



Exhibit VIII.B.5. - Regional Economic Plan Coordination

Submit as Exhibit VIII. B.5. a statement as to whether the Applicant's proposed Gaming Facility is part of a regional or local economic plan, and, if yes, provide documentation demonstrating the Applicant's inclusion within, and coordination with, regional economic plans.

As an active member and driver of economic growth in the Southern Tier region since its opening in 2006, Tioga Downs has been and will continue to be part of several regional and local economic plans. Specifically, and as discussed in the attached letter from the Tioga County Department of Economic Development and Planning, Tioga Downs has been part of the following economic plans:

- NY Rising Community Reconstruction Plan;
- The Greater Nichols 2020 Plan: Building a More Vibrant Community Through Cooperative Action;
- The Tioga County 2015 Tourism Marketing Plan (Tioga Downs previously participated in prior iterations of this plan); and
- The Tioga County 2010 Strategic Plan.

Applicable portions of each of the above plans are attached. Maintaining its status as an active participant in regional and local economic plans, including those noted above, will remain a key aspect of Tioga Down's commitment to the Southern Tier community going forward as a full scale Gaming Facility.



Department Of Economic Development and Planning

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June 9, 2014
New York State Gaming Commission
P.O. Box 7500
Schenectady, NY 12301-7500

Dear New York State Gaming Commission:

I am the Director of Tioga County Economic Development & Planning and am proud to provide this letter identifying Tioga Downs Racetrack, LLC's long standing commitment to Tioga County and the Southern Tier Region.

Tioga Downs has been included in many regional and local economic plans since it opened in 2006. I would like to highlight some examples of references to Tioga Downs in regional and local economic plans:

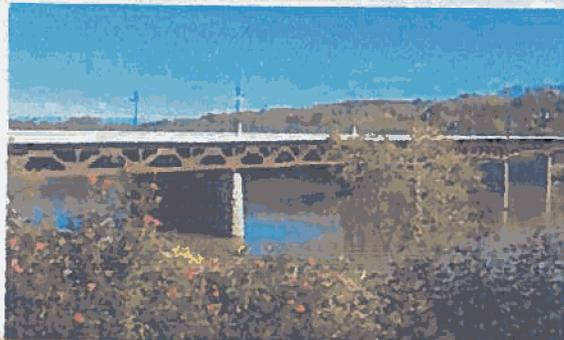
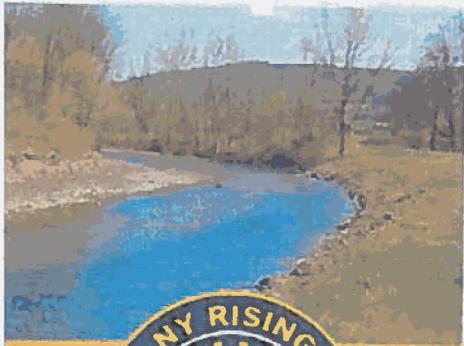
- 1.) The "Tioga County 2013 Visitor Research" prepared by Young Strategies, Inc. in March, 2014.
- 2.) The "NY Rising Community Reconstruction Plan" Application Report in March, 2014.
- 3.) The "2014 Tourism Marketing Plan", prepared by Tioga County Tourism.
- 4.) The Greater Nichols 2020 Plan: "Building a More Vibrant Community through Cooperative Action", prepared by Cornell University in January, 2006.
- 5.) The "Tioga County 2010 Strategic Plan" completed in March, 2005.

These reports demonstrate that Tioga Downs is strongly considered and a critical element of all regional and local economic plans. In fact, the Tioga County 2010 Strategic Plan (March 2005) specifically identified the idle Tioga Park facility as a potential opportunity for development.

Tioga County leaders have made clear the importance of Tioga Downs by consistently recognizing the site in past and current economic development plans. It is widely acknowledged that Tioga Downs' growth will provide a positive economic impact to the region. I anticipate that Tioga Downs will continue to be named in future regional and local economic plans that affect Tioga County.

Sincerely,

Lee Ann Tinney, Director
Tioga County Economic Development & Planning



NY RISING COMMUNITY RECONSTRUCTION PROGRAM

NYRCR TIOGA

NY RISING COMMUNITY RECONSTRUCTION PLAN

MARCH 2014

The Susquehanna River, one of the longest rivers on the east coast, flows across the southern-most portion of Tioga County from east to west. The river flows for 464 miles through three states, starting in Upstate New York (Cooperstown), and proceeding west through the Southern Tier, across rural southeastern Pennsylvania, finally terminating in the Chesapeake Bay in Maryland. Since record keeping began nearly 200 years ago, the U.S. Weather Service has reported flooding along the main stem of the Susquehanna River every 15 years, on average. This, coupled with localized flash flooding that occurs annually on smaller tributaries, led to the Susquehanna River Basin being identified as one of the most flood-prone watersheds in the country³.

While the towns and villages that compose the Tioga Community share their borders with the Susquehanna River, they are very different in their geographic size, population, and their local economies, which range from primarily agrarian to a dense village center with a wide mix of uses. A snapshot of each of the riverine municipalities is provided below.

Table 1.1 Tioga Community Overview

Municipality	Land Area in Sq. Mi.	2010 Population
Tioga County	523	51,125
Town of Owego	106	19,883
Town of Tioga	59	4,877
Village of Owego	2.7	3,896
Town of Nichols	34	2,525
Village of Nichols	0.25	512

i. Town and Village of Nichols

The Town of Nichols is a rural community located in the Southern Tier Region of New York State. The Town, established in 1824, encompasses approximately 34 square miles and shares its entire northern border with the Susquehanna River and its southern border with Bradford County, Pennsylvania. The Town is easily accessible by the Southern Tier Expressway (NYS 17/I-86), Main Street (NYS Route 282), and East and West River Roads. Major employers in the Town of Nichols are the Best Buy Warehouse/Distribution Center and Tioga Downs Casino, Racing and Entertainment (Tioga Downs). Other key employment includes the agriculture and gravel mining industries⁴.



Nichols Gateway.

