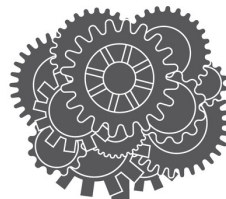


ANNUAL REPORT 2020



TEAM TIOGA

we work for you



TIOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING

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OUR MISSION

In over 30 years of operating, we have watched as the world of business has changed drastically. As an industry leader, we have evolved and adapted to the new landscape.

Our mission, however, remains the same: to create jobs to strengthen the economic base of Tioga County; to increase the tax base to benefit Tioga County residents; and to sustain the quality of life to benefit Tioga County residents and attract out-of-county visitors.



WE WORK FOR YOU

ED&P services include:

- Industrial retention & attraction
- Small business resource & referral
- Business location siting
- Local approvals assistance & streamlining
- Grantsmanship assistance for businesses & municipalities
- Review of municipal local laws & comprehensive plans
- Municipal technical assistance
- Small business loans
- Commercial revitalization & facade improvements
- Agricultural business loans
- Social media spotlights
- Farm & agricultural development assistance



STRATEGY

WE'RE IN THIS TOGETHER

On March 7, 2020 New York State Governor Andrew Cuomo declared a state of emergency with regard to the COVID-19 pandemic health crisis. Across the State, non-essential businesses closed Sunday March 22nd. Since that time, Tioga County and the Southern Tier region have been working toward safely reopening; bringing communities and businesses back while adhering to the guidelines and protocols provided by the State.

2020 HIGHLIGHTS

- TEAM Tioga partnered with Tioga County businesses and organizations to secure over \$1.85 million in grant funding.
- Tioga To-Go launched in October of 2020. Led by Tioga County Tourism, in partnership with the Tioga County Chamber of Commerce, the centerpiece of this program is www.tiogatogo.com which features over 50 restaurant menus from all over Tioga County.
- TEAM Tioga assisted more than 600 businesses with COVID-19 impact technical assistance.
- Seven businesses took advantage of the IDA COVID-19 Emergency Relief Loan Program.
- TEAM Tioga developed the state-mandated Tioga County Pandemic Operations Plan with input from all county departments, on behalf of the County Legislature. This plan outlines how Tioga County will address the operations of essential employees and non-essential employees during a possible future state-ordered shutdown due to a communicable disease outbreak.
- The Village of Waverly Planning Board completed their updated Comprehensive Plan with the help of Thoma Development Consultants and Tioga County Economic Development & Planning. The Village Board of Trustees adopted the Plan in December of 2020. With TEAM Tioga assistance, the Village Planning Board is now prioritizing projects for implementation as well as identifying goals and implementation measures that will be important while reviewing projects to be consistent with the Comprehensive Plan.
- The Workforce Development Strategy Implementation Support was launched in July 2020 to understand current collaboration efforts among Tioga County school districts and develop a model that would foster a strongly connected educator system.
- The Land Bank has partnered with Ithaca Neighborhood Housing Services and Tioga Opportunities, Inc. on a proposed residential redevelopment project. This project will include tenant relocation and the construction of an anticipated 40+ residential units and 6 townhomes.

2020 BY THE NUMBERS



Land Bank Properties	Secured Grant Funding	Active Grants
13	\$1.85 million	19

Homes participated in Light Up Tioga	Businesses/organizations assisted as part of COVID-19 outreach	FB Followers Increase
60	600+	290

Foundations Coalition Emergency Funds Distributed	Businesses Responded to TEAM Tioga COVID-19 survey	Tioga County Economic Recovery Advisory Council Members
\$73,310	336	28

