

Workforce Development

1

Regional expansion of local, statewide, and national employee recruitment efforts to attract talent to the region.

- Close the training gap in the region’s workforce
- Enhance marketing and employee attraction
- Increase student interest in the trades and promote technical training

Potential Funding:

1.1	<p>Action Conduct strategic planning sessions with the region’s economic development, workforce, and tourism agencies/partnerships to outline a collaborative approach for economic development and develop an interface for regular coordination.</p>	<p>Measure Completion of facilitated strategic planning sessions to outline agency roles/responsibilities and identify a clear structure for communication and collaboration.</p>	<p>Lead (Who and When)</p> <ul style="list-style-type: none"> • DCED’s Partnerships for Regional Economic Performance (PREP) • Cameron, McKean, and Potter County Boards of Commissioners <p style="text-align: center;">2020</p>
1.2	<p>Action Leverage regional marketing to highlight the County’s high quality of life and low cost of living to students and workers seeking employment opportunities.</p>	<p>Measure Implementation of a targeted marketing strategy for the region that, while pulling on existing efforts, enhances the overall approach and effectiveness.</p>	<p>Lead</p> <ul style="list-style-type: none"> • Contingent on 1.1 findings to identify the best public-sector lead to facilitate regional marketing for employment <p style="text-align: center;">2021</p>
1.3	<p>Action Cultivate and support an industry-led consortium to lead workforce development efforts.</p>	<p>Measure Creation of an industry-led consortium for the region (e.g., Next Generation Sector Partnerships). Consortium is to lead the:</p> <ul style="list-style-type: none"> • Development of industry cooperatives, pre-apprenticeship, and apprenticeship programs to offer on-the-job technical training. 	<p>Lead</p> <ul style="list-style-type: none"> • Contingent on 1.1 findings to identify the best public-sector lead to help facilitate an industry-led initiative (e.g., Workforce Solutions for North Central PA) <p style="text-align: center;">2021</p>

		<ul style="list-style-type: none"> Partnership with Seneca Highlands Career and Technical Center (CTC), Northern Pennsylvania Regional College, Penn State Extension, and University of Pittsburgh at Bradford to ensure curriculum and programs align with regional workforce needs. 	
1.4	<p>Action Participate in the DCED Engage! program to understand business needs surrounding workforce development.</p>	<p>Measure Application for and initiation of the DCED Engage! Program in McKean County to regularly and proactively interact with targeted companies.</p>	<p>Lead</p> <ul style="list-style-type: none"> Contingent on 1.1 findings to identify the best public-sector lead to facilitate the DCED Engage! program <p style="text-align: center;">2025</p>
1.5	<p>Action Expose students to the trades beginning in middle school and extending through high school to garner interest in and awareness of the region's technical career opportunities. Opportunities could include presentations, a job-shadow program, job fairs, and other school district-coordinated events to connect students with employers.</p>	<p>Measure Qualitative and quantitative expansion of school district awareness events between base year (2020) and target improvement (2025).</p>	<p>Lead</p> <ul style="list-style-type: none"> McKean County Economic Development Office McKean County School Districts (Bradford Area; Otto-Eldred; Kane Area; Smethport Area; Port Allegany) <p style="text-align: center;">Ongoing</p>
1.6	<p>Action Expand capacity of Seneca CTC and heighten regional promotion of the CTC's programs.</p>	<p>Measure Target of a 15-30% expansion in student capacity and a 15-30% increase in student enrollment by 2025.</p>	<p>Lead</p> <ul style="list-style-type: none"> McKean County Economic Development Office McKean County School Districts Seneca Highlands CTCs <p style="text-align: center;">2020</p>

Economic Base

2

Business attraction and retention to provide high-quality jobs and living wages for the region’s residents.

- Promote the County’s economic development resources
- Leverage natural resources and focus on economic diversification
- Grow tourism

Potential Funding:

2.1	<p>Action Increase business awareness and offering of business resources (e.g., technical assistance with brand development, job posting and recruiting techniques, etc., and funding).</p>	<p>Measure Qualitative and quantitative expansion of awareness efforts and resource offerings between base year (2020) and target improvement (2025).</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • Chambers of Commerce <p style="text-align: center; color: red; font-weight: bold;">2025</p>
2.2	<p>Action Continue to identify and market the County’s opportunity sites and offer incentives to expand existing business or attract new ones.</p>	<p>Measure Identification of one priority site for business attraction and coordination with the Governor’s Action Team to list the site on PA Site Search, secure state grant funding to incentivize development/redevelopment, and, if warranted, complete a development feasibility study.</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • Pennsylvania Department of Community and Economic Development <p style="text-align: center; color: red; font-weight: bold;">2022</p>
2.3	<p>Action Encourage efforts to promote the existing business incubator in Bradford for small, diverse business startups and cottage industries and advance other shared-work space programs throughout McKean County.</p>	<p>Measure Qualitative and quantitative utilization increase between base year (2020) and target improvement (2025).</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • Wilds Cooperative of Pennsylvania <p style="text-align: center; color: red; font-weight: bold;">2020</p>

