

BOARD OF DIRECTORS

ALLEGANY COUNTY

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Kier Dirlam
Theodore Hopkins
John Margeson*
Jerry Scott
Fred Sinclair

CATTARAUGUS COUNTY

Chairman, Robert Keis
Crystal Abers
Charles Couture
Joseph Eade
William King

CHAUTAUQUA COUNTY

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William Daly
Joe Galati
Jay Gould
Stephanie Kiyak

SENECA NATION OF INDIANS

Lucille White

*Left during the year

LOCAL GOVERNMENT CORPORATE SPONSORS

E&M Engineers & Surveyors PC
General Code Publishers
Greenman Pedersen, Inc.
Hunt Engineers, Architects, & Surveyors, PC
TVGA Consultants
New York Municipal Workers' Compensation Alliance
Wendel Companies

STAFF MEMBERS

Richard Zink
Executive Director

Thomas Barnes
Sr. Regional Economic Development Coordinator

Max Easton
GIS Project Coordinator

Kimberly LaMendola
Regional Development Coordinator

Ginger Malak
Sr. Regional Development Coordinator

Nicole Nyznyk
Community Assistance Specialist

Patrick O'Connell
Practice Enhancement Associate

Sarah Phearsdorf
Publications Associate

Courtney Waters
GIS Project Coordinator

Eileen Weishan*
Community Assistance Specialist

Brenda Farnham
Maintenance

*Left during the year



SOUTHERN TIER WEST

Regional Planning & Development Board
Center for Regional Excellence
4039 Route 219, Suite 200
Salamanca, New York 14779
(716) 945-5301

FINANCIAL REPORT

REVENUES

Federal Revenue
\$470,081
State Revenue
\$129,285
Local Share/Counties
\$78,000
Miscellaneous Income
\$166,032
In-Kind Contribution
\$135,971

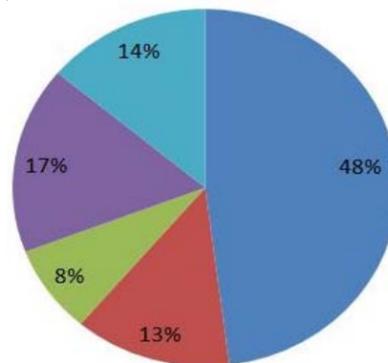
Total REVENUES
\$979,369

EXPENSES

Salaries & Wages
\$636,408
Program Expenses
\$321,734

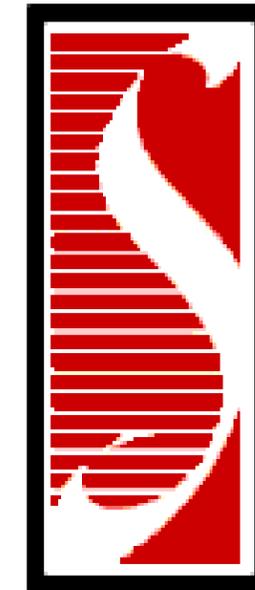
Total EXPENSES
\$958,142

SOURCES OF REVENUE



■ Federal Revenue
■ State Revenue
■ Local Share/Counties
■ Local match
■ In-Kind Contributions

SOUTHERN TIER WEST Regional Planning & Development Board



2012-2013 ANNUAL REPORT

PARTNERSHIP FOR DEVELOPMENT SERVING ALLEGANY, CATTARAUGUS, AND CHAUTAUQUA COUNTIES

A Note From the Executive Director, Richard Zink

During the past year Southern Tier West has undertaken many programs that have prepared us to undertake impactful projects in the near future. I do think that it is important to acknowledge that it is our relationship with our partners that make our programs and our organization vibrant; creating and refining programs that bring real results across the region. These partners stretch from the local organizations within our region to state and federal agencies that are always at the ready when we need assistance. At the local level, municipal officials from every level of government freely give a tremendous amount of time and knowledge allowing us to capitalize on their experience on a daily basis.

