



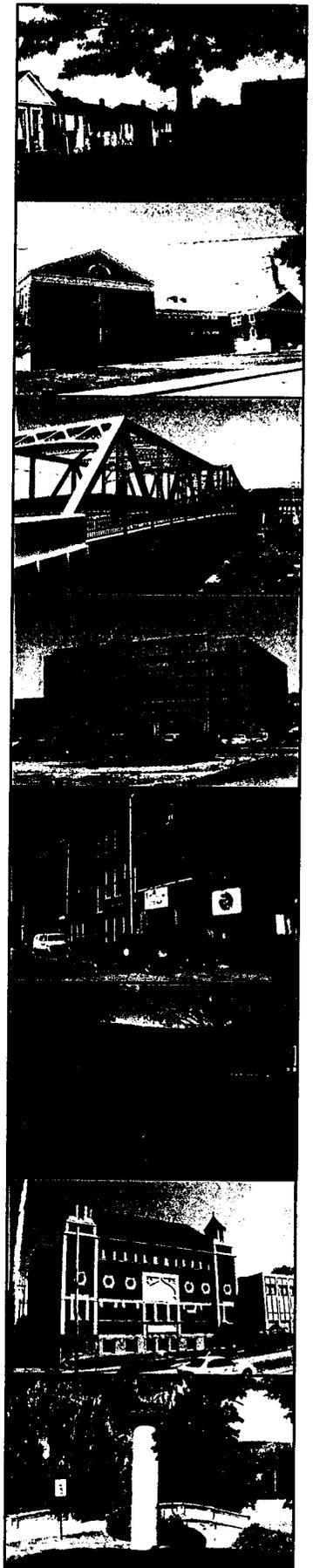
City of Corning Comprehensive Plan

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Prepared by

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This Master Plan document is the end product of almost three years of work by dozens of individuals who worked cooperatively for the success of the City of Corning. The following people contributed many hours of concerted effort to the production of the plan. Their commitment, energy and enthusiasm made this plan possible.

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Introduction

Introduction

A Master Plan is simply a sheaf of papers, but infused with the energy, commitment and vitality of those who care about a city, it becomes a statement of vision and a road map for bringing that vision to life. The experience of the Master Planning process that led to the development of this document has shown that this spirit of cooperation and enthusiasm is shared by leaders, residents and partners of the City of Corning.

This Master Plan document is the end product of almost three years of effort by dozens of individuals who worked cooperatively for the success of the City of Corning. It contains an Action Plan of initiatives developed by residents, City Council members, City staff, regional partners, Corning Incorporated and a team of consultants led by River Street Planning & Development. This introduction provides some brief background on Corning, summarizes the process followed, the philosophy that inspired the effort, the goals stakeholders established for the City during the planning program, and includes a brief overview of the financial impact of the plan.

After these introductory pages, two sections explore the specific actions that City stakeholders identified for the City as a whole and for each individual neighborhood. Finally, the document contains an appendix that projects the financial and related impacts to be accomplished by successful implementation of the plan.

Setting the Scene

Corning, New York, with its riverfront assets, historic architecture and world class employer, is a vibrant place to live and work. As a national model for the National Trust for Historic Preservation's Main Street Program, Corning's Intown District is a classic resource embodying the community's unique history and urban character. As home to Corning Incorporated, the City attracts world class talent, which helps maintain diversity in employment and population.

Begun in early 2000, the City of Corning Master Plan has taken a vision-led approach to build on strong assets and identify achievable solutions. It focuses on stimulating redevelopment of Corning's neighborhoods and underutilized land in the recently designated Empire Zone. The Master Plan prioritizes the City's assets and investments in human, technological, educational, financial and physical infrastructure with the goal of creating economic and social opportunity. It focuses on achieving high levels of employment and quality jobs that provide stable opportunities for all citizens. The strategies outlined in this plan also identify the revenues to finance improvements that will improve the quality of life in the City of Corning.

