



Downtown Revitalization Initiative



Town and Village of Ellicottville, NY

What the International Media has to say about Ellicottville:

“Cruise through the streets of Ellicottville and you sense it right away, there is something about this place that’s as American as apple pie.”

- Sun Media Toronto

...the two main streets look like they could be from an 1880s ad (with some SUVs Photo shopped in)

- Canada’s National Post

“With majestic rolling hills, year round outdoor recreational options, and the comfortable charm of a close knit community, Ellicottville continues to be one of Western New York’s most desirable locations in which to live, work and visit”

- Buffalo Spree Magazine

“You’ll find the area void of big box retailing. There are plenty of historic brick and wooden buildings that have been re-born as unique, quirky, crayon colored stores and restaurants”

- Toronto Sun

“The village features an amazing selection of restaurants, many with outdoor seating,”

- City Parent Magazine Toronto

Arriving there is like driving into a greeting card, authenticated by the fact that it’s on the U.S. National Register of Historic Places

- Canada’s National Post

It was as if I had been transported to a scene from an old black-and-white Christmas movie

- New York Times

Ellicottville has been named as one of the “Top Adventure Towns in North America.

- National Geographic Traveler Magazine

“Ellicottville is also an extremely welcoming town with a big heart that offers a lot of unique experiences.”

- The Hamilton Spectator

“...a flock of newly groomed trails, posh condo hotels and hearty restaurants and breweries have turned a sleepy town into the Aspen of the East”

- New Yorker Magazine

“Ellicottville, about 50 miles south of Buffalo, is an unpretentious town where everyone feels welcome.”- New York Times

Both the Town and Village of Ellicottville are pleased to submit this year's DRI application. We learned a tremendous amount in planning for last year's application and again in refining for this year's submission. We have had productive conversations with residents of the Town and Village, business owners and visitors.

And we have started on the path to what we view as success – the attraction of 1,000 new non-tourism industry jobs over the next 10 years - by bringing a small manufacturing company with a bright future, RAFA Systems, to Ellicottville.

Ellicottville is unique to Western New York. As a small town/village it shoulders a very high percentage of the tax burden in both sales and property tax for Cattaraugus County by virtue of being a tourism destination from Ohio, Pennsylvania, Ontario, Canada and the greater Buffalo region. But being wholly dependent on recreation is not a solid foundation for future growth for Ellicottville, Cattaraugus County or Western New York. Diversifying that tax base and adding year-round residents is vital to a sustainable future.

The most productive conversations in this round of planning have been with Iskalo Development. As the owners of the former Signore property they have been holding off on development until there is a clear path to attracting tenants to their planned redevelopment. The property is important to the health of Ellicottville as it lies between the Village Center and both resorts – Holiday Valley, which is now a year round attraction, and HoliMont that is looking to expand its offerings to other seasons. HoliMont and Iskalo are now working with us to create a mixed use development that would be walkable to the Village Center and would bring skiers into the Village from the ski hill and bikers up to the mountain bike paths that HoliMont is planning to create with the addition of a new lift. But none of that can happen without the planning and financial support such as the DRI award would offer.

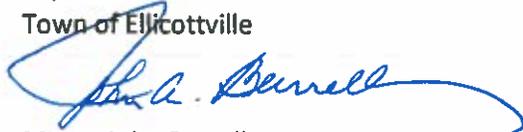
So we are pleased to present you with this DRI application that showcases both what is good about Ellicottville and what we are hoping to improve in the near future. Guidance and financial support are needed to bring these well thought out and supported projects to life. We have engaged the public and they have signaled their willingness to roll up their sleeves and get to work with the robust response to the online survey and the turnout at the public meetings.

We thank the members of the Regional Economic Development Council and the staff at Empire State Development for their consideration of this application that will help Ellicottville move confidently into a bright economic future for the betterment of Ellicottville, Cattaraugus County and all of Western New York.

Sincerely,



Supervisor Matt McAndrew
Town of Ellicottville



Mayor John Burrell
Village of Ellicottville

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: **Western New York**

Municipality Name: **Town of Ellicottville together with the Village of Ellicottville**

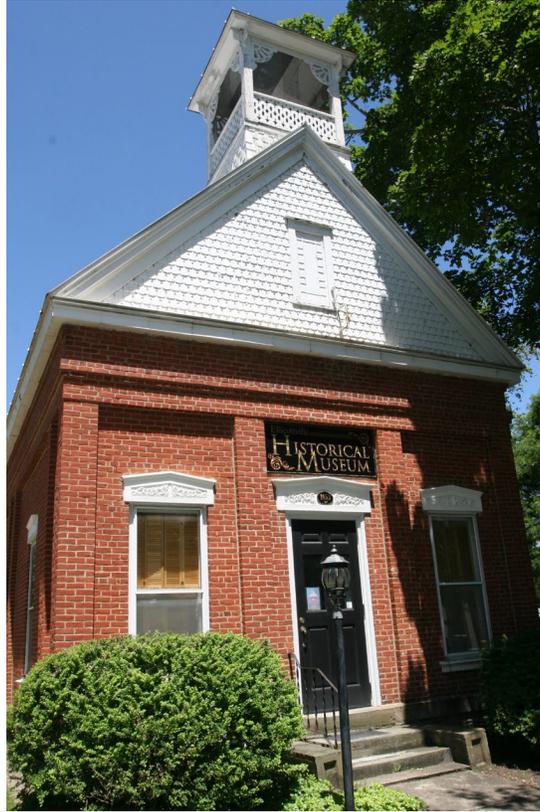
Downtown Name: **Village of Ellicottville**

County Name: **Cattaraugus County**

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VISION FOR DOWNTOWN.

Ellicottville has long been known as a regional tourist destination drawing from Ohio, Pennsylvania and Ontario, Canada as well as the Buffalo metro area. On popular weekends the population swells to 15,000 or more. But on weekdays the streets are often empty and the shops and restaurants quiet. As an economic driver for Cattaraugus County it is important for Ellicottville to both increase the recreational opportunities to attract more visitors, while also attracting more year-round residents who will sustain the economy and community when the visitors are at home. Attracting light or advanced manufacturing, white collar or professional business is an important aspect of the strategy to increase the population of the Town and Village and diversify the economic impact of Ellicottville for Cattaraugus County and Western New York. Part of the draw for these businesses is the quality of life borne out of the idyllic scenery and recreational opportunities that contribute to Ellicottville as a tourism and recreation destination. Like other successful small towns throughout New York State, the aim is to continue to strengthen those attributes that make the area attractive to visitors while seeking to convert a percentage of these visitors into year-round residents who may then establish businesses in town thereby helping to foster the a long-term sustainability of the Town and Village of Ellicottville as well as Cattaraugus County.

JUSTIFICATION



Ellicottville has long been the economic driver for the County of Cattaraugus as well as a tourist draw that enhances the entire WNY region. With its past as an industrial community behind it, Ellicottville or EVL as it is known to locals, has re-invented itself as the “Aspen of the East”. With two very popular ski areas – Holiday Valley and HoliMont, as well as numerous outdoor recreational opportunities in the beautiful landscape around the foot of the ski hills, many families have decided to purchase second homes and spend weekends in Ellicottville. The Village shops and restaurants reflect the quaint atmosphere of this small town and attract visitors who are coming to shop and dine. The Chamber of Commerce has successfully led an effort to create popular theme weekends – such as Jazz and Blues Weekend, Taste of Ellicottville and Fall Festival among many others that swell the population of EVL to that of other, much larger municipalities on those weekends.

All of this means a solid economic base of both property and sales tax that supports the entire Cattaraugus County economy.

However, there are drawbacks to a largely tourism-based community. Throughout the weekends and holidays, people and cars pack the streets and parking lots while during the week the streets and shops sit empty. Store owners are having a difficult time keeping doors open and people employed with such dramatic swings in the number of customers. Rents are high in the Village Center due to demand, but that demand is unpredictable and fluctuates with weather and day of the week. Storefronts now sit empty in the Village for this reason.

Ellicottville schools are consistently some of the best schools in New York. Yet classrooms sit empty for want of year-round residents. The fire department and library are in need of volunteers and board members.

The leadership of Ellicottville saw the need to balance out the expansion of recreational opportunities that attract tourism with the need to bring in families who want to live and work in Ellicottville year-

round. That sentiment was strongly echoed in a series of public meetings that were robustly attended in planning for this DRI application. There is now a goal to bring 1,000 new year-round jobs to Ellicottville in the next ten years.

The Village was able to make steps towards the goal of bringing non-tourism related industry to Ellicottville this past year by attracting RAFA Systems to a building at 5 Park Avenue. RAFA Systems manufactures remote control and monitoring systems used by municipal water and sewer departments. RAFA Systems owner Jason Opferbeck, had been operating out of his house and garage when he realized that if he was going to grow the business and start hiring employees, he would need to find a suitable location. After looking at space in neighboring towns, he was put in touch with Ellicottville Mayor John Burrell who met with Jason and then worked closely with the RAFA team to find a location in the Village that allowed for growth potential.

Jason now speaks often of the fact that the interest that the Mayor and other members of the Ellicottville leadership team took in RAFA was what convinced him to make his final decision to locate there. RAFA was not only able to expand in a building where they can hire more personnel, but can also look forward to receiving further support as they grow in the near future.

RAFA is just one example of what Ellicottville could do to attract other non-tourism businesses to EVL provided it has good quality, business-ready and shovel-ready locations. In this regard, the community needs the guidance and investment that are a part of the DRI.

