

BOARD OF DIRECTORS

ALLEGANY COUNTY

Secretary, Susan Myers
Theodore Hopkins
John Margeson
Jerry Scott
Fred Sinclair

CATTARAUGUS COUNTY

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

CHAUTAUQUA COUNTY

Chairman, James Cooper
William Daly
Gregory Edwards

SENECA NATION OF INDIANS

Lucille White



SOUTHERN TIER WEST

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

STAFF MEMBERS

Richard Zink
Executive Director

Thomas Barnes
Sr. Regional Economic
Development Coordinator

*John Buzzard**
Director of Information Services

*Alyssa Dechow**
Regional Development
Coordinator

Max Easton
GIS Project Coordinator

*Rudin Emborsky**
GIS Specialist

Kimberly LaMendola
Regional Development Coordinator

Ginger Malak
Sr. Regional Development
Coordinator

Patrick O'Connell
Practice Enhancement Associate

*Brian Paschen***
Community Assistance Specialist

Sarah Phearsdorf
Publications Associate

Courtney Waters
GIS Project Coordinator

Eileen Weishan
Community Assistance Specialist

Brenda Farnham
Maintenance

*Left during the year
** Deceased

FINANCIAL REPORT

REVENUES

Federal Revenue

\$562,433.37

State Revenue

124,327.85

Local Share/Counties

89,557.50

Miscellaneous Income

314,746.41

In-Kind Contribution

135,971.00

Total REVENUES

\$1,227,036.13

EXPENSES

Salaries & Wages

\$570,441.23

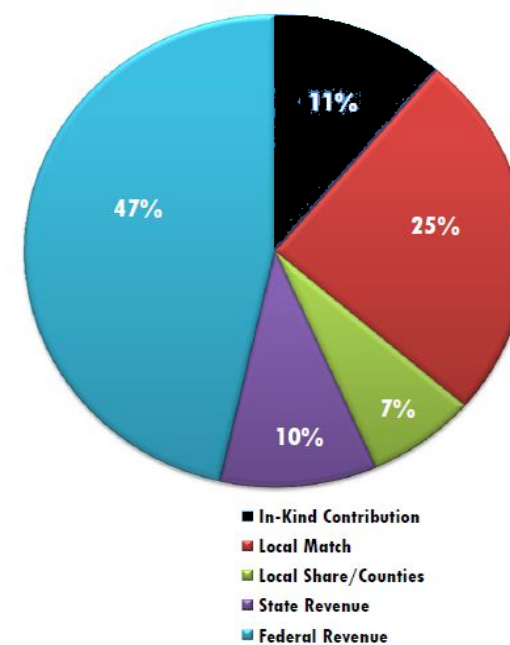
Program Expenses

632,287.86

Total EXPENSES

\$1,202,829.09

Sources of Revenue



SOUTHERN TIER WEST

Regional Planning & Development Board



2011-2012 ANNUAL REPORT

PARTNERSHIP FOR DEVELOPMENT SERVING ALLEGANY, CATTARAUGUS, AND CHAUTAUQUA COUNTIES

A Note From the Executive Director, Richard Zink

As you take a moment to read this report and reflect upon all the programs that Southern Tier West has spent time on during this past year, I would like to highlight the diversity of the projects included in this report. I would also like to point out that each project in some way works to accomplish the mission of the Southern Tier West Regional Planning and Development Board. It is our **MISSION** to coordinate and enhance planning and development activities in Allegany, Cattaraugus, and Chautauqua Counties, so as to promote social,

physical, and economic development in these counties.

As with any organization the work that is accomplished is not done in a silo. The number of partners involved with each program are too numerous to count and yet without each one none of the programs would be as successful as they are at this time. Southern Tier West has prided itself on being as inclusive as possible in the activities that promote development across our three county region. For the projects highlighted in this report there are

none that are finished, specific phases have been accomplished, goals have been met and plans have been determined for the next steps to be taken. As these next steps are taken we look forward to expanding our network of partners and developing new projects that will ultimately promote social, physical, and economic development across our region.

