

Gaming And Leisure Advisors

Confidential Business Plan for Traditions Resort & Casino

June 12, 2014

Confidential Business Plan for Traditions Resort & Casino

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Executive Summary

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Competition

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Financial Projection

Traditions Resort and Casino					
Revenue and EBITDARM Estimates 5/31/14					
	Annual Year 1	Annual Year 2	Annual Year 3	Annual Year 4	Annual Year 5
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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Traditions Resort & Casino:

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Project Description

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Project Cost

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Market Analysis

[REDACTED]

Competitive Set & Positioning

[REDACTED]

Location	Name	Machines	Tables	Positions
Monticello, NY	Mighty M Gaming	1,110	0	1,110
Nichols, NY	Tioga Downs	800	0	800
Saratoga Springs,	Saratoga Gaming and Raceway	1,782	0	1,782
Vernon, NY	Turning Stone Casino	2,162	117	2,864
Vernon, NY	Vernon Downs Casino & Hotel	767	0	767
Farmington, NY	Finger Lakes Casino &	1,200	0	12,576
Wilkes-Barre, PA	Mohegan Sun at Poconos	2,332	84	2,836
Mount Pocono, PA	Mt. Airy Resort	1,985	72	2,417
Total		12,138	273	25,152

[REDACTED]

Pennsylvania Gaming Operations

[REDACTED]

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New York Gaming Operations

[REDACTED]

[REDACTED]

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Market Size and Segmentation

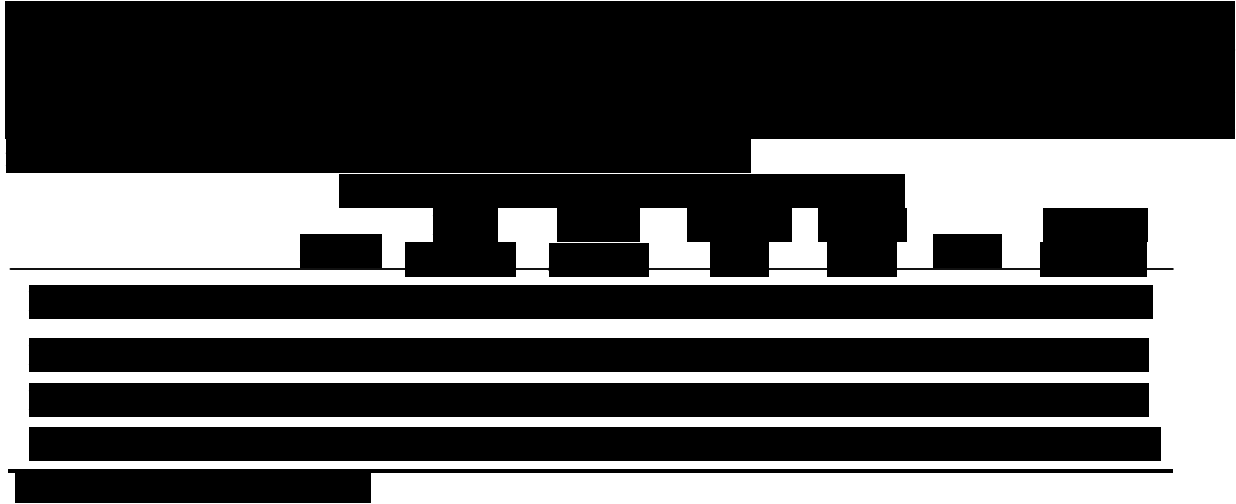
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Traffic Intercept



Estimated First Year Revenue



Estimated Five Year Revenue



Regional Economic Catalyst:

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While generally viewed as a distinct region, the Finger Lakes and the Gorges of Ithaca are short trips from Binghamton. Working with these areas and venues to broaden the attractions of the Southern Tier is central to the success of the Traditions Resort & Casino, and the region

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Pennsylvania Market Re-capture

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Pennsylvania Gaming Operations

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Spin-off visitation

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Regional and Host Community Appeal

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Marketing Plan

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Database Marketing

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Interactive Marketing

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Company Description

The Wash family has owned the Traditions property for over a decade. The family is local. They were raised here. This is their home. The family knows the history of the property and the area, knows the community, is truly part of the community not just an investor.

WILLIAM WALSH, Traditions at The Glen

William Walsh is a principal owner of a third generation family enterprise known as Walsh and Sons Construction, based in Broome County, New York. Starting off in residential custom homes, the enterprise has expanded into the commercial-design/build market and has orchestrated numerous development projects in the Southern Tier Region.

In the past decade, Bill has been directly involved in the restoration and expansion of the former IBM Heritage Country Club into what is now a first class Resort and Conference Center known as Traditions at the Glen. He is also a member of the Homestead Development Group, which is currently undertaking numerous development projects in the local community. William meanwhile serves on the boards of various local non-for-profit organizations and church groups

PETER WALSH, Traditions at The Glen

After graduating from Colorado State University in 2008, Pete started his career at Coscan Construction as a project engineer for high-rise condominium projects on North Miami Beach. He returned home in 2009 to contribute to the family businesses, Walsh and Sons Construction and Detekion Security Systems. He has since been instrumental in many local noteworthy construction projects including Jimmy Johns and Our Lady of Sorrows Church, and various security fence installation projects around the country.

Pete sits on the board of Traditions Resort and has played a key role in the evolution of the Resort facility and community facing events. Pete led much of the inspiration for Traditions Resort and Casino. He has ambitions to improve the quality of life for residents of the Southern Tier, and feels this project is a great opportunity.

MATT WALSH, Traditions at The Glen

After graduating from Cornell University in 2003, Matt started his career in the Affiliate business at MTV Networks. He then spent three years in Investment Management at Lehman Brothers before choosing to return home to contribute to the family business. He has since opened the Salt Sanctuary at The Spa at Traditions.

Matt is excited to be making a positive impact in the community that he grew up in. He envisions Broome County as a new destination for tourism in the Southern Tier, a place where graduates from local universities will want to stay and contribute to our community.

JOHN J. HUSSAR, Grey Goose Graphics LLC

John Hussar, partner, Grey Goose Graphics LLC, is responsible for all business functions of the Endwell, NY, based multimedia design studio. His expertise in sales & marketing, contracting, IT and marketing project management, technical consulting, web/graphic design/video production and product delivery/implementation to the Traditions at The Glen team.

John has a diverse background that spans many industries, including sales, management, healthcare and emergency services. Raised in Johnson City, he has deep local ties to the community, having received part of his education from Broome County Community College and Binghamton University; he previously served as a member of the Union Volunteer Emergency Squad from 1985-2007 and joined the Endwell Fire Department in 2008 where he remains an active firefighter today.

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The Manager

The management team Traditions has engaged draws upon a significant record of success developing and operating gaming destinations in Upstate New York and beyond. As noted previously in this Application, to manage the Traditions Resort and Casino, the Applicant has entered into a Management Services Agreement with Gaming & Leisure Advisors, LLC, or GALA, an affiliate of Seneca Gaming Corporation (SGC), which is headquartered in Western New York. We elected to team with Seneca Gaming for many reasons including, in particular, its record of success and experience operating in upstate New York, the strength of its management team, and synergistic marketing opportunities.

Gaming & Leisure Advisors, LLC (GALA) Management Team

A key consideration in the Applicant's selection of GALA to serve as Manager is the experience of the management team that will be brought to bear. In addition to significant operating experience, we believe that GALA and its affiliates are large enough to attract and retain a deep and sophisticated pool of gaming professionals, while being small enough to ensure that the Traditions Resort and Casino is given an appropriate degree of prominence, focus and attention within the overall business operations of the SGC corporate family.

Cathy Walker, President and CEO: Cathy Walker joined Seneca Gaming Corporation in 2008 as Chief Operating Officer and was named president and CEO in 2010. Under her leadership, the company has achieved a standard of outstanding operational performance, which has become the hallmark of the company's operational philosophy. Among the company's many notable achievements of the past few years is the completion of more than \$220 million in construction projects across its portfolio of properties. Seneca Gaming Corporation is today widely viewed across the gaming industry as a model of operational efficiency, responsible management and practical investment. A respected leader, she has become an active member of the Western New York business and philanthropic community, and serves on a number of boards and committees, including the Community Foundation of Greater Buffalo, the Niagara Area Foundation, and the Buffalo Niagara Partnership, the region's largest business organization. Since starting her casino operations career nearly 20 years ago, Ms. Walker has held executive positions with Trump Entertainment Resorts, Harrah's Entertainment, and Players Hotel Casino. She has led successful gaming properties in New York, New Jersey, Indiana, and Louisiana. Prior to her operations career, Ms. Walker served 13 years as Assistant General Counsel for the New Jersey Casino Control Commission. She is a graduate of Rutgers University and Rutgers Law School.

Audrey Oswell, Chief Operating Officer: Audrey Oswell was named Chief Operating Officer at Seneca Gaming Corporation in 2013. She works closely with the senior management team and the corporation's Board of Directors in managing the business and operational aspects of Seneca Niagara Casino & Hotel, Seneca Allegany Casino & Hotel and the new Seneca Buffalo Creek Casino. Ms. Oswell has more than 30 years' experience in the gaming industry and has served in top executive leadership positions, including President, Chief Executive Officer and Chief Operating Officer at several gaming properties across the country. Prior to joining Seneca Gaming Corporation, she was the Chief Gaming Officer at the Atlantis resort in the Bahamas. Her impressive career has also included senior management roles at Resorts International and Caesar's in Atlantic City and the Cosmopolitan and Fontainebleau Resort in Las Vegas. Throughout her career, Ms. Oswell has participated in raising more than \$1.4 billion for property acquisition and expansion plans, and has achieved a successful record of driving revenue through an integrated approach to operations. She has earned degrees from Temple University and Drexel University.

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David Sheridan, Chief Financial Officer: David Sheridan has served as the company's Chief Financial Officer since 2008. Throughout that time, he has helped the company cultivate an exceptional reputation with the financial community, which it maintains to this day. The company's exceptional performance during the depths of the economic recession and its ability to successfully refinance \$500 million in bonds in 2010 underscore the regard in which Seneca Gaming Corporation is held. Mr. Sheridan provides oversight and direction for an organization with assets totaling more than \$1 billion with annual revenues of more than \$600 million, and departments responsible for more than \$300 million in annual purchases, and payroll in excess of \$110 million annually. A Certified Public Accountant, Mr. Sheridan formerly served as Chief Financial Officer for the Oneida Indian Nation of New York and its enterprises, including Turning Stone Resort and Casino. Throughout his career, he has provided key leadership in the negotiation and issuance of more than \$1.2 billion in the high yield markets, tax exempt markets and through bank syndications. The Native American Finance Officers' Association honored Mr. Sheridan with its Chief Financial Officer of the Year award in 2011. Prior to his work in the gaming industry, he spent seven years with PricewaterhouseCoopers, one of the nation's leading financial consulting services companies. He is a graduate of LeMoyne College in Syracuse, New York.

Kirstin Lowry Sommers, General Counsel: Kirstin Lowry Sommers was named General Counsel at Seneca Gaming Corporation in 2012. She oversees all legal processes, policies and actions on behalf of the corporation's Board of Directors, the company and its three casino operations, including contracts, risk management, compliance, and regulatory oversight. As a litigator, Ms. Lowry Sommers has a background in complex commercial and securities litigation and has defended commercial contract and securities class actions, among other matters. In addition, she has extensive experience in development and sustainable initiatives, having worked with builders, contractors, suppliers and governmental entities in matters involving contracting and risk mitigation. Ms. Lowry Sommers was among the first of relatively few attorneys in the region to have earned the prestigious LEED® Accredited Professional qualification. In addition to her work with Seneca Gaming Corporation and in maintaining her own private practice, she previously worked in an Of Counsel capacity with the Buffalo law firm of Hurwitz & Fine and as a litigation associate with Nixon Peabody. A recognized leader in the field, Ms. Lowry Sommers has counseled numerous clients in the areas of American Indian law and policy. An enrolled member of the Seneca Nation of Indians, she is a graduate of the State University of New York at Fredonia and the State University of New York at Buffalo School of Law.

Robert Chamberlain, Sr. Vice President of Design and Construction: For nearly 40 years, Rob Chamberlain has played a leading role in engineering and construction projects around the world. His work with Seneca Gaming Corporation began in 2005 with the construction of the 26-story hotel tower at Seneca Niagara Casino, and he has helped the Seneca Nation of Indians leave an indelible stamp on the landscape of Western New York. Through his leadership, Seneca Gaming Corporation has been able to complete development projects totaling hundreds of millions of dollars, often completing the work ahead of schedule and under budget. These projects have included the construction of the permanent Seneca Allegany Casino & Hotel property, as well as a second hotel tower at that property, construction of the new Seneca Buffalo Creek Casino, major renovations of the main gaming floor, hotel rooms and buffet at Seneca Niagara Casino & Hotel, and the development of the award-winning Seneca Hickory Stick Golf Club. Mr. Chamberlain is a registered Professional Engineer, whose world-wide resume includes projects across the United States, Europe, Asia and the Middle East. In addition to his work with Seneca Gaming Corporation, his gaming industry experience includes a \$100 million expansion at Foxwoods Casino Resort and a wide variety of additional projects at that property. Mr. Chamberlain is a graduate of the University of Canterbury in New Zealand.

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Paul Tjounakaris, Vice President of Slot Operations: Paul Tjounakaris is a recognized slot operations executive who joined Seneca Gaming Corporation in 2012. As Vice President of Slot Operations, he oversees the company's slot machine strategy and its robust offerings of more than 6,500 slots across its three properties. Mr. Tjounakaris began his gaming industry career in 1979, and has successfully opened and operated several slot operations at numerous casino properties, including the Seminole Gaming and Hard Rock Hotel casinos, Borgata Hotel Casino, Caesar's Hotel Casino, Dover Downs Hotel Casino and Casino Windsor. While with Seminole Gaming and Hard Rock Hotel Casinos, he was responsible for the overall gaming operations and strategic direction of seven gaming properties owned by the Seminole Tribe of Florida. A pioneer behind several significant slot machine technology developments, Mr. Tjounakaris is adept at utilizing technology, slot floor layout and game offerings to help maximize slot revenues and expand market share. In addition to his experience in the United States and Canada, he has assisted on slot development projects in Europe and Africa.

