
The Economic Welfare and Community Development: The Crosstab Analysis of “Johnson City Partners Ny” Business Strategies

Assoc. Prof. Dr. Duygu Hidiroğlu^{1*}

^{1*}Faculty of Tourism, Mersin University duyguh@mersin.edu.tr

Received: 26 February 2025

Revised: 25 June 2025

Accepted: 05 July 2025

Abstract:

Community development plays a pivotal role in economic welfare and national progress, as it focuses on improving the economic, social, and cultural conditions of localized communities, which are fundamental to national growth. According to the United Nations, national development can only be achieved through the equitable and inclusive advancement of smaller social units like neighborhoods, towns, and rural areas. This paper explores the case of Johnson City, New York, where the revitalization of Downtown – stimulated by the establishment of Binghamton University’s Health Sciences Campus – demonstrates the transformative effects of community development. Businesses such as The Grapevine Café and Sole City Coffee have flourished, enhancing employment opportunities, sustainability, and community cohesion, while attracting new investors. To gain insights into student engagement with Downtown Johnson City, the study employed crosstab analysis on survey data collected from 149 Binghamton University students. The first crosstab compared students’ proximity to Downtown with their frequency of visits, revealing that 120 students (80%) live within 10 minutes of Downtown, yet the frequency of visits was spread evenly across the sample. This suggests that while proximity is favorable, other factors limit engagement. The second crosstab focused on the areas of improvement for Downtown, with frequent visitors ranking dining areas (2.35), housing (2.50), and safety (2.53) as the lowest-rated aspects, indicating these as priorities for improvement to boost foot traffic. Further crosstab analysis on students’ activities during their free time revealed that 48 students (32%) most frequently visit restaurants in Downtown, followed by 29 (19%) visiting retail stores and 19 (13%) spending time in dorm rooms. These findings underscore the importance of student-oriented businesses in driving engagement. The study concludes that Johnson City Partners should focus on improving dining options, safety, and the city’s image to attract more students. Additionally, collaboration with the Off-Campus College Bus system could facilitate student access, and tailored developments in restaurant and retail sectors would significantly enhance economic and social vitality in the area.

Key Words: Community Development, Economic Welfare, Business Strategies, Strategic Management

INTRODUCTION

Community development is a foundational component of economic welfare and national progress. The concept of "development" first emerged in economic literature through the lens of community development, where small, localized social units – such as neighborhoods, towns, and rural areas – are seen as the building blocks of national development. According to the United Nations, community development involves improving the economic, social, and cultural conditions of individuals and small groups within a society. This grassroots approach emphasizes that achieving national development requires the equitable and inclusive progress of all communities, ensuring their integration into the broader social and economic fabric of the nation.

Effective community development promotes social cohesion, fosters civic participation, and enhances the quality of life through targeted initiatives in education, healthcare, employment, and infrastructure. The United Nations highlights three essential principles for national development: encouraging individual and collective cooperation, promoting voluntary efforts based on social needs, and adopting a holistic approach that fosters unity while respecting diversity.

A compelling real-world application of this theory is found in Johnson City, New York, where community partnerships have driven transformative change. After the opening of Binghamton University’s Health

Sciences Campus, local businesses such as The Grapevine Café and Sole City Coffee experienced revitalization, attracting both consumers and new investors. These partnerships not only improved the visual and functional quality of the downtown area but also contributed to employment and cultural enrichment by hiring local students and incorporating sustainable practices.

The economic impact of these efforts is substantial. Incentives like tax exemptions for investors and a projected \$10 million Downtown Revitalization Initiative (DRI) grant further catalyze growth, reflecting how community development can lead to a cycle of economic prosperity. Johnson City's example illustrates the synergistic relationship between community development and economic welfare: when local communities thrive, so does the broader society.

In conclusion, community development serves as both a strategy and a goal for national advancement. It is through localized, inclusive, and strategic efforts that economic welfare can be achieved and sustained across the nation.

1. LITERATURE

1.1. Community Development and Economic Welfare

The concept of "development" entered economy literature with the concept of "community development". The word "society" in the concept of social development covers the entire nation. The concept of "community" is equivalent to the word "community" (Ottoman: "congregation"). The concept of "social development" refers to the development of the entire society. When the small social units that constitute the entire society; urban, rural and local communities develop, the society as a whole also develops. The development of a society indicates that national development goals have been achieved. Social development cannot be independent of national development goals. Because the main goal in social development is national development. National development can only be achieved with the economic and social development of all communities that constitute the nation. Therefore, sub-goals for social development need to be determined in line with the planned development goals of the nation. In order to achieve national development goals, it is essential to successfully achieve urban, rural and even local (town, neighborhood etc.) development goals; in other words, goals that will ensure the development of even the most remote local communities.

