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ECONOMIC DEVELOPMENT STRATEGIC PLAN

CORNING, NEW YORK

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EXECUTIVE SUMMARY

INTRODUCTION

Upstate New York is uniquely challenged. The region's economic plight is often masked by state-level economic and demographic statistics that are positively skewed by New York City and well-off suburbs in Westchester County and Long Island. Upstate New York is part Appalachia, part Rust Belt—a stark contrast to the globally connected superstar city of New York. These sentiments were echoed by stakeholder input collected during this plan's discovery phase.

Despite broader regional challenges, **the City of Corning (the City) has remained an island of stability** within the long, slow, economic decline of Upstate New York. This is due in large part to Corning Inc., which has served as a pillar of the local and regional economy for generations. Despite this history of success, the City cannot take its special status for granted. To do so would risk becoming another Upstate city to fall into decline. Corning must acknowledge the challenges associated with being a small city so dependent on a single, large employer. Yet, Corning's economic potential should not be defined by a narrow focus on risks and challenges. The City benefits from assets that can be leveraged to transform Corning into an economic success story. **This plan provides a roadmap to guide Corning's economic development program for the next 10 years and beyond. If community leaders embrace the opportunities presented in this plan, Corning can become a model of prosperity for other Upstate communities.**

PROJECT APPROACH

In recent years, the greater Corning area has undergone several strategic planning initiatives aimed at placing the region on a path to economic growth. These plans and studies include the eight-county *Southern Tier Upstate Revitalization Initiative Plan*, the *I-86 Innovation Corridor—Strategic Action Plan* for the portion of Steuben and Chemung Counties centered on Corning and Elmira, and an ongoing workforce development strategy for Steuben, Chemung, and Schuyler Counties. Additionally, the City of Corning conducted *A Residential Housing Improvement & Expansion Study* in 2014, which is currently in its first phase of implementation. Despite the substantial amount of planning work carried out for the larger region surrounding the City, Corning has never had an economic development strategic plan addressing the City's specific challenges and opportunities.

To fill this planning gap, the City of Corning engaged TIP Strategies, an Austin-based economic development consulting firm, to prepare an economic development strategic plan to guide the community's growth over the next 10 years and beyond. The resulting plan includes a set of goals and strategies designed to foster increased private-sector investment, business development, and job creation in Corning.

To provide a foundation for the planning process, the TIP consulting team conducted an assessment of the City's demographics, employment patterns, industry concentrations, commuting flows, and other qualitative and quantitative factors affecting Corning's competitiveness. To reach a deeper understanding of the current state of the local economy, data are shown for the City of Corning, Steuben County, the I-86 Corridor (Steuben and Chemung Counties), Upstate New York, and the US. The results of this economic analysis are published under separate cover and are summarized in Appendix 2 of this report. The team's quantitative analysis was supplemented by an extensive input process that included dozens of community and business leaders through roundtable discussions and individual

interviews. A target industry analysis, which provides details on the most promising growth sectors for new business investment and job growth in Corning, is included in Appendix 3.

Finally, the plan includes an implementation matrix (Appendix 4) that outlines the actions, priorities, and timeframes needed to execute the recommendations effectively. The implementation matrix is intended to prioritize the City's economic development activities. Implementation efforts also address the role of key partners, such as the Three Rivers Development Corporation, the Steuben County Industrial Development Agency (IDA), and Corning Enterprises. The City and its partners currently exhibit a high degree of alignment and coordination in support of economic development. A continuation of this collaborative approach will be important for future economic growth in Corning.

STRATEGIC PLAN SUMMARY

The plan is structured around eight goals, four support structures, four target industries, and four measurable outcomes. The framework is presented in this section.

The eight goals are the areas where the City and its partners should focus economic development efforts to encourage business development, job growth, and real estate development/redevelopment over the next 10 years and beyond. The plan's goals represent the major program areas where the City and its partners will focus their implementation efforts. However, the strategic plan is more than purely programmatic; it also calls for specific projects with the potential to transform Corning's economy through targeted investments. In addition to the eight goals, there are other important factors—the four support structures—that affect the community's economic potential, but largely fall outside the scope of the core economic development activities outlined in this plan. These four areas—housing and neighborhoods, education and workforce, transportation and infrastructure, and the waterfront and other amenities—are addressed in Appendix 1 of this document.

TARGET INDUSTRIES

- Materials science technology and R&D
- Craft breweries, wineries, and distilleries
- Arts and design
- Visitor attraction, festivals, and events

MEASURABLE OUTCOMES

- Job growth, especially middle- to high-wage jobs
- Capital investment in new equipment and facilities
- Real estate development and redevelopment
- Growth of local tax base (sales and property taxes)

THE GOALS

1. **SCIENCE, TECHNOLOGY, AND R&D.** Support Corning Inc. and other technology-driven companies to create new business opportunities centered on science, technology, and R&D.
2. **BUSINESS RETENTION, EXPANSION, AND RECRUITMENT.** Grow Corning's economy through business retention, expansion, and recruitment initiatives focused on existing employers and target industries.
3. **VISITOR ATTRACTION.** Elevate Corning's status as a top visitor destination in the Northeastern US.
4. **URBAN VITALITY.** Enhance the City's urban vitality and encourage new mixed-use development.
5. **REDEVELOPMENT.** Promote redevelopment of strategic sites and underutilized properties.
6. **REGIONAL COLLABORATION.** Reinforce Corning's role as the economic and cultural hub of the surrounding region.

7. **ENTREPRENEURSHIP.** Create a favorable environment for entrepreneurship, innovation, and technology development.
8. **SMALL BUSINESS DEVELOPMENT.** Support the growth and stability of locally owned small businesses.

THE SUPPORT STRUCTURES

1. **HOUSING AND NEIGHBORHOODS.** Encourage new investment in Corning's housing stock and neighborhoods.
2. **EDUCATION AND WORKFORCE.** Support regional efforts to build a strong pipeline of talent to address current and future workforce needs.
3. **TRANSPORTATION AND INFRASTRUCTURE.** Maintain and enhance City and regional transportation facilities and other critical infrastructure needed to fuel business growth.
4. **THE WATERFRONT AND OTHER AMENITIES.** Explore opportunities to leverage the Chemung River and pursue other creative approaches to develop amenities for existing and future residents.

STRATEGIC PLAN

GOAL 1. SCIENCE, TECHNOLOGY, AND R&D.

Support Corning Inc. and other technology-driven companies to create new business opportunities centered on science, technology, and R&D.

Corporate headquarters (HQs) are valuable assets for any local economy. In addition to their value as a source of high-wage employment, these facilities are often prized for reasons that go beyond job creation. The presence of a major corporation can substantially raise the profile of a community. Along with an image boost, corporate HQs also provide widespread benefits to a local economy. Beyond the direct impact of wages, corporate profits are often invested locally through spending by executives and philanthropic activities. Communities that are home to Fortune 500 HQs experience all of these benefits on a larger scale. The larger the company and the smaller the community, the greater the relative economic benefits provided by the corporation.

Corning Inc. is the largest Fortune 500 HQ in Upstate New York. The company's global HQ is located in the heart of the City of Corning. In addition, Corning Inc. operates its Sullivan Park research and development (R&D) complex (just outside the City limits) and multiple manufacturing plants in the region. All told, Corning Inc. employs 5,500 workers in Steuben County and is the region's greatest economic strength. Corning Inc. is a longstanding cornerstone of the local and regional economy. The company has provided well-paying jobs for local residents and has made substantial investments in the area for generations. Corning Enterprises—the company's community and economic development arm—partners with numerous local organizations to lead downtown revitalization efforts, retail business recruitment, and other initiatives to strengthen the local economy. However, the community cannot afford to adopt a passive mindset that assumes Corning Inc. and Corning Enterprises will solve each and every challenge facing the City. The City and its partners must take a proactive stance toward ensuring Corning Inc. remains a successful player in the regional economy. This proactive approach can be summarized by two questions. First, how can the City and its partners support the ongoing success of the company, including retention and growth of its functions located in and around Corning? Second, how can the City and its partners work with Corning Inc. to encourage new business development and job growth in the community, especially around new technologies and R&D?

The development of new business opportunities focused on science, technology, and R&D is a promising option for economic development in Corning. This opportunity will be centered on Corning Inc., but will also engage other area companies in the materials science technology field (such as Corelle Brands) and area higher education institutions with strengths in materials science engineering (including Alfred University, Cornell University, Binghamton University, and Corning Community College).

STRATEGIES AND ACTIONS

- 1.1. Build a comprehensive business retention and expansion (BRE) program around Corning Inc. and its numerous functional groups located in the City.
 - 1.1.1. Continue working closely with Corning Inc. to understand the company's needs and challenges.
 - 1.1.2. Focus on maintaining and cultivating relationships with the company's core group of leadership, but also develop stronger ties to relevant professional service providers, such

as accounting firms, legal firms, marketing/public relations (PR) firms, and commercial real estate professionals.

1.2. Recruit new businesses to the community that could serve as suppliers or service providers to complement existing companies in strategic ways.

1.2.1. Pursue locations from large global partners.

1.2.2. Recruit small- and mid-size technology companies and professional services firms from outside the area that currently provide services to existing companies.

1.2.3. Attract entrepreneurs and startups.

1.3. Work with the Southern Tier Network (STN) and Corning Inc. to explore opportunities to promote the City as an early test bed for the fifth generation (5G) of mobile and telecommunications technologies. Given STN's new ultra-high-speed broadband fiber network and Corning Inc.'s leadership role in developing the "hard infrastructure" (for example, fiber optic lines) that will provide a foundation for the deployment of 5G technologies, the City could serve as a public-sector partner to help evaluate and pilot new technologies.

GOAL 2. BUSINESS RETENTION, EXPANSION, AND RECRUITMENT

Grow Corning's economy through business retention, expansion, and recruitment initiatives focused on existing employers and target industries.

Corning Inc. is the largest employer in Corning and is the driving force behind the local and regional economy. However, it is not the only major employer in the community. Corning benefits from several large- and mid-size employers. Corelle Brands (formerly World Kitchen) employs nearly 520 workers in the City and represents a substantial portion of the local property tax base. Wegmans employs 325 workers in Corning and draws shoppers from far outside the City limits. Guthrie Medical Group and Corning Credit Union each employ well over 100 workers. The US Small Business Administration estimates that roughly 60 percent of new jobs in a community are created through the expansion of existing businesses. While this figure is sometimes debated, there is no question that Corning's existing employers form the foundation of the local economy and are, collectively, the community's most valuable economic asset.

A strong business expansion and retention (BRE) program is just as important as a recruitment program, not only because of job creation, but because it is difficult to recruit a new company if existing businesses are not thriving. In addition to fostering a supportive local business climate, a dynamic BRE program should also include efforts to mitigate the risks and vulnerabilities facing existing employers. Businesses that have recently been acquired by out-of-market companies or investors are often at risk of downsizing or relocation. A successful BRE program doesn't concentrate solely on the downside risks associated with the potential loss of local businesses and jobs. It focuses equally on the *upside risks*—a term often used by economists to describe positive opportunities. Cultivating close relationships with the community's existing employers can provide inside knowledge that could lead to growth from other sources, such as the recruitment of suppliers and service providers. Corning's economy will benefit from new efforts to support the growth of existing employers.

The future health and stability of Corning's economy depends largely on whether the community can successfully retain and grow Corning Inc. and other existing employers. But the community will only attain its highest potential if it can attract new investment and job growth from companies not currently located in the area. A focused business recruitment program that leverages Corning's unique assets, and complements existing employers, can provide lasting prosperity for the local economy.

