

# Financial Report, Board & Staff Members

## Southern Tier West Board Members

**Vice Chairman**  
**John Margeson**  
 Allegany County Administrator

**Susan Myers**  
 Allegany County Legislator

**Brent Reynolds**  
 Allegany County Legislator

**Jerry Scott**  
 Councilman, Town of Cuba

**Edward Sherman\*\***  
 Allegany County Legislator

**Lucille White**  
 Seneca Nation of Indians

**Chairman**  
**Robert Keis**  
 Supervisor, Town of Mansfield

**Joseph Eade**  
 Retired Cattaraugus County Legislator

**Gerard Fitzpatrick**  
 Chair, Cattaraugus County Legislature

**William King**  
 Supervisor, Town of Ashford

**Charles Krause**  
 Cattaraugus County Legislator

**Secretary**  
**Mark Thomas \***  
 Chautauqua County Executive

**Sebastian Baggiano**  
 Vice President/Treasurer, Chautauqua Institution

**James Cooper**  
 Councilman, Town of Poland

**Louis Drago, Jr.**  
 Chautauqua County Legislator

**Kevin Muldowney**  
 Councilman, City of Dunkirk

**Vivian Taylor\***  
 Councilman, City of Jamestown

\* *left during the year* \*\* *deceased*

## Southern Tier West Staff Members

**Donald Rychnowski**  
 Executive Director

**Richard Zink**  
 Assistant Director

**Eric Bridges**  
 Director, Center for Local Government & Community Services

**Brian Schrantz**  
 Director, Information Services

**Thomas Barnes**  
 Senior Regional Economic Development Coordinator

**John Buzzard**  
 Information Services Associate

**Lindsay Luszcak\***  
 Financial Analyst

**Ginger Malak**  
 Senior Regional Development Coordinator

**Paul Miller**  
 Regional Program Coordinator

**Sarah Schreckengost**  
 Publications Associate

**Eileen Weishan**  
 Community Assistance Specialist

\* *left during the year*

## Financial Report

### STATEMENT OF REVENUE AND EXPENDITURE JANUARY 1, 2005 - DECEMBER 31, 2005

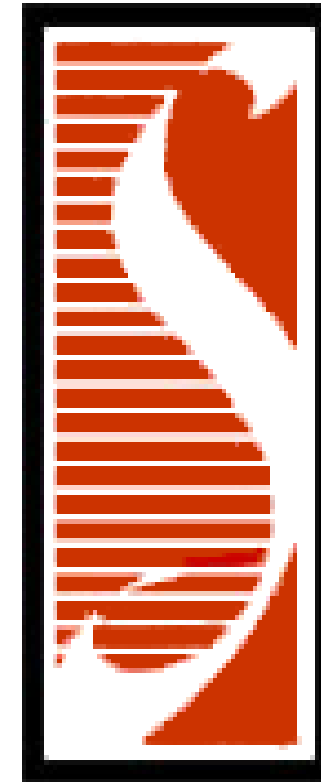
|  |           |
|--|-----------|
| Revenue Sources                          |           |
| Federal & State Grants                   | \$542,152 |
| Allegany, Cattaraugus, & Chautauqua Co's | 74,630    |
| Other Local Share                        | 281,773   |
| STW Reserve                              | 4,152     |
|  | \$902,707 |
| Program Expenditures                     |           |
| Payroll, Leave, and Fringe Benefits      | \$654,629 |
| Program Operations                       | 248,078   |
|  | \$902,707 |
| In-Kind Revenue & Expenditures           |           |
| All Programs                             | \$241,508 |

### In Memoriam

*The Southern Tier West Regional Planning & Development Board dedicates this thirty-sixth edition to the memory of Edward Sherman, Southern Tier West Board member from 1999 to 2005, who passed away during 2005.*

# Southern Tier West

## Regional Planning & Development Board



# 2005 ANNUAL REPORT

*Partnership for Development Serving Allegany, Cattaraugus & Chautauqua Counties  
 for 36 Years*

# Executive Director's Report

*"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."*

### Theodore Roosevelt's Speech, April 1910

Southern Tier West Regional Planning & Development Board, the Board of Directors, staff and partners all epitomize the sentiments expressed in this speech by Theodore Roosevelt. Individually and collectively as part of this organization each individual has been willing to try and perhaps fail, but the point is -- they dared to aspire to accomplish great things for the region. Many of Southern Tier West's past efforts have grown to a level we never anticipated when they were initiated.