I hope that you enjoy reading about our program areas and we look forward to working with you in the upcoming year.

Health Care Initiatives

Through a partnership with the P² Collaborative (Buffalo, NY), Southern Tier West employs a full-time Practice Enhancement Associate (PEA). The main responsibility of the STW PEA is to provide consultive 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. The three programs Southern Tier West worked on during the year are as follows:

Patient Centered Medical Home

A Patient Centered Medical Home (PCMH) is a primary care office that achieves a high standard of care for its patients. All aspects of healthcare, from primary to specialty care to care from any other ancillary medical services are generated from and managed by the primary care provider. The PCMH is also responsible for developing a culture of continuous quality improvement within the organization. PCMH certification is granted through the National Committee for Quality Assurance (NCQA). This certification leads to improvements in the quality of patient care as well as increased reimbursement from insurers to the primary care practice.

Local STW certified PCMH(s)

- Olean Medical Group
- Dr. Munir Salimi

Meaningful Use

Meaningful use (MU), in a health information technology (HIT) context, defines the use of electronic health records (EHR) and related technology within a healthcare organization. Achieving meaningful use also helps determine whether an organization will receive payments from the federal government under either the Medicare EHR Incentive Program or the Medicaid EHR Incentive Program. The criteria for achieving MU are designed to improve safety, coordination, communication, privacy/security and overall care for patients visiting their healthcare provider.

Local STW certified MU(s)

- Olean Medical Group
- Dr. Munir Salimi
- Dr. Salwat Malik
- Omega Family Medicine
- Family Practice Associates
- Dr. Rajan Gulati
- Dr. Christopher Depner

Diabetes Recognition Program

The diabetes recognition program (DRP) is another program certified through the NCQA. The NCQA's DRP sets high standards associated with the special care necessary for the diabetic patient. Random samples of diabetic patient charts are reviewed from a primary care provider's diabetic patient population to see if the criteria are met to achieve recognition.

STW DRP Recognition

- Dr. Arun Patel
- Dr. Rajnikant Patel
- Dr. Munir Salimi

STW EFP Enrolled

- Olean Medical Group
- Dr. Salwat Malik
- Omega Family Medicine
- Dr. Rajan Gulati
- Dr. Christopher Depner

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.

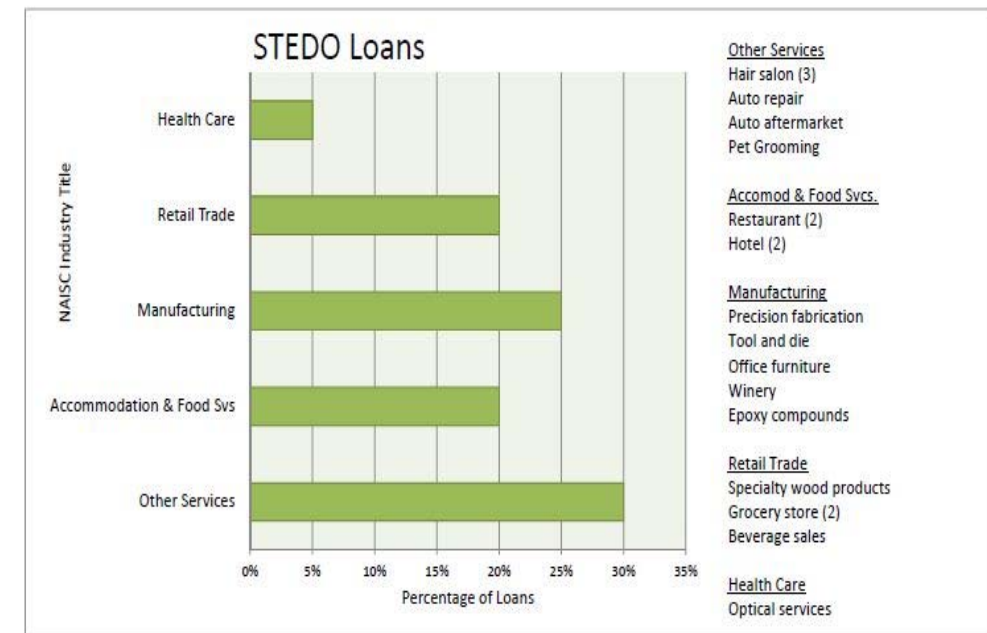
STEDO loans supplement commercial loans to provide affordable and flexible gap financing to assist small business owners in assembling the needed capital to achieve their goals. STEDO works with clients to develop terms and repayment schedules that will allow the client the necessary cash flow at vital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

