

I-86 Innovation Corridor – Strategic Action Plan

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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate development feasibility and the economic and fiscal impact of public and private investments. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to Texas; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in twenty states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoinassociate and on Facebook.

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Executive Summary

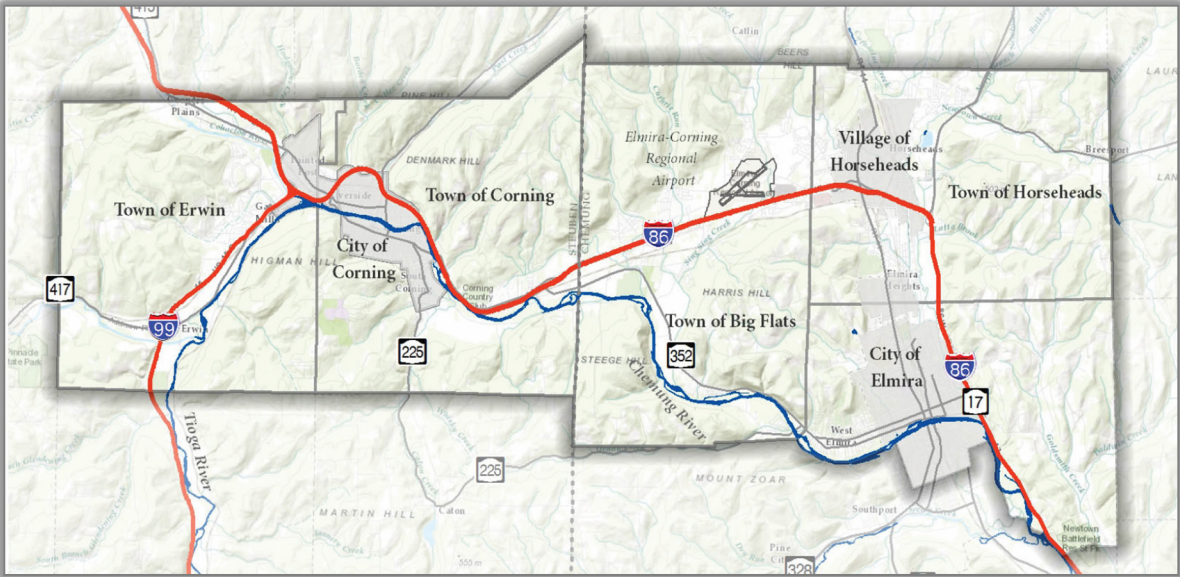
This Strategic Action Plan for the I-86 Innovation Corridor is designed to accelerate public/private investment, create job opportunities, advance regional competitiveness, and create the magnetism to draw and keep young, skilled workforce participants. The Plan exploits, connects, and leverages the region’s strengths and resources, including key physical and innovation assets, which have been identified in a set of foundational studies and analyses. In addition, the Plan includes specific strategies to fill voids in the region’s innovation infrastructure, and projects to embody the strategies.

Why the “Innovation Corridor”?

The I-86 Innovation Corridor, home to a skilled workforce with a historically strong work ethic, is a scenic stretch of New York’s Southern Tier located between the intersection of I-99 at the Pennsylvania border in Steuben County and I-86 at the Elmira interchange in Chemung County. Today, the area hosts hundreds of manufacturers, large and small, many with roots extending back over 100 years. However, recent declines in manufacturing employment, changing demographics, disruptive technologies, natural disasters, globalization and a host of other trends mean that a new future is needed for the region, one that is focused on innovation. Simply put, the region cannot continue in the “business as usual” framework but instead needs to find new, innovative ways of working together to transform the area back into an economic powerhouse.

...a new future is needed for the region, one that is focused on innovation.

Recognizing this reality, seven municipalities and the counties of Chemung and Steuben banded together with a network of community, civic and business leaders to lead up this effort. As shown below, those municipalities include the towns of Erwin, Corning, Big Flats and Horseheads, the cities of Corning and Elmira, and the Village of Horseheads.



THE VISION

“The I-86 Innovation Corridor is recognized as a destination business development location, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich educational and research resources, specialized and skilled workforce and vibrant communities.”

attract and retain highly talented, creative people and their families, while leveraging the skills and talents of today's Southern Tier residents.

What is Innovation?

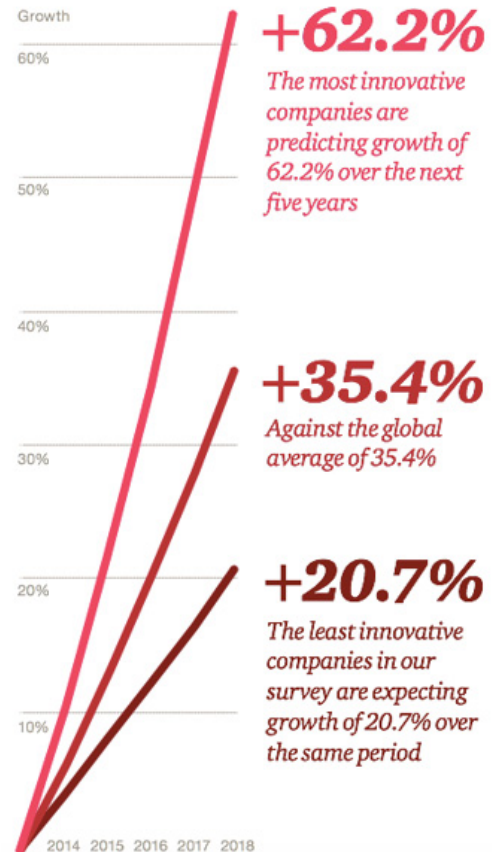
In the context of this plan, the term innovation is used in a number of traditional and non-traditional ways, summarized as follows:

- **Innovation in Technology** – this includes the creation of new intellectual property through research and the commercialization of such new technologies, and adopting new and existing technologies created elsewhere into the region’s current industrial/commercial base to improve on companies’ competitiveness in the global economy. Companies that are innovative in either of these ways grow faster, have higher profits, increase their employment base and pay better than their non-innovating counterparts.
- **Innovation in Governance** – globalization knows no boundaries, so the days of each municipality acting on its own are over. Instead, the plan calls for new combinations of governing structures including shared power/responsibilities/funding and coordinated efforts across communities, school districts and counties.
- **Innovation in Cooperation** – likewise, the plan calls for new cooperative structures in the private sector to better leverage nearby research institutions in combination with local talent and business innovation

Chemung County, Steuben County, Corning Incorporated and a host of other businesses and non-profit organizations joined with the municipalities to create a vision of transforming this industrial, commercial and residential area.

The Stakeholders (listed in full in the Acknowledgements section) understand the region’s past successes in building new businesses from new ideas and strongly believe that the region can again become a leader through innovation.

The Stakeholders envision a future in which existing and new pockets of research, innovation and technology along the urban/rural Corridor, and attractive, vibrant communities join to



PriceWaterhouseCoopers, “Breakthrough Innovation and Growth: 2013 Survey”

assets.

- **Innovation in Communications** – the region needs to change both its message and the methods by which it communicates its message. This is as true for internal audiences such as local residents, businesses and institutions as it is for external communications to business and talent attraction targets. By nurturing a culture of innovation, the Corridor will naturally adopt an innovation identity, and the momentum of this message within the community will transcend its borders across many channels and networks.

Not everything needs to be created from scratch, however. Much to the contrary, the Plan recognizes the substantial key assets in the study area that can be leveraged to achieve the vision of the Innovation Corridor.

Key Assets Available to Leverage

Several types of assets exist in most regions where innovation is driving economic growth and vitality. These innovation ingredients already exist in the Corridor and can be utilized to magnify this I-86 Corridor initiative. The following is not meant to be an exhaustive list, but examples of each asset and their availability to be leveraged by the Plan.

These key innovation ingredients already exist in the Corridor and can be utilized to magnify this I-86 Corridor initiative.

Anchor institutions: In the places where innovation is working, there are usually some anchor institutions that generate intellectual property. Anchor

institutions are often important sources of innovation, both technological and social. These are often a college or more likely a research university, although medical institutions like hospitals, especially teaching hospitals, and/or federal laboratories can serve this purpose. In communities where these institutions are not present, corporate R&D consortia and/or joint ventures with regional educational institutions can fill this role.



Examples within the Corridor: Elmira College, the new Lake Erie College of Osteopathic Medicine, Corning Community College, Guthrie Corning Hospital. Near the Corridor are Cornell University, Binghamton University and Alfred University. Alfred State College is a critical workforce development institution.

Entrepreneurs and support institutions: Entrepreneurs are essential because they are more likely to seize upon the knowledge being developed in the anchor institutions than employees located within the institutions themselves. The support organizations serve a convening role, and give the entrepreneurs the visibility, community, network, and know-how to take advantage of the opportunities that they see.

Examples within the Corridor: IncubatorWorks, part of the Southern Tier Startup Alliance with formal ties to Cornell, Binghamton and Alfred Universities and the Ceramics Corridor Innovation Center.

Larger companies: In addition to being a source of innovation, these are also important because they can help the entrepreneurs move to scale quickly and because, to the extent that they represent the existence of a cluster of companies in a particular sector, they demonstrate the density of community and networks linked to successful growth.

Examples within the Corridor: This is clearly the I-86 Corridor’s biggest strength. Starting with Corning Incorporated, with its Sullivan Park and Big Flats research and development centers, and other multi-national corporations, including the large number of businesses in the transportation equipment manufacturing and food production/manufacturing sectors, and their extensive supply chains throughout the Southern Tier, these companies are responsible for much of the region’s economic vitality.

Physical infrastructure:

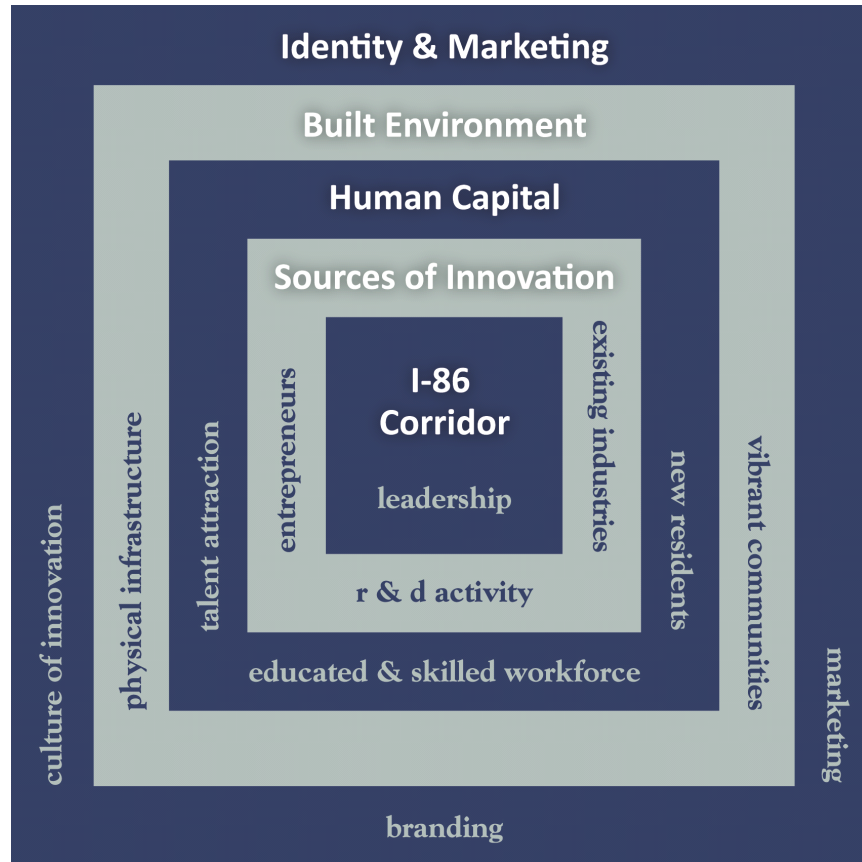
Innovation corridors exist within vibrant communities, attracting and retaining the highly skilled and diverse workforce that contributes to the creativity necessary for innovation. The attractiveness of metro areas, large and small, to Millennials and Baby Boomers is limited only by their adoption of and support for physical infrastructure such as denser, more “urban” housing options and walkable neighborhoods, historic preservation, maintenance of an authentic feeling of “place,” the transit options that make a place “green,” and the high speed broadband availability that enables so much of the technology prevalent today.



Examples within the Corridor: Vibrant downtown Corning, Corning Museum of Glass, Elmira-Corning Regional Airport, recreational assets.

Strategy Framework

To achieve the vision, five corresponding strategies are outlined in this plan and are displayed in graphic format below.



At the core is the *Leadership* (political, business, institutional and non-profit) necessary to foster and create all of the other necessary underlying ingredients of the Innovation Corridor. Next are the *Sources of Innovation* from which new technologies are and will be created and commercialized in the Corridor, such as entrepreneurs, anchor businesses and research assets. *Human Capital* and the *Built Environment* follow, bringing together the people and infrastructure that are necessary to create a vibrant community. Finally, an *Identity and Marketing* strategy fuels internal momentum toward self-identification as an Innovation Corridor, a message that then transcends the community's borders.

These strategies are described in more detail below, together with descriptions of the priority projects that demonstrate the actions associated with each strategy. Also listed are all other projects associated with that strategy, details of which can be found in each strategy's respective Appendix, as well as in the project forms in Appendix 7. Please note that some projects correspond to multiple strategies (example: talent attraction touches on the Human Capital, Built Environment and Identity and Marketing strategies).

Strategy: Leadership/Governance

There is an exceptional degree of collaboration among the two counties, seven municipalities, and various companies and non-profit organizations in the I-86 Corridor. Many Stakeholders have remarked that this cooperative spirit is unprecedented in past decades. The Stakeholders require a framework for strong and lasting collaboration among those who remain committed to a long-term focus on development of the Corridor, to jointly addressing future challenges, and to jointly embracing evolving opportunities. The full project description is in Appendix 7.