### Southern Tier Extension Rail Authority (STERA)

STERA started out with one shipper on 45 miles of track and shipped approximately 150 cars per year. Currently in its fifth year of operation and after rehabilitation, STERA has approximately 20 shippers on 145 miles of track and ships upward of 50,000 cars per year.

### DiscoverSouthwestNY.com

When Southern Tier West created the DiscoverSouthwestNY.com Regional Marketing Initiative, we thought we would be lucky to receive 1 million hits the first year. In 2005 the site had over 5 million hits -- surpassing our wildest dreams! Literally thousands of people are interested in exploring our region for a variety of reasons.

### Highway Corridor Planning & Marketing Initiative

Southern Tier West had worked diligently with our Congressmen to obtain Interstate designation for Route 17. This action, in part by Southern Tier West, has resulted in an increasingly important asset for this region in terms of marketing sites to businesses as well as to the traveling public. Currently, the Southern Tier West Board and staff are working closely with counterparts on the

eastern end of Route 17 to ensure Interstate designation for the entire Route 17/I-86 corridor in southern New York. Our efforts in this area are now bearing fruit. Efforts in securing a north/south limited access highway are also being realized. It is anticipated that the first section of limited access highway of Route 219 into Cattaraugus County will start construction in 2006. These are major accomplishments for Southern Tier West and all governments, organizations, and people involved along these important corridors.

### Broadband Initiative

The need for information exchange is no less important in rural areas than in urban areas. Businesses need to have immediate access to data, markets, suppliers, and operational systems from other areas of the country and world. In order to be competitive, access to these information systems through broadband internet services must be available and affordable to rural areas such as ours. Due to larger market forces, the metro areas receive priority in regard to broadband access. Southern Tier West has initiated a program to look at increasing internet and broadband services to our elementary and secondary schools, universities and colleges, businesses, and residents -- even in the most isolated areas of the region.

-- Southern Tier West is like the man described in the quote by Theodore Roosevelt -- "*who strives valiantly; who errs; who comes short again and again, . . . who knows great enthusiasms, the great devotions; . . . who at the best knows in the end the triumph of high achievement. . .*" It is in this spirit that we enter 2006, knowing we will work diligently together to improve the economic, physical, and social environment of our region.

# Transportation

### Highway Corridor Planning

A study of economic and transportation development around the Olean/Allegany area of the Route 417 Corridor began in 2005, as a result of a previously developed new type of planning partnership between Southern Tier West and the Mobility Management Bureau of NYS DOT. This type of transportation planning examines the relationship between economic opportunities and transportation issues, such as traffic flow, to obtain the most benefit to an area. This type of specialized assistance has not been accessed before in our area and will prove beneficial to the region in the future.

In 2005, the first two segments of a major reconstruction of I-86 in Allegany County were completed. One remaining segment in Allegany County and two additional segments in Cattaraugus County are scheduled for reconstruction in 2006/2007. This rehabilitation/reconstruction is a major upgrade from the originally planned maintenance overlays for the highway. This work would not have begun until 2012, if it were not for the support and recommendations from the Southern Tier West Transportation Committee, other groups and individuals, who continue to advocate for and work to implement the upgrade design.

