

*Steuben County  
New York*

# **Economic Development Plan 2014 - 15**



*Photo courtesy of Dr. Frank*



7234 Route 54 North, PO Box 393  
Bath, NY 14810  
607.776.3316

[scida@steubencountyida.com](mailto:scida@steubencountyida.com)  
[www.steubencountyida.com](http://www.steubencountyida.com)

# Table of Contents

<b>Section 1 – Introduction</b>	<b>Pg. 2</b>
<b>Section 2 – Planning Update Process</b>	<b>Pg. 2</b>
<b>Section 3- Progress Against Objectives</b>	<b>Pg. 3</b>
<b>Section 4 – Challenges and Opportunities</b>	<b>Pg. 4</b>
<b>Section 5 – Innovators and Growth Engines</b>	<b>Pg. 7</b>
<b>Section 6 – Partnerships and Vision for the Future</b>	<b>Pg. 8</b>
<b>Section 7 - Strategic Priorities and Action Plan</b>	<b>Pg. 8</b>

## SECTION 1 | INTRODUCTION

---

The Steuben County Economic Development Plan was adopted in 2011; the result of a planning process that involved an extensive economic overview and analysis of the County. This planning document represents an update to the original plan and outlines specific action items to further the goals and strategic objectives set forth.

**Overall Goal: *Implement a county-wide economic development strategy for Steuben County, New York that will increase support of existing businesses, attract new businesses, develop an enhanced business environment, and promote regional collaboration.***

This updated plan continues the county-wide approach of agencies working together to leverage the County's economic opportunities and assets, and overcome its challenges such as workforce skills, physical infrastructure, transportation systems, natural resources, and the cost of doing business. The plan continues to focus on strategies that will increase employment, facilitate the growth and expansion of industry and business, improve the quality of life of all residents, grow the tax base, further promote and develop the County, and position Steuben County as a great place to live, work, and develop wealth.

## SECTION 2 | PLANNING UPDATE PROCESS

---

The first step in the update involved an evaluation of each of the original five strategic objectives in terms of measurable progress against each objective, on-going relevance, availability of resources for deployment, and ability to successfully achieve the desired results.

The update also involved an assessment of key economic development indicators to determine the most significant challenges and opportunities, and the need to revise strategic direction.

- Changes in the county's core economic development assets and strengths.
- Shifts in the political and regulatory environment.
- Status of basic economic development tools such as shovel ready sites, physical infrastructure, workforce, financing and investment incentives.
- Community development efforts.
- Factors influencing Steuben County's economic climate such as unemployment rates, business growth and decline, changes in major industry clusters, population and workforce dynamics, and technology development and transfer trends.
- Competitive environment, both regionally and nationally.
- Status of economic development partners such as Steuben County government, Steuben County IDA, Hornell IDA, Three Rivers, ESD, Corning Enterprises, tourism agencies, STC, Workforce Development Board, etc.

Based on this information, it was possible to evaluate whether the vision remained appropriate and the partnerships to achieve success were in place. The final step involved an update to the strategic action plan.

## SECTION 3 | PROGRESS AGAINST OBJECTIVES

---

Meaningful and measurable progress has been made against objectives during the past two years. For example:

