

# N<sup>w</sup> Quadrant

## REVITALIZATION PLAN

### Nomination Study

October 2015

NYSDOS Brownfield Opportunity Areas Program

*This document was prepared for the City of Olean and the New York State Department of State with funds provided through the Brownfield Opportunity Areas Program*



**City of Olean**

William J. Aiello, Mayor

101 East State Street  
Olean, NY 14760

2015

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# Acknowledgements

## City of Olean

Honorable William J. Aiello, Mayor  
Mary George, Community Development Program Coordinator  
Tom Windus, Director of Public Works  
Keri Kerper, Senior Account Clerk, Stenographer

## Advisory Committee Members

Crystal Abers (*Cattaraugus County Economic Development, Planning & Tourism*)  
Tom Barnes (*Resident*)  
Brian Eddy (*Rehabilitation Center*)  
Jeff Belt (*Sol-Epoxy*)  
Don Benson (*Benson Construction*)  
Vicki Blessing (*Park Centre Development*)  
Tony Capito (*Resident*)  
Mike John (*MJ Painting*)  
Travis Martin (*CYTEC*)  
Ann McLaughlin (*City of Olean Common Council Ward 2*)  
Adam Jester (*City of Olean Common Council Ward 7*)  
Mark Sabella (*NeighborWorks Home Resources*)

John Sayegh (*Jamestown Community College*)  
Philip Smith (*Olean Planning Board*)  
Mark Sorgi (*NYS Department of Transportation*)  
John Stahley (*Dresser-Rand*)  
Tom Victor (*Resident*)  
Crystal Wiech (*Scott Rotary Seals*)  
Corey Wiktor (*County of Cattaraugus Industrial Development Agency*)  
Eric Wohlers (*Catt. County Health Department*)  
Lucas Brewer (*Western New York and Pennsylvania Railroad*)



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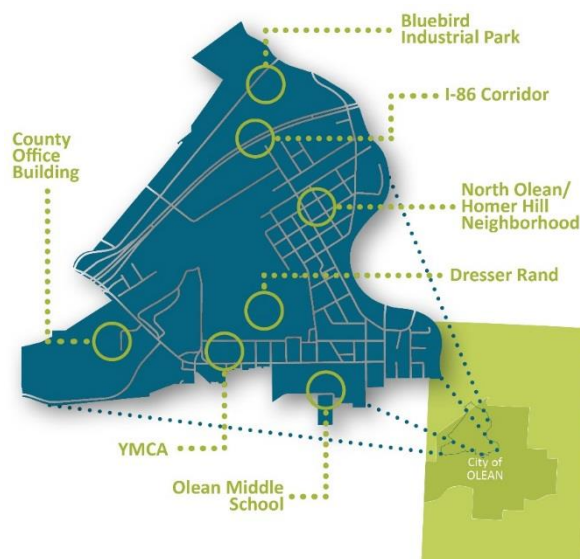
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# Executive Summary

## Background

The City of Olean Department of Community Development received a grant through the New York State Department of State (NYSDOS) Brownfield Opportunity Area Program to conduct an area-wide revitalization plan for the northwest quadrant of the City. This Nomination Study represents the second step of the BOA Program, a three-step planning process that provides grants and technical support to help communities complete and implement revitalization strategies. The purpose of this study is to provide a framework for how underutilized, vacant and brownfield properties can lead to redevelopment initiatives that improve the economy and quality of life for residents and businesses.



## Project Location & Boundary

The Northwest Quadrant study area includes approximately 904 acres. The study area includes lands west of Olean Creek, north of Wayne Street and Constitution Avenue, south of Fountain Street and east of North 24th Street. Key assets and features in and around the study area include:

- Vacant industrial sites
- I-86 Corridor
- North Olean/Homer Hill Neighborhood
- Olean Middle & High School
- Olean Family YMCA
- Olean Creek
- Cattaraugus County Office Building
- City of Olean Department of Public Works
- Saint Bonaventure University
- Olean General Hospital



## Redevelopment Potential

The study area includes significant opportunities to attract new development interest, most notably within close proximity to the I-86 corridor. The largest and most prominent industrial zone within the study area is located between Buffalo Street, Wayne Street, and east-west Western New York and Pennsylvania railroad corridor. Historic industrial uses located in this portion of the study area date back over 150 years and included:

- Acme Glass
- Van Der Horst
- Agway Felmont
- Exxon/Mobil Legacy Site (Works #1 and Works #2)

Among the study area's many advantages are the site amenities and conditions provided across many acres of flat available land, including close proximity to the interstate system, rail access and the lack of development encumbrances such as wetland and flood zones. There are also a number existing industrial businesses in the Northwest Quadrant Revitalization area that provide the potential for associated suppliers and services to locate nearby. The study area must build on surrounding assets and positive momentum being generated from projects such as the North Union Street streetscape project.





## Community Outreach & Goals

As part of the *Northwest Quadrant Revitalization Plan*, it was essential to identify ways in which the public could be meaningfully engaged in an open, honest discussion regarding a revitalization strategy that is representative of the people and businesses within and adjacent to the study area. In order to identify a variety of forums and encourage all members of the community to participate in the process, a Community Involvement Plan was developed.

As a result, this effort included input from members of the public, community organizations, business owners, philanthropic organizations and other interested parties. Outreach activities included public informational meetings, visioning workshops, design workshops, a project newsletter and interactive website.

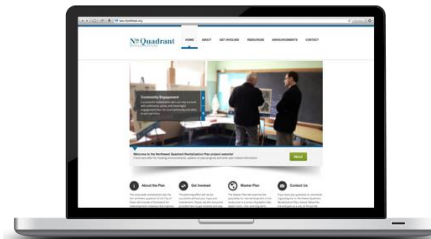
Additionally, public engagement was key in gaining insight into desired goals and objectives of the community. In order to provide direction to stakeholders (e.g., City employees, regional partners, the general public and other governmental agencies), four overarching goals were identified that directly relate to implementing a component of the Vision Statement. The goals include:

*Goal 1 – Advance environmental clean-up*

*Goal 2 – Advance economic development and job creation.*

*Goal 3 – Facilitate neighborhood stabilization and reinvestment*

*Goal 4 – Advance community design principles that support healthy living*



## VISION STATEMENT

The Olean Northwest Quadrant Revitalization Area aspires to be one of the region's nationally competitive employment centers, providing high quality jobs across a diverse base of advanced manufacturing and technology.

Recognizing the best way to retain and attract the employment base necessary to support the regional economy is to first provide a place where people want to live, a major component of the Northwest Quadrant's revitalization is providing a high quality of life to residents and workers. This includes a diverse range of housing attractive to a wide range of ages and incomes, accessibility to out-the-door recreation resources such as parks and trails and a well maintained street network that ensures residents and the workforce can lead healthy lives and feel safe walking and bicycling to work or the City's downtown business district.

## Key Findings

An existing conditions analysis was performed to identify notable opportunities and constraints associated with revitalization objectives. A summary of the existing conditions analysis follows below:

- **Local and Regional Demographic Trends**
  - The population and number of households has been steadily declining for the past 15 years.
  - The housing stock is aging, with 90% built prior to 1930.
  - There are few rental options in the region, and there is a demand for newly constructed units to supply university, high tech, and medical institution staff.
  - Income levels have increased 20% since 2012.
  - The majority of employment opportunities are in the manufacturing industry.
- **Land Development Trends**
  - Industrial uses account for 15.2% of total square acreage, much of which is now available.
  - Plans to expand the Allegheny River Valley Trail will allow 50% of residential parcels to be located within ½ of the trail.
- There is an increased need for adequate buffers between existing residential and industrial zoning districts.
- **Brownfields, Vacant & Underutilized Lands**
  - 48 potential brownfields were identified through the Step 1 and 2 process, with 13 sites being identified as possessing a history of known environmental contamination.
  - Many of the properties were once associated with the Exxon/Mobil Legacy Site, now all enrolled in the NYS Brownfield Cleanup Program (BCP) and are undergoing remediation, and redevelopment planning by the owner.



- **Transportation and Infrastructure**

- The railroad bridge located along Buffalo Street has a low clearance, requiring trucks to reroute through the city's downtown core.
- The Southern Tier Extension and Buffalo Line railroad corridors are adjacent to several vacant properties which provides an opportunity for future development.
- The infrastructure, including wastewater collection, conveyance and treatment system, as well as access to both electric and natural gas, can support new development in the study area.

- **Natural & Historic Resources**

- The majority of the study area is in the 500-year floodplain.
- Future development will need to consider the presence of threatened or endangered species that have previously been documented in the study area.

- The majority of the study area is over an unconfined aquifer but does not possess an upper confining layer, making the area susceptible to contamination. Future development will need to ensure hazardous material does not contaminate this area.

- **Local Market Conditions**

- Although the market is stagnant, research suggests that employment in the manufacturing sector will increase.
- There is an oversupply of office space in the study area, based on current demand.
- The perceived lack of recreational and housing opportunities has made it difficult to recruit and retain employees from outside the region.
- There is a significant sales leakage in several retail categories, much of which can be attributed to a greater diversity of retail and service offerings in the Buffalo-area and online sales of goods. There is some momentum in the community to grow this sector.

## 2025 Master Plan

The Master Plan was developed based on feedback provided by the community at large, City representatives, and the Project Advisory Committee. The envisioned development activities seek to bolster the local and regional economy through expanded job opportunities and improved access to goods and services for area residents. The improvements shown will help to attract and retain businesses by addressing infrastructure needs while providing aesthetic and quality of life-related improvements to make Olean a place for people to live, work and play.

