

# CSDE

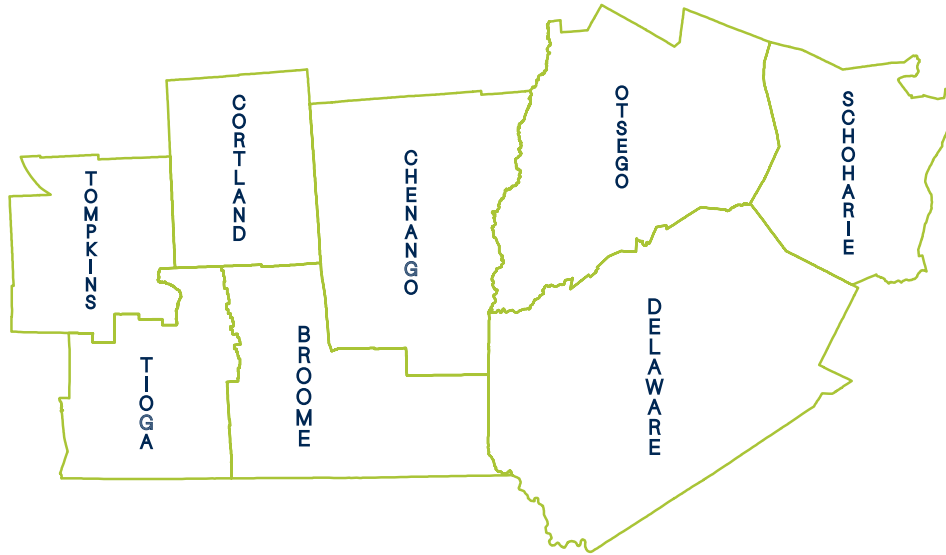


[SouthernTier8.org](http://SouthernTier8.org)

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
FIVE YEAR PLAN 2018-2022



A REGIONAL ECONOMIC DEVELOPMENT PLAN  
FOR THE COMMUNITIES IN



On behalf of the Southern Tier 8 Regional Board, this Comprehensive Economic Development Strategy (CEDS) is being presented as the organization’s guiding document to be used in directing and evaluating regional community and economic development progress over the next five years.

Since November 2017, more than 80 community stakeholders contributed their time to participate in this planning initiative. Kowalik and Associates worked with Southern Tier 8 staff to coordinate participation, identify community priorities and then prepare this document that defines the region’s goals and proposes obtainable strategies to encourage private-sector economic growth across our 8-County region in Upstate New York.

While this document is being distributed in the Spring of 2018, strategies are being implemented, and progress is being documented as a “living strategic plan” on the organization’s new website, where one may find our defined goals, current programs, recent investments, annual progress and noted performance measurements.

This CEDS will be used to guide and prioritize public investments over the next 5 years. This planning process was possible because Southern Tier 8 is a designated Economic Development District (EDD) of the US Economic Development Administration (EDA) and a designated Local Development District of the Appalachian Regional Commission (ARC) who sponsored this regional effort.

JEN GREGORY

Executive Director  
Southern Tier 8 Regional Board

# APPRECIATION FOR THIS COLLABORATIVE EFFORT

This regional perspective and community design effort was possible because of the federal partnerships with EDA, ARC & NYS Department of State, as well as the commitment from Kowalik and Associates, and participation from the private sector investors and community leaders listed below.

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Jennifer Conway, Greater Binghamton Chamber of Commerce  
Steve Craig, Commerce Chenango, CEDS Committee  
Jim Cunningham, Alliance for Manufacturing & Technology  
Stacey Duncan, The Agency  
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## DOCUMENT CONTENT DESIGN AND CREATIVE

Camila Hoffman Creative Director, hue studios

*"From the staff at Southern Tier 8, thank you for your time and energy in developing this regional plan. I look forward to working with everyone to bring these ideas and concepts to fruition!"*

JEN GREGORY  
Executive Director of Southern Tier 8

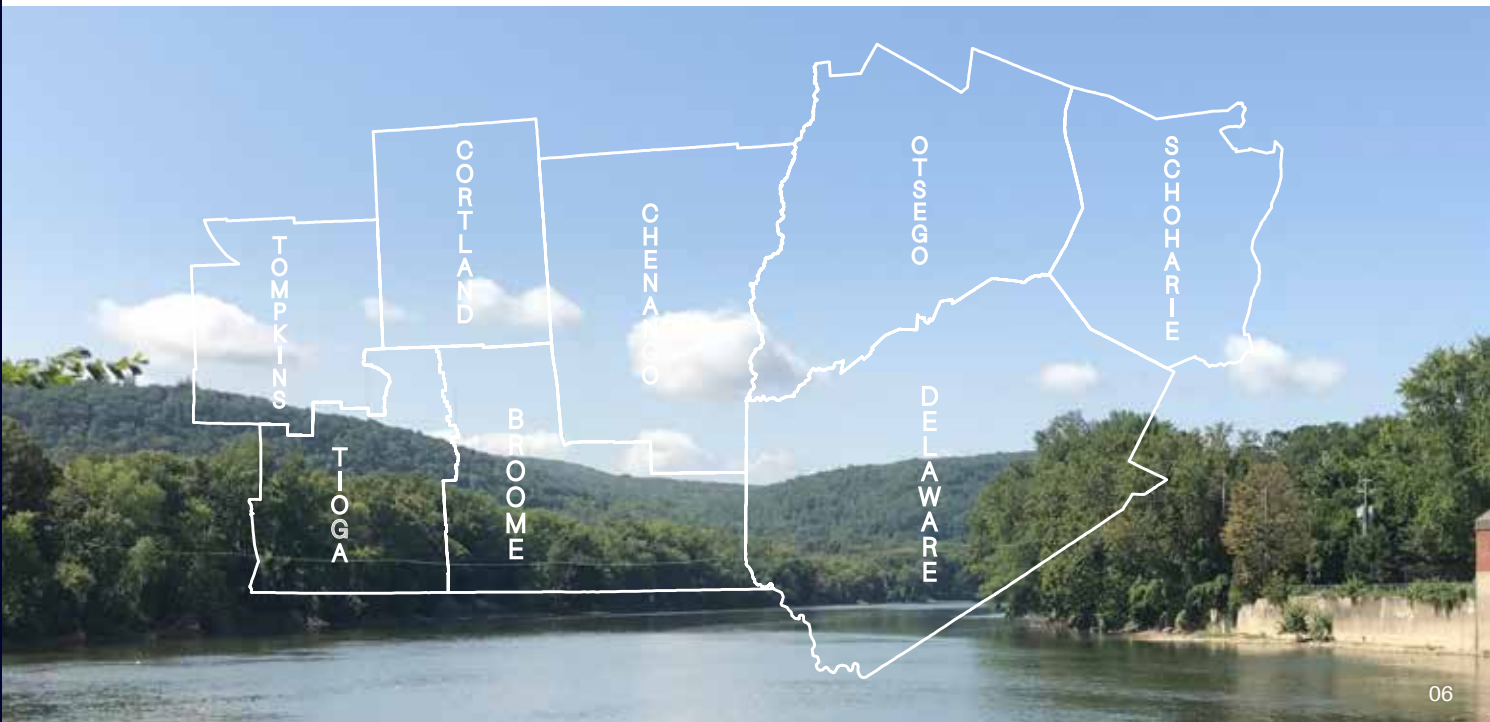
## SOUTHERN TIER 8 TEAM

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The Southern Tier 8 Regional Board has developed comprehensive economic development strategies (CEDs) that will drive economic growth and improve quality of life through inclusive and sustained collaboration, entrepreneurial development and support, use of economic development best practices, and expansion of several significant industry clusters, consistent with the Economic Development Administration's requirements.

ST8 is a regional planning & economic development agency that serves 8 counties in rural upstate New York, covering 204 square miles, with a population of 579,183. The region is bounded by the Catskill Mountains, the Finger Lakes region and northern Pennsylvania. Border regions, such as ST8, are more sensitive to competition from bordering states and non-competitive regulations.

The planning process made use of the "Strategic Doing" framework developed at Purdue University and used in regional and community transformations throughout the United States. This CEDs plan has been developed through collaborative efforts of stakeholders throughout the ST8 region.

The economic development goals and objectives outlined in this plan provide a holistic strategy for the region, as well as action steps for ST8 to consider with its role in the overall plan. This plan is intended to be dynamic and considered a "living document," to be updated based on community and organizational changes over time. In order to survive in the highly competitive world economy it is critical that we join forces across the region to address issues and opportunities on an expedited basis. The participants involved in this planning process believe that the ST8 region is blessed with very significant assets, and that by collaborating across the region we can create wealth and well-being for our citizens.

The first step in the CEDs process is to identify the assets of the region, focusing on identifying business clusters. We identified businesses that are headquartered here, as well as those that are subsidiaries of larger companies headquartered outside the region. A major, long-range goal of this process was to develop business cluster models that can support business growth and attraction. The plan also reviews and incorporates current best practices (See Appendix 6) in entrepreneurial development, support of small to medium business, venture capital growth, community collaboration and quality of life issues.

The following goals represent how the ST8 organization and its partners can play a role in improving the economy and well-being of the region in the context of today's competitive world market.

- 1 **SERVE AS A LEADER** throughout the region and provide education on economic and community development concepts.
- 2 **SUPPORT A SENSE OF URGENCY** to address economic development issues and opportunities.
- 3 **ESTABLISH AND EXPAND REGIONAL AND LOCAL PARTNERSHIPS** to share information and resources, and implement economic development strategies.
- 4 **USE FEDERAL INVESTMENT** to match local, regional and private funding for identified priority projects.
- 5 **PARTNER WITH NEIGHBORING NY AND PA DISTRICTS** to create a super-regional impact.
- 6 **MAINTAIN A "LIVING" STRATEGIC PLAN** that continually reflects changing regional conditions, progress, input and feedback.

# VISION

Southern Tier 8 is a unique region of rural beauty and small urban centers that is also home to world-class education, business and technology. Through sustained and inclusive regional collaboration, and our ideal location in the Northeast markets, we will be a region where people will want to make a life, not just a living, and where businesses choose to come and grow.

- 1
- 2
- 3
- 4
- 5
- 6

# OBJECTIVES

- DEVELOP BEST PRACTICES ECONOMIC DEVELOPMENT STRATEGIES
- CREATE EDUCATIONAL OPPORTUNITIES FOR EMPLOYMENT
- ADDRESS INFRASTRUCTURE DEFICIENCIES
- ADOPT REGIONAL MARKETING STRATEGIES
- CREATE INNOVATIVE APPROACHES TO COMMUNITY WELL-BEING
- SUPPORT OUR RURAL COMMUNITIES

See page 52 for goals summary.

## CEDS ENGAGEMENT

The CEDS process was an aggressive six-month effort during which more than 300 individuals were engaged (See Appendices 1-5). All sectors of the community - public, private, and nonprofit - participated in the development of this strategy. In addition, special effort was made to engage young professionals in the region through an interactive session intended to identify the strengths and opportunities in the region from a cohort generally known to leave for other opportunities. A timeline highlighting the process is as follows:

JUN 2:	Joe Mihalko, Chair and Board selected Community Stakeholders
OCT 24TH:	Economic developer surveys distributed to CEDS Committee
NOV 1ST:	Strategic planning session held in Binghamton, NY engaging municipal employees and the public sector.
NOV 15TH:	Strategic planning session held in Oneonta, NY with business leaders and members from the private sector.
NOV 16TH:	Strategic planning session held in Binghamton, NY with business leaders and members from the private sector.
NOV 21ST:	Municipal survey sent to 124 officials.
DEC 7:	Strategic planning session held in Binghamton, NY with young professionals.
NOV-DEC:	Interviews held with private sector.
ADDITIONAL:	Numerous strategic plans from member counties, including the Southern Tier, Central and Mohawk Valley Regional Economic Development Council plans and others have been obtained and reviewed (See Appendix 6).



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### THE SOUTHERN TIER 8 REGION

is a rural area with rolling hills, rivers and small urban centers. Our region has been called the “Gateway to the Appalachia’s, Catskill Mountains, and Finger Lakes”. The region includes **8 counties, 129 towns, 54 villages and 5 small cities** of Binghamton, Ithaca, Cortland, Oneonta and Norwich. Southern Tier 8 is home to **11 colleges and universities, several agricultural producers and numerous manufacturing centers.**



**THE PURPOSE** of developing this strategy is to collaborate, acknowledge our areas of improvement and define our working goals for the next few years, it’s also important to pause and reflect upon all the great things we have across the region...across the beautiful green vistas and four seasons to enjoy each year.

**OUR LAND** is filled with beautiful lakes and rivers, abundant waterfalls and some of the best fly-fishing on the East Coast. Otsego Lake serves as the headwaters of the Susquehanna River, where waters lead to the Chesapeake Bay and Delaware County’s fresh water fills the many faucets in the City of New York. The region is home to the **National Baseball Hall of Fame, Museum of the Earth, Discovery Center & Story Garden at the Ross Park Zoo, Animal Adventure Park with “April the Giraffe” and several restored carousels with short lines for young families.** (And if the family missed Tim Tebow at the NY Jets training camp in Cortland, they may be able to see him play with the 2018 Rumble Ponies team in Binghamton.)

**OUR SPRING & SUMMERS** bring the **Grassroots Festival, Spiedie Fest & Balloon Rally, Chenango Blues Fest, Dick’s Open PGA tournament, several 5K and Half-Marathon Races, Local Festivals,** and the beautifully quaint **Strawberry Festival** in Owego.

**AUTUMN** brings **breathtaking drives with endless colorful hills as backdrops** on Interstate 88 & 86 from Cobleskill to Owego, route 17 (future I-86) through Delaware County and I-81 from Binghamton to Cortland. These routes may only be surpassed by US Scenic Byway Route 20 and the **Cayuga Lake Wine Trail.** Taking a break from the highway, many can enjoy time to reflect upon past drives at the **Classic Car Museum in Norwich.**

**WINTER** offer **downhill skiing at Greek Peak, splash-time at Hope Lake Lodge’s waterpark, cross-country skiing at municipal parks** and entertainment at **professional hockey and pond hockey events.**

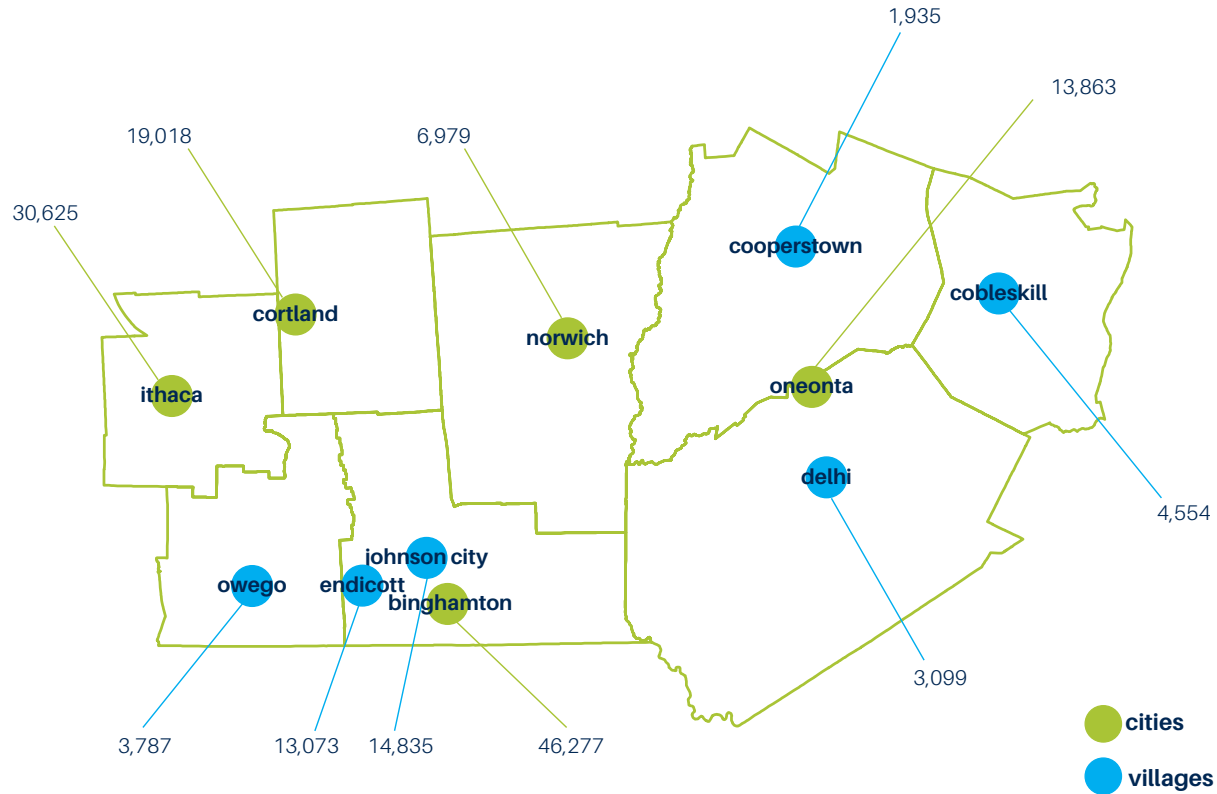
**YEAR ROUND...**The **Ithaca Commons** and **beautiful historical Main Streets** throughout ST8 offer that unique charming Upstate experience. Our **culinary scene** features incredible restaurants with a variety of cuisines including **Italian, Asian-Fusion, Contemporary American, Indian, Gastro Pubs,** to name a few. ST8 is also a region rich with **craft beverage tap rooms, museums, coffee houses and antique shops.** Many can enjoy the sounds of the **Binghamton Philharmonic Orchestra** and **live shows at the Glimmerglass Opera in Cooperstown, Ithaca Hangar & State Theater, Maines Arena & Broome County Forum, Cortland Repertory Theater and Tioga Downs.** The eleven colleges and universities also offer a variety of **community programs** and upcoming talents. Across the region...**wineries, maple farms, festivals and farmers markets** celebrate our local tastes, while **Howe Caverns & Secret Caverns** offer a place to explore the underground and our many **gorgeous waterfalls** quench one’s thirst to discover our natural gems!

**579,183** population  
**8** counties  
**129** towns  
**54** villages  
**5** urban areas  
**2** caves  
**12** colleges & universities  
**2** animal parks/zoo  
**1** indoor waterpark  
**21** breweries  
**6** wineries  
**6** distilleries  
**2** cideries  
**13** professional teams  
**3** ski resorts  
**1** observatory  
**33** museums  
**14** state parks  
**7** large lakes  
**150+** waterfalls  
**8** carousels  
**6,000 sq** miles of state  
lands & forests



# REGIONAL PROFILE

## DOWNTOWNS AND URBAN AREAS POPULATION



## POPULATION ESTIMATE

Based on the 2016 ACS estimate, the region is home to **579,183 residents**, with **52%** in Broome and Tompkins counties.

### OUTSIDE OUR 5 CITIES

Outside the 5 cities, the population density lies at around 84 people per square mile.

### POPULATION GAINS & LOSSES SINCE 2000

**From 2000 to 2010**, the region gained **6,528** people. **Rural areas** experienced a **gain of 4,811 people**, while **urban cores gained 1,717**.

**From 2010 to 2016** the region lost **8,778** people. **Rural areas** experienced a **loss of 7,511 people**, while **urban cores lost 1,267** people.

Our **largest urban center**, the City of Binghamton (with surrounding Town of Union, and Villages of Johnson City and Endicott) **lost 2,788** people between 2010 to 2016.

## RURAL VS URBAN INCOME GROWTH

The **average per capita income in 2016** for the region was **\$25,799**, while the US was at \$29,829.

**From 2010-2016**: US PCI increased by \$2,495 & ST8's PCI increased by \$2,595

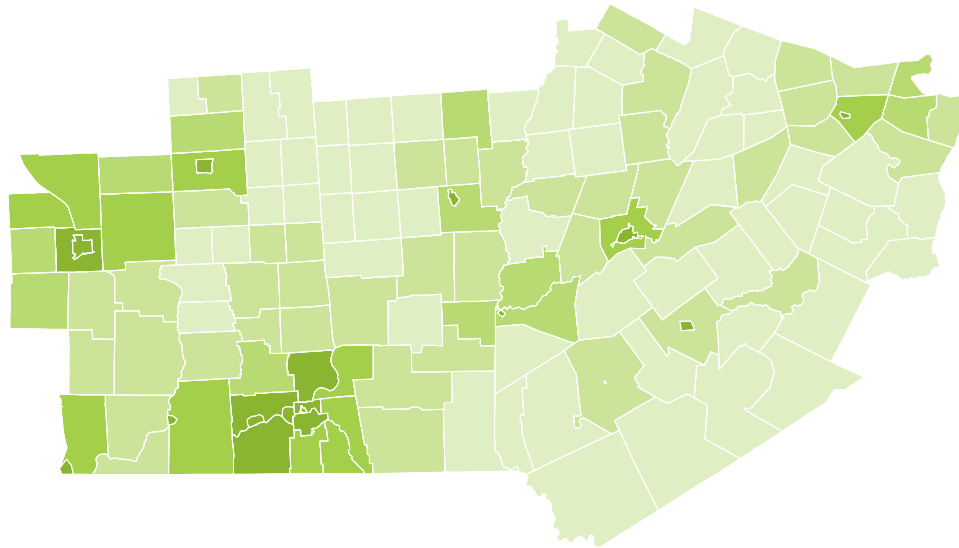
### ACROSS THE REGION

**Across urban centers**, per capita income **decreased by -7.2%**

In **rural areas**, per capita income **increased by 2.5%**

**All Data above was taken from Census.gov 2006-2010 & 2012-2016 American Community Survey 5-Year Estimates.**

# POPULATION DENSITY



POPULATION PER SQUARE MILE



DATA SOURCE:

2012-2016 American Community Survey 5-Year Estimates (Census.org)

## INFRASTRUCTURE

### INDUSTRY CLUSTERS

**TOP INDUSTRY CLUSTERS** established within the region which also are highest industries for employment include: **Computer & Electronic Product Manufacturing; and Electrical Equipment, Appliance and Component Manufacturing.**

**TOP INDUSTRY CLUSTERS FOR EMPLOYMENT** within the region include: **Computer & Product Manufacturing; Education and Knowledge Creation; Electrical Equipment, Appliance and Component Manufacturing; Advanced Materials; and Manufacturing Supercluster.**

#### ADDITIONAL INFLUENCERS

The Southern Tier 8 Region is not only competing with interests across New York State, but also shares a border with northern Pennsylvania. Although the industry clusters are different between these two regions, Southern Tier 8's tax rate is a challenge for residents. Based on an assessed home value of \$160K in 2017, the average tax rate across the USA is 1.2%, across New York State is 1.6%, across bordering PA counties is 1.3% and the average rate is 2.29% across Southern Tier 8.

DATA SOURCE: (smartassetTM)

### HOUSING

Across the Region, 50.6% of the housing was built before 1960.

### ROADS & BRIDGES

- INTERSTATE HIGHWAYS: **2,567 miles**
- US HIGHWAYS & STATE ROUTES: **2,409 miles**
- SECONDARY ROADS: **10,136 miles**
- LOCAL, NEIGHBORHOOD, AND RURAL ROADS: **63,097 miles**
- BRIDGES: **2,331**

State Route 17 is under construction, with the pursuit of Interstate 86 designation across 101 miles in the Southern Tier 8 region. As of January 2018, only 10 miles have been designated in the region.

