opportunities

- Top industries have been adding jobs.** Ten leading industries account for about half of jobs in the region. Although many are service providers related to food and beverage, there has been job growth in food manufacturing, education, health, and professional, scientific and technical services. Most of the region's top ten industries have added jobs since 2009. Although its employment declined slightly, the Educational Services industry remains a regionally significant source of jobs, exhibiting a larger than average share of employment when compared with the rest of Upstate. This is particularly significant with Binghamton University's goal to increase enrollment from 16,000 to 20,000 by 2020 and adding 250 faculty.

The region's economy also added a total of 1,595 jobs in the food & agriculture industry cluster between 2009 and 2013. Food manufacturing in particular was a leader, adding over 1,000 jobs. Additional industry clusters that are expanding include information technology, forest products and back office services.

TOP 10 INDUSTRIES BY EMPLOYMENT AND SHARE OF TOTAL PRIVATE EMPLOYMENT, 2013



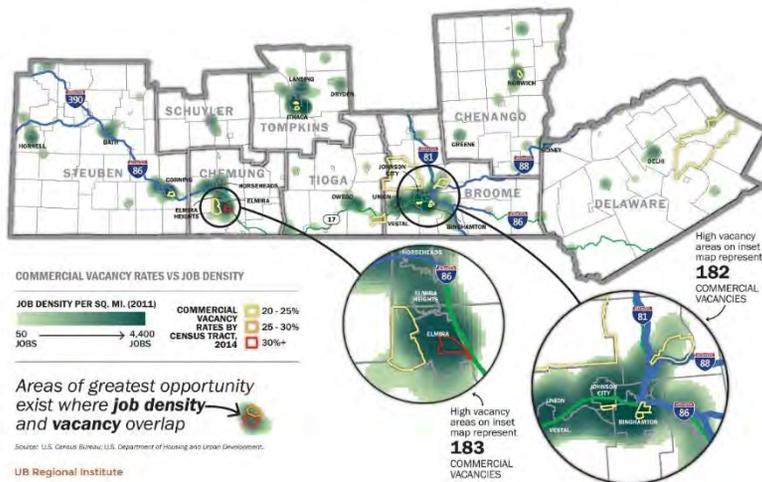
Source: NYS Department of Labor.

UB Regional Institute

- Increasing diversity.** The Southern Tier is not as racially diverse as New York State, with 90% white residents compared to 66% at the state level. However, since 2000, the number of white residents has declined in the Southern Tier by 3%, and populations of African American and other racial/ethnic groups have increased by 24% and 30%, respectively, leading to a more culturally diverse population (ACS 09-13).
- Residential vacancy remains steady,** the proportion of vacant housing units in the region grew just 1 percentage point since 2000, reaching 14% in 2013. This compares to a vacancy rate of 11% statewide. Vacancy rates have decreased in Hornell, Norwich and Elmira, and stayed flat in Corning at 15%. Binghamton's vacancy rate has increased to 11%, a 3 percentage point increase (ACS 09-13). The consistent vacancy rate indicates that the housing market suits the needs of the region, but has the flexibility to accommodate growth.

- Commercial vacancy rates declining in Greater Binghamton area.** For the second quarter of 2015, the overall office vacancy rates for the Greater Binghamton area have declined from 14% in 2012 to 10.3%. In addition, the overall net rental rate for office space has also maintained a steady increase. With regard to industrial space in the area, vacancy rates hit their lowest point at the end of 2014 with a vacancy rate of 10%, a significant decrease from a high of 13% in 2011. Overall occupier activity of industrial space shows a significant increase in leasing activity and user sales activity in this sector.

High vacancy rates in job dense areas offer potential development opportunities.



Areas with high commercial vacancy rates tend to be concentrated near areas with the greatest employment density—Greater Binghamton, Elmira, Ithaca and Hornell. The Greater Binghamton area has a high concentration of jobs and contains 29% of the region’s unused commercial spaces (651 vacant addresses). Elmira, Ithaca and Corning also have an abundance of unused commercial property. The City of Hornell, an anchor on the western portion of the region, has 53 vacant commercial addresses, 31 of which have been unoccupied for three years or more. Census tracts highlighted in yellow, orange or red have vacancy rates of at least 20%. Across the region, these account for 23% of all vacant commercial addresses. This abundance of vacant commercial space, in areas that are already developed, provides an opportunity for economic growth through reinvestment while preventing the costly consequences of sprawl.

- Overall wealth is increasing in the Southern Tier.** Since 2009, the median household income of Southern Tier residents has increased by 8%, above the rate of inflation. In 2013, the median household income was just over \$48,000, compared to \$58,000 statewide. However, the state median income increased by just 5% over the same time period, indicating that growth is stronger in the Southern Tier than the state as a whole (ACS 09-13).
- Education.** Adults age 25 and older in the Southern Tier Region have less education than their counterparts in Upstate, New York State and across the nation. Over half (55%) of adults in the region have at least some college education compared to a higher share (59-60%) across benchmark geographies. Although the Southern Tier has a smaller share of adults with a higher education, the region has a slightly lower percentage of high school drop outs (10%) than Upstate overall (11%). Nevertheless, those without a high school diploma typically face greater obstacles to finding higher wage jobs than their more educated counterparts.

- ✓ **Highest proportion of students and graduates in the state.** Of the Southern Tier's population, 13.2% are either undergraduate or graduate students, above the 10.2% statewide. In addition, due to the presence of Binghamton University, Cornell University, Corning Community College, Elmira College, Ithaca College, SUNY Broome, SUNY Delhi, and Tompkins-Cortland Community College, the Southern Tier is home to 4.5% of all students enrolled in the state, yet just 3.4% of the total population (Census Bureau, 2013). Of the 17,000 degrees granted in 2013, over 8,400 degrees were granted in the fields of business, engineering, education, health, social sciences, and liberal arts. These graduates fuel the workforce pipeline for many of the region's top industries which are related to health, administration and education. Local graduates can also help fuel industries with higher shares of aging workers, especially Educational Services. The Southern Tier's share of engineering graduates is higher than any other Upstate region—a comparative strength for the region. These graduates can support industries with a high potential for STEM employment, such as Electronic Instrument Mfg, which more than doubled in jobs from 2009 to 2013. However, as employment in STEM-intensive industries declined by 10% overall from 2009 to 2013, there may not be enough employment opportunities to keep these STEM graduates in the region. Retaining this young talent and aligning them with local employers could be a key to future economic prosperity in the region.
- ✓ **Innovation.** The region's innovative performance has grown, with higher levels of R&D, more patents, and more STEM graduates. Although jobs in the region's STEM-intensive industries declined in recent years, the innovative landscape for this region remains strong, according to key measures. Per capita R&D spending is up nearly 50% since 2000. Patents are also growing, up 24% since 2000. Meanwhile, 34% of graduates in the region are awarded a STEM degree—up from 22% in 2000 and 31% in 2010. While nearly a quarter or more of all STEM degrees and R&D expenditures across Upstate are generated in the Southern Tier, the region contributes notably smaller proportions to patents, new firms and employment at young firms. It is important to note that a portion of patents also are held by major companies such as Corning Incorporated with policies that limit spin-off activity.

BY THE NUMBERS	SOUTHERN TIER	AS % OF UPSTATE TOTAL
PATENTS 2009-2013	2,106	8%
NUMBER OF NEW FIRMS, 2014	680	3%
EMPLOYMENT AT YOUNG FIRMS (0-5 YEARS), 2013	12,609	6%
DOCTORATES, 2013	977	19%
STEM DEGREES, 2013	4,652	22%
R&D EXPENDITURES, 2013	\$397.3M	26%

Source: U.S. Patent and Trademark Office; U.S. Census Bureau; National Center for Education Statistics; Reference USA.
UB Regional Institute



B. STATUS OF PAST PRIORITY PROJECTS

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

Action	Progress and Measurable Results	Status
<p>SUNY Delhi Subsurface Water Disposal and Irrigation CFA-III-29804</p> <p>Objective: To employ state-of-the-art energy technology, create a national model of energy efficiency and environmental effectiveness, and create manufacturing and health service sector jobs in an economically disadvantaged county by enabling and motivating expansion plans for three employers.</p>	<p>SUNY Delhi received a CFA Round 3 award of \$720,000 to undertake an interregional project involving development and installation of cutting edge energy technology to transfer waste water treatment into retention pond(s) or storage, subsurface infiltration and use of an energy-efficient renew/reuse irrigation system.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Supports expansion of three major employers in Delhi area. ✓ Job Creation: 112 ✓ Leverage: \$3,600,000 ✓ Preserves the NYC Watershed and the West of the Hudson NYC Watershed region by mitigating out-take demands on the Little Delaware River. 	<p>✓ Underway</p> <p><i>Project began Spring 2015.</i></p>
<p>Binghamton University Southern Tier High Technology Incubator CFA-II-14550</p> <p>Objective: Innovation, commercialization and job creation through industry-university collaboration and high-tech infrastructure. Focus on smart energy, transportation, microelectronics, and healthcare.</p>	<p>The project received a \$7,000,000 award in CFA Round 2. The 24,000 square foot incubator will provide high-tech infrastructure for up to 12 companies focusing on research and development in energy, microelectronics, and healthcare. It will include specialized laboratories, a battery and supercapacitor enablement lab, a solar cell fabrication lab and other features associated with industry-based science and technology research, development and manufacturing.</p> <p>The \$13,000,000 project is being built in a distressed area of downtown Binghamton that also is a targeted Opportunity Agenda area. It is being undertaken in partnership with private industry, Broome County, and the Broome County Industrial Development Agency.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$6,000,000 ✓ Creation of 12 companies and 900 jobs over the next 9 years. 	<p>✓ Underway</p> <p><i>Construction began in Spring 2015. Facility opening planned for 2016</i></p>

Bates-Troy Heat and Power Co-Gen Production Facility
CFA-II-15918

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

Bates-Troy is among the largest commercial laundries in the Northeast. The project received \$380,000 in CFA Round 2, and the Regional Council provided an additional \$200,000 from reallocation of funds from a terminated project. This project involves the installation of a Combined Heat and Power (CHP) unit that will result in an efficient cogeneration power unit, reduced utility costs, and competitive access to out-of-state markets. The company is collaborating with Binghamton University researchers to boost the efficiency of dryers from 60% to 90%, and also is working with NYSERDA to create a model for commercial laundry facility with the highest level of energy efficiency in the country.

Measurable Results:

- ✓ National model for energy efficiency.
- ✓ Job Creation: 55
- ✓ Leverage: \$1,085,000

✓ **Complete**

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

Action	Progress and Measurable Results	Status
<p>Granite Works CFA-IV-39755</p> <p>Objective: The building project will allow the company to better preserve raw materials moving it to inside storage. This will provide for a better final product and lower production costs. New equipment will increase capacity and efficiency driving higher margins.</p>	<p>The project received a \$300,000 award (\$150,000 Excelsior and \$150,000 Regional Council Capital Fund) in CFA Round 4. Granite Works, LLC, will build a storage warehouse for granite and quartz slab inventory which will include a 5 ton crane to unload tractor trailers. In addition, the new building will be connected to the fabrication facility and house project related new machinery and equipment such as a water jet combination cut saw and inline edge polisher.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 5 ✓ Job Retention: 21 ✓ Leverage: \$1,250,000 	<p>✓ Pending</p> <p><i>Company is considering private and other public sources of funding for project. Offer not yet signed.</i></p>

Emhart Glass
CFA-IV-41891

Objective: The project will improve the conditions of the manufacturing operation, provide for a much better corporate image, and contribute to increased profitability for the business unit.

The project received a \$1,650,000 Regional Council Capital Fund grant award in CFA Round 4. Emhart Glass Manufacturing, Incorporated will acquire and relocate into the former Sikorski Hawkworks Building. The project will renovate the existing 7,500 sq ft office space and construct a 6,400 sq ft addition on the south end of the building.

Measurable Results:

- ✓ Job Retention: 111
- ✓ Leverage: \$9,725,000

✓ **In Process**

Company has proposed a reduced budget and is working with RO on revised offer.

Sportsfield Specialties
CFA-IV-41313

Objective: The additional manufacturing space and equipment will allow the company to increase capacity to meet growing demand from both the outdoor and indoor sports construction markets.

The project received a \$900,000 Regional Council Capital Fund grant award in CFA Round 4. Sportsfield Specialties, Incorporated will construct a 57,000 square-foot addition to the west side of its existing facility and also purchase new metal processing equipment.

Measurable Results:

- ✓ Job Creation: 37
- ✓ Job Retention: 58
- ✓ Leverage: \$6,056,719

✓ **Underway**



Precision Filters
CFA-IV-42935

Objective: The investment is necessary to expand capability and meet industry standards.

The project received a \$12,000 Regional Council Capital Fund grant award in CFA Round 4. Precision Filters, Incorporated will purchase additional equipment including magazines and feeders to upgrade the company's pick and place machine. The machine places surface mount devices on printed circuit boards. The investment is necessary to expand capability and meet industry standards.

Measurable Results:

- ✓ Job Creation: 10
- ✓ Job Retention: 28
- ✓ Leverage: \$60,243

✓ **Underway**

Pacemaker Steel
CFA-IV-41920

Objective: To expand operations and diversify product offerings.

Pacemaker Steel & Piping Co. Inc. received a \$223,000 award in CFA Round 4 for a facility expansion that allowed the company to diversify its steel manufacturing production to create a cost effective entry into the steel manufacturing market. The expansion consisted of acquisition of additional land for their metal manufacturing and fabrication operations and the purchase of machinery and equipment for product development.

Measurable Results:

- ✓ Job Creation: 5
- ✓ Job Retention: 25
- ✓ Leverage: \$892,000

✓ **In Process**

Hilliard Corporation – Pleater Equipment Acquisition
CFA-III-31830

Objective: To increase Hilliard's manufacturing capacity.

Hilliard Corporation located in Elmira received a \$145,000 Regional Council Capital Fund grant in Round 3. The company will replace and upgrade pleater and assembly equipment used to manufacture filter cartridges. Specifically, the project will build and reconstruct an assembly machine and purchase an epoxy cutting oven and pleater.

Measurable Results:

- ✓ Job Creation: 7
- ✓ Job Retention: 620
- ✓ Leverage: \$620,616

✓ **Complete**

Dyco Electronics, Inc.
CFA-III-31868

Objective: To competitively position Dyco Electronics as world class and a leader in the Custom Magnetics arena.

Dyco Electronics received \$30,500 Regional Council Capital Fund grant in CFA Round 3 to purchase new machinery and equipment, including one large coil winding station, one large toroid winding station, four bobbin/coretub winding stations, material handling equipment for these stations, and to conduct a substantial upgrade to the company's website.

Measurable Results:
✓ Job Creation: 39
✓ Job Retention: 52
✓ Leverage: \$167,800

✓ **Underway**

Purchase and installation of new equipment complete. Job growth is slower than anticipated.

Environmental Technologies Heavy Duty Diesel Truck Facility
CFA-II-18343 / CFA-II-25102 / CFA-II-20527

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

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

Measurable Results:
✓ Construction jobs: 75
✓ Jobs Creation: 250
✓ Job Retention: 500
✓ Leverage: \$247,000,000

✓ **Complete**

Buckingham Manufacturing
CFA-II-15447

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

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

Measurable Results:
✓ Job Retention: 50
✓ Leverage: \$150,000

✓ **Complete**

Buckingham Manufacturing
CFA-IV-43165

Objective: Project will allow Buckingham to be more competitive against other domestic and global companies that are in the same business, allowing them to maintain the current level of jobs, create new jobs in our community, and keep jobs in New York State

The project received a \$45,000 award in CFA Round 4. Buckingham will purchase new production equipment, expand and renovate existing facilities to allow for increased production, higher quality product and increase in jobs.

Measurable Results:

- ✓ Job Creation: 15
- ✓ Job Retention: 20
- ✓ Leverage: \$180,000

✓ **Pending**

The Gunlocke Company, LLC
CFA-II-4342

Objective: Investment in machinery, equipment and supplies and materials to expand.

The Gunlocke Company received \$750,000 in Excelsior Tax Credits in 2012. The company subsequently reduced headcount because of efficiencies resulting from the project and did not qualify for Excelsior in 2013 and 2014. It appears that they will again not qualify for any Excelsior in 2015, as they are below the 85% proportional threshold.

Measurable Results:

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

✓ **Complete**

Strategy 3. Healthcare 2020

Action	Progress and Measurable Results	Status
<p>Corning Hospital CFA-IV-39249</p> <p>Objective: Demolition and brownfield cleanup as required to facilitate strategic redevelopment of the former hospital site in Corning.</p>	<p>Corning Hospital received a \$2,000,000 Regional Council Capital Fund grant award in CFA Round 4. The hospital will demolish its former hospital building and prepare the site for redevelopment. Specifically, the project will include site assessment, abatement, demolition, and remediation activities to create a shovel ready site.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$8,250,000 	<p>✓ In Process</p> <p><i>Phase 2 study complete and site accepted into the Brownfield Cleanup Program. Estimates complete for abatement and demolition.</i></p>
<p>STREDC - Telemedicine and Mobile Technology Fund CFA-II-18674</p> <p>Objective: Provide grants to the region's health care industry and academic institutions for research and the purchase of telehealth systems and equipment, software, and mobile devices that will enhance delivery of health care in the rural areas of the region.</p>	<p>The Southern Tier Region Economic Development Corporation (STREDC) received a \$2,500,000 Round 2 award to create the fund and allocated it to two projects:</p> <ul style="list-style-type: none"> ✓ Southern Tier Telemedicine and Mobile Health Research, Development, and Training Center at Binghamton University (\$1,666,163) ✓ Chemung-Steuben Telehealth Project led by Arnot Health (458,837) <p>Because only \$2,125,000 was required for these two projects, the Regional Council reallocated the remaining \$375,000 to the BU STEM Project (\$175,000) and the Southern Tier Rural Initiative Fund (\$200,000).</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$7,000,000 ✓ Academic/private collaboration to create cloud-based technology. ✓ Consolidation of two emergency rooms for a savings of \$1M per year. ✓ 33,000 residents annually enrolled in a disease management program. ✓ 100,000 calls as a regional center; 325 remote consultations per year. ✓ 150 staff education/training sessions per year. ✓ 3,000 rural residents in telehealth education programs each year. 	<p>✓ Complete</p> <p><i>Fund is fully committed and projects are underway.</i></p>

Elmira College Health Sciences Facility
CFA-III-25740

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

Elmira College received \$2,250,000 in Round 3 to complete renovations necessary to expand its healthcare education programs. This is the final phase of a \$12,935,260 project, and will include renovation of the Health Sciences Facility at Cowles Hall. The project will encompass a complete retrofit of the upper floors including electrical and wireless upgrades, doors/wall enhancements, and new furniture/fixtures and lab testing equipment.

Measurable Results:

- ✓ Increase annual enrollment in nursing program from 177 to 220.
- ✓ Revitalize a historic building and the urban core of Elmira.
- ✓ Job Creation: 11
- ✓ Job Retention: 8
- ✓ Leverage: \$3,314,000
- ✓ Construction jobs: 46
- ✓ Investment Commitment This Phase: \$5,564,000

✓ **Complete**

SUNY Broome - Radiologic Technology Equipment Upgrade
CFA-II-19114

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

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

Measurable Results:

- ✓ Healthcare workers to be trained: 20 per year
- ✓ Leverage: \$208,230

✓ **Underway**

Norwich Pharmaceuticals, Inc.
CFA-I-7832

Objective: Upgrades to existing manufacturing facility to advance competitiveness.

Norwich Pharmaceuticals, Inc. received \$2,000,000 in Excelsior Tax Credits in 2011.