The Master Plan supports the implementation of Smart Growth development principles to improve the form, function and quality of both the public and private realms. Recommended improvements seek to improve the pedestrian-friendliness of existing transportation infrastructure while reconnecting local neighborhoods with the necessities of daily life via enhanced sidewalks and an expanded trail system. New investments in infrastructure and buildings should focus on walkable, human-scaled environments that are convenient, enjoyable, and comfortable. Development



should also provide the community with a renewed sense of place, inspiration, and pride. The recommended projects associated with the Master Plan include:

### 1. Rail Transload Facility

*The city's abundant rail infrastructure provides significant opportunities and potential savings for industries requiring the delivery and transfer of bulk goods between rail and truck.*

### 2. Municipal Stormwater / Educational Facility

*Proposed on Strategic Site 2, an area-wide stormwater retention facility could be designed with functional and educational purpose to provide stormwater management capacity while creating wildlife habitat.*

### 3. Gateway Feature

*Gateway elements are recommended on Buffalo Street at the interchange, with the potential to extend to the railroad overpass to help define the boundary of the study area.*

### 4. Commercial / Hotel Development

*A new commercial development is proposed for the 58-acre former Exxon/Mobil site which will include a 4-story hotel, commercial space and transportation upgrades including turning lanes and intersection improvements.*

### 5. Mixed-Use Development

*Development opportunities envisioned on the second parcel on Buffalo Street include a three-building tourism complex with commercial uses including retail and commercial space.*



TWO- AND THREE-STORY MIXED USE BUILDINGS WOULD PROVIDE FOR SMALL RETAIL AND NEW RESTAURANTS

### 6. Solar Farm

*A solar farm is proposed for the Olean Redevelopment Parcel 3, to help reduce the cost of electric service for Saint Bonaventure University.*



## 7. Flex / Light Industrial Development

*Several industrial areas located along the Homer Street industrial corridor should continue to be promoted for advanced manufacturing uses.*

## 8. Commercial Development

*This location affords the potential for commercial businesses and service amenities located adjacent to the I-86 exit to draw vehicles off the expressway.*

## 9. Possible At-Grade Rail Crossing

*This project considers the feasibility of creating a new crossing that connects the proposed Constitution Avenue Extension to Buffalo and Franklin Streets.*

## 10. City DPW Facility with Flex Industrial

*The City has discussed the possibility of a new DPW facility that could be leased in order to make the relocation of this facility financially feasible.*

## 11. Greenspace and Residential Infill

*The 308-56 Homer Street site is ideal for greenspace and residential infill development that could consist of single-family homes, providing an opportunity for new and varied types of housing.*

## 12. Park with Playground

*This project is proposed to replace the former public park that is no longer available to residents. Potential sites include the intersection of Homer and Buffalo Street, and a 1.8-acre parcel at 221 Homer Street.*

## 13. Buffalo / Wayne Street Streetscape

*Streetscape improvements along Buffalo and Wayne Streets, such as street tree plantings and enhanced pedestrian-scale street lighting, would could improve the corridor's appearance.*



BRICK PIERS AND DECORATIVE FENCING SCREEN  
A PARKING LOT FROM THE STREET IN ROCHESTER, NY

## 14. North Union Mixed-Use Neighborhood

*This project recommends sustained investments in public improvements within the North Union neighborhood including mixed-use commercial/service uses that are concentrated at key intersections, as well as higher density housing.*

## Additional Recommendations Include:



### Land Use & Zoning

*The Future Land Use Plan and Zoning recommendations provide a broad-brush view of the type and location of uses and development proposed in the study area.*



### Marketing & Branding

*The marketing and branding strategy was based on supporting the redevelopment of underutilized, vacant and brownfield properties. Marketing tactics including logos, tagelines, and brochures.*



### Business Retention & Recruitment

*A strategy developed to retain existing businesses and recruit new employers through relationship building, joint marketing efforts, and the development of specialized committees to increase efforts.*

## 15. Trail System

*The Master Plan recommends a trail along the top of the flood control levee between North Union Street Extension at Boardman Park to James “App” Driscoll Park to provide public access to the water’s edge and a direct link between the two parks.*

## 16. Mixed-Use Development

*The Master Plan identifies two district concepts – Cultural Hub concept and Residential Mixed-Use concept – to fill a gap in the marketplace for destination development within the study area.*

## 17. Office Development

*The 12-acre lot on Constitution Avenue south of the Cytec facility could be a viable location for flex industrial / office space, potentially supporting over 100,000 square feet.*

## Implementation

The Master Plan indicates capital projects the City and its associated partners should be focusing on achieving over the course of the next 10 to 15 years. It is anticipated that only a portion of this development could reasonably be expected within current and anticipated market conditions. The plan includes a detailed table that provides guidance on the implementation of significant near-term capital projects, including estimated costs, potential funding sources and the phasing of individual project components.





# 1. Project Description & Boundary

## 1.1. Project Sponsors

The City of Olean Department of Community Development received a grant through the New York State Department of State (NYSDOS) Brownfield Opportunity Area Program to conduct an area-wide revitalization plan for the northwest quadrant of the City. This study represents the second step of the BOA Program, a three-step planning process that provides grants and technical support to help communities complete and implement revitalization strategies. The first step was completed in 2007. The purpose of this study is to provide a framework for how underutilized, vacant and brownfield properties can lead to redevelopment initiatives that improve the economy and quality of life for residents and businesses.

To ensure the continued involvement of interested residents and stakeholders throughout the planning and implementation process, the City has established a Project Advisory Committee comprising a broad range of local stakeholders representing local businesses, government agencies and City residents.

## 1.2. The BOA Program

The NYSDOS BOA Program was developed in 2003 as the planning component of the NYS Superfund/Brownfield Law (GML Article 18-C, Section 970-r) and provides municipalities and community-based organizations with financial and technical assistance to complete area-wide revitalization strategies for neighborhoods impacted by the presence of brownfields, environmental hazards or economic distress.

Brownfield sites are typically former industrial or commercial properties where operations may have resulted in environmental impairment. The BOA Program assists communities in identifying and analyzing sources of neighborhood distress, and provides the resources to develop plans and implementation strategies for catalytic sites and area-wide revitalization.

*A “brownfield” is real property whose expansion, redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”*



As noted in Section 1, the BOA Program is a three-step process that provides grants and technical support to help municipalities and community organizations complete and implement revitalization strategies for their communities. A brief summary of each step can be found below:



At the completion of this three-step program communities are designated a Brownfield Opportunity Area, increasing their competitive position for funding and incentives under the NYS Department of Environmental Conservation (NYSDEC) Brownfield Cleanup Program, the Empire State Development Corporation's economic development programs, and many other State and Federal assistance opportunities.

It should be noted, however, the BOA Program does not provide funding for direct cleanup efforts – additional state and federal programs exist for the direct remediation of sites, such as the DEC Environmental Restoration Program, the DEC Brownfield Cleanup Program and the US Environmental Protection Agency's Brownfield Program. These programs focus on physical investigations and activities, further assisting local municipalities in dealing with brownfield properties and their impacts on communities.

### 1.3. Project Description

#### General Overview

In 2007 the City of Olean Department of Community Development completed a Pre-Nomination Study for the City's industrial core located in the northwest quadrant of the City. Located along Buffalo and Wayne Streets, the approximately 455-acre study area has a history of tanneries, glass and brick manufacturers, railroad maintenance shops, industrial equipment manufacturers and chemical manufacturers, many of which were dismantled by the 1950's. The results of this industrial legacy are numerous known and potential brownfields located within the study area whose environmental conditions make redevelopment of these lands challenging. In 2010, the City received a State assistance contract to complete the Step 2 Nomination Study report, which has expanded the scope of the study area to include portions of the adjacent neighborhoods.

To address the potential impacts vacant, underutilized and brownfield properties can have on adjacent neighborhoods, the

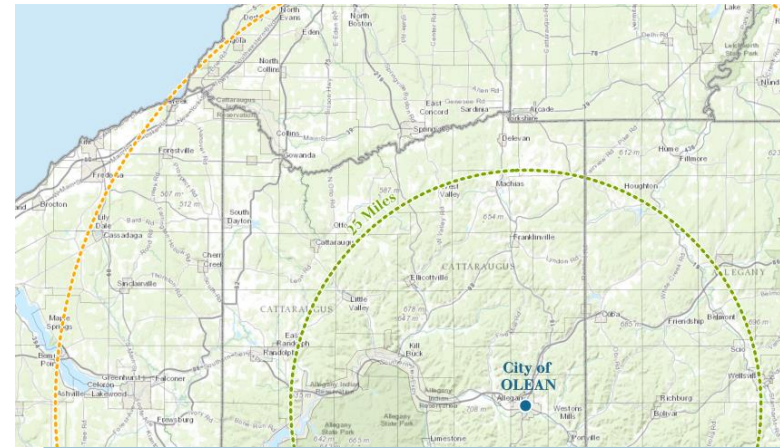


Figure 1. The City of Olean is located in Cattaraugus County in the Southern Tier of New York.



Northwest Quadrant study area has been expanded to approximately 904 acres. The expanded study area is located between Olean Creek, Constitution Avenue and Wayne Street, North 24<sup>th</sup> Street, and Fountain Street and includes a variety of industrial, commercial, retail and residential land uses. As is depicted in Figure 2, the Northwest Quadrant study area includes one of the region's largest employers – Dresser-Rand – as well as several significant transportation corridors, the Bluebird Industrial Park, the Olean Middle and High Schools and the North Olean/Homer Hill Neighborhood.

The largest and most prominent industrial zone within the study area is located between Buffalo Street, Wayne Street, the I-86 corridor and east-west Western New York and Pennsylvania railroad corridor. Historic industrial uses located in this portion of the study area date back over 150 years and included Acme Glass (1895 to 1923), Van Der Horst (1950 to 1987), Agway Felmont (1964 to 1984) and the rest of the Exxon/Mobil Legacy Site (Works #1 and Works #2). The Exxon/Mobil Legacy Site operated as an oil refinery under several different names between the 1880's and 1950's, including Standard Oil (1893 to 1902) and Vacuum Oil (1902 to 1931). These companies were the predecessors of the Exxon/Mobil Oil Corporation. Additionally, this area is currently home to several industrial and commercial uses, including Dresser-Rand (1937 to present), Napoleon Engineering Services, Sol Epoxy, Scott Rotary Seals and Valley Tire. The presence of the Exxon/Mobil Legacy Site and two New York State Superfund Sites within this area, however,

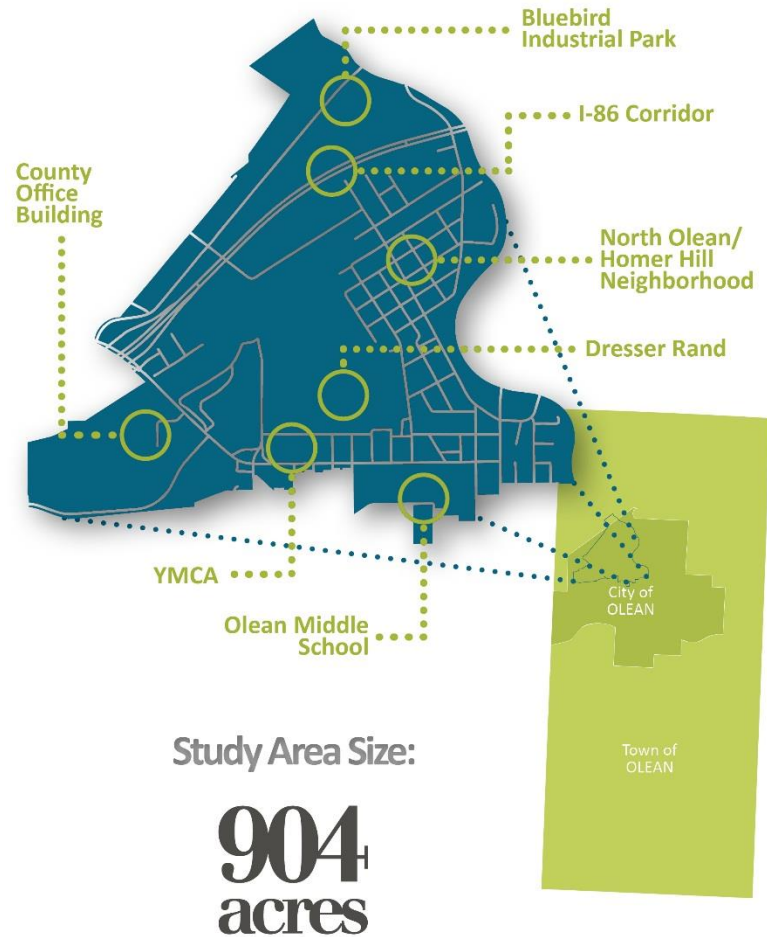


Figure 2. Key Features in the Northwest Quadrant Revitalization Area.

contributes to the challenges of further redevelopment in the study area.