The concept of "Community Development" has been defined by the United Nations as the successful realization of the goals set by the state in order to improve the economic, social and cultural conditions of the communities that include the smallest building blocks of society, individuals and small groups, in short, their living conditions. In order to successfully achieve national development goals, first of all, communities consisting of individuals with different identities and different characteristics must be integrated with the entire nation. Only after this cultural integration with the nation is achieved, it can be expected that national development efforts in that nation will yield effective results by ensuring the social and economic improvement of the communities.

According to the United Nations, national development should be based on the following principles:

1. Ensuring cooperation with the help of the individual both for himself and for the communities and societies he is in, and with the support of individuals for each other.
2. Ensuring voluntary efforts based on social needs.
3. Ensuring the existence of the nation with a holistic approach that will ensure the integration of communities, ignoring the divisive aspects of the communities.

Community development is widely recognized as a cornerstone of economic welfare and national prosperity. It encompasses the collective efforts to improve the economic, social, and cultural well-being of individuals within small, localized communities, which are fundamental to the larger national framework of development. The United Nations (2000) defines community development as the process of improving the conditions of life of individuals and groups, with a focus on enhancing their access to resources, services, and opportunities. As a grassroots initiative, it posits that the well-being of society as a whole is deeply linked to the advancement of its smallest social units – neighborhoods, towns, and rural areas.

The relationship between community development and national progress is clear: the development of local communities contributes directly to the broader societal and economic fabric. This holistic view of development emphasizes the importance of inclusive and sustainable progress, which promotes social cohesion, economic growth, and improved quality of life. A key component of this process is fostering the social and economic integration of marginalized and disadvantaged groups within a society (Sen, 1999). As

such, achieving national development goals requires that all communities, including the most remote and rural, benefit from the opportunities and improvements associated with economic growth.

Effective community development initiatives are those that promote long-term sustainability, social justice, and the equitable distribution of resources. These initiatives are underpinned by several core principles, including cooperation, voluntary engagement, and a commitment to addressing social needs. The United Nations Development Programme (UNDP, 2016) highlights that community development efforts must be participatory, ensuring that local populations are actively involved in decision-making processes that affect their lives. Furthermore, successful community development is reliant upon integrated strategies that address multiple facets of development, such as healthcare, education, housing, employment, and infrastructure. Economic welfare, on the other hand, refers to the overall prosperity of individuals within a society, typically measured by income levels, employment rates, and the distribution of wealth. Community development plays a crucial role in improving economic welfare by enhancing the local capacity for production, employment, and service provision. According to Fukuyama (2001), the ability of a community to foster economic activities is closely tied to social trust, as communities with higher levels of trust tend to experience better economic outcomes due to the ease of cooperation and collective action.

A real-world example of community development driving economic welfare is found in Johnson City, New York. After the establishment of Binghamton University's Health Sciences Campus, local businesses such as The Grapevine Café and Sole City Coffee experienced a renaissance, attracting both consumers and investors. These businesses contributed to local employment and social development by hiring university students and implementing sustainable practices (Johnson City Partners, 2022). Moreover, the city leveraged its proximity to the university to attract new investments, benefiting from tax exemptions and a projected \$10 million Downtown Revitalization Initiative (DRI) grant, which facilitated further infrastructure improvements and business growth (Johnson City Partners, 2022). Community development also contributes to economic welfare through the creation of jobs, the improvement of infrastructure, and the enhancement of local services. By focusing on small-scale projects that improve the lives of individuals, communities create a positive feedback loop where economic growth fosters further development. As local communities grow economically, they generate additional income that is reinvested into the community, thereby increasing local opportunities for employment and enhancing social well-being (Barrett et al., 2013). In conclusion, the relationship between community development and economic welfare is multifaceted and reciprocal. As local communities thrive, so does the broader economy, as effective development initiatives contribute not only to the immediate improvement of living conditions but also to long-term, sustainable growth. For nations to achieve comprehensive and inclusive development, it is essential to prioritize community-level interventions that address both social and economic needs. This integrated approach ensures that the benefits of national development are equitably distributed across all layers of society.

1.2. Johnson City Partners

Downtown Johnson City has a rich history and a lot of potential and the Johnson City Partners believe that they can make Downtown Johnson City a hot spot among Binghamton University students. However, the current conditions in Downtown Johnson City are not up to par, there are many rundown and vacant buildings and many of the buildings are not visually appealing. Johnson City needs to make changes to the Downtown area to start attracting consumers or it may end up being a place of the past.

