Meeting Agenda

STRATEGIC DEVELOPMENT PLAN STEERING COMMITTEE

Date : March 4, 2024

Time : 12:00 PM

Facilitator : Trisha Hiemstra, P.E.

Place : Bru 64

STEERING COMMITTE

- Melanie Vilardi
- Beau Harbin
- Brendan O'Bryan
- Michelle Enright
- Bob Haight
- Amy Buggs
- Trisha Hiemstra

ACTION ITEMS

1. Brainstorm pop-up events to attended
2. Review the invitees for the Focus Group & Public Meetings

ITEMS ATTACHED

- Public Meeting schedule
- Project Gantt Chart
- Housing Meeting notes

TOPIC

Cortland County strategic Development Plan project progress

DISCUSSION

- Website Launched
- Focus Group & Public Meetings scheduled
- Invitees for meetings
- Pop - up Event to attend
- Housing meeting outcome
- Progress on the project timeline provided by MRB.

IN PROGRESS

- Press release & Social Media content to introduce the SDP project and announcing the upcoming events
- Materials for the Focus Group & Public Meetings
- Follow up housing meeting
- Transportation, energy, and housing data are being drafted.
- Photo database continuing to be developed for marketing.
- Pop up events being prioritized for our team to attend.

ELEVATE CORTLAND

COUNTY STRATEGIC DEVELOPMENT PLAN

ELEVATE / CORTLAND
COUNTY STRATEGIC DEVELOPMENT PLAN

Public Meeting Schedule:

The five public meetings, all of which will be held from 6:00PM to 8:00PM, and their scheduled dates and locations are as follows:

- Tuesday, March 19, 2024: Marathon Civic Center, 11 Brink St, Marathon, NY 13803
- Monday, March 25, 2024: Beaudry Park Building, Scammell St, Cortland, NY 13045
- Tuesday, March 26, 2024: Virgil Fire Hall, 1195 W State Rd, Cortland, NY 13045
- Tuesday, April 2, 2024: Truxton Town Hall/Railroad Station, 6290 Railroad St, Truxton, NY 13158
- Thursday, April 4, 2024: Homer Center for the Arts Community Room, 72 S Main St, Homer, NY 13077

Each meeting will provide information about the Elevate Cortland Strategic Development Plan and offer an opportunity for the public to provide comments or ask questions.

Cortland County Strategic Development Plan

*General review, input, guidance assumed throughout.

