

OVERVIEW OF STC'S REGION (CHEMUNG, SCHUYLER, AND STEUBEN)

This CEDS 2024 update will be the final annual update to STC's 2020 Comprehensive Economic Development Strategy; this will also be the final annual update produced by STC, as the Economic Development Administration (our funder) does not require an annual narrative from Economic Development Districts like STC. STC is moving in a new direction with our EDA funding; STC will have increased resources for EDA project development, and regional economic studies at the direction of the EDPSC in the coming years. Discussion with the Economic Development Policy and Strategy Committee in 2024 and 2025 will guide the development of a replacement reporting tool; the new reporting tool will be used from 2025-2029.

This CEDS Update includes recommendations for the region and insights about forthcoming trends for STC's partners. As a Regional Planning Board, STC's Committees and Board make funding recommendations for EDA/ARC grant awards based on alignment with STC's 4 implementation strategies from the 2020 CEDS:

1. Work with Counties, Local Governments, and funding partners to optimize infrastructure investments through smart development and maintenance.
2. Continue promotion of best practices in land use and regional collaboration to enhance the high quality of life in the STC region.
3. Support innovation and collaboration among 'key players' in the region and increase the capacity of local governments and non-profit organizations through training and placement of new board members.
4. Provide assistance and support to organizations, agencies, educational institutions, and governments to facilitate the development of a sustainable workforce.

In this update, STC will address the relationships and collective actions necessary for economic vitality in our region, given the present and expected future conditions. This new focus on relationship-building is aligned with STC's Mission: *STC works to increase the capacity of the Governments and Organizations in our region, to better serve the residents of our community.* In many cases, there are existing relationships that can be leveraged to improve regional outcomes; in other cases, STC will identify necessary connections to support STC's goals, Southern Tier Regional Economic Development Council's goals, New York State's goals, and the goals of federal agencies (EDA, ARC, FEMA, HUD, and DOT). Although STC's CEDS recommendations are non-binding, coordinated activities could improve outcomes in the region. This CEDS Update will also explain STC's work on the Twin Tiers ARISE program, strategies to mitigate challenging economic conditions, discuss the future of Public-Private partnerships in the region, and identify opportunities for performance efficiency in the public sector (to reduce tax burdens and increase economic development opportunities).

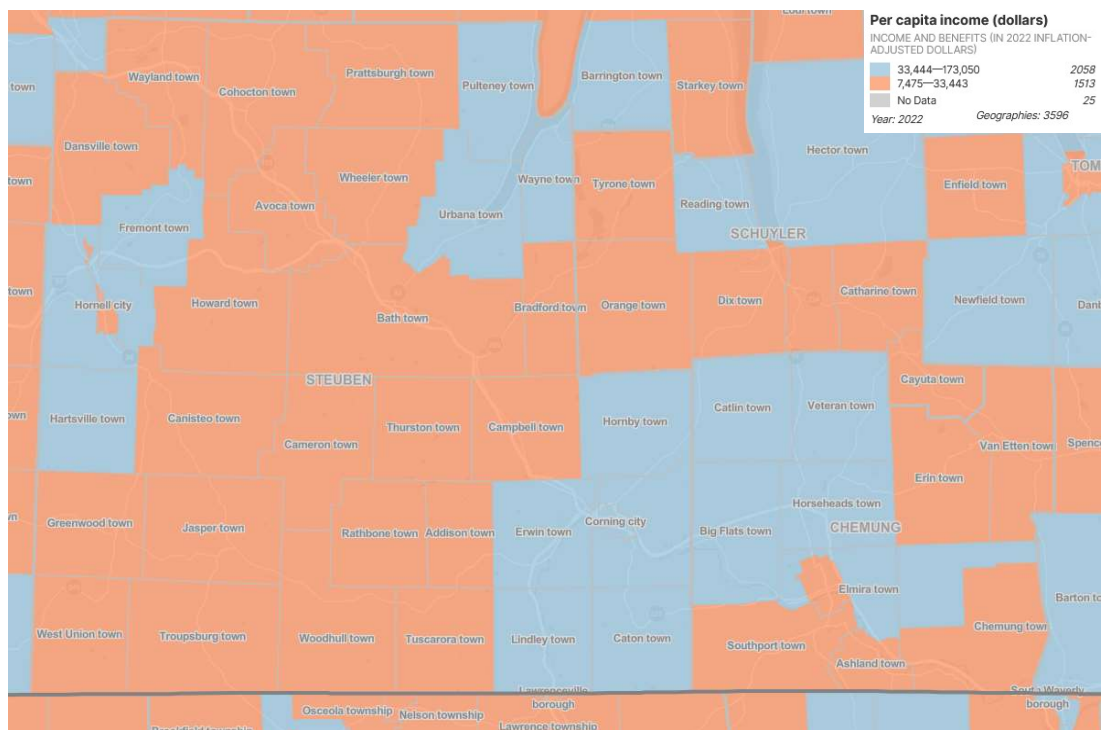
Governments, organizations, and individuals in this rural Appalachian region tend to work independently, this is the time to re-imagine relationships to better serve our communities. Well-aligned coalitions in the region can guide appropriate policies to mitigate challenging economic conditions. New public-private partnerships may be the most effective tool for improving the region's housing, workforce, healthcare, and employment opportunities. Each public-private partnership must be built on a strong relationship and shared focus on optimal outcomes for the community.

REGIONAL DATA AND ECONOMIC DEVELOPMENT ADMINISTRATION ELIGIBILITY

Eligibility for Economic Development Administration (EDA) funding is based on three main criteria:

- (i) County unemployment rates 1% higher than the national unemployment rate,
- (ii) County/municipal/tract Per-Capita Income (PCI) 80% or less of the national PCI, or
- (iii) “Special Need means a circumstance or legal status arising from actual or threatened severe unemployment or economic adjustment problems resulting from severe short-term or long-term changes in economic conditions, including:
 - (1) Substantial outmigration or population loss;
 - (2) Underemployment; that is, employment of workers at less than full-time or at less skilled tasks than their training or abilities permit;
 - (3) Military base closures or realignments, defense contractor reductions-in-force, or U.S. Department of Energy defense-related funding reductions;
 - (4) Natural or other major disasters or emergencies;
 - (5) Extraordinary depletion of natural resources;
 - (6) Closing or restructuring of an industrial firm or loss of a major employer;
 - (7) Negative effects of changing trade patterns; or
 - (8) Other circumstances set forth in an FFO.¹⁷

The nation’s most recent per-capita income in 2022 dollars was \$41,804². Communities with EDA eligible Per capita income, will have a PCI between \$0 and \$33,443 (shown here in orange). This map illustrates: most of the rural towns in the region are eligible for EDA funding, and the communities of Hornell, Bath, and Elmira are also eligible for EDA funding. According to



StatsAmerica.com, the Counties of Schuyler and Chemung are both eligible under the BEA 2022 PCI county indicator. Projects based in or substantially serving the Opportunity Zones in Hornell, Elmira, Town of Dix, or Montour Falls may be able to benefit from reduced match requirements for EDA grant awards. The EDA allows applicants to create an eligible geographic area by combining data from municipalities, tracts, and counties. This created area may include parts that don’t independently meet the distress criteria, as long as the overall region (as defined by the applicant) does meet the distress criteria. The EDA requires a strong economic rationale for the creation of the project service area. Unfortunately, the entire 3-county STC region isn’t classified as distressed, but parts of the region can receive EDA funding if smaller geographic areas are combined for an EDA application.

¹ E-CFR 13 CFR § 301.3 - Economic distress levels. <https://www.law.cornell.edu/cfr/text/13/301.3>

² According to the 2022 1-year ACS estimate, table B19301.

2020-2024 CEDS GOALS AND PERFORMANCE METRICS

STC achieved progress toward the CEDS goals by completing all of the performance metrics in the 2023-2024 EDA contract year. These performance metrics were accomplished through: developing the ARISE grant application, implementing TTAP, hosting evening training events, the ongoing success of the Regional Leadership Conference, STC's planners' work with local governments, and the work of STC's Flood Mitigation Specialist.

Work with Counties, Local Governments, and funding partners to optimize infrastructure investments through smart development and maintenance.

- Develop a new focus on events, networking, or referral activities as it relates to the CEDS committee and showcasing our new data products.
- Provide raw or analyzed data to support at least 4 infrastructure projects (Census, GIS, use, or survey data)
- Provide grant feasibility review, referrals, draft review, & consultation for at least 3 infra. projects
- Assist in analysis or recommendations for 2 Brownfield site projects per year.
- One brainstorming session with the CEDS committee about infrastructure needs.

Continue promotion of best practices in land use and regional collaboration to facilitate the high quality of life in the region.

- 5 communities receive land use guidance; 2 communities receive quality of life suggestions (business development, workforce)
- 7 water quality and watershed organizations assisted. (Pre disaster planning, post-disaster recovery)
- Support GIS capacity in STC's counties with at least 2 GIS products or analysis.
- Engage and assist one low-moderate income community with professional planning assistance.

Support innovation and collaboration among 'key players' in the region and increase the capacity of local governments and non-profits organization through training and placement of new board members.

- Success of STC's annual Regional Leadership Conference- economic development track.
- Host 2 capacity building/training/networking events (possible topics: Business development, regional economic diversification, workforce development, data/tools for economic development)
- Develop the capacity to assist non-profit and gov. volunteer boards in finding members.
- Provide flood resilience training and technical assistance to 10 governments and organizations.
- Train and guide 5 communities through updating local laws (zoning, solar, etc..)

Provide assistance and support to organizations, agencies, educational institutions, and governments to facilitate the development of a sustainable workforce.

- Host a workforce needs 'primer'/networking event
- Send 2 messages promoting workforce development grants.
- Develop collaborations between CEDS committee members about workforce activities.

Assist with grant seeking and writing: STC will provide direct assistance to STN, member Counties and municipalities in grant seeking, grant formulation, grant writing and grant administration.

- Host a grant writing training/networking event
- Send 4 messages notifying communities about available grant funds.
- Launch the grant writing data viewer and paired training event.
- Assist in the development of 5 grant applications (from applicants in STC's region).

BUILDING RELATIONSHIPS

*"If civilization is to survive, we must cultivate the science of human relationships - the ability of all peoples, of all kinds, to live together, in the same world at peace."
-Franklin D. Roosevelt*

In challenging economic circumstances, strong networks and existing organizational relationships are valuable. The 2024 CEDS Update theme "relationship building" is intended to highlight the benefits of and barriers to: closer integration between local governments, organizations, New York State, State departments, and existing informal networks. Brookings' research paper "Why state and local relationships matter to national prosperity: A case for economic collaboration"³ identifies some of the existing conflicts between local governments and states relating to infrastructure investment, wages, taxes, and workforce development. The report also proposes strategies to facilitate effective approaches to leveraging federal grant funds. A Pew article "How to Improve City-State Economic Development Cooperation"⁴ provides more specific detail about the mechanisms and strategies that are effective for regional initiatives with varied stakeholders. The 2023 Southern Tier Regional Economic Development Council Strategy includes several recommendations to increase collaboration among regional partners. The STREDC Strategy noted green energy and Diversity, Equity, and Inclusion as areas in need of strengthened regional relationships. STC's CEDS recommendation of building relationships is a step toward the goal of closer collaborations. There are already strong alignments between several non-profit service providers in the region and several active human-service peer networks, such as The Institute for Human Services, ProAction, STC's Regional/County Human Service Committees, and informal peer groups; Local governments and Economic Development Organizations can become more closely integrated with non-profit entities in the region to improve economic outcomes across the region. STC's Economic Development Policy and Strategy Committee agreed unanimously that "We could all do more".

Enhanced relationships could be a foundation for the creation of new start-ups and for supporting 'start-up culture' in the Southern Tier. Government grants and Public-Private Partnerships could be used to promote new green-energy jobs by subsidizing expansions and start-up activities. Regional entities could also provide grant supports to existing companies that identify and grow new opportunities or spin-off subsidiaries. Regional efforts between employers and governments to develop the semiconductor support-cluster or New Energy New York support-cluster would be particularly beneficial. Many local governments form relationships with the non-profits and for-profit employers within municipal boundaries; these existing relationships could be leveraged into the development of beneficial Public-Private Partnerships. The importance of Public-Private Partnerships (PPPs) is discussed on pages 5 and 6.

STC followed a relationship-building model to create the Twin Tiers ARISE Program (TTAP). TTAP was developed with 6 partners, to fully leverage the regions' existing youth-workforce resources. The TTAP will inspire, train, and place Twin Tiers youth in local employment. This ARC TTAP grant has provides a direct incentive for the partners to build stronger relationships. The region's employers (small, medium, large, public, private, and non-profit) will be incorporated into TTAP as 'stakeholders' (a funding role for long term sustainability of the effort). Collaborating to build TTAP's working relationships has been beneficial to STC and can be replicated by other organizations in the region. If TTAP is successful, the same process could be used as a model for additional partnerships to achieve our region's development goals. The STREDC strategy calls for convening K-20 stakeholders with employers, which is being partially accomplished through TTAP. However, educators and the State (primarily though the NYS Education Department) will continue with the standard operating model until the incentives for educators shift toward aligning student outcomes with employer's needs. New systems and funding models between schools and employers are needed to initiate positive change. There may be opportunities for schools to better serve their students though innovative approaches like interest-based schools like the STEM Academy, or alternative options (like the Corning High School Learning Center).

³ <https://www.brookings.edu/articles/why-state-and-local-relationships-matter-to-national-prosperity/#path-to-cooperation>

⁴ <https://www.pewtrusts.org/en/research-and-analysis/articles/2023/11/06/how-to-improve-city-state-economic-development-cooperation>

PUBLIC-PRIVATE PARTNERSHIPS

Public-Private Partnerships are defined by the World Bank as “a long-term contract between a private party and a government agency, for providing a public asset or service, in which the private party bears significant risk and management responsibility.”⁵ In the current New York State tax and regulatory environment, substantial support from Federal, State, county, and local governments is often necessary to assure attraction/completion of projects. In this context, the idea of a Public-Private Partnership can be expanded to include all the ‘contracted government’ incentives used to attract private development in the STC Region: subsidies (low-cost power, WIOA job sharing funds), PILOT agreements, improved infrastructure, tax credits (for employee wages, historic property tax, and sales tax), low-interest loans, and other benefits. Local communities derive substantial benefits (‘public asset or service’) from increased economic opportunity and stable regional employment.

This expanded understanding of PPPs is illustrated in the amount of New York State funding directed to private sector projects through the Southern Tier REDC and the NYS Consolidated Funding Application (CFA) process. Since the first round of CFA’s approximately 13 years ago, \$430,911,409 of public funding was directed toward \$2.4 Billion in private sector projects in the Southern Tier.⁶ Approximately 20% of the funding for those large projects was from NYS alone (federal funding and local PILOTS are not included in this calculation). The ‘public asset or service’ secured through \$430 Million in State financial support was 5,104 new jobs and 26,459 jobs retained; that is between \$10,857 and \$13,652 dollars from NYS for each job in the region. Leveraged private investment is required to secure certain NY State and federal grant resources like the EDA; those grants are necessary for growth in our communities. Most large projects will not proceed without grant support. Therefore, additional Public-Private Partnerships can be a way to access the maximum possible amount of state and federal grant resources.

‘Economic Gardening’ is the cultivation of community’s existing companies to increase employment and development. This philosophy was developed by Phil Burgess approximately 30 years ago.⁷ Some of the counties in STC region have adopted this mindset and supported local business expansions. The use of Economic Gardening has mitigated the region’s downward trend of overall employment. More can be done to increase local employment among the small and mid-size operations that already exist in our region. Taking the Economic Gardening idea and infusing it with the resources available through Public-Private Partnerships should increase local employment and may increase the profitability of local businesses. Large firms have access to lobbying networks, which result in beneficial tax breaks for real estate (PILOTS), depreciation (tax law), and employment (tax credits). Small firms are subject to taxation with fewer ‘loopholes.’ The Economic Development Organizations (EDO’s), Small Business Development Center, Chambers of Commerce, and business incubators may be pivotal in making small employers aware of all tax-reducing opportunities, provide guidance to small companies about accessing these benefits, and work collaboratively to develop tax policy that benefits smaller businesses. Toward that end, expanding Public-Private Partnership opportunities for smaller municipalities and small companies could create increased employment opportunities and restore local economic conditions. The benefits of Public-Private Partnerships shouldn’t be captured only by the largest firms with the most innovative legal teams. Smaller companies and smaller communities in our region could benefit from exploring all the PPP options. New Market Tax Credits and certain municipal bonds are a form of Public-Private Partnerships that can be considered. Public-Private Partnerships (understood here as a complex government incentive package) can be used to ease the development process, reduce effective tax rates, increase profit, and develop a business operating model that

⁵ “World Bank Institute; Public-Private Infrastructure Advisory Facility. 2013. Value-for-Money Analysis--Practices and Challenges : How Governments Choose When to Use PPP to Deliver Public Infrastructure and Services. © World Bank, Washington, DC. <http://hdl.handle.net/10986/17622> License: [CC BY 3.0 IGO.](https://creativecommons.org/licenses/by/3.0/)”

⁶ https://regionalcouncils.ny.gov/sites/default/files/2023-12/STREDC_Strategic_Plan_2023.pdf page 17

⁷ <https://economicgardening.org/about-economic-gardening/>

enhances the local community. Initiating substantial new Public-Private Partnerships is a step toward achieving ideal economic outcomes for the region.

Future Public-Private Partnerships (PPPs) will be necessary for successful economic development in the STC region. The decline in major capital investments and declines in private employment show the limits of purely private investment in the region. The novelty and unfamiliar use-cases for small/local Public-Private Partnerships in the public sector have limited the application of PPPs in the rural STC Region. Questions about fairness, profit, and competition have prevented the consideration of small or innovative PPPs. Public participation in the development of a Public-Private Partnership strategy can clarify the benefits and costs for the public. A PPP strategy reviewed by the public and approved by a government entity could be a part of a legal framework to guide government investments in PPPs. A PPP strategy could be an appropriate framework to document the economically and socially derived preferences of the community toward wealth-generating businesses or vital services like childcare. Directing some portion of public resources to maintain, diversify, and increase employment in the region would be a substantial public benefit to the regions' residents and communities.

When considering Public-Private Partnerships in the STC region, it's important to mention the substantial PPPs underway in the surrounding regions of the state (Micron, IM3, Binghamton University's Battery Cluster) and the 'no investment' alternative. If substantial governmental resources are not deployed for private projects, then the region will lose out on the potential of attracting at least some private investment and employment. The Corning Housing Partnership (CHP) is a Public-Private Partnership, where public resources were directed to fund administrative costs and private resources were invested to improve residential units in the City of Corning (both owner-occupied and rental) to achieve the end goal of stabilizing neighborhoods and eliminating blight. Riedman's redevelopment of the Corning Hospital site and Northside Place (25 new rental homes) can be considered recent successful Public-Private Partnership to diversify housing options.

Attractive public spaces are important to high quality of life in this region, and support for these public spaces are included as an action item in the 2024 Southern Tier Regional Economic Development Council Strategy. These public spaces and new amenities will incur long term maintenance costs. Developing new public squares and parks (as promoted in the STREDC Strategy) can be accomplished with PPPs, this has occurred in Elmira through Downtown Revitalization Initiative funding. Strategic PPPs for public spaces could reduce the initial construction costs by incorporating in-kind from the private sector and by sharing the costs of long-term maintenance. Finding private partners for a project will assure residents and the business community understand the value of the project and support the public space in the long term. PPPs for public spaces will increase accountability to the public and funders. Through a PPP the long-term effectiveness and sustainability of these public improvements can be assured.

