

Policy Area V Economic Development



ECONOMIC DEVELOPMENT

Sullivan County's economy is heavily tilted toward service industries, with 25.7% of the employed population in 2000 having jobs in education, health care and social services. Retail related jobs were held by another 11.6%. Arts, entertainment, recreation, accommodations and food services accounted for 10.2%, public administration represented 8.3% and construction 8.0%. Except for retail, Sullivan County has had above-average employment in all of these sectors compared to national and state averages. It had below-average job numbers in manufacturing (only 5.8% versus 14.1% for the U.S.), professional/management/administrative employment and finance, insurance and real estate.

Significantly, there was a much higher reliance on jobs in government (22.1%) than is the case in either the State (17.0%) or the U.S. as a whole (14.6%). This may reflect the availability of prison employment at the Woodridge, Napanoch (Ulster County) and Otisville (Orange County) correctional institutions, but is also indicative of sparse well paying private sector employment. This, combined with the relative lack of diversity in private sector employment has made the County more vulnerable to volatile trends in the housing, tourism and social service industries. Therefore, increasing the diversity of employment opportunities and making the County friendly for private entrepreneurship are important factors in improving quality of life and meeting the challenges of growth. This is particularly important as the County is faced with the prospect of more legalized gaming venues that will strengthen, but also increase reliance upon, the tourism sector.

Tourism already cuts across several sectors and, together with social services, dominates the local economy. It has long been the mainstay of Sullivan County's economy, beginning with the establishment of the hotel resort industry in the late 1800's. It was balanced with agriculture at the outset but later became the very symbol of Sullivan County as large hotels such as the Concord and Grossingers resorts prospered and grew. This concentration on a single sector resulted in little development of others. Over the last 40 years, the hotel resort industry has mostly disappeared, often being replaced with social services enterprises that took over some of the hotel properties. There has been a recent rebirth of the recreation industry as the County has gained popularity for outdoor recreation, sightseeing, golf and second homes.

The County is encouraging the development of other service industries, has developed industrial sites and actively recruited agricultural, manufacturing and other industries. It has worked and continues to work closely with existing businesses to expand and has successfully attracted a large distribution warehouse in the Town of Mamakating. The County's Economic Development Strategy, adopted in 1997, was based on similar policies.

The importance of diversification as part of the strategy is emphasized by the County's relatively low median household income of \$36,998 in 2000, compared to \$43,393 for the State as a whole. Much of this is attributable to the somewhat lower average wages that tourism industries have traditionally generated. More importantly, incomes remained virtually unchanged when adjusted for inflation, the 1990 median having been \$36,940 in 2000 dollars. Making real gain will demand more diverse employment opportunities.

The County's 1997 Economic Development Strategy was and largely remains sound. Sullivan 2020 is intended to both update and expand upon this strategy to address developments since then and reinforce the commitment to economic diversification. Legalized gaming is now a reality and likely to increase in a major way. The Bethel Woods Center for the Arts is now under construction. There is a new State Scenic Byway along Route 97. The Town of Mamakating is beginning to receive a spillover of commercial and industrial development from Orange County. Institutions such as the Discovery Center have expanded several times. The second home industry is getting renewed attention as high-end buyers are being attracted to the County.

These and other projects are changing the face of Sullivan County. Sullivan 2020 intends to incorporate these new trends into a cohesive policy that accommodates urban growth while preserving that essential character which serves so well to draw residents and investors to it. Shovel-ready site development, open space protection and economic diversification are all critical pieces of the overall strategy.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.



DIVERSIFIED INDUSTRIES

Sullivan County has historically been more dependent on one sector of the economy than the other, whether it is agriculture or the resort industry. The most obvious ramification of being too dependant on one industry emerged during the decline in the tourism industry in the 1970s and 1980s, and repercussions were felt throughout the County's economy. Continued job losses were experienced in the resort and related industries. The County also lost a number of manufacturing jobs. The result was a prolonged economic recession in Sullivan County, with unemployment rates higher than the national average or the Mid-Hudson region and surrounding counties. The County's low and moderate income residents have been the hardest hit during economic restructuring that has occurred since then.

