



## **I-86 Innovation Corridor**

*Acknowledging the regional and  
municipal partners  
and their accomplishments  
in support of the  
I-86 Innovation Corridor  
strategic priorities*

2018

Annual  
Progress  
Report



# I-86 Innovation Corridor

## 2018 Annual Progress Report

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## SECTION 1. INTRODUCTION

The I-86 Innovation Corridor Strategic Action Plan was designed to accelerate public, private and philanthropic investment, create job opportunities, advance regional competitiveness, and create the magnetism to draw and keep young and skilled workers in the I-86 Innovation Corridor work shed. This report acknowledges and reports on the undertakings and accomplishments of the many regional and municipal partners, and progress toward achieving the priorities set forth in the I-86 Innovation Corridor plan.

The ongoing overall goal is to create a cohesive economic development initiative that will result in:

- *The I-86 Innovation Corridor becoming the nexus of growth for business expansion and new business development in the Southern Tier.*
- *A strong and diverse economic base to shield the region from major fluctuations in one or more major industries.*
- *An expanded tax base, job creation and improved quality of life for the residents.*
- *A strong and lasting collaboration among the stakeholders, who will be committed to a long-term focus on the development of the corridor and be unified in meeting future challenges and embracing opportunities.*

Community and economic development in the I-86 Innovation Corridor is leadership driven and has a regional perspective. The following individuals serve on the I-86 Steering Committee and are acknowledged for their leadership and commitment.

<b>Co-Chairs:</b>	Ed Fairbrother and Dan Panosian
<b>County Government:</b>	Tom Santulli, Chemung; Tim O’Hearn, Schuyler; Jack Wheeler, Steuben
<b>Local Government:</b>	Ed Fairbrother, Town of Big Flats and Rita McCarthy, Town of Erwin
<b>Economic Development:</b>	Jamie Johnson, Steuben County Industrial Development Agency; Mike Krusen, Southern Tier Economic Growth (Chemung); Judy McKinney-Cherry, Schuyler County Partnership for Economic Development (SCOPED); Betsey Hale, Three Rivers Development Corporation
<b>Private Sector:</b>	Dawn Burlew, Corning Incorporated and Dan Panosian, Arnot Realty  Three Rivers Development serves as the administrative entity. Direct questions to Betsey Hale, President of Three Rivers Development at 607-962-4693.

In addition, the I-86 initiative has four strategic action areas designed to fulfill the vision and achieve the goals. These include Vibrant Communities, Physical Infrastructure, Business Development and Human Capital. There are projects and action plans for each component that are prioritized and driven by a respective work group.



## VISION

The I-86 Innovation Corridor partners share a common vision to advance the region.

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

## SECTION 2. PROGRESS IN 2018

Much progress has been made toward the major components of the I-86 Innovation Corridor plan, particularly in the areas of vibrant communities, business development and physical infrastructure. Below are highlights of progress.

### VIBRANT COMMUNITIES

#### **Downtown Revitalization**

The City of Elmira was the 2016 winner of the \$10M Downtown Revitalization Initiative. Several projects were underway in 2018 including the Activate Building Fund for renovation of downtown commercial and mixed-use properties, a public square and parking garage rehabilitation, upgrades to the Riverfront Park on the Chemung River, and rehabilitation and reopening of the Lake Street Bridge as a pedestrian connection between the north and south banks of the Chemung River. In addition, construction is underway for a 65,000 square-foot, mixed-use development at 100 West Water Street downtown. The \$14 million project will include commercial and retail space and will feature 50 market-rate housing units.

The Village of Watkins Glen was the 2017 winner of the \$10M Downtown Revitalization Initiative. Planned projects include implementing a year-round recreation program at Clute Park, installing new lighting on Franklin Street, improving East 4th Street for pedestrians and cyclists, redeveloping Captain Bill's Port of Seneca Lake, renovating the former VFW Building into a full-service spa and fitness center, upgrading Lafayette Park, redeveloping 109-111 North Franklin St. with mixed-uses, installing gateway and wayfinding signage, updating the former Watkins Glen Middle School auditorium as the Watkins Glen Performing Arts Center, developing a new mixed-income housing and childcare center and creating a downtown revitalization fund.

