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SENECA NATION OF INDIANS

Lucille White

**Left during the year*



SOUTHERN TIER WEST

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

STAFF MEMBERS

Richard Zink
Executive Director



Thomas Barnes
*Sr. Regional Economic
 Development Coordinator*

Max Easton
GIS Project Coordinator

Kimberly LaMendola
Regional Development Coordinator

Ginger Malak*
*Sr. Regional Development
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Nicole Nyznyk
Community Assistance Specialist

Patrick O'Connell
Practice Enhancement Associate

Sarah Phearsdorf
Publications Associate

Courtney Waters*
GIS Project Coordinator

Brenda Farnham
Maintenance

**Left during the year*

FINANCIAL REPORT

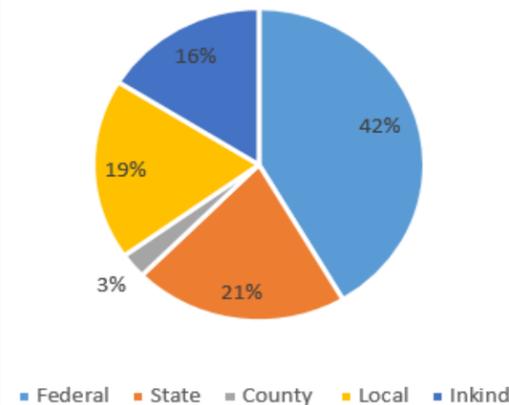
REVENUES

Federal Revenue
\$545,535
State Revenue
\$275,049
Local Share/Counties
\$76,819
Miscellaneous Income
\$246,125
In-Kind Contribution
\$212,000
Total REVENUES
\$1,355,528

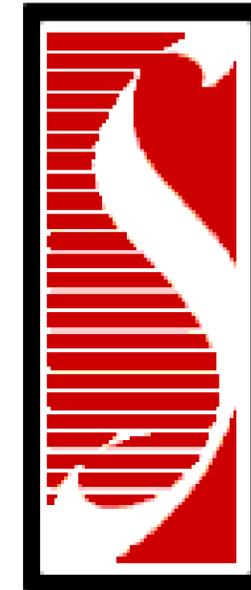
EXPENSES

Salaries & Wages
\$585,049
Program Expenses
\$554,164
Total EXPENSES
\$1,351,213

Sources of Revenue



SOUTHERN TIER WEST Regional Planning & Development Board



2013-2014 ANNUAL REPORT

PARTNERSHIP FOR DEVELOPMENT SERVING ALLEGANY, CATTARAUGUS, AND CHAUTAUQUA COUNTIES

A Note From the Executive Director, Richard Zink

Once again we come to that time of year when we look back at the previous twelve months and appreciate all that we have been able to accomplish as well as experience. This past year has been one with many different emotions. As an organization we felt the loss of Susan Myers, a tremendous Board member who provided so much energy and passion for the infrastructure of our counties. We would be a different organization without having the pleasure of her on our Board of Directors for the past 15 years. As an organization we also felt strength from our Board of Directors. I appreciate the commitment that each Board member puts forth toward Southern Tier West. Each year there are program areas that we as staff want to advance across the region. We are thankful to have a dedicated Board that provides advice and insight as to how best approach these program areas.

There are several program areas that have shown great results over the past twelve months. A quick look will show that Local Foods, Stormwater, Local Government Services and Grant writing were areas that saw substantial results for our region. In such an abbreviated report it is difficult provide a thorough perspective on all the work that is done by Southern Tier West. Progress continues to be made in Broadband toward the implementation of increased access across our three counties. There are also numerous local government

assistance programs, such as website maintenance and monthly training programs that provide support and educational opportunities to our municipalities.

Southern Tier West has worked during the past year to enhance our entrepreneurial services program. For the past several years, STEDO -- a local revolving loan fund, has been our primary vehicle for small business assistance. During the past year Southern Tier West and its partnering agencies, STEDO and WRC, have moved toward providing more resources to our region. A grant was secured to provide a downtown revitalization loan fund, another grant request was submitted to help support the manufacturing sector across the region. Southern Tier West was approved to initiate the Manufacturers Productivity Improvement Program that will assist small businesses receive the consulting services they need to stay competitive or enter into new markets. As with any program this is not an endeavor that we will forge by ourselves. We will reach out to as many partner organizations as we can to best decide how we can all move the region forward when it comes to small business assistance.

We are looking forward to another great year, a year of challenges and a year of progress. Thanks for taking the time to look at this report and thank you for your interest in Southern Tier West.

