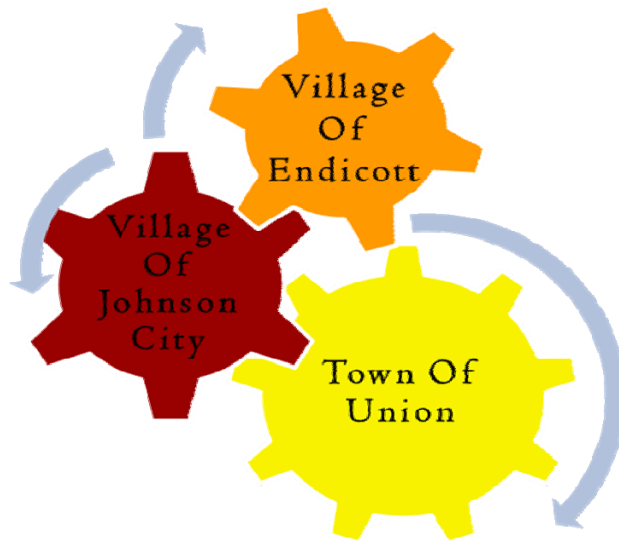


Goals & Objectives

Chapter 18



Economic Development

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Economic Development

18

MISSION STATEMENT: TO PROVIDE A SOUND, MARKET DRIVEN COMMERCIAL BASE, OFFERING CONVENIENCE, CHOICE, VARIETY OF GOODS AND SERVICES, AND EMPLOYMENT OPPORTUNITIES IN SAFE, WELL-MAINTAINED, ATTRACTIVE LOCATIONS.

In 2000 education, health, and social services employed the greatest percentage (23.6%) of the working civilian population aged 16 years and over. Nearly half (47.0%) of these workers were employed in educational services, and over half (53.0%) were employed in health care and social services. Manufacturing employed the next greatest percentage (20.6%), followed by Retail Trade, which employed 12.3% of the working civilian population aged 16 years and over. Professional, scientific, management, administrative, and waste management services employed 8.6% of the working civilian population aged 16 years and over. Over half (56.3%) of these workers were involved in professional, scientific, and technical services, and less than half (43.0%) were involved in administrative positions. Only 0.7% of these employees were involved in the management of companies and enterprises. Arts, entertainment, recreation, accommodation and food services employed 8.0% of the working civilian population aged 16 years and over. The majority of these workers (85.4%) were involved in accommodations and food services, and 14.6% were involved in arts, entertainment, and recreation. Finance, insurance, real estate, and rental and leasing employed 5.5% of the working civilian population aged 16 years and over. Most of these workers (84.3%), were employed in finance and insurance, and 15.7% were employed in real estate, rental and leasing. Only 4.1% of the working civilian population aged 16 years and over were involved in construction, only 3.6% were involved in wholesale trade, and only 3.9% were involved in transportation, warehousing, and utilities. A small percentage (0.2%) of the working civilian population aged 16 years and over worked in agriculture, forestry, fishing, hunting, and mining. Only 3.2% of the working civilian population aged 16 years and over worked in public administration, and 4.1% worked in other services.

Commercial Use Goals

Commercial areas and facilities serve several primary needs: residents' needs for goods and services, employment opportunities, generation of capital, and contributions to the town's tax base through property value and sales tax revenue. The number, relative size, and spacing of commercial areas are functions of the nature of the population to be served, including its density, demographic, occupational and income structures, and the transportation pattern.

Market areas are composed of primary and secondary areas. The primary market area is a defined geographic area from where a majority of the customers come. The secondary market area is a larger geographic area that has the potential to be tapped for additional customers. The market area is a function of many variables. In general, the more specialized the goods and services, the less widespread the establishments dispensing them and the greater the tendency for concentration in areas most accessible to a larger population, hence a larger and more extensive market area. Convenience food stores are scattered throughout the community and have a narrow market area of the immediate surrounding neighborhood. On the other hand, bridal gown sales have a limited number of stores and locations with a market area that encompasses the region.

The commercial goal statement includes four goals:

- COM-1 Commercial activities should be based on existing and projected market conditions;
- COM 2 Commercial activities should be flexible in design to meet the changes in the way people shop for goods and services, rather than to rely on the status quo;
- COM-3 Commercial areas should be compact, grouped, and consolidated into functional areas to provide for their continued viability;
- COM-4 Commercial areas should provide for the varied needs of the residents of the Town within the urban, suburban and rural development pattern.

The commercial objectives and policies are based on the level of market area: neighborhood, community, and regional market areas. Each level of commercial activity usually includes the types of commercial uses included in the lower order of the market area.