These partnerships can be seen across every program that we are involved in,

from the watershed coalition that has continued to prepare for the first annual stormwater training conference to a local farmer that has given of his time to help fashion our local food program. Even in programs where we are seen as providing the service to our local municipalities such as website maintenance and GIS data collection, we ask that our municipalities provide their time and resources to make them work effectively and efficiently.

Each year we undertake the CEDS, the Comprehensive Economic Development Strategy, for our region. I think that this document as well as the WNY Sustainability Plan, WNY Plan for Prosperity, and the Counties Comprehensive Plans must all be used

Kevin Smith, Deputy Commissioner for Adult Career and Continuing Education Services from the NYS Education Department provided a thought provoking presentation on the Common Core challenges, STEM Education, and opportunities for workforce development topics such as work ethic (soft skills), and curriculum integration of career exploration, and offered some tips on how attendees can influence education in the future. John Slenker, Labor Market Analyst, from NYS Department of Labor presented current statistics regarding employment opportunities in the region. Three other speakers presented innovative STEM initiatives: Todd Trantum, President/CEO of the Chautauqua Chamber of Commerce and Kathleen Martel of DIDI/WNY on Dream It! Do It! Western New York; and Josh Hazelton, Science Teacher from Belfast Central School District on the Aquaponics System and Greenhouse.

when evaluating projects that we both undertake and fund in the future. The time and effort placed into these plans, by the same partner agencies that we look to when we have a new program, deserve to have their priorities and strategies implemented in order to make the region as strong as possible. As the regional planning board I see it as our place not only as regional convener but as a program funder to advance the projects that will have the most impact for the dollars invested.

I see the embracing of these plans in our future programs as the best way to approach regional development in the most productive way possible. Southern Tier West will also take as proactive as a role as we can in the promotion of planning across all entities within our region.

STW Education & Training Committee Members

- Alfred State College
- SUNY Fredonia
- Cattaraugus-Allegany BOCES
- Erie 2 BOCES
- Cattaraugus-Allegany WIB
- Chautauqua WIB
- Jamestown Community College
- Saint Bonaventure University
- Literacy West NY
- Literacy Volunteers of Cattaraugus County
- Chautauqua County Chamber of Commerce
- Cornell Cooperative Extension-Chautauqua County
- Everywoman Opportunity Center, Inc.
- Dream It! Do It! WNY

20th Annual Local Government Conference

In May Southern Tier West hosted its 20th Annual Local Government Conference. For the past two decades Southern Tier West has strived to provide a conference that leaves participants with a feeling of a day well spent. The key goals of the conference is to: 1) provide access to highly qualified professionals from all across the state; and 2) create a forum to network and share ideas with fellow community officials and leaders from the surrounding area. Over the past twenty years, many people have had a hand in making the Local Government Conference the success that it is today.

The Southern Tier West Local Government Conference was first held in 1994 at St. Bonaventure University in Olean. As a former Town Supervisor, retired STW Executive Director Donald Rychnowski recognized the need to build the capacity of local governments through locally sponsored training programs. Rather than attending State hosted trainings in Albany, he sought to bring the State experts to the region.

Early on, a Conference Committee was established of four to eight individuals representing local governments, STW Corporate Sponsors, and the STW Board. This Committee has assisted STW staff with programming and speaker suggestions for the twelve tracks and four sessions presented at each Local Government Conference. Their input has been crucial to the success of the program.

Southern Tier West has had many partners throughout the years in making the Conference a success. The first conference was co-sponsored by the Association of Towns, who has remained a partner over the last twenty years. NYS Department of State has been an integral part of the conference from the beginning and has participated every year with programming assistance and

speakers. The State Comptroller's Office is Southern Tier West's main contact for fiscal programs.

In 1994, nineteen speakers presented seventeen programs including some topics that remain on the agenda today: bridges, shared service and farmland issues. Each year the number of speakers and programs have increased. The 20th year had forty-six speakers representing seven local governments, twelve state and county agencies, seven associations, and eleven private companies.

