

STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

“Catalytic, Collaborative, Comprehensive, Competitive”



PROGRESS REPORT: 2013

SEPTEMBER 2013



REGIONAL ECONOMIC DEVELOPMENT COUNCIL OF THE SOUTHERN TIER

PROGRESS REPORT: 2013

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September 24, 2013

Dear Governor Cuomo:

During the past two years the Regional Council of the Southern Tier has had a real and measurable impact on the community and economic fiber of our region. We are witnessing a transformation with the development of new platforms for innovation, new information networks, new attitudes and long-term solutions that address our challenges, unexpected relationships focused on capitalization of present and emerging strengths, an improved quality of life with revitalized communities, and united support for expedited technology transfer, productization and industry growth.

It has been two years since the Southern Tier Regional Council adopted our plan. We have undertaken a total of 119 projects resulting in creation of 2,880 jobs, retention of 2,525 jobs and leveraging of \$440,314,847.

We are proud to submit this report of our progress to-date, and we are confident the Southern Tier Region has demonstrated our ability and capacity to bring about real economic change with a \$25,000,000 award to support our priority projects in the Round 3 competition. These Competitive Priority Projects represent the potential for \$118,000,000 in leveraged funds, 230 construction jobs, creation of 1,396 jobs, retention of 105 jobs, and development of more than 20 new business ventures.

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

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

Sincerely,

Harvey Stenger, Council Co-Chair
President, Binghamton University

Tom Tranter, Council Co-Chair
President, Corning Enterprises

Regional Economic Development Council of the Southern Tier

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

Tom Tranter, Council Co-chair
President, Corning Enterprises

Keith Baumann
Director of Finance, Howell Packaging

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

Patricia A. Cummings
Partner, Leonard & Cummings, LLP

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

Ernest Hartman
Business Manager, IBEW Local 139

Joseph Hauryski
Steuben County, Chair of County Legislature

Diane Lantz
*Executive Director, REDEC Relending
Corporation*

Thomas Libous
State Senate, 52nd District

Barbara Lifton
State Assembly, 125th District

George Miner
President, Southern Tier Economic Growth, Inc.

Kevin McLaughlin
Executive Director, Broome County IDA

Svante Myrick
City of Ithaca, Mayor

Mary George Opperman
*Vice President of Human Resources, Cornell
University*

David J. Patak
President & CEO, Lourdes Hospital

Uttara Prasad
President & CEO, Lin Industries, Inc.

Debra Preston
Broome County, County Executive

Martha Robertson
Tompkins County, Chair of County Legislature

Lou Santoni
*President & CEO, Greater Binghamton Chamber
of Commerce*

Thomas Santulli
Chemung County, County Executive

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, Deputy Supervisor

Daniel Spoor
*Vice President, Lockheed Martin Systems
Integration*

Michael Stamm
*President, Tompkins County Area Development,
Inc.*

Dr. Candace Vancko
President, SUNY Delhi

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

Dale Weston
Tioga County, Chair of County Legislature

Lawrence Wilcox
Chenango County, Chair of County Legislature

Message of Success

The Southern Tier Regional Council is proud to submit this report of our performance to-date and dynamic plans for 2014.

Our message can be summed up in one phrase:

MEASURABLE RESULTS.



*Council Co-chairs:
Tom Tranter, President of Corning Enterprises and
Dr. Harvey Stenger, President of Binghamton University*

Jobs and Leverage:

- ✓ Round 2 projects underway: 64 projects = 96% of awards
- ✓ Job creation in Rounds 1 and 2: 2,880
- ✓ Job retention in Rounds 1 and 2: 2,525
- ✓ Cumulative leverage: \$440,314,847

Measurable and significant progress on ALL strategic objectives

Meaningful progress on implementation of state-wide initiatives:

- ✓ Making Higher Education a Jobs Generator
- ✓ Growing Tourism
- ✓ Cleaner Greener Sustainability
- ✓ Opportunity Agenda
- ✓ Cross-regional Collaboration
- ✓ Regional Incubator Plan and Innovation Hot Spot
- ✓ Technology Development and Transfer
- ✓ Enhancing the Economic Climate in Local Municipalities
- ✓ NY Rising Community Reconstruction Program

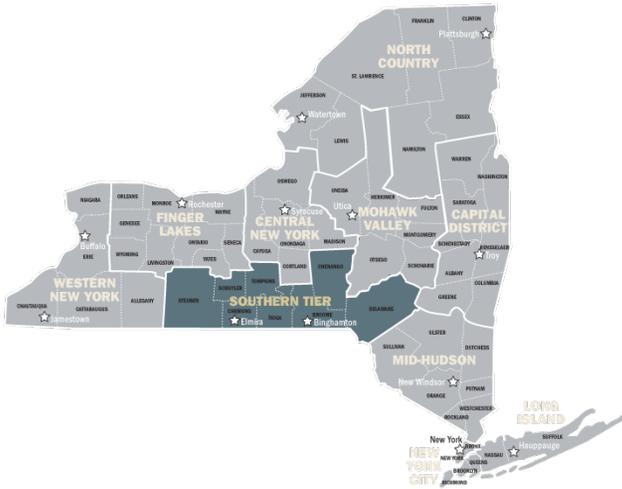
Part One: Overview

1. Strategy Overview

Vision

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

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

Objective: Build the region's existing transportation industry into a global leader and technological hub for next generation transportation 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

This strategy has six elements:

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

Objectives:

- **Community Revitalization:** Revitalizing the Southern Tier 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 and join startups.

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 Southern Tier's Regional Council.
- Build human capital through learning of new skills.
- Are designed to ensure residents of target areas have the tools to secure and retain jobs in targeted job categories while meeting employer hiring needs.
- 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.



*Cleaner Greener
Sustainability
Work Group*

2. Implementation Overview

In Round 2 the Southern Tier received awards totaling \$36,700,000 for 66 projects. In addition, the region was awarded \$4,500,000 in Excelsior Tax Credits and \$50,000,000 in low-cost economic development financing for a total award of \$91,200,000. Since January 2014, a total of 64 projects are underway or complete.

The Southern Tier Council is proud to report the impact of Round 2.

- Retention of 1,450 jobs
- Creation of 1,495 jobs
- Leveraging of \$308,000,000



Challenge Industries

*Finger Lakes Food Hub
Facility Groundbreaking*

Details of the implementation status for all of the region's ESD Capital Funds and Excelsior Tax Credit projects are described in Part Two.

3. Overview of Job Creation and Investment

It has been two years since the Southern Tier Regional Council adopted its economic development plan. With funding awards from Rounds 1 and 2, the Southern Tier has undertaken a total of 119 projects resulting in creation of 2,880 jobs, retention of 2,525 jobs and leveraging of \$440,314,847.

There are numerous efforts underway in the Southern Tier to create jobs and develop the highest quality workforce that matches the demand of key job growth. Key growth areas identified by both employers and the NYS Department of Labor include jobs in: food manufacturing, healthcare, energy, manufacturing and assembly, and travel and tourism.

The Alliance for Manufacturing and Technology (AM&T), the region's academic institutions and the workforce development boards are actively engaged in the regional council's Business Development Work Group. AM&T is a key resource for the manufacturing sector in identifying business and job growth areas. AM&T is often the interface between manufacturers and educational institutions seeking to identify new market and product growth opportunities, and ways to train for high-skill jobs in manufacturing fields.

Binghamton University's highly successful SUNY Best (Business and Education Cooperative of the Southern Tier) works closely with major employers and economic development agencies throughout the region. The organization is comprised of senior staff members from key economic and educational institutions in the Southern Tier. Their purpose is to forge strong alliances to strengthen industry specific needs, provide information and outreach for business, explore and support the business community workforce needs for traditional and emerging industry clusters, e.g., nanotechnology, biotechnology, energy, photonics, energy conservation and renewal. The organization also acts as a networking organization that supports the ongoing exchange of professional knowledge and experience.

Broome Community College utilizes its 40-person Workforce Development Council to keep the college informed about the most recent industrial, service and public sector developments. Campus technology, engineering, and computing staff work with the BCC Continuing Education to develop programs ensuring the highest level of training, resulting in the best possible level of competency for area employers. In addition, BCC is home to the Building Performance Institute and Energy Smart Program that provides training for individuals to become BPI certified.

Corning Community College's Office of Workforce Development and Community Education provides comprehensive workforce development services and education to individuals and businesses to support economic growth and development in the region. CCC also is working with the private sector to train the workforce with degree programs in manufacturing technology and mechanical technology.

Tompkins-Cortland Community College supports the workforce training needs of existing businesses through its TC3.biz program that facilitates training in a variety of areas such as statistical Process Control, robotics, lean manufacturing and lean office, programmable logic control, electrical engineering technology, and biotechnology. In addition, TC3 proposes the Farm to Bistro Project in CFA Round 3, which includes expanded programs in culinary arts and sustainability that are key to the rapid growth of the tourism industry.

SUNY Delhi plays a leadership role in tourism workforce development with programs in Hotel and Resort Management, Culinary Arts Management, Restaurant and Food Service Management, and Travel and Tourism Management.

The nursing programs at SUNY Delhi, Corning Community College, Broome Community College, Binghamton University and Elmira College are positioned to respond to the growing demand for registered nurses.

The IDA's and economic development agencies throughout the region are a major resource for the Council to identify investment opportunities. The directors of these organizations actively participate in the work groups and routinely attend Council meetings. One-on-one meetings with the Council members, these economic development agencies and businesses has proven to be an effective vehicle to drive investment in the region.

In addition, the Regional Incubator Plan was intentionally designed to creation jobs and increase investment by leveraging the region's significant innovation assets in the form of both research and development and a highly educated population. By taking a regional approach, the goal is to better leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of start-up formation and growth.

4. Public Engagement

During 2013 the Council took several actions to ensure public participation.

- Regional Council meetings
- Regional Council's website
- Southern Tier Regional Economic Development Corporation meetings
- Project development with municipalities, community and economic development agencies, businesses, colleges and universities, incubators and private developers
- Work groups
- Presentations and public forums
- Cornell Cooperative Extension outreach
- Regional planning boards
- Media releases

5. Performance Measures

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

Strategy 1. Energy Efficiency & Renewable Energy Technology

Performance Measures:

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

Summary of Performance – Round 2 Projects

The two projects funded under Round 2 are excelling against the performance measures.

- Binghamton University's High-technology Incubator is underway. The specialized labs will support technology development in specialized energy areas including batteries and solar cell fabrication. The project will leverage \$15,000,000 in University and federal funds, create 12 new businesses and foster increased intellectual property development and productization of technology.
- The Bates-Troy Heat and Power Co-Gen Production Facility will become a national model for the highest level of energy efficiency in a commercial laundry. It is leveraging \$600,000 in private investment. In addition, the company is working with Binghamton University researchers to apply new technology designed to boost the efficiency of the dryers from 60 to 90%. The facility also is a research site for Energy Rotor, which will be added to the co-generation equipment to generate 420 Kilowatts, up from 390 Kilowatts.

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

Performance Measures:

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

Summary of Performance – Round 2 Projects

Corning Incorporated's 110,000 square foot expansion of its Heavy Duty Diesel facility in Erwin, NY is a prime example of the application of next generation technology and advanced manufacturing in the transportation industry, and it scores high against the Southern Tier's performance measures. The project is leveraging \$216,000,000 in private investment. A total of 500 permanent jobs have been retained, and 250 new jobs are being created. China's clean air diesel regulations and Europe Euro VI regulations are expected to double the demand for Corning's clean air diesel products by 2017.

Strategy 3. Healthcare 2020

Performance Measures:

- Utilization of telemedicine and mobile technology
- Increase in healthcare professionals

Summary of Performance – Round 2 Projects

Broome Community College's Radiologic Technology Program is securing state-of-the art equipment using digital imaging technology that will enhance the quality of the workforce and enable graduates to work both in traditional clinical settings, as well as be valuable in the utilization of telemedicine and mobile health care technology. The Southern Tier's new Telemedicine and Mobile Technology Fund has been established with the active involvement of the Healthcare Work Group. Grants will be awarded to hospitals throughout the region allowing them to increase the number of patients utilizing telemedicine, and leverage \$7,000,000 in private funding. In addition, advancements in university-based technology will be enabled with this fund.

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

Performance Measures

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

Summary of Performance – Round 2 Projects

The Southern Tier made significant strides against performance measures for this strategy with five successful projects funded in Round 2. These projects include expansion of the Rural Initiative Fund, construction of a new greenhouse on the Cornell University campus, expansion of the Cornell Food Processing Laboratory, and support for the significant growth of Sunrise Farms, a yogurt production company. Cumulatively, these projects resulted in leveraging \$11,150,681, creating 326 jobs, retaining 120 jobs, adding 350 acres to agricultural production, creating 3 new businesses, and generating 400+ research and technology transfer projects that impact more than 36,000 farms occupying 7,000,000 acres.



Strategy 5. Economic Development Backbone

Performance Measures for Community Revitalization Program:

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

Summary of Performance – Round 2 Projects

Numerous Economic Backbone projects were undertaken that resulted in the creation of more than 1,000 jobs and retention of 175 jobs, renovation of 60 buildings, creation of 45 housing units, 30 new commercial spaces, 10 new businesses, and leveraged \$60,000,000.

Part Two: Implementation Agenda

1. Strategy

The Regional Council's Focus in 2013

A major focus was working closely with CFA Round 2 award recipients to ensure their projects moved forward quickly and efficiently. The Council also invested its time and energy in supporting the Governor's initiatives and working to advance its economic development plan, including:

- ✓ Collaborating with state agencies to move actions forward.
- ✓ Working to enhance the economic climate in local municipalities.
- ✓ Making higher education a jobs generator.
- ✓ Growing tourism.
- ✓ Advancing the Cleaner Greener Sustainability Plan.
- ✓ Building infrastructure to support business development and technology transfer.
- ✓ Developing an Opportunity Agenda Strategy and seeking out projects and initiatives to implement the strategy.
- ✓ Sharing best practices.
- ✓ Promoting interregional collaboration.
- ✓ Supporting the NY Rising Community Reconstruction Program.
- ✓ Developing a pipeline for projects.
- ✓ Monitoring performance against objectives.
- ✓ Receiving input through public engagement, and continuing to assess issues and opportunities, and creating new actions
- ✓ Establishing priorities to advance strategies.

■ Collaborating with State Agency Resource Team (SART)

The Southern Tier SART has been effective in working with the Regional Council, workgroups, and individual projects to move Round 2 projects forward expeditiously. The Council compliments the team for its responsiveness and sincere interest in helping each project achieve success. They have effectively fulfilled their role to align state programs with Regional Council priorities, identify existing programs, provide technical assistance, review CFA's, eliminate impediments to economic

growth, and share information. There are several examples of how the SART has assisted the region to date.

The Department of Environmental Conservation and the Environmental Facilities Corporation have played a vital role in the initial planning for Project Seneca. The project involves completion of the necessary plans for relocation of the Village of Watkins Glen wastewater treatment facility, which is located on the Seneca Lake waterfront. Project Seneca is the first step of what will become a transformational project to revitalize the entire south shore of Seneca Lake from an industrial site to a vibrant mixed use area that will enhance the tourism industry and revitalize downtown Watkins Glen.

■ Working to Enhance the Economic Climate in Local Municipalities

The Southern Tier Council has developed the following strategic actions to achieve its objective to assist municipalities with improving the business climate in their communities.

Direct REDC Member Involvement

Several members of the Southern Tier REDC have been actively involved in working with municipalities to create an environment that will support enhanced economic development. There are several examples of direct involvement and efforts to bring about collaboration. For example:

Project Seneca: REDC members Tom Tranter, Tim O'Hearn and Scott Welliver have been actively involved in a project to remove two wastewater treatment facilities in the Villages of Watkins Glen and Montour Falls, which are both under consent orders. Construction of a single facility will serve both municipalities. Significant progress has been made with the help of SART, particularly the NYS Environmental Facilities Corporation.

Shared Services and a Route 28 Partnership Program in Delaware County: REDC member Peg Ellsworth and NYSDOS met with the Town of Middletown and the Village of Fleischmanns to explore the potential for an increase in shared services with Andes and Bovina, and the development of a Route 28 partnership program.

Assistance with CFA Round 3 Process

CFA Workshops: The Southern Tier Council and Regional ESD Office conducted four CFA workshops throughout the region and actively encouraged representatives of local government to attend.

Work Group Meetings: Numerous work group meetings were held and many local governments are represented on the various groups.

One-on-one Meetings Technical Assistance: Representatives of the regional ESD office and council members 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 3.

Plans for a Local Government Program

The Council will be collaborating with the NYS DOS, Southern Tier East and Southern Tier Central Regional Planning and Development Boards to sponsor a region-wide local government program (possibly annually) to “bring the REDC to local government” and identify options for direct assistance, exchange information about how communities can remove barriers and improve business climates in their communities, and share best practices through case studies of successful projects that have been supported by the Regional Council such as those in Delaware County, Schuyler County, Town of Union, and more. It is expected that this event will serve as a feeder for other opportunities for direct assistance.

Local Government Efficiency Assistance

The NYSDOS is providing a higher level of assistance to targeted communities that have been actively working to reduce the cost of local government through projects sponsored by the NYSDOS Local Government Efficiency Program. These communities are now positioned to move forward through increased assistance from NYDOS Division of Local Government Services to implement their respective plans and identify additional opportunities for efficiencies. Working with the NYSDOS, the Council has identified the following four potential opportunities.

- ✓ **Schuyler County, Village of Watkins Glen and Village of Montour Falls**: Schuyler County has been very active in a number of local government efficiency projects with many constituent local governments. For example the County and the Village of Watkins Glen are working on a police restructuring project, the County has begun work with Yates County on increasing sharing of local government services.
- ✓ **Eastern and Central Delaware County NYS Route 28 Local Governments**: The Town of Andes and Bovina recently completed a shared services and consolidation study that could be the basis of a proposal for increased assistance from the Local Government Efficiency program.
- ✓ **Town of Union, Village of Johnson City and Village of Endicott**: These local governments have been developing a unified zoning ordinance and building department. The Johnson City and Union model for code enforcement could be advanced in other localities. It is an example of how unified codes are important to economic development by providing developers with standardization and predictability that allows for more rapid execution, efficiency and cost savings. The Village of Johnson City has been working with Binghamton on options for sharing emergency services.
- ✓ **Chemung County, Town of Big Flats, Catlin, Elmira, Horseheads, Southport, Veteran and Village of Horseheads**: Chemung County has completed a feasibility study for increased cooperation and consolidation of firefighting resources and is implementing the Chemung County Highway Services Board, which increases cooperation among the local governments in the county. The implementation of recommendations of these two studies continues but has been limited.

■ Promoting Interregional Collaboration

The Southern Tier’s relationship with contiguous and nearby regions has been primarily in the areas of broadband infrastructure, tourism, agriculture, research and technology development, and manufacturing.

Following are examples of projects undertaken both within and outside the REDC funding process.

Examples of Southern Tier's Interregional Activities in Rounds 1 and 2:

- ✓ A priority for several regions has been the extension of broadband to towns and villages in the most rural areas of the state. The Southern Tier took the lead in supporting MTC's project to extend broadband into the Southern Tier's Delaware County and several communities in the Mohawk Valley Region. Funding for the final phase of this project is being sought under Round 3.
- ✓ Finger Lakes Wine Country Tourism Marketing Association, based in the Southern Tier, undertook a successful promotion program focused on generating additional overnight visitations to both the Finger Lakes and Southern Tier regions.
- ✓ Cornell University received funding to construct a research-grade greenhouse. Greenhouses at the Cornell University's College of Agriculture and Life Sciences provide a testing ground for focused research and outreach that directly benefits New York's agri-business. Greenhouse operations support development of novel crop varieties for new and expanding local and regional markets, and also facilitate the development of improved pest control tactics and technologies to optimize plant growth. More than 36,000 farms, occupying seven million acres of land, are direct beneficiaries of more than 400 research projects conducted in the University's greenhouses each year.



Cornell University has nationally and internationally recognized strengths in agriculture, including new food product development and innovative production techniques. The university is a center of technological innovation in agriculture and has a long history of applied innovation in the Southern Tier.

- ✓ Cornell University received funding to expand the Food Processing and Development Lab (FPDL). The lab is a leader in providing NY's new, diversified and creative manufactured dairy industry with R&D. The FPDL has research and development or technical assistance for several companies both in and outside the Southern Tier. In addition, the growing consumer demand for novel artisan food

products (particularly cheese) encourages small agricultural operations to turn to value-added processing. Examples projects supported by the FPDL include dairy-based puddings, drinkable yogurts, fermented dairy beverages, flavored egg nog, healthy fruit snacks, and innovative soybean-based ingredients. Cornell's FPDL also works with the Cornell University Dairy Extension Program to provide hands-on workshops and on-the-job training opportunities. In 2012 the FPDL facility served over 340 processing plant superintendents who represented more than 300 dairy food processors.