The main objective of the Johnson City Partners is to transform the area of Downtown Johnson City from a relatively bad area and change it into an area that attracts a vast array of different consumers. They want to update the area with attractive business, comfortable and clean places to hang out and they want to make the area visually appealing so that people begin to think that it is a nice place. They need to gain knowledge of what consumers want and what would bring consumers into the area. With this information they can make more strategic decisions as to what will bring people into the area and what will keep them there for extended periods of time.

1.3. The Community Development in Johnson City after Building Health Sciences Campus

All Community Partners in Johnson City continue their work effectively without slowing down. For example, the Grapevine Café, which opened approximately 20 years ago at 220 Main St., a Johnson City partner, is operated by members of a family with deep roots in Johnson City. This family also has another business called Health Beat Natural Foods, which they have been operating for years, which is also a Johnson City partner. Grapevine Café and Health Beat Natural Foods partners have attracted more attention

especially after the pharmacy school opened in Johnson City. In this context, it would be appropriate to say that the university in Binghamton, NY, has contributed to local and regional economic development by attracting the attention of many restaurant investors. It is easily observed that Binghamton University offers important opportunities to both Binghamton and Johnson City. Johnson City partners both invest in innovations that will increase the service quality of their businesses by trusting their customer potential and also support social development by contributing to employment by choosing their part-time employees from university students in the region.

The Sole City Coffee, a Johnson City partner located at 250 Main Street, is also a pioneer in economic and social development in the region, similar to The Grapevine Café. This cafe, which has attracted customers from both highway commuters and the Binghamton area since the opening of the Health Sciences Campus, contributes to local development. Another Johnson City partner, the Sole City store, is a pioneer in social and environmental development by completely renovating its building within the community, exhibiting an example of sustainable architecture and decorating the entire display using clean energy sources. In addition to sustainable practices, the store also includes elements that explain the local history of Johnson City, highlighting cultural values and thus contributing to social development.

1.4. The Positive Impact of the Johnson City Partners' Community Development on Economy

The reports published every year by Johnson City Local Government Johnson City Partners qualitatively reveal that they have significant positive effects on community development, economic development and social development. It would be pointless to discuss the positive contribution of social development, especially on the economic welfare of the community. Especially after the Health Sciences Campus was opened, tax elements were rearranged and an economic welfare environment was created in the region with special tax exemptions for Johnson City Partners investors who will pave the way for regional development. As a result of the taxation system that encourages investors, investors state that they have received very positive effects in their investment returns.

When the Health Sciences Campus was opened, the UHS Wilson Project, which came to the fore in the region, was completed and the city center gained a new appearance and became almost like Soho. With this project, Johnson City became a city that offers individuals the opportunity to walk everywhere.

If Binghamton University had not opened the Health Sciences Campus in the city, it would have been almost impossible to achieve such an appearance in the city for many years. There is an expectation that the R&D Center required for the School of Pharmacy in Johnson City will pave the way for it to host important pharmaceutical companies in the future. The realization of such a situation will support social and economic development and will open the way for new opportunities for Johnson City Partners. In short, it can be said that Johnson City has significant potential in the near future for investors who want to conduct R&D activities. On the other hand, another opportunity awaiting Johnson City Partners in the near future is related to funding. It is expected that \$10 million will be granted to Johnson City in the near future as a Downtown Revitalization Initiative (DRI) proposal to encourage project investments.

This amount will be an amount that can be used for the construction of storefronts and the creation of new employment areas. It is expected that a domino effect will occur in the region after this funding and new collaborations will be developed. This is an important example that shows that community development leads to economic development.

2. CONCEPTUAL FRAMEWORK

The Downtown Johnson City area needs to make changes. The Johnson City Partners have to desire to take strides to make the area more attractive to both businesses and residents. The Johnson City Partners need to face the questions of what should they do to attract and motivate residents, students and employees to come to the Downtown area, and how can they identify the businesses in which consumers are interested enough in to stimulate economic growth for the area. In this study, "How to get businesses into the area that appeal to Binghamton University students, employees from the nearby hospital and residents of the area to turn Downtown Johnson City into an attractive area" will be examined.

3. METHODOLOGY

3.1. Research Questions

In order to attract potential customers, the Johnson City Partners first require to find out what consumers are doing in their free time. Next, they need to address what businesses would draw consumers into the Johnson

City. After all, the Johnson City Partners will have to figure out what needs to be done to get these businesses into the area. Lastly, they will have to find out ways to get the consumers to come to Downtown Johnson City once the new businesses are in place.

In this regard, the research questions of the study are determined as below:

- What are your interests as a student?
- Where are students going during their free time?
- What time of day are students enjoying their free time?
- What restaurants do students visit the most? What kinds of restaurants do students enjoy the most?
- How far do students from the Downtown Johnson City area?
- How familiar are students with the Downtown Johnson City area?
- How often do students visit the Downtown Johnson City area?
- What are the current perceptions of Downtown Johnson City by Binghamton University students?
- What are improvements that can be made to change these perceptions?