An important component of the conference is the support of exhibitors. After having seven exhibitors the first year, the total has increased to over 30 companies and associations each year. Over 100 companies have participated in 20 years. However, E&M Engineers & Surveyors is the only company to participate every year since 1994. Twenty companies have participated at least 10 years and ten companies over 15 years.

It takes more than speakers, local officials and exhibitors to make a successful conference. The location is essential. After the first year at St. Bonaventure, it became obvious that a larger, more flexible facility was needed. Houghton College has been an incredible partner. Their input, cooperation, support, and hard work makes it much easier for STW staff to coordinate. Houghton College provides the space, great food, atmosphere and more to make the Local Government Conference a success.

Attendance and support from local officials has been incredible. Over 5000 people have attended in twenty years. These officials represent towns, villages, cities and counties from twelve counties. The 19th year of the conference saw its largest group of 480 officials. Add to that the speakers and exhibitors, a total of 580 people attended the conference.

Health Care Initiative

Southern Tier West employs a full-time Practice Enhancement Associate (PEA). The main responsibility of the STW PEA is to provide consultative services to area primary care providers/groups within Cattaraugus and Allegany Counties. These services lead to various accreditations, increased reimbursements, and improvement in the overall quality of primary healthcare.

In the past year, the STW PEA has continued to work with primary care practices in Allegany and Cattaraugus Counties on obtaining Patient Centered Medical Home (PCMH) certification and achieving Meaningful Use. Four practices reached PCMH certification during the year. Also, the STW PEA was engaged in a new healthcare activity known as the Beacon Project. Western New York Beacon is a Federal grant awarded to the eight Western New York counties. The mission of the Western New York Beacon Community is to improve clinical outcomes and patient safety through the use of health information technology and health information exchange, focusing on improving overall diabetes care management. Through the relationship with the P2 Collaborative and HealtheLink, STW worked closely with Olean Medical Group on the Beacon project. The project involved the development of patient registries (lists), population management and quality improvement activities for all patients with diabetes at OMG. Quality improvement activities centered around several important clinical benchmarks that are common to diabetic treatment. Olean Medical Group continues to utilize the knowledge and tools acquired during the program to continually improve on the care delivered to its diabetic patients.

Southern Tier Enterprise Development Organization (STEDO)

Southern Tier Enterprise Development Organization (STEDO) is an affiliate of Southern Tier West that provides small business owners and entrepreneurs with access to capital through low-interest public-sector loan funds featuring flexible conditions and terms. STEDO funds are derived from loans or grants from US Department of Agriculture Rural Development, US Department of Commerce Economic Development Administration, Appalachian Regional Commission, and New York State.

STEDO loans supplement commercial loans to provide affordable and flexible gap financing to assist small business owners in assembling the needed capital to achieve their goals. STEDO works with clients to develop terms and repayment schedules that will allow the client the necessary cash flow at vital milestones in their business plan and growth expectations.

During FY2012-2013, STEDO closed two loans totaling \$152,000 for small businesses that projected the creation or retention of approximately 68 jobs in

Allegany, Cattaraugus, and Chautauqua counties. The original loan value among STEDO's current clients is \$1,808,321, with the majority of investment injected between the manufacturing and service sectors.

STEDO's administrative structure consists of a nine-member Board of Directors with representation from each of the three counties. Directors generally have experience in lending, finance, small business development, and economic development.



Southern Tier West continued to build its ongoing regional food system assessments and project work and implemented many integrated activities to build capacity, enhance knowledge, and provide direct assistance to the diverse spectrum of stakeholders in the regional food value and supply chain. STW's food system development work is intended to increase sales and revenue opportunities for local food producers by strengthening existing markets, identifying and developing new markets, creating durable aggregation and distribution models, providing access to flexible capital and financing resources, fostering employment opportunities in agriculture and food production, and integrating the primary components of the food system so that local food can move easily from point of origin to a broadly diverse consumer base.

STW's food system project work, funded in part by ARC, is framed by Appalachian Regional Commission's priority to build sustainable local food and agriculture systems in Appalachia as a means to revitalize local economies. The Western New York Regional Economic Development Council outlines strategies to grow the agriculture sector into a more strongly competitive industry by branding local food products, increasing innovative market development approaches, and promoting diverse career opportunities within the value and supply chain.

