



Susquehanna Heritage Area Management Plan Amendment

A regional strategy for developing a New York State Heritage Area program in Broome and Tioga Counties.

EXECUTIVE SUMMARY
December 2009



PROJECT PURPOSE AND BACKGROUND

The Susquehanna Heritage Area Management Plan Amendment builds and expands upon previous planning efforts that have been developed and implemented since the Susquehanna Heritage Area (SHA) was first recognized by the New York State Legislature in 1982. The current planning effort has been undertaken to further identify, promote, and develop the historic, cultural, recreational, and natural resources of a geographically expanded Susquehanna Heritage Area, which is proposed to encompass Broome and Tioga Counties as the recommended boundary.

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

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

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

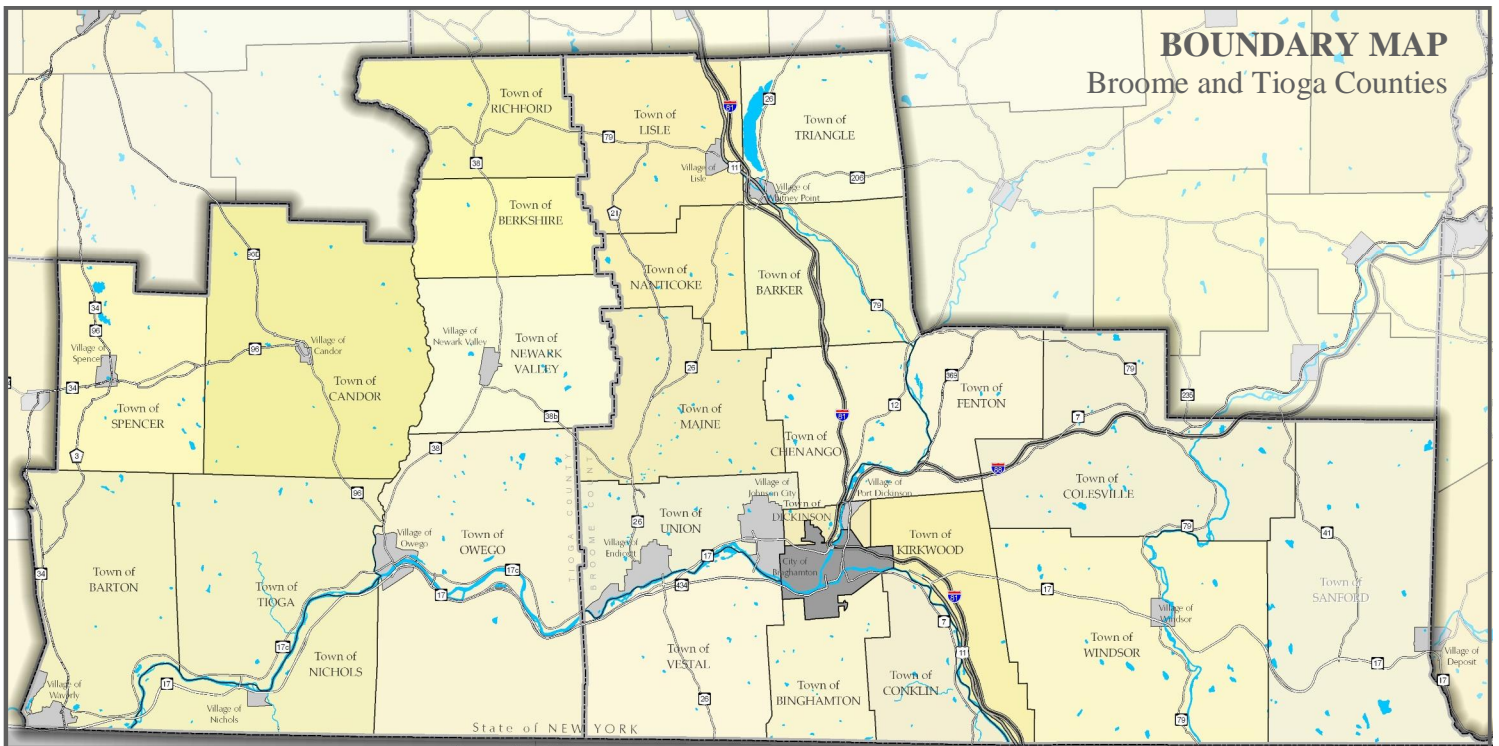
OVERVIEW OF THE NYS HERITAGE AREA PROGRAM

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

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

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

WHERE IS THE HERITAGE AREA?