With just over 1,600 permanent residents in the Town and Village combined – this small community would benefit greatly from the professional guidance of UB’s Regional Institute. There are many projects planned and prepared to commence that would enhance the community and attract new white collar, light manufacturing or tech business to EVL. These projects include a shovel-ready commercial subdivision, increased services and new recreational opportunities, all set within in a safe, walkable community. The residents, both year-round and seasonal, have demonstrated a very strong interest in being involved in this planning project with over 800 responses received from an online survey and over 200 people showing up at public meetings held over the last two years.

The Town and Village are working together to plan and prepare, creating efficiencies in local government and an increase in resources offered by both municipalities together.

Developers and other private interests are poised to move to the next phase of their projects with this demonstrated support.

Awarding the DRI to the Town and Village of Ellicottville would not only support those that live in Ellicottville year-round but would also increase the economic sufficiency of Cattaraugus County and all of Western New York. The impact is big, the will is there – we just need a little help to push this effort over the finish line and achieve the goal of 1,000 new jobs in 10 years.

Thank you for your consideration of this application.



DOWNTOWN IDENTIFICATION

BOUNDARIES OF THE PROPOSED DRI AREA.

The Village of Ellicottville is located in the southwestern portion of the Town of Ellicottville which is centrally located within Cattaraugus County, New York. It is bounded by Plum Creek to the west, Parkside Drive to the north, Fillmore Drive and Great Valley Creek to the east and Rockwell street to the south.

The targeted neighborhood for revitalization remains within Village boundaries but also stretches outside of the Village to the north and south east to capture essential potential projects. Stretching past Village boundaries was important to fully encompass essential parts of the town and necessary residential and commercial areas of the Village that positively contribute to the area as a whole.

The proposed Downtown Revitalization Initiative (DRI) project areas encompass one stretch of Rt. 219 that is parallel to Great Valley Creek and another that dips below Village boundaries to the South to include residential areas and local businesses. This allows for potential revitalization and increased activity that may not necessarily

be within the Village but have the power and capability to positively contribute to the town and area as a whole. The proposed DRI project areas maintain Ellicottville's sense of neighborhood charm while also providing the space and atmosphere necessary to kickstart even more opportunities for an increase in both personal connections between individuals via different types of recreation and spending to support local businesses and by being a more walkable community with measures of smart growth.

The DRI Project Area illustrated on Map 1 shows the area of core focus moving forward connecting majorly walked routes within the Village and opportunities for growth and walkability outside of Village boundaries.

DESCRIPTION OF CATCHMENT AREA.

Ellicottville's catchment area is centrally located within the Village and more specifically contained to its main corridor of Monroe St, Hughey Alley, and Rt. 219. This part of the community swells with visitors Fridays through Sundays but lacks the consistent visitation and economic activity Monday through Thursday. The current businesses that are located in the Village's main area of activity are unable to handle the capacity of those visiting on weekends yet are empty during weekdays, creating an imbalance that is a challenge to overcome.

Ellicottville is home to 1,634 year-round residents. Approximately 75% of the dwelling units are owned by seasonal residents which significantly increases the total number of residents living in-town during the ski season. The Town and Village draw an estimated \$120 million annually in spending, taxes and wages generated by those who engage in recreational and cultural tourism. This activity makes Ellicottville the number one tax generator for all of Cattaraugus County. Therefore, it is necessary and important for the community to prosper and grow. The Village and Town's tourism base is strong for portions of the calendar year but more needs to be done to ensure a consistent draw to the area and to build a larger year-round population.

As stated, the goal is to add 1,000 jobs over the next 10 years to the existing Town and Village workforce of 2,000 (the majority of which do not live in Ellicottville). Bringing in new employees who will spend throughout the week and establish year-round residency will be a major asset to the improvement of not only Ellicottville's downtown revitalization but also bolster their already strong sense of community. The creation a new catchment area together with the creation of new jobs and year-round population, on top of the tourism base that already exists, will allow the Town and Village to remain a vital asset within a regional picture.

Within the proposed DRI Project area there are:

- 634 residential properties
- 107 commercial properties
- 2 recreational properties
- 5 industrial properties
- 3 public service properties

Not only will proposed projects benefit those living full time or seasonally within the area they will also provide increased spending within surrounding commercial businesses as well as expand foot traffic throughout the main corridors and points of recreation. This does not only aid economically but also creates a sense of place and safety for residents by utilizing all that is available to them from past development as well as new.

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL.

There have been significant private investments made in the recreation and hospitality industry in Ellicottville in the past few years.

Those investments include:

Holiday Valley – Total expenditure of \$89,900,000 in the last ten years. **Including:**



- Tamarack Club
- Holiday Valley Lodge
- Snowmaking Automation
- Morning Star Detachable and SnowPine
- Quad Chairlifts
- Slope Development
- Sky High Adventure Park and Sky Flyer
- Mountain Coaster
- Resort Enhancements
- Grooming Equipment

RAFA Systems

RAFA Systems manufactures remote control and monitoring systems used by municipal water and sewer departments. The systems integrate with asset management software, GIS systems, and Diamond Maps. The company creates software and smartphone apps to allow data analysis and control of pumps, valves, and motors in the field. RAFA located to Ellicottville in October of 2018 after being recruited by Mayor Burrell and the EVL leadership.





Ellicottville Brewing Company \$5.6M
Beer garden, brewery expansion, and catering facilities

Built, opened and operating Wingate Hotel in the Village of Ellicottville.

Ellicott Development Company – \$9M



Steelbound Brewery and Distillery – \$1.5M

New brewery and craft distillery with farm to table restaurant located on Rte. 219 at Rte. 243. Opened Spring 2018.

Signore Property - \$1.85M

Iskalo Development Corporation purchased the Signore property at 55 Jefferson and has invested \$1.85M to date on demolition of the former derelict plant and brownfield remediation of the site.



Proposed Site Rendering
20 Jefferson Street, Ellicottville, New York



Other recent projects include:

Expansion of Dina’s restaurant - \$600,000

Expansion of Balloon’s restaurant - \$300,000

Work to date at 23 Washington - \$850,000

North Park Innovations has hired 5 new full time staff and has seen a 30% growth year to year in past 3 years

RECENT OR IMPENDING JOB GROWTH.

Beginning in 2017, the leadership of both the Town and Village have come together with the express goal of attracting 1,000 new high-quality jobs to Ellicottville in the next 10 years. An increase in year-round residents who have jobs in the white collar, advanced or light manufacturing industries to the community is necessary for the economic sustainability of Ellicottville.

Though the population of both the Village and the Town is presently quite small (384 and 1,250 respectively), the population on busy tourism weekends swells to more than 15,000; as large or larger than the cities of Olean or Jamestown. On these weekends, shops and restaurants are filled to capacity and business is brisk. However, during the week, or on a weekend when the weather is not ideal, those same shops and restaurants are empty, and merchants are losing money.

The Ellicottville School district is one of the highest quality educational opportunities in the State, yet classrooms sit empty or are filled by the residents of neighboring communities. The Volunteer Fire Department is in dire need of new recruits. Other volunteer boards and groups are ineffective due to a shortage of individuals to serve.

It is not only the leadership of the community that sees a need to make a concerted effort to attract these new residents to Ellicottville. Throughout the public planning process, the Town and Village residents, both year-round and seasonal, spoke again and again of the need to attract more permanent, year-round residents to the Town and Village.

There are opportunities and challenges inherent in the vision to bring more jobs and residents to EVL. Challenges lie in attracting businesses to Ellicottville when there is a lack of business-ready buildings or shovel-ready sites.

The opportunities for those businesses to relocate to Ellicottville are significant. Good schools, a pristine, close knit, family-friendly and safe community that offers many outdoor and recreational opportunities as well as proximity to major cities and universities (Buffalo, Toronto, Cleveland, Pittsburgh, Rochester and Ithaca) are attractive selling points to a potential CEO.

Discussions have begun with local developers about potential buildings and land, especially those that are in walking proximity to the Village. Initial meetings with Invest Buffalo Niagara have also been held in conjunction with the Cattaraugus County IDA to discuss marketing Ellicottville properties as they are identified. Preliminary contacts have also been made with CEO's of companies that are seasonal residents or who vacation in Ellicottville to begin to plant the seed for their consideration of Ellicottville as a great place for business expansion or relocation. Many of the CEO's who enjoy Ellicottville are owners of Canadian companies who may find that expanding to locations in the U.S. can be a part of their long-term growth strategy. We want them to know that Ellicottville would be an ideal location for that plan.

These efforts have resulted in some early success with the attraction of RAFA Systems to the Village. RAFA is the first non-hospitality business to locate in Ellicottville under the new plan to attract 1,000 jobs in 10 years. RAFA has hired 5 FT and 3 PT workers with plans to add up to 8 additional workers within the year.

Shovel Ready - In order to compete with other municipalities to attract new economic development projects, Ellicottville encourages property owners and potential developers to attain a “shovel ready status”. “Shovel ready” can have several meanings. From the municipality’s position, there are some actions we can undertake in order to document shovel readiness, or pre-permitting for anticipated projects. Through this DRI process, the Village and Town are being proactive in identifying sites and interested land owners for potential projects. To meet Ellicottville’s employment goals, we are seeking project(s) to “pre-permit” by reviewing the developer’s plan and providing preliminary review comments. Based on a preliminary review, the Town or Village can document that a potential project fits their Comprehensive Plan and issue a letter of zoning consistency, as appropriate.

Efficiencies and Streamlining - Both the Town and Village are ready and eager to guide new economic development projects through streamlining the local review and approval processes. Both municipalities have up-to-date comprehensive plans, which identify the appropriate locations for new development and encourage well-planned growth. Both municipalities continually review and update their zoning codes in order to accommodate trends in development; making sure their codes address how to allow new land uses with appropriate regulation.