Measurable Results:

- ✓ Job Creation: 27
- ✓ Job Retention: 334
- ✓ Leverage: \$37,217,000

✓ **Complete**

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

Action	Progress and Measurable Results	Status
<p>Tioga Hardwoods CFA-IV-38876</p> <p>Objective: Additional wood processing kiln will facilitate additional global exports.</p>	<p>The project received a \$150,000 ESD grant and \$150,000 Excelsior award in CFA Round 4. Funds will be used to establish an additional kiln that will support the company's growing export business.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 6 ✓ Job Retention: 41 ✓ Leverage: \$1,362,200 	<p>✓ In Process</p>
<p>Cornell Veterinary School CFA-IV-41685</p> <p>Objective: Expand classroom, lab and clinical space to increase student enrollment</p>	<p>The project received a \$2,800,000 award in CFA Round 4. Funds will be used by Cornell University College of Veterinary Medicine to expand classroom, laboratory, and clinical space in order to increase class size by 30 students in response to market demand.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: ✓ Job Retention: ✓ Leverage: \$64,420,000 ✓ Construction jobs: 	<p>✓ Near Completion</p> <p><i>Construction is currently in process and scheduled for full completion in early 2018.</i></p>
<p>Carnegie Library CFA-IV-38709</p> <p>Objective: Renovate and repurpose a vacant historical library in downtown Binghamton.</p>	<p>The project received a \$2,500,000 award in CFA Round 4. Funds will be used to transform and rehabilitate a former library into an expansion of SUNY Broome's culinary arts and hospitality curriculums.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 11 ✓ Construction jobs: 100 ✓ Leverage: \$10,000,000 	<p>✓ In Process</p> <p><i>Design and construction bidding in process. Construction to start June 2016.</i></p>

HP Hood
CFA-IV-41217

Objective: Acquire equipment to take advantage of new dairy processing technology that facilitates greater efficiencies in production.

The project received a \$150,000 award in CFA Round 4. Funds will be used to acquire machinery and equipment to support new dairy processing technology.

Measurable Results:

- ✓ Job Retention: 133
- ✓ Leverage: \$600,000

✓ **In Process**

Farm to Bistro
CFA-III-27209

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

Tompkins-Cortland Community College received \$1,000,000 in CFA Round 3 ESD Capital funding and \$1,300,800 in ESD MNY funding to create a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca.

Measurable Results:

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

✓ **Complete**

STREDC - Southern Tier Region Rural Initiative Fund
CFA-I-6828 / CFA-II-19606 / CFA-III-31282

Objective: Reduce the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology.

The Rural Initiative Fund received \$3,000,000 in Round 1, \$1,000,000 in Round 2, and \$1,650,000 in Round 3. In addition, the Council reallocated an additional \$200,000 from a previously terminated project. The fund is a regional program designed to provide start up and expansion capital funds to rural and forest-based businesses through low-interest revolving loan funds. Projects include yogurt processing facilities, dairy farms, breweries, hops farms, vineyards, wineries, pork and poultry production, and wood products.

Measurable Results:

- ✓ Loan funds awarded: \$4,391,534
- ✓ Job Creation: 156
- ✓ Job Retention: 25
- ✓ Investment Commitment: \$9,638,185
- ✓ Increase in productive acreage: 443

✓ **Ongoing**

CFA-I-6828 - Complete
CFA-II-19606 - Complete

CFA-III-31282 -in Process
Loans are being actively made with Round 3 funding.

Green Lumber: Infrastructure Improvements for a New Mill Operation
CFA-III-29577

Objective: To create the infrastructure required to meet the electrical power needs of an existing company that recently restored the dormant Green Lumber company with a \$3,000,000 investment.

Delaware County IDA received \$850,000 in CFA Round 3 to install an energy efficient power source for lumber mill operations and provide additional electric service required to replace the inefficient generators.

Measurable Results:

- ✓ Job Creation: 20
- ✓ Job Retention: 30
- ✓ Leverage: \$550,000

✓ **Underway**

*Project in process –
Completion expected
10/2015.*

Red Greenhouse and Lab Complex Additions - Cornell University College of Agriculture and Life Sciences
CFA-II-16211

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

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

Measurable Results:

- ✓ Job Creation: 1
- ✓ More than 36,000 farms, occupying 7M acres, will benefit from 400+ research projects conducted annually.
- ✓ Leverage: \$1,812,000

✓ **Complete**

Food Processing Development Laboratory - Cornell University College of Agriculture and Life Sciences
CFA-II-16221

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

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

Measurable Results:

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

✓ **Complete**

**Finger Lakes Food Hub
Challenge Industries**
CFA-II-17070

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

The project received \$450,000 in CFA Round 2 to construct a 25,200 square foot food processing facility. The award was reduced to \$240,000 following project completion due to Grantee’s failure to meet MWBE utilization goals. Challenge Industries purchases products from local farms and producers, washes, sorts and packages for bulk and retail, and sells produce under the Finger Lakes Fresh brand. It leveraged its existing distribution system that includes customers such as Wegmans, Tops, Price Chopper, SYSCO, etc. The workers in the Food Hub are disabled, refugees and other groups with barriers to employment.

Measurable Results:

- ✓ Job Creation: 38
- ✓ Leverage: \$1,849,000
- ✓ Supports local farms and producers
- ✓ Additional 300 acres being added to agricultural production

✓ **Complete**

Sunrise Family Farm Expansion
CFA-II-15625

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

The project received a \$275,000 award in CFA Round 2. Sunrise Family Farms, Inc. is a specialty yogurt manufacturer based in Norwich. The project involved the expansion of business with new equipment and the Norwich facility has been refitted for cheese production.

Measurable Results:

- ✓ Annual sales increased from \$2,000,000 in 2012 to 15M in 2013.
- ✓ Job Creation: 14
- ✓ Job Retention: 35
- ✓ Leverage: \$2,382,000
- ✓ Expanded capacity by 250%, responded to market demand.

✓ **Complete**

Strategy 5. Economic Development Backbone

Action	Progress and Measurable Results	Status
<p>Security Mutual Life Insurance Company of NY CFA-IV-41208</p> <p>Objective: Construction of an energy-efficient parking structure adjacent to company headquarters to retain and attract employees to downtown Binghamton.</p>	<p>The project received a \$2,000,000 grant award in CFA Round 4. The new parking facility will provide much needed on-site parking for Security Mutual employees, and will help alleviate the severe shortage of public parking, thereby supporting downtown revitalization efforts.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Retention: 310 in downtown Binghamton ✓ Leverage: \$6,700,000 ✓ Addition of 354 needed parking spaces in downtown Binghamton 	<p>✓ Underway</p> <p><i>Final design near completion. Construction start anticipated October 2015.</i></p>
<p>50 Front Street CFA-IV-38715</p> <p>Objective: Clean-up and redevelopment of a blighted commercial property in a residential City of Binghamton neighborhood.</p>	<p>The project received a \$3,000,000 award in CFA Round 4. It will assist the Broome County Land Bank to remediate and raze a vacant former hotel property in order to construct a new mixed-use facility in downtown Binghamton.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Retention: 1 ✓ Leverage: \$20,786,000 ✓ Will create 75 construction jobs. 	<p>✓ Underway</p>

Sidney Waterfront Entertainment Study
CFA-IV-41400

Objective: Redevelop flood plain property into a park and tourist area.

The project received a \$25,000 award in CFA Round 4. The village will conduct a waterfront entertainment study to explore a NY Rising plan to turn a flood prone area into an eco-friendly park and tourist area.

Measurable Results:
✓ Leverage: \$25,000

✓ **Underway**
RFP in process.

Sidney Free Trade Study
CFA-IV-39649

Objective: Determine whether the village should pursue a free-trade zone.

The project received a \$25,000 award in CFA Round 4. The village will conduct a study to determine the economic benefits/detriments of having a free trade zone.

Measurable Results:
✓ Leverage: \$25,000

✓ **In Process**

Sidney Hotel Study
CFA-IV-39446

Objective: Determine whether the village should pursue a hotel/conference center.

The project received a \$50,000 award in CFA Round 4. The village will conduct a feasibility study to determine if a hotel and conference center could be considered in their community.

Measurable Results:
✓ Leverage: \$50,000

✓ **Underway**

Norwich Heritage Block
CFA-IV-38881

Objective: Rehabilitate six (6) Main Street structures into mixed use properties

The project received a \$120,000 award in CFA Round 4. It will assist the City in renovating 6 downtown structures into mixed-use space and provide new streetscape in the central business district.

Measurable Results:

- ✓ Leverage: \$817,000 in private investment
- ✓ Will create 32 construction jobs.

✓ **Underway**

Paleontological / Cayuga Lake Nature Center
CFA-IV-40977

Objective: Enhance an education venue, increase tourism and preserve an existing historic structure

The project received a \$37,500 MNY and a \$37,500 RCCF award in CFA Round 4. It will assist with a portion of construction of new exhibits, facility renovations and infrastructure improvements.

Measurable Results:

- ✓ Leverage: \$300,000

✓ **Underway**

Afton Waterfront Study
CFA-IV-42099

Objective: Feasibility study for waterfront revitalization

The project received a \$16,470 award in CFA Round 4. It will assist the village in conducting a feasibility and planning study for waterfront revitalization as part of a strategic plan in economic development.

Measurable Results:

- ✓ Leverage: \$20,440

✓ **In Process**

RFP issued Spring 2015.

Watkins Glen International
CFA-IV-39950

Objective: Track improvements are necessary to maintain safety and to continue to position WGI as a premier track for NASCAR and other racing events.

The project received a \$2,250,000 (\$2,000,000 RCCF Grant and \$250,000 Market NY Grant) award in CFA Round 4. Watkins Glen International, Incorporated will undertake a complete repaving of the track to address critical safety deficiencies. This will include the removal and replacement of existing basic track, portions of the aprons/runoffs, and pit roads. In addition, the company will embark on a multi-layer marketing effort to unveil its completed modernization project. The campaign will include the production of audio and video of NASCAR drivers which will be used for radio and television commercials. There will also be digital and social media marketing campaigns.

Measurable Results:

- ✓ Job Creation: 0
- ✓ Job Retention: 77
- ✓ Leverage: \$10,710,000
- ✓ Investment Commitment: \$12,960,000

✓ **In process**

*Track repaving
In process and
marketing campaign
in production.*



Windsor Wastewater Study
CFA-IV-38914

Objective: Engineering study for additional development sites to increase utilization of existing waste water treatment facility.

The project received a \$5,000 award in CFA Round 4. It will assist the town in conducting an engineering study to evaluate sites that could accommodate mixed-use facilities to increase the use the existing waste water treatment facility.

Measurable Results:
✓ Leverage: \$5,000

✓ **In Process**

West Water Street Row House
CFA-IV-42611

Objective: Restoration and redevelopment of historic downtown buildings contributing to the revitalization of the City's inner core neighborhoods.

The project received a \$140,000 RCCF award in CFA Round 4. Southern Tier Economic Growth will redevelop three historic row houses creating apartment style accommodations on the upper floors and two commercial spaces on the lower floor. Specifically, work will include significant demolition of the interior of the buildings and then a reconstruction/repair of walls, ceilings and floors, and installation/upgrades of mechanicals including electrical and plumbing.

Measurable Results:
✓ Redevelopment of 3 downtown row house buildings enhancing downtown core.
✓ Leverage: \$567,525
✓ Investment of \$707,525

✓ **Underway**

*Demolition started in Spring 2015.
Construction underway with completion expected in October 2015.*

Painted Post Trail
CFA-IV-40034

Objective: Increase safety and usability of the trail.

The project received a \$85,000 RCCF award in CFA Round 4. The project will widen the existing 1.1 mile asphalt trail from six to ten feet improving surface conditions and increasing safety.

Measurable Results:
✓ Leverage: \$252,000
✓ Investment Commitment of \$334,077

✓ **In Process**

Bid estimates are in. Village working with RO on revised budget.

Big Flats Water Improvements
CFA-IV-41957

Objective: Supplement the Village's Water supply increasing capacity to better serve existing users and allowing for additional growth in the future.

The project received a \$130,000 award in CFA Round 4. Town of Big Flats will construct an interconnection between the City of Elmira and the Town to utilize excess water supply capacities within the Elmira Water Board distribution system. The project will supplement existing Big Flats water supply sources and require the construction of a new booster pump station with an emergency backup generator. In addition, nearly 400 feet of water main will be installed to interconnect the proposed pump station with nearby water transmission piping.

Measurable Results:

- ✓ Construction Jobs: 10
- ✓ Leverage: \$536,433
- ✓ Investment Commitment: \$666,433

✓ **Underway**

ARC agreements in place. Easement paperwork being finalized. Construction to begin late summer 2015.

First Ward Action Council
CFA-IV-41001

Objective: New mixed-use facility construction in Binghamton

The project received a \$470,000 award in CFA Round 4. First Ward Action Council (FWAC) will construct a new three story mixed-use building that will include residential and commercial development. The commercial portion of the project will consist of an interior build out on the first floor to attract two new businesses that will service the needs of the First Ward district, highly distressed mixed-use corridors within the City of Binghamton that is targeted for revitalization. As an addition to the project, FWAC will purchase an adjacent property to create additional parking space to support the new commercial development and provide green space esthetics.

Measurable Results:

- ✓ Leverage: \$7,780,591
- ✓ This project aligns with the City of Binghamton's community revitalization initiative: Front Street Gateway Project, that aims to attract new investment, provide quality affordable housing, and beautify urban neighborhoods to create a better quality of life for residents and visitors.

✓ **In Process**

70-72 Court Street Mixed Use
CFA-IV-42922

Objective: New mixed-use facility construction.

The City of Binghamton received a \$500,000 award in CFA Round 4 to establish a newly constructed, five story mixed use building that will be located within a prime section of the City's downtown commercial corridor that is targeted for revitalization. The project will consist of 12-15 units of market rate residential apartments on the upper four floors with a rooftop terrace and two commercial spaces on the ground level to attract midsize retail businesses.

Measurable Results:

- ✓ Leverage: \$2,275,000
- ✓ This project aligns with the City of Binghamton 2014 Updated Comprehensive Plan that identifies key economic development strategies to improve the City as a regional destination for business opportunity and strengthen neighborhood commercial corridors.

✓ **Underway.**

STREDC - Southern Tier Regional Infrastructure Fund for Shovel Ready Sites
CFA-I-7471 / CFA-II-18655

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

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

Measurable Results:

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

✓ **Complete**

*CFA-I-7471 - Complete
CFA-II-18655- Complete*

*Funding has been committed.
Construction is underway on the two shovel ready sites funded with Rounds 1 and 2 loans.*

Southern Tier Community Revitalization Program

CFA-I-7472 / CFA-I-20611 / CFA-II-18658 / CFA-III-31280

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

Corning Storefront
Before



Corning Storefront
After



The Community Revitalization Fund was established with a \$5,000,000 grant award in the CFA Round 1, and received an additional \$2,500,000 in Round 2, plus reallocated funding in the amount of \$1,160,000 and \$1,250,000 in Round 3. Note this is a loan program, and the proceeds will seed future projects.

Measurable Results To-date:

- ✓ Job Creation: 249
- ✓ Job Retention: 24
- ✓ Committed: \$8,386,440
- ✓ Investment Commitment: \$57,908,056
- ✓ Downtown buildings renovated: 57
- ✓ New housing units created: 130
- ✓ New commercial spaces created: 43
- ✓ New road and bridge construction projects: 4

✓ **Ongoing**

CFA-I-7472 -
Complete
CFA-I-20611 -
Complete

*STREDC continues
to make loans.*

CMoG International Motorcoach Entrance
CFA-III-29703

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

In CFA Round 3, the Corning Museum of Glass received \$1,500,000 RCCF grant award. The project will construct a 100,000-square-foot expansion of its North Wing, which will include a new international motorcoach entrance. The entrance will have an indoor/outdoor reception area equipped with bathrooms, exterior signage, video monitors, a large NYS map, and regional wayfinding designed to orient international visitors to the museum as well as encourage inter-regional travel throughout New York State.

Measureable Results:

- ✓ Job Creation: 15
- ✓ Job Retention: 169
- ✓ Leverage: \$49,300,000
- ✓ Investment Commitment: \$50,800,000
- ✓ Accommodates growth in international visitations, which are expected to increase 14% by 2016.

✓ **Complete**



*SIAT visit to Corning Museum of Glass
August 2015*



Roberson Museum Facilities Improvements - Stabilizing a Landmark and Preparing a Tourist Attraction
CFA-III-27584

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

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

Measurable Results:

- ✓ Leverage: \$151,000

✓ **Underway**

Clemens Tourism Destination Initiative
CFA-III-28191

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

In CFA Round 3, Chemung County Performing Arts received an ESD capital grant of \$150,000 and ESD MNY working capital grants of \$89,415 and \$50,000 for marketing enhancements, facility improvements and renovations to the Clemens Center located in an Opportunity Agenda targeted area in downtown Elmira.

Measureable Results:

- ✓ Job Retention: 14
- ✓ Leverage: \$306,200

✓ **Underway**

Most facility improvements complete. Marketing enhancements complete.

MTC Wireless
CFA-III-16981 / CFA-III-30469/ CFA-IV-40811

Objective: Interregional project to expand wireless underlay to residents and businesses in Delaware and Schoharie Counties.

In Round 3 MTC Cable received \$2,120,520 (2 awards: \$320,520 and \$1,800,000) in ESD Capital funding to complete Phase 2 of the extension of broadband to businesses and residents in Roxbury, Stamford and Harpursfield in Delaware County; Conesville-Gilboa in Schoharie County; and Waverly in Chemung County, east to Tioga and Broome counties to support the Southern Tier Innovation Hot Spot initiative. Another \$2.9M was awarded in CFA Round 4 to complete the third and final phase of broadband installation throughout the remainder of Delaware County.

Measureable Results:

- ✓ Leverage: \$5,824,020

✓ **Ongoing**

*CFA-III-16981-Complete
CFA-III-30469-Complete*

CFA-IV-40811-In Process

STN Extension
CFA-III-28323

Objective: Extend broadband into targeted business development areas in Broome and Tioga Counties, and address the need for high speed access to support the Southern Tier Innovation Hot Spot.

The Southern Tier Network (STN) received \$5,000,000 in CFA Round 3 for the extension of a 250-mile open access dark fiber backbone through Tioga and Broome Counties, and additional sites in Schuyler County.

Measurable Results

- ✓ Connects the Southern Tier Innovation Hot Spot anchors in Corning, Binghamton and Ithaca
- ✓ Leverage: \$1,550,000

✓ **Underway**

Completion anticipated in 2017.

Greater Binghamton Airport Utility Improvement
CFA-III-31133

Objective: Creation of a 1,000 acre shovel ready site and mitigate the issue of a failing sewer system.

Broome County received \$1,250,000 RCCF in CFA Round 3 for infrastructure improvements to the Greater Binghamton Airport Park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site and upgrade the existing airport sewer system.

Measurable Results:

- ✓ Job Creation: 100+
- ✓ Job Retention: 75
- ✓ Leverage: \$8,750,000

✓ **Underway**

Bids approved. Construction to begin July/August 2015.

Study of NYS 17/I-86 Interchange
CFA-III-31725

Objective: To conduct an engineering study to determine how to enhance the I-86 interchanged at Tioga Downs in the Town of Nichols.

Tioga County received \$25,000 in CFA Round 3 for an engineering study of the I-86 interchange near Tioga Downs Raceway.

Measurable Results

- ✓ Leverage: \$25,000
- ✓ Plan to address the issues of increasing traffic and major flooding.

✓ **Underway**

Wissahickon – Restoration of former bottling facility
CFA-III-29584

Objective: To convert a former bottling facility into a turn-key light manufacturing facility.

With \$205,000 Round 3 RCCF award, Delaware County IDA facilitated the acquisition and renovation of the former Wissahickon site, a 20,000 square foot water bottling facility to create a shovel ready, turn-key light manufacturing facility.

Measurable Results:

- ✓ Leverage: \$354,390

✓ **In Process**

Delaware IDA and RO working on Offer Letter details. Structure may change depending on building tenants.

Sidney BID District
CFA-III-28385

Objective: To establish a downtown business improvement district and strategic plan to restore and revitalize the Village of Sidney's downtown following two devastating floods.

The Village of Sidney received \$25,000 in CFA Round 3 funding to undertake the planning process as the first step in establishing a downtown business improvement district and downtown revitalization plan.

Measurable Results:

- ✓ Leverage: \$25,000
- ✓ Downtown revitalization plan.

✓ **Complete**

Tioga County IDA Mixed Use Site Study
CFA-III-30225

Objective: To develop a site plan for a shovel ready site in Tioga County.

The Tioga County IDA received \$50,000 in CFA Round 3 funding to undertake the planning process to create a shovel-ready site on a 36.3 acre vacant site.