Until the 1950s, most neighborhoods had distinct clusters of owner-operated businesses, usually consisting of grocery stores, bars, beauty and barbershops, and similar stores serving the everyday needs of the immediate residents. In response to suburban development in the 1950s, the market area of the neighborhood shopping areas generally increased to a radius of one-half mile serving a population of 2,500 to 4,000 people. The anchor for the neighborhood commercial area was the supermarket, accompanied by convenience stores such as banks, drug

stores, and dry cleaners. The former type of neighborhood shopping areas remained in the older, established neighborhoods in the villages while the latter type of neighborhood centers were built on the fringes in Endwell, West Corners, and Riverside Drive.

As the scale of the supermarkets and other retailers increased, the market areas for these uses broadened to community and regional market areas. The clusters of small stores in the villages closed when the former owners retired, leaving behind vacant, marginal commercial space. Although the traditional neighborhood shopping areas no longer exist, the gasoline station/convenience store fills the void. Neighborhood shopping centers also changed their character and market. Former supermarkets have become medical buildings, gyms, discount variety stores, drug stores, and industrial facilities, oriented to a market larger than the neighborhood.

The community shopping areas encompass a variety of smaller stores and an anchor store. The anchor may be a junior department store, a supermarket, or a chain drug store. The market area is about a two-mile radius with a population of about 15,000 to 30,000 people. The community shopping areas in the Town are:

- Park Manor Plaza;
- Hooper Road/Country Club Road;
- Endicott Plaza;
- Price Chopper Plaza;
- Union District;
- West Corners (Route 26/Day Hollow Road/Carl Street);
- Giant Plaza (Harry L Drive);
- Westover Plaza;
- Riverside Plaza.

The regional shopping area is intended to serve the entire metropolitan area and beyond. The radius of this area is about 20 miles with a population in excess of 30,000 people. The regional shopping area has at least one major department store and many smaller establishments. The Town has one existing regional shopping area, the Oakdale Mall/Reynolds Road area. Town Square Mall, in combination with the other smaller power centers on Vestal Parkway and to a lesser degree, downtown Binghamton, also serve regional market areas.

Tourism, as a commercial activity, aims for a regional or larger market area. Tourist attractions have the spin-off effect of attracting customers to related existing activities and to ancillary commercial activities. The proposed THIINK theme park, if successful, is aimed at attracting travelers passing through the area on the way to other tourist destinations. Tourist dollars would be captured by the theme park and by ancillary uses such as motels, restaurants, gas stations, and retail stores.

Historically, Endicott's Washington Avenue and Johnson City's Main Street served as regional shopping centers. With the loss of Burts Department Store on Washington Avenue and the loss of many small retail stores on both Washington Avenue and Main Street, the market areas have decreased to community shopping areas. The two areas retain some retail establishments having a regional draw, but they are anomalies, remaining in place because of the individual business's loyal customer base. Most of the retail stores serve the surrounding population. The focus of downtowns all across the country are changing from retail centers to a mixture of retail, offices, services, and other uses. Due to the unique nature of the two downtowns, the objectives and policies will be handled as a distinct commercial type.

The two other types of commercial uses included in this goal are professional/business offices and highway oriented commercial uses. Medical, legal, and other professional and business offices tend to cluster in the core areas of the town, in close proximity to the downtowns and, in the case of medical offices, in close proximity to the local hospital. The professional/business offices are concentrated in Endicott's and Johnson City's downtowns, East Main Street in Endicott, Riverside Drive, and Main Street in Johnson City, and Hooper Road in Endwell. The medical, legal and other professional and business offices are highly specialized commercial establishments requiring central locations. The concentration of services also permits free movement between related services such as medical laboratories, hospitals and doctors, and law offices and banks.

The highway oriented commercial areas incorporate a conglomeration of businesses such as automobile servicing, gasoline stations, fast food restaurants, and bulk merchandise operations. The highway oriented commercial areas, due to the nature of their locational needs, are lineal developments on the town's major arteries. Highway oriented commercial areas are located on:

- Harry L Drive in Johnson City;
- Main Street in Westover;
- East Main Street and Watson Boulevard in Endwell;
- East Main Street, North Street and Watson Boulevard in Endicott;
- Campville Road;
- Union Center-Maine Highway.

Many of the objectives are applicable for more than one commercial type and as such were not repeated for each appropriate commercial type. The objectives can be categorized under two headings: physical condition and marketing. Physical condition of the commercial area refers both to the condition of the individual buildings and shopping centers as well as locational factors. Marketing incorporates issues of new business development and expansion, expansion of market area for individual businesses, and changes in business practices.

Objectives – Neighborhood Shopping Areas

The major areas of concern are declining market area and reuse of vacant commercial space.

Physical Condition

Policies

1. Redesign and rehabilitate the neighborhood shopping areas to serve as the focal point for their neighborhoods;
2. Promote the rehabilitation of deteriorated commercial buildings.