STRATEGIES AND ACTIONS

- 2.1. Continue working with the Steuben County Industrial Development Agency (IDA) on City-focused business BRE efforts to gain a deeper qualitative understanding of the challenges faced by local businesses operating in Corning.
- 2.2. Increase networking among local entrepreneurs, business executives, human resource (HR) managers, and other local leaders to build a supportive culture among the Corning business community. Invite business leaders from surrounding communities in the I-86 Corridor to participate in networking events on a regular basis.
- 2.3. Assist Corning's existing businesses in their efforts to expand operations and product/service lines to serve the contracting needs of Corning Inc., Corelle Brands, and other large employers.
- 2.4. Work with the Steuben County IDA, Three Rivers Development Corporation, Corning Enterprises, and the Gaffer District to recruit new businesses to the community that complement Corning's existing major employers and industries. Focus business recruitment efforts on the following targets. *(See Appendix 3 for a more detailed explanation of these target industries.)*
 - Corning Inc. technologies and R&D—with an emphasis on firms that currently provide services or are well-positioned to serve the company's needs.
 - Craft breweries, wineries, and distilleries—examples include attracting wine-tasting rooms along Market Street and/or Bridge Street to support the regional Finger Lakes wineries.
 - Arts and design—such as industrial design firms to support Corelle Brands, Corning Inc., and other local and regional large manufacturers.
 - Visitor attraction, festivals, and events—recruitment could concentrate, for example, on retail stores and tasting rooms, which could also provide new customers for regional agricultural products.

GOAL 3. VISITOR ATTRACTION

Elevate Corning's status as a top visitor destination in the Northeastern US.

Tourism is not considered "economic development" by everyone in the economic development profession. Fortunately, in recent years, this narrow thinking has given way to a more expansive view of what drives local and regional economies. The benefits that tourism provides to a local economy can be measured through increased visitor spending, positive impacts on local businesses, and the development of new businesses and destinations. Tourism also provides the less tangible, but still important, benefits of enhancing the image and external visibility of a community, which can support broader talent attraction and business recruitment initiatives.

The local tourism sector is anchored by the Corning Museum of Glass (CMoG), but also includes regional attractions such as Finger Lakes Wine Country, Watkins Glen State Park, Watkins Glen International automobile racetrack, and The Rockwell Museum. Corning's location as a midpoint between New York City and Toronto (about a 4-hour drive to either cities) makes it a logical visitor destination for travelers. The role of events, festivals, and conferences should be explored as a key component of a local tourism strategy. Major events can have a profound influence on how the outside world views Corning. A prime example of an event translating into significant economic development outcomes (beyond just tourism spending) is the South by Southwest (SXSW) Music+Interactive Festival, which has accelerated Austin's position as a national technology and innovation hub. Similar linkages between tourism and economic development should be encouraged

in Corning to leverage the area's tourism assets and expose the City to other business development opportunities. The September 2018 Travel Blog Exchange (TBEX) conference and networking event to be hosted at the Corning Museum of Glass is a perfect local example of an event that can be leveraged for broader economic development. Creation of a larger meeting space (either expansion of an existing space or a new venue) to attract more and larger conferences/events to the community is another strategy with significant economic potential.

STRATEGIES AND ACTIONS

- 3.1.** A new convention center in downtown Corning. Work with a qualified hotel/convention center feasibility consultant to conduct a feasibility analysis for the development of a convention center in downtown Corning, potentially in association with an existing or new hotel. Assuming the analysis indicates strong potential for a new convention center, take the following next steps.
 - 3.1.1.** Identify local employers who regularly bring in visitors requiring hotels and meeting space, and secure written commitments regarding the number of monthly hotel nights and meeting space they would support to accommodate business travel to their Corning facilities.
 - 3.1.2.** Provide incentives to support the attraction and development of a new convention center. The incentives could include infrastructure improvements or a public/private model to finance and operate a new convention center, potentially in combination with a new hotel.
 - 3.1.3.** Work with an architectural services/urban design firm to produce conceptual designs for a new convention center building to be constructed in downtown Corning.
- 3.2.** Capitalize on the rapid growth of wineries throughout the Finger Lakes region.
 - 3.2.1.** Establish a wine-tasting room on Market Street to showcase regional wines and draw tourism traffic to downtown Corning. Over time, recruit additional tasting rooms to Corning, if sufficient market demand exists.
 - 3.2.2.** Market Corning as the primary starting destination for tourists visiting other regional destinations associated with the Finger Lakes Wine Country and related attractions.
 - 3.2.3.** Work with Watkins Glen State Park to ensure that its new visitor center promotes specific visitor attractions in Corning, in addition to the broader Finger Lakes region.
- 3.3.** Promote Corning's existing tourist attractions (especially the CMoG and The Rockwell Museum) and major events to fully exploit their economic potential.
 - 3.3.1.** Cultivate relationships with tour bus companies and operators in New York City and Toronto to encourage them to make Corning a regular stop between major metro areas.
 - Include the CMoG, Wegmans, and Market Street as preferred stops for travelers between the major metro areas.
 - 3.3.2.** Work with the CMoG to create new artist studio space, live/work space for visiting and resident artists, and other amenities that support the growth of Corning's arts and design community.
 - Explore the feasibility of expanding artists' residency programs in conjunction with the CMoG.

- 3.3.3. Support the growth of existing events that bring visitors to Corning on a regular basis, including the CMoG's 2300°, GlassFest, the Wineglass Marathon, and major events at Watkins Glen International.
- 3.3.4. Work with the Corning-Painted Post Area School District and the Steuben County Conference & Visitors Bureau to attract more youth sports tournaments (for example, soccer, lacrosse) to be held at Corning Memorial Stadium and the athletic fields adjacent to Corning-Painted Post High School.
- 3.4. Actively manage and influence the image of Corning portrayed through online and social media channels.
 - As part of this strategy, ensure that Corning's entry on Wikipedia is regularly updated with accurate and positive information, because this is often the first (and sometimes only) source of information people use to learn about a community.
 - Also work with local organizations to use Facebook, Twitter, and other social media tools to provide up-to-date information about local businesses, developments, upcoming events, and other relevant information.
- 3.5. Provide new and enhanced visual cues to draw attention to Corning's tourism destinations and promote broader awareness of the City's amenities for visitors.
 - 3.5.1. Install clear and effective wayfinding signage along I-86, I-99, NY 14, NY 13, and other major corridors leading to/from Corning. Lobby the New York State Department of Transportation (NYSDOT) and the New York State Empire State Development for new and improved signage guiding travelers to Corning's visitor attractions.
 - 3.5.2. Explore the potential to create monument-sized glass sculptures and develop design guidelines for public art throughout the community, especially as a way to guide visitors to CMoG, Market Street, and other destinations.
- 3.6. Maintain and upgrade Corning's existing hotels to ensure an attractive environment for visitors.
 - 3.6.1. Work closely with the Steuben County Conference & Visitors Bureau and existing hotel owners and operators in Corning to identify and address needs for future maintenance and renovations.
 - 3.6.2. Over time, explore the potential for additional hotel development in the City to provide new spaces for visitors and to inject more activity and energy into the community's urban districts. New hotel development could take place in the form of additional limited service hotels (three-star level), a full-service hotel, a smaller high-end boutique hotel, and multiple bed and breakfasts.

GOAL 4. URBAN VITALITY

Enhance the City's urban vitality and encourage new mixed-use development.

In the years that followed the devastating 1972 flood, Corning's community and business leaders made a commitment to re-establish Market Street as a vibrant urban district. Renewal efforts were led by the Gaffer District (and its predecessor organizations) and involved a large group of partner organizations, local business leaders, real estate developers, and individual property owners. The results have proven well worth the effort. Market Street is a nationally recognized downtown revitalization success story. This does not mean Market Street is a finished product—opportunities to augment the corridor's strengths

remain. However, Corning can now afford to focus its urban revitalization efforts on other sections of the community.

There is an opportunity over the next few years to extend Corning's urban vitality across the river to the Bridge Street district. Some tactics that worked well in the transformation of Market Street can also be applied to Bridge Street and the surrounding district. Over time, the Bridge Street district will develop its own unique identity and quality of place. The addition of live music venues, craft breweries, wine-tasting rooms, independent art studios, and other amenities that appeal to Millennials and young professionals can help establish Bridge Street as a distinct urban district that broadens Corning's overall appeal. Strategic City investments, along with coordinated initiatives from local/regional partners and proactive engagement with real estate developers and urban design professionals (for example, architects, civil engineers, urban planners), will position the Bridge Street district for new investment and redevelopment over the next 5 years and beyond.

STRATEGIES AND ACTIONS

- 4.1. Focus City investments and redevelopment efforts on the Bridge Street district.
 - 4.1.1. Incentivize mixed-use development along South Bridge Street (ground-floor restaurants, breweries, bars, and upper-floor residential and/or office space). This could involve traditional incentives, such as tax abatements (see discussion in Goal 5 of the City's commercial mixed-use tax incentive program), or nontraditional incentives, such as public infrastructure improvements (for example, water, wastewater, streetscapes, sidewalks).
 - 4.1.2. Enhance physical linkages between Market Street and Bridge Street by encouraging new development along the western edge of Market Street and identifying creative approaches to activate the street frontage of Wegmans parking lot along Bridge Street.
 - Work with Wegmans to identify creative approaches to activate the street frontage of the Wegmans parking lot along Bridge Street. Possibilities include the addition of food trucks, temporary retail/restaurant facilities, and public art installations.
 - 4.1.3. Pursue grant funding to launch free public Wi-Fi along Bridge Street and Market Street. *The Appalachian Regional Commission recently awarded a total of \$272,000 in grants to 10 western North Carolina communities that plan to offer free Wi-Fi access in their downtown areas.*
- 4.2. Continue to support the Gaffer District's programs that have revitalized Market Street and seek new ways to maintain and augment the success of Corning's downtown district.
- 4.3. Preserve high-traffic sites along major commercial corridors (for example, Market Street, Bridge Street, Pulteney Street, Denison Parkway) for commercial development and mixed-use development (office or residential space on upper floors, with retail/restaurant or office space on the ground floors).
- 4.4. Work with real estate developers to create space for more office-using businesses, especially professional services firms and technology companies.
- 4.5. Experiment with "tactical urbanism" approaches for activating empty spaces and underutilized assets in Corning's urban districts. *The emerging tactical urbanism movement favors quick and cheap actions that create nearly instantaneous positive results. This new approach—led by*

groups such as the Project for Public Spaces and the Better Block Foundation—is helping to re-energize hundreds of downtowns and urban corridors in small and large cities across the US.

- 4.5.1.** Host music, food, and art festivals, and other new events that will enhance Corning's role as the region's center of activity.
- 4.5.2.** Activate underutilized spaces in Corning using tactics such as temporary and permanent art installations to help citizens reimagine the possibilities of urban spaces with new injections of activity and energy.
- 4.6.** Position Corning for long-term improvements to the community's urban vitality.
 - 4.6.1.** Pursue a variety of strategies to reduce the need for passenger vehicle parking, enabling redevelopment of existing parking lots with productive commercial and mixed-use projects. Examples of strategies to pursue and/or evaluate include the following.
 - New pedestrian and cycling paths
 - A network of bike share stations (for example, Citi Bike, BCycle)
 - Mass transit (for example, buses, vans)
 - Car share programs (for example, car2go, Zipcar)
 - Ride share programs (for example, Uber, Lyft)
 - Autonomous vehicles for private transportation and/or mass transit
 - 4.6.2.** City Hall complex. Engage in conversations concerning future long-range redevelopment of the entire civic center plaza (including the library, ice rink, and City Hall complex).

GOAL 5. REDEVELOPMENT

Promote redevelopment of strategic sites and underutilized properties.

