



V. CATTARAUGUS COUNTY DEMONSTRATION PROJECTS

The following section provides a brief but concise overview of Cattaraugus County's Economic Development Strategy. The following Demonstration Projects represent a combined effort of the Cattaraugus County Department of Economic Development, Planning & Tourism, Richard Swist of Swist Government Consulting Associates,²² Randal Arendt, and The Saratoga Associates. Refer to Map V-1 "*Demonstration Projects*" depicting the locations of each of the projects discussed in this report.

The first five projects discussed below have been developing and evolving over the past five years by Cattaraugus County, The Saratoga Associates and Swist Government Consulting Associates, while the remainder are relatively new concepts. These new concepts include the City of Salamanca State Park Village; the Salamanca Trail-Head for the Salamanca to Cattaraugus Rail Trail; The Village of Limestone Outdoor Sports Recreation Center and State Park Visitors' Center; and the Onoville Marina Park and Horse Trail Staging Area developed by The Saratoga Associates.







Additional recent Demonstration Projects include the innovative Village concepts for the Villages of Franklinville, Little Valley and Randolph prepared by Richard Swist, and entitled "How Can Rural Villages Be Revitalized? The Cases of Franklinville, Little Valley and Randolph in Cattaraugus County, New York."²³ The full report is included in the Cattaraugus County's series of Smart Development for Quality Communities Volume 4 Saving Our Villages.²⁴

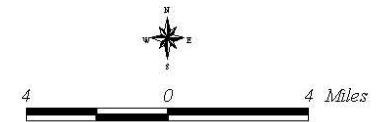
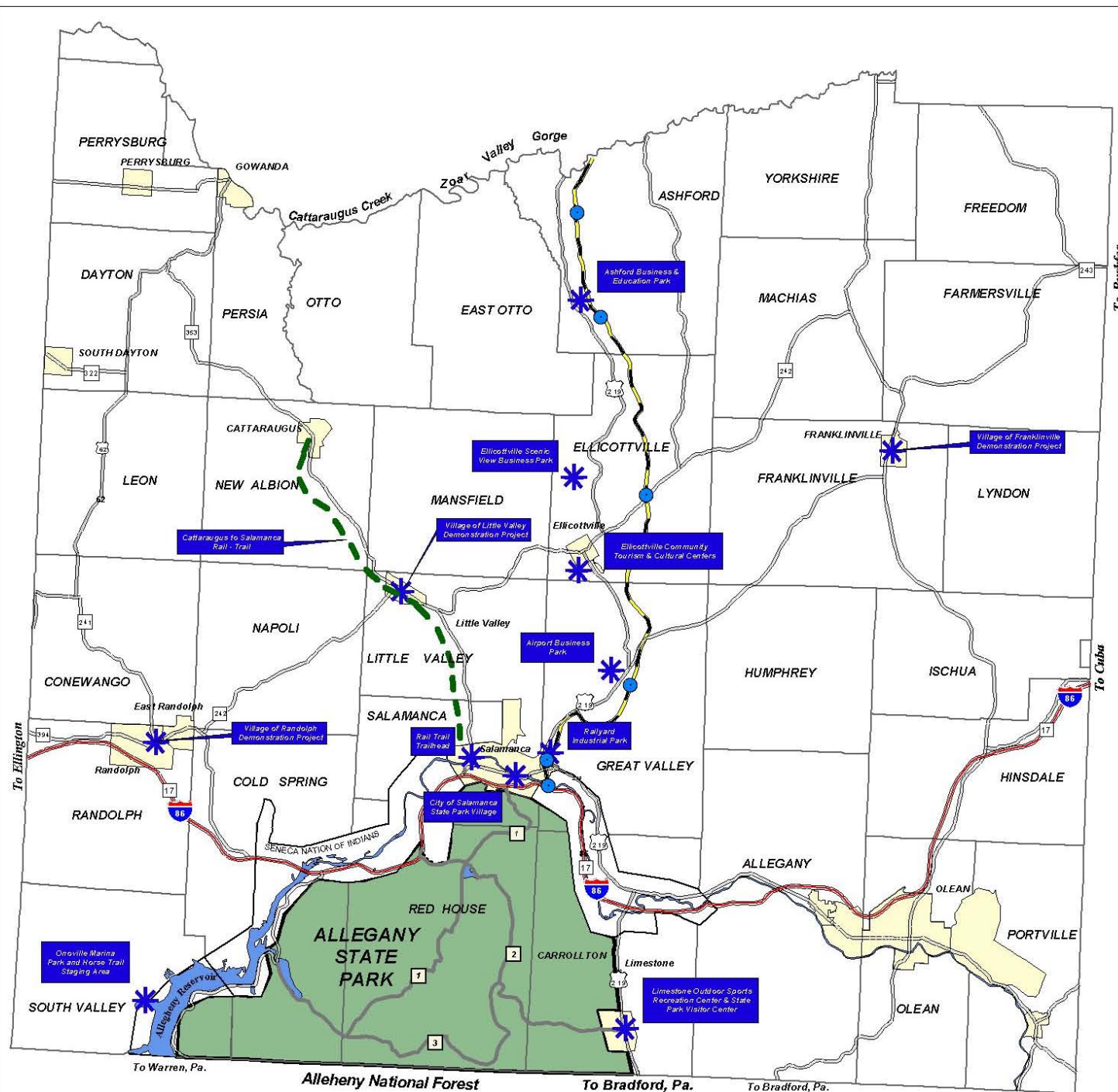
Randall Arendt also prepared design solutions to revitalize the downtowns of Randolph, Little Valley and Franklinville, and designed a demonstration project for a planned subdivision that can be adapted into an equestrian community in the Village of Franklinville, New York.²⁵ This report, which was prepared with assistance from students of the SUNY Buffalo School of Architecture, is summarized in this report and is also provided in full in the Cattaraugus County's series of Smart Development for Quality Communities Volume 4 Saving Our Villages.

The reader should also refer to Appendix C, which includes slipsheets of the first eight Demonstration Projects (not including the Rail-Trail Trail Head in Salamanca). These slipsheets, which were prepared Cattaraugus County by Swist Government Consulting Associates and The Saratoga Associates under grant from the Appalachian Regional Commission, are being utilized by Cattaraugus County to market these emerging Demonstration Project concepts.

Demonstration Projects

MAP V-1

-  DEMONSTRATION PROJECTS
-  U.S. ROUTE 219 FREEWAY ALTERNATE
-  PROPOSED INTERCHANGE
-  SOUTHERN TIER EXPRESSWAY / I-86
-  U.S. HIGHWAYS
-  STATE HIGHWAYS



This map is computer generated using data acquired by The Saratoga Associates from various sources and is intended only for reference, conceptual planning and presentation purposes. This map is not intended for and should not be used to establish boundaries, property lines, location of objects or to provide any other information typically needed for construction or any other purpose when engineered plans or land surveys are required.

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Each Demonstration Project (except the three village concepts for Franklinville, Little Valley and Randolph) has the potential job creation figures and cost estimates for construction. Table V-1 “Unmet Market Opportunities Matrix,” lists each Demonstration Project and their respective potentials in terms of job creation; as well as their specific components, including: warehousing and distribution, inter-modal centers, light assembly manufacturing units, research and development centers, tourism services, office services centers and support services.

