



# OUTREACH

*Economic Development News  
from Tioga County, Pennsylvania*

*Special Edition Summer 2002 Issue 19*

## ***SPECIAL EDITION OUTREACH To The Future Strategic Plan 2001-2004***

### **Tioga County Economy 1990-2000**

***10th Fastest Growing County in Commonwealth in Job Creation Percentage***

*OUTREACH to the Future* was originally intended as both a strategy document to guide the activities of the *Tioga County Development Corporation* and as an organizational manual to delineate the structure of the Corporation and the relationships between *TCDC* and the other economic development agencies and actors in the County, Region and State. This document is the first comprehensive update to *OUTREACH to the Future* since the original was published in 1994. Beginning in 2000, the *Tioga County Development Corporation* began an eighteen month process to update our Strategic Plan. The process included 26 different meetings involving 285 people and a Board Retreat in October 2001. It culminated in the reporting of the Findings of *OUTREACH To The Future: Strategic Plan 2001-2004* to the Board of Directors in January 2002 by Wade VanLandingham of VanLandingham Consulting. Funding for the Strategic Plan was provided in part from the Pennsylvania Department of Community & Economic Development (DCED); GPU Energy and *TCDC*. In Kind contributions were provided by the Pennsylvania Department of Labor & Industry.

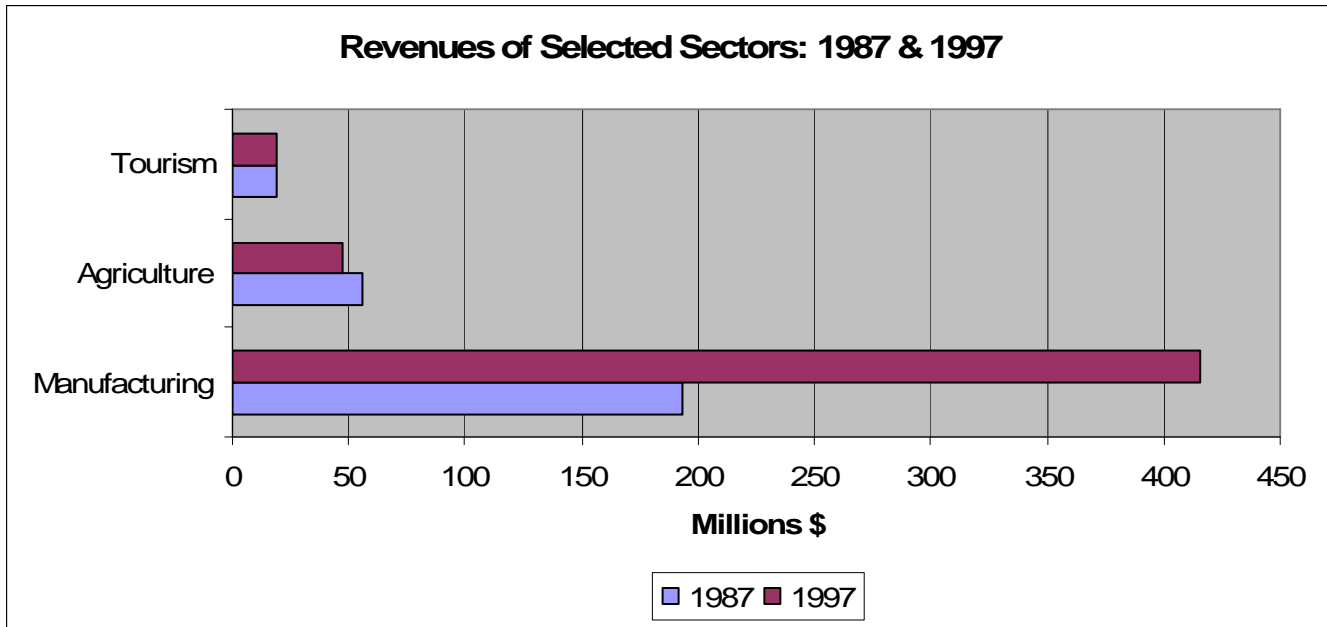
It has been more than five (5) years since the publication of *OUTREACH to the Future: 1994-98*, the first strategy document to guide the efforts of the *Tioga County Development Corporation (TCDC)*. Much has happened in the past five years, including the establishment and implementation of the **49 CORRIDOR Enterprise Zone**; the construction of a major new Ward Manufacturing, Inc. facility in the County; a change in ownership of several important firms; and the expansion of several others. On the other hand, a few firms have closed their doors and, despite the generally good economy, there are still too many people out of work and underemployment remains a major concern. Throughout the last half-decade, the *Tioga County Development Corporation* has provided good Countywide leadership and has participated in most of the important changes which have occurred in the County. Much has been done; much remains to be accomplished.

**Employment increased by over 18% over the decade. Tioga County was further distinguished by being one of the few Counties in the state to show substantial gains in manufacturing employment (30.2%).** Importantly, however, much of the overall employment growth occurred in the Finance, Insurance, and Real Estate Sector (FIRE) (47% increase), Services (29%), and Retail (9.3%). This indicates a broadening of the economic structure of the County and less dependence on other areas for these services and goods. Wage levels continue to be low; in 1999, Tioga was 56<sup>th</sup> in the State in wages paid per employee. First Quarter Wages per Employee were only 70% of the State average.

This Special Edition of *OUTREACH* highlights the results of the updated Strategic Plan, covering the changes in our Economy and a review of the Economic Development Organizational Structure serving Tioga County.