2.4	Action Support a diversity of economic development efforts by focusing/investing in arts, culture, and music in support of regional vitality.	Measure Operating support to promote, advocate, and foster opportunities for arts organizations and audiences.	Lead <ul style="list-style-type: none"> McKean County Economic Development Office <p style="text-align: center;">2025</p>
2.5	Action Leverage the resources of the region's tourism agencies to market McKean County as a tourism destination.	Measure Improvements to tourism marketing and consistent branding in the County.	Lead <ul style="list-style-type: none"> Contingent on 1.1 findings to identify the best public-sector lead to facilitate regional marketing for tourism <p style="text-align: center;">2021</p>
2.6	Action Convene training for local officials on a variety of topics including tourism marketing.	Measure Establishment of a training program for McKean's local officials on a variety of topics, including tourism marketing. Measured by the number of training sessions held annually, and number of officials trained.	Lead <ul style="list-style-type: none"> McKean County Economic Development Office <p style="text-align: center;">2025</p>
2.7	Action In conjunction with municipalities, identify high priority tourism projects (e.g., trail projects) in McKean County and develop a corresponding funding and implementation strategy.	Measure Advancement of at least one priority tourism project and/or annual event to include funding for planning and implementation (may include state grant funding). <p style="text-align: center;">Project identification: 2022 Project Implementation: 2025</p>	Lead <ul style="list-style-type: none"> McKean County Economic Development Office McKean County Municipalities <p style="text-align: center;">2022</p>
2.8	Action Participate in state advocacy to help shape Pennsylvania's legislative and policy initiatives for agricultural, forestry, timber, and energy industries.	Measure Formulation of proposed legislative strategies Number of advocacy events that provide information on legislative activities and provide opportunity to speak to and hear from legislators and representatives	Lead <ul style="list-style-type: none"> PA State Senators and Representatives McKean County Board of Commissioners <p style="text-align: center;">Ongoing</p>

Communities

3

Invest in communities to enhance quality of life for residents, employers, and visitors.

- Address building and property deterioration and blight
- Bolster well maintained, vibrant downtown communities
- Expand short-term visitor lodging

Potential Funding:

3.1	Action Convene training for local officials on a variety of topics including tool lending programs.	Measure Establishment of a training program for McKean's local officials on a variety of topics, including tool lending programs and community initiatives to promote home maintenance and neighborhood pride. Measured by the number of training sessions held annually, and number of officials trained.	Lead <ul style="list-style-type: none"> • McKean County Economic Development Office <p style="text-align: center;">2025</p>
3.2	Action Adopt and fund a county-wide code enforcement program.	Measure To include the hiring of a full-time code enforcement staff member and creation of local ordinances governing property maintenance.	Lead <ul style="list-style-type: none"> • McKean County Economic Development Office • McKean County Municipalities <p style="text-align: center;">2023</p>
3.3	Action Continue to leverage statewide programs to remove blight through property acquisition, building demolition, and other related activities (e.g., Act 152, etc.). In addition, identify and address locations of illegal dumping throughout McKean County.	Measure Number of properties acquired and demolished, and the number of illegal dumping sites identified and addressed.	Lead <ul style="list-style-type: none"> • McKean County Economic Development Office • McKean County Housing Authority • McKean County Municipalities <p style="text-align: center;">2025</p>
3.4	Action Utilize a land bank and work with local developers to rehab housing stock and/or convert large homes into 2 or more units and	Measure Number of housing units rehabilitated or converted, and the implementation of a	Lead <ul style="list-style-type: none"> • McKean County Economic Development Office

	consider developing a financial model to incentivize market-rate apartments, townhouses, and ADA accessible single-family homes.	financing model to incentive the private sector.	<ul style="list-style-type: none"> McKean County Redevelopment and Housing Authority <p style="text-align: center;">2027</p>
3.5	<p>Action</p> <p>Reimagine catalyst sites/core main streets and determine phased projects for redevelopment to include streetscapes, façade improvements, and shopping, dining, and cultural amenities along PA Route 6 and PA Route 219.</p>	<p>Measure</p> <p>Conduct a visioning session with the public and stakeholders and advance a Master Plan for one or more prioritized sites/corridors. Advance implementation by 2025.</p>	<p>Lead</p> <ul style="list-style-type: none"> McKean County Economic Development Office McKean County Municipalities <p style="text-align: center;">2025</p>
3.6	<p>Action</p> <p>Support regional efforts to implement high quality wayfinding and signage as a way to brand and market the Region's growth areas. May include PA Route 219 as PA Bike Route C as designated in 2018 for local and state signage.</p>	<p>Measure</p> <p>Number of municipalities improved with wayfinding.</p>	<p>Lead</p> <ul style="list-style-type: none"> Contingent on 1.1 findings to identify the best public-sector lead to facilitate wayfinding and signage <p style="text-align: center;">2027</p>
3.7	<p>Action</p> <p>Conduct a hotel market study for the purposes of attracting additional tourism lodging options to the region. If feasible, identify investors and grant funding to support implementation.</p>	<p>Measure</p> <p>Completion of a hotel market study by 2027. Identification of investors and grant funding by 2030.</p>	<p>Lead</p> <ul style="list-style-type: none"> McKean County Economic Development Office <p style="text-align: center;">2027</p>
3.8	<p>Action</p> <p>Encourage the use of homes for tourist lodging and update ordinances to ensure municipalities and the County receive applicable taxes. In addition, explore the use of fairground or other privately-owned land to create new opportunities for visitor lodging.</p>	<p>Measure</p> <p>Completion of ordinances and an awareness campaign surrounding the county's need for tourist lodging by 2025.</p>	<p>Lead</p> <ul style="list-style-type: none"> McKean County Economic Development Office County Association of Township Officials Homeowners (year-round and seasonal) <p style="text-align: center;">2023</p>