A. JOB ESTIMATES AND METHODOLOGY

Due to the varying employment sectors involved in each Demonstration Project, the job estimates were developed utilizing numerous sources and methodologies. Where applicable, the sources and an explanation of specific job estimates are provided as footnotes in Table V-1 Market Opportunities. The main source utilized for estimating job figures for the retail, commercial, industrial, R&D, office, manufacturing and light assembly related jobs was the 1999 Development Profiles developed by Empire State Development and the Governor’s Office of Regulatory Reform (GORR), and Flour Daniel Consulting.²⁶ The estimates were based upon a square foot to employee or acre to employee ratio, or a combination thereof.

For the components of the additional tourism related Demonstration Projects including: accommodations; nature interpretive centers; the proposed Limestone Recreational Center; campsites and related facilities; entertainment facilities; the movie theater; convention centers; and the performing arts center; the job figures were derived utilizing a combination of personal knowledge, The Saratoga Associates experience, and various examples of existing operations located elsewhere in the region. Unfortunately, no single reliable data source exists for tourism related jobs due to the wide and varying nature of their components.

Based on the above sources and methodologies, a single estimate representing the projected job figures for each Demonstration project was calculated and represented in italics under the Estimated Job Creation column. In an effort to account for any potential error in the methodologies, a more realistic range of employment figures were developed based upon +/- 5% of the original estimated employment figure represented in italics.



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Table V-1 Market Opportunities Matrix

| Projects: | Estimated Job Creation | Warehouse & Distrib. | Inter Modal Center | Light Assem. | R&D | Office Svcs. | Tourism Svc. | Support Svcs. | Accom. * |
|---|-------------------------|----------------------|--------------------|--------------|-----|--------------|--------------|---------------|----------|
| Ashford Business Center | 307-324 st | X | | X | | X | | X | |
| Ellicottville Business Park | 1265-1398 st | X | | X | X | X | | X | |
| Ellicottville Community Tourism and Cultural Centers | 71-79 th | | | | | X | X | X | |
| Airport Business Center | 115-127 th | X | X | X | X | X | | X | |
| Limestone Outdoor Sports Rec. Vehicle Center & Visitors' Center | 115-127 th | | | | | | X | X | X |
| Railyard Industrial Park | 196-216 th | X | X | X | X | X | | X | |
| City of Salamanca State Park Village | 228-252 nd | | | | | | X | X | X |

ⁱ Includes 150 existing jobs

* Figures based solely on the 1999 Development Profiles published by Empire State Development and the Governor's Office of Regulatory Reform, prepared by Flour Daniel Consulting

ⁱⁱ Based on: 41 employees in Retail/Commercial

(as sourced from GORR), 4 employees in the Interpretive Center, 5 for Performing Arts, and 25 at the Convention Center.

ⁱⁱⁱ Based on: 10 employees at the hospitality center, 17 in accommodations, 71 for the restaurant, retail outlets and convenience store, 9 at the recreation center and 11 at the interpretive center.

^{iv} Based on: 66 employees in Retail/Commercial (as sourced from New York State Governor's Office of Regulatory Reform), 10 employees in the Indoor Theatre, 14 in Entertainment, and 150 in Hospitality.

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| Salamanca Trail Head | N/A | Warehouse & Distrib. | Inter Modal Center | Light Assem. | R&D | Office Svcs. | Tourism Svc. | Support Svcs. | Accom. * |
|---|------------------------|----------------------|--------------------|--------------|-----|--------------|--------------|---------------|----------|
| Projects: | Estimated Job Creation | | | | | | | | |
| Onoville Marine Park and Horse Trail Staging Area | 113-125 ^v | | | | | X | X | X | X |
| Village of Franklinville Downtown Revitalization, Trail Connections and Proposed Equestrian Subdivision | N/A ^{vi} | | | | | | X | X | X |
| Village of Little Valley Downtown Revitalization and Proposed Equestrian Center | N/A ^v | | | | | | X | X | X |
| Village of Randolph Downtown Revitalization and Regional Amish Touring and Commercial Outlet | N/A ^v | | | | | | X | X | X |
| Total Job Creation Estimates | 2,407 - 2,645 | | | | | | | | |
| | | | | | | | | | |

^v Based on: 71 employees in Retail/Commercial (as sourced from New York State Governor's Office of Regulatory Reform), 14 employees in Tent & RV campground sites and swimming pool, and 34 in Lodge/Cottages. Note: Some of the campground and hotel related jobs are seasonal, Memorial Day to Columbus Day being the approximate peak periods.

^{vi} Projects still under development



B. COST ESTIMATES AND METHODOLOGY

As depicted in Table V-2, the cost estimates for each Demonstration Project have been provided. In addition to the total cost for development, the induced development costs and the total costs for associated public infrastructure have also been provided. The induced development costs include the proposed buildings and associated on-site infrastructure and utilities. The Public Infrastructure costs include the infrastructure work necessary to connect into the municipal sewer and water systems and other utilities, along with necessary stormwater mitigation and the construction of off-site roads and pedestrian connections.

Table V-2 Cost Estimates

| Demonstration Project | Total Project Costs (w/Site) | Induced Development Investment (buildings, associated site & utilities) | Public Infrastructure (sewer, water, storm, roads) |
|--|-------------------------------------|--|---|
| Ashford Business and Education Park | \$15,850,000 | \$15,425,000 | \$425,000 |
| Ellicottville Scenic Business Park | \$92,250,000 | \$86,000,000 | \$6,250,000 |
| Ellicottville Community Tourism and Cultural Centers | \$14,575,000 | \$13,750,000 | \$825,000 |
| Airport Business Park | \$10,575,000 | \$9,125,000 | \$1,450,000 |
| Railyard Industrial Park | \$26,675,000 | \$24,600,000 | \$2,075,000 |
| City of Salamanca State Park Village | \$17,025,000 | \$16,150,000 | \$875,000 |
| City of Salamanca Trail Head | N/A | N/A | N/A |
| Limestone Outdoor Sports Recreation Center | \$15,850,000 | \$14,525,000 | \$1,325,000 |
| Onoville Marina Park & Horse Trail Staging Area | \$19,150,000 | \$17,750,000 | \$1,400,000 |
| Village of Franklinville | N/A | N/A | N/A |
| Village of Little Valley Regional Equestrian Hub | N/A | N/A | N/A |
| Village of Randolph | N/A | N/A | N/A |

Source: THE SARATOGA ASSOCIATES, RS Means, 2002



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These estimates were developed based on the construction estimating guide RS-MEANS, 2001 edition and on The Saratoga Associates knowledge and experience from previous construction projects similar in nature to the Demonstration Projects.

It is important to note that these estimates do not include costs for land acquisition and site preparation. Due to the conceptual nature of these projects, these estimates were developed mainly for planning purposes, and future grant applications. It is recommended that a detailed analysis and inventory of each Demonstration Project site be conducted to identify the current site conditions and the necessary site preparation requirements. Until this information is identified, accurate site preparation estimates would be difficult to establish.

One alternative to a potentially costly detailed site investigation would be a window survey of each site and the development of cost estimates based upon a development factor or co-efficient. This approach however, should only be used for conceptual planning purposes and grant applications.