- Advanced Manufacturing: A \$265,000,000 expansion of Corning's Heavy Duty Diesel facility in the Town of Erwin is resulting in the retention of 500 jobs and creation of 250 new jobs.
- Manufacturing: Corning Incorporated, Dress-Rand, Gunlocke and World Kitchen are expanding production and their workforces.
- Healthcare: Construction of the new state-of-the-art Guthrie Corning Hospital in the Town of Corning is expected to be complete in mid-2014, and Universal Health is establishing a facility in Hornell.
- Tourism: There is continued growth in the tourism industry, particularly in the areas of wineries, distilleries and micro-breweries. The Corning Museum of Glass is the most popular cultural museum destination in NYS outside of New York City, and it is undertaking a 100,000 square foot expansion to support the significant growth in its international visitors. The Curtiss Museum is working to secure municipal water to support its plans to meet a growing visitor volume. Waterfront redevelopment plans are underway in the Town of Urbana and Village of Hammondsport. In addition, there are several major lodging projects in the development stage that will serve to strengthen the county's tourism infrastructure.
- Value-added Agriculture: The number of agricultural acres in production continues to increase for crops ranging from grapes to hops. There also is growth in new product development such as artisan crafted beers, yogurt, cheeses, wines, spirits and more. Steuben County and the Steuben County IDA are partnering to place more focus on local agricultural markets with an emphasis on increased production in demand products, and the Regional Council's Rural Initiative Fund is serving as a significant financing source to support this growth of agriculture businesses.
- Physical Infrastructure: Several infrastructure development projects have been undertaken, including the NYS Route 415 and Steuben County Road 113 grade crossing reconstruction projects, upgrades to the Hammondsport industrial rail track, bridge repairs, and extension of sewer in the Village of Hammondsport. The recent completion of I-99 opens a new north-south transportation corridor for Steuben County businesses.
- Telecommunications Infrastructure: Corning Incorporated donated 235 miles of fiber optic cable to Southern Tier Network. In 2011-12 the STN extended dark fiber backbone throughout Steuben County providing links to 911 centers and public service communication towers, as well as connecting businesses, municipalities, educational, and health care institutions along the route. The Steuben County IDA, Chemung and Schuyler Counties, and the Southern Tier Central Planning and Development Board are partnering to promote the access to the high-speed dark fiber.
- Shovel Ready Sites: Lack of available land with adequate infrastructure was identified as a major deficit in the 2011 action plan. Since then funding has been received through the Regional Economic Development Council to develop a shovel ready site in the Town of Wayland at a desirable interchange on the I-390 corridor. In addition, investments have been made in the IDA's Business Park in the Town of Bath. There also are opportunities for development of sites surrounding the new Guthrie Corning Hospital location in the Town of Corning, as well as, redevelopment of the current hospital site in the City of Corning.
- High technology and Commercialization: Corning Incorporated continues to be a world leader in technology development and commercialization, and this will be enhanced by the new Regional Incubator Strategy that links the corporation with the Ceramics Corridor Innovation Center, and Alfred, Binghamton and Cornell universities.

- Transportation Industry: Western Steuben County, specifically Hornell and Wayland, is experiencing job growth at Alstom and TTA as a result in an increase in transportation industry contract awards.
- Employment: The unemployment rate is most recently reported as 8.8% in Steuben County. This rate in Steuben County is down from 10.1% in 2010, but remains high compared to surrounding counties and its low of 4.0% in 2007.

## SECTION 4 | CHALLENGES AND OPPORTUNITIES

---

There have been several changes in the Steuben County's economic development environment that will have varying degrees of impact over the next two years.

The county is expected to experience both business growth and decline over the next two years. The closing of Philips Lighting in the Town of Bath in early 2014 will result in the loss of 288 jobs and a large vacant manufacturing facility. At the same time, several companies have issued plans to expand and increase employment totaling 1,250 during the period 2013-2015. These include Corning Incorporated, Dresser-Rand, World Kitchen, Alstom, TTA, Universal Health, Gunlocke, the tourism and lodging industry, and the retail/food service sectors.

Workforce development will remain a high priority. Training for existing and new workers, together with STEM education at the K-12 and college levels, will be critical to maintaining a qualified workforce. In addition, Corning Enterprises and the county's secondary and post-secondary education organizations are working in a public-private partnership to advance Governor Cuomo's P-TECH Initiative intended to transform public education and prepare students for tomorrow jobs in technology.