Diversification of the economy to develop an economic base broad enough to withstand the loss of one industry and continue to prosper by replacing those jobs elsewhere is one of the main goals of Sullivan 2020. The diversified industries must include manufacturing and service employers with small and large plants established throughout the County, in addition to revamping the County's traditional tourism and agricultural sectors.

Sullivan County boasts of a number of distinctive advantages, such as an abundance of undeveloped land, with the capacity for developing industrial or corporate parks with infrastructure in place, to accommodate proposed business developments. In addition, the County has low labor costs, and I-86, a limited access expressway provides easy access to the New York City metropolitan area. Other advantages include:

- An extensive fiber optic network— the County lies at the edge of the Hi-Tech Corridor in the Hudson Valley; this could be utilized to attract additional businesses as well as second-home owners.
- Stewart Airport and the Sullivan County International Airport provide regularly scheduled passenger services and could be developed as a premier corporate jet facility and air cargo operation center.

Millennium Natural Gas Pipeline owned by Columbia Gas traverses Sullivan County. Provision of low-cost natural gas to industrial parks would also make these development sites more attractive to potential businesses.

Identifying these competitive advantages has been a critical first step in the creation of a diversified economy and industries in Sullivan County. Specific strategies have been identified as part of the Sullivan 2020 Strategic Plan, such as incentives and financing for locating in the County, shovel-ready sites and strategies for promoting the County's competitive advantages to potential industries, warehouses and distribution centers, and second-home residents, while ensuring at the same time that the County's natural environment remains unharmed during the process of economic development and diversification.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.1

Create attractive financial incentives targeting health services, research and development, light manufacturing, and professional and corporate offices.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Enlist the services of the County Industrial Development Agency in developing financial incentives for specific industries.	C/P	A
Evaluate and redesign tax-abatement policies for these specific categories of enterprises, as well as agriculture, forestry and other sectors.	C/M/P	P
Incorporate criteria into these policies that reflect the value of the wages and benefits, year-round employment and other economic benefits to be obtained.	C/M	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **A Guide to Business Tax and Personal Income Tax Credits Within Empire Zones.** New York State Department of Taxation and Finance. Publication 26 (2/01).
- ◆ **Economic Development Initiatives for Long-Term Growth in NYS.** Community Development Reports, Cornell Community and Rural Development Institute, Volume 4, No. 4, Fall 1996.
- ◆ **Sullivan County Revolving Loan Funds.** Sullivan County Partnership for Economic Development.
- ◆ **Rebuilding Sullivan County II—A State/County Partnership for Economic Development.** Sullivan County Government. 1998

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Industrial Development Agency**
Contact: Jennifer Brylinski, Executive Director, 295-2603
- ◆ **Sullivan County Empire Zone Program** - www.empire.state.ny.us
Contact: George Bucci, Program Coordinator, 794-3000 x3536
- ◆ **NY♥Business** - www.empire.state.ny.us

Funding Sources

- ◆ **Sullivan Investment Fund**
Contact: Sullivan County Partnership for Economic Development; 845-794-1110
Business creation and/or expansion loans consistent with the Sullivan County Economic Development Strategy.
- ◆ **New York Business Development Corporation;** 518-463-2268
Loans to small business in partnership with member banks.
- ◆ **NYS Empire Development Corporation;** 845-567-4882
Direct Loans to businesses at below market interest rates depending on real job creation and private lender participation.
- ◆ **USDA Rural Development Business & Industry Loan Guarantees;** 315-477-6400

