

SUSQUEHANNA HERITAGE AREA MANAGEMENT PLAN AMENDMENT

Final Report • December 2009

Prepared By:

Bergmann Associates • John Milner Associates, Inc.

For The:

Broome County Department of Planning and Economic Development

Barbara J. Fiala, Broome County Executive

Rita M. Petkash, Commissioner of Planning & Economic Development

Gail L. Domin, Project Coordinator and Economic Development Planner

And In Association With The:

Susquehanna Heritage Area Commission

This document was prepared for the New York Department of State with funds provided under Title 11 of the Environmental Protection Fund.

Additional matching services were provided by the Broome County Department of Planning and Economic Development.

Acknowledgements

The project team gratefully acknowledges the time and contributions made by so many persons with an interest and desire to continue the success of the Susquehanna Heritage Area program. Although many people participated in various aspects of the planning process, we would like to thank the following individuals for their assistance:

Susquehanna Heritage Area (SHA) Management Plan Amendment Steering Committee

- Gail Domin, Project Coordinator and Economic Development Planner, Broome County
- Daria Golazeski, Planning Director, Village of Johnson City and SHA Commission Chair
- LaVon Hausamann, Village of Endicott
- Elaine Jardine, Planning Director, Tioga County
- H. Peter L'Orange, Preservation Planner, City of Binghamton
- Caroline Quidort, Senior Planner, City of Binghamton
- Stella Reschke, Tioga County Office of Tourism
- Susan Sherwood, Center for Technology & Innovation, Inc.
- Judy Snedaker, Village of Johnson City
- Kathy Utter, Director of the Endicott Visitor Center and SHA Commission Vice-Chair
- Lora Zier, Senior Planner, Broome County and SHA Commission Secretary

Susquehanna Heritage Area Commission

- Daria Golazeski, Village of Johnson City
- LaVon Hausamann, Village of Endicott
- H. Peter L'Orange, City of Binghamton
- Rita Petkash, Broome County
- Caroline Quidort, City of Binghamton
- Judy Snedaker, Village of Johnson City
- Kathy Utter, Village of Endicott
- Lora Zier, Commissioner Representative

Susquehanna Heritage Area Advisory Board

- Patti Blishak, Town of Union
- Joel Boyd, City of Binghamton Economic Development Planner
- Jane De Hawkhurst, Preservation Association of the Southern Tier
- Alberta Fiori-Gazda, Endicott resident
- Mike Janis, Binghamton Zoo at Ross Park
- Naima Kradjian, Goodwill Theatre, Inc.
- Janet Ottman, Johnson City Historian
- Shirley Rollo, Endicott Trustee
- Brian Steele, Endicott Visitor Center
- Gerry Smith, Broome County Historical Society
- Michael Tugwell, Johnson City resident

New York State Office of Parks, Recreation and Historic Preservation

- Carol Ash, Commissioner
- Marcia Kees, Heritage Area Program



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APPENDICES

The Appendices associated with the Susquehanna Heritage Area Management Plan Amendment are included in a separate document that is intended to supplement information identified within the Management Plan Amendment. All references to Appendix information is included in the separate Appendix document associated with this Amendment. Titles of each Appendices are listed below for the purpose of reference.

The Susquehanna Heritage Area Management Plan Appendices is available through the Broome County Department of Planning and Economic Development. An electronic version of the document is available on-line at www.gobroomecounty.com (select Planning Department link and then select “publications” from menu options).

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FOREWORD

The proposed Susquehanna Heritage Area is an enduring and distinctive place in south central New York State that is unified by a shared history; geography; cultural resources; a common vision for the future. The Susquehanna River flows through the Heritage Area and is the defining natural feature, both physically and conceptually. The region is also known for its contributions to progressive, industrial-based businesses as it is for its fertile farmlands, unique range of agricultural uses, and recreational opportunities.

Originally recognized through the Urban Cultural Park program in 1980, the Susquehanna Heritage Area encompassed portions of the Triple-Cities communities: the City of Binghamton, Village of Endicott, and Village of Johnson City. In 2006, after a series of administrative and budgetary changes, the Susquehanna Heritage Area Commission recognized the need to consider expanding the geographic boundary of the Heritage Area, as well as the underlying interpretive themes and stories that unify Heritage Area communities and sites.

Although Broome and Tioga County have faced their share of challenges over the past two decades with the loss of significant industries and employers, a decreasing population base, and an economic recession, there are areas of the region that remain unchanged. Four season recreational opportunities are second to none. Natural resources are plentiful and thriving, from the rivers that continue to ebb and flow through numerous communities to the rolling hills and valleys that offer scenic views and vistas. The fertile valley lands have proved to be particularly beneficial to farmers and the region has enjoyed an agricultural renaissance. While farming has always been an important factor in local economies, today its diversity and prominence is as noteworthy as ever. Small villages and hamlet centers, though sometimes lacking the revitalization desired by local residents, have benefited from this continuity – their character and architectural building stock stand as a testament to their roots.

The Susquehanna Heritage Area Management Plan Amendment celebrates all of the history and heritage of Broome and Tioga Counties that can be easily overlooked or forgotten. The Plan Amendment recognizes the many great attributes and resources that remain. It identifies a positive path forward to help communities regain a sense of pride, understand how partnerships and collaboration can be one of the drivers needed for revitalization, and most importantly, that they are an integral part of something larger. They are part of the Susquehanna Heritage Area.

A summary document of the Susquehanna Heritage Area Management Plan Amendment and an Appendices document with supplemental information are available through the Broome County Department of Planning and Economic Development or on-line at www.gobroomecounty.com.



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1.0 INTRODUCTION AND OVERVIEW

1.1. Project Purpose

The Susquehanna Heritage Area Management Plan Amendment builds and expands upon previous planning efforts that have been developed and implemented since the Susquehanna Heritage Area was first recognized by the New York State legislature in 1982. The current planning effort, the 2009 Management Plan Amendment, has been undertaken to further identify, promote, and develop the historic, cultural, recreational, and natural resources of an expanded Susquehanna Heritage Area which is proposed to encompass Broome and Tioga Counties in their entirety.

The Plan Amendment, prepared for the Susquehanna Heritage Area Commission and Advisory Board, identifies a series of strategies for communities in Broome and Tioga Counties associated with the preservation and enhancement of their unique resources. This Plan identifies appropriate partners and establishes options for a management structure for the Heritage Area to guide the implementation of programs and projects which seek to foster economic revitalization and enhance quality-of-life throughout the region. As stated in the enabling legislation, heritage areas are intended to “reflect the cultural themes of the State’s development and will provide educational, inspirational, economic and recreation benefits for present and future generations.”

The goal of the Susquehanna Heritage Area is to use the historic, cultural and natural resources of Broome and Tioga Counties to strengthen regional identity, enhance local quality-of-life, support the local economy, and promote stewardship. This goal is achieved through the partnership and coordinated activities of a wide range of local and regional organizations with technical support from the New York State Heritage Area Program.

The expanded project boundary has been identified as a means to further tell the compelling stories of the region associated with its industrial and cultural heritage, rural landscape evolution, and natural history. The Management Plan Amendment documents the resources in the proposed boundary which can strengthen visitors experience in the area and also help to support the economic revitalization of local communities.

1.2. Organization of the Plan

The organization of the 2009 Susquehanna Heritage Area Management Plan Amendment is markedly different than the previous two versions of the Plan. Significant changes occurred in the Heritage Area program from the time the Susquehanna Heritage Area was designated by the New York State legislature in 1982, the 1986 Management Plan was written, and the 1996 Update Plan was developed. Most notably, a change in the program from the Urban Cultural

Park system to the Heritage Area system occurred at the State level, resulting in updated goals and philosophies for the State's heritage areas and their guiding management plans.

The 2009 Management Plan Amendment incorporates the themes and ideas encompassed in preceding Management Plans and identifies new themes and a recommended boundary that encompasses a larger, more diverse geographic area. The recommended boundary identified in the Plan Amendment incorporates lands outside of the traditional, populated urban centers which were a focus of the Urban Cultural Park system. The recommended boundary expansion required additional changes to the Management Plan Amendment in order to address the unique histories, qualities, and attributes of all of the communities identified in the proposed boundary.

The 2009 updated Heritage Area Management Plan Amendment is organized into six sections that lay the framework for the plan, identify a vision and goals, provide a historical framework, identify existing conditions, recommend projects for the future, and define a roadmap for achieving success. Brief descriptions of each section of the Plan are provided below:

The **Introduction and Overview** to the document lays the groundwork for the Plan Amendment, providing an overview of the New York State Heritage Area program, summarizing how the Susquehanna Heritage Area has evolved over time, identifying the physical boundaries of the Heritage Area, and describing the community outreach that was conducted in association with the Plan Amendment.

The **Vision, Goals and Objectives** section presents a vision statement which defines how the Heritage Area sees itself in the future. Goals and objectives for the broad categories of preservation, education, recreation, and economic development were developed.

The **Heritage Area Communities** section provides a brief overview and introduction to each of the communities within the proposed Heritage Area boundary and identifies the heritage resources and features that contribute to the Heritage Area.

The **Heritage Area Resources** section identifies existing heritage resources in Broome and Tioga Counties. This section identifies key destinations, cultural, historical, recreational, and programmatic resources. The resources included in this section of the report provide the framework for recommendations and action items.

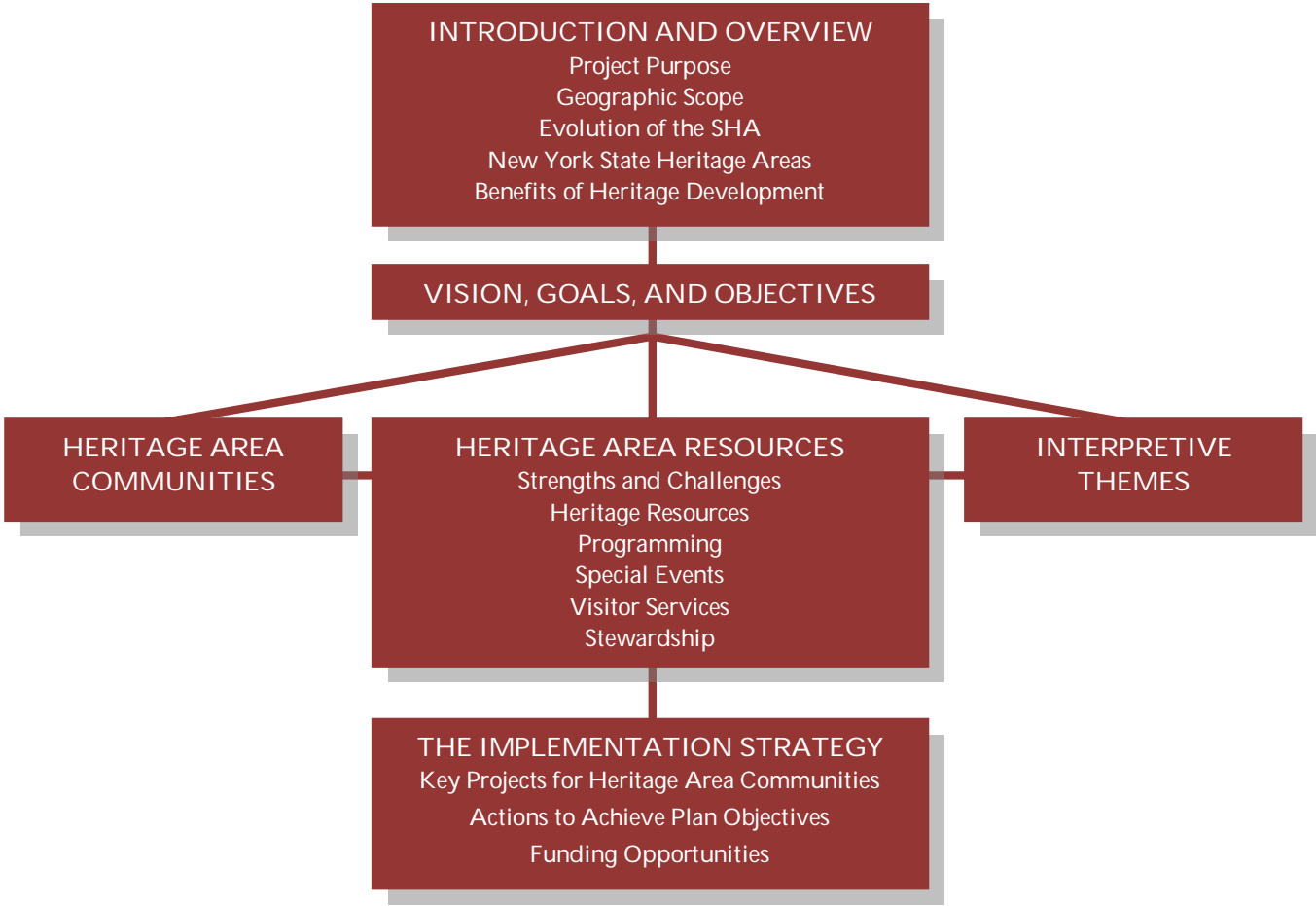
The section on **Interpretive Themes** explores the unique history associated with the region's development and considers relevant stories that can be promoted and integrated into educational and marketing strategies for the Heritage Area. The recommended themes have expanded upon previously identified themes for the Heritage Area in order to more fully depict the histories associated with the proposed new boundaries, particularly as they relate to the rural, outlying areas throughout Broome and Tioga Counties.



The **Implementation Strategy** defines and organizes the vision of the Heritage Area with reality-based recommendations and actions for achieving Plan Amendment goals at the local community level. This section identifies key projects for communities within the proposed Heritage Area boundary, actions associated with plan objectives, and funding opportunities.

The general organization of the Susquehanna Heritage Area Management Plan Amendment is presented below:

Figure 1: General Organization of the Susquehanna Heritage Area Management Plan



1.3. Geographic Scope of the Susquehanna Heritage Area

Originally developed as part of the NYS Urban Cultural Parks (UCP) program, the boundary of the Susquehanna Heritage Area included specific designated historic districts within the City of Binghamton, Village of Johnson City, and Village of Endicott. This boundary was consistent with the conceptual framework of the original program which focused primarily on documenting and protecting historic sites, buildings, and resources in more urbanized areas of the state and did not intentionally promote a broader, regional framework. A series of maps showing the Urban Cultural Park boundaries as revised in 1996 are included in Appendix 3.

Figure 2: Proposed Susquehanna Heritage Area Boundary – Broome and Tioga Counties



Source: Bergmann Associates

As envisioned, the recommended boundary encompasses a notably larger area than the existing legislated boundary, as Broome and Tioga Counties in their entirety are considered to be integral to telling the story of the Susquehanna Heritage Area. Both counties possess significant potential with respect to preservation, education, recreation, and economic revitalization. The proposed boundary encompasses a myriad of geographies which range from a densely populated urban center defined by converging rivers, to rolling hills and open spaces interspersed with farmsteads and crossroad villages. Within the proposed boundary there are 25 towns, 13 villages, and one city. The recommended boundary of the Susquehanna Heritage Area is depicted on the map above.



The individual communities identified for possible inclusion within the proposed Susquehanna Heritage Area boundary are listed below under their respective counties.

Figure 3: Proposed Susquehanna Heritage Area Communities

BROOME COUNTY	TIOGA COUNTY
City of Binghamton	Village of Candor
Village of Deposit	Village of Newark Valley
Village of Endicott	Village of Nichols
Village of Johnson City	Village of Owego
Village of Lisle	Village of Spencer
Village of Port Dickinson	Village of Waverly
Village of Whitney Point	Town of Barton
Village of Windsor	Town of Berkshire
Town of Barker	Town of Candor
Town of Binghamton	Town of Newark Valley
Town of Chenango	Town of Nichols
Town of Colesville	Town of Owego
Town of Conklin	Town of Richford
Town of Dickinson	Town of Spencer
Town of Fenton	Town of Tioga
Town of Kirkwood	
Town of Lisle	
Town of Maine	
Town of Nanticoke	
Town of Sanford	
Town of Triangle	
Town of Union	
Town of Vestal	
Town of Windsor	

As expanded boundaries for the Susquehanna Heritage Area were considered, the relationship and history that Broome and Tioga Counties share with other surrounding communities was noted by the Steering Committee, particularly with regards to the industrial heritage shared with Elmira to the west and Cortland to the north. The Endless Mountains region in Pennsylvania, directly to the south of the Susquehanna Heritage Area has a similar quality of development, relationship to the Susquehanna River and other natural resources, and shares stories of migration, immigration, and early settlement. There may be opportunity to broaden the geographic scope of the Susquehanna Heritage Area in the future to encompass these other

regions and tell the unique and compelling stories of south-central New York and north-central Pennsylvania.

1.4. Benefits of Participation in the Susquehanna Heritage Area

A primary purpose of the Heritage Area is to assist local communities in enhancing quality-of-life through the stewardship of local resources and support for local projects, programs, and economic development initiatives. Through the Heritage Area, communities can partner on a regional basis with other communities, Broome and Tioga Counties, and a range of organizations to plan initiatives, leverage funding, and accomplish goals. By including local projects in a larger regional program, it is more likely that they can be successfully implemented.

Individual communities benefit from inclusion in the Susquehanna Heritage Area in three primary ways. First, they can receive technical assistance from state, county, and other local organizations for projects they may wish to undertake. Projects may range from the revitalization of historic villages (a primary goal of the Heritage Area); to the creation of trails and parks; to the preservation of open space; to support for local businesses; to preservation of individual buildings and sites, in addition to others. Second, communities can be included in regional marketing and promotional initiatives to support local businesses, organizations, and downtowns. Third, projects and initiatives can receive grants and other forms of leveraged funding.

The past history of the Heritage Area demonstrates how initiatives can be undertaken. Since the Susquehanna Heritage Area's designation, over 50 successful grants totaling more than \$4.7 million dollars have been awarded to projects within the Heritage Area communities of Endicott, Johnson City, and Binghamton. When considering total project investments and other funding awards, total investment in these communities in association with the Heritage Area jumps to over \$14 million. Highlights of some of the projects that received grant funding in association with Susquehanna Heritage Area designation include, but are not limited to:

- Skateboard Facility at Cherie Lindsay Park (\$58,400)
- Roberson Museum Front Portico Restoration (\$260,000)
- Confluence Park & River Trail projects (\$440,000)
- Clinton & Sullivan Campaign Exhibits (\$47,750)
- Goodwill Theatre Complex Acquisition and Restoration (\$950,000)

A more detailed list of past Heritage Area projects is included in Appendix 4. In addition to specific project oriented grant awards, the Susquehanna Heritage Area has had other positive impacts on the local economy. For example, in 2003, the SHA Commission led the effort to host the National Carousel Association & American Carousel Society Convention in Binghamton.

The event was estimated to have resulted in an approximately \$200,000 investment to the local economy based on the number of visitors and the length of their stays.

Since its inception, the Heritage Area has been responsible for a series of special programs and events that help foster and promote local pride, educate the community about its unique history and assets, and stimulate local economies. Some past and current Susquehanna Heritage Area led programming and events include:

- Greater Binghamton “Ride the Carousel Circuit”
- Candlelight Mansion Tour
- Triple-Cities “Trolley Tours”
- Home for the Holidays “Show Case Trees”
- Holiday Open House at Endicott Visitor Center
- Triple Cities “I Spy”
- “Places Matter” program for school groups at Roberson Museum

Additional programs and special events undertaken by the Heritage Area and individual communities are identified in Sections 4.8 and 4.9 of the Management Plan Amendment.

1.5. Evolution of the Susquehanna Heritage Area

Following a 1980 study to determine the feasibility of making the Triple Cities (Binghamton, Johnson City and Endicott) part of the State's Urban Cultural Park system, a Management Plan for the "Susquehanna Urban Cultural Park" was subsequently developed and then approved by the state and local communities in January 1986. The 1986 Management Plan defined park boundaries, set forth objectives and recommendations, and included an administrative format for operation of the three-community UCP. At the time, the Management Plan served as a guide for public and private actions aimed at the preservation, interpretation, development and use of the area's cultural, historic, natural, and architectural resources. As originally defined, the Susquehanna Urban Cultural Park encompassed historic areas bordering the north side of the Susquehanna River in the City of Binghamton, Village of Johnson City and Village of Endicott. This area of New York State was selected to demonstrate and describe the historic and cultural themes of *Immigration and Migration* and *Labor and Industry*. Specifically, the themes were focused on the late nineteenth and early twentieth century industrial development of the area and the immigration and migration that resulted from that development.

In 1986, an Executive Director was appointed and charged with the responsibility of administering, marketing, promoting, programming, and coordinating the various activities of the Susquehanna Urban Cultural Park. The Executive Director position was established through an inter-municipal Agreement among the two Villages and the City. The Executive Director was provided an office in City Hall and a budget that included contributions from each community. The City of Binghamton agreed to be the designated “host agency” and set up the

joint activity budget within their Department of Planning, Housing and Community Development.

The Susquehanna Urban Cultural Park (now called Heritage Area) Commission, which has voting authority, was also established as part of the inter-municipal planning agreement. The original and acting Susquehanna Heritage Area (SHA) Commission includes seven members consisting of two appointments each by the mayors of each designated community and one from the Broome County Executive. There is also a twelve member non-voting Advisory Board consisting of three member-at-large appointments made by each of the mayors (total of nine appointments) plus three members-at-large appointed by the SHA Commission. Advisory Board appointments are for three-year staggered terms, with a two term consecutive appointment limit.

Pivotal to the ongoing success of the Heritage Area was the opening of the Binghamton Visitor Center in November of 1996. Constructed as an addition to the Roberson Museum and Science Center, the Binghamton Visitor Center was funded primarily through NYS Environmental Quality Bond Act grants with some additional local funding. The exhibits at the Visitor Center highlight local architecture, the industrial development of the region, and immigration. The office of the SHA Executive Director was moved to the Visitor Center in 1996. At this time, the SHA Executive Director was charged with overseeing the Heritage Area and operations of the Visitor Center. Since the resignation of the SHA Executive Director in 2005, the City has been considering alternative operational arrangements with the Museum to address the continued operations of the facility.

By 1996 it was clear that while the original Management Plan developed for the Heritage Area remained conceptually strong, there were some operational weaknesses. After ten years of using the 1986 Management Plan as a decision-making guide, it became clear there was the need for new approaches to public facilities planning in the Susquehanna Heritage Area and the identification of improved techniques for analyzing economic impact. The Management Plan was amended based on a review of each component of the initial plan. The Management Plan Update process commenced with a detailed evaluation of the objectives, recommendations and management structure set forth in the original plan. The Update identified proposed modifications based on experience, changes that had occurred over the ten years in the SHA, and the current needs of the communities. Modifications to the Plan in 1996 included minor boundary changes, recommendations related to Visitor Centers, and an increased focus and implementation strategy related to the region's historic carousels.

The Endicott Visitor Center opened in 2003 and is located in Old Colonial Hall, an historic home and former site of Triple Cities College. The use of the building for a Visitor Center, as well as the construction of an attached Community Meeting Hall were made possible by a combination of New York State grants (NYS Environmental Quality Bond Act, Urban Cultural Parks, and other NYS Heritage Area awards) and from local businesses, service organizations, and the Village of Endicott. Exhibits at this site focus on the legacy of Endicott-Johnson, IBM, and the

communities that grew and thrived around their factories. The operational costs and salaries associated with the Visitor Center are paid directly by the Village.

In 2005, a significant change occurred in the management and oversight of the Heritage Area. The Executive Director accepted a position with the Broome County Department of Planning and Economic Development. Broome County agreed to a 3-year planning services agreement with the participating communities to continue the administration of the Heritage Area and to ensure continuity while considering the expansion of the SHA into other contiguous communities in the region. In 2006, an award was procured from the NYS Department of State (DOS) Quality Communities Program to develop this SHA Management Plan Amendment.

In 2008, the SHA Management Plan Amendment revision project was underway within the region to broaden the idea of the local heritage area, both geographically and conceptually and to be in concert with evolving national and statewide heritage development thinking and practice. The 2009 Management Plan Amendment completes the transition of the Susquehanna Heritage Area from the concept of the NYS Urban Cultural Park system to the proposed regional Susquehanna Heritage Area Program.

1.6. New York State Heritage Areas

1.6.1. OVERVIEW OF THE PROGRAM

The New York State Heritage Area Program, originally called the Urban Cultural Park Program, was created by state legislation in 1982 with the goal of advancing preservation, recreation, interpretation, and economic development. Responsibility for administering the program was delegated to the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP). In 1994, the Legislature recognized the benefits of the program and amended the original legislation to include regional settings, in addition to urban areas as defined in the 1982 legislation. Recognizing the broader scope now permitted with the addition of regional settings, the program name was officially changed from the NYS Urban Cultural Park Program to the NYS Heritage Area Program.

The Heritage Area Program is successful in New York State because it is a locally driven grass-roots effort driven by participating communities and local partners. It is larger than the preservation of an individual building or site; it preserves living communities, resulting in an improved quality-of-life for local residents while also generating outside dollars for community revitalization.

In addition to the Susquehanna Heritage Area, there are currently 19 other state-designated Heritage Areas representing various aspects of our nation's history. The Heritage Areas are located throughout New York State and include:

- Albany
- Buffalo Theatre District
- Concord Grape Belt (Lake Erie)
- Harbor Park (New York City)
- Kingston
- Michigan Street African American Heritage Corridor (Buffalo)
- Mohawk Valley
- Niagara Falls
- North Shore (Long Island)
- Ossining
- RiverSpark (Hudson-Mohawk)
- Rochester High Falls
- Sackets Harbor
- Saratoga Springs
- Schenectady
- Seneca Falls
- Syracuse
- Western Erie Canal
- Whitehall

1.6.2. HERITAGE AREA LEGISLATION

Article 35 of the NYS Parks, Recreation and Historic Preservation Law identifies the purpose of heritage areas; recognizes approved heritage areas; requires the completion of a management plan for every heritage area; discusses the roles, responsibilities, and relationships of state agencies; discusses grants; and identifies guidelines for resource preservation.

All heritage areas designated by the New York State Legislature are required to have management plans in place that define the heritage area boundaries; incorporate a collective vision; define realistic goals and objectives; identify strategies for preservation, interpretation, and promotion; and outline a strategy

New York State Heritage Area System Goals

When the New York State Heritage Area System was established, it identified four overarching goals to provide a consistent approach to all of the state's heritage areas. The goals, embodied within the Susquehanna Heritage Area Management Plan Amendment, include preservation, education, recreation, and economic development.

Preservation

protecting historic places, sites, and buildings which portray the state's rich history.

Education

providing opportunities for the public to learn about the history and significance of the state's special places.

Recreation

providing opportunities for people to use these places for active and passive recreation.

Economic Development

using the unique resources and attributes associated with a heritage area to spur investment and sustainable economic development.

for implementation and management. As identified in the state legislation for the New York State System of Heritage Areas, a management plan must include, at a minimum, the following components:

- Justifiable boundaries of the heritage area;
- Inventory and designation of resources;
- Statement of goals and objectives;
- Identification of uses and linkages to the Statewide system;
- Identification of properties, if any, to be acquired;
- Description of interpretive and educational exhibits and programs;
- Description of programs for encouraging visitation;
- Economic assessment of short- and long-term costs;
- Description of techniques for the preservation and protection of cultural and natural resources;
- Description of organizational structure; and
- Identification of a strategy for the planning, development, and management of the heritage area.

There are other benefits for a heritage area to be officially designated by the Legislature, including: requiring projects and actions undertaken by New York State agencies to be reviewed for consistency with the recommendations and goals outlined within the SHA Management Plan; and providing for greater funding opportunities and assistance to municipalities and community organizations that undertake projects consistent with the recommendations and goals defined within the Management Plan.

1.6.3. ROLES, RESPONSIBILITIES AND ADMINISTRATION

There are a number of key partners associated with the successful administration of the NYS Heritage Area System.

NYS Heritage Area Advisory Council

The NYS Heritage Areas Advisory Council was established in Article 33 of the Parks, Recreation, and Historic Preservation Law. The Council was originally established as a 21-member body which included representatives from nine state agencies as well as representatives appointed by the Governor, NY State Senate, and NY State Assembly.

Designated members of the Council include the commissioner of OPRHP (NYS Office of Parks, Recreation, and Historic Preservation), the Commissioner of Economic Development, the Commissioner of Education, the Secretary of State, the Commissioner of Transportation, the President of the New York State Urban Development Corporation, the Commissioner of

Environmental Conservation, Chairman of the State Board for Historic Preservation, Commissioner of Housing and Community Renewal, Chairman of the Thruway Authority, the Commissioner of Agricultural and Markets, and ten additional members – three representing local governments and seven professionals in a related field, including at least one heritage area director. On August 11, 2009 Bill A7342/S5483 was signed into law by Governor Paterson as Chapter 317 of Parks, Recreation and Historic Preservation law. This law increases the membership of the New York State Heritage Advisory Council from 21 persons to 26 persons and provides that the Advisory Council elect its chair from amongst its membership. New membership will include a representative from the State Heritage Area Association and one each from the four national heritage areas in the state.

According to the legislation (Article 33), which created this body, the responsibilities of the NYS Heritage Areas Advisory Council include: meeting at least twice a year to review activities; assist in coordination of related state actions; review complaints made by local governments; submit annual report on implementation progress to the governor; and perform other duties as requested by the commissioner of OPRHP. The NYS Heritage Areas Advisory Council role is to advise and assist OPRHP and the individual Heritage Areas in implementing the policies and programs of the State system.

OPRHP's Heritage Area staff members were charged with the day-to-day administration and implementation of the State Heritage Areas Systems policies and programs. Responsibilities of OPRHP included: marketing and promotion, coordination with individual heritage areas, providing technical assistance, facilitating development of visitor centers, assisting in the development of educational and interpretive programming, networking with local, state, federal, and not-for-profit organizations, and serving as a liaison between the NYS Advisory Council and the Heritage Areas Association of New York State.

New York Heritage Area Association (NYHAA)

The Heritage Areas Association of New York State is an independent organization that was created to represent the interests of the individual heritage areas. The organization is another tool available to the individual state heritage areas, serving as a forum for information exchange and coordination among the heritage areas. The NYHAA is an independent, not-for-profit organization chartered by the New York State Department of Education. Each Heritage Area recognized by New York State is entitled to be a member of the Association.

The activities of the Association include, but are not limited to:

- Providing opportunities for sharing information among the State's Heritage Areas.
- Providing opportunities for coordination among the Heritage Areas and other heritage-related programs.
- Advising NYS OPRHP and the Advisory Council about issues and matters of particular relevance to the Heritage Areas.

- Promoting the development and implementation of heritage programs.
- Advocating for increased support to ensure the long-term success and sustainability of individual heritage entities.

Individual Heritage Areas

Each of the designated Heritage Areas has its own administrative structure, whether run by a paid director, a coordinator, volunteers, or staff, that is responsible for the administration and management of programs. There have been a wide variety of entities that have been involved in the administration of heritage areas in New York State, including designated municipalities, not-for-profit organizations, preservation groups, Convention and Visitor Bureaus, inter-municipal commissions, volunteer groups, and paid staff from existing municipal departments – such as parks, planning, or economic development.

Ideally, the work of a director or coordinator is enhanced by additional staff or volunteers that provide assistance in managing daily operations, including operating the visitor centers, special events, marketing, and programming.

The operational structure of heritage area visitor centers must be approved by the State and are supported by their respective local governments. However, the State does not have to approve the actual management structure for individually-designated Heritage Areas.

1.7. Benefits of Heritage Development

A heritage area is a place where unique qualities of geography, history, and culture create a distinctive identity that becomes the focus of preservation, education, recreation, and economic revitalization efforts.¹ The State Heritage Area Program was developed in New York to recognize that the State has a unique and compelling history worth preserving and promoting. It recognizes that, in addition to built resources, the State also has a diverse and interesting landscape, a landscape that is tied to early development patterns and historic events.

According to the New York State Heritage Area Program,

“heritage development is a revitalization strategy that incorporates smart growth principles to promote sustainable development and enhance quality of life through programs and activities in historic preservation, resource conservation, recreation, interpretation, and community capacity-building that demonstrate respect for the people, the place, and the past.”²

As identified in current marketing for the Susquehanna Heritage Area, heritage development begins by informing residents and visitors about community history while simultaneously

¹ New York State Heritage Area Program, informational brochure

² New York State Heritage Area Program

providing opportunities for tourism, recreation, and the promotion of historic and cultural resources.

The fields of heritage development, preservation planning, cultural tourism, and historic preservation have all evolved over the past three decades. People have developed a greater understanding and respect for the history and significance of the cultural and natural resources within our landscapes, towns, and cities. The loss of so many resources during the 1960's and 1970's, due in large part to urban renewal and suburbanization, has resulted in an increased level of attention and awareness. People now recognize that once a resource is lost, it is not possible to get it back. As a population, we have grown to understand that decisions have implications and we need to be mindful of how these decisions impact our built environment today, and how they will impact our children's world tomorrow.

As a result of this philosophical transition, places highlighting history, culture, and recreation are among the fastest growing visitor destinations in the country, resulting in a boom in the cultural heritage tourism industry. Cultural heritage tourism is defined as travel which focuses on experiencing the places and activities that authentically represent the stories and people of the past, including cultural, historic, and natural resources.³ While increasing visitation is not the only impetus and purpose for creating and maintaining a Heritage Area, it is an important opportunity that can directly contribute to the revitalization and economic sustainability of the communities and individual attractions, within a region.

According to information compiled by the Travel Industry Association of America three of the top five tourism activities – outdoor sites (2nd), historic sites and museums (3rd), and cultural events (5th) – are directly associated with the goals and purpose promoted by the heritage area program. Travel Industry Association statistics clearly show that heritage and cultural based tourism is an important part of the local, state and national economies.

Travelers incorporating heritage in their travels typically stay longer (4.7 nights versus 3.4 nights) and spend more money (average of \$623 per trip versus \$457 per trip).

In the last decade, more than two-thirds of American adult travelers included heritage or culture as part of their trip. This is important when considering the impacts of visitation within the heritage area. Heritage travelers tend to be older and more educated and when looking for dining and shopping options, they tend to look for unique restaurants and shops that have a local flavor and character.

Each of the local communities within the Susquehanna Heritage Area has the opportunity to benefit from the ideas and principles laid out in the Management Plan that go beyond increased

³ National Trust for Historic Preservation, Cultural Heritage Tourism Fact Sheet, 2008, <http://www.culturalheritagetourism.org/documents/2008CHTFactSheet.pdf>

tourism. Implementation of the Management Plan can bolster local economies through increased visitation, but it also seeks to enhance local quality of life by promoting a deeper preservation interest and instilling, through education and special programming, thoughtfulness and sensibility with respect to future decision-making. Preservation has proven to be a successful economic stimulus as it relates to future planning.

The Susquehanna Heritage Area is a desirable visitor destination because of its natural landscapes, scenic beauty, urban amenities, and quaint villages that reflect the days of long ago. A concentration of historically significant buildings that reflect the residential, industrial, and commercial history of the region, remnants of the New York State canal system, multi-generational farmsteads, and structures that stand as representative of the region's technological innovation highlight the cultural landscape. Opportunities for taking advantage of the natural resources of the region – kayaking on the river, hiking in a state forest, bicycling along winding rural roads, or driving along scenic byways – are plentiful. The contrast of the open hills and scenic villages, like Owego, to the urban character of the Triple-Cities (Binghamton, Johnson City, and Endicott) offers something which can appeal to everyone. Whether a visitor is looking for a place to get away from the rush of everyday life and enjoy the region's peaceful tranquility, or to learn about and experience history and culture, the Susquehanna Heritage Area has something for everyone.

1.8. The Planning Process

In August 2008, the Steering Committee designated for overseeing the development of the Susquehanna Heritage Area Management Plan Amendment selected the team of Bergmann Associates and John Milner Associates to assist with the planning process. Leading the effort as the Grant Administrator on behalf of the Heritage Area was former Executive Director and current Economic Development Planner for Broome County, Gail Domin. The following section summarizes the community involvement and participation that was vital to the completion of the Management Plan Amendment.

1.8.1. STEERING COMMITTEE

Steering Committee Composition

A Steering Committee was created for the project that included a core group of individuals representing the existing Heritage Area communities as well as potential expansion areas. Steering Committee members are identified below:

- Gail Domin, SHA Management Plan Project Coordinator and Economic Development Planner, Broome County
- Daria Golazeski, Village of Johnson City and SHA Commission Chair
- Elaine Jardine, Planning Director, Tioga County

- H. Peter L'Orange, Preservation Planner, City of Binghamton
- Rita Petkash, Commissioner of Planning and Economic Development, Broome County
- Caroline Quidort, Senior Planner, City of Binghamton
- Kathy Utter, Director of the Endicott Visitor Center and SHA Commission Vice-Chair
- Lora Zier, Senior Planner, Broome County and SHA Commission Secretary

Throughout the planning process other individuals were asked to participate in Steering Committee meetings to represent various interests and communities when an original committee member was unable to participate. The following individuals were very informative and contributed significantly to the planning process:

- LaVon Hausamann, Endicott Visitor Center
- Ruth Lewis, Town of Vestal Representative
- Janet Ottman, Village of Johnson City
- Stella Reschke, Tioga County Tourism
- Susan Sherwood, Center for Technology and Innovation
- Judy Snedaker, Village of Johnson City, Mayor's Office

Summary of Committee Meetings

The first committee meeting of the consultant and steering committee was held on October 1, 2008 at the Broome County Office Building in Binghamton. The purpose of this meeting was to familiarize the Steering Committee with the scope of services, timeframe for completion of the plan, and lines of communication. Background information on the Heritage Area and other communities in each county was requested by the consultant team. The meeting concluded with a discussion about the goals and opportunities associated with the project and the expanded study area boundary.

The second Steering Committee meeting was held on November 13, 2008 at Broome County's Department of Planning and Economic Development. This meeting included a presentation by the consultant team, with the focus of the meeting being a visioning session to help identify a vision for the heritage area, places of special interest, and individuals and organizations that could play an important role in future heritage area activities and programming. The Steering Committee meeting was part of a two-day project event that also included a visioning session with a larger representative group and an extensive windshield survey of Broome and Tioga Counties.

The third Steering Committee meeting was held on January 29, 2009 at the Johnson City Village Hall. The purpose of the meeting was to solicit feedback from committee members on work completed to date. The consultant team presented a concept plan that recommended an

expanded study area boundary and included a conceptual framework for organization. The group also discussed heritage area resources, themes, and draft vision and goal statements.

The fourth Steering Committee meeting was held on February 26, 2009 at the Endicott Visitor Center. The purpose of the meeting was to review the draft, in-progress Heritage Area Management Plan, focusing on completion of the existing conditions and revised goals and objectives.

The fifth Steering Committee meeting was held on March 26, 2009 at the Endicott Visitor Center. The purpose of the meeting was to review the updated interpretive themes and discuss the framework for the implementation component of the plan, including the strategic plan, interpretive plan, and action plan.

The sixth Steering Committee meeting was held on May 12, 2009 at the Endicott Visitor Center. Steering committee members were provided a copy of the draft plan prior to the meeting. The purpose of the meeting was to review the draft plan, solicit comments from committee members, and identify areas of the plan for further refinement. The Steering Committee also discussed the continued refinement of Susquehanna Heritage Area themes.

The final Steering Committee meeting was held on October 21, 2009 at the Broome County Library. The purpose of the meeting was to review final edits to the draft plan and discuss next steps, including the approval process.

1.8.2. VISIONING COMMITTEE

Visioning Committee Composition

A second working committee was formed as a Visioning Committee to allow for participation from each of the interested communities in Broome and Tioga Counties, as well as key organizations and attractions. The role of this committee was to provide the project team with additional information and feedback regarding the development of the plan and to ensure information on outlying communities was accurately integrated into the plan update. A second, but equally important, goal of the Visioning Committee was to identify potential stakeholders and collaborative partnerships that could play a role in the implementation and administration of the Heritage Area.

Summary of Visioning Meetings

The first meeting with the Visioning Committee was held on November 13, 2008 at the Firehouse Stage on Willow Street in Johnson City. The meeting began with a short introduction to the project and planning process by the consultant. This was followed by an open discussion that focused on the opportunities, issues, strengths, and limitations of the communities within the Heritage Area. Potential themes, partners, and unique community features were also

discussed at this meeting which was attended by sixteen people representing various facets of the Heritage Area.

The second meeting of the Visioning Committee was held on February 26, 2009 at the Town of Owego Town Hall. Six members of the committee attended the meeting and were presented with an overview of all existing conditions data collected to date, as well as a review of the conceptual framework and organization for the Heritage Area.

The third Visioning Committee meeting was held on May 12, 2009 at the Endicott Visitor Center. Twelve members of the committee attended the meeting and were presented with a powerpoint highlighting preliminary recommendations and strategies and next steps in the planning process. The Visioning Committee also discussed the interpretive themes associated with the Susquehanna Heritage Area.

The final Visioning Committee meeting was held on October 21, 2009 at the Broome County Public Library. Approximately 15 people attended the meeting which included an overview of the entire plan, from project kick-off thru next steps in the process. A question and answer period followed the presentation by the consultant team.



2.0 VISION, GOALS, AND OBJECTIVES

2.1 Vision Statement

The vision statement for the Susquehanna Heritage Area, developed by the involved communities and partners, is intended to define how the region sees itself, both today and in the future.

THE VISION FOR THE SUSQUEHANNA HERITAGE AREA:
OUR HISTORY, OUR COMMUNITIES, OUR FUTURE

The Susquehanna Heritage Area region is a landscape highlighted by small cities, crossroad villages, meandering river valleys and rural farmlands that reach into rolling hills. The Susquehanna Heritage Area is a series of interconnected and interwoven places and events that celebrate the heritage of Broome and Tioga Counties. More than just specific sites and destinations, the Heritage Area links together special events, annual festivals, and local organizations that explore the ethnic and geographic diversity of this region. Together, our communities will continue to capitalize on our strengths, including special places, civic pride and local history, in order to support the economic sustainability of the region. Today and in the future, the Heritage Area is a place where residents and visitors can use and explore the unique historic, cultural, and recreational resources which the region affords.

2.2. Goals and Objectives

Heritage area development goes beyond the traditional approach to preservation of historic buildings, sites, and monuments. Heritage development promotes a broader concept of preserving and enhancing historic communities and landscapes while encouraging economic development that takes advantage of and strengthens historic community character.

The goals and objectives for the Susquehanna Heritage Area, listed below, are provided to help guide future decision-making, programming, funding, activities and projects within the Heritage Area.

- Goal 1: **Preservation and Stewardship**
- Goal 2: **Interpretation and Education**
- Goal 3: **Recreation and Natural Resources**
- Goal 4: **Economic and Community Revitalization**
- Goal 5: **Marketing and Promotion**
- Goal 6: **Partnerships and Collaboration**

The goals and objectives provide a framework for decision making and satisfy the State legislative intent of the heritage area program, including preserving historic settings which portray the State's heritage; educating the public about the history and significance of buildings and sites; providing active and passive recreation opportunities; and using these resources to spur economic revitalization.

A framework for measuring progress in achieving the goals and objectives is included in the Implementation Strategy of the Susquehanna Heritage Area Management Plan Amendment.

GOAL 1: PRESERVATION AND STEWARDSHIP

Implement strategies for the preservation and revitalization of the Susquehanna Heritage Area's natural landscapes and historic, cultural, and recreational resources.

Objectives:

1. Survey and identify the resources within the Susquehanna Heritage Area so that they may be recognized and protected into the future.
2. Actively support programs and initiatives that protect and enhance the historic, cultural, and recreational resources within the Susquehanna Heritage Area.
3. Preserve and protect historic buildings, structures, districts, and landscapes within the Susquehanna Heritage Area.
4. Assist local government and interest groups in developing and implementing resource management tools, identified in the Management Plan, aimed at protecting the character of historic resources.
5. Continue to identify and seek local, state, and national designation of historic resources.
6. Restore, promote, and operate vintage carousels as an important legacy for the region, as well as other primary attractions that have historic significance.
7. Encourage the use of design guidelines in Heritage Area communities to ensure compatibility with neighboring historic structures and sites.

GOAL 2: INTERPRETATION AND EDUCATION

Develop, coordinate and implement an education and interpretive program that strengthens regional identity within the Susquehanna Heritage Area based upon the region's historical development.

Objectives:

1. Promote public awareness through the thoughtful interpretation of the themes of the Susquehanna Heritage Area which tell the stories of the diverse people, places and events associated with the region.
2. Develop a coordinated regional system of gateways, wayfinding and interpretive signage to help visitors experience the Susquehanna Heritage Area.
3. Interpret and share the histories of the region's peoples and communities through guidebooks, exhibits, films, websites, and brochures.
4. Coordinate educational goals with local educational institutions and implement programs and materials that can be incorporated into school curriculum.
5. Develop audio/visual programs, newsletters, and other media for use in local schools and visitor centers to foster public awareness about the Heritage Area.

GOAL 3: RECREATION AND NATURAL RESOURCES

Enhance recreational opportunities, linkages, and access within the Susquehanna Heritage Area and build upon the community spirit and pride generated by existing special events and festivals.

Objectives:

1. Create an inventory of natural areas, scenic landscapes, and viewsheds to ensure they are protected.
2. Integrate recreational resources and opportunities into the overall Susquehanna Heritage Area experience.
3. Establish and promote pedestrian, bicycle, and vehicular routes along designated scenic roadways and along corridors linking the historic, recreational, and cultural resources within Broome and Tioga Counties.
4. Create enhanced access, usage, and recreational opportunities along the Susquehanna and Chenango Rivers.
5. Continue improvements and enhancements to multi-use trails, promenades, plazas, parks, streetscapes, and other pedestrian-oriented spaces within the Heritage Area.
6. Promote and support existing recreational opportunities afforded by municipal, county, and state parks within the Heritage Area.

GOAL 4: ECONOMIC AND COMMUNITY REVITALIZATION

Identify strategies for the Susquehanna Heritage Area that support community revitalization efforts, strengthen historic communities, and bolster the regional economy through the identification, promotion, and development of historic, cultural, and recreational resources throughout Broome and Tioga Counties.

Objectives:

1. Use heritage resources to promote and stimulate economic activity in village centers and to promote entrepreneurial activity and small business development.
2. Strengthen the historic community centers through community revitalization initiatives, such as the Main Street program.
3. Identify public and private partnerships that will enhance long-term economic growth and stability in Broome and Tioga Counties based upon historic community character.
4. Identify funding and investment opportunities within the Heritage Area that help to further the vision of the Management Plan Amendment.
5. Support local communities in their efforts to promote cultural tourism as a powerful economic catalyst for community improvement and revitalization.
6. Support efforts aimed at the successful implementation of regional and local fairs, festivals, and special events.