Regarding the estimating of land acquisition costs, an alternative approach to a full real property assessment of each site would be to identify the average costs of industrial, commercial, and recreational land in the County and region. The averages could then be applied to each Demonstration Project site to develop estimated acquisition costs. Similar to the development factor and co-efficient approach to estimating development costs, should only be used for conceptual planning purposes and grant applications.

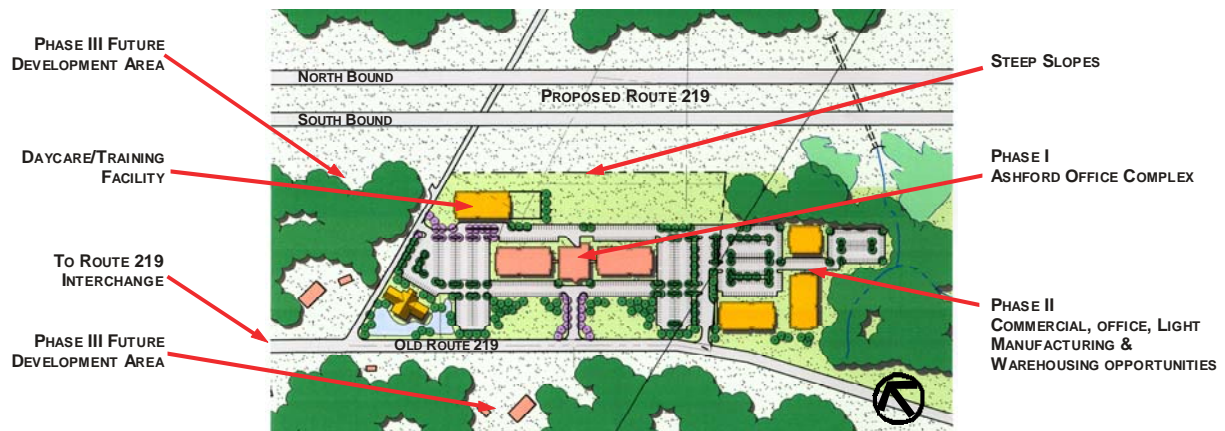
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C. DEMONSTRATION PROJECTS

1. Ashford Business and Education Park – Ashford, New York



West Valley, in the Town of Ashford, is the site of one of the world's most significant nuclear processing facilities, where nuclear waste products were effectively stabilized and transformed through technology. The Ashford Office Complex, in nearby Ashford Hollow, supports this facility by providing space for the Department of Energy and its contractors. While the site for the proposed business center is as yet unconfirmed, it is proposed that the existing development would form the core of the proposed development – a campus that would include a nuclear education visitor center, and college-affiliated training facilities for area businesses. An on-site business incubator would encourage business development related to ongoing research, and new office and light industrial space would provide room for new business to grow. The proposed Nuclear Education Center would include interactive displays that explain the history and use of nuclear power, with a strong focus on the processes being used at West Valley to deal with the challenges of nuclear waste. A large alternative site may become available in the vicinity of the proposed business center. It is recommended that this situation be monitored, as this site would allow for substantial expansion of the proposed center.

It is estimated that the square footage requirements for this project would be allocated over three phases of development. Currently, Phase I of the Park has already been constructed and includes 50,000 s.f. of office space. Phase II is planned to offer approximately 25,000 of commercial space, 20,000 s.f. available for training facilities, 20,000 s.f. of assembly/light industrial space, 20,000 flex

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office/warehouse space, 20,000 s.f. dedicated for business incubation, and 3,000 s.f. allocated for a day care facility. It is estimated that approximately 20 acres of land would be required to support the full development program.

Policy Issues:

The Department of Energy (“DOE”) is scheduled to announce their intentions to either leave or remain at the site. If the site is vacated, the existing site could be marketed. Conversely, if the DOE remains, new office space would have to be constructed. The County should determine if and when the DOE will give notice. Secondly, the County should begin assessing the current demand for the existing and proposed office space.

2. Ellicottville Business Park

The Ellicottville Business Park is a proposed 75 to 100 acre light industrial and professional park. This project capitalizes on the community’s reputation as young, active and sophisticated to attract young investors who maintain an active lifestyle. Surrounding recreational amenities include skiing, golf, tennis, hiking and increasing summertime activities include mountain biking.

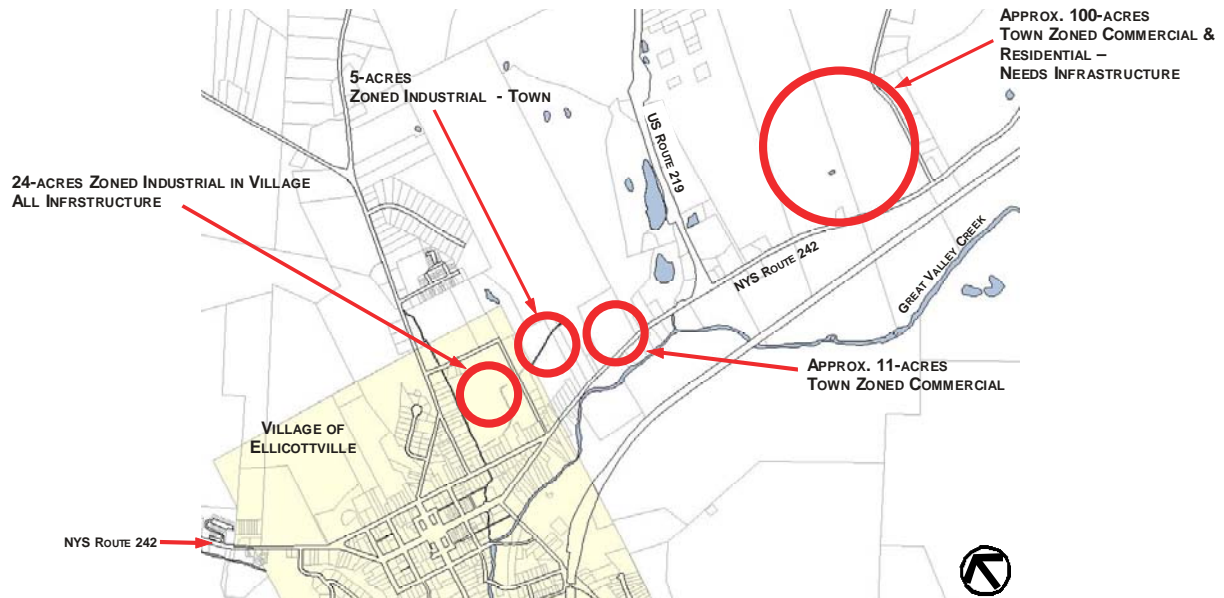
The project is proposed in three (3) phases with a combination of office, distribution and assembly/light industrial components totaling over 600,000 s.f. of space. The business component will require approximately 20,000 s.f. of research and development space. While the site(s) for this proposed project has yet to be confirmed, its potential success will be increased by a location in the vicinity of Ellicottville in close proximity to the proposed Route 219 Freeway Alternative.

Policy Issues:

The construction of the Route 291 Freeway Alternative is crucial to the success of the Ellicottville Business Park. Without the Freeway, the County may need to reevaluate the project components and consider elements that would not be dependent upon the completion of the Freeway. Secondly, the most appropriate site for the Park has yet to be confirmed. A location away from the Village, with easy ingress and egress and with convenient access to the Freeway is important for the current project. A smaller site closer to the Village may be more appropriate for the Park if the Freeway project is not completed.



