



2011-2013

STEUBEN COUNTY

Economic Development Plan



Steuben County IDA

7234 Route 54 North , PO Box 393

Bath, NY 14810-0393

Phone: 607.776.3316 | Fax: 607.776.5039

e-mail: scida@steubencountyida.com

www.steubencountyida.com

Table of Contents

Section 1 – Introduction	Pg. 1
Approach	
Overall Goal	
Objectives	
Planning Process	
Task Force	
Acknowledgements	
Section 2 - Executive Summary of Strategic Priorities	Pg. 4
Action Items	
Roles and Responsibilities	
Section 3- Ingredients for Success	Pg. 13
Economic Development Trends	
Cycle for Success	
Section 4 - Steuben County Economic Assessment: Core Assets and Strengths	Pg. 17
Quality of Life	
Natural Resources	
Transportation	
Telecommunications	
Utilities	
Innovation and Creativity	
Business Base	
Stakeholder Groups	
Section 5 - Innovators and Growth Engines	Pg. 27
Section 6 - Strategic Priorities	Pg. 28
Section 7 - Development Recommendations and Priority Implementation Actions	Pg. 29
Section 8 - Development of Sites	Pg. 41
Criteria	
Priorities	
Appendix A - Report Resources	
Appendix B – Steuben County Demographic and Workforce Profile	
Appendix C – Steuben County Map	

SECTION 1 | INTRODUCTION

Approach

The Steuben County Economic Development Strategic Plan is the result of a six-month study and planning process, which included the involvement of many county and regional stakeholders, and an extensive economic overview and analysis of the County.

In April 2010, the Steuben County Industrial Development Agency (SCIDA) convened the Economic Development Plan Task Force and took the lead in facilitating the planning process. Patrick Donnelly and Michael Nisbet assumed the leadership role as co-chairs of the Task Force.

The Task Force was composed of stakeholders who joined together and worked as a team to assess existing conditions and identify opportunities. This included examination of Steuben County's core competencies, issues and challenges, resulting in an economic assessment, cluster analysis, and a review of Steuben County's economic development organizations and programs. Susan Payne was engaged as a consultant to facilitate the planning process and prepare the planning documents.

Overall Goal

Develop a county-wide economic development strategy for Steuben County, New York that is designed to increase support of existing businesses, attract new businesses, develop an enhanced business environment, and promote regional collaboration.

To reach the above goal, the Task Force worked to develop a county-wide economic development plan that will build on the County's economic assets and overcome its challenges. The Task Force focused 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.

Objectives

1. Develop a Task Force that involves all of the key stakeholder groups in Steuben County
2. Identify issues and constraints such as workforce skills, physical infrastructure, transportation systems, natural resources, cost of doing business and telecommunications infrastructure
3. Identify how the resources and participation of the various stakeholder groups could be leveraged
4. Develop and prioritize strategies that leverage opportunities and assets (intellectual capital, quality of life, cost of living, etc.) to develop a county-wide economic development strategy for retention of existing businesses, growth of existing business, and new business development.
5. Develop implementation strategies that include milestones, quantitative goals, tasks, an action timeline and process for stakeholder involvement in on-going planning & implementation

Planning Process

The planning process included:

- a review of existing reports and identifying opportunities to build on economic development strategies such as the I-86/I-99 Corridor Blueprint
- gaining an understanding of the County's demographic profile, and the region's workforce today and the next generation
- a review of national, state and regional economic development trends

- identifying major infrastructure development issues and opportunities in Steuben County such as water/sewer development, transportation corridors, and telecommunications
- identifying business clusters for retention and growth potential including manufacturing, agriculture, tourism and service sector
- identifying business clusters for economic development trends and opportunities such as energy, agriculture, and technology
- identifying opportunities for partnerships and collaborative efforts with research-based businesses, academic institutions and entrepreneurs
- gathering information regarding the County’s competitive advantages such as healthcare, quality of life, cost of living, land and development costs, etc.
- identifying and mapping of potential development sites
- identifying businesses targeted for retention/growth

A summary of existing conditions and economic assessment was prepared, and strategies were developed to build on core competencies, overcome barriers, leverage opportunities and competitive advantages; and most importantly, retain and grow the existing business base.

Task Force

Patrick Donnelly, Co-chair	Steuben County Industrial Development Agency
Michael Nisbet, Co-Chair	Steuben County Industrial Development Agency
Mark Alger, County Executive	Steuben County Government
Jack Benjamin, President	Three Rivers Development Corporation
Dawn Burlew, Manager, Business Development	Corning Enterprises
Peggy Coleman, President	Steuben Conference & Visitors Bureau
Steve Dennis, Director of Planning & Economic Dev	City of Corning
Amy Dlugos, Planning Director	Steuben County Planning Department
Dave Erwin, Chairman	Town of Erwin Industrial Development Agency
James Griffin, Executive Director	Hornell Industrial Development Agency
Carol Haradan, Employment Services Representative	NYS Department of Labor
Shawn Hogan, Mayor	City of Hornell
Rita McCarthy, Town Manager	Town of Erwin
Bill Piatt, Region 6	NYS Department of Transportation
Daniel Porter, Director	Chemung, Schuyler, Steuben Workforce New York
Tom Sears, GIS Coordinator	Steuben County Planning Department
James Sherron, Executive Director	Steuben County Industrial Development Agency
Tom Tomsa, Executive Director	Cornell Cooperative Extension of Steuben County
Marcia Weber, Executive Director	Southern Tier Central Regional Planning & Development Board
Jon Wilder, Executive Director	Ceramics Corridor Innovation Center

Acknowledgements

Thank you to Kathy Warren and Nancy Gable of the Steuben County Industrial Development Agency for their assistance in organizing the Task Force meetings and serving as the focal point for all communications.

Thank you to Tom Sears, GIS Coordinator with the Steuben County Planning Department for his role in developing the mapping and site database.

The following people played valuable roles as presenters and sources of information.

Peggy Coleman, Steuben County Conference and Visitors Bureau
Mike German, Corning Natural Gas
Mike Fuller, P4P
Dr. Matthew Hall, CACT at Alfred University
Christian Harris, NYS Department of Labor
Rod Howe, Community and Rural Development Institute at Cornell University
Brian McMahon, New York Economic Development Council
Robert Pass, NYSEG
Robert Perry, Steuben Rural Electric Co-op, Inc
William Piatt, NYS Department of Transportation, Region 6
Dan Porter, CSS Workforce NY
John Reynolds, Professional Asset Management
Tom Sears, Steuben County Planning Department
Jerry Sleve, Corning Natural Gas
Mark Stensager, Guthrie Healthcare System
Tom Tomsa, Cornell Cooperative Extension of Steuben County
Marcia Weber, Southern Tier Central Regional Planning and Development Board
Dr. John Williams, School of Management and Engineering Technology, Alfred State College

SECTION 2 | EXECUTIVE SUMMARY OF STRATEGIC PRIORITIES

Action Items and Roles and Responsibilities

The Steuben County Industrial Development Agency (SCIDA) recognized the importance of a county-wide strategic approach to economic development to ensure an economy that would be vibrant and positioned for future growth, and in early 2010 assumed the leadership role in facilitating the development of the Steuben County Economic Development Plan. SCIDA involved key stakeholder groups in all phases of the plan development from assessment of core assets to strategies designed to leverage opportunities that have the potential to create a successful economic development climate.

The Steuben County Economic Development plan is intended to serve as the county's economic development "road map" for the next five years, and to guide all stakeholders who have an influence on Steuben County's economic future.

Partnerships and Vision for the Future

Working as a team, the Steuben County Economic Development Plan Task Force set out on the planning process with the goal of creating an overall economic development strategy for Steuben County that would strengthen existing businesses, attract new businesses, develop an enhanced business environment, and promote regional collaboration.

Their vision is for a Steuben County economy that is strong, stable and diversified. The long-term success of this strategic plan relies on the continued participation of the Steuben County IDA and its partner organizations. The economic development plan can be a unifying force in the county, one that brings together agencies, academic institutions and the private sector at all levels to forward a shared vision for economic growth.

Keys to Success

The Task Force undertook an assessment of economic development trends, challenges, barriers and opportunities on the national, state regional and local level. These trends were then evaluated in light of the County's core assets. The Task Force agreed that the following elements are key to a successful economic development strategy in Steuben County.

- Retaining and attracting the qualified workforce, and proactively prevent workforce outmigration
- Retaining and strengthening the 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
- Using technology 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 behind the Upstate NY region taking a major step in the competition for global innovation
- Utilizing and expanding the County's transportation systems, particularly rail and the interstates
- Actively pursuing regional strategies to reduce the cost of doing business in New York State
- 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
- Partnering with regional academic institutions because scientific discovery will continue to advance at an ever increasing pace, opening new markets, evolving existing markets, and establishing countless new opportunities
- Retaining the quality of life for which Steuben County is so well known, ranging from its beauty to the quality healthcare and education

Innovators and Growth Engines

The approach to the Steuben County Economic Development Plan involves investment in industry clusters that are considered the innovators and growth engines that build on Steuben County’s competitive advantages. By targeting growth in these selected clusters, investments will create well-paying jobs that build skills and improve the quality of life. After analyzing historic growth, projected growth, competitive advantages, wage levels, and other criteria, the following clusters were recommended.

- ***Renewable Energy*** such as wind, natural gas and biomass
- ***Value-added Agriculture***
- ***Manufacture and Processing of Food Products***
- ***High Technology Development***
- ***Healthcare***
- ***Manufacturing***
- ***Tourism***
- ***Professional and Services Sector***

Strategic Priorities

Based the Innovators and Growth Engines, together with an understanding of how the County could leverage its competitive advantages for business retention and development, the Task Force developed five strategic priorities and action items for implementation. These strategies present a two-pronged approach, which is designed to accentuate Steuben County’s myriad strengths by promoting the key industry clusters while overcoming some of the more challenging aspects of the economic environment at the national, state and regional levels.

Strategic Priority #1. Retain and grow Steuben County’s economic base: food processing, transportation, wood and furniture, glass and ceramic, and healthcare

Action	Lead Agency	Partner Organizations
<p>Action Item A. Business Retention and Expansion</p> <ul style="list-style-type: none"> • Create a Business Retention and Expansion Program • Target Business Growth Sectors 	SCIDA	Cornell Cooperative Extension of Steuben County, Ceramics Corridor Innovation Center, Hornell IDA, the Town of Erwin IDA, Three Rivers Development Corporation, City of Corning Office of Planning & Economic Development, Steuben County, Steuben County Conference and Visitors Bureau, and academic institutions
<p>Action Item B. Promote New Ventures and Innovations in Product/Production Technologies</p> <p>Encourage existing businesses to undertake innovations:</p> <ul style="list-style-type: none"> • Identifying opportunities for product improvement and innovation through partnerships with academic institutions • Seek incentives and technical and financial assistance • Create a set-aside from natural gas tax revenue to support economic development initiatives 	SCIDA	Ceramic Corridor Innovation Center, Three Rivers Development, Hornell IDA, Town of Erwin IDA, Steuben County
<p>Action Item C. Promote Community Revitalization</p> <ul style="list-style-type: none"> • Encourage mixed use development • Encourage re-development of vacant and underutilized properties and brownfields 	Corning’s Gaffer District, Three Rivers Development, City of Hornell, City of Corning and other local communities	Steuben County Conference and Visitors Bureau, SCIDA, Hornell IDA, Town of Erwin IDA, Corning Enterprises
<p>Action Item D. Provide Economic Development Business Support Services</p> <ul style="list-style-type: none"> • SCIDA to increase personnel to provide business development support services • SCIDA to serve as county-wide coordination resource for business development 	SCIDA and Steuben County	Hornell IDA, Town of Erwin IDA, City of Corning, Three Rivers Development

Strategic Priority #2. Enhance Steuben County’s economic infrastructure, with an emphasis on existing population centers, to support the expansion of existing businesses and new business development