Streamlining Applications and Approvals – Recently the Town and Village of Ellicottville completed a Local Government Efficiency Grant that created a joint Engineering department for both municipalities. This effort was awarded the NYS Conference of Mayors Local Government Achievement award for 2019. In the past EVL has contracted out Engineering. By bringing on a full time Engineer and staff, processes such as application and permit approvals are streamlined and new features such as GIS mapping are available to residents and developers. The zoning boards of both the Town and Village are working with the Engineering department to better enforce current codes and to make sure that their process for applications and approvals is timely and efficient. **From our Town Engineer, Niles Pierson:** “The establishment of the joint engineering/public works department has greatly improved the quality of life of our residents and will prove to have a lasting impact into the future. The benefit of having one point of contact for everything under the "Public Works" umbrella is undeniable in terms of communication and efficiency. Some of the benefits seen by residents and developers within the first year of project implementation include the following:

1. **Cost/Tax Savings** - this project is saving the Town and Village a combined \$99k/year as a result of combining services and not paying separate engineers and engineering firms for consulting services
2. **Faster Response Times** - having a licensed engineer on staff and having one Engineering/Public works department has resulted in faster, more efficient responses to resident and developer concerns, resident permit applications and development planning, and public improvement project planning
3. **Increased Services** - the new Engineering/Public Works Department has developed a website (www.evlengineering.com) that residents and developers can use to find all of the latest resources related to Public Works. The Department also created an ArcGIS site that residents and developers can use to see public information such as parcel data, zoning data, floodplain information, etc.
4. **Employee Satisfaction** - the Public Works employees have also benefited from this project because they now have an organized department to work for that has a clear "chain of command." They have also benefited from the overall cost savings and feel a sense of empowerment from this innovative initiative and increased responsibility.
5. **Public Infrastructure Longevity** - This project is also benefiting our residents because of the positive impact it will have on the future of our infrastructure. Our new Engineering/Public Works Department is establishing an

asset management and inventory program that will ensure preventive maintenance is being completed and capital infrastructure project planning is being completed.”

ATTRACTIVENESS OF PHYSICAL ENVIRONMENT

Village Streetscape: Improvements to the streetscape in the Village have already begun with new planters and benches installed. Repairing sidewalks, adding Smart Lighting and creating a Village Business Owners Association that will work with businesses on the issues of storefronts, signage and lighting will continue to enhance the quaint visual appeal of the Village Center and extend that ambiance into the newly developed properties.

Parking: Parking within the Village and Town has been an often-discussed topic. By improving walkability and offering an alternative means to access the Village core from the ski hills, there will be less dependency on the use of cars to navigate the Village as skiers can ski down (and back) into town to have lunch. The redevelopment of the former Signore property will expand the Village core helping to disperse visitors and their vehicles over a larger area.

Walkability Improvements: Expanding walkability, or the ability to explore an area efficiently and safely by foot, would allow Ellicottville to flourish to its full potential. Many areas of the Village and Town have curbs in need of repair, cracked and uneven sidewalks, ponding, and lack of adequate paint/signage. Improvements to sidewalks and streetscapes encourages increased walking or cycling which not only contributes to a greater sense of place and enhanced environment but also serves as an incentive for smart growth. An expansion of places that people can easily access via walking or cycling will not only help the visual appeal of Ellicottville but also act as a form of catchment and provide incentive for those who usually pass quickly through to stop and explore the project areas. These improvements to walkways and the addition of off-main road trails not only increase safety but also would act as a traffic calming measure within the proposed project areas. In addition to benefiting those walking or cycling, traffic calming also has the effect of drawing those who may be passing through to stop and enjoy the area.



QUALITY OF LIFE POLICIES.

Trail Master Plan – Ellicottville/Great Valley Trail Master Plan was developed to serve recreation and transportation needs of many groups within the area including families, the aging population and new/returning visitors. The Trail Master Plan contributes to smart growth by decreasing automobile needs, environmental concerns, increasing health benefits, and creates a connected network throughout the greater county region.

Ellicottville Comprehensive Plan – Ellicottville’s Comprehensive Plan was last amended in May of 2012 and provides a vision together with detailed, structured goals to serve the community with guidance. Policies and objectives regarding land use as well demographics, transportation, availability of affordable housing and retail within the Town and Village assist in fostering increased livability of the area.

Future Land Use Plan – Ellicottville’s future land use plan designates areas of development including a variety of different land use types. The land use plan also designates a conservation district to protect wetlands, streams and to maintain the area’s scenic corridor along major transportation routes surrounding the Great Valley Creek. Ellicottville’s consistent adoption of policies that provide environmental protection in companion with recreation contribute to an enhanced quality of life for residents and visitors alike.

Historic District – Ellicottville’s Historic District is within the Village core and encompasses structures dating from 1817 to 1935. Buildings within the District range from educational to residential as well as commercial and religious. The 63 contributing structures within the Historic District have a variety of architectural styles including Greek Revival and Federal. The Historic District was officially listed on the National Register of Historic Places in 1991 and serves as further recognition of EVL’s unique character and as an important tool for the community to use in to attract tourists, future residents and business.

Through the public planning process, the government leadership of the Town and Village, the Chamber of Commerce and the public have all come together to express common goals for growth and development. There is a strong will to move forward with the projects that the entire EVL community supports to expand opportunities for growth while maintaining the quality of life issues that are so important to both year- round and seasonal residents. This was evidenced by the impressive level of participation in the survey and public meetings as well as the common themes that were expressed in each.



PUBLIC SUPPORT.

One of the most exciting developments in the Town and Village of Ellicottville has occurred in the planning for this DRI application. The public planning and input for this process has been beyond anyone's expectations. The year-round residents, seasonal property owners, business owners and visitors actively participated in a robust process to discuss what they view as an ideal growth plan for their community.

The process began with a survey that was released to the public on February 6, 2018. The number of responses to date is more than 800. The first public meeting was held on March 22, 2018 and was attended by nearly 50 people. A second meeting was held on March 24th which drew an additional 30+ individuals. The final public meeting of 2018 was held on April 14th and had 86 sign-ins who participated in an active and positive conversation. In 2019, we kicked off planning for this year's DRI application by holding another public meeting in March to update locals and garner more input. More than 30 people attended and their comments underscored the public's enthusiasm for the plans now being laid out in this year's DRI application.

The public participation survey and meetings demonstrated to the leadership of the Town and Village that the public had many of the same thoughts and ideas about growth as they held. Survey respondents and meeting participants wanted to see more year-round neighbors to fill the school seats and vacancies on boards. They saw the need for a larger, stable population to frequent the shops and restaurants in the Village. They wanted to see additional recreational opportunities that would capitalize on the natural beauty of the area and attract more tourism dollars to the economy. And they wanted to see community enhancements such as a theater company, more trails and park amenities and improvements to sidewalks and parking options in the village. They also pointed out the need for increased access to nicer options for grocery shopping, more medical facilities and better internet access.

Following these public discussions, the leadership then reached out to developers who have property in Ellicottville to ask about their future plans for these buildings or parcels. The results of the survey and discussions were shared with the developers and it was learned that many of them had plans that were supported by the public discussions about community needs. None of the plans put forth by developers were in contrast to statements made at the public meetings.

The public planning process was a strong indicator that the residents of Ellicottville see a need to continue to grow and expand thoughtfully. They want to protect the small town feel of EVL while offering world class recreational opportunities and amenities for residents. The high level of participation demonstrates a willingness to get involved and speak up about these issues that are so important to many of the residents of Ellicottville – both year-round and seasonal.

Public support and participation within this process was extremely valuable and necessary to moving forward. Input from community members is the key to new development being both contributory and effective within the Town and Village. Not only did those who participated make a large impact on the projects going forward, they also showed what type of community Ellicottville truly is; a community that not only cares about its well-being but also wants growth and one that wants to continue having a significant impact on the surrounding region in terms of recreation, a sense of place, and economic leadership.

See attached **Survey Results**



PROJECT LIST TO DEMONSTRATE READINESS:

Please note: The projects included in this list are ones that are shovel ready or nearly shovel ready. Many other projects are in the works but are not yet ready for announcement including significant private investment. Things such as a business incubator or a downtown arts center are being discussed and actively worked on but may not be ready for announcement until the Fall of 2019 or after.

Public Projects:

Marketing Ellicottville – for many years, the Chamber of Commerce has led the way in successfully marketing Ellicottville as a tourist destination for visitors from Canada, Pennsylvania, Ohio and throughout New York. The Chamber has been wildly successful in bringing in a crowd for weekends and holidays year-round. The need now is to attract new business and industry to Ellicottville. Ellicottville is an ideal location to both work AND play, and by offering shovel-ready sites and a municipal permitting process that is focused on streamlining the application process and working with businesses to ensure that they can locate to Ellicottville in a way that fits into the area’s unique culture are attractive enticements for businesses. The community needs to broadcast to businesses that Ellicottville is “open for business”. This goal will begin with a robust marketing campaign targeting CEO’s that visit EVL to ski in the winter and those businesses that are candidates for relocation or expansion to Western New York. To fulfill this strategy, EVL will work with Invest Buffalo Niagara. The impact of attracting new businesses to Ellicottville will be felt throughout the County and Western New York as the tax base and economic sustainability of the entire region is strengthened. **Marketing Budget projected at \$400,000**

Village Trail – Ellicottville has developed a Master Trail Plan with a number of trails that would promote walkability and alternative non-motorized forms of transportation. A trail has been added to the list that would connect the development at 55 Jefferson and the Chair lift to the Village by way of back streets so as to take walkers and non-motorized traffic away from the 219.

Trail Description: The trail starts at the trail head located adjacent to the Town Center building and Nannen Arboretum off of Fillmore Drive. It then will continue west through the Village Park on Parkside Drive and then south towards Elizabeth Street within the Village of Ellicottville. From Elizabeth Street it will continue south towards Adams Street and then connect with the proposed HoliMont chairlift co-located with the Iskalo development. See trail maps in Attachments 1.3.

