Growing Demand: A Downtown Investment Strategy

Corning, NY

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GOMAN+YORK
ADVISORY SERVICES

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The development of the Corning Downtown Investment Strategy is funded through Corning Incorporated.

Introduction

Introductions

As I read through this report, what stood out most is that downtown Corning already has a strong foundation. The opportunity is not to reinvent it, but to keep building on what makes it work while responding to changes in the market, how people live and work, and what visitors and residents are looking for today. The overall direction feels practical and grounded, with a clear emphasis on strengthening identity, experience, amenities, and collaboration.

The clearest takeaway is that tourism remains the strongest near-term opportunity, but the work goes beyond attracting visitors. It is also about making downtown more welcoming, active, and connected for the people who live here, work here, and invest here. That means continuing to improve programming, public spaces, branding, wayfinding, outdoor activity, and the mix of businesses and experiences that give Corning its character.

The report also makes an important point about downtown vitality being tied to broader community competitiveness. A strong downtown supports tourism, but it also shapes quality of life and helps communities attract and retain people, talent, and investment over time.

What feels especially right about this approach is that it does not rely on a single major project or quick fix. Instead, it points to steady, thoughtful investment in the things that already give downtown Corning its energy and appeal. That kind of consistency is what can make the biggest difference over time.

Overall, I believe this report outlines a strong path forward for Corning, and I hope you will join me in supporting the community's continued evolution.

Kamala Keeley
Manager, Corning Community Impact, Economic Development

Downtown Investment Strategy

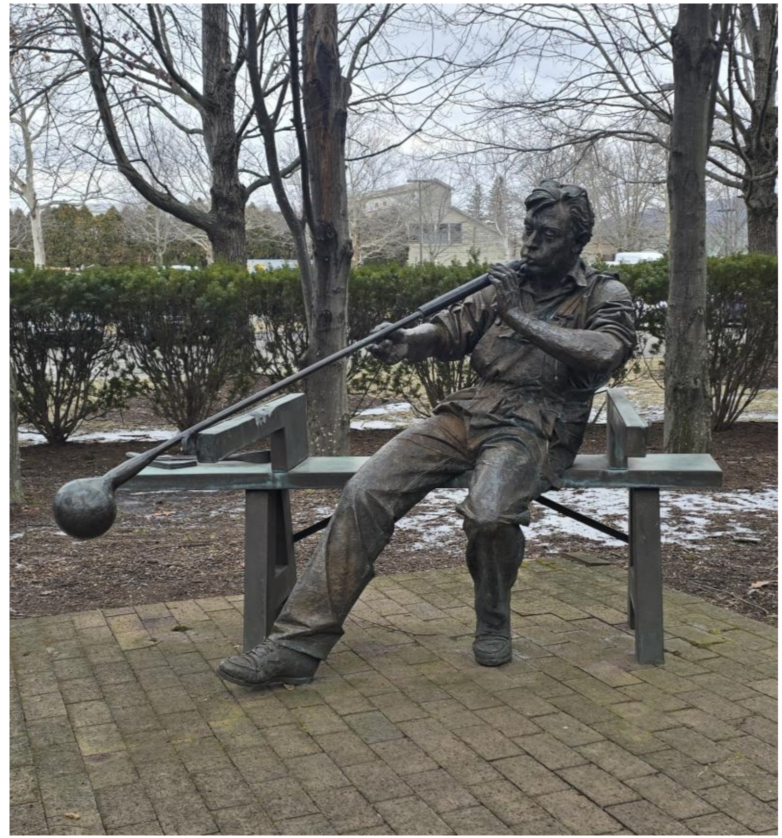
Introduction

The Downtown Investment Strategy is aimed at moving market and growing demand in Corning's Downtown. Working from Corning's history of innovation, and taking inspiration from the theme and event, Days of Incandescence, 'Incandescent' (as 'emitting light' from heating and 'Incandescent' as 'passionate') can be embraced as a metaphor and framework for reimaging Downtown Corning as a vibrant destination that serves the needs and wants of visitors (locals and tourists), while engaging their passions and enthusiasms.

> "This new version of *efficacy*…is to continuously conjure up *experiences* which can draw consumers to commodities by *engaging* their own *passions and enthusiasms*…by producing goods that *resonate* and by making those goods open to potential recasting."
>
> Sir Nigel Thrift, *Knowing Capitalism*

To do this, the Downtown Investment Strategy focuses on how key stakeholders can strategically invest (time, effort, and money) in Downtown Corning.

Little Joe – The Gaffer



Corning's Downtown

Introduction

Corning's Downtown, unlike most small-city and post-industrial Rustbelt cities, has remained a mostly vibrant and prosperous Downtown. The primary reason for this is that while most similar cities lost their core industrial company—often the company the city developed around—Corning Incorporated, a Fortune 500 company, has remained headquartered in Corning, and in the Downtown. Therefore, Corning has not experienced the post-industrial decline that so many small cities experienced.

In most cases, when creating a downtown strategy, the downtown is suffering from weak or distressed market conditions. That is not the case in Downtown Corning. While Corning is a small market and Downtown has a soft real estate market, Downtown is vibrant, well-maintained, and has few vacancies. However, the Downtown falls short of its potential, the result of soft demand from being a small market and a seasonal tourist destination. While this may come across as negative, it is important to understand that Downtown Corning is stronger than most downtowns and has many strengths to build on. Therefore, Corning can be positioned to better compete, grow demand, and be more vibrant.

Corning's Downtown can best be understood in the terms of its Core (Market Street) and Frame (the periphery, areas beyond Market Street). The core of Downtown has good bones. Market Street is compact in terms of size and scale, has a positive appearance with historic architecture and character, and is walkable. Market Street provides an inviting and pleasurable urban experience for residents and tourists alike. Collectively, these positive attributes create a third space, a place other than home (first) and work (second), where people want to spend time, shopping, dining, strolling, and socializing.

The core of Downtown Corning is the *idyllic urban village,* and it offers that urban village *experience*. In functionality, Downtown Corning serves and satisfies the needs and wants of everyday life. This village experience can be leveraged as it appeals to both residents and tourists alike. To maximize Market Street's potential, the experience needs to go beyond needs and wants; the experience must also engage the *passions and enthusiasm* of all visitors.

The frame is the area surrounding the downtown core. While the frame is part of the downtown, it functions differently, as it supports the core. In Corning, the frame includes Denison Parkway, Bridge Street, and the areas north of the river, including the Corning Glass Museum. The uses and services provided in the core include hotels, gas stations, fast-food, grocery stores, offices, and others. The frame is typically weaker in market value and lacking in physical appearance, aesthetic character, and walkability. A unique area of Corning's Downtown frame is Bridge Street from Riverside Drive north to Pulteney Street. This is an area of mostly intact buildings and blocks that provide a physical character and walkable scale that is more like the core and can be better positioned to compete in the market for investment.

Executive Summary

The Changing Landscape

The form and function of settlement patterns are forever changing around technological and transportation innovations, economics, and our social-cultural ways of living in our environment—the built environments as our self-created human habitat (our ecosystem). From the first industrial mills and factories locating alongside rivers (their source of power) to the post-World War II era of suburban housing, the locations of industry, retail, office, and residential have (and are) constantly shifting and changing.

Today, the pendulum is swinging back toward centers (and downtowns), multi-family, and renter-occupied housing. Walkable communities and walkable downtowns have become an amenity. Just as the form and function of settlement patterns are forever shifting and changing, our social-cultural ways of living in our built environment, our demographics, socioeconomics, and consumer behaviors also shift and change. This creates new ways of working, socializing, and Corning and Corning's Downtown, just like other communities, have been affected by these shifts and changes. However, today these shifts and changes are working in Downtown Corning's favor, an intact Downtown with good bones and historic charm. The Downtown provides a strong setting for tourism, hospitality, and socializing, which offers a key insight into growing demand and creating improvement.

The Levers of Change

To strategically intervene in the market to position Corning's Downtown to grow demand, it is imperative to work within the framework of the Levers of Change. The Levers of Change—image, market, physical conditions, social connections, amenities, and capacity—are the fulcrum for moving market, growing demand, and influencing change and improvement. The Levers of Change allow us to intentionally target strategies and investments to arrest marginal conditions, build from strengths, leverage assets, and move the market toward the desired outcomes.

While Downtown Corning has many strengths and assets built from, this Downtown Investment Strategy recognizes that weaknesses do exist, and continuous improvement is needed to maintain Downtown's competitive advantage. Through the market analysis, community outreach, and empirical observation, it was decided that for Downtown Corning to compete, it must solve the key problems of image and market:

Image: Improve gateway and wayfinding to provide a better visitor experience and reinforce the Downtown brand.

Market: Grow demand to create a vibrant, inviting, and interesting Downtown that serves the needs, wants, passions, and enthusiasms of residents and visitors.

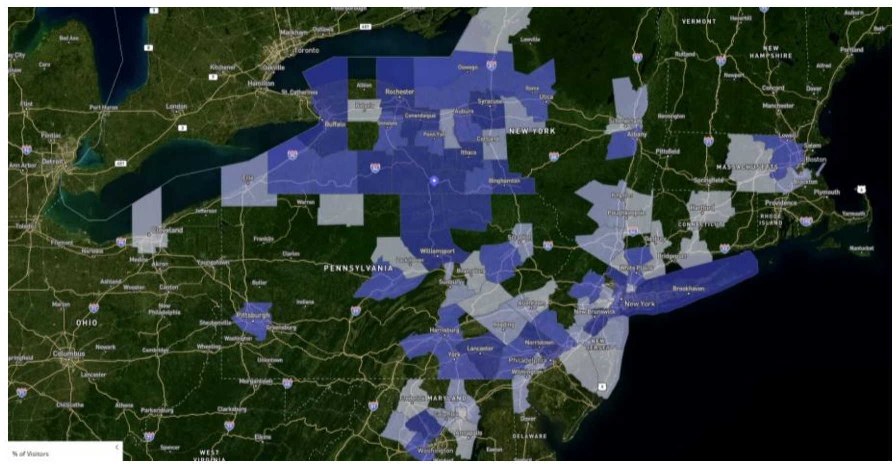
While each problem is unique, and other problems exist, they are interconnected as integral components of the Downtown Investment Strategy.

Market Analysis

The market analysis determined that the Corning local market is best defined by a 15-minute Drive Time from the center of Market Street. This market geography best defines the primary trade area for Downtown. The 15-minute driver has a population of 27,962, a median household income of $80,188, and educational attainment of 43% of the population with a Bachelor's Degree or higher, which reveals a moderate to strong retail market for a non-metropolitan city and region.

There are over 6.5 million people within a three-hour drive of Corning, and they have a median household income of $68,986. The three-hour drive time defines the primary tourism trade area for Corning, but its population is socioeconomically weaker than that of Corning, the result of the vast rural areas that make up much of the area. However, there are over 50 million people within a five-hour drive of Corning, providing an exceptionally large secondary tourism trade area. This area includes large metropolitan areas such as New York, Philadelphia, Buffalo, Pittsburgh, and Baltimore. The geofence analysis of visitors to the Corning Museum of Glass confirmed that the Corning tourism market area, in fact, covers a five-hour-plus drive time area. See the Glass Museum Geofence map on the following page. The population within five hours has a Median Household Income of $85,256 and is socioeconomically similar to Corning.

The geofence analysis of Market Street captured 3.2 million visits to Market Street in 2025, consisting of 385,600 individual visitors, and a visit frequency of 8.37 visits. The average dwell time of visitors was 61 minutes. The visit trends confirmed other findings of seasonal variation in tourism, with December through May being the offseason, and January and February being the weakest months. Being both the key issue of soft demand and the primary opportunity for growing demand.



This map illustrates the **percentage distribution of Visitors** to the Corning Museum of Glass by Home Location. The darkest shading presents areas with more than 0.75% of the museum’s 289,400 total visitors, highlighting a broad, multi-state tourism trade area.

Amenities of Place

When looking to grow demand and create improvement in Downtown Corning, it is important to consider the amenities of place and placemaking. Society has changed. The way we live has changed, and as a result, communities and downtowns need to adapt. This means that how we think about and plan for place like Corning's Downtown needs to change. Place-making—a process of strengthening connections between people and the places they share and communities they live in—is a phrase used in planning to describe the collaborative process of shaping the public realm. Another phrase, third space, describes places other than home (1st space) and work (2nd space) where we spend our free time. Corning's Downtown is mostly a 2nd space and 3rd space, with some 1st space.

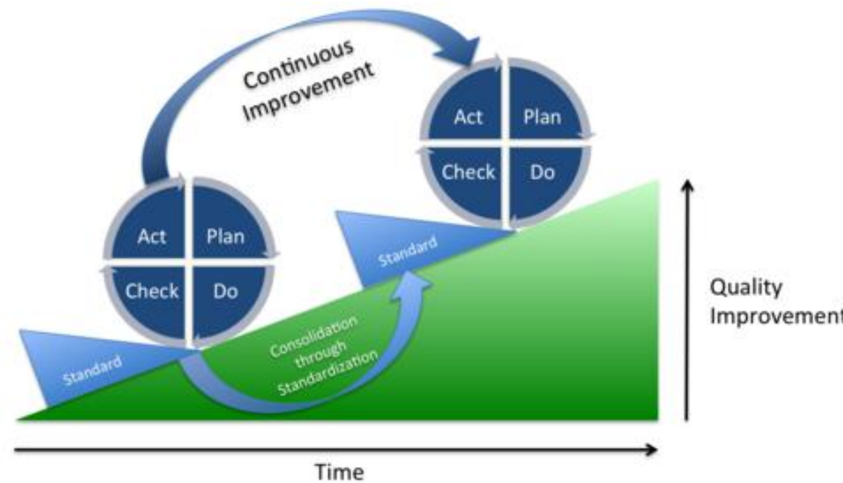
It is no longer enough for a place to simply be clean, safe, vibrant, and aesthetically pleasing—even though these qualities of place remain critically important. Today's consumers (residents and tourists) have new and greater expectations. Therefore, Corning must continuously invest in its core assets. Specifically, Corning must invest in the public realm of Market Street, Centerway Square, Centennial Park, Riverfront Park, and Centerway Bridge, while paying close attention to detail, physical character, and maintenance—doing the little things and doing them well (e.g., cutting the grass, sweeping the streets, painting the crosswalks, planting flowers, etc.). Most importantly, the historic architecture of Market Street must be treated as the crown jewel of Downtown. Therefore, special attention must be given to design, detail, and property maintenance.

Constancy of Purpose

The work of positioning Corning's Downtown to grow demand and better compete for investment (time, energy, and money) is not easy, nor is it a one-time or short-term process. It requires a long-term commitment. There are no simple or quick fixes, no free rides, and there are no guarantees. The only guarantee is that doing nothing (or maintaining the status quo) will not create change or improvement. Without intentional intervention, Downtown will not realize its full potential.

For the Downtown to improve and to grow demand, the stakeholders must adopt a new philosophy, a philosophy of continuous improvement. Improvement must become Downtown's constancy of purpose. Improvement needs to become part of everything being done and going on in Downtown. Government, civic organizations, businesses, property owners, and residents all need to work at improving Downtown Corning. To do this, improvement must become part of the culture of Downtown. Every detail of Downtown needs to be managed, cultivated, and curated.

Small, incremental investments, managing the mundane aspects of everyday life, and doing the little things well, are how Corning's Downtown will grow demand and improve. Small, continuous steps aimed at moving the market and growing demand are how Downtown will attract new visitors, repeat visitors, and become more competitive. The key is to remain focused and to invest strategically in things that improve image, market, physical conditions, and social connections. If the Downtown stakeholders can do this, demand will grow, the market will improve, and Downtown will better compete.



Growing Demand – Strategies for Improvement

The Levers of Change (Image, Market, Physical Condition, Social Connections, Amenities, and Capacity) provide the strategic framework for the strategies (or interventions) to grow demand and achieve improvement. The following are the primary strategy recommendations.

Downtown Image: Image is an important problem to solve. This is not to say Corning's Downtown has a poor image, but that Downtown falls short of communicating its image. For example, Corning, Downtown, and Market Street do not have gateway signs that welcome visitors.

Strategy: Invest in the design/implementation of a cohesive gateway signage program for Corning, Downtown, and Market Street.

- The Downtown also lacks a robust and cohesive wayfinding; signs direct the movements of visitors to tourist attractions, parking, public toilets, and notable sites.

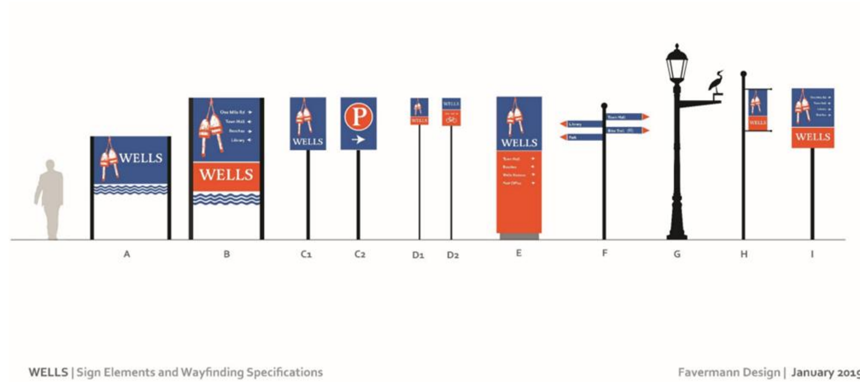
Strategy: Invest in the design and implementation of a comprehensive wayfinding program for the Downtown/Gaffer District.

- Downtown can also benefit from more robust measures to enhance its character and experience.

Strategy: Turn incandescent into a broader theme of lighting and passion.

Strategy: Implement an architectural lighting program to illuminate building facades, pathways, and monuments.

Strategy: Embrace Little Joe ‘The Gaffer’ as the central character to create a unique experience.



Growing Demand – Strategies for Improvement

Downtown Market: The greatest problem for Corning's downtown is to solve the market demand.

Downtown Corning must grow demand to create greater vibrancy and value. Such a statement is easy to say, but difficult to achieve. While the City of Corning is a small city of only 10,434 persons, the 15-minute drivetime from Market Street reveals a market population of 27,962 persons and a median household income of $80,188, equal to the U.S. median household income. Therefore, trade area population and median income are positive market metrics for a small non-metropolitan area.

There are over 6.5 million people within a three-hour drive of Corning and 50 million people within a five-hour drive of Corning. Therefore, tourism offers the best opportunity to grow demand in Corning's Downtown. More tourists equal more hotel nights, equal more feet on Market Street, equal more shoppers and diners, equal more income. More income equals stronger rents and higher property value.

The following are strategies to grow demand in Downtown Corning.

Strategy: Target both local and tourism demand. The key to attracting more local foot traffic is to ensure these businesses meet the needs and wants of the local community and are at price points the local community can afford. For example, family and fast-casual style restaurants, fitness and wellness businesses, hair salons, etc.

Strategy: Grow tourist demand by ensuring a percentage of tourist-focused businesses. For example, such businesses would include gift/novelty shops, art galleries, experiential retail, and higher-end restaurants with an urban-chic aesthetic, cosmopolitan feel, and sophisticated menus (globally inspired menus with a local flair).

Strategy: Work on growing tourist demand outside of June to November. Develop programs, events, and package getaways to draw visitors to Corning from December to May. Such events do not have to be large to start. They can be small and locally focused to see what works, and ramped up over time.

Growing Demand – Strategies for Improvement

Downtown Physical Conditions: The physical conditions of Downtown Corning, in terms of appearance and maintenance, are good in the core and mixed in the frame. However, Downtown does not show signs of distress and abandonment. The fact is, investment is still flowing in Downtown, and The Gaffer District and City of Corning do a particularly excellent job at managing and maintaining Downtown.

Strategy: Continue to manage the physical conditions of public spaces. Do the little things and do them well. Sweep the streets, pick up litter, empty the trash bins, and clear the snow.

Strategy: Invest in flowers and implement a flower program. Flowers add color, soften hardscapes, and are aesthetically pleasing. Flowers need care and show that Corning cares about Downtown. Flowers are a low-budget way to instantly improve the visitor experience.

Strategy: Include parking in the wayfinding program. Signage directing visitors to public parking and from the parking area to Market Street and attractions is critical.

Strategy: I increase the 2-hour parking limit on Market Street to 3- or 4-hours to better serve visitors. The 2-hour parking limit does not encourage visitors to linger and spend money.

Downtown Amenities: An amenity is something that provides comfort, convenience, or enjoyment. Downtown Corning is filled with many amenities. For example, Centerway Square, the Stage and seating at Centerway Square, Centennial Park, the Little Joe Tower, the Corning Glass Museum, Rockwell Museum, and the Ice Rink are all amenities. Place-making is intentional interventions to make public spaces more inviting and interesting, and Third spaces are locations for social gathering (i.e., cafes, parks, studios, and restaurants).

Downtown Corning is a third space and has many spaces, activities, and programs that meet the definition of place-making. Such spaces, programs, and activities are amenities to be nurtured, and additional programs and activities should be introduced. However, there is one especially important amenity that is missing from Downtown Corning: outdoor dining.

The absence of outdoor dining, that is meaningful outdoor dining in front of a restaurant, is a bit shocking and concerning. It is hard to think of any Downtown, especially in a successful tourist destination that has so little outdoor dining. Outdoor dining has become so commonplace in Downtowns and tourist destinations that it could be argued that it is basic infrastructure, not an amenity.

Growing Demand – Strategies for Improvement

If there was only one thing Corning could do to improve Downtown, to grow demand and create greater vibrancy, the sole recommendation would be to allow and introduce outdoor dining on Market Street.

Strategy: The City of Corning must embrace and allow outdoor dining. The greatest problem to solve in Downtown is demand, and outdoor dining has the best potential to drive new demand to Downtown. That new demand, translated into vibrancy, will create new opportunities for other businesses and storefronts in the Downtown.

Strategy: Invest in well-designed outdoor dining 'parklets' to create space for outdoor dining space in parking spaces on Market Street.

Strategy: The Centerway Bridge is a key asset to Downtown Corning as it provides a linkage (walking) between the Corning Museum of Glass and Market Street. The Bridge needs to be activated as a *tourist attraction* and *local destination*. It must become interesting and lively, a place where visitors (and locals) want to go and a space that feels safe to walk, even at night.

Strategy: The Bridge must be included in the wayfinding program.

Strategy: The pathways and approaches on both sides of the bridge need to be inviting and interesting. Landscaping and lighting are the best tactics to make these spaces inviting and interesting.

Strategy: Activating the Bridge as an amenity space starts with providing the infrastructure needed to support activity on the Bridge. This may include street furniture, electrical power, and permanent or seasonal vendor kiosks.

Strategy: Implement the architectural lighting on the Bridge to make it more inviting and work to intentionally draw activity to the Bridge, such as the Farmers Market.

Growing Demand – Strategies for Improvement

Downtown Social Connections & Capacity: In the context of Corning's Downtown, social connections and capacity are both formal and informal governance structures that influence and manage the Downtown. Corning, for a small-city have as culture of strong and positive civic involvement. The number of organizations and individuals engaged and involved in the Downtown is impressive and a testament to how well Downtown has performed compared to many other small cities. While there are many individual and institutional stakeholders in Downtown Corning, the key stakeholders consist of the City of Corning, the Gaffer District, Corning Area Chamber of Commerce, Explore Steuben (CVB), the Corning Area Business Alliance (CABA), the Corning Glass Museum, the Rockwell Museum, and Corning Incorporated. Therefore, the recommendations for governance strategies are minimal.

Strategy: Consider the creation of a property owners' association and a merchant's association to better facilitate relationships among the property owners and among the merchants. This can be beneficial and lead to cooperation.

Strategy: Enhance existing engagement and identify and engage other stakeholders. For example, SUNY Corning Community College is engaged in Corning's Downtown and the broader community. Working to further enhance the engagement of SUNY, creating more and consistent connections between Downtown and SUNY, will further benefit Downtown. Are there other organizations or companies that can be engaged and leveraged for mutual benefits?

Strategy: Enhance existing engagement and identify and engage other stakeholders. For example, SUNY Corning Community College is engaged in Corning's Downtown and the broader community. SUNY works with nonprofits for student capstone projects, internships, and provides transportation connections between Downtown and the SUNY campus. However, working to further enhance the engagement of SUNY, creating more and consistent connections between Downtown and SUNY, will further benefit Downtown and SUNY as a supporter and benefactor of Downtown. Are there other organizations or companies that can be engaged and leveraged for mutual benefits?

Key Stakeholders

Everyone in Corning is a stakeholder of Downtown. Therefore, everyone must be working towards Downtown's continuous improvement. That said, there are certain organizations that are key stakeholders due to the very nature of their relationship to Downtown. These key stakeholders are the City of Corning, The Gaffer District, Inc., the Corning Area Chamber of Commerce, and Explore Steuben (the Convention & Visitors Bureau). Each of these organizations has a critical role to play in Corning's Downtown.

City of Corning: The City must be vested in Downtown and provide leadership and governance. While government is naturally bureaucratic, bureaucracy does not need to be a barrier to change and improvement. The administration of codes and enforcement should be fair, reasonable, and efficient. Permitting for businesses should be swift, simple, and certain. Most importantly, the City of Corning must be open to new and innovative ideas and strive to be creative in its role. This is especially true of outdoor dining.

The Gaffer District, Inc: The Gaffer District is the primary Downtown stakeholder that manages Corning's Downtown. Its primary roles include programming, events, and maintenance of the Downtown, including administration of the Business Improvement District (or the Corning Intown Management Association).

The Gaffer District has and should be charged with many roles in growing demand and creating improvement in the Downtown. It should be the primary cheerleader for the Downtown, market the Downtown, organize and facilitate all events and programs, and it should manage the daily maintenance of the Downtown.

Key Stakeholders

Corning Area Chamber of Commerce: The Chamber of Commerce serves and advances regional business interests in support of a vibrant community. Their mission and programs overlap with Downtown Corning and the need to grow demand and vibrancy. Most importantly, it is in the best interest of their membership to support Downtown and the creation of a more vibrant Downtown; rising tides raise all ships.

The Chamber should play a role as a promoter of Downtown, as a generator of demand by hosting programs and events in Downtown, and as an active representative of Downtown businesses.

Explore Steuben (CVB): The Conference & Visitors Bureau is the official and premier tourism agency in the region. Explore Steuben's mission is to aggressively promote the visitor industry year-round and thereby stimulate economic growth. Therefore, Explore Steuben plays a key role in tourism and needs to be a central figure in Downtown Corning. More importantly, since growing demand is key to Downtown's improvement, CVB must be an active stakeholder in the implementation of this strategy. It would be beneficial if Explore Steuben could diversify its target audience to target DINKs (Dual Income No Kids) in the secondary tourism market.

Key Stakeholders

Executive Summary

Key Stakeholders

Corning Museum of Glass: The Corning Museum of Glass (CMOG) is a world-renowned museum dedicated to exploring glass and holds the world's most comprehensive collection of glass and the foremost glass library. CMOG and its StudioNext project are the premier center for artists and students working in glass, and CMOG welcomes more than 300,000 annual visitors.

The Museum of Glass is Downtown Corning's anchor tenant and primary driver of tourism. The geofence analysis showed the Museum of Glass has a symbiotic relationship to Market Street by driving visitation. The Museum could be a partner in the Centerway Bridge enhancements and should seek ways to have a presence on Market Street. For example, explore and create opportunities for possible pop-up installations, education programs at Centerway Stage, and live demonstrations.

Rockwell Museum: The Rockwell Museum carries fine American artworks and provides a gathering space for public concerts, temporary exhibits, and public events that connect and catalyze growth. It is one of only eight Smithsonian Affiliates in the State of New York and attracts over 30,000 annual visitors.

The Rockwell is an asset and amenity. Working to grow the Rockwell brand and increase its visitation will provide improvement to the Downtown. Explore ways to elevate the Rockwell as a tourist attraction. A good starting point is to draw the Rockwell onto Market Street with public programs and installations.

The Primary Stakeholder – Corning Incorporated

It is not possible to conceptualize and develop a strategy for improvement, to grow demand and vibrancy in Downtown Corning, without considering Corning Incorporated. Corning Incorporated is embedded in Corning's history and present-day Corning. Corning Incorporated has been the economic lifeblood of the Corning community. Most importantly, Corning Incorporated and Corning's Downtown have a symbiotic relationship; Downtown Corning needs Corning Incorporated, and Corning Incorporated needs Downtown Corning.

Corning Incorporated, like most Fortune 500 Companies, had become a transnational corporation with facilities spread across the United States and the world. In addition, Corning Incorporated has become a global leader in the new economics of transnational corporations that are driven by innovation and human capital. Innovation cannot occur without human capital. Today, human capital has become one of the most competitive and challenging aspects of corporations. It is why so many of the world's largest corporations have clustered and continue to cluster in the largest global cities such as London and New York. Human capital is at the core of economic agglomeration, with similar companies clustering together to share the benefits of a skilled workforce.

Corning Incorporated needs a vibrant, prosperous, and cosmopolitan Downtown Corning for it to retain local and existing talent and to attract global talent. This is why there is a symbiotic relationship between Downtown and Corning Incorporated. This is in part why Corning Incorporated invests in Downtown Corning and the entire Corning community.

The Primary Stakeholder – Corning Incorporated

Executive Summary

Corning Incorporated – General Recommendations

The following are general recommendations for how Corning Community Impact can strategically invest in Corning's Downtown to grow demand:

- Embrace the Levers of Change as the framework to guide investment.
- Continue support of the key stakeholders in Downtown.
- Continue work to formalize investment and funding practices and procedures. Require formal applications for funding requests.
- Consider direct funding and support for property owners and businesses investing in Downtown in ways that will grow demand.
- Support the architecture lighting program and use the Corning Gateway Arch as a demonstration project for architectural lighting.
- Explore ways to incorporate themes such as incandescence, glass, innovation, and technology into the various strategy implementations.
- Exploring, if possible, opening the Little Joe Tower to the public.
- Prioritize funding of the recommended strategies in this document.
- Explore the creation of a specific Downtown Corning Fund within Corning Community Impact.
- Preserve and enhance the Corning Headquarters and 'Noel' property in Downtown.
- Consider the creation of the Corning Incorporated storefront on Market Street.
- Consider the creation of a community space and/or maker's space.

Tenant Mix – An Art & Science

It is common for communities to struggle with tenant mix and curating the right or ideal tenant mix for a downtown. Curating the tenant mix is both an art and a science. Even though many challenges confront the curation of tenant mix in downtowns, there are things that Corning can do to influence and improve the Downtown tenant mix. The following is a guide to the tenant mix for Downtown.

Food and Beverage (25-30%): Curate a variety of food and beverage options that serve the needs and wants of both locals and tourists.

- For locals, establishments serving multiple price points, including family-style and fast-casual restaurants. Specialty shops, such as coffee, bakeries, and ice cream, can serve the needs and wants of both locals and tourists.
- For tourists, higher-end bistros, cafes, gastropubs, and fine dining. Restaurants offering a variety of local and global cuisine, with fresh and seasonal ingredients is best.

Retail (20-30%): As a destination downtown, Corning needs to have a mix of retail shops serving both locals and tourists.

> **Local Retail 10-15%:** A mix of boutiques, bookstores, convenience retail, home accents, toy stores, clothing, and outfitters. Focus on shops and products that cannot be found elsewhere to avoid competition.
>
> **Tourist/Destination Retail (15-20%):** High-quality gift and souvenir shops, local crafts, artist sales, galleries, regionally produced goods, artisanal food, and boutiques

Service Oriented Storefronts (20-25%): Service-oriented establishments are important to a healthy tenant mix. These include financial institutions (banks, credit unions, & investment), personal services (barbers, stylists, fitness, and wellness), and professional services (real estate, insurance, & tax preparation).

Entertainment, Experiential Retail, and Nightlife (10-15%): Expanding the activity into the nighttime hours is important for both locals and tourists. Entertainment establishments include breweries, brewpubs, cider bars, wine bars, escape rooms, live music venues, comedy shows, theaters, and interactive spaces, such as art classes, cooking classes, crafts, and galleries, and social events can help to create a more vibrant nightlife.

Tenant Mix – Considerations

Clustering: Clustering is common in retail. Look to cluster similar businesses together.

Day-Parts: Consider the separate times of day and the businesses that open during those times. Look to create an 18-hour day, from 6:00 am to 12:00 midnight, in Downtown. Special attention needs to be given to nightlife and creating a vibrant nighttime atmosphere to encourage tourists and locals to visit and stay later, longer, and spend more in Downtown.

Interesting & Interactive: Downtown must be interesting and interactive. Walkable places cannot be uninviting and boring. They must be engaging. Creating inviting public spaces with seating, public art, and tactile installations that engage people will create a more interesting, interactive, and memorable experience.

Short-Term	Mid-Term	Long-Term	On-going

Image	Market	Physical Conditions	Social Connections	Amenities	Capacity
Invest in a cohesive **gateway signage program** for Corning, Downtown / Gaffer District, and Market Street.	**Grow local demand** by improve the Downtown experience.	Manage and **maintain physical conditions** of public spaces. *Do the little things and do them well.*	**City of Corning:** must be vested in Downtown, provide leadership and governance, and be open to new ideas—allow outdoor dining.	**Embrace and allow outdoor dining.** Outdoor dining offers the best potential to drive new demand to Downtown	**Create a property owners association and a merchant's association** to foster relationships and cooperation.
Invest in a comprehensive **wayfinding program** for Downtown / Gaffer District	**Grow tourist demand** by ensuring tourist focused businesses.	**Invest in flowers.**	**The Gaffer District, Inc:** Must continue its programing, events, and maintenance of the Downtown, including the BID. Lead the lighting and outdoor dining programs.	Invest in **well-designed outdoor dining 'parklets'** to create space for outdoor dining space in parking spaces on Market Street.	**Identify and engage additional stakeholders.**
Turn ***incandescent*** into a broader theme of lighting and passion.	**Grow off-season tourist demand** (winter & Spring) .	**Include parking in the wayfinding program.** Signage directing visitors to public parking and from the parking area to Market Street and attractions.	**Chamber of Commerce:** Be a promoter of Downtown and as an active representative of Downtown businesses.	Create a **comprehensive outdoor dining program and permitting** process to be administered by The Gaffer District.	
*I*nvest in a cohesive **architectural lighting** program to illuminate building facades, pathways, and monuments.		**Increase parking limit** on Market Street to 3- or 4-hoursto better serve visitors.	**Explore Steuben (CVB):** Must be part of this strategy implementation and continue to work to grow tourism demand.	**Activate the Centerway Bridge** as an amenity and tourist attraction.	
Embrace ***Little Joe*** as a central character and theme in Downtown to create a unique experience—have fun with Little Joe.			**Corning Museum of Glass and Rockwell Museum:** Must be drawn into Downtown.	Include the Bridge in the **wayfinding** and architecture **lighting** programs. Make the Bridge interesting and inviting. Provide the needed **infrastructure**.	

The Changing Landscape

Introduction

To best understand Corning's Downtown, we need to understand how and why development patterns have changed. The form and function of settlement patterns are forever changing around technological and transportation innovations, economics, and our social-cultural ways of living in our environment—the built environments as our self-created human habitat (our ecosystem). For example, our first industrial mills and factories were located alongside rivers (their source of power), and towns and cities were constructed around them. Riverside locations were later abandoned once electricity was harnessed, and electric power sources were provided. The arrival of rail resulted in the abandonment of many ports, as manufacturing relocated along the rail lines. Later, interstate highways further transformed and reorganized the location and site of industry at interchanges and access ramps (i.e., the industrial park) and large single-story buildings that consolidated production, assembly, and distribution on a single floor.

The same is true of residential development—housing type and location. The location and space of residential uses have also changed and continue to change. The pre-World War I era was dominated by higher-density urban housing and streetcar suburbs, while the post-World War II era was dominated by mass suburbanization, sprawling single-family detached homes, owner-occupancy, and auto-oriented development.

Today, the pendulum is swinging back toward centers, multi-family, and renter-occupied—walkable communities have become an amenity of housing and downtowns. In part, this shift includes a move toward mixed-use developments and communities that offer housing, commercial space, and other amenities—including spaces for social and recreational activities—in proximity. However, this shift is not simply what is called new urbanism but is more about the complexity of changes in demographics, household structure, generational preferences, and consumer behaviors. In short, new markets have emerged for mixed-use, multi-family, and walkable compact communities that better suit the lifestyle needs of today's eclectic households. In addition, there is a symbiotic relationship between housing and commercial development—housing is where jobs go at night and where consumers of goods and services reside. These shifts and changes are evident in Downtown Corning. For example, the increase in upper-floor residential space.

The Changing Landscape

With the form and function of settlement patterns forever shifting and changing, our social-cultural ways of living in our built environment, our demographics, socioeconomics, and consumer behaviors also shift and change. This creates new ways of working, socializing, and recreating. Many, if not most, of these changes are the result of slow-moving variables, making it difficult to see and understand these shifts and changes in real time. Corning and Corning's Downtown, just like other communities and places, have been impacted by these shifts and changes.

While slow-moving variables are gradual, change itself is not gradual or constant. Change is episodic. That means it takes time for the slow-moving variable to add up, to create a critical mass that results in the crossing of a threshold or what is commonly known as a tipping point. For example, beginning in the early 2000s, e-commerce and online retailing were growing and slowly capturing retail market share from brick-and-mortar retail—a slow-moving variable. Given enough time, at some point, online retail would capture enough market share, crossing a threshold, and disrupting brick-and-mortar retail. Pre-pandemic, this was starting to occur; the most notable was the disruption of large regional malls. A threshold was being crossed, malls were collapsing, and an episodic change in brick-and-mortar retail was underway.

Shock and disturbance accelerate phenomena and processes that create tipping points. For example, the pandemic accelerated the slow-moving shift to online retailing, crossing a threshold, creating disruption in retail, and resulting in the collapse of already weak and struggling retail stores.

Demographic Changes and Household Type and Structure

Corning's population structure, like the rest of the country, is being transformed by changes in demographics, especially household structure. For example, in 1940, only 8% of households in the United States were single-person households. By 1960, single-person households increased to 13.0%. Today, 28% of our nation's housing stock is occupied by single-person households. This profound change in household structure has meaningful consequences on household formation, population, income, and purchasing power. In a place like Corning, fewer persons per household equals stagnant population growth and fewer persons to visit Downtown.

Another important change can be seen in married-couple households with children (under the age of 18). In the United States, from 1970 to 2020, the percentage of married-couple households with children declined from 40.3% to 19.0%. This change points to social-cultural changes. Compared to decades and generations before, we marry later, marry less, and have fewer children.

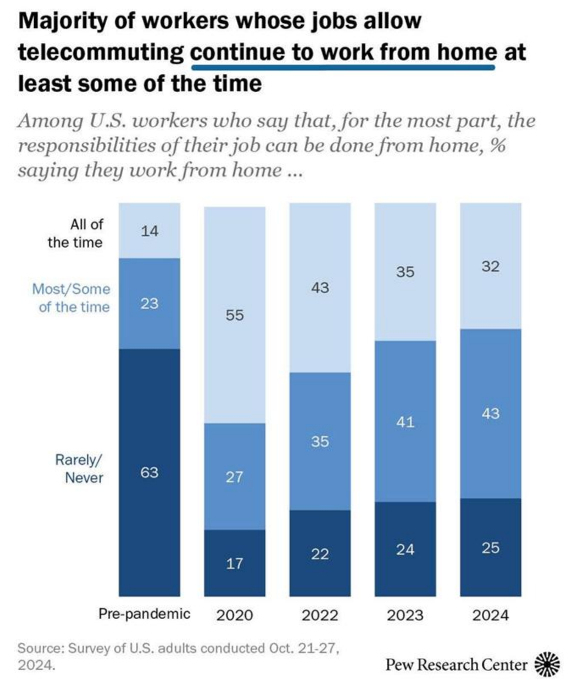
The Changing Office Landscape

The shock and disturbance of the pandemic also accelerated decades-long trends of contracting utilization of commercial office space, resulting in accelerated and persistent increases in office vacancy rates. For decades, the per-square-foot utilization of office space per employee had been declining. This was, in part, the result of digital technology reducing the need for filing space, smaller work areas, and the slow adaptation of telecommuting.