Liza Cartlidge, Vice President of Business Operations and Strategy Execution: Liza Cartlidge brought more than 30 years of gaming industry experience to the Seneca Gaming Corporation management team when she joined the company in 2011. As Vice President of Business Operations and Strategy Execution, she has played a leading role in creating a strategic plan for the corporation in helping to strengthen its internal processes, prioritize high impact capital investments and realize substantial cost savings. Ms. Cartlidge served on the Buffalo Creek Community Development Fund Advisory Committee, which provided grants totaling \$1 million for infrastructure, beautification and community improvement projects in the neighborhood surrounding Seneca Buffalo Creek Casino. She has built a distinguished casino management career, serving in executive positions at both the property and corporate levels for multiple gaming properties in both New Jersey and Nevada, including Harrah's Reno Casino Hotel, Harrah's Atlantic City Casino Hotel, Showboat Atlantic City, Harrah's Las Vegas, Harrah's Entertainment Nevada Division, Harrah's Atlantic City and Caesar's Atlantic City.

Lou Anderson, Director of Compliance: Since joining Seneca Gaming Corporation in 2009, Lou Anderson has served as the company's chief regulatory compliance officer at its three casino properties. He is the company's primary liaison with the Seneca Gaming Authority, the independent regulatory agency which oversees compliance and regulatory matters for all of the Seneca Nation's gaming operations. In addition, Mr. Anderson oversees issues relative to corporate governance, investigations, and the Seneca Nation's gaming compact with New York State. He is a former Vice President of Legal Affairs with Harrah's Entertainment, where he served as the chief legal officer for the company's land-based and riverboat casinos in New Jersey, Illinois, Indiana, Missouri, and Iowa, as well as Native American gaming facilities in Kansas and North Carolina. He also served as counsel to the Casino Association of New Jersey, which included the drafting of casino legislation and regulatory reform initiatives. Mr. Anderson also served as the Vice President and General Counsel at the Showboat Casino Hotel in Atlantic City. A practicing attorney for more than 30 years, he graduated from West Chester State College and Dickinson School of Law.

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Matthew Roob, Executive Director of Financial Planning and Analysis: A strategic and financial analyst experienced in financial markets and management consulting, Matthew Roob has been with Seneca Gaming Corporation since 2011. He and his team analyze and evaluate the operational performance of all three Seneca Casinos properties, plus Seneca Hickory Stick Golf Club. Understanding the importance of each area of the company's extensive operation, Mr. Roob also directs the budgeting team for all three casinos, 12 restaurants, two hotels and the golf course under the Seneca Gaming Corporation umbrella. In addition, he provides marketplace analysis, in order to identify competitors and potential opportunities. Mr. Roob has provided financial analysis and strategic planning services to gaming industry companies for more than 20 years. At Keystone Gaming Group and Merit Management, he initiated and implemented operational changes at a large tribal casino, resulting in higher EBITDA on lower revenue. Mr. Roob also directed market research and financial modeling for tribal casino projects, and led an operations-improvement project for a multi-property casino operation in Latin America. He also held management positions at Empress Entertainment and KPMG Consulting. Mr. Roob holds degrees from Kenyon College and the University of Chicago.

Greg Bechkos, Vice President of Marketing: Greg Bechkos is responsible for creating and directing the marketing vision for all Seneca Gaming properties. Mr. Bechkos and his team manage patron outreach and engagement activities to all casino patrons through advertising, direct mail, database marketing, promotions, events, entertainment, interactive marketing, and other initiatives designed to strengthen the Seneca Casinos brand and to build and maintain customer loyalty. This coordinated, multi-faceted approach has helped Seneca Gaming Corporation maintain prominence in its market at a time of increased competition for customers. Under his leadership and stewardship of the company's multi-million dollar marketing budget, Seneca Gaming Corporation has been able to increase the effectiveness of and guest response to his properties' direct marketing programs, and enhance the digital presence of its properties, while streamlining costs. An industry veteran with extensive experience in the U.S./Canada market, Mr. Bechkos spent more than ten years at Fallsview Casino Resort and Casino Niagara, most recently serving as Director of Marketing Services for the \$1 billion casino resort complex. He is a graduate of Niagara College.

Appendices and Supporting Information

2012

Broome County Construction Data

*Prepared by the Broome County Department of Planning and
Economic Development*

*Elaine Miller, Commissioner
Lora Zier, Senior Planner*

Prepared: February 2013

Broome County Construction for 2011 and 2012

	Type of Permit	2011			2012		
		Number of Permits	Number of Units	Value of Permits (\$)	Number of Permits	Number of Units	Value of Permits (\$)
R E S I D E N T I A L	<i>New Single Family Detached</i>	47	47	\$7,265,500	48	48	\$8,169,984
	<i>New Single Family Attached</i>	0	0	\$0	0	0	\$0
	<i>New Mobile Homes</i>	51	51	\$1,969,500	46	46	\$1,332,850
	<i>New Mobile Home Parks</i>	0	0	\$0	0	0	\$0
	<i>New Two Family</i>	2	4	\$350,000	2	4	\$160,000
	<i>New Multiple Family</i>	0	0	\$0	0	0	\$0
	Total New Residential Construction	100	102	\$9,585,000	96	98	\$9,662,834
	Alterations, Additions, & Repairs	1,249		\$16,905,986	1,964		\$17,015,333
	Total Residential Construction	1,349	102	\$26,490,986	2,060	98	\$26,678,167
N O N R E S I D E N T I A L	<i>New Commercial</i>	21		\$11,064,769	19		\$6,572,500
	<i>New Industrial</i>	1		\$0	2		\$1,800,000
	<i>New Public/Semi-Public</i>	0		\$0	1		\$50,000
	<i>New Other</i>	3		\$744,000	1		\$100,000
	Total New Non-Residential Construction	25		\$11,808,769	23		\$8,522,500
	Alterations, Additions & Repairs	308		\$41,425,417	526		\$60,616,096
	Total Non-Residential Construction	333		\$53,234,186	549		\$69,138,596
TOTAL CONSTRUCTION		1,682	102	\$79,725,172	2,609	98	\$95,816,763

Note: Value of Permits in 2011 is approximate because no values were provided for 2 single-family detached houses; 5 mobile homes; 2 residential alterations, additions and repairs; 2 commercial; 1 industrial and 8 non-residential alterations, additions and repairs. One municipality did not submit data for 2011 and at least one municipality estimated the value of residential construction.

Note: Value of Permits in 2012 is approximate because no values were provided for 1 single-family detached house.

2012 BUILDING PERMITS - RESIDENTIAL

Municipality	New Single Family (Detached)		New Single Family (Attached)			New Mobile Homes		New Mobile Parks			New Two Family		
	Permits	Value	Permits	Units	Value	Permits	Value	Permits	Units	Value	Permits	Units	Value
	City of Binghamton												
Town of Barker	2	\$235,000				4	\$72,000						
Town of Binghamton	3	\$800,000											
Town of Chenango	5	\$1,182,519				5	\$30,750						
Town of Colesville	2	\$318,000				15	\$653,000						
Town of Conklin	3	\$330,000											
Town of Dickinson	1	\$100,000											
Town of Fenton	2	\$100,262				5	\$145,700						
Town of Kirkwood	3	\$330,000				1	\$25,000						
Town of Lisle	2	\$159,000				4	\$100,000						
Town of Maine	3	\$127,000				2	\$110,000						
Town of Nanticoke	2	\$200,000											
Town of Sanford	3	\$860,000				3	\$60,000						
Town of Triangle	1	*				3	\$50,000						
Town of Union	4	\$665,000				1	\$72,000				2	4	\$160,000
Town of Vestal	5	\$1,910,000				3	\$14,400						
Town of Windsor	4	\$533,203											
Village of Deposit													
Village of Endicott	1	\$30,000											
Village of Johnson City	1	\$205,000											
Village of Lisle													
Village of Port Dickinson													
Village of Whitney Point	1	\$85,000											
Village of Windsor													
<i>Broome Total</i>	48	\$8,169,984	0	0	\$0	46	\$1,332,850	0	0	\$0	2	4	\$160,000

* No Data Available

** No Amount Provided

Total Values and Average Values are approximate where no values were provided in one or more categories at the municipal level.

Village of Lisle and Village of Windsor issued no residential or nonresidential permits in 2012.

Percentages are rounded to the nearest tenth.

2012 BUILDING PERMITS - RESIDENTIAL

Municipality	New Multiple family			Total New Residential Construction				Alterations, Additions & Repairs		
	Permits	Units	Value	Permits	Units	Value	Average	Permits	Value	Average
							Value (units)			Value
City of Binghamton								938	\$2,675,057	\$2,852
Town of Barker				6	6	\$307,000	\$51,167	49	\$696,862	\$14,222
Town of Binghamton				3	3	\$800,000	\$266,667	44	\$880,984	\$20,022
Town of Chenango				10	10	\$1,213,269	\$121,327	104	\$1,371,684	\$13,189
Town of Colesville				17	17	\$971,000	\$57,118	10	\$311,800	\$31,180
Town of Conklin				3	3	\$330,000	\$110,000	60	\$1,800,000	\$30,000
Town of Dickinson				1	1	\$100,000	\$100,000	35	\$346,000	\$9,886
Town of Fenton				7	7	\$245,962	\$35,137	73	\$713,824	\$9,778
Town of Kirkwood				4	4	\$355,000	\$88,750	53	\$719,692	\$13,579
Town of Lisle				6	6	\$259,000	\$43,167	10	\$120,000	\$12,000
Town of Maine				5	5	\$237,000	\$47,400	51	\$735,839	\$14,428
Town of Nanticoke				2	2	\$200,000	\$100,000	1	\$4,000	\$4,000
Town of Sanford				6	6	\$920,000	\$153,333	23	\$471,400	\$20,496
Town of Triangle				4	4	\$50,000	\$12,500	24	\$60,876	\$2,537
Town of Union				7	9	\$897,000	\$99,667	147	\$2,406,590	\$16,371
Town of Vestal				8	8	\$1,924,400	\$240,550	87	\$1,577,609	\$18,133
Town of Windsor				4	4	\$533,203	\$133,301	42	\$644,900	\$15,355
Village of Deposit								19	\$168,250	\$8,855
Village of Endicott				1	1	\$30,000	\$30,000	64	\$517,795	\$8,091
Village of Johnson City				1	1	\$205,000	\$205,000	94	\$593,151	\$6,310
Village of Lisle										
Village of Port Dickinson								4	\$21,800	\$5,450
Village of Whitney Point				1	1	\$85,000	\$85,000	32	\$177,220	\$5,538
Village of Windsor										
Broome Total	0	0	\$0	96	98	\$9,662,834	\$98,600	1,964	\$17,015,333	\$8,664

* No Data Available

** No Amount Provided

Total Values and Average Values are approximate where no values were provided in one or more categories at the municipal level.

Village of Lisle and Village of Windsor issued no residential or nonresidential permits in 2012.

Percentages are rounded to the nearest tenth.

2012 BUILDING PERMITS - NON-RESIDENTIAL

Municipality									Total New Non-Residential Construction			Alterations, Additions & Repairs		
	New Commercial		New Industrial		New Public/Semi-Public		New Other		Permits	Value	Average Value	Permits	Value	Average Value
	Permits	Value	Permits	Value	Permits	Value	Permits	Value						
City of Binghamton	1	\$1,500,000	1	\$1,500,000					2	\$3,000,000	\$1,500,000	245	\$24,907,454	\$101,663
Town of Barker														
Town of Binghamton	1	\$1,300,000							1	\$1,300,000	\$1,300,000			
Town of Chenango	2	\$1,725,000							2	\$1,725,000	\$862,500	9	\$820,300	\$91,144
Town of Colesville	1	\$420,000							1	\$420,000	\$420,000			
Town of Conklin	1	\$200,000	1	\$300,000					2	\$500,000	\$250,000			
Town of Dickinson												1	\$2,700,000	\$2,700,000
Town of Fenton												3	\$21,500	\$7,167
Town of Kirkwood	2	\$412,000							2	\$412,000	\$206,000	26	\$1,751,512	\$67,366
Town of Lisle														
Town of Maine												1	\$350,000	\$350,000
Town of Nanticoke												1	\$5,000	\$5,000
Town of Sanford	7	\$180,500							7	\$180,500	\$25,786	6	\$6,000	\$1,000
Town of Triangle	2	\$160,000							2	\$160,000	\$80,000			
Town of Union							1	\$100,000	1	\$100,000	\$100,000	32	\$2,492,695	\$77,897
Town of Vestal	1	\$300,000							1	\$300,000	\$300,000	111	\$12,648,797	\$113,953
Town of Windsor					1	\$50,000			1	\$50,000	\$50,000			
Village of Deposit												1	\$1,800	\$1,800
Village of Endicott												33	\$6,976,500	\$211,409
Village of Johnson City												47	\$7,623,223	\$162,196
Village of Lisle														
Village of Port Dickinson														
Village of Whitney Point	1	\$375,000							1	\$375,000	\$375,000	10	\$311,315	\$31,132
Village of Windsor														
<i>Broome Total</i>	19	\$6,572,500	2	\$1,800,000	1	\$50,000	1	\$100,000	23	\$8,522,500	\$370,543	526	\$60,616,096	\$115,240

* No Data Available

** No Amount Provided

Total Values and Average Values are approximate where no values were provided in one or more categories at the municipal level.

Village of Lisle and Village of Windsor issued no residential or nonresidential permits in 2012.

Percentages are rounded to the nearest tenth.

