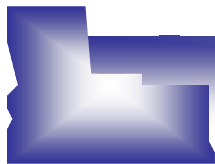


Broome
County
Plan for
Sustainable
Economic
Development



ACTION PLAN FOUR
IMPLEMENTATION PLAN
AUGUST 2002



theBCplan.com



THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Table of Contents

Introduction	2
Executive Summary	4
Part One: Prepare for Implementation	9
Economic Development Event	11
Part Two: Implementation Plan	12
Summary of Short-term Recommendations	15
Summary of Mid-term Recommendations	18
Summary of Long-term Recommendations	21
Strategy One: Targeted Marketing	24
Strategy Two: Workforce Development and Education	35
Strategy Three: Land Use	49

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

July 2002

AngelouEconomics (AE) is pleased to present the Steering Committee of the Broome County Plan for Sustainable Economic Development (*The BC Plan*) with this **Economic Development Implementation Plan**. This document is the last section of an economic strategy for Broome County, and lays out a roadmap for future development within the region.

This report contains a culmination of findings from AngelouEconomics' extensive research on the Broome County economy. It presents Recommendations and an implementation schedule for Recommendations that have been offered in the Workforce Development, Marketing, and Land Use plans previously submitted. It also offers a sample structure and budget for a new economic development organization in Broome County.

The Recommendations presented here are based on our experience working with communities across the U.S. and our knowledge of the site selection needs of Broome County's target industries. The purpose of the Recommendations is to create prolonged sustainable growth within Broome County and the surrounding region.

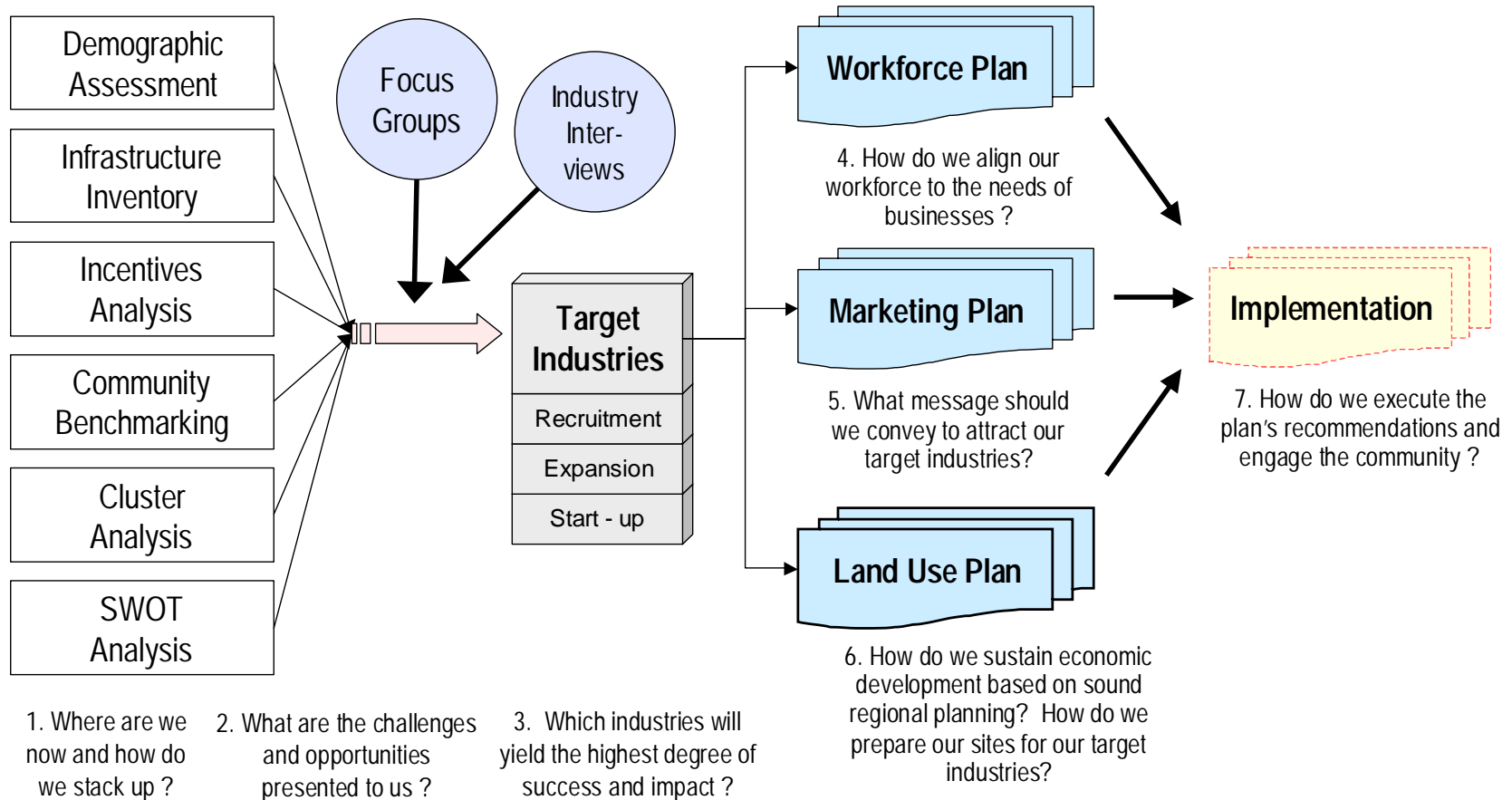
This report represents substantial information provided by the entire Broome County community. Our sincere thanks go out to all individuals who have participated in the creation of this plan. All of The BC Plan reports, as well as much of the additional research underlying them, are available online at www.theBCplan.com. Thank you for your interest in The BC Plan.



Angelos Angelou, Principal
AngelouEconomics

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

The Broome County Planning Process



THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Executive Summary

During the past 10 months, AngelouEconomics has worked closely with Broome County leaders to compose a comprehensive economic development strategy for the region. The driving objective of this strategy is to generate sustainable economic growth and prosperity for the citizens of Broome County and the surrounding region.

Based on extensive research, the consulting team developed a series of recommendations to accomplish this objective. All recommendations offered in this report are both (1) sustainable (creating consistent long-term economic growth in a non-damaging way) and (2) strategic (tailored and coordinated for meeting the county's long-term objectives). Recommendations fall into two categories: **internal initiatives** to make Broome County a better place to live and work and **external initiatives** to communicate Broome County's benefits to target industries and highly skilled individuals.

Internal Initiatives

This project is just the beginning of a long-term economic development effort. Upon its completion, community leaders should begin internally organizing for the initiative, with the following goals:

- To generate optimism about Broome County's potential
- To create general knowledge about Broome County's economic assets
- To "speak in one voice" – countywide use of a single marketing theme and message
- To commence activities that will increase Broome County's competitiveness for high impact businesses

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Prior to launching an external effort to promote Broome County to its target audiences, the community must be prepared internally to deliver on its marketing promises. The county must be able to show prospective businesses, entrepreneurs, and skilled workers that it is actively engaged in programs to improve the region's business climate and liveability.