3.2. The Research Design

In this study; the descriptive research will be used after conducting surveys. The students will fill out the survey only once, due to time constraints. Number of 300 students will be aimed to conduct survey but the study could reach 149 students and 149 surveys were collected from Binghamton University students. It is estimated that the difference in the number of students reached from the target is due to time constraints and the length of the survey. In terms of Johnson City Partners' services, the study decided not to offer any incentives on the services to students due to make sure the surveys more objective. Furthermore, there is no information about the data based on how spread out or how is the group dynamics of students so on. There was no chance to conduct surveys on the lecture theatres since the surveys were too long to complete, but the surveys were conducted on dining halls, the library, and the university union. After collecting surveys there were enough data to give sufficient information to data analysis. The study also gathered secondary data in the environment about current areas that are attracting students. This is because to see what types of businesses have been successful in those areas and trying to see if those businesses would be worth of Johnson City to focus on.

3.3. The Survey Design

The survey was designed as a seven page and handled to Binghamton University students. The survey was categorized into five main sections because this was the best way to obtain the information that the study assumed. The first part of the survey asked Binghamton University students questions about what they do in their free time, where they go during that time, what times of day they enjoy these activities and which restaurants they visit most often. The next section focused on students' familiarity with the Downtown Johnson City area, and there was a map on survey to ensure students to clarify what is the question. Since there is a possibility of confusion that they might confuse the location of Downtown Johnson City. This section focused on how many times students visit Downtown Johnson City in a month and how far they live from Downtown Johnson City. The third section was designed to get students current perceptions of the Downtown Johnson City area. The fourth section asked about the improvements that students thought would be the most important to make for the Downtown Johnson City area. The final section focused on the demographics of the respondents so there could get a better understanding of the students whom surveyed. (For more information regarding the survey, please refer to Appendix)

3.4. The Data Collection and The Sample Size

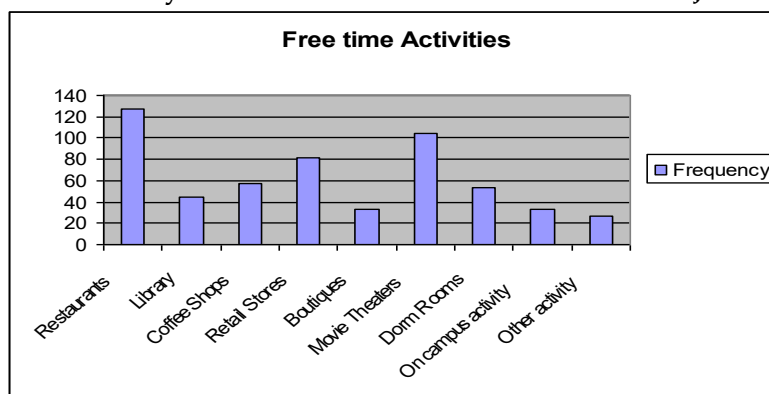
The study collected 149 surveys from Binghamton University students. 59 out of 149 are males (39.6%) and 90 out of 149 are females (60.4%). Hence there are a total of 149 surveys. The largest age group surveyed was 21 years old and over. It was important for this age group to answer the survey questions because it is thought that students in this age group are the ones who participate in leisure activities the most in society. Sixty-seven percent of the sample currently lives in Binghamton, where the rest of them live in other areas including Johnson City, with 20.8 percent of them living on campus at Binghamton University. The sample is comprised of 74 seniors, 38 juniors, 31 sophomores, and 6 freshmen. The seniors have the most useful knowledge about the area because they have been here the longest, and even though they will not be coming back next year, they can give the best insights about Johnson City Partners really need in order to attract more students to the Downtown Johnson City area.

4. RESEARCH FINDINGS AND DISCUSSION

4.1. Free Time Activities in Johnson City

The first set of questions on the survey was designed to find what students are doing in their free time as Binghamton University students. In the first question asked students what places they normally visit during the school year. This question was asked due to finding out where students normally go will help the Johnson City Partners decide what businesses would be the most appealing to the Binghamton University student body. Based on the analysis, the top three locations that students are normally visiting are restaurants (85%), movie theaters (69.7%), and retail stores (55%). This information is helpful because it shows what locations students are visiting, and therefore Johnson City should move in the direction of these three types of businesses to get the most student attention. (Please refer to Appendix.....) The overall results from the first question are shown on Graph 1 below:

