

# Southwestern New York State Economic Plan

**Charting a Course for Regional Prosperity  
2023-2028**



Paddle Fest, photo by Chautauqua County Partnership for Economic Growth



**Southern Tier West Regional Planning and Development Board**  
**Comprehensive Economic Development Strategy (CEDS)**  
September 2023

This document was prepared as a Comprehensive Economic Development Strategy (CEDS) for submission to the

# U.S. Economic Development Administration

following EDA guidelines for process, format, and content.

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Southern Tier West Regional Planning and Development Board publishes or updates the CEDS on an annual basis. From the federal government's perspective, the CEDS is the official economic development strategic plan for the Southern Tier West region of New York State. The EDA has specific guidelines for the creation of a CEDS. Project sponsors seeking funding can include references to CEDS strategies supporting their project.

The purpose of this plan is to encourage regional collaborative action to create an economic environment that fosters job creation, a more diversified economy, and improved quality of life for residents of southwestern NY. It is also to ensure that the region keeps pace with the need for resilience planning, equitable distribution of resources, and workforce development. **Throughout the plan, readers will find prompts to look at an issue through an equity lens, a workforce lens, or a resilience lens. These prompts will be noted in purple text.**

**Southern Tier West: southwestern New York’s regional development organization**

Southern Tier West Regional Planning and Development Board (STW) is the regional development organization for Chautauqua, Cattaraugus, and Allegany counties in collaboration with the Seneca Nation. STW assists 124 towns and villages in a diverse set of topics including community and economic development, local government training, food system development, data and technology services, environmental and energy planning, regional services, transportation, and water source management.

Southern Tier West’s board is comprised of members from the Seneca Nation, Allegany County, Cattaraugus County and Chautauqua County. STW’s board determines priority EDA and ARC funding projects. A list of staff and board members is on the final page of this plan.



*Staff of STW attend the Foodways film premiere in Olean, NY on April 22, 2023. Left to right: Rachel Grandits, former Program and Diversity Manager; Sarah Swinko, Sustainability Planner; Kimberly LaMendola, Regional Development Coordinator; Dr. Fileve Palmer, Regional Development Specialist; and Richard Zink, Executive Director.*

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# Summary of Strategies for 2023-2028

## Natural Environment

1. Provide increased environmental planning and grant writing assistance to communities to develop best practices
2. Convene stakeholders regularly to use a regional approach for land mapping, land use and strategic planning
3. Prioritize source water protection and water management including flood water planning and weather resilience measures
4. Promote regional collaborative approach to developing practices for invasive plant management
5. Support development of low-impact ecotourism and outdoor recreation economies

## Built Environment

1. Invest in public and private infrastructure, including water management, roadways, grid upgrades, and downtown revitalization projects
2. Prioritize infrastructure for public transit and for efficient low-emissions individual transportation including EV charging stations
3. Develop the region's infrastructure workforce to meet increasing need
4. Develop a regional plan to make improvements to housing stock quality and reduce blight
5. Continue to expand broadband access as a fundamental support for equitable economic development

## Business and Industry

1. Create regional data collection and communication between business, higher education, and economic development stakeholders
2. Prioritize brownfields mapping and reuse planning across the region and support the development of shovel-ready sites
3. Support businesses in becoming employers of choice that can provide what workers in 2023 are seeking
4. Develop an entrepreneurial ecosystem that supports small business creation with skill building workshops, mentorship, coworking spaces, makers spaces and business incubators
5. Prioritize business succession planning across the region
6. Capitalize on potential of visitor industry with investments in infrastructure, regional marketing strategies, and maximizing waterways and trails

## Human Capital

1. Attract new talent to the region with emphasis on possibility of remote work, low cost of living, outdoor opportunities
2. Form partnerships to develop and retain talent within the region's high schools, creating more job shadowing, certifications, internships and credit-bearing opportunities for youth
3. Increase workforce development overall and especially in areas of high need, including caregiving of the elderly, health care, small business development, manufacturing and agriculture
4. Prioritize child care and elder care access as critical supports for supporting the workforce
5. Prioritize public transit options as critical supports for the region's workforce
6. Prioritize health and prevent chronic disease for healthy workforce

## Vibrant Communities

1. Invigorate local food systems, increase supports for farm businesses and farmland protection
2. Prepare for the needs of the increasing aging population, develop capacity for aging in place
3. Support arts, history and cultural opportunities as necessities that attract and retain population
4. Prioritize need for EMS services, hospitals and health care access for a stable workforce
5. Prioritize the needs of youth, families, and young workers to attract and retain population, with emphasis on planning including NYS Complete Streets, Downtown Revitalization Initiative, New York Forward and other plans for walkable, bikable communities and rejuvenated downtowns

# Community Engagement Process

Preparation for the 2023-2028 CEDS began in October 2022. Nine focus groups met either once or twice by April 2023. Between the focus groups and phone calls, over 100 participants contributed 225+ hours to the planning process. In fall 2023, focus group participants will have the invitation to continue as working groups on specific issues and action plans. **Equity lens:** the group momentum will be maintained throughout the CEDS implementation, and we will lay the groundwork for a more inclusive, equitable engagement process in 2028.

CEDS Focus Groups For SWOT Analysis and Brainstorming Action Items	Fall 2022	Winter 2023	Spring 2023
<b>Aging</b>	X	X	
<b>Arts, History &amp; Cultural Wellness</b>	X	X	
<b>Agriculture</b>	X	X	
<b>Business, Industry, and Workforce Development</b>		X	
<b>Local Commerce, Tourism, &amp; Destinations</b>		X	X
<b>Higher Education</b>		X	
<b>Natural Environment</b>		X	X
<b>Built Environment</b>		X	X
<b>Human Health, Medical Care and Emergency Services</b>			X
<b>Community Development</b>			X

# Summary Background of Southwestern New York

Located in a landscape and climate that is environmentally resilient, resource rich, ecologically diverse, and beautiful, the region of southwestern New York - which includes Allegany, Cattaraugus, and Chautauqua counties and lands of the Seneca Nation - has tremendous natural assets and appeal for residential living and business. The region is conveniently located within easy reach of Pittsburgh, Buffalo, and Cleveland, and well positioned to take advantage of new developments in remote work and outdoor recreation economies.

## The Region and its Environment

The region covered by Southern Tier West Regional Planning and Development Board extends for 3,400 square miles. Each of Southern Tier West's three counties is also adjacent to lands of the Seneca Nation: the Allegany Territory, which rests adjacent to Cattaraugus County on 30,469 acres; the Cattaraugus Territory, which follows Cattaraugus Creek from Gowanda downstream to Lake Erie on 21,618 acres along Cattaraugus, Chautauqua, and Erie counties; and the Oil Springs Territory, which is 1 square mile with Cuba Lake access along the borders of Allegany and Cattaraugus counties.

The region is the entire home to the Allegheny River Watershed, and it also contains large portions of the Genesee River Watershed and small portions of the Chemung River Watershed. The Allegheny River Watershed alone contains over 26,335 acres of freshwater lakes, ponds, and reservoirs and 4,086 miles of freshwater rivers and streams. The region is also home to Allegany State Park, the largest state park in New York and the third largest state park in the U.S.

## Demographics

Southern Tier West's region contains 124 towns and villages with a total 2020 decennial census population of 251,155. Largest population centers are located in Wellsville, Alfred, Olean, Salamanca, Jamestown and Dunkirk. The Seneca Nation currently has a total enrolled population of over 8,000 citizens, many of whom live within the Southern Tier West region. In 2021, 6.2% of the region's population identified as people of color, and 5% identified as Hispanic or Latino regardless of race. Educational attainment of a bachelor's degree or higher is 20%-25% across the region. Six percent of the region's residents do not have health insurance coverage.