GOAL 5: MARKETING AND PROMOTION

Develop a marketing program that promotes the region's unique historic, cultural, recreational, and natural assets to a wide audience, in order to increase visitation to the Susquehanna Heritage Area.

Objectives:

1. Develop an identity that captures the vision of the Susquehanna Heritage Area and that can be used consistently in marketing and promotional efforts.
2. Coordinate promotional activities of the Susquehanna Heritage Area with local, regional, and state organizations and marketing campaigns.
3. Develop marketing materials and a cohesive signage and wayfinding program specific to the Heritage Area, including a website that highlights the historic context, interpretive themes, and resources within the Susquehanna Heritage Area.
4. Identify programming, such as themed tours, that will guide visitors through the Heritage Area in a manner that is both educational and entertaining.

GOAL 6:
PARTNERSHIPS AND COLLABORATION

Identify and foster long-term partnerships between municipalities and organizations to ensure the vision of the Susquehanna Heritage Area is implemented on the foundation of community collaboration.

Objectives:

1. Expand the existing management entity to include representatives from new communities and work to ensure the continued successful implementation of the Susquehanna Heritage Area Management Plan Amendment.
2. Promote on-going and regular communication, collaboration, cooperation, and commitment among Heritage Area communities to implement strategies and programs.
3. Form partnerships with local, regional, state, and national organizations, agencies, and stakeholders to support the implementation of Management Plan Amendment strategies.

3.0 HERITAGE AREA COMMUNITIES

3.1. Introduction

The communities of the Heritage Area play a significant role when considering the history of the region and why, when, and where certain types of development occurred. Geography, landscape features, transportation routes, and economic opportunities have played an integral role in shaping the settlement and later development patterns within the region. The historical evolution of the built environment is still identifiable in the proposed Heritage Area boundary today. A larger percentage of population, development, and activity focused along the Susquehanna River corridor, while farmsteads and open spaces define areas to the north and east of the river corridor. The revitalization of existing communities is the primary means by which Heritage Area strategies and recommendations are implemented. The proposed Heritage Area will provide a structure, incentives, and professional assistance, but revitalization decisions and efforts will be initiated and implemented through local action. Understanding the history, character, and defining features within each of the communities will help to identify opportunities, and to some extent limitations, for interpretation and implementation of the Heritage Area Management Plan Amendment.

The Concept Plan map (on page 33) highlights key Heritage Area communities and graphically depicts the hierarchy and relationships between identified primary, secondary, and tertiary resource areas, as well as communities situated along proposed heritage corridor connections. The purpose and characteristics of each of these resource areas is summarized below.

- **Primary Resource Areas** within the Susquehanna Heritage Area include the communities along the Susquehanna River corridor that have historically, and continue to be, the regional centers for employment, culture, and housing within Broome and Tioga Counties. Physically connected by both the river and State Routes 17 and 17C, these communities have experienced the benefits of growth and prosperity, while also facing the reality of urban decline and the loss of industries, jobs, and population. Today, these communities are rebounding and revitalizing by building upon their individual and cumulative strengths and finding ways to capture and market the essence of what makes them great places to live, work and visit.

Primary Resource Area communities include:

- City of Binghamton
- Village of Johnson City
- Village of Endicott
- Village of Owego
- Village of Waverly

- **Secondary Resource Areas** within the Susquehanna Heritage Area include established crossroad villages that have a framework and the resources in place to support the implementation of the goals and strategies of the Heritage Area. For the most part, these resources include an established village core with historic buildings, commercial potential, character, and interesting interpretive stories. Scenic roads and identified bike routes connect these locations, including State Route 17 east of Binghamton, State Route 11 north from Binghamton to State Route 79, the loop of State Route 79 from Windsor to the Town of Richford, and County Route 38 from Richford to Owego. A number of natural, recreation, historic, and cultural resources will surprise and excite visitors along the way as they travel identified secondary roadway linkages. Each village within the secondary resource areas should be encouraged to prepare a revitalization plan that taps potential markets, adaptively reuses historic buildings, improves the character of the streetscape, and interprets the history of the place. Some villages have already taken significant steps in this direction. The Heritage Area should provide the structure, technical assistance, and incentives for revitalization in accordance with the character of each village.

Secondary Resource Area communities include:

- Village of Newark Valley
 - Village of Lisle
 - Village of Whitney Point
 - Village of Windsor
 - Village of Deposit
- **Tertiary Resource Areas** are small villages and hamlets that contribute to the Heritage Area's thematic and interpretive structure and include individual contributing resources and attractions. Tertiary areas tend to lack the necessary visitor infrastructure to support increased visitation. Tertiary resource areas have the potential to be more fully developed, from an interpretive perspective, through implementation of the Heritage Area Management Plan Amendment. Fostering community revitalization and local economic development efforts in conjunction with Heritage Area development in these areas will be mutually beneficial.

Tertiary Resource Area communities include:

- Hamlet of Maine
- Village of Candor
- Village of Spencer
- Village of Nichols

- **Primary Corridor Communities** are the Towns along State Routes 17 and 17C that are adjacent to the Susquehanna River and riverfront villages. These Towns have unique qualities and characteristics that contribute to the overall Heritage Area framework.

Primary Corridor Communities include:

- Town of Dickinson
 - Village of Port Dickinson
 - Town of Union
 - Town of Vestal
 - Town of Owego
 - Town of Tioga
 - Town of Nichols
 - Town of Barton
- **Secondary Corridor Communities** are the Towns that are bisected by identified secondary corridor connections and may include a secondary resource area / village. These Towns are notable for their individual heritage resources, their scenic qualities and landscape attributes, and the linkages they provide to resource areas.

Secondary Corridor Communities include:

- Town of Newark Valley
 - Town of Berkshire
 - Town of Richford
 - Town of Lisle
 - Town of Triangle
 - Town of Barker
 - Town of Chenango
 - Town of Fenton
 - Town of Colesville
 - Town of Sanford
 - Town of Windsor
 - Town of Conklin
- **Tertiary Corridor Communities** are the Towns that are bisected by identified tertiary corridor connections and may include a tertiary resource area / village. These Towns may have individual heritage resources and have landscape characteristics and histories that are directly related to the overall interpretive themes and stories identified for the Susquehanna Heritage Area.

Tertiary Corridor Communities include:

- Town of Binghamton
- Town of Spencer
- Town of Candor
- Town of Maine
- Town of Nanticoke
- Town of Kirkwood

3.2. Overview of Heritage Area Communities

Summaries of Primary, Secondary, and Tertiary Resource Areas, as well as Corridor Communities, are intended to provide a framework for understanding the Heritage Area on an individual community level, in addition to the regional level. Local governments, organizations, attractions and citizens will review, shape, and further develop the profiles of their communities in order to identify revitalization strategies and actions. Communities that have achieved revitalizations successes will serve as models and test cases for others.

Susquehanna Heritage Area

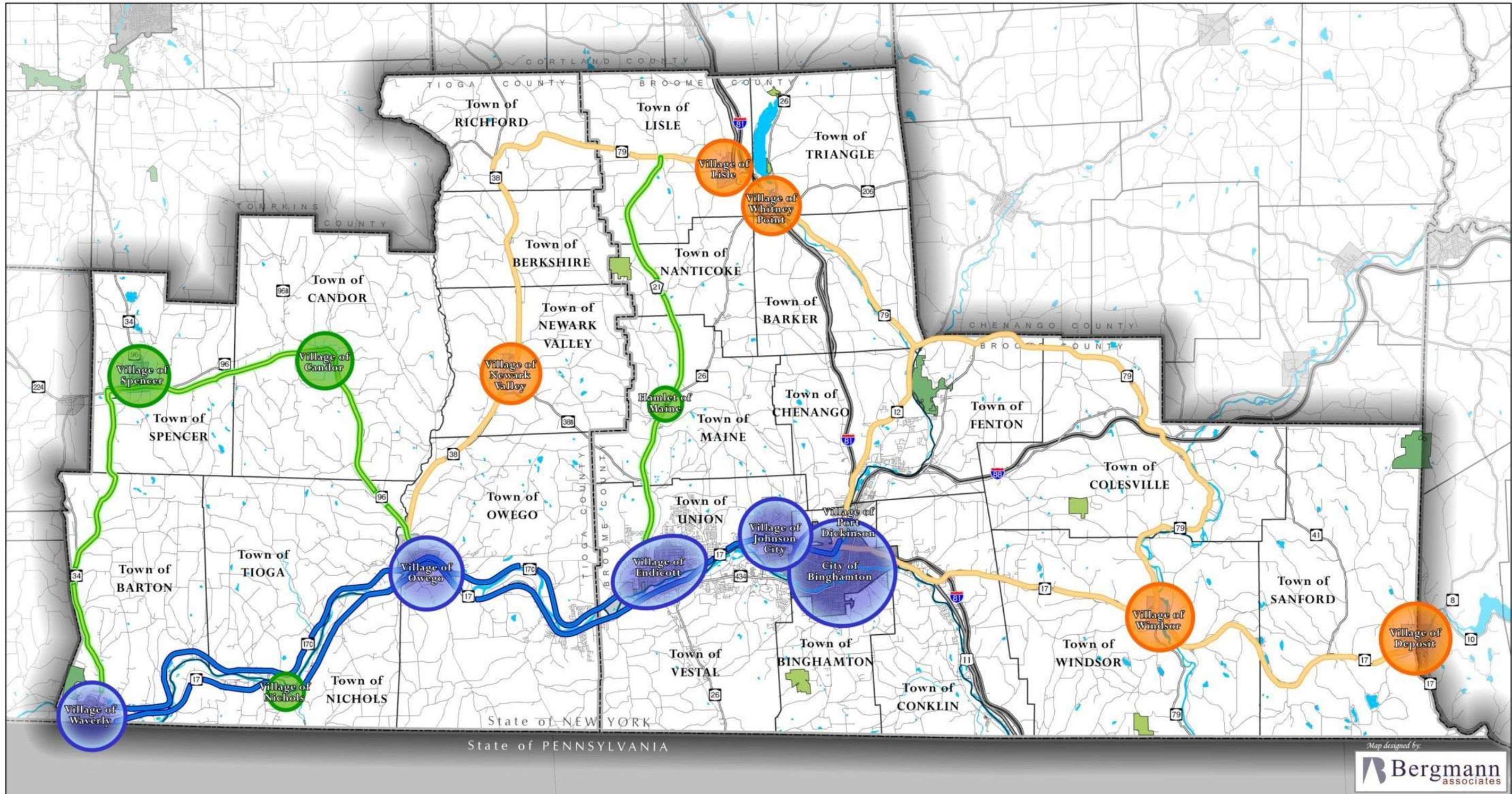
BROOME AND TIOGA COUNTIES, NY

CONCEPT PLAN

Legend

- Primary Resource Areas
- Secondary Resource Areas
- Tertiary Resource Areas
- Primary Corridor Connections
- Secondary Corridor Connections
- Tertiary Corridor Connections
- County Boundaries
- City Boundaries
- Town Boundaries
- Village Boundaries
- U.S. Interstates
- U.S. Highways
- State Roads
- Local Roads
- State Parks
- County Parks

0 0.5 1 2 3 4 5 Miles



Map designed by
 Bergmann
 associates

3.2.1. PRIMARY RESOURCE AREA COMMUNITIES

City of Binghamton

Binghamton is the only city in Broome County, situated at the confluence of the Chenango and Susquehanna Rivers. Binghamton's position as the county seat and its industrial base has ensured some level of continued development. Beginning in the 1860s with the coming of the railroad, Binghamton rose to prominence as a manufacturing center for cigars and other products. The prosperity of these industries resulted in the development of downtown

Binghamton's factory complexes, rail yard, industrial loft buildings, commercial district and multi-story office buildings. Industrial districts were located at the confluence of the Susquehanna and Chenango Rivers in the 19th century, expanding along the railway sidings in the 20th century, to the west (Erie Street, First Ward), north (Brandywine), and east (Robinson and Main Streets, toward Kirkwood and Conklin). In the mid-20th century industry spread broadly across the two county region, with electronics and metal forming industries located from Owego to Kirkwood. Factory workers occupied dense urban neighborhoods near the factories, while the wealthy lived in large houses on nearby tree-lined streets.

Today Binghamton has a large downtown retail, cultural, and government district clustered around the Broome County Courthouse, with residential neighborhoods preserved around the outer perimeters of the downtown. Binghamton boasts a concentration of historic, cultural, and recreational resources and is home to one of the Heritage Area Visitor Centers, as well as a number of other key attractions for visitors, including two historic carousels in Recreation Park and Ross Park. Art and cultural opportunities abound, ranging from live theatre productions at the Forum Theater to more than a dozen art-oriented businesses along Artists Row to the Gold Dome churches which represent the ethnic diversity of the local community.

Aggressive revitalization measures have been undertaken in Binghamton over the past forty years to revitalize downtown in the face of declining industries and the loss of jobs. These efforts have had mixed results but have been important to the future of the City and efforts should be continued. The Urban Cultural Parks Program that is the predecessor to the Heritage Area Program focused largely upon urban Binghamton. Historic buildings and districts were



Historic South Washington Street bridge in the City of Binghamton.



Confluence Park is an existing open space asset in the City that highlights the Chenango and Susquehanna Rivers. There are opportunities for enhancements and interpretation within the Park.

identified, themes related to Binghamton's early industries were developed, and interpretation and adaptive reuse programs were implemented and encouraged.

Other revitalization initiatives within the City have included the demolition of portions of downtown and their redevelopment with government and cultural facilities. Urban parks and riverwalks were implemented along the Susquehanna and Chenango Rivers, greatly improving and enhancing the downtown pedestrian experience. The historic metal truss bridge at Confluence Park, which extends South Washington Street across the Susquehanna River, is a National Register of Historic Places structure.

Streetscape improvements have been implemented with great impact as evidenced along "Gorgeous Washington Avenue." Antiques Row along Clinton Street has enjoyed success as regional destination for antique shoppers. Artists Row, also the center of the very successful First Fridays event, has become a popular location for public programming and also attracts a regional audience from throughout the Heritage Area.

The Broome County Performing Arts Center (The Forum), Veteran's Memorial Arena, the Binghamton University Downtown Center, and new hotels have added pedestrian life to downtown. While not yet wholly successful in revitalizing Binghamton's urban core, these efforts are the base upon which Heritage Area initiatives can contribute until the downtown critical mass is achieved and Binghamton is once again a thriving and revitalized urban core.

Village of Johnson City

The Village of Johnson City is located at the east end of the Town of Union. It was still a rural area when the Lester Brothers Boot and Shoe Company relocated there from Binghamton. In 1892, a village was incorporated as the Village of Lestershire. Lester Brothers soon became the Endicott-Johnson Company and continued to manufacture shoes and boots. Lestershire was renamed Johnson City in 1916. Endicott-Johnson employed thousands of new immigrants from Italy and Eastern Europe.

In a quest for reformed labor practices and quality of life, the company provided its Johnson City employees with community amenities, such as parks, swimming pools, and a merry-go-round (carousel). Your Home Library offered classes and places for residents to socialize. Suburban-style company-built housing developments also developed. These neighborhoods contained blocks of similar sized homes built in popular styles of the day



The Endicott-Johnson Arch is a prominent gateway in the Village of Johnson City, representing the history of the community and legacy of the Endicott-Johnson Company.

with deep lots to accommodate a backyard garage and large garden. Today, Johnson City retains a commercial district along State Route 17C and residential neighborhoods dating from the 1890s to the 1950s.

Johnson City has a uniquely vibrant story related to Endicott-Johnson's brand of community building and welfare capitalism. While residential neighborhoods remain, many industrial buildings have been lost, and the Village's commercial district, along with State Route 17C, is in need of revitalization. The Wilson Memorial Regional Medical Center provides a level of activity to the Village core while the Goodwill Theatre Complex adds to the supply of cultural resources within the Triple Cities. Opportunities for interpretation may be identified as the Village core is rehabilitated. However, few other visitor experiences are available today. Revitalization of Johnson City's commercial core and State Route 17C should be a priority facilitated and encouraged by the Heritage Area.

Village of Endicott

The Village of Endicott is the westernmost of the Triple Cities along the Susquehanna River. It began as two villages, which grew rapidly toward one another. Union Village, near the intersection of Rt. 26 and Rt. 17C, was incorporated in 1892. The Village of Endicott, along Washington Avenue and North Street, was incorporated in 1906. In 1921, the two villages merged into the present Village of Endicott.

Endicott is home to IBM's Plant #1, a large Art-Deco factory complex north of the business district. Its predecessor, International Time Recorder Company, moved to Endicott in 1906/7, changing its name to International Business Machines in 1924. Endicott's rapid early twentieth century growth is in large part due to waves of immigrants arriving to work in local industries, particularly Endicott-Johnson. Endicott-Johnson expanded to Endicott in the early twentieth century, locating tanneries here in the early 1900s and later shoe making factories and offices along North Street, adjacent to the IBM complex. The company's reform-minded "Square Deal" labor policies included providing community amenities, health care, a 40-hour work week, and company-sponsored housing in both villages, much of which is evident today. EnJoie Golf Course and EnJoie Park, which offered a regular schedule of concerts during



The Endicott Visitor Center is the center of interpretation and information dissemination for the Heritage Area within the Village of Endicott. The Visitor Center and attached Community Meeting Hall are housed in an historic structure known as "Old Colonial Hall."

the summer months, were some of the recreational amenities provided to the community. Endicott's ethnic diversity can be seen in its Eastern Orthodox gold-dome churches and historically immigrant neighborhoods like Little Italy. The village has a grid plan and discrete commercial and industrial areas, surrounded by dense residential neighborhoods.

Endicott is internationally significant both as a factory town related to Endicott-Johnson and as the home of IBM. The Village is the location of the second Heritage Area Visitor Center, which is a significant community facility with excellent exhibits. Other than the Visitor Center, however, there is little interpretation of the Village. A great interpretive asset exists in IBM's History and Heritage Center. This is a 5,000 square foot facility that displays a century of information technology from late nineteenth century time clocks to mainframes with high density electronic circuitry. However, this facility is only open to the public by appointment and advance reservation. The Center for Technology and Innovation offers guided tours upon request. The Olde Village of Union Historical Society Museum is also an interpretive facility located in Endicott though it does not have regular public hours.

Endicott's downtown commercial district along Washington Avenue has active businesses but its streetscape lacks pedestrian appeal. Ethnically settled neighborhoods in the Village are well-established and vital, but are not easily accessible to visitors. The significant down-sizing of IBM left industrial buildings that are now mostly used by another technological company and opportunities remain for clean-up and future revitalization of other former industrial sites. However, there is significant underground contamination that exists under the commercial and residential core of the Village that will be studied for years to come. Comprehensive revitalization of the Village core and surrounding neighborhoods, and increased interpretation of IBM's significant legacy are opportunities that could be encouraged by the Heritage Area. Future Heritage Area efforts could be locally facilitated through a number of groups, including the Visitor Center Advisory Committee, the Center for Technology & Innovation, Service Clubs of Western Broome County, Village Beautification Committee, Endicott Merchants Association, Little Italy's Oak Hill Avenue Improvement Corporation, and the Sons of Italy.

Village of Owego

The Village of Owego was founded in 1787 and is situated on the Susquehanna River at the western edge of the Town of Owego. The completion of the Owego-Ithaca Road in 1808 and the presence of a ferry crossing and later a bridge across the Susquehanna made Owego a prosperous trade center during the nineteenth century. Later, manufacturing and industry created more wealth,



Image of the streetscape in downtown Owego that includes a successful mix of retail, restaurants, and small businesses.

resulting in construction of elaborate new homes and commercial buildings.

In the fall of 1849, much of Owego's business district was destroyed by a fire in which 104 buildings were lost. Between 1850 and 1890, the downtown area was rebuilt with new brick buildings, and the commercial district today reflects this construction period. Today, Owego is the second largest village in Tioga County and serves as the county seat. The Village Courthouse Square, with the 1872 Courthouse and county buildings bordering a sloping green and facing the river, forms an impressive gateway to the town center. Owego's streets are lined with an impressive array of residences, public buildings, and churches, including numerous high-end examples of the most popular architectural styles of the nineteenth century.



The Village of Owego boasts distinctive streetscapes that include landscaping, pedestrian amenities, and sidewalk signage.



View from bridge to downtown public activity area and the gateway to the Historic Owego Marketplace.

Owego is the local model of success that can be achieved through a comprehensive and sustained downtown revitalization program. The Village core and surrounding neighborhoods are appealing in character. The adaptive reuse of historic buildings along several commercial streets has created a lively commercial area with a number of fine shops and restaurants. To an extent, the task of revitalization was easier in Owego than in the Triple Cities because of its smaller size and balance of commercial, manufacturing, and residential neighborhoods.

The active involvement and participation by community members has also helped to sustain the Village. Tioga Council on the Arts, Historic Owego Marketplace, Owego Historic Preservation Commission, the Historical Society, and the Tourism Office have all been instrumental in the Village's revitalization. The revitalization programs that have worked in Owego should be supported and used as a model for the revitalization of other villages within the Heritage Area. Further evidence of the success of Owego is its 2007 designation as a "Preserve America" community by the White House and its 2009 designation by Budget Travel Magazine as "America's Coolest Small Town."

Village of Waverly

Waverly began during the eighteenth century as a factory town and was originally believed to lie in Pennsylvania, until a resurvey indicated it was in New York. The arrival of the Erie Railroad in the 1840s spawned considerable development and prosperity in the village, with as many as seven hotels at one point. Manufacturing was also important from the 1800s well into the twentieth century. Located along the Susquehanna, Waverly is laid out in a grid plan and boasts a well-developed downtown retail district with Romanesque and Italianate historic commercial buildings. Residential streets are lined with historic homes dating from the nineteenth and early twentieth century, including some high-style examples of Queen Anne and other residential architecture. Within the residential area are several historic churches and a large village green with a bandstand and adjacent Tudor Revival school.

Waverly has the same kind of small town appeal as Owego, but has not been as successful in implementing revitalization programs. Two and three story historic brick buildings along the Village's primary commercial street are appropriate for revitalization and adaptive reuse, with pleasant and prosperous residential neighborhoods located within walking distance of downtown. A comprehensive revitalization program, similar in design to that which was implemented in Owego, is recommended. A potential partner to further revitalization of the Village in tandem with the Heritage Area could be the Waverly Business Association.



The Village of Waverly boasts a business district with a strong architectural presence and significant opportunities for revitalization.



The Village of Waverly also has an abundance of historic residential neighborhoods lined with high-style examples of residential architecture, such as Queen Anne.

3.2.2. SECONDARY RESOURCE AREA COMMUNITIES

Village of Newark Valley

The Village of Newark Valley is a small rural community situated at the center of the Town of Newark Valley. The area was first settled during the 1790s, and the town's name changed multiple times until it became the Town of Newark Valley in 1862. Early settlers farmed and engaged in small industries. The arrival of the railroad during the nineteenth century spurred considerable growth around the Newark Valley depot. The Village of Newark Valley was incorporated in 1894.



The Village has a linear layout with a large park square surrounding the village green and bandstand at the center. At the top is a magnificent brick former free academy that now serves as a post office and town hall. The tiny Renaissance Revival Tappan Spaulding Memorial Library also stands nearby. The main street is lined with an array of historic frame commercial buildings, churches, and homes. An industrial area is sited near the bridge at the north end of the town center and a number of high-style residences are intact at both ends of the Village.



The core of Newark Valley includes the renovated free academy and public gathering space across from town hall.

Newark Valley is a charming crossroads village, and its residents take pride in its historic character as evidenced in the historic railroad station that has been rehabilitated by the Newark Valley Historical Society. A small number of historic commercial buildings along County Route 38 have the potential to provide high quality adaptive reuse projects provided the right uses are found and market conditions can be improved.



An active Newark Valley Historical Society manages the activities of the Newark Valley Depot.

The Bement Billings Farmstead just north of the village is a regional attraction providing historical interpretation and living history programs. Newark Valley is an ideal candidate to receive technical assistance and support from the Heritage Area toward its continued revitalization.

Village of Lisle

The Village of Lisle, located within the Town of Lisle northwest of Whitney Point, is situated at the junction of a major road and a railroad line. The area was first settled around 1791 and the town was created in 1803. The area's economy was initially based on lumbering and the harvesting of hemlock bark for tanneries, but has evolved to be primarily agricultural. The Village of Lisle is the only official village within the largely rural Town. The village downtown along State Route 79 contains a green, several historic wood-frame commercial buildings, a well-preserved brick Colonial Revival library built in 1924, as well as two churches. Within the core and along the outskirts are numerous houses of nineteenth-century vintage, including examples of Queen Anne and Italianate architecture.

Lisle's location along State Route 79 to Ithaca and near State Route 11 and Interstate 81 suggest that the Village could be revitalized with appropriate commercial uses. A series of wood framed historic commercial buildings are located in the center of the Village and have strong potential for adaptive reuse. These buildings should be the focus of a community-based revitalization effort. Appropriate uses must be found that will take advantage of the customer base along the busy roadway as Lisle has the framework in place to be a strong historic commercial village.



The Colonial Revival library is an important historic structure in downtown Lisle.



Revitalization efforts in Lisle should focus on the adaptive reuse of existing commercial buildings on State Route 79.

Village of Whitney Point

The Village of Whitney Point is the primary settlement within the Town of Triangle. Its name derives from the confluence of the Tioughnioga and Otselic Rivers, which form a point of land on which the village is situated. The village was originally called Paterson Point, and was renamed Whitney Point in 1824. It incorporated in 1871 and its name was changed to Whitney Point in the 1940s. Whitney Point suffered two major disasters: a fire in 1897 that destroyed much of the Main Street business district and the Flood of 1935. The flood led to the construction of the Whitney Point Dam and Reservoir and a protective dike around the village. The rebuilt business district survives largely intact, with many distinctive Queen Anne, Second Empire, and Italianate buildings from the late 1800s and early 1900s. The town has an oblong

plan with a central main street, flanked by a narrow grid of residential streets and truncating at the bridge.

Like Lisle, Whitney Point is located in proximity to a busy regional road network. Unlike Lisle, Whitney Point's commercial center is comprised largely of buildings of brick construction, a result of the fire, giving the small village an urban feel. The Main Street business district is located off of the busy roads reducing the negative impacts of traffic. Whitney Point represents the diversity of villages within the Heritage Area; it is similar to Owego and Waverly in character and has strong potential for the adaptive reuse of its historic buildings. Some buildings, however, have been inappropriately treated, diminishing their historic character. Design guidelines and creative marketing could turn Whitney Point into a small commercial center.



Like other small villages in the Heritage Area, Whitney Point should focus on attracting new small businesses to its downtown.

Village of Windsor

The Village of Windsor was established in 1830 as a commercial and industrial center, and is located near the site of Ouaquaga, one of two major locations of Native American villages in what is now Broome County. The villages were destroyed during the Revolutionary War. The Village of Windsor began with a few stores and grew to include saw mills, as well as manufacturers of wagons, carriages, rakes and whips. The Village was incorporated in 1896, by which time it was a thriving small agricultural town.

Windsor's main street, part of a very intact National Register district, now boasts over a dozen historic frame or brick commercial buildings and former factories. Two former hotels and a town hall contribute to a well-defined downtown core. Slate sidewalks line the street.



The Windsor business district does have a variety of small businesses, including a chain fast food restaurant that has been retrofitted into an existing historic commercial building.

At the edge of the commercial area is the spacious village green with its Tudor Revival bandstand. Two white clapboard churches overlook the green from the rear, and three more are located elsewhere in the Village. The main road and a network of small streets behind the green contain several dozen houses, many of which are excellent examples of Greek Revival and other architectural styles.



The Village green is a centralizing feature with an historic bandstand and two clapboard churches that overlook the Village.

Windsor has taken significant steps to preserve its historic character and to use that character for community revitalization. As Owego is a model for larger villages, Windsor should be considered a model for the revitalization of the Heritage Area's small, historic villages. Support, assistance, and incentives should be provided to ensure Windsor's continued success. The Windsor Partnership Association could be a local organization that helps to facilitate efforts through the Heritage Area program.

Village of Deposit

The Village of Deposit straddles two towns: the Town of Sanford in Broome County, and the Town of Deposit in Delaware County. In 1811, the Village of Deposit was incorporated, at which time it had only twelve houses. In 1851, the village charter was revised, increasing the village's acreage and making the provision that the village belonged to both counties. The name Deposit references the early period when harvested lumber was deposited at the site, awaiting springtime high waters when the logs were floated downstream to market. Lumbering and manufacture of wood byproducts, bluestone quarrying, and farming have remained the primary economic focus.

Deposit is located in a remote location at the far eastern edge of the Heritage Area and is laid out in a grid plan with a well-developed historic downtown core of commercial buildings along Front Street. Churches, a school, a library, an historic theatre, and numerous historic homes border the commercial zone. Its well-defined main street has a number of historic buildings. However, many of the buildings have been treated inappropriately, diminishing their historic character. Residential areas adjacent to the commercial center are quite charming, and a number of historic residences have been appropriately rehabilitated. The Heritage Area should support local efforts to improve the character of the downtown corridor and create a stronger connection to the geographic core of the Heritage Area through interpretation and story-telling.



Image of the Deposit central business district shows an active streetscape with cars parked on the street. Appropriate façade treatments should be encouraged.



The Village of Deposit has a number of historic residential neighborhoods.



3.2.3. TERTIARY RESOURCE AREA COMMUNITIES

Hamlet of Maine

The Hamlet of Maine is a small linear settlement along State Route 26 within the Town of Maine, north of Endicott. The Town of Maine was formed from the Town of Union and incorporated in 1848, though settlement of the town by Europeans had commenced 50 years earlier. The Hamlet of Maine includes a post office, churches, stores, a tavern, a former high school, and a village green with a historic bandstand. Numerous examples of well-preserved nineteenth-century houses line both Rt. 26 and several small side streets, with more rural properties on the outskirts of the hamlet. The hamlet is spread out, without a strong center, and suffers from the speed of traffic along State Route 26. The hamlet is charming, however, with historic buildings of high character and adjacent residential streets. The Heritage Area should support efforts of the Town and the Nanticoke Valley Historical Society to strengthen and build upon the hamlets existing character.



The Hamlet of Maine should build upon its historical character and rural assets.

Village of Candor

The Village of Candor is the central settlement within the rural Town of Candor. It was established in 1794 and developed into a crossroads community with a small downtown core of brick and frame commercial buildings constructed during the 1800s and early 1900s. Numerous houses and a church of the same period surround the core to make up the remainder of the village.



High-quality historic structures remain largely intact through the center of Candor.

Candor is located at the intersections of State Routes 96 and 96B. Route 96B extends north from Candor to Ithaca, and State Route 96 extends south to Owego. The road is heavily traveled and very busy, with many contemporary commercial enterprises. Candor’s numerous historic



buildings are of high quality and are spread out, located in several groupings, each distinctive. They include some exquisite historic residences that have been adaptively reused as offices. A large brick structure, uncharacteristic of the village, is on verge of collapse. Candor appears to be an economically stable community and local interests in preservation and appropriate development should be supported by the Heritage Area.

Village of Spencer

Established in 1886, the Village of Spencer occupies a crossroads within an agricultural valley. It has a small downtown area with a handful of historic Italianate-style brick commercial buildings as well as a few newer business properties. The architecture of the village homes, churches, and businesses is predominantly late nineteenth – early twentieth century, with a few earlier residential examples.



Image of commercial area in Village of Spencer.

Spencer’s historic buildings are spread out and lack a strong central core. However, it is apparent to visitors that the Village takes pride in its historic character as evidenced by street banners and brochures. A number of significant buildings have been appropriately rehabilitated. Spencer is the location of the Frisbie Homestead, a local museum with hands-on exhibits for children, and the museum and archive of the Spencer Historical Society. The Heritage Area should support the Village and work with existing Heritage Area sites and organizations to further revitalization efforts.



Banners reflect local pride in the history of the Village of Spencer.

Village of Nichols



Historic building renovations are currently underway in the Village of Nichols.

The Village of Nichols is located south of the Susquehanna River in the Town of Nichols. The town was settled beginning in the 1790s and incorporated in 1824. Situated at the crossroads of River Road and County Route 282, the village developed during the nineteenth century as a busy shipping point. A bridge was constructed across the Susquehanna in 1831 and the arrival of the Erie Railroad across the river made Nichols a prime location to accumulate lumber and agricultural products from the surrounding area. The Village got its own railroad depot



in 1881 when the Delaware, Lackawanna & Western Railroad was built.

The Village of Nichols was a busy and thriving place with hotels, taverns, retail, and service businesses. During the twentieth century, shipping and local business dwindled off, and Nichols became more of a bedroom community for nearby towns like Owego. The Village of Nichols today retains a downtown core of wood-framed commercial buildings, a village green and church, a town hall housed in a historic barn, and a number of fine nineteenth-century homes, including a magnificent Greek Revival house that now serves as the town’s Cady Library, a strong cultural asset. Nichols is reached by bridge from scenic State Route 17C, north of the river.

3.2.4. PRIMARY CORRIDOR COMMUNITIES

Town of Dickinson

The Town of Dickinson is located in Broome County north of the City of Binghamton and was established in 1890. The former Chenango Canal passed through the Town with the Village of Port Dickinson serving as a key port within the Town. Today, the Town is a suburban community of the City of Binghamton and is home to heritage resources including Cutler Botanic Garden and the regionally significant Otsiningo Park. The Town is heavily developed along the river and is bisected by Interstate Routes 81 and 88.



Cutler Botanic Garden is a heritage-area recognized destination in the Town of Dickinson.

Village of Port Dickinson

The Village of Port Dickinson was incorporated in 1876 and became an important port on the Chenango Canal. Today, the Village is still situated along major transportation corridors, including the beginning of Interstate 88 and the end of State Route 7. The Village has a potential National Register District and is located along the historic canal route. Heavily developed, the Heritage Area should support the efforts of the Village in recognizing and protecting their remaining historical assets and landscape resources.



View of Chenango Street in the Village of Port Dickinson.

Town of Union

The Town of Union is located along the northern bank of the Susquehanna River just west of the City of Binghamton. It includes the villages of Johnson City and Endicott and the surrounding western suburbs of the city. In addition to the villages, Union is also home to the hamlet of Endwell. The Town of Union was established in 1791 and was originally located in Tioga County. When Broome County was formed, Union became known as the “mother town” of the county. During the Revolutionary War, Union was the location where patriot forces under Generals Sullivan and Clinton met in their campaign to remove the Iroquois presence in the region and prevent further raids upon patriot settlements. The Town derives its name from this meeting. Following the Revolution, Union was opened to settlement and experienced a period of growth between 1800 and 1850 with the development of grist mills along streams and an expanding lumber and timber industry.



Washingtonian Hall is a prominent historic resource in the Town of Union.

The Town remained largely agricultural until the late 1800's when the Lestershire Boot and Shoe Company came into the Town and brought with it many newcomers interested in related business opportunities. Stores, small factories, churches, schools, and a fire department all emerged during the 1890's. Into the early 1900's the town continued to grow with factories and workers as the Endicott-Johnson company began to grow. As time moved on, the delineation between villages and the town was harder to define. Union is

significant for the story of its early development as well as for being the location of Johnson City and Endicott, with their significant resources and neighborhoods that are central to the industrial story of the region.

Town of Vestal

The Town of Vestal, located along the Susquehanna River to the south of Union, was established in 1823 and remained largely rural and agricultural for its first century with a small number of industrial mills. A primary commercial hub of the town formed along Front Street, and five hamlets developed: Ross Corners, Tracy Creek, Vestal Center, Willow Point, and Twin Orchards. The primary settlement of Vestal and the hamlets had stores, churches, mills, and concentrated clusters of residents.



A historic structure serves as the gateway to the successful Rails to Trails project in the Town of Vestal.

In the mid-20th century, Vestal became a bedroom community for employees of large industries in the Triple Cities. Numerous residential subdivisions were built on what had been farmland, giving the town its present suburban character. Vestal's historic downtown core was destroyed by fire in 1927 and rebuilt, giving it a twentieth century appearance. Harpur College, now Binghamton University, built its new main campus in Vestal in the 1950s, attracting more residents. The Vestal Parkway was enlarged to a four-lane road and attracted commercial and light industrial developments along its length, including several large shopping centers. Vestal is now the primary retail center for Broome County and continues to function as a suburban college town.

Vestal's population exploded in the 1950s and 1960s with the construction of residential developments on the hills rising south from the Susquehanna River and Parkway. IBM's Airborne Laboratory was located in Vestal until 1957, when a major facility was built for the Apollo program effort in Owego, now the site of Lockheed Martin Systems Integration.

These changes dramatically altered the once rural community, and the original center of the Town at Five Corners south of the river from Endicott is barely recognizable to visitors. The railroad, Vestal Parkway, State Route 17, and late 20th century commercial development now dominates the character of the landscape. Nonetheless, Vestal has taken significant steps to preserve aspects of its heritage, including establishment of the Vestal Museum, a relocated and restored railroad station, and creation of the Vestal Rail Trail. These and other resources contribute to the character of the community and provide the opportunity to interpret its history. The Heritage Area should support these community efforts and promote improvement of the design quality in the commercial corridor.

Town of Owego

The Town of Owego is located in the southeast corner of Tioga County and is bisected by the Susquehanna River. The Town was originally settled in the 1780's on the site of an Iroquois Indian village. Early growth of the town was directly associated within its riverfront location, water-based transportation, and its lumbering industry. By the mid-nineteenth century local industries in the Town had expanded to include cigar manufacturing, piano manufacturing, and farm equipment manufacturing.⁴



The Waterman Center is an educational, interpretive, and recreation facility in the Town of Owego.

Hiawatha Island is located in the center of the Susquehanna River across from the Town's Hickories

⁴ Town of Owego Comprehensive Plan, page 4

Park. Hiawatha Island is recognized for its historical value as the site of the peace conference that founded the Iroquois Confederation in the 1400's; the former home of John D. Rockefeller; and the site of a popular resort and hotel in the late 1800's and early 1900's. During this time steamboats carried tourists to the area and the Island and surrounding lands became a popular destination for summer resorts and visitors to the southern tier. The development of the railroad also impacted the town and contributed to its presence as a transportation hub. In the 1880's, a railroad bridge was constructed across the Susquehanna River.⁵

While the village was the center of development and industry, the town remained largely rural and agricultural until after World War II when suburbanization and growth began to result in a greater amount of residential and business development. The Town of Owego is home to a number of regional employers, including Lockheed Martin Systems Integration, EnSCO, and Tioga County Government.⁶ The Town is recognized with a number of distinct neighborhood areas, including Campville, Crestview Heights, and Apalachin which have a more suburban character in contrast to the rural outlying areas and more urban form of the Village of Owego. The town has a rich assortment of agritourism resources and recreation resources and is bisected by the proposed Susquehanna Heritage Byway (State Routes 17 and 17C).

Town of Tioga

The Town of Tioga is centrally located in Tioga County with the Susquehanna River forming its southern border. The primary industry in the Town has historically been agriculture and the Town remains a strong farming community today. Tioga's scenic character is among its most valuable assets, both along the river and in the hills and narrow valleys north of the river. Many of the hilltops are wooded. The Town of Tioga includes several distinct hamlets, including Tioga Center, Smithboro, Halsey Valley, and Straits Corners. Tioga Center is the most developed of the hamlet areas along State Route 17C. The Tioga Centre General Store, on State Route 17C, is reminiscent of the earlier town and now specializes in antiques and collectibles.⁷ The town, and particularly State Routes 17 and 17C, provide a strong linkage between the Villages of Owego and Waverly and offer scenic views of the River and natural landscapes of the region.



Image of creek in the Town of Tioga is representative of the valuable natural and scenic resources within the Susquehanna Heritage Area.

⁵ Ibid

⁶ www.tiogacountyny.com/towns_villages/owego.php

⁷ www.tiogacountyny.com/towns_villages/tioga.php

Town of Nichols

The Town of Nichols, established in 1824 from part of the Town of Tioga, is located west of Owego and south of the Susquehanna River along the New York-Pennsylvania border. The Town includes the incorporated Village of Nichols, as well as the hamlets of Briggs Hollow, Hoopers Valley, Litchfield, and Lounsberry.⁸ Historically, and continuing through the present,



Image of the Nichols Town Hall.

agriculture and mining are two of the major industries within the town. One of the most recent and major changes to the town landscape was the construction of Tioga Downs racetrack and casino in 2006. Located on State Route 17, Tioga Downs is a major tourist draw, particularly in the summer months during horse race season. The Town of Nichols contributes to the Heritage Area because of its historic rural character, prominent location along the river, the presence of the Village of Nichols, individual heritage resources, and the connections provided along State Route 17.

Town of Barton

The Town of Barton is located in the southwest corner of Tioga County and borders the Susquehanna River, Pennsylvania, and Chemung County. The Village of Waverly is located in the southwestern corner of the town at the confluence of the Chemung and Susquehanna Rivers. Waverly is the center of development within the town with outlying areas retaining their rural character and agricultural industries. Historic Waverly, the scenic landscapes of the town, the presence of Two Rivers State Park, and the State Route 34 linkage between Waverly and Spencer justify the inclusion of the town within the proposed Heritage Area.



Image of Two Rivers State Park shows the southern pond that is known for its excellent kayaking conditions.

⁸ [En.wikipedia.org/wiki/Nichols_\(town\),_New_York](https://en.wikipedia.org/wiki/Nichols_(town),_New_York)

3.2.5. SECONDARY CORRIDOR COMMUNITIES

Town of Newark Valley

The Town of Newark Valley is located north of Owego and is characterized by its scenic rural landscape. The West Branch of the Owego Creek forms the western boundary of the town and is one of the most prominent and scenic agricultural valleys within the region. The East Branch of the creek bisects the town and is a historic road and railroad corridor. The East Branch valley is highlighted by the concentration of historic buildings and services along State Route 38 in the Village of Newark Valley. Primarily rural in character, there are some areas in the southern portion of the town that have taken on more of a suburban character for residents that commute to jobs in Owego and the Triple-Cities area.

Historic sites have been a source of visitation to the town, most notably to Bement Billings Farmstead. There is a significant concentration of historic resources, including National Register listed sites and buildings, throughout the town and along the State Route 38 corridor. State Route 38 is an important north-south connector within the Heritage Area linking the Village of Owego to the south to the Villages of Newark Valley and Lisle to the north.



Image of Bement Billings Farmstead in the Town of Newark Valley.

Town of Berkshire

The Town of Berkshire in Tioga County is named after Berkshire County in Massachusetts and was originally known as “Browns Settlement.” The town was established in 1808 from the Town of Union and became part of Tioga County in 1822. The Town of Berkshire is located immediately north of Newark Valley. Like Newark Valley, the town’s western boundary is along the West Branch of Owego Creek, and the town is bisected by scenic State Route 38, which serves as a proposed heritage corridor. The town has a significant number of historic buildings and sites which are recognized by designation on the National Register of Historic Places, as well as the designation of the Berkshire National Register Historic District.



Berkshire United Method Church is an extant structure in the Town dating to 1889.

Berkshire has retained its rural character and still has a vibrant mix of agricultural uses including dairy farms. Other industries present in the town today include a growing hardwood processing and distribution company, retail seafood business, agricultural support services and “cottage industries” interspersed with residential development. Many of these industries contribute to the contemporary agribusiness themes of the Heritage Area. The hilly and open landscape offers both spectacular views and opportunities for recreational activities.

Town of Richford

The Town of Richford is centered near the intersection of State Routes 38 and 79 in northern Tioga County and provides an important connection between Heritage Area communities in Tioga and Broome Counties. Approximately one-fifth of the land area in the town is identified as part of a state forest. With the strong state forest presence and some of the highest elevations in Tioga County, Richford is notable for both its rural landscape and its recreational opportunities. The town is also recognized as the birthplace of John D. Rockefeller.⁹



Image from Richford looking toward Michigan Hill and Griggs Gulf State Forests exemplifies the rural, scenic beauty of the Heritage Area.

Town of Lisle

The Town of Lisle was first settled by Europeans in the 1790's and officially became incorporated in 1800 at which time it included the land area of the present day towns of Lisle, Triangle, Barker, and Nanticoke. In 1831 each of the Towns were separated forming their current boundaries. The early economy of Lisle relied on logging and timber which was supported by an active saw mill industry within the town. Tanneries were also active in Lisle until the 1920's. Other small industries also supported a diverse local economy, including gristmills, creameries, blacksmiths, doctors, lawyers, and grocers. The stories of these early industries and their legacies are significant Heritage Area themes. Today, the Town of Lisle is home to the historic Village of Lisle, various agritourism resources, and the State Route 79 scenic corridor. Lisle is a significant gateway to the Heritage Area, with the Route 11 and Interstate 81 corridor providing access from the north and as the first developed portion of Route 79 providing access from Ithaca to the west.



Winding rural roadways, scenic viewsheds, and farmland are defining features of the landscape in the Town of Lisle.

⁹ www.tiogacountyny.com/towns_villages/richford.php



Town of Triangle

The Town of Triangle was originally known as the “Chenango Triangle” because of the triangular shaped formed by its location at the confluence of the Tioughnioga and Otselic Rivers. The Town was officially formed in 1831 and includes the Village of Whitney Point and



A view of one of the proposed “Local Heritage Byways” through the Town of Triangle.

the Hamlets of Triangle, Hazzard Corners, and Upper Lisle. The Town was once covered by dense forests that were valuable for lumbering and provided a source of income for early settlers. By the mid-1800s lumber supplies had declined and the community slowly transitioned to an agricultural economy that was recognized for its high concentration of dairy farms. These early industries represent key themes of the Heritage Area’s rural landscape.

The physical development of the Town was impacted by two major events in 1897 and 1935. The Great Fire of 1897 burned most buildings on the Main Street in the Village of Whitney Point and the Flood of 1935 washed away buildings and bridges and caused numerous drownings. Following the fire, the village was rebuilt with brick buildings, in contrast to other small historic villages and hamlets in the Heritage Area. Following the flood the US Army Corps of Engineers constructed the Whitney Point Dam, forming the Whitney Point Reservoir which now serves as a summer recreation destination for fishing, swimming, and boating.¹⁰ The Town is also recognized as the home to Dorchester Park and the Broome County Fairgrounds which was held for the first time in 1858.

