AGENDA

ITHACA URBAN RENEWAL AGENCY (IURA)
ECONOMIC DEVELOPMENT COMMITTEE (EDC)
3:30 P.M., Tuesday, March 8, 2022

Join Zoom Meeting: https://us02web.zoom.us/j/89042784433?pwd=Wmlqd2FHQUZVdHE0cEJXMUhOSTVpUT09
Meeting ID: 890 4278 4433
Passcode: a13iha
One-Tap Mobile: +16465588656,,89042784433#,,,,,*408442# US (New York)
Dial by Your Location: +1 646 558 8656 US (New York)
Meeting ID: 890 4278 4433
Phone Passcode: 408442
Find Your Local Number: https://us02web.zoom.us/u/kbELCVlQcg

I. Call to Order

II. Agenda Additions/Deletions

III. Public Comments (3 min. max.)

IV. Review of Meeting Minutes: February 8, 2022

V. New Business
   A. Draft Small Scale Manufacturing Action Plan - Discussion

VI. Old & Other Business
   A. HUD 2022 Action Plan Development, Review of Funding Applications – committee recommendation to IURA
   B. IURA Financials Review: January 2022
   C. Staff Report
   D. Other

VII. Adjournment

If you have a disability and require accommodation in order to fully participate, please contact the City of Ithaca Clerk’s Office at 274-6570 at least 72 business hours prior to the meeting.
DRAFT MEETING MINUTES
ITHACA URBAN RENEWAL AGENCY
ECONOMIC DEVELOPMENT COMMITTEE (EDC)
3:30 P.M., Tuesday, February 8, 2022

Present: Chris Proulx, Chair; Doug Dylla, Vice-Chair; Leslie Ackerman; Charlotte Hamilton
Excused: None.
Vacancies: 1
Staff: Nels Bohn; Charles Pyott
Guests: Tom Knipe, City Deputy Director for Economic Development
Chuck Schwerin, Ithaca Area Economic Development (IAED)
Roger “Rod” Rotondi, Food Entrepreneur & Project Consultant

I. Call to Order
Chair Proulx called the meeting to order at 3:31 P.M.

II. Agenda Additions/Deletions
None.

III. Public Comments (3-minute max. per person)
None.

IV. Review of Meeting Minutes: January 11, 2022
Ackerman moved, seconded by Dylla, to approve the minutes, with no modifications.
Carried Unanimously: 4-0

V. New Business
A. Shared Commercial Kitchen Feasibility Study
Knipe explained there is a new window of opportunity to determine the feasibility of a local commercial kitchen, as further described in his February 1, 2022 memo to the Committee, excerpted below:

The purpose of this memo is to request $5,000 in flexible IURA funding for a feasibility study for a shared commercial kitchen in Ithaca’s West End, to be matched by a $16,000 pro-bono consultant contribution. I will attend your February 8th meeting along with Chuck Schwerin, Ithaca Area Economic Development, and Roger Rotondi, food entrepreneur and project consultant, to discuss this opportunity.

Since March 2021, the City of Ithaca Office of Economic Development, in collaboration with the Downtown Ithaca Alliance, Ithaca Area Economic Development and Rev Ithaca Startup Works, has been working on developing an action plan to support the growth of small scale manufacturing businesses in downtown commercial areas in the City. The IURA and Cornell University each provided match funding in the amount of $7,500 to support this work. The action plan has now been drafted, and I look forward to sharing it with you and others and to begin implementing it within the next few weeks.
In developing the action plan, the need for a shared commercial kitchen became clear. A number of the food-product-based businesses we interviewed identified access to a licensed commercial kitchen to process their product at scale was a factor limiting their next stage of growth and profitability. This need has been further corroborated by discussions with the Alliance for Manufacturing and Technology, New York State Ag & Markets, Ithaca Farmers Market, Small Business Development Center, and others.

But the barriers to establishing a successful shared commercial kitchen in Ithaca initially seemed steep. “Where is there a suitable facility that could be put together without large cost and difficulty?” “Who locally has the unique mix of skills and experience to help establish and manage such a facility?”

Absent clear answers to these two critical questions, we were preparing to put the shared commercial kitchen concept on the back burner in our action plan. This winter, potential answers to those two key questions emerged, and we started to give the idea of developing a large shared commercial kitchen serious thought. There appears to be a moment of opportunity where there is an alignment of available space and local interest and capacity. The attached narrative further describes this confluence of circumstances. This project holds potential to transform the food product sector in Ithaca and to become a meaningful economic development project with lasting value. A feasibility study is the needed next step. I believe that with your support for this study, we can further clarify the market, test assumptions, refine financial projections and put together a conservative budget and operations and management plans that will be necessary to secure major funding from other partners for implementation.

Knipe introduced Rotondi, a food entrepreneur to speak further about the proposal in more detail. He noted there would be considerable benefit to the City associated with a commercial kitchen, although there are admittedly a number of potential risks.

Rotondi remarked the project development team has been communicating with the Ithaca Farmers Market (IFM), which is establishing its own Friends of Ithaca Farmers Market non-profit as a potential project sponsor. IFM is the natural and appropriate partner for the project. Even though shared commercial kitchens are virtually non-existent in the immediate area, there is a great deal of local support for small, food-oriented businesses, although food manufacturing remains underdeveloped.

Schwerin added the feasibility study should examine a variety of business models across the country, to help identify the ones that stand the greatest chance of success in Ithaca.

Ackerman remarked she has long been involved in food-related businesses and very much supports the proposal. She noted the proposal uses a few terms that are not necessarily equivalent (e.g., “commercial kitchen,” “food manufacturing,” “commercial kitchen incubator”). She noted there are only so many ways to scale-up food manufacturing. She added it would be important to consider the many different varieties of possible kitchens.

Knipe explained there are at least two ideas currently being considered: (1) rehabilitating a downtown food hall into a modern food hub with on-site shared kitchen facilities, specializing in prep for restaurant-type food services, food trucks, and/or catering; or (2) establishing multiple shared kitchens that would complement each other. In either case, the venture will require achieving a minimum scale to be financially sustainable. Another opportunity may be to mobilize the local ‘food rescue’ community, which is looking for better ways to process rescued food for food kitchens/pantries. The feasibility study would need to explore all these issues.
Rotondi remarked the development team has been looking into all kinds of food-related enterprises and does not plan to exclude any type of food-business model from its analysis.

Hamilton asked what Rotondi’s personal long-term plan is for his involvement in the project and if he could cite some examples of the most common ways these kinds of initiatives fail. Rotondi responded he has no plans to relocate, so he is committed to the project. In terms of the most common ways these projects fail, there are actually many different models that have been tried unsuccessfully. One of the most common is they end up burdened with too many overhead costs and become too ambitious, trying to implement too many in-house operations; however, if the project is kept exceedingly simple to begin with and gradually developed over time, it should be successful. He has already investigated models that would likely work best for the Ithaca community.

Dylla expressed enthusiastic support for the concept.