First developed as part of the NYS Urban Cultural Parks Program, the original boundary of the Susquehanna Heritage Area included specific designated historic districts within the City of Binghamton, Village of Johnson City, and Village of Endicott. This boundary was consistent with the conceptual framework of the original program, which focused primarily on documenting and protecting historic sites, buildings, and resources in more urbanized areas of the state and did not intentionally promote a broader, regional framework.

The recommended expanded boundary encompasses a notably larger area than the existing legislated boundary, as Broome and Tioga Counties in their entirety are considered to be integral to telling the story of the Susquehanna Heritage Area. Both counties possess significant potential with respect to preservation, education, recreation, and economic revitalization. The expanded boundary encompasses a myriad of geographies which range from a densely populated urban center defined by converging rivers, to rolling hills and open spaces interspersed with farmsteads and crossroad villages. Within the proposed expanded boundary there are 25 towns, 13 villages, and 1 city.



One of many rural historic homes located in the Town of Berkshire, Tioga County.



The Cyrus Gates House in the Town of Maine, Broome County is an extant example of architecture dating from 1848.

TIMELINE OF THE HERITAGE AREA

- 1980** Feasibility study completed, which looked at making the Triple Cities (Binghamton, Johnson City, and Endicott) part of the State's Urban Cultural Park system.
- 1986** Susquehanna Urban Cultural Park Management Plan developed and approved.
- Boundary encompassed historic areas bordering the north side of the Susquehanna River.
 - Region was selected to demonstrate the themes of *Immigration and Migration* and *Labor and Industry*.
- Executive Director was appointed and given responsibility for administering, marketing, promoting, programming, and coordinating the various activities of the Urban Cultural Park.
- Susquehanna Urban Cultural Park Commission established with an intermunicipal agreement.
- 1996** Binghamton Visitor Center opens in November as an addition to the Roberson Museum and Science Center. Operational costs are provided by the City of Binghamton with shared facility and program responsibilities defined in a Management Agreement between the Museum and the City.
- Executive Director charged with oversight of the Binghamton Visitor Center.
- Original (1986) Management Plan was updated to modify boundaries, provide recommendations for Visitor Centers and the region's historic carousels, and to adopt "Heritage Area" as program name.
- 2003** Endicott Visitor Center opened in Old Colonial Hall with operational and administrative costs paid by the Village of Endicott.
- 2005** Administration of Heritage Area activities transferred to Broome County through a multi-year planning services agreement after resignation of the Executive Director.
- The Binghamton Visitor Center Management Agreement between the City and Roberson Museum begins re-negotiation.
- 2006** A grant award is procured from the New York State Department of State to prepare a Susquehanna Heritage Area Management Plan Amendment for purposes of boundary expansion.
- 2008** Susquehanna Heritage Area Management Plan Amendment project commences with the overarching goal to consider broadening the local heritage area, geographically and conceptually, to be in concert with evolving national and statewide thinking and practice.
- 2009** Susquehanna Heritage Area Management Plan Amendment produced and presented to local communities and organizations, completing recommendations for a transition from the original Susquehanna Urban Cultural Park to the regional Susquehanna Heritage Area Program.

BENEFITS OF HERITAGE AREA PARTICIPATION

FUNDING AND PROGRAMMATIC SUCCESS OF THE SUSQUEHANNA HERITAGE AREA

The past history of the Susquehanna Heritage Area (SHA) demonstrates how initiatives can be undertaken. Since the Susquehanna Heritage Area's designation, over 50 successful Heritage Area grants totaling more than \$4.7 million dollars have been awarded to projects within the Heritage Area communities of Endicott, Johnson City, and Binghamton. When leveraged funding is added to the total project cost, the investment amount is over \$14 million. Listed below are a few recent examples of successful projects that have received grant funding through their Heritage Area designation. The amounts shown represent the Heritage Area grant award totals:

- Rehabilitation funds for a Heritage Center in Endicott's Little Italy neighborhood (\$110,750)
- Roberson Museum Front Portico Restoration (\$260,000)
- Confluence Park & River Trail Projects in Binghamton (\$440,000)
- Acquisition and restoration funding for the Goodwill Theatre Complex project in Johnson City (\$950,000)

In addition to specific project grant awards, the SHA has had other positive impacts on the local economy. In 2003, the SHA Commission led the effort to host the National Carousel Association Convention in Binghamton. The event was estimated to have resulted in over \$200,000 of direct investment dollars to the local economy within a few days, based on the number of visitors and the length of their stays. Each summer, the SHA-sponsored "Ride the Carousel Circuit" program has brought visitors from all over the region and country to our community parks.

