

Appendix

Appendix A: Implementation Matrices

City of Corning Comprehensive Plan Action Planning Matrix Citywide Actions

Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
Goal 1: Create an attractive and functional built environment that meets the needs of existing residents and businesses and creates opportunities to attract new residents and economic opportunities.				
1.1 Enhance code enforcement efforts	short term	City of Corning	\$50,000	City of Corning, CDBG, user fees
1.2 Create a comprehensive wayfinding signage program	short term	City of Corning, Finger Lakes Wine County Tourism Marketing Association, Corning Enterprises, Three Rivers Development Corporation, NYSDOT	\$15,000	Finger Lakes Wine County Tourism Marketing Association, Corning Enterprises
1.3 Revising zoning code to implement the Master Plan and recent New York State Empire Zone designation	short term	City of Corning, Corning Inc., Empire State Development Corporation	\$15,000	City of Corning, Empire Zone Administration funds
1.4 Develop design standards for commercial development	short term	City of Corning, Finger Lakes Wine County Tourism Marketing Association, Corning Enterprises, Three Rivers Development Corporation, local business improvement districts, property owners	\$25,000	Environmental Protection Fund, Community Development Block Grant
1.5 Revise code governing multiple unit housing conversions	short term	City of Corning, neighborhood associations, property owners	\$5,000	City of Corning, Governor's Office for Small Cities CDBG-Small Cities' Program, NYS Division of Housing & Community Renewal's HOME Program

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
1.6	Work with neighboring jurisdictions to protect the City's view shed and surrounding steep slopes	medium term	City of Corning, Town of Corning, Erwin, Horseheads and Big Flats, the Villages of Painted Post, Riverside, South Corning and Horseheads, the Southern Tier Central Regional Planning Board, NYS DEC	\$5,000-\$10,000 Start-up \$100,000 capital funds	New York State Environmental Protection Fund, City, private foundations, surrounding municipalities
1.7	Consider demolition and site assembly to create development sites and to address problem structures	medium to long term	City of Corning, Urban Redevelopment Authority, Corning Inc, Three Rivers Development	\$600,000	IDA bonding, US Department of Commerce, Economic Development Administration
1.8	Encourage the adaptive reuse of large homes as Bed and Breakfasts	short term	City of Corning	\$2,500	City of Corning
1.9	Implement a façade improvement program	medium term	City of Corning and local property owners	\$250,000	Local Businesses, National Trust for Historic Preservation, U.S. Department of Housing and Urban Development, NYS Office of Parks, Recreation and Historic Preservation - Environmental Protection Fund; Preservation Services Fund; Rural New York Historic Preservation Grants; The National Preservation Loan Fund; Inner-City Ventures Fund; Johanna Favrot Fund; Cynthia Woods Mitchell Fund for Historic Interiors
1.10	Improve access to private and public facilities for persons with disabilities	short term	City of Corning, AIM, local business owners	staff time	City of Corning
Goal 2: Increase the effectiveness and cost-efficiency of municipal services.					
2.1	Purchase GIS Software to improve tracking and the quality of information available on City services	short term	City of Corning	\$50,000 annually	City of Corning, corporate donations

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
2.2	Consider the possibility of relocating City Hall to make the current site available for redevelopment	medium to long term	City of Corning, Corning Chamber of Commerce, Three Rivers Development Corporation	\$25,000-\$50,000 for a feasibility study	City of Corning, private developer, a potentially Three Rivers Development Corporation
2.3	Consider the development of a new public safety complex that could combine police, fire courts and the Department of Motor Vehicles in one facility	medium to long term	City of Corning, Three Rivers Development Corporation, State of New York, Steuben County	\$25,000-\$50,000 for a feasibility study	City of Corning, private developer, a potentially Three Rivers Development Corporation
Goal 3: Improve housing conditions and opportunities for Corning residents, meeting the needs of low and moderate income residents while providing attractive options for upper and middle income professionals, to create high-quality residential neighborhoods throughout the City.					
3.1	Identify target areas for housing rehabilitation improvements and secure funding to implement scattered site housing rehabilitation projects	short to medium term	City of Corning, property owners, Corning Inc.	\$5,000 per funding application	Governor's Office for Small Cities' Community Development Block Grant (CDBG)- Small Cities program: the New York State Division of Housing and Community Renewal's (NYS DHCR) HOME Program, Housing Development Fund program, and Residential Emergency Services to Offer (Home) Repairs to the Elderly (RESTORE); the US Department of Agriculture's (New York Rural Development Rural Housing Services) Homeownership Loans, Rural Rental Housing Loans, Home Improvement and Repair Loans and Grants, and Housing Prevention Grant Program

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
3.2	Implement a homeownership assistance program	short to medium term	City of Corning, Tri-County Housing Council, Steuben Churchpeople Against Poverty, Local Banks, Local Realtors, Corning Inc.	\$405,000	Federal Home Loan Banks' Affordable Housing Program, the Affordable Housing Partnerships' Affordable Home Ownership Development Program and the Community Investment Program, the New York State Division of Housing and Community Renewals' HOME Program, and the Governor's Office for Small Cities' Community Development Block Grant (CDBG)- Small Cities Program
3.3	Expand senior housing opportunities available to City residents	medium term	City of Corning, Tri-County Housing Council, Steuben Churchpeople Against Poverty	\$10,000	Governor's Office for Small Cities' Community Development Block Grant (CDBG)- Small Cities program, the New York State Division of Housing and Community Renewal (NYS DHCR) HOME Program, HUD 202, and private sector financing
3.4	Encourage conversion of existing upper story office/commercial space on Market Street to residential use	medium to long term	City, Property owners, Market Street Restoration	\$15,000-\$25,000	Rental Rehabilitation Loan Program, Empire Zone benefits
3.5	Utilize financial incentives available under NYS law to encourage home reinvestment	short to medium term	City of Corning	\$5,000	City of Corning
Goal 4:	Fully utilize existing and potential recreational and educational facilities to support opportunities for City youth and other residents.				
4.1	Develop a multi-year park improvement plan as a part of the Five-year Capital Improvement Plan	short to medium term	City of Corning	\$0 for plan, plus funds to implement projects	City of Corning, New York State Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
4.2	Develop a bicycle and hiking trail	short term	City of Corning, New York State Department of Environmental Conservation	\$2.4 million	New York State Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund (EPF), Transportation Enhancements Program (TEA-21), National Recreational Trails Program
4.3	In partnership with the private and non-profit sectors, evaluate the feasibility of increase river access to create a riverfront trail and on-water recreation opportunities	medium to long term	City of Corning, New York State Department of Environmental Conservation	\$25,000	New York State Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund
4.4	Create a public/ private funding partnership to make needed improvements to the Centerway Bridge and to develop it for recreation and related uses	long term	City of Corning	\$2 million	CIDMA, foundation grants, USDOT programs
4.5	Create a public art walking trail	medium to long term	City of Corning, 171 Cedar Arts Center, Chamber of Commerce, Steuben County Visitors Bureau, Market Street Restoration Agency	\$50,000	NYS Office of Parks, Recreation and Historic Preservation Environmental Protection Fund, National Endowment for the Arts, private donations
4.6	Create partnerships between the public, private, and non-profit sectors to strengthen the youth center, creating more programs and recreational opportunities for teens in the City	long term	City of Corning, The Youth Center, Family Services, New York State, YMCA, Corning City School District	\$50,000	YMCA, Corning City School District, private foundations

Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
4.7 Develop a system of pocket parks in neighborhoods throughout the City that are underserved by the existing park system	short term	City of Corning	\$150,000 for three parks	City of Corning
Goal 5: Upgrade and maintain the City's physical infrastructure.				
5.1 Implement sewer improvements recommended by the Department of Public Works sewer system study, targeting five to six priority development areas for early implementation	long term	City of Corning, Corning Inc., project developers	\$456.750 annually	New York State Revolving Loan Fund, municipal bonding, Corning Inc.
5.2 Construct new reservoir and other improvements recommended by the City's recent hydrologic study, focusing on initiatives to improve quality of life and development opportunities	long term	City of Corning	\$2.2 million	Municipal bonds, New York State Revolving Loan Fund, municipal bonding state legislative member items, congressional member items
Goal 6: Develop a multi-modal transportation and parking infrastructure that enhances economic development opportunities, supports strong neighborhoods and enhances the pedestrian environment and community character.				
6.1 Develop additional resources to accelerate implementation of the Department of Public Works Road Surface Management System	long term	City of Corning, Corning Inc., NYSDOT	\$1-1.5 million per year	FHWA, NYSDOT, Empire State Development Corporation, HUD, Governor's Office for Small Cities CDBG Program, City bonds
6.2 Implement pedestrian safety programs and capital projects	medium term	City, neighborhood associations, Corning Enterprises	\$25,000 to prepare grants to fund improvements	Community Development Block Grants, US Department of Transportation TEA-21 Enhancement Program, Community Development Block Grant
6.3 Evaluate the need and potential solutions to noise generated by the I-86 bypass	short term	NYSDOT, City of Corning	\$35,000	NYSDOT

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
6.4	Develop a City-wide Parking Plan that addresses the needs of the City's commercial areas and residential neighborhoods, creating an adequate stream of income to effectively manage the commercial parking supply	short term	City of Corning, Neighborhood associations	\$35,000	City of Corning
6.5	Improve sidewalks throughout the City, creating a system to target improvements in each neighborhood	long term	City of Corning, neighborhood associations	\$23,000 per block improved	City of Corning, property owners
6.6	Develop a street classification system and implement a traffic calming strategy, creating a system to evaluate needs and target improvements to specific neighborhood areas	short to medium term	City of Corning, neighborhood associations, large commercial and industrial users	\$5,000 for classification, \$30,000 annually to implement	City of Corning, USDOT Transportation Enhancement and TCSP programs
6.7	Develop a multi-modal transportation center to serve local transit, intercity bus, tour bus needs and passenger rail, possibly located on Tioga, adjacent to the Centerway Bridge	long term	City of Corning, Steuben County IDA, Corning URA, Corning Enterprises, CEATS, Corning Chamber of Commerce, Three Rivers, Finger Lakes Wine Country Tourism Marketing Association, intercity bus service providers	\$3-5 million	US Department of Commerce Economic Development Administration, US HUD Section 108 loan funds, Community Development Block Grants, IDA bonding, US DOT
6.8	Pursue passenger rail potential for the City	long term	NYSDOT, Norfolk Southern, CSX, Finger Lakes Wine Country Tourism Marketing Association, Corning Inc.	\$50,000 for feasibility study	USDOT, NYSDOT
6.9	Implement pedestrian and streetscape improvements to Pulteney Street, investigating the feasibility of a boulevard treatment	medium term	City of Corning, NYSDOT, Northside business owners, neighborhood associations	\$50,000 for feasibility study	USDOT

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
6.10	Consider pedestrian crossing improvements to Denison Parkway and improve access from Denison to Market and Bridge Streets and the Chemung River	medium term	City of Corning, Three Rivers, Corning Enterprises, NYSDOT, Finger Lakes Wine Country Tourism Marketing Association, Chamber of Commerce	\$75,000	NYSDOT, USDOT, HUD infrastructure programs, US Department of Commerce Economic Development Administration
Goal 7: Develop new and strengthen existing mechanism for preserving and promoting the City's rich historic resources, supporting and enhancing the character and contributions of each neighborhood.					
7.1	Support building rehabilitation and historic preservation efforts by adopting tax incentives that allow for the phasing in of tax increases resulting from improved property values	medium term	City of Corning, Realtors, Contractors, Banks, Housing Development not-for-profits	\$5,000	City of Corning
7.2	Create better tools to deal with nuisance properties, investigating the feasibility of increased fines, tax penalties and other civil penalties	short term	City of Corning	staff hours	City of Corning
7.3	Develop and implement historic preservation and neighborhood conservation laws to maintain and enhance the character and integrity of Corning's older/ historic building stock and neighborhoods	short term	City of Corning, Planning and Zoning Boards, Market Street Restoration Agency, Corning-Painted Post Historical Society, Southside Neighborhood Association, Preservation League of New York State, NYS Office of Parks, Recreation and Historic Preservation	\$5,000	Preservation League of New York State, New York State Council on the Arts
7.4	Implement commercial and residential building rehabilitation and façade improvement programs	short term	City of Corning, Market Street Restoration Agency	\$600,000	Corning Inc., local banks, CDBG
7.5	Target public amenity funding to protect property values with investments in streetscape, including street lights, furniture, trees, etc.	medium term	City of Corning	\$250,000	CDBG, City of Corning, force account labor, NYS EPF/ Bond Act grants

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
7.6	Develop a vacant building/ vacant lot maintenance program	medium term	City of Corning, Neighborhood Associations	\$5,000	City of Corning
7.7	Require demolition plans to address future use plans and appearance during transition for all demolition sites	short term	City of Corning, MSRA, Corning-Painted Post Historical Society	staff time	City of Corning
7.8	Develop a tree planting program for all neighborhoods, with an annual budget allocation for planting and maintenance efforts throughout the City	short term	City of Corning, City DPW, Boy Scouts/ Girl Scouts and other youth groups, neighborhood residents/ volunteers, local schools, local nurseries, cooperative extension	\$50,000	Arbor Day Foundation
7.9	Conduct formal, intensive-level historic resource surveys in selected City neighborhoods not already designated as historic districts	medium term	City of Corning, MSRA, Corning-Painted Post Historical Society	\$10,000	NYS Office of Parks, Recreation and Historic Preservation Environmental Protection Fund, City of Corning
Goal 8: Reinforce neighborhood identity and augment planning capacity, providing support to form neighborhood associations and implement neighborhood-based initiatives.					
8.1	The City will provide staff and administrative capacity to form and support neighborhood associations	short term	City, neighborhood associations	\$15,000 annually	City of Corning
8.2	The City could create target special assessment districts to fund sidewalk improvements, street trees, neighborhood park improvements and other actions identified by the emerging neighborhood associations	short term	City, neighborhood associations	\$25,000	City of Corning
8.3	Update 2000 Census data as it becomes available and make it available to the community	short term	City	staff time	City of Corning
8.4	Create an evaluation and monitoring strategy	ongoing	City, neighborhood associations	staff time	City of Corning

	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
	Goal 9: Identify and develop economic initiatives that support the social fabric of community, enhance the City's commercial districts, provide strong employment opportunities and meet residents' needs for goods and services.				
9.1	Inventory parcels appropriate for land banking to create opportunities for new development; Identify available funding sources and a financing strategy for acquisition and redevelopment	short to medium term	City of Corning, Corning URA, Corning Inc, Chamber of Commerce, Three Rivers Development	\$2-3 million	EDA; HUD 108, CDBG, EDI; NYS JDA; EZ tax incentives; IDA bonding; private investment
9.2	Implement Empire Zone tools to enhance business opportunities, create new jobs for residents and expand the local tax base	immediate and ongoing	City of Corning, Corning Inc, Chamber of Commerce, Hornell IDA, Steuben County IDA	\$10,000	City resources, EZ administrative funds, Corning Inc
9.3	Develop and implement a microenterprise program	short term	City of Corning, Corning Inc., CIDMA, Chamber of Commerce	\$400,000	CDBG, Corning Enterprises, other private donations
9.4	Increase coordination of tourism development efforts	medium term	City of Corning, Corning Enterprises, Chamber of Commerce, Finger Lakes Wine Country, Corning Intown Promotions, Steuben County Conference and Visitors Bureau, Corning Museum of Glass	\$20,000 annually	City inkind; Corning Inc.
9.5	Expand and increase coordination of marketing the City	short to medium term	City of Corning, Corning Enterprises, Chamber of Commerce, Finger Lakes Wine Country, Zone Marketing Committee	\$10,000-\$15,000	City of Corning