Measurable Results:

- ✓ Leverage: \$50,000
- ✓ Shovel ready site plan.

✓ **Near Completion**

Chenango Place
CFA-III-32178

Objective: To renovate an historic waterfront building in downtown Binghamton – in an Opportunity Agenda targeted area.

The project received a \$250,000 Round 3 award to renovate an anchor waterfront building located in downtown Binghamton into mixed use.

Measurable Results:

- ✓ Job Creation: 20
- ✓ Leverage: \$8,550,000

✓ **Complete**

ACHIEVE, Growing Spaces, Improving Lives

CFA-III-26681

Objective: To provide for expansion of the day habilitation facility for employment and vocational training to designated individuals with multiple disabilities in the Day Habilitation Program.

The NYS Association of Retarded Children-Broome, Tioga received \$304,000 in CFA Round 3 funding to undertake the third phase of a 25,575 square foot renovation project for the expansion of the day rehabilitation space.

Measurable Results:

- ✓ Facility to provide 12-18 disabled people with vocational training.
- ✓ Job Creation: 10 Full-time
- ✓ Job Retention: 289 Full-time
- ✓ Investment Commitment: \$379,000

✓ **Complete**



The INN at Corning

CFA-III-27148

Objective: To build an upscale hotel development to address the growing lodging demand resulting from the growth in tourism, and transform downtown Corning's riverfront.

The Steuben County IDA and Fitzpatrick Holdings company received \$2,000,000 in CFA Round 3 RCCF funding to undertake the demolition of an existing hotel and construction of a new 5-story, 125 room upscale hotel.

Measurable Results:

- ✓ Job Creation: 40
- ✓ Leverage: \$12,000,000

✓ **Underway**

Demolition complete and construction started.

Margaretville Best Western Hotel

CFA-III-32417

Objective: Address the lodging demand resulting from increasing tourism traffic in the Catskills.

A Round 3 RCCF award in the amount of \$1,300,000 was made for the construction of a 62-room Best Western Hotel on the site of the former Margaretville Motel.

Measurable Results:

- ✓ Job Creation: 25
- ✓ Leveraging \$5,514,000 in private investment.

✓ **Pending**

Change in ownership has delayed project.

Project H'port: Hammondsport Hotel
CFA-III-30357

Objective: Provide lodging at a major visitor gateway in support of the growing tourism industry in the wine region of the Southern Tier.

In CFA Round 3, East Lake Investments received \$725,000 RCCF funding to be used toward the construction of a new 64-room hotel in Hammondsport.

Measurable Results:

- ✓ Job Creation: 14
- ✓ Leverage: \$5,420,000

✓ **Underway**

Site work in process and construction to begin summer 2015.

First Arena Improvements, Elmira, NY
CFA-III-30360

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

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

Measurable Results:

- ✓ Job Retention: 75
- ✓ Leverage: \$6,097,795

✓ **Complete**

SEPP, Inc. - Watkins Glen Middle School
CFA-III-29069

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

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

Measurable Results:

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

✓ **Underway**

Construction in progress.

Watkins Glen Middle Marina Planning Study
CFA-III

Objective: Establish a comprehensive plan to revitalize the Seneca Lake waterfront in Watkins Glen.

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

Measurable Results:

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

✓ **Underway**

Former Watkins Brewery Building Renovation
CFA-II-16993

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

The project received \$600,000 in Round 2, and an additional allocation of \$400,000 was made by the Regional Council in 2014 due to unique architectural issues and construction challenges related to NYS Route. ESD Project Review Committee approved half of the recommended reallocation at \$200,000 and the other \$200,000 will come from other sources.

Measurable Results:

- ✓ Housing for 50 low-income residents.
- ✓ Leverage: \$1,685,000
- ✓ Supports Seneca Lake waterfront development

✓ **Underway**

Engineering and design complete. 3rd Offer Letter completed with revisions. Construction anticipated to begin in August 2015.

The MARK Project
CFA-II-16969

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



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

Measurable Results:

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

✓ **Complete**

Project Seneca
Tourism and Waterfront Development I –
Preliminary Engineering & Feasibility
CFA-II-14621

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

A \$150,000 was provided in Round 2 to assist with environmental review and preliminary engineering. An additional \$550,000 Round 2 grant was matched with private funds for acquisition, design, engineering, environmental assessment and remediation as the first step in transforming the Seneca Lake waterfront from an industrial site into a dynamic tourism destination and focal point for Watkins Glen downtown recovery. In Montour Falls, the project will enhance the entrance to Canal Park and visibility from State Route 14. The project will advance the goals of the Seneca Lake Watershed Management Plan, the Draft Local Waterfront Revitalization Plan (LWRP), Lakefront Management and Development Strategy and the villages' Comprehensive Plans.

Measurable Results:

- ✓ Planning and environmental review work for the development of the multi-municipal WWT facility is complete.
- ✓ Village of Watkins Glen has been approved for \$25,000,000 hardship loan funds via the EFC.
- ✓ The consortium of private and public stakeholders has developed a comprehensive waterfront re-development plan.
- ✓ Leverage: \$1,218,000

✓ **Complete**

Project Seneca
Tourism and Waterfront Development II –
Engineering, Environmental Assessment,
Design & Permitting
CFA-IV-39541

Objective: Advance relocation of an outdated wastewater treatment from the foot of Seneca Lake in Watkins Glen and replace the outdated WWTP in Montour Falls. The two systems will be consolidated into a single WWTP located south of Glen Creek in Watkins Glen.

A \$1,250,000 grant was awarded in CFA Round 4 to complete design, engineering and environmental analysis required for permitting to construct a new regional wastewater treatment plant that will replace existing, obsolete facilities in the Villages of Watkins Glen and Montour Falls, and the Towns of Dix and Reading. The project will advance the goals of the Seneca Lake Watershed Management Plan, the Draft Local Waterfront Revitalization Plan (LWRP), Lakefront Management and Development Strategy and the villages' Comprehensive Plans, leveraging >\$200 million in additional private development.

Measurable Results:

- ✓ Completion of design, engineering and environmental analysis;
- ✓ Completion of final plans, specifications and permit applications;
- Leverage: \$1,900,000

✓ **Underway**

The Commons - Ithaca, NY
CFA-II-15917

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

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

Measurable Results:

- ✓ Will allow for 9 development projects and the creation of 140 jobs.
- Private investment of \$10,000,000 expected as a result of project.

✓ **Complete.**

Emerson Complex Project
CFA-II-17198

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

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

Measureable Results:

- ✓ Feasibility studies and master plan for redevelopment.
- ✓ Leverage: \$1,656,000

✓ **Underway**

Phase II feasibility study is complete and master plan development is in final stages.

Walton Arms National Guard Armory: The Castle
CFA-II-17020

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

The project was allocated a \$194,000 award in Round 2, however due to unforeseen circumstances the developer has declined to request funding. This redevelopment project addresses the shortage of quality restaurant facilities and those needed to accommodate large events in support of the growing tourism industry in Delaware County.

Measurable Results:

- ✓ Job Creation: 4
- ✓ Leverage: \$781,000

✓ **Complete**

Funds will be reallocated as developer will not be requesting reimbursement.



**Arbor Housing
and Development**
CFA-II-16576

Objective: Renovate a vacant and blighted retail structure in downtown Corning to create commercial space.

The project received \$450,000 RCCF in Round 2 to acquire and renovate an 18,000 square foot blighted former retail structure in downtown Corning to be used for office and commercial space.

Measurable Results:

- ✓ Revitalized blighted downtown structure.
- ✓ Job Creation: 8
- ✓ Investment Commitment: \$2,945,361

✓ **Complete**

Broome County Arena
CFA-II-18953

Objective: Renovations and upgrades will be made to improve infrastructure and safety for this tourism destination in Broome County

The project received \$500,000 in Round 2. The upgrades are part of a \$2,500,000 renovation project designed to give the Broome County Arena a facelift, but also improve infrastructure and safety for attendees.

Measureable Results:

- ✓ New seating, LED lighting, concession stands, exterior stairs, outside marquee LED display, dasher board and glass system.
- ✓ Lighting upgrades will save taxpayers \$600,000 over the next 10 years.
- ✓ Leverage: \$2,000,000

✓ **Complete**

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

Action	Progress and Measurable Results	Status
<p>Alfred Technologies – Incubatorworks CFA-IV-41220</p> <p>Objective: The IW incubator at the former Schweitzer facility in Chemung County will attract new business startups and bring jobs to the region through a collaborative effort, led by ATRI, supported by STEG and the Chemung IDA. It will provide efficient, functional and quality manufacturing space.</p>	<p>The project received a \$300,000 RCCF grant award in CFA Round 4. Alfred Technology Resources, Incorporated will repurpose 40,000 square feet of the former Schweitzer Aircraft Facility for flexible advanced manufacturing business incubator space.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 50 ✓ Leverage: \$1,260,000 ✓ Investment Commitment: \$1,560,000 	<p>✓ In Process</p>
<p>Downtown Ithaca Incubator – Cornell University CFA-III-28949</p> <p>Objective: To develop an incubator facility in downtown Ithaca that represents a central location for entrepreneurial support and mentoring, and will be open to qualifying startups regardless of affiliation to Cornell University or other institutions.</p>	<p>Cornell received a \$1,000,000 award in Round 3 for development of the Downtown Ithaca Incubator. It involves renovation of a 9,000 square foot building in downtown Ithaca to house the Cornell node of the Southern Tier’s Hot Spot. The incubator focuses on startups based on technology transfer and commercialization, and supports student-founded companies.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$2,500,000 ✓ Create 2 jobs ✓ 	<p>✓ Complete</p>
<p>Hot Spot Innovation CFA-III-28946</p> <p>Objective: The Regional Incubator Plan designed to better leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of startup formation and growth.</p>	<p>Cornell University received a \$1,125,000 award in Round 3 on behalf of the Hot Spot partners that include Cornell and Binghamton Universities, Corning Inc. and The Ceramics Corridor Innovation Center. In addition, it will involve Alfred University’s School of Ceramics in the Western NY Region and the Geneva Experimental and Testing Station in the Finger Lakes Region.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverage: \$2,306,000 	<p>✓ Underway</p>

**Exponentially Increasing Science
Technology Engineering STEM Research
for Economic Development - Binghamton
University**
CFA-III-31106

Objective: To provide every undergraduate STEM student with an authentic research experience.

With \$750,000 in funding from Round 3, Binghamton University is constructing and outfitting new labs to provide the infrastructure to integrate undergraduate students in leading-edge research across the disciplines. Because the Round 3 award was not sufficient to support the endeavor, the Council reallocated an additional \$175,000 for the project.

Measurable Results:

- ✓ Leverage: \$6,575,000
- ✓ Job Creation: 11 new jobs

✓ **Underway**

Strategy 7. Opportunity Agenda

Action	Progress and Measurable Results	Status
<p>AVRE Association for Vision Rehabilitation and Employment, Incorporated CFA-IV-38813</p> <p>Objective: Modernize the paper conversion and manufacturing operation by increasing capacity and capability.</p>	<p>The project received a \$500,000 RCCF award in CFA Round 4 to purchase new machinery and equipment including a new sheeter.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Job Creation: 5 ✓ Job Retention: 25 Full-time ✓ Leverage: \$1,200,000 ✓ Investment Commitment: \$1,700,000 	<p>✓ Complete</p>

Binghamton University Global Center
CFA-IV-40825

Objective: To create a hub for business activity focused on catalyzing international business development and investment.

BU received a \$200,000 award and an \$800,000 award in CFA Round 4 to establish a new Global Center, including renovations to an existing facility. The facility will be equipped with a high-tech, global communications room, international student organization space, a one-stop location for international student services, a multi-purpose room, a social gathering place and cultural exhibits. The new Global Center will lead to an increase of approximately \$43 million per year in foreign investment by the end of the University's four year growth plan.

Measurable Results:

- ✓ Job Creation: 124
- ✓ Leverage: \$4,000,000

✓ **Underway**

Priority Project Progress

CFA #	Program	Project Name	Project Status
-------	---------	--------------	----------------

Round 1: 2011

Strategy 5. Economic Development Backbone

6828	EDPF	STREDC - Rural Initiative Fund	blue
7471	RCCF	STREDC - Shovel Ready Program	blue
7472	RCCF	STREDC - Community Revitalization	blue
20611	RCCF	STREDC - Community Revitalization	green

Round 2: 2012

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

14550	ESD Grant	ST High Tech Incubator	green
15918	ESD Grant	Bates Troy Capital	green

Strategy 2. Building Next Generation Technology and Advanced Manufacturing

18806	ESD Grant	BAE System Controls	black
18343	ESD Grant	Corning Diesel Capital	blue
25102	ESD Grant	Corning Diesel Capital II	blue

Strategy 3. Healthcare 2020

18674	ESD Grant	STREDC - Telemedicine & Mobile Tech	blue
19114	ESD Grant	SUNY Broome Radiologic Tech	green

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

15625	ESD Grant	Sunrise Family Farms Capital	blue
16211	ESD Grant	Cornell University greenhouse	blue
16221	ESD Grant	Cornell University Capital	blue
17070	ESD Grant	Finger Lakes Food Hub Capital	blue
19606	ESD Grant	STREDC - Rural Initiative	blue

Strategy 5. Economic Development Backbone

14621	ESD Grant	Schuyler County Seneca - Capital	blue
15447	ESD Grant	Buckingham Manufacturing Capital	blue
15917	ESD Grant	Ithaca Commons	blue
16368	ESD Grant	Endicott Interconnect Technologies	black
16576	ESD Grant	Arbor Housing and Development	blue
16969	ESD Grant	MARK Project Capital	blue
16993	ESD Grant	Watkins Brewery Holdings Capital	yellow
17020	ESD Grant	Walton Arms Capital	blue
17198	ESD Grant	Emerson Complex Redevelopment	green
18655	ESD Grant	STREDC - Shovel Ready Program	blue
18658	ESD Grant	STREDC - Community Revitalization	blue

18946	ESD Grant	Town of Lansing Capital	black
18953	ESD Grant	Broome County Arena Capital	blue

Round 3: 2013

Strategy 2. Building Next Generation Technology and Advanced Manufacturing

31830	ESD Grant	Hilliard Capital	blue
31868	ESD Grant	Dyco Electronics Capital	green

Strategy 3. Healthcare 2020

25740	ESD Grant	Elmira College Capital	blue
-------	-----------	------------------------	------

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

27209	ESD Grant	TC3 Foundation Capital	blue
29577	ESD Grant	Green Lumber Capital	green
31282	ESD Grant	STREDC - Rural Initiative Fund	green

Strategy 5. Economic Development Backbone

27148	ESD Grant	The Inn at Corning Capital	green
27584	ESD Grant	Roberson Memorial Capital	green
28191	ESD Grant	Chemung County Performing Arts	green
28323	ESD Grant	Broadband Extension Project	green
29069	ESD Grant	SEPP- Watkins Glen Senior Housing	green
29584	ESD Grant	DCIDA- Wissahickon Capital	green
29703	ESD Grant	Corning Museum of Glass Capital	blue
29804	ESD Grant	SUNY Delhi Water Irrigation Capital	orange
30357	ESD Grant	East Lake HPort 2	green
30360	ESD Grant	First Arena Capital	blue
30469	ESD Grant	MTC Broadband Expansion II	blue

31133	ESD Grant	Broome County - Capital	green
31280	ESD Grant	STREDC - Community Revitalization	green
32178	ESD Grant	Chenango Place Capital	blue
32417	ESD Grant	Margaretville Lodging Capital	green

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

28949	ESD Grant	Cornell University Ithaca Incubator	blue
31106	ESD Grant	SUNY Binghamton University Capital	green

Strategy 7. Opportunity Agenda

26681	ESD Grant	ACHIEVE Capital	green
28619	ESD Grant	Family Enrichment Network Capital	black

Round 4: 2014

Strategy 2. Building Next Generation Technology and Advanced Manufacturing

41313	ESD Grant	Sportsfield Specialties	green
41891	ESD Grant	Emhart Glass	yellow
41920	ESD Grant	Pacemaker Steel	green
42935	ESD Grant	Precision Filters Export	green
43165	ESD Grant	Buckingham Manufacturing	green

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

38876	ESD Grant	Tioga Hardwoods - Kiln Expansion	green
41685	ESD Grant	Cornell Veterinary School	green
41217	ESD Grant	HP Hood	orange

Strategy 5. Economic Development Backbone

38715	ESD Grant	50 Front Street Remediation	green
38881	ESD Grant	Heritage Block Renewal	green

39249	ESD Grant	Corning Hospital Redevelopment	green
39541	ESD Grant	Project Seneca	green
39755	ESD Grant	Granite Works	orange
39950	ESD Grant	WGI - Racetrack Improvements	green
40034	ESD Grant	Painted Post Trail Improvements	green
40811	ESD Grant	Delaware County Broadband	green
40825	ESD Grant	Binghamton University Global Center	yellow
40977	ESD Grant	Cayuga Nature Center	green
41001	ESD Grant	Binghamton Gateway Mixed-use	orange
41208	ESD Grant	Security Mutual Life Parking Facility	green
41957	ESD Grant	Big Flats Water Department	green
42611	ESD Grant	West Water Street Row House	green
42922	ESD Grant	70-72 Court Street	yellow

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

41220	ESD Grant	IncubatorWorks	green
-------	-----------	----------------	-------

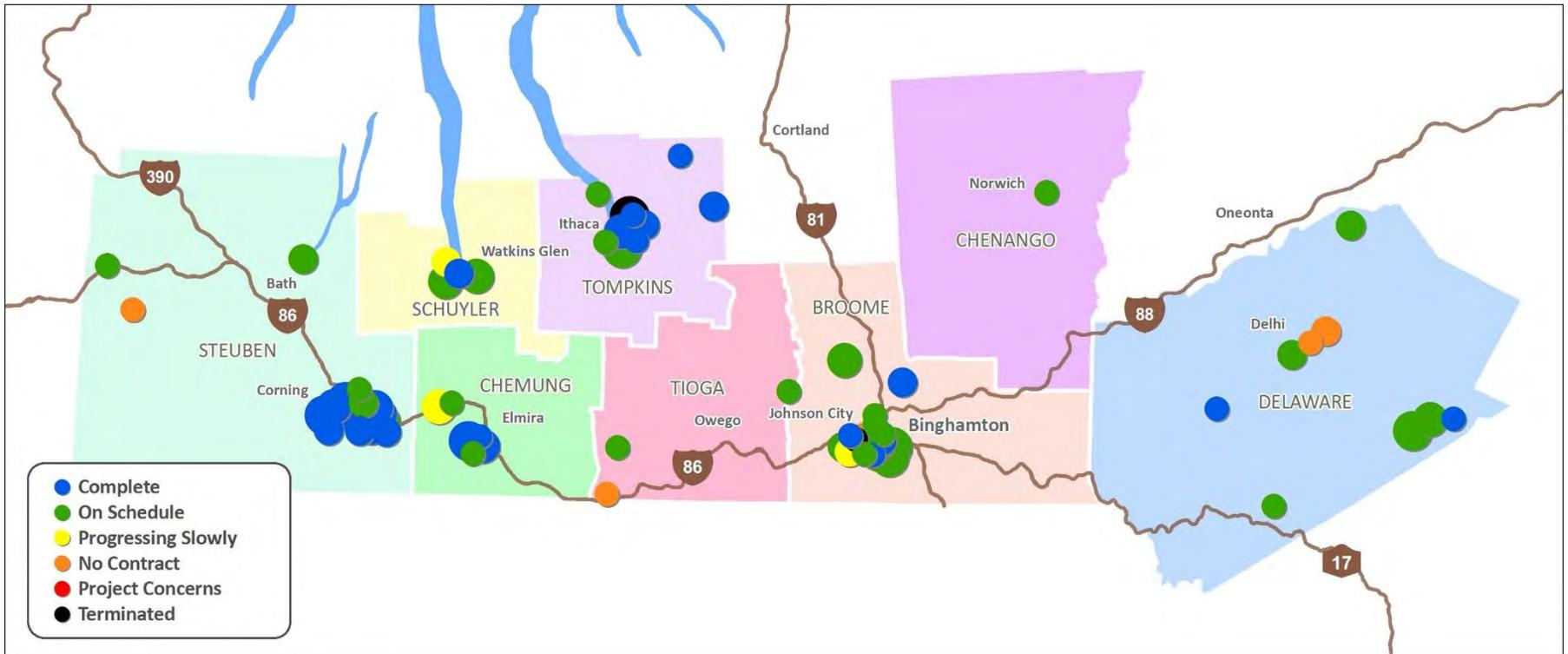
Strategy 7. Opportunity Agenda

38709	ESD Grant	SUNY Broome Workforce	green
38813	ESD Grant	AVRE Sheeter Development Project	blue

Status Key

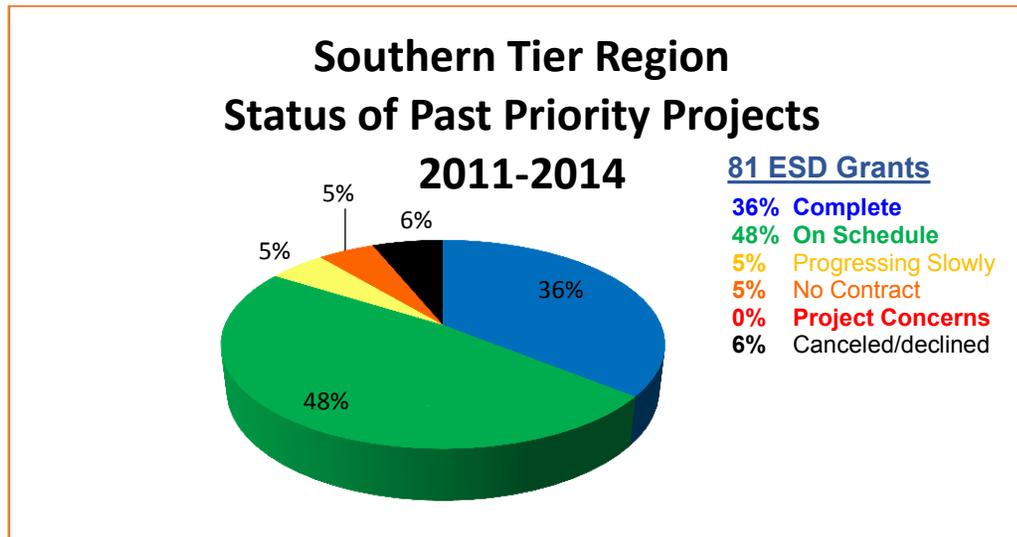
blue	Project is complete
green	Project is on schedule
yellow	Project progressing more slowly than anticipated
red	Project concerns need to be resolved
orange	Project contract not yet executed
black	Project canceled or funding declined