Industrial disinvestment, divesture, and outsourcing have reduced 'wealth generating' employment in the STC Region. Government and retail jobs have risen in importance and are now the industries with the highest number of employees in the region. Loss of wealth generating industries, like manufacturing, has also reduced disposable income of workers. The result is a heavy tax burden on residents and employers in Upstate NY. This dynamic is particularly strong in the county seat communities of Bath, NY and Elmira NY; where private sector property ownership is decreasing. At the same time, wholly exempt parcels used by non-profits and governments⁸ have reduced the property tax base in these communities to 80% or less of assessed property value.⁹

⁸ Roll Section 8 is "Wholly Exempt Property" according to NYS
https://www.tax.ny.gov/research/property/equal/assessrpt/b_define.htm

⁹ From the Steuben County 2022 Annual Report on the Property Tax Roll, pages 6-10
<https://www.steubencountyny.gov/DocumentCenter/View/1111/Annual-Report-PDF>

TWIN TIERS ARISE PROGRAM

STC's most significant new initiative (2023-2028) is the 5-year Twin Tiers ARISE Program (TTAP), a strategic collaboration between 6 partners in NY and PA to increase youth workforce engagement. The 2023 STREDC strategy includes language supporting "pathways to careers in growing industries", TTAP will accomplish this goal. TTAP partners will use grant funds to enhance existing youth workforce services with the ultimate goal of a strong and sustainable youth-workforce-employer partnership. All participants will share the TTAP message "there are good jobs available right now for High School graduates in our region." TTAP must be responsive to the importance of relationships with current and future stakeholders.

In the past, STC didn't have a direct role in workforce services. STC provided assistance to the Economic Development Policy and Strategy Committee and expanded committee to include Chemung Schuyler Steuben Workforce NY (CSS WFNY) and CCC. STC reviewed and recommended ARC Workforce grant applications for ARC approval. STC's staff planner provides direct assistance to the three County Humans Services Committees and Regional Human Services Committee (human service committees can directly assist workforce service providers). STC also served the indirect workforce needs of the IDAs and three counties.

STC's 2023 CEDS Update specifically addresses the demand for employees and highlighted several employment disincentives that afflict the STC region. In response to the workforce need and newly available grant funds, STC developed the TTAP partnership between two Local Development Districts and four New York workforce service providers through a 6-8-month process that included creating a strong application, a clear scope of work and a functional Memorandum of Understanding between the TTAP partners. In October 2023, the Appalachian Regional Commission funded the effort with a 5-year \$4.5 million dollar grant award matched by "TTAP aligned" in-kind efforts from the partners.

The Twin Tiers ARISE Project, is an innovative way for six organizations in the Twin Tiers to work together toward the same goal: expanding the workforce. Coordinated action is necessary to remove participation barriers for the Region's youth, as well as to strengthen the engagement between training providers, the region's youth, and employers in the 8 county [Twin Tiers ARISE Program](#) area. Through TTAP, ARC will fund cross-border regional collaborations that leverage the success of the current programs offered by the 6 TTAP partners: [Northern Tier Regional Planning and Development Commission](#), [Career Development Council](#), [Chemung Schuyler Steuben Workforce NY](#), [Greater Southern Tier BOCES](#), [SUNY Corning Community College](#), and [Southern Tier Central Regional Planning and Development Board](#). TTAP will direct \$4.5 million to the region over 5 years. This project is still in the start-up phase and interest is growing. TTAP has been covered by NY and PA media.

Over the next five years, the grant will fund improved service to the youth of the Twin Tiers and fund collaboration among the 6 partners. STC's role as a project administrator/coordinator will result in increased alignment of youth workforce activities with a goal of creating a self-sustaining cross-state workforce development team. The TTAP collaboration will be highly attuned to employer needs and workforce feedback about working conditions. STC will accomplish much of the grant administration for this large federal grant. STC has an opportunity to facilitate closer relationships among the 6 current TTAP partners and guide the inclusion of additional partners (based on future grant applications and potential future awards). STC will work to integrate non-profits and local governments in TTAP, due to the high number of job openings in these industries. STC encourage collaboration throughout the process, assist partners to remove administrative/procedural barriers to collaboration, and develop additional grant applications to leverage the TTAP award for youth into a larger project which will serve the adult workforce. This new approach will require additional funding to incorporate additional project partners and supply grant resources to encourage collaboration.

Success of TTAP will directly increase the workforce participation rates, by directly matching high school graduates with immediate career opportunities in the Twin Tiers. TTAP will increase workforce participation rates among the region’s youth first, then the impacts should cross over to the adult workforce, as TTAP secures additional grant funding to address the adult workforce.

As a regional organization, STC has been able to engage effectively with workforce partners without initiating “turf rivalries.” STC’s data collection and performance modeling activities will offer a new level of transparency about regional workforce providers. TTAP will quantify the value of career-development time students spend in a work environment. Greater transparency should generate increase interest around workforce development and create increased opportunities for employers to participate as stakeholders in TTAP. Employers know what jobs will need to be filled in 1-5 years. Using the TTAP student data model, employers can create appropriate workforce engagement opportunities based on the employers’ future needs.

TTAP Outputs	Served (engaged with TTAP)	Improved (complete a training or be hired/hire)
Students/Youth	3,460	1,471
Employers 'Businesses'	355	246
Employers 'non-profit/governments'	148	120

Despite TTAP’s broad reach and number of partners, it is only one part of the important workforce ecosystem. Additional compatibilities may exist with providers of transportation, disability advocacy, MWBE development, and adult retraining which are not included in this phase of the project. In the next few years, STC expects to complete and submit an EDA or NYS workforce office grant to fund the next stage of the TTAP expansion, which may address the adult workforce service providers as well as promote greater integration with transportation providers and the community-at-large. TTAP will establish the strong relationships necessary for any changes to improve the region’s education system. TTAP partners can work with schools to eliminate the ‘stigma’ of employment in the trades. The inclusion of the region’s employers as an active participant in youth workforce development is important.

The Economic Development Policy and Strategy Committee (EDPSC), which exists to guide the development of the CEDS and direct federal grant funds in the region, is a natural part of STC’s TTAP activities. Regular EDPSC meetings to focus on TTAP issues will provide an opportunity for our region’s Economic Development Committee to remain engaged in the progress toward TTAP’s youth workforce goals. The EDPSC may meet more frequently to discuss TTAP opportunities and address roadblocks that have been identified. The EDPSC and STC Board are well connected to the other TTAP partners through board or organizational overlap, which is another example of the value of existing relationships for success in the region.

TTAP is creating a mechanism for engagement with the youth workforce, with a goal of eventually incorporating adult workforce engagement with the regions’ government and non-profit employers. The relationships and reporting process implemented though TTAP will assist local governments with innovative recruiting; public sector TTAP stakeholders may be able to increase their efficiency by hiring from the private sector for project administrators and managers.

INSTITUTIONAL EFFICIENCY AND PERFORMANCE MEASURES FOR GOVERNMENTS AND NON-PROFITS

During times of substantial change, there are opportunities to create new relationships and derive benefits from a new approach to operations. Local government service consolidation and mergers should also be occasionally considered by elected boards. Local governments can utilize moments of transition to improve management, oversight, and performance of routine activities. Incorporating the best practices in these programmatically funded operations will improve outcomes and potentially increase service availability at no additional cost. As the role of private employers in the region has lessened, the public and non-profit sectors have risen in importance. Dedicated funding streams for government and non-profit programs are used to maintain necessary operations. Without vigorous oversight, those dedicated funding streams may lead to inefficiencies. The funding model for public sector employers in the region is frequently divorced from efficient performance; instead, funding is calculated through a need-based formula. Inflation has been rampant for years and is substantially under-reported by official sources. Governments and non-profits experience cost increases just like residents and businesses; however, governments and non-profits have less ability to cut costs or to increase budgets. The aggregate demand for government and non-profit services never declines, and high need groups will continue to require a high level of support in order to thrive. Greater efficiency, collaboration, and PPPs will be needed to maintain services in the near future. As the region's economy shifts toward greater public involvement in private business activities, business expertise from the private sector can be integrated into public-sector operations. The public sector could benefit from increased efficiency, goal setting, reporting, documentation, and performance measurements from the private sector.

Local governments acquire new skills and perspectives by hiring from the private sector. A greater trend toward Public-Private Partnerships will alter operations in the public side, as well as on the private side. Our government and non-profit organizations cannot continue to operate as they have been: continued increases in healthcare spending will exert pressure on all remaining aspects of government budgets. Rising minimum wages will impact public-sector employers and Civil Service requirements may hinder efficient hiring. Looming Social Security (S.S.) insolvency (a 25% reduction in payments in 2032 estimated by the Congressional Budget Office)¹⁰ will further pressure the public sector. Transfer payments like S.S. make up a substantial portion of residents' personal income in the region (28% in Chemung, 30% in Schuyler, and 25% in Steuben County).¹¹ Non-profits could face dire financial conditions during an economic downturn, just as these services are needed most. With high interest rates, persistently high inflation, and a looming recession, the amount of donor directed funding may not rise to meet the needs of non-profits. A strategic approach to consolidate services and organizations could strengthen the region's non-profit ecosystem; encouraging more lean operations and collaborative work among organizations. Partnerships and improved performance reporting will support stable future operations for non-profits and 'good data' will enhance the probability of developing Public-Private partnerships. Strong and effective non-profits would likely lead the consolidation by absorbing the resources and mission of smaller (floundering) organizations. Change is inevitable. By planning for changes in advance, non-profits and governments can attempt to reduce those costs and mitigate any negative impacts.

¹⁰ CBO's 2023 Long-Term Projections for Social Security <https://www.cbo.gov/publication/59184>

¹¹ New York Regional Economic Analysis Project (NY-REAP) <https://new-york.reaproject.org/data-tables/personal-income-ca05n/tools/>

MWBE/DBE OPPORTUNITIES

Under the New York State regulatory environment, occasional growth opportunities emerge. In the past 15 years, the State's MWBE standard goal has increased to 30% of a NYS contract. NYS grant funding offices will work to establish reasonable MWBE goals based on the scope of specific projects, but MWBE waivers are becoming more difficult to secure. Therefore, the future outlook for MWBE businesses in the region is strong. The NY State MWBE goal provides market assurance for new start-ups in many fields (design, inspection, engineers, site prep, construction, and more). The U.S. DOT has a similar 10% goal for Disadvantaged Business Enterprises (DBEs) for projects that receive FHWA, FTA, and FAA funding. Other federal funding sources have included questions about Diversity, Equity, and Inclusion in their grant applications. The percentage of construction projects with NYS or Federal funding (through grants or PPPs) is projected to rise in the next few years. Supporting the start-up of new MWBE firms in varied industries is needed to ensure the residents of this region can continue to benefit from NYS grant resources and a recent Federal push toward equity in grant funding. The new MWBEs will contribute very directly to regional economic growth as a high percentage of local business spending circulates in the regional economy. The STC Region has a low number of MWBE firms, there are currently only 123 MWBE firms¹² with 145 certifications in a 50-mile radius of Corning, NY. Comparing the 123 MWBE firms in our region to the 8,088 MWBE firms in NY, the Southern Tier Central Region has only 1.5% of the MWBEs registered in NYS. This low percentage of MWBEs is a notable opportunity for growth. Colleges in our community, local business incubators, and the Small Business Development Center could partner with economic development agencies and local governments to support MWBE startups in many fields.

BUSINESS DEVELOPMENT AROUND CLEANER/GREENER OPPORTUNITIES

Employment is the driving factor of any modern economy. The employment and workforce trends in the Southern Tier Region have been primarily negative for the past 40 years (with the exception of the fiber bubble in 1999-2002). Re-investment and redevelopment initiatives have been absolutely vital for maintaining the economic 'status quo'. New service, engineering, and design companies have come into the community and brought new jobs; however, those new jobs haven't fully offset the losses in manufacturing. Automation has increased manufacturing output per employee at several firms in the region, but the decline in manufacturing employment continues.

Systematic and substantial new investments are needed to notably alter existing declining trends. New Energy New York (NENY) is an example of very large Public-Private Partnership in its earliest stages. Binghamton University is at the heart of the recent NENY developments. NENY has received \$1.5 million from the Appalachian Regional Commission. Binghamton University has also received a \$62 Million EDA Build Back Better (BBB) grant and has been designated as an EDA Tech Hub. NENY was just awarded a \$160 Million grant from the National Science Foundation. Both the NENY and the EDA Build Back Better grants will enhance economic development in STC's region. Sites are available in the Southern Tier, that may be a good fit for NYNE, BBB, the green energy cluster, or associated supply chains. Similar benefits for expanded existing businesses to participate in the New Energy New York Economy/supply chain would substantially enhance regional economic development and stabilize the local economy. STC's regional economic development partners are already participating in the NENY processes. Steuben County IDA seeks to expand the potential of NENY by completing the Southern Tier Clean Tech Corridor Initiative. SCOPED is focused on serving the clean/smart/high-tech supply chain. Corning Community College is an involved member of the NENY consortium to provide training for technicians. Incubator Works is a partner in the Binghamton University Build Back Better grant award. AM&T is a NENY member and is also a part of the ARC ARISE award for Catalyst Connections' 'New Energy Economy in Appalachia Project'. Collaboration among STC (TTAP), AM&T (Catalyst Connections), and the NENY partners will improve outcomes for all these projects and facilitate the creation of hundreds or thousands of jobs in the region.

¹² <https://ny.newnycontracts.com/FrontEnd/SearchCertifiedDirectory.asp?XID=2538&TN=ny>

CLIMATE RESILIENCE

Redeveloping the region's built environment to improve climate resilience, reduce flood risk, optimize infrastructure networks, and increase renewable energy generation capacity would also improve the region's housing stock, increase walkability, and reduce the impact of rising energy costs. As a regional planning board, STC serves all the villages, towns, cities, and counties in our area. Good land use recommendations transcend those municipal boundaries, and transcend the short-term focus of many elected officials. Changes to land uses in the region may have some negative effects (loss of revenue at some existing sites) and some positive economic effects (reduced flood losses, lower flood insurance rates, and beneficial re use of vacant sites without substantial flood risk). Regional landowners, non-profits, and local governments can work together to monetize the existing landscapes for climate resilience, carbon sequestration, and climate change mitigation. The task of monetizing the value of green land use is too large for any individual landowner, but a consortium of landowners could accomplish the task effectively. New funding derived from monetizing the existing land use patterns can be used to further enhance the region's clean energy transition, as well as economic and demographic recovery strategies. New funding streams could also be used to install innovative technology for pyrolysis (solid waste to energy, or biofuels to energy).

NY State passed Smart Growth Law in 2010, under the premise that affirmatively limiting sprawl may reduce future municipal expenses and preserve farms, forests, and open space. The Law has done little to curtail the spread of low-density residential development, where economic conditions make the construction viable. Simultaneously, the lack of development pressure in the STC region has resulted in some communities suffering from neglect, very old housing stock, and blight. The existing urban core communities are walkable, already served by municipal infrastructure, generally near interstate highways, and facilities like schools and hospitals. If urban re development occurs, the 'densified' communities will continue with existing repair and maintenance costs, as well as a reduced cost per resident for necessary public services like schools, fire, and EMS. Urban densification with innovative and attractive multi-story residential development is necessary to resolve the 'locked' market conditions that have settled into the Southern Tier. Throughout the region, new and recently remodeled apartment buildings are full. Similar projects in the near future would also be expected to fill; particularly if rental rates are reasonable for non-luxury units. The construction and full occupancy of a new apartment building is generally beneficial for a community. New apartment buildings can be incorporated into regional climate reliance and CLCPA goals if the project is developed in alignment with those strategies.

NYS CLIMATE LEADERSHIP AND COMMUNITY PROTECTION ACT (CLCPA)

To accommodate the statewide NYS CLCPA goal of being fully renewable by 2040, solar and non-solar renewable energy generation in the region must triple. Unfortunately, grid capacity is maxed out in several portions of the region. The required grid upgrades have been proposed for completion by 2028, at a cost of \$2 billion. Smaller grid upgrades have been put in place around certain projects (like the GST BOCES solar farm). SUNY Corning Community College has undertaken the development of a new automotive technician program with a focus on electric vehicles. The CLCPA goal is to phase out the internal combustion engine, natural gas, and oil for users (residential, commercial, and industrial). Achieving this goal will require substantive action to move away from the existing energy framework based on gasoline, natural gas, propane and home heating oil. There is no easy replacement for these fuel sources. There will be substantial costs associated with installation of a new energy network capable of delivering energy throughout this rural region. Additional substantial costs will be incurred to replace fossil-fueled cars, appliances, and manufacturing technology. No clear path forward for these financial and technical roadblocks has been proposed by the State. A well-funded focus on climate resilience and green energy could create opportunities for Public-Private Partnerships around Clean, Smart, and or Green technologies. A transition from oil heat or natural gas to geothermal (with electric) is possible in this community, but there are substantial costs associated with the change. A purposeful PPP focused on geothermal heat pumps and other locally viable solutions could increase local employment while reducing utility bills for the region's residents.

The implementation of the CLCPA requires that power companies, employers and residents commit to costly actions in the near-term to remain in compliance with the law's goals in 2040 and 2050. Significant funding appropriations from NYS are needed to comply with the NYS Climate Leadership and Community Protection Act, but the details of that framework haven't been finalized. The NYS Department of Environmental Conservation hasn't released its proposed regulations to achieve the goals. Businesses and residents are mobile. When faced with increased regulation and very high energy costs, many are likely to move out of the State. Residents who are least able to move (due to age, poverty, or community ties) will be left behind. The enforcement actions will come first for new operations, buyers, and construction, which will be a tremendous disincentive for development. The cost of doing business in New York State will accelerate rapidly as the goal dates approach. To make reasonable progress toward the NYS climate goals, any of the following actions could be useful:

- Establish one or more microgrid-utility (like Steuben Rural Electric).
- Work as a region to develop a small peaker power plant that burns or pyrolyzes biomass to meet peak loads and provide some generation capacity in the case of an emergency.
- Support investments in climate resilient neighborhoods and flood resilient parcels.
- Promote utility undergrounding, where and when it is appropriate.
- Support rate-payers and electrical contractors with financial incentives to install smart grid infrastructure.
- Develop a PPP to manage trees around power lines.
- Launch tree planting projects linked with carbon credit or flood reduction monetization projects.
- Develop kinetic energy storage systems on the hilly terrain of the Southern Tier.
- Engage stakeholders in conversations about the future for properties and areas that cannot meet the CLCPA.

DEMOGRAPHIC TRENDS, POPULATION GOALS, AND THE BUILT ENVIRONMENT

Economic growth in the western world for the last 150 years has been linked to population growth, increasing employment, and greater productivity. However, in the 21st century, demographic projections indicate stagnant and falling populations for developed countries. The STC Region is already experiencing these trends. The out-migration of residents, natural loss, and declines in new home construction have left the region in a precarious demographic condition. The solution to a declining population isn't the promotion of unlimited growth (which is unlikely to occur in this area). An appropriate solution is working to stabilize the population, while communities undertake efforts to align the built environment with a stable population. Establishing a municipal goal of a stable population is not a common practice and population-based incentives from local governments are very unusual. In NYS, local governments typically focus on maintaining infrastructure, providing necessary services, and regulating land uses to mitigate conflict. Land uses are typically regulated by municipalities without regard for changes to the total population. Instead, anticipated site-based impacts on traffic, water/sewer capacity, and neighborhood character are often regulated with Zoning Laws.

The region's declining population is evidenced by a subtle reduction of housing units and an increase in vacancy and unoccupied/abandoned/derelict structures. This vacancy rate is observable to residents and potential investors 'on the ground'. Disinvestment has negative effects on the long-term prospects of a community. Poor conditions across an entire neighborhood will depress property value and investor interest in existing structures, even though some properties are being maintained normally and may currently meet the housing needs of the community.