City of Corning Comprehensive Plan Action Planning Matrix Neighborhood Actions

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
Neighborhood 1 - Central Northside/Knoxville					
Catalyst Action	C-1.1	Prepare a master development plan to facilitate future enhancements of Stewart Park	City of Corning	\$225,000	NYS Clean Air/Clean Water Bond Act, NYS Environmental Protection Fund (EPF) Parks Enhancement Grant, City of Corning
	C-1.2	Encourage reinvestment/redevelopment of Meadowbrook Apartment complex.	City of Corning, property owner/developer	\$15,000	Property owner/developer, City staff time
	1.1	Continue to implement the CDBG housing rehabilitation program. Investigate and implement tools to enhance the program, and ensure that building improvements are compatible with the architectural character of the structure being rehabilitated.	City of Corning, property owners, Corning Inc.	\$1.2 million	CDBG, New York State Division of Housing and Community Renewal' HOME Program, Housing Development Fund Program, local banks
	1.2	Redevelop Kapral Tire Property	City of Corning, Steuben County, Empire Zone coordinator, Chamber of Commerce, Small Business Administration, prospective business owners	staff time	staff time
	1.3	Analyze redevelopment opportunities	City of Corning, local businesses, local realtors, Corning Intown, Corning Incorporated	staff time	City of Corning

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
Neighborhood 2 - Western Northside Catalyst Action	C-2 Redevelop Northside-Blodgett Middle School into senior housing and new park space.	medium term	Corning-Painted Post Area School District, Three Rivers Development Corporation, City of Corning	\$10 million	US Department of Housing & Urban Development's (HUD) Mortgage Insurance for Nursing Homes and Assisted Living Facilities (Section 232 Program)
2.1	Rehab smaller homes in the neighborhood and promote them as retirement homes	short to medium term	City of Corning, Tri-City Housing Council, Steuben Church People Against Poverty, Corning Incorporated, property owners	\$400,000	Governor's Office for Small Cities' CDBG-Small Cities program; NYS Division of Housing and Community Renewal's (DHCR) HOME and RESTORE Programs; US Department of Agriculture's (New York Rural Development Rural Housing Services) Homeownership Loans, Rural Rental Housing Loans, Home Improvement and Repair Loans, and Housing Preservation Grant Program.
2.2	Implement enhancements to Williams Street Park	medium term	City of Corning	\$60,000	NYS OPRHP EPF Grant, City of Corning, NYS Department of Environmental Conservation, Army Corps of Engineers

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
2.3	Redevelop the Salvation Army building as a specialty market	short to medium term	City of Corning, Steuben County IDA, Greater Corning Chamber of Commerce, Three Rivers Development Corporation, Corning Enterprises, Southern Tier Central Regional Planning and Development Board, Market Street Restoration Agency, property owner/developer	\$400,000	Empire State Development Economic Development Fund and Capital Access; Corning Economic Development Revolving Loan Program; and Energy Corporation's Revolving Loan Fund and Intermediary Relending Program; US SBA 7(1) Guaranteed Loans, Certified Development Company Loans (504 Loans), Small Business Investment Company (SBIC) Program; Governor's Office for Small Cities' CDBG-Small Cities Program

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
2.4	Continue to work with Corning Incorporated to assess the feasibility of a homeownership pilot program	medium term	Corning Incorporated, Tri-Count Housing Council, City of Corning, Steuben Churchpeople Against Poverty, local banks, local realtors	See City-wide 3.2 for cost estimates	Federal Home Loan Banks' Affordable Housing Program, the Affordable Housing Partnerships' Affordable Home Ownership Development Program and the Community Investment Program, NYS DHCR HOME Program, Governor's Office for Small Cities' CDBG-Small Cities Program
Neighborhood 3 - Intown North					
C-3.1	Focus the existing commercial façade improvement program on Bridge Street	short term	City of Corning, Corning Incorporated, Market Street Restoration, private building owners, CIDMA, Intown Productions	\$250,000	City Façade Program, NYS EPF, EZ Tax Incentives, Historic Tax Credits, private investment
C-3.2	Encourage the development of an IMAX theater adjacent to the Corning Museum of Glass	long term	City of Corning, Corning Inc., project developer	\$5.65 million	Corning Inc., Fanny Mae, private investment
3.1	Target economic development tools (including the Empire Zone) to Intown North	short to medium term	City of Corning, Northside Business Bureau, Market Street Restoration, Corning Enterprises, Chamber of Commerce	\$22,500	City of Corning; private investment
3.2	Consider the development of townhouses along the river as recommended in the Intown III Plan	long term	City of Corning, Corning Inc., Three Rivers Development	\$3,650,000	Corning Inc., Fanny Mae, private investment
<i>Catalyst Action</i>					

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
3.3	Implement parking management for Intown North, including management of the supply and improved signage	short term	City of Corning, Intown North Businesses	part of City-wide 6.4	City of Corning
3.4	Determine and implement appropriate historic district designations and protections	short term	see City-wide 7.3	part of City-wide 7.3	see City-wide 7.3
3.5	Target microenterprise program services to Bridge Street businesses	short term	City of Corning, Corning Inc., Market Street Restoration, Northside business association; Chamber of Commerce	\$400,000	CDBG; Corning Enterprises; private donations
3.6	Implement streetscape improvements to make commercial streets more pedestrian-friendly- Improve pedestrian crossings along Bridge Street	medium term	City of Corning, Corning Inc., Market Street Restoration, Northside Business Bureau, Corning Enterprises	\$500,000	NYSDOT, City of Corning, State of New York
Neighborhood 4 - Houghton Park					
Catalyst Action					
C-4	Redevelop Portions of East High School Site	short to medium term	Corning-Painted Post School District, City of Corning	\$250,000 for a 100 space surface parking lot	NYS State Education Department
4.1	Implement Enhancements to Houghton Park	short term	City of Corning, DPW, Parks and Recreation	\$15,000	NYS OPRHP, City Budget
4.2	Evaluate the Fire Station facilities on Corning Boulevard to determine if that use is the highest and best use of that site	short to medium term	City of Corning	\$25,000-\$50,000	
4.3	Consider potential reuses of the Guthrie Building	medium term	City of Corning, Private Developers, Guthrie Clinic, Corning, Inc.	\$25,000-\$50,000	NYS DOS, NYS OPRHP -Empire State Development

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
Neighborhood 5 - Intown South					
C-5	Redevelop the Pine to Walnut block on Denison, possibly as scaled-down big box retail	long term	City of Corning, Corning URA, Corning Inc., Corning Community College, Chamber of Commerce, Intown Promotions, Three Rivers Development, private retailers; Historical Society, Market Street	\$5,400,000	URA IDA bonding; EZ tax incentives; HUD 108/CDBG; HUD EDI; EDA; NYS JDA; private developers/ owners; NYS OPRHP, National Trust, Market Street Restoration, HUD < NYS DHCR, federal historic building improvement tax abatement program (if adopted by City)
Catalyst Action					
5.1	Develop a parking facility/ structure to accommodate Corning Hospital and new commercial development along Denison Parkway	short to medium term	Corning Hospital, property owners, City of Corning	\$4.5-6.75 million	Private, Empire State, CDBG, Member Item
5.2	Reuse upper floors of Market Street for residential or commercial uses	short term	City of Corning, Corning URA, Corning Inc., Market Street Restoration, Chamber of Commerce, Intown Promotions, Three Rivers Development, private building owners	\$3,025,000	URA IDA Bonding; EZ tax incentives; Historic Tax Credits; HUD 108/CDBG; private developers/ owners
5.3	Improve rear facades of Market Street buildings	short term	City of Corning, Corning, Inc., Market Street Restoration, private building owners	\$250,000	NYS Environmental Protection Fund; EZ Tax incentives; Historic Tax Credits; private building owners
5.4	Reinvest in the New World Kitchen/ Fallbrook sites including adjacent areas of East Market Street for new commercial uses, incorporating a child care center	medium term	City of Corning, Corning IDA, Corning URA, Corning, Inc., Three Rivers Development, World Kitchens Inc.,	\$37,950,000	EDA; HUD 108, CDBG, EDI; NYS JDA; EZ tax incentives; IDA bonding; private investment

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
5.5	Begin working with property and business owners and other Market Street partners and stakeholders to consider the feasibility of zoning changes to allow only retail uses on the first floor along Market Street	medium term	City of Corning, In Town Promotions, Corning Enterprise, private property owners, Chamber of Commerce	staff time	City Incentives, Corning Enterprises
5.6	Plan for a long range redevelopment along Denison Parkway	medium term	City of Corning, Corning IDA, Corning URA, Corning, Inc., Three Rivers Development, Chamber of Commerce, property owners	\$30,000	EDA; HUD 108, CDBG, EDI; NYS JDA; EZ tax incentives; IDA bonding; private investment
5.7	Create a medical use zone around the Corning Hospital; Relocate Guthrie Building uses to the new medical use zone if advantageous	short term	Corning Hospital, City, Neighborhood 8 residents	\$1,500	City of Corning
Neighborhood 6 - Southside West					
Catalyst Action C-6	Implement enhancements to McKinney Park, investigating the feasibility of a rollerblading trail	short to medium term	City of Corning	\$25,000	New York State Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources
6.1	Encourage new residential development on Field Street	medium to long term	City of Corning	\$3,000,000	Federal Home Loan Banks' Affordable Housing Program, the Affordable Housing Partnerships' Affordable Home Ownership Development Program and the Community Investment Program, the New York State Division of Housing and Community Renewals' HOME Program, and the Governor's Office for Small Cities' Community Development Block Grant (CDBG)- Small Cities Program, property owners
6.2	Expand historic district listings	short term	Market Street Restoration Agency, New York State Office of Parks, Recreation and Historic Preservation, Corning-Painted Post Historical Society, Southside Neighborhood Association, City of Corning, The Preservation League of New York State, and the National Trust for Historic Preservation	\$10,000	New York State Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund, the Kaplan Foundation, the New York State Preservation League, the New York State Planning Federation

Neighborhood Action	Activity	Time Frame	Stakeholders/Partners	Budget Estimate	Funding Sources	
Neighborhood 7 - Southside Hill						
Catalyst	C-7	Convert the Steuben County Courthouse building at the corner of First and Pine Streets into housing	medium to long term	Steuben County, IDA, private developer	\$3.69 million	Empire Zone benefits including Zone Capital Corporation, Historic Tax Credits, Investor equity, IDA benefits
	7.1	Implement enhancements to Canfield Park	short term	City of Corning, Historical Society, OPRHP	\$25,000	OPRHP, City of Corning Budget
	7.2	Address resident concern regarding business encroachment into residential neighborhood	short term	City of Corning	staff time	City of Corning
	7.3	Improve traffic circulation related to 171 Cedar Arts	short term	City of Corning, 171 Cedar Arts	\$12,500	171 Cedar Arts
	7.4	Redevelop 140 Walnut Street (the "Frank B. Hower Scottish Rite Cathedral" or Masonic Temple). (see the Intown South Catalyst Project)	medium term	Corning Consistory, Corning Urban Renewal Agency, Historical Society, Chamber of Commerce, Three Rivers Development	\$8.3 million	NYSOPRHP, National Trust, CDBG-108, Empire State Development Corporation, Historic Tax Credits, EZ Tax Incentives
Neighborhood 8 - Southside East						
Catalyst	C-8	Redevelop housing along the periphery of Denison Park into single-family housing that is oriented to and faces the park	long term	City of Corning, Corning Inc., residents, private housing developers	\$5.1 million	Corning Inc., private developers, other private investors
	8.1	Denison Park Gateway at Conhocton and East Market Streets	short term	City of Corning	\$150,000	NYS OHRP, NYS EPF
	8.2	Continue to add, upgrade and enhance facilities at Denison Park through a Facilities Improvement Plan	medium term	City of Corning	\$25,000	NYS OHRP, City of Corning

Appendix B: Financial Impact Analysis

Implementation of the Action Plan projects delineated in the City of Corning Master Plan would utilize approximately \$17.6 million in City funds, \$69.6 million in other public and philanthropic support (including the matching funds, federal, state, and county funds, public financing, and foundation support), and approximately \$48.5 million in private investment. The total capital cost of projects evaluated in the Master Plan is approximately \$136 million. The financing strategy leverages a City commitment of \$17.6 million with \$118.1 million in other funds, a 1:6.7 leverage ratio. In other words, every dollar the City spends on plan implementation will result in \$6.70 of additional investment in the City of Corning.

The attached proformas outline the projected costs, recommended funding options, time schedule and potential economic impacts of implementing the 90+ specific actions (projects) recommended in the City's Master Plan. The Action Plans are classified as either Citywide (C) or Neighborhood (N) and there is a series of four spreadsheets for each group of action plans. Spreadsheets C-1 and N-1 delineate the specific action plans, estimated cost, projected timeframe for implementation, and anticipated sources of funding (City, federal, state, and private). The Neighborhood Actions Plans (N-1) are organized by the eight neighborhoods defined through the planning process. The Citywide Action Plans (C-1) are organized by the nine goals established for the Master Plan. A summary of the overall costs for all of the action plans is provided at the bottom of N-1.

Spreadsheets C-2 and N-2 provide an analysis of the projected City funding suggested for each of the proposed action plans and a timeframe for when City funds would be needed. Spreadsheets C-3 and N-3 provide a cursory analysis of the potential economic impacts of implementing the action plans. This is a fairly conservative analysis that primarily focuses on the potential increased property tax revenues likely to be derived from major new construction and redevelopment projects. The anticipated annual revenues from the imposition of a hotel room tax are also included. However, the potential increase in sales tax revenue that might result from the commercial/retail activity planned has not been factored into this analysis. Also, the analysis does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values. Finally, Spreadsheets C-4 and N-4 provide a side by side comparison of City expenditures relative to new tax revenues resulting from implementation of each of the action plans.

The Action Plan schedule divided into three distinct phases: short term for those projects that can be implemented in the first three years; medium term for projects to be implemented in years four through seven; and long term for projects expected to be implemented within the eight to 15 year time frame of the Master Plan. Approximately 48 projects are currently characterized as short term (years one through three), 36 are medium term (years four through seven), and six are long term projects that will be implemented in years eight through 15. It should be noted that there is some overlap between the short, medium and long-term projects. Phasing categories indicate when a project begins, and some projects that begin in years one through three will still be active in the medium term and a number of projects that begin in years four through seven will not yet be complete when the long-term projects begin implementation in year eight. For example, there will be 50 projects on-going during Phase 2 and 22 projects during Phase 3.



Phasing priorities were based on input from project proponents, the local community (including neighborhood groups) and the City of Corning, as well as on the consulting team's professional judgment and past experience. Ultimately, development activity may vary from the proposed phases as some projects will mature more quickly and others may fade.

Short Term Actions

The short term actions generally include projects considered a priority by most of the community and generally where implementation of the project is highly feasible. Typically, the majority of these identified short term projects have undergone some pre-planning and funding sources have already been identified. Total costs for short term projects are estimated at about \$16.1 million, of which \$2.8 million is projected to come from City funds. As currently outlined, the City would need to budget approximately \$940,000 annually during the first three years to implement these short term actions.

Ultimately, full implementation of the Action Plan projects will translate into a significant increase in annual tax revenues resulting from an expansion of the City's tax base. However, most of this expansion will come in Phases 2 and 3 (see spreadsheets C-3 and N-3 and discussion below). The total new revenue projected from the implementation of short term actions by the end of Year 3 is \$222,000.

Medium Term Actions

Medium term actions are proposed for years four through seven. Total costs for medium term projects are estimated at about \$49.0 million, of which \$4.6 million is projected to come from City funds. As currently outlined, the City would need to budget approximately \$1.2 million annually for the four years of Phase 2 to implement the medium term actions.

However, during this phase the City would begin to see an expansion of its tax base as some of the major development projects are implemented. **Without any increase in the City's tax rate**, annual tax revenues should increase on average by about \$256,700 per year during years four through seven due to tax base expansion. These additional revenues would offset approximately 20% of the projected City costs for medium term actions. Total tax base expansion in terms of tax revenues generated by the end of Year 7 is estimated at \$1.2 million.

Long Term Actions

Long term actions are proposed for years eight through 15. Total costs for long term projects are estimated at about \$70.6 million, of which \$10.1 million is projected to come from City funds. As currently outlined, the City would need to budget an average of \$1.3 million annually for the eight years of Phase 3 to implement the long term actions. During this phase the City would realize the full expansion of the City's tax base as projected with the completion of all action plan projects. **Without any increase in the City's tax rate**, annual tax revenues should increase by an average of \$550,000 per year during Years 8-15 based on tax base expansion. These additional revenues would offset approximately 42% of the projected City costs for long term actions. Total tax base expansion in terms of tax revenues generated by the end of Year 15 is estimated at \$5.6 million.