This plan places priority on creating middle- and high-wage jobs and growing the local tax base. These two desired outcomes are hindered by the fact that Corning does not currently have large tracts of land available for development. Being landlocked with limited sites for development is a challenge shared by dozens of older, urban-core cities in Upstate New York and surrounding states in the Northeast and Midwest. However, the challenge is magnified by Corning's compact 3.3 square-mile footprint and high level of build-out. Any economic development projects that bring new jobs and investment to the community will, by necessity, take place on sites with existing buildings. In some cases, vacant and/or underutilized buildings can be repositioned to house higher-value commercial uses. In other cases, demolition of old residential, commercial, and industrial buildings will be required to allow for new development. The City should develop a solid business case for redeveloping its strategic sites, including the nine properties targeted for redevelopment through the City's commercial mixed-use tax incentive program.

Local and state government land use and building code regulations affect the development and redevelopment of properties, but redevelopment ultimately depends on actions taken by the private-sector real estate development and investment community. The reality is that the City of Corning needs developers more than developers need Corning. A concerted City effort is needed to incentivize redevelopment, cultivate relationships with real estate professionals, and streamline City permitting processes. An easy starting point is the creation of a Corning Real Estate Working Group, which will facilitate a regular two-way communication channel between the City and the real estate community.

STRATEGIES AND ACTIONS

- 5.1. Continue working internally with City staff and departments, and with input from the real estate community, to streamline redevelopment and permitting processes.
- 5.2. Create an up-to-date inventory of all available sites for development and redevelopment in the City.
- 5.3. Create and maintain a listing of available financial resources (such as loan and grant programs) for development and redevelopment projects.
- 5.4. Use property aggregation and/or land banking, as appropriate, to combine multiple smaller properties into a single larger site more appealing for redevelopment. This could involve aggregation of multiple substandard residential properties to create a larger site for commercial development.
- 5.5. Establish a Corning Real Estate Working Group to facilitate ongoing communication between the City and the area real estate development and brokerage community. Use this group as a forum to identify strategic, underutilized sites and begin the process of assessing their redevelopment needs and reposition these sites for commercial development.
- 5.6. Evaluate the following sites for inclusion under the City's commercial mixed-use tax incentive program (in addition to the nine sites already targeted by the program).
 - Water Department site at intersection of East Market Street and Canisteo Street
 - Masonic Lodge
 - Elks Lodge
 - Evaluate additional sites for inclusion in the incentive program

GOAL 6. REGIONAL COLLABORATION

Reinforce Corning's role as the economic and cultural hub of the surrounding region.

On paper, the City of Corning looks deceptively small; it has a modest population of 10,812, and it is not designated as a metropolitan area by the federal government. The City's 3.3 square miles are easily dwarfed on maps and sound tiny when described in conversation. But these attributes do not accurately reflect the community's true stature. Corning is the urban, economic, and cultural center of a much larger region.

The City of Corning should partner with Steuben County and surrounding communities to encourage economic development projects that benefit the entire region. Supporting young professional and civic leadership programs based in Corning that serve the region is another opportunity to both raise Corning's profile as the region's center of gravity and to engage emerging and more established leaders in economic development. Additionally, continued participation in regional collaboration efforts is needed to move the local economy forward. In addition to the City of Corning, the Steuben County IDA and the Three Rivers Development Corporation should play a central role in the implementation of this plan. Beyond this core triad of economic development partners, other organizations focused on tourism promotion, higher education, and infrastructure must be engaged to help strengthen and grow the Corning economy over the next 5 to 10 years and beyond.

The flip side of regional collaboration is the need for broader recognition that “as Corning goes, so goes the region.” This way of thinking must be embraced by surrounding communities and organizations responsible for programs that benefit the entire county and larger region. Partner organizations, with a desire to promote economic development across the entire I-86 Corridor, have a vested interest in channeling their resources and civic energies to support the City of Corning. The City of Corning represents 0.2 percent of Steuben County’s land area yet accounts for 28 percent of the county’s total employment (as of 2016). Beyond employment opportunities, Corning also contains many of the unique cultural, recreational, and entertainment assets that make the region such a desirable place to live. There are many opportunities to strengthen Corning as a pillar of the region’s economy through strategies that will depend on support from regional partners. It is critical for leaders across the region to appreciate that economic development in Corning will benefit surrounding communities throughout the I-86 Corridor.

STRATEGIES AND ACTIONS

- 6.1. Initiate conversations with surrounding communities about shared services for economic development and public transportation that benefit the City of Corning and surrounding municipalities.
- 6.2. Encourage the Corning Area Chamber of Commerce to expand its Leadership Steuben Program to become a more comprehensive civic leadership program that engages and inspires emerging and existing business and community leaders. Incorporate into the program education about the regional economy and the importance of economic development for the area’s future growth.
- 6.3. Support the Corning Area Young Professionals (CAYP) group in its efforts to expand networking for the region’s emerging leaders.

GOAL 7. ENTREPRENEURSHIP

Create a favorable environment for entrepreneurship, innovation, and technology development.

Entrepreneurship and innovation are critical ingredients for the growth of local and regional economies. Some of the nation’s fastest-growing metro areas—Austin, Seattle, and Raleigh-Durham—embraced entrepreneurship and technology as a central piece of their economic development efforts long before these tactics gained national attention. Similar commitments in smaller metro areas—Asheville and Chattanooga—are creating new opportunities for economic growth in those markets.

An important distinction must be made between entrepreneurial companies and small businesses generally. Entrepreneurial companies are defined by four distinct characteristics: (1) an export-oriented market focus, (2) high levels of capital investment, (3) dependence on intellectual property (IP), and (4) high growth potential. Small businesses, on the other hand, primarily serve local markets, have much lower needs for capital investment and IP, and have modest growth expectations.

Corning is well-positioned to support the growth of entrepreneurial companies. The presence of Corning Inc.—a corporation driven by innovation and technology development—gives the City a competitive advantage over other communities that do not possess a large base of science, technology, and engineering talent. Quality higher education institutions, such as Corning Community College and major research universities within close proximity (Cornell and Binghamton Universities), are important assets for the growth of new businesses. Available capital sources, whether public sources, such as Empire State Development programs, or the many venture capital (VC) firms and angel investment networks across

Upstate New York, are another critical ingredient available for innovation and entrepreneurship. Additionally, the City's increasing urban vitality can be marketed to commercial real estate developers and brokers seeking to provide a broader range of attractive real estate options (such as flexible, shared coworking space) for startups and tech firms.

STRATEGIES AND ACTIONS

- 7.1.** Work with the Steuben County IDA, Three Rivers Development Corporation, and Corning Enterprises to aggressively pursue innovative companies, technology service providers, and entrepreneurial firms that complement Corning Inc. (see Goal 1).
 - 7.1.1.** Host events in Corning featuring top researchers, scientists, and leaders from local and regional higher education institutions to highlight opportunities for collaborative industry/academic research with Corning Inc. Involve Corning Community College, Elmira College, Alfred State College, Alfred University, Cornell University, Binghamton University, and potentially other Upstate New York research universities, such as the University of Rochester, the Rochester Institute of Technology, the State University of New York at Buffalo, and Syracuse University.
- 7.2.** Provide additional space and support services for entrepreneurs, small tech firms, freelancers, artists, and other individuals and companies.
 - 7.2.1.** Establish a joint coworking space with Artspace or a similar developer to serve artists, entrepreneurs, freelancers, tech workers, and other professionals seeking a flexible, collaborative work environment.
 - 7.2.2.** Strengthen the Southern Tier region's designated New York State Innovation Hot Spot—a partnership between IncubatorWorks (previously operated as the Ceramics Corridor Innovation Center) and other incubators in Ithaca and Binghamton—to attract additional funds from New York State and other sources to provide a more robust suite of services for local startups and entrepreneurs. *IncubatorWorks is currently undergoing its own strategic planning process, which provides a good opportunity to evaluate how the City can participate in its entrepreneurial support initiatives.*
- 7.3.** Launch more networking events and marketing efforts to support existing entrepreneurs and promote opportunities to start and grow businesses in Corning.
 - 7.3.1.** Actively market startups based in Corning and the surrounding area to outside investors (in Upstate New York, the New York City metro area, and Pennsylvania) to build greater awareness of Corning's startup environment.
 - 7.3.2.** Cultivate relationships with VC firms and private-equity firms with ties to the Corning area or Upstate New York to limit the potential for homegrown companies to leave the region after securing rounds of capital.
 - 7.3.3.** Market the ultra-high-speed broadband internet provided by the Southern Tier Network as an amenity designed for startups and high-growth technology firms across Upstate New York.
 - 7.3.4.** Encourage Corning-area entrepreneurs to participate in the Syracuse chapter of the 1 Million Cups startup/entrepreneur networking initiative. Over time, explore the potential to launch a greater Corning chapter of 1 Million Cups to encourage a higher level of

communication and networking among entrepreneurs, investors, and startups across the region.

GOAL 8. SMALL BUSINESS DEVELOPMENT

Support the growth and stability of locally owned small businesses.

A single employer is often the cornerstone of a local economy, whether a Fortune 500 company, a military installation, or a large manufacturing plant. Corning Inc. occupies that role in the local and regional economy. However, dynamic local economies are also anchored by a strong base of independent, locally owned, small businesses. Distinctive retailers, restaurants, and coffee shops help otherwise sterile downtown districts build unique identities. Independent, locally owned firms also recirculate a higher share of their revenue in the local economy as compared to national chain businesses. When these businesses cluster along mixed-use corridors with a concentration of residential units, hotels, and other uses beyond retail and restaurants, they help attract other firms—ranging from professional services firms to tech companies—and often become a magnet for young people, even beyond the City limits.

Market Street in downtown Corning is a prime example of a successful mixed-use business district. And Bridge Street is positioned to develop along a similar trajectory. Supporting the continued success of small businesses in Corning is a critical function of the City's economic development program and its partners, including Corning Enterprises, the Corning Area Chamber of Commerce, the Gaffer District, and other local and regional organizations. The Gaffer District's comprehensive approach to supporting retailers and restaurants along Market Street is a well-functioning model of small business support that should be continued, and potentially used as a case study to inform support services for other firms in the City.

STRATEGIES AND ACTIONS

- 8.1.** Encourage independent retailers and other small businesses in Corning to diversify their revenue streams with new products, special membership/subscription services, events, and other creative approaches.
- 8.2.** Use data analytics to help retailers and restaurants better understand their existing and potential customer bases.
- 8.3.** Work with the Gaffer District and other organizations to evaluate events/festivals and ensure that events generate the maximum possible benefit to local businesses.
- 8.4.** Work with the Corning Inc. Retirees Group to leverage the region's large pool of high-skill former executives and retired professionals to support the growth of local small businesses.

APPENDIX 1. SUPPORT STRUCTURES

Goals 1 through 8 form the core of Corning's economic development program and describe the strategies and actions needed to grow the local economy over the next 10 years. Separate from the core economic development activities outlined in the plan, there are a set of additional factors that will affect Corning's ability to grow its economy. This section describes important considerations for economic success beyond business retention, expansion, and recruitment activities. Corning's economic development program need not play a lead role in addressing these considerations. Nonetheless, because they affect the ability of the community to attract new jobs and investment, they need to be recognized. Other City departments (beyond the Planning & Economic Development department) and local and regional partners, such as educational institutions, workforce development organizations, the regional real estate development community, and other key stakeholder groups will maintain primary responsibility for addressing these support structures.

The four support structures are as follows.

- 1. HOUSING AND NEIGHBORHOODS.** Encourage new investment in Corning's housing stock and neighborhoods.
- 2. EDUCATION AND WORKFORCE.** Support regional efforts to build a strong pipeline of talent to address current and future workforce needs.
- 3. TRANSPORTATION AND INFRASTRUCTURE.** Maintain and enhance City and regional transportation facilities and other critical infrastructure needed to fuel business growth.
- 4. THE WATERFRONT AND OTHER AMENITIES.** Explore opportunities to leverage the Chemung River and pursue other creative approaches to develop amenities for existing and future residents.

