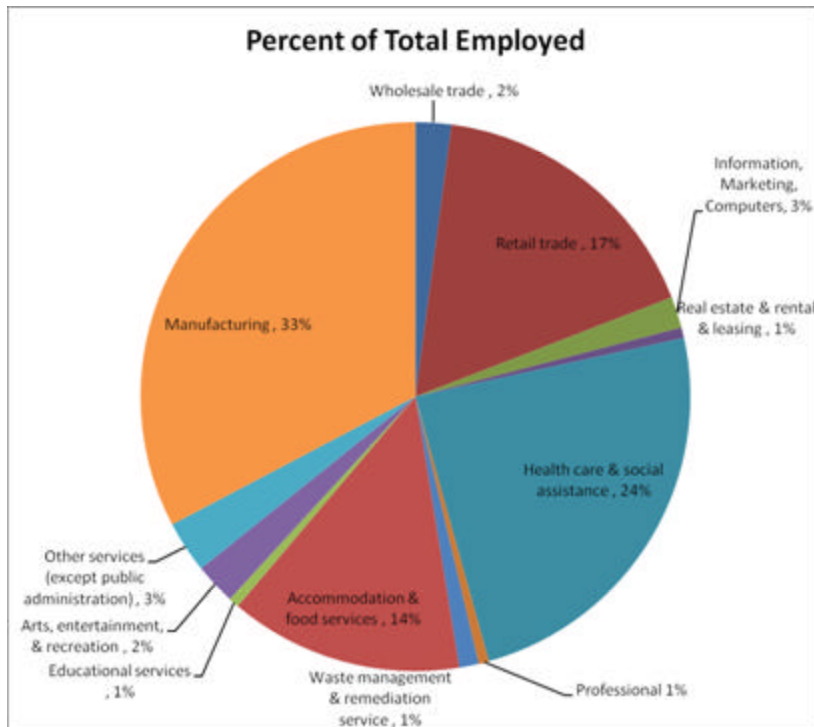


Economic Development

4. ECONOMIC DEVELOPMENT

INTRODUCTION

Allegany County has undertaken a wide variety of Strategic Planning efforts over the last decade. These plans have been incorporated in this particular plan. The plans that are the newest will be considered appendices to this plan including: The marketing study completed summer 2007, HUD Plan completed summer 2007 and the Empire Zone Development Strategy.



VISION STATEMENT FOR ECONOMIC DEVELOPMENT

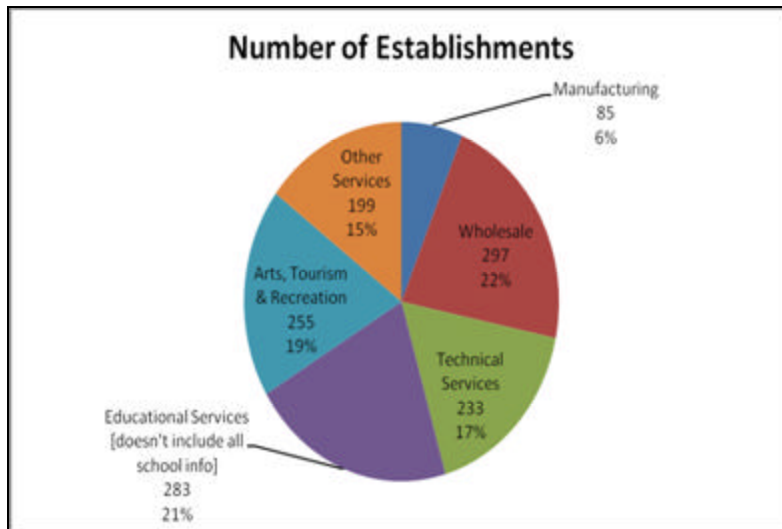
The continued strategic economic growth and stability of Allegany County is critical to our future. Our collective objective is to enhance the value of investments, economic revenue streams, increase employment opportunities, and improve the quality of life for our community.

OVERVIEW OF ALLEGANY COUNTY FIRM DISTRIBUTION

According to the 2002, Economic Census by the US Census Bureau the Allegany County survey shows that there are more than 1352 firms within the county. The Economic Census does not include all types of firms in their analysis so all these numbers are below the actual totals for the county. The Employees charted in this Census were 12,071 with a payroll of \$281,844,000. Goods shipped value was \$1,388,000,000 within the county.