Summary of Financial Impacts

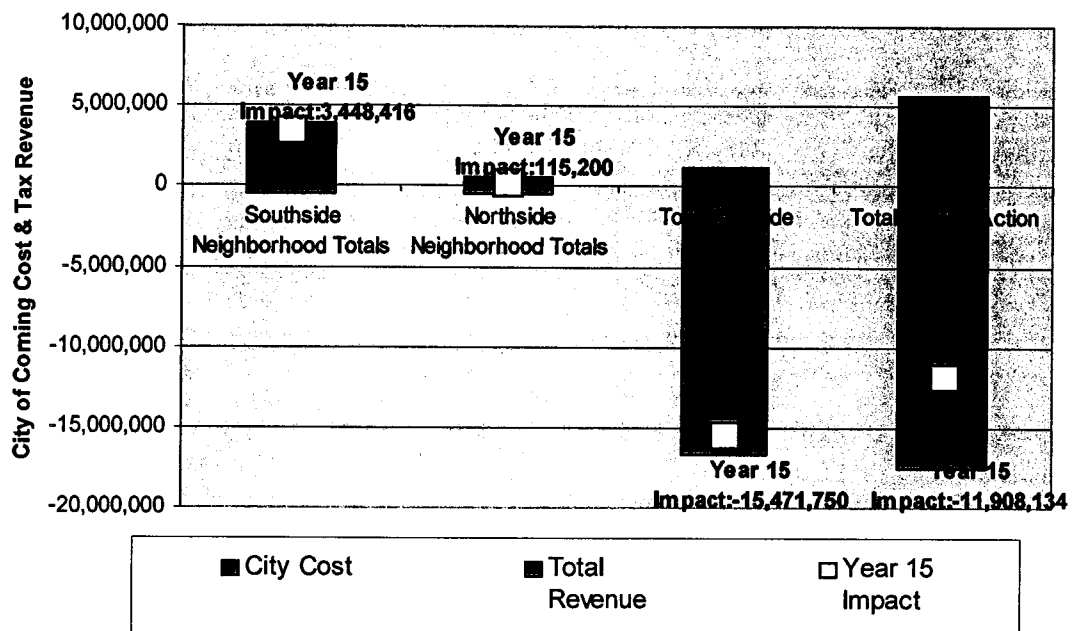
It is our firm belief that many of the projects evaluated herein can be designed, constructed, and launched into operation within the 15-year window, effectively implementing the Master Plan,

Corning Master Plan

thereby enhancing the City of Corning with exciting, culturally rich, and economically sustainable development. The economic benefits resulting from plan implementation are diverse, and comprise a new and significant source of support for downtown businesses, job opportunities, neighborhood revitalization and municipal tax revenues. Plan implementation will also have broad economic impacts on the region as well.

The financial impact analysis of the City of Corning Master Plan relied on two key measurements of economic impact - capital investment and property tax revenues. The analysis evaluates the cumulative impacts of these factors as the various development proposals are implemented over a 15-year build-out period that encompasses the short, medium and long term projects described above.

**City of Corning Action Plan
Net Impact of Plan at Year 15**



Total expenditures at the conclusion of plan implementation is projected to be approximately \$136 million in investment, producing over \$5.6 million in tax revenues over the 15-year implementation period. Specific impacts projected to be achieved are estimated as follows:

- Neighborhood Actions – Estimated capital investment from all sources of \$97.4 million, with resulting property tax revenues of \$4.5 million
- City-wide Actions – Estimated capital investment from all sources of \$17.6 million, with resulting property tax revenues of \$1.2 million
- Infrastructure Projects – Estimated capital investment from all sources of \$21 million needed to make private investment in neighborhood and City-wide efforts attractive

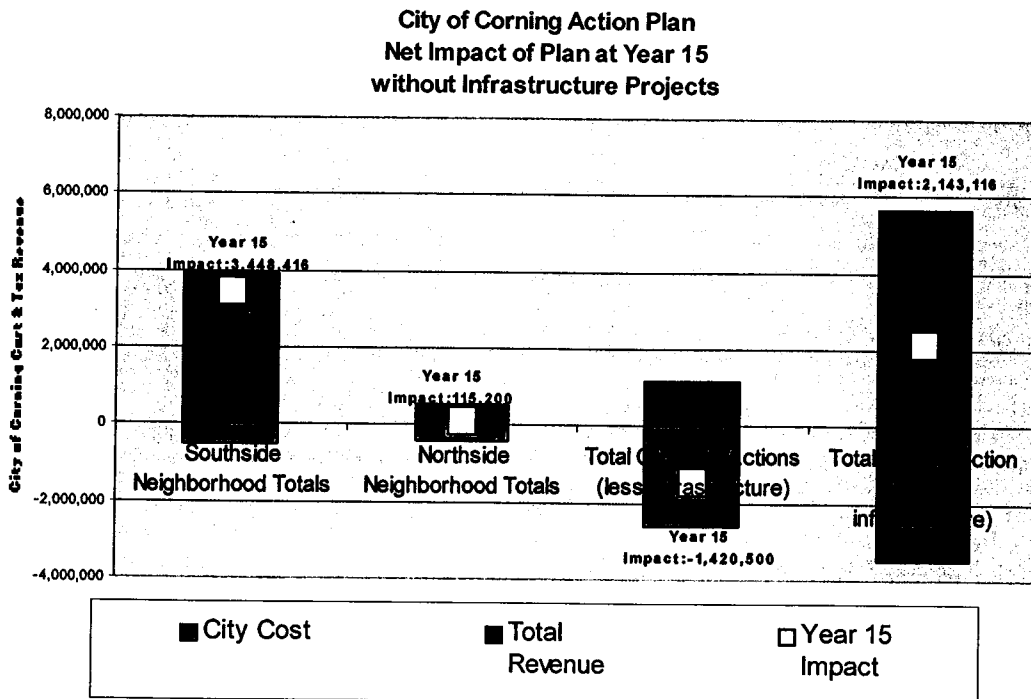
The fiscal impact estimates stated above are fairly conservative in that only the impact of property tax revenues is considered. In all likelihood, the figures significantly underestimate the true financial impacts of Master Plan implementation. The potential increase in sales tax



revenue that might result from the planned commercial/retail activity has not been factored into this analysis. The impact analysis also does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values. Nor does the analysis assess the positive benefits of the numerous jobs and increased consumer spending that would clearly result from the projects described in the Corning Master Plan.

Capital investment in infrastructure projects (\$21 million) accounts for 15.5% of the total investment in Master Plan actions. Two-thirds of this investment is projected to come from the City of Corning, amounting to three-quarters of the total projected City investment in the Master Plan. Infrastructure projects such as paving streets, upgrading parks and maintaining public water and sewer systems are traditional municipal responsibilities and many of these infrastructure projects were underway before the planning process began and would need to be made whether or not the City had a Master Plan in place. While investments in public infrastructure do not directly translate into increased City revenues, their implementation is absolutely critical to the success of the Master Plan and the long term financial stability of the City. Not maintaining and enhancing the public infrastructure would create a significant disincentive to attracting the private capital and investment needed to fully implement the Master Plan projects.

Summarizing the fiscal benefits of Plan implementation to the City - for an investment of \$17.6 million, the City will stimulate \$118.1 million in additional investments resulting in projected property tax revenues of \$5.6 million or about 1/3 of the City's investment. In addition, revenues would continue at \$548,821 annually thereafter.



The benefits to the City of Master Plan implementation are even more obvious when the significant infrastructure costs are removed, the rationale being that the City would need to make these investments anyway. Under this scenario, for an investment of \$ 4.4 million in City funds (\$17.6 million in total investments less \$14.0 million in infrastructure investments), the

Corning Master Plan

\$5.6 million in increased property tax revenues over the 15 year implementation period would actually generate a "net profit" to the City of \$2,143,116.

Reading the Spreadsheets

The Action Plans are classified as either Citywide (C) or Neighborhood (N) and there is a series of four spreadsheets for each group of action plans. Spreadsheets C-1 and N-1 delineate the specific action plans, estimated cost, projected timeframe for implementation, and anticipated sources of funding (City, federal, state and private). The Neighborhood Actions Plans (N-1) are organized by the eight neighborhoods defined through the planning process. The Citywide Action Plans (C-1) are organized by the nine goals established for the Comprehensive Plan.

To understand the interrelationship of the four spreadsheets, consider as an example, the set of Action Plan projects recommended for Neighborhood 5 - Intown South. This neighborhood encompasses the Market Street commercial district, the City's only industrial area and potential redevelopment sites along Denison Parkway. The Master Plan proposes eight action plans for the neighborhood, most of the projects being medium to long term. Total project costs are estimated at \$53 million.

N-1

Neighborhood Action Plans

Annual \$ Year 1-3 Year 4-7 Year 8-15

Neighborhood 5 - Intown South

	Annual \$		Year 1-3	Year 4-7	Year 8-15
Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000			\$1,300,000	\$5,000,000
Develop Parking facility for Corning Hospital expansion	\$5,650,000		\$5,650,000		
Redevelop upper floors of Market St for Res/Comm use	\$500,000	A	\$1,500,000	\$1,500,000	
Improve Rear Facades of Market Street buildings	\$250,000		\$250,000		
Redevelop NWK/Fallbrook/East Market sites	\$3,162,500	A		\$12,650,000	\$25,300,000
Market St zoning - first floor retail	Staff time		Staff time		
Long range redevelopment strategy for Denison Pkwy.	\$30,000			\$30,000	
Create Medical Zone around Corning Hospital	\$5,000		\$5,000		
Neighborhood Totals			\$8,705,000	\$19,180,000	\$25,300,000

Spreadsheets C-1 and N-1 delineate the specific action items for each City goal or each neighborhood, the estimated cost for each action, the phasing of expenditures for short, medium or long term for implementation, and anticipated sources of funding (City, federal, state or private). A segment of N-1 for Neighborhood 5 is depicted above. The column marked "Annual \$" generally refers to the total action plan costs. If there is an "A" marked in the column to the right, the cost figure is the annual cost of implementation for whatever period(s) are designated otherwise it is the total project cost.

The catalyst project for Neighborhood 5 is the development of a "big box" retail store on Denison Parkway. Total project costs are estimated at \$6.3 million and the project is considered Medium-Long term. Medium term (Year 4-7) costs are estimated at \$1.3 million for site assembly and clearance, recruitment of appropriate retailer, and related costs. The primary construction and development (\$5 million) would occur during Years eight through fifteen. A detailed description of this project and all of the other action plans is provided in the narrative text of the City of Corning Master Plan.

N-1 like C-1 also provides a projected source of funding (not shown in spreadsheet segment above) for each of the action plans. For the big box retail catalyst project, most of the funding is



expected to come from federal, state and private sources as delineated on spreadsheet N-1. A relatively small amount of project funding (\$100,000) is expected to come from the City.

Spreadsheet N-2 provides an analysis of the projected City funding suggested for each of the proposed neighborhood action plans and a timeframe for when City funds would be needed. Spreadsheet C-2 provides a similar analysis for each of the City-wide actions.

N-2

Analysis of City Funding of Action Plans Neighborhood 5 - Intown South

	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15
Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	1.6%	\$0	\$20,635	\$79,365
Develop Parking facility for Corning Hospital expansion	\$5,650,000	0.0%	\$0	\$0	\$0
Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	0.0%	\$0	\$0	\$0
Improve Rear Facades of Market Street buildings	\$250,000	0.0%	\$0	\$0	\$0
Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	0.7%	\$0	\$83,333	\$166,667
Market St zoning - first floor retail	\$0	100.0%	Staff time	\$0	\$0
Long range redevelopment strategy for Denison Parkway	\$30,000	50.0%	\$0	\$15,000	\$0
Create Medical Zone around Corning Hospital	\$5,000	100.0%	\$5,000	\$0	\$0
Neighborhood Totals	\$53,185,000	0.7%	\$5,000	\$118,968	\$246,032

As noted above, City funds in this project is relatively small -\$100,000 or about 1.6% of the project total of \$6.3 million. City funding of \$20,635 is projected for Years four through seven and City funding of \$79,365 is projected for Years eight through fifteen.

Spreadsheet N-3 provides a cursory analysis of the potential economic impacts of implementing the neighborhood action plans. C-3 provides a similar function for the citywide projects. This a fairly conservative analysis that focuses primarily on the potential increased property tax revenues likely to be derived from major new construction and redevelopment projects. The anticipated annual revenues from the imposition of a hotel room tax are also included. However, the potential increase in sales tax revenue that might result from the commercial/retail activity planned has not been factored into this analysis. The analysis also does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values.

N-3

Annual Tax Projections for Period:

Analysis of Economic Impacts of Action Plans Neighborhood 5 - Intown South

	Total Cost	Assessment	Year 1-3	Year 4-7	Year 8-15
Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	\$4,725,000	\$0	\$7,800	\$37,800
Develop Parking facility for Corning Hospital expansion	\$5,650,000				
Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	\$2,250,000	\$9,000	\$18,000	\$18,000
Improve Rear Facades of Market Street buildings	\$250,000				
Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	\$28,462,500	\$0	\$75,900	\$227,700
Market St zoning - first floor retail	\$0				
Long range redevelopment strategy for Denison Pkwy.	\$30,000				
Create Medical Zone around Corning Hospital	\$5,000				
	\$53,185,000	\$35,437,500	\$9,000	\$101,700	\$283,500

Corning Master Plan

For each action that is expected to generate future property taxes, a future assessed value at project completion is estimated at 75% of the total project cost. For the catalyst project, the assessed value is projected to be \$4,725,000, or 75% of the \$6.3 million project cost. The 75% figure was selected to keep the economic impact projections fairly conservative. Annual tax projections for each of the action plans were based on the projected assessed value and a constant City tax rate of \$8.00 per \$1,000 assessed value. When the catalyst project is fully built, it is projected to generate annual tax revenues of \$37,800 (\$4,725,000 x \$8.00 / 1,000). For multi-year projects, annual taxes are projected on a prorated basis based on the percentage of project completion.

Spreadsheet N-4 provides a side by side comparison of City costs to projected tax revenues resulting from implementation of each of the neighborhood action plans. A similar analysis is provided for the City-wide actions by spreadsheet C-4. The analyses compare the cumulative impact of the various action plans at the end of Year 3, Year 7 and Year 15 of Plan implementation.

N-4

Cumulative Impact at Year 3

Comparison of City Costs to Tax Revenues	Total Action Cost	City Cost	Cumulative Impact at Year 3	
			Total Revenues	Year 3 Impact
Neighborhood 5 - Intown South				
Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	\$0	\$0	\$0
Develop Parking facility for Corning Hospital expansion	\$5,650,000	\$0	\$0	\$0
Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	\$0	\$27,000	\$27,000
Improve Rear Facades of Market Street buildings	\$250,000	\$0	\$0	\$0
Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	\$0	\$0	\$0
Market St zoning - first floor retail	\$0	Staff time	\$0	\$0
Long range redevelopment strategy for Denison Parkway	\$30,000	\$0	\$0	\$0
Create Medical Zone around Corning Hospital	\$5,000	\$5,000	\$0	-\$5,000
Neighborhood Totals	\$53,185,000	\$5,000	\$27,000	\$22,000

The segment of N-4 above shows the cumulative impact of Neighborhood 5 projects at Year 3. Total revenue projected is \$27,000. This estimate is derived by multiplying the annual tax revenue calculated in N-3 (\$9,000) by three (the years in this period of the analysis). The net impact of this project at the end of Year 3 is simply total revenues less the City cost, which in this case is \$2,200 (\$27,000 - \$5,000).

Many of the action plans will not directly generate property tax revenues. In these cases, the outlay of City funds will result in a "negative" economic impact. This is somewhat misleading however. Creating a medical zone around Corning Hospital (Action plan 8 in Neighborhood 5) involves a modest City investment of \$5,000 but does not directly result in increased property taxes. On paper, the economic impact to the City is -\$5,000. However, the Medical Zone has the potential of creating significant long term benefits to the City such as neighborhood stabilization, enhancing community health services, etc. Such improvements to the physical and social environment are also likely to increase property values in the neighborhood as well.