Recommended Priority Project



“I-86 Innovation Corridor Implementation Leadership”: Create a leadership organization whose mission will be two-fold: (a) drive and guide the implementation of the I-86 plan, and (b) continuously update the plan to keep it relevant. A board of directors composed of its major funders and regional decision-makers will govern the organization. The organization will be staffed by a project manager who could physically be located in the Southern Tier Central Regional Planning & Development Board offices in Corning, thus obviating the

need for new systems and facilities. The project manager’s role will be to build coalitions, apply for funding, oversee projects with cooperative elements, report on progress, update the plan and do all other tasks necessary to advance the objectives of the plan.

Other Projects

Other governance and leadership-related actions include:

- A cooperative water/wastewater agency under the **“Regionalization of Water/Wastewater”** project.
- A convening mechanism to accelerate industry-education partnerships and information sharing under the **“Strengthen Workforce Development – Economic Development Coordination”** project.
- A network of social, cultural and educational organizations under the **“Council of Non-Profits”** project.

Strategy: Sources of Innovation

This strategy is meant to leverage regional research and development assets and infuse new technologies into existing manufacturers and entrepreneurs so they will increase their competitiveness, contributing to a growing economy. This section describes the initiatives needed to transform the Corridor by introducing more innovation and capitalizing on the commercialization of innovation already occurring here. Further details and background are contained in Appendices 2 and full project descriptions in Appendix 7.

Recommended Priority Projects

“Center for Technology Infusion”: Establish this center, which will develop advanced technologies for the transportation equipment manufacturing sector in the Southern Tier. The center will be a test bed for new technologies such as energy storage, autonomous vehicles, and new materials, and their

application into the sector. It will include research laboratories, prototyping facilities, testing facilities, and meeting areas.



The Center will have multi-disciplinary researchers recruited from all over the world, as well as affiliated faculty and students from Binghamton University and Alfred University. Researchers will be given a five-year stipend, a lab, and staff. Internships will be available to local high school and college/university students interested in careers in advanced transportation manufacturing, helping to recruit and retain engineering talent in the region.

It is proposed that the center will be an industry-led consortium, working in partnership academic institutions such as Binghamton and Alfred Universities. The center would be modeled after other successful centers such as The Small Scale System Integration and Packaging Center at Binghamton University [S3IP], a New York State Center of Excellence. Under such as model, the academic institutions could operate the center. This governance strategy allows industry to share in the pre-competitive research (i.e. basic research), but also be able to individually sponsor proprietary research projects and maintain intellectual property control. It also allows university-level talent to be applied to specific areas of industry interest, with results generated on timelines that are responsive to industry needs.

The Center could be located near the airport, or it could be located closer to industry in Elmira.

“IncubatorWorks Expansion”: Complete the funding for the development and operations of a new incubator space, operated by IncubatorWorks / the Ceramics Corridor Innovation Center, at the old Schweitzer building near the airport. While construction funding has been identified and secured, operational funding required to properly staff the facility is still outstanding.



Other Projects

Other Sources of Innovation projects include:

- **“IncubatorWorks Makerspace”** – Develop makerspace resources (additive printers, machining equipment computers, software for programming and design, library research, etc.) at IncubatorWorks.
- **“Commercial Kitchen and Food Hub”** – Create an innovative commercial kitchen within a food hub and incubator where small agricultural and other businesses can undertake food processing or other value-added operations.
- **“I-86 Road to Your Dreams”** – Provide young people (middle school) with an engaging experience that helps them understand the pathway to—and teaches them the skills for—becoming entrepreneurs.
- **“E-Mentor Network”** – Establish a vetted network of 30-50 experienced professionals with an interest in mentoring entrepreneurs.

- **“Southern Tier Entrepreneurial Workshops”** – Celebrate local entrepreneurs with an annual conference and monthly meeting.
- **“Technology Transfer Service Center”** – Provide assistance to small entrepreneurial companies so that they can both manage their own IP portfolios and negotiate with other sources of IP, such as universities.
- **“Commercialization Rocks!”** – Evaluate R&D projects for commercialization potential.

Strategy: Human Capital

This strategy develops and retains an educated and skilled workforce to fill and create jobs in the Corridor, to ensure that its industries have the human resources to grow and that local residents benefit broadly from that growth. This section addresses the need to strengthen the education pipeline and its connection to local industry, address skill deficits among incumbent and hard-to-place workers, and leverage the knowledge and energy of the Corridor’s skilled retirees. Further details and background are contained in Appendix 3 with full project descriptions in Appendix 7.

Recommended Priority Project



“Strengthen Workforce Development – Economic Development

Coordination”: Establish an organizational structure or mechanism to support, integrate and advance existing and new workforce development efforts throughout the region, and to be responsible for coordinating shared strategic direction among workforce development, economic development, and education and training providers.

This organization or mechanism must regularly convene industry and education leaders to exchange information about workforce needs and training programs. In addition, the organization or mechanism would aggregate and distribute information about the needs of employers gathered through the various business outreach programs in the region and data about relevant economic development and workforce data and trends. For example, the Corridor’s business outreach specialists from the colleges and economic development organizations could hold a monthly call to review outreach plans and address any duplication, and establish a shared drive to store and access findings.

Relevantly, the creation of a Southern Tier regional manufacturing workforce training entity is under discussion at the Southern Tier Regional Economic Development Council. It is recommended that the I-86 Corridor Stakeholders seek to have this entity located in the Corridor, or in the case of a decentralized model, secure a local location for programming of relevance to local employers.

Other Projects

Other Human Capital projects include:

- **“Community School Program”** – Support Elmira City School District’s pilot Community Schools Program and scale to other schools in the Corridor.

- **“I-86 Next Generation Workforce Pipeline”** – Conduct a series of worksite immersion activities, “public relations” activities, and connective programs to change student perceptions of manufacturing and technical careers and strengthen local career conduits.
- **“Southern Tier Lifelong Learning Project”** – Address the demonstrated deficit of soft skills among otherwise qualified job-seekers and contribute to the successful placement of such groups as veterans, the long-term unemployed, and hard-to-place workers.
- **“Construction and Redevelopment Training”** – Offer paid training for young people and unemployed or underemployed people to do safe salvage and deconstruction of buildings.

Strategy: Built Environment

This strategy is designed to bring renewed vibrancy to communities in the region so they will attract workers, entrepreneurs and businesses, with both Corning and Elmira having distinct, vibrant personalities, and the central district around the airport being developed as a research and commercialization hub. It also provides direction for investment in the physical infrastructure of the region, including a commitment to high-speed broadband, to support and enable collaboration within the region and strengthen connections within New York and beyond. Further details and background are contained in Appendix 4 (Built Environment: Vibrant Communities) and Appendix 5 (Built Environment: Physical Infrastructure) with full project descriptions in Appendix 7.

Recommended Priority Projects



“Corridor Housing Redevelopment & Revitalization”: Redevelop and revitalize existing housing and neighborhoods to address housing needs, diversity of product and demand in an effort to attract new residents to I-86 Corridor communities. Implement targeted marketing programs and work with individual municipalities and counties to identify incentives to attract housing developers (for-profit or not-for-profit). Closely align efforts with the findings of existing housing studies. Consider municipally driven programs, such as targeted demolition or model-block programs to help revitalize transitional neighborhoods.

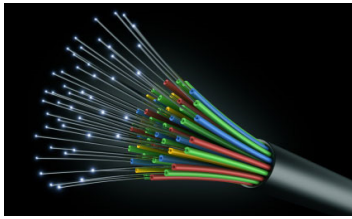


“Revitalized Downtown Elmira”: Carry out a downtown revitalization initiative that incorporates housing, commercial, cultural and recreation opportunities—all elements that contribute to a vibrant community. The focused revitalization area would include the downtown core extending from the Chemung River to W. Water Street to Washington Avenue. The downtown revitalization project would focus on a strengthened relationship and collaboration with Elmira College to increase their downtown footprint,

as well as infuse private development dollars into downtown in support of College initiatives. Subsequent phases may include live/work/design space for young entrepreneurs in related technology fields that could bridge across into medicine. Additional efforts may include community anchors such as a library and flex space that could attract international researchers and professors.



“Corning Nursing and Health Education Center”: Develop a mixed-use commercial and residential complex at the former Corning Hospital site and associated properties in the City of Corning. The project includes market rate residential development to support the attraction of a vibrant workforce with unique and desirable housing products. The workforce development complex operated by Corning Community College would provide state-of-the-art nursing and health occupation training that would reinvent health care education in the 21st century. It would serve as a gateway to the college’s Spencer Hill campus and promote the advancement of workforce development and continuing education. The CCC facility will also offer healthy living programming and services for the residents of the development and surrounding region, and act as a cornerstone to creating a community to support workforce attraction.



“The Big Gig”: Provide gigabit-speed broadband, the next generation standard of connectivity, to all residences and businesses in the Corridor by 2016. As a replication of the current Big Flats model, the project would use the existing Southern Tier Network backbone and light fiber off it to communities and ultimately the last mile to residences and commercial buildings.



“Develop Airport as a Regional and International Destination”: Redevelop the airport to add necessary capacity and make it the welcome mat for the region: a modern facility which reflects the dynamic character of the region and encourages further growth in tourism and business travel. Based on demand from the natural gas industry and low-cost carrier demand, the Elmira Corning Regional Airport Master Plan projects significant growth for the airport over the next 20 years. Growth in use of the airport has resulted in capacity constraints on the terminal apron, in the terminal, and in parking.

Other Projects

Other Built Environment projects include:

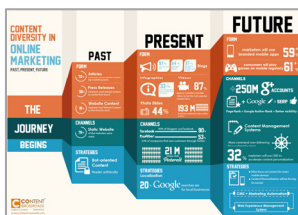
- **“Model Design Guidelines for Land Use”** – Develop a comprehensive set of design guidelines and landscape standards for the Corridor.
- **“Southern Tier Trail Network”** – Develop a network of regional trails to support tourism and improve quality of life for citizens.
- **“Council of Non-Profits”** – Develop a non-profit network of social, cultural and educational organizations that would better support individuals and families in Steuben and Chemung Counties.
- **“Powering for the Future”** – Build micro-grids for renewable efficient power, process heat and power for these sites.
- **“Regionalization of Water/Wastewater”** – Study the concept of a regional agency or approach to the operations and maintenance of water and wastewater systems, to allow for greater efficiency in the delivery of these services.
- **“Muni-Wifi”** – Provide open access to the Internet in downtowns, retail centers and the airport to enable residents, students and visitors to be connected.
- **“Access Elmira 2020 – I Can Drive 55”** – Design and build a continuation of the Clemens Center Parkway with a new interchange to I-86 between Elmira and Elmira Heights.

- **“Big Horn Intermodal Terminal”** – Develop an intermodal facility for loading and unloading of freight trains.
- **“Erwin Town Center”** – Extend Town Center Road to Chatfield Place with bike lanes and install high speed fiber.
- **“Airport Park Development”** – Purchase lands west of Airport Corporate Park and extend infrastructure for advanced technology & manufacturing businesses as well as residential and commercial developments.
- **“Horseheads Connector Road”** – Build a new connector road from the Host Terminal located within the Holding Point Complex to Route 13 which connects to I-86.
- **“Readiness of Developable Land”** – Undertake investments (land purchase, demolition, infrastructure) in the priority developable sites listed in Appendix 5 that can accommodate industry expansion or attraction in strategic sectors.
- **“I-86 Ultra High Speed Research Network”** – Create an ultra-high speed (10 gigabyte) network to enable research collaboration between and among major universities and corporations.

Strategy: Identity and Marketing

This strategy will position the I-86 Corridor as an innovative place, and reflect this vision in the region’s branding, how it thinks about itself, and how it presents itself to the world, including through tourism promotion. It provides a plan for marketing and promoting the Corridor’s existing and aspirational qualities—especially its culture of innovation—in order to attract and retain a qualified workforce, residents, visitors, and target industries. Attracting new residents from around the country and the world will not only fill skilled positions, but will produce a diverse community that is conducive to creativity and innovation. Further details and background are contained in Appendices 6 and 7.

Recommended Priority Projects



“Building an Identity for the I-86 Corridor”: Undertake a branding exercise utilizing the identity and marketing themes that emerged through this process, especially the Corridor’s emerging identity as having a culture of innovation. Then, create a simple landing page, project logo, marketing campaign, and advocacy team that will serve as the foundation for cultivating and strengthening the I-86 Corridor Project’s identity. The website will direct residents and non-residents to existing online resources about the Corridor communities and to information about the strategy and the projects. A simple, modern, recognizable logo will represent the primary theme of the initiative: an innovative community with an innovation culture. The website and logo will be supported by a consistent marketing and communications campaign that includes a bi-monthly e-newsletter, social media updates, press releases, and ongoing website management.



“Talent Attraction Campaign”: Conduct an attraction campaign targeting skilled workers, especially young and mid-career professionals and their families, to the target area. This initiative should be grounded in the Corridor’s emerging identity as having a culture of innovation. It should also “plug into” the region-wide talent attraction and graduate retention campaign being included by the Southern Tier Regional Economic Development Council in its Upstate Revitalization Initiative plan.

Other Projects

Other Identity and Marketing projects include:

- **“Walking the Talk: Welcoming Diversity”** – Create a program to be administered jointly by the tourism boards in the area to help operators of hospitality businesses and attractions be ready for international visitors.
- **“I-86 Happenings Database”** – Create a database to populate a platform to serve locals and visitors to easily provide directions, details and information about area attractions, restaurants, hotels, amenities etc.
- **“I-86 Corridor Event and Conference Center”** – Attract business visitors, serve local businesses, and showcase the region by converting an existing building in Big Flats to an event and conference center with an attached restaurant.

Implementation Impacts

The implementation of this I-86 Innovation Corridor Strategic Action Plan is a multi-year process, with full success achieved only after a decade or more of consistent effort and investments. Ideally, the implementation will be assisted by significant New York State funds secured via the Upstate Revitalization Initiative and the Consolidated Funding Application rounds. This Plan offers a foundation on which the region can take an innovative, synergistic approach to pursuing grant funding in which each opportunity is clearly tied to a unified vision and integrated set of strategies.