## Employment, Wages, and Major Industries

The region slowly but steadily proceeds along the path to economic recovery after the 2020 crisis. Job growth occurred across the region, at rates between 2% and 3% in both 2022 and 2023. Average wages are rising substantially each year since 2019, with growth from \$38,433 in 2019 to \$44,828 in 2022 (NYS DOL Quarterly Census of Employment and Wages, July 2023). The region has a substantial base in manufacturing, retail trade, and health care and social assistance services, as well as construction, accommodations and food, and agriculture. There are seven higher education institutions and a robust number of businesses: 4,961 employer enterprises according to the 2020 County Business Patterns surveys. Interest in small business development services is rapidly climbing per data from SBDC (page 12). Appendix B, pages 26-29 presents more detailed regional data.

# Analysis:

## What Opportunities is SWNY Uniquely Positioned to Pursue?

Using a reinvented SWOT analysis rubric from Creative Disrupters, the CEDS focus groups analyzed the region's opportunities foremost:

Identify **Opportunities** That Build on **Strengths** and Pursue Those **Opportunities** While Addressing **Weaknesses** and Monitoring **Threats**



Great Wellsville Balloon Rally

Over the past four decades, southwestern New York State has struggled with the same themes that many rural communities are facing across the United States: aging population, exodus of young adults, decline of industry, and a decreasing tax base that is unable to support necessary upgrades to infrastructure. The task of the 2023-2028 CEDS focus groups was to hone in on the opportunities that are unique to this region.

### Opportunities to Pursue

- 1) Attracting Remote Workers and Increasing The Region's Tax Base
- 2) Reusing Empty Buildings and Open Sites Available for New Industries and Green Energy
- 3) Pursuing New Opportunities to Support Workforce Development
- 4) Directing More Capital Into the Region, Especially For Infrastructure
- 5) Attracting Trails and Waterways Tourism
- 6) Pursuing New Opportunities for Tech Hubs, Business Incubators and Other Entrepreneurship Support Structures
- 7) Working Collaboratively Across the Region to Improve Infrastructure, Increase Resilience, and Strengthen The Business Community

### Strengths to Build Upon

Freshwater Lakes and Rivers; Forested Lands; Outdoor Recreation Opportunities; Higher Education Institutions; Work Ethic and Tenacity of Citizens; Talented Generation of Retirees with Skills to Offer. **Top ASSET: WATER**

### Weaknesses to Address

Infrastructure; Low Capital; Housing Stock; Public Transit Coverage; Lack of Connected, Attractive Communities; Lack of Shovel-Ready Sites and MWBE-certified businesses; Resistance to Change; Poor Efforts Toward Collaborative Leadership  
**Top CHALLENGE: INFRASTRUCTURE**

### Threats to Monitor

Regulatory Barriers; Inflation; Assets Owned Outside Region; Global Instability

# Natural Environment

All focus groups emphasized that southwestern New York's natural environment is its greatest strength. Strengths must be tended, invested in, and monitored, in order to remain a strength. Waterways were especially noted as a primary strength and a high priority for investment and protection.

<b>Strengths</b>	geography, health of environment, caring citizens, culture, fisheries and wildlife, waterways, trail efforts
<b>Weaknesses</b>	lack of collaboration, failure to use a regional approach, poor follow-through and enforcement of regulations, myopic vision
<b>Opportunities</b>	increased interest in rural outdoor tourism, attractive residential location for those who work remotely, increased collaboration opportunities
<b>Threats</b>	increasing demand for people to buy and build on rural lands, economic collapse, sprawl, failing infrastructure



**Map indicating rare plants and animals populations (orange highlighted areas) in the vicinity of Salamanca and Allegany State Park.**

NYS DEC Environmental Resource Mapper GIS tool, 2023

## Objectives

- **Objective #1**  
Assist communities in developing best practices for water protection & management, solar siting, and environmental planning
- **Objective #2**  
Create regular communication across region and share efforts for mapping, planning and conserving land
- **Objective #3**  
Promote ecotourism and recreation economies
- **Objective #4**  
Mitigate the impact of invasive plants
- **Objective #5**  
Protect water bodies from damage due to septic systems, poorly sited development and other threats



# Action Plan & Evaluation Framework

## Objectives 1 & 2:

### Assist communities to develop best practices, and coordinate efforts regionally

Rural communities are often lacking in staff, funding, and knowledge to implement best practices, and thus they fall behind other areas of the state. This can be prevented with a regional approach and shared resources.

### Protect Water Quality, Improve Stormwater and Erosion Management

- **Resilience lens:** assist communities in creating source water protection plans
- Make training, mapping and grant writing assistance available to organizations and communities
- **Resilience lens:** Identify areas at risk for stormwater damage

### Improve Solar Siting and Development

- Guide communities in concentrating solar development in cities, rooftops, and brownfields
- Include stormwater planning for solar development projects and advocate NYS to do so
- Assist communities in developing solar ordinances for best practices
- Create maps of lands that should be maintained as agricultural, forest, or wetlands  
Consider lifespan of solar, disposal and future reuse of site

**Responsible for action plans:** Southern Tier West, Seneca Nation Fish & Wildlife, Genesee Watershed Conservancy, Chautauqua Watershed Conservancy, Soil & Water Conservation District offices, community groups, municipalities

### Reduce Invasive Species Impact

- Record and map areas with significant invasive impact and begin tracking changes
- **Resilience lens:** Encourage sales and planting of native plant species and coordinate plantings of native plants in areas impacted by invasive plant species
- Support programs for monitoring and mitigating invasive insect species
- Seek collaboration with DOT on best practices for invasive plant species to prevent mowing, which spreads growth

### Resilience Lens: Begin a Regional Approach to Conservation & Water Protection

- Start quarterly meetings of a new working group with water protection and wildways stakeholders across the region
- Assist communities in starting their own small waterway protection groups that can represent their community on the Working Group and work with CCE, 4-H, Scouts, schools
- Assist land trusts, municipalities, and the Seneca Nation in securing funding for conservation easements and land purchases
- Designate a dedicated staff person at Southern Tier West to coordinate efforts
- Create regional maps of targeted wildways and waterways for protection

**Evaluation Measures:** number of regional meetings held; number of communities implementing stormwater plans and Climate Smart Communities plans; strategic conservation maps created; water quality measures improved.

# Action Plan (cont'd)

## Objective #3: Promote an outdoor recreation economy and ecotourism

Rural communities in southwestern New York have access to beautiful waterways and forests that, if carefully protected, can offer city dwellers from Buffalo, Pittsburgh and Cleveland a unique vacation and outdoor adventure experience. Collaborative efforts will help to maximize these offerings.

### Develop a More Robust Trail System

- Increase signage for all trails
- **Resilience lens:** Begin meeting collaboratively to promote ecotourism and tourism overall, with all stakeholders from Allegany County, Seneca Nation, Chautauqua County and Cattaraugus County. Bring environmental departments and economic departments together.
- Promote trail systems jointly across the region with complete SWNY maps and a website linking all other sites

### Keep Tourism Development Low-Impact

- Concentrate efforts on low-impact activities such as hiking, canoeing, and disc golf, and emphasize the region's waters with fishing and boating opportunities
- Cluster developments of tourism rental housing to reduce impact on surrounding natural areas
- **Resilience lens:** Conduct careful water planning for any development occurring along water bodies and include this in training for planning, zoning and municipalities.

### Use Outdoor Recreation as a Theme to Support Downtown Revitalization

- Support communities in Recreation Economy for Rural Communities and other strategic plans for a vibrant local recreation economy



*Photo by Cattaraugus County Department of Economic Development, Planning & Tourism*

- Assist communities in creating unifying signage, public art, and nature-based themes that bring the available outdoor opportunities into the heart of downtowns
- Support new recreation-based businesses with affordable loans and collaborative regional marketing
- **Workforce development lens:** Utilize visitors that come for outdoor recreation as an opportunity to do talent attraction campaigns, attracting new residents who have active outdoor lifestyles

**Responsible for action plans:** County and Nation economic development departments, Southern Tier West, privately owned tourism destinations, Seneca Nation Fish & Wildlife, Chautauqua Watershed Conservancy, Soil & Water Conservation District offices, public transit, banking community, community groups, municipalities

**Evaluation Measures:** number of regional meetings held; creation of joint marketing website; creation of regional trail maps; number of communities; increase in tourism jobs; increase in total tourism wages earned.

