



VII. RECOMMENDED ECONOMIC DEVELOPMENT STRATEGY

Section IV and V discussed numerous gateway and regional greenway connection improvement projects along with twelve Demonstration Projects that have been and are continually being developed, improved and undergoing additional analyses. While the County, interested parties and residents may wish to implement each of these recommendations and projects immediately, a phased approach will be more appropriate and economically feasible. The need for a phased approach is based upon funding availability, County staffing resources, the current market status, and the desire of entrepreneurs, businesses and corporations to invest and expand in Cattaraugus County.

As the County contemplates an implementation strategy, a certain logic should be followed to allow for implementation of the numerous recommended projects set-forth in this report. These include:

- ♦ formulating and implementing those **regulations** necessary to shape the development and preserve the rural character of the County as a whole (e.g., site and architectural design guidelines/standards);
- ♦ selecting and completing **projects** which catalyze development (e.g., snowmobile connections between the County and Allegany State Park); and
- ♦ creating **programs** that sustain the recommendations into the future (e.g., effective marketing campaigns).

Furthermore, this report is the culmination of several years of research and planning by the County Legislature, the Cattaraugus County Route 219 Development Committee, the County Planning Board, the County Department of Economic Development, Planning and Tourism, and the County's numerous consultants. This report has incorporated information and recommendations from numerous studies; plans; and analyses which have developed over the past seven years. Due to the comprehensive nature of this report, it should act as the County's "Comprehensive" Recreation and Economic Development Strategy. With that said, this report should be revisited and revised every five years to ensure that the inventory and the projects and recommendations outlined within remain current. This suggestion is discussed in more detail in *Sub-section 3 – Reviewing and Updating the Report*.



A. PROJECT IMPLEMENTATION PHASING AND RESPONSIBILITIES – AN ACTION PLAN

While the proposed Demonstration Projects may be similar in nature to the proposed Gateway Improvement projects and the Regional Greenway Connections, they are not necessarily dependent upon each other. Therefore, it is recommended that gateway and greenway projects be implemented separate from the Demonstration Projects. The main reason being is that the gateway and greenway connection improvements deal mainly with improving the trail connections between the Park, the County and beyond, and are not economic development projects in the typical sense. However, as discussed above in *Section VI Economic Impacts*, the recreation-based projects are likely to result in indirect economic benefits to the County.

Therefore, the implementation of the gateway and greenway improvements should be closely coordinated with the implementation of the Demonstration Projects, and the design of the Route 219 Freeway. The initial component of this section will deal with the implementation strategy for the proposed gateway improvements and regional greenway connections, while the second section will discuss the implementation process for the Demonstration Projects.

1. GATEWAY IMPROVEMENTS AND REGIONAL GREENWAY CONNECTIONS

As discussed within the report; “A New Vision for Enchanted Mountains Recreational Trails” written by Terry Martin, Ph.D., a recommendation was made at the Hinsdale Workshop in October 2002 to improve communications between the different groups within the County involved in identifying trail linkages and new trail networks. The recommendation included the creation of a “Trails Forum” on the internet to facilitate collaboration between the involved parties. In response, Thomas Livak, Director of the County Department of Economic Development, Planning and Tourism, offered Cattaraugus County’s web site as a host for this interaction forum. This Trail Forum is currently under development in Little Valley and is planned to be available in 2003 at www.co.cattaraugus.ny.us.³⁷

a. Trails and Connections Oversight Committee

Currently, there are numerous individuals and organizations throughout the county, both government and non-government affiliated, who have either experience or professional knowledge in: outdoor recreation, trail development, public policy, community planning, or a combination of thereof. Although there has been ongoing interest in the development of countywide trails or a greenway system, the approach has been somewhat disjointed, with no clearly defined goals or one group leading the effort. Building upon



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the recommendation for a “Trail Forum” and a consolidated approach to overseeing the development of the numerous trail recommendations offer herein, this report recommends the development of a “Cattaraugus County Trails and Connections Oversight Committee.”

The proposed Trails and Connections Oversight Committee (the “Committee”), should be limited to between 20 and 30 members to ensure that it functions effectively. While most people are at first skeptical about additional committees or oversight boards, in this case, the main body of the Committee already exists. The Committee should include members of local recreational groups (i.e., snowmobilers, equestrian enthusiasts, hikers, bikers, skiers, etc.). In addition, the Committee could be made up of the following: appointments from the Route 219 Development Committee; local officials from the involved communities (Limestone, Salamanca, Red House, Onoville, etc.); the Seneca Nation of Indians; members of the County Department of Economic Development, Planning and Tourism; the County Planning Board; the County Legislature; representatives from Allegany State Park.