Town of Barker

The Town of Barker is one of the oldest communities in Broome County, established on April 18, 1831. Historically, the town has been a small agriculture-based community. As in many rural communities, the mid-twentieth century saw unprecedented levels of growth due to rapid suburbanization and an influx of urban dwellers interested in residing in attractive, rural communities. The town is characterized by rolling hills, a narrow river, and a stream valley with few suburban style residential developments. Many of the rural attributes and agribusinesses in the town



A meandering creek in the Town of Barker exemplifies the natural beauty and resources of the Heritage Area.

¹⁰ Town of Triangle Final Comprehensive Plan, 2004, pages 3-1 and 3-2

have been retained. The Tioughnioga River bisects the town flowing south from Whitney Point to the Chenango River. The Route 11/Interstate 81 corridor and State Route 79 corridor along the river are key transportation routes. Route 79 is a proposed byway within the Heritage Area.

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Town of Chenango

The Town of Chenango is located northeast of Binghamton and is one of the original towns of Broome County from which other towns were later formed. The town includes the hamlets of Castle Creek, Chenango Bridge, Nimmonsburg, Chenango Forks, and Kattelville. The town has good transportation access via State Route 12 and Interstate 81. Route 12 is designated as a proposed local scenic byway within the Heritage Area. Historically, the town never embraced manufacturing enterprises but focused on agricultural industries. The picturesque character of the community has been largely preserved with the rolling hills of the Chenango River valley to its west and the rural landscape and farming communities that extend to the north.



The Chenango Schoolhouse Museum is an important historical resource in the Town of Chenango.

Town of Fenton

The Town of Fenton was officially formed in 1855 and was originally named Port Crane after an engineer involved in the construction of the Chenango Canal. The town prospered in the 1800's with the opening of the Chenango Canal and its location on the Chenango River. The town became a principal trade center and was a depot for lumber for many years. Boat building and repairing were also important industries. The town's pinnacle was in the mid-nineteenth century but the region declined along with related small towns and villages when the Chenango Canal closed in 1878. The original hamlet of Port Crane includes two churches, a schoolhouse, and three general stores, though few of these original structures still exist today. As the town evolved, after the canal closed, the



An historic home and farm in the Town of Fenton is a reminder of the importance of the farming industry, both historically and today.

¹¹ Town of Barker Master Plan, John Frazier and Joseph Missavage, November 1986



primary industry transitioned from lumbering to farming. Today, farming is still an important aspect of the local community, though residential growth has also occurred, as the town has become a bedroom community for nearby Binghamton.¹²

The presence of Chenango Valley State Park has a positive impact on the community and is a significant asset for local residents, both from a recreational and historical perspective. The park is key interpretive resource within the Heritage Area. The town has taken important steps to



Chenango Valley State Park is a significant historical destination and attraction within the Susquehanna Heritage Area.

preserve aspects of its history, including preserving portions of the stone aqueducts, locks, and other structures along its original route near the park and partnering with park staff to develop trails along the towpath. The Methodist Church, built in 1832, and the Port Crane Community Baptist Church, built in 1870 are also standing remnants of the original Port Crane community. These resources, as well as others, contribute to the character of the community and future efforts associated with the Town’s remaining historic resources and Chenango Valley State Park should be supported by the Heritage Area.

Town of Colesville

The Town of Colesville is a rural community located on the eastern end of Broome County. The town has become a bedroom community for nearby Binghamton and has experienced growth associated with its proximity to the city and its easy access to Interstate 88. The Town of Colesville is bisected by the upper Susquehanna River and State Route 79 which serves as an important scenic connection through Broome County, affording scenic views and linking Heritage Area resource areas. Colesville is home to Nathaniel Cole Park, a county park offering recreational opportunities, a number of agritourism businesses, and Harpursville United Methodist Church, a historic building listed on the National Register of Historic Places.



Nathaniel Cole Park is an established and popular recreation site in Broome County.

¹² Town of Fenton Comprehensive Plan

Town of Sanford

The Town of Sanford is the easternmost town in Broome County, formed in 1821. The town includes the Village of Deposit which is partially located in Broome County and partially located in neighboring Delaware County, as well as a number of hamlets, including Danville, Gulf Summit, Howes, McClure, North Sanford, Sanford, and Vallonia Springs. Unlike other towns within the Heritage Area, Sanford is within the Delaware River watershed, and its creeks drain to east to the West Branch of the Delaware River, which forms its eastern boundary. The Town is hilly, wooded, and largely undeveloped. Oquaga Creek, Oquaga Lake, and Oquaga Creek State Park are key features within the town, providing both natural beauty and recreational opportunities. There are also a number of publicly accessible state forests within the town.



Sunset image from Oquaga Creek State Park captures the scenic beauty found in the region.

Town of Windsor

The Town of Windsor was formed in 1807 from the Town of Chenango and includes the incorporated Village of Windsor and unincorporated villages of Damascus, East Windsor, and West Windsor. The Susquehanna River flows north-south through the Town of Windsor before turning west toward Binghamton. The river is a primary natural and scenic resource within both the town and the Heritage Area. This stretch of river valley was the location of a series of well-developed Iroquois settlements before the American Revolution. During the war, they were a center of British support. From these settlements, Mohawk leader Joseph Brant led raids against patriot settlements to the north and east, resulting in retaliatory campaigns that destroyed the villages.¹³



Windsor is one of the oldest towns in Broome County, created only one year after the official birth of Broome County in 1806. The town was a popular homesteading location for many Revolutionary War veterans when the land was opened for settlement after the war. By the late 1890's, Windsor

The Oquaga Bridge is an excellent example of a lenticular truss bridge. The bridge is one of few of this style still standing throughout the United States.

¹³ www.windsorny.org/historic_windsor.html

was the buggy whip manufacturing capital of New York State with three factories within the Town boundary.¹⁴ One of the most recognizable features in the town today is the Ouaquaga Bridge, one of the few lenticular truss bridges still standing (www.HistoricBridges.org). In 2003, the bridge was placed on the National Register of Historic Places. Built in 1888 by the Berlin Iron Bridge Company, the 341-foot bridge traverses the Susquehanna River.

State Routes 79 and 17 meet in the Village of Windsor and are picturesque connections through the Town, connecting Heritage Area resource areas to the north, west, and east. State forests, Hawkins Pond Nature Area County Park, and agritourism businesses also contribute to the town's identification as part of the proposed Susquehanna Heritage Area.

Town of Conklin

The Town of Conklin forms part of the southern boundary of Broome County and was first settled in 1788 and officially established in 1824. The Town of Conklin includes a number of unincorporated hamlets, including Corbettsville, Conklin, Conklin Forks, Conklin Station, and Conklin Center. Conklin is located west of Windsor, with the Susquehanna River running south-to-north through the town. The river is the primary geographic feature within the town, with significant roads and development along the river valley. The physical characteristics of the town have historically been impacted, most recently in 2006, by massive flooding. The 2006 flood isolated the center of the town and resulted in tens of millions of dollars in damages to homes and businesses.¹⁵ State Route 17 runs through the northern portion of the town.



An extant commercial structure in the Hamlet of Corbettsville showcases the history still present in the Town of Conklin.

The Town community center is housed in the circa 1900 castle-like home of Alpheus Corby, a local resident. "The Castle" was built by Alpheus after visiting England and admiring the country's unique architectural style. The building was purchased after Corby died by George F. Johnson who turned the building into a home for underprivileged children. Johnson donated the castle in 1940 to the Town for use as a community center.

¹⁴ Ibid.

¹⁵ [En.wikipedia.org/wiki/Conklin_New_York](http://en.wikipedia.org/wiki/Conklin_New_York)

3.2.6. TERTIARY CORRIDOR COMMUNITIES

Town of Binghamton

The Town of Binghamton is located in south-central Broome County. The northern portion of the town includes the confluence of the Susquehanna and Chenango Rivers and the City of Binghamton. In 1786 William Bingham bought more than 32,000 acres of land in this area,



Lone Maple Farm is one of the many agritourism businesses located within the Town of Binghamton.

including the location of the present day city. Also included was land identified as the Town of Chenango. The Town was divided in 1855, effectively creating the Town of Binghamton. The Town was further reduced in size to its present boundaries in 1890. The Town of Binghamton has transitioned from dense forest land, to dairy farming, to a residential community with easy access to nearby urban centers. South of the Susquehanna River to the state border with Pennsylvania, the landscape is characterized by small hills with wooded hilltops and open land along the historic roadways. Agritourism resources continue to have a strong presence in the town today.

Town of Spencer

The Town of Spencer was organized in 1806 from the Town of Tioga. Historically, and today, the Town consists largely of agricultural and undeveloped lands and has a strong relationship to the City of Ithaca and Cornell University to the west. The Town is characterized by the broad valleys along the Route 34 and 96 corridors. Spencer lies at the juncture of these valleys, which have some of the most significant farmlands within the region. In addition to the incorporated Village of Spencer, a number of distinguishable hamlets are located within the Town including Cowells Corners, Crum Town, North Spencer, and West Candor.



The scenic landscape in the Town of Spencer is similar to other outlying, rural areas in Tioga County.

Identified tertiary corridor connections run through the Town and create important linkages between the Village of Waverly, Village of Spencer, and Village of Candor. The rural landscape of the Town is also home to a diverse number of agritourism resources that should be integrated and promoted as part of the Susquehanna Heritage Area Program.

Town of Candor

The Town of Candor, located in north-central Tioga County, has historically been an agricultural community. The Village of Candor is the primary center of activity in the town, though there are a number of distinct hamlets including Catatonk, Willseyville, Weltonville, Fairfield, and Gridleyville.¹⁶ Route 96 is a major north-south roadway linking Owego to Ithaca with significant roadside development. Much of this development supports agribusiness within the region. Agritourism resources in the town are plentiful and serve as visitor attractions, particularly through the fall harvest season. Iron Kettle Farm on Route 96, Fallow Hollow Deer Farm, and Side Hill Acres Goat Farm are exemplary examples of the unique agricultural industries present in the proposed Heritage Area boundary.



View along Route 96 in the Town of Candor showcases scenic linkages between Heritage Area nodes.

Town of Maine

The Town of Maine was settled in 1794 but was not fully incorporated until 1848 when it separated from the Town of Union. Maine is located north of Union and east of Newark Valley. The town grew to a highpoint through the mid 1800's as an agriculturally based community. That early growth was followed by a steady decline through the early 1900's. The population of the town began to once again grow rapidly after World War II. The most notable change to the town's landscape was the construction of the Greater Binghamton Airport between 1945 and 1951.¹⁷ The early history of the community is preserved and displayed for the education of the community at the Nanticoke Valley Historical Museum on State Route 26. The Finch Hollow Nature Center is an important natural, educational, and recreational resource that should be highlighted as part of the Heritage Area.



Existing farmstead located on Route 21 in the Town of Maine.

¹⁶ www.tiogacountyny.com/towns_villages/candor.php

¹⁷ Town of Maine Comprehensive Plan 2008, page 3-1



Town of Nanticoke

The Town of Nanticoke is located on the western boundary of Broome County, north of the Town of Maine. The Nanticoke-Maine valley was originally settled by the Nanticoke Indian tribe in the late eighteenth century. Today's town boundaries were officially established in 1831. The population of the town grew into the late 1800's when it prospered with the presence of a strong farming industry and commercial and industrial sectors, including flour and lumber mills. By the mid twentieth century, the population of the town declined due to job losses associated with over-lumbering, changing technology, and increased competition from surrounding communities.



Sunny Hill Farm is one of the agritourism businesses located in the Town of Nanticoke.

However, the population of the Town steadily increased between 1960 and 1990 due to an increase in the amount of land available for small lot residential development, some of which is attributable to the subdivision and selling of former agricultural lands.¹⁸ Even with residential growth, the town has retained its rural character and offers scenic viewsheds, cultural landscapes, and agritourism resources to visitors. The town provides a charming linkage between highlighted Heritage Area communities and is home to Greenwood Park, a Broome County park facility.

Town of Kirkwood

The Town of Kirkwood located in south-central Broome County, is named after James P. Kirkwood, an engineer responsible for constructing the local railroad network. The Town was first settled in 1781 when a small gristmill was built and the Town was officially formed from the Town of Conklin in 1859.



The Kirkwood Schoolhouse is an important local historic resource and is home to the Kirkwood Historical Society.

Due to its location along the Susquehanna River, the Town has been impacted by flood events, most recently in 2006 when riverfront areas of the Town were damaged when the river overflowed its banks. The Susquehanna River valley is one of the most prominent defining features of the Town's landscape today. The Town is well positioned from a transportation and accessibility perspective, adjacent to both the

¹⁸ Town of Nanticoke Comprehensive Plan, Planning Board, February 1991

Susquehanna River and major vehicular transportation routes including State Route 17, US Route 11, and Interstate 81. The Town has six hamlet areas, including Brookvale, Five Mile Point, Kirkwood, Kirkwood Center, Langdon, Popes Ravine, and Riverside. In addition to the river, the Town is also home to a number of local parks, including Valley Park and Veterans River Park, which contribute to the recreational importance of the Heritage Area.

4.0 HERITAGE AREA RESOURCES

The purpose of the Heritage Area Resources section of the Management Plan Amendment is to identify and summarize the cultural, historic, and recreational resources within the Susquehanna Heritage Area. An inventory of Heritage Area resources was completed in an effort to gain a thorough and comprehensive understanding of the opportunities for heritage development within the region. This chapter provides an overview of the resources currently in place within the Heritage Area and to identify existing strengths and opportunities that can be capitalized upon through the implementation of the Heritage Area Management Plan Amendment.

The Heritage Area Resources section begins with an overview of strengths and challenges and identifies key resources are defined below:

- **Primary Destinations** within the Heritage Area include those sites and areas that currently attract residents and visitors to the region and have designated staff, regular posted operating hours, and some level of visitor services already in place.
- **Historic Resources** include national, state, and local historic districts; historic buildings and structures; and historical societies and museums.
- **Arts and Cultural Resources** are the galleries, venues, and cultural districts that highlight the arts, music, and ethnic diversity of Broome and Tioga Counties.
- **Agritourism Resources** are agriculture-based businesses that are currently open and accessible to the public and can serve as a catalyst for agritourism and regional economic development.
- **Recreation and Natural Resources** include passive and active recreation opportunities and facilities available in for residents and visitors ranging from state, county, and local parks to nature preserves and golf courses that have a heritage connection. Natural resources are the cultural landscapes, viewsheds, and character-defining natural features, such as the Susquehanna River, within the Heritage Area.

Heritage Area Resources include more than the physical resources with Broome and Tioga Counties. Other resources considered in the inventory include:

- **Heritage Area Partners** are groups and organizations that may choose to participate in efforts associated with the Susquehanna Heritage Area.

- **Programming and Special Events** identifies the range of special programs and events that are organized and/or hosted by the various communities within the proposed Heritage Area boundary.
- **Visitor Services** looks at the amenities that are currently in place within the Heritage Area as they relate to supporting visitors.
- **Stewardship** examines the existing level of preservation activity within proposed Heritage Area communities. This section identifies communities that have preservation regulations in place and considers to what extent preservation and heritage-related topics are discussed in local planning documents.

4.1. Overview: Strengths and Challenges

The Susquehanna Heritage Area has strong regional character stemming from the cultural development of the landscape over time. The Susquehanna River is the backbone of the region, forming a broad river valley that has guided transportation and human settlement. The river valley was the site of significant manufacturing and industrial development and warrants attention as home of the region's unique industrial heritage. Beyond the river valley are rolling hills and smaller creek and stream valleys that provided lumber resources during the region's early development, evolved into a predominantly agricultural landscape, and today, feature historic, rural villages and scenic open space.

Strengths

The expansive landscape of the Susquehanna Heritage Area is its primary asset and primary strength. The river valleys, the smaller streams and creeks, and the rolling hills provide a setting of great character and natural resources of significant value that warrant visionary and proactive stewardship. Unlike many rural areas, the Susquehanna region is blessed with a strong urban center, the City of Binghamton. The city's historic urban fabric is in marked contrast to the surrounding rural landscape. It provides a place where business, governmental, educational, and cultural activities are concentrated. This urban fabric is valuable and should continue to be preserved and reused to create a regional center of great character. Many steps have been taken toward this end over recent years, and the results, though mixed, are obvious and impressive to visitors from outside the region.

In many ways, the economic slowdown within the region over the past half century, both industrially and agriculturally, has set the stage for rebirth. In many places and ways, this rebirth is evident. While Binghamton is the urban core, the larger Triple Cities, including Johnson City and Endicott, comprise a sophisticated manufacturing and industrial community with strong character and great diversity. The urban neighborhoods surrounding these centers have been discovered as great places to live and warrant continued investment and resource nurturing.

Beyond the Triple Cities, the Heritage Area has numerous villages and hamlets with their historic character intact, a rare occurrence. The two largest centers are the Villages of Owego and Waverly in Tioga County. These villages retain their historic commercial centers and lovely surrounding neighborhoods. They embody the ideal living environment of the American small town. Their future lies in this direction, as they become communities-of-choice for those seeking a balanced and personable place to live. Owego's ongoing success in revitalizing its commercial center and stimulating the interest of prospective residents is a model for other communities throughout the Heritage Area.

Some of the other smaller villages within the region have taken steps with similar results, and others remain yet to be discovered. Windsor, Newark Valley, and Spencer are examples of villages where creative initiatives appear to have been undertaken in concert with the vision of the Heritage Area. Villages such as Lisle and Whitney Point have outstanding buildings and great locations and appear ready for discovery and investment. The Heritage Area's numerous villages are among its greatest assets and strongest features.

Of course, the region's greatest strength is its people and their initiative. Throughout the course of this planning project, the consultant team has been impressed with the range and extent of activities being undertaken throughout the Heritage Area. Many impressive initiatives are apparent, ranging from historic preservation endeavors, to arts and cultural institutions, to agribusiness, to events, to trails and parks, to restaurants and small businesses, to the establishment of small museums. The job of planning the Heritage Area has become the task of envisioning them as a whole and threading them together.

The region has many large institutions as well, and their leadership is crucial to the success of needed large-scale community-building endeavors. Visionary civic leadership from the business community has been the hallmark of the Triple Cities; it must continue to be encouraged. Institutions such as Binghamton University, local hospitals and medical center, and others set an important tone with their interests and leadership. The short timeframe of this heritage area planning project did not provide time enough for the partnership building activities that need to take place to bring the pieces together.

The Susquehanna region has the elements necessary to create a fine place to live, a place with a strong regional identity, with a balance of urban and rural, natural and man-made. Decreased development pressures have enabled this vision to be possible, while also making its implementation more challenging. A sustained effort to keep the vision of the Susquehanna Heritage Area in the forefront, coupled with collaborative initiatives, will advance implementation of the Amendment Plan goals and objectives.

Challenges

Today, the region is perceived more as a gateway to other destinations, such as the Finger Lakes or Cooperstown, rather than a destination in and of itself. However, its position as a gateway should be embraced as an opportunity rather than seen as a weakness.

One of the biggest issues that will need to be overcome is the lack of identity associated with the Heritage Area. Is the region part of the Finger Lakes? Does the region see itself as more closely related to the Endless Mountains region in Pennsylvania? Or is the region a mosaic of different character areas and histories? Although residents of the Greater Binghamton region have a strong sense of who they are, there is not one solid perception of the region by outsiders. To those not familiar with the great resources within the region, it is just a place to change highways and stop for a bite to eat or to buy fuel on the way to somewhere else. The most important charge for the Heritage Area partners will be to identify what the Heritage Area is and what it stands for and then to implement the strategy to change that perception in the eyes of the public.

The name of the Susquehanna Heritage Area is, in and of itself, one of the sources of confusion and lack of identity for the Heritage Area. Visitors and local residents alike typically associated the name "Susquehanna" with other parts of the country in Pennsylvania and even Maryland. However, the Susquehanna River is an important and prominent feature through Broome and Tioga Counties and efforts should focus on furthering that association and recognition in concert with further public promotion and awareness efforts associated with the Susquehanna Heritage Area.

Part of the confusion for visitors may lie in the way New York State markets the region, with Broome County considered part of the Central Leatherstocking Region and Tioga County included in the Finger Lakes Region. While Tioga County does associate itself with the Finger Lakes, Broome County feels less attached to its Central Leatherstocking designation. The New York State Empire State Development Corporation is currently considering possible changes and restructuring of the Statewide districts to better represent actual relationships. The Susquehanna Heritage Area should determine how, if at all, the restructuring will impact the proposed Heritage Area.

Marketing within the region is comprehensive, but does not focus on the Heritage Area as a whole, rather on smaller parts or pieces. Visitor guides for Tioga County and Broome County, both hard copy and online, contain a plethora of information on different visitor resources, including attractions, recreation facilities, places to stay, places to shop, and places to eat. However, there is no publication specific to the Susquehanna Heritage Area that would help guide a visitor through the Heritage Area and the many stories it encompasses. The expanded Heritage Area boundary presents greater opportunities for developing marketing materials and a visitor guide for the entire region with a focus on creating an experience that is both educational and enjoyable.

The current lack of a cohesive signage network, limited interpretation at key attractions, and a lack of public knowledge about the history and relevance of the region are all important factors that must be addressed to ensure the vision of the Heritage Area is realized. Wayfinding signage currently includes only those signs installed by the NYS Department of Transportation and not all key attractions are included on those signs and the name of the Visitor Centers are inaccurately recognized. Signage that unifies the Heritage Area, even across county boundaries, is critical to creating regional identity, ensuring sites, attractions, and stories are linked into a larger experience.

Interpretation in the Heritage Area is currently limited to two Visitor Centers and a handful of resources, sites, and attractions. Interpretation of broader community themes and stories, including immigration, the industrial heritage, and Native American settlement can be told throughout the Heritage Area, within parks, along trails, and in village centers. Large-scale interpretation of the Heritage Area will help to link resources and assets and create a well-rounded visitor experience.

The Susquehanna Heritage Area should use the amended Management Plan as a means to reach out to state officials, agencies, and decision-makers to ensure that recommendations from the Plan are incorporated into other planning and design decisions made for the region by state agencies. Of particular importance will be future coordination between the Heritage Area and the NYS Department of Transportation to ensure that wayfinding and interpretive signage is meaningful, consistent and contributes to a welcoming and cohesive visitor experience.

4.2. Primary Destinations

Encompassing all of Broome and Tioga Counties, the Susquehanna Heritage Area guides residents and visitors through beautiful, changing landscapes, historic crossroad villages, and remnants of important historical events that helped to shape the region. The region's inherent qualities, including its destinations, historic resources, arts and cultural resources, natural landscape, and recreational resources, cumulatively contribute to a visitor experience that is unique to the Susquehanna Heritage Area.

Primary destinations within the Heritage Area include those sites and areas that currently attract residents and visitors to the region. It is at these locations that there is the greatest potential to share and tell the stories of the Heritage Area, particularly in the short-term. Recommendations and strategies will be developed for these specific sites, ranging from interpretive tools to marketing strategies and partnerships, in order to make these sites and destinations even more visible and attractive to visitors.

Each of the designated sites and destinations have been identified as those places which are currently "visitor ready," meaning the sites have designated staff, regular posted operating hours, and some level of visitor services already in place. These sites currently offer a specific visitor experience including self-guided tours and visits, interpretation and education through exhibits and displays, guided tours and presentations, cultural activities, a heritage experience, and/or special programming and events. Detailed profiles of each attraction, including location, hours of operation, site descriptions, and visitor experience are included in Appendix 5.

Established attractions and visitor destinations within the Susquehanna Heritage Area include:

- Historic Owego Marketplace
- Little Italy, Endicott
- Endicott Visitor Center
- Kopernik Observatory
- Link Planetarium at the Roberson Museum
- Roberson Museum
- Artists Row, Binghamton
- Binghamton Visitor Center at the Roberson Museum
- Binghamton Zoo at Ross Park
- Chenango Valley State Park
- Discovery Center of the Southern Tier
- Carousels

The Binghamton and Endicott Visitor Centers are at the center of information dissemination related to the Susquehanna Heritage Area. The Binghamton Visitor Center, located in the

Roberson Museum, offers on-site education and interpretation about local culture, heritage, and activities, specifically focusing on the industrial development of the region. The Endicott Visitor Center also focuses on early industry, specifically looking at the regional impacts associated with George F. Johnson, Thomas J. Watson, and the IBM and Endicott-Johnson workers.

Six extant working carousels are also noted as visitor generators within the Heritage Area and have been the focus of significant past Heritage Area efforts. The carousels, located in the Villages of Endicott and Johnson City, Town of Union, and City of Binghamton were gifts from George F. Johnson and his family. The carousels were donated to local parks between 1919 and 1934. George F. Johnson believed they should be enjoyed by all and as part of the agreement between local municipalities when they were donated, it was stated that no one should ever be charged to ride them. They continue to run, free of charge, between Memorial Day and Labor Day and are an exciting and unique attraction for the region. The “Ride-the-Carousel” Program has been one of the most successful and recognized Heritage Area efforts that has been in existence since 1993.

The carousels have also been the recipients of seven grant awards through the Heritage Area, combining for funding of approximately \$400,000. Total project costs associated with these awards are notably higher as they leveraged other funding sources to complete capital projects, such as carousel restoration. Grant awards have not paid for carousel-oriented programs, publications, or exhibits; these are paid for out of the local Susquehanna Heritage Area budget.

Other key attractions offer a wide variety of experiences and an array of visitor opportunities including zoological facilities, a children’s museum, and shops and restaurants located within National Register Historic Districts. The existing primary attractions noted within the Susquehanna Heritage Area have varying hours of operation, undertake limited cooperative marketing, and offer varying levels of visitor amenities. These attractions are all largely located near the original Urban Cultural Park boundaries.



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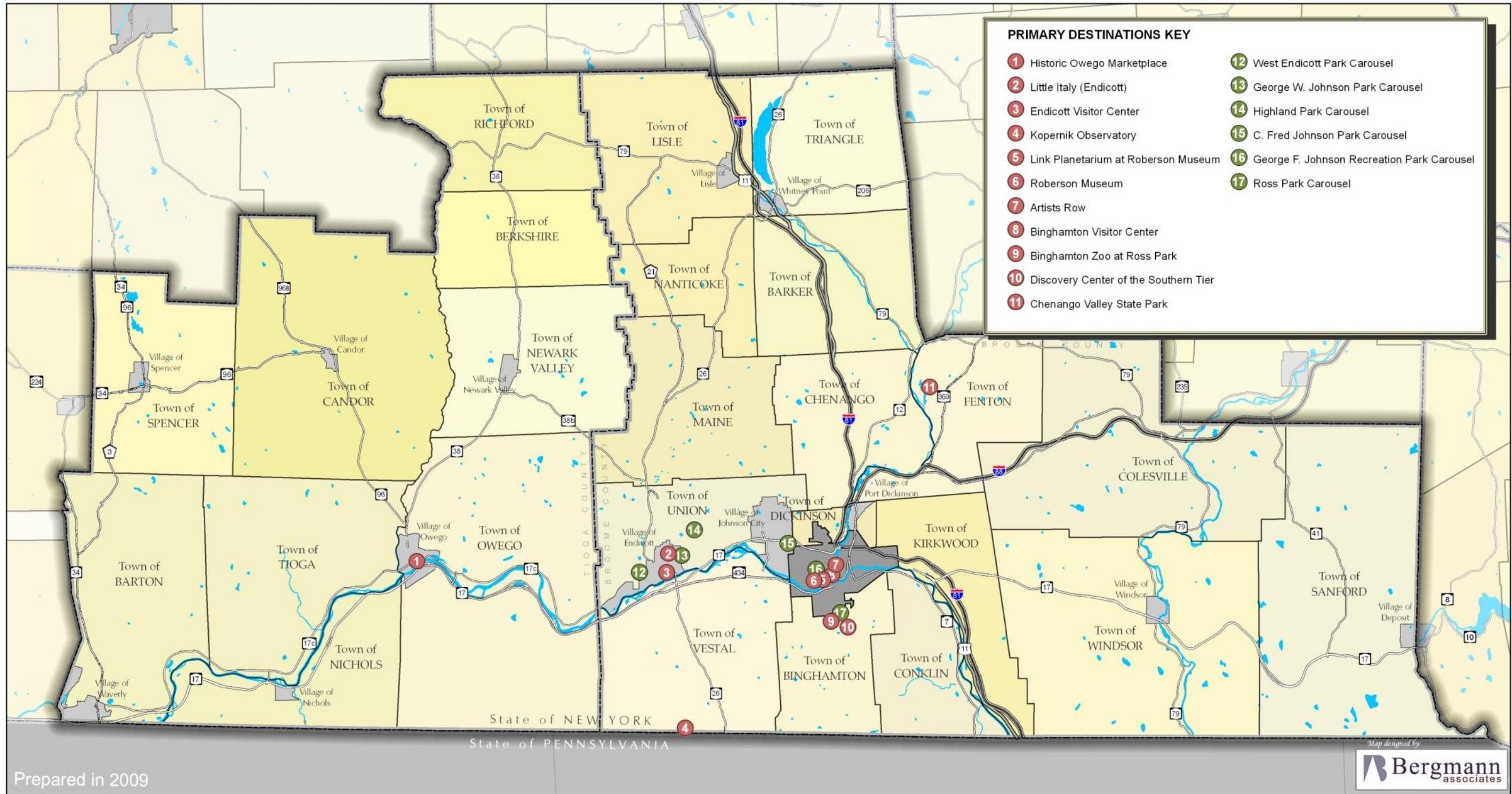
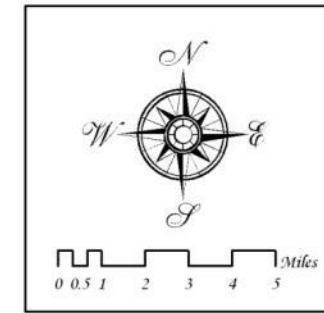
Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

PRIMARY DESTINATIONS

LEGEND

- 1 Heritage Area Destinations
- 12 Carousels
- + Cities
- + Towns
- + Villages



Prepared in 2009

4.3. Historic Resources

Historic resources include those districts, sites, and structures that help to define and explore the historic legacy of the Susquehanna Heritage Area. Historic resources include designated national historic districts and sites, locally designated or recognized historic districts, historic buildings and structures, and historical societies and museums. Although not all identified buildings and structures are publicly accessible, they are directly related to the historic significance and interpretive themes presented in the Management Plan Amendment and should be recognized for their historical contributions to the Heritage Area.

Historic districts are the broadest historic resource category, acknowledging a group of buildings and properties that have historic or architectural significance. Buildings and sites within an historic district may be a combination of contributing and non-contributing resources. A contributing resource generally enhances the overall integrity of the historic district and is integral to supporting the context, character, and significance of the historic district. According to the National Register of Historic Places, an historic district is, "a geographically definable area, urban or rural, possessing a significant concentration, linkage, or continuity of sites, buildings, structures, or objects united by past events or aesthetically by plan or physical development."

National Register Historic Districts

When an historic district is nationally designated, it receives an honorary status whereby the federal government is acknowledging the historic district as nationally significant and worthy of preservation. National Register Historic District designation does not create any property restrictions and property protections are limited to actions involving a federal or state government or agency.

Within the Susquehanna Heritage Area, there are eight designated National Register Historic Districts, six within Broome County and two within Tioga County. With the exception of the Berkshire Historic District, the districts are focused along the primary river corridor where a vast majority of the historic resources in the region are concentrated. The historic districts represent a range of architectural styles, time periods, historical themes, and areas of significance which are further detailed in Appendix 6.

- The Abel Bennett Tract Historic District in Binghamton is the most recent district addition within the Susquehanna Heritage Area, listed in February 2008. The district is recognized as an extant example of a late nineteenth to early twentieth century residential subdivision.
- The Court Street Historic District in Binghamton encompasses 33 acres and includes 87 buildings, including Courthouse Square. This district represents significant civic and commercial architectural styles and trends from 1825-1949.

- The Railroad Terminal Historic District in Binghamton includes 19 buildings representing the period between 1875 and 1949. The buildings reflect the City's history associated with transportation and industry.
- The State Street-Henry Street Historic District, also in Binghamton, encompasses seven acres and includes 20 buildings. The district includes a Federal Courthouse and Post Office, as well as an arts district and vernacular early twentieth century commercial structures.
- The Cyrus Gates Homestead Historic District in Maine includes 1300 acres and seven buildings. The farmstead is historically significant from the perspectives of social history, architecture, and agriculture.
- The Windsor Village Historic District is in the heart of the Village of Windsor and includes 70 buildings and 1 structure, covering over 550 acres. The significance of the district is related to architecture, exploration, and settlement from 1800 through 1924.
- The Berkshire Historic District in Berkshire includes 190 acres and 25 buildings representing agriculture and the architectural work of Pierce & Dockstader.
- The Owego Central Historic District, including the boundary increase in 1998, is the largest historic district in the Heritage Area. The district includes 285 buildings and covers over 1,150 acres of land. The predominant architectural styles in the district include Gothic, Italianate, and Greek Revival from the period of 1800 through 1949.
- In addition to the geographically defined national historic districts listed above, the six carousels in the Triple-Cities are listed as a thematic National Register Historic District.

Additional information on each of the national historic districts is included in Appendix 6, with the general location of the districts graphically depicted on the Susquehanna Heritage Area Historic Resource Map.

State and Local Historic Districts (Designated and/or Recognized)

In addition to the National Register Historic Districts there is one State Registered Historic District in the Town of Vestal, three local historic districts, and one Susquehanna Heritage Area-recognized historic district within the proposed Heritage Area. The Susquehanna Heritage Area-recognized historic district is recognized only in the context of the Heritage Area and is not regulated at the local level or listed or identified as a state registered historic district.

Locally designated historic districts can provide the greatest level of legal protection for historic properties as land use decisions in New York State are made at the local level. As a result, local

historic district designation can also be the most difficult designation to gather public support, as some property owners are resistant to accepting any additional requirements or restrictions on their property, even for the sake of community and building preservation. Locally adopted historic districts in the existing and proposed Susquehanna Heritage Area are limited to the City of Binghamton, Village of Endicott, and Village of Owego.

- Binghamton Local Historic District (locally designated)
- Johnson City Local Historic District (Heritage Area recognized)
- Endicott Local Historic District (locally designated)
- Rivercrest Historic District in the Town of Vestal (local and state designated)
- Owego Historic District (nationally and locally designated)

Additional information on each of the historic districts is included in Appendix 6, with the general location of the districts shown on the Susquehanna Heritage Area Historic Resource Map.

In the City of Binghamton all site plan approval applications for parcels within an historic district and for identified resources within the Urban Cultural Park boundaries (as depicted on map from 1996 plan) are required to be reviewed by the City of Binghamton Commission on Architecture and Urban Design (CAUD). The City of Binghamton is also a Certified Local Government (CLG) community (see sidebar).

The Johnson City Local Historic District was identified in 1986 as part of the development of the Urban Cultural Park Management Plan. Although never officially adopted by the Village and

Certified Local Government Program

The Certified Local Government (CLG) program is a partnership, focused on preservation, between local, state, and national governments which promotes historic preservation at the grassroots level. The program is administered through the National Park Service and the New York State Historic Preservation Office (SHPO). Designation provides communities access to the expert technical advice of many important preservation agencies and organizations, as well as funding and financial assistance available from these groups.

In order to be designated a CLG, a community must demonstrate commitment to historic preservation by:

- Establishing a historic preservation commission;
- Enforce legislation for the designation and protection of historic properties, through adoption of a local ordinance;
- Maintain a system of survey of local resources; and
- Provide for public participation in the historic preservation program.

incorporated into local regulations as an official local district, the historic district is recognized for its concentration of historic resources and cultural significance as exemplified in the 1986 Urban Cultural Parks Plan. Johnson City does have a local historic preservation ordinance that allows for local historic designations as well as review of projects, but only a few individual resources have been officially designated.

The Endicott Local Historic District was established in 1986. In the same year the village also established historic preservation legislation that provided for the creation of the Endicott Historic Preservation Commission. Their historic preservation legislation was amended in 2000. The Historic Preservation Commission was disbanded at this time. Endicott became a Certified Local Government in the early 1990s but was de-certified in 2009.

The Rivercrest Historic District was approved for state registry designation in 2008 and includes 28 houses along Vestal Parkway that remain from a planned community developed in the 1930s.

The Owego National Register Historic District is both nationally and locally recognized. Decisions regarding historic sites and structures within the district are reviewed by the Owego Historic Preservation Commission.

Historic Buildings, Structures, and Sites

The history of the Susquehanna Heritage Area is diverse and this diversity is reflected in its historic buildings and sites which range from grand government buildings to modest farmsteads. While a concentration of historic sites are located in the more urbanized Triple-Cities area, important historic buildings are scattered throughout the rural landscape reflecting the rich and varied history of the region.

Within the Susquehanna Heritage Area there are 92 individual buildings, structure, sites, and objects designated in the National Register of Historic Places. The National Register of Historic Places is the official list of the nation's historic buildings, sites, structures, and objects that have been deemed to be worthy of preservation. It is intended as one tool to assist in the coordination and support of public and private efforts to identify, evaluate, and protect America's historic resources. The National Register list provides a solid baseline for identifying key, priority historic resources within the Susquehanna Heritage Area that may be of interest to visitors. These sites offer opportunities for future interpretation and have potential to be the focus of future investment and marketing efforts.

Cumulatively, the resources in the Susquehanna Heritage Area date from the late 18th century to mid 20th century and include individual buildings, cemeteries, religious institutions, bridges, monuments, and carousels. A detailed listing of each of the National Register resources is included in Appendix 7, with locations graphically depicted on the Susquehanna Heritage Area Historic Resource Maps. National Register listed buildings and sites are scattered throughout

the Heritage Area, with notable concentrations in the villages between Waverly and the City of Binghamton. A significant number of sites are also located in the rural areas of Tioga County along the State Route 38 corridor in the Towns of Newark Valley and Berkshire.

In addition to nationally designated historic buildings, structures, and sites, a thorough inventory of historic resources, both nationally and locally significant, was conducted for the City of Binghamton, Village of Endicott, and Village of Johnson City in association with the original Susquehanna Urban Cultural Park Management Plan and subsequent 1996 Susquehanna Heritage Area Management Plan Update. The 1996 Management Plan identified a total of 129 historic resources in the City of Binghamton (58 resources), Village of Johnson City (42 resources), and Village of Endicott (29 resources). A list of resources which have previously been inventoried and documented are identified in Appendix 8.

The list of buildings and sites inventoried to date is not finite. Communities, individuals, and groups throughout the Heritage Area are consistently striving to add resources to the National Register and to existing and proposed historic districts. Identifying, inventorying, and documenting resources is an ongoing effort throughout Broome and Tioga Counties. The Susquehanna Heritage Area has also worked with the Smithsonian Institute to inventory and document every historic monument in Broome County through the Save Outdoor Sculpture program, which is a nationally listed inventory of historic monuments.

There is opportunity for further evaluation, study, and education regarding the varied historic resources within all of the communities of the Heritage Area. Appendix 9 includes a table of other historic resources in Heritage Area communities that have local, regional, or national significance. This table is provided as a sample of the types of resources that may be inventoried by a community, as has been done in the Town of Vestal. It is expected that this list will be continuously modified and updated as additional sites, structures, and buildings are identified and inventoried. Only a small portion of the Heritage Area has been surveyed and there are a large number of historical resources that still need to be identified and surveyed.



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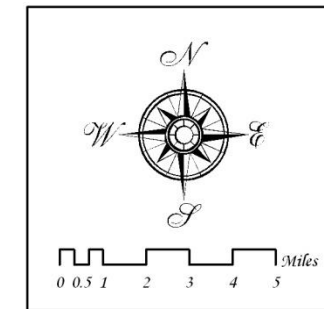
Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

HISTORIC RESOURCES (MAP 1 OF 2)

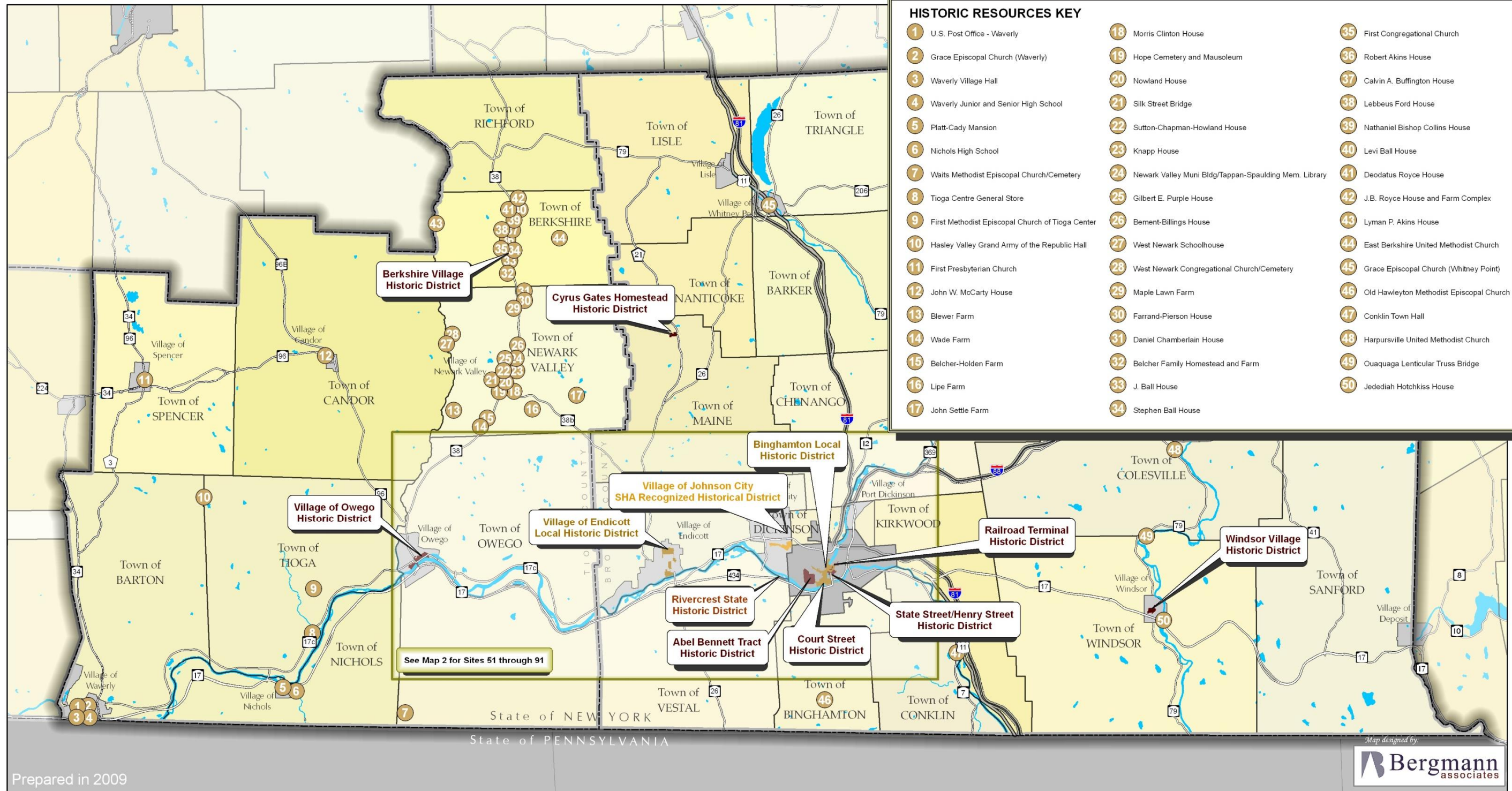
LEGEND

- National Register of Historic Places Sites
- SHA Recognized Historic Districts
- National Register Historic Districts
- State Register Historic Districts
- Local Historic Districts
- County Boundaries
- Cities
- Villages



HISTORIC RESOURCES KEY

1 U.S. Post Office - Waverly	18 Morris Clinton House	35 First Congregational Church
2 Grace Episcopal Church (Waverly)	19 Hope Cemetery and Mausoleum	36 Robert Akins House
3 Waverly Village Hall	20 Nowland House	37 Calvin A. Buffington House
4 Waverly Junior and Senior High School	21 Silk Street Bridge	38 Lebbeus Ford House
5 Platt-Cady Mansion	22 Sutton-Chapman-Howland House	39 Nathaniel Bishop Collins House
6 Nichols High School	23 Knapp House	40 Levi Ball House
7 Waits Methodist Episcopal Church/Cemetery	24 Newark Valley Muni Bldg/Tappan-Spaulding Mem. Library	41 Deodatus Royce House
8 Tioga Centre General Store	25 Gilbert E. Purple House	42 J.B. Royce House and Farm Complex
9 First Methodist Episcopal Church of Tioga Center	26 Bement-Billings House	43 Lyman P. Akins House
10 Hasley Valley Grand Army of the Republic Hall	27 West Newark Schoolhouse	44 East Berkshire United Methodist Church
11 First Presbyterian Church	28 West Newark Congregational Church/Cemetery	45 Grace Episcopal Church (Whitney Point)
12 John W. McCarty House	29 Maple Lawn Farm	46 Old Hawleyton Methodist Episcopal Church
13 Blewer Farm	30 Farrand-Pierson House	47 Conklin Town Hall
14 Wade Farm	31 Daniel Chamberlain House	48 Harpursville United Methodist Church
15 Belcher-Holden Farm	32 Belcher Family Homestead and Farm	49 Ouaquaga Lenticular Truss Bridge
16 Lipe Farm	33 J. Ball House	50 Jedediah Hotchkiss House
17 John Settle Farm	34 Stephen Ball House	











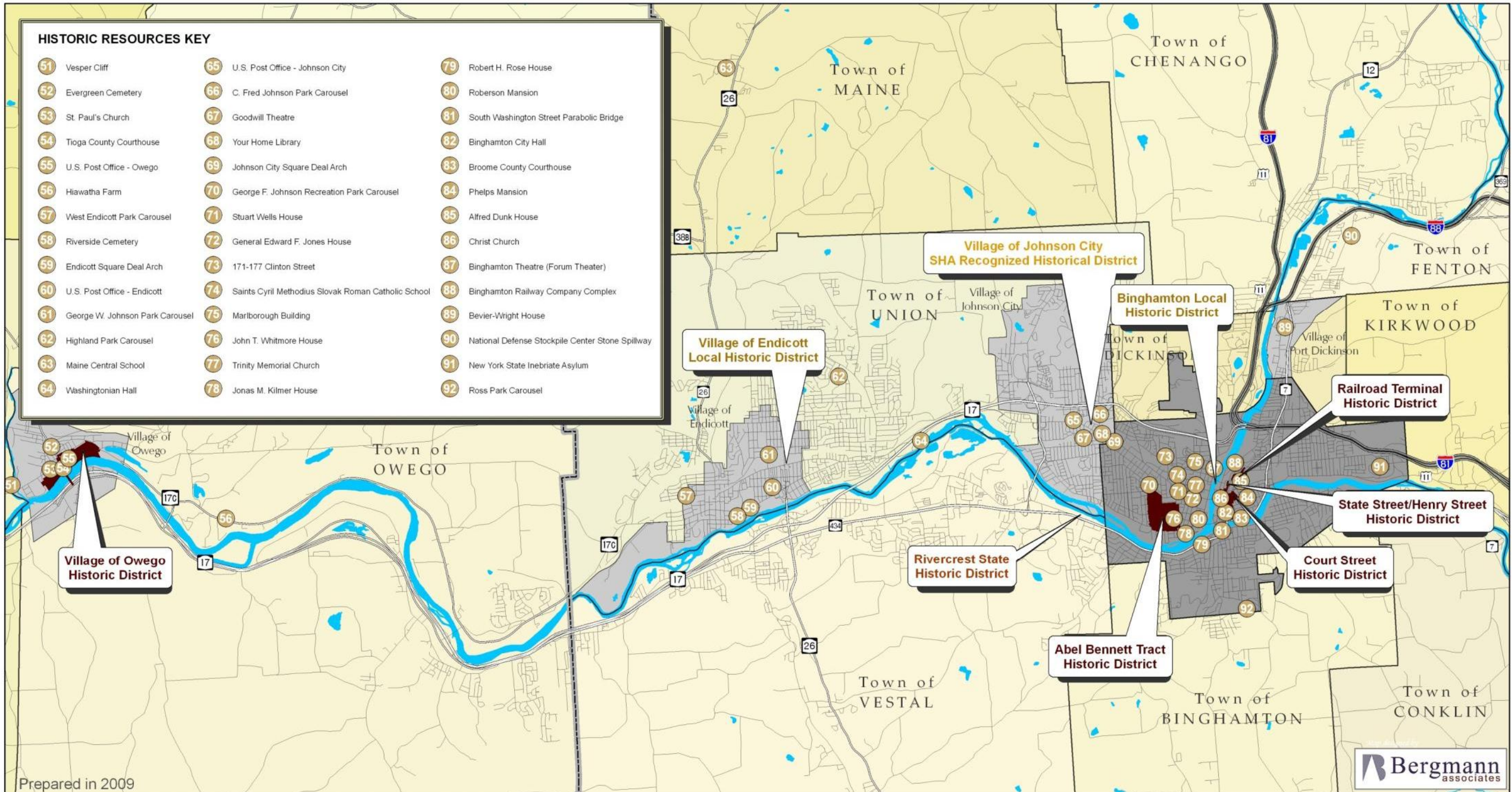
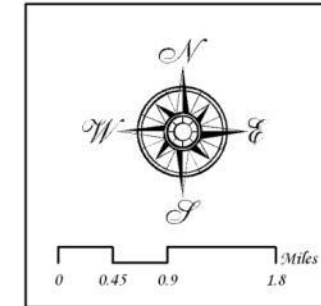
Prepared in 2009



HISTORIC RESOURCES (MAP 2 OF 2)

LEGEND

-  National Register of Historic Places Sites
-  SHA Recognized Historic Districts
-  National Register Historic Districts
-  State Register Historic Districts
-  Local Historic Districts
-  County Boundaries
-  Cities
-  Villages



HISTORIC RESOURCES KEY

51 Vesper Cliff	65 U.S. Post Office - Johnson City	79 Robert H. Rose House
52 Evergreen Cemetery	66 C. Fred Johnson Park Carousel	80 Roberson Mansion
53 St. Paul's Church	67 Goodwill Theatre	81 South Washington Street Parabolic Bridge
54 Tioga County Courthouse	68 Your Home Library	82 Binghamton City Hall
55 U.S. Post Office - Owego	69 Johnson City Square Deal Arch	83 Broome County Courthouse
56 Hiawatha Farm	70 George F. Johnson Recreation Park Carousel	84 Phelps Mansion
57 West Endicott Park Carousel	71 Stuart Wells House	85 Alfred Dunk House
58 Riverside Cemetery	72 General Edward F. Jones House	86 Christ Church
59 Endicott Square Deal Arch	73 171-177 Clinton Street	87 Binghamton Theatre (Forum Theater)
60 U.S. Post Office - Endicott	74 Saints Cyril Methodius Slovak Roman Catholic School	88 Binghamton Railway Company Complex
61 George W. Johnson Park Carousel	75 Marlborough Building	89 Bevier-Wright House
62 Highland Park Carousel	76 John T. Whitmore House	90 National Defense Stockpile Center Stone Spillway
63 Maine Central School	77 Trinity Memorial Church	91 New York State Inebriate Asylum
64 Washingtonian Hall	78 Jonas M. Kilmer House	92 Ross Park Carousel

Prepared in 2009



Historic Societies and History Museums

A number of communities within the Heritage Area have established historical societies and history museums that highlight the unique heritage and development of their community and the region as a whole. These also serve as locations for information dissemination, education, and interpretation. The hours of operation and availability of these sites for regular public visitation vary significantly, but each site contributes to the overall Heritage Area goals, objectives, and experience. Additional information on each of the historic societies and museums can be found in Appendix 10.