# Economic Indicators

- △ **Tioga County was the 10<sup>th</sup> fastest growing County in the Commonwealth between 1990 and 2000.**
- △ **It was distinguished by being one of the few Counties in the state to show substantial gains in manufacturing employment (30.2%).**
- △ Much of the overall employment growth occurred in FIRE (47% increase), Services (29%) and Retail (9.3%); this indicates a broadening of the economic structure of the County and less dependence on other areas for these services and goods.
- △ Wage levels continue to be low; in 1999 Tioga was 56<sup>th</sup> in the state in wages paid per employee. First Quarter Wages per employee were only 70% of the state average.
- △ Despite the increase in diversity, **Manufacturing (with 30.1% of all employment) remains the primary income generator for the County** and several major firms are at risk due to national declines in their industries. Food Products; Leather Goods; Stone, Clay, and Glass Products; Machinery and Computers; and Miscellaneous Manufacturing are all declining nationally.
- △ From 1980 to 1999, the population of the County has increased about 1.7% to 42,256 people. This population is slightly weighted towards youth: in 1999, 25.3% were under age 18, compared to 23.8% statewide.
- △ The median household income in the Commonwealth increased by 28.2% while in the County, the gain was 38.1%.
- △ **Tioga County and five other counties along the I99 Corridor were all in the top ten of fastest growing counties in the Commonwealth from 1990-2000 in employment percentage.**



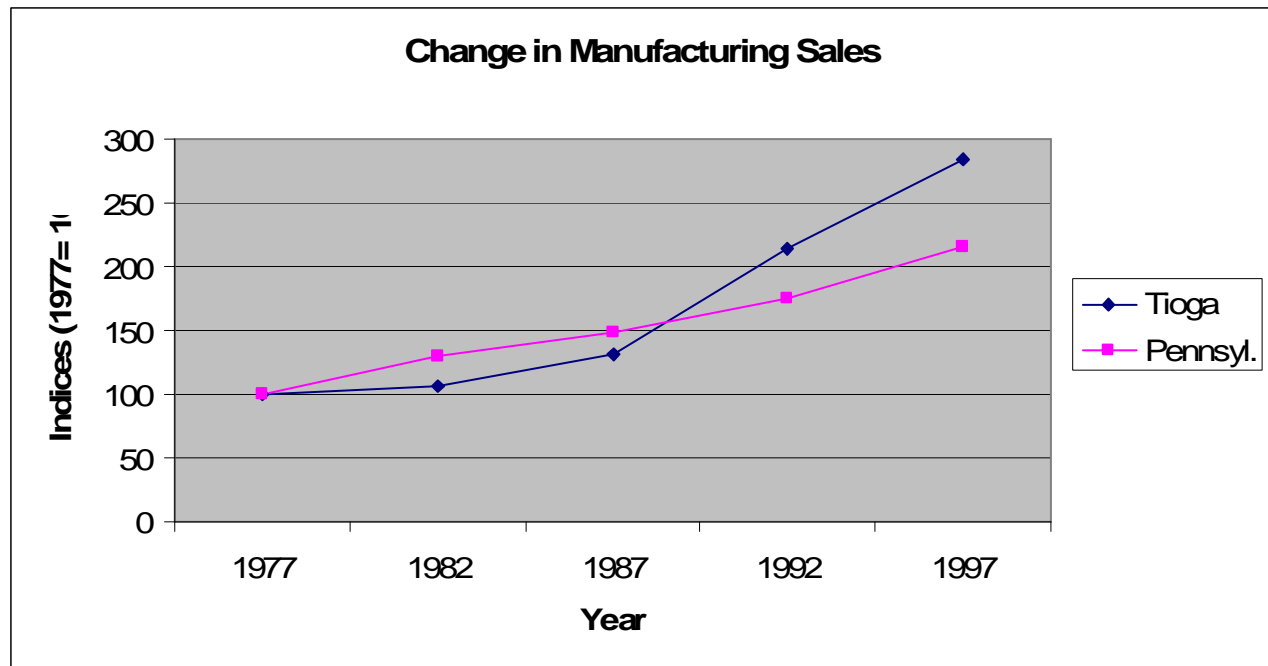
**In 2000, Manufacturing was the largest employer in Tioga County with 3,919 employees or 30.2% of all workers (12,991).**

Manufacturing	3,919 Employees	30.2% of Work Force
Government	2,698 Employees	20.8%
Service Sector	2,493 Employees	19.2%
Retail	2,262 Employees	17.4%

Despite the increase in diversity, manufacturing (with 30.1% of all employment) remains the primary income generator for the County and several major firms are at risk due to national declines in their industries. Very little employment in the emerging industries of the 21<sup>st</sup> Century currently exists in the County and this may be a concern for the future. Overall, the economy of Tioga County seems to be developing into a more service oriented entity in a manner similar to the US economy.

# Manufacturing

**In 2000, the annual unemployment rate for Tioga County averaged 4.5%.** For the last three months for which data is available (May, June, July 2001) the unemployment rate jumped to almost 6.0%. Many of these jobs have been in the manufacturing sector. Unfortunately, recent events make it likely unemployment will increase further and recovery may take many months.



Manufacturing, while a significant component of the Tioga County economy, does not generate the total sales per capita of either the US or the Commonwealth. **In 1997, total shipments by manufacturers in the County was \$415,895,000; or about \$9,994 per resident.** Both the nation and the state averaged manufacturing shipments of about \$14,350 per capita in that year.