# Built Environment

Infrastructure surfaced as a primary concern in every focus group and is a major barrier to regional resilience. Investing in public works, creating equitable access to broadband, repairing and replacing housing, and creating robust transportation systems are all critical to ensure the region is resilient to adverse weather events and economic crises.

<b>Strengths</b>	natural environment, waterways, downtowns with infrastructure ready to be revitalized
<b>Weaknesses</b>	aging housing stock and lack of modern options, limited public transit and unserved areas, areas without broadband, decreased DPW budgets, failure to use a collaborative regional approach
<b>Opportunities</b>	incentives for EV purchases and charging equipment, new federal infrastructure funding, regional collaboration opportunities, potential tax revenues from increasing demand for residences
<b>Threats</b>	global instability, inflation affecting cost of construction materials, lack of funds allocated to region

## Households Without a Vehicle in 2021: Regional average 11.3%

Allegany County	Chautauqua County	Cattaraugus County
7.4%	12.9%	10.8%

According to the U.S. DOT Bureau of Transportation Statistics, U.S. households "spent an average of \$10,961 on transportation in 2021—the second largest household expenditure category after housing when spending on behalf of households, such as healthcare benefits, is excluded... Rural households spent more on transportation (\$13,665) and experienced a higher transportation cost burden (17.3 percent) than urban households (\$10,362 and 13.2 percent, respectively) in 2021."

## Objectives

- **Objective #1**  
Invest more resources into public works to repair infrastructure, manage water, and increase climate resilience
- **Objective #2**  
Strengthen the region's infrastructure workforce
- **Objective #3**  
Invest in all modes of transportation and expand availability of public transit
- **Objective #4**  
Improve housing quality at all income levels
- **Objective #5**  
Expand equitable access to broadband
- **Objective #6**  
Support transition to renewable energy

# Action Plan & Evaluation Framework



Tourism trolley, photo by Chautauqua County Partnership for Economic Growth

## Objective #1: Invest more funding into public works and into downtown revitalization projects

- Increase capacity of electrical grid network with upgrades and prepare for higher need
  - Prioritize the assessment, repair, and replacement of flood control structures
- Resilience lens:** urgency is increasing due to changing weather patterns
- Ensure all communities have wastewater treatment to lay the foundation for healthy communities and economic development.
- Equity lens:** ensure low-resource communities are not neglected in this process
- Prioritize applications for DRI & NY Forward
  - Expand brownfield redevelopment and educate communities to benefits

## Objective #2, workforce lens: Expand infrastructure workforce

- Increase availability of CDL trainings to support DPWs in workforce recruitment.
- Provide regional management training specifically for intermediate supervisor positions to teach leadership skills, team building, and effective management of people
- Increase counties' ability to compete for workforce by offering higher salary and benefits

**Responsible for action plans 1, 2 & 3:** DPWs; county and Nation gov.; transit agencies; Southern Tier West; stakeholders for those in need of transit including healthcare, agriculture, aging departments.

## Objective #3: Invest in all modes of transportation and expand access to public transit

- **Workforce lens:** create a public transit study to determine potential workforce impact of a more flexible, on-demand availability of transportation across the region.
- Equity lens:** ensure service to underserved areas with low-income populations and service to the aging
- Support pilot projects of on-demand service
  - Study the impact of loss of commercial service to the Jamestown airport, and make long-term plans to restore that service and expand runway
- **Resilience lens:** assist municipalities with installing electric vehicle charging stations and utilizing NYS EV rebates.

**Evaluation Measures:** increased capacity of electrical grid; number of flood structures repaired; decreased number of villages without adequate wastewater treatment; number of workforce trainings held; completed studies.

# Action Plan & Evaluation Framework (cont'd)

## Objective #4: Improve housing quality and availability at all income levels

### Create new housing developments in areas with low supply or high employment

- Conduct housing studies across region to prepare for attracting developer investment  
**Equity lens:** ensure the studies take into account needs of the aging, of low-income workers, of housing needs for service industry workers, and that development is clustered near availability of public transit
- **Workforce lens:** Work with new employers to predict future jobs and housing needs
- Identify housing needs for new employees
- Incentivize renovation of downtown district office spaces into residential spaces
- **Workforce lens:** Incentivize entry into homebuilding profession
- **Resilience lens:** prioritize environmental factors in siting housing, including impact of prevailing winds, water management, orientation for potential solar rooftops, planting of trees and cooling elements, for increases in heat waves and heavy rain events

## Objective #5: Expand equitable access to broadband

- Continue to expand broadband access to the final remaining pockets where it is inaccessible. **Equity lens:** broadband is essential for basic economic functioning regardless of population density or income.

**Responsible for action plans #4, #5 & #6:** economic development departments, private sector partners, housing authorities, municipalities, Southern Tier West & Clean Energy Communities staff.

**Evaluation Measures:** number of rental units per capita; quantity of home improvement funds disbursed; number of vacant structures; broadband access map coverage improved; number of EV charging stations and fleets created.

## Improve the current housing stock

- Increase availability of home improvement grants and loans for homeowners and for landlords. **Equity lens:** translate applications into other languages; extend reach of funds beyond concentrated population centers
- **Equity lens:** preserve, and keep affordable, existing USDA 515 housing
- Incentivize rental housing upgrades
- Support rental housing owners in returning to renting post-2020
- **Resilience lens:** identify locations where mobile homes are in floodplains or other flood-prone areas and support transition to more stable housing options

## Objective #6: Support transition to renewable energy

- Provide information and assistance to communities in accessing NYS rebates for EV fleets and charging stations, and geothermal systems. **Equity lens:** assist low-income households with replacement of conventional high-energy-use vehicles and appliances
- **Resilience lens:** assist communities with planning positively for renewable energy development with smart growth principles and farmland protection
- **Resilience lens:** support cooperative small-scale models of energy generation

# Business & Industry

Southern Tier West held three focus groups that contributed to the Business & Industry section: the Business, Industry and Human Capital focus group, the Higher Education focus group, and the Local Commerce, Community Destinations and Tourism focus group. All groups indicated that regulatory and tax burdens at the state level and rising transportation and health care costs are negatively impacting businesses. While not all of these can be addressed on the regional planning level, there are steps to take regionally that can create a more supportive business environment. Interest in new business formation and small business assistance is rapidly increasing, and the region must share resources to support that growth.



Weber Knapp, photo by Chautauqua County Partnership for Economic Growth

<b>Strengths</b>	geography and beauty of our natural environment, caring business community, outdoor recreation, abundant natural resources
<b>Weaknesses</b>	lack of shovel-ready sites, lack of MWBE-certified businesses, lack of capital, poor housing stock, limited public transit, businesses' hesitation to try new approaches, failure to collaborate regionally, distance between rural areas
<b>Opportunities</b>	new momentum for tech hubs and industrial incubators, increased interest in rural outdoor tourism, attractive residential location for those who work remotely, increased collaboration opportunities
<b>Threats</b>	state government regulations and barriers to business, lack of financial resources, business owners aging out without a succession plan in place

## Objectives

- **Objective #1** Support companies in attracting and retaining employees and becoming employers of choice
- **Objective #2** Create a welcoming business environment with shovel-ready sites and brownfield redevelopment plans
- **Objective #3** Develop a regional strategy for BRE (business retention and expansion), data collection, and business succession
- **Objective #4** Develop an entrepreneurial ecosystem that fosters innovation and creativity

# Action Plan & Evaluation Framework

## Objective #1: Support Companies in Becoming Employers of Choice

- **Workforce lens:** Provide funding and training for employers to improve workplace culture
- Encourage employers to provide incentives for employee referrals for new employees
- **Workforce lens:** support employers in facilitating transportation and childcare options for employees