Graph 1: The Analysis' Results of The Free Time Activities in Johnson City



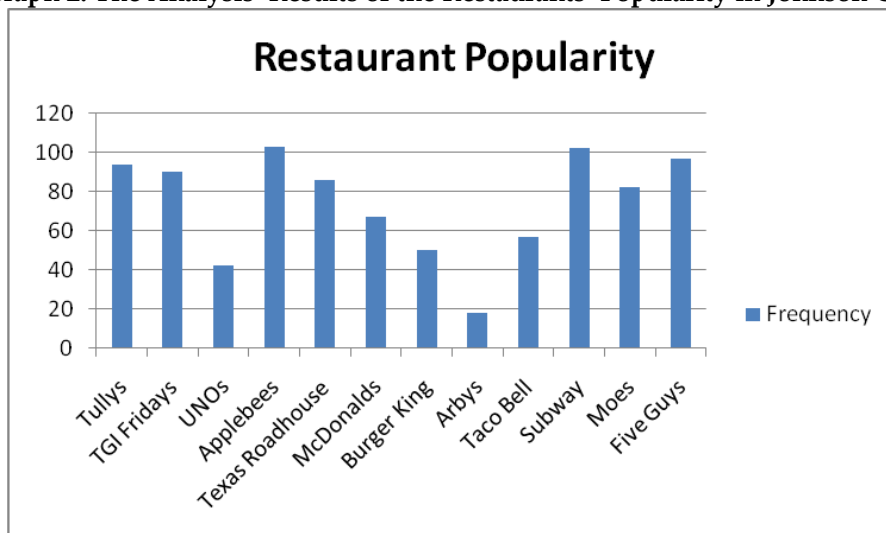
The second question regarded how many hours students have to enjoy leisure time activities during a given week. The study found that almost half of the students (49%) are enjoying between 11 and 20 hours of leisure time activities during a given week. This is valuable information because this shows that students have the free time, it is just a matter of getting the students to come to Downtown Johnson City. The next question was along the same lines as the previous one and it asked students how often they go off campus to enjoy their leisure time. Over a third (35%) of the students said they go off campus 20+ times in a week to enjoy their activities which makes sense because most of the students that filled out the survey live off campus. The fourth question in this section asked students the time of day that they normally enjoy leisure time activities. Almost ninety percent of students (89.2%) said they enjoy activities after 7pm. This is a problem for Downtown Johnson City because most of the businesses close sometime close to this time, and therefore it is tough to get students to spend time in the area when none of the businesses are open for them to enjoy.

The fifth question was along the same lines as the first question but it gave us different types of results. This question asked students how likely they are to visit certain types of locations. The study concluded that the highest averages for this question were movie theaters (3.62), personal service centers (2.97) and coffee shops (2.83). This information along with the results from the first question can help the Johnson City Partners to see that students enjoy going to the movies and spending time with their friends at other locations such as coffee shops. Therefore, the Downtown Johnson City area should move into businesses that allow for social interaction among the students.

4.2. Restaurants' Popularity in Johnson City

The last question of this section asked students which restaurant they normally dine at. The four highest values of restaurants that the study gathered were Applebees (103), Subway (102), Five Guys (97), and Tullys (94). This information will be useful for the Johnson City Partners because it shows that students are not normally visiting fast food restaurants, and therefore the Johnson City area should try to open businesses where students can sit down and enjoy the atmosphere rather than just get food quickly. The overall results from this question are shown in Graph 2 below.

Graph 2: The Analysis' Results of the Restaurants' Popularity in Johnson City



Overall, from this category the study resulted in that students are normally visiting restaurants like Applebees, Subway, Five Guys, and Tullys. This shows that students are visiting sit down restaurants as well as on demand food restaurants. They do not want to consider Subway and Five Guys fast food restaurants because the study reached that they are above that category. The study also reached that students are enjoying the most of their leisure time after 7pm. From this the study could summarize that Johnson City needs to develop their own niche in the restaurant environment with a restaurant that is unique from others in the area. The study can also conclude that Johnson City needs to develop a way to become a more night oriented location if they want to attract Binghamton University students during their leisure time.

4.3. The Familiarity with Downtown Johnson City

The next set of questions focused on the students current familiarity with the Downtown Johnson City area. The first question focused on how many times students visit Downtown Johnson City in a given month. The study found that 34.9% of students never visit Downtown Johnson City, where 23.5% of students visit the area more than 4 times in a given month. The other results showed that 29.5% of students visit the area 1-2 times and 12.1% of students visit the area 3-4 times in a given month. The results of the analysis of the question "How many times do you normally visit the Downtown Johnson City in one month?" are shown Table 1 below:

Table 1: The Analysis' Results of the Question "How many times do you normally visit the Downtown Johnson City in one month?"

