



OUTREACH

*Economic Development News
from Tioga County, Pennsylvania*

March, 1994

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TCDC ESTABLISHES PROFESSIONAL OFFICE

Corporation Hires Executive Director

The Tioga County Development Corporation has hired its first professional staff member and has officially opened its doors for business. Robert J. Blair of Wellsboro was named Executive Director by the Board at their meeting on February 29, 1994. Professional staffing of the TCDC office was made possible in part by a grant from the Department of Community Affairs. Senator Roger Madigan announced on October 1, 1993 that the Pennsylvania Department of Community Affairs had awarded the Tioga County Development Corporation a \$25,000 Circuit Rider Grant. With the award TCDC was able to proceed with its plans to provide direct assistance to area businesses.

The Executive Director will operate and administer a countywide economic development program that will include a Business Retention component to assist our existing businesses to grow and expand. In addition, a countywide marketing effort will be undertaken to attract new businesses to the county. TCDC, working closely with the four existing IDC's, the Tioga County IDA, area Chambers of Commerce, the Tioga County Tourist Promotion Agency, and the business and agricultural sectors, will foster and promote the economy of Tioga County.

Mr. Blair brings nearly 18 years of economic and community development experience to TCDC. In his previous job he was Economic Development Coordinator for the Southern Tier Central Regional Planning and Development Board in Painted Post, New York. Prior to being with STC, Blair served as Deputy Director with the Northern Tier Regional Planning and Development Commission in Towanda, Pennsylvania. He was employed with the NTRPDC for 15 years. He began his professional career in 1975 as the Executive Director of the Lower Tioga Council of Governments and served as Borough Manager in Lawrenceville in 1978.

A graduate of Bloomsburg University with a BA in political science/Public administration, Blair is presently enrolled in the MBA Program at Syracuse University at the College

Center of the Finger Lakes. He has attended numerous courses in economic and community development and has served as an instructor for the Pennsylvania Department of Community Affairs. Bob served as Wellsboro Council President for six six years and is a past president of the Tioga County Association of Boroughs.

"I look forward to the challenge ahead for both the Tioga County Development Corporation and myself, stated Blair.

TCDC To Open Membership

In a recent decision, the Board of the Tioga County Development Corporation has elected to open a general membership category for individuals and firms interested in the economic development of Tioga County. The purpose of open membership is to create a larger pool of ideas and skills to draw on for committees, future Board membership, and special projects. A larger membership is expected to increase the overall awareness of TCDC in the County. Members will receive copies of OUTREACH, elect new members to the Board at an annual meeting, be advised of important issues in the development of the County, and be invited to sit on committees related to their expertise. Membership in TCDC will not be expensive. It will not conflict with membership in any Chamber or other development group. It will give a voice to those most interested in county level industrial development. Directors will be contacting businesses and individuals in the near future to join TCDC. Any reader interested in joining TCDC is encouraged to call the TCDC office at (717) 723-8232.

TCDC Marketing Program Targets Firms for County

One of Several Activities under New Plan

The Tioga County Development Corporation has embarked on a Targeted Marketing Campaign as a first implementation activity under its new Three Year Action Plan. The marketing program will focus on recruiting firms in selected industries from two industry groups in which Tioga County has a competitive advantage: value added wood products and machinery and machine tools.

These two industry groups are well suited to Tioga County because the County can offer locational advantages based on the availability of the hardwoods resource in one case and the needed skilled labor in the other, according to Wade VanLandingham of Richard C. Sutter and Associates, Inc. The Sutter firm has been retained to execute the marketing campaign as a follow-up to the Community Economic Recovery Plan (CERP) undertaken by TCDC. The Recovery Plan is now nearing completion and is expected to be released to the public early in 1994.

Targeted marketing is a relatively new tool for economic development agencies. It allows local agencies to zero in on specific firms in specific industries which have an economic incentive to locate in the area. Access to markets, resources, and appropriate skilled labor are among the reasons most often given by firms who have recently relocated to new areas. Tioga County is trying to capitalize on its large supply of available hardwoods in attempting to recruit wood products manufacturers. It is hoping to lure new machine tool producers with its highly skilled workforce.