## Objective #2: Create a Welcoming and Supportive Environment for New Businesses

- Develop and advertise shovel-ready sites for industry. **Resilience lens:** ensure that design follows smart growth principles and is prepared for increasing weather events.
- Educate developers in the potential for brownfield development & incentives available
- Create industrial incubators for new small-scale manufacturers to start up and test ideas
- **Equity lens:** Support businesses in acquiring MWBE certification and market the certified businesses the region already has
- **Equity lens:** improve access to financing for minorities and women and underserved groups
- Increase communication with employers to share the resources available to them
- Make one-stop regional package of all resources, grants, loans in one place
- **Equity lens:** create a small business boot camp that can travel throughout the region meeting the needs of small, rural communities to reduce transportation barriers to support
- Reduce barriers to technology access and education for small businesses. **Equity lens:** target support into underserved communities.
- Support emerging artists and arts/cultural businesses as a critical part of the economy

## Objective #3: Develop a Regional Strategy for Business Retention & Expansion

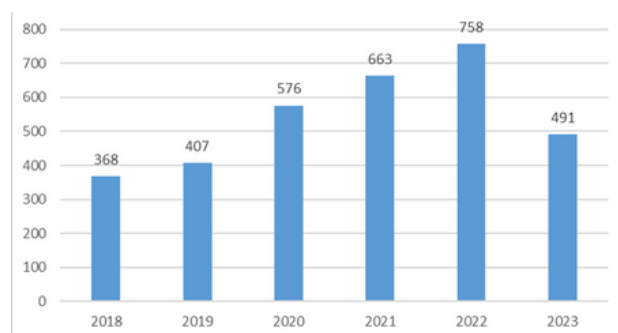
- Conduct a regional mapping project of all existing businesses and create a CRM system at the regional level
- **Resilience lens:** Begin collecting data through annual economic outlook survey
- **Resilience lens:** Identify and support businesses that need succession planning
- Establish regular communication between higher education, economic development and the business community

## Objective #4: Develop an Entrepreneurial Ecosystem

- Create business incubators and tech hubs to foster small-scale, locally owned wealth. **Equity lens:** work to make spaces accessible and affordable
- Create more coworking spaces including in rural outlying communities
- Develop skills trainings and support programs for new business owners

### Number of clients served by the Small Business Development Center at Jamestown Community College, 2018-2023\*

\*note that 2023 data is January - May only, indicating increase over 2022



# Business Focus: Destinations & Tourism

## Objective #1:

### Improve Infrastructure to Support Tourism

The region's aging infrastructure hampers efforts to increase its visitor industry. Infrastructure improvements should be prioritized to support the efforts of tourism departments across the region.

#### Action Items

- Improve internet access and cellular service
- Create more public transit offerings
- Create more bicycle lanes, scooter and bicycle rental facilities
- Increase signage to promote destinations and provide directions
- Invest in health care and EMS services as infrastructure necessary for tourism

## Objective #2: Identify New Marketing Strategies and Target Audiences and Market the Region Collaboratively

#### Action Items

- Network regularly among region's chambers of commerce
- Create coupon books collaboratively among destinations in a region
- Start a mobile marketing trailer that can attend events and distribute information
- Leverage the region's strengths: proximity to higher education, affordability, the outdoor experiences available, the short distance to larger cities
- Engage the banking and realty community in supporting and marketing our region's outdoor recreation opportunities



*Photo credit: Cattaraugus County Department of Economic Development, Planning & Tourism*

## Objective #3: Leverage the Strength of the Region's Waterways and Trail System and Continue Developing It

#### Action Items

- Install signage at all water entry sites
- Create even more themed trails - wine, golf, motorcycles, haunts, botanical, Amish, fishing, outdoor sports
- Use social media to create social groups for themed trails
- Utilize QR codes more often in our marketing and use them for storytelling on the trails
- Create a regional combined trail map, and utilize our local artist community in mapmaking to enhance uniqueness and sense of place
- Encourage expansion of program offerings for ecotourism including bird watching, plant identification walks, and other educational programs



# Human Capital

Workforce concerns -- availability of workers, training them, retaining them -- topped the list of concerns for businesses in 2023. With the increasing number of people retiring and an increasing aging population, rural communities struggle to find enough workers. The region has a substantially larger percentage of the working population (ages 16-64) who are not working, compared to national averages. This might be due to early retirements, long-term disabilities (which are also higher than national averages), or other unknown factors. Companies need to "up the ante" to attract and retain staff, which is going to take creativity and ingenuity that the region can catalyze, promote, and share. Improving quality of life is critical to maintaining/increasing population and is covered in the following section on Vibrant Communities.

<b>Strengths</b>	natural environment, potential for healthy active lifestyle
<b>Weaknesses</b>	population decline, increasing aging population, poor infrastructure, lack of attractive housing options
<b>Opportunities</b>	attractive residential location for those who work remotely, new large employers locating here
<b>Threats</b>	global insecurity, attractive job markets elsewhere, loss of youth population

Population = 251,907  
 Population Growth Since 2010 = -5.0%  
 Population Change 2010 = -13,237  
**Growth in Working Age Population**  
**-7.1%**  
*StatsAmerica, using U.S. Census Bureau (ACS 5-year estimates) data*

## Objectives

- **Objective #1** Make talent attraction campaigns a top priority to increase the region's working population
- **Objective #2** Allocate more resources toward workforce development in growing sectors
- **Objective #3** Increase support systems for workers, including postsecondary education, public transit options, child care and elder care
- **Objective #4** Improve health measures to increase wellbeing and work capacity

# Action Plan & Evaluation Framework

## Objectives #1 & 2: Make talent attraction & retention campaigns a top priority to increase the region's working population, and allocate more resources toward workforce development in specific sectors.

### Increase Talent Attraction

- Create marketing materials to emphasize the SWNY region as an affordable, beautiful residential option to those who have flexibility to work remotely; create relocation incentive packages
- **Equity lens:** Support companies in Diversity, Equity and Inclusion programs to increase respect and inclusion for employees in the workplace and improve employee retention
- Distribute information about job and housing opportunities at visitor destinations, to market the region's outdoor recreation opportunities to those with active outdoor lifestyles
- Use social media to create positive discussion environment for those looking to return to the area, giving the information and support people need to "come home to SWNY"
- Create "welcome packages" for new residents and an online forum to support new residents

### Workforce Lens: Develop & Retain Talent from Within the Region

- Support businesses and organizations in providing employees active support for continued education, certifications, and skills
- Develop training programs for workers looking to become managerial or supervisory staff, to support pipelines of potential promotion opportunities with strong people-management skills
- Create more opportunities for secondary and higher ed. students to intern and volunteer with businesses and nonprofits in their communities and to visualize their futures in the region. **Equity lens:** make sure opportunities are accessible and affordable.



Photo by Chautauqua County Partnership for Economic Growth.

- **Equity lens:** Support statewide efforts to set "income disregard" periods to assist those transitioning into work and educational opportunities and prevent sudden loss of supportive benefits known as the "benefits cliff"

### Workforce Lens: Allocate Workforce Development Funds To Growing Sectors

- Start semiannual or quarterly meetings of industry working groups with stakeholders across the region
- Target workforce development funds toward sectors that are on the rise in the greater region or that expect an increase in need, including advanced manufacturing, research, and science, home caregiving for senior citizens, healthcare, construction, public works, and agriculture.

### Responsible for action plans:

Economic development departments, workforce investment boards, Southern Tier West, higher and secondary education

**Evaluation Measures:** Population measures; graduate retention measures; employee retention measures; availability of certification and microcredentials; marketing materials.