How many times do you normally visit the downtown Johnson City area in a given month?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Never	52	34.9	34.9	34.9
1-2	44	29.5	29.5	64.4
3-4	18	12.1	12.1	76.5
More than 4	35	23.5	23.5	100.0
Total	149	100.0	100.0	

This information is very important for the Johnson City Partners because it shows that students are actually visiting the Downtown Johnson City area, but they are not spending as much time there as the Johnson City Partners would like. This shows that the Johnson City Partners need to work on their retention of students as consumers, and not just getting them there in the first place.

The next two questions for this section focused on how far students live from the Downtown Johnson City area and how far they live from the Binghamton University campus. The survey illustrates students a

map of the location of Downtown Johnson City so they could have an understanding of where it was and the purpose of these questions were to see if students are living near the area and just not going, or if distance is the issue in students not going to the area. The results of how far students live from Downtown Johnson City by car is shown on Table 2 below:

Table 2: The Analysis' Results of the Question "How far students live from Downtown Johnson City by car?"

		How far do you live from downtown JC by car?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10 minutes	120	80.5	80.5	80.5
	11-20 minutes	28	18.8	18.8	99.3
	21-30 minutes	1	.7	.7	100.0
	Total	149	100.0	100.0	

Overall, from this section the study could conclude that one third of the students that surveyed are frequent visitors of Downtown Johnson City (More than 3 visits in a given month). This insight is very important because students are going to Downtown Johnson City for one reason or another, the problem is they are not staying at the location for extended periods of time. Secondly, the study reached that students are living within close proximity to Downtown Johnson City. This shows that students will not have to make much effort to get to Downtown Johnson City, they just need a reason to go there.

4.4. Current Perceptions of Downtown Johnson City

The next section was focused around the idea of getting students current perceptions of the Downtown Johnson City area. The Johnson City Partners have an idea of what these current perceptions already are, but for the purpose of the research, the study aimed to know their current perceptions so there is a chance to compare these to the improvements later in this study. The study found that the dining areas (2.35), housing (2.50), and overall safety and security (2.53) had the three lowest ratings The of all of the areas on the survey. These results make sense because the housing in Downtown Johnson City is not adequate, and this goes hand in hand with the overall security of the area. The dining areas are one of the main areas that must be improved, and this gives more cause for the suggestions. The information about the current perceptions of Downtown Johnson City is provided in Table 3 below:

Table 3: The Analysis' Results of the Current Perceptions of Downtown Johnson City

		Statistics						
		What is your current opinion of buildings roads and sidewalks for downtown JC?	What is your current opinion of the number of businesses for downtown JC?	What is your current opinion of housing in downtown JC?	What is your current opinion of the types of businesses in downtown JC?	What is your current opinion of the overall city image of downtown JC?	What is your current opinion of the restaurants/dining areas in downtown JC?	What is your current opinion of safety/security in downtown JC?
N	Valid	149	149	149	149	149	149	149
	Missing	0	0	0	0	0	0	0
	Mean	2.66	2.74	2.50	2.73	2.35	2.98	2.53

From this section, the study could conclude that the current perceptions of Downtown Johnson City are below par, and this is something that the Johnson City Partners already assumed at the beginning of the analysis. It can be estimated that this information is useable for the Johnson City Partners. The areas of dining locations, housing, and overall safety need the most improvement to turn around the Johnson City area as quickly as possible.

4.5. The Improvements to Downtown Johnson City

The second to last section of the survey involved what areas of Downtown Johnson City needs to improve most. From the analysis, the study reached that the three areas that students think need the most improvement were the city image (2.43), the dining areas (2.45) and the overall safety and security (2.48).

These results go hand in hand with the results from the previous question by showing that the students feel that the dining areas, and safety and security need the most improvement and these also had the lowest ratings in the current perceptions section. The results from the analysis of the improvements to Downtown Johnson City are shown in Table 4 below:

Table 4: The Analysis' Results of The Improvements to Downtown Johnson City

		Statistics						
		How important is improvement in the buildings, roads and sidewalks for downtown JC?	How important is it to increase the number of businesses in downtown JC?	How important is it to improve housing in downtown JC?	How important is it to improve the quality of stores/businesses in downtown JC?	How important is it to improve the city image for downtown JC?	How important is it to improve the restaurants and dining areas in downtown JC?	How important is it to improve safety and security in downtown JC?
N	Valid	149	149	149	149	149	149	149
	Missing	0	0	0	0	0	0	0
	Mean	2.58	2.62	2.66	2.56	2.43	2.45	2.48

Overall, from this section, the study could conclude many different things about the improvements that need to be made to Downtown Johnson City. First of all, after looking at the results from the analysis, all areas require some type of improvement in this section, but this improvement could be very expensive. This could be a huge task for the Johnson City Partners to take on. Therefore, the study suggests that the Johnson City Partners focus on the dining areas, safety and security, and overall city image of the Downtown Johnson City area. The city image needs to change before everything else, and the study may outline ways to do this later in following parts.