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3. Ellicottville Community Tourism and Cultural Centers

This project has been revised somewhat, in terms of scale and location. Although the services provided have been expanded upon, the basic premise of the proposal remains the same. In essence, an opportunity exists for expanded entertainment facilities in Ellicottville for the generation of summertime recreation. A tourist information center would serve as the anchor for general entertainment projects, forming a multi-use complex that could include tourist-oriented attractions such as cultural/performing arts center, cinema, specialty retail shops for arts and crafts and antiques, and connections to regional biking and hiking trails. The complex could also serve as a location for a community resource center and/or municipal offices. The location for this proposed development is as yet unconfirmed.

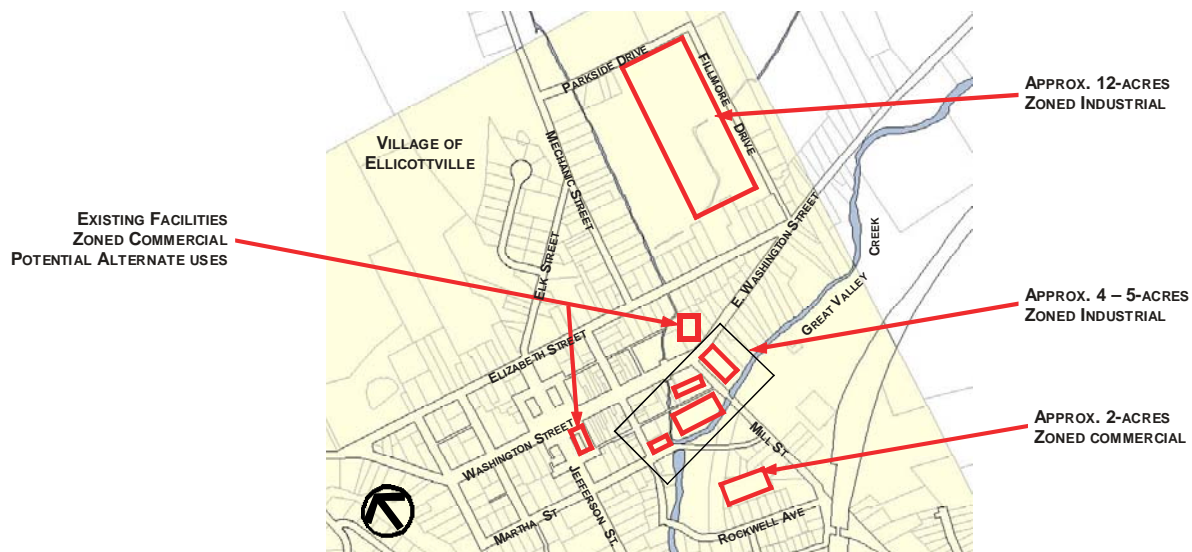
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This development program will require a minimum of 2,000 s.f. for a tourist information center, 2,000 s.f. for an interpretive center, a 3000 to 5000-seat performing arts center, and 32,000 s.f. of artist studios and shop space. The total land requirement will be approximately 80 to 100 acres.



Policy Issues:

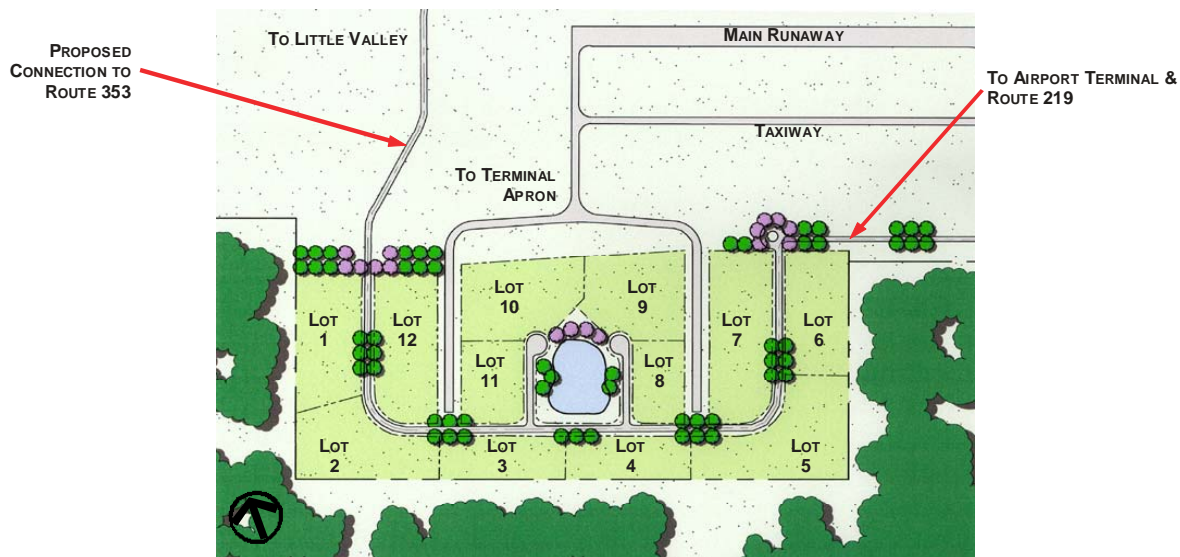
This project will go a long way to bolster Ellicottville's central business district with tourism development. The main question is – how will the central business district be maintained and how will the benefits of all the proposed attractions distributed throughout the district?

The second issue deals with the potential for promoting sprawl outside the village and the potential for negatively impacting the rural nature of the village if some of the elements of the project are constructed in outlying areas. Keeping new construction close to the central business district combined with appropriate site and architectural design guidelines or standards will aid in preventing sprawl and maintaining the rural character of the village.



4. Airport Business Park

This project is currently on hold and is dependent upon the Route 219 upgrade project. It is being presented here for informational purposes. The Airport Business Center is a proposed 65-acre office and industrial park that would offer business development opportunities, which could be integrated with a proposed Cattaraugus County airport (also currently on hold) adjacent to Route 219. The plan has been laid out with 35 half-acre development parcels, which may be combined to form lots as large as 10 acres. The proposed site has space for a 6,000-foot runway, and future expansion of on-site business operations. Over fifty percent of the Business Park will enjoy direct access to taxiways and the runway, which, when coupled with direct highway links to the Route 219 interchange in Great Valley and Route 353 in Little Valley and Salamanca, would result in unique multi-modal transportation options. The Business Center could accommodate office, research and development, light manufacturing, and air transit related warehousing/distribution facilities. Cattaraugus County has approved environmental studies for this project, but has also voted not to construct a new airport.



The gross land requirement for site development is estimated to be approximately 40 acres. This area would be broken down into approximately 10,000 s.f. of office space, 32,000 s.f. of warehouse and distribution space, 12,000 s.f. of light manufacturing/assembly space and 14,000 sf to be devoted to research and development.



Policy Issues:

Similar to the Ashford project, the Airport Business Park is very dependent upon the completion of the Freeway, as it would provide required easy access to and from the Park. Generally, small community airports require convenient access to a limited access highway. Furthermore, the airport is also directly dependent upon the success of the business park component of the project. Specifically, a portion of the operating costs associated with the airport would need to be offset by the business park.

