



YOUNG ENTREPRENEURSHIP ACADEMY



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LOCAL GOVERNMENT CONFERENCE



POWERS & DUTIES TRAINING



2017 ANNUAL BOARD MEETING



SALAMANCA FARMERS MARKET



2017 ARC FUNDED PROJECT



VISIT FROM NYS SECRETARY OF STATE

SOUTHERN TIER WEST  
Regional Planning & Development Board



2017-2018  
ANNUAL REPORT

PARTNERSHIP FOR DEVELOPMENT SERVING ALLEGANY, CATTARAUGUS, AND CHAUTAUQUA COUNTIES



As you read through this report, you will see updates on programs newly created, reinvigorated, or closing out. This is the reality within Southern Tier West and the programs we administer. We are always trying to evaluate what projects or services will have the greatest impact on our region. We also must realize when a program needs to be retooled or set aside.

Inside you will see the impact that our programs have had across our region over the past year.

- ◆ The local government program continues to provide resources to municipalities; providing them with the best services for their communities. During the past year, over 700 attendees participated in trainings hosted by Southern Tier West. In 2018, Southern Tier West reformulated a program to assist

cemeteries with record keeping and providing information to communities through Southern Tier West's online geographic information system viewer.

- ◆ We are continuing the process of enhancing small business and entrepreneurship programs. Several loan funds have been added through Southern Tier West's affiliates—specifically focused on needs within our region. Southern Tier West also partnered with local organizations to administer the first year of the Young Entrepreneurs Academy, from which nine students graduated.
- ◆ The Local Foods Program continues to grow; staff is working to assist with the need of intermediary brokerage between grower and purchaser.
- ◆ The Broadband Program is winding down. NYS has made great progress in the expansion of broadband and we see our role as being able to assist in providing accurate information on what the state awarded individual providers.
- ◆ Southern Tier West continues to provide grant assistance to local not-for-profits and municipalities seeking funding from the Appalachian Regional Commission and the Economic Development Administration as well as other federal agencies.

After a successful 2018, we are looking forward to a terrific year in 2018/2019.



## BOARD OF DIRECTORS

### ALLEGANY COUNTY

Craig Clark, Alfred  
Kier Dirlam, Almond, VICE CHAIRMAN  
Deb Root, Scio  
Charles Jessup, Belmont  
Jerry Scott, Cuba

### CATTARAUGUS COUNTY

Crystal Abers, South Dayton  
Charles Couture, West Valley  
Robert Keis, Mansfield, CHAIRMAN  
Norm Marsh, Little Valley  
Donna Vickman, Farmersville

### CHAUTAUQUA COUNTY

George Borello, Dunkirk  
Joe Galati, Westfield  
Jay Gould, Ashville, SECRETARY  
Don McCord, Jamestown  
Willie Rosas, Dunkirk  
Kevin Sanvidge, Dunkirk \*  
Vincent Horrigan, Mayville \*

\* Left during the year

### SENECA NATION OF INDIANS

Lucille White, Irving

## STAFF MEMBERS

### Richard Zink

Executive Director

### Thomas Barnes

Sr. Regional Economic Development  
Coordinator

### Craig Klose

Regional Development Associate

### Halley Kottwitz

Economic Development Associate

### Kimberly LaMendola

Regional Development Coordinator

### Sam Lewis

GIS Associate

### Jonathan Mayr

Clean Energy Communities  
Coordinator

### Sarah Phearsdorf

Community Assistance Specialist

### Brenda Farnham

Building Maintenance

## FINANCIAL REPORT

### CONDENSED STATEMENT OF NET POSITION

	2018	2017
Current Assets	\$150,876	\$211,482
Other Assets	\$989,020	\$989,020
Total Assets	\$1,139,896	\$1,200,501
Current Liabilities	\$213,247	\$278,729
Other Liabilities	\$370,863	\$370,863
Total Liabilities	\$584,110	\$649,592
Total Net Position	\$555,786	\$550,909

