DOWNTOWN REVITALIZATION INITIATIVE – WESTERN NEW YORK

REGIONAL INTRODUCTION

The Downtown Revitalization Initiative (DRI) will invest $10 million in 10 communities in an effort to develop a downtown in each of the Regional Economic Development Council (REDC) regions that is ripe for development and will accelerate renewal and transform them into vibrant communities where tomorrow's workforce will want to live, work and raise families. Downtown districts in cities and villages all across upstate are experiencing restored vibrancy and increased property values by implementing projects that result in historic preservation, adaptive reuse, mixed use redevelopment with upper floor housing, walkability, traffic calming, and in-fill development.

Rediscovering and reinvesting in our city, town, and village centers is an economic development strategy grounded in smart growth principles and is setting the stage for success across our region. Old business districts that had suffered high vacancy and low valuation are achieving renewal by developing walkable, compact downtowns that have been transformed into places that are attracting retail investors and residents, thus stabilizing property taxes while also improving quality of life.

All of the WNY Counties have experienced sprawl without growth and some rural counties have seen nearly 100% of new homes and retail buildings constructed completely outside of incorporated municipalities. The unintended consequences of continued sprawl without growth can be high property taxes, impoverished municipalities, and village home abandonment. Each DRI proposal is encouraged to demonstrate local community stakeholder and public official support including partnerships with county government, IDA's, and other economic development organizations.

The Downtown Revitalization Initiative (DRI) represents a significant State investment in one community to be recommended by the Regional Economic Development Council. Along with the specific criteria outlined in the guidebook and application, we must ask, "Would I invest there?" because a goal of this initiative is to inspire confidence and pride, ideally leveraging private sector investment which results in a virtuous cycle of self-reinforcing renewal.

Although we can only select one community for this initiative, the NYS Consolidated Funding Application (CFA), which is also open for applications, represents another opportunity to implement your plans with the assistance of State resources. We believe that the effort put forth to win the DRI competition will lay the groundwork for a future CFA because communities will take stock of plans and policies, convene leaders and volunteers, and discover new opportunities for downtown renewal. We hope this competition will encourage municipalities to take action to attract public and private investment with or without the DRI award. Thank you for your interest in the NYS Downtown Revitalization Initiative in Western New York. We look forward to reviewing your submittal.

APPLICATION TEMPLATE

The Western New York Regional Economic Development Council (WNY REDC) is accepting applications from eligible applicants for the Downtown Revitalization Initiative (DRI). Please refer to the preceding attached Downtown Revitalization Initiative Guide for further information on the DRI program.

Eligibility: Only municipalities are eligible to submit an application for consideration.

Deadline: Completed applications must be received to the WNY Empire State Development office by 4:00 p.m. on June 3, 2016. No late submittals.

To submit a proposal: Each applicant must complete this application and include the requested attachments before 4:00pm on June 3, 2016. Completed applications and attachments must be submitted by email to: Christopher Schoepflin, WNY Regional Director, Christopher.Schoepflin@esd.ny.gov .

Questions: Contact, Mo Sumbundu, Mo.Sumbundu@esd.ny.gov , (716) 846-8347

Public Information Session: A public information session for interested DRI applicants will take place on Monday May 16 at 10:30am at Buffalo State College, Bulger Communications Center. For details and registration, visit: http://regionalcouncils.ny.gov/content/western-new-york

Applicant interviews: Applicants may be requested to participate in a brief interview regarding their proposal with the DRI Review Committee in Buffalo on June 13 or June 14 between 9:00am-11:00am.

For regional strategies, progress reports, and other regional initiatives referred to in this application, visit: http://regionalcouncils.ny.gov/content/western-new-york

BASIC INFORMATION

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

Municipality Name: *City of Olean*

Downtown Name: *Olean Downtown Revitalization Initiative*

County: *Cattaraugus*

Point of Contact: *Mayor William Aiello*

Title: Mayor

Phone: *(716) 376-5615*

Email: *waiello@cityofolean.org*

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

The City of Olean, New York has beautiful, accessible natural scenery, a thriving college and university, and a grand American main street in North Union Street. The City has the ingredients to restore its civic life, its vitality, and recover its property value. North Union Street is the primary commercial street for the City of Olean. It is also the center of both civic and commercial activity within the community. North Union Street is where the community comes together for parades and other cultural celebrations. Each December North Union Street is transformed into "Santa Claus Lane".

Figure 1: Walkable Olean North Union Street Project Rendering

In 2013 the North Union Complete Street Transformation Committee was commissioned to develop a preferred concept to transform North Union Street, providing safe and attractive accommodations for all its users. Nine months later and with more than $8.2 million awarded in Federal and State funding plus nearly $2.5 million in local dollars, North Union Street's four lanes are being reduced to two with the addition of bicycle lanes for a more pedestrian-friendly place to enhance citizens' quality of life, encourage investment, and make the street easier and less costly to maintain.

In conjunction with this major infrastructure project, the City has also developed a plan designed to capitalize on the historic charm of its "Main Street" that will preserve and adapt its

historic buildings, enhance the retail and commercial mix, and create a new residential neighborhood in and near the downtown district.

Together, these projects, now in various phases of implementation, will strategically position Olean's downtown to achieve long-term sustainability and become a desirable "neighborhood" with a diverse mix of housing, retail and commercial services, education and entertainment.

The City's Downtown Revitalization Initiative boundary encompasses a portion of North Union Street as delineated in the attached map. The overriding goal of our DRI is to add more people to our downtown – both residents and visitors. We have studied successful role models including Buffalo, Corning and Watkins Glen. All of our role models achieved success after they embraced downtown residential development. We observe the opportunity to create a needed residential community in our downtown and in a way to reconnect our downtown to surrounding neighborhoods in our City.

Figure 2: The Olean DRI neighborhood on the far bank of Olean Creek. Olean Center Mall is the large building, top left.

The City of Olean offers these three main reasons for designating this downtown neighborhood for our Revitalization Initiative:

1. *We are already making good progress toward downtown revitalization with large investments in a walkable downtown make-over and policies to promote preservation, adaptive reuse, multi-use and housing in the downtown, but we need to accelerate. The most important element of our strategy for revitalization is people. This initiative will quickly add residents and visitors back into our downtown and thus accelerate the renaissance.*

2. *During numerous studies of opportunity and threat for our City and our County, we are reminded of the need to improve housing choices for low income and elderly members of our population. In Cattaraugus County the primary source of affordable housing is the mobile home park, followed closely by substandard apartments in very old and poorly maintained village homes. This DRI neighborhood represents a chance to provide housing exactly where these disadvantaged groups need it most – near our medical campus, our retail core, our public schools and community college, and our public service infrastructure.*
3. *The DRI neighborhood that we defined has always been transitional, featuring a mix of residential and light commercial uses. Although it is mapped within the boundaries of Olean's Brownfield Opportunity Area, the soils there are relatively free of the industrial legacy issues that would make housing development in other areas of the Brownfield cost prohibitive. This is a place where we could quickly build a mixed-use residential neighborhood that will knit-together our downtown and our medical campus and in so doing, it will knit together the residential neighborhoods of north Olean and Boardmanville (please refer to the Boundary Map).*

We also feel that residential development can be done in a manner that will maximize private investment. The primary use of public money, including that of the DRI and the City of Olean, will be to construct the public infrastructure to service the new housing and multiuse construction. Private developers will find it compelling to invest in this neighborhood because there is so much compatible public investment that is making it attractive.

DOWNTOWN IDENTIFICATION

In addition to the criteria set forth in the attached DRI Guidelines, applicants are strongly encouraged to nominate a target area with the following:

- Alignment with strategies and project criteria in the WNY Strategy for Prosperity
- High population density
- Demonstrated opportunity for revitalization that will create a diverse and vibrant community
- Established high impact leverage/matching funding within target area
- Capacity and ability to execute the strategic plan

Section I – The Downtown Community

Answer these questions to "paint a picture" of your vision for downtown renewal, including the economic development and quality of life improvements that you foresee.

1) **Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. *Attach a map of the target area, with streets and boundaries clearly marked.*

The goal of the Olean Downtown Revitalization Initiative (DRI) is to quickly add 500 residents to our newly walkable, bike-able downtown neighborhood in order to accelerate downtown renewal, to reverse population decline in the City of Olean, and to provide our employers with the workforce that they need.

Downtown Olean is 150 acres along North Union Street between State and Main Streets. The Olean DRI neighborhood encompasses just 45 acres in this downtown, where our vision is to build a residential neighborhood that will become the walkable connector between our retail center and our medical campus:

Element	Description	Impact
Market-Rate Retiree Housing	Apartment Bldgs. – 50 units	~ 80 new residents
	Townhouses 20 units	~ 30 new residents
Affordable "Worker" Housing	Apartment Bldgs. – 50 units	~ 140 new residents
	Townhouses – 30 units	~ 120 new residents
Market-Rate & Live-Work Lofts	Mixed Use Bldgs. – 20 units	~ 30 new residents
JCC Student Housing	Dormitory – 100 units	~ 100 new residents
Total Downtown Housing Impact:		~ 500 new residents

Downtown Theater	Multiplex Cinema & Stage	~ 500 weekend night visits
Permanent Farmers' Market	Indoor/Outdoor Food & Crafts	~ 3,000 Weekend customers

*We envision market-rate and affordable worker housing in the compact area bounded by Main Street, Olean Creek and Delaware Avenue, including portions of both sides of the 300-500 blocks of North Union Street – **see item #1, on the attached Boundary Map**. This area is ripe for residential development because our medical campus is just to the north and our major shopping venues lie just to the south at Olean Center Mall and along North Union*

*Street. Jamestown Community College is also part of this neighborhood, and the campus needs student housing – **see item #5, on the attached Boundary Map.***

Our DRI area lies along our Walkable Olean Streetscape Project that has replaced an over-wide thoroughfare with a tree-lined, median-enhanced main street featuring bike lanes, street furniture and roundabouts replacing traffic lights. Traffic is calmed and the public domain is beautified and made safe. We plan to extend this walkable, "complete street" infrastructure north, to our medical campus. This will make the neighborhood safe and inviting to retired residents who will find nearly all of their daily needs accessible by foot, wheelchair and public transportation.

It is also a fact that our medical campus and our retail complex employ a great number of lower and medium-wage individuals. Many of these workers have been forced into affordable housing at mobile home parks outside the City limits where they are dependent on a personal car for transportation. These workers will find our DRI neighborhood attractive because they will be able to walk to work, to shopping and schools.

The addition of these residents will increase the population density in our DRI neighborhood to about 7,000 per square mile – three times the average density of Olean but still just 1/10th the density of Manhattan so this neighborhood will feel vibrant but not crowded. Infrastructure is already sufficient to accommodate this growth. We envision that the dormitory building would be placed on the JCC campus, in the southern section of the DRI neighborhood boundary.

Figure 3: Inspiration for downtown housing for workers & retirees

The idea to add housing in this neighborhood was first developed in our 2005 Comprehensive Development Plan and then fleshed-out at community design charrettes held during our Brownfield Opportunity Area Step 2 planning phase. It was during this exercise that Olean observed its dearth of modern, quality housing for workers and retirees. The BOA Master Plan sought to add housing in the Brownfield Opportunity Area and this DRI neighborhood – which is in the Olean BOA, emerged as the most favorable location for new housing choices.

We envision that the DRI residential neighborhood will extend south to the Olean Center Mall where two elements of our DRI vision would be developed.

First, Olean needs a downtown theater. The grand theater of yesteryear was demolished decades ago and a multiplex was built outside the City in a Wal-Mart parking lot. That theater is not well maintained, leaving the region without a high quality movie venue.

*Additionally, Olean has several community groups that could use a stage. We have two standing theater companies, two large dance academies and many teachers of musical instruments who struggle to find performance and recital space. We envision a multiplex cinema including a live stage in the complex – **see item #3, on the attached Boundary Map.** Locating this on a prominent corner at North Union Street and the Mall entrance, and adjoining a permanent farmers' market and public plaza, this will be a viable, sustainable business idea.*

The owners of the Olean Center Mall agree and they recognize that their property has become dated with respect to current tastes and trends. Namely, it sits back from North Union Street surrounded by an overabundance of parking. The theater and the permanent farmers' market will close the gap between North Union Street and the Mall, making this a hub for activity in our revitalized downtown.

*Olean already has two summertime farmers' markets but they are nomads, moving from parking lot to parking lot in search of a permanent home. Our vision will make the market location permanent and provide the option for year-round "kiosk retail" at the Mall entrance and along Whitney Avenue on the west side of North Union Street - **see item #2, on the attached Boundary Map.***

Figure 4: A permanent home for our two Farmers' Markets

The Mall entrance driveway will be framed by permanent "liner kiosks" to form a walkable streetscape all the way back to the Mall, itself. The Whitney Avenue lot will be reinforced for heavy foot traffic and delivery pickup trucks, providing pop-up retail space for our farmers and artisans.

We also plan to add permanent public restroom facilities at the Farmers' Market site because this location is central in the downtown and currently there are no public comfort facilities to utilize.

2) **Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown. *Attach a brief report/map which provides the density, household income and identifies employment centers within the target area.*

Olean is a compact City of 14,000 with a land area of 5.9 square miles yielding an average density of 2,375 people per square mile. We have a large and diverse employment base and the regional medical center, community college and shopping mall adjoin our DRI neighborhood.