The Town has experienced a relatively stable population during the past decade, which has helped to preserve the small-town feel of the community. In 2010, the U.S. Census reported the population of the Town of Nichols as 2,525 residents. This represents a 59-person decrease from the 2,584-person population reported in 2000. The median age of community residents was 41.6 years, slightly less than the 42.6 years of



Section II: Assessment of Risk and Needs

The Tioga Community assessed risk to high-value assets to understand what measures were needed to protect them and ensure long-term economic growth. With critical insight from the public, needs and opportunities were identified that guided the planning process while addressing six recovery support functions.

A. Description of Community Assets and Assessment of Risk

i. Description of Community Assets

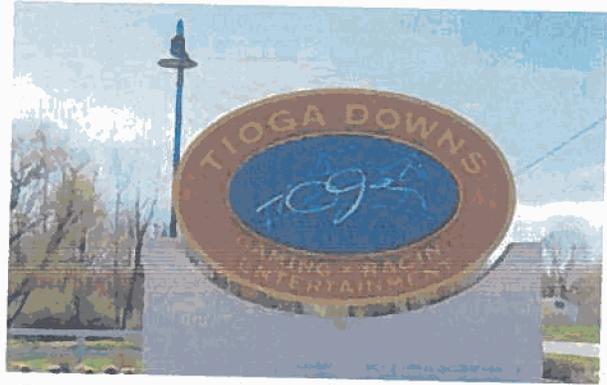
The Tioga NYRCR Planning Committee evaluated risks to community assets to help identify, support, and prioritize projects. The first step was to prepare an asset inventory beginning with acquiring existing digital asset datasets from multiple municipal, State, and Federal agencies. These asset datasets were cross-referenced and supplemented with aerial imagery and address locators to pinpoint each asset's location within the study area. Supplemental information was collected and entered into the inventory for each asset: asset name, address, geographic coordinates, risk area, asset class (economic, health and social services, housing, infrastructure systems, natural and cultural resources, socially vulnerable populations), critical facility, and community value. Landscape attributes are also assigned to each asset. Landscape attributes are features of the landscape that lie between the asset and the source of floodwaters that may reduce the potential for flooding and erosion.

The Committee, with input from the public at engagement events, identified and evaluated 210 community assets. These assets included major employment centers like the Historic Owego Marketplace, Tioga Downs Casino, residences (especially those in neighborhoods with senior residents and other vulnerable populations), public infrastructure, and key human service and cultural assets. In evaluating the assets, the Committee considered:

Revitalization Plan Town of Nichols

Project Type. Featured

Project Description. Many businesses in the Town and Village of Nichols are struggling to recover after the flooding associated with Hurricane Irene and Tropical Storm Lee. Rising flood and groundwater severely damaged buildings and merchandise, and caused businesses to close their doors temporarily during storm clean up. To increase economic development and tourism opportunities in the Town and Village, this project would prepare and implement a Revitalization Plan.



Tioga Downs will be linked by a multi-use trail.

The Town and Village of Nichols are conveniently located off NYS 17 (future I-86). They are accessible from NYSR 17 at the same exit as the popular Tioga Downs Casino, Racing, and Entertainment. To increase economic development opportunities within the Town, this recovery project seeks to increase public awareness of the natural, cultural, and historical resources available in the Town and Village of Nichols, as well as connect visitors to the Casino to the recreation and commercial amenities available in the community.

This project proposes that the Town of Nichols collaborate with the Village and Tioga Downs Casino to enhance tourism and economic development in Nichols. Project components include streetscape enhancements, beautification enhancements to two existing NYS DEC boat launches located on East and West River Roads, and development of a 5-mile multi-purpose trail along the shore of the Susquehanna River that connects Tioga Downs to the boat launches, restaurants, retail establishments, and the Kirby Park recreation area located in or near the Town Center.



Existing DEC boat launch located along East River Road.



Example of one of the restaurants located in the Village of Nichols' commercial district.

The project also proposes that the Town undertake a Community Marketing and Branding campaign to promote its trails, scenic vistas, waterways, historical structures, and local restaurants and shops. Wayfinding signage, featuring the Town brand and a list of available restaurants and services, should be installed at both

NYS 17/I-86 Exit 62 (Nichols/Tioga Downs) and Exit 63 (Lounsberry) to increase visitor awareness of the resources available in the Town and Village of Nichols.



The proposed multi-use trail will connect Tioga Downs Casino visitors to existing recreational and cultural resources such as Kirby Park and Cady Library.

Project Cost. The estimated cost to develop all phases and components is approximately \$3.0 million.

Project Benefits. Benefits of the project include:

- **Economic Benefits.** The purpose of the Nichols Revitalization plan is to create jobs and increase tourism opportunities, and to create an improved commercial center that supports increased business activity.
- **Health and Social Benefits.** The project will provide increased outdoor recreational opportunities for residents and tourists, providing new facilities for physical activity.

Cost-Benefit Analysis. Developing a revitalization plan that combines community beautification with a strategy to increase tourism will provide public awareness to invigorate a community affected by flood damage. Based on available information and preliminary plans, enhancing the community streetscapes and developing a recreational trail to increase connectivity to the Tioga Downs Casino will economically benefit the Town and Village of Nichols through increased awareness of historical, cultural, and recreational resources and local businesses. The new trail will also provide a recreational focal point for residents. The economic benefits created by increased tourism and jobs created will help restore and maintain the Town and Village of Nichols as a sustainable community. Additionally, using the methodology from the U.S. DOC ESA report,³⁶ the \$3.0 million project would create an estimated 21 construction jobs. The potential benefits of this project are considered to outweigh the \$3.0 million investment required to plan, design, and construct the recreational trail and prepare a marketing strategy.