Mapped Status of Past Priority Projects



Summary of All Past Priority Projects

2011	2012	2013	2014		
Round 1	Round 2	Round 3	Round 4		
4 Projects	26 Projects	25 Projects	26 Projects	TOTAL	
3	17	8	1	29	Complete
1	4	15	19	39	On Schedule
0	1	0	3	4	Progressing Slowly
0	0	0	0	0	Project Concerns
0	0	1	3	4	No Contract
0	4	1	0	5	Canceled/Declined
				81	



Leverage of State Investment in All Past Priority Projects

Cumulative Summary

	2011	2012	2013	2014	
	Round 1	Round 2	Round 3	Round 4	Cumulative Total
# CFA Priority Projects	4	26	25	26	81
Total Project Cost (TPC)	\$9,000,000	\$26,428,000	\$25,275,020	\$24,766,500	\$85,469,520
Total ESD Capital Fund Awards	\$9,000,000	\$367,932,331	\$157,452,165	\$189,697,667	\$724,082,163
TPC:Total ESD Capital Awards	1:01	13.9:1	6.2:1	7.7:1	8.5:1

Detail by Round and Project

CFA #	Project Name	CFA Award Amount	TOTAL Project Cost (TPC)	TPC : ESD Capital Awards
-------	--------------	------------------	--------------------------	--------------------------

Round 1: 2011 (4 projects)

6828	STREDC - Rural Initiative RLF	\$3,000,000	\$3,000,000	
7471	STREDC - Shovel Ready Program RLF	\$2,500,000	\$2,500,000	
7472	STREDC - Community Revitalization RLF	\$2,500,000	\$2,500,000	
20611	STREDC - Community Revitalization RLF	\$1,000,000	\$1,000,000	
subtotal:		\$9,000,000	\$9,000,000	1:1

Round 2: 2012 (26 projects)

14550	ST High Tech Incubator	\$7,000,000	\$13,000,000
14621	Schuyler County Seneca - Capital	\$550,000	\$1,768,000
15447	Buckingham Manufacturing Capital	\$50,000	\$200,000
15625	Sunrise Family Farms Capital	\$275,000	\$2,657,000
15917	Ithaca Commons	\$1,800,000	\$9,000,000
15918	Bates Troy Capital	\$380,000	\$1,465,000
16211	Cornell University Greenhouse	\$350,000	\$2,162,000
16221	Cornell University Capital	\$500,000	\$2,591,600
16368	Endicott Interconnect Technologies		

16576	Arbor Housing and Development	\$450,000	\$3,395,361	
16969	MARK Project Capital	\$250,000	\$800,000	
16993	Watkins Brewery Holdings Capital	\$800,000	\$2,990,500	
17020	Walton Arms Capital	\$194,000	\$975,000	
17070	Finger Lakes Food Hub Capital	\$300,000	\$2,149,000	
17198	Emerson Complex Redevelopment	\$344,000	\$2,101,479	
18343	Corning Diesel Capital	\$2,500,000	\$250,000,000	
18511	Utica College Forensics Center			
18655	STREDC - Shovel Ready Program RLF	\$1,500,000	\$147,920	
18658	STREDC - Community Revitalization RLF	\$4,910,000	\$57,908,056	
18674	STREDC - Telemedicine & Mobile Tech RLF	\$2,125,000	\$2,125,000	
18806	BAE System Controls			
18946	Town of Lansing Capital			
18953	Broome County Arena Capital	\$500,000	\$2,500,000	
19114	SUNY Broome Radiologic Tech	\$150,000	\$358,230	
19606	STREDC - Rural Initiative RLF	\$1,000,000	\$9,638,185	
25102	Corning Diesel Capital II	\$500,000		
subtotal:		\$26,428,000	\$367,932,331	13.9 : 1

Round 3: 2013 (25 projects)

25740	Elmira College Capital	\$2,250,000	\$5,564,000
26681	ACHIEVE Capital	\$304,000	\$379,000
27148	The Inn at Corning Capital	\$2,000,000	\$14,000,000
27209	TC3 Foundation Capital	\$1,000,000	\$6,503,000
27584	Roberson Memorial Capital	\$50,000	\$201,000
28191	Chemung County Performing Arts	\$150,000	\$276,544
28323	Broadband Extension Project	\$5,000,000	\$6,550,000
28619	Family Enrichment Network Capital		
28949	Cornell University Ithaca Incubator	\$1,000,000	\$3,500,000
29069	SEPP- Watkins Glen Senior Housing	\$900,000	\$11,900,000
29577	Green Lumber Capital	\$850,000	\$1,400,000
29584	DCIDA- Wissahickon Capital	\$205,000	\$559,390
29703	Corning Museum of Glass Capital	\$1,500,000	\$50,800,000

29804	SUNY Delhi Water Irrigation Capital	\$720,000	\$4,320,000	
30357	East Lake HPort 2	\$725,000	\$6,145,000	
30360	First Arena Capital	\$1,500,000	\$7,597,795	
30469	MTC Broadband Expansion II	\$320,520	\$778,520	
31106	SUNY Binghamton University Capital	\$925,000	\$7,500,000	
31133	Broome County - Capital	\$1,250,000	\$10,000,000	
31280	STREDC - Community Revitalization RLF	\$1,250,000	\$1,250,000	
31282	STREDC - Rural Initiative RLF	\$1,650,000	\$1,650,000	
31830	Hilliard Capital	\$145,000	\$765,616	
31868	Dyco Electronics Capital	\$30,500	\$198,300	
32178	Chenango Place Capital	\$250,000	\$8,800,000	
32417	Margaretville Lodging Capital	\$1,300,000	\$6,814,000	
subtotal:		\$25,275,020	\$157,452,165	6.2 : 1

Round 4: 2014 (26 projects)

38709	SUNY Broome Workforce	\$2,500,000	\$12,500,000
38715	50 Front Street Remediation	\$3,000,000	\$23,786,000
38813	AVRE Sheeter Development Project	\$500,000	\$1,700,000
38876	Tioga Hardwoods - Kiln Expansion	\$150,000	\$1,662,200
38881	Heritage Block Renewal	\$120,000	\$933,956
39249	Corning Hospital Redevelopment	\$2,000,000	\$10,250,000
39541	Project Seneca	\$1,250,000	\$3,150,000
39755	Granite Works	\$125,000	\$1,250,000
39950	WGI - Racetrack Improvements	\$2,000,000	\$12,960,000
40034	Painted Post Trail Improvements	\$64,000	\$316,000
40811	Delaware County Broadband	\$2,900,000	\$6,766,000
40825	Binghamton University Global Center	\$800,000	\$4,800,000
40977	Cayuga Nature Center	\$37,500	\$375,000
41001	Binghamton Gateway Mixed-use	\$470,000	\$8,287,591
41208	Security Mutual Life Parking Facility	\$2,000,000	\$8,700,000
41217	HP Hood	\$150,000	\$750,000
41220	IncubatorWorks	\$300,000	\$1,560,000
41313	Sportsfield Specialties	\$900,000	\$6,956,719

41685	Cornell Veterinary School	\$2,800,000	\$67,220,000	
41891	Emhart Glass	\$1,650,000	\$9,725,000	
41920	Pacemaker Steel	\$223,000	\$1,115,000	
41957	Big Flats Water Department	\$130,000	\$666,433	
42611	West Water Street Row House	\$140,000	\$707,525	
42922	70-72 Court Street	\$500,000	\$3,275,000	
42935	Precision Filters Export	\$12,000	\$60,243	
43165	Buckingham Manufacturing	\$45,000	\$225,000	
subtotal:		\$24,766,500	\$189,697,667	7.7 : 1
TOTALS:		\$85,469,520	\$724,082,163	8.5 : 1

Key:

	canceled or declined
	duplicate project cost omitted



**Academy Place, Corning - Notable Project
Utilizing STREDC's Community Revitalization Fund**

- ✓ \$500,000 low interest loan made to the project
- ✓ Former Corning Painted Post Middle School built in 1923
- ✓ School District closed building in June of 2014; construction began in August of 2014
- ✓ Total Project: \$13 million
- ✓ 58 luxury apartments integrated with the unique architectural features of the historic building
- ✓ Opened in May of 2015
- ✓ 47 of the 58 units rented

C. STATUS OF ALL PROJECTS AWARDED CFA FUNDING

The Finger Lakes Tourism Alliance received \$210,000 in funding from Market NY to expand on its successful Wine, Water and Wonder marketing program. The project involves a collaboration among the Corning Museum of Glass, Finger Lakes Tourism Alliance, VisitRochester and Niagara Tourism & Convention Corporation. The program is targeting the international travelers already visiting New York City, and introduces them to the tourism destinations between NYC and Niagara Falls. The result is increased international visitor travel from China, France, Germany and the United Kingdom.

NYSERDA awarded a \$1,898,831 grant to Finger Lakes ReUse to develop a Community ReUse Center with Sustainable Tompkins and the Sustainability Center in Ithaca. The project includes development and construction of two building that will showcase the possibilities that can be achieved through sustainable design. The project demonstrates the benefits of collaboration, waste diversion, job skills training, revenue generation and job creation.

The Ithaca Tompkins County Transportation Council received a \$91,000 NYSERDA grant to conduct an Electric Vehicle Feasibility Analysis to create a plan for how best to install charging stations for electric vehicles in the County. This plan is the first step of a larger goal to stimulate a market shift from gasoline to electric powered vehicles to reduce greenhouse gas emissions.

Investments are being made by several different state agencies in targeted Opportunity Agenda areas of the older distressed communities such as Binghamton, Johnson City, Elmira, Norwich and Hornell. Examples include the Norwich Heritage Block Project, 72 Court Street in Binghamton, the Binghamton Gateway Project and Goodwill Theatre in Johnson City. This later project receiving funding in Rounds 2 and 3 from NYSOPRHP and HCR to renovate the historic Firehouse and Goodwill Theatre in Johnson City's Health and Cultural District.



Goodwill Theater



Binghamton Gateway Project

AGGREGATED STATUS OF ALL PROJECTS

	2011	2012	2013	2014		
	Round 1	Round 2	Round 3	Round 4		% of All Projects
	70 Projects	76 Projects	97 Projects	91 Projects	TOTAL	
Complete	43	43	24	2	112	34%
On Schedule	20	21	63	73	177	53%
Progressing Slowly	2	2	3	1	8	2%
Project Concerns	0	1	0	0	1	0%
No Contract	0	0	3	13	16	5%
Canceled/Declined	5	9	4	2	20	6%
	TOTAL:				334	100%

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

	2011	2012	2013	2014	
	Round 1	Round 2	Round 3	Round 4	TOTALS
Total CFA Projects	70	76	97	91	334
Awards Canceled/Terminated/Declined	5	9	3	3	20
Net # CFA Projects	65	67	94	88	314
Total Awards	\$35,751,227	\$35,735,467	\$34,996,346	\$34,408,190	\$140,891,230
Total Project Costs	\$104,971,531	\$397,423,869	\$179,529,790	\$210,686,182	\$892,611,372
Total Project Costs : Total CFA Awards	2.9	11.1	5.1	6.1	6.3

NOTE: Total Awards and Total Project Costs do not include projects that were cancelled, terminated or those where awards were declined. Total Project Costs is also adjusted to remove duplicate project costs for individual projects that received more than one award in any given funding round.

JOB CREATION IN ALL CFA PROJECTS

	2011	2012	2013	2014	
	Round 1	Round 2	Round 3	Round 4	TOTALS
Total CFA Projects	70	76	97	91	334
Awards Canceled/Terminated/Declined	5	9	3	3	20
Net # CFA Projects	65	67	94	88	314
Permanent Jobs Retained	1,011	7,281	2,512	1,637	12,441
Permanent Jobs Created	258	2,220	740	832	4,050
Construction Jobs Created	0	2,869	467	184	3,520

NOTE: Job numbers do not include projects that were cancelled, terminated or those where awards were declined. Job numbers are also adjusted to remove duplicate jobs for individual projects that received more than one award in any given funding round.



Opportunity Agenda – AVRE’s new copier paper manufacturing equipment in downtown Binghamton

I. Implementation Agenda

A. IMPLEMENTATION OF 2015 STATE PRIORITIES

New Strategies Adopted to Address State 2015 Priorities

Manufacturing Industry Cluster Plan

In 2015 the Regional Economic Development Council adopted a Manufacturing Industry Cluster Plan; specifically, on June 26, 2015, the REDC 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 the Transportation Equipment Manufacturing Sector. The region's strategic economic development plan adopted in 2011 states "the Southern Tier region is distinguished by innovative partnerships between academic centers and its manufacturing base. Cornell and Binghamton Universities offer nationally recognized programs of study and faculty, research and development centers, new technologies and business incubators. Global corporations offer the opportunity to productize next generation technologies, especially in energy and transportation."

In early 2015 the Southern Tier's REDC established an Industry Cluster Work Group assigned to re-examine the region's industry clusters and identify one manufacturing industry cluster that would have the greatest capacity to grow in terms of private investment, jobs and global exports going forward. The Work Group was assisted by Christian Harris of the NYS Department of Labor, Jim Held with Empire State Development and Matt Watson also with Empire State Development. In addition, Jim Cunningham, a Business Developer/Principal Consultant with the Alliance for Manufacturing and Technology served as an expert consultant to the work group.

The Industry Cluster Work Group undertook four tasks including of identifying the attributes of potential manufacturing clusters, analyzing data, assessing opportunities for growth, and identifying the cluster with the greatest opportunity for impact in terms of jobs, wages and global exports.

The Work Group arrived at the following conclusions:

Conclusion: The Southern Tier continues to have significant prowess in manufacturing and there is a strong potential to increase its role in the region's advanced economy of the future.

- ✓ Largest export industry in the region at \$11.6 billion annual and nearly 1/3 of all exports.
- ✓ Strongest location quotient at 2.54.
- ✓ 34,000 workers, representing the third largest employment sector in the Southern Tier economy, following government and education/health services.

Conclusion: In comparison to the balance of New York State, the Southern Tier region has the strongest manufacturing base among the ten regions and the associated cluster businesses. Although the Southern Tier's overall manufacturing industry saw a loss of 127 manufacturing businesses (17%) in the period 2000-2012, and a 33% loss of jobs between 2000 and 2013, there are several new and exciting dynamics that are influencing the future of manufacturing in the future.

Conclusion: Manufacturing has the expertise and partnerships in place to catalyze and support collaborative growth in emerging economic sectors, particularly in transportation, advanced materials, and food and agriculture. There is significant potential for the rapid product development in the quickly growing global market for advanced energy products as they apply to transportation manufacturing through an organized and intensely driven university-industry partnership focused on emerging technologies ranging from battery and energy storage and energy efficiency to renewable energy, flexible electronics, and hydrogen and fuel cells.

Conclusion: Critical Mass in the Southern Tier's Advanced Transportation Equipment Manufacturing Sector

The Brookings Institution recommends a focus on cultivating those advanced industries with strong regional industry clusters based on local specializations, as well as those with high-value export potential. These industries are characterized by high-levels of research and development and a heavy reliance on workers with science, technology, engineering, and math (STEM) skills. Based on further local analysis it was determined that within the Southern Tier's manufacturing industry there is particular strength in the Advanced Transportation Products, Components and Control Systems sector.

Conclusion: Based on data provided by the NYS Department of Labor, a further examination of employment trends and wages in each of these two clusters were considered, and Advanced Transportation exceeded the average annual wage in the Food and Beverage Manufacturing cluster by more than \$28,000.

Conclusion: The work group examined export activity of the two industry clusters in the context of total exports among the various industry sectors in the region, and concluded that both clusters had strong exports with Transportation at \$3.9 billion and Food & Beverage at \$3.1 billion.

Conclusion: In addition to employment and wages, the work group considered location quotients, which indicated that Advanced Transportation Products significantly lead the region's manufacturing industry with an LQ of 8.968, as compared to a LQ of 2.934 for the Food and Beverage cluster.

Action: Taking all factors into consideration, and the recommendation of the work group, the REDC concluded that Transportation Cluster has the greatest opportunity to leverage emerging technologies, generate exports and create jobs at a high wage. The REDC adopted a manufacturing industry cluster plan focused on Transportation Products, Components and Control Systems. The work group further developed a detailed plan that also is supported in the 2015 CFA round and URI Plan.

Southern Tier Strategies in Support of State Priorities: Progress to-date and Future Actions



Global Marketing and Export Strategy

During 2015 the REDC focused on increasing foreign investment in business expansion and new business development. The efforts paid off with plans by several foreign owned companies in the region executing plans to expand and continue with investments. Examples include:

- DeMet's Candy, a Belgium-based company has operations in the Elmira area. The company has plans to invest in a 100,000 square foot expansion with a total project cost of \$18.8M. The company also will add 70 jobs.
- Block Bindings in Greene, NY (Chenango County) also is a foreign owned company and will be acquiring property and equipment to expand its operations with a \$1.3M investment and 7 new jobs.
- Alstom Transportation, a French owned company, is planning a \$100M investment in Hornell to upgrade and construction facilities to manufacture a cutting-edge technology high-speed train. Additional investments will be made to create a High-speed Rail Hub and expand the supply chain.



- Raymond Corporation, owned by Toyota of Japan, is planning construction of the Raymond Manufacturing Center of Excellence in Greene, NY to enhance and maintain its standing as a preeminent global manufacturer. The company also is committed to supporting the Regional Council's Opportunity Agenda by focusing on hard-to-place workers, particularly veterans.