Other

- ◆ **NYS Department of Taxation and Finance** - www.tax.state.ny.us

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.2

Assemble financing sources for new businesses in health services, research and development, light manufacturing, and professional and corporate offices.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Continually inventory existing financing programs, both private and public, for packaging, dissemination and training purposes.	C/P	P
Develop new revolving loan funds and other sources of secondary position financing that can serve to spur the development of new diversified enterprises.	C/P	P
Expand the eligibility of existing programs to include niche enterprises in the arts, culture and agricultural arenas.	C/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Sullivan County, NY Area Wage and Fringe Benefits Survey Report**, July 2005

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Industrial Development Agency**
Contact: Jennifer Brylinski, Executive Director, 295-2603
- ◆ **Sullivan County Empire Zone Program** - www.empire.state.ny.us
Contact: George Bucci, Program Coordinator, 794-3000 x3536
- ◆ **NY♥Business** - www.empire.state.ny.us

Funding Sources

- ◆ **Rural Assistance Center (RAC)** - www.raconline.org/funding/funding_sponsor.php
RAC helps rural communities and other rural stakeholders access the full range of available programs, funding, and research that can enable them to provide quality health and human services to rural residents.

Other

- ◆ **NYS Department of Labor** - www.labor.state.ny.us
Find Sullivan County Current Employment by Industry (CES). Organization designed to stimulate economic growth and job creation, while facilitating compliance with New York State labor laws.
- ◆ **Workforce New York** - www.workforcenewyork.com
Find a variety of useful information for employers and jobseekers.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.3

Establish sites and infrastructure (in the form of shovel-ready sites) to accommodate new diversified economic development.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Inventory already approved and developed sites for new industry, including both small and large business enterprises.	C/P	P
Identify potential new sites for business and work with owner/developers to secure pre-approvals and generic environmental reviews in advance of development.	C/P	A
Build relationships with real estate development partners to encourage and satisfy the needs of new business enterprises.	C/P	A
Classify and target business prospects by infrastructure needs.	C/P	P
Coordinate sewer, water and other infrastructure improvements on a regional basis to address the expansion needs of business prospects that demand additional infrastructure.	C/P	P
Maintain an updated inventory of sites, businesses and infrastructure on an annual basis.	C	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Build Now-NY: A Guide to Shovel Ready Certification.** Empire State Development and The Governor's Office of Regulatory Reform. www.gorr.state.ny.us/gorr/shovelready.pdf
- ◆ **Community Development and Business Location Decision Making.** Community Development Society. Community Development Practice, Series No 2, 1994.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Industrial Development Agency**
Contact: Jennifer Brylinski, Executive Director, 295-2603
- ◆ **Sullivan County Empire Zone Program** - www.empire.state.ny.us
Contact: George Bucci, Program Coordinator, 794-3000 x3536

Funding Sources

- ◆ **Sullivan Investment Fund**
Contact: Sullivan County Partnership for Economic Development; 845-794-1110
Business creation and/or expansion loans consistent with the Sullivan County Economic Development Strategy.
- ◆ **New York Business Development Corporation;** 518-463-2268
Loans to small business in partnership with member banks.
- ◆ **NYS Empire Development Corporation;** 845-567-4882
Direct Loans to businesses at below market interest rates depending on real job creation and private lender participation.
- ◆ **USDA Rural Development Business & Industry Loan Guarantees;** 315-477-6400

Other

- ◆ **NYS Banking Department** - www.banking.state.ny.us
This agency seeks to stimulate the growth and success of the financial industry through judicious regulation and supervision.
- ◆ **NYS Department of State** - www.dos.state.ny.us
DOS includes the Office of Business and Licensing Services, one of the two main branches of the department.
- ◆ **Cayuga County Business Development Sites Inventory Program** - www.co.cayuga.ny.us/bdsip
This website is intended to identify sites within Cayuga County, New York that are suitable for targeted economic development projects, and could be used as a model.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.4