The Southern Tier's Cross-regional Activities in Round 3:

- ✓ The Southern Tier is taking a regional approach to the Innovation Hot Spot program by implementing a 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. The partners in this initiative include Cornell University, Binghamton University, Corning Incorporated and The Ceramics Corridor Innovation Center located in the Southern Tier. In addition, the Regional Incubator will involve Alfred University's School of Ceramics in the Western NY Region and the Geneva Experimental and Testing Station in the Finger Lakes Region.

Corning Museum of Glass



- ✓ The Corning Museum of Glass (CMoG) is the most visited art museum in New York State, outside of Manhattan, and a major driver of the upstate tourism economy with visitations exceeding 400,000 annually. Currently, CMoG is undergoing a 100,000 square foot, \$65,500,000 expansion project. Round 3 funding is being sought for support of a new international motorcoach entrance.

Over 40% of visitors arrive by motorcoach; the majority of these group visitors are international, with the largest visitor volume coming from China. International group visitation is projected to grow 14% by 2016.

- ✓ The Tompkins-Cortland Farm to Bistro project impacts both the Southern Tier and Central NY Regions. This Tompkins-Cortland Community College initiative will create a working farm on property owned by the College coupled with a culinary lab, working restaurant, event space and retail store for New York agricultural products in downtown Ithaca. The spaces will provide living labs supporting degree and training programs in sustainable agriculture and food delivery systems, hospitality, retail and restaurant management, and wine marketing and culinary arts for persons and businesses in Tompkins (Southern Tier Region) and Cortland (Central NY Region). The farm will additionally provide organically grown fruits and vegetables for the restaurant, campus dining, and a CSA for the nearby community.
- ✓ SUNY Delhi proposes development of a new and innovative energy-efficient renew/reuse irrigation system. The project supports the expansion of three major employers in the Southern region. Equally important, lack of an expanded system threatens the NYC Watershed. The project also benefits West of the Hudson NYC Watershed region by mitigating present out-take demands on the Little Delaware River.
- ✓ The Southern Tier actively supports the completion of the Catskills Interpretive Center and Visitor Information Gateway. The project will increase tourism in 3 regions: Mid-Hudson, Capital and Southern Tier.

Examples of Cross-regional Initiatives Underway Outside of the REDC Funded Projects that Support our REDC Strategies:

- ✓ The tourism industry has been a leader in interregional collaboration for many years, and there are many examples of success stories across both the regions that are contiguous to the Southern Tier as well as state-wide. The wine trail organizations of Seneca Lake, Keuka Lake and Cayuga Lake wineries were established in the late 1980's and have been highly successful in growing tourism. Among the most successful interregional tourism

marketing entities is the Catskill Association for Tourism Services (CATS), which involves the Southern Tier, Central NY and Mid-Hudson region. Its focus in 2014 will be on the New York City tourist. More recently the Wine, Water and Wonders, launched in 2007, is a partnership of tourism destinations including the Corning Museum of Glass, Finger Lakes Tourism Alliance, VisitRochester, Niagara Tourism and Convention Corporation, DestinyUSA, Waterloo Premium Outlets, Fashion Outlets of Niagara Falls and Whirlpool Jet Boat tours in Niagara Falls NY. It is focused on the international travelers who are traveling between New York City and Niagara Falls.

- ✓ The NY Rising Community Reconstruction Program will enable 102 severely impacted communities in NYS to reconstruction projects and other needed actions based on community-driven plans that consider current damage, future threats and economic opportunities. In the Southern Tier, 11 municipalities in 3 counties were identified to participate in the program. A detailed description of the Southern Tier communities involved in this program is provided later in this section.
- ✓ Cornell University's College of Agriculture and Life Sciences is a leader across all 8 regions in bringing state-of-the art research, technology and technical assistance to create new ways to strengthen and secure food and energy systems. Integrated teams of scientists are improving the nutritional quality, safety and availability of the world's food supply, while driving a compatible evolution of bioenergy products and systems. CALS research fields range from supporting the growth of the dairy and yogurt industries to development of new varieties of grapes, apples and more. The university also operates both the New York State Agricultural Experiment Station and the Cornell University Agricultural Experiment Station located in the Finger Lakes Region.

Examples of Specific Opportunities for Cross-regional Coordination:

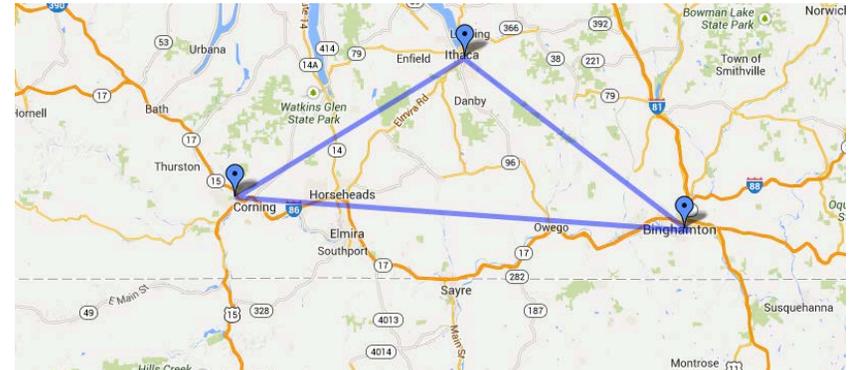
- ✓ Central New York and Finger Lakes – growth of the yogurt industry
- ✓ Central New York – Food to Markets and export opportunities for SME's
- ✓ Finger Lakes – International export of NYS wines

Ideas Regarding Processes for Coordinating and Identifying New Opportunities and Projects:

- ✓ Expand Binghamton University’s highly successful SUNY Best: The SUNY Business and Education Cooperative of the Southern Tier (SUNY BEST). Hold an annual forum for council members and staff that would include panel sessions with presentations on best practices and unique interregional activities.
- ✓ Hold at least one meeting each year, preferably during the January–March period, to include representatives of contiguous regions to engage in an in-depth discussion about the top three to five shared opportunities. The intended result of the meeting would be for each region to gain detailed knowledge about the other regions and to take away specific action items that could be incorporated into their respective strategic action items for the coming year.
- ✓ Develop a statewide list-serv for council members to share information, news, ideas, and pose questions, etc.

■ Making Higher Education a Jobs Generator

The Council’s objective is to implement rapid product development in quickly growing markets through organized and intensely driven university-industry partnerships. This will result in increased commercialization, strengthening existing businesses, increasing new business success rates, and encouraging students educated in the region to remain here and start companies and join startups. The Southern Tier Regional Incubator Plan adopted by the Regional Council in 2013, designates 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 is applying for both designation as the Southern Tier’s Innovation Hot Spot as well as for incubator funding under the 2013 CFA. The new regional Hot Spot will bring together the contributions of incubators and entrepreneurial support structures in the region, helping to extend existing services across the region and filling gaps in services. By bringing coherence to a growing regional ecosystem of entrepreneurs and support organizations, the regional Hot Spot strives to create a whole that is greater than the sum of its parts.



Regional Incubator Multi-node Network: Binghamton University (Binghamton), Cornell University (Ithaca), Ceramics Corridor Innovation Center (Corning)

The region also recognizes the importance of retaining the brightest and best educated students. Binghamton University plans an innovative research-based program with the goal of providing every undergraduate STEM student with an authentic research experience throughout their four years on campus. New laboratories will be designed, constructed and outfitted to provide the innovative infrastructure to fully integrate undergraduate students in leading-edge research across the disciplines.

■ Growing Tourism

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

■ Advancing the Cleaner Greener Sustainability Plan

The Cleaner Greener Work Group was very active during 2012-13, and took leadership in helping to establish the region's vision, advising the council on how to implement the plan, and evaluating those projects submitted in the Round 3 CFA process that would be effective in producing measurable results. The vision is for the Southern Tier Region to be a place where energy needs are increasingly supplied or reduced by conservation, efficiency, renewable technologies and smart development; where new transportation and housing options meet the needs of the region's population and contribute to an enhanced quality of life; and where natural systems are protected and greenhouse gas emissions substantially reduced. The plan establishes 18 goals and outlines a detailed strategy for a future that is economically prosperous, environmentally sound, and socially responsible. The implementation strategy discusses 65 actions that together have the potential to reduce regional greenhouse gas (GHG) emissions by over 32 percent within 20 years. The Council engaged in a thorough evaluation of potential projects and recommends the following.

- ✓ The Project Seneca, Regional Solids Handling Project includes the construction of a regionalized bio-solids composting facility and a regional septage receiving station/anaerobic digester complex. It is part of a larger project to transform the Seneca Lake waterfront from an industrial site to a tourism destination. The goals of the project are to provide a local disposable location for septage waste, food waste disposal and renewable energy source through bio-gas production with a reduction of solid waste to landfills. The facility will develop a renewable energy source through the production of methane gas at the anaerobic digester facility. The methane gas will be used to off-set gas needed for sludge heating, and will be used to fuel micro-turbines for energy production for the waste water treatment plant. There also will be reduced fossil fuel consumption through the elimination of sludge disposal to landfills.
- ✓ The Energize Ithaca Project involves a partnership of local government, private sector and academic institutions to replace inefficient energy infrastructure in downtown Ithaca with an innovative and highly efficient district energy system to be supplied

by a combined heat and power CHP system that will supply heating, cooling and electricity to core downtown areas. The project's two nodes will lower greenhouse gases by 65,277 cars annually, will lead to lower governmental operating costs, increase the ability to meet carbon reduction goals, and provide for greater stability of service in cases of disaster.

- ✓ The Southern Tier Bulk Wood Pellet Infrastructure Boost Program consists of (1) bulk loading systems at the NE Wood Pellets Plant in Deposit; (2) pneumatic pellet delivery truck by Ehrhart Propane and Oil, with a storage silo to be built at its Ithaca facility; (3) installation of demonstration commercial pellet boilers at multiple sites to serve as anchor users of bulk pellets; and (4) a combination of education outreach and market analysis to build robust residential and commercial markets. The project will result in an increase in the use of wood pellets, displacing the use of oil and propane with associated monetary savings, reduction in carbon, utilization of regional resources for manufacturing and distribution, and a renewable energy source.
- ✓ The Taylor Garbage C&D Recycling Facility Project involves the design and installation of a state-of-the-art construction and demolition (C&D) recycling facility in Apalachin, NY. The project will provide homeowners and small contractors with a user friendly outlet for their waste, and large contractors a place to obtain the highest LEEF by recycling their C&D. The project will result in an increased diversion of solid waste from 25% to 75%, and supports the Southern Tier Region's goal to increase bio-mass use by developing opportunities to produce less waste while creating a renewable fuel source.

■ Infrastructure to Support Business Development and Technology Transfer

The Southern Tier intends to complete the final phase of a major broadband expansion to rural areas in Delaware County. In addition, a Council priority is the continued expansion of a 250-mile open access dark fiber backbone developed in Chemung, Schuyler and Steuben Counties, and extend it into Tioga and Broome Counties. The extension

into Tioga and Broome Counties will support targeted business development areas, new shovel ready sites such as the Binghamton Airport Park project and the proposed Southern Tier Innovation Hot Spot with connectivity linking Cornell University, Binghamton University and the Ceramics Corridor.

■ **Adopting and Implementing an Opportunity Agenda Strategy**

The Opportunity Agenda Work Group is credited with identifying both realistic and unique ways to achieve the overall objectives of the program.

The Southern Tier is committed to advancing its Opportunity Agenda with an overall goal of successfully moving impoverished populations into the workforce and revitalizing distressed communities in the region. The Southern Tier will take a regional approach, with a focus on communities that have concentrated pockets of poverty and distress in the urban cores, as well as rural areas with high concentrations of poverty. The Southern Tier’s detailed strategy is outlined in Part Three of this report.

The Council is being pro-active by integrating the Opportunity Agenda strategy into its existing economic development strategies including healthcare, community revitalization, workforce development, and growing the rural and forest-based economy. For example:

- ✓ Promoting the Southern Tier Region’s Rural Initiative Fund as an opportunity for agricultural business owners to expand their businesses and seek out impoverished persons as potential employees.
- ✓ Promoting the Southern Tier Region’s Community Revitalization Fund as an opportunity to renovate downtown buildings that can support business development opportunities in core areas with the highest concentrations of poverty.
- ✓ Using the planned Municipal Leaders Summit planned to discuss how communities can participate in enhancing the region’s economic climate. A segment of that summit will focus on region’s challenges and opportunities identified in the Opportunity Agenda strategy.

■ **Sharing Best Practices**

In Round 1 the Southern Tier Region Economic Development Corporation (STREDC) received funding to create three innovative funds that are regionally administered and provide for low-interest loans and grant awards. The three initiatives are the Community Revitalization Program, Rural Initiative Fund and Southern Tier Infrastructure for Shovel Ready Sites Fund.

An exciting element of these programs is that they are locally based and have been well received by the counties and local municipalities, economic development agencies, small businesses, property developers and banking institutions. Because of the overwhelming success of the three initiatives, the Southern Tier has provided information and support to other regions to establish similar region-wide funds.

■ **Supporting the NY Rising Community Reconstruction Program**

The NY Rising Community Reconstruction Program was established to provide rebuilding and revitalization assistance to communities damaged by Hurricanes Sandy and Irene and Tropical Storm Lee. The NY Rising Community Reconstruction Program will enable 102 severely impacted communities to identify resilient and innovative reconstruction projects and other needed actions based on community-driven plans that consider current damage, future threats and economic opportunities. In the Southern Tier, 11 municipalities in 3 counties were identified to participate in the program.

Flood damage in Margaretville, Delaware County



- ✓ In Tioga County, the Town of Nichols, Village of Nichols, Town of Owego and Village of Owego will be eligible for up to \$12,000,000 in Federal CDBG-Disaster Recovery Implementation Funds. Not only have these 4 communities agreed to work collectively to prepare one recovery plan, but they have included the Town of Tioga, which also suffered considerable damage 2 years ago.
- ✓ In Broome County, the City of Binghamton, Town of Union, Town of Conklin, Town of Vestal and Village of Johnson City will be eligible for up to \$15,660,947 in CDBG-DR funds. These municipalities will partner to prepare one comprehensive plan for all of the impacted communities, including the Village of Endicott.
- ✓ In Delaware County, the Villages of Sidney and Margaretville each will be eligible for up to \$3,000,000 (\$6,000,000 total) in CDBG-DR funds upon completion of their recovery plans.

In addition to being eligible for over \$33,000,000 in the initial allocation of federal implementation funds, these communities also will benefit from special support from State agencies. The DEC, ESDC, NYSERDA, DOT and DOS will offer priority and preference for applications.

Planning committees have been established and a team of expert consultants is working with them to complete the plans by February 2014. Not only are municipalities working together within each county, but there will be collaboration among the counties to identify strategic opportunities for long term resilience and economic growth throughout the region. Such opportunities will be aligned with the strategic priorities of the Southern Tier Regional Economic Development Council.

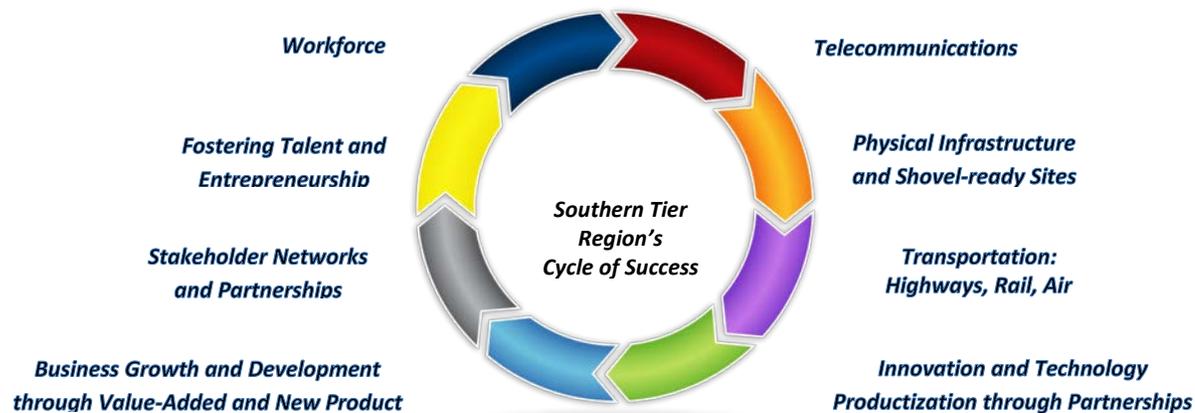
2. Progress on Actions in Round 2

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

In Round 2 the Southern Tier received awards totaling \$36.7 M for 66 projects. In addition, the region was awarded \$4.5M in Excelsior Tax Credits and \$50M in low-cost economic development financing for a total award of \$91.2M. A total of 64 project contracts have been executed.

- **Retention of 1,075 jobs**
- **Creation of 1,385 jobs**
- **Leveraging of \$132,314,847**

- **Retention of 1,450 jobs**
- **Creation of 1,495 jobs**
- **Leveraging of \$308,000,000**



Following is a progress report on the status of each actions undertaken utilizing ESD Capital Funds and Excelsior Tax Credits awarded in Round 2

**Strategy 1. The Southern Tier ... New York's Leader in Energy Efficiency and Renewable Energy Technology
Implementation Progress: 2013**

Action	Progress and Measurable Results	Status
<p>Binghamton University Southern Tier High Technology Incubator</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 40,000 square foot incubator will provide high-tech infrastructure for up to 12 companies focusing on research and development in energy, microelectronics, and healthcare. It will include specialized laboratories, a battery and supercapacitor enablement lab, a solar cell fabrication lab and other features associated with industry-based science and technology research, development and manufacturing.</p> <p>The \$22,000,000 project is being built in a distressed area of downtown Binghamton, and in partnership with private industry and Broome County.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Site is secured and demolition underway. ✓ Funds Leveraged: \$15,000,000 	<p>Underway.</p> <p>Site is secured. Demolition is underway. Ground breaking will take place in March 2014, with facility opening scheduled for 2015.</p>

Action	Progress and Measurable Results	Status
<p>Bates-Troy Heat and Power Co-Gen Production Facility</p> <p>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.</p>	<p>Bates-Troy is among the largest commercial laundries in the Northeast. The project received \$180,000 in CFA Round 2, and will result in an efficient cogeneration power unit, reduced utility costs, and competitive access to out-of-state markets.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Working in cooperation with NYSERDA to create a model for commercial laundry facility with the highest level of energy efficiency in the country. ✓ Collaborating with Binghamton University researchers to boost the efficiency of dryers from 60% to 90%. ✓ Project will create 55 jobs and leverage \$1,000,000. 	<p>Underway.</p> <p>Final design underway.</p>

Strategy 2. Southern Tier Transportation Industry... Building Next Generation Transportation Technology and Manufacturing Implementation Progress: 2013

Action	Progress and Measurable Results	Status
<p>Environmental Technologies Heavy Duty Diesel Truck Facility <i>Corning Incorporated</i></p> <p>Objective: 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.</p> 	<p>The \$219,000,000 project received \$3,000,000 in a CFA Round 2 award to assist with M&E, plus a \$40,000,000 Excelsior Program Tax Credit.</p> <p>Construction of the 110,000 square foot expansion of the Heavy Duty Diesel facility in the Town of Erwin is underway, and production at the new facility will begin in early 2015. The project also involves the addition of new forming and skinning equipment assets to support domestic and international demand for Heavy Duty Diesel product. China's clean air Diesel regulations went into effect in 2013, while Europe's Euro VI regulations become law in 2014. These new regulations are expected to double the demand for Corning's clean air diesel products by 2017.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 75 construction jobs have been created, and many of the major construction contractors are Southern Tier businesses. ✓ 500 permanent jobs have been retained. ✓ 250 new jobs will be created. Hiring will begin early in 2014. ✓ Leveraging \$216,000,000 in private investment. 	<p>Underway.</p> <p>Ground breaking took place in April 2013. Construction is expected to be completed in 2014. Production to begin in early 2015.</p>

