

# STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

*“Catalytic, Collaborative, Comprehensive, Competitive”*



## PROGRESS REPORT: 2011 - 2012

SEPTEMBER 2012



## **REGIONAL ECONOMIC DEVELOPMENT COUNCIL OF THE SOUTHERN TIER**

### **PROGRESS REPORT: 2011 - 2012**

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September 14, 2012

Dear Governor Cuomo:

In 2011 you set forth an ambitious challenge before New York's ten economic development regions, engaging each in a competition for resources that would identify and fund their most innovative economic development projects. For the Regional Economic Development Council of the Southern Tier the result was creation of an actionable and robust 5-year plan that would bring about real change in our eight counties.

It has been one year since the Southern Tier Regional Council adopted our plan. Through CFA Round 1 the Southern Tier was awarded 58 projects totaling \$37,725,940. 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. While the Southern Tier received the smallest total award of any region, the Council is proud to report the measurable impact of 55 active projects, including the retention of 1,075 jobs, creation of 1,385 jobs and leveraging of \$132,314,847 directly related to the CFA Round 1 awards.

We are proud to submit this report of our progress to-date, and we are confident the Southern Tier Region has demonstrated our ability and capacity to bring about real economic change with a \$25 million award to support our priority projects in the Round 2 competition. These priority projects represent the potential for \$460 million in leveraged funds, creation of 3,300 jobs, retention of 850 jobs, and development of more than 30 new business ventures in the immediate future.

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's future.

Sincerely,

David Skorton, Council Co-Chair  
President, Cornell University

Tom Tranter, Council Co-Chair  
President, Corning Enterprises

## Regional Economic Development Council of the Southern Tier

**David Skorton, Council Co-chair**

*President, Cornell University*

**Tom Tranter, Council Co-chair**

*President, Corning Enterprises*

**Keith Baumann**

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**Dr. Kathryn Boor**

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**James Eisel**

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**Peg Ellsworth**

*Executive Director, MARK Project Inc.*

**Dennis Fagan**

*Schuyler, Chair of County Legislature*

**Ernest Hartman**

*Business Manager, IBEW Local 139*

**Joseph Hauryski**

*Steuben, 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.*

**James (Jay) McNamara**

*President & CEO, Endicott Interconnect Technologies*

**Svante Myrick**

*Ithaca, Mayor*

**David J. Patak**

*President & CEO, Lourdes Hospital*

**Uttara Prasad**

*President & CEO, Lin Industries, Inc.*

**Debra Preston**

*Broome, County Executive*

**Martha Robertson**

*Tompkins, Chair of County Legislature*

**Lou Santoni**

*President & CEO, Greater Binghamton Chamber of Commerce*

**Thomas Santulli**

*Chemung, County Executive*

**Barbara J. Schindler**

*President & COO, Golden Artists Colors, Inc.*

**Linda M. Shumaker**

*President, Shumaker Engineering & Surveying*

**Susan Skidmore**

*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. Harvey Stenger**

*President, Binghamton University*

**Dr. Candace Vancko**

*President, SUNY Delhi*

**A. Scott Welliver**

*Chairman & CEO, Welliver McGuire Inc.*

**Dale Weston**

*Tioga, Chair of County Legislature*

**Lawrence Wilcox**

*Chenango, Chair of County Legislature*

## 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 entrepreneurship activities, while ensuring healthy communities and protecting the natural beauty and resources of the region.***



#### Overview of Strategic Objectives

In fall 2011 the Regional Economic Development Council of the Southern Tier adopted its 5-year Strategic Economic Development Plan, which contains five major strategic objectives designed for the region to forge a new economic development paradigm for the region.

#### ***Strategy 1. Leader in 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 ... The 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 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 product development and promotion, business infrastructure development and utilization of new technology.

#### ***Strategy 5. Economic Development Backbone***

Objectives:

- Community revitalization: Revitalizing the Southern Tier region's downtowns, main streets and neighborhoods provide opportunities for smart and sustainable community development and growth, increased tax bases, retention of businesses and ancillary economic benefits and attracting and retaining talent.
- 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.
- Infrastructure development 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.

### Challenges of Year 1

During late August and early September of 2011, the Southern Tier incurred widespread damage caused by Hurricane Irene and Tropical Storm Lee, which dumped 8.98 inches of rain on the region. The impact of these back-to-back storms caused \$563+ million in total losses, with 11,000 private residences damaged or destroyed, 1,500 businesses damaged or destroyed, and 600+ commercial buildings damaged in Broome County alone.

Thousands of jobs were at risk. The initial challenge was the potential loss of two major firms. With the active participation of the Council and commitment of Empire State Development Corporation, both BAE Systems and Amphenol were successfully relocated within the Southern Tier Region resulting in retention of 2,300 jobs and industry recommitment to New York State locations.

The next major challenge was the devastation to the downtowns and community centers. The downtowns and rural main streets of the Southern Tier have unique and historically significant buildings, and before the flooding the Council knew that a large stock of buildings required significant rehabilitation to make them viable for both commercial and residential tenants. The floods of 2011 compounded this challenge, impacting both large and small businesses and threatening the long-term viability of many downtowns. Flooding was primarily concentrated in the east-central portion of the region including Broome, Tioga, Chenango, Delaware and eastern Chemung counties. In the Town and Village of Owego, the communities of Margaretville and Middletown, and others, historic downtown areas and many small businesses were decimated. Many small business owners, some who have struggled to make their livings, were left wondering whether reopening would be an option. Residents rowed through the streets assessing their damage. Nearly 1,500 businesses were damaged or destroyed, and in combination with residential damage, the total damage value is in excess of \$560 million.

Clearly, creating an environment for success also included an aggressive plan to recover from massive damage inflicted by the storms. With New York State assistance of approximately \$50 million, smaller firms and local communities banded together to implement local recovery and redevelopment plans for small businesses, downtowns and homeowners alike. We are pleased to report that many localities, like the flood-

devastated Margaretville and Owego areas, are now celebrating their recoveries and resurgence.

***Funding for three of the Council's priority projects was moved forward quickly to accelerate this progress and added momentum to the continuum of redevelopment in the region. Beginning in January 2012, the Southern Tier Region Economic Development Corporation (STREDC) took immediate action to establish these three major initiatives with CFA Round 1 funding: Community Revitalization Program, Rural Initiative Fund and Southern Tier Infrastructure for Shovel Ready Sites Fund. The Council and STREDC received tremendous support from the involved state agencies, and by July of 2012 all three initiatives were established and began funding local projects. By September of 2012 the funds had been fully utilized with projected net job retention and creation of some 1500 additional jobs over the next 5 years.***

### **“Owego to celebrate flood recovery with block party, picnic, fireworks”**

“OWEGO — The village and community members are holding two events to remember the impact Tropical Storm Lee made a year ago and celebrate the progress Owego has made toward its recovery.

“The village will host a block party in downtown Owego from 5 to 10 p.m. Sept. 7 and featuring specials from merchants, live music and fireworks. The event continues from 11 a.m. to 4 p.m. Sept. 8, when Tioga Opportunities, Inc. hosts a community picnic at the Countryside Community Center on Sheldon Guile Boulevard . . . .”

Press Sun Bulletin, August 31, 2012

### **Creating an Environment for Success**

The Southern Tier Region received 58 project awards totaling \$37,725,940 through the New York State CFA Round 1 competition. 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.

Three approved projects were withdrawn by the applicants, which represents \$2,305,000 in funding.

A total of 53 projects are currently under contract and progressing, and two projects are in the final stages of contract execution. While the Southern Tier received the smallest total award of all regions, the Council is proud to report the measurable impact of the 55 projects is significant:

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

Among the Round 1 awards the Council received funding for seven Priority Projects totaling \$12,299,000 in ESD Capital Funds and Tax Credits. Having received the least amount of total funding among the regions in Round 1, the Southern Tier Regional Council recognized the importance of demonstrating immediate success and reporting measurable results as quickly as possible.

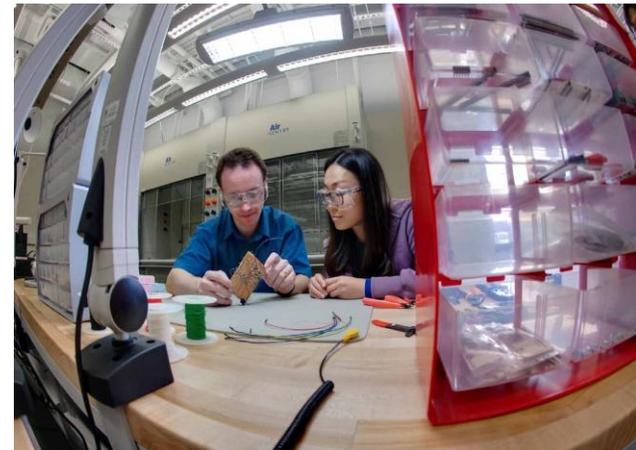
Beginning in January 2012 the Southern Tier Region Economic Development Corporation (STREDC) took immediate action to establish the three initiatives funded with ESD capital funds. The three initiatives are the Community Revitalization Program, Rural Initiative Fund and Southern Tier Infrastructure for Shovel Ready Sites Fund. The Council and STREDC received tremendous support from the involved state agencies, and by July of 2012 all three initiatives were in place and local projects were being funded. By August of 2012 the funds had been fully utilized with exciting projects that are truly having an impact on the region. The projects funded by these three initiatives are producing immediate results and projected to create 1,150 jobs and leverage nearly \$20 million in private investment.

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. The Regional Council has received positive feedback and the value of the Governor's regionally driven economic development philosophy is being well received at the local level.

Because of the overwhelming success of the Community Revitalization Program initiative, the \$1,000,000 awarded to the Blue Hill Project is being reallocated to this initiative. Note that the Blue Hill Project was withdrawn by the applicant in spring 2012.

The region also received \$2,000,000 in Excelsior Tax Credits in the CFA Round 1 for Norwich Pharmaceuticals. Two other firms were offered tax credits, Ametek and CAF, but both declined the awards.

The details regarding implementation status for all of the region's ESD Capital Funds and Excelsior Tax Credit projects is described in Part Two of this report



## 2. New Strategies and Actions

The Council did not add any new strategic objectives or alter any of its five strategies during the past year; however, to seize emerging opportunities in health care services, agribusiness, tourism and workforce development, the Council added new action areas under three strategic objectives. In June 2012 the Council adopted the following new action items.

### *Strategy 3. Health Care 2020*

- New Action Item: Development of Cutting Edge Technology

### *Strategy 4. Revitalize the Rural Farm And Forest-based Economy*

- New Action Item: Research and New Product Development

### *Strategy 5. Economic Development Backbone*

- New Action Item: Workforce Development
- New Action Item: Business and Technology Development
- New Action Item: Tourism

## 3. Progress Overview

### Getting Organized

In the first half of 2012 the Council invested its time and energy in:

- ✓ Gaining efficiency through the formation of an Executive Committee, and reviewing and updating policies and procedures such as public engagement
- ✓ Moving quickly to implement actions and initiatives
- ✓ Collaborating with State agencies to move actions forward
- ✓ Monitoring performance against objectives
- ✓ Receiving input through public engagement, and continuing to assess issues and opportunities, and creating new actions
- ✓ Developing a pipeline for projects
- ✓ Establishing priorities to advance strategies

A major focus in the first year was the development of a pipeline process for identifying projects and actions that help advance the strategies in the regional plan. The Council and staff engaged in active outreach to municipalities, community organizations, economic development agencies,

regional planning boards, colleges and universities, Cornell Cooperative Extension offices and the work groups that involved over 200 people. Project sponsors were actively encouraged to apply for funding through the CFA Round 2. Over several months concept papers were reviewed and presentations made on prospective projects to make certain each had the resources and ability to directly support and quickly advance the Council's strategic plan. The Executive Committee and Council conducted an arduous process of using its Priority Project Selection Criteria to select the Council's Priority Projects to be considered for competitive State capital funds and tax credits. The listing of 2013 Priority Projects is contained in Part Three of this report.

### Gaining Momentum to Advance the Council's Strategies

In 2013 the Regional Economic Development Council of the Southern Tier has determined the focus for advancing each of its five strategies as described below. Each Priority Project (Capital Fund) named in Part Three was selected specifically to support the focus of each strategy.

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

1. 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.
2. Conduct energy efficiency activities that reduce costs and improve operating efficiency of large businesses.

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

- Build the region's existing transportation industry into a global leader and technological hub for next generation transportation development.
1. Commercialize the best solutions for energy efficient environmental technologies and systems.
  2. Develop university-industry collaboration for research and new product development.

**Strategy 3. Health Care 2020**

1. Expand rural health care through telemedicine and mobile technology.
2. Improve health care workforce development.
3. Develop cutting edge technology to catalyze the growth of new business ventures.

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

1. Expand 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.
2. Research and new product development to enhance long-term sustainability of existing businesses and create new business ventures.

**Strategy 5. Economic Development Backbone**

1. Develop the workforce.
2. Further develop business and technology.
3. Revitalize communities.
4. Develop downtown and waterfront transformational projects leading to business development, housing, and enhanced tax base.
5. Develop infrastructure for shovel ready sites.

In addition, the Council created an implementation path for a three year period that is depicted on **Figure 1** as shown on page 11.