While this report contains many recommended internal activities, several surface as being essential to the success of an economic development campaign:

- 1. Create a single economic development organization.**
- 2. Aim economic development activities at 4-5 specific high impact industries.**
- 3. Involve education, media, and private sector entities in economic development.**
- 4. Commit to a single marketing theme, logo, and message directed at target audiences.**
- 5. Include entrepreneurship as an important economic development target.**
- 6. Engage in activities that nourish a diverse population of young, educated workers**
- 7. Focus workforce development on meeting the occupational skills demands of target industries.**
- 8. Engage in corridor-based land use improvements.**
- 9. Improve Broome County's land stock by strategically redeveloping brownfield sites and expand infrastructure to support new development in carefully selected locations.**
- 10. Transform CBDs into vibrant community cores for business, entertainment, and living.**

Techniques for accomplishing the ten recommendations listed above are contained in Part Two of this report as well as in the individual sections of *The BC Plan*.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

External Initiatives

The internal initiatives summarized above are aimed, in the short term, for readying Broome County for marketing to its target audiences. In the long-term, the recommendations will sustain Broome County's ability to recruit, retain, and start businesses in high impact industries.

External initiatives recommended in this report are predominantly aimed at communicating Broome County's strengths to its target audiences. They also include efforts to legislatively improve the state's business climate and generate state and federal funding for internal activities.

Thought this report touches on many external recommendations, it is recommended that Broome County's economic development leaders prioritize the following four:

- 1. Create a single website as the portal for economic development marketing and information.**
- 2. Organize regularly scheduled marketing missions to regions outside of New York's Southern Tier.**
- 3. Set a legislative agenda aimed at improving Broome County's (and New York's) business climate for high impact businesses. Join forces with organizations such as the New York State Business Council and Chambers of Commerce in other upstate communities to lobby for legislative reforms.**
- 4. Research and apply for state and federal funds for redeveloping Broome County's sites, corridors, and CBDs.**

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Conclusion

Economic development requires a long-term vision. To be successful, commitment to the activities described in *The BC Plan* must transcend jurisdictional boundaries. Our emphasis on internal marketing at the launch of the economic development campaign is oriented at increasing community support to a level that will sustain the initiative for many years to come. Success may not come immediately, but it is guaranteed to occur in the future if the community implements the recommendations included in this strategy.

At the start of *The BC Plan*, the consulting team found Broome County without a unified economic development vision. Interviews and focus groups revealed an overall negativity, as the community reflected on past job losses and economic slowdown. Economic development activities lacked coordination and little marketing of the county was taking place.

The consulting team also discovered a community steeped in a history of innovation and entrepreneurship. Through discussions with local corporations, the team uncovered an experienced, technically skilled workforce that is loyal to living and raising their families in the community. It also found a major university and top ranked community college engaged in cutting edge research and development. The most important discovery has been that Broome County has marketable qualities that – if built upon – can strongly compete for high tech, high impact businesses.

The preparation of *The BC Plan* has engaged many Broome County establishments – from public officials, to educators, private sector executives, and the media. It has become the starting point for conversations and improving relations

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

between various organizations. Media coverage of the planning process has already generated requests for more information about the community by companies located outside of Broome County.

It is time for Broome County to look optimistically to the future. The region must continue to engage in a concerted economic development effort to revitalize its economy. Broome County has the talent, experience, and spirit of innovation desired by high impact businesses. If these attributes are successfully built upon, as recommended in The BC Plan, the region will experience unprecedented economic growth and prosperity.

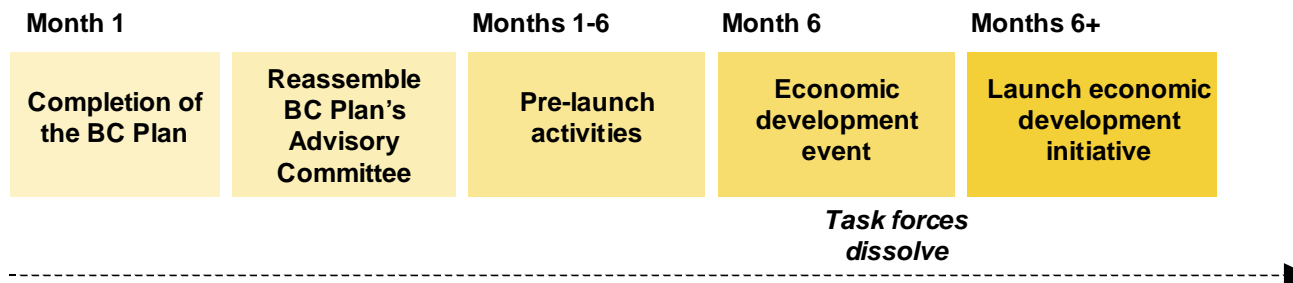
THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Part One: Prepare for Implementation

Implementation of the recommendations in this comprehensive economic development plan will require a coordinated effort among the all Broome County leaders – from the public and private sectors, higher education, and the media. In the 6 months following the complementation of the *Broome County Plan for Sustainable Economic Development (The BC Plan)*, the project’s advisory committee should continue working together to oversee the implementation of the pre-launch activities. In addition, the advisory committee’s responsibilities should include:

- Assigning realistic deadlines for the activities recommended in this *Implementation Plan*
- Assigning, among themselves, responsibility for each pre-launch activity
- Identifying the recommendations the require public policy changes and alerting local legislators
- Assembling the Governing Board for an economic development organization (see Strategy One: Marketing)
- Organizing a community-wide economic development event

Implementation Timeline



THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Governing board responsibilities:	Workforce/ Education	Land Use	Marketing	Fundraising
Proposed leadership	Broome-Tioga Workforce Investment Board	Broome County and the Broome IDA	Broome County and the Broome Chamber of Commerce	Broome Chamber of Commerce and Partnership 2000
Areas of responsibility (recommendations related to...)	Workforce development; primary and secondary education; entrepreneurship education; organizing young professionals' and entrepreneurs' associations	Downtown redevelopment; infrastructure and site improvements; brownfield revitalization; recreation amenities; historic preservation; beautification; smart growth policies; environmental stewardship	Creating logo and marketing images; creating a marketing website; identifying industry "champions"; grassroots marketing efforts; promoting Greater Binghamton	Generating in-kind or financial support from the business community for a new economic development initiative

Once assembled, the Economic Development Governing Council should meet on a monthly basis.

The activities of the first six months will be critical to the future success of the economic development initiative recommended in this study. Pre-launch activities are designed to show the community evidence that *The BC Plan* is being implemented while preparing for a full-scale economic development campaign.

Pre-Launch Activities

Months 1-6

- Reassemble the BC Plan's advisory committee; assign pre-launch activities to each member
- As a group, review the BC Plan Implementation Plan and assign realistic deadlines for each activity
- Identify the members of an economic development governing board
- Assign benchmarking metrics to recommendations to measure performance
- Commit to a new brand identity, logo, and marketing theme for Broome County
- Develop design criteria for all future marketing activities (logo, colors, font, images)
- Set a date and identify participants for the first marketing trip
- Present the economic development strategy's executive summary to many community organizations
- Together with the Governing Board, examine all funding resources available for economic development
- Draft an economic development budget
- Begin fundraising for the new economic development initiative
- Organize and host a community-wide economic development event to unveil the e.d. initiative

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Economic Development Event

2003 should be the official launch year for Broome County's new economic development initiative. To announce the initiative and showcase activities already underway, the advisory committee should organize an economic development event that occurs six months following the completion of *The BC Plan* (January or February 2003). The event should be open to the entire community. Speakers at the event should include top leaders from the business community, education, and the public sector.