SUPPORT STRUCTURE 1. HOUSING AND NEIGHBORHOODS

Much has been written about the importance of quality of life to the site selection process. Communities throughout the nation have positioned themselves by touting their advantages in this regard—good schools, safe streets, pleasant weather. Such factors are important. However, they also tend to be narrow in focus. The concept of *quality of life* assumes that everyone thrives in the same environment and is attracted to the same amenities. It assumes that current residents' views of what makes a community desirable would be shared by all.

By contrast, the concept of *quality of place* considers what is attractive to a range of residents, both current and prospective. The idea of quality of place accommodates growth and recognizes the benefits of change. It recognizes that one person's "good place to raise a family" might translate into another's "there's nothing to do in this town." Quality of place is about providing options, not just for current residents, but also for those who will be residents in the future.

Quality of place is closely linked to the vitality found within a community's neighborhoods and commercial districts. These include the many "nodes" of activity located throughout the community, not just in downtowns and commercial areas. A high-quality, diverse, and growing housing stock is a key ingredient for success in local economic development. Ensuring that Corning offers a strong mix of housing (including small-lot single family homes, townhomes, multifamily, downtown living, and affordable options) will help the community maintain and enhance its quality of place. In Corning, the need for quality housing to support economic development is well understood. This can be seen in the City's Housing Strategy, which is working to improve the community's housing stock through a public-

private approach. Supporting the City and its partners in this effort will be critical to the long-term appeal of Corning as an attractive place to live and, by extension, an attractive place for business growth.

STRATEGIES AND ACTIONS

1. Support the ongoing success of the Corning Housing Strategy to upgrade the City's aging housing stock and to encourage homeowners to make improvements to their properties.
2. Evaluate the potential effects of applying the existing 5-year tax abatement and 10-year graduated abatement incentive program for commercial and industrial investments to residential real estate, to encourage housing purchase and rehabilitation. Seek state legislative changes as needed.
3. Work with developers to encourage development of new urban residential options, including new market-rate apartments that provide options for young professionals and middle-wage workers in Corning.

SUPPORT STRUCTURE 2. EDUCATION AND WORKFORCE

Access to a skilled workforce consistently ranks at or near the top of the list of site-selection factors ranked in the *Area Development* "Annual Survey of Corporate Executives." Communities capable of attracting, retaining, and developing a skilled workforce have a competitive advantage in today's economy. Businesses in Corning and throughout the surrounding I-86 Corridor employ thousands of skilled workers and rely on a steady supply of talent to support their ongoing operations, including new jobs and replacement positions for workers who retire or move outside the area. Some of these new workers can be supplied by new talent moving into the area from outside the region, but the majority will be filled by local talent.

Corning is fortunate to have a K-12 school district (Corning-Painted Post Area School District) that has made laudable improvements over the last several years (in terms of both facilities and school performance) in addition to a highly regarded community college (Corning Community College) with a long track record of providing top-notch talent for local and regional employers. By facilitating new and expanded partnerships between these two educational institutions, Corning can position itself as a solution to one of the region's toughest challenges: developing a skilled workforce to support the existing and future needs of local and regional employers. This is equally important for Corning Inc. and other major employers in the community, such as Corelle Brands, Guthrie Medical Group, and Corning Credit Union. Corning Community College can also leverage its existing partnerships with other area K-12 districts and new agreements with Binghamton University to become an even more powerful force in creating a skilled workforce for Upstate New York. Another strategy for developing and attracting talent is to launch new higher education and industry partnerships—the "center of excellence approach"—that bring academic and business expertise together to solve specific challenges. Such an approach would benefit Corning Inc.'s R&D and technology development needs and could also benefit other local industries.

STRATEGIES AND ACTIONS

1. Support implementation efforts of the forthcoming three-county (Steuben, Chemung, Schuyler) workforce development and talent strategy.

2. Encourage employers to more actively engage in workforce development and training programs in partnership with Chemung-Schuylar-Steuben Workforce New York, Corning Community College, and other educational/training providers.
3. Advocate for creative solutions to structural challenges that affect the ability of local residents to enter the workforce or enhance their skills. Structural challenges affecting the local workforce include access to affordable quality child care, convenient transportation options (for example, availability of public transit, costs associated with automobile ownership), and barriers associated with drug abuse and criminal records.

SUPPORT STRUCTURE 3. TRANSPORTATION AND INFRASTRUCTURE

Communities need quality infrastructure to attract new businesses and to provide a supportive environment for the growth of existing employers. Well-functioning basic infrastructure (water, wastewater, electricity, natural gas) and transportation networks (highways and rail, public transportation, air travel access) that allow for the efficient flow of people, products, and ideas (digital infrastructure) are essential for the long-term success of local and regional economies. The primary role for the City of Corning is to maintain existing infrastructure to support economic development.

The City of Corning currently operates a municipal bus service, in addition to the two separate transit agencies serving Steuben and Chemung Counties. Consolidating these three systems into a single, region-wide bus network could enhance access to and from Corning for workers and visitors. A combined transit agency could also free up additional staff and time resources for the City to focus its efforts on economic development and implementation of this plan.

At the regional level, a significant opportunity exists to boost Corning's economic potential by leveraging the major investments taking place at the Elmira Corning Regional Airport. The lack of nonstop air travel connections between Corning and other airports is a limiting factor for economic development. It is a major barrier to the attraction of new businesses, especially for divisional/regional headquarters, technology companies, and professional services firms. Similar challenges plague nearby small commercial airports in Upstate New York, such as Ithaca and Binghamton. The importance of airport access to the business world cannot be overstated. Until recently, the only regular nonstop flights from Elmira/Corning were the multiple daily flights to Detroit on Delta Airlines and the flights to Florida on Allegiant Airlines. In recent months, United announced twice daily service to Newark beginning in April 2018 and Delta has flown "test" flights to Atlanta to evaluate the route for future regular service. Thanks to the ongoing \$58 million improvements to the airport, however, Elmira Corning Regional Airport is positioned to become the exception to the trend of stagnating and declining airports in Upstate New York. As improvements are completed throughout 2018 and 2019, there will be additional opportunities to attract nonstop flights connecting the region to a large group of major airports in cities across the Eastern US, including Chicago, Charlotte, DC, Philadelphia, and Boston.

STRATEGIES AND ACTIONS

1. Participate in regional initiatives to leverage the new investments at the Elmira Corning Regional Airport to attract new nonstop flights that connect Corning to major business hubs across the US. Engage in conversations with major airlines (Delta, United, American, Southwest) and low-budget/niche airlines (Frontier, Allegiant) to bring new service to Corning.
2. Periodically evaluate gaps in local sites and infrastructure with respect to the needs of existing employers and target industries. Conduct this exercise in collaboration with relevant infrastructure

providers (for example, City of Corning, Steuben County, NYSDOT), utility companies (for example, New York State Electric and Gas, Corning Natural Gas), and area real estate developers/brokers.

3. In an effort to improve the user-friendliness of Corning's urban districts, transition the City's off-street paid parking spaces to a modernized payment system that accepts credit cards, mobile phone payments, and other noncash options.
4. Work with Steuben and Chemung Counties to evaluate the potential to combine the City's municipal bus system with the two counties' public transportation systems to form a single, region-wide transit agency.

SUPPORT STRUCTURE 4. THE WATERFRONT AND OTHER AMENITIES

Hundreds of small and large cities have a river or other sort of waterfront (a lake or an ocean) running through or near their downtown districts. Far too many cities ignored these waterfronts for decades. Recently, however, community leaders have started to wake up to the economic opportunity represented by their urban waterfront zones. Bend, OR, integrates the Deschutes River seamlessly into the City's urban fabric through creative approaches ranging from coffee shops with backyards opening onto the river to playgrounds and trails along the banks. Local business leaders in Grand Rapids, MI, are working on bold plans to restore the natural whitewater rapids (the City's namesake) along the Grand River, which runs through the community's downtown district. Pueblo, CO, has created a San Antonio-style Riverwalk with sidewalk cafés, gondolas, and craft breweries by diverting a section of the Arkansas River, which runs adjacent to the City's downtown.

The Chemung River represents an untapped opportunity for Corning. In light of the real and perceived barriers to riverfront development in the City (stemming from memories of the 1972 flood), any strategies to recapture the waterfront for recreational and commercial uses must be considered with an abundance of caution and due diligence. Nonetheless, efforts to leverage the City's most unique natural asset are moving forward. Friends of the Chemung River Watershed is a regional nonprofit organization that promotes awareness and conservation of the watershed. The new pedestrian bridge spanning the river, spearheaded by the City of Corning, is another example of how the community is turning toward the river in new ways compared to past decades. There might be opportunities to expand recreational access to the Chemung River through hiking/bike trails, kayak/canoe launches, tubing, fishing, and other activities. Beyond purely recreational uses, properties adjacent to the river should also be evaluated for commercial development that takes advantage of waterfront views and scenery while contributing new commercial activity to the local economy.

STRATEGIES AND ACTIONS

1. Collaborate with the Friends of the Chemung River Watershed and neighboring municipalities on projects to enhance public awareness of the river as a recreational amenity and a natural asset for the region.
2. Engage in conversations with the New York State Department of Environmental Conservation to determine the City's options for developing amenities, such as trails, kayak/canoe launches, or other recreational infrastructures along the Chemung River.
3. Evaluate options for a permanent structure to house Corning's weekly farmers' market to encourage greater participation from regional agriculture producers and customers, especially during the winter months.

4. Work with area tourism promotion organizations to identify opportunities for new recreational attractions that would serve area residents and tourists. Potential new amenities include alpine slides for use in warm and cold weather, splash pads for use in warm weather, or a science/industry museum for children and adults (like the Sciencenter in Ithaca). *Finger Lakes Wine Country is currently undergoing its own strategic planning process to guide regional tourism promotion efforts over the next 5 years, which provides a good opportunity for the City and other partner organizations to identify opportunities for new tourism and recreational assets.*

APPENDIX 2. ASSESSMENT HIGHLIGHTS

The quantitative analysis conducted during the discovery phase revealed important findings about Corning's economic potential. **The most significant insights from the economic assessment are highlighted below.**

- **Corning and Steuben County have experienced essentially no population growth in many decades.** The City's estimated 2016 population of 10,812 is nearly identical to its 1900 population of 11,061. The City's population peaked at 17,684 in 1950 and then slowly declined to 10,842 in 2000. Over the last 16 years, the City's population has remained relatively stable. Steuben County's estimated 2016 population of 96,940 represents a minor decrease of 2.1 percent since 2010 but is essentially unchanged from the county's 1960 population of 97,961. These trends match the stagnant growth of Upstate New York's overall population over the last several decades.
- **Corning is a major employment center for the I-86 Corridor (Steuben and Chemung Counties).** As of 2016, estimates from the US Census Bureau and from Emsi (based on data from the US Bureau of Labor Statistics) indicate that the City contains slightly more jobs (11,140) than it does residents (10,812). The two-county I-86 Corridor is home to 183,262 residents and contains a total employment of 72,564, a ratio of about 2.5 residents for every job. By contrast, the US economy as a whole has about two residents for every job.
- **The Elmira Corning Regional Airport is a positive outlier in Upstate New York.** Most airports in Upstate New York have not performed well in recent years. Elmira Corning Regional Airport stands out as a counterexample to Upstate New York's air travel challenges. The airport's passenger traffic has grown by 60 percent from September 2003 to June 2017, faster than Ithaca Tompkins Regional Airport's 50 percent growth rate, and in stark contrast to the 60 percent decline of passengers at the Greater Binghamton Airport. With ongoing construction funded by \$58 million from state grants, the airport is poised for significant future growth.
- **Corning Inc. is a major employer and economic driver.** With nearly 1,000 workers in its corporate HQ in Corning, and a total of about 5,500 workers in Steuben County (including office workers in the Sullivan Park R&D complex and production workers in area manufacturing facilities), Corning Inc. is the most important economic driver for the City of Corning and the entire surrounding region. In addition to its direct employment, the company provides additional economic benefits to the community in the form of wages that are spent on goods and services at local businesses, taxes paid to local governments, philanthropic investments, and support for a wide range of cultural and civic activities.
- **Corning has a well-educated population.** In 2015, 29 percent of the US population aged 25 years or more held a bachelor's degree or higher and in Corning, that percentage was 34 percent. Similarly, while the US had 13.3 percent of the population without a high school diploma or equivalent, Corning's percentage was only 6.8 percent.
- **Corning has an aging housing stock.** More than half of the housing units in Corning were constructed prior to World War II, with a median year of construction of 1939, 20 years older than the median year of construction for existing housing units in Upstate New York (1959), and nearly 40 years older than the US median housing unit age of 1976.
- **Corning and the surrounding I-86 Corridor have a high concentration of architecture and engineering talent.** Location quotients (LQs) measure the relative concentration of workers in comparison to the US overall, where an LQ of 1.00 mirrors the national economy. Architecture and engineering workers

are more prevalent in Corning (LQ of 1.58), Steuben County (1.59), and the I-86 Corridor (2.19) than the US.