TASK TITLE	LEAD	DESCRIPTION	NEEDED FROM COUNTY*	STATUS	January	February	March	April	May	June	July	August	September	October	November	December
Project Management																
Project Kickoff				Complete												
Assessment of Current Conditions				Underway												
Review of Existing Documents	MRB	Collect, review, and summarize existing planning documents and studies.	Assistance collecting relevant comp plans, planning strategies, studies, etc. that consulting team should review in order to understand the...	Complete												
Market Analysis	MRB	Overview of demographics, economic, and real estate trends.	Assistance collecting data or making connections to help gather data that is not readily available, but that the County feels is critical to the planning...	Underway												
Land Use Review	MRB	Assess current distribution of land uses throughout the County.	Connection to get real property parcel data.	Complete												
Competitiveness Comparison	MRB	Compare key statistics to peer and model communities.	Work with MRB and EDR to identify and select peer communities, as well as confirm key statistics to include.	Not Started												
Cortland County SDPSC Visioning Process	EDR	Work with steering committee to develop a brand for the plan.		Complete												
Stakeholder Engagement	EDR															
Public Engagement Plan	EDR	Development plan outlining engagement strategies.	Review and feedback	Complete												
Logo development	EDR	Create design file of logo	Review and feedback	Underway												
Website development	EDR	Develop website for posting information and to gather input	Input on content, review and feedback	Underway												
Design social and digital marketing	EDR	Design general digital materials to promote the planning process and plan website.	Input on content, review and feedback	Not Started												
Quadrant Meetings																
Determine meeting structure	EDR	Decide the best way to share and get information that is needed at this juncture.	Provde insights from prior engagement	Not Started												
Determine dates and locations for each meeting.	County	Provide input on logistics.	Provide suggested dates based on community calendars. Book locations.	Not Started												
Create marketing materials for events (if needed)	EDR	Design and print materials to hand out.	Provide input on content.	Not Started												
Confirm Input to be Collected and Create Collection Tools	EDR	Determine what input is best collected at these types of events and design tools to collect this input (form, boards...	Provide input on the audiences.	Not Started												
Create markteing pieces promoting meetings	EDR	Design digital market and draft press release to promote County's participation at event, as well as input...	Distribute press release to relevant media, post and share digital marketing. Send targeted invitations to town/village, planning, and zoning...	Not Started												
Develop other meeting materials depending on structure	EDR	Such as: presentation slides, boards, fact sheets, etc.	Review and input	Not Started												
Facilitate meetings.	EDR	As appropriate based on structure, guide discussion, encourage participation by all participants.	Attend meetings. If presentation, provide intro. If open house, assist with tabling/questions/sign in.	Not Started												
Summarize input collected from meetings.	EDR	Compile and summarize input from all meetings, identifying themes and trends as well as differences between...	Review and input	Not Started												
Focus Groups																
Confirm Topics for Focus Groups	MRB	Assess what topics are best served by focus groups vs. interviews. Discuss with consulting team members leading each...	Provide input on topics.	Complete												
Identify Stakeholders	EDR	Consulting team to work with county to identify stakeholders to invite to focus groups. Identify groups/organizations and...	Help identify individuals who should be included in focus groups.	Underway												
Schedule Focus Groups	County	Schedule focus groups in conjunction with quadrant meetings, and invite identified stakeholders/participants.	Coordinate logistics of locations, send invitations to idnetified participants.	Not Started												
Confirm Structure and Questions for Focus Groups	EDR	Collaborate with consulting had client team to create questions and themes/approach, as needed. Include...	Provide input on topics to dig into or avoid.	Not Started												
Facilitate Focus Groups	EDR	Guide discussion, encourage participation by all participants, keep groups on target.		Not Started												
Environment	EDR			Not Started												
Quality of Life	EDR			Not Started												