**Dylla moved, seconded by Hamilton:**

**Shared Commercial Kitchen Feasibility Study**

WHEREAS, the IURA received a $5,000 funding request to conduct a feasibility study for a shared commercial kitchen project in Ithaca’s West End, to be matched by a $16,000 pro-bono consultant contribution, and

WHEREAS, in March 2021, the IURA provided match funding for ReCast City services to assist the City of Ithaca develop a small-scale manufacturing strategy and action plan for the greater downtown area, and

WHEREAS, a collaborative effort including the City Economic Development Office, Ithaca Area Economic Development (IAED), the Downtown Ithaca Alliance (DIA), and Rev:Ithaca Startup Works led research and development of the strategy, and

WHEREAS, the strategy and action plan are now in draft form with the final *Growing Small Scale Manufacturing in Downtown Ithaca: An Action Plan* document scheduled for release in March 2022, and

WHEREAS, the draft strategy and action plan find there is a strong need for shared kitchen facilities to support food-product businesses start and grow, and recommends pursuing feasibility of such a facility, and

WHEREAS, the available lease of an appropriate commercial kitchen facility presents a time-sensitive opportunity for evaluating feasibility of the project, and

WHEREAS, identification of both a potential non-profit sponsor and a qualified local consultant, who agrees to conduct much of the feasibility analysis on a pro-bono basis,overcomes two major obstacles for the project, and

WHEREAS, a feasibility study is not an eligible CDBG economic development project as the study does not directly create jobs for low- and moderate-income (LMI) persons, or directly assist microenterprises owned by LMI persons, though establishment of a shared commercial kitchen it is anticipated to lead to job creation for LMI persons, and
WHEREAS, development of a feasibility study for a shared commercial kitchen facility is an eligible use of program income from the closed-out Section 17 small landlord rental assistance program, which allows the funds to be used for activities authorized at 24 CFR 570, including planning activities at 24 CFR 570.205, and

WHEREAS, as of February 2022, the balance in the Section 17 account was approximately $63,000, and

WHEREAS, at its February 8, 2022 meeting, the IURA Economic Development Committee reviewed this matter and recommended the IURA approve the funding request as a means to expand economic opportunities for City residents and diversify the economy; now, therefore, be it

RESOLVED, that the IURA hereby allocates up to $5,000 for a feasibility study for a shared commercial kitchen project located in the West End neighborhood, and be it further

RESOLVED, the IURA Chairperson is hereby authorized, upon review by IURA legal counsel, to execute an agreement with Ithaca Area Economic Development (IAED) to secure professional consulting services to prepare a feasibility study for a shared commercial kitchen facility, and be it further

RESOLVED, the source of such funds shall be derived from the Section 17 account, and

RESOLVED, that the IURA shall be provided with a copy of the feasibility study.

Carried Unanimously: 4-0

B. HUD 2022 Action Plan Development: Review of Funding Applications

<table>
<thead>
<tr>
<th>Project</th>
<th>Sponsor</th>
<th>Request</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Job Opportunities Through Reuse Training</td>
<td>Finger Lakes ReUse, Inc.</td>
<td>$61,934.65</td>
<td>Funding for job training for LMI populations and placement of at least 8 LMI adults with employment barriers into permanent unsubsidized positions.</td>
</tr>
<tr>
<td>Work Preserve Job Training: Job Placements</td>
<td>Historic Ithaca, Inc.</td>
<td>$67,500.00</td>
<td>Funding for staff salaries and participant stipends leading to job placements of 5 LMI individuals (e.g., youth, adults, homeless, formerly incarcerated, people with disabilities/mental illness, people with barriers to employment, new entrants to workforce), following job-readiness training.</td>
</tr>
<tr>
<td>Hospitality Employment Training Program (HETP)</td>
<td>Greater Ithaca Activities Center, Inc.</td>
<td>$100,000.00</td>
<td>Staff, supplies, stipends, and professional fees to train 10 and place 8 LMI adults with employment barriers (e.g., people with disabilities, formerly incarcerated, homeless, recovering addicts, immigrants, single parents) into hospitality and office/administrative positions.</td>
</tr>
<tr>
<td>Pre-Apprentice Program</td>
<td>Black Hands Universal</td>
<td>$31,300.00</td>
<td>Funding to develop coalition of construction businesses, trades, and skilled laborers for hands-on training enabling 60 qualified LMI graduates to enroll in apprenticeship programs.</td>
</tr>
</tbody>
</table>
Bohn explained he is recommending the Committee review Black Hands Universal’s Pre-Apprentice Program proposal since, even though it is not an Economic Development application, it has economic development implications.

Proulx observed the other three, long-standing program applications appear virtually unchanged from prior years.

Bohn noted FLRU requested significantly less funding in 2022 than in prior years. He remarked it would be helpful to understand from FLRU the reasons its most recent job-placement outcomes were not as high as anticipated. Bohn observed HETP currently appears to have enough funding from PY2020 and PY2021 to sustain it through 2023, so there may be an opportunity to scale down its 2022 funding award without negatively impacting its operations. In addition, since HETP’s funding request largely goes towards staffing costs, it could be relatively simple to scale down. Bohn noted the $120,000 tentatively allocated to the Economic Development Loan Fund is a place-holder, based on projected loan repayments (although it is a relatively conservative number).

Dylla suggested reducing the Economic Development Loan Fund allocation slightly to ensure the IURA can fund the three long-standing programs to the greatest possible extent. Bohn agreed that would probably be a reasonable approach. Ackerman agreed.

Proulx suggested it may helpful to examine the average loan fund balance over, say, five years, before making a final decision on how much to allocate to it in 2022.

1. Disclosure of Any Conflicts of Interest

None.

2. Committee Recommendation/Comments to IURA

Ackerman noted she would like to know more about what specific outcomes are anticipated for the Black Hands Universal (BHU) Pre-Apprentice Program. It did not seem clear from the application. She wondered what pre-apprenticeship means precisely, in terms of tangible benefits. She also did not see from the application that BHU has established concrete community connections to ensure the apprenticeships actually materialize. Bohn agreed those would be good questions to ask. He does not believe BHU committed to a specific number of apprenticeships. And some of the partners BHU identified as being critical to the project did not submit supporting documentation or commitment letters of any kind.

Dylla recalled in the past, when a new program like this one is proposed, the first question the IURA tends to ask is if it could somehow be incorporated into another well-established IURA program. Bohn replied IURA Community Development Planner Anisa Mendizabal does routinely encourage that type of approach with potential applicants.

Proulx noted he could not quite determine whether BHU is attempting to target an entirely different population, not currently served by other programs, or whether it is targeting a different outcome for the same population. Bohn responded that is another question to ask at the public hearing.
Dylla indicated he would be somewhat hesitant to fund the Pre-Apprentice Program, until the IURA has more information about outcomes, organizational capacity, and program partnerships.

Ackerman agreed. She very much likes the concept but would like to see a tighter connection between the program and tangible, sustainable outcomes.

Bohn observed it appears BHU is proposing 15 stipends, so that would seem to be its tangible numeric outcome. The IURA could ask how many of those 15 are projected to advance into apprenticeships.

Hamilton indicated she is generally supportive of the application, since it serves an under-served population, in a region with an under-supply of skilled trades. There is just a lack of clarity with some aspects of the application. Proulx agreed.

VI. Other Business

A. IURA Financials Review: December 2021

Bohn reported all CDBG and HOME projects are in good standing in terms of expenditures and overall progress, with the exception of a few slow moving CDBG-CV projects (e.g., Salvation Army’s homeowner mortgage payment assistance project). All loan payments are current, except the Canopy Hotel, which owes interest-only payments for one month in 2020, and Diane’s Downtown Auto, which had otherwise been doing well for several years. Tompkins Community Action also had a problem with mail service, but he does not believe that should be a serious issue. Lease payments are also in good standing, with the exception of the Ithaca Farmers Market (IFM), because the City inadvertently cashed a check intended for the IURA.

VII. Adjournment

The meeting was adjourned by consensus at 4:41 P.M.

— END —

Minutes prepared by C. Pyott, edited by N. Bohn.
Growing Small Scale Manufacturing in Downtown Ithaca

An Action Plan

Between now and mid-2023, our objective is to encourage and grow an expanding cluster of Small Scale Manufacturers in downtown Ithaca through:

1. Investments in branding and marketing to build a community and network of product-local based businesses.
2. Business development programming & funding designed to help entrepreneurs accelerate their businesses, targeted to Small Scale Manufacturers, especially female and BIPOC owners.
3. Establishment of a backbone organizational framework to provide ongoing support for implementation of efforts to support the local Small Scale Manufacturing sector.