APPENDIX 3. TARGET INDUSTRY ANALYSIS

The selection of target industries is intended to help guide marketing and outreach efforts to support business recruitment and industry cluster development. The industry profiles in this appendix provide information on regional trends, the rationale behind target selection (why the industry is a good fit for Corning), and resources for networking and intelligence gathering. Strategies for enhancing Corning's marketing and recruitment program are incorporated into the strategic plan.

APPROACH

In reviewing target industries for Corning, the TIP consulting team examined detailed employment data to identify which industries are well established in the region, how they performed over the last 5 years, and how they are expected to perform at the national level. For this analysis, we looked at factors including the following points.

- **CRITICAL MASS:** Are there a significant number of firms and jobs in the sector?
- **COMPETITIVE ADVANTAGE:** Does the City of Corning have a higher concentration of employment in this sector than the nation overall?
- **GROWTH PROSPECTS:** Is the industry projected to grow nationally and/or within the region?
- **IMPACT:** Does growth in the industry spill over to other sectors?
- **ONGOING INITIATIVES:** Are there relevant cluster initiatives already in progress locally or at the state or regional level?

Potential targets were further narrowed based on a review of Corning's assets (summarized on the following page) and the team's understanding of local and regional goals. Finally, consideration was given to how possible targets fit within the opportunities and challenges identified during the planning process, and how they align with national and global trends. An overview of the team's strategic framework for industry targeting is provided in above.

Using this three-phase process, the following target industries have been identified.

- Materials Science Technology and R&D
- Arts and Design
- Craft Breweries, Wineries, and Distilleries
- Visitor Attraction, Festivals, and Events

For each of the four target industries, a group of focus areas has been identified to prioritize business recruitment efforts. These focus areas include niche segments that are growing quickly or which align well with Corning's assets.

FIGURE 1. TARGETING FRAMEWORK



FIGURE 2. CORNING'S STRATEGIC ASSETS



MARKET ACCESS

- Economic and cultural hub for a region with 300,000 residents (includes Tioga and Bradford Counties in PA)
- More than 15 million US residents within a 4-hour drive
- More than 7 million Canadian residents in Greater Toronto and Hamilton area within a 4- to 5-hour drive



AVAILABLE SITES

- City-owned parking lot on East Tioga Avenue adjacent to Fallbrook Park
- Nine properties included in City's commercial mixed-use tax incentive program
- Underutilized properties along Bridge Street and western section of Market Street



TRANSPORTATION

- Daily nonstop flights to Detroit on Delta Airlines
- New daily flights to Newark on United Airlines
- Interstate Highway 86 and Interstate Highway 99



BUSINESS AND INDUSTRY

- Numerous large employers in Steuben County, including several in the City of Corning, with at least 100 workers each
- Corporate HQ and global R&D center for Corning Inc.
- Industry strengths: advanced materials, industrial machinery, tourism, agriculture



WORKFORCE

- More than 90,000 workers living within a 45-minute drive
- More than 425,000 workers within a 90-minute drive
- High concentration of architecture, engineering, and production workers in Corning and the surrounding region



EDUCATION

- Strong network of higher education institutions in the region (Corning Community College, Alfred State College, Alfred University, Binghamton University, Cornell University)
- Quality K-12 school district
- Ongoing efforts to improve skills and educational attainment of the region's existing and future workforce

Source: TIP Strategies research.

MATERIALS SCIENCE TECHNOLOGY AND R&D

One of the City’s biggest opportunities is to leverage Corning Inc.’s ongoing commitment to R&D investment and the company’s collaborative relationships with customers and partners. Efforts should center on support for Corning Inc.’s global success by immersing local and regional business recruitment in the internal ecosystem for fostering innovation. The community’s business development efforts should focus on recruitment targets that align with one or more of Corning Inc.’s business segments, including display technologies, optical communications, environmental technologies, specialty materials, and life sciences. Specific opportunities to leverage the company’s increasing investments in the field of 5G mobile technology and other short- and long-term business opportunities should be pursued as part of the community’s business development efforts.

In addition to the many opportunities for business development associated with Corning Inc., there are additional to attract and develop technology and R&D-focused businesses, especially those within the materials science field. Corelle Brands, Gunlocke, and other area manufacturers specialize in materials science technologies.

MARKET OPPORTUNITIES	CORNING’S ADVANTAGES
<ul style="list-style-type: none"> • New investments from Verizon, Apple, and other major global corporations. • 5G mobile technology infrastructure. • Foxconn’s multibillion-dollar investment for a new screen/panel assembly plant in Wisconsin (one of the largest foreign direct investments in US history) is a key customer of Corning Inc.’s Gorilla Glass. • Company patents and technology innovations that could be translated into commercial application either by the company or by outside firms/entrepreneurs. • Recruitment of suppliers, service providers, and global technology partners that support Corning Inc. and other area manufacturers focused on materials science technologies. 	<ul style="list-style-type: none"> • Global HQ of Corning Inc., Sullivan Park R&D complex, and multiple Corning Inc. manufacturing facilities in the greater Corning area. • Corning Inc.’s long-standing history in the City of Corning and the surrounding region. • High concentration of engineering, production, and technical talent in the I-86 Corridor • Multiple companies in the region focused on materials science technologies, including Corning Inc., Corelle Brands, and Gunlocke • Strong educational institutions locally (Corning Community College and Corning-Painted Post Area School District) and regionally (Cornell University, Binghamton University, Alfred State College, Alfred University) provide a solid pipeline of skilled workers • Nationally recognized materials science and engineering programs at Alfred University, Cornell University, and Binghamton University

FOCUS AREAS

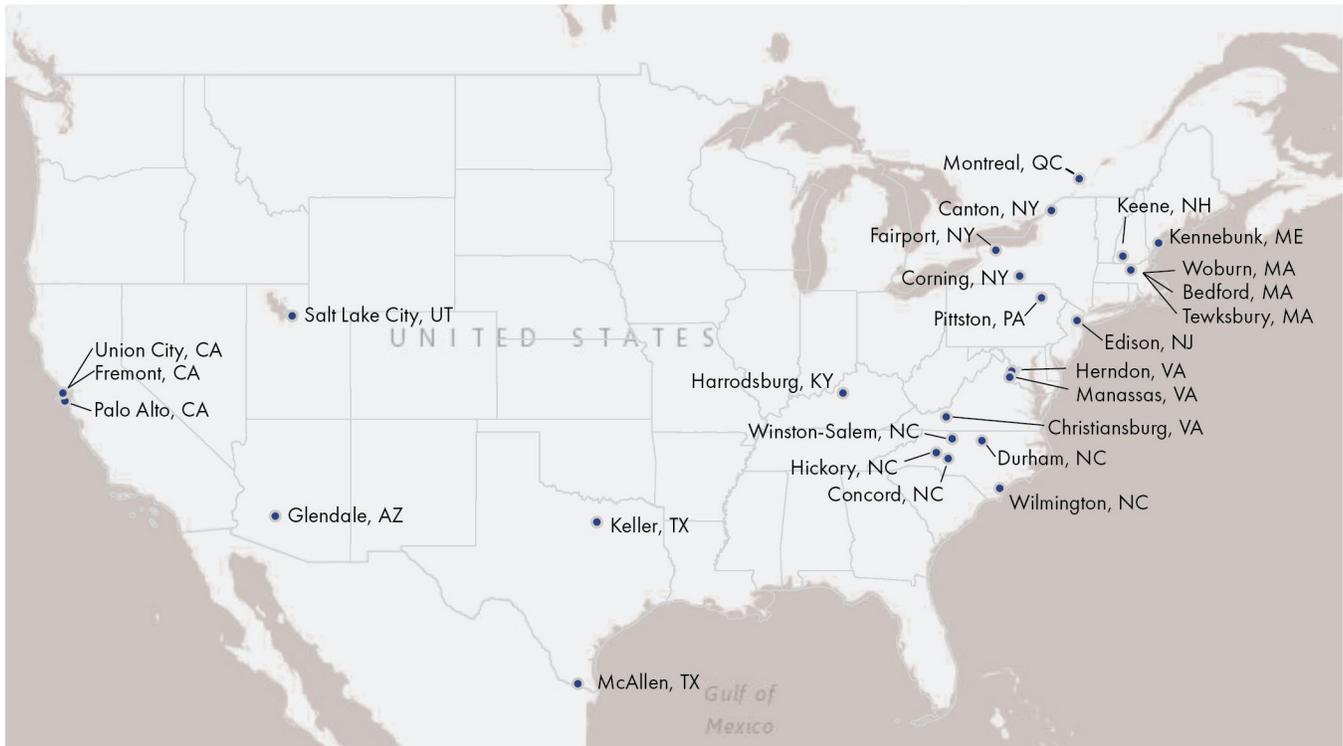
Within the Materials Science Technology and R&D target, the following focus areas align well with Corning’s assets.

- **CORNING INC.** Prioritize City economic development program strategies to help Corning Inc. remain in the community and expand its investment and employment as opportunities arise.
- **SUPPLIERS AND SERVICE PROVIDERS.** Recruit existing suppliers and service providers that support the company’s operations and help local firms add new service and/or product lines to meet

the demands of Corning Inc. and other manufacturers focused on materials science technologies.

- **GLOBAL BUSINESS PARTNERS.** Focus on pursuing opportunities to establish Corning locations for the company's major corporate partners that conduct business with Corning Inc.
- **STARTUPS AND ENTREPRENEURS.** Take advantage of opportunities to attract new and emerging high-growth firms to provide services that benefit Corning Inc. and other area manufacturers. Some of these firms might be startups that already conduct business with Corning Inc. but are located elsewhere and would provide a benefit to the company if they relocated to Corning. Opportunities might also exist for entrepreneurs to launch new ventures in Corning that serve a unique need for the company.

FIGURE 3. CORNING INC. LOCATION OF MAJOR US FACILITIES



Sources: Corning Inc., Esri, and TIP Strategies.

FIGURE 4. CORNING INC. LOCATION OF RECENT COMPANY ACQUISITIONS



Sources: Crunchbase, Esri, and TIP Strategies.