ACS data from the US Census Bureau: Table B25005 ¹³	2012 ACS housing unit estimate	2012 ACS Vacant unit estimate	2022 ACS housing unit estimate	2022 ACS Vacant unit estimate	Net gain/loss housing units	Net gain/loss vacant units
STC Region	96,570	12,280	96,213	14,823	-357	+2,543
Chemung County	38,326	2,874	39,035	4,256	+709	+1,382
Schuyler County	9,456	1,886	9,671	2,225	+215	+339
Steuben County	48,788	7,520	47,507	8,342	-1,281	+822

Planning for substantial changes across the region will keep land use and strategy in the forefront of local government decision making. STC can assist local governments to align both the existing housing stock and existing large sites with the regions' demographic/economic projections on a 10-to-30-year timeline. The main questions for this long-term analysis are: will these structures still be useable in 30 years and will anyone be willing to buy them? Identifying properties that are currently unsalvageable, deteriorating rapidly, or have no remaining use in their current form, would be a first step toward a regional re-use analysis. Assessing the current and future uses of all substantial sites in the STC Region would prepare our communities to rapidly respond to demographic or changes in market conditions. The 'lifespan' of a large buildings and institutional sites can be longer than human memory. Certain buildings, sites, and land uses can become ingrained in the fabric of a community; but buildings age, business models change, and sometimes the unexpected happens. Taking a region-wide approach to evaluating sites will contribute to regional land use planning, Economic Gardening, and business attraction. Some structures have limited reuse potential, despite being carefully designed to suit a single purpose 50-100 years ago; in fact, some of these structures will have substantial costs associated with remediation, demolition, and redevelopment. Communities can implement policies and zoning in an

¹³

https://data.census.gov/table/ACSDT5Y2012.B25002?q=United%20States&t=Vacancy%20Rates&g=010XX00US_050XX00US36015,36097,36101&d=ACS%205-Year%20Estimates%20Detailed%20Tables

attempt to reduce the duration of site vacancy and incentivize preferred types of redevelopment. Structural life cycle planning would improve commercial, retail, industrial, and residential development opportunities in the Southern Tier. Implementing life-cycle planning for land, land uses, and structures will improve the ability of Southern Tier communities to make beneficial decisions. Structural life cycle planning should take place in the context of community networks like resident groups, planning/zoning boards, elected boards, IDAs and important non-profits in the local and regional areas.

Developing policies and funding programs to encourage demolition of structures at the end of their useful life would improve re-development potential in the Region. Demolishing old, unsafe, vacant structures would provide a greater number of development opportunities in the community, it may increase sales and redevelopment of sites with utility access in the local property market. A demolished site has more reuse potential than a deteriorating vacant building. Demolished sites would have quicker reuse potential as well as easier environmental assessment and site-remediation, therefore increased demolition of unusable structures would incentivize local economic activity. New York State law and local laws already have provisions for demolition of nuisance or condemned buildings (general NYS Property Maintenance Code, local maintenance laws, and existing police powers of local governments). These provisions aren't used aggressively by local governments in the STC Region, due in part to limited support in local courts and the complexities of ownership behind some LLCs. A 2016 NYS law addresses maintenance of vacant structures held by banks and mortgage service companies.¹⁴ Using all the powers within the existing laws (and considering new laws about vacant structures) could pressure property owners to improve maintenance of vacant structures or market those buildings for productive reuse. Enforcement of these laws may reduce the cost to rent or buy property for business occupying a formerly vacant space. This would be a substantive change in the enforcement of existing land use and building codes. This increased level of enforcement could also be applied to residential properties owned by individuals, LLCs, and small companies. Similar beneficial expectations for residential redevelopment or rehabilitation projects could be expected.

The communities of the Southern Tier can only support a certain population in the existing housing units, and profitably constructed new housing units are rare in this region. Construction of new residential units funded completely by the private sector has faltered, except in the luxury housing market. An enhanced/collaborative approach to housing development may facilitate the construction of an appropriate number of new residential units to meet community needs over a 100-year time horizon, based on a funding model including private developers, local governments, land banks, and non-profits. In addition, refurbished housing of all types is needed in the region; innovations in project funding between the public and private sector could increase the availability of appropriately refurbished homes. Residential developments are occurring in and around Hornell, Corning, Elmira, and Watkins Glen, backed by significant direct public investment from the state through grants and tax credits. County Land Banks in the region have been very active in promoting appropriate housing development and redevelopment with non-profit partners. The two land Banks that serve this region were awarded NYS grant funds in June 2023: \$343,878 for Chemung County Property Development Corporation and \$554,400 for the Steuben County Land Bank. In the past few years, there have been a several high-density developments based on reusing large existing structures (Hornell's Rockland Silk Mill, the Hornell Bryant School, Montour Falls School, and Corning Free Academy). New construction of apartment buildings has occurred in Corning and Elmira, and construction of some low-density apartment complexes in Chemung County. These new units filled rapidly, which demonstrates the existing demand for this style of housing.

Housing affordability and new housing construction has been a push from the NYS Governor for the last 2 years. Governor Hochul has suggested zoning liberalization as a mechanism to increase the number of new units. Zoning restrictions are not typically the limiting factor for new housing development in the Southern Tier Region. The problem is profit- if it were profitable for new home builders undertake substantial new home construction, it would be

¹⁴ <https://nysba.org/NYSBA/Sections/Coursebooks/Real%20Property/2019%20Summer%20Meeting/Panel%201%20-%20ALL%20FILES%20TOGETHER.pdf> Distressed and Abandoned properties: Understanding the New York State Zombie Property Legislation BY: Drew Victoria Gamils, Esq. and Joel H. Sachs, Esq.

happening. The limitations preventing large scale new residential construction are generally: interest rates, site availability, housing bubble prices limiting the potential for demolition, demolition costs, and remediation concerns, the NYS New energy code, supply chain constraints for materials, and a limited number of qualified home builders. Through the work of contracted builders, there are a small number of new units being brought online each year. These individual house construction projects aren't numerous enough to improve the average age of housing in the Southern Tier. As outlined in the earlier section on Public-Private partnerships, government funds are needed to encourage development in this part of New York State. A PPP could be used to increase the number of new homes and residential uses in the region by using government support to acquire, demolish, and remediate parcels. Apartments, condos, and other higher-density residential developments are most amenable to Public-Private Partnerships for housing, particularly in large vacant civic structures like schools. Multi-use housing development is in demand, these are properties that include a mix of market rate housing, workforce housing, supportive housing models, and rented space for other compatible users. These mixed uses create natural opportunities for PPPs. Both new construction and substantial rehabilitation are possible through PPPs and tax incentives may be available to private sector partners (like New Market Tax Credits, historic preservation, and PILOTS). Depending on the innovative funding structure used, the public sector partner in the PPP could retain some ownership rights to the new development and provide guidance for the project based on regional and local planning efforts.

Housing developments are also a natural opportunity to cultivate additional Public-Private Partnerships to serve the region's aging population. The private and public sector could both benefit from greater collaboration on programs and services to assist older homeowners with the transition to a housing complex with supportive services. More will be spent on ambulance call-outs to the homes of senior citizens in sprawling communities than paying a visiting nurse to visit several seniors in an apartment complex. As mentioned in several prior reports from STC, the aging elderly may not be able to maintain their properties, the costs to heat these homes may be very high, the existing home may not be compatible with the resident's accessibility needs, and distance to services may negatively impact an aging homeowner. For everyone, the actual process of moving is challenging; moving can be an insurmountable barrier for someone over 65 or with a disability. Community support might be the assistance needed for someone to move out of a large single-family home and settle into an apartment complex with services appropriate to their current and future needs. This type of partnership is already being achieved by some developers with certain projects by combining supports from multiple existing government and non-profit programs. Depending on the financing and structure of a PPP, a non-profit entity could buy the vacated home for a rehabilitation project or for the construction of a high-density complex. Demolition and site aggregation may be needed and may be accomplished more easily by a non-profit entity.

Explaining the public benefit of maintaining a stable population base is the first step for local governments to establish land use and housing policies that align with a communities' population target. Then local governments can dedicate resources to achieving the goal of a stable population by attracting new residents, incentivizing new housing construction with PPPs, improving quality of life, modifying zoning laws, and improving services within the community. Setting a steady population target for the region and the major urbanized areas will assist the development of appropriate high-density housing complexes, with provisions for the necessary built-in human services for aging residents. Attracting a net increase of residents in the region may be possible if innovative subsidies and credits are used to reduce the NYS income tax and property tax burdens. Resident retention may increase if new strategies can be employed to alleviate some of the tax burden on existing residents. Non-profit entities set up to benefit the community-at-large or a particular group, may be able to offer grants to attract and retain new residents to the region.

Successful relationship building is an opportunity to reverse negative trends and align regional efforts toward optimal outcomes. Broad perspectives from varied stakeholder groups can inspire creative approaches to resolving the most pressing issues in the STC region. Residents, businesses, organizations, and governments are resilient and resourceful; each group will benefit from increased economic opportunity in the region. These partners can achieve success through innovative approaches and stronger relationships.

Work with Counties, Local Governments, and funding partners to optimize infrastructure investments through smart development and maintenance.

Regional Projects	Total Cost	Jobs	Flood Mitigation
Southern Tier Broadband Coalition (STBC) & STN Broadband Phased Build-out	\$160,000,000	800	
Electrical Connection Fee Fund	\$2,000,000		
NYSGE power allocation & substation upgrade study	\$500,000		
* STN Redundancy Project/ Regional Build Out	\$4,000,000	10	
Levee Certification (regional total)	\$15,000,000	all	Beneficial
Levee Rehabilitation (regional)	\$2,000,000		Beneficial
USDA ReConnect FTTH Grant - STN, Schuyler, Chemung, and Steuben	\$25,000,000	300	
Clean Tech Strategy (Regional IDA's)	\$300,000		
STUDY: NYSEG substation upgrade priority project.	\$200,000		

Steuben Projects	Total Cost	Jobs	Flood Mitigation
Redevelopment of Corning Inc Excess Properties	\$50 million	unknown	
V. of Bath Economic Dev. Strategy Implementation			Levee Protected
Upgrades to the Hornell Power Grid	>\$10,000,000	10	Levee Protected
Canisteo Wind- Invenery	\$420,000,000	12	Medium
Advancement of Hornell DRI	\$72,500,000	0	Levee Protected
Predevelopment of Phillips Site	\$300,000	0	Low
Phillips Electronics Redevelopment – Steuben Co. IDA	\$5,000,000		Low
Redevelop Airflow Site	\$5,000,000	15	
Wayland Business Park – Steuben County IDA	\$2,000,000	50	Medium
Corning Courthouse Renovation	\$10,000,000	5	Low
South Yards Industrial Park- Hornell IDA	\$2,000,000	50	Levee Protected
Glen Curtiss Memorial School Redevelopment- Steuben County IDA	\$20,000,000	50	Low
Hickling Plant Redevelopment	\$10,000,000		High
Baron Steuben Building	\$10,000,000		Levee Protected
"Project C"	\$10,000,000		Levee Protected
"Project D"	\$20,000,000		Levee Protected
Erwin Market Rate Housing Development	\$30,000,000		
City of Corning Updated Master Plan Development - NYSDOS Smart Growth Comprehensive Planning Grant	\$110,000		Opportunities
Corning Housing Study - Three Rivers and partners	\$100,000		
Redevelopment of St. Vincent's Campus-now known as the Parish Heights project – Housing Visions Consultants, Inc.	\$29,000,000	10	Levee Protected
Redevelopment of St. James Hospital	\$50,000,000		Levee Protected
Development of the West Water Street Site (Former Dresser Rand Foundry)	\$26,000,000	42	Levee Protected
Family Life Network Expansion - Town of Erwin IDA	\$30,000,000	40	Levee Protected
Implementation of the S Hamilton/Town Center Economic Development Plan			Levee Protected
Bridge and Putney Streets Mixed-Use Redevelopment	\$15,000,000	20	Levee Protected
Denison Corridor Development - Multiple	\$20,000,000	20	Levee Protected
Shovel Ready - Multiple locations in Steuben County	\$750,000		
Steuben County Site Identification Plan	\$200,000		
South Corning Affordable/Workforce/Senior Housing Project	\$25,000,000		
Implementation of the Steuben County Comprehensive Plan	\$1,000,000	8	Opportunities
Wayland Main Street Redevelopment	\$5,000,000	5	Low
Steuben Unhoused Population Study	\$50,000		
Northside Place Redevelopment- Riedman (update)	\$9,214,000	2 PT	Levee Protected High / Opportunities
Hammondsport/Urbana Waterfront Development – Town of Urbana	\$10,000,000		Opportunities
Community Learning Center and Arts Space - Hornell IDA	\$3,500,000	2	Levee Protected
Enhance Industrial Campus at Shawmut Industrial Park - Hornell IDA	\$1,500,000	40	Levee Protected
Baron Wind Phase II	\$360 million	2	Medium
Prattsburgh Wind	\$400 Million	6	Medium
2023-2025 Development of renewable energy	1 billion	30	
2026-2033 Development of renewable energy	\$500 Million	20	
Dana Lyon School Redevelopment	\$20,000,000		Levee Protected
* Implementation of City of Corning Housing Strategy- Three Rivers, Arbor Housing, City of Corning	\$2,000,000		Levee Protected
Northside Place Redevelopment	\$10,000,000		Levee Protected
Prattsburgh Downtown Redevelopment	\$1,000,000		Medium
New Manufacturing Phase II - Hornell IDA	\$10,000,000	100	Levee Protected
Incubator Works Facility Improvement			Levee Protected

Chemung Projects	Total Cost	Jobs	Flood Mitigation
Southport Correctional Facility Redevelopment	\$30,000,000	200	Medium
Chemung County Broadband Buildout - Chemung County	\$20,000,000	100	
Elmira Civic Historic District Redevelopment -STEG/CCIDA	\$10,000,000	100	Levee Protected
Airport Corporate Park South - Chemung IDA	\$1,000,000	50	Medium
243 Lake Street Elmira			
Additional rooms for Boutique Hotel (Carriage House)	\$3,000,000	12	Levee Protected
TOPS shopping Center Redevelopment -STEG/CCIDA	\$2,500,000	30	Levee Protected
Southside Rising BOA Implementation - City of Elmira	\$2,500,000	30	Levee Protected
Carriage House Renovation			
Tommy Hilfiger Archive & Museum	\$4,000,000	30	Levee Protected
Chemung Co. Brownfields Redevelopment -STEG/CCIDA	\$5,000,000	35	
St. Josephs Hospital Redevelopment -STEG/CCIDA	\$200,000,000	400	Levee Protected
STUDY: Mall redevelopment & business attraction.	\$300,000	0	
Arnot Mall Repurposing -STEG/CCIDA	\$40,000,000	100	Low
Federal Building Redevelopment - STEG/CCIDA	\$1,500,000	25	Levee Protected
Star-Gazette Building Redevelopment - STEG/CCIDA	\$5,000,000	60	Levee Protected
Chemung South Business Park - STEG/CCIDA	\$2,000,000	20	Medium
Bulkhead Area Redevelopment -STEG/CCIDA	\$2,500,000	25	Levee Protected
Mark Twain Hotel Redevelopment - STEG/CCIDA	\$2,500,000	15	Levee Protected
First Baptist Church Redevelopment - STEG/CCIDA	\$2,500,000	20	Levee Protected
First Arena Improvements - CCIDA	\$5,000,000	15	Levee Protected
Redevelopment of former Brookside Mobile Home Park	\$5,000,000	15	Levee Protected
Census Tract 7 Improvements - STEG/CCIDA	\$10,000,000	50	Levee Protected
Clemens Center Redesign (Chemung County)	\$7,000,000	7	Levee Protected
Philo Rd. development	\$5,000,000	200	
Southern Tier Logistics (2m s.f. warehouses)	\$7,000,000		
Community Bank Plaza & Riverfront Park Redesign (Chemung County)	\$1,000,000	1	Levee Protected
E. Water Street Park Redesign (Chemung County)	\$2,000,000	2	Levee Protected
Historic Midtown Building	\$2,500,000	31	Levee Protected
Erie Plaza – CCIDA/STEG	\$500,000	10	Levee Protected
CAF USA – Sponsor – CCIDA/STEG	\$16,000,000	300	High
Agway property redevelopment- Big Flats	\$1,000,000	10	

Schuyler Projects	Total Cost	Jobs	Flood Mitigation
Utility Upgrades – Electric and Gas - Village of Odessa	\$3,500,000		
\$3,500,000 Natural Gas \$1,200,000 Substation	\$1,200,000	30	Low
Montour Falls New York Forward	\$9,000,000	?	
Business Park Light Manufacturing Facility (100,000SF) - SCOPEd	\$12,500,000	25	Low
Project Seneca Reuse of WWTP - V. of Watkins Glen	\$10,000,000	30	High
Fully Fiber Connected in Rural Areas- Schuyler Co. IDA	\$10,000,000	100	
Redevelop Former IGA Food Market Site- Schuyler IDA			Levee Protected
Redevelopment of former Shephard Niles Site- Schuyler IDA	\$40,000,000	10	Levee Protected
Business Park Infrastructure - SCOPEd	\$1,000,000	30	Low
Route 13 Business Park - SCOPEd	\$2,500,000	60	Low
Camp Monterey Repurpose	\$3,000,000	40	Low
Municipal Energy Efficiency Projects - Village of Burdett	\$1,000,000	3	
Substation Upgrade Village of Watkins Glen	\$1,500,000	40	Medium
Business Park Warehouse Facility related to Production Facility (30,000SF) - SCOPEd	\$3,750,000	8	Low

Work with Counties, Local Governments, and funding partners to optimize infrastructure investments through smart development and maintenance (water).

Chemung Projects	Total Cost	Jobs	Flood Mitigation
New Complete System (New System), New System Consolidation - Town of Chemung Water System	\$5,651,000	25	
New Ground Water Source, Upgrade Storage - Beaver Valley Water District	\$787,950	2	
Upgrade Transmission, Upgrade Distribution System - Elmira Water Board	\$5,870,789	10	
Upgrade Distribution System - Northstar Mobile Home Park	\$93,113	1	Low
Upgrade Distribution System - Belair Mobile Home Park	\$131,250	1	High
Upgrade Distribution System - Elmira Water Board	\$1,545,000	3	
Upgrade Distribution System - Wellsburg	\$644,700	2	High
Extend Distribution System - Big Flats WD #2	\$2,197,510	20	
New Storage - Horseheads Village	\$2,541,709	3	
Upgrade Ground Water Source - Millport Village Water Supply	\$125,000	1	
Upgrade Distribution System - Horseheads Village	\$5,000,000	20	Medium
Van Etten to Spencer Waterline Connection	\$2,000,000		
Upgrade Distribution System - Rolling Acres Mobile Home Park	\$139,000	1	Medium
Horseheads Water Distribution System Improvements' – Village of Horseheads	\$100,000,000	100	Medium
Chemung County Sewer District Feasibility Study	\$5,000,000	3	
Chemung County Wastewater Treatment Plant Consolidation	\$275,000,000	75	Medium / Levee Protected

Schuyler Projects	Total Cost	Jobs	Flood Mitigation
Town of Dix Housing Water/Wastewater Infrastructure Extension	\$1,500,000	35	
Watkins Glen Golf Course water/wastewater Extension	\$1,000,000	40	Medium
Odessa Waste Water/Sewer District Village of Odessa	\$4,500,000	20	Low
Project Seneca Lift Station in Clute Park	\$1,700,000	10	High
Town of Hector/ Burdett Wastewater District with tie-in to Regional Wastewater Treatment Plant	\$25,000,000	20	Low
Village of Watkins Glen Water System Improvements	\$21,500,000	10	
Town of Hector Municipal Water Extension	\$2,000,000	1	Low
Village of Watkins Glen Collection System Evaluation	\$30,000	0	
Village of Montour Falls Water System Improvements	\$6,000,000	0	Levee Protected
Village of Montour Falls Water System Evaluation	\$52,500	0	
Village of Montour Falls Sanitary Sewer Improvements	\$5,375,000	10	Levee Protected
Town of Dix Water & Sewer Extension to KOA	\$1,500,000		Medium
Town of Orange - Water/Wastewater Study	\$150,000		
Beaver Dams Microgrid Study	\$150,000	0	
Village of Watkins Glen Collection System I/I Rehab	\$7,200,000	10	
Village of Montour Falls Owego Street Storm System Improvements	\$714,000	2	Beneficial

Steuben Projects	Total Cost	Jobs	Flood Mitigation
Prattsburgh Hamlet Sewer	\$1,800,000		Medium
Troupsburg Sewer Project	\$750,000		Low
Bath/Kanona Water Service -Town of Bath	\$6,000,000		High
Bath Water/Sewer extension to Lake Salubria	\$20,000,000		Medium
Corning City Wastewater Upgrade	\$25,000,000		Levee Protected
Storm Water Outflow Improvements- City of Corning	\$1,800,000		Beneficial
Corning Inflow and Infiltration Waste Water Project	\$2,100,000		Levee Protected
Corning Water Flow Improvement	\$2,700,000		Levee Protected
Village of Bath Water and Gas System Improvements	\$6,000,000	5	Levee Protected
Village of Hammondsport Water System Evaluation	\$52,500	0	
Water Main Replacement	\$2,000,000		Levee Protected
Sanitary and Stormwater Main Replacement	\$2,000,000		Levee Protected
Water System Well #3	\$1,200,000		
Water Booster Pump Station	\$900,000		Levee Protected
Establish Well #7 - Town of Erwin	\$952,970	13 r500	Levee Protected
Upgrade the town of Erwin WWTP (from 1.75 to 2.15 mgd)	\$9,359,854	13 new jobs	Levee Protected
Municipal Sewer Service along Rt.417	\$1,750,000		High
Twin Valley Water & Sewer Utility Extensions	\$1,412,531		Medium
Corning Bridge Street Water Main Redesign and Replacement	\$1,200,000		Levee Protected
EPIC Infrastructure - Town of Erwin IDA	\$1,500,000		Low
Overbrook Road Water Storage Tank Replacement - Town of Erwin	\$600,000		Low
Village of Addison Water System Improvements	\$1,700,000	5	High
Village of Addison Phase III Wastewater Improvements	\$1,000,000	5	High
Village of South Corning Sanitary Sewer Rehabilitation	\$2,300,000	0	Levee Protected
Well #4 Replacement - Town of Erwin	\$2,168,030	Retain all jobs in town	
Village of Bath State Highway Water Main Replacement Project	\$13,700,000	5	Levee Protected
Town of Prattsburgh	\$7,700,000	0	Low
Wayland Sewer District			Low

Water Infrastructure and Transportation Infrastructure

Projects in green are vital

Work with Counties, Local Governments, and funding partners to optimize infrastructure investments through smart development and maintenance(transportation).

