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*Left during the year



Southern Tier West Regional
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Greg Edwards

Chautauqua County Executive

Lucille White

Seneca Nation of Indians

Statement of Revenues & Expenditures

JANUARY 1, 2007 - DECEMBER 31, 2007

Revenue Sources

Federal & State Grants	\$ 536,045
Allegany, Cattaraugus, & Chautauqua Counties	74,630
Other Local Share	392,287
TOTAL REVENUE	\$1,002,962

Program Expenditures

Payroll, Leave, and Fringe Benefits	\$ 493,265
Program Operations	342,542
TOTAL EXPENSES	\$ 835,807

In-Kind Revenue and Expenditures

All Programs	\$ 239,624
STW Reserve	\$ 167,155

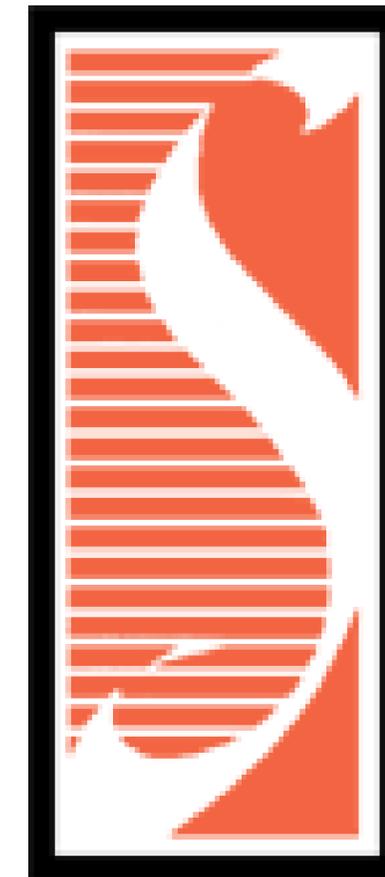
2007 Local Government Corporate Sponsors



SOUTHERN TIER WEST REGIONAL PLANNING & DEVELOPMENT BOARD

Partnership for Development . .

Serving Allegany, Cattaraugus, and Chautauqua Counties



ANNUAL REPORT

2007

Southern Tier West

A MESSAGE FROM - - -

IT'S TIME TO RUN - -

Every morning in Africa, a gazelle wakes up. It knows it must run faster than the lion or it will be killed. Every morning a lion wakes up. It knows it must outrun the gazelle or starve. It doesn't matter if you're a gazelle or lion. When the sun comes up, you better start running!

The Southern Tier West Regional Planning & Development Board was created by an act of the New York State Legislature and the Legislatures of Allegany, Cattaraugus, and Chautauqua Counties in 1969. Thirty-eight years may not seem like a long time, although we have seen a dramatic change in the way we do business. When the agency's office first opened, there was one telephone line for the entire office; copies were made using carbon paper and a mimeograph machine; research was conducted at libraries and county centers; statistics were compiled on very large spreadsheets hand written in pencil; and reports were drafted and re-drafted on manual typewriters. Communications between our constituents were limited to face-to-face meetings, telephone calls and what is now known as snail mail. Also in 1969, the region's economy was based on the strength of agricultural and manufacturing centers; the region had a viable railroad system; a skilled workforce; and fairly stable population base. **THINGS HAVE CHANGED!**

Now we have computers, fast copy machines, sophisticated phone systems, video communication systems, Internet, e-mail; but more importantly, despite all these fast paced improvements, the economy continues to decline. Agriculture and manufacturing sectors are losing their prime position in the regional economy, replaced by the lower-wage service sector. The region continues to experience high relative rates of unemployment, low per capita income, and a historical net outmigration. Thirty-eight years ago, the southern portion of New York was defined by the federal government as one of thirteen states that is a part of the Appalachian Region. Our region was so designated because of the decline in its economy -- jobs, educational attainment levels, and health indicators. The world has grown in the last 38 years. The question is whether or not the Southern Tier West Region has kept up with these worldwide trends. **TIMES HAVE CHANGED!**