Table 5.3 Assets and Risk Assessment

Asset Information		Landscape Attributes										Risk Assessment (100-year event)					Risk Assessment (500-year event)				
Asset	Asset Class	Asset Subcategory	Critical Facility	Community Value	Defensive flood protection measures	Asset elevation below base flood elevation	Freshened elevation less than two feet above BFE	Asset near point of confluence	Asset near stormwater system discharge	Asset within floodway without adequate vegetated buffers	Landscape Attributes Score (Yes=4.5)	Hazard Score	Exposure Score	Vulnerability Score	Risk Score	Hazard Score	Exposure Score	Vulnerability Score	Risk Score		
NYSEC Substation (Owego Taylor Rd)	D	Power Supply	Yes, FEMA	High	0.5	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0			
Owego Downtown Center (Business)	A	Downtown Center	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	3	3	3	27	4	3	3	36			
Owego Downtown Center (Housing)	C	Single Family Residence	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
Owego Elementary School	B	Schools	Yes, FEMA	High	0.5	0	0	0	0	0.5	2	4	3	36	4	4	3	48			
Owego Flats Neighborhood	C	Single Family Residence	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	2	4	3	36	4	4	3	48			
Owego Free Academy	B	Schools	Yes, FEMA	High	0.5	0	0	0	0	0.5	2	4	3	36	4	4	3	48			
Owego Super Mart (Valero)	A	Small Business	No, Locally Significant: Committee	High	0	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0			
Owego-Asiatachin Middle School	B	Schools	Yes, FEMA	High	0.5	0	0	0	0	0.5	2	4	3	36	4	4	3	48			
PROPOSED Hill Development	A	Small Business	No, LSF: Conceptual Plan	High	0.5	0	0	0	0	0.5	3	2.5	3	22.5	4	2.5	3	30			
Radio WEBO	D	Telecommunications	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	1.5	3	13.5	4	1.5	3	18			
Ransom Park	E	Parks and Recreation	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
Riverview Manor Health Care Center	F	Elderly	Yes, FEMA	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
Route 96 Quickway Gas Station	A	Small Business	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	3	3	3	27	4	3	3	36			
Sainnina-Sci Corp.	A	Employment Hub	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	3	2	3	18	4	2	3	24			
Schoolhouse Apartments	F	Elderly	Yes, FEMA	High	0	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0			
Seeley's Auto Body	A	Small Business	No, Locally Significant: Committee	High	0.5	0	0	0	0	0.5	3	1	3	9	4	1	3	12			
South Main Street Neighborhood	C	Single Family Residence	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0			
St. Patrick School	B	Schools	Yes, FEMA	High	0.5	0	0	0	0	0.5	3	1	3	9	4	1	3	12			
St. Rt. 434 E-1M73 Site	A	Large Business	No, LSF: Conceptual Plan	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
State Route 17C Tooga Center Neighborhood	C	Single Family Residence	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	2	N/A	3	0	4	N/A	3	0			
Sunnyside Road Neighborhood	C	Single-Family Residence	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
The Homestead	F	Elderly	Yes, FEMA	High	0.5	0	0	0	0	0.5	2	3	3	27	4	3	3	36			
Tooga Center Fire Department	B	Emergency Operations/Response	Yes, FEMA	High	0.5	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0			
Tooga Country Club	A	Tourism Destinations	No, Locally Significant: Committee	High	0	0	0	0	0	0.5	3	0.5	3	4.5	4	0.5	3	6			

Section V: Additional Materials

Table 5.3 Assets and Risk Assessment

Asset Information		Landscape Attributes										Risk Assessment (100-year event)					Risk Assessment (500-year event)				
Asset Name	Risk Area	Asset Class	Asset Subcategory	Critical Facility	Community Value	Delistable Flood Protection Measures	Asset Elevation below Base Flood Elevation	Freeboard less than two feet above BFE	Asset near point of confluence	Asset near stormwater system discharge	Asset within floodway fringe and without adequate vegetated buffers	Landuse/Type Attribute Score (Max=0.5)	Hazard Score	Exposure Score	Vulnerability Score	Risk Score	Hazard Score	Exposure Score	Vulnerability Score	Risk Score	
Tripp County Clerk	Moderate	B	Government and Administrative Services	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	1.5	3	13.5	4	1.5	3	18		
Tripp County Court Annex	Moderate	B	Government and Administrative Services	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	1.5	3	13.5	4	1.5	3	18		
Tripp County Historic Courthouse	Moderate	E	Historic Landmarks and Facilities	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	1.5	3	13.5	4	1.5	3	18		
Tripp County Office Building	High	B	Government and Administrative Services	Yes, FEMA	High	0.5	0.5	0	0	0	0.5	3	3	3	27	4	3	3	36		
Tripp County Public Works	Extreme	B	Public Works Facility	Yes, FEMA	High	0.5	0.5	0	0	0	0.5	3	4	3	36	4	4	3	48		
Tripp County Casino	High	A	Tourism Destinations	No, Locally Significant: County Haz Mit Plan	High	0.5	0.5	0	0	0	0.5	3	2.5	3	22.5	4	2.5	3	30		
Tripp Opportunities, Inc.	High	B	Government and Administrative Services	Yes, FEMA	High	0.5	0.5	0.5	0	0	0.5	3	3	3	27	4	3	3	36		
Tripp State Bank (St. Rt. 17C)	High	A	Banks and financial services	No, Locally Significant: County Committee	High	0.5	0.5	0.5	0	0	0.5	3	3	3	27	4	3	3	36		
Tripp Town Hall	Moderate	B	Government and Administrative Services	Yes, FEMA	High	0.5	0	0	0	0	0.5	3	1.5	3	13.5	4	1.5	3	18		
Treland USA	N/A	A	Small Business	No, Locally Significant: County Committee	High	0.5	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0		
Tops Plaza	High	A	Small Business	No, Locally Significant: County Committee	High	0.5	0.5	0.5	0	0	0.5	3	3	3	27	4	3	3	36		
Town of Nichols Highway Garage / Water Well #1	High	D	Transportation & Water Supply	Yes, FEMA	High	0.5	0.5	0.5	0	0	0.5	3	3	3	27	4	3	3	36		
Town of Nichols Wastewater Plant / Water Well #2	Extreme	D	Wastewater & Water Supply	Yes, FEMA	High	0.5	0.5	0.5	0.5	0	0.5	3	4.5	3	40.5	4	4.5	3	54		
Town of Owego Highway Dept.	Extreme	B	Public Works Facilities	Yes, FEMA	High	0.5	0.5	0.5	0	0	0.5	3	4	3	36	4	4	3	48		
Town of Owego Offices/ County State Police Barracks	N/A	B	Government and Administrative Services	No, Locally Significant: County Haz Mit Plan	High	0.5	0	0	0	0	0.5	3	N/A	3	0	4	N/A	3	0		
Town of Owego Wastewater Plant (Broadway)	Extreme	D	Wastewater	Yes, FEMA	High	0.5	0.5	0.5	0	0	0.5	3	4	3	36	4	4	3	48		
Town of Owego Wastewater Plant (Main St)	Extreme	D	Wastewater	Yes, FEMA	High	0.5	0.5	0.5	0	0	0.5	3	4	3	36	4	4	3	48		
Treadway Inn Complex	High	A	Large Business	No, Locally Significant: County Committee	High	0.5	0.5	0.5	0	0	0.5	3	3	3	27	4	3	3	36		
United Water Pump House / Water Well #2	Moderate	D	Water Supply	No, Locally Significant: County Committee	High	0	0	0	0	0	0.5	3	1	3	9	4	1	3	12		
Verizon Office (Nichols)	Moderate	D	Telecommunications	Yes, FEMA	High	0	0	0	0	0	0.5	3	1	3	9	4	1	3	12		