In addition, substantial resources will be required from local sources, public and private, to be sustained through the start-up, launch and initial phases of implementation. This will require a continuation of the goodwill, patience and persuasion of the I-86 Innovation Corridor Stakeholders. How can those Stakeholders convince their respective funding sources of the need to make this continued, long-term investment? Quite simply, the message has to be: “Investments in this Corridor are the best hope we have to secure a bright economic future for our children.” Everyone is aware of the economic and demographic challenges the Corridor has faced and continues to face. Only through a whole-scale transformation can those trends be reversed.

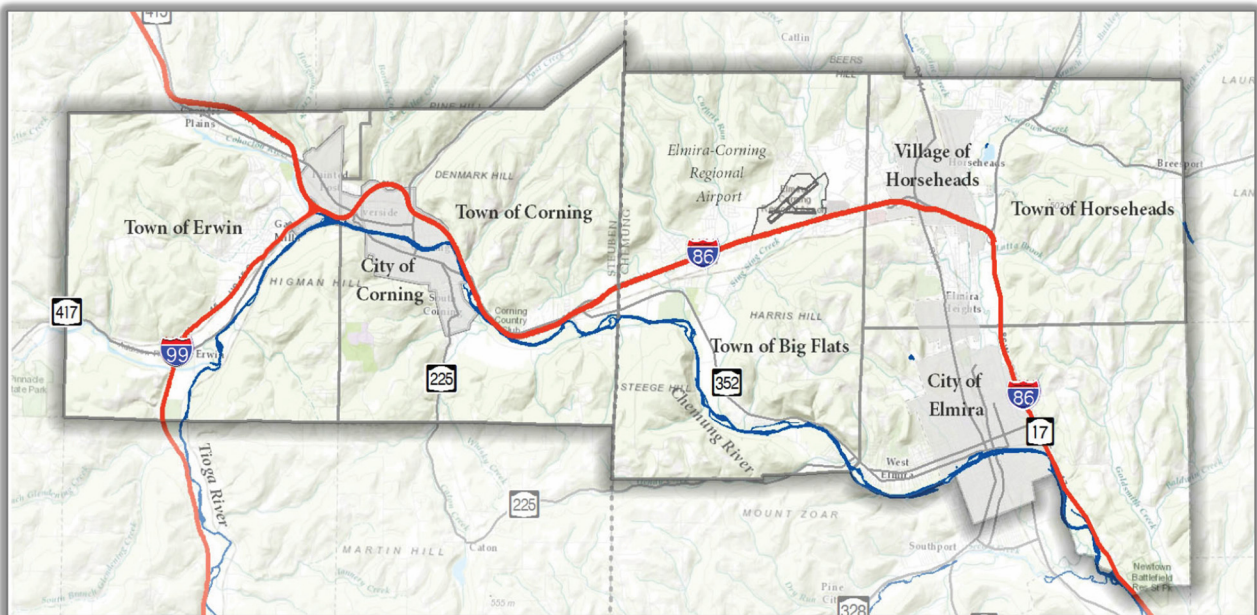
“Investments in this Corridor are the best hope we have to secure a bright economic future for our children.”

On the flip side, what can the Stakeholders hope to achieve by making these investments? The exact impacts are unknowable at this point, but order-of-magnitude outcome predictions are easily quantifiable. Investments in the I-86 Innovation Corridor will yield:

- ✓ **Billions of Dollars in Investments**
- ✓ **Thousands of Jobs**
- ✓ **Millions in Tax Revenues for Local Governments**
- ✓ **A Renewed Sense of Place, Quality of Life and Vibrancy**

Introduction

The I-86 Corridor Project concerns the geographic area in New York's Southern Tier region from I-99 at the Pennsylvania border in Steuben County to I-86 at the Elmira interchange in Chemung County—a Corridor spanning seven municipalities across those two counties. Those municipalities include the towns of Erwin, Corning, Big Flats and Horseheads, the cities of Corning and Elmira, and the Village of Horseheads. A collaborative network of community leaders (the “Stakeholders,” listed at the beginning of this report) has convened with a vision of positioning this industrial, commercial and residential corridor for transformation into an “Innovation Corridor.”



Camoin Associates and its partners, Bergmann Associates and Maverick & Boutique, were engaged to develop a Strategic Action Plan for achieving this vision. The Stakeholders have outlined five broad objectives for the overall action plan:

1. Capture and exploit the region's existing innovation drivers;
2. Leverage existing physical infrastructure and sites and address infrastructure and aesthetic voids;
3. Strengthen the workforce and pursue talent;
4. Create a dynamic community infrastructure and culture;
5. Develop a marketing and communications strategy that will enhance local pride, business recruitment, and the attraction of young talent.

A cross-cutting theme throughout the project is the need to attract and retain the targeted workforce demographics of young professionals and young families, with a particular focus on those qualified for higher wage, creative occupations such as scientists, engineers, and professionals.

The Plan positions the Stakeholders to take advantage of relevant federal, state, and other funding opportunities, and most immediately, positions the region to put viable projects forward during the 2015 New York State funding competition cycles.

Work Completed

In Phase I, the following work was completed.

- Performed a review of background materials provided by the client.
- Held a kick-off meeting and participated in a driving tour of the Corridor (April 9).
- Developed and refined sets of viable projects clustered around key themes supporting an Innovation Corridor. This was accomplished through facilitation of a stakeholder engagement process including an initiatives conceptualization workshop (April 21), working group meetings to generate and refine project ideas (April 22-23 and May 4-5), and cross-presentation and review of projects and initiatives at a plenary meeting of all work groups (May 6). Additional meetings were conducted in person and over the phone with key individuals who were unable to participate in those meetings. The eight work groups as originally titled were R&D and Commercialization; Entrepreneurship; Industry Growth & Attraction; Physical Infrastructure; Vibrant Communities; Workforce; Branding, Marketing, Tourism and Attraction; and Governance.



- Collected additional information and performed other research to inform strategy development and to vet and improve projects, and identified relevant funding sources.
- Performed field work to inventory existing infrastructure and site conditions in the Corridor.
- Conducted a limited real estate market analysis to inform strategies regarding the utilization of vacant commercial space and sites.
- Developed the action plans in this document for capturing and leveraging the Corridor’s innovation drivers to create a critical and solid foundation for the new Innovation Corridor; and for physical infrastructure and aesthetic improvements supportive of an overall innovation infrastructure.
- Made an initial determination of themes and key issues concerning three Phase II topics: marketing and communications strategies; creation of a dynamic community infrastructure and culture; and workforce development and talent attraction.

In Phase II, the team collected additional data, interviewed industry leaders and held subsequent meetings with both workforce development (human capital) and the identity/marketing teams. All of the plans were revised, and priorities added.

Report Organization

This report is organized as follows. The broad strategy vision, situational analysis, five strategies and overviews of the projects that embody the strategies are discussed in the sections immediately following. Appendix 1 contains the background findings contained in previously completed studies and analyses, while Appendices 2-6 contain our more detailed analyses of new findings and recommendations:

- Appendix 2: Sources of Innovation
- Appendix 3: Human Capital
- Appendix 4: Built Environment: Vibrant Communities
- Appendix 5: Built Environment: Physical Infrastructure
- Appendix 6: Identity and Marketing
- Appendix 7: Project Profiles (all projects)
- Appendix 8: Work Group Participants

Vision

This Strategic Action Plan for the I-86 Corridor is designed to accelerate public/private investment, create job opportunities, advance regional competitiveness, and create the magnetism to draw and keep young, skilled workforce participants. The Plan exploits, connects, and leverages the region's strengths and resources, including key physical assets and existing innovation assets, which have been identified in a set of foundational studies and analyses. In addition, the Plan includes specific strategies to fill voids in the area's innovation infrastructure.

The overarching vision is to position the industrial, commercial and residential region as an Innovation Corridor, acting as a prime destination for both businesses and a highly talented workforce. The Stakeholders articulated the vision this way:

The I-86 Innovation Corridor is recognized as a destination business development location, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich educational and research resources, specialized skilled workforce and vibrant communities.

The Stakeholders envision a unique urban/rural area linking existing and new pockets of research, innovation and technology along the Corridor, as well as an attractive place to live, work and play for creative people and their families, rather than an urban, transit-accessible innovation district as strictly defined in the Brookings Institution's work on the subject.

Brookings' innovation district has three main attributes: economic assets including entrepreneurs, sources of innovation, and a diverse, tolerant and talented workforce; physical assets, generally more urban, amenity rich, with mixed use housing, retail and commercial space; and network assets including high-speed broadband and a connected community that encourages collisions and collaborations. The I-86 Innovation Corridor will have many of these same elements, leveraging the area's existing assets.

Our model is the Research Triangle region in North Carolina where, over fifty years ago, private, civic leadership had the vision to transform a former agricultural area into the vibrant innovation center that it is today. The I-86 Corridor, also connected by an interstate with a central airport, and a distance of roughly 20 miles end to end, has many physical similarities with the Research Triangle which is located on a 30-mile segment of I-40 between Raleigh and Chapel Hill. The Research Triangle Park, in the center of the region, adjacent to the regional airport, has recently envisioned a new, more urban core for its previously suburban, car-oriented research park.

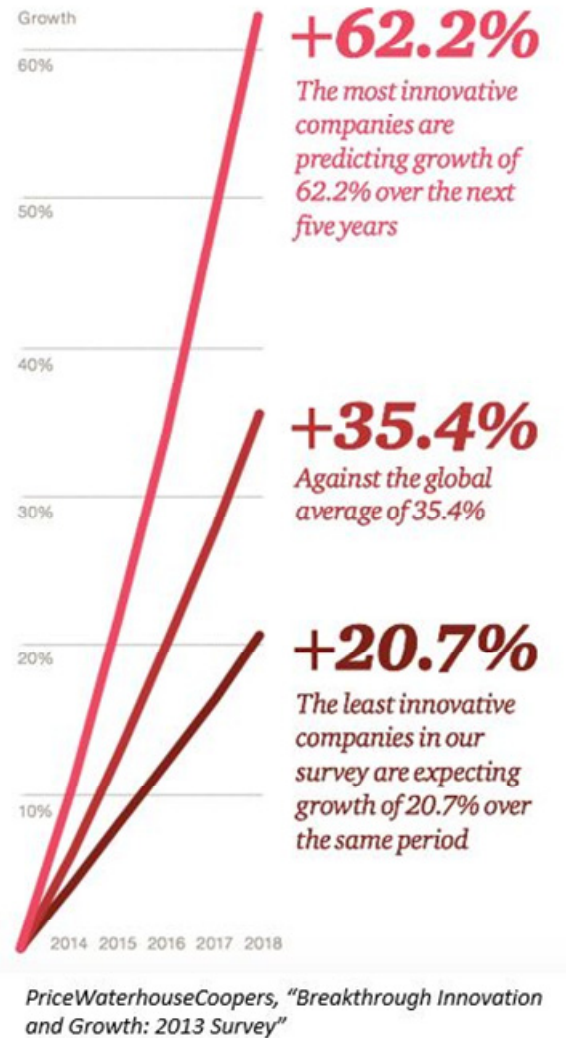
THE VISION

"The I-86 Innovation Corridor is recognized as a destination business development location, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich educational and research resources, specialized and skilled workforce and vibrant communities."

What is Innovation?

While many people use the term innovation to refer only to new technologies, its meaning is actually broader. In this plan, we use the term in its most expansive sense, meaning something new that is adopted, used, commercialized or marketed. In this context, it includes:

- **Innovation in Technology** – the creation of new intellectual property through research and development, and its commercialization, whether as new products or new processes. It can also include the adoption of new technologies into the region’s current industrial/commercial base to improve companies’ competitiveness in the global economy. Companies with innovative competitive strategies grow faster, have higher profitability, show a faster increase in employment, and pay higher salaries than non-innovative companies. The accompanying chart shows the results from the 2013 Survey on Innovation by PriceWaterhouseCoopers.
- **Innovation in Governance** – around the world, leaders are struggling to find ways to deal with new challenges with organizational constructs that may be centuries old. Innovation in governance goes beyond just “government” to marshaling the collective capacities of different sectors and institutions in joint problems-solving initiatives.
- **Innovation in Cooperation** – similarly, cooperation among private sector organizations to obtain better outcomes is a new opportunity for innovation where traditional structures are not present, such as forming a research and development consortium to better leverage nearby intellectual assets.
- **Innovation in Communications** – with new communications channels emerging everyday, and the overwhelming amount of information available to everyone, regions need to change both their messages and methods for communications in order to break through. This is true for internal audiences such as local residents, businesses and institutions, and for external communications to business and talent attraction targets. By nurturing a culture of innovation, the Corridor will naturally adopt an innovation identity, and the momentum of this message within the community will transcend its borders across many channels and networks.



A number of assets need to exist for innovation to thrive. These include:

1. *Anchor institutions.* In the places where innovation is working, there are usually some anchor institutions that generate intellectual property. Anchor institutions are often important sources of innovation, both technological and social. This is often a college or more likely a research university, although medical institutions like hospitals, especially teaching hospitals, and/or federal laboratories can serve this purpose. In communities where these institutions are not present, corporate R&D consortia and/or joint ventures with regional educational institutions can fill this role.
2. *Entrepreneurs and entrepreneurial support institutions.* Entrepreneurs are essential because they are more likely to seize upon the knowledge being developed in the anchor institutions than employees located within the institutions themselves. The support organizations serve a convening role, and give the entrepreneurs the visibility, community, network, and know-how to take advantage of the opportunities that they see.
3. *Larger companies,* ideally already located in the area, are also important, because they can be a source of innovation, and can help the entrepreneurs move to scale quickly; and because, to the extent that they represent the existence of a cluster of companies in a particular sector, demonstrate the density of community and networks linked to successful growth.
4. *Built environment.* The attractiveness of metro areas, large and small, to Millennials and Baby Boomers is limited only by their adoption of and support for physical infrastructure such as denser, more urban housing options, walkable neighborhoods, historic preservation to maintain an authentic feeling of “place,” the transit options that make a place “green,” and the high speed broadband availability that enables so much of the technology prevalent today.