2012 BUILDING PERMITS - TOTAL

Municipality	Total Residential Construction			Total Non-Residential Construction			Total Construction			% of County Total Construction		Per Capita Construction Value	
	Permits	Value	Average	Permits	Value	Average	Permits	Value	Average	Permits	Value	Population	Value
			Value			Value			Value				
City of Binghamton	938	\$2,675,057	\$2,852	247	\$27,907,454	\$112,986	1185	\$30,582,511	\$25,808	45.4%	31.9%	47,376	\$646
Town of Barker	55	\$1,003,862	\$18,252				55	\$1,003,862	\$18,252	2.1%	1.0%	2,732	\$367
Town of Binghamton	47	\$1,680,984	\$35,766	1	\$1,300,000	\$1,300,000	48	\$2,980,984	\$62,104	1.8%	3.1%	4,942	\$603
Town of Chenango	114	\$2,584,953	\$22,675	11	\$2,545,300	\$231,391	125	\$5,130,253	\$41,042	4.8%	5.4%	11,252	\$456
Town of Colesville	27	\$1,282,800	\$47,511	1	\$420,000	\$420,000	28	\$1,702,800	\$60,814	1.1%	1.8%	5,232	\$325
Town of Conklin	63	\$2,130,000	\$33,810	2	\$500,000	\$250,000	65	\$2,630,000	\$40,462	2.5%	2.7%	5,441	\$483
Town of Dickinson	36	\$446,000	\$12,389	1	\$2,700,000	\$2,700,000	37	\$3,146,000	\$85,027	1.4%	3.3%	3,637	\$865
Town of Fenton	80	\$959,786	\$11,997	3	\$21,500	\$7,167	83	\$981,286	\$11,823	3.2%	1.0%	6,674	\$147
Town of Kirkwood	57	\$1,074,692	\$18,854	28	\$2,163,512	\$77,268	85	\$3,238,204	\$38,097	3.3%	3.4%	5,857	\$553
Town of Lisle	16	\$379,000	\$23,688				16	\$379,000	\$23,688	0.6%	0.4%	2,431	\$156
Town of Maine	56	\$972,839	\$17,372	1	\$350,000	\$350,000	57	\$1,322,839	\$23,208	2.2%	1.4%	5,377	\$246
Town of Nanticoke	3	\$204,000	\$68,000	1	\$5,000	\$5,000	4	\$209,000	\$52,250	0.2%	0.2%	1,672	\$125
Town of Sanford	29	\$1,391,400	\$47,979	13	\$186,500	\$14,346	42	\$1,577,900	\$37,569	1.6%	1.6%	744	\$2,121
Town of Triangle	28	\$110,876	\$3,960	2	\$160,000	\$80,000	30	\$270,876	\$9,029	1.1%	0.3%	1,982	\$137
Town of Union	154	\$3,303,590	\$21,452	33	\$2,592,695	\$78,567	187	\$5,896,285	\$31,531	7.2%	6.2%	27,780	\$212
Town of Vestal	95	\$3,502,009	\$36,863	112	\$12,948,797	\$115,614	207	\$16,450,806	\$79,472	7.9%	17.2%	28,043	\$587
Town of Windsor	46	\$1,178,103	\$25,611	1	\$50,000	\$50,000	47	\$1,228,103	\$26,130	1.8%	1.3%	5,358	\$229
Village of Deposit	19	\$168,250	\$8,855	1	\$1,800	\$1,800	20	\$170,050	\$8,503	0.8%	0.2%	1,663	\$102
Village of Endicott	65	\$547,795	\$8,428	33	\$6,976,500	\$211,409	98	\$7,524,295	\$76,779	3.8%	7.9%	13,392	\$562
Village of Johnson City	95	\$798,151	\$8,402	47	\$7,623,223	\$162,196	142	\$8,421,374	\$59,305	5.4%	8.8%	15,174	\$555
Village of Lisle										0.0%	0.0%	320	\$0
Village of Port Dickinson	4	\$21,800	\$5,450				4	\$21,800	\$5,450	0.2%	0.0%	1,641	\$13
Village of Whitney Point	33	\$262,220	\$7,946	11	\$686,315	\$62,392	44	\$948,535	\$21,558	1.7%	1.0%	964	\$984
Village of Windsor										0.0%	0.0%	916	\$0
<i>Broome Total</i>	2,060	\$26,678,167	\$12,951	549	\$69,138,596	\$125,936	2,609	\$95,816,763	\$36,725	100.0%	100.0%	200,600	\$478

* No Data Available

** No Amount Provided

Total Values and Average Values are approximate where no values were provided in one or more categories at the municipal level.

Village of Lisle and Village of Windsor issued no residential or nonresidential permits in 2012.

Percentages are rounded to the nearest tenth.

COUNTYWIDE TEN-YEAR TREND -- PERMITS ISSUED 2003 - 2012

Category of Permits	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Single Family Detached	200	199	190	210	181	139	99	66	47	48
New Single Family Attached	2	0	1	23	24	7	4	0	0	0
New Mobile Homes	83	97	106	78	130	69	54	62	51	46
New Mobile Home Parks	0	0	0	0	0	0	0	0	0	0
New Two Family	0	1	2	0	0	37	0	0	2	2
New Multi Family	6	0	1	2	4	1	4	4	0	0
Total New Residential	291	297	300	313	339	253	161	132	100	96
Alterations, Add. & Repairs	1,685	1,993	1,741	1,904	1,416	1,703	1,541	1,441	1,249	1,964
TOTAL RESIDENTIAL	1,976	2,290	2,041	2,217	1,755	1,956	1,702	1,573	1,349	2,060
New Commercial	23	28	31	33	47	56	19	24	21	19
New Industrial	2	5	0	2	5	4	1	2	1	2
New Public/Semi-Public	5	3	3	1	3	3	5	3	0	1
New Other	109	104	74	47	71	92	1	25	3	1
Total New Non-Residential	139	140	108	83	126	155	26	54	25	23
Alterations, Add. & Repairs	358	352	291	346	428	294	195	332	308	526
TOTAL NON-RESIDENTIAL	497	492	399	429	554	449	221	386	333	549
TOTAL CONSTRUCTION	2,473	2,782	2,440	2,646	2,309	2,405	1,923	1,959	1,682	2,609

Municipalities Reporting: 24/24 24/24 24/24 24/24 24/24 24/24 24/24 24/24 23/24 24/24

Notes:
 Values are approximate where no values were provided for permits as shown in the Building Permits tables.

COUNTYWIDE TEN-YEAR TREND -- VALUE 2003 - 2012

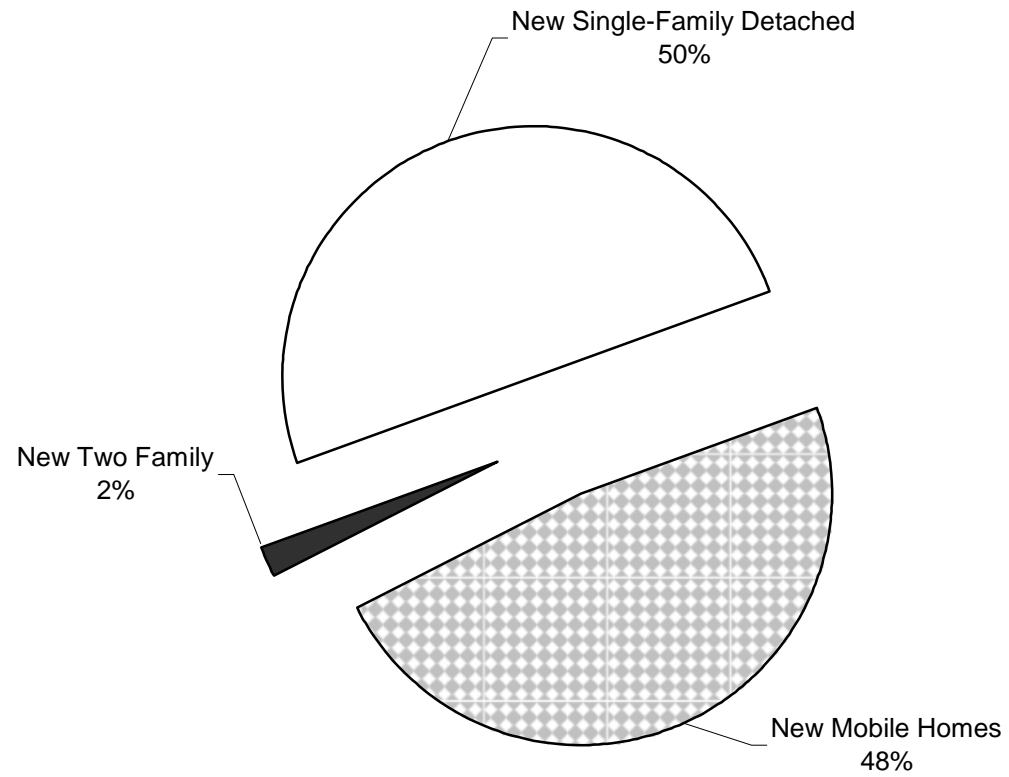
Category of Value	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Single Family Detached	\$31,092,900	\$31,795,900	\$35,246,235	\$28,994,150	\$30,150,781	\$23,906,174	\$19,669,411	\$11,686,615	\$7,265,500	\$8,169,984
New Single Family Attached	\$200,000	\$0	\$448,000	\$4,309,900	\$3,936,000	\$1,750,000	\$1,100,000	\$0	\$0	\$0
New Mobile Homes	\$2,543,500	\$2,718,100	\$2,062,900	\$3,134,724	\$3,709,625	\$1,752,700	\$1,183,500	\$1,455,550	\$1,969,500	\$1,332,850
New Mobile Home Parks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Two Family	\$0	\$60,000	\$308,000	\$0	\$0	\$11,101,406	\$0	\$0	\$350,000	\$160,000
New Multi Family	\$17,300,000	\$0	\$300,000	\$1,500,000	\$5,294,600	\$1,100,000	\$3,550,000	\$17,612,300	\$0	\$0
Total New Residential	\$51,136,400	\$34,574,000	\$38,365,135	\$37,938,774	\$43,091,006	\$39,610,280	\$25,502,911	\$30,754,465	\$9,585,000	\$9,662,834
Alterations, Add. & Repairs	\$15,702,189	\$19,102,155	\$17,812,170	\$18,983,843	\$23,701,162	\$23,533,321	\$24,656,572	\$14,423,219	\$16,905,986	\$17,015,333
TOTAL RESIDENTIAL	\$66,838,589	\$53,676,155	\$56,177,305	\$56,922,617	\$66,792,168	\$63,143,601	\$50,159,483	\$45,177,684	\$26,490,986	\$26,678,167
New Commercial	\$6,956,336	\$35,243,786	\$7,039,600	\$16,935,388	\$82,702,588	\$28,758,828	\$9,068,297	\$9,934,500	\$11,064,769	\$6,572,500
New Industrial	\$900,000	\$497,000	\$0	\$430,000	\$7,350,000	\$6,760,000	\$4,000,000	\$23,000,000	\$0	\$1,800,000
New Public/Semi-Public	\$4,229,000	\$96,786	\$2,670,466	\$403,600	\$16,183,168	\$345,000	\$9,490,000	\$298,500	\$0	\$50,000
New Other	\$1,317,917	\$1,001,472	\$639,987	\$440,374	\$665,710	\$1,126,400	\$3,500	\$15,222,895	\$744,000	\$100,000
Total New Non-Residential	\$13,403,253	\$36,839,044	\$10,350,053	\$18,209,362	\$106,901,466	\$36,990,228	\$22,561,797	\$48,455,895	\$11,808,769	\$8,522,500
Alterations, Add. & Repairs	\$31,984,822	\$19,120,410	\$19,615,565	\$26,504,644	\$36,361,729	\$29,396,027	\$21,245,611	\$37,776,634	\$41,425,417	\$60,616,096
TOTAL NON-RESIDENTIAL	\$45,388,075	\$55,959,454	\$29,965,618	\$44,714,006	\$143,263,195	\$66,386,255	\$43,807,408	\$86,232,529	\$53,234,186	\$69,138,596
TOTAL CONSTRUCTION	\$112,226,664	\$109,635,609	\$86,142,923	\$101,636,623	\$210,055,363	\$129,529,856	\$93,966,891	\$131,410,213	\$79,725,172	\$95,816,763

Municipalities Reporting \$: 24/24 24/24 24/24 24/24 24/24 24/24 24/24 24/24 23/24 24/24

Notes:
 Values are approximate where no values were provided for permits as shown in the Building Permits tables.

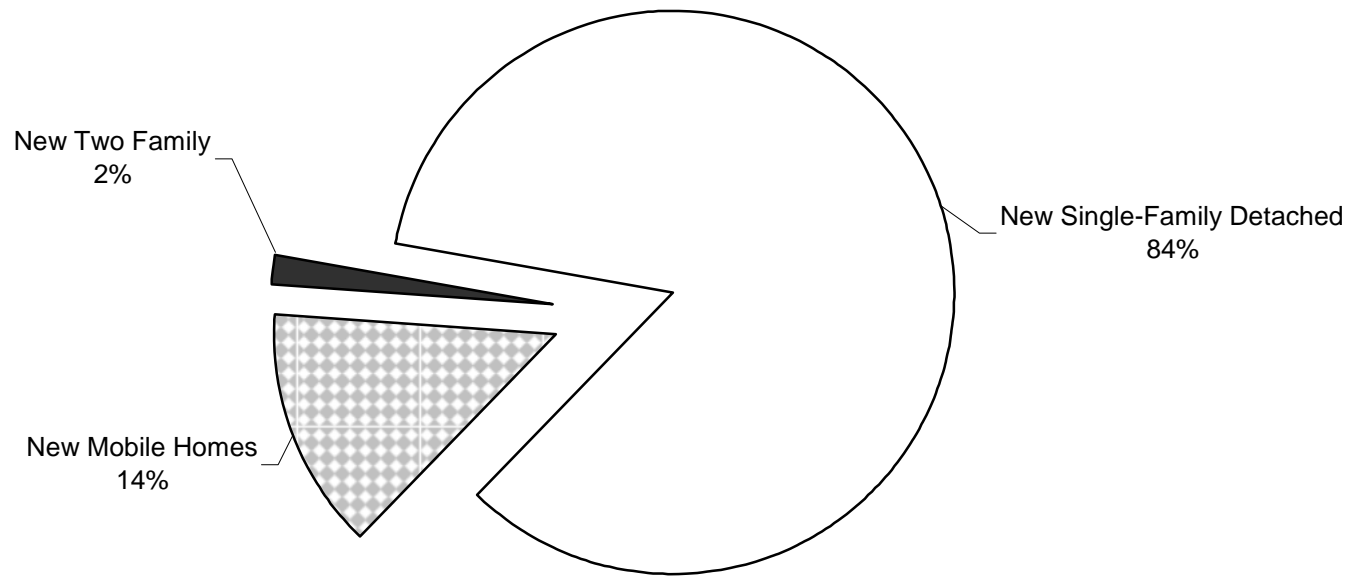
Countywide Permits Issued in 2012: New Residential Construction