Moving forward, the segment of N-4 below shows the cumulative impact of Neighborhood 5 projects when fully implemented at Year 15. For the catalyst project, the City cost (investment) in this project at the end of Year 15 is estimated at \$100,000. Total cumulative revenue



projected is \$333,600. The net resulting economic impact of this project at the end of Year 15 is \$233,600 (\$333,600 - \$100,000).

N-4**Cumulative Impact at Year 15**

Comparison of City Costs to Tax Revenues	Total Action Cost	City Cost	Total	
			Revenues	Year 15 Impact
Neighborhood 5 - Intown South				
Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	\$100,000	\$333,600	\$233,600
Develop Parking facility for Corning Hospital expansion	\$5,650,000	\$0	\$0	\$0
Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	\$0	\$243,000	\$243,000
Improve Rear Facades of Market Street buildings	\$250,000	\$0	\$0	\$0
Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	\$250,000	\$2,125,200	\$1,875,200
Market St zoning - first floor retail	\$0	\$0	\$0	\$0
Long range redevelopment strategy for Denison Parkway	\$30,000	\$15,000	\$0	-\$15,000
Create Medical Zone around Corning Hospital	\$5,000	\$5,000	\$0	-\$5,000
Neighborhood Totals	\$53,185,000	\$370,000	\$2,701,800	\$2,331,800

Corning Action Plans - Citywide

C-1

Sources of Funding

Citywide Actions

Goal	Annual \$	Year 1-3	Year 4-7	Year 8-16	Total	City	Federal	NYS	Private
Goal 1: Create an attractive and functional built environment that meets the needs of existing residents and businesses and creates opportunities to attract new residents and economic opportunities.									
1.1 Enhance Code Enforcement	\$50,000 A	\$150,000			\$150,000	\$150,000			
1.2 Wayfinding Signage Program	\$15,000	\$15,000			\$15,000			\$7,500	\$7,500
1.3 Revise Zoning Code	\$15,000	\$15,000			\$15,000	\$7,500			\$7,500
1.4 Commercial Design Standards	\$25,000	\$25,000			\$25,000		\$12,500		\$12,500
1.5 Revise Multi-unit conversion code	\$5,000	\$5,000			\$5,000	\$5,000			
1.6 Protect Viewsheds / Hillisides	\$110,000	\$110,000			\$110,000	\$30,000		\$40,000	\$40,000
1.7 Demolition and Development site assembly	\$50,000 A	\$200,000	\$400,000		\$600,000	\$150,000	\$300,000		\$150,000
1.8 Adaptive re-use for B&B development	\$2,500	\$2,500			\$2,500	\$2,500			
1.9 Façade Improvement Program	\$250,000	\$250,000			\$250,000			\$125,000	\$125,000
1.10 Improve access for persons w/ disabilities	Staff time	Staff time			\$0	Staff time			
Goal 2: Increase the effectiveness and cost-efficiency of municipal services.									
2.1 Purchase and install GIS software	\$50,000	\$50,000			\$50,000	\$25,000			\$25,000
2.2 City Hall relocation study	\$50,000	\$50,000			\$50,000	\$25,000			\$25,000
2.3 Public Safety complex study	\$50,000	\$50,000			\$50,000	\$25,000			\$25,000
Goal 3: Improve housing conditions / opportunities for all Corning residents (low/moderate income and upper/middle income) to create high-quality residential neighborhoods throughout the City.									
3.1 Develop Citywide Housing Rehab Program	\$5,000 A	\$15,000	\$15,000		\$30,000	\$10,000		\$10,000	\$10,000
3.2 Implement Homeownership Program	\$405,000	\$405,000			\$810,000	\$10,000		\$800,000	\$10,000
3.3 Expand Senior Housing opportunities	\$10,000	\$10,000			\$10,000	\$5,000		\$5,000	
3.4 Market Street Upper Floor housing	\$25,000	\$25,000			\$25,000				\$25,000
3.5 Home reinvestment tax incentive program	\$5,000	\$5,000			\$5,000				
Goal 4: Fully utilize existing and potential recreational and educational facilities to support opportunities for City youth and other residents.									
4.1 Develop Park Improvement Capital Plan	Staff time	Staff time	Staff time		\$0				
4.2 Develop Bicycle / Hiking Trail	\$2,400,000	\$2,400,000			\$2,400,000	\$800,000	\$800,000	\$800,000	
4.3 River Access feasibility study	\$25,000	\$25,000			\$25,000			\$12,500	\$12,500
4.4 Centerway Bridge redevelopment	\$2,000,000	\$2,000,000			\$2,000,000		\$500,000	\$500,000	\$1,000,000
4.5 Public Art Walking Trail	\$50,000	\$50,000			\$50,000	\$12,500		\$25,000	\$12,500
4.6 Youth Center Program Development	\$50,000 A	\$400,000	\$400,000		\$400,000	\$200,000		\$100,000	\$100,000
4.7 Develop Pocket Parks	\$150,000	\$75,000	\$75,000		\$150,000	\$75,000		\$75,000	
Goal 5: Upgrade and maintain City's physical infrastructure.									
5.1 Implement Sewer Improvements	\$456,750 A	\$1,827,000	\$3,654,000		\$6,851,250	\$6,851,250			\$0
5.2 Construct new reservoir	\$2,200,000	\$2,200,000			\$2,200,000	\$2,200,000	\$0	\$0	\$0
Goal 6: Develop multi-modal transportation/parking infrastructure that enhances economic development, supports neighborhoods and enhances pedestrian environment and community character.									
6.1 Accelerate Street Improvement Program	\$1,000,000 A	\$4,000,000	\$8,000,000		\$12,000,000	\$5,000,000	\$2,000,000	\$5,000,000	\$0
6.2 Implement Pedestrian Safety Programs	\$25,000	\$25,000			\$25,000		\$0	\$25,000	\$0
6.3 Evaluate need and potential solutions to I-86 noise	\$35,000	\$35,000			\$35,000			\$35,000	
6.4 Develop Citywide Parking Plan	\$35,000	\$35,000			\$35,000				\$17,500
6.5 Sidewalk Improvement Program	\$44,000 A	\$132,000	\$176,000		\$352,000	\$17,500			\$330,000
6.6 Develop Street Classification System/Implement Traffic Calming Strategy	\$30,000 A	\$90,000	\$120,000		\$210,000	\$60,000	\$60,000	\$60,000	
6.7 Develop Multi-modal Transportation Center	\$4,000,000	\$4,000,000	\$4,000,000		\$4,000,000		\$1,000,000	\$1,500,000	\$1,500,000
6.8 Pursue Passenger Rail potential	\$50,000	\$50,000			\$50,000		\$25,000	\$25,000	
6.9 Pultney Street Improvements	\$50,000	\$50,000			\$50,000		\$50,000		
6.10 Denison Parkway pedestrian crossing improvements	\$75,000	\$75,000			\$75,000	\$35,000	\$40,000		

Corning Action Plans - Citywide

C-1

Sources of Funding

Citywide Actions

Annual \$	Year 1-3	Year 4-7	Year 8-15	Total	City	Federal	NYS	Private
Goal 7: Develop new and strengthen existing mechanisms for preserving and promoting City's historic resources and enhancing neighborhood character.								
P	\$5,000	\$5,000		\$5,000	\$5,000			
P	Staff time			\$0	Staff time			
P	\$5,000			\$5,000			\$5,000	
P	\$100,000	\$300,000		\$600,000			\$200,000	\$400,000
P	\$83,333	\$250,000		\$250,000	\$125,000		\$125,000	
P	\$5,000	\$5,000		\$5,000	\$5,000			
P	Staff time			\$0	Staff time			
P	\$50,000			\$50,000			\$12,500	\$12,500
P	\$10,000	\$10,000		\$10,000	\$25,000		\$5,000	\$5,000
Goal 8: Reinforce neighborhood identity and augment planning capacity to form and support neighborhood associations and implement neighborhood-based initiatives.								
P	\$15,000	\$60,000	\$120,000	\$225,000	\$225,000			
P	\$25,000	\$25,000		\$25,000	\$25,000			
P	Staff time			\$0	Staff time			
P	Staff time	Staff time	Staff time	\$0	Staff time			
Goal 9: Develop initiatives that enhance commercial districts, provide employment opportunities, address residents' needs for goods and services and supports the social fabric of the community.								
P	\$500,000	\$1,500,000	\$3,000,000	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$900,000
P	\$10,000	\$30,000	\$80,000	\$150,000	\$50,000		\$50,000	\$50,000
P	\$400,000	\$40,000		\$400,000			\$400,000	
P	\$20,000	\$60,000		\$60,000	\$30,000			\$30,000
P	\$10,000			\$30,000	\$15,000			\$15,000
P	\$2,500			\$2,500	\$2,500			
Total Citywide Actions								
	\$7,077,250	\$11,828,000	\$19,331,000	\$38,236,250	\$16,638,750	\$5,787,500	\$10,962,500	\$4,817,500

Analysis of City Funding of Action Plan Projects

	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
Goal 1: Create an attractive and functional built environment that meets the needs of existing residents and businesses and creates opportunities to attract new residents and economic opportunities.						
1.1 Enhance Code Enforcement	\$150,000	100.0%	\$150,000	\$0	\$0	\$150,000
1.2 Wayfinding Signage Program	\$15,000	0.0%	\$0	\$0	\$0	\$0
1.3 Revise Zoning Code	\$15,000	50.0%	\$7,500	\$0	\$0	\$7,500
1.4 Commercial Design Standards	\$25,000	0.0%	\$0	\$0	\$0	\$0
1.5 Revise Multi-unit conversion code	\$5,000	100.0%	\$5,000	\$0	\$0	\$5,000
1.6 Protect Viewsheds / Hillslides	\$110,000	27.3%	\$0	\$30,000	\$0	\$30,000
1.7 Demolition and Development site assembly	\$600,000	25.0%	\$0	\$50,000	\$100,000	\$150,000
1.8 Adaptive re-use for B&B development	\$2,500	100.0%	\$2,500	\$0	\$0	\$2,500
1.9 Façade Improvement Program	\$250,000	0.0%	\$0	\$0	\$0	\$0
1.10 Improve access for persons w/ disabilities	\$0	100.0%	Staff time	\$0	\$0	\$0
Goal 2: Increase the effectiveness and cost-efficiency of municipal services.						
2.1 Purchase and install GIS software	\$50,000	50.0%	\$25,000	\$0	\$0	\$25,000
2.2 City Hall relocation study	\$50,000	50.0%	\$0	\$25,000	\$0	\$25,000
2.3 Public Safety complex study	\$50,000	50.0%	\$0	\$25,000	\$0	\$25,000
Goal 3: Improve housing conditions / opportunities for all Corning residents (low/moderate income and upper/middle income) to create high-quality residential neighborhoods throughout the City.						
3.1 Develop Citywide Housing Rehab Program	\$30,000	33.3%	\$5,000	\$5,000	\$0	\$10,000
3.2 Implement Homeownership Program	\$810,000	1.2%	\$5,000	\$5,000	\$0	\$10,000
3.3 Expand Senior Housing opportunities	\$10,000	50.0%	\$0	\$5,000	\$0	\$5,000
3.4 Market Street Upper Floor housing	\$25,000	0.0%	\$0	\$0	\$0	\$0
3.5 Home reinvestment tax incentive program	\$5,000	100.0%	\$5,000	\$0	\$0	\$5,000
Goal 4: Fully utilize existing and potential recreational and educational facilities to support opportunities for City youth and other residents.						
4.1 Develop Park Improvement Capital Plan	\$0	0.0%	\$0	\$0	\$0	\$0
4.2 Develop Bicycle / Hiking Trail	\$2,400,000	33.3%	\$800,000	\$0	\$0	\$800,000
4.3 River Access feasibility study	\$25,000	0.0%	\$0	\$0	\$0	\$0
4.4 Centerway Bridge redevelopment	\$2,000,000	0.0%	\$0	\$0	\$0	\$0
4.5 Public Art Walking Trail	\$50,000	25.0%	\$0	\$12,500	\$0	\$12,500
4.6 Youth Center Program Development	\$400,000	50.0%	\$0	\$0	\$200,000	\$200,000
4.7 Develop Pocket Parks	\$150,000	50.0%	\$0	\$37,500	\$37,500	\$75,000
Goal 5: Upgrade and maintain City's physical infrastructure.						
5.1 Implement Sewer Improvements	\$6,851,250	100.0%	\$1,370,250	\$1,827,000	\$3,654,000	\$6,851,250
5.2 Construct new reservoir	\$2,200,000	100.0%	\$0	\$0	\$2,200,000	\$2,200,000
Goal 6: Develop multi-modal transportation/parking infrastructure that enhances economic development, supports neighborhoods and enhances pedestrian environment and community character.						
6.1 Accelerate Street Improvement Program	\$12,000,000	41.7%	\$0	\$1,666,667	\$3,333,333	\$5,000,000
6.2 Implement Pedestrian Safety Programs	\$25,000	0.0%	\$0	\$0	\$0	\$0
6.3 Evaluate need and potential solutions to I-86 noise	\$35,000	0.0%	\$0	\$0	\$0	\$0
6.4 Develop Citywide Parking Plan	\$35,000	50.0%	\$17,500	\$0	\$0	\$17,500
6.5 Sidewalk Improvement Program	\$660,000	50.0%	\$66,000	\$88,000	\$176,000	\$330,000
6.6 Develop Street Classification System/Implement Traffic Calming Strategy	\$210,000	28.6%	\$25,714	\$34,286	\$0	\$60,000
6.7 Develop Multi-modal Transportation Center	\$4,000,000	0.0%	\$0	\$0	\$0	\$0
6.8 Pursue Passenger Rail potential	\$50,000	0.0%	\$0	\$0	\$0	\$0
6.9 Pultney Street improvements	\$50,000	0.0%	\$0	\$0	\$0	\$0
6.1 Denison Parkway pedestrian crossing improvements	\$75,000	46.7%	\$0	\$35,000	\$0	\$35,000

Corning Action Plans - Citywide

C-2

Analysis of City Funding of Action Plan Projects

Goal	Description	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
Goal 7:	Develop new and strengthen existing mechanisms for preserving and promoting City's historic resources and enhancing neighborhood character.						
7.1	Develop Tax incentive program for building rehabilitation	\$5,000	100.0%	\$0	\$5,000	\$0	\$5,000
7.2	Create better tools to deal with nuisance properties	\$0	100.0%	Staff time	\$0	\$0	\$0
7.3	Develop/implement historic preservation laws	\$5,000	0.0%	\$0	\$0	\$0	\$0
7.4	Implement building rehab/faceade improvement programs	\$600,000	0.0%	\$0	\$0	\$0	\$0
7.5	Public amenity funding program	\$250,000	50.0%	\$0	\$125,000	\$0	\$125,000
7.6	Develop Vacant building and lot maintenance program	\$5,000	100.0%	\$0	\$5,000	\$0	\$5,000
7.7	Require transition plans for demolition sites	\$0	100.0%	Staff time	\$0	\$0	\$0
7.8	Develop Citywide Tree planting program	\$50,000	50.0%	\$25,000	\$0	\$0	\$25,000
7.9	Conduct formal historic resource surveys	\$10,000	0.0%	\$0	\$0	\$0	\$0
Goal 8:	Reinforce neighborhood identity and augment planning capacity to form and support neighborhood associations and implement neighborhood-based initiatives.						
8.1	Provide staff capacity to support neighborhood associations	\$225,000	100.0%	\$45,000	\$80,000	\$120,000	\$225,000
8.2	Create special assessment districts for neighborhood improvements	\$25,000	100.0%	\$0	\$25,000	\$0	\$25,000
8.3	Update 2000 Census and share data with community	\$0	100.0%	Staff time			
8.4	Create monitoring & evaluation strategy	\$0	100.0%	Staff time			
Goal 9:	Develop initiatives that enhance commercial districts, provide employment opportunities, address residents' needs for goods and services and supports the social fabric of the community.						
9.1	Develop inventory/land banking strategy for future development	\$3,000,000	3.3%	\$50,000	\$50,000	\$0	\$100,000
9.2	Implement Empire Zone tools	\$150,000	33.3%	\$10,000	\$13,333	\$26,667	\$60,000
9.3	Develop and implement Microenterprise Program	\$400,000	0.0%	\$0	\$0	\$0	\$0
9.4	Increase coordination of tourism development efforts	\$60,000	50.0%	\$0	\$30,000	\$0	\$30,000
9.5	Expand and increase City marketing efforts	\$30,000	50.0%	\$15,000	\$0	\$0	\$15,000
9.6	Create a Hotel room tax	\$2,500	100.0%	\$2,500	\$0	\$0	\$2,500
		\$38,236,250	43.5%	\$2,631,954	\$4,159,286	\$9,847,500	\$16,638,750