Major employers include manufacturers, banks, professional services, health care, institutions of learning and government services. Olean is the urban center of a two state rural region. Olean General Hospital captures a service area of more than 100,000 lives.

This is a list of major employers and their proximity to our DRI neighborhood:

Employer	Type	Employees	Proximity
Siemens Dresser Rand Division	Manufacturing	1,000	< 1 mile
Rehabilitation Center/Subcon	Service/Manufac.	530	< ½ mile
Cutco	Manufacturing	750	1.5 miles
St. Bonaventure University	Education	500	3 miles
Jamestown Community College	Education	180	1,000 feet
Olean City Schools	Education	350	¼ mile
The Connection Call Center	Service	250	¼ mile
Olean General Hospital	Healthcare	1,500	1,000 feet
Olean Medical Group	Healthcare	150	1,000 feet
Olean Center Mall	Retail	250	Adjoining
Community Bank	Banking	195	< ¼ mile
Olean City Hall	Government Services	150	¼ mile
Other Downtown Olean	Retail & Services	500	Adjoining
Cattaraugus All. BOCES	Education	600	> 1 mile
Olean Wholesale Grocery	Food Service	230	> 1 mile
Walkable Employment Opportunities – Estimated Total		~7,000	1.5 miles

Although Olean's population has been in decline for many decades, our Downtown Revitalization Initiative will reverse this trend. The region surrounding Olean has had stable population and a significant "churn" of residents and job types. The biggest reason for Olean's population decline has been sprawl development motivated by the lack of quality housing choices in the City.

Per capita income in Olean is about $17,169 and the median household income is $30,400 where median family income is $38,355. Approximately 14% of families in Olean live beneath the poverty line. These statistics are representative of Cattaraugus County as a whole where the per capita income is $15,959 and median household income is $33,404. In Cattaraugus County, 13.4% of the population lives in poverty.

This Downtown Revitalization Initiative, with a focus on housing for low-income workers and fixed income retirees, will alleviate poverty. It will provide better, cheaper access to jobs and services while fueling the renaissance of downtown retail and service businesses. It will accelerate a virtuous cycle of job creation and opportunity for people who have seen their choices and opportunities shrink during the recent decades of sprawl and hollowing-out.

3) **Past Investments & Future Investment Potential.** Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas. *Attach a list of investments made in the target area over the last 5 years, including funding amounts and major sources of funding.*

Olean has delivered several major projects successfully in just the past few years (some currently ongoing), using public/private funding sources:

East State Street "Road Diet" Reconstruction	City of Olean	2012	$1.5 million
Olean Airport Improvements	City of Olean	2014	$3.2 million
Residential Street Reconstruction (N. 3rd St.)	City of Olean	2015	$ 1 million
Bradner Stadium Restoration	City of Olean	2015	$1.5 million
Walkable Olean North Union Street Reconstruction	City of Olean	Ongoing	$ 10 million
Sewage Treatment Facility Reconstruction	City of Olean	Ongoing	$ 22 million
William O. Smith Recreation Center Upgrades	City of Olean	Ongoing	$1.5 million
Good Times of Olean	Private	2013	$ 5 million
Four Mile Brewing	Private/Public	2014	$1.2 million
JCC Manufacturing Institute	Public	2015	$ 6 million
Community Bank	Private	2015	$1.8 million
Olean Business Development Corp.	Private/Public	2015	$ 1 million
Olean Gateway – Brownfield Redevelopment	Private/Public	2016	$ 10 million
Holiday Inn Express	Private	2016	$ 2 million
Solean – Brownfield Solar Farm	Private	2016	$ 1 million
Universal Primary Care	Public	2016	$ 1 million

4) **Job Growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term. *Attach key statistics to describe job growth (by sector if possible) over the last five years.*

The City of Olean is the employment center of the region. There is no other area in the City or County offering the catalytic mix of transportation, infrastructure, available lands and well established high technology employers needed to spur economic development. By leveraging these resources, continuing to collaborate with regional partners including health and educational institutions and striving for greater public/private partnerships, a diverse employment base can develop and thrive.

According to the New York State Department of Labor, the State's labor market continued to strengthen in April 2016, reaching a new record high in private sector jobs. The City's overall employment base is stable and growing at a modest but steady pace (see attached Employment by Sector) despite the closing of a major manufacturer in 2012. The workforce reductions at one manufacturing company are being offset by an almost equal increase in employment at more than one high-tech firm. The most important factor is that the workforce reduction is among blue collar workers, and new workers being hired are in healthcare, education and the "knowledge workers" occupations such as engineers, scientists and IT professionals with higher wages and spending power.

Education and Health Services added the most jobs of any major industry sector in New York State in April 2016. Olean General Hospital just announced a partnership with Kaleida Health and plans to work together to establish infrastructure to bring specialized doctors to Olean. The Hospital is seen as an industry of opportunity; along with the growth potential, the jobs they create will pay higher wages, provide more benefits and offer better career opportunities than our region on average. Increasing connectivity between the Hospital and downtown Olean and providing new residential housing nearby (Priority Project #1), along with the additional redevelopment projects proposed in our DRI will enhance our ability to support our redevelopment efforts by bringing professionals and their families back to our downtown to live, work and play.

Another local health care provider located in the downtown business district will double in size in the next year. Universal Primary Care, a Federally qualified health center that serves almost 9,000 patients in Allegany and Cattaraugus Counties, has recently hired 11 staff members and anticipates another 4-5 this year and as many as 10 employees in 2017. The healthcare provider was recently awarded a $1 million Federal grant, which officials say will be a significant boost to the Olean headquarters on North Union Street. Their plan is to expand at this site (double their office space) and hire additional medical staff (management and entry level) that will allow them to serve an additional 3,000 to 4,000 patients a year. UPC provides a full range of services, from obstetrics to adult care, as well as behavioral health counseling, health education and care management.

Olean Business Development (OBD), also located downtown on North Union Street is home to the Olean Business Incubator where the development of entrepreneurial companies will be nurtured, helping them survive and grow during the start-up period, when they are most vulnerable. Programs are being developed that will provide client companies with business support services and resources tailored to young firms with a primary goal to create jobs and enhance our community's entrepreneurial climate.

Across the street from OBD the Cattaraugus Campus of Jamestown Community College just completed a 20,000 square foot $6 million facility that is now ready to house classes this 2016 summer semester. The Manufacturing Technology Institute (MTI) is a partnership between JCC and the Manufacturers Association of the Southern Tier. MTI focuses on the development and provisions of hands-on training to support advanced manufacturing in the region. MTI houses several of the college's accredited educational programs such as industrial equipment technology, mechanical technology, machine tool technology, and welding technology, as well as non-credit industry specific customized training programs. JCC, like the region's other academic institutions, is an economic powerhouse and at the forefront of making sure the region's employers have a qualified workforce pool.

These four facilities, all located in the City's downtown within several blocks of each other, are prime examples of recent job growth potential resulting from successful collaborative efforts with the public and private education and health care sectors, whose employees are looking for and will expect downtown amenities such as quality housing, entertainment and vibrant shopping opportunities.

New commercial developments which bring new jobs to Olean also continue inside or within close proximity to the DRI. Amidst the construction mayhem in Olean's downtown with the TIGER Walkable Olean Project, several new businesses have opened along North Union Street within the last year, and more are expected to follow throughout the remainder of this year and into 2017.

Less than a half-mile west of the DRI target area is the City's Northwest Quadrant Revitalization Area, a 904 acre brownfield redevelopment area designated by the State as a Brownfield Opportunity Area. Construction is underway by Olean Gateway to build a $17 million mixed-use commercial project featuring a four-story hotel as well as five other buildings for commercial retail space. The potential to revitalize additional parcels in the BOA is promising. Using a multi-faceted approach, the City plans to leverage the many strengths and opportunities present in the study area to attract industries—like MJ Painting, Napoleon Engineering Services, Scott Rotary Seals and SolEpoxy, employers of 40 or less--that will provide value-added jobs and help to restore a lagging economy.

5) **Attractiveness of the Downtown.** Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, historic architecture or historic districts, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces. *Attach relevant photos, rendering, or images to demonstrate key properties or characteristics of the downtown you want to feature.*

Olean has a beautiful downtown including contiguous blocks of historic buildings south of the railroad tracks that divide North Union Street. This is the area of the Olean Downtown Historic District which includes landmarks such as the Carnegie Library, the former Manufacturers' Hanover Building, the Masonic Lodge, Community Bank Tower and City Hall. Jamestown Community College is in this segment of downtown Olean.

Figure 5: Much of historic downtown Olean is in-tact south of the railroad

North of these railroad tracks is a transitional commercial district including the Olean Center Mall. This district is under pressure to compete with a large shopping center built outside of Olean that yielded unintended consequences for downtown retail. Wal-Mart and an 8-screen Cineplex were constructed in this drive-to-only retail strip thus sapping downtown Olean of needed vitality and sales tax revenue.

In 2014 Olean was awarded a TIGER grant to undertake a complete street makeover and restore the beauty of downtown with a traffic-calmed, pedestrian-scale main street. Construction of the "Walkable Olean North Union Street Restoration" will be completed this autumn but the project is already successful. The north end of downtown is now a popular place for evening walkers and cyclists have discovered the bike lanes. This was a part of downtown where previously, nobody walked unless they ran out of gas! This segment of downtown is now ripe for reinvestment.

Our downtown has numerous "attractors" such as JCC, the new Olean Business Development Incubator, many shops and restaurants, and City Hall. The new Form-Based Zoning Code welcomes outdoor dining and the sidewalks are being improved with the Walkable Olean Project.

In the northern segment, Olean Center Mall continues to feature three anchor department stores and many boutiques. There are numerous franchise restaurants along with the Delaware Park strip plaza with many stores and a popular fitness club. The Holiday Inn Express Hotel, with a recent $2 million upgrade and the most popular business hotel in the City, stands at the north end of the district.

But we are concerned that these properties need to be proactively updated to respond to customer preferences for walkability and urbanism. Specifically, our downtown revitalization initiative will prevent the Olean Center Mall from becoming a "zombie mall", which has been the sad fate of many malls in America.

Olean is lucky. Our mall is just a few hundred feet from our new, walkable North Union Street. Together with the Mall owner, the City of Olean envisions construction along the Mall entrance and North Union Street to include a downtown multiplex cinema with live theater space, and permanent "liner kiosks" to make possible a year-round farmers' market. Public space on both sides of North Union Street will be improved in order to support weekend pop-up retail.

Figure 6: A row of kiosks would help connect the Mall with North Union St.

These additions will knit-together the northern and southern halves of North Union Street as well as tie in the Olean Center Mall to make this both more attractive and more valuable within the composition of our downtown.

Section II – Local Support & Strategic Alignment:

Answer these questions to reassure us that New York State's investment will have a strong chance of success. We want to know that the municipality has the capacity to both lead and implement, and that local policies are aligned with downtown renewal.

6) **Policies to Enhance Quality of Life.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete-streets plans, transit-oriented development, and the use of historic districts or other designations to provide tax relief for private investors. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies. *Attach any relevant comprehensive planning documents highlighting policies that enhance the quality of life.*

*With the introduction of **Walkable Olean** (www.walkableolean.org) and the implementation via the North Union Street Streetscape Project, officials and community leaders then looked to land development issues in the downtown City Center district included within the City's conventional Zoning Ordinance.*

*The new **Downtown Olean Form-Based Zoning Code** (www.cityofolean.org) adopted in December 2015 enables the core of downtown Olean to develop with high intensity mixed-use development that supports livability, a vibrant urban environment and provides access to day-to-day amenities within walking distance.*

*Simultaneously, businesses, community leaders and residents, acutely aware of the need to revitalize Olean's downtown, funded the **Olean Downtown Revitalization Initiative Study** (www.cityofolean.org) dated June 2015. This study focuses on three key elements of a plan to revitalize Olean's downtown and achieve the vibrancy the community envisions:*

- *Demand for market rate housing intended to create an urban environment with "feet on the street" that will support the business sector*
- *Targeted and strategically positioned properties for redevelopment*
- *Development of a successful business mix*

*The **City of Olean Comprehensive Development Plan 2005-2025** (www.cityofolean.org) is committed to a revitalized central business district and enhancing the quality of life for citizens and visitors alike. Some of the goals highlighted in the plan that have been implemented include:*

- *Encourage a pedestrian friendly atmosphere*
- *Increase the amount and types of cultural and nightlife activities*
- *Encourage downtown residential development*
- *Create and protect a distinctive appearance of the downtown*
- *Initiate a marketing and promotion program for downtown*

In June 2011, the ***Cattaraugus County IDA*** *adopted an* ***Adaptive Reuse Policy*** *(www.cattcoida.com/?Financial) as part of a downtown initiative to:*

- *Incentivize and redevelop blighted sites and/or structures*
- *Promote infill development that utilizes existing public infrastructure*
- *Support the Framework for Regional Growth Plan*
- *Create new economic activity at difficult sites and buildings*
- *Promote green redevelopment strategies*
- *Help maintain neighborhood fabric and historic nature of area structure*

This important economic development tool will help alleviate the present unique challenges to development of abandoned and deteriorating structures (commercial blight) in downtown that adversely impacts the economic viability of the neighborhoods and districts surrounding them.