#### **Elmira Poverty Reduction Initiative (ESPRI)**

Progress has been made on implementation of Elmira's Poverty Reduction Initiative strategic plan. Three "Neighborhood-based Hubs" were created. A gap financing loan program to revitalize the housing stock in the target neighborhoods was established. A fund to support entrepreneurs and small business owners in the target neighborhoods was created, and this initiative is supported with the new ESPRI Chemung Chamber of Commerce Mentoring and Networking Program for entrepreneurs. In addition, a Career Navigator was hired, and the hours of the Career Counseling Center were expanded.

#### **Corning Housing Partnership**

The Corning Housing Partnership (CHP) continued to focus on the refreshing and development of quality housing stock in the City of Corning. Since September of 2016, thirteen properties including twenty-four dwelling units have been assisted. Seven residential properties and two severely distressed properties were demolished. In the first two years of operation, the CHP leveraged a \$500,000 investment with another \$1 million of property owner contribution and public funding.

#### **Strategic Planning**

Several economic development strategic plans were completed including the City of Corning Economic Development Strategy, Finger Lakes Wine Country Strategic Plan and Village of Horseheads Strategic Plan. The Town of Big Flats economic development planning process is underway.

## BUSINESS DEVELOPMENT

**Lake Erie College of Osteopathic Medicine (LECOM)** secured the necessary approvals to establish a campus in Elmira. The medical school will start offering classes in July 2020 at Elmira College and has plans to spend more than \$20 million to construct a building on the Elmira College campus, which will be called LECOM at Elmira.

**CAF USA** based in Elmira Heights received a contract from the City of Boston to provide cars to the Green Line project. To keep up with the demand, CAF plans to add about 100 new full-time positions across all trade and professional disciplines to the roughly 400 employees who already work at the Elmira Heights plant.

**Wayfair**, a national home furnishing e-commerce customer service business, opened its in-bound call center in the former Corning Shared Services Building on Daniel Zenker Drive in Big Flats.

**Hilton Garden Inn Hotel's** \$20M construction project on the north side of Corning's Gaffer District was completed.

**Upstate Niagara Corporation**, a large milk producer, acquired the Kraft-Heinz plant in Campbell and is investing \$10 million to upgrade the facility and equipment.

**Corelle Brands** made a \$50M investment to upgrade its current facility in Corning and create the factory of the future.

**Corning Hospital Phase II** began construction. Riedman Development will build the first 90 market rate residential units with a \$14M investment.

**First Heritage Federal Credit Union** announced it would be constructing a new corporate headquarters in the City of Corning at the former Corning Hospital site.

**Family Life Network** purchased the former Harley Davidson building and announced it would be making a \$20M investment to move the corporate headquarters and radio network to the Town of Erwin.

**The Guthrie Corning Hospital Medical Center**, a 60,000 square foot facility, is under construction in the Town of Corning. Being built adjacent to the hospital, the medical center facility is scheduled to open in summer 2019.

**St. James Mercy Hospital** began construction of the Hornell Medical Village, the future home of the new Hospital and Medical Office Building. The Hospital was awarded \$54.9M from New York State in 2016 for construction of the hospital and a new Electronic Health Record (EHR) system. In 2017, the State announced an additional \$7.9M for the project.

**Alstom Transportation, Inc.** is experiencing a rapid expansion with its Green Line contract and the \$2.5 billion Amtrak contract to build the next generation of high-speed trains. Its Rolling Stock Center of Excellence in Hornell is the largest facility in North America and now employs nearly 1,000 workers. The company is actively seeking to build the next generation of top-rated engineers, mechanics, welders and logistic planners to innovate and bring the new technologies to the U.S.

## BUILT ENVIRONMENT

**Elmira-Corning Airport Renovation** project rapidly progressed and will be completed 2018. The \$61.5 million project has transformed the airport terminal in Big Flats into a modern, world-class aviation gateway.

**The Host Business Park Connector Road in the Village of Horseheads** planning process got underway in 2018. The project will be constructed with a \$20 million grant from New York State. The proposed road will route the park's truck traffic directly to Route 13 and take it off the local Horseheads roads near the complex.

### SECTION 3. FOCUS ON WORKFORCE DEVELOPMENT

In 2017 the I-86 Innovation Corridor Steering Committee recognized that workforce must be the top priority if the region was to succeed in attracting and retaining businesses. The Workforce Work Group was charged with preparing a plan to address the issues and developing a strategic action plan by actively engaging the employers and training partners in the three-county region of Chemung, Schuylers and Steuben. Members of the other three work groups concurred with this decision and joined in supporting the workforce planning process.