The primary purpose of the Committee should be to clarify and implement a “Blueprint for Action” that will outline activities on a yearly basis. The list should prioritize the gateway improvement and regional greenway connection recommendations. In addition, the Committee can begin to identify potential funding sources for each recommendation, and possible public/private partnerships that could be utilized to implement certain recommendations. **Subsection – Funding Sources**, will discuss in more detail the county, regional, state and federal funding programs which could be tapped during the implementation of these projects.

b. Task Forces

Due to the abundance of professional experience and knowledge in the area of outdoor recreation and trail development throughout the County, as evident by the ongoing interest in the development of a countywide greenway system, the Committee should be divided into a series of task forces to deal with specific recommendations and issues. For example, one task force could be charged with reviewing the Limestone Gateway improvement recommendations, while another task force could deal with regional connections between the County and Letchworth State Park. The purpose of each task force would be to refine the ideas and recommendations set forth in this report as well as other ideas brought in by interested parties, and make recommendations to the full Trails and Connections Oversight Committee as to the priorities which they feel need to be addressed. The first task of the Committee and task forces should be to prioritize the implementation timing of each recommendation: Phase I (1-5 years), Phase II (5-10 years), and Phase III (10-20). As previously mentioned, not all of the recommendations could or

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should be implemented immediately, as funding availability, resources, volunteers, and market demand will drive the implementation. Therefore, the Committee members need to carefully review the recommendations and determine at which point each should begin implementation.

On an annual or bi-annual basis, the Committee should evaluate the current progress of each project and publish a short report for distribution throughout the County. The main purpose of these reports would be to assist in evaluating each project's status, requirements, and chances for success. This report would also be very valuable in creating and maintaining a successful marketing campaign. As recreation and trail projects develop and improve, the new information can be placed in County marketing brochures. Furthermore, preparing a regular progress report will assist in keeping the County and local governments as well as residents and visitors interested in the County's important recreational assets and projects.



2. DEMONSTRATION PROJECTS

The successful implementation of the Demonstration Projects will require a combination of government and non-government related entities, public-private sector involvement, and continuous oversight by the County. This subsection of the report will briefly discuss the probable roles of the public and private sectors during implementation. Secondly, a discussion of the likely implementation leaders is offered, followed by two proposed alternatives in which the County may chose to maintain project oversight during implementation.

a. The Role of the Public and Private Sectors in Project Implementation

Each Demonstration Project will require public, private or a combination of public and private sector involvement for marketing, funding, project management, and project review purposes. As depicted below in Table VII-1 Public – Private Involvement Matrix, the Limestone Demonstration Project will develop primarily under private development initiatives with some elements of public involvement in the development of the NYS Visitors' Center. Private/Public development partnerships are likely to be seen in the development of the Ashford Business and Education Park; the Ellicottville Community Tourism and Cultural Center; and the Village of Franklinville – Downtown Revitalization, Trail Connections and Proposed Equestrian Subdivision Demonstration Projects. The remaining eight Demonstration Projects are likely to develop under the direction of public leadership with elements of private involvement.

The governmental role in the Limestone Demonstration Project will include project review. In addition, the cost of the projects related infrastructure development could be largely covered through government-funded grants or low-interest loans. For the remaining projects, the governmental role will include project review aspects, along with a larger role in project sponsorship in terms of marketing, finance and management.



Table VII-1 Public – Private Involvement Matrix

Categories	Private Development Projects (elements of public)	Private/Public Development Projects	Public Development Projects (elements of private)
PROJECTS	<ul style="list-style-type: none"> - Limestone Outdoor Sports Recreation Center 	<ul style="list-style-type: none"> - Ashford Business & Education Park (U.S. Dept. of Energy) - Ellicottville Community Tourism & Cultural Centers - Village of Franklinville 	<ul style="list-style-type: none"> - Railyard Industrial Park - Ellicottville Business Park - Airport Industrial Park - Onoville Marina & Horse Trail Staging Area - State Park Village - Trail Head - Village of Little Valley - Village of Randolph
Government Role	<ul style="list-style-type: none"> - Project Review - Leverage Infrastructure Costs 	<ul style="list-style-type: none"> - Project Review - Project Sponsorship <ul style="list-style-type: none"> ♦ Marketing ♦ Finance ♦ Management 	<ul style="list-style-type: none"> - Project Review - Project Sponsorship <ul style="list-style-type: none"> ♦ Marketing ♦ Finance ♦ Management (developer & private sector)
Government Management Structure	N/A	CCIDA &/or STWRP&DB	<ul style="list-style-type: none"> - Public Partnership - CCIDA &/or CCDEDPT