Percentages Rounded to the Nearest Whole Number



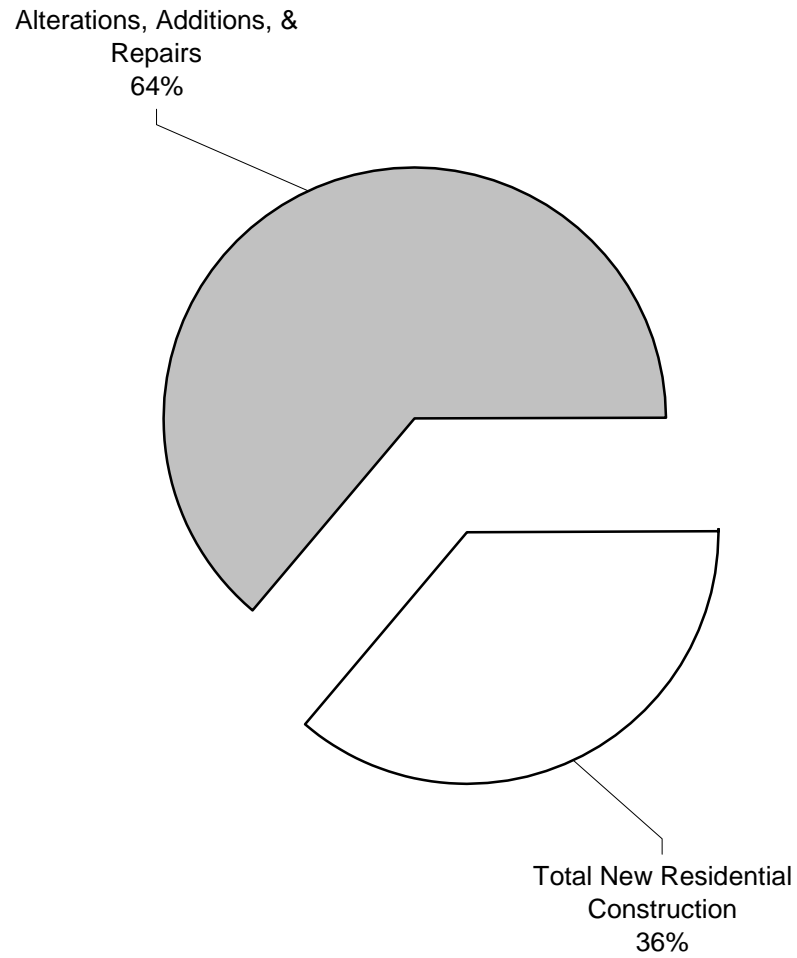
Countywide Value of Construction in 2012: New Residential Construction

Percentages Rounded to the Nearest Whole Number

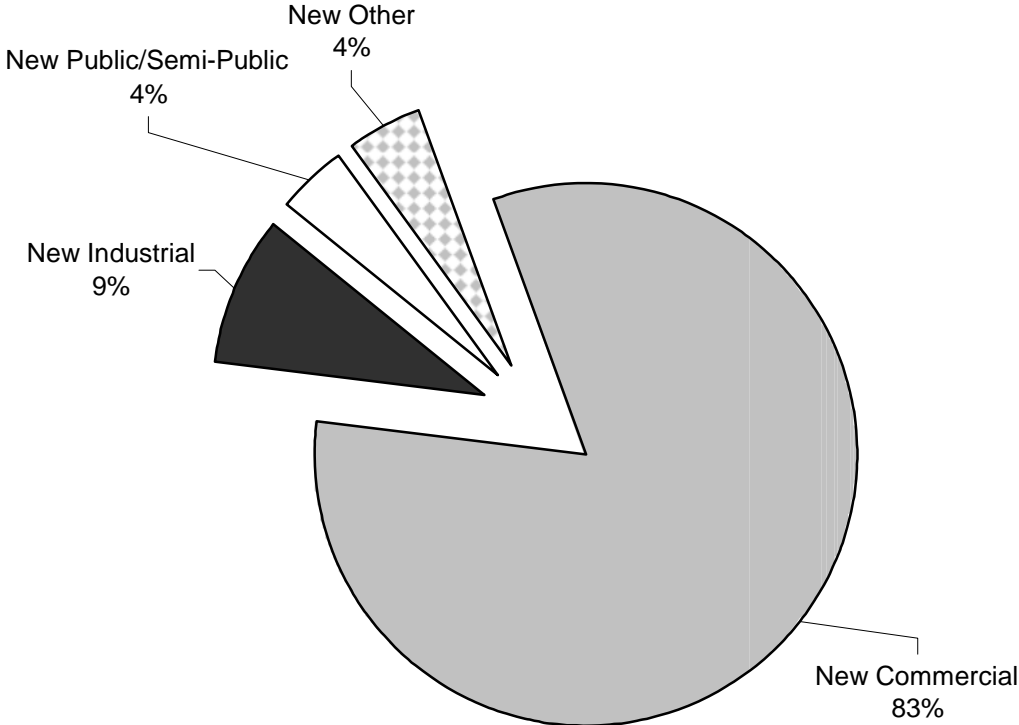


Countywide Construction Value in 2012: New Residential Construction and AA&R

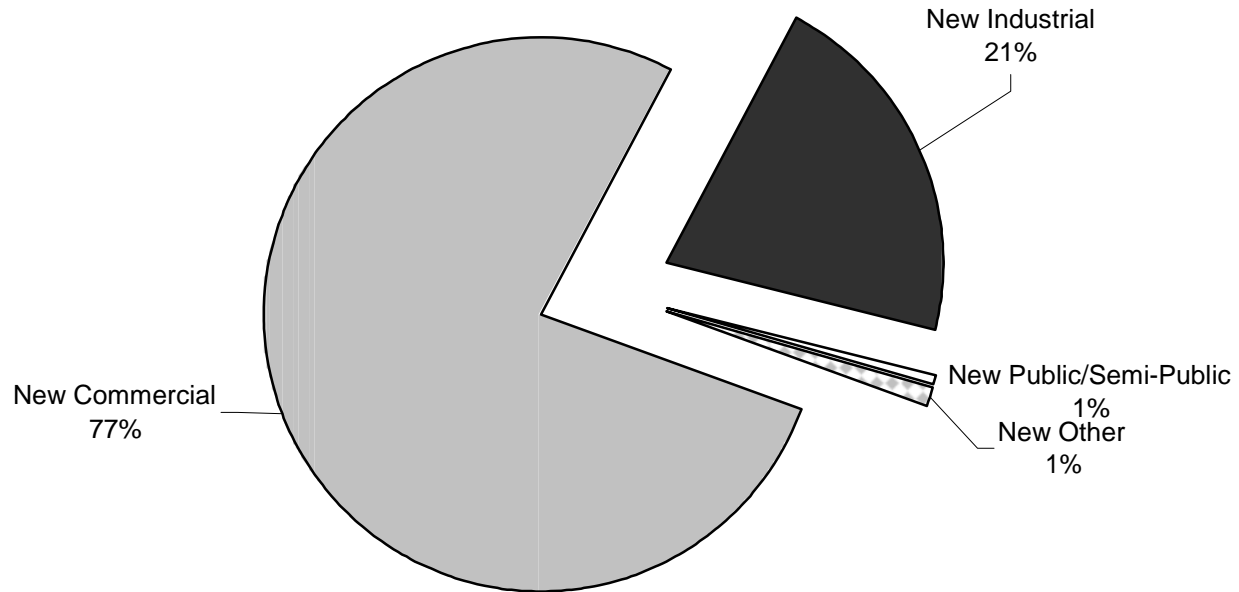
Percentages Rounded to the Nearest Whole Number



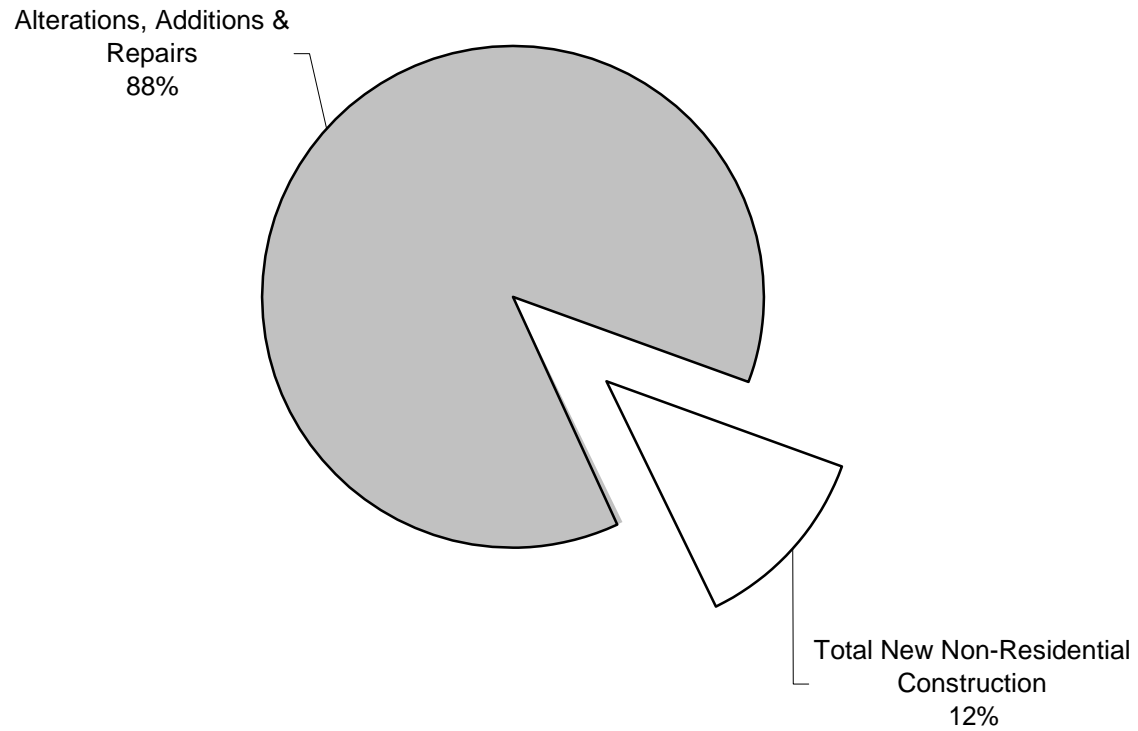
**Countywide Permits Issued in 2012:
New Non-Residential Construction**
Percentages Rounded to the Nearest Whole Number



**Countywide Value of Construction in 2012:
New Non-Residential Construction**
Percentages Rounded to the Nearest Whole Number

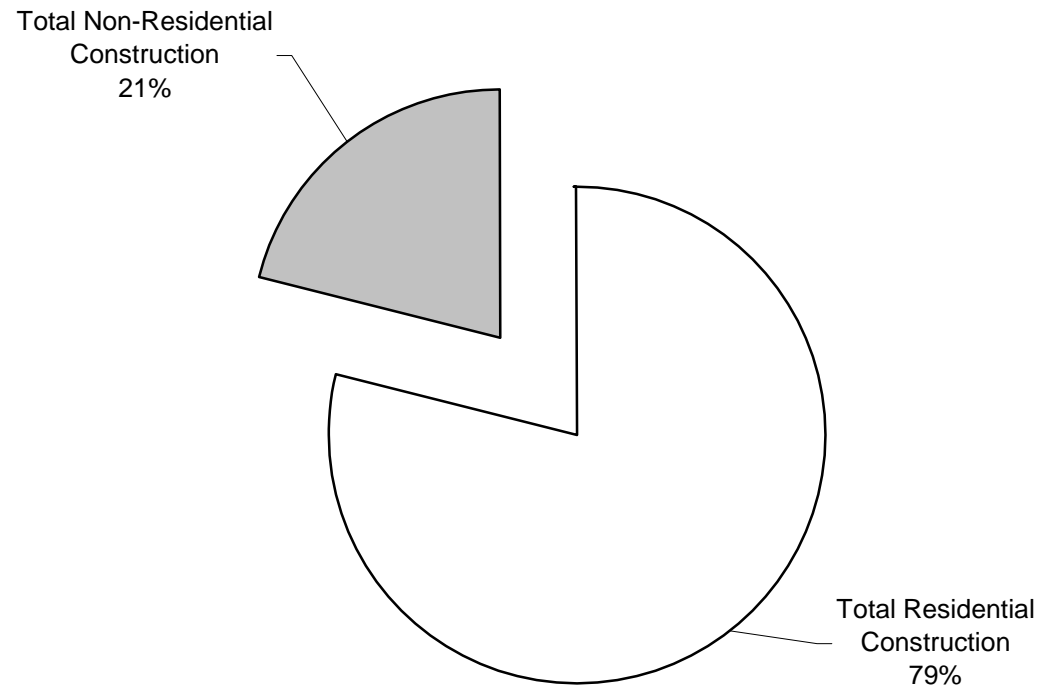


**Countywide Construction Value in 2012:
New Non-Residential Construction and AA&R**
Percentages Rounded to the Nearest Whole Number

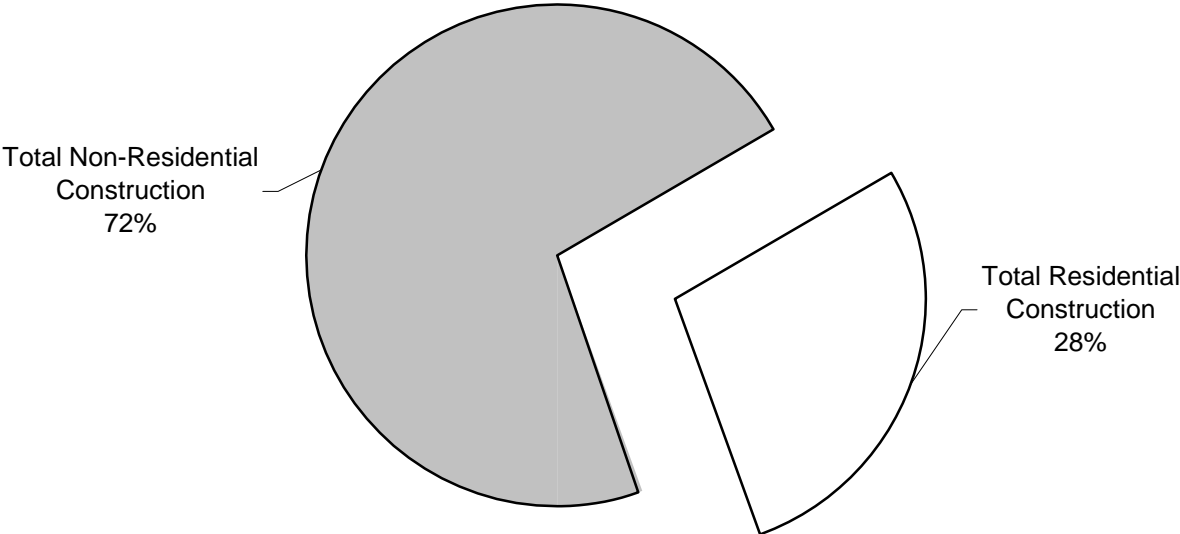


Countywide Permits Issued in 2012: Total Residential and Non-Residential Construction