Chemung Projects	Total Cost	Jobs	Flood Mitigation
Southern Tier Logistics Business Park - STEG/CCIDA	\$125,000,000	250	Medium
I-86 Additional Truck Parking	\$1,000,000	5	
Lake Street Bridge Redevelopment / Amenities	\$3,850,000	3	High
Elmira-Corning Regional Airport Parking Upgrades	\$1,000,000	2	Low
I-86 Alternative Fuel Corridor Project	\$5,000,000	3	
511NY Southern Tier Rideshare	\$100,000	2	
* Autonomous and Connected Vehicle Infrastructure	\$1,000,000	10	
Access Horseheads - Bridge and Highway Construction	\$25,000,000	10	High
PSAP - Sign and Intersection Improvements	\$985,000	1	Low
Elmira Gateways	\$7,000,000	35	Levee Protected
Hanover Square Improvements	\$1,500,000	12	Medium
SR 352 (Church and Water) Operational Improvements	\$1,500,000	4	Levee Protected
North-South Arterial of Clemens Center Parkway	\$100,000,000	10	High
E. Water Street Roadway Improvement Project	\$3,000,000	12	Levee Protected
Traffic Signal Projects - Phases II and III	\$4,000,000	8	Low
Coleman Avenue Highway Project Phase II	\$2,800,000	8	Low
Benjamin Hill Rd (Chemung County)	\$2,800,000	3	Low
Chemung Canal Connector Trail (CVT to LRT) – ECTC/Planning Dept	\$8,000,000	8	Opportunity
CTRAN Bus Garage Facility Improvements’ - ECTC	\$5,000,000	5	Levee Protected
Downtown Transportation Center Improvements’ - ECTC	\$3,500,000	4	Levee Protected
City of Elmira Sidewalk Improvements – ECTC	\$5,000,000	5	Low
City of Elmira Wayfinding – ECTC/Planning Dept	\$2,500,000	2	Low
EV Charging Stations (Chemung County)	\$500,000	1	
Kahler Rd (Chemung County)	\$5,000,000	5	Low
Safe Streets (Chemung County)	\$2,500,000	3	
City of Elmira - Sidewalks (Chemung County)	\$2,500,000	3	Low
City of Elmira - Wayfinding (Chemung County)	\$2,500,000	2	Low
Bus Garage Improvements (Chemung County)	\$5,000,000	3	Levee Protected
Transit Oriented Development (Chemung County)	\$200,000	1	
NYS Rt. 13 Connector Rd. Center of Horseheads	\$2,500,000		High
Route 13 Connector Road	\$19,000,000	50	High

Regional Projects	Total Cost	Jobs	Flood Mitigation
Repair and replacement to critical facilities damaged by events with disaster declarations			High
* EV Charging Station Infrastructure	\$2,500,000	5	
Connections Between County Transit Systems	\$20,000,000	100	

Schuyler Projects	Total Cost	Jobs	Flood Mitigation
NYS Route 13 Resurfacing (maintenance paving)	\$2,500,000	1	Medium
Municipal Complete Streets Projects Village of Montour Falls	\$2,000,000	4	Levee Protected
Village of Watkins Glen/CVWRF Clute Park Drive (CVWRF Access Road)	\$350,000	0	High

Steuben Projects	Total Cost	Jobs	Flood Mitigation
Infrastructure Improvements to South Yard - City of Hornell IDA	\$15,150,000	200	Levee Protected
Steuben County IDA Bath/Hammondsport Rail Line Restoration – Steuben County IDA	\$5,000,000	25	Medium
Replace Main Street - City of Hornell	\$750,000		Levee Protected
Steuben County-City of Corning Regional Public Transportation Consolidation Study	\$20,000		
Implementation of ADA Transition Plan	\$10,000,000		
Pedestrian Safety and ADA Infrastructure Improvements (Corning & Riverside sidewalks)	\$5,000,000		Levee Protected
Erwin Airport Improvements - Town of Erwin IDA	\$8,771,000	10	High
Norfolk Southern/B&H Interchange Track	\$1,000,000		High
Airport Fuel Farm Upgrades -Town of Erwin IDA	\$50,000		High
Scott Road Bridge Replacement - Town of Erwin	\$1,083,485		High
Access Road to TEIDA land - Town of Erwin IDA	\$4,351,157	20 new jobs	Medium
Beartown Dannfield Dr emergency access - Town of Erwin IDA	\$745,797		Low
Walk/bike trail improvements - Town of Erwin IDA	\$780,374		Low / Beneficial
Helicopter Hangar construction - Town of Erwin IDA	\$551,900	1 new job	High
Obstruction removal - Town of Erwin IDA	\$80,000	Retain 5 jobs	Low
Runway pavement rehabilitation - Town of Erwin IDA	\$1,290,000	Retain 5 jobs	High
Town of Erwin IDA Construct 10 bay T Hangar Construct hangar at the TEIDA owned airport to increase no. of based aircraft. Economic development - increases airport use and provides additional customers for the FBO	\$1,500,000	Retain 6 jobs	High

Water Infrastructure and Transportation Infrastructure

Projects in green are vital

Continue promotion of best practices in land use and regional collaboration to facilitate the high quality of life in the region.

Regional Projects	Total Cost	Jobs	Flood Mitigation
New Mobility Options	\$1,000,000	25	
Regional Trail Network	\$2,500,000	20	Low / Opportunity
I-86 Vibrant Communities / Beautification	\$500,000	5	
NY Southern Tier Water Trail - SCCVB	\$500,000	5	Medium/ opportunity
Regional Trail Branding and Wayfinding (Schuyler, Steuben, Chemung)	\$200,000		Low
Quality of life Messaging Initiative- Three Rivers	\$100,000		
5G in Villages and cities throughout the STC Region		10	

Chemung Projects	Total Cost	Jobs	Flood Mitigation
Elmira Civil War Heritage Center Friends of the Elmira Prison Camp	\$2,300,000	5	High
Southport Community Recreation Center	\$3,500,000	20	Levee Protected
Dunn Field Municipal Stadium Improvements	\$1,800,000	10	Levee Protected
Southside Elmira Waterfront / Brand Park Pool	\$5,000,000	20	Levee Protected
Elmira City Parks Improvements (from Community Development)	\$5,000,000	20	Levee Protected
Community Arts of Elmira Rehabilitation	\$1,500,000	3	Levee Protected
John W. Jones House Museum	\$1,000,000	5	Low
Eldridge Park Performance Stage	\$100,000	3	High
Wayfinding and Signage / Trail System	\$100,000	1	Low
Multi-Use Lane Network	\$2,000,000	10	
* Congestion Mitigation / Smart City	\$1,000,000	10	
Local Roads Safety Plan Implementation	\$5,000,000	10	
City of Elmira Green Infrastructure Pilot- Chemung Sewer District/ Planning Dept.	\$5,000,000	5	Beneficial
Elmira Promenade Façade Improvements: phase 2	\$1,500,000	1	Levee Protected
Chemung River Fish Ladder – Chemung County Planning Dept	\$3,500,000	4	High
Tree Risk Mitigation (Chemung County)	\$122,051	1	Beneficial
Compost Facility (Chemung County)	\$1,500,000	2	Medium
Microenterprises (Chemung County)	\$300,000	10	
Pictometry (Chemung County)	\$200,000	1	
New York Southern Tier Water Trail Plan (Chemung County)	\$75,000	1	Opportunity
Tanglwood Canopy Walkway Construction	\$4,000,000		Low
Arnot Art Museum Restoration and Modernization	\$2,935,000	10	Levee Protected

Schuyler Projects	Total Cost	Jobs	Flood Mitigation
Schuyler County – Seneca Harbor Park Improvements	\$2,500,000	10	High
Village of Montour Falls Sidewalk Lighting	\$800,000	0	Levee Protected
Village of Burdett - Sidewalk Extension Projects	\$1,000,000		Low
Village of Burdett - Barum Street Park Improvement	\$200,000		Low
Village of Odessa - Sidewalk Extension to new Village Hall	\$1,000,000		Low
Village of Montour Falls - Montour Marina Improvements	\$4,500,000		High
Enhanced Cell Service - KOA Schuyler County	\$1,000,000	15	Low
Town of Hector Smith Park Enhancements	\$1,000,000	1	Medium
Town of Montour Havana Glen Park Enhancements	\$500,000	1	Medium
Village of Watkins Glen – Marina Improvements	\$300,000		High
Town of Tyrone Municipal Park Enhancements	\$500,000	0	Low
New Fire House and Community Center/ Mecklenburg Fire Company	\$5,000,000	0	Medium
New Fire House and Community Center/ Odessa Fire Company	\$5,000,000	0	Low
Village of Montour Falls Compost Facility	\$2,600,000	2	Low
Replacement of the Montour Falls Marina Seawall	\$1,100,000		High / Beneficial

Steuben Projects	Total Cost	Jobs	Flood Mitigation
Hammondsport/Urbana - Champlin Beach Welcome Center Development	\$3,000,000	15	High/Opportunity
Hammondsport/Urbana - Curtiss Park Redevelopment	\$1,200,000	5	High / Opportunity
Hammondsport/Urbana - Depot Park Renovations/Upgrades	\$1,500,000	10	High / Opportunity
Rail to Trail - Town of Urbana	\$1,200,000	5	Low
Finger Lakes Rail Riders/B&H Rail Redevelopment	\$350,000	2-3 FT 2-3 PT/Seasonal	Medium / Opportunity
Pool Engineering and Facility Replacement - Corning	\$6,000,000		Levee Protected
Erwin Land Management Area Trail Development/Wayfinding/Accessibility	\$100,000		Low
Greenway Trail and Sidewalk System – Town of Erwin	\$177,575		Opportunity
Implementation of Corning Park Strategy	TBD		Levee Protected
Denison Park Stormwater and Green Infrastructure Improvements- City of Corning	\$500,000		Beneficial
Corning Civic Center Public Art Park (ARC project for design)- City of Corning	\$1,500,000		Levee Protected

Quality of Life, Innovation, Workforce
Vital projects are highlighted in green

Support innovation and collaboration among ‘key players’ in the region and increase the capacity of local governments and nonprofit organizations a through training and placement of new board members.

	Total Cost	Jobs	Flood Mitigation
Regional Projects			
"Back-Roads" Enhanced Cell Service			
Succession Planning for Small businesses			
STN Redundancy Project			
New Mobility Options	\$1,000,000	25	
Childcare Capacity expansion	\$3,000,000	25	

	Total Cost	Jobs	Flood Mitigation
Chemung Projects			
EV Charging Station Infrastructure	\$2,500,000	5	
Autonomous and Connected Vehicle infrastructure	\$1,000,000	10	
Elevate Elmira	\$250,000	25	
Implementation of Cities RISE	\$1,500,000	10	
* Rural Childcare Initiative	\$10,000,000	50	
Regional Farmers Market	\$2,500,000	25	
Community Food Systems Project (County and CCE)	\$1,000,000	10	
Chemung County Community Kitchen	\$1,000,000	10	Levee Protected
Hops and Yeast hub / storage / production	\$1,000,000	10	
Mass Timber production initiative	\$2,500,000	30	

	Total Cost	Jobs	Flood Mitigation
Schuyler Projects			
Small Business Leasing Program -SCOPEd	\$250,000	15	
Small Business Start-Up Grant Program - SCOPEd	\$250,000	20	
Succession Planning for Exiting Business Owners - SCOPEd	\$180,000	300	
Project Seneca: Phase 3 Clute Park Enhancements - V. of Watkins Glen	\$1,500,000	3	High / Opportunity
Schuyler Lifelong Learning Program			
* Enabling a Renewable Workforce – Loan Forgiveness Program - SCOPEd	\$3,000,000	100	
Village of Odessa - Stormwater System Evaluation	\$50,000		Beneficial
Village of Odessa - Stormwater System Upgrades	\$500,000		Beneficial
Lucky Hare Expansion	\$85,000	5	Low
FLX Works Incubator Kitchen & Coworking Space- FLX Gateway CDC	\$300,000	15	Low

	Total Cost	Jobs	Flood Mitigation
Steuben Projects			
* Implementation of City of Corning Housing Strategy- Three Rivers, Arbor Housing, City of Corning	\$2,000,000		Levee Protected
Smart Cities Technology Improvements and Expansion of Public Safety Broadband Communications	\$2,250,000		

Quality of Life, Innovation, Workforce
Vital projects are highlighted in green

Provide assistance and support to organizations, agencies, educational institutions, and governments to facilitate the development of a sustainable workforce.

Regional Projects	Total Cost	Jobs	Flood Mitigation
Workforce Development through high school pipeline.	\$400,000		
Workforce development through lifelong learning.	\$500,000		
Workforce development through recruitment incentives on property taxes (like a PILOT program but for people).	\$1,000,000		
Creation and implementation of professional services incubator	\$1,000,000	10	
Childcare Desert alternative implementaion/ Support	\$10,000,000	200	
Repair or replace critical education and training facilites damaged by disaster declarations			High
Rural Childcare	\$3,600,000	40	
Development of Sector Based Workforce Projects	\$1,500,000	500	
Competency Based Training Initiate	\$150,000	100	
* Wrap around/Workforce Mental Health Program			
Workforce retention and relocation services	\$1,500,000	25	
CCC: Second Chance PELL			
CCC: Spencer Crest Nature Center Project			Low
CCC Healthcare Practitioner and Healthcare Support Worker Project			
Workforce Motivation Messaging Initiative- Three Rivers Development Corporation	\$50,000		
Regional Workforce Engagment Projects			
SoFLX Workforce Navigator Initiative- Three Rivers	\$2,065,000	207	

Chemung Projects	Total Cost	Jobs	Flood Mitigation
* Rural Childcare Initiative	\$10,000,000	50	
Chemung County co-working space	\$1,000,000	15	
Elmira Housing and Neighborhood Improvements	\$5,000,000	50	Levee Protected
Lake Erie College of Osteopathic Medicine - various housing initiatives	\$2,500,000	25	Levee Protected
Trade Up	\$500,000	10	
Country Kids Childcare Center	\$2,500,000	35	Low
Wings of Eagles STEM Center	\$1,000,000	5	Low
Level Up @ Hardinge Registered Apprenticeship Program	\$300,000	20 yearly	High
Hardinge Engineering Rotational Program	\$500,000	16 yearly	High

Schuyler Projects	Total Cost	Jobs	Flood Mitigation
The Yard Redevelopment - redevelopment of Go-kart TrackL increase of power service	\$300,000	20	
Barnstormer Winery Workforce Housing	\$300,000	10	
Seasonal Workforce Housing and Transportation	\$3,000,000	100	
Odessa new Housing infrastructure- Village of Odessa	\$350,000	0	
Project Seneca Reimaging the Canal - Housing & Commercial development in Montour Falls	\$5,000,000	30	High
Montour Falls Business Park development -SCOPEd	\$20,000,000	50	Levee Protected
* Enabling a renewable workforce – loan forgiveness program - SCOPEd	\$3,000,000	100	
Burdett new housing development infrastructure	\$500,000	0	
Clean Energy Workforce Training and Upskilling for Traditional Manufacturing and Construction Employees	\$500,000	25	
Reading new Housing infrastructure-	\$1,500,000	0	

Steuben Projects	Total Cost	Jobs	Flood Mitigation
Steuben Childcare Project	\$2,500,000	20	Levee Protected

Quality of Life, Innovation, Workforce
Vital projects are highlighted in green



STC Region

8 Denison Parkway East, Suite 310
Corning, New York 14830

Contents

Report Parameters	1
Economy Overview	2
Unemployment by Demographics	4
Historic & Projected Trends	8
Population Characteristics	12
Inbound and Outbound Migration	14
Industry Characteristics	16
Business Characteristics	21
Workforce Characteristics	23
Educational Pipeline	29
In-Demand Skills	30

Report Parameters

3 Counties

36015 Chemung County, NY

36101 Steuben County, NY

36097 Schuyler County, NY

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

Economy Overview

190,867

Population (2023)

Population **decreased by 6,884** over the last 5 years and is projected to **decrease by 5,494** over the next 5 years.

78,901

Total Regional Employment

Jobs **decreased by 4,628** over the last 5 years but are projected to **grow by 3,516** over the next 5 years.

\$78.1K

Avg. Earnings Per Job (2023)

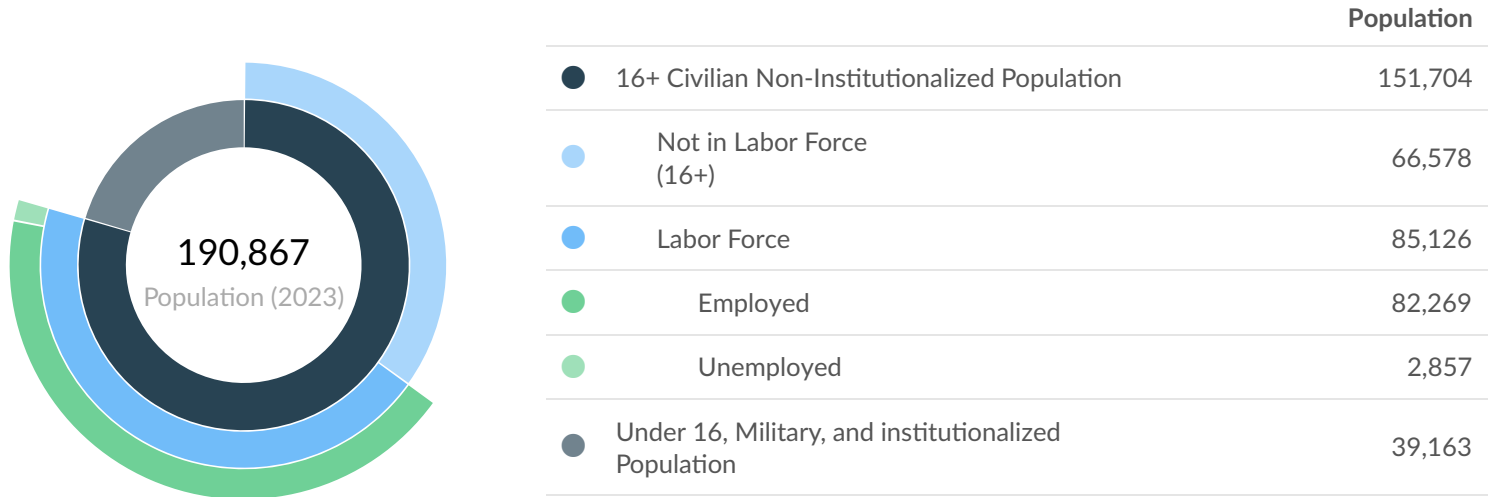
Regional average earnings per job are **\$4.4K below** the national average earnings of \$82.5K per job.