Although this project is almost entirely dependent upon the Freeway, a phased approach to implementation should be considered. Specifically, the business park component should be pursued first in an effort to get the project established, making it easier to proceed with the airport when the Freeway is constructed and the necessary funds are available.

5. Railyard Industrial Park (Cattaraugus County Crossroads (Routes 219/I-86))

The Railyard Industrial Park is located at the intersection of two regionally important transportation corridors: Route 219 and I-86. This proposed project will open southern Cattaraugus County to regional traffic creating an opportunity for office, light manufacturing, warehousing and inter-modal distribution uses that capitalize on this unique interstate crossroads location.

This Demonstration Project has been proposed as a magnet for industrial development within the Perimeter Zone. The Project would be ideally located to act as the base for all industrial development in the vicinity of the Gateway Communities, thus effectively separating industrial and tourism development in order to preserve the scenic amenity of the area.



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The interchange of Route 219 and I-86 would create a highly desirable development complex north of the Allegheny River, opening up two development locations. The Railyard Industrial Park would be oriented toward light industrial and distribution uses.

The Railyard Industrial Park will be developed on the site of a former rail yard. The site enjoys excellent highway access and existing rail service. Located in the Town of Great Valley, it is adjacent to the City of Salamanca and the Seneca Nation's Allegany Reservation. The City of Salamanca has excess sewer, water and municipal electric capacity, and may be engaged in a development partnership, perhaps through a corporation involving the County, Town, the City and entrepreneurs. In addition, Salamanca maintains a small industrial park on Morningside Avenue that may be incorporated into this development. The proximity of the proposed site to the Seneca Nation provides an opportunity for Seneca investment in a business development of regional importance.

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This project, which would be developed over two phases, and include: 15,000 s.f. of office space, 55,000 s.f. of warehouse and distribution space, 45,000 s.f. of assembly and light manufacturing space and 85,000 s.f. devoted to an Inter-modal terminal. Ultimately, this Project has the potential for becoming the primary business and industrial center of the Southern Tier West region, and should be marketed as a project of statewide importance. While the immediate geographic market for this project includes Cattaraugus County, western New York, and northwestern Pennsylvania, the various transportation connections offer an excellent opportunity to attract businesses requiring regional warehousing operations serving the Northeast and Midwest.

The Railyard Industrial Park's role as an inter-modal terminal expands the implications and influence of the proposed project, offering potential for the development of a large industrial site for users requiring integrated rail and truck service, and significant real estate opportunities in typical commercial components, including restaurants, retail and hotel/motel development. These components would serve a market including the travelers on both roads.

As previously stated, the most important strategic challenge facing Cattaraugus County is the creation of stable and relatively high paying employment. The development of the Railyard Industrial Park represents an unparalleled opportunity for the private sector to create a modern business center with structures that take advantage of the intersection of the two major roads, and provide jobs for County residents. This opportunity encompasses a spectrum of commercial uses that complement each other and create a major point of development in the County. The project would also serve to focus commercial development by concentrating opportunities in and around the intersection.

In summary, the project could potentially serve the following objectives:

- Expansion of the economic base;
- Leveraging infrastructure investments;
- Focus on incremental benefits at corridor locations where development activities tend to cluster; and
- Avoidance of redundant public investments.

The key advantages of the proposed development include its strategic location, its proximity to the Seneca Nation, the ready availability of dedicated natural gas resources to support industrial development, and the potential use of municipal services (sewer, water, electric) from the City of Salamanca. Since the Route 219/I-86 interchange is on the reservation of the Seneca Nation, the

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Nation should be part of a comprehensive planning process for the adjacent land. It will be important to develop a comprehensive plan that considers complementary relationships, preserves compatibility, keeps infrastructure costs as low as possible and reduces environmental impacts. Warehousing and industrial development is proposed for construction at the first interchange north of the Route 219/I-86 interchange. The first phase of the project would necessitate a defined entry, visible from the interchange, with good signage and aesthetic appeal. The nature and location of the first project on each proposed development site should be determined in a manner that creates an identity, since the initial project typically becomes the marketing hook for future components.

Policy Issues:

As previously mentioned, the site proposed for development served as a railyard for many years and has environmental contamination characteristic of that use. Since the Freeway Alternative for an Upgraded Route 219 will traverse a portion of the former railyard, NYSDOT retained Ecology and Environment (E&E) to undertake site screening and assessment to identify specific problems. E&Es site assessment effort took place in late 1996 or early 1997. The results of the E&E assessment are outlined in the draft environmental impact statement, and in a more detailed manner in the hazardous waste appendix to the Environmental Impact Statement.

In response to this assessment, NYSDOT notified the New York State Department of Environmental Conservation (NYSDEC) of problems in need of remediation on the CSX parcels. NYSDEC has been working with CSX to effect the required remediation over the past three years. The primary focus of the assessment was on a fuel spill in the center of the property that has now affected the ground water. DEC and CSX are negotiating a testing program to identify the exact extent of the problem. Subsequent to that, a remediation program will need to be developed.

The Southern Tier West Planning and Development Board propose to form a not-for-profit development corporation to acquire the site and undertake development activity. Their ultimate objective in this undertaking is to provide development sites for companies that have outgrown the Southern Tier West incubator building on Route 219, just north of the Railyard site. The Development Corporation will be the focus for site assembly, environmental remediation negotiations, retaining consulting engineers to undertake preliminary engineering and design, and assembling the required public-private financing package. The Corporation will be assisted by the Cattaraugus County Department of Economic Development, Planning and Tourism, and the County of Cattaraugus Industrial Development Agency.²⁷

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6. City of Salamanca State Park Village

If Salamanca is to succeed as a tourism-oriented center, it must provide additional tourist services, such as restaurants, accommodation, retail services, entertainment and an increased number and quality of visitor services to draw tourists into the City. To this end, a comprehensive development proposal has been devised.

As depicted on *Map V-2 “City of Salamanca State Park Village”* the eastern section of Salamanca is proposed for development as a State Park Village, containing such tourism-oriented amenities as a tourist information center, guest accommodation, restaurants, family entertainment facilities and an interpretive center. The State Park Village will go beyond the services of the NYSDOT welcome center at Allegany, scheduled for construction in 2003. Multiple sites have been identified for the different elements of the proposed State Park Village – the abandoned Hospital lot west of Parkway Drive, and a series of vacant and residential lots, south of East Race Street. These sites are in the immediate vicinity of I-86, Exit 21, and are easily accessible from Allegany State Park by Parkway Drive. These routes are both served by City water and sewage services, and have relatively few development constraints.

Policy Issues:

The majority of the properties along East Race Street consist of Unadilla Silt Loam, which is well drained and gently sloping. The area along the shore of the Allegheny River is within the 100-year flood zone and contains slopes in excess of 16% between East Race Street and the river. These slopes primarily constitute the shoreline of the River and will not necessarily preclude boat access if proposed.

The western portion of East Race Street site contains an intermittent or permanent stream with the 100-year flood zone on both sides. According to the 1940 soil survey, the southern part of the site contains soils in the Tyler Silt Loam series, which exhibit poor drainage capabilities. However, it is likely that this area was substantially disturbed during the construction of I-86, resulting in a different composition of soils.