Marketing

Policies

1. Provide for the adaptive reuse of vacant neighborhood shopping areas and buildings to be compatible with the adjacent residential areas;
2. Rebuilt neighborhood shopping areas and buildings should be compatible with the adjacent residential areas.

Objectives – Community Shopping Areas

The major areas of concern are declining market area and reuse of community shopping areas.

Physical Condition

Policies

1. Reduce the negative impacts of community shopping areas on adjoining residential development;
2. Provide adequate parking and traffic patterns to meet the needs of the patrons.

Marketing

Policies

1. Identify areas of retail opportunity, and then design strategies to build on those opportunities;
2. Promote the reuse of existing vacant buildings by limiting the number of greenfield commercial sites.

Objectives – Regional Shopping Areas

For its first 25 years, the Oakdale Mall had little competition in its regional market area. But now the Oakdale Mall has competition from the new power centers on the Vestal Parkway and from other forms of retailing, such as outlet malls, catalogue sales, television shopping channels, and the Internet.

Physical Condition

Policies

1. Promote redesign of the parking facilities in order to interconnect the various commercial uses such as those located on the east side of Reynolds Road, the southeast side of Harry L Drive (east of Reynolds Road) and the southwest side of Harry L Drive (west of Reynolds Road) to create a smooth, safe flow of traffic between businesses.

Marketing

Policies

1. Preserve the Oakdale Mall as the primary regional shopping area;
2. Promote other shopping facilities with a market area that would complement the Oakdale Mall and expand the commercial drawing power to the region.

Objectives - Downtowns

Washington Avenue, the Union Business District, and Main Street retain their roles as the downtown areas for the Villages of Endicott and Johnson City, respectively, but the roles have changed. The downtowns have a reduced retail impact, but still remain centers for services.

Physical Condition

Policies

1. Encourage the preservation of buildings having historic and/or architectural significance;
2. Promote the rehabilitation of deteriorated commercial buildings, with emphasis on maintenance of the front and rear facades of the buildings;
3. Promote the adaptive reuse of the upper floors of the commercial buildings.

Marketing**Policies**

1. Stabilize and improve the value of real estate;
2. Promote the downtowns in the marketplace;
3. Promote incentives for the adaptive reuse of buildings designated as having historic and/or architectural significance.

Objectives – Professional Business/Office

The main concerns are the spatial distribution of the services within the Town and the design of the facilities themselves.

Marketing**Policies**

1. Promote professional/business offices and their services in neighborhood and community shopping areas;
2. Promote strong nuclei of professional, business and medical office uses adjacent to regional shopping areas, downtowns and hospital facility;
3. Promote professional/business offices as alternative use for residential properties situated on major roadways.

Objectives – Highway Oriented Commercial

There are three major types of highway oriented commercial uses: those serving the needs of the immediate neighborhood, those having large spatial requirements including such bulk sales establishments as furniture sales, carpet sales and automobile dealerships, and those serving the needs of the traveling public including tourist attractions.

Physical Condition**Policies**

1. Provide locations for bulk sales establishments and commercial uses primarily serving the general traveling public adjacent to the Route 17 interchanges;
2. Promote the rehabilitation of deteriorated commercial buildings and the razing of dilapidated structures.

Marketing**Policies**

1. Allow limited highway oriented uses within neighborhood and community shopping areas by special permit.

Objective A. 1. Redesign and rehabilitate the neighborhood shopping areas to serve as the focal point for their neighborhoods.**a. Capital Improvement****Policies**

1. Provide for safe pedestrian circulation to and from neighborhood shopping areas, such as adequate street lighting, sidewalks, traffic lights, pedestrian crosswalks, American With Disabilities Act compliance, and directional signs;
2. Design public capital improvements to reflect the unique characteristics of the neighborhood and to identify the neighborhood shopping area as an important place.

b. Land Use and Ordinance**Policies**

1. Restrict commercial uses to types that have a neighborhood market area;
2. Revise zoning to permit professional offices within neighborhood shopping areas;
3. Limit the size and locations of neighborhood shopping areas;
4. Require adequate off street parking spaces while recognizing that uses are pedestrian oriented;
5. Require that signage be maintained in scale to the surrounding residential area and to a pedestrian orientation;
6. Orient building locations on their lots to pedestrian traffic as well as vehicular traffic and parking.

c. Assistance**Policies**

1. Provide financial assistance for the purchase, expansion, and improvement of existing businesses;
2. Provide business planning assistance.

d. Direction**Policies**

1. Promote concentration of themed businesses to reflect the ethnic composition of the surrounding neighborhood.

Objective A. 2. Promote the rehabilitation of deteriorated commercial buildings.