Corning Action Plans - Citywide

C-3

Annual Tax Projections for Period:

	Year 1-3	Year 4-7	Year 8-15
Analysis of Economic Impacts of Action Plan Projects	Total Cost	Assessment	
Goal 1: Create an attractive and functional built environment that meets the needs of existing residents and businesses and creates opportunities to attract new residents and economic opportunities.			
1.1 Enhance Code Enforcement	\$150,000		
1.2 Wayfinding Signage Program	\$15,000		
1.3 Revise Zoning Code	\$15,000		
1.4 Commercial Design Standards	\$25,000		
1.5 Revise Multi-unit conversion code	\$5,000		
1.6 Protect Viewsheds / Hillslides	\$110,000		
1.7 Demolition and Development site assembly	\$600,000		
1.8 Adaptive re-use for B&B development	\$2,500		
1.9 Façade Improvement Program	\$250,000		
1.10 Improve access for persons w/ disabilities	\$0		
Goal 2: Increase the effectiveness and cost-efficiency of municipal services.			
2.1 Purchase and install GIS software	\$50,000		
2.2 City Hall relocation study	\$50,000		
2.3 Public Safety complex study	\$50,000		
Goal 3: Improve housing conditions / opportunities for all Corning residents (low/moderate income and upper/middle income) to create high-quality residential neighborhoods throughout the City.			
3.1 Develop Citywide Housing Rehab Program	\$30,000		
3.2 Implement Homeownership Program	\$810,000		
3.3 Expand Senior Housing opportunities	\$10,000		
3.4 Market Street Upper Floor housing	\$25,000		
3.5 Home reinvestment tax incentive program	\$5,000		
Goal 4: Fully utilize existing and potential recreational and educational facilities to support opportunities for City youth and other residents.			
4.1 Develop Park Improvement Capital Plan	\$0		
4.2 Develop Bicycle / Hiking Trail	\$2,400,000		
4.3 River Access feasibility study	\$25,000		
4.4 Centerway Bridge redevelopment	\$2,000,000		
4.5 Public Art Walking Trail	\$50,000		
4.6 Youth Center Program Development	\$400,000		
4.7 Develop Pocket Parks	\$150,000		
Goal 5: Upgrade and maintain City's physical infrastructure.			
5.1 Implement Sewer Improvements	\$6,851,250		
5.2 Construct new reservoir	\$2,200,000		
Goal 6: Develop multi-modal transportation/parking infrastructure that enhances economic development, supports neighborhoods and enhances pedestrian environment and community character.			
6.1 Accelerate Street Improvement Program	\$12,000,000		
6.2 Implement Pedestrian Safety Programs	\$25,000		
6.3 Evaluate need and potential solutions to I-86 noise	\$35,000		
6.4 Develop Citywide Parking Plan	\$35,000		
6.5 Sidewalk Improvement Program	\$660,000		
6.6 Develop Street Classification System/Implement Traffic Calming Strategy	\$210,000		
6.7 Develop Multi-modal Transportation Center	\$4,000,000	\$3,000,000	\$24,000
6.8 Pursue Passenger Rail potential	\$50,000	\$0	\$0
6.9 Pulltney Street Improvements	\$50,000		
6.1 Denison Parkway pedestrian crossing improvements	\$75,000		

Annual Tax Projections for Period:

	Year 1-3	Year 4-7	Year 8-16	
Analysis of Economic Impacts of Action Plan Projects				
Goal 7: Develop new and strengthen existing mechanisms for preserving and promoting City's historic resources and enhancing neighborhood character.				
7.1 Develop Tax Incentive program for building rehabilitation				
7.2 Create better tools to deal with nuisance properties				
7.3 Develop/Implement historic preservation laws				
7.4 Implement building rehab/façade improvement programs				
7.5 Public amenity funding program				
7.6 Develop Vacant building and lot maintenance program				
7.7 Require transition plans for demolition sites				
7.8 Develop Citywide Tree planting program				
7.9 Conduct formal historic resource surveys				
Goal 8: Reinforce neighborhood identity and augment planning capacity to form and support neighborhood associations and implement neighborhood-based initiatives.				
8.1 Provide staff capacity to support neighborhood associations				
8.2 Create special assessment districts for neighborhood improvements				
8.3 Update 2000 Census and share data with community				
8.4 Create monitoring & evaluation strategy				
Goal 9: Develop initiatives that enhance commercial districts, provide employment opportunities, address residents' needs for goods and services and supports the social fabric of the community.				
9.1 Develop inventory/land banking strategy for future development				
9.2 Implement Empire Zone tools				
9.3 Develop and implement Microenterprise Program				
9.4 Increase coordination of tourism development efforts				
9.5 Expand and increase City marketing efforts				
9.6 Create a Hotel room tax				
Total Cost	Assessment	Year 1-3	Year 4-7	Year 8-16
\$5,000	\$5,000			
\$0	\$600,000			
\$5,000	\$250,000			
\$0	\$5,000			
\$50,000	\$0			
\$10,000	\$0			
\$225,000	\$0			
\$25,000	\$0			
\$0	\$0			
\$3,000,000	\$3,000,000	\$65,000	\$65,000	\$65,000
\$150,000	\$150,000	\$65,000	\$65,000	\$65,000
\$400,000	\$400,000	\$65,000	\$65,000	\$65,000
\$60,000	\$60,000	\$65,000	\$65,000	\$65,000
\$30,000	\$30,000	\$65,000	\$65,000	\$65,000
\$2,500	\$2,500	\$65,000	\$65,000	\$65,000
\$38,236,250	\$3,000,000	\$65,000	\$65,000	\$65,000

Corning Action Plans - Citywide

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Total Action Cost	Cumulative Impact - At Year 3			Cumulative Impact - At Year 7			Cumulative Impact - At Year 15		
	City Cost	Total Revenue	Year 3 Impact	City Cost	Total Revenue	Year 7 Impact	City Cost	Total Revenue	Year 15 Impact
Comparison of City Costs to Tax Revenues									
Goal 1: Create an attractive and functional built environment that meets the needs of existing residents and businesses and creates opportunities to attract new residents and economic opportunities.									
1.1 Enhance Code Enforcement	\$150,000	\$0	-\$150,000	\$150,000	\$0	-\$150,000	\$150,000	\$0	-\$150,000
1.2 Wayfinding Signage Program	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.3 Revise Zoning Code	\$15,000	\$0	-\$7,500	\$7,500	\$0	-\$7,500	\$7,500	\$0	-\$7,500
1.4 Commercial Design Standards	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.5 Revise Multi-unit conversion code	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000
1.6 Protect Viewsheds / Hillslides	\$110,000	\$0	\$0	\$30,000	\$0	-\$30,000	\$30,000	\$0	-\$30,000
1.7 Demolition and Development site assembly	\$600,000	\$0	\$0	\$50,000	\$0	-\$50,000	\$150,000	\$0	-\$150,000
1.8 Adaptive re-use for B&B development	\$2,500	\$0	-\$2,500	\$2,500	\$0	-\$2,500	\$2,500	\$0	-\$2,500
1.9 Façade Improvement Program	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.10 Improve access for persons w/ disabilities	\$0	\$0	\$0	Staff time	\$0	\$0	\$0	\$0	\$0
Goal 2: Increase the effectiveness and cost-efficiency of municipal services.									
2.1 Purchase and install GIS software	\$50,000	\$0	-\$25,000	\$25,000	\$0	-\$25,000	\$25,000	\$0	-\$25,000
2.2 City Hall relocation study	\$50,000	\$0	\$0	\$0	\$0	-\$25,000	\$25,000	\$0	-\$25,000
2.3 Public Safety complex study	\$50,000	\$0	\$0	\$0	\$0	-\$25,000	\$25,000	\$0	-\$25,000
Goal 3: Improve housing conditions / opportunities for all Corning residents (low/moderate income and upper/middle income) to create high-quality residential neighborhoods throughout the City.									
3.1 Develop Citywide Housing Rehab Program	\$30,000	\$5,000	-\$5,000	\$10,000	\$0	-\$10,000	\$10,000	\$0	-\$10,000
3.2 Implement Homeownership Program	\$810,000	\$5,000	-\$5,000	\$10,000	\$0	-\$10,000	\$10,000	\$0	-\$10,000
3.3 Expand Senior Housing opportunities	\$10,000	\$0	\$0	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000
3.4 Market Street Upper Floor housing	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.5 Home reinvestment tax incentive program	\$5,000	\$5,000	-\$5,000	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000
Goal 4: Fully utilize existing and potential recreational and educational facilities to support opportunities for City youth and other residents.									
4.1 Develop Park Improvement Capital Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.2 Develop Bicycle / Hiking Trail	\$2,400,000	\$800,000	-\$800,000	\$800,000	\$0	-\$800,000	\$800,000	\$0	-\$800,000
4.3 River Access feasibility study	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.4 Centerway Bridge redevelopment	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.5 Public Art Walking Trail	\$50,000	\$0	\$0	\$12,500	\$0	-\$12,500	\$12,500	\$0	-\$12,500
4.6 Youth Center Program Development	\$400,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	-\$200,000
4.7 Develop Pocket Parks	\$150,000	\$0	\$0	\$37,500	\$0	-\$37,500	\$75,000	\$0	-\$75,000
Goal 5: Upgrade and maintain City's physical infrastructure.									
5.1 Implement Sewer Improvements	\$6,851,250	\$1,370,250	-\$1,370,250	\$3,197,250	\$0	-\$3,197,250	\$6,851,250	\$0	-\$6,851,250
5.2 Construct new reservoir	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$2,200,000	\$0	-\$2,200,000
Goal 6: Develop multi-modal transportation/parking infrastructure that enhances economic development, supports neighborhoods and enhances pedestrian environment and community character.									
6.1 Accelerate Street Improvement Program	\$12,000,000	\$0	\$0	\$1,666,667	\$0	-\$1,666,667	\$5,000,000	\$0	-\$5,000,000
6.2 Implement Pedestrian Safety Programs	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.3 Evaluate need and potential solutions to I-86 noise	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.4 Develop Citywide Parking Plan	\$35,000	\$17,500	-\$17,500	\$17,500	\$0	-\$17,500	\$17,500	\$0	-\$17,500
6.5 Sidewalk Improvement Program	\$660,000	\$66,000	-\$66,000	\$154,000	\$0	-\$154,000	\$330,000	\$0	-\$330,000
6.6 Develop Street Classification System/Implement Traffic Calming St	\$210,000	\$25,714	-\$25,714	\$60,000	\$0	-\$60,000	\$60,000	\$0	-\$60,000
6.7 Develop Multi-modal Transportation Center	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$192,000	\$0
6.8 Pursue Passenger Rail potential	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.9 Pulleney Street Improvements	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.10 Denison Parkway pedestrian crossing improvements	\$75,000	\$0	\$0	\$35,000	\$0	-\$35,000	\$35,000	\$0	-\$35,000

Corning Action Plans - Citywide

C-4

Total Action Cost	Cumulative Impact - At Year 3			Cumulative Impact - At Year 7			Cumulative Impact - At Year 15		
	City Cost	Total Revenue	Year 3 Impact	City Cost	Total Revenue	Year 7 Impact	City Cost	Total Revenue	Year 15 Impact
Comparison of City Costs to Tax Revenues									
Goal 7: Develop new and strengthen existing mechanisms for preserving and promoting City's historic resources and enhancing neighborhood character.									
7.1 Develop Tax incentive program for building rehabilitation	\$5,000	\$0	\$0	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000
7.2 Create better tools to deal with nuisance properties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7.3 Develop/implement historic preservation laws	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7.4 Implement building rehab/face improvement programs	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7.5 Public amenity funding program	\$250,000	\$0	\$0	\$125,000	\$0	-\$125,000	\$125,000	\$0	-\$125,000
7.6 Develop Vacant building and lot maintenance program	\$5,000	\$0	\$0	\$5,000	\$0	-\$5,000	\$5,000	\$0	-\$5,000
7.7 Require transition plans for demolition sites	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7.8 Develop Citywide Tree planting program	\$50,000	\$0	-\$25,000	\$25,000	\$0	-\$25,000	\$25,000	\$0	-\$25,000
7.9 Conduct formal historic resource surveys	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Goal 8: Reinforce neighborhood identity and augment planning capacity to form and support neighborhood associations and implement neighborhood-based initiatives.									
8.1 Provide staff capacity to support neighborhood associations	\$225,000	\$0	-\$45,000	\$105,000	\$0	-\$105,000	\$225,000	\$0	-\$225,000
8.2 Create special assessment districts for neighborhood improvement	\$25,000	\$0	\$0	\$25,000	\$0	-\$25,000	\$25,000	\$0	-\$25,000
8.3 Update 2000 Census and share data with community	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8.4 Create monitoring & evaluation strategy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Goal 9: Develop initiatives that enhance commercial districts, provide employment opportunities, address residents' needs for goods and services and supports the social fabric of the community.									
9.1 Develop inventory/land banking strategy for future development	\$3,000,000	\$0	-\$50,000	\$100,000	\$0	-\$100,000	\$100,000	\$0	-\$100,000
9.2 Implement Empire Zone tools	\$150,000	\$0	-\$10,000	\$23,333	\$0	-\$23,333	\$50,000	\$0	-\$50,000
9.3 Develop and Implement Microenterprise Program	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9.4 Increase coordination of tourism development efforts	\$60,000	\$0	\$0	\$30,000	\$0	-\$30,000	\$30,000	\$0	-\$30,000
9.5 Expand and increase City marketing efforts	\$30,000	\$0	-\$15,000	\$15,000	\$0	-\$15,000	\$15,000	\$0	-\$15,000
9.6 Create a Hotel room tax	\$2,500	\$2,500	\$192,500	\$2,500	\$455,000	\$452,500	\$2,500	\$975,000	\$972,500
Total Citywide Actions	\$38,236,250	\$195,000	-\$2,436,964	\$6,791,250	\$455,000	-\$6,336,250	\$16,638,750	\$1,167,000	-\$15,471,750
Infrastructure Program (To be completed regardless of plan adoption)									
Implement Sewer Improvements	6,851,250	0	-1,370,250	3,197,250	0	-3,197,250	6,851,250	0	-6,851,250
Construct new reservoir	2,200,000	0	0	0	0	0	2,200,000	0	-2,200,000
Accelerate Street Improvement Program	12,000,000	0	0	1,666,667	0	-1,666,667	5,000,000	0	-5,000,000
Total Infrastructure Program	\$21,051,250	\$0	-\$1,370,250	\$4,863,917	\$0	-\$4,863,917	\$14,051,250	\$0	-\$14,051,250
Total Citywide Actions (less infrastructure)	\$17,185,000	\$195,000	-\$1,066,714	\$1,927,333	\$455,000	-\$1,472,333	\$2,587,500	\$1,167,000	-\$1,420,500