70.4%

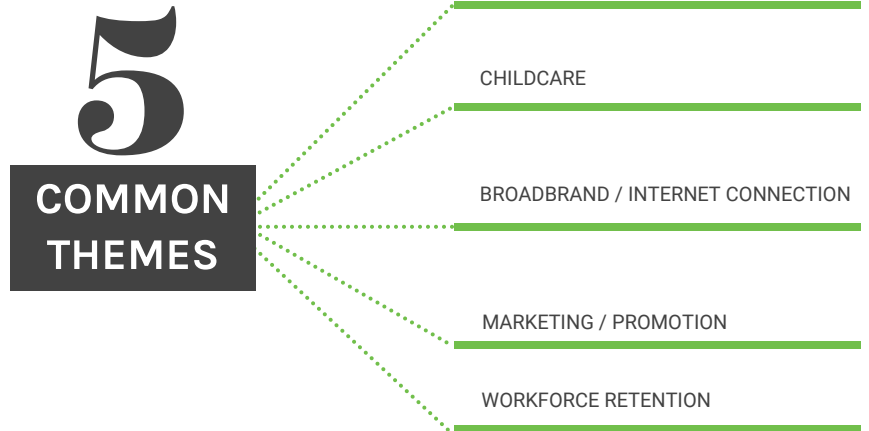
2020 CENSUS

Tioga County achieved a 70.4% self-response rate, the highest among rural counties in NYS. Thank you to the members of Tioga County's Complete Count Committee for all your hard work. A co-branded, multi-media outreach campaign was funded in part by Committee members and by a grant from NYS Empire State Development.

STRATEGIC ECONOMIC RECOVERY PLAN

PURPOSE: to create an action plan to position Tioga County for success in the future economy.

TEAM Tioga and the Tioga County Economic Recovery Advisory Council created the County's Strategic Economic Recovery Plan, which involved nine committees and numerous volunteers. By the end of 2020, implementation of the Plan had already commenced.



Agriculture Decision Criteria

- Actions must address or contribute to a secure community food system.



Hospitality and Retail Businesses Decision Criteria

- Attract an increase in customers and visitors to hospitality and retail businesses throughout the County.
- Enhance customer experience.
- Benefit all hospitality and retail businesses.



Technology Decision Criteria

- Provide 100% of addresses in Tioga County with robust, high-speed broadband and internet coverage.



Schools Decision Criteria

- 2020-2021 seniors will matriculate through graduation.
- Meet vocational needs through more in-house programs.
- Maintain open schools; maintain school work force.



Private Business Decision Criteria

- Increase private business resiliency to withstand pandemic closures without impacts.
- Ensure our businesses survive and thrive.



Human Services Decision Criteria

- Protect the health and safety of Tioga County residents by maintaining spread of the COVID-19 daily infection rate to 1% or less.
- Identify new and underserved mental health services consumers.
- Connect job seekers with long-term, meaningful employment.
- Outreach and communicate to ensure county residents have access to services in order to maintain family and community economic security during pandemic.
- Build our non-profit organization's capacity to serve as many of those in need as possible.



Real Estate Trends Decision Criteria

- Improve appeal of both residential and industrial/commercial properties so we have inventory that is ready to move.
- Keep small businesses open.
- Work to make landlords solvent.



Nonprofit Organizations Decision Criteria

- Assist NPO's to becoming pandemic proof.
- Transform our NPO's to "business" models that operate sustainably.



Workforce Development Decision Criteria

- Connect job seekers with meaningful long-term, local employment.
- Actions should be consistent with the career pipeline strategy outlined in the Tioga County Workforce Strategy.
- Help youth obtain long-term career opportunities versus short-term employment.
- Create an environment that allows businesses to be more resilient.

IMPLEMENTATION

TEAM Tioga has facilitated implementation of these strategic actions in partnership with the respective Committee or Work Group members. Progress on the identified strategic actions has been tracked and Committee and Work Group members have been updating the Tioga Economic Recovery Advisory Council on accomplishments at bi-monthly meetings.

LAND BANK (TCPDC)



The Land Bank has focused on the conversion of 13 properties into productive use in Tioga County. 1 property in Owego was acquired in 2020; this is in addition to the 12 properties acquired in 2019.

Waverly

- 7 properties were demolished, and sold to private buyers
- 2 properties were sold to a local developer for rehabilitation.
 - o Rehabilitation of 207 Howard Street has been completed and was sold as affordable housing.
 - o Rehabilitation of 35 Lincoln Street is commencing.

Owego

- 3 properties are slated for a residential redevelopment project in Owego.
- 1 property is slated for a Side Lot Program.