See Commercial Use Goal, Neighborhood Shopping Areas, **Objective A. 1.**

a. Land Use and Ordinance**Policies**

1. Enforce exterior maintenance ordinance.

b. Assistance**Policies**

1. Provide financial assistance for the rehabilitation of commercial properties;
2. Eliminate the increase in property assessment for specified categories of rehabilitation projects.

c. Direction**Policies**

1. Encourage the restoration of structures in a manner that preserves and is complementary to the architectural integrity of the building and neighborhood.

Objective B. 1. Provide for the adaptive reuse of vacant neighborhood shopping areas and buildings to be compatible to the adjacent residential areas.

a. Assistance**Policies**

1. Provide financial assistance for the demolition of vacant, deteriorated commercial buildings;
2. Identify and market available commercial properties.

Objective A. 1. Reduce the negative impacts of community shopping areas on adjoining residential development.**a. Capital Improvement****Policies**

1. Provide the proper signalization, turn lanes, and other road improvements to allow for safe and efficient traffic flow to and from the community shopping area;
2. Encourage information kiosks in the shopping area.

b. Land Use and Ordinance**Policies**

1. Locate community-shopping areas on major arterials and limit road cuts to as few as needed to provide safe egress and ingress;
2. Provide screening between community shopping areas and adjacent residential uses;
3. Provide for a wide range of permitted uses, including professional office and specified highway oriented commercial uses;
4. Develop community shopping areas in the preferred form of development, the shopping center with multiple uses, shared parking spaces, and shared roadway access. Redesign existing strip developments to create a unified and compatible design and parking facility;
5. Require that the physical design of shopping areas be compatible with the surrounding residential development in terms of architectural style, scale, and landscaping;
6. Permit higher density residential development adjacent to shopping areas.

c. Assistance**Policies**

1. Provide financial assistance as funding permits for the rehabilitation and/or redevelopment of older community shopping areas.

d. Direction**Policies**

1. Promote and encourage more specialization of goods and services;
2. Encourage joint promotional efforts and advertising.

Objective A. 2. Provide adequate parking and traffic patterns to meet the needs of the patrons.**a. Land Use and Ordinance****Policies**

1. Require that shopping areas be physically maintained at a level necessary to provide a safe, clean, and fully usable parking facility, with easy access for fire equipment and freedom from litter, debris, and snow;
2. Connect the off-street parking facilities of contiguous commercial areas;
3. Direct access to abutting streets having signalized intersections;
4. Direct access generally to abutting streets having the higher functional classification;
5. Limit the number of curb cuts and promote shared cuts and auxiliary drives;
6. Make parking spaces for commuters available within or adjacent to the community shopping areas;
7. Consider the peak demand for parking as determined by hours of operation of the businesses when determining the number of required parking spaces.

Objective B. 1. Identify areas of retail opportunity, and then design strategies to build on those opportunities.**a. Service****Policies**

1. Maintain current demographic data on the Town and make it available and accessible to the public.

b. Assistance**Policies**

1. Maintain listing of vacant buildings and actively promote their occupancy;
2. Analyze market conditions and capture analyses to indicate areas of business direction and growth.

Objective B. 2. Promote the reuse of existing vacant buildings by limiting the number of greenfield commercial sites.**a. Land Use and Ordinance****Policies**

1. Limit commercial and business uses in residential zoning districts;
2. Carefully evaluate requests for extensions of commercial zoning into residential areas unless there is a shortage of available, usable, and affordable commercial space within market area.

Objective A. 1. Promote the redesign of the parking facilities in order to interconnect the various commercial uses such as those located on the east side of Reynolds Road, the southeast side of Harry L Drive (east of Reynolds Road) and the southwest side of Harry L Drive (west of Reynolds Road) to create a smooth, safe flow of traffic between businesses.**a. Land Use and Ordinance****Policies**

1. Recommend interconnections between adjoining shopping areas;
2. Promote directory signs at the entrances to shopping facilities;
3. Require directional signs within shopping facilities indicating routes to other uses;
4. Require that parking facilities be designed in a manner to distinguish between parking lot and auxiliary roadways.

Objective B.1. Preserve the Oakdale Mall area as the primary regional shopping district.**a. Land Use and Ordinance****Policies**

1. Zone land for high-density residential development adjacent to mall area to act as a buffer between the commercial area and lower density residential development as well as to provide a convenient customer base adjacent to the commercial area.

b. Service**Policies**

1. Enhance the mall as a hub for public transportation;
2. Maintain bus connection between Binghamton University and the Oakdale Mall.

c. Assistance**Policies**

1. Market available business locations to higher end stores and service providers.

d. Direction**Policies**

1. Promote continued maintenance and rehabilitation of buildings to maintain current market standards of design;
2. Promote cultural attractions to locate within or adjacent to the mall;
3. Like and related retail stores should be physically clustered to create synergy and widen their market.