The master planning process was created as a framework to build neighborhood identity and resident capacity to effect change in the community. Officials see Corning's neighborhoods as the building blocks of the City, each with distinct assets to offer in creating a vibrant, sustainable community. Prior to the planning effort, only the Houghton Plot and Southside Hill were widely recognized as identifiable neighborhoods. Throughout the community involvement process, neighborhood residents worked with Steering Committee members, City staff and the consultant team to draft neighborhood boundaries. Meetings, workshops, surveys and other communication mechanisms were designed to orient residents to the emerging neighborhoods, encouraging people to think in terms of neighborhood needs and opportunities in relation to the City as a whole. The master plan process highlighted the pride Corning residents take in their community and identifies new neighborhood partnerships to implement the Master Plan.

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Working with a planning and urban design team lead by Troy-based River Street Planning & Development, LLC, the City conducted an intense community involvement effort that brought together diverse stakeholders including hundreds of local residents, businesses, regulators, environmentalists and other interested parties, to identify needs and priorities and create a plan of action. With strong community support and the dedicated work of City staff and elected officials, Corning applied progressive principles to craft a plan and shared community vision for the City and its neighborhoods.

Planning Process

The City of Corning set out to authentically engage the community at every turn of the planning process, educating citizens about opportunities and constraints in development, energizing public sector response, enhancing opportunities for funding and setting the stage for effective use of community volunteers. It used an extensive public involvement campaign including a Steering Committee, a resident survey, focus groups, youth meetings, individual interviews, a visioning workshop, a set of six neighborhood assets and challenges workshops, neighborhood action planning workshops, a City-wide neighborhood summit, a visual preference survey and a project web site.

Corning appointed a project Steering Committee, comprised of representatives from the City, local development organizations, historic preservation professionals, corporate partners, the hospital, small businesses, clergy, youth, and residents, to oversee plan development. Throughout the study period, the Steering Committee convened to discuss progress, review documents, and provide input and resources.

During the planning effort, every household in the City received information about the process. The neighborhood survey, focus groups and evening community meetings directly engaged hundreds of residents who attended at least one public function to provide input. In addition to the surveys and community meetings, the project consultant and City staff sought advice from residents and property owners through individual interviews, small business group interviews and a series of six focus group meetings on topics including parking, traffic circulation, parks, historic preservation, economic development, and tourism.

The interactive project web site provided information about the planning process, a calendar of events and an online visual preference survey that invited residents to comment on how well a set of images reflected their preferred future for the City's neighborhoods. The technical reports addressing economic, transportation, land use and tax base issues were also summarized on the project web site.

A variety of meetings, workshops and public gatherings informed the development of this plan, including:

Community Information Meeting – This meeting, held early in the planning process, presented the benefits of planning together, identified desired outcomes, outlined the steps necessary for success and described the partners, resources and funding available. It documented key issues the City must address to develop a realistic and implementable neighborhood-oriented plan. The session built awareness, energy and enthusiasm for the project and demonstrated great local pride in the community.

Visioning Workshop – See the detailed description of this workshop in the Vision and Goal section below.



Neighborhood Assets and Challenges – In six workshops conducted across the City, residents refined neighborhood boundaries and identified the assets and challenges facing each. Problems and opportunities in the areas of housing, land use, parking, transportation, infrastructure, parks, education and a variety of other issues affecting local quality of life were identified. The session created a clear picture of the opportunities and challenges facing each neighborhood and the City as a whole.

Community Profile – Two sessions educated residents about trends and forces affecting the community with regard to demographics, economic climate, retail and other consumer spending trends and the housing market. The results of the community survey and visual preference survey were also shared. Residents were asked to use this knowledge, along with the assets and challenges identified in the neighborhood workshops, to propose specific actions for their neighborhoods and the City that would create the changes needed to implement the preferred future identified in the visioning workshop. Community feedback from these workshops formed the basis of the neighborhood and City-wide action plans.

Action Plan – In the fall of 2001, the draft action plans were presented at a well attended forum at the Corning Museum of Glass. Both City-wide and neighborhood-specific action plans were discussed and large format presentation boards were examined by residents and other stakeholders. Community feedback from this meeting was incorporated into the final action plans.