Action	Lead Agency	Partner Organizations
<p>Action Item A. Enhance Basic Infrastructure</p> <ul style="list-style-type: none"> • Create infrastructure Task Force to coordinate major projects with stakeholder groups • Pursue immediate projects such as the Bath-Hammondsport rail project at Route 54 • Provide technical support to local municipalities 	<p>SCIDA, Hornell IDA, Town of Erwin IDA, Three Rivers Development</p>	<p>NYS and county departments of transportation, Environmental Facilities Corporation, Southern Tier Central Regional Planning Development Board, municipalities, Steuben County</p>
<p>Action Item B. Increase Access to Rail</p> <ul style="list-style-type: none"> • Upgrade rail infrastructure: <ul style="list-style-type: none"> ○ Bath & Hammondsport Railroad ○ Norfolk Southern’s Southern Tier Line and Bath to Painted Post Line ○ Bath to Wayland line ○ Gain rail access across Route 415 ○ Implement the Erwin Interchange Project • Work with Norfolk Southern to increase local rail use in coordination with short line • Create trans-load and multi-modal facilities • Pursue development of high speed rail 	<p>SCIDA, NYS Department of Transportation, Hornell IDA, Steuben County, rail providers</p>	<p>Three Rivers Development Corporation, Southern Tier Central Regional Planning Board, ARC</p>
<p>Action Item C. Attract Talent and Strengthen the Workforce</p> <ul style="list-style-type: none"> • Train workers for emerging industries • Attract and retain talent • Maintain liaison with academic institutions to retain graduates • Promote post-secondary education • Maintain and promote quality of life • Support development and rehabilitation of healthcare facilities • Strengthen quality of life infrastructure 	<p>CSS Workforce NY, NYS Dept of Labor, Pipeline4Progress</p>	<p>Corning Community College, Cornell University Alfred State College, Alfred University, Keuka College, Elmira College, Steuben County Conference and Visitors Bureau, Guthrie Healthcare</p>
<p>Action Item D. Site Development</p> <ul style="list-style-type: none"> • Continue to utilize Steuben County and STC GIS • Develop and maintain a SCIDA web-based interactive site inventory system • Develop existing industrial parks • Implement a site control and development plan 	<p>SCIDA, SAEDC, Hornell IDA, Three Rivers Development Corporation, Town of Erwin IDA, City of Corning Planning and Economic Dev.</p>	<p>NYS Dept of Transportation, Steuben County Planning Department, Hornell IDA, Town of Erwin IDA and Three Rivers Development</p>

<p>Action Item E. Expand Telecommunications</p> <ul style="list-style-type: none"> • Use the inventory and mapping of the telecommunications infrastructure to access development potential • Leverage BOCES' excess capacity • Pursue funding for STE/STC Region Fiber Backbone Initiative • Pursue ION Project • Pursue grant funding for expanded fiber from sources such as Google Project 	<p>Southern Tier Central Regional Planning and Development Board</p>	<p>NYS Department of Transportation, Steuben County Planning Department</p>
<p>Action Item F. Pursue Competitively Priced Utility Services</p> <ul style="list-style-type: none"> • Form a coordinated Upstate NY or regional lobbying strategy • Involve utility companies in early stages of business development • Support future utility expansion opportunities such as drilling, storage, distribution and transmission • Support expansion of Corning Natural Gas and Steuben Rural to offer low utility rates • Explore opportunities to create competition through the use of alternative/renewable resources 	<p>Steuben County</p>	<p>All IDA's, Three Rivers Development Corporation, Corning Enterprises, STC, SBDC and municipalities</p>
<p>Action Item G. Identify Financial Resources</p> <ul style="list-style-type: none"> • Actively pursue federal, state and private funding sources 	<p>SCIDA, Three Rivers Development Corporation, Hornell IDA, Steuben County and municipalities, Corning Community College (SBDC), Southern Tier Central Regional Development and Planning Board</p>	<p>Municipalities, private sector, venture funds</p>
<p>Action Item H. Enhance Transportation Systems</p> <ul style="list-style-type: none"> • Encourage development and enhancement of transportation systems • Maintain inventory of primary economic development routes, and need for road and bridge maintenance/upgrading • Work with NYSDOT on development of the I-86/I-99 interchanges 	<p>Steuben County Planning Department, all IDA's, Three Rivers Development Corporation</p>	<p>NYS Department of Transportation, SCIDA, Steuben County Conference and Visitors Bureau, Southern Tier Central Regional Planning and Development Board, watershed and trail advocacy groups</p>

Strategic Priority #3. Proactively manage the development of the natural gas industry and leverage the County’s natural and agricultural resources for the development of other green energy sectors such as wind and biomass.

Action	Lead Agency	Partner Organizations
<p>Action Item A. Pursue Zero Emission Development Projects</p> <ul style="list-style-type: none"> • Pursue zero emission business climate and development projects • Leverage natural gas resources • Assess feasibility of biomass technology 	<p>SCIDA, utility providers, private sector</p>	<p>Local municipalities</p>
<p>Action Item B. Leverage Natural Gas Opportunities</p> <ul style="list-style-type: none"> • Continue development of an action plan to proactively position the county to manage issues created by natural gas industry • Leverage the county’s advantages in supporting natural gas industry such as transmission and distribution lines, storage, and transportation • Create staging areas near rail lines • Develop workforce education program • Create county-wide communications program • Consider creating a natural gas trading zone 	<p>Steuben County</p>	<p>CSS Workforce NY, SCIDA, Corning Community College, STC and ARC</p>
<p>Action Item C. Pursue Feasibility of Biomass</p> <p>Explore feasibility of biomass:</p> <ul style="list-style-type: none"> • Create field research models • Identify academic and private sector partners 	<p>Cornell Cooperative Extension of Steuben County</p>	<p>SCIDA, Cornell University, NYS Department of Agriculture, Southern Tier Regional Planning and Development Board</p>

Strategic Priority #4. Leverage the innovation and creativity taking place among entrepreneurs, area businesses, college and universities to stimulate both new product development and the commercialization path for innovation and technology in areas ranging from ceramics and high-level technology to value-added agricultural products.

Action	Lead Agency	Partner Organizations
<p><i>Action Item A. Build a Strategy for Global Business Development</i></p> <ul style="list-style-type: none"> • Appoint a Task Force to develop a model that will build the networks necessary to facilitate communication between the academic institutions and the regional and international business communities; and, that will identify and define opportunities for long-term, global business development strategies • Identify funding streams to support strategy development and initial implementation 	SCIDA	Academic institutions, Cornell Cooperative Extension, Three Rivers Development, Hornell IDA, Town of Erwin IDA, Steuben County, Empire State Development Corporation, Ceramics Corridor Innovation Center, Corning Enterprises
<p><i>Action Item B. Overcome Challenges and Barriers to Business Development</i></p> <ul style="list-style-type: none"> • Form a Task Force charged to work with partner organizations to develop strategies designed to overcome challenges and barriers such as regulatory requirements, access to financing, cost of doing business, innovation resources, and infrastructure needs such as telecommunications 	SCIDA	NYS DOT, NYS DEC, SBDC, Southern Tier Central Regional Planning Board, Empire State Development Corporation
<p><i>Action Item C. Build Networks and Partnerships</i></p> <ul style="list-style-type: none"> • Create an environment where the public and private sectors work together • SCIDA should facilitate the establishment of meaningful communication through networks and connections that involve academic institutions, businesses, economic development agencies and stakeholder groups to identify opportunities for alignment between research and the development of products and new businesses 	SCIDA	Ceramics Corridor Innovation Center, Cornell Cooperative Extension of Steuben County, academic institutions, P4P, CSS Workforce NY, NYS Dept of Labor, and Steuben County Soil & Water District, Three Rivers Development Corporation, Empire State Development and other NYS agencies
<p><i>Action Item D. Strengthen Existing Businesses</i></p> <ul style="list-style-type: none"> • Work with the businesses and academic institutions to identify ways to gain access to a steady flow of intellectual property and link with existing and new business for product development 	SCIDA, Three Rivers Development	Corning Enterprises, academic institutions, local corporations

<p>Action Item E. Support Entrepreneurial Activities</p> <ul style="list-style-type: none"> • Work with academic institutions to identify opportunities to create new markets • Develop a clearing house to address questions and needs of entrepreneurs • Identify technical support and financial resource to support entrepreneurial ventures and start-ups 	<p>SCIDA</p>	<p>Academic institutions, Three Rivers Development, STC and ARC</p>
<p>Action Item F. Commercialization of Technology</p> <ul style="list-style-type: none"> • Work with academic institutions to identify ways to commercialize technology development 	<p>SCIDA</p>	<p>Ceramics Corridor Innovation Center, Cornell University, Alfred University, Alfred College</p>

Strategic Priority #5. Expand the service sector industries such as tourism, call centers, and professional services.

Action	Lead Agency	Partner Organizations
<p>Action A. Service Sector</p> <ul style="list-style-type: none"> • Attract service and knowledge-based businesses • Attract and support growth of businesses that serve the aging population • Attract additional service sector businesses such as call centers • Support efforts to grow retail, as part of a mixed-use strategy, in downtown cores 	<p>SCIDA, Three Rivers Development Corporation, IDA's, and City of Corning</p>	<p>Three Rivers Development, Hornell IDA, Town of Erwin IDA, City of Corning Office of Planning & Economic Development</p>
<p>Action B. Tourism and Hospitality</p> <ul style="list-style-type: none"> • Improved tourism infrastructure such as telecommunications • Enhanced attraction products and destinations 	<p>Steuben County Conference and Visitors Bureau</p>	<p>SCIDA</p>
<p>Action C. Professional Services</p> <p>Recruit professional service sector businesses such as:</p> <ul style="list-style-type: none"> • Call centers • Scientific and technical consulting • Data processing • Analytical testing 	<p>SCIDA, Three Rivers Development , Hornell IDA, Town of Erwin IDA, City of Corning Office Planning & Economic Development</p>	<p>Municipalities</p>

SECTION 3 | INGREDIENTS FOR SUCCESS

Economic Development Trends and Cycle for Success

The US and Global Economic Trends

The globalization of the economy has changed the way communities approach creating vital and long-term successful economic development climates.

According to futurists and trend analyses, several conditions are expected to evolve over the next decade.

- Information Technology (IT) is important to productivity growth, but its primary role will be an enabler of innovation and competition
- Scientific discovery will continue to advance at an ever increasing pace, opening new markets, evolving existing markets, and establishing countless new opportunities
- Global collaborative knowledge communities will continue to lead to faster innovation in every industry and market
- New products, methodologies, skills, ideas and organizational structures will continue to evolve at a fast pace
- Agile organizations will continue to come out on top
- The transition of economies in the Middle East and Asia will provide new opportunities for growth
- Rapidly aging economies in North America and Europe will drive rapid spending in certain sectors, particularly on healthcare and lifestyle relocation
- Innovation and knowledge discovery in the world of health care will drive new billion-dollar markets several times over, and then some global energy consciousness will continue to lead to ever more rapid evolution of "green" solutions
- One-half of the global population is under the age of 25, and will continue to lead to the rapid adoption of new ideas
- Growth will take place in agriculture in response to the demand for global food production

National Occupational Projections

More than half of the new jobs will be in professional and related occupations and service occupations. Occupations where a postsecondary degree is required will account for one-third of total job openings. Job openings due to replacement are projected to be more than double the number due to economic growth.

Fastest growing occupations: 2008 - 2018

Biomedical engineers	Medical scientists, except epidemiologists
Network systems and data communications analysts	Physician assistants
Home health aides	Skin care specialists
Personal and home care aides	Biochemists and biophysicists
Financial examiners	Athletic trainers

The Northeast and New York State Economic Development Trends

Upstate New York faces challenges such as lack of housing, weakening demographics, outmigration of the workforce, high cost of doing business, stringent legal and regulatory environment, limited municipal water and sewer service in rural areas, and loss of manufacturing jobs.

The cost of doing business in New York State is among the greatest challenges. For example, local gross receipt taxes, sales taxes, fees to develop the “green economy”, income taxes, taxes on capital, various other “assessments” and property taxes help make NY’s cost to do business the third highest in the nation. In particular, energy taxes have a negative impact on “new economy” industries such as biotechnology, nano-scale and life sciences firms, and alternative energy manufacturing and green technical research companies.

Consequently, there is a continued focus among businesses on the need to reduce the cost of doing business. Their effort to achieve efficiencies and control costs frequently impact business growth in terms of both capital investment and job retention/creation.

The legal and regulatory environment in New York State also makes business development cumbersome and costly. The complicated process of obtaining approvals and permits, and environmental clearances, can be a factor in discouraging business development.

The desirable rural environment of Upstate New York also presents its challenges, particularly in terms of environmental constraints on land development, and limited municipal water and sewer services outside of the urbanized areas. The cost to create systems that will support business creation and growth adds to the cost of new business development.