- In addition to the initial \$500,000 funding awarded by Enterprise Community Partners in 2019, \$560,000 was approved in 2020. Work will include the acquisition of 11 additional properties and the demolition of 8 residential structures plus a garage and a barn in the Liberty St and Temple St areas in Owego. This site will make way for a proposed residential redevelopment project in partnership with Ithaca Neighborhood Housing Services for construction of an anticipated 40+ residential units and 6 townhomes. A Tenant Relocation Plan and Agreement has been executed between Tioga Opportunities, Inc. INHS and TCPDC to relocate tenants from 13 units in redevelopment area.
- A Modified Administrative Services Agreement between TCPDC and Tioga County through the Tioga County Economic Development & Planning Office was approved. This agreement extends this partnership through June 2021.
- A 2020 New York Main Street Downtown Anchor Program application for Village of Candor downtown area including 80, 82 and 84 Main Street, Candor, NY was prepared in 2020. This request was \$500,000 for interior and exterior renovations. The awards are expected to be announced in early 2021.
- Work continues on the rehabilitation of 358 Broad St in Waverly, including exterior and interior renovations of commercial space on the first and second floors, and apartments on the third floor. This project was awarded a \$1 million dollar Restore NY grant from Empire State Development in 2018.

PLANNING + ZONING 239M REFERRALS

The Tioga County Planning Board received 19 referrals from various municipalities throughout the County for recommendation on development projects. Of note was the Town of Richford's first commercial plaza in several decades, plus continued interest in small-scale community distributed generation solar projects in the Town of Tioga and Town of Owego. Also of note were a number of proposals for small business expansion in the Village of Owego.

- Municipal Code Enforcement Shared Services Study – Center for Governmental Research completed the study in summer 2020 and it was accepted by the Mayors and Supervisors. We are moving on to implementation by applying to local grant sources to fund a standard, shared building code and inspection fee schedule to be used by all 15 municipalities in Tioga County.
- Martha Lyon of Lyon Landscape Architecture completed the Cultural Landscape report for the Village of Owego's Evergreen Cemetery, which was funded by the Preservation League of NYS, with grant writing assistance from TEAM Tioga. The newly formed Friends of Evergreen Cemetery 501c3 corporation is prioritizing the very practical and important recommendations, and implementing those actions that can be accomplished with volunteers.
- TEAM Tioga worked with a team from NYS DOH and Tioga County Department of Public Health to test and assess private water wells in Richford's hamlet area for contamination. Test results came back with a majority of the tested wells having some kind of environmental contamination. The team then prepared and presented two workshops for residents to educate them on how to maintain private water wells and septic systems.
- TEAM Tioga is participating in a regional project lead by ST8 to develop a web-based marketing campaign for Tioga County's federal Opportunity Zone area. This resource will be hosted by ST8's web portal. The consultant, The Opportunity Exchange, is building this OZ web marketing tool with our data input, and will also assist us with methods and connections to attract appropriate outside investors to fund our various projects. Stakeholders in this project include TEAM Tioga, TC Tourism, TC Chamber of Commerce, CCE of Tioga, TC REAP, TC Property Development Corporation, and Tioga Opportunities.



AGRICULTURAL DEVELOPMENT

- The annual agricultural district enrollment period, the designated period where land owners may add land to any of the county's three agricultural districts, saw the addition of 110 acres of farmland into the North Tioga Agricultural District.
- Both the Owego Nichols and Spencer Agricultural Districts underwent their 8-year Agricultural District Review in 2020. During this time, agricultural land owners have the opportunity to add or remove land from their respective district. Extensive outreach, including surveys, landowner consultation, and public commenting, was conducted to understand the agricultural landscape of the county. As a result of this review, over 1,200 acres were added to the Owego Nichols Agricultural District, and over 3,100 acres were added to the Spencer Agricultural District.
- In July 2020, TEAM Tioga was awarded a USDA Rural Business Development Grant in the amount of \$69,945 to define Tioga County's Agricultural Value Chain. TEAM Tioga retained the consulting firm Karen Karp & Partners in order to conduct farmer and buyer interviews, and use the information gathered from these interviews to develop strategies that will expand marketing opportunities for Tioga County farmers. Engaging stakeholders from various different agricultural sectors, this study will work to grow Tioga County's already strong agricultural environment. The work for this study will culminate in the spring of 2021.
- Working in partnership with the Small Business Development Center, TEAM Tioga was able to help a young couple purchase a 52 acre farm that had been out of production for many years. The department helped the beginning farmers leverage funds from the Southern Tier Regional Economic Development Council in order for them to purchase the farm and start their business.
- As community distributed generation solar projects and proposals are ever increasing in Tioga County, and because developers target mostly vacant agricultural land to locate these projects, TEAM Tioga developed an ArcGIS on-line mapping application resource that organizations and the public can use to see the projects by specific attributes, as well as NYSEG electric grid and various agricultural layers so they can see and assess the impact these solar projects are having on Tioga County's agricultural assets.