During the event, community leaders should:

- Describe the goals, recommendations, and action plan for future economic development activities
- Inform the community about Greater Binghamton's target industries
- Unveil Greater Binghamton's new brand image, logo, and marketing theme
- Announce the date of the first Broome County marketing trip to promote the region
- Announce the formation of a single economic development agency and introduce the Governing Council

The objective of the event is to build enthusiasm for a new economic direction for Broome County. It is an effective way to spread the county's economic development message and encourage the entire community to "speak in one (positive) voice" about the region's assets for living and doing business.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Part Two: Implementation Plan

This implementation plan is based around three broad strategies, all aimed at cultivating sustained economic growth for Broome County and the surrounding region. Strategy One includes recommendations supporting a marketing initiative targeted at five specific industries. Strategy Two includes recommendations designed to better prepare Broome County's workforce for meeting the demands of high growth industries. The final strategy offers recommendations related to improving sites, infrastructure, and public spaces. **All three strategies are driven by two economic development goals: (1) continued improvement of Broome County as a place for individuals to live and work and (2) creation of a desirable business environment for entrepreneurs and high growth companies.**

The implementation plan is structured in the following way: The first section contains summary tables of recommendations organized by short-term, mid-term, and long-term timelines. The sections following provide details of the implementation plan. A series of objectives, recommendations, and specific actions have been presented to address each issue.

Responsibility for implementing the recommendations in this report will depend on the creation of an economic development corporation. The project's Advisory Committee will be charged with assigning short-term responsibility to specific individuals and organizations in Broome County. **Mid-term and long-term activities should be coordinated by an economic development organization.** If this organization is not created, responsibilities should be divided between several existing organizations including, but not limited to: Broome County, individual municipalities, local legislators, the

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Broome Chamber of Commerce, the Industrial Development Agency, Partnership 2000, and the Broome-Tioga Workforce Development Board.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Summary of Short-term Recommendations

The following tables highlight recommendations contained in this report that should be accomplished during a short-term horizon (February 2003-February 2004).

Short-term actions: Marketing

Months 7-18

- **Launch the Greater Binghamton Economic Development Corporation**
- **Identify all local companies within the target industries**
- **Educate Broome County's economic development team about the target industries (ongoing)**
- **Identify industry and media champions and the community's most quoted individuals**
- **Agree to an internal marketing checklist – indicators of when Broome County is prepared to market externally**
- **Create a single marketing website for Broome County economic development**
- **Identify five national target industry events per year for attendance by Broome County economic developers**
- **Identify and begin attending industry events occurring within the region**
- **Organize first marketing trip within 6 months of launching the economic development initiative**

Short-term actions: Workforce

Months 7-18

- **Begin formulating ideas about targeted job training initiatives based on examples from other states**
- **Involve BU and BCC in creating and administering a student survey of attitudes about living in Broome County**
- **Develop a market study to assess demand for single and multifamily housing in the region**
- **Organize the Greater Binghamton Young Professionals' Association and host monthly meetings**
- **Encourage local business and leadership organizations to empower young professionals to participate**
- **Organize the Greater Binghamton Entrepreneurs' Association (GBEA) and host monthly meetings**
- **Invite professors from BU's entrepreneurship program to participate in the GBEA and contribute to articles**
- **Work with local media and newspapers to run an informative series about how to start a business**
- **Offer entrepreneurship information and links to information at BTWIB facilities and on its website**
- **Organize a meeting between BU and local employers to discuss expanding or improving internship programs**
- **Provide information about and links to BU and BCC on Greater Binghamton's economic development website**
- **Ask BU and BCC to include positive information about the community on their websites**

Short-term actions: Land Use

Months 7-18

- Create land use and transportation plans for specific Broome County corridors, beginning with:
 - Route 17C (tri-cities CBDs with urban boulevard approach)
 - Airport Road (manage location and type of development)
 - Routes 11/12 (control sprawl, improve gateway)
 - Route 7/Brandywine, North (enhance gateways, separate local traffic, riverfront access)
 - Route 7, South (traffic calming, gateway enhancement, riverfront access)
 - Route 434 Vestal Parkway (create breaks and nodes, manage retail corridor expansion)
- Close scenic and central roads for Bike and Blade Sundays
- Promote canoe, kayak, and boating programs and facilities
- Inventory and assess all industrial properties
- Create a roster of development tools and incentives
- Establish single purpose brownfields task force
- Prioritize infrastructure investments in underutilized and greenfield sites according to target industry needs
- Implement EPA Brownfields Pilot program
- Consider short term uses for brownfields such as alternative sporting venues
- Capitalize on historic districts, advocating redevelopment opportunities that use historic tax credits
- Establish/participate in NYS international building code revisions specific to adaptive reuse
- Create baseline index of environmental criteria to be used to evaluate regional planning initiatives
- Begin implementing the recommendations from the countywide wastewater study

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Summary of Mid-term Recommendations

The following tables highlight recommendations contained in this report that should be accomplished during a mid-term horizon (March 2004 – September 2005).

Mid-term actions: Marketing

Months 19-36

- **Develop a national database of target industry companies and contacts for business development uses**
- **Customize marketing materials for each target industry (online and print)**
- **Identify a team of community leaders to be involved with all prospect visits to Broome County**
- **Develop 1 and 2-day standardized prospect agendas and prospect handling protocol**
- **Ask local companies to include links to the Greater Binghamton website within their own marketing materials**
- **Engage a public relations firm to generate positive publicity about Greater Binghamton**
- **Add a public relations element to the Greater Binghamton website**
- **Ask businesses to include a standard one-sentence description of Greater Binghamton in all press releases**
- **Become a member of industry trade associations; market to their membership**
- **Organize semiannual marketing trips to target industry regions**
- **Agree on a set of marketing metrics against which to benchmark Greater Binghamton's marketing success**

Mid-term actions: Workforce

Months 19-36

- Promote skill sets demanded by target industries to unemployed and underemployed individuals
- Distribute information about training programs and financial assistance for individuals studying those fields
- Present ideas for targeted job training initiatives to local public officials and begin lobbying state legislators
- Create a marketing package highlighting the market demand for single/multifamily housing in BC
- Distribute this package to real estate developers across the U.S.
- Distribute positive information about Broome County as a good place to live and work to BCC and BU students
- Charge Broome Leadership Institute with developing a plan for making Broome County more youth-friendly
- Together with GBEA and BU, organize a series of entrepreneurship training seminars open to the community
- Form a regional Association of Business Angels
- Create and distribute a Welcome to Broome County package for new residents
- Organize meetings between BU and local employers to discuss cost-sharing for new co-op programs
- Always include one representative from BU and/or BCC on marketing trips and meetings with prospects
- Include information about BU and BCC research and training programs in industry-specific marketing materials