Slowly, over the past decade, companies started to adopt virtual meetings and other technologies to support activities spread over multiple locations, including remote work. Then the pandemic hit—shock and disturbance—with stay-at-home orders and companies were forced to adapt overnight, embracing virtual technologies to facilitate business activities. A threshold was crossed.

Today, remote work has become more common, and hybrid work has been established as the norm. With the rise of hybrid work—employees in the office two to four days a week—commercial office vacancy rates are still rising. In some of the worst-hit markets and office sectors, vacancy rates as high as 50% are being realized. While demand will remain for certain locations or for owner/user-specific new office construction, the prospects of meaningful new office construction and increased occupancy are unlikely.

The fact is, the commercial office landscape has been disrupted, and Corning has not been immune to this disruption. Vacant office space exists within Downtown and will persist. This means fewer daytime workers in Downtown, which equals fewer consumers to spend time and money Downtown.



The Changing Retail Landscape

In the early to mid-1900s, the primary location of retail was in city centers (i.e., downtown and Main Street) and multi-story department stores. Over time, department stores (and other retailers) shifted outward to suburban centers and retail strips. Later, the enclosed American mall came into vogue, located miles outside the central city, downtowns, suburban centers, and beyond retail strip centers, at interstate highway interchanges and access ramps, and anchored by large single- and two-story department stores. Next, the big box discount department stores and specialty retailers appeared on the scene, often favoring locations proximate to retail malls and other large retail clusters. Last and most recently, lifestyle centers appeared in a variety of locations, providing walkable outdoor environments that are often paired with residential development. Just as mill towns and industrial cities struggled with the changing location of manufacturing, many downtowns, main streets, suburban centers, retail strips, regional malls, and lifestyle centers have struggled with the changing location of retailing.

Today, with the arrival of e-commerce, the retail sector continues to change. However, the arrival of e-commerce retailing is not simply a spatial shift in the physical location of retail. E-commerce has created a shift to a virtual space that has captured approximately 16% of the total retail market. This shift has rendered some physical locations and retail spaces functionally obsolete. For example, when retail moved from main street to malls, new uses and certain forms of retailing, such as personal service and restaurants, discovered new opportunities on main street, backfilling into abandoned spaces, and creating new vitality on many main streets. With the shift to the virtual space of e-commerce, there has been a declining demand for physical space (bricks and mortar retail) to backfill in the abandoned physical space of retail, this is especially true for large regional malls.

This shift from the spatial location and physical space of past retail to the virtual space of e-commerce is at the core of media accounts of the ‘retail apocalypse’ and ‘dead and dying malls.’ While such accounts often over-dramatize the collapse of brick-and-mortar retail (and retailers), there are truths to the apocalypse and the struggles of the changing landscape of retailing, the pandemic further exposed the struggles of retail.

The Changing Retail Landscape

The Changing Landscape

The fact is, the retail landscape has changed and will continue to change. Retailing as we once knew it has been disrupted and transformed. Simply put, consumers no longer shop and spend in the same ways as they did one or more decades ago. For example, not long ago, grocery shopping was a weekly activity of large food purchases for the week. Today, grocery shopping has evolved into foraging, multiple stops per week to pick up prepared foods for tonight's dinner or the ingredients needed for the next few meals.

It is important to note that during this century-long change in the spatial location and organization of retailing, the retail sector itself was also transformed from tailor-made, local, and individualized products to off-the-rack mass-produced products provided by national and global chains.

These changes are also evident in Downtown Corning, such as the retail shift from Downtown to suburban locations. While Downtown and Market Street have remained resilient, how they are today should not be compared to their past.

The Changing Hospitality Landscape

The Changing Landscape

The Changing Hospitality Landscape

Hotels have also changed. For example, hotels began as the large grand hotels in downtowns serving the business class travelers. The mid-1900s and the automobile ushered in the era of motels and motor lodges along state routes and commercial strips. The late 1900s gave rise to budget hotels and international chains catering to both business and leisure travel, while the early 2000s saw the rise of business-class and extended-stay hotels. Prior to the pandemic, business and leisure travel were growth industries, and the various classes and brands of hotels were proliferating across the landscape.

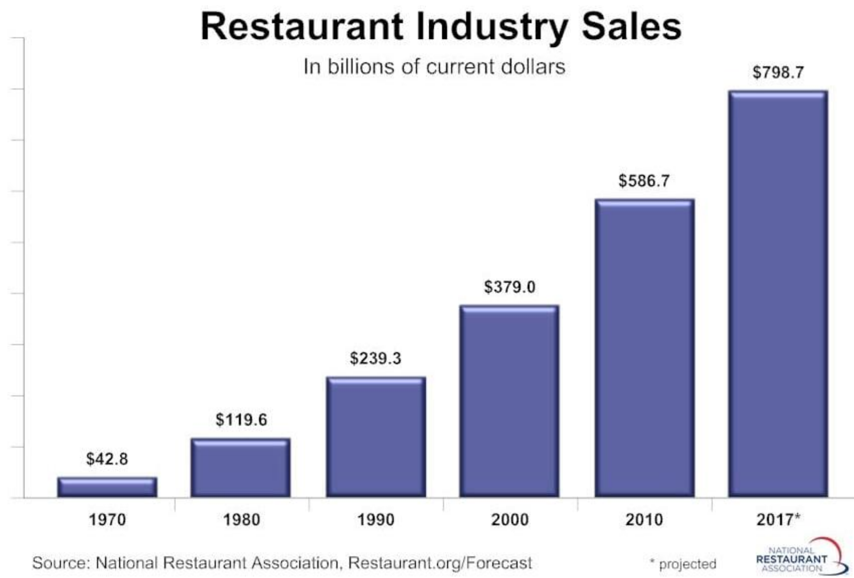
The hospitality and tourism industries were harmed by the pandemic. Business and leisure travel all but ground to a halt in 2020, and recovery through 2021 was slow, at best. While leisure travel has recovered since 2021, business travel has been much slower to recover, virtual meetings and the associated cost savings have slowed the recovery of business travel.

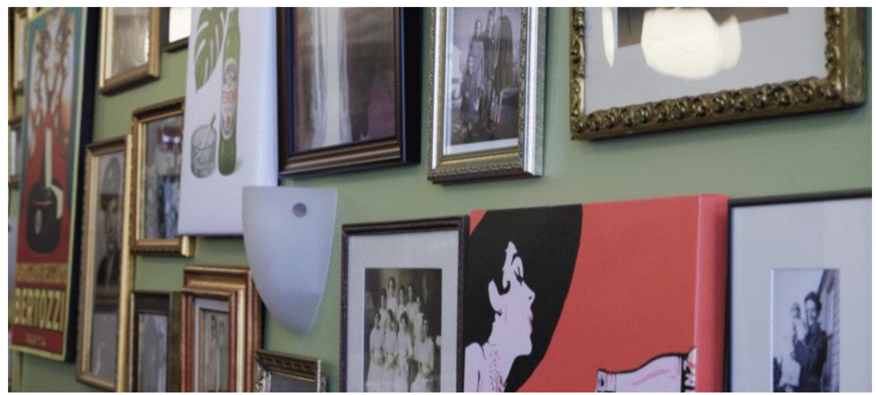
The Changing Hospitality Landscape

The Changing Landscape

Since 1970, the restaurant industry (food & beverage) has been a growth industry with a twenty-fold increase in sales. The proliferation of national chains, the rise of fast-casual, and increases in specialty products such as coffee and ice cream have satisfied consumer needs and wants. Today, Americans consume more food outside the home than at home, the result of changing demographics and lifestyles. Hard hit by the pandemic, the food and beverage industry has been disrupted. New forms of food production and delivery have emerged, national chains have adapted and are bouncing back, while many independents still struggle. That said, the restaurant industry will recover and continue to grow as consumer demand for prepared foods and the social experience is still strong.

Corning's Downtown (Market Street) has a well-established restaurant cluster serving a variety of restaurants across a full range of price points. There is a mix of breakfast, lunch, dinner, and later-evening service. Most notable and most recent is the emerging specialty (or finer dining) scene with higher-end restaurants. A higher-end restaurant scene typically goes beyond the needs and wants of consumers and engages the passions and enthusiasm of diners with refined tastes. Market Street is a well-suited location for food, drink, and a range of dining experiences.





The Changing Residential Landscape

Housing and residential development have also been impacted by changes in the form and function of settlement patterns and by changes in demographics, economics, and our social-cultural ways of living in our environment. The location and space of residential uses continue to shift and change.

The pre-World War I era was dominated by higher-density urban housing and streetcar suburbs, while the post-World War II era was dominated by mass suburbanization, sprawling single-family detached homes, owner-occupancy, and auto-oriented development. Today, the pendulum is swinging back toward centers, multi-family, and renter-occupied housing. In addition, walkability or walkable communities have become an amenity of housing development and downtowns. In part, this shift includes a move back to downtowns and communities that offer housing, shopping, office space, and robust amenities—spaces for social and recreational activities. In short, new consumer markets have emerged for compact communities that better suit the lifestyle needs of today's eclectic households.

Corning and Downtown Corning fit well into this recent shift in the housing market. This, in part, explains why Corning has experienced recent demand for Downtown living. For example, upper-floor apartment conversions on Market Street and new construction apartments in Downtown. This demand is being driven mostly by these shifts and changes in lifestyle and demographics. However, it is also likely that a lack of modern housing products in Corning is also contributing to the recent demand in Downtown. Demand is not driven by traditional demand drivers such as job and population growth.

Growing Demand: The Levers of Change

The Problems to Solve

While Downtown Corning has many strengths and assets, this Downtown Investment Strategy recognizes that weaknesses do exist, and continuous improvement is needed to maintain Downtown's competitive advantage.

The Downtown Investment Strategy creates a framework and pathways toward positioning Downtown Corning for improvement and investment. Through the market analysis, community outreach, and empirical observation, it was decided that for Downtown Corning to compete for investment, it must solve the key problems of image and market. To solve these problems, the Downtown Investment Strategy looks to:

> **Image:** Improve gateway and wayfinding to provide a better visitor experience and reinforce the Downtown brand.
>
> **Market:** Grow demand to create a vibrant, inviting, and interesting Downtown that serves the needs, wants, passions, and enthusiasms of residents and visitors.

While each problem is unique, and other problems exist, they are interconnected as integral components of the Downtown Investment Strategy.

Framework for Improvement

To carry out these aims, a market- and asset-based approach is used to guide decision-making and investment. This approach uses the Levers of Change (image, market, physical conditions, social connections, and capacity) as the guiding principles to problem-solving and positioning the Downtown image and market to grow demand. In implementing this approach, the Downtown Investment Strategy recognizes and embraces the experience economy and conceptualizes Downtown as an amenity.

> "New products and…service are generated…by knowledge, imagination, innovation, risk, trial and effort on the part of the producer…" and he who "innovates and is lucky will take the market."
>
> W. Edwards Deming, The New Economics

Investment Considerations

When developing strategies to reposition markets to compete for investment, it is critically important to understand the Investment Considerations of Choice, Competition, Confidence, and Predictability. They provide an understanding of investment behaviors and context for thinking carefully about Downtown Corning competing for investment (time, effort, and money). More importantly, they provide the foundations for understanding the Levers of Change.

> "If a revitalization strategy does not take into account that [downtown] is subject to consumer decision making, then that strategy (no matter how good it looks on paper) will run into trouble when it encounters the realities of the … marketplace."
>
> David Boehlke, 2002

> "Whether investments are financial or social, individual decisions are based on the issues of choice, competition, confidence, and predictability. Taken together, these aspects of any…decision-making shape investment patterns that strongly influence a [downtown's] prospects."
>
> David Boehlke, 2002

Investment Considerations

Choice:	Investors (residents, businesses, tourist, etc.) make choices about *where to buy, what to buy, when to invest, and how much to invest*. For the Downtown to compete, it must appeal to those making choices to invest.
Competition:	From other downtowns and places. It is not enough for downtown to be a good place to live, work, or play; it must be able to ***attract investment*** (time, energy, and money) even as its competitors continually change.
Confidence:	Investors (residents, businesses, tourist, etc.) must feel ***confident*** in their investment, today and tomorrow. Therefore, Downtown must signal confidence. Downtowns often convey mixed messages about *image, market, conditions, and social connections* that undermine confidence. ***Confidence** is the currency that downtowns (markets) trade-in*.
Predictability:	Investors want ***predictability***—the foundation that confidence is built. If Downtown (the market) is not predictable, investors will not have the confidence to invest.

The Levers of Change

To strategically intervene in a market to position Corning to grow demand, it is imperative to work within the framework of the Levers of Change. The Levers of Change, image, market, physical conditions, social connections, amenities, and capacity, provide the framework for thinking through how to influence change and improvement. The Levers of Change allow us to intentionally target strategies and investments to arrest marginal conditions, build from strengths, leverage assets, and move the market toward the desired outcomes. In the case of Corning's Downtown, the Levers of Change allow to grow demand.

> "The most effective...strategies target...elements that profoundly affect [Downtown] stability:
> 1. the positive or negative image that defines [Downtown],
> 2. the viability and particular characteristics of the [Downtown's] real estate market,
> 3. the quantity and quality of improvement to and maintenance of the physical conditions of individual [buildings] and public spaces, and
> 4. the strength of the social connections among [residents, businesses, tourists, etc.] and with local institutions."
>
> David Boehlke, Community Development Guru

The Levers of Change

Image	**What signals?** The signals Downtown sends to the market. Signals can be positive or negative. *Every property is a billboard* for the ***image*** of Downtown. Signals inform us about ***predictability*** *and* ***confidence***.
Market	**Who is there and what is there?** Who and what is there explains the market for Downtown at that moment in time. We can read the market through signals.
Physical Condition	**The way things look and feel.** Condition is the *product on display*. This is not simply the aesthetics, but also the quality product, level of investment, and degree of maintenance. Is the place well maintained? Clean? Free of litter and graffiti? Are the sidewalks clean? Is the street free of potholes? Are buildings well maintained? Are property owners investing?
Social Connections	**The connectivity of place:** How people and businesses connect to the place and each other—a sense of place. How the place is connected to other places—its site, situation, and relationships.
Amenities	**The amenities of place.** Thing that provides comfort, convenience, or enjoyment—that enhance the visitor experience.
Capacity	**With what capabilities and behaviors?** Capacity is the formal and informal governance structures (capabilities and behaviors) that manage a place (market). Capabilities may be organizations, government, management, or regulations. Behaviors may be relationships, practices, or leadership. How do these capabilities and behaviors inform us about a community's capacity to manage change, implement, and improve?

Market Analysis

Goman+York analyzed a substantial amount of market data that included demographics, socioeconomics, market segmentations, and geofence data to better understand the local market and visitations to Market Street.

Key Market Indicators – 15-Minute Drive Time

The *15-Minute Community Profile & Trends* presents the 15-minute Drive Time from the center of Market Street. This market geography best defines the local market and primary trade area for Downtown.

The population (27,962), median household income ($80,188), and educational attainment (43% Bachelor's Degree or higher) reveal a moderate to strong retail market.

Key Market Indicators – 180-Minute Drive Time

The *180-Minute Community Profile & Trends* presents a 3-hour Drive Time from Corning. On average, approximately 75% of tourists travel by car, and most are willing to drive three hours to their destination.

There are over 6.5 million persons within three hours of Corning, with a median household income of $68,986, and educational attainment of 32% with a Bachelor's Degree or higher. The primary tourism trade area for Corning is socioeconomically weaker than Corning, as a result of the vast rural areas that make up much of the primary tourism trade area.

Key Market Indicators – 300-Minute Drive Time

The *300-Minute Community Profile & Trends* presents a 5-hour Drive Time from Corning. Five hours is about the furthest extent that tourists will drive for a destination.

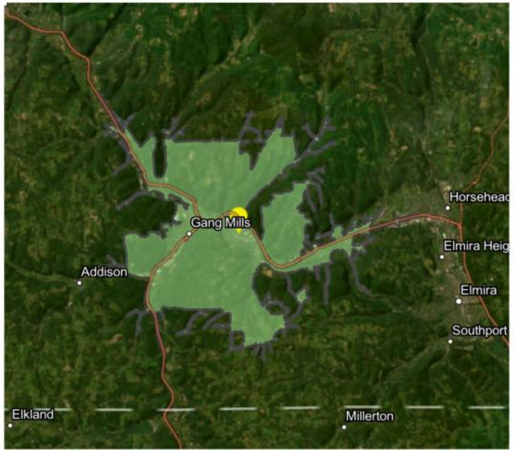
There are over 50 million people within a five-hour drive of Corning, providing a very large secondary tourism trade area. This area includes large metropolitan areas such as New York, Philadelphia, Buffalo, Pittsburgh, and Baltimore. The geofence analysis of visitors to the Corning Museum of Glass confirmed that the Corning tourism market area, in fact, covers a five-hour-plus drive time area. See the Glass Museum Geofence map on the following page.

The population within five hours has a Median Household Income of $85,256, and educational attainment of 41% with a Bachelor's Degree or higher. The secondary trade area is socioeconomically similar to Corning.

[More extensive data is available in the *Downtown Study: Demographics & Socioeconomics* report dated February 2026].

Community Profile & Trends – 15-Minute Drive Time

Market Analysis



esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Drive time of 15 minutes

27,962	2.15	31,895	1,225	3.8%	42.5	$80,188	$1,129,922
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$204,917
Median Home Value

14,166
2024 Total Housing Units (Esri)

$861
Median Contract Rent

Education

4%
No High School Diploma

24%
High School Graduate

28%
Some College

43%
Bachelor's/Grad/ Prof Degree

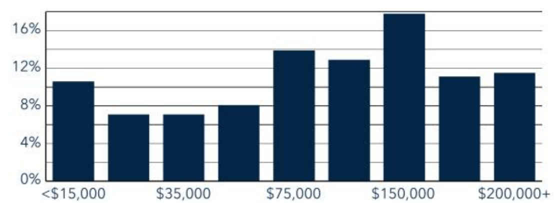
Projected Growth

27,269
2029 Total Population (Esri)

14,019
2029 Total Housing Units (Esri)

34,738
2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$2,266
Apparel & Services

$209
Computers & Hardware

$7,245
Groceries

$7,963
Health Care

3,735
2024 Food Away from Home

Tapestry

Top 3 segments by household count

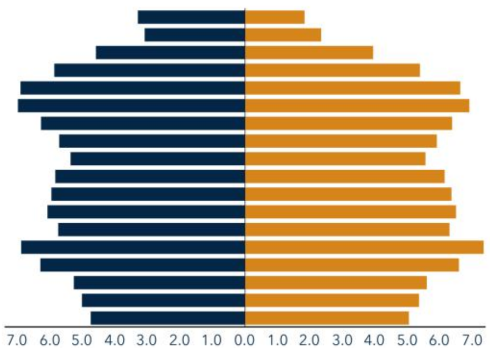
Segment	Households | %
C1 Single Thrifties >	2,213 | **17.4%**
K7 Room to Roam >	1,745 | **13.7%**
K2 Middle Ground >	1,660 | **13.0%**
Other	7,137 | **56.0%**

View comparison table

GOMAN+YORK

Community Profile & Trends – 180-Minute Drive Time

Market Analysis



Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Community Profile & Trends

Drive time of 180 minutes

6,561,780	2.28	27,237	237,836	4.2%	42.1	$68,986	$963,289
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

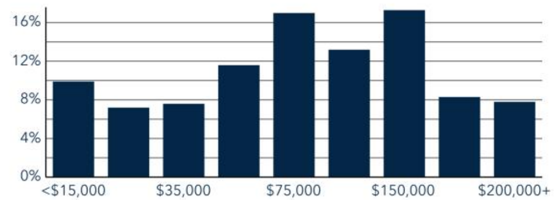
Housing Stats

- $223,944 — 2025 Median Home Value
- 3,168,595 — 2025 Total Housing Units (Esri)
- $932 — 2025 Median Monthly Contract Rent

Education - 2025 ACS

- 8% — No High School Diploma
- 33% — High School Graduate
- 28% — Some College
- 32% — Bachelor's/Grad/Prof Degree

Household Income



Projected Growth

- 6,508,050 — 2030 Total Population (Esri)
- 3,186,045 — 2030 Total Housing Units (Esri)
- 29,826 — 2030 Retail Goods (Avg)

Annual Household Spending - 2025 ACS

- $1,920 — Apparel & Services
- $175 — Computers & Hardware
- $6,216 — Groceries
- $6,784 — Health Care
- 3,170 — 2024 Food Away from Home

Tapestry

Top 3 segments by household count

K3 Loyal Locals >	320K | **11.6%**
K7 Room to Roam >	249K | **9.0%**
I3 Heartland Communities >	227K | **8.3%**
Other	1.96M | **71.1%**

View comparison table

GOMAN+YORK

Community Profile & Trends – 300-Minute Drive Time

Market Analysis

Community Profile & Trends

Drive time of 300 minutes

50,571,479	2.46	34,758	1,853,779	4.5%	40.4	$85,256	$1,363,501
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

Housing Stats

$386,635	21,868,553	$1,458
2025 Median Home Value	2025 Total Housing Units (Esri)	2025 Median Monthly Contract Rent

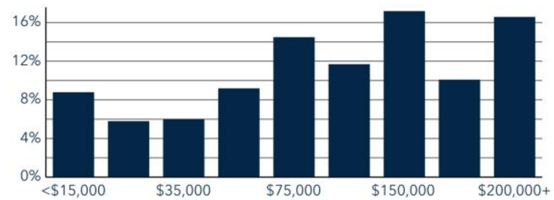
Education - 2025 ACS

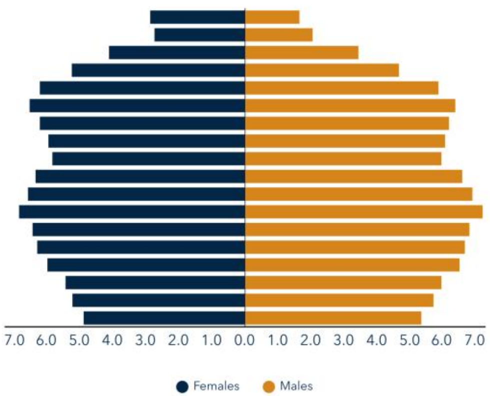
9%	27%	23%	41%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

50,754,607	22,193,369	38,210
2030 Total Population (Esri)	2030 Total Housing Units (Esri)	2030 Retail Goods (Avg)

Household Income





Annual Household Spending - 2025 ACS

$2,667	$246	$8,150	$8,229	4,429
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

Top 3 segments by household count

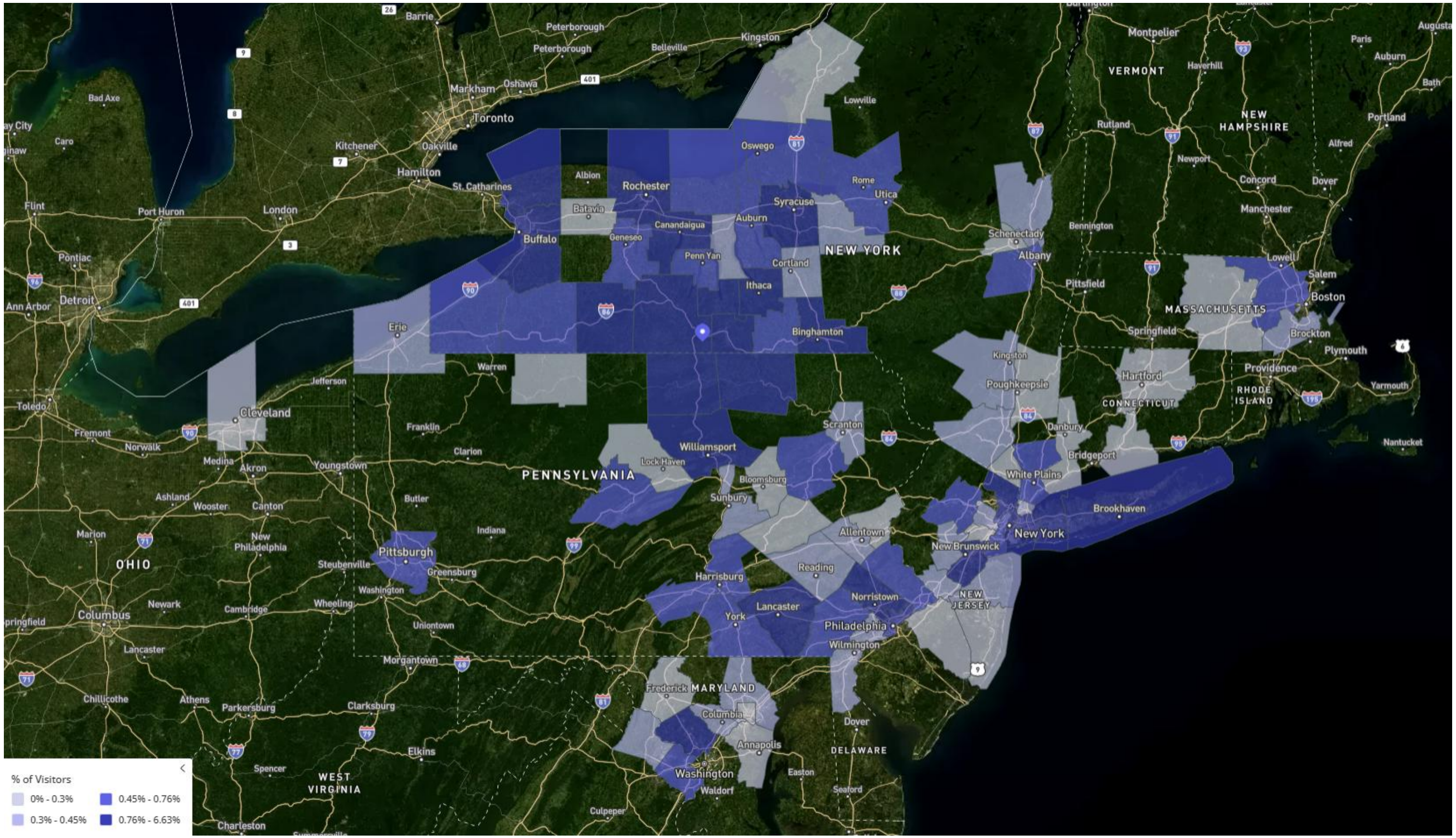
L1 Savvy Suburbanites >	1.37M | **6.9%**
L3 Top Tier >	1.06M | **5.3%**
K7 Room to Roam >	963K | **4.8%**
Other	16.6M | **83.0%**

View comparison table

Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Secondary Tourism Trade Area

Market Analysis



This map illustrates the **percentage distribution of Visitors** to the Corning Museum of Glass by Home Location. The darkest shading presents areas with more than 0.75% of the museum’s 289,400 total visitors, highlighting a broad, multi-state tourism trade area.

Secondary Tourism Trade Area

Market Analysis

Tourism Trade Area

The *Secondary Tourism Trade Area Map* presents the distribution of home locations of visitors to the Corning Museum of Glass for the calendar year 2025. The map clearly shows that a sizable number of visitors are traveling five or more hours to reach Corning, and even the Boston and DC metropolitan regions are traveling to Corning. The 289,400 Museum of Glass visitors may provide a reasonable estimate for destination visits to Corning's Downtown, assuming more visits for special events and business travel.

The geofence analysis data can be seen in the *Downtown Study: Geofence Analysis* report dated February 2026.

Geofence Analysis

Market Analysis

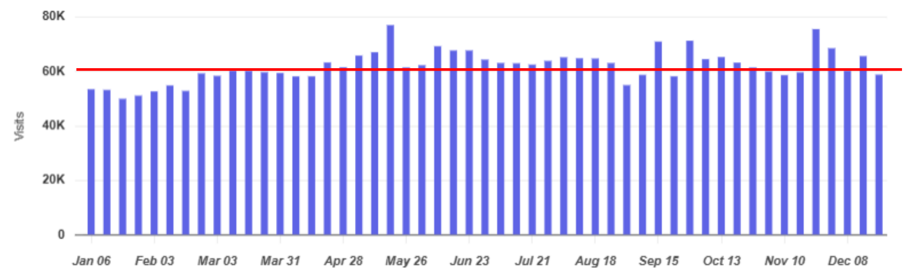
Market Street Geofence Analysis

The geofence analysis of Market Street captured 3.2 million visits to Market Street in 2025, consisting of 385,600 individual visitors, and a visit frequency of 8.37 visits. The average dwell time of visitors was 61 minutes.

The *Visits Trend* graph confirms the seasonal variation in visits, with January and February being the weakest months. The *Visitor Journey* graphic shows where visitors to Market Street were before and after their visit to Market Street. While home and work dominate the prior and post visits, due to local resident visitors, the most interesting tourism data point is the 1.9% of visitors (approximately 61,000 visitors) who were at the Corning Museum of Glass before their visit to Market Street. This confirms that tourism is an important driver of demand on Market Street.

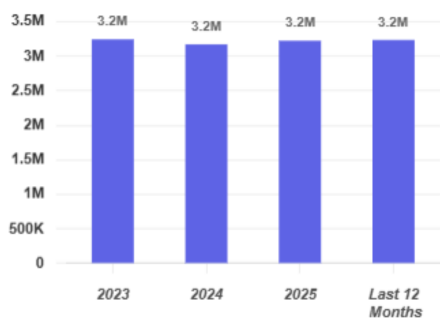
Visits Trend

Gaffer District, Weekly Number of Visits



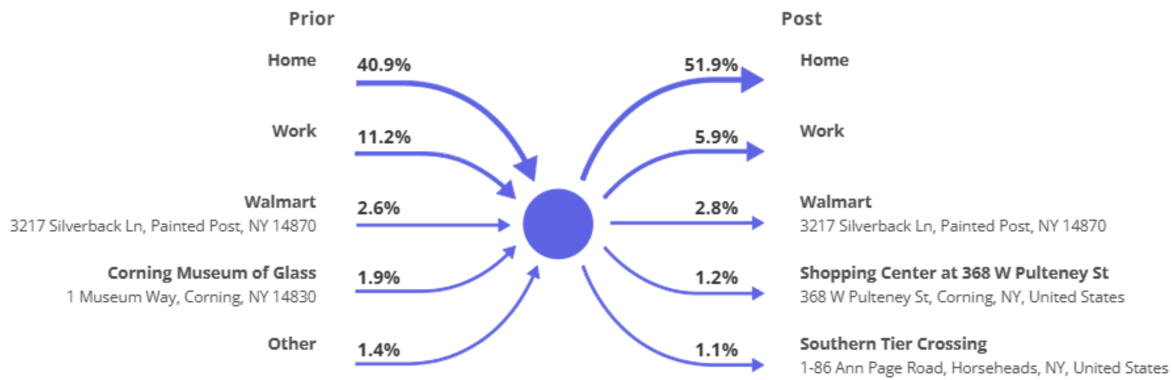
Visits Trend

Gaffer District, Annual Number of Visits

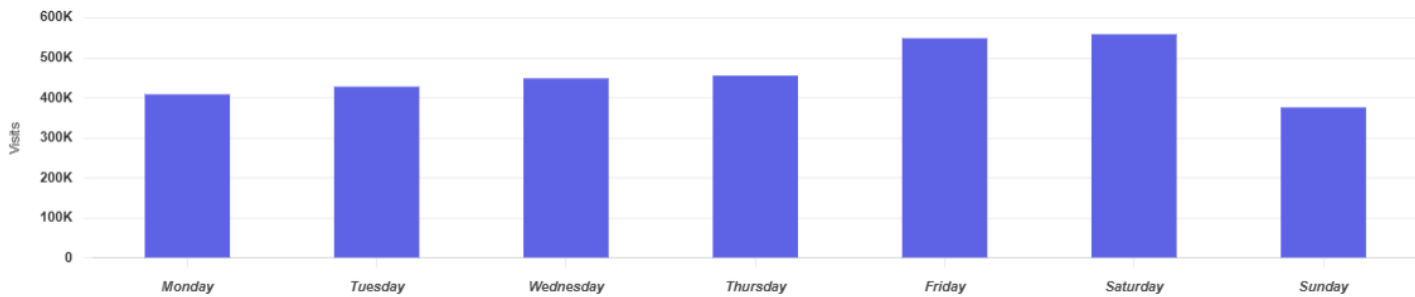


Visitor Journey

Gaffer District

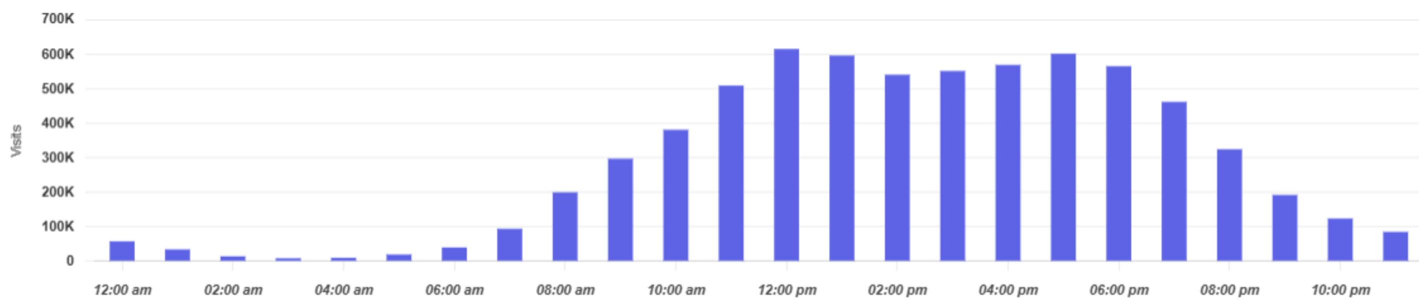


Daily Visits
Gaffer District, Daily Number of Visits



The *Daily Visits* graph shows that Friday and Saturday are the busiest days on Market Street, while Sunday is the quietest day of the week. This confirms the complaints of public outreach participants that many businesses are closed on Sundays.

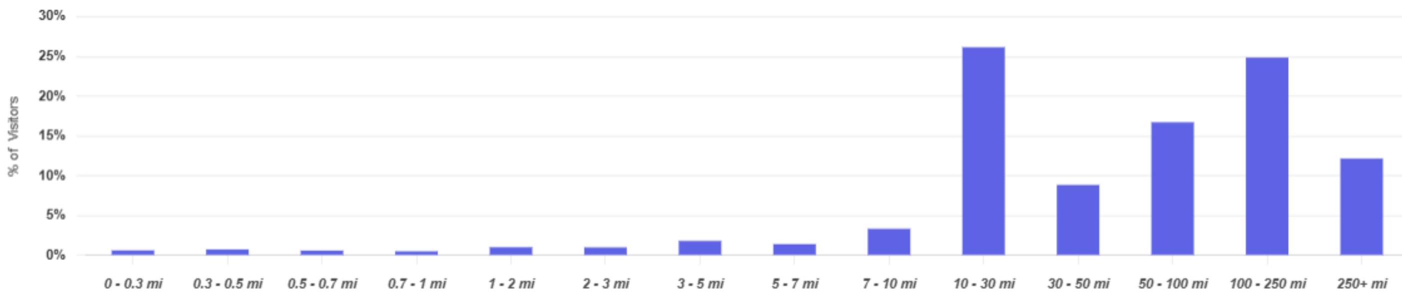
Hourly Visits
Gaffer District, Hourly Number of Visits



The *Hourly Visits* graph shows that Market Street is busiest during lunchtime and early evening. Visitation drops consistently from 6:00 pm to 11:00 pm. The early dining hours (5:00 – 8:00) and fewer later dining point to a softness in the restaurant scene on Market Street. It is likely that tables are only turning once or twice in an evening. Therefore, ample seating capacity to accommodate greater demand, if the dinner rush were extended later.

Trade Area Coverage by Distance

Gaffer District, Percent of Visitors by Home Location



The *Trade Area Coverage by Distance* graph displays the percentage of visitors by distance from the home. The highest percentage of visitors comes from 10-30 miles away. What is most interesting is the high percentage of visitors between 100 and 250 miles, and those over 250 miles. This further supports the large tourism trade area of Corning. It also highlights the importance of tourism and tourists in Downtown Corning.

Comparative City Analysis

	Core City Comparisons - Regional			Other City Comparisons		Drive-Time
Existing Conditions	**Corning City**	**Elmira City**	**Ithaca City**	**Glens Falls**	**Wellsboro City**	**Corning 15-Min DT**
Population	10,434	25,416	31,804	14,504	3,469	27,962
Population 2030	10,251	24,770	31,839	14,576	3,424	27,269
Household Size	1.97	2.14	1.84	2.02	2.12	2.15
Unemployment	4.7%	7.65%	5.2%	4.2%	2.9%	3.8%
Median HH Income	$62,295	$44,477	$45,331	$66,569	$60,135	$80,188
Net Worth	$526,326	$249,894	$373,106	$608,725	$1,162,531	$1,129,922
Median Home Value	$175,059	$91,615	$361,963	$205,471	$194,100	$204,917
Housing Units	5,880	12,682	15,011	7,748	1,773	14,166
Median Rent	$964	$743	$1,582	$960	$703	$861
Bachelor or Higher	42%	20%	72%	34%	41%	43%

Comparative City Analysis

A comparative analysis of the City of Corning to other small cities was performed. The City of Corning performs well when compared to Elmira City and Ithaca City, and even Glens Falls and Wellsboro City, in many metrics. Elmira is the weakest market, while Corning and the four others are similar markets economically. That said, the influence and benefit of size and being a college town are evident in the Ithaca City metrics. For example, total population, housing units (or households), median home value, and percentage of college-educated population outperform Corning City and the others.

Knowing that Trader Joe's is a retailer that many communities desire, and knowing that Ithaca has Trader Joe's, Goman+York tested Corning's 15-minute drive time market against the Trader Joe's demographic and socioeconomic site selection criteria. (This is a test of market strength, not a recommendation to pursue Trader Joe's) While Trader Joe's does not make public their specific criteria, much is known about their consumer demographic profile and location selection. For example, they prefer locations with high educational attainment (55% of residents or higher), middle- to upper-middle income households (at least $65,000 to $80,000 median household income), young professionals and health-conscious consumers (median age around 43), densely populated urban or suburban neighborhoods, and a 15-minute drive-time trade area with approximately 36,000 to 80,000 persons. The Corning 15-minute drive-time performs better than expected, other than falling below the total population and educational attainment thresholds.

In conclusion, Corning's demographics and socioeconomics are stronger than expected. Even though Corning is a small city and a non-metropolitan region, it demonstrates cosmopolitan characteristics that are favorable for economic development opportunities, especially in the context of maintaining and growing the economic position of Market Street and Downtown.

Amenities of Place

Amenities of Place

Amenities of Place

When thinking about Downtown Corning, investment, improvement, and growing demand, it is important to consider the amenities of place and placemaking. Society has changed. The way we live has changed, and as a result, communities and downtowns need to adapt. This means that how we think about and plan for places like Corning's Downtown needs to change. Place-making—a process of strengthening connections between people and the places they share and communities they live in—is a phrase used in planning to describe the collaborative process of shaping the public realm. Another phrase, third space, describes places other than home (1st space) and work (2nd space) where we spend our free time. Corning's Downtown is mostly a 2nd space and 3rd space, with some 1st space.

Demographic changes are driving changes in the way we live, the way we work, the way we consume, and the way we socialize. As a result, these changes and shifts have occurred across most consumer markets. How and where we shop, eat, recreate, socialize, and travel have changed over decades and across generations. One of the most notable changes across society is the rise of the experience economy, a society where consumers (residents and tourists) seek out, buy, and engage in experiences—just as they buy goods and services. This has elevated the importance of the experience in the context of place-making, third space, and planning for downtowns. It has given rise to what can be called the amenities of place.

It is no longer enough for a place to simply be clean, safe, vibrant, and aesthetically pleasing—even though these qualities of place remain critically important. Today's consumers (residents and tourists) have new and greater expectations of what a downtown district should be. Consumers are not simply seeking out and buying goods and services in the downtown, they are also seeking out and buying into the experience that downtown offers. This includes aesthetics, emotions, experience, and even a sense of social status. It is as much about fulfilling their passions and enthusiasms as it is about fulfilling their needs or wants. They want amenities and the experience of place.