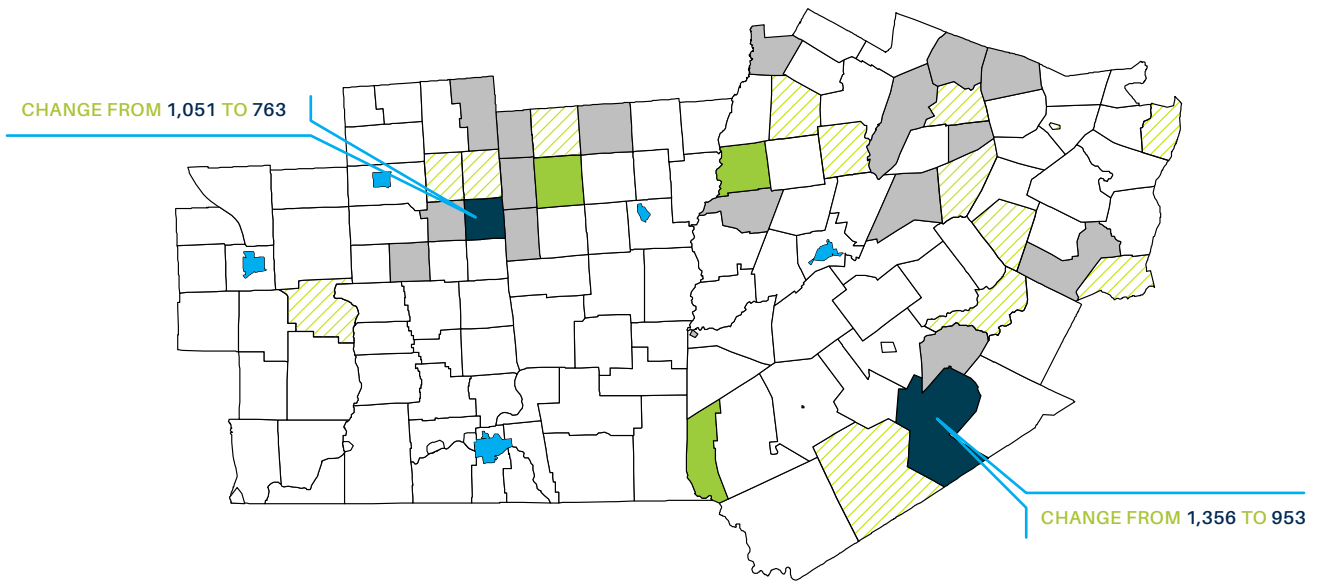
(Highway mileage data was derived from the 2018 NYS highway shapefile in ArcGIS)

## WATER AND WASTE INFRASTRUCTURE

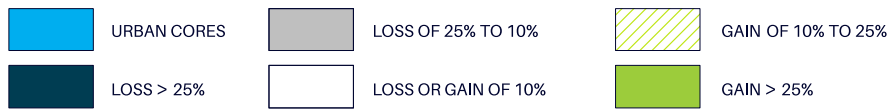
<b>BROOME</b>	473 miles of distribution	339 miles of collection
<b>CHENANGO</b>	59 miles of distribution	7 miles of collection
<b>CORTLAND</b>	149 miles of distribution	52 miles of collection
<b>DELAWARE</b>	126 miles of distribution	27 miles of collection
<b>OTSEGO</b>	166 miles of distribution	61 miles of collection
<b>SCHOHARIE</b>	62 miles of distribution	41 miles of collection
<b>TIOGA</b>	126 miles of distribution	99 miles of collection

# POPULATION CHANGES

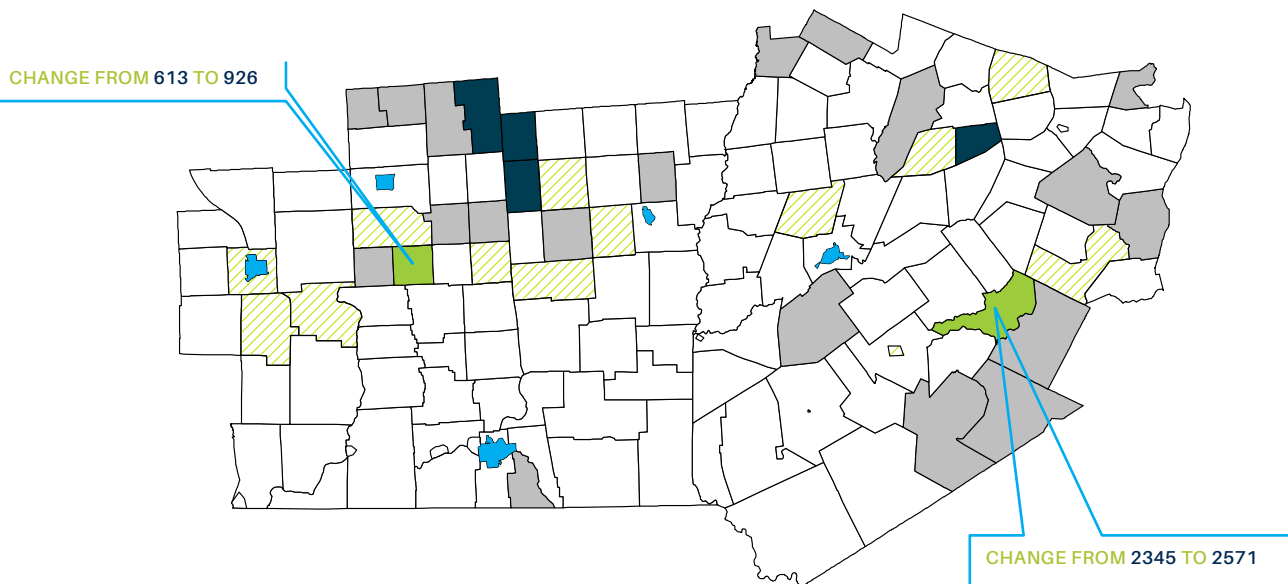
2000-2010



## POPULATION CHANGE PERCENT



# 2010-2016



DATA SOURCES:

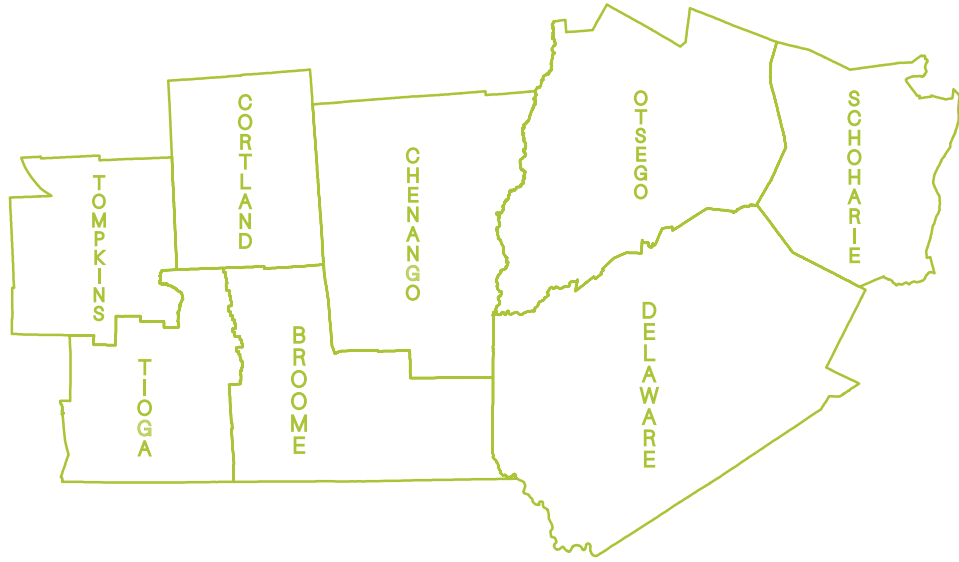
U.S. Census Bureau's 2000 Census SF1 100%-Data

U.S. Census Bureau's 2006 to 2010 & 2012 to 2016 American Community Survey 5-Year Estimates

MUNICIPALITIES	POPULATION
	<b>LOSS &gt;25%</b>
CUYLER	-307
DECATUR	-125
LINCKLAEN	-98
PITCHER	-189
	<b>LOSS 10 - 25%</b>
ANDES	-231
BROOME	-135
CINCINNATUS	-82
CONKLIN	-627
ESPERANCE	-233
FRANKLIN	-340
FREETOWN	-75
FULTON	-225
HARTFORD	-125
McDONOUGH	-117
MIDDLEFIELD	-285
MIDDLETOWN	-433
NORTH NORWICH	-311
PLAINFIELD	-132
PREBLE	-194
RICHFIELD	-306
ROXBURY	-321
SCOTT	-253
TRUXTON	-169
	<b>GAIN 10 - 25%</b>
CAROLINE	477
DANBY	479
GILBOA	126
ITHACA	2200
LAURENS	279
PHARSALIA	124
PRESTON	207
SHARON	192
SMITHVILLE	171
VILLAGE DELHI	516
VIRGIL	320
WESTFORD	98
WILLET	134
	<b>GAIN &gt;25%</b>
LAPEER	240
STAMFORD	628

MUNICIPALITIES WITH MINIMAL POPULATION	
AFTON	MARATHON
BAINBRIDGE	MARYLAND
BARKER	MASONVILLE
BARTON	MEREDITH
BERKSHIRE	MIDDLEBURGH
BINGHAMTON	MILFORD
BLENHEIM	MORRIS
BOVINA	NANTICOKE
BURLINGTON	NEW BERLIN
BUTTERNUTS	NEW LISBON
CANDOR	NEWARK VALLEY
CARLISLE	NEWFIELD
CHENANGO	NICHOLS
CHERRY VALLEY	NORWICH
CITY OF BINGHAMTON	ONEONTA
CITY OF CORTLAND	OTEGO
CITY OF ITHACA	OTSEGO
CITY OF NORWICH	OTSELIC
CITY OF ONEONTA	OWEGO
COBLESKILL	OXFORD
COLCHESTER	PITTSFIELD
COLESVILLE	PLYMOUTH
COLUMBUS	RICHFORD
CONESVILLE	RICHMONDVILLE
CORTLANDVILLE	ROSEBOOM
COVENTRY	SANFORD
DAVENPORT	SCHOHARIE
DELHI	SHERBURNE
DEPOSIT	SIDNEY
DICKINSON	SMYRNA
DRYDEN	SOLO
EDMESTON	SPENCER
ENDICOTT	SPRINGFIELD
ENFIELD	SUMMIT
EXETER	TAYLOR
FENTON	TIOGA
GERMAN	TOMPKINS
GREENE	TRIANGLE
GROTON	ULYSSES
GUILFORD	UNADILLA
HAMDEN	UNION
HANCOCK	VESTAL
HARPERSFIELD	VILLAGE OF COBLESKILL
HARTWICK	VILLAGE OF OWEGO
HOMER	VILLAGE OF SIDNEY
JEFFERSON	VILLAGE OF WALTON
JOHNSON CITY	VILLAGE OF WAVERLY
KIRKWOOD	WALTON
KORTRIGHT	WINDSOR
LANSING	WORCESTER
LISLE	WRIGHT
MAINE	

SOURCE:  
2012-2016 AMERICAN COMMUNITY SURVEY  
5-YEAR ESTIMATES (CENSUS.GOV)



### POPULATION

	BROOME	CHENANGO	CORTLAND	DELAWARE	OTSEGO	SCHOHARIE	TIOGA	TOMPKINS	REGIONAL
Total Population 2017 <sup>1</sup>	193,639	47,863	47,786	45,001	60,094	31,420	48,578	104,802	579,183
Population Growth 2010 to 2017 <sup>1</sup>	-3.50%	-5.20%	-3.10%	-6.20%	-3.50%	-4.10%	-5.00%	3.20%	
Median Age <sup>2</sup>	39.8	44.1	36.2	46.5	41.6	43.6	43.9	30.3	

### EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	90.20%	86.90%	90.40%	87.80%	90.50%	88.50%	90.20%	94.50%	89.88%
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	27.80%	17.40%	24.80%	21.30%	28.50%	20.50%	25.00%	51.60%	27.11%

### HOUSING

Total Housing Units <sup>2</sup>	89,919	24,817	20,492	31,158	30,684	17,229	22,170	42,118	
Occupied Housing Units <sup>2</sup>	78,738	19,837	17,683	18,817	23,539	12,373	19,705	38,269	
Median Home Value (owner occupied units) <sup>2</sup>	112,000	93,400	111,400	135,200	140,600	143,700	112,300	182,600	
Vacant Units <sup>2</sup>	11,181	4,980	2,809	12,341	7,145	4,856	2,465	3,849	
Vacancy Percent <sup>2</sup>	12.43%	20.07%	13.71%	39.61%	23.29%	28.19%	11.12%	9.14%	

## PUBLIC ASSISTANCE & DISTRESS

	BROOME	CHENANGO	CORTLAND	DELAWARE	OTSEGO	SCHOHARIE	TIOGA	TOMPKINS	REGIONAL
Yearly Cases <sup>3</sup>	43,125	4648	7512	2,540	2759	2131	4217	8909	75,841
Yearly Expenditures <sup>3</sup>	\$22,902,425	\$2,235,585	\$4,197,879	\$1,328,672	\$2,201,283	\$1,432,365	\$2,321,156	\$5,136,887	\$41,765,252
<b>EMPLOYMENT</b>									
Labor Force (persons) 2016 <sup>1</sup>	85,861	22,916	23,023	19,333	28,320	14,727	23,189	50,358	
Unemployment Rate 2016 <sup>1</sup>	5.4%	5.0%	5.7%	5.5%	4.9%	5.4%	5.1%	4.1%	4.55%
24-month Average Unemployment Rate <sup>1</sup>	5.49%	5.24%	5.76%	5.55%	4.97%	5.46%	5.09%	4.19%	
Per Capita Income (ACS) 2016 <sup>1</sup>	\$25,880	\$23,805	\$24,665	\$24,753	\$24,989	\$25,638	\$29,654	\$28,888	
Per Capita Money Income (ACS) 20161 (USA \$29,829; NY \$34,212)									
Median Household Income 2016 <sup>1</sup>	\$49,927	\$45,193	\$51,810	\$45,381	\$50,034	\$50,244	\$55,643	\$55,778	
Poverty Rate 2016 <sup>1</sup>	16.5%	15.2%	16.4%	17.5%	14.7%	12.7%	12.7%	18.5%	
Covered Employment 2016 <sup>1</sup>	86,485	17,507	18,054	14,596	23,470	8,586	13,004	50,386	
Avg Wage per Job 2016 <sup>1</sup>	\$41,181	\$43,434	\$37,706	\$40,907	\$40,903	\$37,070	\$49,921	\$49,963	
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	9.00%	26.40%	12.00%	21.20%	5.10%	3.60%	27.80%	6.70%	
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	\$61,879	\$56,247	\$59,594	\$65,535	\$46,776	\$42,133	\$89,802	\$65,239	
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	0.70%	1.40%	0.70%	0.70%	1.60%	8.40%	1.40%	1.80%	
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	\$41,196	\$30,957	\$38,912	\$47,206	\$36,949	\$42,566	\$35,449	\$41,177	
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	17.40%	13.70%	0.00%	12.80%	24.20%	13.70%	9.30%	0.80%	
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	\$45,542	\$36,615	N/A	\$33,816	\$57,009	\$31,595	\$30,518	\$55,358	
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	2.20%	6.50%	2.10%	2.70%	4.10%	3.00%	1.60%	2.20%	
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	\$63,317	\$71,955	\$63,759	\$47,108	\$62,703	\$77,632	\$48,124	\$69,779	

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance

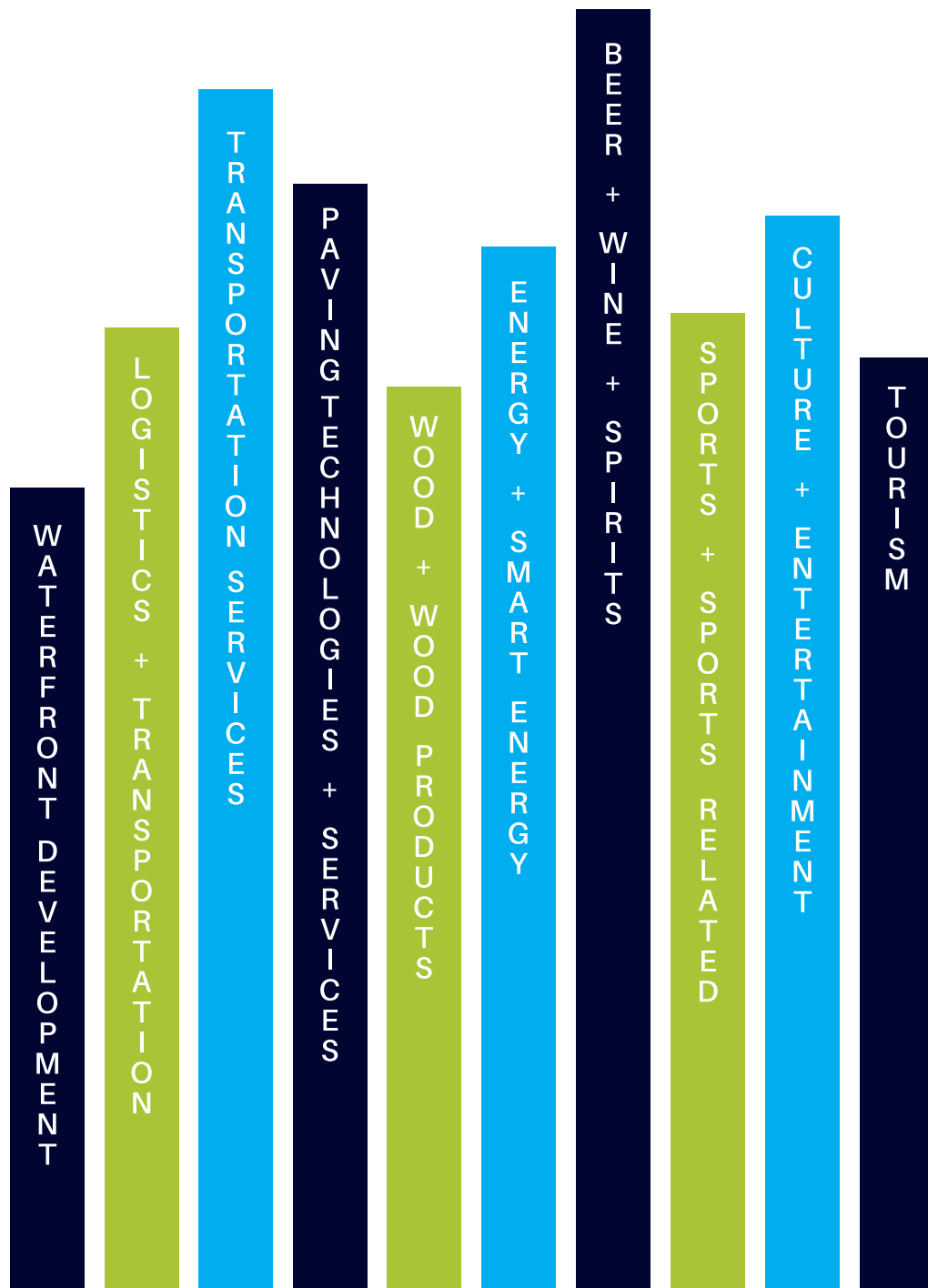




An industry cluster represents a geographic concentration of similar and interconnected businesses that help drive innovation and productivity, and build a sustainable competitive advantage and promote increased growth. The term “industry cluster” was introduced and popularized by Harvard Business School Professor Michael E. Porter in his book, *The Competitive Advantage of Nations*. Industry clusters are often used to profile the economy of a location, like Hollywood (for films) and Las Vegas (for casinos, conferences and entertainment). In addition to industry competitors, consultants and educational institutions are often involved with industry clusters to raise the bar of innovation. Governments get involved through policy actions and funding with a frequent goal of increasing employment and wages. The U.S. Economic Development Administration sponsored the Innovation Project to provide cluster definitions and comparative information to support strategic economic development planning in rural regions in terms of assessing their relative strengths and weaknesses. To promote America’s clusters even more, in 2014 the U.S. Department of Commerce and the EDA initiated a project that’s been led by Harvard Business School’s Institute for Strategy and Competitiveness called the U.S. Cluster Mapping Project. We consider the identification, development and nurturing of existing and emerging industry clusters to be a key goal of this CEDS.

This CEDS project utilized Industry Building Blocks (IBB), with headquarters in Binghamton, to map industry clusters within the ST8 region (See Appendix 10). The advantage this company brought was more granular business information than is available from other resources. The IBB database includes over 2,000 companies in the Southern Tier. This model of the region's business economy allowed us to define business clusters in greater detail for the purposes of business growth, attraction and regional marketing. For additional cluster details see Appendix 11.

# EMERGING INDUSTRY CLUSTERS





# E N V I R O N M E N T



The Southern Tier 8 region is characterized by a **very diverse environment that includes river valleys surrounded by scenic foothills, as well as large and small lakes**. ST8 boasts the Catskill and Appalachian Mountains and the changing seasons underscore our region’s natural beauty that we tend to take for granted, but is readily identified by visitors. The weather can be as diverse as the terrain and change with a moment’s notice, but we also have **abundant amounts of clean, clear water; breathtaking scenery and abundant outdoor recreational activities**.

The region is home to the headwaters of the mighty Susquehanna River, starting at Otsego Lake in Cooperstown and winding its way through most of the region, finally emptying into the Chesapeake Bay. The city of Ithaca, on the southern shores of Cayuga Lake, 2nd largest of New York’s famous Finger Lakes, includes world class wineries dotting the shorelines, taking advantage of the micro-climates created by this 38-mile waterbody. Delaware County houses the Pepacton and Cannonsville Reservoirs that supply about 75 percent of the fresh water to the New York City metro area, about 101 miles away. The Delaware River offers world renowned Trout Fishing and a home to one of our favorite national symbols; the American Bald Eagle. Schoharie County, home to Howe’s Cavern, discovered in the 1770s, further deepens the region’s geologic diversity.

The ST8 region has enjoyed a rich history of eco-tourism, outdoor recreational opportunities and the ability to enjoy locally sourced food and beverage products. Numerous state & county parks provide public access to various waterbodies and large tracts of state-owned land, contributing to the outdoor appeal of the ST8 region.



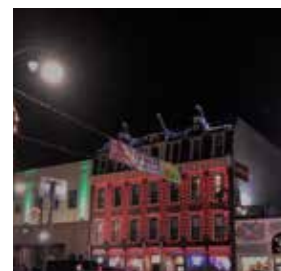


In a very general sense, culture is typically defined by populations of similar language, religion(s), values, traditions and activities. We choose to define the ST8 by spatial geography, i.e. our counties are contiguous and in the same relative location in the Upstate New York region. We are a classic example of the "melting pot" of America with a diverse and storied history of immigration, settlement and success. Whether our ancestors were from Europe, or other regions of the world looking for a better life, we seem to share three basic principles of great importance - family, self-reliance and a desire to better ourselves.