Mid-term actions: Land Use

Months 19-36

- **Implement corridor improvement plans, including:**
 - **Gateway aesthetics**
 - **Signage, façade, tree plantings for urban and arterial boulevards**
 - **Access management and transportation improvements**
- **Identify and undertake additional corridor land use and transportation plans**
- **Develop comprehensive open space plan, designed to link open space assets throughout Broome County**
- **Establish a Waterfront Park Trust; pursue early action items**
- **Improve access to Chenango and Susquehanna river fronts throughout the county (ongoing)**
- **Establish a Broome County Land Trust to facilitate the transfer of land and acquisition of development rights**
- **Aggressively continue to pursue brownfield funding and incentives for targeted sites**
- **Create ambitious urban design plans for the CBDs**
- **Work with BU to create plans for expanding its downtown campus, housing, and incubator opportunities**
- **Ensure all municipalities have and use land regulations with standardized and consistent protective ordinances**
- **Establish ridgeline protection ordinances**
- **Implement green building guidelines**
- **Implement Broome County Agricultural Plan (ongoing)**
- **Develop Smart Growth policies and ordinances**

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Summary of Long-term Recommendations

The following tables highlight recommendations contained in this report that should be accomplished during a long-term horizon and ongoing economic development activities (September 2005 and later).

It is recommended that Broome County update this economic development strategy in late 2005, and continue to update it every 3-4 years.

Long-term actions: Marketing

Years 4 - ongoing

- **Design and publish an economic development annual report**
- **Distribute the annual report to community stakeholders and business development prospects**
- **Consistently attend, host, and sponsor industry events**
- **Organize one annual international marketing trip and continue semiannual trips within the U.S.**

Long-term actions: Workforce

Years 4 - ongoing

- **Start a science and engineering internship program for high school students with local companies.**
- **Launch an alternative, youth-focused newspaper and website**
- **Support the Small Business Resource Center**
- **Establish 2 business incubators, electronics and bioscience, preferably located in the central business district**
- **Establish a Mentor Program to welcome new residents to the community**
- **Form the Greater Binghamton International Association (GBIA)**
- **Organize an international fair, inviting the GBIA and BU/BCC clubs to share their culture with the community**
- **Actively pursue state and federal funding for research and development activities at BU and BCC**

Long-term actions: Land Use

Years 4 - ongoing

- Identify and undertake new corridor land use and transportation plans, as needed
- Continue implementation of corridor improvements
- Implement waterfront access projects along river corridors for linear parks and leveraged public investment
- Work with other areas in NYS to promote improved brownfields regulations
- Expand brownfields development programs and incentives to newly identified sites
- Create new urban housing opportunities (ongoing)
- Explore regional growth management opportunities

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Strategy One: Targeted Marketing

Based on our research and experience in Broome County, the consulting team has identified two marketing issues in the region:

- Issue One – Broome County lacks a single organization dedicated to economic development
- Issue Two – Broome County has no targeted economic development marketing effort

The following sections provide recommendations and activities to address each issue listed above.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

MARKETING ISSUE ONE:

BROOME COUNTY LACKS A SINGLE ORGANIZATION DEDICATED TO ECONOMIC DEVELOPMENT

Although several local organizations have been charged with various elements of economic development, no single body is responsible for overseeing the region's activities. A community benefits when economic development functions are led by a single organization. They provide prospects a single point of contact for information about the community.

Objective:

A single organization is responsible for economic development in Greater Binghamton

Recommendation:

Create the Greater Binghamton Innovation Council or similar single organization dedicated to coordinating the region's economic development efforts.

Actions:

- Develop a "sales presentation" to convince community leaders that a single economic development organization is essential to future sustained growth in the region.
- Raise funds for the organization from the public sector, such as Broome County Government, local municipalities, and the IDA. Ask local corporations to contribute.
- Assign a governing board for the economic development organization. The governing board should include the chairpersons from the following organizations: the Broome Industrial Development Agency (IDA), The Broome Chamber, the Broome-Tioga Workforce Development Board, the Broome County Department of Planning and Economic Development, the Broome County Legislature, and the Tioga County Legislature. The governing board may also include representatives from the Empire Zone and the regional office of Empire State Development.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- Alternate the Chairperson of the governing board on an annual basis. Alternate between representatives from the private and public sectors.
- Charge the governing board with prioritizing and assigning the recommendations in this implementation strategy. The board should be a one-stop-shop for economic development decision-making.
- Each organization represented on the board should assign a staff person to oversee the implementation of economic development activities.
- Announce the decision to create the organization at an economic development event.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

MARKETING ISSUE TWO:

BROOME COUNTY HAS NO TARGETED ECONOMIC DEVELOPMENT MARKETING EFFORT.

Greater Binghamton will be more successful at economic development if awareness of the community across the US and abroad increases. The county's economy will grow stronger with the recruitment and entrepreneurship of a diversified group of companies. The names "Broome County" and "Greater Binghamton" are not well recognized outside of the northeastern portion of United States. A marketing campaign, focused on building awareness of the community and its assets, will be necessary to attract the attention of high growth businesses.

Economic development efforts are more successful when they are targeted at specific industries. By examining a region's strengths and future industries trends, one can identify 3-5 industries on which a region should focus economic development. A focused initiative is more likely to yield results, has higher a higher return on investment, and ensures sustainable long-term growth.

Objective 1:

3-5 target industries are identified as the audience for Broome County's economic development marketing

Recommendation:

Broome County should target its economic development activities on recruiting, expanding, and retaining businesses in the following industries:

- Electronics companies (R&D and design-oriented small/medium sized businesses specializing in: sensors, automation, computer storage devices, and simulation equipment)
- Communications services companies (data storage centers, technical customer support centers, and photonics)
- Private Healthcare Companies
- Biotechnology and bioinformatics companies

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- Food processing companies

Actions:

- a. Identify all local companies in the target industries.
- b. Develop a national database of target industry companies to base marketing and business development activities.
- c. Educate Broome County's economic development team on each target industry.
 - Request local business people from the industries to offer industry briefings.
 - Assign a member of the economic development team to track and distribute industry news.
 - Maintain a print or online file of news articles.
- d. Customize marketing materials to each target industry.

Objective 2:

An internal marketing effort is launched to boost local support for an economic development initiative

Recommendation 1:

Identify key organizations and individuals within the community to promote the region and support the economic development initiative.

Actions:

- a. Identify 5-10 "industry champions" – local business leaders – to participate in marketing efforts and promote the region to their peers.
- b. Identify "media champions" – local reporters, editors, and publishers – to cover economic development activities. Ask local media to assist in educating the community about its target industries.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- c. Identify and educate Greater Binghamton's most quoted people on the mission and vision of the new economic development initiative. Invite these individuals to be "ambassadors" for the region.

Recommendation 2:

Establish a standard prospect handling protocol.

Actions:

- a. Identify a team of community leaders who will be consistently involved in meetings with prospects. This team should include representatives from education, utilities, permitting, taxation, land owners and developers, target industries, workforce development.
- b. Develop 1 and 2 day prospect agendas, including meetings, hotels, restaurants, and transportation. This will make the community better prepared for last minute prospect visits.