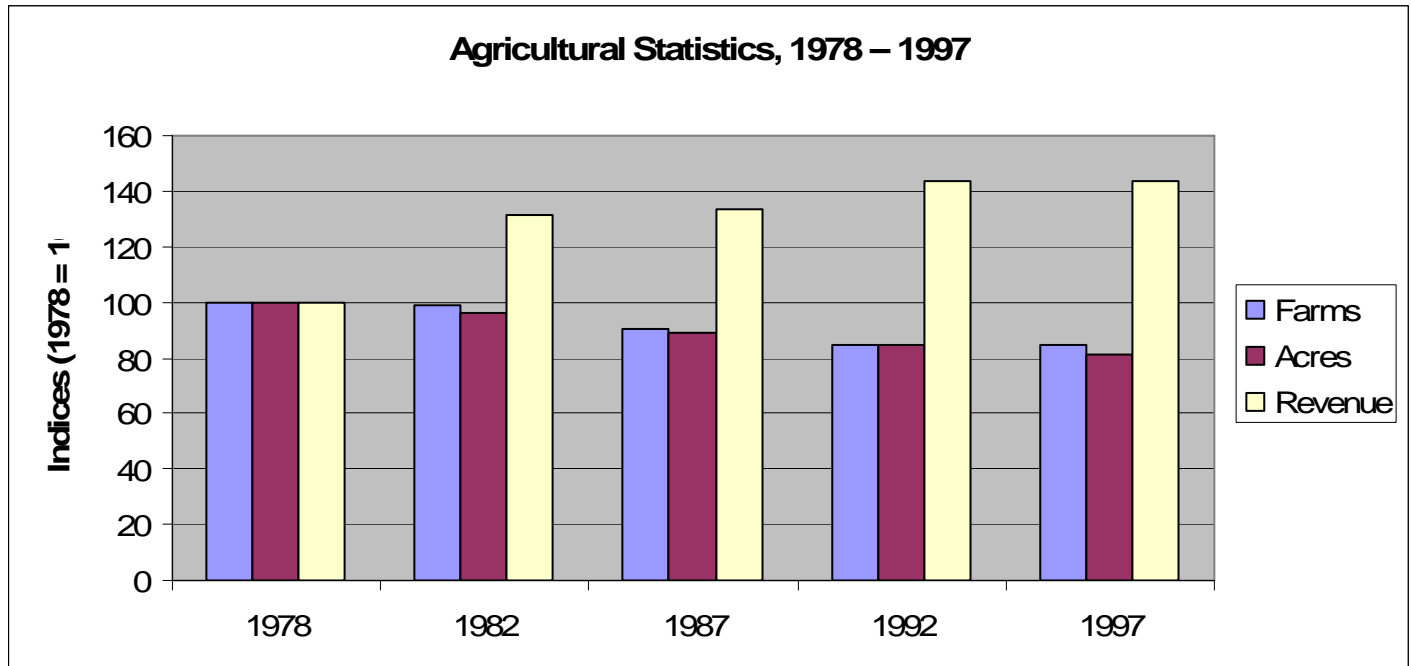
Although a rural county, manufacturing remains the largest contributor to the economy of Tioga County. Traditionally, manufacturing creates and retains higher income jobs and has a great spin off effect on the entire economy. **Tioga County is encouraged with the continued growth of manufacturing while it is in a decline at the State and National levels.**

# Government

Local government employment is a significant contributor to the economy of Tioga County. In 1997, 1,427 persons were employed in non-federal government jobs in the County; this was 3.4% of the total population, about midway between the State rate of 3.0% and the National rate of 3.8%.

**Government is a major industry group in Tioga County. In the 1st Quarter of 2000, it employed 2,698 persons or almost 21% of the labor force.** This category includes all employees of Mansfield University, Pennsylvania College of Technology/ North Campus, and all three (3) public school district employees, as well as other federal, state and local government workers. **This was a high growth area in the 1990's with a 14.2% increase in employment between 1990 and 2000.** The State saw a total increase in this group of just 3.5%. Location quotients are not determined for Government, however, the educational component, especially Mansfield University is a significant basic industry with a \$24 million payroll and 425 employees.

# Agriculture



**Agriculture has always been an important part of the Tioga County economy and a defining characteristic of the lifestyle and landscape. Almost 28% of the land area of the County is devoted to farming. Farm revenues for the County in 1997 were \$47.3 million or 1.2% of the Pennsylvania total, while total population was less than 0.4% of the State total. Livestock has always been the primary focus of farming in the County. In 1997, the Total Value of Livestock Sales, including dairy and poultry, was over \$41 million, about 87% of the total value of all farm products sold.**

As a whole, agriculture in the County is stagnant to declining. In 1997, there were 823 farms in the County; the same number as in 1992. Acreage in farms, however, decreased from 212,477 to 202,169 (-4.9%). While the total sale of agricultural product in Pennsylvania increased by 12.0% in Pennsylvania between 1992 and 1997, it decreased by 0.1% in Tioga County. Further, this decrease is unadjusted for inflation; in real terms the value of farm output fell significantly.

In recent years, the type of agriculture in the County has also changed. For decades, Dairy has been the most important product of Tioga County farms. It still is, but its importance is declining while that of hog farming is increasing. The number of dairy farms decreased from 351 to 287 across the five year period, a reduction of 18.2%. Total dairy sales, not adjusted for inflation, fell by 2.6%; and, dairy as a percentage of total farm sales decreased from 70% to 68%.