According to the New York State Wetlands Inventory Maps, there are no NYSDEC regulated wetlands in this area. There may, however, be some federally regulated wetlands along the shoreline of the river that may present some access constraints. Additional investigation of the shoreline will be required, and a Jurisdictional Determination from the Army Corps of Engineers should be secured.

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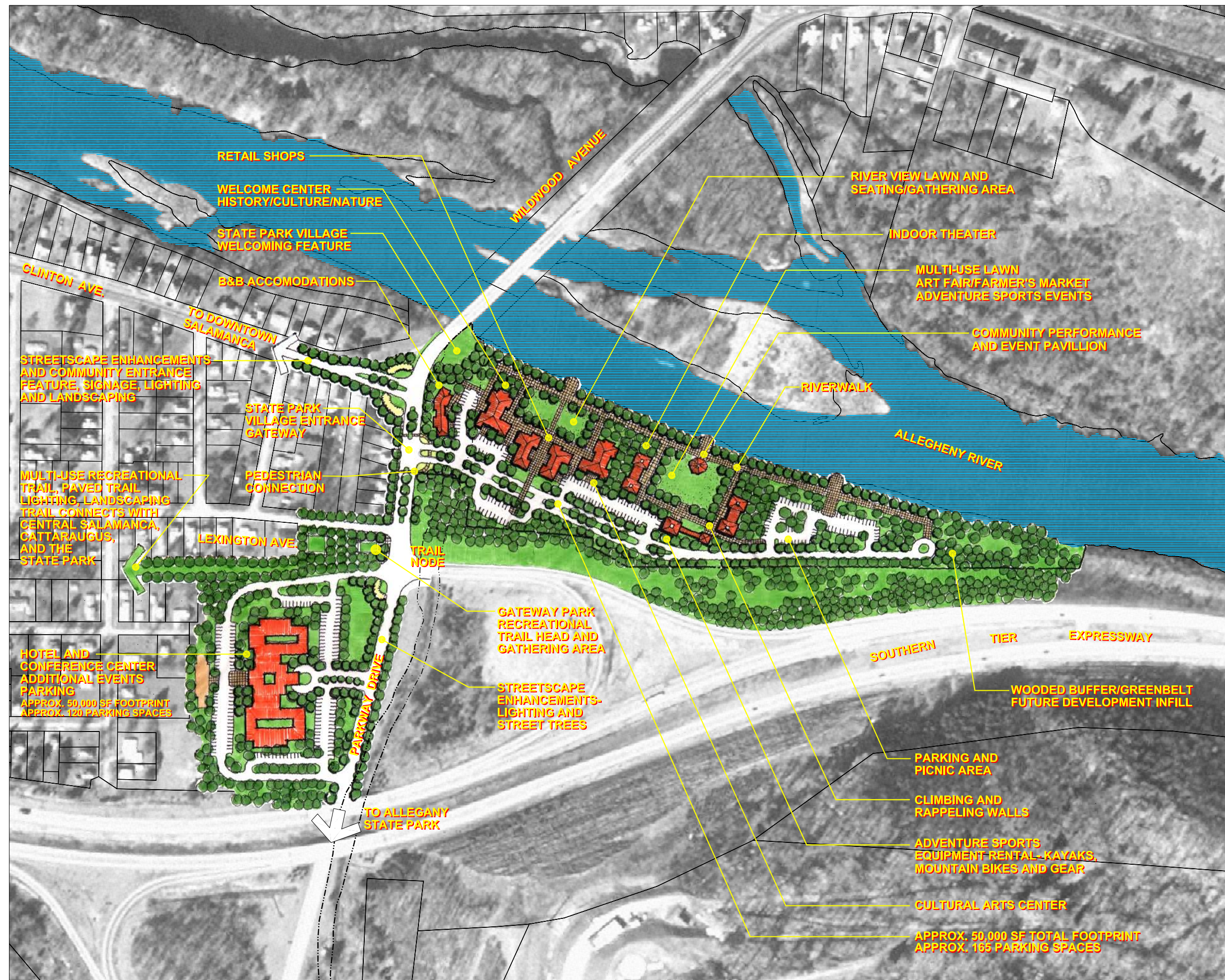
CITY OF SALAMANCA

STATE PARK VILLAGE

Map V-2

100 - Year Flood Zone
(Federal Emergency Management
Agency Q3 Flood data, 1998)

Parcel Boundary
(Cattaraugus County
Real Property Tax, 2000)



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It is recommended that the abandoned hospital, which has asbestos problems, should be demolished. The site does not contain any wetlands, or slopes in excess of 16% nor is it within the 100-year flood plain. By removing this building, one of the Southern Tier's prime development sites will be opened up.

Information on endangered or threatened species of plants and animals was not available to be incorporated into this report. NYSDEC should be contacted and Natural Heritage information secured prior to any new land use or development in the above-described areas. The Seneca Nation of Indians Cultural Resources Inventory conducted in 1993 identified five archaeological sites within the City of Salamanca. The specific location of these sites is only available by contacting NYSOPRHP or by reviewing the Seneca Report, which requires authorization from the Nation.

An additional issue, which must be considered, is the relationship between the City and the Seneca Nation of Indians. Due to the fact that the City is within the Seneca Reservation, all new development must be coordinated with the Nation. Continuous dialogue between the two parties is necessary to ensure that the proposed project proceeds through implementation with mutually beneficial results.

7. Salamanca Trailhead for Proposed Cattaraugus to Salamanca Rail-Trail

The proposed Cattaraugus to Salamanca Rail-Trail is slated to end at the northern Salamanca City line. Salamanca is a logical place for a trailhead since it connects to a large-scale regional network of trails. The importance of this role as the nexus of the County's trail system was also emphasized by the 'Hubs and Connections' study prepared by SUNY Buffalo.²⁸ The Center Street Bridge, which traverses the Allegany River, is due for renovation by the NYS Department of Transportation. It is proposed that the new bridge be equipped with a separate, dual-purpose lane, designed specifically for the use by snowmobilers, equestrian riders, bicyclists and pedestrians. This lane would be extremely beneficial in terms of avoiding potentially troublesome lane sharing and also retaining and cementing Salamanca's position as a main County trailhead.

Policy Issues:

As previously mentioned in *Section IV Functional Community Connections*, this project will require cooperation between the City and the Seneca Nation as well as the NYSDOT. The Trail Head will be only partially effective if there are no direct trail connections between the Rail-Trail and Allegany State Park. A trail for snowmobiles must be identified in an effort to by-pass the main city



streets and residential areas. A carefully planned strategy to connect the trail to the State Park is necessary which will include specific improvements such as; re-stripping of roadways, constructing designated multi-use lanes, appropriate signage, trail user education, and the replacement of drain grates and manhole covers with bicycle and pedestrian friendly grates and covers.

8. Limestone Outdoor Sports Recreation and State Park Visitors' Center

As the first populated community along Route 219 that lies within New York State, the Village of Limestone has the potential to become an important Gateway Community for New York State for people traveling north from Pennsylvania. The community proposes the development of supporting activities and services to welcome travelers to the state, direct visitors to the Park, and encourage them to patronize local services in Cattaraugus County (for example, the City of Salamanca). Program items include a Welcome Center, offering tourist information and local history, motel accommodation, restaurant facilities, a convenience store, gas and automobile services.