**4. 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 them 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.

- Empire State Development Corporation and the NYS Department of Transportation provided efficient review and approval of the guidelines and distribution of funds for the Council's three initiatives: Rural Initiative Fund, Community Revitalization Program, and Infrastructure Fund for Shovel Ready Sites. Both their speed and attention to detail allowed the Council to secure all necessary approvals and launch the programs in May 2012.
- The Department of Environmental Conservation and the Environmental Facilities Corporation have played a vital role in the initial planning for Project Seneca, a 2012-13 Priority Project. The project involves completion of the necessary plans for relocation of the Village of Watkins Glen wastewater treatment facility, which is located on the Seneca Lake waterfront. Project Seneca is the first step of what will become a transformational project to revitalize the entire south shore of Seneca Lake from an industrial site to a vibrant mixed use area that will enhance the tourism industry and revitalize downtown Watkins Glen.
- The Office of Housing and Community Renewal has played a key role in quickly moving forward the Roxbury Main Street Phase II project, which was funded in CFA Round 1. With the help of HCR, the funding has been committed, two renovation projects are complete, one is underway, and one is in the bidding process. There are an additional seven projects in the scope of work development phase. The result is a \$361,000 grant leveraging \$3,000,000+ in other investments.
- The Department of Transportation was an effective partner with the Steuben County IDA in securing approvals needed for construction of two important rail construction projects now underway.
- The Department of Labor has been a valuable resource of data for the Workforce Work Group in understanding employment trends and workforce development needs.

## 5. Public Engagement

During 2012 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
- Regional Planning Boards
- Media releases

## 6. Performance Measures

The Council actively uses the Performance Measures outlined in its original strategic plan to monitor and measure performance against objectives. At each of its meetings the Regional Council receives a progress report based on these measures.

Below are the performance measures being used for priority projects implemented in Year 1. Details regarding the measurable results of each of the Council's Year 1 initiatives are provided in Part Two of this report.

It is important to note that these same performance measures are listed in the program guidelines and used to evaluate applications for funding and track performance of projects funded under the Council's initiatives:

Community Revitalization Program, Rural Initiative Fund and Infrastructure Fund for Shovel Ready Sites.

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

#### **Performance Measures for Rural Initiative Fund:**

- New jobs created/jobs retained
- Absolute and percentage increase in agricultural, grass or forest land in use
- Leverages other funding sources
- Absolute and percentage growth in net revenue

### *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

#### **Performance Measures for Infrastructure Fund for Shovel Ready Sites:**

- Leverages other resources such as Brownfield Redevelopment, and funds from local, private, state and federal sources
- New business development
- New job creation
- Projected increase in property value and local tax base
- Projected business investment

**Figure 1. Strategic Plan Implementation Path: 2012-2014  
Capital Funds and Tax Credits**

Strategic Objective	Action	Year 1 Actions	Yr 2 Focus Projects & Funding Applications	Yr 3 Focus Projects & Funding Applications
<b>1. Energy</b>	Large Scale Renewable Energy Projects	CFA Round 1: Blue Hill	❖	❖
	Research and Technology Transfer		❖	❖
	Small Scale Renewable Energy Projects		❖	❖
<b>2. Transportation Technology &amp; Mfg.</b>	Next Generation Technology Research & Product Development		❖	❖
	Transportation Cluster			❖
<b>3. Health Care 2020</b>	Information Exchange and EMR	Completed by Private Sector		
	Rural Health Care - Telemedicine		❖	❖
	Workforce Development		❖	❖
	Senior Living Communities		❖	❖
	Cutting Edge Technology (new)		❖	❖
<b>4. Agriculture</b>	Rural Initiative Fund	CFA Round 1: Fund established	❖	❖
	Research and Product Development (new)		❖	❖
<b>5. Economic Development Backbone</b>	Community Revitalization	CFA Round 1: Community Revitalization Fund established CFA Round 1: Numerous projects	❖	❖
	Shovel Ready Sites	CFA Round 1: Shovel Ready Fund established	❖	
	Broadband		❖	❖
	Business & Technology Development (new)	CFA Round 1: Excelsior Credits	❖	❖
	Workforce Development (new)		❖	❖

## Part Two: Implementation Agenda

### 1. Report on Overall Performance

Despite the challenges faced by the region during the strategic planning process and developing of CFA Round 1 applications in the fall of 2011, the Southern Tier Region did receive 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.

Three projects were withdrawn by the respective applicants. A total of 53 projects are under contract and progressing, and two projects are in the final stages of contract execution. While the Southern Tier received the smallest total award of all regions, the Council is proud to report the measurable impact of the 55 projects is significant:

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

Five projects will be complete by YE 2012, with another 23 projects expected to be complete in 2013. A description of the impact of both the Capital Funds and Excelsior Tax Credit Projects and the non-competition projects on advancing the Council's Strategic Economic Plan are included in Sections 2 and 3 below.

Note that the CFA Round 1 funding does not include the nearly \$50 million the Southern Tier Region received in 2011-12 to address the flood damage caused by Hurricane Irene and Tropical Storm Lee, and the ESD assistance received to retain the 2,300 jobs associated with relocating BAE Systems and Amphenol in the region.

### 2. Success in Advancing Strategies with ESD Capital Funds and Excelsior Tax Credits

The Council is pleased to report that it has succeeded in implementing all projects and initiatives that received Capital Funding and Excelsior Tax Credits in Year 1. This includes Norwich Pharmaceuticals, the Community Revitalization Program, Rural Initiative Fund and Infrastructure Fund for Shovel Ready Sites.

The Council is especially proud of the three initiatives that it identified as priority projects and subsequently received funding in the CFA Round 1. During the strategic planning process the Council and its work groups conducted intensive analysis of current conditions in the Southern Tier region and concluded that the region has many strengths and opportunities that can be leveraged to make the Southern Tier more competitive and successful, but it must immediately focus on establishing a solid foundation for future economic development. This drove the Council to secure funding in 2011-12 to establish three initiatives focused on (1) the region's abundant land, agricultural experience and a history of innovation in agriculture; (2) restoring the charm, character and vitality of the region's communities to enable them to retain businesses, recruit talent and provide a high quality of life; and (3) creating shovel ready sites. These initiatives include:

#### ***Southern Tier Regional Rural Initiative Fund***

\$3,000,000 Empire State Development (ESD) Funding

#### ***Southern Tier Regional Infrastructure Fund for Shovel Ready Sites***

\$2,500,000 ESD Funding

#### ***Community Revitalization Program***

Total: \$4,799,000

\$2,500,000 ESD Funding

\$2,299,000 NYS DOT Multi-Modal #4 Fund

Following is a progress report on all actions undertaken utilizing ESD Capital Funds and Excelsior Tax Credits to advance the Council's strategies in Year 1.



**Strategy 1. The Southern Tier ... New York's Leader in Energy Efficiency and Renewable Energy Technology  
Implementation Progress: 2012**

Action	Progress	Timeline	Status
Blue Hill: Large-scale Energy Efficiency	The project was withdrawn. The Blue Hill \$1M award is being reallocated to the highly successful Southern Tier Community Revitalization Program (see Strategy 5 below).	NA	Withdrawn

**Strategy 2. Southern Tier Transportation Industry... Building Next Generation Transportation Technology and Manufacturing  
Implementation Progress: 2012**

Action	Progress	Timeline	Status
Ametek, Inc.: Capital Project	The company withdrew its application for funding and declined an Excelsior Tax Credit Award.	NA	Withdrawn
CAF USA: Capital Project	The company withdrew its application for funding and declined an Excelsior Tax Credit Award.	NA	Withdrawn



**Strategy 3. Revitalize the Rural Farm- and Forest-based Economy**  
**Implementation Progress: 2011 - 2012**

Action	Progress	Impact	Timeline	Status
<p><b>Southern Tier Region Rural Initiative Fund</b></p> <p>The Rural Initiative Venture Fund is a regional program designed to provide start up and expansion capital through revolving loan funds and grants. The program supports the Council's strategy to build the rural-based economy of the Southern Tier. The initiative will 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 a \$3,000,000 grant award in the CFA Round 1.</p> <p>The program was established and operational within months of funding award.</p> <ul style="list-style-type: none"> <li>• March 2012: Contract executive with ESD</li> <li>• April – May 2012: ESD, DOT and PACB approval of program guidelines</li> <li>• May 17, 2012: Council released guidelines and application forms</li> <li>• July 2, 2012: Deadline for receipt of applications</li> <li>• August 2012: Council action to approve projects</li> <li>• August – September 2012: STREDC closes on loans/grants</li> <li>• September 2012: All funding obligated, and all funded projects are underway.</li> </ul>	<p><b>Measurable Results:</b> Requests for Funding: \$3.5 M+</p> <p><b>Impact:</b> Leverages Private Investment: \$7.1 M Note that this is a loan program, and the proceeds will seed future projects</p> <p>Projected New Jobs: 150</p> <p>Examples of Funded Projects:</p> <ul style="list-style-type: none"> <li>- Organic Yogurt Production</li> <li>- Wood Products</li> <li>- Food Distribution</li> </ul>	<p>Start: 3/2012 End: 9/2012</p>	<p>Complete</p>



**Strategy 4. Healthcare 2020**  
**Implementation Progress: 2011-2012**

Action	Progress	Impact	Timeline	Status
<p><b>Norwich Pharmaceuticals:</b> \$2,000,000 Excelsior Tax Credits to support research and new product development of the facility in Chenango County.</p>	<p>The company accepted the \$2M Excelsior Tax Credits award and the contract was executed 4/24/12. The new laboratory is complete, and the equipment has been secured and installed. The company is in the final stages of readiness to begin operations for testing new drug development production.</p>	<p><b>Measureable Results:</b>            The total project cost is \$3,921,700. Leverages \$1,921,700 in private investment.</p> <p><b>Impact:</b>            334 jobs retained, and the firm projects a total of 361 jobs by project end.</p>	<p>Start: 4/1/12            End: 10/2012</p>	<p>In Progress</p>

**Strategy 5. Economic Development Backbone**  
**Implementation Progress: 2011-2012**

Action	Progress	Impact	Timeline	Status
<p><b>Southern Tier Community Revitalization Program:</b> A loan/grant fund that provides “gap” financing for projects that utilize a collaborative approach to provide 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>The Rural Initiative Fund received a \$5,000,000 grant award in the CFA Round 1.</p> <p>The program was established and operational within months of funding award.</p> <ul style="list-style-type: none"> <li>• March 2012: Contract executive with ESD</li> <li>• April – May 2012: ESD, DOT and PACB approval of program guidelines</li> <li>• May 17, 2012: Council released guidelines and application forms</li> <li>• July 2, 2012: Deadline for receipt of applications</li> <li>• August 2012: Council action to approve projects</li> <li>• August – September 2012: STREDC closes on loans/grants</li> </ul>	<p><b>Measurable Results:</b>            Requests for Funding: \$5.3 M</p> <p><b>Impact:</b>            Leverages Private Investment: \$11.1 M            Note that this is a loan program, and the proceeds will seed future projects</p> <p>Downtown Buildings Renovated: 14            New Housing Units Created: 20            New Commercial Spaces Created: 18            New Road &amp; Bridge Construction Projects: 3</p>	<p>Start: 4/2012            End: 9/2012</p>	<p>Complete</p>

**Southern Tier Regional Infrastructure Fund for Shovel Ready Sites:** 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. The Fund provides gap financing in the form of loans, and leverages financing from other sources such as federal, state, municipal, local development corporations, economic development agencies and private sector entities.

The initiative received a \$2,500,000 grant award in the CFA Round 1. The program was established and operational within months of funding award.

- March 2012: Contract executive with ESD
- April – May 2012: ESD, DOT and PACB approval of program guidelines
- May 17, 2012: Council released guidelines and application forms
- July 2, 2012: Deadline for receipt of applications
- August 2012: Council action to approve projects
- August – September 2012: STREDC closes on loans/grants

**Measurable Results:**

Funds Awarded To-date: \$2,484,336  
 Private Investment Leveraged: \$5,793,584

**Impact:**

Construction Jobs: 50  
 Projected New Job Creation: 1,000  
 Long-term Private Investment: \$250,000,000

Start: 4/2013 Complete

End: 9/2013



### **3. Success in Advancing Strategies with Categorical Non-competition Funding: 2011-12**

A detailed listing and status report of the Round 1 non-competition funded projects are contained in Appendix A. Below are highlights of select projects that have played a role in advancing the Council's strategic objectives.

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

##### **Broome County Farmer's Market**

Since securing a \$400,000 grant from New York State Parks in CFA Round 1, Broome County has undertaken project implementation. In close collaboration with local farmers, Cornell Cooperative Extension and a representative of the Statewide Association of Farmer's Markets a conceptual plan for the Farmer's Market in Otsiningo Park has been completed. The plan calls for 36 indoor vendor slots, a 400 square foot retail store component, and an area for an eventual commercial kitchen. The County plans to break ground this fall and construction should be complete in the spring of 2013.

The Broome County Industrial Development Agency has agreed to support the project with up to \$250,000, in addition to a working budget of \$650,000 cash and Broome County in-kind services for the construction. Looking forward, the County submitted a grant request to the Appalachian Regional Commission (ARC) for \$112,000 to underwrite the first 18-months of operation of the facility. That grant will be matched 50/50 by local funds. The ARC decision is forthcoming, but preliminary indications are very positive.

#### ***Strategy 5. Economic Development Backbone – Shovel Ready Sites***

##### **Main Line Track Rehabilitation, Bath**

This project will re-establish rail service to a 100 acre industrial park, making it the largest rail served site in Steuben County. The Steuben County IDA executed the \$727,578 project contract with the Department of Transportation in July, 2012. A site inspection with DOT is complete and the agency's recommendations received. Final engineering and alignment on the turnaround will be completed in September and initial earth work will be completed this fall. The \$909,473 project will be complete in June 2013.