The Sutter firm will be developing marketing materials for the chosen industries which are specific to their concerns. For example, the wood products industries will receive information on the number of acres of available saw timber by species in the County and the surrounding region. The machine tools industries will be informed about the large number of skilled machinists and machine operators living in the County. This information will be presented in a personalized binder addressed to the Chief Operating Officer of each firm contacted. At least 200 firms in the various value-added hardwoods industries will be targeted for the initial mailing. These will primarily be medium sized firms in the surrounding states.

Other forms of traditional recruitment, such as advertising in general business magazines and mailing out thousands of glossy brochures, are expensive and relatively unproductive, according to VanLandingham. The targeted marketing approach has a much better return because the firms contacted have a real reason to be interested in locating in the area.

Other Activities

Other activities to be undertaken by the Board of TCDC in the next three years include establishing a professionally staffed economic development office; providing direct technical assistance to existing firms to aid in their growth and development; developing a new industrial park in conjunction with an existing Industrial Development Corporation; working with local businesses to help them obtain funding for expansions; and helping businesses to find sites and develop in the County.

All of these are contained in a thirteen item Action Plan developed by the Board as part of its Community Economic Recovery Program funded by the Pennsylvania Department of Commerce. In addition, the Board has approved submission of a second phase grant request to study the feasibility of developing a site in the northern part of the County as a new industrial park and to explore the possibility of developing a year-round resort to help increase the revenues derived from tourism.

New Brochure Being Developed

The Tioga County Development Association, utilizing the professional services of Richard Dill of Johnstown, is developing an informational brochure. The brochure will provide information on TCDC and the services in Tioga County. It will inform existing businesses of the professional help available to them, as well as serve as a marketing tool to assist in recruiting new firms to the area. It will stress the strengths of the County to firms from outside the the region and will be a critical element in the Targeted Marketing Program.

The brochure, which is expected to be ready by early Spring, will highlight the services TCDC will be able to provide businesses, as well as the assistance and cooperation it will provide to the existing local development agencies in Tioga County.

While the TCDC Directors are proud of the scenic beauty and recreational potential of the County, this publication will focus on the County's locational and industrial advantages and how TCDC can assist in the overall development of the County, according to Mr. Dill.

EXECUTIVE SUMMARY OF TCDC'S COMMUNITY ECONOMIC RECOVERY PROGRAM

The following summarizes many of the important elements of the Community Economic Recovery Program (CERP) recently completed by the Tioga County Development Corporation.

DEVELOPMENT PROBLEMS AND OPPORTUNITIES

The CERP study uncovered numerous problems and opportunities for development in Tioga County. Some of the problems are organizational in nature and can be overcome by a strong commitment on the part of the TCDC Directors to undertake and accomplish activities which have not been within the purview of any other organization. Some problems derive from the structure of the economy, both locally and within the larger region. Some problems are related to infrastructure and transportation; some to land availability for development; and some to the availability of specific kinds of skilled labor. All of these problems are important; any of them could and, over time, would hinder the development process. Seen in a different light, all of these problems present opportunities for the Tioga County Development Corporation to provide a real service that will aid private sector economic development in the County. The problems and opportunities are listed here without a great deal of background or explanation; for more in-depth consideration of these concerns, see the specific sections of the CERP report.

Organizational Capacity: In some ways this is the most important concern on the list simply because without improved organizational capacity to deliver assistance and provide on-going professional services most of these problems will remain intractable and the opportunities will remain uncaptured. Fortunately during the course of this CERP project, TCDC has been able to establish a professionally staffed office which will be key to solving many problems and taking advantage of many opportunities. The resources of this office are modest and strong community support will be required for it to survive. To help TCDC accomplish most of the Tasks set out in the Three Year Work Program which follows this description of problems and opportunities, the other economic development agencies, County and municipal governments, and private sector entities will need to provide active cooperation and monetary support for its continued activities.

Need for Direct Assistance to Existing Businesses: With the professional staff in place to undertake economic development activities the most critical need is outreach to the existing businesses in the County. In responding to the Business Survey many local businesses expressed a need for assistance in finding new sites, getting capital for expansion, using public sector programs, and acquiring appropriately skilled labor. A few even indicated that they were

considering closing their doors or moving out of the County. Following up on these expressed concerns should be a priority for the TCDC staff.