During FY2011-2012, STEDO closed five loans totaling \$435,000 for small businesses that projected the creation or retention of approximately 87 jobs in Allegany, Cattaraugus, and Chautauqua counties. The original loan value among STEDO's current clients is \$1,746,321, with the majority of investment injected between the manufacturing and service sectors.

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

STEDO QUICK FACTS

- Loans available ranging from \$10,000 - \$150,000
- Eligible uses include:
 - Machinery and equipment
 - Real estate purchase
 - Working capital
 - Guarantee bank loans
- Repayment usually 5-7 years for working capital; up to 20 years for fixed



STEDO Loan Trends 2008-2012

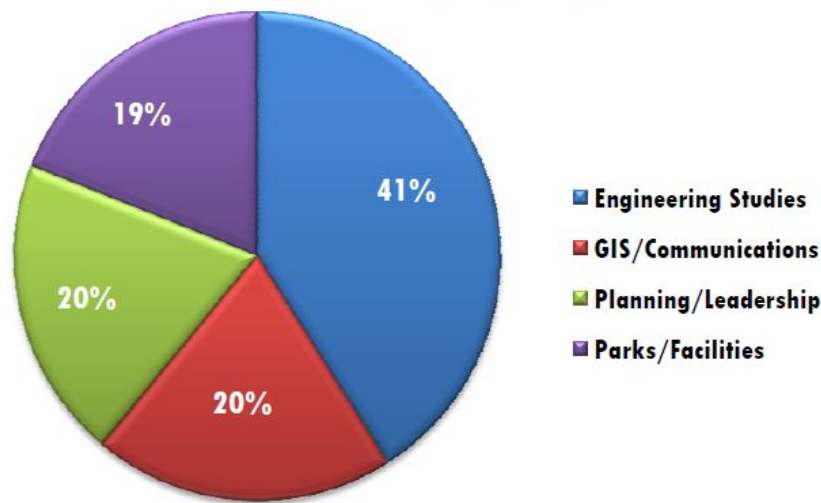


Southern Tier West Development Foundation

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 its primary customer. Building better, stronger, more vital communities in the region is the principal mission of the Development Foundation.

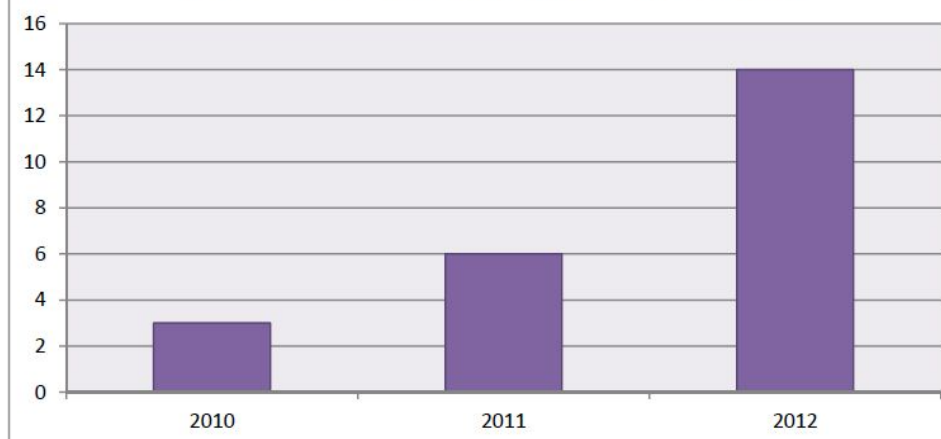
Southern Tier West Development Foundation is dedicated to supporting local community and economic development. The Foundation is interested in working with those communities that recognize the importance of local planning and development, but lack ample or sufficient capacity to act on it. Since its inception, the Foundation has provided 20 grants to communities ranging from \$500 to \$10,000, totaling \$78,640.