Southern Tier West continued its advocacy role in support of the Route 219 Construction Project during 2005. Construction of segments of the Route 219 Freeway within Cattaraugus County is anticipated to begin in 2006. Efforts to secure funding for these two segments have been ongoing. The Southern Tier West Transportation Committee is active in tracking this process and advocating for additional funding to complete the highway. Southern Tier West supports the four-lane limited access, freeway plan and will continue to follow its progress.

### Community Pride Program

In 2005, Southern Tier West continued its Community Pride highway beautification program, which includes an "adopt an interchange" program and a push for increased levels of maintenance and mowing on Interstate 86. The goal of this program is the beautification of I-86 and its interchanges, so as to induce business development at the interchanges, as well as on major intersecting highways. Work at the I-86 interchanges has been completed at the Angelica, Randolph, and Cuba interchanges and is being contemplated at the Almond, Poland, and Stow interchanges.

### Southern Tier Extension Railroad Authority (STERA)

Southern Tier West continued its emphasis on development of the region's railroad transportation system in 2005; focusing on providing additional freight shipping options for the region's employers through the rail operator Western New York and Pennsylvania Railroad Company. Southern Tier West also provided rail access assistance to current and potential rail shippers along the region's rail lines, worked with communities to assist them with grade crossing pavement marking and signage compliance obligations, and worked with private grade crossing and non-compliant adjacent land-use issues.

Southern Tier West continued to provide contractual administrative support to STERA. In 2005, in part as a consequence of Southern Tier West's efforts, STERA obtained \$900,000 in capital rehabilitation funds in the federal transportation legislation, and \$2,000,000 in capital rehabilitation funds in the State Bond Act. STERA will undertake construction using these funds in 2006.



## Local Government

### Center for Local Government & Community Services

The mission of the Center for Local Government and Community Services is to enhance the skills and competencies of public officials. What began as a simple mechanism to help local government officials become better and more responsive public servants has evolved into one of the most comprehensive in-service training and technical assistance programs in New York. As an enabler, the Center works with community-based institutions to establish effective and sustainable foundations for development.

### Local Government Conference

The cornerstone of the Center's training – the Annual Local Government Conference – celebrated its 12<sup>th</sup> year (11<sup>th</sup> at Houghton College) of program excellence. An all time high of 320 individuals were able to attend any number of 40 unique programs ranging from leadership development to records management. The Conference also featured 35 exhibitors.

### Planning & Zoning Conference

On November 17, 2005, the 4<sup>th</sup> Annual Planning and Zoning Conference was held at Chautauqua Institution with over 100 representatives from towns, villages and cities attending. The morning programs were presented in four tracks: basics for planning and zoning boards, advanced planning subject, advanced zoning subject, and effective public speaking. Lieutenant Governor Mary Donohue hosted the afternoon program on Quality Communities Regional Roundtable.

### Regional Leadership Academy

The Regional Leadership Academy (RLA) expanded its leadership development training via a series of specialized programs for Cattaraugus County. The Center developed a series of customized programs targeted specifically at the leadership positions (department heads, legislators, etc.) within the county. The RLA is a leadership and professional skills development program for local government and other public sector/nonprofit officials. Incorporating many of the elements from similar private sector models, the RLA offers customized training services to individuals who want to improve their leadership, management, communication and interpersonal skills.

### Corporate Sponsors

Enrollment in the Center for Local Government and Community Services' Corporate Sponsorship program expanded to four companies: CRA World, MRB Group, TVGA Consultants and URS Corporation. The Corporate Sponsorship Program offers enhanced exposure to local governments and significant discounts to all Center-initiated activities.

### Local Government Award

In May 2005, Eric Bridges, Director of the Center for Local Government and Community Services, was honored to present the 2005 Southern Tier West Local Government Award to Glenn Cooley from E&M Engineers of Springville, NY at the Southern Tier West Annual Dinner in Olean, NY. Glenn was recognized for his many years of service to the Local Government Conference.