##### **Steuben County Rail Restoration, Corning to PA State Line**

Wellsboro & Corning Railroad Co. started project work in August and is expected to be complete by year end 2012. The project consists of construction of a 7,000' siding in the Town of Erwin, replacement of 5,250 expired crossties, and surfacing of 50,000 track feet. WCOR is contributing \$200,000 toward the construction costs, plus approximately \$100,000 of administrative and management expense. Twenty construction jobs were created. This track restoration and capacity expansion directly supports the reduction of more than 45,000 annual truckloads from state and county roads in Steuben County.

#### ***Strategy 5. Economic Development Backbone – Community Revitalization***

##### **Roxbury Main Street Program Phase II**

The Council is pleased to report that the Roxbury Main Street Program Phase II hit the ground running. The State's CFA Round 1 investment of \$361,000 will leverage in excess of \$3,000,000 in private and public funds. All funding has been committed, two projects are complete, one is underway, and one is in the bidding process. There seven more projects in the development phase. The Roxbury Main Street Phase II is far exceeding its program benchmarks. Among the projects is a new business start-up that is stabilizing a destination historic Rail Depot.

##### **2011 Watkins Glen Main Street Program**

With the New York Main Street funding received in CFA Round 1, the Watkins Glen Main Street Program administered by Community Progress has provided funding to undertake the restoration of 9 downtown projects. The \$500,000 CFA award is leveraging \$2,692,542 in private investment. The end result of will be 12 new residential units and 9 commercial units. An interesting project is the adaptation of a building for a brewery business that will be complete with bottling lines, a tasting area, barbeque pit and outdoor seating.

#### 4. Focus in 2012 - 2013: ESD Capital Funds

The Regional Council undertook an exhaustive process to identify projects and initiatives that would increase employment, facilitate the growth and expansion of industry and business, improve the quality of life of all residents, 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 each of its strategic objectives during 2012-2013. These actions represent \$460 million in leveraged funds, creation of 3,300 jobs, retention of 850 jobs, and development of more than 30 new business ventures.

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

There is significant potential for rapid product development in the quickly growing global market for advanced energy products through organized and intensely driven university-industry partnerships. The plan is to focus on emerging growth areas ranging from battery and energy storage to renewable energy and flexible electronics. Well-established corporations in the region with national and international markets have had productive partnerships with the universities, and are now motivated to partner with them to rapidly adopt emerging technologies to enhance operations and productization.

For these reasons one of the Council's major focuses in 2013 will be on research and productization of energy efficiency technology occurring through university-industry collaborations such as the establishment of Binghamton University's Southern Tier High Technology Incubator that will have a focus on smart energy and the collaboration between Binghamton University and BAE

Systems to advance the company's global leadership position in hybrid-electric propulsion system products.

The Council also recognizes the importance of making facilities more energy efficient while improving the efficiency of business operations. For this reason the Council supports projects that will employ new age energy technology to increase energy efficiency, reduce greenhouse gases, and increase local electrical grid capacity such as the conversion of existing facilities to co-generation production plants.

Success will be measured using several criteria including private and public sector investment, number of new businesses developed, and 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
<b>Southern Tier High Technology Incubator:</b> Innovation, commercialization and job creation through industry-university collaboration and high-tech infrastructure. Focus on smart energy, microelectronics, and healthcare. Note that this project also will contribute to advancing Strategy 2. Transportation Industry with focus on new ventures based on next generation transportation technologies.	Binghamton University	Leverage \$15 million. Contribute to downtown Binghamton's revitalization by constructing facility. Creation of 75 jobs and 12 business ventures.	Start: 4/2013 End: 7/2014
<b>Bates-Troy Heat and Power Co-Gen Production Facility:</b> Energy efficiency and supporting an innovative laundry process for hospitals and nursing homes; and reducing costs to the state and the community.	Bates-Troy	Energy efficiency, reduced greenhouse gases, and increased local electrical grid capacity. Company's technology complemented by CHP cogeneration will modernize the laundry process for hospitals and nursing homes, reducing costs to NYS and communities. The project will generate 40 jobs and leverage \$720,000	Start: 1/2013 End: 12/2013
<b>Ithaca Electricians JATC Green Training Center:</b> Construction of a 10,000 square foot building to be used as a green electrical training center.	Ithaca Electricians JATC	The project is responding to demand for training in green construction. 120 electricians will be trained to take certification tests for green construction. \$1,379,292 will be leveraged.	Start: 1/2013 End: 7/2013

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

This strategy is focused on building the region’s existing transportation industry into a leadership and technological hub for next generation transportation development. The region’s mass transit, defense transport, hybrid vehicle, simulation innovators and universities are poised to capture a global leadership role in the transportation industry through innovative technology and advanced manufacturing expertise. The Council’s strategy is to provide the transportation industry with the resources needed to grow revenues and employment in existing transportation companies by using technology to create new product lines and improve manufacturing efficiency, leveraging their under-utilized capacity, and expanding production capacity to cost effectively capture a large portion of the mass transportation and aviation manufacturing market, and moving into next generation transportation engineering and design in as short a time period as possible. Specific examples of activities to be pursued in 2012-13 include

advanced manufacturing of heavy duty diesel truck components produced by Corning Incorporated, BAE System’s hybrid-electric propulsion system product lines and hybrid bus design, and establishment of the Southern Tier High Technology Incubator with a focus on the launch of new ventures based on next generation transportation technologies and a set of university-industry directed research and development and engineering efforts.

Success in undertaking this strategy will be determined using several performance measures, including private sector investment, federal and state funds leveraged, increase in market share, job creation and retention, new spin-off companies and new ventures created.

As a result of investment in this strategy, the Council expects to reap several economic development benefits as outlined below.

**Implementation Agenda**

Action	Responsible Entity	Expected Outcome	Timeline
<p><b>Corning Incorporated’s Environmental Technologies Heavy Duty Diesel Truck Facility in the Town of Erwin, NY:</b> Site development and physical infrastructure enhancements (64,500 square feet at \$62.9 million) and the addition of new forming and skinning equipment assets (\$156 million) to support domestic and international demand for Heavy Duty Diesel product that is projected to almost triple from 2012 to 2019.</p>	<p>Corning Incorporated</p>	<p>600 jobs will be retained and 250-300 new jobs will be created. The private investment leveraged will be \$216,000,000.</p>	<p>Start: Nov 2012 End: June 2015</p>
<p><b>BAE Systems’ Next Generation Energy Efficiency Technology:</b> Advancing BAE’S HybriDrive hybrid-electric propulsion system product lines and developing a highly educated workforce through the development of academic programs in electro-mechanics, the growing field of combined mechanical and electrical engineering sciences.</p>	<p>BAE Systems</p>	<p>50 jobs will be retained and \$2,350,000 in private investment will be leveraged.</p>	<p>Start: 1/2012 End: 12/2014</p>

### **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 such as the national movement to consume locally-made products and fresh foods.

The Southern Tier has the opportunity to grow and diversify the agricultural industry in a variety of ways ranging from implementation of new technology to extension of the growing season, promotion of regional products, and creation of value-added products to support applications in the renewable energy industry, agri-businesses such as wineries and other regional industries. Of particular importance is the growth of the yogurt industry. The Southern Tier will play a key role in Governor Cuomo's plan to position New York State as a global leader in yogurt production.

There are numerous resources available to support this initiative, including Cornell Cooperative Extension and the Cornell College of Agriculture and Life Sciences and its relationships and extension programs.

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 Region Council was successful in receiving funding in the 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 Rural Initiative Fund was initiated with a \$3,000,000 CFA Round 1 award and provides start up and expansion capital through a regional revolving loan funds and limited grants. The program has been so successful that the requests received in the first two months exceeded the Round 1 funding with applications totaling \$3.5 M, and for this reason an additional \$1,000,000 has been requested in CFA Round 2.

Secondly, the Council believes one of the most effective resources in advancing its strategy to revitalize the rural and forest-based economy is to utilize the greenhouses and food processing laboratory resource at Cornell University. Greenhouses at the Cornell University College of Agriculture and Life Sciences provide a fundamental testing ground for focused research and outreach that directly benefits New York's agri-business. 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.

The Council also recognizes that dairy is the number one agricultural industry in the Southern Tier with its abundance of both dairy farms and dairy food processing facilities. To support, maintain and expand dairy commerce in this region, we must be able to supply a skilled workforce and the most recent research and product development techniques to the manufacturing plants. The Food Processing and Development Laboratory (FPDL) at Corning University's College of Agriculture and Life Sciences is a leader in providing the new, diversified and creative manufactured dairy industry with R&D. The FPDL currently has, or is developing, research and development or technical assistance for several Southern Tier companies: Chobani Yogurt (Chenango) HP Hood (Steuben), Fingerlakes Farmstead Cheese (Schuyler), Indian Milk and Honey (Tompkins), Agave Biosystems (Tompkins), E2E Materials (Tompkins), International Food Network (Tompkins).

In addition, the growing consumer demand for novel artisan food products (particularly cheese) encourages small agricultural operations to turn to value-added processing. Examples of product development and research projects supported by Cornell University's 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 2011 the FPDL facility served over 340 processing plant superintendents who represented more than 300 dairy food processors.



## Implementation Agenda

Action	Responsible Entity	Expected Outcomes	Implementation Timeline
<p><b>Rural Initiative Venture Fund:</b> Grant and revolving loan fund to provide start-up and expansion capital to agricultural businesses. The fund was established with a grant award in the CFA Round 1. The program has been so successful that the requests received in the first two months exceeded the Round 1 funding.</p>	<p>Southern Tier Region Economic Development Corporation</p>	<p>Leverage \$5M + in private investment, increase acreage in production, enhance distribution of local food products in NYS and support growth yogurt production. Project 250 jobs will be created.</p>	<p>Start: 1/2013 End: 8/2013</p>
<p><b>Cornell University Greenhouse:</b> Construction of two 8,000 square foot additions to the existing Red Greenhouse and Lab Complex to create a state-of-the-art space. The project is currently in design and construction documents will need to be completed prior to construction.</p>	<p>Cornell University College of Agriculture and Life Sciences</p>	<p>Development of novel crop varieties for new and expanding local and regional markets. Facilitate the development of improved pest control tactics and technologies to optimize plant growth for current and future conditions in NYS. More than 36,000 farms, occupying 7M acres, benefit from 400+ research projects conducted annually. The project leverages \$1,729,681.</p>	<p>Start: 3/2013 End: 6/2014</p>
<p><b>Cornell University FPD Lab Southern Tier:</b> Facility upgrade, equipment acquisition and expansion of Food Processing and Development Laboratory. The FPD Lab currently has, or is developing, research and development or technical assistance projects for the following Southern Tier companies: Chobani Yogurt (Chenango) HP Hood (Steuben), Fingerlakes Farmstead Cheese (Schuyler), Indian Milk and Honey (Tompkins), Agave Biosystems (Tompkins), E2E Materials (Tompkins), International Food Network (Tompkins).</p>	<p>Cornell University College of Agriculture and Life Sciences</p>	<p>Enhanced ability to support the growth of the region's agriculture industry, particularly the growing dairy and yogurt businesses. The CFA request for \$500,000 leverages \$2,091,600 in other funds.</p>	<p>Start: 1/2013 End: 5/2013</p>

**Strategy 4. Healthcare 2020**

The Regional Council plans to advance its Healthcare 2020 strategy in 2013 through three primary actions: (1) Increasing access to healthcare in the rural areas of the Southern Tier; (2) Strengthening the health care industry through technology development and university-industry collaboration; and (3) Workforce development.

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. Access to healthcare in the region is a priority intended to reduce the costs of providing healthcare, improving the health of the workforce and strengthening the health care industry. During the strategic planning

process the six healthcare provider systems identified the need for sophisticated diagnostic tools and care methods using telemedicine and mobile health care technology, together with training and deployment of mid-level health care providers, technicians and IT personnel, to provide care to persons living in the remote areas of the Southern Tier region.

The Council also recognizes that university-industry collaboration is an essential ingredient in achieving objectives of its healthcare strategy. An asset to achieve this goal is Cornell medical school working in collaboration with industry to further research, innovation and new business development.

**Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
<p><b>Telemedicine and Mobile Technology Fund:</b> Creation of a \$1,000,000 loan/grant fund that will provide the region’s health care industry with access to financial resources to purchase 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>Southern Tier Region Economic Development Corporation</p>	<p>Reduced hospitalizations, Medicare and Medicaid savings, elimination of transportation issues and disintegration of services for elderly and low-income populations, cost effective alternatives to hospital-based services, cost reductions. The fund will leverage \$7.5M in private investment.</p>	<p>Start: 3/2013 End: 12/2013</p>
<p><b>Radiologic Technology Equipment Upgrade:</b> Acquisition of equipment to upgrade Broome Community College's Radiologic Technology program, enabling students to train on up-to-date digital imaging technology. 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>Broome Community College</p>	<p>Digital imaging is fast becoming the standard in practice; having employees who are competent in use of this technology will provide a substantial benefit to healthcare employers.</p>	<p>Start: 4/2013 End: 7/2013</p>
<p><b>Cornell Medical Technology Innovation Center:</b> Center will develop novel medical devices resulting in spun-out as start-up companies. The Center will include two medical device prototyping laboratories, one in New York City at Weill Cornell Medical College and one at the Cornell-Ithaca campus, connected electronically to facilitate collaborative device development between the clinicians and engineers.</p>	<p>Cornell University</p>	<p>Over the next 5 years: development of a dedicated investment fund, creation of 12 start-up companies, creation of 25 commercially viable ideas, or \$20 million in outside investment, creation of 50 jobs (and 20 jobs/ yr on average).</p>	<p>Start: 4/2013 End: 10/2013</p>

### **Strategy 5. Economic Development Backbone**

The strategy involves six elements:

- Community Revitalization
- Shovel Ready Sites
- Broadband
- 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. The floods of 2011 compounded this challenge, impacting businesses and threatening the long-term viability of many downtowns. Flooding was primarily concentrated in the east-central portion of the region including Broome, Tioga, Chenango, Delaware and eastern Chemung counties. Nearly 1,500 businesses were damaged or destroyed, and in combination with residential damage, the total damage value is in excess of \$560 million. The combination of economic stagnation and flood devastation has created a larger gap in financing strategies. The result: even more limited ability to develop quality commercial space for business development, entrepreneurial enterprises, and creation of upper story housing options. 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 million. With funding received by the Council in CFA Round 1, the a \$2.5M Infrastructure Fund for Shovel Ready Sites was established and the funds already have been committed to develop infrastructure for two new business parks. The Council has established further investment in this fund as a priority in Round 2.