Takeaways

- As of 2023 the region's population **declined by 3.5%** since 2018, falling by 6,884. Population is expected to **decrease by 2.9%** between 2023 and 2028, losing 5,494.
- From 2018 to 2023, jobs **declined by 5.5%** in STC Region from 83,529 to **78,901**. This change **fell short of the national growth rate of 3.6% by 9.1%**. As the number of jobs declined, the **labor force participation rate decreased from 56.3% to 56.1% between 2018 and 2023**.
- Concerning educational attainment, **13.2% of the selected regions' residents possess a Bachelor's Degree** (7.9% below the national average), and **14.1% hold an Associate's Degree** (5.2% above the national average).
- The top three industries in 2023 are Education and Hospitals (Local Government), Restaurants and Other Eating Places, and Local Government, Excluding Education and Hospitals.

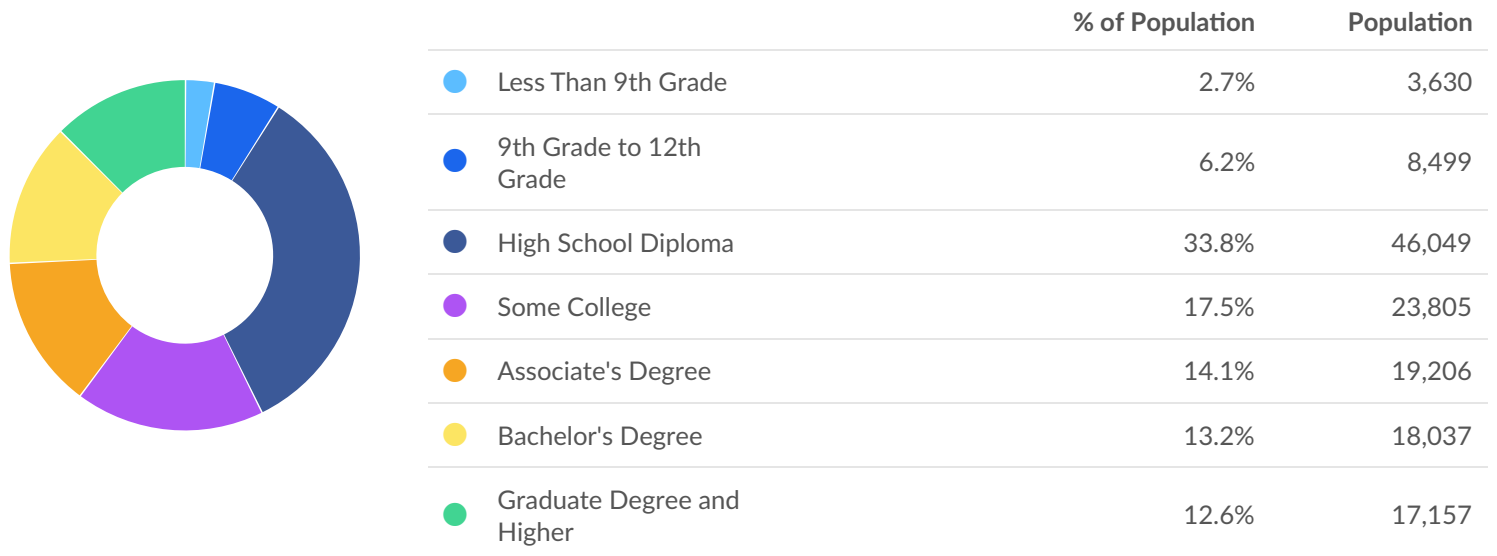
	Population (2023)	Labor Force (Sep 2023)	Jobs (2023)	Cost of Living	GRP	Imports	Exports
Region	190,867	85,126	78,901	103.4	\$12.16B	\$15.83B	\$18.47B
State	19,824,935	9,737,196	10,412,585	112.3	\$2.03T	\$1.23T	\$1.77T

Sep 2023 Labor Force Breakdown



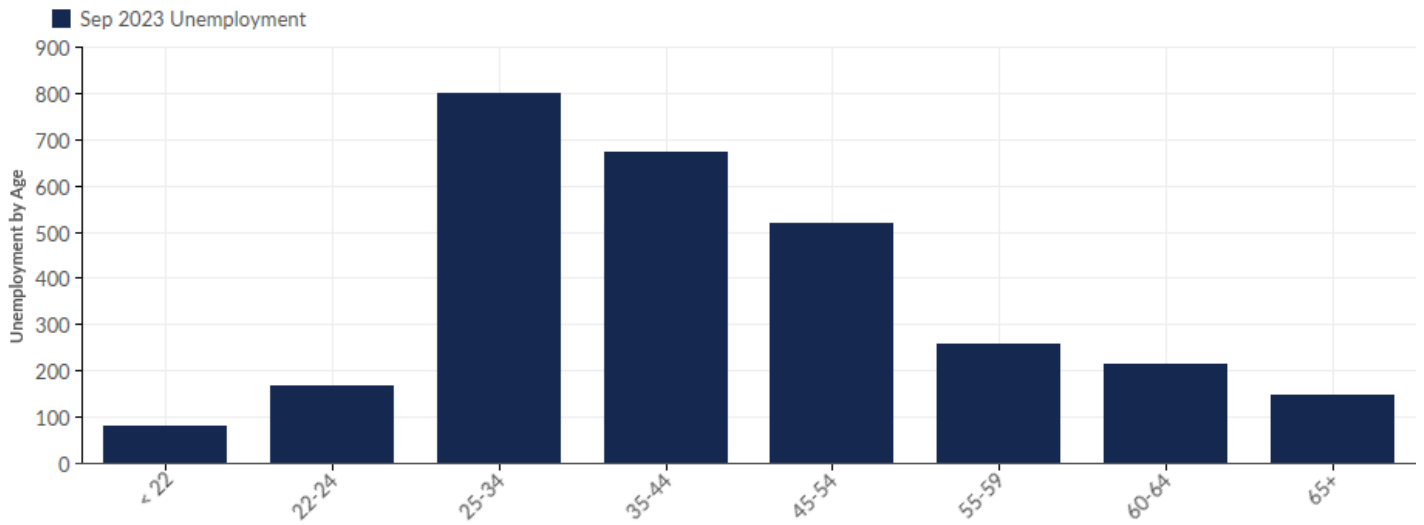
Educational Attainment

Concerning educational attainment, **13.2% of the selected regions' residents possess a Bachelor's Degree** (7.9% below the national average), and **14.1% hold an Associate's Degree** (5.2% above the national average).



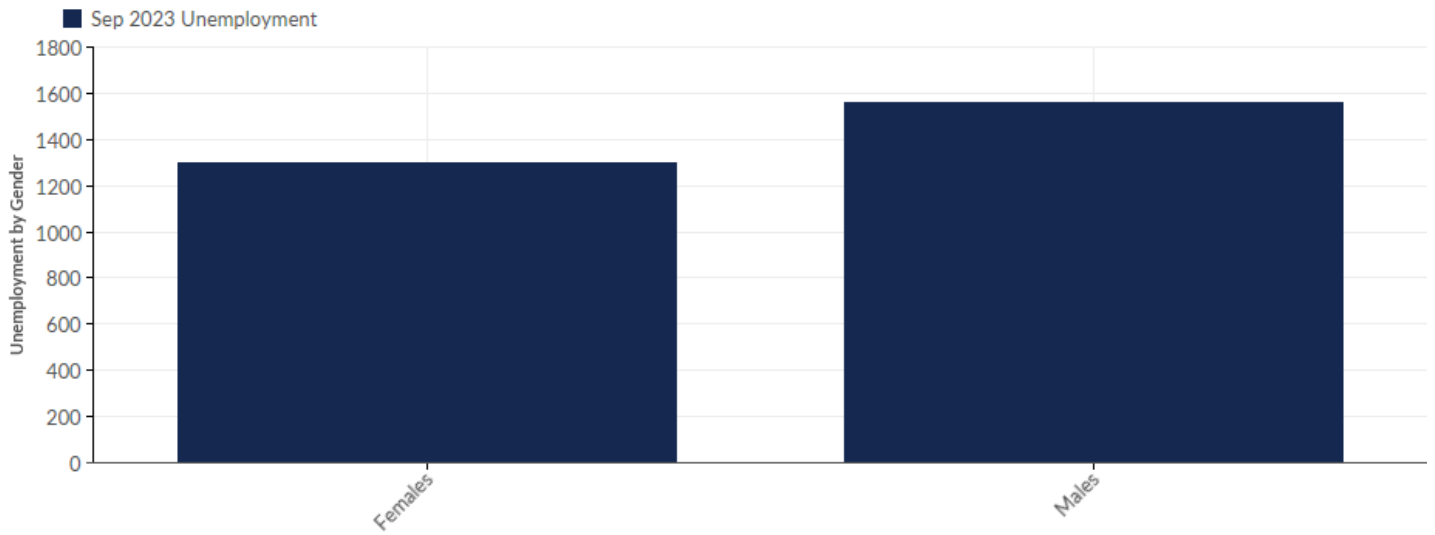
Unemployment by Demographics

Unemployment by Age



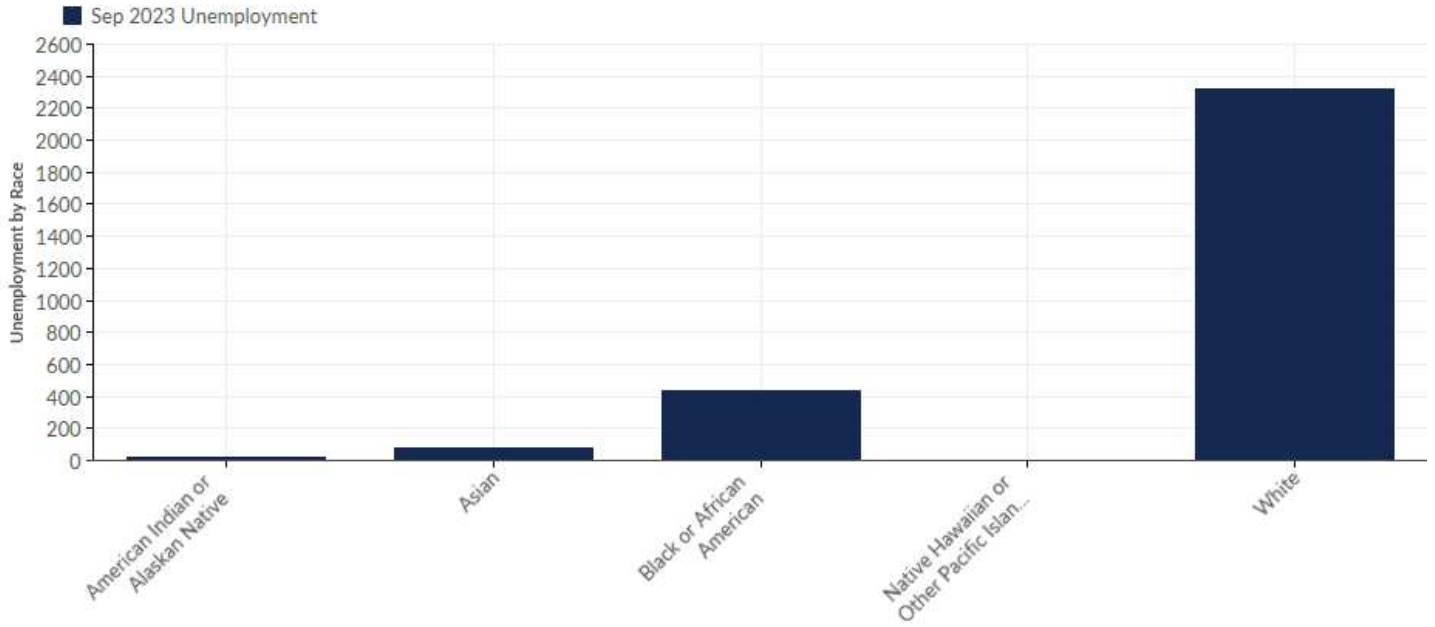
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	80	2.80%
22-24	167	5.85%
25-34	800	28.00%
35-44	674	23.59%
45-54	519	18.17%
55-59	259	9.07%
60-64	212	7.42%
65+	146	5.11%
Total	2,857	100.00%

Unemployment by Gender



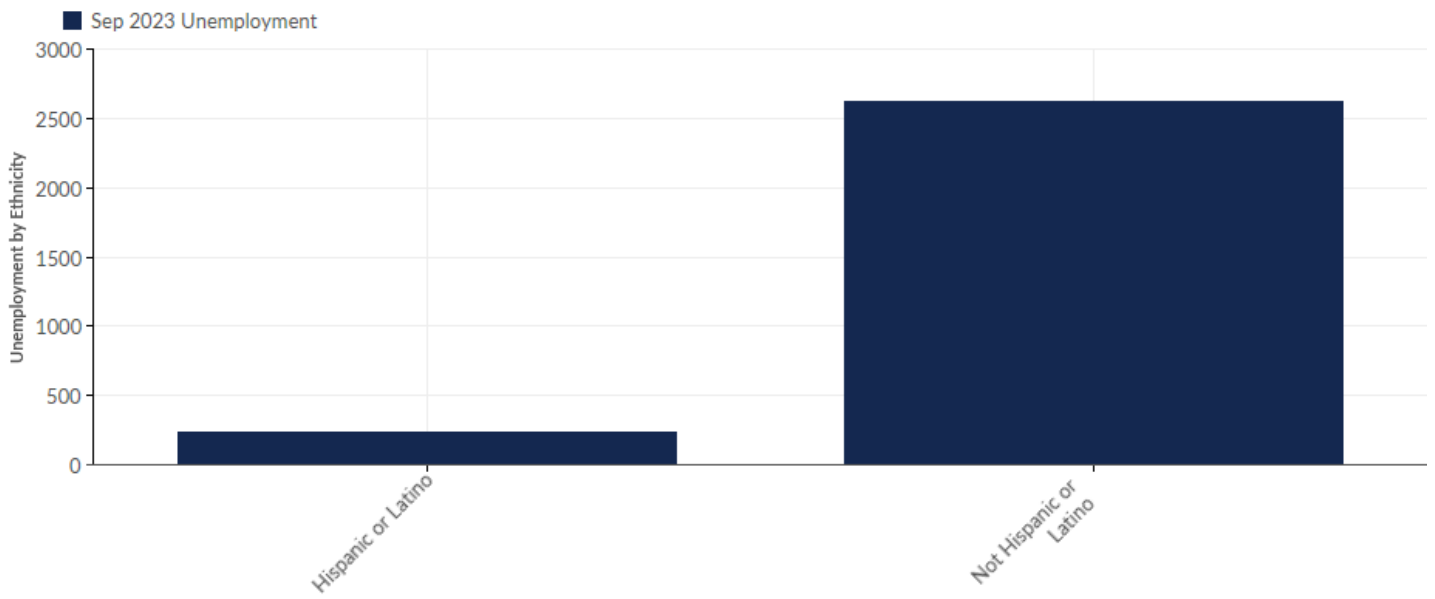
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	1,299	45.47%
Males	1,558	54.53%
Total	2,857	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	17	0.60%
Asian	77	2.70%
Black or African American	438	15.33%
Native Hawaiian or Other Pacific Islander	4	0.14%
White	2,321	81.24%
Total	2,857	100.00%

Unemployment by Ethnicity

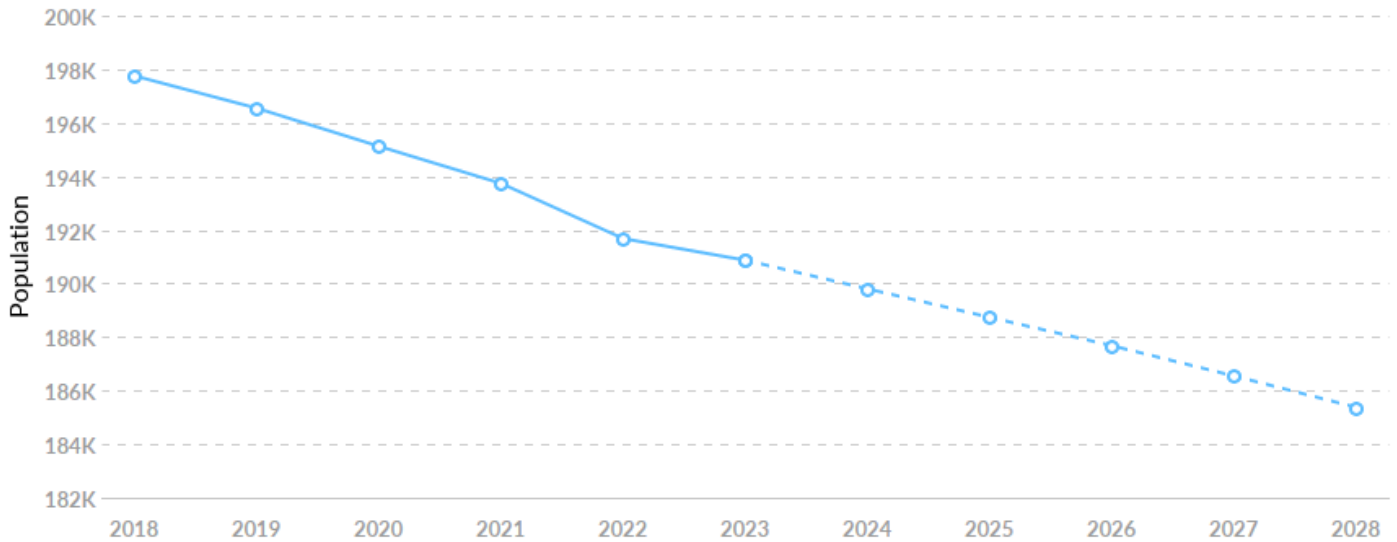


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	235	8.23%
Not Hispanic or Latino	2,622	91.77%
Total	2,857	100.00%

Historic & Projected Trends

Population Trends

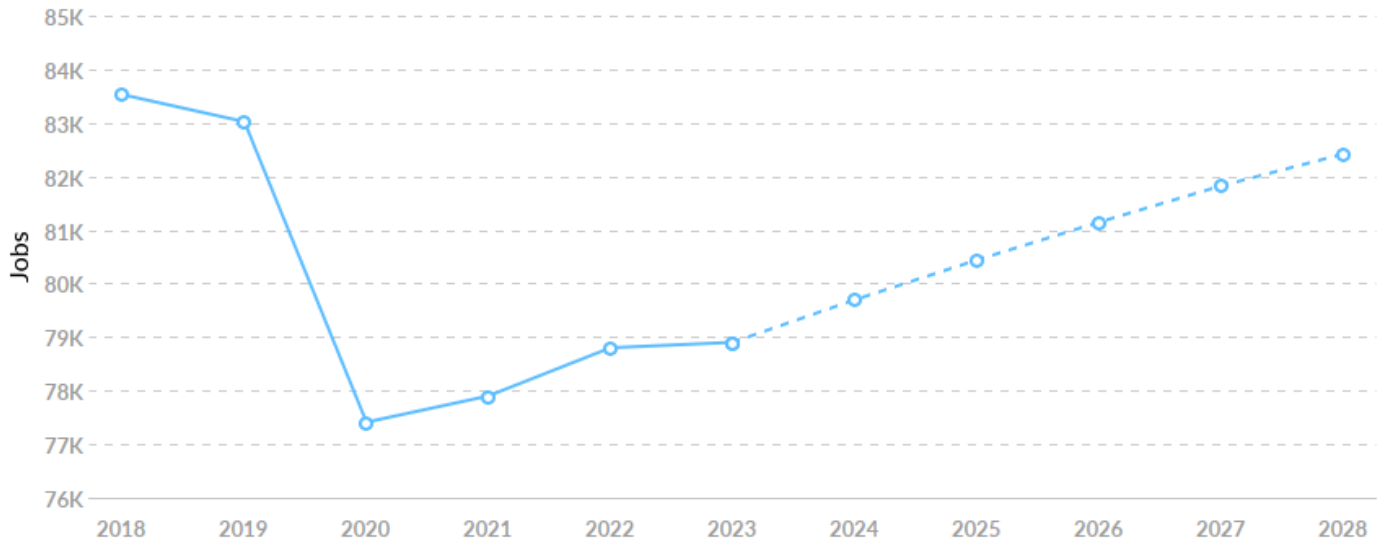
As of 2023 the region's population **declined by 3.5%** since 2018, falling by 6,884. Population is expected to **decrease by 2.9%** between 2023 and 2028, losing 5,494.