Some Upstate areas are using technology to make their agricultural lands more productive and create value-added products. Good examples are the Water Discovery Center in the Catskills and the Finger Lakes Sustainable Farming Center, which is a collaborative effort between Cornell Cooperative Extension of Ontario, Seneca and Yates counties that is devoted to the understanding and implementation of sustainable practices and programs for agriculture and communities in the Finger Lakes Regions.

Rail service continues to be critical for selected companies, including those involved in the processing/manufacturing of glass, salt, wood products, propane, and agri-chemicals. For example, coal shipments represent approximately two-thirds of the tonnage transported to the region on the Southern Tier Line and salt is the major outbound commodity. Obsolete rail lines and sections in disrepair are a competitive disadvantage among communities in the Southern Tier. In addition, there will need to be a regional focus on providing quality commercial and high-speed passenger rail access to support future of business growth in Upstate New York.

Recent economic development trends in Upstate New York have shown that smaller and medium-sized firms grow faster and create more jobs than other types of firms. There is evidence that despite the loss of jobs to unpredictability in the short run, entrepreneurial firms are expected to take the lead in creating higher levels of employment in the long run.

A key factor in Upstate New York's long-term sustainability rests with its ability to retain and attract a qualified workforce, and reverse the wave of outmigration of the workforce. New York State is considered to have a highly skilled and productive workforce, and is ranked as being 29% more effective than the rest of the nation. A good sign is that New York State's economy added 29,000 private sector jobs (+0.4%) in July 2010, according to the New York State Labor Department. This was the state's largest monthly increase since April 2005. The unemployment rate was unchanged at 8.2% as compared to the nation's rate of 9.5%.

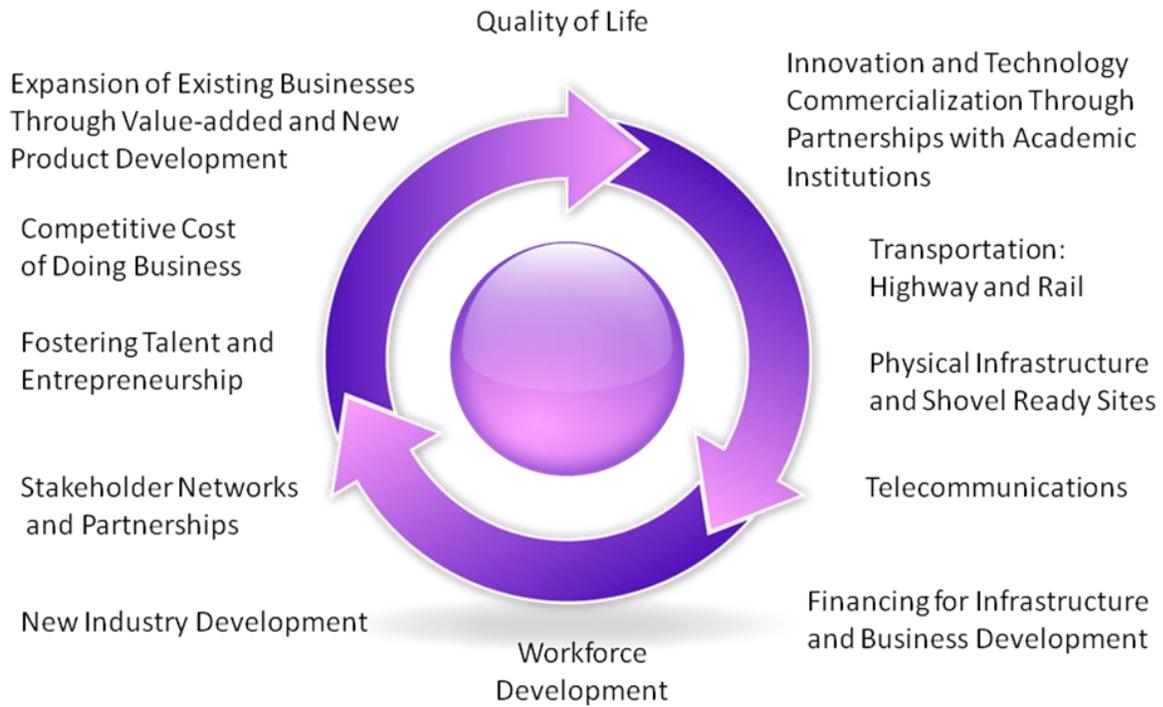
Motivation and inspiration of entrepreneurs and small business start-ups will be one of Upstate New York's greatest assets in the global innovation competition. Communities such as Albany and Ithaca have demonstrated that a key to unlocking the innovation economy is talented, driven and risk favorable people. For Steuben County, the Pipeline 4 Progress (P4P) has developed a central leadership team that will support parallel efforts by identifying priorities, keeping communication lines open, and ensuring regional collaboration. P4P has identified five important focus areas that serve as essential building blocks to support and attract talented individuals under the age of 40: transportation, healthcare, work climate, urban centers and education.

There are a number of other positive factors that can be used to leverage business development. For example, New York's great universities can underpin the state's regional innovation economies, and the SUNY system is making economic development a top priority. Other states have demonstrated that success in building an economic base rests in building relationships between the economic development professionals, academic institutions and the business community. And the federally mandated upgrades to health care OT will demand heavy investments by providers but will also help them minimize waste and standardize best medicine practice.

The incentive programs offered by New York State to attract and grow businesses have changed. The State offers loans, grants and tax credits, as well as other financing and technical assistance, to support businesses and encourage their growth within the state. New programs, such as the Excelsior Jobs Program, are designed to address the decline in New York's manufacturing sector. It is a targeted program, focusing on manufacturing and the growth and expansion of the high-tech and clean energy jobs. The program will provide job creation and investment incentives to firms in targeted industries such as biotechnology, pharmaceutical, high-tech, clean-technology, green technology, financial services, agriculture and manufacturing. Firms that create and maintain new jobs or make significant financial investment will be eligible for up to four new tax credits.

In addition, there are some new limited financial incentive programs offered by New York State such as the recently approved Green Job Green New York Plan, which is a statewide program intended to perform mass-scale building energy efficiency audits and retrofits, and build up the supply of skilled workers to meet the expected increase in green job opportunities. The plan channels a relatively small amount of state resources, a much larger amount of private lending capital, and potential federal stimulus dollars into a new statewide revolving loan fund for retrofits and expanded opportunities for green workforce development and job placement.

Cycle for Success



SECTION 4 | STEUBEN COUNTY ECONOMIC ASSESSMENT

Core Assets and Strengths

Quality of Life

Steuben County offers a high quality of life including quality healthcare, good schools, affordable housing, a good transportation system, a low cost of living, and an abundance of natural beauty and recreational opportunities.

A critical element among these factors is healthcare. The Steuben County population forecast is for flat growth; however, the Baby Boom population is aging resulting in demand for healthcare services. The Guthrie Healthcare System serves the southeast section of the county, and is considering an affiliation with St. James Mercy Hospital in Hornell.



The Guthrie Healthcare System has many assets that make it a key asset from both a quality of life perspective, as well as an economic development driver.

- Strong balance sheet and A+ rating
- Mature integrated delivery system of physicians and hospitals that are nationally recognized
- Well-positioned to provide services in evolving economic environment
- Recruited 60 new doctors (increase of 20%) in the past three years
- Strategic plan is focused on capital resources to enhance physician recruitment, enhance facilities, and build infrastructure
- Considering affiliation with St. James Mercy in Hornell, which could result in additional capital expenditures in Steuben County
- For every physician, the Clinic adds another three employees
- Over the next 5 years, Guthrie employment in Steuben area will increase 10 – 15%
- Jobs are likely to increase 5 – 10% over next 10 year
- For every health care dollar expended, 2-3 additional dollars are expended in the local economy
- Guthrie anticipates making a \$100 million investment in Steuben County over the next 5 years: Corning Hospital, and renovations and expansion of Guthrie Clinic facilities

Natural Resources

Steuben County's natural resources are key assets for the tourism and renewable energy industries.

Agriculture

There are 1,578 farms on 371,932 acres in Steuben County. Land used for agricultural purposes is an important core asset to Steuben County. On both a national and region level, the focus of agriculture is shifting to value-added products made from potatoes such as vodka and everyday eating utensils that can be recycled. Steuben County is an agriculture leader, with \$140.3 million in cash receipts for farm sales, as compared to



\$16.7 million in Chemung County. The County is recognized for its agriculture industry in several ways: 10th highest in cash receipts among NYS counties, 2nd largest of 6 county partners in Finger Lakes Grape Program, and the 13th largest grower of potatoes in the US (2nd largest in NYS).

There are research activities underway at Cornell University including a ground cover competition study (Arkport), an alfalfa brown root survey (tri-county), a boron fertilizer trial (Cohocton), and corn nitrogen needs (amino sugar test-Wayne), and the development of new potato varieties.

Tourism

The County's natural beauty and recreation infrastructure also support a healthy tourism industry. According to the Steuben County Conference & Visitors Bureau, Steuben County has seen steady growth in tourism revenue and tax collections with the exception of 2001 and 2009. However, there is significant potential to grow the tourism market with the addition of modern lodging facilities, resort type facilities and destinations, enhanced winter products, expansion of high-speed internet access throughout the county, and improved public transportation - high-speed rail, bike shares, zip cars, and shuttles linking communities.



Wind

Steuben County is a prime area for wind power because of the wind resource proximity to the power grid, as well as areas with low population density. The wind resources in Cohocton, Hornell and the Prattsburgh area are very good as they have sustainable winds on average of 15 mph year round.

Natural Gas

Steuben County is among 10 counties in the Southern Tier that are thought to be one of the largest sources of natural gas in the U.S. The part of New York State that may yield the most gas covers more than three million acres in what is known as the Marcellus Shale. Steuben County offers several advantages in terms of its ability to support the natural gas industry including transmission and distribution lines, storage, and transportation (both trucking and rail).



Research is still underway to determine the volume of natural gas in Steuben County; however, there is a significant potential for job creation in the next 5 years during the development phase. Direct job creation based on the following benchmarks. There is also the potential for indirect job creation, demand for housing, and benefits to a broad range of service sector businesses.

- 10 Rigs = 100 wells = 1,153 jobs
- 20 Rigs = 200 wells = 2,306 jobs
- 50 Rigs = 500 wells = 5,765 jobs
- 100 Rigs = 1,000 wells = 11,530 jobs

Transportation

Highways

Steuben County is directly in line between two significant market areas including NYC and Toronto, Ontario, Canada. Completion of the corridor will improve connections to other regional metropolitan areas in New York, Pennsylvania and Canada. The improved highway system throughout the county provides access, reduces transportation costs, enhances safety and increases capacity for conducting business. The interstate system in Steuben County has significant excess capacity. Based on current volume data, the traffic volume could increase by a factor of nearly three before significant capacity improvements would be necessary.



Interstate 86 links many cities together across the state, including Binghamton, Elmira, Corning, Hornell, Olean, and Jamestown. To the west, I-86 reaches Erie PA, where it joins I-90, the NYS Thruway. To the east, it offers easy access to New York City and major New England cities. Upgrades are being performed on the highway to make it acceptable for Interstate standards. The I-86/I-99 system in Steuben County is programmed for completion and designation in 2015. The ongoing transportation improvements to the I-86/I-99 corridor bring the possibility for substantial new economic growth in the Corning area. The highways will improve access, reduce transportation costs, enhance safety and increase capacity for conducting business in the area. Interstate 99 is the new upgraded designation for US 15, which is a main North-South route in Pennsylvania.

Interstate 390 runs North-South from Avoca NY in Steuben County to Rochester and Lake Ontario in Monroe County. Some plans have Interstate 99 overtaking 390, extending that highway from Pennsylvania through to Lake Ontario.

Rail

Freight rail operators serving Steuben County include:

- Class I Operator: Norfolk Southern
- Class III - Short Line Operators: Bath & Hammondsport Rail Corporation, Western New York & Pennsylvania Railroad, Wellsboro & Corning Railroad Company

Railroad class is based on annual revenues.

- Class I annual revenues exceed \$319.3 M
- Class II (Regional) annual revenues are between \$40 M and \$319.3 M
- Class III (Shortline) annual revenues are under \$40 M

Norfolk Southern operates two lines in Steuben County:

- The Southern Tier Line from Binghamton to Buffalo- 18 to 20 trains a week on the southern tier line. This line has no weight, width or height restrictions until Portageville.
- The Corning Secondary Line from Corning to Geneva: 1 train a day. This line also has no restrictions

The three short lines have connectivity to these inter-regional lines. DOT regularly works with NS to enhance surfaces and safety at crossings.