Another high priority of the Council in 2015 was to advance an increase in export activity. Several companies in the region developed plans to invest in equipment and infrastructure to provide them with the capacity to increase production specifically for purposes of increasing the volume of exports. Examples include Corning Incorporated's Heavy Duty Diesel manufacturing operation that is exporting 50% of the products manufactured at its facility in Addison (Steuben County), and Anchor Glass that is planning a significant investment to upgrade its furnace and increase capacity at its Elmira production facility to increase the volume of products for both domestic consumption and exports.

Another important strategy for the Southern Tier is increasing international visitor spending by investing in key tourism destinations that attract large volumes of international visitors. The most significant project undertaken was completion of construction of the international motorcoach entrance at the Corning Museum of Glass in Corning, NY. The Southern Tier also understands the opportunities to increase marketing alliance activities to enter into new foreign markets and expand penetration into existing markets. Existing markets include Germany, United Kingdom and China; while new markets consist of countries such as France, Russia, Argentina, Brazil and Israel.

Innovation Hot Spot



The Southern Tier Regional Incubator Plan, adopted by the Council in 2013, is a partnership comprised of Binghamton University, Corning Incorporated, the Ceramics Corridor, and Cornell University as the Southern Tier's Innovation Hot Spot (STIHS). This entity received both designation as the Southern Tier's Innovation Hot Spot and incubator funding under the 2013 CFA. The new *regional* Hot Spot is bringing together the contributions of incubators and entrepreneurial support structures in the region, which include and includes 6 regional business incubators: The Center, IncubatorWorks, the McGovern Center for Venture Development in Life Sciences, Rev: Ithaca Startup Works, and the Startup Suites at Binghamton University.

The Southern Tier Innovation Hot Spot began operation on January 1, 2014 with funding from CFA Round 3. The combined incubators have 21 member / tenant companies. In 2014, the Southern Tier Innovation Hot Spot was renamed the Southern Tier Startup Alliance (STSA) and began offering startups and entrepreneurs in the region business support through mentorship and skill-building workshops. In 2014, STSA Entrepreneurs-in-Residence met with over 350 entrepreneurs and startups in the partner incubators and throughout the region, spending over 750 hours on mentoring. The STSA has made significant progress toward its goal of holding at least one workshop in each of the region's 8 counties, and expects to achieve this goal by December of 2015.

In addition, the STSA's Small Business Administration-funded Hardware Accelerator completed its pilot round in the summer of 2015 at Rev: Ithaca Startup Works, putting nine startup teams through a 12-week rapid prototyping program that leverages our region's strengths in manufacturing and excellence in business mentoring.

In the future, hardware entrepreneurship will continue to be a focus as the STSA develops its Hardware Entrepreneurship Ecosystem, which is funded in part by a \$500,000 Economic Development Administration i6 Challenge Grant. The STSA also plans to hold a second round of the Hardware Accelerator program in the summer of 2016. More generally, the STSA will continue to increase the number of entrepreneurs supported by entrepreneurs-in-residence and workshops, as well as playing a key role in the new 76West initiative.

NY Rising

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



In the Southern Tier, the NYRCR Program supported the development of several Community Reconstruction Plans, each laying out specific strategies and implementation projects. These plans are directly linked to numerous strategic objectives of the Southern Tier's Regional Economic Development Plan, as outlined in the ST REDC's 2014 Progress Report.

In the Southern Tier, 14 municipalities in 3 counties are participating in the NYRCR program.

- **Tioga County**: The Town of Nichols, Village of Nichols, Town of Owego, Village of Owego and Town of Tioga have prepared a collaborative NY Rising Community Reconstruction Plan and are eligible for up to \$15,000,000 in Federal Community Development Block Grant-Disaster Recovery (CDBG-DR) Implementation Funds.
- **Broome County**: The City of Binghamton, Town of Union, Town of Conklin, Town of Vestal, Village of Johnson City and Village of Endicott have completed a collaborative NY Rising Community Reconstruction Plan and are eligible for up to \$18,660,947 in CDBG-DR funds. Additionally, the Town of Chenango was added to the program in early 2014 and is eligible for up to \$3 million in CDBG-DR funds.
- **Delaware County**: The Villages of Sidney and Margaretville each have completed Community Reconstruction Plans and are eligible for up to \$3,000,000 each (\$6,000,000 total) in CDBG-DR funds.

Rising to the Top Awards

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

Implementation

During 2015, work began on 17 Southern Tier projects that will result in a total investment of nearly \$22 million in federal CDBG-DR funds. While full construction will not be completed until 2016 for most of the projects, engineering and design will be well underway by the end of 2015 for many of the following projects.

Locality	Project Name	Description	Estimated Cost
Town of Nichols	Highway Garage	The Town of Nichols will construct a new highway garage outside of the floodplain. During Tropical Storm Lee, the Town's garage flooded, causing extensive damage to the facility and its equipment and releasing stored fuel, salt and sand into the environment. The new garage will enable the town to maintain operations during and after major storm events while reducing the risk of environmental contamination.	\$2,500,000
Village of Nichols	Levee Study	The Village of Nichols will undertake a study of its levee to determine if it meets FEMA standards for flood protection. If deficiencies are identified, improvements will be undertaken so that the Village will be able to provide data and documentation to FEMA demonstrating that the levee provides the required level of flood risk reduction needed for protection and FEMA accreditation.	\$ 700,000
Town of Owego, with the Village of Owego	Shared Campus for Municipal Services	The Town and Village of Owego are working together to design and construct a new Owego shared services campus to house the Town's DPW, Parks and Utilities offices and the Village's DPW and Codes offices. The existing municipal office buildings flooded during Tropical Storm Lee; the new shared services campus will be built outside of the floodplain.	\$4,800,000
Town of Tioga	Halsey Valley Road Elevation	The Town of Tioga will raise a ¼ mile section of the south end of Halsey Valley Road so that it is aligned with the elevation of NYS Route 17c, a key evacuation route for the Town. During Tropical Storm Lee, this low-lying section of roadway flooded and cut off access for residents, emergency vehicles, evacuees and other travelers. Raising this portion of the roadway will preserve one of the county's critical connector roads during storm events.	\$1,900,000

Town of Tioga	Salt Storage Shed	This project includes the construction of a covered salt storage facility to protect the neighboring waterways and agricultural properties from contamination in the event of a future storm.	\$ 460,000
Broome County	Regional Shelter Initiative	Six NY Rising Communities located in Broome County have agreed to pool NY Rising funds to evaluate the feasibility of renovating a portion of a former military supply depot located in Fenton, New York to serve as a regional emergency shelter. The study will also examine other uses that can be incorporated into the project, such as a first responder shelter, emergency animal shelter and an emergency training facility.	\$ 500,000
City of Binghamton	Front Street Stormwater Separation	This project involves the separation of storm water from sanitary sewer as part of an overall Front Street Reconstruction project. The infrastructure improvements will reduce the risk of localized flooding, improve water quality, and improve public health and safety during storm events.	\$ 750,000
Town of Vestal	Robert Street Stormwater Pump Station Upgrade	The Town of Vestal will convert an out-of-service sewage pump station into a storm water pump station. Completion of this project will reduce the risk of localized flooding for residents and businesses in the Robert Street area.	\$ 574,000
Town of Conklin	Stillwater Road Stormwater Drainage System	This project includes the installation of a new stormwater drainage system along a one-block long section of Stillwater Road to reduce the risk of localized flooding and address access issues.	\$ 300,000
Town of Union	Scatter Site Stream Bank Restoration	The Town of Union will restore stream banks in need of repair due to severe damage and erosion caused by Hurricane Irene and Tropical Storm Lee. The project will mitigate existing conditions, reduce the risk of future flooding for residents living along these streams and minimize the risk of erosion and sediment deposits downstream.	\$ 300,000

Village of Johnson City	Reynolds Road/Anna Maria Drive Drainage Improvements	This project will rehabilitate 3,500 ft. of storm water infrastructure to eliminate erosion affecting fifty residential properties. This project will also increase holding capacity of Broome County's Finch Hollow Stormwater Retention Facility.	\$1,100,000
Village of Johnson City	Water Plant	The Village of Johnson City plans to demolish an existing storage building, construct a new water plant building at a more elevated location, and flood-proof individual well houses. During Tropical Storm Lee, the levee system surrounding the water plant failed for the first time, leading to major flooding and structural damage to the water plant and inundation of individual well houses.	\$ 980,000
Village of Endicott	Water Supply Interconnection	The Village of Endicott and the Town of Vestal will connect their water systems using an existing transmission line beneath the Susquehanna River to provide a backup water supply during emergency situations. During Tropical Storm Lee, flooding at the Village of Endicott's Ranney Well water supply facility knocked out electrical power for 36 hours. Water storage tanks serving the Village of Endicott and the Town of Union were depleted and water mains collapsed when they became depressurized.	\$ 665,544
Town of Chenango	Smith Hill Road Stormwater Management	This storm water management system improvement project will alleviate some of the stresses on the existing storm water management system and help to prevent future system failures of Smith Hill Creek. The Smith Hill Creek storm water system completely failed during Tropical Storm Lee, resulting in flooded roadways and approximately 50 homes.	\$1,200,000
Village of Margaretville	Bull Run Channel & Stream Bank Restoration, Retaining Wall Repair, and Bridge Replacement	This project includes acquisition, studies, design, engineering, and construction required to address improvements to Bull Run's channel, banks, retaining walls, and a bridge crossing over Bull Run.	\$1,820,000

Village of Margaretville	Gateway Study	The Gateway Study addresses flood mitigation, resiliency, and redevelopment in the area of Bridge Street in Margaretville. Components of the study will include, but not be limited to, defining the scope of improvements to the floodplain, assessing the feasibility of flood-proofing, elevating or relocating specific structures, and developing preliminary designs and schedule for the agreed-to projects.	\$ 200,000
Total			\$18,631,544

Coordination between NYRCR and REDC

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

Due to the fact that the Southern Tier NYRCR Plans identify nearly 180 projects at a total cost (\$266 million) far in excess of the federal funds available through the NYRCR program, it will be critically important to maintain a close working relationship between the Southern Tier communities and REDC, as well as with the SART. Several flood recovery or resiliency projects were funded through last year’s CFA round. This year, numerous applications that support revitalization in NYRCR communities were submitted under the Round 5 CFA. While most of these projects were not specifically identified in the NYRCR plans, they nevertheless are consistent with the economic and flood resiliency strategies outlined in the plans.

Round 5 CFA Applications Submitted For Projects Within NYRCR Communities

- **Tioga County CFA#57695 Town of Owego Infrastructure Development
- *Tioga County CFA#57057 Town of Nichols Wastewater Plant Expansion
- Tioga County CFA#56729 Weitsman Shredding Project in Village of Owego
- Tioga County CFA#56725 Tioga County Tourism Marketing Campaign
- **Tioga County CFA#56075 Tioga County SWCD Emergency Stream Intervention
- *Tioga County CFA#51946 Town of Nichols Wastewater Treatment Plant Improvements
- Tioga County CFA#54342 CPSI Biotech – Village of Owego
- Tioga County CFA#54653 GICRYO – Village of Owego
- *Tioga County CFA#54254 Wastewater Treatment Plant Study – Town of Owego

*Broome County	CFA#57442	Transform Fund for City of Binghamton/Villages of Johnson City/Endicott
*Broome County	CFA#55139	“iDistrict” Revitalization Plan for Village of Endicott
*Broome County	CFA#55034	Government Plaza Master Plan and Design - Binghamton
*Broome County	CFA#55028	Johnson City Health and Tech Park
Broome County	CFA#54128	Goodwill Theatre – Johnson City
Broome County	CFA#53650	Regan Dev project – Johnson City
*Broome County	CFA#52825	Town of Union Watson Blvd. Levee Extension Gate
*Broome County	CFA#52439	LWRP Update - Binghamton
Broome County	CFA#52710	Binghamton Carousels
Broome County	CFA#51917	Buckingham Mfg – Binghamton
Broome County	CFA#53297	Binghamton Univ. Battery Dry Room – Vestal
Broome County	CFA#52810	Engineering Manufacturing Tech – Endicott
Broome County	CFA#51758	Kopernik Observatory – Vestal
Broome County	CFA#51614	Fire Station – Endicott
Broome County	CFA#51578	Keystone Green Roof – Binghamton
Broome County	CFA#50762	One North Depot – Binghamton
Broome County	CFA#50973	City Center Lofts – Binghamton
Broome County	CFA#50449	Rt. 434 Greenway – Binghamton/Vestal
Broome County	CFA#56455	Chugnut Trail – Town of Union
Broome County	CFA#56253	eatBING – Binghamton
Broome County	CFA#55879	Oakdale Crossings – V. Johnson City
Broome County	CFA#55649	Tri-Bro – Binghamton
Broome County	CFA#55779	7 Hawley Street – Binghamton
Broome County	CFA#55707	National Pipe – Endicott
Broome County	CFA#55298	Lackawanna Station – Binghamton
Broome County	CFA#55171	Roberson Museum – Binghamton
Broome County	CFA#54863	Parks Master Plan – Binghamton
Broome County	CFA#54795	Street Lighting – Town of Union
Broome County	CFA#54569	Salvation Army – Binghamton
Broome County	CFA#54458	Engineering Manuf Tech - Endicott
**Sidney	CFA#54748	Floodsafe Infrastructure
Sidney	CFA#50658	Village Pool Reconstruction
**Sidney	CFA#50424	Village Boat Ramp Upgrades
Margaretville	CFA#51197	Foundation for the Open Eye
*All		Revolving Loan Funds

* Would advance strategies in the NYRCR plan

** Specifically identified in the plans

Local Government Efficiency Assistance

Municipal is an essential component of economic development. Municipalities cannot continue with “business as usual” if unsustainable spending makes firms nervous about escalating property taxes or even the potential for takeover of local finances by the State. The STREDC continues to work with communities and the SART to create efficiencies and position communities to support economic growth. Recent Local Government Efficiency (LGE) projects that involve municipal restructuring in the Southern Tier include:

- Chemung County and the City of Elmira entered into an innovative agreement to transfer the City’s Department of Public Works staff to the County. The City will now contract with the County for highway services, which will allow the City to shed long-term obligations for employee pensions and health care costs.
- Schuyler and Yates counties conducted a feasibility study to explore shared services and even the possibility of a merger. While a merger was considered too difficult to accomplish, several tax-saving opportunities are under discussion. One innovative proposal under consideration by both legislatures is a jail facility that would serve both counties.

SUNY 2020



The most significant set of initiatives for the Southern Tier in the SUNY 2020 plan involve the development of the Health and Science Innovation Technology Park being undertaken by Binghamton University. The Regional Council understands the importance and long-term economic impact of this plan, and made projects that would support it a priority in 2014 and 2015. BU’s SUNY 2020 plan includes construction of the new Pharmacy School and relocation of the Decker School of Nursing to a highly distressed area of Johnson City. The Council made it a priority to support this project, as well as other projects that will be critical to the success of the SUNY 2020 plan and revitalization of Johnson City’s urban core. These include the 59 Lester Ave project to redevelopment a 10-acre site in a designated BOA; as well as revitalization of historic buildings to house the Goodwill Theatre and renovation of a large, vacant industrial building to create a mixed use development on Baldwin Ave, located directly adjacent to the new Pharmacy School.

Cleaner Greener

The Southern Tier adopted an extensive and detailed plan in 2013. The region has been particularly successful in making progress in the implementation of its Cleaner Greener Plan. Action items described below only represent a small portion of actual tasks completed, and several projects to continue advancing the plan already are in the que for 2016.

- NY Prize Microgrid Feasibility grants were awarded by NYSERDA to the following Southern Tier Communities:
 - Tompkins County (for a microgrid centered around the Ithaca-Tompkins County Airport, Village of Lansing) (Tompkins)
 - City of Ithaca (Tompkins)
 - Village of Endicott (Broome)
 - City of Binghamton (Broome)
 - Village of Sherburne (Chenango)
 - Village of Bath (Steuben)
 - City of Elmira (Chemung)

- Tompkins County Cornell Cooperative Extension, the Tompkins County Chamber of Commerce and TAITEM Engineering have established the *Tompkins County Commercial Energy Efficiency Collaborative* to encourage energy efficiency in commercial buildings. (Tompkins)
- The *Ecovillage Passive House Neighborhood* is slated for completion in Fall 2015 with one of the largest concentrations of passive houses in North America. (Tompkins)
- Lighting replacement has been undertaken for the Boys and Girls Club in Endicott – Town of Union and the YWCA in Binghamton is developing an energy efficiency plan for the downtown area and their building has become very energy efficient after a recent renovation. (Broome)
- In Chenango County, the *CCIDA Industrial building renovation, Warren Eaton Airport* installed heat-exchanging makeup air units and NYSERDA-approved lights, the *Sherwood Hotel* in Greene installed approx. 20 high-efficiency split-system heat pumps, and the Town of Greene installed high-efficiency furnaces, NYSERDA-approved lighting in the *Town Hall*.
- Tompkins County and the City of Ithaca have approved PACE Financing through Energize NY, and Tompkins County anticipates completion of its Energy Road Map by the end of 2015. The Road Map will outline renewable energy and energy efficiency potentials in Tompkins County and develop a preferred scenario to achieve the County's goal of an 80% reduction in greenhouse gas emissions by 2050.
- A 2030 District is being established in the City of Ithaca and Tompkins County will be a charter member including several downtown County buildings. The District received a Cleaner Greener Planning Grant from NYSERDA. (Tompkins)
- Tioga County has conducted facility improvement measures, including updating lighting, enveloping buildings, and replacing roofs, among others, on all seven county buildings.
- The Steuben County DPW uses grazing animals (sheep and goats) at the closed Bath landfill to eliminate mowing 4 times a year.
- Cornell University has installed a 2 MW solar farm on university property adjacent to the Ithaca-Tompkins Regional Airport, and design is underway for a 3 MW solar farm at Broome County Airport and Landfill.
- The cities of Binghamton and Ithaca have installed Binghamton solar-powered parking meter systems.
- Southern Tier Solar Works 2014 pilot program generated 47 residential solar installations totaling 385kw through its community group purchasing program, and has generated 58 residential installations totaling 537kw to date. This program also promotes residential and small commercial energy efficiency and is funded through CGC to continue through January 2018.
- The Ithaca Area Wastewater Treatment Plant will utilize its anaerobic digester as part of the City of Ithaca Microgrid Feasibility Assessment, and the Bath Wastewater Treatment Plant will utilize an anaerobic digester as part of a resource recovery hub, in addition to smart grid technology and 5 MW of solar.
- Warm Up Tompkins is setting up a network of homes that converted from heating oil or LPG to heating with wood pellets.
- The Southern Tier Rideshare Program is now operational in collaboration with Chemung County, and Steuben County was chosen as a rural pilot program. In addition, Ithaca Carshare has expanded with the addition of new hybrid vehicles.
- The City of Ithaca and the Tompkins County IDA are updating the Community Investment Incentive Tax Abatement Program that incentivizes dense infill development in designated areas in the City.
- Tompkins County in collaboration with Better Housing for Tompkins County received a CDBG grant to provide for essential health-impacting housing improvements and energy efficiency upgrades for low to moderate income homeowners. (Tompkins)
- Steuben County, in collaboration with Arbor Housing and Development, uses CDBG funds to repair and replace malfunction septic systems and water supplies for low to moderate income homeowners.

B. IMPLEMENTATION OF KEY REGIONAL PRIORITIES

New Regional Initiatives

The ST REDC adopted one new regional priority in 2015; that is, the Industry Manufacturing Cluster Plan that is described on page 73.

As a result of the Upstate Revitalization Initiative planning process, the Southern Tier REDC adopted four new initiatives that will drive its next 5-year plan to build an advanced economy. The plan includes the following four initiatives. The strategic plan for deploying these initiatives are outlined in the Southern Tier URI plan to be submitted on October 5, 2015.



Build the Greater Binghamton Innovation Ecosystem

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.



Invest in the Advanced Manufacturing Industry

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.



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. 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.



Promote the Southern Tier's Innovative Culture

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.

Implementation of Existing Regional Strategic Objectives

During the first four years the Southern Tier has made substantial progress in achieving results in its strategic objectives. Following are just a few examples of measurable and significant progress in implementation of the region's strategies.

