



**Investing In Our Community, Our Businesses,
And The People Who Drive Our Success**

STEG
Southern Tier Economic Growth

Business Driven. People Focused.

Engage 2026

Local Economic Development Strategy 2022 – 2026

This year STEG embarked on its third formalized capital campaign with Convergent Nonprofit Solutions.

Engage

Business Retention

A formalized BRE approach with strategic consultations where visits are tracked with customer relationship management software, and we will share results with investors, the community, and policy makers. Local employers and issues impacting industry are highlighted in media outlets.

Advance

Workforce Development

We will conduct workforce skills analysis in cooperation with regional partners. Local and regional branding and shared website content will promote the Southern Tier as a top employment destination. STEG will continue connecting local companies with training, grant, and work-based learning opportunities.

Capture

Business Attraction

New web based software will help STEG provide on-demand tours and site selection data highlighting development opportunities. We will target suppliers of local manufacturers.

Invest

Place Making

STEG will continue this effort to work with municipalities to create vibrant and well maintained neighborhoods to help attract top talent to Chemung County. We will target funding that advances residential neighborhood plans.

Ignite

Leadership

We will strengthen business leadership, communication, and problem solving around common challenges. We will establish committees to provide oversight and lead marketing and communications. We will also establish a CEO roundtable hosted by our employers to develop new leadership and discuss current priorities in the business community.

STEG Leadership

Jan van den Blink,
Joe Roman



We are pleased to present the 2021 annual report. This has been a challenging year in terms of momentum for our organization. As the COVID restrictions we experienced in 2020 were lifted we saw that some of our businesses still experienced challenges while others thrived. Howell Packaging, Hilliard Corporation, Hardinge, Inc., United Dividers, Carbide USA, and others all invested in recent expansion projects.

In the beginning of 2021 we launched our five-year capital campaign, which started with one-on-one interviews with past investors. We are optimistic about the results which will drive the direction of our organization moving forward. Most businesses believe they benefit from our work and they want to increase their engagement with STEG.

This report is just a highlight of the work that was our focus in the past year. We continued to see momentum in our downtown development projects. Since Elmira was fortunate to be the first winner of the NYS Downtown Revitalization Initiative, many of the projects that were supported by that investment are wrapping up including Clemens Square, Lake Street Bridge, city parking garage improvements, and the activate buildings projects.

After months of preparation and negotiations, the Chemung County Industrial Development Agency (CCIDA) announced that it has approved a lease with Tadross Donner Sports and Entertainment, LLC (TDSE), a sports and entertainment company, to operate First Arena effective immediately upon formal execution of the lease. The CCIDA and TDSE have agreed

on a vision for the arena to transition to a multi-event arena featuring sports, concerts, comedy acts, family shows, and community events.

As LECOM celebrated its ribbon cutting in July, the area experienced substantial interest from developers looking to invest in housing projects. Riedman Development completed its brand new construction housing project near the LECOM campus, there are housing projects in development in Big Flats, such as Josh Real Estate Development, demonstrating that new modernized housing is desired and needed in our communities.

A WellNow Urgent Care facility broke ground and is being constructed by Benderson Development near Weis Market, which will allow for a walkable healthcare option for people living in the downtown area. Benderson Development also purchased the former Tops Plaza, and is actively seeking tenants. The former Star Gazette building at 201 Baldwin Street was also purchased by a developer with a track record of developing spaces that support artists. We helped Lalor Family Dental in Big Flats work through their expansion plans.

New business establishments continue to start and stay smaller, remote work is on the rise, and today's worker will often prioritize a location over a job. STEG and CCIDA will continue to address these critical issues and work together to secure the long-range economic vitality of Chemung County.

Project Highlights/updates

GEM Energy, LLC

proposes to construct and install a 5 MW ac community distributed generation solar project on a 22 acre parcel located on Sing Sing Road in the Town of Big Flats. GEM Energy is part of the Rudolph Libbe Group. It manages solar projects through development, design/build, and provides interconnection and ongoing maintenance.

GEM Energy, LLC received development incentives through the Chemung County Industrial Development Agency through its adopted solar policy in which the company pays \$8,000/MW with a 2% escalator for 20 years. Total value of the PILOT is \$910,198. The estimated value of the sales tax incentive is \$312,000. The total project cost is \$9,750,000 which includes infrastructure work, soft costs, design, and the solar array.



