



**SOUTHERN TIER WEST**  
REGIONAL PLANNING & DEVELOPMENT BOARD  
Center for Regional Excellence  
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# 2016-2017

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# ANNUAL REPORT

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**Partnership for Serving Allegany, Cattaraugus, and Chautauqua Counties**

## A NOTE FROM THE EXECUTIVE DIRECTOR



During the past year Southern Tier West focused on working with our affiliate organizations and outside partners to develop new programs that will impact our region. The Southern Tier West Development Foundation has utilized resources to assist several municipalities with development projects as well as assist in providing better internet access within our region. The Southern Tier Extension Railroad Authority (STERA) has continued to improve the rail capacity across our region by investing in the short-line rail operations that cross our region. The Southern Tier Enterprise Development Organization (STEDO) and Western Region Corporation provide a means to assist small businesses or downtown redevelopment efforts within our region with funding assistance. The New York State Sustainable Agriculture Working Group is a

new affiliate Southern Tier West recently started to administer and is being positioned to assist with the advancement of the local food program we have been working on for the past six years. New programs have originated with the cooperation of the Cattaraugus County Business Development Corporation, under which the Young Entrepreneurs Academy has been created with the administrative assistance of Southern Tier West. We have also started working with St. Bonaventure on a program that will assist local businesses in their key areas, including finances and marketing. We see these partnerships as well as others growing over the next several years. These partnerships will allow our programs to be even more impactful than they are today. Southern Tier West will always value the power and exponential effect partnerships can have across our region. Southern Tier West will always strive to foster relationships as a course of business.

As our mission states: our goal is to “coordinate and enhance planning and development activities” in the counties we serve. We have always felt the best way to achieve this is by reaching out and providing assistance when able and accepting assistance when needed. I think we, as an agency, have accomplished much in this past year but only with great support. This support comes from our dedicated board of directors, the municipalities of our region, and the seemingly countless agencies and businesses that assist our work. Of course, this organization has been blessed with fantastically dedicated staff. I am very thankful to be surrounded by individuals who take such pride in all they do and put so much effort into every program we undertake.

**RICHARD T. ZINK**

# FEDERAL FUNDING

## APPALACHIAN REGIONAL COMMISSION (ARC)

One of the roles that Southern Tier West plays as the Local Development District for the Appalachian Regional Commission is to administer the proposal development process for grants under ARC's Area Development Program. Southern Tier West's fiscal period included administration and technical assistance for both the FY2017 and FY2018 ARC grant cycles. For the FY2017 ARC grant cycle, STW's Board of Directors recommended 6 local project proposals totaling \$720,168 for total project expenses over \$2 million. More than half of the FY2017 proposals were from first-time applicants and submitted from not-for-profit organizations. In the last two years of our ARC program administration, STW has emphasized promoting the program to not-for-profit organizations and generally building greater awareness of the ARC grant program. This has resulted in a nearly 300% increase in applications from not-for-profit entities and in a diversity of project activities. The FY2017 ARC projects include: Envisioneering Center (Portville Central School), Biorefinery Development and Commercialization Center (Alfred State College), Hispanic Success Center (Jamestown Community College), Making It Real: Girls in Manufacturing (Dream It, Do It WNY), Mobile Dental Health & Medical Wellness Services (Genesee Valley Central School District), and Community Development Initiative (Cattaraugus County Dept. of Economic Development, Planning & Tourism). These projects will produce measurable and impactful outcomes across the health, education, manufacturing, municipal governance/planning, and technology sectors.

Within this fiscal year we also began the solicitation for FY2018 ARC proposals and conducted a general information session in each of our three service counties. STW

provided over 65 technical assistance meetings to potential applicants and received 11 pre-application proposals in June 2017. STW's Board of Directors and NYS Dept. of State have recommended that all 11 applicants develop and submit final versions of their proposals (due 10/1/17). The FY2018 pool of ARC applications totals nearly \$1.1 million in grant requests toward total project expense budgets of \$2.3 million dollars and includes proposals from 7 first-time applicants.