Need for External Marketing: Much of the growth which occurs in Tioga County in the future will come from the firms that are located here now. However, the structure of the Tioga County economy, particularly the manufacturing sector, is highly weighted towards firms in mature industries which cannot be expected to grow and may well decline in the future. New firms in industries with high growth potentials are needed. Selective targeted marketing to firms which have the potential to do well in the Tioga County area is a priority. This activity is already in progress through work done by the Consultant. This is an on-going function which will require staff time and volunteer commitment throughout the life of TCDC.

Uneven and Insufficient Infrastructure Development: Most areas of Tioga County are not served by public sewer or water. In those areas which are served the potential for new development is limited by plants and facilities which are operating at or near capacity. This is not a problem which is amenable to solution by TCDC acting alone; it will require input and consideration by the Corporation, the County, and the 39 municipalities to assure that development is not stymied by a lack of critical infrastructure.

Lack of Land for Industrial Development: An analysis of the existing and potential sites for development suggests that there are very few places in the County where new development can take place. There are now three industrial parks (including the Dresser facility which has been rechristened to be the Wellsboro Industrial Park) but total developable space is well under 100 acres. The Mansfield area, in particular, needs to have industrial land made available. But the lack of certainty about the final Route 15 corridor, problems with wetlands and floodplains, and a lack of infrastructure indicate that bringing industrial land to market in that area will be a slow process. At least one potential site has been identified in the northern part of the County and that site needs to have a full developmental assessment made.

Opportunity to Increase Cash Flow from Tourism: Tioga County does very well at attracting tourists seeking outdoor recreation; over one million tourists each year visit the

County. However, Tioga County is not as successful at generating a cash flow from these tourists. It ranks in the bottom third of Pennsylvania Counties in terms of revenues from travel and tourism. In order to make the tourism sector a more important part of the economic structure of the County mechanisms need to be found to capture more dollars from the tourists who visit or to bring in tourists who will generate larger expenditures. One approach which has been suggested is the development of a year-round resort complex which would combine golf, skiing, water activities, and hotel and restaurant accommodations. A feasibility study would be required. The Northern Tier Visitors' Center will provide another opportunity for increasing the economic value of tourism.

Need for Training Programs for Specific Skills Required by Existing Businesses: Several existing businesses have indicated that finding skilled workers in particular trades is difficult for them. In response, TCDC has made contact with a major trades training school, Johnson Technical Institute of Scranton, to determine the feasibility of offering courses in wood working and metal working in the County. These discussions are on-going. TCDC will also work closely with the Pennsylvania College of Technology.

Need to Increase Income Generation Opportunities for Agricultural Sector: Agriculture is a major part of the Tioga County economy. It employs twice as many people as tourism and more than any other single industry. The County ranks fourteenth in the Commonwealth in value of agricultural product sold. Unfortunately, most of the market agriculture in the County is dairy production. Since the market for fluid milk products is declining new markets or new products need to be found to keep this sector healthy.

SECTORAL ANALYSIS

Most economic development strategies concentrate almost exclusively on manufacturing industries. Recognizing the importance of other sectors to the economic vitality of the County, TCDC included agriculture, tourism, and retail trade in its CERP work program. Tourism and agricultural activities are important income generators for the County, i.e. firms in these industries bring in dollars from outside the region in just the same sense as manufacturing.

Agriculture employs more people than any single manufacturing industry in Tioga County. In 1989 this was about 1,200 persons. It generated \$55 million dollars in gross revenues. Equally important, agriculture and related activities such as forestry, provide inputs to major manufacturing industries which are resource based; these include: wood products, fluid milk products, and the condensed and evaporated dairy products industry. Because this industry is composed primarily of self-employed persons working on family farms, collected employment statistics do not indicate the true number of people who derive their

incomes from this sector. Hence, the importance of agriculture is often overlooked by decision-makers.