The Mark Twain building

is a major anchor building in downtown Elmira. Jim Capriotti, a developer with a proven successful track record with historic preservation redevelopment projects in the City of Elmira purchased the building and is working to improve all 100 residential units and reconstruct the second floor from office space into 30 AirBnB units, while also improving the street level commercial space. The \$7.5 million project was assisted through incentives from the Chemung County IDA in the form of property tax abatement, sales and use tax abatement and mortgage recording tax abatement.



HOST

STEG worked with HOST as it positions itself for significant improvements. A regional asset, HOST boasts over 2.2 million square feet of warehouse space, five miles of rail, significant infrastructure including water, sewer and high speed fiber connectivity on 182 acres with proximity to ELM airport. Owners are working with a highly respected regional logistics company with a need to expand its business. Foreign Trade Zone credentials are being pursued. That along with the other attributes will make the site extremely attractive for warehouse and logistics space. Owners have demolished several old buildings and left the concrete pads which reduces the cost of new construction.



Hardinge

Elmira area Hardinge Inc., invested millions of dollars in upgrades to its local facility. The company provides advanced metal cutting and material cutting tool solutions and accessories. It shifted its milling and turning machining capabilities from Taiwan to its Elmira facility. The project also includes renovations and an increase in jobs. As one of the area's largest manufacturers, Hardinge employs approximately 300 people right now. "We are very pleased that the company will be bringing back capacity from Taiwan and making investments in their local facility in Chemung County and retaining and creating jobs," said Joe Roman, STEG President.



Project Highlights/updates

Carbide USA

was founded in 2011 at 100 Home Street in Elmira with assistance from STEG and Elmira's revolving loan fund. Carbide has an extensive history with tungsten carbide products, primarily cutting tools used in the machining industry.

In 2017 Carbide began manufacturing and selling high quality cutting tools for use by machining companies domestically and abroad. In 2021 it decided to expand its operations by purchasing new machines and upgrading existing equipment to improve efficiencies and increase its capacity. STEG approved a \$100,000 loan through Elmira's revolving loan fund which helped leverage funding from REDEC and private investment resulting in eight full time equivalent jobs created.



Gerard Block

Gerard Block apartments on Lake Street has been named an Excellence in Historic Preservation award winner through the New York State Preservation League. Developer Arbor Housing worked with Johnson-Schmidt Architects on an adaptive reuse design for the long vacant commercial buildings located at 118-126 Lake Street and 414-418 Carroll Street. The buildings were thoughtfully restored into 28 residential units, five storefronts, eight artist studios, and an art gallery. STEG worked with the city, the CCIDA, Arbor Housing and others to purchase the property, and secure state and local funding to make the project a reality. The Preservation League's statewide awards program celebrates projects, organizations, publications, and individuals that exemplify best practices in historic preservation.



Star Gazette building

When the former Star Gazette building, located in the center of Elmira and occupying a whole city block was sold at auction earlier in 2021, officials were skeptical of development plans. The facility sat vacant for over five years. The building was purchased by Juvenal Reis, owner of Reis Studios, a Long Island City arts facility that offers almost 200 private studios and hosts artists from all over the world. Reis plans to replicate that success at a smaller scale in Elmira and in other areas of the country. He's engaged people in the local arts community to determine what the final project will be.



LECOM

The Lake Erie College of Osteopathic Medicine (LECOM) celebrated its opening with a ribbon cutting ceremony and celebration in July. LECOM was first introduced to Elmira in 2012 when it began sending its third and fourth year medical students to Arnot Health and other area hospitals for their clinical learning. After years of effort from LECOM and local officials the establishment of a \$20 million campus was finally given the green light in 2018. STEG helped by writing a \$3 million grant application to New York State's Empire State Development to assist with construction. The economic impact of LECOM at Elmira has been significant. A study conducted by Tripp Umbach estimated the direct and indirect economic impact of LECOM during its two-year start up period would be \$60.4 million. That financial impact is expected to increase over time. LECOM Elmira will eventually be home to 480 aspiring physicians.



Empire State Poverty Reduction Initiative

OVERVIEW

In 2016, the City of Elmira was selected as one of sixteen communities to participate in the Empire State Poverty Reduction Initiative. Administered by STEG it received a one million dollar grant for planning and implementation. The taskforce decided that the overall goal was to break the cycle of economic hardship, increase social mobility, and revitalize Elmira's neighborhoods in the targeted area of census tracts 6, 7, and 10 where the poverty rate is nearly 50%.

The task force that guided the plan decided to focus on the following strategic priorities:

1. Increase accessibility and effectiveness of wraparound services using a neighborhood hub model with locally based navigators and community ambassadors.
2. Revitalized the vibrancy of target neighborhoods while increasing access to affordable rental housing and opportunities for home ownership and mixed-income neighborhoods.
3. Establish pathways to employment through coordinated engagement of secondary and post-secondary education, job training and personalized career support services.

