

ANNUAL REPORT 2021



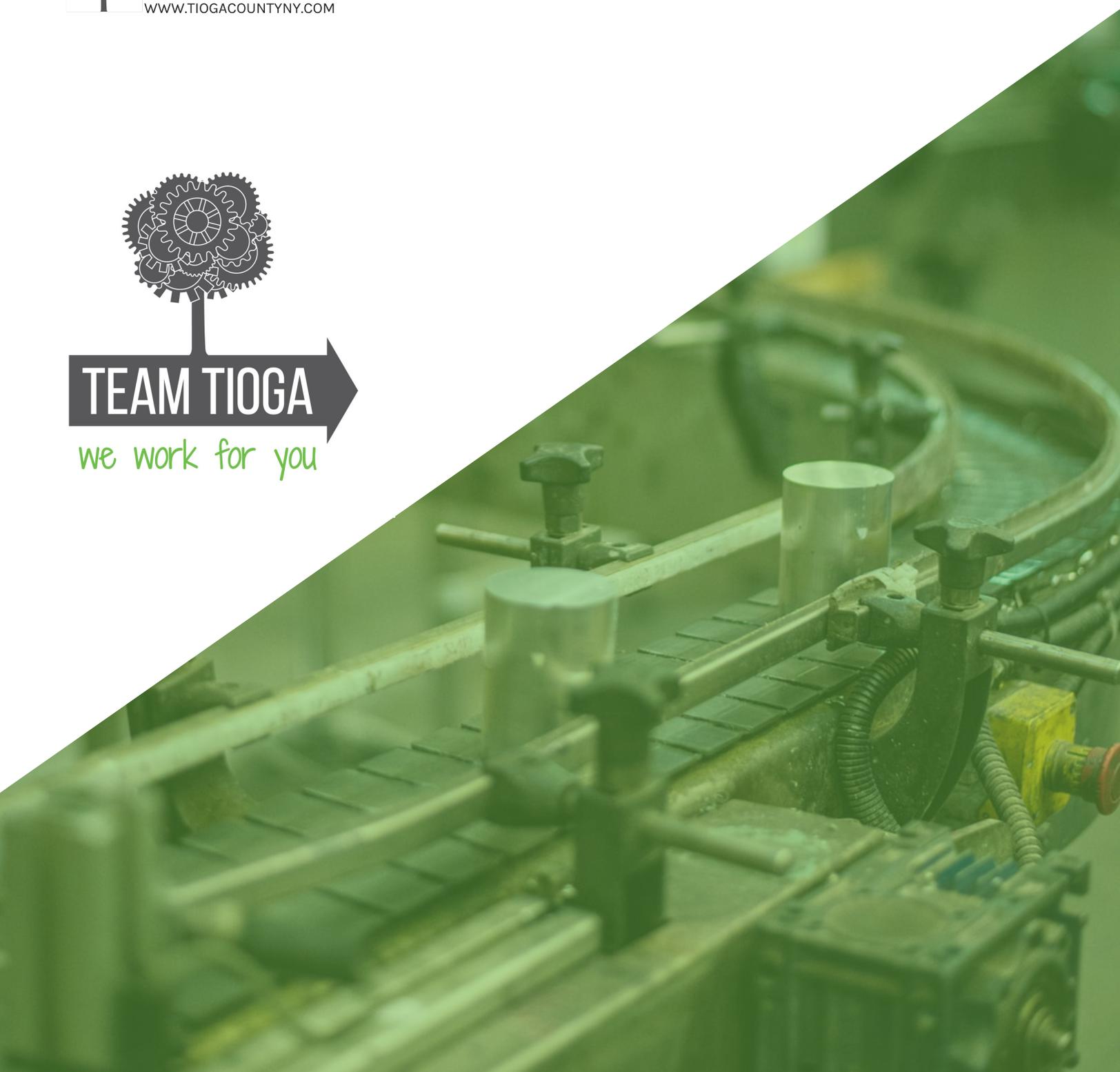
TIOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING