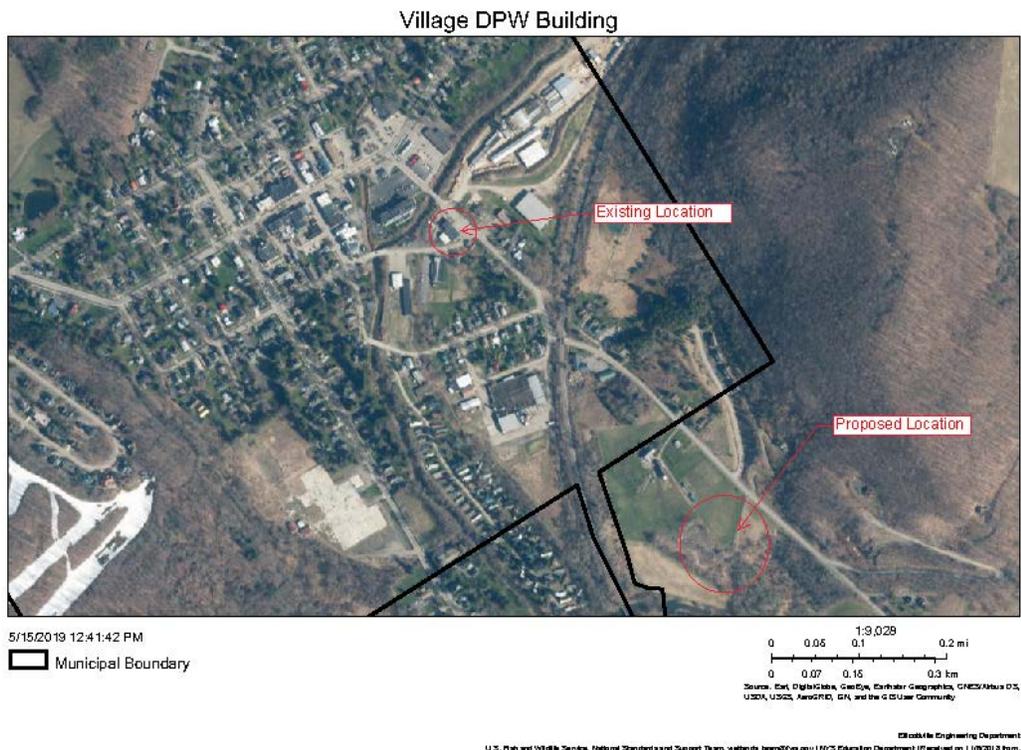
Total Cost for Village Trail: \$1.8 Million

Establish a Village Business Owners Association – A group of business owners in Ellicottville have expressed an interest in forming a Business Owners Association. This group would join forces for positive change and growth in the community through collaboration, support and integrative promotion similar to a Buffalo Place or the Ithaca Partnership. This Association would work collaboratively with Iskalo Development and HoliMont to encourage skiers, hikers and bikers to use the chair lift to access the village businesses. **Total cost to plan, establish and promote a Village Business Association \$10,000**

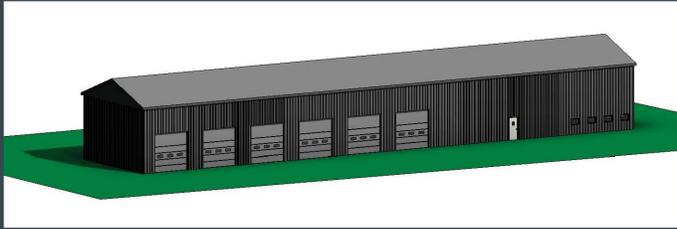
Sidewalks – Replace and repair sidewalks in and around the designated area. Some sidewalks have sunk and/or become uneven. In addition to the condition being a trip hazard, ponding of water on uneven walks can freeze during the winter to become a slip and fall hazard. In order to promote a walkable community and discourage cars in the center of the Village, its sidewalks must be in good repair and fully accessible. **Cost to replace or repair 10,000 linear feet of sidewalks \$300,000**

Smart Lighting – The Village currently has 12 iron standard light posts that could be upgraded to intelligent poles. These poles would include the ability to dim the lights, play music, have cameras for security and emergency buttons that allow citizens to call for help. These fixtures could also be equipped with the ability to be wi-fi hotspots. Underground wiring is in place for these poles already. **Cost for 12 poles is \$200,000**

DPW Building Relocation – The 2 current Department of Public Works buildings sit on prime land in the heart of the Village. The trucks, plows and equipment are in full view of the residents and visitors from the street and the surrounding hotel rooms and it is somewhat unsightly. These buildings sit on top of two well heads of clean, fresh water that could be utilized in brewery or cider making operations. Moving DPW operations outside of the Village and re-purposing and selling the buildings for manufacturing and retail operations would beautify the Village and bring jobs to Ellicottville in this prime location. RIT Students have recently completed two different potential building renderings and cost estimates for the project that would add another shovel ready site to ELV’s portfolio. **Cost to move DPW operations and market the building - \$1.8 million**



DPW Building Rendering



Private projects:

55 Jefferson

Signore, Inc. was a manufacturer of metal office furniture operating out of a plant located at 55 Jefferson Street (Route 219) in the Village of Ellicottville. The Signore property consisted of a large manufacturing plant set on approximately 16 acres of level ground backing up to 37 acres of mountainside. The mountainside property is contiguous to HoliMont Ski Resort, is proximate to Holiday Valley Ski Resort and a short walk to the Village Center.

Signore ceased operations in the spring of 2007. Iskalo Ellicottville Holdings LLC, an affiliate of Iskalo Development Corp., acquired the property on February 11th, 2008. Shortly after acquisition of the property, an 8.43-acre portion of the former Signore property upon which sat the manufacturing plant was accepted into the Brownfield Cleanup Program (“BCP”). Iskalo subsequently undertook remediation of this portion of the property and demolished the manufacturing plant. The NYSDEC issued a Certificate of Completion in December of 2015. As of the May 1, 2018, Iskalo has invested approximately \$1.85 million in the property.

Iskalo’s intention in acquiring the former Signore property was for its redevelopment into a mixed-use, pedestrian-oriented, lifestyle center and to expand available services and housing options for the community’s year-round and seasonal residents. Proposed uses include retail, hospitality, rental apartments and professional services, all organized, scaled and designed to complement the Village Center of Ellicottville.

The Signore Redevelopment Project is envisioned to include fifteen, mostly one and two-story buildings totaling 286,000 +/- square feet and representing \$75-\$80 million in investment. Individual buildings would range in size from 4,080 +/- square feet to 47,000 +/- square feet that would be constructed over a 10 to 11-year period.

The plan anticipates six “village-scaled” buildings along Jefferson Street and an additional nine buildings constructed along a proposed interior access road. The first phase of the project would include construction of the interior access road from Jefferson through to the location of a future “base” proximate to a new chair lift and ski slopes to be installed and operated by HoliMont. During ski season, skiers will be able to access

HoliMont's ski slopes and the Village Center of Ellicottville from this chair lift and base. Outside of ski season, HoliMont has proposed to operate the lift for non-skiers during peak visitation as an additional Village attraction.

The installation of the interior access road, new lift, slopes and base would serve as the catalyst for building development at the entrance to the property at Jefferson Street as well as building development contiguous to the new base. The property is zoned for development though land use approvals, including SEQRA review, would need to be completed. **Total project cost \$80M**

Following please find proposed renderings for project development from Iskalo. Please note that these renderings are proposed and are not finalized.



Proposed Rendering
55 Jefferson Street, Ellicottville, New York



Rendering of development planned at 55 Jefferson.

Please note chair lift in upper right hand corner.





Location Map
55 Jefferson Street, Ellicottville, New York



Chair Lift into Mixed Use Development/Village - The best way to draw attention is to have a visual focus that defines a community. EVL's main attractions are its natural beauty, recreation activities led by its fabulous ski resorts, and the character and charm of its Village Center. Enhancing the synergy of these attractions is paramount to achieving the vision statement set forth in this application. The addition of a chairlift to connect skiers to the Village (and vice versa) is viewed as a powerful tool for the revitalization of Ellicottville.