Farmers to factory workers have successfully existed in this region for generations with fierce independence and self-reliance. This sense of independence and self-reliance can be considered both a strength and weakness as we see the collaboration between all stakeholders as critical to our proposed path forward. We must overcome the cultural issues and pride that stop us from acting collaboratively for the good of all residents.

Our relentless desire to better ourselves is manifested in our rich history of entrepreneurship and innovation. Harbingers of the Industrial Revolution like Endicott-Johnson Shoe Company, Ithaca Gun Company, to the Information Age and the company started by Thomas Watson in Endicott, NY now known as IBM. We continue our rich heritage of entrepreneurship as we encourage innovative and novel ideas that could give rise another industry giant. Companies from the ST8 region can compete in the coming global war on jobs but many are not quite ready. Our willingness to embrace those who "think differently" and dare to question the status quo will be crucial to our ability to compete in the coming jobs war and contribute to the success or failure of our initiatives.

We hope that these cultural attributes will continue to offer current residents a reason to live, grow and prosper here in the ST8. We also need to attract others of a similar mindset to relocate here and join us on the journey established by this plan.



# CULTURE

# ECONOMY

Southern Tier 8 has been characterized by a mixed economy over the past several years. Tompkins County has experienced growth, primarily through the strength of Cornell University and an entrepreneurial economy. The remaining counties have witnessed a long-term decline in jobs and population. From 2010 to 2016 these counties lost 2% to 5% of their population. Cornell University's Applied Demographics continues to forecast reduced population. On the other hand, ST8 has many assets that provide opportunities to increase community wealth.

The significant loss of manufacturing has been a major factor, coupled with the relatively small size of our urban centers. The downsizing of IBM and loss of its support businesses had significant impact, considering the size of the village of Endicott, where it was located. The rise of poverty has been relentless with many communities experiencing a doubling in over the past 10 years. During the 1980s, IBM employed 16,500 people across the region. Today, there are less than 700 employed at IBM Endicott.

Another factor has been uncompetitive fees and regulations. World-wide competition for jobs and resources will leave uncompetitive regions and countries in the dust. Border counties, and regions such as ST8, are even more sensitive to unequal competition. Our region's average tax rate of 2.29% is considerably higher than the rate of bordering Pennsylvania counties (1.26%) and the National average of 1.21%.

The low achievement in venture capital spending in Upstate NY can be attributed to a lack of best practices, that is now being addressed with public and private involvement.

The six strategies developed for the ST8 organization are intended to complement the work that has been completed and involve all parties in a collaborative process along with creating a sense of urgency. Everyone has a role.





**HARTWICK COLLEGE**  
OTSEGO COUNTY



**SUNY CORTLAND**  
CORTLAND COUNTY



**SUNY MORRISVILLE**  
CHENANGO COUNTY



**ITHACA COLLEGE**  
TOMPKINS COUNTY



**BINGHAMTON UNIVERSITY**  
BROOME COUNTY



**CORNELL UNIVERSITY**  
TOMPKINS COUNTY



**DAVIS COLLEGE**  
BROOME COUNTY



**SUNY ONEONTA**  
OTSEGO COUNTY



**SUNY BROOME**  
BROOME COUNTY



**SUNY COBLESKILL**  
SCHOHARIE COUNTY



**SUNY DELHI**  
DELAWARE COUNTY



**TOMPKINS CORTLAND  
COMMUNITY COLLEGE**  
TOMPKINS COUNTY

## COLLEGES & UNIVERSITIES IN ST8

The ST8 region is home to **12 COLLEGES & UNIVERSITIES** that draw thousands of young people to the region every year. Cornell University, with over 20,000 students, is an Ivy League institution with a large percentage of international students. Binghamton University, with approximately 17,000 students, is one of the State University of New York (SUNY) System's University Centers and a top rated educational institution.

Our access to quality educational assets is an area strength and cannot be understated.

The need for collaboration between the colleges and universities is paramount. Workforce development not only includes high school graduates, but more mature workers attempting to leverage training due to job loss, or career change. Local businesses can become stagnated due to lack of employable job candidates. The role that the universities and colleges can play include vocational training, certificate programs, internships and apprenticeship programs.

Regional access to quality educational institutions is exceptional and is a core strength of the region. Our ability to channel that resource for practical gains in workforce development is a critical component to the economic success of the region.

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COUNTY	HIGH SCHOOL DIPLOMA OR HIGHER % ADULTS 25+ (2016 <sup>1</sup> )	BACHELOR'S DEGREE OR HIGHER % ADULTS 25+(2016 <sup>1</sup> )
<b>BROOME</b>	<b>90.20%</b>	<b>27.80%</b>
<b>CHENANGO</b>	<b>86.90%</b>	<b>17.40%</b>
<b>CORTLAND</b>	<b>90.40%</b>	<b>24.80%</b>
<b>DELAWARE</b>	<b>87.80%</b>	<b>21.30%</b>
<b>OTSEGO</b>	<b>90.50%</b>	<b>28.50%</b>
<b>SCHOHARIE</b>	<b>88.50%</b>	<b>20.50%</b>
<b>TIOGA</b>	<b>90.20%</b>	<b>25.00%</b>
<b>TOMPKINS</b>	<b>94.50%</b>	<b>51.60%</b>
<b>REGIONAL AVERAGE</b>	<b>89.88%</b>	<b>27.11%</b>

# LOCAL AND REGIONAL PLANNING

Southern Tier 8 is a **local government entity** that was established in 1968 as a special purpose unit of government authorized under Article 5G and 12B of New York State's General Municipal Law (as Southern Tier East Regional Planning Development Board). Southern Tier 8 is one of 10 regional planning boards in New York State and serves as the Economic Development District for EDA and 5th largest of the 73 Local Development Districts (LDD) for the Appalachian Regional Commission.

## LOCAL CONNECTIONS

The Regional Board works with NYS Department of State and each of the 8 County Planning Departments and Economic Development Agencies to administer regional programs and prioritize federal investments.

## INFRASTRUCTURE PLANNING & IMPLEMENTATION

Since 2004, Southern Tier 8 has been raising awareness for the need for improved 911 & cell service and broadband infrastructure development across our rural, hilly region. ST8 has also written several implementation requests, including Southern Tier Network development and expansion. In 2009, New York's Office of Critical Infrastructure established the Broadband Program Office and in 2015, the \$500 million "New" New York State Broadband Program was launched to build last-mile residential infrastructure across the State, now managed by Empire State Development.

Southern Tier 8 continues to support the I-86 Coalition, tasked with encouraging interstate highway designation. Southern Tier 8 serves on the Binghamton Metropolitan Transportation Study and supports regional construction projects and trail developments.

## ENVIRONMENTAL PLANNING & COMPLIANCE

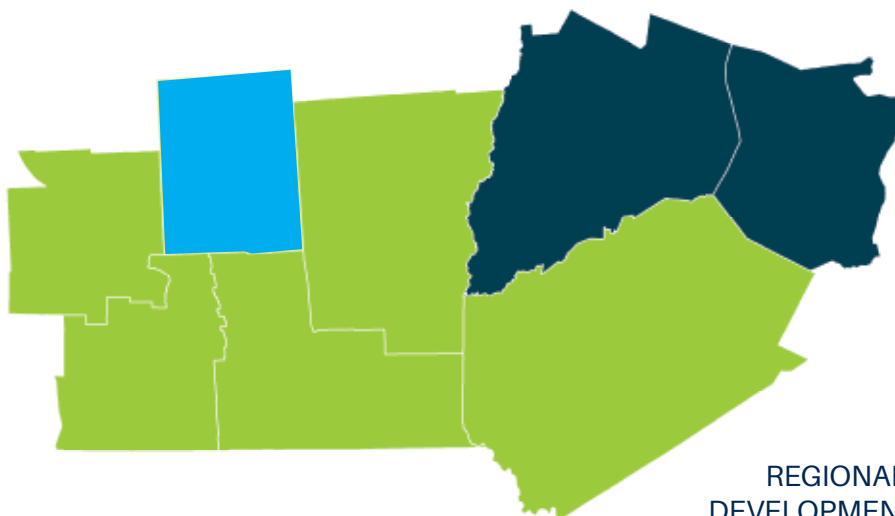
In 2011, Tompkins County, Southern Tier 8 and Southern Tier Central partnered to develop the NY Cleaner Greener Communities Plan for the Southern Tier REDC. Since 2005, Southern Tier 8 continues to partner with Broome and Tioga Planning Departments and Soil & Water Conservation Districts and the 15 municipalities that comprise the Broome Tioga Stormwater Coalition to comply with State and Federal stormwater regulations.

## NEW YORK'S LOCAL GOVERNMENT EFFICIENCY (LGe) PROGRAM

NYS Department of State coordinates the LGe program to provide technical assistance & competitive grants for local governments in implementing cost savings and improving municipal efficiency through shared services, cooperative agreements, mergers, consolidations and dissolutions.

## NEW YORK STATE REDC INVESTMENTS

In 2011, New York's Governor Andrew Cuomo, established 10 Regional Economic Development Councils (REDC) across the state to develop a regional economic development strategy for state-funded programs. Southern Tier 8's member counties are served by three different REDCs: the Southern Tier, Central and Mohawk Valley regions. The 6 goals identified in this 5-year plan continue to support investment efforts of the 3 unique State-designated REDCs.



REGIONAL ECONOMIC DEVELOPMENT COUNCILS (REDC)

■ NYS Central REDC ■ NYS Southern Tier REDC ■ NYS Mohawk Valley REDC

REDC investments are prioritized by each region's Working Group and Empire State Development (ESD).

# SOUTHERN TIER 8 OFFERS A UNIQUE WORK/LIFE BALANCE

Regional collaboration in Southern Tier Eight (ST8) is creating the opportunity for residents to make a life and make a difference. Emerging groups in the arts, technology, sports, business, education and entertainment are joining forces to create opportunities capitalizing on the region's assets. ST8's progress continues to accelerate through inclusive networks, local and regional collaboration and leveraging world class education, business and natural assets.

Our ability to create, nurture and support a ready workforce that can meet the demand of existing companies looking to pursue growth and, possibly, attract new companies is critical to this CEDS. The region's workforce is diverse with several challenges to address in the near term and long term. Baby boomers (born between the years 1946 and 1964) are putting unprecedented pressure on many public programs and private companies. Our population continues to age with an ever larger percentage of local residents retiring and leaving the workforce. Our area also suffers from the drug addiction issues that plague our country. Many employers screen prospective employees for illegal drug addiction, reducing the number of job applicants and potential employees. We are also subject to private enterprise need to outsource labor to lower cost countries around the world.

There remains a strong need for entry level manufacturing and lower skilled, entry level jobs in the region. The Agricultural Sector has seen a transformation from smaller family farms to larger agri-businesses. The Food & Beverage sector is creating and growing local Wineries, micro-breweries and other food related activities. Demand for locally sourced food products has been a recent trend and our proximity to major urban areas offers opportunities to local food and beverage producers, if properly developed. The Service Sector has seen increasing demand for labor over the recent past and continues to grow. Technology has been the dominant driver of demand for workforce development with a strong push for higher skilled workers that possess an Associate's, or Bachelor's Degree, along with some practical training, in their respective fields.

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# SH8

COUNTIES

# OTTSEGGOG



# BROOME



# TOMPKINS



# TIOGA



DELLAWARE



CORTLAND



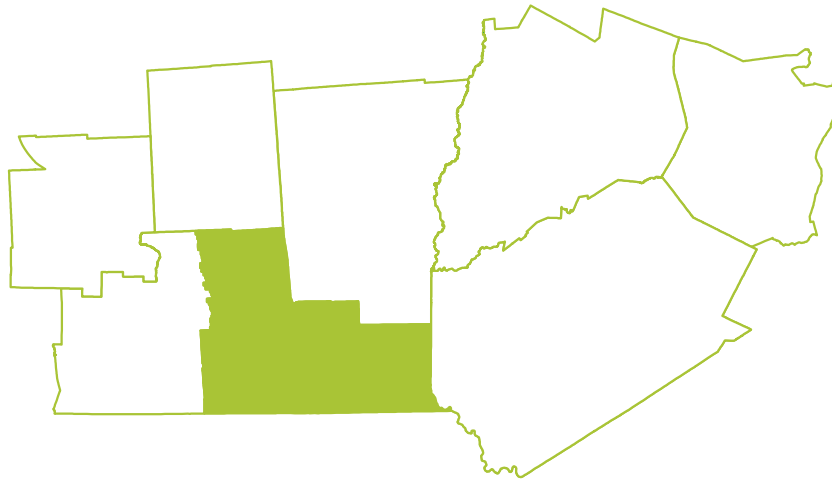
CHEENANGO



SCHOHARIE



# B R O O M E



**193,639** population [2017<sup>1</sup>]  
**-3.50%** population growth [2010-2017<sup>1</sup>]  
**39.8** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>90.20%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>27.80%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>85,861</b>
Covered Employment 2016 <sup>1</sup>	<b>86,485</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$41,181</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>9.00%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$61,879</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>0.70%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$41,196</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>17.40%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$45,542</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>2.20%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$63,317</b>

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>89,919</b>
Vacant <sup>2</sup>	<b>11,181</b>
Vancancy percentage	<b>12.43%</b>
Median Home Value	<b>112,300</b>

## ROADS

	MILES
Primary Interstates	<b>187</b>
US highways & State	<b>49</b>
Secondary & Connecting	<b>286</b>
Local, Neighborhood & Rural	<b>1,731</b>

## BRIDGES

	COUNT
	<b>518</b>

## UTILITIES

	MILES
Public Water Distribution	<b>473</b>
Public Wastewater Collection	<b>339</b>

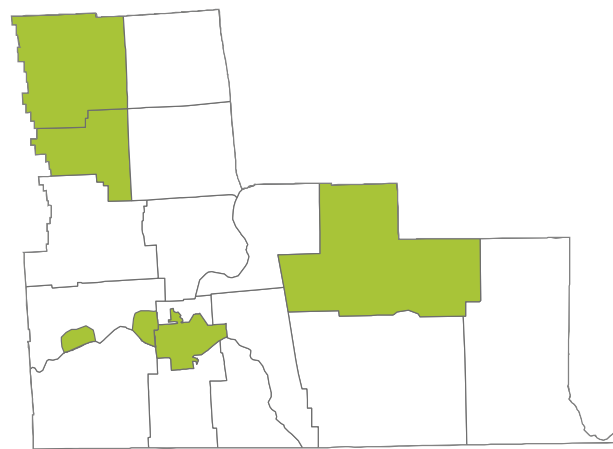
## PUBLIC ASSISTANCE

Yearly Cases <sup>3</sup>	<b>43,125</b>
Yearly Expenditures <sup>3</sup>	<b>\$22,902,425</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>5.4%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.49%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$25,880</b>
Median Household Income 2016 <sup>1</sup>	<b>\$49,927</b>
Poverty Rate 2016 <sup>1</sup>	<b>16.5%</b>

MUNICIPALITY	PER CAPITA INCOME
City of Binghamton	<b>\$20,729</b>
Colesville	<b>\$23,016</b>
Lisle	<b>\$23,626</b>
Nanticoke	<b>\$23,657</b>
Johnson City	<b>\$23,077</b>
Endicott	<b>\$21,096</b>

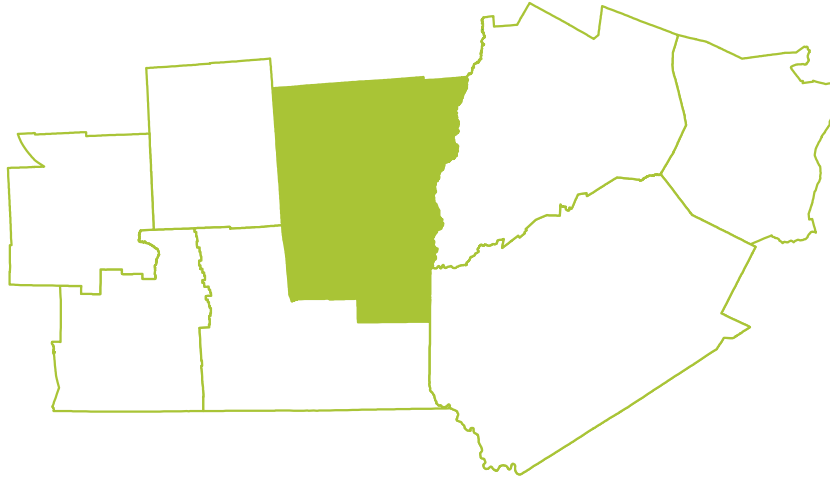


## DISTRESSED COMMUNITIES



Municipal Per Capital Income: < or = to 80% of United States PCI

# CHENANGO



**47,863** population [2017<sup>1</sup>]  
**-5.20%** population growth [2010-2017<sup>1</sup>]  
**44.1** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>86.90%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>17.40%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>22,906</b>
Covered Employment 2016 <sup>1</sup>	<b>17,507</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$43,434</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>26.40%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$56,247</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>1.40%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$31,957</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>13.70%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$36,615</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>6.50%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$71,955</b>

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



## INFRASTRUCTURE

### HOUSING

Occupied Housing Units <sup>2</sup>	<b>24,817</b>
Vacant <sup>2</sup>	<b>4,980</b>
Vacancy percentage	<b>20.06%</b>
Median Home Value	<b>93,400</b>

### UTILITIES

	MILES
Public Water Distribution	<b>59</b>
Public Wastewater Collection	<b>7</b>

### ROADS

	MILES
Primary Interstates	<b>26</b>
US highways & State	<b>44</b>
Secondary & Connecting	<b>206</b>
Local, Neighborhood & Rural	<b>1,698</b>

### BRIDGES

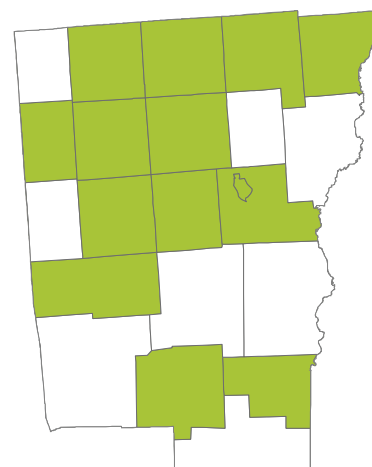
	COUNT
	<b>260</b>

### PUBLIC ASSISTANCE

Yearly Cases <sup>3</sup>	<b>4648</b>
Yearly Expenditures <sup>3</sup>	<b>\$2,235,585</b>

## ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>5.0%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.24%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$23,805</b>
Median Household Income 2016 <sup>1</sup>	<b>\$45,193</b>
Poverty Rate 2016 <sup>1</sup>	<b>15.2%</b>



### DISTRESSED COMMUNITIES

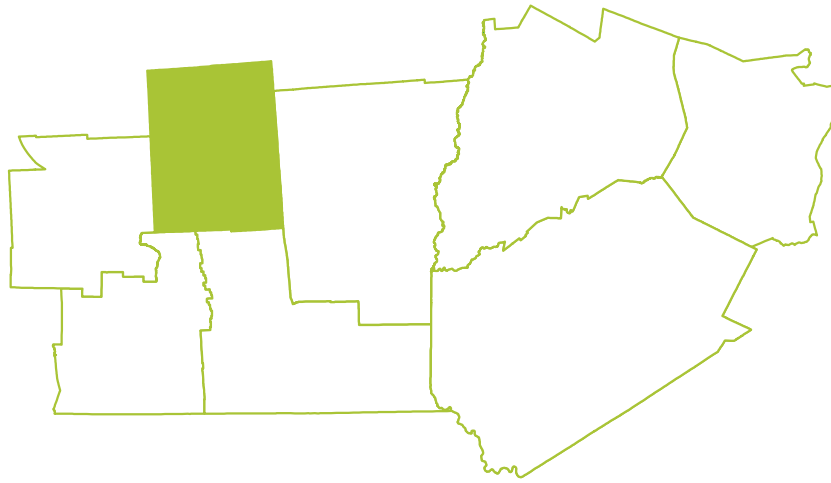


MUNICIPALITY	PER CAPITA INCOME
Bainbridge	<b>\$23,384</b>
Columbus	<b>\$23,338</b>
Coventry	<b>\$23,203</b>
McDonough	<b>\$22,656</b>
City of Norwich	<b>\$21,899</b>
Norwich	<b>\$23,800</b>
Otsellic	<b>\$22,772</b>
Pharsalia	<b>\$23,384</b>
Pitcher	<b>\$23,338</b>

MUNICIPALITY	PER CAPITA INCOME
Plymouth	<b>\$22,121</b>
Preston	<b>\$21,579</b>
Sherburne	<b>\$23,351</b>
Smithville	<b>\$19,047</b>
Smyrna	<b>\$17,528</b>

Municipal Per Capital Income: < or = to 80% of United States PCI

# C O R T L A N D



**47,786** population [2017]<sup>1</sup>  
**-3.10%** population growth [2010-2017]<sup>1</sup>  
**36.2** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>90.40%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>24.80%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>23,023</b>
Covered Employment 2016 <sup>1</sup>	<b>18,054</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$37,706</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>12.00%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$59,594</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>0.70%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$38,912</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>0.00%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>N/A</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>2.10%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$63,759</b>

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>20,492</b>
Vacant <sup>2</sup>	<b>2,809</b>
Vacancy percentage	<b>13.71%</b>
Median Home Value	<b>\$111,400</b>

## UTILITIES

	MILES
Public Water Distribution	<b>149</b>
Public Wastewater Collection	<b>52</b>

## ROADS

	MILES
Primary Interstates	<b>58</b>
US highways & State	<b>40</b>
Secondary & Connecting	<b>138</b>
Local, Neighborhood & Rural	<b>912</b>

## BRIDGES

	COUNT
	<b>199</b>

## PUBLIC ASSISTANCE

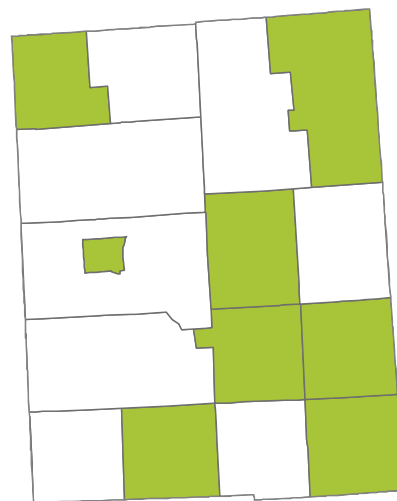
Yearly Cases <sup>3</sup>	<b>7512</b>
Yearly Expenditures <sup>3</sup>	<b>\$4,197,879</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>5.7%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.76%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$24,665</b>
Median Household Income 2016 <sup>1</sup>	<b>\$51,810</b>
Poverty Rate 2016 <sup>1</sup>	<b>16.4%</b>

## MUNICIPALITY PER CAPITA INCOME

MUNICIPALITY	PER CAPITA INCOME
Cincinnati	<b>\$22,620</b>
City of Cortland	<b>\$20,228</b>
Cuyler	<b>\$23,187</b>
Freetown	<b>\$20,867</b>
Solon	<b>\$23,244</b>
Willet	<b>\$22,242</b>
Lapeer	<b>\$23,881</b>
Scott	<b>\$23,953</b>