Longer-term (beyond 2022), we envision additional efforts to support this sector, including:

2. Zoning updates: establish an artisanal manufacturing use definition to encourage this use in the targeted geographic areas of the City.
3. Start-up support tailored to Small Scale Manufacturers to cultivate entrepreneurs and new product-based businesses, such as through Co-Starters.
4. Establishing one or more Shared Commercial Kitchens downtown to support food-product based businesses to start and grow.
5. Mayor’s Makers Council

2022 Actions and Resources

<table>
<thead>
<tr>
<th>Type</th>
<th>Action</th>
<th>Lead</th>
<th>Timing</th>
<th>Cost</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Landing Page</td>
<td>Design Contractor</td>
<td>Q2</td>
<td>$2,500</td>
<td>City ARPA funds</td>
</tr>
<tr>
<td>Marketing</td>
<td>Brand, including logo, style guide and partner materials</td>
<td>Design Contractor, CAP, CVB</td>
<td>Q2</td>
<td>$10,000 - $20,000</td>
<td>City ARPA funds</td>
</tr>
<tr>
<td>Marketing</td>
<td>Storytelling</td>
<td>All partners</td>
<td>Q3</td>
<td>In-Kind</td>
<td>Partner staff time</td>
</tr>
<tr>
<td>Business Development</td>
<td>Navigators</td>
<td>City, DIA, IAED</td>
<td>Q2-Q4</td>
<td>In-Kind</td>
<td>Partner Staff Time</td>
</tr>
<tr>
<td>Business Development</td>
<td>Business Cents Workshops</td>
<td>AFCU</td>
<td>Q4</td>
<td>$10,000</td>
<td>City ARPA</td>
</tr>
<tr>
<td>Business Development</td>
<td>SSM Microgrants</td>
<td>DIA (for whole City)</td>
<td>Q3–Q4</td>
<td>$50,000</td>
<td>City ARPA</td>
</tr>
<tr>
<td>Backbone</td>
<td>Steering Committee</td>
<td>City</td>
<td>Ongoing</td>
<td>In-Kind</td>
<td>Partner staff time</td>
</tr>
</tbody>
</table>
How was this action plan developed?
- Informed by structured interviews with dozens of local product-based businesses, property owners, and community thought leaders. We asked about goals, opportunities, and barriers to success.
- Expert consulting assistance from Ilana Preuss of Recast City, beginning in March 2021.
- A collaborative effort of the City of Ithaca Office of Economic Development (Tom Knipe), Downtown Ithaca Alliance (Kristina Thelen), Ithaca Area Economic Development (Chuck Schwerin), and Rev: Ithaca Startup Works/Cornell University (Caitlin Schickel).
- The focus of this action plan is on impactful and achievable actions that can be taken in the next 3-16 months. Longer term opportunities are flagged for potential future action.

What do we mean by Small Scale Manufacturing?
- Small-scale manufacturing may be defined as a business that makes a tangible good or product that can be replicated and packaged, has a small number of employees, and doesn’t produce negative external impacts (e.g., loud noises or foul odors). [Source]. It includes food-product businesses, small hardware businesses, and artisanal products – from hot sauce, to handbags, to hardware.

What is the geographic focus for this effort?
- Branding and marketing efforts will be geographically inclusive. Anyone who makes anything as a business in the greater Ithaca area may benefit from the branding and marketing and networking opportunities. Direct business development assistance activities including eligibility towards a SSM Grant Program will be focused on businesses located or planning to locate in five geographic areas: Downtown Ithaca, the West State Street Corridor, West End, Cherry Street District, and Emerson Chainworks.

Who are we aiming to serve? Who will benefit?
- Local makers and entrepreneurs at all stages of developing their business, from start-ups to established product-baked businesses will be invited to participate in the branding and SSM community.
- Business owners doing small scale manufacturing who have a vision for growth. Initially, business development resources are aimed primarily at existing local product-based businesses, to help them grow and achieve success.
- BIPOC and female owners.
- Local product businesses that have experienced challenges due to the pandemic.

What are the expected outcomes?
- An inspiring brand that puts Ithaca on the map as a maker city.
- More than 100 local businesses will become part of a community of small-scale manufacturers with an identity and opportunities for mutual and direct assistance.
- Dozens of businesses will be supported in growing and increasing profitability, resulting in job and revenue growth in traded sector and local sector industries.
- Six or more businesses will be supported in securing or expanding locations in the City.
- The targeted geographic areas will support a more diverse, vibrant collection of businesses that attract pedestrian activity and repeat visitors.
Action Plan - Short Term Steps

This section further describes the marketing and branding, business development and backbone organizational support work that we will undertake in the next 3-16 months to support the local small scale manufacturing sector.

Marketing & Branding

In 2022, we will establish a brand identity for the small-scale manufacturing community in Ithaca, possibly in collaboration with Visit Ithaca and the Community Arts Partnership to leverage and expand upon an existing brand, “Made in Ithaca”. We will use this brand in several ways. First, we will establish a landing page website that promotes our community’s efforts to support small-scale manufacturers. The primary audience for this website will be small-scale manufacturing business owners. They will be able to sign up to receive information about business development resources and opportunities. Second, we will establish an opt-in program in which any local product-based business can self-certify as being part of the “Made in Ithaca” brand. When eligible businesses sign up, they will receive a design package with logos, style guide and other materials such as window decals that they can use to promote their participation. Third, we will launch a storytelling campaign. Initially, we will spotlight twelve to sixteen local product-based businesses to create buzz and excitement.

Community Building Through Storytelling

One of the most impactful ways that Ithaca can promote and grow the community of makers is through storytelling: telling the success stories of individual entrepreneurs and startups that are manufacturing their products here in Ithaca. The more successful these startups are, and go on to be, the more our city is known as the place where companies start and grow. We are engaged in our community because we love Ithaca. The stories we will create will provide a depth of connection that creates a meaningful positive connection, and helps grow the maker business community. We will work with our network of partners to spread the stories of these entrepreneurs and startups manufacturing products here in Ithaca, using an approach modeled by Storyvillesocial.com. We envision a 12-16 week campaign with one story published each week, to launch early this summer.

Business Development Programming and Funding

In 2022, we will provide direct business development assistance to Ithaca product-based businesses. First, we will establish a “Make it in Ithaca Navigator” role by partnering with existing economic development service providers to:

- Organize and promote existing programs and opportunities, such as referrals to Alliance for Manufacturing & Technology manufacturer resources and others, and referral to existing funding programs (details below);
- Connect small scale manufacturers with expert assistance, mentors, and property owners;
- Distribute periodic e-blasts to promote opportunities to the local maker community and product-based business owners. This will be accomplished through existing staff resources at the DIA, City of Ithaca, and IAED;
- Work with Alternatives Federal Credit Union (AFCU) to expand upon their Business Cents workshops with a series of informational sessions focused on SSM needs; and
- Establish a micro-grant program focused on providing direct assistance to SSMs in the target geographic areas of the City.