Crossroads Conference Center



GUIDING PRINCIPLE AND GOALS FOR ECONOMIC DEVELOPMENT

Goal:

To retain and expand economic/business growth within Allegany County

BUSINESS LOCATIONS

Over the past decade, we have identified a number of development corridors that generally follow the valley and road system through the county. These viable locations are near services such as water and sewer, highway and often railroad access. Business parks have been planned and established within many communities for future growth.

Goal: To develop areas within the county to support, attract and expand new and existing businesses.

Objectives:

- Allegany County should have focused Development within identified corridors and parks.
- Focus on the Development of I-86 and Route 19 at the Crossroads
- Developing business locations: Empire Zone
Development areas: Friendship Development corridor, Crossroads Development Area; Wellsville Development Area; Cuba Development Area, Sugar Hill Development and others to be determined.
- Encourage new and established businesses to utilize and invest in existing empty buildings in addition to new construction. We need to continue and create tax incentives, low interest loans, dedicated funds.

ECONOMIC DEVELOPMENT ISSUES AND CONCLUSIONS

The greatest benefit of the Allegany County area is the rural character, which provides an enhanced quality of life and highly productive levels of quality of life. The low crime, good schools, well maintained roads, easy access to interstates, low traffic congestion, and general characteristics of the area are all positive factors for living and working in our area. Businesses can now be based in any locale with the advent of internet and multiple methods of broadband availability.

- Areas for development include but are not limited to:
 - Friendship Empire Zone Sites,
 - Wellsville-Scio Corridor
 - Wellsville Airport
 - Development along Route 19
 - Sugar Hill in Alfred
 - Canaseraga Creek Corridor
 - New sites along I-86 corridor
 - Alfred-Almond Corridor
 - Bolivar Industrial Park
 - I-86 and Rt 305 Corridor
 - And other locations to be determined in the future
- Develop an Inventory of available sites
- Increase focus on Main Street development
- Consider utilizing more Brownfield sites,
- Streamline the delivery system for permitting and of new investment and construction.
- Implement the six-exit strategy for Cuba, Friendship, Belmont, Angelica, West Almond, and Almond/Alfred of I-86.
- Continue our focus on key sectors including manufacturing, education, agriculture, and green energy.



Economic Development Target Areas



Economic Corridors

BUSINESS INVESTMENT

Goal: To develop business investment packages and programs that assist existing businesses and new businesses.

Objectives:

- Increase the County's annual investment in the Office of Development and Planning.
- Retain and expand our existing Businesses with investment opportunities.
- Retain expand and attract new businesses to the County.

Strategies:

- The County Government must facilitate initiatives to retain existing businesses.
- Venture capital capacity needs to be developed and implemented within the County
- Coordinate financial resources to review needs, procedures, and potential commonalities.
- Setup strategy sessions with IDA, Empire Zone, Empire State Development, and others to review and come up with new incentives and packaging ideas.
- Support and utilize the County Chamber of Commerce
- Repackage incentives for new businesses to make them easier to access and understand.
- Communicate the business assistance in a more consistent manner.
- As revenue stream increases to the county through sales and property tax revenues, the county is encouraged to increase funding to the Office of Development and Planning.

- County government is encouraged to support the efforts and offer stability of the Friendship Empire Zone and the Industrial Development Agency both of which are the primary county agencies for commercial tax incentives. Allegany County government has continued support of retention, attraction, and marketing programs is necessary.

BUSINESS SECTOR FOCUS

The Business Sector Focus section is divided into five sectors: Manufacturing, Tourism, Retail, Transportation, and Education. Other sub-sectors exist but most fall into one of these five general sectors. The importance of utilizing these sectors to focus our efforts is that it allows planners and development officials to tailor strategies in working with the county's businesses. Each sector has different needs and opportunities.

Goal: To focus our efforts on specific markets that compliment Allegany County and existing businesses.

Objectives:

- Undertake the needed studies and planning for each sector.
- Develop specific strategies for each sector.
- Implement the strategies for each sector.

Strategies: by Sector

MANUFACTURING SECTOR STRATEGIES:

- Development of more value added employers and employment (i.e. in addition to logging, create more lumber processing).