POSITION FOR SUCCESS - -

"In the 21st Century, the Three "A"s - accessibility, accessibility, accessibility will replace the three "L"s - location, location, location - - as the single most important commercial real estate organizing principle." John D. Kasarda, Director, Kenan Institute of Private Enterprise, University of North Carolina/Chapel Hill

The national and worldwide economies have changed from location being a key factor to accessibility being the key to success. Now a successful business can be operated from anywhere in the world, with technology. During our early years, Southern Tier West's emphasis was on facilitating grants to municipalities for traditional infrastructure systems such as water and wastewater. We are working now to redefine our infrastructure, from municipal water/sewer systems to transportation and broadband deployment. We must give a critical look at our commercial economic and transportation corridors, and region-wide access to high-speed, low-cost Internet access.

During the past year, Southern Tier West has been working hard to bring high-speed Internet into the most rural areas of our three-county region. A number of meetings and workshops were conducted in this regard and we enlisted the assistance of state and federal representatives to help us attract resources that will ensure broadband access to all our businesses and residents. We have entertained the

notion of owning and operating a regional wireless system. **THINGS HAVE CHANGED!**

Although we have been very successful in bringing back our rail system, Southern Tier West continues to work with the Southern Tier Extension Railroad Authority on the rehabilitation of the Southern Tier Extension Railroad Line.

Southern Tier West's regional efforts toward Route 219 enhancement and extension are a part of the process. Last year, we were able to mobilize the private sector to help ensure the future completion of the limited access highway and develop a national trade corridor reaching from Canada to the east coast.

Further, after years of discussion with federal and state representatives, last year Southern Tier West was able to institute a Regional Transportation Planning Project that will help our region identify critical transportation corridors and needs that have a bearing on the economy of our counties. **TIMES HAVE CHANGED!**



up to 20 more before the project is complete. Links to the websites can be accessed from the Southern Tier West website.

Corporate Sponsors

Southern Tier West's partnerships in 2007 included the enrollment by four companies in the Center for Local Government & Community Service's **Corporate Sponsorship Program:** Labella Associates PC, MRB Group, TVGA Consultants, Horizon Energy and Richardson & Pullen PC. The Corporate Sponsorship Program offers enhanced exposure to local governments and significant discounts to all Center-initiated activities. These companies have become active participants in planning and development activities being undertaken by many of the region's communities. A Corporate Supporter category has been added providing support of the program on a smaller scale.

Local Government Award

Southern Tier West presented the 2007 Southern Tier West **Local Government Award** to Lori Heithoff, Land Use Training Manager, NYS Department of State. Ms. Heithoff was recognized for her many years of service to the Local Government Program and work done for all regions in the state with land use issues.

PROGRAM AREAS

TRANSPORTATION

Regional Transportation Strategy

In 2007, Southern Tier West received a contract from NYS DOT to develop a **Regional Rural Transportation Strategy** of the region. The planning initiative is a two-year study of highways, transit, rail, and aviation. This regional transportation plan will incorporate input from all levels of government. State, county, local governments as well as the Seneca Nation of Indians will be solicited to provide input during the data collection phase as well as setting priorities in the areas where they feel improvements need to be made.

This transportation plan will be sensitive to economic development, environmental issues, and quality of life. The transportation plan will consist of current pavement/bridge conditions, travel patterns, local projects and their potential impacts on state, county and local roads. The plan will also include: an inventory of existing and potential corridors and their effect on system continuity, transportation linkages (roads, rail, aviation); multi-modal system needs; an inventory of public transportation; and an assessment of transportation safety.

Railroad Transportation System

During 2007, Southern Tier West continued its emphasis on development of the region's **Railroad Transportation System**, focusing on providing additional freight shipping

options for the region's employers using the Southern Tier Extension Railroad Line. Southern Tier West continued to provide contractual administrative support to the Chautauqua, Cattaraugus, Allegany and Steuben Southern Tier Extension Railroad Authority (STERA). During 2007, Southern Tier West assisted STERA with managing and completing the ongoing construction project began in 2006. Southern Tier West also helped STERA obtain \$2,000,000 of NYS DOT funding for railroad rehabilitation projects in 2007, which will begin in 2008.