There are three additional lines:

- Wellsboro & Corning operates a line from Corning to Wellsboro
- Bath & Hammondsport runs from Painted Post to Wayland, and Bath to Hammondsport (idle now)
- WNYPA – operates the Southern Tier line from Hornell to Corey PA.



There is no high speed rail to enhance passenger access, particularly in support of the tourism market.

A special authority has been created to support continuation of the Southern Tier Extension which extends from Hornell to Cory, Pennsylvania. The following rail infrastructures are in need of upgrades or extension:

- Bath & Hammondsport Railroad between Bath and Cohocton to help provide full access to the North American railroad network for industries such as beverage production and manufacturing, improve regional safety, and help retain local jobs
- Bath to Wayland line to support increased freight traffic
- Norfolk Southern Southern Tier Line
- Norfolk Southern line from Bath to Painted Post for a short line operation for freight and tourism use
- Erwin Interchange Project to improve the reliability and efficiency of rail service to industries served by the railroad between Painted Post and Wayland
- Rail access across Route 415 (near Gunlocke) to make land development sites viable

Air

There are two General Aviation Airports in Steuben County: Corning – Painted Post and Hornell. The Corning-Elmira Airport, located in Big Flats, is a regional airport served by national airline carriers.

Telecommunications

The growth in capacity and in telecommunications applications has changed the way all businesses function. Whether a company is expanding or a new operation, it needs access to telecommunications.

An inventory and mapping of the County’s telecommunications infrastructure was completed in 2006 by Southern Tier Central Regional Planning and Development Board (STC), which can be used in assessing the development potential of sites and continued need to extend broadband to meet demand. BOCES educational network has excess broadband capacity that has potential to be leveraged. Recent activities include STC partnering with Southern Tier East Regional Planning & Development Board (STE) to development a joint telecom business plan, the NYS Broadband Mapping Program, and stimulus funding.



Steuben County needs to develop its telecommunications infrastructure to be competitive. Several projects are underway that will lead the path to enhancing telecommunications.

- **ION Project** (Independent Optical Network), which is underway
- Grant funding is being sought for the **STE/STC Region Fiber Backbone Initiative**. If funded, Corning Inc. will donate 235 miles of fiber optic cable worth \$925,000. Project would link 911 centers and public service communication towers, and would connect businesses, municipalities, educational, and health care institutions along the route. If funding is received, project development would take place 2011 – 2013,
- Grant funding is being sought for the **Google Project** that would provide fiber to the home. Project area includes the Greater Corning Area (Towns of Corning, Erwin, Big Flats, and City of Corning). The project would partnership with Corning Inc. that would provide cable, equipment, and support



Utilities

Gas and Electric Services

The utility companies want to be at the table in the early stages of any discusses with new businesses or expansion of existing businesses.

NYSEG, Corning Natural Gas and Steuben Rural are striving to keep rates reasonable; however, they face continuing NYS regulatory requirements that are costly to implement. For example, NYS mandates that 10% of systems be replaced each year.

Corning Natural Gas and Steuben Rural have the potential to offer the lowest natural gas rates in the Northeast. Businesses located in the Corning Natural Gas immediate service area receive rates that are 7% less. This includes businesses such as Kraft, Corning Inc facilities in Erwin, and World Kitchen in Corning.

Corning Natural Gas attempts to remain competitive for economic development projects by negotiating rates on a project by project basis.

NYSEG has recently expanded and upgraded service for the entire County, which is more than adequate to support new business development. NYSEG is participating in a “smart grid project” that is enhancing system reliability and will help provide improved service. It will also help deal with stress on the grid during high stress scenarios. In addition, the Corning Valley Transmission Project is a \$55 M investment by NYSEG in a 9.2 mile area extending transmission lines into the Towns of Campbell, Erwin and Village of Painted Post. The project will expand service from 2 kilowatts to 200 kilowatts.

NYSEG is involved in several projects such as the “Catch the Wind” program to increase the amount of renewable energy involving wind and solar; working on interconnecting a number of farm digesters and landfill gas projects throughout NYS.

Biomass

Less than 4% of energy on a nation-wide basis is generated by renewable energy sources such as biomass. New energy conversion technology (biomass heating systems such as Heizomat boilers, furnace, combined heat and power (CHP) systems) offers potential to utilize the region's biomass resources; particularly with the growth in pellet-fueled space heating. Large scale systems are gaining broader acceptance – commercial and public buildings using biomass CHO.



NYS has the potential to be a major player in the Biomass Industry, and Steuben County has the potential to position itself as a leader within the state for several reasons such as:

- There are significant underutilized biomass waste streams
- Steuben County led NYS in the production of dry hay in 2008 with 85,000 + acres in production
- Steuben County has the capacity to grow a large volume of grasses that are suitable for biomass energy and there are 40,000 acres of abandoned or underutilized cropland in Steuben County. If properly planted, this acreage could yield \$14 M in farm gate sales and sales of solid fuel processed could reach \$40M per year
- There is the potential to develop partnerships between biomass producers and waste producers such as wood manufactures

The Cornell College of Agriculture and Life Sciences is conducting research on Grass Biomass Energy (GrassBioenergy.org); however, funding is needed to conduct further research and develop a case study that would replicate a process/production model. There are opportunities to develop partnerships between waste producers (wood manufacturers) and biomass producers. Further research needs to be conducted to determine any issues created by the emissions generated by the burning process, to identify sources of subsidy financing to make this industry move from its infant stages to long-term viability, and to assess the impact of emissions generated by the burning process.



Wind Energy Industry

There continues to be the potential to develop wind energy projects, but it would be beneficial for the County and the municipalities to create a significantly improved business friendly atmosphere to attract more wind companies.

Innovation and Creativity

Within a 50 mile radius of Steuben County are a number of research and innovation programs at world-class academic institutions.

Cornell University has 100+ research centers, institutes and laboratories, including four national research centers. It is committed to playing a role in the overall strategic plan that “connects the dots” through workforce development, new industry development, and partnerships and networks. Because there are so many centers and institutes, Rod Howe, the Community and Regional Development Institute (CaRDI) and the Community & Economic Vitality Program in Cornell Cooperative Extension, recommends coordinating with his organization to access them.



Alfred University’s Center for Advanced Technology (CACT) develops glasses for biomedical and biotechnology applications using knowledge of glass chemistry and processing. Traditional melting and sol-gel processing techniques are used to synthesize the desired glasses. Bioactive glasses are of particular interest, including the development of compositionally novel bioactive glasses that harness the natural link between trace metals and physiological response. CCT is also involved in work on hollow glass microspheres for hydrogen gas storage. Current research activities include: Adsorption of biomolecules to glass surfaces; Novel glasses for DNA purification; Anti-inflammatory properties of bioactive glasses; In situ formation of metal colloids within glass for His-tag protein microarrays; Sol-gel encapsulation of biomolecules; Sol-gel processing of yttrium silicate phases; Hollow glass microspheres for hydrogen storage and composite materials

In addition, innovation and creativity development takes place at the Ceramics Corridor Innovation Center, located in the Town of Erwin. The Center, which is affiliated with Alfred University, engages in research and incubation services in areas such as ceramics, glass and advanced materials.

Alfred State College, School of Management and Engineering Technology is committed to working with economic development professionals and the private sector to seek out and foster opportunities to transfer the innovative research and technology activities in fields ranging from industrial technology management and construction management, to its Center for Organic and Sustainable Agriculture. In addition, the College is positioned to provide valuable technology-based workforce training.



Business Base

Business Mix

Steuben County's business mix includes:

Construction	137	Retail	341
Information	39	Transportation/Warehousing	55
FIRE	164	Wholesale	55
Manufacturing	83	Other	99

Manufacturing plays a pivotal role in the County's economy, particularly in the areas of transportation, food processing, wood and furniture, ceramics, glass and advanced materials.

Energy is expected to become an increasingly important industry in the future, particularly with the development of the natural gas sector.

Major Employers (*private*)

Absolut Care at Three Rivers	Kraft Foods
Air Flow Mfg. Co.	Mercury Aircraft
Alstom	Panelogic
Babcock Company	Pathways
Clark Speciality Corp.	Philips Lighting Company
Corning Hospital	Sitel
Corning Incorporated	St. James Mercy Hospital
Crowley Foods, Inc.	Stern and Stern Textiles
Dresser-Rand Company	Storflex Fixtures
Founders Pavillion	Transportation & Transit Associates
Gunlocke Corporation	Wal-Mart
Guthrie Medical Group, P.C.	Wegman's
Ira Davenport Hospital	World Kitchen

Workforce

Steuben County has a quality workforce with a strong work ethic. Workforce training is available through the Chemung, Schuyler, and Steuben Workforce NY to meet the needs of the shifting economy. In addition, Pipeline 4 Progress is providing an organized effort to attract and retain talent.



Employment Share and Job Growth Trends

The employment share by industry in Steuben County in 2009:

Industry Sector	Steuben County	New York State	US
Service Sector	57.5%	73.1%	68.9%
Manufacturing	18.9%	9.3%	13.8%
Government	23.6%	17.5%	17.3%

Employment by Sector

The labor force totals 45,800. Following is the distribution of those who are employed.

Government	8,329
FIRE	1,306
Information	425
Manufacturing	7,053
Retail	4,115
Services	12,899
Wholesale	333
Transportation/Warehousing	523
Other	1,568

The NYSDOL and Dun & Bradstreet forecast that the County will experience a net loss of 2,000 jobs between now and 2025. The industries that are expected to experience the greatest decline in employment are manufacturing and retail trade, with a much smaller drop in agriculture and services sector jobs such as finance, insurance and real estate. While jobs are expected to continue to decline in manufacturing, jobs are expected to grow in professional and technical services, health care, social services, food service, construction, customer service, and education. In particular there will be the demand for services to support the aging population such as long-term care facilities, home care and hospice.



This forecast in job loss is based on no change in the environment. The purpose of this plan is to provide an action plan to strategically and aggressively improve the economic development climate of Steuben County. For example:

- There is expected to be a growth among call centers. A good example is the growth in call centers such as SITEL
- “Green Collar” jobs also are expected to grow; that is, jobs related to the regional development of the natural gas and wind energy industry
- The “trailing spouse” could possibly represent a strong pool of employment for the service sector
- The natural gas industry has the potential to employ thousands



Having a qualified workforce and maintaining a strong quality of life will play important roles in recruiting and retaining a workforce for the service sector. An important issue will be the need for more housing to support healthcare and gas industry workers.

Stakeholder Groups

Steuben County has a region-wide commitment to economic development, as evidenced by the cooperation among the various community and economic development agencies such as Steuben County IDA, Three Rivers, Hornell IDA, Town of Erwin IDA, Steuben County Planning Department, City of Corning Office of Planning and Economic Development and Southern Tier Central Regional Planning and Development Board. Additional stakeholder groups include Cornell Cooperative Extension, Ceramics Corridor Innovation Center, Regional Economic Development & Energy Corporation (REDEC), Corning Enterprises, Chemung-Schuyler-Steuben Workforce New York, Steuben County Conference and Visitors Bureau, and New York State agencies such as the Department of Transportation, Department of Labor and Empire State Development Corporation. The important role of educational institutions in the region is filled by Corning Community College, Cornell University, Alfred State College and Alfred University.

SECTION 5 | INNOVATORS AND GROWTH ENGINES

The following business sectors will be the innovators and growth engines in Steuben County’s economic future.

<p>Leverage natural resources and existing businesses to create energy Green Collar jobs</p> <ul style="list-style-type: none"> • Wind – wind farms • Natural gas – Marcellus Shale • Land – biomass 	<p>Technology Development (examples)</p> <ul style="list-style-type: none"> • Clean Tech Energy • Ceramics and Advanced Materials Research (fuel cells, thermo electric materials) • Nanotechnology • Bioplastics
<p>Value-Added Agriculture (Examples)</p> <ul style="list-style-type: none"> • Nitrogen (corn) • Wine (grapes) • Vodka (potatoes) 	<p>Healthcare</p> <ul style="list-style-type: none"> • Hospitals • Assisted and skilled nursing facilities • Support services
<p>Manufacture and Processing of Food Products</p> <ul style="list-style-type: none"> • Potatoes (chips, etc.) • Cheese products (Kraft) • Dairy (Crowley’s) • Bottling, storage and distribution (grape juice, wine, beer, spirits) 	<p>Manufacturing</p> <ul style="list-style-type: none"> • Ceramics, glass and advanced materials (Corning Inc., World Kitchen, Philips Lighting) • Transportation systems (Alstom, TT&A) • Wood and furniture • Fabrication of metal products (Mercury Aircraft) • Environmental Technologies (Corning Inc, Philips) • Energy support (Dresser Rand) • Telecommunications; i.e. Optical Communications (Corning)
<p>Tourism (Examples)</p> <ul style="list-style-type: none"> • Museums • Wineries • Lodging 	<p>Professional and Service Industry (Examples)</p> <ul style="list-style-type: none"> • Finance, Insurance, Real Estate • Call Centers • Scientific and Technical Consulting

SECTION 6 | STRATEGIC PRIORITIES

Strategic Priority #1. Retain and grow Steuben County's economic base.