Innovation thrives in *vibrant communities*, attracting and retaining the *highly skilled and diverse workforce* that contributes to the creativity necessary for innovation. Actions can be taken at the local level to measure, support and develop an innovation community. Initiatives customized for each community, but focused on diversity, tolerance, vibrancy, and entrepreneurship, can tie together previously siloed economic, workforce and community development efforts, including small business assistance, Main Street revitalization and historic preservation, workforce training, attraction and the creative economy. This approach assumes that all businesses and organizations have the opportunity and capability to be innovative, not just those driven by or dependent upon science and technology.

Furthermore, workforce and tourism strategies, especially tactics designed to attract Millennials, young professionals and young families, align directly with these innovation strategies. Find a place that

supports the creative and innovative economy, and you will find young people. The type of work attracts them, as does the culture, and the quality of life.

Not everything needs to be created anew. To the contrary, the strategies recommended below build upon the substantial assets in the Corridor, and leverage them to increase the economic vitality of the area.

I-86 Corridor Situational Analysis: Assets and Opportunities

The I-86 Corridor is located in the Southern Tier of New York State, bordering Pennsylvania, and blessed by the beauty and natural resources of the Finger Lakes region. Its two cities, Corning and Elmira, share a wealth of history and economic prosperity reaching back a century when the basis of the current manufacturing economy was laid. It is significant that so many of the current large employers either are family-owned or can trace their ancestry to the local entrepreneurs of the early 1900s. The strengths of the Corridor also include its proximity to research institutions (Cornell, Binghamton, and Alfred Universities) and Corning Incorporated, a top international research entity. Today, as a transportation hub and service center for the two counties, the I-86 Corridor is poised to make its next transition, building upon the past, and leveraging those strengths to face the challenges of the 21st Century.

The weaknesses include a history of flooding that devastated local communities within recent memory, two prisons, an aging population and pockets of deep poverty. Some of the communities are in need of revitalization, and new housing is needed in the middle price range in order to attract new workers.

The opportunities, however, abound, because of the alignment of traditional manufacturing strengths with emerging, disruptive technologies that can revitalize the Corridor's long-time employers, particularly those in Transportation Equipment and Food and Beverage manufacturing, and their respective supply chains. In addition, the regional universities have strengths in relevant technology areas.

Also, two local schools, Corning Community College and Elmira College, are investing for the future, and desire a closer relationship with the community and with employers. Finally, there is a nascent entrepreneurial trend that is capitalizing upon the more active retirements of Baby Boomers, especially those retiring from Corning Incorporated.

The corresponding threats include the business climate, energy costs and taxes common to New York State. And, attitudes towards a manufacturing career among young people could hinder the size of the workforce in the future.

Numerous studies and plans have been completed by the various stakeholders in the I-86 Corridor, although none to date have encompassed all the municipalities and counties in this Plan. However, the findings of these studies inform this Plan, and many are articulated in detail in Appendix 1, along with basic descriptions of the municipalities and the demographics of the Corridor. To summarize these findings, we have organized them into a Strengths/ Challenges / Opportunities/ Threats (modified SWOT) chart, on the following two pages.

Strengths, Challenges, Opportunities, & Threats for the I-86 Corridor

Strengths	Challenges
I-86 and I-99 Interstate connection with Binghamton, New York City, Buffalo and beyond; quality system of secondary highways and roads and transportation hubs in Corning and Elmira downtowns	Home to two prisons
Mainline Rail connections East and West	History of floods, aversion to the potential of the Chemung River
NYS designated Innovation Hot Spot with formal ties to Cornell, Binghamton and Alfred Universities Entrepreneurial support emerging with new leadership and new funding from state and federal government to support area entrepreneurs.	Declining manufacturing employment
Fiber available in select locations, including both industrial parks and the Hot Spot's two locations	Airport service is limited (e.g. no service to NYC)
Natural gas availability from PA; allows low-price energy	Rural location; 4 ½ hours to New York City and Toronto
Corning Incorporated, a major research center, community investor, and source of employment	Pockets of deep poverty in Elmira: nearly 80 percent of K-12 are eligible for free-reduced price lunches
Beautiful region, with many destinations including museums, Finger Lakes, wineries, historical attractions	Many small municipalities in the region, rather than a single governmental entity
Manufacturers with long connections to the region, with clustering in Transportation Equipment, Machining	Cornell University, Binghamton University and Alfred University are 30+ miles away and have minimal impact on region's innovation economy.
Emerging Food Production cluster	Aging, predominantly white population
Educated workforce, including significant international population of PhD scientists in region because of Corning	Difficulty in filling mid-level technical positions and leadership positions
Elmira-Corning Regional Airport with scheduled air service to four hub airports, including nonstop service to Philadelphia for access to international flights	Heavy reliance on Corning Incorporated as source of employment and other economic development resources
Significant retail presence	Aged housing stock
Demonstrated desire for collaboration among the Corridor's counties, municipalities, and other community leaders	Blighted areas in downtown Elmira
World-renown tourism destinations	
Two regional hospitals	
Modern hotels	

Strengths, Challenges, Opportunities, & Threats for the I-86 Corridor

Opportunities	Threats
Emerging technologies in advanced robotics, autonomous vehicles, energy storage, advanced materials, and 3D printing with corresponding strengths at regional universities	Local and state demographic trends will reduce workforce size and educational attainment
Active retirements of older residents, including highly educated, highly skilled retirees; Development of retention strategy	Skepticism about the region's future and lack of buy-in from leaders and residents in the region regarding strategies for forward momentum
International tourists increasingly returning for second visits	Change-aversion
Planned expansion of the Elmira-Corning Regional Airport	Resurgence of parochialism would block region-wide vision and implementation
New potential investments from state, federal and private sources	Millennials (younger workers) will desire a more urban live/work/play experience
Corning Community College (CCC), Elmira College engaged with community and desire to engage with industry (e.g. the new Elmira College and Lake Erie College of Osteopathic Medicine collaboration; and the new welding program at CCC)	Core manufacturing clusters will continue to erode without innovation
Opportunities to better integrate more state and federal representatives into the conversation to renegotiate external barriers to success	Negative perceptions of middle-skill and manufacturing careers hinders workforce pipeline
Entrepreneurship already emerging as a way to revitalize communities (evidenced by Southern Tier Startup Alliance)	Bureaucratic burden on businesses in NY
Innovation recognized as a necessity for the continued competitiveness of US manufacturing	High cost of electricity in NY
Creation of intermodal hubs	Implementation inertia
Plans for increased foreign investment by multinational firms (e.g. CAF USA)	

Innovation Assets Already in the Region

Many assets already exist in the I-86 Corridor that form the basis for further development into an Innovation Corridor:

- Anchor institutions – Local colleges include Elmira College and Corning Community College. Regional institutions include: Cornell University, Binghamton University and Alfred University, while Alfred State College is an important source of workforce training. Guthrie, the regional hospital system and its local hospital, Guthrie Corning Hospital, are located in the Corridor. The new Lake Erie College of Osteopathic Medicine branch campus will also be important.
- Entrepreneurs and support institutions – IncubatorWorks (just changed its name from the Ceramics Corridor Innovation Center) operates three incubators in Alfred, Corning, and a new location in Big Flats at the old Schweitzer building. There are a few innovative companies located in these incubators and elsewhere in the region.
- Larger companies – This is clearly the I-86 Corridor's biggest strength. Multi-national corporations, including Corning Incorporated, with its Sullivan Park and Big Flats research and development centers, dominate the region. The large number of businesses in the Transportation Equipment and

Food Production manufacturing sectors, including their extensive supply chain throughout the Southern Tier, are driving the region's economic vitality.

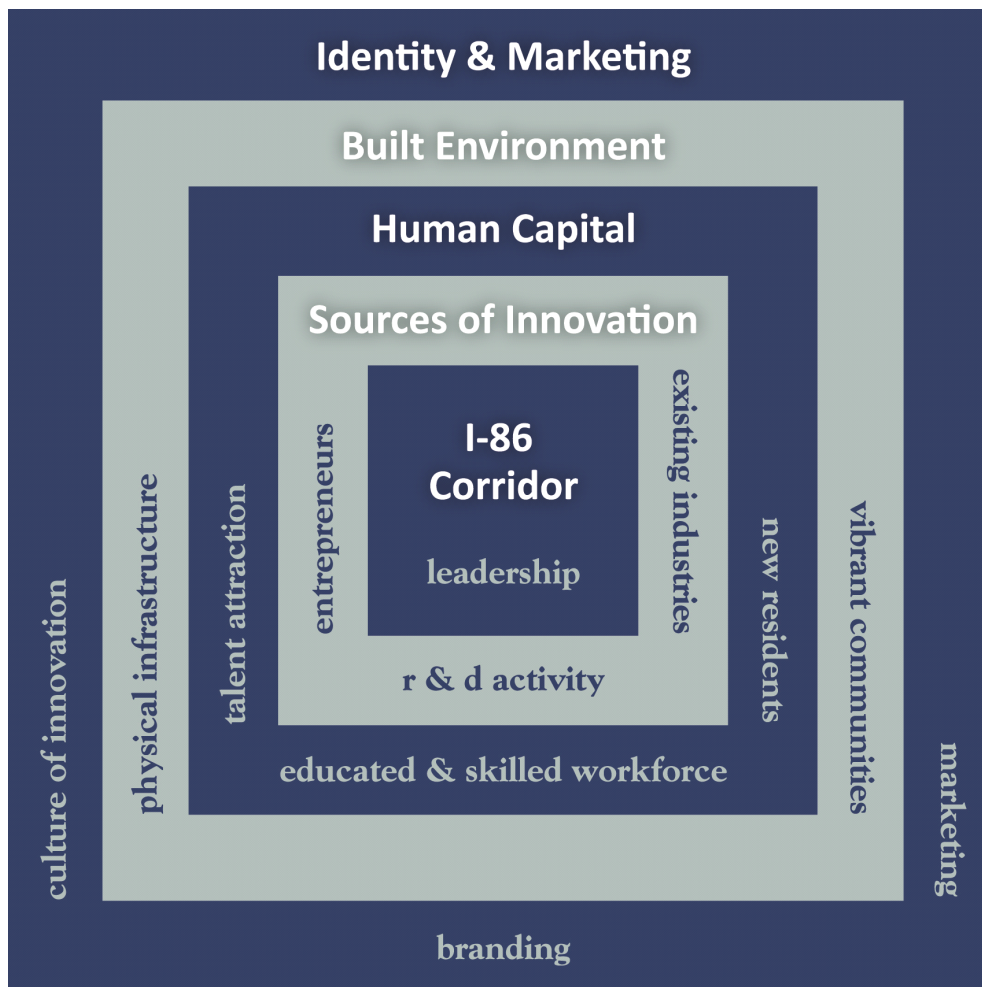
- Built environment – With vibrant downtown Corning, museums such as the Corning Museum of Glass, the Elmira-Corning Regional Airport, and the surrounding countryside, the I-86 Corridor has much to build upon to attract new workers and retain existing talent.



Strategies

Framework

This action plan includes five strategies designed to work together to achieve the vision of the I-86 Innovation Corridor. The strategies are nested, with each subsequent strategy building on those that precede it. At the core is **Leadership** (political, business, institutional, and non-profit) necessary to foster and create all of the other necessary ingredients of the Innovation Corridor. Next are **Sources of Innovation** to develop and infuse new technologies to attract and develop both companies and entrepreneurs, who in turn attract innovative and creative workers (**Human Capital**). These workers are also attracted by and contribute to a vibrant community, and the physical infrastructure (**Built Environment**) that creates and defines the community. All are bound together by the sense of place and culture of innovation to create an Innovation Corridor. Last, the **Identity and Marketing** strategies fuel internal momentum toward self-identification as an Innovation Corridor, a message that then transcends the community's borders.



To achieve the objectives set by the Stakeholders and to achieve the vision of an Innovation Corridor, five corresponding strategies are outlined in this plan. They are:

1. Infuse new technologies into existing manufacturers and entrepreneurs so they will increase their competitiveness, contributing to a growing economy, leveraging regional research and development assets. (Sources of Innovation)
2. Attract and retain an educated and skilled workforce, including many new residents from all over the US and the world, to fill and create these jobs, producing a diverse community that is conducive to creativity and innovation. (Human Capital)
3. Revitalize communities in the region so they will attract these workers, entrepreneurs and businesses, with both Corning and Elmira having distinct, vibrant personalities, and the central district around the airport being developed as a research and commercialization hub. (Built Environment: Vibrant Communities)
4. Invest in the physical infrastructure of the region, including a commitment to high-speed broadband, to support and enable collaboration within the region and strengthen connections within New York and beyond. (Built Environment: Physical Infrastructure)
5. Position the I-86 Corridor as an innovative place, and reflect this vision in the region's branding, how it thinks about itself, and how it presents itself to the world, including through tourism. (Identity and Marketing)

Each strategy is described below, with the projects identified as most important summarized here. More details are contained in each respective Appendix, including additional projects. Appendix 2 is for Sources of Innovation, Appendix 3 for Human Capital, Appendix 4 for Built Environment: Vibrant Communities, Appendix 5 for Built Environment: Physical Infrastructure, and Appendix 6 for Identity and Marketing. Appendix 7 contains the details of all the proposed projects.

Strategy: Leadership

There is an exceptional degree of collaboration among the two counties, seven municipalities, and several companies and non-profit organizations in the I-86 Corridor. Many Stakeholders have remarked that this cooperative spirit is unprecedented in past decades. The group requires a framework for strong and lasting collaboration among those who remain committed to a long-term focus on development of the Corridor, to jointly addressing future challenges, and to jointly embracing evolving opportunities.