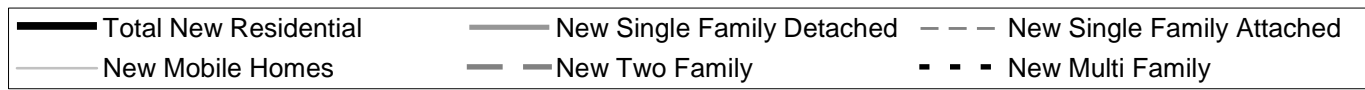
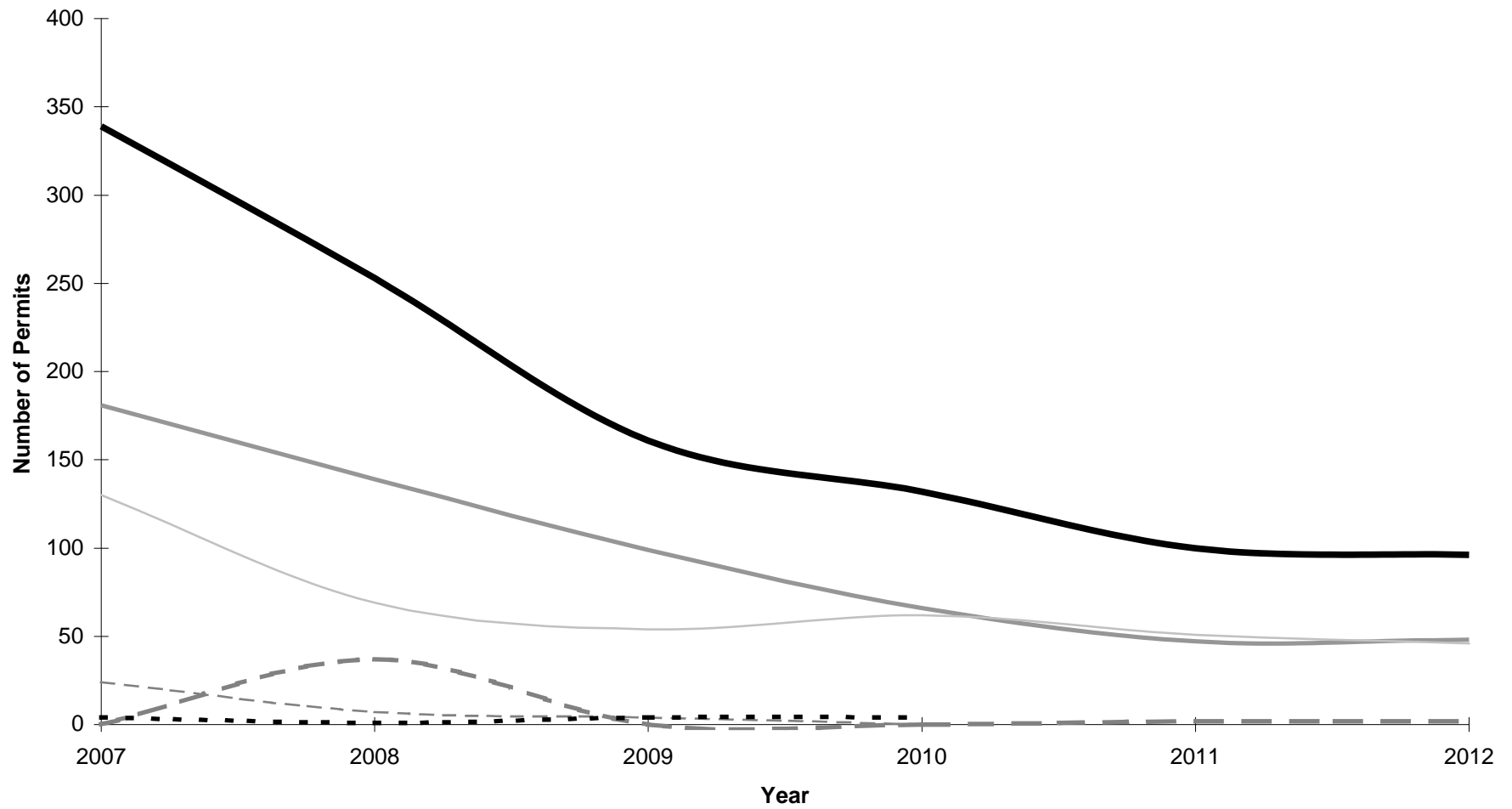
Percentages Rounded to the Nearest Whole Number



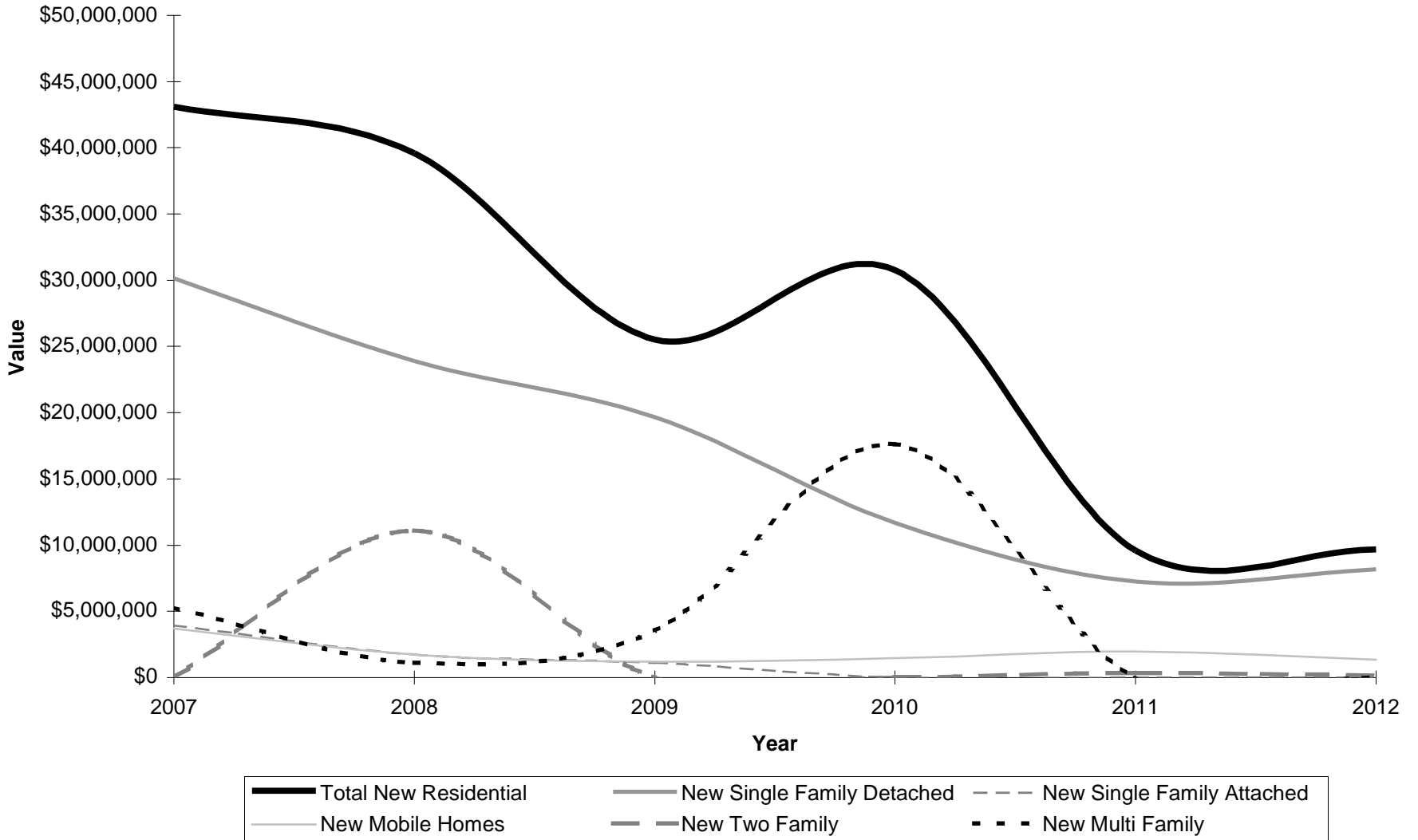
Countywide Construction Value in 2012:
Total Residential and Non-Residential Construction
Percentages Rounded to the Nearest Whole Number



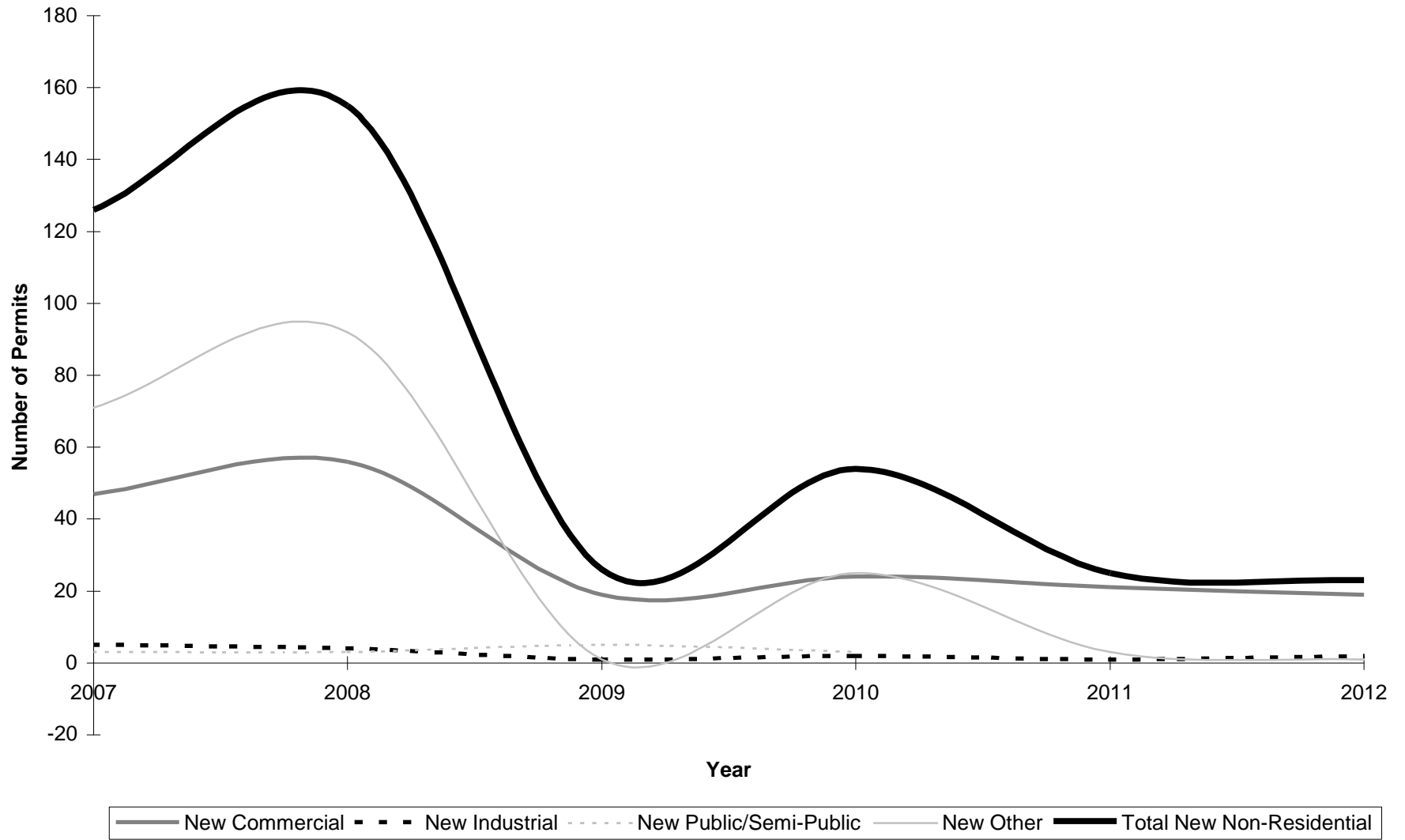
Countywide New Residential Building Activity: Five-Year Trend