Students, Houghton University

### Objective #3:

**Ensure that high-quality care for both the young and the aging is readily available**

#### Action Items

- Create a daycare mapping study and identify target areas of need.
- Invest in loans, grants, and trainings for both existing and start-up daycare businesses.  
**Equity lens:** get support and funding to underserved populations and marginalized communities.
- **Workforce lens:** Convene employer stakeholders to work collaboratively on caregiving support to benefit their employees
- Fund and support employers and higher education institutions in creating on-site child care and elder care programs
- Support employees who must provide eldercare at home in finding remote work

**Objective #5: Support the vitality of the region's higher education institutions' ability to attract and retain staff and students in the region**

#### Action Items

- Create more lodging for overnight visitors
- Identify the true costs of blight and support towns in addressing it
- Upgrade aging water and sewer infrastructure
- Improve the housing stock through incentive programs and home improvement loan funds
- Make NYS programs like StartUp NY and WFD grants more user-friendly for higher education
- Convene higher education, economic development, and business community regularly across the region

**Objective #4: Strengthen and repair our region's infrastructure, improve the current housing stock and create/expand public transit systems**

#### Action Items

- Gather data on employee modes of transportation, both current and preferred
- Conduct regional public transit study.  
**Resilience lens:** plan for long-term transit solutions that can reduce the carbon emissions of rural travel
- Invest in new housing development near large employer centers
- Increase funding for homeowner repair and facade improvement loan and grant programs

#### Responsible for action plans:

Youth and family services departments, transit agencies, economic development departments, Southern Tier West, higher and secondary education

**Evaluation Measures:** Number of child care centers and capacity increases; increase in housing stock and reduction of housing age; meetings

# Human Capital:

## Employee Health & Health Care Workforce

Health is central to the wellbeing of the region's workforce. A region that has a high amount of chronic disease and subsequent disabilities will have fewer people available for work, and will also have more employees under stress caring for ill family and neighbors. That stress only increases when the employees face transportation barriers in accessing health care.

In addition, talent attraction campaigns to increase the region's workforce cannot be successful without communities that have the resources required for a healthy life, and that includes access to hospitals, high quality health care, and to EMS services, all of which are rapidly decreasing in availability and stability throughout the region. This issue should be given a central place in all conversations about economic development.

### **Objective #1, workforce lens:** **Improve health measures to improve worker wellbeing and increase the region's work capacity**

#### **Action Items**

- Support employers in developing healthier workplaces, including exercise office equipment, fitness breaks, improved kitchen facilities with cooking capacity, local produce and CSA deliveries
- **Resilience lens:** Use community development funds to enhance walkability to major employers and downtown districts
- Increase the frequency and range of free health screenings, especially mobile ones.  
**Equity lens:** especially reach out into communities with less health care access and lower health measures.
- Educate employers in how to support employees in mental and behavioral health

### **Objective #2, workforce lens: Attract and keep new health care workers, keep hospitals and increase their financial stability, and develop a strong health care workforce**

#### **Action Items**

- Create more microcredential programs and advocate for credentialing flexibility at the state level that will help rural areas
- Utilize the graduates of our region's occupational therapy programs for the wide variety of work, including nontraditional areas, for which they are qualified
- Educate high school counselors in healthcare field options and in identifying young people with strengths in applicable areas
- Increase access to health care workforce development trainings
- Expand access to CRPA and CPS certification
- Increase availability of child care, especially 24/7 childcare for night shift healthcare workers

# Vibrant Communities: Agriculture



Cattaraugus County farmland, photo by Southern Tier West

Southwestern New York can expect an increase in agriculture due to its ecological resilience. The region's farmland needs to remain available for agriculture. Education and workforce development in agriculture is needed, and transition assistance must be provided for retiring farmers. The goal is to make the region a supportive place for emerging and diverse farmers to start businesses.

## **Objective #1: Create shared farm product distribution sites, regional marketing strategies and value-added processing spaces**

- Fund small-scale food processing spaces replicating successful models, including commercial kitchens and butcheries
- Create joint or cooperative food aggregation and distribution networks for farmers. **Equity lens:** ensure food hubs are positioned to bring more food to underserved communities
- **Resilience lens:** include farm product transit in any transportation studies

## **Objective #2: Reduce Barriers to Financing**

- Create alternative financing for farms including microloans and low-interest lines of credit. **Equity lens:** Designate some funds specifically for people of color and women; provide assistance in farm business plan skills

## **Objective #3, workforce lens: Develop a skilled agricultural workforce**

- Create farm incubator/ business support programs
- Form network of farmers to host educational events for farm staff to learn
- Support secondary and post-secondary schools in integrating agriculture into their curricula

## **Objective #4:**

### **Identify farmland that is high priority to keep in agriculture, and keep it affordable for new farmers**

- Protect farmland using the purchase of conservation easements and by creating or selecting an entity to hold easements or supporting municipalities in holding them
- Provide additional staffing and funding that will support retiring farmers as they transition their land to a new farmer
- **Resilience lens:** Create matchmaking program to link the region's landowners and retiring farmers with prospective emerging farmers

### **Other Actions and Objectives:**

- Utilize shared services among farmers
- Create ongoing community among farmers and food system workers for support and change
- Support creative and collaborative land access
- Educate region's consumers toward supporting a local food system
- Encourage community leaders to learn about agriculture and to invest time and energy in new solutions

# Vibrant Communities: Aging



100th birthday celebration, Cattaraugus County Department of Aging

## Objective #1, **workforce lens**: Develop skilled caregiving workforce, and attribute higher value to caregiving work

- Start caregiving training and Personal Care Assistant (PCA) certification programs in high school and to increase competition for these skilled workers
- Increase pay rates and provide benefits for all caregiving staff to help attract workers to the field and retain them
- Advocate to increase stagnant federal funding

## Objective #2: Improve access to transportation and housing

- **Equity lens**: Make public transit available across the region, including all rural areas, so that seniors can age at home safely and stay connected and active
- Increase access to wheelchair-accessible vans for rental by agencies, driving services and individuals
- Require community review for new senior housing projects with agencies' feedback
- **Equity lens**: Prioritize senior housing in walkable communities in downtown revitalization efforts

## Objective #3: Increase support for aging at home

- **Resilience lens**: Direct more funding toward "consumer-directed" home care by families and friends
- Promote the numbers to public officials and leaders that living at home is more affordable on average than leaving home for group care (\$10-15k annually)
- **Equity lens**: Make funding available for residential safety improvements not only for owned homes, but also for rentals and for mobile homes on rented land. Rental units and mobile homes tend to be smaller and single-story, so are more manageable for senior residents to age in, but rentals do not qualify for financial assistance for shower bars, lifts, etc.

Number of seniors receiving day services through county offices of aging	= 691
Number of seniors on waiting list to receive services or an increase in services	= 739

### Other Actions and Objectives:

- Create Seniors Councils meets to advocate for the needs of the aging
- Increase access to nutritious food via mobile markets, SNAP use at farmers markets
- Decrease isolation with more intergenerational spaces, such as child care alongside elder care
- Increase support for seniors to have virtual medical appointments
- Provide advocacy for navigating medical services
- Create dementia-friendly systems

# Vibrant Communities: Arts, History, & Culture

## Objective #1: Improve the visibility and information about the region's cultural opportunities

- Create a central information source or website for all artistic, historical and cultural opportunities in the region
- Create a map of all physical sites of theater, language, history, and arts opportunities
- Create a brochure that distills the website information into a simple guide

## Objective #2: Create ongoing community and communication among artists and cultural groups

- Hold meetings 1-2 times per year for historical societies and for the artist/artisan community to present opportunities for collaboration

## Objective #3: Concentrate on youth outreach strategies

- Create after-school programs on arts and history topics
- **Workforce lens:** Create a youth arts mentorship program
- **Workforce lens:** Incorporate arts and history opportunities into Southern Tier West's new Career Academy
- Develop rural outreach strategies such as a traveling arts truck, rotating exhibits, and traveling theater performances. **Equity lens:** rural-dwelling youth need more access to arts opportunities.