Action	Progress and Measurable Results	Status
<p>BAE Systems' Next Generation Energy Efficiency Technology</p> <p>Objective: Advance BAE'S HybriDrive hybrid-electric propulsion system product lines.</p>	<p>Round 2 funding is being used to acquire next generation HybriDrive hardware components to enable BAE Systems to seed the nascent hybrid-electric heavy-duty truck market.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ The ESD Loan and Grant Office determined that BAE could not achieve the job goals related to the project, and that a reduction in grant assistance was required. The grant award was reduced from \$500,000 to \$75,000. 	<p>Underway.</p> <p>Equipment acquisition is underway.</p>

**Strategy 3. Healthcare 2020
Implementation Progress: 2013**

Action	Progress	Status
<p><i>Telemedicine and Mobile Technology Fund</i></p> <p>Objective: Provide low-interest loans and grants to the region’s health care industry for purchase of telehealth systems and equipment, software, mobile devices that can support audio and video recording, mobile health care vans, and other necessary technology to strengthen their respective business models and enhance delivery of health care in the rural areas of the region.</p>	<p>The Southern Tier Region Economic Development Corporation received \$2,500,000 in CFA round 2 to create the loan/grant fund.</p> <p>The program guidelines have been developed and approved by the Regional Economic Development Council of the Southern Tier, and are expected to be approved by the ESD Board in November 2013.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ The fund will leverage \$7.5M in private investment. 	<p>Underway.</p> <p>Establishment of the fund is underway. Applications will be received upon ESD Board approval.</p>

Action	Progress and Measurable Results	Status
<p><i>Broome Community College Radiologic Technology Equipment Upgrade</i></p> <p>Objective: Acquisition of equipment to upgrade Broome Community College's Radiologic Technology program, enabling students to train on up-to-date digital imaging technology.</p>	<p>BCC's Rad Tech program is the largest training program in the region, and is highly regarded by hospitals and other healthcare providers as a source of licensed, well-qualified entry-level technologists.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Regional Council took action in August 2013 reallocate \$197,000 from the former Endicott Interconnect Project to make a total of \$272,500 available to the college for equipment acquisition. 	<p>Underway.</p> <p>Equipment acquisition will be complete by YE 2013.</p>

Strategy 4. Revitalize the Rural Farm and Forest-based Economy
Implementation Progress: 2013

Action	Progress and Measurable Results	Status
<p><i>Southern Tier Region Rural Initiative Fund</i></p> <p>Objective: Reduce the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology.</p> 	<p>The Rural Initiative Fund received \$3,000,000 in Round 1 and \$1,000,000 in Round 2. 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.</p> <p>Projects include yogurt processing facilities, dairy farms, breweries, hops farms, vineyards, wineries, pork and poultry production, wood products and more.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Loan funds awarded: \$2,800,000 ✓ Leveraged investment: \$7,000,000 ✓ Jobs created: 121 ✓ Jobs retained: 29 	<p>Underway.</p> <p>Loans being actively made with Round 2 funding.</p>

Action	Progress and Measurable Results	Status
<p><i>Red Greenhouse and Lab Complex Additions Cornell University College of Agriculture and Life Sciences</i></p> <p>Objective: State-of-the-art greenhouse and lab facilities for the development of novel crop varieties for new and expanding local and regional 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.</p>	<p>The project received \$350,000 in CFA Round 2 funding and involves the construction of two 8,000 square foot additions to the existing Red Greenhouse and Lab Complex to create a state-of-the art space.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ More than 36,000 farms, occupying 7M acres, will benefit from 400+ research projects conducted annually. ✓ The project is leveraging \$1,729,681 in university funding. 	<p>Underway.</p> <p>Construction is underway and will be complete by 4th Quarter 2013.</p>

Action	Progress and Measurable Outcomes	Status
<p>Finger Lakes Food Hub Challenge Industries</p> <p>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.</p> 	<p>The project received \$450,000 in CFA Round 2. Challenge Industries will purchase products from local farms and producers, wash, sort and package for bulk and retail, and utilize its existing marketing and sales experience to sell produce under the Finger Lakes Fresh brand. It will leverage 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 such as public assistance recipients.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 153 new jobs. ✓ Supports local farms and producers, with an estimated an additional 300 acres being added to agricultural production. 	<p>Underway.</p> <p>Construction is complete and equipment is being installed. Move-in is projected for 4th Quarter 2013.</p>

Action	Progress and Measurable Outcomes	Status
<p>Cornell Food Processing Development Laboratory</p> <p>Cornell University College of Agriculture and Life Sciences</p> <p>Objective: Enhance the university’s ability to support growth of the region’s agriculture industry, particularly the dairy and yogurt businesses.</p>	<p>The project received \$500,000 in CFA Round 2 and involves facility upgrades, equipment acquisition and expansion of the Food Processing and Development Laboratory.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 56 jobs retained. ✓ Leveraging \$2,091,600. ✓ Research, development and technical assistance to companies such as Chobani Yogurt, HP Hood, Fingerlakes Farmstead Cheese, Indian Milk and Honey, Agave Biosystems, E2E Materials, International Food Network. 	<p>Underway.</p> <p>Construction is underway. Expected to be complete in 4th Quarter of 2013.</p>

Action	Progress and Measurable Outcomes	Status
<p><i>Sunrise Family Farm Expansion</i></p> <p>Objective: Expand dairy and yogurt production facility in Norwich to support the growing yogurt industry.</p> 	<p>The project received a \$275,000 award in CFA Round 2. Sunrise Family Farms, Inc. is a specialty yogurt manufacturer based in Norwich, which has out grown its existing plant. The overall project involves the expansion of business into a 25,000 square foot food plant in Greene, NY. In addition, the Norwich facility has been refitted for cheese production once the new Greene facility is operational.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Annual sales increased from \$2,000,000 in 2012 to 15M in 2013. ✓ 50 new jobs created. ✓ 35 jobs retained. ✓ The expanded capacity will allow the company to expand capacity by 250%, respond to market demand, create jobs and support growth of regional dairy farms. ✓ Leverages \$330,000 in private investment. 	<p>✓ Complete.</p>

Strategy 5. Economic Development Backbone
Implementation Progress: 2013

Action	Progress and Measurable Results	Status
<p><i>Buckingham Manufacturing</i></p> <p>Objective: Buckingham Mfg. produces personal fall protection and safety equipment. The project involves the purchase of equipment to improve efficiency and costs to allow the company to be more competitive in the market place both domestically and internationally.</p>	<p>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.</p> <p>The equipment has been acquired and installed.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 50 jobs retained. ✓ \$100,000 leveraged. 	<p>✓ Complete.</p>

Action	Progress and Measurable Results	Status
<p>Emerson Complex Project</p> <p>Objective: Conduct environmental due diligence and remediation plans, and development of a 5-year mixed use redevelopment and implementation plan for the 92+ acre site containing 760,000 square feet of space to includes office, manufacturing, flex and incubator space, multi-family residential, and commercial spaces.</p>	<p>The Emerson Complex is the former site of a 100-year old manufacturing facility. The planning and feasibility studies included environmental due diligence, the New York State Environmental Quality Review Act (SEQRA), GEIS Report, the project Master Plan Development and Approval process, an independent environmental testing program and the development of plans for environmental remediation.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Planning and feasibility studies are underway. 	<p>Underway.</p>

Action	Progress and Measurable Results	Status
<p>Southern Tier Community Revitalization Program</p> <p>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.</p> <p><i>Iron Horse Depot LLC President Peter Wall is working on a project that involves moving three companies into the depot building on Loder Street in Hornell.</i></p> 	<p>The Community Revitalization Fund was established with a \$5,000,000 grant award in the CFA Round 1. The program was so successful that the Regional Council designated it a priority in Year 2 and the fund received an additional \$2,500,000 in CFA Round 2. Note this is a loan program, and the proceeds will seed future projects.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 159 jobs created. ✓ 46 jobs retained. ✓ \$24 M private investment leveraged. ✓ 42 downtown buildings renovated. ✓ 34 new housing units created. ✓ 22 new commercial spaces created. ✓ 4 new road and bridge construction projects 	<p>✓ Complete.</p>

Action	Progress and Measurable Results	Status
<p><i>Southern Tier Regional Infrastructure Fund for Shovel Ready Sites</i></p> <p>Objective: The Fund increases 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.</p> 	<p>The initiative received \$2,500,000 in Round 1 and \$1.5 M in Round 2. The Fund provides gap financing in the form of loans, and leverages financing from private and public sources for development of shovel ready sites.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Round 1 funding provided loans to support the development of two shovel ready sites in Chemung and Steuben counties. ✓ Leveraged \$5,600,000 in private investment, and expects to create 1,000 jobs and leverage an additional \$240,000,000 as a result of build-out. ✓ Applications for the Round 2 funding have been submitted and are pending review by the Southern Tier Region Economic Development Corporation. The pending applications are expected to leverage \$1,500,000 in private infrastructure investment and create 250 jobs. 	<p>Underway.</p> <p>Construction is underway on the two shovel ready sites funded with Round 1 loans.</p> <p>Project applications for Round 2 loans are pending local approval.</p>

Action	Progress and Measurable Results	Status
<p><i>Advanced Microelectronics Manufacturing Endicott Interconnect Technologies</i></p> <p>Objective: Equipment acquisition to further the University-industry collaboration to create complex designs and higher-value solutions for medical, high performance computing, aerospace and defense products.</p>	<p>Endicott Interconnect received a \$250,000 grant Round 2. The company is for sale and is in active negotiations with a buyer. The Regional Council took action in August 2013 to reallocate \$197,500 from the Endicott Interconnect Technologies award to the Broome Community College <i>Radiologic Technology Equipment Upgrade</i>.</p> <p>The IP will be re-worked so the new buyer could be eligible to receive the balance of the award totaling \$52,500.</p>	<p>Pending new company buyer.</p>

Action	Progress and Measurable Results	Status
<p>Project Seneca Tourism and Waterfront Development</p> <p>Objective: Project Seneca involves 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 state-of-the-art “Green” WWTP located south of Glen Creek in Watkins Glen.</p> <p><i>Current WWT facility on Seneca Lake waterfront in Watkins Glen to be demolished for waterfront development.</i></p> 	<p>A \$300,000 Round 2 grant was received by Schuyler County and matched with private funds raised by Project Seneca. This is 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. In addition, 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.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Planning and environmental review work for the development of the multi-municipal WWT facility is complete. ✓ The Village of Watkins Glen has applied for \$25,000,000 in hardship loan funds via the Environmental Facilities Corporation. ✓ A CFA Round 3 Cleaner Greener funding proposal was submitted for construction. ✓ A CFA Round 3 funding request was submitted for reconstruction of the Middle Marina. ✓ The consortium of private and public stakeholders has developed a comprehensive waterfront re-development plan. 	<p>✓ Complete.</p>

Action	Progress and Measurable Results	Status
<p>The MARK Project</p> <p>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.</p>	<p>The MARK Project received \$250,000 in CFA Round 2 funding to expand an existing privately funded small business assistance program serving the Town of Middletown, Roxbury and Andes including the Villages of Fleischmanns and Margaretville.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 8 new businesses established and 4 expanded; 2 new retail spaces. ✓ 16 new jobs created. ✓ Leveraging \$1,750,000 in private investment. 	<p>Underway.</p> <p>5 building renovation projects are complete and 5 are under construction.</p>

Action	Progress and Measurable Results	Status
<p>Renovation of the Former Watkins Brewery Facility</p> <p>Objective: Redevelopment of 15,700 square foot in the former “freezer/brewery” building, located on the Seneca Lake waterfront in Watkins Glen, into residential housing and allows for a future commercial area. The 110-year old building will be an anchor project in the total redevelopment of the Seneca Lake waterfront area.</p>	<p>The project received \$600,000 in Round 2. It is the first project in the transformation of the Seneca Lake Waterfront and downtown Watkins Glen.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Construction will be underway in 4th quarter 2013. ✓ \$1,285,000 in private investment will be leveraged. 	<p>Underway.</p> <p>Engineering and final architectural design complete.</p> <p>Demolition will begin in 4th Quarter 2013, with construction to be complete in 2014.</p>

Action	Progress and Measurable Results	Status
<p>The Commons Ithaca, NY</p> <p>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.</p> 	<p>The project received \$1,800,000 in CFA Round 2. It provides the infrastructure for both downtown property redevelopment and the first phase of a larger planned Intermodal Transportation Hub-Accelerating Community Access (ITHACA).</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Upon complete, it will allow for 9 development projects and the creation of 270 jobs. ✓ Private investment of \$10,000,000 is expected as a result of the project. 	<p>Underway.</p> <p>The construction will be complete in 4th quarter 2013.</p>

Action	Progress and Measurable Results	Status
<p>Lansing Infrastructure Project</p> <p>Objective: Construction of waste water treatment plant that will enable the development of a Town Center consisting of approximately 400 housing units, retail and commercial components, a community area and a Business and Technology Park Development.</p>	<p>The project supports three Council strategies including: (1) Economic Development Backbone - Community Revitalization with plans for housing units and retail/commercial development. The Town Center Area is only 5 miles from Cornell University and the Cornell Business and Technology Park and is a prime location for development of affordable housing and commercial projects; (2) Economic Development Backbone - Shovel Ready Sites and Business Development with the development of a business and technology park.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Transformation of the Lansing Town Center to include housing, retail/commercial space ✓ New shovel ready site projected to house 7 companies and create 400-500 jobs. 	<p>Underway.</p> <p>Construction is underway and will be complete by 4th Quarter 2013.</p>

Action	Progress and Measurable Results	Status
<p>Castle</p> <p>Objective: Restoration of the 1896 National Guard Armory in Walton. The former drill hall, a 9,000 square foot area, will become a special events center for conferences, wedding receptions, and community functions. The front portion of the building will contain a cafe and up to eight hotel rooms.</p> 	<p>The project addresses the shortage of both lodging and facilities needed to accommodate large events in support of the growing tourism industry in Delaware County.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Leverages \$1,200,000 in private investment. ✓ Creates 10 jobs. 	<p>Underway.</p> <p>Construction is underway and expected to be complete in early 2014.</p>

Action	Progress and Measurable Results	Status
<p>Arbor Housing and Development</p> <p>Objective: Renovate a vacant and blighted retail structure in downtown Corning to create commercial space.</p>	<p>The project received \$450,000 in Round 2 to acquire and renovate an 18,000 square foot blighted former retail structure in downtown Corning to be used for office and commercial space.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ Revitalizing blighted downtown structure. ✓ Creates 8 jobs. 	<p>Underway.</p> <p>Construction is underway and will be complete in 4th Quarter of 2013.</p>

Action	Progress and Measurable Results	Status
<p>Broome County Arena</p> <p>Objective: Renovations and upgrades will be made to improve infrastructure and safety for this tourism destination in Broome County</p>	<p>The project received \$500,000 in Round 2. The upgrades are part of a \$2,500,000 renovation project designed to give the Broome County Arena a facelift, but also improve infrastructure and safety for attendees.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ New seating, LED lighting, concession stands, exterior stairs, outside marquee LED display, dasher board and glass system. ✓ Lighting upgrades will save taxpayers \$600,000 over the next 10 years. ✓ Leverages \$2,000,000. 	<p>✓ Complete.</p>

Action	Progress and Measurable Results	Status
<p>Team World, Inc.</p> <p>Objective: Expand the business, particularly its specialty bottling operation.</p>	<p>Team World received \$350,000 in Excelsior Tax Credits. The specialty bottling company is expand the bottling operation to a facility in Conklin.</p> <p>Measurable Results:</p> <ul style="list-style-type: none"> ✓ 79 jobs retained. ✓ 25 jobs created. ✓ Leverages \$2,173,055 in private investment. 	<p>Underway.</p> <p>Project will be complete in 4th quarter 2013.</p>

Success in Advancing Strategies with Non-competitive Funding

Below are highlights of two projects that have played a role in advancing the Council’s strategic objectives in energy efficiency and downtown revitalization.

Willow Run Foods, Inc.

Willow Run Foods, Inc. is a customized food distribution company that delivers to regional and national food and restaurant chains throughout the Northeast. With a \$1,000,000 NYSERDA award received in CFA Round 2, the company is undertaking an alternative transportation project at its state-of-the-art facility in Kirkwood, NY. The project includes 15 heavy duty compressed natural gas (CNG) trucks, leased from Ryder. In addition, there are upgrades to Willow Run’s on-site maintenance facility to meet the unique specifications required to service natural gas vehicles.

The project supports two of the Regional Council’s strategic objectives; that is, innovative approaches to achieving significant energy efficiency and next generation transportation. The project is expected to reduce greenhouse gas emissions by approximately 500 tons annually, the equivalent of removing 100 cars from the road. The project is expected to reduce diesel fuel consumption by 175,000 gallons annually.



“Willow Run Food’s efforts to using cleaner, more efficient fuels is a testament to its commitment to energy solutions that will benefit all New Yorkers.”

Harvey Stenger, Regional Council Co-chair
President, Binghamton University

Willow Run is the first company to use CNY trucks for regional deliveries in the Northeast. The heavy duty trucks will be mostly used in New York City, Long Island and northern New Jersey, helping to offset a high-traffic region with significant greenhouse gas emissions. The savings are also represented in delivery efficiency, because the drivers will be able to complete a full delivery circuit from the company’s distribution center without having to refuel.

Corning’s Gaffer District

Corning Gaffer District received a \$232,500 New York Main Street award in Round 2 and has utilized it to leverage \$2,197,500 in private investment to rehabilitate 5 buildings on historic Market Street.

Aniello's Pizzeria is a long-term anchor restaurant that has drawn a diverse regional base for several decades. With a \$50,000 grant for new HVAC, plumbing and electrical work, Aniello’s will continue to be a landmark and destination. The Former McClintock building has been vacant for several years, and the total rehabilitation cost was \$650,000. With a \$50,000 grant the former dilapidated three-story building will accommodate a first floor retail business and 2 upper-story housing units.

A \$50,000 grant is part of a \$1,200,000 complete interior and exterior rehabilitation of the Former Bacalles Flower Shop. The building will be home to a new restaurant and four upper story apartments. Below are the before and after photos of the project.

*Former
Bacalles
Flower
Shop
Before*



*Former
Bacalles
Flower
Shop
After*



Success in Advancing Strategies with Projects Not Funded in Round 2

Guthrie Healthcare’s vision for a new, state-of-the-art replacement hospital to serve the Corning region is underway. The project supports two of the council’s strategic objectives: Energy Efficiency and Healthcare 2020. The modern facility will feature 65 private rooms designed for patient comfort, privacy and safety. The new hospital is designed to be energy efficient and promote green operations. When open in summer of 2014, patients will benefit from an integrated campus designed for efficient delivery of quality care and increased outpatient services. The campus will also include an on-site helipad to quickly facilitate trauma patients or transfers.

3. New Strategies and Actions

In 2013 the Council added two new strategic objectives and altered three of its original five strategies.

The two new strategies are #6. Technology Development and Transfer, and #7. Opportunity Agenda.

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

The Southern Tier has significant innovation assets in the form of both research and development and a highly educated population, that are underutilized in new company formation, commercialization, and technology transfer. By taking a regional approach, the Regional Council is committed to better leveraging the region's existing assets and increasing the pace of commercialization and the success rate of startup formation and growth.

The objectives of the Southern Tier's strategy are to:

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

In CFA Round 2 the Council selected the Binghamton University High Technology Incubator as priority project; the first step in pursuing this strategy. In August 2013 the Regional Council then adopted a Regional Incubator Plan designed to bring together the innovation assets of Cornell University, Binghamton University, the Ceramics Corridor and major corporate entities such as Corning Incorporated and Lockheed. They will form the foundation upon which a vibrant entrepreneurial ecosystem will be built, leading to significantly higher levels of commercialization and technology transfer activity. This will, in turn, contribute greatly to increased startup company creation, increases in the tax base, and

increases in employment throughout the region. The detailed Southern Tier Regional Incubator Plan is included as Appendix B.

Strategy #7. Opportunity Agenda

The council appointed the Opportunity Agenda Work Group, and they worked to develop a strategy and examples of projects that leverage opportunities and achieve the overall goals of the program.

In August 2013 the Regional Council adopted an Opportunity Agenda Strategy that takes a regional approach to improving the economic position of its communities and moving impoverished individuals into jobs. The focus is on both communities in the region that have concentrated pockets of poverty and distress in the urban cores, as well as rural areas with a high concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance.

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

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

The detailed Opportunity Agenda Strategy, included an implementation plan, is included in Part Four of this report.

At its August 7, 2013 meeting, the Council amended three of its original strategies objectives.

Strategy 1. NY's Leader in Energy Efficiency and Renewable Energy Technology

The Council's five-year strategic plan adopted in 2011 included an economic development strategy intended to 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. The Council confirms the continued importance of this strategy; however, it has edited and modified the action items originally set-forth given an updated evaluation of challenges and opportunities.