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. The Council is pleased that the Governor has made broadband a state-wide priority and established a fund to support the expansion of broadband infrastructure

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. A first step is being taken with the development of an energy focused workforce training program named above in Strategy 1; that is, the Ithaca Electricians JATC Green Training Center.

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. According to data from Tourism Economics, visitors spent approximately \$805 + million 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
<p><b>Elmira Regional City Center Project:</b> Rehabilitation and transformation of an historic area of blighted and vacant properties in the central business district of the City of Elmira. Project involves redevelopment of four anchor buildings, including the former Federal Courthouse and U.S. Post Office building into an upscale hotel and banquet facility/restaurant, along with extended stay living units, apartments and condominiums, and commercial/retail space.</p>	Chemung County IDA	Transformation of Elmira’s central city business district resulting in 26 new housing units, creation of a hotel/conference center complex and 2,700 square feet of commercial/retail space. \$38,556,274 in private funding will be leveraged.	Start: 3/2013 End: 6/2014
<p><b>Renovation of the Former Watkins Brewery Facility:</b> Redevelopment of 15,700SF 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>	Watkins Brewery Holdings	First project in the transformation of the Seneca Lake Waterfront and downtown Watkins Glen. \$1,685,000 in private investment will be leveraged.	Start: 12/2012 End: 10/2013
<p><b>Community Revitalization Program:</b> 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.</p>	Southern Tier Region Economic Development Council	Leverage \$25 million in private investment in downtown cores and community centers.	Start: 1/2013 End: 8/2013
<p><b>The Commons:</b> 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>	City of Ithaca	Will lead to 9 development projects and the creation of 270 jobs. Private investment of \$10 million is expected as a result of the project.	Start:1/2013 End: 6/2014
<p><b>Lansing Infrastructure:</b> 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>	TCAD	Transformation of the Lansing Town Center to include housing, retail/commercial space, and a business park projected to house 7 companies and create 400- 500 jobs.	Start: 4/2013 End: 7/2014
<p><b>Emerson Complex Project:</b> Partial funding to 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>	L Enterprises, LLC	The fully redeveloped complex will leverage \$100 M in private investment over 10-15 yrs and create an estimated 1,000 jobs.	Start: 1/2013 End: 6/2014

**Strategy 5. Community Revitalization – Shovel Ready Sites  
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
<b>Infrastructure Fund for Shovel Ready Sites:</b> Expansion of the successful Regional Infrastructure Fund for Shovel Ready Sites created in Year 1. Fund provides loans to establish infrastructure for new shovel ready sites.	Southern Tier Region Economic Development Corp	Leverage \$1.5 million in infrastructure investment and potential creation of 500 jobs.	Start: 1/2013 End: 12/2013

**Strategy 5: Community Revitalization - Technology and Business Development  
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
<b>Infrastructure Fund for Shovel Ready Sites:</b> Expansion of the successful Regional Infrastructure Fund for Shovel Ready Sites created in Year 1. Fund provides loans to establish infrastructure for new shovel ready sites.	Southern Tier Region Economic Development Corp	Leverage \$1.5 million in infrastructure investment and creation of 500 jobs.	Start: 1/2013 End: 12/2013
<b>The MARK Small Business Development Fund:</b> Small business assistance program to benefit the Towns of Middletown, Roxbury and Andes, including the Villages of Fleischmanns and Margaretville.	The MARK Project	Rebuild businesses and leverage \$1.5 M in private and other investments.	Start: 1/2013 End: 12/2013
<b>Buckingham Manufacturing Equipment Acquisition:</b> Buckingham Mfg. produces personal fall protection and safety equipment and will purchase automated production equipment.	Buckingham Manufacturing	Business expansion, improved efficiency and reduced costs allowing firm to be more competitive in the domestic and international markets. 200 jobs retained and \$100,000 leveraged. .	Start: 1/2013 End: 1/5/2013
<b>Advanced Microelectronics Manufacturing:</b> Takes the university-industry collaboration between Endicott Interconnect and Binghamton University’s Center for Advanced Microelectronics Manufacturing (CAMM) roll-to-roll processing facility to the next level of manufacturing readiness with the development of new, thin and flexible substrate materials for advanced electronics.	Endicott Interconnect	University-industry collaboration to create complex designs and higher-value solutions for medical, high performance computing, aerospace and defense products. 4 jobs created in year 1-2, with 16 more in years 3-5.	Start: 1/2013 End: 12/2013

**Strategy 5. Community Revitalization – Tourism and Waterfront Development  
Implementation Agenda**

Action	Responsible Entity	Expected Outcomes	Timeline
<p><b>Castle:</b> Restoration of the 1896 National Guard Armory in Walton. The former drill hall, a 9000 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>	Walton Arms	Addresses the shortage of both lodging and facilities needed to accommodate large events in support of the growing tourism industry. Leverages \$1.2 million in private investment, and is expected to create 25 jobs	Start: 1/2013 End: 7/2014
<p><b>Margaretville Best Western:</b> Replace the current Margaretville Motel facility with the construction of a 3 ½ story, 62 unit limited service Best Western Margaretville Hotel.</p>	Margaretville Lodging, LLC	Enhances the tourism industry in Delaware County and creates 25+ permanent and 15+ part time jobs. Leverages \$6.3 million in private investment.	Start: 2/2013 End: 12/2013
<p><b>Project Seneca:</b> Develop a design and implementation plan to decommission the Watkins Glen Waste Water Treatment Plant (WWTP), located on the south shore of Seneca Lake, and the Montour Falls WWTP, located at the entrance to the Marina Park. The two systems would be consolidated into a state-of-the-art “Green” WWTP located south of Glen Creek in Watkins Glen. This is the first step in transforming the Seneca Lake waterfront.</p>	Schuyler County	Removing the WWTP from the south shore of Seneca Lake, the downtown waterfront will transform from an underutilized industrial site to a vibrant mixed-use waterfront with public access and open space elements. In addition, the drinking water quality for the Watkins Glen Water Supply Intake and Lakeside Park, and the Barge Canal north of the Montour Falls WWTP will be improved.	Start:1/2013 End: 3/2014

## Part Three: 2012 Priority Projects

### 1. Priority Projects by Agency (Non Capital Funds)

The Regional Council evaluated and scored each project application submitted in the Round 2 CFA process. The Council further determined priority projects by agency. The Southern Tier's final list of Priority Projects by Agency (Non Capital Funds) is contained in Appendix B.

### 2. 2012 Priority Projects (Capital Funds)

The Regional Council undertook an exhaustive process of determining its priority projects. The following Priority Project Ranking Criteria was used as the basis for evaluation and final ranking determination. Concept papers were solicited early in the process and presentations were made to the Council's Executive Committee to gain an in-depth understanding of the project's capacity to advance the Council's strategies, financing commitments from all sources, ability to provide measureable results in the next year, and ability to be underway in 2013 if funding were awarded.

- |  |           |
|--|-----------|
| 1. Supports Sustainable Economic Development   | 50 points |
| <ul style="list-style-type: none"><li>• Supports retention of existing businesses</li><li>• Promotes creation of new businesses</li><li>• Promotes innovation and technology</li><li>• Leverages private investment</li><li>• Enhances capacity workforce</li><li>• Retains and attracts talent</li><li>• Creates long-term jobs</li></ul> |           |
| 2. Demonstrates Measurable Impact in 5 years   | 20 points |
| 3. Promotes Vibrant Communities and Overall Quality of Life  | 15 points |
| <ul style="list-style-type: none"><li>• Supports health of communities</li><li>• Improves quality of life</li><li>• Enhances tax base</li><li>• Invests in community infrastructure</li><li>• Promotes community development efforts</li></ul>   |           |
| 4. Creates Distinctive Niches and Promotes Regionalism   | 15 points |
| <ul style="list-style-type: none"><li>• Supports opportunities for collaboration</li><li>• Capitalizes on the region's resources and unique assets</li></ul>   |           |

### Regional Economic Development Council of the Southern Tier 2012 Priority Projects

Below are the 2012 Priority Projects adopted by the Regional Economic Development Council of the Southern Tier on September 4, 2012. The Council's Priority Projects are poised to leverage \$460 million, create 3,300 jobs, retain 850 jobs, and generate more than 30 new business ventures. Note that there is not a list of priority projects endorsed for the competitive Excelsior Tax Credits because the Regional Council did not receive any qualifying requests.

<b>CFA #</b>	<b>Applicant</b>	<b>Project</b>
14550	Binghamton University	Southern Tier High Technology Incubator
14621	Schuyler County	Project Seneca
15447	Buckingham Manufacturing	Buckingham Equipment Acquisition
15917	City of Ithaca	The Commons
15918	Bates Troy	Bates Troy Sustainability
16211	Cornell University	Cornell Greenhouse
16221	Cornell University	Cornell FPD Lab Southern Tier
16368	Endicott Interconnect Technologies	Advanced Microelectronics Manufacturing
16969	The MARK Project	Small Business Development Fund
16993	Watkins Brewery Holdings	Watkins Freezer/Brewery Waterfront Development Project
17020	Walton Arms	Castle
17120	Ithaca Electricians Apprenticeship	Ithaca Electricians JATC Green Training Center
17198	L Enterprises, LLC	Emerson Complex Project
17686	Chemung County IDA	Elmira Regional City Center
18343	Corning Incorporated	Heavy Duty Diesel
18376	Margaretville Lodging, LLC	Margaretville Best Western Hotel
18655	STREDC	Infrastructure Fund for Shovel Ready Sites 2
18658	STREDC	Community Revitalization Program 2
18674	STREDC	Telemedicine & Mobile Health Technology Fund
18806	BAE Systems	Next Generation Energy Efficiency Technology
18946	TCAD	Lansing Sewer Infrastructure
19114	Broome Community College	Radiologic Technology Equipment Upgrade
19606	STREDC	Rural Initiative Fund
19892	Weill Cornell Medical College	Cornell Medical Technology Innovation Center

### 3. Priority Project Descriptions

<b>Project Name: Southern Tier High Technology Incubator</b>	<b>CFA # 14550</b>
<b>Project Applicant:</b> Binghamton University	
<p><b>Project Description:</b> Construction of a 40,000 square foot high-technology incubator in downtown Binghamton, N.Y. The 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, such as wet labs, a battery and supercapacitor enablement lab, a solar cell fabrication lab and, potentially, a hospital smart room demonstration facility, and other features associated with industry-based science and technology research, development and manufacturing. The facility will be built in a distressed area of downtown Binghamton, and will be developed in partnership with private industry and Broome County.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports four of the Southern Tier's strategies: (1) NY's Leader in Energy Efficiency and Renewable Energy Technology; (2) Cutting Education Health Care Technology; (3) Next Generation Transportation Technology and (4) Economic Development Backbone - Community Revitalization. The Incubator will foster innovation, commercialization and job creation through collaborative efforts among academic, industry and government partners. The project will create 75 jobs and 12 business ventures, and leverage \$15 million in other funding sources. In addition, it will contribute to downtown Binghamton's revitalization by constructing facility in a distressed area.</p>	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$7,000,000	1	Construction	\$22,000,000
NYS Tax Credits		2		
Other Federal & State Sources	11,000,000	3		
Other Public Funds	<u>2,000,000</u>	4		
Total Public	\$20,000,000	5		
<b><u>Private Sources of Funds</u></b>		7		
Private	\$2,000,000	8		
Not-for Profit		9		
Total Private	\$2,000,000	10		
Total Project Cost	\$22,000,000		Total Project Cost	\$22,000,000

<b>Project Name: Project Seneca</b>	<b>CFA #14621</b>
<b>Project Applicant:</b> Schuyler County	
<p><b>Project Description:</b> Develop a design and implementation plan to decommission both the Watkins Glen Waste Water Treatment Plant (WWTP), located on the south shore of Seneca Lake, and the Montour Falls WWTP, located at the entrance to the Marina Park. The two systems will be consolidated into a state-of-the-art “Green” WWTP located south of Glen Creek in Watkins Glen. 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><b>Explanation of Why Project Advances Regional Strategies:</b> Phase I of Project Seneca will advance the project to the next stage of design, which will result in a shovel-ready project to create a state of the art WWTP to address one of the largest barriers facing Schuyler County; specifically, the lack of water and wastewater infrastructure has been identified in recent studies as “the single largest barrier to development in Schuyler County.” The community revitalization that will occur as a result of Project Seneca will promote the Council’s strategy to strengthen the Southern Tier’s Economic Development Backbone. The project will result in community revitalization, waterfront development, growth of the tourism industry, job creation and private investment. In addition, this project would be the first example of two municipalities joining forces to improve their infrastructure systems for the greater benefit, a process that would be replicable throughout the region. In a region where water quality is so critical, both for agriculture and tourism.</p>	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$150,000	1	Planning	\$245,000
NYS Tax Credits		2	Contracted Services	25,000
Other Federal & State Sources	600,000	3	Marketing	30,000
Other Public Funds		4	Other	450,000
Total Public	\$750,000	5		
<b><u>Private Sources of Funds</u></b>		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$750,000		Total Project Cost	\$750,000