The changing demographic profile of the county and the forecasted business growth are placing a strain on the available workforce. One factor is the aging of the population. In 1990, persons age 65 + represented 16% of the total population. Consistent with the aging of the baby boom generation, this population segment has already begun to grow rapidly, and is expected to peak in the year 2030, as boomers age into the 85+ age cohort. According to projections by the Cornell University Program on Applied Demographics (PAD), the number of 65+ residents is expected to approach 22% in 2015, 20% in 2020 and 24% by 2030.

In terms of workforce demand the NYS Department of Labor and Chemung/Schuylers/Steuben Workforce Development Board predicts the greatest demand in the next 3-8 years will be for healthcare workers including nurses, nurse practitioners, physician assistants and home healthcare aides to support the hospitals in the region, but also skilled nursing and assisted living facilities. Another major deficit job category is expected to be in skilled manufacturing. The county's workforce has continued to shrink from 48,100 in 2000 to 44,000 in 2013, there is a continued aging of the existing workforce, and the 25-44 population in the area also is declining, representing 30% in 1990 and only 22% in 2015.

This labor pool will not be able to support new manufacturing jobs in the future. It is expected this scenario will require hiring skilled manufacturing labor from outside the area.

Many of these changes are impacting the availability of housing. As a result of business growth and an aging population, there will be an increased demand for single-family, multi-family and senior housing during the next 2-5 years. According to the 2013 Corning Area Housing Study conducted by Three Rivers Development, there will be demand for 100-125 moderately priced single-family homes (\$150,000 – 250,000), 100-125 market rate apartment units, and 100 units of senior housing in the next 2-3 years.

In terms of the energy sector, Steuben County is among 10 counties in the Southern Tier that have large sources of natural gas. In 2010 it appeared that Steuben and Chemung Counties were poised to experience a substantial growth in natural gas industry related jobs, with estimates of more than 1,000 new workers by 2013. Governor Cuomo's administration has not lifted what has effectively been a moratorium on hydraulic fracturing, and consequently the anticipated job creation related to the development and production phases has not occurred. If and when the NYS moratorium is lifted and the NYS Department of Environmental Conservation issues regulatory guidelines, there is not expected to be a significant amount of exploratory and drilling activity because an estimated 40-60% of the land will be taken out of the potential production areas throughout the Southern Tier Region. Also, there are outstanding questions about home-rule authority, as well as the costs related to New York State taxation. Although there has been a decline in commodity pricing, there still is a growing market on the "supply and demand" side of energy. For example, there will be employment opportunities associated with gas transmission and fueling stations, as well as other technology and product development. Another opportunity is access to low-cost energy by Steuben businesses because of their close proximity to natural gas in Pennsylvania. This access to low cost energy could be a valuable tool in attracting new businesses to the area. In addition, there is still some demand for warehousing space in New York's Southern Tier because it is less expensive than comparable space in Pennsylvania.

Despite the reduced potential for growth in the natural gas sector, there continues to be opportunity in other renewable energy areas including wind. On-going development of wind energy technology is resulting in greater efficiency and reduction in production costs. It is estimated that there is potential for 200 megawatts of additional wind power development in Steuben County.

There are several state-wide initiatives that will impact Steuben County in the next -5 years, particularly those involving partnerships between the private sector and academic institutions. The governor's regional economic development councils and associated CFA funding process present funding opportunities to strengthen the business sector, and build the county's community and economic development infrastructure. The Start-Up New York Program involves Corning Community College and offers the potential for creation of new businesses and jobs. Also, the Southern Tier Regional Incubator Strategy was formulated in 2013 and involves a partnership between Binghamton University, Cornell University, Corning Incorporated and the Ceramics Corridor Innovation Center. A major node will be located in Steuben County.

There are several other opportunities to leverage new and existing programs such as the NYS Venture Fund, SBA 504 Program, New Markets Tax Credits, EB-5 Visa Program, Empire State Development Excelsior Program, Empire State Development Grant Programs, and the Southern Tier Regional Council initiatives including the Community Revitalization Program and Rural Initiative Fund. A good example is the

partnership being undertaken between Steuben and Ontario counties to promote a regional export program and create a free trade zone.