*The Southern Tier West's
2013-2014 Annual Report
is dedicated to Susan Myers,
STW Board member representing
Allegany County from 1999 - 2014*

Comprehensive Economic Development Strategy (CEDS)

In September 2013, as part of its EDA work program, Southern Tier West prepared and published an annual update of its Comprehensive Economic Development Strategy (CEDS) document, which conforms to EDA requirements with respect to planning process, document format, and document content. EDA considers this document to be the official economic development strategy for the Southern Tier West region.

The 2013 CEDS continues the focus on linking regional competitiveness to investment in a knowledge-based economy. The CEDS uses established data-driven analytical techniques to evaluate the region and establishing effective strategies for economic development. The 2013 CEDS evaluates the region's capacity for innovation, identifies target industry clusters, identifies significant occupational clusters, and discusses the development of strategies and projects based on these analytical results.

Southern Tier West also has prepared two study reports, one on innovation, and the other on industry and occupation clusters. Five significant implications of the CEDS process are a heightened strategic emphasis on: targeting significant industry clusters and occupation clusters; promoting innovation and technology; promoting increased levels of entrepreneurship; developing a highly skilled, tech-savvy regional labor force; and promoting Science, Technology, Engineering, and Math (STEM) education. The CEDS also continues Southern Tier West's other strategic foci, including broadband deployment, financial assistance, infrastructure development, and transportation-based economic development.

20th Annual Local Government Conference

The 21st Annual Local Government Conference was held on May 7th 2014 at Houghton College in Houghton, NY. With over 40 sessions to choose from ranging from On-line Banking Controls to Walkable Communities, the annual Conference was a success! The Conference had over 400 participants including registrants, exhibitors, and speakers.

Fall Planning and Zoning Conference

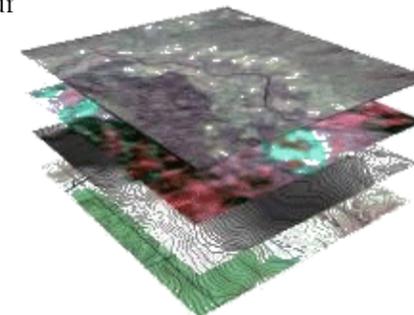
The Planning and Zoning Conference was held on November 13th and 14th 2013 at Chautauqua for the Day Session and in Salamanca for the evening Session. The evening session had 55 in attendance and the day session had 103 in attendance. The Department of State was present at both sessions and presented on topics such as SEQR Basics and the New Environmental Assessment Forms. The Conference seemed to be well received per conference surveys. One participant wrote "Very informative for someone new to the village board. Presenters were well versed and seemed to know information front to back" another wrote " Good panel presenters, Important discussion on how county economic development agencies work better with Ag. farming to increase new investment opportunities"!

Records Management Program

Through a Shared Service Document Conversion and Access Project, Southern Tier West received \$29,842 in funding to digitize over 9300 pages of infrastructure maps, plans, blueprints and contracts for the Towns of Belfast and Randolph, and the Villages of Allegany, Cattaraugus, Little Valley and Silver Creek. All the images are saved on web-based Laserfiche software housed at Southern Tier West with internet access 24/7 by identified municipal officials.

Community GIS

This year the Community GIS (CGIS) program saw continued utilization of the program from many member towns including Town of North Collins, Town of Cuba, and the Town of Allegany. The GIS program received a new Trimble GPS device allowing for a higher accuracy data collection and the ability to take and utilize photographs linked to geographic features. Culvert collection was completed for multiple towns along with the creation of culvert manuals. The CGIS program will continue the creation and use of map manuals for culverts or any other requested features. For the remaining municipalities, old data has been updated and some new points (drop inlets, water valves, etc.) were collected with the Trimble GPS ur



STW Development Foundation

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

During the year the foundation provided several grants totaling \$17,000 to municipalities across the region. Projects that were funded included an economic development study for a vacant building, assistance with a comprehensive plan and support of a Grantsmanship seminar.

2013/2014 Trainings

September 17, 2013

Notary Training - 30 participants

February 12, 2014

PESH Workshop "Violence in the Workplace" - 12 participants

March 6, 2014

Newly-Elected Officials Training
17 participants

March 18 & 19, 2014

Grantsmanship Workshop
Over 40 participants

Watershed Planning & Stormwater Management

The purpose behind the Stormwater program at Southern Tier West is to educate and inform locally elected officials concerning the importance of water management from a planning perspective as well as a control perspective. During this past year, the Southern Tier West Watershed Coalition held the first annual Stormwater Conference as well as the first Annual Stormwater Demonstration Day.

Southern Tier West with the assistance of the STW Watershed Coalition held its Grand Opening of the Stormwater Outdoor Demonstration Training Facility on May 22, 2014 at the Cattaraugus County Department of Public Works in Little Valley, New York. Topics included: Sediment Control Practices; Runoff Control/Soil Stabilization Practices; Channel Protection/Armoring Practices; and Stormwater Infiltration Practices – Alternatives to Detention

There was a total of 139 attendees - they all participated in the demonstrations. There was 12 vendor with 22 representatives; 17 Coalition Members; 4 speakers (other than Coalition members); and 8 Southern Tier West Staff members.