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b. Project Implementation Leadership

Each project will require an implementation leader or leaders to guide the project through additional analyses, funding, marketing, design, permitting and finally construction. This report has attempted to identify potential implementation leader(s) for each Demonstration Project as outlined below in Table VII-2 Implementation Responsibilities and Strategies Matrix. This table also includes possible implementation agencies that could act in supporting roles during project implementation.

The County will likely continue to play a major role in the implementation of the Demonstration Projects. However, other public entities may play important roles in the process. Historically, the County's Industrial Development Agency (IDA) has assisted in the arrangement of financing for most recent private projects that have been developed in the County. It's involvement should continue in the implementation of certain Demonstration Projects. However, it is important not to overlook the breadth of knowledge and experience found within each municipality of Cattaraugus County. Local governments have been and will continue to play an important part in realizing economic development projects throughout the County.

It is clear that there may be several implementation leaders charged with seeing each project through to completion. Therefore, it is important for the County to understand who will be taking the lead in their implementation. As depicted on Table VII-2, the Ashford Business and Education Park project is likely to be led by the Town of Ashford Supervisor and a private development partnership, with the Cattaraugus County Department of Economic Development, Planning and Tourism, local education institutions, and the Cattaraugus County IDA providing technical assistance. As noted on Table VII-2, the involved municipalities chief executive officer (i.e., mayor or supervisor) should always play an important role in the implementation of their respective projects.

In addition to the chief executive officer for each municipality, the implementation leader for each of the remaining Demonstration Projects is recommended to be either the Cattaraugus County Department of Economic Development, Planning and Tourism, the Cattaraugus County IDA, the Southern Tier West Regional Planning and Development Board, a private development partnership, or a combination thereof. The other involved implementation agencies in the supporting role also vary from project to project.



Figure VII-2 Implementation Responsibilities and Strategies Matrix

Demonstration Project	Total Project Costs (w/Site)	Implementation Leader(s)	Other Involved Implementation Agencies	Induced Development Investment (buildings, associated site & utilities)	Implementation Framework	Public Infrastructure (sewer, water, storm, roads)
Ashford Business and Education Park	\$15,850,000	Town of Ashford Supervisor, Private Development Partnership	CCDEDPT, Local Education institutions, CCIDA	\$15,425,000	Private/Public Development Leadership	\$425,000
Ellicottville Business Park	\$92,250,000	Town of Ellicottville Supervisor	CCIDA, Private Development Partnership	\$86,000,000	Private/Public Development Leadership	\$6,250,000
Ellicottville Community Tourism and Cultural Centers	\$14,575,000	Village of Ellicottville Mayor, CCIDA, Private Development Partnership	CCDEDPT	\$13,750,000	Private/Public Development Leadership	\$825,000
Airport Business Park	\$10,575,000	Town of Great Valley Supervisor	CCIDA, Private Development Partnerships	\$9,125,000	Private/Public Development Leadership	\$1,450,000
Railyard Industrial Park	\$26,675,000	Town of Great Valley Supervisor, STWRP&DB	Private Development Partnerships	\$24,600,000	Private/Public Development Leadership	\$2,075,000



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Demonstration Projects	Total Project Costs (with site)	Implementation Leaders	Other Involved Implementation Agencies	Induced Development Investment (buildings, associated site & utilities)	Implementation Framework	Public Infrastructure (sewer, water, storm, roads)
City of Salamanca State Park Village and Trail Head	\$17,025,000	City of Salamanca Mayor	SIDA	\$16,150,000	Private/Public Development Leadership	\$875,000
Limestone Outdoor Sports Recreation Center	\$15,850,000	Village of Limestone Mayor, Private Development Partnership	CCDEDPT	\$14,525,000	Private/Public Development Leadership	\$1,325,000
Onoville Marina Park & Horse Trail Staging Area	\$19,150,000	Town of South Valley Supervisor	CCDPW	\$17,750,000	Private/Public Development Leadership, Private/Public Operator	\$1,400,000
Village of Franklinville	N/A	Village of Franklinville Mayor	Private Development Partnership	N/A	Private/Public Development Leadership	N/A
Village of Little Valley	N/A	Village of Little Valley Mayor	Private Development Partnerships	N/A	Private/Public Development Leadership	N/A
Village of Randolph	N/A	Village of Randolph Mayor	Private Development Partnerships	N/A	Private/Public Development Leadership	N/A