Timeframe	Population
2018	197,751
2019	196,544
2020	195,122
2021	193,735
2022	191,675
2023	190,867
2024	189,798
2025	188,735
2026	187,676
2027	186,544
2028	185,374

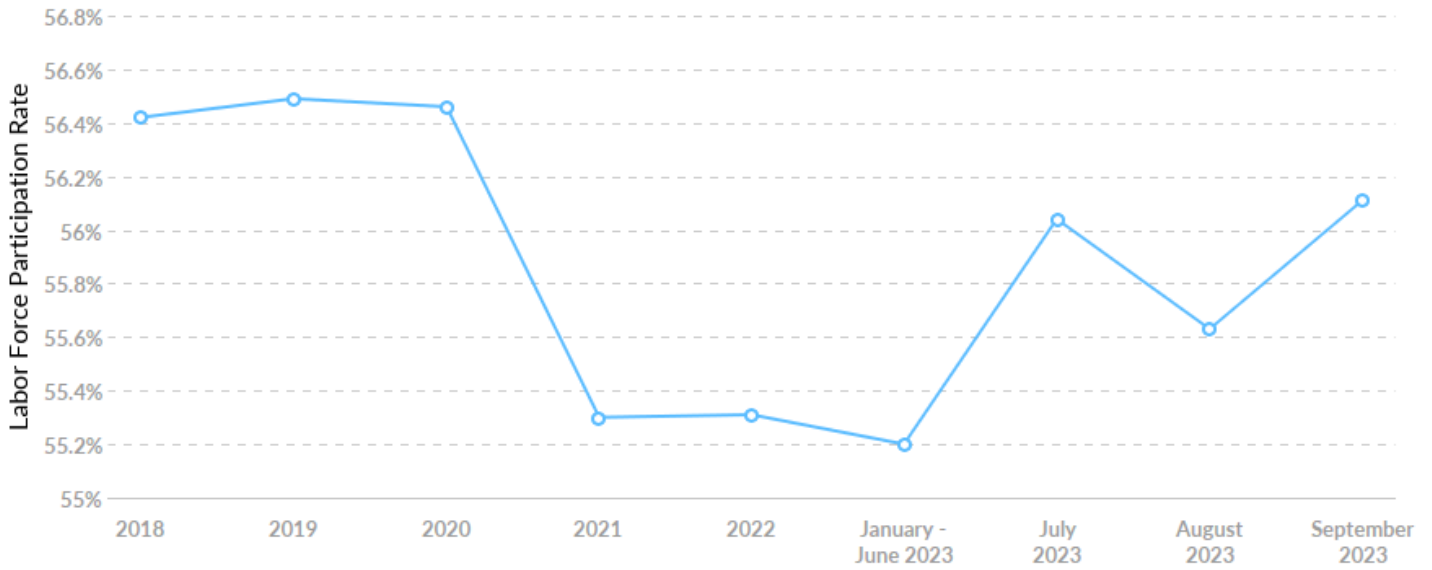
Job Trends

From 2018 to 2023, jobs declined by 5.5% in STC Region from 83,529 to 78,901. This change fell short of the national growth rate of 3.6% by 9.1%.



Timeframe	Jobs
2018	83,529
2019	83,023
2020	77,409
2021	77,899
2022	78,799
2023	78,901
2024	79,695
2025	80,438
2026	81,144
2027	81,823
2028	82,417

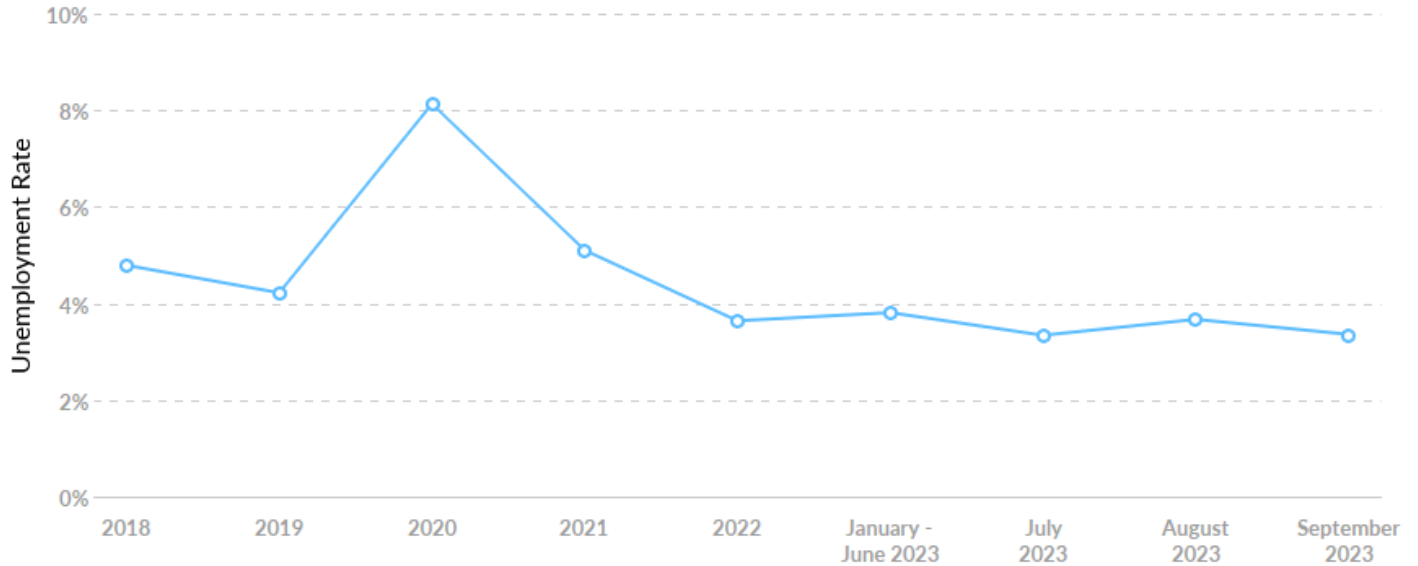
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	56.42%
2019	56.49%
2020	56.46%
2021	55.30%
2022	55.31%
January - June 2023	55.20%
July 2023	56.04%
August 2023	55.63%
September 2023	56.11%

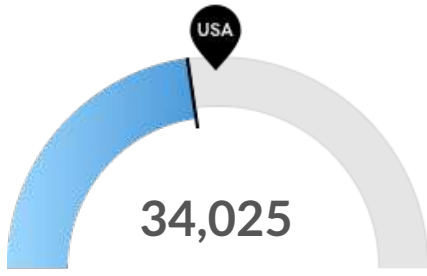
Unemployment Rate Trends

Your areas had a September 2023 unemployment rate of 3.36%, **decreasing from 4.79%** 5 years before.



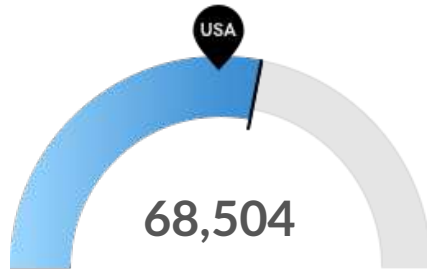
Timeframe	Unemployment Rate
2018	4.79%
2019	4.22%
2020	8.13%
2021	5.10%
2022	3.64%
January - June 2023	3.81%
July 2023	3.34%
August 2023	3.67%
September 2023	3.36%

Population Characteristics



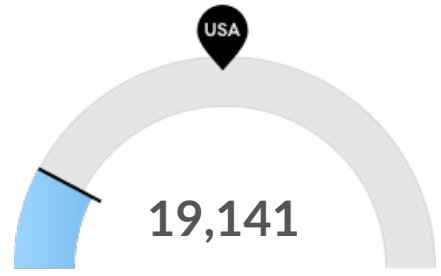
Millennials

Your area has 34,025 millennials (ages 25-39). The national average for an area this size is 38,974.



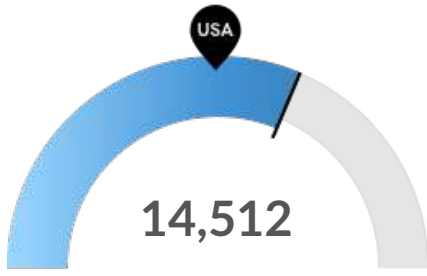
Retiring Soon

Retirement risk is high in your area. The national average for an area this size is 57,442 people 55 or older, while there are 68,504 here.



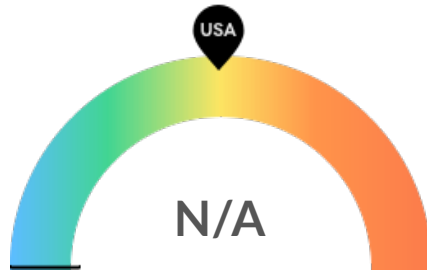
Racial Diversity

Racial diversity is low in your area. The national average for an area this size is 78,825 racially diverse people, while there are 19,141 here.



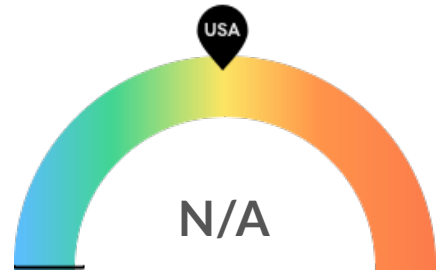
Veterans

Your area has 14,512 veterans. The national average for an area this size is 10,171.



Violent Crime

No crime information is available in your area.

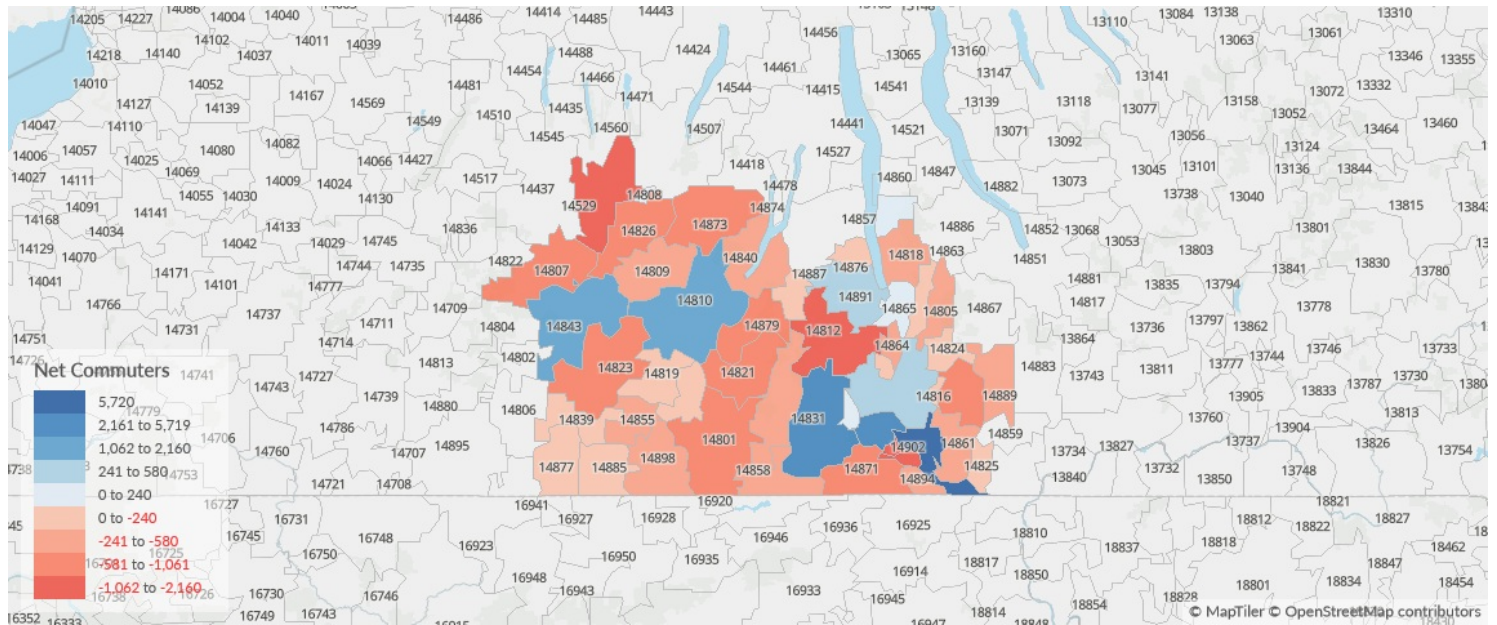


Property Crime

No crime information is available in your area.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #2 for resident workers. The top ZIP for resident workers is 14845.



Where Talent Works

Where Talent Lives

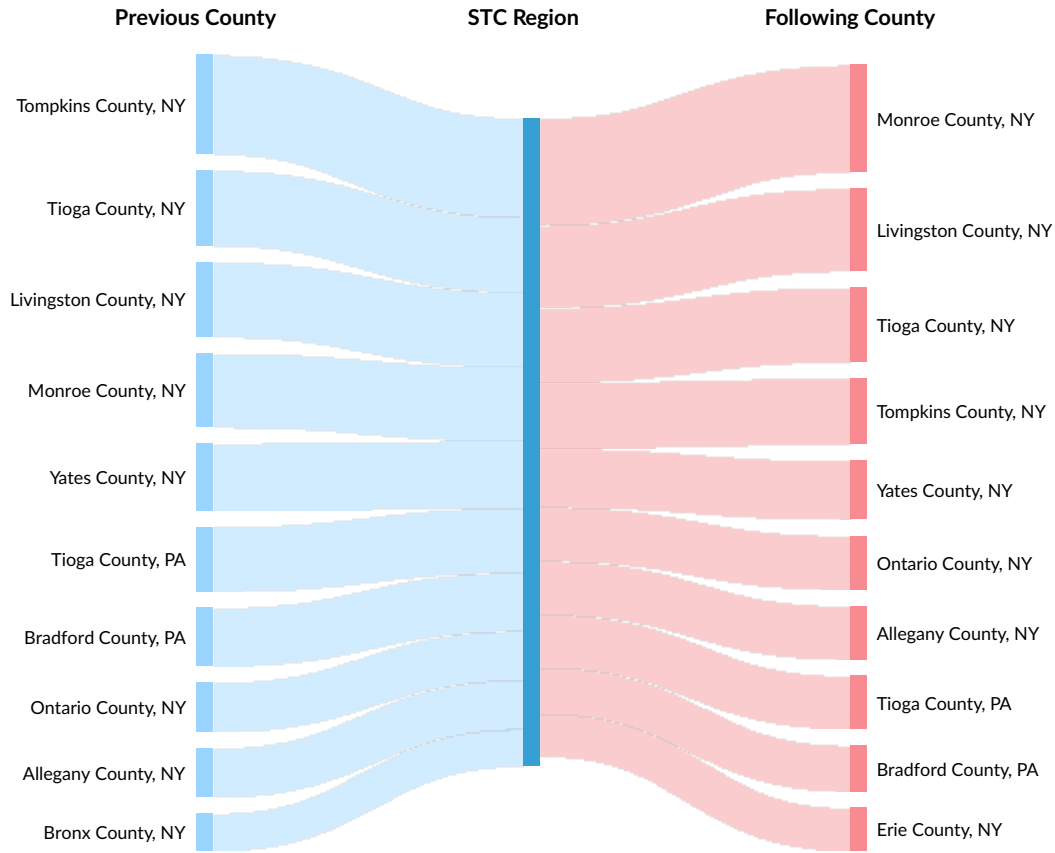
ZIP	Name	2023 Employment
14830	Corning, NY (in Steuben...	10,906
14901	Elmira, NY (in Chemung...	10,624
14845	Horseheads, NY (in Che...	9,419
14843	Hornell, NY (in Steuben...	7,517
14810	Bath, NY (in Steuben co...	6,321

ZIP	Name	2023 Workers
14845	Horseheads, NY (in Che...	8,886
14830	Corning, NY (in Steuben...	8,089
14843	Hornell, NY (in Steuben...	6,361
14904	Elmira, NY (in Chemung...	5,639
14810	Bath, NY (in Steuben co...	5,072

Inbound and Outbound Migration

The table below analyzes past and current residents of STC Region. The left column shows residents of other counties migrating to STC Region. The right column shows residents migrating from STC Region to other counties.

As of 2021, **264** people have migrated from Tompkins County, NY to STC Region. In the same year, **286** people left STC Region migrating to Monroe County, NY. The total Net Migration for STC Region in 2021 was **-329**.

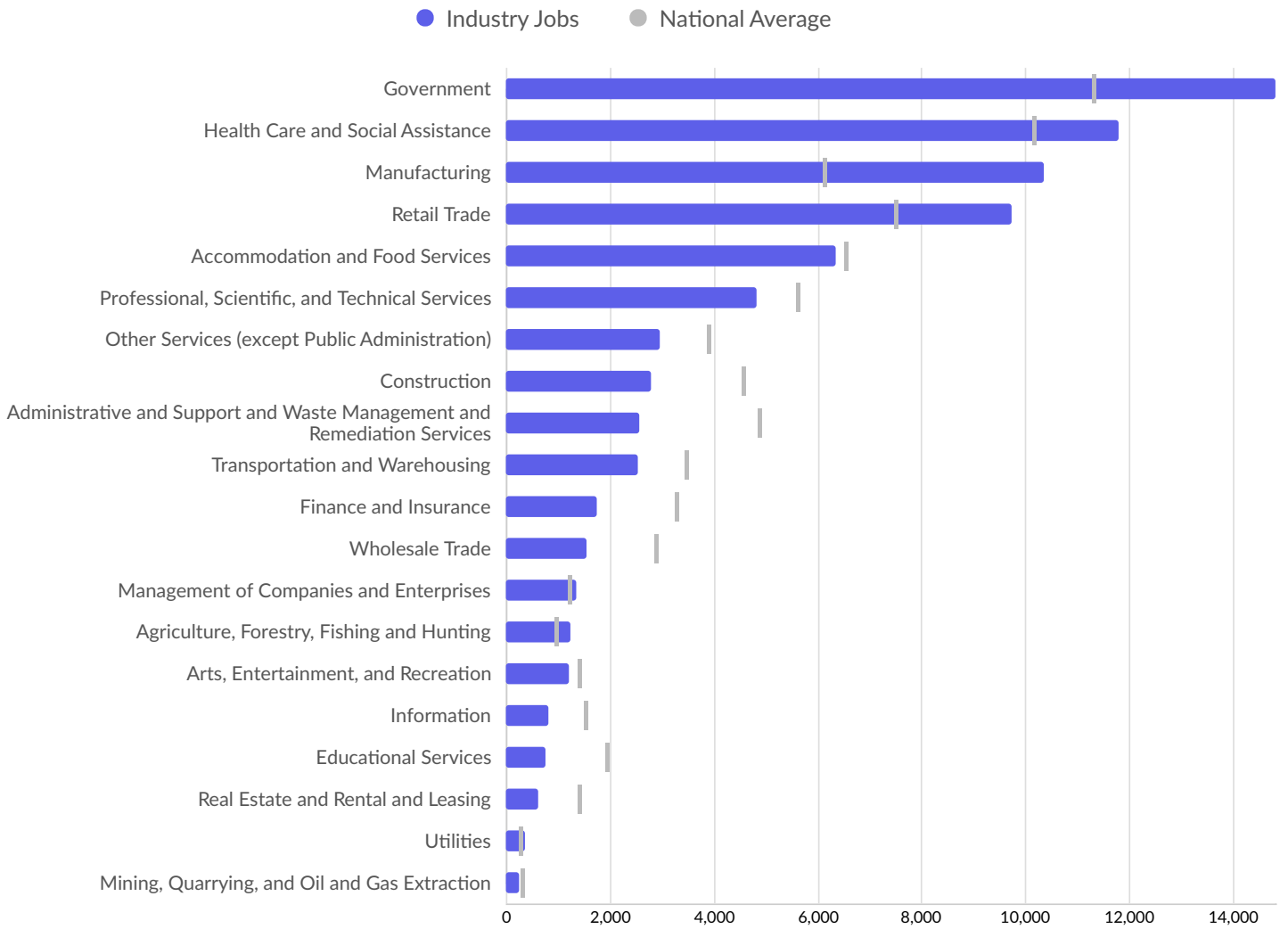


Top Previous Counties	Migrations
Tompkins County, NY	264
Tioga County, NY	200
Livingston County, NY	199
Monroe County, NY	197
Yates County, NY	179
Tioga County, PA	172