- Amos Patterson Museum & History Center (currently looking for new location)
- Bement Billings Farmstead
- Bundy Arts and Victorian Museum
- Chenango Schoolhouse Museum
- Deposit Historical Society and Museum
- Frisbie Homestead Museum
- IBM Endicott History and Heritage Center
- Kirkwood Historical Society
- Merrill Historical Collection
- Newark Valley Historical Society Depot Museum
- Nanticoke Valley Historical Society and Museum
- Old Stone House Museum
- Olde Village of Union Historical Society
- Phelps Mansion Museum
- Spencer Historical Museum
- Susquehanna River Archaeological Center
- Tioga County Historical Society Museum
- Vestal Museum



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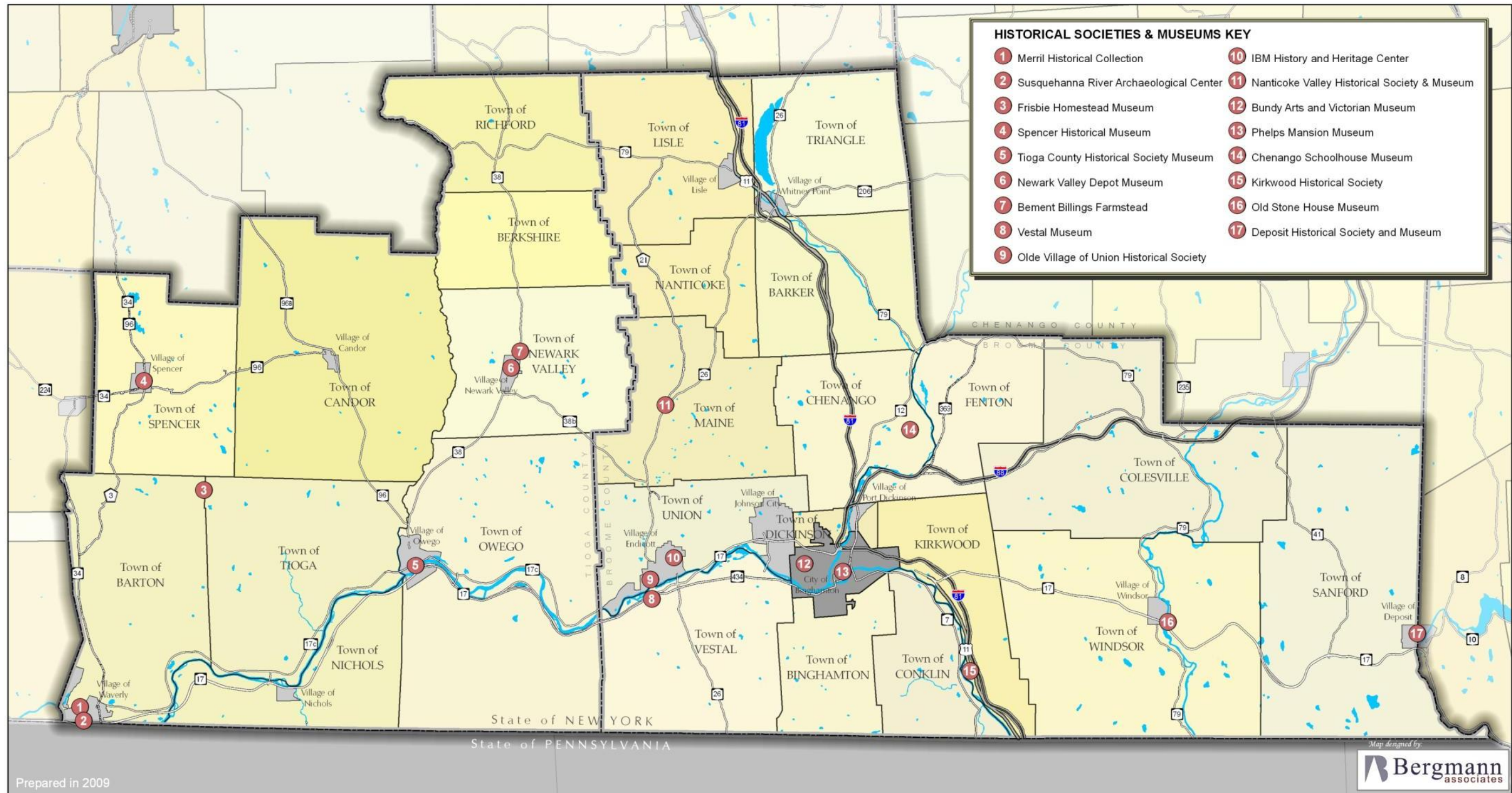
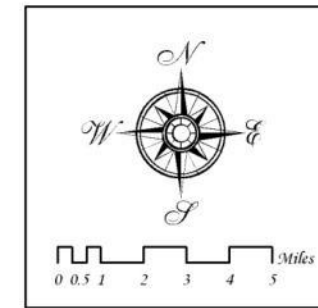
Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

HISTORICAL SOCIETIES & MUSEUMS

LEGEND

- 1 Heritage Area Destinations
- + Towns
- + Cities
- + Villages



Prepared in 2009



4.4. Cultural Resources

Cultural resources are those sites that focus on the arts, music, and ethnic diversity of the region. These resources include performing arts venues, galleries, and cultural districts that have regular operating hours or scheduled performances which are open to the public. The Susquehanna Heritage Area is fortunate to have a varied tapestry of arts and culture venues which range from large stage productions to independently owned and operated art galleries.

The Susquehanna Heritage Area is home to a talented artistic community ranging from craftspeople to musicians to fine artists. Some use the raw materials of the region, such as old barn wood, to produce finished goods while others draw on the region's natural beauty for inspiration. The art groups within the region continue to keep the spirit of Heritage Area alive by maintaining active calendars of cultural events and special programs including monthly gallery walks and annual arts festivals.

The Cultural Resource Map highlights the location of cultural resources in the Heritage Area, with additional information about each of the identified resources included in Appendix 11.

Performing Arts Venues

Performing Arts Venues within the Heritage Area are located along the State Route 17 corridor, extending from the west end of the study area in the Village of Waverly (Waverly Opera House) to the easternmost Heritage Area community, the Village of Deposit (Deposit Community Theatre & Arts Center). Thirteen other venues are located in the Village of Owego and in the Triple-Cities region.

The Heritage Area is anchored by two regionally significant performing art centers, Anderson Center for the Performing Arts on the Binghamton University campus and The Forum – Broome County Performing Arts Center. Each offers a range of productions and media art opportunities. The Anderson Center for the Performing Arts features a full range of performances from international artists to popular acts to student recitals. The center is designed to accommodate a full range of performers ranging from student plays to solo performances to large theatrical productions complemented by a full-scale orchestra. The Binghamton Philharmonic, Broadway Theatre League, Tri-Cities Opera, and various dance troupes from across the nation and the world perform at The Forum, a restored vaudeville house. In addition to a rotating performance schedule, the Forum also houses a permanent display, *Day of a Playwright*, which celebrates the work of Rod Serling, the creator of "The Twilight Zone."

The Anderson Center and The Forum are supplemented by an impressive series of local performing groups and theatres, many of which are housed within historic sites, including the Ti-Ahwaga Performing Arts Center in Owego, Cider Mill Playhouse, Endicott Performing Arts Center, and Firehouse Stage in the Goodwill Theatre Complex. Together, these organizations

and performing art sites help to highlight and support local musicians, actors, and craftspersons and offer a variety of cultural opportunities to local residents and visitors.

Galleries

Twenty-nine galleries have been identified within the Heritage Area, stretching from the Village of Owego to the Village of Windsor. The majority of these resources are concentrated in the City of Binghamton. Binghamton is recognized for their Artists Row district which includes dozens of galleries along State Street in the downtown core. Gallery resources range from showrooms and working artist studios to locally made jewelry retailers and unique gift shops. The galleries provide a unique experience and targeted marketing opportunity for future visitors to the Heritage Area, both on an individual and collective level. In addition to identified galleries, several restaurants throughout the region have acclaimed art collections on their walls, most notably in “Little Venice” in Binghamton and “Little Italy” restaurants in Endicott.

Binghamton in Broome County and Owego in Tioga County are home to monthly events that draw attention and focus to the artist community within the region. The events draw a significant number of visitors on a monthly basis to the respective downtowns and offer a successful incentive for increased visitation and can serve as a catalyst for further downtown revitalization efforts.

Binghamton is recognized for its highly successful *First Friday* events presented by the Gorgeous Washington Association. This monthly event features over forty sites in the downtown including not only galleries but also restaurants, museums, theatres, bars, and small businesses. Free Broome County Transit Trolley rides are provided during the event and include guided tours of the downtown.

Owego is home to the *Third Friday Art Walk Art Talk* event. Presented by the Historic Owego Marketplace, the event is similar to that in Binghamton’s First Friday in that it seeks to highlight the creative arts community within the Village. Restaurants and businesses in the downtown core actively participate in the event which typically involves more than a dozen local artisans.

Cultural Attractions

Four additional cultural attractions were identified in the Heritage Area that have the potential to be enhanced through implementation of the Management Plan and are already, to some extent, established visitor destinations. Cultural attractions that welcome residents and visitors include the Broome County Fairgrounds, Historic Owego Marketplace, Clinton Street Antique Row in Binghamton, and Little Italy in Endicott.

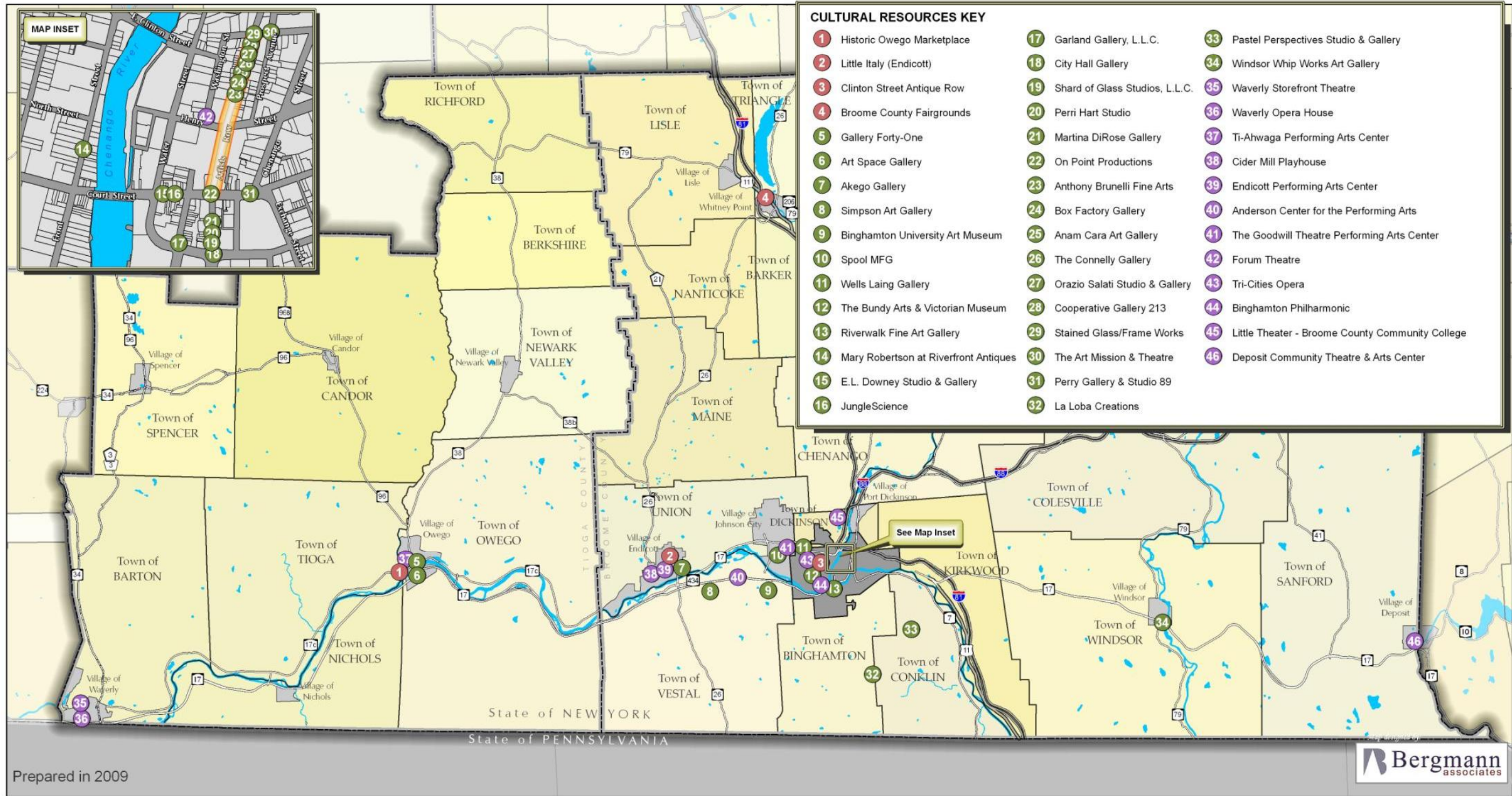
Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

CULTURAL RESOURCES

LEGEND

- 1 Cultural Attractions
- 5 Galleries
- 35 Performing Arts/Venues
- Artists Row (see map inset)
- County Boundaries
- Cities
- Towns
- Villages



Prepared in 2009



4.5. Agritourism Resources

The rural landscapes of Broome and Tioga Counties present an opportunity for local economic development. Within the Susquehanna Heritage Area there is a variety of specialty farms that provide exceptional opportunities for promoting agritourism in the region while also supporting the needs of local residents. Agribusinesses are scattered throughout the Susquehanna Heritage Area and include farmers markets, individually-operated produce markets, horse farms and specialty markets that produce a range of goods such as honey, maple syrup, and organic products (see Agritourism Resource Map and Appendix 12 for additional information).

Tioga County has already invested a significant amount of marketing into its agribusinesses, and they are well documented and highlighted in both tourism books and on the official tourism website for Tioga County where they have a direct link on the homepage under the heading “Farm Tours and Products.” Agribusinesses are also highlighted on the Greater Binghamton Convention and Visitors Bureau (GBCVB) website under a link for Agritourism, which is a secondary link under the primary heading of “Great Outdoors.” The GBCVB has also developed a brochure that highlights and maps 36 different agritourism sites in the County. However, there does not appear to be any clear partnerships or joint marketing between existing agribusinesses to promote and market themselves uniformly.

Broome County is currently undertaking a feasibility study to determine whether a year-round regional farmers market could be supported somewhere in the County. A primary site for consideration of a Regional Farmer’s Market facility is Otsiningo Park and the location would offer numerous opportunities for interpretive and promotional Heritage Area initiatives due to its high visitation and visibility. This would also provide identified agribusinesses an additional opportunity for marketing and promotion.

Below is a summary of agritourism resources within the Susquehanna Heritage Area.

Farmers Markets

There are 10 farmers markets in the Heritage Area, located in urban and village centers, including a concentration of six markets in the Triple-Cities area. Outlying markets are located in the Village of Owego, Village of Waverly, Village of Whitney Point, and Village of Deposit.

The markets are seasonal in nature, typically opening in late May or early June and running through October. Each market has either a one or two-day operating schedule with limited hours of operation. With the exception of the markets in Binghamton and Owego, each of the farmers markets is open on at least one day on the weekend. The markets offer a variety of seasonal produce, including flowers, herbs, homemade soaps, wines, baked goods, jam, honey, and maple syrup.

Each of the farmers' markets is a member of the Farmers' Market Federation of New York, which is a grassroots membership organization of market managers, farmers, and supporters. The goal of the organization is increase the capacity of local farmers' markets in the New York State, improve the management of markets, and improve the ability for markets to serve the local community. The Federation website lists each of the farmers markets, including contact information, location, and hours of operation.

Flowers and Plants

The flower, plant, and garden agribusiness category includes garden centers and greenhouses. Seven agribusinesses have been identified in this category and are scattered throughout the study area in both Broome and Tioga Counties, with many located along or in close proximity to the Route 17 corridor. The focus of all the businesses in this category is on retail sales, with many of the sites also integrating other opportunities to enhance the visitor experience through display gardens, gift shops, and tours. Other special visitor features offered at these destinations include ornamental ponds for viewing, a conservatory, water gardens, special events, a driving range, and a corn maze. One of the garden centers also focuses on rare and unusual plants that are typically not available at retail centers.

All but one of the businesses has an individual website which provides information on the history, location, hours of operation, contact information and amenities and services available. Only one of the businesses was noted as being open all-year round, with the others noting their season as running from April or May through September or October.

Horse Farms and Stables

Horse farms are a notable niche market within the Heritage Area, with eight farms and stables identified in Broome and Tioga Counties extending from the Town of Spencer on the west to the Town of Windsor on the east. Seven of the eight farms have individual websites which promote and showcase their business. Farms within Tioga County benefit from direct marketing on the county tourism website.

The range of services provided by these establishments varies widely. Three of the farms focus solely on breeding and selling horses, thus offering limited potential for promotion to the public as a destination within the Heritage Area. Other farms offer a range of goods and services marketable to the general public and visitors, including lessons, camps, boarding, trails for riding rented horses, and special events.

Livestock Farms

Livestock and poultry farms include those agribusinesses that focus on raising animals and either selling the animals or selling products from that animal. Livestock and poultry farms in the region are diverse, making it a unique attribute of the Heritage Area. Within the Heritage

Area, livestock and poultry farms include products from the following animals: alpacas, goats, pheasants, peacocks, geese, chicken, rabbits, cows, buffalo, sheep, pigs, llamas, and cattle.

Of the 13 identified livestock and poultry farm businesses, nine are located within Tioga County, with a concentration in the northwest corner of the Heritage Area. All of the farms are open to the public, whether they only sell livestock or also sell products, ranging from meats to dairy products to fleece and finished goods. Ancillary products sold include furniture made from recycled barn wood and handmade alpaca merchandise. Organic farming is a specialty industry that is also represented and offers a niche market with growing appeal.

The majority of the identified livestock and poultry farms have individual websites which highlight their farm and identify contact information and state how to make purchases. A small number of the farms also attract visitors by offering special events and behind-the-scenes farm tours. On-site gift shops, on-line selling, and participation in local farmers' markets are alternative avenues utilized by farmer's to promote their business and sell products.

Produce Farms

The Heritage Area is home to upwards of 21 produce farms and markets, generally consisting of operations that grow fresh fruits and vegetables. Given the seasonal nature of crops, these businesses are typically open to the public from May to November, many open for extended days, for seven days a week in-season. Amenities and experience offered to the public range from full markets in designated buildings to roadside produce stands to u-pick opportunities. Some of the larger establishments host special events, maintain on-site gift shops, and have on-site greenhouses.

The location of produce farms within the Heritage Area is widely scattered across both Tioga and Broome Counties. A number of these farms are located on identified scenic road connections within the Heritage Area, resulting in enhanced opportunities for future coordination with regards to marketing, signage, thematic tours and designated linkages.

Individual marketing of these businesses ranges from sophisticated brochures to handmade roadside signs. The larger, more established produce farms have individual websites that are very effective in relaying information to the public about services, operating hours, and history. Other farms rely on business information being shared from centralized websites, such as the tourism website for Tioga County. A small number of the individual websites provide links to other websites that promote the region, including other farm businesses, bed and breakfast establishments, and regional tourism sites.

Specialty Farms

A total of 13 specialty agribusinesses are located across Broome and Tioga Counties. Specialty businesses are defined as those that cater to one specific area of expertise, including honey,

maple syrup, wine-making, pumpkins, or Christmas trees. Few of these sites host their own individual websites, but are included on regional sites such as County websites and the Cornell Cooperative Extension site, which highlights agricultural businesses throughout the State.

Hours of operation and accessibility to the public vary widely by the type of business. Maple syrup focused businesses are typically open during maple syrup season in February and March for an extended hours and extended services, including tours and demonstrations. The selling of maple products to the public ranges from a roadside stand open May through October to year round on-site retail.

One business which focuses on pumpkin production is open daily from May through October and is host to a wide variety of related visitor services, including a craft display, corn maze, petting zoo, hayrides, and a haunted house. Christmas tree farms are also seasonal, typically open only in the months of November and December, though open daily for extended periods during those months. They offer people the opportunity to cut their own Christmas tree on-site.

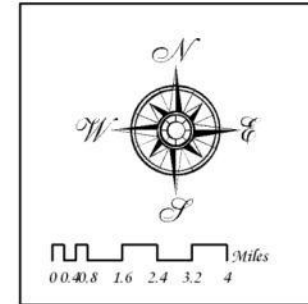
Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

AGRITOURISM RESOURCES

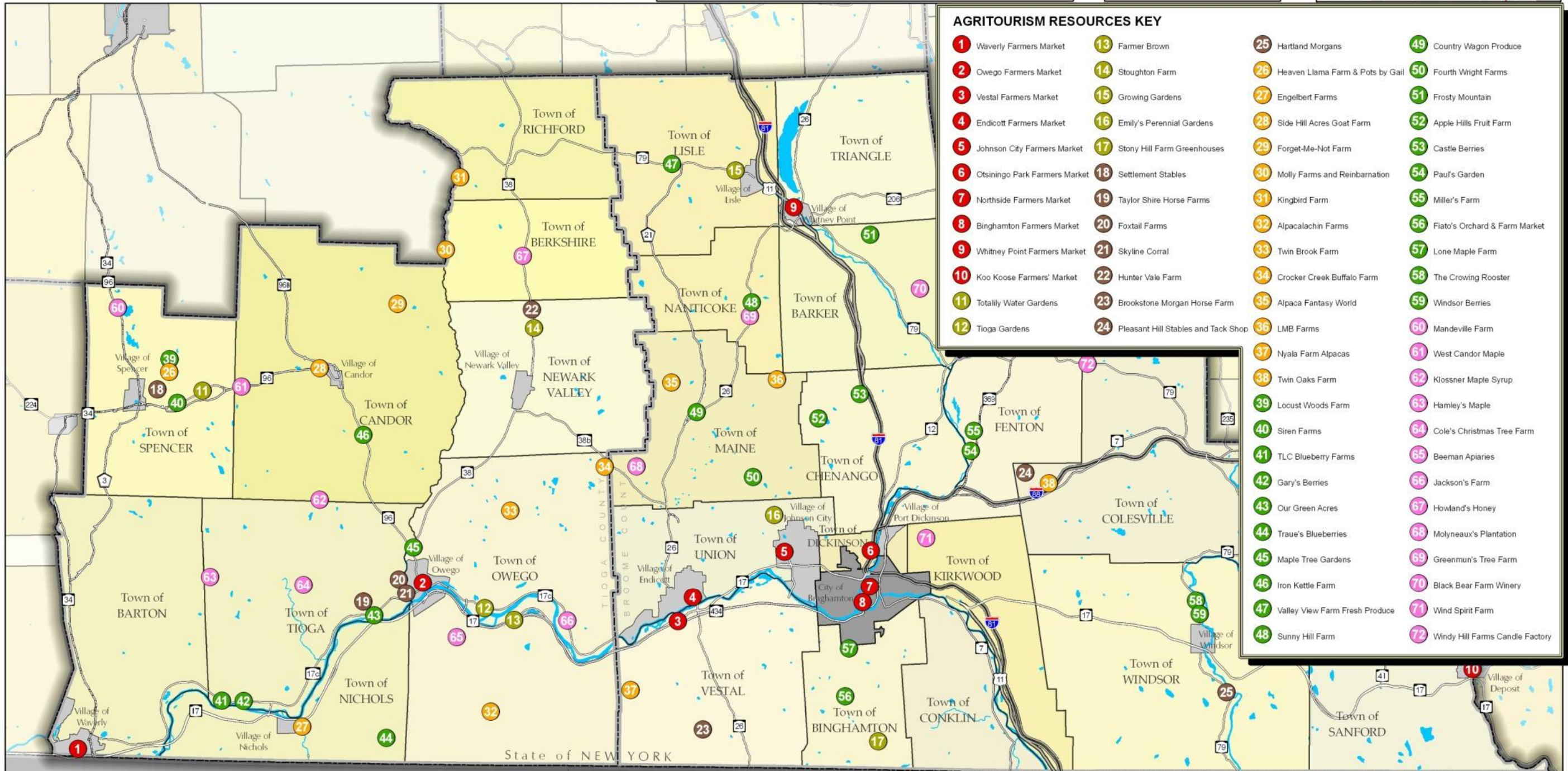
LEGEND

- 1 Farmers Markets
- 11 Flowers, Plants, & Gardens
- 18 Horse Farms
- County Boundaries
- Cities
- 26 Livestock & Poultry Farms
- 39 Produce Farms
- 60 Specialty
- Towns
- Villages



AGRITOURISM RESOURCES KEY

- | | | | |
|--|---|---|--|
| 1 Waverly Farmers Market | 13 Farmer Brown | 25 Hartland Morgans | 49 Country Wagon Produce |
| 2 Owego Farmers Market | 14 Stoughton Farm | 26 Heaven Llama Farm & Pots by Gail | 50 Fourth Wright Farms |
| 3 Vestal Farmers Market | 15 Growing Gardens | 27 Engelbert Farms | 51 Frosty Mountain |
| 4 Endicott Farmers Market | 16 Emily's Perennial Gardens | 28 Side Hill Acres Goat Farm | 52 Apple Hills Fruit Farm |
| 5 Johnson City Farmers Market | 17 Stony Hill Farm Greenhouses | 29 Forget-Me-Not Farm | 53 Castle Berries |
| 6 Otsiningo Park Farmers Market | 18 Settlement Stables | 30 Molly Farms and Reinbarnation | 54 Paul's Garden |
| 7 Northside Farmers Market | 19 Taylor Shire Horse Farms | 31 Kingbird Farm | 55 Miller's Farm |
| 8 Binghamton Farmers Market | 20 Foxtail Farms | 32 Alpachalchin Farms | 56 Fiato's Orchard & Farm Market |
| 9 Whitney Point Farmers Market | 21 Skyline Corral | 33 Twin Brook Farm | 57 Lone Maple Farm |
| 10 Koo Koose Farmers' Market | 22 Hunter Vale Farm | 34 Crocker Creek Buffalo Farm | 58 The Crowing Rooster |
| 11 Totally Water Gardens | 23 Brookstone Morgan Horse Farm | 35 Alpaca Fantasy World | 59 Windsor Berries |
| 12 Tioga Gardens | 24 Pleasant Hill Stables and Tack Shop | 36 LMB Farms | 60 Mandeville Farm |
| | | 37 Nyala Farm Alpacas | 61 West Candor Maple |
| | | 38 Twin Oaks Farm | 62 Klossner Maple Syrup |
| | | 39 Locust Woods Farm | 63 Hamley's Maple |
| | | 40 Siren Farms | 64 Cole's Christmas Tree Farm |
| | | 41 TLC Blueberry Farms | 65 Beeman Apiaries |
| | | 42 Gary's Berries | 66 Jackson's Farm |
| | | 43 Our Green Acres | 67 Howland's Honey |
| | | 44 Traue's Blueberries | 68 Molyneux's Plantation |
| | | 45 Maple Tree Gardens | 69 Greenmun's Tree Farm |
| | | 46 Iron Kettle Farm | 70 Black Bear Farm Winery |
| | | 47 Valley View Farm Fresh Produce | 71 Wind Spirit Farm |
| | | 48 Sunny Hill Farm | 72 Windy Hill Farms Candle Factory |



Prepared in 2009



4.6. Recreational and Natural Resources

The Susquehanna Heritage Area is defined by its natural resources, most notably the Susquehanna River which flows through the region before emptying into the Chesapeake Bay. The Susquehanna River watershed includes a myriad of other rivers and streams, hills, open fields, woodlands, and wildlife that help to define the region, both in terms of natural resources and recreational opportunities. Recreational opportunities abound within the Susquehanna Heritage Area. Activities range from a passive walk on one of the many state forest trails to kayaking along the river to a variety of other passive and active pursuits in the regions abundant local, county, and state park sites.

State Forests

There are 18 state forests identified within the Susquehanna Heritage Area, covering more than 20,000 acres in Broome and Tioga Counties. The state forests, operated by the New York State Department of Environmental Conservation (DEC), provide exceptional opportunities for a wide variety of active and passive recreation, including:

- Hunting
- Trapping
- Snowmobiling
- Bird Watching
- Hiking
- Skiing
- Horseback Riding
- Mountain Biking
- Fishing
- Snowshoeing
- Nature Observation

Amenities and opportunities vary widely within each state forest. Information about each state forest is available through the NYS Department of Environmental Conservation but there does not appear to be any widely distributed marketing materials specific to the region which highlight these resources in a comprehensive fashion.

State Parks

There are three state parks within the Heritage Area, two in Broome County and one in Tioga County, that offer a wide variety of amenities, natural landscapes, and recreational opportunities to residents and visitors. The state parks are operated by the NYS Office of Parks, Recreation, and Historic Preservation and are described in further detail below.

Chenango Valley State Park, located in Chenango Forks, has not only exquisite natural beauty, but also features a number of historically-significant, rustic-style stone buildings constructed by

the Civilian Conservation Corps (CCC) during the 1930s. Several picturesque stone pavilions are located at picnic areas off the main road of the park, a well-preserved rustic clubhouse occupies a central location adjacent to the golf course, and recreation buildings stand near the beach on Lily Lake. Historic CCC-built cabins and stone bridges are also located in the park. In addition, remnants of a Chenango Canal lock and the towpath trail, which is pending as a National Register listing on the state-wide thematic district, are located in the park.

Recreational opportunities are plentiful for those seeking both passive and active activities. With over 200 campsites and two dozen campgrounds, the park offers opportunities for multi-day, and multi-purpose, visits. Visitors can be entertained in the summer by fishing, swimming, picnicking, biking, hiking, birdwatching, or golfing at the park's 18-hole golf course. In the winter ice skating, cross-country skiing, and sledding attract visitors. The park is open year round from sunrise to sunset.

Oquaga Creek State Park, partially located in the Town of Sanford, features attractions that appeal to visitors in all seasons including a 55-acre lake with sand beach, fishing, forested campsites, six miles of trails, boat rentals, picnic facilities, and a full-service vacation rental house. In the winter the park welcomes ice skaters, ice fishermen, snowshoers, and cross-country skiers.

The *Two Rivers State Park*, in Waverly, is a fairly new state park, designated in 2005. The park boasts 600-acres of wooded, picturesque parklands and offers hiking and biking trails. A Master Plan for the park is underway to identify future amenities and services that should be added within the parklands.

County Parks

Each of the nine County Parks within the Heritage Area are located within Broome County but are assets for the entire region as they offer an abundance of passive and active recreational opportunities on over 2,500 acres of parkland. The Broome County Parks and Recreation system includes the following park facilities which range in size from 12 acres to over 1,000 acres:

- Aqua-Terra Park (Town of Binghamton)
- Dorchester Park (Town of Triangle)
- Finch Hollow Nature Center (Town of Maine)
- Grippen Park (Village of Endicott)
- Greenwood Park (Town of Nanticoke)
- Hawkins Pond Nature Area (Town of Windsor)
- Nathaniel Cole Park (Town of Colesville)
- Otsiningo Park (Town of Dickinson)
- Roundtop Picnic Area (Village of Endicott)

Each of the parks offers recreation opportunities, facilities, and services that range from picnic shelters and playgrounds to boat rentals and white sand beaches. The facilities available at each park are listed in Appendix 13.

Regional Parks

Although Hickories Park is located and maintained by the Town of Owego, it is considered to be the Tioga County equivalent of the County parks that exist within Broome County. Located on the banks of the Susquehanna River, the park encompasses more than 100 acres and offers a variety of recreational amenities. Camping pads, tent sites, showers, and a boat launch are also park attractions. Hickories Park is home to a number of special events that occur annually in the Town and is a well-known passive and active recreation asset for the region. Given its waterfront location and strong ties to both Tioga County and the Susquehanna River, Hickories Park is an ideal location for outdoor interpretive exhibits associated with the Heritage Area.

Municipal Parks

With over 40 municipal parks, the Heritage Area has no shortage of passive and active recreational opportunities for residents and visitors. The municipal parks also provide opportunities for outdoor education and interpretation as determined appropriate at the local community level.

Regional Recreation Facilities

Regional recreational facilities highlighted in the Heritage Area Management Plan Amendment include those sites that contribute to the history and heritage of the region. The Management Plan Amendment identifies seven regional recreation facilities sites in the Heritage Area that already offer educational and interpretive programming, have a strong historical connection to the Heritage Area, or have the potential to incorporate interpretive programming in the future.

Identified regional recreation facilities include:

- Hiawatha Island
- Waterman Conservation Education Center
- En-Joie Golf Course
- The Glen
- Binghamton University Nature Preserve
- Cutler Botanic Garden
- Whitney Point Lake Recreation Area

Hiawatha Island is recognizable for both its current environmental and natural resources and its history with remnants of a late 19th century hotel and farm building still visible on the island. Today, a pontoon boat provides access from the mainland to the island for special tours and events. Hiawatha Island lies within the Susquehanna River between Owego and Apalachin and

was turned over to the Waterman Center in the 1990's to be managed as a wildlife refuge and education center.

The primary site of the *Waterman Conservation Education Center* is located in Apalachin and is open to the public. In addition to public trails, the site offers educational programming, special events, and includes exhibits that interpret the history and natural resources of the region.

En-Joie Golf Course is historically significant locally as it was originally built by George F. Johnson, the owner of Endicott-Johnson Company, for use by his employees working at the local shoe factory in Endicott, as well as the public-at-large.

The Glen, in the Town of Union, contains some of the oldest and largest trees in Broome County and is recognized for its cascading gorge. One of the first homesteaders in the region built next to the Glen during the 18th century. Today, visitors can still use the trail built in the 1930s that includes natural stone steps and two stone arch bridges. The Glen was owned and cared for by the IBM Corporation for over 7 decades before they donated the facility to the Waterman Conservation Education Center in 2005.

Binghamton University Nature Preserve is a significant natural resource asset within the Heritage Area, located on the Binghamton University campus. More than two-thirds of the campus is undeveloped with 182-acres officially designated as Nature Preserve. The presence of the Nature Preserve makes the campus a valuable resource for teaching, learning, and outdoor recreation. It is home to a variety of mammals, as well as over 200 bird species. In addition to nature and bird watching, the preserve also includes a number of maintained hiking trails and a wooden footbridge.

Cutler Botanic Garden is a three and a half acre site in Binghamton that is open daily in the summer to visitors. The garden was established by Miss Frances Cutler who donated it to Cornell University Cooperative Extension. The garden serves as a classroom for teaching horticulture and environmentalism and provides opportunities for expanded educational and interpretive programming.

Located in the Town of Triangle, the *Whitney Point Lake Recreation Area* was created between 1938 and 1942 by the Baltimore District of the Army Corps of Engineers. The dam extends 95 feet high and backs up the Otselic River, creating a 1200 acre lake that extends four and a half miles long. The Recreation Area includes Dorchester Park as well as trails and a snowmobile corridor outside of the park.

Other Recreational Opportunities

Regional Trails Initiative

Walking and hiking trails are plentiful throughout the region and offer opportunities for exercise and to enjoy the scenic beauty of the region. Though these trails are typically not well signed or mapped, they are widely used and very popular with both local residents and visitors. In addition to trails located in the state forests and in area parks, other walking trails include the Arnold Park Nature and Exercise Trail in Vestal, the Binghamton River Trail, Binghamton University Nature Preserve Trail, Choconut Creek Flood Wall, Dodd Road in Vestal, Foley Road in Vestal, Gardner Road in Vestal, Hawkins Pond Nature Area, and the Vestal Rail Trail.

The Regional Trails Initiative, identified in the Binghamton Metropolitan Greenway Study, provides guidance and recommendations associated with developing a comprehensive trail network throughout the region that expands on the multitude of trails already in place. There are solid plans in place to connect the City of Binghamton to Binghamton University, to provide the Binghamton River Trail connection north along the Chenango River to Otsiningo Park, and from the Vestal Rail Trail to Owego. There is notable potential for further expansion of the trail connection which could be directly tied to Heritage Area efforts and projects aimed at linking and connecting Heritage Area communities.

Bicycle Infrastructure

The Binghamton Metropolitan Greenway Study identifies multi-use trails as well as on-road bikeway linkages that would connect Owego to Chenango Valley State Park and the Town of Conklin. A significant number of the proposed trails and linkages are directly associated with the River Resource Corridor identified on the Concept Plan for the Susquehanna Heritage Area.

Bicycling opportunities also abound in the rolling hills of the Heritage Area, which provide welcome challenges for cyclists. The rural roadways of the Heritage Area benefit from limited traffic levels and a number of the highly scenic roads are designated bike routes, including NYS Bike Route 17, Foley Road in South Vestal, and trails throughout Chenango Valley State Park.

Susquehanna River

The Susquehanna River and its tributaries provide opportunities for kayaking, canoeing, boating, fishing, and swimming that should be further enhanced. However, access to these opportunities is not widely available or identifiable. The Tioga County Visitor Guide and website does provide specific locations for access to the Susquehanna River but widespread information is not readily available to visitors, particularly in the form of signage. River access potential will be identified in the County-wide Local Waterfront Revitalization Program (LWRP) study that is currently underway.

Winter Season Activities

There are also opportunities within the Susquehanna Heritage Area for a range of winter recreation activities, including trails for snowmobiling and cross country skiing.

Horseback Riding

Horseback riding is an already established sport in the Heritage Area, with eight horse farms scattered throughout Broome and Tioga Counties. The existing horse farms offer a variety of opportunities to visitors, some have limited public accessibility limited while others offer a full range of public services including horse trails, rentals, lessons, and guided horseback tours.

Susquehanna Heritage Area

BROOME AND TIOGA COUNTIES, NY

RECREATION & NATURAL RESOURCES

LEGEND

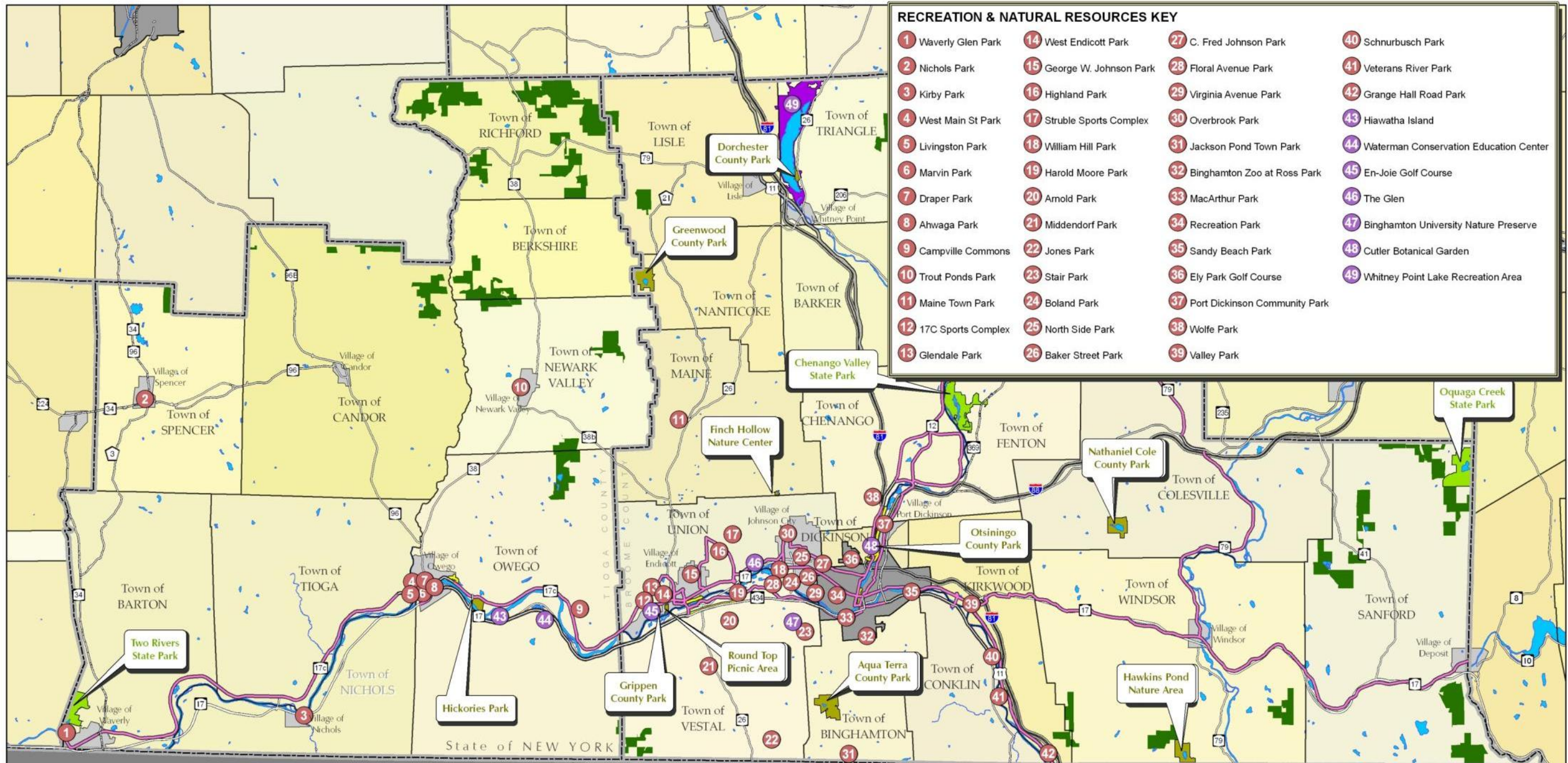
- 1 Municipal Recreation Facilities
- 43 Regional Recreation Facilities
- Bike Routes
- Multi-Use Trails
- State Forests
- County/Regional Parks
- State Parks
- Cities
- Towns
- Villages

Miles
0.4 0.9 1.8 2.7 3.6 4.5



RECREATION & NATURAL RESOURCES KEY

1 Waverly Glen Park	14 West Endicott Park	27 C. Fred Johnson Park	40 Schnurbusch Park
2 Nichols Park	15 George W. Johnson Park	28 Floral Avenue Park	41 Veterans River Park
3 Kirby Park	16 Highland Park	29 Virginia Avenue Park	42 Grange Hall Road Park
4 West Main St Park	17 Struble Sports Complex	30 Overbrook Park	43 Hiawatha Island
5 Livingston Park	18 William Hill Park	31 Jackson Pond Town Park	44 Waterman Conservation Education Center
6 Marvin Park	19 Harold Moore Park	32 Binghamton Zoo at Ross Park	45 En-Joie Golf Course
7 Draper Park	20 Arnold Park	33 MacArthur Park	46 The Glen
8 Ahwaga Park	21 Middendorf Park	34 Recreation Park	47 Binghamton University Nature Preserve
9 Campville Commons	22 Jones Park	35 Sandy Beach Park	48 Cutler Botanical Garden
10 Trout Ponds Park	23 Stair Park	36 Ely Park Golf Course	49 Whitney Point Lake Recreation Area
11 Maine Town Park	24 Boland Park	37 Port Dickinson Community Park	
12 17C Sports Complex	25 North Side Park	38 Wolfe Park	
13 Glendale Park	26 Baker Street Park	39 Valley Park	



4.7. Heritage Area Partners

The Susquehanna Heritage Area includes community groups, agencies, and organizations that continuously strive to offer a multitude of community services to Heritage Area residents and visitors. Local business groups, government agencies, tourism organizations, art groups, neighborhood associations, and religious institutions are some examples of the existing partners that offer programs, events, and activities within the region. The following section identifies stakeholders that can positively contribute to the future of the Heritage Area.