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

- Strengthening the Southern Tier's Manufacturing Industry: Pacemaker Steel in the City of Binghamton has acquired new equipment and expand their manufacturing facility to accommodate business growth. This project also is in a targeted Opportunity Agenda zone. The total cost is \$1,115,000, of which \$223,000 is an ESD Capital grant.
- Meeting Global Demand for Transportation Equipment Products Through Advanced Manufacturing



The Corning Heavy Duty Diesel project was completed in 2014, and the \$250 million, 90,000 square foot addition was officially opened in 2015. The company now has the capacity to meet global demand for emission control equipment. A total of 250 new jobs have been created. ESD capital of \$500,000 and Excelsior \$2.5M would critical funding sources to make the project successful.

Hilliard Corporation received a Round \$145,000 to purchase machinery and equipment, creating 15 new jobs and leveraging \$620,616. The new "Pleater" equipment is enhancing Hilliard's global competitive positioning and increase exports.



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

- The Southern Tier's Rural Initiative Fund was established in Round 1 and has been a resounding success in building the agriculture and forest industry. A total of \$4,391,421 in loans have been issued, leveraging \$5,246,764 in other sources of project financing. The result has been creation of 156 jobs, retention of 25 jobs and an increase of 443 acres in production.

Strategy 5. Economic Development Backbone

- Tourism: The Corning Museum of Glass received funding in Round 3 to construct an International Visitor Motorcoach Entrance. CMOG is the most visited art museum in New York State outside of Manhattan, and is a major force in the upstate tourism economy with visitations exceeding 440,000 annually. The museum successfully completed the project involving a 100,000 square foot addition. The \$65,500,000 expansion project has resulted in the creation of 35 new jobs.

Lodging also is a critical element of growing the tourism industry in the Southern Tier. An example of an anchor lodging project is the Day's Inn Project in Corning. The project involves the demolition of a distressed 56 room hotel and adjacent bakery. Demolition was completed in 2014 and construction of a new 5-story, 125 room Hilton Garden Inn began in 2015. The new hotel will be within walking distance of the Corning Museum of Glass, Corning Incorporated's world headquarters, and Corning's historic Market Street. The \$14 million project will create 40 new jobs, and leverages \$12 million in private investment.



- Broadband Initiatives: The Southern Tier Network (STN) received \$5M in Round 3 to continue the extension of a 250-mile open access dark fiber backbone through Tioga and Broome Counties. It is being extended into targeted business development areas, and will be key to the effectiveness of the Southern Tier Innovation Hot Spot that requires high speed access for the universities.
- Global NY: Binghamton University Global Innovation Center is a Round 4 project that is well underway. The University broke ground and facility renovations are underway to establish a new Global Center to house international student support programs and services. It also will establish space for international classes. The project will be complete in June 2016 and create 124 jobs.
- Community Reinvestment: Community revitalization is a key element of the Southern Tier's Economic Backbone Strategy. Several priority projects funded in Rounds 2, 3 and 4 are having measurable impacts on the vitality of several communities. For example:
 - ✓ The former Watkins Glen Middle School in downtown Watkins Glen is being renovated by SEPP to create 50 low-income apartments for people 55+. A \$900,000 CFA Round 3 award is leveraging \$11M.
 - ✓ Arbor Development converted a former 1930's car dealership facility into a dynamic commercial office space in Corning NY. The new downtown commercial space was recently completed and quickly leased.

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

- Commercializing Technology and Promoting Entrepreneurs: In 2013 the Regional Council adopted a Regional Incubator Plan designed to bring together the innovation assets of Cornell University, Binghamton University, the Ceramics Corridor and major corporate entities such as Corning Incorporated and Lockheed. All four anchor hubs are off and running with ESD Capital awards in Rounds 3 and 4. For example:
 - ✓ The Incubator Works facility in the former Schweitzer facility in Chemung County will attract new business startups and bring jobs to the region through a collaborative effort, led by Alfred Technology Resource Inc., and supported by STEG and the Chemung IDA. It will provide efficient, functional and quality manufacturing space for startups. The project will create 50 jobs. The Round 4 ESD grant award of \$300,000 will contribute to the total project cost of \$1,560,000. The project is underway.
 - ✓ Cornell University received an ESD Capital grant award of \$1,000,000 in Round 3 for development of the Downtown Ithaca Incubator. It involves renovation of a 9,000 square foot building in downtown Ithaca to house the Cornell node of the Southern Tier's Hot Spot. The incubator focuses on start-ups based on technology transfer and commercialization, and supports student-founded companies. The first floor is complete, and a grand-opening took place in early 2015. The upper stories are currently under construction.
 - ✓ A Round 3 ESD Capital grant of \$925,000 was awarded to Binghamton University to renovate and equip new laboratory space to house an innovative research program for entrepreneurial students in high tech sectors. The total project cost is \$7,500,000, and it will generate 27 new jobs.

Strategy #7. Opportunity Agenda

Several projects are being undertaken with CFA Rounds 3 and 4 funding to promote the STREDC's Opportunity Agenda. For example:



The First Ward Action Council in Binghamton received a Round 4 CFA award of \$470,000 in ESD Capital funding to undertake the Binghamton Gateway Mixed Use Building project in the most distress area of downtown Binghamton. It involves complete revitalization of a critical mass of distressed properties including acquisition and rehab of 11 sites along Front Street and construction of a 3-story mixed use building on Clinton. Renovation is underway at this time.

C. 2015 PROPOSED PRIORITY PROJECTS BY COUNTY

Applicant	Project	County
Buckingham Manufacturing	BUCK (5)	Broome
Bates Troy	Bates Troy Expansion	Broome
City of Binghamton	7 Hawley Street	Broome
Regan Development	Century Sunrise	Broome
Binghamton University	Battery Dry Room – NECCES	Broome
LOCO Development	Lackawanna Train Station	Broome
National Pipe & Plastics	Relocation of Corporate Headquarters to Endicott	Broome
Binghamton University	Renovation of 48 Corliss, JC in BU Health & Sciences Tech Park	Broome
Masserson Properties, Inc.	Roxbury Stratton Falls	Delaware
Village of Walton	Walton WWP Biogas Project to Support Kraft Foods	Delaware
JEGG Realty Norwich, LLC	Norwich Best Western	Chenango
Leatherstocking Gas Co., LLC	Leatherstocking Gas Natural Gas	Chenango
Block Bindings	Block Bindings, Greene, NY Plant Expansion	Chenango
Anchor Glass	Anchor Glass Furnace 2 Upgrades	Chemung
Envision Elmira, LLC	Werdenberg Building Project	Chemung
Cameron Manufacturing	CMD Consolidated Expansion	Chemung
DeMets Candy	DeMets Candy Expansion	Chemung
Elmira College	Elmira College Driving Elmira Refresh	Chemung
Chicone Cabinetmaker	Chicone Cabinetmaker Capital	Schuyler
Transit Air	Transit Air Capital	Steuben
Ice Energy	Ice Bear Capital	Steuben
Corning Community College	Corning Community Health & Education Center	Steuben
Town of Urbana	Urbana Hammondsport Waterfront Development	Steuben
Finger Lakes Boating Museum	Finger Lakes Boating Museum	Steuben
City of Corning	City of Corning Economic Development Strategy	Steuben
Tioga County IDA	Weitsman Shredding Media Plant	Tioga
Village of Waverly	Waverly WWTP Upgrades to Support Leprino Foods	Tioga
City of Ithaca	Collegetown Redevelopment	Tompkins
Hopshire Brewery	Hopshire Brewery Expansion	Tompkins
Tioga County	Elmira Road Corridor Feasibility Study	Tompkins
Finger Lakes ReUse	Building Innovation Through Reuse	Tompkins
Incodema 3D, LLC	3D Metrology	Tompkins
Ithaca Beer	Ithaca Beer Expansion	Tompkins

D. PRIORITY PROJECT DESCRIPTIONS

CFA#: 50517	Project Name: Chicone Cabinetmakers		Montour	
Project Applicant: Chicone Cabinetmakers, LLC			Location: Falls	Project County: Schuylers
Project Description:	Expansion of manufacturing facility and purchase of cutting-edge advanced manufacturing technology to reduce waste, maximize efficiency, and increase precision manufacturing.			
Advancing Regional Strategies: Rural and Forest-based Economy				
PROJECTED JOBS:	Create: <input type="text" value="6"/>	Retain: <input type="text" value="3"/>	Indirect: <input type="text" value="0"/>	Construction: <input type="text" value="23"/>
Recommended ESD Grant: \$164,800	Sources of Funds		Uses of funds	
	ESD - Economic Transformation	\$164,800	New Construction	\$484,000
	Other Funding	\$586,800	Production M&E	\$279,000
	Cash Equity	\$72,400	FF&E	\$10,000
		\$51,000	Soft Costs	\$51,000
	Total Sources of Funds:	\$824,000	Total Project Cost:	\$824,000
Prior CFA Awards For This Project: None				

CFA#: 50680	Project Name: Corning Community Health and Education Complex			
Project Applicant: Corning Community College			Location: Corning	Project County: Steuben
Project Description:	Strategic partnership with key entities to create a downtown center for healthy living and health-based education, including construction of 85 residential units and a 21,000 sf workforce development complex.			
Advancing Regional Strategies: Health Care 2020, Economic Backbone				
PROJECTED JOBS:	Create: <input type="text" value="14"/>	Retain: <input type="text" value="418"/>	Indirect: <input type="text" value="100"/>	Construction: <input type="text" value="150"/>
Recommended ESD Grant: \$3,500,000	Sources of Funds		Uses of funds	
	ESD -	\$3,500,000	New Construction	\$15,575,000
	Lending Institution	\$9,800,000	FF&E	\$975,000
	Cash Equity	\$2,450,000	Soft Costs	\$1,700,000
	Other Private Funding	\$2,500,000		
	Total Sources of Funds:	\$18,250,000	Total Project Cost:	\$18,250,000
Prior CFA Awards For This Project: None				

CFA #: **51449** Project Name: **Roxbury Stratton Falls**

Project Applicant: **Masserson Properties, Inc.** Project Location: **Roxbury** Project County: **Delaware**

Project Description: Tourist destination project that will include the rehabilitation of a 5,700 sf federal mansion into 7 themed guest rooms and construction of 8 new themed "tower cottages" with amenities.

Advancing Regional Strategies: **Economic Backbone, Global NY**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$1,375,000**

Sources of Funds	
ESD - Business Investment	\$1,375,000
Lending Institution	\$4,944,610
Equity	\$700,000
Total Sources of Funds:	\$7,019,610

Uses of funds	
Building Renovations	\$1,070,000
New Construction	\$3,429,500
FF&E	\$988,169
Soft Cost	\$1,531,941
Total Project Cost:	\$7,019,610

Prior CFA Awards For This Project: None

CFA #: **51612** Project Name: **Norwich Best Western**

Project Applicant: **JEGG Realty Norwich LLC** Project Location: **Norwich** Project County: **Chenango**

Project Description: Renovation of a severely outdated Howard Johnson Hotel, restaurant and banquet facility into a Best Western Hotel that will provide a viable local lodging alternative for business travelers to the area, and provide support for downtown commerce.

Advancing Regional Strategies: **Economic Backbone, Opportunity Agenda**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$250,000**

Sources of Funds	
ESD - Business Investment	\$250,000
Lending Institution	\$1,954,280
Cash Equity	\$244,920
Total Sources of Funds:	\$2,449,200

Uses of funds	
Building Renovations	\$1,438,000
FF&E	\$858,550
Soft Cost	\$152,650
Total Project Cost:	\$2,449,200

Prior CFA Awards For This Project: None

CFA #: **51917** Project Name: **Modernization Project**

Project Applicant: **Buckingham Manufacturing Company, Incorporated** Project Location: **Binghamton** Project County: **Broome**

Project Description: Purchase of new equipment and acquire additional space to expand the company's manufacturing capabilities.

Advancing Regional Strategies: **Manufacturing, Global NY, NY Rising**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$45,000**

Sources of Funds	
ESD - Business Investment	\$45,000
Cash Equity	\$155,000
Total Sources of Funds:	\$200,000

Uses of funds	
Building Renovation	\$40,000
M&E	\$150,000
Soft Cost	\$10,000
Total Project Cost:	\$200,000

Prior CFA Awards For This Project: Economic Development Fund – RC 2 , RC 4

CFA #: **52170** Project Name: **Brewery Expansion Capital**

Project Applicant: **Hopshire Brewery LLC** Project Location: **Freeville** Project County: **Tompkins**

Project Description: Renovations and purchase of new equipment to support a 2500 sf facility expansion that will increase company production.

Advancing Regional Strategies: **Rural & Farm-based Economy**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$60,000**

Sources of Funds	
ESD - Business Investment	\$60,000
Other State Funding	\$180,000
Equity	\$60,000
Total Sources of Funds:	\$300,000

Uses of funds	
Building Renovation	\$190,000
M&E	\$85,000
Soft Costs	\$25,000
Total Project Cost:	\$300,000

Prior CFA Awards For This Project: None

CFA #: **52319** Project Name: **WWTP Biogas Project (Walton supporting Kraft Foods)**

Project Applicant: **Village of Walton** Project Location: **Walton** Project County: **Delaware**

Project Description: Construct an aerobic digester at the village's existing waste water treatment plant to establish a disposal site for local industries in order to reduce operational costs.

Advancing Regional Strategies: **Energy Efficiency & Technology, Cleaner Greener**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: \$1,480,000	Sources of Funds		Uses of funds	
	ESD - Economic Growth Initiative	\$1,480,000	New Construction	\$7,038,800
	Cash Equity	\$7,420,000	Soft Cost	\$1,861,200
	Total Sources of Funds:	\$8,900,000	Total Project Cost:	\$8,900,000

Prior CFA Awards For This Project: None

CFA #: **52429** Project Name: **Anchor Glass Elmira Furnace 2 Upgrades**

Project Applicant: **Anchor Glass Container Corporation** Project Location: **Elmira Heights** Project County: **Chemung**

Project Description: Furnace equipment upgrades to off-set costs of production in New York State.

Advancing Regional Strategies: **Manufacturing, Opportunity Agenda, Global NY**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: \$1,375,000	Sources of Funds		Uses of funds	
	ESD - Business Investment	\$1,375,000	Building Renovations	\$14,000,000
	Cash Equity	\$18,058,000	M&E	\$4,800,000
	Total Sources of Funds:	\$19,433,000	Total Project Cost:	\$19,433,000

Prior CFA Awards For This Project: None

CFA #: **52533** Project Name: **Werdenberg Building**

Project Applicant: **Envision Elmira, LLC** Project Location: **Elmira** Project County: **Chemung**

Project Description: Historic restoration of a 2-story mixed-use commercial building. This development will serve as an anchor project in an area of Elmira targeted for revitalization.

Advancing Regional Strategies: **Economic Backbone, Opportunity Agenda**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$120,000**

Sources of Funds	
ESD - Business Investment	\$120,000
Other State Funding	\$516,750
Cash Equity	\$70,750
Total Sources of Funds:	\$707,500

Uses of funds	
Building Acquisition	\$85,000
Building Renovations	\$500,000
Soft Costs	\$122,500
Total Project Cost:	\$707,500

Prior CFA Awards For This Project: None

CFA #: **52779** Project Name: **DeMets Candy Expansion NY vs PA**

Project Applicant: **Southern Tier Economic Growth Inc.** Project Location: **Elmira** Project County: **Chemung**

Project Description: Phase II construction of a 100,000 sf manufacturing plant on a 17-acre site in the Airport Corporate Park

Advancing Regional Strategies: **Food Manufacturing, Opportunity Agenda, Global NY, Veteran's Initiative**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$2,000,000**

Sources of Funds	
ESD - Business Investment	\$2,000,000
Lending Institution	\$14,974,000
Cash Equity	\$1,886,000
Total Sources of Funds:	\$18,860,000

Uses of funds	
New Construction	\$7,200,000
M&E	\$11,500,000
Soft Costs	\$160,000
Total Project Cost:	\$18,860,000

Prior CFA Awards For This Project: Regional Council Capital Fund - RC4

CFA #: **53015** Project Name: **Leatherstocking Gas Company Capital**

Project Applicant: **Leatherstocking Gas Co., LLC** Location: **Bainbridge** Project County: **Chenango**

Project Description: 18-mile long natural gas distribution line from the Constitution Pipeline in the Town of Bainbridge to the Raymond Corporation plant in the Village of Greene. The distribution line will provide lower-cost, domestically-produced, abundant, clean-burning natural gas to Raymond Corporation.

Advancing Regional Strategies: **Advanced Manufacturing & Transportation, Economic Backbone, Energy Efficiency, Global NY, Key Industry Cluster**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: \$1,500,000	Sources of Funds		Uses of funds	
	ESD - Infrastructure Investment	\$1,500,000	New Construction	\$16,239,998
	Lending Institution	\$14,726,098	Land Acquisition	\$150,000
	Cash Equity	\$163,900		
	Total Sources of Funds:	\$16,389,998	Total Project Cost:	\$16,389,998

Prior CFA Awards For This Project: None

CFA #: **53039** Project Name: **Urbana Hammondsport Waterfront Development**

Project Applicant: **Town of Urbana** Location: **Hammondsport** Project County: **Steuben**

Project Description: Phase I waterfront revitalization project that will include construction of a new pier and parking area on the southern end of Keuka Lake. This project will enhance the economic vibrancy of the area and support tourism activity through the Southern Tier

Advancing Regional Strategies: **Economic Backbone**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: \$410,000	Sources of Funds		Uses of funds	
	ESD - Infrastructure Investment	\$410,000	New Construction	\$1,280,000
	Lending Institution	\$1,446,250	FF&E	\$782,500
	Cash Equity	\$206,250		
	Total Sources of Funds:	\$2,062,500	Total Project Cost:	\$2,062,500

Prior CFA Awards For This Project: None

CFA #: **53297** Project Name: **NECCES Battery Dry Room**
 Project Applicant: **Binghamton University - SUNY Research Foundation** Project Location: **Vestal** Project County: **Broome**

Project Description: Purchase and install a dry room at the BU Center of Excellence to create a testing facility for new materials and devices related to the energy storage industry.

Advancing Regional Strategies: **Advanced Manufacturing & Transportation, Energy Efficiency & Technology, Tech Development & Transfer, Cleaner Greener, Key Industry Cluster, NY Community Rising**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$620,000**

Sources of Funds	
ESD -Economic Growth Initiative	\$620,000
Other State Funding	\$2,214,445
Cash Equity	\$314,938
Total Sources of Funds:	\$3,149,383

Uses of funds	
M&E	\$2,362,038
Soft Costs	\$787,345
Total Project Cost:	\$3,149,383

Prior CFA Awards For This Project: None

CFA #: **53461** Project Name: **Elmira Road Corridor Economic Feasibility Study**
 Project Applicant: **Town of Ithaca** Project Location: **Ithaca** Project County: **Tompkins**

Project Description: Feasibility study to prepare a strategic plan for the Elmira Road (State Route 13/96/34) corridor, an approximately 1.3 mile segment within the Town that serves as key gateway into the greater Ithaca community for tourists, visitors, residents, and commuters

Advancing Regional Strategies: **Economic Backbone**

PROJECTED JOBS: Created: Retained: Indirect: Construction:

Recommended ESD Grant: **\$30,000**

Sources of Funds	
ESD - Infrastructure Investment	\$30,000
Cash Equity	\$30,000
Total Sources of Funds:	\$60,000

Uses of funds	
	\$55,000
	\$5,000
Total Project Cost:	\$60,000

Prior CFA Awards For This Project: None

CFA #: **53534** Project Name: **Ithaca Beer Expansion Capital**

Project Applicant: **The Ithaca Beer Company, Inc.** Project Location: **Ithaca** Project County: **Tompkins**

Project Description: Installation of a new canning line to create a more efficient process to accommodate the company's growth.

Advancing Regional Strategies: **Rural and Farm-based Economy**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$175,000**

Sources of Funds	
ESD - Business Investment	\$175,000
Lending Institution	\$625,000
Cash Equity	\$200,000
Total Sources of Funds:	\$1,000,000

Uses of funds	
M&E	\$1,000,000
Total Project Cost:	\$1,000,000

Prior CFA Awards For This Project: None

CFA #: **53650** Project Name: **The Century Sunrise Redevelopment**

Project Applicant: **Regan Development Corporation** Project Location: **Johnson City** Project County: **Broome**

Project Description: Acquisition and rehabilitation of two long time vacant multi-story brick and masonry industrial buildings.