C. Public Engagement Process

Overview of the Public Engagement Process

The public engagement process to develop the New York Rising Community Reconstruction (NYRCR) Tioga Plan was multi-faceted. An important goal of this planning process was to develop a regional approach to resiliency. The process was based on bringing the five municipalities of the Tioga Community together to work cooperatively to address hazard mitigation, economic development, and other related issues. At the same time, it was necessary to recognize that the communities also have unique concerns that reflect their varied characters, differing experiences during Hurricane Irene and Tropical Storm Lee, and distinct local organizational structures.

To accomplish these objectives, the NYRCR public engagement process included establishing the NYRCR Tioga Community Planning Committee (Committee), organizing three public engagement meetings (including the Regional Resiliency Summit), and organizing a series of Committee meetings.

Tioga Community Planning Committee

In July of 2013, the Committee was established and was tasked with the responsibility of preparing the Tioga Community NYRCR Plan, which serves as a guide to making flood-related decisions to ensure a more sustainable and resilient future for the Town and Village of Nichols, the Town and Village of Owego, and the Town of Tioga – the Tioga Community.



Planning Committee members at work.

The Committee includes representatives from each of the five municipalities that compose the Tioga Community plus key social service providers, representatives of county and regional government agencies, business owners, and community residents. The Committee also had a number of non-voting elected officials from each of the representative communities. By design, the Committee brings to the planning process a wide range of views from areas and groups throughout Tioga County.

A list of the Tioga Community Planning Committee members is provided on the inside front cover of this plan.

Planning Committee Meetings

The NYRCR Planning Committee conducted eight formal meetings. During these meetings, the members of the Committee developed a vision statement, identified strategies to support the vision, identified and shared potential project ideas being considered in each municipality, and considered ways in which inter-municipal cooperation and coordination could improve regional resiliency. Committee members openly discussed potential projects with their respective Boards and community residents and served as a conduit for input from the public.

Section V: Additional Materials

All meetings were open to the public, and advertised on the NYRCR website, local community websites, and via word of mouth. Several community residents, business owners and local elected officials attended Committee meetings and provided valuable input regarding project selection.

In addition to the formal meetings, members of the Committee met as smaller sub-committees to identify community assets, discuss potential projects and funding sources by community, and collaborate on a regional river initiative. Several Committee members organized a site visit to Corning, NY to learn more about their automated rain and stream gauge system. Those in attendance were given a tour of Corning's system as the Town and Village of Nichols and the Village of Owego are interested in installing a similar flood warning system in their communities.

The Committee has agreed to continue to meet on a regular basis, after the NYRCR Tioga Plan is submitted, to oversee project implementation and identify ways to increase regional resiliency.

Regional Initiative Meetings

As part of the planning process, the Committee recognized the need to think broadly about flood mitigation and prevention techniques. They understood early that what happens in one community can adversely affect another. Toward this end, the Tioga Community had a number of meetings with other NYRCR communities in the Upper Susquehanna River Watershed including Broome Community and the Village of Sidney. Each County's Soil and Water Conservation District and County Planning Office and the Upper Susquehanna Coalition also participated in the meetings. The result from the meetings was the development of the Regional River Initiative project aimed at reducing impacts from future flood events through natural mitigation techniques and public education.



Committee members evaluate proposed and featured projects.

*The Greater Nichols 2020 Plan: Building a More
Vibrant Community Through Cooperative Action*



**Prepared for the Village of Nichols Planning Board &
Town of Nichols Planning Board**

**by the Community Planning Workshop
Department of City and Regional Planning
Cornell University**

January 2006

A SHORT AND GLORIOUS HISTORY OF NICHOLS, NY

completed in 1969, Binghamton's Oakdale Mall was constructed in 1975, and Vestal's Town Square Mall was opened in 1992.

The completion of the Southern Tier Expressway through the area in the 1970s made Nichols more accessible to professionals, employed by area colleges and universities, medical centers, and technology firms, who were seeking a quiet, peaceful, and affordable place to live. Route 17, which, ironically, was constructed on the former right-of-way of the Delaware, Lackawanna, and Western Railroad Company, also made shopping at the suburban malls surrounding Nichols more convenient for its residents, most of whom were commuting to locations outside of the community for work, school, medical services, sporting events, and other cultural activities by the early 1970s.

A major improvement benefiting the Village and Town of Nichols took place in 1971 when the U.S. Army Corps of Engineers completed work on a dike system designed to protect the community from the seasonal flooding of the Wappasening Creek. The value of this \$25 million Federal commitment was demonstrated in 1972 when the Village and Town were protected from flooding of the Wappasening caused by Hurricane Agnes. In 1976, Tioga Park, a race track for quarter horses, was opened, but by 1978 it had closed – a victim of the declining popularity of horse racing as a recreational activity. Plans are currently underway by its new owners to re-open the facility, under the name Tioga Downs, as a combined thoroughbred horse racing and slot machine venue, commonly referred to as a racino.



While many Upstate New York communities have been ravaged by the decline of traditional agricultural markets, the loss of manufacturing firms, ongoing suburbanization, unfunded state and federal mandates for education and health care, and reductions in state and federal aid to municipalities and counties, such has not been the case with the Village and Town of Nichols. These communities have managed to maintain a high quality of life during the difficult economic times experienced by Upstate New York through careful management of municipal resources, significant volunteer efforts, and ongoing intermunicipal cooperation. While several of the Village's storefronts had become vacant by the 1990s, a number of new enterprises have recently been recruited to its retail district, including: the Barstow House, Kim's Diner, Lou's Diner and Dad's Ice Cream. More than thirty home-based businesses have also been started by local entrepreneurs.