Community Grants by Project Type



In addition to the grants that directly assist communities, the Foundation supports special initiatives. Within the last two years, the Foundation has invested approximately \$91,000 in bringing wireless broadband to communities in Cattaraugus and Chautauqua Counties. This contribution assisted the Southern Tier West Board in securing approximately \$91,000 from the Appalachian Regional Commission for the broadband effort.

Communities Served with Wireless Broadband Across the Region



Chautauqua County Redistricting

With the approved decrease in Chautauqua County legislative districts from 25 to 19, there was a need to reconfigure the 19 new districts. New boundaries had to be re-drawn with the parameter of a specific number of residents in each district. Southern Tier West assisted County Legislators in this process utilizing the GIS Redistricting application and 2010 Census block data.

Community GIS Program

Southern Tier West assisted the Town of Dunkirk and the Village of Silver Creek map their water valves, water lines, and sanitary manholes. Utilizing Trimble GPS units, GIS software, and GIS mapping capabilities, STW staff is able to collect, store, and map this data for municipalities. Having this data electronically gives each municipality opportunities to update their information, as well as the ability to create and format maps as needed.

Road Management Program

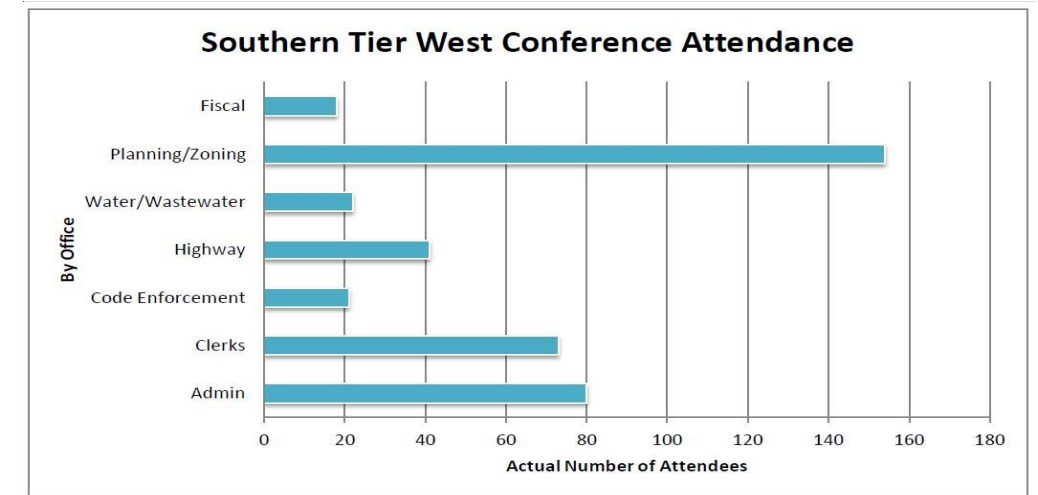
This Program, funded in part by ARC and completed in June 2012, supported the creation and implementation of a standardized road scoring system for county roads utilizing the NYSDOT E-Score electronic recording system. With asset management as a goal, a road scoring system provides the counties with one more tool to work with.

As a partner, NYS Department of Transportation provided training on the DOT System and technical assistance. Cattaraugus County Department of Public Works provided guidance and assistance to STW in the initial stages, as they had recently been through the State DOT training and scoring process. Data collection of various attributes was provided by STW to Chautauqua County Department of Public Facilities. Allegany County's Department of Public Works received supplies, data collection and training through this program.