The I-86 Steering Committee recognizes the leadership, commitment and hard work of the Workforce Work Group that led to the development of the Integrated Workforce Strategy that was adopted in May 2018.

Jamie Johnson, Chair	Christopher Goll	Tony Russo
Judy McKinney-Cherry	Jim Griffin	Tom Santobianco
Cori Belles	Betsey Hale	Suzanne Schapira
Kate Douglas	Don Keddell	Mark Vaughn
Thomas Douglas	Mike Krusen	Paul Vervalin
Jeanne Eschbach	Dan Panosian	Jack Wheeler
Ed Fairbrother	Dan Porter	Susan Payne, Facilitating Consultant
James Frame	Dale Ruben	

In addition, the I-86 Steering Committee acknowledges the project funders of both the development and implementation of the plan: Chemung County, Schuylers County Partnership for Economic Development, Schuylers County, Southern Tier Economic Growth (STEG), Steuben County Industrial Development Agency, Steuben County, Three Rivers Development, Town of Big Flats and Town of Erwin Industrial Development Agency.

#### WORKFORCE DEVELOPMENT: STRATEGIC PLANNING PROCESS



In fall 2017 the I-86 leadership engaged the consulting team of Council for Adult and Experiential Learning (CAEL) and Avalanche Consulting. The team worked closely with the I-86 Workforce Work Group to make certain the process was inclusive of the employers, training and education providers and other stakeholders throughout the three-county area.

During the period October 2017 to March 2018 the consulting team undertook an in-depth examination of eight target industry sectors in the three-county region. This was followed by a Talent and Supply Demand Analysis and an Education and Training Asset Inventory.



Talent Supply and Demand Analysis identified skills the workforce currently has, skills employers need, and how well the educational and training systems deliver graduates into the workforce pipeline. The analysis identified gaps and potential areas of misalignment and informed the strategic recommendations and opportunities to reorient the supply pipeline.

Education and Training Asset Inventory catalogued and categorized education and training program offerings at the secondary and post-secondary levels, both credit and non-credit.

The consulting team conducted more than 40 focus groups and one-on-one interviews over a three-month period to gain first-hand knowledge of current workforce skills, employer skill needs and existing education/training resources. This entire process involved more than 200 community leaderships, employers, economic development agencies and talent development stakeholders.

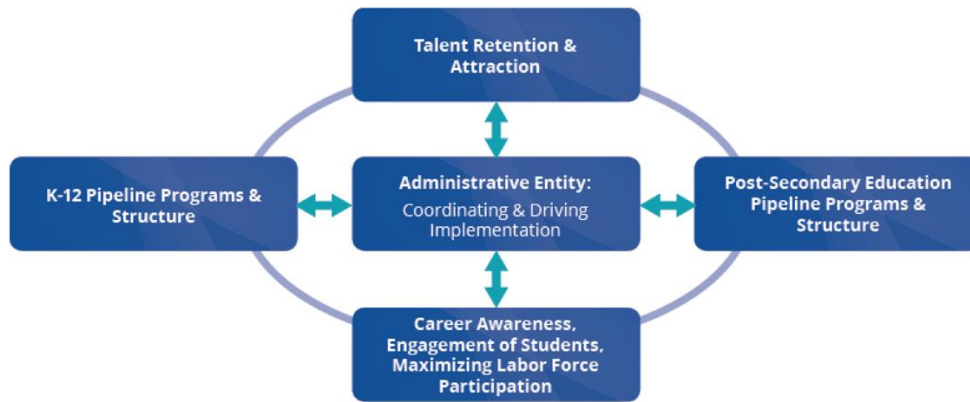
It was concluded that the I-86 Corridor must **develop the 21<sup>st</sup> century workforce needed by its growing employers**. Not only must the region produce a larger pipeline of student graduates, it must also effectively attract and retain workers from outside the region. And, the skills and education of this new workforce must match the growing need for specialized, technical positions that drive corporate competitiveness.