It is the purpose of the Heritage Area to assist local communities in bolstering local economies and enhancing quality of life through the stewardship of local resources and support for local projects, programs, and economic development initiatives. Through the Susquehanna Heritage Area program, communities can collaborate on a regional basis with the NYS Heritage Area Program, Broome and Tioga County government, and a range of private and non-profit organizations to plan initiatives, leverage funding, and accomplish goals. Communities benefit from inclusion in the Susquehanna Heritage Area in four primary ways.

1. Grants. Eligible applicants within the Heritage Area may apply for funding to develop a variety of projects and sponsored initiatives that, for example, could address revitalization of historic villages; creation of public trails; park and streetscape improvements; or the rehabilitation of individual sites, buildings and monuments.
2. Technical Assistance. Support and technical assistance is available for projects that address the goals and objectives of the Heritage Area.
3. Marketing. Community assets can be included in regional marketing and promotional initiatives that support our local businesses, organizations, public facilities and attractions.
4. Project Consistency. Actions undertaken by NYS agencies are reviewed for compatibility with Heritage Area Management Plans.



Roberson Museum and the Binghamton Visitor Center have benefited from numerous grant applications and projects associated with the Susquehanna Heritage Area.

GOALS AND OBJECTIVES

Heritage Area development goes beyond the traditional approach of preserving historic buildings, sites, and monuments; it promotes a broader concept of enhancing historic communities and landscapes while encouraging economic development. The goals and objectives listed here provide a framework for decision making and satisfy the legislative intent of the Heritage Area Program, including the preservation of historic settings which portray New York's heritage; educating the public about the history and significance of buildings and sites; providing active and passive recreational opportunities; and using these resources to spur economic revitalization.

Preservation.

- Survey and identify the resources within the SHA so that they may be recognized and protected into the future.
- Actively support programs and initiatives that protect and enhance the historic, cultural, and recreational resources within the SHA.
- Preserve and protect historic buildings, structures, districts, and landscapes within the SHA.
- 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.
- Continue to identify and seek local, state, and national designation of historic resources.
- Restore, promote, and operate vintage carousels as an important legacy for the region, as well as other primary attractions that have historic significance.
- Encourage the use of design guidelines in Heritage Area communities to ensure compatibility with neighboring historic structures and sites.

Education.

- 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 regional system of gateways, wayfinding and interpretive signage to help visitors experience the Susquehanna Heritage Area.
- Interpret and share the histories of the region's peoples and communities through guidebooks, exhibits, films, websites, and brochures.
- Coordinate educational goals with local educational institutions and implement programs and materials that can be incorporated into school curriculum.
- Develop audio/visual programs, newsletters, and other media for use in local schools and visitor centers to foster public awareness about the Heritage Area.

Recreation.

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

GOALS AND OBJECTIVES

Each of the goal areas identified here and in the Management Plan Amendment document have lists of objectives that are recommended in order to achieve and fulfill the vision of the overall Susquehanna Heritage Area program. The Susquehanna Heritage Area Management Plan Amendment includes a series of Action Tables that are tied to each goal and objective. The Action Tables also identify specific tasks associated with achieving each of the listed objectives, and identifies possible partners and targeted timeframes for completion of the individual tasks. The Actions Tables can be used to track the “status” of recommended actions for measuring successes.

Revitalization.

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

Marketing.

- Develop an identity that captures the vision of the Susquehanna Heritage Area and that can be used consistently in marketing and promotional efforts.
- Coordinate promotional activities of the Susquehanna Heritage Area with local, regional, and state organizations and marketing campaigns.
- 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.
- Identify programming, such as themed tours, that will guide visitors through the Heritage Area in a meaningful manner that is both educational and entertaining.

Partnerships.

- 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.
- Promote on-going and regular communication, collaboration, cooperation, and commitment among Heritage Area communities to implement strategies and programs.
- Form partnerships with local, regional, state, and national organizations, agencies, and stakeholders to support the implementation of Management Plan Amendment strategies.