Recommendation 3:

Organize an economic development event 6 months following the completion of *The BC Plan*. Make the event open to the entire community. The economic development governing board should organize this event. Event planning should begin at least 3 months prior to the event.

Actions:

- a. Announce the community's commitment to economic development.
- b. Inform the community about Greater Binghamton's target industries. Invite industry champions from each target industry to announce their support for the initiative.
- c. Unveil Greater Binghamton's new brand image, logo, and marketing theme. If the marketing website is online, announce the website address and walk attendees through the website's features.
- d. Announce the date of a Broome County marketing trip to promote the region.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- e. Announce the future formation of the Greater Binghamton Economic Development Corporation.

Recommendation 4:

Ensure internal marketing is a success prior to launching an external marketing campaign.

Actions:

- a. Create a checklist indicating when internal marketing has been successfully launched. This checklist should include items such as:
 - Business and community leaders have committed to a single marketing message
 - Greater Binghamton has a single economic development website
 - Greater Binghamton has a “one-stop-shop” for economic development, such as the GBEDC
 - Target industry champions are identified and committed to carrying the Greater Binghamton marketing message
 - A standard prospect handling protocol is established
 - Local media champions are identified and committed to disseminating information about economic development throughout the community

The economic development governing board will be responsible for creating this list. The majority of actions on this checklist, such as the ones listed above, will be the responsibility of the governing board prior to the economic development event. *More detail about each action listed above is provided within individual sections of this report.*

Recommendation 5:

Commit to a single marketing message.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Actions:

- a. Agree to a single brand identity, tag line, and marketing message that will represent the region in all future economic development. This strategic plan recommends “Greater Binghamton” as the region’s brand identity and “home to innovation” as its tag line.
- b. Involve local designers to create a logo and graphic images that will be consistently used in print and online collateral.
- c. Prior to the economic development event, present the economic development strategy’s findings at public gatherings such as rotary club meetings, university forums, or neighborhood association meetings. This is designed to increase community understanding of the new economic development initiative and buy-into to Greater Binghamton’s marketing message.

Recommendation 6:

Create a single economic development website that serves as the primary source of information about the region.

Actions:

- a. Invite advertising agencies and creative firms to design the website. This could come in the form of in-kind contribution from a local firm for the GBEDC.
- b. On the website, include business and community information for Greater Binghamton. Include elements such as a Greater Binghamton job bank, press center, economic and demographic statistics, company database, and pages dedicated to each target industry.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Objective 3:

An external marketing initiative is launched following successful internal marketing activities

Recommendation 1:

Promote the Greater Binghamton economic development website as the single source of information about the region.

Actions:

- a. Include the website address on all collateral and print materials, including business cards, stationary, emails, presentations, and brochures.
- b. Ask local companies to include the address on their own websites and marketing materials.

Recommendation 2:

Pursue an aggressive public relations campaign.

Actions:

- a. Engage a public relations firm to generate positive publicity about Greater Binghamton. If budget is limited, the GBEDC can hire a reputable public relations professional.
- b. Include a press release distribution aspect to the marketing website. Ask local businesses to include the website on its press distribution list.
- c. Ask local businesses to include a one-sentence description of Greater Binghamton on all press releases. The sentence could, for example, state, “Company XYZ is located in Greater Binghamton, New York – a top region for _____ companies and research.”

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Recommendation 3:

Attend, sponsor, and host target industry events.

Actions:

- a. Identify five nationwide industry events to attend each year. Select 1-2 at which Greater Binghamton consistently sponsors. Ask that local business people also attending the event help network the economic development team with industry decision makers attending the event.
- b. At least one economic development representative should attend all major target industry events occurring in New York state and the northeast U.S.

Recommendation 4:

Become a member of major target industry trade associations.

Actions:

- a. Publicize Greater Binghamton in trade association newsletters.
- b. Market to members of target industry trade associations.

Recommendation 5:

Organize and attend marketing missions to top target industry regions.

Actions:

- a. Identify a team of 5-10 volunteers to conduct marketing missions. This team should include economic development representatives, businesspeople, and educators.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- b. Develop a schedule of marketing missions. Organize trips every six months. The first trip should occur following the kick-off economic development event, and involve the development community marketing Broome County's top real estate sites.
- c. Future marketing missions should include one-on-one meetings with industry executives and a reception for the local business community. Consider hiring a business development firm to assist in organizing meetings and the reception.

Recommendation 6:

Use marketing and economic development metrics to track the success of the initiative.

Actions:

- a. Agree on a set of metrics that are calculated every six months. Examples of marketing metrics are provided in the Marketing Strategy.
- b. Publish a GBEDC annual report that contains information about the community's success. Distribute this publication throughout the community and to target industry companies.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Strategy Two: Workforce Development and Education

Based on our research and experience in Broome County, the consulting team has identified five workforce and education issues in the region:

- Issue One – Broome County’s workforce should be prepared to meet target industry requirements
- Issue Two – Broome County’s target industries will demand a young workforce
- Issue Three – Entrepreneurship should be leveraged as an alternative to corporate professions
- Issue Four – New residents need to feel welcomed and comfortable in the community
- Issue Five – Higher education and economic development should be closely linked

The following sections provide recommendations and activities to address each issue listed above.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

WORKFORCE ISSUE ONE:

BROOME COUNTY'S WORKFORCE SHOULD BE PREPARED TO MEET TARGET INDUSTRY REQUIREMENTS

A well-prepared workforce will make Broome County much more competitive for attracting, retaining, and growing target industry companies. For Broome County's targets, workforce is a top site selection factor.

Objective 1:

Workforce development activities increase focus to meet target industry labor requirements

Recommendation 1:

Support workforce development programs that train people in those skills most demanded by targeted companies.

Actions:

- a. Encourage underemployed and unemployed people to take courses in targeted skills.
- b. Distribute information about state and federal tuition assistance for individuals in those fields.
- c. Promote the value of target skill sets in the Broome Employment Center. Develop promotional materials or information on the BTWIB web site encouraging individuals to pursue training in those fields.
- d. Start an internship program with local high schools and businesses. Work with local businesses to develop programs for high school juniors and seniors to get on-the-job experience in science and engineering fields.

Recommendation 2:

Lobby state government to provide heightened job training incentives for technical skills.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Actions:

- a. Encourage regional legislators to support the creation of targeted job training programs at the state level.
 - Short-term – Collect ideas for innovative targeted job training incentives from other regions
 - Mid-term – Present consensus ideas to local legislators
 - Long-term – Legislators should lobby at state level for more targeted labor incentives and funding for training programs.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

WORKFORCE ISSUE TWO:

BROOME COUNTY'S WORKFORCE SHOULD BE PREPARED TO MEET TARGET INDUSTRY REQUIREMENTS

Broome County's population is aging, and statistics show little evidence of reversing the trend. Long-term, this will threaten workforce availability, particularly at entry and mid-level jobs.

Broome County's target companies seek regions with a high percentage of workers in the 25-45 year old age range. This is one of the first demographic characteristics a company will examine – could cut Broome County out of the site selection process early in the game.