## DISTRESSED COMMUNITIES



Municipal Per Capital Income: < or = to 80% of United States PCI



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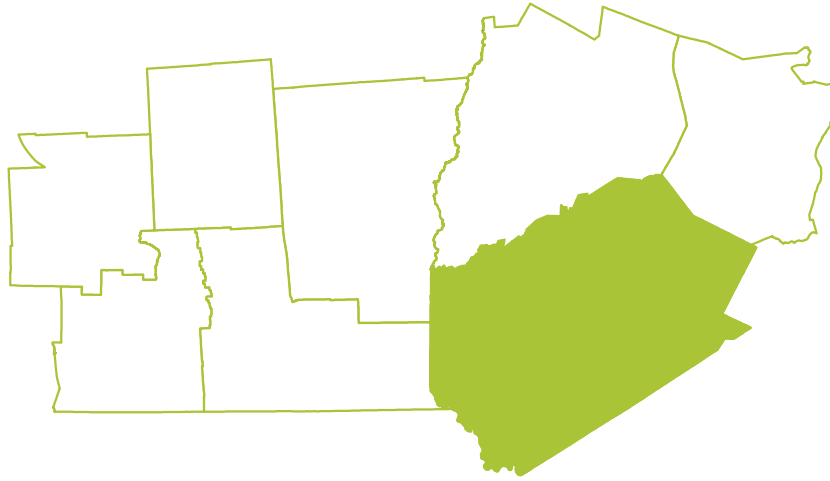
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**45,001** population [2017<sup>1</sup>]  
**-6.20%** population growth [2010-2017<sup>1</sup>]  
**46.5** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>87.80%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>21.30%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>19,333</b>
Covered Employment 2016 <sup>1</sup>	<b>14,596</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$40,907</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>21.20%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$65,535</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>0.70%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$47,206</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>12.80%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$33,816</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>2.70%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$47,108</b>

### SOURCES:

1 - StatsAmerica.org

2 - 2012 to 2016 American Community Survey 5-year Estimates

3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>31,158</b>
Vacant <sup>2</sup>	<b>12,341</b>
Vacancy percentage	<b>39.61%</b>
Median Home Value	<b>\$135,200</b>

## ROADS

	MILES
Primary Interstates	<b>94</b>
US highways & State	<b>36</b>
Secondary & Connecting	<b>261</b>
Local, Neighborhood & Rural	<b>2,283</b>

## BRIDGES

	COUNT
	<b>458</b>

## UTILITIES

	MILES
Public Water Distribution	<b>126</b>
Public Wastewater Collection	<b>27</b>

## PUBLIC ASSISTANCE

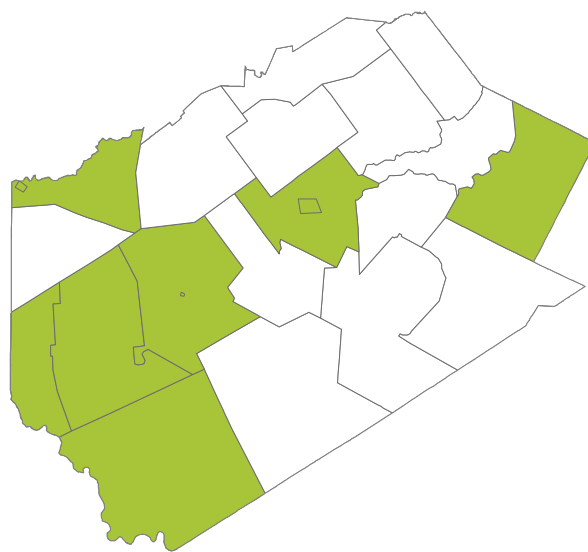
Yearly Cases <sup>3</sup>	<b>2,540</b>
Yearly Expenditures <sup>3</sup>	<b>\$1,328,672</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>5.5%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.55%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$24,753</b>
Median Household Income 2016 <sup>1</sup>	<b>\$45,381</b>
Poverty Rate 2016 <sup>1</sup>	<b>17.5%</b>

## MUNICIPALITY PER CAPITA INCOME

Delhi	<b>\$23,124</b>
Deposit	<b>\$22,414</b>
Hancock	<b>\$23,172</b>
Sidney	<b>\$22,512</b>
Tompkins	<b>\$22,504</b>
Walton	<b>\$21,298</b>
Village of Delhi	<b>\$13,690</b>
Village of Sidney	<b>\$23,077</b>
Roxbury	<b>\$23,959</b>

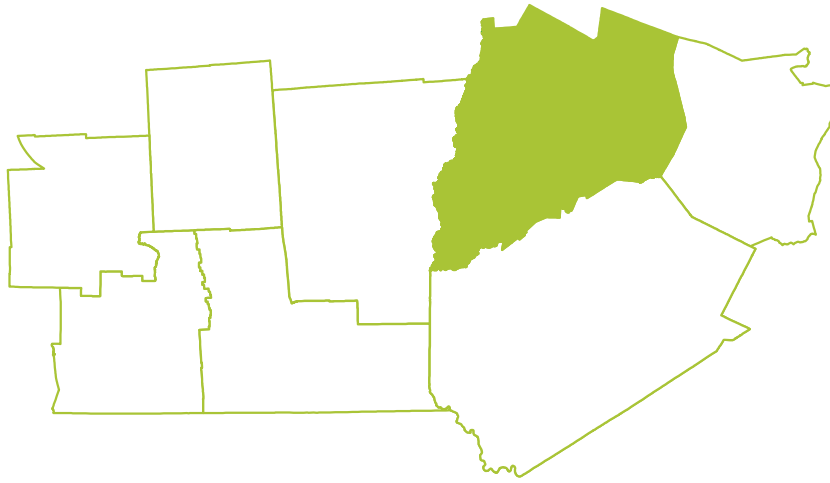


## DISTRESSED COMMUNITIES



Municipal Per Capital Income: < or = to 80% of United States PCI

# OUTSTANDING



**60,094** population [2017<sup>1</sup>]  
**-3.50%** population growth [2010-2017<sup>1</sup>]  
**41.6** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>90.50%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>28.50%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>28,320</b>
Covered Employment 2016 <sup>1</sup>	<b>23,470</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$40,903</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>5.10%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$46,776</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>1.60%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$36,949</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>24.20%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$57,009</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>4.10%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$62,703</b>

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>30,684</b>
Vacant <sup>2</sup>	<b>7,145</b>
Vacancy Percentage	<b>23.29%</b>
Median Home Value	<b>\$140,600</b>

## ROADS

	MILES
Primary Interstates	<b>146</b>
US highways & State	<b>65</b>
Secondary & Connecting	<b>463</b>
Local, Neighborhood & Rural	<b>4,017</b>

BRIDGES	COUNT
	<b>276</b>

## UTILITIES

	MILES
Public Water Distribution	<b>166</b>
Public Wastewater Collection	<b>61</b>

## PUBLIC ASSISTANCE

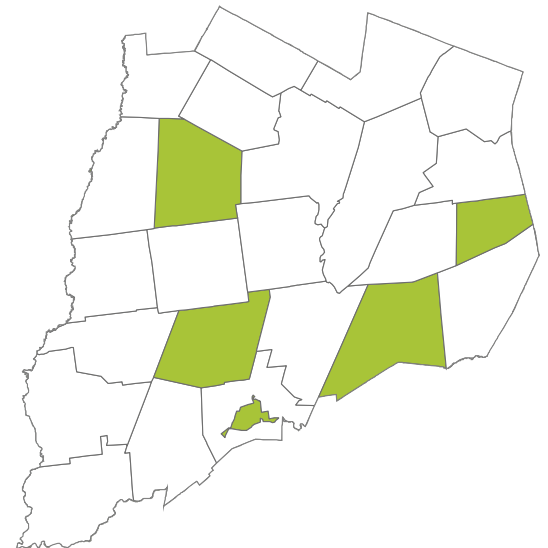
Yearly Cases <sup>3</sup>	<b>2759</b>
Yearly Expenditures <sup>3</sup>	<b>\$2,201,283</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>4.9%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>4.97%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$24,989</b>
Median Household Income 2016 <sup>1</sup>	<b>\$50,034</b>
Poverty Rate 2016 <sup>1</sup>	<b>14.7%</b>

## MUNICIPALITY PER CAPITA INCOME

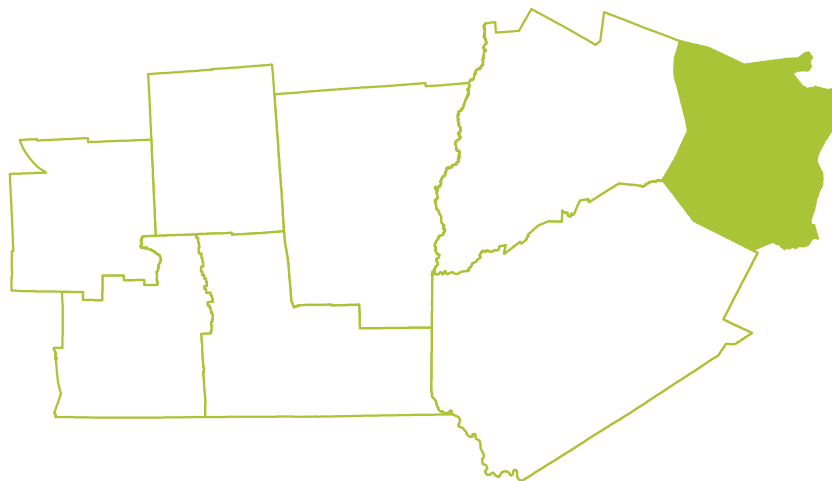
Burlington	<b>\$22,240</b>
Decatur	<b>\$23,258</b>
Maryland	<b>\$21,314</b>
City of Oneonta	<b>\$17,974</b>
Laurens	<b>\$24,101</b>



## DISTRESSED COMMUNITIES



Municipal Per Capital Income: < or = to 80% of United States PCI



**31,420** population [2017<sup>1</sup>]  
**-4.10%** population growth [2010-2017<sup>1</sup>]  
**43.6** median age<sup>2</sup>

EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>88.50%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>20.50%</b>

EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>14,727</b>
Covered Employment 2016 <sup>1</sup>	<b>8,586</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$37,070</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>3.60%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$42,133</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>8.40%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$42,566</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>13.70%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$31,595</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>3.00%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$77,632</b>

SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>17,229</b>
Vacant <sup>2</sup>	<b>7,145</b>
Vacancy percentage	<b>28.19%</b>
Median Home Value	<b>\$143,700</b>

## ROADS

	MILES
Primary Interstates	<b>40</b>
US highways & State	<b>38</b>
Secondary & Connecting	<b>140</b>
Local, Neighborhood & Rural	<b>1,184</b>

## BRIDGES

	COUNT
	<b>185</b>

## UTILITIES

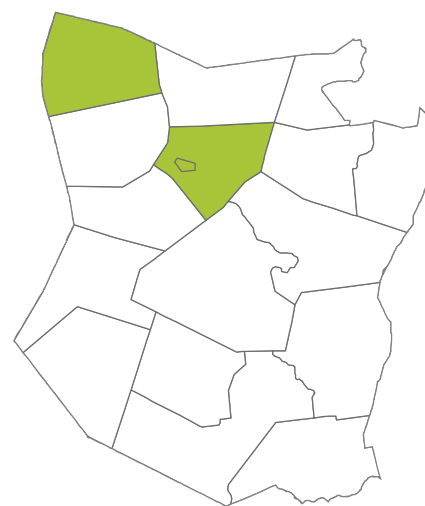
	MILES
Public Water Distribution	<b>62</b>
Public Wastewater Collection	<b>41</b>

## PUBLIC ASSISTANCE

Yearly Cases <sup>3</sup>	<b>2131</b>
Yearly Expenditures <sup>3</sup>	<b>\$1,432,365</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>5.4%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.46%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$25,638</b>
Median Household Income 2016 <sup>1</sup>	<b>\$50,244</b>
Poverty Rate 2016 <sup>1</sup>	<b>12.7%</b>



## DISTRESSED COMMUNITIES

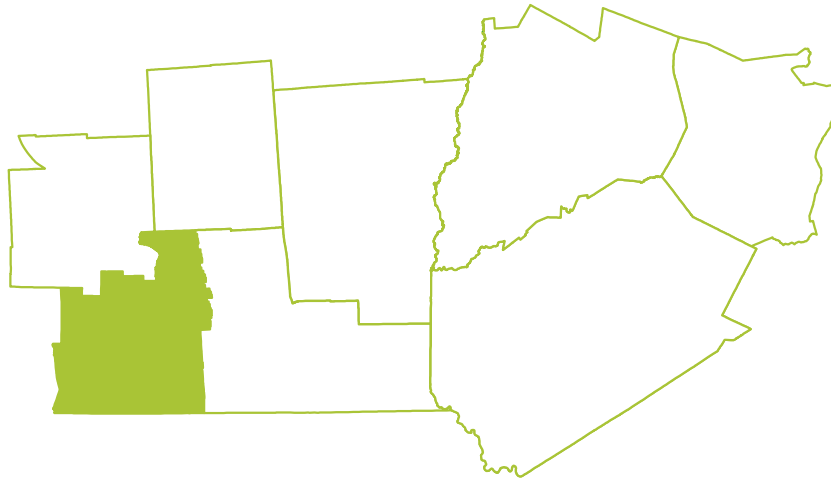


## MUNICIPALITY PER CAPITA INCOME

Cobleskill	<b>\$22,938</b>
Sharon	<b>\$21,842</b>
Village of Cobleskill	<b>\$19,359</b>

Municipal Per Capital Income: < or = to 80% of United States PCI

# T O G A



**48,578** population [2017<sup>1</sup>]  
**-5.00%** population growth [2010-2017<sup>1</sup>]  
**43.9** median age<sup>2</sup>

## EDUCATION

High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>90.20%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>20.50%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>23,189</b>
Covered Employment 2016 <sup>1</sup>	<b>13,004</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$49,921</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>27.80%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$89,802</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>1.40%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$35,449</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>9.30%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$30,158</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>1.60%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$48,124</b>

**SOURCES:**

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>22,170</b>
Vacant <sup>2</sup>	<b>2,465</b>
Vacancy percentage	<b>11.11%</b>
Median Home Value	<b>\$112,300</b>

## ROADS

	MILES
Primary Interstates	<b>53</b>
US highways & State	<b>19</b>
Secondary & Connecting	<b>115</b>
Local, Neighborhood & Rural	<b>1,025</b>

## BRIDGES

	COUNT
	<b>227</b>

## UTILITIES

	MILES
Public Water Distribution	<b>126</b>
Public Wastewater Collection	<b>99</b>

## PUBLIC ASSISTANCE

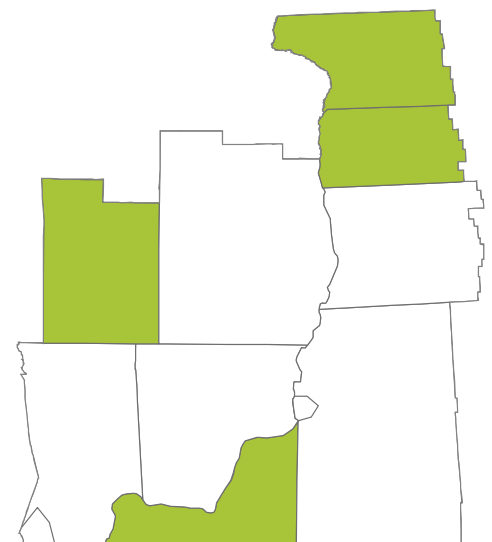
Yearly Cases <sup>3</sup>	<b>4217</b>
Yearly Expenditures <sup>3</sup>	<b>\$2,321,156</b>

# ECONOMIC DISTRESS

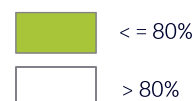
Unemployment Rate 2016 <sup>1</sup>	<b>5.1%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>5.09%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$29,654</b>
Median Household Income 2016 <sup>1</sup>	<b>\$55,643</b>
Poverty Rate 2016 <sup>1</sup>	<b>12.7%</b>

## MUNICIPALITY PER CAPITA INCOME

MUNICIPALITY	PER CAPITA INCOME
Richford	<b>\$23,264</b>
Spencer	<b>\$23,187</b>
Village of Waverly	<b>\$21,012</b>
Village of Owego	<b>\$21,096</b>
Berkshire	<b>\$23,962</b>



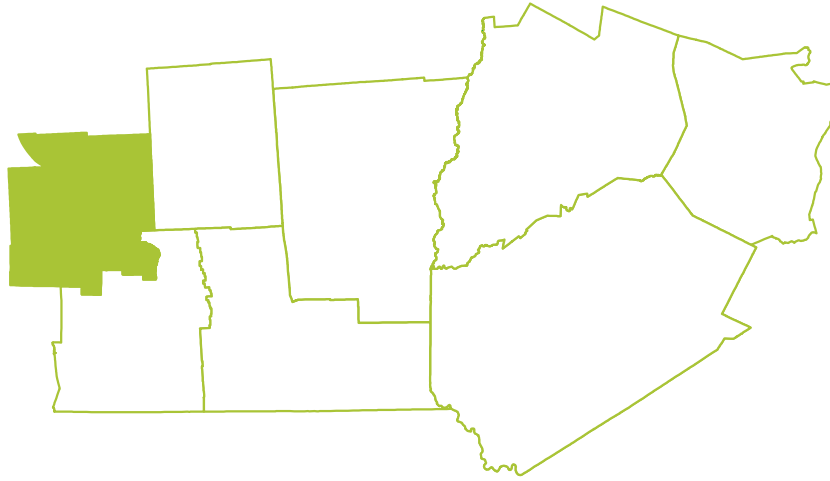
## DISTRESSED COMMUNITIES



Municipal Per Capital Income: < or = to 80% of United States PCI



# T O M M P K I N S



**104,802** population [2017<sup>1</sup>]  
**3.20%** population growth [2010-2017<sup>1</sup>]  
**30.3** median age<sup>2</sup>

## EDUCATION

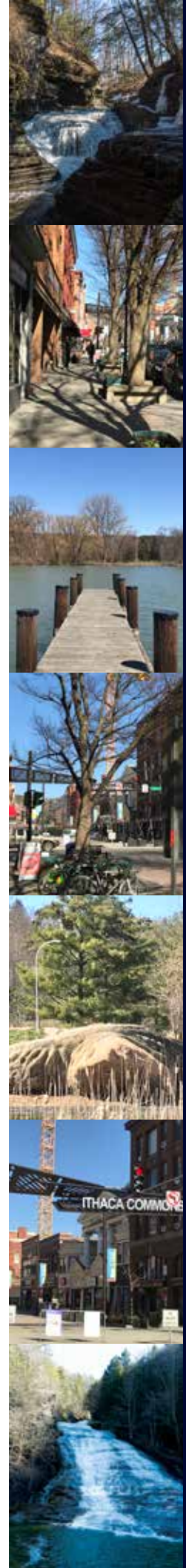
High School Diploma or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>94.50%</b>
Bachelor's Degree or More - Pct. of Adults 25+ 2016 <sup>1</sup>	<b>51.60%</b>

## EMPLOYMENT

Labor Force (persons) 2016 <sup>1</sup>	<b>50,358</b>
Covered Employment 2016 <sup>1</sup>	<b>50,386</b>
Avg Wage per Job 2016 <sup>1</sup>	<b>\$49,963</b>
Manufacturing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>6.70%</b>
Manufacturing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$65,239</b>
Transportation and Warehousing - Pct. All Jobs in County 2016 <sup>1</sup>	<b>1.80%</b>
Transportation and Warehousing - Avg Wage per Job 2016 <sup>1</sup>	<b>\$41,177</b>
Health Care, Social Assist. - Pct. All Jobs in County 2016 <sup>1</sup>	<b>0.80%</b>
Health Care, Social Assist. - Avg Wage per Job 2016 <sup>1</sup>	<b>\$55,358</b>
Finance and Insurance - Pct. All Jobs in County 2016 <sup>1</sup>	<b>2.20%</b>
Finance and Insurance - Avg Wage per Job 2016 <sup>1</sup>	<b>\$69,779</b>

### SOURCES:

- 1 - StatsAmerica.org
- 2 - 2012 to 2016 American Community Survey 5-year Estimates
- 3 - Office of Temporary and Disability Assistance



# INFRASTRUCTURE

## HOUSING

Occupied Housing Units <sup>2</sup>	<b>42,118</b>
Vacant <sup>2</sup>	<b>3,849</b>
Vacancy percentage	<b>9.14%</b>
Median Home Value	<b>182,600</b>

## ROADS

	MILES
Primary Interstates	<b>0</b>
US highways & State	<b>56</b>
Secondary & Connecting	<b>142</b>
Local, Neighborhood & Rural	<b>1,227</b>

## BRIDGES

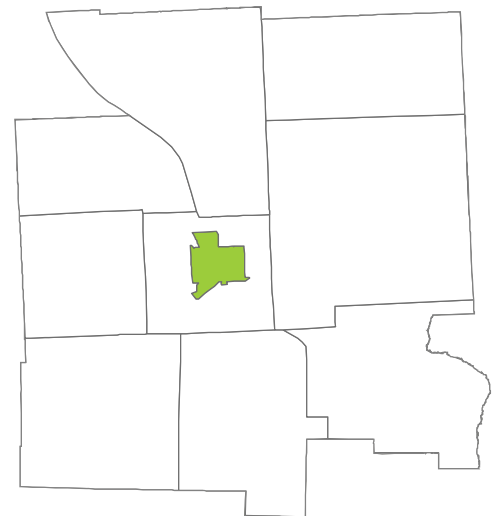
	COUNT
	<b>208</b>

## PUBLIC ASSISTANCE

Yearly Cases <sup>3</sup>	<b>8909</b>
Yearly Expenditures <sup>3</sup>	<b>\$5,136,887</b>

# ECONOMIC DISTRESS

Unemployment Rate 2016 <sup>1</sup>	<b>4.1%</b>
24-month Average Unemployment Rate 2016 <sup>1</sup>	<b>4.19%</b>
Per Capita Money Income (ACS) 2016 <sup>1</sup>	<b>\$28,888</b>
Median Household Income 2016 <sup>1</sup>	<b>\$55,778</b>
Poverty Rate 2016 <sup>1</sup>	<b>18.5%</b>



## MUNICIPALITY PER CAPITA INCOME

City of Ithaca	<b>\$17,371</b>
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## DISTRESSED COMMUNITIES



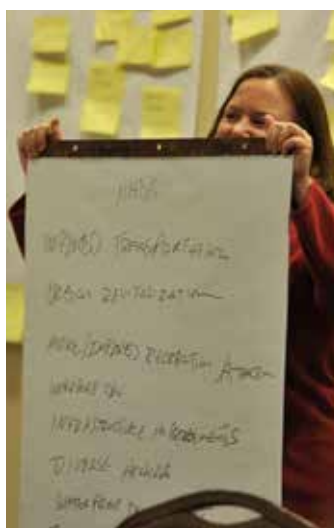
Municipal Per Capital Income: < or = to 80% of United States PCI

# HOW WE SEE IT

The project team facilitated a discussion of regional assets and needs as opposed to the traditional SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. An overwhelming positive finding was the belief that ST8 contains many great assets - natural resources, business, higher education, quality of life, arts, sports and culture, and location in the northeast U.S. market. The region has added many resources in recent years to support entrepreneurial and technical development. The region also has tremendous agricultural assets and educational support services.