COMMUNITY NAVIGATORS

People within the target area already had access to a wide array of social services through the City of Elmira, Chemung County, New York State, and other providers. So much so that people living in poverty had difficulty accessing the appropriate programs and resources to help with their economic mobility and quality of life.

To address this, STEG contracted with the Chemung County Department of Social Services to hire Community Navigators, who could be strategically placed in three easily accessible HUBS located throughout the city. The locations include the Economic Opportunity Program (EOP), the Transformation Center, and Woodlawn Court.

The navigators quickly established trust and a rapport with individuals. Even though the navigators are part of the DSS staff, they are able to have the flexibility to connect individuals to all of the publicly available programs, faith-based assistance, and private help through the connections they made in the community.

Individuals and families continue to rely on the community navigators and HUBS for assistance with paperwork and applications that they find overwhelming to complete or understand. They also helped people find shelter, household appliances and furniture, and clothing. Others have reached out needing assistance with transportation, drug and alcohol issues, child care, and employment services. Over the past several years, the navigators have been able to assist thousands of individuals by helping them gain access to food, shelter, household items, and more. They've also helped with domestic violence issues, care management, child care, employment needs, transportation issues, and paperwork. The good news is that the Department of Social Services is committed to retaining the navigators permanently. Thanks to investment through ESPRI, the community had a sustainable solution.



CAREER NAVIGATORS

To address the goal of establishing pathways to employment through coordinated engagement of secondary and post-secondary education, job training and personalized career support services, the Chemung Schuyler Steuben Workforce New York subcontracted through Chemung County DSS to establish a Career Navigator at the Workforce Development Center in Elmira. It also provided training scholarships to qualified individuals living within the census tracts to help people establish careers in healthcare as LPN's, welding, certified coding, machining, HVAC-R, industrial technology, and cosmetology.

The Career Navigator was able to assist 342 people through its expanded office hours and provide \$65,940 in training.

LEADERSHIP DEVELOPMENT

Chemung County Cooperative Extension initially implemented a pilot leadership development program with ESPRI funding. Fourteen individuals completed the program and with the success of that, expanded into other areas of the community beyond the ESPRI census tracts. After surpassing their initial goal, they attended Cerrito 2019: Innovations in Poverty Elimination International Conference in Paraguay to present their pilot project success story and interviewed leaders of projects from around the world to gain insights about community leadership. They also implemented "Move Forward Elmira" in additional areas of the city to assess and shine a light on poverty issues facing the city, and help empower families and individuals to rise above it. CCE received a \$55,000 grant from the Appalachian Regional Commission to help build additional community capacity through community leadership training and help empower 200 Elmira Families to take steps out of poverty.

HOUSING REHABILITATION GRANTS

To help revitalize the vibrancy of target neighborhoods while increasing access to affordable rental housing STEG contracted with Arbor Housing, which has a proven track record of developing affordable housing in the region. Since it is the organization that administers the Chemung County Land Bank we knew that it would have access to targeted housing stock in qualified neighborhoods.

The goal was to provide at least seven rental units for qualified individuals, and to eliminate blight in targeted areas. This was done by providing a grant to developers to subsidize redevelopment of blighted, often vacant buildings. In exchange they had to provide rental housing at an affordable rate to qualified individuals.

Through this project, four multi-unit housing projects were completed:

- 406 W Gray Street (2 units)
- 418 W Church Street (4 units)
- 357-359 Columbia Street (3 units)
- 410 Walnut Street 9 (2 units)

Empire State Poverty Reduction Initiative

ELEVATE ELMIRA

The task force also decided to support entrepreneurship as a way out of poverty by contracting with The Chemung County Chamber of Commerce which created Elevate Elmira, an eight week mentoring and networking program for entrepreneurs. The goal was to help individuals with businesses find their career pathways to success by providing classes taught by experts on vital business topics. Participants also received two years of Chamber membership with access to events and programs, along with one-on-one mentor relationships.

The first class, held in 2019 graduated 10 participants with businesses ranging from finance, healthcare, massage therapy, asset recovery, retail, and more. The second class was held in 2020, virtually, due to COVID restrictions. Using the same parameters, it was able to graduate 6 participants ranging from holistic food and beverage, food service, ceramics, and more.

SMALL BUSINESS GRANT PROGRAM

Also in support of entrepreneurship, STEG established a Small Business Grant Program to provide funding to businesses locating within the census tracts. The program could provide grants up to \$20,000 for costs associated with start up. In addition the program helped with community revitalization by helping to establish businesses in the downtown area.