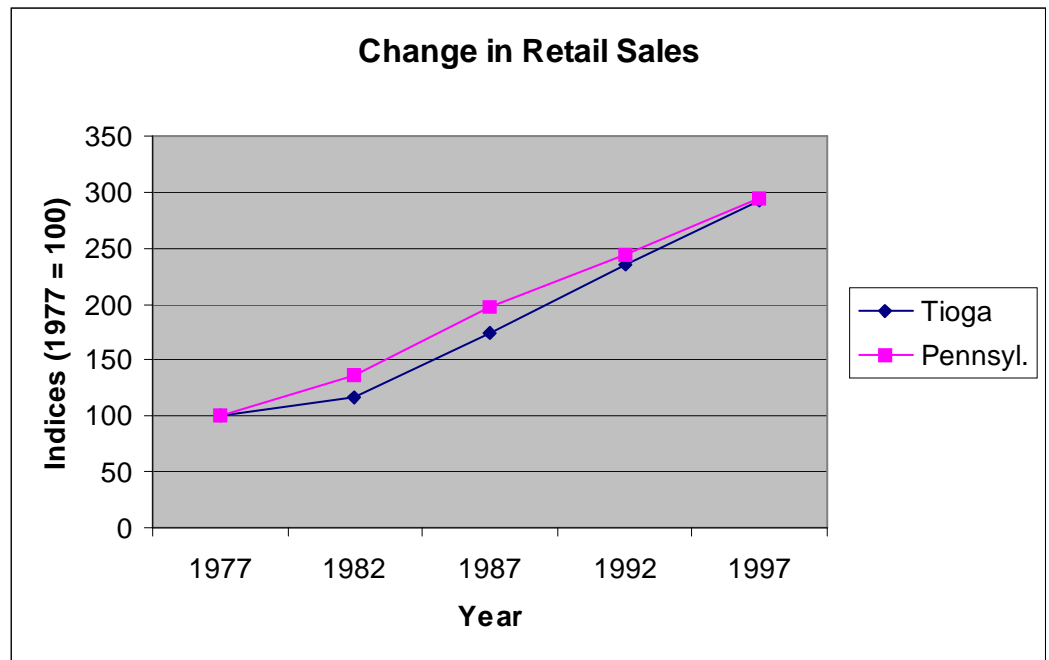
An increasing number of family farms are being converted to corporate entities. Many of these are related to the pork industry, both feeder and breeder operations are increasing. Dairy farming is still precarious due to small margins and declining demand. Most dairy farmers are older and many are selling off, or have indicated a willingness to sell off, portions of their properties for development. There has been little change in the Total Land in production over the past several years.

Beef Cattle Farming also decreased significantly. In 1997, the sale of beef cattle was 31.5% less than in 1992 (again, not adjusted for inflation). In 1992, beef cattle sales made up 19% of farm revenue; this fell to 13% by 1997.

On the other hand, **Hog and Pig Revenue in 1997 was 86.1% greater than in 1992.** The number of hog and pig farms increased from 38 to 42 over the period and the sales per farm increased by 68.4%. **Hog and Pig Sales grew from just 3.0% of total farm revenue to over 5.0%.** Crops remain a small element of Tioga County agriculture. The most significant crops are hay and silage, which are largely sold to local livestock farmers.

## Retail

**In 2000, Retail Trade employed 2,262 persons in Tioga County.** This was an increase of 193 over 1990. Growth in the sector mirrored that of Pennsylvania; Retail Employment in the Commonwealth grew by 9.1% compared to 9.3% in the County. The greatest gain was in department and variety stores (over 131%) due to the opening of the Wal\*Mart store in Richmond Township. However, increases were also seen in Building Materials and Hardware (30.8%), Food Stores (6.6%), and Miscellaneous Retail (37.9%).



Apparel Stores decreased in employment, as did auto dealers, service stations and eating & drinking places (by 7.3%). The decline in the latter is somewhat unexpected because statewide employment in this industry increased by 17.8%. Overall, Retail Employment showed a location quotient of .84 in Tioga County in 2000 compared to .86 in Pennsylvania. **In dollar terms, Sales at Retail increased by 28.8% from 1992 to 1997.** This compares reasonably well to the 34.4% increase in the Commonwealth.

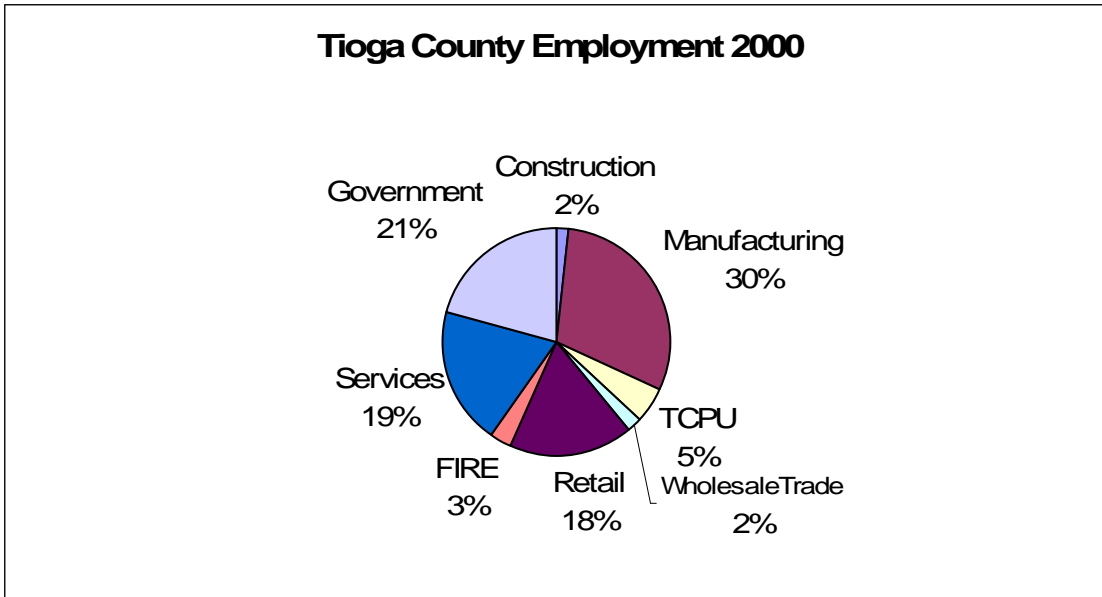
While the rate of increase is similar, Retail Sales still lag behind the National and State averages. In 1997, Retail Sales per resident in Pennsylvania were \$9,150; in the US, such sales were \$9,190. Tioga, because of its rural nature and lower incomes, had much lower sales; in 1997, Retail Sales Per Capita were only \$6,942. **Total Retail Sales in the County were \$287,902,000 in 1997.**

## Tourism

Travel and Tourism are an important part of the economy in Tioga County. **In 1993, all travel expenditures in the County totaled \$18.5 million.** This was, however, a decrease of 2.9% from 1985. The state changed the way it reports tourism expenditures in 1995 and the new data is not comparable to the old for time series comparison. However, declines in both lodging and restaurant employment persisted through at least 2000, which suggests that Tourism has not significantly recovered.