Complete Streets*. Olean recognizes that streets are a vital part of livable, attractive communities. Through analysis of model policies in other communities, and lessons learned as a result of the construction of the East State Street "road diet", citywide ADA compliant sidewalk projects and the ongoing Walkable Olean Streetscape Project,* ***Olean's Complete Streets Policy*** *will be formally adopted by the City Council in June of this year.*

In April 2016, the City adopted an updated ***Fair Housing Plan*** *to ensure that residents are aware of fair housing provisions under Federal and State law and of the processes and assistance available to obtain compliance with existing statutes.*

7) **Local Support and Capacity to Execute.** Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan. *Attach a plan for project implementation, including key team members and outline the team's applicable experience and skills to implement.*

Our Downtown Revitalization Initiative will be implemented by public and private actors:

1. ***Walkable Complete Streets and Public Spaces:*** *The City of Olean will implement street infrastructure, the public plaza and the permanent facility for pop-up retail on North Union and Whitney Avenue. Olean has successfully delivered these recent large projects:*
    a. *East State Street Reconstruction for $1.5 million*
    b. *Walkable Olean North Union Street Restoration – 65% complete, $10 million*
    c. *Bradner Stadium Renovation for $1.5 million*
    d. *Numerous residential street rebuilds in the past 4 years: $2 million*
    e. *$20+ million sewage treatment plant upgrade*

    Olean has a complete team of professional planners, engineers and project managers.

2. ***On-Campus Student Housing:*** *Jamestown Community College would implement any on-campus student residence plans. In the early 2000s and up to the present, the Olean campus invested approximately $6 million in capital improvements. JCC is currently delivering the $6 million Manufacturing Technology Institute.*

3. ***Theater and Permanent Farmers' Market Liner Kiosks:*** *Zamias Services, owner of the Olean Center Mall, is one of the largest private real estate companies in America with over 15 million square feet of retail property in their portfolio. Zamias Services would deliver these elements of the Downtown Revitalization vision:*
    a. *Permanent "liner kiosks" for a year-round Farmers' Market at the Mall entrance*
    b. *A downtown Multiplex Cinema with a Live Theater*
    c. *Improving the Mall main entrance, connecting it to the Farmers' Market strip*

4. ***New Housing Development:*** *The market rate and affordable worker housing will be developed by private investors. The City of Olean would assist with land acquisition and site development.*
    a. *Affordable housing credits could incentivize some of this development*
    b. *Olean commissioned a Downtown Market Rate Apartment Demand Analysis in 2015 to justify business plans for market rate development*

The local lead agency for the Downtown Revitalization Initiative will be the City of Olean and the Olean Business Development, jointly. The City will implement the public infrastructure including the Farmers' Market on North Union Street & Whitney Avenue. Olean Business Development will facilitate private development of the theater and housing.

The City of Olean has already convened a local DRI Planning Committee which will remain engaged to execute the plan and deliver the vision. This committee will conduct public input sessions to facilitate final designs and implementation schedules. Committee members and their affiliations are provided as an attachment. Many of these team members served on the

Olean BOA Steering Committee and/or the currently active North Union Street Design Committee. Both of these initiatives have succeeded to deliver transformational projects in the City of Olean.

Section III – Strategic Alignment:

The Strategy for Prosperity was developed with the input of thousands of leaders and citizens across our region and every year we prioritize CFAs that advance the goals of this strategy. Your answers to the following questions will frame your vision for downtown renewal within the regional strategies.

8) **Alignment with Regional Strategies.** Describe how your vision and proposed investments will support the following core strategies, target industry sectors, and project criteria.

Core Strategies:

Prepare Our Workforce – *Olean's downtown plan includes strategies to ensure a workforce that is trained and ready to fill positions in the new economy. At the center of this effort is Jamestown Community College, located in the central business district. JCC's Center for Continuing Education provides a variety of noncredit workforce-development programming for potential and incumbent workers. Its new Manufacturing Technology Institute will offer both credit and non-credit courses and programs in all aspects of manufacturing processes and technologies.*

Every workforce development quickly confronts unexpected barriers to work-readiness. High on this list is job access and in rural areas where public transportation is limited, job access limits worker options to try new jobs, accept promotions or take second jobs or overtime hours. This why the unexpected but most significant accelerator for our workforce will be the affordable residential neighborhood within walking distance of a rich selection of entry-level and medium skill jobs among retailers, manufacturers, our medical center and public service.

Foster a Culture of Entrepreneurship – *A number of components of the City's plan will bolster efforts to strengthen the entrepreneurial pipeline and support the establishment and acceleration of startup businesses.*

Olean Business Development's (OBD) business incubation space, on North Union Street across from JCC, offers the only incubator within a 50-mile radius of Olean. It offers incubation, co-working, training, mentoring, and business assistance to local entrepreneurs. OBD's education collaborative brings together four local school districts, Jamestown Community College, and St. Bonaventure University under one roof to assist businesses, provide interns, conduct research, and offer creative problem-solving services to new and existing businesses throughout the area.

A permanent farmers' market plus additional retail infill will offer home-based entrepreneurs a venue for showcasing and selling their products, as well as an opportunity to collaborate with like-minded business owners and product developers. OBD and the Greater Olean Area Chamber of Commerce will encourage collaboration among these entrepreneurs to strengthen the downtown retail core.

Implement Smart Growth – *At the heart of Olean's downtown initiative is the adherence and commitment to Smart Growth strategies. Our plan builds on the existing downtown footprint, making it distinctive, attractive, and inclusive, with an emphasis on the creation of mixed-use*

properties, a wide range of housing choices, and walkability, while retaining the charm and character that has been a part of Olean's City Center since its inception.

By making use of available underutilized spaces for mixed-use development, attracting new residents with affordable and market-rate housing options, creating a climate that supports entrepreneurship and workforce development, establishing a permanent market for local produce and related products, Olean is positioning itself to be a model of small-city development for the rest of the State and nation, and a wonderful example of the efficacy of Smart Growth principles.

Industry Strategies:

Advanced manufacturing – *The opening of JCC's Manufacturing Technology Center in downtown Olean is a major boost to the training and recruitment of employees in advanced manufacturing. Employers can be assured of a well-prepared pool of potential workers in a wide array of manufacturing technologies, and entrepreneurs will have production space available for prototyping and manufacturing startup, with office space and business support across North Union Street in the Olean Business Development building.*

Health & life sciences – *Olean General Hospital and its partners on Olean's medical campus will be supported by quality housing within walking distance. The Hospital and its medical campus partners have been enthusiastic supporters of downtown revitalization because they feel that a revitalized downtown will help them solve their greatest single problem: recruiting and retaining medical specialists at all levels.*

Tourism and arts – *Olean's plan will replace its lost downtown theater, and expand arts programming to include live performance venues, art exhibits, and artisan retail spaces. This will be supported by the new permanent Farmers' Market and a satellite presence of St. Bonaventure's Regina A. Quick Center for the Arts in downtown Olean.*

Agriculture – *The permanent Farmers' Market will provide a convenient and entertaining marketplace for local artisans, agricultural products, and related food items. It will provide healthful food alternatives for residents in Olean's city center, and promote the sale of local farm products.*

Bi-national logistics – *NA*

Energy – *The adoption of Smart Growth principles will result in less money being spent on transportation and motor fuels, particularly for people living at or below the poverty level.*

Project Criteria:

Creates/Retains/Fills Jobs – *Olean's plan solves a recruiting problem for our employers, especially our hospital, and sets the stage for job creation in the sectors with the greatest potential for growth. It also establishes an entrepreneurial culture that will promote startups, innovation, and creativity.*

Maximizes Return on Investment – *Most investment will be private and will add to the tax base for the city. The projects also have an inter-connectedness that creates synergy and sustainability for the long term.*

Ready for Implementation – *Because of Olean's proactive approach to new economic principles, the infrastructure, zoning, and other requirements are already in place to implement this plan. It is truly ready to begin today.*

Is Inclusive – *Olean's plan targets a number of groups, including underserved populations, the working poor, under-resourced young adults, and senior citizens; and it will succeed through integration of these demographic groups into the downtown district.*

Promotes Smart Growth – *Olean's plan adds density to the downtown and leverages existing infrastructure through mixed-use development. It promotes walkability, community character, green initiatives, and diverse opportunities for living, working, and playing.*

Oriented to Young Adults – *Millennials favor urbanism and walkability, with entertainment, housing, and work opportunities in close proximity. Olean's plan promotes these preferences, while building on long-established local character.*

Builds upon Strengths – *Olean's plan presents a natural and logical progression from its original "Walkable Olean" concept, espousing smart-growth principles, continuing to expand successful downtown initiatives, and implementing key components of the city's 2015 marketing plan for housing, property, and residential development.*

Regional Impact – *This plan strengthens Olean's position as a regional center for economic development, employment, arts, and entertainment. By tying the regional medical campus to affordable housing, downtown commercial properties, and the community college, Olean will grow as an economic engine in Southwestern New York.*

Improves Region's Image – *Olean will be recognized and celebrated as an authentic, successful and inclusive rural-American city, a model for small-city development, and an inspiration for others to emulate.*

Our overall vision for this Downtown Revitalization Initiative is to make our City vibrant and our residents optimistic about their opportunities to work, to learn, to grow and to thrive in Olean. Our DRI priority projects include place-making and homebuilding for a vibrant downtown and a diverse population of additional residents. By focusing on people, and places for people, we can revitalize Olean sustainably and equitably.

Priority Project #1 – (#16 on the BOA Master Plan Map, attached)& # 1 on the Boundary Map.

New and Additional Housing Choices. *Via the findings of the Market Analysis undertaken during the BOA process, data analysis and discussion with local realtors and experts confirms demand for new and updated rental units in the City. However, there are few new and/or high-quality multi-family rental properties in Olean. Local educational institutions, manufacturing*

firms and Olean General Hospital especially, have noted attracting and retaining employees, citing the lack of quality housing options with livability characteristics in nearby neighborhoods. Olean General and the Medical Campus also employ a significant number of low- and moderate-income producing individuals with affordable housing and mobility needs.

Figure 7: Townhouses would provide similar scale to the homes on N. Barry St. that are structurally sound

Olean's vision, as outlined in the BOA Market Analysis and identified as one the Study's Master Plan projects, is to develop new apartments and townhouses in the area along Olean Creek east of N. Barry Street. Considered an attractive location for new housing development, a well-designed project in this location with pleasant views of the Creek and proximity to employers -- Olean General Hospital, the Medical Group, Universal Primary Care, retail workers downtown, JCC students and manufacturing facilities workers less than ½ mile to the west of this site -- is a ***Priority Project*** *for Olean.*

This housing redevelopment vision within the DRI target area and listed as a recommendation in the Future Land Use section of the BOA, closely aligns with existing zoning and land use patterns, is supported by the Olean Area Transit System bus routes (see attached narrative) and is serviced by existing infrastructure. During development of the BOA Master Plan, ***two distinct*** *concepts were identified for this district – a* ***Cultural Hub*** *concept and a* ***Residential Mixed-Use*** *concept. Both concepts build upon Smart Growth principles which favor mixed-use development and a balance of transportation access with walkable, pedestrian-oriented environments.*

Cultural Hub Concept. *This concept recognized the need to offer residents and visitors a revitalized urban experience that incorporates arts, culture and entertainment. We will progress toward this goal by the addition of a new downtown multiplex theater and farmers' market with space for pop-up events.*

Residential Mixed-Use Concept. *This concept seeks to create a new neighborhood that is a pedestrian-friendly mix of commercial and multi-family residential options, integrated open spaces and access to Olean Creek. Within proximity to the Olean Center Mall, retail plazas and specialty shopping, dining and the Medical Campus, this highly walkable neighborhood*

Figure 8: On Main St. – near the Holiday Inn, we envision multi-level mixed use residential to frame the street and connect Downtown with the Medical Campus

could further support Olean's aging population by providing easily accessible services.

The City's Department of Public Works facility is currently located in this proposed housing development area between Higgins Avenue and North Barry Street. Also identified as prime underutilized commercial property near downtown and part of the Master Plan projects, the City is seeking a site for a new facility in the northwest quadrant of the BOA; this relocation from North Barry Street would make its current site available for higher-value development.

Priority Project #2 – identified as #2 on the Boundary Map.

Downtown Farmers' Market. *We know that local farmers' markets can become the heart and soul of a community. It's common ground, a place where people easily interact, alive with social and economic activity. A farmers' market can help a community create a robust local economy, and it often provides those with less access to fresh food more opportunity to buy it. Where farmers' markets were once given access to out of the way parking lots on the fringes of the community, the events are now more commonly held on main street.*

Olean touts two farmers' markets, Rural Enterprise Association of Proprietors (REAP) Farmers' Market and Olean Southern Tier Farmers' Market. Over the last 5 years these two markets have located in parking lots in the City and on the City's edge. Last year REAP moved its event to the Wal-Mart parking lot outside the City, but after strong urging by City officials and residents to consider returning to the downtown, REAP has now returned to the Mall parking lot.