RONALD E. DOUGHERTY COUNTY OFFICE BUILDING,
56 MAIN STREET, OWEGO, NY 13827 / (607) 687-8255
WWW.TIOGACOUNTYNY.COM



TEAM TIOGA

we work for you





TEAM TIOGA

WHO WE ARE



LEE ANN TINNEY

DEPARTMENT DIRECTOR,
ECONOMIC DEVELOPMENT &
PLANNING



BRITTANY WOODBURN

DEPUTY DIRECTOR, ECONOMIC
DEVELOPMENT & PLANNING /
LAND BANK DIRECTOR



LINDA SAMPSON

ADMINISTRATIVE ASSISTANT



ELAINE JARDINE

PLANNING DIRECTOR



MEGAN SCHNABL

ECONOMIC DEVELOPMENT
SPECIALIST



ABBEY ORTU

COMMUNITY DEVELOPMENT
SPECIALIST



CHRISTINE CURTIS

INDUSTRIAL DEVELOPMENT
AGENCY, EXECUTIVE
ADMINISTRATOR



REBECCA MAFFEI

DIRECTOR, TIOGA COUNTY
TOURISM



LOREEN MALEY

ASSISTANT DIRECTOR, TIOGA
COUNTY TOURISM



TERESA SARACENO

LAND BANK DIRECTOR

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WHAT WE DO

In over 30 years of operating, we have watched as the world of business has changed drastically. As an industry leader, TEAM Tioga has 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.



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



Workforce Development



Commercial revitalization & façade improvements



Agricultural and small business loans



Social media spotlights



Farm & agricultural development assistance

WE WORK FOR YOU

STRATEGY

The TEAM Tioga 2021 economic development strategy was a concerted effort by multiple partners coming together around a common goal. The 2020 Tioga County COVID-19 Strategic Economic Recovery Plan, developed by key leaders and stakeholders from sectors across the County, served as our road map in 2021. The Recovery Plan was used as a tool to help guide our work and allowed us to be tactical and strategic, focused, and to capitalize on the recovery momentum.

2021 HIGHLIGHTS

- TEAM Tioga partnered with Tioga County businesses and organizations to secure over \$2.6 million in grant funding.
- Tioga County Tourism launched the Experience Tioga App. This free application is a simple and efficient way for users to search for activities happening around the County. TCT developed a shopping tour that was used by over 100 people in the first month of the application promotion.
- Construction of Owego Square (Owego Gardens II) is nearing completion. The development includes thirty townhomes and one three-story apartment building consisting of 62 units. Overall investment by the developer is \$24 million+.
- As a follow up to the Municipal Code Enforcement Shared Services Study completed in 2020, ED&P implemented the recommendation to develop a uniform building permit and inspection fee schedule. Several municipalities were in favor of this schedule, and adopted it as their own.
- Work is complete on the 1,200-square-foot annex on the Coburn Free Library. This \$974,500 project received \$300,000 in DRI investment.
- The Land Bank has partnered with the Owego Apalachin Central School District to develop a program that will have students rehabilitate a single family home in the Village of Owego.
- Tioga County Rural Economic Area Partnership (REAP) LDC successfully partnered with the Benevolent and Protective Order of Elks, Owego 1039 to support repairs to the roof of the historic building that houses the Owego Elks.
- The newly created Education Workforce Coordinator (EWC) position was funded by the Floyd Hooker Foundation. The EWC will act as a facilitator between Tioga County school districts, post-secondary institutions and local and regional industry leaders.
- The Tioga County Agricultural Value Chain Study was completed in May 2021. This study produced strategies for stakeholders to pursue in order to further strengthen farm businesses in the County.

2021 BY THE NUMBERS



Land Bank Properties	Secured Grant Funding	Active Grants
13	\$2.6 million	28
Experience Tioga App Shopping Tour users	Boards/ Committees that TEAM Tioga serves	Social Media Followers
100	34	1,883
Owego Square (Owego Gardens II) investment by developer	Funding secured for Village of Nichols vacuum truck purchase	Tioga County ED&P 239 referrals
\$24 million	\$339K	23



Marijuana Regulation and Taxation Act

New York State's passage of the Marijuana Regulation and Taxation Act (MRTA) gave municipalities challenges, opportunities and decisions to make in 2021. Tioga County ED&P rode the circuit, educating governing boards around the County on their choices and procedures on how to "opt out" or "stay in" MRTA. Decisions regarding licensed retail dispensaries and onsite consumption lounges, had to be made before December 31, 2021. Municipalities that stayed in may use land use regulations to regulate these businesses. There is much more education on local regulations to be done in 2022, but as for 2021, all municipalities that voted to opt out did so before the end of the year deadline.