### CONDENSED STATEMENT OF REVENUE, EXPENSES AND CHANGE IN NET POSITION

	2018	2017
Total Revenues	\$670,798	\$774,383
Total Expenses	\$665,920	\$808,688
Change in Net Position	\$4,877	(\$34,305)

## AFFILIATIONS

### SOUTHERN TIER ENTERPRISE DEVELOPMENT ORGANIZATION (STEDO)

The Southern Tier Enterprise Development Organization (STEDO) provides small business owners and entrepreneurs with access to capital through low interest public-sector loan funds featuring flexible conditions and terms.

During FY2017-2018, STEDO closed loans totaling \$149,000 for small businesses that projected the creation or retention of approximately 33 jobs in Allegany, Cattaraugus, and Chautauqua counties. The original loan value among STEDO's current clients is \$1,416,737 with the majority of investment injected between the manufacturing and service sectors. STEDO's administrative structure consists of an eight-member Board of Directors with representation from each of the three counties.

The Job Development Authority (JDA) Agribusiness Loan Fund closed in Spring 2018. Qualified businesses include, but are not limited to, value-added processors, food distribution companies, food aggregators, craft beverage producers, and Food Hub participants. STEDO worked closely with local banks, Cattaraugus County Economic Development, Western Region Corporation, Cattaraugus County Business Development Center, and other organizations with loan funds to create the best financing packages possible for small business owners.

### SOUTHERN TIER EXTENSION RAILROAD AUTHORITY (STERA)

STERA completed the following five projects for a total of \$5,715,910 in FY2017-2018:

- freight carload volume increased over 14% from 2016 to 2017 across the system
- completed a project involving a track realignment and bridge repair project on the Southern Tier Extension line in Chautauqua County
- continued work on a contract from NYS DOT for \$1,600,000 of grant funds, matched by \$400,000 of WNYP funds, for a project involving replacement of 8,000 linear feet of welded rail in Carrollton in Cattaraugus County, and repairing three bridges in Jamestown, one bridge in Salamanca, and one bridge in Olean
- received a contract from NYS DOT for \$1,542,240 of grant funds, matched by \$385,560 of WNYP funds, for a project involving improvements to the engine house in the Olean yard, installation of a yard video security system, installation of 6,000 6x8 ties in the Olean yard, and replacement of 8 switches in the Olean yard
- applied to NYS DOT for \$1,251,677 of grant funds, to be matched by \$536,433 of WNYP funds, for a project involving installation of approximately 13,000 ties, ballast, surfacing, repair/replacement of 3 public highways and 11 private farm grade crossings, and replacement of turnout switch timbers

### WESTERN REGION CORPORATION (WRC)

The Western Region Corporation assisted a number of projects within our region through two loan funds. The Downtown Revitalization Loan Fund provided a \$150,000 loan to a business in southwestern Cattaraugus County to assist with funding. The WRC Revolving loan fund assisted a business from southern Chautauqua County with working capital needs totaling \$500,000. These two projects created and/or retained over 29 jobs in our region.



## SOUTHERN TIER WEST STATISTICS 2017/2018

- \* 500 LOCAL OFFICIALS ATTENDED THE ANNUAL LOCAL GOVERNMENT CONFERENCE
- \* 67 FULL MUNICIPAL WEBSITES MANAGED BY SOUTHERN TIER WEST
- \* 57 COMMUNITY GIS MEMBERS
- \* DATA COLLECTION FOR 4 MUNICIPALITIES WITH OVER 9,000 DATA POINTS
- \* 9 STUDENTS GRADUATED FROM YEA! PROGRAM
- \* 4 NEW LOANS TOTALING \$889,000 AND 22 ACTIVE LOANS OUTSTANDING \$2,214,864
- \* 20 FARMERS MARKETS WERE ASSISTED
- \* 10 APPALACHIAN REGIONAL COMMISSION GRANTS WERE AWARDED
- \* 15 CLEAN ENERGY COMMUNITIES GRANTS WERE AWARDED TOTALING \$915,000

## FOOD SYSTEMS PROJECTS CONTINUED

would be implemented in a 2-year project timeline and focus on achieving two primary objectives: increasing consumption of regional food products and developing new market opportunities. Grant determination is expected by September 30, 2018.