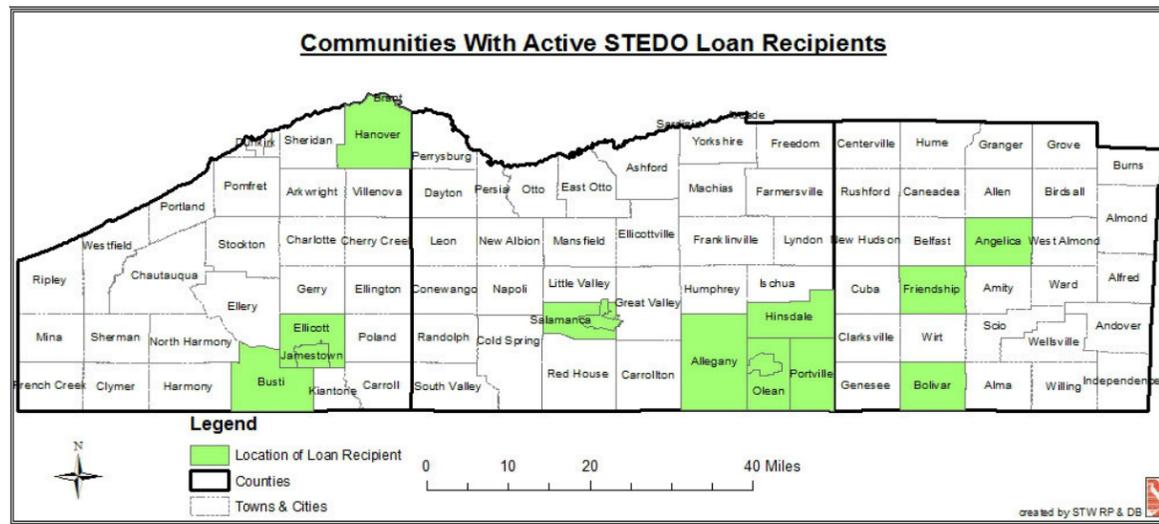
This year was a pivotal year in STW's food system work with the completion of a

Assess and Build the Regional Food Economy "From the Ground Up"

Local Food Project Activities
Received \$78,000 USDA Farmers Market Promotion Program grant to develop local food brand and marketing strategy
Received \$25,198 USDA Rural Business Opportunity Grant to conduct food system and food hub assessment
Food Producer Survey results released
Received \$35,500 24-month contract from Cattaraugus County Health Department to work with area schools and policy makers to develop healthy food procurement policies for school food service programs
Contracted with food system expert Anthony Flaccavento of Rural Scale, Inc. to conduct comprehensive food system and food hub assessment and feasibility report
Contracted with nationally-recognized local food branding organization, Appalachian Sustainable Agriculture Project to guide marketing strategy for STW's <i>From the Ground Up</i> food brand
Community Food Survey results released
Farm to School Networking Event held at Alfred State College
Food hub assessment and recommendation reports released
Developed first Regional Farmers Market Summit to be held in November 2013

comprehensive food hub study, the development of the local food marketing plan, producer and consumer surveys, launch of Farm to School to Institution Programs, evolving partnerships with community health organizations, and reciprocal collaborations with policy advocates and agriculture professionals. Much of the work accomplished this year related to inventorying the food system assets and planning ways to meet the overall goals by building capacities "from the ground up" so that agriculture and

food producers have stable resources and market demands to justify scaling up production outputs and diversifying product and customer bases. Surveys and assessments show strong consumer demand for year-round fresh local food and also that producers want to increase and diversify their outputs and be able to move their food through a sustainable and consistent value chain. Facilitating the integrated functions between the market and supply sides will remain a priority focus for Southern Tier West's local food system project work.