By making Broome County an interesting place for young professionals and students to live, the community is more likely to retain this important segment of its population. Broome County will become more interesting if young people feel that they are welcomed, entertained, and involved in the community.

Objective 1:

Broome County's quality of life attracts and retains talented young professionals.

Recommendation 1:

Understand student and young professionals' opinions about living in the region.

Action:

- a. Involve BCC and BU in creating and administering a survey of students to determine what they do and do not like about the region. Ask participants to state what they would require to remain in Broome County following graduation.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Recommendation 2:

Increase the stock of mid- to high-end single and multifamily housing, preferably in central business districts.

Actions:

- a. Administer a market survey to assess the demand for single and multifamily housing in Broome County.
- b. Create an informational package about the region and highlighting its unmet demand for single and multifamily housing.
- c. Distribute the package to real estate developers across the U.S., particularly those specializing in urban housing.

Recommendation 3:

Organize a Greater Binghamton Young Professional's Association.

Action:

- a. Launch a regularly scheduled young professionals' networking event.

Recommendation 4:

Assist local educational institutions in conveying a positive image of the region to their students.

Actions:

- a. Broome County economic development officials should work with BU and BCC to develop information about the community geared toward young people. Ask BU and BCC to make this information available to students.
- b. Create an "alternative" newspaper or website, for example, containing weekly club listings, movie times, and articles tuned into a 18-40 year old audience.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Recommendation 5:

Empower young professionals to participate in leadership organizations.

Action:

- a. Organizations such as Partnership 2000, for example, should invite young professionals to participate. Broome County will receive fresh ideas for the development of the region. Their involvement will help retain young workers.
- b. Charge the Binghamton Leadership Institute with the task of creating a plan to make Broome County a more youth-friendly place.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

WORKFORCE ISSUE THREE: ENTREPRENEURSHIP SHOULD BE RECOGNIZED AND PROMOTED AS A CAREER ALTERNATIVE

Broome County has a long tradition of entrepreneurship and innovation. The region also has experienced recent lay offs that have forced quality workers to move out of the region for lack of job alternatives.

Top regions sustain long-term growth by fostering their own business creation. Entrepreneurship is an important, yet often overlooked, element of economic development. Broome County is a region containing a high concentration of engineering and scientific talent. These individuals enjoy living in Broome County and are not interested in moving away because of a tight job market. By educating people about techniques for starting a business and introducing them to potential investors, these skilled workers are more likely to become entrepreneurs and remain living in Broome County.

Long-term, the success of homegrown businesses will encourage other individuals to start their own companies. This self-sustaining growth pattern is seen in the most resilient regions of the US.

Objective:

Broome County residents are educated about entrepreneurship and the process of starting a business

Recommendation 1:

Provide entrepreneurship information to individuals recently laid off, retired, or in job transition.

Actions:

- a. Entrepreneurship training should be included in Broome-Tioga Workforce Development Board activities. Individuals seeking assistance from workforce service providers should be provided with information making a case that

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

starting a new business is a feasible working alternative. The New York State Department of Labor's "Guide to Starting Your Own Business" is one example of a resource for prospective entrepreneurs.

- b. Use computers at the Workforce Center to link to online small business information, such as the Small Business Classroom.
- c. Support the Small Business Resource Center. The center should include a library of information on entrepreneurship and consulting to small and startup businesses. Invite retired business people to staff the Resource Center.
- d. Invite local business owners and financiers to contribute to the Small Business Resource Center, making their knowledge available to potential entrepreneurs.

Recommendation 2:

Form the Greater Binghamton Entrepreneurs' Association.

Actions:

- a. The Greater Binghamton Entrepreneurs' Association should meet on a monthly basis and provide a forum for networking between business start-ups and investors.
- b. Each event should include a speaker to educate the members on a different aspect of starting a new business.
- c. Involving recently laid-off or retired individuals could spark ideas for new businesses and keep them living in Broome County.
- d. The Greater Binghamton Entrepreneurs' Association could evolve from the current Valley of Innovation initiative.

Recommendation 3:

Work with local newspaper and other media to run a series of articles about starting a business.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Actions:

- a. Media should cover the following topics (1) developing a business concept, (2) writing a business and marketing plan, (3) finding funding, (3) managing a start up company.
- b. Invite professors from Binghamton University's entrepreneurship program to contribute to articles or radio spots.
- c. Include links to other sources of information for entrepreneurs in the articles or radio spots.
- d. Use local media to promote the activities of the Greater Binghamton Entrepreneurs' Association (Recommendation in this report).

Recommendation 4:

Integrate BU's entrepreneurship program into community activities.

Actions:

- a. Allow students from BU's entrepreneurship program to get hands-on experience at business incubators. For example, students could assist in writing business plans or connecting businesses with financing.
- b. Invite professors from BU's entr
- c. epreneurship center to volunteer time or research materials to the Small Business Resource Center.
- d. Ask top local entrepreneurs and staff from BU's entrepreneurship program to speak at a semi-annual entrepreneurship-training course that is open to the community. This could be coordinated with activities by the Greater Binghamton Entrepreneurs' Association.

Recommendation 5:

Attract investment capital to the Broome County region.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Actions:

- a. Include venture capitalists and angel investors as target audiences for Broome County promotional activities
- b. Invite venture capitalists and angel investors from across the state to speak at Entrepreneurs' Association events
- c. Promote Entrepreneurship Association events beyond the borders of Broome County
- d. Form a regional Association of Business Angels, at which individuals interested in investing in startup and small business meet and review business plans. Invite local startup companies to present their business ideas to the club on a monthly basis.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

WORKFORCE ISSUE FOUR: NEW RESIDENTS NEED TO FEEL WELCOMED AND COMFORTABLE IN THE COMMUNITY

New residents of Broome County have cited difficulty feeling welcomed and assimilated into the community. Non-Anglo individuals have complained that Broome County lacks the cultural richness of other technology-oriented communities.

As Broome County begins recruiting new businesses (and growing its own), recruiting new labor into the community will become increasingly important. If these individuals do not feel comfortable in Broome County (for social or cultural reasons), they are more likely to move away – leaving local businesses with higher employee turn over.

Objective:

New residents feel welcomed in the community and reside in Broome County for many years

Recommendation 1:

Establish a mentor program.

Actions:

- a. Ask Broome residents to volunteer to introduce new people to the region.
- b. Organize a monthly dinner at locally owned restaurants, plan a shopping trip, or invite them to local sporting events.
- c. The mentor program could be offered within individual companies.

Recommendation 2:

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Create an international center / association.

Actions:

- a. Local leaders, in coordination with the university and community college, should initiate an international association where individuals from a variety of racial and ethnic backgrounds can meet each other.
- b. Involve BU and BCC international clubs in community events. For example, organize an annual international fair in downtown Binghamton. Invite club members to set up booths showcasing their culture's food, music, and traditions.

Recommendation 3:

Create a "Welcome to Broome County" package for new hires.