In order to increase the capture of tourism dollars in Tioga County, several avenues will be explored by assisting the Tioga County Visitors Bureau (TCVB) and the various Chambers of Commerce. The continuation of the development of the Lumber Heritage Park Project will receive high priority and *TCDC* will lend assistance to the TCVB and the other participating partners. The feasibility of a Year Round Resort and other recreational/tourism related developments will be studied and, if feasible, promoted. *TCDC* will continue to serve as the lead for assistance to the *Northern Tier Welcome Center Steering Committee* and the development of the Northern Tier Welcome Center by the Commonwealth of Pennsylvania. *TCDC* will continue to support the Tioga County Visitors Bureau as the primary countywide designated tourism promotion organization for Tioga County and the Keystone Mountains Regional Tourism Network. We will also support the Route 6 Association in its efforts to improve infrastructure and increase tourism along the entire Route 6 Corridor. Our role will primarily be of a support nature.

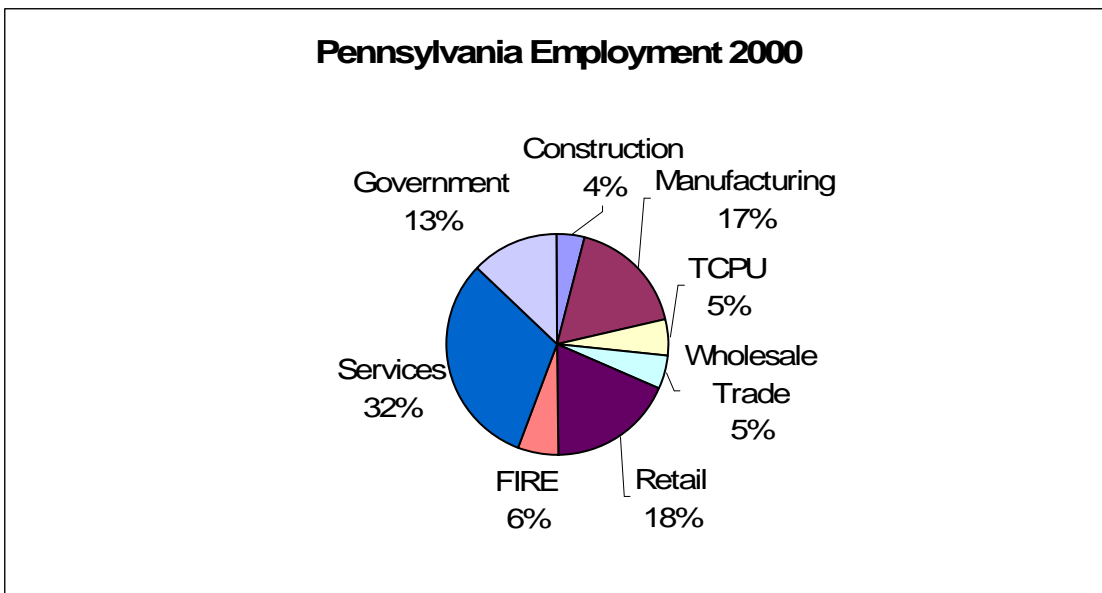
# The Workforce & Employment



**Analysis indicates that the potential labor force of Tioga County will continue to grow through about 2010** and then start to decline as baby-boomers begin to retire. The retirement of older workers will be exacerbated by the relatively small population born during the 1980's and early 1990's who will enter the labor force and by the out-migration of youth. The likelihood is without significant and unexpected population growth, the size of the labor force will limit the possibilities for economic expansion.

**A trainable WorkForce is critical to meet the expanding needs of our Employers. TCDC is committed to assist in assuring our County can meet required work force needs.** The Corporation will work aggressively with our Public School

Districts, Mansfield University, Pennsylvania College of Technology, Northern Tier Industry & Education Consortium (NTIEC), the NTRPDC WorkForce Investment Board and the private sector on such programs as the *Tioga County School To Work Initiative*, *Customized Job Training (CJT)*, *Job Creation Tax Credit*, *PA WEDnet* and other Education & Training Programs to assure a trained labor force is available. We will support efforts to assure post-secondary educational and training programs which meet the needs of employers are available and to educate employers about existing WorkForce Improvement Programs and solicit their involvement. The Commonwealth's *Stay Invent the Future* Program and similar efforts will be utilized to provide incentives to the youth of the County to remain in Tioga County for employment



# The Workforce & Employment Continued...

## Labor Force

The labor force of Tioga County remains primarily blue-collar (largely due to the high percentage of total employment involved in manufacturing). In Pennsylvania in 1990, 43.1% of all workers were in occupations classified as "blue collar", compared to 57.1% in Tioga County. Further, of the 42.9% who were white collar workers, only 20.5% were classified as executives, administrators, managers or professionals; in Pennsylvania this group was 25.2% of the total. Employment in the County is growing fairly rapidly. **Between 1990 and 1998, employment in the County grew fairly rapidly with an increase in private non-farm employment of 13.0%, almost twice as fast as the State rate of 6.7%, compared to the US increase of 15.7%.**

## Growth of the Labor Force by Occupation & Education

Most of the fast growing occupations in the next decade are expected to require at least some post-secondary education and many will require at least a Bachelor's degree. Projections of the growth of the labor force by occupation through 2005 show that those occupations which are expected to grow by more than 2.5% per year between 1995 and 2005 are heavily weighted towards white and pink collar workers in health care, computer specialties, social services, and business services. Only three of the top fifty growth occupations are in the manufacturing area and all of these are highly skilled machinist and machine operator positions. In percentage terms, at least, little growth will occur in the semi-skilled manufacturing labor force. Unfortunately, State sources indicate that recent graduates of Tioga County High Schools are still less likely to attend college than their counterparts statewide. In 1995-96, only 49.5% of the public school graduates in the County attended college compared to 67.5% for the Commonwealth.

