

**STEBEN COUNTY INDUSTRIAL DEVELOPMENT AGENCY**  
**Management's Discussion and Analysis**  
**For the Year Ended December 31, 2016**

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in the Town of Urbana. The IDA provided direct assistance in the form of a 10-year PILOT and sale and mortgage tax exemptions. In addition the IDA helped secure a \$725,000 Grant from the NY State Regional Council process to support this project which will create 14 jobs.

**Corning Hotel** - The IDA worked closely with the development team to identify additional resources to overcome the financial gap caused by unforeseen environmental issues. After nearly a 12-month delay the project closed in November and resumed construction in December and is expected to be completed in the spring of 2018.

**Corning Hospital Redevelopment** - Redevelopment of the Corning Hospital site was a major focus of the Steuben IDA in 2016. The collaborative effort between Guthrie Corning Hospital, Riedman Development, Purcell Construction, the City of Corning, and Corning Community College resulted in a \$35 million investment to create a center for healthy living and health based education in Corning's downtown

Phase I got underway in 2016 and includes the demolition of the former Guthrie Corning Hospital and the beginning of construction of a 21,000-sq. ft. School for Nursing and Healthcare careers for Corning Community College. The new education facility will deploy the latest technology to train the next generation of healthcare workers in the community and help fill an ever-growing need for healthcare professionals.

To help facilitate this development, the IDA negotiated an \$8 million ESD Grant to support demolition of the hospital building and construction of the Corning Community College project. In addition, the IDA provided a 10-year PILOT along with sales and mortgage tax relief to support this phase of the project.

**Manufacturing Automation Systems (MAS)** - The IDA approved an incentive for Manufacturing Automation Systems to help purchase and repurpose the former Lindley Presho Elementary School. MAS is a nationally recognized control systems integration company which specializes in the custom design and development of automation systems for manufacturing. The move will allow the company to expand their business to manufacture the systems they design along with launching new automation platforms for their customers.

To support this project, The IDA is providing a PILOT as well as sales and mortgage tax exemptions. Even with these benefits the project will add an additional \$62,000 of revenue into the tax base over the benefit period. In addition, Corning Community College is partnering with the IDA to assist with this growth by certifying the business as a Start UP NY business allowing them to access a variety of additional tax credits and helping support the creation of six new jobs.

**North American Rail Manufacturing Hub (Alstom)** - Steuben County IDA partnered with the Hornell IDA to leverage resources through the Upstate Revitalization Initiative to develop the North American Rail Manufacturing Hub in the Hornell Community.

The Initiative will support the commercialization of cutting edge global technology in high-speed rail to make the Hornell community a globally-recognized leader in rail transit manufacturing.

The program calls for upgrades to the existing infrastructure and development of a vendor/supply chain training facility and certification program designed to develop a world-class pool of competent and successful vendors for the advanced rail manufacturing industry with the capacity and know-how to meet world-class standards in advanced rail manufacturing.

A Supply chain recruitment and development program will also be developed, to strengthen the existing vendor pool and grow a supply chain for the future that will become recognized as the most qualified and successful in the North American rail manufacturing industry.

In addition, funding is being requested to support the development of Advanced Rail Center of Excellence to train the workforce to meet the need for highly-qualified and skilled workers for the advanced rail manufacturing industry. The center will support both production workers as well as engineers and technical positions needed to deploy the latest technology in the rail transit industry.

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The initiative will build off the strength of Alstom's recent \$2.5 billion contract to manufacture new high-speed trains to run on the Northeast corridor between Boston and Washington D.C. This contract will lead to the creation of 400 new jobs at the Hornell operation.

**Workforce Development** - A well-trained workforce has become a key factor in business location decisions. As a result, the Steuben County IDA has taken a larger role in workforce development in 2016. To help advance the development of a strong labor pool, IDA Executive Director James Johnson Co-Chaired the I-86 Innovation Corridor Workforce Development Sub-committee to assess the current and future needs of workforce in the Southern Tier. The results of this work have shown that the region is facing a future demand issue due to population losses, an aging population, and the need to refocus training and education opportunities in demand occupations.