Actions:

- a. In the package, include items such as a map of the area, calendar of local activities, or coupons to local businesses.
- b. Request community volunteers to make a welcome visit and personally deliver the package.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

WORKFORCE ISSUE FIVE: HIGHER EDUCATION AND ECONOMIC DEVELOPMENT SHOULD BE CLOSELY LINKED.

Broome County's public sector leaders and Binghamton University have tended to maintain their own paths, with little ongoing cooperation on economic development issues. As a top regional asset, it is important to involve BU in the new economic improvement and marketing initiative.

In almost every successful community in the U.S. one can find higher education closely linked with economic development. As workforce and education are top priorities for expanding and relocating businesses, close cooperation between Binghamton University and the local economic development initiative will make the region more marketable to target industries.

Both the public sector and higher education will benefit from a closer bond. BU's involvement in marketing the region and showcasing its R&D activities will be attractive to target industries. As the region improves its quality of life and professional opportunities, BU will have an easier time recruiting top-level students and fundraising.

Objective 1:

Binghamton University is linked to economic development activities

Recommendation 1:

BU and local economic developers should work together to solve joint concerns.

Action:

- a. Address issues such as:

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- Housing. Both the university and the community share a need for additional single and multifamily housing in Broome County. The two should work together to locate developers and financing opportunities that could lead to the construction of housing for graduate students and young professionals, particularly in the central business districts.
- Incubators. Encourage entrepreneurship in the community and provide a learning / teaching platform for the university. The community and BU should work together to create an electronics or bioscience business incubator. Support a commercialization center within the incubators to seek out technologies within the community that could become the core of new businesses.
- Marketing. Improving Broome County's image and recognition outside of the northeast US will not only bring in new businesses, but also make Binghamton University a better-known option for high quality students. BU's research programs and high academic standards are among Broome County's top economic development strengths. BU representatives should be actively involved in marketing the community and economic developers should feature BU within its marketing effort.

Recommendation 2:

Support the expansion of and creation of internship programs within BU and BCC.

Actions:

- a. University representatives should meet with local employers in each of Broome County's target industries. During these meetings, determine exactly what skills employers are searching for, and then expand internship programs within university departments specializing in those skill areas.
- b. Organize meetings between university representatives and local employers to discuss cost sharing for newly created co-operative education programs.
- c. Interview Broome County companies currently going outside of the region to find co-ops and interns. Based on the interviews, decipher what activities BU and BCC could be involved in to increase the number of local students awarded those internships.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Recommendation 3:

Support research and academic activities that compliment the region's target industries.

Actions:

- a. Broome County economic development leaders should support research and development activities of BU, particularly in the field of sensors, protein dynamics, and military communications.
- b. The public sector and BU should closely cooperate in the funding, building, and launching of bioscience and electronics business incubators.

Recommendation 4:

Involve Broome Community College and Binghamton University in economic development marketing.

Actions:

- a. Include at least one representative of BU and/or BCC in marketing trips to other regions.
- b. Include representatives of BU and BCC in meetings with potential prospects.
- c. Include positive statistics about BU and BCC on the new Greater Binghamton marketing website and other promotional materials.
- d. Ask BU and BCC to include positive information about Broome County on their websites and within their promotional materials.
- e. Create informative print or online marketing materials showcasing BU and BCC's research and training programs specific to each target industry. Include these materials in correspondence with economic development prospects.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Strategy Three: Land Use

Based on our research and experience in Broome County, the consulting team has identified five land use issues in the region that directly affect quality of life and, as a result, economic development:

- Issue One – Regional planning along specific corridors provides for tangible results
- Issue Two – The region can take better advantage of its recreation and open space assets
- Issue Three – The region contains multiple brownfield sites along key corridors of the community
- Issue Four – Broome County has significant downtown development opportunities to create vibrant urban centers
- Issue Five – Environmental stewardship should significantly influence development plans

The following sections provide recommendations and activities to address each issue listed above.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

ISSUE ONE:

REGIONAL PLANNING ALONG SPECIFIC CORRIDORS PROVIDES FOR TANGIBLE RESULTS

Sound planning involves tackling Broome County's land use issues corridor-by-corridor. Quality of life issues associated with unmanaged or sprawl growth, unattractive development, deterioration of older areas, congestion and safety concerns on busy roadways, corridors, and community fragmentation tend to focus on key arterial corridors.

Broome County, NYSDOT, corridor municipalities, and the private sector should jointly coordinate to implement actions described to address Issue One.

Objective:

Land use planning is linked to specific corridors.

Recommendation 1:

One portion of the corridor plan initiative should be targeted on **Airport Road (CR 69)**, from Route 17 to Binghamton Regional Airport.

Actions:

- a. Limit allowable uses of the corridor to commercial/corporate business.
- b. Create focused nodes of development, including:
 - Route 17 (i.e. redevelopment of the CFJ site)
 - Main Road (i.e. the NSX site)
 - County Road 89
 - Farm-to-Market Commercial Road

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- Binghamton Regional Airport

Recommendation 2:

One portion of the corridor plan initiative should be targeted on **Routes 11 and 12**, from Main Street to Chenango Bridge Road.

Actions:

- a. Manage expansion of retail areas to the north.
- b. Create an urban boulevard with improved signage, mature street trees, and traffic management. The boulevard should be extended southward into Binghamton proper.

Recommendation 3:

One portion of the corridor plan initiative should be targeted on **Route 7/I-88**, from Robinson Street to Chenango Bridge Road.

Actions:

- a. Create a Brandywine Improvement plan that has gateway aesthetic and transportation improvements compatible with redevelopment of the Stow properties and with the City's planning goals for the neighborhood to the west.
- b. Protect the residential character of Chenango Street running parallel to Route 7.
- c. Relocate trucking depots along the west service road to facilitate greenway development along the eastern shoreline of the Chenango River.

Recommendation 4:

One portion of the corridor plan initiative should be targeted on **Route 17C** from Front Street to Owego.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Actions:

- a. Create urban boulevards, including street trees and medians.
- b. Make aesthetic improvements in terms of signage, façade improvements, and gateway beautification.
- c. Create and define breaks and nodes by limiting retail uses between the urban centers.
- d. Manage access to minimize curb cuts.

Recommendation 5:

One portion of the corridor plan initiative should be targeted on **Route 434**, the Vestal Parkway, from New Street to Tioga County line.

Actions:

- a. Integrate corridor initiatives into Vestal's Comprehensive Plan.
- b. Create zoning that separates and distinguishes key nodes and types of activities.
- c. Invest in aesthetics of the corridor to improve public perception of traffic conditions or dangerous conditions.
- d. Minimize or avoid new retail development between African Road and Route 26.
- e. Replicate and enhance the regional parkway feel of the roadway to the east (i.e. green edges with limited access) at the far western entry gateway to Route 26.
- f. Use the parkway as a model to regulate land and spur diverse development in other areas of the county.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

ISSUE TWO:

THE REGION CAN TAKE BETTER ADVANTAGE OF ITS RECREATION AND OPEN SPACE ASSETS.

The region has had past difficulty attracting and retaining a young workforce. Enhancing quality of life elements to meet the needs of a young educated workforce will benefit the region long-term. Recreational opportunities and green space are two top qualities sought out by young professionals.