Route 219 Construction Project

During 2007, Southern Tier West continued its advocacy role in support of the **Route 219 Construction Project**. Southern Tier West supports the four-lane limited-access freeway plan alternative. The 219 Corridor Association, a private sector advocacy group, has been formed and is now working toward state and federal funding of additional construction phases of the highway. In 2007, Southern Tier West submitted an application to ARC for an impact and safety analysis of Route 219.

Reconstruction of I-86

During 2007, Southern Tier West continued its advocacy for ongoing **reconstruction of I-86**, which continued in all three counties in 2007.



Route 219 Pictures

PROGRAM AREAS

Community GIS

The **Community Geographic Information Systems (GIS)** Program has been one of the most successful programs that Southern Tier West offers. The program completed its seventh year in 2007 and saw continued expansion. Southern Tier West continues to serve member community data on GIS-enabled websites. In 2007, a total of five new communities were added to the Community GIS program. They include the Village of Angelica, Town of Angelica, Village of Mayville, Town of Granger, and Town of Caneadea. These memberships help improve the presence of the Community GIS program in all three counties. All previous members retained their membership in the program, bringing total membership to 27 communities. New members have concentrated on extensive data collection efforts. GIS-based infrastructure system asset management has also become recognized as an important governmental function. Community GIS has proven to be a perfect tool to help manage water, sanitary, storm sewer, and other systems owned and operated by municipalities.

Discoversouthwestny.com

In 2007, Southern Tier West continued to host the www.discoversouthwestny.com web site, a regional marketing site that contains information on living,

recreation, and business in the Southern Tier West Region.

LOCAL GOVERNMENT

Center for Local Government & Community Services

The mission of the **Southern Tier West Center for Local Government & Community Services** is to increase the effectiveness of governance of our region's municipalities. The program has evolved into one of the most comprehensive local government in-service training and technical assistance programs in New York. The Center works with communities and community-based institutions to establish sustainable foundations for community and economic development.

Local Government Conference

The cornerstone of the Center's training - **the Annual Local Government Conference** - celebrated its 14th year of excellence in 2007. The Conference again reached its historical maximum attendance of 420 individuals, with forty programs ranging from Code Enforcement in-service credit classes to leadership, planning, and technology topics. The Conference also featured 32 exhibitors and 36 speakers from 25 different State agencies and area businesses.

Planning & Zoning Conference

On November 15, 2007, Southern Tier West held the **6th Annual Planning and Zoning Conference** at Chautauqua

Institution, with over 120 attendees representing towns, villages and cities. The programs presented included land use, planning and zoning basics.

Regional Leadership Academy

In 2007, Southern Tier West continued the **Regional Leadership Academy (RLA)** with a series of programs on the subject of Infrastructure Asset Management. Local government leadership and the infrastructure "caretakers" learned about the procedures and outcomes of asset management on the finances and operation of infrastructure. The RLA is a leadership and professional skills development program for local government and other public sector/nonprofit officials. The RLA offers customized training services to individuals who want to improve their leadership, management, communication, and interpersonal skills.

E-Government

In 2007, Southern Tier West initiated an **E-government Program** with the intention of spurring the use of the Internet by local municipalities. The initiative focused on the creation of websites for each municipality within the region as well as technical assistance in the areas of networking and e-Bay utilization. Southern Tier West will create a static front page for over 70 municipalities and work closely to create fully functional webpages for

Celebrates 38 Years

DONALD RYCHNOWSKI - - EXECUTIVE DIRECTOR

ECONOMIC GLOBALIZATION - -

It is the inexorable integration of markets, transportation systems, and communication systems to a degree never before witnessed — in a way that enables corporations, counties, and individuals to reach around the world farther, faster, deeper, and cheaper than ever before.