INDUSTRIAL DEVELOPMENT AGENCY

- Completion of Water/Sewer Utility extension to V&S New York Galvanizing funded by an Empire State Development Capital Grant.
- Awarded USDA Broadband Study Grant; study completed.
- Administered Tioga County COVID-19 Emergency Relief Loan Program, assisted TEAM Tioga with COVID-19 response efforts, participated on Tioga County Economic Recovery Advisory Council.
- Owego Gardens II, a 93 unit residential facility, commenced construction December 2020, supported by an IDA PILOT and IDA administration of an Empire State Development Grant for water tank construction. Overall investment by developer is \$24 million+.
- Conducted diligent oversight of PILOT Projects' number of employees, sales tax exemption benefits, and mortgage tax exemption benefits.
- Administered Waverly Trade Center Grant disbursements.
- Administered Upstate Shredding Grant disbursements.
- Applied for FEMA Grant to assist with Monkey Run creek stabilization; award notice pending.
- Conducted IRP Loan Site visits as required by USDA; verified employment numbers for loan recipients.



TOURISM

Tioga County Tourism (TCT) pivoted from the 2020 marketing plan in response to the Covid-19 pandemic, shifting from promoting visitation to a wide audience to Shopping Local. Tourism also worked with TEAM Tioga to support tourism businesses with resources so they could adjust to new visitor habits and state regulations. As the pandemic response stabilized somewhat, TCT heavily promoted outdoor activities, shopping small, online shopping and ordering, virtual events, outdoor dining and take-out, as well as promoting the area as a rural, quaint and safe place to visit overnight. Despite the outside factors affecting the travel and tourism industry, website visits were up by 5% and social media engagement increased by roughly 10% from 2019. Also of note:

- Tioga To-Go launched in October of 2020 in response to the change in weather and the popularity of take-out. Led by TCT in partnership with the Tioga County Chamber of Commerce, the centerpiece of this program is www.tiogatogo.com which features over 50 restaurant menus from all over Tioga County. Approximately 200 people visit the site each month. The website is promoted through the Tioga To-Go Facebook page which features daily specials, updates and contests and has over 500 followers.
- Accommodation Digital Ad Campaign: This campaign ran from October until December and featured Tioga County inns, bed & breakfasts, riverside hotels and Tioga Downs Casino. This campaign garnered over 290,000 impressions and over 400 click-throughs to the lodging page of www.experiencetioga.com.
- TCT organized Light Up Tioga to promote holiday displays around Tioga County as a safe, family event. TCT created digital and hard-copy maps of over 60 homes, businesses and neighborhoods with light displays and marketed it through a Facebook event that reached over 11,000 people and received engagement from 309 people. Over 80 people voted for their favorite displays on www.experiencetioga.com.
- TEAM Tioga funded the development of a web-based virtual tour of Evergreen Cemetery, developed by Small Town 360 that can be accessed on www.experiencetioga.com and is promoted by TCT.



COMMUNITY DEVELOPMENT

- In response to the COVID-19 pandemic, TEAM Tioga worked with the Tioga County Foundations Coalition to establish the Tioga County Foundations Coalition Emergency Fund, a funder collaborative that provided support for organizations working with individuals and families most negatively affected by COVID-19. \$73,310.00 was quickly and efficiently distributed to 11 essential nonprofit organizations in Tioga County.
- Nichols Park, located in the Village of Spencer, was successfully nominated to The National Register of Historic Places.
- TEAM Tioga partnered with the Tioga County Department of Social Services (D.S.S.), Family Enrichment Network (FEN), and all six county-wide school districts to distribute a Childcare Needs Assessment survey. The survey was focused primarily on gathering data for immediate response post-COVID. Significant gaps in the availability of childcare and remote work policies were identified. The results also highlighted the benefits of proactively implementing remote work policies. TEAM Tioga, together with D.S.S. and FEN, have identified both immediate and longer-term strategic actions, and have initiated implementation of these actions. Establishment of a Childcare Task Force is a critical next step.
- The Tioga County Rural Economic Area Partnership LDC (REAP) continued its work on a Strategic Action Plan with the Rural Economic Development Innovation (REDI) initiative. Of the strategies and sectors identified, county stakeholders determined four areas to focus on over the next 3-5 years. These strategic areas are opportunities to build on community strengths.
- With feedback from participating nonprofit organizations, began work to restructure the Tioga County Nonprofit Network to the benefit of regional nonprofit organizations.