- Integrate business planning for each sector
- Address agricultural growth by developing additional facilities and markets (i.e. biodiesel, methane and ethanol production).
- Increase our manufacturing base, which has been our source of family sustaining income through increased training and educational support.
- Develop tax credits for training in the manufacturing sector.
- Increase the attraction efforts for manufacturers, thereby increasing gross income levels and value added production.
- Promote with tax incentives, availability of financing and venture capital.
- Include the Empire Zone Development Strategy and utilize those concepts to assist other business development.
- Involve business and education entities to encourage young people to remain and return to the area.
- Search for businesses that use energy to manufacture goods.
- Undertake efforts to continually reduce our energy costs to our businesses.

VISION STATEMENT FOR TOURISM

Allegany County has a unique and attractive rural character, which makes it a wonderful place to visit and explore in a relaxed atmosphere. Tourism in Allegany County will utilize our existing and new attractions. These attractions will be expanded, improved, and advertised locally and nationally. New Tourism attractions will be established making Allegany County a primary tourist destination for the future.

TOURISM SECTOR OBJECTIVES

- To encourage, facilitate the improvement of existing attractions, assist in the establishment of new tourism destinations while protecting our open spaces.
- Encourage positive growth while maintaining our rural heritage.
- Financial support must be pursued on all public and private levels.

Tourism Sector Strategies

- Promote and market our rural character.
- Develop a plan for designated area for ATV Tourism and recreation.
- Develop a Conference and Convention Center.
- Develop a plan for branding our Interstate Exits showing our unique local attractions.
- Create More Special Events and provide aggressive support.
- Develop more Equestrian events and market the availability of trails.
- Investigate means of rehabilitating existing historical signs and obtain additional signs.
- Front-line marketing effort for tourism lodging, restaurants
- Develop a package summarizing tourism opportunities for our visitors.
- Create educational seminars for owners and managers on how to present Allegany County to visitors.
- Capitalize on Current tourism attractions and identify new ones.
- Promote Allegany County as a tourism destination.

- Develop recreation and retail attractions.
- Implement I-86 Exit Plan with each community supporting the beautification scheme with trees, flowers and attractive signs welcoming tourists to the community. (i.e. Implement the I-86 Exit Strategies).
- Encourage and assist local establishments to purchase "blue signs" for I-86 exits.
- Attract a major sporting goods retailer.
- Encourage the development of nationally recognized lodging, resorts, and restaurants.
- Develop and promote trail systems for all season use.
- Develop a Trail system with accommodations.
- Investigate Scenic By-Way Status for some of our roads.
- Increase the marketing of snowmobile opportunities.
- Continue to promote expanded marketing opportunities with Swain Ski Resort.
- Develop complete tourism packages including visits to attractions, tours, lodging, and transportation.

RETAIL SECTOR STRATEGIES

- Create more commercial retail opportunities that provide services or products not currently offered locally. Aggressively develop retail at the I-86/Rte 19 Crossroads area.
- Encourage continued investment in retail operations throughout the county.
- Aggressively develop a retail campus at the I-86/Route 19 crossroads.
- Aggressively promote retail development within all our communities.
- Develop a strategy that will provide retail opportunities a dramatic increase in sales and property tax revenues.
- Develop a retail market for locally produced products

- Actively pursue nationally recognized restaurants and hotel chains.
- Improve marketing of the retail opportunities within the county.
- Encourage the reduction of the tax burden to make the development of new businesses more viable.
- Develop a strategy for attracting a major sporting goods retailer.

TRANSPORTATION SECTOR STRATEGIES

- Identify businesses that would require interstate access and make proactive efforts to attract them.
- Leverage existing rail infrastructure for multi-modal facility.
- Review incentive possibilities for transportation businesses

EDUCATION SECTOR STRATEGIES

Education offers mitigation of our needs for creating business, creating more wealth, creating more jobs, creating reasons for our young people to stay and addressing many of our goals and objectives. Education constitutes a large sector of our economy with fourteen school districts, Alfred University, Alfred State College, and Houghton College and the small satellite campus of Jamestown Community College.

Goal:

To provide high quality, relevant educational opportunities for all students which will prepare them for the careers in the 21st century.