The amenities of place are simultaneously tangible and abstract. For example, tangible amenities may be nice cafes, outdoor dining, and inviting public spaces, while abstract amenities are the collective experiences that the place provides—how the place engages the senses and emotions of consumers and how the place offers a unique experience. The amenities of place have been elevated by the way we live and engage places. The amenities of place are critically important to creating and maintaining a vibrant and prosperous downtown. It is no longer enough for Corning to be a good place to live, work, or raise a family. Today, Corning must also work to engage residents, visitors, and businesses in their passions and enthusiasms that provide the Corning, the Downtown experience—whatever that experience may be.

Amenities of Place

Amenities of Place

This concept of the amenities of place is important to recognize and embrace in planning for investment and improvement. The amenities of place must be in focus when thinking through planning, policy, and decision-making on design, use, density, infrastructure, and civic space.

Corning's Downtown has many amenities and assets to be leveraged, and strengths to build from. These amenities must be nurtured, enhanced, invested in, preserved, and protected. They also need to be part of Corning's Downtown narrative, marketed, and embraced as the core of the Downtown experience. The following are some of Downtown Corning's amenities of place:

- Centerway Square
- Market Street
- Riverfront Park
- Centerway Walking Bridge
- Little Joe Tower
- Civic Center Ice Rink
- Fallbrook Park

Centerway Park

Amenities of Place

Amenities of Place

These amenities of places are assets to Downtown—they are qualities of place that make Downtown unique and inviting. These amenities speak to and engage the needs, wants, passions, and enthusiasm of today's consumers (i.e., residents, tourists, entrepreneurs, and investors). These amenities are the ingredients of place-making, and they can be leveraged to strengthen connections between people and the places they share and the communities they live in.

Corning must continuously invest in these assets. Specifically, Corning must invest in the public realm, paying close attention to detail, physical character, and maintenance. That means doing the little things and doing them well (e.g., cutting the grass, sweeping the streets, painting the crosswalks, planting flowers, etc.). Make sure that the public realm of these places and the Downtown are the cleanest, safest, most inviting, and aesthetically pleasing they can be. Think of Disney World's attention to detail.

Most importantly, the historic architecture of Market Street must be treated as the crown jewel of Downtown. Therefore, special attention must be given to design, detail, and property maintenance. The historic architecture of Market Street is what makes Downtown unique, charming, and interesting. Few places have such a well-preserved historic design, scale, and massing.

Civic Center Ice Rink

Constancy of Purpose

Constancy of Purpose

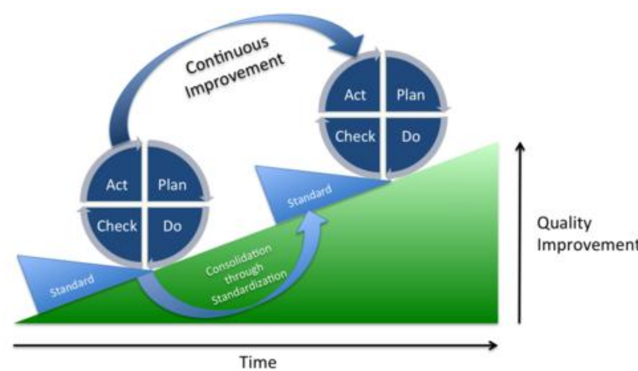
Constancy of Purpose

The work of positioning Corning's Downtown to grow demand and better compete for investment (time, energy, and money) is not easy, nor is it a one-time or short-term process. It requires a long-term commitment. There are no simple or quick fixes, no free rides, and there are no guarantees. The only guarantee is that doing nothing (or maintaining the status quo) will not create change or improvement. Without intentional intervention, Downtown will not realize its full potential.

For the Downtown to grow demand and improve, the stakeholders must adopt a new philosophy, a philosophy of continuous improvement. Improvement must become Downtown's constancy of purpose. Improvement needs to become part of everything being done and going on in Downtown. Government, civic organizations, businesses, property owners, and residents all need to work at improving Downtown Corning. To do this, improvement must become part of the culture of Downtown. Every detail of Downtown needs to be managed, cultivated, and curated.

Small, incremental investments, managing the mundane aspects of everyday life, and doing the little things well, are how Corning's Downtown will grow demand and improve. Small, continuous steps aimed at moving the market and growing demand are how Downtown will attract new visitors, repeat visitors, and become more competitive. The key is to remain focused and to invest strategically in things that improve image, market, physical conditions, and social connections. If the Downtown stakeholders can do this, demand will grow, the market will improve, and Downtown will better compete.

There are no pre-ordained or prescribed things Downtown Corning should do that will grow demand and create improvement. This strategy is a starting point and a framework, but Corning must continue to assess and determine what is working and what is not working. Do not be distracted by the simplicity of instant pudding approaches. Out-of-the-box plans and flavor-of-the-day strategies rarely create meaningful improvement. Stay focused on growing demand and creating improvement, be intentional in your work and actions, and continually question the status quo. Seek assistance and advice when needed, and resist yes and no answers—favor 'how can we make this work' as the answer and starting point to new ideas and opportunities.



Growing Demand: Strategies for Investment

What's Not Working & Strategies to Grow Demand

What is not working in Corning's Downtown provides a lens for thinking carefully about what needs to change for Downtown Corning to improve. The Levers of Change (Image, Market, Physical Condition, Social Connections, Amenities, and Capacity) provide the strategic framework for working through what is not working and the strategies (or interventions) to achieve improvement. This section confronts what is not working in Corning's Downtown from the framework of the Levers of Change

Downtown Image: Image is an important problem to solve in Corning's Downtown. To be clear, this is not to say Downtown has a poor image. It does not. However, what is not working for Downtown's image is a lack of communication. For example, unlike Painted Post and other communities, Corning does not have gateway signs that welcome visitors—nothing to let them know they have arrived.

The same is true of Downtown and Market Street. While there are banners on Market Street at Centerway Square, there are no banners or gateway signs at the entrance points to Market Street.

Strategy: Market Street has a strong and positive image that should be promoted. Invest in the design/implementation of a cohesive gateway signage program for Corning, Downtown/Gaffer District, and Market Street.

The Downtown also lacks robust and cohesive wayfinding. While residents know where they are and where they are going, visitors do not. Wayfinding signs direct the movements of visitors to tourist attractions, parking, public toilets, and notable sites. Wayfinding signs also provide an opportunity to display and reinforce the Downtown brand.

Strategy: *Invest in the design and implementation of a comprehensive wayfinding program for the Downtown/Gaffer District.*

Sample Gateway Sign

What's Not Working & Strategies to Grow Demand

The historic character of the Downtown core is outstanding and needs to be cherished and preserved. The historic architecture and character are assets to be leveraged. For example, in the context of image and Corning's history of innovation, the historic character of Downtown can be enhanced by innovation. For example, the outstanding modern architecture of Corning Corporate Headquarters and the 'Noel' building should be emphasized and celebrated.

Another example, use the existing theme of 'Incandescent' (as 'emitting light' from heating and 'Incandescent' as 'passionate') to highlight the historic and modern architecture. Create an architectural lighting program to illuminate building facades, pathways, and monuments.

A further example, consider bringing Little Joe, the Gaffer, to life in Downtown. Little Joe can be both a character and a theme that contributes to the Downtown experience.

> ***Strategy:*** *Turn incandescent into a broader theme of lighting and passion.*
>
> ***Strategy:*** *Invest in the design and implementation of a cohesive architectural lighting program to illuminate building facades, pathways, and monuments.*

Strategy: *Embrace Little Joe 'The Gaffer' as central character and theme in Downtown—have with Little Joe to create a unique experience. See Appendix II for more on Little Joe.*

Strategies to Grow Demand – Downtown Market

Strategies for Investment

Downtown Market

Improving image will aid in solving the problem of the market. However, the Downtown market also requires attention. While Downtown has strong occupancies and is mostly vibrant, the Downtown commercial real estate market (storefronts) is soft with rents at $1.00 to $2.00 per square foot. This is not surprising for a non-metropolitan small city and seasonal tourist destination. That said, in terms of rent and property value, the commercial real estate market is underperforming due to seasonal demand. Therefore, the greatest problem for Corning's downtown is market demand.

Downtown Corning must grow demand to create greater vibrancy and value. Such a statement is easy to say, but difficult to achieve. Demand for real property is mostly driven by job growth, population growth, household formations, and income growth. However, the demographic and socioeconomic analysis shows that Corning's demand drivers are mostly stagnant, especially in terms of population and household growth. In terms of income and employment sectors, Corning is more cosmopolitan than most non-metropolitan small cities. This is the result of Corning Incorporated remaining headquartered in Corning.

Most notable in the context of market demand, while Corning is a small city of only 10,434 persons, the 15-minute drivetime from Market Street revealed a market population of 27,962 persons and a median household income of $80,188, equal to the U.S. median household income. Therefore, the trade area population and median income are positive market metrics for a small non-metropolitan community. This is, in part, why Downtown has remained vibrant with high occupancy.

Corning's Downtown market is not solely organized around a local trade area; it is also a tourism destination, and tourist visitation plays a key role in demand. If Corning were not a tourist destination, it is safe to assume that Market Street and Downtown would be weaker. The Downtown and Market Street area is too large to be supported only by the local market.

During the community outreach, participants remarked on the importance of tourism and that the tourist season runs from June to November, with the peak season being July and August. Participants, especially business owners, noted that the off-season was December to May, and that it is a struggle for businesses to navigate the off-season.

The hospitality sector data also point to soft-market conditions. For example, hotel occupancies are 53%, and REVPAR is $65. Strong-market hotel occupancies are 80% or more, while moderate occupancies are over 65%. Occupancies of 53% are soft, but not surprising in a seasonal tourist destination—the industry relies on high occupancies for a few months a year. The low REVPAR is the result of low occupancy. If occupancy increased, REVPAR would also increase.

Looking to grow demand through the demographic and socioeconomic demand drivers in the local market alone is near impossible without meaningful job growth—the primary driver of population growth and household formations. Therefore, tourism offers the best opportunity to grow demand in Corning's Downtown. More tourists equal more hotel nights, equal more feet on Market Street, equal more shoppers and diners, equal more income. More income equals stronger rents and higher property value.

The following are strategies to grow demand in Downtown Corning.

Strategy: While the primary focus needs to be on growing demand in tourism, such efforts should not exclude local demand. Improving the Downtown experience will make Downtown more appealing to locals. Therefore, local demand can be targeted by ensuring that a percentage of businesses in Downtown are locally focused or appeal to both locals and tourists. The key to attracting more local foot traffic is to ensure these businesses meet the needs and wants of the local community and are at price points the local community can afford. For example, family and fast-casual style restaurants, fitness and wellness businesses, hair salons, etc.

Strategy: Grow tourist demand by ensuring a percentage of tourist-focused businesses. For example, such businesses would include gift/novelty shops, art galleries, experiential retail, and higher-end restaurants with an urban-chic aesthetic, cosmopolitan feel, and sophisticated menus (globally inspired menus with a local flare).

- This cosmopolitan vibe in a non-metropolitan location is important. The expectations of cosmopolitan tourists from large metropolitan places are different. Appealing to their tastes is key to increasing demand. While they may be seeking a small-town or rural experience, they still want lattes, fancy cocktails, craft beer, and elegant food.

Strategy: Work on growing tourist demand outside of June to November. Develop programs, events, and package getaways to draw visitors to Corning from December to May. Be creative in designing such events and themes to draw tourists in the off-season. For example, the small arctic town of Longyearbyen, Svalbard, Norway runs Dark Season Blues, a four-day blues music festival at the start of Polar Winter, 24-hour darkness for 3 months. Such an event engages the passions and enthusiasms of blues fans, while providing a reason for visitors to visit Longyearbyen in winter.

Corning should develop off-season programs and events. For example, a winter festival focused on ice (like glass). Another example is a Valentine's weekend getaway package. In addition to Valentine's, New Year's, MLK weekend, Presidents Day weekend, and St. Patrick's Day, all provide opportunities for events and getaways targeted at long weekends.

Another way of thinking about events in the off-season is to create Halfway to Events, such as a halfway to the Corning Marathon with a 5K or 10K race on Saturday, and a fun run (costume runners) on Friday night. If Little Joe were brought to life as a character and theme, his story and life could be embellished, and Corning could celebrate Little Joe's birthday, which just happened to be late April, affording another opportunity in the slow season to attract visitors.

Such events do not have to be large to start. They can be small and locally focused to see what works, and ramped up over time.

WINEGLASS
RACE SERIES
26.2 · 13.1 · 8K · 5K

Strategies to Grow Demand – Downtown Physical Conditions

Strategies for Investment

Downtown Physical Conditions

The physical conditions of Downtown Corning, in terms of appearance and maintenance, are good in the core and mixed in the frame. However, Downtown does not show signs of distress and abandonment. The fact is, investment is still flowing in Downtown, and the Gaffer District and City of Corning do a particularly excellent job at managing and maintaining Downtown.

Strategy: Continue to manage the physical conditions of public spaces. Do the little things and do them well. Sweep the streets, pick up litter, empty the trash bins, and clear the snow.

Strategy: Invest in flowers and implement a flower program. Flowers add color, soften hardscape, and are aesthetically pleasing. Flowers need care and show that Corning cares about Downtown. Adding flower boxes, planters, and hanging planters is a low-budget way to instantly improve the Downtown environment and improve the visitor experience.

- It is common for communities to use existing or create new garden clubs to care for the flower installations. Corning could do the same to reduce costs.

Throughout the public outreach programs, parking was mentioned as a problem to solve. That said, the problem of parking was not well defined or agreed upon by the participants. Based on empirical observations, Downtown Corning has ample and abundant public and private parking that is dispersed throughout the core of Downtown. Furthermore, parking is not competing with or occupying prime real estate locations within the core of Downtown. Therefore, Downtown does not appear to have a structural parking problem, such as too little, too much, or poorly located parking.

Downtown Physical Conditions

Parking is a problem of visitor perception and management. Solving the perception of parking is nearly impossible to solve. Visitors will always look for and want the most convenient and least expensive parking. Therefore, the parking problem to solve is how parking is managed. This is not to say it is managed poorly today, but that there is always room for improvement. To effectively manage parking, downtown parking must be viewed as part of the visitor experience. Therefore, parking cannot be a means of frustration or disappointment.

An example of effectively managing parking is, once again, doing the little things and doing them well. Parking areas should be well-designed, well-maintained, and present well.

> **Strategy:** Ensure that parking is included in the wayfinding program. Signage directing visitors to public parking and from the parking area to Market Street and attractions is critical. Signage for parking payment and kiosk locations is also necessary.

> **Strategy:** Consider increasing the 2-hour parking limit on Market Street to 3- or 4-hours to better serve visitors. The 2-hour on-street parking limit does not encourage visitors to linger and spend money. Visitors need time for strolling, shopping, and dining.

Downtown Amenities

An amenity is something that provides comfort, convenience, or enjoyment. Downtown Corning is filled with many amenities. For example, Centerway Square, the Stage and seating at Centerway Square, Centennial Park, the Little Joe Tower, the Corning Glass Museum, Rockwell Museum, and the Ice Rink are all amenities. Other amenities include park benches, parking facilities, public toilets, and even the historic architecture. Amenities need to be provided, nurtured, and managed.

Place-making is an urban planning phrase that means intentional interventions to make public spaces more inviting and interesting. For example, street art, performances, and markets are commonplace tactics. Third spaces are locations for social gathering (i.e., cafes, parks, studios, and restaurants). Downtown Corning is a third space.

Downtown Corning has employed many spaces, activities, and programs that meet the definition of place-making and third spaces. Such programs and activities are amenities and should be nurtured, and new programs and activities should be created and developed. However, there is one especially important amenity, place-making activity, and third space that is missing from Downtown Corning, outdoor dining.

The absence of outdoor dining—that is, meaningful outdoor dining in front of most of the restaurant establishments—is a bit shocking and concerning. It is hard to think of any Downtown, especially in a successful tourist destination that has so little outdoor dining. Outdoor dining has become so commonplace in Downtowns and tourist destinations that it could be argued that it is basic infrastructure, not an amenity.

Downtown Amenities

The fact is, if there was only one thing Corning could do to improve Downtown, to grow demand and create greater vibrancy, the sole recommendation of this Downtown Strategy would be to allow and introduce outdoor dining.

The absence of meaningful outdoor dining is a detriment to Downtown Corning and Market Street. For example, it is likely that even when Market Street is busy and the restaurants are packed in the evening, Market Street can look and feel quiet because the vibrancy is indoors, hidden from public view. Outdoor dining draws activity out of the semi-public space inside restaurants and into the public realm. This simple change instantly improves vibrancy—Market Street will come to life. Vibrancy is an amenity, and it attracts visitors (locals and tourists) alike. Locals want a vibrant downtown, and tourists want a vibrant, interesting place to experience. Who doesn't want to enjoy a summer evening outdoors eating, drinking, socializing, and spending time with friends and family?

The benefits of outdoor dining extend further than visitor experience and vibrancy. Outdoor dining also provides economic opportunity and benefits. For example, restaurants can increase their seating capacity, affording them the ability to seat and serve more guests, which translates to greater sales. In a seasonal tourist destination, when restaurants struggle to navigate the off-season (December to May), increased seating capacity and greater sales in peak-season can go a long way to providing greater financial predictability and stability. Another economic example, increased seating capacity translates to increased staffing, which creates jobs and more income in the local community. Increased sales can also translate into greater property income, which drives commercial property, and can translate into greater property tax revenue for the City of Corning.

Sample Dining Parklet

Strategies to Grow Demand – Downtown Amenities

Strategies for Investment

Strategy: Corning, specifically the City of Corning, must embrace and allow outdoor dining. The greatest problem to solve in Downtown is demand, and outdoor dining has the best potential to drive new demand to Downtown. That new demand, translated into vibrancy, will create new opportunities for other businesses and storefronts in the Downtown.

Allowing outdoor dining is not always as simple as it sounds. Residents, businesses, and politicians will have concerns. For example, politicians may be concerned with allowing alcohol consumption outdoors and in public spaces. Residents of Downtown may be concerned with noise or litter. Businesses in Downtown, especially non-restaurant businesses on Market Street, may be concerned with outdoor dining taking away parking spaces. Thankfully, each of these concerns can be worked through and mitigated. A City Ordinance allowing outdoor dining can include reasonable measures to address these concerns.

Strategy: Invest in well-designed outdoor dining 'parklets' to create space for outdoor dining space in parking spaces on Market Street. Unfortunately, sidewalks are too narrow to allow for meaningful outdoor dining. Thankfully, Market Street and the Downtown core have ample and abundant parking, so that a small percentage of parking spaces can be converted into outdoor dining space, without a negative impact to parking supply.

Strategy: It would be best, through the outdoor dining enabling ordinance, to crease comprehensive outdoor dining program and permitting process to be administered by The Gaffer District, not the City of Corning. Allow the Gaffer District to apply for a Market Street outdoor dining permit with a master plan that includes the designs for the 'dining parklets', and the locations (in front of restaurant storefronts. Also allow the Gaffer District to administer the program, issue permits to the individual restaurants looking to participate in outdoor dining, and provide either the 'dining parklet' or design standards for custom parklets.

Sample Dining Parklet

Downtown Social Connections & Capacity

In the context of Corning's Downtown, social connections and capacity are both formal and informal governance structures that influence and manage the Downtown. Informal governance structures can be cooperation between property owners or residents who look to improve the Downtown themselves. Formal governance structures are agencies and organizations that actively work to improve Downtown.

Corning, for a small-city have as culture of strong and positive civic involvement. The number of organizations and individuals engaged and involved in the Downtown is impressive and a testament to how well Downtown has performed compared to many other small cities. While there are many individual and institutional stakeholders in Downtown Corning, the key stakeholders consist of the City of Corning, the Gaffer District, Corning Area Chamber of Commerce, Explore Steuben (CVB), the Corning Area Business Alliance (CABA), the Corning Glass Museum, the Rockwell Museum, and Corning Incorporated.

Each of these stakeholders invests time, effort, and money in the betterment of Downtown Corning and should continue to do what they are doing, working towards continuous improvement. Therefore, the recommendations for governance strategies are minimal.

Strategy: Consider the creation of a property owners' association and a merchant's association. Facilitating relationships among the property owners and among the merchants can be beneficial and lead to cooperation. These do not need to be formally incorporated organizations to start; they can simply be informal committees that meet quarterly. CABA may be a good organization to host the merchant association.

Strategy: Enhance existing engagement and identify and engage other stakeholders. For example, SUNY Corning Community College is engaged in Corning's Downtown and the broader community. SUNY works with nonprofits for student capstone projects, internships, and provides transportation connections between Downtown and the SUNY campus. However, working to further enhance the engagement of SUNY, creating more and consistent connections between Downtown and SUNY, will further benefit Downtown and SUNY as a supporter and benefactor of Downtown. Are there other organizations or companies that can be engaged and leveraged for mutual benefits?

Key Stakeholders

Downtown Stakeholders

Key Stakeholders

Everyone in Corning is a stakeholder of Downtown. Therefore, residents, businesses, civic organizations, and the City of Corning all need to be invested in Downtown and working towards its continuous improvement, growing demand. That said, there are certain organizations that are key stakeholders due to the very nature of their relationship to Downtown. These key stakeholders are the City of Corning, The Gaffer District, Inc., the Corning Area Chamber of Commerce, and Explore Steuben (the Convention & Visitors Bureau). Each of these organizations has a critical role to play in Corning's Downtown.

The City of Corning

The City must be vested in Downtown and provide leadership and governance. While government is naturally bureaucratic, bureaucracy does need to be and should not be a barrier to change and improvement. While codes and enforcement are the foundation for protecting public health, safety, and welfare, the administration of codes and enforcement can be fair, reasonable, and efficient. Permitting for businesses should be swift, simple, and certain.

Most importantly, the City of Corning must be open to new and innovative ideas and strive to be creative in its role. This is especially true of outdoor dining. Outdoor dining is the one strategy that can transform Downtown. It would activate the public realm, create instant vibrancy, and breathe new life and economic opportunity into the restaurant scene. It will engage the passions and enthusiasms of tourists and locals. The positive outcome far outweighs the possible negative outcome, which can be mitigated through thoughtful regulation.

The City must also run an efficient and effective parking system, including adequate payment kiosks, Downtown resident parking permits, and dedicated resident parking spaces, and increase the time allowed for on-street parking on Market Street.

Downtown Stakeholders

Key Stakeholders

The Gaffer District, Inc.

The Gaffer District is the primary Downtown stakeholder that manages Corning's Downtown. Its primary roles include programming, events, and maintenance of the Downtown, including administration of the Business Improvement District (or the Corning Intown Management Association).

The Gaffer District has and should be charged with many roles in growing demand and creating improvement in the Downtown. It should be the primary cheerleader for the Downtown, market the Downtown, organize and facilitate all events and programs, and it should manage the daily maintenance of the Downtown.

Regarding the implementation of the strategy recommendations, the Gaffer District should be charged with gateway and wayfinding signage, winter and spring programming and events, Centerway Bridge activation, place-making activities and installations, façade lighting, outdoor dining, and all things that make Downtown more interesting and vibrant.

Place-making: The Centerway Walking Bridge is a key linkage between Market Street and the Corning Museum of Glass. The bridge needs to be activated to become a lively and interesting public space. While there is a multiplicity of opportunities for activities along the bridge, two examples are a permanent outdoor market with vender spaces and busker stations for performers.

Pedestrian Bridge as Vendor Space

Downtown Stakeholders

Key Stakeholders

The implementation of outdoor dining on Market Street should be authorized and codified by the City of Corning. However, implementation and administration of the program should be delegated to the Gaffer District. The Gaffer District should work with restaurants to design an outdoor dining strategy and plan, and apply to the City for a collective Market Street outdoor dining permit. The Gaffer District can facilitate the installation of outdoor dining spaces and manage the program.

An architect and/or lighting specialist to be retained to design a comprehensive façade and public space lighting scheme for Market Street. Once a lighting plan is completed, individual building owners should be allowed to apply for permits to install lighting in accordance with the lighting plan.

Corning Glassworks Arch

The Corning Gate offers a terrific opportunity for an architecture lighting demonstration project.

Corning Area Chamber of Commerce

The Chamber of Commerce serves and advances regional business interests in support of a vibrant community. Their mission and programs overlap with Downtown Corning and the need to grow demand and vibrancy. Most importantly, it is in the best interest of their membership to support Downtown and the creation of a more vibrant Downtown—rising tides raise all ships.

Regarding strategies and implementation, the Chamber can plan a role as a promoter of Downtown, as a generator of demand by hosting programs and events in Downtown, and as an active representative of Downtown businesses.

The Chamber, as an advocate for business interests, may be a good organization to host and help with the creation of a Downtown Tenants/Merchants Association.

Explore Steuben (CVB): The Conference & Visitors Bureau is the official and premier tourism agency in the region. Explore Steuben's mission is to aggressively promote the visitor industry year-round and thereby stimulate economic growth. Therefore, Explore Steuben plays a key role in tourism and needs to be a central figure in Downtown Corning. More importantly, since growing demand is key to Downtown's improvement, CVB must be an active stakeholder in the implementation of this strategy.

Growing tourism demand is important to the prosperity and vibrancy of Corning's Downtown. Hotel occupancies at 53% and REVPAR of $65 are low. While this is typical in smaller and seasonal tourism destinations, growing tourism as an economic sector will help all and will benefit Corning's Downtown.

The Explore Steuben website does an excellent job of promoting Corning's Downtown as a destination. However, the promotion leans hard into appealing to families and children, which is important. However, with the large metropolitan and cosmopolitan cities of New York, Philadelphia, and D.C. within Corning's tourism trade area, it would be beneficial to diversify the target audience beyond families with children. A key demographic that should be targeted is DINKs, Dual Income No Kids. This demographic segment includes young professionals and empty-nesters, both of whom tend to be high-income earners—a demographic with disposable income. Market Street and Downtown can appeal to this demographic.

CORNING AREA Chamber of Commerce

Downtown Stakeholders

Key Stakeholders

Corning Museum of Glass

The Corning Museum of Glass (CMOG) is a world-renowned museum dedicated to exploring glass and holds the world's most comprehensive collection of glass and the foremost glass library. CMOG has completed a $40 million expansion for the StudioNext project to create the premier center for artists and students working in glass. CMOG welcomes more than 300,000 annual visitors.

The Museum of Glass is Downtown Corning's anchor tenant and primary driver of tourism. While it is the frame, not the core, the geofence analysis showed that the Museum of Glass has a symbiotic relationship to Market Street by driving visitation. The Centerway Bridge provides the primary walking connection between the Museum and Market Street. The recommendation above to activate the Bridge as an interesting and vibrant functional space would enhance the walking connections between the Museum and Market Street.

Consideration should also be given to drawing the Museum of Glass into the core, Market Street. Explore and create opportunities for possible pop-up installations, education programs at Centerway Stage, and live demonstrations.

Rockwell Museum: The Rockwell Museum carries fine American artworks and provides a gathering space for public concerts, temporary exhibits, and public events that connect and catalyze growth. It is one of only eight Smithsonian Affiliates in the State of New York. The attractive, historic building anchors the Gaffer District and attracts over 30,000 annual visitors.

The Rockwell is an asset and an amenity. Its visitations are much lower than the Museum of Glass, and its trade area is much smaller than the Museum of Glass. That said, growing the Rockwell brand and increasing its visitation will provide improvement to the Downtown. Explore ways to elevate the Rockwell as a tourist attraction. A good starting point is to draw the Rockwell onto Market Street with public programs and installations.

Corning Incorporated: The Primary Stakeholder

The Primary Stakeholder

Corning Incorporated: The Primary Stakeholder

The Primary Stakeholder – Corning Incorporated

It is not possible to conceptualize and develop a strategy for improvement, to grow demand and vibrancy in Downtown Corning, without considering Corning Incorporated. Corning Incorporated is embedded in Corning's history and present-day Corning. Corning Incorporated has been and continues to be the economic lifeblood of the community. Most importantly, Corning Incorporated and Corning's Downtown have a symbiotic relationship. Downtown Corning needs Corning Incorporated, and Corning Incorporated needs Downtown Corning.

Economic development and corporate site selection used to be driven by what is known as growth pole economics, a theory that economic growth concentrated around a specific company, dominant industry, or a cluster of like businesses. This is how Detroit became known for automobiles, Pittsburgh for steel, Hartford for insurance, and Corning for glass. Economics and economic development have changed, and while growth poles still exist (i.e., Silicon Valley), other forces, including globalization, are affecting corporate economics and decision-making.

Corning Incorporated, like most Fortune 500 Companies, has become a transnational corporation with facilities spread across the United States and the world. The transnational nature of corporations has driven the necessity of markets, that is, the consumers of corporate products are spread across the globe and cannot be served from a singular facility or city.

Corning Incorporated's commitment to Corning and the greater community is shown by its keeping its corporate headquarters in Downtown Corning and its enormous 2 million square foot Science & Technology Center at Sullivan Park.

The Primary Stakeholder

Corning Incorporated: The Primary Stakeholder

Corning Incorporated has become a global leader in the new economics of transnational corporation that are driven by innovation and human capital. Innovative ideas and products are what Corning Incorporated was founded on and what drive Corning's success today. However, there cannot be innovation without human capital. In today's untethered world of corporate locations and labor forces—both can locate anywhere—human capital has become one of the most competitive and challenging aspects of corporations and corporate decision making. This is why so many of the world's largest corporations cluster in the largest global cities such as London and New York. Human capital is at the core of economic agglomeration, with similar companies clustering together to share the benefits of a skilled workforce.

The struggle of corporations and cities to retain and attract talent, a skilled workforce has been well-documented. Most notably, over 20 years ago, Richard Florida coined the term, the creative class and The Rise of the Creative Class. The creative class, being talented, is footloose and craves cosmopolitan cities. The City of Corning and Downtown need to retain Corning Incorporated, and Corning Incorporated needs a vibrant, prosperous, and cosmopolitan Downtown Corning for it to retain local and existing talent, and to attract global talent. This is why there is a symbiotic relationship between Downtown and Corning Incorporated. This is why Corning Incorporated is the largest investor in Downtown Corning and the Corning community.

Corning's Headquarters and Sullivan Park are also key tourism drives in the Downtown and the greater Corning area. Business travel is a key sector within the tourism industry, and Corning Incorporated's corporate footprint in Corning contributes to tourism, visitation, hotel nights, and spending in Downtown. This further adds to the role Corning Incorporated plays in Downtown.

The Primary Stakeholder

Corning Incorporated: The Primary Stakeholder

To grow demand in Downtown to create a vibrant and cosmopolitan place that can compete for talent, Corning Incorporated must continue its investment in Downtown and the Corning community. As the largest supporter and investor, Corning Incorporated has the ability and capacity to influence how Downtown investment occurs and what aspects of Downtown are invested in. This Downtown Investment Strategy provides a road map for investment in Downtown Corning to grow demand, increase vibrancy, and to further encourage the evolution of Downtown into a cosmopolitan space. Therefore, it is imperative for Corning Incorporated to embrace this study and strategy and to use it as a framework to inform its funding and support for Downtown.

Before outlining recommendations for support and funding, a word of caution is in order. The work of urban revitalization and city planning often focuses on shiny objects, instant pudding solutions, and grand redevelopment schemes. Corning, as a city and community, and Corning Incorporated must be wary of such approaches and resist the temptation to engage in them. There are no simple solutions, silver bullets, or large schemes that will create the improvement needed, move the market, and grow demand. Cities, downtowns, and main streets are dynamic, organic, and complex ecosystems that need to be nurtured and managed, not transformed. This is especially true in Downtown Corning due to its size, scale, massing, and character. The aim is not to redesign, reconfigure, or redevelop Downtown. The goal is to (re)position Downtown with the aim of growing demand and vibrancy.

This Downtown Investment Strategy provides Corning Incorporated with an opportunity to intentionally and strategically invest in Downtown Corning to move the market, grow demand, increase vibrancy, and create a more cosmopolitan space that can attract visitors and talent and retain residents and talent.

Little Joe Tower

General Recommendations

To carry out this, the following are general recommendations for how Corning Incorporated can strategically intervene and invest in Corning's Downtown to move the market and grow demand.

- Embrace the Levers of Change as the framework to guide investment (see recommended funding below).
- Continue support of the key stakeholders in Downtown.
  - Focus on programs and activities that support governance, the Levers of Change, and growing demand and vibrancy.
- Continue to formalize investment and funding practices and procedures. Require formal applications for funding requests.
  - Consider requiring applicants for funding requests to explain how their requests forward the aim and desired outcome of growing demand through the Levers of Change.
  - Require reporting on how the funding was used and moved Downtown toward the desired outcomes.
- Consider directly funding and supporting property owners and businesses that are investing in Downtown in ways that support the Levers of Change and growing demand.
  - For example, once the architectural light plan is complete, property owners who install such lighting could be reimbursed or subsidized for their investment, provided it is consistent with the lighting plan.
- Add architecture lighting to the Corning Incorporated Gateway Arch as a demonstration project to show how lighting can positively affect the aesthetics and to set the standard for high-quality lighting and implementation.
- Explore further ways of incorporating corporate themes such as incandescence, glass, innovation, and technology into the various strategy implementations.
- Exploring, if possible, opening the Little Joe Tower to the public.
- Climbing towers is a popular and successful tourist activity throughout Europe. Allowing visitors to experience the Tower and access the views from the Tower would provide a unique and exciting tourist attraction and experience.
- Prioritize funding of the recommended strategies in this document.

General Recommendations

Corning Incorporated: The Primary Stakeholder

- Explore the creation of a specific Downtown Corning Fund within Corning Community Impact.
  - Such funding could provide local businesses and families opportunities to take part in philanthropic giving that directly benefits the local community.
- Look to preserve and enhance the Corning Headquarters and 'Noel' property in Downtown.
  - These two properties are architectural gems that need to be preserved, protected, and showcased.
- Consider the creation of the Corning Incorporated storefront on Market Street.
  - Corning is a widely known brand based on past innovation with consumer product the used the Corning name. Corning today has a broader and more diverse product line than in the past, and those products unknowingly touch more consumers than ever before.
  - Building out a Corning Innovation Center or Rediscover Corning Innovation, a storefront on Market Street, would draw Corning Incorporated into the community, while elevating public and consumer awareness of its products and innovations. A modern space with museum-style interactive displays focused on history, innovation, consumer products, and using Corning technology would become a unique tourist attraction.
  - A sleek, modern interior designed, like the Apple Store, would fit well with the Corning Incorporated brand.
- Consider the creation of a community space and/or maker's space. During the public outreach session, the need for a community space, a gathering space for community organizations and meetings, was expressed a few times. In addition, with the culture of innovation and Corning Incorporated's leadership innovation, a storefront location that serves as co-work and makes space, along with space for community meetings, would be an asset to Market Street. As a co-workspace, it could draw locals and tourists into Downtown. As a maker's space, it would attract creatives and could aid in expanding the arts beyond glass. As a community space, it could draw the community into the Downtown, including evenings when more foot traffic is needed.

Suggested Funding Recommendations

Corning Incorporated: The Primary Stakeholder

Suggested Funding Recommendations

While it is not the role of this Downtown Investment Strategy to set the funding priorities and goals of Corning Community Impact, the following are suggested funding recommendations for the implementation of this Downtown Investment Strategy. As noted in the General Recommendations above, Corning Community Impact must embrace the Levers of Change as the framework to guide investment in Downtown Corning. The Levers of Change are the fulcrum for moving the market, growing demand, and creating improvement. Therefore, the following are specific Levers of Change strategy recommendations that Corning Community Impact should prioritize support and funding for.

Image:

- A comprehensive **wayfinding program** for Downtown / Gaffer District
- Turn **incandescent** into a broader theme of lighting and passion.
  - Use the Corning Gate as a demonstration project for **architectural lighting.**
  - Through the Gaffer District, create an architectural lighting plan and program.

Market:

- Support **programs and events** that grow tourism in the Winter and Spring.

Physical Condition:

Invest in **flowers** on Market Street and in Centerway Square, Centennial Park, and Riverfront Park.

Social Connections:

Through the Gaffer District, support the creation of a **Centerway Bridge Plan** to activate the Bridge as a third space and attraction.

Amenities:

- Support and champion **outdoor dining** on Market Street.
- Support the creation of **Outdoor Dining Design Guidelines** for Parklets.

Capacity:

- Encourage and reward **cooperation** between key stakeholders.

Retail Gap & Tenant Mix

Retail Gap Analysis

Retail Gap & Tenant Mix

Retail Gap Analysis

A Retail Gap Analysis shows us the difference between what is supplied in the market and what is demanded by the market. This data can be an indicator of how Corning and Downtown Corning’s current retail stock is performing; the data can also be used to identify potential opportunities for expanding Downtown Corning's current retail.

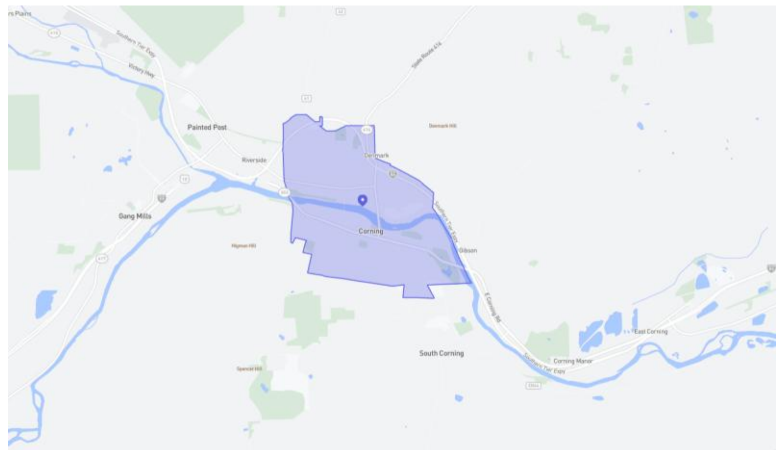
Based on the available geographies for the retail gap analysis, this analysis was performed on the City of Corning. As shown on the next page, the City of Corning is showing a retail market that is very much oversupplied, with only four retail sectors that are undersupplied. The three unusual and dramatic oversupplies in the gap analysis required that the analysis be tested against other geographies to better understand the data and the large oversupplies. The Town of Corning was also analyzed, producing similar results, along with the Town of Elmira, with a far more balanced Retail Gap Analysis.

The product of a Retail Gap Analysis is a horizontal graph that compares the supply and demand existing within individual retail industry groups.

When the supply of a specific type of retail is greater in the region than what the Trade Area demands, the region experiences a surplus.