4.6. The Demographics

The final section on the survey focused on the demographics of the respondents. This is necessary so that students could be divided into group and sub groups based on their insights. This made easier to conduct further analysis and all of the results from this section are described. The Table of Descriptive Analysis regarding the breakdown of males and females for the sample is illustrated below. The numbers are skewed towards more females. There are more females than males in the sample. This could be due to the fact that females are more comfortable being interviewed by males. The demographics results are illustrated on Table 5 below:

Table 5: The Descriptive Analysis

What is your sex?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	39.6	39.6	39.6
	Female	90	60.4	60.4	100.0
Total		149	100.0	100.0	

4.7. The Crosstab Analysis

After conducting the preliminary analysis of all the questions of the survey, this study uses crosstab analysis to find relevant information about the research questions. After Crosstab Analysis this study reached more relevant results about the Johnson City Partners. A Crosstab Analysis is a technique used to compare variables among different questions, giving results that can better suit the needs of the Johnson City Partners. A Crosstab Analysis on Johnson City Partners analysis gave decent feedback, and will help the study in order to achieve successful results and suggestions.

The first crosstab analysis was a simple comparison of how often students are visiting the Downtown Johnson City area and how far away they live from the area given different modes of transportation. The study resulted that the distribution was evenly spread across the different groups based on the amount of visits and how far students live away from Downtown Johnson City by walking and by bike. These variables could have given information about what students are actually visiting the area the most, and if

their mode of transportation was mostly by walking, then the partners could have used this information to advertise more to this group.

When looking at the distance away from Downtown Johnson City by car, the study reached the conclusion that 120 students out of the 149 surveyed live within 10 minutes of the Downtown Johnson City area. This information is valuable because this shows that students live close to the area, and therefore they could easily access this location if they wanted to, the problem is just getting students to the area. The information for how far students live from the Downtown Johnson City area is shown in Appendix. The study concluded that the three main categories that should be looked at are the distance from Downtown Johnson City by foot, bus and car. These are the three main modes of transportation used by Binghamton University students, therefore this analysis' results must be focused on most.

According to the results, the study could conclude that Binghamton University students live within close proximity of the Downtown Johnson City area, but there is equal dispersion of how often the students visit even though they are close to the area. The Downtown Johnson City requires to work with the Off Campus College Bus system at Binghamton University to try to get more students to come to the area. Having a shuttle to bring students from campus to the Downtown area would be of great help to the Johnson City Partners and what they are trying to accomplish. Information for contacting the OCC transport system has been provided at the end of this report.

For the next crosstab evaluation, the study compared the frequency of visits to the Downtown Johnson City area and what areas the Downtown Johnson City area needs to improve the most to attract more students. As stated above, the study found that the dining areas (2.35), housing (2.50), and overall safety and security (2.53) had the three lowest ratings in the area of improvements. The study aimed to run this comparison due to observe what the most frequent visitors stated as the most important improvements. Since the study estimates that these visitors will give the best insight because they are spending the most time in Downtown Johnson City.

By evaluating the analysis, the study resulted in that the most frequent users cited that improving the dining areas, improving the safety and security for the Downtown Johnson City area, and improving the overall city image were the most important factors. These factors were different from the results of the overall sample, and this information is more important for the Johnson City Partners because it gives them feedback from the students that are visiting the area the most. These results should be taken into account because students that have never visited the Downtown Johnson City area do not have the same ideas about what improvements should be made to the area as students who frequently visit the area do.

Accordingly, the third crosstab analysis the study has results which compared the variables of how often students visit Downtown Johnson City and what places they normally visit in their free time. This comparison would be better for the Johnson City Partners to figure out what the students that visit Downtown Johnson City the most are actually doing in their free time instead of just having data about the entire sample. The study reached that the three most visited locations during free time by students who frequently visit Downtown Johnson City were restaurants (48 respondents), retail stores (29 respondents) and dorm rooms (19 respondents). These results are important to Johnson City Partners because students are the most likely potential customers to visit Downtown Johnson City. Therefore, student-oriented things are the most important factors. When factors are improved, students come more often, and students who come eventually convince other students who never come to visit the area.

5. CONCLUSION

After the extensive research and data analysis on Johnson City improvement projects in the light of surveys being conducted by Binghamton University students, this study anticipates that the provided information helps to Johnson City Partners future plans to improve some important areas beginning from the area of city image. This study aims that Johnson City Partners will get benefit from this analysis and the researches later on could use these results for possible literature developments on "how community development may affect the economic welfare on certain region".