- Deleted the following action items
 - ✓ Action Item 1A. Residential and Small Scale Commercial Retrofit
 - ✓ Action Item 1B. Large Scale Institutional and Commercial Project Loan Fund.
 - ✓ Action Item 1C. Energy Development Alliance for New York - EDANY
- Adopt the following action items:
 - ✓ Action Item 1A. Implement rapid product development in the quickly growing global market for advanced energy products through an organized and intensely driven university-industry partnership focused on emerging growth areas.
 - ✓ Action Item 1B. Utilize the priority projects and initiatives named in the Southern Tier Cleaner Greener Sustainability Plan as action items in support of the overall strategy to position the Southern Tier as a leader in energy efficiency and renewable energy technology.
- Utilize the new Strategy #6. Technology Development and Transfer... a Job Generator Strategy and the Regional Incubator Plan to achieve the objectives of the industry-university partnership originally envisioned in the EDANY concept.

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

The Council's original strategic economic development plan included a strategy focused on the development of a Southern Tier Transportation Alliance. In 2012 the Council took action to amend its original Strategy #2 to read Transportation Industry...Building Next Generation Technology and Advanced Manufacturing. This strategy is designed to build the Southern Tier region's existing transportation industry into a global leader and technological hub for next generation transportation development. The region's transportation industry includes mass transit, defense transport, aviation, hybrid vehicles, simulation innovators, design and manufacture of energy efficient components for heavy duty vehicles and more. The Council confirms the continued importance of this strategy; however, has taken the following steps to clarify the action items to achieve it.

- Deleted the following action items:
 - ✓ Action Item 2A. Next Generation Transportation Development Initiative
 - ✓ Action Item 2B. Southern Tier Transportation Industry Cluster
- Adopted the following action items.
 - ✓ Action Item 2A. Grow the Southern Tier Region's transportation industry through next generation engineering, design and production.
 - ✓ Action Item 2B. Commercialize the best solutions for energy efficient environmental technologies and systems.
 - ✓ Action Item 2C. Develop university-industry collaboration to drive an innovation culture leading to more efficient manufacturing through both technology development and productization.

Strategy #3. Healthcare 2020 ... Integrating Health Care Providers, Higher Education and Cutting-edge Technology

- Deleted the following action item because it has been achieved via an inter-regional consortium: Action Item 3A. Regional Health Information Exchange and Electronic Medical Record System.

Focus in 2014

The Regional Economic Development Council of the Southern Tier has determined the focus for advancing its economic development plan in 2014 as described below. Each Priority Project (Capital Fund) was selected specifically to support the focus of the following strategies.

Strategy 1. NY's Leader in Energy Efficiency and Renewable Energy Technology

- Conducting energy efficiency activities that reduce costs and improve operating efficiency of large businesses.
- Implementing innovative and highly efficient energy technology.

Strategy 3. Health Care 2020

- Improving health care workforce development.

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

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



Strategy 5. Economic Development Backbone

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

Strategy 6. Technology Development and Transfer

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

Strategy #7. Opportunity Agenda

- Involving joint efforts between educational institutions, employers and community organizations.
- Moving impoverished people living in the targeted geographic areas into employment.
- Building human capital through learning of new skills.
- Ensuring residents of target areas have the tools to secure and retain jobs in targeted job categories.
- Removing barriers to employment.
- Revitalizing distressed communities.

Following are descriptions of each Round 3 "Top Priority Project" approved by the Regional Economic Development Council of the Southern Tier.

Project Name: Elmira College Health Sciences Facility

CFA #25740

Project Applicant: Elmira College

Project Description: The renovation of 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. This is the final phase of a \$12, 935,260 project. The project will increase enrollment in Nursing BS program from 177 to 220 annually.

Advancing Regional Strategies: Healthcare 2020. Economic Development Backbone: Workforce Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$5,000,000	1	Construction	\$6,127,304
Market NY		2	Equipment	\$1,271,222
Other Federal & State Sources		3	Services	530,130
Other Public Funds		4	FFE	1,350,000
Total Public	\$5,000,000	5	Site Prep	250,000
Private Sources of Funds		7		
Private	\$4,528,656	8		
Not-for Profit		9		
Total Private	4,528,656	10		
Total Project Cost	\$9,528,656		Total Project Cost	\$9,528,656

Project Name: Carnegie Library

CFA # 26542

Project Applicant: SUNY Broome Community College

Project Description: The project involves the total renovation of the historic Carnegie Library building in downtown Binghamton, for use as an education center by SUNY Broome Community College. The vacant structure is a cornerstone in Broome County’s heritage and will provide a presence for the college in a severely impoverished area.

Advancing Regional Strategies: Economic Development Backbone: Downtown Revitalization. Workforce Development. Tourism.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,000,000	1	Construction	\$13,254,311
Market NY	\$2,000,000	2		
Other Federal & State Sources		3		
Other Public Funds	\$8,000,000	4		
Total Public	\$12,000,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit	\$1,254,311	9		
Total Private	\$1,254,311	10		
Total Project Cost	\$13,254,311		Total Project Cost	\$13,254,311

Project Name: Growing Spaces, Improving Lives

CFA # 26681

Project Applicant: NYS Association for Retarded Children – Broome, Tioga

Project Description: This is a three phase project. Phases 1 and 2 are complete. Phase 3 includes the renovation of 25,575 square feet for expansion of the day rehabilitation space, including asbestos abatement and other environmental concerns. Program provides job training for persons with disabilities.

Advancing Regional Strategies: Economic Development Backbone: Workforce development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$304,669	1	Construction	\$304,669
Market NY		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$304,669	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$304,669		Total Project Cost	\$304,669

Project Name: The INN at Corning

CFA 27148

Project Applicant: Fitzpatrick Holdings Inc.

Project Description: The project involves the demolition of an existing hotel and bakery building, and the construction of a 5-story, 125-room upscale hotel affiliated with upper-tier national franchise. The project will redevelop and transform downtown Corning’s riverfront and support the growth of the Corning Museum of Glass.

Advancing Regional Strategies: Economic Development Backbone: Downtown Revitalization. Tourism.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,600,000	1	Construction	\$11,000,000
Market NY		2	Site Prep	1,200,000
Other Federal & State Sources		3	FFE	2,500,000
Other Public Funds		4	Property Acquisition	1,150,000
Total Public	\$2,600,000	5	Planning & De	1,670,000
Private Sources of Funds		7	Engineering	480,000
Private	\$15,400,000	8		
Not-for Profit		9		
Total Private	\$15,400,000	10		
Total Project Cost	\$18,000,000		Total Project Cost	\$18,000,000

Project Name: Hobart Revitalization

CFA # 27199

Project Applicant: Western Catskills Community Revitalization Council

Project Description: The overall project involves the creation of mixed-use space in multiple buildings along the primary main street block in historic Hobart. The ESD capital request to support a 10-room hotel.

Advancing Regional Strategies: Economic Development Backbone: Downtown Revitalization.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$200,000	1	Construction	\$868,750
Market NY	\$200,000	2	Planning	112,500
Other Federal & State Sources	\$350,000	3	Administration	56,250
Other Public Funds		4		
Total Public	\$750,000	5		
Private Sources of Funds		7		
Private	\$287,500	8		
Not-for Profit		9		
Total Private	\$287,500	10		
Total Project Cost	\$1,037,500		Total Project Cost	\$1,037,500

Project Name: Farm to Bistro

CFA # 27209

Project Applicant: TC 3 Foundation

Project Description: This interregional project creates a working farm on Tompkins-Cortland Community College property in Dryden and establishes a culinary center in downtown Ithaca. It is an ideal example of a project that involves implementation of new technology, promotion of regional products, application of renewable energy including wind and solar, and creation of value-added products to support agri-businesses. The project involves workforce development with academic programs in culinary arts and sustainable agriculture. This project impact both the Southern Tier and Central NY regions.

Advancing Regional Strategies: Grow the Rural and Forest-based Economy. Tourism. Interregional impact.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,300,800	1	Construction	\$4,457,500
Market NY	1,300,800	2	FFE	500,000
Other Federal & State Sources		3	Engineering	387,000
Other Public Funds		4	Equipment	1,159,480
Total Public	\$2,601,600	5		
Private Sources of Funds		7		
Private	\$3,902,380	8		
Not-for Profit		9		
Total Private	3,902,380	10		
Total Project Cost	\$6,503,980		Total Project Cost	\$6,503,980

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

CFA # 27584

Project Applicant: Roberson Memorial Inc.

Project Description: Roberson Museum is undertaking a multi-year program of facility improvements. Year 1 (2014) involves restoration of the Roberson Mansion, and essential HVAC and mechanical upgrades to the museum structure. It preserves Roberson as an anchor in the City of Binghamton, contributes to downtown Binghamton’s revitalization, and enhances the region’s tourism industry.

Advancing Regional Strategies: Economic Development Backbone: Tourism. Community Revitalization.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,058,750	1	Renovations	\$3,895,000
Market NY		2		
Other Federal & State Sources	1,150,000	3		
Other Public Funds		4		
Total Public	\$3,208,750	5		
Private Sources of Funds		7		
Private	\$686,250	8		
Not-for Profit		9		
Total Private	\$686,250	10		
Total Project Cost	\$3,895,000		Total Project Cost	\$3,895,000

Project Name: Clemens Tourism Destination Initiative

CFA # 28191

Project Applicant: Chemung County Performing Arts dba Clemens Center

Project Description: The project involves marketing enhancements and facility improvements necessary to establish the Clemens Center as Chemung’s primary cultural tourism destination and performing arts facility. It also contributes to downtown Elmira’s revitalization.

Advancing Regional Strategies: Economic Development Backbone: Tourism. Community Revitalization.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$446,638	1	Renovations	\$595,615
Market NY	\$89,415	2	Equipment	
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$536,053	5		
Private Sources of Funds		7		
Private	\$59,562	8		
Not-for Profit		9		
Total Private	\$59,562	10		
Total Project Cost	\$595,615		Total Project Cost	\$595,615

Project Name: Sidney BID District

CFA # 28385

Project Applicant: Village of Sidney

Project Description: The project is the first step in establishing a downtown business improvement district and strategic plan to restore and revitalize the Village of Sidney’s downtown following two devastating floods.

Advancing Regional Strategies: Economic Development Backbone: Community Revitalization.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$50,000	1	Planning	\$50,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$50,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$50,000		Total Project Cost	\$50,000

Project Name: STN Extension

CFA # 28323

Project Applicant: Southern Tier Network

Project Description: The project involves the continued extension of a 250-mile open access dark fiber backbone through Tioga and Broome Counties and additional sites in Schuyler County. It will be extended into targeted business development areas, and will be key to the effectiveness of the Southern Tier Innovation Hot Spot that requires high speed access for the universities.

Advancing Regional Strategies: Economic Development Backbone: Broadband Infrastructure.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$5,862,620	1	Construction	\$7,787,620
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds	\$1,125,000	4		
Total Public	\$6,987,620	5		
Private Sources of Funds		6		
Private	\$800,000	7		
Not-for Profit		8		
Total Private	\$800,000	9		
Total Project Cost	\$7,787,620	10	Total Project Cost	\$7,787,620

Project Name: Downtown Ithaca Incubator

CFA # 28949

Project Applicant: Cornell University

Project Description: The project is important to the success of the Southern Tier’s Regional Incubator Plan. It involves renovation of a building in downtown Ithaca to house the Cornell node of the Southern Tier Regional Innovation Hot Spot. It represents a central location for entrepreneurial support and mentoring, and will be open to qualifying startups regardless of affiliation to Cornell or other institutions. Incubator will (1) focus on start-ups based on technology transfer and commercialization, and (2) support for student-founded companies.

Advancing Regional Strategies: Regional Incubator Plan. Technology Development and Transfer.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,000,000	1	Construction	\$3,300,000
Market NY		2	Fixtures	\$100,000
Other Federal & State Sources		3	Engineering	\$100,000
Other Public Funds		4		
Total Public	\$1,000,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit	\$2,500,000	9		
Total Private	\$2,500,000	10		
Total Project Cost	\$3,500,000		Total Project Cost	\$3,500,000

Project Name: Watkins Glen Middle School Project

CFA #29069

Project Applicant: SEPP, Inc.

Project Description: The project involves the redevelopment of a vacant school building into 42 one bedroom and 8 two bedroom apartments for persons age 55+ and whose income fall below 60% of the area median income. The project also is an important element of the Project Seneca waterfront development initiative in Watkins Glen by allowing for the demolition of an outdated low-income housing facility and relocation of its residents.

Advancing Regional Strategies: Healthcare 2020. Economic Development Backbone: Community Revitalization.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$988,325	1	Site acquisition	\$260,379
Market NY		2	Planning	\$23,000
Other Federal & State Sources	\$150,000	3	Construction	\$1,607,463
Other Public Funds		4		
Total Public	\$1,138,325	5		
Private Sources of Funds		7		
Private	\$802,517	8		
Not-for Profit		9		
Total Private	\$802,517	10		
Total Project Cost	\$1,940,842		Total Project Cost	\$1,940,842

Project Name: Tri-County Regional Conference Center

CFA # 29546

Project Applicant: L Enterprises, LLC

Project Description: L Enterprises proposes to repurpose a vacant office warehouse facility and convert it into a 34,000 square feet state-of-the-art conference, meeting and entertainment center for the Southern Tier Region. The facility will have the capacity to accommodate 2,000 guests.

Advancing Regional Strategies: Economic Development Backbone: Business Development. Tourism.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,250,000	1	Real estate	\$3,000,000
NYS Tax Credits		2	Construction	\$4,500,000
Other Federal & State Sources		3	Contract Services	\$250,000
Other Public Funds		4		
Total Public	\$2,250,000	5		
Private Sources of Funds		7		
Private	\$5,500,000	8		
Not-for Profit		9		
Total Private	\$5,500,000	10		
Total Project Cost	\$7,750,000		Total Project Cost	\$7,750,000

Project Name: Green Lumber

CFA # 29577

Project Applicant: Delaware County IDA

Project Description: Infrastructure development is 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. Additional electric service is required to replace the inefficient diesel powered generators being used to power the mill.

Advancing Regional Strategies: Energy Efficiency. Economic Development Backbone: Business Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$860,000	1	Construction	\$1,260,000
NYS Tax Credits		2	Engineering	\$140,000
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$860,000	5		
Private Sources of Funds		7		
Private	\$540,000	8		
Not-for Profit		9		
Total Private	\$540,000	10		
Total Project Cost	\$1,400,000		Total Project Cost	\$1,400,000

Project Name: Wissihickon

CFA # 29584

Project Applicant: Delaware County IDA

Project Description: Funding will leverage private investment in acquisition and renovation of the former Wissihickon site, 20,000 square foot water bottling facility, to create a shovel ready, turn-key light manufacturing facility in Delaware County.

Advancing Regional Strategies: Economic Development Backbone: Shovel Ready Sites. Business Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$209,390	1	Construction	\$455,900
NYS Tax Credits		2	Land Acquisition	\$57,900
Other Federal & State Sources	\$200,000	3	Engineering	\$45,590
Other Public Funds		4		
Total Public	\$409,390	5		
Private Sources of Funds		7		
Private	\$150,000	8		
Not-for Profit		9		
Total Private	\$150,000	10		
Total Project Cost	\$559,390		Total Project Cost	\$559,390

Project Name: CMOG International Motorcoach Entrance

CFA # 29703

Project Applicant: Corning Museum of Glass

Project Description: The construction of an international motorcoach entrance is part of a 100,000 square foot expansion of the Corning Museum of Glass. CMOG is a world class tourism destination, second only to Manhattan as the most visited museum destination in NYS. The new international entrance is necessary to accommodate the increased volume of group visitors, especially among international tourists traveling between NYC and Niagara Falls. Over 40% of visitors to the museum arrive by motorcoach with a majority being international visitors. International visitations are expected to increase 14% by 2016.

Advancing Regional Strategies: Economic Development Backbone: Tourism. Downtown Revitalization. Interregional impact.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,500,000	1	Construction	\$65,500,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$1,500,000	5		
Private Sources of Funds		7		
Private	\$64,000,000	8		
Not-for Profit		9		
Total Private	\$64,000,000	10		
Total Project Cost	\$65,500,000		Total Project Cost	\$65,500,000

Project Name: Subsurface Water Disposal and Irrigation

CFA # 29804

Project Applicant: SUNY Delhi

Project Description: This interregional project involves development of infrastructure using cutting edge energy technology to transfer waste water treatment into retention pond(s) or storage, subsurface infiltration and use in a highly energy-efficient renew/reuse irrigation system. The project will support the expansion of three major employers in the area. Lack of an expanded system also threatens the NYC Watershed and will force businesses to relocate outside the region. The project also benefits the West of the Hudson NYC Watershed region by mitigating present out-take demands on the Little Delaware River.

Advancing Regional Strategies: Energy Efficiency. Economic Development Backbone: Business Development. Interregional.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$720,000	1	Construction	\$1,785,950
NYS Tax Credits		2	Planning	\$2,300,000
Other Federal & State Sources	\$3,300,000	3	Engineering	\$234,050
Other Public Funds		4		
Total Public	\$4,020,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit	\$300,000	9		
Total Private	\$300,000	10		
Total Project Cost	\$4,320,000		Total Project Cost	\$4,320,000

Project Name: Tioga County IDA Mixed Use Site

CFA # 30225

Project Applicant: Tioga County IDA

Project Description: Engineering and architectural design services are needed as the first step in creating a shovel ready project site on a 36.3 acre portion of vacant property owned by the TCIDA on Rt. 434 in Owego, NY, located between Exits 65 and 64 off NYS Rte. 17/186.

Advancing Regional Strategies: Economic Development Backbone: Infrastructure and Shovel Ready Sites.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$50,000	1	Planning	\$100,000
Total Public	\$50,000			
Private Sources of Funds				
Private				
Not-for Profit	\$50,000			
Total Private	\$50,000			
Total Project Cost	\$100,000		Total Project Cost	\$100,000

Project Name: Project Hport 2

CFA # 30357

Project Applicant: Cameron Dunlap, III

Project Description: The project involves demolition of a vacant industrial site and construction of a new 60-room hotel on Route 54 in Hammondsport, a major gateway to Finger Lakes Wine Country. Known as the Cradle of Aviation, Hammondsport is home to the Glenn H. Curtiss Museum and was named the “Coolest Small Town in America.”

Advancing Regional Strategies: Economic Development Backbone: Tourism.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$725,000	1	Land acquisition and construction	\$5,420,000
NYS Tax Credits		2	Site Preparation	\$725,000
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$725,000	5		
Private Sources of Funds		7		
Private	\$5,420,000	8		
		9		
Total Private	\$5,420,000	10		
Total Project Cost	\$6,145,000		Total Project Cost	\$6,145,000

Project Name: First Arena Improvements

CFA # 30360

Project Applicant: First Excelsior Group, LLC

Project Description: The project involves substantial repair and replacement of major equipment in First Arena, located in downtown Elmira. The goal is to make improvements to the facility necessary to retain the Elmira Jackals professional hockey team. In addition, the project involves revitalization of this major tourism/event destination in downtown Elmira to increase its usage for regional evens, meetings, and trade shows; speakers venues; wine industry related events; concert; and other entertainment venues.

Advancing Regional Strategies: Economic Development Backbone: Downtown Revitalization. Business Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,500,000	1	Equipment	\$2,500,000
NYS Tax Credits		2	Acquisition of Arena	\$5,700,000
Other Federal & State Sources		3	Renovations	\$4,300,000
Other Public Funds		4		
Total Public	\$2,500,000	5		
Private Sources of Funds		6		
Private	\$10,000,000	7		
Not-for Profit		8		
		9		
Total Private	\$10,000,000	10		
Total Project Cost	\$12,500,000		Total Project Cost	\$12,500,000

Project Name: MTC Wireless Broadband Initiative

CFA # 30469

Project Applicant: Heart of the Catskills Communications Inc.

Project Description: This interregional project involves the Phase 2 expansion of a current wireline construction underlay to extend broadband to residents and businesses in Roxbury, Stamford, Harpersfield in Delaware County, and Conesville- Gilboa in Schoharie County.