19th Annual Local Government Conference

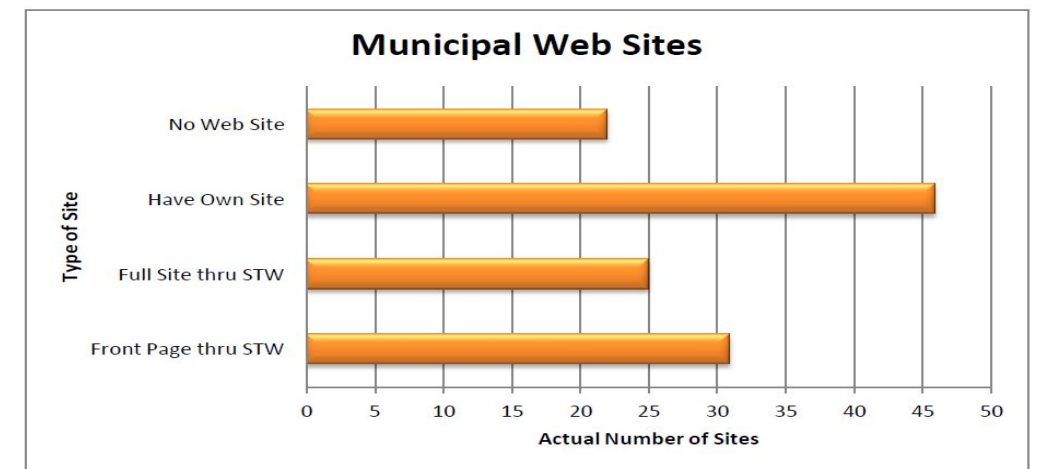
Southern Tier West's 2012 19th Annual Local Government Conference had a fantastic year for attendance and programming. 452 local officials attended the Conference from ten western New York counties. The chart depicts the attendance of local officials by the office that they serve within the municipality.

Forty-three speakers offered wisdom and advice at forty-four programs throughout the day.



E-Government Program

Currently there are 25 municipalities within the region who have full web sites through Southern Tier West's Local Government & Community Assistance Program and 31 who have a front Web page. During FY 2011/2012, four more municipalities utilized Southern Tier West to have full web sites created.



Southern Tier Extension Railroad Authority

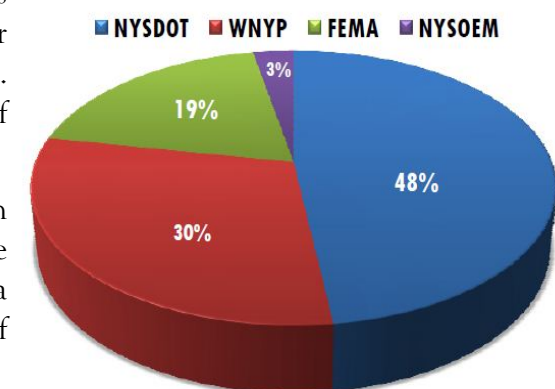
The Chautauqua, Cattaraugus, Allegany, and Steuben Southern Tier Extension Railroad Authority (STERA) is an affiliate of Southern Tier West, whose mission is to preserve and enhance the system of railroads serving four counties in NYS and two counties in PA, so as to insure a healthy economy for these counties. Several projects were implemented and planned during the year with a total estimated cost of \$3,339,305.

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

Welded Rail Project: Installation of welded rail, welding of stick rail, installation of ties, installation of ballast, and surfacing work on a 7.5 mile section of the Southern Tier Extension line located in Cattaraugus County between Salamanca and Carrollton. This project is expected to begin in 2013 with a cost of \$1,576,450.