The biggest barrier to farmers' markets in urban areas is the problem of finding a permanent site. This can be too expensive for the market retailers to afford but without a permanent site and a regular recurring schedule, customer awareness and loyalty is impossible.

Figure 9: This narrow block in the center of North Union St. would be perfect for a Farmers' Market & permanent comfort facilities

The City desires to develop a triangular piece of land that's in the heart of downtown and that is already partially City-owned. This land will be improved with reinforced turf, park furniture and a permanent set of public restrooms. With a permanent home, the Olean Farmers' Market will gain notoriety as an authentic countryside event which could become a significant day-trip tourist attraction for our City.

The City will assemble the property with assistance from the Olean Urban Renewal Agency. There are two substandard multitenant units on the rear of the site now. It would be better if tenants could be moved to better housing in our new residential development just a few blocks away.

The City would offer pop-up sites at zero or nominal rent. The Greater Olean Area Chamber of Commerce and Southern Tier West Regional Planning & Development Board, the recipient of a competitive USDA Farmers' Market Support Grant for FY 2016-17, will provide operational assistance. Location of a farmers' market to the DRI target area is a ***Priority Project****. This project will:*

Benefit the farmers
-provide a different source of revenue, often crucial in today's difficult farming climate
-farmers diversify their skills – gaining marketing and business expertise
-farmers get increased networking and learning opportunities with other farmers

Benefit the Consumers
-consumers enjoy the atmosphere and experience of farmers' markets
-consumers get fresh, healthy produce at competitive prices
-they offer increased choice, and can offer extra fresh, affordable produce in areas with few such options

Benefit the Local Economy
-more money is spent in the local economy, and it circulates in the locality for longer
-there is high spillover spending in other shops on market days
-they provide an outlet for local produce, helping to start new local businesses and expand existing ones
-they reinforce local job and business networks, maintain local employment
-they strengthen community – a key factor in the quality of life

Benefit the Environment
-Food travels less distance; there are fewer "food miles"
-They are an important outlet for farmers selling organic and less intensively-produced food

This more prominent positioning of a farmers' market will help bring attention back to Olean's downtown, with increased foot traffic drawn by fresh produce and increased sales for many downtown businesses.

Priority Project #3 – identified as item #3 on the Boundary Map.

Downtown Cinema and Live Theater. *Art and Entertainment events draw people downtown and increase economic activity in a variety of business categories, attracting people who normally would not visit. But as already mentioned, all of Olean's theaters, like many small towns across America, vanished from the downtown landscape. Olean's last downtown theater was demolished in 1985. While movie theaters can provide a viable entertainment option for keeping the downtown active in the evening, these movie theaters also serve as social, cultural and entertainment outlets.*

Bradford's Main Street Movie House just 25 miles south of Olean in Bradford, PA (population 8,200) is visited by hundreds of Olean residents each year. The Movie House hosts a number of different movies/series such as the Independent Film Series (a favorite of Olean residents), as

well as faith-based and non-fictional history specials. The theater is also rented for after-movie/seminar receptions and is thriving.

With the disappearance of our downtown theaters, the JCC campus has served as an indoor/outdoor entertainment venue for lecturing, meetings and workshops; Taste of Olean event; and private functions such as Eade's Fitness Center USBF American Memorial Bodybuilding Competition. But it can't take the place of a downtown theater, and these events would be better served on live theater stage.

Figure 10: Multiplex Cinema + Theater will fill the gap between North Union St. and the Olean Center Mall

A multiplex theater that could also be used as a venue for local concerts, youth productions, rental performances and visual art gallery receptions is sorely needed and is a ***DRI Priority Project****.*

The proposed multiplex theater would be located on the Olean Center Mall frontage and across North Union Street. from the proposed farmers' market. The Theater marquis and lobby would be directly on North Union Street, becoming a signature entertainment venue and restoring a vital missing piece of our downtown fabric. By its central location on North Union Street and at the Mall entrance, the theater will become a connecting node between the new residential development proposed in the north end of the DRI, the Mall itself and both segments of our newly walkable downtown.

Figure 11: Cinema / Theater where the Mall sign now stands; permanent kiosks where cars are parked at the Mall entrance road

Priority Project #4 – identified as item #4 on the Boundary Map.

Infill Development. *Olean recognizes that sprawl is not conducive to our community's health and livability so instead, we intend to focus on supporting the development of passed-over parcels within developed areas in order to maximize use of existing public facilities and infrastructure.*

Infill development efforts will focus on the job of crafting complete, well-functioning neighborhoods—successful residential/mixed use infill development characterized by overall

residential densities high enough to support a variety of convenience services and amenities-- and transportation choices that fits the existing context and gains neighborhood acceptance.

Olean proposes, with cooperative partnership among government, the development community, financial institutions, non-profit organizations, neighborhood organizations and other resources to advance infill success. Such development will return cultural, social, recreational and entertainment opportunities, gathering places, and vitality to our older centers and neighborhoods. In the long view, the public and private costs of sprawl development patterns would far exceed the resources needed to facilitate infill development already served by public infrastructure, including roads, water and sewer lines.

The City's new Form Based Code adopted in 2015 supports infill development in the downtown where scattered vacant land exists in established neighborhoods and business districts. Through infill, redevelopment and reuse of these vacant and underutilized parcels will be an economical way to decrease traffic and promote walking by reducing walking distances and supporting transit use and bring vibrancy, community and social connection back to neighborhoods.

Providing relatively continuous street walls of multistory building, Olean's infill development will emphasize a strong street edge and create a sense of enclosure that defines the urban space of the street.

Figure 12: Infill concept for North Union: Live-Work lofts

Local City government's central role in making infill happen is by creating specific plans for areas with infill potential, making sure zoning is appropriate, streamlining permitting processes, offering financial incentives to developers and coordinating involvement of neighbors and other local constituencies. It is particularly important for Olean to encourage multiple infill projects in close proximity to amenities such as parks, streetscape improvements, public plazas, child care centers, local shops and restaurants. Proposed sites shown on the DRI map already accommodate these services, and local leaders already support Smart Growth and sustainable development principles.

Through these infill development concepts Olean can increase the ***quality of housing*** *to meet the needs of both existing neighbors and new workers or residents, community amenities and create*

a more active downtown and neighborhood center without expanding our overall footprint out into open space or otherwise undeveloped lands.

Priority Project #5 – identified as item #5 on the Boundary Map.

On-Campus Student Housing at JCC. *Jamestown Community College made a very large bet on Olean in 1979 by choosing to place their new Cattaraugus Campus in the center of downtown. The campus is very well planned around a compact quadrangle which creates an academic oasis in the heart of our City.*

Figure 13: Student dorms at JCC Falconer. Dorms in Olean will drive up enrollment.

This campus provides needed access to college programs for a large and underserved regional population, and it has the ability to attract students from beyond our region. Many students have taken apartments in the old and converted houses near JCC.

To realize its full potential and to achieve a scale needed to support a full slate of needed programs, JCC needs to grow in Cattaraugus County. The most intractable barrier to growth is the lack of "student life" amenities.

The broader community has rallied to provide leveraged resources. JCC utilizes the YMCA but we need an on-campus community to enable extracurricular to flourish. This is why we have listed on-campus student housing as a priority of our DRI.

Our overall vision for this Downtown Revitalization Initiative is to make our City vibrant and our residents optimistic about their opportunities to work, to learn, to grow and to thrive in Olean. Our DRI priority projects include place-making and homebuilding for a vibrant downtown and a diverse population of additional residents. We feel that by focusing on people, and places for people, we can revitalize Olean sustainably and equitably.

Priority Project #6 – identified as item #6 on the Boundary Map.

Extend the Walkable Olean Traffic Calming to the Medical Campus. *The Walkable Olean design philosophy is working well on North Union Street so we want to extend it up to our Medical Campus which is only two blocks away. Currently, it's uncomfortable to walk this short distance even though the Olean Creek Main Street Bridge has two well-protected sidewalks. The problem is an over-wide Main Street and two confusing intersections.*

The City will install two roundabouts and apply a "road diet" to make this street attractive and inviting to drive, walk and bike.

In addition to extending the Walkable Olean street design to our Medical Campus, we plan to follow the planning recommendation of our BOA plan and complete a walkable street grid of residential-scale streets and sidewalks where we envision residential development.

Figure 14: Main St. and North Barry – confusing & unattractive

With reference to our DRI Project Map, the completed street grid is over-laid on what is currently a set of dead end streets with crumbling curbs and incomplete sidewalks. These streets will be improved and connected. At the points where the streets reach Olean Creek we envision public greenspace and trails over the levees and down to the water's edge, similar to the levee-top trail development that has been completed in Corning. This will become the most accessible waterfront in the City, a pleasant stroll for residents and workers in the nearby major employers.

9) **Opportunity Agenda, Inclusivity and Context-Sensitive Planning.** In an effort to prevent unintended consequences of revitalization such as projects out of scale with the neighborhood and/or displacement of current residents or businesses, please explain how you will include existing residents and businesses, particularly the traditionally under-represented groups, in the planning process and highlight any policy action that would ensure equity, diversity and opportunity for those already living in or invested in your targeted downtown neighborhood. Refer to the WNY REDC Opportunity Agenda for more information on these regional priorities.

We selected this DRI neighborhood because this is the place where we can achieve maximum positive impact with minimal disruption of current residences and businesses. For instance, we envision the taking of just four (4) existing retail properties along Main Street and our hope is that these businesses will simply relocate into the new mixed use structures with first floor commercial space and upper floor housing. We feel they will be more prosperous in the revitalized neighborhood.

The area east of North Barry Street includes several blighted and dilapidated housing units that really need to be demolished. There are some single-unit houses there that could be preserved and complimented by appropriate selection of townhouses and apartment structures built in their midst and on land currently occupied by the City's DPW garage. The current residents of the substandard housing would be candidates for new, affordable worker housing.

Figure 15: Substandard housing would be replaced with better affordable options – (between N. Barry & Olean Creek)

The new homes and those existing homes of sufficient quality will become part of an expanded residential community including townhouses and multi-story apartment buildings overlooking Olean Creek next to the Holiday Inn Express and east of North Barry Street. These structures will afford creek views and public access to the creek.

In-fill housing on North Union Street will be multi-story because the street needs additional 3 to 5 story buildings to frame its line. These design guidelines are already described in the Downtown Olean Character Study, which informed the adoption of the Downtown Olean Form-Based Zoning Code in December 2015. We already have in place the zoning framework needed to make downtown investment easy and attractive for developers.

The goal of our Downtown Revitalization Initiative is to bring greater diversity to the center of our City. We want to create places where people of lesser means can access jobs, education and opportunity, and do so affordably.

We are also beginning to see people with wealth choosing to live in apartments above historic downtown buildings. The City of Olean adopted a Form-Based Zoning Code in order to encourage adaptive reuse of downtown buildings. Olean also has a downtown historic district and we are home to one of the State's first residential historic districts just one block due west of downtown.

This DRI will accelerate our downtown master plan to make our downtown more attractive to all residents and visitors while improving the connectivity between downtown and two of our larger and more stable neighborhoods in the City.

Figure 16: North Olean neighborhood

North Olean, between the Dresser Rand Complex and Olean Creek, is a solid working-class neighborhood of single-unit detached houses. Our BOA Master Plan identified the value of improving pedestrian and cycling connectivity through this neighborhood to downtown.

Boardmanville lies to the Northeast along Main Street extending to "the heights", which is Olean's wealthiest community. By extending Walkable Olean complete street infrastructure to the Medical Campus we will create a solid, pedestrian-safe connection between downtown and this large city neighborhood.

Our DRI neighborhood represents the missing link between downtown Olean, our Medical Campus, the neighborhoods of North Olean and Boardmanville, and the historic downtown and nearby Oak Hill neighborhood. This revitalization initiative will provide the critical missing link to reconnect City neighborhoods and accelerate the vital focal points in our downtown.

Figure 17: Olean General Hospital adjoins the DRI neighborhood

During project implementation we will abide by all of the minority and women hiring and procurement guidelines. In fact, we see this Initiative as an opportunity to implement

multiple, fine-grained projects that will be more accessible to MWBE contractors than are many of the large, signature projects that typically headline downtown revitalization plans.

Once complete, this DRI will demonstrate a new approach to downtown renewal by implementing an urban housing initiative for a diverse population that will serve to connect established residential neighborhoods, the downtown core and our medical campus. By building a blend of affordable and market-rate housing choices and by targeting young and old, families and singles, we will ensure that our downtown will be perceived as a place where opportunity is equitable, and available to all who would be neighbors.

The impetus for this vision arose from many community planning exercises over the past several years. Our Northwest Quadrant Revitalization Plan, developed for our BOA recently, engaged hundreds of residents in the challenging discussion about what next to do with our legacy industrial zones and their surrounding neighborhoods. The people spoke and they identified more housing, new housing and higher quality public spaces among their priorities.