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TASK TITLE	LEAD	DESCRIPTION	NEEDED FROM COUNTY*	STATUS	January	February	March	April	May	June	July	August	September	October	November	December
Business	EDR	Discuss SWOC, identify opportunities, identify current and pipeline projects, identify gaps and needs to address that		Not Started					�							
Workforce	EDR	Discuss SWOC, identify opportunities, identify current programming/resources, identify gaps		Not Started												
Focus Group Summaries	EDR	Summarize themes and feedback from the focus group meetings.	Review and feedback	Not Started						■						
Interviews																
Confirm Topics for Interviews	MRB	Assess what topics are best served by focus groups vs. interviews. Discuss with consulting team to work with County to	Provide input on topics.	Underway	■											
Identify Stakeholders	MRB	identify interviewees. Identify key constraint or need regarding that are	Help identify individuals who should be interviewed.	Not Started				■								
Schedule Interviews	MRB	Outreach to interviewees and scheduling of interviews. MRB to draft intro interview email and then can do	Make e-introductions (as appropriate) so MRB can work directly with participants to schedule.	Not Started				■								
Facilitate Interviews	MRB	Guide discussion, encourage participation by all participants, keep groups on target		Not Started					■							
Interview Summaries	MRB	Summarize themes and feedback from interviews.	Review and feedback	Not Started						■						
Pop-up Meetings																
Identify & Select Community Events to Attend	EDR	Assist in creating an event schedule	Inventory events the county will already be attending, as well as others that would be a good to solicit input	Underway	■											
Create marketing materials for events (e.g. table banners, flyers, etc.)	EDR	Design and print materials to hand out. Design permanent marketing materials.	Provide input on content of materials. Order any permanent marketing materials (pens, banners, etc.)	Not Started				■								
Confirm Input to be Collected and Create Collection Tools	EDR	Determine what input is best collected at these types of events and design tools to collect this input (forms, boards	Provide input on the audiences at the selected events.	Not Started				■								
Create marktting pieces promoting events	EDR	Design digital market and draft press release to promote County's participation at event, as well as input	For each event, distribute press release to relevant media, post and share digital marketing	Not Started					■							
Create "Script" for Tablers/Attendees	EDR	Draft a series of talking points about the planning process and input being sought.	Review and input	Not Started					■							
Attend Pop-up Events	County		Attend pop-up events and gather input	Not Started					■							
Submit input collected	County		Summarize, scan, compile input and send to EDR	Not Started					■							
Summarize input collected at all events	EDR	Compile and summarize input from all pop-up events, identifying themes and trends	Review and input	Not Started						■						
Community Summit																
Determine meeting structure	EDR	Decide the best way to share and get information that is needed at this juncture	Provde insights from prior engagement	Not Started								■				
Determine dates and locations for each meeting.	County	Provide input on logistics.	Provide suggested dates based on community calendars. Book locations.	Not Started								■				
Confirm Input to be Collected and Create Collection Tools	EDR	Determine what input is best collected at these types of events and design tools to collect this input (forms, boards	Provide input on the audiences.	Not Started								■				
Create marktting pieces promoting summit	EDR	Design digital market and draft press release to promote County's participation at event, as well as input	Distribute press release to relevant media, post and share digital marketing. Send targeted invitations to relevant stakeholders and	Not Started								■				
Develop other meeting materials depending on structure	EDR	Such as: presentation slides, boards, fact sheets, etc.	Review and input	Not Started									■			
Facilitate meeting.	EDR	As appropriate based on structure, guide discussion, encourage participation by all participants	Attend meeting. If presentation, provide intro. If open house, assist with tabling/questions/sign in.	Not Started											■	
Summarize input collected from meetings.	EDR	Compile and summarize input from summit.	Review and input	Not Started										■		
Make any necessary updates to plan based on community feedback.	MRB	Assess feedback from summit and make any neccesary/feasible edits or updates to the plan.	Review and input	Not Started										■		
Public Engagement Summary	EDR	Summarize all public engagement input and findings. Identify themes.	Review and input	Not Started										■		
Economic Development Section	MRB			Not Started												
Create SWOC	MRB	Utilize information from assessment of current conditions and public engagement to develop a SWOC	Review and input	Not Started			■	■	■							