Corning Action Plans - Neighborhoods

N-1

Sources of Funding

Neighborhood Action Plans	Annual \$	A	Year 1-3	Year 4-7	Year 8-15	Total	Sources of Funding			
							City	Federal	NYS	Private
Neighborhood 1 - Central Northside / Knoxville										
1.1 Prepare Stewart Park Master Plan	\$225,000		\$15,000	\$225,000		\$225,000	\$62,500	\$50,000		\$112,500
1.2 Encourage Meadowbrook redevelopment	\$15,000	P				\$15,000	\$15,000			
1.3 CDBG Housing Rehabilitation Program	\$400,000		Staff time	\$400,000	\$800,000	\$1,200,000				\$1,200,000
1.4 Redevelop Kapral Tire property	P Staff time					\$0	Staff time			
1.5 Analyze redevelopment opportunities	P Staff time					\$0	Staff time			
Neighborhood Totals			\$15,000	\$625,000	\$800,000	\$1,440,000	\$77,500	\$50,000		\$1,312,500
Neighborhood 2 - Western Northside										
2.1 Redevelop Northside-Blodgett school	\$10,000,000		\$400,000	\$5,000,000	\$5,000,000	\$10,000,000		\$10,000,000		
2.2 Implement Housing Rehabilitation Program	\$400,000		\$400,000	\$800,000	\$800,000	\$1,600,000				\$1,600,000
2.3 William Street Park Improvements	\$60,000		\$60,000			\$60,000	\$30,000			\$30,000
2.4 Redevelop Salvation Army building	\$400,000		\$400,000			\$400,000		\$200,000		\$200,000
2.5 Assess feasibility of Homeownership Pilot Program	Staff time		Staff time			\$0	Staff time			
Neighborhood Totals			\$800,000	\$5,460,000	\$5,800,000	\$12,060,000	\$30,000	\$10,200,000		\$1,830,000
Neighborhood 3 - Intown North										
3.1 Bridge Street Façade Improvement Program	\$250,000		\$250,000			\$250,000	\$62,500			\$62,500
3.2 Develop IMAX theatre adjacent to CMOG	\$5,650,000		\$22,500	\$5,600,000	\$5,600,000	\$5,650,000		\$3,000,000		\$50,000
3.3 Target EZ tools to Northside businesses	\$22,500	P	\$22,500			\$22,500				\$22,500
3.4 Develop Riverfront Townhouses	\$3,650,000		\$3,650,000			\$3,650,000		\$2,000,000		\$1,650,000
3.5 Implement Streetscape Improvements - Commercial	\$500,000		\$500,000			\$500,000	\$250,000			\$250,000
Neighborhood Totals			\$272,500	\$4,200,000	\$5,600,000	\$10,072,500	\$312,500	\$5,000,000		\$985,000
Neighborhood 4 - Houghton Park										
4.1 Redevelop portions of East High School site	\$250,000		\$250,000			\$250,000				\$250,000
4.2 Implement enhancements to Houghton Park	\$15,000		\$15,000			\$15,000	\$15,000			
4.3 Feasibility study of Fire Station site	\$50,000	P	\$50,000			\$50,000				\$50,000
4.4 Feasibility study of Guthrie Building	\$50,000	P	\$50,000			\$50,000				\$50,000
Neighborhood Totals			\$315,000	\$50,000	\$0	\$365,000	\$15,000	\$0		\$350,000
Northside Neighborhood Totals										
	\$1,402,500		\$10,335,000	\$12,200,000	\$23,937,500	\$435,000	\$15,250,000		\$3,877,500	\$4,375,000
Neighborhood 5 - Intown South										
5.1 Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000		\$5,650,000	\$1,300,000	\$5,000,000	\$6,300,000	\$100,000	\$2,300,000		\$1,600,000
5.2 Develop Parking facility for Corning Hospital expansion	\$5,650,000		\$1,500,000			\$5,650,000		\$650,000		\$2,000,000
5.3 Redevelop upper floors of Market St for Res/Comm use	\$500,000 A		\$250,000	\$1,500,000		\$3,000,000		\$500,000		\$500,000
5.4 Improve Rear Facades of Market Street buildings	\$250,000		\$250,000			\$250,000				\$125,000
5.5 Redevelop NWK/Fallbrook/East Market sites	\$3,162,500 A		\$30,000	\$12,650,000	\$25,300,000	\$37,950,000	\$250,000	\$7,850,000		\$7,850,000
5.6 Market St zoning - first floor retail	Staff time		Staff time			\$0	Staff time			
5.7 Long range redevelopment strategy for Denison Parkway	\$30,000	P	\$30,000			\$30,000	\$15,000			\$15,000
5.8 Create Medical Zone around Corning Hospital	\$5,000	P	\$5,000			\$5,000	\$5,000			\$5,000
Neighborhood Totals			\$7,405,000	\$15,480,000	\$30,300,000	\$53,185,000	\$370,000	\$11,300,000		\$12,090,000
Neighborhood Totals										
	\$1,402,500		\$10,335,000	\$12,200,000	\$23,937,500	\$435,000	\$15,250,000		\$3,877,500	\$4,375,000

Corning Action Plans - Neighborhoods

N-1

Sources of Funding

Neighborhood Action Plans	Annual \$	Year					Total	Sources of Funding			Private	
		1-3	4-7	8-15	City	Federal		NYS				
Neighborhood 6 - Southside West												
6.1 Implement enhancements to McKinney Park	\$25,000					\$25,000		\$12,500			\$12,500	
6.2 Encourage new residential development on Field St	\$3,000,000		\$3,000,000			\$3,000,000			\$500,000		\$2,000,000	\$500,000
6.3 Expand Historic District listings	\$10,000					\$10,000					\$5,000	\$5,000
Neighborhood Totals	\$35,000	\$3,000,000	\$0	\$0	\$0	\$3,035,000	\$12,500	\$500,000	\$2,017,500	\$505,000	\$505,000	\$505,000
Neighborhood 7 - Southside Hill												
7.1 County Courthouse redevelopment	\$3,686,800			\$3,686,800		\$3,686,800		\$300,000			\$386,800	\$3,000,000
7.2 Implement Canfield Park enhancements	\$25,000					\$25,000		\$12,500			\$12,500	
7.3 Improve traffic circulation at 171 Cedar Arts	\$12,500					\$12,500		\$6,250				\$6,250
7.4 Redevelop Masonic Temple	\$8,300,000		\$8,300,000			\$8,300,000			\$3,500,000		\$3,500,000	\$1,300,000
Neighborhood Totals	\$37,500	\$8,300,000	\$3,686,800	\$12,024,300	\$18,750	\$3,800,000	\$3,899,300	\$4,306,250	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000
Neighborhood 8 - Southside East												
8.1 Create new housing next to Denison Park	\$5,100,000			\$5,100,000		\$5,100,000						\$5,100,000
8.2 Enhance Denison Park Gateway	\$150,000					\$150,000		\$75,000			\$75,000	
8.3 Denison Park facilities improvement	\$25,000		\$25,000			\$25,000		\$12,500			\$12,500	
Neighborhood Totals	\$150,000	\$25,000	\$5,100,000	\$5,275,000	\$87,500	\$5,275,000	\$0	\$87,500	\$87,500	\$5,100,000	\$5,100,000	\$5,100,000
Southside Neighborhood Totals	\$7,627,500	\$26,805,000	\$39,086,800	\$73,519,300	\$488,750	\$15,600,000	\$18,094,300	\$39,336,250	\$1,402,500	\$10,335,000	\$23,937,500	\$43,500,000
Northside Neighborhood Totals	7,077,250	11,828,000	19,331,000	38,236,250	16,638,750	5,787,500	10,962,500	4,817,500	\$16,107,250	\$48,968,000	\$70,617,800	\$135,693,050
Total Citywide Actions	11.9%	36.1%	52.0%	100.0%	12.9%	27.0%	24.3%	35.8%	\$5,369,083	\$12,242,000	\$7,846,422	\$12,242,000
Total Overall Action Plan Costs												
% of Total Action Plan Costs												
Annual costs of action plans by phases												

Corning Action Plans - Neighborhoods

N-2

Analysis of City Funding of Action Plan Projects

Neighborhood	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
Neighborhood 1 - Central Northside / Knoxville						
1.1 Prepare Stewart Park Master Plan	\$225,000	27.8%	\$0	\$62,500	\$0	\$62,500
1.2 Encourage Meadowbrook redevelopment	\$15,000	100.0%	\$0	\$0	\$0	\$0
1.3 CDBG Housing Rehabilitation Program	\$1,200,000	0.0%	\$0	\$0	\$0	\$0
1.4 Redevelop Kapral Tire property	\$0	0.0%	\$0	\$0	\$0	\$0
1.5 Analyze redevelopment opportunities	\$0	100.0%	\$0	\$0	\$0	\$0
Neighborhood Totals	\$1,440,000	5.4%	\$0	\$62,500	\$0	\$62,500
Neighborhood 2 - Western Northside						
2.1 Redevelop Northside-Budgett school	\$10,000,000	0.0%	\$0	\$0	\$0	\$0
2.2 Implement Housing Rehabilitation Program	\$1,600,000	0.0%	\$0	\$0	\$0	\$0
2.3 William Street Park Improvements	\$60,000	50.0%	\$0	\$30,000	\$0	\$30,000
2.4 Redevelop Salvation Army building	\$400,000	0.0%	\$0	\$0	\$0	\$0
2.5 Assess feasibility of Homeownership Pilot Program	\$0	100.0%	\$0	\$0	\$0	\$0
Neighborhood Totals	\$12,060,000	0.2%	\$0	\$30,000	\$0	\$30,000
Neighborhood 3 - Intown North						
3.1 Bridge Street Façade Improvement Program	\$250,000	25.0%	\$62,500	\$0	\$0	\$62,500
3.2 Develop IMAX theatre adjacent to CMOG	\$5,650,000	0.0%	\$0	\$0	\$0	\$0
3.3 Target EZ tools to Northside businesses	\$22,500	0.0%	\$0	\$0	\$0	\$0
3.4 Develop Riverfront Townhouses	\$3,650,000	0.0%	\$0	\$0	\$0	\$0
3.5 Implement Streetscape Improvements - Commercial	\$500,000	50.0%	\$0	\$250,000	\$0	\$250,000
Neighborhood Totals	\$10,072,500	3.1%	\$62,500	\$250,000	\$0	\$312,500
Neighborhood 4 - Houghton Park						
4.1 Redevelop portions of East High School site	\$250,000	0.0%	\$0	\$0	\$0	\$0
4.2 Implement enhancements to Houghton Park	\$15,000	100.0%	\$15,000	\$0	\$0	\$15,000
4.3 Feasibility study of Fire Station site	\$50,000	0.0%	\$0	\$0	\$0	\$0
4.4 Feasibility study of Guthrie Building	\$50,000	0.0%	\$0	\$0	\$0	\$0
Neighborhood Totals	\$365,000	4.1%	\$15,000	\$0	\$0	\$15,000
Northside Neighborhood Totals						
	\$23,937,500	1.8%	\$77,500	\$342,500	\$0	\$420,000
Neighborhood 5 - Intown South						
5.1 Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	1.6%	\$0	\$20,635	\$79,365	\$100,000
5.2 Develop Parking facility for Corning Hospital expansion	\$5,650,000	0.0%	\$0	\$0	\$0	\$0
5.3 Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	0.0%	\$0	\$0	\$0	\$0
5.4 Improve Rear Facades of Market Street buildings	\$250,000	0.0%	\$0	\$0	\$0	\$0
5.5 Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	0.7%	\$0	\$83,333	\$166,667	\$250,000
5.6 Market St zoning - first floor retail	\$0	100.0%	Staff time	\$0	\$0	\$0
5.7 Long range redevelopment strategy for Denison Parkway	\$30,000	50.0%	\$0	\$15,000	\$0	\$15,000
5.8 Create Medical Zone around Corning Hospital	\$5,000	100.0%	\$5,000	\$0	\$0	\$5,000
Neighborhood Totals	\$53,185,000	0.7%	\$5,000	\$118,968	\$246,032	\$370,000

Corning Action Plans - Neighborhoods

N-2

Analysis of City Funding of Action Plan Projects

Neighborhood 6 - Southside West

- 6.1 Implement enhancements to McKinney Park
- 6.2 Encourage new residential development on Field St
- 6.3 Expand Historic District listings

Neighborhood Totals

	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
6.1	\$25,000	50.0%	\$12,500	\$0	\$0	\$12,500
6.2	\$3,000,000	0.0%	\$0	\$0	\$0	\$0
6.3	\$10,000	0.0%	\$0	\$0	\$0	\$0
Totals	\$3,035,000	0.4%	\$12,500	\$0	\$0	\$12,500

Neighborhood 7 - Southside Hill

- 7.1 County Courthouse redevelopment
- 7.2 Implement Canfield Park enhancements
- 7.3 Improve traffic circulation at 171 Cedar Arts
- 7.4 Redevelop Masonic Temple

Neighborhood Totals

	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
7.1	\$3,686,800	0.0%	\$0	\$0	\$0	\$0
7.2	\$25,000	50.0%	\$12,500	\$0	\$0	\$12,500
7.3	\$12,500	50.0%	\$6,250	\$0	\$0	\$6,250
7.4	\$8,300,000	0.0%	\$0	\$0	\$0	\$0
Totals	\$12,024,300	0.2%	\$18,750	\$0	\$0	\$18,750

Neighborhood 8 - Southside East

- 8.1 Create new housing next to Denison Park
- 8.2 Enhance Denison Park Gateway
- 8.3 Denison Park facilities improvement

Neighborhood Totals

	Total Cost	% City	Year 1-3	Year 4-7	Year 8-15	City Total
8.1	\$5,100,000	0.0%	\$0	\$0	\$0	\$0
8.2	\$150,000	50.0%	\$75,000	\$0	\$0	\$75,000
8.3	\$25,000	50.0%	\$0	\$12,500	\$0	\$12,500
Totals	\$5,275,000	1.7%	\$75,000	\$12,500	\$0	\$87,500

Southside Neighborhood Totals

Northside Neighborhood Totals

Total Citywide Actions

Total Overall Action Plan Costs

Southside Neighborhood Totals	\$73,519,300	0.7%	\$111,250	\$131,468	\$246,032	\$488,750
Northside Neighborhood Totals	\$23,937,500	1.8%	\$77,500	\$342,500	\$0	\$420,000
Total Citywide Actions	\$38,236,250	43.5%	\$2,631,964	\$4,159,286	\$9,847,500	\$16,638,750
Total Overall Action Plan Costs	\$135,693,050	12.9%	\$2,820,714	\$4,633,254	\$10,093,532	\$17,547,500

Annual City costs of action plans by phases

Year 1-3	\$940,238
Year 4-7	\$1,158,313
Year 8-15	\$1,261,691

Corning Action Plans - Neighborhoods

N-3

Annual Tax Projections for Period:

Analysis of Economic Impacts of Action Plan Projects	Total Cost	Assessment	Annual Tax Projections for Period:		
			Year 1-3	Year 4-7	Year 8-15
Neighborhood 1 - Central Northside / Knoxville					
1.1 Prepare Stewart Park Master Plan	\$225,000				
1.2 Encourage Meadowbrook redevelopment	\$15,000				
1.3 CDBG Housing Rehabilitation Program	\$1,200,000				
1.4 Redevelop Kapral Tire property	\$0				
1.5 Analyze redevelopment opportunities	\$0				
Neighborhood Totals	\$1,440,000	\$0	\$0	\$0	\$0
Neighborhood 2 - Western Northside					
2.1 Redevelop Northside-Blodgett school	\$10,000,000				
2.2 Implement Housing Rehabilitation Program	\$1,600,000				
2.3 William Street Park Improvements	\$60,000				
2.4 Redevelop Salvation Army building	\$400,000				
2.5 Assess feasibility of Homeownership Pilot Program	\$0				
Neighborhood Totals	\$12,060,000	\$0	\$0	\$0	\$0
Neighborhood 3 - Intown North					
3.1 Bridge Street Façade Improvement Program	\$250,000				
3.2 Develop IMAX theatre adjacent to CMOG	\$5,650,000	\$4,237,500	\$0	\$300	\$33,900
3.3 Target EZ tools to Northside businesses	\$22,500				
3.4 Develop Riverfront Townhouses	\$3,650,000	\$2,737,500	\$0	\$21,900	\$21,900
3.5 Implement Streetscape Improvements - Commercial	\$500,000				
Neighborhood Totals	\$10,072,500	\$6,975,000	\$0	\$22,200	\$55,800
Neighborhood 4 - Houghton Park					
4.1 Redevelop portions of East High School site	\$250,000				
4.2 Implement enhancements to Houghton Park	\$15,000				
4.3 Feasibility study of Fire Station site	\$50,000				
4.4 Feasibility study of Guthrie Building	\$50,000				
Neighborhood Totals	\$365,000	\$0	\$0	\$0	\$0
Northside Neighborhood Totals	\$23,937,500	\$6,975,000	\$0	\$22,200	\$55,800
Neighborhood 5 - Intown South					
5.1 Develop Denison Big-box retail(Pine/Walnut)	\$6,300,000	\$4,725,000	\$0	\$7,800	\$37,800
5.2 Develop Parking facility for Corning Hospital expansion	\$5,650,000				
5.3 Redevelop upper floors of Market St for Res/Comm use	\$3,000,000	\$2,250,000	\$9,000	\$18,000	\$18,000
5.4 Improve Rear Facades of Market Street buildings	\$250,000				
5.5 Redevelop NWK/Fallbrook/East Market sites	\$37,950,000	\$28,462,500	\$0	\$75,900	\$227,700
5.6 Market St zoning - first floor retail	\$0				
5.7 Long range redevelopment strategy for Denison Parkway	\$30,000				
5.8 Create Medical Zone around Corning Hospital	\$5,000				
Neighborhood Totals	\$53,185,000	\$35,437,500	\$9,000	\$101,700	\$283,500

