



# **2021-2023 Strategic Plan**

**Schuyler County Partnership for Economic Development**

**August 2021**

# **Schuyler County Partnership for Economic Development Strategic Plan 2021-2023**

## **MISSION**

The mission of SCOPED is to leverage its collaboration with public and private partners to foster a vibrant and diverse rural economy and workforce focused on building high value-added production businesses and innovation hubs while taking advantage of Schuyler County's natural and cultural environment to create a prosperous community and raise the standard of living for our residents. (Adopted February 27, 2018)

SCOPED is undergoing transformative change as we continue to move to a pro- active, market-driven organization. SCOPED directs its resources in the following broad areas:

Attract and retain Millennials through the creation of year-round, living wage employment and business start-up opportunities.

- Leverage existing and growing businesses (within economic clusters) to
- attract new capital investment and expand employment opportunities.
- Increase the exportation of local products outside of Schuyler County.
- Target scarce incentives to businesses that are committed to Schuyler County and locating here for sound strategic reasons.
- Create a predictable, transparent and anticipatory business support system within Schuyler County and the surrounding area.

## **2021-2023 GOALS**

1. Attraction of New Year-round Businesses
2. Village / Downtown / Historic Redevelopment
3. Industry Cluster Support
4. Workforce Development / New Resident Attraction

## **Goal 1: Attraction of New Year-Round Businesses**

### **Priorities**

- Attract new business to the business Park – bring businesses that integrate with existing clusters
- Attract new business to Camp Monterey
- Attract new business to locations with new or existing infrastructure
- Attract workers through the creation of new housing, gathering spaces, shared workspace, year-round restaurants, cafes, coffee shops

### **Implementation Items**

1. Inventory of available sites:
  - i. Sites by Municipality (Town & Village)
  - ii. Keep site list up to date on website in Zoom Prospector
  - iii. Pricing commitments (Term Sheets) from the property owners
    - Sale Price
    - Lease cost per Square Foot
  - iv. Create list of sales restrictions (e.g., to certain types of businesses) up front, with property owner agreeing to not add additional restrictions during the period that SCOPED is attempting to market the property
2. Development of a Land Bank – Municipalities or CDC – make shovel-ready (pre-approvals for SEQ, etc.)
3. Creation of New Housing:
  - i. Identify New Spaces – in conjunction with initial inventory analysis
  - ii. Identify suitable spaces in rural areas for housing development which do not impact prime agricultural lands
  - iii. Identify under-utilized spaces, both in villages and outlying hamlets
  - iv. Market & show sites to potential developers

### **Metrics**

1. Inventory of available sites:
  - a. Develop inventory / site listing
  - b. Develop base line for market price (cost per acre / sq. ft.) by village / municipality
  - c. Term Sheet for landowners
    - Fees / Taxes
2. Study if land bank is achievable / realistic
  - a. Develop criteria
  - b. Website Development
3. Education of Municipalities / Village / Town
  - a. Meet with Towns to determine their priorities
  - b. Hold one informational session with the Council of Governments (COG) annually
  - c. Develop map of town & villages depicting priorities based on comp plan data
4. Development of additional Housing
  - a. Develop key assets & marketing materials
  - b. Conduct at least three site visits for potential housing developers
  - c. Have at least one housing development under permit by 2022

## **Goal 2: Village Downtown/ Historic District/ Canal Redevelopment**

### **Priorities**

- Reactivate areas along the canal that are suitable for development where infrastructure is readily available.
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space.

### **Implementation Items**

1. Implement recommendations from Regional Community Development Plan across all four Villages
  - Educate Village Planning Boards & leaders on the elements of the plan
2. Activate underutilized properties with novel uses
  - Keep site list up to date on website in Zoom Prospector
  - Market sites
  - Identify emerging consumer-demand retail or services
3. Maximize opportunity for grants to assist in the redevelopment efforts.
4. Attract separating/retiring veterans

### **Metrics**

- Activate underutilized properties.
  - Identify three key properties for each village
  - Confirm support from Village Board for potential uses for each site
  - Work with potential owners/businesses on business plan development, financing, and potential grant applications
  - Have at least one site in each Village activated
  - Change in vacancy rate for commercial properties – create a base line with stepped annual goals

### **Goal 3: Industry Cluster Support (Agriculture, Manufacturing, Tourism, Lumber)**

#### **Priorities**

- Increase the County GDP through support of our key clusters.
- Create year-round high-quality industries, and supply chain businesses that are nationally competitive.

#### **Implementation Items**

1. Assist in the growth & strengthening of the businesses in each cluster
  - a. Bring representatives of each cluster together & develop SWOT for each Cluster
  - b. Create a baseline for each cluster and provide education on trends & issues
  - c. Identify and document gaps in the supply chain
  - d. Identify opportunities to use new technologies to increase productivity by increasing innovation and better measuring performance
  - e. Identify targets for recruitment or entrepreneurial development to fill gaps
2. Business Retention: Meet with top 5 employers in each cluster annually to identify business opportunities and concerns
3. Assist in expanding tourism season into a year-round industry.
4. Identify unique approaches to diversify and promote profitability in each cluster

#### **Metrics**

1. Strengthen Clusters:
  - a. GDP change
  - b. Sales Tax/Occupancy Tax change
2. Business Retention
  - a. % of cluster GDP held by top 5 employers is increasing
  - b. Increase of jobs as a percentage of GDP
  - c. Reinvestment in Existing Businesses
3. Year-Round Tourism
  - a. County sales tax revenue in first quarter increasing year over year
  - b. Change in employment in the 1st Quarter

## **Goal 4: Strengthening Workforce Development/ New Resident Attraction**

### **Priorities**

- Increase & Improve Housing Stock for both year-round, temporary, and international workforce
- Create better training in business services (basic business, accounting, financial services, use of technology)
- Create a Continuous Learning culture in Schuyler County

### **Implementation Items**

1. Finish website with inventory of learning assets (educational opportunities in the area for self-enrichment & professional development)
  - a. Develop a program with local schools & service providers
2. Attract development of new housing
3. Attract retiring/exiting veterans – establish relationship with Fort Drumm
4. Work with partners (Chamber & other Associations) to develop a cohesive marketing strategy
5. Increase availability of Café's / Working Spaces / Co-working
  - a. Identify New Spaces – in conjunction with initial inventory analysis
  - b. Identify under-utilized spaces
6. Create administrative support for H1-B, H2-A, and OPT programs for businesses in the clusters.
7. Support the development of a Co-Op temporary worker housing for wineries

### **Metrics**

1. Training/ Learning Assets
  - a. Attract a business services or technology training company into central Schuyler County
  - b. Work with partners to develop leaders and residents Community to think strategically into 20-year future. This to be done through the education of local officials and planning board members using best practices for planning and economic development strategies and best practices.
2. Housing
  - a. Work with County & municipal leaders to develop a mechanism to incentivize the investment in housing stock inside the County
  - b. Investigate PILOT-type of incentive (i.e. similar to 485B)
  - c. Implement incentive for 2023 tax year.
3. Marketing
  - a. Develop a robust relocation section on the web
  - b. Launch the Stay-Play-Seneca Initiative (social media, website, resources, “welcome wagon – newcomers’ events”).
4. Workspace Development
  - a. Develop inventory / site listing
  - b. Identify potential developers
  - c. Develop key assets & marketing materials

**Communicate the Strategic Plan**

- Website
- Meet with the Council of Governments (COG)
- Meet with municipal boards