*Basket maker doll by Penelope Minner, black ash traditional basket maker and traditional Seneca artist*

## Objective #4: Reduce barriers to technology access and education for small organizations and arts businesses

- **Workforce lens:** work with small business support organizations to provide workshops specifically for artist cohorts
- Support creation of shared office spaces and makers spaces. **Equity lens:** make spaces accessible and affordable, and conduct outreach in underserved communities

## Objective #5: Improve infrastructure to support the arts and tourism

- Repair and upgrade buildings that house artistic and historical collections
- Invest in public transit options that can bring residents and visitors to cultural sites

# Vibrant Communities:

## Health, Medical Care & EMS

Access to reliable medical and emergency care is a vital component in creating communities that will attract new residents to southwestern New York. This makes health services a top priority for economic development, especially efforts toward talent attraction campaigns.

### **Objective #1: Reduce the incidence of chronic disease**

- **Equity lens:** increase access to health screenings via remote medical clinics, mobile health units, and workplace incentives
- Prevent tobacco and other substance use
- Teach healthy eating habits and provide educational programs for all ages on food preparation
- Improve the nutritional content of school meals. **Resilience lens:** increase the amount of locally grown farm products used in schools
- Improve health within the workplace with dedicated exercise spaces, employee clubs and incentive programs

### **Objective #2: Reinforce EMS volunteer and staff organizations with funding and training and a regional effort**

- Begin convening regional stakeholders on a regular basis to form a working group
- Create regional fundraising efforts to support EMS services and training
- Collaborate on shared grant applications to increase citizen access to trainings and certifications
- Advocate for improvements to EMS regulations that would benefit rural communities whose services are diminishing

### **Objective #3: Strengthen the region's support systems for behavioral health, including mental health and substance abuse**

- Increasing training in mental health first aid for both youth and adults
- **Workforce lens:** Educate employers to understand mental health and provide support to their employees
- Reduce the increased load on hospital ERs by creating alternative care facilities for mental and behavioral health emergencies

### **Objective #4:**

**Equity lens:** increase food security and access to healthy foods by expanding local foods at food pantries, promoting SNAP, FreshConnect and Double Up programs at farmers markets, and by creating mobile markets to reach underserved areas

### **Objective #5:**

Improve the long-term viability of the region's hospitals by creating regional coalitions of diverse private and public sector stakeholders, and advocating at the state and federal level for hospitals and health care access as critical to quality of life and economic development.



# Vibrant Communities: Downtown Revitalization

Just as rural housing, water, and sewer infrastructure is in need of serious upgrades, the region's rural villages and cities have a high need for investment in infrastructure, and for street re-design for multi-modal transportation and pedestrian safety. For 2023-2028, it is recommended that towns and villages prioritize planning for revitalization, which is the first step in accessing funding available at the state and federal level. Given the poor state of infrastructure in the region and the corresponding low amount of capital available in the region, **no opportunity to access funding for infrastructure should be missed.** Planning departments are encouraged to provide specific, focused assistance to communities in need of planning services for downtown revitalization. Priorities include the following:

- Complete Streets projects and design for pedestrian walkability and bicyclist and scooter safety with emphasis on **equity** for all abilities
- Brownfield redevelopment with an emphasis on projects that increase community **resilience**
- Rehabilitation of former office spaces into new uses
- Residential housing for all income levels and for the aging
- Transitional housing to support people re-entering the work force
- Community gathering spaces such as farmers markets, parks, and amphitheaters
- Downtown Revitalization Initiative (DRI) and NY Forward projects through NYS REDC



*Farmers market pavilion as part of downtown revitalization project, East State Street, Olean; photo by the City of Olean.*

## **Equity lens:**

Revitalization projects need to secure community stakeholder engagement from all including marginalized groups, to ensure that real community needs will be met, that neighborhoods will not be negatively impacted, and that residents will not be displaced due to gentrification.

As the New Growth Innovation Network states in its *Communication Resource Guide for Inclusive Economic Development*, "Inclusive economic growth is based on the premise that long term regional prosperity comes from equitably engaging all individuals and assets in the community, and that persistent inequality, racial income gaps and racial wealth gaps hamper a region's economic growth. It targets both growth and economic equity, as two mutually reinforcing aims which lead to a more durable economy for years to come."

# Conclusion & Acknowledgments

## The Role of Southern Tier West in Moving This Plan Forward

STW's role within the region is to collect and analyze data, to provide planning and technical assistance, and to convene stakeholders together to work for progress in the region. Given that role, STW is aligned to spearhead the following priority projects from the 2023 CEDS:

**Brownfield mapping** support with a goal for a complete regional inventory by 2028 and assistance on the local level to support communities to develop site reuse plans

**Public transit support** creating plans, studies, and pilot projects to encourage complete regional transit coverage, equitable access, and reduced emissions with climate resilience

**Regional land and water conservation planning assistance** using STW drones and GIS capabilities, source water protection planning, stakeholder convenings

**Regional marketing strategy** stakeholder meetings for talent attraction campaigns and for promotion of arts, history, culture, and tourism

**Food system development** projects including supporting equitable access to land and financing, creation of value-added processing facilities, and farmland protection strategies

**Regional business data collection** and stakeholder convenings for the business and higher education sectors

**Child care** as fundamental to economic development, including mapping of need, business support, new opportunities in funding, creative solutions, bringing in business and higher education stakeholders

**Workforce development and manager leadership development**, seeking new opportunities for funding for sectors of increased interest and increased need

**Regional business retention and expansion** effort with extra effort toward business succession planning

**Health care and EMS regional stakeholder** meetings and developing a regional approach to EMS funding, training, and advocacy

**Ageing population advocacy** including advocacy for support systems that allow aging in place, caregiving workforce development, formation of senior issues advisory councils

**Housing and infrastructure improvement** with stakeholder convenings, planning assistance for CDBG and other grants at the county and community level

*The role of local governments, businesses, nonprofit organizations, and everyday citizens in this plan is critical to the region's progress, and collaborative efforts will make this plan's goals possible. This document is provided to set the vision and the course, to lay the foundation for local projects to be successful with the work of many stakeholders. Community members are urged to use the CEDS document for grant writing and strategic planning purposes and to contact Southern Tier West if its office can assist with data compilation or other support.*



*Mural by Karlene Familo, located at Petruzzi Insurance Agency, 680 Broad Street, Salamanca.*

**Thanks to the focus groups and all who contributed conversations and thoughts to this plan:**

<b>AGING</b> Athena Godet-Calogeras Bonnie Saunders Katie Wilkinson Hannah Bavuso MaryAnn Spanos Lyndi Scott-Loines Theresa Schueckler Linnea Haskin Julie Hall Amanda Brainard	<b>AGRICULTURE</b> James Lewis Sue Abers Danelle Mascho Debbie Bigelow Anneliese Bruegel Cassandra Skal Melinda Spire Ralph Swanson John Policastro Susan Parker Dick Rivers Sasha Khodorkovskaya Emily Miller Loraine Post Jacob Hostetler Emily Smith Katelyn Walley-Stoll Gayle Patterson Linnea Haskin Crystal Abers	<b>BUSINESS, INDUSTRY &amp; WORKFORCE DEV.</b> James Schifley Bob Forness Jonathan Zurek Katie Geise Courtney Curatolo Christine Urf Sharon Huff Scott Payne Susan Parker Nate Aldrich Mark Geise Reita Lynch Kathleen Martel Craig Clark Lenora Leasure Gregg Karl	<b>NATURAL ENVIRONMENT</b> Cassandra Pinkoski Hailey Laramie John Jablonski Whitney Gleason Shane Titus Bryan Nothdurft Emily Kuhlkin Allie George Ben Anderson	<b>HEALTH, MEDICAL &amp; EMS</b> Sarah Trantum Shaela Maybee Tyler Shaw Kevin Watkins Michael Faulk Alicia Broadbent Donna Kahm Darla Kent Lindsay Miller Melissa Sullivan Steven Jackson Jennifer Ruggles Christopher Wichlacz Bonnie VanHousen Jeff Luckey Sean Jones Megan Barone Tina Higley
<b>ARTS, HISTORY &amp; CULTURE</b> John E. Brown Pam Brown Penelope S. Minner Jare Cardinal Paula Bernstein Kortney Keyes Randee Spruce Amanda Brainard Steve Teachman Brian McClellan Susan Kalman Joe Stahlman Doug Clarke Dawn Westfall William Canella Brett Maybee Ja:no's Bowen		<b>HIGHER EDUCATION</b> Mark Zupan Phyllis Gaerte Daniel DeMarte Holger Ekanger Stephen H. Kolison, Jr. Ann Lehman Steve Mauro Chuck Cornell Kevin Kearns	<b>BUILT ENVIRONMENT</b> Dean Scholes Robert Thompson Bryan Bates Kathleen Ellis Patty Graves Thomas Windus Tim Card Shannon Barnhart April Ramadhan	<b>LOCAL COMMERCE &amp; TOURISM</b> Bruce Thomas Dan Heitzenrater John Sheahan Michelle Denhoff Meme Yanetsko Kortney Keyes Paula Bernstein William Canella
			<b>COMMUNITY DEVELOPMENT</b> Keri Kerper Vince DeJoy Don McCord Kier Dirlam Rebecca Wurster	