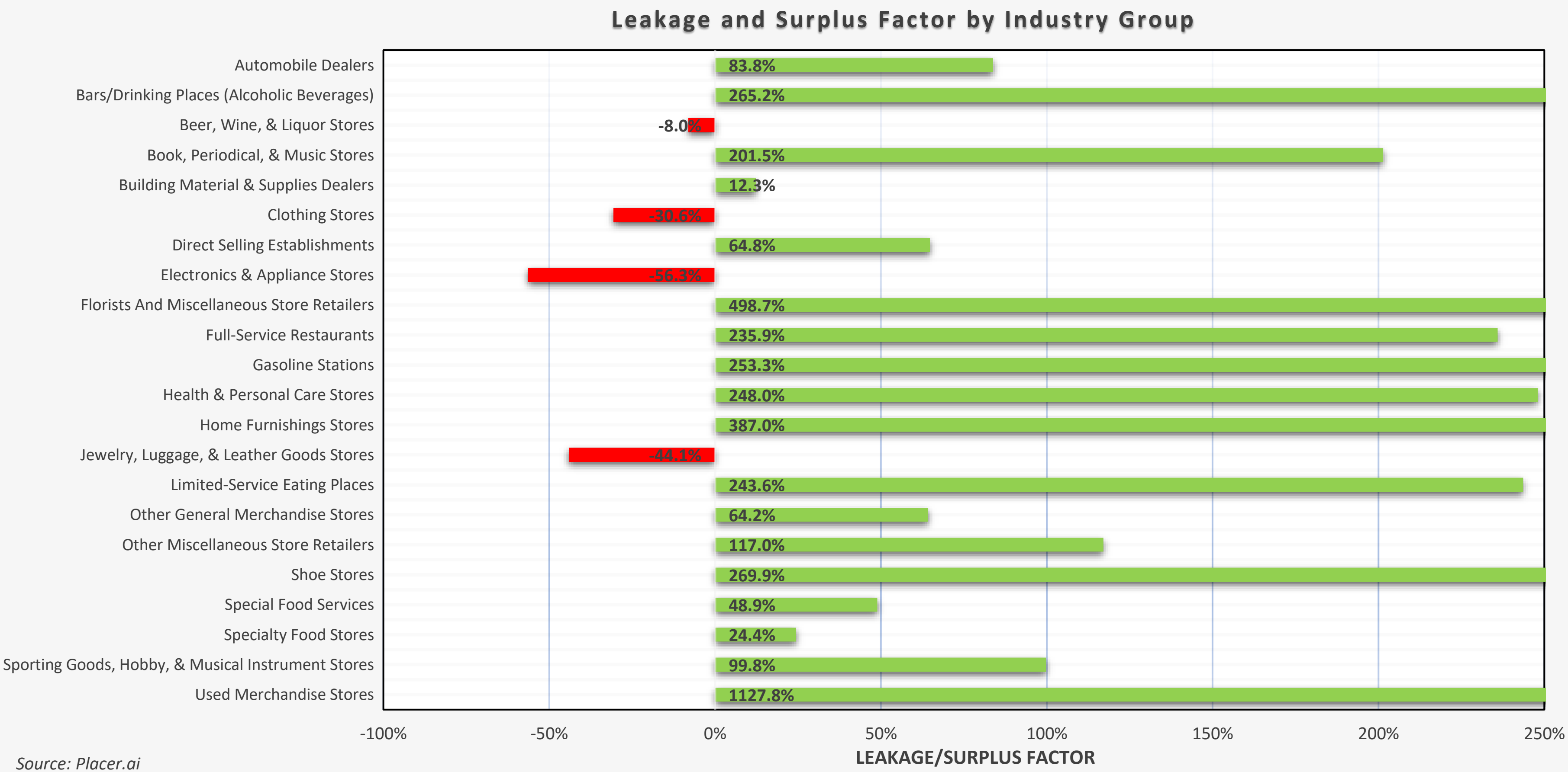
When the supply of a specific type of retail is less than what the Trade Area is demanding, the region experiences a leakage.

City of Corning Geofence



Retail Gap Analysis – City of Corning

Retail Gap & Tenant Mix

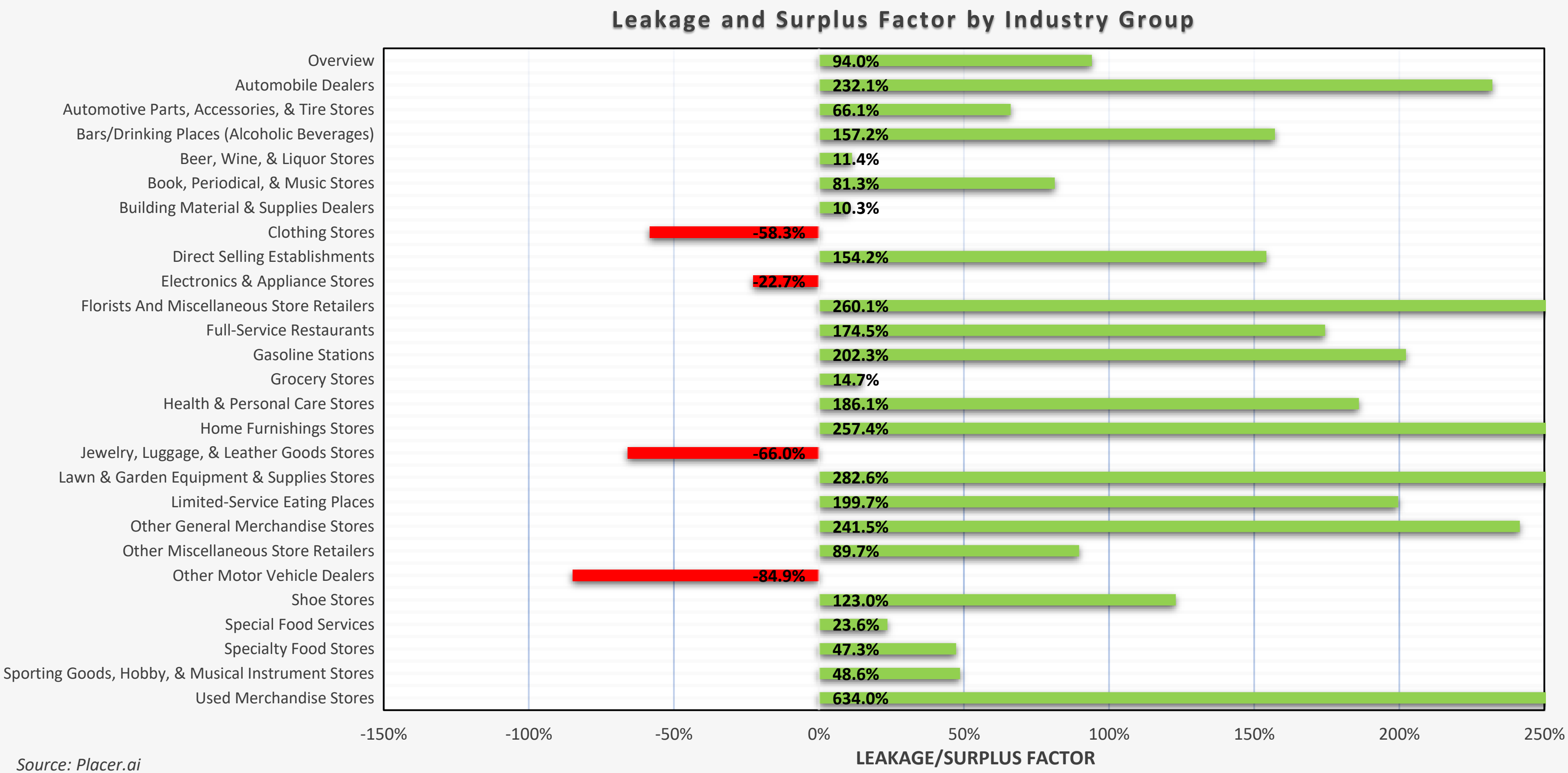


Source: Placer.ai

This Retail Gap Analysis shows the percent difference between what is supplied and demanded within the City of Corning. Broken down by retail sector, where **Red** signifies undersupplied, and **Green** signifies oversupplied.

Retail Gap Analysis – Town of Corning

Retail Gap & Tenant Mix

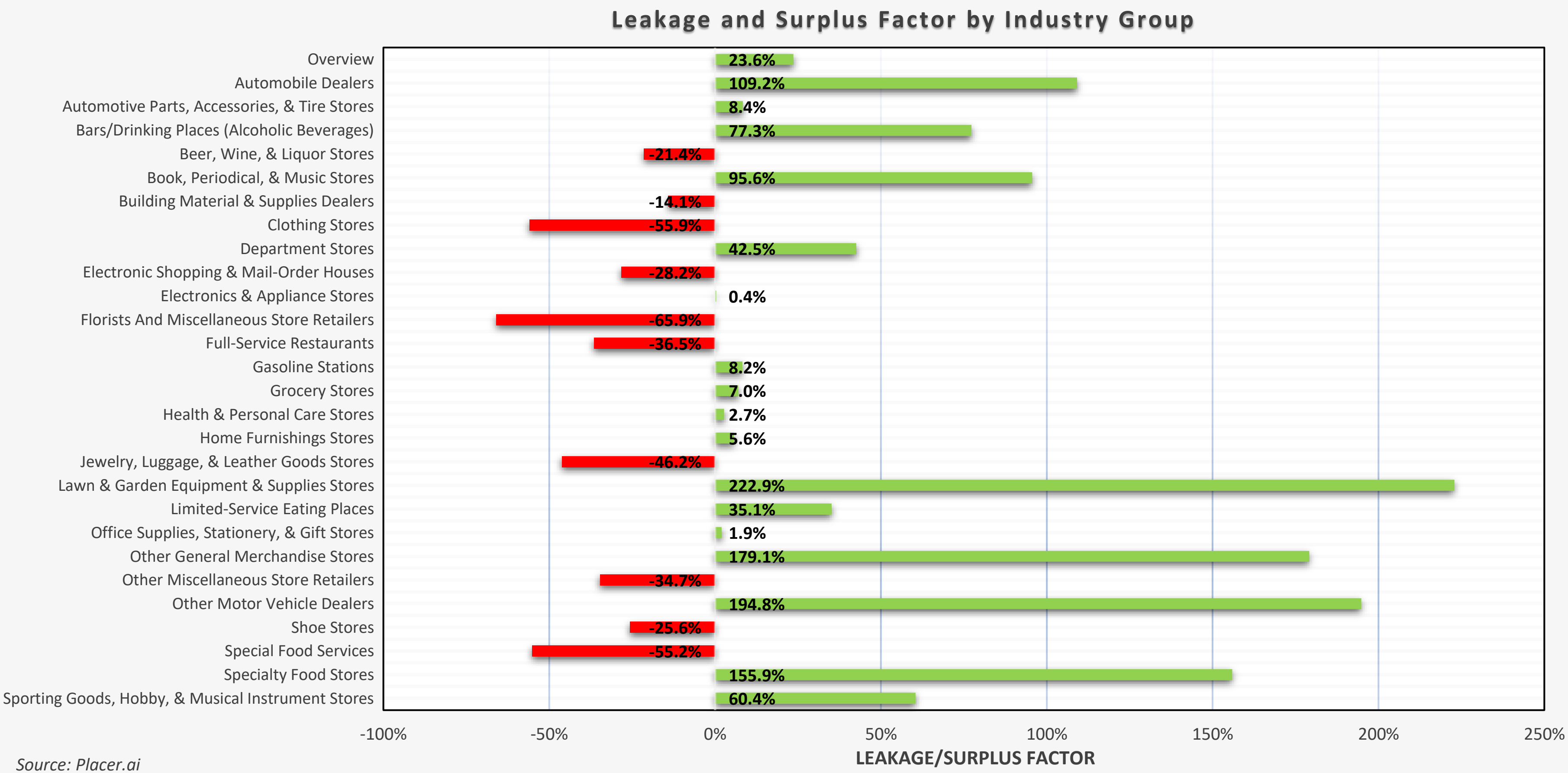


Source: Placer.ai

This Retail Gap Analysis shows the percent difference between what is supplied and demanded within the Town of Corning. Broken down by retail sector, where **Red** signifies undersupplied, and **Green** signifies oversupplied.

Retail Gap Analysis – Town of Elmira

Retail Gap & Tenant Mix



Source: Placer.ai

This Retail Gap Analysis shows the percent difference between what is supplied and demanded within the Town of Elmira. Broken down by retail sector, where **Red** signifies undersupplied, and **Green** signifies oversupplied.

The Retail Gap Analysis for all three geographies concluded that the market(s) are oversupplied. The City of Corning was the most oversupplied. The City of Corning has an overall surplus of 83.8%, with very few sectors experiencing leakages. These sectors include:

- Beer, Wine, and Liquor Stores
- Electronics and Appliance Stores
- Clothing Stores
- Jewelry, Luggage, and Leather Goods Stores

We believe the significant oversupply in the City of Corning and other geographies is the result of two market dynamics in the overall region. The first is the rural character of the area, in the persons outside of the City of Corning and the other geographies, are driving into these centers to access retail goods and services. Therefore, when the gap analysis compares households to sales in the given geography, the rural populations shopping in these areas are not being captured in the household side of the equation.

Second, as has been mentioned earlier in this Downtown Investment Strategy, is the tourism sector. Large numbers of tourists are visiting the City of Corning and the other geographies each year, and those tourists are not being captured in the household spending side of the equation. Combined, those two factors in the market dynamics are skewing the retail gap analysis, showing a significant oversupply.

Tenant Mix – An Art & Science

During the public outreach sessions, it was clear that there was much interest and even concern about the mix of businesses in Downtown Corning. For example, participants expressed concerns that there are too many hair salons, while others explained that there are too few or too many restaurants. Other participants expressed disappointment that many businesses are closed on weekday evenings or on Sundays. Some participants explained they want a greater variety of businesses in Downtown. The fact is, such comments, concerns, and frustrations are not uncommon or unique to Corning. Many communities struggle with what is known as tenant mix.

Before discussing tenant mix, it is important to explain why the reason for such concerns are commonly raised by communities. The participant's remarks are actually stating conditions and circumstances that are normally occurring phenomena in downtown areas. Downtowns are not static, nor are they the designed, managed, and choreographed space of a retail shopping mall. Downtowns are complex adaptive systems, self-organizing and emergent. Unlike retail malls with a single owner or national chain retailers with preordained models, downtowns have multiple property owners and independent tenants. This means, unlike a mall, prescribed operating hours are not possible in downtown. In addition, for better or worse, individual property owners have their own goals, and locally owned and operated businesses cannot be open 10 or 12 hours a day and seven days a week. The owners need time off, and they need to balance opening hours with costs and staffing. While the participant remarks are calling out naturally occurring phenomena, such remarks point to the importance of understanding and trying to manage tenant mix in Downtown Corning.

Curating for the best tenant mix is both an art and a science. However, the best tenant mix is different for all locations, malls, and downtowns. In addition, ownership and control play a significant role in the degree to which tenant mix can be curated. For example, a regional shopping mall with one owner who controls all the storefronts, rent prices, and lease agreements is vastly different from a downtown where there are multiple property owners. For the mall owner, they can decide the type of tenant (product or service), quality of tenant (price point of products and services), and location of each tenant within the mall. In addition, malls have the benefit of large anchor tenants who drive traffic to the mall, and the mall owner can curate the tenant mix around the type of anchor tenants. Furthermore, mall owners have the benefit of being able to experiment with tenant types, quality, quantity, and locations over time, refining the tenant mix (the art and science).

Tenant Mix – An Art & Science

Retail Gap & Tenant Mix

Downtowns do not have anchor tenants, and curating the best tenant mix in a downtown or main street environment is challenging due to property ownership. With many individual properties and many property owners, each owner with their own goals and interests, the likelihood of having a large degree of cooperation that allows for the curation of tenants by types, quality, quantity, and location is low. Add to this the fact that each owner will have different requirements for asking rents and the minimum rent they are willing to accept, and the curation of tenant mix can become a near-impossible exercise. This is the current situation in Corning's Downtown, and most downtowns. While some property owners are selective in their tenant choices, others are willing to accept any tenant. Add to this different expectations (or needs) for rents, and some storefronts may remain vacant for extended periods.

While curating a tenant mix in downtown is challenging, it does not mean it is impossible or should be ignored. There are things that Corning can do to influence and improve the tenant mix. For example, in one downtown, about 80% of the property owners agreed to work with the same real estate firm and leasing agent, affording the real estate experts the ability to make leasing decisions based on the best tenant mix for that downtown. The property owners realized that it was in their best interest not to compete for tenants but to work cooperatively to achieve a strong tenant mix. This is why a property owners' association can be a beneficial governance structure, as it builds relationships and can cultivate a more cooperative environment. Another example, and more plausible for Corning, is to use the governance structure of a property owners association to promote the importance of tenant mix and monitor the Downtown tenant mix, while looking to influence property owner decisions on tenants.

Creating the best tenant mix for Corning's Downtown needs to consider the needs and wants of both locals and tourists. As a tourist destination, curating a balance of local, unique, and experiential storefronts is key to generating the foot traffic (demand) in Downtown. This requires a mix of food and beverage, specialty retail, and evening entertainment. While national chains can be beneficial to downtowns, locally owned businesses offer a greater opportunity to create a unique local character that is more likely to engage and satisfy tourists.

The following section provides a framework for understanding, thinking carefully, and managing the tenant mix for Downtown Corning. It provides the type of tenants, percentages of tenant types, and the specific kind of businesses, with explanations as to how each fits into the mix.

Tenant Mix for a Destination Downtown

Food and Beverage (25-30%): For local downtowns and destination downtowns, food and beverage have become key tenants, filling the void created by declines in conventional retail shops. Curating a variety of food and beverage options is essential to creating a dynamic and interesting Downtown. For Downtown Corning, this needs to include a mix of establishments that serve the needs and wants of both locals and tourists. For locals, establishments serving multiple price points, including family-style and fast casual restaurants. Specialty shops, such as coffee, bakeries, and ice cream, can serve the needs and wants of both locals and tourists. For tourists, and not excluding the locals, higher end bistros, cafes, gastropubs, and fine dining. Restaurants offering a variety of local and global cuisine, with fresh and seasonal ingredients, are best. In addition, the farm-to-table experience will engage the passions and enthusiasms of tourists.

Retail (20-30%): Retail, while contracting in downtowns, is still important, as it generates visitations and inspires strolling and window shopping, even when the shops are closed. As a destination downtown, Corning needs to have a mix of retail shops serving both locals and tourists.

- **Local Retail (10-15)%:** A mix of local retail shops such as local boutiques, bookstores, convenience retail, home accents, toy stores, clothing, and outfitters, etc. It is important to find stores and products that cannot be found elsewhere—avoid competing with existing retail centers.
- **Tourist/Destination Retail (15-20%):** High-quality gift and souvenir shops, local crafts, artist sales, galleries, regionally produced goods, artisanal food, and boutiques.
- Service Oriented Storefronts (20-25%): Service-oriented establishments are also important to a healthy tenant mix. Essential services are provided for local populations and tourists. These can include financial institutions (banks, credit unions, & investment), personal services (barbers, stylists, fitness, and wellness), and professional services (real estate, insurance, & tax preparation).
- **Entertainment, Experiential Retail, and Nightlife (10-15%):** Expanding the activity into the nighttime hours is important for both income generation and providing both locals and tourists with entertainment options. Downtown should be active past 8:00 pm. Such establishments include breweries, brewpubs, cider bars, wine bars, escape rooms, live music venues, comedy shows, theaters, and interactive spaces such as art classes, cooking classes, crafts, and galleries with social events.

Tenant Mix Considerations

Clustering: Clustering is common in retail, as it creates agglomeration and economies of scale for consumers. Therefore, clustering similar businesses together can be beneficial. However, be careful not to segment Market Street into 'the restaurant block,' the 'service block,' etc.

Day-Parts: When thinking about and working on tenant mix, consider the various times of day and the businesses that open during those times. Basically, Downtown Corning should strive for an 18-hour day, from 6:00 am to 12:00 midnight. The active day can be split into parts: Morning, Mid-Day, Evening, and Night, each with unique businesses and activities. Downtown Corning has a good day-part mix across Morning, Mid-Day, and Evening. Attention needs to be given to Night, creating a vibrant nighttime atmosphere to encourage tourists and locals to visit and stay later, longer, and spend more in Downtown.

Interesting & Interactive: Downtown must be interesting and interactive. Walkable places cannot be uninviting and boring; they must be engaging. Public spaces with seating, public art, and tactile installations that engage people create a more interesting, interactive, and memorable experience. Providing selfie spots, photo-ready locations, lighting, and other environments that encourage visitors to capture and share the moment will enhance the visitor experience and help market Downtown Corning.

Day-Parts: The various times of the day serve diverse needs, wants, and uses.

- Morning (6:00 – 10:00) = coffee, breakfast, and retail opening.
- Mid-Day (10:00 to 3:00) = Shopping, lunch time, and tourists.
- Evening (3:00 to 7:00) = Shopping, window shopping, strolling, and early dinner.
- Night (8:00 to Close): Late dining, drinks, entertainment, and strolling.

Downtown Corning should focus on the 8:00 pm to Close Day-Part, expanding the hours of activity.

Implementation

Implementation Priorities

Implementation

Short-Term	Mid-Term	Long-Term	On-going

Image	Market	Physical Conditions	Social Connections	Amenities	Capacity
Invest in a cohesive **gateway signage program** for Corning, Downtown / Gaffer District, and Market Street.	**Grow local demand** by improve the Downtown experience.	Manage and **maintain physical conditions** of public spaces. *Do the little things and do them well.*	**City of Corning:** must be vested in Downtown, provide leadership and governance, and be open to new ideas—allow outdoor dining.	**Embrace and allow outdoor dining.** Outdoor dining offers the best potential to drive new demand to Downtown	**Create a property owners association and a merchant's association** to foster relationships and cooperation.
Invest in a comprehensive **wayfinding program** for Downtown / Gaffer District	**Grow tourist demand** by ensuring tourist focused businesses.	**Invest in flowers.**	**The Gaffer District, Inc:** Must continue its programing, events, and maintenance of the Downtown, including the BID. Lead the lighting and outdoor dining programs.	Invest in **well-designed outdoor dining 'parklets'** to create space for outdoor dining space in parking spaces on Market Street.	**Identify and engage additional stakeholders.**
Turn ***incandescent*** into a broader theme of lighting and passion.	**Grow off-season tourist demand** (winter & Spring) .	**Include parking in the wayfinding program.** Signage directing visitors to public parking and from the parking area to Market Street and attractions.	**Chamber of Commerce:** Be a promoter of Downtown and as an active representative of Downtown businesses.	Create a **comprehensive outdoor dining program and permitting** process to be administered by The Gaffer District.	
Invest in a cohesive **architectural lighting** program to illuminate building facades, pathways, and monuments.		**Increase parking limit** on Market Street to 3- or 4-hoursto better serve visitors.	**Explore Steuben (CVB):** Must be part of this strategy implementation and continue to work to grow tourism demand.	**Activate the Centerway Bridge** as an amenity and tourist attraction.	
Embrace ***Little Joe*** as a central character and theme in Downtown to create a unique experience—have fun with Little Joe.			**Corning Museum of Glass and Rockwell Museum:** Must be drawn into Downtown.	Include the Bridge in the **wayfinding** and architecture **lighting** programs. Make the Bridge interesting and inviting. Provide the needed **infrastructure**.	

GOMAN+YORK

Appendix I. Community Outreach: Focus Groups

GOMAN+YORK

Corning Incorporated – Sullivan Park & Headquarters

The focus groups are run as semi-structured questions and discussions. While the facilitator asks some preset questions, the conversation is allowed to wander, and unplanned questions are asked based on what the participants say. The following are summaries of key perspectives the participants provided.

Three Words to Describe Downtown

- Parking, historic, Sparkle event, Hair Salons, Antique Shops, Bars, Quaint, Charming Touristy
- Relaxed community, charming, historic, safe, declining, quiet, eclectic, artsy, too many businesses leaving, empty spaces on Market Street, different than how it used to be (more retail, etc.)

Prouds

- History, Festivals, Fountain, Architecture, Art Galleries, Corning Museum of Glass (CMoG), Card Carrying Bookstore (Diversity and Community), Clean, Safe, Public Library, Museums
- Independent businesses, beautiful historic buildings, museums, cleanliness, friendliness, walkability, kid friendly, civic center plaza/hockey rink (need upgrade), width of street (enough room to drive), people are respectful of pedestrian crossings, store owners try to meet the community's needs, invested in community, green spaces, summer greenery, winter lights, Centennial Park, the library, Centerway Stage, Christmas tree and holiday lights, events, Farmer's Market, consistency, banners across street promoting events, space is managed and maintained

A Thriving Downtown

- Sundays feel DEAD, Need more happening on the weekends & evenings, More variety of businesses, Music venue, Comedy Club, Destination for live events and entertainment, Outdoor seating, Outdoor recreation and river access, More FREE community activities, Intentional for-children green spaces

Corning Incorporated – Sullivan Park & Headquarters

Parking

- Limited accessibility (ADA), Parking isn't great when the weather is bad. People park wherever is closest to where they want to be (Market St., Lots, Garages). It's nice when Market Street is closed for events (parking/walking from Wegmans is hazardous), like parking replaced by outdoor dining during COVID.
- Need more visibility as to where parking is located, residents on Market Street pay for parking passes but there aren't always spots available, event parking is a nightmare, too many different kinds of parking-permit, metered, etc., parking system doesn't adequately accommodate residents and visitors, walkers and bikers would prefer less parking on Market Street and safe designated parking for bikes-only existing bike parking area isn't well maintained or easy to locate, parking spills over into Wegmans lot and crossing the street from that lot is challenging/unsafe, need a parking study, signage/long parking rules, challenging to get retail and restaurants on the same page with parking.

Why Don't You Go Downtown

- Want to avoid crowds (too busy)
- Don't feel comfortable at existing locations (too fancy)
- Inconsistent hours, parking, crowds, not the stores I want to shop at

Corning Incorporated – Sullivan Park & Headquarters

Community Outreach: Focus Groups

Corning Incorporated – Sullivan Park & Headquarters

Three Words to Describe Downtown

- Diamond and rough. Rough—five miles is different/rural. Living on the second-floor diamond.
- Room for growth. Upper floor living. High-end upper floors. Lacking in retail.
- Big little town, Large town amenities in a small town, Main Street, small town community. Sense of place – placemaking is very effective. Looks and feels different
- Subsidized by Corning, Incorporated

What is working in Downtown/Market Street?

- Continued upper story development, Convenience, Joy, Comfortable, Walkability of the district, Pedestrian-friendly
- Work population to make the wheels turn. Subsidized by Corning
- Side note – the second floor may indicate weakness of the housing market

What is not working in Downtown/Market Street?

- Retail (cannot support all genders), missing an anchor/A reason to stop
- Service shops closed on the weekends impact the vibrancy. Store hours. Staffing? Minimum Wage, Low unemployment
- Corning is a great employer and steels the best of the best
- Siemens – Large investment, retention, and attraction
- Taxes are too high—about 4%

Can rents support property improvements?

- Commercial first-floor rents changed in 2005
- 20 feet by 70 feet, $1500 per month
- Anti-business and code issues

If you were in charge for the day, what would you do or change in Downtown/Market Street?

- Cover the street – year-round, outdoor dining
- Loss of traffic on the street, Burlington, VT – Pedestrian Only
- Anchors – three of them. Big Box
- Missing the demographic

Business Owners & Tenants

Community Outreach: Focus Groups

Business Owners & Tenants

Three Words to Describe Downtown

- Wealthy, exclusive, non-diverse, clean, idealist, homey, vibrant, historic charm, lack of diversity—with respect to businesses, sense of resilience.
- Lack of strategic vision. From a tourist perspective—cute town in the Hudson Valley. Felt like Epcot Center—does not fit the Corning vibe.

What is working in Downtown/Market Street?

- Clean, maintenance, window program (window displays),
- Events work well. 60-90 mile radius. Lighting over the holidays was big, Santa, Noel, Concerts, Farmers Market.
- [Resident parking—no reserved spots.]

What is not working in Downtown/Market Street?

- Dark side—we have always done it this way.
- Accessibility. Corning is reputationally inaccessible for many small businesses. Socio-economics, 'gentrification'. These apartments are coming in with high rents. Where are the workers living—lack of transportation. Lack of diversity.
- Cost of renovating space. Rising rents. Cost of taxes. Cost of operating a building. More funding and resources were available in the past.

Are rents too high, too low, or as expected?

- YES

If you were in charge for the day, what would you do or change in Downtown/Market Street?

- Unified, aligned strategic vision for the community.
- [Governance structures, like hours of operation.]
- [How much is tourism part of your business?]
- Diversity, tenant mix—retail geography.
- Side hustle—wholesale is profitable and covers the retail.
- More Corning employees.
- Experience-driven
- Pop-up space as a gateway, entry for businesses. Booths?

Government & Community Organizations

Three Words to Describe Downtown

- Charming, vibrant, historic, potential, Corning Incorporated, creative, hyper-local, vital, vitality, welcoming, thriving, gathering place quality, experiential, surprising (good), 'I had no idea.'
- Big city amenities in a small town—ties to Corning Incorporated diversity. Mix with outside visitors—in transition.

What is working in Downtown/Market Street?

- Warm, welcoming charm. Home. Making visitors and residents feel welcome and a sense of pride. Deep pride. Small town charm with global reach and impact. Strong sense of place.
- 2 Nationally Credited museums.
- "Doing the little things" Doing them well.

What is not working in Downtown/Market Street?

- Hours of operation.
- Convention space and business. Infrastructure, 1,000 over max capacity (200 to 300 conference). It can be year-round.
- Marathon – 2800 runners.
- Public transportation – within the city, but lack of access to other places.
- Risk around Corning Incorporated. It evolves and shifts.
- What can we do to diversify our communities?
- No incentives for students to interact with the downtown.

Government & Community Organizations

If you were in charge for the day, what would you do or change in Downtown/Market Street?

- Pedestrian only.
- Open seven days a week. Open later.
- Better business recruitment—with incentives. New business openings?
- Mixed-use space in church.
- Public spaces don't reflect. More community spaces—public space and realm, activations. Food truck, music, buskers, etc.
- Centerway Square—what can be done to activate it? Families, kids, leverage core competencies. Bridge Street as an arts district.
- Remove barriers for collaboration. Improve the cohesiveness and the image of the total district. Corning becomes more integrated, north and south side, [the pedestrian bridge]. Need a bigger footprint.

How could state, local, or economic development organizations better assist your organization and endeavors?

Remove barriers for collaboration. Improve the cohesiveness and the image of the total district. Corning becomes more integrated, north and south side, [the pedestrian bridge]. Need a bigger footprint.

- Smaller grants
- We have them at hello—walk through the door
- Anchor businesses
- Supply vs demand (space)

Appendix II. Little Joe

Bringing Little Joe & Innovation to Life

Little Joe

The following are conceptual ideas about turning Little Joe into a Downtown theme or symbol of Downtown and the Corning Downtown experience. For example, London has Paddington Bear, Copenhagen has the Little Mermaid, and Paris has Remy from Ratatouille. Such characters provide a unique and memorable experience

Little Joe Tower is a landmark structure in Corning, NY. The tower was built in either 1912 or 1913 by Corning Glass Works. The 187-foot tower was used in drawing glass for thermometer tubes. To create the thermometers, in a process known as "vertical draw", the heated glass was pulled up the length of the tower using a cable to form a continuous tube that was later cooled and cut to the required sizes.

By the 1940s, advancements in drawing technology reduced the use of the tower, and in June 1973, the tower was decommissioned; however, the company continues to maintain the building, which is the Corning area's best-known landmark.

On the outside of the white tower is a blue stenciled silhouette of "Little Joe", a glassblower, giving the tower its name. The symbol of the gaffer, or glassblower, was originally created in 1880 from a sketch made by an itinerant painter who had visited a glass factory in Pittsburgh, PA. The symbol has undergone various modifications over time and has become a Corning Incorporated trademark.

Bringing Little Joe & Innovation to Life

Little Joe

A New Look for Little Joe

- The statue has well-established “the image” with which locals associate his look and the “reality” of his character
- Feel it is important to reflect that “image”, albeit with a contemporized version
- A “modern Joe” will be a tech-savvy, intuitive, and innovative guy while keeping himself fit
- Avoid being too “cartoon character-ish.”

OPTICAL COMMUNICATIONS

- fiber optics

MOBILE CONSUMER ELECTRONICS

- smartphone screens

DISPLAY

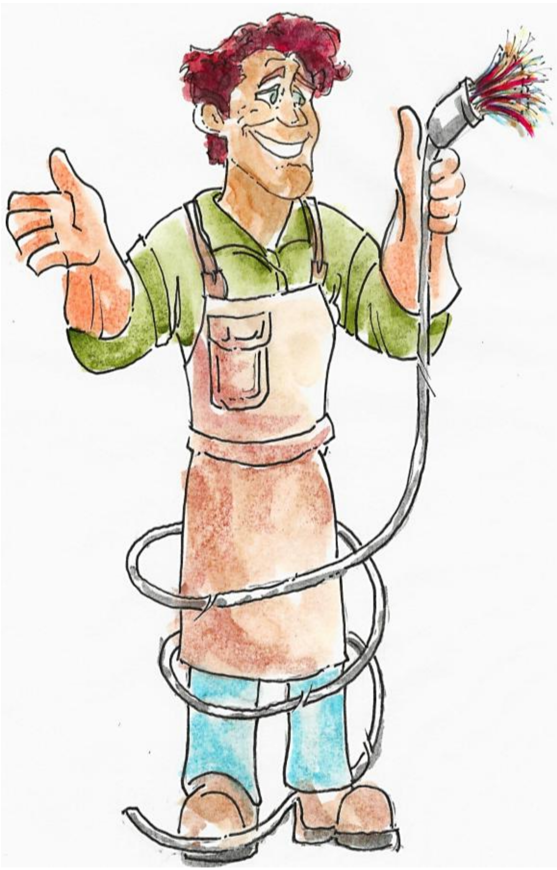
- LED Screens

LIFE SCIENCE

- medical laboratory glass products

Bringing Little Joe & Innovation to Life

Little Joe



OPTICAL COMMUNICATIONS

- fiber optics

LIFE SCIENCE

- medical laboratory glass products

MOBILE CONSUMER ELECTRONICS

- smartphone screens

Bringing Little Joe & Innovation to Life

Little Joe

DISPLAY

- LED Screens

GOMAN+YORK

Appendix III. Demographics & Socioeconomics

GOMAN+YORK

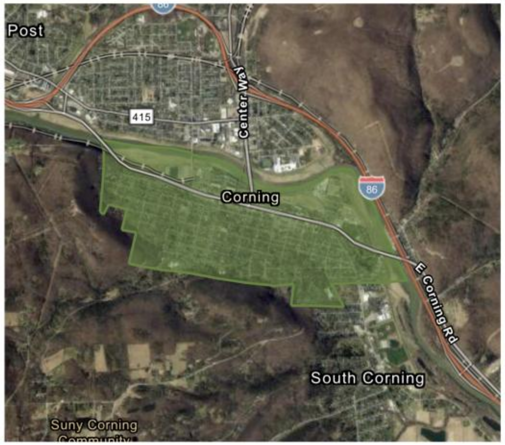
Downtown Study: Demographic & Socioeconomic Analysis

Market Street Area, Corning, NY

GOMAN+YORK
ADVISORY SERVICES

Corning City, South of River

Community Profile & Trends



Community Profile & Trends

Geography: Block Group

5,506	1.98	28,185	377	3.8%	39.9	$68,968	$686,189
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

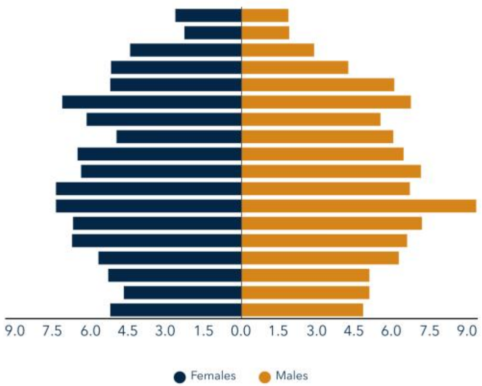
- $211,154 Median Home Value
- 3,119 2024 Total Housing Units (Esri)
- $901 Median Contract Rent

Education

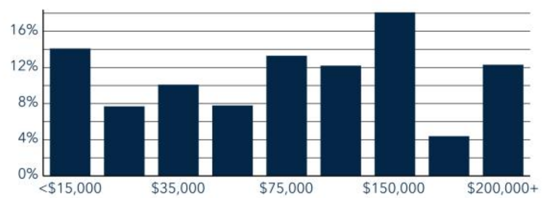
- 5% No High School Diploma
- 22% High School Graduate
- 25% Some College
- 48% Bachelor's/Grad/Prof Degree

Projected Growth

- 5,450 2029 Total Population (Esri)
- 3,086 2029 Total Housing Units (Esri)
- 30,840 2029 Retail Goods (Avg)



Household Income



Annual Household Spending

- $2,109 Apparel & Services
- $199 Computers & Hardware
- $6,582 Groceries
- $6,994 Health Care
- 3,447 2024 Food Away from Home

Tapestry

Top 3 segments by household count

K2 Middle Ground >	1,028	**37.8%**
K1 Legacy Hills >	660	**24.2%**
C1 Single Thrifties >	607	**22.3%**
Other	427	**15.7%**

View comparison table

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Corning City, South of River Top Tapestries

Community Profile & Trends

- % of Households: 37.8%
- # of Households: 1,028
- Median Age: 39
- Median HH Income: $69,074
- Median Net Worth: $168,044

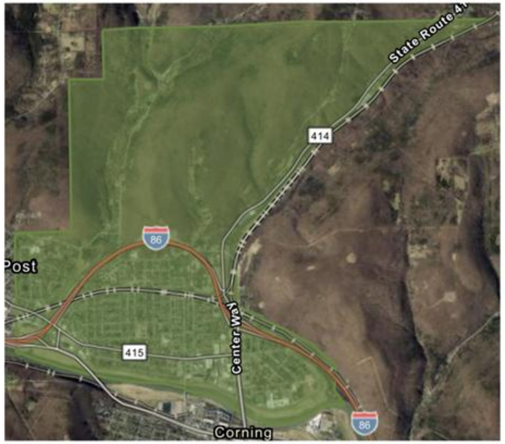
Middle Grounds: These neighborhoods are slightly younger than the U.S. average, and households tend to consist of married couples, cohabiting couples, and single-person households. Labor force participation is high, with many families having two or more workers. Employment tends to be in the manufacturing, health care, and retail sectors, with a higher-than-average presence of skilled trade workers. Housing is more affordable than the national average for both renters and homeowners. A significant percentage of homes are valued between $100,000 and $200,000, and most residences are single-family detached houses built between 1950 and 1990.

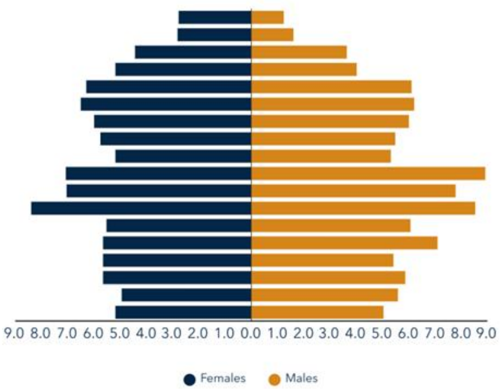
- % of Households: 24.2%
- # of Households: 660
- Median Age: 46
- Median HH Income: $55,927
- Median Net Worth: $87,823

Legacy Hills: Residents live in suburbs near metro areas with populations of 500,000 or more. Most residents are aged 45 and above, and a notable portion are either widowed or divorced, contributing to a high number of single-person households and smaller average household sizes. There is also a notable presence of this segment in small and remote towns and micropolitan areas, and many residents, particularly renters, have moved into these neighborhoods more recently. There are a higher-than-average number of workers in social service occupations. Homes are valued between $150,000 and $300,000. Half of the homes are single-family units, many constructed between 1950 and 1990, and the rest are a mix of low-rise and high-rise apartment complexes.

- % of Households: 22.3%
- # of Households: 607
- Median Age: 37
- Median HH Income: $47,084
- Median Net Worth: $24,708

Single Thrifies: Residents predominantly in their 20s and 30s, with households comprising singles, couples without children, and nonfamily members. These neighborhoods experience moderate growth and high mobility. A notable portion are recent immigrants. One third of individuals have completed high school, and another third are pursuing higher education, often supported by part-time jobs. Most live alone, renting property in duplexes and small apartment complexes. They pay below the national average for rent. Employment is prevalent in retail, health, food service, and manufacturing industries. Commutes are short and workers often drive alone, but many also carpool, bike, or walk to work.





esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: Block Group

5,869	2.00	21,015	226	5.3%	40.2	$60,053	$353,306
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$138,882	3,259	N/A
Median Home Value	2024 Total Housing Units (Esri)	Median Contract Rent

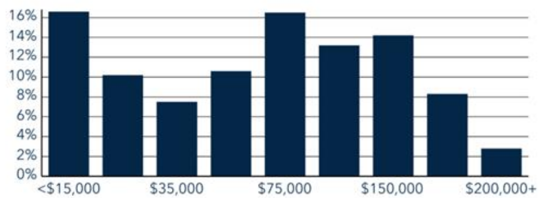
Education

4%	29%	32%	34%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/Prof Degree

Projected Growth

5,713	3,259	22,696
2029 Total Population (Esri)	2029 Total Housing Units (Esri)	2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$1,547	$144	$4,955	$5,247	2,517
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

Top 3 segments by household count

C1 Single Thrifties >	1,216 | **42.1%**
K2 Middle Ground >	632 | **21.9%**
K1 Legacy Hills >	603 | **20.9%**
Other	436 | **15.1%**

View comparison table

Corning City, North of River Top Tapestries

Community Profile & Trends

- % of Households: 42.1%
- # of Households: 1,216
- Median Age: 37
- Median HH Income: $47,084
- Median Net Worth: $24,708

Single Thrifies: Residents predominantly in their 20s and 30s, with households comprising singles, couples without children, and nonfamily members. These neighborhoods experience moderate growth and high mobility. A notable portion are recent immigrants. One third of individuals have completed high school, and another third are pursuing higher education, often supported by part-time jobs. Most live alone, renting property in duplexes and small apartment complexes. They pay below the national average for rent. Employment is prevalent in retail, health, food service, and manufacturing industries. Commutes are short, and workers often drive alone, but many also carpool, bike, or walk to work.