WORKFORCE DEVELOPMENT PIPELINE STRATEGY

In recognizing the importance of workforce development to industries' continued viability and economic growth, TEAM Tioga initiated the development of the 2020-2025 Tioga County Workforce Development Strategy. The Strategy, which was completed in mid-2020, was action-oriented and implementation-driven to connect school districts, higher learning institutions, local employers, and major employers across the region to enable a highly qualified and skilled workforce pipeline.

Four distinct themes emerged from the Strategy. They are collectively termed the '4-C's of Workforce Development' and are illustrated below.



Create – Augment the Training & Skills Development Ecosystem

·TEAM Tioga assisted the Owego-Apalachin Central School District (OACSD) in applying for and securing funding through the NYS Workforce Development Initiative (WDI) Underemployed Worker Training (UWT) program. This \$200,000 award will allow OACSD to expand their cooperative learning program with area employers, and will result in the training of 25 students for positions in manufacturing, including; tool and die makers and CNC programmers and operators.

· TEAM Tioga is in the process of securing funding over a three year period for a Workforce Liaison position that will act as a facilitator between Tioga County school districts, post-secondary institutions and local and regional industry leaders to assist in successfully building career pathways for students that link directly to local businesses, and will also facilitate the creation and management of a Talent Supply Table to enable knowledge exchange and dialog to explore how the industry and education sectors may work more collaboratively, share resources and support talent development. It is intended that the position will become sustainable via public/private partnership after this three year period.



Connect – Enhance Partnerships and Collaboration Between and Among Stakeholders

· The Workforce Development Strategy Implementation Support was launched in July 2020 to understand current collaboration efforts among school districts and develop a model that would foster a strongly connected educator system with increased partnerships among all school districts and education partners. The model was envisioned to have a regional focus. All six school districts and BOCES collaborate to share best practices, programs, and services, support talent development and employer engagement across the region.

· To establish a platform for such collaboration, the Talent Supply Table (TST) was introduced. The TST is a collaborative model that ensures workforce development efforts are well aligned and maximized for the greatest return on investment. It stipulates the need for enhanced partnerships between and among school districts and academia and with the business community and other intermediary groups that support workforce development and labor market planning.



Clarify – Reflect Tioga County's Sector and Employers

- Partnered with the Broome-Tioga Talent Task Force to develop a business resource guide that assists businesses with human resources management, recruitment and retention, talent attraction, and access to information on grants, support programs.



Celebrate – Facilitate a Common Marketing Effort for Tioga County

· One of the priority actions included in the Strategy is the development of a centralized recruitment tool and website, which will assist local businesses and realtors in their talent recruitment and attraction efforts, and will be a clearing house of information to promote quality of life in the County. TEAM Tioga is in the process of applying to the USDA Rural Business Development Grant (RBDG) program to assist with the implementation of this strategic action.

DOWNTOWN REVITALIZATION INITIATIVE PROGRESS

On March 7, 2020 New York State Governor Andrew Cuomo declared a state of emergency with regard to the COVID-19 pandemic health crisis. Across the State, non-essential businesses closed Sunday March 22nd, when Governor Cuomo announced the “New York State on PAUSE” executive order, a 10-point policy to assure uniform safety for everyone.

New York State allowed non-essential businesses to reopen on a regional and industry specific basis, as each region met the criteria necessary to protect public health. The State’s plan focused on getting New Yorkers back to work- without triggering renewed spread of the COVID-19 virus or overwhelming the local hospital systems and medical community.