<b>Project Name: Buckingham Manufacturing Equipment Acquisition</b>	<b>CFA # 15447</b>
<b>Project Applicant:</b> Buckingham Manufacturing	
<b>Project Description:</b> Buckingham Mfg. produces personal fall protection and safety equipment. The company seeks funding to purchase automated production 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. Also the project allows the company to retain 50 jobs in jeopardy and increase employment.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's strategy to expand existing businesses, create jobs and retain jobs. Funding will enable the company to keep production costs down and grow its market share in light of growing competition both domestically and internationally. By doing so, the company will be able to maintain current employment levels of approximately 200 employees. The state's investment is leveraged 1:1.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$100,000	1	Equipment	\$200,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$100,000	5		
<b>Private Sources of Funds</b>		7		
Private	\$100,000	8		
Not-for Profit		9		
Total Private	\$100,000	10		
Total Project Cost	\$200,000		Total Project Cost	\$200,000

<b>Project Name: Commons</b>	<b>CFA # 15917</b>
<b>Project Applicant:</b> City of Ithaca	
<p><b>Project Description:</b> The project involves the complete rehabilitation and reconstruction of the deteriorated surface of the three block Ithaca Commons and the replacement and upgrades of all of the underground utilities. This project is the first phase of a larger planned Intermodal Transportation Hub-Accelerating Community Access (ITHACA). The Commons is the central transportation hub and transit spine for the City of Ithaca. The Commons connects all major downtown stations on the Tompkins Consolidated Area Transit (TCAT) system, the Shortline/Coach USA bus system, Ithaca Carshare, three municipal parking garages, multiple bike parking areas, and pedestrian spokes that move out into the broader community.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's strategy to develop the region's economic development backbone; specifically, community revitalization. The Commons is the most heavily-traveled, pedestrian-only roadway in the City. The completion of this project will be directly responsible for 3 additional development projects that have been put on hold until this project is confirmed. These three projects are expected to generate approximately 140 new permanent jobs. In addition, another 6 projects are planned, for which success rates will be greatly improved by this project. These additional projects are expected to generate approximately 130 more jobs. The project expects to leverage \$10 million in private investment.</p>	

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

<b>Project Name: Bates-Troy Heat and Power Co-Gen Production Facility</b>	<b>CFA # 15918</b>
<b>Project Applicant:</b> Bates-Troy	
<b>Project Description:</b> Design and installation of Combined Heat and Power (CHP) cogeneration at Bates Troy Inc's westside Binghamton, NY plant. This energy efficiency project is important to one of Bates Troy's major customer bases; that is, regional hospitals and nursing homes. The company's batch tunnel washer technology complemented by CHP cogeneration will modernize the laundry process of the public-private hospital and nursing home institutions and thereby reduce costs to the state and the community. The project leverages \$720,000 in other resources.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's Energy Efficiency and Renewable Energy strategy because the deliverables will be an efficient cogeneration power unit, reduced utility cost, competitive access to out-of-state markets, and job creation. In addition to the energy efficiency that will be achieved, the project will result in increasing local electrical grid capacity. Some of the economic benefits also will be shared with NYS Industries for the Disabled (NYSID), an important partner with Bates Troy Inc. The project also supports the Council's Business and Technology Development Strategy because it provides the company with the ability to reduce costs and operate more efficiently, thereby providing it with a competitive edge over its competition located primarily in northern Pennsylvania. The growth of the company's market share is projected to increase both full and partial shift of jobs, resulting in 40 new jobs. In addition, the project will provide important Emergency Preparedness for the regional hospitals and nursing homes.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$180,000	1	M&E	\$630,000
NYS Tax Credits		2	Construction	180,000
Other State Sources	630,000	3	Working Capital	90,000
Other Public Funds		4		
Total Public	\$810,000	5		
<b>Private Sources of Funds</b>		7		
Private	\$90,000	8		
Not-for Profit		9		
Total Private	\$90,000	10		
Total Project Cost	\$900,000		Total Project Cost	\$900,000

<b>Project Name: Cornell Greenhouse</b>	<b>CFA #16211</b>
<b>Project Applicant:</b> Cornell University	
<p><b>Project Description:</b> Project involves the construction of a new 8,000 square foot research-grade greenhouse in the Red Greenhouse and Lab Complex on Cornell University's Ithaca Campus. The greenhouse will include precision environmental controls for supplemental lighting, heating, cooling, humidification, and shading of the plant growth areas. The 14 ft. sidewall height of the greenhouse will facilitate accurate regulation of the environmental conditions and permit greenhouse studies of taller crops important to Southern Tier growers, including corn, trellised peas, alfalfa, and biofuel grasses. This project is part of a larger effort to upgrade the efficiency and performance of greenhouses across campus and reduce overall operational costs. More than 36,000 farms, occupying 7M acres, benefit from 400+ research projects conducted annually in Cornell's greenhouses.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's Rural Economy strategy. The new facility will provide state-of-the-art greenhouse space that will result in novel crop varieties for new and expanding local and regional markets. In addition, the proposed greenhouse will facilitate the development of improved pest control tactics and technologies to optimize plant growth for current and future conditions in New York State. Taken together these advances and innovations will help New York farms be competitive and successful.</p>	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$432,420	1	Planning	\$175,000
NYS Tax Credits		2	Construction	1,987,101
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$432,420	5		
<b>Private Sources of Funds</b>		7		
Private	\$1,729,681	8		
Not-for Profit		9		
Total Private	\$1,729,681	10		
Total Project Cost	\$2,162,101		Total Project Cost	\$2,162,101

<b>Project Name: Cornell FPDL Expansion</b>	<b>CFA #16221</b>
<b>Project Applicant:</b> Cornell University	
<p><b>Project Description:</b> The project involves expansion of the Food Processing and Development Laboratory in the College of Agriculture and Life Sciences, which provides education, training and technical assistance for the production of value added food and dairy products in the Southern Tier and throughout New York State. The requested equipment and facility upgrades will allow for the creation of a series of “mini-manufacturing facilities” within the FPDL capable of small-scale production and essential as tools for hands-on training in food processing. In addition, the project will enable the FPDL to produce marketable, packaged products, an essential step in assisting new processors in establishing themselves in the marketplace. Investment in this new and upgraded equipment will provide more versatile facilities for food companies to use in the development of products and allow FPDL to better support contracted R&amp;D projects from regional start-up companies. In addition, the project directly supports “dairy,” especially the growing yogurt sector. To support, maintain and expand dairy commerce the University helps supply a skilled workforce to the manufacturing plants.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's "Rural Economy" strategy because the FPDL serves as a statewide center for food and dairy processing education and training, product development and cutting-edge food processing research. It is a key resource supporting the long-term sustainability of value-added agricultural businesses (and their suppliers) in the Southern Tier region and across New York. In addition, the FPDL's close relationship with Cornell's distinguished Department of Food Science accelerates the direct transfer of new technology from research programs to independent businesses. The project leverages \$2,091,600 in other public and private funds.</p>	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$500,000	1	Equipment	\$1,482,112
NYS Tax Credits		2	Other	1,109,488
Other Federal & State Sources	926,317	3		
Other Public Funds		4		
Total Public	\$1,426,317	5		
<b><u>Private Sources of Funds</u></b>		7		
Private		8		
Equity	\$1,165,283	9		
Not-for Profit		10		
Total Private	\$1,165,283			
Total Project Cost	\$2,591,600		Total Project Cost	\$2,591,600

<b>Project Name: Advanced Microelectronics Manufacturing</b>	<b>CFA #16368</b>
<b>Project Applicant:</b> Endicott Interconnect	
<p><b>Project Description:</b> The project involves equipment acquisition to take the university-industry collaboration between Endicott Interconnect and Binghamton University’s Center for Advanced Microelectronics Manufacturing (CAMM) roll-to-roll processing facility to the next level of manufacturing readiness with the development of new, thin and flexible substrate materials for advanced electronics. This investment will be used to purchase additional roll-to-roll processing equipment and will result in new technology, competitive manufacturing capability and new jobs for engineers, technicians and manufacturing associates in the Southern Tier of New York. Four created or retained jobs will result during the first two years. An additional sixteen jobs will be created or retained during the next three years. Revenue expected during this three year period is expected to reach \$10 to \$20 million dollars.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council’s Economic Development Backbone – Business and Technology Development strategy. Funding will support university-industry collaboration to enhance ability to create complex designs and higher-value solutions for medical, high performance computing, aerospace and defense products where highly reliable products built in robust manufacturing operations are critical for success. The center brings together a broad base of expertise, infrastructure, and co-located resources in Electronics Packaging, Energy-Efficient Electronic Systems, Flexible Electronics, Energy Harvesting and Storage. The facility benefits several companies in the region such as Corning Incorporated, which is using the CAMM to demonstrate the development of new, thin and flexible substrate materials for advanced electronics that span flexible displays, imaging systems and the potential of new materials for interposers for stacking traditional silicon chips in 3D arrays for higher density and performance.</p>	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$3,325,000	1	Equipment	\$3,325,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$3,325,000	5		
<b>Private Sources of Funds</b>		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$3,325,000		Total Project Cost	\$3,325,000

<b>Project Name: The MARK Small Business Development Fund</b>	<b>CFA # 15917</b>
<b>Project Applicant:</b> The MARK Project	
<b>Project Description:</b> Expansion of an existing privately funded small business assistance program administered by The MARK Project to benefits businesses in the Towns of Roxbury and Andes. The program will leverage \$250,000 in private investment to provide direct support for small business development projects in the Town of Middletown, Roxbury and Andes including the Villages of Fleischmanns and Margaretville. The project is expected to leverage \$1.5 M in private investment by the property owners and other funding sources.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's strategy to develop the region's economic development backbone; specifically, community revitalization. This grant and low-interest loan fund is a proven method to help rebuild a sustainable economy on our rural main streets. The Middleton Small Business Development fund was initiated through private philanthropy during the weeks following Hurricane Irene. This program now has a proven track record of successful new business startup and small business expansions through the provision of grant funds complimented by low interest loans and owner investment to serve a stimulus for small business economic development activity.	

Sources and Uses of Funds			
Sources of Fund		Uses of Funds	
Public Sources of Funds	Amount	Description of Use	Amount
NYS Capital Funds	\$250,000	1 Working Capital	\$150,000
NYS Tax Credits		2 Other	650,000
Other Federal & State Sources		3	
Other Public Funds		4	
Total Public	\$250,000	5	
<b>Private Sources of Funds</b>		7	
Private	\$400,000	8	
Not-for Profit	<u>150,000</u>	9	
Total Private	\$550,000	10	
Total Project Cost	\$800,000	Total Project Cost	\$800,000

<b>Project Name: Watkins Brewery</b>	<b>CFA #16993</b>
<b>Project Applicant:</b> Watkins Brewery Holdings	
<b>Project Description:</b> The project involves the total renovation of the former 110 year old “freezer/brewery” building, a 15,700 square foot abandoned structure located on the Seneca Lake waterfront. The building will be developed into townhome residential units. \$1,685,000 in private investment will be leveraged. This will be the first project in the transformation of the Seneca Lake Waterfront and downtown Watkins Glen.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's Economic Development Backbone strategy because it will spark new investments in a depressed economic area, create 16 jobs, contribute to the revitalization of Watkins Glen's downtown, increase the tax base, and contribute to the growth of the tourism industry.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$1,200,000	1	Property Acquisition	\$325,000
NYS Tax Credits		2	A&E	65,000
Other Federal & State Sources		3	Site Preparation	255,000
Other Public Funds		4	Construction	2,148,000
Total Public	\$1,200,000	5	FF&E	50,000
<b>Private Sources of Funds</b>		7	Other	42,000
Private	\$1,360,000	8		
Cash Equity	325,000	9		
Not-for Profit		10		
Total Private	\$1,685,000		Total Project Cost	\$2,885,000
Total Project Cost	\$2,885,000			

<b>Project Name: Castle</b>	<b>CFA #17020</b>
<b>Project Applicant:</b> Walton Arms	
<b>Project Description:</b> Restoration of the 1896 National Guard Armory in Walton. The former drill hall, a 9000 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. In front of the building will be a European-style piazza that will serve as an outdoor extension to the cafe, as well as a pre-party reception area for weddings and events.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council’s Economic Development Backbone – Community Revitalization strategy and Tourism Development. The facility will employ eight to ten full-time equivalent employees, plus up to fifteen additional part-time laborers as needed as staff for receptions and functions. The project will serve as a transformational anchor project in the Village of Walton.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$300,000	1	Construction	\$670,000
NYS Tax Credits		2	FF&E	130,000
Other Federal & State Sources		3	M&E	40,000
Other Public Funds		4	S&W	408,000
Total Public	\$300,000	5	Planning	4,000
<b>Private Sources of Funds</b>		7	Utilities	145,000
Private	\$1,192,000	8	A&E	25,000
Not-for Profit		9	Working Capital	50,000
Total Private		10	Marketing	<u>20,000</u>
Total Project Cost	\$1,492,000		Total Project Cost	\$1,492,000