The grant funding provided through ARC's Area Development Program remains vital to STW's constituents in completing their project expense budget needs and also in providing the means to leverage other project investments and partners. New York State Department of State is our partner in the administration of the ARC grant program and secures the Governor's approval of the local proposals seeking ARC award contracts. STW and NYS DOS staff work together and also directly with local constituents in developing strong project proposals that address local needs or opportunities and that provide sustainable outcomes. Each application also receives an endorsement from the Western NY Regional Economic Development Council stating how the ARC project aligns with the development priorities established for western New York. Once New York State submits our local proposals to ARC's Washington, DC staff, STW continues to provide assistance as an administrative liaison working with both the applicant and ARC staff in any final edits or clarifications needed prior to the issuance of an award contract. STW staff provides ongoing assistance to project personnel throughout the implementation and monitoring phases and tracks the longer term outcomes produced by ARC funded projects.

## ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

### Comprehensive Economic Development Strategy

The 2016 CEDS focuses on linking regional competitiveness to investment in a knowledge-based economy. The CEDS uses established data-driven analytical techniques to evaluate the region and establish effective strategies for economic development. The CEDS also continues Southern Tier West's other strategic foci, including broadband deployment, financial assistance, infrastructure development, and transportation-based economic development. The CEDS contains lists of strategic economic development projects, plus a new section on economic resilience.

### Public Works Funding

In 2016, EDA provided a \$1,642,000 grant in support of the *National Comedy Center* project in Jamestown. The funds were matched by an additional \$1,642,000 of local and state funds, and leverage a total of over \$20 million of local investment in this significant tourism destination facility project. Southern Tier West continues to work with other potential EDA project sponsors to ready their projects for EDA investment.



# PROGRAM AREA REPORTS

## BROADBAND DEVELOPMENT

During the past year, Southern Tier West continued to administer the NYS Connect broadband grant received from the Southern Tier West Development Foundation in 2013. Through this grant over \$700,000 was invested in the regions infrastructure (towers and fiber lines) and libraries (new computers) to provide better availability to the internet and its resources. This grant was completed after working with DFT Communications and Southern Tier Wireless to construct three additional towers and provide service for over 24,000 residents of Northwest Chautauqua, Northeast Cattaraugus, and Northwest Allegany Counties. We continue to be a resource for the municipalities within our region, providing information on new state and federal programs and providing answers to landowners about how the new programs will affect them.

## LOCAL FOODS

The goal of our food system development work is to create a vibrant regional food economy that assures farmers and food producers have a strong, growth-oriented market and consistent demand for locally-grown or made food products. Southern Tier West uses an asset-based approach to food system development that builds on the strengths of existing stakeholders and businesses by fostering relationships and collaborations and identifying opportunities to expand market bases, improve production and marketing efficiencies, and increase the demand for locally-produced products. Every activity and transaction that occurs within a food system's primary component produces

a direct economic impact that generates additional economic benefits through the multiplier effect. From producing, processing and distributing farm and food products to consumption and final disposal, nearly every food system activity supports local businesses and local jobs.

The STW region has approximately 21 farmers markets, and through the STW Regional Farmers Market Network, staff provides training, professional development, strategic planning, and other technical assistance to the managing entities and vendors of these markets. The decentralized and accessible nature of our assistance provides critical tools, resources, and skill development normally unavailable or unaffordable to the region's market stakeholders. We are nearing the last quarter of a 24-month grant from the USDA Farmers Market SNAP Support Grant Program and have met or exceeded our original grant goals. Overall our work has increased the number of farmers markets and farm vendors approved to accept SNAP (Supplemental Nutrition Assistance Program), increased the use of SNAP for purchases at our region's farmers markets, acculturated income benefits supported households to using their local farmers market as a source for fresh food purchases, and we have produced original resource materials for farms, markets, consumers, and human service providers. As well, in November 2016, STW Regional Farmers Market was the local host for the annual statewide farmers market managers training conference, sponsored by the Farmers Market Federation of NY and held at Holiday Valley resort. The conference was attended by over 100 market managers from all parts of the state, most of whom had never been to our region. STW arranged for conference attendees to attend 6 field trips to local and regional farm and food system businesses and also worked with Holiday Valley's chef to have local food items incorporated into every conference meal.