Develop partnerships with interested towns and villages to promote new niche enterprises.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Identify opportunities and high priority economic development areas by soliciting interest from municipalities about new and potential business development.	C/M	P
Review municipal zoning ordinances to identify unreasonable obstacles to business development and work to accommodate targeted prospects.	C/M	P
Work with municipalities to secure funding for new infrastructure and site development projects.	C/M	P
Market sites with municipalities, using interactive, linked websites and similar techniques.	C	P
Invite interested municipalities into the Sullivan County Partnership for Economic Development as active members in strategy development.	C	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Strategies for Sustainable Economic Development.** Planning Advisory Service Memo, December 1998. American Planning Association.
- ◆ **Planning Local Economic Development: Theory & Practice.** Edward J. Blakely. Sage Publications Inc., 1994.
- ◆ **Creating An Economic Development Action Plan: A Guide for Development Professionals.** Thomas S. Lyons & Roger E. Hamlin. Praeger Publishers, 1991.
- ◆ **Downtown & Business District Marketing Analysis: Using Market Data and Geographic Information Systems to Identify Economic Opportunities in Small Cities.** Center for Community Economic Development, University of Wisconsin Cooperative Extension - www.uwex.edu/ces/cced/dma/

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **Mid Hudson Pattern for Progress** - www.pattern-for-progress.org
A regional planning, research and policy development organization that compiles technical studies to detect patterns for growth and development in the Hudson Valley Region.
- ◆ **Local Initiatives Support Corporation** - www.lisc.org
Provides capital, technical expertise, training and information to community based development organizations to help rejuvenate distressed neighborhoods.

Funding Sources

- ◆ **Center for Commercial Revitalization, Community Safety Initiative and Community Investment Collaborative for Kids** - www.lisc.org
Programs offered by *LISC* provide funding to stimulate rejuvenation of a community.

Other

- ◆ **Cayuga County Business Development Sites Inventory Program**
www.co.cayuga.ny.us/bdsip
This website is intended to identify sites within Cayuga County, New York that are suitable for targeted economic development projects, and could be used as a model.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.5

Pursue a marketing strategy that effectively brands the County based on its marketable competitive advantages for targeted industries.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Document and update annually the County's marketable competitive advantages for targeted industries, such as: <ul style="list-style-type: none"> • Lower costs of doing business, • Quality of County services and resources, and • Networking opportunities. 	C/P	P
Develop media packages and other public relations tools that incorporate these advantages into an effective branding program.	C/P	A
Package these advantages in the context of regional relationships, such as, <i>"New York State's Cultural Capital - Where the Arts and Business Opportunities Meet"</i> .	C	A



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Creating An Economic Development Action Plan: A Guide for Development Professionals.** Thomas S. Lyons & Roger E. Hamlin. Praeger Publishers, 1991.
- ◆ **Sullivan County, NY Area Wage and Fringe Benefits Survey Report,** July 2005
- ◆ **Community & Economic Development Toolbox.** www.cdtoolbox.net
- ◆ **Analyzing Local Markets.** Community Development Society. Community Development Practice, Series No 5, 1996.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development -** www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **Mid Hudson Pattern for Progress -** www.pattern-for-progress.org
A regional planning, research and policy development organization that compiles technical studies to detect patterns for growth and development in the Hudson Valley Region.
- ◆ **Main Street Center** - www.mainstreet.org
Clearinghouse for information, technical assistance, research and advocacy for commercial district revitalization

Other

- ◆ **Cayuga County Business Development Sites Inventory Program**
www.co.cayuga.ny.us/bdsip
This website is intended to identify sites within Cayuga County, New York that are suitable for targeted economic development projects, and could be used as a model.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.6