Findings from these workshops also showed wide variance across the region. Representatives from some counties did not feel they are in the main flow of regional economic development. For example more rural towns and villages surrounding Ithaca, with Cornell University and Ithaca College, tended to have higher per capita incomes and rising populations. In areas without the presence of higher education assets, incomes were lower and the levels of poverty were much higher. There are many communities within the region where all public school students qualify for free or reduced lunch due to the overall level of poverty. The eastern counties are experiencing increasing levels of migration from the downstate regions for first and second homes. The impact of imported wealth tended to raise prices on real estate and other assets for existing residents with limited income. Housing affordability was shown to be an issue across the region given the levels of poverty. For those with good jobs, housing affordability was an asset especially when compared against the cost of housing in major metropolitan areas.

Both group and individual discussions with business leaders indicated the need to maintain closer contact with the business community. Five businesses in the region have announced plans to shut down in late 2017 and early 2018 affecting 475 jobs, i.e., Mettler-Toledo, Gannett National Shared Services, Achieve NY, Macy's and Sanmina. A number of businesses expressed interest in relocation for a variety of reasons including a lack of natural gas supply, available space for expansion and non-competitive regulations. Competitive disadvantages were evident due to the ST8's location bordering the state of Pennsylvania. Also, workforce development was at the top of everyone's list of critical needs. Thousands of unfilled jobs were identified with local businesses unable to identify qualified employees. In addition to skill shortages, pre and post-employment drug abuse testing is eliminating a large segment from the eligible workforce.



A

natural resources  
 geographic accessibility  
 historic architecture  
 sports and recreation

S

manufacturing  
 new start-up companies  
 agriculture  
 forestry

S

food and beverage industries  
 workforce  
 good business environment  
 transportation

E

infrastructure  
 higher education  
 health care  
 tourism

T

museums  
 festivals  
 community support organizations  
 arts and culture

S

government and non-profit support  
 new york state funding  
 small town quality of life  
 affordable housing

# PRIORITIZED NEEDS

workforce development	01
infrastructure development	02
municipal & county collaboration	03
recreational investment	04
coordinated & collaborative regional marketing and promotion	05
diverse and affordable housing	06
urban revitalization & commercial development	07
waterfront development	08
access to more energy	09
reduced cost of doing business and regulatory reform	10
family and youth services	11
business development to increase jobs and wages	12
drug rehabilitation	13
arts investment	14
healthcare access and affordability	15
brownfield redevelopment	16
food resources and systems	17
youth retention	18
more funding resources	19



# THE OPPORTUNITY



**THE SOUTHERN TIER 8 REGION** is a unique region of rural beauty and small urban centers that is also home to world-class education, business and technology. Through sustained and inclusive regional collaboration and our ideal location in the Northeast markets, we will be a region where people will want to make a life, not just a living and where businesses choose to come and grow.

## SENSE OF URGENCY

Our success is not guaranteed and we need to accelerate our progress both in business growth and community well-being. Despite our great assets, our performance factors are lagging. Successful transformations get started, move forward quickly and figure things out as they make progress. We require a culture that demands that we address opportunities and challenges on an expedited basis.

## COLLABORATION

Collaboration is critical in a dispersed business environment. Our region does not have a top 100 city and we need to make an extra effort to compensate for the size, makeup and distribution of our communities. Collaborations in our communities, across the region and across business focus areas and clusters are critical.

## BUSINESS LEADERSHIP IN ENTREPRENEURSHIP

Successful business owners and entrepreneurs must take a leadership role in expanding our entrepreneurship. Best practices from thought leaders note that Government, Education and Venture Capital play important roles, but that successful entrepreneurs must be in charge. Venture capital per capita in Upstate New York ranks very low, despite very high levels of research and development. We are located close to several metropolitan areas and can be the less expensive and easier place to start and grow a business.

## VOLUNTEERISM

We need to be a top quartile community in volunteerism and take ownership of our issues and opportunities.



## CEDS IMPLEMENTATION CREATES REGIONAL WEALTH AND COMMUNITY WELL-BEING

The eight counties of Southern Tier 8 contain a unique combination of rural areas and small urban communities coupled with world class educational and business assets. Once considered one of the three top technology centers in the United States, regional efforts are underway to recapture a high level of collaboration and innovation to improve business growth and community well-being. Our region must be able to compete in intense and fast paced world markets. The level of change we will experience will be unprecedented. We also must take steps to bring innovation to our small, rural communities that do not always benefit from traditional programs. To achieve our vision for the entire region the following guidelines must drive our actions.

### LOCAL AND STATE REGULATORY REFORM

Every participant in our interviews pointed to the need for regulatory reform in order to compete and achieve our goals for business and well-being. The world can pass us by while we wait for common sense updates that reflect economic realities. The level of poverty that has been created in Upstate New York is unacceptable. Every time we update our regulations, good things begin to happen.

### REGIONAL MARKETING

We have great assets in Southern Tier 8 that are not widely known about, including by our own residents. We need to develop a regional marketing strategy that can continually inform local, regional and world markets of our strengths and accomplishments.

### SOUTHERN TIER 8 CAN BE A LEADING REGION IN THE NORTHEAST

Our region has the assets and history to be a leading region in the northeast. We know the steps that need to be taken. We prefer a dynamic strategic planning process that starts to develop benefits immediately and continues to adjust to the world economy.



# E C O N O M I C

## RESILIENCE

The ST8 Region previously enjoyed economic prosperity on par with other national historical successes with a storied past that included the humble beginnings of businesses like: International Business Machines (IBM), Endicott-Johnson Shoe Company, Ithaca Gun Company, Norwich Pharmaceutical Company, Raymond Corporation, Elmer's Glue, New York Central Mutual Insurance Company, The National Baseball Hall of Fame, Dreams Park and NBT Bank. Over time, many firms have faded into the annals of history, or relocated, while some continue operations in the region.

The region's ability to absorb significant shocks to our economic base and to anticipate and prepare for those inevitable changes is paramount. Economic prosperity is linked to the region's ability to prevent, withstand and quickly recover from major disruptions to its economic base. Establishing economic resilience in a regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets and build a responsive capacity. **TYPICALLY, THE SHOCKS/DISRUPTIONS TO THE ECONOMIC BASE OF AN AREA OR REGION ARE MANIFESTED IN THREE WAYS:**

- 1 Downturns, or other significant events in the national or international economy, which impact demand for locally produced goods and consumer spending, such as the recent financial crises from 2008-2012.
- 2 Downturns in particular industries that constitute a critical component of the region's economic activity including the relatively recent reductions in federal defense spending.
- 3 External shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.) including the floods of 2006/2011 and the exit of large companies like IBM from the area in the 1990s.

# TWO APPROACHES IN ESTABLISHING OUR REGION'S ECONOMIC RESILIENCE

- 1 **STEADY-STATE APPROACHES** ARE LONG-TERM COMPREHENSIVE PLANNING EFFORTS THAT SUPPORT THE REGION'S ABILITY TO ENDURE A DISRUPTION.
- 2 **RESPONSIVE-STATE APPROACHES** ARE CAPACITY-BUILDING EFFORTS DESIGNED TO ADDRESS THE RECOVERY NEEDS FOLLOWING A DISRUPTION OR INCIDENT.

## "STEADY - STATE"

### ECONOMIC RESILIENCE INITIATIVES INCLUDE:

The continuation of comprehensive planning to address infrastructure deficiencies across the 8-County region, as supported in Goal Area 3.

The adoption of economic gardening techniques and programs for our established businesses in the region.

The introduction to industry cluster planning, and support to expand our existing and emerging assets, as supported in Goal Area 1.

The expansion of our geospatial services to assist discussions & decision-making with broadband, housing, water & wastewater, transportation, community shrinkage & growth potential, re-development & shovel ready identification, opioid overdoses, hazard mitigation and waterway awareness.

#### DIVERSIFYING OUR ECONOMIC BASE

In 2012, EDA invested \$2 million in the Koffman Southern Tier Incubator. In 2017, the grand opening was held in downtown Binghamton for entrepreneurs seeking office or lab space, mentorships and administration services. In the first 6 months, 37 unique start-ups have used this ecosystem. The Incubator builds upon the community's economic resilience because it supports not just one industry, but a diverse set of businesses that include an urban farmer, a manufacturer of lithium ion batteries, a personal care product developer and a hemp wine producer.



#### PLANNING FOR BUSINESS CONTINUITY

In 2006, 2011 and 2012, several communities experienced massive flooding events across the region. In 2014, with the assistance of EDA and the NADO Research Foundation, the Regional Board held the first "Building Economic Resilience to Disasters in the Southern Tier" workshop for business owners and professional economic development teams. With 40 in attendance, business owners learned the basics of drafting a business continuity plan, the Small Business Development Center offered suitable tools and economic developers were presented with potential riverfront re-development opportunities.

#### ENCOURAGING SUSTAINABLE DEVELOPMENT

In 2016, Southern Tier 8 partnered with the City of Binghamton and Cornell University to sponsor the "Living with Water" Resiliency Summit under the Rust to Green Program. With 70 in attendance, topics included building local resiliency, flood preparedness and response, regional flood mitigation planning, waterfront redevelopment and the evolution of flood protection.



## "RESPONSIVE - STATE"

### ECONOMIC RESILIENCE INITIATIVES INCLUDE:

The continuation of pre-disaster recovery planning programs and expansion of the Southern Tier 8's leadership program for private and public-sector stakeholders to establish regular processes for open communication, monitoring and assistance.

The development of the organization's new website and social media platforms to improve consistent communication and regional portal for development and recovery needs.



#### TRAINING FOR DISASTERS

Over the last few years, Southern Tier 8 was matched for several Department of Defense Innovative Readiness Training programs that have offered training programs for the military and provided health care and engineering assistance to residents in Chenango and Cortland Counties.



SOUTHERN TIER 8

# REGIONAL GOALS

N A V I G A T I N G O U R F U T U R E

Six regional goals have been developed which represent a holistic strategy for the eight county ST8 region. These goals enhance the unique nature of our region that combines rural beauty and small urban areas with world-class education and businesses. We provide the opportunity for an attractive work/life balance and individuals can make a significant contribution to regional prosperity.

- 1 DEVELOP REGIONAL AND LOCAL ECONOMIC DEVELOPMENT STRATEGIES FOR THE ENTIRE BUSINESS CYCLE BASED ON BEST PRACTICES:** entrepreneurship, small business, industry cluster development, business attraction and sale to foreign markets.
- 2 CREATE A REGION WHERE INDIVIDUALS HAVE THE OPPORTUNITY TO IMPROVE THEIR EMPLOYMENT STATUS:** through educational opportunities and affordable access to skills training, job placement assistance and quality childcare.
- 3 ADDRESS INFRASTRUCTURE DEFICIENCIES:** across the 8 counties especially in broadband, energy, housing and transportation.
- 4 ADOPT REGIONAL MARKETING STRATEGIES:** that will inform markets on the tremendous assets in ST8.
- 5 CREATE INNOVATIVE APPROACHES TO COMMUNITY WELL-BEING ISSUES:** such as poverty, health and care of our seniors.
- 6 DEVELOP STRATEGIES TO FOCUS ON OUR SMALL, RURAL COMMUNITIES:** that may not be benefiting from economic development programs and organic growth as experienced by urban areas. Assure that the entire region can provide the great work/life balance that is a key attribute of our area.

# ECONOMIC DEVELOPMENT

**REGIONAL GOAL 1:** Develop regional and local economic development strategies for the entire business cycle based on best practices: entrepreneurship, small business, industry cluster development and sales to foreign markets.

## THE CHALLENGE:

The competition for regional business development is very intense. Successful regions must make use of best practices at all stages of the business cycle in order to compete. ST8 continues to lag the state and the nation in job growth.

In the entrepreneurial space, ST8 has the advantage of 11 colleges and universities, including Cornell, which has an established reputation for supporting entrepreneurs. Over the past few years, incubators have been established within the region in addition to public and private support organizations. 76 West has spurred start-up companies in the smart energy industry with high prospects. However, our more rural communities could use more support. Economic development in our rural communities is a challenge.

In our business interviews, many complained about regulations in New York State and the lack of infrastructure for expansion, energy, and broadband. They also noted the high cost of doing business citing regulations, fees and the cost of energy. A number of companies noted depressed growth rates and consideration of relocation out of the State. It is critical to maintain close communication with our existing businesses and provide support to help address the challenges they may face.

ST8 is strengthened by its many great companies and higher education assets. ST8 regional Research & Development investment is five times the national average on a per capita basis. The recommendations below could help us break through to much higher levels of business performance.

## FUNDING SOURCES:

- A** Partially funded by the Appalachian Regional Commission
- E** Partially funded by the Economic Development Administration

# STRATEGY 1A

CONTINUE TO BUILD A REGIONAL LOCAL-OWNERSHIP ENTREPRENEURIAL COMMUNITY.

- 1A.1** Develop a spatial online resource for local entrepreneurs and small businesses reflecting support from organizations (public and private) county, municipal and non-profit organizations.
- 1A.2** Strengthen and expand existing entrepreneurial support networks in rural areas.
- 1A.3** Increase awareness of business resources for entrepreneurial support and need for venture fund development.
- 1A.4** Increase networking and meet-up opportunities for entrepreneurs across the region.
- 1A.5** Benchmark support resources and processes to leading entrepreneurial communities.
- 1A.6** Support youth programs for entrepreneurship e.g. CORE Alliance, Tiger Ventures to encourage exploration of various career paths.

## EXAMPLE

### CAREER OPPORTUNITIES IN RURAL EDUCATION (CORE)-ALLIANCE

The CORE Initiative has focused on preparing future leaders of tomorrow to excel in the 21st-century job market. Local superintendents designed programs that take STEM skills and have applied the skill sets to regional and local workforce demands. The program coordinators have established focused programs for students in Bio Medical Sciences at Milford and Charlotte Valley Schools, Advanced Manufacturing program at Edmeston and Energy at Schenevus.

In the first two years, 10 courses have been offered to 377 students across 5 school districts.



# STRATEGY 1B

INCREASE SUPPORT FOR SMALL business throughout the region (10 to 100 employees)

- 1B.1** Support local IDAs with economic gardening programs for small business with public and private participation.

## EXAMPLE

### ECONOMIC GARDENING

Economic Gardening is a technique designed to provide assistance to private sector businesses already established in the community. Some of the region's established businesses include Corning Oneonta, BAE Systems, Chobani, Raymond, Amphenol, Lockheed Martin Owego, IBM, Buckingham Manufacturing, CMP Advanced Mechanical Solutions, Upstate Shredding, General Electric, MidTel, Mirabito, Pepsi, Crown Cork & Seal, Dick's Sporting Goods, Best Buy, Walmart & FedEx distribution centers.

[www.nationalcentereg.org](http://www.nationalcentereg.org)



- 1B.2** Raise the awareness for tax and regulatory reform, identify private sector pain points that threaten future growth or company continued existence in the area to improve ability of the Region's companies to compete and well-being of residents to thrive.
- 1B.3** Introduce the value of industry line-of-business data (Industry Building Blocks) to small businesses and community leadership. Expand our business cluster identification with spatial data applications.
- 1B.4** Provide support to assist with penetration into new and foreign markets.

# STRATEGY 1C

## INDUSTRY CLUSTER DEVELOPMENT

### EXAMPLE

#### ASSET-BASED ECONOMIC DEVELOPMENT

Based on our developing CEDS, ST8 was introduced to private sector industry cluster data with Industry Building Blocks (IBB). ST8 and other economic development districts have had access to EDA's Cluster Development Program that lists top business types based on NAICS codes, while IBB identifies each unique local business at a "higher resolution" with more granular data and several relational indicators. Developed for large corporations, that have used this information to find suppliers and competitors, this approach is the first for a government organization, with the intent to promote industry clusters and build community capacity.

- 1C.1** Complete and maintain spatial database of ST8 businesses & emerging start-ups with cluster identification and location settings for graphical display.
- 1C.2** Develop maintenance strategy for industry line-of-business database beyond the list of key clusters for ST8.
- 1C.3** Develop advanced marketing strategies on a regional and industry basis.
- 1C.4** Identify new business candidates.
- 1C.5** Routinely interview our existing businesses: opportunities, threats, support of business cluster development.
- 1C.6** Develop Industry associations for key current & emerging industries to support supply chain efforts (year 2-5).
- 1C.7** Develop an alliance of public and private service providers that can share key feedback.
- 1C.8** Incorporate big data analysis on key industry clusters e.g. Industry Building Blocks, coordinate with other regions where appropriate.

# STRATEGY 1D

## INCREASE SALES TO NEW NATIONAL AND FOREIGN MARKETS

- 1D.1** Expand support for programs assisting ST8 businesses to develop and expand export capabilities.

### EXAMPLE

#### CENTER FOR INTERNATIONAL BUSINESS ADVANCEMENT

Binghamton University's Center for International Business Advancement (CIBA) ExportNY Program "Launch into the Global Marketplace"

In 2017, CIBA and the Alliance for Manufacturing and Technology (AM&T) designed a training program for local small & mid-size businesses to enhance their exporting capabilities during 8-day-long class sessions, as well as 2 global trade and investment forums.



- 1D.2** Work with higher education institutions to support export and international trade educational and training programs for regional businesses, such as the Binghamton University's Center for International Business Advancement (CIBA) and the ExportNY Program in the Southern Tier.
- 1D.3** Support regional industry efforts to expand sales into national & foreign markets and encourage new Americans to invest in the Southern Tier.
- 1D.4** Support New York's Regional Economic Development Council programs and goals across the state defined regions of Central, Southern Tier and Mohawk Valley Councils, as Southern Tier Eight's region crosses these shared boundaries

# GOAL AREA

## WORKFORCE DEVELOPMENT

**REGIONAL GOAL 2:** Create a region where individuals have the opportunity to improve their employment status through educational opportunities and affordable access to skills training, job placement assistance and quality childcare.

### THE CHALLENGE:

Workforce development is the most common issue raised by private and public sector participants during our information gathering meetings and interviews. The skills needed are constantly evolving and our ability to provide a ready workforce is critical to the region's ability to support existing local employers and attract new companies. A shrinking and aging population, underemployed and public assistance programs that compete with employers further exacerbates the issue. The opioid epidemic, along with the wider acceptance of recreational drug use, renders a large segment of the population unable, or unwilling, to comply with many employers onboarding policies. Good work has already been accomplished by county level organizations such as the Workforce Development Study completed by The Agency for Broome County.

### FUNDING SOURCES:

- A** Partially funded by the Appalachian Regional Commission
- E** Partially funded by the Economic Development Administration



# STRATEGY 2A

PROMOTE LOCAL WORKFORCE INVESTMENT BOARD & CHAMBER PROGRAMS AND EXPAND REGIONAL SYNERGY ACROSS THE REGION

**2A.1** Counter the “lack of jobs” perception currently held by residents.

## EXAMPLE

### BROOME COUNTY TALENT TASK FORCE

Over the next 10 years, employment in Broome County is projected to contract by 5,332 jobs based on statistical modeling; however, this does not take into consideration new business development activity that is expected to create a minimum of 500 new jobs in the next 12 months.



**2A.2** Expand our line-of-business application to include an aggregation of all job seeking sites across county boundaries.

**2A.3** Make residents aware of skills covered by local employers at present and in the future.

**2A.4** Publicize success stories of residents obtaining new skills and employment opportunities, feature best practices e.g. Broome’s Good-life campaign, Commerce Chenango’s Soundcloud.

## EXAMPLE

### BROOME COUNTY A GOOD LIFE PROGRAM

The Broome County a good life program is a great example of the power to tell real stories of local residents that have chosen to stay, relocate , and return to Broome County to enjoy a successful career and personal life.

This program has showcased Broome County’s talent pool, regional assets, and various lifestyles.



# STRATEGY 2B

EDUCATE EMPLOYERS ON MODERN WORKFORCE CHARACTERISTICS

**2B.1** Train employers on millennial / GEN X workforce preferences.

**2B.2** Advise employers on training availability for existing employees.

**2B.3** Collaborate with area schools to understand each other’s needs.

# STRATEGY 2C

ENCOURAGE SELF EMPLOYMENT / ENTREPRENEURSHIP IN URBAN AND RURAL AREAS

**2C.1** Support micro enterprise grants and training for would be self employed.

**2C.2**

Identify needs within communities for services.

**EXAMPLE****KOFFMAN SOUTHERN TIER INCUBATOR**

In 2013, EDA committed \$2 million to support the development of an entrepreneurial ecosystem in Binghamton. With the help of the Koffman family, Binghamton University and SUNY Broome, the Koffman Southern Tier Incubator opened its doors in 2017. In the first 6 months of operation, with use of co-working space, wet & dry labs, event space and administrative support, 37 new small businesses and entrepreneurs have developed their concepts and businesses. A virtual link to the Incubator can be found at [www.southerntierincubator.com](http://www.southerntierincubator.com)

**STRATEGY 2D****SUPPORT APPRENTICESHIP PROGRAMS IN HIGH SCHOOL & INTERNSHIPS FOR COLLEGE STUDENTS****2D.1**

Raise awareness for apprenticeship opportunities beyond summer employment.

**EXAMPLE****CORTLAND'S DEVELOPING CIVIC LEADERS**

In 2016, SUNY Cortland's Institute for Civic Engagement launched a series of new classes for students and opened doors to the "Community Innovation Lab" designed to link the university faculty and students to local not-for-profits. In the first year, the Community Innovation Lab received assistance requests from 11 agencies, selected 8 projects and trained 26 registered students.

[www2.cortland.edu/programs/civic-engagement/community-innovation-project.dot](http://www2.cortland.edu/programs/civic-engagement/community-innovation-project.dot)

**2D.2**

Explore insurance and minimum wage issues that may discourage employers from engaging/hiring high school students; if necessary, raise awareness for change.

**2D.3**

Support formal apprenticeship programs which can be adopted by employers.

**STRATEGY 2E****SUPPORT EDUCATIONAL OPPORTUNITIES FOR FUTURE INDUSTRY SKILL SETS & ENCOURAGE GRADUATING UNIVERSITY STUDENTS TO STAY IN THE AREA****2E.1**

Assess potential for underutilized areas of public buildings to be used for specific skills set "incubators", design a liaison program for graduating university students and young professionals to utilize.

**2E.2**

Leverage Augmented Reality / Virtual Reality training tools.

**2E.3**

Support curriculum additions / modifications based on local employer needs both present and future, such as Hartwick's Center for Craft Food and Beverage.

**EXAMPLE****HARTWICK CRAFT BEVERAGE LABORATORY**

In January 2016, Hartwick College opened New York State's first Center for Craft Food and Beverage to serve as the region's resource for testing, education, and business development in the emerging brewing industry. In the first 9 months of operation, the Center not only analyzed 836 analytical lab samples, but also provided direct assistance to 53 businesses (10 breweries, 11 hop farms & 32 craft malthouses).

**2E.4**

Conduct a supply/demand match-gap analysis to identify the types of degrees being conferred, and appropriate jobs available for those degree types to inform marketing strategies.

# GOAL AREA

## ADDRESS INFRASTRUCTURE DEFICIENCIES

**REGIONAL GOAL 3:** Address infrastructure deficiencies across the 8 counties especially in broadband and information technology advances, energy, transportation, fresh water distribution, waste water treatment, housing stock and shovel ready sites.