That framework must include a leadership organization whose mission is to implement the Strategic Action Plan and to continuously update the plan to keep it relevant. The degree of coordination necessary to execute this plan for transformation into an Innovation Corridor cannot be achieved without that leadership and an individual with day-to-day responsibility for oversight and management.

As of the conclusion of Phase I, key Stakeholders agreed that this organization will take the form of either 1) a new corporation, or 2) a repurposed and currently dormant organization named Corning In Town Futures. The organization would be governed by a board of directors. The board should ideally be comprised of major funders, whose current involvement reflects their dedication to the I-86 Corridor Project, but also be representative of the Corridor's future vision—that is, it should include young and diverse individuals. A refreshment/succession mechanism for board members should be designed to ensure the plan's adaptability and future relevance. An advisory committee representing a broader base of the larger community could be formed to serve additional advisory and implementation roles.

A project manager would be responsible to that board of directors. Further, it was agreed that the project manager could potentially be physically located at the offices of the Southern Tier Central Regional Planning & Development Board in Corning, pending their agreement to allow the hire to share business systems and office space. The board of directors should design the job description and hiring process to ensure the selection of an individual with demonstrated experience in successfully implementing complex plans, and who will not be politically motivated or influenced, and who has the skill set necessary to forge partnerships and sustain collaboration in support of the plan and its projects.

Fundraising will be necessary to support the new organization, primarily the salary of the project manager. Big Flats Town Supervisor Ed Fairbrother will lead fundraising efforts to support the position and overall initiative implementation.

For sustained collaboration and assurance of implementation, it is also recommended that the working groups formed in Phase I be sustained as mechanisms for cross-sector dialogue on key themes.

Finally, while many of the projects described in this Strategic Action Plan have natural stakeholders, many are cross disciplinary, include multiple municipalities and interested organizations, and require significant collaboration to implement. Two areas in particular—human capital and workforce attraction, and water/wastewater issues—were deemed to be complex enough to require a governance layer to ensure implementation and greater accountability. The “Regionalization of Water/Wastewater” and “Strengthen Workforce Development-Economic Development Coordination” projects were developed in response to that need, and are included in the Built Environment: Physical Infrastructure and Human Capital sections, respectively.

Tactics

The tactics for Leadership are to:

- Establish a regional vehicle that allows business, all levels of government and the community to collaborate well together to implement the I-86 Innovation Corridor vision, and
- Rapidly adapt to changing circumstances so our communities can create the future of our choice, rather than respond reactively to change.

Priority Project Recommended

“I-86 Innovation Corridor Implementation Leadership”

A new organization to tie together two counties, a number of municipalities, several large for-profit companies and several large non-profit organizations into a cohesive group all willing to row in the same direction. To do so, much coordination is needed and a strong leader must emerge to implement the plan. Likewise, this plan will need to be continuously revised and improved and you need a group that is empowered to do that.

Other Projects

Other governance and leadership-related actions include:

- A cooperative water/wastewater agency under the “**Regionalization of Water/Wastewater**” project.

- A convening mechanism to accelerate industry-education partnerships and information sharing under the **“Strengthen Workforce Development – Economic Development Coordination”** project.
- A network of social, cultural and educational organizations under the **“Council of Non-Profits”** project.

Strategy: Leveraging Sources of Innovation

All innovation corridors need sources of innovation. In the Brookings Institution model of innovation districts, these sources are entrepreneurs. While the I-86 Corridor does have entrepreneurs, most of the current innovation resides in its existing industry, notably Corning Incorporated. And, although there are research universities in the Southern Tier, they are all located 30 miles or more from the I-86 Corridor, and have had limited impact on the economy to date. Existing manufacturers in the Transportation Equipment and Food and Beverage sectors and their supporting supply chains have seen some innovation, but it has been limited, as many of the larger employers are headquartered outside the region. This section describes the initiatives needed to transform the Corridor by introducing more innovation and capitalizing on the commercialization of innovation already occurring here. Further details and background are contained in Appendix 2.

Recommended Tactics

By definition, innovation deals with the new and different, and so stating with any accuracy where innovation will next emerge or affect a given sector is a challenge. However, there are research areas that are currently making major advancements that have implications for the leading sectors in the I-86 Corridor. As described by McKinsey,¹ the disruptive technologies with the greatest potential impact on the Transportation Equipment Manufacturing sector in the I-86 Corridor and its supply chain include advanced robotics; autonomous and near autonomous vehicles; energy storage; 3D printing, and advanced materials. And regional universities like Cornell, Alfred and Binghamton have expertise relevant to these technology areas.

The tactics involve leveraging regional research and development assets and infusing new technologies into existing manufacturers and entrepreneurs so they will increase their competitiveness, contributing to a growing economy by leveraging regional expertise by:

- Growing existing high-potential industries—specifically transportation equipment manufacturing and food and beverage manufacturing—by capitalizing on emerging, disruptive technologies that have high potential for growth and linkages with the region’s asset; and forming supportive ecosystems around the intersection of existing clusters and emerging opportunities.
- Strengthening the linkages within the region’s R&D ecosystem (universities, private sector R&D, investors/funds, entrepreneurs) to increase commercialization.

¹ Manyika, J., Chui, M., Bughin, J., Dobbs, R., Bisson, P., and Marrs, A. 2013. *Disruptive technologies: Advances that will transform life, business and the global economy*. McKinsey Global Institute.

- Creating and sustaining an ecosystem and culture of entrepreneurship along the I-86 Corridor that supports creativity, innovation, and new business formation and expansion.
- Locating, attracting and developing entrepreneurial talent (local, regional, national and International) including young people.

To increase the amount of innovation in the region, either through existing companies, research and development entities and/or entrepreneurs, we recommend significant investment in innovation activities with a focus on commercialization. In addition to expanding the IncubatorWorks facility and staffing to give entrepreneurs the skills, training and connections that they need to accelerate their enterprises, we recommend that a focus be maintained on bringing innovation into existing industry sectors that are promising, in order to accelerate their growth as well. This approach not only adds jobs in the research entities, but also multiplies the impact by the spillover of talent and innovation through commercialization. New jobs are added when new products and processes are brought into existing companies, and when new companies based on new technologies get started.

Recommended Priority Projects

The priority projects recommended for Sources of Innovation that make these tactics concrete include:

“Center for Technology Infusion”

The Center for Technology Infusion will develop advanced technologies for the transportation equipment manufacturing sector in the Southern Tier, helping to accelerate the growth of this existing high-potential industry. The center will be a test bed for new technologies such as energy storage, autonomous vehicles, and new materials, and their application into the sector. It will include research laboratories, prototyping facilities, testing facilities, and meeting areas.

The Center will have multi-disciplinary researchers recruited from all over the world, as well as affiliated faculty and students from Binghamton University and Alfred University. Researchers will be given a five-year stipend, a lab, and staff. Internships will be available to local high school and college/university students interested in careers in advanced transportation manufacturing, helping to recruit and retain engineering talent in the region.

It is proposed that the center will be an industry-led consortium, working in partnership academic institutions such as Binghamton and Alfred Universities. The center would be modeled after other successful centers such as the Small Scale System Integration and Packaging Center at Binghamton University [S3IP], a New York State Center of Excellence. Under such as model, the academic institutions could operate the center. This governance strategy allows industry to share in the pre-competitive research (i.e. basic research), but also be able to individually sponsor proprietary research projects and maintain intellectual property control. It also allows university-level talent to be applied to specific areas of industry interest, with results generated on timelines that are responsive to industry needs.

“IncubatorWorks Expansion”

The Ceramics Corridor Innovation Center/ IncubatorWorks currently operates two physical incubators, one in Alfred and one in Corning. This project is to complete the funding for the development and operations of its new incubator space at the old Schweitzer building near the airport. While construction funding has been identified and secured, operational funding required to staff the facility is

still outstanding. (IncubatorWorks is part of the Southern Tier Startup Alliance—the designated New York State Innovation Hot Spot in the region—with formal ties to Cornell, Binghamton and Alfred Universities.)

Other Projects

Other Sources of Innovation projects include:

- **“IncubatorWorks Makerspace”** – Develop makerspace resources (additive printers, machining equipment computers, software for programming and design, library research, etc.) at IncubatorWorks.
- **“Commercial Kitchen and Food Hub”** – Create an innovative commercial kitchen within a food hub and incubator where small agricultural and other businesses can undertake food processing or other value-added operations.
- **“I-86 Road to Your Dreams”** – Provide young people (middle school) with an engaging experience that helps them understand the pathway to—and teaches them the skills for—becoming entrepreneurs.
- **“E-Mentor Network”** – Establish a vetted network of 30-50 experienced professionals with an interest in mentoring entrepreneurs.
- **“Southern Tier Entrepreneurial Workshops”** – Celebrate local entrepreneurs with an annual conference and monthly meeting.
- **“Technology Transfer Service Center”** – Provide assistance to small entrepreneurial companies so that they can both manage their own IP portfolios and negotiate with other sources of IP, such as universities.
- **“Commercialization Rocks!”** – Evaluate R&D projects for commercialization potential.

Strategy: Human Capital

The Brookings Institution’s definition of an innovation district refers to human capital before all else: “a synergistic relationship between *people*, firms and place that facilitates idea generation and accelerates commercialization.” Workforce is recognized as a critical and immediate issue for the study area and its plans to establish itself as an Innovation Corridor. The development of the area’s existing workforce pipeline, and the attraction and retention of qualified workers and their families, is necessary for the growth and retention of industry, the generation of innovative ideas, and for ensuring that the benefits of growth are felt broadly in the community.

In the I-86 Corridor, mirroring trends seen elsewhere in the Northeast, the workforce is rapidly aging out, and new workers, especially Millennials, must be trained, attracted, and/or retained to ensure the viability and growth of manufacturers and other innovation drivers. The Corridor can become “best in class” in anticipating and meeting future workforce needs by strengthening coordination between workforce development and economic development; forging increased engagement between students and industry that inspires and better prepares the next generation to pursue careers in the Corridor; transforming the role of the school in high-poverty areas to contribute to a culture shift in perceptions about education and work; and training adult incumbent and unemployed workers in workforce readiness, leadership, and entrepreneurship. These strategy recommendations include multiple

channels through which to harness the knowledge of the area’s educated and skilled retirees and pass it on to area students, job seekers, and incumbent workers.

Talent attraction and retention is an equally critical issue for addressing human capital needs. A campaign for talent attraction is addressed in the Identity & Marketing appendix (Appendix 6).

Recommended Tactics

The Stakeholders recognize that the human capital question is one of both 1) attraction and retention of qualified talent, and 2) development of the area’s existing workforce pipeline and labor pool. The Workforce work group developed strategies and projects around the following set of tactics:

- Transform our education and training system so all citizens in our region have the opportunity to acquire the skills they need for a robust livelihood
- Develop strong linkages between employers, educators, families and young people to create a culture that celebrates learning and provides pathways to careers
- Develop and promote alternative or complementary education pathways focused on entrepreneurship, creativity and innovation
- Develop job/career opportunities for harder-to-place workers including ex-offenders, persons of low-income, veterans and workers displaced from industries that are in decline.
- Cultivate the organizational structures necessary to integrate and manage the different aspects of workforce development in the region so that the Corridor creates our desired outcomes

Recommended Priority Project

“Strengthen Workforce Development-Economic Development Coordination”

Participants in this strategic planning process were unanimous in their assessment that the Corridor is home to many successful and targeted workforce development initiatives. For example, Corning Community College ranks 17th among the nation’s community colleges for the highest value-added with respect to mid-career earnings (Brookings, April 2015). However, they are also unanimous on the fact that ideas to collectively leverage strengths to make the Corridor “best in class” in workforce development ultimately fail without an organized and accountable mechanism to see them through.

The key recommendation of the Chemung County workforce study was to strengthen overall connectivity between workforce development efforts and economic development efforts. This reflects a significant nationwide trend that recognizes the importance of systematic and meaningful collaboration among these two overlapping sets of stakeholders, to ensure a shared strategic direction. The Corridor’s workforce stakeholders are well known to each other and communicate frequently with employers, particularly through advisory boards and business specialists, however this information sharing is fragmented and could be done in a more coordinated and systemic fashion. Similarly, labor data is not yet collected and analyzed on a regular basis. Making these process changes will ensure that all partners are operating with the most up-to-date workforce intelligence.

Camoin Associates recommends that the I-86 Corridor Stakeholders empower an organization or mechanism to be accountable for regularly convening the Corridor’s workforce development and economic development stakeholders. This organization will institute mechanisms to continually monitor labor trends and projections and to efficiently and regularly take the pulse of employer needs and communicate them to training entities—the most effective strategy for anticipating and meeting future

labor force needs. This is put forward as a high-priority, Stage 1 project because it would facilitate the partnerships necessary to drive all other actionable strategies recommended on this topic. This entity would ideally reflect the larger labor market, including neighboring areas of Pennsylvania.

Other Projects

- **“Community School Program”** – Support Elmira City School District’s pilot Community Schools Program and scale to other schools in the Corridor.
- **“I-86 Next Generation Workforce Pipeline”** – Conduct a series of worksite immersion activities, “public relations” activities, and connective programs to change student perceptions of manufacturing and technical careers and strengthen local career conduits.
- **“Southern Tier Lifelong Learning Project”** – Address the demonstrated deficit of soft skills among otherwise qualified job-seekers and contribute to the successful placement of such groups as veterans, the long-term unemployed, and hard-to-place workers.
- **“Construction and Redevelopment Training”** – Offer paid training for young people and unemployed or underemployed people to do safe salvage and deconstruction of buildings in the Corridor.

Strategy: Built Environment — Vibrant Communities

Vibrant Communities are the shared framework on which the I-86 Corridor will begin to flourish and attract new workers, entrepreneurs, and businesses. When business CEOs and start-up entrepreneurs are asked what are the important elements they consider when evaluating locations for the business, the answers are often the same – the opportunity to succeed, an environment that fosters growth and creativity, and a strong quality of life for themselves and their employees. Without these quality of life attributes – which are the basis for vibrant communities – the I-86 Corridor will find it difficult to attract and retain the creative professionals which are the heart and soul of innovation districts.

