

# **THE SOUTH CENTRAL/SOUTH WEST STEUBEN CHAMPION COMMUNITY ASSOCIATION**

## **REVISED STRATEGIC PLAN SEPTEMBER 2000**

### **Introduction**

This document represents an update to the Strategic Neighborhood Action Plan submitted by the Institute for Human Services on behalf of participating communities and the basis upon which Rural Champion Community status was awarded in 1995.

The original Plan was developed in 1994 in cooperation with eleven communities comprising the Addison School District as part of the State-funded Neighborhood Based Alliance program. The NBA provided funding for staff for a period of five years, during which time many of the Plan's objectives were successfully addressed. The premature demise of the State NBA program and attendant funds dramatically diminished the capacity of the community to meet some of the less specific, longer-term goals identified in the plan.

In accordance with USDA Rural Development requirements, the approved plan has been reviewed by participating communities and updated to reflect current pressing community priorities within the context of a more realistic appraisal of what can be accomplished in the 5-year period to which the update applies.

The following pages describe in detail the coordinated economic, human, community, and physical development plan and related activities proposed.

### **Partners**

The following communities have agreed to continue participation in the Champion Community initiatives: Addison Town, Addison Village, and the Towns of Cameron, Greenwood, Jasper, Troupsburg, Tuscarora, and Woodhull. Work sessions to identify and prioritize needs throughout the service area reflected input obtained from community residents and municipal officials.

### **Process**

The process by which the plan was updated began in December 1999 with contact between Rural Development and the Village of Addison, which had agreed to act as "lead agency" in the update. Preliminary meetings were held between these entities on January 24 and March 15, 2000, and all original Plan participants were informally convened in April to determine their interest in continuing as partners. Formal meetings were held with participating communities on May 31, June 21, and July 26, 2000. During that period of time, participating communities solicited public input in a variety of ways; one conducted a citizen survey; another held a special

joint planning board/town board meeting; and others sponsored opportunities for input as part of their regular board meetings.

There is no recent demographic data to indicate that levels of *economic* distress outlined in the original plan have changed significantly. Nonetheless, many of the original plan's goals -- principally in the human/social services arena -- were met. They include

- Success in achieving designation as Champion Community
- Implementation of Project Agree
- Improvements in code enforcement
- Some progress in housing rehabilitation
- Establishment of a case management system for service delivery
- Heightened awareness of family violence
- Establishment of a Youth Center
- Implementation of microenterprise technical assistance program
- Improvements in social services outreach
- Participation in establishment of county-wide public transportation system
- Establishment of primary medical and dental care facilities
- Recruitment of credit union to the Village of Addison

The updated plan was drafted on the basis of this analysis combined with input obtained from citizens and municipal officials. Final review of the updated plan by participants took place in early September. Representatives of the Southern Tier Central Regional Planning & Development Board and Three Rivers Development Foundation have facilitated the project during this time and will continue to provide technical assistance.

#### Resources

No public funds for furtherance of the Plan's objectives have been identified beyond those generally available for normal municipal operations. Funding applications will have to be submitted in pursuit of meeting specific goals. Additionally, coordination of funding and/or services is anticipated from such entities as

- Tri-County Housing Council
- Community Progress, Inc.
- Steuben County Churchpeople Against Poverty
- Habitat for Humanity
- Steuben County Office for the Aging
- Greater Corning Area Chamber of Commerce
- Cornell Cooperative Extension
- NYS Department of Labor
- Chemung-Schuyler-Steuben Workforce Development, Inc.
- Steuben County Department of Social Services
- Addison & Jasper/Troupsburg School Districts
- NYS Academy of Fire Science

In-kind technical services will continue to be available through the Southern Tier Central Regional Planning & Development Board and Three Rivers Development Foundation.

Potential resources for implementing specific activities in the Plan are identified in the Benchmark Worksheets which are part of this Plan.

### **Strategic Vision for Change**

TO INVOLVE THE COMMUNITY IN A COOPERATIVE EFFORT  
TO IMPROVE SOCIAL AND ECONOMIC CONDITIONS ENABLING  
INCREASED SELF-SUFFICIENCY AND EMBRACING SUSTAINABLE  
COMMUNITY DEVELOPMENT

The following sections of this Plan present an updated articulation of the most pressing community needs along with remedial activities which have a reasonable chance to succeed within the parameters of time and available resources. Activities are grouped into four categories:

Housing  
Economic Opportunity  
Human Services  
Community Capacity Development

Goals and performance benchmarks are summarized on the Benchmark Worksheets accompanying this narrative; more detailed benchmarks will be compiled at a later date when supporting agencies and participating communities have accessed Rural Development's computer system and receive appropriate training. The Village of Addison, with assistance from the Regional Planning Board and Three Rivers Development Foundation, will facilitate formal annual review of progress against objectives, following which adjustments will be made as appropriate.