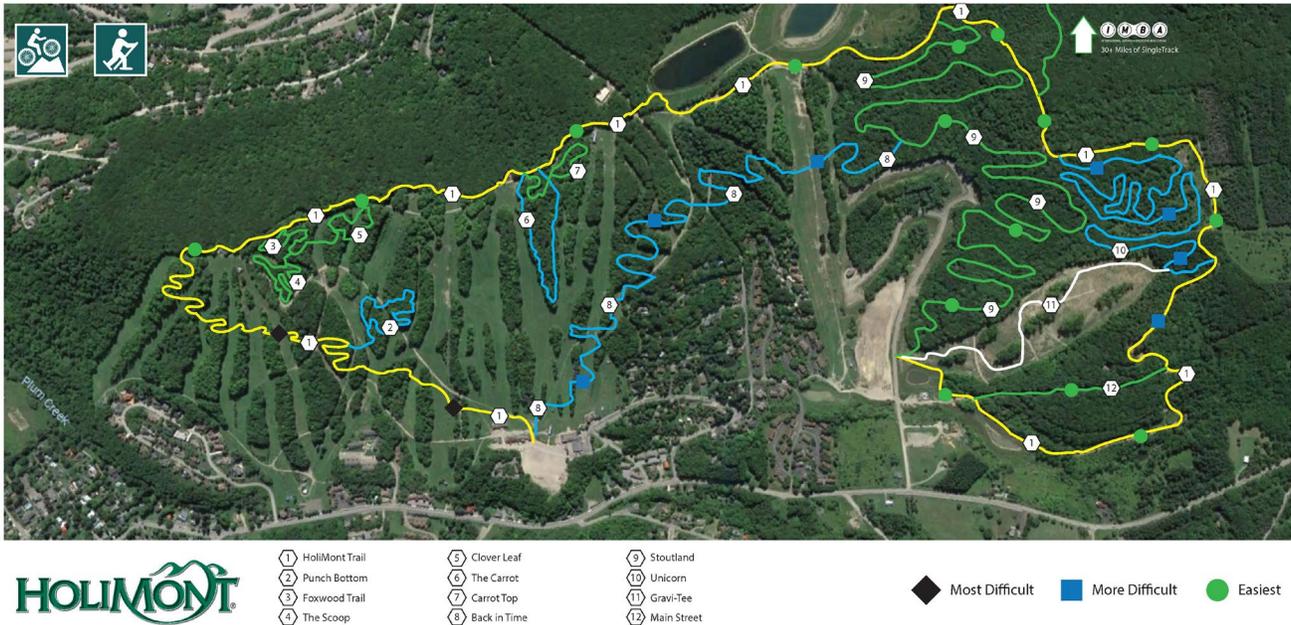
HoliMont, working with Iskalo Development, proposes to erect a new chairlift that would land within the mixed-use project proposed by Iskalo, creating a new "base" around which further development can be organized and which will connect HoliMont and its guests to the Village as well as provide a further attraction for the Village as the resort will run the chairlift during the Summer and Fall tourist seasons for those that simply want to take in the amazing vista at the top of the hill. HoliMont also has plans to add to their extensive mountain bike trails that will add a major attraction to the non-ski season recreational options in WNY.

Chair lift details include:

- Four passenger chairlift configuration (pictured below) – called "4 CLF" by lift manufacturers
- Approximate length of 2,200 ft
- Approximate vertical rise of 600 ft
- Line speed of 300 feet/minute for foot traffic and mountain bikes
- Line speed of 450 feet/minute for skier traffic
- Approximately 72 carriers (chairs)
- Uphill capacity for skiers – 1,800 people per hour (pph)
- Uphill capacity for foot passengers and mountain bike riders – 1,200 pph
- Open for skiing approximately Dec. 15 to April 1 each season
- Open for sightseeing and mountain biking approximately Memorial Day to end of October

The proposed chairlift cost, including installation would be \$2,100,000





ADMINISTRATIVE CAPACITY.

County of Cattaraugus Industrial Development Agency (CCIDA) - welcomes the opportunity to help and assist the advancement and process of the fourth round of the Downtown Revitalization Initiative for Ellicottville.

Governor Cuomo's Downtown Revitalization Initiative (DRI) is transforming downtown neighborhoods into vibrant communities where New Yorkers want to live, work and raise families. And we truly feel, Ellicottville is a very worthy recipient to be included in this year's round of funding.

Ellicottville's international "brand" and assets are right to be considered a winner this year!

The CCIDA would greatly welcome the opportunity to shepherd and direct the processes and steps should Ellicottville's application be chosen as a winner. Furthermore, the CCIDA welcomes the chance to work more closely with the leaders of Ellicottville in growing their business base by growing and enhancing further private sector company investment in making Ellicottville their next "home".

CCIDA Mission Statement: The purpose of the CCIDA is to retain, promote, attract and develop job and business opportunities and economically sound commerce and industry in cities, towns and villages in Cattaraugus County. The CCIDA strives to assist and promote growing industry in Cattaraugus County by helping business to be competitive and profitable by offering:

- Financial Assistance, Business Incentives, Tax Exemptions, Bonds
- Improved Utilization & Development of Local Infrastructure
- Creation of Investment, Employment & Wealth in the Community

-Recruitment of New Business

Town/Village Engineering Department – The Engineering Department will take a significant role in all planning and administration along with the Town and Village staff and the CCIDA. The Engineer would work with department staff to draft the RFP's and scope of work, oversee any outsourced designs, and manage the bidding and construction processes. Similar to what they have recently done with the LGE Engineering Grant for the NY Dept of State, the department would ensure that the Town/Village are in compliance with the State's contracting and procurement policies.

Citizen Volunteers - A number of citizens have come forth to volunteer in these efforts and a committee will be formed to help compliment the work of the CCIDA, Engineering and Administrative Departments of the Town and Village to complete tasks as needed.

OTHER.

Since we began the process of planning for Round 3 of the DRI, the first year in which Ellicottville applied, the first steps toward the goal of attracting new business to Ellicottville have successfully begun.

The in-sourcing of the Engineering Department has been completed with the new Town/Village Engineer having been on the job for 14 months. Efforts are underway with the Town and Village Planning Boards to update and streamline the access to documents such as building permits and planning board meeting minutes as well as software upgrades that will help both boards streamline permitting and zoning for those that want to advance projects in Ellicottville.

The Village was successful in attracting a manufacturer – RAFA Systems. This fledgling business was looking to expand from the owner's garage into a space that will allow the company to grow and hire. RAFA considered several locations but chose Ellicottville due to the interest that the leadership took assisting the owners with finding a suitable location, negotiating a lease and completing all necessary paperwork. RAFA's founder and owner has expressed that they were impressed by the interest both the Town and Village had in assisting RAFA in a manner that they had not experienced in other municipalities.

A number of other projects are in the pipeline and, with an award from the DRI, Ellicottville is well poised for dynamic growth in the next 1-5 years. Developers are ready to proceed with projects that are aligned with community wants and desires. The leadership of the Town and Village are working together to be pro-active in planning that brings stakeholders to the table and that will lead to outcomes that are desirable in both growing the economy and maintaining that walkable, small-town appeal for both residents and visitors alike.

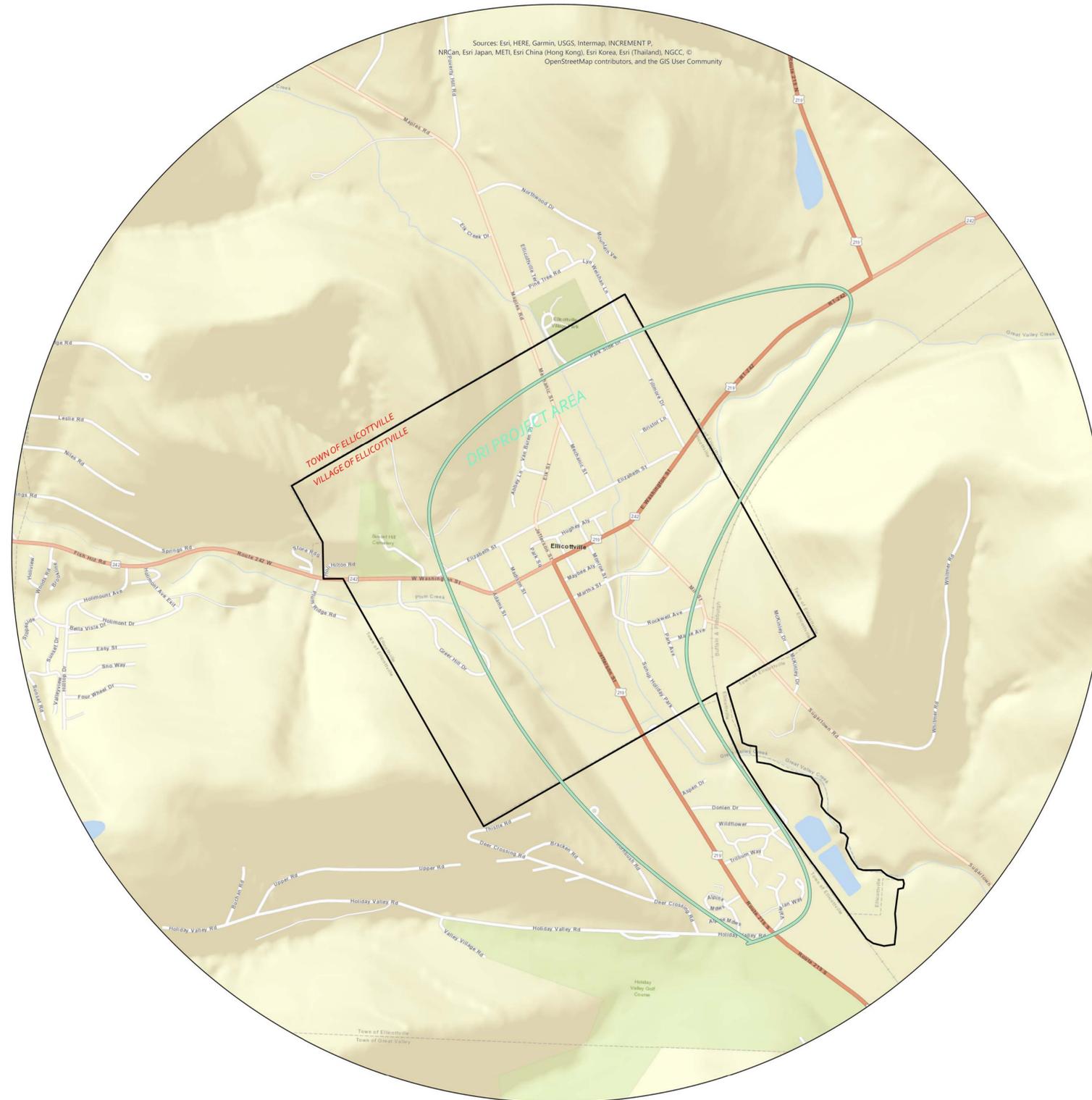
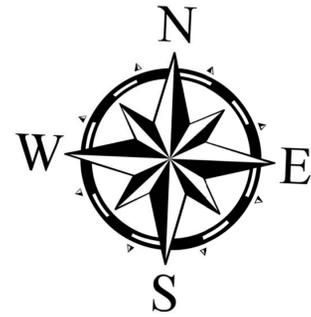
A DRI award would provide the community with the tools to prepare for a future that keeps the tax base strong and strengthens not only the Town and Village, but also Cattaraugus County and the entire WNY region. We thank you for your consideration of this application for the 2019 Downtown Revitalization Initiative.