COMMUNITY RESOURCES

The expanded Susquehanna Heritage Area guides residents and visitors through beautiful, changing landscapes, historic crossroad villages, and important historical event sites that helped to shape this area of New York. The region's inherent qualities, including its destinations, historic resources, arts and cultural resources, natural landscape, agritourism sites, and recreational resources, cumulatively contribute to a unique visitor experience.

Primary Destinations

Primary destinations within the expanded Heritage Area include those sites and areas that currently attract residents and visitors to the region. These locations have the greatest potential to share and tell the stories of the Heritage Area. There are 11 destinations within the proposed Heritage Area, in addition to the 6 extant carousels, that were identified as Primary Destinations which already offer a programmed visitor experience. These sites are largely concentrated in the urbanized region of the Heritage Area, and include the 2 Heritage Area Visitor Centers, as well as cultural destinations such as the Historic Owego Marketplace and Artists Row in Binghamton.

Historic Resources

Historic resources include those districts, sites, and structures that help to define and explore the historic legacy of the Heritage Area. These include designated national historic districts and sites, locally designated or recognized historic districts, and historic buildings and structures. Currently, there are 8 designated National Register Historic Districts, 6 within Broome County and 2 within Tioga County. In addition, there is 1 State Registered Historic District in the Town of Vestal, 4 local historic districts, and 1 Heritage Area recognized historic district. While a concentration of historic sites are located in the more urbanized areas, important historic buildings are scattered throughout the rural landscape reflecting the rich and varied history of the region. Within Broome and Tioga Counties, there are currently 92 buildings, structures, sites, and objects individually listed on the National Register of Historic Places.

Historic Societies and History Museums

A total of 17 local historical societies and history museums have been identified in the expanded Susquehanna Heritage Area. Each shares a common purpose to highlight the unique heritage and development of their community and the region as a whole. These destinations serve as locations for information dissemination, education, and interpretation. Locations of historical societies and museums stretch from the western border of the proposed boundary in Waverly to the eastern edge in Deposit. They are located in rural towns, village centers, and within river corridor communities. They are a source of pride for communities that recognize the importance of keeping their history and heritage alive.



Indoor exhibits, like this one at the Endicott Visitor Center, already offer interpretive programming about the Susquehanna Heritage Area.



The Post Office in the Village of Newark Valley is one of many historically-significant buildings identified in the proposed Heritage Area boundary.



The Deposit Historical Museum is home to the local Historical Society and is open during much of the year for guests and visitors.

COMMUNITY RESOURCES



The Goodwill Theatre Complex in Johnson City is one of many performing arts venues in the Susquehanna Heritage Area. The organization also supports the widespread preservation of historic sites and structures related to the industrial history of the Triple-Cities.



Jackson's Farm, located in the Town of Owego, is one of the many agritourism businesses that could be further promoted as part of a regional effort to market the unique rural and agricultural assets found in the area.



Chenango Valley State Park, in the Town of Fenton, is an excellent example of a resource with natural, recreational, and historical value.

Cultural Resources

Cultural resources are those sites that focus on the arts, music, and ethnic diversity of the region. These resources include performing arts venues, galleries, and cultural districts that have regular operating hours or scheduled performances open to the public. The Susquehanna Heritage Area is fortunate to have a varied tapestry of arts and cultural venues which range from large stage productions to independently-owned and operated art galleries. The art groups within the region continue to keep the spirit of the Heritage Area alive by maintaining active calendars of events and special programs including monthly gallery walks and annual arts festivals. There are more than a dozen active performing arts venues, 30 galleries, and several cultural districts such as Little Italy in Endicott and Owego Marketplace, within the expanded Susquehanna Heritage Area.