### Our Advocates

Of the many elements contributing to the success of the Center, our local government advocates have been most instrumental. The respect and support gained from the local government community has given the Center tremendous clout and political strength. Today, local government officials in the Southern Tier West region have access to a greater number of diverse, responsive, and effective in-service training opportunities and technical assistance than any other region in New York State.



## Economic Development

### West Valley Redevelopment Strategy Project

Southern Tier West brought to a close work on the West Valley Redevelopment Strategy Project, a planning initiative to support an economic development response to the ongoing decommissioning of the West Valley Demonstration Project. Funded by the USDOC Economic Development Administration and other Federal and local sources totaling \$140,000, the study investigated prospective re-uses and outlined four general business development opportunities for the 3,300-acre West Valley Nuclear Services Center campus.

### Salamanca Area Planning Initiative

In 2005, Southern Tier West facilitated the Salamanca Area Planning Initiative, under which it provided specific economic development, health, housing, and general planning services to the City of Salamanca under contract. In addition to hosting and convening meetings of the Working Group, Housing Sub-Working Group, and Health Care Sub-Working Group; Southern Tier West provided assistance in: the preparation of the "Salamanca Asset-Based Strategic Plan", "Cultural, Arts, and Entertainment Program Strategic Plan", "Strategic Land Use Plan", and a Quality Communities Application.

### Multimodal Freight Transfer Facility and Manufacturing Center Feasibility Study

In 2005, Southern Tier West received \$100,000 of funding from EDA as partial funding to undertake a Multimodal Freight Transfer Facility and Manufacturing Center Feasibility Study Project. When all funding for this project is secured in 2006, Southern Tier West will evaluate and select a site location within the region for the eventual construction of a Multimodal Transfer Facility and Manufacturing Center.

### Entrepreneurship Roundtable

Southern Tier West continued the efforts of the Entrepreneurship Roundtable, which is a joint effort of approximately fifty organizations and private sector employers to discuss collaborative approaches to promoting entrepreneurship within the Southern Tier West region. In 2005, Southern Tier West received an ARC grant for the Southwestern New York Entrepreneurship Development System project. This effort will include a mapping

of support services available to entrepreneurs, a road map that enables entrepreneurs to find desired support services, the promotion of entrepreneurship programs in both primary and secondary schools, and a web page portal that facilitates entrepreneurship.

### Annual Comprehensive Regional Planning Process

Southern Tier West undertook its Annual Comprehensive Regional Planning Process in 2005 resulting in the publication of three resource documents: 2005 Regional Development Strategy (RDS), 2005 Southern Tier West Region Comprehensive Project List, and 2005 Southern Tier West Region Statistical Abstract. EDA and ARC use the RDS to guide their investment in the region.

### Satellite Broadcast Series

Southern Tier West hosted a series of satellite broadcasts during 2005. The broadcasts sponsored by the Economic Development Administration included: "Marriage of Innovation and Entrepreneurship: A New Model for High-Growth Economic Development", "Strengthening America's Communities Initiative", "Building a 21st Century World Class Workforce", and "The Report of the Strengthening America's Communities Advisory Committee". A broadcast seminar on "Fund Raising for Public Organizations" presented by David G. Bauer was sponsored by the Development District Association of Appalachia.

### Appalachian Regional Commission (ARC)

The ARC Area Development Program has a focus of economic development, whether that is supporting development directly through infrastructure projects or providing child care programs that stimulate employment and job retention. During 2005, five projects were awarded ARC funding. The Olean YMCA received \$149,770 for their "Child Care Expansion Project". ARC provided \$150,000 for the "Heavy Equipment Operation Project" sponsored by Alfred State College. The Faculty Student Association at SUNY Fredonia received \$57,658 for the "Workforce Experiential Training Project". The second year of the "Regional Economic Development Marketing Initiative" sponsored by Southern Tier West received \$68,000. Southern Tier West also received \$74,161 for the "Southwestern New York Entrepreneurship Development System".