2000 CENSUS DATA	EDUCATION DATA			
<i>EDUCATIONAL ATTAINMENT</i>	<i>Allegany County Number</i>	<i>Allegany County Pct</i>	<i>NY Pct</i>	<i>US Pct</i>
Population 25 and older	30,010			
High school graduates (includes equivalency)	11,897	39.6	27.8	28.6
Some college, or associate's degree	7,916	26.4	23.9	27.4
Bachelor's degree	2,620	8.7	15.6	15.5
Master's, professional or doctorate degree	2,536	8.5	11.8	8.9
<i>SCHOOL ENROLLMENT</i>	<i>Allegany County Number</i>	<i>Allegany County Pct</i>	<i>NY Pct</i>	<i>US Pct</i>
Population 3 years and over enrolled in school	16,263			
Preschool and kindergarten	1,266	7.8	11.6	11.9
Grades 1-12	8,982	55.2	63.5	65.3
College	6,015	37	24.9	22.8
Sources: U.S. Census Bureau, 2000 Census; ePodunk				

Objectives:

- Support educational curricula that ensure all students gain sufficient basic skills to be successful in life.
- Provide opportunities for all students to participate in additional curricula that will encourage goal setting, self-esteem, and career focus.

Strategies:

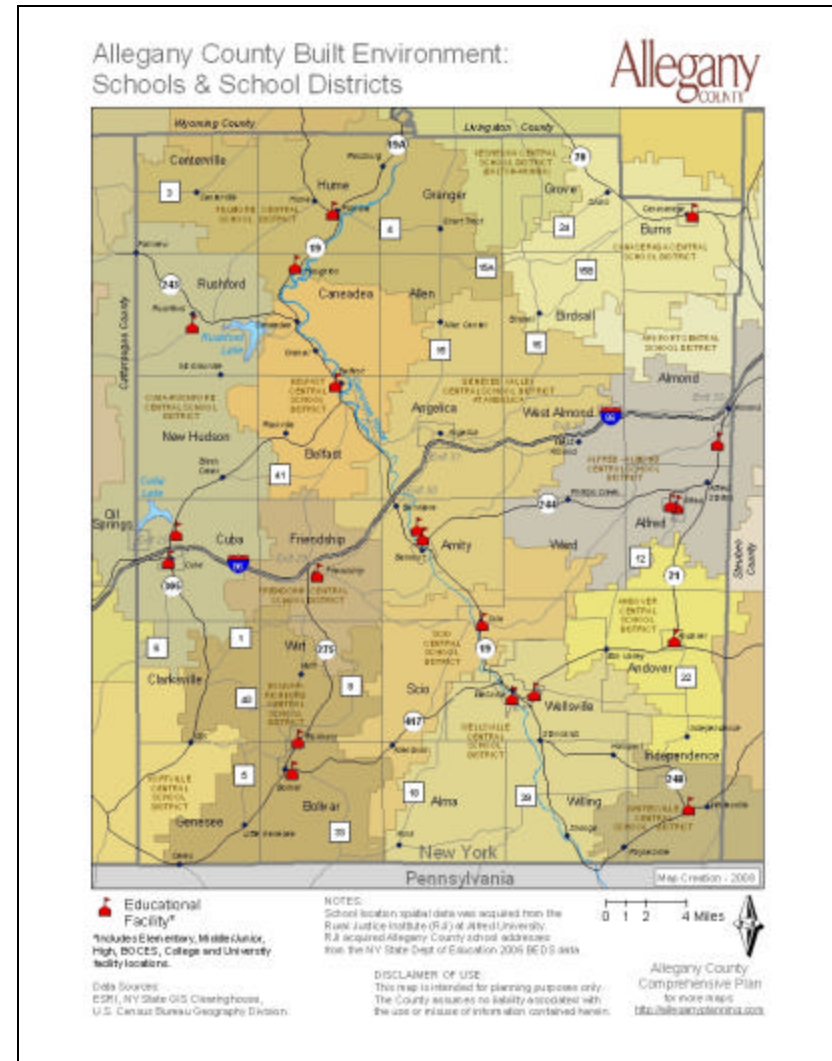
- Ensure schools have resources needed at all levels.
- Supplement basic skills education through Peer Works, a peer-tutoring program from Literacy Volunteers of Allegany County.
- Support career exploration and development programs with worksite experiences.
- Develop entrepreneurship programs in area schools.
- Provide health education- teen pregnancy prevention, alcohol and drug abuse prevention.
- Provide educational opportunities for all to appreciate and improve ecology and natural resources.
- Connect schools and businesses.