CRAFT BREWERIES, WINERIES, AND DISTILLERIES

Innovative approaches to growing industry clusters around craft beverages include target industry marketing campaigns, supply chain recruitment, and workforce development/talent attraction. Opportunities exist to leverage Cornell University's top-ranked viticulture and enology program to support the growing cluster of wineries and related businesses in the Finger Lakes region. Schenectady County Community College has the state's only Associate of Applied Science degree in craft beer brewing. The goal is to build a legitimate industry cluster around craft beverages, separate from the tourism and talent attraction benefits of having wineries in the Finger Lakes region. Asheville has done this with breweries, KY has done it with distilleries, and the Finger Lakes region is doing it with wineries. The new wine processing facility in Schuyler County is a local example of this. Corning could play a much bigger role by becoming the urban center of the Finger Lakes Wine Country. One of the most conspicuous opportunities lies in the lack of a wine-tasting room on Market Street. Communities across the country benefit from downtown wine-tasting shops, including many cities with far less urban vitality than Corning and regions with far fewer wineries than the Finger Lakes Wine Country. Downtown Corning could support multiple wine-tasting rooms, in addition to other craft beverage industry opportunities.

MARKET OPPORTUNITIES

- Growth of wineries in New York (fourth state in US ranked by jobs in wineries).
- Projected job growth in the US is 21 percent over the next 5 years in breweries, 13 percent in wineries, and 17 percent in distilleries.
- Potential for tasting rooms in Corning, especially along Market Street, to promote regional wineries.
- Ongoing trend of large craft breweries in Western US expanding with second locations in Eastern US (New Belgium in Asheville; Deschutes in Roanoke; Stone in Richmond) offers recruitment opportunities for Corning.
- Redevelopment of Bridge Street district could accommodate new craft breweries, distilleries, and wine-tasting rooms.

CORNING'S ADVANTAGES

- Southern portion of Finger Lakes is the leading wine production region in the Eastern US.
- Corning is the urban gateway to the Finger Lakes Wine Country.
- Iron Flamingo Brewery is a rapidly growing Corning craft brewery.
- Four Flights Distilling is a new, growing distillery in Corning.
- Wegmans and local restaurants along Market Street feature regional wine and beer options.

FOCUS AREAS

Within the Craft Breweries, Wineries, and Distilleries target, the following focus areas align well with Corning's assets.

- **WINE-TASTING ROOMS.** Capitalize on the rapidly growing Finger Lakes wine region by providing tasting rooms along Market Street and other high-visibility sections of the community. Showcase regional wines and create linkages that benefit regional wineries to position Corning as the urban gateway to the Finger Lakes Wine Country.
- **CRAFT BREWERIES.** Support the creation of new breweries and the recruitment of established craft beer producers. Craft breweries are well suited for emerging commercial areas like Bridge Street and underutilized commercial and/or industrial properties throughout the City.

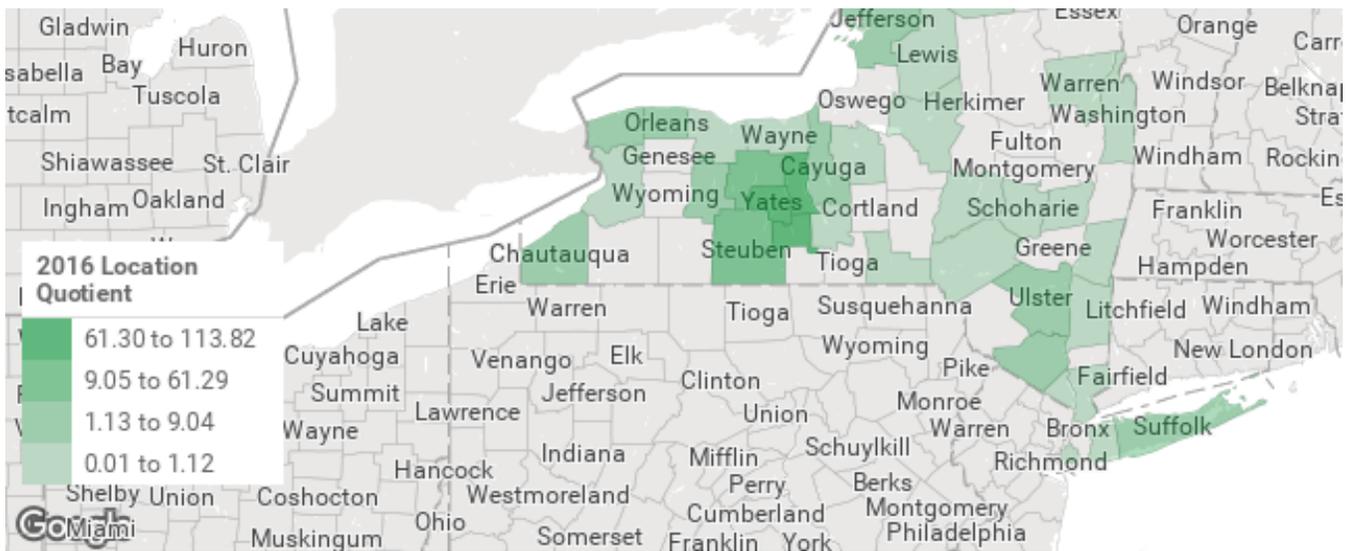
- **CRAFT DISTILLERIES.** Focus on developing establishments that produce craft spirits, including whiskey, gin, vodka, and other distilled beverages.

ABOUT LOCATION QUOTIENTS (LQS)

Location quotient analysis is a statistical technique used to suggest areas of relative advantage based on a region’s employment base. LQs are calculated as an industry’s share of total local employment divided by the same industry’s share of employment at the national level.

If the local industry and national industry are perfectly proportional, the LQ will be 1.00. LQs greater than 1.25 are presumed to indicate a comparative advantage; those below 0.75 suggest areas of weakness but also point to opportunities for expansion or attraction.

FIGURE 5. CONCENTRATION OF WINERIES IN NEW YORK BY COUNTY, 2016



Source: Emsi 2017.2—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 6. TOP 10 COUNTIES IN NEW YORK RANKED BY LOCATION QUOTIENT (LQ) OF EMPLOYMENT IN WINERIES, 2016

County	2010 Jobs	2016 Jobs	2010-2016 Net Change	2010-2016 % Change	2016 LQ	2016 Establishments
Seneca County	369	558	189	51%	113.82	24
Yates County	266	338	72	27%	105.74	18
Schuylkill County	131	134	3	2%	62.61	12
Steuben County	153	204	51	33%	13.08	12
Ontario County	253	249	(4)	(2%)	11.23	5
Livingston County	23	76	53	230%	8.61	2
Chautauqua County	115	139	24	21%	6.75	11
Cayuga County	33	38	5	15%	3.34	4
Jefferson County	25	72	47	188%	3.09	6
Orange County	17	153	136	800%	2.48	9

Source: Emsi 2017.2—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 7. TOP 10 STATES RANKED BY EMPLOYMENT IN WINERIES, 2016

State	2010 Jobs	2016 Jobs	Net Change	2010-2016 % Change	2016 Establishments	2016 LQ
California	27,014	35,716	8,702	32%	1,664	4.83
Washington	2,282	3,754	1,472	65%	384	2.65
Oregon	2,140	3,064	924	43%	297	3.79
New York	2,034	2,804	770	38%	198	0.72
Virginia	1,006	2,180	1,174	117%	119	1.31
Texas	825	1,594	769	93%	184	0.31
Pennsylvania	636	1,557	921	145%	132	0.63
Michigan	563	995	432	77%	94	0.55
North Carolina	673	974	301	45%	80	0.52
Missouri	612	924	312	51%	64	0.77

Source: Emsi 2017.2—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 8. TOP 15 METRO AREAS RANKED BY LOCATION QUOTIENT (LQ) OF EMPLOYMENT IN BREWERIES, 2016

Metro Area	2010 Jobs	2016 Jobs	2010-2016 Net Change	2010-2016 % Change	2016 LQ	2016 Establishments
Hood River, OR	83	198	115	139%	35.23	4
Albany, GA	541	701	160	30%	28.40	1
Harrisonburg, VA	383	569	186	49%	22.06	4
Fort Collins, CO	929	1,408	479	52%	21.51	29
La Crosse, WI	449	552	103	23%	18.23	3
Bend, OR	145	581	436	301%	17.69	15
Chico, CA	420	586	166	40%	17.14	1
Portales, NM	0	44	44	Insf. Data	15.95	1
Astoria, OR	0	115	115	Insf. Data	14.79	2
Pottsville, PA	156	285	129	83%	14.04	2
Newport, OR	43	102	59	137%	13.33	3
Juneau, AK	72	95	23	32%	13.24	1
Asheville, NC	76	993	917	1207%	12.63	27
Durango, CO	12	114	102	850%	10.22	4

Source: Emsi 2017.2—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Breweries are a major economic driver and growth opportunity for an increasing number of communities. According to a 2016 analysis from the Brewers Association, NY's brewing industry contributed \$3.44 billion in economic impact and produced more than one million barrels of craft beer. The number of craft breweries in the state grew from 75 operating breweries in 2011 to 269 craft breweries in 2016, an increase of 359 percent. A promising trend is the expansion of large craft brewers based in the Western US that are seeking a second location in the Eastern US. Many of the country's largest craft brewers started in western states, including California, Oregon, and Colorado, too far from the large customer base in the Eastern US to efficiently access distribution channels. Recent examples are the New Belgium Brewing Company (based in Fort Collins, CO), which opened its second location in Asheville, NC; and the Sierra Nevada Brewing Company (based in Chico, CA), which opened an East

Coast location in Mills River near Asheville. Deschutes Brewery (based in Bend, OR), the largest craft brewer in the US, opened a second location in Roanoke, VA.

Craft breweries play an important role in talent attraction. Cities across the US have successfully leveraged craft breweries to generate a buzz that attracts talented workers, especially young adults. Grand Rapids, MI, has parlayed its “Beer City, USA” and “Best Beer Town” status (as named by *USA Today*) into a key selling point that has made that city a top destination in the Midwestern US for skilled workers. Asheville, NC, another recent “Beer City, USA” winner, has also used its status as a major craft brewing center to attract talent. Asheville, a small city in the mountains of western NC, gains more residents each year from major East Coast metro areas (New York City, DC, Chicago) than it loses to those areas, thanks in large part to the widespread “buzz” that is created by the region’s breweries and other amenities (arts/culture, music, outdoor recreation). Through the growth of existing craft breweries, and potentially through recruitment of established breweries seeking an expansion location, Corning can capitalize on these trends and use craft breweries for new investment and job growth, in addition to a strategy to attract talent and retain young people in the community.

ARTS AND DESIGN

Corning has a robust arts community, anchored by the Corning Museum of Glass (CMoG). The community also benefits from a relatively large group of architecture and historic preservation professionals who have decades of experience working to revitalize buildings on Market Street. Other design professionals work with regional manufacturers such as Gunlocke, Corelle Brands, and a range of smaller companies in the I-86 Corridor. Corning Inc. employs hundreds of design and engineering professionals. Because of these companies, the I-86 Corridor has a concentration of workers in architecture and engineering occupations that is more than double the US average. All of these assets point to business development opportunities related to arts, design, and engineering. Arts and design is not so much a defined industry, but rather, a set of creative activities that affects a wide range of industries and businesses. Corning benefits from regional expertise in industrial and product design and a robust arts community. In addition, Market Street's revival was facilitated by a group of local architects, historic preservation specialists, and real estate developers who cultivated skills focused on designing the built environment. Altogether, these different groups of professionals, artists, and design-oriented companies provide Corning with an opportunity to further develop a cluster of businesses that embrace creativity within the realms of art, design, and commerce.

MARKET OPPORTUNITIES

- Urban revitalization efforts in Corning benefit from artists and design professionals.
- Large population of wealthy art collectors in New York City and Toronto with demand for unique art products (such as art designed at the CMoG).
- Increasing dependence on design professionals and services across many industries ranging from manufacturing to information technology.