Advancing Regional Strategies: Economic Development Backbone: Broadband. Interregional impact.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$320,520	1	Construction	\$320,000
NYS Tax Credits		2	Contract services	\$73,000
Other Federal & State Sources		3	Equipment	\$385,520
Other Public Funds		4		
Total Public	\$320,520	5		
Private Sources of Funds		7		
Private	\$288,000	8		
Not-for Profit	\$170,000	9		
Total Private	\$458,000	10		
Total Project Cost	\$778,520		Total Project Cost	\$778,520

Project Name: Exponentially Increasing Science Technology Engineering STEM Research for Economic Development

CFA # 31106

Project Applicant: Binghamton University

Project Description: This project is an innovative research-based program with the goal of providing every Binghamton University undergraduate STEM student with authentic research experiences throughout their 4 years on campus. New laboratories will be designed, constructed and outfitted to provide infrastructure to fully integrate undergraduate students in leading-edge research across the disciplines.

Advancing Regional Strategies: Energy, Healthcare, Technology Development and Transfer, and Workforce Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,500,000	1	Construction	\$2,500,000
NYS Tax Credits		2	Equipment	\$1,500,000
Other Federal & State Sources		3	Training	\$3,250,000
Other Public Funds		4		
Total Public	\$1,500,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit	\$6,000,000	9		
Total Private	\$6,000,000	10		
Total Project Cost	\$7,500,000		Total Project Cost	\$7,500,000

Project Name: Greater Binghamton Airport Utility Improvement

CFA # 31133

Project Applicant: Broome County

Project Description: The funding will support infrastructure improvements to the Greater Binghamton Airport park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site. In addition, the project will address the issue of the existing airport sewer system being in a frail condition, and having reached the end of its useful life.

Advancing Regional Strategies: Economic Development Backbone: Shovel Ready Sites.

Sources and Uses of Funds			
Sources of Fund		Uses of Funds	
Public Sources of Funds	Amount	Description of Use	Amount
NYS Capital Funds	\$3,000,000	1 Site preparation, engineering and construction	\$10,174,000
NYS Tax Credits		2	
Other Federal & State Sources	\$3,500,000	3	
Other Public Funds	\$3,674,000	4	
Total Public	\$10,174,000	5	
Private Sources of Funds		7	
Private		8	
Not-for Profit		9	
Total Private	-0-	10	
Total Project Cost	\$10,174,000	Total Project Cost	\$10,174,000

Project Name: Community Revitalization Fund

CFA # 31280

Project Applicant: Southern Tier Regional Economic Development Corporation

Project Description: Expansion of the successful loan/grant fund established in Year 1 that provides “gap” financing for projects that utilize a collaborative approach to improving diverse downtowns, mixed use options, and commercial and retail opportunities.

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

Sources and Uses of Funds			
Sources of Fund		Uses of Funds	
Public Sources of Funds	Amount	Description of Use	Amount
NYS Capital Funds	\$2,500,000	1 Loan Fund	\$2,500,000
Other Federal & State Sources		2	
Other Public Funds		3	
Total Public	\$2,500,000	4	
Private Sources of Funds		5	
Private		6	
Not-for Profit		7	
Total Private		8	
Total Project Cost	\$2,500,000	Total Project Cost	\$2,500,000

Project Name: Rural Initiative Fund

CFA # 31282

Project Applicant: Southern Tier Regional Economic Development Corporation

Project Description: Expansion of the successful loan/grant fund established in Year 1. The Rural Initiative Venture Fund is a regional program designed to provide start up and expansion capital through revolving loan funds and grants. It will provide for the creation and renovation of existing farms, increase value added products, and create new business opportunities such as yogurt, winery and vineyard development, growing of hops for the craft beer industry and more.

Advancing Regional Strategies: Rural and Forest-based economy. Opportunity Agenda.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,500,000	1	Loan fund	\$1,500,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$1,500,000	5		
Private Sources of Funds		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$1,500,000		Total Project Cost	\$1,500,000

Project Name: Pleater

CFA # 31830

Project Applicant: The Hilliard Corporation

Project Description: The Hilliard Corporation has been a world leader in motion control and filtration technology since 1905. The funding will provide the resources to replace and upgrade "Pleater" and assembly equipment that will increase The Hilliard Corporation's capacity to manufacture filter cartridges.

Advancing Regional Strategies: Economic Development Backbone: Business Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$163,000	1	Equipment	\$815,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$163,000	5		
Private Sources of Funds		7		
Private	\$652,000	8		
Not-for Profit		9		
Total Private	\$652,000	10		
Total Project Cost	\$815,000		Total Project Cost	\$815,000

Project Name: Capital and Web Job Growth Projects

CFA # 31868

Project Applicant: Dyco Electronics, Inc.

Project Description: Dyco Electronics manufactures a wide range of custom military and commercial magnetics. Funding will provide Dyco with new equipment and a website update to competitively position the company as world class and a leader in the Custom Magnetics arena.

Advancing Regional Strategies: Economic Development Backbone: Business Development.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$39,660	1	Equipment	\$135,000
NYS Tax Credits		2	Fixtures	\$28,300
Other Federal & State Sources		3	Website	\$35,000
Other Public Funds		4		
Total Public	\$39,660	5		
Private Sources of Funds		7		
Private	\$158,640	8		
Not-for Profit		9		
Total Private	\$158,640	10		
Total Project Cost	\$198,300		Total Project Cost	\$198,300

Project Name: Margaretville Best Western Hotel

CFA # 32417

Project Applicant: Margaretville Lodging LLC

Project Description: Margaretville is in the heart of the Catskills, a major interregional tourism destination for the Southern Tier, Central NY and Mid-Hudson regions. The project takes a shovel ready site and moves forward with immediate construction of a 62-room limited service Best Western hotel. The facility will be constructed on the site of the existing Margaretville Motel.

Advancing Regional Strategies: Economic Development Backbone: Community Revitalization. Tourism.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$2,750,000	1	Planning	\$582,184
NYS Tax Credits		2	Construction	\$5,463,525
Other Federal & State Sources		3	Engineering	\$425,225
Other Public Funds		4	Fixtures	\$344,000
Total Public	\$2,750,000	5		
Private Sources of Funds		7		
Private	\$4,064,934	8		
Not-for Profit		9		
Total Private	\$4,064,934	10		
Total Project Cost	\$6,814,934		Total Project Cost	\$6,814,934

Project Name: Study of Route 17/I-86 Interchange at Tioga Downs

CFA #31725

Project Applicant: Tioga County Department of Public Works

Project Description: Tioga Downs Casino has the potential to grow to become one of the major tourism destinations in the region. The project involves an engineering study for construction of an interchange on NYS Route 17/Future I-86 at Tioga Downs. Easy access to Tioga Downs is necessary to accommodate the increasing vehicle traffic, provide for better emergency access for fire and safety, and eliminate the current issue of flooding on county roads that are the current access points.

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$37,500	1	Planning	\$75,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds	\$7,500	4		
Total Public	\$45,000	5		
Private Sources of Funds		7		
Private	\$30,000	8		
Not-for Profit		9		
Total Private	\$30,000	10		
Total Project Cost	\$75,000		Total Project Cost	\$75,000

Implementation Agenda

The Regional Council undertook a process to identify projects and initiatives that would increase employment, facilitate the growth and expansion of industry and business, leverage research and technology development, enhance and retain a quality workforce, grow the tax base, further promote and develop the region, and position the Southern Tier as a great place to live, work, and increase economic growth. Following are the Council’s actions to advance its strategic objectives during 2014. These actions represent \$118,000,000 in leveraged funds, 230 construction jobs, creation of 1,396 jobs, retention of 105 jobs, and development of more than 20 new business ventures.

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

One of the Council’s major focuses in 2014 is on implementation of energy efficiency technology occurring through university-industry collaborations such as the Subsurface Water Disposal and Irrigation Project being led by SUNY Delhi. The Center of Excellence in Watershed Applications of Technology (COE in WATER) at SUNY Delhi provides a sustainable economic development solution for one of the nation’s most water-restricted regions, the New York City Watershed. The project, located on the SUNY Delhi campus and connected to the Village of Delhi Waste Water Treatment Plant (WWTP), builds and commissions an entire “shovel-ready, full permitted” system including the retention basin (s) and water transmission pipeline. The project uses a high-efficiency system, which may include solar panels and/or wind turbines for part or all of the power, and to transfer water from the WWTP to an infiltration and retention basin. This process redirects the discharge of potable, but not phosphorous-free, post-process treated waste water which is presently directly introduced into the West Branch of the Delaware River to retention basin(s) for use as an irrigation resource for the SUNY Delhi Golf Course, a major regional tourism and recreation destination.

Success will be measured using several criteria including private and public sector investment, job creation and job retention. As a result of investment in this strategy, the Council expects to reap several benefits as outlined below.

Implementation Agenda

Action	Responsible Entity	Expected Outcomes	Timeline
Subsurface Water Disposal and Irrigation	SUNY Delhi	Project will employ state-of-the-art energy technology, create a national model of energy efficiency and environmental effectiveness, and create permanent manufacturing and health service sector rural jobs in an economically disadvantaged county by enabling and motivating expansion plans for three of the area’s largest employers.	Spring 2014: Construction of lagoon/retention pond and pipeline; And installation of new pumping and distribution system. Fall 2014/Spring 2015: Initial operational capability, begin operations.

Strategy 3. Revitalize the Rural Farm and Forest-Based Economy of the Southern Tier

Agriculture holds great promise as an emerging growth sector given the region's amount and quality of available land, capacity to apply research and technology, and ability to respond to the consumer market. The Southern Tier's focus in 2014 is to continue to grow and diversify the rural and forest-based industries.

The Farm to Bistro project, being undertaken by Tompkins-Cortland Community College, is an ideal example of a project that involves implementation of new technology, promotion of regional products, application of renewable energy including wind and solar, and creation of value-added products to support agri-businesses. The project involves workforce development with academic programs in culinary arts and sustainable agriculture.

The Council also intends to focus on growth of forest-based businesses that involve job growth and application of technology to achieve efficient operations. The Council puts forth the Green Lumber project that achieves these objectives and will have tangible outcomes. In 2005, Green Lumber was forced to close its mill in Davenport due to the high cost of operating the facility via diesel generators. The closure of the mill meant the loss of 60 direct manufacturing jobs and additional indirect losses to the local trucking and timber industries. The new Green Lumber Company has recently restarted this long dormant lumber mill in the Town of Davenport. To date they have invested nearly \$3,000,000 in capital improvements, new equipment and related expenses and have created 30 new full-time jobs; however, the inefficient and costly power source places the company at a competitive disadvantage with other producers in the Northeast and significantly increases their carbon footprint.

The lack of sufficient power is preventing any further investment or job creation by Green Lumber and places the existing jobs at risk. NYSEG and the Delaware County IDA are partnering with the new Green Lumber to undertake an infrastructure development project to meet the electrical power needs of the company, thereby retaining 30 existing jobs as well as inducing over \$2,000,000 of private sector investment and the creation of 20 new jobs.

In 2012 the Regional Council, at the advice of the Agriculture Work Group, determined that the best way to leverage the Southern Tier's valuable agricultural resources and leverage these opportunities was to provide low cost financing to agriculture operations. The Regional Council was successful in receiving a \$1,000,000 award CFA Round 1 to establish the Rural Initiative Fund, which is designed to reduce the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology. The program has been so successful that the requests received in the first two months exceeded the Round 1 funding with applications totaling \$3,500,000, and for this reason an additional \$1,000,000 was received in CFA Round 2. To date \$2,800,000 has been loaned, leveraging \$7,000,000 in private investment. More than 120 jobs have been created. Additional funding is sought in Round 3 to support this highly effective economic development program.

Implementation Agenda

Action	Responsible Entity	Expected Outcomes	Timeline
Farm to Bistro	Tompkins-Cortland Community College	<ul style="list-style-type: none"> • Creation of a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca. • Workforce development in culinary arts, agri-business and energy sustainability. • Development of culinary and agribusiness tourism destinations. • Builds regional collaborations in tourism and agribusiness with Finger Lakes and Central NY Region. <p>Construction Jobs: 38 Permanent Jobs: 42.25 FTE New businesses: 2 Leverage \$5,203,180</p>	Complete in 4 th quarter 2014.
Green Lumber	Delaware County IDA	<p>Energy efficient power source for lumber mill operations.</p> <p>Job Retention: 30 Job Creation: 20 Leverage: \$3,700,000</p>	Complete in 4th quarter 2014.
Rural Initiative Fund	Southern Tier Region Economic Development Corporation	<ul style="list-style-type: none"> • Reduces the financial risk and increase sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development and utilization of new technology • Provides for the creation and renovation of existing farms, increase in market value added products, creation of new farm to market businesses such as winery and vineyard development, growing of hops for the craft beer industry and more. <p>Job Creation: 800 over 5 years Leverage: \$10,000,000</p>	Start-up: January 2014.

Strategy 4. Healthcare 2020

The Southern Tier has a recognized regional strength and resource in its health care industry, but the industry faces critical issues as well as opportunities in its role as an economic development driver. A major challenge is recruiting qualified nurses. The Regional Council plans to advance its Healthcare 2020 strategy in 2014 through workforce development.

The Elmira College Health Sciences Facility Project addresses these needs. The project will expand the college’s Health Sciences programs and help curb the shortage of BSN nurses/other health professionals in the region. Specifically, the college will have an increase capacity to increase enrollment from 177 to 220. The project also will advance and strengthen joint efforts with Arnot Health, Guthrie Health, Schuyler Hospital and adult-care facilities.

Implementation Agenda

Action	Responsible Entity	Expected Outcomes	Implementation Timeline
Elmira College Health Sciences Facility Renovation of Cowles Hall to house Elmira College's Nursing, Speech and Hearing Programs; and provide space for expansion of new healthcare programs.	Elmira College	<ul style="list-style-type: none">• Increased enrollment in the nursing program from 177 to 220 annually.• Revitalization of a historic building and the urban core of Elmira• Creation of faculty/staff jobs that attract the best and brightest talent	Complete in 4 th quarter 2014.

Strategy 5. Economic Development Backbone

The strategy involves six elements:

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

Community Revitalization: Vibrant neighborhoods are a key element in the Council’s economic development strategy. The downtowns and rural main streets of the Southern Tier have unique and historically significant buildings; however, a large stock of buildings will require significant rehabilitation to make them viable for both commercial and residential tenants. Revitalizing the Southern Tier Region’s downtowns, main streets and community centers will provide opportunities for smart and sustainable community development and growth, increased tax bases, retention of businesses and ancillary economic benefits. This initiative plays an important role in attracting and retaining talent, retaining businesses and recapturing the value of neighborhoods.

Shovel Ready Sites: Prospective businesses are attracted by the ability to rapidly develop a facility at a shovel ready site. Having shovel ready sites would 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. When the initial strategic planning process was underway, the Council recognized that there were only three shovel ready sites available in the entire region, which is a significant barrier to economic development and places the Southern Tier at a competitive disadvantage. At least 16 sites throughout the region were identified as potential shovel ready sites, but together the infrastructure investment exceeds \$40,000,000.

Broadband: Twenty-first century growth is dependent on the flow of digital information over uninterrupted high-bandwidth channels. Having state-of-the-art connectivity will mean 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 New York State’s ten regions. The expertise and partnerships are in place to expand businesses and integrate 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, many tourism and cultural destinations, and natural beauty. According to data from Tourism Economics, visitors spent approximately \$805,000,000+ in the Southern Tier each year. Growing the tourism industry and enhancing the waterfronts has been established as a priority by the Council.

**Strategy 5. Economic Development Backbone - Community Revitalization
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
Carnegie Library Project	SUNY Broome Community College	<ul style="list-style-type: none"> • Renovation of vacant historic building in downtown Binghamton. • Development of an education center in the downtown area. <p>Leverage: \$11,254,311</p>	Complete in 3rd quarter 2016.
Hobart Revitalization	Western Catskills Community Revitalization Council	Renovated 10-room hotel in a historic block in Hobart. Job Creation: 6 Leverage: \$637,500	Complete in 2 nd quarter 2015.
Sidney BID District	Village of Sidney	Plan for redevelopment of the Village of Sidney that has been impacted by two significant floods.	Complete plan by September 2014.
Watkins Glen Middle School	SEPP, Inc.	<ul style="list-style-type: none"> • Conversion of a vacant school in downtown Watkins Glen into a 50-unit apartment housing for low-income persons 55+. • Relocation of an existing senior facility also supports Project Seneca. 	Complete in 1 st quarter 2015.
First Arena Improvements	First Excelsior Group, LLC	<ul style="list-style-type: none"> • Revitalization of the major tourism/event destination in downtown Elmira. • Retention of the Elmira Jackals professional hockey team. • Increase facility usage for regional events, meetings, trade shows and entertainment events. <p>Job retention: 75 Leverage: \$5,300,000</p>	Complete in 4 th quarter 2014.
Community Revitalization Fund	Southern Tier Region Economic Development Corporation	New business development and expansion projects: 10 Leverage: \$15,000,000	Complete in 4 th quarter 2014.

**Strategy 5. Economic Development Backbone – Shovel Ready Sites
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
Greater Binghamton Airport Utility Improvements	Broome County	<ul style="list-style-type: none"> Creation of 1,000 acre shovel ready site Upgraded utilities for the Greater Binghamton Airport <p>Job creation: 100+ Job retention: 75 Leverage: \$8,674,000</p>	Complete in 2 nd quarter 2015.
Tioga County Mixed Use	Tioga County IDA	<ul style="list-style-type: none"> Plan for development of a shovel ready site in Tioga County. 	Complete plan in 4 th quarter 2014.
Interchange on 17/86 at Tioga Downs	Tioga County, Dept. of Public Works	<ul style="list-style-type: none"> Study of a 17/86 Interchange at Tioga Downs Casino that will result in a new interchange for a growing tourism destination. 	Complete plan in 4 th quarter 2014.

**Strategy 5. Economic Development Backbone – Workforce Development
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
Growing Spaces, Improving Lives	NY Association for Retarded Children - Broome, Tioga	<ul style="list-style-type: none"> Expansion for employment/vocational training to designated individuals with multiple disabilities in the Day Habilitation Program. Facility to prepare 12-18 individuals who are currently receiving high cost day habilitation services to move into vocational opportunities, including competitive employment in the community. 	Complete in 4 th quarter 2014.

**Strategy 5: Economic Development Backbone - Business Development
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
Pleater	The Hilliard Corporation	Enhanced assembly capacity for manufacturing of filter cartridges. Job Creation: 7-10	Complete in 2 nd quarter 2014.
Wissihickon	Delaware County IDA	Equipment and renovation of the former Wissihickon water bottling facility to create a shovel-ready turn-key light manufacturing, warehousing or commercial facility. Job Creation: 40-100 Leverage: \$350,000	Complete in 4 th quarter 2014.
Capital and Web Job Growth Projects	DYCO Electronics	Equipment and website update to competitively position DYCO Electronics as world class and a leader in Custom Magnetics arena. Job Creation: 29 Leverage: \$158,340	Complete in 2 nd quarter 2014.

Strategy 5. Economic Development Backbone – Broadband Infrastructure

Action	Responsible Entity	Expected Outcomes	Timeline
STN Extension	Southern Tier Network	Expansion of a 250-mile open access dark fiber backbone into targeted business development and academic areas in Broome and Tioga Counties. Key to effectiveness of Southern Tier Innovation Hot Spot requiring high speed internet access between Cornell University, Binghamton University and Ceramics Corridor in Corning. Leverage: \$12,925,000	Complete in 4 th quarter 2016.
MTC Wireless Broadband Initiative	Heart of the Catskills Communications, Inc.	Expansion of wireless underlay to residents and businesses in Delaware and Schoharie Counties. Leverage: \$458,000	Complete in 1 st quarter 2015.

**Strategy 5. Economic Development Backbone – Tourism and Waterfront Development
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
CMoG International Motorcoach Entrance	Corning Museum of Glass	New motorcoach entrance to support 14% increase in international visitation to CMoG. Job Creation: 35	Complete in 4 th quarter 2014.
The INN at Corning	Fitzpatrick Holdings Inc.	New 125-room hotel that supports the redevelopment of Corning’s riverfront and growth of the Corning Museum of Glass. Job Creation: 40 FTE Leverage: \$15,400,000	Complete in 2 nd quarter 2015.
Project Hport2	Cameron Dunlap, III	New 64-room hotel in Hammondsport, a gateway to wine country. Job Creation: 15 FTE Leverage: \$5,420,000	Complete in 1 st quarter 2015
Margaretville Best Western	Margaretville Lodging	Construction of a 62 room hotel supporting tourism growth in Catskills. Job Creation: 25 FTE, 15 Part-time Leverage: \$5,454,934 Construction Jobs: 120	Complete in 1 st quarter 2015.
Tri-County Regional Conference Center	L Enterprises LLC	Repurposing of an existing 34,000 square foot office/warehouse facility into the largest multi-purpose conference center. Job Creation: 45 Leverage: \$5,500,000 Construction Jobs: 75	Complete in 3 rd quarter 2014.
Facilities Improvements Stabilizing a Landmark and Preparing a Tourist Attraction	Roberson Museum and Science Center	Restoration of the 1904 Roberson Mansion, an anchor in Binghamton’s downtown development. Leverage: \$686,250	Complete by 4 th quarter 2014.
Chemung County Performing Arts, Inc. dba: Clemens Center	Clemens Tourism Destination Initiative	Enhancement of a regional destination located in an impoverished area of Elmira’s downtown core.	Complete project by December 2014.