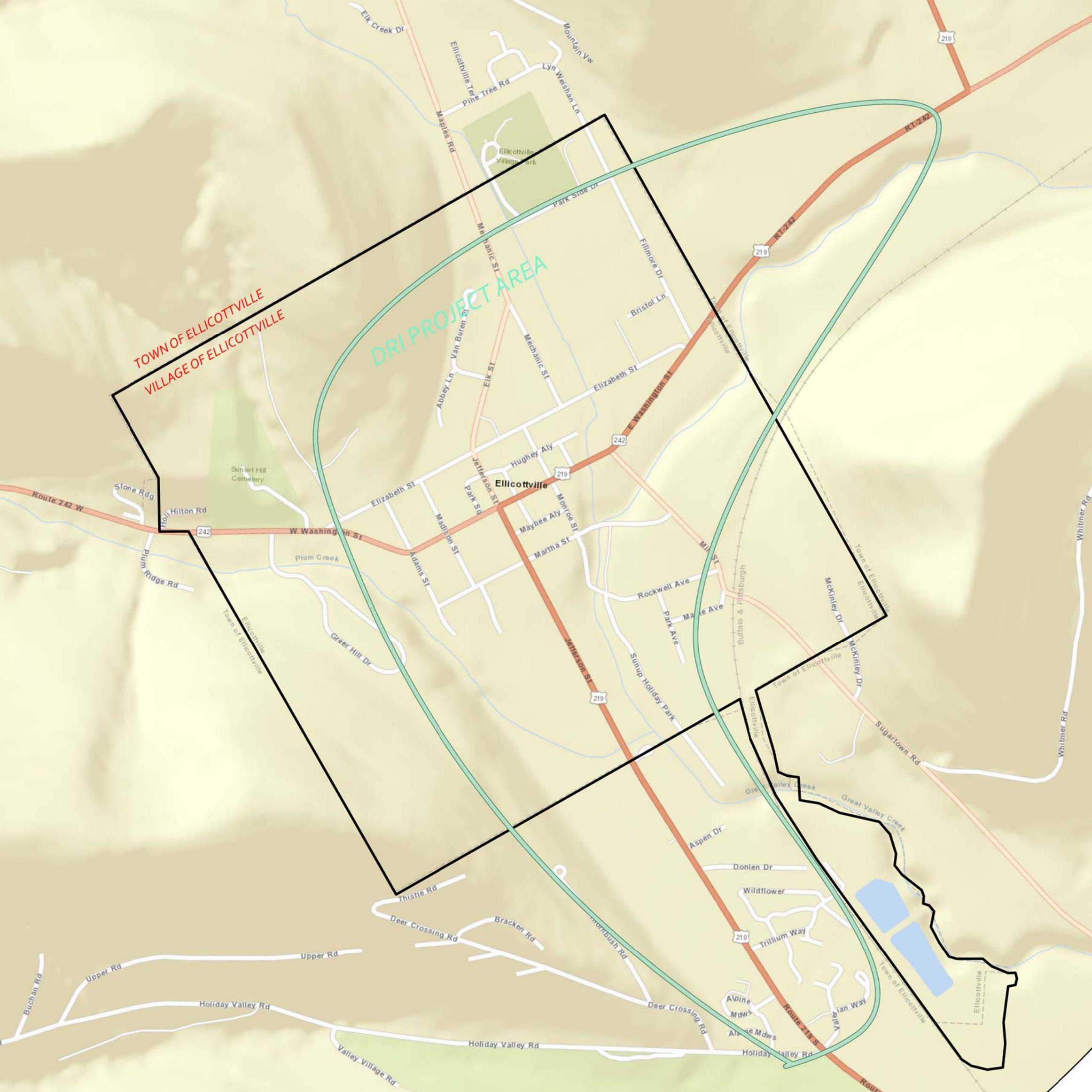


ATTACHMENTS

- 1.1 DRI PROPOSED AREA
- 1.2 PUBLIC SURVEY RESULTS
- 1.3 TRAIL MAP

Ellicottville - NY DRI GRANT Application Map





TOWN OF ELLICOTTVILLE
VILLAGE OF ELLICOTTVILLE

DRI PROJECT AREA

Ellicottville

219

219

242

219

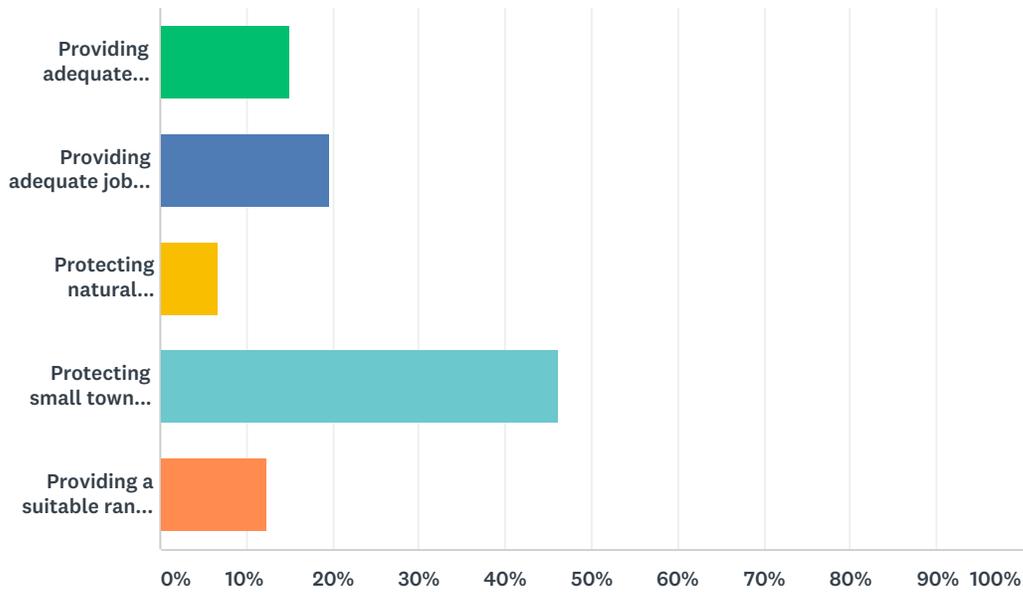
219

219

Ellicottville

Q1 When it comes to growth and development, what is Ellicottville’s largest opportunity for improvement? Please choose one.

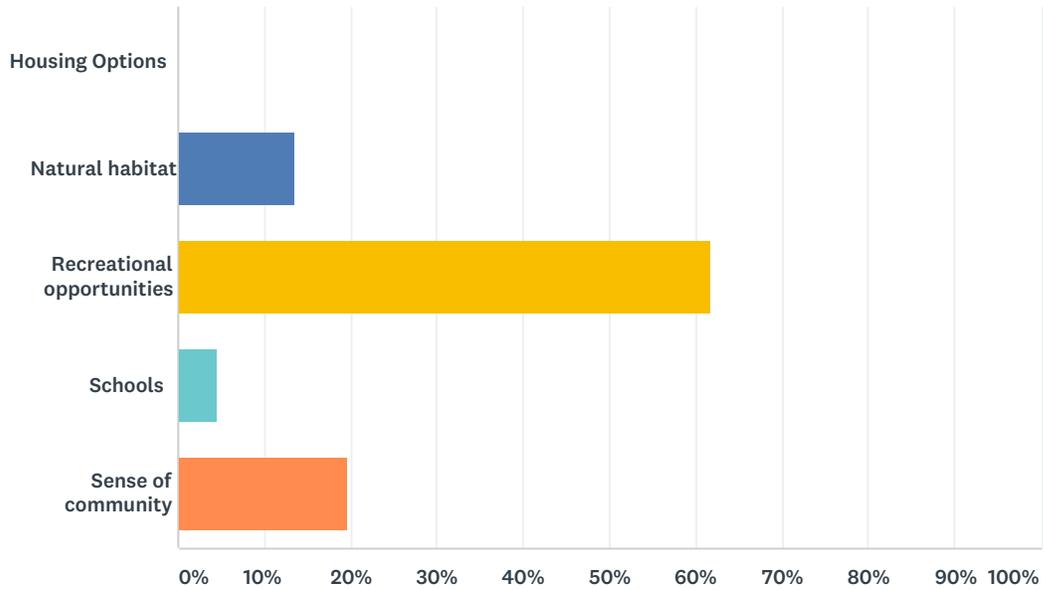
Answered: 708 Skipped: 2



ANSWER CHOICES	RESPONSES	
Providing adequate amenities (parks, education, etc.)	15.11%	107
Providing adequate job opportunities	19.63%	139
Protecting natural resources	6.78%	48
Protecting small town character	46.19%	327
Providing a suitable range of housing options	12.29%	87
TOTAL		708

Q2 What is Ellicottville’s greatest asset? Please choose one.