STW finalized the legal requirements to assume full responsibility of NYSAWG (New York Sustainable Agriculture Working Group), which will join our roster of non-profit affiliates. NYSAWG's former mission and charter are being redeveloped to better reflect our overall role and goals of food system development and to guide initial programming. NYSAWG has applied for grant funding to develop an agriculture-based leadership program that would train participants in the basic tenets of food system principles and provide experiential learning through many site visits throughout the three counties. STW staff have initiated supply and value chain development under the NYSAWG mission and has successfully assisted several local farms and food producers in expanding into wholesale and retail locations.

## LOCAL GOVERNMENT

### 2016/17 Corporate Sponsorship

*Corporate Sponsors* at the \$1,000.00 level included LaBella Associates, NYMIR, and KHEOPS. *Corporate Supporters* who paid a yearly sponsorship of \$275.00 include E&M Engineers, General Code, Gernatt Asphalt Products, Inc., MRB Group, and PERMA.



# PROGRAM AREA REPORTS

## 24th Annual Local Government Conference

The *24th Annual Local Government Conference* was held on May 10, 2016 at Houghton College. The day-long conference attracted approximately 500 participants, including exhibitors, speakers, and municipal officials. Forty-two classes were offered within 4 concurrent sessions.

## Fall Planning & Zoning Conference

The *Fall Planning & Zoning Conference* was held on November 8, 2016 in Salamanca and November 9, 2016 at Chautauqua Suites and Expo Center. Topics included "Hot Button Issues", "Record Keeping", "Solar Energy Regulation", and "Ethical Considerations in Planning & Zoning Decision Making". Labela Associates, PC sponsored the conference, and vendors included Chautauqua County Planning Department & Labela Associates.

## Municipal Websites

Through STW's Municipal CAP Membership, full interactive websites were created for the City of Salamanca, and the Towns of Andover, Ellicott, and Sheridan; for a total of 56 municipalities having full sites through STW.

## Records Management

Southern Tier West assisted the Towns of Allegany, Ischua, Lyndon, and Mansfield, and the Villages of Cuba and Westfield with reorganization and disposition of their records.

## Stormwater Conference

Southern Tier West held its *Annual Stormwater Conference* on October 27, 2016 at Holiday Valley Resort. Topics included "Wastewater and Storm Residential Lots", "NYSDEC Endorsed Erosion and Sediment Control Contractor Planning", "Maximizing FEMA Disaster Recovery as it Pertains to Stormwater Systems", "A Visual Overview of Stormwater Management", and "Reducing Runoff with Green Infrastructure". Vendors included American Excelsior Company, CORE Environmental Consultants, PC, Greenman-Pedersen, Inc., and Xylem Dewatering Solutions, Inc.

## NYSERDA

Announced by Governor Cuomo in August 2016, the \$16 million *Clean Energy Communities Initiative* supports local government leaders across the State to implement energy efficiency, renewable energy and sustainable development projects in their communities. Clean Energy Communities advances the Governor's Reforming the Energy (REV) Strategy by demonstrating the importance of communities in help New York reach its Clean Energy Standard of 50 percent of the State's electricity coming from renewable energy resources by 2030.

STW's Clean Energy Community Coordinator has assisted 12 regional municipalities to become designated Clean Energy Communities by the State of New York, and is currently working with numerous others, in their attempt to reach this status. Municipalities that have been designated Clean Energy Communities have been awarded match free grant funding, through NYSERDA (The New York State Energy Research and Development Authority), to implement toward clean energy upgrades and projects throughout the region. Through the Clean Energy Communities program, STW has helped to put over \$800,000 in match free grant money into our region for such projects. Municipalities who have been awarded the designation of Clean Energy Community include:

**City of Salamanca:** Awarded \$100,000 to utilize for upgrades to their aging city office building.

**Town of Busti:** Awarded \$100,000 to utilize for a town-wide conversion to LED streetlights, as well as upgrades to their town building.

**Town of Ellicott:** Awarded \$100,000 to utilize for LED streetlight conversions, as well as the purchase of a compressed natural gas (CNG) heavy-duty truck for their municipal fleet.