In addition to completing the Pre-Nomination phase of the BOA Program in 2007, the City of Olean was involved with the advancement of a Remedial Investigation/Alternatives Analysis (RI/AA) Program at the former Felmont Oil site. Working with the Olean Urban Renewal Agency (OURA) and the NYS Department of Environmental Conservation's Environmental Restoration Program, the City initiated the foreclosure of the tax delinquent property to conduct the RI/AA. As noted in the Pre-Nomination study, the results of the RI/AA indicated that contamination at the site was relatively benign. As a result, this site has captured the interest of potential developers and the City has focused efforts to promote its redevelopment.

However, neither the Pre-Nomination Study nor the Felmont Oil RI/AA addressed the potential impacts that these vacant, underutilized or brownfield sites might have on the surrounding community. By expanding the study area to encompass adjacent residential neighborhoods, the BOA Program can help to address the negative impacts associated with the current and historic industrial activity (e.g., continued disinvestment; noise, air and water pollution). To accomplish this, the *Northwest Quadrant Revitalization Plan* will outline a strategy for the study area that will reduce the negative economic, social, aesthetic and quality of life impacts associated with historical land uses and ongoing industrial activities.

### Redevelopment Potential

The potential to revitalize the Northwest Quadrant Revitalization area is promising. Using a multi-faceted approach, the City of Olean can leverage the many strengths and opportunities present in the study area to attract industries that will provide jobs and help to restore a lagging economy. Among the study area's many advantages are the site amenities and conditions provided across many acres of flat available land, including close proximity to the interstate system, rail access and the lack of development encumbrances such as wetland and flood zones. There are also a number existing large industrial businesses in the Northwest Quadrant Revitalization area that provide the potential for associated suppliers and services to locate nearby.

In addition to the physical conditions noted above, there are also a range of social conditions that make it attractive for redevelopment. There is a strong will in City government to work with developers to ensure that new businesses are successful. There is also strong regional support for brownfield revitalization as these properties are eligible to receive substantial State and County tax credits and exemptions when redeveloped. There are also several high-education facilities in the City and region that can help provide workforce training for both new and existing industries.



Finally, Olean is a city that is on its way up. The City has recently been awarded a Transportation Investment Generating Economic Recovery (TIGER) grant for \$6.5 million to fund the *Walkable Olean – Complete Streets Transformation* project. This project will restructure and beautify North Union Street to make it more comfortable for bicycles and pedestrians. This transformation will result in additional reinvestment to the commercial, mixed use and residential properties in the North Union Street area, making Olean a more desirable place to live and work and furthering the attractiveness of the study area for redevelopment.

### Related Planning Studies & Efforts

In recent years a number of planning studies have been conducted for the City of Olean that are relevant to the Northwest Quadrant Revitalization area, including the City's Comprehensive Development Plan, the Wastewater Master Plan, the Pre-Nomination Study and the North Union Streetscape Project. A summary of these efforts is provided below, while specific elements of each have been incorporated throughout this Nomination Study, as appropriate.

#### *Comprehensive Development Plan – 2005-2025 (completed 2005)*

The City of Olean's most recent comprehensive plan was adopted by the City Council on August 9, 2005. The plan built upon Olean's key strengths and assets, positioning the City to pursue viable opportunities for enrichment and growth. To identify the overarching vision the community is collectively seeking to achieve, the Comprehensive Planning Task Force sponsored five stakeholder meetings to get input and reaction regarding Olean's future. To achieve the community's shared vision for the future of the City of Olean, a series of goals, objectives and actions were identified. The following 10 goals identified in the comprehensive plan directly relate to the *Northwest Quadrant Revitalization Plan*:

- *Economic Goal 1* – Preserve and Strengthen the Economy
- *Economic Goal 2* – Promote Partnerships that Foster a Growing and Diverse Economy
- *Economic Goal 3* – Provide Appropriate and Adequate Land for Industry
- *Neighborhoods Goal 1* – Protect the Integrity and Character of Residential Neighborhoods



**City of Olean  
Comprehensive Development Plan  
2005-2025  
Adopted by City Council  
August 9, 2005**



- *Neighborhoods Goal 2* – Promote Quality and Diverse Housing for All Residents
- *Neighborhoods Goal 3* – Maintain and Enhance the Appearance of Residential Neighborhoods
- *Neighborhoods Goal 4* – Enhance Appearance of Roadways
- *Neighborhoods Goal 5* – Provide Quality Parks and Recreational Facilities and Opportunities that Meet the Needs of All Residents
- *Retail Goal 1* – Capture a Share of the Mass Market Retail Development in the Northwest Area of the City
- *Environmental Goal 1* – Preserve and Maintain the Quality of the City’s Environmental Resources
- *Environmental Goal 2* – Continue to Support Allegheny River Valley Trail Improvements

*City of Olean Wastewater Master Plan (completed 2005)*

The City of Olean faces a number of issues related to its sewer infrastructure, including deteriorating and leaking sewer pipes, as well as undersized interceptor sewers and a wastewater treatment plant that is not of adequate size and overall condition to effectively treat the excess wet weather flows. As a result, the City received several State Pollutant Discharge Elimination System (SPDES) discharge permit violations for key regulated pollutants including settleable solids (SS), total suspended solids (TSS) and biological oxygen demand (BOD). In 1999 the New York State Department of Environmental Conservation (NYSDEC) issued an Order of Consent (Order) to the City, requiring the elimination of excessive wet weather flows and that full SPDES permit compliance be achieved, primarily through inflow and infiltration (I/I) reduction measures.

In May 2005, the City proposed to the NYSDEC that portions of the original compliance plan be put on hold while a Master Plan was developed. The Master Plan included an evaluation of all of the City’s major infrastructure elements with the goal of developing a cost-effective approach for achieving permit compliance. The City proposed that the improvements developed as part of the Master Plan become the new Order of Consent compliance schedule. The NYSDEC approved the



*CITY OF OLEAN WASTEWATER MASTER PLAN (2005)*



Master Plan approach in June 2005. Since its adoption, projects including the First Tier Interceptor Improvements (Two-Mile), have been updated.

The overall goal of the Wastewater Master Plan is to identify and budget major engineering studies, capital improvements, and other expenditures (i.e., staff and capital equipment) necessary to address the City's aging infrastructure needs with a short-term focus on SPDES permit compliance and a long-term focus on strategic asset management. The following six major program elements were identified as part of the Master Plan:

- Treatment Plant Improvements;
- Interceptor Improvements;
- Pump Station Improvements;
- Sewer System Asset Management Program;
- Storm Sewer Asset Management Program; and
- Sewer Use Ordinance Enforcement.

Given the industrial nature of the Northwest Quadrant Revitalization area, improvements to the existing sanitation infrastructure will further increase the marketability of the Study area.

*Pre-Nomination Study (completed 2007)*

The City of Olean completed the Pre-Nomination Study for the proposed Olean Brownfield Opportunity Area (BOA) in 2007. As the first step in a three-step process, the Pre-Nomination Study accomplished four primary tasks:

1. Identified a proposed study area;
2. Developed a comprehensive understanding of the environmental site conditions, land use characteristics and demographics in the study area;
3. Identified a shared community vision for redevelopment of the study area through the implementation of a community-based visioning process; and
4. Conducted a preliminary analysis and identified preliminary recommendations that were intended to facilitate revitalization and support the City's continued involvement in the NYSDOS BOA Program.

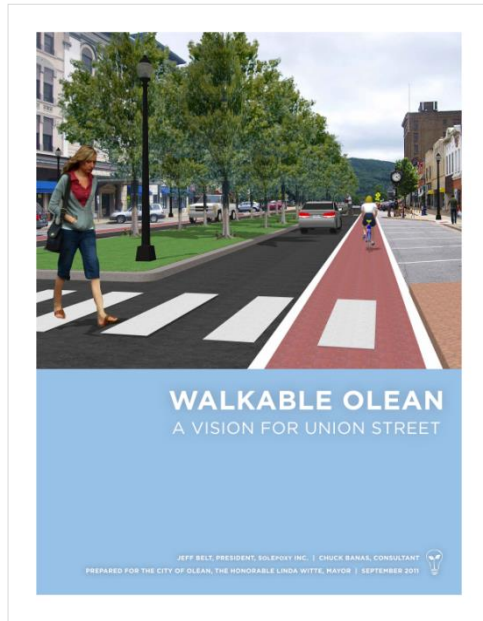
Over the course of preparing the Pre-Nomination Study, efforts were made to ensure consistency with the City's Comprehensive Plan. The Study also incorporated ideas from New York State's Quality Communities Initiative, whose intent was to assist communities with planning that promotes both economic development and environmental protection. The





initiative also strongly embraced the concept of Smart Growth by encouraging the redevelopment of brownfield, vacant and underutilized properties to their fullest potential as community and economic assets.

The current Nomination Study phase is a continuation and enhancement of the data collection and outreach efforts initiated in the Pre-Nomination Study and includes updated demographic information, a market analysis, an expanded inventory of existing conditions that could impact redevelopment, master planning and the identification of strategic redevelopment sites.