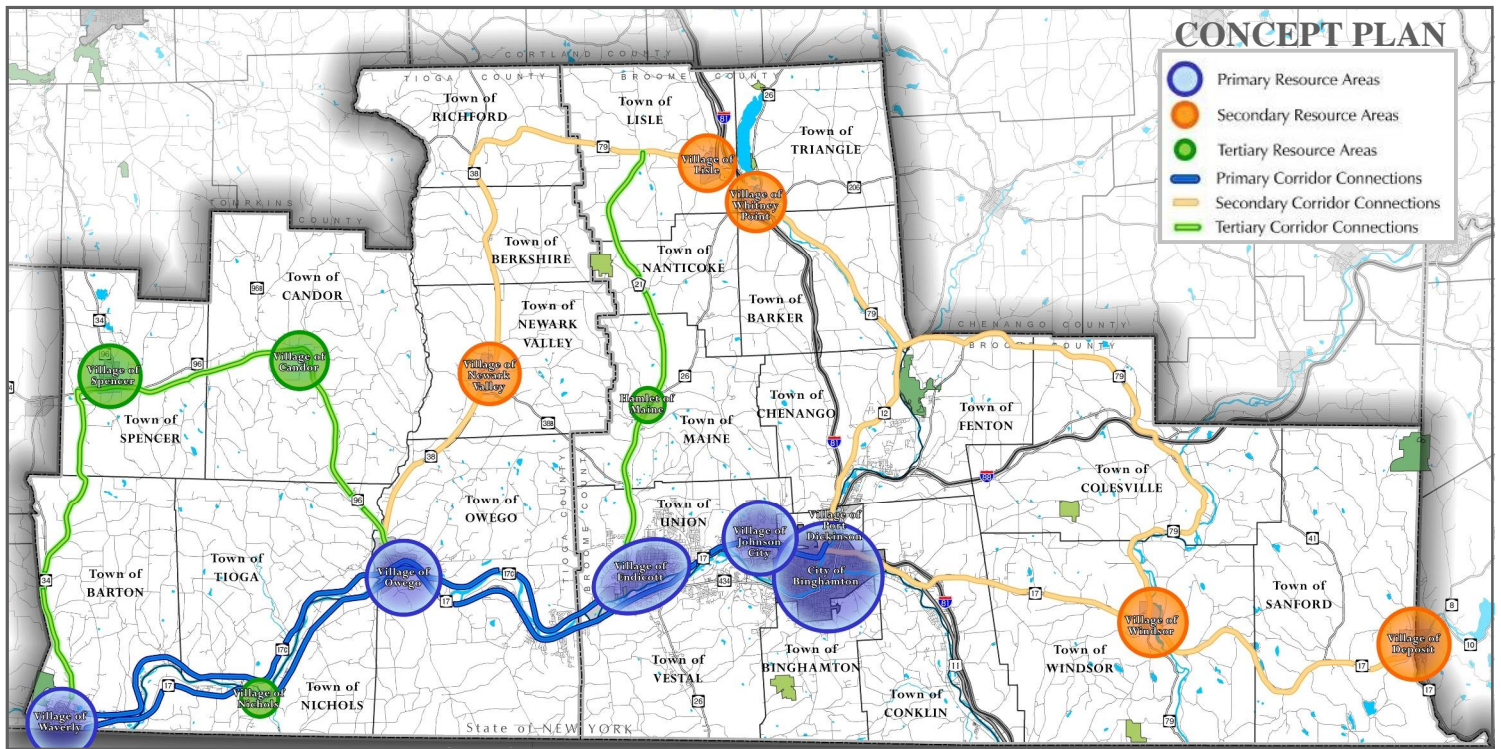
Agritourism Resources

The rural landscapes of Broome and Tioga Counties present an opportunity for local economic development. Within the expanded Susquehanna Heritage Area boundary, there is a variety of specialty farms that provide exceptional opportunities for promoting agritourism in the region while also supporting the needs of local residents. Agritourism resources, which are agribusinesses open to the public, are prolific throughout the region and include farmers markets, individually operated produce markets, horse farms and specialty markets that produce a range of goods such as honey, maple syrup, and organic products. There are 10 farmers' markets in the expanded Susquehanna Heritage Area, located in urban and village centers. Horse farms are a notable niche market and more than 21 produce farms and 13 specialty agribusinesses are currently open to the public and found all across Broome and Tioga Counties.

Recreational Resources

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

LINKAGES: CONNECTING OUR RESOURCES



Geography, landscape features, transportation routes, and economic opportunities have played an integral role in shaping the settlement and development patterns within the region. The historical evolution of the built environment is still identifiable today, with a concentration of population, development, and activity along the Susquehanna River corridor. The Concept Plan above identifies the important linkages in the expanded Susquehanna Heritage Area (SHA), showing the nodes of activity that are imperative to the interpretation of the Heritage Area. The overall experience is not truly felt until one has also traveled along the rural roadways and byway connections. These are locations where natural resources, rolling hills, and rural landscapes present themselves and where you experience the breadth and beauty of what the Susquehanna Heritage Area has to offer.