What are the key quality of life indicators that contribute to a Vibrant Community? These range from access to natural resources and recreational assets, which the I-86 Corridor is rich in, to the quality of the public realm and strong centers that offer people a 24/7 lifestyle. With a targeted focus on capitalizing on the existing assets of the I-86 Corridor, and focusing new efforts and strategies on strengthening those areas where more opportunity exists, I-86 Corridor communities will begin to realize the positive



benefits associated with thinking holistically about the region. Further details and background are contained in Appendix 4, and project descriptions in Appendix 7.

The I-86 Corridor boasts many attributes that make it very livable, including a strong transportation network, a varied built environment that ranges from forests and farmlands to urban centers, affordable housing, recreational assets and an overall low cost of living.

While the most successful innovation districts are built upon the concept of energy, creativity and diversity, the I-86 Corridor today is fairly homogeneous. Less than 3% of Corridor residents are foreign born, less than 8% of residents are non-white and the more than 20% of the population is over the age of 60. Together, these statistics indicate there must be targeted efforts to bring new, younger individuals and families to the region to fill local workforce needs. (Such efforts are described in Appendix 6, Identity & Marketing, and its associated project forms in Appendix 7.)

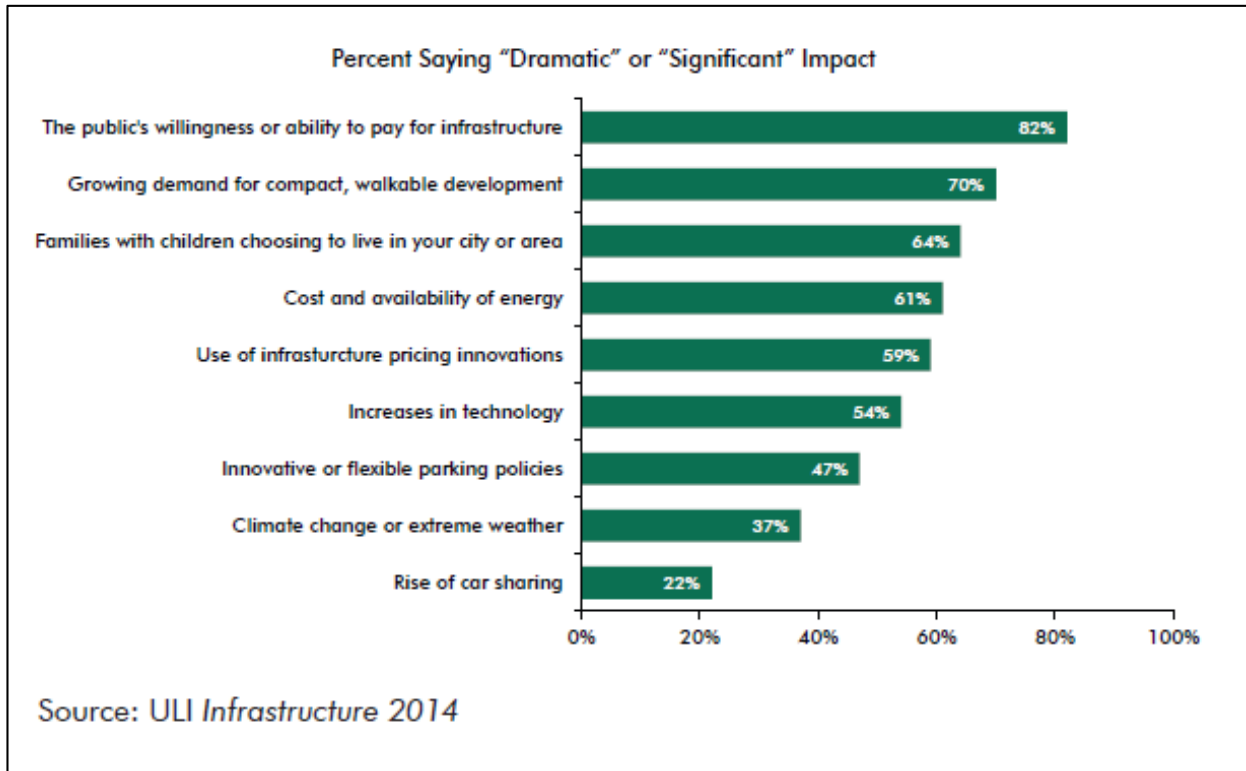
This younger generation of prospective residents, commonly referred to as Millennials, will also define how communities plan for future development and infrastructure projects in order to create the “vibrant” places that Millennials expect. Trends indicate that the millennial generation is helping us to focus once again on how we think about the built environment. They are urban-centric, less car-focused and more interested in communities where they can live, work and play in a walkable environment. They also have a greater interest in the environment, and place a higher worth on experiences, over the acquisition of material things.

Recommended Tactics

To take advantage of the opportunities associated with this emerging group of innovative professionals, the I-86 Corridor needs to better embrace and respond to these lifestyle choices in order to be an attractive destination for this generation. This includes addressing the availability and lack of diversity in the existing housing stock, uplifting downtown Elmira to mimic the success seen in downtown Corning, creating new hubs of multi-use activity that capitalize on the human capital and institutional resources in the region, and to create an attractive and desirable public realm that sets the I-86 Corridor apart. The implementation of the I-86 Corridor Vibrant Community Projects will allow the region to overcome negative perceptions to create healthy, desirable communities and neighborhoods that foster and celebrate the uniqueness of the region, and the individuals who live there.

One of the main goals of the I-86 Innovation Corridor project is to incentivize educated and innovative professionals to move to the area to foster greater economic opportunity. This includes professionals that are well established in their careers, as well as young educated professionals who are often referred to as Millennials. Nationwide, tastes for living and working have shifted significantly in the past several decades, and the Corridor should seek to mimic these shifting national trends in order to attract and retain entrepreneurs and other professionals in the area.

As noted in the graph shown on the following page, the American population is increasingly interested in living in dynamic urban settings. This means living in close proximity to essential goods and services, work, restaurants, entertainment, and many other resources. Although the Corridor’s urban infrastructure is relatively limited and small in scope, the Corridor will be able to offer many urban-like amenities within a relatively compact geographic area. In addition, pockets of nodal redevelopment within suburban settings in the community will also be able to fulfill the addressed new desires of families and individuals within the region without radically transforming the existing built environment.



Create Strong Centers

Strong centers of activity serve as anchors within an area. They are often well-recognized, well-traveled, and draw people in from the community and the region at large. Examples of strong centers include traditional downtown corridors, village Main Streets, and mixed-use town centers. Strong centers are built on a pronounced and sustainable economic environment, the development of new and established community partnerships, creating a functional and visually appealing design aesthetic, and encouraging a diverse range of uses that are accessible to all. Existing centers of development and economic activity must be recognized and enhanced within the I-86 Corridor in order to reach the region’s full potential.

Establish a Diversity of Housing Options

In order to develop a vibrant and dynamic community within the I-86 Corridor, individuals and families must have access to a range of housing options that best satisfy their personal needs. Demographics, household formations and changing values are shifting demand toward pedestrian-friendly, mixed-use communities that offer a range of housing options in urban and suburban settings.

Redefine the Public Realm

The public realm is a critical element in making cities work for the health, quality of life and well-being of their residents. The public realm is broadly defined to include parts of a neighborhood, downtown, waterfront or other public gathering space that helps promote social interaction and a strong sense of community. Examples of the public realm include plazas, parks and trails, public commons and greens, as well as public art, sidewalks, storefronts and the public right-of-way. The presence of a well-kept and

dynamic public realm can significantly improve perceptions of an area by providing an engaging and attractive first impression of a community.

Communities in the Corridor can achieve a robust public realm by incorporating design guidelines and/or standards into their regulatory codes and processes, such as Site Plan Review, or serve as stand-alone documents utilized through the building permit process. Design guidelines are voluntary provisions that encourage a type of design and/or feature, while design standards are required to be met. Both design guidelines and design standards are performance-based criteria intended to provide developers with clear provisions for architectural and landscape design in an effort to maintain consistency, quality, and cultural /historical integrity of the community.

Connect People and Places

Established and strong connections within the Innovation Corridor are essential to develop vibrant communities. The creation of linkages between centers helps orient people and create a sense of place within the region. This ensures that no community within the Corridor is isolated from the others, and residents of one community can easily access and spend time in neighboring areas. These connections have economic impacts on the region by providing opportunities for residents of the region to visit and explore new areas and businesses.

The I-86 Corridor maintains an established transportation network—roadways, transit centers, and the airport—that moves thousands of travelers through the region daily. As the Corridor continues to invest in its infrastructure, the region will experience an increase in the number of people living, working and traveling to the Corridor. (See Physical Infrastructure Projects relating to Airport Park development, downtown Elmira / Exit 55 interchange, and the Center at Horseheads redevelopment and connector road.)

The key to strong and complete transportation network includes opportunities to move people from one place to another using a range of transportation options, such as trails, blueways, and greenways. As the demand for pedestrian-oriented, walkable places continues to grow, municipalities are increasingly recognizing the role that trails play in connecting people to nodes and destinations while providing an alternate mode of transportation.

Embrace and Support Human Capital

Non-profit organizations serve as an important community resource. They provide resources, such as job training, skills and workforce education, child care, and health services, which have become a central components in assisting these communities. Non-profit organizations range in size, scope and resources. It is often difficult for these organizations to grow due to limited financial resources and human capital; typically they depend on donations and volunteers to provide services.

As a growth and management strategy, the Corridor's non-profit organizations should partner to develop an umbrella, or parent, organization in an effort to share services and mobilize resources. Forming this network would allow individual organizations to increase access and visibility and serve more people effectively.

Recommended Priority Projects

To achieve the desired outcomes of the I-86 Innovation Corridor, it is recommended that the I-86 Corridor implement these vibrant community projects:

“Revitalized Downtown Elmira”

The “Revitalized Downtown Elmira” project will reestablish the downtown as a strong social, economic, and cultural center for the community that it serves. Recognizing synergies between educational institutions and downtown vibrancy, a focal point of this project is strengthening the connection between Elmira College and the downtown corridor. Through Elmira College, the Lake Erie College of Osteopathic Medicine (LECOM) is constructing a branch campus which will welcome upwards of 160 students to the community. The influx of medical students to the community will significantly impact the demand for housing, cultural and social amenities, and access to business and technological resources to support their research. The development of the LECOM campus presents an opportunity to transform existing corridors and neighborhoods into vibrant, livable spaces while building on the City’s assets including the Clemens Center for Performing Arts, Arnot Art Museum and the Chemung County Historical Society.

“Corning Nursing and Health Education Center”

The Corning Nursing and Health Education Center is focused on the redevelopment of the former Corning Hospital site to create a new center. This project re-envision the site as a mixed-use commercial and residential development that is a collaboration between the Guthrie Corning Hospital, Riedman Development, Purcell Development, the City of Corning, Corning Community College, as well as the Steuben County Industrial Development Agency. The goal of developing the Corning Nursing and Health Education Center is to create a center for healthy living and health based education in downtown Corning.

“Corridor Housing Redevelopment and Revitalization”

This project focuses on addressing housing needs to help strengthen and diversify the Corridor’s neighborhoods. The goals and objectives of the project are intended to diversify the housing opportunities in the Corridor for people of all ages now and in the future. The following tools should be implemented to help the Corridor achieve its vision for housing:

- Identify, implement, and construct amenities that will support new housing and mixed-use developments.
- Establish a demolition program for derelict properties such as a Land Bank or Model Block Approach.
- Develop design guidelines and standards to positively impact the overall aesthetic of the project (see “Model Design Guidelines for Land Use” project).
- Develop a land bank to assist private developers in the joint effort to create a diverse and unique housing environment.

Other Projects

- **“Model Design Guidelines for Land Use”** – Develop a comprehensive set of design guidelines and landscape standards for the Corridor.

- **“Southern Tier Trail Network”** – Develop a network of regional trails to support tourism and improve quality of life for citizens.
- **“Council of Non-Profits”** – Develop a non-profit network of social, cultural and educational organizations that would better support individuals and families in Steuben and Chemung Counties.

Strategy: Built Environment — Physical Infrastructure

A major factor for economic growth and development along the Corridor is the physical infrastructure and readiness of sites. This includes available means of transportation, public utilities, and access to high-speed internet. The purpose of this section is to analyze the existing physical infrastructure along the Corridor and to identify any gaps and needs that should be addressed by employers, agencies, and local municipalities with vested interests. Recommendations are also provided to support physical improvement projects that will leverage the existing strengths and assets throughout the Corridor. Recommendations are also offered with regard to the utilization of vacant commercial space and sites.

Physical Infrastructure is the material backbone of the I-86 Innovation Corridor vision. The following infrastructure components must be in place to make this vision a reality:

1. Strong transportation networks to move people and goods
2. Utility infrastructure in place and capacity to support development
3. Energy to power and support future development
4. Ability to quickly and readily transfer information both locally, regionally, and globally
5. Smart development of vacant spaces to strengthen Innovation Corridor hubs

This section will focus on the current state of these various components and what priority projects are necessary to make sure the physical infrastructure is in place to achieve the vision for this Corridor. Further details and background are contained in Appendix 5, with project details in Appendix 7.

Transportation Network – Highway

The I-86 interstate highway provides the necessary connectivity of the various communities along the Corridor while providing access to other regional and national assets. The Corridor has a quality system of secondary highways and roads. Very little highway improvements are required and the road network has sufficient capacity to support the vision for this Corridor. I-86 is truly the cornerstone of this project. This asset should continue to remain the focal point and help drive the development of this Corridor. There are a few strategic highway/road projects that are outlined in Appendix 7 that will further enhance the connectivity of the interstate to key project areas.