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Determine goal and focus areas for economic development.	MRB	consider all information gathered to identify critical focus areas.	Review and input	Not Started						▓						
Develop list of specific actions for each focus area.	MRB	Consider all information gathered and professional experience to develop 3-5 actions in each focus area.	Review and input	Not Started						▓	▓					
Add detail regarding lead, partners, resources, magnitude of cost, timing, and priority level for each action.	MRB	Review all partners and capacities to provide detailed information for each action.	Review and input	Not Started						▓	▓					
Complete Action Plan Matrix	MRB	incorporate any additional feedback from client and steering committee, finalize matrix	Review and input	Not Started							▓					
Compile list of potential future economic development projects.	MRB	Maintain list of economic development pipeline projects encountered	Review and input	Not Started								▓				
Draft and finalize Economic Development report section	MRB	Overview of relevant findings, themes, and trends from other process components, Action Plan Matrix, Future...	Review and input	Not Started												
Personal Services & Housing Section	MRB															
Identify most critical challenges and opportunities.	MRB	Utilize information from assessment of current conditions and public engagement to confirm most critical...	Review and input	Not Started			▓	▓								
Determine goal and focus areas for personal services and housing.	MRB	consider all information gathered to identify critical focus areas.	Review and input	Not Started				▓								
Develop list of specific actions for each focus area, focusing on actions in the control of the county and local municipalities	MRB	Consider all information gathered and professional experience to develop 3-5 actions in each focus area.	Review and input	Not Started				▓	▓							
Add detail regarding lead, partners, resources, magnitude of cost, timing, and priority level for each action.	MRB	Review all partners and capacities to provide detailed information for each action.	Review and input, particularly regarding involved partners and priority levels.	Not Started					▓							
Complete Action Plan Matrix	MRB	incorporate any additional feedback from client and steering committee, finalize matrix.	Review and input	Not Started							▓					
Draft and finalize Economic Development report section	MRB	Overview of current conditions, relevant findings, themes from other process components, Action Plan Matrix	Review and input	Not Started												
Infrastructure & Facilities Section	MRB															
Utility & Infrastructure Review	MRB	Review existing utility drawings and available online resources to estimate current installed and future capacities		Not Started												
Conduct site visits	MRB	Conduct site visits as necessary to confirm conditions and gain additional insights		Underway	▓	▓	▓									
Outreach to utility providers.	MRB	Contact the local electrical, natural gas, water, and sewer providers and ask...	Provide contacts and data as needed	Underway	▓	▓										
Create mapping of utility and infrastructure assets	MRB	Generate a set of County maps showing existing and proposed infrastructure and facilities	Review and input	Not Started				▓								
Draft report of existing infrastructure conditions, needs, and gaps	MRB	compile narrative and maps regarding the utility infrastructure and needs	Review and input	Not Started			▓	▓								
Mobility and transportation strategy	MRB															
Review applicable state, county, and local planning documents and maps.	MRB			Not Started		▓										
Inventory existing mobility assets	MRB	Identify and inventory existing mobility-critical thoroughfares, rural transit routes, and on- and off-street bicycle...	Provide contacts and data as needed	Not Started		▓										
Inventory corridors for potential mobility development	MRB	Evaluate natural and manmade corridors such as greenways, rivers, drainage channels, abandoned streets...	Provide contacts and data as needed	Not Started		▓										
Assess key destinations and points of interest	MRB	identify connectivity gaps by inventorying potential EV charging locations, Downtowns/Main Streets...	Provide contacts and data as needed	Not Started		▓										
Develop planning-level mobility recommendations	MRB	Utilize information gathered to date to develop planning-level recommendations that will increase...		Not Started						▓						
Determine goal and focus areas for infrastructure and facilities	MRB	consider all information gathered to identify critical focus areas.	Review and input	Not Started												
Compile all infrastructure recommendations under core focus areas	MRB	Consider all information gathered and professional experience to develop 3-5 actions in each focus area.	Review and input	Not Started						▓						
Add detail regarding lead, partners, resources, magnitude of cost, timing, and priority level for each recommendation.	MRB	Review all partners and capacities to provide detailed information for each action.	Review and input, particularly regarding involved partners and priority levels.	Not Started												
Complete Action Plan Matrix	MRB	incorporate any additional feedback from client and steering committee, finalize matrix.	Review and input	Not Started							▓					
Draft and finalize infrastructure and facilities report section	MRB	Overview of current conditions, relevant findings, themes from other process components, Action Plan Matrix	Review and input	Not Started							▓	▓				