*WALKABLE OLEAN: A VISION FOR UNION STREET (2011)*

### *North Union Streetscape Project (2012 to present)*

The North Union Street Streetscape Project was initiated to address a federal mandate requiring the City of Olean to update its combined stormwater system. The resulting improvements will reduce stormwater inflow and infiltration through the implementation of on-site storage techniques and by disconnecting stormwater inlets from existing sanitary sewers. As this project will necessitate the excavation of the North Union Street roadway and sidewalk, the City recognized this as an opportunity to redesign Union Street into a Complete Street that will better serve all users (e.g., vehicles, bicycles, pedestrians). In addition to safety improvements, the project will also result in business district enhancements, including landscaping, street furniture, lighting and signage. Taken as a whole, the North Union Street Streetscape Project will increase the vitality of Olean's downtown area and create a vibrant environment for businesses and residents.

This project comprises the section of North Union Street between State Street (NYS Route 417) and Main Street, although stormwater improvements are limited to the areas located between State Street and the entrance to the Olean Mall. Additionally, almost one-third of the North Union Street Streetscape Project area falls within the study Northwest Quadrant Revitalization Area. Any

strategies and recommendations developed for the Northwest Quadrant Revitalization Area should consider the enhancements that will result from the North Union Street Streetscape Project.



## 1.4. Community Vision

The Olean Northwest Quadrant Revitalization Area aspires to be one of the region's nationally competitive employment centers, providing high quality jobs across a diverse base of advanced manufacturing and technology. The following four strategies are core to the success of this vision:

- Remediate and re-use brownfield sites for their highest and best use as determined by their location, market conditions and community input.
- Establish a regulatory framework consistent with NYS Smart Growth Principles allowing for the efficient review and approval of development while ensuring a high quality built environment.
- Stabilize neighborhoods in the study area by investing in infrastructure, infusing housing types attractive to a range of ages and incomes.
- Advance design principles supportive of healthy living and high quality of life including a safe and connective street system with pedestrian facilities that support non-motorized trips to employment, downtown and recreational resources.

### Goals & Objectives

The vision statement presented to the right defines a potential future for the Northwest Quadrant Revitalization Area. This is the hope for the study area – a revitalized employment center offering a high quality of life to its residents and workforce. In order to provide direction to stakeholders (e.g., City employees, regional partners, the general public and other governmental agencies), four overarching goals were identified. A goal is a broadly defined statement directly related to implementing a component of the Vision Statement. Each goal contains a series of objectives to help drill down into specific areas of action. At this stage in the planning process, we do not define the actions simply because we do not have enough information, insight or input to identify the strategies needed to implement each Objective. This will occur later in Section 4 of this plan.

## VISION STATEMENT

*The Olean Northwest Quadrant Revitalization Area aspires to be one of the region's nationally competitive employment centers, providing high quality jobs across a diverse base of advanced manufacturing and technology.*

*Recognizing the best way to retain and attract the employment base necessary to support the regional economy is to first provide a place where people want to live, a major component of the Northwest Quadrant's revitalization is providing a high quality of life to residents and workers. This includes a diverse range of housing attractive to a wide range of ages and incomes, accessibility to out-the-door recreation resources such as parks and trails and a well maintained street network that ensures residents and the workforce can lead healthy lives and feel safe walking and bicycling to work or the City's downtown business district.*



### *Goal 1 – Advance environmental clean-up*

The Northwest Quadrant Revitalization Area is impacted by past decisions and practices that had an adverse impact on the environment. The negative perceptions often associated with the Study area are directly tied to the legacy of contamination that resulted from these decisions. The purpose of the BOA Program is to further the understanding of environmental conditions on identified sites to better position them for future remediation and redevelopment. Once redeveloped, these sites will provide high tech manufacturing employment opportunities and will serve as catalysts for further revitalization by fostering additional economic development, improving overall community health and increasing property values.

#### Objectives:

- Facilitate the remediation of existing brownfields to provide future development opportunities.
- Return vacant and/or underutilized properties to more productive uses, focusing on strategic sites identified as part of this plan.
- Increase awareness of land available for development within the Northwest Quadrant Revitalization Area.
- Increase the awareness of incentives such as the Brownfield Cleanup Program and Cattaraugus County Industrial Development Agency Tax Deferments.
- Identify opportunities to leverage the funding and technical assistance provided by the NYS BOA program to encourage private and federal redevelopment.
- Encourage sustainable infill development within the Northwest Quadrant Revitalization Area.
- Work with brownfield land owners to identify preferred end uses for priority redevelopment sites within the Northwest Quadrant Revitalization Area.



*Goal 2 – Advance economic development and job creation.*

The Northwest Quadrant Revitalization Area 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 and educational institutions and striving for greater public-private partnerships, a diverse employment base can develop and thrive. Large scale redevelopment should not be the only focus, however; it is essential to recognize that small scale and potentially resident-driven revitalization is critical to this community.

Objectives:

- Identify appropriate uses for brownfield, vacant or underutilized properties located in the Northwest Quadrant Revitalization Area.
- Identify a market strategy for industrial and commercial development that leverages existing industrial and commercial activities in the Study area.
- Develop a recruitment strategy identifying suitable target industries for the study area.
- Attract high tech and advanced manufacturing employers seeking a high quality of life for their employees.
- Work with existing employers to identify training opportunities that will result in sustainable, high-paying jobs for local residents.
- Promote the fact that there is an available, locally-educated workforce in the area.
- Capitalize on the Study area's proximity to downtown, government centers, and commercial corridors.
- Capitalize on the physical attributes of the Study area such as the flat, firm terrain and existing infrastructure.
- Identify a plan for infrastructure improvements that incorporates green infrastructure elements and best management practices.
- Identify and pursue grant opportunities for infrastructure projects.



- Establish a strong, credible brand for the Northwest Quadrant Revitalization Area that portrays a positive image to potential employers and residents.
- Consistently incorporate the brand identity in messaging, including marketing materials and wayfinding.

*Goal 3 – Facilitate neighborhood stabilization and reinvestment*

At one time, the City of Olean comprised a dense concentration of single family homes. Over time, many of these homes fell into disrepair, were subdivided into several apartments and later abandoned. In addition, construction of Interstate 86 isolated the Homer Hill neighborhood, further impacting the quality of Northwest Quadrant housing. While smaller vacant or low value properties can hinder revitalization efforts, they also represent a significant opportunity for infusing new, desirable housing types back into the neighborhood. Providing new housing options attractive to all ages, renovating the existing housing stock and improving safety and walkability are all factors that are critical in improving the Northwest Quadrant neighborhoods.

Objectives:

- Invest in public improvements, such as streetscape enhancements, trails, and other public amenities as they contribute to the overall quality of life in the Study area and help create the first impression that people experience.
- Ensure the planning process and subsequent projects are marketed in a positive fashion that helps to reverse any negative perceptions about the City and Study area.
- Ensure smart growth and sustainable community design principles are incorporated into development and design decisions.
- Promote the BOA as a place to live, work, and play, focusing on entrepreneurs, skilled professionals, families, and retirees.
- Embrace “Complete Streets” design concepts.



- Update the City of Olean’s Zoning Code to incorporate regulations that limit the ability to convert existing single family homes into apartments and other short-term rentals.
- Encourage new developments to provide a mix of residential and commercial uses in pre-designated areas where mixed-used development should occur.
- Provide attractive and contemporary housing alternatives for businesses seeking a high quality of life for their employees.
- Identify strategies that would allow current residents to age in place.
- Identify existing and new programs to incentivize housing rehabilitation in the Study area.

*Goal 4 – Advance community design principles that support healthy living*

The neighborhoods of the Northwest Quadrant represent a significant population center in the City of Olean. As revitalization efforts advance, it is important to ensure the design of capital projects as well as private investments will result in a holistic and connective system encouraging healthy living. This includes the provision of parks and trail systems accessible through a connective network of sidewalks and bicycle infrastructure. By providing a connective and safe system for pedestrians of all ages, residents and the workforce present in the Northwest Quadrant will be more likely to choose non-motorized forms of transportation to shop, get to work or visit friends and family, ultimately resulting in healthier lifestyles.

Objectives:

- Provide for a variety of integrated land uses within the Northwest Quadrant Revitalization Area while maintaining and enhancing open space and natural resources.
- Retain remaining open space areas as green space or as recreational assets where appropriate.
- Create a continuous trail, sidewalk, and greenway network to promote walking, running, and bicycle use within the BOA as an alternative to using personal vehicles.



- Conserve and improve open spaces.
- Invest in improved and new public spaces including parks, sidewalks, streets, trails, and community facilities to renew the Northwest Quadrant Revitalization Area's sense of place.
- Improve pedestrian and bicycle safety throughout the Northwest Quadrant Revitalization Area.
- Develop stable and accessible community garden sites in a variety of locations to meet community needs.
- Ensure that redevelopment supports and respects the existing Northwest Quadrant Revitalization Area's neighborhoods.



## 1.5. Boundary Description & Justification

### Pre-Nomination Boundary

The Pre-Nomination BOA boundary focused on those lands that were historically utilized for industrial purposes over the past 150 years and now comprise the City's industrial core (see Map 1). This included all non-residential lands located north of Wayne Street, west of the Buffalo Line railroad corridor, south of the I-86 corridor and east of North 24<sup>th</sup> Street, as well as lands associated with the Bluebird Industrial park (north of the I-86 corridor). In total, the pre-Nomination study area encompassed approximately 455 acres of land. This Nomination Study recommends extending this boundary to incorporate the surrounding residential neighborhoods and portions of the City's downtown core along North Union Street.

### Revised Boundary Justification

The revised study area covers approximately 904 acres in the northwest quadrant of the City, with approximately 38 acres located in the Town of Olean in the vicinity of the Homer Street Industrial Park. The study area generally includes lands west of Olean Creek, north of Wayne Street and Constitution Avenue, south of Fountain Street and east of North 24<sup>th</sup> Street. Extending the boundary to Olean Creek allows the Nomination Study to address the potential impacts vacant, underutilized and brownfield properties have on the surrounding residential neighborhoods. Key sites and features in the study area include:

- Homer Industrial Park
- Bluebird Industrial Park;
- Dresser-Rand;
- I-86 Corridor;
- North Olean/Homer Hill Neighborhood;
- Olean Middle & High School;
- Olean Family YMCA;
- Olean Creek;
- Cattaraugus County Office Building; and
- City of Olean Department of Public Works.

A more detailed description and justification of the study area boundary can be found below.