### Contributors to the Planning Process

- |  |                                  |                                      |
|--|----------------------------------|--------------------------------------|
| Alfred State College                             | CSS Workforce New York           | NY State Department of Labor         |
| Alstom Transit Inc.                              | CVS Caremark                     | Office of US Congressman Tom Reed    |
| Arnot Health                                     | Dresser-Rand, A Siemens Business | Pathways, Inc.                       |
| Arnot Realty Corporation                         | Elmira City School District      | Pleasant Valley Winery               |
| Bath Central School District                     | Elmira College                   | SCOPEd                               |
| Bethany Village                                  | Elmira Savings Bank              | Schuyler Hospital                    |
| BMS Manufacturing Co., Inc.                      | F.M. Howell                      | SEPAC                                |
| CAF USA  | GST BOCES                        | Siemens                              |
| Cameron Manufacturing and Design                 | GST STEM Academy (P-Tech)        | SITEL                                |
| Campbell-Savona Central School District          | Gunlocke                         | STEG                                 |
| Canisteo   | Guthrie Health Care System       | Southern Tier Provisions             |
| Career Development Council (GST BOCES)           | Hardinge                         | St. James Mercy Hospital             |
| Chemung Canal Trust Company                      | Hilliard Corporation             | Steuben County                       |
| Chemung County Chamber of Commerce               | Hornell City School District     | Steuben County IDA                   |
| City of Hornell IDA                              | Horseheads School District       | Three Rivers Development Corporation |
| Corning Center for Rehabilitation and Healthcare | HP Hood, LLC                     | Town of Big Flats                    |
| Corning Community College                        | IBEW                             | Vulcraft                             |
| Corning Credit Union                             | Kennedy Valve                    | Wagner Lumber                        |
| Corning Enterprises                              | Mercury Aircraft                 | Watkins Glen International           |
| Corning Incorporated                             | Micatu                           | Watkins Glen School District         |
| Corning-Painted Post Area School District        | NUCOR                            | Welliver                             |
|  |                                  | World Kitchen (Corelle Brands)       |



Utilizing this information together with working closely with the I-86 Workforce Work Group, the consulting team prepared a strategic plan that includes five components.



The entire I-86 Integrated Workforce Strategy Plan is available at the following link:  
<https://www.3riverscorp.com/sites/default/files/pictures/I-86%20Corridor%20Workforce%20Strategy.pdf>

**WORKFORCE DEVELOPMENT: GOAL AND STRATEGIC PRIORITIES**



The Integrated Workforce Development Strategy outlines goals and tactics designed to ensure that workforce efforts are well-coordinated and aligned with the regional economy.

The overall goal of the strategy is to understand employer needs and provide a qualified workforce to match those needs now and in the future. To achieve this goal, the integrated workforce strategy includes five strategic objectives.

**Strategic Objective 1:** Workforce and economic development stakeholder engagement and efforts in the I-86 Innovation Corridor are results-oriented, consistent, aligned, and coordinated by a central entity (focused on Capacity, Collaboration, Communication, and Content).

**Strategic Objective 2:** I-86 Innovation Corridor and the Southern Tier region of New York are recognized as an attractive community to live, work, start and grow a business, and learn (focused on Talent Retention and Talent Attraction).

**Strategic Objective 3:** K-12 students in all school districts are aware of and have access to high-quality education aligned with current and future economic growth opportunities in the I-86 Innovation Corridor (focused on the K-12 Pipeline, Programs, and Structure).

**Strategic Objective 4:** Post-secondary education institutions and training programs are developed, enhanced, and modified to better align with economic needs and future innovations of the region (focused on Post-Secondary Education Pipeline, Programs, and Structure).

**Strategic Objective 5:** The I-86 Innovation Corridor offers clearly articulated, comprehensive regional career pathways and related training across key industries that are promoted and available to the full spectrum of residents (focused on Career Awareness, Engagement of Students, Maximizing Labor Force Participation, and Upskilling).



## ORGANIZATIONAL STRUCTURE TO DRIVE IMPLEMENTATION AND MONITOR PROGRESS OF THE WORKFORCE STRATEGIC PLAN



In fall 2018, the I-86 Steering Committee assigned the Workforce Coordinating Committee the task of driving implementation of the plan and monitoring progress against the strategic objectives.

The I-86 Workforce Coordinating Committee is composed of representatives of the economic development agencies in the three counties, CSS Workforce NY, Corning Community College, GST BOCES and Corning Enterprises representing a major employer.