As well, to assist forging new buying relationships within the supply and value chain, STW conducted a series of Farmer & Buyer Mixers within the region to connect farm and food producers with potential buyers from institutions, retail and wholesale operations, restaurants, schools, and local aggregators and distributors. The events informed us of the many different needs each of the stakeholders has in being able to fully participate in the local food system buying chains, especially for the needs for more coordinated aggregation and distribution/transportation logistics.

STW continued work with the region's farmers markets and presented a training and development conference in March 2018: "Leverage the Strengths of Your Farmers Market." This day-long event featured a variety of presenters on topics of ready interest for farmers market personnel, including: "Planning for Safety and Crisis Response," "The Importance of Data Collection at Your Market," "Strategic Responses for Farmers Market Customer Trends," and more.

Within this report period, STW's Food System Projects Manager was hosted by the University of Tennessee's Institute of Agriculture to present two workshops multiple times throughout a week-long series of trainings for the Tennessee Association of Farmers Markets. "Farmers Markets: Communicating Benefits and Impacts to Decision Makers," and "Building a Network of Farmers Markets for Collective Impact" were presented in Nashville, Franklin, and Knoxville, and follow up communication is being maintained with Tennessee market personnel who have requested additional information or assistance. Another workshop session titled "Food Systems: Adding Value to Local and Regional Economies" was presented at the January 2018 annual conference of the Northeast Organic Farming Association-NY chapter. Staff also has representation on the advisory committee for the Allegany County Farm to School project "Carrots to Curriculum."

## LOCAL GOVERNMENT PROGRAM

### 2018 LOCAL GOVERNMENT CORPORATE SPONSORS

KHEOPS

Labella Associates

TheSatellite.Biz

Williamson Law Book Company

### 2018 LOCAL GOVERNMENT CORPORATE SUPPORTERS

Clark Patterson Lee

NYS Comp Alliance

E&M Engineers & Surveyors

Gernatt Asphalt Products

Larson Design Group

MRB Group

NY Municipal Insurance Reciprocal

PERMA

### 25th Annual Local Government Conference

The 25th Annual Local Government Conference was held on May 9, 2018 at Houghton College, Houghton, NY. In attendance, there were 24 exhibitors, 28 speakers, and approximately 480 local government officials. Throughout the day, there were 4 tracks with a total of 44 classes being conducted. In-service training credits were available for Clerks, Code Enforcement Officers, Water Operators, Planning & Zoning Board Members, and Justices.

Twenty to twenty-five year exhibitors included E&M Engineers (25 years); Municipal Solutions (24 years); Williamson Law Book Company, Gernatt Asphalt Products, and Combined Financial Services (23 years); Cattaraugus County Bank and Nusbaumer & Clarke (21 years); and TVGA Consultants, Business Automation Services, and Kofile (20 years).

### Fall Planning & Zoning Training

~ September 27, 2017

How to Handle a Zoning Enforcement Case  
Presented by Charles Malcomb of Hodgson Russ LLP  
Jamestown Community College, Jamestown Campus

~ November 8 & 9, 2017

SEQR Basics; Walkability and Aging in Place;  
Tips on Regulating Telecommunications  
Presented by Chris Eastman and Patricia Burke from NYS DOS  
JCC, Olean & Jamestown Campus

### Municipal Websites

New sites for FY2017-2018: Town of Almond, Allegany County;  
Town of Charlotte and Town of Dunkirk, Chautauqua County -  
totaling 67 municipalities that use Southern Tier West for web  
presence.