From the outset, the City of Corning identified the development of strong vibrant neighborhoods as the central mission of the planning process. The initial challenge facing the planners was to define neighborhood districts. Following discussions with residents, elected leadership, employers, merchants and others, the team identified eight neighborhoods - each with clear boundaries, functions, sense of place and resident leadership.

In addition to the final master plan document, the planning process produced several interim reports. A Community Profile documents the existing conditions in the City and identifies key issues for action. A Historic Preservation Existing Conditions Analysis provides detailed information about the City's historic resources and identifies critical areas of needed support. A parking and transportation technical memorandum provides an analysis of parking needs and recommended strategies. It also offers potential solutions to key traffic circulation and safety issues.

Vision and Goals

The City launched the process with a major public workshop designed to expand citizen awareness of future trends. To the City's delight, more than 100 citizens shared their ideas and asked questions. This community visioning workshop was an opportunity for residents to imagine the future they most desired for their neighborhood. The workshop helped residents to identify strongly held community values, challenges facing the community and the image and flavor of a vibrant Corning of the future.

The City's civic institutions were particularly important to local residents. Places of worship, strong and small neighborhood schools, museums and cultural organizations, the Corning Hospital, the senior center, quality day care facilities and the YMCA were identified as community anchors. Corning's downtown was valued for its historic architecture and mix of shops. The community's compact nature and nestled geographic location contribute to residents' sense of safety and friendliness. The City's location, with its proximity to lakes, regional attractions and recreation resources, including the LPGA, were cited as important

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assets. Residents also enjoy the contributions of diverse and talented people at all socio-economic levels, representing many ethnic and cultural communities, including many people attracted to the City by Corning Incorporated.

In discussing community challenges, many participants cited the need for a more vibrant business district with more affordable commercial space and array of merchandise that meets the needs of local resident as well as visitor markets. Many felt that the upper stories of Market Street should be used for services and residential conversions, with retail uses filling ground level storefronts. Rear facade and alley improvements would improve attractiveness. On the Northside, new emphasis on the business district and stronger linkages to Market Street were cited as priorities. Residents advocated for increased spending on tree planting and maintenance, preservation of green space, multipurpose bike, hike and roller blade trails that link to a growing regional network and increased children's play areas. More community involvement and more activities for young people, including perhaps a teen center, were described as a priority need. Many felt that the river needs to be better integrated into the City to provide water-based recreational opportunities.

While many acknowledged recent progress, all felt that a continued emphasis on basic services such as general clean-up and ongoing maintenance of public spaces, roads, sidewalks, and streetscape elements is absolutely critical to the health of the City. There was a strong call to resolve ongoing odor problems at the sewage treatment plant and sewage flow problems on the Northside. Residents called for uniform, equitable and strict code enforcement for residential and commercial properties, multiple-family dwellings and for rear facades of downtown structures.

Finally, residents described their preferred future for the City. Many said that the Corning of the future will ideally offer employment and educational opportunities and quality of life amenities that will lead children to decide to make their adult lives in Corning. Young people will be closely integrated into community life, and an appropriate range of housing and services will enable older residents to retire comfortably in Corning, creating generational stability for the City. The community will be well maintained, appealing and beautiful. It will be cleaner and greener, with more trees and aesthetically pleasing neighborhoods and commercial districts on both sides of the river. The City will turn its attention to the river, carefully exploring opportunities for expanded recreation and tourism opportunities. Corning's residents will take pride in their community and the City will work for them, providing good government, jobs, services and shopping that meet local needs.

Residents sought a balance between growth in the valley and protection of the density and scale that makes Corning a "small town with a cosmopolitan feel." Many felt that the community would benefit from increased job opportunities for local residents at Corning Incorporated and at an expanding and diverse base of other local companies. A growing array of top quality cultural institutions will attract visitors.