### **HOUSING**

**Problem/Opportunity:** Limited housing choices for all constituents  
**Goal:** To increase availability of appropriate and affordable housing for individuals of all ages and incomes

**Activities:**

1. Construct 30-40 units of new "upscale" and moderate-income owner and/or renter housing
2. Conduct extensive housing rehabilitation initiative throughout service area, with target of 20-30 units in South and West neighborhoods of the Village of Addison

3. Explore means by which homeowners/tenants insurance can be made available to low-income residents
4. Establish at least one proprietary home for the elderly

### **ECONOMIC OPPORTUNITY**

**Problem/Opportunity:** Untapped community assets and resources perpetuate overall economic stagnation

**Goal:** To address present weaknesses and build on existing strengths to improve the actual and perceived economic condition of the entire service area and specific localities/venues as appropriate

**Activities:**

1. Establish leadership economic development entity to assist in activities which will move the area toward its overall Goal, including many of the activities listed below
2. Lobby for additional facilities at the Pinnacle State Park
3. Establish highway/roadside cleanup and beautification program
4. Identify, and devise strategy for maximizing, cultural, historic, recreational, and other elements of the area which might appeal to visitors
5. Devise mentoring program for encouraging the development and promotion of Bed & Breakfast facilities
6. Inventory and market business properties/opportunities
7. Provide tax incentives for upgrades of commercial properties
8. Initiate “master” or “comprehensive” plans for participating Champion Communities
9. Develop and work toward implementing plan for coordinated welcome, directional, and information signage system
10. Work with public and private sponsors to establish summer youth work programs/opportunities
11. Advocate for enhanced/expanded public transportation system
12. Extend sewer and natural gas lines in the hamlet of Jasper
13. Create a more supportive business environment (e.g., publishing a business directory, identifying and encouraging linkages such as cooperative purchasing/marketing, mentoring network, and business “incubators”)
14. Utilize local libraries as employment resource centers
15. Advocate for institution of life skills training/education in local schools
16. Aggressively promote partnering between school districts and private employers to develop regular programming for informing young people as to locally available occupational opportunities and assist them in planning for the skills and education required
17. Develop plan for “paving” secondary roads

## HUMAN SERVICES

**Problem/Opportunity:** Rural nature of the service area, coupled with lack of a growing tax base and pockets of geographic isolation, presents special challenges to providing essential as well as optional services which enhance quality of life.

**Goal:** Work to minimize barriers to essential services and expand non-essential but desirable services identified as part of the Plan update.

**Activities:**

1. Devise and implement plan for keeping area residents informed about available services on a periodic basis
2. Establish a network of Senior Centers
3. Expand outreach to elderly and disabled residents to facilitate independent living
4. Encourage development of major commercial youth/family recreational center(s) (e.g., bowling alley, skating rink, etc.)
5. Establish more children's playgrounds

## COMMUNITY CAPACITY DEVELOPMENT

**Problem/Opportunity:** The service area requires - and for the most part is blessed with - large numbers of individuals willing to work as actual or virtual volunteers in various community capacities. The value of their time and expertise could be greatly enhanced through improved recruitment and provision of leadership and training.

**Goal:** To maximize the organizational effectiveness of municipal officials and volunteer service providers

**Activities:**

1. Establish an ongoing program for recruitment, training, and recognition of volunteers for emergency services (e.g., fire, ambulance)
2. Provide periodic leadership and teambuilding training to emergency service organizations
3. Establish and conduct areawide emergency services education program alerting residents to the complications of responding to emergency calls in a rural community and emphasizing preventive measures which can be employed to avoid such emergencies
4. Provide technical assistance and leadership training to municipal officials

**Implementation**

The strategic plan will be implemented through cooperation among the participating communities under the leadership of the Village of Addison, the Southern Tier Central Regional Planning & Development Board, and Three Rivers Development Foundation.

**Public Access to Materials and Proceedings**

This Plan and supporting documentation as to its development is on file in the offices of each participating municipality for public review during regular business hours.