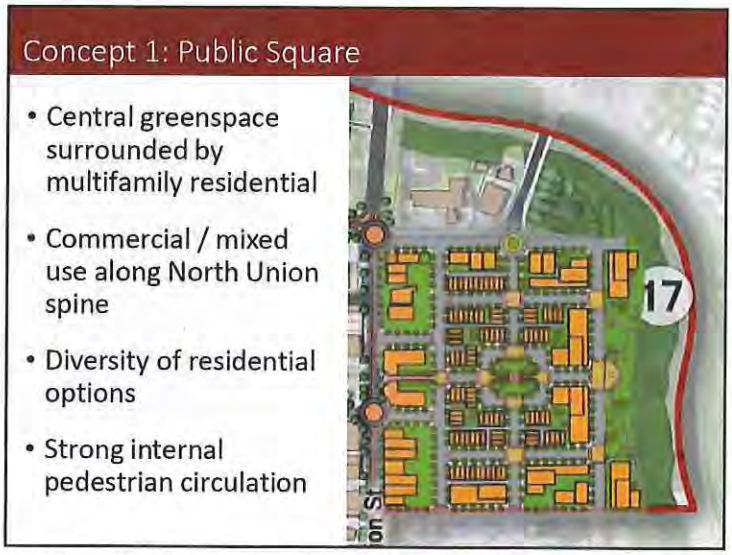


Figure 18: Olean BOA – Public Input suggested Downtown Housing

One of the most strenuously controversial public planning efforts occurred during the planning for the Walkable Olean North Union Street Streetscape Project. Residents from the entire City and business owners in the downtown came together in multiple planning and public hearing events. It was our public who selected the final streetscape geometry and finishes. Here again, our residents and business owners reasserted their resolve to back a transformation project to reinvest in, and revitalize downtown Olean.

The citizens of Olean are accustomed to having their voices heard. They provide good ideas and critical insight into the local context (see attached Public Participation Meeting Minutes). The City of Olean welcomes public input and puts engagement to good use, fostering grass roots organizations to implement small scale, high-impact projects throughout the City.

This Downtown Revitalization Initiative will accelerate the positive momentum that Olean has already achieved through well-planned, well-executed projects defined through highly involved public input.

10) Other. Provide any other information that informed the nomination of this downtown for a DRI award.

Olean is a typical Upstate municipality with typical problems that we will address with our Downtown Revitalization Initiative. Olean could serve as a role model for other upstate small cities and villages.

In the 1950's and 60's Olean was thriving. But by the 70's, most of the new home and retail development in Cattaraugus County would occur in unincorporated towns. This was typical for rural counties; our cities and villages would be hollowed-out by sprawl.

Today, Olean is fighting to attract young people and empty-nesters back to our City Center. There are a number of upper floor, market rate apartment projects already underway in our historic downtown.

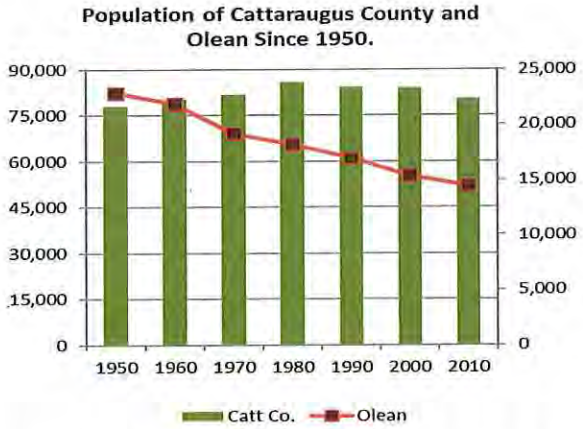


Figure 19: Sprawl without growth: Olean lost 1/3 of its population since 1960 while Catt. County sprawled.

Lower-wage workers and fixed-income retirees could also be attracted back if we provide a good mix of affordable and market-rate housing choices. A burst of population at the core of the City will attract and grow downtown retail and cultural offerings. A virtuous cycle will begin in our downtown and spread from there. Olean will restore its tax base at the same time new Olean residents will find greater opportunity and affordable access to jobs in a walkable live/work neighborhood.

We've learned from the success of other communities. Corning and Watkins Glen focused on downtown housing in order to revitalize but we were cautioned that Corning and Watkins Glen are special because they have signature tourist attractions and a major corporate benefactor. But even without these special assets, Olean is already seeing success with our projects to make our City attractive. And Olean accomplishes a lot with few resources.

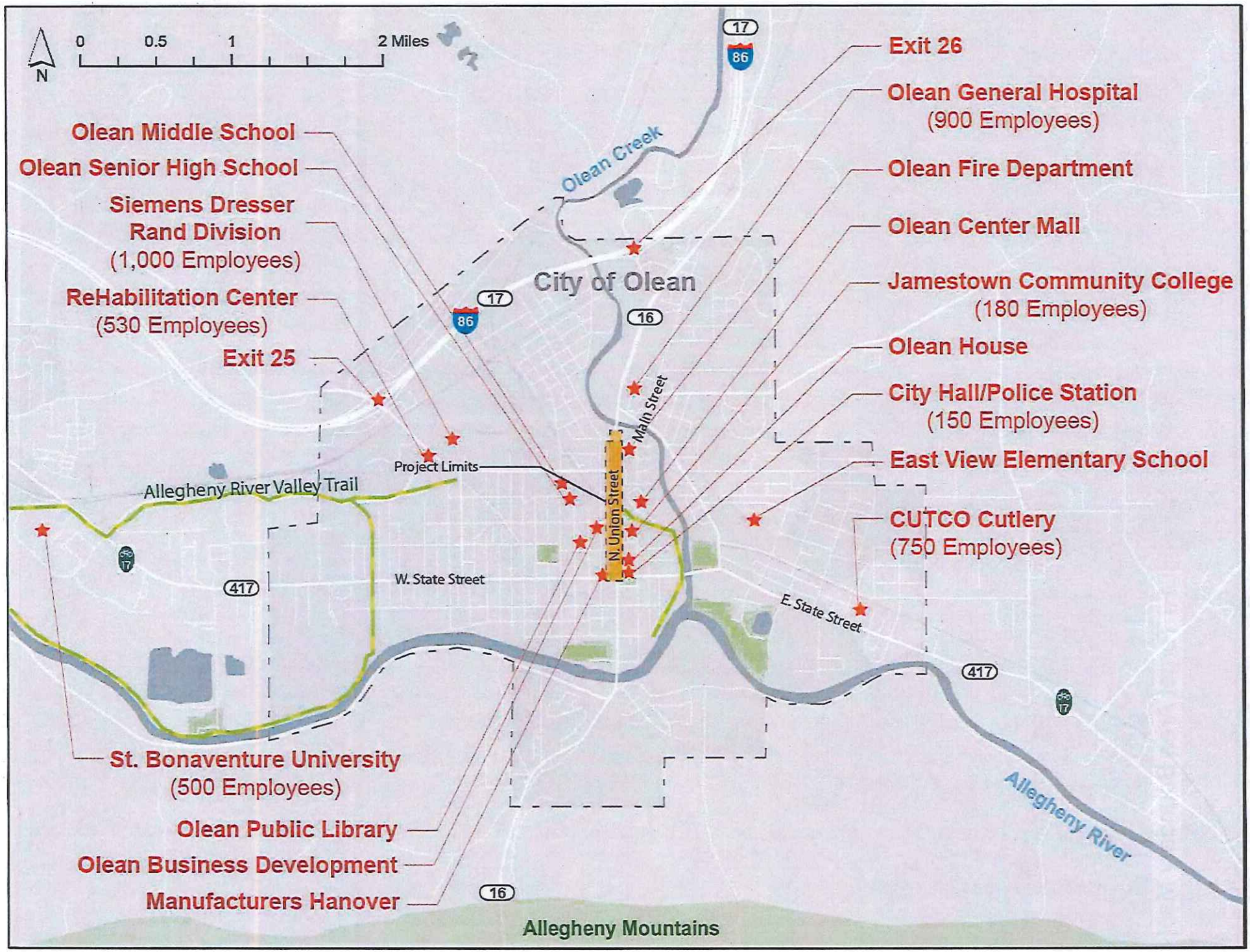
For instance, the East State Street "road diet" and complete reconstruction was performed on-time and under-budget. This success attracted a $5 million private investment in a multi-entertainment facility on East State Street, inside the City.

Olean's Bradner Stadium and William O. Smith Recreation Center are major public venues for a city of Olean's size and they had both suffered many years of deferred maintenance. The City, with help from the State and local donors, completely renovated Bradner Stadium for approximately $1.5 million and they will renovate the Recreation Center's ice rink, for approximately $1.5 million. These assets are intensively programmed and utilized, the ice pad being scheduled 22 hours per day.

The Olean Downtown Revitalization Initiative is typically pragmatic. Olean is not relying on "silver bullet" projects, a famous attraction or a single large benefactor to ensure our

renaissance. We are simply recovering what sprawl took away, attracting people and retail businesses back to the core of our City. This strategy would work in any Upstate New York municipality that has been hollowed-out by decades of underinvestment and sprawl. Olean could become the role model other small cities and villages need in order to inspire their own revitalization.

PROPOSED NEW DEVELOPMENT
Project Area
Roundabout
Residential
First-Floor Office/Retail, Upper-Floor Housing
Public Greenspace
Pop-Up Development
Cineplex and Theater
OLEAN HOSPITAL CAMPUS
BOARDMANVILLE
NORTH OLEAN
Main Street
#6
4
1
#4
North Union Street
Dresser-Rand
Olean Middle School
3
2
Olean Senior High School
Olean Center Mall
Olean Business Incubator
5
Jamestown Community College
OAK HILL HISTORIC DISTRICT
DOWNTOWN HISTORIC DISTRICT
DRI Target Area Boundary Map
0
500
1000 feet


N
0
0.5
1
2 Miles
Olean Middle School
Olean Senior High School
Siemens Dresser Rand Division
(1,000 Employees)
ReHabilitation Center
(530 Employees)
Exit 25
Exit 26
Olean General Hospital
(900 Employees)
Olean Fire Department
Olean Center Mall
Jamestown Community College
(180 Employees)
Olean House
City Hall/Police Station
(150 Employees)
East View Elementary School
CUTCO Cutlery
(750 Employees)
St. Bonaventure University
(500 Employees)
Olean Public Library
Olean Business Development
Manufacturers Hanover
Olean Creek
City of Olean
Project Limits
Allegheny River Valley Trail
Main Street
N. Union Street
W. State Street
E. State Street
Allegheny River
Allegheny Mountains
17
86
16
417

RESOLUTION #44-16
PL #43-16

By Alderman Gonzalez, Seconded by Alderman Andreano

THAT THE COMMON COUNCIL AUTHORIZES THE MAYOR TO SIGN AND SUBMIT AN APPLICATION TO NEW YORK STATE EMPIRE STATE DEVELOPMENT FOR FUNDING UNDER THE WESTERN NEW YORK DOWNTOWN REVITALIZATION INITIATIVE

WHEREAS, Governor Andrew M. Cuomo recently launched a $100 million Downtown Revitalization Initiative (DRI) – a comprehensive approach to transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live and work, and

WHEREAS, the program will invest $10 million into ten downtown neighborhoods across New York State in communities selected by the state's Regional Economic Development Councils, and

WHEREAS, each of the ten REDCs in the State will nominate one downtown in their region best positioned to take advantage of the DRI, and

WHEREAS, the City of Olean desires to apply to Empire State Development for nomination by the Western New York REDC to assist our community in transforming our downtown into a walkable, pedestrian friendly vibrant place, attracting new investments and businesses and generating new opportunities for our local economy.

NOW, THEREFORE, BE IT RESOLVED, that the Common Council supports this vital initiative and authorizes the Mayor to submit an application to ESD to recommend nomination under the DRI in order to develop and implement a strategic investment plan and identify key projects consistent with the DRI's goals and the City's local goals, and make Olean a great place to live, work and play!

RESOLVED, that this Resolution is effective immediately.

STATE OF NEW YORK }
County of Cattaraugus } ss.
City of Olean }

I Alexander Utecht Clerk of the said City of Olean, hereby certify that I have compared the forgoing copy Resolution 44-16 with the original thereof adopted by the Common Council of said City on the 24th day of May 2016 and that the forgoing is a true copy of said original and of the whole thereof.
IN WITNESS WHEREOF, I have hereunto set my hand and the seal of said City on the 25th day of May 2016.