Strategic Priority #2. Enhance Steuben County's economic infrastructure, with an emphasis on existing population centers, to support the expansion of existing businesses and new business development.

Strategic Priority #3. Proactively manage the development of the natural gas industry and leverage the County's natural and agricultural resources for the development of other green energy sectors such as wind and biomass.

Strategic Priority #4. Leverage the innovation and creativity taking place among entrepreneurs, area businesses, college and universities to stimulate both new product development and the commercialization path for innovation and technology in areas ranging from ceramics and high-level technology to value-added agricultural products.

Strategic Priority #5. Expand the service sector industries such as tourism, call centers, and professional services.

SECTION 7 | DEVELOPMENT RECOMMENDATIONS AND PRIORITY IMPLEMENTATION ACTIONS

Strategic Priority #1. Retain and grow Steuben County's economic base

A successful economic development program contains several elements, including business retention, expansion of existing businesses, business recruitment, workforce development, entrepreneurial development, and creativity. Business expansion represents 80% of new job creation.

The retention and expansion of existing businesses is a top priority in the Steuben County Economic Development Plan because they provide jobs and a significant portion of the tax base for many local entities, and they are the best source for the creation of new jobs. The retention and expansion of existing businesses is a major component of the overall strategy to enhance the County's economic growth through quality jobs, increased wages, and new corporate investment.



Steuben County has been successful in stimulating and retaining business growth that has kept the County's economic base comparatively stable despite the volatility of the national economy. To continue growth of the County's economic base, it will be necessary to expand the existing engines and leverage the County's assets to pursue target industries.

Action Item A. Business Retention and Expansion Program

A Business Retention and Expansion Program (BR&E) will be led by SCIDA, in cooperation with the County's economic development agencies and offices including Three Rivers Development Corporation, the Hornell IDA, the Town of Erwin IDA, the Town of Erwin IDA and City of Corning Office of Planning and Economic Development.

The BR&E program will:

- Serve as an early warning system to identify businesses at risk and assist them in developing timely strategies to address them
- Monitor the existing business base
- Assist with the development of strategies to avoid closure, major downsizing or relocation
- Help companies reach their economic potential and grow revenue streams
- Stimulate investment resulting in new jobs, enhanced local tax base, and generating cash flow that will support other businesses
- Create a positive environment that is attractive to new business prospects

Additional benefits of the program are that it will provide information and insight to:

- Gain an understanding of the business community's view of the local economy
- Plan local, county and state infrastructure development based on future expansion/relocation plans of companies in agency/municipal plans and budgets
- Acquaint businesses with assistance available through various economic development programs
- Improve communication and strengthen relationships between the economic development agencies and the businesses

Targeted Business Growth Sectors

The stakeholder groups will work as a team to pursue the targeted business growth sectors.

Agriculture, particularly:

- Research leading to the development of new locally processed consumer products from existing staple crops (potatoes, grapes, etc.) as well as potential new specialty food and energy crops (oil seeds, perennial grasses)
- Modeling the success of the local wine industry, processing a selection of alcoholic beverages such as beers and spirits from local staple crops

Manufacturing: Existing mature manufacturing industries in Steuben County such as:

- Ceramics, glass and advanced materials
- Transportation systems
- Wood and furniture
- Fabrication of metal products
- Environmental Technologies
- Energy support
- Telecommunications (Optical Communications)
- Cheese and other dairy products
- Bottling, storage and distribution (grape juice, wine, beer, spirits)

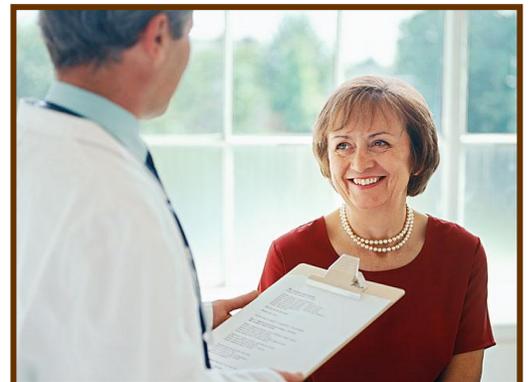


Professional and service sector industries including:

- Scientific and technical consulting
- Analytical testing
- Call centers
- Engineering
- Data processing

Quality of Life Industries:

- Health care, including Corning Hospital and Guthrie Clinic in Corning, and St. James Hospital in Hornell
- Tourism and hospitality
- Retail, particularly in downtowns of local communities



Renewable Energy: wind and natural gas

Partner Organizations: SCIDA, Cornell Cooperative Extension of Steuben County, Ceramics Corridor Innovation Center, Hornell IDA, the Town of Erwin IDA, Three Rivers Development Corporation, City of Corning Office of Planning & Economic Development, Steuben County, Steuben County Conference and Visitors Bureau, and academic institutions

Action Item B. Promote New Ventures and Innovations in Product/Production Technologies

Encourage existing firms to undertake innovations in their businesses by:

- Identifying opportunities for product improvement and innovation through partnerships with academic institutions and business
- Seeking out incentives and other assistance (such as federal and state funding programs and access to venture capital) to foster a culture of innovation among targeted business categories
- Creating a set-aside fund from natural gas tax revenue to support economic development initiatives such as biomass, agricultural and business partnerships for value-added products, and basic infrastructure development

Lead Agency: SCIDA, Steuben Area Economic Development Corporation (SAEDC)

Partner Organizations: Ceramics Corridor Innovation Center, Hornell IDA, the Town of Erwin IDA, Three Rivers Development Corporation, Steuben County

Action Item C. Promote Community Revitalization

- Encourage mixed use development in downtown and village cores
- Encourage development of vacant and underutilized properties and Brownfields

Lead Agencies: Corning’s Gaffer District, Hornell IDA, Three Rivers Development Corporation, City of Hornell, City of Corning and other local communities

Partner Organizations: Steuben County Conference and Visitors Bureau, SCIDA, Hornell IDA, Town of Erwin IDA, Corning Enterprises



Action D. Economic Development Business Support Services

- SCIDA to increase personnel to provide business support/development services
- SCIDA to serve as a county-wide single source to coordinate business development needs throughout the approval process by building relationships with key agencies such as NYSDEC, NYSDOT, SHPO, NYSDOH, NYSDOL, SBA, SBDC, and Southern Tier Central Regional Planning and Development Board

Lead Agencies: SCIDA and Steuben County

Partner Organizations: Hornell IDA, Erwin IDA, City of Corning, Three Rivers Development Corporation

Strategic Priority #2. Enhance Steuben County’s economic infrastructure, with an emphasis on existing population centers, to support the expansion of existing businesses and new business development with shovel ready sites

Action Item A. Basic Infrastructure

- Create an infrastructure Task Force to address projects on a case-by-case basis, involving the IDA’s, County government and local municipalities as appropriate
- Use “low hanging fruit’ site improvements as a catalyst for further development, such as the Bath-Hammondsport Railroad at Route 54
- Support the local municipalities with technical assistance for the extension of public water and sewer systems

Lead Agencies: SCIDA, Hornell IDA, Town of Erwin IDA, Three Rivers Development

Partner Organizations: NYS and county departments of transportation, Environmental Facilities Corporation, Southern Tier Central Regional Planning Development Board, municipalities, Steuben County



Action Item B. Increase Access to Rail

The lead agencies and partners will pursue upgrades and extension of rail to support business retention and expansion, and enhance the viability of future land development.

- Upgrade rail infrastructure for the Bath & Hammondsport Railroad between Bath and Cohocton to help provide full access to the North American railroad network for industries such as beverage production and manufacturing, improve regional safety, and help retain local jobs
- Work with Norfolk Southern to improve the infrastructure of the Southern Tier Line. For example, a special authority has been created to support continuation of the Southern Tier Extension which extends from Hornell to Cory, Pennsylvania.
- Upgrade of the Bath to Wayland line for increased freight traffic
- Rehabilitate and upgrade the Norfolk Southern line from Bath to Painted Post for a short line operation for freight and tourism use
- Create a transload and multimodal facilities
- Implement the Erwin Interchange Project to improve the reliability and efficiency of rail service to industries served by the railroad between Painted Post and Wayland and improve public safety
- Gain rail access across Route 415 (near Gunlocke) to make land development sites viable
- Work with Norfolk Southern to increase local rail use in coordination with short lines
- Pursue the development of high speed rail to enhance access, particularly in support of the tourism market

Lead Agencies: SCIDA, NYS Department of Transportation, Hornell IDA, Steuben County, rail providers

Partner Organizations: Three Rivers Development Corporation, Southern Tier Central Regional Planning Board, ARC

Action Item C. Attract Talent and Strengthen the Workforce

Resources need to be allocated to support programs targeted at attracting talent and strengthening the workforce.

Training the existing workforce in response to the increasing pace of technological change. Retraining will support retention and expansion of existing high technology firms and also support recruitment of firms from outside the region. Efforts need to continue to improve the workforce skills of young adults entering the workforce for the first time. Greater resources need to be allocated for improved transition from school to work by incorporating skill development into the educational curriculum and experience.



Specific action items:

- Encourage firms in target industries to continually upgrade the skills of their workers to help the firms be more productive and competitive
- Train workers for emerging industries including natural gas
- Attract and retain talent to address the issues of knowledge workers in technology-led development fields, and not enough new workers entering the labor force to replace retiring baby boomers, especially in health care, teaching, science, technology, engineering, and math
- Maintain an active liaison with the area colleges and universities to recruit recent graduates to Steuben County
- Increase the number of residents who have post-secondary training
- Maintain and promote the high quality of life (healthcare, education, recreation, housing and retail) to attract enough new talent in science, technology, engineering to drive commercialization of innovation and technology.
- Support the development of new, state-of-the-art healthcare facilities in Corning, and investment in other capital resources to enhance physician recruitment
- Strengthen quality of life infrastructure (telecommunications)

Lead Agencies: SCIDA, SAEDC, Hornell IDA, Three Rivers Development Corporation, Town of Erwin IDA, City of Corning Office of Planning and Economic Development

Partner Organizations: NYS Department of Transportation, Steuben County Planning Department

Action Item D. Site Development

- Continue to utilize the expertise and capabilities of the Steuben County Planning Department and Southern Tier Central Regional Planning and Development Board GIS staff and systems to contribute to the inventory of suitable and available development sites, based on appropriate criteria
- Develop and maintain maps and database system for use by SCIDA and the various economic development agencies throughout the county, as well as prospective firms and site developers
- Develop existing industrial parks, particularly rail sites
- An aggressive site control and development plan needs to be developed, including SCIDA taking a proactive role in optioning property that is near interstate interchanges and rail, with a focus on Brownfields

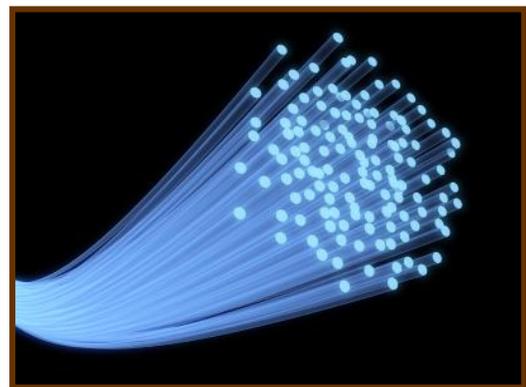


Lead Agencies: SCIDA, SAEDC Hornell IDA, Three Rivers Development Corporation, Town of Erwin IDA

Partner Organizations: NYS Department of Transportation, Steuben County Planning Department, City of Corning Office of Planning and Economic Development

Action Item E. Expand Telecommunications

- Continue to use the inventory and mapping of the County's telecommunications infrastructure that was completed in 2006, to assess the development of potential sites and continued need to extend broadband
- Work with BOCES educational network to determine how the excess broadband capacity can be leveraged
- Pursue funding for implementation of the **STE/STC Region Fiber Backbone Initiative**. If funded, Corning Inc. will partner with this effort. Project would link 911 centers and public service communication towers, and would connect businesses, municipalities, educational, and health care institutions along the route.
- Continue pursuit of projects such as the **ION Project** (Independent Optical Network)
- Pursue funding for implementation of the STE/STC Region Fiber Backbone Initiative. If funded, Corning Inc. will partner with this effort. Project would link 911 centers and public service communication towers, and would connect businesses, municipalities, educational, and health care institutions along the route.