Based on a review of these factors, it has been determined that the following elements continue to provide the greatest opportunity for a successful economic development strategy in Steuben County.

- Retaining, attracting and training a qualified workforce, and proactively preventing workforce outmigration.
- Retaining and strengthening the county's economic drivers including value-added agricultural products, manufacture and processing of food products, tourism, professional and service industries, technology development in key sectors such as ceramics and advanced materials, and manufacturing of products such as transportation systems, wood and furniture, metal fabrication, environmental technologies, energy support and telecommunications.
- Focusing on the retention and expansion of existing businesses because it represents 80% of new job creation, increased wages, and new investment, and a significant portion of the tax base for many locals.
- Promoting innovation and technology development through initiatives such as the Ceramics Corridor Innovation Center, Southern Tier Regional Incubator Plan, and Start-Up NY.
- Using technology and funding programs such as the Rural Initiative Fund to make the agricultural lands more productive and create value-added products.
- Seeking out entrepreneurial firms and talent that will be the motivation and inspiration to be competitive in the global market.
- Utilizing and expanding the County's transportation systems, particularly rail and the interstate highways, to leverage the county's prime location in terms of major transportation corridors. The ongoing transportation improvements to the I-86/I-99 corridor bring the possibility for substantial new economic growth in the Corning area. These highways will improve access, reduce transportation costs, enhance safety and increase capacity for conducting business in the area.
- Creating shovel ready sites with enhanced basic infrastructure such as water and sewer, rail and telecommunications.
- Leveraging the county's natural resources for renewable energy, including wind, natural gas and biomass.
- Retaining the quality of life for which Steuben County is so well known, ranging from its beauty to the quality healthcare and education.

## SECTION 5 | INNOVATORS AND GROWTH ENGINES

There are eight primary innovators and growth engines. Below are examples of technology and business development opportunities for each.

<p><b>Natural Resources</b></p> <ul style="list-style-type: none"> <li>• Wind – wind farms</li> <li>• Natural gas – Marcellus Shale</li> <li>• Land – biomass</li> </ul>	<p><b>Technology Development (examples)</b></p> <ul style="list-style-type: none"> <li>• Cornell University: research on new crop varieties for development of value-added products.</li> <li>• Alfred University’s CACT: developing glasses for biomedical and biotechnology applications.</li> <li>• Corning Incorporated: research in Clean Tech Energy, Ceramics and Advanced Materials</li> <li>• Ceramics Corridor Innovation Center: Nanotechnology and Bioplastics</li> </ul>
<p><b>Value-Added Agriculture (Using Local Sources)</b></p> <ul style="list-style-type: none"> <li>• Beer (wheat, barley, hops and other grains)</li> <li>• Wine (grapes)</li> <li>• Vodka (potatoes)</li> <li>• Cheese and yogurt (dairy)</li> <li>• Beef and pork products (meat processing facilities)</li> </ul>	<p><b>Healthcare</b></p> <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Assisted and skilled nursing facilities</li> <li>• Homecare and support services</li> </ul>
<p><b>Manufacture and Processing of Food Products</b></p> <ul style="list-style-type: none"> <li>• Potatoes (chips, etc.)</li> <li>• Cheese products (Kraft)</li> <li>• Dairy (Crowley’s)</li> <li>• Bottling, storage and distribution (grape juice, wine, beer, spirits)</li> </ul>	<p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>• Ceramics, glass and advanced materials (Corning Inc., World Kitchen)</li> <li>• Transportation systems (Alstom, TT&amp;A)</li> <li>• Wood and furniture</li> <li>• Metal product fabrication</li> <li>• Environmental Technologies (Corning Inc.)</li> <li>• Energy support (Dresser Rand)</li> <li>• Optical communications (Corning)</li> </ul>
<p><b>Tourism and Hospitality</b></p> <ul style="list-style-type: none"> <li>• Cultural destinations</li> <li>• Wine, beer and spirits</li> <li>• Agri-tourism</li> <li>• Lodging</li> <li>• Retail and restaurants</li> <li>• Recreation venues</li> </ul>	<p><b>Professional and Service Industry</b></p> <ul style="list-style-type: none"> <li>• Analytical testing</li> <li>• Data processing</li> <li>• Engineering</li> <li>• Finance, insurance, real estate</li> <li>• Scientific and technical Consulting</li> </ul>