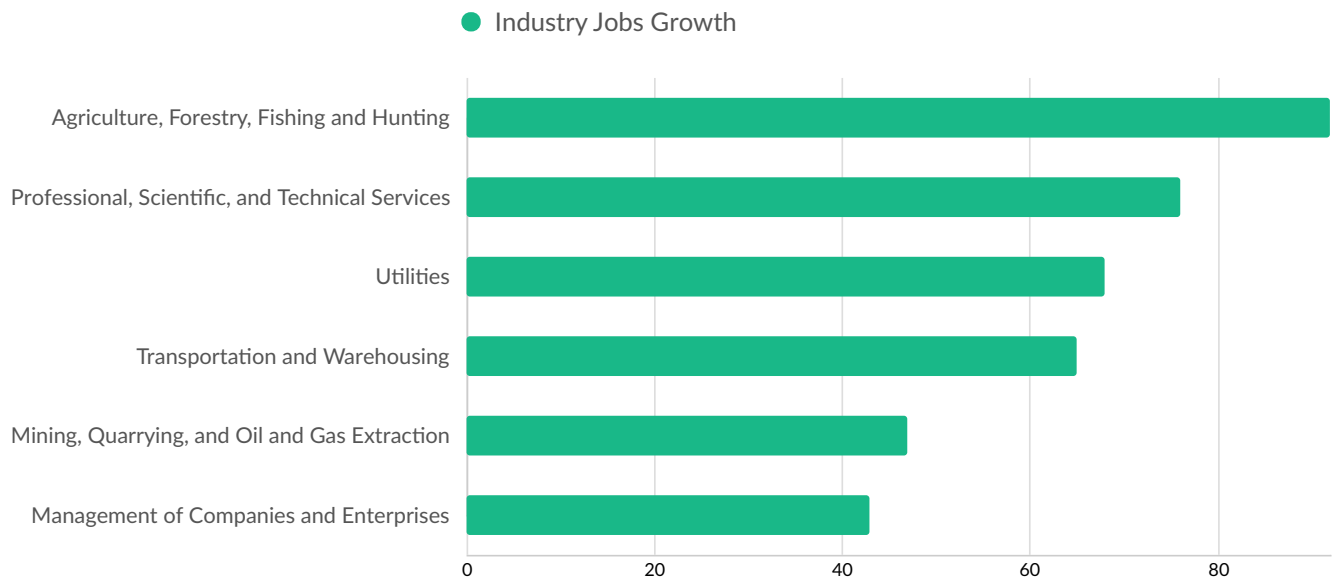
Top Previous Counties	Migrations
Bradford County, PA	155
Ontario County, NY	131
Allegany County, NY	130
Bronx County, NY	99
Clinton County, NY	97
Broome County, NY	94
Kings County, NY	93
Wyoming County, NY	70
Erie County, NY	68
Top Following Counties	Migrations
Monroe County, NY	286
Livingston County, NY	220
Tioga County, NY	199
Tompkins County, NY	176
Yates County, NY	156
Ontario County, NY	144
Allegany County, NY	142
Tioga County, PA	141
Bradford County, PA	123
Erie County, NY	115
Onondaga County, NY	111
Jefferson County, NY	104
Broome County, NY	99
Oneida County, NY	89
Albany County, NY	77

Industry Characteristics

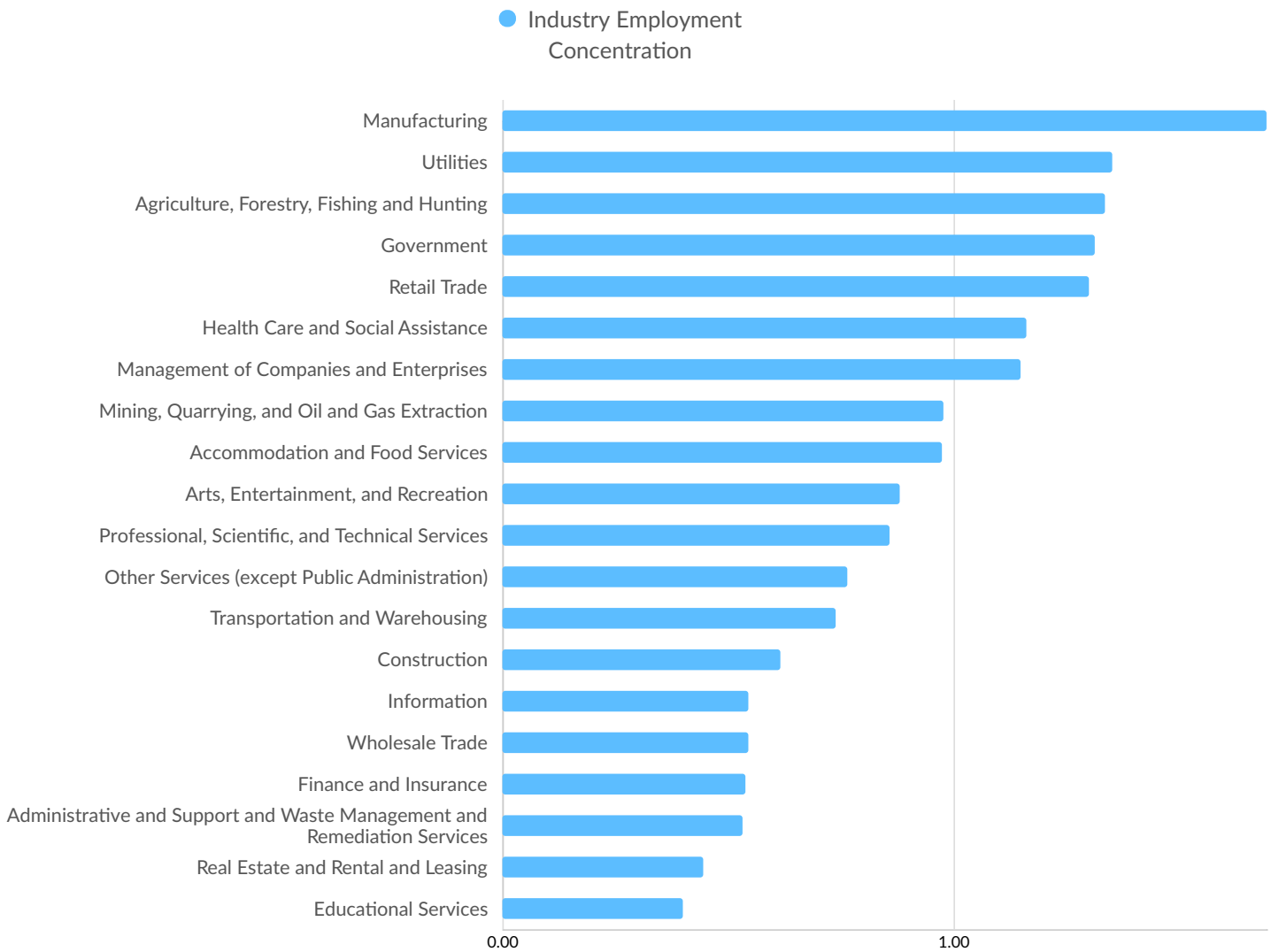
Largest Industries



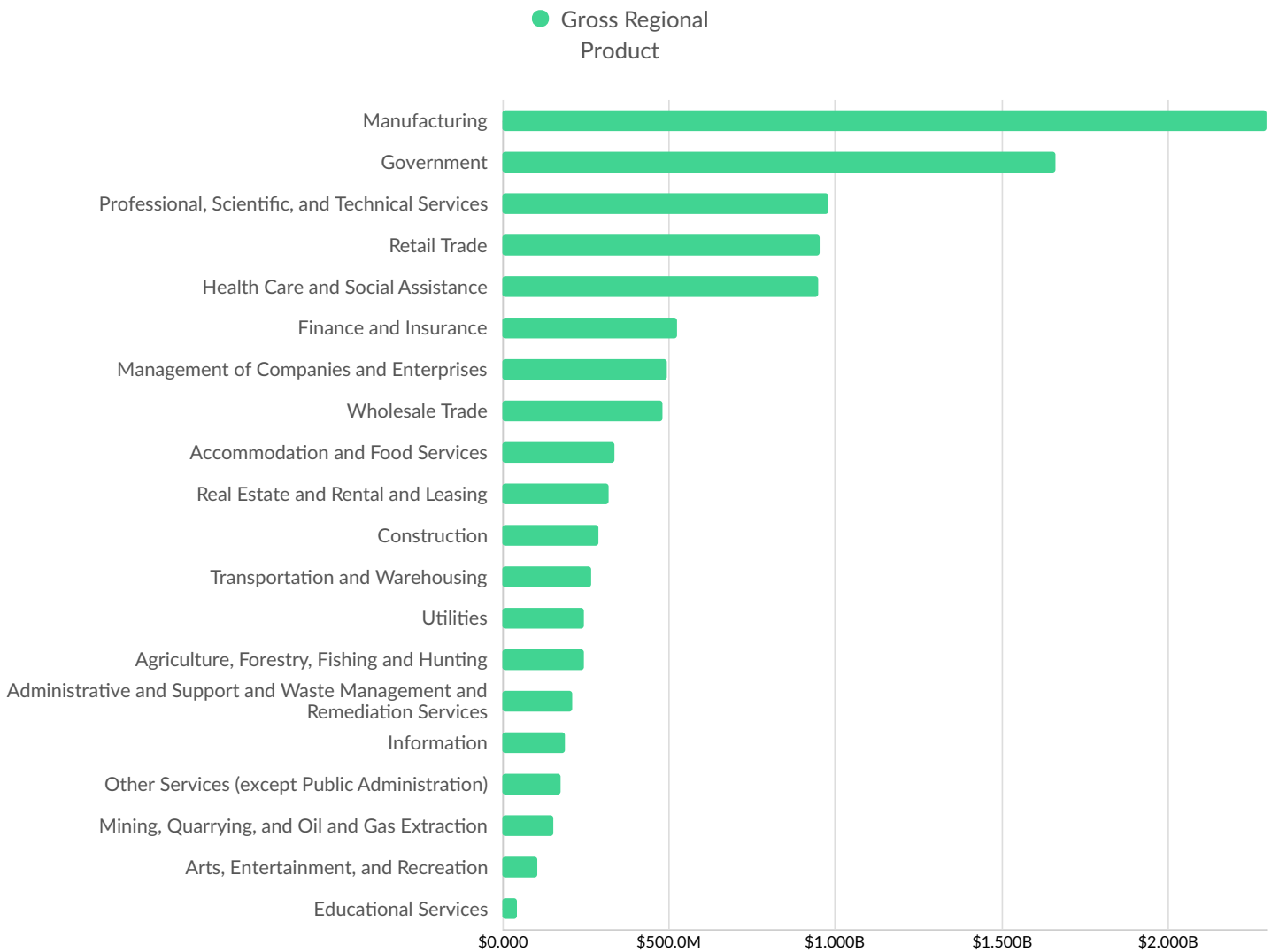
Top Growing Industries



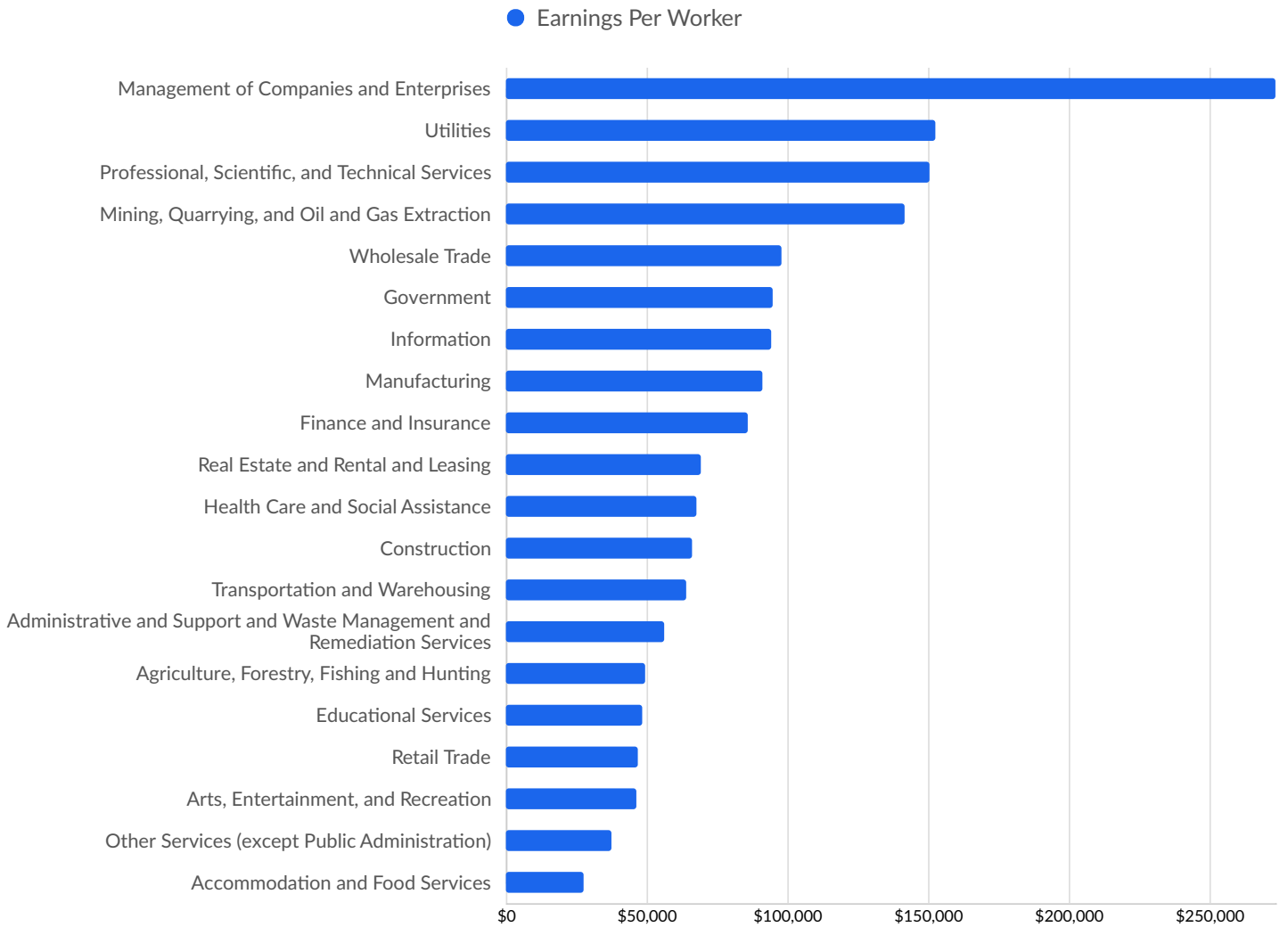
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



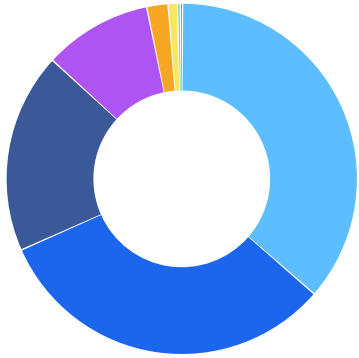
Business Characteristics

12,714 Companies Employ Your Workers

Online profiles for your workers mention 12,714 companies as employers, with the top 10 appearing below. In the last 12 months, 1,053 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Owens Corning	3,836 	Owens Corning	463 
Arnot Health	674 	State of New York	320 
Guthrie	436 	Wayne-Finger Lakes Boces	197 
Greater Southern Tier Boces (Gs...)	400 	Walmart	163 
Corning Community College	353 	United States Department of Ve...	126 
Walmart	292 	Arnot Health	125 
Alstom	290 	Dollar General	122 
Corning-Painted Post School Dis...	257 	System One	122 
Elmira College	251 	Pathways	109 
Cornell University	243 	Wegmans	107 

Business Size

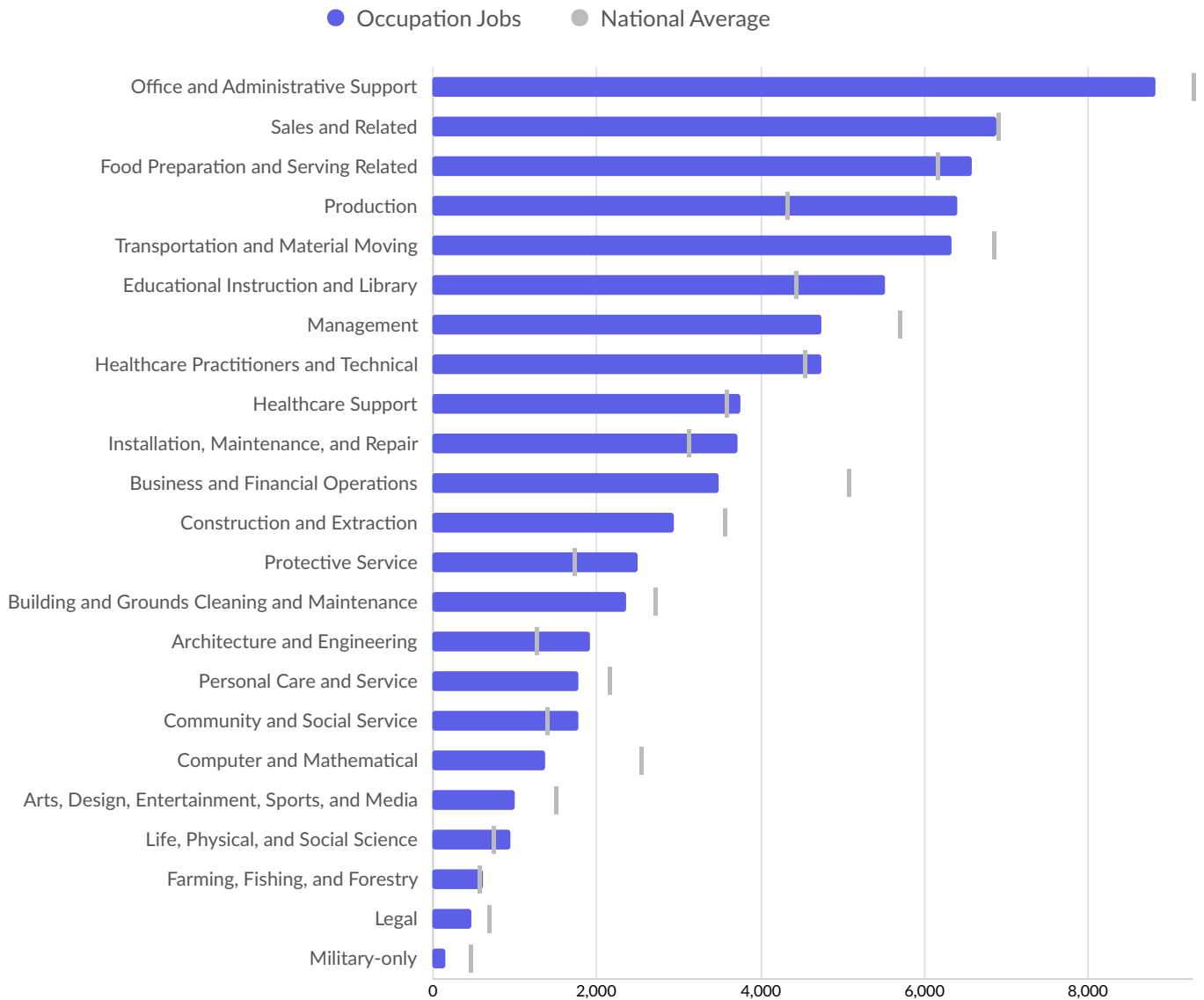


	Percentage	Business Count
● 1 to 4 employees	36.3%	2,547
● 5 to 9 employees	32.0%	2,243
● 10 to 19 employees	18.4%	1,294
● 20 to 49 employees	10.0%	700
● 50 to 99 employees	2.0%	138
● 100 to 249 employees	0.9%	60
● 250 to 499 employees	0.2%	17
● 500+ employees	0.2%	15