Stakeholders may change and new organizations may be identified. This list should not be considered finite and is intended to serve as a starting point for considering potential partners for the Susquehanna Heritage Area.

4.7.1. NATIONAL PARTNERS

National partners that could assist in furthering the goals and objectives of the Susquehanna Management Plan Amendment are identified below. These organizations and agencies can provide monetary and technical assistance in implementing programs and projects associated with the Heritage Area. Efforts should be made to establish and maintain strong, active, and productive relationships with these organizations.

- Alliance of National Heritage Areas
- American Farmland Trust
- Appalachian Regional Commission
- Environmental Protection Agency
- Land Trust Alliance
- National Park Service
- National Scenic Byway Program
- National Trust for Historic Preservation

4.7.2. STATE PARTNERS

There are a number of state partners that currently support Heritage Area efforts and could continue to assist in furthering the goals and objectives of the Susquehanna Management Plan Amendment. These organizations and agencies can provide monetary and technical assistance in implementing programs and projects associated with furthering the vision of the Heritage Area. Efforts should be made to establish and maintain strong relationships with these organizations and to be involved in decision making that has the potential to impact the Heritage Area.

- NYS Department of Agriculture and Markets
- NYS Department of Economic Development

- NYS Department of Education
- NYS Department of Environmental Conservation
- NYS Department of State
- NYS Department of Transportation
- NYS Division of Housing and Community Renewal
- NYS Empire State Development
- NYS Heritage Area Advisory Council
- NYS Heritage Area Association
- NYS Office of Parks, Recreation, and Historic Preservation
- NYS Scenic Byway Program
- NYS Urban Development Council
- Preservation League of New York State

4.7.3. REGIONAL PARTNERS

Regional organizations and potential partners that will be key stakeholders in the long-term success of the Heritage Area include, but are not limited to:

- American Civic Association
- Binghamton Downtown Inc.
- Binghamton Metropolitan Transportation Study
- Binghamton Visitor Center at Roberson Museum
- Binghamton Zoo at Ross Park
- Broome County Council of Churches
- Broome County Department of Planning and Economic Development
- Broome County Historical Society
- Center for Technology and Innovation
- Chesapeake Bay Gateway
- County-wide Local Waterfront Revitalization Program
- Endicott Visitor Center
- Endless Mountains Heritage Area (Pennsylvania)
- Finger Lakes Land Trust
- Finger Lakes Tourism Alliance
- Goodwill Theatre, Inc.
- Greater Binghamton Chamber of Commerce
- Greater Binghamton Visitor and Convention Bureau
- Preservation Association of the Southern Tier (PAST)
- Roberson Museum & Science Center
- Susquehanna Heritage Area Commission
- Tioga County Economic Development and Planning
- Tioga County Tourism Office
- Upper Susquehanna Coalition

4.7.4. LOCAL PARTNERS

The New York State Heritage Area program is a locally-driven, grassroots program that relies heavily on local communities and organizations to meet its goals and objectives. Historically, local communities help provide and administer a program and experience that entertains and educates visitors from near and far.

Active local organizations in the Heritage Area often include neighborhood groups to historical societies and business associations. Each of the groups offers a slightly different perspective to Heritage Area development but they are connected by a common theme – a desire to revitalize and improve the region through the promotion and preservation of the region’s unique natural, cultural, historic, and recreational resources.

The following list identifies local organizations and groups that have been, or could be, involved in the future success of the Susquehanna Heritage Area. The Heritage Area should reach out to these groups to determine their level of interest in participating in the Heritage Area and its complementary projects.

Each community within the proposed boundary, led by local officials, should partner with the Heritage Area to implement projects that help to revitalize and enhance local communities and resources while also furthering the vision, goals, and objectives of the Heritage Area.

Town of Berkshire

- Berkshire Resident Action Group

City of Binghamton

- Binghamton Neighborhood Assemblies
- Binghamton Downtown Business Association
- Binghamton Downtown Inc.
- Binghamton River Trail Initiative
- Commission on Architecture and Urban Design
- Gorgeous Washington Avenue Association

Town of Candor

- Candor Chamber of Commerce

Village of Deposit

- Deposit Historical Society
- Main Street organization

Village of Endicott

- Visitor Center Advisory Committee
- Oakhill Avenue Improvement Corporation
- Patterson Museum
- Village Beautification Committee
- Endicott Merchants Association
- Sons of Italy
- Olde Village of Union Historical Society
- Service Clubs of Western Broome County
- George F. Johnson Library

Village of Johnson City

- Your Home Library
- Goodwill Theatre, Inc.
- Service Clubs
- Wilson Hospital
- Merchants Association

Hamlet of Maine

- Nanticoke Valley Historical Society

Village of Newark Valley

- Newark Valley Historical Society
- Newark Valley Chamber of Commerce

Town and Village of Owego

- Tioga County Council on the Arts
- Owego Historic Preservation Commission
- Historic Owego Marketplace
- Owego Revitalization and Betterment Corp.
- Tioga County Historical Society
- Tioga County Chamber of Commerce
- Tioga County Tourism Office

Village of Spencer

- Spencer Chamber of Commerce
- Nichols Park Pond Beautification Committee

Town of Tioga

- Ransom Park Association

Town of Union

- Amos Patterson Museum and History Center
- Union Historical Society

Town of Vestal

- Vestal Historical Society
- Binghamton University

Village of Waverly

- Waverly Business Association

Village of Windsor

- Windsor Partnership Association

4.7.5. NON-PROFIT AGENCIES AND PARTNERS

The following is a list of non-profit agencies that the Heritage Area could potentially partner with to implement projects and strategies identified within the Management Plan Amendment.

- Cornell Cooperative Extension
- Finger Lakes Land Trust
- Nature Conservancy

4.8. Programming

Specialized programming, such as historic walking tours, are an important component of the overall visitor experience within the Heritage Area. Many of the identified individual resource sites within the Heritage Area have special programs which occur on their site. In addition, many municipalities in Broome and Tioga Counties host and market a range of special programs that cater to the creation of a unique Heritage Area experience. The special programs occurring in Heritage Area communities could be further promoted and expanded through implementation of the Management Plan Amendment. A number of programs, which further the goals and objectives of the Heritage Area, are listed below by host community.

Regional

- PAST Walking Tours
- Ride the Carousel Circuit
- Triple Cities I-Spy

City of Binghamton

- Ride the Carousel Circuit
- Binghamton Downtown Walking Tour
- Candlelight Mansion Tour (on hiatus)
- Downtown I-Spy
- Westside Walking Tour
- City of Binghamton I-Spy Tour
- PAST Ghost Tour

Town of Candor

- Holiday Tour of Homes

Village of Johnson City

- Ride the Carousel Circuit
- Village of Johnson City I-Spy Tour

Village of Endicott

- Ride the Carousel Circuit
- Walking Tour 1
- Walking Tour 2

Village of Owego

- Courthouse Square Self-Guided Walking Tour
- Historic Holiday Tour of Homes

- Owego West Cell Phone Walking Tour
- Owego East Cell Phone Walking Tour
- Tioga Journeys Themed Bus and Walking Tours

Town of Union

- Ride the Carousel Circuit

4.9. Special Events

Special events are an opportunity for the Heritage Area to highlight its history, its present, and its future. Numerous local festivals and special events are held throughout the year in communities both large and small. Some special events and festivals represent traditions associated with the region while others are annual events and fundraisers geared to energizing and bringing together the local community for a common cause. Other events in the Susquehanna Heritage Area replicate historic events and tie directly into the region's identified themes. Many of the events also draw on the growing cultural and artists community, whether on an annual basis or through regularly scheduled monthly activities, such as First Fridays in Binghamton and Third Friday Art Walk Art Talk in Owego.

Special events and festivals of note within the heritage region are listed below by municipality. These events and festivals should be incorporated into Heritage Area marketing and programming with a specific focus on potential heritage relationships.

Town of Berkshire

- Berkshire Heritage Days

City of Binghamton

- Broome County Ethnic Festival
- Binghamton Historic Bridge Pedal
- Blues on the Bridge
- Chris Thater Memorial
- First Fridays
- Summer Music Festival
- First Night

Town of Candor

- Fourth of July Celebration
- Fall Festival

Village of Deposit

- Lumberjack Festival

Town of Dickinson

- Broome County Spiedie Fest and Balloon Rally

Village of Endicott

- Endicott Apple Festival

- Endicott Carousel Festival
- St. Anthony's Bazaar and Italian Street Painting
- Summer Concert Series
- Farmers Market
- Senior PGA Golf Tournament
- St. Joseph's Bazaar
- Little Italy Concerts in the Park and Sidewalk Art

Village of Johnson City

- Music in the Park
- Ethnic Church Festivals
- Johnson City Field days

Town of Maine

- Broome County Air Show

Village of Newark Valley

- Apple Festival
- Music in the Park
- Holiday Magic
- Mountain Man Rendezvous
- Newark Valley Days
- Depot Friday Nights

Town of Nichols

- Old Home Day

Village of Owego

- Third Friday Art Walk
- Strawberry Festival
- Lights on the River Festival
- EnPlein Air Art Festival
- Holiday Showcase
- Tioga County Fair
- O'Tannenbaum Holiday Showcase

Town of Owego

- Concerts in the Park
- Hickory Smoked Music Festival
- Catfish Derby

- Apalachin Firemen's Field Days
- Cars in the Park Car Show
- Walk thru Time and Hiawatha Pow-Wow
- Annual All Breed Dog Show
- Rudin's Old Tyme Farm Days

Town of Richford

- Potato Festival

Town of Spencer

- A Decemburr to Rememburr
- Spencer Picnic
- Concerts in the Park

Town of Tioga

- Pumpkin Festival

Town of Union

- Fourth of July at Highland Park

Town of Vestal

- Vestal Festival

Village of Waverly

- Racing Fan Fair
- Tinsel N' Lights
- Concerts in the Park

Village of Whitney Point

- Broome County Fair
- Crappy Derby
- Fall Festival

Village of Windsor

- Window on the Arts, Music and Art Festival

4.10. Visitor Services

Visitor services and infrastructure are an important component of the overall experience for tourists. Examples of visitor services include visitor centers, commercial nodes with support services such as restaurants and specialty shops and convenient public restrooms. Tourists to the Susquehanna Heritage Area experience a loosely organized system of visitor services that include independent attractions, a variety of special events, several hospitality providers, and information sources located at visitor centers and cultural or historic sites. Existing signage is inconsistent and does not adequately direct visitors to sites and attractions. There is also not a Susquehanna Heritage Area specific website currently, though funding has been secured, and heritage sites are not highlighted specifically on other visitor and tourism sites.

4.10.1. VISITOR INFRASTRUCTURE

Hospitality providers include hotels and other lodging options, restaurants, and shopping opportunities. Supporting hospitality services can include public restrooms and banks and ATM machines. To complement the heritage area experience, heritage-oriented hospitality providers can be marketed in conjunction with other destinations, attractions, and resources.

Heritage themed retailers are located throughout the region, with a heavier concentration of unique retail and restaurant opportunities along the river corridor. These areas include the Village of Waverly, Village of Owego, Village of Johnson City, Village of Endicott, and City of Binghamton.

4.10.2. VISITOR GUIDES AND INFORMATION DISSEMINATION

Information sources, such as visitor guides and websites, can help visitors choose their destinations and hospitality providers and allow them to modify their itinerary to meet travel objectives. The first contact experienced by visitors has the potential to impact their overall impression of the Heritage Area and for that reason, it is important that early contact be a positive experience. Today, the most commonly used form of information exchange is arguably the internet. This is especially true for visitors coming from outside the region who are interested in getting a feel for and the flavor of a destination before they arrive.

Heritage Area Visitor Centers

Once people have arrived in the region, centralized and accessible locations for information dissemination are critical. This is currently something that the region, and Heritage Area, does well. The Heritage Area boasts two Visitor Centers in Broome County that provide an experience as well as a location for information on other attractions, destinations, and hospitality providers in the region. However, while exceptional assets for the local communities as they provide an interpretive experience and serve as an information portal, neither Binghamton nor the Endicott Visitor Centers publicizes regular operating hours. This can be

problematic for those stopping in and expecting facilities to be open, and for those trying to plan an itinerary around a visit to the Visitor Center. Though hours are available by calling ahead of time, for many this can be seen as an inconvenience. Establishing regular operating hours and promoting them on websites and in marketing materials will be important as the Susquehanna Heritage Area moves forward.

Binghamton Visitor Center

The Binghamton Visitor Center opened in 1996 as an addition to the Roberson Museum and Science Center. The Binghamton Visitor Center was primarily funded through NYS Environmental Quality Bond Act grants with some additional local funding. From 1996 to 2005, the Susquehanna Heritage Area Executive Director was responsible for overseeing operations of the Visitor Center under a separate budget. During that time, the average annual operating budget for the Visitor Center was approximately \$15,000 which did not cover staffing but covered utilities, insurance, minor repairs, gift shop products, promotion, maintenance, and exhibit design, fabrication, and installation. Revenues were approximately \$4,000 per year from gift shop sales and rentals. Annual visitation to the Visitor Center between 2003 and 2007 averaged around 45,000 visitors per year.

Roberson Museum is currently responsible for staffing the Visitor Center per the Management Agreement they have with the City of Binghamton. Prior to 2005 the Executive Director of the Susquehanna Heritage Area was the primary staff member of the Visitor Center and was responsible for operations, exhibits, and programming. The Executive Director was funded by the inter-municipal agreement and contributions made by the current Heritage Area communities of Endicott, Johnson City, and Binghamton. This served as a good model for operation of the Visitor Center and benefited both the facility and the Heritage Area as a whole. Additional staff was assigned by the Museum to assist the SHA Executive Director with gift shop sales, maintenance, repairs, exhibit design, and program development. It is unclear under the current management agreement between the City and Roberson Museum how staffing, maintenance and operations, exhibit development and programming are being accomplished.

Although funding has recently been approved for the development of a Susquehanna Heritage Area website, at this time there is not an independent website associated with the Heritage Area or the Binghamton Visitor Center. The Binghamton Visitor Center link on the Roberson website does not currently have information specific to the Visitor Center nor does it state it is open during the same hours as the museum. Museum hours are listed on the website but it is not immediately clear that the two have an interconnected relationship. However, hours of operation for the Visitor Center are identified on a recorded message when someone calls the facility.

In addition to exhibit space, the Binghamton Visitor Center also offers rental space for school groups and community organizations. The Visitor Center offers educational programs for more than 14,000 students from more than 50 school districts annually. In addition, more than 175

groups participate in other public programs developed within the Binghamton Visitor Center galleries.

Endicott Visitor Center

The Endicott Visitor Center opened in 2003 and is located in Old Colonial Hall, an historic building located within the Village. The use of the building for a Visitor Center, as well as the construction of an attached Community Meeting Hall were made possible by a combination of New York State Grants (NYS Environmental Quality Bond Act, Urban Cultural Parks, and other NYS Heritage Area awards) and from local businesses, service organizations, and the Village of Endicott.

Annual visitation at the Visitor Center averages approximately 10,000 people per year. The operational costs and salaries associated with the Visitor Center are paid directly by the Village. Rental and gift shop sales help offset operational costs. The Endicott Visitor Center website identifies varying hours and requests people to call ahead. Hours of operation are identified on a phone message when people call.

The Community Meeting Hall is a large meeting room available for rental for community events, meetings, workshops, lectures, showers, dinners, and small weddings. The Visitor Center Coordinator oversees this activity and has a Community Advisory Board and volunteer staff to assist with events, programs, and facility needs.

Tourism Agencies and Facilities

Both Tioga County and Broome County have tourism promotion agencies which are summarized below.

Tioga County Tourism Office

Tioga County Tourism has two staff members and has a designated, accessible space on North Avenue in Owego, NY with a storefront in the downtown core. The visitor center has an abundance of materials and information for visitors, the large majority of which is also available online. The Tioga County Tourism (<http://www.visittioga.com/>) website includes a large array of visitor information, including downloadable brochures, sample itineraries, numerous links to categorized attractions and visitor services, maps, a calendar of events, and contact information.

Greater Binghamton Convention and Visitors Bureau

The Greater Binghamton Convention and Visitors Bureau also has an informative website as well as a physical location on Court Street in Binghamton. The physical facility does not stand out in the downtown, however, as it is located on the second floor of a building, with minimal street presence. The visitors' bureau facility offers a large amount of information to interested visitors, with a focus on conventions and large groups. The website (<http://www.visitbinghamton.org/>) includes an extensive list of visitor information, highlighting

attractions, culture, accommodations, restaurants, shopping, e-brochures, and contact information for obtaining additional information.

New York State Gateway Center

The New York State Gateway Center captures a significant amount of visitors traveling north on Interstate 81 from southern locations, such as Pennsylvania. Brochures associated with the Susquehanna Heritage Area, Binghamton Visitor Center, and Endicott Visitor Center are distributed at this facility. There is no website currently associated with this facility or organization but there is one under construction. Information on the Heritage Area and Visitor Centers, as well as direct links to their websites, from the Gateway Center website would result in greater visibility for the Heritage Area. The Center is also staffed to assist travelers and inform them about local attractions and events.

Visitor Profiles

Understanding who is currently visiting the Heritage Area is important in identifying target markets, as well as marketing and promotional shortcomings. In 2006 Tioga County Tourism completed a conversion study which included the distribution of 388 surveys to people who had previously requested information on Tioga County. Survey responses indicated that approximately one-third of visitors came to Tioga County for vacationing/sightseeing, followed by events/festivals/attractions (17%) and visiting friends/relatives (11%). More than half (60%) of visitors travel to Tioga County by car and approximately one-third spend at least one night in the area, primarily staying in local hotels/motels (58%) or with friends and relatives (41%). Almost half of the visitors included only adults that spent an average of \$455.71 per person. Summer is the most popular season for travel (23%), followed closely by spring and fall (both at 17%).

In 2007, a New York State Regional Visitor and Travel Behavior Profile was completed for the Finger Lakes Region (of which Tioga County is included). The summary, prepared for Empire State Development, identified the following characteristics of visitors to the Finger Lakes region:

- More likely to live in New York State
- Likely to be married or living with a partner
- Skews to more females
- Age skews younger
- Spend longer than a weekend, but less than a week

The summary report also outlined the reasons why people choose the Finger Lakes as their travel destination. Primary / critical reasons they decide to travel include:

- Chance to spend time with family

- Opportunity to connect with their significant other
- Wine tasting
- Good place to relax and unwind
- A unique and memorable experience

Based on the information obtained from these reports, the Heritage Area should focus marketing efforts in an area that extends within a 90 minute drive from the region. While marketing efforts should be focused in New York State, there may be opportunities for marketing within the Endless Mountains region of Pennsylvania. The NYS HAS has also undertaken efforts to compile survey data from state Visitor Center sites to help to further analyze marketing opportunities in the future.

4.11. Stewardship

The diversity and extent of resources within the Susquehanna Heritage Area are clearly impressive but the collaborative management, maintenance, protection, and preservation of these resources has been hindered in recent years by a lack of funding as well as a lack of community recognition and a depressed regional economy. However, the preparation of the Heritage Area Management Plan Amendment is a foundational step to spotlight the importance of local resources and highlight their relevance to the future of the region.

4.11.1. HISTORIC PRESERVATION PROGRAMS AND ORDINANCES

Although the survival and abundance of historic architectural resources in the region would make it seem otherwise, there are few communities in Broome and Tioga Counties that have programs in place to help protect historic resources. The Heritage Area Management Plan Amendment process and subsequent follow-on projects provide an opportunity to educate the public and demonstrate to the region's citizens and property owners the value of preserving and maintaining the historic resources which are in place today.

Currently, the following communities have enacted local ordinances and other programs with respect to the preservation of historic resources in their communities:

- The City of Binghamton is currently re-drafting its Historic Preservation Ordinance, expected to be enacted in 2009. The City is also working to redevelop its Design Guidelines, which should be completed in 2010.
- The Town of Vestal enacted a local law in 2002, amending the existing Town Code, to establish procedures for the creation of historical landmarks and historical districts.
- The Village of Endicott is a Certified Local Government in New York State and adopted historic preservation legislation in 1990. Subsequent changes to the legislation decertified the Village from Certified Local Government status in 2009.
- The Village of Owego has a strong preservation program which includes a National Register Historic District (1998), local historic districts, Certified Local Government status, Owego Historic Preservation Ordinance (1986), and an active Historic Preservation Commission (1986).

4.11.2. COMMUNITY PLANNING

Some communities in the Heritage Area have proactively developed comprehensive plans and other planning studies, such as Local Waterfront Revitalization Programs and Brownfield Opportunity Areas, which incorporate historic preservation policies and other topics pertinent to Heritage Area planning. The consultant team reviewed comprehensive plans in order to gain a more thorough understanding of which communities have plans in place that support planning practices that are related to the overarching goals and objectives of the Heritage Area Management Plan.

This planning assessment assists in identifying those communities that are well-positioned to help support, and be supported by, the Heritage Area program. It also identifies those communities that may need additional assistance in understanding and developing programs and plans to further both their own revitalization and the goals of the Heritage Area program. In general, the city and villages have incorporated preservation-specific goals and objectives into their comprehensive plans while agriculture and rural character have come across as strong objectives in the towns.

Regional Plans

A number of regional plans have been developed for Broome and Tioga Counties that support elements of heritage area planning, including the *BC Plan* which highlights sustainable economic growth in Broome County, *Placemaking for Prosperity*, which highlights transportation elements, and the *Greenway Plan*, which identifies trail connections and linkages. A *Regional Farmers Market Feasibility Study* and the *Agricultural Economic Development Plan (AEDP)* were recently completed by Broome County. The AEDP addresses marketing and agri-tourism initiatives.

City of Binghamton

Over the past decade, the City of Binghamton has undertaken a wide range of planning initiatives that are pertinent to the update of the Susquehanna Heritage Area Management Plan Amendment. In addition to the City Comprehensive Plan, a number of other plans were reviewed for consistency with findings reflected throughout the Management Plan document. Related plans that were considered as part of this planning process include: Binghamton Metropolitan Greenway Study; a 2003 Comprehensive Plan; and a Local Waterfront Revitalization Program. There are no recommendations within these plans that are in conflict with the vision, goals, objectives, and strategies associated with the updated Susquehanna Heritage Area Management Plan Amendment.

Village of Owego

The Village of Owego completed a Consolidated Master Plan in 2003 that has a strong focus on open space and environmental protection, historic preservation, and downtown revitalization.

Strategies specific to open space and environmental protection which are relevant to the Heritage Area Management Plan include working with NYS OPRHP to support the acquisition and enhancement of Village parks and recreation systems and to continue pursuing funding for a RiverWalk connecting Draper and Ahwaga Park.

The Historic Preservation element of the plan recognizes the strong preservation commitment of the community, suggesting the need to integrate the local policies with other County and regional planning activities. The plan also recommends encouraging greater public participation in implementing historic preservation objectives by developing programs for public education and awareness and promoting the historic district in planning activities. The Preservation element of the plan focused on strengthening the local economy and improving the quality of life of residents. The downtown revitalization section also identifies strategies and actions consistent with the Heritage Area Management Plan Amendment, including improving gateways, streetscape enhancements, and maintaining the historic character and flavor associated with the existing building stock.

Village of Whitney Point

The Comprehensive Plan for the Village was most recently amended in 2000. The plan specifies three goals, which are compatible with the Susquehanna Heritage Area Management Plan Amendment. In 2008 the Village Board adopted a Downtown Strategic Plan which seeks to guide and direct implementation efforts associated with the revitalization of Main Street.

Town of Barker

The Town of Barker Comprehensive Plan is over 20 years old (completed in 1986) and should be updated to reflect current conditions in the Town. The Comprehensive Plan does not specify goals associated with preservation but focuses on protecting the agricultural resources within the Town through the designation of Agricultural Districts. The goals and recommendations are compatible with the Susquehanna Heritage Area Management Plan Amendment.

Town of Berkshire

Upon the review of community feedback associated within a town-wide community survey, the town recognized that its residents feel that the existing historic buildings and cultural facilities are an important aspect of the community. To encapsulate this idea within their Comprehensive Plan, the town developed a goal focused on expanding cultural, tourism, and recreational opportunities. Specific recommendations in the Town Comprehensive Plan consistent with the Heritage Area goals include:

- Formally designating 15 structures within the village limits as a historic district (completed)
- Discouraging development inconsistent with historic district

- Working with Tioga County Council on the Arts to increase awareness regarding cultural opportunities
- Partnering with the Tioga County Tourism office to create Agritourism events
- Creating a community center at historic school building

The Plan also addresses attracting appropriate economic development, including activities related to agriculture and tourism and recommends cooperating with neighboring communities in an effort to promote local and regional special events. The goals and recommendations are compatible with the Susquehanna Heritage Area Management Plan Amendment.

Town of Binghamton

The goals of the Town of Binghamton reflect the larger policies of the Heritage Area Plan including preservation of rural character, pedestrian connections, and protecting and managing natural resources. There is no clear reference to preserving historic or cultural resources and no obvious areas of conflict between the Comprehensive Plan and the Heritage Area Management Plan Amendment.

Town of Candor

The goals of the Town of Candor Comprehensive Plan focus on economic development and enhancing open space and recreational opportunities. The plan recognizes the relationship between quality-of-life and the rural, agricultural, and historic assets that exist within the Town. The plan recommends completing a historical reconnaissance survey to establish an inventory of sites of historical or archeological significance and provide recommendations for the protection of such sites. The plan was originally adopted by the Town in 1993 and subsequently updated in 1999. The goals and recommendations are compatible with the Susquehanna Heritage Area Management Plan Amendment.

Town of Chenango

The Town of Chenango completed a Comprehensive Plan in November 2005. There is no reference within the Plan related to historic preservation, resource protection, and / or cultural resource activities within the Town. However, there are no direct actions or goals in the plan in conflict with the Heritage Area framework.

Town of Colesville

The Town of Colesville Comprehensive Plan was completed in 1983 and should be updated to reflect current conditions in the town and region. The goals and recommendations are not in conflict with the Susquehanna Heritage Area Management Plan Amendment.

Town of Conklin

The Town of Conklin completed a Comprehensive Plan in 2003. While the goals do not directly address preservation, they do discuss and promote beautification of the town, recreation, and river access, consistent with the overarching goals and objectives of the Heritage Area Management Plan Amendment.

The Town also completed an Open Space and Connectivity Plan in 2006 that considers elements important to planning for the Heritage Area. Specifically, the Open Space Plan recommended bike and pedestrian paths, landscaped nodes, and recognized rural and historic character as assets to the community.

Town of Deposit

The Town of Deposit Comprehensive Plan and Action Plan was completed in August 2003. The plan recognizes the historical significance of the community and discusses its Native American roots. The goals and recommendations are compatible with the Susquehanna Heritage Area Management Plan Amendment.

Town of Dickinson

As a largely built-out community, the Town of Dickinson Comprehensive Plan (2005) focuses on open space preservation. Goals within the plan consider regulatory strategies to guide future development. There is no clear reference to preserving historic or cultural resources and no obvious areas of conflict between the Comprehensive Plan and the Heritage Area Management Plan Amendment.

Town of Fenton

The Town of Fenton Comprehensive Plan appears to be in-line with the Heritage Area objective to stimulate economic revitalization through local community improvements, specifically along the Brandywine corridor in the Town and within residential neighborhoods. Preservation of agriculture, promotion of agritourism opportunities, and protecting open space and rural character are all key objectives of the Town that could be furthered through participation in the Heritage Area program. The Comprehensive Plan also recognizes the historical assets within the Town, highlighting the Chenango Canal, Wyoming Conference Home, Stone Barn, North Fenton Methodist Church, and Port Crane Community Baptist Church as key historic resources.

Town of Lisle

The Town of Lisle Comprehensive Plan addresses the desire of residents to preserve the rural character and protection of agricultural businesses. It also notes that residents feel they have little control over new development because there are no comprehensive zoning laws or land use management laws in place in the Town. Both the preservation of key attributes and the need for land use laws are sensitive to the goals of the Heritage Area program.

Town of Maine

The Town of Maine prepared a Comprehensive Plan in 2008 that supports the objectives of the Heritage Area. Key goals of the plan include enhancing town identity, hosting special events that build on identity and history, and maintaining remaining history in the town. The enhancement and expansion of the Nanticoke Valley Historical Society was specifically mentioned. Maintaining the Hamlet of Maine as a community center and protecting landscape resources were also planning goals for the local community that are in concert with the objectives of the Heritage Area Management Plan. There are no obvious areas of conflict between the Comprehensive Plan and the Heritage Area Management Plan Amendment.

Town of Richford

The vision statement for the Town of Richford, as presented in their comprehensive plan, is consistent with and supports the overarching goals of the Heritage Area Management Plan Amendment of “balancing preservation of its rural character with developing economic opportunities for residents.” The town vision statement further supports the development of tourism and cultural facilities, the restoration of historic buildings, and the preservation of the natural landscape.

Town of Sanford

The Town of Sanford Comprehensive Plan addresses the need to preserve agricultural lands but does not address any of the other overarching principles associated with the Heritage Area planning process. The town’s plan was completed in 1992 and is currently being updated.

Town of Union

A work program has been established by the Town of Union, Village of Endicott and the Village of Johnson City to prepare a unified comprehensive plan for the three jurisdictions. The Draft Technical Background Reports include a report on the early history and the historical influences that have affected the present day land use patterns of the three jurisdictions. The Draft Goals and Objectives include a chapter on Historic Preservation with a Mission Statement “To identify, protect, and safeguard sites, structures, and neighborhoods of historic significance as a means of preserving the heritage customs, and traditions of the community.”

Town of Vestal

The 2003 Town of Vestal Comprehensive Plan was reviewed for its approach to historic preservation and landscape resource protection. The plan was completed by an outside consultant team. A number of key points from the plan, highlighted below, are relevant to and consistent with the Heritage Area Management Plan Amendment. The Comprehensive Plan stresses:

- the protection and maintenance of early and mid-20th century residential neighborhoods;

- the protection of open space and natural features;
- the promotion of bicycle and pedestrian transportation routes; and
- the development of active and passive recreational resources.

Specific recommendations in the Plan further the goals of the Heritage Area Management Plan Amendment:

- The 2003 Comprehensive Plan notes specific historically relevant sites, such as the archeological site of Chugnut Village near Choconut Creek as well as other potential Native American sites along the Susquehanna River.
- The plan recommends the Town consider the creation of an Historical Overlay District to strengthen local review of activities where there are suspected or known historical resources. The Plan enforces the idea that identifying and protecting the Town's historical resources is important.
- The Plan discusses the need to develop a strategy for protecting the Historic Canal Towpath, both for its historic significance and recreation potential.
- The Plan presents an approach to revitalizing the Hamlet of Vestal center as an historic center for the surrounding rural area.
- The Plan recommends identifying Historic District Boundaries and related development guidelines for the area of Main Street north of Vestal Parkway where there are a handful of historic buildings, including the Drover's Inn and Rounds House, dating from the 1800s. The Historic District could encompass these buildings and extend to the riverfront where there are significant early settlement sites. Specific recommendations for this area included fostering pedestrian access to the district; incorporating historic quality signs, lighting, and pavers; landscaping; and developing continuous pedestrian connections between historic sites, the Susquehanna River, and the Rail Trail.

There do not appear to be any notable areas of conflict between the Comprehensive Plan and the Heritage Area Management Plan Amendment.

Town of Windsor

The Town of Windsor Planning Board completed a Comprehensive Plan in September 2006 with assistance from Broome County Department of Planning. While the Plan does not address historic resources in a specific fashion, it does note that the Town has the potential to "enhance its reputation as a recreation and tourism destination."¹⁹ The Comprehensive Plan identifies a

¹⁹ Town of Windsor 2006 Comprehensive Plan, Page 27

series of goals, the following of which are consistent with and are supported by the Susquehanna Heritage Area Management Plan Amendment:

- Protect natural resources
- Encourage tourism and recreational enterprises (including niche agriculture and agritourism opportunities)
- Promote Windsor as a recreational and tourist area
- Promote protection of the Susquehanna River
- Promote existing recreational facilities

Although the history and heritage of the Town was reflected in public presentations related to the Comprehensive Plan, there is no direct reference to preservation in the goals and objectives. However, the overall goals and recommendations are compatible with the Susquehanna Heritage Area Management Plan Amendment.

4.11.3. LAND CONSERVATION

The urban core of the Heritage Area – namely the Triple-Cities region – has not experienced significant growth in recent decades and, as a result, the open space and rural character of the outlying areas of Broome and Tioga Counties has been largely unaltered by the effects of suburbanization and sprawl. The integrity of the agricultural landscape is largely intact and is a valuable asset that should continue to be protected and retained.

The preservation of rural character, natural resources, scenic landscapes, and open space is a common goal of the rural communities in the Heritage Area, highlighted in many of the Comprehensive Plans developed by individual communities.

While there are no known local conservation groups that focus specifically on preserving open space lands in Broome and Tioga Counties, there are regional groups – such as the Finger Lakes Land Trust - that may be willing to assist landowners in the region by negotiating conservation easements, fee simple purchases, and education. Local and regional nature conservancies, 4-H groups, and Farm Bureaus may also be able to partner with the Heritage Area and landowners to protect and preserve valuable open space and undeveloped natural lands.

The New York State Department of Agriculture and Markets offers a full range of programs and provides technical and financial assistance to communities and/or not-for-profit conservation organizations. A specific program focus is farmland protection and conservation. Implementation projects for farmland protection are one type of opportunity eligible for funding assistance for not-for-profit groups. Funding is also available for municipalities to complete farmland protection plans.

The American Farmland Trust and Land Trust Alliance are national organizations that are dedicated to the preservation and protection of farmland and open space throughout the country. They offer technical assistance to local municipalities and property owners about land conservation.

5.0 INTERPRETIVE THEMES

5.1 Introduction and Overview

Interpretive themes are the central concepts or ideas that are important about a subject and give it meaning and significance. This chapter outlines a framework of suggested themes, sub-themes, and interpretive topics that can be used to tell the heritage area's key stories. The proposed thematic framework is broad and comprehensive enough to tell the full story and to embrace the full range of potential interpretive sites and resources within the Susquehanna Heritage Area.

The themes outlined below range from the natural history of the landscape that sets the regional context to the industrial history for which the Greater Binghamton region is so well known. They span a broad period of time, from the geological formation of the landforms, to early Native American occupation, to settlement by Europeans, to the growth of cities, to the present and future. They include a broad range of potential topics related to the region's historical development. The themes are relevant to the entire landscape of the heritage area, not only to the cities. Rural areas and crossroads villages, as well as urban centers, must see their stories reflected in the thematic structure if they are going to understand their role and be encouraged to support and participate in the program.

Each community and interpretive site within the heritage area should identify the themes to which they best relate and which best convey the ideas associated with their stories and resources. Every community and every site should be able to find its place. The themes are general in nature, and detail will come with the specific stories that will bring the thematic structure alive. By reviewing the range of potential resources, the region's strongest themes will stand out and gaps will be identified. Some potential themes may not be interpreted at all.

Themes should be used to link and coordinate multiple resources within the heritage area. Urban and industrial themes are centered along the riverfront and relate to each other through cooperative storytelling, physical linkages, and shared programming. Urban park, streetscape, and neighborhood exhibits featuring the built landscape relate to existing and emerging interpretive attractions with indoor exhibits and educational programming. Art and cultural attractions highlight the urban story. Natural areas, conservation centers, parks, and trails tell the stories of the region's natural history and environmental initiatives. Crossroad villages and farmsteads tell the stories of the rural landscape. Each site and each resource can tell its own story within the broader interpretive framework. By linking interpretation between individual sites throughout the Heritage Area, a comprehensive presentation of the region's landscape and heritage can be made.

5.2. Summary of Interpretive Themes

The following section summarizes the key interpretive themes associated with the Susquehanna Heritage Area in Broome and Tioga Counties.

Theme 1: Natural Resources & Harnessing Nature

The natural resources of the Susquehanna Heritage Area form the backdrop and underpinning of human civilization of this area. Landforms, ecology and climate dictated early habitations and later permanent settlement patterns. Human residents of the past two centuries altered and sought to tame this landscape to support their needs and interests. A quiet agricultural region eventually gave way to a network of cities and towns connected by roads and rail lines. Though human occupation of the past 200 years has often been at odds with the natural features of the landscape, considerable progress has been made in preserving and conserving areas of unspoiled forest, significant natural beauty, and valuable habitats for native species.

Subtheme 1A: Hills, Valleys and Waterways: The Topographical Landscape

The Susquehanna Heritage Area comprises much of the upper, headwaters region of the Susquehanna River Watershed and connects New York ecologically and topographically to the Chesapeake Bay. The Susquehanna River winds through the region with its secondary waterways, smaller drainages, and floodplains. It drains the dramatic hills of the Southern Tier and is bounded by the Catskill Mountains on the east. Receding glaciers, a series of climate changes, and other factors created the landscape that harbored human civilization beginning in the Paleo-Indian age.

Potential Interpretive Topics

- Climate history and changes over the past 10,000 years
- The Susquehanna: waterways and watersheds
- Geology and landforms
- Plant communities and ecology
- Wildlife, past and present

Subtheme 1B: Impact Upon the Land

Native Americans lived relatively gently upon the land, with more recent societies engaging in limited agriculture. European settlers altered the landscape in often dramatic ways to engage in lumbering, milling and agriculture, cutting down longtime forests and altering waterways to maximize waterpower or prevent flooding. The establishment of permanent farmsteads, towns and cities; the spread of development; and the construction of canals, railroad grades, and roads further changed the land. This process has continued into recent times with distinct, changing, and often undesirable impacts.

Potential Interpretive Topics

- Cultural landscapes of the region
- Land clearing, plant communities, and succession
- Water, rivers, river power and flooding
- Environmental issues of land use

Subtheme 1C: The Early Agricultural Landscape

The story of agriculture in the Susquehanna Heritage Area is one of change and adaptation. Initial European settlement in the area was mostly agricultural. The agricultural landscape was characterized by dispersed farmlands in the valley bottoms and on the rolling hills with a network of rough farm-lanes and crossroad hamlets providing needed services such as merchants, blacksmithing, and milling. Early agricultural practice in the Susquehanna region largely followed the New England model of mixed agriculture where farmers raised a highly diverse mix of produce and livestock. A variety of grains, vegetables, potatoes, apples and other produce were grown on a small scale along with a few pigs, sheep, cows, horses, and oxen. Farmers used what they grew and traded within their neighbors within the region. The large-scale export of farm products was impeded by the lack of good and efficient roads and river connections to other regions. Many farmers also practiced trades to supplement their incomes. Local mills played an important role in the regional economy.

Potential Interpretive Topics

- The New England model of mixed farming
- Using the land: The organization and agricultural techniques of early farmsteads and how they changed
- Life on the farm; farm families
- Agricultural village centers
- Mills and milling
- The architectural traditions of early farms, villages, and mills
- The early cultural landscape of dispersed farms surrounding small hamlets is still visible today

Subtheme 1D: From Mixed Farming to Specialization

The practice of mixed farming peaked in the mid-nineteenth century but then declined, unable to compete with the high production of more agriculturally prosperous regions, especially the mid-west. Farms survived by adapting to other more specialized forms of agriculture. After the Civil War, the national system of railroads that allowed the mid-west to dominate nationally in the production of grain allowed farms in the east to convert to dairy farming for the urban population. Other forms of agricultural specialization were developed as well. Overall, however, the number and prosperity of farms within the Susquehanna region declined. Children of the farmers often left to take factory jobs, and many farms were abandoned. During

recent decades, farming has taken on a new visibility as new forms of agribusiness have combined farming, retail, and tourism into unique products and dynamic visitor experiences.

Possible Interpretive Topics

- National competition in agriculture and its effect upon the region
- Response to competition: dairy and other forms of specialized farming
- Farmland to forest: migration to profitable industry jobs nearby; the general decline and abandonment of farming
- The related decline of small rural villages and centers
- Rise of new forms of agribusiness and agritourism

Subtheme 1E: Scenic and Natural Beauty: The Emerging Conservation Ethic

Beginning in the early 1900s, following establishment of the first state and national parks, public parkland was seen as beneficial to the community. Here people could enjoy nature and scenic beauty while pursuing healthy recreational activities. The conservation movement ultimately led to proactive efforts to save threatened and valuable habitats, wetlands, and other natural resources and resulted in the formation of protective nature sanctuaries and preserves. Today the conservation and stewardship of natural resources is a source of regional pride and engages every aspect of life within the region.

Potential Interpretive Topics

- Stewardship of the land: philosophy and practice
- Regional conservation and stewardship activities and initiatives
- Conservation and natural resource education

Theme 2: Native Americans in the Upper Susquehanna

For millenia prior to non-Native settlement, Native Americans lived in and traveled through this region, leaving behind artifacts as evidence of their presence. Nomadic bands of Paleo-Native Americans roved the region during a finite period ca. 8000 BC. After a hiatus of several millenia, humans returned to the region ca. 2000 BC and sustained themselves with hunting and gathering. The most recent Native American civilization was that of the Haudenosaunee, also known as the Iroquois Confederacy, a federated group of nations whose peoples formed permanent groups of villages along the Chenango and Susquehanna and engaged in agriculture. Their concept of land ownership and use of resources were highly attuned to the natural world and completely foreign to European settlers. Europeans initially came as missionaries, followed closely by traders, who continued to inhabit the region until well past the end of the American Revolution. As contact with adjacent European settlers increased and the region plunged into war, sharp conflicts arose over land ownership and ultimately led to bloodshed on both sides.

Subtheme 2A: Remains of a Lost Civilization: Archaic to Woodland

A series of human civilizations occupied the region, leaving as evidence their archaeological remains. From nomadic Archaic mastodon hunters to less itinerant practitioners of primitive agriculture and homebuilding, these people lived self-sufficiently, their existence closely attuned to the natural world. Our knowledge of prehistory is dependent on archaeological remains and investigations. Artifacts provide a fascinating view into the distant past and tell the stories of how the vanished people of the area lived, and what their world looked like. As further scholarship enhances our body of knowledge, long-held conceptions of Native Americans and their interaction with European settlers have been reframed to show a more realistic portrait of the disenfranchisement of a civilization.

Potential Interpretive Topics

- Chronology of habitation periods
- Nomadic/seasonal routes and campsites
- Interrelationship of tribes and bands
- Trail network and water transportation
- Technology and culture
- History of archaeological exploration in area
- Reframing of perspective on historic roles of Native Americans and whites
- Remaining descendants of area tribes and efforts to reestablish identity/land rights

Subtheme 2B: Preserving a Stronghold: The Iroquois Confederacy

The Haudenosaunee, or Iroquois Confederacy, was formed out of five federated nations (Seneca, Cayuga, Onondaga, Mohawk, and Oneida) by 1600, and in 1714 added a sixth nation, the Tuscaroras. This powerful league dominated the Northeast and positioned its settlements defensively to prevent encroachment by others.

The Iroquois provided sanctuary to the Nanticokes and other Southern tribes seeking protection, and welcomed them to its villages. In the region of the Susquehanna, they settled mix groupings of subservient and captured tribes to provide a buffer to the southeast of the central lands of the Iroquois Nation. Two permanent groupings of villages formed in the Susquehanna Heritage Area prior to 1700: Ouaquaga, located on the Susquehanna near present-day Windsor and Otsiningo, located along the Chenango River above Binghamton.

Potential Interpretive Topics

- Lifeways of the Iroquois
- Origins and system of government
- Relations with other Northeastern nations
- Missionaries and their influence; the Moravians
- Furs for Iron: contact and trade with Europeans

- Decimation of Iroquois population through disease
- Movement of other nations into area
- Formation of permanent villages and settlements: Ouaquaga near Windsor, Otsiningo on Chenango River, and Owego with the significance of Hiawatha Island
- Irreversible changes to a way-of-life

Subtheme 2C: Joseph Brant and the Revolution

During the American Revolution, Joseph Brant, an educated Mohawk leader, allied Iroquois interests with the British, who he thought would prevail and who seemed to promise more favorable treatment of his people than the rebelling colonists. The conflicting loyalties of the period and widespread distrust between Native Americans and Europeans led to escalating hostilities. The Susquehanna Heritage Area was a center from which Brant launched raids into settled colonial areas to the north and east. The New York frontier was rocked by massacres, destruction of settlements, and bloodshed on both sides. The retaliatory Butler Campaign destroyed Ouaquaga and other villages on the Susquehanna River and the later Sullivan-Clinton Campaign destroyed Iroquois settlements along the Chenango and the Susquehanna. Union is named as the location where Sullivan (approaching up the Susquehanna from the south) and Clinton (approaching down the Susquehanna from the north) joined in their march west through Tioga en route to the Battle of Newtown in Chemung County. With the defeat of the British, the Americans took possession of what had been Iroquois land in the Susquehanna Heritage Area and elsewhere. Brant and his people were forced to leave their longtime home territory for land set aside by the British in what later became Canada.