- % of Households: 21.9%
- # of Households: 632
- Median Age: 39
- Median HH Income: $69,074
- Median Net Worth: $168,0443

Middle Grounds: These neighborhoods are slightly younger than the U.S. average, and households tend to consist of married couples, cohabiting couples, and single-person households. Labor force participation is high, with many families having two or more workers. Employment tends to be in the manufacturing, health care, and retail sectors, with a higher-than-average presence of skilled trade workers. Housing is more affordable than the national average for both renters and homeowners. A significant percentage of homes are valued between $100,000 and $200,000, and most residences are single-family detached houses built between 1950 and 1990.

- % of Households: 20.9%
- # of Households: 603
- Median Age: 46
- Median HH Income: $55,927
- Median Net Worth: $87,823

Legacy Hills: Residents live in suburbs near metro areas with populations of 500,000 or more. Most residents are aged 45 and above, and a notable portion are either widowed or divorced, contributing to a high number of single-person households and smaller average household sizes. There is also a notable presence of this segment in small and remote towns and micropolitan areas, and many residents, particularly renters, have moved into these neighborhoods more recently. There are a higher-than-average number of workers in social service occupations. Homes are valued between $150,000 and $300,000. Half of the homes are single-family units, many constructed between 1950 and 1990, and the rest are a mix of low-rise and high-rise apartment complexes.

10-Minute Drive Time – 1 Riverfront Plaza, Corning, NY

Community Profile & Trends

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Drive time of 10 minutes

17,566	2.08	28,388	857	4.2%	41.3	$70,207	$835,871
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

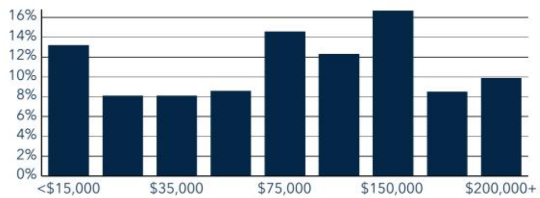
Housing Stats

- $188,106 — Median Home Value
- 9,252 — 2024 Total Housing Units (Esri)
- $840 — Median Contract Rent

Education

- 5% — No High School Diploma
- 24% — High School Graduate
- 29% — Some College
- 43% — Bachelor's/Grad/Prof Degree

Household Income



Projected Growth

- 17,193 — 2029 Total Population (Esri)
- 9,175 — 2029 Total Housing Units (Esri)
- 30,988 — 2029 Retail Goods (Avg)

Annual Household Spending

- $2,073 — Apparel & Services
- $193 — Computers & Hardware
- $6,566 — Groceries
- $7,071 — Health Care
- 3,397 — 2024 Food Away from Home

Tapestry

Top 3 segments by household count

C1 Single Thrifties >	2,213	**26.8%**
K2 Middle Ground >	1,636	**19.8%**
K1 Legacy Hills >	1,263	**15.3%**
Other	3,146	**38.1%**

View comparison table

10-Minute Drive Time Top Tapestries

Community Profile & Trends

- % of Households: 26.8%
- # of Households: 2,213
- Median Age: 37
- Median HH Income: $47,084
- Median Net Worth: $24,708

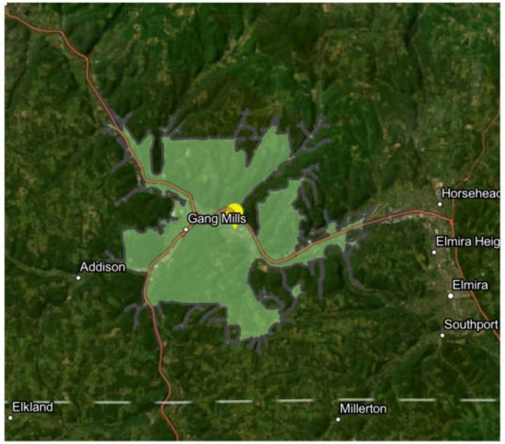
Single Thrifies: Residents predominantly in their 20s and 30s, with households comprising singles, couples without children, and nonfamily members. These neighborhoods experience moderate growth and high mobility. A notable portion are recent immigrants. One third of individuals have completed high school, and another third are pursuing higher education, often supported by part-time jobs. Most live alone, renting property in duplexes and small apartment complexes. They pay below the national average for rent. Employment is prevalent in retail, health, food service, and manufacturing industries. Commutes are short, and workers often drive alone, but many also carpool, bike, or walk to work.

- % of Households: 19.8%
- # of Households: 1,636
- Median Age: 39
- Median HH Income: $69,074
- Median Net Worth: $168,0443

Middle Grounds: These neighborhoods are slightly younger than the U.S. average, and households tend to consist of married couples, cohabiting couples, and single-person households. Labor force participation is high, with many families having two or more workers. Employment tends to be in the manufacturing, health care, and retail sectors, with a higher-than-average presence of skilled trade workers. Housing is more affordable than the national average for both renters and homeowners. A significant percentage of homes are valued between $100,000 and $200,000, and most residences are single-family detached houses built between 1950 and 1990.

- % of Households: 15.3%
- # of Households: 1,263
- Median Age: 46
- Median HH Income: $55,927
- Median Net Worth: $87,823

Legacy Hills: Residents live in suburbs near metro areas with populations of 500,000 or more. Most residents are aged 45 and above, and a notable portion are either widowed or divorced, contributing to a high number of single-person households and smaller average household sizes. There is also a notable presence of this segment in small and remote towns and micropolitan areas, and many residents, particularly renters, have moved into these neighborhoods more recently. There are a higher-than-average number of workers in social service occupations. Homes are valued between $150,000 and $300,000. Half of the homes are single-family units, many constructed between 1950 and 1990, and the rest are a mix of low-rise and high-rise apartment complexes.



Community Profile & Trends

Drive time of 15 minutes

27,962	2.15	31,895	1,225	3.8%	42.5	$80,188	$1,129,922
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$204,917	14,166	$861
Median Home Value	2024 Total Housing Units (Esri)	Median Contract Rent

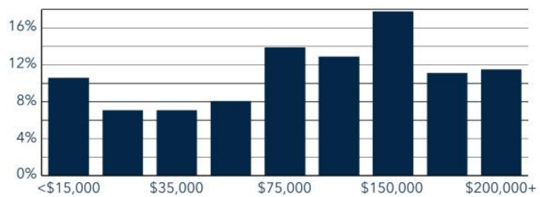
Education

4%	24%	28%	43%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

27,269	14,019	34,738
2029 Total Population (Esri)	2029 Total Housing Units (Esri)	2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$2,266	$209	$7,245	$7,963	3,735
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

Top 3 segments by household count

C1 Single Thrifties >	2,213 | **17.4%**
K7 Room to Roam >	1,745 | **13.7%**
K2 Middle Ground >	1,660 | **13.0%**
Other	7,137 | **56.0%**

View comparison table

15-Minute Drive Time Top Tapestries

Community Profile & Trends

- % of Households: 17.4%
- # of Households: 2,213
- Median Age: 37
- Median HH Income: $47,084
- Median Net Worth: $24,708

Single Thrifies: Residents predominantly in their 20s and 30s, with households comprising singles, couples without children, and nonfamily members. These neighborhoods experience moderate growth and high mobility. A notable portion are recent immigrants. One third of individuals have completed high school, and another third are pursuing higher education, often supported by part-time jobs. Most live alone, renting property in duplexes and small apartment complexes. They pay below the national average for rent. Employment is prevalent in retail, health, food service, and manufacturing industries. Commutes are short, and workers often drive alone, but many also carpool, bike, or walk to work.

- % of Households: 13.7%
- # of Households: 1,745
- Median Age: 46
- Median HH Income: $99,689
- Median Net Worth: $506,754

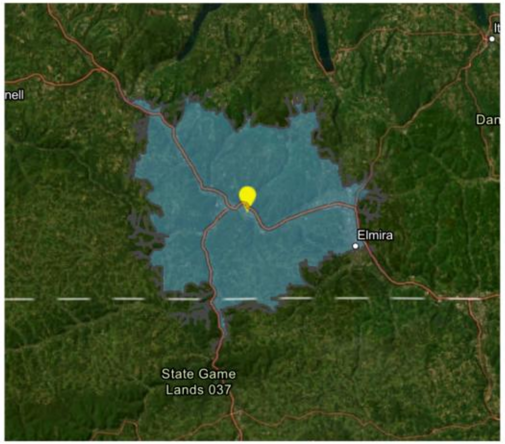
Room to Roam: More than half of household heads are aged 55 and older, and one in five individuals is aged 65 and above. Married couples, often without children, form most households, while nonfamily households represent a quarter of the total households. Self-employment is notable, and employment tends to be in manufacturing, health care, and retail. Most housing in this market consists of owner-occupied, single-family homes rather than rentals, with housing built primarily between 1970 and 2000 and generally priced lower than the national average. Owning multiple vehicles is typical, with driving alone as the primary means of commuting.

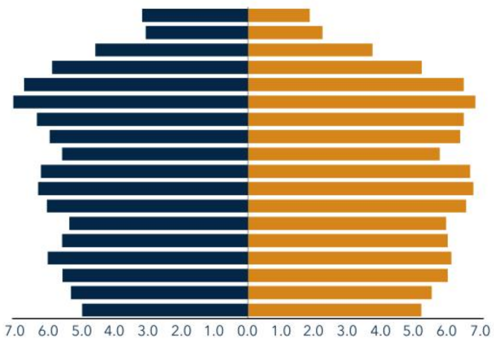
- % of Households: 13.0%
- # of Households: 1,660
- Median Age: 39
- Median HH Income: $69,074
- Median Net Worth: $168,0443

Middle Grounds: These neighborhoods are slightly younger than the U.S. average, and households tend to consist of married couples, cohabiting couples, and single-person households. Labor force participation is high, with many families having two or more workers. Employment tends to be in the manufacturing, health care, and retail sectors, with a higher-than-average presence of skilled trade workers. Housing is more affordable than the national average for both renters and homeowners. A significant percentage of homes are valued between $100,000 and $200,000, and most residences are single-family detached houses built between 1950 and 1990.

25-Minute Drive Time – 1 Riverfront Plaza, Corning, NY

Community Profile & Trends





esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Drive time of 25 minutes

93,577	2.19	27,808	3,867	4.7%	42.5	$68,087	$933,787
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

- $174,232 — Median Home Value
- 46,106 — 2024 Total Housing Units (Esri)
- $830 — Median Contract Rent

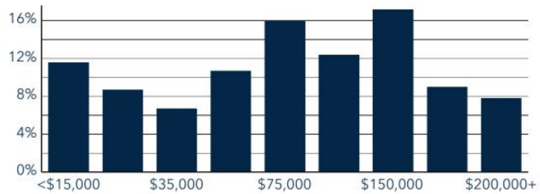
Education

- 6% — No High School Diploma
- 30% — High School Graduate
- 30% — Some College
- 33% — Bachelor's/Grad/Prof Degree

Projected Growth

- 90,751 — 2029 Total Population (Esri)
- 45,669 — 2029 Total Housing Units (Esri)
- 30,228 — 2029 Retail Goods (Avg)

Household Income



Annual Household Spending

- $1,955 — Apparel & Services
- $177 — Computers & Hardware
- $6,364 — Groceries
- $6,975 — Health Care
- 3,220 — 2024 Food Away from Home

Tapestry

Top 3 segments by household count

K3 Loyal Locals >	7,238	**17.6%**
C1 Single Thrifties >	5,105	**12.4%**
K7 Room to Roam >	3,801	**9.2%**
Other	25.1K	**60.8%**

View comparison table

GOMAN+YORK

25-Minute Drive Time Top Tapestries

Community Profile & Trends

- % of Households: 17.6%
- # of Households: 7,238
- Median Age: 46
- Median HH Income: $77,226
- Median Net Worth: $291,287

Loyal Locals: Residents are predominantly aged 65 years and above, and many are widowed or married without children living at home. Housing is more affordable than the national average: more than half of the homes in this segment are valued between $150,000 and $300,000. The majority of households consist of single-family homes, primarily built between 1950 and 1990. Commutes are typically short, with most residents driving alone to work, due to limited public transportation options. These neighborhoods generally have low population density and stable growth patterns.

- % of Households: 12.4%
- # of Households: 5,105
- Median Age: 37
- Median HH Income: $47,084
- Median Net Worth: $24,708

Single Thrifies: Residents predominantly in their 20s and 30s, with households comprising singles, couples without children, and nonfamily members. These neighborhoods experience moderate growth and high mobility. A notable portion are recent immigrants. One third of individuals have completed high school, and another third are pursuing higher education, often supported by part-time jobs. Most live alone, renting property in duplexes and small apartment complexes. They pay below the national average for rent. Employment is prevalent in retail, health, food service, and manufacturing industries. Commutes are short, and workers often drive alone, but many also carpool, bike, or walk to work.

- % of Households: 9.2%
- # of Households: 3,801
- Median Age: 46
- Median HH Income: $99,689
- Median Net Worth: $506,754

Room to Roam: More than half of household heads are aged 55 and older, and one in five individuals is aged 65 and above. Married couples, often without children, form most households, while nonfamily households represent a quarter of the total households. Self-employment is notable, and employment tends to be in manufacturing, health care, and retail. Most housing in this market consists of owner-occupied, single-family homes rather than rentals, with housing built primarily between 1970 and 2000 and generally priced lower than the national average. Owning multiple vehicles is typical, with driving alone as the primary means of commuting.

Town of Corning

Community Profile & Trends

Community Profile & Trends

Geography: County Subdivision

5,684	2.29	39,103	195	4.1%	43.8	$95,187	$1,879,455
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

- $211,135 — Median Home Value
- 2,650 — 2024 Total Housing Units (Esri)
- $832 — Median Contract Rent

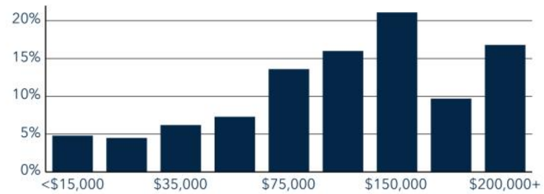
Education

- 2% — No High School Diploma
- 24% — High School Graduate
- 31% — Some College
- 43% — Bachelor's/Grad/ Prof Degree

Projected Growth

- 5,534 — 2029 Total Population (Esri)
- 2,650 — 2029 Total Housing Units (Esri)
- 43,076 — 2029 Retail Goods (Avg)

Household Income



Annual Household Spending

- $2,626 — Apparel & Services
- $235 — Computers & Hardware
- $8,608 — Groceries
- $9,896 — Health Care
- 4,354 — 2024 Food Away from Home

Tapestry

Top 3 segments by household count

K7 Room to Roam >	1,227	**50.8%**
I3 Heartland Communities >	436	**18.1%**
K4 Classic Comfort >	424	**17.6%**
Other	326	**13.5%**

View comparison table

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

All of Corning

Community Profile & Trends

Community Profile & Trends

Geography: County Subdivision

16,118	2.07	29,049	758	4.5%	41.2	$73,220	$956,737
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

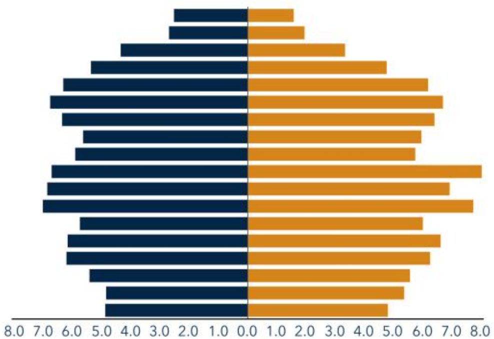
- $187,381 Median Home Value
- 8,530 2024 Total Housing Units (Esri)
- $834 Median Contract Rent

Education

- 4% No High School Diploma
- 25% High School Graduate
- 29% Some College
- 43% Bachelor's/Grad/Prof Degree

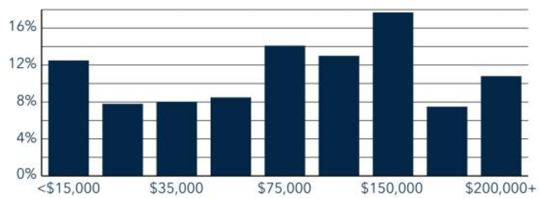
Projected Growth

- 15,785 2029 Total Population (Esri)
- 8,497 2029 Total Housing Units (Esri)
- 31,769 2029 Retail Goods (Avg)



Females Males

Household Income



Annual Household Spending

- $2,112 Apparel & Services
- $197 Computers & Hardware
- $6,699 Groceries
- $7,246 Health Care
- 3,463 2024 Food Away from Home

Tapestry

Top 3 segments by household count

C1 Single Thrifties >	1,823	**24.0%**
K2 Middle Ground >	1,660	**21.9%**
K1 Legacy Hills >	1,263	**16.6%**
Other	2,840	**37.4%**

View comparison table

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: County Subdivision

25,416	2.14	16,835	1,019	7.6%	37.6	$44,477	$249,894
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

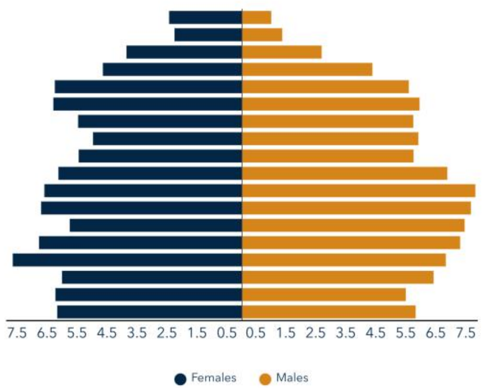
- $91,615 Median Home Value
- 12,682 2024 Total Housing Units (Esri)
- $743 Median Contract Rent

Education

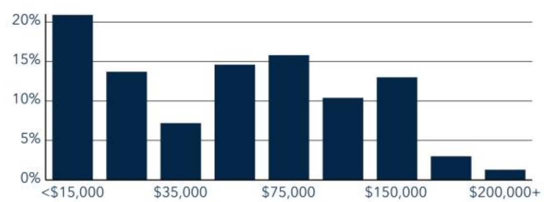
- 15% No High School Diploma
- 37% High School Graduate
- 28% Some College
- 20% Bachelor's/Grad/ Prof Degree

Projected Growth

- 24,770 2029 Total Population (Esri)
- 12,650 2029 Total Housing Units (Esri)
- 17,870 2029 Retail Goods (Avg)



Household Income



Annual Household Spending

- $1,252 Apparel & Services
- $115 Computers & Hardware
- $4,026 Groceries
- $4,209 Health Care
- 2,019 2024 Food Away from Home

Tapestry

Top 3 segments by household count

A1 Independent Cityscapes >	1,944	**17.9%**
E3 Hometown Charm >	1,856	**17.1%**
C1 Single Thrifties >	1,635	**15.1%**
Other	5,420	**49.9%**

View comparison table

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: County Subdivision

6,588	2.22	36,930	132	3.0%	46.5	$102,100	$1,794,149
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

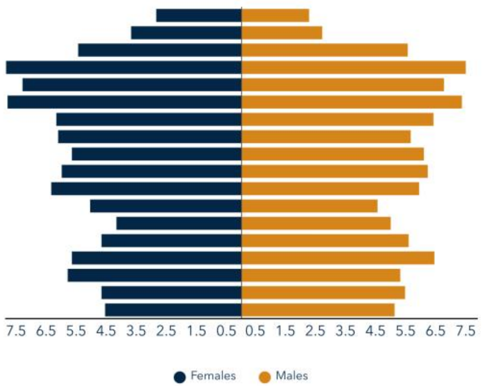
$195,000	3,193	$953
Median Home Value	2024 Total Housing Units (Esri)	Median Contract Rent

Education

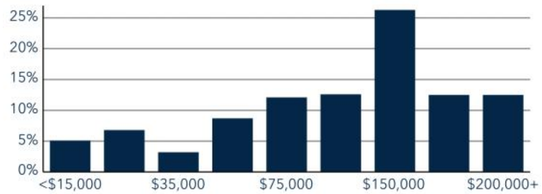
3%	21%	29%	48%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/Prof Degree

Projected Growth

6,332	3,152	40,380
2029 Total Population (Esri)	2029 Total Housing Units (Esri)	2029 Retail Goods (Avg)



Household Income



Annual Household Spending

$2,583	$235	$8,298	$9,338	4,272
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

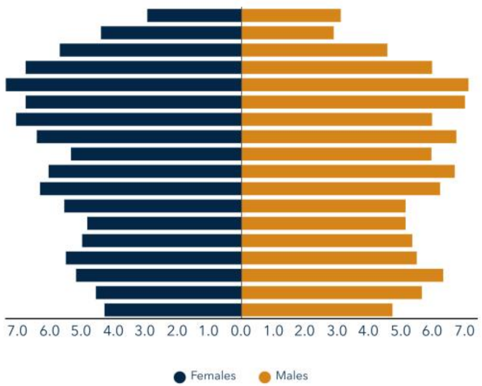
Top 3 segments by household count

K3 Loyal Locals >	2,461	**82.9%**
K2 Middle Ground >	252	**8.5%**
E3 Hometown Charm >	159	**5.4%**
Other	95	**3.2%**

View comparison table

esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023



esri | THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: County Subdivision

7,427	2.33	38,190	458	1.3%	45.9	$104,114	$1,802,287
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$227,533	3,436	$1,188
Median Home Value	2024 Total Housing Units (Esri)	Median Contract Rent

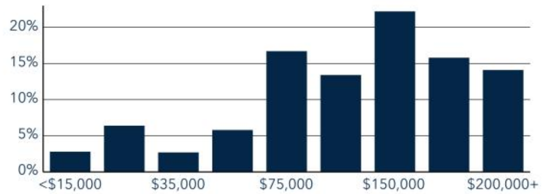
Education

1%	20%	28%	50%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

7,107	3,347	42,364
2029 Total Population (Esri)	2029 Total Housing Units (Esri)	2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$2,659	$242	$8,443	$9,588	4,425
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

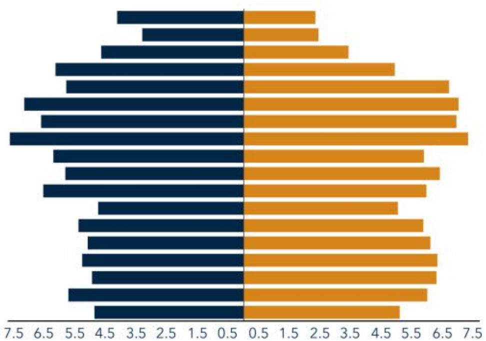
Top 3 segments by household count

K7 Room to Roam >	1,608	50.8%
K3 Loyal Locals >	1,557	49.2%
Other	0	0.0%

View comparison table

Erwin

Community Profile & Trends



esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: County Subdivision

7,917	2.28	37,084	266	3.3%	44.5	$96,910	$1,357,386
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$270,116 Median Home Value

3,731 2024 Total Housing Units (Esri)

$1,044 Median Contract Rent

Education

5% No High School Diploma

19% High School Graduate

24% Some College

52% Bachelor's/Grad/ Prof Degree

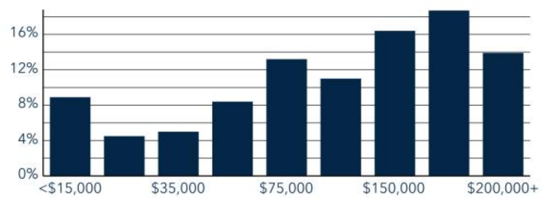
Projected Growth

7,691 2029 Total Population (Esri)

3,623 2029 Total Housing Units (Esri)

40,081 2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$2,631 Apparel & Services

$242 Computers & Hardware

$8,270 Groceries

$9,170 Health Care

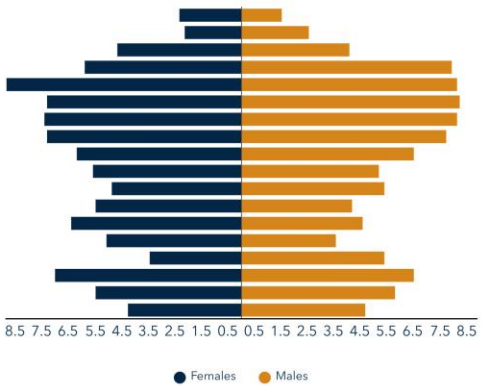
4,356 2024 Food Away from Home

Tapestry

Top 3 segments by household count

L1 Savvy Suburbanites >	1,304	**38.2%**
K3 Loyal Locals >	795	**23.3%**
K4 Classic Comfort >	497	**14.6%**
Other	819	**24.0%**

View comparison table



Community Profile & Trends

Geography: County Subdivision

1,966	2.46	40,772	29	4.3%	47.8	$108,539	$2,472,834
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

$216,781	892	N/A
Median Home Value	2024 Total Housing Units (Esri)	Median Contract Rent

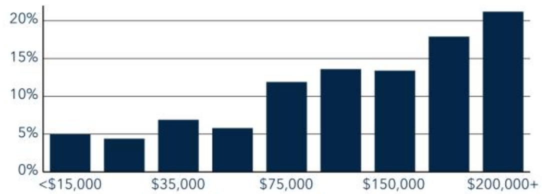
Education

0%	25%	35%	39%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

1,906	892	44,092
2029 Total Population (Esri)	2029 Total Housing Units (Esri)	2029 Retail Goods (Avg)

Household Income



Annual Household Spending

$2,851	$262	$8,926	$10,164	4,764
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

Top 3 segments by household count

K7 Room to Roam > 799 | **100.0%**

Other 0 | **0.0%**

View comparison table

Hornby

Community Profile & Trends

Source: Esri, Esri-U.S. BLS, ACS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030, 2019-2023

Community Profile & Trends

Geography: County Subdivision

1,623	2.49	31,612	23	3.7%	42.2	$82,127	$1,084,644
Population	Avg Size Household	2024 Retail Goods (Avg)	2024 Total Businesses	Unemployment Rate - 2024	Median Age	Median HH Income	Average Net Worth

Housing Stats

- $218,452 — Median Home Value
- 689 — 2024 Total Housing Units (Esri)
- $558 — Median Contract Rent

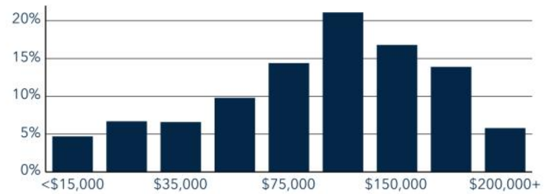
Education

- 4% — No High School Diploma
- 32% — High School Graduate
- 39% — Some College
- 24% — Bachelor's/Grad/Prof Degree

Projected Growth

- 1,579 — 2029 Total Population (Esri)
- 689 — 2029 Total Housing Units (Esri)
- 34,901 — 2029 Retail Goods (Avg)

Household Income



Annual Household Spending

- $1,883 — Apparel & Services
- $156 — Computers & Hardware
- $6,820 — Groceries
- $8,201 — Health Care
- 3,072 — 2024 Food Away from Home

Tapestry

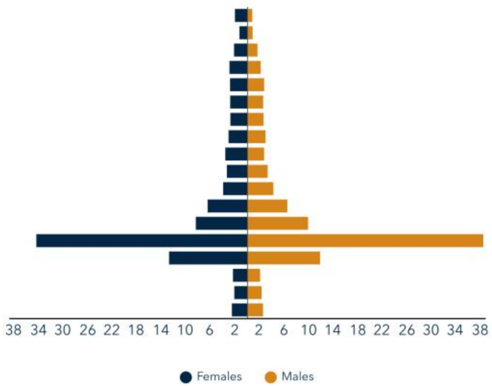
Top 3 segments by household count

I7 Country Charm >	653	100.0%
Other	0	0.0%

View comparison table

City of Ithaca

Community Profile & Trends



esri THE SCIENCE OF WHERE

Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Community Profile & Trends

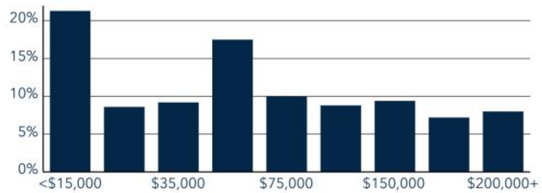
Geography: County Subdivision

31,804	1.84	20,875	1,718	5.2%	24.2	$45,331	$373,106
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

Housing Stats

$361,963	15,011	$1,582
2025 Median Home Value	2025 Total Housing Units (Esri)	2025 Median Monthly Contract Rent

Household Income



Annual Household Spending - 2025 ACS

$1,758	$178	$5,115	$4,675	2,948
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Education - 2025 ACS

4%	9%	16%	72%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

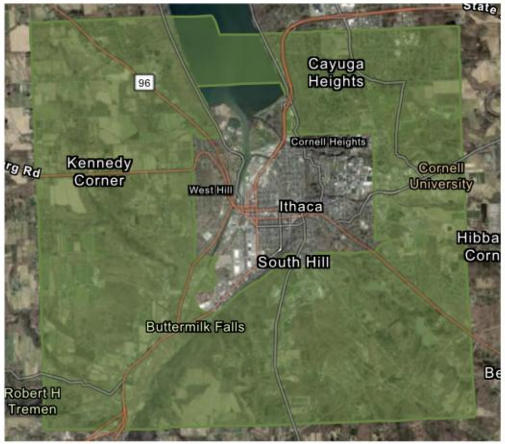
31,839	15,615	22,599
2030 Total Population (Esri)	2030 Total Housing Units (Esri)	2030 Retail Goods (Avg)

Tapestry

Top 3 segments by household count

B1 Dorms to Diplomas >	4,154 | **31.6%**
D1 Emerging Hub >	3,276 | **24.9%**
B2 College Towns >	1,910 | **14.5%**
Other	3,826 | **29.1%**

View comparison table



Community Profile & Trends

Geography: County Subdivision

21,962	2.04	33,625	520	4.0%	25.9	$88,684	$1,155,119
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

Housing Stats

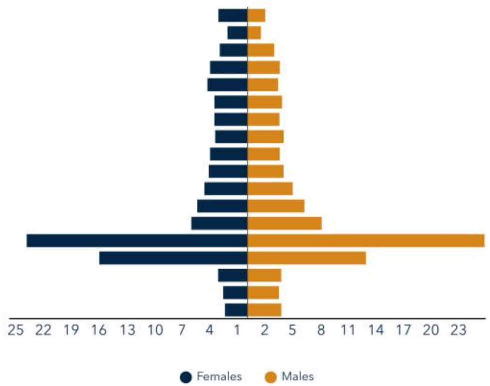
$386,570	8,549	$1,501
2025 Median Home Value	2025 Total Housing Units (Esri)	2025 Median Monthly Contract Rent

Education - 2025 ACS

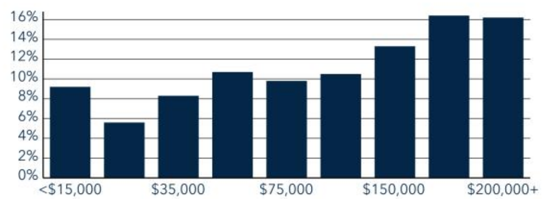
2%	9%	12%	77%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/Prof Degree

Projected Growth

21,721	8,728	37,125
2030 Total Population (Esri)	2030 Total Housing Units (Esri)	2030 Retail Goods (Avg)



Household Income



Annual Household Spending - 2025 ACS

$2,667	$256	$7,918	$7,875	4,442
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Tapestry

Top 3 segments by household count

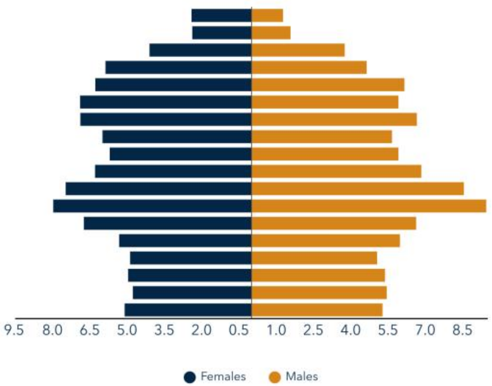
K6 City Greens >	3,101 | **40.5%**
D4 Metro Renters >	898 | **11.7%**
K1 Legacy Hills >	676 | **8.8%**
Other	2,976 | **38.9%**

View comparison table

Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Glens Falls

Community Profile & Trends



Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Community Profile & Trends

Geography: County Subdivision

14,504	2.02	23,797	962	4.2%	40.4	$66,569	$608,725
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

Housing Stats

- $205,471 — 2025 Median Home Value
- 7,748 — 2025 Total Housing Units (Esri)
- $960 — 2025 Median Monthly Contract Rent

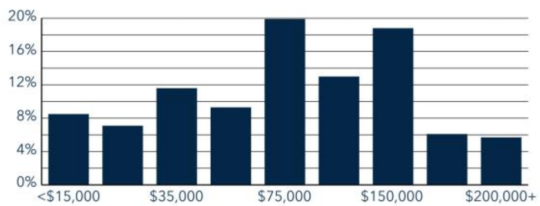
Education - 2025 ACS

- 9% — No High School Diploma
- 27% — High School Graduate
- 29% — Some College
- 34% — Bachelor's/Grad/Prof Degree

Projected Growth

- 14,576 — 2030 Total Population (Esri)
- 7,988 — 2030 Total Housing Units (Esri)
- 25,610 — 2030 Retail Goods (Avg)

Household Income



Tapestry

Top 3 segments by household count

C1 Single Thrifties >	1,879	**26.6%**
K2 Middle Ground >	1,713	**24.2%**
K6 City Greens >	1,533	**21.7%**
Other	1,943	**27.5%**

View comparison table

Annual Household Spending - 2025 ACS

- $1,810 — Apparel & Services
- $171 — Computers & Hardware
- $5,601 — Groceries
- $5,853 — Health Care
- 2,962 — 2024 Food Away from Home

GOMAN+YORK

Source: Esri, Esri-U.S. BLS, Esri-MRI-Simmons, Esri-Data Axle
Esri forecasts for 2025, 2030

Community Profile & Trends

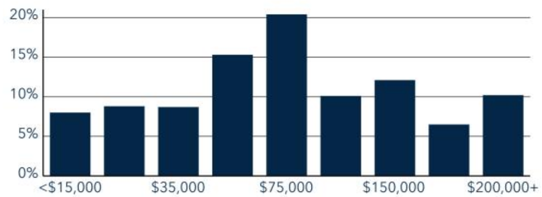
Geography: County Subdivision

3,469	2.12	26,468	397	2.9%	47.0	$60,135	$1,162,531
2025 Population	2025 Avg Size Household	2025 Retail Goods (Avg)	2025 Total Businesses	Unemployment Rate - 2025	2025 Median Age	2025 Median HH Income	2025 Average Net Worth

Housing Stats

$194,100	1,773	$703
2025 Median Home Value	2025 Total Housing Units (Esri)	2025 Median Monthly Contract Rent

Household Income



Annual Household Spending - 2025 ACS

$1,869	$171	$6,001	$6,672	3,090
Apparel & Services	Computers & Hardware	Groceries	Health Care	2024 Food Away from Home

Education - 2025 ACS

7%	30%	22%	41%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

Projected Growth

3,434	1,773	28,728
2030 Total Population (Esri)	2030 Total Housing Units (Esri)	2030 Retail Goods (Avg)

Tapestry

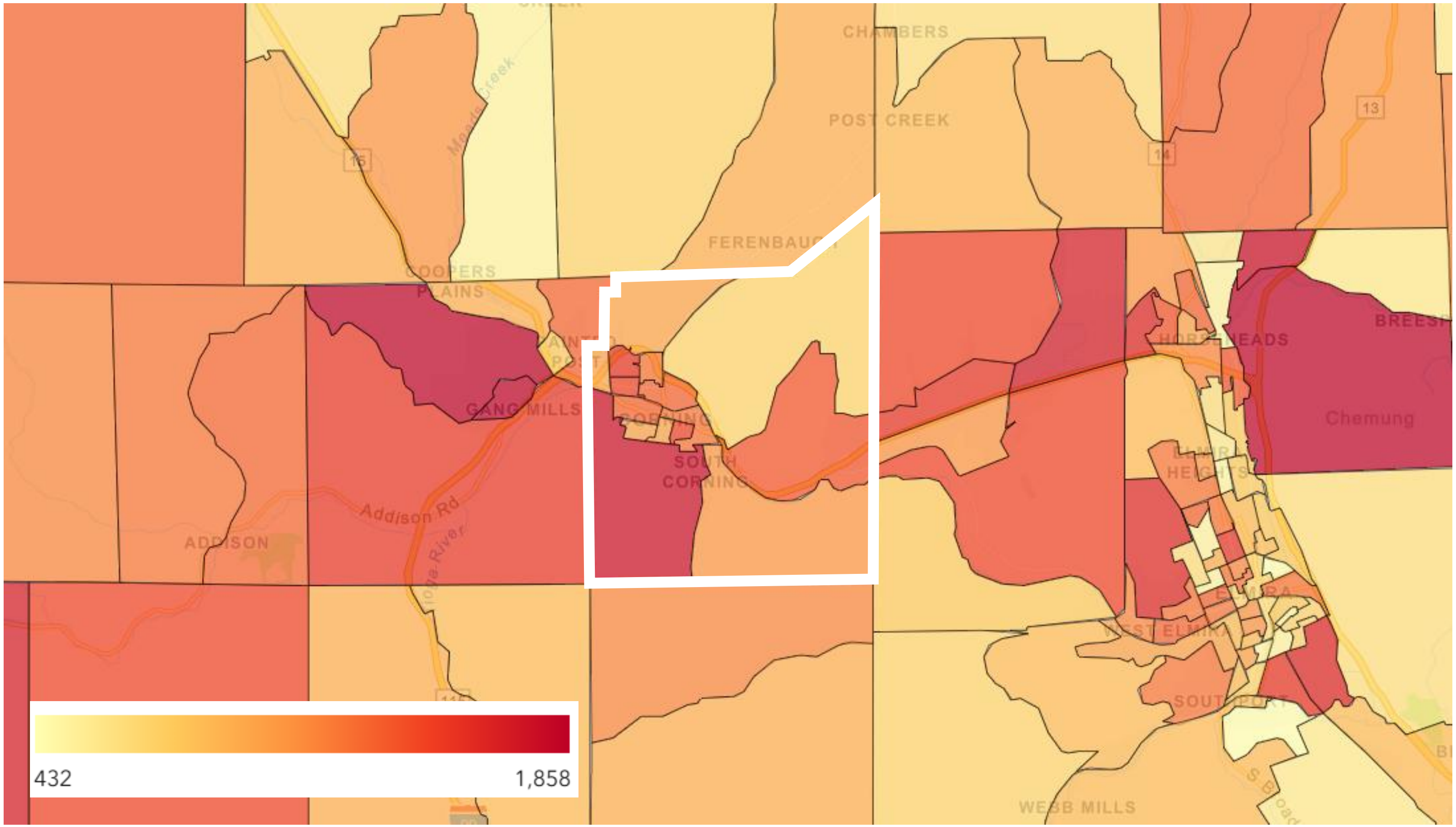
Top 3 segments by household count

K3 Loyal Locals >	1,172 | **75.0%**
K1 Legacy Hills >	390 | **25.0%**
Other	0 | **0.0%**