In Tioga County farmers produce dairy and other products in far greater quantity than is consumed locally. In fact, as a percentage of the labor force, agriculture employs about four times as many people in Tioga County as in the Commonwealth as a whole. Tioga ranks fifth among the 67 counties in the Commonwealth in percentage of total employment devoted to agriculture. Overall, the County ranks 14th in the state in the value of agricultural production. It ranks 11th in the value of dairy production. Most of the market agriculture in Tioga County is centered around the dairy industry.

The heavy dependence on dairy is a major concern for agriculture in Tioga County. The dairy industry is not a growth industry. Both demographic and nutritional trends suggest that dairy product consumption will continue to fall in the foreseeable future. This problem is compounded by the fact that dairying is a highly capital intensive industry with much specialized equipment which is not readily converted to other farm uses. In short, there is a need to find other markets for dairy farm products in the medium term and to find alternative agricultural products in the longer term.

TCDC is committed to an active role in helping to keep the agricultural sector of the County healthy. As one step in that direction, a targeted marketing program directed at firms in the food processing industry which use substantial quantities of milk or milk fat will be initiated.

Tourism generates dollars for the Tioga economy by "exporting" the scenic beauty of the County. When an urban family visits Tioga County from Lancaster or New York City, the money they spend in the County is a net gain to the local economy. Tourism is important to the Tioga County economy; however, it does not generate aggregate spending at the level which might be expected. About a million visitors per year use the various recreational facilities of the County. The State Parks at Pine Creek Gorge, as well as the Corps of Engineers facilities near the lakes and the undeveloped wooded areas of the County attract visitors for boating, camping, hunting, fishing, sightseeing, and other outdoor activities. This makes the County one of the most popular recreational areas of the Commonwealth. Unfortunately, from an economic development standpoint, there is relatively little commercial activity associated with this type of visitation. In fact, Tioga County ranks 49th out of the 67 counties in total travel and tourism expenditures according to the 1987 *Pennsylvania Abstract*.

In part, the relatively low volume of spending is due to the type of travel associated with Tioga County. Little revenue is derived from business travel or even highway oriented convenience travel. Improvements to U.S. 15 should help increase traffic volume on that corridor but the County will

never be a major center for business or highway travel.

Most people who visit Tioga County do so intentionally for recreational purposes. An effort to capture a larger market and more importantly on capturing a larger expenditure per tourist should be encouraged. TCDC will not become actively involved in the day to day promotion of tourism; the Tioga County Tourist Promotion Agency has that responsibility. The Corporation will help to increase the economic impacts of tourism by assisting the development of commercial facilities and the Northern Tier Visitors Center.

Retail trade is a different type of economic activity. The level of local trade depends in large measure on the number of residents and the incomes in the trade area. Analysis shows that Tioga County is not quite self-sufficient in retail trade, i.e. most residents of the County can — and do — purchase most of their needed goods and services locally but some “big ticket” items such as furniture are probably purchased in larger metropolitan areas. From 1982 to 1987 retail sales in the County increased at almost the same rate as they did in the Commonwealth; despite the fact that income growth did not keep pace. For a rural county this is actually quite good retail sector performance.

This is not to say that there are neither problems nor opportunities for retail trade businesses in Tioga County. Sales by Eating and Drinking Establishments are only 76 percent of the state per capita average. Given the high level of tourism in the state this could be increased. In addition, there is substantial disparity between the urban centers in the County in terms of their sales per resident. Wellsboro's commercial sector is extremely healthy compared to most communities of its size; Mansfield's is only average. The other centers provide primarily convenience goods and services. With much of the population centered in the northern part of the County there are probably opportunities for expanded retail trade in the Lawrenceville to Elkland corridor. TCDC will continue to monitor retail trade in the County but will not have an active role in policy formation or intervention in this sector.

BUSINESS RETENTION AND EXPANSION

A Business Retention and Expansion strategy is a necessary part of any comprehensive local development plan. The firms already located in Tioga County will, if national averages apply, account for more than three-quarters of the job growth which will occur during the life of this strategy. However, studies have shown that about eight (8) percent of the existing jobs in any local area are “at risk” each year. These jobs are lost through firms which fail, firms which move out of the local area, and firms which close due to retirement of the principals. In addition, branch plants of non-locally owned firms are at risk of being closed or moved even when the parent company is not failing or closing. Local areas which show persistent employment declines have not been able to keep or replace existing jobs. Efforts to

keep local firms healthy, growing, and satisfied with their location in Tioga County are paramount in this development strategy. TCDC will take an aggressive proactive role in business retention and expansion.