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Key for Table VII-2:	CCDEDPT –	Cattaraugus County Dept. of Eco. Development, Planning & Tourism
	CCIDA -	Cattaraugus County Industrial Development Agency
	STWRP&DB	Southern Tier West Regional Planning & Development Board
	SIDA -	City of Salamanca Industrial Development Agency
	CCDPW -	Cattaraugus County Department of Public Works

c. County Administration Strategies

The implementation of the Demonstration Projects will require continuous oversight by the Legislature and County staff, who will need to lay the groundwork in identifying each opportunity in detail, providing technical assistance to each project’s implementation leader, and coordinating project financing between the implementation leaders and county, regional, state and federal sources.

While each Demonstration Project may be implemented by differing organizations and agencies as noted above, the County will need to maintain some level of oversight during the implementation phases. This continuous supervision of each project as they undergo additional analyses and implementation will be crucial to ensure that the implementation leaders have the resources and technical assistance necessary to carry-out the project. In addition, this oversight will allow the County to provide status reports to the Legislature and those interested members of the public. This report proposes two alternatives for County oversight: Charging the Route 219 Development Committee with oversight power, or retaining the oversight responsibility within the County’s Department of Economic Development, Planning and Tourism.

i. Route 219 Development Committee

In 1995, Cattaraugus County decided to create the Route 219 Development Committee (“the Development Committee”) to advise the legislature on the Environmental Impact Statements being prepared at the time for the proposed Route 219 upgrade project and other related issues. Eventually, the Development Committee began to take on the role of reviewing and approving numerous Route 219 related economic development projects prepared by the County and its consultants. The Development



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Committee has played an important role in identifying the 12 current economic development projects, presently termed Demonstration Projects.

Recently, Terry Martin, Ph.D., Cattaraugus County's Chief Planner, has recommended that the Development Committee take on a "design and review" role during the design of the proposed Freeway Alternative. Their role would be to work with the NYSDOT to ensure that the future freeway does not run through or limit access to the proposed countywide greenway system. This is an important responsibility that the Development Committee is well equipped to take on. In addition, due to the 7-plus years of experience that the Committee has with the Demonstration Projects, this report recommends that the Development Committee continue to be involved in the development and implementation of these projects.

This report recommends that the Committee serve as an "oversight committee" as well as the liaison between the County and the Demonstration Projects respective implementation leaders. Where the County's Department of Economic Development, Planning and Tourism serve as the implementation leader, the Committee would still serve to monitor the progress of the projects implementation status.

In an effort to divide the responsibilities, the Development Committee could consider creating sub-committees, consisting of two to three people responsible for one or two Demonstration Projects. For projects not being implemented directly by the County, the sub-committees would monitor the status of the project and ensure that any technical assistance (planning expertise, marketing, mapping, grant writing, etc.), which the implementation agency may need from the County, is provided. Each of the sub-committees would report to the full committee on an annual or bi-annual basis regarding the status of the Demonstration Projects and to discuss any problems, issues or concerns which may have developed. Furthermore, the Committee should analyze the current implementation strategy being taken and determine if changes are necessary to improve the projects chances for success.

ii. Direct County Oversight

As an alternative to the Route 219 Development Committee taking the lead in project oversight, the County itself could retain the responsibility of overseeing the implementation of all the Demonstration Projects, by placing this function under the Department of Economic Development, Planning and Tourism ("the Department"). The Department could either take on this task with current staff or hire a "Director" and support staff.



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However, under this alternative, the Department may become strained due to current staffing levels. In addition, if the Department decides to hire a “Director” and support staff to manage the County oversight process, additional finances would need to be allocated to fund these positions and associated expenses.

iii. Conclusion

The County should create an organizational capability to oversee the implementation of the Demonstration Projects and take advantage of the economic development opportunities that will come from planned improvements. Utilizing an existing entity such as the Route 219 Development Committee, which has the resources and knowledge to oversee implementation, may be the logical choice. However, the County may decide to manage implementation internally, as it would likely be working directly with the implementation leaders, and could therefore be more efficient. On the other hand, the correct strategy may ultimately be a hybrid of the two alternatives, utilizing the knowledge and experience of the County’s planning and economic development staff, and the skills of the Route 219 Development Committee members.