### THE CHALLENGE:

ST8 is a large rural region with aging water and wastewater infrastructure and, in many cases, a lack of new services for broadband and energy. Interstate 86 construction and designation is still incomplete. Many businesses have stated the need to improve air service to the region. Reasonable air service is considered a key factor in business location.

The existing housing stock is in such high demand that most single residential homes sell within 60 days. In several areas across the region, the cost-of-living has outpaced the middle-class' opportunity to afford a home or reasonable mortgage payment. Newer mixed-use housing developments have been challenged by current residents. Very few developers have taken an interest in pursuing projects in the region. Across the 8 counties, 50% of the region's current housing stock is pre-1960 construction.

Many businesses interviewed have cited specific needs and in some cases are considering relocation for ready space and services. Obtaining necessary services can be time consuming and some prospective businesses go to other areas that respond more quickly.

### THE OPPORTUNITY:

ST8 can partner with local communities to assess needs, connect to regional resources and identify funding opportunities. New York State has embarked on new energy strategies to greatly reduce emissions in buildings and transportation. The evolution to the "smart grid" will require significant changes to our utility infrastructure. At the same time, many businesses and start-up companies in ST8 develop products and services for the energy industry.

### FUNDING SOURCES:

**A** Partially funded by the Appalachian Regional Commission

**E** Partially funded by the Economic Development Administration

# STRATEGY 3A

DEVELOP A RESPONSE TEAM FOR BUSINESSES WITH SIGNIFICANT INFRASTRUCTURE NEEDS

3A.1

Continue interviews of businesses throughout the region with partners to identify, assess and raise awareness for critical needs & potential solutions with policy changes.

3A.2

Identify local, regional, state and federal partners to seek solutions to needs.

3A.3

Expand funding and partnership opportunities for infrastructure.

3A.4

Develop longer term strategies to improve infrastructure for business.

# STRATEGY 3B

REVIEW AND BENCHMARK APPROVAL PROCESS FOR NEW AND EXPANDING BUSINESSES ACROSS THE REGION

3B.1

Document approval process & services available for new businesses, and identify ways to improve and simplify our approval processes.

3B.2

Benchmark best practices across the country.

## EXAMPLE

### NYSERDA 76 WEST

In 2016, New York State Energy Research and Development Authority NYSERDA launched 76 West, a significant business plan competition for “clean energy” technology start-up companies. ST8 companies have the potential to take a lead in energy storage-and-control technology.

[www.nyscrda.ny.gov/All-Programs/Programs/76west](http://www.nyscrda.ny.gov/All-Programs/Programs/76west)



3B.3

Identify situations where a lack of infrastructure makes it difficult to compete.

## NEED

### INFRASTRUCTURE

Because of the limited natural gas infrastructure across the Southern Tier, and delay in Constitution Pipeline construction approvals, interruptible natural gas supply is still an impediment for businesses and economic growth in Norwich, Oneonta, and Sidney NY.



3B.4

Develop long-term infrastructure strategies that improve the capability of ST8 to compete.

- 3C.1** Document infrastructure needs for the region.
- 3C.2** Support local and regional organizations to develop and promote specific projects.
- 3C.3** Undertake infrastructure studies on an as requested basis.
- 3C.4** Continue to build leadership capacity of local municipal officials on value of infrastructure needs and available potential opportunities for improvements.

## EXAMPLE

### USE OF THE INTERNET OF THINGS

Cornell Cooperative Extension & Tompkins County have implemented the USA's second "The Things Network" with MCCI Corporation. This network will monitor electricity, natural gas and water usage in all County buildings. As a free, open-source Internet of Things, this application may also be developed to monitor real-time data on water levels in a flooding situation, test air quality and assess agricultural operations.



# STRATEGY 3D

## SUPPORT RESOLUTION OF HIGH PRIORITY INFRASTRUCTURE NEEDS

- 3D.1** Continue to support broadband infrastructure development across our rural, topographically-challenged area and encourage municipalities to maintain secure data solutions and responsible use of artificial intelligence.

## NEED

### BROADBAND PLANNING AND IMPLEMENTATION

Why is Broadband infrastructure so challenging in the Southern Tier? Topography and Rural Character. Due to our Appalachian topography and rural population density of 83 people per square mile, the construction of broadband infrastructure continues to be a challenge for our rural communities. Where we have few homes, there is less revenue potential for internet & cell service providers. Our rolling hills and valleys also limit potential for long wireless broadcasts.



**A** FUNDING SOURCE  
**E** FUNDING SOURCE

#### NEW YORK'S STATEWIDE APPROACH

In 2015, Governor Cuomo established the \$500 million New NY Broadband Program, more information can be found at [www.nysbroadband.ny.gov](http://www.nysbroadband.ny.gov). The Southern Tier Network is a local dark fiber solution, and was developed to run long miles of dark fiber to encourage small internet service provider investments in our rural communities. Go to [www.southerntiernetwork.org](http://www.southerntiernetwork.org). Southern Tier 8 has supported efforts to expand this fiber infrastructure across the region.

- 3D.2** Participate in the analysis and resolution of air service to STE region or re-use of airports with developed infrastructure assets.

## EXAMPLE

### EXPANDED USE OF LOCAL AIRPORT

With funding from ARC's Area Development Program, the State University of NY, SUNY Broome and private donations, SUNY Broome is collaborating with the FAA and several aerospace companies to develop a curriculum & obtain approvals for an Aircraft Maintenance Associate of Occupational Science Degree (AOS). SUNY Broome anticipates 12-15 graduates annually with an AOS degree program in Aircraft Maintenance and serve the staffing needs of 17 unique employers by Summer 2020.



**A** FUNDING SOURCE

- 3D.3** Identify solutions to reducing blight and repurposing of buildings, especially along community Main Streets.

## EXAMPLE

### WASHINGTON AVE - ENDICOTT

The need to reduce blight may be most urgent in the Village of Endicott. In the 1970s, 80s and 90s, Endicott was home to over 16,000 residents and 6,000 IBM employees. Today, the Village is home to 13,000 residents and less than 700 IBM employees. Current ACS 2016 estimates an unemployment rate of 20% and per capita income of \$16,054 for this census tract (53% of the USA PCI). In November 2017, vacancy rate for Washington Avenue was 58%. Revitalization efforts have recently been supported by "Endicott Proud", formed to improve the quality of life for local residents. This business district has been incorporated in Broome County's Innovation District plan for redevelopment and designated by NYS for The Greater Binghamton Fund (GBF) investment.



3D.4

Assess current housing needs and spectrum of choices across the region to raise awareness of the issues such as NIMBY, displacement in growing areas, and essential policy changes.

3D.5

Support unique county housing programs, local brownfield and landbank initiatives & share BMPs.

## EXAMPLE

### TOMPKINS COUNTY HOUSING STRATEGY

Tompkins County has defined their support to address housing concerns in the County's 2017 Housing Strategy.

[www.tompkinscountyny.gov/files2/planning/housing\\_choices/documents/Housing-Strategy\\_Final\\_6-29-17.pdf](http://www.tompkinscountyny.gov/files2/planning/housing_choices/documents/Housing-Strategy_Final_6-29-17.pdf)



TOMPKINS COUNTY  
HOUSING STRATEGY



## EXAMPLE

### BROOME COUNTY LAND BANK CORPORATION

Broome County holds the region's first Land Bank, organized to manage, re-develop and market vacant, distressed, abandoned and under-utilized properties.

[www.broomelandbank.org](http://www.broomelandbank.org)



# STRATEGY 3E

DEVELOP AN ADVANCED ENERGY INFRASTRUCTURE STRATEGY TO MEET LONG-TERM GOALS FOR EMISSIONS REDUCTION, SUPPORT THE REGION'S GROWING ROLE IN "SMART ENERGY" TECHNOLOGY AND IMPROVE OUR REGION'S ABILITY TO COMPETE.

3E.1

Develop a long-range strategy for energy infrastructure and support for smart energy programs.

## EXAMPLE

### TIER ENERGY NETWORK

Founded in 2014, an industry led collaboration of business, non-profits, government and higher education to support advanced energy solutions and develop an advanced energy industry cluster in the Southern Tier. Supported by 80 members, intended to develop and promote the Southern Tier of New York for advanced clean energy business growth, creation of clean energy jobs, energy conservation and efficiency adaptation, development and adoption of renewable and energy storage technologies and services, and fostering a venture capital friendly environment for energy innovators.



3E.2

Help promote energy investment programs and simplify the process for customers.

3E.3

Support the development of an industry association on "smart energy".

# GOAL AREA

## MARKETING

**REGIONAL GOAL 4:** Improve the appeal of our communities through regional marketing, new events and greater welcome of our younger residents.

### THE CHALLENGE:

Many participants believe that ST8 has a unique set of business, technology, cultural and natural assets that are under-reported at home and in markets broadly. Many believe that we provide a great work/life balance.

### SOME OF THE COMMENTS EXPRESSED DURING GROUP AND ONE-ON-ONE MEETINGS INCLUDE:

- We have waterfront assets throughout the region. Some regional marketing would improve the attraction of all counties.
- Our region is under-reported in the existing tourism programs.
- ST8 is home 11 colleges and Universities, many technology companies and, leading edge research facilities. Ithaca is the number one rated college town in America. Ithaca and Binghamton are the only two rated college towns in New York State. Cornell produces the largest number of Fulbright scholars in the country.
- Significant investment has been made to improve our support of start-up companies and reclaim our prominence in technology.

### THE OPPORTUNITY:

Many members of our community are starting new endeavors to improve the attractiveness of our communities. Examples include First Fridays, LUMA FEST, community festivals etc.

- ST8 has a rich array of sports, culture, arts, theater and entertainment and our venues are affordable for families.
- Our region is located close to many attractive areas including a short bus ride to large metro areas.
- Agriculture, agri-tourism, food, and controlled environment food production have a high potential for our communities with our ample water supply, nearness to major markets tourism appeal, Cornell Cooperative Extension, Morrisville's Norwich Campus and Cobleskill College.

### FUNDING SOURCES:

- A** Partially funded by the Appalachian Regional Commission
- E** Partially funded by the Economic Development Administration

STRATEGIES

# STRATEGY 4A

DEVELOP QUALITY-OF-LIFE STORIES ON A REGIONAL BASIS

- 4A.1** Identify themes that can be touted regionally including higher education, sports, theater, arts and waterfront access.
- 4A.2** Develop base stories for print and video outlets.
- 4A.3** Develop a marketing strategy.
- 4A.4** Assure stronger coverage in established outlets.
- 4A.5** Support tourism projects.

## EXAMPLE

### TIOGA TRAILS

Opening in Spring 2018, the Tioga Arts & Agriculture Trail is a countywide, self-guided tour through the region's finest art studios, galleries, and farmland.

[www.tiogaartsandagtrail.org](http://www.tiogaartsandagtrail.org)



# STRATEGY 4B

REPORT ON COMPELLING BUSINESS AND TECHNOLOGY DEVELOPMENT STORIES

- 4B.1** Develop stories based upon the region's historical underpinnings.
- 4B.2** Describe the research and development that is taking place in the region and the capabilities we have.

## EXAMPLE

### LOCAL RESEARCH SUCCESS @ BINGHAMTON UNIVERSITY

Dr. Stanley Whittingham and his research team have spent several years developing solutions for improved energy storage at Binghamton University. From research to development, to commercialization, Shailesh Upreti and Mark Mecnas co-founded CV4 and with the consortium of Imperium 3, are developing new battery technologies to be used in future generations of energy storage for use in electric cars, solar and home applications.



- 4B.3** Describe the business clusters of Southern Tier 8 along with development .
- 4B.4** Identify key markets to reach both National and International.
- 4B.5** Better understand the needs of the emerging generations.



# STRATEGY 4C

DEVELOPING A MARKETING STRATEGY FOCUSED ON OUR COMMUNITIES TO RAISE OPTIMISM AND SUPPORT

4C.1

Continue strategic doing sessions with our emerging leaders to improve the appeal of our communities, develop projects and programs and retain graduates.

## EXAMPLE

### STRATEGIC DOING

Strategic Doing is an agile strategy discipline that is based on focused action through collaboration. Learn more about Purdue's approach at [www.agilestrategylab.org/strategicdoing/](http://www.agilestrategylab.org/strategicdoing/)



4C.2

Develop special interests stories and videos on existing capabilities.

4C.3

Develop more conferences and events with broad appeal.

4C.4

Provide presentations and awareness sessions throughout the region.

4C.5

Develop new books and advertising materials on a local and regional basis.

# STRATEGY 4D

SUPPORT EXPANSION OF OUR FOOD AND AGRICULTURE STRATEGIES

4D.1

Recognize current projects and programs across the region.

## EXAMPLE

### BUILDING THE FOOD MARKET THROUGH VALUE-ADDED PRODUCTION

In 2016, Cornell Cooperative Extension of Broome County developed a program to provide food and farm based entrepreneurs with training & technical assistance in business development, marketing and processing, with access to the Regional Farmers Market and Commercial Kitchen. The program was expected to assist 40 food-based businesses, farms, and individual entrepreneurs, and help create five new businesses.



Since program inception, the team at CCE has provided technical business assistance to 110 farms and food based businesses across 5 counties in New York and Pennsylvania, 4 new businesses have launched. In the first year, sales for the businesses increased across the region by \$200 per week, which is \$10,000 additional income. Go to [www.bcregionalmkt.com](http://www.bcregionalmkt.com)

4D.2

Support programs that establish processes to accelerate progress.

4D.3

Develop a regional marketing plan for food and agriculture.

4D.4

Develop strategies to increase penetration of large metro markets.

# GOAL AREA

## COMMUNITY WELL-BEING

**REGIONAL GOAL 5:** Create innovative approaches to community well-being issues such as poverty, healthcare and care of our seniors.

### THE CHALLENGE:

Community well-being is a considerable challenge for the region. Poverty has climbed steadily over the past several decades. Several public schools now have over 70% of their students qualifying for free or reduced lunch. Other factors like health levels, obesity, and optimism are generally in the nation's fourth quartile.

### GALLUP-HEALTHWAYS

TO SUMMARIZE: Gallup ranks communities based on their well-being (the idea is that a community could not be economically viable without "being well" first)

#### GALLUP HAS 5 CATEGORIES TO DETERMINE RANKING:

- 1. THE SOCIAL RANK:** Having supportive relationships and love in your life
- 2. FINANCIAL:** Managing your economic life to reduce stress and increase security
- 3. COMMUNITY:** Liking where you live, feeling safe and having pride in your community
- 4. PHYSICAL:** Having good health and enough energy to get things done daily
- 5. PURPOSE:** Liking what you do each day and being motivated to achieve your goals

The region's largest urban area, Binghamton NY (46K) was ranked #161 of 189. The financial rank was #44, the social rank was #52, the physical rank was #89 but the purpose rank was #158 and the community rank was #188. (based on the State of America 2016 Community Well-Being Rankings Document)

On the positive side, the ST8 region has many support organizations and a strong base for volunteers. Universities and colleges, churches, a strong retiree base and growing collaborations like Cortland Communities That Care and Endicott Proud focus on well-being. New York State's recently funded a \$1.5 million program addressing poverty in Broome County. This program is managed by the United Way of Broome County and supported by a broad community coalition.

Better job creation can make a big difference in community well-being. An innovative approach is Tiger Ventures, which is a school of the future in the Union Endicott School System. The school makes use of project learning and provides free incubator space for businesses willing to mentor students. Other mentors come from the community and businesses. Mentoring is a key strategy at all levels of education.

A recent challenge has been the rise in deaths by opioid addiction. Health and law enforcement professionals admit that this issue and its underpinnings require community-wide involvement. Many counties are collaborating on this issue. Rotary District 7170 conducted a regional collaboration and is implementing 5 strategies across the region. Cortland Communities That Care won a \$620,000 Partnership for Success grant that supports outreach strategies.

### FUNDING SOURCES:

- A** Partially funded by the Appalachian Regional Commission
- E** Partially funded by the Economic Development Administration

# STRATEGY 5A

DEVELOP A RELATIONSHIP WITH WELL-BEING PROGRAMS AND ORGANIZATIONS THROUGHOUT THE ST8 REGION.

5A.1 Identify and map current programs and participants.

5A.2 Promote regional collaborations that make use of best practices and develop more cost-effective solution.

5A.3 Support local, regional, state and national resources such as the New York State Mentor Program, NY Women Lead, and Tioga Women Lead programs.

## EXAMPLE

### MENTORING IN LEADERSHIP

Tioga Women Lead and Broome Women Lead are newly established volunteer programs, organized to connect, inspire, mentor and support relationships between women in our local communities.



5A.4 Support focused organizations that are addressing critical health care and community needs.

## EXAMPLE

### BROOME COUNTY URBAN LEAGUE

The mission of the Broome County Urban League is to enable minorities and the urban poor in securing economic self-reliance, parity and power.

[www.bcul.org/index.html](http://www.bcul.org/index.html)



## EXAMPLE

### TRUTH PHARM

Truth Pharm, Inc. is a national advocacy 501c3 non-profit organization. Truth Pharm is working to raise awareness and reduce the stigma associated with substance use disorders, and advocating for policy change to improve treatment options.

[www.truthpharm.org](http://www.truthpharm.org)



5A.5

Support the community's healthy-living programs and projects, such as the Chugnut Trail Expansion.

EXAMPLE

TWO RIVERS GREENWAY

Since 1996, the Binghamton Metropolitan Transportation Study has been gaining support to construct a pedestrian and bike trail system, approximately 38 miles, across 9 communities.

The Two Rivers Greenway trail has several miles completed and is currently under construction at key connection points.



EXAMPLE

HEALTHY LIVING PROJECTS

Several recent community investments include healthy living projects, such as the City of Binghamton's OurSpace park, designed to expand adaptable and accessible equipment playground options for residents of all ages, abilities and needs.

[www.uwbroome.org/programs/bbapi/](http://www.uwbroome.org/programs/bbapi/)  
[www.ourspacepark.org](http://www.ourspacepark.org)



# STRATEGY 5B

IDENTIFY BEST PRACTICES AND FUNDING SOURCES TO DEAL WITH COMMUNITY WELL-BEING

5B.1

Identify leading programs and funding sources.

5B.2

Support BMPs and share successes across the region.

# STRATEGY 5C

WORK WITH PARTNERS TO PROMOTE GREATER LEVELS OF VOLUNTEERISM AND FINANCIAL SUPPORT TO SERVICE PROVIDERS

5C.1

Host a regional strategic doing session on well-being.

5C.2

Develop an entrepreneurial program for well-being.

# RURAL COMMUNITIES

**REGIONAL GOAL 6:** Develop strategies to focus on our small, rural communities that may not be benefiting from economic development programs and organic growth as our more urban areas. Assure that the entire region can provide the great work/life balance that is a key attribute of our region.

## THE CHALLENGE:

Many of our smaller rural communities have experienced job loss over several decades and have fewer options than urban areas to improve performance. Distressed communities are being recognized in urban centers, where the bulk of the economic development investments are being made. Smaller communities located near large employers and universities fare much better, for example, the smaller communities surrounding Ithaca tend to have much higher per capita income and population growth than those in more isolated areas in the region. Health care services are harder to maintain in smaller communities and transportation can be an issue in seeking services and providing education and training programs. Rural municipal budgets are generally too strained to invest in downtown and main street restoration, and most rural leaders are tasked with part-time staff or volunteers to implement and maintain municipal programs.

## THE OPPORTUNITY:

Cornell, SUNY Delhi, Cobleskil, and Cornell Cooperative Extensions continue to assist farmers in increasing agricultural production opportunities across the region.

New ideas and solutions are emerging through technology and collaborations where resources are scarce offer growth potential for rural communities. Distributed generation, food processing, agritourism, second home attraction, and collected waste offer growth potential for rural communities, and the development of bike paths and waterfronts are recognized as recreational assets.

## FUNDING SOURCES:

- A** Partially funded by the Appalachian Regional Commission
- E** Partially funded by the Economic Development Administration

# STRATEGY 6A

## ASSESS IMPACT OF LIMITED TRANSPORTATION FOR OUR RURAL COMMUNITIES

6A.1

Quantify cost and loss of benefits by transportation limits, share with leadership to support the local voice

### EXAMPLE

#### VOLUNTEER TRANSPORTATION PROGRAM

The Community Care Network of Nichols, NY is developing a rural transportation program to assist the aging population in accessing businesses and healthcare facilities. In designing support networks and an infrastructure of community collaboration, CCNN will support our older residents and help them to age-in-place in our rural communities.



**A** FUNDING SOURCE

6A.2

Support transportation alternatives or alternatives to transportation, such as the Community Care Network of Nichols

# STRATEGY 6B

## IMPROVE VIABILITY OF RURAL HEALTH CARE SERVICES

6B.1

Support the Rural Health Networks and Independence Centers to improve performance within rural communities

### EXAMPLE

#### RURAL HEALTH NETWORKS FOR WELL-BEING

The Rural Health Network of South Central New York serves Delaware, Tioga and rural Broome Counties. Other counties served through regional projects include Chemung, Chenango, Cortland, Otsego and Tompkins. The Rural Health Education Network serves Schoharie, Otsego and Montgomery Counties.

[www.rhnsncy.org](http://www.rhnsncy.org)  
[www.rhensom.org](http://www.rhensom.org)



6B.2

Support telemedicine programs and assist with the implementation of best practices

**6B.3**

Support rural programs, such as Department of Defense’s Innovative Readiness Training.

**EXAMPLE**

**INNOVATIVE READINESS TRAINING WITH HEALTHY CORTLAND & GREATER CHENANGO CARES**

In July 2016, Southern Tier 8 partnered with teams in Cortland and Norwich to bring two Innovative Readiness Training healthcare events to the Southern Tier. This Department of Defense program provides real world training opportunities for our service members & units to prepare them for their wartime missions while supporting the needs of America’s under-served communities. No-cost medical, dental, and veterinary services were offered to 1807 patients in Cortland and 1850 patients in Norwich, with a total cost-savings of \$1,766,330.



**STRATEGY 6C**

IMPROVE ECONOMIC DEVELOPMENT OPPORTUNITIES FOR RURAL COMMUNITIES

**6C.1**

Support the trend of local food sourcing.

**6C.2**

Improve penetration of regional food production to large metropolitan markets.

**EXAMPLE**

**THE CENTER FOR AGRICULTURAL DEVELOPMENT AND ENTREPRENEURSHIP**

CADE is a 501(c)3, not-for-profit organization, who’s mission is to increase the number and diversity of successful farm enterprises and related businesses in New York. CADE has offered a variety of services over the last 25 years, including organized food distribution from the region’s small farms to restaurants & retailers in NYC.

[www.cadefarms.org](http://www.cadefarms.org)



**6C.3**

Support new technology for controlled environment agriculture, distributed generation, crop management, waste management; (utilizing IBB cluster development).

**EXAMPLE**

**BEST PRACTICES IN WATER QUALITY MANAGEMENT**

Since 2001, Delaware County has been a leader in nutrient load reduction efforts and reductions in point source contaminations, as the area is home to the water supply of NYC and several downstate communities.



**6C.4**

Promote ecotourism.

**6C.5**

Support regional marketing to increase impact and reduce unit costs.