# Appendix A:

# Priority Projects 2023

## Priority IIJA Projects



- **Chautauqua County**  
Ripley Interstate Shovel-Ready Development Project  
\$1,000,000
- **Allegany County**  
Gateway to the Western New York Wilds Project  
\$740,000  
Comprehensive Sewer Study  
\$560,000
- **Southern Tier West**  
Conserving Farmland Assets and Transitioning Farms to the Next Generation  
\$200,000



## Priority ARC Projects

- **Alfred State College**  
Electric Vehicle Laboratory Project  
\$191,678
- **Allegany County**  
Comprehensive County-Wide Trails Master Plan  
\$100,000
- **YMCA Camp Onyahsa**  
Youth Leadership and Future Workforce Development Center  
\$436,500
- **Olean General Hospital**  
New Care for Orthopedics and PTs  
\$500,000



# Appendix B: Data

compiled from the U.S. Census Bureau and ACS Community Survey data available at [data.census.gov](https://data.census.gov).

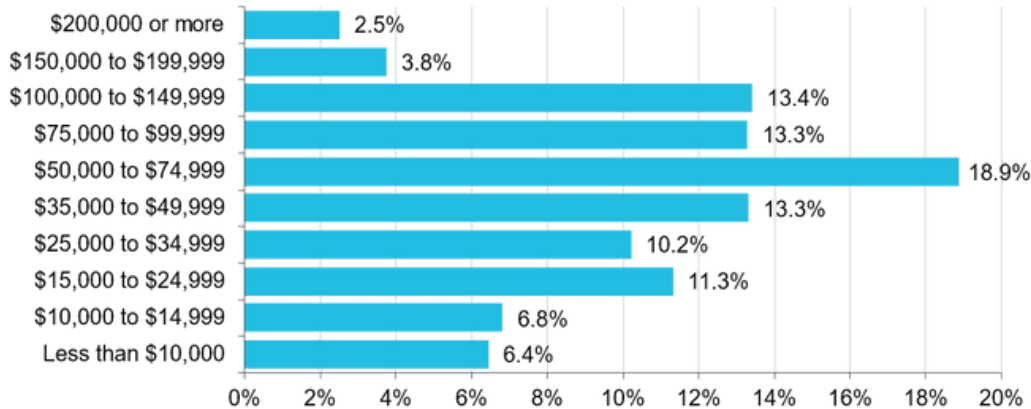
	Seneca Nation: Cattaraugus Territory	Seneca Nation: Allegany Territory	Allegany County	Cattaraugus County	Chautauqua County
Population in 2020	2,135	1,064	46,456	77,042	127,657
% over age 65	9.5%	13.3%	19%	21.1%	22.2%
% foreign born	5.1%	3.6%	1.7%	1.4%	2.7%
Median age	34.4	39.8	39.2	43.3	43.4
Veterans	7.9%	4.3%	9.2%	7.7%	7.6%
Percentage not covered by health insurance	10.5%	12%	6.1%	6.9%	5.6%
Disability status	19.1%	14.2%	16.1%	16.7%	16.5%
Median gross rent	\$1006	\$666	\$686	\$707	\$816
Employment rate	51.2%	47.9%	50%	54.4%	54.2%
Poverty rate	34.2%	27.7%	16.3%	16.9%	18.5%
Median household income	\$34,600	\$44,028	\$54,375	\$50,508	\$55,457
Average commuting time	20.6 minutes	16.7 minutes	22.4 minutes	23.2 minutes	19 minutes
% of workers commuting alone	81.9%	76%	76.1%	70.8%	72.9%
% of workers working from home	3.9%	2.7%	5.9%	6.6%	8%

	Seneca Nation: Cattaraugus Territory	Seneca Nation: Allegany Territory	Allegany County	Cattaraugus County	Chautauqua County
% Jobs in Agriculture, Forestry, Fishing, Hunting, Mining	0%	4.6%	2.8%	2.3%	2.4%
% Jobs in Construction	7.7%	8.3%	7%	6.9%	4.8%
% of Jobs in Manufacturing	14.8%	6.2%	13.8%	13.6%	14%
% Jobs in Wholesale Trade	1.8%	1.7%	0.9%	2.3%	2%
% Jobs in Retail Trade	5.1%	15.8%	11.3%	11.7%	11.5%
% Jobs in Transportation, warehousing, utilities	8%	1.2%	3.6%	4.7%	4.6%
% Jobs in Information	0%	(combined with Finance)	1.5%	2.2%	1.7%
% Jobs in Finance, Insurance, Real Estate	0.7%	7.9%	2.3%	4.2%	2.2%
% Jobs in Professional, Scientific, Management	7%	7.1%	4.3%	5%	5.7%
% Jobs in Education, Health Care, Social Assistance	23.6%	14.5%	33.9%	27%	32%
% Jobs in Arts, Entertainment, Food	11.1%	17.4%	8.8%	11.3%	7.9%
% Jobs Public Administration	17%	11.6%	5.1%	3.8%	5.6%
% of workers employed by private companies	40.9%	68.8%	56.2%	61.3%	53.9%
% self-employed in own incorporated business	0%	--	2.5%	2.5%	3.8%
% employed by not-for-profits	4.1%	(combined into private sector)	13%	8.8%	12.4%
% employed by local, state, and federal government	52.6%	25.5%	21.4%	21.2%	20.8%
% self employed in own not inc. business and as unpaid family workers	2.4%	5.7%	6.9%	6.2%	9.1%

# Data Visuals: Income

## Household Income Distribution, Combined Counties, 2021

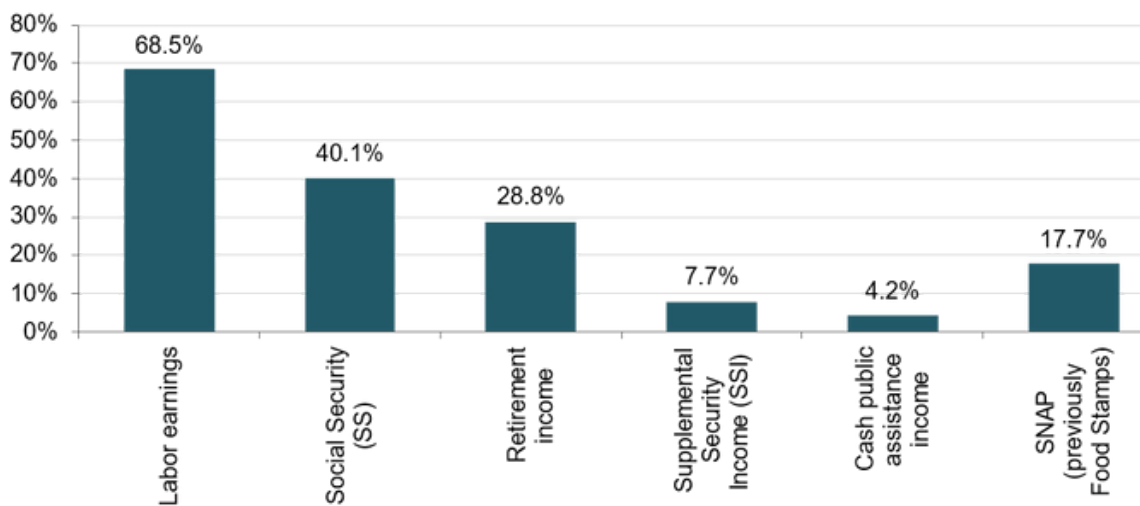
U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Economic Profile System, [headwaterseconomics.org/eps](https://headwaterseconomics.org/eps).