AN ANALYSIS OF EXISTING CONDITIONS

Built environment-

The Village and the Town have a substantial number of beautifully designed, constructed, and maintained industrial, commercial, and residential structures. The majority of these buildings are occupied, but a small number of them are currently vacant and available for adaptive re-use. Among the community's most significant historic structures that are still in use are the: Cady Public Library, the former Town Hall, the commercial structures lining Main Street, the First Presbyterian Church, the Methodist Church and the Masonic Temple. Among the historic structures that might be suitable for adaptive re-use are the former Nichols Train Station, the Borden Creamery, and the Agway Building.

Local businesses-

The Village and Town of Nichols have a dynamic small business sector. In addition to the several business enterprises occupying commercial space along Main Street in the Village and near the two Route 17 Interchanges in the Town, Nichols is home to more than thirty home-based businesses. Within the last five years, a number of new businesses have opened in the Main Street Retail District of the Village. During this period, the Town was able to recruit a regional warehouse center of the Best Buy Corporation to its Lounsbury Industrial Park and attract a new developer for the long-abandoned Tioga Downs.

Farms and dairies-

Local farmers and dairymen have been able to maintain their farms and dairies despite depressed farm and dairy markets. The knowledge, skill, and commitment of Nichols' area farmers and dairymen have kept a significant amount of local acreage in agricultural use despite pressures from residential developers. The success of these agricultural enterprises has enabled the Village and Town to maintain the historic small town feel and the rural lifestyle that current residents value.

Recreational services-

The Village and the Town have a significant number of important recreational facilities and services that currently attract a large number of visitors to the Village and the Town. The Tioga Country Club, located near the heart of the Village, is one of the region's most scenic and popular public courses. The Leisure Livin' Campground serves campers throughout the year and hosts a number of different music series that are attractive to youth. The Town's horse stables serve area riders looking for stable and grooming services as well as weekend riding opportunities. The State of New York's DEC Boat Launch, located in the Town, offers access to one of the Susquehanna's most scenic and navigable stretches to would-be fishermen and boaters. Kirby Park, located near the center of the Village, attracts individuals, families, and organizations for recreational activities and special events. The Tioga Downs Racetrack and Racino

AN ANALYSIS OF EXISTING CONDITIONS

Complex, which should be re-opened soon, is expected to significantly increase the number of visitors coming to the area.

Sense of community-

Many Village and Town residents were attracted to Nichols by its small town feel and strong sense of community. The majority of local residents know a significant number of their neighbors, the leaders of their communities' local civic organizations, and their elected officials. They are confident that they and their families can depend upon their neighbors and their community if they have a problem. Two-thirds of those interviewed as part of the planning process indicated their willingness to assist with future community-building activities.

Spirit of volunteerism-

Town and Village residents are involved in a wide range of volunteer organizations that provide important community services. The Nichols Volunteer Fire Department and EMS Squad have a distinguished history of local and regional service. In the tragic days following 9-11, this local organization mobilized volunteers to support the New York City Fire Department's relief efforts. The Community Care Network of Nichols represents the community outreach efforts of Nichols. The Ro-Ki, Masonic Temple, VFW, area churches, and other fraternal and veterans' organizations regularly mobilize their members for important community events. The Boy Scouts and Girl Scouts involve dozens of

area youth in environmental improvement and community service activities. In addition, several dozen local residents are active members of Village, Town, and Tioga Central School District Committees.

Forward-looking local governments-

The elected officials of the Town and Village have effectively and creatively addressed the challenge of providing basic municipal services during difficult economic times. Looking forward to a period of economic recovery for the Southern Tier, local officials have undertaken one of the few comprehensive planning processes currently underway within the Tioga-Broome Region. They are among a very few Villages and Towns that have joined together to cooperatively produce a joint plan. Their willingness and ability to successfully undertake a collaborative planning and development effort should give them a significant competitive advantage in a future which many analysts believe will require intergovernmental cooperation.

Current Weaknesses (W)

Infrastructure challenges-

Like many rural communities in Upstate New York, the Village and the Town of Nichols face several infrastructure challenges. Currently, residents and businesses in the Village use septic systems. The lack of a municipal sewer system, in combination with run-off

AN ANALYSIS OF EXISTING CONDITIONS

investment in either the Village or the Town could be undermined by any perceived communication barriers. Future Opportunities (O)

Tioga Park development-

The investment group that recently purchased the long-abandoned Tioga Downs Racetrack seems to be poised for a re-opening of the facility as a mixed-use horse track, casino, antique/flea market, and youth park venue for families. State and County approval of gaming, upon which the developers' new business plan rests, appears to be nearly certain. The opening of this facility could bring needed jobs, consumer purchasing, and tax revenues to the Village and Town of Nichols. The Nichols 2020 Plan suggests the negotiation of an agreement similar to an EPA good neighbor agreement to increase the likelihood that the racetrack development will benefit both investors and local residents.

State Route 17/Interstate 86 upgrade-

The long-awaited upgrade of Route 17 into Interstate 86 across the Southern Tier should significantly increase automobile and truck traffic within Tioga County. With two highly-visible exits on Route 17, the Village and Town may capture a significant portion of anticipated new consumer spending for fuel, food, and recreation.

Nature-based tourism-

The Village and Town of Nichols are endowed with significant natural resources that could be used to foster significant eco-tourism. Access to the Wappasening Creek and the Susquehanna River could be used for hiking, fishing, hunting, boating, canoeing, and rafting. Both communities also have access to beautiful rolling fields and deeply-forested hillsides that are perfect for walking, hiking, running, cross-country skiing, horseback riding, biking, snowmobiling, and bird watching. Would-be visitors' experience of Nichols' natural beauty could be complemented by visits to the area's many historic sites and structures and Nichols' local restaurants. Such activities may provide important new opportunities for tourist-oriented retail activities.