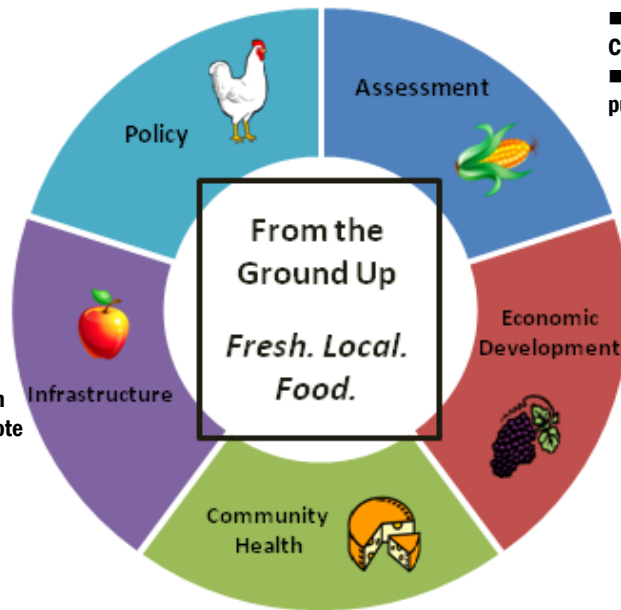
Bridge Rehabilitation Project: Repair of five railroad bridges located in Allegany and Cattaraugus Counties on the Southern Tier Extension Railroad Line. This project is also expected to begin in 2013 with a cost of \$894,898.

Project Funding by Source



Assess and Grow the Local Food Economy Integrated Project Activities

- Held policy meetings with health departments and community services groups
- Identified need to spark food policy activities in Southern Tier
- Fall 2012 convene food council committees
- Hold local food policy summit in late 2012



- 156 food producer surveys distributed
- 200+ meetings and interviews with local food stakeholders
- Over 25 partner organizations engaged
- Over 100 partner farmers, producers, CSAs, and community gardens engaged
- Local food system assessment findings published early fall 2012

- Identified need for food hub facility to aggregate, pack, and distribute foods
- Identified need for certified food processing facility to make value-added food products
- Identified opportunities to link transportation and community development projects to promote access to local food sales/consumption

- Goal to increase market demand for and sales of local food products
- Identified need for local food brand and marketing program, received \$18,550 grant from NYS Dept. of Ag & Markets for brand
- Identified need for business development programs for food producers
- Submitted \$80,700 USDA FMPP grant application for local food marketing program; approval pending
- Provided \$4,250 in ARC funding to 10 farmers markets for capacity building assistance to increase sales
- Identified cross-sector economic impacts of developing local food economy

- Identified need to increase awareness of and access to affordable, fresh, local food sources
- Identified low community health indicators related to diet
- Formed Farm-to-School partnership with Erie 1 BOCES and Alfred State to link local farmers with school food service programs
- Identified need for more local food-to-food pantries and human service organizations

Local Food Economy Project AT A GLANCE

Southern Tier West took the lead in assessing the existing assets of the regional local food system, and through ongoing data analysis, will develop strategic responses, program and project opportunities, and access to financial resources and partners to grow the local food economy.

Nationwide, the local food movement has gained notable momentum and attention, producing substantiated successes in leveraging positive economic impacts and improved community health and increased consumption of locally grown and produced food products. As food moves along supply and value chains, from

agriculture sources to consumers and ultimately to its disposal, there are myriad opportunities for farmers, growers, and food producers to diversify production and distribution methods to expand market bases and capture increasing revenue opportunities.