New York State has not provided notification that D.R.I. funding has been impacted. However, this unprecedented challenge has had a direct impact on the businesses and organizations selected for grant funding. Increased supply costs, contract delays, limitations to in-person site visits, financial consequences of business closures, postponed fundraising efforts, etc. have resulted in necessary changes made to the scope, timeline, and budgets of several projects.

PROJECT SPOTLIGHTS



Coburn Free Library

Work is nearly complete on the newly constructed 1,200-square-foot annex on the Coburn Free Library. Incorporated in the addition are an elevator shaft and system, expanded reading room space, and handicap-accessible restrooms. This \$974,500 project received \$300,000 in DRI investment, and will enhance the library’s role to serve the educational needs in the community, as well as to provide ease of access to people with disabilities and mobility issues, elderly patrons, young families with strollers, and community organizations needing wheelchair accessible meeting space.



Main Street Rehabilitation Project

The Main Street Rehabilitation project received \$123,429 in DRI investment in order to complete a full renovation of the building located at 167-169 Main Street. This \$1.2 million dollar project, a portion of which was funded by a 2018 \$875,000 Restore NY grant from Empire State Development, will create 8 new residential units and 2 commercial spaces, and includes extensive exterior façade renovations to a formerly blighted and vacant building located at one of the most visible intersections in the Village. It is anticipated that construction will be complete by May 2021.



Upcoming Project – Shear Paradise

This project will renovate and expand a mixed-use building located at 127 McMaster Street in the Village of Owego. The project includes the renovation of the existing structure and the new construction of a 1,400-square-foot addition, to house the relocated Shear Paradise salon, and will allow this locally owned Owego business to expand operations to include the establishment of a spa. Construction is slated to begin on this project in the Spring.

\$1.85 MILLION GRANT AWARDS

- \$560,000 from Enterprise Community Partners - Land Bank
- \$50,000 State & Municipal Facilities Capital Program for highway equipment via Assemblyman Friend's Office - Town of Richford
- \$69,945 from USDA RBDG for Ag Value Chain Study - IDA
- \$65,397 from USDA RBDG for Multi-county Broadband Study - IDA
- \$52,512 - New York State Snowmobile Trail Grant - Tioga County
- \$20,000 from the Mildred Faulkner Truman Foundation for Waverly Glen Park - Village of Waverly
- \$25,000 reallocated from Tioga Downs for 2020 Workforce Development Plan - REAP
- \$232,500 Empire State Development Capital Grant for Tioga County IDA - Weitsman Shredding Capital
- \$461,936 Empire State Development Capital Grant for Tioga County IDA - Waverly Trade Center
- Technical assistance grant - Cornell University Design Connect in support of Art Park - Village of Owego
- \$36,440 from NYS Empire State Development for 2020 Census Outreach
- \$200,000 from NYS Workforce Development Initiative (WDI) Underemployed Worker Training (UWT) program for Owego Apalachin CSD
- \$73,310 from the Tioga County Foundations Coalition for COVID-19 relief efforts



BOARDS & COMMITTEES

- Broome Tioga Talent Task Force
- Southern Tier Regional Economic Development Council (STREDC)
- STREDC Workforce Development Work Group
- STREDC Advanced Manufacturers Work Group
- STREDC Loan Committee
- Southern Tier 8 Regional Board (STERPDB)
- ST8 Regional Planners Committee
- Broome Tioga Workforce Development Board
- Tioga County Chamber of Commerce
- Southern Tier 8 CED's Committee
- Southern Tier Network Broadband Coalition
- Valley Economic Development Association
- Waverly Business Association
- Finger Lakes Wine Country Tourism Marketing Association
- Binghamton Metropolitan Transportation Study Planning Committee
- NYS Association of County Planning Directors
- NYS Region 7 Open Space Committee
- Tioga County Rural Economic Area Partnership (REAP)
- Susquehanna Heritage Area Commission
- Tioga County Local Development Corporation
- Tioga Women Lead
- Tioga County Agricultural & Farmland Protection Board
- Tioga County Agricultural Resource Group
- ITCS Steering Committee
- Tioga County Property Development Corporation
- Tioga Business Services Team
- Tioga Housing Partnership Coalition
- Tioga County Non Profit Network
- Tioga County Foundations Coalition
- United Way Impact Council Review Panel
- Community Foundation for South Central NY Grant Review Panel
- Tioga County Women's Suffrage Committee