Objective B. 2. Promote other shopping facilities within market area that would complement the Oakdale Mall and expand the commercial drawing power to the region.**a. Capital Improvement****Policies**

1. Improve road design to maintain traffic flow in the Oakdale Mall area at service level C or better (Refer to Transportation Section);
2. Develop interconnection with Route 17, west of the Oakdale Mall area, to divert some traffic from Route 201.

b. Land Use and Ordinance**Policies**

1. Provide flexibility in zoning to allow wide range of uses in the Oakdale Mall area.

c. Assistance**Policies**

1. Promote tourist attractions in close proximity to the Oakdale Mall.

Objective A. 1. Encourage preservation of buildings having historic and/or architectural significance.**a. Capital Improvement****Policies**

1. Make capital improvements compatible with the age, design, scale, and character of the downtowns.

b. Land Use and Ordinance**Policies**

1. Periodically re-examine and enforce sign design standards for downtown buildings;
2. Develop flexible Building Code standards for rehabilitation of historic and/or architecturally significant buildings.

c. Assistance**Policies**

1. Seek federal and state resources for the rehabilitation of designated buildings; for which professional architectural assistance has been used;
2. Seek architectural assistance for the rehabilitation of designated buildings.

Objective A. 2. Promote the rehabilitation of deteriorated commercial buildings, with emphasis on maintenance of the front and rear facades of the buildings.

See Commercial Use Goal, Downtowns, **Objective A. 1.**

a. Capital Improvement**Policies**

1. Maintain alleys and adjacent public parking lots.

b. Assistance**Policies**

1. Provide financial assistance for facade rehabilitation;
2. Provide review of design standards to assist in facade rehabilitation.

Objective A. 3. Promote the adaptive reuse of the upper floors of the commercial buildings.**a. Land Use and Ordinance****Policies**

1. Permit a wide range of uses under zoning ordinance;
2. Require that rehabilitation be compatible with a comprehensive plan established for the downtown.

b. Assistance**Policies**

1. Educate community as to the Code requirements.

Objective B. 1. Stabilize and improve the value of real estate.**a. Capital Improvement****Policies**

1. Provide an adequate mix of on-street and off-street parking spaces in designated areas for customer, tenant and employee use (short term, long term and over night parking);
2. Encourage direct connections between parking facilities and buildings;
3. Provide pedestrian oriented amenities such as benches, trash receptacles and shade.

b. Land Use and Ordinance**Policies**

1. Provide for a wide range of uses in Zoning Ordinance, including residential and industrial uses;
2. Streamline permit processing to reduce the cost and time.

c. Assistance**Policies**

1. Market vacant and/or underused space;
2. Work with County and State to provide financial incentives for new tenants;
3. Direct people to sources of financial assistance for purchase, rehabilitation and reconstruction of buildings;
4. Inform developers and existing business owners of opportunities for relief from property tax burden for improvements to property;
5. Inform business owners of opportunities for reduced utility costs for new occupants and expanded usage by existing occupants.

Objective B. 2. Promote the downtowns in the marketplace and effectively promote them.**a. Assistance****Policies**

1. Provide current demographics, market area information and sales capture analysis;
2. Work with County and State on a recruitment strategy based on market analysis.

Objective A. 1. Promote professional/business offices and their services in neighborhood and community shopping areas.**Land Use and Ordinance****Policies**

1. Revise zoning ordinances to permit professional and business offices in neighborhood and community shopping areas;
2. Permit mixed use of structures, residential and office uses;
3. Require development be compatible with the scale and design of the surrounding residential areas.

Objective A. 2. Promote strong nuclei of professional, business, and medical office uses adjacent to regional shopping areas, downtowns, and hospital facility.**a. Capital Improvement****Policies**

1. Provide adequate, affordable and accessible long-term public parking for the employees and patrons of the office uses;
2. Provide pedestrian oriented amenities, including demarcated pathways to adjacent commercial areas.

b. Land Use and Ordinance

Policies

1. Revise zoning ordinances to permit professional and business offices in designated regional shopping areas, downtowns, and adjacent to hospitals;
2. Restrict office uses as permitted use in residential districts;
3. Promote shared use of parking facilities.

c. Assistance

Policies

1. Assist in the assembly of land to provide building sites;
2. Encourage the expansion and/or location of offices in designated locations.