Advancing Regional Strategies: **Economic Backbone, NY Community Rising, Healthcare 2020**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$1,350,000**

Sources of Funds	
ESD - Business Investment	\$1,350,000
Lending Institution	\$25,060,190
Cash Equity	\$2,934,466
Total Sources of Funds:	\$29,344,656

Uses of funds	
Building Acquisition	\$350,000
Building Renovation	\$19,480,000
FF&E	\$25,000
Soft Costs	\$9,489,656
Total Project Cost:	\$29,344,656

Prior CFA Awards For This Project: None

CFA #: **53761** Project Name: **Greene NY Plant Expansion (Buck Bindings)**

Project Applicant: **Block Bindings Interlinings Ltd** Project Location: **Greene** Project County: **Chenango**

Project Description: Acquisition of business operation, buildings, and land at L.A. Najarian Ribbon Mill in order to retain the company's high-quality ribbon and narrow fabric manufacturing facility in the Southern Tier Region.

Advancing Regional Strategies: **Manufacturing, Global NY, Veteran's Initiative**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$200,000**

Sources of Funds	
ESD - Business Investment	\$200,000
Lending Institution	\$1,010,000
Cash Equity	\$90,000
Total Sources of Funds:	\$1,300,000

Uses of funds	
Building Acquisition	\$500,000
Building Renovation	\$200,000
M&E	\$150,000
FF&E	\$450,000
Total Project Cost:	\$1,300,000

Prior CFA Awards For This Project: None

CFA #: **54614** Project Name: **Ice Bear Capital**

Project Applicant: **Ice Energy Holdings Inc** Project Location: **Bath** Project County: **Steuben**

Project Description: Support the acquisition of capital equipment, developing a local transportation hub, and procurement of goods sold in NY that we will use in the manufacturing of the company's product.

Advancing Regional Strategies: **Manufacturing, Energy Efficiency and Renewable Energy Technology**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$496,200**

Sources of Funds	
ESD - Business Investment	\$496,200
Lending Institution	\$14,938,800
Cash Equity	\$1,715,000
Total Sources of Funds:	\$17,150,000

Uses of funds	
M&E	\$750,000
Soft Costs	\$16,400,000
Total Project Cost:	\$17,150,000

Prior CFA Awards For This Project: None

CFA #: **54724** Project Name: **Transit Air Capital**

Project Applicant: **Transit Air Inc** Project Location: **Hornell** Project County: **Steuben**

Project Description: Purchase of new equipment to support the expansion of a wheel press shop.

Advancing Regional Strategies: **Manufacturing and Transportation Industry, Key Industry Cluster, Veterans, Opportunity Agenda**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$300,000**

Sources of Funds	
ESD - Business Investment	\$300,000
Lending Institution	\$921,000
Cash Equity	\$400,000
Total Sources of Funds:	\$1,621,000

Uses of funds	
Building Renovations	\$300,000
M&E	\$1,271,000
Soft Cost	\$10,000
Other	\$40,000
Total Project Cost:	\$1,621,000

Prior CFA Awards For This Project: None

CFA #: **54894** Project Name: **Finger Lakes Boating Museum**

Project Applicant: **Finger Lakes Boating Museum** Project Location: **Hammondsport** Project County: **Steuben**

Project Description: Renovations to the Finger Lakes Boating Museum to upgrade the regions tourism and waterfront infrastructure.

Advancing Regional Strategies: **Economic Backbone**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$50,000**

Sources of Funds	
ESD - Business Investment	\$50,000
Cash Equity	\$250,600
Total Sources of Funds:	\$300,600

Uses of funds	
Construction	\$250,500
Renovation	\$50,100
Total Project Cost:	\$300,600

Prior CFA Awards For This Project: None

CFA #: **55195** Project Name: **City of Ithaca College Town Redevelopment**

Project Applicant: **City of Ithaca** Project Location: **Ithaca** Project County: **Tompkins**

Project Description: Relocation of the City of Ithaca Fire Station to incorporate the site into the City's College Town Revitalization initiative that will include a series of mixed use investments in the urban core.

Advancing Regional Strategies: **Economic Backbone**

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$1,200,000**

Sources of Funds	
ESD - Infrastructure Investment	\$1,200,000
Other Local Funding	\$1,200,000
Cash Equity	\$3,800,000
Total Sources of Funds:	\$6,200,000

Uses of funds	
New Construction	\$5,000,000
Land Acquisition	\$1,200,000
Total Project Cost:	\$6,200,000

Prior CFA Awards For This Project: None

CFA #: **55259** Project Name: **Bates Troy Expansion Capital**

Project Applicant: **Bates Troy Incorporated** Project Location: **Binghamton** Project County: **Broome**

Project Description: Construct a 12000 sf addition to the existing facility and purchase new machinery and equipment to allow the company to handle its increased production.

Advancing Regional Strategies: **Opportunity Agenda, Veterans Initiative, NY Rising**

PROJECTED JOBS: Created: Retained: Indirect: Construction:

Recommended ESD Grant: **\$675,000**

Sources of Funds	
ESD - Business Investment	\$675,000
Cash Equity	\$349,500
Lending Institution	\$2,470,500
Total Sources of Funds:	\$3,495,000

Uses of funds	
Building Renovations	\$300,000
New Construction	\$1,200,000
M&E	\$1,500,000
Soft Cost	\$495,000
Total Project Cost:	\$3,495,000

Prior CFA Awards For This Project: Economic Development Fund – RC 2

CFA #: **55298** Project Name: **Lackawanna Train Station**

Project Applicant: **Loco Development LLC** Project Location: **Binghamton** Project County: **Broome**

Project Description: Expansion/renovation of an historic train station that will create opportunities for business development.

Advancing Regional Strategies: Economic Backbone, Opportunity Agenda, NY Rising

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$75,000**

Sources of Funds	
ESD - Business Investment	\$75,000
Cash Equity	\$425,000
Total Sources of Funds:	\$500,000

Uses of funds	
Building Renovations	\$345,000
Soft Costs	\$155,000
Total Project Cost:	\$500,000

Prior CFA Awards For This Project: None

CFA #: **55707** Project Name: **Corporate Headquarters Relocation**

Project Applicant: **National Pipe and Plastics, Inc.** Project Location: **Endicott** Project County: **Broome**

Project Description: Demolition and new construction of a 19,300 sf facility that will serve as the new corporate headquarters of National Pipe and Plastics, Inc. in Endicott

Advancing Regional Strategies: Manufacturing, Opportunity Agenda, NY Rising

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$700,000**

Sources of Funds	
ESD - Business Investment	\$700,000
Other Public Funding	\$300,000
Cash Equity	\$3,000,000
Total Sources of Funds:	\$4,000,000

Uses of funds	
New Construction	\$2,800,000
FF&E	\$100,000
Land Acquisition	\$100,000
Soft Costs	\$1,000,000
Total Project Cost:	\$4,000,000

Prior CFA Awards For This Project: Econ Development Purpose Fund 2012-2013

CFA #: **55779** Project Name: **7 Hawley Street Redevelopment**

Project Applicant: **Binghamton Urban Renewal Agency** Project Location: **Binghamton** Project County: **Broome**

Project Description: Development of a mixed-use parking, residential, and retail/commercial facility that will enhance business development in an area of the City's urban core that is targeted for revitalization.

Advancing Regional Strategies: Economic Backbone, Opportunity Agenda, NY Rising

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: \$3,450,000	Sources of Funds		Uses of funds	
	ESD - Economic Growth Initiative	\$3,450,000	New Construction	\$20,246,000
	Lending Institution	\$16,593,540		
	Cash Equity	\$202,460		
	Total Sources of Funds:	\$20,246,000	Total Project Cost:	\$20,246,000

Prior CFA Awards For This Project: None

CFA #: **55817** Project Name: **CMD Consolidation Expansion**

Project Applicant: **Cameron Manufacturing & Design, Inc.** Project Location: **Horseheads** Project County: **Chemung**

Project Description: Expansion project that includes the purchase an additional 300,000 sq ft facility to consolidate two offsite locations, providing production efficiencies and additional manufacturing space to accommodate the company's projected growth over the next five years.

Advancing Regional Strategies: Advanced Manufacturing & Transportation, Veteran's Initiative, Key Industry Cluster

PROJECTED JOBS: Created: Retained: Indirect: Construction:

Recommended ESD Grant: \$800,000	Sources of Funds		Uses of funds	
	ESD - Business Investment	\$800,000	Building Acquisition	\$4,000,000
	Lending Institution	\$4,645,000	Building Renovation	\$1,500,000
	Cash Equity	\$605,000	M&E	\$420,000
	Total Sources of Funds:	\$6,050,000	Total Project Cost:	\$6,050,000

Prior CFA Awards For This Project: None

CFA #:	55934	Project Name:	Elmira College Driving Elmira Refresh		
		Project			
Project Applicant:	Elmira College	Location:	Elmira	Project County:	Chemung
Project Description:	Renovations to an existing building to establish a medical college in collaboration with Elmira College, and creating an anchor to drive the revitalization of downtown Elmira.				
Advancing Regional Strategies:	Opportunity Agenda, Healthcare 2020				
PROJECTED JOBS:	Create: <input style="width: 80px;" type="text" value="21"/>	Retain: <input style="width: 80px;" type="text" value="360"/>	Indirect: <input style="width: 80px;" type="text" value="18"/>	Construction: <input style="width: 80px;" type="text" value="30"/>	
Recommended ESD Grant: \$1,700,000	Sources of Funds		Uses of funds		
	ESD - Economic Growth Initiative	\$1,700,000	Building Renovations	\$7,658,063	
	lending Institution	\$6,318,261	M&E	\$570,000	
	Cash Equity	\$890,918	FF&E	\$570,000	
			Soft Costs	\$111,116	
	Total Sources of Funds:	\$8,909,179	Total Project Cost:	\$8,909,179	
Prior CFA Awards For This Project: None					

CFA #:	56093	Project Name:	City of Corning Eco Dev Strategy		
		Project			
Project Applicant:	City of Corning	Location:	Corning	Project County:	Steuben
Project Description:	City of Corning Economic Development Strategy to expand small scale business development that will foster private sector investment and employment opportunities in manufacturing, technology, and tourism sectors.				
Advancing Regional Strategies:	Economic Backbone				
PROJECTED JOBS:	Create: <input style="width: 80px;" type="text" value="0"/>	Retain: <input style="width: 80px;" type="text" value="0"/>	Indirect: <input style="width: 80px;" type="text" value="0"/>	Construction: <input style="width: 80px;" type="text" value="0"/>	
Recommended ESD Grant: \$24,000	Sources of Funds		Uses of funds		
	ESD - Economic Growth Initiative	\$24,000	Contractual Services	\$60,000	
	Other Public Funding	\$30,000			
	Cash Equity	\$6,000			
	Total Sources of Funds:	\$60,000	Total Project Cost:	\$60,000	
Prior CFA Awards For This Project: None					

CFA #: **56729** Project Name: **Weitsman Shredding Media Plant**
 Project Applicant: **Weitsman Shredding** Project Location: **Owego** Project County: **Tioga**

Project Description: Construct a new 30,000 sf facility in the Tioga Industrial Park in Owego for development of a heavy media plant to reclaim shredded mixed metals from the company's scrap recycling operations.

Advancing Regional Strategies: Energy Efficiency and Renewable Energy Technology, Cleaner Greener, NY Rising

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$1,000,000**

Sources of Funds	
ESD - Business Investment	\$1,000,000
Lending Institution	\$1,320,000
Cash Equity	\$3,080,000
Total Sources of Funds:	\$5,400,000

Uses of funds	
New Construction	\$3,000,000
M&E	\$2,400,000
Total Project Cost:	\$5,400,000

Prior CFA Awards For This Project: None

CFA #: **57280** Project Name: **Building Innovative Economic Opportunities Through Reuse**
 Project Applicant: **Finger Lakes ReUse Inc.** Project Location: **Ithaca** Project County: **Tompkins**

Project Description: Construction of two additional buildings to create additional retail, programmatic, office space, and material processing space as part of the company's expansion.

Advancing Regional Strategies: Energy Efficiency & Renewable Energy Technology

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant: **\$500,000**

Sources of Funds	
ESD -Business Investment	\$500,000
Other State Funding	\$1,717,872
Lending Institution	\$199,990
Cash Equity	\$268,651
Total Sources of Funds:	\$2,686,513

Uses of funds	
New Construction	\$2,686,513
Total Project Cost:	\$2,686,513

Prior CFA Awards For This Project: Econ Dev Purp Fund 2012-2013 RC3 Opp Ag

CFA #: **52628** Project Name: **Waverly WWTP Upgrades (supports Leprino)** Project

Project Applicant: **Village of Waverly** Location: **Waverly** Project County: **Tioga**

Project Description: Construction of a physical infrastructure expansion/upgrade project for the Village Wastewater Treatment Plant, to support Leprino.

Advancing Regional Strategies: Economic Backbone, Cleaner Greener

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant:
\$2,000,000

Sources of Funds	
ESD- Infrastructure Investment	\$2,000,000
Other State Grants	\$12,813,140
Cash Equity	\$3,491,346
Total Sources of Funds:	\$18,304,486

Uses of funds	
Building Renovation	\$3,232,024
New Construction	\$5,851,074
M&E	\$6,309,613
F&E	\$2,911,775
Total Project Cost:	\$18,304,486

Prior CFA Awards For This Project: None

CFA #: **55881** Project Name: **3D Metrology** Project

Project Applicant: Location: **Freeville** Project County: **Tompkins**

Project Description: Investment in new product manufacturing machinery and equipment to expand into proto-typing aerospace components.

Advancing Regional Strategies: Technology Development & Transfer

PROJECTED JOBS: Create: Retain: Indirect: Construction:

Recommended ESD Grant:
\$375,000

Sources of Funds	
ESD - Business Investment	\$375,000
Lending Institution	\$1,434,000
Cash Equity	\$201,000
Total Sources of Funds:	\$2,010,000

Uses of funds	
M&E	\$2,010,000
Total Project Cost:	\$2,010,000

Prior CFA Awards For This Project: None

CFA #:	58058	Project Name:	48 Corliss Avenue	
Project Applicant:	Binghamton University - SUNY Research Foundation	Project Location:	Johnson City	Project County: Broome
Project Description:	Renovations to the mixed use site, 48 Corliss Avenue in Johnson City to house the BU Decker School of Nursing and support for new Pharmacy School, which will anchor a new Health Sciences and Technology Innovation Park in a blighted urban area.			
Advancing Regional Strategies:	Economic Backbone, Healthcare 2020, Tech Development, Opportunity Agenda, SUNY 2020 NY Community Rising, SUNY 2020			
PROJECTED JOBS:	Create: <input style="width:50px;" type="text" value="150"/>	Retain: <input style="width:50px;" type="text" value="51"/>	Indirect: <input style="width:50px;" type="text" value="200"/>	Construction: <input style="width:50px;" type="text" value="300"/>
Recommended ESD Grant: \$2,000,000	Sources of Funds		Uses of funds	
	ESD - Economic Growth Initiative	\$2,000,000	Building Acquisition	\$200,000
	Lending Institution	\$48,000,000	Building Renovations	\$28,525,000
	Other State Funding	\$75,000,000	FF&E	\$500,000
	Cash Equity	\$14,000,000	Soft Costs	\$109,775,000
	Total Sources of Funds:	\$139,000,000	Total Project Cost:	\$139,000,000
Prior CFA Awards For This Project: None				

E. OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS

Total Project Cost* Total CFA Priority Project Funding Request

\$332,586,029	\$30,000,000
----------------------	---------------------

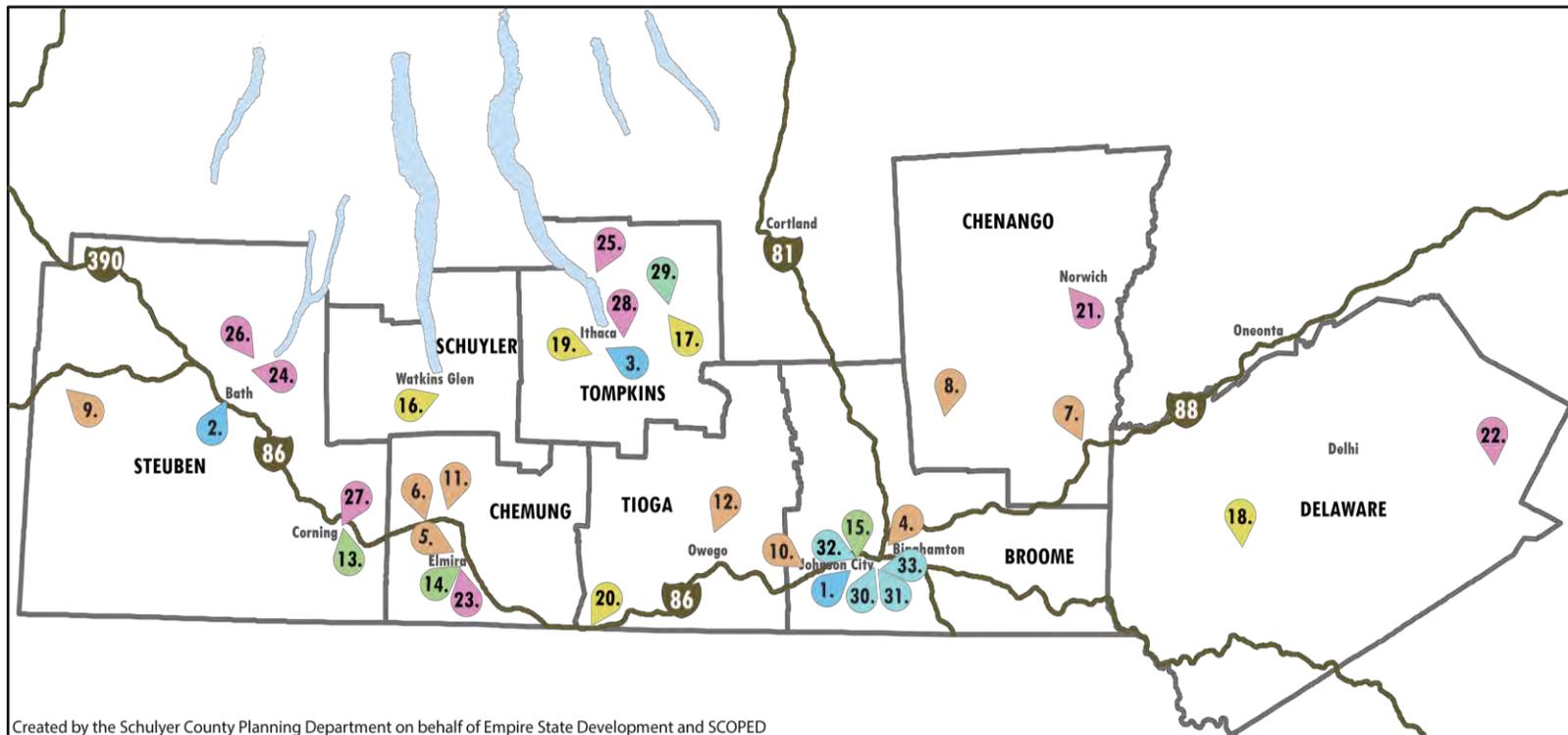
Overall Investment Ratio for Proposed Priority Projects:

TPC : Total Proposed ESD Capital Investment = 11:1

* Does not include public infrastructure projects: Waverly WWTP (52628); College Town (55195); Urbana Hammondsport Waterfront Development (53039); and Walton Biogas (52319). Leatherstocking Gas (53015) is included since it is a private infrastructure project.