The Coordinating Committee will:

1. Establish and analyze metrics related to each strategic objective.
2. Identify redundancies and gaps in resources, education/training programs, and support services using information provided by the work groups and administrative staff.
3. Identify and recommend steps to achieve collaboration on regional initiatives across work groups.
4. Monitor progress and report to the I-86 Steering Committee, funders, employers and broader community via bi-annual written communication and annual State of the Workforce Forum.
5. Identify champions, owners and partnerships to undertake action items and serve on work groups.
6. Identify new regional partnerships based on changing needs (i.e., NY and PA bordering counties).
7. Identify and recommend new strategic Initiatives that need to be created. The subcommittee will convene key regional partners and facilitate discussion to result in the definition of the new program of work, performance metrics and an organization to own the program.
8. Develop annual priorities and recommend allocation of resources to the I-86 Steering Committee.

### I-86 WORKFORCE COORDINATING COMMITTEE

Jamie Johnson, Co-chair  
Executive Director, Steuben County Industrial  
Development Agency

Chris Sharkey, Co-chair  
Vice President, Corning Enterprises

Judy McKinney Cherry, Executive Director  
Schuyler County Partnership for Economic Growth

Kate Douglas, President  
Corning Community College

James Frame, Superintendent  
GST BOCES

Mike Krusen, President  
Southern Tier Economic Growth

Dan Porter, Executive Director  
Chemung-Schuyler-Steuben Workforce New York

Administrative Support  
Betsey Hale, President  
Three Rivers Development Corporation

An Employer Advisory Council will serve in an advisory capacity to the I-86 Workforce Coordinating Committee and be composed of senior representatives of the employers in the various target industry sectors.

Three Rivers Development Corporation will serve as the administrative home for the program and will provide office space and administrative support services to the I-86 Workforce staff.

The staff will consist of a director who will be responsible for daily implementation of the strategic action plan and priorities established by the I-86 Workforce Coordinating Committee.

Ad hoc work groups are being established around industry clusters and provide input to the Director and Coordinating Committee. The membership of each work group will be appointed and charged by the I-86 Work Force Coordinating Committee. The 2018-2019 work groups include manufacturing, transit manufacturing, healthcare, tourism and hospitality, and emerging markets. Work group activities include:

1. Recommendations for targeted talent recruitment.
2. Inventory of education/training based on supply and forecasted demand, and recommendations for program enhancement and new program development.
3. Career awareness i.e., pathways, marketing, teacher resources, two-generational approach, etc.
4. Work and learn opportunities i.e.; student work and learn within industry and recommend areas for expansion; increased apprenticeships and OJT opportunities.
5. Faculty externships: program of teacher professional development in an industry setting.

### WORKFORCE DIRECTOR SEARCH UNDERWAY



A national search process for the I-86 Workforce Director position was launched on October 15, 2018. The Workforce Coordinating Committee is leading the search process. It is anticipated the position will be filled sometime in the first quarter of 2019.

### WORKFORCE COORDINATING COMMITTEE: COMMITMENT TO SUCCESS



The I-86 Workforce Coordinating Committee agreed that the overall objective is to make certain employer needs are met and a qualified workforce is available to match these needs in a timely way. The Committee identified the following as the essential ingredients to achieve this objective.

1. Efforts are employer driven to identify education and training needs by industry cluster, and priority job categories for talent recruitment, opportunities for apprenticeships/internships and barriers to employment.
2. Education/training (K-20) is coordinated, responsive, results-oriented and in direct alignment with employer needs.
3. Current and accessible supply/demand analysis is maintained using databases and employer input.
4. Annual priorities for programs, initiatives and funding requests are coordinated.
5. Regional efforts such as job and career awareness campaign and talent recruitment effort are driven.
6. Coordination with related initiatives takes place (i.e., I-86 Vibrant Communities and Finger Lakes Wine Country brand promotion).
7. Benchmarking and tracking performance are conducted via metrics and economic indicators.
8. Constant communication is maintained with employers, funders and the community at-large.

## EARLY SUCCESSES AND WORKFORCE DEVELOPMENT EFFORTS UNDERWAY: 2018



Implementation of the Integrated Workforce Strategy began immediately following adoption of the plan in May 2018. Following are snapshots of early successes and implementation efforts underway.