Outreach

The establishment of a regular mechanism for two-way communications between the staff of the development agency and local businesses is mission critical. The Survey of Businesses executed as part of this work program initiated the outreach effort of TCDC. Between five (5) and ten percent of staff time and effort will be spent on maintaining this communication. This commitment of time and effort does not include the time spent actually rendering technical assistance or following up on opportunities uncovered.

Business Retention and Expansion Activities

There are several areas where local development groups, acting on information collected by the business outreach, can make a difference to the health and success of local firms. In many cases the development agency will function most effectively as a catalyst or change agent not as a direct provider of services.

Assistance with access to capital is perhaps the most critical of these. Small firms and, in particular, new firms usually have a greater need for capital than their purely private sector credit rating would allow. Commercial banks are hesitant to loan money to these firms without some incentive from public sources. Several different approaches have been created to help local development agencies deal with this problem. They range from local revolving loan funds to helping firms understand where to go for money and how to get it. In addition, there are numerous state programs and a couple of federal programs which provide loans and even grants to small firms.

It should be understood from the outset, however, that access to capital is a problem without an easy solution. Most local agencies are not in a position to provide much in the way of direct financial assistance. State and federal programs are limited in quantity. They are also restricted to certain types of business and, in many cases, they are quite bureaucratic.

The most appropriate role for TCDC, at this time, is that of information and technical assistance provider. In order to accomplish this TCDC will assure that its staff has knowledge of business finance, banking practice, and state

and federal financing programs. The Small Business Development Center may also provide some assistance. This role will also include working with the local financial institutions to encourage their investment in local small businesses. One approach which has worked well in some areas has been the creation of a specified small business loan pool. When several banks participate in such a pool each has a limited exposure on any one loan and, therefore, a lower downside risk. About 25 percent of staff time is often devoted to providing direct technical assistance to local businesses seeking financial help.

Assistance with finding a new site or on-site plant expansion is another major activity for business retention and expansion. A common misconception is that businesses leave the area only when they fail; they also leave when they become dissatisfied with an existing site or do when they do well enough to expand but do not perceive the opportunity to do so locally.

In order to assist local businesses find the appropriate site for their operations TCDC staff will compile and maintain a list of available sites within the County. The site list will include buildings and building sites for all size operations and for all types of activities. Information about each site should be as complete as possible: size, location, infrastructure, transportation, utilities, ownership, zoning, price, availability, realtor or broker, and size, adaptability, and condition of buildings (if any). A start on this site inventory is provided as part of the work program. A further element of this task is assisting with the development and improvement of sites. Securing financing for infrastructure improvements on or near important sites should be a priority. There are several state programs which will assist in financing these improvements but grantsmanship and administration are, in themselves, major activities. Assistance with siting, including maintenance of the site inventory, grantsmanship and grants administration may be expected to consume between 15 and 25 percent of staff effort.

At some point it may be advantageous to establish a small business incubator in the County. If this could be done in conjunction with the operation of a multi-tenant building, significant cost savings might accrue.

Assistance with acquiring appropriately skilled employees is a major need of most businesses in Tioga County. There is a perceived need for more and better education and training opportunities. While TCDC will not attempt to deliver these services directly, it can have a positive impact through several related activities. First, the Business Outreach process provides an excellent mechanism to acquire and consolidate information about the types of training and continuing education programs which are needed by area businesses. Second, TCDC can act as a broker to put together the required courses from various providers. Third, it can work towards long term solutions such as encouraging a private sector vocational school to

locate in the area. This function, despite its importance, will not require substantially more than five (5) percent of staff time.

Other technical assistance, such as providing information to business owners and operators about tax law changes, computerization, export and procurement programs, and the like will also be a function of the staff. One technical assistance activity which has already been started is publishing this newsletter. This provides a medium for information exchange among TCDC, other development agencies, the Chambers of Commerce, municipal governments, and local businesses. It should be expected that roughly ten percent of staff time will be spent on all of these activities.