Objective A. 3. Promote professional/business offices as alternative use for residential properties situated on major roadways.

a. Capital Improvement

Policies

1. Provide the proper signalization, turning lanes, and other road improvements to allow for safe and efficient traffic flow to and from office developments.

b. Land Use and Ordinance

Policies

1. Limit the number of curb cuts and promote shared cuts and joint parking facilities;
2. Revise zoning ordinances to permit office uses in designated areas that were residentially zoned;
3. Provide screening between office uses and adjacent residential development;
4. Require review for conversion of residential properties to office uses, where appropriate.

c. Assistance**Policies**

1. Promote retention of residential character in office conversions.

Objective A. 1. Provide locations for bulk sales establishments and commercial uses primarily serving the general traveling public adjacent to the Route 17 interchanges.

a. Capital Improvement**Policies**

1. Provide the proper signalization, turn lanes, and other road improvements to allow for safe and efficient traffic flow to and from highway-oriented developments.

b. Land Use and Ordinance**Policies**

1. Limit the number of curb cuts and promote shared and auxiliary drives;
2. Buffer highway oriented uses from the adjoining residential uses, especially concerning light and noise;
3. Require adequate off-street parking spaces;
4. Require that the buildings and lots be landscaped, with the number, size and design of signs strictly controlled;
5. Require the building design be compatible with the surrounding uses;
6. Create a zoning district for highway oriented uses that controls the setbacks, parking, buffers and permitted uses;
7. Require loading docks and storage areas be located in the rear of the properties and screened from the adjacent uses when possible;
8. Keep the listing of uses allowed in the highway oriented commercial areas current to reflect changes in merchandising.

c. Assistance**Policies**

1. Identify properties for commercial development.

Objective A. 2. Promote the rehabilitation of deteriorated commercial buildings and the razing of dilapidated structures.

a. Land Use and Ordinance

Policies

1. Adopt and enforce exterior maintenance code;
2. Require signage to be removed from vacant buildings within six months.

b. Assistance

Policies

1. Provide financial assistance for demolition of vacant, deteriorated buildings.

Objective B. 1. Allow limited highway oriented uses within neighborhood and community shopping areas by special permit.

See Commercial Use Goal, Neighborhood Shopping Areas, **Objective A. 1.**
See Commercial Use Goal, Community Shopping Areas, **Objective B. 1.**

Industrial Use Goals

MISSION STATEMENT: TO IMPROVE THE TOWN'S ECONOMY BY PROMOTING NEW AND EXPANDED INDUSTRIAL BUSINESSES, RETAINING EXISTING BUSINESSES AND REDEVELOPING EXISTING BROWNFIELD SITES IN ORDER TO FURTHER DIVERSIFY THE ECONOMIC BASE AND TO PROVIDE FOR INCREASED EMPLOYMENT ON A PERMANENT BASIS.

Industry is basic to the economic health of the community. At the simplest level, economic vitality is based on a process where more money (capital) flows into the community than flows out of the community. Industry, agriculture, mining, tourism, and portions of the service sector bring new capital to the community from outside. The capital is dispersed through the community by the purchase of business supplies and services, employee salaries, business investments, and business savings. Then, the capital is further dispersed through the community by personal purchases at local retailers, housing rental payments, housing mortgages and utilities, purchases of services, loans, investments, and savings.

In the Town of Union and Broome County, industry is the locomotive that drives the economic train. The vitality of retailing, service sector, housing, and even government is based on the vitality of local industry. Tourism and the service sector are potential sources of new growth and are discussed under the Commercial Use Goal.

Most of the factors affecting industrial decision-making are beyond the scope of Town policies and actions. Corporate downsizing and restructuring, reductions in national defense spending, globalization of the economy, and technological changes have profound local impacts. For example, the decision to sell a corporate division is based on the internal financial needs of the business and may not consider the value of the local division beyond the cash asset it represents. The new owner's interest in the local division of the business may be its contracts, processes and patents, not its employees and its physical plant. However, through capital improvements, services, land use and ordinance, and assistance programs the Town can provide a way towards meeting this goal.

Industrial objectives are divided into three categories:

- Industrial Development and Expansion;
- Industrial Retention;
- Brownfield Redevelopment.

Industrial growth, whether through new industrial development or existing industrial expansion, is necessary for the Town to grow. Existing industry must be sustained and attention must be given so these concerns remain vital forces within the community. Growth is more likely to occur as the result of the expansion of existing businesses, rather than the development of new or relocated businesses. Job attrition must be prevented and the collective contribution to the Town's economic base must be maintained. An outcome of modern technology is that some industries become outdated, goods are produced for less abroad or the need for a particular good or service declines. As the businesses close, the former employees retire from the workforce, find other jobs within the community or relocate outside the community. The highly skilled and productive work force of the community is an asset that needs to be maintained, nurtured and promoted. It is a valuable resource for this community. The industrial facilities themselves are vacated, often leaving behind old, deteriorated buildings on polluted sites. These buildings continue to blight the surrounding neighborhood and redevelopment is retarded by the pollution on site. The cost of removing the buildings and the pollution is often higher than the value of the vacant site.