Navigators and Existing Funding Opportunities for Small-Scale Manufacturers

“Make it In Ithaca Navigators” will guide local small-scale manufacturers through the process of accessing assistance to help them start and grow their business. We will use a ‘case-management’ approach to ensuring that local product-based businesses are aware, and able to take advantage of, the rich local business development resources that are currently available. Staff at the DIA, City Office of Economic Development, and IAED already provide this service, so in some ways this navigator role will just be about elevating awareness of this resource. But the navigators will also collaborate to develop new targeted informational resources which can be shared with business owners. They will also cultivate a list of business mentors and help match businesses with willing mentors. Finally, they will help funnel entrepreneurs to existing funding opportunities right here in Ithaca. Examples of existing funds include:

- The **BIPoC (Black, Indigenous, People of Colors) Prosperity Fund of Tompkins County** takes aim at the cycles of racism and poverty that keep BIPoC people marginalized and demonstrate comparatively worse outcomes in health, education, employment, housing, and well-being. This community development project puts two essential drivers of wealth accumulation—home and business ownership—directly into the hands of BIPoC community members through grant-matched savings, and education/technical assistance. This project is a partnership between AFCU and Alternatives Impact, the 501c3 affiliate of AFCU.
- **Ithaca Area Economic Development’s Revolving Loan Funds** can be used for traditional gap financing to eligible businesses who need just a little more than a traditional lender can provide, moving a project from futility to fruition. Businesses must be in a “traded sector”, selling their products largely beyond the local market.
- **RISE – Reimagining Inclusive Solutions for Entrepreneurs** – The RISE program is offered through Alternatives Impact, and is a partnership of Impact, AFCU, and the Small Business Development Council. RISE provides intensive education and technical assistance targeted to entrepreneurs from under-represented communities. Participants completing required education and technical assistance become eligible to apply for loan capital through a Character-Based Loan Fund. The loan review committee is composed of people of color.
- **IURA Loan Programs**
  - The Community Development Revolving Loan Fund (CD-RLF) provides gap financing for small businesses that create job opportunities.
  - The Priority Business Loan Fund (PB-LF) induces establishment/expansion of targeted businesses. We will approach the IURA to consider expanding eligibility for these loan funds to SSMs in the target geographic areas.
• Ithaca Exchange – a grassroots crowdfunding initiative currently being developed by the City of Ithaca in partnership with Local First Ithaca and Business Leaders of Colors.

Business Development for Small-Scale Manufacturers - AFCU Business CENTS Workshops
We will work with AFCU to support cohorts of Small-Scale Manufacturers just starting their businesses or in need of additional business support.

• Supplement existing curriculum with guest speakers from AM&T, the Cornell Food Venture Center, Rev’s Hardware Accelerators, SBDC, etc.
• Use SSM ARPA funds to pay AFCU to run 2-4 Business CENTS Workshops targeted to Small-Scale Manufacturers which bring in guest speakers referenced above.
• Content to Possibly Include: Distribution, eCommerce, Pricing
• Workshops to be made available as stand-alone opportunities; enrollment in the full Business Centers series will be available, but not required.
• Partners for Outreach: Economic Development Resource Providers and other organizations/companies: DIA, Chamber of Commerce, IAED, City of Ithaca, Business Leaders of Colors, Rev, Emmy’s Organics, Incodema, etc.

Alternative Federal Credit Union’s Business CENTS program has been in operation for more than two decades. In 2019, Business CENTS adopted and has been teaching the SBA Money Smart for Small Business curriculum. Their team of experts can provide a full scope of business development advice to clients including accounting and bookkeeping, legal, marketing and branding, business planning, feasibility analysis and loan application preparation assistance. Business CENTS also has certified financial counselors on staff assisting with personal financial and credit management and their lending team offers a flat rate loan product for women & entrepreneurs of color who are growing or expanding their businesses.
https://www.alternatives.org/our-community/business-cents

SSM Business Development Grant Program
This grant funding opportunity seeks to support Small Scale Manufacturing (SSM) businesses in targeted geographic areas in the City of Ithaca: Downtown Ithaca, the West State Street Corridor, West End, Cherry Street District, and Emerson Chain Works. The program aims to support local makers and entrepreneurs, with established businesses, who have the potential for growth or increased profitability, and to provide a pathway towards establishing or expanding a physical presence within the City of Ithaca. BIPOC and women-owned businesses will be particularly encouraged to apply. To be eligible, a business does not have to currently be located in the City of Ithaca, but must be in the process of moving or expanding in the target geographic areas in the City.

The grant program’s desired outcome is to support a strong economic recovery from the impacts of the COVID-19 pandemic through retaining or attracting increased commerce and profitability in the small-scale manufacturing sector. It will provide grants of $5,000 to $10,000 to 5-10 SSM businesses in 2022-2023 and can be used for many functions such as:
• Commercial lease expansion/relocation
• Hiring
- Equipment
- Packaging
- Raw materials
- Product access memberships
- Marketing support/assistance/consulting
- Online marketing/marketplace additions
- Collateral and print materials or signage

Possible Eligibility Criteria (final criteria to be established upon posting of the Notice of Funding Availability):
- Be a product-producing business with goods that can be replicated and packaged including food products, small hardware businesses, and artisanal products (i.e. hot sauce, handbags, hardware, etc).
- Be a legal business entity.
- Have annual sales of at least $20,000.
- Production of goods does not create negative external impacts (e.g. loud noises or foul odors).
- Located in Downtown Ithaca, the West State Street Corridor, West End, Cherry Street District, or Emerson Chain Works.
- Participant in the “Made in Ithaca” branded marketing campaign for SSMs
- Be actively developing an updated business plan for expansion of operations and manufacturing and have already completed appropriate feasibility studies.
- Preference given to companies with fewer than 10 employees.

Backbone Support
In 2022, we will establish a backbone organizational framework to provide ongoing support for implementation of efforts to support the local Small Scale Manufacturing sector. This will be accomplished through alignment of existing organizational resources. The development of this action plan has been a collaborative effort between the City of Ithaca, DIA, Rev and IAED. We propose continuing this collaboration, with our efforts shifting from research and planning to implementation. We propose convening a monthly meeting SSM Steering Committee composed of program partners and allied organizations to monitor progress on this action plan and coordinate related work activities. The City of Ithaca Office of Economic Development will convene this Steering Committee.
Possible Future Actions

The focus of this action plan is on impactful and achievable actions that can be taken in the next 3-16 months. However, there are a variety of additional opportunities to support the small scale manufacturing sector which may be considered for implementation at some point in the future. Those ideas are summarized below.

Networking: Convening Ithaca’s Small Scale Manufacturing Community
We could organize a Small Scale Manufacturing Networking Night which convenes entrepreneurs, landlords, economic development resource providers, lenders, and other industry professionals.

- Example: This networking event could be held in conjunction with the Ithaca Festival – perhaps a kickoff the night before at Press Bay Alley, Coltivare, Rev, or another location downtown.
- Potential Hosts/Sponsors: This event could be hosted in partnership with Ithaca’s Economic Development Resource Providers and other organizations/companies: DIA, Chamber of Commerce, IAED, City of Ithaca, Business Leaders of Color, Rev, Emmy’s Organics, Incodema, etc.

Zoning to Encourage Small Scale Manufacturing in Downtown Ithaca
We could work with the City Department of Planning and Development to update the City’s zoning to encourage small scale manufacturing uses targeted geographic areas of the City. Artisan zoning is an approach to land use and development that provides space for small-scale manufacturers that produce little to no vibration, noise, fumes, or other nuisances, meaning they can fit within a wide variety of industrial, commercial, and even residential districts. Planning departments don’t always need a total zoning code overhaul to carve out more spaces for these types of businesses. Cities commonly pursue changes or additions to ordinance language instead of drafting new zoning maps from scratch.

Startup Support
The business development resources proposed for short-term action are aimed primarily at supporting existing product-based businesses. As a next step, we could work to establish new start up assistance tailored to very early-stage entrepreneurs to cultivate new owners and new product-based businesses. CoStarters is a respected national training resource that is expert at partnering with communities to do just that, at low cost to the community, but with high impact in terms of new business ventures launched and success of those businesses. We have met with CoStarters and they are eager to work with us.

Shared Commercial Kitchen Development
This project has confirmed that there is a clear need for shared commercial kitchen facilities to support food product businesses. Given the complexity of establishing such a resource, this is listed as a longer-term action, however at the time of writing there are two promising projects being considered that, if shown to be feasible, could be elevated in this timeline – one in the Center of the Ithaca Commons and another in the West End.
Mayor’s Makers Council
The City of Ithaca Mayor could convene a “Mayor’s Makers’ Council’ once or twice a year. This would provide an opportunity for the Mayor to visibly celebrate local makers, promote local efforts to support this important sector, and to gather meaningful input on an ongoing basis to inform programmatic efforts.