<b>Project Name: Ithaca Electricians JATC Green Training Center</b>	<b>CFA # 17120</b>
<b>Project Applicant:</b> Ithaca Electricians JATC	
<b>Project Description:</b> Construction of a 10,000 square foot building to be used as a green electrical training center for electricians working in energy efficient construction. Private investments of \$1,379,292 will be leveraged.	
<b>Explanation of Why Project Advances Regional Strategies:</b> This project supports the Council’s NY’s Leader in Energy Efficiency and Renewable Energy Technology strategy and the Economic Development Backbone – Workforce strategy as a regional economic priority as it provides an opportunity to retain and create green construction jobs by providing a state of the art green training center. Electricians work in new construction and retro fit buildings to improve energy efficiency and are needed to fill the green construction demand.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$344,823	1	Construction	\$1,040,292
NYS Tax Credits		2	Property	139,000
Other State Sources		3	Acquisition	115,000
Other Public Funds		4	M&E	85,000
Total Public	\$344,823	5	Contracted	344,823
<b>Private Sources of Funds</b>		6	Services	
Private	\$1,379,292	7	Other	
Not-for Profit		8		
Total Private	\$1,379,292	9		
Total Project Cost	\$1,724,115	10	Total Project Cost	\$1,724,115

<b>Project Name: Emerson Complex</b>	<b>CFA # 17198</b>
<b>Project Applicant:</b> L Enterprises, LLC	
<p><b>Project Description:</b> : Phase One of the Emerson Complex Redevelopment project is to conduct planning and feasibility studies that include 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. The property has 92+ acres and encompasses 760,000 square feet of vacant or underutilized office, industrial, storage and flex space. It is the former site of a 100-year old manufacturing facility. This first phase includes \$10 million in site infrastructure development. A total of \$60 million will be invested in the project over the course of the plan. It is projected that the overall redevelopment investment will exceed \$100 million over a ten to fifteen year period. A fully redeveloped mixed-use Emerson Complex will create an estimated 1,000 new jobs.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's Economic Development Backbone – Community Revitalization strategy. The preliminary multi-year urban mixed-use redevelopment plan consists of office, manufacturing, flex and incubator space, multi-family residential, and commercial. This plan encompasses the remediation and redevelopment of approximately 686,000 square feet of the facility.</p>	

Sources and Uses of Funds					
Sources of Fund		Uses of Funds			
Public Sources of Funds	Amount		Description of Use	Amount	
NYS Capital Funds	\$400,000	1	Planning	\$1,832,174	
NYS Tax Credits		2	Other	170,000	
Other Federal & State Sources		3			
Other Public Funds		4			
Total Public	\$400,000	5			
<b>Private Sources of Funds</b>		7			
Private	\$1,602,174	8			
Not-for Profit		9			
Total Private	\$1,602,174	10			
Total Project Cost	\$2,002,174		Total Project Cost	\$2,002,174	

<b>Project Name: Elmira Regional City Center</b>	<b>CFA #17686</b>
<b>Project Applicant:</b> Chemung County IDA	
<b>Project Description:</b> To rehabilitate and transform a historic area that includes blighted and vacant properties located on the Gateway corridor in the central business district of the City of Elmira. This project involves the redevelopment of four anchor buildings, including the former Federal Courthouse and U.S. Post Office building originally constructed in 1902 located on 200 East Church Street into an upscale hotel and banquet facility/restaurant, along with extended stay living units, apartments, and owner occupied condominiums (26 market rate residential units), 2,700 additional square feet of commercial/retail space, and 6,700 square feet of space for childcare activities. \$38,556,274 in other funding will be leveraged.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The program supports the Council's strategy to develop the region's economic development backbone. Specifically, this project will protect past public and private investments in the urban core, including a \$ 1.3 million Restore NY Round 3 investment, redevelop a blighted area, create 74 jobs and address the demand for market rate housing.	

<b>Sources and Uses of Funds</b>				
<b>Sources of Fund</b>		<b>Uses of Funds</b>		
<b>Public Sources of Funds</b>	<b>Amount</b>		<b>Description of Use</b>	<b>Amount</b>
NYS Capital Funds	\$5,197,500	1	Construction	\$21,958,856
NYS Tax Credits		2	A&E	1,487,421
Other Federal & State Sources		3	Furnishings	2,685,692
Other Public Funds	<u>\$13,398,555</u>	4	Property Acquisition	7,034,250
Total Public	\$18,596,055	5	Site Preparation	6,364,305
<b><u>Private Sources of Funds</u></b>		7	Sales of condos	3,967,250
Private	\$20,728,606	8	Working capital	256,000
Cash Equity	4,429,113	9		
Not-for Profit		10		
Total Private	\$25,157,719			
Total Project Cost	\$43,753,774		Total Project Cost	\$43,753,774

<b>Project Name: Heavy Duty Truck Diesel</b>	<b>CFA #18343</b>
<b>Project Applicant:</b> Corning Incorporated	
<b>Project Description:</b> The expansion of the Heavy Duty Diesel capacity at the manufacturing facility in the Town of Erwin will consist of site development and physical infrastructure enhancements (64,500 square feet at \$62.9 million) and the addition of new forming and skinning equipment assets (\$156 million) to support domestic and international demand for Heavy Duty Diesel product that is projected to almost triple from 2012 to 2019, driven by tighter regulations globally for the on-road market and new regulations for the non-road market.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports two Council's strategies: (1) Expand and strengthen the Transportation Industry and (2) Develop the advanced manufacturing industry. It will leverage over \$216 million in Corning Incorporated funding and will provide the resources necessary to create the platform for Corning to implement a number of the new programs and enable the company to achieve a competitive cost structure. The investment will bring 250-300 new jobs with an average annual wage of \$66,560 plus overtime in addition to retaining 600 jobs currently at the manufacturing facility.	

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	Equipment	\$156,000,000
NYS Tax Credits		2	Construction	63,000,000
Other State Sources		3		
Other Public Funds		4		
Total Public	\$3,000,000	5		
<b>Private Sources of Funds</b>		7		
Private	\$216,000,000	8		
Not-for Profit		9		
Total Private	\$216,000,000	10		
Total Project Cost	\$219,000,000		Total Project Cost	\$219,000,000

<b>Project Name: Margaretville Best Western Motel</b>	<b>CFA #18376</b>
<b>Project Applicant:</b> Margaretville Lodging, LLC	
<b>Project Description:</b> The project involves replacing the current Margaretville Motel facility with the construction of a 3 ½ story, 62 unit limited service Best Western Margaretville Hotel.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council’s Economic Development Backbone – Community Revitalization strategy and Tourism Development. The project supports both the rebuilding of Margaretville following the floods of 2011, and will contribute to burgeoning tourism industry in the Catskills. The project leverages \$6.3 million in private investment.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$500,000	1	Construction	\$4,863,525
NYS Tax Credits		2	FF&E	344,000
Other Federal & State Sources		3	A&E	376,291
Other Public Funds		4	Other	1,231,118
Total Public	\$500,000	5		
<b><u>Private Sources of Funds</u></b>		7		
Private	\$6,314,934	8		
Not-for Profit		9		
Total Private	\$6,314,934	10		
Total Project Cost	\$6,814,934		Total Project Cost	\$6,814,934

<b>Project Name: Infrastructure Fund for Shovel Ready Sites 2</b>	<b>CFA #18655</b>
<b>Project Applicant:</b> Southern Tier Region Economic Development Corporation (STREDC)	
<b>Project Description:</b> Expansion of the successful Regional Infrastructure Fund for Shovel Ready Sites created in Year 1. Fund provides loans to establish infrastructure for new shovel ready sites by providing gap financing in the form of loans, and leverages financing from other sources such as federal, state, municipal, local development corporations, economic development agencies and private sector entities. The fund is expected to leverage \$1.5 million in infrastructure investment and new business development, resulting in the potential creation of 250 jobs.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council's Economic Development Backbone – Shovel Ready Sites strategy by providing low interest loan funds to economic development agencies and business developers to address the limited availability of shovel ready sites throughout the region. This strategy increases the Southern Tier Region’s capacity to attract and support business development by lowering the cost of site and business development, and helping to position sites for NYS Shovel Ready Site Certification.	

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

<b>Project Name: Community Revitalization Program 2</b>	<b>CFA # 18658</b>
<b>Project Applicant:</b> Southern Tier Region Economic Development Corporation (STREDC)	
<b>Project Description:</b> 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. The initiative is expected to leverage \$25 million in private investment.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The program supports the Council’s Economic Development Backbone – Community Revitalization strategy. It provides loans/grants to leverage private investment in buildings, infill of new buildings, and development of the region's downtowns, neighborhoods, and rural population centers. The project will allow each community to identify its own priorities and to structure projects to support unique local needs in targeted areas and marketing strategies. The objective is to use both state and federal public investments as "gap financing" for specific downtown and community neighborhood revitalization projects that have a financing strategy and can demonstrate the greatest potential to leverage public funds and non-profit resources (such as housing authorities and local development corporations) to attract and sustain both short term and long term private capital and to act as a catalyst for further 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	Working Capital	\$2,500,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$2,500,000	5		
<b>Private Sources of Funds</b>		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$2,500,000		Total Project Cost	\$2,500,000

<b>Project Name: Telemedicine and Mobile Technology Fund</b>	<b>CFA # 18674</b>
<b>Project Applicant:</b> Southern Tier Region Economic Development Corporation (STREDC)	
<b>Project Description:</b> The Telemedicine and Mobile Technology Fund involves the creation of a \$2,500,000 loan/grant fund that will provide health care industry in the region's eight counties with access to financial resources to purchase 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.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The program supports the Council's strategy to build the rural-based economy of the Southern Tier. The initiative will 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 initiative is expected to leverage \$7.5 million in private investment.	

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	Capital Fund	\$2,500,000
NYS Tax Credits		2		
Other State Sources		3		
Other Public Funds		4		
Total Public		5		
<b>Private Sources of Funds</b>		7		
Private Not-for Profit		8		
Total Private		9		
Total Project Cost	\$2,500,000	10	Total Project Cost	\$2,500,000

<b>Project Name: Next Generation Energy Efficiency</b>	<b>CFA # 18806</b>
<b>Project Applicant:</b> BAE Systems	
<p><b>Project Description:</b> BAE Systems (BAES) and Binghamton University (BU) are working together to advance BAES' HybriDrive hybrid-electric propulsion system product lines and explore development of graduate-level courses in electro-mechanics, the growing field of combined mechanical and electrical engineering sciences. Funding is requested to:(1) acquire next generation HybriDrive hardware components to enable BAES to seed the nascent hybrid-electric heavy-duty truck market; (2) procure the most advanced energy storage systems (next-gen lithium ion batteries) for testing and validation into BAES market-leading HybriDrive Series product line. (3) with the support of Broome County Transit (BCT) already in place, BAES seeks funding to replace BCT's current hybrid transit bus fleet's lithium ion batteries with next-generation battery technology; (4) BAE will build three state-of-the-art hybrid electric propulsion demo vehicles, a hybrid transit bus with electrified auxiliary component, an all-electric transit bus and a CNG hybrid refuse truck. Each vehicle will be industry-leading platforms showcasing the latest in energy efficiencies and clean air technologies.; (5) BAE will work with Binghamton University in developing curriculum and course material for electro-mechanical courses at the University.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports three strategies: (1) Next Generation Transportation Technology and Manufacturing; (2) NY's Leader in Energy Efficiency and Renewable Energy Technology; (3) Community Revitalization – Workforce Development. The project contributes to building the region's existing transportation industry into a global leader and technological hub for next generation transportation development by advancing BAE Systems' growing HybriDrive Solutions business headquartered in Endicott, NY. In addition, the project creates 50 jobs.</p>	

<b>Sources and Uses of Funds</b>			
<b>Sources of Fund</b>		<b>Uses of Funds</b>	
<b>Public Sources of Funds</b>	<b>Amount</b>	<b>Description of Use</b>	<b>Amount</b>
NYS Capital Funds	\$2,960,000	1 Equipment	\$3,410,000
NYS Tax Credits		2 Salaries & Wages	1,050,000
Other State Sources	450,000	3 Other	450,000
Other Public Funds		4	
Total Public	\$3,410,000	5	
<b><u>Private Sources of Funds</u></b>		7	
Private	\$1,050,000	8	
Not-for Profit		9	
Total Private	\$1,050,000	10	
Total Project Cost	\$4,460,000	Total Project Cost	\$4,460,000

<b>Project Name: Lansing Sewer Infrastructure</b>	<b>CFA # 18946</b>
<b>Project Applicant:</b> TCAD	
<p><b>Project Description:</b> Construction of waste water treatment plant, on land to be donated by Cargill Salt Company, and collection system. This will be Sewer District No.1 for the Town of Lansing and will enable the Town to develop a Town Center consisting of approximately 400 housing units, both market rate and affordable, serving seniors, first time homeowners and mixed uses. Master Plan includes retail and commercial components as well as community areas such as a dog park, recreational open areas, sidewalks and pathways. Master Plan also includes approximately 50 acres for development of a Business and Technology Park. This Park will include at least seven companies occupying approximately 170,000 square feet with a projected number of employees totaling between 400 and 500. This Town Center Master Plan is for the 150 acres owned by the Town of Lansing, which will be developed by the Town in partnership with various private developers and businesses.</p>	
<p><b>Explanation of Why Project Advances Regional Strategies:</b> The project supports two 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>	