Goals – Industrial Expansion

- IND/E 1 Assist in the coordinating of agencies within Broome County and New York State to prepare a comprehensive package for business development;
- IND/E 2 Help developers locate sites for new and expanded industry;
- IND/E 3 Promote, assist and encourage an adequate labor supply;
- IND/E 4 Promote entrepreneurship and the establishment of small local enterprises as a means of creating new businesses and jobs;
- IND/E 5 Partner with the colleges and other institutions as sources of capital for research and development;
- IND/E 6 Cultivate the tourism industry to open new markets.

Goals – Industrial Retention

- IND/R 1 Reduce the cost of doing business;
- IND/R 2 Maintain and improve existing industrial areas and facilities;
- IND/R 3 Provide technical assistance to aid in the growth of businesses of all sizes;
- IND/R 4 Attract and Maintain high quality and productive workers;
- IND/R 5 Protect existing viable industrial areas from the encroachment of incompatible land uses.

Goals – Brownfield Redevelopment

- IND/B 1 Promote the clean up and redevelopment of vacant industrial sites;
- IND/B 2 Promote the rehabilitation and modernization of obsolete physical plants;
- IND/B 3 Coordinate Federal, State and local efforts with the private sector;
- IND/B 4 Encourage continuing education and placement programs (retraining) for workers in declining industries.

Objectives – Industrial Development/Expansion

Objective A. Assist in the coordination of agencies within Broome County and New York State to prepare a comprehensive package for business development.

a. Assistance

Policies

1. Assist local brokers to market sites in the Town and Villages;
2. Maintain a listing of available industrial and business sites;
3. Market the benefits of locating a business in the Town and Villages;
4. Encourage the establishment of business-to-business links;
5. Assist businesses in moving through the local permitting processes;
6. Actively pursue industries looking for national expansion, especially businesses that have a different market;
7. Maintain financial incentives for business development and expansion;
8. Coordinate with other economic development agencies;
9. Encourage the continuance of Empire Zones to provide property tax incentives for all new and/or expanded industry.

Objective B. Help developers locate a variety of sites for new and expanded industry.

a. Land Use and Ordinance

Policies

1. Zone lots for industrial development in alternative locations and of sufficient size and type to offer choice and ease of development;
2. Industrial park is the preferred form of industrial development;

3. Coordinate incentives for prime industrial site uses that create a large number of jobs, rather than such uses as warehousing;
4. Merge existing small lots into larger lots, where possible;
5. Provide buffer requirements in Zoning Ordinance for industrial uses;
6. Require that businesses provide adequate off-street parking for employees;
7. Limit the types of non-industrial uses permitted in the industrial zones to preserve the land for industrial uses;
8. Direct truck and employee vehicular traffic away from residential streets.

b. Assistance

Policies

1. Promote the development of new industrial parks within the Town and Villages;
2. Promote the construction of speculative industrial buildings.

Objective C. Promote, assist and encourage an adequate labor supply.

a. Service

Policies

1. Analyze labor pool and target industrial expansion and development to use available labor;
2. Promote affordable and convenient job training and retraining programs;
3. Promote career and job readiness counseling and training;
4. Encourage linking educational programs with labor apprenticeship training programs;
5. Promote job placement services in local industries for graduates of educational and training programs;
6. Promote affordable and convenient day care services to broaden the potential labor pool.

b. Assistance

Policies

1. Identify assistance to businesses seeking training for new employees and/or new manufacturing processes;
2. Identify assistance to businesses hiring employees that were formerly not within the active labor pool.

Objective.D. Promote entrepreneurship and the establishment of small local enterprises as a means of creating new businesses and jobs.

a. Service

Policies

1. Assist people wishing to start new businesses;
2. Provide one-stop permit processing.

b. Direction

Policies

1. Promote the joint use of ancillary services such as legal, accounting, secretarial and janitorial services;
2. Promote the development of local sources of venture capital;
3. Encourage participation in local and regional professional organizations.

Objective E. Partner with the colleges and other institutions as sources of capital for research and development.

a. Assistance

Policies

1. Coordinate the packaging of financial assistance for research and development;
2. Promote joint research projects between local businesses and regional universities;
3. Help businesses find tax incentives for research and development investments by business and outside investors.