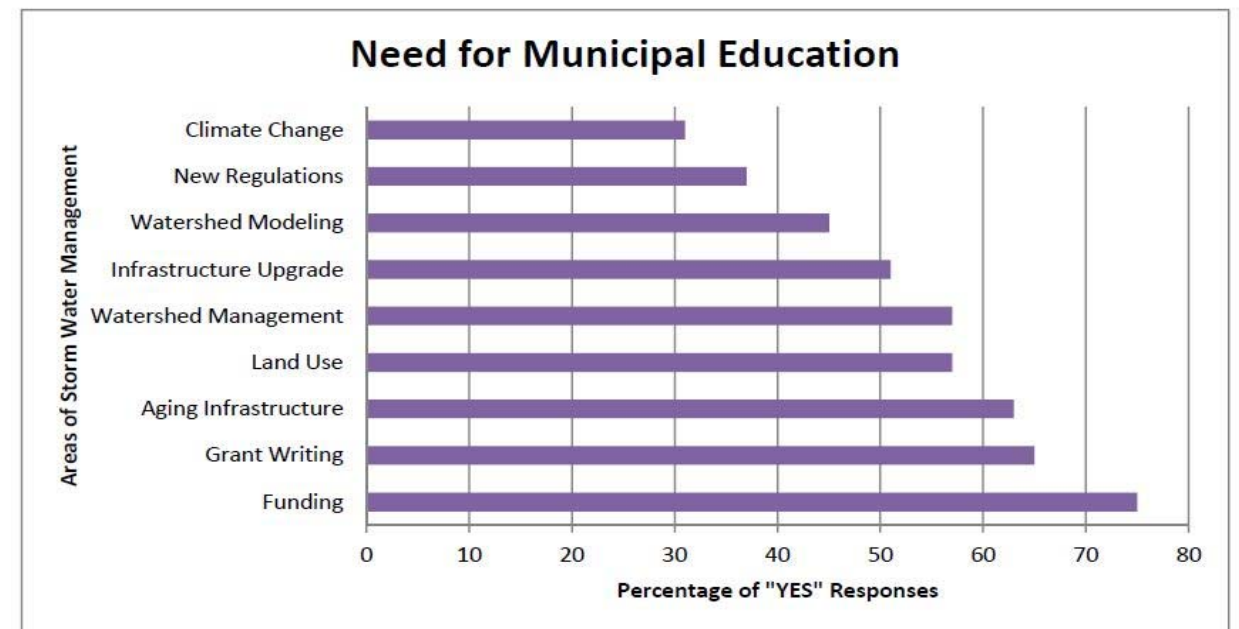
Generally, increased consumer consumption of fresh, affordable locally-sourced or grown food will yield positive community health indicators such as reduction of diabetes and obesity. A strong integrated local food economy has the potential to sustain long-term upward economic impacts that spillover to enhanced quality-of-life community markers.

During FY2011-12, Southern Tier West performed a comprehensive assessment of the status of the local food economy that included engaging stakeholders from both the economic development and community health sectors to assure that STW's assessment methods were inclusive and representative of the region's local food system. Five impact areas were identified as key opportunity domains in STW's service area that hold the greatest opportunity for growth and development: Assessment, Economic Development, Community Health, Infrastructure, and Policy. Southern Tier West is actively working with stakeholders on local food economy projects and activities and expects significant accomplishments to be achieved in the next fiscal year.

Regional Watershed Assessment

The purpose of the Regional Watershed Assessment, completed in June 2012 and funded in part by ARC, was to 1) document current understanding of stormwater management and related considerations; 2) illustrate linkages between stormwater management considerations and economic challenges faced by municipalities in the STW region; and 3) set the stage to begin systemically and proactively addressing these issues, thus moving away from the more expensive, but much more common reactive approach.

The accomplishments of the project include: 1) establishment of a Regional Watershed Taskforce with 23 member agencies (representing local, county, state), 2) establishment of a Regional Watershed Education Committee, 3) municipal survey report, 4) highway mapping exercise, and 5) recommendations for the next step. As a result of the surveys and much discussion, the number one need that was most evident is Education. The chart below was an influencing factor of the Task Force's decision to embark on a Stormwater Management Education and Training program for 2013-2014.



Source: STW Watershed Assessment Survey Results - January 2012 by Environmental Finance Center

Appalachian Regional Commission

In the last three years (2010-2012), Southern Tier West has been instrumental in obtaining \$2,008,949 in ARC funding, leveraging an additional \$5,620,033 in other sources. The 20 projects funded induced \$43-\$45 million in private investment. The outcomes in terms of customers served was substantial, as depicted in the chart. In addition, the 20 projects supported the creation/retention of 616 jobs.

Customers Served by Projects