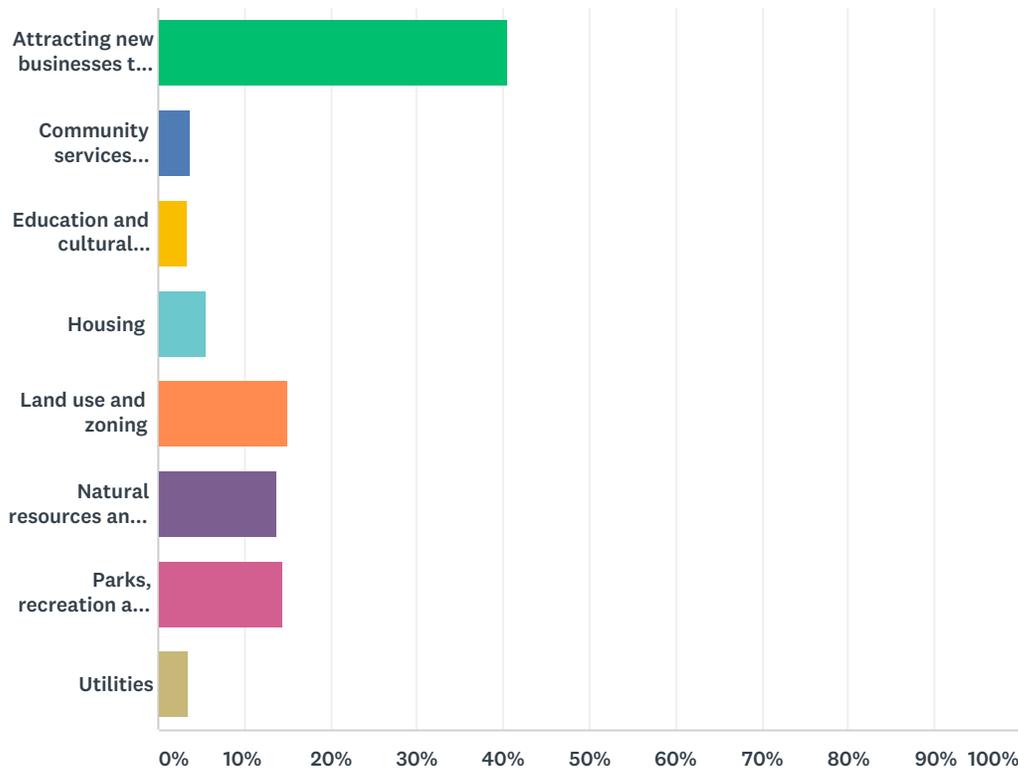
Answered: 686 Skipped: 24



ANSWER CHOICES	RESPONSES
Housing Options	0.29% 2
Natural habitat	13.70% 94
Recreational opportunities	61.66% 423
Schools	4.66% 32
Sense of community	19.68% 135
TOTAL	686

Q3 In planning for economic development in Ellicottville, which one do you believe requires the greatest focus? Please choose one.

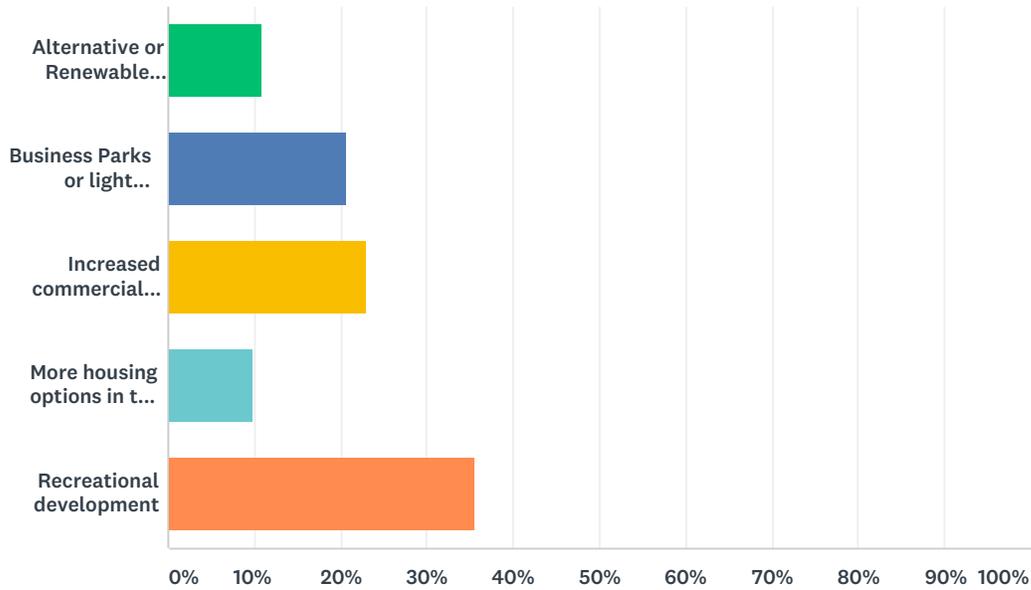
Answered: 708 Skipped: 2



ANSWER CHOICES	RESPONSES	
Attracting new businesses to Ellicottville	40.54%	287
Community services (police, sanitation, etc.)	3.67%	26
Education and cultural resources	3.39%	24
Housing	5.65%	40
Land use and zoning	14.97%	106
Natural resources and sustainability	13.84%	98
Parks, recreation and open space	14.41%	102
Utilities	3.53%	25
TOTAL		708

Q4 What type of development is most needed? Please choose one.

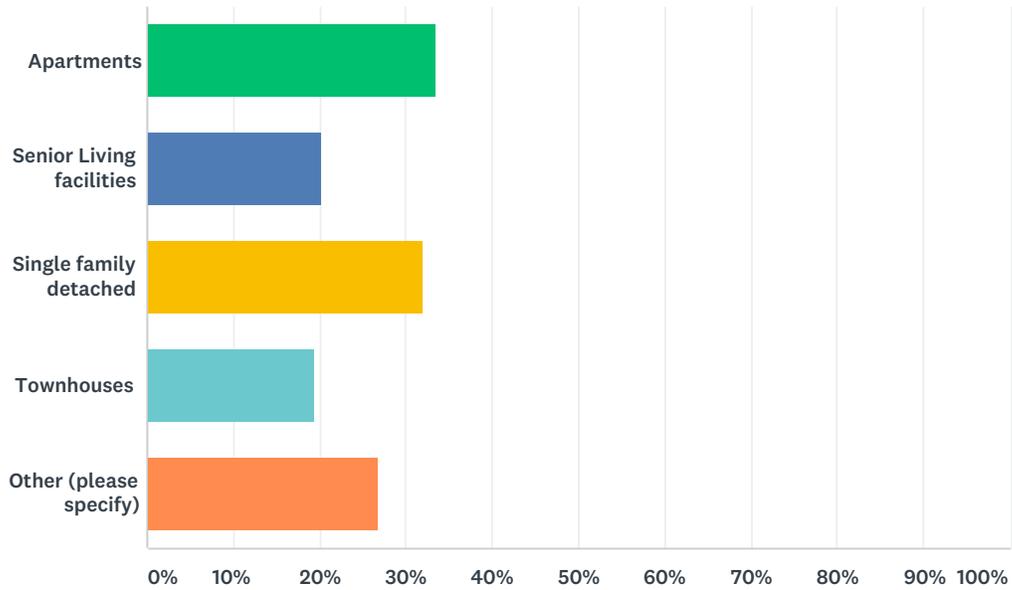
Answered: 702 Skipped: 8



ANSWER CHOICES	RESPONSES	
Alternative or Renewable Energy options	10.83%	76
Business Parks or light manufacturing/industry	20.66%	145
Increased commercial activity in the Village	23.08%	162
More housing options in the Village	9.83%	69
Recreational development	35.61%	250
TOTAL		702

Q5 What types of housing are most needed? Choose all that apply.

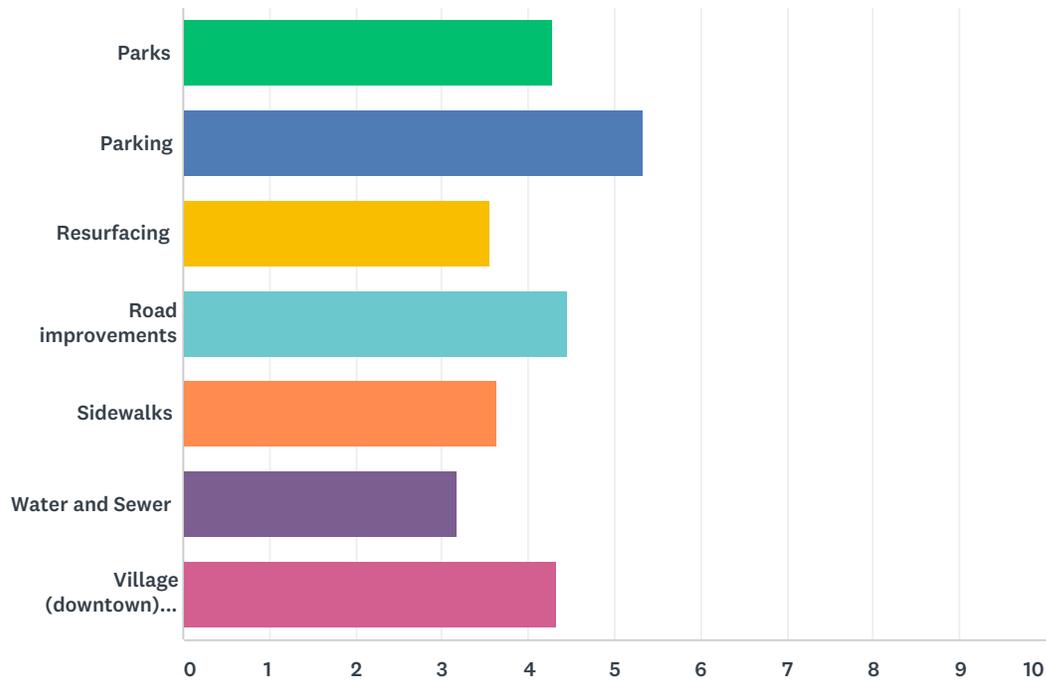
Answered: 668 Skipped: 42



ANSWER CHOICES	RESPONSES	
Apartments	33.53%	224
Senior Living facilities	20.36%	136
Single family detached	32.04%	214
Townhouses	19.46%	130
Other (please specify)	26.80%	179
Total Respondents: 668		

Q6 Which capital improvements should Ellicottville prioritize? Please rank with 1 as your highest priority.