Potential Interpretive Topics

- Sir William Johnson and the Fort Stanwix Treaty
- Conflicting loyalties and Brant's choice
- Ouaquaga as a staging area for border raids
- Village life during the Revolution
- Joseph Brant's farm in Ouaquaga
- Butler and Sullivan-Clinton Campaigns of destruction
- Defeat of British and the dispersal of the Iroquois

Subtheme 2D: Post-Revolutionary Frontier

Following the Revolution, the Native American presence diminished, the Fort Stanwix treaty line was breached, and a stream of European settlers poured into the Susquehanna Heritage Area. They came from different locations: largely from eastern New York and New England, but also up the Susquehanna from Pennsylvania. Many came seeking land to establish homes and farms, but others sought profit from land speculation. One large tract of land was obtained by Massachusetts speculators to resolve a border dispute between the states. The lack of a river connection and an easy travel route from the north and east slowed movement into the area and

limited early economic potential. As more people arrived, the first permanent European settlements were founded and local governments were formed to manage them. These settlements, early roadways, and farmsteads formed the foundation of today's cultural landscape and development patterns.

Potential Interpretive Topics

- The settlement process
- Land speculators (William Bingham, Joshua Whitney et al.)
- Land claims by settlers from other colonies: the Boston Purchase
- Where colonists came from and the landscapes they created
- Settlement patterns: road networks, proximity to waterways, good farmland, and the creation of villages
- The difficulty of transportation and the lack of an easy route to more settled areas

Theme 3: Valley of Opportunity

Industry has played an important role within the Susquehanna Heritage Area region since the mid-1800s. Small-scale, localized early mills and lumbering operations gave way to concentrated, large-scale manufacturing and mass-production after the Civil War. Concentrations of commercial and industrial buildings, served by railroad lines, created new urban industrial districts. The jobs and prosperity brought by industrial concerns created much of the built environment visible in riverfront communities today: grand public buildings, industrial complexes, ornate commercial and office buildings, streets of fine mansions, immigrant enclaves, and neighborhoods created as company towns. The twentieth century saw the merging of companies to form larger conglomerates and the rise of innovative technology companies in the region.

Subtheme 3A: The Early Forest Industries

The story of industry in the Susquehanna Heritage Area has humble beginnings. Closed to settlement by Europeans until after the Revolution, the Susquehanna region was rich in natural resources, especially vast tracts of woodland. The lack of an easy transportation link to more settled parts of the young nation slowed development of the region and hindered entrepreneurial endeavors. Lumbering dominated the early nineteenth century industry of the region and spawned local fortunes. Lumber was rafted down the Susquehanna River. Small-scaled saw mills and other related industries were water and steam powered.

Potential Interpretive Topics

- Natural resources of the region
- Lumbering: who, how and where
- Challenges of transportation; the lack of good road and river connections; the Chenango Canal

- Rafting the Susquehanna
- Wealth from lumbering and the growth of towns
- Water and steam mills, tanneries, small-scale manufacturing, and other related industries
- Environmental consequences of clear-cutting the land

Subtheme 3B: Rise of the Factory Economy

Industry and manufacturing accelerated quickly after the Civil War with the development of a nationwide system of railroads. Binghamton lay at an important location in the railroad network, connecting the coal fields of northeastern Pennsylvania with Buffalo and the industrial centers of northern New York State. With the railroads well established, the valley was no longer isolated and its industries were no longer dependent on local resources. Factories developed quickly around the railroad hub of Binghamton. Population boomed. The cigar industry was particularly large and significant, with over 50 firms and 5,000 workers, resulting in a high degree of both labor organization and labor unrest. Along with the cigar industry, other manufacturing enterprises including the makers of furniture, shoes, and carriages contributed to the local economy during the late 1800s.

Potential Interpretive Topics

- A national system of railroads
- Binghamton as a railroad hub: connection to the outside world
- Primacy of the cigar manufacturing industry and the impact of labor unrest
- Furniture, shoes, carriages, and other manufacturing
- Emergence of a factory town
- Technological developments of the Industrial Revolution

Subtheme 3C: The World Comes to Work

Industrial jobs had a profound impact on the region, as they attracted new workers from both stateside and overseas. Irish and then Germans were followed by Italian and Eastern European immigrant workers in the late 19th and early 20th centuries. These ethnic groups established neighborhoods and faith communities within the urban sectors of the Susquehanna Heritage Area.

Potential Interpretive Topics

- Immigrants and their imprint on the community
- Factory work
- Urban life

Subtheme 3D: Welfare Capitalism and Labor Practices

As Binghamton and the surrounding area industrialized and became a stronger urban center, issues related to industrialization and urban life arose. Labor strife, health and welfare, and pollution became issues and caused friction. Companies dealt with these issues related to production, urban growth, and labor in different ways. Of the emerging companies, Endicott-Johnson stood out not only for its growth and success, but as a national model of welfare capitalism.

Potential Interpretive Topics

- Growth of the Triple-Cities and Owego
- Business and labor
- Issues of urban life
- Endicott-Johnson and the Square Deal

Subtheme 3E: Valley of Innovation

The Triple-Cities along the Susquehanna developed a unique culture of industrial innovation, entrepreneurship, and corporate identity. Now-quaint nineteenth century technologies evolved and transformed into the cutting-edge technologies of the mid-to-late twentieth century. Converging technologies contributed to a synergism of personalities and possibilities as the region became a microcosm of business innovation and creativity. The region's companies became nationally and internationally renowned. This growth and innovation lasted well past the railroad era, when other industries and most industrial areas declined and continues today.

Potential Interpretive Topics

- Timeclocks to computers: the rise of IBM
- Player piano to Apollo to the International Space Station: the birthplace of virtual reality
- Converging technologies and the twentieth and twenty-first centuries
- Spin-offs of the technological giants
- The legacy of Southern Tier industry: present and future

Subtheme 3F: Challenges of a Changing World

With the decline of the railroads after the Depression and World War II, traditional manufacturing left the urban centers of the north. Despite the vigor and continuing growth of regional giants such as IBM, the urban centers experienced an overall economic decline and loss of population similar to other northern industrial centers. The riverfront villages and city have worked hard to adapt and reinvigorate their urban centers and residential neighborhoods. The cities have become centers of regional arts and culture.

Potential Interpretive Topics

- Decline of the railroads
- Decline of manufacturing
- Decline in population and abandoning urban life
- Rise of the automobile and changing patterns of living
- Highways and urban renewal
- Renaissance: the spirit of reinvention and renewal
- The arts, culture, and urban life
- The architectural legacy of industrial prosperity
- The environmental legacy of industrial prosperity

6.0 THE IMPLEMENTATION STRATEGY

The purpose of the Management Plan Amendment is to identify a strategy for the Susquehanna Heritage Area that will assist communities to achieve the goals and objectives outlined in the Plan Amendment. The Implementation Strategy for the Susquehanna Heritage Area is based on an inventory and understanding of the area's heritage resources, as well as the identified historical and interpretive themes associated with the region.

The Implementation Strategy for the Susquehanna Heritage Area includes the following components:

- Key Projects for Heritage Area Communities
- Strategies for Implementation
- Funding Sources

The **Key Projects for Heritage Area Communities** identifies recommendations and strategies for individual communities within the Heritage Area. This section helps communities identify how they fit into the overall Heritage Area and provides specific guidance on key projects that are consistent with the overarching goals, objectives, and intent of the Susquehanna Heritage Area.

The **Strategies for Implementation** section identifies actions associated with the overarching program goals, as well as specific actions necessary to implement the identified objectives within the Plan. Responsibilities and timeframes are tied to each action as a means to help organize activities and track success with meeting plan objectives.

The **Funding Sources** section can be used by the Heritage Area and its partners to identify potential sources of funding, as well as technical assistance resources.

6.1. Key Projects for Heritage Area Communities

The Susquehanna Heritage Area will coordinate, facilitate, and provide incentives for the implementation of an enhanced interpretive and revitalization program featuring the unique heritage of the region. This interpretive and revitalization program will be implemented by Heritage Area partners, dependent upon interests and initiatives, and focused upon related stories and themes. The purpose of the program is to enhance regional quality-of-life by engaging residents in their heritage, attracting the interest of visitors, and using heritage as a touchstone for ongoing community revitalization.

Each community within the Heritage Area that wishes to participate in the Heritage Area Program should be encouraged to develop a Susquehanna Heritage Area Program Enhancement (SHAPE) document that should be prepared in accordance with guidelines to be established by the Heritage Area Commission. The document should be prepared cooperatively by the partnering entities within the community with the overall approval and support of the city, town or village. Existing resources should be identified and assessed, and a program for community revitalization should be outlined for development. Business plans building upon the techniques of the Main Street program could be considered focusing upon enhancing community character and the adaptive reuse of historic buildings.

Interpretively, the story of each community should be told. The document should identify the themes and stories that will be interpreted, the locations of proposed interpretative exhibits, media to be used, the roles of various partners and host sites, potential phasing, specific implementation steps, and estimated costs. Interpretation should be coordinated with other communities with related themes and stories. Proposed exhibits should use the heritage area's adopted graphic identity and sign types, unless the community has its own ongoing graphic identity and signage standards.

6.1.1. PRIMARY RESOURCE AREA COMMUNITIES

The Primary Resource Areas of the Susquehanna Heritage Area are located along the Susquehanna River between Binghamton and Waverly. They include the City of Binghamton and the Villages of Johnson City, Endicott, Owego, Nichols, and Waverly. Communities within the Primary Resource Areas are linked by historic Route 17C, which follows the north bank of the Susquehanna River, and Route 17, a divided highway that provides quick and efficient travel across the region.

As discussed above, the primary theme to be interpreted in the Primary Resource Areas is the *Valley of Opportunity* (Theme 3). Greater Binghamton is best known for the era of industrial development that occurred in the Triple Cities area west to Owego and connects the stories of the early factories that were established after the coming of the railroads with the stories of twentieth century innovation, including the rise of IBM. Prominent among these stories are those of Endicott-Johnson, The Square Deal, and the region's urban population. The theme *Valley of Opportunity* incorporates these stories and includes the following primary subthemes:

- Rise of the Factory Economy
- The World Comes to Work
- Welfare Capitalism and Labor Practices
- Valley of Innovation
- Challenges of a Changing World

City of Binghamton

Downtown Binghamton is a primary location for interpretation within the Susquehanna Heritage Area. The proposed Susquehanna Heritage Byway – as described in Section 6.2 - bisects the city (Routes 17C and 11), including the downtown center and the portion of the historic city west of the Chenango River. Corridor management guidelines are needed for the byway within the city, including streetscape improvements, design guidelines for new land development along the roadway, and historic preservation initiatives to preserve remaining historic resources along the route. Front Street along the west bank of the Chenango River is an important vehicular gateway into the downtown area and should receive similar streetscape and design guideline attention. A plan is currently underway in the City of Binghamton to identify and implement streetscape enhancements and improvements along Front Street. The Heritage Area program has been instrumental in helping to preserve historic resources, enhance streetscapes and parks, and revitalize neighborhoods within the City. The Heritage Area should continue to be an active partner in support of this effort.

Over the past 40 years, Binghamton has implemented a number of impressive projects in an effort to revitalize the downtown area. Loss of industries, decline of the regional economy, and population loss have made this task difficult, and though efforts have been strong, results have been mixed. The Susquehanna Heritage Area is committed to supporting the city's continuing efforts at revitalization, aimed at solidifying downtown Binghamton as a cultural center by attracting residents and visitors' downtown. Downtown Binghamton offers a unique opportunity for a high quality urban cultural experience. Redevelopment, streetscape improvements – such as on South Washington Street Bridge, the success of Artists Row and First Friday events, Antiques Row, sports arenas, cultural venues, and hotels have provided improved character, facilities, and an array of regional venues for downtown.

The Heritage Area should continue to work with the City to support revitalization efforts, which require on-going implementation of the City's downtown economic development strategies. The Heritage Area should work with Binghamton to develop new strategies that support revitalization which the City and its partners can take the lead in implementing. With respect to economic and marketing initiatives, the City should focus on attracting a variety of interesting and quality restaurants to the downtown center to add to the existing restaurants and help create the critical mass of people necessary for successful revitalization.

The Binghamton Visitor Center is located at the Roberson Museum just across the river from the downtown core. The Visitor Center provides high quality exhibits on the industrial history of the Triple Cities. These exhibits are the best introduction to the Heritage Area and its primary themes and should continue to play a primary role in its interpretive presentation. The Roberson Museum, which now operates the Visitor Center, also offers exhibits and programming related to other key themes, such as the Susquehanna River, natural history, and Native Americans. It is important for the museum to maintain its role as a key Heritage Area

partner, collaborating on programming and serving as a mentor to smaller and emerging attractions.

Interpretive exhibits alone cannot make revitalization successful, but they can enhance the visitor experience, educate residents about their community, and contribute to the character and vitality of the downtown area. It is recommended that an aggressive program of streetscape interpretive exhibits and artwork be implemented throughout the downtown area to further enhance the pedestrian experience. The interpretive signage recently installed at Confluence Park is a good model.

In downtown Binghamton, interpretation should focus on the subtheme *Rise of the Factory Economy* (Subtheme 3B). An interpretive plan should be prepared for the downtown area identifying resources, locations, and stories that can be woven together into a comprehensive presentation. Interpretation should build on the existing stories and programs developed for the Heritage Area, including stories related to:

- Binghamton's founding
- the importance of the railroad
- cigar production
- other forms of manufacturing
- the Chenango Canal

Exhibits should be able to be experienced in any order and should lead pedestrians along desired routes, linking potential destinations such as parks, trails, cultural sites, and key destinations as identified in the existing conditions section of this Management Plan. Interpretation should be coordinated with other interpretive attractions in the downtown area, including the Bundy Arts and Victorian Museum and Phelps Mansion Museum. Streetscape exhibits and wayfinding signage should lead pedestrians to these sites and link their interpretive stories with the heritage area themes and stories recommended for Binghamton. These venues, along with the Roberson Museum, should partner in the development of the interpretive plan for downtown.

Sidewalks, buildings, parks, and other locations may be included on the tour. A brochure and website information should be developed to outline the structure of the outdoor interpretive presentation. Creative artwork should be used to supplement wayside and sign-related exhibits. Existing and new businesses should be solicited to participate in the interpretive program by including interpretation at their sites.

The proposed Center for Technology and Innovation (CT&I) is developing a museum of invention and upstate industry, TechWorks!, currently planned along the Chenango River Trail in downtown Binghamton. CT&I plans to adapt an early 20th century ice cream factory for the TechWorks! Museum and Garden of Technology as a destination along the Binghamton River Trail. CT&I has an important role to play in interpreting the recent and contemporary

technological history of the region, which is central to the Heritage Area story. The Heritage Area should actively support this initiative. Interpretive and wayfinding signage should lead pedestrians from downtown to the CT&I site. The Heritage Area program should actively assist CT&I in planning, design, and implementing its program. CT&I should continue to engage and coordinate with the Binghamton Visitor Center, Roberson Museum, other interpretive sites in downtown Binghamton, and other technology history organizations across the Heritage Area.

Summarizing the interpretation and revitalization recommendations for downtown Binghamton, the City of Binghamton, the Heritage Area and its partners should:

- Continue to actively support the Binghamton's economic development and revitalization programs.
- Implement guidelines and streetscape enhancements along Main Street, Court Street (Routes 17C and 11 east and west of downtown), and North Front Street (Route 11) along the west bank of the Chenango River.
- Support the attraction of new businesses and restaurants to downtown Binghamton to serve as the catalyst for further business development and revitalization.
- Continue to support the Visitor Center as an introduction to Binghamton and the region.
- Develop an interpretive plan and implement a comprehensive program of streetscape interpretation in accordance with Heritage Area themes.
- Partner with the Roberson Museum to develop additional exhibits and programming.
- Support other interpretive venues in the downtown area and coordinate their presentations with the Roberson Museum and streetscape interpretation.
- Support the establishment of the TechWorks! Museum of Invention and Upstate Industry and the Center for Technology and Innovation (CT&I) and its coordination with other interpretive sites.

Village of Johnson City

State Route 17C extends west from downtown Binghamton to Johnson City. This stretch of street, proposed to be part of the Susquehanna Heritage Byway, was once predominantly residential, with many large homes and residential related institutions such as schools and churches. In the mid- and late-twentieth century, the street developed commercially in a random manner, with much of its appealing residential character disappearing. Many historic buildings of great character have been lost or inappropriately treated.

Design guidelines and streetscape improvements should be developed for the portion of State Route 17C in Johnson City in an effort to reverse its decline and re-establish Main Street as pivotal to the character of the Village. Historic buildings and resources should be identified,

preserved, and appropriately treated. Where possible, inappropriate changes should be removed and historic building and streetscape character restored. Design guidelines for new development should encourage improvements that build upon historic character and create an appealing streetscape experience.

Johnson City was the initial home of Endicott-Johnson, as well as other industries, and is famous as home of the Square Deal, Endicott-Johnson's unique brand of welfare capitalism. The Square Deal arches that frame the east and west entrances to Johnson City are key resources to be preserved and interpreted. Under the theme *Valley of Opportunity*, interpretation in Johnson City should concentrate upon the subthemes *The World Comes to Work* and *Welfare Capitalism and Labor Practices* (Subtheme 3C and 3D). Due to the decline of industry and the local economy, many former factory buildings are vacant, underutilized, or lost. Several adjacent residential neighborhoods appear stable and appealing, but the downtown area is stagnant.

The Heritage Area should actively participate in and support a revitalization program to be implemented by the Village and local partners. Many fine historic commercial buildings are located in the downtown and are underutilized, in need of rehabilitation and appropriate adaptive reuse projects. Downtown Johnson City should be reestablished as a commercial center supporting local neighborhoods. A Main Street program incorporating aggressive marketing and recruitment, building rehabilitation, façade improvements, and streetscape improvements should be implemented by the Village and its partners and supported by the Heritage Area. The Heritage Area's assistance in establishing the Goodwill Theater Complex as a significant community resource should be a model for future endeavors. There is currently a Health and Cultural District Plan underway for this area of the Village that will recommend further National Register nominations for Johnson City and a Multiple Listing thematic nomination for industrial sites.

The Wilson Regional Memorial Medical Center is an important local resource adjacent to downtown. Economic development initiatives should focus upon attracting additional medical related businesses and services to the area and in serving these businesses and their visitors. Underutilized factory buildings should be targeted for office reuse. The downtown area should develop businesses to serve the Medical Center and related uses. A long-term vision and implementation program is needed.

There are presently limited interpretive venues in downtown Johnson City. There is a Heritage Area funded and installed exhibit in Johnson City's Your Home Library on George F. Johnson and his industrial democracy. Your Home Library also has a self-guided tour through the building where visitors can learn about the history of Johnson City, Endicott-Johnson, and the library. The NBT Bank has a permanent, comprehensive exhibit on the history of the Charles F. Johnson home, the Johnson family and the Endicott-Johnson Shoe Company.

As part of a comprehensive revitalization program, it is recommended that interpretation be introduced in a larger manner to downtown Johnson City. As recommended for downtown Binghamton, much of this interpretation can be implemented through exhibits located on the

streetscape. Kiosks should be placed at the entrances to parking facilities orienting visitors, introducing the village, marking the locations of businesses, and presenting interpretive themes and the streetscape tour. Pedestrian wayfinding signage should lead visitors to the downtown commercial area. Small, interesting, interpretive exhibits along the sidewalk should tell the story of Johnson City, its factories, its people, and the Square Deal. New development projects should incorporate pedestrian spaces, pocket parks, and interpretive presentations. Small indoor interpretive exhibits should be created at appropriate locations, such as the Village Hall, parks, or at publicly accessible sites in or nearby historic factory areas.

Summarizing the interpretation and revitalization recommendations for Johnson City, the Village, Heritage Area and its partners should:

- Actively promote and support a revitalization strategy and plan for downtown Johnson City including an active Main Street initiative.
- Support the development of design guidelines, preservation initiatives, and streetscape improvements for Main Street (Route 17C) which serves as the proposed Susquehanna Heritage Byway east and west of Johnson City.
- Develop and implement an interpretive plan with outdoor exhibits oriented to pedestrians at the Medical Center, redeveloped factory buildings, and surrounding neighborhoods.
- Create additional small indoor exhibits at appropriate locations.
- Continue to support the Goodwill Theatre, Inc. in their efforts to preserve, promote, and interpret the unique history of Johnson City and the region.
- Work with the Goodwill Theatre, Inc. in developing an exhibit on George F. Johnson that will contribute to the recreational themes of the Heritage Area.
- Implement the recommendations from the Broome County Endicott-Johnson Brownfield Opportunity Area (BOA) plan which address the retention and incorporation of historic features and character in the Village.
- Support the efforts of the current plan for a Health and Cultural District.

Village of Endicott

Between Johnson City and Endicott, the proposed Susquehanna Heritage Byway (Route 17C) follows the north side of the river, split by the divided highway Route 17, and provides a break in the urban character of the roadway. At Endwell, commercial development is reestablished, and the roadway is highly commercial along its route into the center of Endicott. As in Binghamton and Johnson City, design guidelines are needed to improve the visual character of this portion of the byway.

The center of the Village of Endicott is located north of State Route 17C, along North Street and is marked by the industrial area that is the historic home of IBM. The area is easily identifiable by its many mid-twentieth century industrial buildings with their unique IBM imprint. The commercial center of Endicott is located just to the west on Washington Avenue, stretching north-south between State Route 17C and North Street.

Design guidelines, streetscape improvements, and wayfinding signage are needed for State Route 17C, North Street, McKinley Avenue, and the commercial area of Washington Avenue in order to improve their appearance for residents and visitors. The planting of large deciduous street trees is of particular importance as an easy way to introduce character, color, scale, and shade. Street trees along Washington Avenue have been inappropriately topped, destroying their character. This practice should be stopped and the trees should be replaced as an early action project that could have an immediate impact on the aesthetic character of the Village.

An active Main Street program should be implemented along Washington Avenue to support and reinforce local businesses established there. A business plan should be developed for the street that includes the aggressive recruitment of new restaurants as a key component. At present, Endicott is known for its community restaurants, especially in Little Italy, but these restaurants are not known or promoted to visitors. Efforts should be made to make these restaurants more obvious and accessible to visitors.

Like downtown Binghamton, Washington Avenue in Endicott should become known as a regional center for restaurants, an effort that will attract visitors to the area from throughout Greater Binghamton. In order to attract visitors, however, the visual character of Washington Avenue must be improved. Streetscape improvements should be implemented to build upon what already exists. A creative streetscape interpretive presentation with exhibits and artwork should be implemented on Washington Avenue as part of this initiative similar to those recommended for downtown Binghamton and Johnson City. Little Italy would also benefit from streetscape enhancements, as well as exterior improvements to individual buildings to make the neighborhood more inviting and welcoming to visitors. Small-scale street interpretation could highlight the history and heritage of the neighborhood.

Façade improvements appropriate in character to the existing historic buildings should be encouraged with design assistance, incentives, and revolving loans. Buildings that have been inappropriately treated should be restored. Downtown should be reestablished as a local historic district with design review in accordance with established guidelines. Endicott has a unique history and unique character which is currently not being recognized. Enhancement of the historic character of downtown Endicott is the strategy that will lead to its successful revitalization. The Heritage Area should strongly encourage the Village along these lines with leadership, partnership, incentives, and assistance. Existing local initiatives for the improvement of the Oak Hill Avenue and Old Union areas should be actively supported by the Heritage Area.

The Endicott Visitor Center is located in a historic house on Lincoln Avenue, just north of the byway on the west side of town. The Visitor Center includes introductory exhibits of high quality on the history of the Triple Cities. It is an excellent facility, and a nicely designed community meeting space is a great additional asset for programming and community use. The Visitor Center also has an archive that is an important community resource. The Heritage Area has also supported development of the Immigrant Museum/Heritage Center on Odell Avenue in Little Italy.

With the exception of the Visitor Center and the emerging site in Little Italy, there is no other publicly accessible interpretation in the Village. Visitor centers are intended to be introductions to the presentation of historic sites, not the end. The Center for Technology and Innovation (CT&I) currently plans to establish its museum, TechWorks Museum of Upstate Invention and Industry, at a site in Binghamton, as discussed previously. This site has been recommended by consultants due to its proximity to downtown Binghamton and its hotels, which is a more active area for visitors than Endicott. This Management Plan Amendment, however, suggests that a site in Endicott be considered as a possible alternative should a site in Binghamton not be possible. Endicott is an appropriate site for CT&I's themes of late 20th century innovation.

Regardless of the eventual primary location, it is recommended that CT&I, its partners, and the Heritage Area consider ways that sites in the heart of Endicott can be used for interpreting the *Valley of Opportunity* subtheme *Valley of Innovation*. IBM should be a primary subject for interpretation and its active support should be sought. The Heritage Area should seek to have IBM open its History & Heritage Center to the general public, relocate the History & Heritage Center to a more accessible location nearby, or assist in establishing a sister set of exhibits nearby that could be open to the public and become a featured presentation of the Heritage Area. Other leading technology companies in the vicinity of Endicott should also be approached both as partners and as subjects of interpretation.

Summarizing the proposed interpretive presentation of Endicott, the Heritage Area should:

- Actively encourage and support implementation of design guidelines and streetscape improvements to the proposed byway (Route 17C), North Street, McKinley Street, Washington Avenue, Oak Hill Avenue, and Old Union.
- Actively encourage and support Main Street program initiatives for the commercial area of Washington Avenue.
- Continue to support the Endicott Visitor Center as a primary destination in the Heritage Area.
- Actively encourage, support, and possibly initiate creation of new interpretive exhibits and attractions in the center of Endicott which could be the IBM museum, an ancillary to the CT&I initiative, or a separate initiative.
- Solicit and engage the active support of IBM and other technology leaders in the area.

- Implement streetscape and façade enhancements within Little Italy.
- Implement streetscape interpretation as part of the revitalization of Washington Avenue.

Village of Owego

State Route 17C follows the north bank of the Susquehanna River for about eight miles from Endicott to Owego. Most of this route is visually attractive. Unlike the Triple Cities, Owego is a small-town county seat. It has never had the level of industrial development that occurred in the Triple Cities and, as a result, has not experienced the level of decline that the Triple Cities have experienced since the industrial era ebbed. Owego's small size, relatively stable economic base, residential character, and relationship to the Susquehanna River make it a pleasant place to be. In 2009, the Village was named the "Coolest Small Town in America" by Budget Traveler magazine.

Owego is a model of successful revitalization within the Heritage Area. The village has preserved historic buildings, implemented park and streetscape improvements, and established a successful commercial area along its historic downtown streets. Tioga County Tourism, the county's visitor bureau, promotes its local businesses and venues. The Heritage Area should actively support the county and village initiatives in Owego, and their programs should be studied for possible replication elsewhere.

Interpretively, the Tioga County Historical Society Museum is located on west Front Street within easy walking distance of downtown. The museum should be promoted as the village's interpretive and visitors' center with signage and literature. The visitors' center aspect of the museum should be comparable to those existing in Endicott and Binghamton. An interpretive plan should be prepared that outlines new exhibits for the museum, presenting the county and the town and connecting heritage area themes with local stories. The plan should describe how those exhibits can be coordinated with interpretation downtown and at nearby sites.

Streetscape exhibits should be implemented in parks and along the sidewalks to support community-wide interpretation of landscapes, buildings, and resources. The subtheme *Rise of the Factory Economy* (Subtheme 3B) is appropriate for Owego as are river-related, Native American, and agricultural-related themes. Interpretation can be linked to nearby sites such as Hiawatha Island and the Waterman Conservancy.

In the interpretive presentation of Owego, the Heritage Area should:

- Support continued revitalization efforts of the County and Village.
- Support and guide preparation of an interpretive plan for the Village that outlines a leading role of the Tioga County Historical Society Museum, creates outdoor exhibits and artwork in parks and along the streetscape, and connects to nearby sites.

Village of Waverly

The proposed Susquehanna Heritage Byway (State Routes 17 and 17C) continues west from Owego along the north bank of the Susquehanna River to Waverly, located at the far western end of Tioga County and the Heritage Area. This stretch of road is very scenic and enjoyable to drive. Along this stretch of State Route 17C it is recommended that pull-offs and interpretive exhibits be installed at selected locations to interpret the river, agricultural uses, and related themes of the Heritage Area. Each interpretive pull-off should have a sponsor that participates in its implementation and maintenance.

Like Owego, Waverly is a charming community, but it has not yet implemented the kinds of programs that have helped to revitalize Owego. Waverly's downtown area has many historic buildings that are suitable for rehabilitation and adaptive reuse. Charming residential neighborhoods surround the downtown core.

The Susquehanna River Archeology Center is located on Broad Street near the center of downtown and could be an important partner in developing interpretation associated with the Susquehanna River and Native American life. Waverly should undertake a program of revitalization based upon efforts that have been successful in Owego.

In Waverly, the Heritage Area should:

- Encourage and assist community partners to plan and implement downtown revitalization programs similar to those that have been implemented in Owego.
- Develop an interpretive plan that tells the story of the Village, the Susquehanna River, and related subjects.
- Feature Waverly as a gateway to the Heritage Area and the Susquehanna Heritage Byway from the west and from the south.

6.1.2. SECONDARY RESOURCE AREA COMMUNITIES

Secondary Resource Areas are small villages located to the north and west of the Susquehanna River corridor with strong village centers that could be revitalized as local and visitor destinations. As shown on the Concept Plan for the Heritage Area, they include the **Villages of Windsor, Newark Valley, Lisle, Whitney Point, and Deposit**. Windsor and Newark Valley are the villages that are closest to being visitor-ready. Lisle and Whitney Point have excellent buildings that are well suited to adaptive reuse and are close to busy roads, also making successful revitalization a strong possibility.

To support the revitalization of secondary resource areas, the Heritage Area should:

- Develop a program of proposed Local Heritage Byways, as defined in Section 6.2.1, including wayfinding, interpretation, and promotion.
- Develop and implement an interpretive program for parks and related sites that are linked by the local byways and integrated into their interpretation.
- Support and assist villages in developing comprehensive revitalization plans that will attract business, preserve and rehabilitate historic buildings, strengthen community character, and attract residents and visitors.
- Develop and promote a tour and interpretive program for local agribusiness throughout the Heritage Area.

6.1.3. TERTIARY RESOURCE AREA & CORRIDOR COMMUNITIES

Tertiary Resource Areas are small crossroad hamlets with historic character but without the density of commercial resources that other villages have. Equally charming, however, these areas can use the same techniques to strengthen their economies and enhance their character. They include the **Villages of Spencer, Candor, Maine, and Nichols**. Spencer already has begun implementing a strong program consistent with Heritage Area goals.

These villages are linked by secondary and tertiary roadway connections that are proposed to become Local Heritage Byways. The local byways will be scenic driving and biking routes that can be promoted along the southern portion of the Heritage Area.

To support the revitalization of tertiary resource areas and outlying corridor towns, the Heritage Area should:

- Support the development of planning documents that seek to help local communities to attract business, preserve and rehabilitate historic buildings, strengthen community character, and attract residents and visitors.
- Undertake other byway, wayfinding, interpretive, and business development programs in support of revitalization and linking the communities within the Heritage Area.

6.2. Strategies for Implementation

The recommendations and actions identified within the Susquehanna Heritage Area Management Plan Amendment provide the framework for implementation of the plan and successful achievement of the overall vision, goals, and objectives.

This section includes the overarching strategies for implementing the Management Plan Amendment, as well as strategies that specifically address the four NYS Heritage Area Program goals of preservation, education, recreation, and community revitalization. Specific measurable actions that should be undertaken to meet the goals and objectives of the Management Plan Amendment are also included in the Action Tables in Section 6.2.6 to allow for easy tracking of actions associated with specific project objectives.

General Heritage Area Strategies

- 1 Approve the Susquehanna Heritage Area Management Plan Amendment
- 2 Establish an Administrative Structure for Coordinating and Implementing the Heritage Area Program
- 3 Consider Development of a Corridor Management Plan for State Route 17 and 17C
- 4 Develop a Campaign and Outreach Efforts to Promote Public Awareness
- 5 Consider Designation as a National Heritage Area

Strategies for Preservation and Stewardship

- 1 Encourage Completion and Updates of Local Resource Inventories
- 2 Promote the Establishment of Local Historic Commissions and/or Design Review Standards
- 3 Promote Local Stewardship

Strategies for Interpretation and Education

- 1 Identify Proposed Interpretive Themes as the Basis for Interpretation
- 2 Create a Regional Network of Interpretive Presentations
- 3 Continue to Enhance and Promote the Existing Visitor Centers
- 4 Establish a Susquehanna Heritage Area Visitor Center in Tioga County

Strategies for Recreation and Natural Resources

- 1 Complete Local Resource Inventories

- 2 Use the Binghamton Metropolitan Greenway Study as a Guide When Planning Heritage Trails and Connections
- 3 Develop and Enhance Gateways for the Heritage Area
- 4 Increase opportunities for Waterfront Access

Strategies for Community Revitalization

- 1 Develop a Marketing Plan to Promote the Susquehanna Heritage Area
- 2 Work with Local Communities to Develop Plans and Programs for Revitalization
- 3 Support Efforts of Local Heritage Resources to Improve and Expand Facilities and Programs

6.2.1. GENERAL HERITAGE AREA STRATEGIES

1. Approve the Susquehanna Heritage Area Management Plan Amendment

The overarching purpose of the Management Plan Amendment is to coordinate the regional activities focused in and around the Susquehanna Heritage Area designated communities. To achieve this, the Heritage Area Management Plan Amendment should ideally be approved by Broome and Tioga Counties, as well as the individual towns and villages within the proposed boundary. However, the boundary of the Heritage Area will ultimately encompass those municipalities recognized in the New York State enabling legislation and the program will be implemented at the local level with cooperating entities that wish to participate. A summary of both required and desirable approvals associated within the Management Plan Amendment are identified below.

Overview of Approvals Process

Currently, Binghamton, Johnson City and Endicott are legally designated as part of the Susquehanna Heritage Area. Therefore, at a minimum, it is these three municipalities that will need to approve the Management Plan Amendment in order for the New York State legislature to consider an expanded boundary. In addition, it is also recommended that the two counties accept and endorse the Management Plan Amendment, to ensure a cohesive geographic boundary and to demonstrate local governmental support, before requesting legislative sponsorship to amend the State legislation. The local approval should be in the form of a resolution that recognizes the newly proposed boundaries described in the Amendment, accepts the principles of the Heritage Area program, and supports its goals, objectives, and strategies. It is also recommended that the Susquehanna Heritage Area Commission and Advisory Board formally approve the Amendment.

The Management Plan Amendment must be submitted for approval by the New York State Office of Parks, Recreation and Historic Preservation (OPRHP). OPRHP is the responsible State entity that will approve the plan, or provide explanation of denial of approval or conditional approval. The NYS Heritage Area Advisory Council will review the Management Plan Amendment and provide recommendations to OPRHP. It is possible that OPRHP may issue some form of conditional approval of the Management Plan Amendment until such time as the NYS Legislature amends the current law to recognize the new boundary.

The Management Plan Amendment is subject to the State Environmental Quality Review Act (SEQRA) process and Lead Agency designation, requiring appropriate notifications to interested and involved agencies, public hearings and a declaration of project impact in compliance with State Law. Documents associated with the SEQRA process can be found in Appendix 14.

It should be noted that according to New York State Consolidated Laws: Parks, Recreation and

Historic Preservation, 35.07 (3), *“Where there is an approved management plan in effect, any state agency conducting, funding or approving activities directly affecting a heritage area shall consult with, cooperate with, and coordinate its activities with the office and the appropriate local government. Any such state agency shall conduct or support such activities in a manner which is, to the maximum extent practicable, consistent with the approved management plan and reviews to determine consistency of state proposed actions with individual management plans. The heritage area program shall be incorporated as part of the reviews of actions pursuant to the state environmental quality review act as provided in article eight of the environmental conservation law and the New York State Historic Preservation Act of 1980. The office shall review and comment in writing upon statement and effects on a state designated heritage area or the heritage area program, made pursuant to section 8-0109 of the environmental conservation law or section 14.09 of this chapter.”*

Benefits Associated with Community Approval and Acceptance

While it is recognized that not all communities will be in a position to accept and implement the Heritage Area program immediately, the Heritage Area should identify a public education outreach effort to meet with local communities and share with them the benefits of the program in order to solicit their active involvement. The most significant benefit associated with recognition in the Heritage Area program is having greater competitiveness and accessibility to public funding sources. The communities of Binghamton, Johnson City and Endicott have already experienced many of the benefits associated with the Heritage Area program.

Examples of funding awards and projects that have been developed in association with the Heritage Area program for these municipalities are identified in Chapter 1 of this Management Plan Amendment. Potential funding sources, outlined in Section 6.3, offer a full range of grant opportunities that address historic preservation, open space and recreation enhancements, economic development, Main Street initiatives, streetscape improvements, and education and interpretation. Funding benefits are in addition to improved access to technical assistance and expertise offered through the NYS OPRHP, other state agencies, County staff and heritage area organizations throughout New York and the nation.

Participatory Requirements

Once a community expresses a desire to participate and benefit from inclusion in the Susquehanna Heritage Area program, they should be held to a minimum level of local participation in an effort to meet key objectives of the Management Plan Amendment. As part of the local inclusion process, communities would be requested to provide a resolution acknowledging acceptance of the Susquehanna Heritage Area Management Plan Amendment principles and program goals as well as expressing their desire to participate in its implementation. The resolution should identify minimal requirements that the individual municipality will be expected to comply with as long as they remain a recognized entity within the Susquehanna Heritage Area. A sample Resolution is included in Appendix 15.

Communities should agree to participate in the Susquehanna Heritage Area program objectives and undertake the following local initiatives in support of the Heritage Area goals:

- Develop a Susquehanna Heritage Area Program Enhancement (SHAPE) document. This document could be developed as a basic improvement or revitalization plan for a specified district, neighborhood, entire municipality or it could be a joint effort between two adjacent municipalities that have both accepted the Management Plan. It is recommended that resource surveys of important sites and structures within the community be developed or updated. Besides identifying specific projects and initiatives, the SHAPE document should include an interpretive component that builds upon the thematic and educational framework defined within this Management Plan. The interpretive element of the local plan should outline a strategy for implementation of educational, recreational, cultural and historic programs that are tailored to the community and its resources. The SHA program should develop a template for communities to follow for content and consistency.
- Participate in the implementation of Plan goals. Each community that accepts the Heritage Area Management Plan Amendment should recognize and take responsibility for their role in successfully achieving Management Plan goals and objectives. Participation in the Heritage Area can occur on many levels and it will be up to the individual community to determine what the best approach is for their own participation given that they themselves will have an understanding of the financial resources, human resources, and physical resources that are locally available.
- Maintain control of the quality of implementation at the local level. Whether through the appointment of a community representative, creation of a special committee of interested residents, through the responsibility of a Local Historic Commission, or by an alternative means, each municipality should be expected to maintain a level of activity oversight associated with the Heritage Area that is occurring in their community. In order for the Heritage Area to maintain a positive image and have a successful impact on the region, activities and implementation efforts must be consistent, high quality, and contribute to the overall Heritage Area vision. The community should be represented at the Susquehanna Heritage Area meetings of the Commission and Advisory Board or the designated responsible entity overseeing the program at the local level.

2. Establish an Administrative Structure for Coordinating and Implementing the Heritage Area Program

Heritage Areas throughout New York State utilize a range of administrative and management approaches, including paid staff, voluntary commissions, and not-for-profit organizations. The administrative and management structure for each Heritage Area is based on available resources and willing partners.

Programs and planning for the Susquehanna Heritage Area were originally led by an Executive Director with oversight by a locally appointed Heritage Area Commission that represented each of the three original communities and Broome County. The Executive Director position was funded through a joint activity account with revenues from each of the participating communities. In 2006, following the resignation of the Executive Director, individual communities ceased making contributions for the position and the Heritage Area program has been coordinated through a temporary planning agreement that houses administration for the program within the Broome County Department of Planning and Economic Development. The continued operation of the Heritage Area Visitor Centers is contractually obligated by separate state contracts with the communities in which they are located. The Village of Endicott provides the funding for the Endicott Visitor Center and the City of Binghamton has an agreement with Roberson Museum & Science Center for management of the Binghamton Visitor Center.

In order for the Management Plan Amendment to be implemented, an entity needs to be recognized or created to organize and manage its recommended programs and initiatives. Considering that the past success of the program was accomplished with one full-time person under the direction of the local Commission, it is recommended that at minimum, one full-time dedicated staff member is necessary to manage the day-to-day operations of the Heritage Area. The existing Heritage Area has a track record of administrative operations that can be reviewed to determine the level of time required and annual funding that is necessary to operate the Heritage Area program at a basic level. A dedicated existing staff person or Executive Director will require staff assistance from partnering organizations. Over time, additional staff working directly for the Heritage Area entity may be necessary.

There are several options presented below that should be considered for organizing and administering the Susquehanna Heritage Area. These are not the only administrative options, but are recommendations that may be feasible at this time. Further discussion is necessary with the Susquehanna Heritage Area Commission, Broome and Tioga Counties and other key partners on the viability of each option and how one might be refined to work for the short and long-term implementation of the expanded Susquehanna Heritage Area program.

Option 1: Intermunicipal Agreement

Historically, the Susquehanna Heritage Area operated through an intermunicipal agreement between the three original Heritage Area communities of Binghamton, Johnson City, and Endicott that independently contributed to a joint-activity account. With the expansion of the Heritage Area to include communities throughout Broome and Tioga Counties, continuing this form of structure is possible in theory but may prove fiscally cumbersome. In a traditional intermunicipal form of structure, each participating town and village within the Heritage Area would sign an intermunicipal agreement and then contribute funding to the annual operations of the Heritage Area. The levels of annual contributions by each community could be different based upon size and levels of participation. An Executive Board would be selected from among the members of the Commission to oversee the day-to-day operations of the Executive Director

and partners. Subcommittees of Commission members would be created to oversee various areas of activities. In the existing intermunicipal agreement specific funding commitments are not specifically addressed and provided administrative challenges with annual budget requests to three separate entities that operated on different fiscal calendars. Adding other entities under this scenario would be more administratively intensive and fiscally challenging than in the past.

It may be possible, however, to simplify this form of administrative structure by reviewing the existing arrangement. The current and active 1987 intermunicipal agreement entitled “Agreement Establishing the Susquehanna Urban Cultural Park Commission Pursuant to Article 5-G of the General Municipal Law of the State of New York” clearly states in Article IX that the Agreement may be amended by a majority of the Commission members. Article VIII gives authority to the Commission to approve expansion of the program to communities who can contribute to the purposes and objectives of the program. Subsequent to consultation with legal counsel to determine if the expansion of the Commission and acceptance of other municipalities could be accomplished through the existing enabling articles, the Commission Agreement could be amended by the current representatives. This Agreement could further stipulate the local requirements for inclusion in the Susquehanna Heritage Area program.

It is recommended that this option be explored more fully as an option to provide a prompt, reasonable and minimally cumbersome approach to establishing an administrative structure of a more regional Heritage Area program. It also offers continued authority to a local legal entity for determining the working relationships with each municipality expressing interest in participating in the program without further legislative amendments or approvals at the state level. The existing Commission will remain the management entity for the Heritage Area and will continue to operate as the responsible entity for determining how the program is implemented administratively and programmatically until deemed otherwise. It will be the Commission’s responsibility to make this determination and to decide when, if, and how it morphs into another type of entity.

Option 2: Independent Non-Profit Organization

Many state and national heritage areas operate as an independent non-profit organization. A Board of Directors is created with broad representation from throughout the Heritage Area. Leading organizations such as county agencies can be given standing representation. Other board members can be drawn from designated representatives of local governments as well as different areas of specialty, such as tourism organizations, attractions, the business community, the educational community, and arts and culture. Since New York State has never provided annual funds to Heritage Areas for operational costs, funding for Heritage Area operations must be entirely local through county contributions, member contributions, and foundation grants. A membership structure can be created with governmental entities, attractions, and organizations within the Heritage Area becoming members by executing a memorandum of agreement with certain understandings and requirements. Membership can be required in

order to participate in Heritage Area programs. Subcommittees could be created from the board and from members to oversee areas of activity.

Option 3: County Administered Program with Partner Organizations

The Heritage Area could be formed initially as a joint program of Broome and Tioga Counties and work with the Commission until staff resources and funding streams are established. Since much of the program is focused upon the revitalization of villages and downtown areas, the program could also function as a regional Main Street initiative. A designated staff member representing both counties, serving as Executive Director or Coordinator, would concentrate upon Heritage Area initiatives, a portion of which could be Main Street related, working with an existing or new partner organization to accomplish those specific objectives. The counties would administer the Heritage Area Commission to oversee the activities of the Heritage Area with membership from other agencies, active local governments, and participating partner organizations.

3. Consider Development of a Corridor Management Plan for State Route 17 and 17C

The Susquehanna Heritage Area should initiate discussions amongst communities located along the State Routes 17 and 17C corridors for consideration in pursuing designation as a state or national scenic byway. Although the Heritage Area could not pursue this designation on its own, the Heritage Area could help to coordinate efforts on behalf of the communities along the corridor. The development of a corridor management plan is the foundation for designation as a state or national scenic byway. A corridor management plan could be developed for the Susquehanna Heritage Byway that will document and identify the resources along the route and will also identify a specific plan for preserving and enhancing the existing resources. A corridor management plan identifies a coordinated program of signage, kiosks, and other wayfinding elements that would help to interpret and promote the Heritage Area. The development of the Corridor Management Plan may be coordinated by the Heritage Area to ensure consistency between the initiatives.

Roadways considered for designation as a state or national scenic byway are recognized for their archeological, cultural, historic, natural, recreational, and/or scenic qualities and characteristics. The benefits for communities are typically increased tourism and visitation, as well as greater access to funding resources targeted at improving and enhancing the byway. Designation also benefits the roadway traveler who gets to enjoy and experience the roadway in an educational and entertaining way.