3. REVIEWING AND UPDATING THE REPORT

As mentioned in the beginning of the Implementation section, this report should act as the County’s “Comprehensive” Recreation and Economic development Strategy, and therefore should be reviewed and updated on a regular basis. Over time, conditions within the County and region will change and new opportunities for action to implement the recommendations of this report will arise. For this reason, a broader view of this report and its implementation should occur every five years (or sooner if changing circumstances warrant).

A “report card” can be generated that provides a checklist of achievements, a list of recommendations yet to be undertaken, and a summary review of accomplishments. This review provides the flexibility to ensure that this report continues to reflect the most effective and appropriate means to help the County and its municipalities to continually capitalize on the current economic development trends, improve, and maintain their recreational assets. This reporting responsibility should ultimately rest with the County’s Department of Economic Development, Planning and Tourism.



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4. FUNDING SOURCES

The numerous gateway and regional greenway connection improvement projects and the twelve Demonstration Projects include both public and private components as well as combined public/private ventures. In several cases, there are likely to be phased development programs that will include public funds for infrastructure or some other front-end investment.

Generally, in most cases where public investment will be required, projects will be able to take advantage of more than one funding source, often including a combination of county, regional, state and federal sources, along with local participation and some private investments.

This report provides a current list of funding sources with a description of their respective funding programs – Table VII-3 Funding Matrix. It is recommended that this list be continually revised and updated to ensure it offers the County; the Cattaraugus County Trails and Connections Oversight Committee; and the Demonstration Projects implementation leaders the latest funding information as the projects proceed.



**TABLE VII-3
FUNDING MATRIX**

	FUNDING AGENCY	PROGRAM	ASSISTANCE TYPE	PURPOSE
Federal	<i>Dept. of Commerce, Economic Development Agency</i>	ED grants for Public Works; Infrastructure Development; & conversion of defense facilities & support for defense-related industries	Variable, up to 80% of a project in severely distressed areas.	Project grants to promote long-term economic development and assist in the construction of public works and development facilities.
	<i>Dept. of Labor, Employment and Training Administration</i>	Employment Services and Job Training Pilot and Demonstration Programs	Project Grants	Promote and foster new or improved links between the network of state, federal and local employment training and human resource agencies and components of the private sector.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Dept. of Agriculture</i>	Guaranteed Community Facility Loans	Loan guarantees to help build community facilities	Health care, public safety, telecommunications, public services.
	<i>Dept of Agriculture (cont.)</i>	Water and Waste Disposal Direct and Guaranteed Loans	Direct loans to communities	Develop water and wastewater systems including solid waste disposal and storm drainage in rural areas with less than 10,000 population.
		Business & Industry (B&I) Loan Guarantees	Guarantees up to 80% of a loan made by a commercial lender. May be used for working capital, machinery and equipment, buildings and real estate, & defined types of debt financing.	Create and maintain employment and improve the economic climate in rural areas. Rural areas include all areas other than cities of more than 50,000 pop. and their immediately adjacent urban or urbanizing areas.
			Maximum aggregate amount to any one borrower: \$25 million	



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Rural Venture Capital Demonstration Program		Designates up to 10 community development venture capital organizations to demonstrate the usefulness of guarantees to attract business enterprises into rural areas.
	<i>Dept of Agriculture (cont.)</i>	Rural Economic Development Loans and Grants	Zero-interest loans made primarily to finance start-up ventures and business expansion. Grants are made to telephone & electric utility companies to establish revolving loan programs.	Restricted to rural electric cooperatives and rural telephone companies that are borrowers of the Rural Utility Service. Finances economic development and job creation projects in rural areas based on sound economic plans. Loans at zero-interest are
	<i>Small Business Administration</i>	7(A) Loan Guaranty Program	The maximum amount the SBA can guaranty is generally \$750,000. Guaranty can be up to 80% of loans of \$100,000 or less, and up to 75% of loans above \$100,000. (up to a maximum guaranty amount of	Loans can be used for most business purposes including, but not limited to, purchase of real estate; construction; renovation or leasehold improvements; acquisition of furniture, fixtures, machinery, and equipment; purchase of inventory; working capital.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
			\$750,000)	
	<i>Small Business Administration (Cont.)</i>	LowDoc Loan Program	Loan. Max amount: \$100,000	Loans can be used for most business purposes including, but not limited to, purchase of real estate; construction; renovation or leasehold improvements; acquisition of furniture, fixtures, machinery, and equipment; purchase of inventory; working capital.
		Certified Development Company (504) Loan Program	Senior lien from a private sector lender: 50%; junior lien: 40%. contribution of at least 10% equity. Must create or retain one job for every	Provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings.