Post-Note
There are three general categories of small-scale manufacturing, based largely on size: https://mrsc.org/Home/Stay-Informed/MRSC-Insight/September-2020/Encouraging-Small-Scale-Manufacturing-During-the-C.aspx

- **Artisan/micro-manufacturing (1-5 employees)** These businesses often operate out of a business owner’s residence and sell their goods through local venues (such as the Ithaca Farmers Market) and online (using platforms such as Etsy).
- **Small batch production (6-20 employees)** Businesses in this category may be located in a house or associated accessory structure while those with a higher number of employees are more likely to be found in a commercial space (such as Cherry Street or the West End). They will use a variety of means to sell their products: farmers markets, retail space, external vendors, and e-commerce.
- **Moderate production (up to 50 employees)** These businesses are usually located within an existing commercial or industrial building and sell their goods through a variety of venues, including onsite as well as through external vendors. One example is a small/medium-scale brewing company.
# Project | Sponsor | Funding Request | Matching Funds (Sec. & Unsec.) | Total Project Cost | ANTICIPATED AVAILABLE FUNDING | Project Summary Description
---|---|---|---|---|---|---
1 | City of Ithaca | $343,515.40 | $33,000.00 | $376,515.40 | $33,000.00 | $1,132,117.36

## HOUSING
1 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $30,000.00 | $3,900.00 | $33,900.00 | $100,000.00 | Housing for seniors
2 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $195,000.00 | $21,045.00 | $216,045.00 | $100,000.00 | -
3 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $40,000.00 | $2,000.00 | $42,000.00 | $33,000.00 | -
4 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $195,000.00 | $21,045.00 | $216,045.00 | $100,000.00 | -
5 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $70,000.00 | $7,000.00 | $77,000.00 | $50,000.00 | -
6 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $200,000.00 | $20,000.00 | $220,000.00 | $33,000.00 | -
7 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $195,000.00 | $21,045.00 | $216,045.00 | $100,000.00 | -
8 | Ithaca Neighborhood Housing Services, Inc. (INHS) | $130,000.00 | $13,000.00 | $143,000.00 | $50,000.00 | -

## ECONOMIC DEVELOPMENT
9 | Green Jobs Opportunity Through House Training | $307,987.00 | $30,798.70 | $338,785.70 | $100,000.00 | -
10 | Workforce Training: Job Placement | $270,683.00 | $27,068.30 | $297,751.30 | $100,000.00 | -
11 | Security Deposit Assistance for Homeowners | $100,000.00 | $10,000.00 | $110,000.00 | $33,000.00 | -
12 | Green Legacy Project | $225,660.00 | $22,566.00 | $248,226.00 | $100,000.00 | -

## PUBLIC FACILITIES/INFRASTRUCTURE
13 | Catholic Charities Building | $93,744.00 | $9,374.40 | $103,118.40 | $100,000.00 | -
14 | Jesse M. Roberts Park | $92,600.00 | $9,260.00 | $101,860.00 | $50,000.00 | -
15 | Iura | $120,000.00 | $12,000.00 | $132,000.00 | $50,000.00 | -
16 | Iura | $120,000.00 | $12,000.00 | $132,000.00 | $50,000.00 | -

## PUBLIC SERVICES
17 | Workforce Training: Job Placement | $20,000.00 | $2,000.00 | $22,000.00 | $20,000.00 | -
18 | Workforce Training: Job Placement | $20,000.00 | $2,000.00 | $22,000.00 | $20,000.00 | -
19 | Workforce Training: Job Placement | $20,000.00 | $2,000.00 | $22,000.00 | $20,000.00 | -
20 | Workforce Training: Job Placement | $20,000.00 | $2,000.00 | $22,000.00 | $20,000.00 | -
21 | Workforce Training: Job Placement | $20,000.00 | $2,000.00 | $22,000.00 | $20,000.00 | -

## ADMINISTRATION
22 | CDBG Administration (8%) | $133,600.00 | $13,360.00 | $147,600.00 | $133,600.00 | Planning, administration, and monitoring for CDBG program.
23 | HOME Administration (5%) | $66,000.00 | $6,600.00 | $72,600.00 | $66,000.00 | Planning, administration, and monitoring for HOME program.

**Minimum Required Set-Aside of HOME Funds for CDBG Activities (15%): $48,360.00**

**CHDO Set-Aside Eligible Projects:**
- Housing for seniors
- Workforce Training: Job Placement
- Security Deposit Assistance for Homeowners
- Green Legacy Project

**ECONOMIC DEVELOPMENT**
- Green Jobs Opportunity Through House Training
- Workforce Training: Job Placement
- Security Deposit Assistance for Homeowners
- Green Legacy Project

**PUBLIC FACILITIES/INFRASTRUCTURE**
- Catholic Charities Building
- Jesse M. Roberts Park
- Iura

**PUBLIC SERVICES**
- Workforce Training: Job Placement

**ADMINISTRATION**
- CDBG Administration (8%)
- HOME Administration (5%)

**TOTALS:**
$2,022,546.00 | $432,026.53 | $6,656,412.18 | $253,600.00 | $33,000.00 | $319,600.00

**R/U = Recaptured/Unallocated (from prior years); LMI = Low & Moderate Income (80% or less of AMI); AMI = Area Median Income (Tompkins County); PTE = Full-Time Equivalent; PI = Program Income**
2022 HUD Entitlement Program
Links to Application & Attachment PDFs

All Applications without Attachments (13.5 MB)

All Applications with Attachments (75.1 MB)

Housing Applications

All Housing Applications with Attachments (127.6 MB)

Application #1: 215 Cleveland Ave. Rehab, Ithaca Neighborhood Housing Services, Inc. (INHS)

Application #2: Homeowner Rehab, Ithaca Neighborhood Housing Services, Inc. (INHS)

Application #3: Minor Repair Program, Ithaca Neighborhood Housing Services, Inc. (INHS)

Application #4: Energy Efficient Lighting, BlocPower, LLC

Application #5: Aurora St. & Morris Ave. Revitalization, Habitat for Humanity

Application #6: Sears St. Development, Ithaca Neighborhood Housing Services, Inc. (INHS)
- Application: http://www.cityofithaca.org/DocumentCenter/View/13594/06---INHS---Sears-St-Development---Application---Housing
- Attachments: http://www.cityofithaca.org/DocumentCenter/View/13595/06---INHS---Sears-St-Development---Application-Attachments---Housing
Application #7: Security Deposit Assistance Program, Catholic Charities (Tompkins/Tioga Counties)

Application #8: Geno Legacy Project, Unbroken Promise Initiative

ECONOMIC DEVELOPMENT APPLICATIONS

All Economic Development Applications with Attachments (10.3 MB)

Application #9: Green Job Opportunities Through Reuse Training, Finger Lakes ReUse, Inc.

Application #10: Work Preserve Job Training: Job Placements, Historic Ithaca, Inc.

Application #11: Hospitality Employment Training Program (HETP), Greater Ithaca Activities Center, Inc. (GIAC)

PUBLIC FACILITIES APPLICATIONS

All Public Facilities Applications with Attachments (36.5 MB)

Application #12: Catholic Charities Building, Ithaca Neighborhood Housing Services, Inc. (INHS)
Application #13: Bus Stops & Shelters, TCAT


Application #14: West End Pedestrian Improvements, City of Ithaca


Application #15: Splash Pad & Bathroom Building, Friends of Stewart Park


**PUBLIC SERVICES APPLICATIONS**

All Public Services Applications with Attachments (17.8 MB)

Application #16: 2-1-1 Information & Referral, Human Services Coalition of Tompkins County, Inc. (HSC)


Application #17: Work Preserve Job Training: Job Readiness, Historic Ithaca, Inc.