6C.6

Further a collaboration in ST8 on increasing wealth and services in our rural communities, review case studies, share best practices, provide "Leadership training" to strengthen the capacity of rural policy makers, promote supportive relationships across the region and offer collaborative technology solutions as available.

6C.7

Expand urban resources for entrepreneurial development to our rural areas & develop a mentor program.

6C.8

Promote shared services & programs for sensible consolidation and restructuring of municipal programs.

### EXAMPLE

#### LOCAL SHARED SERVICES



ST8 provides shared services to 15 municipalities in the designated municipal separate storm sewer systems (MS4) region. ST8 manages the public education programs, municipal training and annual reporting for the Broome Tioga Stormwater Coalition.

[waterfromrain.org](http://waterfromrain.org)



### EXAMPLE

#### STATEWIDE SHARED SERVICES

NY's Division of Local Government Services provides local governments with training & technical assistance with issues of basic powers and duties, public works, municipal organization, planning, land use and regulatory controls, and community development.

[www.dos.ny.gov/lge/index.html](http://www.dos.ny.gov/lge/index.html)



6C.9

Support regional funding proposals for the small communities.

6C.10

Improve virtual and physical interconnection between urban and rural communities.

6C.11

Serve as the community's liaison between local municipalities and state and federal agencies with rural policy issues such as broadband infrastructure limitations, land leasing opportunities, local court constraints and land assessment.



# EVALUATION FRAMEWORK FOR THE 5-YEAR PLAN

GOALS & STRATEGY	DESCRIPTION	POTENTIAL PARTNERS
<b>GOAL 1: DEVELOP BEST PRACTICES ECONOMIC DEVELOPMENT STRATEGIES</b>		
<b>STRATEGY 1A</b>	CONTINUE TO BUILD A REGIONAL LOCAL-OWNERSHIP ENTREPRENEURIAL COMMUNITY.	ST8, Universities, Local Businesses, Chambers, Economic Developers & IDAs, Social Organizations, REDCS
<b>STRATEGY 1B</b>	INCREASE SUPPORT FOR SMALL BUSINESS THROUGHOUT THE REGION (10 TO 100 EMPLOYEES)	ST8, Chambers, Economic Developers & IDAs, Businesses, REDCS
<b>STRATEGY 1C</b>	INDUSTRY CLUSTER DEVELOPMENT	ST8, Economic Developers & IDAs, High Schools, Businesses, Social Organizations
<b>STRATEGY 1D</b>	INCREASE SALES TO NEW NATIONAL AND FOREIGN MARKETS	ST8, Chambers, Economic Developers & IDAs, SBDC, Businesses, NY Export Teams, REDCS
<b>GOAL 2: CREATE EDUCATIONAL OPPORTUNITIES TO EMPLOYMENT</b>		
<b>STRATEGY 2A</b>	PROMOTE LOCAL WORKFORCE INVESTMENT BOARD & CHAMBER PROGRAMS AND EXPAND REGIONAL SYNERGY ACROSS THE REGION.	ST8, WFIBs, Chambers, REDCS
<b>STRATEGY 2B</b>	EDUCATE EMPLOYERS ON MODERN WORKFORCE CHARACTERISTICS	ST8, Economic Developers & IDAs, High Schools, Businesses, Educators, REDCS
<b>STRATEGY 2C</b>	ENCOURAGE SELF EMPLOYMENT / ENTREPRENEURSHIP IN URBAN AND RURAL AREAS	ST8, Economic Developers & IDAs, BOCES, Social Organizations
<b>STRATEGY 2D</b>	SUPPORT APPRENTICESHIP PROGRAMS IN HIGH SCHOOL & INTERNSHIPS FOR COLLEGE STUDENTS	ST8, Economic Developers & IDAs, High Schools, Businesses, Educators, Policy makers, BOCES
<b>STRATEGY 2E</b>	SUPPORT EDUCATIONAL OPPORTUNITIES FOR FUTURE INDUSTRY SKILL SETS & ENCOURAGE GRADUATING UNIVERSITY STUDENTS TO STAY IN THE AREA	ST8, Universities, Local Businesses, Chambers, Economic Developers & IDAs
<b>GOAL 3: ADDRESS INFRASTRUCTURE DEFICIENCIES</b>		
<b>STRATEGY 3A</b>	DEVELOP A RESPONSE TEAM FOR BUSINESSES WITH SIGNIFICANT INFRASTRUCTURE NEEDS	ST8, Universities, Local Businesses, Chambers, Economic Developers & IDAs
<b>STRATEGY 3B</b>	REVIEW AND BENCHMARK APPROVAL PROCESS FOR NEW AND EXPANDING BUSINESSES ACROSS THE REGION	ST8, Planning Teams, Local Businesses, Chambers, Economic Developers & IDAs, Municipal officials
<b>STRATEGY 3C</b>	UPDATE INFRASTRUCTURE NEEDS & CHALLENGES ACROSS THE REGION	ST8, Planning Teams, Counties, Municipalities, Economic Developers & IDAs
<b>STRATEGY 3D</b>	SUPPORT RESOLUTION OF HIGH PRIORITY INFRASTRUCTURE NEEDS	ST8, Planning Teams, Economic Developers & IDAs, Businesses, Policy Makers
<b>STRATEGY 3E</b>	DEVELOP AN ADVANCED ENERGY INFRASTRUCTURE STRATEGY TO MEET LONG-TERM GOALS FOR EMISSIONS REDUCTION, SUPPORT THE REGION'S GROWING ROLE IN "SMART ENERGY" TECHNOLOGY AND IMPROVE OUR REGION'S ABILITY TO COMPETE.	ST8, TEN, NYSERDA, Businesses

This evaluation framework is the implementation schedule and placeholder in our “living plan” to be used in reporting quantified performance measures achieved through 2022.

LAUNCH	IMPLEMENTATION PERFORMANCE MEASURES 2018-2022	REGIONAL PROGRESS 2022
2020	Support youth programs, develop & maintain online spatial portal	120 start-ups launched, venture capital per capita increased 25%
2018	Host annual networking events & develop economic gardening program, develop regional distress assessment for leadership & requests for policy changes	5% Small business growth, state policies changed
2018	Complete mapping and introduction of cluster value, develop structure & process for IBB maintenance, establish collaboration of public and private support organizations.	Formation of 1 regional industry association
2018	Establish baseline and offer 1 jointly-sponsored international trade forum	10% increased export sales
2018	Establish presence & collaborate with Chambers & Workforce Investment Boards	6000 job openings filled
2019	Host train sessions on generational differences & suitable policy changes	Increased Young Professionals population by 3%
2019	Develop annual survey to identify needs	Retained local entrepreneurs, launched in-migration of skilled labor force
2019	Support BOCES & elementary school programs	Increased internship / apprenticeship programs by 3%
2019	Conduct a match-gap analysis of degrees offered & positions available	Increased graduate presence
2018	Formulate plan & request for energy infrastructure improvements; 2019: assess housing infrastructure for workforce	Reduced energy costs for businesses, Connected communities with broadband infrastructure, Expanded housing options developed for workforce & aging populations
2020	Host train sessions on challenges & suitable policy changes	Improved approval processes for local businesses
2018	Host training session on NY’s current broadband program and continued need for investment; Host training program on continued need for energy infrastructure improvements; 2019: Host training session on need to diversify use of local airports	Diversified use of local airports
2018	Submit 1 application for broadband infrastructure construction; host leadership training on AI & cyber-security	Completed miles of broadband infrastructure & developed responsible policies for the use of artificial intelligence
2019	Develop a long-range strategy for energy infrastructure and support for smart energy programs	Reduced cost of doing business & reduced GHGs emissions

# EVALUATION FRAMEWORK FOR THE 5-YEAR PLAN

GOALS & STRATEGY	DESCRIPTION	POTENTIAL PARTNERS
<b>GOAL 4: ADOPT REGIONAL MARKETING STRATEGIES</b>		
STRATEGY 4A	DEVELOP QUALITY-OF-LIFE STORIES ON A REGIONAL BASIS	ST8, Tourism Professionals, Marketing Teams
STRATEGY 4B	REPORT ON COMPELLING BUSINESS AND TECHNOLOGY DEVELOPMENT STORIES	ST8, Businesses, Economic Developers & IDAs
STRATEGY 4C	DEVELOPING A MARKETING STRATEGY FOCUSED ON OUR COMMUNITIES TO RAISE OPTIMISM AND SUPPORT	ST8, Consultants, Marketing Teams, Tourism Professionals, Businesses
STRATEGY 4D	SUPPORT EXPANSION OF OUR FOOD AND AGRICULTURE STRATEGIES	ST8, CCEs, Planning Teams, Economic Developers & IDAs, CADE, Businesses
<b>GOAL 5: CREATE INNOVATIVE APPROACHES TO COMMUNITY WELL-BEING</b>		
STRATEGY 5A	DEVELOP A RELATIONSHIP WITH WELL-BEING PROGRAMS AND ORGANIZATIONS THROUGHOUT THE ST8 REGION	ST8, Planning Teams, United Ways, Rural Health Networks, Social Organizations, Non-Profits
STRATEGY 5B	IDENTIFY BEST PRACTICES AND FUNDING SOURCES TO DEAL WITH COMMUNITY WELL-BEING	ST8, United Ways, Social Organizations, Planning Teams
STRATEGY 5C	WORK WITH PARTNERS TO PROMOTE GREATER LEVELS OF VOLUNTEERISM AND FINANCIAL SUPPORT TO SERVICE PROVIDERS	ST8, United Ways, Social Organizations, Businesses, Planning Teams
<b>GOAL 6: SUPPORT OUR RURAL COMMUNITIES</b>		
STRATEGY 6A	ASSESS IMPACT OF LIMITED TRANSPORTATION FOR OUR RURAL COMMUNITIES	ST8, United Ways, Social Organizations, Planning Teams, Public & Private Transportation Teams
STRATEGY 6B	IMPROVE VIABILITY OF RURAL HEALTH CARE SERVICES	ST8, Rural Health Networks, Social Organizations, Businesses, Planning Teams, County Teams, United Ways, Department of Defense
STRATEGY 6C	IMPROVE ECONOMIC DEVELOPMENT OPPORTUNITIES FOR RURAL COMMUNITIES	ST8, Rural Health Networks, Social Organizations, Businesses, CADE, CCEs, Planning Teams, County Teams, United Ways

This evaluation framework is the implementation schedule and placeholder in our “living plan” to be used in reporting quantified performance measures achieved through 2022.

LAUNCH	IMPLEMENTATION PERFORMANCE MEASURES 2018-2022	REGIONAL PROGRESS 2022
2018	Celebrate Southern Tier 8	Increased social capital
2018	Increase interest in our workforce & businesses	Increased investment for businesses in region
2018	Promote our assets: Develop online spatial portal of success stories	Increased sense of community pride, stabilized population of 579,183
2018	Assist CCE & others with assessment of success	Awareness raised for local agriculture successes
2019	Support investment of well-being programs	Increased sense of optimism for the region’s success, rise to 3rd Quartile in GALLUP-HEALTHWAYS survey
2020	Identify best practices	Improved health indicators by 3%
2019	Host a regional strategic doing session & leadership trainings on well-being	Increased volunteerism by 5%
2020	Prepare Plan for Rural Transportation Alternatives	Increased access to services for rural residents
2018	Support the Rural Health Networks and Independence Centers to improve performance within rural communities	Increased aging-in-home options (relative to increased aging population)
2018	Promote rural assets such as Agriculture & value-added products, natural waterways and green hills; Host leadership training of significance; 2019 + develop web-based mentor program for entrepreneurs across region	Improved sustainability for rural ecosystem

As the Region's 5-year goals are defined, organizational collaborations and human partnerships are the most critical component in meeting these goals. While many partners have been included in the planning process and identified throughout the strategic plan, new partnerships are continuously explored and welcome from the public and private sector.

Southern Tier 8 is the designated Economic Development District for the Economic Development Administration and the local partner for the Appalachian Regional Commission (a local-state-federal partnership program), also known as the Local Development District (LDD) and 5th largest LDD across the 13 states.

To support the 5-year goals, local partners may develop projects or programs to address defined needs, and some projects may be eligible for federal support and investment. The Regional Board and Southern Tier 8's new team is committed to assisting the local communities prepare successful investment requests and delivering measurable successes "to partner with member counties to identify and address multi-county issues in order to improve the quality of life within the region."

Join us at [SouthernTier8.org](http://SouthernTier8.org)

### EDA INVESTMENT PRIORITIES

(See additional details in Appendix #8)

1. Collaborative Regional Innovation
2. Public/Private Partnerships
3. National Strategic Priorities
4. Global Competitiveness
5. Environmentally-Sustainable Development
6. Underserved Communities

### ARC 2016-2020 STRATEGIC INVESTMENT GOALS

(See additional details in Appendix #9)

1. Economic Opportunities
2. Ready Workforce
3. Critical Infrastructure
4. Natural and Cultural Assets
5. Leadership and Community Capacity

BOOKS

- The Coming Jobs War, Jim Clifton, Chairman of Gallup.
  - Startup Communities, Brad Feld
- The Rainforest: The Secret to Building the Next Silicon Valley, Victor W. Hwang, Greg Horowitz
- The Rise of Innovation Districts: A New Geography of Innovation in America, Bruce Katz and Julie Wagner
  - Innovation Districts: A Toolkit for Urban leaders, The Brookings Institute
  - The New Geography of Jobs, Enrico Moretti
- Seeing Red Cars: Driving Yourself, Your Team, and Your Organization to a Positive Future, Laura Goodrich
  - The Leader Who Had No Title, Robin Sharma
- Small Towns Bid Ideas – UNC School of Government, Will Lambe, Associate Director Community & Economic Development Program: School of Government, University of NC at Chapel Hill

INTERNET RESOURCES

- How to build a better block, Jason Roberts at TEDxOU [www.youtube.com/watch?v=ntwqVDzdqAU](http://www.youtube.com/watch?v=ntwqVDzdqAU)
  - Praxis Strategy Group: [www.praxisg.com](http://www.praxisg.com)
  - Institute for Strategy and Competitiveness: [www.isc.hbs.edu](http://www.isc.hbs.edu)
- 10K Small Businesses: [www.goldmansachs.com/citizenship/10000-small-businesses/us](http://www.goldmansachs.com/citizenship/10000-small-businesses/us)
- IBM Smarter Cities: [www.ibm.com/smarterplanet/us/en/smartercities/overview](http://www.ibm.com/smarterplanet/us/en/smartercities/overview)
- Purdue University Center for Regional Development Including Concept Strategic Doing: [www.pcrd.purdue.edu](http://www.pcrd.purdue.edu)
  - National Center for Economic Gardening: [www.nationalcentereg.org](http://www.nationalcentereg.org)
  - “Smart Growth in Small Town and Rural Communities”, US EPA: [www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities](http://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities)
  - “Economic Gardening”, Kaufman Foundation: [www.kauffman.org/what-we-do/resources/policy/economic-gardening](http://www.kauffman.org/what-we-do/resources/policy/economic-gardening)
  - “Economic Gardening”, Edward Lowe Foundation: [www.edwardlowe.org/entrepreneurship-programs/economic-gardening](http://www.edwardlowe.org/entrepreneurship-programs/economic-gardening)
  - U.S. Cluster Mapping Project [www.clustermapping.us](http://www.clustermapping.us)

COMMUNITY GROUPS

- Purdue University Center for Regional Development Including Concept Strategic Doing: [www.pcrd.purdue.edu/](http://www.pcrd.purdue.edu/)
- Binghamton & Southern Tier NY Business Community: LinkedIn site with over 3000 members [www.linkedin.com/groups/387120](http://www.linkedin.com/groups/387120)
  - Community Foundation of South Central New York: [www.cfschny.org](http://www.cfschny.org)
  - Cortland Area Communities That Care: [www.cortlandareact.org](http://www.cortlandareact.org)
- Southern Tier Regional Economic Development Councils: [www.regionalcouncils.ny.gov/content/southern-tier](http://www.regionalcouncils.ny.gov/content/southern-tier)
  - Community and Regional Development Institute-CaRDI: [www.cardi.cals.cornell.edu](http://www.cardi.cals.cornell.edu)
  - SUNY BEST Programs

DATA

- ACS: <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- IBM Endicott: [www-03.ibm.com/ibm/history/exhibits/endicott/endicott\\_chronology1990.html](http://www-03.ibm.com/ibm/history/exhibits/endicott/endicott_chronology1990.html)

## APPENDIX 1 - CEDS TIMELINE

The Southern Tier 8 Strategy Committee was formed in October 2017. The Committee contracted CEDS development to a regional firm the same month. Information gathering and stakeholder involvement took place over a 10 week period. The final plan was completed in December, the CEDS Committee and Regional Planning Committee hosted a public meeting on February 2, 2018 and the 30-day public comment period was held from January 22, 2018 through February 22, 2018. All meetings were open to the public and more than 300 stakeholders and residents were invited to attend. The timeline for the CEDS process was as follows:

### OCTOBER 2017 - Established Strategy Committee

#### OCTOBER 2017

- Awarded CEDS contract
- Developed and distributed survey to regional economic developers
- Identified key stakeholders from all Counties and invited them to attend meetings to determine regional assets and needs, and to begin to identify possible goals and strategies.
- Reviewed all available community, county, and regional strategic plans, including the Southern Tier Economic Development Council and Upstate Revitalization Plans.

#### NOVEMBER

- Conducted multiple stakeholder meetings
- Conducted individual meetings with additional stakeholders
- Conducted phone surveys with additional stakeholders
- Compiled findings from all outreach efforts and share with ST8 staff and the Strategy Committee

#### DECEMBER

- Drafted preliminary document
- Presented preliminary document to Strategy Committee
- Edited draft after feedback from Committee
- Prepared final draft of CEDS document for public review and comment

#### JANUARY

- Placed CEDS on web for public comment
- Sought stakeholder feedback and public comments

#### FEBRUARY - MAY

- Finalized CEDS, incorporating comments from public and recommendations from Strategy Committee.
- Developed new website content and design.
- Submitted CEDS to EDA.

## APPENDIX 2 - STAKEHOLDER ENGAGEMENT

A comprehensive and inclusive plan was designed to ensure maximum stakeholder involvement throughout the Southern Tier Eight Region. The in-depth approach used was to reinforce the importance of stakeholder participation and collaboration. More than 300 individuals were contacted and invited to participate in the CEDS process. Individuals representing all sectors of the community were asked to offer their suggestions and ideas, e.g., economic developers, Chamber of Commerce executives, business owners, higher education, community and not-for-profit agencies, entrepreneurs, real estate, public schools, county government, municipal government, ST8 board, NYS senate and assembly. A special effort was made to engage young professionals and entrepreneurs. Multiple methods were utilized to encourage involvement:

- A survey was distributed to all economic developers within the region.
- Four half-day facilitated and highly interactive community stakeholder meetings were held in two locations with representatives from each county.
- Individual meetings and in-depth interviews were conducted with government officials and senior managers representing large companies in the region.
- Additional surveys sent to municipal representatives who could not attend meetings.
- A team of five experts reviewed, analyzed and synthesized findings.

## APPENDIX 3- SURVEY OF MUNICIPAL LEADERS

Southern Tier 8 sent Google survey to the CEDS Committee members, the questions in the survey included:

1. What are the top challenges you face with your economic development efforts? (lack of local support, lack of talented workforce, lack of investment dollars)?
2. Have you taken any measures to assess economic resiliency (with natural disasters or diversifying economic assets)?
3. Can you identify any emerging businesses or industries in your community? (generally speaking...such as new tourism destinations, distilleries, agri-businesses)
4. Are you aware of local employers with expansion efforts underway & how many projected employees? (such as a distribution warehouse under construction or laboratory expansion)
5. Have you worked with any venture capital firms in your community? (or would you like to)?
6. What type of businesses do you usually assist with their growth or workforce efforts? (manufacturing, agriculture, tourism, educational, small business-entrepreneurs, other)
7. What do you think is your community's number one asset in attracting economic opportunities?
8. What assistance would you like from the Regional Board over the next 5 years? (How can STE best help you achieve your economic goals?)
9. Do you have any local projects or programs you are seeking funding for? (that may be listed as priority investments or priority projects in the CEDS)
10. What is the public investment you may be seeking? And total project cost?
11. Thank you for sharing your local community insight, if you would like to add additional comments, please share here.

Southern Tier 8 also sent Google survey to the 124 municipal town supervisors across the region, the questions in that survey included:

Dear Town Supervisors, thanks for opening this brief survey that is intended to take just a few minutes of your time. We are in the process of developing our 5-year plan and seeking your input to provide better services across our communities. We work with 8 Counties across the region, but recognize that Towns may also benefit by utilizing our grant writing or technical planning services. You may know us for ARC funding opportunities or managing the BTSC public education program or (banging our heads against the wall) to find funding for broadband infrastructure. Please let us know if you are interested in these programs or others. We look forward to hearing back from you soon. Thanks, Jen.

1. Southern Tier 8 Regional Board serves the Counties of Broome, Chenango, Cortland, Delaware, Otsego, Schoharie, Tioga & Tompkins. Our focus is to prioritize federal investments for the Economic Development Administration and Appalachian Regional Commission. Have you worked with us before?

2. What concerns do you have for your community over the next few years? (select: Caring for the aging population & keeping seniors in their homes? Having local childcare programs for your local workforce? Responding to drug dependency problems? Educating our youth & encouraging them to stay locally? Building broadband infrastructure? Repairing from flooding or natural disasters? Promoting our communities and improving our local perspective? Maintaining a good road system? Re-purposing vacant buildings? Modifying the Court system? Developing more efficient government practices? Attracting businesses to invest in your town? Maintaining your water or wastewater system? Serving residents with established services and staying within the annual budget? Other?)

3. Some local issues consume more time than expected for a small-town staff. The staff at Southern Tier 8 has several years of experience in grant writing, proposal development & GIS development and maintenance. We may be interested in developing new funding partnerships or membership opportunities. Would you be interested in these types of planning services for a small fee through membership or grant partner?

## APPENDIX 4 - BUSINESS LEADER INTERVIEW QUESTIONS

Kowalik & Associates is working with the Southern Tier 8 Regional Board (ST8) to develop comprehensive economic development strategies (CEDs). Part of the process is to conduct interviews of the business community representing the 8 counties of ST8: Tioga, Broome, Tompkins, Cortland, Chenango, Delaware, Otsego and Schoharie.

Questions:

1. What is your business?
2. What are the greatest assets in ST8?
3. How can we leverage more value from these assets?
4. What are the greatest obstacles to growth in your business?
5. What services are not readily available in the Southern Tier to support your business?
6. What strategies could we implement to improve your growth potential?
7. What role are you playing or would you be willing to play in our regional transformation?
8. What ST8 industry cluster do you believe the region should actively support? An industry cluster represents a geographic concentration of similar and interconnected businesses that help drive innovation and productivity that build a sustainable competitive advantage and promote increased growth.
9. Open discussion on business prospects in ST8.

## APPENDIX 5 - SAMPLE ST8 STAKEHOLDER GROUP MEETING AGENDA

Purpose of Meeting:

- To gather information, seek insights independent of funding from regional stakeholders in the process of developing the 2018-2022 ST8 Regional Comprehensive Economic Development Strategy.