## Commuting Patterns

An analysis of commuting patterns shows that Tioga County had a high level of net out-commutation – most of it to New York State. In 1990, Tioga County had 4,077 residents who worked out of the County. This was only partially offset by the 1,335 persons who commuted into the County from elsewhere. There was, therefore, a net out-commutation of -2,742. Only 339 workers commuted from New York to Tioga County in that year. However, the rapid growth of employment between 1990 and 2000 suggests that the balance of commuting is changing and that more cross-commuting is now occurring since more job opportunities now exist in the County.

## Multi-Sector Promotional Strategy

Recognizing that the recruitment of professionals, mid-level managers, technicians and highly skilled labor is a difficult task for local firms and agencies, TCDC will encourage the development of a multi-sector promotional strategy and appropriate relocation packages. The Corporation will explore the need for other related strategies to assist the recruitment process.

## Statewide Employment Change

Three sectors showed negative change between 1990 and 1999 in Pennsylvania. The sectors which lost employment were: Extractive (mostly Mining), Manufacturing and Wholesale Trade. Government and Construction employment remained essentially constant. The fastest growth sector was Producers' Services with an increase of over 37%. Recreation and Tourism Services increased by over 32%, while the category of General Service Industries grew by 23.5%. The largest of the realigned Services sectors, in terms of total employment, was the Health and Legal Services Sector which grew by 19.5%. Finance, Insurance, and Real Estate (FIRE) grew by less than 8.0% and Retail by less than 6.0%.

## Growth Manufacturing Industries in Tioga County

All manufacturing, except Stone, Clay & Glass Products (SIC 32), were growth industries locally over the past decade. These industry groups employed over 3,400 workers in 2000; approximately 2,800 of these workers produced goods for consumption beyond the county borders. Although the strength of these industries has allowed Tioga County to prosper, there are several concerns which must be raised: a) Nationally, most manufacturing industries are stagnant to declining in employment; b) Tioga County's manufacturing industries are not immune to this decline in the long term as is evidenced by the fact that many of the same industry groups were declining in the Commonwealth; c) Although much of the growth has occurred in firms which apply advanced manufacturing techniques, little growth has been generated in Tioga County in information technology or the other industries which are expected to be the growth engines of the economy in the next twenty years; and d) Dependence on manufactured products as the economic base of the County makes the local economy particularly susceptible to cyclical downturns as has been shown by increased unemployment in the past year.

# Economic Development Organizational Structure

*OUTREACH to the Future* was originally intended as both a strategy document to guide the activities of the *Tioga County Development Corporation* and as an organizational manual to delineate the structure of the Corporation and the relationships between *TCDC* and the other economic development agencies and actors in the County, Region, and State. The 2nd Phase of the updated Strategic Plan was to review the overall Economic Development Organizational Structure which serves Tioga County. Meetings were conducted with all economic development oriented organizations providing services to Tioga County business & industry to determine each of their primary responsibilities and to determine if there are any gaps in service. This phase also served as an independent evaluation of how our Corporation has performed and what *TCDC* has accomplished since 1994.

A major concern of the founders of the Corporation was the interaction of *TCDC* with the other organizations and economic development groups in the County. It has always been a paramount belief that cooperation and assistance between all agencies is necessary for effective development to occur. In addition, the original *OUTREACH to the Future* specified certain functions that the Corporation should undertake in order for all aspects of the development process to be adequately addressed. This Update considers both the relationships with other entities and the roles played by each.

Meetings have taken place with the major economic development agencies in the County. The overall consensus is that *TCDC* has been effective, balanced, and on-target with its efforts over the past eight years and that no major changes should be contemplated. There is general satisfaction that all major functions are being addressed; however, concern with labor force issues and the availability of developable land have been raised. There is also a desire for help with bringing managers and technical workers to the area. An updated **Organization/Functions Matrix** has been completed and appears on Page 9.

## Measure of Attainment

The *TCDC* Three Year Work Program for 1998 through 2000 contained fourteen (14) Action Items. An Analysis dealing with each element in terms of actual accomplishments and, to a lesser extent, the level of effort committed was performed. Most of the elements of the Work Program are ongoing activities without specific and measurable end points; there is not, therefore, the possibility of 100% attainment or final closure. In general, the Measure of Attainment indicates that *TCDC* has been very successful; the following summarizes the 14 items grouped according to type of activity. With regard to the operation and continuation of the Corporation, the MOA found that *TCDC* has been highly effective; the Membership Program has been an area of strength; and Grantsmanship has been successful. Fund-Raising has been partially successful. With regard to the latter, the major concern is with Operational Income which will need to be increased after state funding for the **49 CORRIDOR Enterprise Zone** is discontinued in 2004.

*TCDC* has been successful in assuring its role and maintaining its visibility within the County. However, the Corporation's small staff is stretched too thinly to provide more and expanded assistance; attend all meetings and presentations and more participation from the Board for the latter is necessary.