PLANNING & ZONING 239 REFERRALS



SOLAR STUDY

At the end of 2021, TCEDP sought a qualified professional consultant to conduct a study of best practices related to solar development. The study will provide guidance for government or municipal officials making decisions about solar development in their communities. Items to consider include, but are not limited to:

- The best approach for PILOT payments/agreements or other method of tax revenue sharing among taxing jurisdictions.
- Development of siting criteria that consider the best use of land in relation to agricultural and environmental resources impacts, potential use of land other than solar, co-location of uses either land-based or rooftop, viewshed impacts, potential storm water runoff issues, safety, among others.
- Specific analysis of agrivoltaics co-location; benefits vs. detriments.
- Decommissioning issues such as ensuring developer completion and financial commitment adequacy to cover costs of dismantling, disposal and site reclamation.

The Project Committee selected MRB Group to be the consultant for this study and report. We are excited and looking forward to working with the MRB Group.

MUNICIPAL CODE ENFORCEMENT FEE SCHEDULE

As a follow up to the Municipal Code Enforcement Shared Services Study completed in 2020, ED&P implemented the recommendation to develop a uniform building permit and inspection fee schedule. Funded by the Community Foundation for South Central NY, Tioga County REAP once again commissioned Center for Governmental Research (CGR) to develop the uniform fee schedule. CGR interviewed Tioga County mayors and supervisors, gathered information from counties in upstate NY that have county-level code enforcement, and researched NYS Department of State Division of Building Codes. The final product is a two-page fee schedule that reflects current day cost of providing municipal code enforcement and inspection services. Several municipalities were in favor of this schedule, and adopted it as their own. This was a very successful project and helpful for our municipalities.



Tioga County ED&P received twenty-three 239 referrals for recommendations from municipalities in 2021. Highlights included two Village of Owego DRI projects – the Shear Paradise spa expansion on McMaster Street and the Home Central Design and Showroom project on the corner of Fox Street and Central Ave.



Other projects of note receiving a recommendation of approval from the Tioga County Planning Board included the Cocoon Birthing Center on Ithaca Street in the Village of Waverly (they just had their first birth in January 2022!) and the Owego Hose Team's Steam Engine Display project to be located on North Avenue directly adjacent to their current truck garage.

AGRICULTURAL VALUE CHAIN STUDY

In July 2020, TEAM Tioga was awarded a USDA Rural Business Development Grant in order to define Tioga County's Agricultural Value Chain. TEAM Tioga retained the consulting firm Karen Karp & Partners (KK&P) to work with stakeholders across the value chain, including farmers, institutional buyers, local government, nonprofit agencies, and more. Completed in May 2021, this study produced strategies for stakeholders to pursue in order to further strengthen farm businesses in the County. TEAM Tioga continues partner with stakeholders to realize the strategies laid out in the report.



TIOGA COUNTY AGRICULTURAL RESOURCE GROUP

In spring 2021, TEAM Tioga worked in partnership with the Tioga County Agricultural Resource Group (ARG) to revamp its Agricultural Resource Directory. This directory includes information for Tioga County farmers, including contact information for local agricultural organizations and service providers, as well as information on grant and loan programs available to farmers. This guide is a useful tool for both new farmers to the county and long-established farmers alike.

DOWNTOWN REVITALIZATION INITIATIVE PROGRESS

COBURN FREE LIBRARY: ACCESSIBILITY

Work is complete on the 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 has enhanced 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. The new space has inspired collaborative partnerships and educational programming related to accessibility.



HOME CENTRAL

Home Central is currently expanding their kitchen and bath design and outside sales operations to include an over 2000 sq. ft. showroom, at the corner of Fox and Central Ave (133 Central Avenue). Home Central is renovating the D&B Automotive building into a modern showroom and sales office which will feature the latest in kitchen, bath, window, and door designs. With home improvements on the rise across the country, the showroom and staff will provide a unique opportunity for the community to add value to their homes, while stimulating the local economy. The project is well underway, and it is anticipated that construction will be completed in the Spring of 2022.



WORK CONTINUES

The challenges faced on a global scale since March 2020 have had a direct impact on the businesses and organizations selected for Downtown Revitalization Initiative (DRI) 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. Thanks to strong partnerships and continued persistence and flexibility, several projects are either complete or nearing completion; the remaining projects are in various stages of the DRI process and have been moving forward productively.