Clerk of the City of Olean

Past Investments in Target Area
(Public/Private)

Name	Funding	Source(s) of Funding
North Union Street Reconstruction Project	$10,700,000	US & NYS DOT, EFC, ESD, City
JCC Manufacturing Technology Institute	$ 6,000,000	ESD, Public
Community Bank	$ 1,800,000	Private
East State Street Reconstruction	$ 1,500,000	ESD, NYSDOT, City
Olean Business Development	$ 1,000,000	ESD, CCIDA, Private
Totaline-Ravyn & Robyn Lounge	$ 400,000	Private
Downtown Housing /Commercial Redevelopment	$ 350,000	NY Main Street, ESD
Paul Petruzzi/Little Chicago Distilleries	$ 300,000	Private, City
Fox Financial, Mike Canada Surveying	$ 52,000	Private, City

Past Investments Near Target Area
(Public/Private)

Name	Funding	Source(s) of Funding
William O. Smith Rec. Center/Ice Rink	$ 1,500,000	ESD, NYS OPRHP, City
Holiday Inn Express	$ 2,000,000	Private
Bradner Stadium	$ 1,500,000	DASNY, Public
Four Mile Brewing	$ 1,200,000	NYSOCR, USDA, City, Private
North 3rd Street Reconstruction	$ 945,000	ESD, City
Manufacturer's Hanover Building	$ 800,000	ESD, OURA, Private
Win-Olean Property Assoc., LLC	$ 250,000	Private
Brothers Bistro	$ 200,000	Private
Sunny Olean LLC Adaptive Reuse	$ 115,000	Private
My Old Time Bakery	$ 79,000	Private
UpCycle Bicycle Shop	$ 73,000	Private

Future Investments in Target Area
(Public/Private)

Name	Funding	Source(s) of Funding
City of Olean		
• Main Street Infrastructure (road diet)	$ 1,500,000	CFA 2016, City
• Farmers' Market (site dev.)	$ 500,000	CFA 2016, City
• DPW Garage Demolition/Remed.	$ 500,000	CFA 2016, City
Olean Center Mall	$ 1,000,000	Private, City, TBD
Universal Primary Care	$ 1,000,000	US Dept. of Health
Farmers Market Whitney Avenue	$ 800,000	Private, City, TBD
Eade's Fitness 24/7	$ 300,000	Private

Future Investments Near Target Area
(Public/Private)

Name	Funding	Source(s) of Funding
DPW Relocation to BOA < .5 mile away	$ 2,000,000	CFA 2016, City
East Avenue Waterfront Development <.1 mile away	$ 2,000,000	City, CFA 2017
Recreation Center Ice Rink Complex<.1 mile	$1,500,000	CFA 2016 (awarded), public
Four Mile Brewing < .25 mile away	$ 250,000	Private, CFA

Employment by Sector

High-Tech and Advanced Manufacturing Industry. Olean is home to several advanced manufacturing and R & D companies such as Siemens Dresser Rand's Global Engineering Center, SolEpoxy, Napoleon Engineering Services and Scott Rotary Seals. According to Cattaraugus County and regional economic development agencies, Olean is on the "up-tick" with a resurgence of advanced manufacturing and growth among the smaller high-tech firms mentioned above. Although not large employers at this time, they are growing and actively recruiting engineers, IT professionals and scientists from outside the area. With additional business development underway, it is expected that 150-200 new jobs will be created in the next 12-18 months.

Manufacturing Industry. CUTCO, known worldwide for the design and manufacture of fine cutlery, maintains its headquarters and manufacturing facility in Olean. Siemens Dresser Rand is the largest employer within a 50-mile radius with 1,000 employees. The company has served as the economic anchor for the community since the plant was established in Olean in 1916.

Innovation and Entrepreneurs. Several of the burgeoning high-tech firms are bringing innovation and entrepreneurs to the community. In addition, Olean Business Development has developed an incubator facility in the former Olean Business Institute building in the target area to support entrepreneurship. Although there is a lack of R & D centers and research-based academic insititutions in the immediate Olean area, there is the opportunity to tap the vast array of such centers and the NYS Hot Spots in the broader region that have the potential to generate expanded economic opportunities.

Higher Education. The Cattaraugus County Campus of Jamestown Community College (JCC) is located in the heart of Olean's downtown and the DRI target area. It has 180 employees and an enrollment of 1,000 with a goal to grow to 1,500. The college's recent expansion includes current construction of "The Manufacturing Technology Institute" (MTI), a partnership between JCC and the Manufacturers Association of the Southern Tier. MTI focuses on the development and provision of training to support advanced manufacturing in the region. MTI houses several of the college's accredited educational programs such as industrial equipment technology, mechanical technology, machine tool technology, and welding technology, as well as non-credit industry specific customized and nationally accredited training programs.

Healthcare Industry. Olean is the medical corridor for the population throughout Cattaraugus County. Olean General Hospital (OGH) is recognized as offering world-class quality, including state-of-the-art cardiac care and its affiliation with Roswell Park Cancer Institute in Buffalo. Now integrated with Bradford Regional Medical Center under a common parent, Upper Allegheny Health System (UAHS), the Hospital just

signed a letter of intent to affiliate with Kaleida Health. OGH and UAHS along with the nearby medical campus employee 1,650 individuals and routinely recruit and hire an average of 16-18 physicians per year.

Tourism Industry. Olean's tourism sector has experienced growth with the recent addition of Four Mile Brewing. Located just south of the downtown on the banks of the Allegheny River, the microbrewery opened in May of 2014 and operates in the former Olean Brewing Company building, a pre-prohibition brewery that closed in 1920. Kayaking and canoeing along the Allegheny River, a regional community asset has also seen resurgence with public investments made to install additional boat launches in Olean and nearby communities. The 6-mile Allegheny River Trail consists of an impressive system of multi-use trails winding along the river through St. Bonaventure University and Gargoyle Park.

The Dresser Rand Challenger Learning Center at St. Bonaventure University is a space themed learning program designed to stimulate a student's interest in science, math and technology through a series of hands on experience and simulations that are tied to classroom learning.

The St. Bonaventure Quick Center for the Arts offers a number of resources for education (instructional spaces for the visual and performing arts) and entertainment for its varied audiences.

Government. Several government employers are located in the downtown area including the City of Olean, Cattaraugus County One Stop, US Post Office, US Health & Human Services Department, NYS Veterans' Affairs Division, and Cattaraugus-Allegany County Workforce Investment Board.

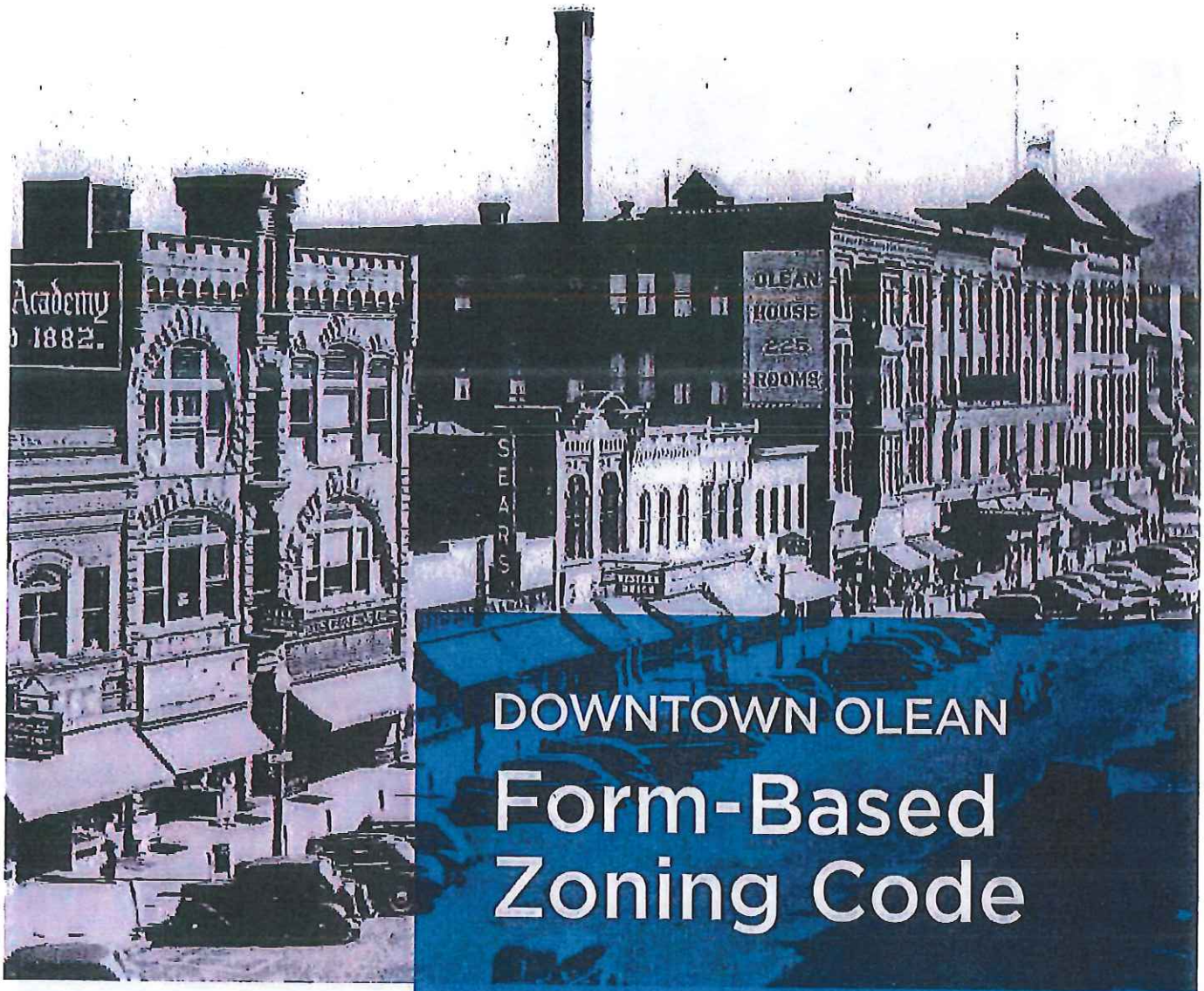
Banking Industry. The banking industry is stable and anchored by several institutions such as Community Bank, Five Star Bank and Key Bank with main branches in the downtown district.

WALKABLE OLEAN

A VISION FOR UNION STREET

JEFF BELT, PRESIDENT, SOLEPOXY INC. | CHUCK BANAS, CONSULTANT

PREPARED FOR THE CITY OF OLEAN, THE HONORABLE LINDA WITTE, MAYOR | SEPTEMBER 2011



DOWNTOWN OLEAN
Form-Based Zoning Code

A zoning update for Downtown Olean, NY

December 2015

PREPARED FOR:

City of Olean, NY

William J. Aiello
MAYOR

Adam Jester
COMMON COUNCIL PRESIDENT

Mary George
PROGRAM COORDINATOR
DEPARTMENT OF
COMMUNITY DEVELOPMENT

CHUCK BANAS DESIGN

Olean Downtown Revitalization Initiative

Upper Story Housing Demand Analysis
Property Development Strategy
Product Positioning and Business Mix Strategy

Susan Payne
Strategic Planning &
Economic Development
Consultant

June 2015

City of Olean
Comprehensive Development Plan
2005-2025

Adopted by City Council
August 9, 2005

Downtown Revitalization Initiative Planning Committee

Crystal Abers	Catt. County Economic Development, Planning & Tourism
William Aiello	City of Olean Mayor
Jeff Alevy	Olean YMCA
Susie Austin	Bella Ruche - downtown business owner
Tom Barnes	Southern Tier West Regional Planning & Development Board
Jeff Belt	SolEpoxy
Don Benson	Benson Construction
Vicki Blessing	Park Centre Development – downtown real property owner
Laurie Branch	Iroquois Group - downtown business owner
Tom Buttafaro	St. Bonaventure University
Tony Capito	Resident
Fred Eade	Landlord
Brian Eddy	Cattaraugus ReHabilitation Center
Karen Fohl	Olean General/Upper Allegheny Health Systems
Sondra Fox	H & R Block - downtown business owner
Mary George	City of Olean Community Development
Dr. Theodore Georgian	St. Bonaventure University
Brittany Jones	Brittany's Country Store - downtown merchant
Travis Martin	Cytec Industries
Martin Maynard	Ask Design Jewelers - downtown merchant
Kylie McLaughlin	WNY & PA Railroad
Chris Napoleon	Napoleon Engineering Services
John Sayegh	Cattaraugus Campus Jamestown Community College
Phil Smith	City of Olean Planning Board
Larry Sorokes	OBDC/GOACC
John Stahley	Siemens Dresser Rand
Chad Staniscewski	New York State DEC
Jim Stitt, Sr.	Cutco
Tom Victor	Resident
Dr. Kevin Watkins	Cattaraugus County Health Department
Kim Whitney	Rural Revitalization Corporation
Crystal Wiech	Scott Rotary Seals
Corey Wiktor	Cattaraugus Industrial Development Agency
Tom Windus	City of Olean DPW
Eric Wohlers	Catt. County Department of Health
Dennis Wright	Wright Home Realty - local realtor

COMMUNITY PARTICIPATION MEETING

Tuesday, May 24, 2016
6:15 p.m.
Council Chambers, Olean Municipal Building
101 East State Street
Olean, NY 14760

Communities across New York State have been invited to apply to Empire State Development to support revitalization and redevelopment initiatives that will transform their downtowns into vibrant communities—the kinds of places where people want to live, work and play. Ten million dollars will be made available to each of 10 communities nominated across the State (one from each of the ten Regional Economic Development Council districts).

We invite you as residents, community stakeholders, business leaders, educational and cultural institution representatives, housing corporations, merchants and business owners, youth leaders and not-for-profit and advocacy organizations as well as social and public service organizations (police, healthcare providers) to join us at this Community Participation Meeting scheduled for Tuesday, May 24, 2016 at 6:15 p.m. in the Council Chambers of the Olean Municipal Building, 101 East State Street, Olean, NY 14760. Your active involvement is essential to the success of our desire to enhance the attractiveness, livability and economic sustainability of our downtown and our community.

For more information about this meeting and the Downtown Revitalization Initiative, please visit the City of Olean's website at www.cityofolean.org under Downtown Revitalization Initiative. Questions and comments may also be sent to mgeorge@cityofolean.org.