Southern Tier West, with the assistance of the STW Watershed Coalition held its First Annual Stormwater Conference on October 17, 2013 at Holiday Valley Resort in Ellicottville, New York.

A total of 116 people attended:

- 74 Participants
- 8 Vendors
- 14 Coalition Members
- 5 Speakers
- 3 STW Staff

Topics Included:

• **Watershed Education for Municipal Officials by Kim Sherwood, Consultant, Hydrologist and Watershed Planner;**

• **Reducing Municipal Costs Through Proactive Stormwater Management by Donald Lake, Jr. PE, CPESC, CPSWQ, Engineering Specialist;**

• **An Ounce of Prevention: What's YOUR Municipal Role in Stormwater Management? by Guy James, Superintendent, Allegany County DPW**

During the year, STW staff also commenced on the inventory and mapping of structural conditions. The inventory sheet used for the data collection was finalized. Southern Tier West assisted the following towns and villages with the inventory: the Towns of Ellery and Stockton in Chautauqua County; the Towns of Otto, Mansfield and East Otto in Cattaraugus County; and the Town of Angelica and Village of Alfred in Allegany County.

Health Care Initiative

Southern Tier West employs a full-time Practice Facilitator (PF). The primary responsibility of the PF is to provide consultative services to primary care providers in Cattaraugus and Allegany Counties. The activities and programs provided by our practice facilitator to our partners in primary care lead to various accreditations, increased reimbursement, and improvement in the overall quality of care delivered to patients.

One of the programs that the practice facilitator has continued to work on with healthcare providers is called Meaningful Use (MU). Briefly, MU standards are set forth by the Centers for Medicare and Medicaid (CMS) which require healthcare providers to satisfy certain clinical and demographic benchmarks within their electronic medical records (EMR) system. After reaching these benchmarks, providers are then recognized as "meaningful users". Throughout the year the STW PF has helped more than a dozen providers or medical groups navigate the complex standards associated with Meaningful Use. This initiative is funded through a partnership with the P2 Collaborative of Western NY.

In the past year, the practice facilitator's primary focus has been to aid several primary care groups in their goal to achieve recognition as Patient Centered Medical Homes (PCMH). Achieving PCMH recognition requires a practice to analyze all of its internal processes and where appropriate, find better ways to deliver care. This path to recognition can take a year or more to complete and it is a significant achievement for any practice. With the help of STW's PF, one primary care group has achieved the highest level of recognition this year and six other groups will be recognized by the end of the 2014. This initiative is funded by Appalachian Regional Commission (ARC).

Appalachian Regional Commission

Southern Tier West administers the Appalachian Regional Commission's (ARC) Area Development Program in the three-county area. We work very closely with local project sponsors through the development of their projects, financial packaging, and grantsmanship assistance to assure that ARC's and New York State's priority goals are met. ARC's Area Development Program promotes a diversified regional economy through strategies that (1) help communities create and retain businesses and jobs; (2) help communities develop an educated, skilled workforce and create access to affordable, quality health care; and (3) support the development of infrastructure, including water and sewer services and the development and use of Internet access. Area Development Program grants can provide up to \$150,000 of total eligible costs with ARC's portion being limited to 50% of the total eligible costs.

For FY2014, ARC has approved \$382,720 in federal grant funding for projects from local applicants that total more than \$776,000. The projects are diverse and include programs in areas such as the arts and creative economy, agriculture career development for high school students, specialty training for college students enrolled in forensics program, best practices for physicians to achieve quality patient care, and assistance for local manufacturers to improve productivity and global competitiveness. ARC invests in projects that have lasting and sustainable impacts and that continue to provide catalytic opportunities for the region's residents, communities, and businesses. Applications will soon be available for the FY2016 program year.

Southern Tier Extension Railroad Authority

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

In June 2014, Southern Tier West assisted STERA with an application to NYS DOT for additional grant funding for a rail rehabilitation project which would involve the replacement of 10,000 ties, the installation of approximately 12,000 tons of ballast, the raising/surfacing/aligning of track and switches, the rehabilitation of three at-grade crossings, and the rehabilitation of eleven switches along 12 linear miles of the Southern Tier Extension line between Olean and Killbuck, and within the Olean Rail Yard in Olean, in Cattaraugus County. The proposed project will be a \$2,478,967 project. STERA is seeking a \$1,983,174 grant funding from the New York State Department of Transportation, and WNYC will provide \$495,794 of cash match funding for the project.