Link marketing of the County for business with tourism and regional marketing programs.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Coordinate marketing of Sullivan County with adjoining regions, ensuring that themes are complementary and regional promotions include Sullivan County's competitive advantages.	C/P	P
Piggyback business marketing onto tourism marketing, particularly with respect to second-home residents who could be potential investors in the County.	C/P	P
Ensure that marketing does not neglect small niche and home-based business opportunities which typically require less in the way of infrastructure.	C	P
Target business marketing to areas from which vacationers and second-home residents come including the New York City metropolitan area and other nearby regions.	C	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Framework for Community Sustainability: Ten Ingredients for Long-Term Success.** Rocky Mountain Institute, February 2003.
- ◆ **Grappling with Growth: Building a Strong Economy and Great Place to Live.** Rocky Mountain Institute, March 2005.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **Mid Hudson Pattern for Progress** - www.pattern-for-progress.org
A regional planning, research and policy development organization that compiles technical studies to detect patterns for growth and development in the Hudson Valley Region.

Other

- ◆ **Tourism Business Development Toolbox: Resources to Assist Tourism Entrepreneurship in Your Community.** www.uwex.edu/ces/cced/tourism/
Center for Community Economic Development, University of Wisconsin Cooperative Extension
- ◆ **Annapolis Economic Development Marketing** - www.annapolis.gov
Website tool focused on marketing the 6 “business neighborhoods” in Annapolis.
- ◆ **Greene County IDA** - www.greeneida.com
Focuses on developing “shovel ready” sites and existing historic locations with the goal of marketing to and attracting a diverse mix of business types and employment opportunities for local residents as well as needed new local property tax revenue.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.7

Identify and promote development of service industry sub-sectors with the potential to generate spin-off small businesses.

Timeframe

SHORT TERM
INTERMEDIATE
LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Use input-output analysis to identify business categories that generate high income and employment multipliers, and spin-off business opportunities for the County such as agricultural processing and refrigerated truck services.	C/P	P
Promote expansion and further development of the identified basic industries along with the specific spin-off opportunities.	C/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Smart Growth at the Frontier: Strategies and Resources for Rural Communities.** Northeast-Midwest Institute, 2002.
- ◆ **Regional Multipliers from the Regional Input-Output Modeling System (RIMS II): A Brief Description** www.bea.gov/bean/regional/rims/brfdesc.cfm
This document examines inter-industry relationships within regions in order to predict how a community and its economy will respond to a project.
- ◆ **Regional Multipliers: A User Handbook for the Regional Input-Output Modeling System (RIMS-II)** U.S. Department of Commerce. March 1997.
- ◆ **Boosting Local Economies Through Health Care.** Community Development Reports, Cornell Community and Rural Development Institute, Volume 7, No. 1, Winter 2000.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **NY ♥ Small Biz** - www.nylovesmallbiz.com
Information and guidance to establishing small businesses in NYS.
- ◆ **Bureau of Economic Analysis (BEA)** - www.bea.gov
U.S. Department of Commerce. Provides the most relevant and accurate economic accounts data.
- ◆ **Economics and Statistics Administration (ESA)** - www.commerce.gov
U.S. Department of Commerce, developed EconomicIndicators.gov to provide timely access to the daily releases of key economic indicators from the Bureau of Economic Analysis and the U.S. Census Bureau.
- ◆ **Mid Hudson Pattern for Progress** - www.pattern-for-progress.org
A regional planning, research and policy development organization that compiles technical studies to detect patterns for growth and development in the Hudson Valley Region.
- ◆ **Small Business Administration** - www.sba.gov
Provides assistance to starting, financing, and managing small businesses.

Funding Sources

- ◆ **Community Development Financial Institutions (CDFI)** - www.cdfifund.gov
Promotes economic revitalization and community development through investment in and assistance to community development financial institutions.