Feedback from the visioning workshop, along with issues identified at the assets and challenges workshops was used to develop a future vision and a set of nine goals around which the action plan is organized. The goals address land use, public services, housing, youth and recreation, infrastructure, transportation and parking, community character, neighborhood vitality and economic development. The vision statement and goals are listed briefly below. The City-wide action plan is organized by the goals, and provides specific action items the City is considering in order to support each goal.



Vision Statement

The City of Corning is a sophisticated small town with a cosmopolitan feel. Its rich history of innovation, diversity of cultural resources, historic architecture and hard-working people make the Corning of today a vibrant place to live and work. In planning for the future, the City will preserve healthy neighborhoods and vibrant business districts that serve local as well as tourist needs. It will provide a high quality municipal infrastructure necessary to support existing companies as well as an increasingly diversified local economy. Limited land will be redeveloped, encouraging compatible residential and commercial uses and preserving a sparkling community of choice for residents of all ages.

Expressing Community Vision and Values

In developing the Master Plan, participants were guided by the philosophy of the New York State Quality Community Principles. These principles, developed by the New York State Quality Communities Task Force in 2000, summarize the critical steps New York communities can follow to create and preserve livable, vibrant places.

The Plan protects and enhances Corning's special sense of place.

The City's neighborhood-based approach challenges the prevailing notion that the urban decline is inevitable and irreversible. The plan is market-driven and uses the City's assets: infrastructure, supportive finance, workforce and urban amenities as anchors to establish Corning as the regional center for employment, education and the arts. Enhanced public spaces and services reinforce the City's role as an attractive location for new residents, businesses and visitors. The plan improves urban amenities, including parks and streetscapes, and recommends acquisition of parcels to be set aside for additional public services and facilities. A mix of prudent public and private investment will be critical to ensure that these amenities are widely accessible and of high quality. At least one catalyst project that will focus and multiply spin-off investment has been identified for each neighborhood.

The plan lays out a mix of uses including active and passive parks, a senior housing facility, transit improvements and considerable new commercial development, creating a web of distinctive places that are accessible to people at all life stages and income levels. It builds on the City's historic character which, along with the pedestrian-oriented environment and distinctive building fabric, gives Corning a unique advantage over other business locations. The scale, rhythm, and craftsmanship of many existing buildings cannot be replicated today and are a valuable resource that can attract additional investment to the City.

The Plan manages land wisely and promotes high quality development.

The plan recommends a land management framework that encourages synergy between uses and complementary relationships for local residents and businesses. Synergy between residential and commercial uses enhances the economic vitality of the entire area and makes more efficient use of land and resources. Design standards will ensure that scale, massing and alignment of new facilities maintain and enhance the City's urban fabric. The plan improves existing recreation and open spaces, for example, relating them more effectively to surrounding residential uses. It provides for new river access and water-borne recreational opportunities while protecting environmental quality and flood safety efforts.

The Plan enhances liveable neighborhoods and transportation.

A livable Corning is vibrant and people-oriented. At its most basic, livability means safety, comfort, convenience and walkable scale. Basic City services, efficiently delivered, are the foundation of livability. Planned investment in roads and public water and sewer infrastructure account for nearly fifteen percent of the total cost of Master Plan implementation. From a commercial standpoint, a livable city includes a mix of uses and incomes and is pedestrian-friendly, creating “feet on the street” that benefit local businesses and create a comfortable environment for residents. A livable neighborhood embodies the City’s economic and cultural diversity, with sound physical structures, a clean, attractive environment and an adequate, well-maintained infrastructure. Safety and physical security, good schools, compatible land use, and neighborhood character are core values. This plan begins an aggressive campaign to leverage public and private sector investment, enabling commerce, supporting targeted business growth, improving livability of the residential neighborhoods and bringing people back to the City of Corning as visitors, residents and employees.

Corning must be connected to other growth centers in the State. The potential reintroduction of passenger rail service to the City, likely as a part of New York State’s high speed rail efforts, is a particularly exciting opportunity. Coordination with the state and other communities along the proposed alignment will be critical for success. The plan lays out the steps the City will take to prepare for and facilitate the eventual extension of service as one partner in a much larger regional audience for this critical transportation infrastructure investment.