View comparison table

2025 Total Population

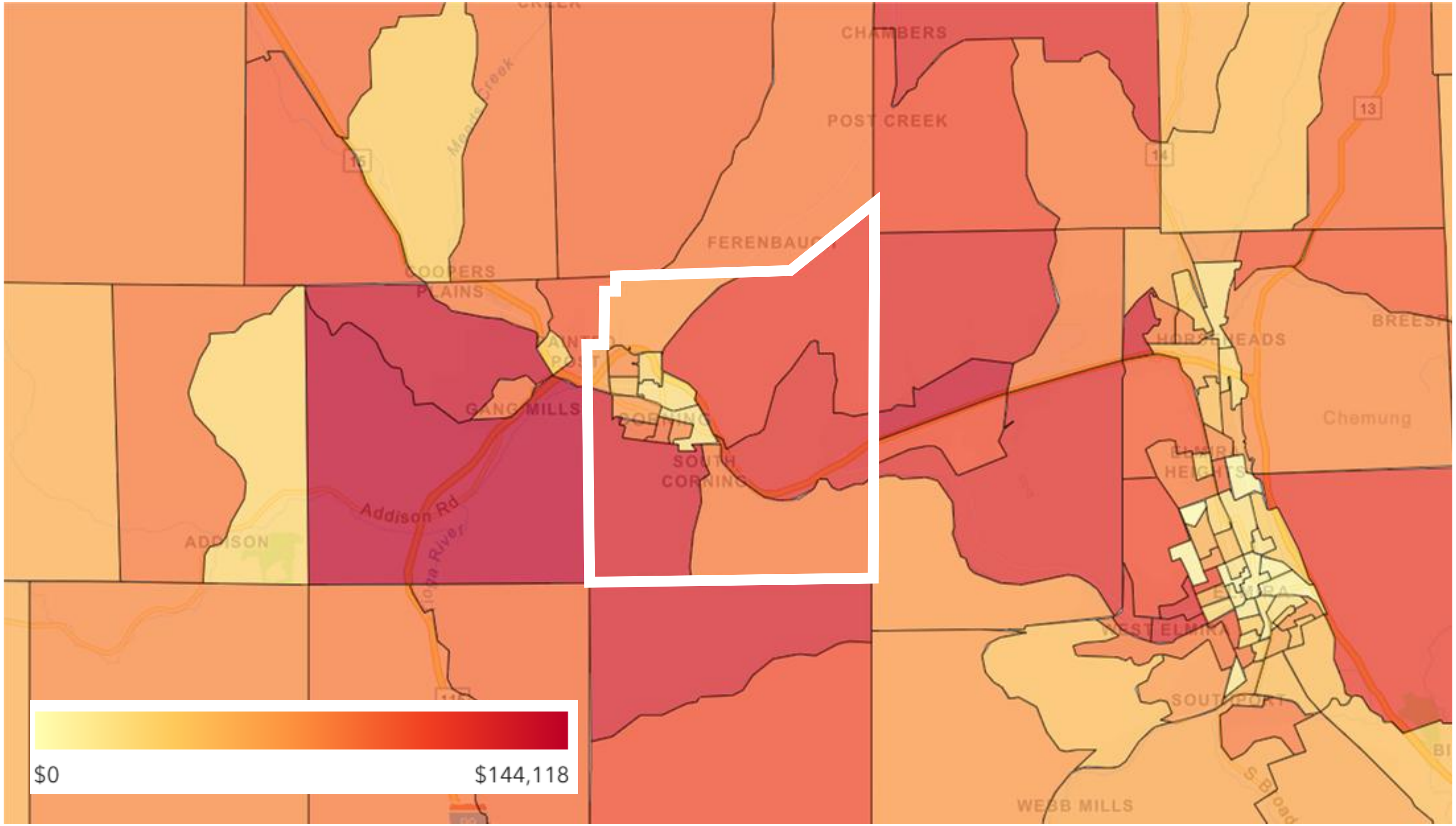
Community Insights



This map illustrates the **density of Total Population** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025 Median Household Income

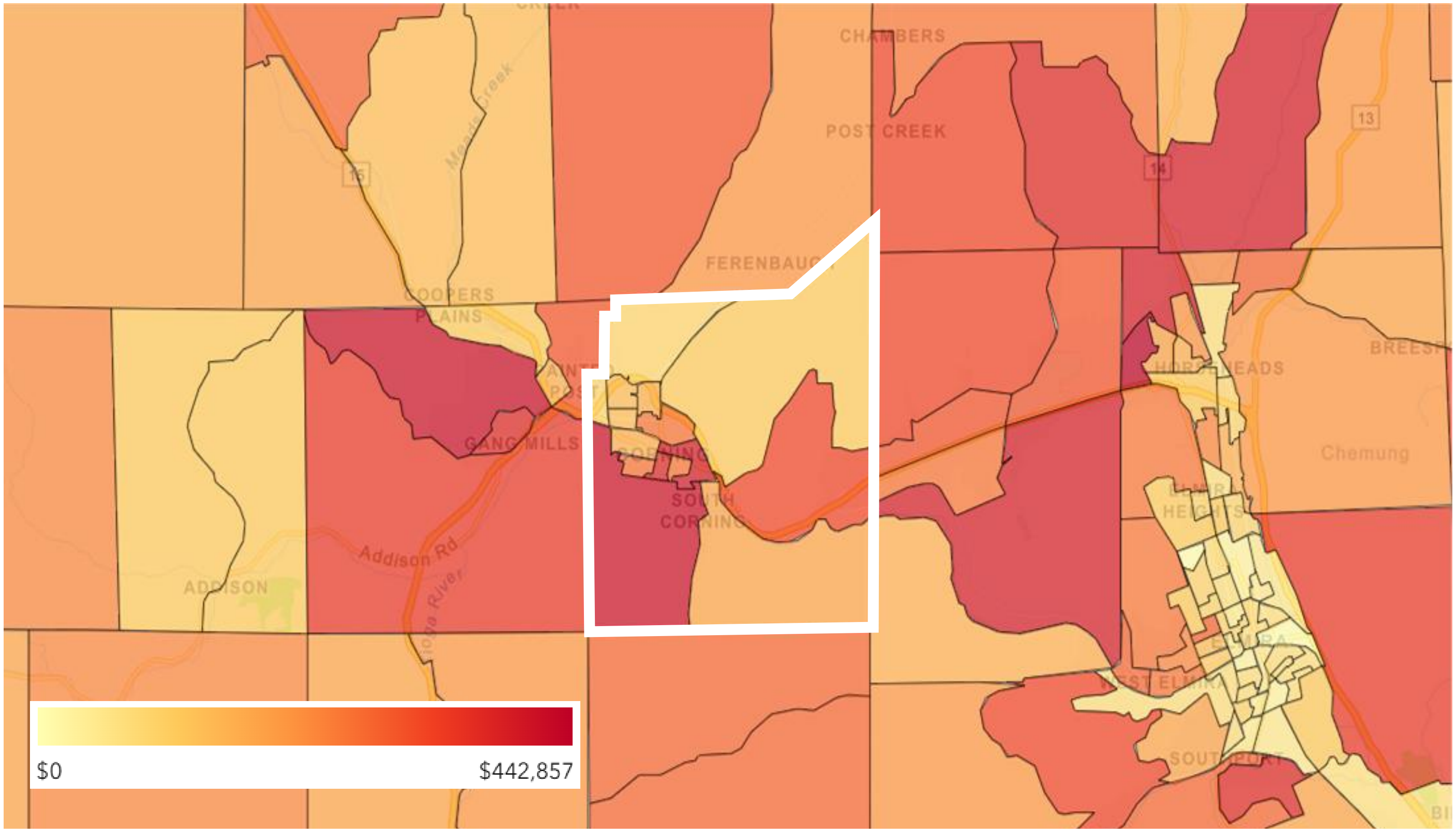
Community Insights



This map illustrates the **density of Median Household Income** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025 Median Home Value

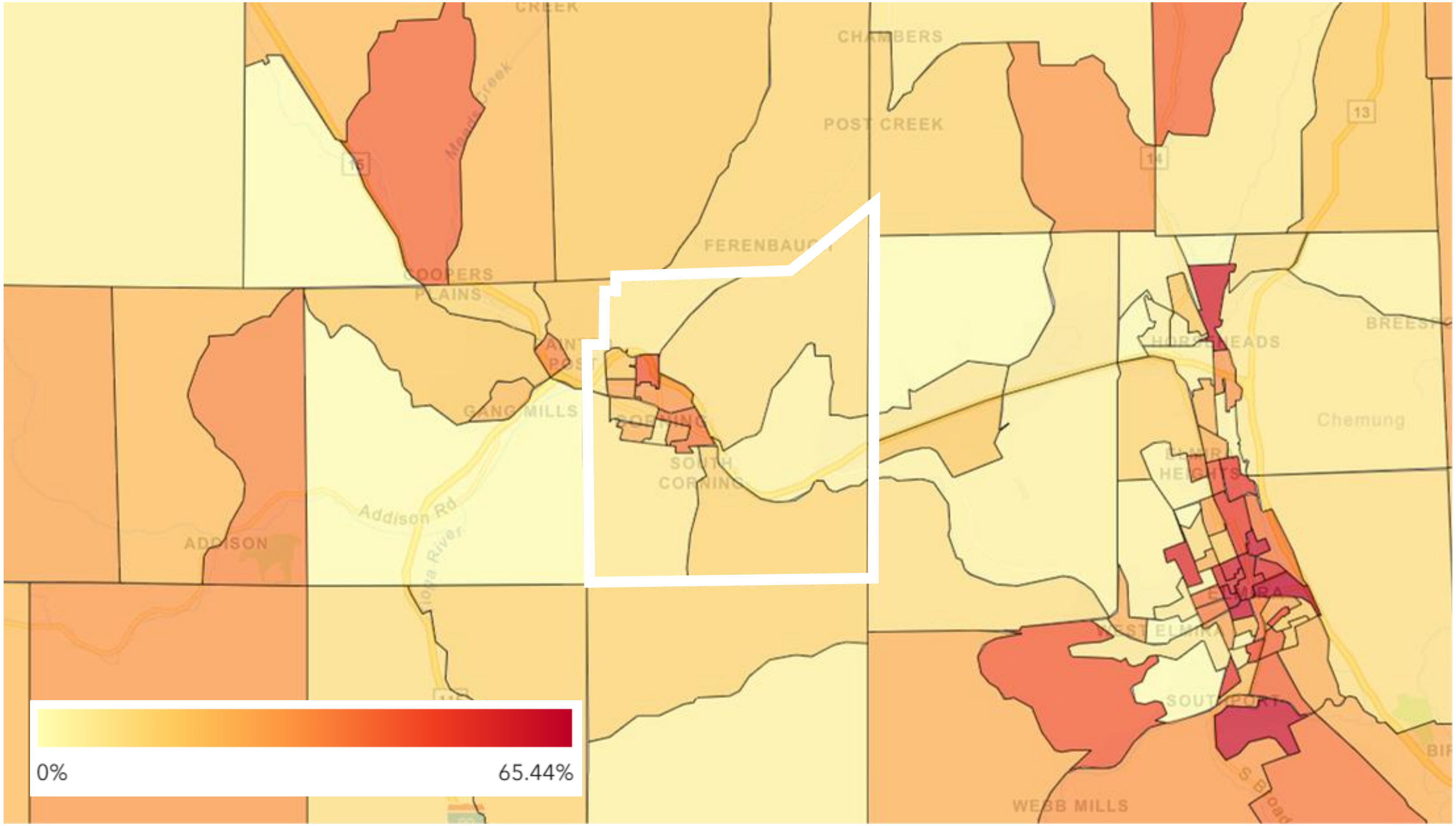
Community Insights



This map illustrates the **density of Median Home Value** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2023 Households with Income Below Poverty Level

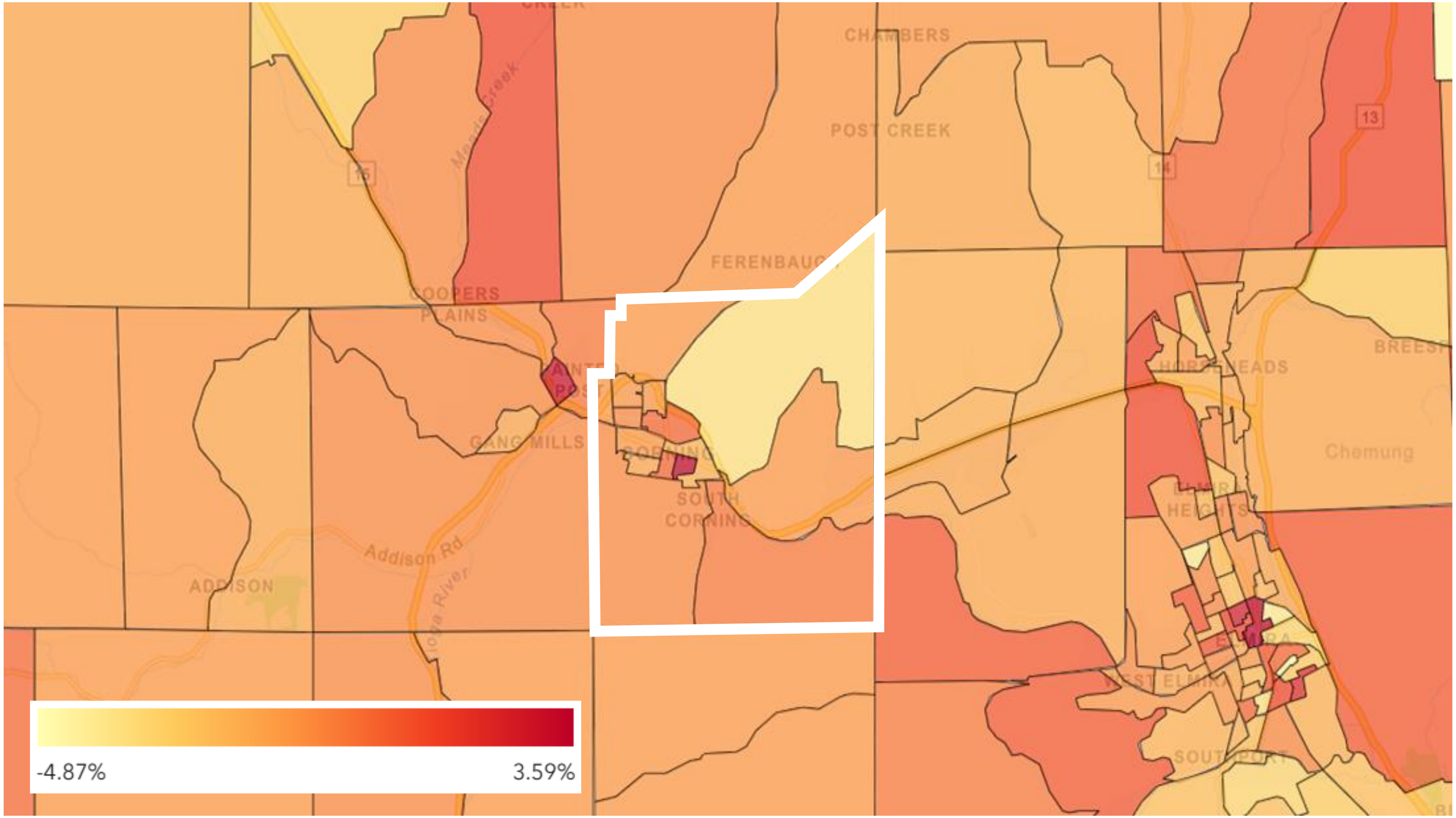
Community Insights



This map illustrates the **density of Households with Income Below Poverty Level** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2020-2025 Population Growth Rate

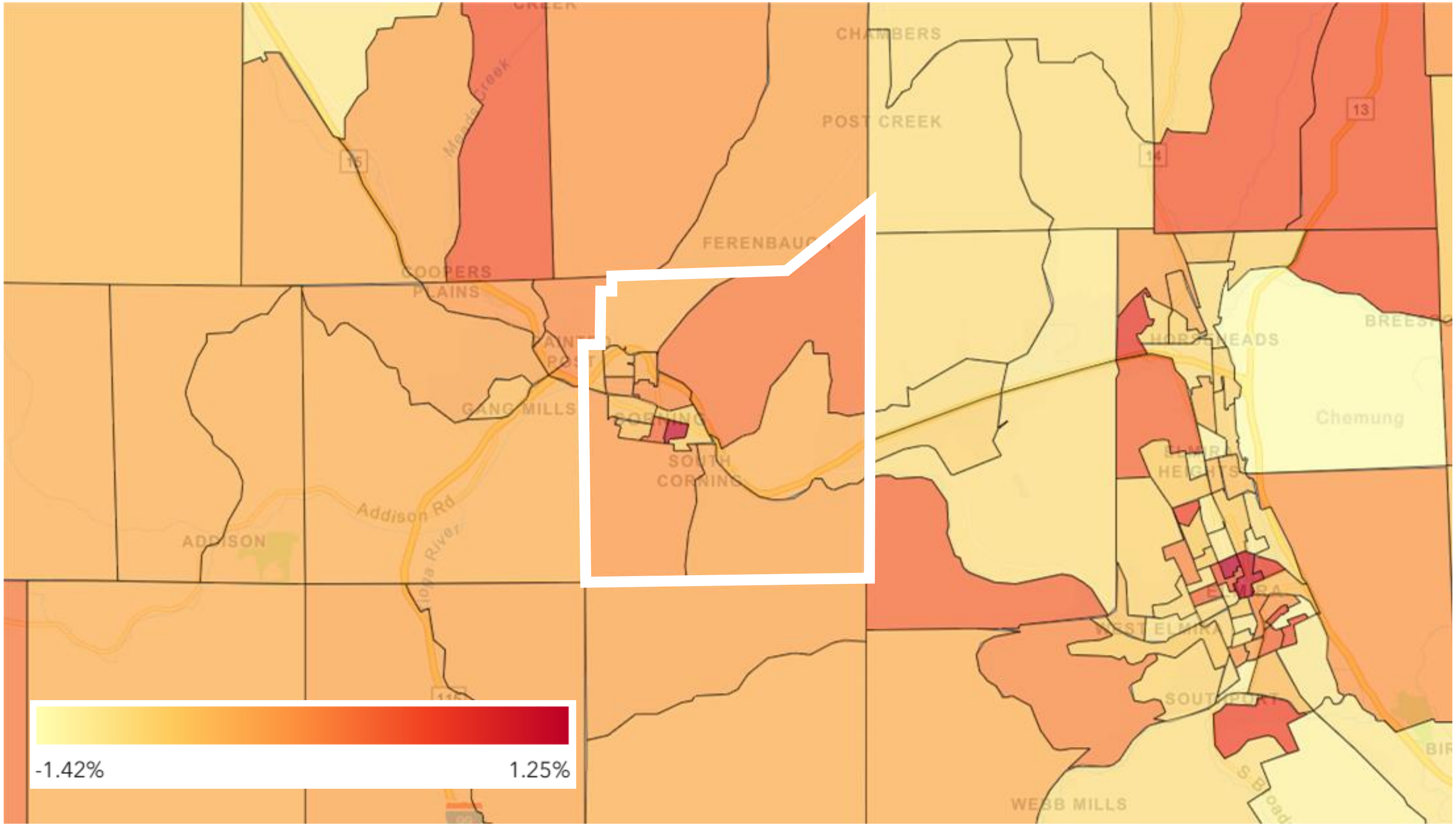
Community Insights



This map illustrates the **density of Population Growth Rate (2020-2025)** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025-2030 Projected Population Growth Rate

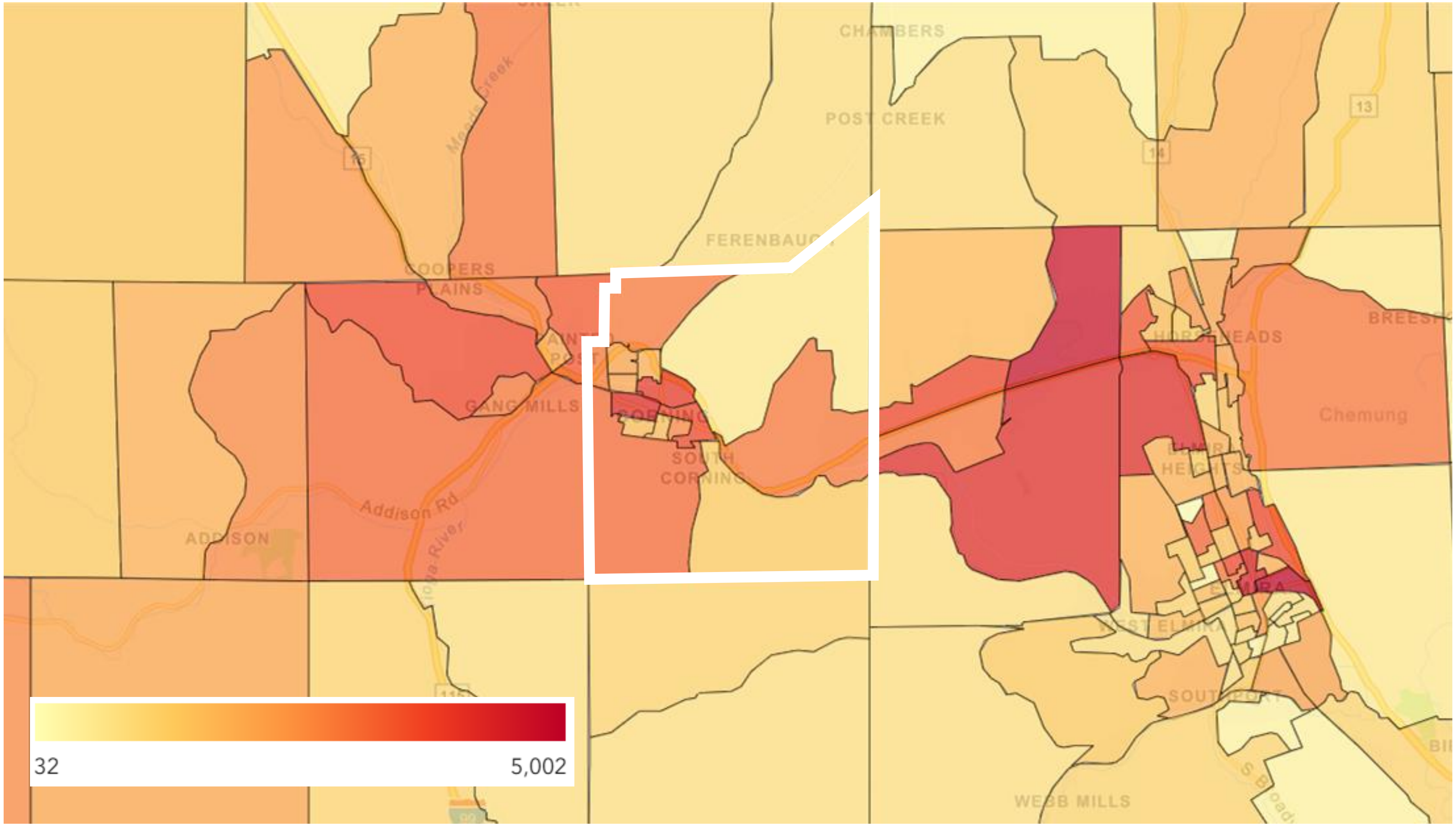
Community Insights



This map illustrates the **density of Projected Population Growth Rate (2025-2030)** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025 Total Daytime Population

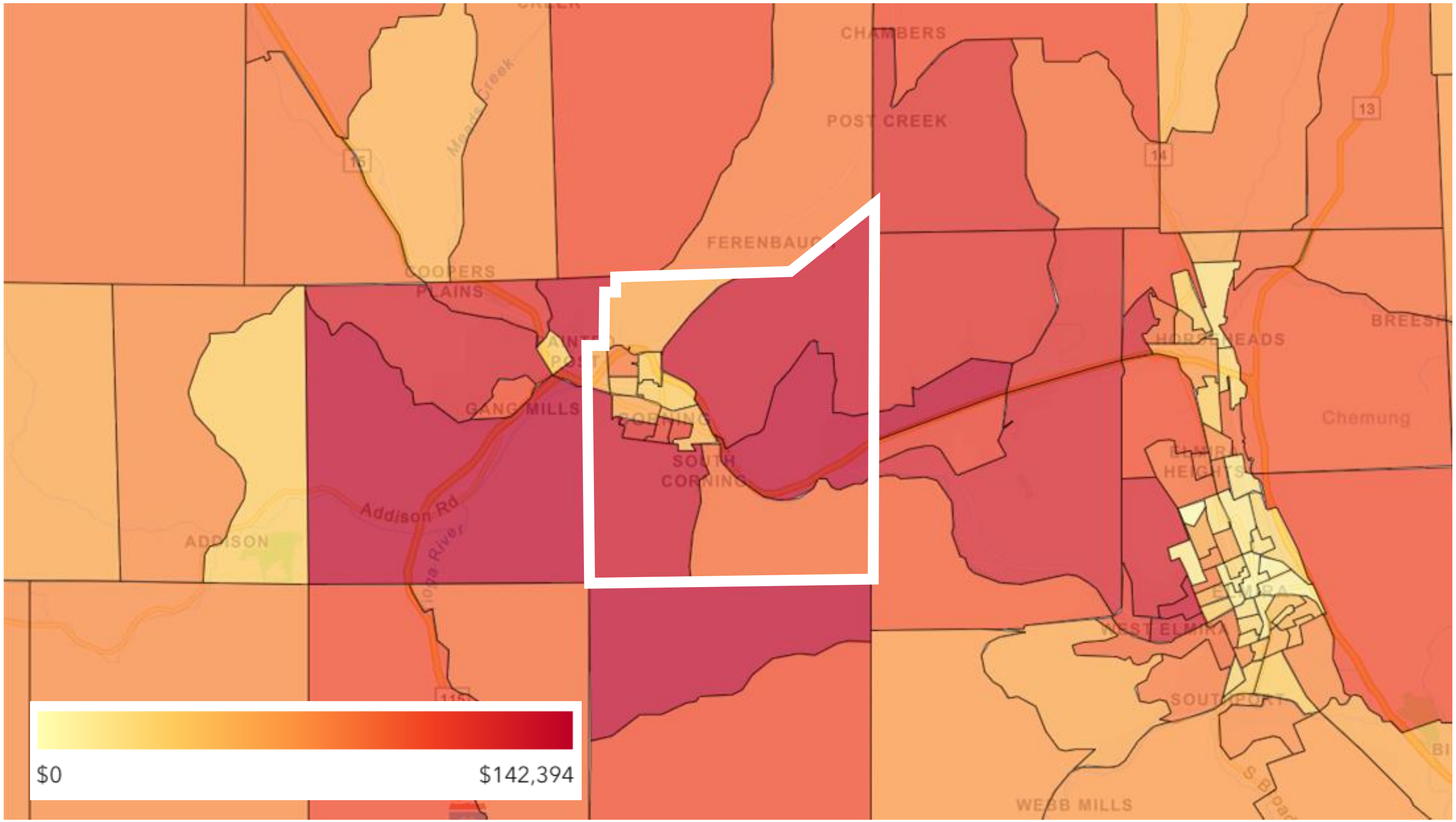
Community Insights



This map illustrates the **density of Total Daytime Population** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025 Annual Budget Expenditures

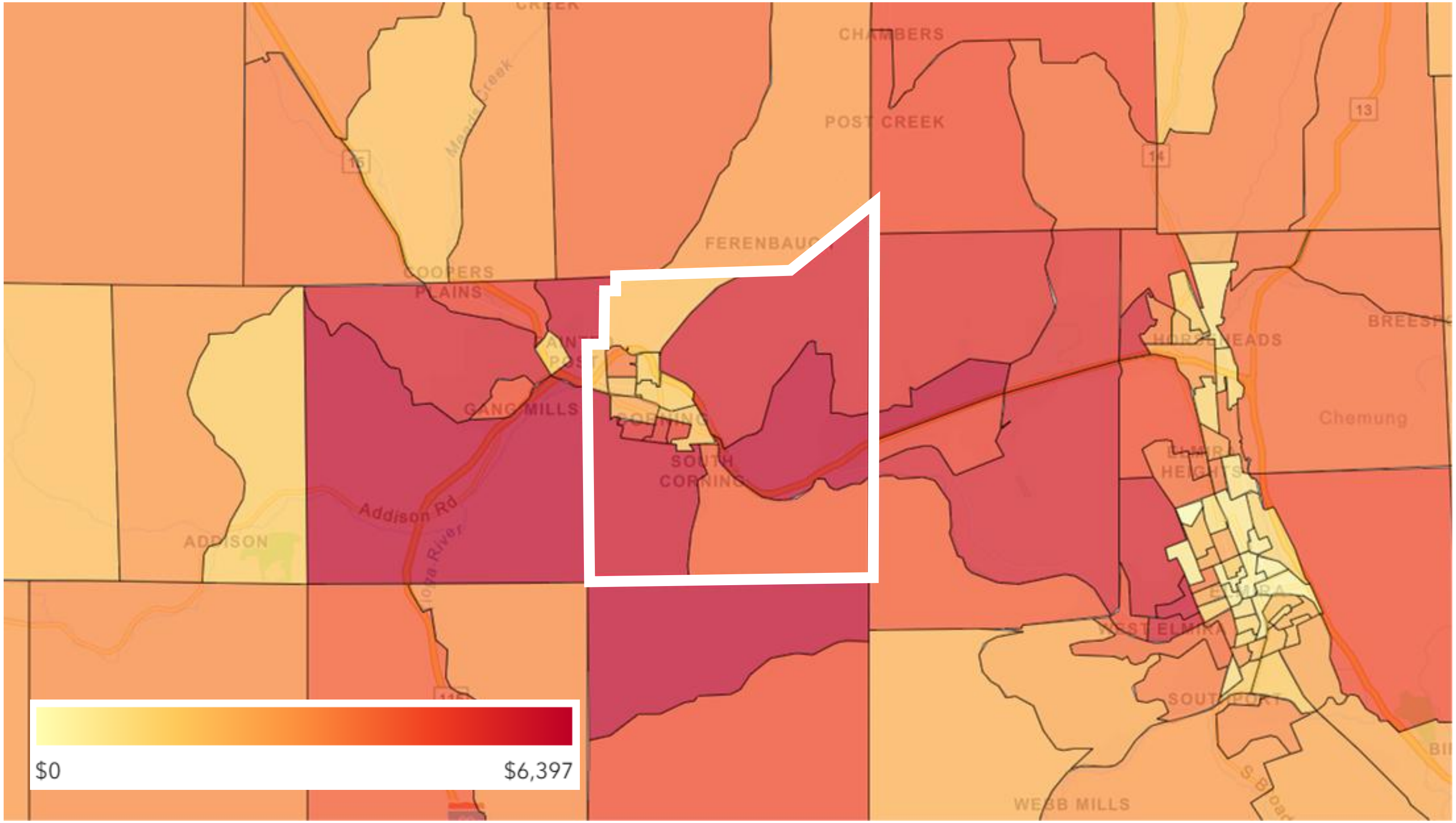
Community Insights



This map illustrates the **density of Annual Budget Expenditures** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

2025 Food Services and Drinking Places Expenditures

Community Insights



This map illustrates the **density of Food Services and Drinking Places Expenditures** by Census Block Group within the Town of Corning, highlighted in white, and in surrounding areas.

Appendix IV. Geofencing Analysis

Downtown Study: Geofence Analysis

Market Street Area, Corning, NY

GOMAN+YORK
ADVISORY SERVICES

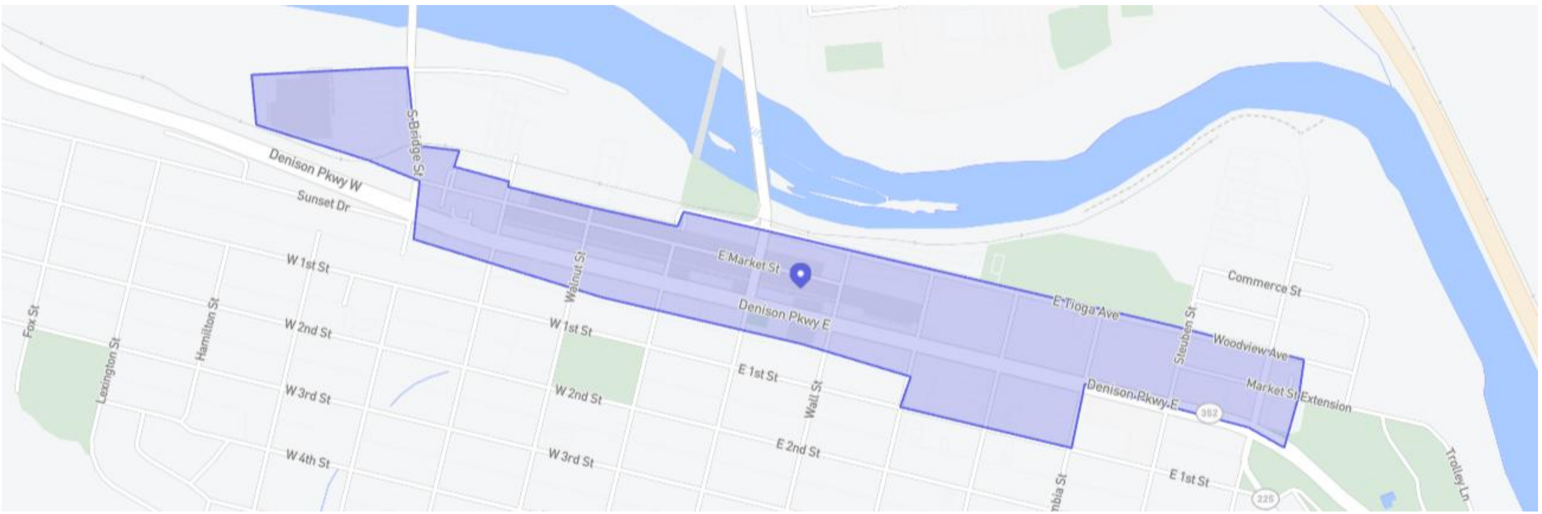
Market Street Area

Downtown Corning

Geofence Analysis: Year 2025

Gaffer District - V2
Nasser Civic Center Plz, Corning, NY

Visits	3.2M	Panel Visits	289.3K
Visitors	385.6K	Visits YoY	+1.7%
Visit Frequency	8.37	Visits Yo2Y	-0.6%
Avg. Dwell Time	61 Min	Visits Yo3Y	-3.6%



Downtown Corning

Geofence Analysis: Year 2025

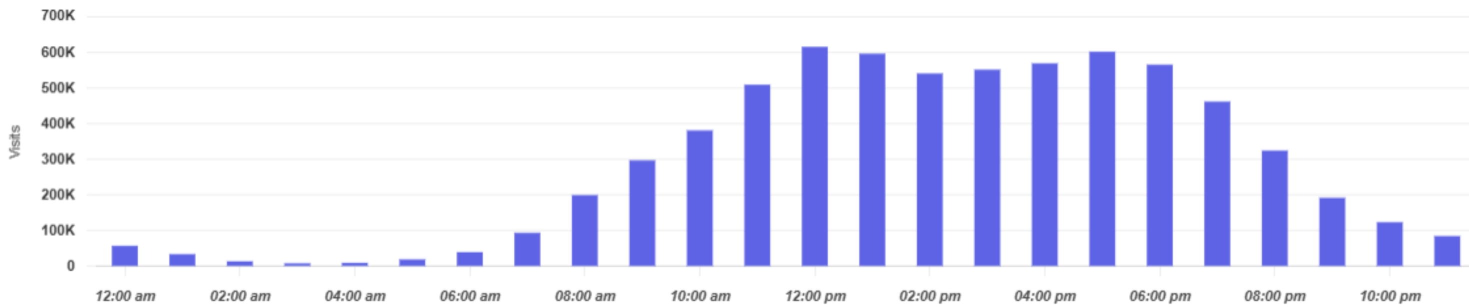
Downtown Corning

Geofence Analysis: Year 2025

Hourly Visits ?

Gaffer District - V2
Nasser Civic Center Plz, Corning, NY

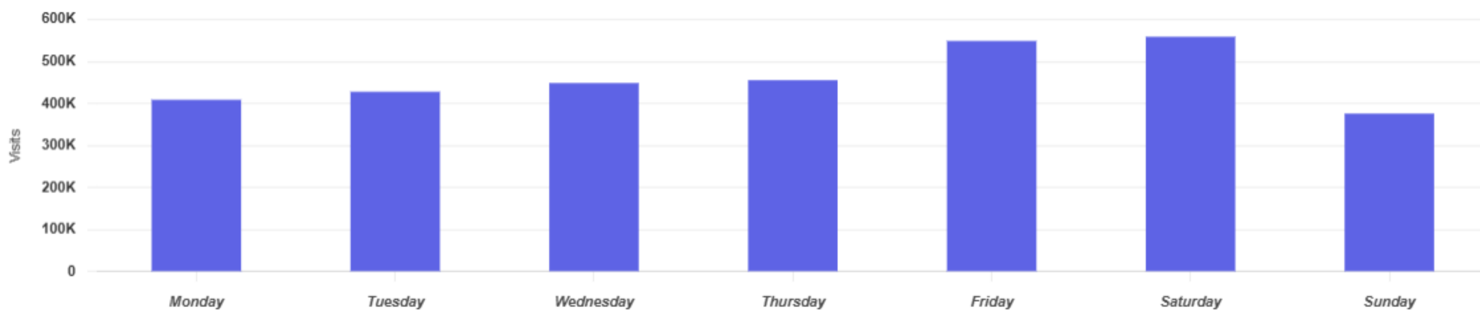
Metric:
Visits



Daily Visits ?