Primary.

Primary Resource Areas (shown in blue) include communities along the Susquehanna River that have historically, and continue to be, the regional centers for employment, culture, and housing. Physically connected by the river and State Routes 17 and 17C, these communities have experienced the benefits of growth and prosperity, while also facing the reality of urban decline and the loss of industries, jobs, and population.

Secondary.

Secondary Resource Areas (shown in orange) include established crossroad villages that have historic buildings, commercial potential, historic character, and interesting interpretive stories. Scenic roads and identified bike routes connect these locations. A number of natural, recreational, historic, and cultural resources meet visitors as they travel identified secondary roadways.

Tertiary.

Tertiary Resource Areas (shown in green) are small villages and hamlets that contribute to the Heritage Area's thematic and interpretive structure and include individual contributing resources and attractions. Tertiary areas tend to lack the necessary visitor infrastructure to support increased visitation. However, these areas have the potential to be more fully developed, from an interpretive perspective, through implementation of the SHA Management Plan Amendment.

PARTNERS, PROGRAMS, AND SERVICES

Partners

The Susquehanna Heritage Area (SHA) includes community groups, agencies, and organizations that continuously strive to offer a multitude of community services to Heritage Area residents and visitors. Local business groups, government agencies, tourism organizations, art groups, neighborhood associations, and religious institutions are some examples of the existing partners that offer programs, events, and activities within the region.

Programming

Specialized programming, such as historic walking tours, are an important component of the overall visitor experience within the proposed and expanded SHA. Many of the identified individual resource sites have developed special programs. In addition, many municipalities in Broome and Tioga Counties host and market a range of programs that cater to the creation of a unique SHA experience. These special programs could be further promoted and marketed regionally through implementation of recommendations that are proposed in the SHA Management Plan Amendment.

Special Events

Special events are an opportunity for the SHA to highlight its history, its present, and its future. Numerous local festivals and special activities are held throughout the year in communities both large and small. Some special events represent traditions associated with the region while others are annual programs geared to energizing and bringing together the local community. Other programs replicate historic events and tie directly into the region's identified themes. Many of these newer activities have success due to the growing cultural and art district opportunities. Existing events, as well as new ones, should seek to highlight and educate people about the Susquehanna Heritage Area.

VISITOR CENTERS AND TOURISM ORGANIZATIONS IN THE SHA

Binghamton Visitor Center

The Binghamton Visitor Center opened in 1996 as an addition to the Roberson Museum and Science Center. Annual visitation to the Visitor Center between 2003 and 2007 averaged around 45,000 visitors per year. Roberson Museum is currently responsible for staffing the Visitor Center. In addition to exhibit space, the facility offers rental space for school groups and community organizations. The Visitor Center offers educational programs for more than 14,000 students from more than 50 school districts annually. In addition, more than 175 groups participate in other public programs developed within the Visitor Center galleries.

Endicott Visitor Center

The Endicott Visitor Center opened in 2003 and is located in Old Colonial Hall, an historic building located within the Village. The use of the building for a Visitor Center, as well as the construction of an attached Community Meeting Hall were made possible by a combination of New York State grants and through local donations. Annual visitation averages approximately 10,000 people per year. The Community Meeting Hall has a large room available to rent for community events, meetings, lectures, parties, dinners, and weddings.

Tioga County Tourism

Tioga County Tourism has a storefront Visitor Center on North Avenue in Owego. This location has an abundance of Tioga County-Finger Lakes Region materials and visitor information.

Greater Binghamton Convention and Visitors Bureau

The Greater Binghamton Convention and Visitors Bureau has an informative website as well as a physical location on Court Street in Binghamton. The visitors' bureau facility offers a large amount of information to interested visitors, with a focus on conventions and large groups.

New York State Gateway Center

The New York State Gateway Center is a prominent state border "welcome" facility that captures a significant amount of visitors traveling north on Interstate 81 from many other areas of the country.