Application #18: Immigrant Services Program (ISP), Catholic Charities (Tompkins/Tioga Counties)


Application #19: GIAC Computer Lab, Greater Ithaca Activities Center, Inc. (GIAC)

Application #20: Pre-Apprentice Program % Work Services, Black Hands Universal


Application #21: Latino Multicultural Center, No Más Lágrimas

## 2019 CDBG Activities

**Housing Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Sponsored Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Economic Development Activities**
- Sponsor: INHS
  - 1.0 Economic Development Loan Fund
    - HUD Entitlement Amount: 1,000,000.00
    - Budget Cost: 1,000,000.00
    - Expended Cost: 1,000,000.00
    - SPENT: 100%

- Sponsor: GIC
  - 9.0 Ithaca Reuse Center Acquisition
    - HUD Entitlement Amount: 100,000.00
    - Budget Cost: 100,000.00
    - Expended Cost: 100,000.00
    - SPENT: 100%

**Overall**
- Total HUD Entitlement Amount: 909,461.00
- Total Budget Cost: 475,420.84
- Total Expended Cost: 434,040.16
- Total SPENT: 52%

## 2019 CDBG-CV Activities

**Home Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Sponsored Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Economic Development Activities**
- Sponsor: INHS
  - 1.0 Economic Development Loan Fund
    - HUD Entitlement Amount: 1,000,000.00
    - Budget Cost: 1,000,000.00
    - Expended Cost: 1,000,000.00
    - SPENT: 100%

- Sponsor: GIC
  - 9.0 Ithaca Reuse Center Acquisition
    - HUD Entitlement Amount: 100,000.00
    - Budget Cost: 100,000.00
    - Expended Cost: 100,000.00
    - SPENT: 100%

**Overall**
- Total HUD Entitlement Amount: 909,461.00
- Total Budget Cost: 475,420.84
- Total Expended Cost: 434,040.16
- Total SPENT: 52%

## 2020 CDBG Activities

**Home Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Sponsored Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Economic Development Activities**
- Sponsor: INHS
  - 1.0 Economic Development Loan Fund
    - HUD Entitlement Amount: 1,000,000.00
    - Budget Cost: 1,000,000.00
    - Expended Cost: 1,000,000.00
    - SPENT: 100%

- Sponsor: GIC
  - 9.0 Ithaca Reuse Center Acquisition
    - HUD Entitlement Amount: 100,000.00
    - Budget Cost: 100,000.00
    - Expended Cost: 100,000.00
    - SPENT: 100%

**Overall**
- Total HUD Entitlement Amount: 909,461.00
- Total Budget Cost: 475,420.84
- Total Expended Cost: 434,040.16
- Total SPENT: 52%

## 2020 CDBG-CV Activities

**Home Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Sponsored Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 32,500.00
    - Budget Cost: 32,500.00
    - Expended Cost: 32,500.00
    - SPENT: 100%

**Economic Development Activities**
- Sponsor: INHS
  - 1.0 Economic Development Loan Fund
    - HUD Entitlement Amount: 1,000,000.00
    - Budget Cost: 1,000,000.00
    - Expended Cost: 1,000,000.00
    - SPENT: 100%

- Sponsor: GIC
  - 9.0 Ithaca Reuse Center Acquisition
    - HUD Entitlement Amount: 100,000.00
    - Budget Cost: 100,000.00
    - Expended Cost: 100,000.00
    - SPENT: 100%

**Overall**
- Total HUD Entitlement Amount: 909,461.00
- Total Budget Cost: 475,420.84
- Total Expended Cost: 434,040.16
- Total SPENT: 52%

## 2021 CDBG Activities

**Home Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 42,650.00
    - Budget Cost: 42,650.00
    - Expended Cost: 42,650.00
    - SPENT: 100%

**Sponsored Activities**
- Sponsor: INHS
  - 1.0 Homeowner Rehab
    - HUD Entitlement Amount: 42,650.00
    - Budget Cost: 42,650.00
    - Expended Cost: 42,650.00
    - SPENT: 100%

**Economic Development Activities**
- Sponsor: INHS
  - 1.0 Economic Development Loan Fund
    - HUD Entitlement Amount: 1,000,000.00
    - Budget Cost: 1,000,000.00
    - Expended Cost: 1,000,000.00
    - SPENT: 100%

- Sponsor: GIC
  - 9.0 Ithaca Reuse Center Acquisition
    - HUD Entitlement Amount: 100,000.00
    - Budget Cost: 100,000.00
    - Expended Cost: 100,000.00
    - SPENT: 100%

**Overall**
- Total HUD Entitlement Amount: 909,461.00
- Total Budget Cost: 475,420.84
- Total Expended Cost: 434,040.16
- Total SPENT: 52%
## IURA Grants Summary

### January 2022

<table>
<thead>
<tr>
<th>SCHEDULE</th>
<th>HUD ENTITLEMENT ACTIVITIES</th>
<th>SPONSOR</th>
<th>BUDGET</th>
<th>EXPENDED</th>
<th>UNEXPENDED</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ok 11.0</td>
<td>Great Neighbor &amp; Essential Resource</td>
<td>Ithaca Community Gardens, Inc.</td>
<td>41,200.00</td>
<td>0.00</td>
<td>41,200.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 12.0</td>
<td>Urban Bus Stop Upgrade Project</td>
<td>TCAT</td>
<td>17,100.00</td>
<td>0.00</td>
<td>17,100.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 13.0</td>
<td>New Gym Renovations</td>
<td>Ithaca Community Gardens, Inc.</td>
<td>100,000.00</td>
<td>0.00</td>
<td>100,000.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 14.0</td>
<td>Work Preserve: Job Readiness</td>
<td>Human Services Coalition</td>
<td>25,000.00</td>
<td>0.00</td>
<td>25,000.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 15.0</td>
<td>16.0 Immigrant Services Program</td>
<td>Catholic Charities</td>
<td>30,000.00</td>
<td>0.00</td>
<td>30,000.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 17.0</td>
<td>A Place to Stay</td>
<td>Catholic Charities</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 18.0</td>
<td>19.0 2021 CDBG Admin</td>
<td>Ithaca Community Gardens, Inc.</td>
<td>138,158.60</td>
<td>8,012.37</td>
<td>130,146.23</td>
<td>6%</td>
</tr>
<tr>
<td>ok 19.0</td>
<td>Economic Development Loan Fund</td>
<td>Ithaca Community Gardens, Inc.</td>
<td>160,000.00</td>
<td>0.00</td>
<td>160,000.00</td>
<td>0%</td>
</tr>
</tbody>
</table>

Total: 891,452.26 8,012.37 883,439.89 1%

### 2021 HOME Activities

<table>
<thead>
<tr>
<th>SCHEDULE</th>
<th>HOME ENTITLEMENT ACTIVITIES</th>
<th>SPONSOR</th>
<th>BUDGET</th>
<th>EXPENDED</th>
<th>UNEXPENDED</th>
<th>% SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ok 1.0</td>
<td>110 Auburn Street Homeowner Project</td>
<td>INHS</td>
<td>24,999.00</td>
<td>0.00</td>
<td>24,999.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 2.0</td>
<td>Homeowner Rehab</td>
<td>INHS</td>
<td>57,170.80</td>
<td>0.00</td>
<td>57,170.80</td>
<td>0%</td>
</tr>
<tr>
<td>ok 5.0</td>
<td>511 S. Plain Street For-Sale Duplex</td>
<td>INHS</td>
<td>77,850.00</td>
<td>0.00</td>
<td>77,850.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 6.0</td>
<td>Housing Scholarship Program</td>
<td>The Learning Web</td>
<td>75,600.00</td>
<td>0.00</td>
<td>75,600.00</td>
<td>0%</td>
</tr>
<tr>
<td>ok 23.0</td>
<td>2021 HOME Admin</td>
<td>Ithaca Community Gardens, Inc.</td>
<td>33,471.50</td>
<td>5,469.79</td>
<td>28,001.71</td>
<td>16%</td>
</tr>
</tbody>
</table>

Total: 343,981.30 5,469.79 337,511.51 2%

### Total Unexpended Funds

- Unexpended CDBG Entitlement Funds (Excludes CDBG-CV Funds): 1,109,907.66
- CDBG Revolving Loan Fund Balance (End Bank Balance excluding interest): 199,044.39
- Unexpended HOME Entitlement Funds: 762,364.71
- Unexpended HOME Program Income: 0.00
- HOME Program Income Unassigned: 0.00