Downtown Grind

Downtown Grind is the latest community-focused concept from Sara Caldwell, who had been operating as a sole proprietor with food truck businesses Global Taco (since 2013) and Cheesy Rider (since 2015). Downtown Grind opened in 2018 and is a popular café offering locally roasted blends, a mostly plant-based small plates menu, and locally produced retail gift items. It has become a community hub where neighbors meet their friends, share ideas, and make our community even better than it already is. A \$20,000 grant helped fund renovations to the building at 109 N Main Street in Elmira and other start up costs including the purchase of materials to build a “little library” and “little pantry” which are community supported trading posts for books and nonperishable and sanitary goods for those who may not be able to purchase them.

People’s Place

Elmira native Michael Houghton, a life-long visual artist, musician and fashion designer (Rock Punk Couture) was awarded a \$20,000 grant to establish People’s Place Gallery in a commercial space at 114 Baldwin Street. Currently, building owner and developer Jim Capriotti is restoring the entire site as a market-rate, mixed-use historic preservation project. Further, Houghton’s extensive creative experiences and imagination are catalyzing the space into a high-end professional gallery designed to be a “place of and for the people,” explained Houghton, one that he will rent to those looking for a dynamic environment for small-gathering celebrations of special occasions. Year-round, Houghton’s People’s Place Gallery will exhibit local to international artists, and will include special features, such as a Lounge with video screens, a unique Tribute Wall, and snack Café of limited light food and beverages, all enhanced with artisanal decor and furniture. Ultimately, Houghton will be highlighting stories and themes of Elmira.

Craft Farm

manufactures organic soap and lotions, also includes a retail space Craft Farm, which started in 2016, produces high quality natural personal and household products made with plant-based natural ingredients. It is marketed and sold through craft shows and farmers markets, and online. Owner Allison Duncan received a \$20,000 grant to help establish a physical location for her manufacturing operation and retail space in a commercial unit on N. Main Street owned by Chemung Crossing “The ESPRI grant was the support that I needed to take my little business to the next level,” said Duncan. “I was able to move my home business into a brick and mortar location, not only did the grant support renovations of the space, it also provided me with the confidence to take a big leap, thank you so much for the support,” she added.

RYE

Charles Hunter purchased the former Horrigan’s Restaurant at the corner of Davis Street and Second Street in Elmira and transformed it into a successful, upscale restaurant and bar that includes Airbnb units on the second floor. The project is inspiring additional development in a very blighted neighborhood. “We were very appreciative of the \$20,000 grant that went toward the rehabilitation of the building that contains the restaurant Rye. The undertaking of rehabbing this building was monumental and any amount of money toward that definitely contributed to the feasibility of it”.

WMC North

Kaylen Knox and Susan Bentley purchased 221 W Water Street (former Bistro 223). Plans are to partner with WMC North, which is associated with Williamsburg Music Center in Williamsburg, NY. The \$18,000 grant will help with the renovation and redesign of the space to accommodate an updated culinary space and create a jazz themed lounge and restaurant. They also plan to use the space for culinary classes and workshops. Owners Kaylen Knox and Susan Bentley have experienced reputations in the local food world including the Elmira Country Club, EOP, and Global Gourmet. Music partner Gerry Eastman has 55 years of experience in the music industry including 45 years as the owner/operator of the Williamsburg Music Center.

Meg’s Cheeseboards

Megan Schrom has been successfully operating Meg’s Cheeseboards since November 2020 using commercial kitchen space provided by a local business. She received a \$14,455 grant to help fund expenses related to a co-location at space leased by Wine and Design Studio, located at 210 W Water Street.



Southern Tier Economic Growth Proposed Budget 2021

2021 INCOME

Chemung County IDA	\$160,000
Chemung County Capital Resource Corp	\$5,000
Private Contributions	\$360,700
City of Elmira Loan Admin	\$3,600
Fees/Interest	\$600
Development Grants	\$50,000

Total **\$579,900**

2021 EXPENSES

Salaries/Fringe	\$315,100
Facilities/Utilities	\$32,150
Equipment/Supplies	\$7,600
Project Costs	\$60,600
Administration	\$20,620
Marketing	\$23,700
Fundraising	\$120,000
Net Fund Balance Increase	\$130

Total **\$579,900**



Southern Tier

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*Denotes Director Emeritus

STEG Team

Tara Cofone, we miss you more than words can say. We wish you peace and blessings to you and your family.

Joe Roman, President

Jill Koski, Vice President

Mary Rocchi, Administrative Assistant

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