### **Initiative: Increase Participation of the Workforce and Move Unemployed Persons into Jobs.**



CSS WFNY is providing support services and skill development training to discouraged populations to aid in entry or re-entry into the workforce and career progression. In particular, CSS WFNY is a partner in the Elmira ESPRI career awareness program and satellite community centers in concentrated pockets of poverty.

Greater Southern Tier (GST) BOCES, Corning Community College and CSS WFNY are working in partnership with the Elmira City Schools to develop a pilot program intended to engage at-risk high school students and direct them into a pipeline to jobs and careers. CSS WFNY is funding remedial course work to prepare the students for post-graduation education and training.

### **Initiative: Talent Retention and Attraction**

Three Rivers Development is working with Finger Lakes Wine Country Marketing Association to strengthen its promotion and communication strategy to position the region's experiences and sense of place as top-of-mind and a priority for visitors, including local residents and prospective talent considering relocation to the area.

Talent Retention is a priority for CSS Workforce NY, which is working with businesses to make significant investments in upgrading employee skills and building employee loyalty. Employers are actively engaged in the training programs throughout the year, and some industry sectors are growing the volume of training.

CSS Workforce NY is growing its social media presence using tools such as Facebook, LinkedIn and Twitter for workforce talent attraction efforts. In particular, the LinkedIn tool is being used to highlight the Finger Lakes region's quality of life.

Corning Community College has launched a RN Refresher Course, which is important to retention and recruitment of nursing talent in the region.

### **Initiative: Strengthen Education Pipelines and Career Pathways to Increase Qualified Graduates in Next 12 – 24 months**

GST BOCES reports that enrollment is at an all-time high and it has added 70 new employees. GST BOCES is focusing on several projects including an in-depth review and evaluation of curriculum to assess alignment with future workforce demands. It is actively working toward contextualizing its curriculum and all learning opportunities to include work-based scenarios. In addition, GST BOCES has created and filled a new "industry liaison" position to link education to employment to eliminate gaps.

Corning Community College has been actively seeking funding resources necessary to enhance its physical infrastructure and create 21<sup>st</sup> Century labs, particularly in support of programming such as mechatronics.



Corning Community College recently created the *Jobs for the Future Scholarship Program*, which is reserved for 50 New York State residents living in identified Elmira zip codes (14901, 14903, and 14904). Corning Community College will make sure the cost of tuition is covered for scholarship recipients who want to earn a career-building credential (certificate or associate's degree) that will prepare them for an in-demand occupation in the region. CSS WFNY is supporting the effort by providing books and other wrap-around services important to ensure student success.

In fall 2018, Corning Incorporated’s Office of STEM launched of two cycles of the Technician Pipeline Program (TPP). The program includes a full-time salary, job placement during the program, a 2-year scholarship (covers 100% of tuition, books and fees for full time studies for 4 semesters) to earn an AAS Degree in one of the technology programs of study at Corning Community College or Monroe Community College, and conversion to a full-time technician role at Corning Incorporated upon completion of the program.

Chemung and Steuben Counties successfully partnered to deliver a more dynamic and comprehensive Manufacturing Day event.

**Initiative: Enhance Post-secondary Education and Training**

CSS WFNY has applied for grant funding to develop new post-secondary programs. One program would be with Corning Community College for training of displaced workers in the retail and customer service fields and help position them to secure employment in high demand occupations in the region. Funding also is being sought for programming to increase the employability of formerly incarcerated persons.

CSS WFNY and GST BOCES working in partnership with the IBEW to offer a pre-apprenticeship program leading to careers in the building trades such as electricians and carpenters.

Corning Community College has initiated efforts to expand its University Center model to establish a satellite engineering program with Alfred State College.



The GST BOCES secondary education programs and Corning Community College are collaborating to develop a plan to establish a post-secondary Recovery School in the Elmira area for unemployed persons who are dealing with a drug addiction issue and seeking education/training for long-term employment.

**Initiative: Create Career Pathways and Related Training Across Key Industries that Are Available to the Full Spectrum of Residents**

As part of Elmira’s Empire State Poverty Reduction Program (ESPRI) a new Career Navigator position has been established to offer enhanced career guidance services and engage one-on-one with residents of targeted low-income area. The operating hours of the satellite Career Center in downtown Elmira have been extended to include two nights a week and Saturday mornings. There also is a pool of training programs with free tuition for residents in the targeted ESPRI area.