Gaffer District - V2
Nasser Civic Center Plz, Corning, NY

Metric:
Visits



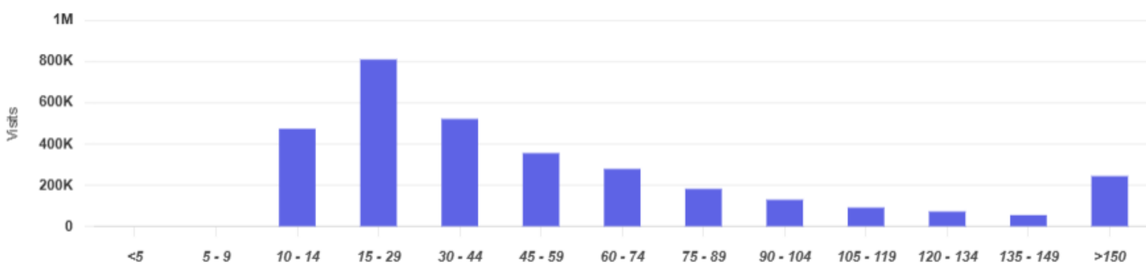
Downtown Corning

Geofence Analysis: Year 2025

Visit Duration

Gaffer District - V2
Nasser Civic Center Plz, Corning, NY

Metric:
Visits



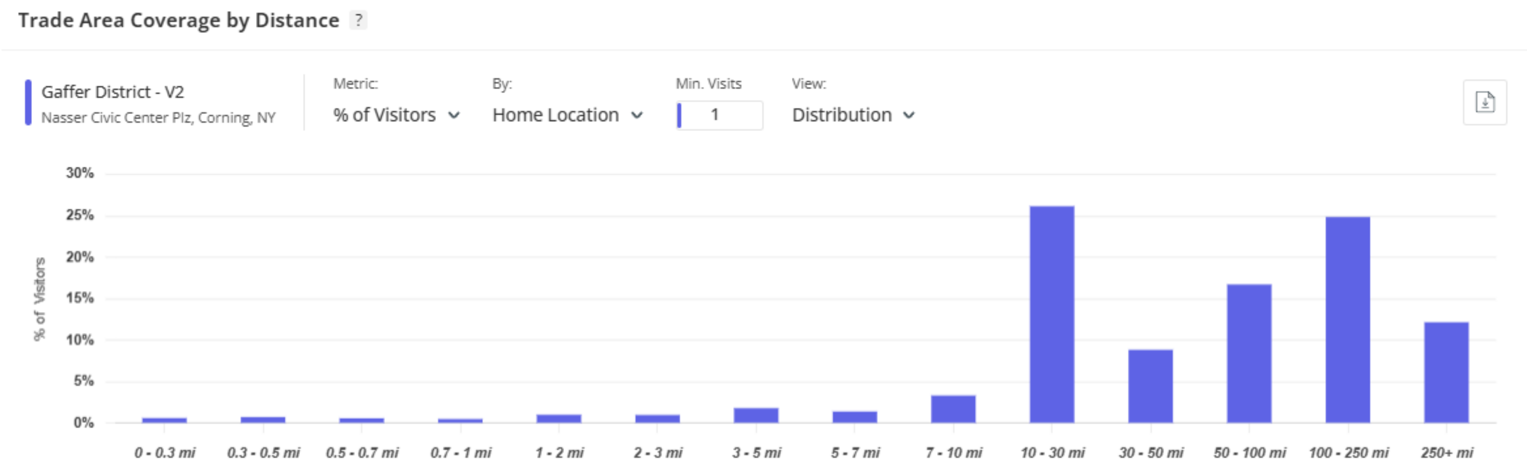
Average Stay	61 min
Median Stay	39 min

Household Income

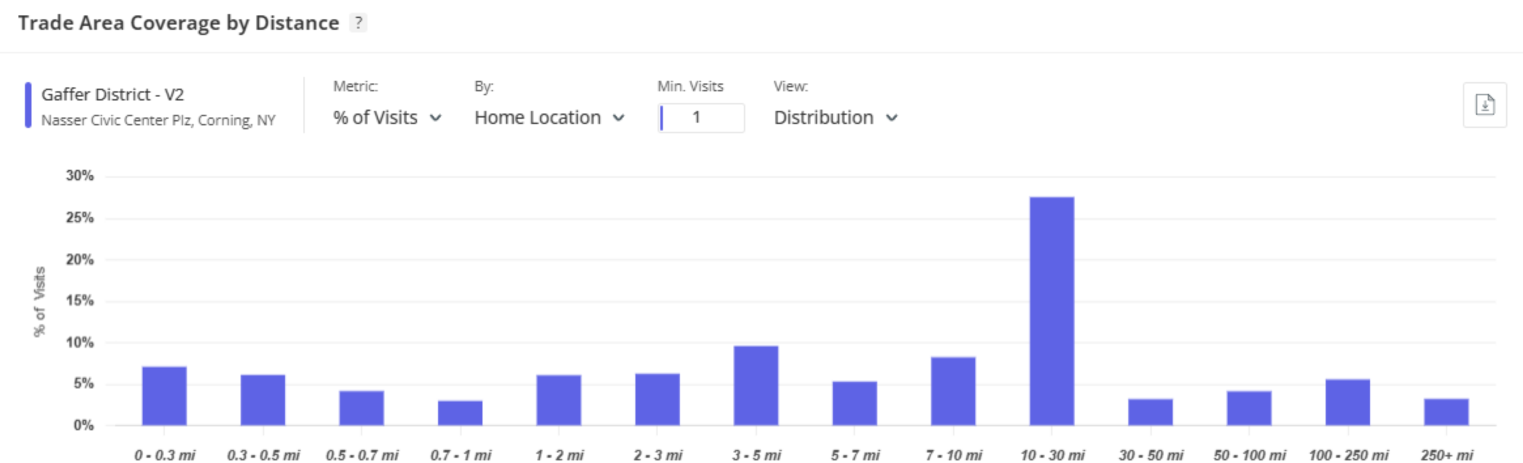
Gaffer District - V2
Nasser Civic Center Plz, Corning, NY

Average Income	100K
Median Income	73K

*Demographics are based on a True Trade Area capturing 70% of visits | Data source: Census 2023



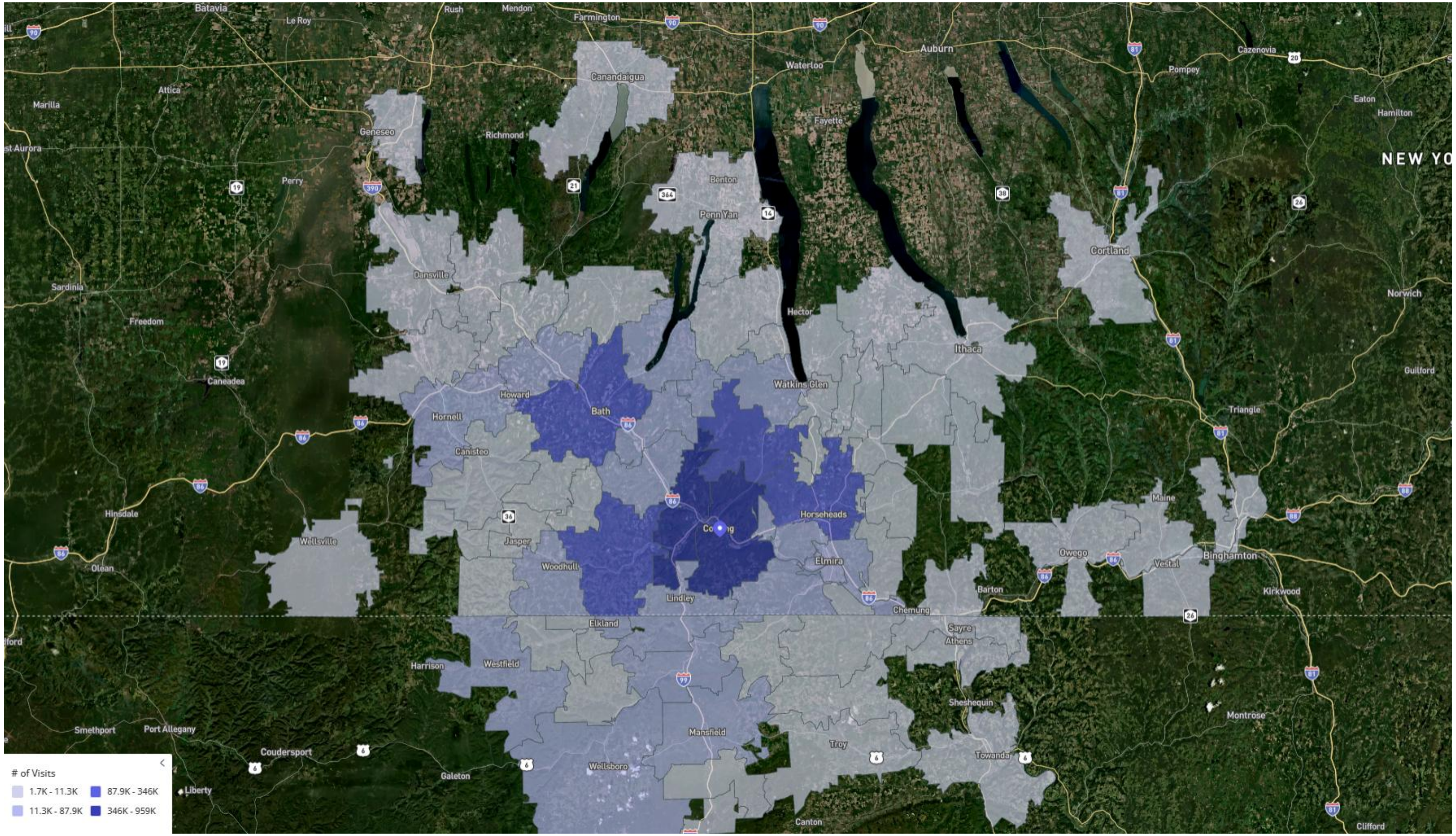
Trade Area Coverage by Distance ?
Gaffer District - V2
Nasser Civic Center Plz, Corning, NY
Metric:
% of Visitors
By:
Home Location
Min. Visits
1
View:
Distribution
30%
25%
20%
15%
10%
5%
0%
% of Visitors
0 - 0.3 mi
0.3 - 0.5 mi
0.5 - 0.7 mi
0.7 - 1 mi
1 - 2 mi
2 - 3 mi
3 - 5 mi
5 - 7 mi
7 - 10 mi
10 - 30 mi
30 - 50 mi
50 - 100 mi
100 - 250 mi
250+ mi



Trade Area Coverage by Distance ?
Gaffer District - V2
Nasser Civic Center Plz, Corning, NY
Metric:
% of Visits
By:
Home Location
Min. Visits
1
View:
Distribution
30%
25%
20%
15%
10%
5%
0%
% of Visits
0 - 0.3 mi
0.3 - 0.5 mi
0.5 - 0.7 mi
0.7 - 1 mi
1 - 2 mi
2 - 3 mi
3 - 5 mi
5 - 7 mi
7 - 10 mi
10 - 30 mi
30 - 50 mi
50 - 100 mi
100 - 250 mi
250+ mi

Downtown Corning: Visits by Home Location

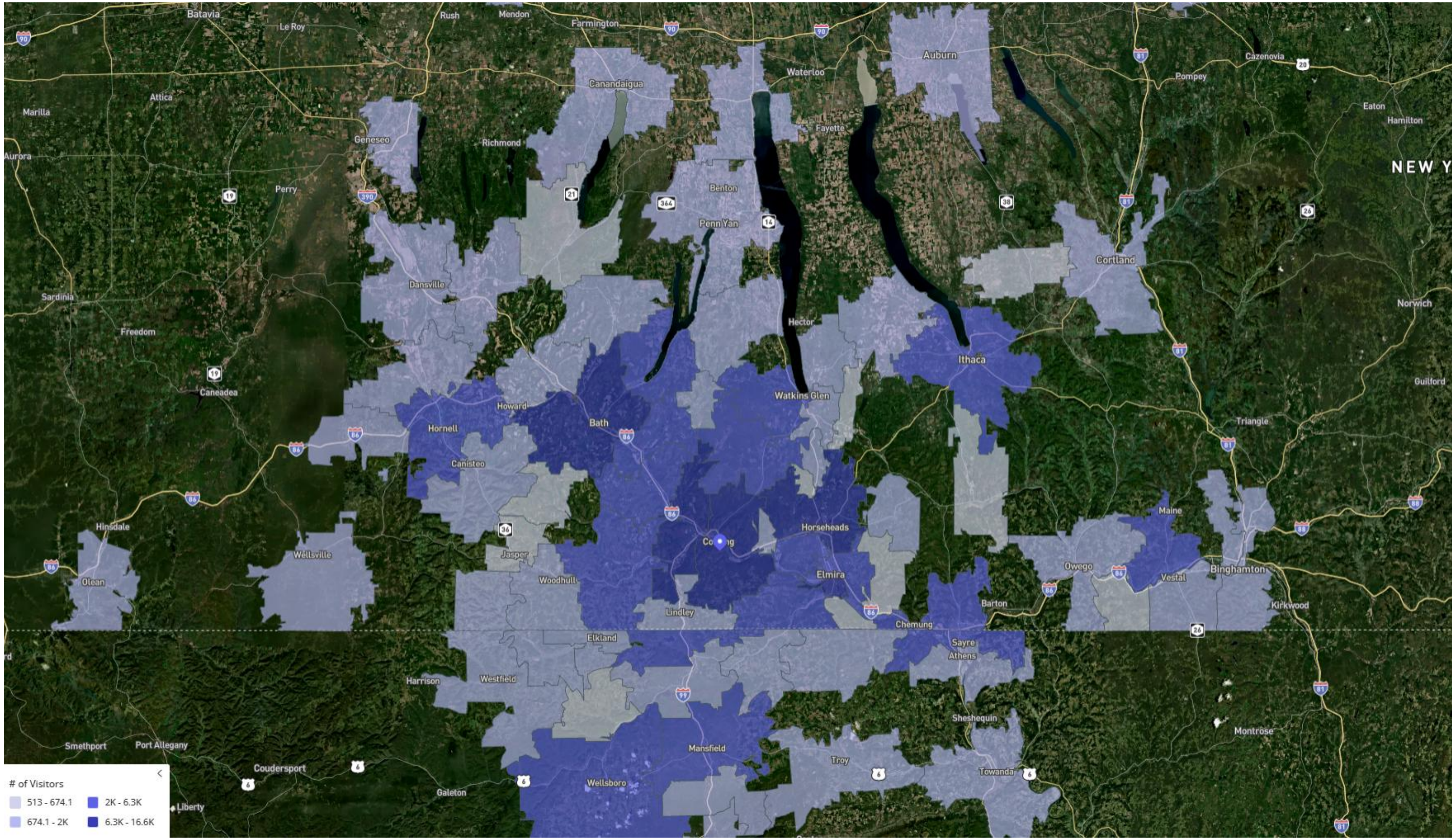
Geofence Analysis: Year 2025



This map illustrates the concentration of total **Visits** to Downtown by Home Location. Darker shading represents areas generating the highest volume of visits, defining Downtown's primary trade area based on frequency and intensity of activity.

Downtown Corning: Visitors by Home Location

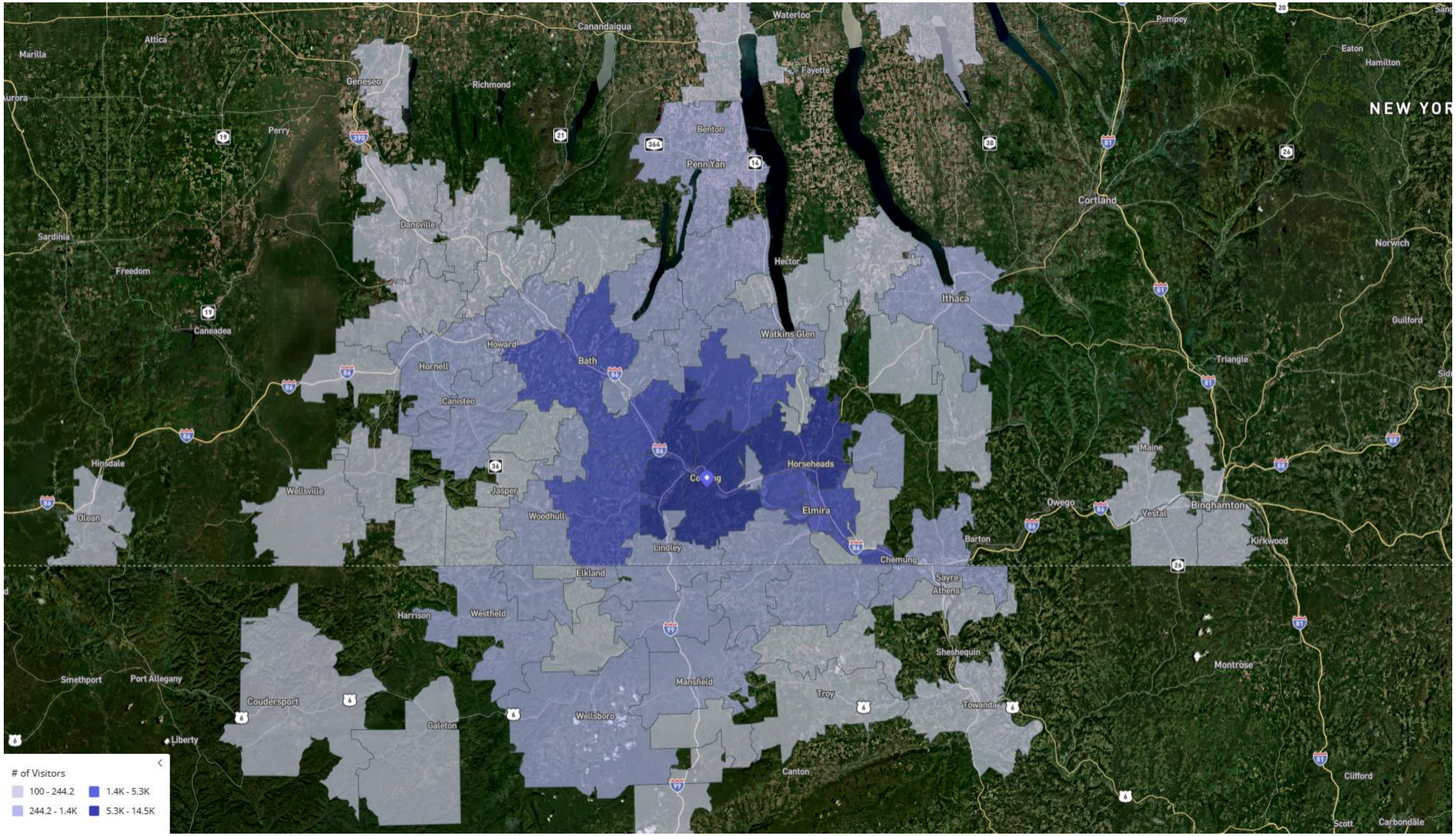
Geofence Analysis: Year 2025



This map shows the concentration of unique **Visitors** to Downtown Corning by Home Location. Darker shading reflects areas with the highest number of individual visitors, illustrating Downtown's overall geographic reach and regional draw.

Downtown Corning: Visitors by Home Location

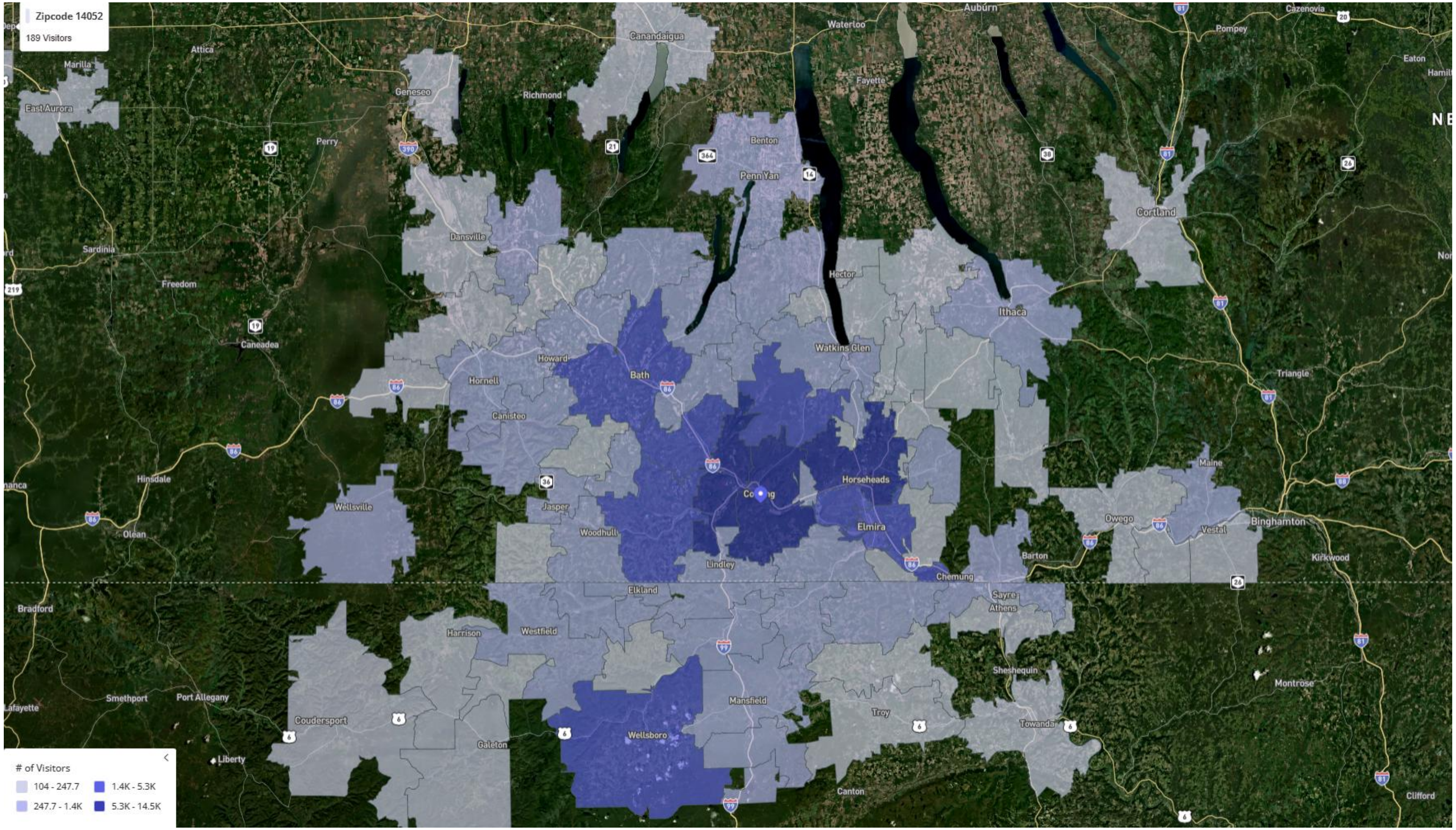
Geofence Analysis: June 2025



This map illustrates the concentration of unique visitors to Downtown Corning in June 2025. During the month, Downtown recorded 283,700 total visits generated by 107,400 individual visitors.

Downtown Corning: Visitors by Home Location

Geofence Analysis: December 2025



This map illustrates the concentration of unique visitors to Downtown Corning in December 2025. During the month, Downtown recorded 283,300 total visits generated by 107,800 individual visitors.

Corning Incorporated World Headquarters

Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Corning Incorporated World Headquarters
Riverfront Plz, Corning, NY

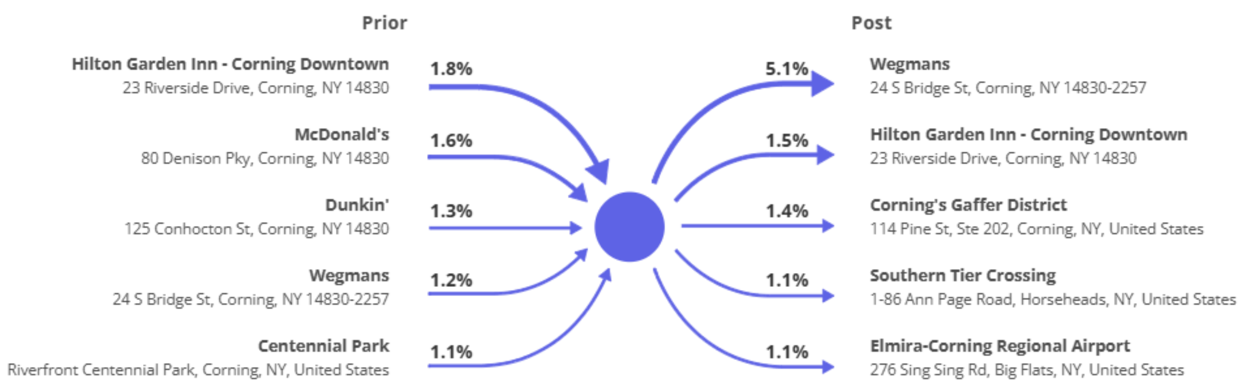
Visits	188K	Panel Visits	16.7K
Visitors	7.5K	Visits YoY	-1.1%
Visit Frequency	24.98	Visits Yo2Y	+7.3%
Avg. Dwell Time	330 Min	Visits Yo3Y	>-0.5%

Visitor Journey ?

Corning Incorporated World Headquarters
Riverfront Plz, Corning, NY

Show by: **Location** | Category | Category Group

Show Home/Work: Off



Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Audience Overview ?

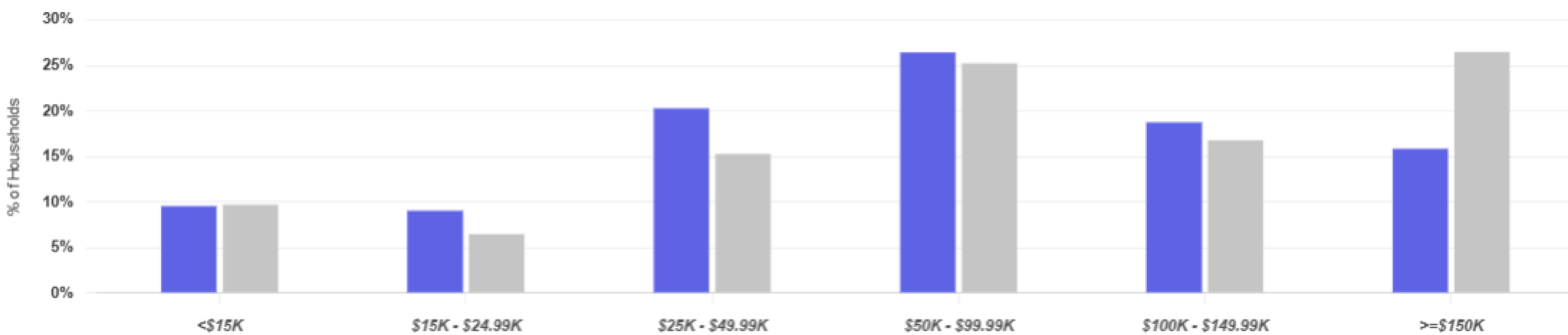
Corning Incorporated World Headquarters
Riverfront Plz, Corning, NY

Dataset: Census 2023
View: Potential Market
Compare to: New York

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Corning Incorporated World... Riverfront Plz, Corning, NY	$67.4K	37.1%	38.5	White (88%)	2.21
New York	$85.3K	39.6%	38.7	White (53.4%)	2.59

Median Household Income

%



Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Favorite Places ?

Corning Incorporated World Headquarters
Riverfront Plz, Corning, NY

Category: All Categories

Min. Visits: 1

Rank	Name	Distance	Visitors (%)
1	Corning's Gaffer District 114 Pine St, Ste 202, Corning, NY 14830	0.2 mi	6.8K (89.8%)
2	Wegmans 24 S Bridge St, Corning, NY 14830-2257	0.4 mi	5.1K (67.8%)
3	Big Flats Consumer Square 830 County Rd 64, Big Flats, NY 14814	9 mi	5.1K (67.3%)
4	Southern Tier Crossing 1-86 Ann Page Road, Horseheads, NY 14845	10.2 mi	4.9K (64.5%)
5	Arnot Mall 3300 Chambers Rd, Horseheads, NY 14845	9.4 mi	4.4K (58.8%)
6	Big Flats Commons 950 Big Flats Rd, Elmira, NY 14903	9.4 mi	4.2K (56.2%)
7	Walmart 3217 Silverback Ln, Painted Post, NY 14870	2.7 mi	4K (52.5%)
8	Elmira-Corning Regional Airport 276 Sing Sing Rd, Big Flats, NY 14845	8.3 mi	3.8K (50.9%)
9	Target 930 County Rd 64, Elmira, NY 14903	9.4 mi	3.5K (46.6%)
10	Shopping Center at 368 W Pulteney St 368 W Pulteney St, Corning, NY 14830	1.2 mi	3.4K (45.7%)

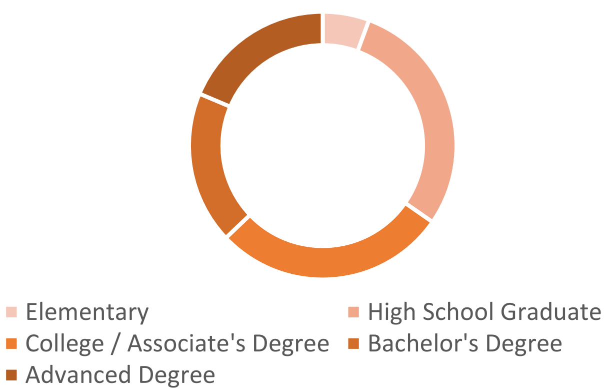
Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Population Overview

Population	22,246
Households	10,069
Population Density	1,045
Persons per Household	2.2

Educational Attainment



Household Composition

Family Households	5,641
Non-Family Households	4,428

Age by Gender

Median Age	38.5
Male	36.8
Female	41.1

Income Profile

Average Income / Person	$89,321
Household Average Income	$41,115
Household Median Income	$67,360

Corning Research & Development

Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Metrics ?

Corning Research
Science Center Road, Painted Post, NY

Visits	63.1K	Panel Visits	5.8K
Visitors	6.8K	Visits YoY	-1.4%
Visit Frequency	9.22	Visits Yo2Y	-20%
Avg. Dwell Time	197 Min	Visits Yo3Y	-31%

Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

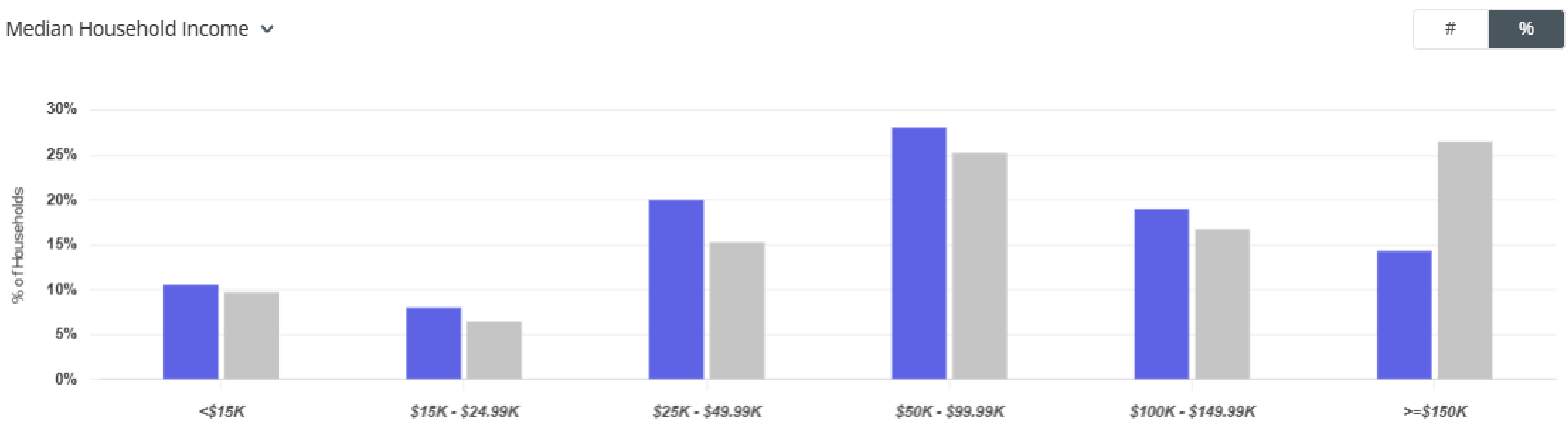
Audience Overview ?

Corning Research
Science Center Road, Painted Post, NY

Dataset: Census 2023
View: Potential Market
Compare to: New York

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Corning Research Science Center Road, Paint...	$66.9K	35.3%	38.6	White (87.9%)	2.25
New York	$85.3K	39.6%	38.7	White (53.4%)	2.59

Median Household Income



Corning Incorporated World Headquarters

Geofence Analysis: Year 2025

Favorite Places ?

Corning Research
Science Center Road, Painted Post, NY

Category: All Categories

Min. Visits: 1

Rank	Name	Distance	Visitors (%)
1	**Corning's Gaffer District** 114 Pine St, Ste 202, Corning, NY 14830	3.9 mi	5.1K (73.9%)
2	**Big Flats Consumer Square** 830 County Rd 64, Big Flats, NY 14814	12.5 mi	4.2K (61.3%)
3	**Southern Tier Crossing** 1-86 Ann Page Road, Horseheads, NY 14845	13.7 mi	4.1K (60%)
4	**Wegmans** 24 S Bridge St, Corning, NY 14830-2257	3.3 mi	3.7K (54.4%)
5	**Arnot Mall** 3300 Chambers Rd, Horseheads, NY 14845	12.9 mi	3.6K (52.7%)
6	**Walmart** 3217 Silverback Ln, Painted Post, NY 14870	1 mi	3.5K (51.7%)
7	**Big Flats Commons** 950 Big Flats Rd, Elmira, NY 14903	13 mi	3.4K (49.3%)
8	**Shopping Center at 368 W Pulteney St** 368 W Pulteney St, Corning, NY 14830	2.5 mi	3K (44.4%)
9	**The Home Depot** 3160 Silverback Ln, Painted Post, NY 14870	1.1 mi	2.9K (42.8%)
10	**Elmira-Corning Regional Airport** 276 Sing Sing Rd, Big Flats, NY 14845	11.8 mi	2.8K (41.5%)

Corning Incorporated World Headquarters

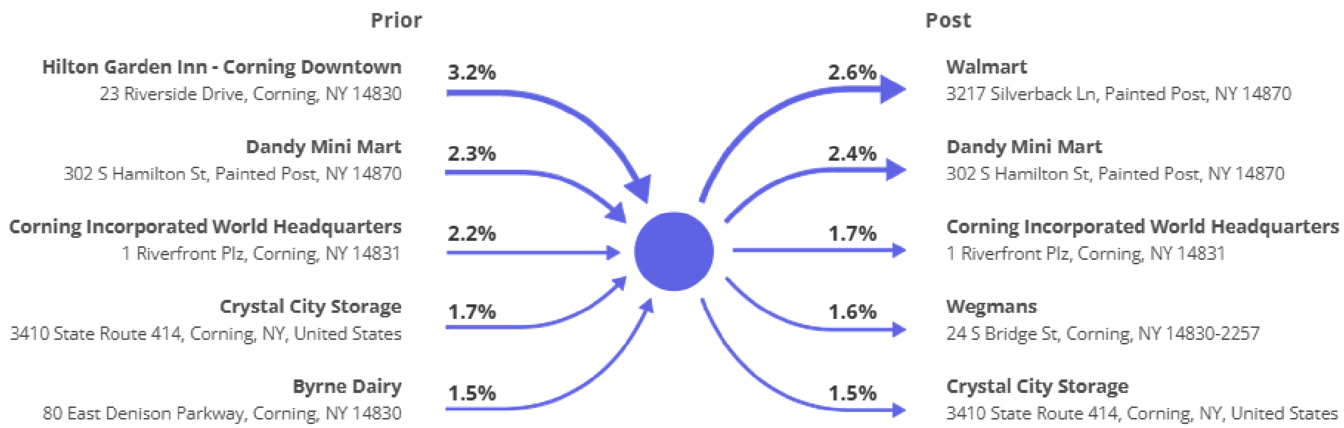
Geofence Analysis: Year 2025

Visitor Journey ?

Corning Research
Science Center Road, Painted Post, NY

Show by: **Location** | Category | Category Group

Show Home/Work: Off



Corning Museum of Glass

Corning Museum of Glass

Geofence Analysis: Year 2025

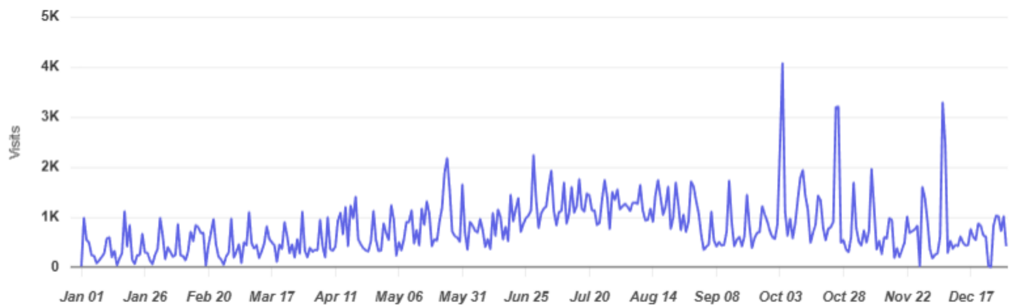
Corning Museum of Glass
Museum Way, Corning, NY

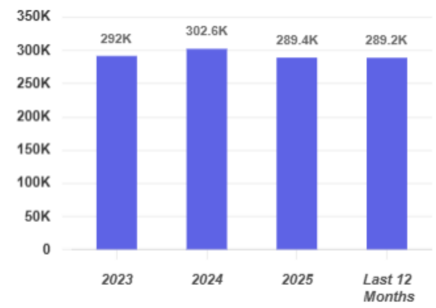
Visits	289.4K	Panel Visits	21.9K
Visitors	217.6K	Visits YoY	-4.4%
Visit Frequency	1.33	Visits Yo2Y	-0.9%
Avg. Dwell Time	109 Min	Visits Yo3Y	+6.3%

Visits Trend ?

Corning Museum of Glass
Museum Way, Corning, NY

Metric: Visits
Aggregation: Daily
Annual Summary
Outlier Indicators





Corning Museum of Glass

Geofence Analysis: Year 2025

Household Income ?

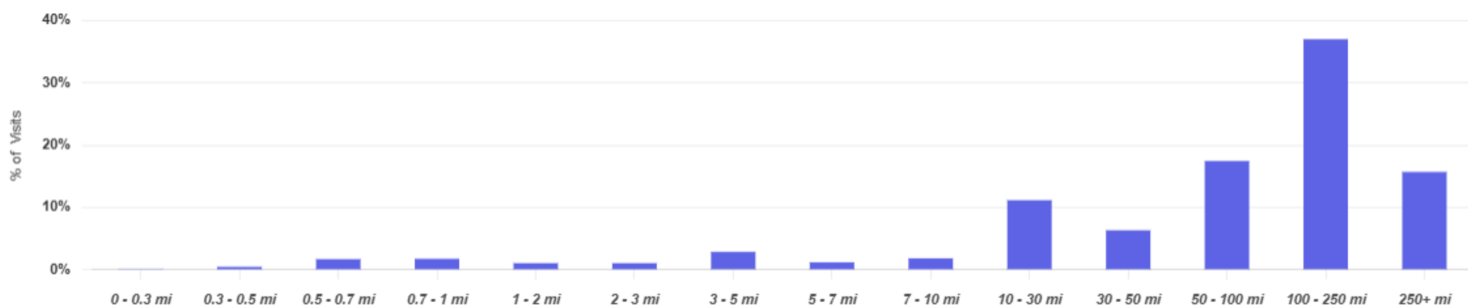
Corning Museum of Glass
Museum Way, Corning, NY

Average Income	97K
Median Income	71K

Trade Area Coverage by Distance ?