### Records Management

Records Disposition was completed in the Towns of Almond,  
Allegany, Portville, and Westfield, and in the Village of Cuba.

## YOUNG ENTREPRENEURSHIP ACADEMY (YEA!)

YEA! is a program that takes students ages 11-18 through the process of starting and launching a real business or social movement over the course of an academic year.

Nine students graduated from YEA! in 2018 from Olean City Central, Cuba-Rushford Central, Portville Central, and Archbishop Walsh. The students were awarded a total of \$4,500. Sullivan O'Dell, won the Investor Panel for a grand prize of \$1,500 for his business FalxFlex. Students met with over twenty business owners in the Olean community by going on field trips and having guest speakers in class.

Premier sponsors included: Cattaraugus County IDA, CUTCO Corp., SolEpoxy, Walmart, National Grid, Community Bank, NA, and Olean Business Development Corp. Empire Coach Lines generously offered free transportation to students for field trips. Jamestown Community College and St. Bonaventure University also offered space for events.



## FEDERAL FUNDING CONTINUED

over \$3.2 million in total expenses. For this applicant pool, 46% of the proposals support ARC's Ready Workforce goal and 23% support the Natural & Cultural Assets goal. The final grant review determination and issuance of contracts from the Appalachian Regional Commission for the FY19 applicant pool is estimated for mid-spring, 2019.

## ECONOMIC DEVELOPMENT ADMINISTRATION

### Comprehensive Economic Development Strategy (CEDS)

The 2017 CEDS focuses on linking regional competitiveness to investment in a knowledge-based economy. The CEDS uses established data-driven analytical techniques to evaluate the region and establish effective strategies for economic development. The CEDS also continues Southern Tier West's other strategic foci, including broadband deployment, financial assistance, infrastructure development, and transportation-based economic development. The CEDS contains lists of strategic economic development projects and includes a section on economic resilience.

### Public Works Funding

Southern Tier West continues to work with potential EDA project sponsors to ready their projects for EDA investment.



## NYSERDA - CLEAN ENERGY COMMUNITIES PROGRAM

Through the Clean Energy Communities program, STW helped to put approximately \$1,000,000 in match-free grant money into the region for such projects. Municipalities awarded the designation of Clean Energy Community include:

### **\$150,000 AWARD—CHAUTAUQUA COUNTY**

#### **\$100,000 AWARD**

**CITY OF SALAMANCA** - upgrade the aging city office building

**TOWN OF BUSTI** - town-wide conversion to LED streetlights and upgrade the town building

**TOWN OF ELLICOTT** - LED streetlight conversions, as well as purchasing a compressed natural gas (CNG) heavy-duty truck for their municipal fleet

**VILLAGE OF LAKEWOOD** - conversion to LED streetlights and upgrade the aging town building

#### **\$50,000 AWARD**

**TOWN OF ASHFORD** - clean energy upgrades for the municipally owned buildings

**TOWN OF CONEWANGO** - clean energy upgrades to the town building and highway garage

**TOWN OF ELLICOTTVILLE** - LED streetlight conversions and clean energy upgrades for the municipally-owned buildings

**TOWN OF HUMPHREY** - conversion to LED streetlights and another project yet to be determined

**TOWN OF Kiantone** - conversion to LED streetlights

**TOWN OF PERSIA** - clean energy upgrades for the municipally owned buildings

**VILLAGE OF FALCONER** - LED streetlight conversions

**VILL. OF WESTFIELD** - installation of electric vehicle (EV) charging stations and LED streetlights in the village park

### **\$5,000 AWARD FOR A PROJECT OF THEIR CHOICE**

**TOWNS OF RUSHFORD AND STOCKTON  
VILLAGES OF CELORON, SHERMAN, AND SILVER CREEK**

In addition to these communities that have already earned the designation of Clean Energy Community by New York State, STW is working with 19 additional communities to help them realize their goal of becoming designated. These communities include the Towns of Almond, Amity, Dayton, Ellery, Ellington, Hanover, Leon, New Albion, North Harmony, Poland, Pomfret, Randolph, Sheridan, Sherman, South Valley, and Willing; and the Villages of Ellicottville, Gowanda, and Sinclairville.