COMMUNITY DEVELOPMENT



TEAM Tioga serves as a catalyst for economic and community development projects in Tioga County. Establishing relationships, building networks, making connections, and generating resources to meet the needs of Tioga County businesses, organizations, and residents are important steps in increasing economic prosperity. In 2021, TEAM Tioga focused its efforts on strengthening partnerships throughout Tioga County. Technical assistance was provided to organizations including, but not limited to, the following:

- Carantouan Greenway, trail project
- Friends of Evergreen Cemetery, Chapel Restoration
- Owego Hose Teams, project consultation
- Candor Emergency Squad, grant writing
- Candor Historical Society, capital project
- Town of Owego, Tioga Boulevard Park project
- Tioga County Boys & Girls Club, grant writing
- Town of Richford, equipment
- Berkshire Fire Department, equipment consultation
- Waterman Conservation Education Center, project consultation



RURAL ECONOMIC AREA PARTNERSHIP, LDC (REAP)

REAP has initiated a wide variety of community-developed cooperative strategies to the benefit of Tioga County and is unique in its ability to facilitate projects throughout the County. Most recently, REAP partnered with the Benevolent and Protective Order of Elks, Owego 1039 to support repairs to the roof of the historic building that houses the Owego Elks. Located within the Central Owego Historic District at 223 Front Street, repairs to this significant building will ensure the safety and stability of a historic structure, while also maintaining the continued sustainability of the Elks' charitable giving. Since chartered in 1906, it has been estimated that the Owego Elks have donated over \$5.4 million dollars back to the local community. Beyond financial assistance, the space, volunteers, and resources that the Elks share with the community have a significant impact on the economic prosperity and quality of life in Tioga County as a whole.

The REAP Board also adopted a County-wide organizational Action Plan in June 2021 and has been working to implement this strategy.



TOURISM

Tioga County Tourism (TCT) continued to operate on an adjusted marketing plan due to the Covid-19 Pandemic. With the uncertainty of regulations related to tourism, TCT devoted more focus and funds to product development alongside Tioga County Economic Development and Planning (ED&P) by applying for, and eventually being awarded, two grants from the United States Department of Agriculture. TCT was also able to maintain programs that were in jeopardy due to a reduction in funds from the annual I Love New York grant. These programs included the Tioga County GeoTour, Finger Lakes Farm Country, the Haunted History Trail of New York State, Finger Lakes Wine Country and ongoing accommodation digital campaigns. Throughout a challenging year, TCT was able to add new programs and make strides in marketing over 200 partners to help drive out-of-county revenue to their businesses.

EXPERIENCE TIOGA MOBILE APPLICATION

In response to changes in how people search and find information, TCT launched the Experience Tioga App. This free application can be used on all iPhone and Android devices. It showcases events and is a simple and efficient way for users to search for activities happening around the County. It includes all partner businesses, allows users to choose places they would like to visit, and creates maps so they can plan their stay. TCT developed a shopping tour that was used by over 100 people in the first month of the application promotion. TCT will continue to maintain a robust event calendar and add tours and new partners to the application.

COOPERATIVE MARKETING PROGRAM FOR EVENTS

Although some events were cancelled in 2021, TCT was able to support 10 events around the county by contributing grant funding to assist with their promotional efforts.



SUPPORT THE CREATIVE COMMUNITY DOWNTOWN REVITALIZATION WAYFINDING SIGN PROJECT

TCT was designated by New York State to manage the Creative Community Downtown Revitalization Wayfinding Sign Project. The main objectives are to create a new brand for the Village of Owego, oversee and fund renovations at the Tioga Arts Council, and create and implement a wayfinding sign system in the Village of Owego Historic District. In 2021, a steering committee was assembled. This committee chose a contractor and has embarked on the branding process with the goal of completing this project by the end of 2023.

ONLINE SERVICES TECHNICAL SUPPORT GRANT

TCT received a grant to implement a one-on-one technical assistance program to aid four small businesses in enhancing and adding digital sales, ordering and marketing to their existing brick-and-mortar operations. A specialist has been contracted to assess the needs and resources of these businesses. The specialist will guide them through the process with the goal of allowing them to effectively market their business digitally and diversify their business in such a way that they are able to add job opportunities to the Tioga County workforce.

OUTDOOR ACTIVITY PROMOTION AND DEVELOPMENT

TCT has and will be focusing on outdoor recreation. Projects being developed include a regional paddle trail, an interactive trail system, digital and hard copy mapping (Trails of Tioga) and local and regional paddle trail promotion and enhancements.