Goal:

To provide high quality, relevant educational opportunities for all students for their careers in the 21st Century.

Objectives:

- Connect levels of educational system to provide career pathways into successful careers.
- Build awareness of career opportunities located within Allegany County.
- Develop and support coalition that builds communication and liaisons between school districts, businesses, colleges, and communities.



Education in Allegany County

Strategies:

- Develop a strategy for retention of our young talent.
- Intensify school and business connections.
- Develop a strategy for increased college and community collaboration.
- Implement a plan based on identification of resources such as new business opportunities with Ceramic College.
- Strengthen liaison between business and education through programs such as BECC (Business Education Community Coalition)
- Support Career Awareness opportunities for youth-- Annual Career Day programs.
- Encourage communication between secondary and post-secondary educational institutions.
- Support career exploration and development programs with worksite experiences.
- Develop programs that help young people learn 21st Century skills needed for success in hi-tech workplaces.
- Encourage regular meetings between the County, Colleges, and University officials on public and private sector initiatives.

EMPLOYEE TRAINING AND PREPARATION

- Maximize career training at the Colleges/University.
- Increase Career Awareness for employment in Allegany County.
- Develop a stronger Technical Preparation programs.
- Improve Web based information for business opportunities.
- Capitalize on green energy career opportunities.
- Improve Business-to-Business Marketing, Communication and Websites

We need to consider and implement methods of attracting additional skilled and professional employees to the county. Continue the workforce training programs to improve skills for family sustaining incomes.

Implement economic development action plans containing a goal to provide jobs with family sustaining incomes.

Firms report a shortage of skilled and semi-skilled entry-level workers. Develop a strategy for recruiting and training skilled and semi-skilled employees.

Identify skill sets needed in growing industries in the County for current and future workers. Develop a plan to address any skill mismatch.

Develop and implement a marketing plan to identify education and training providers within the County, provide information regarding post high school employment opportunities, and promote strategies for increased involvement in school-to-work programs.

Strategies:

- Promote adult literacy through programs such as Literacy Volunteers of Allegany County, Southern Tier Traveling Teachers, etc.
- Develop programs that help young people learn 21st Century skills that are needed for success in the hi-tech workplace.
- Support workforce development programs that teach job seeking, job keeping, and transferable skills for the workplace.
- Provide youth employment opportunities.
- Create reasons for young people to stay in Allegany County.

- Utilize Mentoring program grant (through BOCES) to match middle school students with chosen career professionals.
- Utilize job shadowing/internship programs for high schools to match students with chosen career fields.

- Participate in more state and regional promotional programs in a positive way to attract tourism and development to Allegany County. Identify key features for business, tourism, and retirement and target these.
- Create incentives for our young people to stay in Allegany County - be it economical or cultural or whatever.
- Change the exodus of our educated children from the County by offering financial incentives to attract doctors and other needed professionals [may not necessarily be outright pay but could give an incentive to come back and work here rather than somewhere else.]

MARKETING

- Implement the Marketing Study that was completed during the summer of 2007.
- Enhance County website: Improve Economic Development Web Page.



- Promote positive perceptions toward tourism as vital County industry
- Develop a "Welcome to Allegany County" Sign at Cuba and Almond on I-86;
- Continue and enhance the "Allegany By Choice" Marketing campaign.
- Develop a marketable identity for Allegany County



Main Street Alfred

Allegany County Business: Economic Development Target Areas

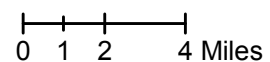


- Empire Zone Geographic Area
- County Entrance from I-86
- Economic Development Target Area

Data Sources:
ESRI, NY State GIS Clearinghouse,
Allegany County Friendship Empire Zone Staff.

NOTES:
Economic features are placed for legibility.
For this reason they may not appear in their
exact geographic location.

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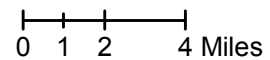
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Allegany County Business: Economic Development Corridors



 Economic Development Corridor

NOTES:
Corridor locations based on input received during ACCP public forums in 2007.