Tuesday, May 24, 2016 – 6:15 p.m.
Community Participation Meeting – Western New York Downtown Revitalization Initiative
Council Chambers – Olean Municipal Building

Present: Aldermen Gonzalez, Andreano, Dougherty, Tertinek, Smith, and George. Others: Mayor William Aiello; Nicholas DiCerbo. Jr., City Attorney; Fred Saradin, City Auditor; Mary George, Community Development Program Coordinator; Tom Windus, Director of Public Works; Jeff Rowley, Police Chief, and Tiffany Taylor, Managerial Confidential Administrative Secretary.

Mayor Aiello opened the meeting at 6:15 p.m. and began by stating that the City of Olean has the opportunity to receive a grant in the amount of $10 million over a period of five years. Basically, the application requires us to put our dream out there, send it to the State and hopefully, if we are awarded the grant money, see our dream become a reality. He is glad to see that there are people attending who are interested in the future of the City and the vitality of the downtown.

Mr. Windus stated that the public is welcome to download information regarding the initiative from the Western New York Region Economic Council online. He stated that in a nutshell, we are putting our name in a hat with our ideas and hoping that they choose us for the grant. A portion of the grant would allow a consultant to work with us to decide what projects are viable and what would be best to spend the funding on. He asked the public, if they have ever gone someplace and saw something that they thought would be a good fit for Olean's downtown, to let us know. Any project that would help us to draw more people to our downtown would be a great suggestion.

Mayor Aiello stated that our goal is to make Olean a destination. We want people to come to Olean, visit, and spend money. One idea that we have is for a permanent farmer's market, located on a parcel of land along North Union Street that the City owns a large portion of. He stated that some of the grant funding can be used for acquisition of property and demolition, so there would be little barrier to using this area. Having a farmers market downtown, year round could be an excellent asset to the community.

John Melocky, an Olean native and member of the Farmer's Market, stated that he is in agreement with the idea of the year round, permanent farmers market. He thinks that the location is perfect, as it is downtown and close to people. He stated that home grown, organic food is becoming more and more important to people, and he believes that this will be a successful addition to the community.

Christine Barnes stated that, while we are making up our list of dreams for Olean, that she would like us to consider a cultural center. She would like to see a center that supports the music, arts, and dance, as well as a theater. She stated that Wellsville has a center for these purposes, and she would like to see one in Olean.

Crystal Abers, the Director of Economic Development, Planning & Tourism in Cattaraugus County, thinks that the downtown would be a great place to highlight Olean's historic district and place a cultural center.

Alderman Gonzalez stated that he would like to see Wayne Street developed to become the City's industrial zone. If we look at bringing in smaller business operations related to industry, we could see great job creation.

Kevin Bartholomew stated that he has seen people in other communities utilizing the river, and although it doesn't necessarily flow through the downtown, it could be utilized for additional parks and tourist-related uses, such as boat launches. He would like to see Olean become a destination, and

although he is not sure what would do that, he believes that someone could think outside the box and bring something different to Olean that no one else has. For example, Cloud Nine on Mount Herman was a destination. He stated that Olean has so much here, including medical facilities, a university and our mall all downtown, so we just need "something special" to get people here.

Laurie McCarthy, a downtown business owner, stated that she would like to see a trolley become a part of the bus system. It would aid those who are utilizing the off street parking downtown to reach their destinations along North Union. It could become a sort of "destination" in itself, if we were to consider having special attractions around the holidays, such as the Barbershop Quartet singing Christmas Carols around Christmas. She also stated that she believes we need to get more small retail shops downtown, as to draw visitors who will drive North Union Street and see something that makes them want to stop. She would like to see us get away from businesses on the main drive such as attorney's offices, home repair offices, and the like.

Jim Stitt of CUTCO stated that his company is committed to this community. He encouraged the City to be progressive and keep growing, so as to get, and keep, young people here. He stated that we need to look at housing downtown, as there is a medical and retail corridor that could use downtown housing. The Walkable Olean idea doesn't just encompass shopping, either. We need to make sure that we have adequate housing downtown for those who wish to live downtown within walking distance of everything they need.

Mayor Aiello stated that most of the public's comments are right in line with what we see on our "short list" of projects. He added that we would like to see some infill, and bring buildings right to the street. For example, with the new Form-Based Zoning Code, the parking requirements at the Mall have changed, so we would like to see them build further to North Union Street. He also stated that the Allegheny River Valley Trail Committee is working on planning and development along the Allegheny River in Olean, as well as surrounding communities.

He continued in stating that we will do our best in our attempts to obtain the funding. We are on a very short deadline, as June 3rd at 4:00 p.m. is the deadline for the grant application. He stated that Mary George and Keri Kerper in Community Development and Tom Windus in Public Works have been working tirelessly, as well as others within the City. He stated, though, that we cannot do this without the community's help and input, and he is glad to see everyone here tonight. He encouraged anyone with additional comments or ideas, especially the high school students in the audience, as they are the future of Olean, to bring them to him as soon as possible for incorporation with the overall plan.

After again thanking everyone for their help and participation, Mayor Aiello closed the meeting at 6:35 p.m.

NW Quadrant
REVITALIZATION PLAN

LEGEND

- BOA Boundary
- Existing Building
- Proposed/Upgraded Building
- Existing Trail
- Proposed Trail
- Potential Rail Spur
- Proposed Roundabout

Keynotes

1. Rail Transload Facility
2. Municipal Stormwater/Education Facility
3. Gateway Feature
4. Commercial / Hotel Development
5. Mixed-Use Development
6. Solar Farm
7. Flex / Light Industrial Development
8. Commercial Development
9. Possible At-Grade Rail Crossing
10. City DPW Facility with Flex Industrial
11. Greenspace and Residential Infill
12. Park with Playground
13. Buffalo / Wayne Streets Streetscape Enhancements
14. North Union Neighborhood Mixed-Use
15. Trail System
16. Mixed-Use Redevelopment
17. Office Development

Feet
0 250 500 1,000

City of Olean
William J. Aiello, Mayor
101 East State Street
Olean, NY

Map 19 Master Plan

This map was made possible with the guidance and financial assistance provided by the New York State Department of State Brownfield Opportunity Areas Program

Bergmann associates
architects // engineers // planners

Olean Area Transit System Services

The City of Olean operates the Olean Area Transit System (OATS) within the geographic area of the City and its environs in Cattaraugus County. Also, OATS services are provided from Olean to the City of Salamanca and the Allegany Territory of the Seneca Nation of Indians, as well as to Oil Spring Territory of the Seneca Nation and the Village of Cuba in Allegany County. And, scheduled connections to OATS are possible with the Access Allegany system emanating from Allegany County. So, service connections to Olean are possible from many regional communities The bus service includes five fixed routes, and buses are equipped with bike racks thereby promoting both bikeability and walkability, attributes that enhance the attractiveness and livability of downtown Olean.

OATS is a partner-supported system, meaning that various local organizations commit financial contributions to share costs for the operation of OATS. In return, OATS services have been structured to meet the needs of the general public, as well as individuals or "customers," affiliated with the partner organizations. This arrangement benefits partners by providing cost-efficient transportation for their affiliated customers to needed destinations, by providing access to system-wide destinations, which expands the possible destinations for affiliated customers.

OATS partners, -- the Seneca Nation of Indians, St. Bonaventure University, Cattaraugus County, and the Cattaraugus Rehabilitation Center, -- have geographic interest in and beyond the City of Olean and have utilized OATS to expand access of their facilities not only for their customers but, for the general public as well. This broad service coverage is attractive to young urban professionals and empty-nesters who desire the convenience of living and working in the urban center, as well as the opportunity to travel outside the City to regional destinations.

OATS provides public transportation services to destinations where passengers can access employment opportunities including the Olean General Hospital, Medical Complex, the Olean Center Mall, Cattaraugus County office building, Cutco, Dresser Rand, and Cytec Industries, St. Bonaventure University, Wal-Mart Superstore, the Seneca Allegany Casino and Entertainment complex, the Cattaraugus County One-Stop Career Center, Subcon Industries, the Seneca One Stop on the Oil Spring Territory and Good Times Entertainment complex.

The City of Olean initiated the OATS "Downtown Circulator" bus route in 2015 to offset the impact of the North Union Street reconfiguration and construction. The City applied for federal Supportive Employment Services and Appalachian Development Public Transportation funding available through the Department of Transportation. The service is used by passengers for employment in downtown Olean, as well as by visitors to access the services and goods provided at the downtown locations.

The partnering principle affords the opportunity for OATS to continue to grow. Using available government assistance and partner contributions, new services are able to be established.

Olean Business Development

301 North Union Street
Olean, NY 14760

June 1, 2016

Mayor William Aiello
City of Olean Municipal Building
Olean NY 14760

Dear Mayor Aiello:

On behalf of the Olean Business Development Corporation (OBD), I am pleased to write this letter in support of the city's Downtown Revitalization Initiative.

OBD was established in 2013 for the purpose of supporting business development, entrepreneurship, and employment opportunities in Olean's central business district. Our organization is sustained through both public and private funding, including contributions from twelve of the largest employers in the greater Olean area. Along with four other entities, OBD sponsored a market student of downtown housing, property development, and retail opportunities which has become the basis for much of our community's downtown strategy.

We recently acquired and renovated the former Olean Business Institute building on North Union Street at a cost of over $1.5 Million, for the creation of a business incubator and business services center. Additionally, we are in the initial stages of the implementation of a $300,000 New York Main Street grant that will renovate targeted downtown buildings into mixed-use facilities for retail, commercial, and residential use.

OBD, its board and committees, are fully committed to the city's Downtown Revitalization Initiative. We are particularly interested in providing leadership and support for new business and job creation, workforce housing, and a year-round farmers' market in Olean's city center.

This Initiative is an unprecedented opportunity for transformative community development and renewal, and we believe no downtown is better prepared to implement a vibrant plan than Olean.

Mayor Aiello, you can count on OBD as a fully-committed partner in the project's implementation.

Sincerely,

Lawrence P. Sorokes
President

ZAMIAS SERVICES INC

P.O. Box 5540
Johnstown, PA 15904

Telephone: (814) 535-3563
Fax: (814) 536-5505

TO: The Honorable William Aiello
Mayor, City of Olean
101 East State Street
Olean, NY 14760

June 1, 2016

RE: Application for Assistance – Downtown Revitalization Initiative

Dear Mayor Aiello,

Zamias Development is pleased to offer this letter of support for the City of Olean's application for $10 million dollars in funding from New York State under the Downtown Revitalization Initiative. As owner of the Olean Center Mall, located in the heart of Olean's downtown on North Union Street, our engagement with the City and the community continues on several public/private partnerships, including the recent downtown streetscape project for increased walkability and bikeability. Our mall has already seen increased activity due to the Walkable Olean Project.

One of our representatives attended a recent meeting with City officials and key stakeholders to learn more about the State's program. Attendees discussed a vision to create a permanent farmers'/artisan market and multi-use theater possibly on the easterly portion of our mall property where parking currently exists. Olean and surrounding area residents are fortunate: one of the seasonal farmers' markets that was located outside the city in a Walmart parking lot in 2015 returned to the mall parking lot this year, bringing a hub of activity back to the downtown. Zamias supports the vision to make this market location permanent, and provide the option for year round "kiosk retail" at the mall (on the east side of North Union Street) and along Whitney Avenue on the west side.

The vision for a downtown multiplex cinema with live, local theater space would provide an excellent entertainment outlet and entice more people downtown. The mall, at one time, had a theater, but the tenant has since moved outside the city. A theater marquee and lobby located on Zamias property could become a signature family venue, and bring back an attractive experiential component currently lacking in the area.

We are excited to support Olean's proposal for funding to enhance the Walkable Olean Project, and advance their comprehensive plan to return vibrancy and a holistic quality of life to the Olean community and surrounding areas. Zamias is pleased to offer our assistance to the City and others to make these essential initiatives a reality.

Sincerely,

Joseph A. Anthony, Esq.
President & CEO
Zamias Services Inc

JCC
JAMESTOWN
COMMUNITY
COLLEGE
SUNY

525 Falconer Street
P.O. Box 20
Jamestown, NY 14702-0020

Phone: 716.338.1000

Office of the President

June 1, 2016

Mayor William Aiello
City of Olean Municipal building
Olean, NY 14760

Dear Mayor Aiello:

On behalf of Jamestown Community College (JCC), I strongly support the City of Olean's WNY Downtown Revitalization Initiative grant application. This project will continue the renewal efforts of the Walkable Olean streetscape project that serves to enhance the beauty, safety, and viability of the Olean region and increase its lure to both employers and residents alike.

In 2002, with strong support from area business and civic leaders, $31 million was invested to improve the JCC campus in Olean, making it a centerpiece in the downtown area. To address the growing technical needs of the NY and PA regions, JCC has invested $6 million to create the new JCC Manufacturing Technology Institute (MTI), scheduled to open in fall 2016.

JCC is poised to grow its student base and has committed to focused recruitment, retention, and marketing efforts for the Cattaraugus County campus as part of our college-wide goals. The addition of on-campus housing, especially in conjunction with the other priorities listed in this application, would serve to make JCC more attractive to incoming students, both regionally and internationally, as well as provide a robust learning and living experience.