All of these activities require professional staff. In total these activities will comprise about 70 percent of the staff effort expended. This is in line with the expectation for the percentage of jobs which will be created by local firms.

EXTERNAL MARKETING

The other major activity of the Tioga County Development Corporation involves external marketing. This program has already been initiated through the CERP Consultant. In the future this will be a staff function. The purpose of all external marketing efforts is to attempt to bring new firms into the County to provide jobs and income for county residents.

While it is appropriate, and sometimes useful, to engage in general promotion of the County; the main thrust of TCDC's efforts in external marketing will center on the recruitment of firms in specific industries that are likely to have an interest in locating in the County. This form of external marketing, referred to as targeted marketing, has been shown to be much more productive and cost effective than simply advertising the community as a great place to live, work, or locate a plant.

The staff will attempt to identify potential industries to recruit and will develop specific marketing materials which describe the particular features of the County of concern to decision makers in those industries. Materials will be developed for sites, labor force, markets, resources, transportation, and business incentive packages, as appropriate to the specific industry.

The membership of TCDC will also be involved in external marketing. One of the most important ways to recruit new firms is through word of mouth. Often local business people will know people in their own or a related industry who might find the County the perfect spot for new plant.

Changes in the Tioga County Economy 1990 to 1992

County Outperforms Commonwealth

The economy of Tioga County has had its ups and downs in the past several years. From 1988 to 1993, the County has outperformed the Commonwealth in job creation. In fact, Tioga was the fifth fastest growing county in Pennsylvania on a percentage basis. Nonetheless, the effects of the national recession have had an impact on Tioga County during the last two years.

Employment peaked in the fourth quarter of 1991 according to the Office of Employment Security statistics. The quarterly data shows that in the last quarter of 1991 total employment in the County reached just over 11,500. Normal seasonal fluctuation always accounts for the loss of several hundred jobs between the fourth and first quarter, but in 1992 over 600 jobs were lost in the County. Further, the second quarter rebound was not as strong as it has been in recent years. And the usual third quarter decline was sharper. The County finished the third quarter of 1992 with about 500 fewer jobs than it had in the fourth quarter of 1991. The first quarter data for 1993 indicates that the job loss during 1992 has been recaptured.

Sectoral analysis shows the expected decline in manufacturing employment between 1990 and 1992. This decline hit most of Pennsylvania and the nation during the recession years at the beginning of the decade. In Tioga County the loss was about 7.3 percent which was very close to the Commonwealth average. Despite the loss of employment total wages paid in the sector grew by about 8.4 percent over the period.

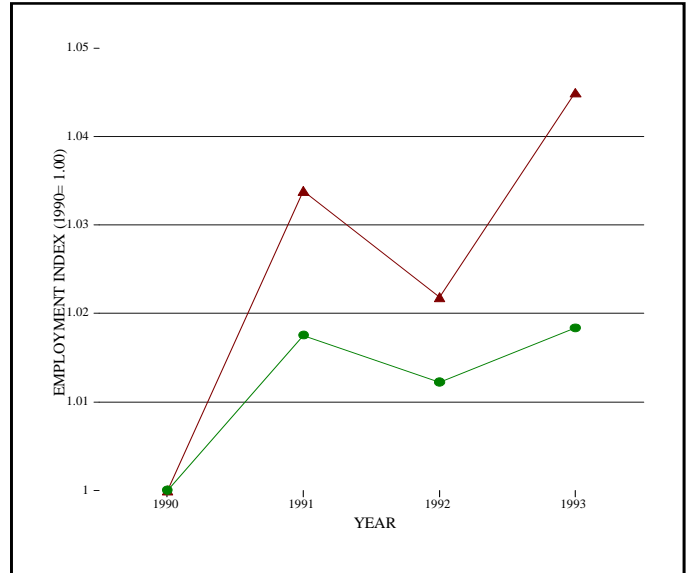
Also as expected, service sector employment in the County grew from 1990 to 1992. Total sectoral change was 5.2 percent, or about 2.5 percent per year. Perhaps more importantly, service sector wages grew by almost 20 percent in just two years. Employment in the Finance, Insurance, and Real Estate (FIRE) sector grew by over 24 percent and total wages paid increased by almost 41 percent. Both of the latter sectors are clearly healthy despite the weak national economy.