### *Northern Boundary*

While the northern boundary in and around the Bluebird Industrial Park is consistent between the Pre-Nomination and Nomination studies, the northern boundary for the Nomination Study continues west along Fountain Street until reaching Buffalo Street so as to incorporate Homer Street and its associated residential neighborhood. West of Buffalo Street, the northern boundary parallels the railroad corridor located south of the I-86 corridor. The western terminus of the northern boundary is the City boundary. It was important to extend this boundary as the residential neighborhood located along Homer Street may be impacted by activities at the Bluebird Industrial Park.

### *Southern Boundary*

The BOA's southern boundary is primarily located along Constitution Avenue and Wayne Street. Starting from the City of Olean's western limits, the southern boundary follows Constitution Avenue until it reaches the intersection with Wayne Street. Along Wayne Street, the boundary follows the southern property boundaries for those parcels located along Wayne Street, including the Olean Middle and Senior High Schools. After the Middle and High Schools, the southern study area boundary continues east along Delaware Avenue until reaching its terminus at Olean Creek. The Olean Middle and Senior High Schools were included in the revised boundary as these facilities generate a significant amount of traffic in the study area.

### *Western Boundary*




Two streets comprise the western project boundary – Buffalo Street north of the Southern Tier Extension railroad corridor and North 24<sup>th</sup> Street south of the Southern Tier Extension railroad corridor. The purpose of this minor extension was to expand the study area out to the City-Town line.

### *Eastern Boundary*

Olean Creek follows the entire eastern project boundary south of the I-86 corridor; north of the I-86 corridor the boundary follows Olean Creek until it turns north on Oregon Road. The eastern boundary then follows Oregon Road to the northernmost extent of the Bluebird Industrial Park where it turns west. The southern terminus of the eastern boundary is located at Delaware Avenue. Extending the eastern boundary to Olean Creek allows the Nomination Study to address the potential impacts vacant, underutilized and brownfield properties can have on the surrounding residential neighborhoods and a portion of the City's downtown core.



**LEGEND**

-  Current BOA Boundary
-  Pre-Nomination Study Area
-  MuniBoundaries



# Map 1: Project Boundary

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

## 2. Community & Stakeholder Outreach

Community and stakeholder outreach is an important component of any planning process. As part of the *Northwest Quadrant Revitalization Plan*, it was essential to identify ways in which the public could be meaningfully engaged in an open, honest discourse regarding a revitalization strategy that is representative of the people and businesses within and adjacent to the study area. The strategies resulting from this planning effort were developed based on input from members of the public, community organizations, business owners, philanthropic organizations and other interested parties. This section provides an overview of the community and stakeholder outreach efforts undertaken over the course of the development of the *Northwest Quadrant Revitalization Plan*.

### 2.1. Community Involvement Plan

The Community Involvement Plan (CIP) identifies a variety of forums and outreach mechanisms to engage the public and community stakeholders in the planning and revitalization process for the City of Olean's *Northwest Quadrant Revitalization Plan*. The CIP is a guide to involving the community in the planning process, not a checklist of required actions. Some elements of the plan may change as the planning process unfolds. Other opportunities for public engagement not discussed in this plan may be incorporated into the process as a result of the ongoing dialogue between the City, consultant team and community. This CIP is consistent with the Department of State Work Plan and Bergmann Associates' agreement with the City of Olean.

A copy of the full Community Involvement Plan drafted for the *Northwest Quadrant Revitalization Plan* may be found in Appendix A.



THE FIRST PUBLIC MEETING WAS HELD ON ELECTION DAY 2012 AT ST. JOHN'S RECREATION FACILITY.



## 2.2. Enlisting Partners

The Community Involvement Plan outlines a series of opportunities for public input developed to both engage local community members and to ensure the Nomination Study reflects the will of area residents and businesses. An important component when developing the CIP was identifying and enlisting the key partners necessary to successfully complete this planning effort, including the City of Olean, the Project Advisory Committee, key stakeholders, local business leaders and the general public. A brief description of each of these partners can be found below.

### *City of Olean*

The City of Olean Department of Community Development served as the Project Coordinator for the *Northwest Quadrant Revitalization Plan* and was integral in ensuring that the Nomination Study prepared for the study area aligned properly with goals and objectives of the City and the vision of the public. In addition to being actively involved in redeveloping abandoned brownfield sites with the goal of stimulating economic growth and expanding the City's tax base, the Department of Community Development also develops affordable housing opportunities in the community, has established revolving loan/grant programs to stimulate job creation and retention, and provides funding for public improvement projects.

### *Project Advisory Committee*

The Project Advisory Committee (PAC) is charged with providing feedback and guidance for the overall revitalization vision and recommendations. The PAC for the *Northwest Quadrant Revitalization Plan* included representatives from the City of Olean and Cattaraugus County, residents of the local community and local business leaders. Several members of the PAC were also involved with the preparation of the Pre-Nomination Study completed for the study area. The key responsibilities of the PAC included reviewing project documents, discussing and providing feedback on the direction of the study, coordinating with other agencies not represented on the PAC, and serving as a conduit for public input into the revitalization process. A total of nine Project Advisory Committee meetings were held at regular intervals during the planning process.



### *Key Stakeholders*

To communicate and obtain information from specific stakeholders (e.g., land/business owners, interested parties) in the study area, interviews were conducted with liaisons of several study area businesses, such as The Rehabilitation Center and Dresser-Rand, as well as educational facilities such as Jamestown Community College. The purpose of these interviews was to gain insight into desired goals and objectives and to gather ideas of how revitalization efforts may improve or hinder their efforts, as well as to discuss their needs and identify ways in which this study can assist them with achieving their goals. The full list of interviewed stakeholders includes:

- Benson Construction;
- Cattaraugus County Department of Public Works; and
- Cattaraugus County Industrial Development Agency;
- Cytec Industries, Inc.;
- Dresser-Rand;
- Greater Olean Area Chamber of Commerce;
- Jamestown Community College;
- The Kinley Corporation;
- Olean Area Federal Credit Union;
- Olean General Hospital;
- The Rehabilitation Center;
- Sol Epoxy; and
- Western New York & Pennsylvania Railroad.



*DRESSER-RAND IS A MAJOR EMPLOYER IN THE REGION AND IS LOCATED IN THE STUDY AREA.*



### *General Public*

A total of three public informational meetings, open houses and workshops were held throughout the Nomination Study planning process for the Northwest Quadrant Revitalization Plan. These public meetings were designed to encourage participation from as large a number of residents as possible. These meetings served two primary purposes: (1) to inform the public about the BOA Program and the Nomination Study process; and (2) to obtain input from the public on the important revitalization goals and objectives that would be necessary to accomplish a unified vision for the study area.

The public informational meetings included (a more detailed summary of each public meeting can be found in Appendix A):

*Public Visioning Workshop* – the Public Visioning Workshop and open house was held in coordination with the November 6th, 2012 national election at the polling location stationed at the St. John’s Recreation Facility on North Union Street so as to capture residents before or after voting. The purpose of the visioning open house is to introduce the project to the community and to solicit information and ideas from the community regarding the future of the study area.

*Public Design Workshop* – the public design workshop was held on April 1, 2014. Members of the project team presented a project status update including a review of the first public meeting, the market analysis, target industry analysis, and status of the Exxon properties. The project team engaged the public by conducting a series of activities including a community character survey and land use mapping exercise. The exercise focused on three main questions: 1) what types of land uses are most appropriate in the BOA and best locations for those uses, 2) what are the most important short-term projects, and 3) what special considerations should be addressed in the Master Planning process. The results from the workshop were used to develop the Master Plan for the BOA.



*DISCUSSING THE NORTHWEST QUADRANT  
REVITALIZATION PLAN AT THE FIRST PUBLIC MEETING.*

**Project Newsletter-** A project newsletter was drafted in the spring of 2014 to provide the general public with information on the project background, timeline and next steps. The newsletter included a link to the project website where residents could leave their comments and feedback.

**Interactive Website-** In addition to providing direct community involvement through the meetings identified above, the website (<http://boa.cityofolean.org/>) developed for the Northwest Quadrant Revitalization Plan allowed members of the community to be continually informed of project progress and to be engaged in the planning process at their own pace. The website served as a portal for project information such as the overall purpose, BOA program background and contact information, as well as meeting dates, work products, maps and interactive content.



NORTHWEST QUADRANT REVITALIZATION PLAN PROJECT WEBSITE  
([BOA.CITYOFFOLEAN.ORG](http://BOA.CITYOFFOLEAN.ORG))



NORTHWEST QUADRANT REVITALIZATION PLAN  
PROJECT NEWSLETTER



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# 3. Analysis of the City of Olean Northwest Quadrant Revitalization Area