Countywide New Residential Value: Five-Year Trend

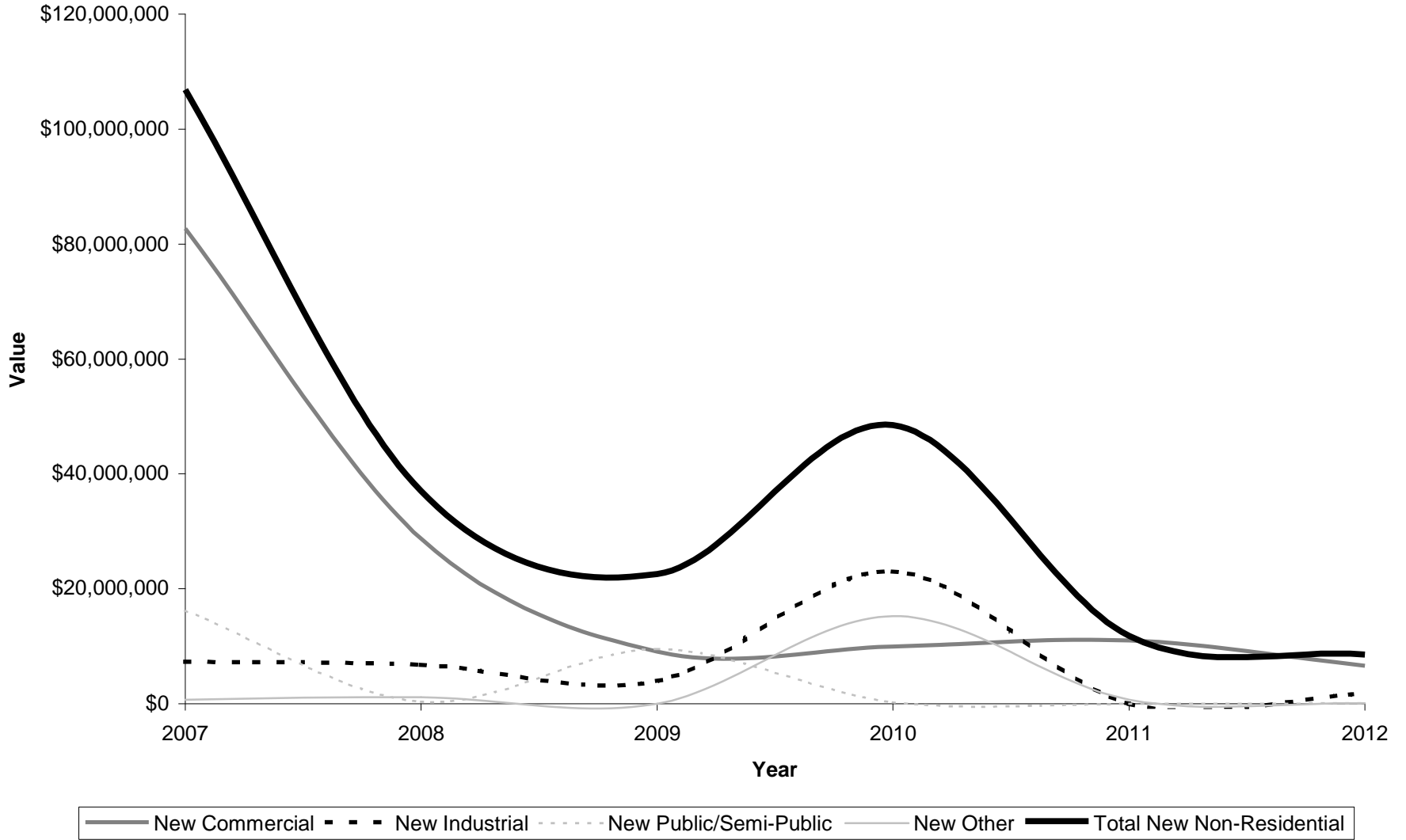


Countywide New Non-Residential Building Activity: Five-Year Trend



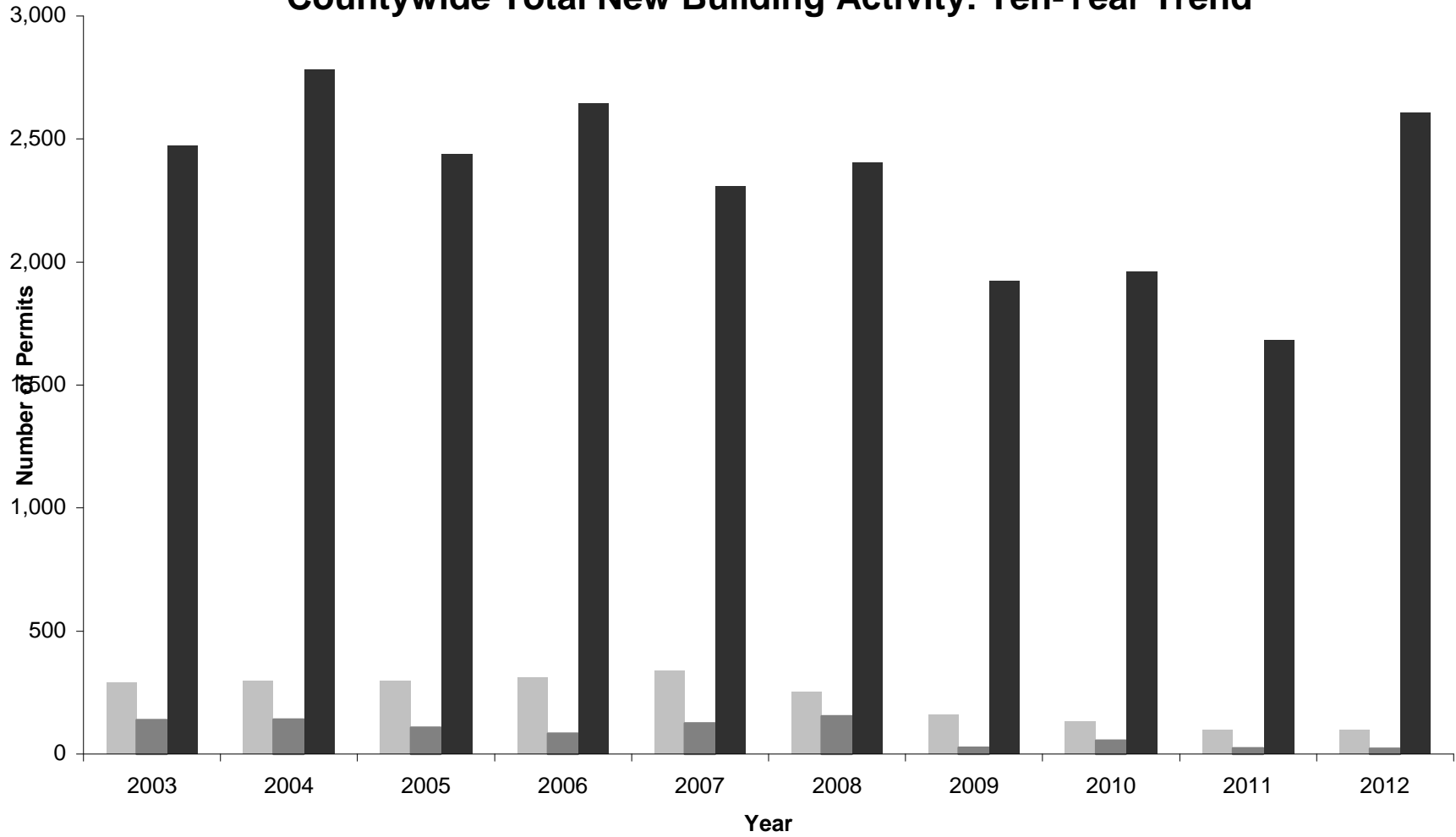
NONVAL

Countywide New Non-Residential Value: Five-Year Trend



TOT#PER

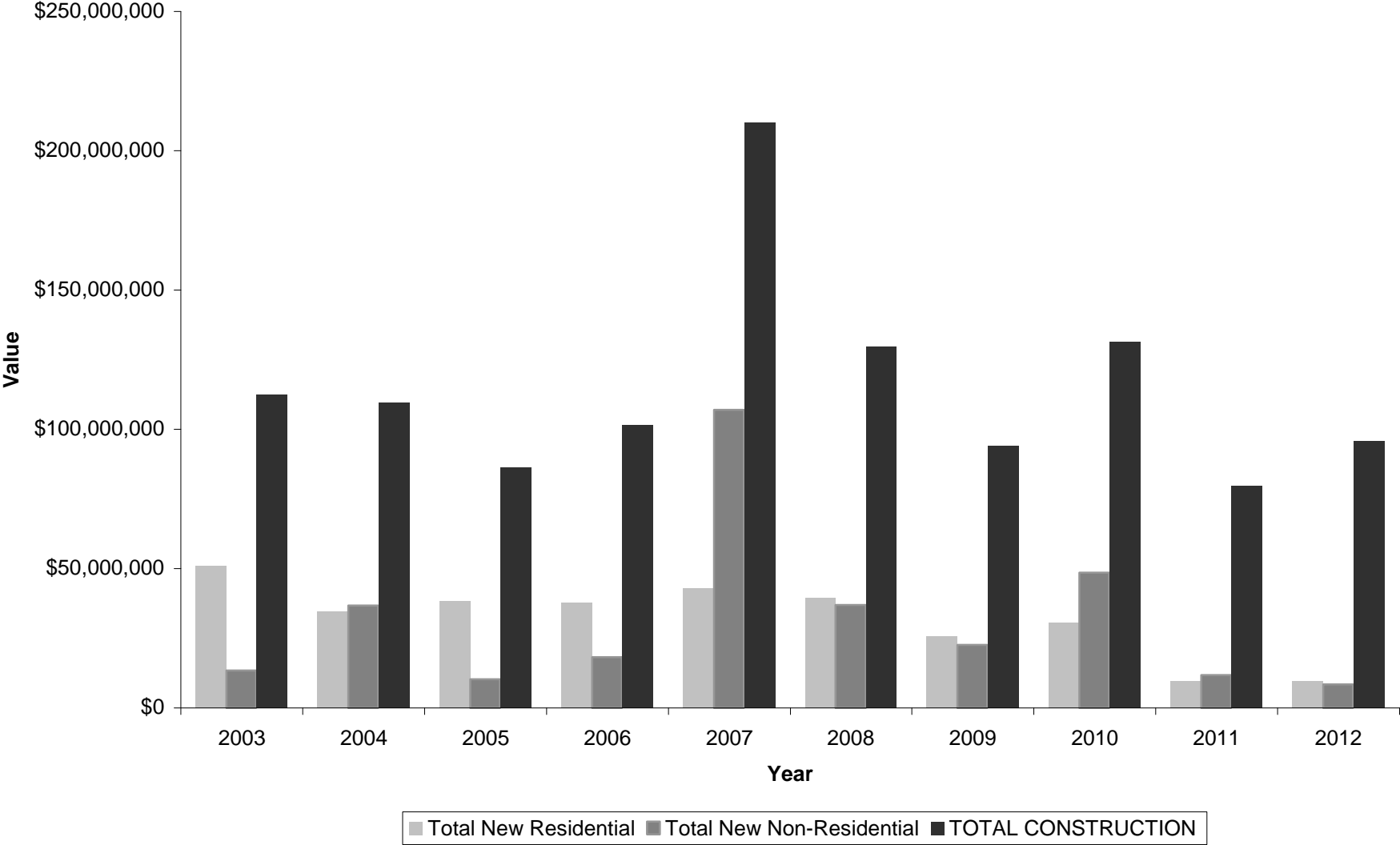
Countywide Total New Building Activity: Ten-Year Trend



■ Total New Residential ■ Total New Non-Residential ■ TOTAL CONSTRUCTION

TOTVAL

Countywide Total New Construction Value by Sector: Ten-Year Trend



Greater Binghamton Airport **ANNUAL REPORT** 2013



Broome County Department of Aviation





As I look back over 2013, I am pleased to say that much has been accomplished by the Broome County Department of Aviation. Many capital improvement projects began in 2013 while, at the same time, we successfully reached the finish line on many others. Additionally, with respect to our tenant base, one of our largest facilities, known as Hangar I, was leased to a state agency. And a new momentum of community representation has begun. There will be more on these accomplishments later in my report.

Let's start with our very important capital improvement program. First, design of the West Ramp rehabilitation project commenced in 2013. Keeping the West Ramp in safe and useable condition is important as it is where our corporate aircraft and the majority of our general aviation customers operate. In addition to replacing the West Ramp's aging pavement, the new apron will add additional tie-down spaces, improve drainage, and most notably, add a helipad which will be capable of better accommodating our increasing helicopter traffic.

Secondly, after much anticipation, our new T-Hangar structures were completed in 2013. For those of you who don't know, T-Hangars are a "T" shaped structure designed to store small, single-engine aircraft. Many of our local aircraft owners lease these buildings from the airport to store their privately owned airplane. With electric-driven doors and efficient LED lighting, these brand new structures are a wonderful asset to our General Aviation tenants. Capable of housing 20 aircraft, these new hangars are receiving praise from our customers.

Last, but definitely not least, the majority of work associated with our Geo-thermal Paved Surface Heating System project was completed in 2013. The geothermal system, originally conceived by Binghamton University students in response to the Federal Aviation Administration's Design Competition, is anticipated to be activated in 2014. The system uses the earth's natural energy found hundreds of feet below its surface to provide two important benefits to BGM and its customers. First, this system benefits the airport by heating the surface of a section of the main apron and a walkway to the terminal from an aircraft parking spot, keeping it clear of snow and ice. Secondly, during the summertime, the geothermal trenches will help reduce energy costs by pre-heating and pre-cooling water for the airport's heating and air conditioning systems. This project has also united local businesses, all levels of government, BU students and educators in a combined effort to implement a unique and beneficial green system.

As I mentioned, during 2013, we also welcomed a new tenant occupying Hangar 1 as well. More specifically, the New York State Department of Emergency Services has leased the facility. They utilize the massive floor space in this hangar to warehouse vital supplies that will be mobilized in emergency situations such as the flooding we endured locally in 2006 and 2011. Items such as water pumps, generators, sand bags, and military meals stand ready here at BGM - high and dry on top of Mount Ettrick!

Lastly, I am very pleased to see the addition of our new terminal advertising program designed to promote the vibrancy of our community. Named "Pillars of the Community", this campaign allows area businesses and institutions to be seen at their airport like never before. Structural pillars in the terminal building, once simply painted wall board, have been transformed into colorful murals depicting what our community has to offer.

In closing, I am looking forward to building off of the progress and momentum of 2013. I would like to thank our dedicated employees, our tenants' employees, and our customers for all they have done in 2013. Additionally, I would like to thank the members of the Airport Advisory Board for their continued and valuable guidance. I would also like to thank Broome County Executive Debbie Preston for her direction, and the Broome County Legislature for all their hard work and support throughout 2013.

Sincerely,

Carl R. Beardsley, Jr.
Commissioner of Aviation



AIRPORT ORGANIZATION

The Commissioner of Aviation works with the Greater Binghamton Airport Advisory Board which provides advice on achieving long term objectives at the airport. The advisory board is made up of 15 members.

Advisory Board Members:

Dennis Moulton (Chair)	Ron Heebner
Gary Corey (Vice Chair)	Hon. Ronald Keibel
Kathleen Fiacco (Secretary)	Joseph Rizzo
Len Basso	James VanHart
Bruce Davie	Mark Webster
Carl Ernstrom	Scott Weissmann
Scott Gerhart	Timothy Whitesell
Terrance Hebbard	

AIRPORT MISSION

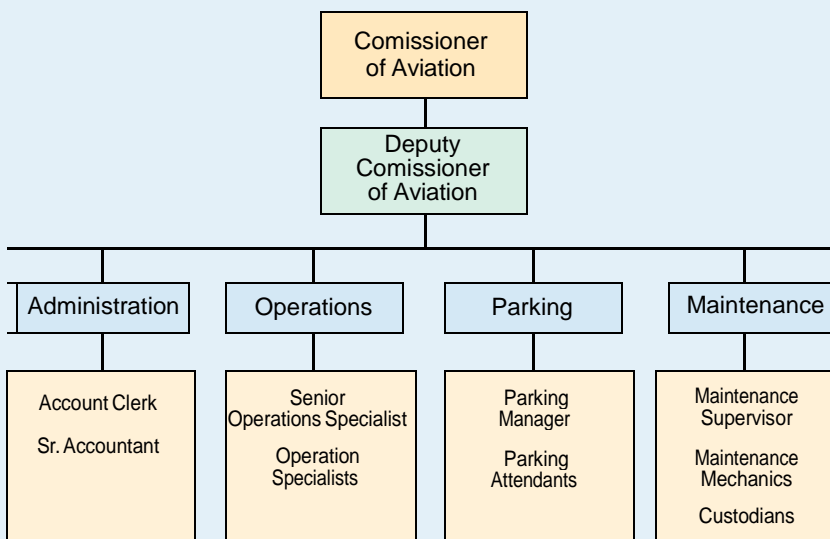
We are committed to being your airport of choice by creating the ultimate airport customer experience.

BGM strives to be a regional economic partner dedicated to providing exceptional value to our customers and the community through convenient transportation services and modern facilities that consistently exceed expectations.

AIRPORT STAFF

- *Commissioner of Aviation*
Carl R. Beardsley, Jr.
- *Deputy Commissioner of Aviation*
David Hickling
- *Airport Administration Staff*
Jennifer Lasher, Account Clerk
Scott Savory, Senior Accountant
- *Airport Operations Staff*
David Hill
Thomas Pudish
Nathan Quinn
John Radice
Steven Robinson
- *Maintenance Supervisor*
Jeff Kliment
- *Airport Maintenance Staff*
Tim Bunzey
William Davis
Joseph Hector
Michael Miller
Michael Norton
David Stephens
James Randall
Mark Rinker
Alfred Tanzini
Neil Wilson
- *Airport Parking Staff*
Jack Bogart
Joe Colletti
Stephen Machalek
Dale Robinson
Ed Scullion
Susan Showalter
Holly Sickles

ORGANIZATIONAL CHART





AIRPORT DATA

The airport's Total Budget for 2012	\$4,109,241
Airline/Air Taxi Operations:	7,232
General Aviation Operations:	10,195
Military Operations:	401

AIRPORT SERVICES

Air Carriers

US Airways Express	729-7490
United Express	729-5293
Delta	729-4787

Fixed Base Operator

Provides aircraft fueling, hangaring or tie-down services, full service charter arrangements, and deicing.