The plan has been expanded to include the development of a Recreational Sports Vehicle Center in Limestone, acting not only as a recreational resource, but also as a service center along the Route 219 corridor, catering to the year-round needs of recreational sports vehicle enthusiasts. The center would be supported by accommodation, entertainment and dining facilities. ***Refer to Map V-3 "Village of Limestone Gateway to New York State – Recreational Sports Vehicle Center"*** for further reference.

It is further envisioned that, during the winter season, Limestone would become a general service center for snowmobilers along Route 219. The Village already has a moderate role in this respect, and The Saratoga Associates proposes that Limestone build on this foundation to establish Limestone as a magnet for snowmobilers. A long-term storage facility for up to thirty snowmobiles is proposed. Limestone represents the optimum location for such a center due to its existing links to snowmobile trails throughout the Park. As part of the proposal package, it is recommended that these trails be reorganized and extended both within the Park and beyond.

VILLAGE OF LIMESTONE GATEWAY TO NEW YORK STATE

RECREATIONAL SPORTS VEHICLE CENTER

Map V-3



100 - Year Flood Zone
(Federal Emergency Management Agency Q3 Flood data, 1998)

Wetlands
(NYS Wetland Inventory, 1990)

Wetlands
(National Wetlands Inventory Field Verification Required)

Parcel Boundary
(Cattaraugus County Real Property Tax, 2000)
Property Ownership Subject to Verification)



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Perimeter Study**

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Policy Issues:

The Allegany State Park and the Village of Limestone comprehensive plans proposed development of an improved year-round entrance to the Park from existing Route 219 in Limestone. The entrance would establish Limestone as an important ‘eastern gateway’ to the Park for visitors traveling north from Pennsylvania. Cattaraugus County engaged the service of Richard Swist, who prepared a multi-phase plan with preliminary engineering estimates, to build a four season, paved entrance road from Limestone into the State Park (see Appendix D Limestone Run Road Upgrade Cost Estimates).

The Limestone Project is sited in an area with some development limitations, such as wetlands and designated flood plain areas. The U.S. Army Corp. of Engineers (ACOE) plays a large part in the control of the flooding in and around the Tunungwant Creek. Coordination with the ACOE on the control of flooding should be pursued so the optimal amount of developable land is made available for the Demonstration Project components. The ACOE also maintains jurisdiction over the majority of the wetlands in the project area. Close coordination with the ACOE will be necessary to ensure that all rules, regulations and policies are fully complied with regarding potential water quality and wetland impacts associated with the project.

9. Onoville Marina Park and Horse Trail Staging Area

This site was originally chosen as the optimum location for the marina due to its scenic value, and its development potential as a water-based facility. It has been selected for further development at this point due to its strategic location close to the perimeter of the Park, and because it is a County-leased site, avoiding competing and contradictory interests in terms of development. The Project entails the construction of better-equipped RV campsites and up-market cabin developments. Additional commercial development is encouraged north of West Perimeter Road, a tent campground is proposed for the southwest portion of the site, additional dock space is proposed as well as hospitality “Lodge” at the Marina. ***Refer to Map V-4 “Onoville Marina Park and Horse Trail Staging Area”*** for further reference.

In addition, the project will include a horse trail staging area associated with the proposed RV campsites located on the plateau in the north-west corner of the project site. This staging area will allow equestrian enthusiasts to drop their trailers and venture off into the proposed Cattaraugus County equestrian trail network.

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Policy Issues:

Due to the ACOE current practice of releasing water from the Allegheny Reservoir through the Kinzua Dam in August, the length of the boating season on the reservoir is severely limited. It is unlikely that private sector concerns would be willing to back any substantial development without the extension of the existing season. Therefore, The Saratoga Associates recommends that the timing of the reservoir draining be changed, in consultation with, and at the discretion of, the ACOE. It also may be possible to extend the area's current season with the promotion of winter sports and fall foliage visits.

ONOVILLE MARINA PARK AND HORSE TRAIL STAGING AREA

PROPOSED PROJECTS

Map V-4

----- 100 - Year Flood Zone
(Federal Emergency Management
Agency Q3 Flood data, 1998)

----- Wetlands
(National Wetlands Inventory
Field Verification Required)

Onoville Marina Park
Parcel Boundary
(Cattaraugus County
Real Property Tax, 2000
Property Ownership Subject
to Verification)



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10. Cattaraugus County Village Concepts

As previously mentioned in this section, Cattaraugus County engaged in the study of villages in the Allegany State Park Perimeter Zone. The forum was oriented towards the development of Demonstration Projects for the Villages of Franklinville, Little Valley and Randolph during the spring and summer of 2002. These projects were developed through a joint effort of Cattaraugus County, Randall Arendt, The SUNY Buffalo School of Architecture, Swist Government Consulting Services, and The Saratoga Associates.

The County, Richard Swist, Randall Arendt and students from the SUNY Buffalo School of Architecture, developed two visioning reports for the three villages. The prevailing theme of their reports center on the main idea of local re-investment. Specifically, local officials, county residents and business people need to intensify their efforts to re-invest in the older village downtowns in which they live, work, and play. According to Randall, the guiding principal for the three case studies has been for the municipalities to reinvest in their own downtowns for the three Cattaraugus County Villages.

a. Village of Franklinville – Downtown Revitalization, Trail Connections and Proposed Equestrian Subdivision

The Village of Franklinville is pursuing a revitalization strategy that will reposition the village to respond to and take advantage of long term demographic and market changes. Two Franklinville demonstration projects have been proposed to initiate the redevelopment and renewal process:

Park Square Revitalization: Randall Arendt recommends (1) a public works project to upgrade the square and adjacent streetscapes, (2) design guidelines and initiatives focused on facade restoration and signage, and (3) public-private effort to fully restore one or two structures and return them to commercial uses as follows:

- Park Square restoration is the key to a retail development strategy. The square must be a jewel with tasteful and well-conceived landscaping and plantings, walkways, benches, and perhaps a fountain. These themes should be carried over to the sidewalks in front of the structures so there is a unified sense of being someplace special.



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- Developing a façade and signage program that provides building owners and retailers with guidance on a cohesive approach will, over time, contribute to the Square's historic character and a sense of place.
- Full restoration of key structures will re-enforce the ambience of the square and provide first class retail and gallery space to be marketed. Although there are a number of deficient buildings, selecting the one or two that offer the best combination of willing ownership, location and potential for niche retailing would create some momentum.

Mt. Pleasant Commons Equestrian Community Development: Richard Swist recommends that Randall Arendt's Conservation Subdivision be converted into a planned equestrian community on the village's 65-acre development parcel. This would represent a totally unique housing subdivision in the region and would have building lots of varying size, augmented by shared facilities such as paddocks, barns, arenas and trails. Statistics indicate that there is a substantial horse population in the region, and it is likely that a number of homeowners would consider this unique housing option for themselves and their horses.