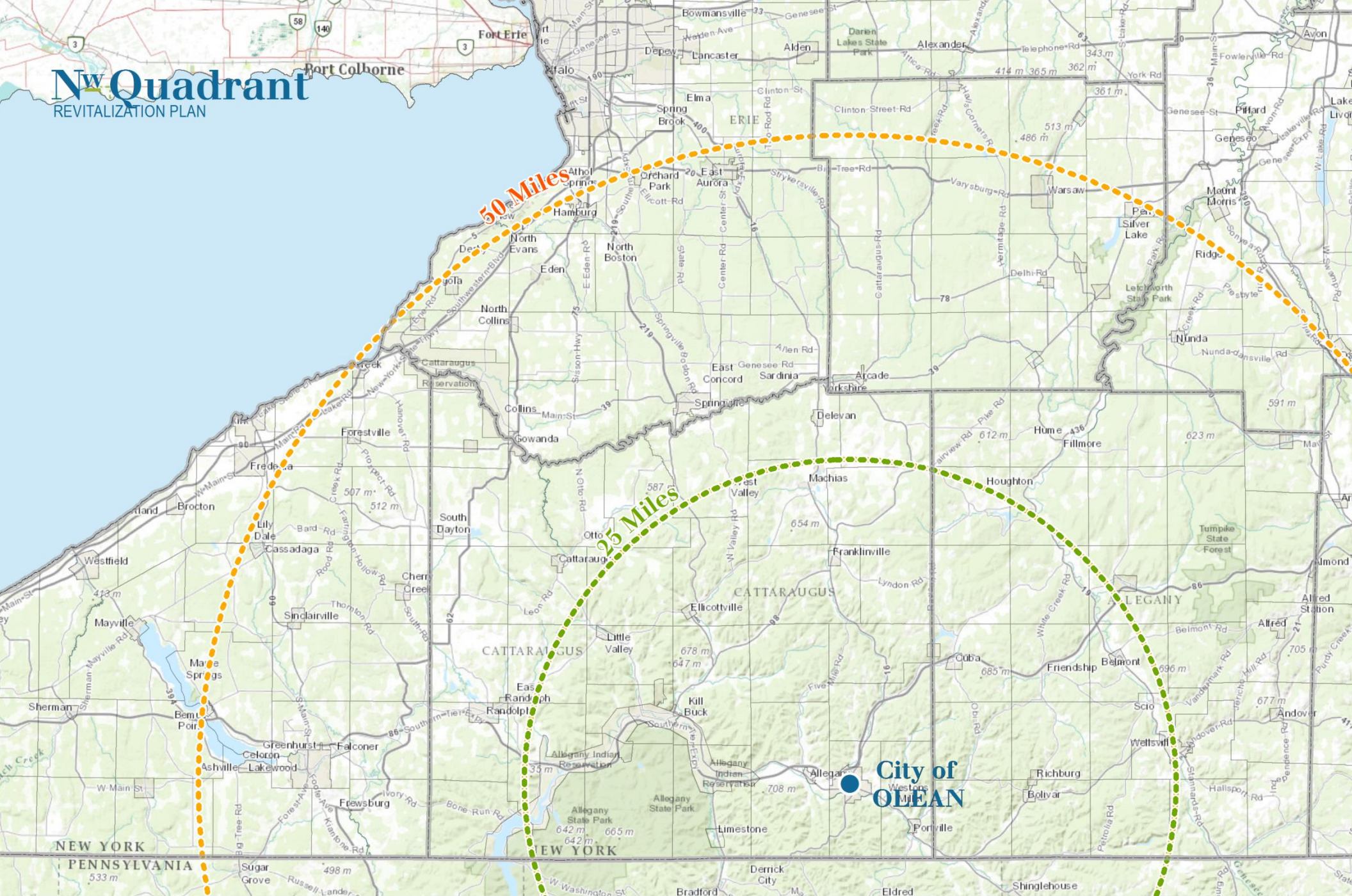
## 3.1. Regional & Community Setting

Located in the southeastern corner of Cattaraugus County in the Southern Tier of New York, the City of Olean lies within the Allegheny River Valley and is surrounded by the foothills of the Allegheny Mountains (see Map 2). As the largest city in the County, and one of the principal cities in the Southern Tier, Olean serves as the business, transportation and entertainment heart of Cattaraugus County. Downtown Olean is a traditional business district characterized by distinctive architecture and a number of turn-of-the-century buildings, while its residential neighborhoods offer exceptional examples of mid-to-late nineteenth century through early twentieth century architectural styles.

Some of Olean’s greatest strengths are the distinctive natural assets that characterize the region. Situated along the Allegheny River and Olean Creek, the City is provided with panoramic views of the Allegheny Mountains and many other scenic vistas. Other nearby natural assets include the Allegany State Park and Portville’s Nature Center, as well as an excellent park and trail system and abundant fresh water supplies.

The City of Olean is also fortunate to be in close proximity to a number of excellent educational facilities, including St. Bonaventure University, Jamestown Community College, the City of Olean school system, the Board of Cooperative Educational Services and within close proximity of Alfred University, Alfred State College, Houghton College, and the University of Pittsburgh at Bradford.





# Map 2: Regional Setting

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

## Historic Context

Originally part of the Seneca Nation territory, the City of Olean was first explored by white pioneers during the mid-18th century. Not long after, Major John Hoops (a Revolutionary War veteran) purchased approximately 20,000 acres of land from the Holland Land Company in 1803. During the early 19th century, hundreds to thousands of pioneers would arrive each spring at Olean Point to catch the rising floodwaters and float their flat-bottomed boats down the Allegheny River westward to the Ohio River.



*OLEAN PRODUCER'S MARKET, THREE YEARS AFTER OPENING  
(SOURCE: CORNELL UNIVERSITY LIBRARY)*

Even though Olean Point was the temporary home to thousands of transient pioneers each spring, it was the lumber industry that gave rise to the permanent settlement at Olean as the region was covered by vast stands of white pine, oak, hickory, beech, maple and ash. These rich forest resources were harvested and transported by raft and barge to markets down the Allegheny River. By the mid-1830's, however, the lumber boom was tapering off due to the completion of the Erie Canal, which opened a direct route to markets to the north and east.

By the mid-1800's, Olean's natural assets once again provided the raw materials for the next economic boom when the first crude oil in the United States was discovered on land near Cuba Lake, less than 15 miles away from the study area. In 1865, the first oil well in Cattaraugus County was drilled and, together with the completion of the Buffalo and Washington Railroad (the Pennsylvania) in 1872,

Olean became the railroad center of petroleum operations in the area known as the Bradford territory. The shipment of oil from Olean grew from a few barrels per day to more than 20,000. By 1878, there were 150 paying wells in the vicinity and oil refining became a major industry and a significant component of the local economy. In fact, Olean was once home to the largest petroleum storage facility in the world and was a terminal for the first commercial oil products pipeline.



## DEMOGRAPHIC DATA

*Data from the U.S. Census/American Community Survey was collected for the study area and the City of Olean, as well as the five-County economic region (Allegany, Cattaraugus, and Chautauqua Counties in New York and McKean and Potter Counties in Pennsylvania).*

*The U.S. Census/American Community Survey data was provided by the Esri Business Analyst Online tool, which uses proprietary statistical models and updated data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to project current statistics and future trends. Local and regional trends in population and income were also compared to those of Upstate New York and the U.S. as a whole. For additional details, see the City of Olean Brownfield Opportunity Area Market Analysis in Appendix C.*

In 1893, Olean became incorporated as a city and by the early 1900's had become an established industrial center. As Olean continued to grow, other industries established themselves in the City, including tanneries, glass and brick manufacturers and chemical manufacturers. By the middle of the 20<sup>th</sup> century, Olean's tanneries, glass and brick factories were closed and the refineries were dismantled, leaving an environmental legacy that is still present in many areas of the City, particularly within the Northwest Quadrant Revitalization area. Over time, these industries were replaced by fertilizer and specialty chemical manufacturers, cutleries, machine shops, electronics and industrial equipment manufacturers, many of which continue to this day and are now some of the region's largest employers.

### Population & Households

In 2012, the population residing in the study area totaled 1,906 people, or 13 percent of the City of Olean's total population (see Figure 3). Between 2000 and 2012, the population of the Northwest Quadrant Revitalization area fell by more than 10 percent, nearly twice the rate of decline seen in the City of Olean (5.5 percent decline). The population of the economic region also fell, although at a slower rate (3.2 percent). Over the next five years, the populations in the economic region and the City are expected to decline an additional one percent, while the study area is expected to continue losing population at a slightly faster rate. Over this same time period, the population of Upstate New York and the U.S. as a whole increased by 2.1 percent and 11.3 percent, respectively. These trends are expected to continue through the middle part of this decade, with the western geographies losing population, Upstate gaining slightly and national growth continuing to outperform the others.

As families have fewer children and the overall population has aged, the average household size in the Northwest Quadrant Revitalization area has declined – from 2.19 people per household in 2000, to 2.10 people per household in 2012, a decrease of 4.1 percent. The City of Olean as a whole realized a similar decline in average household size as the study area; however, the average household size for the City (2.22 people per household) is still larger than that for the study area. The decline in household size is expected to continue through 2017.



### Age Breakdown

	Under 9	10 to 24	25 to 44	45 to 64	65+
Northwest Quadrant Revitalization Area	12%	18%	28%	28%	15%
City of Olean	13%	19%	25%	27%	16%
5-County Region	12%	21%	22%	29%	17%

**Figure 3.** Population, Household and Age Data for the Northwest Quadrant Revitalization Area. (Source: U.S. Census)

Because of the decline in the size of households, the actual number of households has fallen more slowly than the overall population in these areas, with the number of households in the Northwest Quadrant Revitalization area decreasing by 5.7 percent between 2000 and 2012 (compared to a population decline of more than 10 percent). The number of households in the City of Olean as a whole, however, decreased by less than one percent. These numbers suggest that residents are actively leaving the study area, in contrast to the other areas that are more gradually declining due to a combination of factors.

### Age

In addition to overall population growth, a population's age distribution is a strong baseline indicator of current and future demands for goods and services. Based on a review of the census data, the median age in the Northwest Quadrant Revitalization area is 39.0 years (i.e., half of the people residing in the study area are younger than 39 and half are older), which is lower than that of the City as a whole (39.3 years), the five-county region (41.9 years) and the United States (41.2 years). This falls along the typical urban/rural divide – a median age of 39 years is typical for urban areas, while rural areas are slightly older (40 years).

To gain a better understanding of the population distribution in the study area, the City and the five-county region, the following five age groups were compared:

- Birth to 9 years;
- 10 to 24 years;
- 25 to 44 years;
- 45 to 65 years; and
- 65 years and older.



As is depicted in Figure 3, the Northwest Quadrant Revitalization area has the lowest proportion of children (ages 0 to 9), teens and young adults (ages 10 to 24) relative to all other geographies. There are also a notably higher number of individuals in the 25-44 age cohort represented in the study area. Finally, there are correspondingly fewer residents aged 65 years and older in the study area relative to both the City and five-county region, which includes more rural areas. The age distribution data suggests that the predominant demographic group in the study area consists of individuals in their late 20's to late 30's that have not started families.

## Housing

Two data sources were used to evaluate the state of housing in the Northwest Quadrant Revitalization area – the parcel database provided by Cattaraugus County and U.S. Census/American Community Survey data provided by the Esri Business Analyst Online tool. The parcel database identifies specific land uses at the individual parcel level, while the census data provides socioeconomic information such as occupancy status, rental prices and the age of the housing stock.

Based on a review of the parcel database, single-family homes comprise just over three-quarters of all residential land uses. Multi-family residences make up an additional 15 percent of residential units, while the remaining 8 percent of residential lands are classified as vacant. When compared to the City of Olean as a whole, the Northwest Quadrant Revitalization area has a greater proportion of single-family housing units (77 percent versus 72 percent) and lower proportion of vacant residential units (8 percent versus 12 percent); the percentage of multi-family units is almost identical.

According to the U.S. Census, the vast majority of residential units in the City (approximately 90 percent) were built during the 1930's and earlier; less than one percent were built after 2005 (see Figure 4). Additionally, owner-occupied housing units are slightly more common than renter-occupied units in both the City of Olean and the Northwest Quadrant



*TYPICAL RESIDENTIAL NEIGHBORHOOD IN THE NORTHWEST  
QUADRANT REVITALIZATION AREA  
(SOURCE: BING MAPS)*

Revitalization area. Census data from 2010 indicates that approximately 49 percent of residential units are owner-occupied, 42 percent are renter-occupied and 8 percent are vacant. Note, however, that the vacancy rate in the City is projected to increase to 11 percent by 2017.