CORNING'S ADVANTAGES

- Corning Museum of Glass.
- The Rockwell Museum.
- The ARTS Council of the Southern Finger Lakes.
- Large pool of industrial design talent in the region employed with Corning Inc., Corelle Brands, Gunlocke, and other area manufacturers.
- Concentration of firms and professionals with expertise in designing the built environment (architects, civil engineers, urban planners/designers, and historic preservation specialists).

FOCUS AREAS

Within the Arts and Design target, the following focus areas align well with Corning's assets.

- **VISUAL ARTS.** Pursue talent attraction and business recruitment strategies that target individual artists, art studios, and art dealers, in addition to digital arts like graphic design, gaming and animation, and web design.
- **INDUSTRIAL DESIGN AND PRODUCT DEVELOPMENT.** Focus on the manufacturing and product development applications of design, including industrial design and engineering, prototyping and 3D printing, and user interface/user experience (UI/UX) design. Also target consulting and information technology firms that offer a range of services, including design services, process optimization, and software integration to support and improve the manufacturing process.
- **THE BUILT ENVIRONMENT.** Recruit professional services firms engaged in the range of activities needed to design the built environment, including architecture, landscape architecture, historic preservation, urban planning/design, interior design, and construction engineering.

VISITOR ATTRACTION, FESTIVALS, AND EVENTS

The role of tourism in Corning's economy stretches across several areas of opportunity and includes many of the City's existing industries. Business development efforts focused on tourism should support creating new tourist destinations in Corning, raising the profile of existing festivals and events, exploring opportunities for new events that align with target industry recruitment, and investing in the community's "tourism infrastructure," which includes hotels and meeting spaces. Corning and the surrounding region already have most of the necessary ingredients to support strong growth in the tourism sector, including an impressive array of visitor attractions, a strong group of partner organizations promoting the region to visitors, and a rapidly improving airport. The most substantial barrier to growing the local tourism economy is the lack of large meeting space for conferences and major events. Development of new meeting facilities capable of hosting groups of up to 1,000 people, in partnership with existing and/or new hotels, must be a priority for the City and its partners. Beyond the urgent need for event space, the community should also support growth of more hotels and target development of bed-and-breakfast accommodations.

MARKET OPPORTUNITIES

- More than 15 million US residents within a 4-hour drive of Corning, with another 7.2 million residents in the Greater Toronto and Hamilton area in Ontario, Canada (within a 4- to 5-hour drive of Corning).
- Equidistant location between New York City and Toronto makes Corning a good location for leisure travelers and tour buses.
- Potential for new meeting/conference space to host larger events that draw leisure and business travelers to the community.
- Potential for development of new hotel space (including chain and boutique hotels) and bed and breakfasts (B&Bs).

CORNING'S ADVANTAGES

- Local visitor destinations (Corning Museum of Glass, The Rockwell Museum, Market Street) and regional tourist destinations (Finger Lakes wineries, Watkins Glen State Park, Watkins Glen International racetrack).
- Interstate highway access with I-86 and I-99 providing convenient access throughout NY and PA.
- Major ongoing investments to upgrade and expand Elmira Corning Regional Airport.
- Major events that draw in thousands of visitors (2300°, GlassFest, Wineglass Marathon).
- Partners focused on promoting tourism (Finger Lakes Wine Country, Steuben Conference and Visitors Bureau, Gaffer District, Corning Area Chamber of Commerce).

FOCUS AREAS

Within the Visitor Attractions, Festivals, and Events target, the following focus areas align well with Corning's assets.

- **EVENT SPACE.** Evaluate the viability of creating a new meeting space venue capable of hosting major events (conferences, conventions, trade shows) that draw in large groups of more than 500 attendees and upwards of 1,000 individuals for a single event. This focus area requires further evaluation but is a critical component that could be the key to taking Corning's tourism sector to a higher level.
- **VISITOR DESTINATIONS.** Support the growth of Corning's existing visitor attractions, including the Corning Museum of Glass, the Market Street corridor, and The Rockwell Museum.
- **FESTIVALS AND TOURIST EVENTS.** Focus on establishments engaged in the promotion of major festivals, outdoor events, and other gatherings that draw in tourists.

- **BUSINESS CONFERENCES AND TRADE SHOWS.** Host large groups of professional associations, business summits, trade shows, industry conventions, and other meetings that attract business travelers.
- **FILM PRODUCTION.** Promote Corning's unique assets (especially the Market Street district and the CMoG) to attract movie, television, and other filming activities, photography services, and related services.

APPENDIX 4. IMPLEMENTATION MATRIX

A complete implementation matrix, combining all the strategies and actions, is provided as an appendix and also as an editable Excel document. The implementation matrix provides a graphic representation of when the actions should realistically be implemented and the most appropriate organizations to carry them out.

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
GOAL 1. SCIENCE, TECHNOLOGY, AND RESEARCH AND DEVELOPMENT (R&D)					
Strategy 1.1. Build a comprehensive business retention and expansion (BRE) program around Corning Inc. and its numerous functional groups located in the City.					
1.1.1. Continue working closely with Corning Inc. to understand the company's needs and challenges.	City, IDA , Corning Ent., 3RDC, Corning Inc.	■			
1.1.2. Focus on maintaining and cultivating relationships with the company's core group of leadership, but also develop stronger ties to relevant professional service providers such as accounting firms, legal firms, marketing/PR firms, and commercial real estate professionals.	City, IDA , Corning Ent., 3RDC, Corning Inc., Chamber, area professional services firms	■			
Strategy 1.2. Recruit new businesses into the community that could serve as suppliers or service providers to complement existing companies in strategic ways.					
1.2.1. Pursue locations from large global partners.	City, IDA , Corning Ent., 3RDC, Corning Inc.	■			
1.2.2. Recruit small- and mid-size technology companies and professional services firms from outside the area that currently provide services to existing companies.	City, IDA , Corning Ent., 3RDC, Corning Inc.	■			
1.2.3. Attract entrepreneurs and startups.	City, IDA , Corning Ent., 3RDC, Corning Inc., IncubatorWorks , REDEC	■			
Strategy 1.3. Work with the Southern Tier Network (STN) and Corning Inc. to explore opportunities to promote the city as an early test bed for the fifth generation (5G) of mobile and telecommunications technologies.	City, STN , Corning Inc.			■	
GOAL 2. BUSINESS RETENTION, EXPANSION, AND RECRUITMENT.					
Strategy 2.1. Continue working with the Steuben County Industrial Development Agency (IDA) on City-focused BRE efforts to gain a deeper qualitative understanding of the challenges faced by local businesses operating in Corning.	City, IDA , Corning Ent., 3RDC, Chamber, REDEC, major employers	■			
Strategy 2.2. Increase networking among local entrepreneurs, business executives, HR managers, and other local leaders to build a supportive culture among the Corning business community. Invite business leaders from surrounding communities in the I-86 Corridor to participate in networking events on a regular basis.	City, IDA , Corning Ent., 3RDC, Chamber , REDEC, major employers	■			
Strategy 2.3. Assist Corning's existing businesses in their efforts to expand operations and product/service lines to serve the contracting needs of Corning Inc., Corelle Brands, and other large employers.	City, IDA , Corning Ent., 3RDC, Chamber, REDEC, major employers	■			
Strategy 2.4. Work with the Steuben County IDA, Three Rivers Development Corporation, Corning Enterprises, and the Gaffer District to recruit new businesses into the community that complement Corning's existing major employers and industries.	City, IDA , Corning Ent., 3RDC, Chamber, Gaffer District, REDEC, major employers	■			
GOAL 3. VISITOR ATTRACTION.					
Strategy 3.1. Work with a qualified hotel/convention center feasibility consultant to conduct a feasibility analysis for the development of a convention center in downtown Corning, potentially in association with an existing or new hotel.	City, Corning Ent. , CVB, FLWC		■		

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
3.1.1. Identify local employers who regularly bring in visitors requiring hotels and meeting space, and secure written commitments regarding the number of monthly hotel nights and meeting space they would support to accommodate business travel to their Corning facilities.	Corning Ent., CVB , FLWC			■	■
3.1.2. Provide incentives to support the attraction and development of a new convention center.	City, IDA , Corning Ent.			■	■
3.1.3. Work with an architectural services/urban design firm to produce conceptual designs for a new convention center building to be constructed in downtown Corning.	City, Corning Ent. , CVB, FLWC		■		
Strategy 3.2. Capitalize on the rapid growth of wineries throughout the Finger Lakes region.					
3.2.1. Establish a wine-tasting room on Market Street to showcase regional wines and draw tourism traffic into downtown Corning. Over time, recruit additional tasting rooms into Corning if sufficient market demand exists.	FLWC, CVB, Gaffer District		■	■	
3.2.2. Market Corning as the primary starting destination for tourists visiting other regional destinations associated with the Finger Lakes Wine Country and related attractions.	Gaffer District, FLWC , CVB	■			
3.2.3. Work with Watkins Glen State Park to ensure that their new visitor center promotes specific visitor attractions in Corning, in addition to the broader Finger Lakes region.	FLWC , CVB, Watkins Glen State Park	■			
Strategy 3.3. Promote Corning's existing tourist attractions (especially CMOG and the Rockwell Museum) and major events to fully exploit their economic potential.					
3.3.1. Cultivate relationships with tour bus companies and operators in New York City and Toronto to encourage them to make Corning a regular stop between major metro areas.	FLWC, CVB, CMoG , Rockwell Museum, Gaffer District, Corning Ent.	■			
3.3.2. Work with CMOG to create new artist studio space, live/work space for visiting and resident artists, and other amenities that support the growth of Corning's arts and design community. Explore the feasibility of expanding artists' residency programs in conjunction with the CMOG.	FLWC, CVB, CMoG , Gaffer District, Corning Ent., 3RDC, City	■			
3.3.3. Support the growth of existing events that bring visitors into Corning on a regular basis, including: CMOG's 2300°, GlassFest, the Wineglass Marathon, and major events at Watkins Glen International.	FLWC, CVB, CMOG, Gaffer District, Corning Ent.	■			
3.3.4. Work with Corning-Painted Post Area School District and the Steuben County CVB to attract more youth sports tournaments (e.g., soccer, la crosse) to be held at Corning Memorial Stadium and the athletic fields adjacent to Corning-Painted Post High School.	FLWC, CVB , CMOG, Gaffer District, Corning Ent., CPPASD	■			
Strategy 3.4 Actively manage and influence the image of Corning portrayed through online and social media channels.	CVB , FLWC	■			
Strategy 3.5. Provide new and enhanced visual cues to draw attention to Corning's tourism destinations and promote broader awareness of the city's amenities for visitors.					
3.5.1. Install clear and effective wayfinding signage along I-86, I-99, NY 14, NY 13 and other major corridors leading to/from Corning. Lobby NYSDOT and ESD for new and improved signage guiding travelers to Corning's visitor attractions.	City , NYSDOT, ESD				■