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	Construction	\$16,000,000
NYS Tax Credits		2		
Other Federal & State Sources		3		
Other Public Funds	<u>13,000,000</u>	4		
Total Public	\$16,000,000	5		
<b>Private Sources of Funds</b>		7		
Private		8		
Not-for Profit		9		
Total Private		10		
Total Project Cost	\$16,000,000		Total Project Cost	\$16,000,000

<b>Project Name: Radiologic Technology Equipment Upgrade</b>	<b>CFA #19114</b>
<b>Project Applicant:</b> Broome Community College	
<b>Project Description:</b> The project involves acquisition of equipment to upgrade for Broome Community College's Radiologic Technology program, enabling students to train on up-to-date digital imaging technology.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports two of the Council's strategies: (1) Healthcare 2020 and (2) Economic Development Backbone - Workforce Development. BCC's Rad Tech program is the largest such 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. The program relies on legacy film-based equipment for on-campus training, leaving students to gain experience in digital imaging technology in their clinical rotations and as new employees after graduation. Digital imaging is fast becoming the standard in practice, and having new employees who are already competent in use of this technology will provide a substantial benefit to employers in the healthcare field.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$270,000	1	Equipment	\$270,000
NYS Tax Credits		2	Other	2,500
Other Federal & State Sources		3		
Other Public Funds		4		
Total Public	\$270,000	5		
<b>Private Sources of Funds</b>		7		
Private	\$2,500	8		
Cash Equity				
Not-for Profit		9		
Total Private	\$2,500	10		
Total Project Cost	\$272,500		Total Project Cost	\$272,500

<b>Project Name: Rural Initiative Fund</b>	<b>CFA # 19606</b>
<b>Project Applicant:</b> Southern Tier Region Economic Development Corporation (STREDC)	
<b>Project Description:</b> The Rural Initiative Venture Fund is a regional program designed to provide start up and expansion capital through revolving loan funds and grants. The Rural Initiative Fund received a grant award in the CFA Round 1. The program has been so successful that the requests received in the first two months exceeded the Round 1 funding.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The program supports the Council's strategy to build the rural-based economy of the Southern Tier. The initiative will 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 initiative is expected to leverage \$5 million and create 250 jobs.	

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	Capital Fund	\$1,000,000
NYS Tax Credits		2		
Other State Sources		3		
Other Public Funds		4		
Total Public	\$1,000,000	5		
<b>Private Sources of Funds</b>		7		
Private Not-for Profit		8		
Total Private		9		
Total Project Cost	\$1,000,000	10	Total Project Cost	\$1,000,000

<b>Project Name: Cornell Medical Technology Innovation Center</b>	<b>CFA # 19892</b>
<b>Project Applicant:</b> Weill Cornell Medical College	
<b>Project Description:</b> The center will develop novel medical devices resulting in start-up companies. The Center will include two medical device prototyping laboratories, one in NYC at Weill Cornell Medical College and one at the Cornell-Ithaca campus, connected electronically to facilitate collaborative device development between the clinicians and engineers. Cornell University projects the outcomes to include development of a dedicated investment fund, creation of 12 spin out start-up companies, creation of 25 commercially viable ideas over the first five years, or \$20 million in outside investment, creation of 50 jobs over the first 5 years and then 20 jobs per year on average.	
<b>Explanation of Why Project Advances Regional Strategies:</b> The project supports the Council’s Healthcare 2020 strategy because through the CMTIC Cornell aims to enlarge the medical device industry cluster in both the New York City and Southern Tier regions, and enable Cornell and New York State to become a leader in innovative medical technology development and high tech spin-out companies to rival other productive areas in the U.S. The Center addresses the priority issues of both the NYC Region and Southern Tier Region in that it will be an interregional center in New York State tasked with guiding the development of medical devices from concept to commercialization in the \$100 billion medical device market.	

Sources and Uses of Funds				
Sources of Fund		Uses of Funds		
Public Sources of Funds	Amount		Description of Use	Amount
NYS Capital Funds	\$765,000	1	Construction	\$765,000
NYS Tax Credits		2	Salaries & wages	\$625,000
Other State Sources		3		
Other Public Funds		4		
Total Public	\$765,000	5		
<b>Private Sources of Funds</b>		7		
Private	\$625,000	8		
Not-for Profit		9		
Total Private	\$625,000	10		
Total Project Cost	\$1,390,853		Total Project Cost	\$1,390,853

## Part Four. Conclusion

During its first year the Council has come to recognize the tremendous opportunity the Governor's process has brought to the region and has established the framework for the transformation of the Southern Tier Region in Year Two implementation of its plan.

We have witnessed the development of a new dynamic and self-sustaining platform for innovation, business growth and quality of life. The Council has gained a more in-depth understanding of the factors that form the foundation of its long-term economic sustainability, and placed emphasis on engaging higher education as a jobs generator, building on the region's strong manufacturing and agriculture bases, leveraging our technology resources to create new and globally competitive products, and focusing on downtown and community center transformational projects that enhance community vitality and quality of life

During the process of developing an effective project pipeline, the Council learned how its strategies and projects together create a synergistic alignment of resources and a new, deeper and broader economic development paradigm in the Southern Tier. The Southern Tier Regional Council has taken deliberate steps to cultivate its priority projects in such a way that each one will work to advance our five strategic objects and bring about real and measurable results.

The Region has faced its challenges and successfully implemented all of our competitive project awards resulting in job creation, leveraged private investment and active engagement by many communities throughout our region. It is learning to capitalize on its present and emerging strengths and leveraging resources, and has a firm and dedicated focus on innovation in energy, transportation, agriculture, health care and university-industry collaboration that will create measurable results ranging from job creation to private investment.

The new and unexpected relationships and systematic support that have been built within and through the Council are setting the tone for expedited technology transfer and productization, key industry growth, industry-university collaboration and a new level of community vibrancy through downtown revitalization.

We are proud to submit this report of our progress to-date, and we are confident the Southern Tier Region has demonstrated its ability and capacity to bring about real economic change as a winner of a \$25 million Round 2 award to support our priority projects. These priority projects represent the potential for \$460 million in leveraged funds, creation of 3,300 jobs, retention of 850 jobs, and development of more than 30 new business ventures in the immediate future.

## Appendix A. Status of Round 1 CFA Awards

CFA	Agency	Agency	Project Name	Request	Municipality	County	Project Cost	Contract	Disbursed	Commencement	Status	Completion	Jobs Retained	New Jobs
2047	DOS	Endicott (V)	Chugnut Trail Extension	12500	Endicott	Broome	25000	7/10/2012			Green			
2127	DOT	Wellsboro & Corning Railroad Co.	Steuben County Rail Restoration, Corning to PA State Line	1800000	Gang Mills	Steuben	2000000	5/22/2012	0	9/4/2012	Green	12/31/2012		
2359	DOT	Steuben County IDA	Main Line Track Rehabilitation, Bath	727578	Bath	Steuben	909473	5/4/2012	0		Green			
2494	EFC	Tioga County Soil and Water Conservation District	Southern Tier Wetland Construction and Floodplain Enhancement	920000		Tioga	1100000	8/14/2012		12/15/2014	green	12/15/2015		
2883	DOL	Corning Community College	Unemployed Worker	21000	Corning	Steuben	21000	3/13/2012	5822.62	3/26/2012	Green	12/31/2012		17
3129	DOS	Watkins Glen (V)	Watkins Glen Waterfront Development Plan	15000	Watkins Glen	Schuyler	30000	6/26/2012			Green			
3489	ESD	CAF USA, LLC	CAF USA Capital	1000000	Elmira	Chemung	8881263	<b>WITH DRAWN</b>	0		Black		80	230
4069	NYSERDA 3	Tompkins County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	1000000	ITHACA	Tompkins	1070000	4/12/2012		5/1/2012	green	12/31/2012		
4090	DOS	Broome County	Upper Susquehanna and Delaware River Watershed Plan	35000	Binghamton	Broome	70000	<b>Contract Forwarded</b>			Green			
4904	DOL	Delaware, Chenango, Madison, Otsego BOCES	Unemployed Worker	50000	Norwich	Chenango	50000	4/24/2012		5/21/2012	Green	2/26/2013		13
5498	Parks	Broome County Government	Broome County Regional Farmers Market	400000	Binghamton	Broome	1342007	<b>In Progress</b>	0	3/1/2013	Yellow	9/30/2013	0	
5538	HCR	Delaware County	Delaware County Microenterprise Assistance Program	200000		Delaware	1000000	2/24/2012	0	12/9/2011	Green	12/9/2013		15
5843	DOT	Chenango County Industrial Development Authority	Main Line Track Rehabilitation, Chenango County	772422	Norwich	Chenango	5248980				Yellow			
6012	Parks	YWCA Broome County	Exterior Masonry Restoration	244946	Binghamton	Broome	326595	6/13/2012	0	6/1/2012	Green	12/31/2013	0	
6296	DOL	Broome-Tioga Board of Cooperative Educational Services	Unemployed Worker	40000	Binghamton	Broome	40000	6/12/2012		5/21/2012	Green	8/31/2012		20

6793	HCR	Village of Groton	Pylantis	300000	Delaware	1250000		0	12/9/2011	Yellow	12/9/2013		25	
6828	ESD	SOUTHERN TIER EDC	STREDC Rural Initiative Fund Capital	3000000	Corning	Chemung	3000000	3/8/2012	0	5/1/2012	Green	0	0	
6853	ESD	AMETEK, INC.	Ametek Capital	305000	Binghamton	Broome	4955000	WITH DRAWN	0		Black	643	704	
7079	ESD	Blue Hill Partners LLC	Blue Hill Partners Working Capital	1000000	Binghamton	Broome	1000000	WITH DRAWN	0		Black	0	0	
7380	DOT	Broome County (Greater Binghamton Airport)	Greater Binghamton Airport: Passenger Terminal Improvements	495000	Johnson City	Broome	550000	8/9/2012			Green			
7471	ESD	SOUTHERN TIER EDC	STREDC Shovel Ready Program	2500000	Corning	Chemung	2500000	3/8/2012	0	5/1/2012	Green	0	0	
7472	ESD	SOUTHERN TIER EDC	STREDC Community Revitalization Capital	2500000	Corning	Chemung	2500000	3/8/2012	0	5/1/2012	Green	0	0	
7485	DOL	Philips Electronics North America Corporation dba Philips Lighting Company	Worker Skills Upgrading	10500	Bath	Steuben	10500	3/28/2012		4/26/2012	Green	8/31/2012	18	
7832	ESD	OSG Norwich Pharmaceuticals Capital	Norwich Pharmaceuticals Excelsior	2000000	Norwich	Chenango	39217000	4/24/2012	0	4/1/2012	Green	4/1/2015	334	361
8347	EFC	Center for Technology & Innovation Inc.	Garden of Ideas Porous Pavement Parking Lot	116500	Binghamton	Broome	116500			4/1/2013	red	12/31/2013		
8443	Parks	Center for Technology and Innovation, Inc.	TechWorks planning and design	400000	Binghamton	Broome	570000	6/27/2012	0	4/19/2012	Green	7/31/2014	0	
8464	DOS	Big Flats (T)	Strategy for a Flood Resistant Southern Tier Central Region	87000	Big Flats	Chemung	174000	8/22/2012			Green			
8553	HCR	Poets Landing, LLC	Poet's Landing	1036186	Dryden	Tompkins	12984180	3/28/2012	0	4/2/2012	Green	4/30/2013		
8553	HCR	Poets Landing, LLC	Poet's Landing	1450000	Dryden	Tompkins	12984180	3/28/2012	0	4/2/2012	Green	4/30/2013		
8662	HCR	Home Leasing, LLC	Muldoon Gardens	465950	Waverly	Tioga	8729668		0	8/15/2012	Green	9/15/2013		
8662	HCR	Home Leasing, LLC	Muldoon Gardens	1450000	Waverly	Tioga	8729668		0	8/15/2012	Green	9/15/2013		
14036	HCR	COUNTY OF TOMPKINS	TOMPKINS COUNTY OFFICE FOR THE AGING RESTORE 2011	75000		Tompkins	527213	3/16/2012	37500	12/9/2011	Green			