Good luck with the project proposal, and I look forward to a favorable review of the City of Olean's grant application.

Very truly yours,

Cory L. Duckworth, J. D.
President

ST. BONAVENTURE UNIVERSITY
FOUNDED 1858

OFFICE OF THE PRESIDENT

June 1, 2016

Mayor William Aiello
City of Olean Municipal Building
Olean, NY 14760

Dear Mayor Aiello:

As a member of the Olean Area Executive Alliance and on behalf of St. Bonaventure University, I am pleased to write this letter in support of the city's Downtown Revitalization Initiative.

Small town restoration is vital to local economy. Especially here in Western New York where we are challenged with high taxes and a shrinking population, we need to support local business development, employment opportunities, and entrepreneurship. We must encourage old businesses as well as new, renovate the brick and mortar, implement property development, create residential and workforce housing and all this comes with a mindset of building and community renewal.

St. Bonaventure University is considered a rural institution, but our students are represented nationally as well as internationally. They come from large cities as well as small. While our campus may be within its own "bubble," it is important that our staff and faculty, as well as students, feel that their surroundings are representative of a larger, more vital community. We at St. Bonaventure are invested in and supportive of Olean's initiative to revitalize the downtown.

Sincerely,

Margaret Carney, OSF, STD
President

ST. BONAVENTURE, NEW YORK 14778 • PHONE: (716) 375-2222 • FAX: (716) 375-2055

DRESSER-RAND
A Siemens Business

Dresser-Rand, 500 Paul Clark Drive, Olean, NY

Mayor William Aiello
City of Olean Municipal Building
Olean NY 14760

Name John Stahley
Department Olean Operations

Telephone (716) 375-3520
Fax (716) 375-3178
Mobile (716) 536-3445
E-mail jstahley@dresser-rand.com

Date June 2, 2016

Dear Mayor Aiello,

On behalf of Dresser-Rand Co. (DR), I am pleased to write this letter in support of the city's Downtown Revitalization Initiative. As the largest private sector employer in the city, and having been manufacturing at the same site within the city since 1912, DR is strongly committed to the City of Olean.

DR is particularly interested in our ability to recruit and retain professionals at our operation in Olean. As part of Siemens AG, a global enterprise of over 100,000 employees doing business in every corner of the world, this is more important now than ever. It is imperative that the City of Olean continue down the path of revitalizing the city center to provide shopping, entertainment, and housing opportunities for residents, thereby improving the quality of life for DR employees and their families.

We look forward to our continued cooperation with the City of Olean on this and other opportunities to restore downtown Olean to its former glory.

Best regards,

John Stahley
General Manager

CUTCO®
Corporation

James E. Stitt
CEO & Chairman

June 1, 2016

Mayor William Aiello
City of Olean Municipal Building
Olean NY 14760

Dear Mayor Aiello,

On behalf of Cutco Corporation, I am pleased to write this letter of support of the City's Downtown Revitalization Initiative.

Cutco was founded in 1949 in Olean, NY. We employ over 700 and expect a local payroll of $41,000,000 in 2016. We are committed to Made in America, in Olean, NY. We have local ownership, the largest local ownership in Cattaraugus County. Maintaining this goal of remaining Olean Manufacturing relies on the commitment of Olean and the State of New York to continue the progressive improvements we have been making over the last several years.

The Olean community has many positives going for it that do not exist in all small communities. We have health facilities, Olean General Hospital, within walking distance of our downtown, our Olean Center Mall built in 1976 is adjacent to downtown, the Jamestown Community College is downtown, our new Olean Business Development Corporation sits in the $1.5 Million Dollar recently renovated Olean Business Institute Building which was built in 1885 and sits across the street from Jamestown Community College. We have an Education collaboration formed in 2015, with St. Bonaventure University, Jamestown Community College, Olean City School District, Hinsdale School District, Portville School District, and Allegany School District, as partners supporting business growth and the growth of our local students. Education is the key ingredient of economic development. We have this collaboration in place to fuel downtown development. The collaboration is headquartered in our Olean Business Development building, where our new business incubators will be located.

Olean is positioned to take its downtown to the next level immediately and the Downtown Revitalization Initiative grant will aid immediately to bring this dream to reality. We are the best prepared community to put this money to work.

Mayor Aiello, you can count on Cutco Corporation as a fully-committed partner in project's implementation.

Sincerely,

James E. Stitt
Chairman and CEO

OLEAN CITY SCHOOL DISTRICT
410 West Sullivan Street • Olean, New York 14760
http://www.oleanschools.org
General Information (716) 375-8000
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DR. COLLEEN TAGGERTY
Superintendent of Schools
(716) 375-8018
ctaggerty@olean.wnyric.org

KATHLEEN ELSER
Business Administrator
(716)375-8020
kselser@olean.wnyric.org

June 2, 2016

Honorable Mayor William Aiello
City of Olean Municipal Building
PO Box 668
Olean, NY 14760

Dear Mayor Aiello:

On behalf of the Olean City School District, I am pleased to write this letter in support of the city's Downtown Revitalization Initiative. The opportunity to return the City of Olean to a vibrant city where tomorrow's workforce will want to live, work and raise families is both exciting and necessary.

Securing this grant and making a commitment to grow the downtown area will enhance the quality of life for everyone. Knowing that our young citizens and our retirees are enticed to move to areas that offer quality dining, music, sports, and other social events, affordable housing; and walk-able streets, I believe your commitment to the revitalization of downtown Olean will provide the quality of life our citizens' desire.

While one cannot guarantee our young people will remain or our retirees will return, we can assume that enhancing the downtown will attract small businesses which will increase economic development in our region. Increasing economic develop is, in my estimation, the only way promote the re-growth of the City of Olean.

Respectfully submitted,

Colleen M. Taggerty, Ed.D.
Superintendent of Schools

HOME • SCHOOL • COMMUNITY
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JCC
JAMESTOWN
COMMUNITY
COLLEGE
CATTARAUGUS COUNTY CAMPUS

260 North Union Street
P.O. Box 5901
Olean, NY 14760-5901

PHONE: 716.376.7500
FAX: 716.376.7020

June 1, 2016

The Honorable William Aiello
City of Olean
Municipal Building
Olean, NY 14760

Dear Mayor Aiello:

On behalf of Jamestown Community College (JCC), I strongly support the City of Olean's WNY Downtown Revitalization Initiative grant application. This project will continue the renewal efforts of the Walkable Olean streetscape project that serves to enhance the beauty, safety, and viability of the Olean region and increase its lure to both employers and residents alike.

In 2002, with strong support from area business and civic leaders, $31 million were invested in improvements and JCC became a centerpiece in downtown Olean serving area residents and employers. To address the growing technical needs of the NY and PA regions, JCC has invested $6 million to create the new JCC Manufacturing Technology Institute (MTI), scheduled to open fall of 2016.

JCC is poised to grow its student base and has committed to focused recruitment, retention, and marketing efforts for the Olean campus as part of college-wide goals. As we have experienced with our Jamestown campus, which has student housing, the addition of on-campus housing, especially in conjunction with the other priorities listed in this application, would serve to make JCC more attractive to incoming students, both regionally and internationally, and provide a more robust learning, and living, experience.

Good luck with the project proposal and I look forward to a favorable review of the City of Olean's grant application.

Sincerely,

John Sayegh, VP
Catt. Cty. Campus &
Continuing Education

Olean Business Development
301 North Union Street
Olean, NY 14760

June 1, 2016

Mayor William Aiello
City of Olean Municipal Building
Olean NY 14760

Dear Mayor Aiello:

On behalf of the Greater Olean Area Chamber of Commerce (GOACC), I am pleased to write this letter in support of the city's Downtown Revitalization Initiative.

The evidence is clear that Olean is on the move, and GOACC is committed to maintaining this momentum through the efforts of its over-600 members, a dedicated staff, and an active board of directors. We represent the large and small, new and established businesses from all sectors of the economy, all of which are working toward a more successful and prosperous community. The Chamber is particularly interested in the recruitment of new businesses to Olean's city center that will provide shopping and entertainment opportunities for the region's residents, particularly during evenings and weekends.

As we enter our third year of our contract with the City for economic-development support and assistance, we are excited to help in the implementation of the City's strategic plan for prosperity, and we look forward to working with you and your team on this unprecedented opportunity to realize a new vision in downtown Olean.

Best wishes for success in your application.

Sincerely,

Dennis B. Pezzimenti, President
GOACC Board of Directors

Rural
Revitalization
Corporation

Helping People

209 N. Union Street, Olean, NY 14760
Phone: 716-373-4100
Fax: 716-373-4120

June 1, 2016

Mayor William Aiello
City of Olean
101 E. State Street
Olean, NY 14760

Mayor Aiello,
On behalf of Rural Revitalization Corporation, we offer this letter of support for the City of Olean's application to New York State for funding under the Downtown Revitalization Initiative to continue efforts to create a more diverse and vibrant community.

The Rural Revitalization Corporation is a community-based non-profit organization with a mission to provide housing-related resources, education and technical services for safe and affordable housing.

The City's application, especially the housing component, aligns with the Walkable Olean project and other building renovations within downtown Olean.

We support the City of Olean's application.

Sincerely,

Kathleen Perez
Board President

Cattaraugus County
Department of Economic Development, Planning & Tourism

Crystal J. Abers, Director

May 27, 2016

Mr. William J. Aiello, Mayor
101 East State Street
PO Box 668
Olean, NY 14760

Dear Mayor Aiello,

On behalf of Cattaraugus County Department of Planning, Economic Development & Tourism (CCEDPT), I offer this letter of support for the City of Olean's application to New York State under the Downtown Revitalization Initiative (DRI) for downtown revitalization and renewal. We understand that Olean's plan is designed to capitalize on downtown's historic charm by preserving and adapting its historic buildings, enhancing the retail/commercial mix and creating a new, diverse residential neighborhood in and near the downtown district. As the BOA Northwest Quadrant Plan and other numerous studies have concluded, Olean needs to improve housing choices for low income and elderly members of its population and at the same time, develop attractive rental properties for local companies trying to recruit young professionals.

Cattaraugus County, under the coordination of CCEDPT, has recently been designated a State Land Bank. The mission of the Cattaraugus County Land Bank Corporation (CCLBC) is to restore and build value in the community by returning underutilized properties to dynamic and productive use, preserving and creating quality housing, enhancing the quality of life within neighborhoods, and encouraging private sector investment. Acting as strategic partners with local governments like Olean, the CCLBC will support these communities' efforts to combat neighborhood deterioration caused by distressed, vacant, abandoned, and tax delinquent properties.

The City of Olean is currently working on a proposal with Cattaraugus County to secure a number of tax foreclosed properties in the community. These blighted properties threaten otherwise vibrant neighborhoods. Through this initiative Olean may then secure and improve certain properties to attract buyers committed to investing time and resources to improve them for future sale. Control of these structures for viable end use is crucial to returning improved properties to the tax roll, increasing homeownership and affordable housing options.

Cattaraugus County Economic Development, Planning and Tourism applauds the City of Olean's efforts to revitalize their neighborhoods by working to provide housing choices for its low income and elderly population. CCEDPT looks forward to working collaboratively with the City of Olean to assist in the efforts to strategically acquire properties, return them to productive use, reduce blight, increase property values, support community goals and improve the quality of life for its residents.

Sincerely,

Crystal J Abers

Crystal Abers, Director
Cattaraugus County Department of Economic Development Planning and Tourism

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303 Court St., Little Valley, NY 14755 ** Phone: (716) 938-9111 ** Fax: (716) 938-2779 ** Web Site: www.cattco.org

THE REHABILITATION CENTER
1439 BUFFALO STREET • OLEAN, NEW YORK 14760

May 31, 2016

Mayor William J. Aiello
City of Olean
101 East State Street
Olean, NY 14760

Dear Mayor Aiello:

On behalf of The ReHabilitation Center we offer this letter of support for the City of Olean's application to New York State for funding under the Downtown Revitalization Initiative to continue efforts to create a more diverse and vibrant community.

The ReHabilitation Center is a uniquely innovative, non-profit community asset that provides a broad continuum of daily services to 700 people with developmental and behavioral health concerns in a four-county area. Headquartered in Olean, NY, our vision is to be the service provider of choice for people with disabilities in the Southern Tier, assuring the availability of quality services to support them in maximizing their independence in the community. Many of our residential community homes are located near Olean's downtown and through the Olean Area Public Transportation System, our customers are able to access a range of supportive services in downtown Olean such as shopping, dining, banking and employment opportunities to accommodate their needs. Our organization is one of 4 partners who contribute financially to this public transit system, vital to our mission to build brighter future for people with disabilities.

As a major values based employer in the Olean area for over 50 years, the City's proposal for downtown revitalization—increased walkability and the experience of new cultural and nightlife activities--is also important to our efforts to recruit and attract quality individuals to rewarding job opportunities that are so essential to serving individuals with disabilities.

We join the community's enthusiasm in supporting the City of Olean's application and look forward to continuing our existing and future partnerships that benefit us all.

Sincerely,

Mari L. Howard

Mari L. Howard
President and Chief Executive Officer

km

PHONE 716-375-4747 • FAX 716-375-4795 • www.rehabcenter.org