In order for Johnson City Partners, who are students and academics of the Health Sciences Campus, to show more interest in businesses located in the Johnson City Community, The Grapevine Café and Sole City Coffee are offering new campaigns. Johnson City Partners, which offers savings coupons etc. to attract the attention of potential customers, reaches out to all communities that are actively working on the Health Sciences Campus of Binghamton University and claims that they are not independent from these communities but rather a part of them. Johnson City Partners, who claim to be an important extension of the

communities, frequently conducts surveys on the campus to collect the demands of potential customers and diversifies their services in accordance with the results of these surveys. In these surveys, in addition to new demands, questions are also directed towards the quality of the services provided, etc. and improvements are made in Johnson City Partners activities according to the answers to these questions.

Johnson City Partners is generally aware that if there is a Health Sciences Campus, there will not be enough commercial activity in the city center and the city will be a ghost town without the campus, and it acts with this awareness in the services it offers.

For instance, Johnson City Partners, which collected signatures to have Main Street parking lots lit after the campus movement, also contributes a portion of the budget for recreational areas where locals can safely and enjoy themselves. Johnson City Partners describes this sacrifice as a labor of love that pays off for Main Street businesses, local residents, local government, and especially potential customers, faculty, and students connected to the Health Sciences Campus.

Johnson City Partners is a coalition of local stakeholders focused on revitalizing the economic, social, and cultural landscape of Downtown Johnson City, New York. Their primary objective is to transform the area into a vibrant hub that attracts both residents and visitors, with a particular emphasis on appealing to Binghamton University students and the surrounding community. The partnership includes local businesses, government entities, and community leaders who collaborate on initiatives to improve infrastructure, promote sustainable development, and stimulate local economic activity.

A key milestone in the revitalization efforts was the establishment of Binghamton University's Health Sciences Campus, which spurred increased investment in the region. Local businesses, such as The Grapevine Café and Sole City Coffee, have benefited from this development, with increased foot traffic and consumer interest, particularly from students and healthcare professionals. These businesses have also played a role in social development by providing employment opportunities, particularly for students, and contributing to community cohesion through sustainable practices.

Furthermore, Johnson City Partners have leveraged fiscal incentives, such as tax exemptions and the Downtown Revitalization Initiative (DRI) grant, to attract new investors and improve the overall city infrastructure. These collaborative efforts reflect the broader goals of community development, where local and national objectives intersect, promoting a sustainable, inclusive, and economically vibrant environment for the city's residents and businesses. Through these initiatives, Johnson City Partners aim to enhance both the economic welfare and quality of life for all community members.

6. LIMITATIONS AND SUGGESTIONS

There are almost no limitations about this research. Johnson City Partners could give a chance to complete this research on Johnson City areas by supporting especially the data gathering processes and conducting realistic useful findings. It is better to complete secondary research based on similar estimations on different regions and it would then be appropriate to compare the economic contributions of the partners in these regions with the impact of Johnson City Partners on development, using the findings obtained as a result of the analysis with estimates. So that as secondary research, future studies could focus on different college towns around New York State to see what these locations are doing to draw certain students to different areas around town. The main areas that future studies could focus firstly on Downtown Binghamton, secondly the Ithaca Commons, and lastly SUNY New Paltz. After all these studies may come up with some challenging results regarding these locations. The results from the secondary research will be discussed by the researchers whom have different expertise and background.

REFERENCES

- [1] Binghamton University. (n.d.). *Health sciences campus: The university's growing influence in the region*. Retrieved from <https://www.binghamton.edu>
- [2] Barrett, G., Bailey, B., & Seung-Jo, K. (2013). *Economic Development and Community Building*. Routledge.
- [3] Fukuyama, F. (2001). *Social Capital, Civil Society, and Development*. *Third World Quarterly*, 22(1), 7-20.
- [4] Johnson City Partners. (2022). *Economic Development in Johnson City: Community Partnerships and Opportunities*. Johnson City Local Government.
- [5] Johnson City Local Government. (2022). *Johnson City Partners: Annual report on community development and economic welfare*. Johnson City, NY: Author.
- [6] Sen, A. (1999). *Development as Freedom*. Oxford University Press.

- [7] United Nations. (2000). *Community Development: A Guide for Local Governments*. United Nations Development Programme.
- [8] United Nations Development Programme (UNDP). (2016). *Human Development Report 2016: Human Development for Everyone*. United Nations.
- [9] United Nations. (2022). *Community development: Definition and principles*. United Nations Department of Economic and Social Affairs. Retrieved from <https://www.un.org>