Other

- ◆ **NYS Department of Labor** - www.labor.state.ny.us
Find Sullivan County Current Employment by Industry (CES). Organization designed to stimulate economic growth and job creation, while facilitating compliance with New York State labor laws.
- ◆ **Workforce New York** - www.workforcenewyork.com
Find a variety of useful information for employers and jobseekers.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.8

Target the second-home population as a source of potential entrepreneurs who may be enticed to develop new small businesses in Sullivan County.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Use mailings and other solicitations of Sullivan County second-home owners to identify prospective investors and introduce them to business opportunities in the County.	C/P	P
Invite second-home residents to actively participate in the Economic Development Partnership and other efforts to improve opportunities within the County, thereby exposing these individuals themselves to those opportunities.	C/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Business Plan Preparation Guide.** Mid-Hudson Region Small Business Development Center.
- ◆ **Community Economic Development Preparedness Index.** Center for Community Economic Development, University of Wisconsin Cooperative Extension, April 2004.
- ◆ **Entrepreneurs & Entrepreneurship.** Center for Rural Entrepreneurship, Monograph 1. June, 2003.
- ◆ **Energizing Entrepreneurs.** Center for Rural Entrepreneurship, Monograph 4. January 2004.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **NY ♥ Small Biz** - www.nylovesmallbiz.com
Information and guidance to establishing small businesses in NYS.
- ◆ **Gateway to Entrepreneurial Tomorrows (GET)**
Contact: Dr. Enrique Rob Lunski, GET President (845) 454-1700 ext 1020 or rob@gethudsonvalley.org
Information gateway to the many economic, financial, labor and business resources and services available to new entrepreneurs in the Mid-Hudson Valley Region.
- ◆ **Main Street Center** - www.mainstreet.org
Clearinghouse for information, technical assistance, research and advocacy for commercial district revitalization.
- ◆ **U.S. Small Business Administration** - www.sba.gov
Provides assistance to starting, financing, and managing small businesses.

Funding Sources

- ◆ **Community Development Financial Institutions (CDFI)** - www.cdfifund.gov
Promotes economic revitalization and community development through investment in and assistance to community development financial institutions.

Other

- ◆ **NYS Small Business Development Center** - www.nyssbdc.org
Through the regional center located in Kingston, business counseling and training is available to New Yorkers who want to start a business or improve the performance of an existing business.
Contact Info: Arnaldo Sehwerert, 845-339-0025
- ◆ **Healthy NY** - www.HealthyNY.com
Program designed to assist small business owners in providing their employees and their employees families with the health insurance they need.

**Policy Area V
Economic Development**

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.9

Provide business planning assistance and entrepreneurship training on an ongoing basis.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Promote and expand upon the services of the Small Business Development Center.	C/M	P
Offer similar services locally through a combination of volunteers (e.g. the SCORE program) and staff from the Economic Development Partnership, Sullivan County Community College and Cornell Cooperative Extension.	C/P	P
Conduct seminars and training programs for small business planning and entrepreneurship, using the resources of Sullivan County Community College and Cornell Cooperative Extension.	C/P	P
Link small business recruitment efforts by the Partnership for Economic Development with specific Sullivan County Community College curriculum offerings, using the latter as a competitive advantage.	C/P	P

Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Business Plan Preparation Guide.** Mid-Hudson Region Small Business Development Center.
- ◆ **Specialty Shop Retailing: How to Run Your Own Store.** Carol L. Schroeder. Wiley Publishing, 1996.

Organizations and Programs

- ◆ **NYS Small Business Development Center** - www.nyssbdc.org
Through the regional center located in Kingston, business counseling and training is available to New Yorkers who want to start a business or improve the performance of an existing business.
Contact Info: Arnaldo Sehwerert, 845-339-0025
- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **Sullivan County Community College** - www.sullivan.suny.edu
- ◆ **Marist College** - www.marist.edu
- ◆ **NY ♥ Small Biz** - www.nylovesmallbiz.com
Information and guidance to establishing small businesses in NYS.
- ◆ **Gateway to Entrepreneurial Tomorrows (GET)**
Contact: Dr. Enrique Rob Lunski, GET President (845) 454-1700 ext 1020 or rob@gethudsonvalley.org
Information gateway to the many economic, financial, labor and business resources and services available to new entrepreneurs in the Mid-Hudson Valley Region.
- ◆ **Entrepreneurial Assistance Program Centers** - www.nylovesbiz.com
Under Empire State Development, EAP's were established to provide specialized help to women, minority group members and persons with disabilities who are starting a business.
Contact: Mid-Hudson Region Office, Orange-Ulster BOCES, 845-781-4363 x10779
- ◆ **Service Corps of Retired Executives (SCORE)** - www.score.org
Resource partner of U.S. Small Business Administration, retired business executives who volunteer services to small businesses.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.10