Corning Action Plans - Neighborhoods

N-3

Analysis of Economic Impacts of Action Plan Projects	Annual Tax Projections for Period:				
	Total Cost	Assessment	Year 1-3	Year 4-7	Year 8-15
Neighborhood 6 - Southside West					
6.1 Implement enhancements to McKinney Park	\$25,000				
6.2 Encourage new residential development on Field St	\$3,000,000	\$2,250,000	\$0	\$18,000	\$18,000
6.3 Expand Historic District listings	\$10,000				
Neighborhood Totals	\$3,035,000	\$2,250,000	\$0	\$18,000	\$18,000
Neighborhood 7 - Southside Hill					
7.1 County Courthouse redevelopment	\$3,686,800	\$2,765,100	\$0	\$0	\$22,121
7.2 Implement Canfield Park enhancements	\$25,000				
7.3 Improve traffic circulation at 171 Cedar Arts	\$12,500				
7.4 Redevelop Masonic Temple	\$8,300,000	\$6,225,000	\$0	\$49,800	\$49,800
Neighborhood Totals	\$12,024,300	\$8,990,100	\$0	\$49,800	\$71,921
Neighborhood 8 - Southside East					
8.1 Create new housing next to Denison Park	\$5,100,000	\$3,825,000	\$0	\$0	\$30,600
8.2 Enhance Denison Park Gateway	\$150,000				
8.3 Denison Park facilities improvement	\$25,000				
Neighborhood Totals	\$5,275,000	\$3,825,000	\$0	\$0	\$30,600
Southside Neighborhood Totals	\$73,519,300	\$50,502,600	\$9,000	\$169,500	\$404,021
Northside Neighborhood Totals	\$23,937,500	\$6,975,000	\$0	\$22,200	\$55,800
Total Citywide Actions	\$38,236,250	\$3,000,000	\$65,000	\$65,000	\$89,000
Overall Total	\$135,693,050	\$60,477,600	\$74,000	\$256,700	\$548,821

Corning Action Plans - Neighborhoods

N-4

Comparison of City Costs to Tax Revenues

Neighborhood 1 - Central Northside / Knoxville	Total Action Cost	Cumulative Impact - At Year 3			Cumulative Impact - At Year 7			Cumulative Impact - At Year 15		
		City Cost	Total Revenue	Year 3 Impact	City Cost	Total Revenue	Year 7 Impact	City Cost	Total Revenue	Year 15 Impact
1.1 Prepare Stewart Park Master Plan	225,000	0	0	0	62,500	0	-62,500	62,500	0	-62,500
1.2 Encourage Meadowbrook redevelopment	15,000	0	0	0	0	0	0	0	0	0
1.3 CDBG Housing Rehabilitation Program	1,200,000	0	0	0	0	0	0	0	0	0
1.4 Redevelop Kapral Tire property	0	0	0	0	0	0	0	0	0	0
1.5 Analyze redevelopment opportunities	0	0	0	0	0	0	0	0	0	0
Neighborhood Totals	1,440,000	0	0	0	62,500	0	-62,500	62,500	0	-62,500
Neighborhood 2 - Western Northside										
2.1 Redevelop Northside-Blodgett school	10,000,000	0	0	0	0	0	0	0	0	0
2.2 Implement Housing Rehabilitation Program	1,600,000	0	0	0	0	0	0	0	0	0
2.3 William Street Park Improvements	60,000	0	0	0	30,000	0	-30,000	30,000	0	-30,000
2.4 Redevelop Salvation Army building	400,000	0	0	0	0	0	0	0	0	0
2.5 Assess feasibility of Homeownership Pilot Program	0	0	0	0	0	0	0	0	0	0
Neighborhood Totals	12,060,000	0	0	0	30,000	0	-30,000	30,000	0	-30,000
Neighborhood 3 - Intown North										
3.1 Bridge Street Façade improvement Program	250,000	62,500	0	-62,500	62,500	0	-62,500	62,500	0	-62,500
3.2 Develop IMAX theatre adjacent to CMOG	5,650,000	0	0	0	0	1,200	1,200	0	272,400	272,400
3.3 Target EZ tools to Northside businesses	22,500	0	0	0	0	0	0	0	0	0
3.4 Develop Riverfront Townhouses	3,650,000	0	0	0	0	87,600	87,600	0	262,800	262,800
0.0 Implement Streetscape Improvements - Commercial	500,000	0	0	0	250,000	0	-250,000	250,000	0	-250,000
Neighborhood Totals	10,072,500	62,500	0	-62,500	312,500	88,800	-223,700	312,500	535,200	222,700
Neighborhood 4 - Houghton Park										
4.1 Redevelop portions of East High School site	250,000	0	0	0	0	0	0	0	0	0
4.2 Implement enhancements to Houghton Park	15,000	15,000	0	-15,000	15,000	0	-15,000	15,000	0	-15,000
4.3 Feasibility study of Fire Station site	50,000	0	0	0	0	0	0	0	0	0
4.4 Feasibility study of Guthrie Building	50,000	0	0	0	0	0	0	0	0	0
Neighborhood Totals	365,000	15,000	0	-15,000	15,000	0	-15,000	15,000	0	-15,000
Northside Neighborhood Totals	23,937,500	77,500	0	-77,500	420,000	88,800	-331,200	420,000	535,200	115,200
Neighborhood 5 - Intown South										
5.1 Develop Denison Big-box retail(Pine/Walnut)	6,300,000	0	0	0	20,635	31,200	10,565	100,000	333,600	233,600
5.2 Develop Parking facility for Corning Hospital expansion	5,650,000	0	0	0	0	0	0	0	0	0
5.3 Redevelop upper floors of Market St for Res/Comm use	3,000,000	0	27,000	27,000	0	99,000	99,000	0	243,000	243,000
5.4 Improve Rear Facades of Market Street buildings	250,000	0	0	0	0	0	0	0	0	0
5.5 Redevelop NWK/Failbrook/East Market sites	37,950,000	0	0	0	83,333	303,600	220,267	250,000	2,125,200	1,875,200
5.6 Market St zoning - first floor retail	0	Staff time	0	0	0	0	0	0	0	0
5.7 Long range redevelopment strategy for Denison Parkway	30,000	0	0	0	15,000	0	-15,000	15,000	0	-15,000
5.8 Create Medical Zone around Corning Hospital	5,000	5,000	0	-5,000	5,000	0	-5,000	5,000	0	-5,000
Neighborhood Totals	53,185,000	5,000	27,000	22,000	123,968	433,800	309,832	370,000	2,701,800	2,331,800

Corning Action Plans - Neighborhoods

N-4

Comparison of City Costs to Tax Revenues

Neighborhood 6 - Southside West

	Total Action Cost	Cumulative Impact - At Year 3			Cumulative Impact - At Year 7			Cumulative Impact - At Year 15		
		City Cost	Total Revenue	Year 3 Impact	City Cost	Total Revenue	Year 7 Impact	City Cost	Total Revenue	Year 15 Impact
6.1 Implement enhancements to McKinney Park	25,000	12,500	0	-12,500	12,500	0	-12,500	12,500	0	-12,500
6.2 Encourage new residential development on Field St	3,000,000	0	0	0	0	72,000	72,000	0	216,000	216,000
6.3 Expand Historic District listings	10,000	0	0	0	0	0	0	0	0	0
Neighborhood Totals	3,035,000	12,500	0	-12,500	12,500	72,000	59,500	12,500	216,000	203,500

Neighborhood 7 - Southside Hill

7.1 County Courthouse redevelopment	3,686,800	0	0	0	0	0	0	0	176,966	176,966
7.2 Implement Canfield Park enhancements	25,000	12,500	0	-12,500	12,500	0	-12,500	12,500	0	-12,500
7.3 Improve traffic circulation at 171 Cedar Arts	12,500	6,250	0	-6,250	6,250	0	-6,250	6,250	0	-6,250
7.4 Redevelop Masonic Temple	8,300,000	0	0	0	0	199,200	199,200	0	597,600	597,600
Neighborhood Totals	12,024,300	18,750	0	-18,750	18,750	199,200	180,450	18,750	774,566	755,816

Neighborhood 8 - Southside East

8.1 Create new housing next to Denison Park	5,100,000	0	0	0	0	0	0	0	244,800	244,800
8.2 Enhance Denison Park Gateway	150,000	75,000	0	-75,000	75,000	0	-75,000	75,000	0	-75,000
8.3 Denison Park facilities improvement	25,000	0	0	0	12,500	0	-12,500	12,500	0	-12,500
Neighborhood Totals	5,275,000	75,000	0	-75,000	87,500	0	-87,500	87,500	244,800	157,300

Totals

Southside Neighborhood Totals	73,519,300	111,250	27,000	-84,250	242,718	705,000	462,282	488,750	3,937,166	3,448,416
Northside Neighborhood Totals	23,937,500	77,500	0	-77,500	420,000	88,800	-331,200	420,000	535,200	115,200
Total Citywide Actions	38,236,250	2,631,964	195,000	-2,436,964	6,791,250	455,000	-6,336,250	16,638,750	1,167,000	-15,471,750
Total Overall Action Plan	135,693,050	2,820,714	222,000	-2,598,714	7,453,968	1,248,800	-6,205,168	17,547,500	5,639,366	-11,908,134

Totals without Infrastructure Projects

Southside Neighborhood Totals	73,519,300	111,250	27,000	-84,250	242,718	705,000	462,282	488,750	3,937,166	3,448,416
Northside Neighborhood Totals	23,937,500	77,500	0	-77,500	420,000	88,800	-331,200	420,000	535,200	115,200
Total Citywide Actions (less infrastructure)	17,185,000	1,261,714	195,000	-1,066,714	1,927,333	455,000	-1,472,333	2,587,500	1,167,000	-1,420,500
Total Overall Action Plan (less infrastructure)	114,641,800	1,450,464	222,000	-1,228,464	2,590,052	1,248,800	-1,341,252	3,496,250	5,639,366	2,143,116
	21,051,250									
	15.51%									

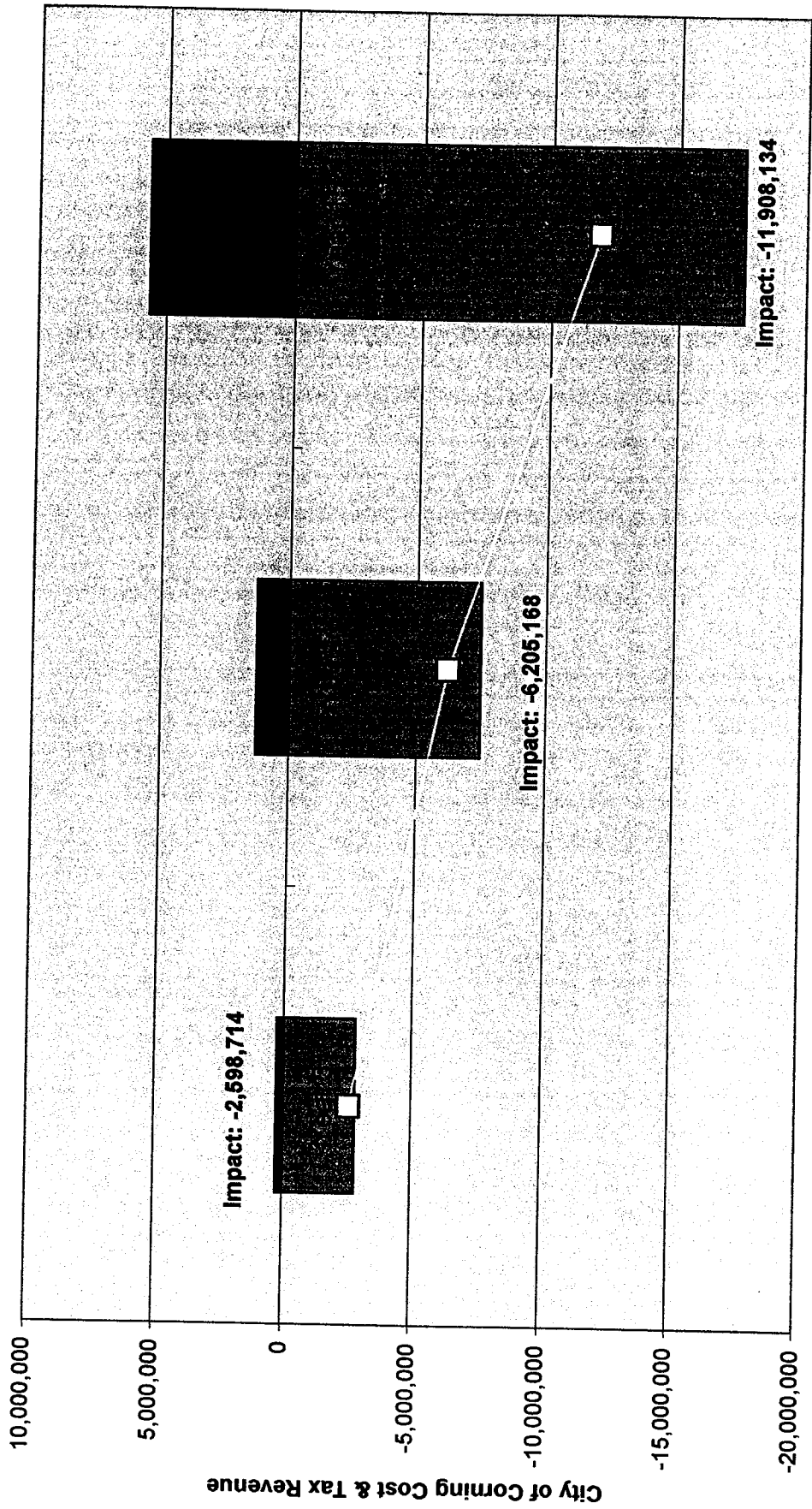
Southside Neighborhood Totals

Southside Neighborhood Totals	-73,519,300	-111,250	27,000	-84,250	-242,718	705,000	462,282	-488,750	3,937,166	3,448,416
Northside Neighborhood Totals	-23,937,500	-77,500	0	-77,500	-420,000	88,800	-331,200	-420,000	535,200	115,200
Total Citywide Actions	-38,236,250	-2,631,964	195,000	-2,436,964	-6,791,250	455,000	-6,336,250	-16,638,750	1,167,000	-15,471,750
Total Overall Action Plan	-135,693,050	-2,820,714	222,000	-2,598,714	-7,453,968	1,248,800	-6,205,168	-17,547,500	5,639,366	-11,908,134