INTERPRETIVE THEMES

Interpretive themes are the central concepts or ideas that are important about a subject and give it meaning and significance. The proposed thematic framework for the Susquehanna Heritage Area is broad and comprehensive enough to tell the full story and to embrace the entire range of potential interpretive sites and resources within the region. The themes now include the natural history of the landscape, providing the context for the important industrial development for which the region is so well known. The themes are relevant to the entire expanded boundary; rural areas and crossroads villages, as well as urban centers. Each recognized community and interpretive site within the boundary should identify with a theme that is associated with their stories and resources. Every community and every site should be able to find its place in the Susquehanna Heritage Area.

Theme 1. Natural Resources and Harnessing Nature

The natural resources of the Susquehanna Heritage Area form the backdrop and underpinning of human civilization of this region. 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, progress has been made in preserving and conserving areas of unspoiled forest, significant natural beauty, and valuable habitats for native species.

Subthemes:

- Hills, Valleys and Waterways: The Topographical Landscape
- Impact Upon the Land
- The Early Agricultural Landscape
- From Mixed Farming to Specialization
- Scenic and Natural Beauty: The Emerging Conservation Ethic

Theme 2. Native Americans in the Upper Susquehanna

For millennia prior to non-Native settlement, Native Americans lived in and traveled through this region, leaving behind artifacts as evidence of their presence. The most recent Native American civilization was the Iroquois Confederacy. 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 that led to bloodshed on both sides.

Subthemes:

- Remains of a Lost Civilization: Archaic to Woodland
- Preserving a Stronghold: The Iroquois Confederacy
- Joseph Brant and the Revolution
- Post-Revolutionary Frontier

Theme 3. Valley of Opportunity

Industry has played an important role within the Susquehanna Heritage Area region since the mid-1800's. Small-scale, localized early mills and lumbering operations gave way to concentrated, large-scale manufacturing and mass-production after the Civil War. 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 numerous innovative technology companies in the region.

Subthemes:

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

HOW TO TELL OUR STORIES

The Susquehanna Heritage Area (SHA) program will coordinate, facilitate, and provide incentives for the implementation of an enhanced interpretive and revitalization program promoting the unique heritage of the region. This 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 community development opportunities, attracting the interest of visitors, and using heritage as a touchstone for ongoing economic revitalization.

Each community within the expanded SHA 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 established by the Susquehanna Heritage Area Commission. The document could be prepared cooperatively by the partnering entities within the community with the overall approval and support of the municipality. Existing resources should be identified and assessed, and a program for community revitalization could be outlined. Business plans that build upon the techniques of the Main Street program may be incorporated that focus upon opportunities for mixed-use development, enhancing community character and the adaptive reuse of historic buildings.

The special story of each community should be identified in their SHAPE document, including suitable locations of proposed interpretive exhibits, specific implementation steps, and estimated costs outlined where feasible. Interpretation should be coordinated with other communities that have related themes and stories. Proposed exhibits should use the Susquehanna Heritage Area's adopted graphic identity and sign types, unless the community has its own ongoing graphic identity and signage standards.



One subtheme, *Rise of the Factory Economy*, is appropriate for Owego, as are other natural resource and Native American themes.



Newark Valley and other secondary resource communities should work to develop and implement an interpretive program for sites that are linked by the local byways and shared themes within the Susquehanna Heritage Area.



Maine, as well as other tertiary communities, have resources that can help to promote local business, preserve and rehabilitate historic buildings, strengthen community character, and attract residents and visitors.

NEXT STEPS

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

Approval of the Susquehanna Heritage Area Management Plan Amendment

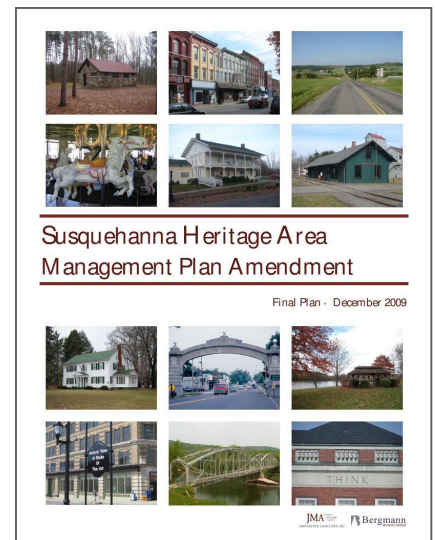
The overarching purpose of the Management Plan Amendment is to coordinate the regional activities focused in and around the Susquehanna Heritage Area designated and proposed communities. To achieve this, the Management Plan Amendment should ideally be accepted by Broome and Tioga Counties, as well as by individual communities within the expanded boundary. The boundary of the Susquehanna Heritage Area will ultimately encompass those municipalities designated in the New York State enabling legislation and the program will be implemented at the local level with cooperating entities that wish to participate.