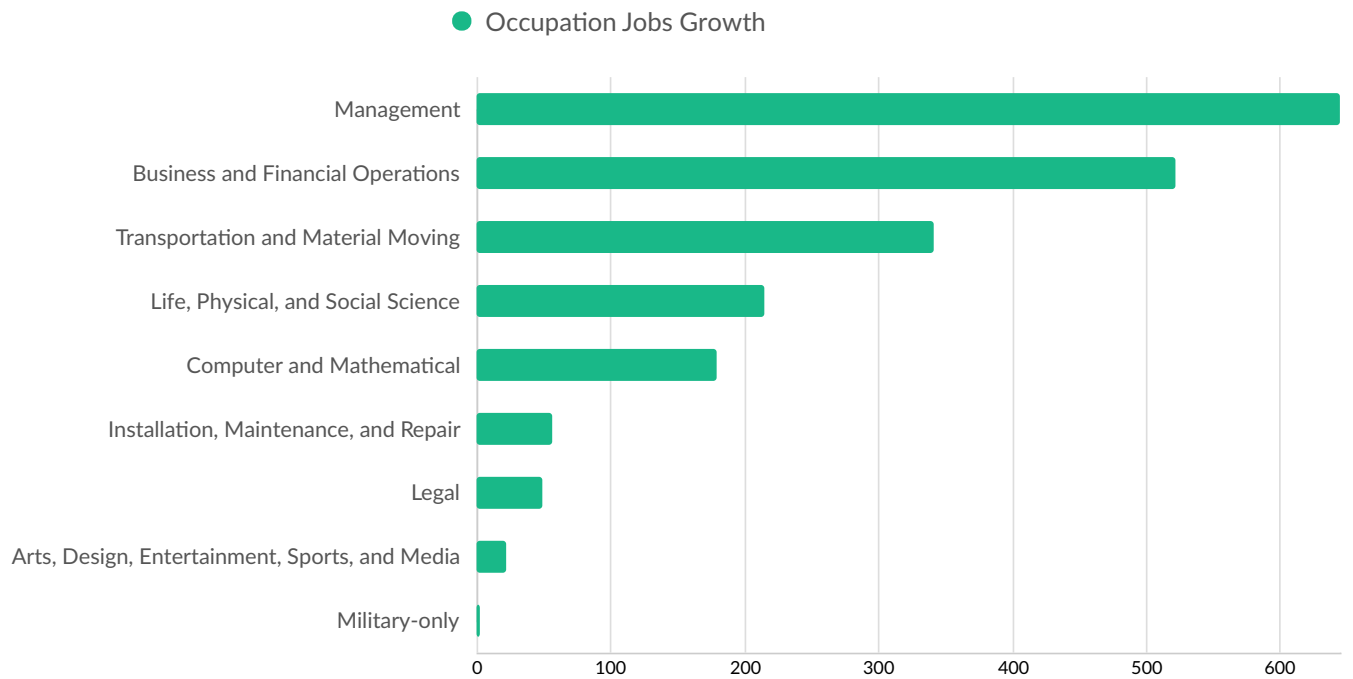
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

Largest Occupations

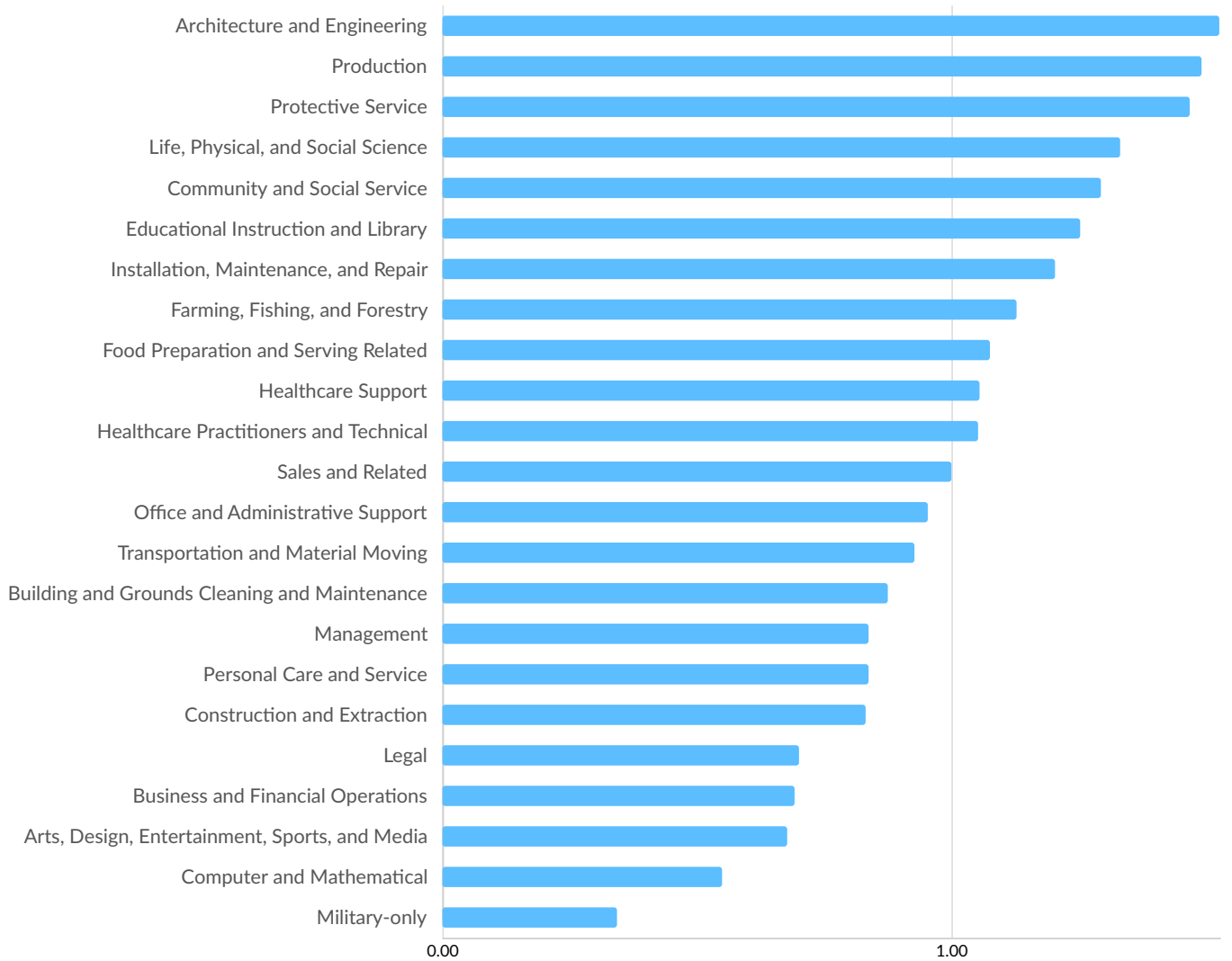


Top Growing Occupations

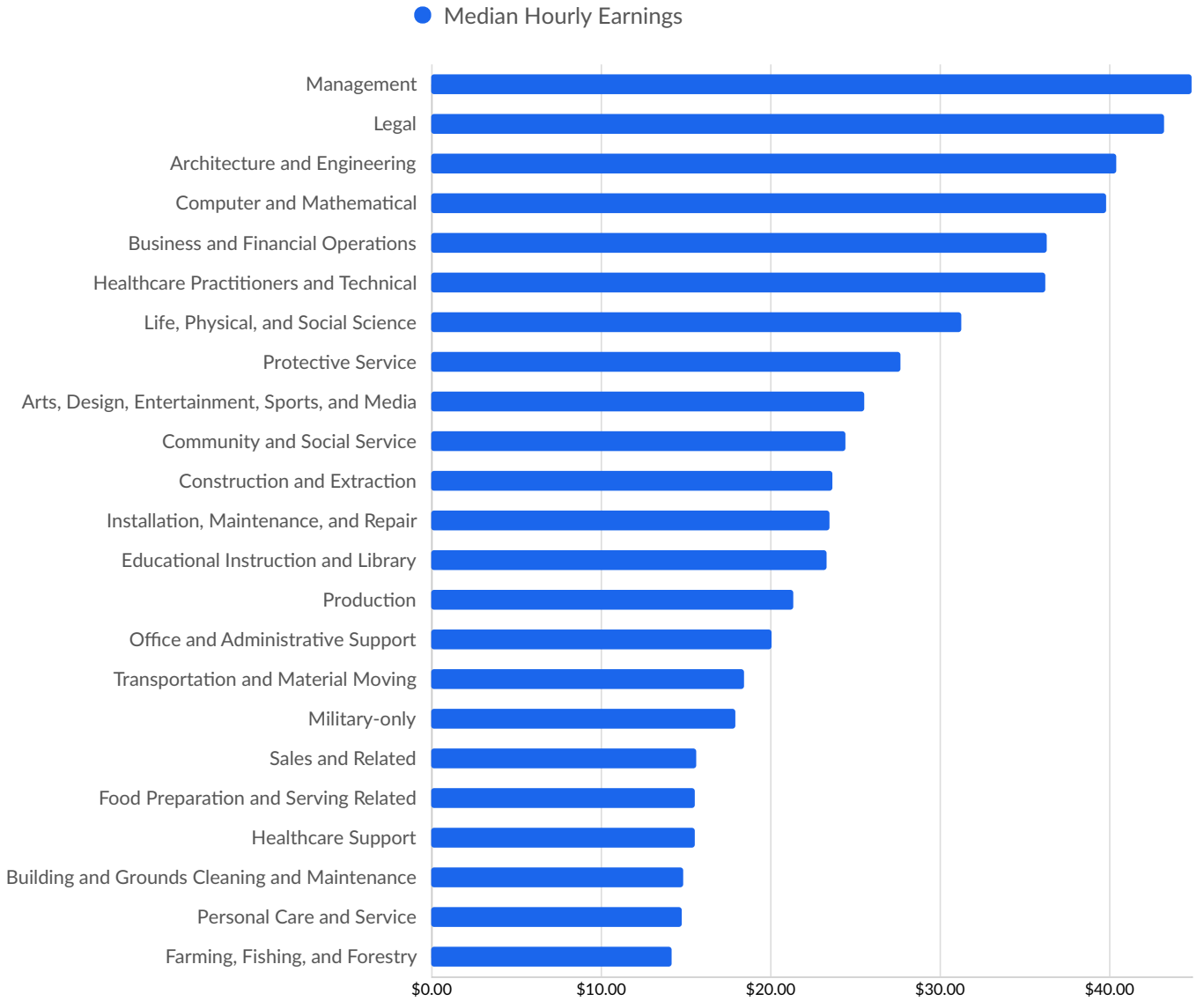


Top Occupation Employment Concentration

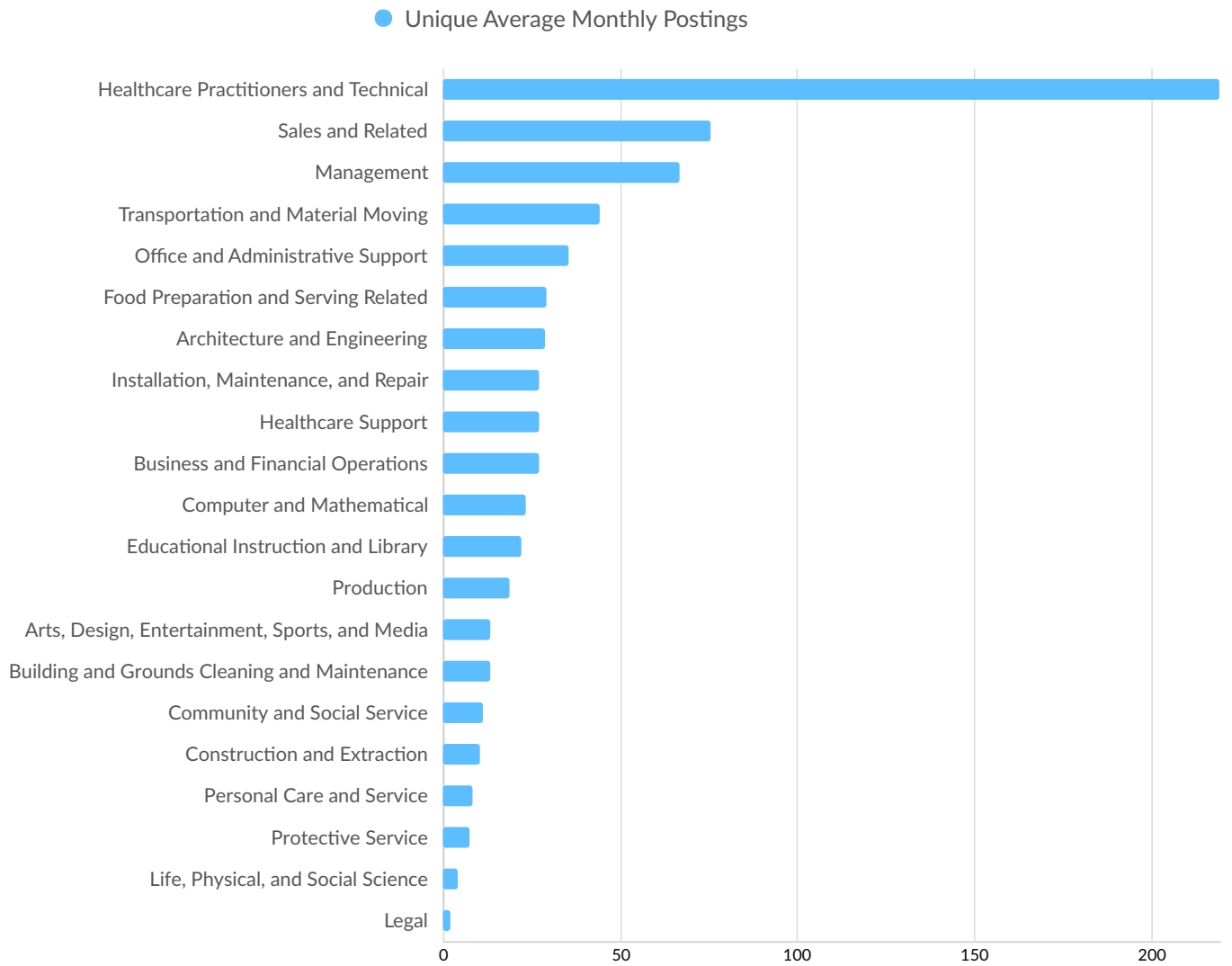
● Occupation Employment Concentration



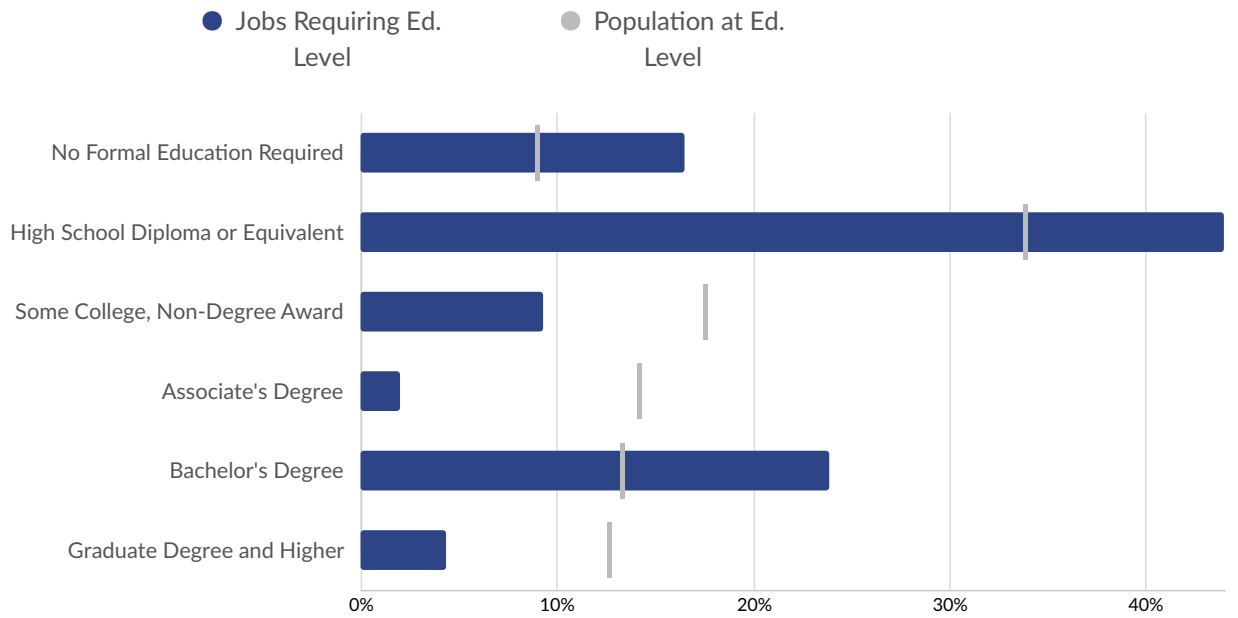
Top Occupation Earnings



Top Posted Occupations

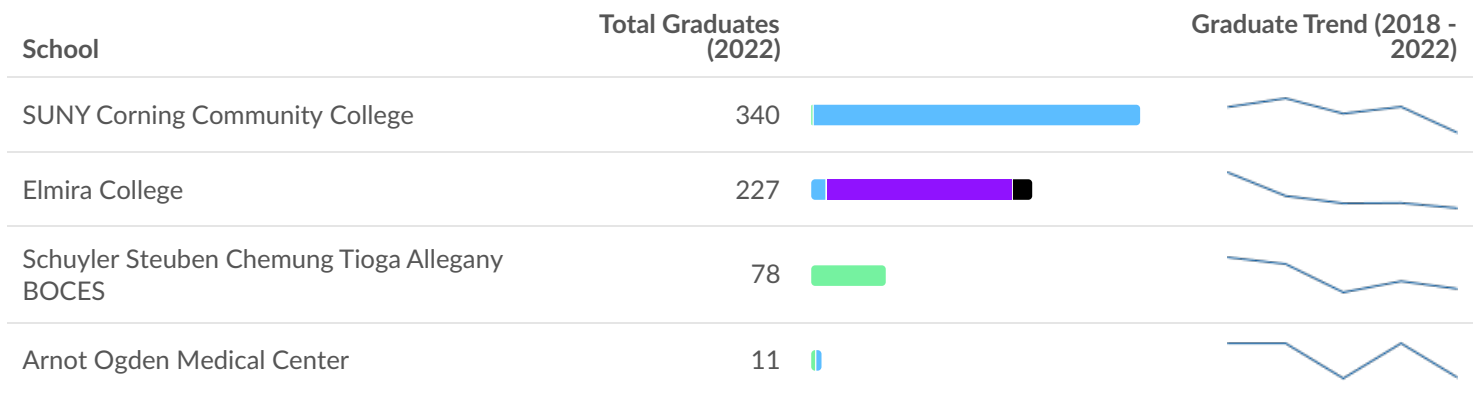


Underemployment



Educational Pipeline

In 2022, there were 656 graduates in STC Region. This pipeline has shrunk by 40% over the last 5 years. The highest share of these graduates come from "Humanities/Humanistic Studies" (Associate's), "Registered Nursing/Registered Nurse" (Associate's), and "Licensed Practical/Vocational Nurse Training" (Certificate).



In-Demand Skills