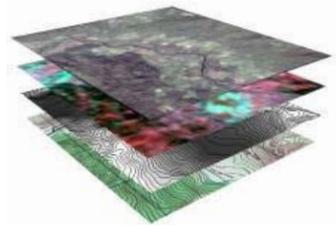
More and more local economies are affected by the actions of this country and abroad. In order to survive this process, we must begin to look more globally at economic development opportunities. Regions like Southern Tier West need to look toward enhancing transportation systems to accommodate national and international trade; look at access to the Internet; enhance our ability to attract new businesses; and reverse the net outmigration.

THE POWER OF ACCESS - -

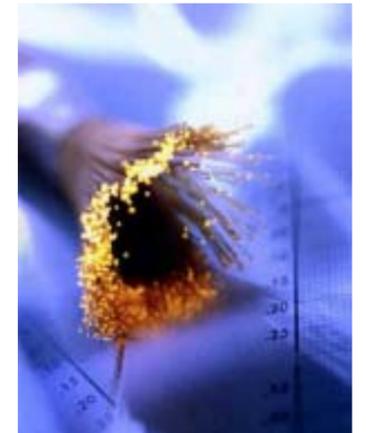
"Populations thrive or stagnate depending on their level of access to the inputs that supply their economies and on their ability to market what they produce. Access enables a population and its industries to trade and invest around the world, supporting both production and consumption, and contributing to higher standards of living." FedEx

The next few years are very important to the economic growth of our region. In many ways, collaboration among the counties is now more important than ever before. It is imperative that rural areas such as the Southern Tier West Region "catch up" and "keep up" with the more urbanized areas. We need to be like the lion and the gazelle.

- - IT'S TIME TO RUN



Miscellaneous Program Pictures



PROGRAM AREAS

ECONOMIC DEVELOPMENT

EDA Funding

In 2007, Southern Tier West worked with project sponsors to conceptualize projects that could be funded by EDA. As a result, Chautauqua County has been invited by EDA to submit the **Progress Drive Improvements Project** for funding.

Annual Planning Process

In 2007, Southern Tier West undertook its **Annual Comprehensive Regional Planning Process**, and, utilizing EDA's new requirements for planning documents, published the 2007 Comprehensive Economic Development Strategy document. EDA and ARC use this document and Southern Tier West's other planning documents to guide their investment in the region.

ARC Area Development Program

The focus of the Appalachian Regional Commission is economic development. Projects funded by ARC either support direct economic development efforts or indirectly stimulate job creation and retention. The **Area Development Program** includes eligible activities such as infrastructure, business development, job training, child day care, and health care projects. Special Initiatives of the ARC include Entrepreneurship, Energy, and Telecommunications. In 2007, six projects were awarded ARC funding. The Town of Caneadea received \$150,000 for the Houghton Water District project, with a total project cost

of \$6,998,400. Alfred State College received \$108,038 for the Renewable Energy Institute, with a total project cost of \$260,473. Jamestown Community College received \$116,095 for the Machine Tool Technology program, with a total project cost of \$242,895. STEDO received \$130,000 for the recapitalization of their regional Revolving Loan Fund for a total project cost of \$260,000. Southern Tier West received two awards: \$25,000 for the Regional Business, Arts and Education Study for a total project cost of \$50,000 and \$48,900 for the E-Government program with a total project cost of \$99,550.

Entrepreneurship Project

During 2007, Southern Tier West completed work on the ARC funded **Entrepreneurship Project**, which focused on improving the effectiveness of services that promote entrepreneurship in the region. This initiative grew out of the efforts of the Entrepreneurship Roundtable, which was a joint effort of approximately fifty organizations and private sector employers to discuss collaborative approaches to promoting entrepreneurship within the Southern Tier West region. The project included three components: a primary and secondary school-based effort, a web page to assist entrepreneurs, and a revitalized public sector entrepreneurship assistance process. As a result of the project, the Business and Entrepreneurial Assistance Locator

has proven to be a very valuable tool. Entrepreneurs in need of either technical assistance or business loans for their new or existing business located within the three counties can now find the agency that can assist them with one stop rather than multiple telephone calls. This online survey tool provides the contact information of the agency that can best provide access to the services that they need by answering just a few questions.