The Plan supports diversity of uses and urban sustainability.

Key to the plan is a vibrant mix of diverse uses that will create unique and distinct neighborhoods as well as a broad range of well-paying jobs. Diversity in housing translates into increased homeownership, upper story Market Street residential conversions, multi-family development, senior and assistive living, student housing and small-lot single-family homes. Diversity in jobs translates into sustainable businesses, incubator office space, high tech and research and development activities. Diversity in services means local parks, transit, adequate commercial parking, accessible retail and entertainment, and in the long-term, restored passenger rail connections. Diversity helps to establish a high quality of life and ensures stable growth.

The Plan builds regional partnerships and collaborations.

The plan takes a regional approach that recognizes Corning’s role in the larger Southern Tier Region and identifies a strong partnership base, drawing on the dynamism of the private sector, the stewardship of public entities and the energy of citizens. It recognizes that continued communication and cooperation among interest groups in the region, the City and the neighborhoods is the key to attaining the vision set out in this plan. These development concepts can be successfully implemented only if leaders from all sectors are committed to reaching a shared vision and common ground. This plan is intended to provide a platform for open, constructive and continuing dialogue.

The Plan achieves significant and measurable progress over fifteen years.

The plan’s long term focus recognizes that richness of character is only possible when careful development is accomplished incrementally over time. It embraces a holistic approach, fusing economic development, land use, design and environmental perspectives leading to sustainable growth. It focuses on building neighborhood identity, awareness and organizational capacity as



basic building blocks of a sustainable community. The plan recognizes the changing nature of the urban economy that places more emphasis on the role of homeowners, business owners and developers as partners with municipalities in stimulating investment and planned growth. In Corning's case, the scale of development outlined in this plan also requires the creation of complex joint ventures that utilize the assets of the public and private sectors to accomplish more than either could do alone. The plan assumes that urban renaissance happens because of commitment and continuity over the long-term. It doesn't happen because of a radical paradigm shift in policies or politics, but because dozens of concerned stakeholders commit to intervene with small-scale projects each and every day.

The Action Plan and Community Goals

Feedback from the visioning workshop, along with issues identified at the assets and challenges workshops was used to develop a future vision and a set of nine goals around which the action plan is organized. The goals address land use, public services, housing, youth and recreation, infrastructure, transportation and parking, community character, neighborhood vitality and economic development. The goals and discussion of projects and activities proposed for each goal area are described below.

Goal 1: Create a quality built environment

A key focus of the plan has been the development of tools to create an attractive and functional built environment that meets the needs of existing residents and businesses while building opportunities to attract new residents and economic opportunities. Actions described under Goal 1 of the Master Plan focus on providing the regulatory tools and programs to ensure continued quality investment in the community. The City plans to work towards implementing progressive land management practices that will transition out inappropriate land uses and stimulate development of high quality residential and commercial enterprises.

The City will continue to enhance code enforcement efforts to improve building conditions in the neighborhoods and will consider zoning code revisions as needed to help implement not only the Master Plan, but the recent New York State Empire Zone designation. Other zoning changes may include the adoption of design standards for commercial development, changes to restrict conversions of one family homes into multi-family structures, and the creation of a hospital and medical use zone around the existing Corning Hospital. Corning will work with neighboring jurisdictions to protect its viewshed and surrounding steep slopes, which are among its most prized natural assets.

Goal 2: Increase the effectiveness and cost efficiency of municipal services

The City of Corning has committed to a set of actions to increase the effectiveness of municipal services and to ensure that City assets are used to their fullest potential. Recognizing that high-quality, current information about City services is critical to effective planning and delivery of services and economic development efforts, the City anticipates purchasing GIS software to improve the tracking and quality of information available about City services.

Public safety services in the City are currently dispersed throughout the community, some in structures that are poorly suited to their current use. The City will consider the development of a new public safety complex that could combine police, fire, courts and other County agencies in one facility. This public safety complex could act as an anchor for redevelopment at any one of several sites within the City. In a similar effort, the City will consider the possibility of relocating

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City Hall to make the current site available for redevelopment. Corning's City Hall is located near Market Street, the City's most vibrant commercial area, and commercial redevelopment would add significantly to the tax base. The City Hall could work well with other redevelopment projects and ideas envisioned for East Market Street.