F. MAP OF 2015 PROPOSED PRIORITY PROJECTS

- Strategy 1. Energy Efficiency & Renewable Energy Technology**
 - 1. Battery Dry Room - NECCES - Binghamton University
 - 2. Ice Bear Capital - Ice Energy
 - 3. Building Innovation Through Reuse - Finger Lakes ReUse
- Strategy 2: Manufacturing and Transportation Industries ... Next Generation Technology and Advanced Manufacturing**
 - 4. Buck (5) - Buckingham Manufacturing
 - 5. Anchor Glass Furnace 2 Upgrades - Anchor Glass
 - 6. DeMets Candy Expansion - DeMet's Candy
 - 7. Leatherstocking Gas Natural Gas - Leatherstocking Gas Co, LLC
 - 8. Block Bindings Greene, NY Plant Expansion - Block Bindings
 - 9. Transit Air Capital Improvements - Transit Air
 - 10. National Pipe & Plastics Corporate Headquarters Relocation - National Pipe & Plastics
 - 11. CMD Consolidated Expansion - Cameron Manufacturing
 - 12. Weitsman Shredding Media Plant - Tioga County IDA
- Strategy 3. Health Care 2020**
 - 13. Corning Community Health & Education Complex - Corning Community College
 - 14. Elmira College Driving Elmira Refresh - Elmira College
 - 15. Renovation of 48 Corliss in BU Health & Sciences Tech Park - Binghamton University
- Strategy 4. Revitalize the Rural Farm and Forest-based Economy**
 - 16. Chicone Cabinetmaker Capital - Chicone Cabinetmaker
 - 17. Hopshire Brewery Expansion - Hopshire Brewery
 - 18. Walton WWP Biogas Project - Village of Walton
 - 19. Ithaca Beer Expansion - Ithaca Beer
 - 20. Waverly WWTP Upgrades - Village of Waverly
- Strategy 5. Economic Development Backbone (tourism, waterfront development, broadband, community revitalization)**
 - 21. Norwich Best Western - JEGG Realty Norwich, LLC
 - 22. Roxbury Stratton Falls - Masserson Properties, Inc.
- Strategy 6. Technology Development and Transfer ... A Job Generator**
 - 23. 3D Metrology - Incodema 3D LLC
- Strategy 7. Opportunity Agenda**
 - 24. Werdenberg Building Project - Envison Elmira, LLC
 - 25. Urbana Harmondsport Waterfront Development - Town of Urbana
 - 26. Elmira Road Corridor Feasibility Study - Tompkins County
 - 27. Finger Lakes Boating Museum Capital - Finger Lakes Boating Museum
 - 28. City of Corning Ec Dev Strategy - City of Corning
 - 29. City of Ithaca Fire Station Capital - City of Ithaca
 - 30. Bates Troy Expansion - Bates Troy
 - 31. 7 Hawley Street Redevelopment - Binghamton Urban Development Agency
 - 32. Century Sunrise Redevelopment - Regan Development
 - 33. Lackawanna Train Station - LOCO Development



Created by the Schuyler County Planning Department on behalf of Empire State Development and SCOPED

G. 2015 PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES

CFA Number	Project Name	County	Mfg Industry Cluster Plan	Global NY	Opportunity Agenda	Sustainability Plan	NY Rising	Veteran
ESD								
50517	Chicone Cabinetmaker Capital	Schuyler			X			
50680	Corning Community Health & Education Complex	Steuben		X	X			X
51449	Roxbury Stratton Falls	Delaware		X	X			
51612	Norwich Best Western	Chenango			X			
51917	Buck (5)	Broome	X	X	X		X	
52170	Hopshire Brewery Expansion	Tompkins			X			
52319	Walton WWP Biogas Project	Delaware	X		X	X		
52429	Anchor Glass Furnace 2 Upgrades	Chemung	X	X	X			
52533	Werdenberg Building Project	Chemung			X			
52628	Waverly WWTP Upgrades	Tioga				X		
52779	DeMets Candy Expansion	Chemung		X	X			X
53015	Leatherstocking Gas Natural Gas	Chenango	X	X	X			X
53039	Urbana Hammondsport Waterfront Development	Steuben						
53297	Battery Dry Room - NECCES	Broome	X		X	X	X	
53461	Elmira Road Corridor Feasibility Study	Tompkins						

53534	Ithaca Beer Expansion	Tompkins			X			
53650	Century Sunrise Redevelopment	Broome			X		X	X
53761	Block Bindings Greene, NY Plant Expansion	Chenango		X				X
54614	Ice Bear Capital	Steuben		X		X		X
54724	Transit Air Capital Improvements	Steuben	X		X			X
54894	Finger Lakes Boating Museum Capital	Steuben						
55195	College Town - City of Ithaca Fire Station	Tompkins						
55259	Bates Troy Expansion	Broome			X			X
55298	Lackawanna Train Station	Broome			X		X	
55707	National Pipe & Plastics Corporate Headquarters Relocation	Broome	X	X	X		X	X
55779	7 Hawley Street Redevelopment	Broome			X	X	X	
55817	CMD Consolidated Expansion	Chemung	X		X			X
55881	3D Metrology	Tompkins	X	X				
55934	Elmira College Driving Elmira Refresh	Chemung		X	X			
56093	City of Corning Eco Dev Strategy	Steuben						
56729	Weitsman Shredding Media Plant	Tioga	X	X	X	X	X	X
57280	Building Innovation Through Reuse	Tompkins			X	X		X
58058	Renovation of 48 Corliss in BU Health & Sciences Tech Park	Broome		X	X	X	X	

II. Work Groups

A. WORK GROUP ACTIVITY

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

- **Tourism Work Group:** REDC continues to make tourism infrastructure development a priority because of its important role in recruiting talent in the future and an ideal tool to promote the region to prospective residents. This work group closely examined the importance of tourism in promoting the region to prospective workers and residents, investors and visitors; particularly the international visitors. The Tourism Work Group made several recommendations, including the creation of a tourism institute that would provide training and issue certification as a destination for international travelers. In addition, the work group recommended the development of a program that would attract young entrepreneurs to the tourism industry, as well as a program focused on revitalizing main streets so they are attractive to visitors, especially those that promote the "authentic" main street theme.
- **Opportunity Agenda Work Group:** The Veteran Work Group, Workforce Work Group and Opportunity Agenda Work Group discussed ways to engage the hard-to-place worker in the proposed Upstate Revitalization Plan. The work group recommended emphasis be placed on the distressed communities, and that the private sector must be involved in active recruitment and training. The community colleges will play a critical role in the future. SUNY Broome, for example, has come forward with several recommendations and plans including the development of new programs that support the projected growth in the healthcare industry in the Greater Binghamton area with upcoming plans for Binghamton University's new Pharmacy School and creation of the Health and Science Innovation Park in Johnson City. In addition, several colleges are collaborating to create an on-line repository for students and veterans to learn about internship opportunities in the private sector.
- **Energy Work Group:** The Energy Work Group was particularly active this year and engaged in several meetings to identify ways to increase employment in the energy sector, as well as infusing energy efficiency and technology in REDC projects at all levels. The work group produced a detailed set of recommendations that were shared with other appropriate work groups and considered as new projects were identified through the project pipeline for CFA Round 5. The work group focused on smart energy, as well as ways the Southern Tier to utilize the Hot Spot and 76West to promote the development of energy technology.
- **Agriculture Work Group:** The Agriculture Work Group also was very active in developing a detail plan for the growth of the food and agriculture industry in the Southern Tier. The group assessed the impact of the food and agriculture industry sector in terms of economic impact and niche opportunities. The work group recommended the Southern Tier's strategy include four components: technology development, investments in both production and processing, and development of a strategy for wholesale distribution hubs because of the region's highway system and proximity to markets.
- **Global NY Work Group:** The Southern Tier's *Global NY* Work Group considered the trends in export activity, and determined that there has been a growth in five of the eight counties in the region. It was recommended that the REDC continue to implement to recommendations made the work group plan issued in 2014, and that the REDC place a high priority on providing funding support to both companies that seeking to expand export activity and those that are foreign owned and plan to increase the level of foreign investment. Examples include Alstom, Raymond Corporation and DeMet's Candy.

- **Industry Cluster Plan Work Group:** The Industry Cluster Plan Work Group was appointed by the Council in the spring of 2015 and charged with assessing and recommending a manufacturing industry cluster. Following analysis of data, assessment of impact and opportunity for growth, the work group recommended to the REDC that the Transportation Products, Components and Control Systems cluster be adopted. The detailed plan is discussed on page 93.

B. LIST OF WORK GROUP MEMBERS

Agriculture		
First	Last	Organization
Scott	Baker	Broome County Legislature
Victoria	Giarratano	Cornell Cooperative Extension
Laura	Biasillo	Cornell Cooperative Extension
Kevin	Drumm	SUNY Broome
Jason	Carbone	SCOPED
Steve	Craig	Commerce Chenango
Michael	Martin	Western Catskills
Jonathan	Hauryski	Western Catskills
Tom	Hilson	Delaware County Watershed Affairs
Ellen	Jardine	Tioga County
Ken	Schlather	Cornell University
Donna	Lupardo	NYS Assembly
Ed	Marx	Tompkins County Planning Department
Robert	Murphy	City of Binghamton
Glenn	Nealis	Delaware County Dept. of Economic Development
Julie	Suarez	Cornell University
Ken	Smith	Chenango Cornell Co-op Extension
Dave	Stamp	Schuyler County Farm Bureau
Bob	Murphy	City of Binghamton
Lee Ann	Tinney	Tioga County Economic Development
Lindsay	Wickham	NY Farm Bureau
Liz	Bunce	Commerce Chenango

Bryant	Myers	Tioga County Economic Development
Jan	Nyrop	Cornell University, College of Agriculture and Life Sciences
Energy (natural gas, wind, solar, biomass)		
Bert	Bland	Cornell University
Todd	Cowen	Cornell University
Lanny	Joyce	Cornell University
Sarah	Zemanick	Cornell University
Adam	Flint	Solar Works
Gay	Canough	Solar Works
Brendan	O'Bryan	Greater Binghamton Chamber
Herb	Dwyer	ASI Energy
Jeff	Smith	SUNY Best
Michael	German	Corning Natural Gas
Ernie	Hartman	IBEW Local 139
Tom	Hilson	Delaware County Watershed Affairs
Jim	Baumgartner	The Agency
Rod	Howe	Cornell Univ Community and Regional Development Institute
Wayne	Jones	Binghamton University
David	Kay	Cornell Univ Community and Regional Development Institute
Charles	Kruzansky	Cornell University
George	Miner	Southern Tier Economic Growth
Glenn	Nealis	Delaware County Dept. of Economic Development
Steve	Palmatier	Chenango County
Lou	Santoni	Greater Binghamton Chamber of Commerce
Tom	Santulli	Chemung County
Ken	Schlather	Cornell University
Lee Ann	Tinney	Tioga County Economic Development
Dr. C Roger	Westgate	Binghamton University Center for Autonomous Solar Power
Alan	White	Catskill Center-Delaware
Tom	Wilber	Three Rivers-Corning
Edward	Wilson	Cornell University
Michael	Straight	NYSERDA

Ed	Marx	Tompkins County Planning Department
Martha	Robertson	Tompkins County
Healthcare		
Randy	Cook	Broome-Tioga Workforce
Wesley	Blauvelt	Arnot Ogden Medical Center
Dr. Rajesh	Dave	UHS
Jeff	Davis	Jeffery K. Davis Consulting, LLC
Maynard	Fahs	Fahs Construction
Dave	Gray	Steuben County
Terry	Kane	Binghamton University
Mohammad	Khasawneh	Binghamton Univ - Thomas J. Watson School of Engineering
Hugh	Leonard	Attorney
Dr. Mary Pat	Lewis	SUNY Delhi
John	Turner	Cayuga Medical
Shirley	Magana	Guthrie Corning Hospital
Barbara	Schindler	Golden Artist Colors, Inc.
Nathan	Shinagawa	Tompkins County Legislature
Andrea	Wade	Broome CC
Infrastructure (IT, water, sewer, roads, rail, etc.)		
Jack	Benjamin	Three Rivers Development Corp.
Tom	Carr	Corning Community College
Ron	Coleman	NYS DOT
Patricia	Cummings	Leonard and Cummings LLP
Victoria	Ehlen	Southern Tier Central Regional Planning Board
Pam	Eshbaugh	DOT
Glen	Faulkner	MARK Economic Development / Margaretville Telephone Co
Joe	Francis	Cornell University
Jim	Griffin	Hornell IDA
John	Gutenberger	Cornell University Community Relations
Shawn	Hogan	City of Hornell
Erik	Miller	Southern Tier East Regional Planning Board
Joe	Moody	Town of Union

Angela	Morlando	Binghamton University
Svante	Myrick	City of Ithaca
Cyndi	Paddick	BMTS
Uttara	Prasad	Lin Industries
Larry	Roma	Binghamton University
Linda	Shumaker	Shumaker Consulting
Susan	Skidmore	City of Elmira
JC	Smith	NYS Environmental Facilities Corporation
Rose	Sotak	Town of Union
Gary	Stewart	Cornell University
Marsha	Weber	Southern Tier Central Planning Board
Jennifer	Yonkoski	BMTS
Technology Transfer and Development		
Steve	Czarnecki	Binghamton University
Tom	Schryver	Cornell University
Alice	Li	Cornell University
Mary Beth	Curtin	Binghamton University 3IP
Kevin	Drumm	SUNY Broome
Ed	Gaetano	AM & T
Barry	Garrison	Corning Community College
Terry	Kane	Binghamton University
Dr Eugene	Krentsel	Binghamton University
Zak	Seghrouchni	Binghamton University
Kelli	Ligeikis	Broome Community College
Paul	Mutolo	Cornell University
Alan	Paau	CCTEC-Cornell
Tony	Rosemarino	Lockheed Martin
Bahgat	Sammakia	Binghamton University
Daniel	Spoor	Lockheed Martin
Michael	Stamm	Tompkins County Area Development
Lou	Walcer	Cornell University

Tourism		
Josh	Ludzki	BingPop
Bruce	Stoff	Ithaca/Tompkins County Visitors Bureau
Peggy	Coleman	Corning Finger Lakes
Beth	Duane	Corning Museum of Glass
Katie	Ellis	Binghamton University
Peg	Ellsworth	The MARK Project
Judi	Hess	Broome County Tourism
Michael	Johnson	Cornell University
Judy	Cherry	SCOPED
Fred	Bonn	NYS OPRHP
Jason	Carbone	SCOPED
Gregg	Henderson	The Roxbury Hotel
Terry	McDonald	Roberson Museum and Science Center
Tim	O'Hearn	Schuyler County
Laury Ellen	Poland	Finger Lakes Wine Country Tourism Marketing Association
Naima	Kradjian	Goodwill Theatre
Rebecca	Maffei	Tioga County Tourism
Audrey	Robinson	Commerce Chenango
Kristy	Mitchell	Ithaca/Tompkins County Visitors Bureau
Dr. Candace	Vancko	SUNY Delhi
Sharon	Ball	BC Arts Council
Judy	McKinney-Cherry	SCOPED
Alli	Sribarra	Science Center
Ann	Crook	Elmira Corning Airport
Downtown Revitalization and Community Development		
Dawn	Burlew	Corning Enterprises
Patricia	Cummings	Leonard and Cummings LLP
Steve	Dennis	City of Corning Planning and Economic Development
Nels	Bohn	City of Ithaca
Peg	Ellsworth	The MARK Project

Gary	Ferguson	Downtown Ithaca Alliance
Shawn	Hogan	City of Hornell
Liz	Bunce	Commerce Chenango
Robert	Murphy	City of Binghamton
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
Velga	Kundzins	Western Catskills
Alan	Rae	Alfred Tech
Tim	O'Hearn	Schuyler County
Laura	Bronstein	Binghamton University
Chelsea	Robertson	Southern Tier Central Regional Planning Board
John	Sipple	Cornell University
Gary	Stewart	Cornell University
Maureen	Wilson	Pyramid Brokerage
Business Development and Entrepreneurship		
Leslie-Morgan	Frederick	Makerspace
Sheri	Arnold	Corning Community College, SBDC
Jack	Benjamin	Three Rivers Development Corp.
Rochelle	Layman	Binghamton SBDC
Martin	Dietrich	NBT Bank
Bryant	Myers	Tioga County Economic Development
Jan	Hertzog	Broome Community College
Jamie	Johnson	Steuben County IDA
Diane	Lantz	REDEC
Donna	Lupardo	New York State Assembly
Julia	Mattick	Tompkins County WIB
George	Miner	Southern Tier Economic Growth
Debbie	Morello	Broome Community College
Glenn	Nealis	Delaware County Dept. of Economic Development
Joe	Moody	Town of Union
Jim	Griffin	Hornell
Tom	Schryver	Cornell University

Paul	Streeter	Cornell University
Gary	Stewart	Cornell University
Workforce Development, Veterans		
Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
Julia	Mattick	Tompkins Workfore Investment Board
Tim	Driscoll	GST BOCES
Joan	Ballinger	Corning Community College
Jan	Hertzog	Broome Community College
Ed	Gaetano	AM&T
James	Johnson	Steuben County IDA
Zach	DuBord	Binghamton Veteran's Services
Ernie	Hartman	IBEWLocal 139
Maggie	Gilbert	CDO Workforce
Nancy	Weber	State Workforce Investment Board
Jim	Tripp	Broome/Tioga Workforce
Wren	Fritsky	Binghamton University
Len	Sas	NYSDVA
Neil	Tarallo	Cornell University
Darlene	Kanuk	SUNY Broome
Cleaner Greener		
Jan	Arcangelli	Southern Tier Economic Development Corporation
Jim	Arey	Elmira-Chemung Transportation Council
Katie	Borgella	Tompkins County
Marion	Brown	Ithaca College
JoAnn	Cornish	City of Ithaca
Sandy	DeJohn	Binghamton University
Barbara	Lifton	NYS Assembly
Ed	Marx	Tompkins County Planning Department
Erik	Miller	Southern Tier East Regional Planning Board
Steve	Palmatier	Chenango County
Mike	Straight	So. Tier Region Economic Development Corp./NYSERDA
Ellen	Pratt	Tioga County

Sarah	Zemanick	Cornell University
Regional Incubator		
Mary Beth	Curtin	Binghamton University 3IP
Caitlin	Schickel	Cornell University
Alan	Rae	Ceramics Corridor Innovation Center
Tom	Schryver	Cornell University
Per	Stromhaug	Binghamton University
Daniel	Vaughn	Corning Incorporated
Lou	Walcer	Cornell University
Opportunity Agenda		
Joan	Ballinger	Corning Community College
Dawn	Burlew	Corning Enterprises
Patricia	Cummings	Leonard and Cummings LLP
Steve	Dennis	City of Corning Planning and Economic Development
Philly	Desarno	City of Ithaca
Tim	Driscoll	GST BOCES
Peg	Ellsworth	The MARK Project
Gary	Ferguson	Downtown Ithaca Alliance
Ernie	Hartman	IBEW Local 139
Jan	Hertzog	Broome Community College
Shawn	Hogan	City of Hornell
Rod	Howe	Cornell Univ Community and Regional Development Institute
Jamie	Johnson	Steuben County IDA
Julia	Mattick	Tompkins County WIB
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
John	Nader	SUNY Delhi
Tim	O'Hearn	Schuyler County
Mary	Opperman	Cornell University
Chuck	Peacock	Chemung-Schuyler-Steuben Workforce Dev. Board
Uttara	Prasad	Lin Industries
Chelsea	Robertson	Southern Tier Central Regional Planning Board

Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
John	Sipple	Cornell University
Maureen	Wilson	Pyramid Brokerage
Global New York		
Debbie	Morello	SUNY Broome
Tom	Kowalik	Binghamton University
Tom	Schryver	Cornell University
Alan	Rae	Ceramics Corridor Innovation Center
Bob	Murphy	City of Binghamton
Chuck	Peacock	Chemung-Schuylers-Steuben Workforce Dev. Board
Jason	Carbone	SCOPED
Erik	Miller	Southern Tier East Regional Planning Board
Ed	Gaetano	AM & T
Stephen	Day	Greater Binghamton Global Alliance
Beth	Duane	Corning Museum of Glass
Elena	Iankova	Binghamton University
Patrick	Doyle	Pleasant Valley Wine Company
Stacey	Duncan	The Agency
Darlene	Kanuk	SUNY Broome
Judi	Hess	Broome County Tourism
Donna	Lupardo	NYS Assembly
Brendan	O'Bryan	Greater Binghamton Chamber of Commerce
Ken	Kamlet	HHK
Rick	Weakland	Schuylers County, Project Seneca