Broome County, civic organizations, environmental associations, the EMC, the ESDC, and other NYS agencies should jointly coordinate to implement actions described to address Issue Two.

Objective:

Invest in improving recreation options and green space to make Broome County more attractive to young workers.

Recommendation 1:

Reclaim Broome County's Chenango and Susquehanna River fronts.

The confluence of the two rivers in the Binghamton CBD is a natural resource that should put the region on par with many of the great urban waterfronts in the country.

Actions:

- a. Align waterfront access up and down the river corridors to provide opportunities for linear parks and leveraged public investments.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- b. Create a waterfront park trust to provide countywide powers of land use control. Look to the Horizons Waterfront Commission in Buffalo, the Hudson River Park Trust in New York City, and the Hudson River Greenway Council for good examples of how a trust could be created.
- c. Ensure that development is based on a regional cooperative effort and partnership with local communities and residents.
- d. Begin river front initiatives by concentrating on areas of immediate importance, such as:
 - Fenton, with the west service road of I-88, currently flanked by under performing truck depots and commercial properties
 - Dickinson and Chenango, where north of Otsenigo Park the river front is flanked by the back sides of retail development along Route 11
 - Vestal, with its long Susquehanna water front and large scale parcels such as the Murphy property
 - Union and Johnson City, with connections of smaller parks, highway river frontages, and possible water front enhancements
 - Colesville and Windsor, with untapped potential for enhanced Susquehanna riverfront access

Recommendation 2:

Identify and pursue new efforts to bolster the types of recreational activities available to Broome County residents.

Actions:

- a. Close scenic roads for Bike and Blade Sundays. One road to be considered includes the Vestal Parkway from the elevated Brandywine Expressway through Binghamton University.
- b. Promote canoe, kayak, and boating programs and facilities.
- c. Reactivate or create local downhill and cross-country skiing within the immediate metro area.
- d. Develop a comprehensive open space plan, designed to acquire and link open space assets throughout Broome County.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

ISSUE THREE:

**THE REGION CONTAINS MULTIPLE BROWNFIELD SITES ALONG KEY CORRIDORS OF THE COMMUNITY.
THE REGION ALSO CONTAINS UNDERUTILIZED AND GREENFIELD SITES.**

As noted in the recent application to the EPA for a Brownfields Assessment Pilot grant, some 83 sites have identified in Broome County. There are certainly many more sites that will be identified in the future. Abandoned brownfield sites and sprawl have depleted the resources of many of Broome County's urban areas and successfully repositioning these sites is critical element of the Plan. .

Broome County, the NYSDEC, the ESDC, railroads, commercial brokers, and the EMC should jointly coordinate to implement actions described to address Issue Three.

Objective:

Broome County prioritizes and begins redeveloping and investing in infrastructure upgrades and sites in key locations within the region.

Recommendation 1:

Create a long-term plan for the redevelopment of brownfield sites.

Actions:

- a. Implement the EPA Brownfields Pilot program
- b. Continue to inventory and assess all industrial properties. (See *Land Use Plan*)
- c. Create a roster of redevelopment tools and incentives.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- d. Prioritize sites for redevelopment potential based on marketability, regional significance, and difficulty of remediation. The Land Use portion of this economic development strategy provides information on which to base this prioritization.
- e. Continue to aggressively pursue brownfield funding and incentives for targeted sites
- f. Advocate, market, and facilitate property transfers and redevelopments.
- g. Write-down and finance redevelopment costs.
- h. Establish redevelopment incentives for targeted sites.
- i. Develop a list of potential reuses for each site.
- j. Consider short-term solutions for brownfield sites, such as utilization as alternative sport venues.
- k. Work with other areas in New York state to promote less restrictive statewide brownfields legislation with respect to liability concerns.

Recommendation 2:

Expand infrastructure to support new development in carefully selected locations.

Actions:

- a. Build the infrastructure capacity of selected greenfield and underutilized properties.
- b. Prioritize new infrastructure investment in underutilized properties based on the requirements of target industries.
- c. Strongly consider the development of a business park system, utilizing a series of underutilized and select greenfield sites in the region.

Recommendation 3:

Begin implementation of recommendations of the countywide wastewater study.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

ISSUE FOUR:

THE COUNTY HAS SIGNIFICANT OPPORTUNITIES TO CREATE VIBRANT URBAN CENTERS

Dynamic and vital urban centers are critical to creating an attractive environment for sustainable economic development. Central business districts (CBDs) that build upon their historic attributes and character can become thriving centers for culture, entertainment, and business activities. Regions with interesting CBDs create a feeling of community that attracts skilled workers and businesses.

Broome County, local municipalities, civic associations, environmental associations, the EMC, the ESDC, and other New York state agencies should jointly coordinate to implement actions described to address Issue Four.

Objective:

Broome County's CBDs are revitalized and become the center points of culture, entertainment, and business activity for the region.

Recommendation 1:

Aggressively support, fund, and facilitate downtown development opportunities.

Actions:

- a. Capitalize on historic districts, advocating and marketing redevelopment opportunities that utilize historic financing programs.
- b. Develop local expertise in how to obtain, use, and translate historic financing incentives into viable re-use projects.
- c. Focus attention on application of new international building codes.
- d. Improve access to the Chenango and Susquehanna river fronts from the downtown. Build on the success of the Confluence Park project and the Washington Street pedestrian / bike bridge.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- e. Create ambitious urban design plans for the CBDs. Use the SUNY system or other entities to create design and development competitions.
- f. Create new urban housing opportunities to meet demands of, for example, graduate students, young professionals, and empty nesters. (See *Workforce* recommendations)
- g. Work with Binghamton University to create specific plans for expanding its downtown campus, housing, and incubator opportunities.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

ISSUE FIVE:

ENVIRONMENTAL STEWARDSHIP SHOULD SIGNIFICANTLY INFLUENCE DEVELOPMENT PLANS

As Broome County looks toward a more prosperous future, it should lead the region towards a proactive approach to ensure that its natural assets used to sell the community as a great place to live and work are not lost when new growth is generated.

Broome County, the Environmental Management Council (EMC), environmental associations, and the NYSDEC should jointly coordinate to implement actions described to address Issue Five.

Objective:

Environmental preservation is a considered variable in all future development.

Recommendation:

Broome County should continue and expand a regional incentive for environmental stewardship.

Actions:

- a. Create baseline environmental performance and land use controls, including:
 - Ensure that all municipalities have protective ordinances and codes (Mid-term)
 - Establish a model ordinance for ridgeline protection (Mid-term)
- b. Explore regional growth management boundaries that specifically set forth where and how growth may occur.
- c. Establish countywide best management practices and enforce utilization by all private and public development and improvement projects.

THE BROOME COUNTY PLAN FOR SUSTAINABLE ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

- d. Develop Smart Growth Codes. Ensure that local land use controls are geared toward accommodating new development where it is wanted.
- e. Establish model design guidelines and create incentives for implementation by municipalities and individual applicants.
- f. Establish the Broome County Land Trust.
- g. Create a baseline index of environmental criteria that can be used to evaluate the effectiveness of regional planning initiatives. (Short to mid-term)