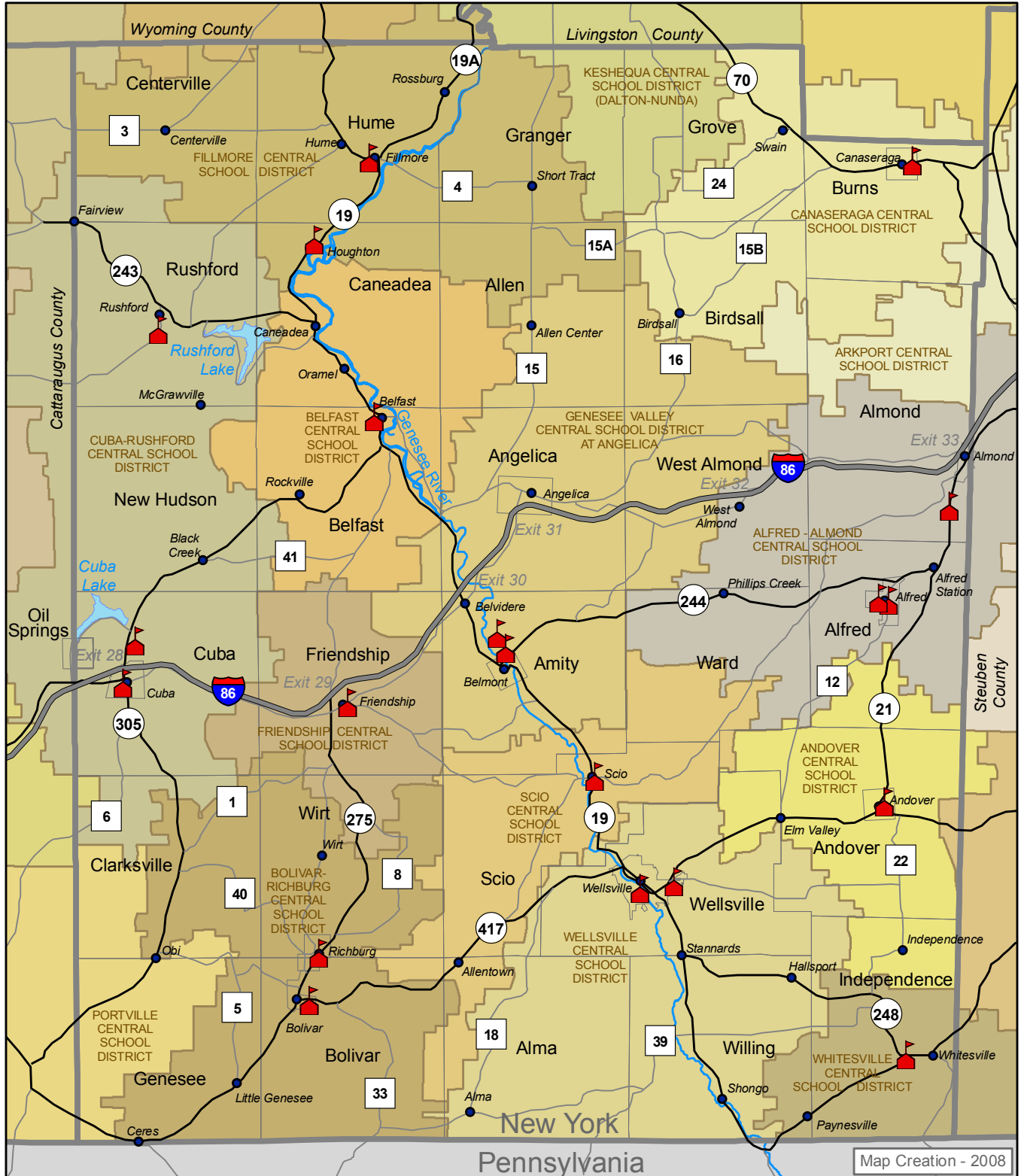


Data Sources:
ESRI, NY State GIS Clearinghouse,
ACCP Public Forum participants.

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Allegany County Community Facilities: Schools & School Districts



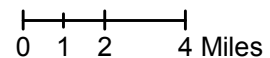
Map Creation - 2008

Educational Facility*

*Includes Elementary, Middle/Junior, High, BOCES, College and University facility locations.

Data Sources:
ESRI, NY State GIS Clearinghouse,
U.S. Census Bureau Geography Division.

NOTES:
School location spatial data was acquired from the Rural Justice Institute (RJI) at Alfred University. RJI acquired Allegany County school addresses from the NY State Dept of Education 2006 BEDS data.



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