Values of owner-occupied residences is project to increase from 2012 to 2017. By 2015, it is projected that the \$100,000 to \$149,999 range will likely increase from approximately 15 percent of the market to roughly 20 percent of the market. It is important to note that some of this increase is due to inflation and the anticipated recovery nationally in the housing market.

As it relates to multi-unit structures, most are either duplexes (two-units) or structures with three and four units. That said, there are relatively few multi-unit properties in the City or the study area (approximately 15 percent of all units). Additionally, data from the 2007-2011 American Community Survey 5-year estimate, as well as discussions with local real estate agents, indicates that there is a wide range of unit rental prices for the City. Less than 10 percent of the units rent for \$1,000 per month or more, while a significant portion (43 percent) rent for \$500 to \$749 per unit. Taken as a whole, there are relatively few rental properties in Olean and limited modern housing options available, despite evidence of demand. The lack of attractive rental properties in the region has been identified as a significant issue for local companies trying to recruit young professionals.



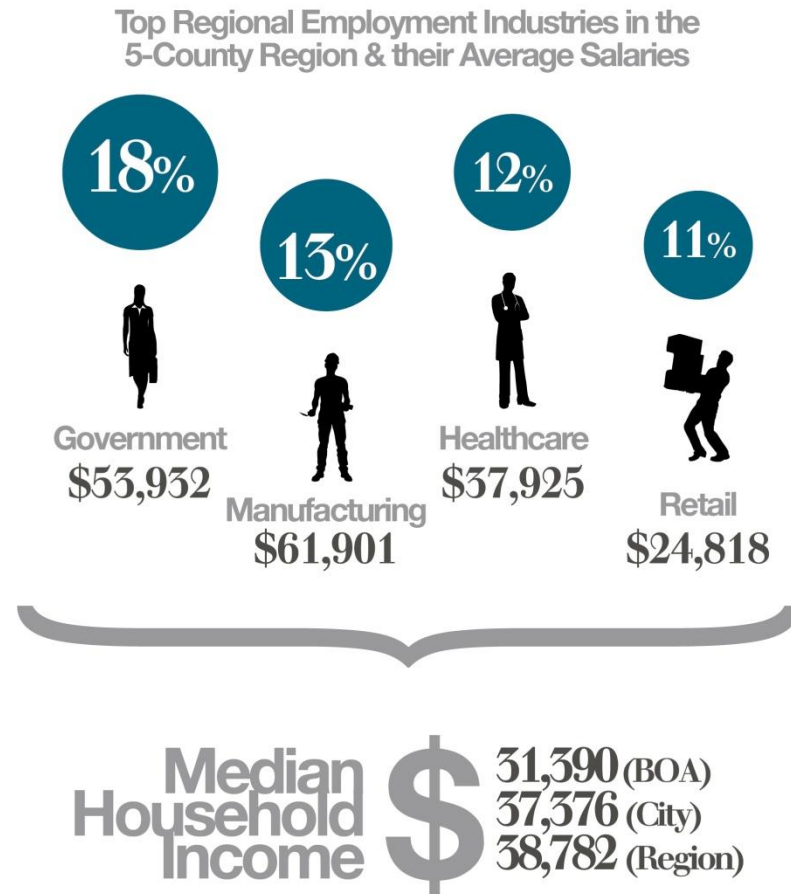
**Figure 4.** Age of the Existing Housing Stock in the Northwest Quadrant Revitalization Area. (Source: U.S. Census)



## Income

As depicted in Figure 5, median household income in the NW Quadrant are lower than the City and region low of \$31,390 in the Northwest Quadrant Revitalization area, to \$37,376 in the City as a whole and \$38,782 in the five-county region. Median household income in all areas has increased steadily since 2000 and is projected to increase through 2017. In fact, the median household income in the study area has increased by 20 percent since 2000. This is true for the City of Olean as a whole, as well as the five-county region, even though both geographies have higher median incomes than the study area.

The Northwest Quadrant Revitalization area has a substantially higher proportion of households making less than \$15,000 relative to the other geographies and is almost twice the proportion for the region. The study area and City of Olean also have higher proportions of households in the \$15,000 to \$24,999 income bracket compared to the larger geographies. Finally, middle- and upper-income households represent a smaller proportion in the study area than in the City as a whole.



**Figure 5.** Income and Employment Data for the Northwest Quadrant Revitalization Area.





## KEY FINDINGS

### POPULATION, HOUSING & INCOME

*Detached single-family homes make up the majority of the existing housing structures; most of which were built in the 1930's. Many of these houses have since been divided into multiple units.*

*Demand exists to provide modern rental properties targeted towards working professionals, singles and couples, that may be starting their careers and not yet ready or willing to invest in property.*

*The population in the study area, City of Olean, and the region is declining and has a lower median household income compared to Upstate New York. As a whole, this poses a challenge for new development as the local and regional consumer market is shrinking while the local spending power of the community is already relatively modest.*

*The regional economy is losing manufacturing jobs that are being replaced with lower-wage service-sector jobs. While there has been a national decline in the manufacturing sector in recent years, the local manufacturing sector seems to be losing jobs at a much faster pace than the U.S. as a whole.*

### Employment

To gain a more detailed understanding of the region's economy and wages, existing employment levels by industry sector were evaluated using data organized according to the North American Industry Classification System (NAICS). Based on a review of this data, the largest industry by employment in the five-county region is Government, which employs over 28,000 workers (18 percent of the workforce). Manufacturing is the next largest employment sector, with over 20,000 workers (13 percent of the workforce), followed by Health Care and Social Assistance (almost 19,000 workers, or 12 percent of the workforce). Retail Trade is the fourth largest industry with just under 18,000 employees (11 percent of the workforce). Together, these four industry sectors account for 55 percent of all jobs in the five-county region.

Over the next 10 years, *Health Care and Social Assistance* is projected to add almost 3,000 jobs and overtake *Manufacturing* as the top non-Government employment sector. The consequences of this change include:

- Manufacturing has the highest average wages after the smaller utility industry at nearly \$62,000, while health-related professions pay an average salary of only \$38,000; and
- Manufacturing is the region's export base, bringing in far more wealth from outside the region than the Health Care industry.

The decline in manufacturing jobs is not only due to national trends in those industries; nearly half of the job losses in this field are due to falling regional competitiveness. As an example, the City of Olean recently lost Dal-Tile, a tile manufacturing company that actually started in Olean but decided to consolidate its operations in Gettysburg, PA in 2012. Approximately 175 Olean employees were affected by this plant closure. Additionally, it was noted during the stakeholder interviews that several employers are facing shortages of skilled labor and having difficulty filling empty positions.

Other industry sectors that are expected to experience significant job growth over the next decade include Administrative and Support Professions; Private-Sector Education; and Mining, Quarrying, and



Oil & Gas industry jobs, most likely due to the continued development of shale gas reserves in the region. Other industries expected to lose a significant number of jobs include Retail Trade, Agriculture, and Construction.

### **3.2. Inventory & Analysis of Physical Conditions**

This inventory of physical conditions assesses potential opportunities and constraints present within the Northwest Quadrant Revitalization area, serving as a guide for the development of the Nomination Study. The inventory and analysis, together with the vision, goals and objectives identified by the community for the study area, serve as the basis for redevelopment recommendations and master planning alternatives found later in this document.

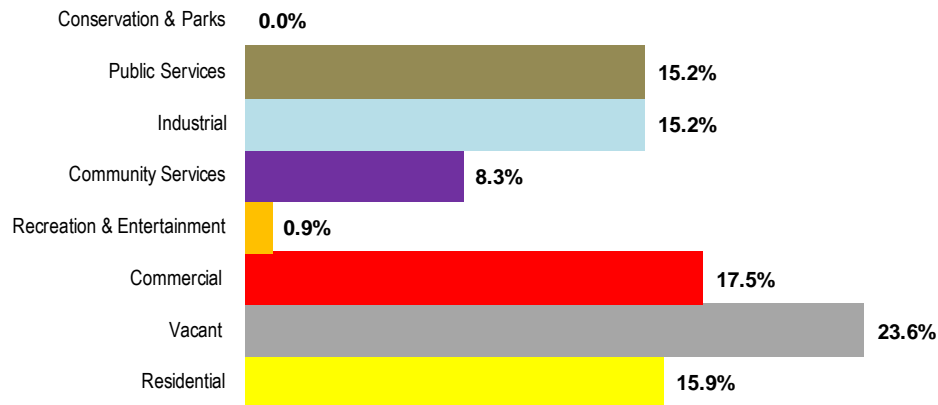
#### Existing Land Use

Existing land use patterns are an important factor to consider when identifying potential redevelopment scenarios. Examining the current distribution of land uses across the Northwest Quadrant Revitalization area will provide a better understanding as to how new development can best fit into the existing urban fabric and what regulatory changes might be required to facilitate new development.

Land use is determined by examining the property classification codes assigned to each parcel during municipal-level property assessments. While assigned by municipal assessors, the property classification codes are maintained by the New York State Office of Real Property Services (NYSORPS) to ensure a consistent classification system is used across the State. NYSORPS has identified nine land use categories that are used to classify lands within New York State:

- Agriculture (100s);
- Residential (200s);
- Vacant (300s);
- Commercial (400s);
- Recreation & Entertainment (500s);
- Community Services (600s);
- Industrial (700s);
- Public Services (800s); and
- Parks & Conservation (900s).





**Figure 6.** Existing Land Use Percent Cover by Acres  
 While lands within the Northwest Quadrant Revitalization area are almost evenly distributed between five land use types, vacant lands do comprise the largest type in the study area.

Based on parcel data provided by the Cattaraugus County Division of Planning, the Northwest Quadrant Revitalization area encompasses 970 parcels covering 723.3 acres of land in both the City and Town of Olean (note that for the purposes of this analysis, all data will be aggregated at the study area level). The remaining 181 acres in the study area are associated with public street rights-of-way and Olean Creek and are not provided a classification under the New York State Property Type Classification Code system. As illustrated in both Map 3 and Figure 6, lands within the study area are almost evenly distributed between residential, commercial, industrial, public services and vacant uses.