Goal 3: Provide a variety of high-quality housing opportunities

The actions described to implement Goal 3 of the Master Plan provide tools to encourage reinvestment in Corning's existing homes, expand housing options and provide improved housing opportunities to low and moderate income residents. The City will work with its public, private and non-profit partners to fund and administer housing rehabilitation throughout the community. It will consider implementation of tax incentive programs to encourage private reinvestment in homes and will consider the creation of a homeowner assistance program that will allow more residents to afford their own homes while providing incentives for increased neighborhood investment.

The City will also work to expand senior housing options. The proposed redevelopment of Northside Blodgett School into an assistive living facility is envisioned as a cornerstone project. As the market allows, the housing supply may also be expanded by encouraging conversion of existing upper story office/commercial space on Market and Bridge Streets to residential use and through strategic infill or redevelopment.

Goal 4: Offer high-quality recreation amenities

Many residents support increased investment in parks and recreation. To address these issues the City intends to develop a park improvement plan as part of its Five Year Capital Improvement Plan. This Plan may be supplemented by specific master plans for many of the parks in the City. The City also plans to seek funding to design and develop small pocket parks in neighborhoods throughout the City that are now underserved by the existing park system.

Other recreational enhancements may include the creation of a City-wide bike and hike trail, a public art trail, and an enhanced youth center providing more programs and recreational opportunities for teens in the City. Corning, along with its public, private and non-profit partners, will also seek to expand access to the Chemung River.

Goal 5: Develop and maintain supportive physical infrastructure

Like many older Northeastern cities, much of Corning's sewer and water collection and distribution system is over 100 years old and in need of considerable repair. The sewer system is a particular problem for the City, with inflow from the storm water system creating a capacity problem during the wet seasons. Issues on the Northside are complicated by a pipe system that is inadequately sloped to carry flow effectively. A major sewer project, to be completed in 2003, will address many of the capacity issues for parts of the Houghton Plot and the Centerway area. Future Northside projects can build on this project to better serve businesses and residents and to maximize redevelopment opportunities. Improvements throughout the City will continue to be coordinated with road and water system improvements to minimize project costs and maximize impacts.

The primary water system need in the City is the replacement of the City's in-ground reservoir. This, and the continued implementation of the City's 1% per year water main replacement program, are the water system action items identified in the Master Plan.



Goal 6: Develop a rich system of transportation amenities

Residents value Corning's compact size, walkability and lack of traffic congestion, but are concerned about the condition of the City's streets and sidewalks. Merchants and residents alike have serious concerns about the parking supply in the City's commercial districts, while the City sees the issue as an allocation and management problem. The Master Plan proposes a comprehensive set of projects to address identified transportation concerns. The most critical of these is the continued implementation of the City's Road Surface Management System that prioritizes and implements improvement projects.

The plan includes a variety of pedestrian safety improvements to increase pedestrian access in residential neighborhoods and commercial districts. A City-wide parking plan was developed to address the needs of the City's commercial and residential parking issues. A street classification system could help the City to guide the installation and operational parameters of traffic control devices, guide the implementation of traffic calming strategies and address concerns about through traffic in neighborhoods. A multi-modal transportation center might serve local resident and tourist needs, providing a strong amenity for the reintroduction of passenger rail.

Goal 7: Preserve and promote the City's rich historic resources and community character

Corning's rich architectural history and appealing community character significantly enhance the quality of life for residents and provide opportunities for tourism-based economic development. The Master Plan lays out a set of strategies to preserve and enhance the City's historic resources and neighborhood character. These include tax incentives to encourage rehabilitation and historic preservation efforts, stronger tools to deal with nuisance properties and the creation of a vacant building/vacant lot maintenance program. The City may also develop and implement local historic preservation and neighborhood conservation laws to maintain and enhance the character and integrity of the City's historic building stock and neighborhoods.