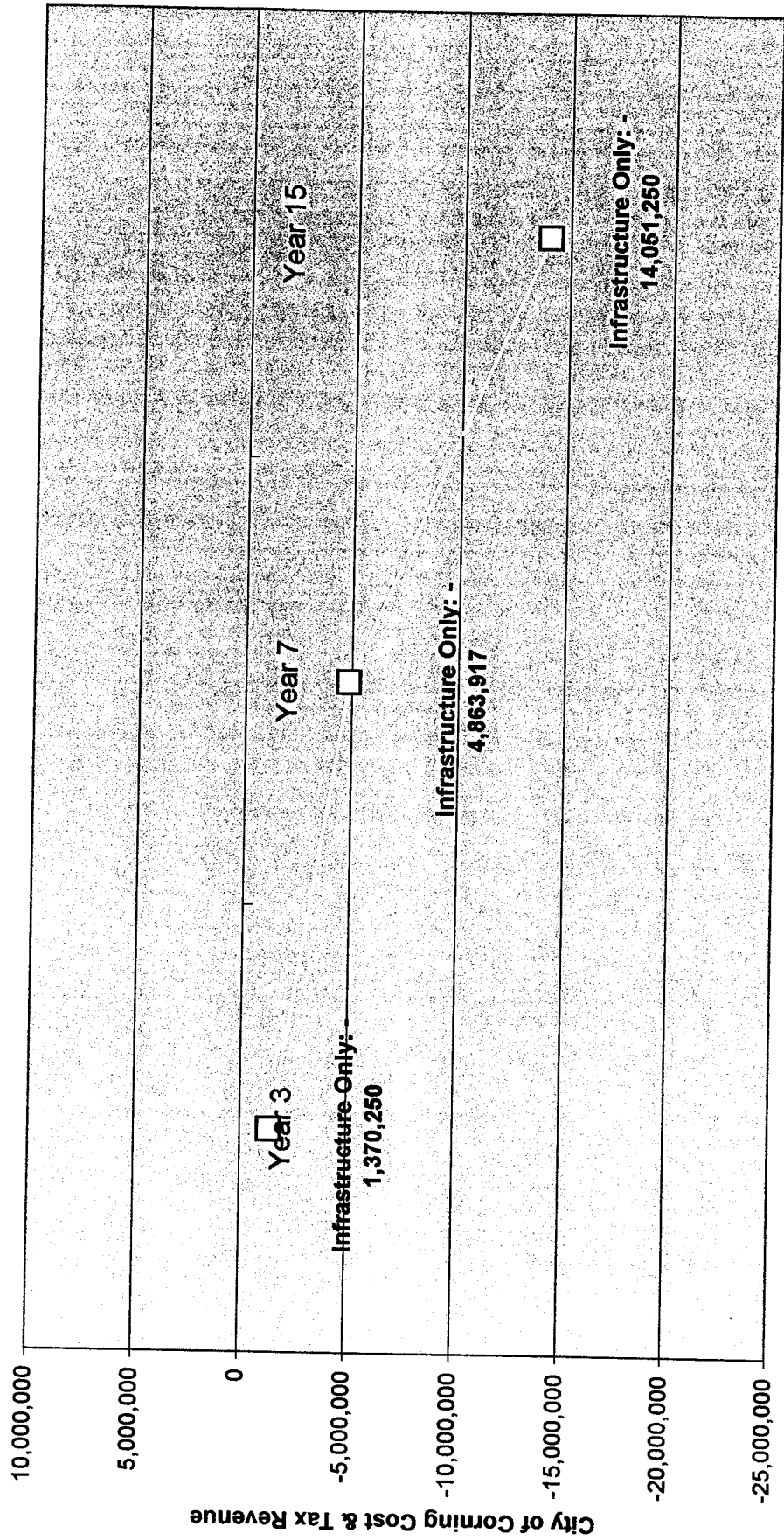
Northside Neighborhood Totals

Southside Neighborhood Totals	-73,519,300	-111,250	27,000	-84,250	-242,718	705,000	462,282	-488,750	3,937,166	3,448,416
Northside Neighborhood Totals	-23,937,500	-77,500	0	-77,500	-420,000	88,800	-331,200	-420,000	535,200	115,200
Total Citywide Actions (less infrastructure)	-17,185,000	-1,261,714	195,000	-1,066,714	-1,927,333	455,000	-1,472,333	-2,587,500	1,167,000	-1,420,500
Total Overall Action Plan (less infrastructure)	-114,641,800	-1,450,464	222,000	-1,228,464	-2,590,052	1,248,800	-1,341,252	-3,496,250	5,639,366	2,143,116

City of Corning Action Plan Cumulative Impact at end of Years 3, 7, 15

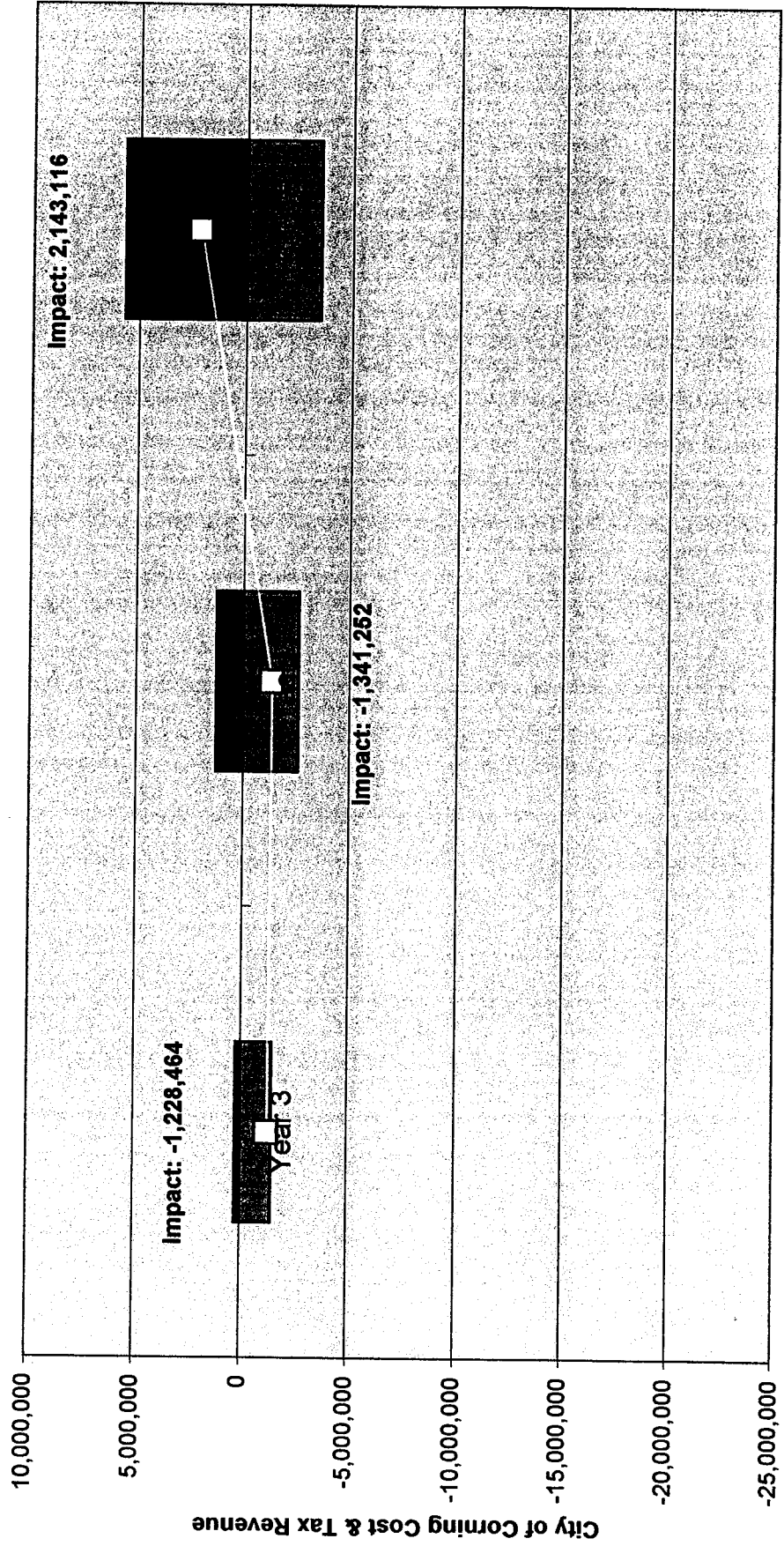


City of Corning Action Plan Cumulative Impact of Infrastructure Projects at end of Years 3, 7, 15

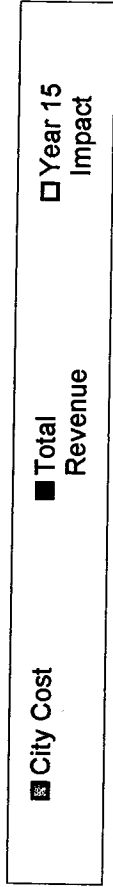
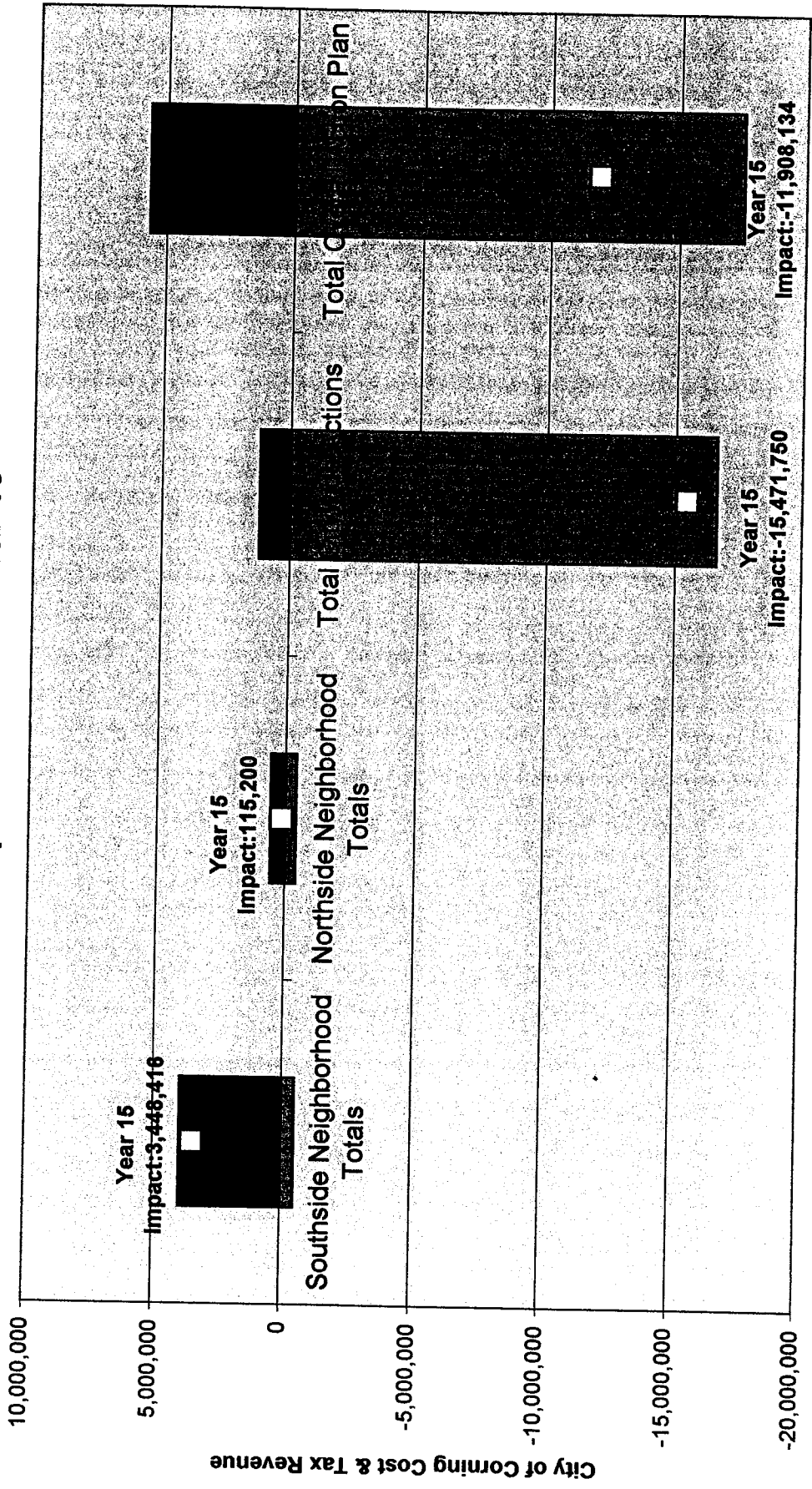


□ Infrastructure Only

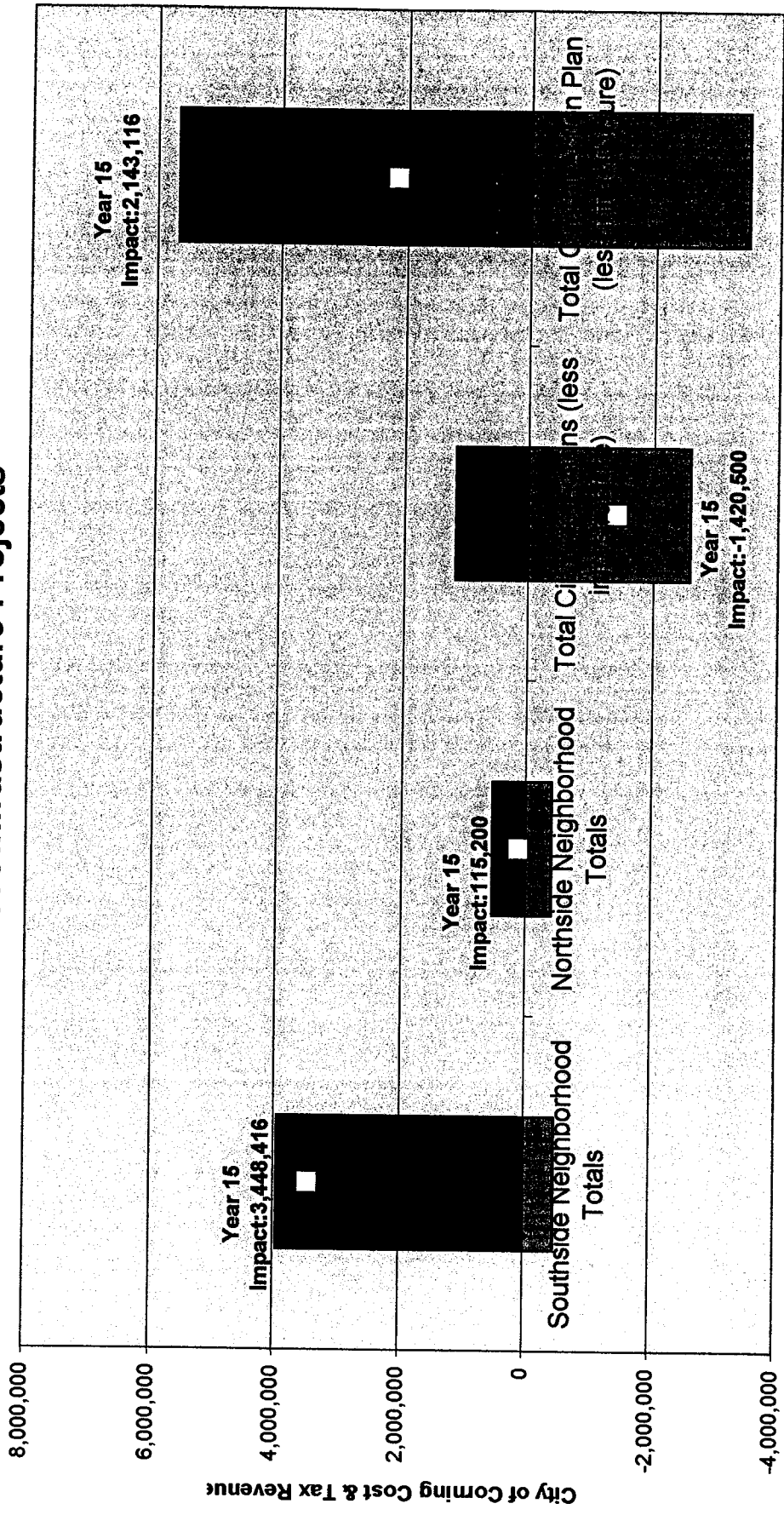
City of Corning Action Plan Cumulative Impact at end of Years 3, 7, 15 without Infrastructure Projects



City of Corning Action Plan Net Impact of Plan at Year 15



City of Corning Action Plan Net Impact of Plan at Year 15 without Infrastructure Projects



City Cost
 Year 15 Impact