Objective F. Cultivate the tourism industry to open new markets.

a. Capital Improvement

Policies

1. Develop capital improvement program that is coordinated with development of large-scale tourist attraction(s);
2. Plan road improvements necessary to handle volume of traffic projected from tourist attraction(s);
3. Obtain necessary easements for road and utility expansions in anticipation of tourist attraction development.

b. Land Use and Ordinance**Policies**

1. Encourage development and coordination of tourist-oriented activities.

c. Assistance**Policies**

1. Assist in determining potential tourist attraction feasibility and in the planning, design, and marketing studies for the attraction(s);
2. Maintain list of sites of various sizes and amenities suitable for tourist attractions;
3. Promote community events that have potential to become tourist attractions.

d. Direction**Policies**

1. Support and promote local efforts to develop tourist attractions.

Objectives – Industrial Retention**Objective A. Reduce the cost of doing business.****a. Service****Policies**

1. Provide incrementally reduced rates for bulk purchases of water;
2. Provide metering of sanitary sewer discharge flows where industry is using water in manufacturing processing and/or has approval for direct discharge into a waterway;
3. Make the tipping fees at the County landfill competitive with those in other areas;
4. Advertise the advantages of locating within the municipal electric district, targeting businesses having electricity needs;
5. Provide job outreach and coordinate training of potential and new employees;
6. Make utilities costs competitive with those in other areas.

b. Assistance**Policies**

1. Financial incentives should be made available to new and existing businesses when job creation will result;
2. Property tax incentives for new businesses should not create an increased burden for existing businesses;
3. Recruit businesses with similar products that complement each other.

c. Direction**Policies**

1. Promote lower utility costs;
2. Promote reduction in State taxes and State mandates;
3. Encourage businesses to purchase goods and services from within the community;
4. Promote the sharing of skilled labor, equipment, and space, especially for businesses that experience seasonal peak times.

Objective B. Maintain and improve existing industrial areas and industries.**a. Capital Improvement****Policies**

1. Provide adequate off-street parking where lacking.

b. Land Use and Ordinance**Policies**

1. Require buffers between industrial uses and adjacent residential uses;
2. Revise Building Code to incorporate modern methods of construction;
3. Revise Zoning Ordinance to require off-street loading docks separate from off-street parking.

c. Assistance**Policies**

1. Provide assistance for aesthetic improvements to existing business sites.

Objective C. Provide technical assistance to aid in the growth of businesses of all sizes.

See Industry Goal, Industrial Development/Expansion, **Objective E.**

a. Assistance**Policies**

1. Maintain a list of sources for assistance.

Objective D. Attract and maintain high quality and productive workers.**a. Service****Policies**

1. Link vocational and higher education providers to local businesses to determine training needs;
2. Promote Job Fair between local employers and high schools, vocational schools, Broome Community College and Binghamton University;
3. Promote weekend, evening and home study vocational and skill training courses.

b. Assistance**Policies**

1. Maintain a list of sources of financial assistance to businesses for job training;
2. Provide financial assistance to employees for skill development.

Objective E. Protect existing viable industrial areas from the encroachment of incompatible land uses.**a. Capital Improvement****Policies**

1. Provide buffers between residential and industrial districts.

b. Land Use and Ordinance**Policies**

1. Residential units within industrial areas should be phased out;
2. Industrial zoning districts should limit the permitted uses to industrial and related activities.

Objectives – Brownfield Redevelopment**Objective A. Promote the clean up and redevelopment of vacant industrial sites.****a. Land Use and Ordinance****Policies**

1. Adopt and enforce Exterior Maintenance Codes to prevent blight;
2. Require demolition of vacant, dilapidated buildings having little remaining economic value after an established period;
3. Work cooperatively with Federal Environmental Protection Agency, State Department of Environmental Conservation, and Department of Health to test for and develop remediation plans for pollution problems.

b. Assistance**Policies**

1. Provide financial assistance for razing dilapidated buildings;
2. Provide financial assistance for environmental remediation projects;
3. Provide long term financing for building demolition and environmental remediation.

c. Direction**Policies**

1. Encourage DEC to limit liability for owners of brownfield sites who were not the polluters of the site;
2. Promote cooperative efforts between brownfield owners and firms specializing in brownfield redevelopment.

Objective B. Promote the rehabilitation and modernization of obsolete physical plants.**a. Land Use and Ordinance****Policies**

1. Rezone areas to districts compatible to the needs of industry, eliminating spot zones that have developed within the Town and Villages;
2. Deny variances for the expansion of and improvement to non-conforming residential uses in industrial areas.

b. Assistance**Policies**

1. Provide financial incentives for rehabilitating and reconstructing older and deteriorated industrial buildings without an increase in taxes.

Objective C. Coordinate Federal, State and local efforts with the private sector.**a. Service****Policies**

1. Establish lead agency for the redevelopment and/or marketing of sites;
2. Establish individual roles for various economic development agencies;
3. Keep referrals within municipality unless a sufficient number of alternative suitable sites cannot be found.

Objective D. Encourage continuing education and placement programs (retraining) for workers in declining industries.

See Industry Goal, Industrial Retention, Objective D.