FirstAIR	644-1062
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Air Traffic Control

FAA ATC Tower	729-6146
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Flight Instruction

Aero-Techniques	770-9541
Goodrich Aviation	785-8353

Aircraft Maintenance

Goodrich Aviation	785-8353
North Country	797-2705

Rental Cars

Hertz	729-6115
Avis	729-6001
Budget	798-8361

Food Services

Subway	729-4303
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Airport Parking	763-4456
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New York State Department of Emergency Services	763-4455
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United States Customs & Border Protection	763-4494
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AIRPORT INFORMATION

Airport Administration

Airport Administration Office 763-4471 Fax # 763-4475
 Airport Operations Division 763-4474 Fax # 763-4200
 Airport Maintenance Division 763-4455 Fax # 763-4403

Airport Operational Information

Airport Hours: 4:00 am – 12:00 pm*

**Operations staff present 24 hours a day.*

Air traffic Control Tower Hours: 6:00 am – 12:00 am

Runway 16-34: 7100'X 150' grooved asphalt
 Runway 10-28: 5002'X 150' grooved asphalt
 Runway 16-34: High intensity Runway Lights (HIRL)
 Runway 10-28: Medium Intensity Runway Lights (MIRL)
Both are pilot operated after 12:00 am

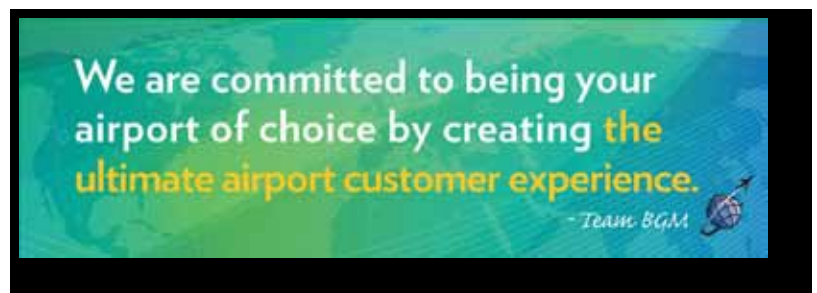
Beacon: dusk to dawn

Approaches: GPS/ILS/VOR

Frequencies:	Clnc Del	125.05
	ATIS	128.15
	Ground	121.90
	Tower	119.30
	App/Dep	118.60
	NY Center	132.175
	FirstAir	129.55

CONNECTING THROUGH BGM

One-stop connections through BGM can get you to over 450 destinations. Delta's service through Detroit, for example, can get you to cities on four continents, and include Los Angeles, Dallas, Tokyo, and Paris. Connecting through Philadelphia on US Airways Express, you can fly to cities such as Chicago, Cancun, and Seattle. And on United Express, a single stop at Dulles can connect you to over 125 cities including London, San Francisco, and Orlando.





AIRPORT SERVICES

Flight Instruction

- ▮ AeroTechniques: www.aero-techniques.com (607) 770-9541
JoeVRizzo@aol.com
Also specializes in aerial photography.
- ▮ Goodrich Aviation Development Services:
www.goodrichaviation.com
(607) 821-2982
Doug@GoodrichAviation.com
Flying Club featuring a Mooney is also operated by Goodrich Aviation Development.

Aircraft Maintenance

- ▮ Goodrich Aviation Development Services:
www.goodrichaviation.com
(607) 821-2982
Doug@GoodrichAviation.com
- ▮ North Country Aviation Services:
www.northcountryavserv.com
Bill Ketcham, Owner
Shop: (607) 797-2705 Cell: (607) 481-0995
Also features a mobile aircraft servicing unit capable of responding to off-field emergency landings as well as service at personal or small airports throughout the region.

Fixed Base Operator Services

FirstAir Group offers fixed base operator services at BGM, providing first-class service to General Aviation customers. FirstAir is dedicated to delivering the highest quality of service while providing the safest and most secure environment for business and personal aircraft.

Services provided:

- ▮ 100LL/JetA Fuel
- ▮ Aircraft parking/tie-downs and heated hangaring
- ▮ Pilot and passenger lounges with wifi
- ▮ Deice (Types 1&4), lav service, 3rd party maintenance
- ▮ Showers, popcorn, fresh baked cookies, large screen TV and an on-site conference room
- ▮ Flight Planning/WSI Weather Brief
- ▮ Hotel, rental cars, catering and limo arrangements

Aircraft Management and Charter

GAMA Aviation:
www.gamagroupusa.com
GAMA Aviation's Binghamton location specializes in aircraft management, executive charter, corporate shuttles, aircraft sales, and aircraft acquisitions. The company's jet fleet consists of over 40 aircraft ranging in size from Citations and Learjets to Global Express and Gulfstreams.

BGM provides GAMA with a prime location for their clients in Upstate New York while also allowing them to operate out of a centralized airport that is in range of many large city locations.
Executive Charter: 1-800-468-1110
General Inquiries: (203) 337-4600

Other Services

United States Customs and Border Protection

The Customs office located at the Greater Binghamton Airport allows general aviation and business aircraft to make BGM their destination airport when departing from international locations. This allows the aircraft to avoid having to first stop at another airport when entering the US prior to arriving at BGM. International freight may also be cleared at BGM.

BGM Office: (607) 763-4294

Broome County Security

The Broome County Government Security Division provides law enforcement services that ensure the safety and security for passengers that enter the Greater Binghamton Airport. These services are designed to provide and maintain an efficient, safe, and orderly aviation experience. Broome County Security Officers are designated Peace Officers, with arrest powers and law enforcement authority under the New York State Criminal Procedure and Penal Law.



AIRLINE SERVICES

The Greater Binghamton Airport offers direct service to three major hubs located in Washington, D.C., Detroit, and Philadelphia. From these hubs, one stop access is available to hundreds of international and domestic destinations.

- † **Washington Dulles International Airport (IAD)**
offered by United Express
- † **Detroit Metro Wayne Co Airport (DTW)**
offered by Delta
- † **Philadelphia International Airport (PHL)**
offered by US Airways



RENTAL CAR CONCESSIONS

January	\$ 273,176
February	\$ 249,651
March	\$ 308,804
April	\$ 303,880
May	\$ 331,857
June	\$ 390,133
July	\$ 423,323
August	\$ 487,160
September	\$ 341,766
October	\$ 382,149
November	\$ 279,018
December	\$ 275,909
TOTAL	\$ 4,046,826

WEATHER INFORMATION

Month	Rainfall (in)	Snowfall (in)
January	2.25	9.20
February	2.30	19.60
March	1.90	14.40
April	3.34	0.90
May	3.37	0
June	5.24	0
July	6.52	0
August	5.37	0
September	2.91	0
October	2.81	0
November	3.50	8.20
December	3.44	25.0
Totals	42.95	77.3

2012 AIRLINE BOARDINGS

January	7,842
February	7,310
March	8,310
April	7,462
May	7,840
June	8,234
July	8,450
August	9,167
September	8,098
October	8,995
November	7,511
December	7,724
TOTAL	96,943



Pillars of the Community

A new form of advertising was implemented in the airport's terminal building in 2013. The "Pillars of the Community" refer to the once blank and obstructing structural pillars in the terminal. This new advertising strategy has transformed the pillars into bright, colorful showcases highlighting businesses, schools, and organizations who call our area home.



Each pillar has a custom "shrink wrap" made for each customer. This wrap is then applied to the column, and appears as though it is actually printed on it because of the new technology use in creating these wraps. If an advertiser wished to update their wrap or one needs to be removed, the wrap comes off by simply heating it with a hair dryer.

Area colleges and Universities have embraced these new advertising platforms, as have many local businesses as well as sports organizations. Not only do these columns make a great place for first-time visitors of the area to get a glance at what we have to offer, but they also allow large organizations who fly customers in to the airport to show their prominence in our community.

The advertising effort in 2013 for these pillars was a success. And there is room for more advertisers, Not only are more pillars available, but custom wraps may be created for walls as well. For more information on advertising at the Greater Binghamton Airport, call (607)763-4471.



I am BGM

"I am BGM" is a new Employee Recognition Program at Greater Binghamton Airport that rewards its employees for going above and beyond when it comes to customer service. As part of the new mission statement we strive to be "Your airport of choice by creating the ultimate airport customer experience". This statement incorporates everything from air service, airport amenities and convenience but most of all - customer service. Attaining the goals of our mission statement requires the help of every employee. The I AM BGM program lets us recognize those who give just that, the ultimate airport customer experience.



Hangar 1 Occupied by New York State Department of Emergency Services



Hangar One has been sitting vacant since Lockheed vacated the building several years ago. Though Lockheed still had a lease for some time after they departed, the lease eventually expired and there were no tenants looking to occupy a structure of this type in the area. But in 2013, that changed.

New York State's Department of Emergency Services needed a secure, heated building that met certain criteria. The floor space had to be a certain size. 24 hour access was mandatory. And truck traffic had to have access. The structure also needed to be out of a flood zone, and also strategically located. During flooding in recent years, the Greater Binghamton Area saw many areas cut off from emergency response. Generators and food rations could not be moved into the area because the highways were under water.

The building is now home to this office's regional assets. Water pumps, military food rations, generators, sand bags, and many other critical items are now located above the areas where they will be needed. One significant advantage of locating these items here is that if the need arises and the roadways are cut off, military vehicles can be flown in on large transport aircraft and dropped off right at the hangar door. For the same reason, should these items be needed in another community, they can be flown out any time of day or night.

West Apron Rehabilitation

The design phase of the rehabilitation project was completed in 2013. The West Apron, home to the airport's Fixed Base Operator and the paved area that serves the vast majority of BGM's corporate and general aviation traffic, will soon get a make-over.

The West Apron shows signs of wear, and the pavement is failing in several areas. Pavement that crumbles becomes FOD, which can be ingested into turbine engines or become projectile hazards from prop or jet wash. This has become an ever-increasing concern in recent years. It has been determined that this area will not simply be milled down and paved only a short depth, but rather a full-depth resurfacing of the apron is required.

Currently this apron serves two large hangars on the airfield. Additionally, it is the general aviation de-ice area in the winter months, and also serves as a back-up deice area for commercial air carriers. Better drainage, an improved deice fluid collection system, and more aircraft tie-down anchor points have been added in the design. One major addition to the West Apron will be a new helipad. With increased helicopter traffic in recent years, having an area for helicopters to approach and hover-taxi to landing on the apron will be a welcome addition. Until now, helicopters have been instructed to land and hover on an adjacent taxiway and enter the West Apron "at their own risk." With the new lighted facility, there will be a defined area for helos to take off and land without pilots having to determine where that may be from the air.

We are looking forward to beginning this project in the near future.

Geothermal System Prototype to Test Technology and Save Energy

Greater Binghamton Airport is the first in the country to install a geothermal heating system to keep snow and ice off an aircraft parking area. Geothermal



technology uses the earth's constant temperature below the surface as a heat exchanger. Liquid is pumped through long lengths of pipe 300 feet down into the ground to take advantage of a specific temperature that remains constant all year long. This liquid is then pumped through piping beneath an area large enough to park one aircraft on the main apron, as well as a pathway all the way from the plane to the terminal building. Additionally, this liquid will also assist the terminal's HVAC system, lowering costs of both heating and air conditioning.

Greater Binghamton Airport, along with Binghamton University, submitted a proposal to the FAA in 2010 based on a submission by BU students to the 2009 National FAA Design Competition for Universities. In 2012, the Southern Tier Economic Partnership was granted \$900,000 to design and construct the system. This was in addition to a \$350,000 grant from NYSERDA (New York State Energy Research and Development Authority).

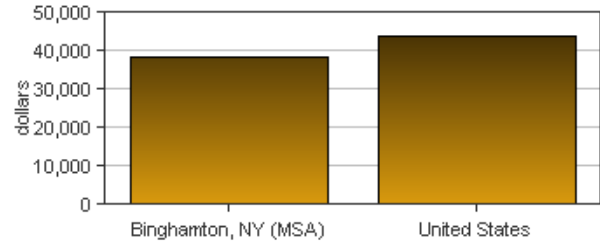
In 2013, a major portion of this \$1.25 million dollar system was completed. All the underground pipe work is finished, the pump house is in place, the HVAC link is in place, and all major components are ready to be joined. With the addition of the terminal HVAC system to the original design, which was to include the aircraft parking area alone, it is estimated to eliminate 103 tons of greenhouse gases per year. The geothermal system at BGM, the first of its kind in the US, is expected to go on line and be fully operational in 2014.





Binghamton (MSA)

Per Capita Personal Income, 2012

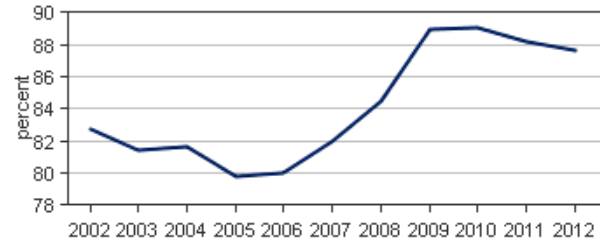


Binghamton is one of 381 Metropolitan Statistical Areas (MSAs) in the nation. Its 2012 population of 248,538 ranked 185th in the nation.

Per Capita Personal Income

In 2012, Binghamton had a per capita personal income (PCPI) of \$38,365. This PCPI ranked 188th in the United States and was 88 percent of the national average, \$43,735. The 2012 PCPI reflected an increase of 2.9 percent from 2011. The 2011-2012 national change was 3.4 percent. In 2002, the PCPI of Binghamton was \$26,343 and ranked 237th in the United States. The 2002-2012 compound annual growth rate of PCPI was 3.8 percent. The compound annual growth rate for the nation was 3.2 percent.

Per Capita Income as a Percent of the United States



Total Personal Income

In 2012, Binghamton had a total personal income (TPI) of \$9,535,130*. This TPI ranked 188th in the United States. In 2002, the TPI of Binghamton was \$6,676,069* and ranked 175th in the United States.

	2011-12 percent change	2002-2012 CAGR
Binghamton	2.2 %	3.6 %
U.S.	4.2 %	4.1 %

.....
CAGR: compound annual growth rate

*Total personal income estimates are in thousands of dollars, not adjusted for inflation.