The City will investigate commercial and residential building rehabilitation and facade improvement programs and target public amenity funding to protect property values with streetscape investments including street lights, furniture and tree planting. A tree planting program for all neighborhoods will supplement the streetscape efforts to ensure that aging trees are replaced in a timely manner.

Goal 8: Create strong neighborhoods

The Master Plan focuses on the City's neighborhoods and the role they play in charting Corning's future course. Residents' obvious pride and stewardship for the community create opportunities for the development of strong neighborhood associations. The actions outlined under Goal 8 provide a strategy to support the City's neighborhoods and provide the structure to implement the actions described in the neighborhood action plans.

The City will encourage the formation of neighborhood associations throughout Corning and may designate staff contacts for association activities. Working with the emerging associations, Corning will consider creating special target area assessment districts requested by the associations to fund projects and activities identified by the neighborhoods.

Goal 9: Maximize economic resources

The plan's economic development section describes how the City will identify and develop economic initiatives that will support the social fabric of the community, enhance the City's commercial districts, provide strong employment opportunities and meet residents' needs for goods and services. Key tools described in this section include development of a land banking strategy to hold appropriate parcels for redevelopment, implementation of the Empire Zone tools to enhance business opportunities and the creation of a microenterprise program to offer small business training and loans.

Corning will work with local partners to increase the coordination of local and regional tourism development efforts and to expand and increase coordination of marketing of the City as a business location. A hotel room tax will be considered to create a fund for Intown District programs and maintenance efforts.

Financial Impact Analysis

The master plan guides growth and investment in Corning with the goal of maximizing and sustaining public benefit, wealth creation and economic stability. The plan relied upon economic research, tax base and market analysis to scope the potential for new development in Corning. This analysis showed substantial market strength and a growth curve that supported recommendations for the projects described in the Action Plan. With Corning's population expected to stabilize over the next fifteen years, residential and commercial demand is also expected to increase annually. The successful implementation of the City of Corning Master Plan itself will create demand for new residential, retail and commercial space throughout the City.

In terms of economic sustainability, there is sufficient market strength to support a critical mass of additional retail and commercial attractions in City of Corning. The addition of new and exciting businesses in the Intown District and on opportunity sites identified along Dennison Parkway could enable the whole to become greater than the sum of its parts in terms of market capture and create much needed sales tax revenue to support ongoing infrastructure investment.

A wide variety of private and public funding sources have been identified for Plan implementation, though in the initial years funding available for the capital requirements of Master Plan implementation will be somewhat limited. The burden of economic sustainability begins in the project-planning phase, and while demographic, economic, and market forces are relatively positive in the Corning area, difficulties with initial project capitalization represent a greater threat to success than any limitation of local consumer market or visitation potential. A significant resource will be the Hornell/Corning Empire Zone, though those funds are also finite and must be leveraged by other sources to implement identified public and private sector development projects. Wherever possible, the Master Plan recommends partnering, space sharing, and efficient use of infrastructure and other resources between projects

In designing the financing strategy for the action plan, the City made a considerable effort to leverage the impact of municipal funds by accessing funds from public, philanthropic and private sources. Should all projects in the action plan be implemented as described, the city will strategically leverage \$18.4 million of municipal funds (over fifteen years) with \$119.3 million in other funds, resulting in an overall value of master plan projects of nearly \$138 million. This represents a 1:6.5 leverage ratio where every dollar the City spends results in \$6.50 of



additional investment. The Action Plan describes funding all projects with nearly \$18.4 million in City funds, \$70.0 million in other public and philanthropic support (including the matching funds, federal, state, and county funds, public financing, and foundation support), and \$49.3 million in private investment.

Investments in infrastructure needed to bring the existing road, sewer and water systems into good operating condition represent the largest single cost category in the plan budget. These investments are critical to the long-term economic sustainability of the City and would need to be implemented whether or not other proposed initiatives take place. The road and sewer improvements alone represent \$14.1 million of the City's total \$18.4 million investment in the proposed Master Plan.