Corning Museum of Glass
Museum Way, Corning, NY

Metric: % of Visits
By: Home Location
Min. Visits: 1
View: Distribution



Corning Museum of Glass

Geofence Analysis: Year 2025

Corning Museum of Glass
Museum Way, Corning, NY

Ranked Within: Category: Attractions
Region: 15mi
Metric: Visits

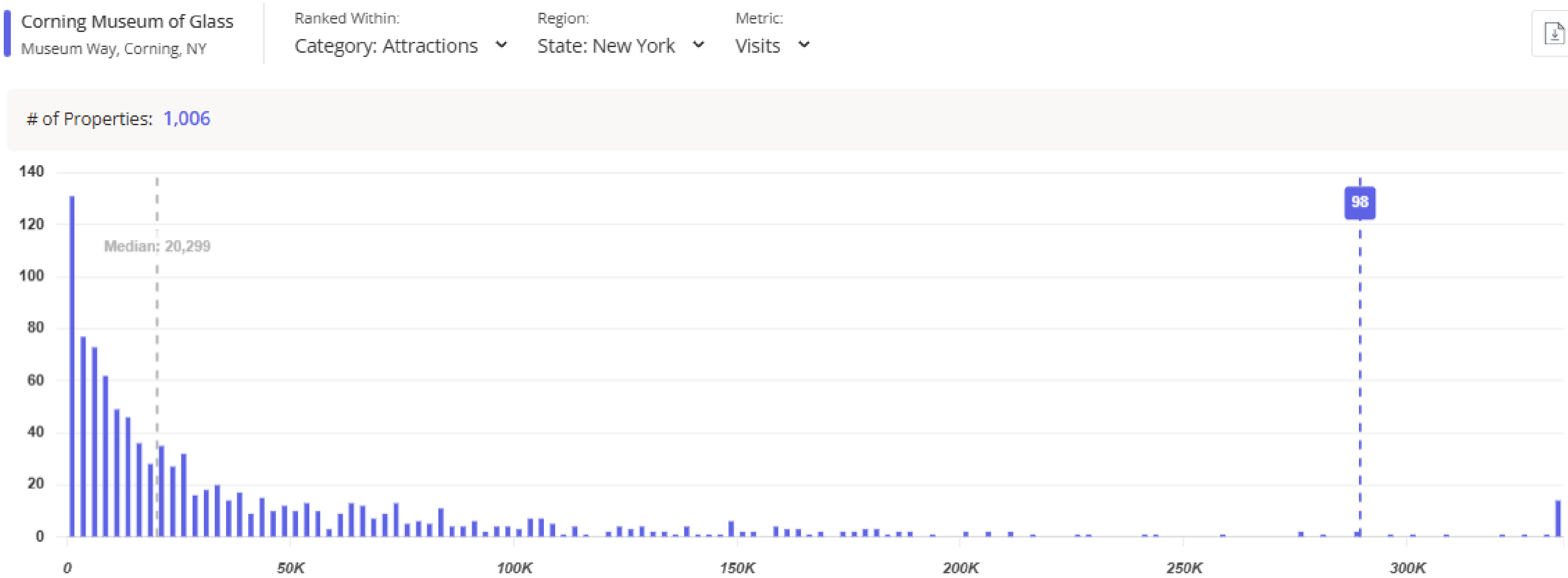
List View

# of Properties: **14**

Rank	*Name*	*Visits*
1	**Corning Museum of Glass** / 1 Museum Way, Corning, NY 14830	289.5K
2	**Crystal Lanes** / 11749 East Corning Rd, Corning, NY 14830	69.6K
3	**Clemens Center** / 207 Clemens Center Pkwy, Elmira, NY 14901	59.4K
4	**Dixie Bowling Lanes** / 1196 Broadway St, Elmira, NY 14904	34.7K
5	**The Rockwell Museum** / 111 Cedar St, Corning, NY 14830	19.4K
6	**Cypress Street Park** / Cypress St, Elmira, NY 14904	14.7K
7	**Harris Hill Pool** / 557 Harris Hill Rd, Elmira, NY 14903	9.1K
8	**Pop and Paint** / 90 E Market St, Corning, NY 14830	7.7K
9	**Chemung Valley History Museum** / 415 E Water St, Elmira, NY 14901	7.6K
10	**Elmira Dog Park at Eldridge** / Eldridge Park, Elmira, NY 14903	7.5K

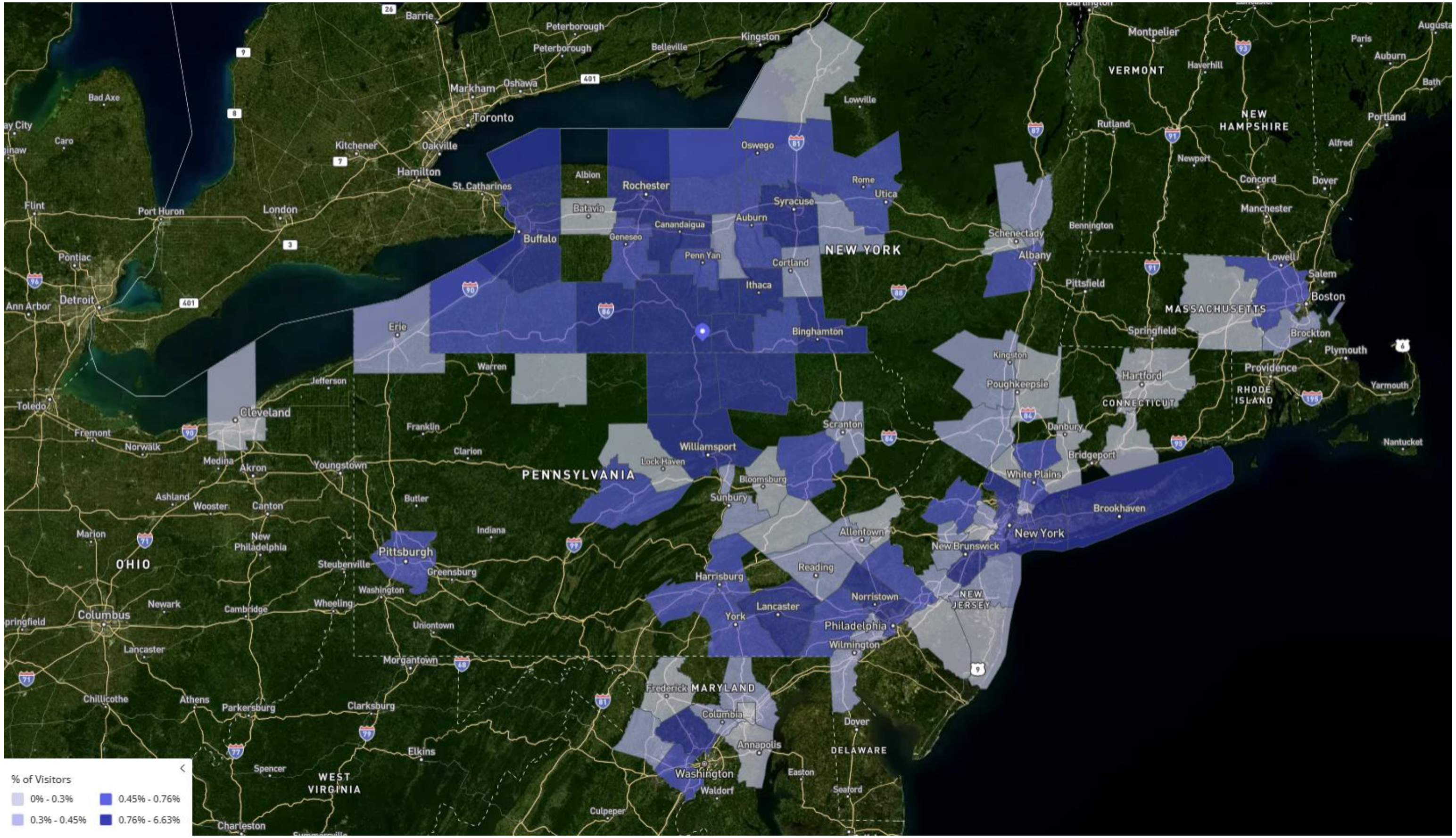
Corning Museum of Glass

Geofence Analysis: Year 2025



Corning Museum of Glass

Geofence Analysis: Year 2025



This map illustrates the **percentage distribution of Visitors** to the Corning Museum of Glass by Home Location. The darkest shading represents areas with more than 0.75% of the museum's 289,400 total visitors, highlighting a broad, multi-state tourism trade area.

Rockwell Museum

Rockwell Museum

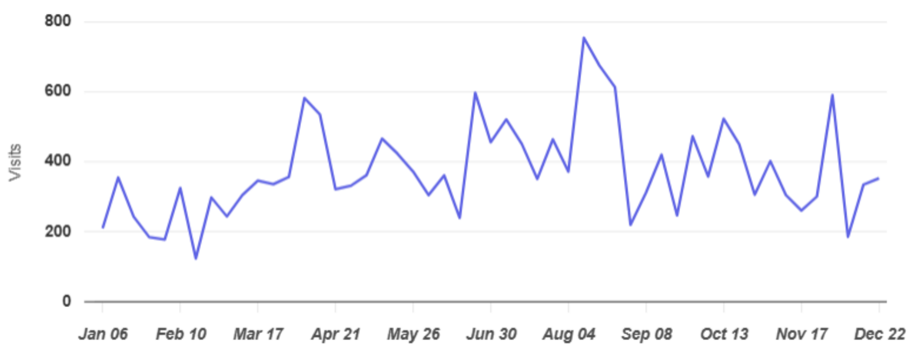
Geofence Analysis: Year 2025

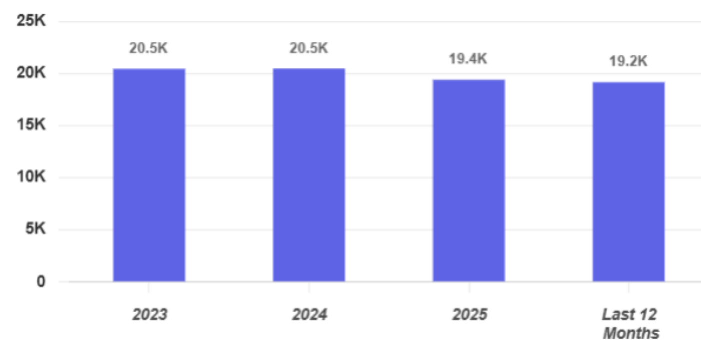
The Rockwell Museum
Cedar St, Corning, NY

Visits	19.4K	Panel Visits	1.6K
Visitors	14.1K	Visits YoY	-5.3%
Visit Frequency	1.37	Visits Yo2Y	-5.1%
Avg. Dwell Time	56 Min	Visits Yo3Y	+6%

The Rockwell Museum
Cedar St, Corning, NY

Metric: Visits
Aggregation: Weekly
Annual Summary



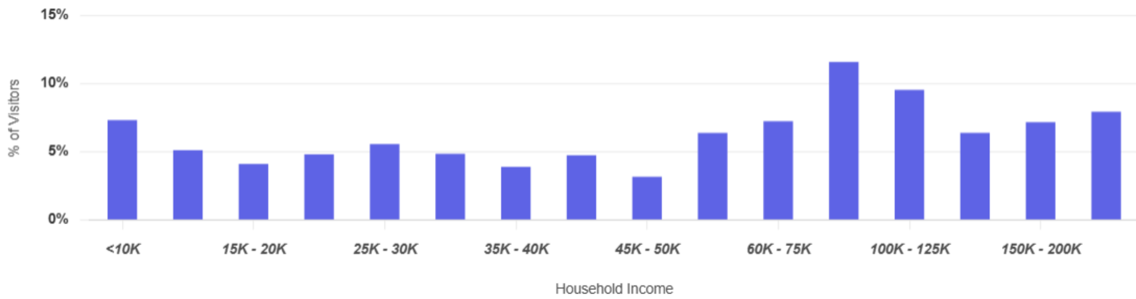


Rockwell Museum

Geofence Analysis: Year 2025

Household Income ?

The Rockwell Museum
Cedar St, Corning, NY

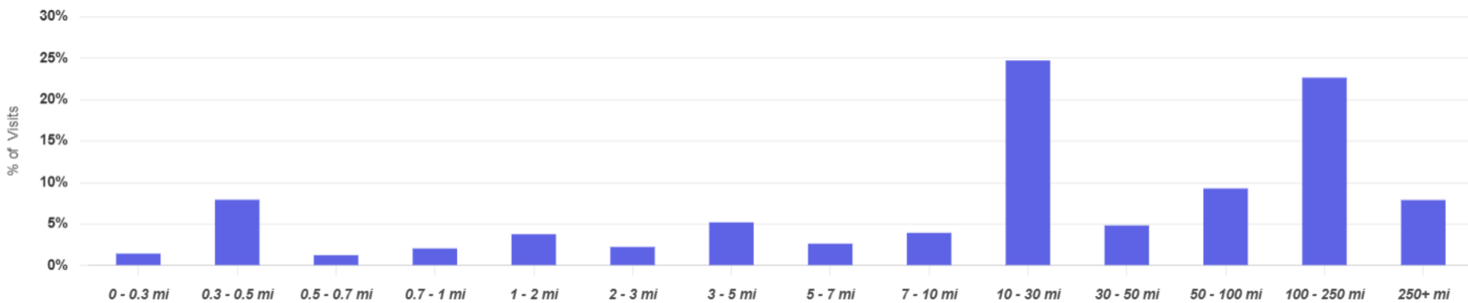


Average Income	90K
Median Income	60K

Trade Area Coverage by Distance ?

The Rockwell Museum
Cedar St, Corning, NY

Metric: % of Visits
By: Home Location
Min. Visits: 1
View: Distribution



Rockwell Museum

Geofence Analysis: Year 2025

The Rockwell Museum
Cedar St, Corning, NY

Ranked Within: Category: Attractions
Region: 15mi
Metric: Visits

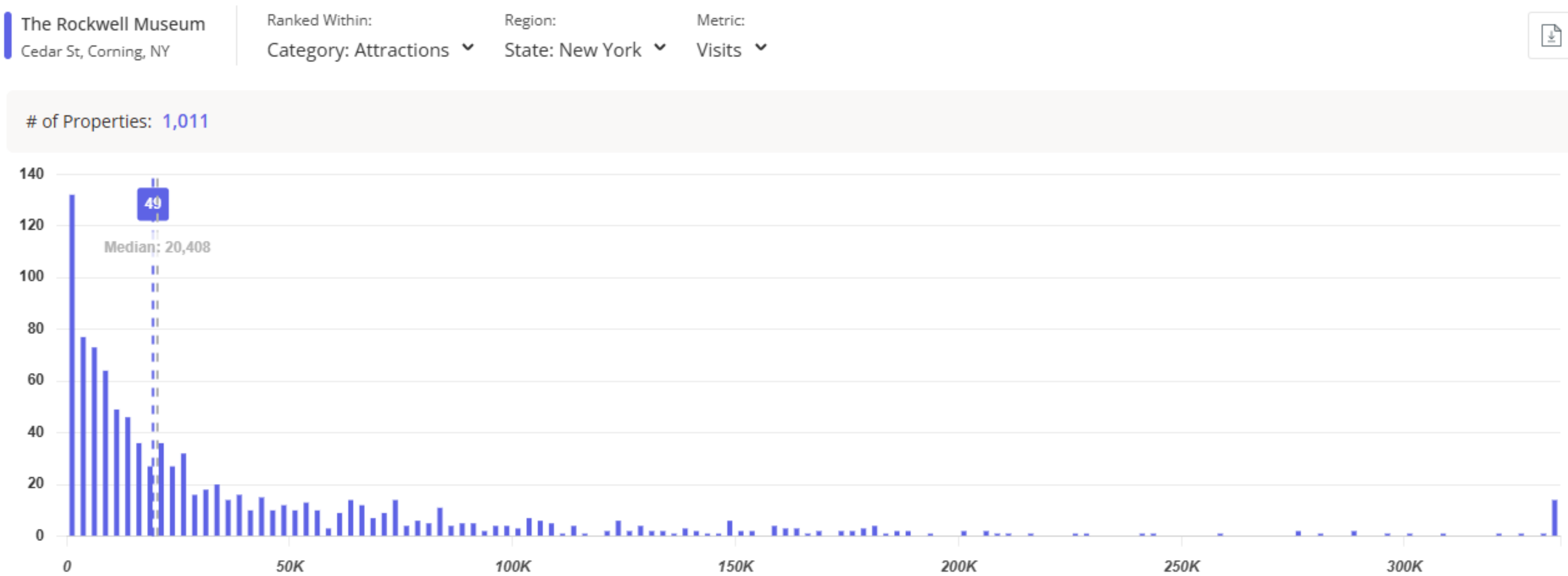
List View

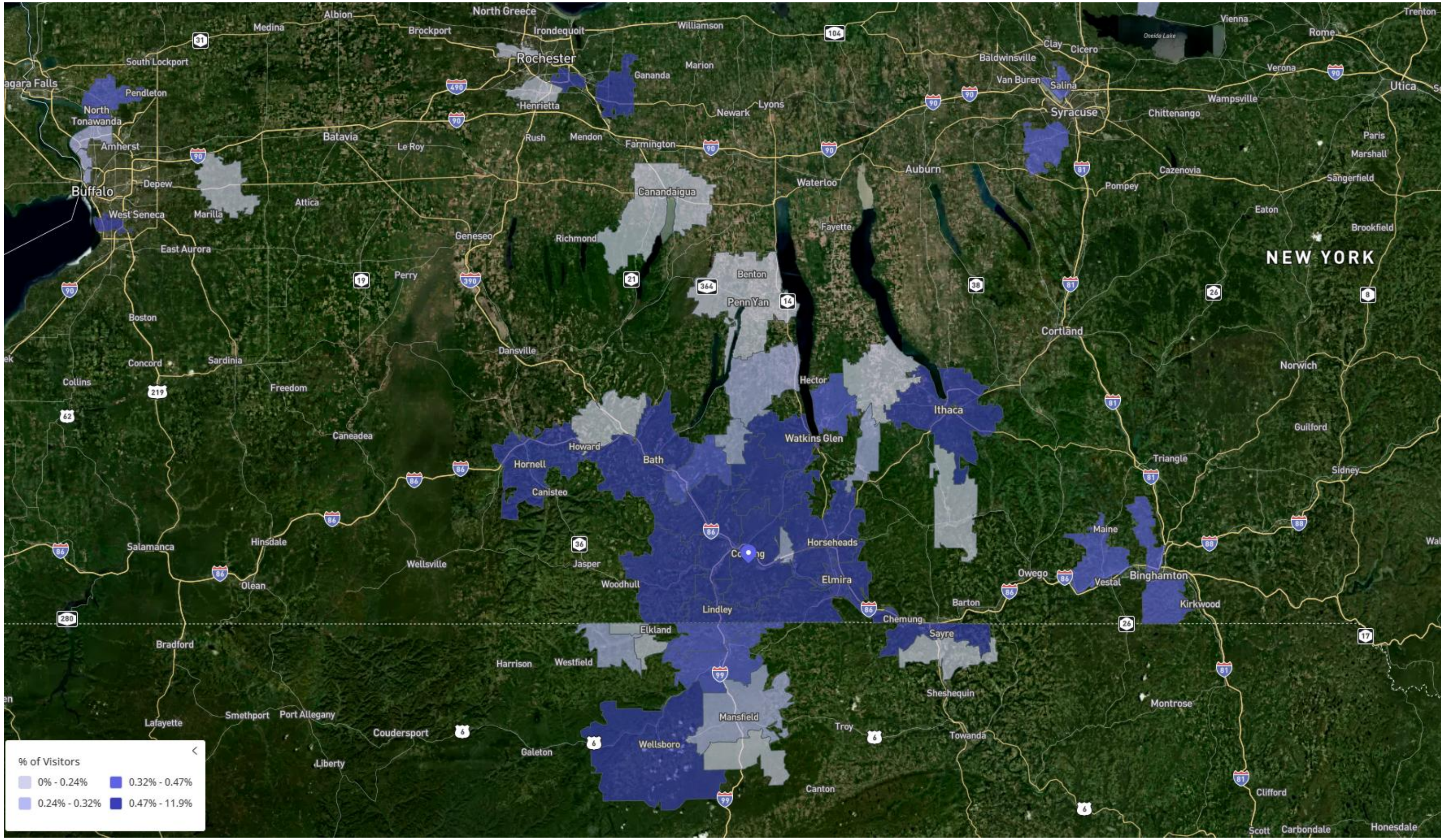
# of Properties: **14**

Rank	Name	Visits
1	**Corning Museum of Glass** / 1 Museum Way, Corning, NY 14830	289.5K
2	**Crystal Lanes** / 11749 East Corning Rd, Corning, NY 14830	69.6K
3	**Clemens Center** / 207 Clemens Center Pkwy, Elmira, NY 14901	59.4K
4	**Dixie Bowling Lanes** / 1196 Broadway St, Elmira, NY 14904	34.7K
5	**The Rockwell Museum** / 111 Cedar St, Corning, NY 14830	19.4K
6	**Cypress Street Park** / Cypress St, Elmira, NY 14904	14.7K
7	**Harris Hill Pool** / 557 Harris Hill Rd, Elmira, NY 14903	9.1K
8	**Pop and Paint** / 90 E Market St, Corning, NY 14830	7.7K
9	**Chemung Valley History Museum** / 415 E Water St, Elmira, NY 14901	7.6K
10	**Elmira Dog Park at Eldridge** / Eldridge Park, Elmira, NY 14903	7.5K

Rockwell Museum

Geofence Analysis: Year 2025





This map illustrates the **percentage distribution of Visitors** to the Rockwell Museum by Home Location. The darkest shading represents areas with more than 0.47% of the museum's 19,400 total visitors, indicating the regional tourism trade area.

Burger King, Corning vs. Burger King, Painted Post

Burger King, Corning vs. Burger King, Painted Post

Geofence Analysis: Year 2025

Metric Name	Burger King 122 Denison Pkwy E, Corning, NY 14830	Burger King 22 Victory Highway, Painted Post, NY 14870-1007
Visits	181.1K	215.4K
Visitors	48.2K	59.4K
Visit Frequency	3.76	3.63
Avg. Dwell Time	13 Min	13 Min
Panel Visits	17.3K	20.6K
Visits YoY	-2.5%	<+0.5%
Visits Yo2Y	-4.7%	-3%
Visits Yo3Y	-5.1%	-3.2%

Year of 2025

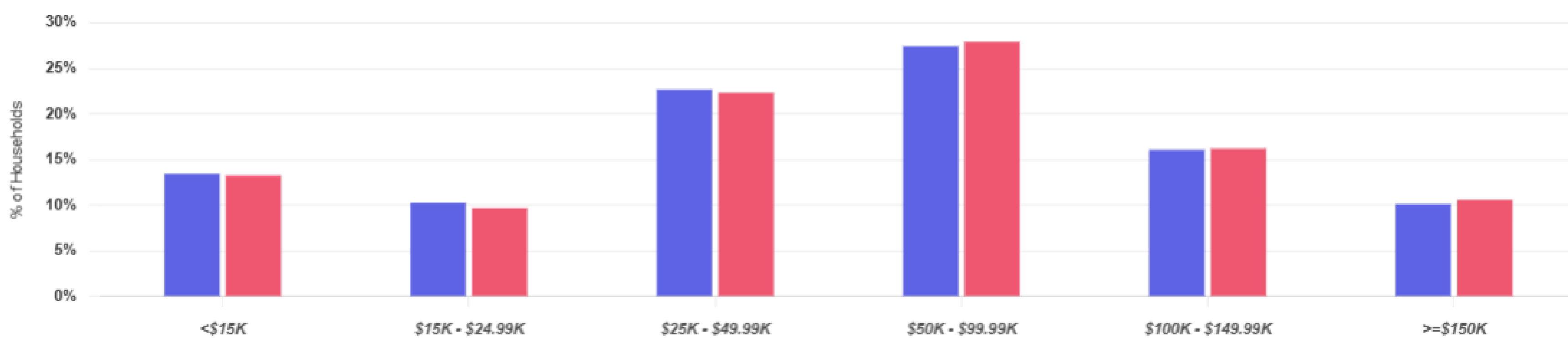
Burger King, Corning vs. Burger King, Painted Post

Geofence Analysis: Year 2025

Properties	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Burger King Denison Pkwy E, Corning, NY	$55.3K	28.9%	38.2	White (88.5%)	2.3
Burger King Victory Highway, Painted Post...	$57.5K	29.8%	38.1	White (88.8%)	2.31

Median Household Income

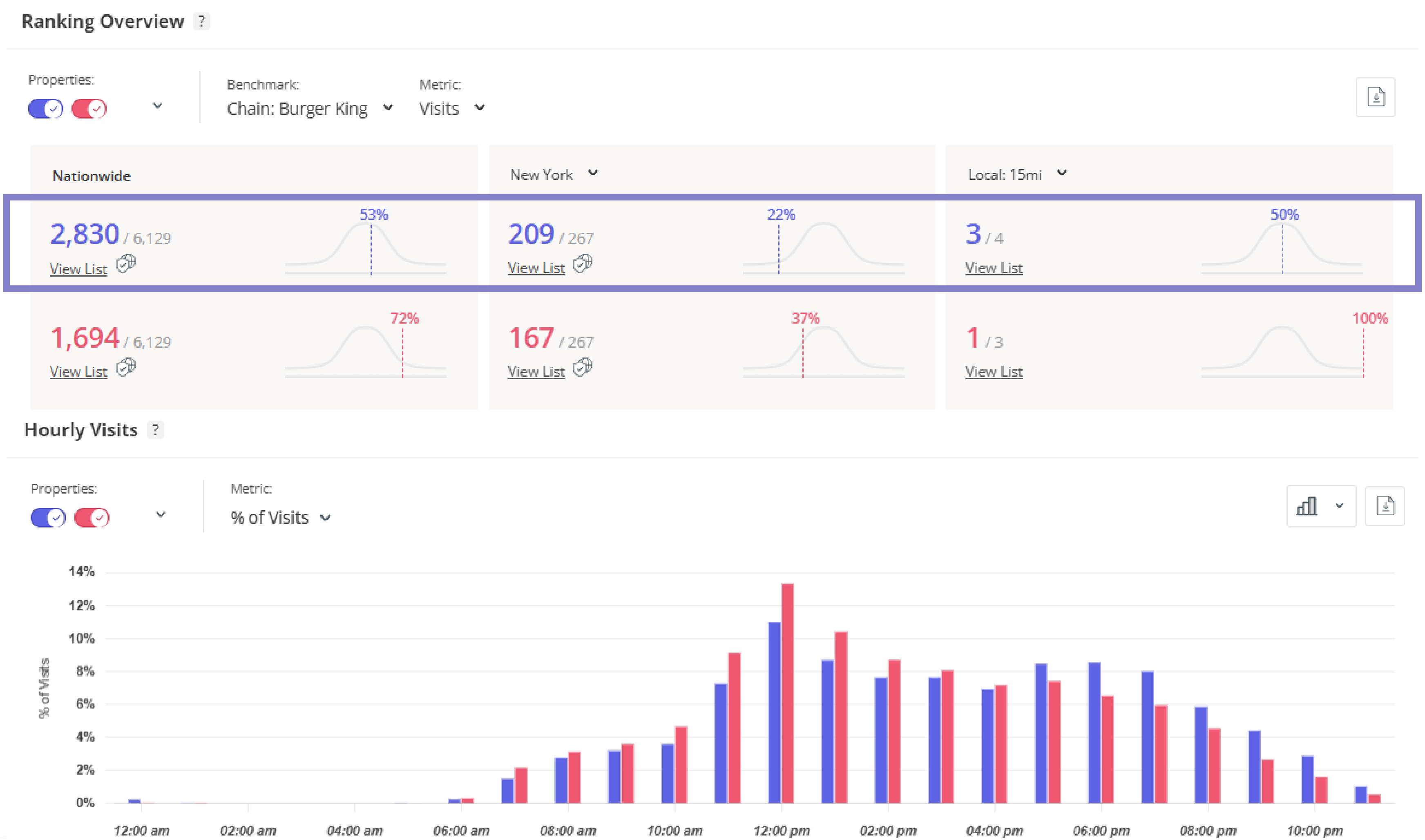
%



	Average	Median
Burger King, Corning	92K	65K
Burger King, Painted Post	89K	68K

Burger King, Corning vs. Burger King, Painted Post

Geofence Analysis: Year 2025

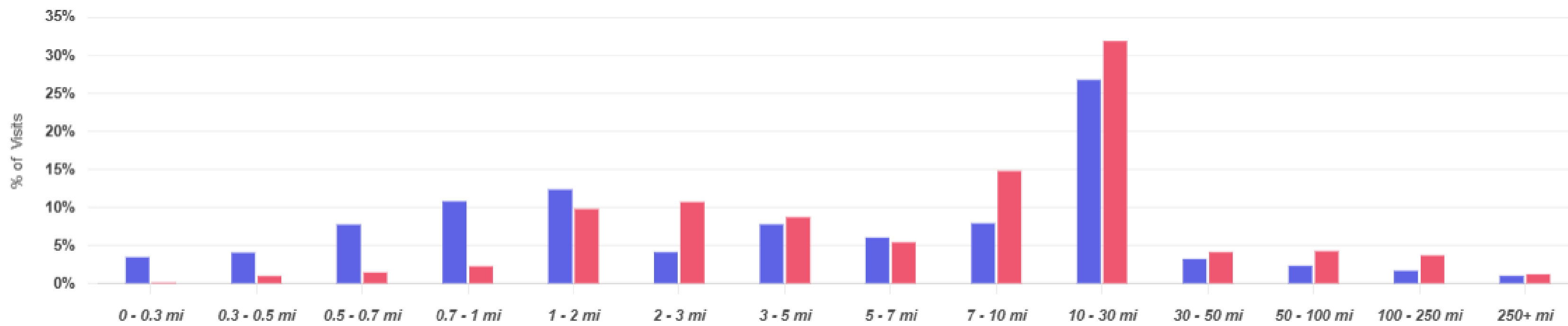


Burger King, Corning vs. Burger King, Painted Post

Geofence Analysis: Year 2025

Trade Area Coverage by Distance ?

Properties: | Metric: % of Visits | By: Home Location | Min. Visits 1 | View: Distribution



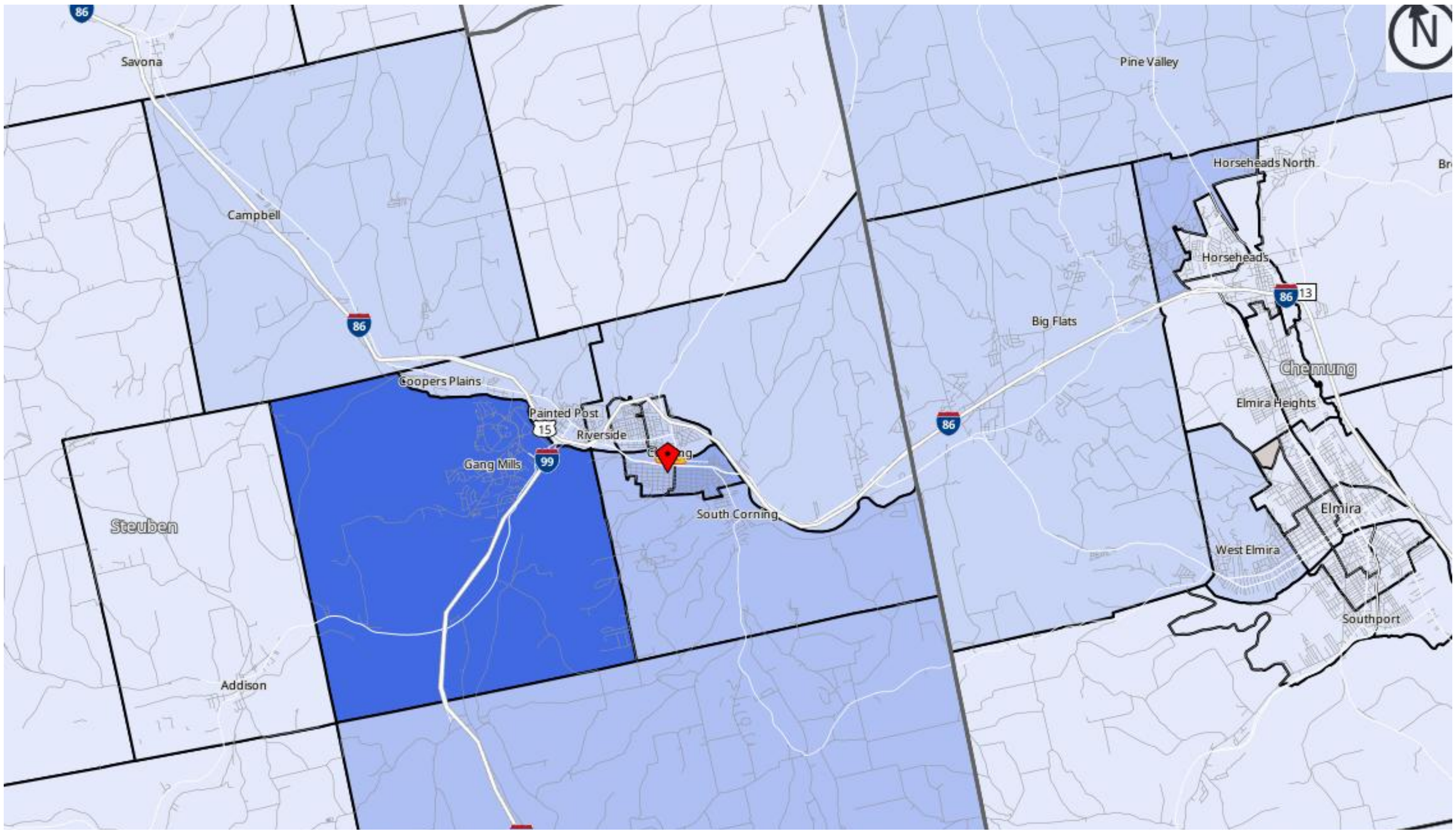
Burger King
22 Victory Highway, Painted Post, NY 14870-1007
Total Trade Area **92.9** sq mi
Overlapping Area **35.4%**

Burger King
122 Denison Pkwy E, Corning, NY 14830
Total Trade Area **51.06** sq mi
Overlapping Area **64.4%**

Home Locations

Home Locations - Local: Corning Incorporated Headquarters

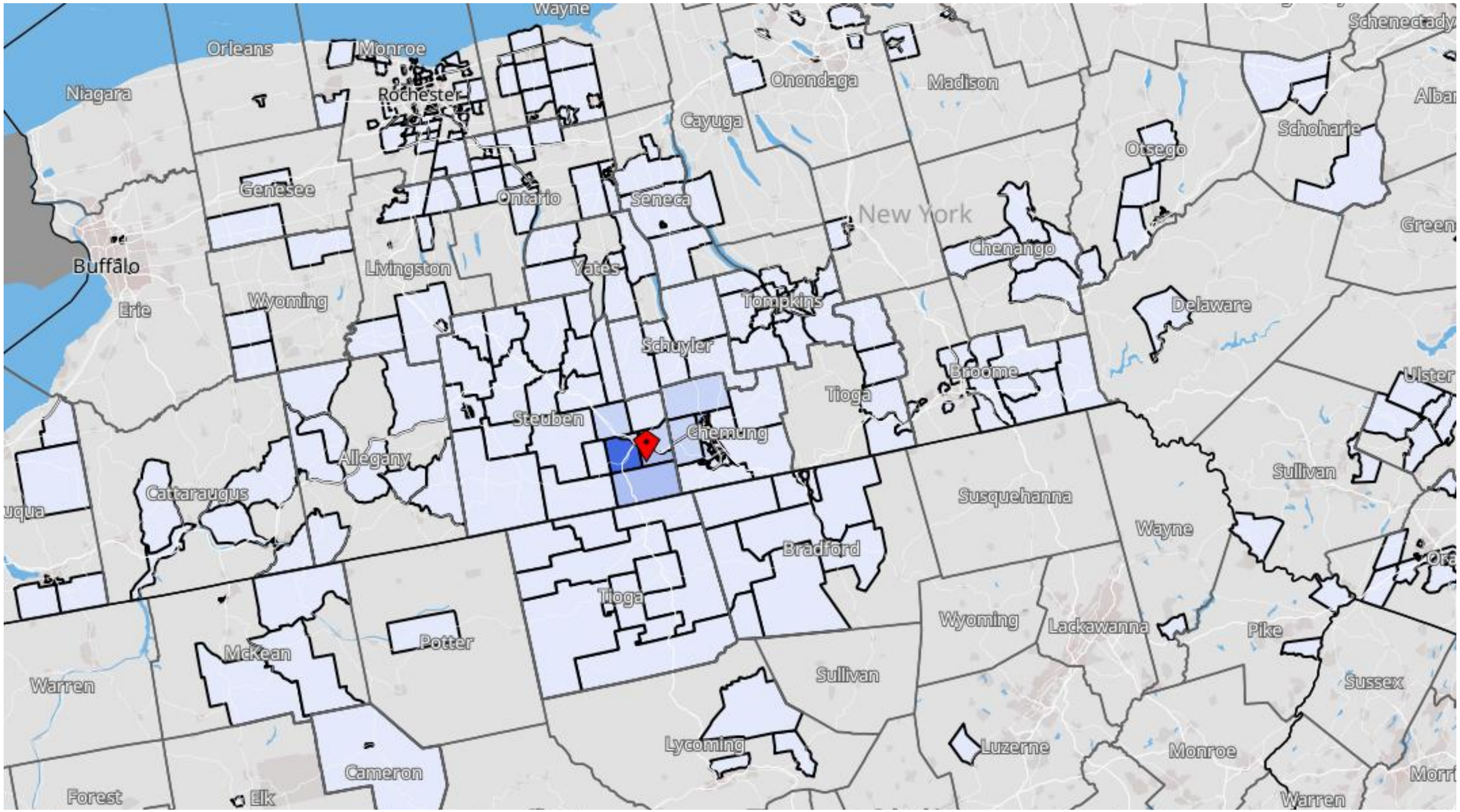
Geofence Analysis: Year 2023



This map illustrates the local distribution of employees at Corning Incorporated Headquarters by Home Location, with the highest concentrations of residences located south of Downtown Corning.

Home Locations - Local: Corning Incorporated Headquarters

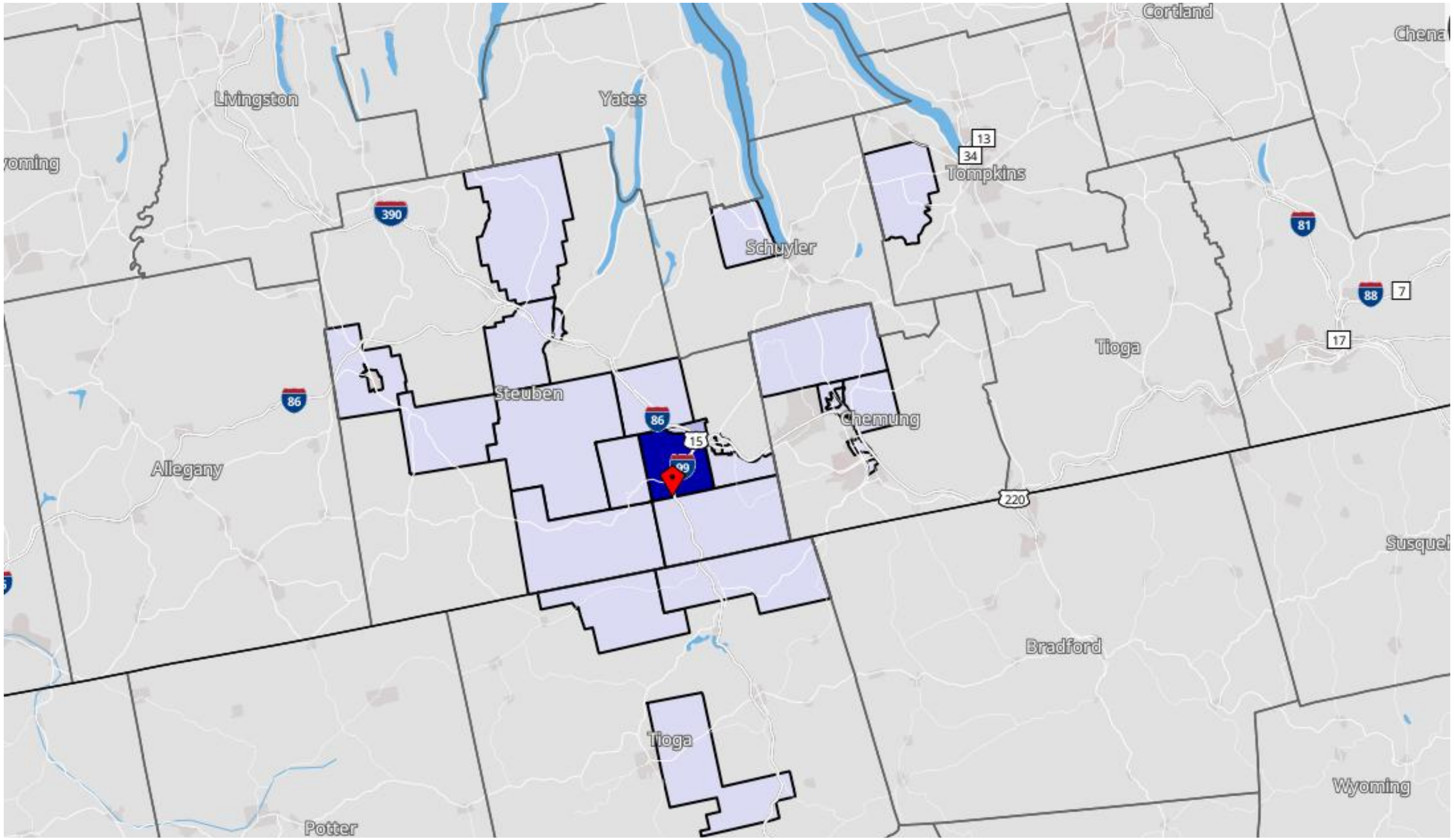
Geofence Analysis: Year 2023



This map illustrates the regional distribution of employees at Corning Incorporated Headquarters by Home Location, highlighting the company's broad employment draw.

Home Locations - Local: Corning Diesel

Geofence Analysis: Year 2023



This map illustrates the regional distribution of employees at Corning Diesel by Home Location, highlighting the company's far narrower employment draw.