**Village of Lakewood:** Awarded \$100,000 to utilize toward conversion to LED streetlights and upgrades to their aging town building.

**Village of Falconer:** Awarded \$50,000 to utilize toward LED streetlight conversions.

**Village of Westfield:** Awarded \$50,000 to utilize to install electric vehicle (EV) charging stations and LED streetlights in the village park.

**Town of Kiantone:** Awarded \$50,000 to utilize towards conversion to LED streetlights.

**Town of Conewango:** Awarded \$50,000 to utilize on clean energy upgrades to their town building and highway garage.

**Town of Humphrey:** Awarded \$50,000 to utilize toward conversion to LED streetlights, and another project that has yet to be determined.

**Town of Ellicottville:** Awarded \$50,000 for a project yet to be determined.

**Town of Persia:** Awarded \$50,000 for a project yet to be determined.

**Town of Ashford:** Awarded \$50,000 for a project yet to be determined.

## YOUNG ENTREPRENEURSHIP ACADEMY (YEA!)

YEA! is a cutting-edge program that takes students ages 11 to 18 through the process of starting and launching a real business or social movement over the course of an academic year.

Eleven students from Olean City Central, Salamanca City Central, Bolivar-Richburg Central, Cuba-Rushford Central, Portville Central, and Archbishop Walsh. Six students will utilize a BOCES COSER, the other 5 have all received a partial scholarship. No student will pay over \$100 to participate. Private scholarships came from SolEpoxy (\$990), IBEW LU 1249 (\$500), Anonymous Donor (\$495), and Harvest Moon Food Service (\$200). Empire Coach Lines has generously offered to transport students to field trips throughout the year at no cost to the Academy (\$5,000 value).

STW and CCBDC are excited to collaborate with the Olean Business Development Corporation to offer state-of-the-art classroom space for the Young Entrepreneurs Academy (YEA!) from November 2017 to May 2018. Jamestown Community College and St. Bonaventure will offer space for events and computer use. Premier Sponsors and Investor Panelists include SolEpoxy, Inc. Cutco, National Grid, and Cattaraugus County IDA.

# AFFILIATIONS

## **SOUTHERN TIER WEST EXTENSION RAILROAD AUTHORITY (STERA)**



STERA managed the following five projects during FY2016/2017 for a total dollar value of \$9,239,247:

- freight carload volumes on the two railroad lines comprising the STERA rail system decreased from 2014, reflecting the national reduction in railroad freight volumes
- completed a project involving a track realignment and bridge repair project on the Southern Tier Extension line in Chautauqua County
- completed a project involving the replacement of 8,000 cross ties and the rehabilitation of four highway-railroad grade crossings on the section of the Buffalo Railroad Line between Olean and the Pennsylvania State Line
- completed a project on the Southern Tier Extension line involving the installation of 10,000 rail ties between Olean and Killbuck, the repair of 11 rail switches, the installation of 12,000 tons of ballast, surfacing and alignment of track and turnouts, the rehabilitation of three at-grade crossings, and the rehabilitation of 11 turn-outs.

- received a contract from NYS DOT for \$1,600,000 of grant funds, to be matched by \$400,000 of WNYP funds, for a project involving replacement of 8,000 linear feet of welded rail in Carrolton in Cattaraugus County, and repairing three bridges in Jamestown, one bridge in Salamanca, and one bridge in Olean
- submitted a \$1,542,240 grant application to NYS DOT, to be matched by \$385,560 of WNYP funds, for a project that would involve improvements to the engine house in the Olean yard, installation of a yard video security system, the installation of 6,000 6x8 ties in the Olean yard, and the replacement of 8 switches in the Olean yard - if funded, work would commence in 2017.

## **SOUTHERN TIER ENTERPRISE DEVELOPMENT ORGANIZATION (STEDO)**

The Southern Tier Enterprise Development Organization (STEDO) provides small business owners and entrepreneurs with access to capital through low-interest public-sector loan funds featuring flexible conditions and terms. STEDO funds are derived from loans or grants from US Department of Agriculture Rural Development, US Department of Commerce Economic Development Administration, Appalachian Regional Commission, and New York State. STEDO loans supplement commercial loans to provide affordable and flexible gap financing to assist small business owners in assembling the needed capital to achieve their goals.