14040	HCR	SCAP D/B/A ARBOR DEVELOPMENT	RESTORE 2011	75000	Steuben	150000	4/16/2012	37500	12/9/2011	Green	
14048	HCR	ITHACA NEIGHBORHOOD HOUSING SERVICES, INC.	HOLLY CREEK PHASE II	550000	Tompkins	2586559		0	12/9/2011	Green	12/9/2014
14054	HCR	FIRST WARD ACTION COUNCIL, INC.	RESTORE 2011	75000	Broome	168000	4/10/2012	37500	12/9/2011	Green	
14055	HCR	FIRST WARD ACTION COUNCIL, INC.	FIRST WARD ACTION COUNCIL REHAB PROGRAM	300000	Broome	605000	8/6/2012	0	12/9/2011	Green	12/9/2014
14067	HCR	M-ARK PROJECT, INC.	CENTRAL CATSKILLS HOME FOR RENTAL REHAB PROGRAM	400000	Delaware	729000	7/10/2012	0	12/9/2011	Green	12/9/2014
14069	HCR	M-ARK PROJECT, INC.	ROXBURY DOWNTOWN PHASE 2	361000	Delaware	864000	4/19/2012	0	12/9/2011	Green	
14087	HCR	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	CHEMUNG	400000	Chemung	469320	6/21/2012	0	12/9/2011	Green	12/9/2014
14089	HCR	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	STEUBEN	500000	Steuben	586650	6/21/2012	0	12/9/2011	Green	12/9/2014
14090	HCR	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	TOMPKINS	400000	Tompkins	469320	6/21/2012	0	12/9/2011	Green	12/9/2014
14093	HCR	VILLAGE OF JOHNSON CITY	JOHNSON CITY REVITALIZATION PROGRAM	457000	Broome	671802	3/1/2012	0	12/9/2011	Green	12/9/2013
14097	HCR	COMMUNITY PROGRESS INC.	2011 WATKINS GLEN NYMS PROGRAM	500000	Schuyler	1510704	3/20/2012	0	12/9/2011	Green	12/9/2013
14099	HCR	OPPORTUNITIES FOR CHENANGO, INC.	2011 CHENANGO COUNTY HOME REPAIR PROGRAM V	500000	Chenango	595750		0	12/9/2011	Green	12/9/2014
14101	HCR	OPPORTUNITIES FOR CHENANGO, INC.	2011 ACCESS TO HOME II	250000	Chenango	340000	3/30/2012	0	12/9/2011	Green	12/9/2013
14108	HCR	SCAP D/B/A ARBOR DEVELOPMENT	HOME CHDO ACQ/REHAB/SALE	600000	Chemung	1612160	7/19/2012	0	12/9/2011	Green	12/9/2014
14111	HCR	VILLAGE OF ADDISON	VILLAGE OF ADDISON NY MAIN STREET 2011	212300	Steuben	357000	3/20/2012	0	12/9/2011	Green	12/9/2013

14128	HCR	VILLAGE OF FRANKLIN	2011 FRANKLIN VILLAGE NY MAIN STREET PROGRAM	255000		Delaware	539800	3/20/2012	0	12/9/2011	Green	12/9/2013
14131	HCR	Schuyler County	Schuyler County Well & Septic Replacement Program	144000		Schuyler	144000	2/17/2012	0	12/9/2011	Green	12/9/2013
14136	HCR	Steuben County	Steuben County Well and Septic System Program	198000		Steuben	246000	2/7/2012	0	12/9/2011	Green	12/9/2013
14138	HCR	Tompkins County	Tompkins County Housing Rehabilitation Program	400000		Tompkins	445000	2/24/2012	0	12/9/2011	Green	12/9/2013
14161	HCR	Chenango County	Chenango County Homeownership Program	350000		Chenango	1652500	3/27/2012	0	12/9/2011	Green	12/9/2013
14164	HCR	Town of Colesville	Town of Colesville Housing Rehabilitation Program	400000		Broome	400000	3/27/2012	11024	12/9/2011	Green	12/9/2013
14173	HCR	Village of Deposit	Village of Deposit Drinking Water Distribution Improvements	600000		Delaware	698732	2/24/2012	0	12/9/2011	Green	12/9/2013
14187	HCR	First Ward Action Council	First Ward HIP 2011	300000	Binghamton	Broome	500000	5/29/2012	0		Green	
14189	HCR	Opportunities for Chenango	Broome County HIP III	600000	Norwich	Broome	1791500	5/24/2012	150000	5/24/2012	Green	
14191	HCR	Ithaca Neighborhood Housing Services, Inc.	Holly Creek Townhouses	770000		Tompkins	5076086	7/9/2012	0	5/30/2012	Green	
14192	HCR	Community Progress Inc.	Tri-County HIP 2011	600000		Chemung	1200000	6/8/2012	150000	6/8/2012	Green	
14195	HCR	City of Hornell	City of Hornell Housing Rehabilitation Program	400000		Steuben	430000	2/8/2012	0	12/9/2011	Green	12/9/2013
14232	HCR	Village of Port Dickinson	Village of Port Dickinson Municipal Building Accessibility Project	400000		Broome	400000	3/19/2012	0	12/9/2011	Green	12/9/2013

**Appendix B**  
**Priority Projects by Agency (Non Capital Funds)**

<b>CFA #</b>	<b>Agency</b>	<b>Business Name</b>	<b>Project Name</b>
16167	AGS & MRTKS	CCE Wayne	Increasing Cooling Space for Small and Limited Income Farms
16838	AGS & MRTKS	Cornell Cooperative Extension Delaware County	Dairy Efficiency and Production
19398	AGS & MRTKS	Greene County IDA	Miscanthus Biomass Project
17307	EFC	Vitaluna LLC	2 Court Street, Binghamton
14931	ESD	Steuben County IDA	Wayland Business Park
16576	ESD	Arbor Housing and Development	Park Ave Neighborhood Plaza
16637	ESD	Gold Seal Enterprise LLC	Gold Seal Rehabilitation
16981	ESD	MARK Project Inc	MTC Broadband Build Out
17476	ESD	One Wall Street Associates	Chenango Village, Binghamton
18259	ESD	L Enterprises LLC	Ithaca Commons Mixed Use Development Project
18369	ESD	Southern Tier Network Inc	Broadband Extension to Broome and Tioga Counties
18853	ESD	Solartech Renewables	Solartech Renewables LLC
18898	ESD	Alfred Weissman Real Estate	50 Front Street Rehabilitation
19769	ESD	Fair Deel Development Group	Redevelopment of Sherwood Hotel
19823	ESD	ShangriLa Harbour	Hotel & Marina Construction
17070	ESD/AGS & MKTS	Challenge Industries Inc	Finger Lakes Food Hub

13970	ESD/NYSERDA	East First Realty LLC	Henkel Building
15901	ESD/NYSERDA	The Krog Corp	McClintock12
19267	ESD/NYSERDA	The Standard Hydrogen Corporation	Southern Tier Efficient Transportation Initiative
14954	HCR	Chenango County ARC	State Street Revitalization
15541	HCR	Arbor Housing and Dev.	Mountainview Apartments
15609	HCR	Snow Belt Housing Company Inc	New York Rural Preservation Circle Drive II
15612	HCR	Snow Belt Housing Company Inc	New York Rural Preservation Read Memorial
15855	HCR	Arbor Housing and Development	Southview Apartments
15978	HCR	Development Chenango Corporation	New Berlin Main Street Program
16001	HCR	Binghamton Local Development Corporation	Main Street Program
16378	HCR	Southern Tier Economic Growth	West Water St Row Houses
17072	HCR	MARK Project Inc	Kirkside Retirement Home
17073	HCR	MARK Project Inc	Fleischmanns Theater Restoration
17102	HCR	Schuyler County Partnership for Economic Development	Odessa Main St Building Improvements
17105	HCR	Schuyler County Partnership for Economic Development	Burdett Main St Building Improvements

17110	HCR	Schuyler County Partnership for Economic Development	Watkins Glen Franklin Street Building Improvements
18062	HCR	Tioga County	Nichols Downtown Revitalization Program
18236	HCR	Corning's Gaffer District	Market Street Revitalization Program
18517	HCR	City of Norwich	Norwich Downtown Revitalization Program
18687	HCR	City of Hornell	Main Street Program
19026	HCR	Downtown Ithaca Alliance	Main Street Program
19307	HCR	Village of Bath	Main Street Grant
15124	HCR	Near Westside Neighborhood Assoc Inc	355 Davis Street Restoration
15480	HCR	City of Wayland	Main Street Program
19117	LABOR	FW Webb	Employee Training
19561	LABOR	DCMO BOCES	Unemployed Worker Training II
19865	LABOR	Broome-Tioga BOCES	Certified Nurse Aide Training
19906	LABOR	Frito Lay Inc.	Employee Training
19813	LABOR	Frito Lay	Employee Training
17052	NYSERDA	Nordic BioEnergy	Nordic Pyrolysis Oil Plant
18355	NYSERDA	OBrien Gere	Cayuga Medical Center Biomass
19574	NYSERDA	Downtown Ithaca Alliance	Energize Ithaca Project

19935	NYSERDA	Broome County	Binghamton Airport Terminal Building Geothermal System
17727	NYSERDA	Willow Run Foods Inc	Truck Conversion to Natural Gas
14017	PARKS	Chemung City Historical Soc.	Carroll St Building Rehab
16000	PARKS	City of Ithaca	Cascadilla Boathouse Second Floor
16961	PARKS	MARK Project Inc	Roxbury Depot and Visitors Center
15090	PARKS	Dryden Town Historical Society	Southworth House Stabilization
15993	PARKS	Near Westside Neighborhood Assoc Inc	Downtown Neighborhood Revitalization Project
15579	PARKS	Roberson Museum and Science	Rehabilitation of Museum
17957	PARKS/HCR	Goodwill Theatre Inc	Adaptive Reuse of Firehouse
18481	TOURISM	Tioga County LDC	The Great Outdoors
19248	TOURISM	Finger Lakes Wine Country Tourism Marketing Association	Finger Lakes Wine Country

## Appendix C. 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
Kevin Smith	Chenango Cornell Co-op Extension
Dave Stamp	Schuyler County Farm Bureau
Lee Telega	Cornell University
Lindsay Wickham	NY Farm Bureau
Glenn Winsor	Winsor Acres-Broome

### Energy Work Group

Tarik Abdelazim	City of Binghamton
Jim Adams	Cornell University
Peter Bardaglio	Second Nature
Doug Barton	Tioga County
Bob Behnke	Broome County
James Eisel	Delaware county
Brenda English	Corning Community Colelge

Kate Fitzgerald	Hinman, Howard & Kattell
Michael German	Corning Natural Gas
Bill Gibson	Broome County
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 & Regional Development Institute
Charles Kruzansky	Cornell University
George Miner	Southern Tier Economic Growth
Glenn Nealis	Delaware County Dept. of Economic Development
Steve Palmatier	Chenango County
Caroline Quidort	City of Binghamton
Martha Robertson	Tompkins County
Lou Santoni	Greater Binghamton Chamber of Commerce
Tom Santulli	Chemung County
Ken Schlather	Cornell University
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

#### **Health Care Work Group**

Wayne Blauvelt	Arnot Health
Randy Cook	Broome-Tioga Workforce
Tony Cooper	Arnot Ogden Medical Center
Bijoy Datta	Broome County Executive's Office
Rajesh Dave	UHS
Jeff Davis	Jeffery K. Davis Consulting, LLC
Maynard Fahs	Fahs Construction
Dave Gray	Steuben County
Terry Kane	Binghamton University

Mohammad Khasawneh	BU - Thomas J. Watson School of Engineering & Applied Science
Hugh Leonard	Attorney
Dr. Mary Pat Lewis	SUNY Delhi
Rob Mackenzie	Cayuga Medical
Shirley Magana	Guthrie Corning Hospital
Elaine Miller	Broome County
David Patak	Lourdes Hospital
Barbara Schindler	Golden Artist Colors, Inc.
Nathan Shinagawa	Guthrie Corning Hospital
Andrea Wade	Broome Community College

### **Infrastructure Work Group**

Chuck Bartosch	Tompkins County Broadband Committee
Jack Benjamin	Three Rivers Development Corp.
Leslie Boulton	Broome County
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 Dept. Planning & Economic Development
Glen Faulkner	MARK Economic Development / Margaretville Telephone
John Fitzgerald	DOT
Joe Francis	Cornell University
Jim Griffin	Hornell IDA
John Gutenberger	Cornell University Community Relations
Shawn Hogan	City of Hornell
Jay McNamara	Endicott Interconnect
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
Keith Drumm	Broome Community College
Ed Gaetano	AM & T
Berry Garrison	Corning Community College
Terry Kane	Binghamton University
Dr. Eugene Krentsel	Binghamton University
Gregg Lantz	GPL Integrated IT, LLC
Kelli Ligeikis	Broome Community College
Jay McNamara	Endicott Interconnect
Paul Mutolo	Cornell University
Donna Lupardo	NYS Assembly
Alan Paau	CCTEC-Cornell
Daniel Porter	CSS Workforce NY
Tony Rosemarino	Lockheed Martin
Bahgat Sammakia	Binghamton University
Daniel Spoor	Lockheed Martin
Michael Stamm	Tompkins County Area Development
Lou Walcer	Cornell University

### Tourism Work Group

Fred Bonn	Ithaca/Tompkins County Visitors Bureau
Brett Bossard	Community Arts Partnership
Katie Ellis	Binghamton University
Peg Ellsworth	The MARK Project
Judi Hess	Broome County Tourism
Michael Johnson	Cornell University
Tim Joseph	NYS OPRHP
Nancy Latour	Corning Community College, Associate Dean
Gregg Henderson	The Roxbury Hotel
Morgen McLaughlin	Finger Lakes Wine Country Tourism Marketing Association
Tim O'Hearn	Schuyler County
Mike Printup	Watkins Glen Raceway
Stella Reschke	Tioga County Tourism
Audrey Robinson	Commerce Chenango
Dr. Candace Vancko	SUNY Delhi
Scott Welliver	Welliver

#### **Downtown and Community Revitalization Work Group**

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 Community & 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 Work Group**

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

#### **Data Work Group**

Robin Blakely-Armitage	Cornell University
Joe Douglas Francis	Cornell University
Victoria Ehlen	Southern Tier Central Regional Planning Board
Christopher Grant	NYS Department of State
Christian Harris	NYS Department of Labor

Erik Miller	Southern Tier East Regional Planning Board
Frank Surdey	NYS Department of Labor
Julie Sweet	NYS Department of State
Kyle Wilber	NYS Department of State

**Workforce Development Work Group**

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