Currently, Binghamton, Johnson City and Endicott are legally recognized as part of the Susquehanna Heritage Area program. Therefore, at a minimum, these three municipalities will need to approve the SHA Management Plan Amendment in order for the New York State Legislature to consider an expanded boundary. In addition, it is recommended that the two counties accept and endorse the Management Plan Amendment, to demonstrate local governmental support, before requesting legislative sponsorship to amend the State legislation. It is further recommended that the Susquehanna Heritage Area Commission and Advisory Board approve the Management Plan Amendment. The Management Plan Amendment must also be submitted to the New York State Office of Parks, Recreation and Historic Preservation (OPRHP) for approval. OPRHP is the responsible State entity that will approve the plan, or provide an explanation for their denial or conditional approval. The NYS Heritage Area Advisory Council will review the Management Plan Amendment and provide recommendations to OPRHP. It is possible that OPRHP may issue some form of conditional approval of the Management Plan Amendment until such time as the NYS Legislature amends the current law to recognize the new boundary.

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 SHA Management Plan Amendment. Ultimately, the SHA Commission will determine what the minimum requirements are for a community to participate in the Susquehanna Heritage Area. As part of the local inclusion process, communities may be requested to provide a resolution acknowledging acceptance of the Susquehanna Heritage Area Management Plan Amendment principles and goals as well as expressing their desire to participate in its implementation. Communities should agree to participate in the Susquehanna Heritage Area program objectives and should be encouraged to undertake the following local initiatives in support of the Heritage Area goals:

- Develop a Susquehanna Heritage Area Program Enhancement (SHAPE) document for local guidance.
- Participate in the implementation of the SHA Management Plan Amendment program goals and objectives as deemed appropriate and with consideration of available resources.
- Strive to maintain consistent support and a standard of quality with program implementation at the local level.

The Susquehanna Heritage Area Management Plan Amendment and Appendices are available for review at the Broome County Department of Planning or from a link on the Broome County Planning Department web page found on-line at www.gobroomecounty.com



Management Options for Implementation and Administration

In order for the Management Plan Amendment to be implemented, an entity needs to be recognized or created to oversee and administer its programs and initiatives. Three options are recommended in the Management Plan Amendment, 1) Intermunicipal agreement; 2) Independent non-profit organization; or 3) County administered program with partner organizations. Typically an intermunicipal agreement includes the contribution of funding from participating communities. Due to current fiscal constraints and the number of municipal entities, Option 1 may prove to be fiscally challenging and cumbersome. However, amending the existing intermunicipal agreement to include other communities may provide a prompt and reasonable approach for determining a longer-term administrative solution for those interested in participating. The current agreement allows for, but does not require, a financial commitment to participate. Option 2 includes the creation of a Board of Directors to oversee operations with a membership structure established to provide financial support. Subcommittees could be created to develop specific areas of activity. The County administered Option 3 could be organized as a joint program between Broome and Tioga Counties. Staff members from one or both of the Counties would serve to coordinate the program, working with partner organizations to oversee activities. These do not represent the only options, but are ones considered most 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.

Strategies for Implementation

Strategies were developed for the Susquehanna Heritage Area (SHA) that specifically address the four primary NYS Heritage Area Program goals of preservation, recreation, education, and community revitalization. In addition, the SHA Management Plan Amendment includes specific recommendations and actions under each of these four categories, as well as under the categories of Marketing and Partnerships. The SHA Management Plan Amendment should be referenced for a comprehensive list of strategies, recommendations, and actions.

Preservation and Stewardship.

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

Recreation and Natural Resources.

- Complete Local Resource Inventories
- Use the Binghamton Metropolitan Greenway Study as a Guide When Planning Heritage Trails and Connections
- Develop and Enhance Gateways for the Heritage Area
- Increase opportunities for Waterfront Access

Education and Interpretation.

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

Community Revitalization.

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



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For The:
 Broome County Department of Planning and
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In Association With:
 Susquehanna Heritage Area Commission
 & Advisory Board

For additional information on the project,
 please visit the Broome County website at:
www.gobroomecounty.com
 (select Planning Department link and then
 select "publications" from menu options)

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