The sub-committee established the need for a comprehensive workforce development strategy and implementation plan. To advance this effort, the Steuben IDA presented the work of the I-86 workgroup to CSS Workforce NY to begin a discussion on the future workforce needs and requested the organization serve as the lead agent in implementing the findings.

As a result of these early discussions, the Steuben IDA in partnership with CSS and Three Rivers Development will be performing a gap analysis of the community's workforce development programming in early 2017 to be used to develop a formal, long-term workforce strategy for the Southern Tier.

#### **Factors Bearing on the Future of the Agency**

2016 saw years' worth of hard work payoff as demolition/construction of the Corning Hospital redevelopment got underway. In addition, the Corning Hilton construction recommenced after a nearly 18-month delay. The 2016 announcement that Alstom, in Hornell, was awarded a \$2.5 billion contract from Alstom will benefit Hornell and its surrounding communities as the company ramps up production. Unfortunately, the burden of the impending closure of the Kraft/Heinz manufacturing facility in Campbell weighed heavily on the community. If a new owner cannot be found, the closure of this facility will dislocate nearly 400 employees.

During the year, the IDA approved 2 applications which leveraged \$6.55 million in new private sector investment creating 23 direct jobs and hundreds of induced jobs in the community. In addition, the IDA closed on the Corning Hotel project which had been stalled for several months. Construction resumed in 2016 and the project will leverage another \$16 million in private investment creating 35 new jobs and support the growing tourism economy in the area. Combined, IDA Projects leveraged \$1.6 billion in private investment in 2016 generating over \$9 million in PILOT revenue to municipalities throughout the County

As the Steuben County representative on the Southern Tier Regional Economic Development Council, the Steuben County IDA was actively engaged in implementing the URI plan. The proposal included several initiatives, which if funded, could help foster economic growth in Steuben County including investments into advanced manufacturing, agriculture, and the development of innovative communities. The IDA Executive Director serves as Co-Chair of the URI Ag subcommittee and sits on the URI Review team which is tasked with ranking requests for funding from the URI Award.

Workforce development took center stage in 2016 as well-trained workforce has become a key factor in business location decisions. As a result, the Steuben County IDA has taken a larger role in workforce development in 2016. IDA Staff will serve on the Regional Economic Development Council's Workforce Development subcommittee. In addition, IDA Executive Director James Johnson Co-Chaired the I-86 Innovation Corridor Workforce Development Sub-committee to assess the current and future needs of workforce in the Southern Tier. The results of this work have shown that the region is facing a future demand issue due to population losses, an aging population and the need to refocus training and education opportunities in demand occupations.

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As the organization looks to advance these efforts in 2016 it will remain vigilant to the pressures of a global economy and policy changes at both the State and Federal levels. The IDA will remain engaged as a member of the New York State Economic Development Councils Executive Committee to stay up to date on policy issues that may affect our economic development environment.

**The Industrial Development Agency anticipates the following in 2017:**

- Retaining manufacturing operations at the Kraft/Heinz facility in Campbell.
- Completion of the environmental cleanup at the Phillips facility in Bath.
- Participate with the Regional Council to implement the strategies outlined in the Upstate Revitalization Fund.
- Expansions of manufacturing operations throughout the County such as Gunlocke in Wayland.
- The completion of the Corning Community College Health and Education Complex and commencement of the Phase II redevelopment at the Corning Hospital Site.
- Funding of the North American Rail Hub in Hornell to support the expansion of the transit rail industry and supply chain businesses in the Hornell market.
- Continued development of wind energy projects in western Steuben County as the Baron Wind, Canisteo Wind, and Eight Point Wind all work through the Article X approval process.
- Continued expansion of the Agencies business retention and expansion efforts for small and medium businesses.
- Development and facilitation of a comprehensive workforce development strategy for Steuben County.

**Contacting the Agency's Financial Management**

This financial report is written to provide citizens, taxpayers, customers, investors and creditors with a general overview of the finances of the Agency and to demonstrate our accountability with the money we receive. If you have any questions about this report or need additional financial information, please contact:

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