Local niche retailing-

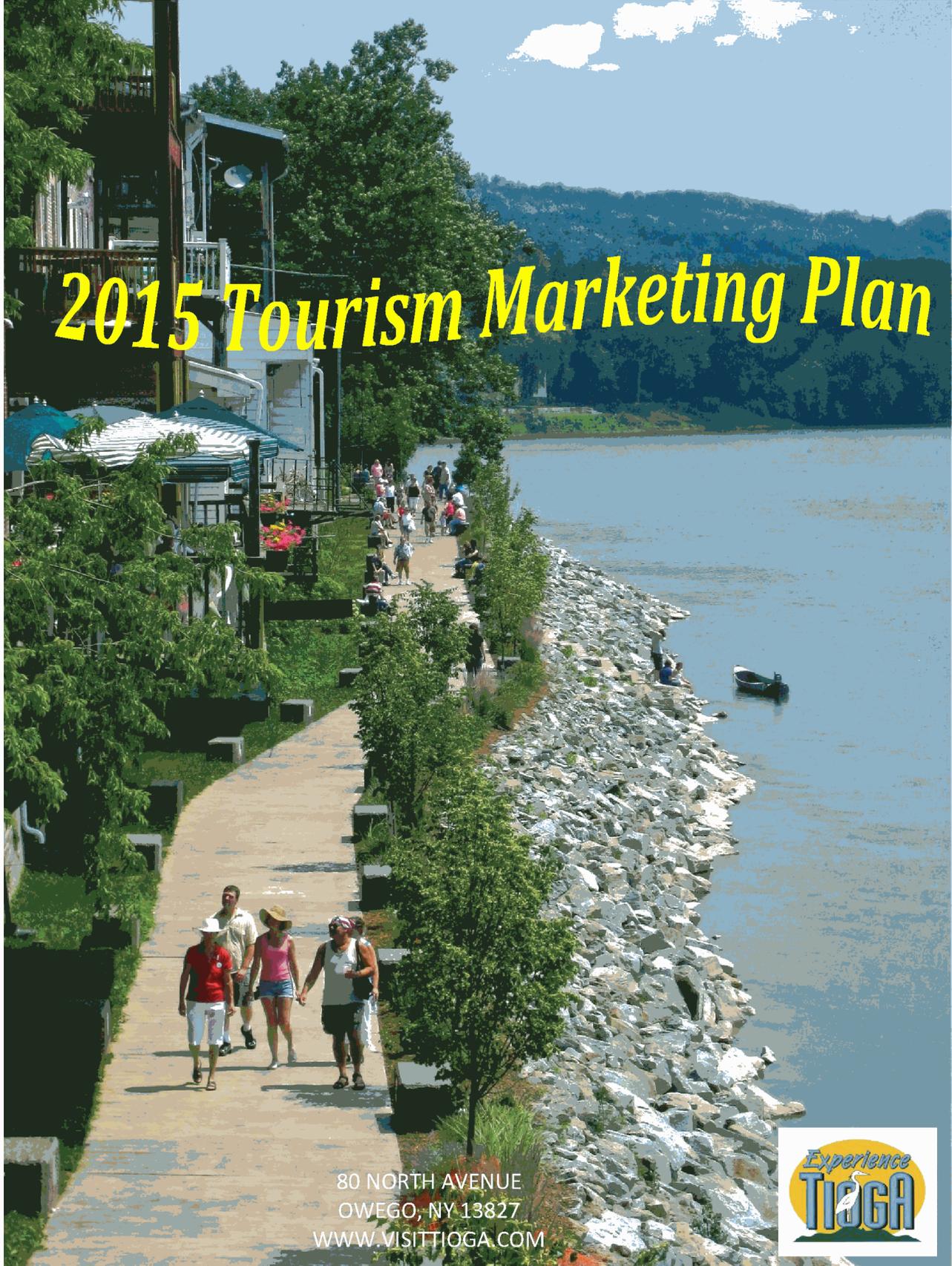
Most local residents travel eight to ten miles on a regular basis to meet their day-to-day household needs. With the exception of gasoline and hardware purchases, the overwhelming majority of Village and Town residents are forced to travel to Owego, Sayre PA, Vestal, Johnson City, Binghamton or Ithaca for basic goods and services, and a majority of local residents would prefer to patronize local stores to secure many of these goods. A buy-local program, in combination with a targeted business development program, could significantly expand the Nichols retail sector.



Tioga County Tourism



2015 Tourism Marketing Plan



80 NORTH AVENUE
OWEGO, NY 13827
WWW.VISITTIOGA.COM



Executive Summary

The Tourism Office opened its office in October of 1994, making 2015, the 21st year in operation. The mission of the Tourism Office since its inception is clear. Our primary role is to serve as the promotional arm for events, activities, and tourism attractions on both a local and regional level. This includes management of the *I Love New York* matching grant marketing program, printing the Tioga County Travel Guide and other companion publications, keeping our websites current and social media activities active, as well as public relations activities that encourage writers and news resources to run stories on our tourism activities and attractions.

Another primary role is handling of visitor information requests. Tourists interested in traveling to or through Tioga County contact our office via telephone, website, email, or mail to request information about Tioga County. This is an ever-expanding and demanding role of our official activities.

A secondary role is to develop infrastructure to provide for the betterment of the touring consumer. This is a method by which we improve the overall experience for the visitor, ensuring that their positive encounter with Tioga County manifests itself in pleasant word-of-mouth to others outside of our area. Creating significant and effective information and beatification resources includes signage, information racks, hanging flowers, self-guided tours, river accessibility, improved hospitality, and more, which all have an impact upon the overall visitor experience.

THE INVESTMENT OF TOURISM IN TIOGA COUNTY

The Competitive Advantage

- Surrounding counties in New York and Pennsylvania remain the primary target markets for tourism promotion by Tioga County.
- Tioga County is in a very competitive environment with other counties for every available discretionary dollar.
- During a time when it is critical to capitalize on a tourism economy driven by day trippers, now is a time to be aggressive in enticing visitors here to spend money, thus increasing sales tax revenues.
- With such great public relations being driven by the Finger Lakes Regional PR program and other efforts by the Tourism Office, now is the time to capitalize on momentum to increase visitor traffic and discretionary tourism spending.

No other agency in the county is directly responsible for attracting people to the county solely to spend their money with our local businesses. No other agency in the county works to provide an increased revenue stream to the county and relief to its taxpayers.

TOURISM OFFICE BUDGET

The Tourism Office's success in recent years can be attributed largely to two primary factors: A budget that has increased in conjunction with occupancy tax revenues, and local partnerships. Part of what makes the Tourism program of Tioga County effective is the public-private partnership created by the Tourism Office.