## SECTION 6 | PARTNERSHIPS AND VISION FOR THE FUTURE

---

This update to the Steuben County Economic Development Action Plan is intended to serve as the county's economic development "road map" for the next two years.

The long-term success of this strategic plan relies on the continued participation of the Steuben County IDA and its partner organizations for a strong, stable and diverse economy. Working as a team, the stakeholder groups will work collaboratively to implement this economic development plan designed to strengthen existing businesses, attract new businesses, develop an enhanced business environment, and promote regional collaboration.

Partner organizations include: Steuben County government; local municipalities; New York State agencies such as the Department of Transportation (NYSDOT), Department of Labor (NYSDOL), Environmental Facilities Corporation (EFC) and Empire State Development Corporation (EDS); various community and economic development agencies such as Corning Enterprises, Steuben County IDA, Three Rivers Development Corporation, Hornell IDA, Town of Erwin IDA, Steuben County Planning Department, City of Corning Office of Planning and Economic Development, Regional Economic Development Council of the Southern Tier (REDCST), Southern Tier Region Economic Development Corporation (STREDC), and Southern Tier Central Regional Planning and Development Board (STC); Cornell Cooperative Extension; partners in the Regional Incubator including Binghamton University, Cornell University, Alfred University and the Ceramics Corridor Innovation Center; Regional Economic Development & Energy Corporation (REDEC); Chemung-Schuylers-Steuben Workforce New York (CSS Workforce NY); Steuben County Conference and Visitors Bureau; Alliance for Manufacturing and Technology (AM&T); Small Business Development Center at Corning Community College (SBDC); and Corning Community College, Keuka College and Elmira College.

## SECTION 7 | STRATEGIC PRIORITIES AND ACTION PLAN

---

Two strategic priorities will be pursued during the next two years. These strategies are designed to accentuate Steuben County's myriad strengths by promoting the key industry clusters while overcoming some of the more challenging aspects of its economic environment.

***Strategic Priority #1. Retain and grow Steuben County's economic base through expansion of existing businesses, innovation and commercialization of technology.***

***Strategic Priority #2. Enhance Steuben County's economic development infrastructure to support the expansion of existing businesses and new business development.***