Total Unexpended HUD Funds: 2,071,316.96

Unexpended CDBG-CV Funds: 404,840.16
Unexpended CDBG-CV Program Income: 29,200.00
Total Unexpended COVID-19 Funds: 434,040.16

Total Unexpended HUD Funds: 2,476,157.12

### 1.5 CDBG Spend Down Ratio Analysis (must be less than 1.5 by June 1st of each year):

- CDBG Spend Down Ratio = total unexpended CDBG funds/most recent annual CDBG award
  - Most Recent Annual CDBG Award: 690,793
  - 1.5 x Most Recent CDBG Award: 1,036,190
  - Current Unexpended CDBG Funds: 1,308,952.25
  - Current CDBG Spend Down Ratio: 1.8949

Compliance With 1.5 CDBG Spend Down Ratio: No

Amount Required to be Expended by 6/1 to Meet CDBG Spend Down Ratio: 272,762.75

Page 2 of 2
### Loan Repayments Due to IURA

**January 2022**

#### Entitlement Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar Creek (OK HOME/OK HODAG)</td>
<td>$100,000</td>
<td>2008</td>
<td>2038</td>
<td>5</td>
<td>N/A</td>
<td>N/A</td>
<td>$190,396.59</td>
<td>Int. Only Pmts. due to cash flow</td>
<td>N/A</td>
</tr>
<tr>
<td>Breckenridge Place</td>
<td>$400,000</td>
<td>2012</td>
<td>2053</td>
<td>1</td>
<td>N/A</td>
<td>-</td>
<td>$521,414.51</td>
<td>Int. only pmts. due to cash flow</td>
<td>05/04/21</td>
</tr>
</tbody>
</table>

**Total Entitlement Loans** $580,000

#### CD-RLF Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhaca Coffee Roasting Facility</td>
<td>$100,000</td>
<td>2013</td>
<td>2034</td>
<td>2.5</td>
<td>$537.42</td>
<td>$537.42</td>
<td>$31,877.42</td>
<td>Current</td>
<td>1/10/2022</td>
</tr>
<tr>
<td>LAG Restaurant (The Rock)</td>
<td>$46,000</td>
<td>2016</td>
<td>2023</td>
<td>2.5</td>
<td>$600.72</td>
<td>$600.72</td>
<td>$9,393.06</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>210 Hancock</td>
<td>$120,000</td>
<td>2016</td>
<td>2049</td>
<td>3.5</td>
<td>$569.87</td>
<td>$569.87</td>
<td>$115,582.35</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>Tompkins Community Action (Harriet Gianelli)</td>
<td>$94,200</td>
<td>2018</td>
<td>2039</td>
<td>2.5</td>
<td>$440.54</td>
<td>$481.08</td>
<td>$73,446.19</td>
<td>Current</td>
<td>1/31/2022</td>
</tr>
<tr>
<td>Tompkins Community Action Relocation Loan</td>
<td>$90,980</td>
<td>2018</td>
<td>2029</td>
<td>2.5</td>
<td>$857.48</td>
<td>$714.96</td>
<td>$87,450.35</td>
<td>Current</td>
<td>1/31/2022</td>
</tr>
<tr>
<td>Scattered Site Preservation</td>
<td>$160,000</td>
<td>2018</td>
<td>2051</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>$134,138.03</td>
<td>Annual Pmts Subject to Cash Flow</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Total CD-RLF Loans** $595,160

#### CD-RLF Priority Business

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Theatre</td>
<td>$458,500</td>
<td>2009</td>
<td>2029</td>
<td>2</td>
<td>$1,741.96</td>
<td>$1,741.96</td>
<td>$318,170.00</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>Liquid State Brewing Company</td>
<td>$70,000</td>
<td>2017</td>
<td>2025</td>
<td>2.5</td>
<td>$975.54</td>
<td>$975.54</td>
<td>$35,482.41</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>Urban Core</td>
<td>$206,000</td>
<td>2017</td>
<td>2038</td>
<td>2.5</td>
<td>$1,068.43</td>
<td>$1,068.43</td>
<td>$174,610.33</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>Home Cooking</td>
<td>$100,000</td>
<td>2020</td>
<td>2028</td>
<td>3.5</td>
<td>$1,343.99</td>
<td>$1,343.99</td>
<td>$94,707.60</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>GreenStar Corp</td>
<td>$400,000</td>
<td>2019</td>
<td>2039</td>
<td>3.5</td>
<td>$3,955.43</td>
<td>$3,955.43</td>
<td>$342,851.91</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
</tbody>
</table>

**Total CD-RLF Priority Business** $1,258,500

#### CDBG Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>210 Hancock</td>
<td>$130,404</td>
<td>2018</td>
<td>2048</td>
<td>2</td>
<td>N/A</td>
<td>$730,129.03</td>
<td>$135,875.68</td>
<td>Int. only pmts. due to cash flow</td>
<td>8/28/2020</td>
</tr>
</tbody>
</table>

**Total CDBG Loans** $876,823

#### Non-CDBG Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhaca Downtown Assoc (Canopy Hotel)</td>
<td>$1,375,000</td>
<td>2016</td>
<td>2037</td>
<td>3.0%</td>
<td>$7,680.18</td>
<td>$7,680.18</td>
<td>$1,183,252.43</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>324 Buffalo St. Loan</td>
<td>$110,000</td>
<td>2021</td>
<td>2036</td>
<td>2.6%</td>
<td>$508.30</td>
<td>$508.30</td>
<td>$168,033.81</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
<tr>
<td>107-109 South Titus</td>
<td>$578,500</td>
<td>2020</td>
<td>2035</td>
<td>2.6%</td>
<td>$2,294.57</td>
<td>$2,294.57</td>
<td>$344,216.43</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
</tbody>
</table>

**Total Non-CDBG Loans** $2,063,555

#### HODAG Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breckenridge Place</td>
<td>$600,000</td>
<td>2012</td>
<td>2043</td>
<td>2</td>
<td>$2,217.72</td>
<td>$2,217.72</td>
<td>$471,912.77</td>
<td>Current</td>
<td>1/1/2022</td>
</tr>
</tbody>
</table>

**Total HODAG Loans** $600,000

#### HOME Loans

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stone Quarry Apartments, LLC</td>
<td>$370,000</td>
<td>2014</td>
<td>2045</td>
<td>2</td>
<td>N/A</td>
<td>-</td>
<td>$377,620.34</td>
<td>Int. only pmts. due to cash flow</td>
<td>5/4/2021</td>
</tr>
<tr>
<td>210 Hancock</td>
<td>$206,923</td>
<td>2017</td>
<td>2047</td>
<td>2</td>
<td>N/A</td>
<td>-</td>
<td>$215,615.47</td>
<td>Int. only pmts. due to cash flow</td>
<td>8/28/2020</td>
</tr>
<tr>
<td>Founder’s Way</td>
<td>$195,900</td>
<td>2021</td>
<td>2053</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>$171,851.59</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Cayuga Flats</td>
<td>$100,000</td>
<td>2020</td>
<td>2070</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
<td>$100,083.33</td>
<td>Permanent Construction Period Commenced 12/1/2021.</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Total HOME Loans** $876,823

#### Total IURA Loan Portfolio

<table>
<thead>
<tr>
<th>Loan Name</th>
<th>Original Loan</th>
<th>Year</th>
<th>First Due Date</th>
<th>Year</th>
<th>Monthly Pmt</th>
<th>Paid</th>
<th>Loan Balance</th>
<th>Status</th>
<th>Date Pmts Due</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$6,774,441</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$25,218.00</td>
<td>$5,495,464.43</td>
<td>Agrees to Balance Sheet for January 2022</td>
</tr>
</tbody>
</table>