Lead Agency: Southern Tier Central Regional Planning & Development Board

Partner Organizations: SCIDA, Steuben County, Private Sector

Action Item F. Pursue Competitively Priced Utility Services

- Form a coordinated Upstate NY or regional lobbying strategy for more competitive utility rates and reduction of regulations that limit business growth
- Involve the utility companies in the early stages of discussions with new businesses or expansion of existing businesses to begin the negotiations of customized rates and services
- Actively support future business opportunities pursued by the utility companies such as drilling, storage, distribution and transmission in keeping with environmental concerns
- Support expansion of services by Corning Natural Gas, which has the potential to offer the lowest utility rates in the Northeast
- Support expansion of services by the Steuben Rural Electric Cooperative which has the potential to develop local generation capacity from biomass as well as landfill methane



Lead Agency: Steuben County

Partner Organizations: All IDA's, Three Rivers Development Corporation, Corning Enterprises, STC, SBDC and municipalities

Action Item G. Identify Financial Resources

Working with partner organizations, actively pursue funding sources to enhance the economic development infrastructure and support business development such as:

- Federal and state funds targeted at energy development; such as NYS's Research and Development Tax Credit
- NYS Empire State Development Corporation
- NYS Department of Transportation funding programs to upgrade access points to industrial employers and development of sites near major intersections and grade crossings
- NYS financing programs (Linked Deposit Program)
- NYS Environmental Facilities Corporation
- SBA 504
- USDA and ARC grant and loan programs
- NYS CDBG Small Business & Microenterprise grants
- New Markets Tax Credits
- Angel and Venture Capital Funds
- EB-5 Program and dedicated agencies (International Business Council of Greater Rochester and NYSEDC Foreign Trade Division)



Lead Agencies: SCIDA, Three Rivers Development Corporation, Hornell IDA, Steuben County and municipalities, Corning Community College (SBDC), Southern Tier Central Regional Development and Planning Board

Partner Organizations: Municipalities, private sector, venture funds

Action Item H. Enhance Transportation

- Encourage the development of enhanced modal transportation systems throughout the County
- Steuben County should continue to maintain an inventory of primary economic development routes, and identify the need for road and bridge maintenance/upgrading to be incorporated into the county's capital planning
- Work with the NYS Department of Transportation on the development of interchanges as the I-86/I-99 corridor is completed



Lead Agencies: Steuben County Planning Department, all IDA's, Three Rivers Development Corporation
Partner Organizations: NYS Department of Transportation, SCIDA, Steuben County Conference and Visitors Bureau, Southern Tier Central Regional Planning and Development Board, watershed and trail advocacy groups

Strategic Priority #3. Proactively manage the development of the natural gas industry and leverage the County's natural and agricultural resources for the development of other green energy sectors such as wind and biomass.

Steuben County should proactively embrace green energy development by creating a county-wide green sector energy resource development strategy that includes wind, natural gas, solar and potentially biomass.

Action Item A. Zero Emission

- Pursue zero emission development projects if they continue to be a viable industry for Steuben County taking into consideration factors such as the wholesale cost of electricity and the increasing potential of natural gas
- Create a proactive business climate for developers of wind power, geo-thermal, solar and other zero-emission power projects
- Seek out partnerships to enhance the wind industry such as NYSEG's involvement in projects like the "Catch the Wind" program to increase the amount of renewable energy involving wind and solar



Lead Agencies: SCIDA, utility providers, private sector
Partner Organization: Local municipalities

Action Item B. Natural Gas

- The Steuben County Natural Gas Task Force should continue the development of an action plan to proactively position the county to manage issues related to housing, infrastructure, revitalization of village centers, redevelopment of Brownfields, regulatory environment, and infrastructure needs (rail, water, sewer, telecommunications). Consider strategies such as a multi-county initiative to create to address housing issues, together with a re-use strategy for the housing in the future when it is no longer needed by the gas industry such as senior housing or college dormitories.
- Leverage Steuben County's advantages in supporting the natural gas industry such as transmission and distribution lines, storage, and transportation (both trucking and rail)
- Create staging areas near rail lines for holding points
- Develop a workforce education program through partnerships with Corning Community College, BOCES and Cornell University
- Create a communications program that will keep elected officials and citizens informed
- Consider creating a natural gas trading zone

Lead Agency: Steuben County

Partner Organizations: CSS Workforce NY, SCIDA, Corning Community College, ARC, Southern Tier Central Regional Planning and Development Board

Action Item C. Biomass

- Explore the feasibility of Steuben County leveraging its land capacity and underutilized biomass waste streams to development new energy conversion technology (HE boilers, furnaces, CHP systems) that utilizes biomass resources
- Create field research models to test the feasibility of biomass
- Identify partners in development of the biomass industry (biomass producers and waste producers, i.e., wood manufactures)
- Seek out partnerships to enhance renewable energy such as the NYS project looking at interconnecting farm digesters and landfill gas projects
- Explore partnerships between biomass producers and utility providers to develop the capacity for local power generation from biomass combustion/gasification

Lead Agency: Cornell Cooperative Extension of Steuben County

Partner Organizations: SCIDA, Cornell University, NYS Department of Agriculture, Southern Tier Regional Planning and Development Board

Strategic Priority #4. Leverage the innovation and creativity taking place among entrepreneurs, area businesses, college and universities to stimulate both new product development and the commercialization path of innovation and high-level technology in areas ranging from ceramics and high-level technology to value-added agricultural products.

Steuben County should make a long-term commitment to foster innovation in general to take advantage of the international economic development trend of technology-led development, and position the county to

pursue opportunities associated with future trends of technological growth and change. The overall strategy involves tapping into the research capacity of Cornell University, Alfred University and the Ceramics Corridor Innovation Center to identify opportunities to strengthen existing businesses, attract talent, and build networks and partnerships that have the potential to lead to the commercialization of technology. In addition, it is about creating an economic development climate that is entrepreneurial; that is, bringing about change through building and strengthening businesses that solve problems and generate long-term value through new products and services.

Action Item A. Build a Strategy for Global Business Development

- Appoint a Task Force to develop a model that will build the networks necessary to facilitate on-going communication between academic institutions and the regional and international business communities; and that will identify and define opportunities for long-term global business development strategies.
- Identify funding sources to front-end model strategy development and initial implementation

Lead Agency: SCIDA

Partner Organizations: Cornell Cooperative Extension, Steuben County, NYSDOT, NYSDEC, SBDC, Southern Tier Central Regional Planning Board, Empire State Development Corporation, Three Rivers Development, Empire State Development and NYS agencies, STC and ARC

Action Item B. Overcome Barriers and Challenges to Business Development

- Form a Task Force charged to work with partner organizations to develop strategies designed to overcome challenges and barriers such as regulatory requirements, access to financing, cost of doing business, innovation resources and infrastructure needs such as telecommunications.

Lead Agency: SCIDA,

Partner Organizations: Cornell Cooperative Extension, NYSDOT, NYSDEC, SBDC, Southern Tier Central Regional Planning Board, Empire State Development Corporation, Three Rivers Development, Empire State Development and NYS agencies, STC and ARC

Action Item C. Build Networks and Partnerships

- Create an environment where the public and private sectors work together to promote economic development.
- SCIDA should facilitate the establishment of meaningful communication through networks and connections that involve academic institutions, businesses, economic development agencies and stakeholder groups to identify opportunities for alignment between research and the development of products and new businesses

Lead Agency: SCIDA

Partner Organizations: Cornell Cooperative Extension of Steuben County, academic institutions, P4P, CSS Workforce NY and Steuben County Soil & Water District

Action Item D. Strengthen Existing Businesses

Work with the businesses and academic institutions to identify ways to gain access to a steady flow of intellectual property and stimulate the transfer of R&D and technology that results in new business starts and enhanced product development to enhance ability of businesses to compete in emerging markets.

Lead Agency: SCIDA, Three Rivers Development

Partner Organizations: Corning Enterprises, academic institution, local corporations

Action Item E. Support Entrepreneurial Activities

- Work with the academic institutions to identify opportunities to create new markets/products/services and further develop incubator projects
- Develop a clearinghouse to address the questions and needs of entrepreneurs
- Identify the support and resources that can be leveraged to support entrepreneurial ventures and business start-ups

Lead Agencies: SCIDA, Cornell Cooperative Extension of Steuben County

Partner Organizations: Academic institutions, Three Rivers Development Corporation, STC and ARC



Action Item F. Commercialization of Technology

Work with the academic institutions to identify how research and technology development can be commercialized; for example, Cornell University is conducting research on new crop varieties such as potatoes and hazelnuts that can result in the manufacturer/production of value-added products. Alfred University's CACT is developing glasses for biomedical and biotechnology applications using knowledge of glass chemistry and processing, conducting research on hollow glass microspheres for hydrogen gas storage, Novel glasses for DNA purification, anti-inflammatory properties of bioactive glasses, and more.

Lead Agencies: SCIDA, Ceramics Corridor Innovation Center, Cornell University, Alfred University and Alfred College

Strategic Priority #5. Expand the service sector industries such as tourism, call centers, and professional services.

Jobs in Steuben County are forecasted to grow in professional and technical services, health care, social services, food service, construction, customer service, and education. In particular there will be the demand for services to support the aging population such as long-term care facilities, home care and hospice. There is also expected to be a growth among call centers. A good example is the growth in call centers such as SITEL.

Action Item A. Service Sector

- Work to attract service and knowledge-based businesses (internet-based service companies)
- Attract and support the growth of businesses that support the aging population (elder day-care)
- Attract additional service sector businesses (call centers)
- Support efforts to grow retail businesses as a part of a mixed-use strategy in downtown business districts

Lead Agencies: SCIDA, Three Rivers Development Corporation, IDA's, and City of Corning



Action Item B. Tourism and Hospitality

Support the development of the tourism infrastructure such as:

- Improved telecommunications
- Enhanced attraction products and destinations such as winter activity products, agri-tourism, micro-breweries and distilleries
- Develop upgraded lodging products such as lake-front and resort-style destinations with size appropriate function space
- Identify opportunities to create new markets to enhance ability of existing businesses to compete in existing tourism markets with products such as vodka and beer
- Preserve and enhance scenic sites and viewsheds
- Address issue of lodging units being absorbed by gas industry personnel

Lead Agency: Steuben County Conference and Visitors Bureau

Partner Organizations: SCIDA, Chamber of Commerce, Three Rivers Development



Action Item C. Professional Services

Recruit professional service sector businesses:

- Call centers
- Scientific and technical consulting
- Data processing
- Analytical testing

Lead Agencies: SCIDA, Three Rivers Development Corporation, all IDA's, City of Corning Office of Planning and Economic Development

SECTION 8 | DEVELOPMENT SITES

Criteria, Priorities, Inventory of Conditions, and Recommendations

As the economic development partners pursue the strategies outlined in Section 7, they will work diligently to match business development needs with sites best suited for each project.

The Task Force identified six priority cluster sites in Steuben County that have the greatest potential for development. These priority cluster areas are depicted on the map provided on the following page.

The IDA's, Three Rivers Development Corporation, City of Corning Planning and Economic Development and other economic development partners will routinely conduct site identification and assessment, and create site profiles using the site evaluation criteria provided below. A primary focus will be on those sites with accessibility and visibility from I-86, I-99 and I-390. Sites that are available for immediate development will be actively marketed.