**Strategic Priority #1. Retain and grow Steuben County’s business base.**

Action	Lead Agency	Partner Organizations
<p><b>Action Item A. Business Retention and Expansion</b></p> <ul style="list-style-type: none"> <li>• Target primary economic development engines:               <ul style="list-style-type: none"> <li>✓ <b>Agriculture</b> (farmland preservation, crop production, dairy and meat, and value-added products)</li> <li>✓ <b>Food Processing</b></li> <li>✓ <b>Healthcare</b> (skilled nursing, assisted living, home care)</li> <li>✓ <b>Technology Development</b></li> <li>✓ <b>Manufacturing</b></li> <li>✓ <b>Professional and Services Sector</b></li> <li>✓ <b>Renewable Energy</b> (biomass, wind, solar)</li> <li>✓ <b>Tourism and Hospitality</b> (cultural destinations, waterfront development, lodging, agri-tourism, retail, wineries, micro-breweries, distilleries, etc.)</li> <li>✓ <b>Transportation</b></li> </ul> </li> <li>• SCIDA will lead business retention and expansion efforts in collaboration with Three Rivers Development, Hornell IDA, Town of Erwin IDA and City of Corning. The effort has several objectives: act as an early warning system to identify businesses at risk and assist in developing strategies, help companies reach their economic potential and grow revenue streams, and stimulate investment.</li> </ul>	<p>SCIDA</p>	<p>REDC, ESD, STREDC, Cornell Cooperative Extension of Steuben County, Ceramics Corridor Innovation Center, Hornell IDA, Town of Erwin IDA, Three Rivers Development, City of Corning Office of Planning &amp; Economic Development, Steuben County, Steuben County Conference and Visitors Bureau, Corning Community College and academic institutions</p>
<p><b>Action Item B. Provide Economic Development Business Support Services</b></p> <ul style="list-style-type: none"> <li>• Take steps to maintain effective relationships among SCIDA, Three Rivers Development and Hornell IDA as staff leadership transitions occur.</li> <li>• SCIDA will continue to serve as the primary county-wide resource for business development services.</li> <li>• Pursue inter-county opportunities, such as a partnership with Ontario County to create an export program and free trade zone.</li> <li>• Utilize programs to stimulate business growth and leverage private investment. Examples include SBA 504 Program, New Markets Tax Credits, EB-5 Visa Program.</li> </ul>	<p>SCIDA</p>	<p>REDC, ESD, STREDC, Small Business Development Center at Corning Community College, Hornell IDA, Town of Erwin IDA, City of Corning, Three Rivers Development</p>

<p><b>Action Item C. Build Networks and Partnerships to Support Innovation and Commercialization of Technology</b></p> <ul style="list-style-type: none"> <li>• Strengthen collaborations between academic institutions, businesses, economic development agencies and stakeholder groups.</li> <li>• Identify opportunities for alignment between research, commercialization of technology, and new businesses development.</li> <li>• Seek incentives and financial assistance.</li> <li>• Utilize the incubators in the Southern Tier Region to provide technical support and financial resources in support of entrepreneurial ventures and start-ups.</li> </ul>	<p>SCIDA</p>	<p>Ceramics Corridor Innovation Center, Corning Community College and other academic institutions, Regional Incubator partners, Cornell Cooperative Extension, AM&amp;T, and NYS agencies</p>
--	--------------	---

**Strategic Priority #2. Enhance Steuben County’s economic development infrastructure to support the expansion of existing businesses and new business development.**

Action	Lead Agency	Partner Organizations
<p><b>Action Item A. Enhance Basic Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Provide on-going technical support to municipalities.</li> <li>• Identify and undertake projects with municipalities, private investors and NYS. Examples: recertification of the levee system, development of municipal sewer service in Hammondsport, and conversion of the Pleasant Valley rail bed into a walking trail.</li> <li>• Continue to enhance capacity of utilities by working with NYSEG, Corning Natural Gas and Steuben Rural and Bath Electric, Gas &amp; Water System.</li> </ul>	<p>SCIDA, Hornell IDA, Town of Erwin IDA, Three Rivers Development</p>	<p>NYS and county departments of transportation, EFC, STC, municipalities, Steuben County, utility companies.</p>
<p><b>Action Item B. Enhance Transportation Systems</b></p> <ul style="list-style-type: none"> <li>• Support continued infrastructure enhancements to major transportation corridors and stimulate economic development along these corridors and at key interchanges including roads such as I-86, I-99, I-390, NY-415, NY-54, NY-15, NY-417, etc.</li> <li>• Encourage development and enhancement of transportation systems.</li> <li>• Maintain inventory of primary economic development routes, and need for road and bridge maintenance/upgrading.</li> </ul>	<p>Steuben County Planning Department, SCIDA, Hornell IDA, Town of Erwin IDA, Three Rivers Development, STC</p>	<p>NYS DOT, SCIDA, Steuben County Conference and Visitors Bureau, watershed and trail advocacy groups</p>