Infrastructure

4

Deliver reliable, cost-effective infrastructure to support a high quality of life for residents, employers, and visitors.

- Expand broadband and cellular service
- Improve local roads, bridges, and 4-digit state routes
- Attract additional volunteers for emergency services
- Upgrade water and sewer infrastructure

Potential Funding:

4.1	<p>Action Continue to develop and support a county and regional cellular and broadband deployment strategy.</p>	<p>Measure Convening of a taskforce that inventories existing infrastructure, identifies anchor customers, and proactively engages service providers by 2023. Expand coverage by 2030.</p>	<p>Lead (Who and When)</p> <ul style="list-style-type: none"> • North Central PA Regional Planning & Development Commission (North Central RPO) • McKean County Economic Development Office • McKean County Broadband Task Force <p style="text-align: center;">Ongoing</p>
4.2	<p>Action Convene training for local officials on a variety of topics including municipal adoption and use of capital improvement programming to address locally-owned transportation infrastructure.</p>	<p>Measure Establishment of a training program for Cameron’s local officials on a variety of topics, including of capital improvement programming. Measured by the number of training sessions held annually, and number of officials trained. Long-term, the number of municipal adoption and use of capital improvement programming.</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • North Central RPO <p style="text-align: center;">2025</p>
4.3	<p>Action Improve coordination with the North Central RPO and the Pennsylvania Department of Transportation (PennDOT) District 2-0 to improve local bridges and roadways.</p>	<p>Measure Attendance at North Central RPO meetings and the number of projects on the regional Transportation Improvement Program (TIP) and Long Range Transportation Plan (LRTP).</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • McKean County Municipalities <p style="text-align: center;">Ongoing</p>

		<ul style="list-style-type: none"> • Recommendation of priority roadway and bridge projects, betterment needs, and other modal infrastructure. • Development of a regional bridge bundling program to address off-system bridges or locally-owned structures less than 20 feet in length. • Utilization of the PennDOT Connects initiative to incorporate pedestrian and bicycle improvements. 	
4.4	<p>Action Implement actions from the <i>2018 Pennsylvania Senate Report 6</i> to address the shortage of volunteer first responders and consider use of county funds to help cover training and certification requirements.</p>	<p>Measure Number of actions implemented from the study; Total funding used to support first responders training and certification; and The total increase of volunteer first responder numbers between base year 2020 and target improvement 2025.</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • McKean County Emergency Services Office • Local Fire Stations/Companies <p style="text-align: center;">2025</p>
4.5	<p>Action Work with municipal water/sewer authorities to ensure appropriate capital improvement planning and assist with identifying grant funding (e.g., USDA Rural Development).</p>	<p>Measure Prioritization of one or more water/sewer infrastructure upgrade/expansion projects and the total amount of grant funding secured. Identify priority projects by 2023; advance implementation by 2030.</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • Water/Sewer Authorities • USDA Rural Development <p style="text-align: center;">2030</p>
4.6	<p>Action Organize a team to identify areas that are in greatest need of source water protection and determine potential sources of contamination in those areas.</p>	<p>Measure Number of studies completed/areas evaluated, to include a study of privately owned wells in the county.</p> <p>Number of acid mine restoration projects.</p>	<p>Lead</p> <ul style="list-style-type: none"> • McKean County Economic Development Office • McKean County Conservation District • Watershed Associations • County Association of Township Officials <p style="text-align: center;">Ongoing</p>

	Action	Measure	Lead
4.7	Work with the Federal Emergency Management Agency (FEMA) to address floodplain issues affecting insurance rates and community development potential.	TBD	<ul style="list-style-type: none">• McKean County Board of Commissioners• McKean County Planning and Community Development Departments• Municipalities <p style="text-align: right;">2020</p>

Mental Health and Substance Abuse

5

Improve county mental health and substance abuse treatment and rehabilitation services.

- Increase investment in priority services and treatment

Potential Funding:

5.1	<p>Action Review the County’s existing mental health and substance abuse treatment and rehabilitation centers and services to identify opportunities to strengthen existing resources as well as to attract new providers.</p>	<p>Measure Complete review of existing services and outline needed investments and/or expansion of services.</p>	<p>Lead McKean County Human Services 2020</p>
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