The New York State Scenic Byway program was created in 1992 and is in line with the goals of the Heritage Area Program as it encourages both economic development and resource protection. The program is administered by the New York State Department of Transportation and is implemented by a Scenic Byways Advisory Board. Local interest groups are able to nominate corridors that are representative of a region's scenic, recreational, cultural, historic,

natural, or archeological significance. Each byway is organized around one theme associated with resources along the byway corridor – such as the Susquehanna River. There are currently over 2,600 miles of road within New York classified as part of the State Scenic Byway system. Nominating a corridor for the state system requires the completion of a resource inventory, supporting narrative, photographs and maps, and a corridor management plan.

The National Scenic Byway program is part of the Federal Highway Administration and is a grass roots effort that seeks to recognize, preserve, and enhance roadways throughout the United States. The program has funded more than 2,600 projects for roadways across the United States. Designation as a National Scenic Byway indicates that the Secretary of Transportation recognizes a roadway route for its intrinsic significance. There are 125 roads identified as America’s Byways (includes National Scenic Byways and All-American Rods) in the United States, including three in New York State.

4. Develop a Campaign and Outreach Efforts to Promote Public Awareness

Engaging local residents and getting them involved and interested in the program is an important element of the Heritage Area’s success. Part of the community outreach efforts will be a result of implemented Heritage Area programs, such as kiosks and interpretive displays. However, informing, educating, and entertaining local residents and visitors must be an on-going and comprehensive program that is developed and implemented throughout the region. School children, seniors, adults, out-of-towners, and local universities should all be targeted as part of the campaign to promote public awareness as it relates to the Heritage Area.

Special events, curriculum programs, thematic field trips, volunteer opportunities, and internet resources can all be meaningful avenues for sharing information and getting a diverse group of people involved in the Heritage Area process. Outreach should also be undertaken, individually and collectively, by destinations and local groups involved in the preservation and enhancement of historic, natural resource, recreation, and cultural resources. The overarching public awareness campaign should be overseen and directed by the Heritage Area in conjunction and cooperation with local, regional, and state partners.

5. Consider Designation as a National Heritage Area

As part of its long-term plan, the Susquehanna Heritage Area could consider designation as a National Heritage Area, looking at the potential to draw in the additional geographic areas of Corning, Elmira, and the Endless Mountains Region of Pennsylvania. Benefits of National Heritage Area designation would include national recognition, technical assistance from the National Park Service, collaboration with other National Heritage Areas, nationwide promotion, federal funding, and leveraged federal programming.

According to the National Heritage Area brochure, a National Heritage Area is a region “acknowledged by Congress for their capacity to tell important stories about our nation.” The program began in 1984 and has since expanded to include 49 federally designated National

Heritage Areas in 32 states. Designation as a National Heritage Area indicates a region has nationally distinctive natural, cultural, historic, and scenic resources that tell a unique story about our country.

In the short-term, the Susquehanna Heritage Area should focus on achieving success and stability as a geographically and thematically expanded New York State Heritage Area. Consideration as a National Heritage Area should be considered a potential long-term action that would be implemented in coordination with surrounding municipalities and regional organizations and agencies.

6.2.2. STRATEGIES FOR PRESERVATION AND STEWARDSHIP

1. Encourage Completion and Updates of Local Resource Inventories

The completion of cultural, historical, and landscape resource inventories will help to establish a baseline of information for the entire Heritage Area. This central repository of information will not only allow individual communities to better understand the wealth of resources they have, but will also serve to increase public awareness. The results of the resource surveys can be used to identify exemplary properties, identify properties that are significantly at risk, and identify strategic and targeted programs for revitalization and preservation on a community-by-community basis.

Critical to appreciating and preserving the resources within the Heritage Area is a full understanding of the resources that exist. While resources in the original Heritage Area communities of Binghamton, Johnson City, and Endicott have been documented, many resources outside of these areas have not been thoroughly inventoried and surveyed. There are a number of other communities that have been proactive with regards to preservation and historic resource documentation. Owego, for example, has completed inventories in association with historic district designations and Newark Valley has had an active historical society and boasts a significant number of National Register listed buildings and sites. However, many more of the outlying towns and villages have not had the manpower in place to complete extensive inventories and as a result, risk losing the remaining historic resources that stand in place. Façade easements or conservation easements are specific programs that could be implemented to protect buildings and sites from future loss.

One of the objectives of the New York State Heritage Program is to identify specific sites that should be highlighted for protection, promotion, and public use. Individual sites should be indentified in local communities through local stewardship efforts. Identifying important historic resources is of particular importance in the rural areas of the Heritage Area.

Important resources that could be addressed by individual communities as they consider future planning efforts include, but are not limited to:

- Recognition of regions' industrial heritage. The Goodwill Theatre, Inc. initiative to recommend National Register listings for industrial buildings and sites should be supported.
- Preservation of remaining riverfront resources, including industrial developments and recreational features. Maintaining and expanding both visual and physical access to the riverfront is a priority and has been the focus of a number of regional and local planning efforts over the past decade. Developing a Blueway Trail for the Susquehanna River could help to identify opportunities for greater access and recreational use of the river.

- The nature preserves and conservancies within the Heritage Area reflect the unique natural resources in the region. Increasing access to these unique resources, including Binghamton University Nature Preserve and the Glen for example, can help to increase awareness as to why these are so valuable and why these areas are worthy of continued preservation. The state forests and state parks offer an abundance of recreational opportunities as well as expose visitors to the natural beauty and landscapes for which the region is recognized. Chenango Valley State Park is an excellent example of a resource that offers not only recreational opportunities and scenic beauty, but also has historical value in its buildings, pavilions, and canal remnants. Each of the identified resources is worthy of conservation and preservation efforts to ensure that the parks, recreational assets, and natural landscapes are protected for future generations to enjoy.
- Farmsteads and other rural buildings and sites, properties in outlying areas of Tioga County.
- Period housing developments such as Rivercrest in Vestal, are examples of resources that warrant further documentation in order to ensure their protection in the future.
- Locally significant sites and buildings in the Heritage Area should be inventoried by local communities, non-profit groups or appropriate organizations to encourage their preservation.
- All communities are encouraged to review existing inventories and expand and updated as necessary.

2. Promote the Establishment of Local Historic Commissions and/or Design Review Standards

The establishment of local historic commissions will help foster and promote preservation efforts and public awareness at the municipal level. Historic commissions can function at three different levels with varying levels of decision-making power. This hierarchy of approaches can achieve the objectives of each community within the Heritage Area, depending on the level of local support and needs of the community. The decision to establish a local historic commission, and the role of that commission, is determined by each local community.

The most flexible commission organization is one that has no power but reviews proposals and advises the community on decisions impacting local historic structures. Commissions may also serve as local advisors, providing information to homeowners about rehabilitation projects and offering technical advice. Technical advice could be available in the form of informational packets, a list of additional resources, or an informational website about best management practices.

The second level would be to develop a preservation ordinance or overlay zone that specifies resources that the community feels should be preserved. The historic commission would work with property owners to develop plans for specific sites and buildings that maintain the property while also meeting individual property owners' goals. This may include the creation of overlay zoning for design standards that respect the historic character of the district.

The third alternative for a historic commission is one where the commission actually has design review power.

3. Promote Local Stewardship

Increasing local appreciation and involvement in the preservation of cultural and historic assets is an integral component of the successful implementation of the Heritage Area Program. A stewardship program should inspire local residents and promote the techniques and methods that can be utilized to achieve program goals, including regulations or incentives that are mindful of individual community needs and visions.

For the Heritage Area to be successful, local preservation constituencies must be developed in each community to instill a sense of responsibility and interest at the grassroots level. Local stewardship efforts should begin with completion of community resource surveys that identify key resources so towns and villages know what resources they have, offer a sense of history and identity, and help guide community decision-making as it relates to future development. At the conclusion of the inventory process, communities could consider further evaluation of buildings that may be eligible for listing on the National Register. One of the greatest locally driven tools for promoting stewardship and preservation is the adoption of local preservation ordinances and the establishment of historic preservation commissions. Because New York State is a home rule state, local municipalities have the greatest opportunity to provide a regulatory framework for preserving historic character that is customized to meet their individual needs.

Some communities may find it difficult to enact a local preservation ordinance and should consider other options, such as design guidelines or incentive programs, to help meet their preservation goals. Design guidelines are a good mechanism for promoting appropriate use of historic buildings that do not need to be mandated or regulatory in nature; adherence to design guidelines can be optional in communities that are not comfortable in implementing them in a regulatory fashion, but having them in place is an important educational tool.

6.2.3. STRATEGIES FOR INTERPRETATION AND EDUCATION

1. Identify Proposed Interpretive Themes as the Basis for Interpretation

While the overall thematic structure of the Susquehanna Heritage Area is broad and enables participation by communities and attractions throughout the region, certain themes are particularly unique to the Heritage Area as a whole as well as to specific locations within it. A number of themes have existing and emerging organizations and constituencies committed to their interpretation. Because these specific themes are unique to the identity of the region and because there are existing organizations and professional partners currently developing projects related to them, these themes will take primacy in implementation. The focus of interpretation within the Heritage Area will be upon those themes of interest to partners who are ready and willing to run with them.

Using the overall interpretive structure outlined in Chapter 4.0 Interpretive Themes, below are the primary themes and stories that have been identified for early implementation within the Susquehanna Heritage Area. The specific location in which each theme is to be interpreted is identified. As plans for interpretive implementation are developed, adjustments will be made as local historians identify specific resources and stories that may be interpreted. For the sake of clarity, it is important that the relationship between specific themes and specific geographic locations be adhered to so that each location can have a clear thematic identity, an identity best suited to its history and resources.

The themes are presented below in the order of their unique significance to the Heritage Area.

Valley of Opportunity (Theme 3)

The Greater Binghamton region is best known for its unique industrial history. This history was the focus of the Urban Cultural Parks concept which was successfully implemented over the past twenty years, and it will continue to be a primary focus of the Heritage Area through existing and proposed new initiatives.

Rise of the Factory Economy (Subtheme 3B)

The City of Binghamton is the focus for interpretation of the region's nineteenth century factory boom, including the coming of the railroads, cigar manufacturing, and related industries. Interpretation is centered in the Binghamton Visitor Center and will be extended to outdoor exhibits in public downtown spaces and pedestrian routes as well as other partnering sites. Owego and Waverly may also use this theme to interpret their manufacturing heritage.

The *Rise of the Factory Economy* story can best be told at:

- Binghamton Visitor Center
- Outdoor exhibits in public downtown spaces

- Outdoor exhibits on pedestrian routes
- Partnering sites

The World Comes to Work and Welfare Capitalism and Labor Practices (Subtheme 3C and 3D)

Endicott-Johnson and the Square Deal are the primary subjects through which the stories of urban growth and the immigrant population are presented in interpretation of the Triple Cities. Interpretation is currently centered in the Endicott and Binghamton Visitor Centers. The Endicott Visitor Center should take the lead with this theme. Interpretation should be extended into the urban fabric of Endicott and Johnson City and should be taken up by other potential partners.

The World Comes to Work and Welfare Capitalism and Labor Practices story should be told at the following locations in the Heritage Area:

- Endicott Visitor Center
- Downtown Endicott
- Downtown Johnson City
- Partnering sites

Valley of Innovation (Subtheme 3E)

The unique stories of converging technologies and the inventions and industrial innovations of the region are introduced at the Endicott and Binghamton Visitor Centers, but need to be addressed as a primary initiative of the expanded Heritage Area. The Center for Technology and Innovation (CT&I) initiative should be the primary focus of this effort, with the establishment of a site for CT&I; continuation of and support for its artifact collection, oral history, and other initiatives; and development of its museum, *Tech Works! And How!* presenting the history of local technology. Existing businesses that represent the legacy and future of this story should be engaged in this project and in the Heritage Area. The implementation of CT&I museum should be a primary initiative of the Heritage Area.

The *Valley of Information* story is appropriate to be told at:

- Center for Technology and Innovation
- Existing businesses

Challenges of a Changing World (Subtheme 3F)

The promotion of arts, culture, and unique shopping experiences are central to the revitalization of city, town, and village cores. The story of the downtown areas and today's arts and culture can be told through exhibits and events while promoting the region's significant arts and culture scene and enhancing regional quality-of-life.

The *Challenges of a Changing World* story can be told effectively in various locations throughout the Heritage Area with a focus on:

- Downtowns – Cities, towns and villages

Natural Resources and Harnessing Nature (Theme 1)

The natural history of the Southern Tier is fundamental to the region's identity. The story of the natural landscape, man's impact upon the land, and the emerging conservation ethic can be a central theme of the expanded Heritage Area implemented through the initiatives of existing and proposed nature sanctuaries, preserves, trails, and parks. These stories and themes can be closely coordinated with recreational opportunities and with the teaching of natural sciences and biology in regional schools. These themes will be interpreted at local and county parks, State parks, trails, and other recreation attractions.

The use of agricultural themes will be the manner in which the broader landscape of the Heritage Area will be interpreted, including villages, historic sites, and existing agribusiness.

The Early Agricultural Landscape (Subtheme 1D)

Villages throughout the two counties should be the places where the stories of the broader landscape of the Heritage Area are primarily told. Each village that wishes to participate should develop an interpretive plan under the guidance of the Heritage Area to identify the stories related to its history that best convey the themes of the Heritage Area. Locations and means of telling these stories should be identified. The Heritage Area will help coordinate interpretation between communities and will coordinate marketing and promotion with the county visitor bureaus. Interpretation should be used as a catalyst in the revitalization strategy for each village. Existing historic interpretive sites and organizations should play a central role in telling local stories and in implementing heritage events.

The story of the *The Early Agricultural Landscape* can be effectively shared throughout the Heritage Area, with a focus on:

- Villages
- Historic sites
- Farmers Markets

From Mixed Farming to Specialization (Subtheme 1E)

The Susquehanna Heritage Area is home to a diverse range of existing agribusiness attractions that are currently marketed by the visitor bureaus, especially in Tioga County. The Heritage Area should facilitate and help coordinate this effort by engaging these existing businesses, supporting their initiatives, creating connections, and infusing Heritage Area related interpretation within them.

The story *From Mixed Farming to Specialization* should be told at:

- Agribusinesses
- Farmers Markets

Native Americans in the Upper Susquehanna (Theme 2)

Native American themes and stories are important to the area and tied to both the story of the region's natural history and to its early settlement.

Preserving a Stronghold: The Iroquois Confederacy (Subtheme 2B)

The Windsor area, the location of Ouaquaga and other villages; Owego and Hiawatha Island; and parks along the Susquehanna and Chenango Rivers are locations where the Native American story can be told. Outdoor exhibits along walking and riding trails are particularly appropriate ways in which the story can be presented.

The story *Preserving a Stronghold* can be shared at the following Heritage Area sites:

- Windsor, Ouaquaga
- Owego, Hiawatha Island
- Parks along the Susquehanna and Chenango Rivers
- Trails

Joseph Brant and the Revolution (Subtheme 2C)

The story of Joseph Brant, his leadership in aligning the Iroquois with the English, and his organization of border warfare against the New York frontier settlements should be focused in the Windsor area and should be the primary interpretive initiative of that area. The Sullivan-Clinton Campaign is a story told along the river in Binghamton and Union and can also be told at Owego.

Joseph Brant and the Revolution story can best be told at:

- Windsor, Ouaquaga
- Riverfronts in Binghamton, Union and Owego

2. Create a Regional Network of Interpretive Presentations

Recommendations for the interpretive presentation for the Susquehanna Heritage Area have been identified for primary, secondary, and tertiary resource areas. Whether located outside on a historically significant site, or inside a Heritage Area destination, interpretive kiosks, displays, and other information-sharing approaches will help to communicate the stories of the region with visitors. Outdoor interpretive kiosks and displays should be appropriately integrated into the landscape at publicly accessible locations. Computerized, interactive interpretive kiosks should also be considered at primary locations. Interactive computer interpretive kiosks were set up in both Susquehanna Heritage Area Visitor Centers and were popular elements of the visitor displays. When the touch screen element became outdated they were removed, but something similar could be fabricated and reinstalled using new technology and formats.

Interpretive displays that are unique to the Susquehanna Heritage Area can educate the public by providing an exciting experience for visitors and sustaining community interest for residents. A display that looks like a shoe in honor of Endicott-Johnson for instance is a bold statement that can be done in a sophisticated manner to showcase the unique heritage of the region and can serve as an example of how interpretation can cater to all age levels. The interpretive presentation within the Heritage Area can be expanded outside of individual communities to create a comprehensive and cohesive interpretive experience as noted below:

Susquehanna River

The Susquehanna River is an appropriate place for telling stories about the natural history of the region as well as for interpretation of Native American civilization that was concentrated along the river. Consequently, the themes *Natural Resources & Harnessing Nature* and *Native American in the Upper Susquehanna* should be interpreted at appropriate sites identified along the riverfront and State Route 17C. Waterfront trails, waterfront parks, and waterfront pull-offs are potential sites that may be suitable for interpretive displays.

Proposed Susquehanna Heritage Byway

The implementation strategy for the Susquehanna Heritage Area recommends that State Routes 17 and 17C be considered for designation as a state and national scenic byway, to be referred to as the Susquehanna Heritage Byway. The primary intrinsic quality for the byway would be its historical aspects and significance associated with the themes identified in this Management Plan Amendment. The designation of the byway is required to be a locally initiated effort that is ultimately approved by the state. The Susquehanna Heritage Area could support the efforts of the local municipalities in achieving this designation.

The Susquehanna Heritage Byway stretches across the southern portion of the Heritage Area from Deposit on the east (Old Route 17, current Route 28) to Waverly on the west (Route 17C), traveling through the communities of Binghamton, Johnson City, Endicott and Owego. For two-thirds of its course, the Susquehanna Heritage Byway follows the north bank of the

Susquehanna River. In the Triple Cities region, the proposed byway is urban in character and is in need of streetscape improvements, land development design standards, and initiatives to preserve remaining historic resources. East and west of the Triple Cities, the proposed byway is rural in character and is very enjoyable to drive with many scenic attributes.

As part of the preparation of a corridor management plan, an interpretive plan should be created that links the interpretation within byway communities with interpretation that can be implemented along the roadway itself. An interpretive brochure should be created for the byway, and itineraries, information on visitor facilities, and interpretive content should be available from the Heritage Area's website. Byway route signage should be installed using the Heritage Area's graphic identity. The signage should mark the route and should also provide wayfinding information to attractions, parks, agribusinesses, and other interpretive resources within easy distance.

Primary interpretation will be implemented in the byway communities. Additional interpretation can be implemented as exhibits at specific designated locations along the route. The interpretive plan for the proposed byway should identify the most appropriate locations for such exhibits. They might include scenic views, charming spots, parks, historic sites, crossroad villages, and appropriate businesses. Care and maintenance of each exhibit should be the responsibility of the host site, though exhibits and related infrastructure should be funded primarily by the Heritage Area and its partners. Exhibits can be waysides, kiosks, banners, signage, works of art, or landscapes interpreting subjects and stories associated with byway themes. Facilities at the exhibit locations should include automobile pull-offs and temporary parking areas, landscaping (especially canopy trees for shade), benches, and trash cans.

Local Heritage Byways

The Management Plan recommends that the secondary and tertiary roadway connections identified be developed as a system of local heritage byways. An interpretive plan should be prepared for the network of Local Heritage Byways linking the secondary villages and hamlets, as well as identified Heritage Area resource sites. Interpretive pull-offs could be created at selected locations along the byway routes, in addition to interpretation occurring at select sites along the routes.

Interpretation should focus on the subthemes associated with *Natural Resources & Harnessing*, *Native Americans in the Upper Susquehanna*, *Post-Revolutionary Frontier*, *The Early Agricultural Landscape*, and *From Mixed Farming to Specialization*. State, county, and local parks along the routes should be destinations with coordinated interpretive exhibits. Maps, brochures, and web-based interpretive and visitor service information should be provided for the byways. Agribusinesses should also be identified, but should have their own separate map, brochure, information and interpretive materials.

3. Continue to Enhance and Promote the Existing Visitor Centers

The Susquehanna Heritage Area Visitor Centers in Binghamton and Endicott are tangible successes associated with the heritage program. Both Centers have impressive interpretive displays and provide visitors with an insider perspective on the history and significance of the surrounding region. The new Susquehanna Heritage Area entity should continue to work with and support the efforts of the Visitor Centers and market them for greater visitation and use. Interpretive displays should be updated to reflect expanded interpretive themes and geographic boundaries of the Heritage Area.

4. Establish a Susquehanna Heritage Area Visitor Center in Tioga County

As discussed in recommendations for the Village of Owego, the Tioga County Historical Society Museum should be promoted as an interpretive and visitor center similar to those existing in Endicott and Binghamton. An interpretive plan should be prepared that outlines new exhibits for the museum, presenting the county and the town and connecting Heritage Area themes with local stories. The plan should describe how those exhibits can be coordinated with interpretation downtown and at nearby sites. Visitor information on the Heritage Area and Owego specifically should be provided within the entrance to the museum.

6.2.4. STRATEGIES FOR RECREATION AND NATURAL RESOURCES

1. Complete Local Cultural Landscape Inventories

The Susquehanna Heritage Area should support the efforts of local Towns and Villages to develop inventories of existing scenic and landscape resources to gain a better understanding of the distinct cultural and historic landscapes of the region. These efforts would help to raise and further awareness about the quality and significance of these resources within Broome and Tioga Counties. As determined to be appropriate after completing cultural landscape inventories, the Heritage Area may work with partners to prepare nominations to the National Register of Historic Places.

2. Use the Binghamton Metropolitan Greenway Study as a Guide When Planning Heritage Trails and Connections

The Susquehanna Heritage Area should work with regional partners, including the Binghamton Metropolitan Transportation Study and individual communities, to identify and create new trails and linkages, to extend and link existing trails, and to enhance new and existing trails, in accordance with the Binghamton Metropolitan Greenway Study. Enhancements to existing trails should include interpretive signage, information dissemination on the Heritage Area, and additional pedestrian amenities.

New trails and connections that support Heritage Area goals and objectives should utilize existing sources of technical and financial assistance that are available in Broome and Tioga Counties. Trail development that focuses on sharing regional resources with the larger community, expands recreational opportunities, and links heritage communities and resources should be considered a priority.

3. Develop and Enhance Gateways for the Heritage Area

The first impression one has when entering the Susquehanna Heritage Area is likely to resonate with visitors and residents for a long time. For most people, entering the Heritage Area will be by vehicle driving along Heritage Area roadways. Streetscape enhancements and improvements along the corridors can have a big impact on peoples' perceptions of the Heritage Area. Street trees, traffic calming elements, architectural fences and detailing, decorative crossings, lighting, benches and public facilities, such as restrooms, can all have a big impact on how people view a place. These details are particularly important at major gateways into the Heritage Area and at gateways into individual communities. Gateway and identity signage should be located at entryways along primary routes along the Heritage Area perimeter, including entry points along State Routes 17, 17C, 26, and 79. Signage should read, for example, "Welcome to the Susquehanna Heritage Area" and include a personalized tagline.

Gateway signs should also be installed at entryways into Heritage Area communities and could serve as both an introduction to the community and an acknowledgement that it is part of the

Susquehanna Heritage Area. Signage at major heritage attractions may also recognize that they are part of the Susquehanna Heritage Area. All signage should incorporate the Susquehanna Heritage Area logo which can create a simple visual linkage between signage and other materials prepared and developed for the Heritage Area.

4. Increase Opportunities for Waterfront Access

Throughout the Heritage Area there is the desire and need to expand waterfront access to the Susquehanna and Chenango riverfronts. Enhancements to waterfront trails, including updated or expanded interpretive signage and kiosks would improve the user experience. Identifying opportunities for greater usage of the riverfront could also be explored and should build upon waterfront planning and revitalization efforts occurring in waterfront communities in both Broome and Tioga Counties.

6.2.5. STRATEGIES FOR ECONOMIC AND COMMUNITY REVITALIZATION

1. Develop a Marketing Plan to Promote the Susquehanna Heritage Area

Increased tourism is one of the primary goals of the Susquehanna Heritage Area. Improving and enhancing local communities can contribute to an increased number of visitors as many people recognize good places to live also become good places to visit. As local communities move forward with their efforts associated with preservation, interpretation, recreation, and economic revitalization, they should recognize that one of the positive outcomes of those efforts may be increased visitation to the heritage region by out-of-towners. The Heritage Area should work with tourism agencies and organizations in both counties to continue to monitor and identify where visitors are coming from and what their habits are once they are in the region.

Marketing efforts, particularly in the short-term, need not focus on out-of-town visitors, but can focus on day-trippers and locals looking for a new and interesting experience. A Marketing Plan for the Heritage Area should look at venue development and locations, internet marketing – including the development of an independent Heritage Area website, thematic itineraries and packages that focus on a variety of topics unique to the Heritage Area, and enhanced visitor amenities. A unique tagline and brand, including a logo, should be developed for the Heritage Area that unifies the unique stories of Broome and Tioga Counties. The Heritage Area was awarded a grant in 2009 to develop a website for the Heritage Area. Funds from the grant may also provide an opportunity to develop a tagline or logo.

High quality visitor centers with regular operating hours and knowledgeable staff, business owners and workers should be educated about the Susquehanna Heritage Area and able to respond or direct individuals to locations where information is readily available. Museums, park personnel, and employees and hosts at other venues, such as galleries and performing arts productions, should also be well-informed about Heritage Area efforts.

Marketing and advertising campaigns, including websites, pamphlets, newspaper articles, and other promotional materials should be developed that incorporate the Susquehanna Heritage Area tag line, logo, and brand. Materials should be readily available on-line at a virtual visitor center, at the sites of the physical visitor centers, at local tourism agencies, and at destinations, businesses, and attractions within the Heritage Area.

2. Work with Local Communities to Develop Plans and Programs that Promote Revitalization

The unique character of the Susquehanna Heritage Area is highlighted in its city, villages, and crossroads hamlets, as well as throughout its rural landscape. Revitalization efforts should be focused in the villages and hamlets where varying levels and concentrations of infrastructure, resources, and potential are already in place. Corridors that cross municipal boundaries may also be the focus of future planning efforts that consider revitalization and interpretive activities.

Communities throughout the Heritage Area should prepare revitalization plans, or similar planning efforts, with the support of the Heritage Area. Plans for revitalization should look at local models, such as Owego, to determine what tools and techniques have been successful. Interpretation, including appropriate historical themes and presentations, should be considered in each community and should highlight the resources and stories that can be used to present recommended themes. Revitalization plans should be prepared in accordance with guidelines identified in the Management Plan Amendment and with technical assistance provided by the Heritage Area.

3. Support Efforts of Local Heritage Resources to Improve and Expand Facilities and Programs

First impressions often create lasting impressions. The condition and upkeep of a site is often as important as the content in which it is housed. A museum could have an exceptional exhibit but the experience may be mired by litter on the ground, lights with missing light bulbs, or broken exhibit cases. The Heritage Area should work with individual sites and communities to ensure facilities, sites, and streetscapes are maintained and contribute positively to the overall Susquehanna Heritage Area experience. Amenities, such as benches, lighting, and trash cans, in parks, along trails, and on downtown streets are an easy way to create a welcoming and user-friendly environment.

6.2.6. ACTIONS TO SUPPORT PROJECT GOALS AND OBJECTIVES

Specific recommendations and actions were developed for the Heritage Area associated with project goals and objectives. Specific action items are identified in subsequent Action Tables and represent measurable activities that should be completed in order to achieve a particular plan objective. The Action Tables, which outline the actions to support project goals and objectives, are designed to be a flexible, working document to track progress and to provide a reference and summary for plan users. For each action item identified in the Action Table, responsible parties and targeted timeframes for completion (on-going, short-, mid-, and long-term) are also identified. The Action Tables incorporate a status column that allows actions that have been achieved to be marked-off as completed.

The Action Tables are a comprehensive list of projects. Resources, including funding and personnel, may not be available to accomplish and achieve all projects identified within the Action Tables. Due to the organization of actions by goals and objectives, there is also the possibility for overlap of some action items. In an effort to maximize implementation of the Management Plan Amendment, Section 6.3 identifies a series of potential funding sources that can help Heritage Area communities, sites, and organizations in funding various activities identified in the Action Tables.

Acronyms Used in Action Tables

The following acronyms are used in the Action Tables:

BCHS

Broome County Historical Society

BMTS

Binghamton Metropolitan Transportation Study

BOA

Brownfield Opportunity Area

CLG

Certified Local Government

DOT

Department of Transportation, New York State

IDA

Industrial Development Agency

LWRP

Local Waterfront Revitalization Program

OPRHP

Office of Parks, Recreation, and Historic Preservation, New York State

NYS HA AC

New York State Heritage Area Advisory Council

NYS HAA

New York State Heritage Area Association

NYS HAS

New York State Heritage Area System

PAST

Preservation Association of the Southern Tier

SHA

Susquehanna Heritage Area

SHPO

State Historic Preservation Office

TCHS

Tioga County Historical Society



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GOAL 1:
PRESERVATION AND STEWARDSHIP

Implement strategies for the preservation and revitalization of the historic, cultural, recreational, and natural resources within the Susquehanna Heritage Area.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Survey and identify the resources within the Susquehanna Heritage Area so that they may be recognized and protected into the future.	Perform historical, cultural, and natural resource surveys to inventory resources at a local level. Surveys will help to identify exemplary buildings, sites, and landscape features worthy of historic designation as well as any buildings, sites, and landscape features which may be endangered.	Local communities & Historic Preservation organizations SHA technical assistance	Short-term	
	Coordinate with local communities to identify and secure funding and services to complete resource inventories.	Local communities & SHA technical assistance	Short-term	
	Identify and maintain a list of threatened and endangered buildings and sites throughout Broome and Tioga Counties.	PAST, SHA, Preservation League of NYS & Local Historical Societies	Short-term	
Objective 2: Actively support programs and initiatives that protect and enhance the historic, cultural, and recreational resources within the Susquehanna Heritage Area.	Encourage and assist local communities in identifying and implementing tools to evaluate the impact of new development and planning proposals on identified historical, cultural, and natural resources.	Local communities, SHA & state resources	On-going	
	Assist local communities in identifying and implementing planning tools to protect historic, cultural, natural resources and landscapes.	Local communities, SHA and State resources	On-going	
	Encourage local communities to adopt and update local plans, such as comprehensive plans, design guidelines, open space plans and Local Waterfront Revitalization Program.	Local communities, SHA and State resources	On-going	
	Implement a heritage awareness campaign, such as workshops, promotional brochures, and newsletters to educate local property owners, residents, and developers about the value of the region's heritage resources, including personal benefits associated with the protection of these resources.	SHA administration, Commission & Advisory Board membership	On-going	
	Create a catalog inventory of existing municipal planning documents that have the potential to impact preservation efforts in each community. This will provide a framework of knowledge and resources for planning and land use recommendations in accordance with the goals of the Heritage Area Management Plan Amendment.	Individual communities working with SHA administration	On-going	
	Identify "best practice" techniques for preservation of historic, cultural, and natural resources and share with local community leaders and decision makers.	NYS Heritage Development Team	Short-term	In Progress
	Organize an annual meeting of all community leaders to discuss best practices and implementation of local programs to further support Heritage Area objectives.	SHA communities & administration	Mid-term	
Objective 3: Preserve and protect historic buildings, structures, districts, and landscapes within the Susquehanna Heritage Area.	Support and encourage the successful implementation and on-going efforts of City of Binghamton, Village of Endicott, Village of Johnson City, Village of Owego, Town of Vestal and other communities that may have existing preservation ordinances.	Local communities, SHPO & SHA technical assistance	On-going	
	Support and encourage community efforts to establish Local Historic Districts as desired and proposed within individual municipalities. Provide information of preservation "Best Practices" for respectful rehabs and alternative means of historic resource protection that may not include traditional historic district designations.	Local communities, SHPO & SHA technical assistance	On-going	
	Support the efforts of communities with preservation ordinances to consider designation under the Certified Local Government program for additional benefits to their locally designated historic districts.	Local communities, SHPO & SHA technical assistance	On-going	
	Work with the Village of Windsor and other communities to establish local historic districts, design review procedures or other means of protection for buildings located within State and National Register Historic Districts.	Village of Windsor, local communities & SHA technical assistance	On-going	
Objective 4: Assist local government and interest groups in developing and implementing resource management tools, identified in the Management Plan, aimed at protecting the character of historic resources.	Meet with local community leaders and decision makers about implementing local plans and policies that would promote the protection of existing historic resources.	Local communities & SHA administration	On-going	
	Identify "best practice" techniques and raise awareness about the importance of preserving historic, cultural, and natural resources within the Heritage Area by working with local community leaders, organizations and decision makers.	SHA administration, Commission & Advisory Board	Short-term	
	Support local communities in their efforts to establish local historic commissions which may have varying levels of power dependent on the needs of the individual community.	Local communities working with SHA administration	On-going	
	Identify communities within the Heritage Area, including Endicott, Waverly, Vestal, and Windsor, that have the framework in place for seeking Certified Local Government designation. Work with these communities and their local leaders to achieve the required steps associated with designation and to file applications for designation.	Local communities, State CLG office, & SHA technical assistance	Mid-term	



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Objective	Associated Actions	Responsible Party	Time-Frame	Status
<p>Objective 5: Continue to identify and seek local, state, and national designation of historic resources.</p>	Use completed historic resource surveys as a guide to identify key historic structures, sites, buildings, and districts that may be eligible for historic designation. Consider multiple property listings for industrial, residential, agricultural or cultural resource significance.	Local communities, partner organizations & NYS SHPO	Mid-term	
	Encourage local historic societies, property owners, or non-profit organizations to prepare state and national nominations for strategic buildings, structures, and sites within the Heritage Area.	Local partner organizations, SHPO, and interested property owners	On-going	
	Prepare an inventory of cultural landscapes and prepare nominations for designation as determined to be appropriate.	Local communities & SHA administration	Long-term	
	Support community efforts to establish Local Historic Districts as desired and proposed within individual municipalities.	Local communities & SHA technical assistance	Mid-term	
<p>Objective 6: Restore, promote, and operate vintage carousels as an important legacy for the region as well as other primary attractions that have historic significance.</p>	Continue on-going efforts associated with the maintenance, restoration, and operation of the carousels.	Local communities	On-going	
	Continue to implement the Ride-the-Carousel Circuit program and highlight the vintage carousels as an attraction in promotional materials developed for the Heritage Area.	State agencies, SHA administration, Commission & Advisory Board	On-going	
	Encourage and promote further protection, restoration and recognition of other regional attractions such as Ross Park Zoo, Roberson Museum, Historic Owego Marketplace, Chenango Valley State Park, and others..	State agencies, SHA administration, Commission & Advisory Board	On-going	
<p>Objective 7: Encourage the use of design guidelines in Heritage Area communities to ensure compatibility with neighboring historic structures and sites.</p>	Work with all communities within the Heritage Area that have historically significant buildings and sites to identify a strategy for locally designating individual buildings and developing a design review procedure for future projects that have the potential to impact these sites and buildings.	Local communities and SHA technical assistance	Mid-term	
	Create a handbook of general design guidelines and best practice techniques for historic buildings, districts, and sites that can be distributed and shared with Heritage Area communities.	Local design commissions and NYS technical assistance	Mid-term	



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GOAL 2:
EDUCATION AND INTERPRETATION

Develop, coordinate and implement an education and interpretive program that strengthens regional identity within the Susquehanna Heritage Area based upon the region’s historical development.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Promote public awareness through the thoughtful interpretation of the themes of the Susquehanna Heritage Area which tell the stories of the diverse people, places and events associated with the region.	Develop a coordinated program for telling the collective stories of the region in visitor’s centers, in the landscape and at strategic sites throughout the Heritage Area through the incorporation of interpretive signs, kiosks, and exhibits. Incorporate the interpretive recommendations identified in the SHA Management Plan Amendment.	SHA administration , local heritage sites, local communities & partner organizations	Short-term	
	Establish thematic tours associated with the ethnic, religious, and cultural settlements of the area for residents and visitors.	SHA administration, local heritage sites & partner organizations	Short-term	
	Promote educational and thematic tours developed for the Heritage Area to media, local officials, tour operators, and travel agents.	SHA administration, local heritage sites and state & local partner organizations	Short-term	
Objective 2: Develop a coordinated regional system of gateways, wayfinding and interpretive signage to help visitors experience the Susquehanna Heritage Area.	Develop a system of interpretive directional signs, wayside exhibits, and interpretive kiosks.	SHA administration, NYS HAS, local heritage sites, NYS DOT, BMTS & LWRP	Mid-term	
	Work with local officials and New York State Department of Transportation to implement a signage program that meets state requirements but also serves to promote the Heritage Area by relaying information and directing people to key attractions and destinations, as well as entry signs introducing the Heritage Area.	SHA administration, NYS HAS, local heritage sites, partner organizations & NYS DOT	Mid-term	
Objective 3: Interpret and share the histories of the region’s peoples and communities through guidebooks, exhibits, films, websites, and brochures.	Implement the interpretive recommendations within the Management Plan Amendment.	SHA administration, local heritage sites & partner organizations	On-going	
	Work with local communities, organizations, and attractions to identify specific sites suitable for telling the stories of the Heritage Area.	SHA administration and local heritage sites	On-going	
	Identify funding opportunities to offset costs associated with the development of promotional materials that relay the interpretive stories of the Heritage Area.	SHA administration	Short-term On-going	
	Identify a location in the Village of Owego that could serve as an interpretive visitor center, such as the Tioga County Historical Society Museum.	Village of Owego, TCHS & SHA administration	Mid-term	
	Support the efforts of all historical societies and historical museums in the Heritage Area. Work with these organizations to establish a comprehensive research network so historical information is uniformly available and accessible.	SHA administration, NYS HAS and Historical Societies and Museums	Mid-term	
Objective 4: Coordinate educational goals with local educational institutions and implement programs that can be incorporated into school curriculum.	Work with local school districts to develop and coordinate curriculum and programs that educate school-age children about the Heritage Area, its assets, and the importance of preservation.	Local school districts & SHA administration	Short-term	
	Encourage the coordination of educational programs already occurring at existing Heritage Area sites. Market these coordinated educational programs to local schools, community organizations, and church groups.	SHA and school administrations, NY HAA, Visitor Centers and local heritage sites	Short-term	
	Develop newsletters and handouts that provide information about Heritage Areas in a manner that is student-friendly.	SHA administration	Short-term	
	Work with local schools, senior centers, religious and youth organizations to develop a volunteer program for youths, adults, and seniors in the Heritage Area who could have the opportunity to volunteer at specific sites or to undertake specific project assignments. The volunteer program could be called V.I.P’s – Volunteers in Preservation.	Local school districts, Senior Centers, Heritage sites, religious organizations, local youth groups and SHA administration	Short-term	
Objective 5: Develop audio/visual programs, newsletters, and other media for use in local schools and visitor centers to foster public awareness about the Heritage Area.	Prepare and distribute a quarterly newsletter about current events in the Heritage Area. Have newsletter available at Visitor Centers, Heritage Area sites and attractions, and on the Heritage Area website.	SHA administration & NYS HAS	Mid-term	
	Develop audio/visual programs for incorporation into Visitor Centers to tell emerging stories relevant to the Heritage Area.	SHA administration and NYS HA Visitor Centers	Mid-term	
	Develop audio tours to help guide people through the Heritage Area. Create a series of audio tours with specific themes and/or geographical focus.	SHA administration, Commission & Advisory Board	Mid-term	



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**GOAL 3:
RECREATION AND NATURAL RESOURCES**

Enhance recreational opportunities, linkages, and access within the Susquehanna Heritage Area and build upon the community spirit and pride generated by existing special events and festivals.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Create an inventory of natural areas, scenic landscapes, byways, and viewsheds to ensure they are protected.	Prepare a scenic resource inventory for all of Broome and Tioga counties that identifies areas of unique viewshed quality.	Local communities with SHA administration	Long-term	
	Create a scenic area plan that recognizes specific areas identified in the scenic resource inventory and makes recommendations in consideration of enhancement, promotion and protection of these special areas.	SHA administration, local communities, state agencies and rural organizations	Long-term	
	Participate in public discourse regarding initiatives that may adversely impact the scenic and rural resources of the Heritage Area.	SHA Commission & Advisory Board, state agencies, local communities, and partner organizations	On-going	
Objective 2: Integrate recreational resources and opportunities into the overall Susquehanna Heritage Area experience.	Identify thematic tours associated with the Heritage Area's natural and recreational resources.	SHA administration, local communities and partner organizations	Short-term	
	Incorporate recreational resources and opportunities into Heritage Area promotional materials to market the region as a "Healthy Vacation" destination.	SHA administration, NYS HAS, SHA Commission & Advisory Board and partner organizations	Mid-term	
Objective 3: Establish and promote pedestrian, bicycle, and vehicular routes along designated scenic roadways and corridors linking the historic, recreational, and cultural resources within Broome and Tioga Counties.	Identify and establish heritage corridors and themed routes that link major resources and destinations and include existing trail and greenway initiatives for development, enhancement and promotion of the Heritage Area.	SHA administration, local communities, BMTS, NYS DOT & LWRP	Short-term	
	Consider local, state or national scenic byway designation along Routes 17 and 17C, as well as other identified scenic roadway linkages and corridor connections in the Heritage Area.	Local communities, SHA administration, appropriate state and national agencies	Mid-term	
	Work with and support local communities and recreation organizations in their efforts to develop and enhance trail systems within the Heritage Area.	SHA administration, NYS HAS, local communities, NYS DOT, BMTS and LWRP initiatives	On-going	
	Incorporate signage along travel routes that incorporate the graphic identity of the Heritage Area to contribute to a cohesive overall experience.	SHA administration, NYS HAS, other agencies, local communities, NYS DOT, potential funding organizations	Mid-term	
	Work with local communities to identify, seek funding for, and install amenities along key routes linking Heritage Area resources.	SHA administration, NYS HAS, local communities, NYS DOT, BMTS and LWRP initiatives	Mid-term	
	Work with BMTS and involved communities to implement the Binghamton Metropolitan Greenway Study and other regional trail initiatives through the state LWRP, Chesapeake Bay Gateway Network and others.	BMTS, LWRP, Chesapeake Bay Gateway network, SHA administration and other partner organizations	On-going	
	Promote scenic roadways and corridors and scenic byways on Tioga County and Broome County GIS, chamber of commerce maps, and travel maps.	SHA administration, Commission & Advisory Board, Convention & Visitor Bureaus & NYS HAS	Short-term	
Objective 4: Create enhanced access, usage, and recreational opportunities along the Susquehanna and Chenango Rivers.	Identify additional locations for public access to the Susquehanna and Chenango Rivers.	County-wide LWRP initiative	Mid-term	
	Install signage at existing waterfront access points and incorporate into promotional and marketing materials.	County-wide LWRP initiative, local communities and partner organizations	Mid-term	
Objective 5: Continue improvements and enhancements to trails, promenades, plazas, parks, streetscapes, and other pedestrian-oriented spaces within the Heritage Area.	Enhance existing waterfront resources, including the River Trail in Binghamton and Riverwalk in Owego, with interpretive displays and pedestrian amenities to promote utilization of these unique recreational resources.	Local communities, LWRP initiatives & SHA technical assistance, partner organizations	Short-term	
	Incorporate outdoor interpretive displays in parks, along trails, on downtown streetscapes, and at other public spaces as identified.	Local communities & SHA technical assistance	Mid-term	
Objective 6: Promote and support existing recreational opportunities afforded by municipal, county, and state parks within the Heritage Area.	Develop a recreational brochure that highlights the recreation opportunities available at the state forests, state parks, county parks, and municipal parks within the Heritage Area.	SHA administration, local communities, county and state agencies, NYS HAS & NYS OPRHP	Short-term	
	Incorporate information on park and recreation facilities as a separate searchable link on the Heritage Area website.	SHA administration and partner organizations	Short-term	
	Incorporate the Recreation and Natural Resources Map from the Management Plan Amendment on the Heritage Area website for people to reference the exact location of recreational facilities.	SHA administration and partner organizations	Short-term	



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GOAL 4:
COMMUNITY AND ECONOMIC REVITALIZATION

Develop programs and strategies for the Susquehanna Heritage Area that support community revitalization efforts, as well as the region's local economies, through the promotion of the historic, cultural, recreational, and natural resources of Broome and Tioga Counties.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Use heritage resources to promote and stimulate economic activity in village centers and to promote entrepreneurial activity and small business development.	Support the creation and implementation of community-based façade improvement programs.	Local communities, SHA & NYS HAS technical support	Short-term	
	Support and work with Economic Development entities and Main Street programs throughout Broome and Tioga Counties.	SHA administration & Economic Development entities and partners	On-going	
	Maintain contact and coordination with Merchant Associations and Local Development Corporations for small business development.	SHA Commission & Advisory Board & local business organizations	On-going	
	Promote the positive relationship between heritage area development, enhancement of local quality of life and increased tourism.	Convention & Visitors Bureau, NYS HAS, SHA administration and partner organizations	On-going	
	Concentrate short-term revitalization efforts and monies in primary and secondary resource areas as identified on the Concept Plan.	Local communities, partner organizations and SHA technical assistance	Short-term	
	Work with local communities to identify and develop commercial core improvements.	Local communities, IDA's, partner organizations and SHA administration	Short-term	
Objective 2: Strengthen historic community centers through community revitalization initiatives, such as the Main Street program.	Encourage the participation of Heritage Area communities in the Main Street program initiatives.	Local communities, business groups and Main Street program	Short-term	
	Support local communities in the implementation of Main Street programs.	Local communities, Main Street organizations, business groups & SHA technical assistance	Short-term	
Objective 3: Identify public and private partnerships that will enhance long-term economic growth and stability in Broome and Tioga Counties based upon historic community character.	Support the efforts of all local communities in the Heritage Area to develop community-specific revitalization plans, with a focus on plans for revitalizing city and village centers. Work with community leaders to ensure that Heritage Area goals and objectives are consistent with individual revitalization plans.	Local communities and SHA administration	Short-term	
	Continually work with identified heritage partners, at all levels, to identify opportunities for economic growth.	SHA administration, NYS HAS, local communities, and Economic Dev. entities	On-going	
	Support private investment in the full use of existing historic buildings through the creation of local incentive programs. These programs may include façade improvement funding, tax incentives, or other locally administered program.	Heritage site property owners, NYS HAS & SHA technical support	Mid-term	
Objective 4: Identify funding and investment opportunities within the Heritage Area that help to further the vision of the Management Plan Amendment.	Focus business development and marketing efforts, as defined in the Management Plan Amendment, in primary village centers which can serve as catalysts for efforts in outlying areas.	Local communities, SHA technical support and Economic Development entities	Short-term	
	Work with local municipal officials to secure funding to assist in the restoration, rehabilitation, and full use of historic structures in downtown cores.	Local communities, SHA & NYS HAS technical support, Main Street and other public and private programs	Short-term	
	Coordinate Heritage Area efforts with other regional planning and development efforts that fall within the Heritage Area, such as the Endicott-Johnson Brownfield Opportunity Area, in order to maximize funding potentials.	Local communities and SHA administration, SHPO, BOA's, SHA Commission & Advisory Board	On-going	
	Encourage and support the implementation of local, state and federal tax incentives for restoration and adaptive reuse of historic structures.	Local communities, SHPO, NYS and Federal Heritage Areas	On-going	
Objective 5: Support local communities in their efforts to promote cultural tourism as a powerful economic catalyst for community improvement and revitalization.	Work with local communities to link cultural fairs and special events to create a full itinerary for attracting potential visitors. Develop a course of action for implementation.	Local communities, SHA administration, Commission & Advisory Board and partner organizations	Short-term	
	Support the preservation of agricultural resources by providing technical assistance, tourism development support, and assisting with funding for special projects.	Local communities, Cornell Cooperative Extension, and agri-business organizations	On-going	
Objective 6: Support efforts aimed at the successful implementation of regional and local fairs, festivals, and special events.	Use special events and festivals as a marketing platform for the Heritage Area, promoting other attractions and programs.	SHA administration, Commission & Advisory Board and NYS HAS	On-going	
	Identify and host 1-2 new annual events that celebrate the themes associated with the Heritage Area. The events could help promote the Heritage Area at a local and regional level.	SHA administration, Commission & Advisory Board, local heritage sites	Short-term	
	Incorporate special events and festivals into tours and itineraries developed for the Heritage Area. Connect local events into a regional network of heritage experiences.	SHA administration & local organizations	Short-term	
	Identify the dates, times, and locations of all relevant special events on the Heritage Area website. Include summaries and explanations of each event. Include these special events on the Heritage Area "Calendar of Events," to be available online and in hard copy at Visitor Centers.	SHA administration	Short-term	