PARTNERS. If one word is used to describe the nexus of Southern Tier West's food system works, it is "Partners". The word "partnership" appears many times in the table of local food project activities for this past year, and in reviewing the work performed this year and the several preceding years. Since this project's inception, it certainly isn't an exaggeration to state that the success of that work has been built on the capacity and strengths of our partners. Food moves from the farmer or producer to the consumer in a variety of ways and functions that are collectively known as a food system. A food system is a complex web of interconnected elements, and Southern Tier West's work in this field requires connecting many diverse people that each perform a function so that food can move from the farm to the plate and then to disposal. Within each function of our regional food system supply chain, there are many individuals, families, organizations, and governing entities that play a role in the movement of our food. Just this year alone, Southern Tier West's staff have interacted with over 175 different farmers, meat producers, cheese makers, artisanal bakers, and honey and maple producers. Add to that list 17 farmers markets, two produce auction houses, mainline food distributors, 20 school districts, over 30 community health and service agencies, 15 local libraries, local and

regional agriculture and economic development representatives, state and national-level agriculture and food advocacy organizations, and thousands of consumers reached through social media, direct marketing, and surveys, and the number of people that Southern Tier West staff have interacted with this year alone is astounding. Each person is important to the system and to informing our work in this sector so that subsequent programs and services can be designed for maximum positive outcomes. To assess needs and areas of opportunity, Southern Tier West staff routinely don muck boots and head into farmers' fields to talk with the growers of food as they carry about their busy schedules. We've been known to drive miles and miles of rural roads in search of niche producers of cheese or grain, visit food pantries to learn how important fresh food and food security are to community resiliency, tour food processing plants to learn how food is distributed on a larger scale, interview medical practitioners about the connection between nutrition and health, attend conferences and workshops to learn and exchange knowledge with food system peers, meet with elected officials to engage discussion on food policy, and settle on a blanket on the lawn at a farmers market to read "Who Grew My Soup" to children and families. Food is cultural thread that connects all

people in all communities in both local and global ways. Food system work requires an intense amount of assessment, research, and most importantly, listening. Southern Tier West staff listens, asks many questions, researches, asks more questions, and then listens some more so that we can fulfill our role as a regional development organization. Many of the outcomes in our food system work are measured in terms of sustainability reflecting Southern Tier West's asset-based approach to development to make the southwestern area of New York State a vibrant and fulfilling place to live.

FROM THE GROUND UP

FreshLocalWNY.org

Building the Regional Food Economy

Local Food Project Activities

July 1, 2013 - June 30, 2014

- ◆ Provided ongoing technical assistance, organizational capacity building, and integrated marketing to over 15 farmers markets in the three-county region
- ◆ Continued building relationships with region's direct-to-consumer farmers, growers, value-added food producers, community health organizations, community and economic development entities, agricultural service agencies, and schools to assess assets and opportunities that will inform STW's ongoing food system and supply chain development program work; at least 100 contact hours with farmers and food producers
- ◆ Convened first Regional Farmers Market Summit in November 2013; hosted three additional group work session in January, February, and April
- ◆ Partnered with Farmers Market Federation of NY to facilitate development of a functional network of regional farmers markets; developed working committees, performed SWOT sessions, identified market function goals
- ◆ Implemented milestone activities for Community Transformation Grant contact work for Cattaraugus County Health Department related to betterments in school food service nutrition and cost efficiencies; contracted a registered dietician to provide direct services to three target Cattaraugus County school districts
- ◆ Convened regional informational meeting in partnership with Cattaraugus & Chautauqua Health Departments for school food services directors and BOCES procurement staff; featured best practices models
- ◆ Created a part time provisional Local Food Data and Communications Specialist position hired through Cattaraugus County AmeriCorps program to work with farmers markets, collect data and analyze, facilitate network development, promote shared programs and special market events, support general local food project work and development of food guide
- ◆ Launched the region's first comprehensive, full color, professionally designed online food guide: "From the Ground Up: A Guide to Local Food in Allegany, Cattaraugus, & Chautauqua Counties"; rolled out complementary social media platforms
- ◆ Convened planning meetings with CTG partners to develop a full-day multi-track school food service training conference and food show scheduled for late August 2014
- ◆ Submitted a \$59,000 grant request to ARC to support organizational development of a farmers market network, production of mini-documentary, and integrated marketing strategy
- ◆ Presented two special sessions featuring notable speakers at STW's Local Government and Planning & Zoning Conferences on topics of Agricultural Mediation/Right to Farm Laws/Farmer-Neighbor-Community relationships
- ◆ Partner agency of Cattaraugus County Agricultural and Farmland Protection Board
- ◆ Partner in Healthy Livable Cattaraugus County Consortium