STEDO works with clients to develop terms and repayment schedules that will allow the client the necessary cash flow at vital milestones in their business plan and growth expectations. During FY2016-2017, STEDO closed loans totaling \$155,000 for

small businesses that projected the creation or retention of approximately 58 jobs in Allegany, Cattaraugus, and Chautauqua counties. The original loan value among STEDO's current clients is \$1,792,737 with the majority of investment injected between the manufacturing and service sectors. STEDO's administrative structure consists of a nine-member Board of Directors with representation from each of the three counties. Directors generally have experience in lending, finance, small business development, and economic development.

Throughout the year, STEDO has been exploring new ventures when it comes to small business growth/assistance. A new agribusiness loan fund from Empire State Development will be administered by STEDO for the Western New York Region. Another tool that STEDO will be utilizing is the Export Loan Credit Enhancement Program from Empire State Development. The Global New York Loan Fund Program is a partnership with participating lenders to provide export financing of up to \$500,000, for each transaction; or an aggregate of \$1,000,000 to eligible New York State small businesses. This is a New York State initiative administered through the Empire State Development.

## **WESTERN REGION CORPORATION (WRC)**

The Western Region Corporation assisted a number of projects within our region through two loan funds. The Downtown Revitalization Loan Fund provided a \$500,000 loan to a business in southern Chautauqua County to assist with funding of a \$11 million project. The WRC Revolving loan fund assisted a manufacturing company from northern Chautauqua County with working capital needs. These two projects will create and/or retain over 100 jobs in our region.

# BOARD

# STAFF

# FINANCIALS

## ALLEGANY COUNTY

Kier Dirlam, Vice Chairman– Almond  
 Craig Clark– Alfred  
 Charles Jessup– Belmont  
 Deb Root– Scio  
 Jerry Scott– Cuba

## CATTARAUGUS COUNTY

Robert Keis, Chairman– Mansfield  
 Crystal Abers– South Dayton  
 Charles Couture– West Valley  
 Norm Marsh– Little Valley  
 Donna Vickman– Farmersville

## CHAUTAUQUA COUNTY

Jay Gould, Secretary– Ashville  
 Joe Galati– Westfield  
 Vincent Horrigan– Bemus Point  
 Willie Rosas– Dunkirk  
 Kevin Sanvidge– Fredonia

## SENECA NATION OF INDIANS

Lucille White– Irving

## EXECUTIVE DIRECTOR

Richard Zink

## LOCAL FOODS PROGRAMS SPECIALIST

Susan Avery

## SR REGIONAL ECONOMIC DEVELOPMENT COORDINATOR

## EDA PROGRAM MANAGER

Thomas Barnes

## ECONOMIC DEVELOPMENT ASSOCIATE YEA! PROJECT MANAGER

Halley Kottwitz

## REGIONAL DEVELOPMENT COORDINATOR LOCAL FOODS PROJECT MANAGER

Kimberly LaMendola

## CLEAN ENERGY COMMUNITIES COORDINATOR

Jonathon Mayr

## COMMUNITY ASSISTANCE SPECIALIST

Sarah Phearsdorf

## BUILDING MAINTENANCE

Brenda Farnham

## CONDENSED STATEMENTS OF NET POSITION

Current Assets	\$ 211,481.00
Other Assets	\$ 989,020.00
Total Assets	\$1,200,501.00

Current Liabilities	\$ 278,729.00
Other Liabilities	\$ 370,863.00
Total Liabilities	\$ 649,592.00

Total Net Position	\$ 550,909.00
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## CONDENSED STATEMENT OF REVENUE, EXPENSES, AND CHANGE IN NET POSITION 2017

Total Revenues	\$ 774,383.00
Total Expenses	\$ 808,688.00
Change in Net Position	\$ (34,305.00)

## 2016/2017 Local Government Corporate Sponsors



## 2016/2017 Local Government Corporate Supporters