Three of these communities, the Towns of Ellicott, Randolph and Willing, will complete the program and receive their Clean Energy Communities designation from New York State very soon!

## PROGRAM AREAS

### COMMUNITY GIS

The Southern Tier West Community GIS Department converted and published previously collected data into new ARCGIS software making it interactive online, enabling municipalities to access their data when they are out in the field, improving production time.

An intern was hired for two months to assist with the Cemetery Pilot Project. Over 3,000 headstones and data points were collected at the Pine Hill Cemetery in the Village of Falconer, NY. The data was uploaded to the Internet and a map viewer was created. Southern Tier West staff also collected data for over 4,000 headstones at the "Until the Day Dawn" Cemetery in Angelica, NY.

Highway projects included a culvert inventory for the Town of Cherry Creek in October 2017, a sign inventory for the Town of Olean in April 2018, and Hydrology Mapping (water valves, manholes, shutoff valves) for the Town of Pomfret in May 2018.

### FOOD SYSTEMS PROJECTS - FRESH FROM THE GROUND UP!

#### NY Sustainable Agriculture Working Group

September 2017 concluded the 24-month USDA funded grant project "From the Ground Up: Expand and Sustain SNAP at Farmers Markets." STW staff worked closely with farmers markets, human service organizations, and farmers/producers to more fully promote farmers markets as a resource for fresh food purchases eligible for SNAP purchases. STW staff developed original promotion and resource materials that offered a convenient way for area human service organizations to assist their clients in understanding the various nutrition benefits available at local farmers markets as well as the location and operating times of the region's 20+ farmers markets. Data collected during the project provides evidence that participating markets reported an increase in SNAP supported purchases, with one market's SNAP sales showing a 600% increase between year 1 and year 2 of this program.

Southern Tier West is gradually shifting its food system project work to the recently acquired 501 (c)(3) non-for-profit organization NYSAWG (NY Sustainable Agriculture Working Group). Food system work involves a diverse set of stakeholders and businesses including farmers, value-added food processors, food entrepreneurs, land owners, consumers, human service organizations, retail and wholesale buyers, distributors, logistics and delivery companies, and institutions. To support increasing focus on facilitating connections and business transactions among the various businesses in a regional supply and value chain, NYSAWG submitted a grant proposal to the USDA's Local Food Promotion Program in May 2018 requesting \$161,802 for "Connecting the Food System Dots: Strengthening Distributive Chains and Mapping the Region's Assets." If funded, this project

## FEDERAL FUNDING

### APPALACHIAN REGIONAL COMMISSION

#### Area Development Grants

Staff responded to over 60 requests from organizations and municipalities seeking program information, project eligibility determination, and technical assistance in preparation of their pre-application and final application packages. Grants are reviewed and awarded based on the proposed performance measures. Proposals must demonstrate sustainability and ongoing positive impacts after grant funds are expended.

This annual report period covers the final application submission phase for the FY18 applicants and the technical assistance and pre-application phase for the FY19 applicants. STW staff is working with ARC grant awardees and applicants in active projects spanning 3-4 funding cycles. For the FY18 funding cycle, STW received 10 applications totaling \$913,095 in funding requests for projects totaling over \$2 million. The majority of the proposed FY18 project activities supported ARC's Ready Workforce goal and featured the development of new programs or services to educate, train, or retrain the region's workforce for demand jobs and local employers that reinvest within the region. For the FY19 ARC funding cycle, STW staff is currently working with 13 pre-applicants in the preparation of their final proposal packages due in October 2018. All applicants for the FY19 cycle are organizations; 50% are first-time applicants to the ARC cycle. The total request for the current funding cycle is \$1,539,656 in ARC funding to support

... continued on page 5