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
			\$35,00.	
		Short Term Loans and Revolving Lines of Credit CAPLines Loan Program	Can be for any dollar amount (except for the Small Asses-Based Line). The interest rate can be up to 2.5% over prime.	Umbrella program, which helps businesses, meet their short-term and cyclical working capital needs. There are 5 programs: Seasonal Line; Contract Line; Builders Line; Standard Assets-Based Line; Small Assets-Based Line.
	<i>Small Business Administration (Cont.)</i>	International Trade Loans	Can guaranty as much as \$1,250,000 in combined working capital and facilities-and-equipment loans. Applicant must establish that the loan will significantly expand or develop an export market.	For business engaged in, or preparing to engage in, international trade, or are adversely affected by competition from imports.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Export Working Capital Program	Loan requests of \$833,333 or less processed by the SBA, requests over \$833,333 processed by Ex-Im Bank.	Designed to provide short-term working capital to exporters. Combined effort involving SBA and Ex-Im Bank.
		Pollution Control Loan Program	Guarantee up to \$1,000,000.	Intended to provide loan guarantees to eligible small business for the financing of the planning, design, or installation of a pollution control facility.
State	Empire State Development Corp.	Infrastructure Development Financing	loans and loan guarantees: >\$10,000 and < \$ 500,000	For the development of basic infrastructure site improvements and related soft costs.
			loans between 40% and 50% of the total ESDC assistance and the balance shall be in the form of a grant	

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Regional and Economic Industry Planning Studies and Economic Development	grants not to exceed \$50,000 with a 10% match	For preparation of strategic plans, analysis of business sectors, marketing and promoting regional business clusters, feasibility studies, planning for new enterprise development and identification of new business opportunities.
		Small Cities Community Development Block Grants (CDBG)	Community-by-Community basis.	Economic and Community development for low/moderate income benefit. Program includes: infrastructure development, technical assistance/training and revolving loan funds.
	<i>Office of Parks, Recreation, and Historic Preservation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Breakdown: open space, parks, historic preservation, land acquisition
	<i>Department of Transportation</i>	TEA-21	Reimbursable program up to 80% of the eligible project costs.	Provides funding for non-traditional projects that add value to the surrounding transportation system,

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Transportation</i>		the eligible project costs.	including the creation of trail networks.
	<i>Department of Environmental Conservation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Breakdown: municipal water supply systems, water quality improvement, open space, parks, municipally run small business env. compliance to enhance water quality, solid waste, municipal site restoration, and clean air projects.
	<i>Department of Environmental Conservation - Environmental Facilities Corporation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Leaking and underground storage tanks, storm water management facilities, sediment and erosion control, restoration of water bodies, land acquisition for drinking water source protection.
	<i>Preservation League of NYS and NYS Council on the Arts</i>	Historic Reports and Surveys	Grants for between \$1,000 and \$10,000	Historic Structure Reports, Historic landscape reports, Cultural Resource Survey



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>NYS Council on the Arts</i>	Non-profit arts and cultural organizations	Grants for between \$1,000 and \$10,000	Architecture, planning and design, arts in education, capital projects, dance, electronic media and film, folk arts, individual artists, literature, music, museum, presenting, theater, visual arts
	<i>NYS Planning Federation</i>	Land use planning	Grants for between \$1,000 and \$10,000	planning studies for municipalities
	<i>Land Trust Alliance of NY</i>	Land conservation	Grants for between \$1,000 and \$10,000	Land conservation grants
Regional	<i>Southern Tier West Development Foundation</i>	Local Planning and Development	Grants \$2,000 to \$10,000 (STWDF will fund projects up to and not to exceed 50% of the total project costs).	Initiating or expanding upon local planning and development activities

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	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Appalachian Regional Commission</i>	Education; Physical Infrastructure; Leadership Development & Civic Capacity; Business Development & Entrepreneurship; and Health Care	Grant amount varies, Matching	ARC Focuses its resources on distressed counties and distressed areas within the 13-state Appalachian Region