Encourage the development of new small businesses that offer potential for future growth and are compatible with both rural hamlet/village environments.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Work with local Business Improvement Districts (BID), Community Development Corporations (CDC) and Local Development Corporation (LDC) to create a sense of place, encourage new business and develop a network with other hamlets and villages.	C/M/P	P
Strengthen existing economic assets of local business districts while diversifying its economic base- activities should include: <ul style="list-style-type: none"> • A market analysis to understand the changing market place; • Adaptive reuse of vacant structures; and • Sharpening the competitiveness of Main Street's existing merchants. 	C/P	P
Promote the Main Street Center as a technical and business assistance resource for municipalities.	C	P
Redesign a Main Street Program that expands the benefits of the program including: <ul style="list-style-type: none"> • Building partnerships across diverse population groups; • Promoting downtown to investors and visitors; and • Increasing the number of County Main Streets. 	C/P	P

Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Entrepreneurial Support Organizations.** Center for Rural Entrepreneurship. Monograph 6. June, 2003.
- ◆ **Community Environment for Entrepreneurship.** Center for Rural Entrepreneurship. Monograph 5. June, 2003.
- ◆ **Capital for Rural Entrepreneurs.** Center for Rural Entrepreneurship. Monograph 7. March 2002.
- ◆ **Incubators and Small Business Development.** Planning Advisory Service Memo, September 1996. American Planning Association.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **NY ♥ Small Biz** - www.nylovesmallbiz.com
Information and guidance to establishing small businesses in NYS.
- ◆ **Main Street Center** - www.mainstreet.org
Clearinghouse for information, technical assistance, research and advocacy for commercial district revitalization.

Other

- ◆ **International BID Project** - web.mit.edu/11.204/www/webportfolio/BID/
Department of Urban Studies and Planning at MIT. Source for information and examples of BIDs around the world.

Policy Area V Economic Development

Goal:

Encourage the diversification of Sullivan County's economic base by promoting entrepreneurship and attracting new businesses, while achieving a sustainable balance between the built and natural environment.

STRATEGY 5.11

Create business-friendly land use regulations with respect to small businesses and home occupations.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Evaluate local regulations with respect to home-based business and other niche enterprises to ensure they do not unreasonably restrict such activities, suggesting model language where appropriate.	C/M	P
Assist towns and villages in identifying the most appropriate areas for diverse economic enterprises and creating zones to accommodate such development.	C/M/P	P
Promote the use of planned unit and mixed-use commercial development techniques that establish high design standards while creating the flexibility required to easily fit in with other development.	C/M	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Form Based Development Codes.** Zoning Practice, May 2004.
- ◆ **Using Zoning Bonuses for Smart Growth and Development.** Zoning News, July 2000.
- ◆ **This House is an Office: Residential-Office Districts.** Zoning News, October 2000.
- ◆ **The Industrial Zoning Crisis.** Zoning News, November 2000.

Organizations and Programs

- ◆ **Sullivan County Partnership for Economic Development** - www.scpartnership.com
Contact: Marc Baez, President/CEO, 794-1110
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **NY ♥ Small Biz** - www.nylovesmallbiz.com
Information and guidance to establishing small businesses in NYS.

Other

- ◆ www.catskillalliance.org/index.html
- ◆ <http://www.sustanhv.org/index.html>