The county collects 4% "bed" tax on hotels, motels and B&Bs. For the past three years, 3% has been appropriated for tourism operations, less 5% for administration, while the other 1% has been allocated toward the county's Economic Development Department.

Since 2013, the Legislature has designated a specific amount of \$150,000 of the total amount collected in bed tax. For 2012, the amount collected was \$221,291. This is \$39,000 less than 2011's total collection. For 2014, they have not increased our allotment.

We will once again offer a 100% "I Love NY" match to cooperative marketing partners this year.

INCOME

	As of 11/6/14	2014 Budget	2015 Budget
Income			
INTEREST	87.33	75.00	\$ 75.00
OCCUPANCY TAX FUNDING	150,000.00	150,000.00	\$ 150,000.00
PROGRAMS			
GRANTS			
Finger Lakes CFA 2014-15	45,000.00	45,000.00	\$ 0
Finger Lakes CFA 2014-15	110,000.00	110,000.00	\$ 100,000.00
DEC Arts Grants	3,400.00	3,400.00	\$ 2,500.00
ILNY Matching	56,504.93	56,504.93	\$ 55,818.00
Total GRANTS	215,154.93	215,154.93	\$ 158,318.00
ILNY Coop Partners	22,987.71	27,525.00	\$ 25,364.76
Special Projects			
Tourism Professional Services	43.40	250.00	\$ 250.00
Bike Tioga/5K Races	30,108.64	5,000.00	\$ 5,000.00
HOM Gift Certificates	88.63	300.00	\$ 300.00
Tioga Journeys/Tours	705.59	1,000.00	\$ 0.00
Travel Guide Participation	0.00	0.00	\$ 5,000.00
Total Special Projects	30,857.63	6,550.00	\$ 11,550.00
Total PROGRAMS	184,261.87	174,784.37	\$ 249,229.93
SUPPLEMENTAL	736.70	1,000.00	\$ 0.00
Total Income	419,560.29	399,804.93	\$ 344,312.76

Notes:

Grants:

- The Finger Lakes CFA 2013-14 is the amount owed from the FLTPAs in 2014. The state reimbursement of the total amount of \$110,000 will then be invested in 2014-15. \$100,000 will be reimbursed from the Finger Lakes CFA 2014-15.

TOURISM OFFICE EXPENSES

I LOVE NY

ILNY MARKETING		2014 Budget	2015 Budget
	Advertising	57,050.00	52,000.00
	Collateral	20,068.89	28,000.00
	Mailing/Distribution/Info Ctrs	5,000.00	5,000.00
	Regional Programs	18,168.00	18,030.00
	Research	0.00	0.00
	Telephone	600.00	600.00
	Travel/Shows	4,000.00	2,000.00
	Website Dev/Maint	8122.97	4,606.00
Total ILNY MARKETING		113,009.86	111,636.00

Notes:

Advertising:

- \$52,000 for cooperative partners based on 100% match on their dollar (\$25,364.76 x 2)
- \$1,270 - General County Ads

Collateral:

- \$1,618.00 – 5,000 2015 Calendar of Events brochures
- \$3,563.00 – Pens, Giveaways, Bags, Team Clothing
- \$2,756.00 – Antiques Brochure
- \$20,000.00 – Travel Guide

Regional Programs:

- A similar program in PR at a \$16,300 level has been committed for 2015 to include various expenses such as mileage costs to Finger Lakes TPA meetings or travel to media visits and hosting of travel writers.
- \$1,500 – NYS Haunted History Trail

Website Dev/Maint.:

- \$4606.00 – upgrades and new “responsive mobile templates” for our eligible websites.

PROGRAMS AND DEVELOPMENT

	2015 Budget
PROGRAMS & DEVELOPMENT	
Finger Lakes CFA 2013	\$ 10,000.00
Finger Lakes CFA 2014	\$ 100,000.00
CFA-Visitors Center Design	\$ 10,000.00
Opportunity Fund	\$ 5,000.00
Revitalization/Beautification Fund	\$ 0.00
DEC Arts Grants	\$ 2,500.00
Cell Phone Tours	\$ 975.00
Advertising/Promotions	\$ 3,000.00
Bike Tioga/5K Races	\$ 5,000.00
Continue Ed/Conferences	\$ 1,500.00
HOM Gift Certificates	\$ 500.00
Meetings/Mileage	\$ 1,700.00
Memberships	\$ 1,150.00
Public Relations	\$ 1,000.00
Tioga Journeys/Tours	\$ 0.00
Visitor Information	\$ 500.00
Website Dev/Maint.	\$ 500.00
Total PROGRAMS & DEVELOPMENT	\$ 128,325.00

Notes:

Owego Revitalization

- CFA-Visitor's Center Design – If awarded, we will contribute \$10,000 to this design project.

Bike Tioga/5K Races:

- \$5,000 – An increase in these events requires additional costs.

Memberships:

- NYS TPA Council Membership - \$500
- NYSTVA Membership - \$500

Continuing Ed/Conferences:

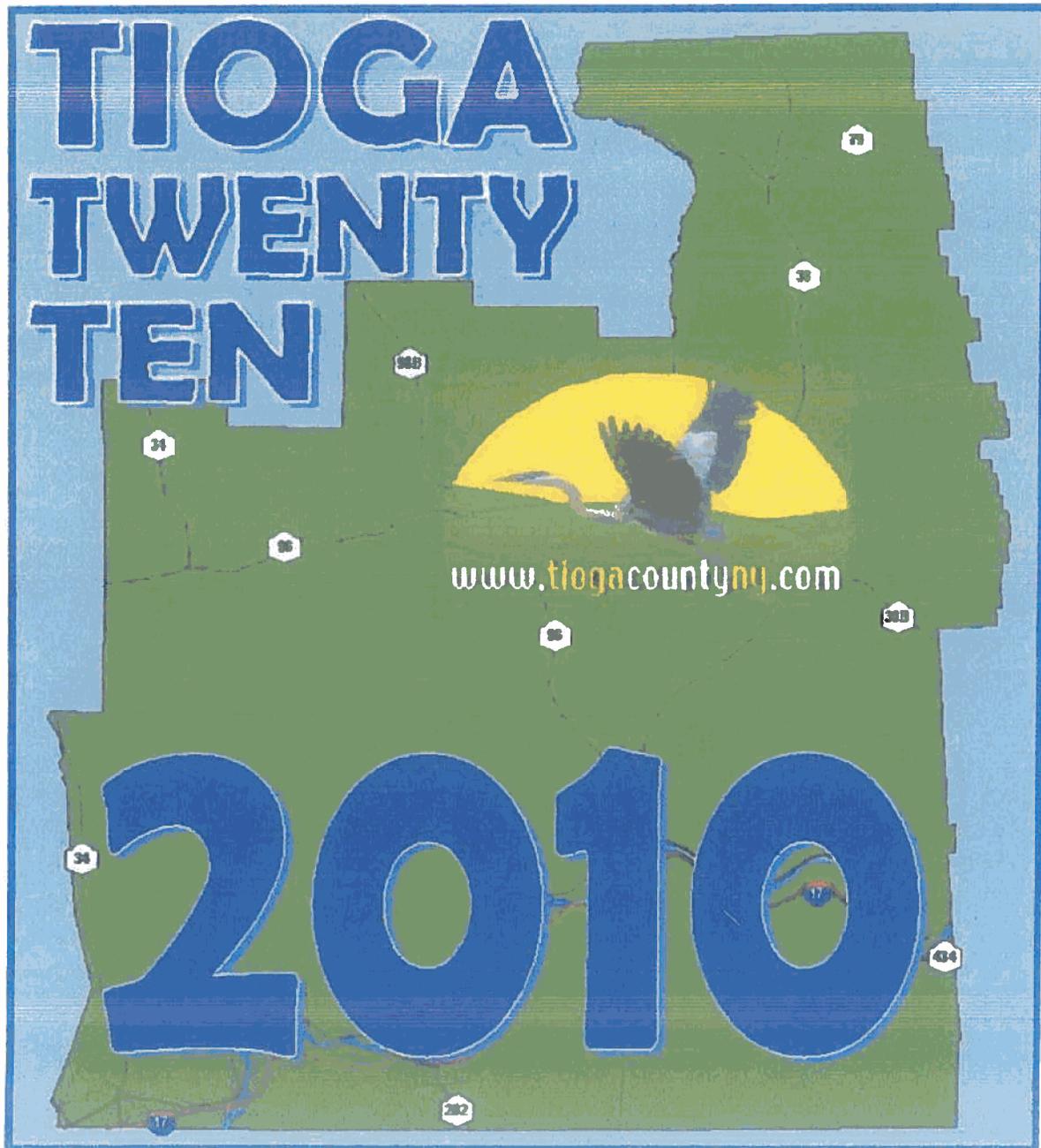
- Mileage costs and an increase in conferences
- Possible Marketing Summit

Public Relations:

- Meal costs for visiting media

- Community program participation
- Benchmark Email Marketing Program
- Printing the Annual Report

TIOGA COUNTY STRATEGIC PLAN



March 2005



TIOGA COUNTY 2010 STRATEGIC PLAN

ADOPTED MARCH 15, 2005

Martin L. Borko, Chair, County Legislature
John C. Byrne, County Manager
Douglas W. Barton, Director of Economic Development & Planning
Elaine D. Jardine, County Planning Director

Tioga County Planning Board

Jim Tornatore, Chair

Jeff Barnes, Vice Chair
Arthur Cacciola, Secretary
Frank Como, Esq.
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The Tioga County Planning Department prepared this Plan with the assistance of:
Office of the County Manager
Tioga County REAP
Department Heads "Strategic Planning Group"
Tioga County Council of Governments
Local Municipal Planning Boards
Cornell University's Community and Rural Development Institute (CaRDI)

Special thanks to:

Don and Brenda Tobias and Tim Cullenen, CaRDI

For more information, including copies of this Plan, contact:

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A downloadable copy of this Plan is available at www.tiogacountyny.com

Work with the Tioga Employment Center and New York State Department of Labor to bring training assistance programs to basic activity employers

Attend and support the Tioga County Chamber of Commerce Industrial Business Group which discusses current issues with local basic business leaders.

Research for alternate funding sources for businesses and perform project related grant writing on behalf of the company

- Work with existing basic activity Tioga County businesses to expand operations and employment
 - Assist major basic activity businesses formulate expansion plans and financing packages
 - Locate and utilize business development resources in the region**
 - Act as a third party on behalf of the business during the evaluation process
 - Research for alternate funding sources for businesses and perform project related grant writing on behalf of the company
- Foster “homegrown” business development by local residents starting basic activity businesses
 - Establish business seminars for local residents on how to start and maintain a successful business
 - Meet with local residents to discuss the process of starting a business. A priority shall be given to basic activity businesses
 - Work with the Tioga County Chamber of Commerce, Small Business Development Center (SBDC), and Service Corps of Retired Executives (SCORE) to develop a process for supporting new and existing businesses in need of business assistance
 - Research for alternate funding sources for businesses and perform project related grant writing on behalf of the company
- Attract new basic activity business and industry through a series of approaches outlined in Goal #2 “Increase and diversify the basic activity industry base”

GOAL: Increase and diversify the basic activity industry base in Tioga County. (Long Term)

Task: Facilitate the location of 100 new basic activity businesses to Tioga County by 2010.

- Inventory and/or have site control of available buildings and vacant sites in properly zoned areas which meet the requirements of basic activity businesses.
- Identify, research and prepare for shovel ready (prepare for occupation) one (1) new site (building) each year. Continue to work cooperatively with private owners seeking to develop property or buildings within the county. If warranted, legal property control through the Tioga County Local Development Corporation or Tioga County Industrial Development Agency furthers our position to negotiate with business prospects. The following are properties approved by the Tioga County Legislature as priorities to have an active role in development:
 - 434 Site (Southside Square)
 - 231 Main Street – Former County Office Building
 - Tioga Park Racetrack
 - Lounsberry East
 - Tioga County Industrial Park
 - Howland Brothers Company, Inc. property on NYS Route 38
- Continuously update available site and building list on NYS Site Finder
- Inventory and target infrastructure (municipal water, municipal sewer, three-phase electric, natural gas and telecommunications) at locations suitable for basic activity businesses
 - Continue active role in Tioga County Water and Sewer Study and begin implementation of resulting recommendations
 - Partner with public and private entities during construction of infrastructure to maximize future and appropriate development potential
- Network with regional workforce development professionals to add input with new human resource programs and policies that support basic activity businesses