Transportation Network – Airport

The Elmira-Corning Regional Airport is a valuable regional asset that provides great economic benefit to the Corridor. In comparison to other airports within a two-hour radius, Elmira-Corning comes in third for overall passenger traffic, and ties for second on runway length. Runway length is directly related to what size planes are able to land at the airport and possible destinations the airport can service. When compared to airports within a one-hour radius, those being Ithaca and Binghamton Airports, Elmira-Corning serves 48% of the region’s travel. Elmira-Corning has easy access from I-86 and offers

reasonable parking fees for short- and long-term parking. These fees have not increased since 2011 when the economy lot was opened.

Transportation Network – Intermodal

Providing an intermodal facility within the study area will attract commercial and industrial companies and help stimulate economic growth. With some infrastructure improvements, the 30 acres available at Philo Road West in the Town of Horseheads, NY would be an ideal location for this type of facility. The site is zoned industrial and has all public utilities available. The site is within 1.5 miles of exit 52A of I-86. The site also borders the Norfolk Southern rail line.

Utility Infrastructure – Water & Sewer

Public water and sewer services are essential to attract industry and for residential and commercial development. Therefore, a study of water and wastewater with an integrated regional approach should be performed. A joint authority could reduce the cost of operations, enhance the mobility and standardization of operations, remove known bottlenecks, and provide for expansion of systems. A full study should explore the financial implications of moving to a regional approach, analyze the capacity of all existing systems, identify the needs along the Corridor, and determine how this approach would benefit redundancy.

Energy

To attract advanced manufacturing and industry, reliable power, heat, cooling and energy efficiency is required along the Corridor. To facilitate this need an all-in approach should be examined. This includes obtaining energy from all sources including hydrocarbons and renewables. Micro-grids should be explored to provide renewable efficient power and process heat for sites identified, as described in the “Powering for the Future” project in Appendix 7. Public-private partnerships need to be established to take advantage of state incentives and to build, own, operate and maintain these facilities.

Information Network

In addition to public utilities such as water and sewer, high-speed Internet is an important utility needed for innovation development and to make the Corridor attractive to Millennials and to transfer information both regionally and globally. In addition to the high speed network, the offering of free Wifi should be explored in all downtown areas, retail centers and the airport. Free Wifi will make it easier for citizens and visitors to access information about what the region has to offer and stimulate sales and sales tax revenues from increased local purchases.

Recommended Tactics

- Leverage the existing and new physical infrastructure to support a vibrant community life/work balance.
- Develop new infrastructure to improve the Corridor’s competitive position for existing businesses and attraction of new businesses and talent.
- Better utilize vacant commercial space and site development.
- Enhance physical infrastructure (road, rail, air, fiber) for improvement to communication/access in the region.

- Make aesthetic improvements along the Corridor and concentrate development activities on optimized land use, and expansion of fiber to the home broadband and telecommunications capacity.
- Improve utility capacity and delivery (energy, water, sewer and storm water).
- Leverage/enhance the airport as a regional infrastructure asset.
- Increase access to invest (public-private partnerships, bond raisings), especially those that can leverage public funds in a ration of at least 5:1.

Recommended Priority Projects

Based on the findings, the following are recommended projects to improve or develop the necessary physical infrastructure components required to achieve the I-86 Innovation Corridor vision.

“Develop Airport as a Regional and International Destination”

Redevelopment of Elmira-Corning Airport will allow visitors from Asia and other emerging international markets to fly directly to the Southern Tier for work and leisure. A modern airport facility will be a centerpiece for the Innovation Corridor. A modern facility that reflects the innovative character of the region will help to further grow tourism and business travel including both domestic and international.

“The Big Gig”

The existing Southern Tier Network (STN) should be expanded and fiber should be installed off the line to communities, and ultimately to last mile residences and commercial buildings to provide high-speed (one gigabit) internet. Public-private partnerships should be developed to encourage the private sector to deliver the last mile. Franchise fees should also be explored to expand the fiber. This expansion will add marketability and vibrancy to the Corridor and link the it seamlessly to the world.

Other Projects

- **“Powering for the Future”** – Build micro-grids for renewable efficient power, process heat and power for these sites.
- **“Regionalization of Water/Wastewater”** – Study of water and wastewater with an integrated regional approach, including management and operations; financial implications; capacity of each system; and how will it benefit redundancy.
- **“Muni-Wifi”** – Provide open access to the Internet in downtowns, retail centers and the airport to enable residents, students and visitors to be connected.
- **“Access Elmira 2020 – I Can Drive 55”** – Design and build a continuation of Clemens Center Parkway with a new interchange to I-86 between Elmira and Elmira Heights.
- **“Big Horn Intermodal Terminal”** – Develop an intermodal facility for loading and unloading of freight trains.
- **“Erwin Town Center”** – Extend Town Center Road to Chatfield Place with bike lanes and install high speed fiber.
- **“Airport Park Development”** – Purchase lands west of Airport Corporate Park and extend infrastructure for advanced technology & manufacturing businesses as well as residential and commercial developments.
- **“Horseheads Connector Road”** – Build a new connector road from the Host Terminal located within the Holding Point Complex to Route 13 which connects to I-86.

- **“Readiness of Developable Land”** – Undertake investments (land purchase, demolition, infrastructure) in the priority developable sites listed in Appendix 5 that can accommodate industry expansion or attraction in strategic sectors.
- **“I-86 Ultra High Speed Research Network”** – Create an ultra-high speed (10 gigabyte) network to enable research collaboration between and among major universities, corporations and other innovation drivers.

Strategy: Identity and Marketing

The I-86 Corridor Project Stakeholders will market and promote the Corridor’s existing and aspirational qualities—including its emergent identity as an Innovation Corridor with a culture of innovation—in order to attract and retain a qualified workforce, residents, visitors, and target industries. Marketing and communications strategies will leverage these qualities to positively impact how the region views itself and how it presents itself to and is viewed by those outside the Corridor. For example, the overall I-86 Corridor plan includes strategies to create more vibrant communities and enrich its capacity for innovation; through marketing and communications strategies, the Corridor will express that vibrancy and those values externally to attract visitors and talent.

The Corridor is rich with marketable assets and tangible and intangible points of interest and pride. Recommended marketing strategies will make use of existing and new themes and will target existing residents and businesses and workforce attraction prospects as their primary audiences.

The implementation of the I-86 Corridor Project itself will serve as the most powerful available fuel for combating negativity and complacency and driving internal and external recognition of the area as an Innovation Corridor. By building an identity for and marketing the initiative and its incremental successes, community leaders can build internal buzz that spills over to external audiences. The tourism industry is a strong factor for achieving this, because it serves both as a vehicle for and a beneficiary of marketing and promoting the Corridor. Therefore several projects are recommended that will help drive visitation and improve visitor experiences. Direct talent attraction tactics are recommended as well.

The I-86 Corridor doesn’t yet have a brand or strong identity, as this collaboration of the seven communities across Steuben and Chemung Counties is relatively new. Currently, the region generally sees itself as an adjunct to the Finger Lakes, or perhaps as part of a group of counties along the Pennsylvania border. Local self-perception of the area is undeservedly negative, fueled by the devastating flood in 1972, a subsequent loss of some manufacturing jobs, and a sense that people must leave—and are leaving—the area in order to find success. This needs to be turned around.

Tourism, an expression of the region’s culture and branding, is vigorous, but highly fragmented. There are numerous museums and attractions, headlined by the Corning Museum of Glass, but the area is generally one visited on the way to somewhere else. It is both the midpoint between New York City and Niagara Falls, and the “gateway to the Finger Lakes.”

One important trend is the increased number of international visitors, most who arrive by tour bus, and a small but growing group that come back on their own. This is a huge opportunity to attract talent to the region, by introducing them to the community through tourism.

Camoin Associates worked with Corridor Stakeholders to define marketing themes, targeted audiences, marketing channels, and marketing content, to leverage the capacity of multiple stakeholders to reach internal and external audiences. Further details and background are contained in Appendix 6, with project details in Appendix 7.

Recommended Tactics

This set of tactics is designed to grow the Corridor’s local, national, and international reputation and identity as an Innovation Corridor with a vibrant entrepreneurial spirit that drives talent attraction; and appeal to culturally evolving expectations of work-life balance and quality of life attributes.

Audience 1: Existing Residents and Businesses

Successful community marketing begins with creating internal momentum and generating a “buzz” that originates within the community and transcends its borders across many channels and networks. Furthermore, internally-focused campaigns support retention of existing business, workers, and other target residents like the area’s retiring baby boomers. Marketing and communication strategies targeted to the existing residents and businesses along the Corridor aim to strengthen the local identity of the region as the “Innovation Corridor,” develop a greater sense of pride in the region, and generate excitement around the I-86 Corridor Project.

Innovation Identity: The primary purpose of marketing to local residents and businesses is to lay the groundwork upon which to build the Corridor’s identity as having an innovation culture. If the local community does not identify with the desired brand, there is little chance of that brand extending beyond the region. They must buy into the vision: “The I-86 Corridor is recognized as a destination business development location, distinguished by its concentration of multi-national anchor companies, advanced infrastructure to support innovation and technology, rich educational and research resources, specialized and skilled workforce and vibrant communities.” They must adopt a Corridor identity as a nationally-recognized brand for innovation in technology, governance, cooperation, and communication. They must, as part of this new identity, embrace the Innovation Corridor cultural ingredients of diversity, vibrancy, entrepreneurship, inclusiveness, and opportunity. These elements will become the undertone of communications designed to target the local population of residents, businesses, workers, etc.

Local Pride in Quality of Place: For many post-industrial communities, their biggest critics are themselves. As populations decline, leaving empty storefronts and vacant properties, it becomes easy to revel in the past and overlook the community’s current resources. Communities in the I-86 Corridor struggle with a negative internal perception. They have an abundance of quality of life and economic development assets clearly apparent to an “outsider” including the river, cultural heritage, infrastructure, access, natural resources, regional education system, small town living, etc. However, the internal perception by the local population of the Corridor needs to be improved.

Marketing the I-86 Corridor Project itself will help “re-educate” the local community about its positive attributes. Disseminating information about the goals and progress of the I-86 Corridor Project will generate excitement about the changes happening in the community and help residents visualize the potential that can be achieved through successful implementation of this strategy.

Top marketing and communication channels relevant to existing residents and businesses include the following, and the projects associated with this audience include direction for how to utilize them:

- Digital media (websites, social media, e-newsletters, etc.)
- Local and regional news media
- Signage/posters visible throughout the region, particularly at sites associated with the various projects
- Displays at community events such as farmers markets, fairs, etc.
- Word-of-mouth among family members, educators-students-parents, business leaders-employees, etc.
- Ongoing communications by local organizations, some of which include:
 - Chemung County Chamber of Commerce
 - Corning Area Chamber of Commerce and the Corning Information Center
 - Steuben County Conference and Visitors Bureau
 - Southern Tier Economic Growth (industry attraction for Chemung County)
 - Friends of the Chemung River Watershed

Audience 2: Workforce Attraction Prospects

Addressing workforce challenges now and into the future is a theme that runs throughout the I-86 Corridor initiative. As such, workforce attraction is a top priority within the marketing and communications efforts. To fill existing and anticipated workforce gaps, the I-86 Corridor Project Stakeholders are focused on attracting young, qualified workers and mid-career professionals and their families. Several pools of workforce attraction candidates have been identified, including local and regional graduates who might be retained or re-attracted to the area after leaving for higher education or the first stage of their careers; domestic and international students enrolled in nearby higher education institutions (estimate about 17,000 students graduate from college in the region, 8,500 from STEM disciplines); foreign professionals; and recreational and business travelers to the region.

The themes described above for Audience 1—developing a robust innovation culture identity and highlighting the Corridor’s great quality of place—are the same themes that should be used in marketing and messaging for workforce attraction.

Marketing and communication channels most relevant to workforce attraction prospects include:

- Digital media (websites, social media, e-newsletters, etc.)
- Signage, brochures, and displays visible throughout the Corridor designed to attract visitors passing through, especially in the airport and high-traffic visitor attractions
- Regional organizations responsible for marketing the region, including:
 - Corning Information Center
 - Finger Lakes Wine Country Marketing Association
 - Finger Lakes Tourism Alliance
 - Chambers of commerce
- Local contacts
- Career placement offices, alumni offices, and publications of regional higher education institutions including student and alumni newsletters
- Recruitment efforts by regional employers

Audience 3: Industry Attraction Prospects

The I-86 Corridor Project Stakeholders have prioritized the growth of existing industries over the attraction of new firms. However, as local economic development authorities continue to engage in industry attraction (e.g. STEG’s target industry profile materials), those campaigns will be bolstered by the increased recognition of the I-86 Innovation Corridor achieved through outreach to Audiences 1 and 2. The implementation of projects ranging from infrastructure improvements and vibrant communities to human capital and innovation cultivation will greatly boost the foundation on which industry attraction efforts depend.

Priority Projects Recommended

“Building an Identity for the I-86 Corridor Project”

The success of the I-86 Corridor Project rests on the region’s ability to generate and maintain momentum for the projects and action items that make up this plan. It is vital to secure buy-in and continued support from project leadership, its array of public and private sector stakeholders, and each of the seven communities along the Corridor. A significant challenge to this overall strategy is the lack of an identity or unifying brand to rally around. It is recommended that the Corridor undertake a branding or brand refinement exercise utilizing the identity and marketing themes that emerged through this process, particularly the Corridor’s emerging culture of innovation. Then, a simple website, project logo, marketing campaign, and advocate team will serve as the foundation for cultivating and strengthening the I-86 Corridor Project’s identity. These elements are described in more detail below.

I-86 Project Website: The I-86 Innovation Corridor website will provide information and updates about the plan and its component strategies and projects for partners, stakeholders, sponsors, and interested community members. The website will contain visual content developed as part of the strategy that can be used across both print and digital media including infographics, short videos, mapping, and renderings. In addition to the high-level information about the I-86 Innovation Corridor initiative as a whole, the website will be an outward facing site linking to existing websites of partners and stakeholders involved in the initiative, as well as to news articles covering projects included in the initiative. Leaders of specific projects will be asked to feed updates about individual projects to the website administrator on a monthly basis to keep content and information on the site fresh and up to date.