A Regional Career Pathways Program has been developed by CSS WFNY, which maps pathways for students and recent high school graduates who are seeking options and connections to get them on the path to being involved in the workforce. The program is being launched in the Elmira City School District.

The NY SKILLUP! Program was up and running in 2018. The program provides 5,000 on-line instructional courses and can be accessed via CSS WFNY. The training is geared toward specific high-demand jobs.

GST BOCES and CSS WFNY have partnered to offer the Accelerated Machinists Program (AMP), which is a 6-month training and hands-on experience program.



Both the BOCES Adult Education and Corning Community College are identifying ways to fast track development of certificate and degree programs to meet forecasted labor market needs based on direct employer input.



Financial resources for implementation of the Workforce Strategic Plan in 2019 are being provided by Chemung, Schuyler and Steuben Counties, together with the economic development agencies. The financial support is for staffing, promotion and communication. Corning Community College, GST BOCES, CSS WFNY and other stakeholder groups involved in direct implementation of strategic action items are providing the financial and other resources for these activities.

**WORKFORCE PRIORITY PROJECTS: 2019**

**1. Meet Immediate Employer Demand for Well-Trained Workforce.**

- a. Enhance existing and fast-track new non-credit certificate and training programs to meet immediate employer needs in healthcare, advanced manufacturing, tourism/hospitality.
- b. Build upon the North American Hub for Advanced Transit Manufacturing’s training and education needs inventory and work with the major manufacturers and supply chain companies, together with CSS WFNY and the academic institutions, to address the short-term and long-term skill and talent needs necessary to grow this industry sector.

**2. Increase Participation of the Workforce and Move Unemployed Persons into Vacant Jobs.**

- a. Utilize existing channels and work in collaboration with other agencies such as CSS WFNY to promote career/job awareness.
- b. Provide support services and skill development training to discouraged populations to aid in entry or re-entry into the workforce and career progression. Secure funding and coordinate with local initiatives such as the Elmira ESPRI career awareness program and satellite career development centers in concentrated pockets of poverty.

**3. Strengthen Education Pipelines and Career Pathways to Increase Qualified Graduates in the Next 12 – 24 months.**

- a. Pursue Corning Community College Center for STEAM Innovation
  - Enhance physical infrastructure to create 21<sup>st</sup> Century labs, particularly in support of programming in mechatronics, electrical engineering, cyber security, mechanical engineering and machining.
  - Increase number of Tier 4 classrooms to support digital learning.
  - Strengthen professional development opportunities for faculty to support delivery of high-quality, industry-aligned programming.
- b. Create apprenticeship/internship programs in collaboration with employers.
- c. GST BOCES
  - Contextualize curriculum and all learning opportunities to include work-based scenarios.
  - Review and evaluate curriculum for alignment with future demand.
  - Enhance advising and provide earlier and consistent interventions focused on career awareness.
  - Strengthen professional development opportunities for educators to support delivery of high-quality, industry-aligned programming.
- d. Expand GST BOCES Career Development Council, focus on targeted industry sectors, and involve more employers. (career days, job shadowing, career panels, site visits, career speakers, mock interviews)

**4. Strengthen Education Pipelines and Career Pathways to Increase Qualified Graduates in Next 24-48 months.**

- a. Corning Community College expands its University Center model to establish a satellite engineering program with Alfred State and Clarkson University.
- b. GST BOCES secondary education programs and Corning Community College collaborate to establish a post-secondary Recovery School in the Elmira area for unemployed persons dealing with a drug addiction issue and are seeking education/training for long-term employment.
- c. GST BOCES and Corning Community College fast track development of new non-credit, certificate and degree programs to meet forecasted needs based on employer input.

**5. Other**

- a. Identify new and strengthen existing vehicles for new professional workers to connect.
- b. Establish and maintain a Regional Dashboard: Establish key economic indicators; track and report information to the Coordinating Committee, Advisory Council and work groups. This would include LMI, Job demand trends and other data available from the NYS DOL and CSS WFNY.
- c. Work with stakeholders to gather data, monitor progress, and report on the metrics established by the Coordinating Committee.
- d. Convene and facilitate an annual “State of the Workforce” forum.