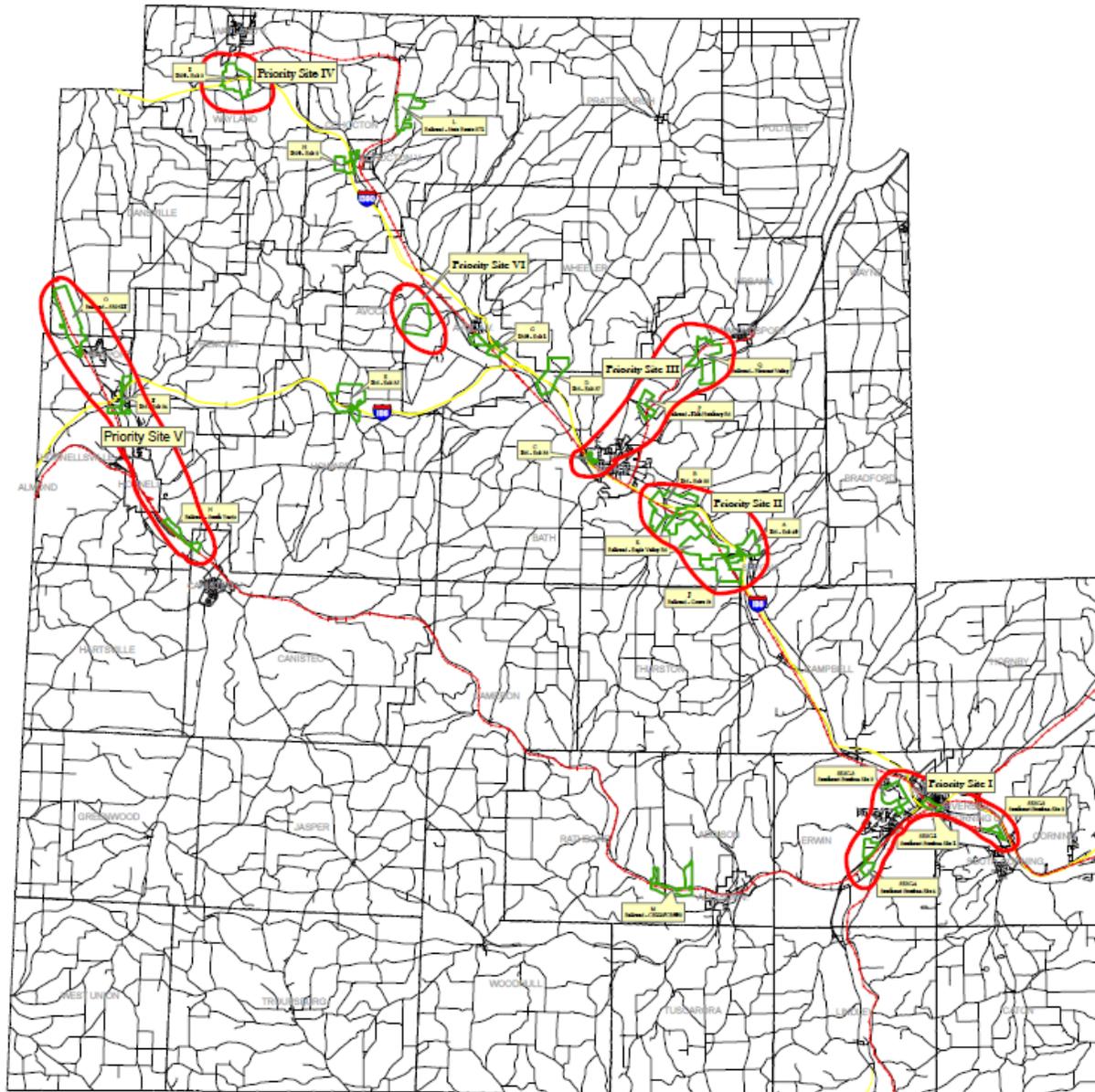
The Steuben County Planning Department and Southern Tier Central Regional Planning and Development Board will provide mapping services and parcel data. Centralized databases will be prepared and maintained by SCIDA. The databases will include sites available for immediate development, vacant land with potential for development, Brownfields and redevelopment opportunities, and sites with rail access. Each database will include parcel maps and information such as site location, tax parcel #, acreage, usable acreage, ownership, municipality, current use, zoning, proximity to industrial park, proximity to highway interchange, Ag District designation and restrictions, and deed restrictions

Site Evaluation Criteria

Access to Rail	Agriculture district
Distance to Major Highway Interchange	Floodplain acreage
Visibility from interchange	Wetlands or Hydric Soils (description and acreage)
Transportation (highway corridors, motor freight, air, rail)	Topography
Road Access	Streams, Rivers and Other Natural Resources
Physical Infrastructure (water/sewer)	Other Environmental Restrictions (Brownfield, etc.)
Utilities & Telecommunications	View shed Impact (high/medium/low)
Safety (fire protection coverage, etc.)	Proximity to Residential

STEUBEN COUNTY

Economic Development Plan Sites



1" = 8,000'

Map created by
The County of Steuben
Steuben County Planning Dept.



APPENDICES

Appendix A.

Report Resources

REPORT RESOURCES

REPORTS

1. *2009 Comprehensive Economic Development Strategy (CEDS)* for Chemung, Schuyler and Steuben Counties, Southern Tier Central Regional Planning Board
2. Task Force on Diversifying the New York State Economy through Industry-Higher Education Partnerships. December 2009.
3. *A New Paradigm for Economic Development: How Higher Education Institutions are Working to Revitalize Their Regional and State Economies.* By David F. Shaffer and David J. Wright. Published by the Rockefeller Institute of Government, University at Albany. March 2010.
4. *The Power of SUNY: Strategic Plan, 2010 and Beyond.* State University of New York. 2010.
5. Chief Executive's Magazine, 2008. *Best and Worse States to Operate a Business*
6. Beacon Hill Institute's 2007 State Competitiveness Index. *Best States to Operate a Business.*
7. ALEC-Laffer *State Economic Competitiveness Report of 2009.*
8. FORBES *Ranking of States' Business Costs for 2009.*
9. McKinsey Quarterly Report, March 20. *Where the US Will Find Growth and Jobs.*
10. New York Public Policy Institute
11. New York State Department of Labor Monthly Labor Statistics Reports
12. The Council of State Governments. *State Business Incentives: Trends and Options for the Future*
13. The Brookings Institute
14. Dun & Bradstreet

WEBSITES

1. Map of active railroads in NYS:
<https://www.nysdot.gov/divisions/operating/opdm/passenger-rail/railroadsmap>
2. NYS Rail Plan:
[https://www.nysdot.gov/divisions/policy-and-strategy/planning-bureau/state-rail-plan/repository/State Rail Plan 2009-02-10.pdf](https://www.nysdot.gov/divisions/policy-and-strategy/planning-bureau/state-rail-plan/repository/State%20Rail%20Plan%202009-02-10.pdf)

3. P4P Regional Action Plan: <http://www.p4pnetwork.com/images/P4PActionPlanV9.pdf>
4. Task Force Report of Higher Ed-Industry Partnerships:
http://www.state.ny.us/governor/reports/pdf/IHETF_Report_FINAL.pdf
5. Cornell University's Economic Impact on New York State, 2009:
<http://landgrant.cornell.edu/cu/cms/landgrant/impact/upload/econ-impact-2009.pdf>
6. The Power of SUNY Report: http://www.suny.edu/powerofsuny/pdf/SUNY_StrategicPlan.pdf

CONTACT INFORMATION FOR THE RAILROADS:

1. B&H Rail Corp. and the Western New York & Pennsylvania - Carl Belke @ (716) 372 – 8140
2. Wellsboro & Corning Railroad Corp. - A.T. Myles (Tom) @ (610) 458 – 0600
3. Norfolk Southern - Roger Bennett, Director, Harrisburg, Pa 177110 (717) 541 - 2230

PRESENTATIONS MADE TO TASK FORCE

1. Agriculture Industry, Tom Tomsa, Cornell Cooperative Extension of Steuben County
2. Economic Development Trends in New York State, Brian McMahon, New York Economic Development Council
3. Future of Healthcare, Mark Stensager, Guthrie Healthcare System
4. Future of the Service Sector, Mike Fuller, P4P
5. Opportunities for Partnerships with Alfred University, Dr. Matthew Hall, CACT at Alfred University
6. Opportunities for Partnerships with Cornell University, Rod Howe, Community and Rural Development Institute at Cornell University
7. Opportunities for Partnerships with Alfred State College, Dr. John Williams, School of Management and Engineering Technology, Alfred State College
8. Steuben County Workforce Profile, Christian Harris, NYS Department of Labor and Dan Porter, CSS Workforce NY
9. Telecommunications in Steuben County, Marcia Weber, Southern Tier Central Regional Planning and Development Board
10. Tourism Industry in Steuben County, Peggy Coleman, Steuben County Conference and Visitors Bureau
11. Transportation Infrastructure in Steuben County, Bill Piatt, NYS Department of Transportation, Region 6

MAPPING

Mapping for the report was provided by Mr. Tom Sears, GIS Coordinator, Steuben County Planning Department

RESOURCES AVAILABLE FROM CORNELL UNIVERSITY

1. Cornell University Cooperative Extension: <http://www.cce.cornell.edu/>

The Cornell Cooperative Extension educational system enables people to improve their lives and communities through partnerships that put experience and research knowledge to work. Cornell Cooperative Extension operates on the Cornell campus through the leadership of faculty and staff in departments in the College of Agriculture and Life Sciences and the College of Human Ecology, with contributions from the College of Veterinary Medicine. Cornell Cooperative Extension associations and the New York City office provide 56 portals to Cornell University.

2. Community and Rural Development Institute (CaRDI):
<http://devsoc.cals.cornell.edu/cals/devsoc/outreach/cardi/>

Working with Cornell faculty and staff--including Cornell Cooperative Extension's network of county offices--and other state and regional institutions, CaRDI is a center of dialogue and collaboration addressing needs at the local, state, and national levels. CaRDI works with local, county and state governments, governmental agencies, state and regional associations, technical assistance providers, and CCE Associations. CaRDI helps build capacity through targeted initiatives that support innovative, resource-appropriate strategies for community and economic development. CaRDI integrates faculty, staff and Cornell Cooperative Extension (CCE) Educators to enhance research and education in support of community development.

3. Economic Development Administration (EDA):
<http://devsoc.cals.cornell.edu/cals/devsoc/outreach/cardi/programs/eda/index.cfm>

The mission of the Economic Development Administration (EDA) within the U.S. Department of Commerce is to help partners across the U.S. create wealth and minimize poverty by promoting a favorable business involvement to attract private capital investment and higher-skill, higher-wage jobs through world-class capacity-building, planning, infrastructure, research grants and strategic initiatives. The EDA University Center at Cornell will leverage the large research enterprise, the land-grant model of community outreach and development, and its intellectual/ technology transfer and commercialization operation to effect economic development in NYS. Cornell will use its university resources to serve as catalysts and accelerators for economic growth. Through a combination of research, outreach and application, technological innovation and venture creation, Cornell will catalyze community economic development.

4. Cornell Center for Materials Research (CCMR): www.ccmr.cornell.edu/industry/

The mission of CCMR's Industrial Partnerships Program is to promote active cooperation between CCMR and industry to foster technology transfer, strengthen the links between university based research and its application, and promote economic development. Building value collaborations between industry and the broad materials expertise of CCMR faculty is the key focus of the Industrial Partnerships Program. With research projects from over 100 faculty members covering 10 different departments, mutually beneficial relationships with industry are accomplished through a variety of activities including joint research projects, symposia and short courses. The Industrial Partnerships team assists, supports and facilitates relationships between industry and CCMR faculty ensuring lasting collaborations. With support from NYSTAR and 10 RTDC centers, 27 are currently active in the NY region.

5. Center for Life Science Enterprise:

<http://www.biotech.cornell.edu/index.cfm/page/cat.htm>

This Center is one of fifteen Centers for Advanced Technology (CAT) sponsored by The New York State Foundation for Science, Technology, and Innovation (NYSTAR). The newly designated Center for Life Science Enterprise was originally named the Center for Advanced Technology in Biotechnology in 1983 as one of the first seven CAT centers. Each center is concentrated in a unique discipline, but with a common mission "...to capitalize on New York's outstanding university research resources, and use those resources to create jobs and opportunity." **The mission of the Center for Life Science Enterprise** is to benefit the biotechnology and life sciences industries of New York State by focusing on technology transfer, economic development, workforce training, entrepreneurial support, and research and development. In support of this mission, the Center funds research and development programs for Cornell faculty in partnership with New York companies representing many diverse disciplines in the biological and physical sciences. Of particular interest are research in biologically-targeted diagnostics, biologically-based products within the life sciences, enabling sciences, and agricultural sciences.