INDUSTRIAL DEVELOPMENT AGENCY (IDA)

OWEGO GARDENS II



The Tioga County Housing Study emphasized the need for investment in new housing construction to meet the housing needs of various target market groups, thereby ensuring the long-term stability of the communities. Construction of Owego Square (Owego Gardens II) commenced in December 2020 and will be completed in 2022. The development includes thirty townhomes and one three-story apartment building consisting of 62 units: 12 two- and 50 one-bedroom apartments. Owego Square will offer units at 50%, 60%, and 80% of the area median income. Residents will have access to amenities such as a community room, playground, on-site laundry facilities, and ability to have in-apartment washer/dryer. With assistance from the Economic Development & Planning Department, the IDA was awarded a Water System Capital Empire State Development (ESD) Grant toward necessary infrastructure upgrades. The Tioga County Industrial Development Agency approved a PILOT Agreement to support development of the 92-units of dignified affordable housing. Overall investment by the developer is \$24 million+.



Administered Tioga County COVID-19 Emergency Relief Loan Program, USDA Intermediary Relending Program (IRP) and Rural Business Enterprise Grant (RBEG) Small Business Loans, Commercial Façade Loans, and IDA Paint Program. Conducted IRP Loan Site visits as required by USDA, verified employment numbers for loan recipients.

Conducted diligent oversight of PILOT Projects' number of employees, real property tax exemption benefits, sales tax exemption benefits, and mortgage tax exemption benefits.

Approved Temple & Liberty LLC PILOT Agreement.

Approved West Bay Star LLC PILOT Agreement.

Administered FEMA Grant and completion of Monkey Run creek stabilization.

Administered Upstate Shredding Grant disbursements.

Applied for FEMA Hazard Mitigation Grant.

Administered USDA RBDG Broadband Grant.

Coordinated with Tioga County Soil & Water Conservation District to ensure responsible oversight of IDA owned property.

Obtained wetland delineation, land appraisal, and purchased 41-Acre parcel for future development.

IDA's Executive Administrator participated as a judge for the Business Plan Competition for the Entrepreneurship Assistance Center, SUNY Broome Community College.

TIOGA COUNTY PROPERTY DEVELOPMENT CORPORATION (LAND BANK)



OWEGO APALACHIN CENTRAL SCHOOL DISTRICT PROJECT

The Land Bank, in partnership with the Owego Apalachin Central School District (OACSD), is working on developing a program that will have junior and senior level students enrolled in the school district's Building Trades and Construction Systems Program rehabilitate a single family home in the Village of Owego that has been acquired by the Land Bank. As a part of this program, students will learn technical skills in specialized areas of carpentry and cabinet making, residential wiring, plumbing, and heating. Training will occur in machine operations, test equipment, hand tools, portable and stationary power tools, pneumatic tools, rigging, and OSHA Safety requirements. The project will provide hands-on experience in residential framing, door and window hanging, electrical wiring, heating systems, plumbing, siding, roofing, drywall installation, and interior/exterior trim. Blueprint reading, material codes, and specifications will also be extensively taught. The following tasks related to the program have been accomplished in 2021:

- Purchase agreement is in place for a residential property on Liberty Street in the Village of Owego.
- A Memorandum of Understanding has been established between the Land Bank and School District.
- Environmental testing has been completed.
- Grant funds have been secured from the Hooker Foundation in the amount of \$65,000 to assist with acquisition of the property, as well as the purchase of equipment and tools for the program.

TEMPLE / LIBERTY STREET PROJECT



The Land Bank has continued work on the large redevelopment project located on Temple and Liberty Streets in the Village of Owego.

- An additional 10 properties were secured, bringing the total properties secured for this project to 13.
- Tenant relocations were completed.
- 10 structures will be demolished in early 2022.
- These sites 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.





CANDOR: NEW YORK MAIN STREET REVITALIZATION GRANT

In December 2020, the Tioga County Land Bank was awarded a New York Main Street Revitalization grant in the amount of \$500,000 to rehabilitate three buildings on Main Street in the Village of Candor. In 2021, TEAM Tioga worked with the property owner and state agencies to work through environmental testing requirements to prepare the buildings for construction. Upon completion, these buildings will provide residential and commercial space for the Village of Candor, including grocery store space at 82 Main Street.

WORKFORCE DEVELOPMENT

A USDA Rural Business Development Grant in the amount of \$94,000 was secured to develop a centralized recruitment tool and website. The website 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. This project was developed in partnership with Tioga County Tourism. Development of the website is currently underway, and it is anticipated that the project will be completed in 2022.



The newly created Education Workforce Coordinator position was funded by the Floyd Hooker Foundation in the amount of \$300,000, and will be disbursed over a three year period. It is intended that the position will become sustainable via public/private partnership after this three year period.