<p><b>Action Item C. Increase Access to Rail</b></p> <ul style="list-style-type: none"> <li>• Complete projects such as the Bath-Hammondsport rail project at Route 54 and the rail service project to the SCIDA industrial park in the Town of Bath.</li> <li>• Continue to upgrade rail infrastructure.</li> <li>• Continue to work with Norfolk Southern to increase local rail use in coordination with short line.</li> <li>• Address loss of rail service such as WNYP connection.</li> <li>• Create trans-load and multi-modal facilities.</li> </ul>	<p>SCIDA, NYSDOT, rail providers</p>	<p>Steuben County, Hornell IDA, Three Rivers Development Corporation, STC, ARC, municipalities</p>
<p><b>Action Item D. Site Development</b></p> <ul style="list-style-type: none"> <li>• Focus on redevelopment of vacant and underutilized buildings and sites such as Guthrie Corning Hospital and Philips Electric</li> <li>• Continue to utilize Steuben County and STC GIS.</li> <li>• Maintain the SCIDA-based site inventory system.</li> <li>• Continue implementation of the site control program.</li> <li>• Develop existing industrial parks.</li> <li>• Focus on development of new shovel ready sites.</li> <li>• Utilize site development programs such as Start-Up NY.</li> <li>• Leverage transportation corridors (I-390, I-86, I-99).</li> <li>• Promote development to leverage infrastructure such as the Southern Tier Network dark fiber backbone.</li> </ul>	<p>SCIDA, SAEDC, Hornell IDA, Three Rivers Development Corporation, Town of Erwin IDA, City of Corning Planning and Economic Development</p>	<p>Corning Community College, NYSDOT, Steuben County Planning Department, Hornell IDA, Town of Erwin IDA, Three Rivers Development</p>
<p><b>Action Item E. Enhance Tourism Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Promote and support waterfront development, lodging, hospitality services, creation of new destinations.</li> <li>• Support expansion of existing tourism venues and programs.</li> </ul>	<p>SCIDA</p>	<p>Steuben County Conference and Visitors Bureau, Finger Lakes Wine Country, chambers of commerce</p>
<p><b>Action Item F. Attract Talent and Strengthen Workforce</b></p> <ul style="list-style-type: none"> <li>• Work with private sector and academic institutions to identify education needs at all levels (K-12, BOCES, Corning Community College, Alfred University, etc.).</li> <li>• Support and promote development of STEM education/training at all levels.</li> </ul>	<p>CSS Workforce NY, NYSDOL, Corning Community College, Cornell University, Alfred State College, Alfred University, Keuka College, Elmira College</p>	<p>SCIDA, Corning Enterprises, Hornell IDA, Three Rivers Development</p>

<p><b>Action Item G. Leverage Financial Resources</b></p> <ul style="list-style-type: none"> <li>Leverage funding such as EDA, ARC, ESD, Regional Council CFA grant programs; NYS Venture Fund and private venture funds; Empire State Development Excelsior Program; and Southern Tier Regional Council initiatives including the Community Revitalization Program and Rural Initiative Fund and Infrastructure Fund for Shovel Ready Sites.</li> </ul>	<p>SCIDA, Three Rivers Development, Hornell IDA, Town of Erwin IDA, Steuben County, municipalities, Corning Community College, STC</p>	<p>Municipalities, private sector, venture funds</p>
<p><b>Action Item H. Maintain and promote quality of life to attract businesses and talent.</b></p> <ul style="list-style-type: none"> <li>Facilitate waterfront development projects.</li> <li>Encourage mixed use developments to grow retail.</li> <li>Promote main street revitalization.</li> <li>Support demand for housing.</li> <li>Support re-development of vacant and underutilized properties and brownfields such as BOA's in the Town of Corning and Village of Painted Post.</li> </ul>	<p>Corning's Gaffer District, Three Rivers Development, City of Hornell, City of Corning and other local communities</p>	<p>Steuben County Conference and Visitors Bureau, SCIDA, Hornell IDA, Town of Erwin IDA, Corning Enterprises</p>