**Notes**

1. State Theatre’s loan was extended/balloon payment now due in March 2030.
2. Cedar Creek’s first Interest Only payt. due 1/1/11 - yearly payt. subject to available cash flow
3. Permanent phase for Stone Quarry began 11/1/2015. Permanent phase interest rate is 2%.
4. Canopy Hotel closed on 8/10/2016. Interest only pmts. were due for the first 15 months. Interest rate is adjustable every five years.
6. Delante Loan was disbursed 3/2/2016. First 6 months Interest Only payments due began 3/1/2016. Interest Rate 3.5%.
7. 210 Hancock CDBG & HOME loans-permanent phase commenced 12/1/2017. Interest rate 2% (compounded annually); Annual payment subject to cash flow.
8. Urban Core Loan was disbursed 8/20/2017 for closing on 8/30/2017. First 6 months Interest Only payments due began 10/1/2017. Interest Rate 3.5%.
10. Permanent phase for the 324 Buffalo St. is 15 years but the loan is amortized over 24 years. A balloon pmt of principal & interest is due in 2036 for approx. $49,518.74.
<table>
<thead>
<tr>
<th>Project</th>
<th>Monthly Fee</th>
<th>Quarterly Fee</th>
<th>Yearly Fee</th>
<th>Status</th>
<th>Date Last Payt. Rec’d</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cherry Street Industrial Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaporated Metal Films</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yearly Maintenance Fee - July</td>
<td>$ 236.80</td>
<td></td>
<td></td>
<td>Current</td>
<td>8/13/2021</td>
</tr>
<tr>
<td>Precision Filters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yearly Maintenance Fee - July</td>
<td>$ 375.00</td>
<td></td>
<td></td>
<td>Current</td>
<td>7/12/2021</td>
</tr>
<tr>
<td>Cayuga Green</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allpro Parking - air rights lease</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Lease</td>
<td></td>
<td></td>
<td></td>
<td>Past Due - owes January 2022</td>
<td>1/11/2022</td>
</tr>
<tr>
<td>(rate change 1/1/2022)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cayuga Green-Parcel A ground floor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Lease-rate change on 2/1/2021</td>
<td>$ 6,872.50</td>
<td></td>
<td></td>
<td>Current</td>
<td>1/7/2022</td>
</tr>
<tr>
<td>Cinemapolis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Lease-rate change on 5/1/21</td>
<td>$ 3,363.00</td>
<td></td>
<td></td>
<td>Current</td>
<td>1/7/2022</td>
</tr>
<tr>
<td>Qtly Maint Fee- Jan., April, July, Oct.</td>
<td>$ 297.60</td>
<td></td>
<td></td>
<td>Current</td>
<td>1/7/2022</td>
</tr>
<tr>
<td>(Maint Fee rate change on 7/1/21)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Leases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southside Community Center-RIBS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Lease -New rate 7/1/21</td>
<td>$ 474.74</td>
<td></td>
<td></td>
<td>Past Due - owes January 2022</td>
<td>10/1/2021</td>
</tr>
<tr>
<td>Farmer’s Market/Steamboat Landing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarterly Lease - June, Aug., Oct., Dec.</td>
<td>$ 8,854.00</td>
<td></td>
<td></td>
<td>Past Due-owes December 2021-Pmt was received &amp; deposited by the City's Building Division. Invoice sent to City. Pmt will be reflected when rec’d.</td>
<td>12/2/2021</td>
</tr>
</tbody>
</table>
Annual Community Assessment (ACA) Report

for

City of Ithaca, New York

Covering the Program Year of:

August 1, 2020 – July 31, 2021
INTRODUCTION

As a recipient of HUD Entitlement funds, the City of Ithaca is required to annually report on the progress made in carrying out the goals and priorities of the Consolidated Plan. The Consolidated Annual Performance and Evaluation Report (CAPER) is designed to be a tool to report the activities undertaken during the previous year and shared with HUD as well as the local community stakeholders and residents.

The HUD Office is required to conduct an annual assessment of the City’s performance to determine whether the planning, activities, and reporting were carried out in accordance with applicable requirements. The City is invited to provide any updates or comments to the HUD Office within the next 30 days. Following the 30-day period, the report will be finalized and sent to the Chief Elected Officer of your community. The report will be available to the public as requested.

Assessment Period: August 1, 2020 – July 31, 2021
2nd Year of a 5-year Consolidated Plan

The City applied for and received funding for the following programs:

Community Development Block Grant (CDBG) $ 682,620
Community Development Block Grant (CDBG-CV) $ 769,461
Home Investment Partnerships (HOME) $ 335,099
Total Funding Awarded: $ 1,787,180

Total funding expended during the reporting period: $807,004.00 (includes funds from prior years)

The total CDBG-CV funding expended during the reporting period: $351,002.00

PART I: Summary of Grantee Performance

CPD Programs
The City submitted the 2020 Annual Performance and Evaluation Report (CAPER) which summarized performance during the reporting period. The report revealed that activities were implemented consistent with the goals and objectives set forth in the City’s Consolidated Plan and Annual Action Plan. Any exceptions are noted for additional information or clarification.

Highlights include:

- Citizen participation was conducted during the program year that exceeds HUD requirements.
- The City was compliant with Admin. caps for CDBG and HOME.
- The City was compliant and exceeded expectations with the CDBG Low-Mod Income beneficiary threshold in 2020 by expending 100% of CDBG resources in low-moderate income communities.
- Ithaca satisfied the CDBG timeliness test as of 6/2/21 at 1.34
- Ithaca met the HOME commitment and expenditure deadlines during the reporting period.
• Ithaca’s Single Audit Report is current through 12/31/19 and is in need of updated submission for 2020.
• Through actionable relationship building the City and its partners created the Ithaca Eviction/Displacement Defense (IEDD) Project, which provides a full spectrum of services to tenants from basic tenants’ rights information to services designed to support housing stability including homeownership services for Ithaca tenants.
• During the pandemic, Ithaca increased their level of collaboration not only at the on sought of an extremely challenging programming year but remained consistent with a heightened level of collaboration and communication with partners and community stakeholders necessary for successful program implementation to prevent, prepare, and respond to the coronavirus.

Areas for follow up or clarification:

• Ithaca was very communicative throughout the review process and satisfactorily made adjustments and updates when necessary. The City provided timely explanations during the CAPER review process and all items of question were addressed thoroughly.

Compliance Summary and Updates:

• Ithaca has no open monitoring findings.

Other HUD Programs
Fair Housing and Equal Opportunity:

FY-2020
The 2020 Ithaca CAPER was evaluated by Region 2 Office of Fair Housing and Equal Opportunity (FEHO) on December 15, 2021. A copy of the full FHEO CAPER review will be sent in a separate attachment. Any FHEO questions and concerns regarding this 2020 FHEO CAPER review should be addressed to Jennifer Liebman, Equal Opportunity Specialist at jennifer.m.liebman@hud.gov

Ithaca continues to incorporate goals and action steps identified from their 2017 Assessment of Fair Housing report, which addresses barriers and actions necessary to remove them, which is commendable.

PART II: HUD Evaluation and Conclusions

The following determinations have been made relative to the City’s capacity to carry out CDBG funded activities:

1. The City has carried out its program substantially as described in its Consolidated Plan submission.

2. The Consolidated Plan submission as implemented complies with the requirements of the Housing and Community Development Act of 1974, and other applicable laws and regulations.
3. The City has the continuing capacity to carry out the approved program in a timely manner.

If you have any questions or would like to discuss the Assessment Report, please feel free to contact Tremeeka L. Norman, Community Planning and Development Representative on behalf of Rashika Hall, Community Planning and Development Representative, at 716-646-7077 or Tremeeka.L.Norman@hud.gov. If you disagree with this assessment, please respond via email to: William.T.OConnell@hud.gov. Your response should identify any areas of disagreement and corrections or any additional comments you would like HUD to consider.