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
3.5.2. Explore the potential to create monument-sized glass sculptures and develop design guidelines for public art throughout the community, especially as a way to guide visitors to CMoG, Market Street, and other destinations.	City , CMoG, CVB		■		
Strategy 3.6. Maintain and upgrade Corning's existing stock of hotels to ensure an attractive environment for visitors.					
3.6.1. Work closely with the Steuben County Conference & Visitors Bureau and existing hotel owners and operators in Corning to identify and address needs for future maintenance and renovations.	CVB , 3RDC, hotel owners and operators, City	■			
3.6.2. Over time, explore the potential for additional hotel development in the city to provide new spaces for visitors and to inject more activity and energy into the community's urban districts.	CVB , 3RDC, hotel owners and operators, City			■	■
GOAL 4. URBAN VITALITY.					
Strategy 4.1. Focus City investments and redevelopment efforts on the Bridge Street district.					
4.1.1. Incentivize mixed-use development along South Bridge Street (ground floor restaurants, breweries, bars, and upper-floor residential and/or office space).	City , area real estate community, Corning Ent.	■			
4.1.2. Enhance physical linkages between Market Street and Bridge Street by encouraging new development along the western edge of Market Street and identifying creative approaches to activate the street frontage of the Wegmans parking lot along Bridge Street.	City , Wegmans, Gaffer District			■	■
4.1.3. Pursue grant funding to launch free public Wi-Fi along Bridge Street and Market Street.	Gaffer District , City, ARC, ESD		■	■	
Strategy 4.2. Continue to support the Gaffer District's programs that have revitalized Market Street and seek new ways to maintain and augment the success of Corning's downtown district.	Gaffer District , City, Chamber, Corning Ent.	■			
Strategy 4.3. Preserve high-traffic sites along major commercial corridors for commercial development and mixed-use development.	City	■			
Strategy 4.4. Work with real estate developers to create space for more office-using businesses, especially professional services firms and technology companies.	City, Gaffer District, 3RDC , area real estate community, IDA	■			
Strategy 4.5. Experiment with "tactical urbanism" approaches for activating empty spaces and underutilized assets in Corning's urban districts.					
4.5.1. Host music, food, and art festivals, and other new events that will enhance Corning's role as the region's center of activity.	Gaffer District , City, Corning Ent., CVB, FLWC, ARTS, CMoG, Rockwell Museum	■			
4.5.2. Activate underutilized spaces in Corning using tactics such as temporary and permanent art installations to help citizens reimagine the possibilities of urban spaces with new injections of activity and energy.	Gaffer District, City, Chamber, ARTS		■	■	
Strategy 4.6. Position Corning for long-term improvements to the community's urban vitality.					
4.6.1. Pursue a variety of strategies to reduce the need for passenger vehicle parking, enabling redevelopment of existing parking lots with productive commercial and mixed-use projects.	City , Corning Ent., 3RDC, Gaffer District			■	■

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
4.6.2. Engage in conversations concerning future long-range redevelopment of the entire civic center plaza (including the library, ice rink, and City Hall complex).	City , Corning Ent., 3RDC			■	■
GOAL 5. REDEVELOPMENT.					
Strategy 5.1. Continue working internally with City staff and departments, and with input from the real estate community, to streamline redevelopment and permitting processes.	City , area real estate community		■		
Strategy 5.2. Create an up-to-date inventory of all available sites for development and redevelopment in the city.	City , area real estate community		■		
Strategy 5.3. Create and maintain a listing of available financial resources (such as loan and grant programs) for development and redevelopment projects.	City , area real estate community		■		
Strategy 5.4. Use property aggregation and/or land banking, as appropriate, to combine multiple smaller properties into a single larger site more appealing for redevelopment.	City , area real estate community	■			
Strategy 5.5. Establish a Corning Real Estate Working Group to facilitate ongoing communication between the City and the area real estate development and brokerage community.	City, 3RDC , area real estate community, IDA			■	
Strategy 5.6. Evaluate selected sites for inclusion under the City's Commercial/Mixed Use Tax Incentive program.	City , area real estate community	■			
GOAL 6. REGIONAL COLLABORATION.					
Strategy 6.1. Initiate conversations with surrounding communities about shared services for economic development and public transportation that benefit the City of Corning and surrounding municipalities.	City , surrounding municipalities, STC		■		
Strategy 6.2. Encourage the Corning Area Chamber to expand its Leadership Steuben program to become a more comprehensive civic leadership program that engages and inspires emerging and existing business and community leaders.	Chamber , 3RDC	■			
Strategy 6.3. Support the Corning Area Young Professionals (CAYP) group in its efforts to expand networking for the region's emerging leaders.	Chamber , CAYP	■			
GOAL 7. ENTREPRENEURSHIP.					
Strategy 7.1. Work with the Steuben County IDA, Three Rivers Development Corp., and Corning Enterprises to aggressively pursue innovative companies, technology service providers, and entrepreneurial firms that complement Corning Inc.	City, IDA, Corning Ent., 3RDC, Corning Inc., IncubatorWorks	■			
7.1.1. Host events in Corning featuring top researchers, scientists, and leaders from local and regional higher education institutions to highlight opportunities for collaborative industry/academic research.	IDA, Corning Ent., CVB , CCC, local and regional universities			■	■
Strategy 7.2. Provide additional space and support services for entrepreneurs, small tech firms, freelancers, artists, and other individuals and companies.					
7.2.1. Establish a joint coworking space with ArtSpace or a similar developer to serve artists, entrepreneurs, freelancers, tech workers, and other professionals seeking a flexible, collaborative work environment.	City, IDA, Corning Ent., 3RDC , CMOG, area real estate community, IncubatorWorks		■	■	

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
7.2.2. Strengthen the Southern Tier region’s designated New York State Innovation Hot Spot—a partnership between IncubatorWorks (previously operated as the Ceramics Corridor Innovation Center) and other incubators in Ithaca and Binghamton—to attract additional funds from New York State and other sources to provide a more robust suite of services for local startups and entrepreneurs.	City, IDA, 3RDC, IncubatorWorks , ESD, ARC, STC, other Upstate incubators/accelerators	■			
Strategy 7.3. Launch more networking events and marketing efforts to promote opportunities to start and grow businesses in Corning.					
7.3.1. Actively market startups based in Corning and the surrounding area to outside investors (in Upstate New York, the New York City metro area, Pennsylvania) to build greater awareness of Corning’s startup environment.	IDA, Corning Ent., 3RDC, Corning Inc., IncubatorWorks , local and regional financial institutions	■			
7.3.2. Cultivate relationships with VC firms and private-equity firms with ties to the Corning area or Upstate New York to limit the potential for home-grown companies to leave the region after securing rounds of capital.	IDA, Corning Ent., 3RDC, Corning Inc., IncubatorWorks , local and regional financial institutions	■			
7.3.3. Market the ultra-high-speed broadband internet provided by the Southern Tier Network as an amenity designed for startups and high-growth technology firms across Upstate New York.	IDA, 3RDC, STN , Corning Ent., IncubatorWorks	■			
7.3.4. Encourage Corning-area entrepreneurs to participate in the Syracuse chapter of the “1 Million Cups” startup/entrepreneur networking initiative. Over time, explore the potential to launch a Greater Corning chapter of 1 Million Cups to encourage a higher level of communication and networking among entrepreneurs, investors, and startups across the region.	IDA, 3RDC, Corning Ent., Chamber, IncubatorWorks , Syracuse 1 Million Cups chapter	■			
GOAL 8. SMALL BUSINESS DEVELOPMENT.					
Strategy 8.1. Encourage independent retailers and other small businesses in Corning to diversify their revenue streams with new products, special membership/subscription services, events, and other creative approaches.	Chamber , Gaffer District	■			
Strategy 8.2. Use data analytics to help retailers and restaurants better understand their existing and potential customer bases.	Chamber, Gaffer District	■			
Strategy 8.3. Work with the Gaffer District and other organizations to evaluate events/festivals and ensure that events generate the maximum possible benefit to local businesses.	Chamber, Gaffer District , Corning Ent.	■			
Strategy 8.4. Work with the Corning Inc. Retirees Group to leverage the region’s large pool of highly skilled former executives and retired professionals to support the growth of local small businesses.	Chamber , Gaffer District, Corning Inc. Retirees Group	■			

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
SUPPORT STRUCTURE 1. HOUSING AND NEIGHBORHOODS.					
1. Support the ongoing success of the Corning Housing Strategy to upgrade the City's aging housing stock and to encourage homeowners to make improvements to their properties.	City , 3RDC, Arbor Development	■			
2. Evaluate the potential effects of applying the existing 5-year tax abatement and 10-year graduated abatement incentive program for commercial and industrial investments to residential real estate, to encourage housing purchase and rehabilitation. Seek state legislative changes as needed.	City , 3RDC, Arbor Development		■	■	
3. Work with developers to encourage development of new urban residential options, including new market-rate apartments that provide options for young professionals and middle-wage workers in Corning.	City , 3RDC, area real estate community	■			
SUPPORT STRUCTURE 2. EDUCATION AND WORKFORCE.					
1. Support implementation efforts of the forthcoming three-county (Steuben, Chemung, and Schuyler) workforce development and talent strategy.	CSS , CCC, CPPASD, major employers, IDA		■	■	
2. Encourage employers to more actively engage in workforce development and training programs in partnership with CSS Workforce NY, Corning Community College, and other educational/training providers.	CSS , CCC, CPPASD, major employers, IDA	■			
3. Advocate for creative solutions to structural challenges that impact the ability of local residents to enter the workforce or enhance their skills.	CSS , CCC, CPPASD, major employers, area nonprofit organizations, IDA	■			
SUPPORT STRUCTURE 3. TRANSPORTATION AND INFRASTRUCTURE.					
1. Participate in regional initiatives to leverage the new investments at the Elmira Corning Regional Airport to attract new nonstop flights that connect Corning to major business hubs across the US. Engage in conversations with major airlines (Delta, United, American, Southwest) and low-budget/niche airlines (Frontier, Allegiant) to bring new service into Corning.	Elmira Corning Regional Airport , 3RDC, Corning Ent., Corning Inc.	■			
2. Periodically evaluate gaps in local sites and infrastructure with respect to the needs of existing employers and target industries.	City , Steuben County, NYSDOT, utility providers, major employers, area real estate community	■			

	Potential Partners (suggested lead in bold)	Timeframe			
		Ongoing	Years 1-4	Years 5-9	Years 10+
3. In an effort to improve the user-friendliness of Corning’s urban districts, transition the City’s off-street paid parking spaces to a modernized payment system that accepts credit cards, mobile phone payments, and other non-cash options.	City , Gaffer District		■		
4. Work with Steuben and Chemung Counties to evaluate the potential to combine the City’s municipal bus system with the two counties’ public transportation systems to form a single, region-wide transit agency.	City , Steuben County, Chemung County, STC		■	■	
SUPPORT STRUCTURE 4. THE WATERFRONT AND OTHER AMENITIES.					
1. Collaborate with the Friends of the Chemung River and neighboring municipalities on projects to enhance public awareness of the river as a recreational amenity and a natural asset for the region.	City, Friends of the Chemung River , surrounding municipalities	■			
2. Engage in conversations with the New York State Department of Environmental Conservation (DEC) to determine the City’s options for developing amenities such as trails, kayak launches, or other recreational infrastructure along the Chemung River.	City , NYSDEC			■	■
3. Evaluate options for a permanent structure to house Corning’s weekly farmers market to encourage greater participation from regional agriculture producers and customers, especially during the winter months.	City, CVB, FLWC, 3RDC, Gaffer District			■	■
4. Work with area tourism promotion organizations to identify opportunities for new recreational attractions that would serve area residents and tourists.	CVB , FLWC, Corning Ent., 3RDC	■			

Glossary of Organizations	
Abbreviation	Organization
City	City of Corning
IDA	Steuben County Industrial Development Agency
3RDC	Three Rivers Development Corporation
Corning Ent.	Corning Enterprises
CPPASD	Corning-Painted Post Area School District
Chamber	Corning Area Chamber of Commerce
CVB	Steuben County Conference & Visitors Bureau
FLWC	Finger Lakes Wine Country Tourism Marketing Association
CMoG	Corning Museum of Glass
ESD	Empire State Development
ARTS	ARTS Council of the Southern Finger Lakes
CCC	Corning Community College
ARC	Appalachian Regional Commission
STC	Southern Tier Central Regional Planning & Development Board
CSS	Chemung-Schuyler-Steuben (CSS) Workforce New York