I-86 Project Logo: A simple, modern, recognizable logo that represents the primary themes of the initiative—an innovation community with an innovation culture—will be developed and used across all marketing and communications related to the I-86 Corridor Project including the project website, social media, print media, etc. Banners with the logo will be printed and displayed at project-related meetings and events. These banners will also be displayed outside at active project sites related to the physical infrastructure, vibrant communities, and “sources of innovation” projects. The banners will include the project website URL so that anyone interested in learning more about what is happening at a specific site, or learning more about I-86 Innovation Corridor initiative generally, knows where to easily access this information. The Stakeholders intend to retain a professional design firm to create the logo.

Ongoing marketing and communications: The project website and logo initiatives will be supported by a consistent marketing and communications campaign that includes a bi-monthly e-newsletter, social media updates, press releases, and ongoing website management.

“Talent Attraction Campaign”

Conduct an attraction campaign targeting skilled workers, especially young and mid-career professionals and their families, to the Corridor. This initiative should “plug into” the region-wide talent attraction and graduate retention campaign being included by the Southern Tier Regional Economic Development Council in its Upstate Revitalization Initiative plan.

Other Projects

- **“Walking the Talk: Welcoming Diversity”** – Create a program to be administered jointly by the tourism boards in the area to help operators of hospitality businesses and attractions be ready for international visitors.
- **“I-86 Happenings Database”** – Create a database to populate a platform to serve locals and visitors to easily provide directions, details and information about area attractions, restaurants, hotels, amenities, etc.
- **“I-86 Corridor Event and Conference Center”** – Attract business visitors, serve local businesses, and showcase the region by converting an existing building in Big Flats to an event and conference center with an attached restaurant.

Implementation Impacts

The Implementation of this I-86 Innovation Corridor Strategic Action Plan is a multi-year process, with full success achieved only after a decade or more of consistent effort and investments. Ideally, the implementation will be assisted by significant New York State funds secured via the Upstate Revitalization Initiative and the Consolidated Funding Application rounds. Other funding sources could include federal support for infrastructure such as broadband, workforce development, and community development. This Plan offers a foundation on which the region can take an innovative, synergistic approach to pursuing grant funding in which each opportunity is clearly tied to a unified vision and integrated set of strategies.

In any and all cases, substantial resources will be required from local sources to be sustained through the start-up, launch and initial phases of implementation. This will require a continuation of the goodwill, patience and persuasion of the I-86 Innovation Corridor Stakeholders.

How can those Stakeholders convince their respective funding sources of the need to make this continued, long-term investment? Quite simply, the message has to be: “Investments in this Corridor are the best hope we have to secure a bright economic future for our children.” Everyone is well aware of the economic and demographic challenges the Corridor has faced and continues to face. Only through a whole-scale transformation can those trends be reversed.

“Investments in this Corridor are the best hope we have to secure a bright economic future for our children.”

On the flip side, what can the Stakeholders hope to achieve by making these investments? The exact impacts are unknowable at this point, but order-of-magnitude outcome predictions are easily quantifiable. Investments in the I-86 Innovation Corridor will yield:

- ✓ **Billions of Dollars in Investments**
- ✓ **Thousands of Jobs**
- ✓ **Millions in Tax Revenues for Local Governments**
- ✓ **A Renewed Sense of Place, Quality of Life and Vibrancy**

Projects Recommended

The Master List of Projects, sorted by strategy area and then by priority level, is provided over the following pages.

I-86 Innovation Corridor Projects					
Strategy Area	Project Name	Lead Partners	Funding Sources	Status: Stage of Readiness (1-4)	Priority Level
Governance / Leadership	I-86 Innovation Corridor Implementation Leadership	Existing I-86 Corridor Project Stakeholder Group	Board of directors for the new entity	3 - Additional planning required	High
	Center for Technology Infusion	Manufacturers, in particular transportation equipment manufacturers; area universities	URI, may also be federal Transportation funding available. Corporate sponsorship at \$100,000 or higher level.	3 - Additional planning required	High
Sources of Innovation	IncubatorWorks Expansion	IncubatorWorks	NYS Innovation Hot Spot operational funding	1 - Under way / early stage	High
	IncubatorWorks Makerspace	IncubatorWorks	NYS Innovation Hot Spot operational funding, donations, corporate support, Library development funds. Foundation. Industry. Small business development.	3 - Additional planning required	Medium
	Commercial Kitchen and Food Hub	Non-profit cooperative "owned" by farmers	Equity from farmers, financing from bank (likely requiring backer or loan guarantee program) or government source. EPA Local Foods, Local Places program.	3 - Additional planning required	Medium
	I-86 Road to Your Dreams	Consortium of entrepreneurs, educators and others with a passion for developing and supporting young people in growing into their full potential. This could potentially be a collaboration with the existing Young Entrepreneurs Academy (YEA) and/or Junior Achievement (JA).	Google/Gates/Innovation or educational foundations/donations of time and materials from local businesses/entrepreneurs	3 - Additional planning required	Medium
	E-Mentor Network	IncubatorWorks	Mentors pay to play (e.g. \$500 each). State funding for Innovation Hot Spots. Chambers of Commerce.	3 - Additional planning required	Medium
	STEW – Southern Tier Entrepreneur Workshops	Ownership – Joint Steering Committee, funneled through Three Rivers, IncubatorWorks and Coming Enterprises.	Sponsors. Development agencies. Companies. Ticket sales.	3 - Additional planning required	Medium
	Technology Transfer Service Center	IncubatorWorks	NYS Innovation Hot Spot funding for operations of IncubatorWorks	3 - Additional planning required	Lower
	Commercialization Rocks!	IncubatorWorks	Private, State, and Federal.	3 - Additional planning required	Lower

Strategy Area	Project Name	Lead Partners	Funding Sources	Status: Stage of Readiness (1-4)	Priority Level
Human Capital	Strengthen Workforce Development - Economic Development Coordination	I-86 Innovation Corridor Implementation Leadership, or STREDC-created workforce development entity	Local government, private business, state (Upstate Revitalization Initiative; Department of Labor Workforce Development program). Possible federal government competition opportunities (Partnership for Opportunity and Workforce and Economic Revitalization / POWER initiative).	3 - Additional planning required	High
	Community Schools Program	School district, workforce development providers, higher education (Corning Community College).	School districts, higher education partners, employers, other community partners (e.g. health or financial services providers), Bank of America Charitable Foundation, The Ford Foundation	1 - Under way / early stage	Medium
	I-86 Next Generation Workforce Pipeline	I-86 Innovation Corridor Implementation Leadership	URI and in-kind resources and scholarships from employers. For P-TECH, the Year 3 P-TECH awards and 2016 CFA (Empire State Development Grant Funds) for facilities needs, Bank of America Charitable Foundation, US DOL TechHire Grant Competition, NYS DOL Job-Driven National Emergency Grant, The Ford Foundation.	2 - Ready to Launch	Medium
	Southern Tier Lifelong Learning Project	Administrated by the entity created or empowered in the "Empower Regional Workforce Development Organization" project.	"One-off" funding from small sources. Fund for Women. ARC. NYS Department of Labor Workforce Development program. Employers who pay fees to have employees and new hires participate. CSS Workforce New York for eligible participants/training, Bank of America Charitable Foundation, US DOL TechHire Grant Competition, NYS DOL Job-Driven National Emergency Grant, The Ford Foundation.	3 - Additional planning required	Medium
	Construction and Redevelopment Training Project	Contractor(s) or non-profit arm of contractor	Value of salvage. Appalachian Regional Commission. Possible NYSERDA funds stemming from deconstruction as a green alternative to demolition, and from energy efficiency improvements made. Various possible CFA channels (NYS Department of Labor Workforce Development program; NYS Office of Parks, Recreation and Historic Preservation; Community Development Block Grants; New York Main Street program; Cleaner Greener Communities program).	3 - Additional planning required	Lower

Strategy Area	Project Name	Lead Partners	Funding Sources	Status: Stage of Readiness (1-4)	Priority Level
Built Environment: Vibrant Communities	Corridor Housing Redevelopment & Revitalization	Private Investors. Steuben and Chemung Counties. Local municipalities including the Town of Erwin, Coming City and Town, Town of Big Flats, Town and Village of Horseheads, City of Elmira, Town of Elmira. Land Bank (to be established).	Private investment. Empire State Development Land Bank Program. Tax credits or other local government provided incentives. URI.	2/3 - aspects ready to launch, some planning still needed	High
	Revitalized Downtown Elmira	County Executive. City Manager. Property owners. STEG - overall economic development plan. REDC. A ripple effect from private citizens to business to streets to communities, public/private partnerships.	City of Elmira. Private investment. Empire State Development Grant Funds & Strategic Planning Studies (CFA). NYS Council on the Arts (CFA). Community Development Block Grant Program. NY Main Street Program. Environmental Protection Fund (CFA). URI.	2/3 - Ready to launch, additional planning	High
	Coming Nursing and Health Education Center	Guthrie Coming Hospital, Riedman Development, Purcell Development, City of Coming, Coming Community College, Steuben County IDA	Private investment, URI.	3 - Planning needed	High
	Model Design Guidelines for Land Use	Municipal governing bodies. Private investors for implementation.	NYSERDA (CFA), Brownfield Opportunity Area Program, municipal.	2 - Ready to launch	Medium
	Southern Tier Trail Network	Trail Foundation will manage the project with support from stakeholders including Chemung County, Steuben County, local municipalities, Friends of Chemung River, and state and federal agencies (DEC, Army Corps of Engineers).	Federal Transportation Fund. (TAP requires a 2 to 1 local match). NYS Office of Parks, Recreation & Historic Preservation's Recreational Trails Program (CFA). In-kind from municipalities and on-profits. Volunteer participation.	2/3 - Some pieces ready to launch, others require additional planning	Medium
	Council of Non-Profits	All non-profits would be invited to participate. We would invite the Community Foundation to assist with the formation. Could be the slight repurposing and expansion of the Institute for Human Services in Bath.	Community Foundations and other foundations. Counties. CFA. Private Contributors, such as Coming Incorporated	4 - Conceptual stage	Lower

Strategy Area	Project Name	Lead Partners	Funding Sources	Status: Stage of Readiness (1-4)	Priority Level
Built Environment: Physical Infrastructure	Big Gig	STN would own the network. Others such as Empire Access (private sector) would deliver the last mile. Local government.	New NY Broadband Program. Federal Rural Broadband Expansion Funding. Local government grants cable/video franchise, dedicate franchise fee to expansion of fiber, loan dollars also.	3 - Additional planning required	High
	Develop Airport as a Regional and International Destination	Airport and counties	CFA grants (for design). Federal funds (build out). ESD Grant Funds (used for Watertown's airport conference center).	3 - Additional planning required	High
	Powering for the Future	For Innovation Works – CCIC/ATRI. For Airport Corporate Park South – STEG/CCIDA.	State Programs and Private Developers	4 - Conceptual stage	Medium
	Muni-Wifi: Free Internet in Downtowns, Retail Centers, and Airport	Municipal initiatives, or could be managed by proposed regional entity. Subcontract it out to a vendor.	Pay with advertising in local areas. Google and others are providing grants. Local businesses could get together and pay for upfront costs. ARC grant study.	2 - Ready to Launch	Medium
	Regionalization of Water and Waste Water	Joint authority, County, Private.	Existing user pays. Support from current systems.	4 - Conceptual stage	Medium
	Access Elmira 2020 – I Can Drive 55	NYS Department of Transportation with City, County and the MPO.	Federal and State Highway Funds. Need 100 per cent non-local funds.	3 - Additional planning required	Medium
	Big Hit I-86 - Big Horn Intermodal Terminal	Local & regional industry involved in freight. Rail companies.	Private investment.	3 - Additional planning required	Medium
	Erwin Town Center: Innovation Center and Integrated Community	Town of Erwin	State – DOT, CFA and other programs. Private – businesses within the Corridor. Private – Town, Country IDA.	3 - Additional planning required	Medium
	Airport Park Development	CCIDA/STEG. Private developer(s).	State Programs and Private Developers	3 - Additional planning required	Medium
	Horseheads Connector Road	Chemung County and Department of Public Works	Public, Federal and State Funds.	3 - Additional planning required	Medium
	Readiness of Developable Land	Municipalities and county IDAs	ESD Grant Funds, NYS Homes & Community Renewal CFA programs (for Elmira corridor), possible land bank, private developers with local incentives	3 - Additional planning required	Medium
	I-86 Ultra-High Speed Research Network / Virtual University	Run by universities (collaboratively) or the multi-college corporation.	National Science Foundation	4 - Conceptual stage	Lower

Strategy Area	Project Name	Lead Partners	Funding Sources	Status: Stage of Readiness (1-4)	Priority Level
Identity & Marketing	Building an Identity for the I-86 Corridor Project	I-86 Innovation Corridor Implementation Leadership	URI funding or, for some elements, possible Market New York CFA. NYSEG Economic Development Outreach grant.	2 - Ready to Launch	High
	Talent Attraction Campaign	Chambers of commerce. Consortium of regional employers. Possibly the Human Resources Association of the Twin Tiers.	Area colleges (in the form of in-kind marketing in their alumni publications, if possible). Employers (pooling recruitment/retention efforts).	3 - Additional planning required	High
	Walking the Talk: Welcoming Diversity	CMoG, visitors bureaus, interested destinations	URI or Market NY program to support the project manager; tourism alliances and tourism destinations for the small grant pool.	3 - Additional planning required	Medium
	I-86 Happenings Database	Collaboration between the chambers, county visitor bureaus and the Finger Lakes Tourism Alliance.	State (Market NY) grants. Local business sponsorships and advertising.	4 - Conceptual stage	Medium
	I-86 Corridor Event and Conference Center	L Enterprises	ESD Grant Funds for repurposing; occupancy tax dollars for support and sustainability; David Lubin (developer) for the absorption of the \$3 million building, land, start-up, and operational shortfalls over the first five years.	2 - Ready to Launch	Lower