## Internal & External Issues Facing *TCDC*: 2001 – 2005

Several key issues have been identified and addressed by the Board of Directors and Staff:

- △ Long-Term Funding of *TCDC* . . . Staying Operationally Solvent
- △ Long-Term Operations . . . Staff, Equipment, Space, Programs, etc.
- △ Funding of **49 CORRIDOR** Enterprise Zone & Expected Level of Activity (Scheduled Phase Out in 2004)
- △ Role of *TCDC* in Recruiting Professionals & Mid-Level Managers for Private Sector
- △ Response to General Economic Slowdown
- △ Land for Future Development . . . Including Business Park Campus Complex
- △ Role of *TCDC* in Non-Industrial Development . . . Especially Agriculture & Tourism
- △ Long-Term Issues of Labor Force Supply (*Stay Invent the Future*, Opportunities for Youth, Training, etc.)
- △ Approaches to Preparing for 21<sup>st</sup> Century Economy

Through the *Work Program 2001-2004*, these, and other issues which arise, will be addressed by the Corporation.



# ***TCDC's* Work Program: 2001-2004**

The Board of Directors of the *Tioga County Development Corporation (TCDC)* has developed a Three Year Work Program to be implemented in Tioga County for 2001 through 2004 as a result of the Strategic Plan Update, ***OUTREACH to the Future: Strategic Plan 2001 – 2004***. This document outlines the important actions and directions for implementation during the next three (3) years, originally developed as part of the 1994-1997 Work Program and modified in 1998. Each Year the Board will review our Work Program and adjust it to meet the needs of our industries and the change in the economy of Tioga County.

## **Direct *OUTREACH* Business Assistance**

Business Retention and Business Expansion of industries is the primary objective of *TCDC*. The professional staff will continue to make contact with all businesses and determine appropriate actions based on their needs. This is an on-going process with all local manufacturing, as well as other major employers. *TCDC* will provide Direct Loan Packaging, Sponsor Applications and provide Funding Assistance through PIDA and PEDFA to our industries. We will work with the Small Business Development Center to assist existing and potential small businesses, with direct and referral assistance to the NTRPDC, SCORE and other business service agencies.

## **49 *CORRIDOR* Enterprise Zone**

The **49 *CORRIDOR* Enterprise Zone** Program will continue to be a major component of our economic development initiative through 2004. *TCDC* will continue to serve as the Administrative Entity. With the implementation of the Revolving Loan Program (RLF) in 1998, priority efforts to secure additional EZZ funding will aggressively be pursued. The Corporation will work closely with the Executive, Business Development, RLF, Site/Infrastructure and Work Force Development Committees to continue to create an attractive business climate for continued growth and expansion. Working with the Executive Council of the Enterprise Zone, *TCDC* will develop mechanisms to sustain these efforts after state funding is discontinued. The Corporation is committed to the continued administration of the Revolving Loan Program.

## **Countywide Development Network**

*TCDC* will continue to be the primary countywide development organization to sponsor countywide development initiatives and provide a forum for countywide economic and community efforts. *TCDC* will serve as the countywide resource and sponsor grant applications on behalf of local efforts throughout Tioga County. *TCDC* will partner with other local and county initiatives, such as the *Tioga County Partnership For Community Health*, *Tioga County Countryside Council*, etc. As necessary and appropriate, the Corporation will contract with municipal and other public entities to administer and operate funded projects. *TCDC* will continue to serve as the lead county entity for economic development in Tioga County.

## **Sustainable Income Program**

*TCDC* will continue to solicit funding to support and expand our countywide economic development efforts through Fund Raising and Public Grantsmanship. Fund Raising is primarily a Board activity. It is the responsibility of the Board to solicit private sector donations to help fund the operations of *TCDC*. Grantsmanship is primarily a staff responsibility. The staff will pursue appropriate state and federal funding, such as the New Communities Program, Shared Municipal Services Program and other additional grants from the Pennsylvania Department of Community & Economic Development.

## ***TCDC* Membership**

In order to increase our base and long term viability, *TCDC* began a General Membership in 1994. *TCDC* will continue to increase Memberships on an annual basis to broaden our local support base of interested Business & Industry, Individuals, Agencies, Non-Profits, and Governments. The Board plays a key role in implementing this component and will need to be even more proactive in the future. The services *TCDC* provides to our Members will be strengthened in order to sustain Members, reinforce the value of Membership and assure continued growth in this area.

## **Outreach Marketing**

Marketing is an ongoing process designed to maximize the public awareness of the Corporation. It will provide information about the County, the services of *TCDC*, available sites, potential funding sources and many other concerns to prospective locators and to local businesses who are in need of assistance. Our HomePage ([www.tcdc-pa.com](http://www.tcdc-pa.com)) will be improved and a process for continuing updates will be developed in order to better promote Tioga County. The HomePage will be strongly promoted as the quickest way to learn about economic development in Tioga County.

**Organizational Development: Operation of the Office of Economic Development**

The operation of a professionally staffed Office of Economic Development became fully operational in March 1994. An Executive Director (economic development professional) and an Administrative Assistant were hired and funds have been raised through grants, contributions, memberships and services to support the Office for the future. In addition to program activities, the staff will continue to engage in Grantsmanship and the Directors should continue raising funds in order to assure the continuity of professional services. In 2000, a Program Assistant was hired and has taken over much of the responsibility for *TEAM Pennsylvan!a* interviews, and *Leadership Tioga County*. The permanent office staff has also been augmented by the use of both high school and college interns. A paid Internship Policy was adopted and has been implemented. Staff titles have been changed to reflect standard business practice. The Executive Director is now the President/Chief Executive Officer of the Corporation. Several issues facing the Corporation in the next three years include:

- △ One more permanent professional staff member is needed to supplement and expand the services to *TCDC*.
- △ A mechanism must be found to continue the activities of the **49 CORRIDOR Enterprise Zone** after State funding is discontinued in 2004. Additional operational funds will also be needed to replace those lost to the Corporation when the Enterprise Zone funding ends.
- △ Funding should be increased for equipment and supplies; especially for computers and related equipment.
- △ Due to additional staffing & programs, consideration should be given to reallocating space in the *TCDC* Building.
- △ Retirement, insurance & benefit packages need to be evaluated and augmented to be competitive with similar organizations.