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GOAL 5:
MARKETING AND PROMOTION

Develop a marketing program that promotes the region’s unique historic, cultural, recreational, and natural resources to a wide audience, in order to increase visitation to the Susquehanna Heritage Area.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Develop an identity that captures the vision of the Susquehanna Heritage Area and that can be used consistently in marketing and promotional efforts.	Develop a specific identity and brand for the Susquehanna Heritage Area that graphically depicts the overarching theme and message that captures the interest and imagination of residents and visitors.	SHA administration, Commission and Advisory Board	Short-term	
	Work with a public relations or graphic design firm to develop a graphic identity for the Heritage Area. Create a tag line for use in promotional materials and in displays that is consistent throughout the Heritage Area.	SHA administration, Commission and Advisory Board	Short-term	
	Reach out to the NYS Department of Transportation to determine what opportunities exist for updating signage in the Heritage Area to more accurately reflect current and future resources and local identity.	SHA administration, NYS HAS and NYS DOT	Short-term	
Objective 2: Coordinate promotional activities of the Susquehanna Heritage Area with local, regional, and state organizations and marketing campaigns.	Coordinate with the New York State Economic Development - I Love New York Campaign to ensure that the Susquehanna Heritage Area is highlighted in state promotional and marketing materials and information is provided on their website. Continue to work with NYS OPRHP and ensure up-to-date information is provided to NYS OPRHP so the Heritage Area is accurately depicted on marketing materials.	SHA administration, Commission & Advisory Board, state agencies, NYS HAS and Convention and Visitors Bureaus	Short-term, On-going	
	Establish and maintain relationships with the Tioga Office of Tourism and Greater Binghamton Visitor and Convention Bureau to ensure information on the Heritage Area is disseminated on a regional level. Meet with the directors of each agency to discuss future cooperative efforts and mutual benefits to maintaining a strong working relationship.	SHA administration, Commission & Advisory Board, Broome & Tioga Convention and Visitor Bureaus and local organizations	On-going	
	Reach out to the Endless Mountains Heritage Area in Pennsylvania to determine if there is any potential for cross-marketing.	SHA administration & Pennsylvania Heritage Parks	Mid-term	
	Maintain established relationships with local heritage partners, including the County planning agencies, PAST, the Visitor Centers, and other partners identified in the Management Plan. Identify opportunities for cross-marketing and promotion.	SHA administration, Commission & Advisory Board	On-going	
	Organize an annual meeting among agritourism owners and operators in the Heritage Area to share ideas, concerns, and to determine approaches for better promotion and marketing of the regions agribusiness resources.	SHA administration & local agribusiness organizations	Mid-term	
	Organize an annual meeting among cultural resource operators in the Heritage Area to share ideas, concerns, and to determine approaches for better promotion and marketing of the regions cultural resources.	SHA administration, Commission & Advisory Board, local heritage sites	Mid-term	
	Organize an annual meeting among recreation stakeholders in the Heritage Area to share ideas, concerns, and to determine approaches for better promotion and marketing of the regions recreation and natural resources.	SHA administration, Commission & Advisory Board and local recreational sites	Mid-term	
	Objective 3: Develop marketing materials and a cohesive signage and wayfinding program specific to the Heritage Area, including a website that highlights the historic context, interpretive themes, and resources within the Susquehanna Heritage Area.	Create a website that is specific to the Heritage Area and includes links to resources and attractions, as well as visitor services, creating a virtual visitor center. Incorporate itineraries and maps for themed trips and visits on the website to help streamline the planning process for visitors. Develop a Calendar of Events on the website.	SHA administration, NYS HAS technical assistance, partner organizations	In progress
Ensure the Susquehanna Heritage Area website is accessible from other related heritage websites to create a continual link of information. It should be linked from County tourism websites, individual resource websites, and websites for individual municipalities.		SHA administration	Short-term	
Work with NYS Heritage Area System, state agencies, and local entities to develop and implement a comprehensive signage and wayfinding program consistent with the Heritage Area		SHA administration, state agencies, NYS HAS, NYS DOT, local communities	Short-term	
Recruit a group of volunteers that may have an expertise in graphic design or marketing to assist in the development of Heritage Area promotional materials. Volunteers may be recruited through local school programs, senior groups, church groups, or local community organizations.		SHA administration, Commission and Advisory Board, local organizations and educational institutions	Short-term	



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Objective	Associated Actions	Responsible Party	Time-Frame	Status
<p>Objective 4: Identify programming, such as themed tours, that will guide visitors through the Heritage Area in a meaningful manner that is both educational and entertaining.</p>	<p>Develop a series of Cultural Resource themed tours of the Heritage Area. These could be developed in a geographic context as well as a “themed” context, such as a tour related specifically to galleries or performing arts. The Cultural Resource map and inventory in the Management Plan Amendment can be used as a starting point for developing routes.</p>	<p>Heritage sites, SHA administration and local organizations</p>	<p>Mid-term</p>	
	<p>Develop a series of Agritourism themed tours of the Heritage Area. These could be developed in a geographic context as well as a “themed” context, such as a tour related specifically to specialty agriculture businesses or flower and garden agribusinesses. The Agritourism Resource map and inventory in the Management Plan Amendment can be used as a starting point for developing routes.</p>	<p>Agritourism sites and SHA administration</p>	<p>Mid-term</p>	
	<p>Develop a series of Recreation and Natural Resource themed tours of the Heritage Area. These could be developed in a geographic context as well as a “themed” context, such as a tour related specifically to certain types of activities or natural resource attributes. The Recreation and Natural Resource map and inventory in the Management Plan Amendment can be used as a starting point for developing routes.</p>	<p>Recreational sites and SHA administration</p>	<p>Mid-term</p>	
	<p>Develop a series of themed tours associated with the history of the Heritage Area. These could include themed tours associated with specific interpretive themes as presented in the Management Plan Amendment or types of resources, such as historical societies, museums, or other locations where interpretive displays are present. The maps and inventory of resources in the Management Plan Amendment can be used as a starting point for developing routes.</p>	<p>Heritage sites, local organizations and SHA administration</p>	<p>Mid-term</p>	
	<p>Develop a themed tour associated with historic districts and national and state designated buildings within the Heritage Area. Historic resource maps and inventories within the Management Plan Amendment can be used as a guide for identifying routes and destinations.</p>	<p>Local communities & organizations, heritage sites and SHA administration</p>	<p>Mid-term</p>	
	<p>Work with communities to develop local community-based tours of heritage resources and key points of interest within their individual communities. Use Owego as a model for how to develop and implement.</p>	<p>Local communities, Village of Owego and SHA administration</p>	<p>Mid-term</p>	
	<p>Incorporate information on themed tours into promotional materials for the Heritage Area and provide information on the Heritage Area website.</p>	<p>SHA administration</p>	<p>Mid-term</p>	



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GOAL 6:
PARTNERSHIPS AND COLLABORATION

Identify and foster long-term partnerships between municipalities and organizations to ensure the vision of the Susquehanna Heritage Area is implemented on the foundation of community collaboration.

Objective	Associated Actions	Responsible Party	Time-Frame	Status
Objective 1: Expand the existing management entity to include representatives from new communities and work to ensure the continued successful implementation of the Susquehanna Heritage Area Management Plan Amendment.	Seek approvals or acceptance of the Susquehanna Heritage Area Management Plan Amendment by Broome and Tioga Counties and each City, Town, and Village within the Counties that wish to participate as identified on the proposed boundary description.	SHA administration and local communities	Short-term	
	Establish an interim and long-term management structure for the Susquehanna Heritage Area.	SHA administration, Commission and Advisory Board, participating communities	Short-term	
	Identify potential sources of revenue for administration costs associated with the Susquehanna Heritage Area, including grant resources, special events and fundraising, corporate donations, municipal contributions, etc.	SHA administration, Commission and Advisory Board, participating communities	Short-term	
	Seek approval by the NYS Heritage Area Advisory Council and request NYS Heritage Area Law amendment for the recognition of communities within Broome and Tioga Counties.	SHA administration, NYS HAS & AC and local state legislators and communities	Short-term	
	Work with local governments and other program and organizational leaders in the region to identify opportunities for shared administrative services associated with developing, coordinating, and implementing programs associated with the Susquehanna Heritage Area.	Local communities & organizations, SHA administration, Commission & Advisory Board	Short-term	
	Maintain the Susquehanna Heritage Area Commission and Advisory Board as part of the framework for programming, decision-making, and implementation of the Heritage Area. Consider modifications to appointments as new communities willing to participate are added to the Susquehanna Heritage Area.	SHA administration and participating Heritage Area communities	Short-term	
Objective 2: Promote on-going and regular communication, collaboration, cooperation, and commitment among Heritage Area communities to implement strategies and programs.	Develop and maintain a communication and information dissemination system that offers updated information on the Heritage Area to communities within the boundaries.	SHA administration	Mid-term	
	Organize regular meetings with Heritage Area communities and organizations to discuss ideas, current and future implementation projects, funding opportunities, and opportunities for partnering and collaboration.	SHA administration, SHA Commission & Advisory Board, Heritage sites & partner organizations	Mid-term	
	Maintain an accessible list of community and regional contacts interested in, and supportive of, Heritage Area efforts.	SHA administration	On-going	
	Implement a process for annual review and update of Heritage Area goals, objectives and associated actions to ensure relevancy of on-going and future projects.	SHA administration, SHA Commission & Advisory Board, Heritage Area communities		
	Foster relationships between Heritage Area organizations and communities as well as existing cultural and neighborhood groups already established in the communities within the Heritage Area.	SHA administration, Commission & Advisory Board, local heritage-related organizations	On-going	
Objective 3: Form partnerships with local, regional, state, and national organizations, agencies, and stakeholders to support the implementation of Management Plan Amendment strategies.	Coordinate with other state-designated Heritage Areas in New York to determine potential partnerships and opportunities for joint programming and marketing. Use on-going communication with other Heritage Areas as resources for information sharing and learning about others successes.	SH A administration, NYS HAS, NYS HA Association, NYS HA AC, NYS Heritage Development Team	On-going	
	Establish lines-of-communication among key partners and players in the National Heritage Areas program.	SHA administration, NYS Heritage Development Team & National Heritage Areas program	Mid-term	
	Maintain active participation in the NYS Heritage Area Association.	SH A administration, NYS HAS, NYS HA Association	On-going	



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6.3. Funding Opportunities

Funding, both from the public and private sector, will be needed in order to fully realize the vision, goals, and objectives of the Susquehanna Heritage Area. The following section identifies funding opportunities that may exist for various actions and strategies identified in the Susquehanna Heritage Area Management Plan Amendment. The funding opportunities are organized under the four goal areas of preservation and stewardship, recreation and natural resources, education and interpretation, and economic and community revitalization.

This list of potential funding sources should not be considered comprehensive and the availability of grants and offering of grant providers are constantly changing. Additional research of all funding sources listed within the Susquehanna Heritage Area Management Plan Amendment should be completed to better gauge the appropriateness and eligibility of certain projects, as well as to understand application requirements and whether the grant program is currently accepting applications.

6.3.1. Preservation and Stewardship

A number of funding sources have been identified to assist communities and organizations in identifying potential grants and programs available for implementing preservation and stewardship strategies and actions within the Susquehanna Heritage Area.

The following table summarizes the funding opportunities, with additional information on each (eligibility, funds available, applications, websites) provided on subsequent pages.

Funding Sources for Preservation and Stewardship Projects

Grant Name	Summary of Eligible Project Types
NYS Historic Tax Credit for Income Producing Properties (New York State)	Tax credit for rehabilitated historic commercial, industrial, agricultural, or rental residential units. Private single family residences are not eligible. Must be used in conjunction with Federal Historic Preservation tax credit.
NYS Historic Homeowner Rehabilitation Tax Credit (New York State)	Tax credit for rehabilitation costs on qualified historic residential structures.
NYS Historic Barns Tax Credit (New York State)	Tax credit for rehabilitation costs on qualified barn structures.
Federal Historic Preservation Tax Credit (National Park Service / Internal Revenue Service)	Tax credit for rehabilitated historic commercial, industrial, agricultural, or rental residential units. Private single family residences are not eligible.
Historic Preservation Program / Environmental Protection Fund (NYS OPRHP)	Matching grant program for preservation, rehabilitation, and restoration projects for properties listed on the State or National Registers of Historic Places.
Heritage Areas Program / Environmental Protection Fund (NYS OPRHP)	Matching grant program for preservation, rehabilitation, and restoration projects for lands, water, or structures identified within an approved management plan in a designated NYS Heritage Area.
Preserve New York Grant Program (NYS Council on the Arts)	Completion of cultural resource surveys. Completion of historic structure reports. Completion of historic landscape reports.
American Heritage Preservation Grants (Bank of America)	Preservation of artifacts and materials in libraries and small museums.
Certified Local Government Program (NYS SHPO)	Grants for various preservation projects and programs. Training. Legal and technical assistance.
Sacred Sites Program (The New York Landmarks Conservancy)	Exterior restoration to religious buildings, including stained glass. <ul style="list-style-type: none"> Roofing and drainage system repairs Structural repairs and masonry repointing and restoration

Susquehanna Heritage Area Management Plan Amendment

Grant Name	Summary of Eligible Project Types
National Trust Preservation Funds	<p>Preservation planning associated with architecture, planning, organizational development, and law.</p> <p>Intervention funds for preservation emergencies.</p>
Johanna Favrot Fund for Historic Preservation	<p>Obtaining professional advice associated with preservation.</p> <p>Hosting or attending conferences.</p> <p>Hosting or attending preservation workshops.</p> <p>Hosting education programs.</p>
Cynthia Woods Mitchell Fund for Historic Interiors	<p>Preservation, restoration, and interpretation of historic interior spaces:</p> <ul style="list-style-type: none"> • Obtaining professional expertise • Print and video communication materials • Educational programs
Preservation and Access Research and Development Grant – National Endowment for the Humanities	<p>Digital preservation.</p> <p>Recorded sound and moving collections.</p> <p>Preventative conservation.</p>
Preservation Assistance Grant – National Endowment for the Humanities	<p>General preservation assessments.</p> <p>Consultations with professionals.</p> <p>Purchase of storage furniture and preservation supplies.</p> <p>Purchase of environmental monitoring equipment.</p> <p>Education and training.</p>
America’s Historical and Cultural Organizations Grant – National Endowment for the Humanities	<p>Offers both planning and implementation grants for projects which seek to explore the stories, ideas, and beliefs which deepen our understanding of the world. Can be used for various types of displays, publications, and materials, ranging from scholarly research to actual development of materials.</p>
Save America’s Treasures	<p>Preservation and conservation projects (implementation) on nationally significant artifacts and nationally significant historic structures and sites.</p>
SAFETEA-LU (and subsequent federal transportation programs) – New York State Department of Transportation	<p>Historic preservation research, planning, acquisition, and developmental projects along transportation corridors or improve the quality of a highway and its surrounding area.</p>
National Endowment for the Arts – Access to Artistic Excellence	<p>Conservation of outdoor public monuments.</p>
Acquisition Program / Environmental Protection Fund (NYS OPRHP)	<p>Matching grant program for the acquisition of a permanent easement or fee title to lands, waters or structures for use by all segments of the population for conservation or preservation purposes.</p>

New York State Historic Tax Credit for Income Producing Properties

Summary: A New York State tax credit program that must be used with the Federal Historic Preservation Tax Credit.

Eligibility: Owners of income producing properties in New York State approved to receive federal tax credit

Funds: 20% of the total credit value up to \$5,000,000

Application: Rolling

Information: <http://nysparks.state.ny.us/shpo/tax-credit-programs/>

New York State Historic Homeownership Rehabilitation Tax Credit

Summary: A program that provides a credit for 20% of qualified rehabilitation costs on historic residential structures.

Eligibility: Owner-occupied residential structure listed on State or National Register or contributing to a listed State or National Historic District. House must be located in a “distressed” census tract.

Funds: 20% of qualified rehabilitation costs, maximum credit value of \$50,000

Application: Rolling

Information: <http://nysparks.state.ny.us/shpo/investment/income.htm>

New York State Historic Barns Tax Credit

Summary: A program designed to preserve the historic barns that dot New York’s landscape.

Eligibility: Income-producing barn built before 1936 in which rehabilitation is not “materially altering the historic appearance” of the structure

Funds: 25% of qualified rehabilitation costs

Application: Rolling

Information: <http://nysparks.state.ny.us/shpo/investment/income.htm>

Federal Historic Preservation Tax Credit

Summary: Program is administered by the National Park Service and Internal Revenue Service in partnership with the State Historic Preservation Offices. The program is intended to encourage private sector rehabilitation of historic buildings. The 20% rehabilitation tax credit applies to any project that is a designated certified rehabilitation or a certified historic structure. The credit is available to properties rehabilitated for commercial, industrial, agricultural, or rental residential units. Individual private residences are not eligible for the program.

Eligibility: Property owners of a certified historic structure

Funds: 20% tax credit amount is based on total project cost

Application: Rolling

Information: <http://www.nps.gov/history/hps/tps/tax/index.htm>

Historic Preservation Program / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Office of Parks, Recreation and Historic Preservation. A matching grant program to improve, protect, preserve, rehabilitate and/or restore properties listed on the National or State Registers of Historic Places.

Eligibility: Municipalities or not-for-profits with an ownership interest

Funds: Varies

Application: Varies annually

Information: <http://www.nysparks.state.ny.us/grants/>

Heritage Areas Program / Environmental Protection Fund (EPF)

Summary: Administered by the New York State OPRHP. A matching grant program for projects that preserve, restore, or rehabilitate lands, water, or structures identified in an approved management plan in a designated NYS Heritage Area.

Eligibility: Municipalities or not-for-profits with subject site located in a New York State designated Heritage Area.

Funds: Varies

Application: Varies annually

Information: <http://www.nysparks.state.ny.us/grants/programs/heritage.asp>

Preserve New York Grant Program

Summary: A grant program of the NYS Council on the Arts, administered by the Preservation League of New York State. Provides support for three types of projects: cultural resource surveys, historic structure reports, and historic landscape reports.

Eligibility: A unit of government or not-for-profit group with tax-exempt status

Funds: Typically range from \$3,000 - \$10,000, providing partial support for a project

Application: Varies annually

Information: http://www.preservenys.org/01_what_grants_presny.html

American Heritage Preservation Grants

Summary: Offered as a part of a partnership between Bank of America and the Institute of Museum and Library Services. Provides grants to small museums, libraries, and archives to raise the awareness and fund the preservation of treasures held in small museums and libraries. Grants can be used to preserve specific items in need of conservation in accordance with best practice techniques.

Eligibility: Small museums, libraries and archives that fulfill general criteria.

Funds: Maximum of \$3,000 per application with a total funding availability of \$150,000

Application: TBD

Information: <http://www.imls.gov/collections/grants/boa.htm>

Certified Local Government Program

Summary: The Certified Local Government Program (CLG) is a nationwide program which supports local preservation activities. Benefits associated with becoming a CLG include special grants, legal and technical assistance, training, and membership in statewide and national preservation networks. Grant opportunities vary on an annual basis.

Eligibility: Certified Local Government communities

Funds: Varies

Application: Varies

Information: http://nysparks.state.ny.us/shpo/certified/freq_ques.htm

Sacred Sites Grant Program – The New York Landmarks Conservancy

Summary: Assists religious organizations with exterior restoration projects. Highest priority is given to roofing and drainage system repairs, masonry repointing and restoration, structural repairs, and stained glass window restoration. Funding can be used for condition surveys, plans and specifications, project management, engineering reports, surveys, and laboratory testing of materials and finishes.

Eligibility: Religious institutions

Funds: Maximum grant is \$10,000 with average grant awards of approximately \$4,000. Grant total is limited to half the project cost.

Application: Varies

Information: http://www.nylandmarks.org/programs_services/grants/sacred_sites_program

National Trust Preservation Funds

Summary: National Trust Preservation Funds can provide matching grants for preservation planning or intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, preservation planning, land use planning, organizational development, and law.

Eligibility: Nonprofit organizations and public agencies

Funds: Matching grants from \$500 to \$5,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

Johanna Favrot Fund for Historic Preservation

Summary: This fund provides grants for projects that contribute to the preservation or recapture of an authentic sense of place. Funds may be used for professional advice, conferences, workshops, and education programs.

Eligibility: Nonprofit organizations and public agencies
Individuals and profit businesses if project involves a National Landmark

Funds: \$2,500 to \$10,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

Cynthia Woods Mitchell Fund for Historic Interiors

Summary: This fund provides grants to assist in the preservation, restoration, and interpretation of historic interiors. Funds may be used for professional expertise, print and video communication materials, and education programs.

Eligibility: Nonprofit organizations and public agencies
Individuals and profit businesses if project involves a National Landmark

Funds: \$2,500 to \$10,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

Preservation and Access Research and Development Grant - NEH

Summary: The National Endowment for the Humanities is a significant funder of the humanities and strives to convey the lessons of history to all Americans. Eligible projects for this grant program include digital preservation, recorded sound and moving collections, and preventative conservation, in addition to other projects.

Eligibility: Nonprofit organizations, state and local government agencies, tribal governments

Funds: Maximum award of \$350,000 for up to three years

Application: Varies

Information: <http://www.neh.gov/grants/guidelines/PARD.html>

Preservation Assistance Grant – National Endowment for the Humanities

Summary: This grant resource is intended to help institutions improve their ability to preserve and care for their humanities collections. Grants may be used for general preservation assessments, consultations with professionals, purchase of storage furniture and preservation supplies, purchase of environmental monitoring equipment, and education and training.

Eligibility: Nonprofit organizations, state and local government agencies, tribal governments

Funds: Maximum award of \$6,000

Application: Varies

Information: <http://www.neh.gov/grants/guidelines/pag.html>

America's Historical and Cultural Organizations Grant - NEH

Summary: The National Endowment for the Humanities is a significant funder of the humanities and strives to convey the lessons of history to all Americans. This grant resource supports projects in the humanities that explore stories, ideas, and beliefs that deepen our understanding of our lives and world. Two categories of grants are offered – planning and implementation.

Eligibility: Nonprofit organizations, state and local government agencies, institutions such as libraries, museums, cultural institutions, and institutions of higher learning

Funds: Typically do not exceed \$400,000 and are made for a period of 18 to 36 months

Application: Varies

Information: http://www.neh.gov/grants/guidelines/AHCO_ImplementationGuidelines.html

Save America's Treasures

Summary: This grant program provides funds for preservation and conservation projects on nationally significant artifacts, structures, and sites. Program is for implementation projects and does not fund training, long-term curatorial work, survey, acquisition, fund raising, or assessments (unless part of a larger implementation project).

Eligibility: Some federal agencies; non-profit organizations; units of state or local government; Indian tribes; active religious organizations that meet selection criteria.

Funds: Range from \$25,000 Federal share to \$700,000 Federal share (require a dollar for dollar non-Federal match)
Average grants are \$132,000 for collections and \$223,000 for historic properties

Application: Varies annually

Information: <http://www.nps.gov/history/hps/treasures/ProgramDetails.htm>

SAFETEA-LU (and subsequent federal transportation programs)

Summary: Under this program, ten percent of funds apportioned to New York State for the Surface Transportation Program are made available for special “enhancement” activities. Enhancement activities include historic preservation research, planning, acquisition, and development projects along transportation corridors or which improve the quality of a highway. Example projects include the acquisition of conservation easements, preservation of abandoned railroad corridors, and transportation-related archeological research. This program is set to expire on September 30, 2009 and is expected to be replaced by a new bill that directs funds for the next six-year period.

Eligibility: Municipalities, New York State and NFP corporations, when co-sponsored by municipality or state

Funds: Varies by project, must have 20% non-federal match

Application: Deadlines vary annually

Information: <https://www.nysdot.gov/programs/tep>

National Endowment for the Arts – Access to Artistic Excellence

Summary: The Access to Artistic Excellence grant is intended to encourage and support artistic creativity, preserve our diverse cultural heritage, and make the arts more widely available.

Eligibility: Nonprofit organizations; units of state or local government; or federally recognized tribal communities; arts organizations, local arts agencies, arts service organizations, local education agencies (school districts)

Funds: \$5,000 - \$150,000, and require a dollar-for-dollar non-federal match

Application: Varies annually

Information: <http://www.nea.gov/grants/apply/GAP10/MuseumsAAE.html>

Acquisition Program / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Office of Parks, Recreation and Historic Preservation. A matching grant program for the acquisition of a permanent easement or fee title to lands, waters or structures for use by all segments of the population for conservation or preservation purposes.

Eligibility: Municipalities or not-for-profits with an ownership interest

Funds: Varies

Application: Varies annually

Information: <http://nysparks.state.ny.us/grants/acquisition/default.aspx>

6.3.2. Recreation and Natural Resource

A number of funding sources have been identified to assist communities and organizations in identifying potential grants and programs available for implementing recreation and natural resource strategies and actions identified in the Heritage Area Management Plan Amendment.

The following table summarizes potential funding opportunities, with additional information on each (eligibility, funds available, applications, websites) provided on subsequent pages.

Funding Sources for Recreation and Natural Resource Projects

Grant Name	Summary of Eligible Project Types
Local Waterfront Revitalization Program (LWRP) / Environmental Protection Fund (NYS DOS)	<ul style="list-style-type: none"> Creation of an LWRP. Implementation projects associated with an LWRP. Projects addressing climate change. Preparing and implementing Watershed Management Plans. Urban waterfront redevelopment. Creation of a Blueway Trail Plan. Implementation projects associated with a Blueway Trail Plan.
Parks Program / Environmental Protection Fund (NYS OPRHP)	<ul style="list-style-type: none"> Indoor parks and recreational facilities. Outdoor parks and recreational facilities.
Acquisition Program / Environmental Protection Fund (NYS OPRHP)	<p>Acquisition of permanent easement or fee title to lands, waters, or structures for use for parks, recreation or conservation purposes.</p> <p><i>Example projects:</i> Acquisition of lands to protect setting of property on State or National Register; acquisition of open space for conservation; long-term lease of land for community garden; purchase of façade easement.</p>
Recreational Trails Program (NYS OPRHP)	<ul style="list-style-type: none"> Establishing recreational trail. Maintaining recreational trail.
Agricultural and Farmland Protection Planning Grant (NYS Ag and Markets)	<p>Planning for the protection of the environmental and landscape value associated with agriculture.</p>
National Scenic Byway (National Scenic Byway Program)	<ul style="list-style-type: none"> Development of Corridor Management Plan. Implementation of Corridor Management Plan.

Local Waterfront Revitalization Program (LWRP) / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Department of State, funding is provided under Title 11 of the NYS EPF. Grant applications cover a wide variety of categories associated with recreation and natural resources including completing a LWRP, implementing a LWRP, adapting to climate change, preparing and implementing a watershed management plans, urban waterfront redevelopment, and creating a blueway trail.

Eligibility: Cities, towns, villages and counties.

Funds: \$23 million

Application: After April 1st annually, with deadlines typically in September.

Information: http://www.nyswaterfronts.com/granttopps_EPF.asp

Parks Program / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Office of Parks, Recreation and Historic Preservation. A matching grant program for the development of parks and recreational facilities. Covers indoor and outdoor projects that reflect the priorities in the NYS Comprehensive Outdoor Recreation Plan.

Eligibility: Municipalities or not-for-profits with an ownership interest

Funds: Varies

Application: Varies annually

Information: <http://www.nysparks.state.ny.us/grants/>

Recreational Trails Program

Summary: The Recreational Trails Program is a state-administered, Federal assistance program aimed at providing and maintaining recreational trails for both motorized and non-motorized recreational trail use.

Eligibility: Municipalities

Funds: Varies

Application: Varies. Applications are currently not being accepted.

Information: <http://www.nysparks.state.ny.us/grants/programs/recreation.asp>

Acquisition Program / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Office of Parks, Recreation and Historic Preservation. A matching grant program for the acquisition of a permanent easement or fee title to lands, waters, or structures for use by all segments of the population for park, recreation, or conservation purposes. Grant can be used for projects identified in a local heritage area management plan. Some examples of eligible projects: acquisition of open space for conservation, recreation, or to protect the setting of a property listed on the State or National Register, long-term lease of land for a community garden, or the purchase of a façade easement.

Eligibility: Municipalities, State agencies, public benefit corporations, public authorities and not-for-profit corporations with an ownership interest in the property

Funds: Varies

Application: Fall of each year

Information: <http://www.nysparks.state.ny.us/grants/programs/acquisition.asp>

Agricultural and Farmland Protection Planning Grant

Summary: Developed to assist counties and municipalities in developing agricultural and farmland protection plans and to assist in the implementation of such plans. The purpose of the program is to fund local initiatives that are intended to protect the environmental and landscape preservation values associated with agriculture.

Eligibility: Counties and municipalities within a county that has established an agricultural and farmland protection board

Funds: Maximum of \$25,000 for an individual municipality and \$50,000 for two municipalities applying together; maximum of \$50,000 for an individual county and \$100,000 for two counties applying together

Application: Varies

Information: <http://www.agmkt.state.ny.us/RFPS.html>

National Scenic Byway

Summary: Provides funding for the development and implementation of a corridor management plan to maintain the scenic, historical, cultural, recreational, and natural characteristics of a byway corridor while providing accommodation for increased tourism development and related amenities.

Eligibility: Municipalities and not-for-profit organizations

Funds: Varies

Application: Varies

Information: <http://www.bywaysonline.org/grants>

6.3.3. Education and Interpretation

The following funding sources have been identified to assist communities and organizations in identifying potential grants and programs available for implementing education and interpretation strategies and actions identified in the Heritage Area Management Plan Amendment.

The following table summarizes potential funding opportunities, with additional information on each (eligibility, funds available, applications, websites) provided on subsequent pages.

Funding Sources for Education and Interpretation Projects

Grant Name	Summary of Eligible Project Types
Local Waterfront Revitalization Program / Environmental Protection Fund (NYS DOS)	Interpreting waterfront resources.
Zoos, Botanical Gardens, and Aquariums Programs (National Heritage Trust)	Development of educational, cultural, or recreational programs interpreting natural heritage. Support for permanent collections at eligible institutions.
National Trust Preservation Funds (National Trust of Historic Preservation)	Education activities, including educating the public.
Interpreting America's Places: NEH Planning Grants (National Endowment for the Humanities)	Meetings to share expertise and knowledge. Focus groups for preliminary audience evaluation of exhibits. Testing of digital exhibit formats. Conducting research. Preparing programs and materials for dissemination.
Interpreting America's Places: NEH Implementation Grants (National Endowment for the Humanities)	Support the final preparation of a project for presentation to the public.
Johanna Favrot Fund for Historic Preservation (National Trust for Historic Preservation)	Professional advice, conferences, and education programs that contribute to preservation.
Cynthia Woods Mitchell Fund for Historic Interiors (National Trust for Historic Preservation)	Professional advice, print materials, and education programs associated with historic interiors.
National Endowment for the Arts – Access to Artistic Excellence (National Endowment for the Arts)	Projects which encourage and support artistic creativity, preserve our diverse cultural heritage, and make the arts more widely available.
The History Channel – Save Our History Grant Program (The History Channel)	Projects that engage students in learning about, documenting, and preserving the history of their communities.

Local Waterfront Revitalization Program (LWRP) / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Department of State, funding is provided under Title 11 of the NYS EPF. Grant applications cover a wide variety of categories, with one category specific to interpreting waterfront resources under the New York State Coastal Resources Interpretive Program.

Eligibility: Cities, towns, villages and counties.

Funds: \$23 million

Application: After April 1st annually, with deadlines typically in September.

Information: http://www.nyswaterfronts.com/granttopps_EPF.asp

Zoos, Botanical Gardens, and Aquariums Programs

Summary: A program of the National Heritage Trust that is appropriated through the New York State Office of Parks, Recreation, and Historic Preservation. The program provides the stimulus to develop educational, cultural and recreational programs interpreting our natural heritage as well as support for the permanent collections of eligible institutions.

Eligibility: Public or not-for-profit organizations which own, house and care for living or systematically organized collections of objects of natural origin

Funds: Varies

Application: Varies – Currently unavailable

Information: <http://www.nysparks.state.ny.us/grants/programs/botanical.asp>

National Trust Preservation Funds

Summary: National Trust Preservation Funds can provide matching grants for education activities and efforts associated with educating the public.

Eligibility: Nonprofit organizations and public agencies

Funds: Matching grants from \$500 to \$5,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

Interpreting America's Places: NEH Planning Grants

Summary: Planning grants can be used to plan, refine, and develop the content and interpretive approach of historic interpretation projects that have the potential to reach broad audiences. Examples of appropriate projects include, but are not limited to, meetings to share expertise and knowledge, conducting focus groups for preliminary audience evaluation, testing of digital formats, conducting research at other sites or collections, preparing programs and materials for dissemination, and developing a proposal for implementation.

Eligibility: Any U.S. nonprofit organization with IRS 501(c)(3) tax-exempt status is eligible, as are state and local governmental agencies.

Funds: Individual awards typically do not exceed \$40,000

Application: Annual deadlines vary

Information: http://www.neh.gov/grants/guidelines/IAHP_Planning.html

Interpreting America's Places: NEH Implementation Grants

Summary: Implementation grants are intended to support the final preparation of a project for presentation to the public. Applicants must submit a full walkthrough for an exhibition, or a prototype or storyboard for a digital project that demonstrates a solid command of the humanities ideas and scholarship that relate to the subject. Applicants for implementation grants should have already done most of the planning for their projects, including the identification of the key humanities themes, relevant scholarship, and program formats.

Eligibility: Any U.S. nonprofit organization with IRS 501(c)(3) tax-exempt status is eligible, as are state and local governmental agencies.

Funds: Individual awards typically do not exceed \$40,000

Application: Annual deadlines vary

Information: http://www.neh.gov/grants/guidelines/IAHP_Implementation.html

Johanna Favrot Fund for Historic Preservation

Summary: This fund provides grants for projects that contribute to the preservation or recapture of an authentic sense of place. Funds may be used for professional advice, conferences, workshops, and education programs.

Eligibility: Nonprofit organizations and public agencies
Individuals and profit businesses if project involves a National Landmark

Funds: \$2,500 to \$10,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

Cynthia Woods Mitchell Fund for Historic Interiors

Summary: This fund provides grants to assist in the preservation, restoration, and interpretation of historic interiors. Funds may be used for professional expertise, print and video communication materials, and education programs.

Eligibility: Nonprofit organizations and public agencies
Individuals and profit businesses if project involves a National Landmark

Funds: \$2,500 to \$10,000

Application: Varies

Information: <http://www.preservationnation.org/resources/find-funding/grants/>

National Endowment for the Arts – Access to Artistic Excellence

Summary: The Access to Artistic Excellence grant is intended to encourage and support artistic creativity, preserve our diverse cultural heritage, and make the arts more widely available.

Eligibility: Nonprofit organizations; units of state or local government; or federally recognized tribal communities; arts organizations, local arts agencies, arts service organizations, local education agencies (school districts)

Funds: \$5,000 - \$150,000, and require a dollar-for-dollar non-federal match

Application: Varies annually

Information: <http://www.nea.gov/grants/apply/GAP10/MuseumsAAE.html>

The History Channel – Save our History Grant Program

Summary: This program recognizes that the children of today become the preservationists of tomorrow. Organizations are encouraged to partner with schools and youth groups on community preservation projects that engage students in learning about, documenting, and preserving the history of their communities.

Eligibility: Nonprofit history organizations such as museums, historical societies, preservation organizations, historic sites, libraries, archives, or other history organization; local government agencies that own or operate a historic site.
Applicant must partner with a local school or organization that provides educational programming for children.

Funds: Individual applications may apply for up to \$10,000

Application: Varies annually

Information: <http://www.history.com/content/saveourhistory/grant-program/grant-application>

6.3.4. Economic and Community Revitalization

The following funding sources have been identified to assist communities and organizations in identifying potential grants and programs available for implementing economic and community revitalization strategies and actions identified in the Heritage Area Management Plan Amendment.

The following table summarizes potential funding opportunities, with additional information on each (eligibility, funds available, applications, websites) provided on subsequent pages.

Funding Sources for Economic and Community Revitalization Projects

Grant Name	Summary of Eligible Project Types
Local Waterfront Revitalization Program / Environmental Protection Fund (NYS DOS)	Downtown and hamlet revitalization projects. Urban waterfront redevelopment projects. Visioning and development of revitalization strategies.
Appalachian Regional Commission	Technical assistance. Training. Planning funding.
Brownfield Opportunity Area (BOA) Program (NYS DOS)	Area-wide revitalization and implementation strategies for communities impacted by brownfields, abandoned, and underutilized sites.
Local Government Efficiency (LGE) and Shared Services Grants (NYS DOS)	Planning and implementation projects to achieve taxpayer efficiency through shared services, agreements, mergers, and consolidations.
Community Design and Planning Grant (New York State Council on the Arts)	Streetscape projects. Design of public spaces. Transportation linkages. Growth management. Open space planning.
Building Healthy Communities – Home Depot Grant Program (Home Depot)	Projects to improve the physical well-being of communities.
New York State Tax Cuts and Incentives for Business Development	Business investment in expanding and relocating businesses. Investment in research and development companies.
Community Development Block Grant Fund (NYS Housing Trust Fund Corporation)	Affordable housing projects. Access to safe drinking water. Access to community-needed services. Projects that foster economic opportunities.
Agricultural and Farmland Protection Planning Grant (NYS Ag and Markets)	Local initiatives to maintain the economic viability of local agricultural industries.



Grant Name	Summary of Eligible Project Types
New York Main Street Grant Program (NYS Housing Trust Fund Corporation)	Renovations, façade and streetscape improvements.
Conrad and Virginia Klee Foundation (Klee Foundation)	Projects that support sustainable programs and communities focused on arts and humanities, education, health, and human services.
Binghamton University (Ross Fund)	Projects that promote collaboration between Binghamton University and community groups; the innovative use of talents and resources between partners; significant and positive difference in the quality-of-life of community members.

Local Waterfront Revitalization Program (LWRP) / Environmental Protection Fund (EPF)

Summary: Administered by the New York State Department of State, funding is provided under Title 11 of the NYS EPF. Grant applications cover a wide variety of categories, including a focus on community revitalization. Grants are available for downtown and hamlet revitalization projects as well as urban waterfront redevelopment. Visioning and development of local or regional revitalization strategies can also be covered with this grant opportunity.

Eligibility: Cities, towns, villages and counties.

Funds: \$23 million

Application: After April 1st annually, with deadlines typically in September.

Information: http://www.nyswaterfronts.com/granttopps_EPF.asp

Appalachian Regional Commission

Summary: A federal/state/local partnership of 13 states focused on socio-economic development in Appalachia. Opportunities include technical assistance, training, and funding for planning. Includes opportunities for Business Development Revolving Loan Funds.

Eligibility: Municipalities and non-profits in fourteen NYS counties. Applicants in Broome and Tioga Counties are eligible.

Funds: \$2.2 million

Application: Available in spring and due in June every year. Awards announced in the fall.

Information: <http://www.arc.gov>

Brownfield Opportunity Area (BOA) Program

Summary: Administered by the NYS Department of State, funding is provided for area-wide revitalization and implementation strategies for communities affected by brownfields, abandoned and underutilized sites to identify and create new uses, businesses and housing, public amenities, and improve water quality.

Eligibility: Municipalities and 501(c)(3) community organizations

Funds: Varying, available on continuous basis

Application: Available and accepted on a continuous basis

Information: http://www.nyswaterfronts.com/BOA_package.asp

Local Government Efficiency (LGE) and Shared Services Grants

- Summary:** Administered by the NYS Department of State, funding and technical assistance is provided to implement and plan projects that will achieve taxpayer efficiency through shared services, agreements, mergers, and consolidations, ultimately helping to reduce the financial burdens of communities and organizations.
- Eligibility:** Cities, towns, villages, counties, school districts, libraries, fire districts, sewer and water authorities
- Funds:** \$11.5 million
- Application:** After April 1st annually, with deadlines typically in September.
- Information:** <http://www.dos.state.ny.us/lgss>
-

Community Design and Planning Grant - New York State Council on the Arts

- Summary:** Understanding that sustainable planning is a catalyst for revitalization of New York's cities, towns, and villages, this program supports projects dedicated to the planning of sustainable communities and regions. Eligible projects include streetscapes, design of public spaces, transportation linkages, growth management, and open space planning, in addition to others.
- Eligibility:** Local governments, Indian tribes, nonprofit organizations
- Funds:** Varies
- Application:** On-going
- Information:** <http://www.nysca.org/public/guidelines/architecture/index.htm>
-

Building Healthy Communities – Home Depot Grant Program

- Summary:** Grants are provided in the form of Home Dept gift cards for the purchase of tools and materials to help improve the physical well-being of communities. The Team Depot program and affiliations, also provides volunteers, financial support, and materials for a wide range of community-based projects.
- Eligibility:** Registered 501(c)(3) organizations, public schools, and tax exempt public service agencies
- Funds:** Maximum of \$2,500 per award
- Application:** Three cycles throughout the year (spring, fall, winter deadlines)
- Information:** <http://corporate.homedepot.com/wps/portal/Grants>
-

New York State Tax Cuts and Incentives for Business Development

Summary: New York State offers a series of tax credits and incentives aimed at lowering taxes to companies expanding or relocating into New York. Incentive programs include the Investment Tax Credit equal to 10% of eligible investment; a Research and Development Tax Credit for a 9% corporate tax credit associated with investment in research and development facilities; and the Real Property Tax Abatement Program

Eligibility: Businesses relocating to or expanding in New York State

Funds: Varies

Application: On-going

Information: <http://www.empire.state.ny.us/>

Community Development Block Grant Fund

Summary: A federally funded program administered by the NYS Housing Trust Fund Corporation's Office of Community Renewal. The program provides funding for the development of projects providing affordable housing, access to safe drinking water, proper disposal of household wastewater, access to community-needed services, and projects that foster economic opportunities. Activities must benefit low and moderate-income persons, aid in the prevention of blight, or meet urgent community development needs.

Eligibility: Non-entitlement units of general local government (cities, towns, villages and counties)

Funds: Varies by project with maximum for any government unit of \$900,000

Application: Varies annually, typically due in Spring

Information: www.nysocr.org

Agricultural and Farmland Protection Planning Grant

Summary: Developed to assist counties and municipalities in developing agricultural and farmland protection plans and to assist in the implementation of such plans. The purpose of the program is to fund local initiatives that are intended to maintain the economic viability of the State's agricultural industry and its supporting land base.

Eligibility: Counties and municipalities within a county that has established an agricultural and farmland protection board

Funds: Maximum of \$25,000 for an individual municipality and \$50,000 for two municipalities applying together; maximum of \$50,000 for an individual county and \$100,000 for two counties applying together

Application: Varies

Information: <http://www.agmkt.state.ny.us/RFPS.html>

New York Main Street Grant Program

Summary: This grant program is intended to strengthen the economic vitality of Main Streets and neighborhoods in New York State. Funds are provided from the NYS Housing Trust Fund Corporation (HTFC). It is a "bricks and mortar" program that provides funding for building renovations, façade and streetscape improvements, and in limited cases, capital funding for projects intended to anchor downtown districts. Technical assistance is also available to support community revitalization efforts.

Eligibility: Eligible applicants include units of local government and organizations incorporated under the NYS Not-for-Profit Corporation Law, which includes community-based organizations, business improvement districts and other similar entities that have been providing relevant service to the community for at least one year prior to application.

Funds: Varies with project, maximum of \$500,000

Application: Varies

Information: <http://www.nymainstreet.org/grants/grantguidelines.php>

Conrad and Virginia Klee Foundation

Summary: A private charitable foundation, created in 1957 that provides charitable grants, primarily to qualified nonprofit organizations in Broome County. Projects should promote sustainable communities and focus on the arts and humanities, education, health, and/or human services. Eligible projects include capital needs, special projects, and technical assistance.

Eligibility: Nonprofit organizations in Broome County, or primarily serving its residents

Funds: Varies with project

Application: Spring and fall annually

Information: <http://www.kleefoundation.org>

Binghamton University Foundation – Ross Fund

Summary: Grant awards are provided to promote collaboration between University and community groups; the innovative use of talents and resources between partners; significant and positive difference in the quality-of-life of community members.

Eligibility: Joint applications with a university and community partner; nonprofits, municipal or public agencies

Funds: Up to \$8,500, grants between \$5,000 and \$8,500 are encouraged

Application: Varies annually

Information: <http://www2.binghamton.edu/giving/ross-fund/applying/guidelines.html>

Appendices

The final Appendices associated with the Management Plan Amendment, and referenced herein, are included in a separate document entitled *Susquehanna Heritage Area Management Plan Amendment Appendices*, available at the Broome County Department of Planning and Economic Development and on-line at www.gobroomecounty.com (select Planning Department link and then select “publications” from menu options).