Table 1: First Quarter Employment Totals 1988 To 1993, Pennsylvania and Tioga Co.

Year	Tioga	Index	Pennsylvania	Index
1988	10,310	100	4,801,110	100
1990	10,985	106	4,985,711	104
1991	11,479	111	4,919,917	102
1992	10,869	105	4,868,965	101
1993	11,413	110	4,905,973	102

Source: Pa Department of Labor and Industry

Figure 1: Annual Fluctuations in Employment, Tioga Co. & Pennsylvania



Positive Signs

One of the most hopeful signs in the economy during the recession was the net increase in business establishments. In 1990 there were 798 businesses in the County. From 1991 through 1992 this number has averaged just over 860. Perhaps the most important factor is that the number of reporting units increased in all sectors, even manufacturing. Service sector establishments increased by 13 percent and manufacturing by almost 7 percent. Predictably, the largest percentage growth in establishments occurred in the retail sector.

Since most jobs in any local economy are created by new and small firms, it is important that this kind of incubation occur if the economy is to remain healthy. But since these are the very firms which tend to fail most often, they require far more attention and assistance from the development agency than larger and better established enterprises.

Another positive trend is seen in the fact that wages are increasing at a faster rate than in previous years. During the decade of the 1980s, relative wages in Tioga County fell with respect to the nation and the Commonwealth. Now, however, despite the fact that most new jobs are in the service sector, overall wages are increasing.

Development News from Tioga County



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Tioga Borough Sewer Project — Congressman William Clinger has announced that the FmHA has approved a \$1.7 million financial package to construct a Sewage Treatment and Collection System within the Borough of Tioga. Clinger indicated that: “once constructed, the project will renew the opportunity for community growth and economic development which has bypassed Tioga Borough for more than 3 decades.”

New restaurant and motel in Lawrence Township — Lake-View Lodge will be located on the Bliss Road, six miles from Route 15 and two miles from Route 49. The location provides an excellent view of the South Shore Recreational Area and the surrounding area. The Lodge will offer casual fine dining with a selection of steaks, seafood and Italian dishes. Facilities are available for meetings, conferences, and banquets for approximately 200. The motel will have 12 units for convenient overnight accommodations.

TCDC Hosts Johnson Technical Institute — An established technical training facility with a 75 year history of providing high quality on-campus and in-plant training visited Wellsboro in June at the invitation of TCDC. Local vocational/technical training is a high priority of local firms and the possibility of JTI and TCDC joining to create such a program has generated strong interest.

Business Card Exchange — TCDC hosted its third annual business card exchange. Over forty persons interested in networking with other local businesses attended with the purpose of finding local providers of services and products that they have previously purchased from out of the area.

From the President's Desk

Toward a Healthy Economy

Economic development issues receive a significant amount of attention. There are international, national, state and local economic development programs. Economic development agencies, committees, corporations, and consultants exist everywhere. We read about economic development plans, goals, projects, campaigns, and studies.

Some dimensions of economic development are complex. The fiscal dimensions which include taxes, loans, and bond issues require special skills to understand and administer. The myriad of regulations and regulatory agencies introduce and promulgate policies and procedures which are complicated. The activities that accompany the recruitment of a major industry to come to a region are not simple.

However, some elements of successful economic development programs may be described as common sense. A strong economy is more likely to exist if the educational system is strong. Employees and employers want their children to attend good schools. Good transportation systems, affordable housing, and a sense of community pride are other elements that seem to accompany a healthy economy.

The members of TCDC are cognizant of the many ingredients of a healthy economy. Our mission is to enhance development by giving attention to those concerns which will insure the economic vitality of Tioga County. The firm commitment of the Directors of TCDC is to work for the betterment of our County and so it is with great hopes that we have established and staffed a professional office to assist us in this effort. We will need your help and commitment as well.