Community GIS Program

This year the Community GIS (CGIS) program saw a significant jump in memberships. New members include: Town of Machias, Town of Westfield (utility department), Chautauqua Institution (utility department), and Town of North Collins. For the two utility department members, STW created customized databases for data collection, which will be beneficial for better asset management. In the Town of Machias, the drop inlets and storm drains around Lime Lake were mapped. For the remaining municipalities, old data has been updated and some new points (drop inlets, water valves, etc.) were collected with the Trimble GPS units. Several municipalities continue to take advantage of CGIS: Village and Town of Cuba, and the Town of Allegheny.

Pavement Condition Assessment

In 2012, Southern Tier West completed a project funded in part by ARC, which supported the creation and implementation of a standardized road scoring system for county roads utilizing the NYSDOT E-Score electronic recording system.

With funding from NYS Department of Transportation, Southern Tier West was able to extend this program and process this year to select town and village highway departments in the STW region. Following the scoring scale used by NYSDOT in their Pavement Condition Assessment Manual, each road is driven and scored by a STW staff person and that town/village highway superintendent. These scores are then kept on file at STW, as well as in NYSDOT offices in Albany to assist in tracking road preservation, improvement, and deterioration.

Watershed Planning & Stormwater Management - A Regional Collaboration

In previous years, Southern Tier West has embarked on several stormwater projects, but none have exemplified a collaboration as the Regional Watershed Assessment and the Stormwater Management Education and Training projects. These two projects, funded in part by ARC, brought together over 26 agencies from not only the Southern Tier West Region, but across the State as well, to establish the Southern Tier West Regional Watershed Coalition.

The Regional Watershed Assessment completed in June 2012 conducted: 1) Municipal Survey; 2) Highway Mapping Exercise/Survey; and 3) Watershed Management Training. The Stormwater Management Education and Training project, began in January 2013, will provide technical assistance, education and training to 127 municipalities as related to stormwater management via: 1) Annual Stormwater Conference, 2) Stormwater Demonstration Training Facility, 3) Inventory and Mapping of

Structural Conditions, and 4) Stormwater Website. This project was a direct result of the recommendations of the Regional Watershed Coalition.

The Coalition has been instrumental in developing the work elements of both projects, seeking funding, and laying the foundation of future stormwater agenda. The contribution of the Coalition has been invaluable to Southern Tier West in regard to watershed planning and stormwater management. The Coalition provides not only expert advice, but performs nuts and bolts jobs, such as preparing cost estimates, developing a site plan, preparing a feasibility study, and even getting down and dirty by digging ditches and planting shrubs and flowers. This effort is truly a Regional Collaboration.

STW Watershed Coalition Members

- 3 County Highway Superintendents Associations
- 3 County Planning Departments
- 3 County Public Works Departments
- 3 County Soil & Water Conservation Districts
- Seneca Trail RC&D
- Seneca Nation of Indians
- NYS DEC
- NYS DOS
- NYS DOT
- Environmental Finance Center
- Cornell Local Roads Program
- FORECON
- EcoStrategies
- Suit-Kote
- Wendel Companies
- Private Consultant

Comprehensive Economic Development Strategy (CEDS)

As part of its EDA work program, Southern Tier West, prepared and published in September 2012 an annual update of its Comprehensive Economic Development Strategy (CEDS) document, which conforms to EDA requirements with respect to planning process, document format, and document content. EDA considers this document to be the official economic development strategy for the Southern Tier West region.

In 2012, Southern Tier West's CEDS included a revision of overall economic development strategies to reflect current EDA thinking that links regional competitiveness to investment in a knowledge-based economy. The CEDS used data-driven analytical

techniques to evaluate the region and establishing effective strategies for economic development. The 2012 CEDS was the first CEDS in the northeastern USA to use these analytical techniques to evaluate the region's capacity for innovation, to identify target industry clusters, and to identify significant occupational clusters, and to discuss the development of strategies and projects based on these analytical results.

As part of the CEDS planning process, Southern Tier West also prepared two study reports, one on innovation, and the other on industry and occupation clusters. Five significant implications of the CEDS process are a heightened strategic emphasis on: targeting significant industry clusters and

occupation clusters; promoting innovation and technology; promoting increased levels of entrepreneurship; developing a highly skilled, tech-savvy regional labor force; and promoting Science, Technology, Engineering, and Math (STEM) education. 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 and the two study reports are downloadable from Southern Tier West's web site at <http://www.southerntierwest.org/htm/publications.htm>.