**Leadership Tioga County**

*TCDC* is the sponsoring organization for *Leadership Tioga County*. The purpose of *Leadership Tioga County* is to recruit, train, encourage & develop caring individuals to participate in community leadership activities and responsibilities throughout Tioga County. It provides a nine month program which is intended to help those persons take a leadership role in the community. The goal of the *Youth Leadership Program* is to acquaint students with community and other resources, encouraging their interest and participation as they develop leadership skills and have the opportunity to interact with one another and community leaders in Tioga County. In 2002, the *Community Leadership Program* will be fully implemented to provide leadership training to adults throughout Tioga County. In addition, *Other Leadership Programs* (such as short courses, workshops, and seminars) will be continually developed and provided to youth and adults.

**Transportation Infrastructure Network Development**

A contemporary Transportation System is paramount to any economic development program. *TCDC* will continue to assist in the completion of US Route 15 as a four lane limited access interstate highway; promote improvements on US Route 6 and PA Route 49 (Enterprise Zone); and continue to support improvements to the Wellsboro & Corning Railroad and the Pennsylvania Grand Canyon Airport. Major attention will be given to promoting appropriate growth and development at the infrastructure interchanges on the US 15 Corridor. *TCDC*, through our Memberships, will continue to support the efforts of the US Route 15 Coalition and the Appalachian Thruway Association.

**TEAM Pennsylvan!a**

In 1997, the Tioga County Commissioners designated the *Tioga County Development Corporation* as the *TEAM Pennsylvan!a Agent for Tioga County*. Through the *TEAM Pennsylvan!a* Program, *TCDC* will continue to expand our business retention and expansion program working through the Northern Tier Regional Planning & Development Commission (Regional *TEAM Pennsylvan!a* Entity) and the statewide *TEAM Pennsylvan!a* network. *TEAM Pennsylvan!a* will continue to be a premiere economic development tool to assist *TCDC* in business retention and development.

**Land & Facility Development**

*TCDC* will continue to inventory potential industrial land throughout Tioga County, working with land owners, utilities, Tioga County Assessment Office, Realtors and NTRPDC. Sites will be inventoried in our *SelectSites* database in order to have identified sites available for business recruitment and expansion of our existing industries. Identified potential development sites will be explored to determine the feasibility of generating marketable additions to the inventory. In addition, staff will assist the owners of the Wellsboro Industrial Park and GROW to further develop municipal infrastructure development to the site; and promote rail service and docking facilities. The feasibility of a Business Campus/Park will be explored, including the need for multi-tenant incubator facilities.

**Federal Expenditures**

Tioga County also does not benefit from federal grants and expenditures to the same extent as the Nation or the Commonwealth. Total Federal Expenditures, including Transfer Payments, in 1999 were \$213,758,000 or \$5,131 per resident, compared to \$5,790 per capita in the State and \$5,562 in the Nation. *TCDC* should attempt to secure additional Federal Funding for Projects in Tioga County.



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## *From the Chairman of the Board . . .*

*The 10th Fastest Growing County in the Commonwealth in Job Creation Percentage . . .*  
What an accomplishment for Tioga County! The *Tioga County Development Corporation*, our Members, Directors and Partners have worked hard to assist in the successes reported in this Special Edition of **OUTREACH**. TCDC has worked aggressively with our ongoing partners: *Mansfield University, Pennsylvania College of Technology, Tioga County Partnership for Community Health, Northcentral AHEC, Northern Tier Regional Planning and Development Commission, Laurel Health System, BOOM, GROW, Elkland and Westfield IDC's, Youth Apprenticeship Program of the Northern Tier Industry Educational Consortium, Tioga County Career Development Committee, K-16 Council and School to Work Initiatives* with our three public school systems, *Northern Tioga, Southern Tioga and Wellsboro School Districts*. TCDC also works closely with our County, State and Federal Officials to bring government programs to Tioga County businesses. The greatest contributors to these impressive economic numbers are our industries and businesses who create the jobs. We can all assist them, but the reality is **they** create and retain the employment opportunities for our citizens. Tioga County truly has a partnership of all of us working together to foster and promote our economy and improving the quality of life of our residents.

Our Strategic Plan celebrates Tioga County's successes, as well as pointing out where we've missed the mark and what we need to improve. Where do we go from here? How do we build on the past successes? How do we assure the quality of life continues to improve for the citizens of Tioga County? Clearly the accomplishments in the **49 CORRIDOR Enterprise Zone** over the last seven years is a great example. Programs of the **49 CORRIDOR** have resulted in four new manufacturing related establishments and expansions in seven existing firms adding jobs, increasing taxable real estate and spurring private investment in new plants and equipment.

The continuation of these accomplishments cannot be assured with the construction of buildings and creation of jobs alone. We must build on our people . . . our most valuable resource. TCDC's investment in **Leadership Tioga County** is key to building for the future. The *Youth Leadership Program* teaches our youth leadership skills, an appreciation of Tioga County and what we have to offer them for their future. Our new *Community Leadership Program* will train our adult population to take on new leadership responsibilities, filling voids and relieving those ready to step aside in our county, municipalities, civic and school organizations. As these Programs continue over time, Tioga County will be ensured of a growing group of Leadership Alumni with the tools for effective leadership and a commitment to be productive, contributing members of their communities, providing direction and service helping to make *Tioga County . . . a place to call home.*