An Appalachian Regional Commission (ARC) Grant application was also submitted in support of the creation and hiring of the Education Workforce Coordinator. Award announcements are anticipated in March of 2022.



EDUCATION WORKFORCE COORDINATOR

Sean Lanning will be joining TEAM Tioga in January 2022, as the new Education Workforce Coordinator. Sean will act as a facilitator between Tioga County school districts, post-secondary institutions and local and regional industry leaders. Sean will assist partners in successfully building career pathways for students that link directly to local businesses, as well as facilitate the creation and management of a Talent Supply Table to enable knowledge exchange and dialog. Sean will explore how the industry and education sectors may work more collaboratively, share resources, and support talent development.

GRANT AWARDS



In addition to seeking funding for projects, TEAM Tioga partners with businesses and organizations to assemble proposals and provide technical assistance in order to make projects successful. The following are grants awarded in 2021:

\$338,500

Village of Nichols - USDA - vacuum truck purchase

\$500,000

Village of Candor- NY Main Street- Main St Revitalization

\$7,300

Tioga Arts Council - Community Foundation for South Central NY- Retail for Good Program

\$500,000

Land Bank - ARPA- land bank

\$21,435

Catholic Schools - Hyde Foundation- childcare

\$3,000

Candor Historical Society - Tioga County Senior Citizens Foundation- capital project

\$5,000

Candor EMS - Tioga County Senior Citizens Foundation- equipment

\$20,000

REAP / ELKS - Hyde Foundation- capital project

\$50,000

Town of Richford - SAM- equipment

\$5,000

Carantouan Greenway - Tioga State Bank Foundation- feasibility study

\$486,416

Village of Owego- OPRHP- Owego Police Dept Building Restoration

\$25,000

Village of Waverly- ESD- economic study

\$103,522

Tioga County / IT- LGE- expand services

\$52,812

Tioga County - NYS Snowmobile Trail Grant

\$94,000

Local Development Corporation / Tourism - USDA - Recruitment Tool

\$50,000

Local Development Corporation / Tourism - USDA - Small Business Assistance

\$5,000

Tioga County REAP - Community Foundation for South Central NY - Municipal Code Enforcement Fee Schedule

\$100,000

Local Development Corporation / Tourism - ARPA

\$58,557

Local Development Corporation / Tourism - NYS - I Love NY Program

\$20,000

Candor EMS - Tioga State Bank Foundation - operating

\$22,000

REAP / Elks - Mildred Faulkner Truman Foundation- capital project

\$20,000

Candor EMS - Community Foundation for South Central NY- operating

\$63,000

Tioga County Boys & Girls Club - Floyd Hooker Foundation - operating

\$3,345

Candor Historical Society - Tioga State Bank Foundation- capital project

\$100,000

Tioga County / ED&P- Floyd Hooker Foundation- Education Workforce Coordinator

\$2.6 MILLION: 2021 TOTAL

BOARDS & COMMITTEES

Serving on committees and boards is an opportunity for TEAM Tioga to engage with stakeholders, learn more about community needs, help advance important initiatives, and more. TEAM Tioga is proud to serve on the following boards and committees:



- Southern Tier Regional Economic Development Council (STREDC)
- STREDC Workforce Development Work Group
- Tioga County Employee Recognition Committee
- Tioga County Institute for Advancement
- Broome Tioga Workforce Development Board
- Southern Tier Network Broadband Coalition
- New York Land Bank Association
- Workforce Innovation and Opportunity Act Youth Council
- Tioga Arts Council 50th Anniversary Committee

- Waverly Business Association
- Finger Lakes Wine Country Tourism Marketing Association
- Tioga Business Services Team
- Tioga County Non Profit Network
- Tioga County Foundations Coalition
- United Way Impact Council Review Panel
- Community Foundation for South Central NY Grant Review Panel
- Leadership Tioga Advisory Committee
- Tioga County Chamber of Commerce
- Southern Tier 8 CED's Committee
- 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)
- STREDC Loan Committee
- Southern Tier 8 Regional Board (STERPDB)
- ST8 Regional Planners Committee
- Valley Economic Development Association
- 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



CONTACT US



Postal Address

Ronald E. Dougherty County Office Building
56 Main Street
Owego, NY 13827



Email

tinneyl@tiogacountyny.gov



Website

edp.tiogacountyny.gov



Phone

(607) 687-8255



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