6. Cornell Center for Technology Enterprise and Commercialization (CCTEC):

<http://www.cctec.cornell.edu>

The Cornell Center for Technology Enterprise and Commercialization (CCTEC) is Cornell University's technology transfer office. We manage technology for Cornell University and Weill Cornell Medical College. Our goal is to support Cornell's land-grant and economic development mission and to promote public good by connecting Cornell technology to industry product and business development efforts. CCTEC promotes beneficial interactions between Cornell researchers and industry. Partners with industry to develop Cornell's technologies into products and services for public good. Leverages Cornell innovation to promote the formation of new businesses based on Cornell technology to fuel regional economic development. CCTEC accomplishes these objectives by marketing, patenting and licensing innovation from Cornell research. By hosting networking events to connect Cornell researchers, industry and entrepreneurs by increasing awareness on campus of the value of commercializing and protecting Cornell innovation.

7. Cornell Angel Network (CAN): www.cornellangels.com

The Cornell Angel Network is a secure portal provided by the Cornell Center for Technology Enterprise and Commercialization (CCTEC) as a service to Cornellians and Cornell Startups that are seeking to develop licensed Cornell technologies into commercial reality. Cornellians include Cornell alumni, current faculty and staff members, as well as members of CCTEC's Industry Advisory Group (IAG) who frequently assist Cornell in entrepreneurial activities. Cornell Startups are defined as companies that were founded with one or more licensed Cornell technologies.

8. BR Venture: <http://www.johnson.cornell.edu/brv/>

The mission of BR Ventures is to foster entrepreneurship throughout the Cornell community by identifying, supporting, and adding value to entrepreneurs and funding high-growth companies. Projects that have a high potential for investment usually has obtained initial round of funding and has an established business plan and strategy. Projects that need refinement will be referred to BR Incubator and/or BR Legal.

9. BR Legal: <http://www.johnson.cornell.edu/brl/>

BR Legal provides affordable, professional quality legal services that are vital to the formation, operation, and eventual success of any start-up or emerging growth-oriented business. Through BRL, Cornell law students work under the direct supervision of attorneys experienced in the relevant fields of law that a start-up company may encounter. This mentoring structure assures the quality of the legal services that students provide to clients. BRL serves to attract entrepreneurs to obtain legal services that are vital to business creation and success. BRL is supported by Cornell's University-wide Entrepreneurship and Personal Enterprise Program (EPE) through a J. Thomas Clark Professorship Grant with additional sponsorship provided by the Johnson Graduate School of Management and Cornell Law School.

10. BR Incubator: <http://www.johnson.cornell.edu/bri/>

BR Incubator (BRI) is a student-run consulting agency founded in 2002. Its mission is to work with entrepreneurs in various industries through formal consulting engagements in an effort to support growing businesses. BRI includes five student directors and over 60 student consultants from several Cornell graduate schools. BRI provides customized services to our clients by matching the talents and skills of our pool of consultants with the varied and diverse needs of their businesses.

11. Cornell Agriculture & Food Technology Park: <http://www.thetechnologyfarm.com/>

This 72-acre research and development park, adjacent to Cornell University's Agricultural Experiment Station located in Geneva, New York, is fostering the creation of tomorrow's most

innovative—and even disruptive—technologies. Technologies that can propel agriculture, food science, and bio-based industries companies into new areas of opportunity, and create entirely new enterprises. The Technology Farm encourages the commercialization and private ownership of intellectual property. In addition, businesses will find the economic advantages of New York's Empire Zone program, and assistance identifying financing, potential and other business services.

12. eClips at Cornell: www.eclips.cornell.edu

The eClips collection was created by Dr. Deborah Streeter and contains thousands of video clips that were created from in-depth video interviews or presentations by entrepreneurs and other experts involved with supporting entrepreneurship and small businesses. Interviewees include startup and experienced entrepreneurs, venture capitalists, bankers, angel investors, and employees of startup companies. Dr. Streeter focused her collection on three main themes: 1) startup entrepreneurship, 2) entrepreneurship in ag- and food-based businesses, and 3) women, leadership and entrepreneurship

Appendix. B

Steuben County Demographic and Workforce Profile

Steuben County Demographic and Workforce Profile

County Demographic Profile

Steuben County’s population is 98,000, representing a drop of 2.5% in past 28 years. The imbalance in the population pyramid reflects a low number among children, a dip in persons aged 20-25, a large baby boomer segment, and an aging population. Currently 15% of the population is over 65 years of age. The current median age in SC is 40.0, as compared to 38.2 in Census Year 2000. Over next 25 years, the population is expected to decline due to age attrition, outmigration and low birthrates. Population is expected to decline to 83,500 by 2035, and nearly 25% will be aged 65+. The economic effect of population decline is erosion of demand for products, large homes, services and entertainment

Unemployment Trends

Steuben County’s unemployment remains high as compared to the rest of the nation and New York State. Unemployment in Steuben County is highest in the manufacturing sector with a loss of 700 jobs (-10.8%) during the past 12 months.

Unemployment Rates	March 2010	March 2009
US	10.2%	9.0%
NYS	8.8%	8.2%
Steuben County	10.3%	10.6%

Private sector employment peaked in 2001, with approximately 35,000 employees. Employment dropped in 2004 with fewer than 29,000 employees. Despite an increase in 2008, employment plummeted again in 2010, reaching its lowest level in the past decade with about 28,000 employees.

Employment Share

The employment share by industry in Steuben County in 2009:

Industry Sector	Steuben County	New York State	US
Private Sector	57.5%	73.1%	68.9%
Good Producing	18.9%	9.3%	13.8%
Government	23.6%	17.5%	17.3%

Steuben County Workforce Profile Issues

- Lack of population in the 25 – 35 age group. The question: Who will work jobs in the future?
- Only 9.5% of the SC populations as compared to NYS (18.3%) and US (17.3%)
- Local workforce is not prepared to make the shift from manufacturing to service-based economy and advances in technology
- *NOT* enough new workers are entering the labor force to replace retiring baby boomers, especially in Health Care, Teaching, Science, Technology, Engineering, and Math

Annual Wages

- Lowest paying jobs in SC are in the hospitality and leisure industry, with annual wages at \$13,900
- The only categories with annual wages over \$50,000 include Financial Activities (\$50,000), Manufacturing (\$54,800), Utilities (\$75,000), and Professional and Business Services (\$106,300)

Job Losses in 2009

Transportation Equipment Manufacturing	-550	Food and Beverage Stores	-80
Administrative and Support Services	-420	Construction of Buildings	-60
Professional and Technical Services	-220	Nonmetallic Mineral Product Mfg	-40
Management of Companies and Enterprises	-120	Fabricated Metal Product Manufacturing	-40
Hospitals	-100	Motor Vehicle and Parts Dealers	-40
Local Government	-100	General Merchandise Stores	-40

Southern Tier Occupations with Most Expected Openings: 2006 – 2016

Future job openings are expected to be dominated by occupations with high replacement need – mainly due to high turnover or aging workforce

Retail Salespersons	Food Preparation Workers
Waiters and Waitresses	Customer Service Representatives
Registered Nurses	Office Clerks, General
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Elementary School Teachers, Except Special Education
Child Care Workers	Secondary School Teachers, Except Special and Vocational Education

Steuben County Workforce Issues

- Lack of population in the 25 – 35 age group
- Occupations expected to grow are dominated by occupations with high replacement need – mainly due to high turnover or aging workforce – not because of new job creation
- *NOT* enough new workers are entering the labor force to replace retiring baby boomers, especially in Health Care, Teaching, Science, Technology, Engineering, and Math
- Only 9.5% of the SC population has a bachelor degree, as compared to NYS (18.3%) and US (17.3%)
- Local workforce not prepared to make the shift from manufacturing to service-based economy and advances in technology
- Lowest paying jobs in SC are in the hospitality and leisure industry, with annual wages at \$13,900
- The only categories with annual wages over \$50,000 include Financial Activities (\$50,000), Manufacturing (\$54,800), Utilities (\$75,000), and Professional and Business Services (\$106,300).
- Government related jobs outweigh the number of private sector jobs. A major budget reduction at the State or Federal levels, together with school district cuts could severely impact this sector.
- As manufacturing jobs continue to shrink, will the labor force continue to migrate out of the county in search for jobs? And, will there be an adequate population and business base to support the service sector jobs?

Economic Development Infrastructure: Natural Gas Drilling and The Workforce

Impact on Employment

- Mix of Non-local and local workers
- Temporary Work, unpredictable
- Dozens of Occupations
- Hundreds of Individuals
- Equals 11.53 FTE Jobs Per Well

Intensity of Job Growth During Development Phase: Direct Jobs

- 10 Rigs = 100 wells = 1153 Jobs
- 20 Rigs = 200 wells = 2306 Jobs
- 50 Rigs = 500 wells = 5765 Jobs
- 100 Rigs = 1000 wells = 11,530 Jobs

Impact on Employment During Production Phase

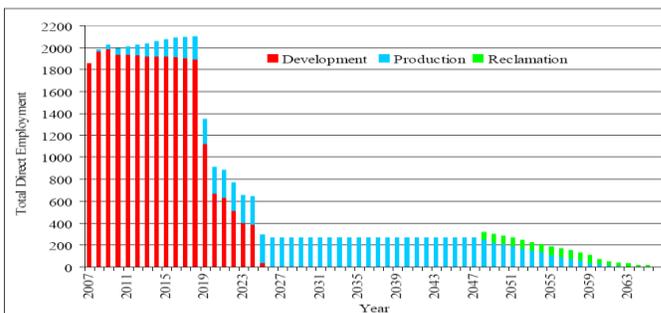
- Local Workers - Stay in One Location
- Few Individuals
- Long-term stable jobs
- “Nine to Five” Semi-White Collar
- 0.17 30-year long jobs per well

Intensity of Job Growth During Production Phase: Direct Jobs

- 10 Rigs for 1 year = 100 wells = 17 Jobs
- 10 Rigs for 10 years = 1000 wells = 170 Jobs
- 50 Rigs for 5 years = 2500 wells = 425 Jobs
- 50 Rigs for 10 years = 5000 wells = 850 Jobs

Typical Workforce Distribution

The majority of job creation is during the “development and production phases.”

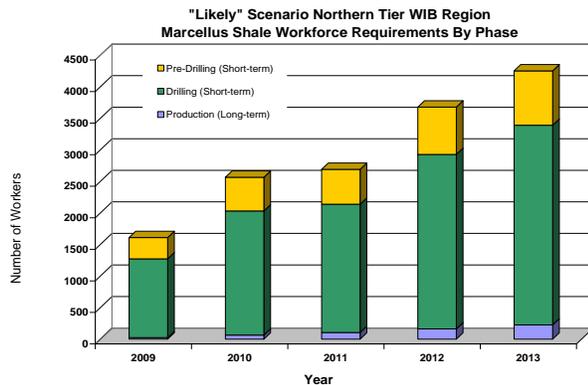


Types of Jobs Created

The following types of jobs are typically created during the three phases.

General Office	24%	Geologists	3%
General Labor	20%	Engineers	3%
Heavy Equipment	17%	Welders	1%
CDL	10%	Welders-Helpers	1%
Landmen/Realty	8%	Timber Logging	1%
Semi-skilled Tech	6%	Cartog/GIS	1%
Lawyers	4%	Paralegal	1%

Likely Scenario for Workforce Requirements for the Pennsylvania Northern Tier WB Region



Examples of Expected Impact on Local Community Fabric

- Jurisdictional unevenness: the impacted communities can't actually control the development
- Insufficient control of land use: the local government can't use zoning to ease adjustment
- New Comers vs. Old Timers: Old residents resist changes and taxes needed to deal with growth
- New residents demand services not traditionally needed
- Severity of growth. Sheer numbers of people overwhelm public services and community life.
- Volatile production patterns: The boom-bust cycle forces local government to weigh immediate needs with unknown future.
- Monopoly of information: The industry holds nearly all information, and an incentive to misinform exists.
- Risk: Uncertainty of future development causes hesitation in private/state/federal/local loans, grants, and support.
- Demand for Housing: High demand for housing expected to resulting in use of rental units, RV's, motel/hotel rooms, and some purchased housing
- Increased vehicular traffic, particularly heavy trucks on local roads
- Increased crime
- Increase in sales tax revenue
- Increase in K-12 school enrollment
- Cost of living and doing business increases due to high wages, and demand for goods, housing, commercial space
- Retail sector likely becomes stagnant or declines
- Large swing to young, culturally diverse blue collar workforce composition
- Cost to provide community services increases: safety, fire, social services, EMS, roads, schools, etc.

Appendix. C

Map of Steuben County, New York

Steuben County, New York