Proposed Outcomes:

1. A list of regional strengths/assets.
2. A list of regional weaknesses/challenges.
3. Prioritization of regional challenges/issues.
4. List of possible strategies to address challenges.

Agenda

9:00 – 9:15	OPENING THE MEETING <ul style="list-style-type: none"><li>• Welcome, introductions and background for this event (J. Gregory)</li><li>• Senator Fred Akshar's representative</li><li>• Assemblywoman Donna Lupardo</li><li>• Review purpose of the meeting, agenda, and expected outcomes (T. Kowalik)</li></ul>
9:15 – 9:30	GENERATING ASSETS LIST - Divergent Thinking (All)
9:30 – 9:45	GROUPING AND NAMING RELATED ASSETS
9:45 – 10:00	GENERATING REGIONAL NEEDS LIST - Divergent Thinking (All)
10:00 – 10:15	GROUPING AND NAMING RELATED REGIONAL NEEDS
10:15 – 10:45	IDENTIFYING HIGH PRIORITY REGIONAL NEEDS (ALL)
10:45 - 11:00	BREAK
11:00 – 11:20	IDENTIFYING POSSIBLE STRATEGIES TO ADDRESS PRIORITY REGIONAL NEEDS (ALL)

Each table group addresses different priority need; generates list of ideas; selects top possibilities

11:40 – 11:55	GROUP SHARING RESULTS FROM EACH TABLE
11:55 – 12:00	CLOSE MEETING <ul style="list-style-type: none"><li>• Summarize meeting results (T. Kowalik)</li><li>• Review next action ST8 (T. Kowalik, J. Gregory)</li></ul>

## APPENDIX 6 - VARIOUS REGIONAL PLANS AND REPORTS (REGIONAL, COUNTY, CITY, TOWN AND VILLAGE PLANS)

NYS Southern Tier Regional Economic Development Council Plans, Awards, Reports  
<https://regionalcouncils.ny.gov/content/southern-tier>

76 West Clean Energy Competition- [www.nyserda.ny.gov/All-Programs/Programs/76west](http://www.nyserda.ny.gov/All-Programs/Programs/76west)

NYS Downtown Revitalization Initiative - [www.ny.gov/programs/downtown-revitalization-initiative](http://www.ny.gov/programs/downtown-revitalization-initiative)

Southern Tier Central Comprehensive Economic Development Strategy - [www.stcplanning.org/usr/Program\\_Areas/Economic/CEDS/2016\\_CEDS/STC\\_2016\\_CEDS\\_Final.pdf](http://www.stcplanning.org/usr/Program_Areas/Economic/CEDS/2016_CEDS/STC_2016_CEDS_Final.pdf)

County IDA Plans

- Broome County - [www.theagency-ny.com/economic-development-strategy-2020](http://www.theagency-ny.com/economic-development-strategy-2020)
- Tioga County - [www.tiogacountyny.com/media/3119/tioga-2020-strategic-plan-adopted-7-12-2016.pdf](http://www.tiogacountyny.com/media/3119/tioga-2020-strategic-plan-adopted-7-12-2016.pdf)
- Tompkins County - [www.tcad.org/content/uploads/2014/07/1577\\_EconReport\\_Digital.pdf](http://www.tcad.org/content/uploads/2014/07/1577_EconReport_Digital.pdf)
- Cortland - [www.cortlandbusiness.com/mission-vision/](http://www.cortlandbusiness.com/mission-vision/)
- Chenango - [www.chenangony.org/ecodev/](http://www.chenangony.org/ecodev/)
- Delaware - website not available
- Otsego - [www.otsego.org/growth/](http://www.otsego.org/growth/)
- Schoharie - in development, 2018



## APPENDIX 7 - BEST PRACTICES

The global economy requires economic regions to benchmark their performance and seek leading practices and approaches to achieve success. The pace of change in today's economy is unparalleled. The average S & P 500 company now has an expected age of 15 years. In 1950 the average age was 61 years. The major transition that is taking place in retail is an example that is causing a major challenge to the traditional malls and retail establishments. The following are examples of best practices that have evolved in recent years.

**Collaboration:** Many communities are making use of community-wide collaborations to improve areas of economic decline or to establish core competencies and industry cluster. One leading process is "Strategic Doing" which is promoted by Purdue University. Committees of interested parties focus primarily on making progress on a regular basis as opposed to the long and involved strategic planning processes.

**Entrepreneurial Development:** The level of business start-up activity varies widely in the country. One measure of success is venture capital per capita. Performance in Upstate New York is very low despite a very high concentration of higher education assets and high levels of research. Many public and private investments have been made in recent years to improve our performance. Leading experts in this field suggest the following best practices:

- Entrepreneurial support activities should be led by successful entrepreneurs with a long-term interest and vision for their community.
- The entrepreneurial process will be influenced by inclusive networks as opposed to traditional hierarchal organizations.
- Entrepreneurial communities will promote many opportunities for entrepreneurs to network and collaborate.

A rural region, like Southern Tier Eight, will have to take special attention to promote entrepreneurial development across the region.

**Economic Gardening:** This practice suggests a focus on growing existing companies with employees numbering between 10 and 100. A broad regional support system must be identified and expedited. Collaboration is required to remove long-standing impediments and to provide catalysts for growth opportunities.

**Industry Associations:** Many regions develop key attributes and reputations that help to drive business attraction and growth opportunities. Regional industry associations can be formed to actively support our major strategic areas and industry cluster. Much broader support and focus could be brought to bear on some of our priorities such as Agriculture, Advanced Manufacturing, Smart Energy, Transportation and Product Distribution.

**Small and Rural Communities:** Our smaller communities face special challenges and do not always benefit from existing economic development programs. Potential solutions include regional collaboration, innovation in the agriculture industry, agri-tourism, distributed energy generation, infrastructure development, telemedicine, and regional marketing.

**Community Well-Being:** The Gallup organization focuses on community well-being performance across the globe. The performance of a region impacts its reputation and some suggest that well-being comes before economic progress. Many of the practices above can be applied to well-being performance. Some of the measures include poverty, optimism, health levels, on-time graduation, and average family income.

**Regulatory Reform:** Many of our state and local regulations were designed decades earlier prior to the level of global competition our businesses are facing today. The future of the region depends in part on the ability of our governments to adapt to a changing environment. In addition our political boundaries are less significant in a world of collaboration and instant communication. Benchmarking helps communities, governments and businesses to make the changes that are required for long-term success.

## APPENDIX 8 - U. S. ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

**MISSION:** To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

### EDA PROGRAMS

#### PUBLIC WORKS

Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Printable Public Works Program (PDF)

#### ECONOMIC ADJUSTMENT

Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.

Printable Economic Adjustment Program (PDF)

#### PLANNING

Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with long-term planning efforts. The Comprehensive Economic Development Strategy (CEDS) Content Guidelines, provides suggestions, tools, and resources for developing comprehensive economic development strategies.

Printable Planning Program (PDF)

#### REGIONAL INNOVATION STRATEGIES

Spurs innovation capacity-building activities by creating and expanding cluster-focused proof-of-concept and commercialization programs and early-stage seed capital funds through the i6 Challenge and the Seed Fund Support (SFS) Grant competition, respectively.

#### Trade Adjustment Assistance for Firms

A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.

Printable Trade Adjustment Assistance for Firms Program (PDF)

#### UNIVERSITY CENTERS

A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.

Printable University Centers Program (PDF)

Report: Making Connections, Evaluation Project to Assess Best Practices in EDA's University Center Program (PDF)

#### Research and National Technical Assistance

Supports research of leading edge, world class economic development practices and information dissemination efforts.

Printable Research and National Technical Assistance Program (PDF)

#### LOCAL TECHNICAL ASSISTANCE

Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

Printable Local Technical Assistance Program (PDF)

#### ECONOMIC DEVELOPMENT INTEGRATION

EDA possesses broad and deep experience in successfully coordinating resources across multiple programs and special initiatives. Based upon this experience and EDA's historic track record of successful collaboration with a range of stakeholders (both federal and non-federal), the Office of Management and Budget (OMB) has designated EDA to lead the federal government's efforts to maximize the integration of economic development resources from all sources, including federal, state, local and philanthropic, to achieve more impactful and sustainable outcomes for communities across America.

Indirect Cost Instructions (PDF)

The EDA has entered into a working relationship with the U.S. Department of the Interior, Interior Business Center (IBC) to issue indirect cost rates to organizations for which EDA is the cognizant agency for indirect costs. Effective August 1, 2017, the Office of Indirect Cost Services for IBC (IBC/ICS) will collect the required documents, negotiate, issue and countersign indirect rate agreements for your organization. For organizations for whom EDA is their cognizant agency, there is updated guidance on what this means, how this impacts your organization, and who you can reach out to with any questions. (Updated 11/30/17).

EDA's investment priorities are designed to provide an overarching framework to guide the agency's investment portfolio to ensure its investments contribute the strongest positive impact on sustainable regional economic growth and diversification.

1. COLLABORATIVE REGIONAL INNOVATION: Projects that increase the development and growth of innovation cluster which, based on objective economic data, are existing regional competitive strengths.
2. PUBLIC/PRIVATE PARTNERSHIPS: Projects that use both public and private sector assets and complementary investments by other government/public entities and/or nonprofits.
3. NATIONAL STRATEGIC PRIORITIES: Projects that:
  - encourage job growth and business expansion in manufacturing, including advanced manufacturing, sustainable manufacturing, and manufacturing supply chains;
  - assist communities severely impacted by the declining use of coal;
  - increase economic resiliency, including resilience to the effects of natural disasters and climate change;
  - assist with natural disaster mitigation and recovery;
  - are aimed at restoring or improving urban waters and the communities that surround them; and assist and/or support:
  - information technology infrastructure (for example, broadband or smart grid);
  - communities severely impacted by industry restructuring;
  - job-driven skills development;
  - access to capital for small- and medium-sized and ethnically diverse enterprises;
  - innovations in science and health care; and advancement of science and research parks, other technology transfer, or technology commercialization efforts.
4. GLOBAL COMPETITIVENESS: Projects that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, promote the repatriation of jobs back to the U.S., and position U.S. firms to become leaders in global industries.
5. ENVIRONMENTALLY-SUSTAINABLE DEVELOPMENT: Projects that promote job creation and economic prosperity through enhancing environmental quality and developing and implementing green products, processes, places, and buildings as part of the green economy.
6. UNDERSERVED COMMUNITIES: Investments that strengthen diverse communities that have suffered disproportionate economic distress and job losses and/or are rebuilding to become more competitive in the global economy, including economic development initiatives that help unemployed and underemployed young adults obtain the skills and knowledge necessary to succeed.

#### Current U.S. DEPARTMENT OF COMMERCE DISASTER RECOVERY INVESTMENT PRIORITIES

1. Recovery & Resilience: Projects that assist with economic resilience (including business continuity and preparedness) and long-term recovery from natural disasters and economic shocks to ensure U.S. communities are globally competitive.
2. Critical Infrastructure: Projects that establish the fundamental building blocks of a prosperous and innovation-centric economy and a secure platform for American business, including physical (e.g., broadband, energy, roads, water, sewer) and other economic infrastructure.
3. Workforce Development & Manufacturing: Projects that support the planning and implementation of infrastructure for skills-training centers and related facilities that address the hiring needs of the business community – particularly in the manufacturing sector – with a specific emphasis on the expansion of apprenticeships and work-and-learn training models. Also includes projects that encourage job creation and business expansion in manufacturing, including infrastructure-related efforts that focus on advanced manufacturing of innovative, high-value products and enhancing manufacturing supply chains.
4. Exports & FDI: Primarily infrastructure projects that enhance community assets (e.g., port facilities) to support growth in U.S. exports and increased foreign direct investment—and ultimately the return of jobs to the United States.

## APPENDIX 9 - APPALACHIA'S REGIONAL COMMISSION

ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Appalachian Regional Commission (ARC) is a regional economic development agency that represents a partnership of federal, state, and local government. Established by an act of Congress in 1965, ARC is composed of the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president. Local participation is provided through multi-county local development districts. ARC invests in activities that address the five goals identified in the Commission's strategic plan:

GOAL 1: Economic Opportunities: Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.

GOAL 2: Ready Workforce: Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

GOAL 3: Critical Infrastructure: Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

GOAL 4: Natural and Cultural Assets: Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets.

GOAL 5: Leadership and Community Capacity: Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

## APPENDIX 10 - INDUSTRY BUILDING BLOCKS (IBB)

IBB, with headquarters in Binghamton, is the first company to define the global economy by industry at the granular (Michael Porter's five forces) level where head-to-head competition takes place. In support of industry cluster development, each of the 20,000 industries in the IBB database is associated with one of the 67 industry clusters defined by the U.S. Cluster Mapping Project.

IBB contains a line of business information for approximately 12,000 companies. Until recently, most every company in the database had a global market share of at least 1% in at least one industry. Three years ago that requirement was relaxed for companies located in the Southern Tier and other areas of Upstate NY. The IBB database now includes over 2,000 companies in the Southern Tier with approximately 50 companies added each month. This living model of our business economy allows us to define business clusters in greater detail for the purposes of business growth and attraction, and regional marketing. In some cases the formation of Industry Associations has been encouraged for key regional business cluster priorities like advanced manufacturing, smart energy, agriculture and other emerging areas. The available set of clusters for the Southern Tier can be augmented by the entrepreneurial development that takes place and is not always predictable.

The IBB database is expanding to include county designations so that different definitions of the Southern Tier can be analyzed easily. A database for ST8 is part of the work scope for development of Comprehensive Economic Development Strategies. The database will also be augmented to include location address so that business activity may be mapped and graphically displayed.

The ST8 business listing can help support additional business analyses, including:

- Understanding the businesses operating in the ST8 region
- Business to business (B2B) marketing
- Vendor discovery to facilitate use of more local suppliers
- Cross-county analysis of businesses operating in multiple ST8 counties

## APPENDIX 11 - INDUSTRY CLUSTERS MODEL

The ST8 Model is designed to support economic developers, policymakers, academics, researchers, and, most importantly, private sector firms currently operating in the ST8 region and firms looking to relocate here. The ST8 Model is a dynamic model which means that before you can spell or say “Southern Tier 8 Regional Board” there is a good chance the ST8 model has been updated. The structured data items in the ST8 model include the simple fields below - where even the company description is limited to one line that’s shorter than a typical tweet in keeping with the general ST8 Model philosophy that less is more.

- Company Name
- URL
- Company HQ Address Data
- Company Description (one line for what the company does)
- Company Type (Private, Public, Nonprofit, Association, Government)
- Logical Company Association with ST8 Industry Cluster
- Company Estimated Employee counts for: ST8 counties, UNY, NYS & Total

In one case, the ST8 Model philosophy is that more is actually more. Specifically, the more ST8 companies included, the closer the model resembles reality. The ST8 2000 [TM] report for 2018 and The ST8 3000 [TM] report for 2019 may just be visions or reality - you’ll have to visit the ST8 website at SouthernTier8.org to know for sure. Initial ST8 Model Reports will closely mirror the ST8 data and include:

- ST8 Companies with URLs
- ST8 Companies with HQ address data
- ST8 Companies and what they do
- ST8 Companies and type of organization and, if public, ticker symbol
- ST8 Companies with links to ST8 Industry Cluster
- ST8 Companies with estimated employee counts (Total, NYS, UNY, ST8)

For additions and changes in the reports provided, as well as ST8 Model statistics and access to the ST8 Model business intelligence syST8m, if developed and enabled, visit the ST8 website at SouthernTier8.org.

ST8 Model use cases will likely include:

- Business to Business Target Marketing
- Vendor Selection
- Industry Cluster Development
- Competitor Intelligence
- M&A and Joint Venture Planning
- Employee & College Intern Placement
- Academic Research Related to Upstate NY EcosyST8m
- Government Policy Development

For additional ST8 Model use cases, ST8 Model feedback reviews, and ST8 Model case studies, visit the ST8 website at SouthernTier8.org.

## APPENDIX 12 - REGIONAL COMPANIES ANNOUNCING CLOSURES

<p>Date of Notice: 11/22/2017</p> <p>Company: Mettler-Toledo, LLC Hi-Speed Division 5 Barr Road Ithaca, NY 14850</p> <p>Business Type: Offer precision instruments and services for many applications in research and development, quality control, production, logistics and retail to customers.</p> <p>Number Affected: 69 Total Employees: 69 Layoff Date: Employees are expected to be separated from employment beginning on March 1, 2018, with all separations accomplished by January 1, 2019.</p> <p>Closing Date: 7/1/2018 Reason for Dislocation: Relocation to Tampa, Florida</p>	<p>Date of Notice: 7/13/2017</p> <p>Company: Gannett National Shared Services 33 Lewis Road, Suite 9 Binghamton, NY 13905</p> <p>Business Type: Operation of national commercial banks.</p> <p>Number Affected: 31 Total Employees: 31 Layoff Date: There are five affected employees that will terminate during a 14-day period commencing on October 12, 2017. The remainder 26 affected employees will terminate during a 14-day period commencing on October 27, 2017.</p> <p>Closing Date: 10/27/2017 Reason for Dislocation: Economic</p>	<p>Date of Notice: 3/28/2017</p> <p>Company: Achieve NY (Country Valley Industries - CVI) 125 Cutler Pond Road Binghamton, NY 13905</p> <p>Business Type: Help to provide employment for individuals with intellectual and developmental disabilities.</p> <p>Number Affected: 5 Total Employees: 35 (total employees at all four locations) Layoff Date: The first separation of employees will be no sooner than 6/29/2017. Separations will continue through the closure of the manufacturing unit on 9/30/2017.</p> <p>Closing Date: 9/30/2017 Reason for Dislocation: Economic</p>
<p>Date of Notice: 1/4/2017</p> <p>Company: Macy’s Oakdale Mall Store Harry L. Road and Reynolds Drive Johnson City, NY 13790</p> <p>Business Type: Retail Store</p> <p>Number Affected: 73 Total Employees: 73 Layoff Date: Terminations will occur between 4/5/2017 and 4/18/2017.</p> <p>Closing Date: 4/18/2017 Reason for Dislocation: Economic</p>	<p>December 7, 2017</p> <p>Company Sanmina Corporation Owego, NY</p> <p>Number Affected: 324 Total Employees: 324</p> <p>Closing Date: 3/2018</p>	

## APPENDIX 13- THE ROLE OF SOUTHERN TIER 8

Role of Southern Tier 8 in a competitive, world market: The six goals above represent a holistic strategy for the eight county region. The following goals represent how the ST8 organization and its partners can play a role in improving the economy and well-being of the region.

- Play a stronger regional role to maximize value throughout the region and provide education on economic and community development concepts: Metrics: number of presentation and interviews, number of collaborations, routine publications and events
- Support a sense of urgency to address issues and opportunities: Metrics: uncovered issues and opportunities, resolutions, frequency of communication
- Establish ties with regional and local partners to maintain contacts throughout the region, share information and resources. Recognize that planning activities are more fluid in a fast paced market. It is recommended that specific partnerships be established: AM&T, IDAs, Counties, SCORE, Entrepreneur Alliance, TEN, Rotary District 7170 etc. Metrics: established partnerships, active information flow
- Use federal investment to match local and regional funding for projects: Metrics: presentations, level of spending, matching of spending to regional priorities
- Make use of and promote best practices for regional development: Metrics: knowledge of best practices, presentations at leading forums, presentations in the community
- Partner with other ARC regions in the Southern Tier and Northern PA. to create a super-regional impact

## C E D S A B B R E V I A T I O N S

**76 West** - NYSERDA's 76 West Clean Energy Competition  
**AI** - Artificial Intelligence  
**AM&T** - Alliance for Manufacturing & Technology (aka: AM&T and MEP)  
**ARC** - Appalachian Regional Commission  
**BCR** - Between Cluster Relatedness  
**BOA** - Brownfield Opportunity Areas  
**CEDS** - Comprehensive Economic Development Strategy  
**CES** - Current Employment Statistics  
**CFA** - Consolidated Funding Application  
**CIBA** - Binghamton University's Center for International Business Advancement  
**CNY REDC** - Central NY Regional Economic Development Council  
**DRI** - Downtown Revitalization Plan  
**EA** - (1) Economic Area; (2) The Entrepreneurs Alliance  
**EDA** - US Economic Development Administration  
**FHE** - Flexible Hybrid Electronics  
**GDP** - Gross Domestic Product  
**IBB** - Industry Building Blocks  
**IC** - Industry Cluster  
**IDA** - Industrial Development Agency  
**IFC** - Institution for Collaboration  
**IT** - Information Technology  
**LAUS** - Local Area Unemployment Statistics  
**LQ** - Location Quotient  
**MVREDC** - Mohawk Valley Regional Economic Development Council  
**NAICS** - North American Industry Classification System  
**NYSERDA** - NY State Energy Research & Development Authority  
**QCEW** - Quarterly Census of Employment & Wages  
**REDC** - Regional Economic Development Council  
**ROTARY DISTRICT 7170** - Rotary District that covers much of ST8 region  
**SCORE** - SCORE Association, Counselors to America's Small Businesses  
**ST8** - Southern Tier Eight  
**STREDC** - Southern Tier Regional Economic Development Council  
**STSA** - Southern Tier Startup Alliance  
**SUNY** - State University of New York  
**SUNY BEST** - Binghamton University's SUNY BE ST cooperative and networking organization  
**TEN** - Tier Energy Network  
**TKA** - Tom Kowalik & Associates  
**URI** - Upstate Revitalization Initiative  
**WNYREDC** - WeST8rn NY Regional Economic Development Council

# 2018 ACTION PLAN

GOAL	PROPOSED IMPLEMENTATION	INVESTMENT REQUEST
<b>GOAL 1: DEVELOP BEST PRACTICES ECONOMIC DEVELOPMENT STRATEGIES</b>		
	Industry Building Blocks Cluster Development Program	\$40,000
<b>GOAL 2: CREATE EDUCATIONAL OPPORTUNITIES TO EMPLOYMENT</b>		
	SUNY Morrisville: Norwich Child & family Center Design & Engineering	\$150,000
<b>GOAL 3: ADDRESS INFRASTRUCTURE DEFICIENCIES</b>		
	SUNY Broome Aircraft Maintenance Degree	\$150,000
	Southern Tier Network Broadband Extension	\$600,000
	Early Warning Systems in Deposit & Colchester	\$150,000
<b>GOAL 4: ADOPT REGIONAL MARKETING STRATEGIES</b>		
	Regional Marketing Program	\$43,000
<b>GOAL 5: CREATE INNOVATIVE APPROACHES TO COMMUNITY WELL-BEING</b>		
	Two Rivers Greenway: Chugnut Trail Improvements	\$150,000
	Regional Leadership Training Program	\$24,000
	Cortland YMCA Childcare Center	\$150,000
<b>GOAL 6: SUPPORT OUR RURAL COMMUNITIES &amp; RESILIENCE INITIATIVES</b>		
	Upper Delaware Stream Corridor Management	\$130,000
	Owego & Waverly Transportation Service Model, CCNN	\$75,000
	Tioga County Mobile Dental Services Program	\$150,000
	Regional Water Quality Shared Services Program	\$98,000
	Capital Improvements to Cobleskill Fairgrounds (IRT 2019)	\$500,000
<b>TOTAL * AS OF MAY 1, 2018</b>		<b>\$2,410,00</b>



[SouthernTier8.org](http://SouthernTier8.org)