Strategy 6. Technology Development and Transfer

There is the opportunity for the Southern Tier Region to be in the national spotlight for many technology development achievements ranging from development of energy solutions that will create a more sustainable future to optimizing forest and agricultural land resources and advanced manufacturing.

The Council is committed to bringing about an innovation culture that results in rapid productization of technologies that are practical, manufacturable, and readily integrated into new or existing products. Through close relationships among universities, research and development anchors and major manufacturing companies, the region’s goal is to be recognized for creating a living blueprint of best practices for connecting all stations along the technology maturation pipeline and actively shepherding energy technologies along its path.

The first step in making this strategy a reality is the council’s adoption of the Southern Tier Regional Incubator Plan. In addition, the newly formed Innovation Hot Spot is a partnership between Cornell University, Binghamton University, Corning Incorporated and the Ceramics Corridor Innovation Center. Each node will play a key role in commercialization of technology in the Southern Tier. Cornell University intends to place its incubator node in a highly visible location in downtown Ithaca, and seeks funding in CFA Round 3 to establish this facility.

Binghamton University is a partner in the Regional Incubator Plan, but is taking a proactive role in attracting and retaining the best and brightest student in the region. BU has developed an innovative program to engage undergraduate STEM students with authentic research experiences throughout their 4 years on campus. New laboratories will be designed, constructed and outfitted to provide the innovative infrastructure to fully integrate undergraduate students in leading-edge research across the disciplines.

Implementation Agenda

Action	Responsible Entity	Expected Outcomes	Timeline
Downtown Ithaca Incubator	Cornell University	Establish a central location for Cornell University to provide entrepreneurial support and mentoring resulting in an increase in the: <ul style="list-style-type: none"> • Amount of technology being commercialized. • Number of companies formed. • Success rate of startup companies. • Number of students educated in the region who then remain in the region to start companies and join startups. 	Complete in 1 st quarter 2015.
Exponentially Increasing Science Technology Engineering STEM Research for Economic Development	Binghamton University Foundation	BU will establish 8-10 faculty led research streams involving 250 students per year. Research streams will be in Biochemistry, Biofilms, Biomedical Anthropology, Computer Science, Engineering, Genomics, Hydrology, Materials Science, Nanotechnology, and Neuroscience.	Complete in 4 th quarter 2014.

Part Three: Opportunity Agenda

Summary

The Southern Tier is committed to advancing its Opportunity Agenda with an overall goal to move impoverished populations into the workforce and revitalize distressed communities in our region.

The Council has taken action to integrate its Opportunity Agenda strategy into the overall economic development plan and its strategic objectives including Healthcare, Energy, Transportation and Economic Development Backbone (downtown and waterfront revitalization, workforce development, business development, technology transfer and tourism).

The Southern Tier will take a regional approach, with a focus on both communities in the region that have concentrated pockets of poverty and distress in the urban cores, as well as rural areas with a high concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance.

The Regional Councils' vision is to improve the economic position of its communities and move impoverished individuals into jobs with projects and initiatives that:

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

Challenges and Opportunities

There are many challenges that have prevented poor communities from fully participating in economic life, beginning with common barriers throughout the region that keep low income persons from overcoming their situation and becoming financially stable.

Low Education and Lack of Job Skills

Changes in the economy have made it increasingly hard for workers with a high school education, or less to earn enough to support a family. A person without a high school education is more likely to be in poverty than one with a high school degree. A worker with a 4- year college degree earns 125 percent more on average than one with a high school degree.

Low-wage Employment/Unemployment

The regional economy has shifted from low-skill manufacturing jobs to highly skilled manufacturing jobs, and there is an increase in service jobs with lower wages and frequently part-time positions with no benefits.

Single Motherhood

Family structure is highly correlated with poverty. Households run by single mothers are more likely to be in poverty. Poverty rates in female-headed households are typically 3 to 4 times as high as those for the general population.¹

Unreliable Transportation

Transportation to work is a particular challenge for those living in rural environments, where the population is often distant and scattered from work sources. If a person cannot reliably get to employment, that employment will not be retained for any length of time. Studies show that recently hired welfare recipients have absences that are likely attributable to transportation problems. This lack of transportation affects not only employability but also access to other services essential to preventing poverty including training programs, medical appointments, agency appointments, and childcare facilities.

Lack of Access to Affordable, Quality Child Care

The cost of full-time childcare for an infant or toddler is \$580 per month, without subsidies. That equates to nearly 40 percent of the income of a person working a minimum wage job full time. Reliable care is critical for working parents, and high quality care is important for children's development.

Criminal Record

Incarceration reduces former inmates' earnings by 40 percent and limits their future economic mobility.² One recent study shows that "imprisonment diminishes the earnings of adult men, compromises their health, reduces familial resources, contributes to family breakup, and adds to the deficits of poor children."³ Although offenders are often said to have "done their time", the consequences of crime can continue for a lifetime.

Distressed Communities and Neighbors

The downtowns and rural main streets of the Southern Tier have unique and historically significant buildings; however, a large stock of buildings require significant rehabilitation to make them viable for both commercial and residential tenants.

There are several reasons why better integrating distressed populations into economic life will facilitate regional growth such as:

- Rural landowners and residents are often overlooked by traditional economic development efforts contributing to locally high unemployment and stubborn rural poverty. Stimulating and revitalizing the rural land-based economy provides a long-term, sustainable economic development opportunity that capitalizes on the skills and initiative of rural residents.

¹ Hoynes, H. W., Page, M.E., & Stevens, A.H. (2005). Poverty in America: Trends and explanations. "Journal of Economic Perspectives". NBER Working Paper No. 11681. <http://www.nber.org/papers/w11681>

² The Pew Charitable Trust. Collateral Costs: Incarceration's Effect on Economic Mobility. 2010.

³ Fragile Families. Future of Children. Princeton-Brookings. Volume 20 Number 2 Fall 2010

- There is substantial demand for downtown and neighborhood revitalization initiatives throughout region that would help meet growing demand for commercial development, downtown upper story housing and quality neighborhoods, while stimulating the local economy. Revitalizing the Southern Tier region’s downtowns and rural main streets will provide opportunities for smart and sustainable community development and growth, increased tax bases, retention of businesses and ancillary economic benefits.
- Vibrant neighborhoods are a key element in an economic development strategy. If neighborhoods and surrounding downtown areas lack characteristics that attract new residents, they will fall behind and become a barrier to the goal of universal economic growth across the Southern Tier’s eight counties.

Opportunity Agenda Strategies

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

- Target geographic areas in the Southern Tier Region to include those with the highest concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance. Target areas include communities with census tracts representing concentrated distressed areas, as well as rural areas with a population of 5,000 – 25,000 that exhibit chronically distressed conditions. Based on data available from the US Census, target census tracts within municipalities include Binghamton (2, 5, 11, 12, 13), Corning (9625, 9627), Elmira (1, 2, 6, 7, 10), Endicott (134, 135, 136, 137), Hornell (9608, 9609), Johnson City (139, 140) and Norwich (9703, 0704).
- Training and apprenticeship programs targeted at job categories that are both linked to the Southern Tier’s economic strategies and have been identified by employers and growth areas by the NYS Department of Labor. These include jobs in: Agriculture (food manufacturing); Healthcare (home health care, personal care, registered nurses, nurse aides, administrative assistants, clerks, physicians, licensed practical nurses, supervisors and managers, medical assistants, and cleaners); Energy (energy inspections, weatherization and installation of renewable systems); Transportation (manufacturing and assembly); Travel and Tourism (clerks, waiters and waitresses, landscapers, janitors and cleaners, cooks).
- Existing and proposed programs that support employment readiness designed to help people gain the skills, confidence and work ethic needed to seek, secure and retain employment. Examples include computer skills, job coaching, life skills training, interview skills, etc.
- New business development in targeted areas that generate employment opportunities as well as meet a need of the impoverished population.
- Creative solutions to barriers such as transportation; i.e., “car share” programs.
- Support programs for persons attending training and/or securing employments such as child care.
- Collaboration between communities and businesses to create employment opportunities in distressed areas.

Implementation Plan

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

- Promote the Southern Tier Region's Rural Initiative Fund as an opportunity for agricultural business owners to expand their businesses and seek out impoverished persons as potential employees.
- Promote the Southern Tier Region's Community Revitalization Fund as an opportunity to renovate buildings that can support business development opportunities in those communities with the highest concentrations of poverty.
- Encourage and support Community Development and Main Street funding applications intended to revitalize downtowns and neighborhoods, particularly those in the areas representing high concentrations of poverty.
- Conduct meetings of the Opportunity Agenda Work Group to continue assessing challenges and identifying projects and initiatives.
- Engage in one-on-one meetings with organizations in the region that have the capacity to implement employment readiness activities and encourage them to align programs with Opportunity Agenda strategic priorities.
- The Southern Tier REDC intends to host a municipal leader's summit in early 2014 to discuss how communities can participate in enhancing the region's economic climate. A segment of that summit will focus on region's challenges and opportunities identified in its Opportunity Agenda strategy.
- Continue to engage stakeholders.

Performance Measures

- Number of programs and initiatives implemented that support training and employment; i.e., child care, transportation services.
- Number of persons successfully completing training programs.
- Number of projects and investment made in revitalization of distressed urban and rural areas.

Part Four: Priority Projects for 2013

Southern Tier: All ESD and non-ESD projects. Scored a 20.

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program	Collaborative Project
ST	32186	Town of Chemung Wastewater Planning Study	Town of Chemung	Planning study to determine feasibility to develop infrastructure to support prime industrial and commercial sites.	DEC	
ST	32049	Village of New Berlin Sanitary Sewer System	Village of New Berlin	Development of sanitary sewer system, with focus on central business district.	DEC	
ST	30921	WWTP Upgrade Project	Village of Walton	Enables Village to receive additional flow to support major employers such as Kraft Foods.	DEC	
ST	30076	Town of Corning Sewer Study	Town of Corning	Study of infrastructure to support development at Rte. 86/352 interchange, adjacent to new Corning Hospital.	DEC	
ST	27616	Sylvan Beach/Waneta Lake	Town of Wayne	Evaluation of Sylvan Beach/Waneta Lake to propose construction of a municipal sewer system.	DEC	
ST	29579	Engineering Study for WPCP	City of Hornell	Evaluate WPCP efficiency and capacity to support industry, hospital and downtown redevelopment	DEC	
ST	32643	Taft Avenue Sewer Corridor	Town of Union	Inspect Town sewer system and develop correction plan.	DEC	
ST	32577	Town of Southport Broadway Study Area EFC Wastewater Grant	Town of Southport	Plan for new WW service to support residential development.	DEC	
ST	32342	Wastewater Treatment Plant Engineering Study	Town of Chenango	Wastewater Treatment Plant Engineering Study.	DEC	
ST	31807	Wastewater Nutrient Removal Pilot Study	Chemung County Sewer Districts	Plan to address wwt facility deficiencies.	DEC	
ST	30720	Endicott WWTP Infrastructure Planning	Village of Endicott	Plan to address wwt facility upgrades and support downtown redevelopment.	DEC	

ST	30700	Engineering Planning grant	Village of Bath	Plan to address wwt facility deficiencies and increase capacity to support industry.	DEC
ST	29833	Wastewater Facility Upgrades Phase 2 Planning	Village of Owego	Planning to design wwt system	DEC
ST	29777	Village of Trumansburg Wastewater Treatment Plant Improvements	Village of Trumansburg	Plan to address wwt facility deficiencies.	DEC
ST	29651	Village of Greene WWTF Evaluations and Improvements	Village of Greene	Planning to evaluate and improve WWT facility	DEC
ST	27911	Town of Erwin WWTP Nutrient Removal	Town of Erwin	Plan to address WWT facility deficiencies.	DEC
ST	32668	Lean Training	Doron Precision Systems Inc.	Workforce Training	DOL
ST	32479	Continuous Lean	Elmira Stamping & Manufacturing	Workforce Training	DOL
ST	32434	Workforce training	Elmira Stamping & Manufacturing	Workforce Training	DOL
ST	32008	ATM TRAINING 18	Fortitude Industries, Inc.	Workforce Training	DOL
ST	31962	Excelling as a Supervisory	Steuben County Chapter NYSARC, Inc.	Workforce Training	DOL
ST	31445	arnara2	Engineering Manufacturing Technologies, LLC	Workforce Training	DOL
ST	31375	DYCO Electronics Workforce Training	DYCO Electronics, Inc.	Workforce Training	DOL
ST	31254	Kennedy Valve Training	Kennedy Valve	Workforce Training	DOL
ST	31127	Quality assurance	Rynone Manufacturing Corp.	Workforce Training	DOL
ST	31082	Skills training	Micro solutions	Workforce Training	DOL
ST	30905	ISO 9001 Training	Buckingham Mfg Co.	Workforce Training	DOL

ST	30253	ERG CFA Initiative	Endicott Research Group, Inc.	Workforce Training	DOL	
ST	29397	FY14 Transonic Systems Workforce Development	Transonic Systems Inc.	Workforce Training	DOL	
ST	28393	Training for Demand Occupations	Broome-Tioga Board of Cooperative Educational Services	Workforce Training	DOL	
ST	27811	Amphenol CFA 2013	Amphenol Aerospace Operations	Workforce Training	DOL	
ST	26788	RHC Training	The Raymond Hadley Corp	Workforce Training	DOL	
ST	27828	Binghamton Opportunity Center	BC Urban League	Training for youth and underserved adult population: Career Readiness and College Readiness.	DOL/DOS	

ST	28452	ESTP	Pro Action of Steuben & Yates, Inc.	Create a Southern Tier Regional Training System (STRTS) to serve Steuben, Chemung and Schuyler counties to train health care aides.	DOS	Yes
ST	31059	The Roots Wings Skills Development Program	Catholic Charities of Chenango Co.	Job training programs for: Certified Nurse Assistant, Licensed Practical Nurse, Certified Phelebotomist, Carpentry and Building Construction, Welding, Auto Collision/Automotive Technology, CDL/A and CDL/B.	DOS	
ST	30926	Sidney Streetscape and Green Infrastructure	Village of Sidney	Complete design and implement streetscape and stormwater improvements in Sidney's historic district. Also addresses damage from Tropical Storm Lee.	DOS	
ST	30238	Functional Efficient Delivery of Governmental Services	Town of Horseheads	Five municipalities will examine four government services to evaluate shared and consolidated service	DOS	Yes
ST	28242	Watkins Glen Middle Marina - Project Seneca	SCOPED	Construction of Watkins Glen Middle Marina as part of Project Seneca	DOS	

ST	31050	Feasibility study for NYS DOT facility relocation and Ithaca waterfront development	Tompkins County	Strategic planning and waterfront development planning for Ithaca's waterfront	DOS, ESD	
ST	28579	Front Street Streetscape Improvements	Village of Deposit	Implementation of Village Deposit's LWRP to replace sewer and drainage infrastructure, and implement streetscape improvements	DOS, HCR	
ST	31136	Green Stormwater Infrastructure Project	Broome County	Installation of green practices, mitigation plan	EFC	
ST	30962	Center of Excellence Storm Water Reuse	Binghamton University	Stormwater Mgt System at University's ITC building	EFC	
ST	30545	Storm Water Management	Our Lady of Lourdes	Increase green space and water retention	EFC	
ST	29541	Stormwater Control and Mitigation at Overlook Parking Lot	NYS Office of Parks Recreation and Historic Preservation	Renovation of Taughannock Falls overlook	EFC	
ST	32688	I Love Fresh Air Phase II	Tioga County Tourism	Phase II of I Love Fresh Air Campaign	ESD	Yes
ST	25740	Elmira College Health Sciences Facility	Elmira College	Renovation of Cowles Hall to house Elmira College's Nursing, Speech and Hearing Programs. Creates space for expansion of nursing program.	ESD	
ST	26542	Carnegie Library	Broome Community College	Renovation of historic library building in downtown Binghamton.	ESD	
ST	26681	Growing Spaces, Improving Lives	NY Association for Retarded Children - Broome, Tioga	Phase 3 of a project to renovate 25,575 sf for expansion of the day rehabilitation space. The program provides job training for persons with disabilities.	ESD	
ST	26837	Finger Lakes Beer Trail	Finger Lakes Beer Trail Marketing and Tourism Associates LLC	Tourism marketing platform to increase visitations along the Finger Lakes Beer Trail.	ESD	Yes

ST	27148	The INN at Corning	Fitzpatrick Holdings Inc.	Construction of a 5-story, 125-room upscale hotel. Project will redevelop and transform downtown Corning's riverfront and support growth of Corning Museum of Glass.	ESD	
ST	27199	Hobart Revitalization	Western Catskills Community Revitalization Council	Renovation of a 10-room hotel located in an historic block in Hobart.	ESD	Yes
ST	27209	Farm to Bistro	Tompkins-Cortland Community College	Creation of a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca.	ESD	Yes
ST	27584	Facilities Improvements Stabilizing a Landmark and Preparing a Tourist Attraction	Roberson Memorial, Inc.	Restoration of Roberson Museum, a tourism destination in Broome County	ESD	
ST	28191	Clemens Center Tourism Destination Initiative	Chemung County Performing Arts	Renovations/improvements to the Clemens Center, performing arts center and tourism regional destination in Elmira.	ESD	
ST	28245	Tourism Market Strategy Catskill Mountains Scenic Byway	Central Catskills Chamber of Commerce	Tourism Market Strategy Catskill Mountains Scenic Byway for Delaware and Ulster Counties.	ESD	Yes
ST	28323	STN Extension	Southern Tier Network	Expansion of a 250-mile open access dark fiber backbone from Steuben and Chemung counties into targeted business development areas in Tioga and Broome. It will be key to the ST Innovation Hot Spot.	ESD	Yes
ST	28385	BID District	Village of Sidney	Establish downtown business & rehabilitation district.	ESD	
ST	28946	Southern Tier Innovation Hot Spot	Cornell University	Southern Tier Innovation Hot Spot operating and development funds.	ESD	Yes
ST	28949	Downtown Ithaca Incubator	Cornell University	Renovation of a 9,000 sf building in downtown Ithaca to house Cornell University's new incubator, the Ithaca node of the Southern Tier Regional Innovation Hot Spot.	ESD	Yes

ST	29069	Watkins Glen Middle School Project	SEPP, Inc.	Renovation of the former Watkins Glen Middle School, including conversion of classrooms into 42 one-bedroom and 8 two-bedroom apartments for persons age 55+ and income falls below 60% of median income.	ESD	
ST	29546	Tri-County Regional Conference Center	L Enterprises, LLC	Creation of regional conference center in Chemung County	ESD	Yes
ST	29577	Green Lumber	Delaware County IDA	Infrastructure development required to meet electrical power needs of an existing company that recently restored dormant Green Lumber company building.	ESD	
ST	29584	Wissihickon	Delaware County IDA	Acquisition and renovation of former Wassihickon 20,000 sf water bottling facility to create a shovel-ready turn-key light manufacturing, warehousing or commercial facility in Delaware County.	ESD	
ST	29703	CMoG International Motorcoach Entrance	Corning Museum of Glass	Construction of an international motorcoach entrance, as part of the 100,000 sf expansion of the Corning Museum of Glass.	ESD	Yes
ST	29804	Subsurface Water Disposal and Irrigation	SUNY Delhi	Creation of an energy efficient infrastructure using new technology of solar/wind/dynamic flow powered pumps and control systems to support a renew/reuse irrigation system allowing for the expansion of 3 major employers. Project benefits the NYC Watershed and the West of the Hudson NYC Watershed region by mitigating out-take demands on the Little Delaware River.	ESD	Yes
ST	29974	Wine, Water and Wonder	Finger Lakes Tourism Alliance	Inter-regional tourism marketing initiative targeting the international markets of Europe and Asia, with emphasis on China.	ESD	Yes
ST	30225	Tioga County IDA Mixed Use Site Design	Tioga County IDA	Planning and design for creation of shovel ready site in Tioga County.	ESD	