These two demonstration projects represent a relatively significant undertaking for the Village of Franklinville, but they can be approached incrementally if necessary. Further, the projects have a reasonable opportunity for success in the marketplace if attention is paid to marketing issues. The potential employment impact of these developments is difficult to quantify because the exact scale of the ultimate retail development is unknown. There will be direct employment available in the retail businesses and the construction jobs attendant to building rehabilitation and square restoration. There will be indirect employment impact in the other businesses in the downtown core that will benefit from increased tourism. Entrepreneurial opportunity and return on investment will be an additional outcome.

b. Village of Little Valley – Downtown Revitalization and Proposed Equestrian Center

The Village of Little Valley is also pursuing a revitalization strategy that will reposition the village to respond to and take advantage of long term demographic and market changes. Richard Swist recommends developing the Little Valley Riders Club's facilities by adding an indoor equestrian center, which can become a source of visitors and economic benefit. This project would include the following elements:

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- A new structure or structures would provide indoor space for a 100'x200' riding arena, associated seating, and stabling for up to 400 horses. Approximately 220,000 square feet of space would need to be constructed.
- The Club's campsite area would be upgraded to provide water and electric connections for RV's, accommodation for larger horse trailers, and added campsites. A longer term plan envisions bed and breakfast or bed and barn hospitality services on site.
- Additional parking would be developed to accommodate spectators and participants, with provisions for a wide array of horse trailers.

This equestrian center would cater to two target markets – shows and events for weekends and recreational riders the balance of the time. This project represents a significant undertaking for the Little Valley Rider's Club, but the Village of Little Valley has expressed its support and willingness to sponsor the project for public funding. With the leadership that both the Club and the Village are exercising, the project has a good chance of succeeding.

There will be direct employment available at the equestrian center for operations and construction, although much of the Club's work is accomplished through voluntary member involvement. There will be indirect employment impact in Little Valley area businesses that can cater to large gatherings of horse owners. Businesses in the downtown core will benefit from increased tourism, and entrepreneurial opportunity and return on investment will be an additional positive outcome.

c. Village of Randolph – Downtown Revitalization and Regional Amish Touring and Commercial Outlet

As with Franklinville and Little Valley, the Village of Randolph is undertaking revitalization efforts and will soon sponsor a strategic planning process. Both Randall Arendt and Richard Swist recommend design and market solutions, as follows: developing an Amish touring center business that can become a source of visitors and customers for many downtown retailer, in designated locations. This project would include the following elements:

- Securing agreement with the Amish regarding touring and retailing opportunities;



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- Designating priority development sites – including open space on Jamestown Street, between the diner and the convenience store (including the area immediately behind the store) and the vacant storefronts that are available for retailing;
- Preparing and implementing a Village infrastructure plan that would reorganize and upgrade driveways, parking, lighting and landscaping around the development sites;
- Targeting and marketing the vacant retail space at the rear of a convenience store as a mini-bus touring center, with the property behind the store paved for tour bus and van turn-around and parking; and
- Securing private investors and/or entrepreneurs either to occupy available storefronts or to construct a new retail facility and “village green” adjacent to the diner. Both initiatives would have a target retail market of Amish goods.

This project essentially offers two potential development approaches – one is to pursue an “infill strategy” that targets vacant or underutilized storefronts on Main and Jamestown Streets as locations for Amish-related retail development. The second approach envisions developing a new facility that can be linked physically to the touring business and the rest of downtown. Either development approach has good prospects for success, and it is recommended that the two be pursued in parallel, in part because certain entrepreneurs may like the idea of new space while others prefer to rehab existing space. One important point, however, is that a visual or physical link (e.g. covered walkway) between the van service and an Amish retail outlet would offer an important synergy that would emphasize the Amish character that is a key marketing theme.

This development concept is relatively modest in scale, particularly if the infill strategy takes hold and new construction costs are avoided. With the support of the Amish businesses, there is a reasonable opportunity for success in the marketplace.

The potential employment impact of this development is difficult to quantify because the exact scope of the services to be offered must be defined. There will be direct employment available in the touring and retail business and the construction jobs attendant to building and/or retrofitting the facilities. There will be indirect employment impact in the businesses in the downtown core that will benefit from increased tourism. Entrepreneurial opportunity and return on investment will be an additional outcome.

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D. EMERGING LONG-TERM PROJECTS AND RECOMMENDATIONS

i. Town of Hinsdale

- As previously mentioned, Hinsdale is the end point for one of the NYS Snowmobile trails. Work on the local level has been ongoing in an effort to extend the NYS Trail westward to Allegany State Park through the Towns of Allegany and Carrollton and eventually to Limestone and the State Park.
- Work on connecting into the Genesee Valley Canal River Trail is also being pursued by the Town and Cattaraugus County.

ii. Town and City of Olean

- The construction of a convention center in the City of Olean has been identified as a vital economic development project for the community and region.
- The City and Town have identified the importance of finding ways to capitalize on the tourists that are attracted to the area by Allegany State Park. Lodging, attractions and shopping areas could be provided to capitalize upon and expand the tourism market.

iii. Town of Allegany

- The extension of the Allegany River Valley Recreation Trail to Allegany State Park has been identified as an important project and is being pursued on a local and county level.

iv. Town of Humphrey

- NYS Forest lands, well suited for equestrian riding, exists in the Town of Humphrey. This amenity has been identified by local equestrian riders, and improvements to and expansions of the existing trails have been recommended by local equestrian riders. Tapping into a future countywide equestrian trail system would be extremely beneficial.

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v. Seneca Nation of Indians

- The Seneca Nation of Indians possesses numerous attractions and amenities, both in terms of recreation as well as economic development assets. With a good foundation of antique dealers, a history museum, tens-of-thousands of acres of undeveloped woodlands within the reservation, and a likely casino project, the Nation is well positioned to see continued economic growth. While certain projects can be handled solely by the Nation, effective economic development projects tend to grow out of partnerships. Therefore, it is recommended that the County and the Nation seek to partner in the identification and implementation of economic development projects as well as the numerous recreational projects discussed within this report.

vi. The Village of Cattaraugus and Town of New Albion

- The Village of Cattaraugus will ultimately become the northern trailhead for the Cattaraugus to Salamanca Rail-Trail. Development of tourism centered projects such as accommodations, attractions, and retail outlets for sports enthusiasts will assist Cattaraugus and New Albion in fully capitalizing upon the presence of the rail-trail.
- Eventually, the rail-trail may be extended to Zoar Valley, which will increase the economic benefits of the trail on the Town of New Albion and the Village of Cattaraugus.

vii. Zoar Valley

- As stated above, the Cattaraugus to Salamanca Rail-Trail may ultimately extend to Zoar Valley, which could bring in more tourist and recreational enthusiasts, such as equestrian riders. This could be extremely beneficial to the area. However, improvements to the trail system in the Zoar Valley area will be required to ensure the safety of all trail users, especially equestrian riders.

viii. Village of Gowanda

- The Cattaraugus to Salamanca Rail-Trail is also slated to eventually extend to Gowanda before it heads to the Village and Town of South Dayton where it is proposed to enter

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into Chautauqua County west of Cattaraugus County. The Village should work on bringing the trail to the community and identify ways to capitalize upon its presence.

ix. Village and Town of South Dayton

- As the potential future western gateway into Cattaraugus County via the Cattaraugus to Salamanca Rail-Trail, the Village and Town of South Dayton should also seek the extension of the trail and identify ways to capitalize upon its presence.