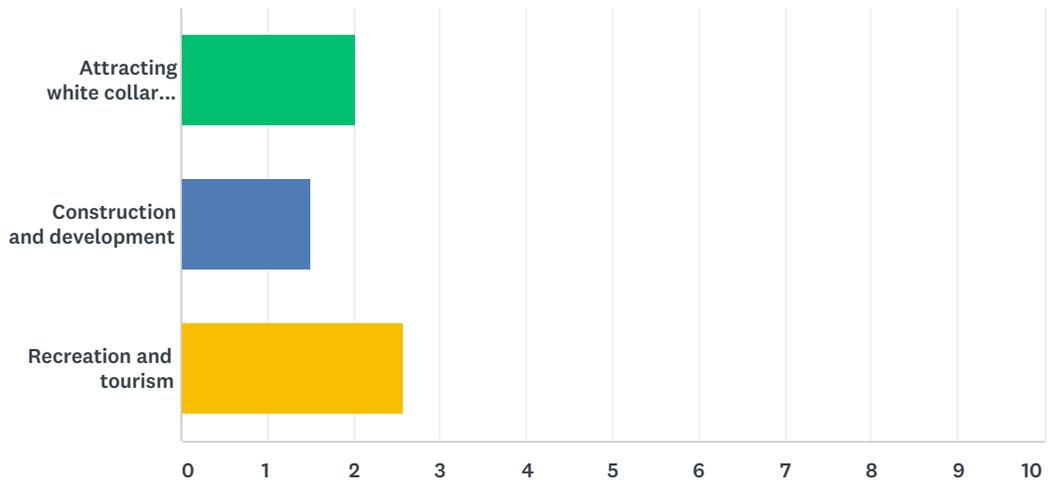
Answered: 681 Skipped: 29



	1	2	3	4	5	6	7	TOTAL	SCORE
Parks	16.98% 100	17.66% 104	14.60% 86	14.94% 88	11.54% 68	11.04% 65	13.24% 78	589	4.28
Parking	34.44% 218	24.33% 154	15.17% 96	8.53% 54	6.64% 42	5.37% 34	5.53% 35	633	5.33
Resurfacing	4.41% 25	12.35% 70	14.99% 85	17.81% 101	18.52% 105	17.46% 99	14.46% 82	567	3.56
Road improvements	14.02% 83	18.24% 108	19.43% 115	16.72% 99	16.22% 96	10.64% 63	4.73% 28	592	4.46
Sidewalks	5.14% 30	10.27% 60	16.95% 99	17.64% 103	19.86% 116	20.55% 120	9.59% 56	584	3.63
Water and Sewer	7.38% 43	7.72% 45	10.81% 63	13.55% 79	15.61% 91	19.73% 115	25.21% 147	583	3.18
Village (downtown) Redevelopment	27.60% 170	14.77% 91	10.88% 67	8.60% 53	7.63% 47	10.06% 62	20.45% 126	616	4.34

Q7 What should be the top economic development priority? Please rank with 1 as your highest priority.

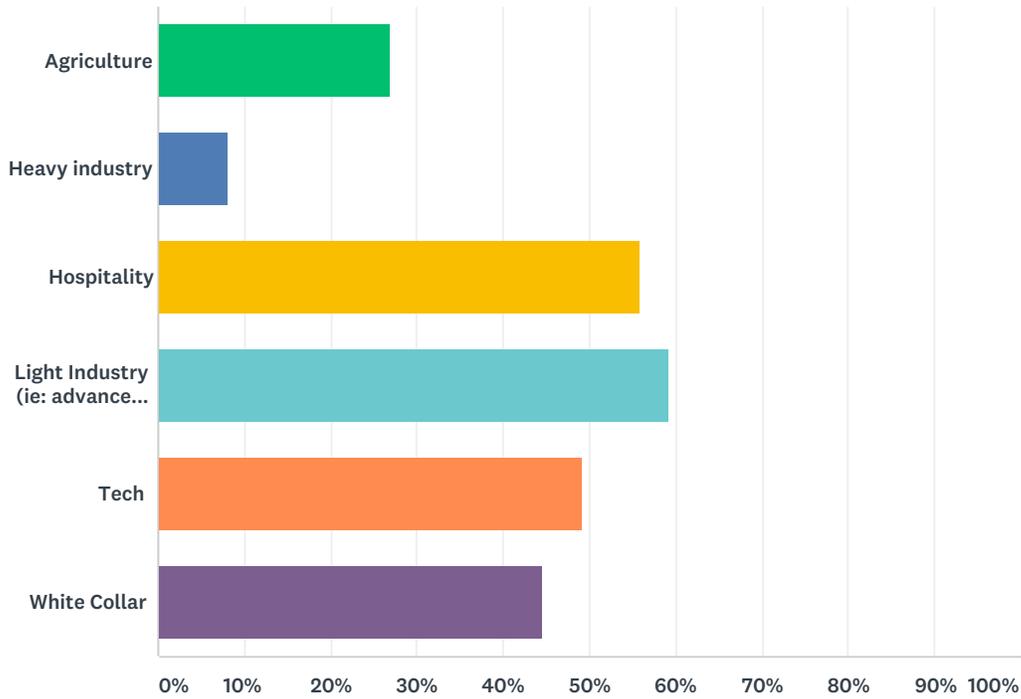
Answered: 684 Skipped: 26



	1	2	3	TOTAL	SCORE
Attracting white collar industry and light manufacturing	33.39% 203	35.53% 216	31.09% 189	608	2.02
Construction and development	4.84% 28	41.28% 239	53.89% 312	579	1.51
Recreation and tourism	68.88% 447	19.26% 125	11.86% 77	649	2.57

Q8 What types of jobs are needed in Ellicottville? Choose all that apply.

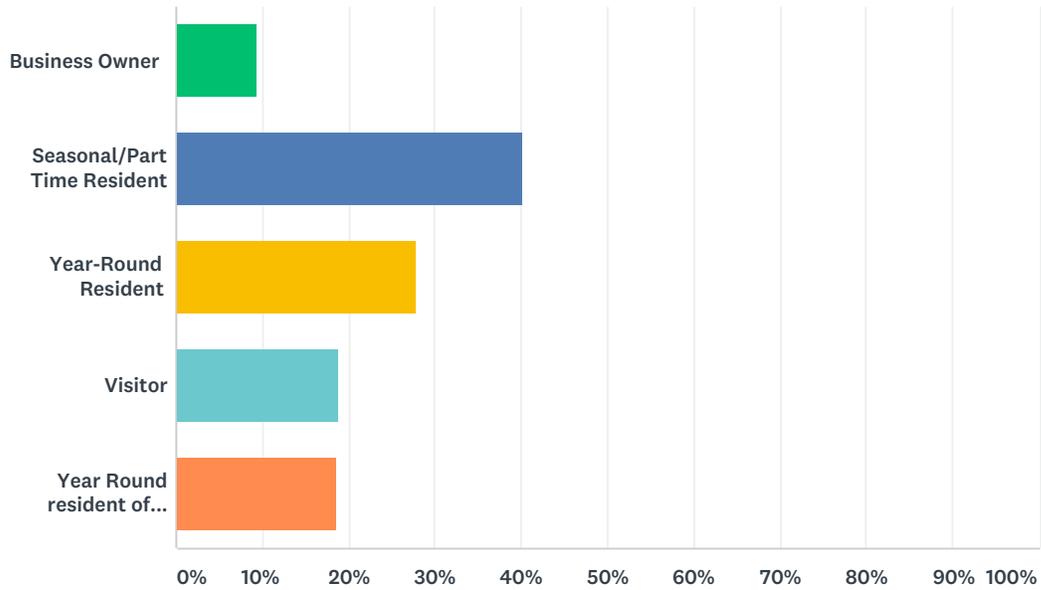
Answered: 674 Skipped: 36



ANSWER CHOICES	RESPONSES	
Agriculture	27.00%	182
Heavy industry	8.16%	55
Hospitality	55.93%	377
Light Industry (ie: advanced manufacturing, bio tech)	59.20%	399
Tech	49.26%	332
White Collar	44.51%	300
Total Respondents: 674		

Q9 How are you associated with Ellicottville? Choose all that apply.

Answered: 706 Skipped: 4



ANSWER CHOICES	RESPONSES	
Business Owner	9.49%	67
Seasonal/Part Time Resident	40.08%	283
Year-Round Resident	27.76%	196
Visitor	18.84%	133
Year Round resident of surrounding area	18.70%	132
Total Respondents: 706		

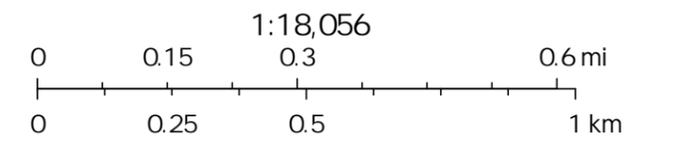
Q10 Thank you for lending your voice to the future development in Ellicottville. To be kept informed about survey results, public meetings and redevelopment issues please give us your email address:

Answered: 375 Skipped: 335

Ellicottville, NY EVGV Trail



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Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Ellicottville NY

EVGV Trail

Legend

 EVGV Trail



Google Earth

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3000 ft