Southern Tier Extension Railroad Authority

The Chautauqua, Cattaraugus, Allegany, and Steuben Southern Tier Extension Railroad Authority (STERA) is a local public authority. Formed in 2000 with the assistance of Southern Tier West, STERA's mission is to preserve and enhance the system of railroads serving four counties in NYS and two counties in PA, so as to insure a healthy economy for these counties.

Since its inception, the Executive Director of Southern Tier West served as the Executive Director (CEO) of STERA, and a second Southern Tier West staff person has provided support for corporate operations (and in recent years has served as corporate secretary of STERA), and the STERA Board of Directors has included several Southern Tier West Board members.

Over the years, STERA has undertaken a number of construction projects, has assisted companies with shipping freight by rail, and has acted as liaison with communities in which the railroad operates. STERA's rail initiative is a comprehensive public-private sector partnership between STERA, NYS DOT, Norfolk Southern Corporation, and the Western New York and Pennsylvania Railroad (WNYP).

STERA's rail operations now include the east-west mainline railroad that traverses all four NYS counties and extends into Pennsylvania (the Southern Tier Extension) and the north-south rail line in Cattaraugus County (the Buffalo Line). Since STERA's inception, rail carload volumes on the two lines have gone from a low of 75 carloads per year (prior to STERA operations in 2000) to a maximum of 54,000 carloads per year, with more than a dozen local rail shippers that are significant industrial employers in the region. Total employment impact has exceeded 1,000 jobs.

Construction projects typically are funded using funds from WNYP and one or more state or federal funding sources. During the year, STERA was involved in three construction projects, one of which was completed in 2012 and two of which were working toward commencement of construction in early 2013. Funding for the three projects totaled \$3,339,305. The three construction projects are as follows:

FEMA Project: Remediation of storm damages (as a result of storms in April and May of 2011) to the Southern Tier Extension Railroad Line incurred at 11 locations in Allegany County, and mitigation measures designed to forestall or lessen the impact of potential future storm impacts also were undertaken at these locations. This project was completed in December 2012, with a cost of \$867,957.

Bridge Rehabilitation Project: This project involves the repair of five railroad bridges located in Allegany and Cattaraugus Counties on the Southern Tier Extension Railroad Line. This project will begin in 2013, with a cost of \$894,898.

Falconer Track Realignment and Bridge Repair Project: This project involves the realignment of active track to an unused former active alignment of the Southern Tier Extension line located in Chautauqua County in Falconer, and the structural rehabilitation of a higher weight capacity and higher clearance railroad bridge on the unused former active alignment. This project will begin in 2013, with a cost of \$1,576,450.

Southern Tier West Development Foundation

The Southern Tier West Development Foundation, as a community foundation, has a concentrated and deliberate focus on community vitality. The Foundation considers the community to be the primary customer of its products and services. Building better, stronger, more vital communities in the region is the principal mission of the Development Foundation. As such, the Foundation's grantmaking, convening, donor services, and other program work in collaboration with community stakeholders, non-profits, donors, and partners are considered a means to the end of building stronger cities, towns, and villages within the three county region.

This past year the Southern Tier West Development Foundation partnered with STW Regional Planning Board to purchase much needed laptop computers for 40 highway superintendents in Chautauqua and Cattaraugus Counties. Modeled after the very successful ARC funded project sponsored by the Allegany County Highway Superintendents Association, this initiative will assist the County Highway Superintendents Associations of the other two counties in addressing the need for better communication. These computers will be used at the highway barns to conduct business matters such as payroll, parts ordering, or email communication with other municipalities; and in the field to take advantage of STW's Community GIS program, updating infrastructure records, and much more. The Regional Planning Board will provide four levels of training for any highway superintendent interested - Basic, Microsoft Office, Internet, and Advanced.