ST	30357	Project Hport2	Cameron Dunlap, III	Construction of a new 64-room hotel on Route 54 in Hammondsport, a gateway to Finger Lakes Wine Country.	ESD	
ST	30360	First Arena Improvements	First Excelsior Group, LLC	Repairs and equipment replacement at First Arena in downtown Elmira necessary to retain the Elmira Jackals professional hockey team and increase the Arena's usage for regional events.	ESD	
ST	30469	MTC Wireless Broadband Initiative	Heart of the Catskills Communications, Inc.	Phase 2 of the expansion of wireless underlay to extend broadband to residents and businesses in Roxbury, Stamford, Harpersfield in Delaware County, and Conesville-Gilboa in Schoharie County.	ESD	Yes
ST	31106	Exponentially Increasing Science Technology Engineering STEM Research for Economic Development	Binghamton University	Innovative research-based program with goal of providing BU undergraduate STEM students with authentic research experience throughout their 4 years on campus. New laboratories will be designed, constructed and outfitted to provide the innovative infrastructure.	ESD	
ST	31133	Greater Binghamton Airport Utility Improvements	Broome County	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.	ESD	
ST	31280	Community Revitalization Fund	STREDC	Expansion of low-interest loan fund established in Round 1 that provides gap financing for projects that utilize a collaborative approach to improving diverse downtowns, mixed use options, and commercial and retail opportunities.	ESD	
ST	31282	Rural Initiative Fund	STREDC	Expansion of the Rural Initiative Fund established in Round 1 that provides low-interest loans for start-up businesses and expansion capital.	ESD	
ST	31830	Pleater	The Hilliard Corporation	Acquisition of assembly equipment for The Hilliard Corporation to increase capacity in the manufacture of filter cartridges.	ESD	

ST	31868	Capital and Web Job Growth Projects	Dyco Electronics	Equipment acquisition and website update to competitively position Dyco Electronics as world class and a leader in the Customer Magnetics arena.	ESD	
ST	32417	Margaretville Best Western	Margaretville Lodging LLC	Construction of a 62-room Best Western Hotel on the site of the Margaretville Motel in the Catskills.	ESD	
ST	31725	Interchange on 17/86 Tioga Downs	Tioga County, Dept. of Public Works	Study of the 17/86 interchange at Tioga Downs in the Town of Nichols.	ESD	
ST	32178	Chenango Place	Chenango Place LLC	Renovation of waterfront building downtown Binghamton for residential and commercial use.	ESD	
ST	32532	Tourism Assistance Portals	Steuben County Conference and Visitors Bureau	Tourism Assistance Portals.	ESD	Yes
ST	32599	Southern Tier Outdoor Show Marketing	Steuben County Conference and Visitors Bureau	Southern Tier Outdoor Show Marketing Program.	ESD	Yes
ST	29344	Catskills Tourism Marketing to NYC	Catskills Association for Tourism Services	Marketing program focused on increasing the number of NYC residents visiting the Catskills.	ESD	Yes
ST	28619	Chenango County Child Care Center	SNAP Family Enrichment Network	An Opportunity Agenda project to reestablish a licensed child care center in Norwich to meet needs of working parents in Chenango County.	ESD/Health	
ST	32039	Main Street 2013	Norwich Business Improvement District Management Association, Inc.	Norwich downtown revitalization.	HCR	
ST	31422	W. Water Street Row Houses, Phase II	Community Progress, Inc.	Renovation of 3 historic row houses for commercial and residential use.	HCR	

ST	31047	Oxford Renewal 2013	Village of Oxford New York	Rehab of properties for commercial and residential use in downtown Rte. 12 corridor.	HCR
ST	30775	Building Renovation and Energy Efficiency Project	The Catskill Center for Conservation and Development	Building renovation and energy efficiency project.	HCR
ST	30663	150 Broad Street Waverly Revitalization	Tioga County Local Development Corporation	Revitalization of 150 Broad Street in Waverly, Tioga County.	HCR
ST	30563	Dog Store Hound	Village of Sidney	Rehab of historic downtown building in Village of Sidney to accommodate new business.	HCR
ST	29586	2013 Gaffer District Renovation	Corning's Gaffer District	Downtown Corning building revitalization project.	HCR
ST	29570	Hornell Building Renovation Project	City of Hornell	Downtown Hornell building renovation project.	HCR
ST	29555	Village of Walton Revitalization	Delaware County Local Development Corporation	Village of Walton downtown revitalization.	HCR
ST	29476	Gerlad Conklin	Village of Sidney	Revitalization of historic building for residential, office and commercial use	HCR
ST	29407	Waverly Downtown Revitalization Program	Tioga County	Waverly Downtown Revitalization Program	HCR
ST	28808	Norwich Anchor Property Revitalization	Development Chenango Corporation	Norwich Anchor Property Revitalization Project.	HCR
ST	28750	Village of Windsor Main Street Revitalization	Broome County Dept. of Planning & Economic Development	Village of Windsor Main Street Revitalization.	HCR
ST	28382	GVRP Mountainview Apartments	Steuben Churchpeople Against Poverty, Inc.	Rehab of 36 apartments in Village of Bath.	HCR

ST	28244	Montour Falls Main Street Revitalization	Community Progress, Inc.	Montour Falls Main Street Revitalization.	HCR	
ST	28113	GVRP Hornellsville Apartments	Steuben Churchpeople Against Poverty, Inc.	Rehab of 24 affordable apts. in Hornellsville for seniors.	HCR	
ST	27841	Main Street Grant	Village of Bath	Village of Bath Main Street Revitalization Program.	HCR	
ST	26329	Bridge Street Offices	Steuben Churchpeople Against Poverty, Inc.	Renovation of former Harley Davidson building on Bridge St. in downtown Corning.	HCR	
ST	26359	Union District Main Street Program	Village of Endicott	Union District Main Street revitalization project	HCR, Parks	

ST	32613	Project Seneca	Village of Watkins Glen	Construction of regionalized bio-solids composting facility and regional spetage receiving station/anaerobic digester complex.	NYSERDA	
ST	32214	Energize Ithaca	ASI Energy, LLC	Partnership of local government, private sector and academic institutions to replace inefficient energy infrastructure in downtown Ithaca with innovative and efficient district energy system.	NYSERDA	Yes
ST	30635	Southern Tier Bulk Wood Pellet Infrastructure Boost Program	Cornell Cooperative Extension of Tompkins County	Bulk loading system at NE Wood Pellets Plant in Deposit, pneumatic pellet delivery truck, construction of storage silo, installation of demonstration commercial pellet boilers, and education and market analysis.	NYSERDA	Yes
ST	29206	C&D Recycling Facility	Taylor Garbage, Inc.	Design and installation of state-of-the-art construction and demolition recycling facility in Apalachin, NY.	NYSERDA	

ST	29060	AmeriCorps Economic Opportunity	The Institute for Human Services Inc.	N Opportunity Agenda project to provide occupational skills development and housing assistance utilizing AmeriCorps volunteers in Steuben, Schuyler and Steuben counties.	ONCS	Yes
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ST	32653	SNAP Employment and Training Southern Tier	Center for Employment Opportunities	An Opportunity Agenda project to provide job readiness training, job search and placement services, transitional employment including on-the-job training, and job retention.	OTDA
ST	27802	VNV Municipal Building	Village of Newark Valley	Rehabilitation of an historic municipal building in the Village of Newark Valley.	Parks
ST	26758	Save the Sherburne Inn Restoration Project, Inc.	Save the Sherburne Inn Restoration Project, Inc.	Restoration of the historic Sherburne Inn.	Parks
ST	28099	Canfield Park Project	City of Corning	City of Corning Canfield Park improvements.	Parks
ST	29315	Walton Theatre Building Preservation	Walton Theatre Preservation Association Inc.	Preservation of the Walton Theatre Building.	Parks
ST	31470	The Endicott History and Heritage Center	Old Village of Union Historical Society	Renovation of Endicott History and Heritage Center.	Parks

Southern Tier: Top Priorities for ESD Capital

Region	CFA Number	Project Name	Organization Name	Project Description	Collaborative Project
ST	25740	Elmira College Health Sciences Facility	Elmira College	Renovation of Elmira College’s Cowles Hall to house the College's Nursing, Speech and Hearing Programs; and provides space for expansion of new healthcare programs. Increases enrollment in the nursing program from 177 to 220, an increase of 37 per annum; and job creation of 74 over 2 years.	
ST	26542	Carnegie Library	Broome Community College	Renovation of historic library building in downtown Binghamton for use as an educational center by Broome Community College.	
ST	26681	Growing Spaces, Improving Lives	NY Association for Retarded Children - Broome, Tioga	Phases 1 & 2 are complete. Funding request is for Phase 3, which includes the renovation of 25,575 sf for expansion of the day rehabilitation space. The program provides job training for persons with disabilities.	
ST	27148	The INN at Corning	Fitzpatrick Holdings Inc.	The project involves demolition of an existing hotel and bakery build, and construction of a 5-story, 125-room upscale hotel affiliated with upper-tier national franchise. The project will redevelop and transform downtown Corning's riverfront and support the growth of the Corning Museum of Glass.	
ST	27199	Hobart Revitalization	Western Catskills Community Revitalization Council	The project involves the renovation of a 10-room hotel located in an historic block in Hobart. The hotel project is one element of a multi-project revitalization including 1 historic center, 34 apts., 15 commercial spaces, a 10-room hotel and 1 residential unit.	
ST	27209	Farm to Bistro	Tompkins-Cortland Community College	The project results in the creation of a working farm on TC3 college property in Dryden, NY and a culinary center in downtown Ithaca.	Yes
ST	27584	Facilities Improvements Stabilizing a Landmark and Preparing a Tourist Attraction	Roberson Memorial, Inc.	Restoration of Roberson Museum, a tourism destination in Broome County.	

ST	28191	Clemens Center Tourism Destination Initiative	Chemung County Performing Arts	Renovations/improvements to the Clemens Center, performing arts center and tourism regional destination in Elmira.	ESD
ST	28323	STN Extension	Southern Tier Network	Expansion of a 250-mile open access dark fiber backbone into Broome, Tioga and Schuyler counties. The backbone will be extended from Steuben and Chemung counties into targeted business development areas in Tioga and Broome. It will be key to the effectiveness of the ST Innovation Hot Spot.	Yes
ST	28949	Downtown Ithaca Incubator	Cornell University	Renovation of a 9,000 sf building in downtown Ithaca to house Cornell University's new incubator, the Ithaca node of the Southern Tier Regional Innovation Hot Spot.	
ST	29069	Watkins Glen Middle School Project	SEPP, Inc.	Renovation of a vacant school building in downtown Watkins Glen for use as housing. The project involves 42 one-bedroom and 8 two-bedroom apartments for persons age 55+ and whose income falls below 60% of the median income.	
ST	29546	Tri-County Regional Conference Center	L Enterprises, LLC	Creation of regional conference center in Chemung County.	Yes
ST	29577	Green Lumber	Delaware County IDA	Energy efficient infrastructure development needed to power the lumber mill as part of the reestablished Green Lumber company.	
ST	31280	Community Revitalization Fund	STREDC	Expansion of the Southern Tier's low-interest loan fund established in Round 1 that provides gap financing for projects that utilize a collaborative approach to improving diverse downtowns, mixed use options, and commercial and retail opportunities.	
ST	29584	Wassihickon	Delaware County IDA	Acquisition and renovation of the former Wassihickon 20,000 sf water bottling facility to create a shovel-ready turn-key light manufacturing, warehousing or commercial facility.	
ST	29703	CMoG International Motorcoach Entrance	Corning Museum of Glass	Construction of an international motorcoach entrance, as part of the 100,000 sf expansion of the Corning Museum of Glass.	Yes

ST	29804	Subsurface Water Disposal and Irrigation	SUNY Delhi	Creation of a new energy efficient infrastructure to transfer potable post-process municipal waste water from the Village of Delhi WWTP to retention ponds and subsurface infiltration, and use in an energy-efficient renew/reuse irrigation system. The project supports the expansion of 3 major employers. The project benefits the NYC Watershed and the West of the Hudson NYC Watershed region.	Yes
ST	30357	Project Hport2	Cameron Dunlap, III	Land acquisition, demolition of an existing industrial building, environmental mitigation, site preparation and construction of a new 64-room hotel on Route 54 in Hammondsport.	
ST	30360	First Arena Improvements	First Excelsior Group, LLC	First Arena is located in downtown Elmira, an Opportunity Agenda target area. The project involves substantial repairs and equipment replacement necessary to retain the Elmira Jackals professional hockey team. The project also will increase the Arena's usage for regional events, meetings, and trade shows; speaker venue; wine industry related events; concerts and other entertainment.	
ST	30469	MTC Wireless Broadband Initiative	Heart of the Catskills Communications, Inc.	Phase 2 of the expansion of wireless underlay to extend broadband to residents and businesses in Roxbury, Stamford, Harpersfield in Delaware County, and Conesville-Gilboa in Schoharie County.	Yes
ST	31106	Exponentially Increasing Science Technology Engineering STEM Research for Economic Development	Binghamton University	Binghamton University's innovative research-based program with the goal of providing every undergraduate STEM student with authentic research experience throughout their 4 years on campus. BU will establish 8-10 research streams led by faculty teams, with each stream providing a year-long immersion experience for 30 freshmen, for a total of 250 students per year. New laboratories will be designed, constructed and outfitted to provide the innovative infrastructure to fully integrate undergraduate students in leading-edge research across the disciplines.	

ST	31133	Greater Binghamton Airport Utility Improvements	Broome County	Infrastructure improvements to the Greater Binghamton Airport park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site. In addition, the existing airport sewer system is in frail condition, and has reached the end of its useful life.
ST	31282	Rural Initiative Fund	STREDC	Expansion of the Rural Initiative Fund established in Round 1 that provides low-interest loans for start-up businesses and expansion capital.
ST	31830	Pleater	The Hilliard Corporation	Acquisition of assembly equipment to be used in the manufacture of filter cartridges by The Hilliard Corporation.
ST	31868	Capital and Web Job Growth Projects	Dyco Electronics	Equipment acquisition and website update to competitively position the company as world class and a leader in the Customer Magnetics arena.
ST	32417	Margaretville Best Western	Margaretville Lodging LLC	Construction of a 62-room Best Western Hotel on the site of the Margaretville Motel.
ST	31725	Interchange on 17/86 Tioga Downs	Tioga County, Dept of Public Works	Study of the 17/86 interchange at Tioga Downs, Town of Nichols
ST	30225	Tioga County IDA Mixed Use Site Design	Tioga County IDA	Planning and design for creation of a shovel ready site in Tioga County.
ST	28385	BID District	Village of Sidney	Establish downtown business and rehabilitation district in the Village of Sidney

Southern Tier: \$5M ESD Priorities

Region	CFA Number	Project Name	Organization Name	Project Description	Collaborative Project
ST	25740	Elmira College Health Sciences Facility	Elmira College	Renovation of Cowles Hall to house the College's Nursing, Speech and Hearing Programs; and provides space for expansion of new healthcare programs. Increases enrollment in the nursing program from 177 to 220, an increase of 37 per annum.	
ST	28949	Downtown Ithaca Incubator	Cornell University	The project involves the renovation of a 9,000 sf building in downtown Ithaca to house Cornell's new incubator, the Ithaca node of the Southern Tier Regional Innovation Hot Spot. The incubator will (1) focus on start-ups based on technology transfer and commercialization, and (2) provide support for student-founded companies.	
ST	29577	Green Lumber	Delaware County IDA	Infrastructure development is required to meet the electrical power needs of an existing company that recently restored the dormant Green Lumber company with a \$3M investment. The project involves additional electric service necessary to replace the inefficient diesel powered generators being used to power the lumber mill.	
ST	29703	CMOG International Motorcoach Entrance	Corning Museum of Glass	The project involves the construction of an international motorcoach entrance, as part of the 100,000 sf expansion of the Corning Museum of Glass. CMOG is a world-class tourism destination in NYS, with annual visitations of 400,000. Over 40% of visitors arrive by motorcoach with a majority being international visitors. International visitations are expected to increase by 14% by 2016.	Yes
ST	31133	Greater Binghamton Airport Utility Improvements	Broome County	The funding will support infrastructure improvements to the Greater Binghamton Airport park area, including extension of municipal sewer service to support the creation of a 1,000 acre shovel ready site. In addition, the existing airport sewer system is in frail condition, and has reached the end of its useful life.	

ST	31830	Pleater	The Hilliard Corporation	The project involves the acquisition of assembly equipment to be used in manufacturing filter cartridges. The new equipment is for replacement and upgrade of existing equipment.
ST	31868	Capital and Web Job Growth Projects	Dyco Electronics	The project involves equipment acquisition and website update to competitively position the company as world class and a leader in the Custom Magnetics arena. This is in addition to the \$500,000 the company has invested over the past 2 years.

Southern Tier: Regionally Significant Priority Projects. Scored a 15.

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program	Collaborative Project
ST	28512	S3IP Capital Investment 2013	Binghamton University	Equipment acquisition to support energy research	ESD	
ST	29254	Eos Energy Storage	Eos Energy Storage	Product development and pilot manufacturing of efficient energy storage system	ESD	
ST	32129	Buckingham Manufacturing Co., Inc.	Buckingham Manufacturing Co., Inc.	Equipment acquisition to increase manufacturing capacity	ESD	
ST	30248	Phase II Grocery Store Project	Binghamton Local Development Corporation	Study - evaluate potential development of a supermarket on 2 alternative sites	ESD	
ST	32395	Southern Tier Reshoring Project Initiative	Huron Real Estate Associates, LLC	Renovation of former EJ Building #38 on Huron Campus in Endicott, NY to provide 25,000 sf of low cost office and manufacturing space allowing for 6-12 reshored companies	ESD	
ST	31279	Shovel Ready Sites	Expansion of ST Regional Fund for Shovel Ready Sites	Southern Tier Region Economic Development Corporation	ESD	
ST	27684	Sciencenter Expansion and Renovation	Sciencenter	Renovation of exhibits to drive tourism	ESD	
ST	30874	Marketing Plan for Finger Lakes Tourism Region	Finger Lakes Tourism Alliance	Marketing Plan for Finger Lakes Tourism Region	ESD	Yes
ST	32628	Finger Lakes Trail & NYS Parks Marketing Project	Finger Lakes Trail Conference	Finger Lakes Trail and NYS Parks Marketing Project	ESD	Yes

ST	31875	Cayuga Tompkins Cortland Sport Council	Cortland Regional Sports Council	Marketing Plan to Drive Tourism	ESD	Yes
ST	29617	Finger Lakes Wine Branding Marketing Program	Finger Lakes Wine Alliance	Finger Lakes Wine Branding Marketing Program	ESD	Yes
ST	29403	Ticketing Widget	Finger Lakes Tourism Alliance	Inter-regional web-based tool to purchase tickets to tourism venues. Benefits 14 counties of Finger Lakes tourism region	ESD	Yes
ST	30031	Cayuga Lake Wine Trail Northern PA Marketing Grant	Cayuga Lake Wine Trail	Cayuga Lake Wine Trail Northern PA Marketing Program	ESD	Yes
ST	32403	SCSC Indoor Athletic Facility	Soaring Capital Soccer Club, Inc.	Construction of regional indoor athletic facility	ESD	
ST	30232	Tungsten Recycling	Tungsten Sources LLC	New manufacturing facility in NYS. 30 new jobs.	NYPA	
ST	27003	EOP Building	Economic Opportunity Program Inc.	Study for energy improvements in EOP building	NYPA	
ST	32544	Castle Creek Civic Building	Town of Chenango	New civic building construction. Former destroyed by flood	Parks	
ST	30382	Cass Park Rink Renovation	City of Ithaca	Renovation of the Ithaca Cass Park Rink	Parks	
ST	29147	Raised Beds in Flood Area	Village of Sidney	Reuse of land to support agriculture	Parks	
ST	27650	Near Westside Historic District Preservation Project	Near Westside Neighborhood Assoc Inc.	Implementation of plan to preserve historic district in Elmira's westside	Parks	

ST	31635	Route 434 Green Way Construction	DOT Region 9	Cleaner Greener - Build a 2.5 mile pedestrian and bicycle trail between downtown Binghamton and the Binghamton University campus in Vestal, NY.	NYSERDA
ST	29987	Chemung County Landfill Biomethane CNG	American Natural Gas, LLC	Cleaner Greener - Upgrade of methane collection system and used land-fill gas as feedstock for new compressed natural gas fueling station	NYSERDA
ST	31774	Better Cities Towns	Better! Cities & Towns Inc.	Implementation of "smart code: through outreach	NYSERDA
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ST	26890	IRA Revitalization Program	Chenango County	Renovate three group homes.	HCR
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Southern Tier: Opportunity Agenda