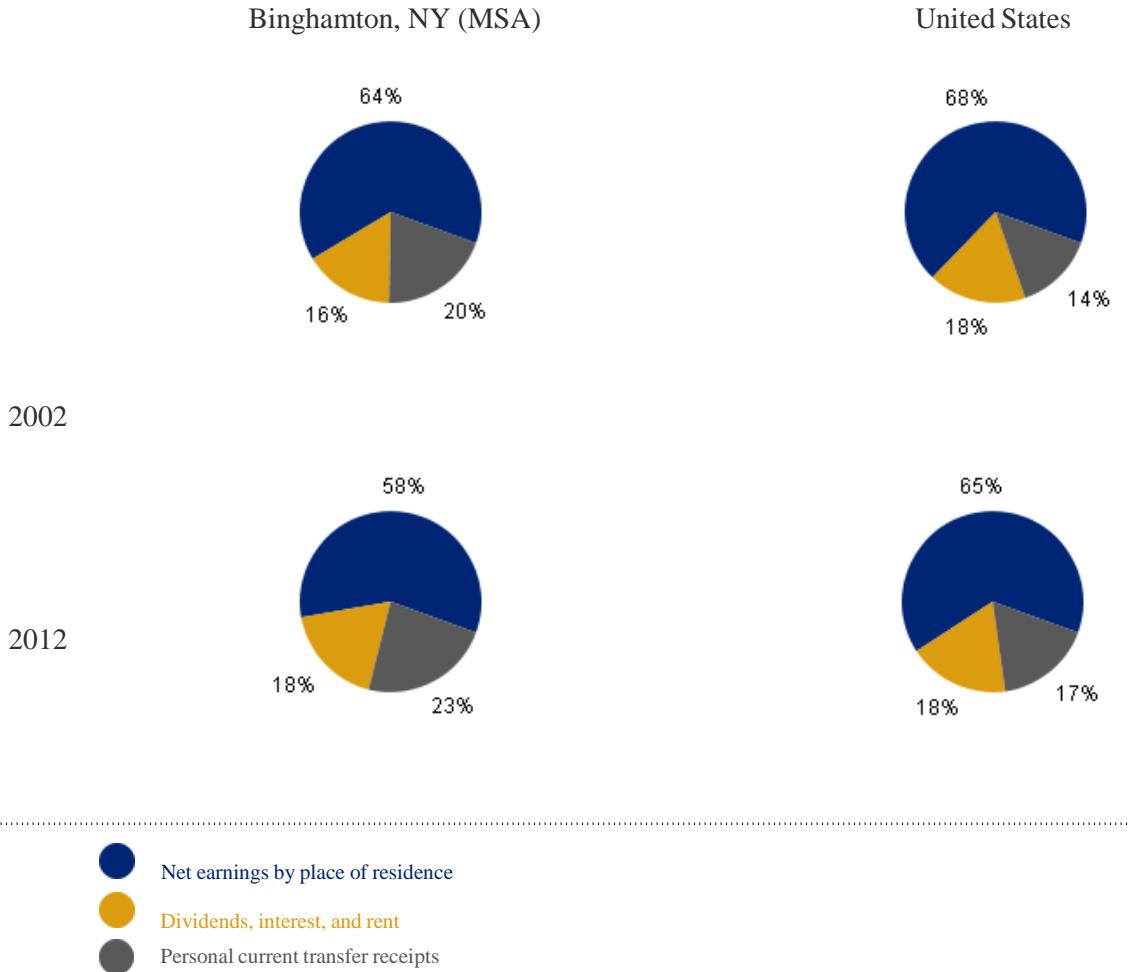
Components of Total Personal Income

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Binghamton.

	2011-2012 percent change		2002-2012 CAGR	
	Binghamton, NY (MSA)	U.S.	Binghamton, NY (MSA)	U.S.
Net earnings	1.5 %	4.3 %	2.7 %	3.6 %
Dividends, interest, and rent	5.4 %	5.5 %	4.9 %	4.5 %
Personal current transfer receipts	1.3 %	2.2 %	5.4 %	6.3 %

CAGR: compound annual growth rate

Percent Contribution to Total Personal Income



- Net earnings by place of residence
- Dividends, interest, and rent
- Personal current transfer receipts

Binghamton Area Economic Summary

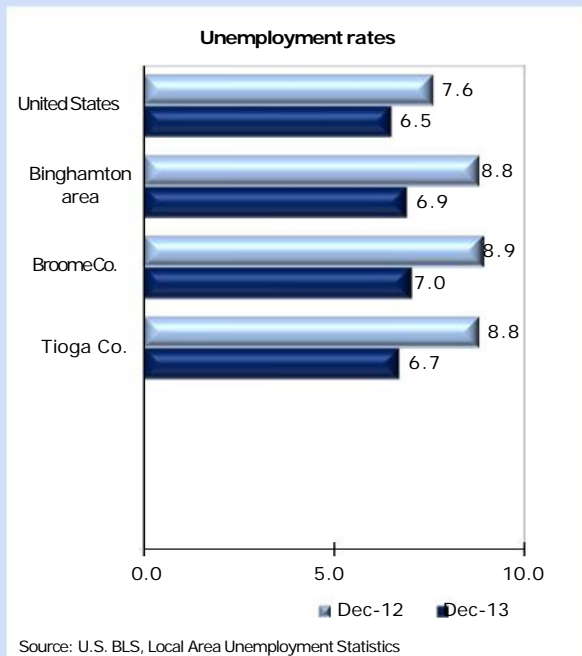


Updated February 05, 2014

www.bls.gov

This summary presents a sampling of economic information for the area; supplemental data are provided for regions and the nation. Subjects include **unemployment, employment, wages, prices, spending, and benefits**. All data are not seasonally adjusted and some may be subject to revision. Area definitions may differ by subject. For more area summaries and geographic definitions, see www.bls.gov/regions/overviews.htm.

Unemployment rates for the Binghamton area, selected area counties, and the nation

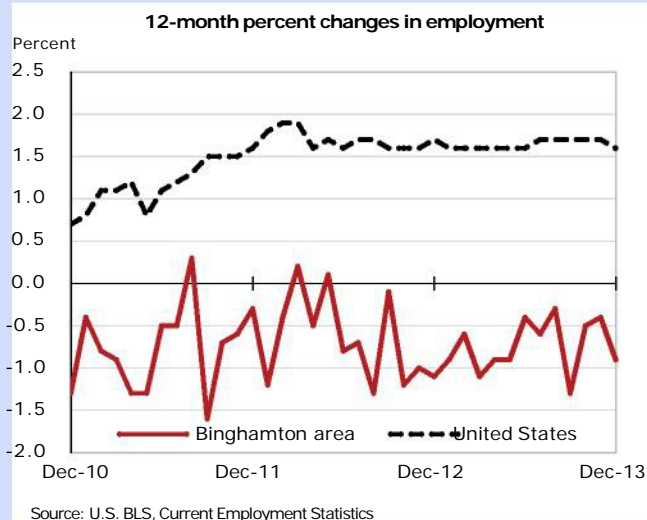


Average weekly wages for all industries by county

Binghamton area, 2nd quarter
2013 (U.S. = \$921; Area = \$762)



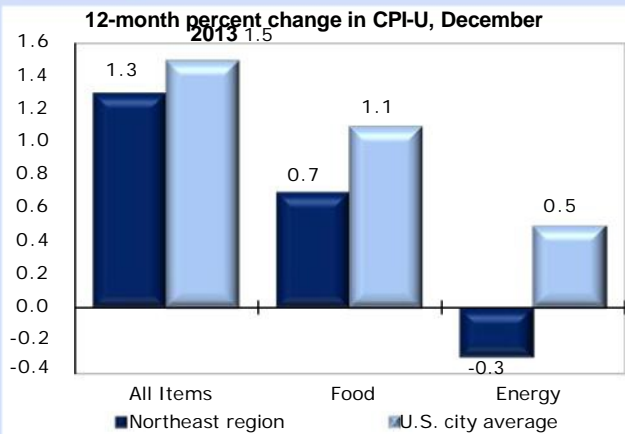
Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector



Binghamton area employment (numbers in thousands)	Dec. 2013	Change from Dec. 2012 to Dec. 2013	
		Number	Percent
Total nonfarm	107.1	-1.0	-0.9
Mining, logging, and construction	4.2	0.3	7.7
Manufacturing	12.3	-0.4	-3.1
Trade, transportation, and utilities	20.6	0.5	2.5
Information	1.7	-0.1	-5.6
Financial activities	3.6	-0.2	-5.3
Professional and business services	9.0	-0.3	-3.2
Education and health services	17.0	0.0	0.0
Leisure and hospitality	10.0	0.2	2.0
Other services	5.1	0.0	0.0
Government	23.6	-1.0	-4.1

Source: U.S. BLS, Current Employment Statistics

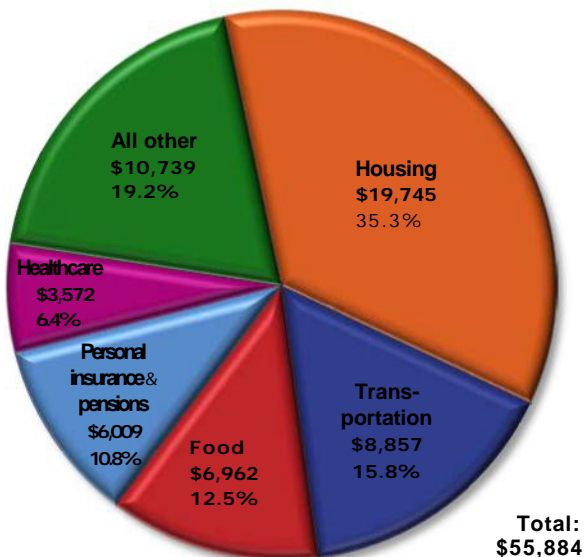
Over-the-year change in the prices paid by urban consumers for selected categories



Source: U.S. BLS, Consumer Price Index

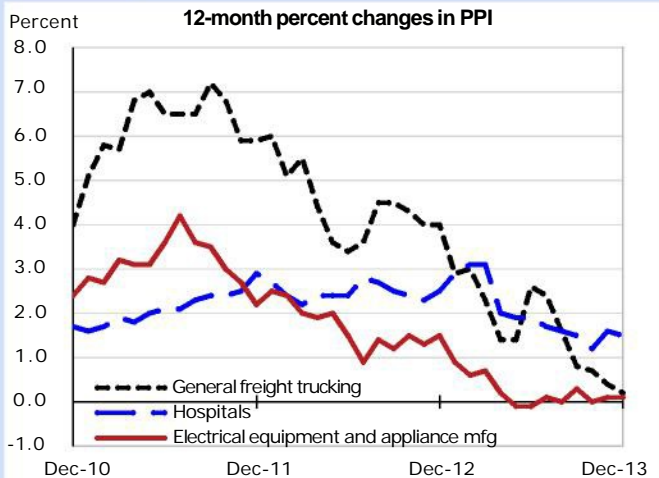
Average annual spending and percent distribution for selected categories

Northeast Region average annual expenditures 2012



Source: U.S. BLS, Consumer Expenditure Survey

Over-the-year changes in the selling prices received by producers for selected industries nationwide



Source: U.S. BLS, Producer Price Index

Average hourly wages for selected occupations

Occupation	Binghamton area	United States
Total, all occupations	\$20.18	\$22.01
Electrical engineers	44.23	44.14
Accountants and auditors	29.78	34.15
Registered nurses	26.76	32.66
Construction laborers	17.07	16.58
Customer service representatives	16.52	15.92
Rehabilitation counselors	14.83	17.95
Office clerks, general	12.05	14.07
Retail salespersons	11.73	12.17
Stock clerks and order fillers	10.15	11.75
Childcare workers	9.72	10.25
Cooks, fast food	9.24	9.03
Cashiers	9.20	9.79

Source: U.S. BLS, Occupational Employment Statistics, May 2012

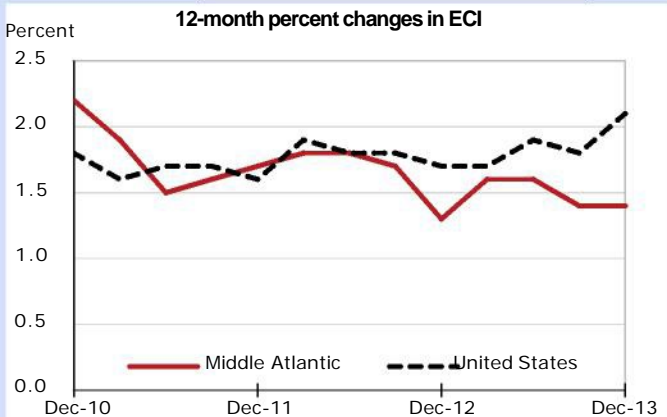
Employer costs per hour worked for wages and selected employee benefits by geographic division

Private industry, September 2013	Middle Atlantic (1)	United States
Total	\$33.01	\$29.23
Wages and salaries	22.60	20.55
Total benefits	10.41	8.68
Paid leave	2.49	2.01
Vacation	1.25	1.04
Supplemental pay	1.01	0.80
Insurance	2.92	2.39
Retirement and savings	1.26	1.07
Legally required benefits	2.73	2.40

(1) Middle Atlantic includes NJ, NY, and PA.

Source: U.S. BLS, Employer Costs for Employee Compensation

Over-the-year changes in wages and salaries



Source: U.S. BLS, Employment Cost Index

Population Unemployment & Labor Force

It is anticipated that all but a few highly specialized gaming industry positions will be filled by New York State residents. The operator intends to conduct a National search for the Casino General Manager and several director level positions. These include the Director of IT, Director of Marketing, Director of Slot Operations and Director of Table Games. These positions require specialized industry knowledge which given the newness of the industry in New York is likely not available in the current employment pool.

The management of Traditions Resort & Casino has decades of experience developing and implementing programs to train the unemployed and work with new entrants to the workforce as they acclimate to employment. Many of the positions for which Traditions Resort and Casino will be hiring can be filled with local residents.

Binghamton MSA Demographic & Employment

The Binghamton MSA is comprised of Broome County and Tioga County. The area has been through a period of declining labor force participation and overall employment. Data from the US Census bureau and the Bureau of Labor Statistics illustrates the issue.

	2012	2010	Change
Population	250,995	251,725	(730)
Labor Force	117,383	121,308	(3,925)

The data indicate that in March of 2014 there were fewer people in the labor force than held jobs in 2009. This dramatic decline in labor force participation may be due to people giving up looking for work. The Traditions Resort & Casino is committed to working with the long term unemployed to re-develop job skills and experience.

Local Hiring

Given the skilled labor force in the Binghamton MSA, and the high level of unemployment it is anticipated that over 90% of the workforce at Traditions Resort and Casino will be New York residents, and that 90% of those employees will be from the Binghamton MSA.

