

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 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 rehabilitation of the Washington Avenue bridge as a pedestrian bridge and the construction of Confluence Park and Riverwalk have been impressive additions to the City's unique urban character.

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 Metropolitan Greenway. 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 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 approve 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). 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 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 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 identified 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:

- BMS
Binghamton Metropolitan Study
- CLG
Certified Local Government
- DOT
Department of Transportation, New York State
- HA AC
Heritage Area Advisory Council
- OPRHP
Office of Parks, Recreation, and Historic Preservation, New York State
- NYS HAS
New York State Heritage Area
- PAST
Preservation Association of the Southern Tier
- SHA
Susquehanna Heritage Area
- SHPO
State Historic Preservation Office

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.	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 Riverwalk in Binghamton and Art Walk Art Talk in Owego, with interpretive displays and pedestrian amenities to promote utilization of these unique recreational resources.	Local communities, LWRP initiatives & SHA technical assistance	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 property tax incentives for restoration and adaptive reuse of historic structures.	Local communities	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 Visitor & Convention 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	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 subsequently 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.

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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 - NEH	<p>Digital preservation.</p> <p>Recorded sound and moving collections.</p> <p>Preventative conservation.</p>
Preservation Assistance Grant - NEH	<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 - NEH	<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)	<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>

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 federal value up to \$100,000

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 of \$25,000

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: Fall of each year

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: Fall of each year

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.ims.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 - NEH

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>

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)	<ul style="list-style-type: none"> Acquisition of permanent easement or fee title to lands, waters, or structures for use for parks, recreation or conservation purposes. <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.
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)	<ul style="list-style-type: none"> Planning for the protection of the environmental and landscape value associated with agriculture.
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: Fall of each year.

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>
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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>

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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.

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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 must be an organization 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 \$200,000

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*.

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