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TASK TITLE	LEAD	DESCRIPTION	NEEDED FROM COUNTY*	STATUS	January	February	March	April	May	June	July	August	September	October	November	December
Draft Strategic Development Plan	MRB															
Compile and organize all report sections into one report document.	MRB			Not Started									▓			
Compile all action plan matrices into one implementation matrix.	MRB			Not Started									▓			
Draft final report components	MRB	Draft executive summary, introduction, table of contents, etc.	Review and feedback	Not Started									▓			
Review for content consistency and copy editing.	MRB	First by consulting team, then Cortland staff, then steering committee.	Review and feedback	Not Started									▓			
Make any necessary updates and edits based on review and feedback.	MRB			Not Started									▓			
Distribute draft to municipal, partner, and community stakeholders for review and feedback	MRB		assit in sharing with partners and stakeholders	Not Started									▓			
Schedule and facilitate presentations to stakeholders and public.	MRB		logistical support	Not Started									▓			
Make any necessary updates and edits based on review and feedback.	MRB			Not Started									▓			
Finalize draft report.	MRB		Review and feedback	Not Started									▓			
SEQR	MRB															
Prepare Full EAF Parts 1-3	MRB		Review and feedback	Not Started									▓			
Develop involved and interested agency lists	MRB		Assist in identifying all involved and interested agencies	Not Started									▓			
Prepare and distribute lead agency coordination packages	MRB			Not Started									▓			
Prepare SEQR resolutions	MRB	Intent to be Lead Agency; Designating Lead Entity; Determination of Significance	Coordinate logistics of SEQR review and approval, including getting resolutions on necessary meeting agendas	Not Started											▓	
Foward SEQR Determination to involved agencies	MRB			Not Started										▓		
Prepare Environmental Notice Bulletin form and submit for publications as required	MRB			Not Started										▓		
Create full environmental package for client files.	MRB			Not Started									▓			
Finalize Strategic Development Plan	MRB															
Make any necessary updates and edits to the plan content.	MRB	Assess feedback received during the SEQR process and determine what plan edits need to be made, if any, prior to	Review and approve final content, including post-SEQR edits.	Not Started										▓		
Graphic design of plan	MRB		Review and feedback	Not Started										▓		
Distribute designed plan to County and steering committee for final review and feedback.	MRB		Review and feedback	Not Started										▓		
Make any necessary updates or edits.	MRB			Not Started											▓	
Present final, designed plan to County Planning Board and County Legislature for fianl approvals.	MRB		Coordinate logistics of presentations, including getting plan approval on agenda and creation of any necessary resolutions	Not Started											▓	
Steering Committee Meetings	MRB															
Progress update and deliverable review	MRB		logistlcal support - scheduling and meeting notices	Not Started				▓								
Engagement updates and deliverable reivew	MRB		logistlcal support - scheduling and meeting notices	Not Started						▓						
Engagement updates and deliverable reivew	MRB		logistlcal support - scheduling and meeting notices	Not Started								▓				
Draft review	MRB		logistlcal support - scheduling and meeting notices	Not Started										▓		

Meeting Notes

Project Name: Cortland County Strategic Plan

Date: February 7, 2024

Persons Present: Sam Gordon, EDR

Cortland County Housing & Homelessness Committee Meeting

The results of the Housing and Homelessness and Cortland County report published by the Rural Health Institute and Cortland Area Communities That Care in January 2024 were reviewed at the meeting. Afterwards, meeting participants identified and/or reiterated the following gaps and challenges when it comes to housing and homelessness:

+ Physically accessible housing, universal design
+ Lack of workforce to help address the issues – the agencies working on these issues cannot fill all of their positions – need to get in front of this
+ Proactive strategies to get ahead of homelessness and housing insecurity rather than reacting to it
+ Additional affordable housing units to provide a diversity of options
    o Potential for collaboration with employers – employer assisted housing
+ Age of housing stock – funding needed to reinvest in existing housing
+ Length of time and cost to build new housing units are too much – streamlining and funding needed
+ Broader land use strategy – think regionally about expanding infrastructure and targeting areas for development – updates to local land use regulations as needed (e.g. accessory dwelling units, density, etc.)
+ Creating a day-center outside of the winter season – year-round strategy that mirrors warming centers
+ Need to address lead poisoning from older housing stock – lack of remediation funding
+ Family supports to provide the foundation for success – household management and independent living skills – budgeting, nutrition, financial literacy, etc.
    o ATI already received a small grant to offer these services – consider whether replication/scaling is possible
+ Broadband access
+ Benefits Cliff - Income caps for SSI, SSD, and other benefits programs are a barrier to rising up the income ladder
+ Invisible housing insecurity/homelessness – increased youth "couch surfing" in particular

+ Reduce the stigma - education about what homelessness looks like, and dispelling perceptions about correlated conditions (e.g. substance abuse, mental health, disabilities, etc.)
+ Need to address immediate crisis while addressing long-term needs
+ Need to define homelessness – identify and quantify who is at risk of becoming homeless
+ Economics – lack of living wage jobs, student debt, expanding workforce development
    o Can workforce pathways be embedded within the housing support ecosystem?
+ Lack of housing options – overpriced

These meeting notes have been prepared by Sam Gordon of EDR, and edited by Tracy Verrier of MRB Group. If there are any discrepancies, please notify EDR within three business days of receipt.