Multi-modal Freight Transfer Facility

In 2007, Southern Tier West continued work on the **Multi-modal Freight Transfer Facility and Manufacturing Center Feasibility Study Project**, a planning initiative funded by EDA and NYS DOT. In this study project, Southern Tier West will build on the success of its railroad initiative thus far, evaluating the feasibility of and the best site for the proposed construction of a Multi-modal Freight Transfer Facility and Manufacturing Center.

Regional Business, Arts and Education Center Study

During 2007, Southern Tier West began work on the study for a **Regional Center for Business, Arts and Education**, funded by ARC. Southern Tier West will hire a consultant to conduct a study that will address the feasibility, market analysis, siting, preliminary design, and cost estimates for construction of the proposed Center. The project objective is to provide research and

documentation supporting the subsequent construction of a civic center, which would include a cultural arts area with galleries, exhibits and performance venues; an educational area to include natural and environmental education exhibits and museum; a tourist interest area providing displays regarding the rich history of the region, as well as products made in the region; and also a large meeting space to accommodate business functions (conferences/conventions, job fairs and trade shows).

ENVIRONMENT & NATURAL RESOURCES

Water Quality Management Program

Southern Tier West was awarded a four-year contract extension by New York State Department of Environmental Conservation (NYSDEC) in July 2007. The contract focused primarily on Storm Water Phase II outreach and education to municipalities, contractors, and highway officials.

Storm Water Phase II regulations became effective March 10, 2003, which impact any site disturbance of one acre or more. During 2007, Southern Tier West provided training for 1) contractors, builders, and highway superintendents to explain the regulations and provide an overview of a stormwater plan submission and 2) CEO's and other municipal officials to introduce the Storm Water Phase II Program and provide information on

PROGRAM AREAS

how to develop a municipal storm water management plan. Southern Tier West partnered with NYS DEC and Chautauqua and Cattaraugus Counties Soil and Water Conservation Districts to develop training materials and provide presentations at the training sessions. Southern Tier West maintains a close working relationship with the three counties Water Quality Coordinating Committees.

Storm Water Management Guidance Program

In 2007, Southern Tier West organized a series of training events to demonstrate erosion control products, and construction site best management practices. The six trainings were hosted at two BOCES Centers (Ashville and Olean) with a total attendance of 44. Southern Tier West also collected GPS data of the **Storm Water Infrastructure** for the five municipalities that participated in the ARC funded project. From the data collected, maps were compiled to show the existing stormwater infrastructure of the municipalities. This data was then used to make recommendations of some possible action items that could be taken to help mitigate stormwater damage.

Local Government Support for Wind Energy Development Program

In 2007, Southern Tier West made a series of **Wind Energy Development** presentations to municipalities and special interest groups. Participants in the series included the Kiwanis Club; Cattaraugus County Municipal Officials; Village of Limestone and Town of Carrollton Boards and residents; Town of Poland Planning Board; and Chautauqua County Farm Bureau. Southern Tier West also hosted a large scale conference on wind energy developments. The conference featured speakers with specific areas of expertise concerning wind energy development.

INFORMATION SERVICES

Census 2010

In 2007, Southern Tier West, as a Census Data Affiliate, continued participation in activities preparing for the 2010 Census. NYS Empire State Development contracted with Southern Tier West for a second straight year to aid in recruiting municipal participation in the **Local Update of Census Addresses (LUCA) Program**, under which municipalities can review the Census Master Address File and make appropriate additions and corrections. The LUCA Review officially began in the late fall of 2007. Southern Tier West provided training and technical support to municipalities as they undertook this process and will continue to do so in 2008.



Stormwater Management Pictures



Local Government Conference Pictures