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program	Council Score	Collaborative Project
ST	27828	Binghamton Opportunity Center	BC Urban League	This project will address two areas of training for youth and underserved adult population: Career Readiness and College Readiness. Broome-Tioga Workforce has identified the basic skills and knowledge lacking in the unemployed and underemployed population. Likewise, Broome Community College staff has identified the basic skills and knowledge preventing college bound students from being successful. Our intent is not to repeat or duplicate current programs, but rather to fill the void or to compliment areas not being addressed by current community programs. The Binghamton Opportunity Center will increase the potential for student academic and vocational success. The curriculum will contain core skill and remedial training, academic, and vocational. Student services provided will include advisement and case management. Successful outcomes will be measured by enrollments, retention, educational gains, completions, and placements.	DOL/DOS	20	

ST	28452	ESTP	Pro Action of Steuben & Yates, Inc.	Pro Action of Steuben and Yates, Inc. proposes to create a Southern Tier Regional Training System (STRTS) to serve Steuben, Chemung and Schuyler counties. The goal of this system will be to provide the healthcare sector of the Southern Tier of NYS a better prepared, and ample supply of health care aides. The STRTS will help to create a uniform training system, identify eligible participants to be trained, provide pre-employment skills training prior to core vocational training, and provide intensive case management to positively affect job retention rates. The STRTS intends to build on a partnership of regional stakeholders to design, fund, and implement a system for aide personnel in the healthcare sector. Operating as a funnel, the project will take a large pool of unskilled, unemployed workers and provide them with the training needed to fill in demand jobs in the identified counties.	DOS	20
ST	31059	The Roots Wings Skills Development Program	Catholic Charities of Chenango Co.	The project will target adults that are at least 21 years of age, who meet NYS guidelines for 200% of poverty. The project will be based at Catholic Charities of Chenango County, and DCMO BOCES will provide the job training programs. The project will offer: Certified Nurse Assistant, Licensed Practical Nurse, Certified Phelebotomist, Carpentry and Building Construction, Welding, Auto Collision/Automotive Technology,CDL/A and CDL/B. These areas of study are currently demand occupations in our region. The Job Training is focused on our "Leading EDGE" program. This 5-week program runs 6 times a year.	DOS	20

ST	28619	Chenango County Child Care Center	SNAP Enrichment Network	Family	The project will reestablish a licensed child care center in Norwich to meet the needs of working parents in Chenango County by removing the barrier of dependent care as an obstacle to stable employment and provide a quality learning environment where children will become ready for school. We are seeking support for acquisition and renovation of space to support 6 classrooms, indoor large motor space, and outdoor space to serve 64 children.	ESD/Health	20
ST	29060	AmeriCorps Economic Opportunity	The Institute for Human Services Inc.		Occupational skills development and housing assistance utilizing AmeriCorps volunteers in Steuben, Schuyler and Steuben counties.	ONCS	20
ST	32653	SNAP Employment and Training Southern Tier	Center for Employment Opportunities		CEO will provide a combination of job readiness training, job search and placement services, transitional employment including on-the-job training, and job retention. Through this project, CEO anticipates 10 individuals achieving 90-day job retention in full-time unsubsidized employment. CEO will focus efforts on individuals on parole living in Binghamton census tracts identified in the Southern Tier Opportunity Agenda (2, 5, 11, 12, and 13).	OTDA	20

Southern Tier: Innovation Hot Spot

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program	Funding Recommended	Council Score	Collaborative Project
ST	28946	Southern Tier Innovation Hot Spot	Cornell University	Southern Tier Innovation Hot Spot funding for regional hot spot. Partners include Binghamton University, Cornell University, Ceramics Corridor Innovation Center, Corning Incorporated	ESD	\$1,125,000	20	Yes

Appendix A. Southern Tier Regional Incubator Plan

Overall Goal

The Southern Tier has significant innovation assets in the form of both research and development and a highly educated population, that are underutilized in new company formation, commercialization, and technology transfer. By taking a regional approach, it is the primary goal of the Regional Incubator Plan to better leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of startup formation and growth.

Objectives

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

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

Challenges and Opportunities

Opportunities

Over \$1.5 billion is collectively spent on research by such leading institutions as Cornell University and Binghamton University, the Ceramics Corridor Innovation Center and Corning Incorporated. Over 4,100 faculty at regional colleges and universities educate over 51,000 undergraduate and 10,000 graduate students annually, and according to the 2010 Census, over 76,000 of the region's 658,000 residents have at least a bachelor's degree⁴.

These innovation assets represent the foundation upon which a vibrant entrepreneurial ecosystem can be built, leading to significantly higher levels of commercialization and technology transfer activity. This will, in turn, contribute greatly to increased startup company creation, increases in the tax base, and increases in employment throughout the region.

Some support structures for entrepreneurs currently exist, such as incubators, mentor programs, small business development centers and industrial development agencies. The region is also home to significant physical assets for specific high-tech needs, such as the Cornell Nanofabrication Facility and the Cornell Center for Materials Research; the Center of Excellence in Small Scale Systems Integration and Packaging (S³IP) at Binghamton University; and the Ceramics Corridor Innovation Center in Painted Post. Each of these assets offer access to otherwise expensive and specialized equipment necessary for the commercialization of specialized technologies.

⁴ University enrollment data from university and college websites. Educational attainment and population data from 2010 US Census.

Challenges

There currently exists no region-wide entrepreneurial ecosystem. Corning-based startups generally do not benefit from the experiences, expertise, and support that exist in Binghamton; Ithaca-based startups do not benefit from the resources in Corning. This fragmentation and lack of critical mass has led to considerable missed opportunities in the region:

- The lack of a startup community makes it more difficult for entrepreneurs to learn from each other, and there is little common knowledge on how and where to start companies within the region, leading to fewer companies started and slower progress of those that do;
- Outside providers of capital look at opportunities in the region as “one-offs” rather than the region as a whole representing a broader and more attractive opportunity set, leading to a lower level of outside startup capital invested in the region;
- Existing resources, most of which have very narrow domain foci (such as the aforementioned centers at Cornell, Binghamton and Corning) find themselves with limited geographic reach, leading to inefficient utilization of existing resources;
- The 61,000 students educated in the region find it easier to search for jobs with large companies outside of the region than with a growing startup base in the region, leading to a missed opportunity to help stem the tide of the region’s “brain drain”.

A Multi-Node Network

Innovation, technology transfer, and the commercialization of research drive startups. Startups need talented management teams to grow, who generally have high levels of educational attainment. For that reason, the region should focus its incubation efforts on multiple “nodes” of innovation and startup activity, beginning with three anchor nodes:

- Binghamton is the seat of the most populous county in the region with a strong intellectual base. Over 21,000 students attend its two largest educational institutions: Binghamton University and SUNY Broome Community College. In addition, more than a quarter of the population of the Binghamton metropolitan area holds a bachelor’s degree or higher – 10 percent of those at the graduate or professional level.
- Corning is home to Corning, Inc., which has annual research expenditures of over \$700,000,000, as well as the 5,000 students at Corning Community College. Over 1,600 residents possess graduate or professional degrees, many of whom hold PhDs.
- Ithaca is home to Cornell University, Ithaca College, and Tompkins Cortland Community College, who collectively educate 23,000 undergraduate and 7,500 graduate students in the County each year. Those academic institutions oversee over \$750,000,000 in annual research spending, and 16,550 residents hold graduate or professional degrees.

Together, these locations’ counties represent 60% of the region’s population, 65% of its bachelors’ degree holders, 72% of its graduate and professional degree holders, and over 90% of its undergraduate and graduate students and faculty. These three locations are “ground zero” for innovation, entrepreneurship, commercialization, and technology transfer.

The region’s strategy includes six elements:

Strategy 1: Support Incubator Facilities at the Sources of Innovation

Commercialization occurs when there is a confluence of innovation and educated, driven, and entrepreneurial people to transfer research invention to commercial reality. Incubation services and spaces are critically needed resources for these young companies. The region should support and grow incubation services at locations targeted to their proximity to the sources of innovation and entrepreneurial people.

Strategy 2: Create a Southern Tier Innovation Hot Spot to Leverage Existing Support Assets

Existing support structures for entrepreneurs in the region should not be duplicated, but instead existing resources should be publicized and encouraged to project their strengths across the region. This will require a regional organization to curate both the resources in the region as well as the startup activity, so that they can provide “concierge service” in helping budding entrepreneurs and startups to find appropriate resources, and for resources and service providers to maximize their utilization. New services should be added to fill gaps and increase regionalization.

Strategy 3: Promote Startup Creation at Universities and Colleges

The region should promote “best practices” in practical entrepreneurship education in the region. It should also support the creation, promotion, and expansion of existing programs such as Preseed Workshops, Startup Weekends and hackathons that encourage students and faculty to create business ideas and evaluate their feasibility, and represent the beginning of the commercialization and technology transfer process.

Strategy 4: Leverage and Promote New Statewide Programs Such as the Start-Up NY Tax-Free Zone and Venture Fund to Attract Entrepreneurs

As New York State rolls out programs such as Start-Up NY, the region, led by the future Southern Tier Innovation Hot Spot, should actively promote the programs, their use, and their attractiveness to startup companies both inside and outside of the region.

Strategy 5: Develop and Attract Venture Funding

One or more venture funds should be created to support the commercialization of technology and the efforts of the Southern Tier Regional Hot. Furthermore, the Hot Spot should actively market the portfolio of high-growth potential startup companies to capital providers inside and outside the region and state.

Strategy 6: Promote Workforce Development

The region should promote workforce development projects that increase the readiness of the region’s population to take jobs at a growing base of largely high-technology innovation-driven startup companies. Community colleges in the region with a strong technical emphasis (e.g. Alfred State College, Corning Community College, SUNY Broome Community College, and Tompkins-Cortland Community College) will be closely involved in providing the trained laboratory and engineering staff needed to grow start-up companies, and may add to the nodal network.

Strategy 7: Capitalize On the Technologies, Workforce, and Facilities of Existing Mature Industries

The Southern Tier is home to a long history of innovative companies and industries, and houses significant assets in the forms of technologies developed by those companies, an educated workforce attracted by those industries, and physical facilities that are both in-use and idled that can help startups. Connections should be encouraged between the entrepreneurial ecosystem and existing mature industries for their mutual benefit, from corporations helping inform research agendas at the region’s universities to partnerships between existing companies and new startups in the region.

Expected Outcomes

- An increase in the amount of technology being commercialized by regional research sources, as measured by invention disclosures, patents, licenses, and number of spin-out startup companies created
- An increase in the number of companies being formed in the region, as measured by new incorporations of high-growth potential startups
- An increase in the success rate of companies being formed, as measured by capital raised, revenue, and headcount growth
- An increase in the number of students educated in the region that remain in the region to start companies and join startups, as measured by in-region employment of in-region students by startup companies

Appendix B. Work Group Membership

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

AGRICULTURE WORK GROUP

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

ENERGY

Tarik	Abdelazim	City of Binghamton
Jim	Adams	Cornell University
Peter	Bardaglio	Second Nature
James	Eisel	Delaware county
Brenda	English	Corning CC
Kate	Fitzgerald	Hinman, Howard & Kattell
Michael	German	Corning Natural Gas

Ernie	Hartman	IBEW Local 139
Tom	Hilson	Delaware County Watershed Affairs
Bob	Howarth	Cornell University
Rod	Howe	Cornell University Community and Regional Development Institute
Wayne	Jones	Binghamton University
David	Kay	Cornell University Community and Regional Development Institute (CaRDI)
Charles	Kruzansky	Cornell University
George	Miner	Southern Tier Economic Growth
Glenn	Nealis	Delaware County Dept. of Economic Development
Steve	Palmatier	Chenango County
Caroline	Quidort	City of Binghamton
Martha	Robertson	Tompkins County
Lou	Santoni	Greater Binghamton Chamber of Commerce
Tom	Santulli	Chemung County
Ken	Schlather	Cornell University
LeeAnn	Tinney	Tioga County
Dr. C Roger	Westgate	Binghamton University Center for Autonomous Solar Power
Alan	White	Catskill Center-Delaware
Tom	Wilber	Three Rivers-Corning
Edward	Wilson	Cornell University

HEALTHCARE

Wesley	Blauvelt	Arnot Ogden Medical Center
Randy	Cook	Broome-Tioga Workforce
Bijoy	Datta	Broome County Executive's Office
Dr. Rajesh	Dave	UHS
Jeff	Davis	Jeffery K. Davis Consulting, LLC
Maynard	Fahs	Fahs Construction
Dave	Gray	Steuben County
Terry	Kane	Binghamton University
Mohammad	Khasawneh	Binghamton University - Thomas J. Watson School of Engineering and Applied Science

Hugh	Leonard	Attorney
Dr. Mary Pat	Lewis	SUNY Delhi
John	Turner	Cayuga Medical
Shirley	Magana	Guthrie Corning Hospital
Elaine	Miller	Broome County
David	Patak	Lourdes Hospital
Barbara	Schindler	Golden Artist Colors, Inc.
Nathan	Shinagawa	Tompkins County Legislature
Dr. LouAnne	Ten Kate	Five Star Urgent Care Medical, PLLC
Andrea	Wade	Broome CC

INFRASTRUCTURE

Chuck	Bartosch	Tompkins County Broadband Committee
Jack	Benjamin	Three Rivers Development Corp.
Tom	Carr	Corning Community College
Ron	Coleman	NYS DOT
Patricia	Cummings	Leonard and Cummings LLP
Victoria	Ehlen	Southern Tier Central Regional Planning Board
Pam	Eshbaugh	DOT
Frank	Evangelisti	Broome County Department of Planning and Economic Development
Glen	Faulkner	MARK Economic Development / Margaretville Telephone Company
Joe	Francis	Cornell University
Jim	Griffin	Hornell IDA
John	Gutenberg	Cornell University Community Relations
Shawn	Hogan	City of Hornell
Erik	Miller	Southern Tier East Regional Planning Board
Joe	Moody	Town of Union
Angela	Morlando	Binghamton University
Svante	Myrick	City of Ithaca
Cyndi	Paddick	BMTS
Uttara	Prasad	Lin Industries

Larry	Roma	Binghamton University
Linda	Shumaker	Shumaker Consulting
Susan	Skidmore	City of Elmira
JC	Smith	NYS Environmental Facilities Corporation
Rose	Sotak	Town of Union
Gary	Stewart	Cornell University
Linda	Stratigos	Western Catskills
Jennifer	Tavares	Chenango County
Marsha	Weber	Southern Tier Central Planning Board
Jennifer	Yonkoski	BMTS

**TECHNOLOGY
DEVELOPMENT AND
TRANSFER**

Laura	Cima	CCTEC-Cornell
Mary Beth	Curtin	Binghamton University S3IP
Kevin	Drumm	Broome Community College
Ed	Gaetano	AM & T
Barry	Garrison	Corning Community College
Terry	Kane	Binghamton University
Dr. Eugene	Krentsel	Binghamton University
Gregg	Lantz	GPL Integrated IT, LLC
Kelli	Ligeikis	Broome Community College
Paul	Mutolo	Cornell University
Donna	Lupardo	NYS Assembly
Alan	Paa	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

Brett	Bossard	Community Arts Partnership
Beth	Duane	Corning Museum of Glass
Katie	Ellis	Binghamton University
Peg	Ellsworth	The MARK Project
Judi	Hess	Broome County Tourism
Michael	Johnson	Cornell University
Nancy	Latour	Corning Community College, Associate Dean
Gregg	Henderson	The Roxbury Hotel
Tim	O'Hearn	Schuyler County
Mike	Printup	Watkins Glen Raceway
Stella	Reschke	Tioga County Tourism
Audrey	Robinson	Commerce Chenango
Bruce	Stoff	Ithaca/Tompkins County Visitors Bureau
Dr. Candace	Vancko	SUNY Delhi
Scott	Welliver	Welliver

**DOWNTOWN
REVITALIZATION
AND COMMUNITY
DEVELOPMENT**

Dawn	Burlew	Corning Enterprises
Patricia	Cummings	Leonard and Cummings LLP
Steve	Dennis	City of Corning Planning and Economic Development
Philly	Desarno	City of Ithaca
Peg	Ellsworth	The MARK Project
Gary	Ferguson	Downtown Ithaca Alliance
Sherri	Geary	STEG
Merry	Harris	City of Binghamton Economic Development Office
Shawn	Hogan	City of Hornell
Rod	Howe	Cornell University Community and Regional Development Institute

Dr. Patricia	Ingraham	Binghamton University
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
John	Nader	SUNY Delhi
Tim	O'Hearn	Schuyler County
Uttara	Prasad	Lin Industries
Chelsea	Robertson	Southern Tier Central Regional Planning Board
Omar	Sanders	City of Binghamton
John	Sipple	Cornell University
Jennifer	Tavares	Chenango County
Maureen	Wilson	Pyramid Brokerage

**BUSINESS
DEVELOPMENT AND
ENTREPRENEURSHIP**

Sheri	Arnold	Corning Community College, SBDC
Keith	Baumann	F.M. Howell & Company
Jack	Benjamin	Three Rivers Development Corp.
Martin	Dietrich	NBT Bank
Kathryn	Fletcher	BizLife Ventures; Sustainability Coalition
Mike	Fuller	Pipeline 4 Progress
Jan	Hertzog	Broome Community College
Jamie	Johnson	Steuben County IDA
Diane	Lantz	REDEC
Rochelle	Layman	Binghamton University
Donna	Lupardo	New York State Assembly
Julia	Mattick	Tompkins County WIB
George	Miner	Southern Tier Economic Growth
Debbie	Morello	Broome Community College
Glenn	Nealis	Delaware County Dept. of Economic Development
Wayne	Oliver	Sportsfield Specialty
Brian	Qualey	U.S. Small Business Administration

Paul	Streeter	Cornell University
Gary	Stewart	Cornell University

WORKFORCE DEVELOPMENT

Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
Terry	Stark	Broome-Tioga Workforce Development Board
Daniel	Porter	CSS Workforce NY
Julia	Mattick	Tompkins Workforce Investment Board
Tim	Driscoll	GST BOCES
Joan	Ballinger	Corning Community College
Jan	Hertzog	Broome Community College (attending)
Mary	Opperman	Cornell University
James	Johnson	Steuben County IDA
Mary Beth	Hughs	Lourdes Hospital
Ernie	Hartman	IBEWLocal 139
Jeff	Anderson	Amphenol Aerospace Operations

OPPORTUNITY AGENDA

Jeff	Anderson	Amphenol Aerospace Operations
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
Sherri	Geary	STEG
Merry	Harris	City of Binghamton Economic Development Office
Ernie	Hartman	IBEWLocal 139
Jan	Hertzog	Broome Community College (attending)

Shawn	Hogan	City of Hornell
Rod	Howe	Cornell University Community and Regional Development Institute
Mary Beth	Hughs	Lourdes Hospital
Dr. Patricia	Ingraham	Binghamton University
James	Johnson	Steuben County IDA
Julia	Mattick	Tompkins Workforce Investment Board
Debbie	Morello	Broome Community College
Svante	Myrick	City of Ithaca
John	Nader	SUNY Delhi
Tim	O'Hearn	Schuyler County
Mary	Opperman	Cornell University
Daniel	Porter	CSS Workforce NY
Uttara	Prasad	Lin Industries
Chelsea	Robertson	Southern Tier Central Regional Planning Board
Omar	Sanders	City of Binghamton
Alice	Savino	Chenango-Delaware-Otsego Workforce Investment Board
John	Sipple	Cornell University
Terry	Stark	Broome-Tioga Workforce Development Board
Jennifer	Tavares	Chenango County
Maureen	Wilson	Pyramid Brokerage

CLEANER GREENER

Tarik	Abdelazim	City of Binghamton
Jan	Arcangeli	Southern Tier Region Economic Development Corporation
Jim	Arey	Elmira-Chemung Transportation Council
Katie	Borgella	Tompkins County
Marian	Brown	Ithaca College
JoAnn	Cornish	City of Ithaca
Sandy	DeJohn	Binghamton University
Barbara	Lifton	NYS Assembly
Ed	Marx	Tompkins County Planning Department

Erik	Miller	Southern Tier East Regional Planning Board
Steve	Palmatier	Chenango County
Joe	Ponzi	Southern Tier Region Economic Development Corporation
Ellen	Pratt	Tioga County
Dan	Roth	Cornell University

**REGIONAL
INCUBATOR**

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