## Environment & Natural Resources

### Water Quality Management Program

Southern Tier West was awarded a four-year contract by New York State Department of Environmental Conservation (NYSDEC) in July 2003. In 2005, the contract focused primarily on Stormwater Phase II outreach and education to municipalities, contractors, and highway officials. Stormwater Phase II regulations became effective March 10, 2003, which impact any site disturbance of one acre or more. During 2005, Southern Tier West provided training for 1) contractors, builders, and highway superintendents to explain the regulations and provide an overview of a stormwater plan submission and; 2) CEO's and other municipal officials to introduce the Stormwater Phase II Program and provide information on how to develop a municipal stormwater management plan. Southern Tier West partnered with NYS DEC and the three-county Soil and Water Conservation Districts to develop training materials and provide presentations at the training sessions. Southern Tier West maintains a close working relationship with the three county Water Quality Coordinating Committees.

### Stormwater Equipment Show & Demonstration

The 2<sup>nd</sup> Annual Muddy wny storm-Water Blues Equipment Show and Demonstration was held at the Town of Great Valley Highway Barns on April 29. The show featured demonstrations, hands on displays, and face-to-face instruction focused on road drainage, water quality, and proper roadside vegetation management and equipment usage.

### Stormwater Management Guidance Program

In 2005, Southern Tier West made application to ARC for the development of a Stormwater Management Guidance Program after receiving strong interest on the part of non-regulated municipalities. If funded, this effort will assist participating municipalities in developing and adopting stormwater plans. The three main components of the proposal are: 1) sponsorship of three regional conferences to provide guidance to communities in developing a stormwater management plan; 2) enrollment of participating municipalities in the Southern Tier West Community GIS program to assist them with data collection relative to stormwater issues; and 3) development of a demonstration site that will host monthly workshops on problem evaluation, product selection, "Best Management Practices" identification, and installation of selected stormwater control products.

### Environment & Natural Resources Committee

The Environment & Natural Resources Committee was very active in 2005 with in-depth discussions regarding green energy, brownfield redevelopment, composting, grape seed oil press demonstration, regulation enforcement, and the Phase II Stormwater regulations.



## Information Services

### DiscoverSouthwestNY.com

The Discover Southwest NY website ([www.DiscoverSouthwestNY.com](http://www.DiscoverSouthwestNY.com)) continued its success in 2005. Content and features on the site were expanded, resulting in increased use of the site. Hit counts exceeded 5 million for the calendar year and total counts since site launch are nearing 10 million.

Feedback from users is further proof of the site's value to the region. People in 27 states and Canada have requested additional information about the region through the site. In 2005, the site was honored with two national awards. The first was an Innovation Award from the National Association of Development Organizations. The second was awarded by the Business Marketing Association for the Best Website in Category.

2005 ended with a strong marketing effort, which will ensure the strength of the website in the future. The benefits realized by the region because of the site have been significant. All indications are that this trend will continue.

### Community GIS

The Community GIS program continued to gain strength in 2005. Membership grew once again and now stands at 20 local governments in the region. Efforts to enhance data layers highlighted the year for Community GIS members. Several communities worked hard to collect and update data sets to expand the capabilities of their systems. Other communities have indicated that they will be doing the same in the coming months.

### Digital Data Cooperative

In the last quarter of 2005, Southern Tier West began to develop a concept for a Digital Data Cooperative for the region to support homeland security and disaster mitigation efforts. The Digital Data Cooperative would assemble all GIS data layers relevant to responding to an emergency situation in one location for instant access in an emergency. Preliminary research was conducted in 2005 and work on the project will carry over into 2006.

### Census 2010

Planning for the next decennial Census by the State is underway. Southern Tier West was awarded a contract in 2005 by NYS Empire State Development to support planning efforts in Allegany,

Cattaraugus, and Chautauqua Counties aimed at Census 2010. The activities associated with the contract include identifying any locally available address data sets, and determining how building permits are issued and reported by each municipal government. Census related activities and related contracts are expected to continue through 2010.