In the 2017-2021 period, the bottom 40% of households in the combined counties accumulated approximately 10.1% of total income, and the top 20% of households accumulated approximately 54.1% of total income.

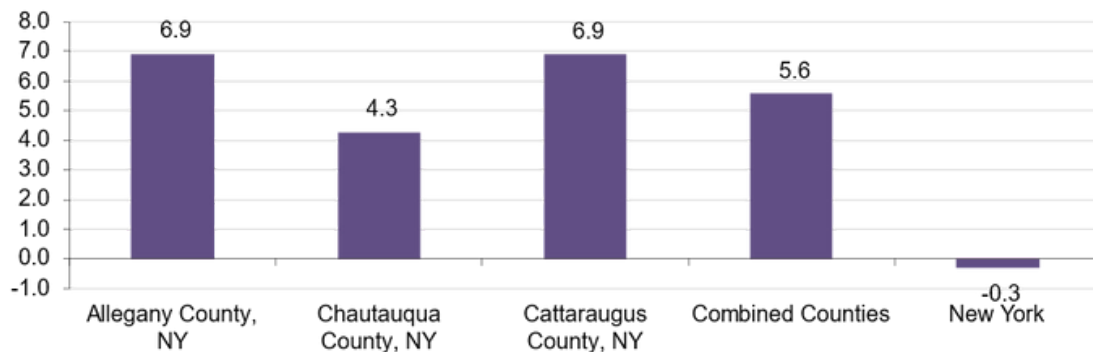
## Percent of Households Receiving Earnings by Source, 2021

U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Populations at Risk, [headwaterseconomics.org/par](https://headwaterseconomics.org/par).



## People that Did Not Work, Change in Percentage Points, 2010-2021

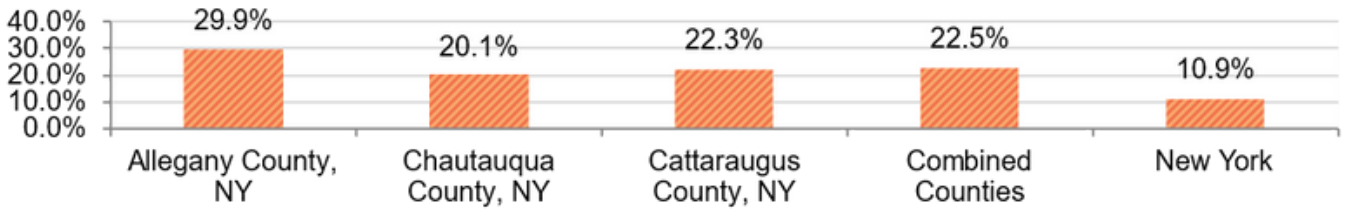
U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Populations at Risk, [headwaterseconomics.org/par](https://headwaterseconomics.org/par).



# Data Visuals: Housing

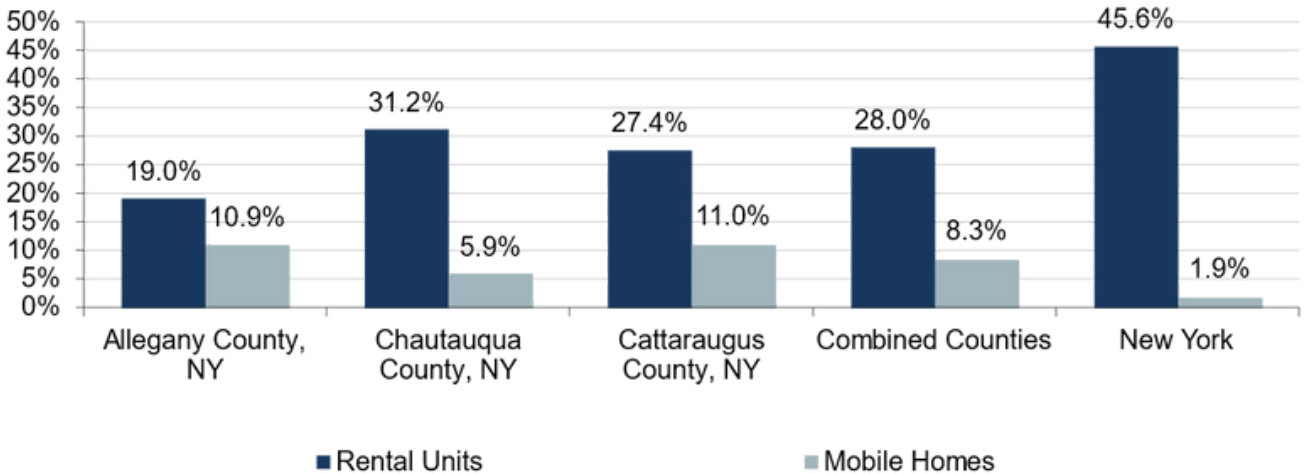
## Percent of Housing Vacant (incl. seasonal homes), 2021

U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Economic Profile System, [headwaterseconomics.org/eps](https://headwaterseconomics.org/eps).



## Rental Units and Mobile Homes as a Percent of Total Housing Units, 2021

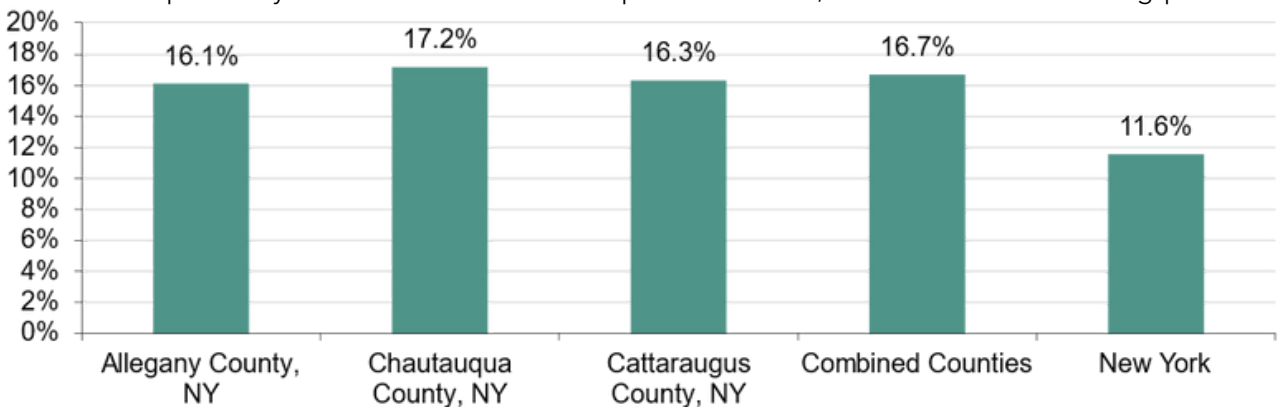
U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Populations at Risk, [headwaterseconomics.org/par](https://headwaterseconomics.org/par).



# Data Visual: Health

## People with Disabilities, Percent of Total, 2021

U.S. Department of Commerce. 2022. Census Bureau, American Community Survey Office, Washington, D.C., reported by Headwaters Economics' Populations at Risk, [headwaterseconomics.org/par](https://headwaterseconomics.org/par).







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