Projects identified in the Master Plan will be implemented in three phases, categorized as short, medium and long term. Approximately 56 projects are currently characterized as short-term (years one through three), 33 are medium-term (years four through seven), and six are long-term projects that will be implemented in years eight through 15. It should be noted that there is some overlap between the short, medium and long-term projects. Phasing categories indicate when a project begins, and some projects that begin in years 1-3 will still be active in the medium term and a number of projects that begin in years 4-7 will not yet be complete when the long-term projects begin implementation in year eight.

Phasing priorities were based on input from community stakeholders, neighborhood groups, regional partners including Three Rivers and Corning Enterprises, the City Council and the City's Administration. Ultimately development activity may vary from the proposed phases as some projects will mature more quickly. However, the City of Corning Project Matrix illustrates a possible sequence for further evaluation by the City Council, City Administration and citizen advisors.

The projects identified in the Action Plan have been structured to be designed, constructed, and launched into operation within the fifteen year window, effectively implementing the Master Plan and enhancing the City of Corning with exciting, culturally rich, and economically sustainable development. The economic benefits and municipal tax revenues resulting from plan implementation are diverse, and comprise a new and significant source of support for the Intown District, residential neighborhoods, employers and workers, and other regional audiences.

The key financial impacts of the Master Plan address capital investment and property tax revenues across the different development sectors (neighborhood, City-wide and public infrastructure) over a 15-year build-up that includes the short, medium and long term projects listed in the Action Plan. The projections are conservative and in all likelihood significantly underestimate the impacts of Plan implementation which will also generate increased sales tax new jobs for local residents.

Totals achieved within the 15-year span are estimated as follows:

- Neighborhood – Estimated capital investment from all sources of \$97.9 million, with resulting property tax revenues of \$4.6 million
- City-wide – Estimated capital investment from all sources of \$18.7 million, with resulting property tax revenues of \$1.3 million

Corning Master Plan

- Infrastructure – Estimated capital investment from all sources of \$21.1 million needed to make private investment in neighborhood and City-wide efforts attractive

The plan invests \$138 million in civic infrastructure and commercial enterprises and produces over \$12 million in tax revenues over the 15-year implementation period. The benefits of Master Plan implementation are even more obvious when already planned investment in road maintenance, sewer and water system reconstruction are removed, leveraging an investment of \$4.6 million in City funds to yield property tax revenues totaling \$12 million by 2017 and stabilizing at \$548,821 over current revenues annually thereafter.

Looking Forward

As the headquarters of Corning Incorporated, the City is one of the smallest communities in the world to host the headquarters of a Fortune 500 company. Often called a “small town with a cosmopolitan feel,” residents have expressed a strong desire to retain the City’s small town character. Fluctuating growth of Corning Incorporated and its shift from a manufacturing company to a largely research and development firm have had profound effects on the community. People from around the world are recruited to work in the company’s research and manufacturing facilities. The City is expected to provide amenities not found in most small towns to make it attractive to people who are often accustomed to a larger urban setting, while maintaining the small town services and feel that meet needs of residents.

The City of Corning possesses a strong foundation of community assets including arts and cultural attractions, an accessible riverfront, an intact and revitalizing downtown and a progressive corporate partner. Protecting these assets through Master Plan implementation will require the City to form new partnerships and continue to nurture relationships with existing public, private and non-profit stakeholders. Strong project management will be needed to coordinate the efforts and needs of many stakeholders and partners. Stable and continuous leadership across political boundaries and over successive administrations will be critical to long-term success.

The City of Corning is a small town with many ‘big city’ needs. Economic forces compel redevelopment and ongoing investment in the Intown District and the commercial core, but that redevelopment must be undertaken carefully to ensure that neighborhoods remain strong and vibrant. To a large extent, this Master Plan is about finding a balance among these competing needs. The City’s downtown urban renewal efforts in rebuilding from the Hurricane Agnes flood of 1972 have become a national model for the historic preservation movement. Corning must now become a model of a community where dynamic growth is balanced with visual appeal, walkability and community character.