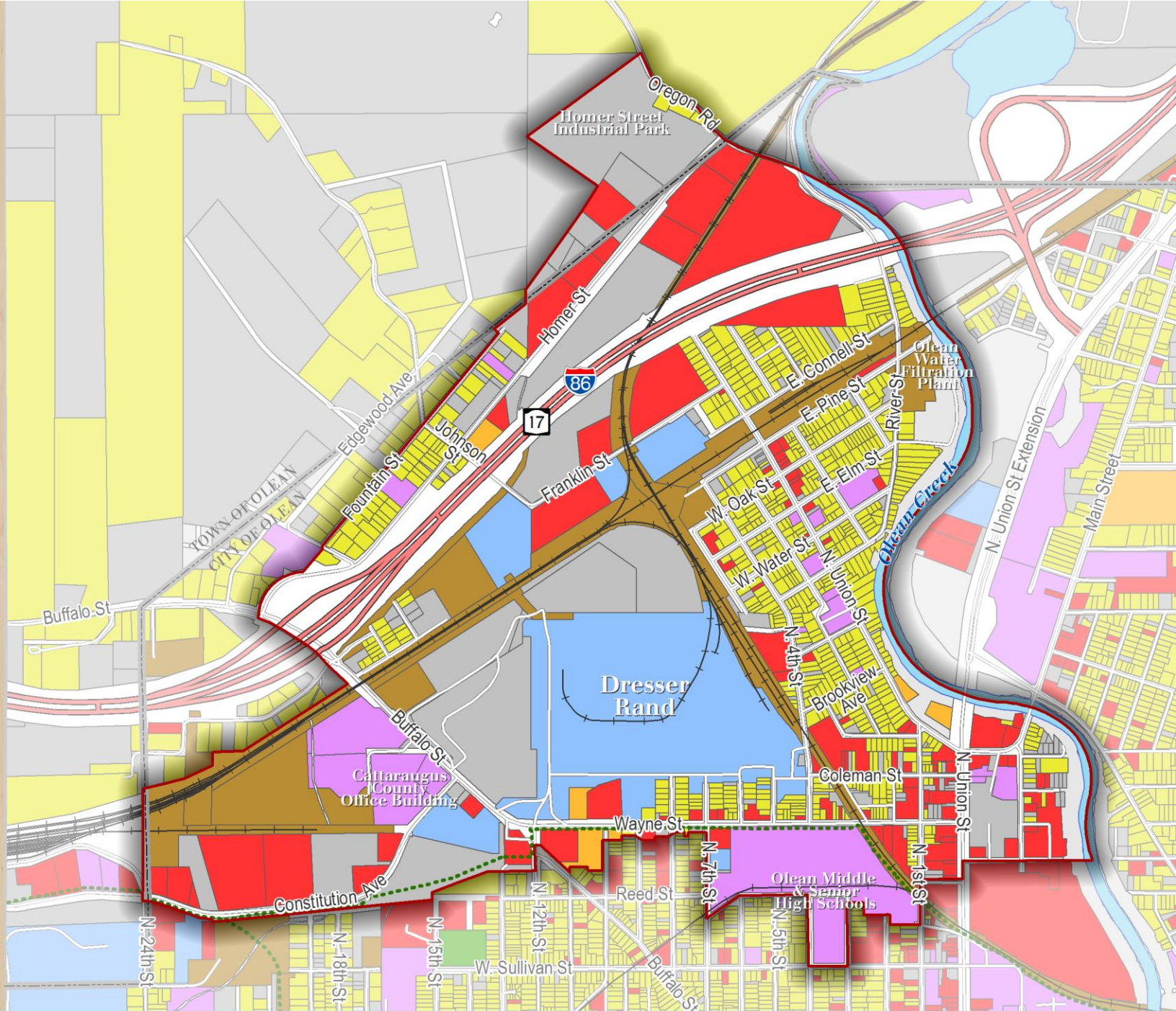
While lands within the Northwest Quadrant Revitalization area are almost evenly distributed between five land use types, vacant lands comprise almost  $\frac{1}{4}$  of the total parcel area in the study area. The vast majority of vacant land is located west of the Buffalo Line railroad corridor and is on land formerly occupied by industrial uses or is associated with the Bluebird Industrial Park. Less than 10 percent of vacant lands in the study area are residential.

The next four largest land uses encompass between 15.2 and 17.5 percent of the study area and include commercial uses (17.5 percent), residential uses (15.9 percent), industrial uses (15.2 percent) and public services (15.2 percent). Commercial uses include a wide range of businesses, from dining establishment to warehouse and distribution facilities to large retail outfits, and are somewhat scattered throughout the study area. Much of the retail and service-related commercial uses are concentrated along Wayne and Union Streets, while commercial uses associated with warehousing and manufacturing can be found north of the Southern Tier Extension railroad corridor and in the Bluebird Industrial Park.



**LEGEND**

-  BOA Boundary
-  Allegheny River Valley Trail
- Existing Land Use
-  No Data
-  Agriculture
-  Residential
-  Vacant
-  Commercial
-  Recreation & Entertainment
-  Community Services
-  Industrial
-  Public Services
-  Parks & Conservation



# Map 3: Existing Land Use

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

## KEY FINDINGS

### LAND USE

*The North Olean neighborhood has a strong residential identity, clearly defined gateways, access to Olean Creek, proximity to centers of employment, and a central spine of mixed use activity along North Union Street.*

*The Study area has large tracts of vacant land, the majority of which have good access to the surrounding transportation network and existing industrial infrastructure.*

*A lack of connectivity to the surrounding road network for the area of vacant land north of Dresser-Rand is a limiting factor for future development.*

*The existing railroad corridors segment the study area into quadrants, while the limited number of crossings hampers accessibility.*

*Park land connectivity with surrounding residential neighborhoods is hampered by railroad and transportation corridors, preventing safe and convenient access to recreational services for Study area residents.*

The largest concentration of residential uses in the Northwest Quadrant Revitalization area can be found in the neighborhood located between the I-86 corridor, the Southern Tier Extension railroad corridor and Olean Creek. Adjacent to this neighborhood is a smaller residential neighborhood located on the north side of Wayne Street, just south of Dresser-Rand. Both of these residential neighborhoods are immediately adjacent to current and former industrial uses and have been heavily impacted by their legacy. A third residential community can be found in the northern portion of the study area, between Homer and Fountain Streets.

Industrial uses, which at one time covered the vast majority of lands in the Northwest Quadrant Revitalization area, now account for only 15.2 percent of its total acreage. The largest single industrial use in the study area is the Dresser-Rand Corporation, a leading manufacturer of multistage and pipeline centrifugal compressors, power and gas turbine packages and hot gas expanders. Not only is Dresser-Rand a major employer in the City of Olean, with more than 1,200 employees it is a major employer for the entire Southern Tier.

Lands classified as Public Services are defined as those properties used to provide services to the general public and include water treatment facilities, railroad rights-of-way, lands used for flood control, and power generating facilities, among others. Public Services lands account for 15.2 percent of the parcel land area within the study area and include the Olean Water Filtration Plant, the Southern Tier Extension and Buffalo Line railroad corridors, and the Indeck Olean Energy Center, as well as several smaller uses.

Although encompassing a smaller amount of land with the study area, Community Services lands include two noteworthy sites – the Cattaraugus County Office Building and the Olean Middle and Senior High Schools. Finally, the smallest land use category in the Northwest Quadrant Revitalization area is Recreation & Entertainment. This land use type includes playgrounds and athletic fields, as well as the YMCA.



## Land Ownership Patterns

In addition to understanding existing land use patterns, it is also important to be aware of the pattern of property ownership as this can impact the type and location of future development considered for the Northwest Quadrant Revitalization area. Some projects may be more easily implemented on publicly-owned lands, while others are more suited for lands currently under private ownership. Throughout this planning process, it will be critical to engage property owners to develop an agreed upon vision that will spur continued land owner cooperation in the revitalization process.

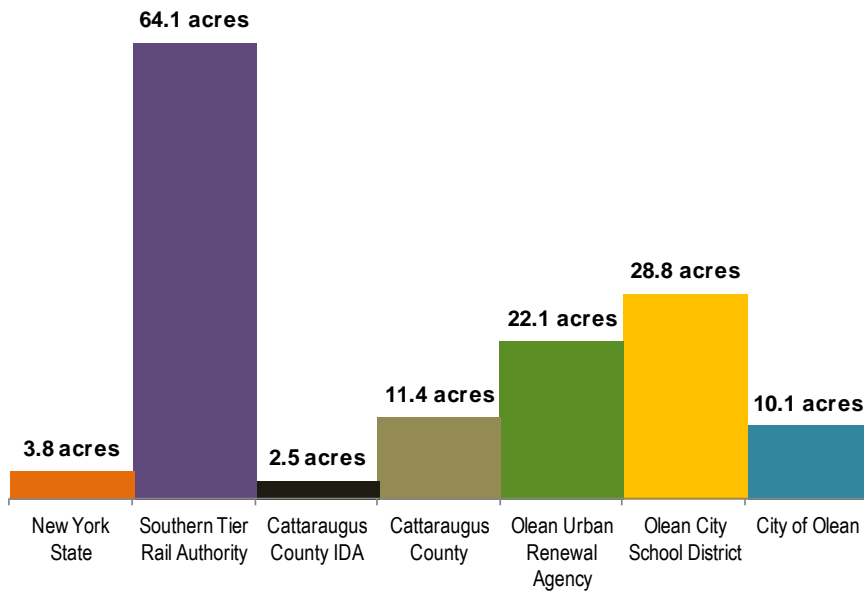
As provided in Map 4, privately-owned lands make up the vast majority of land in the study area, covering more than 80 percent of the total parcel acreage (723.3 acres minus the right-of-way). Although public lands only encompass the remaining 20 percent, they include several key sites:

- The Olean Middle and Senior High Schools;
- The Cattaraugus County Office Building;
- The Southern Tier Extension and Buffalo Line railroads corridors; and
- The Olean Water Filtration Plant.

The largest public landowner is the Southern Tier Rail Authority (STERA), a local public authority created by the NYS Legislature in 2000 to ensure the long-term viability and operations of the Southern Tier Extension and the Buffalo Line in Chautauqua, Cattaraugus, Allegany, and Steuben Counties (these two lines interconnect in the Northwest Quadrant Revitalization area). The primary goal of STERA is to promote rail service on these two lines and try to promote economic development by improving the efficiency of freight shipping in southwestern NYS and PA. Lands owned by STERA in the Northwest Quadrant Revitalization area are located along the Southern Tier Extension and the Buffalo Line railroad corridors.

*The pattern of property ownership can impact the type and location of future development considered for the Northwest Quadrant Revitalization area.*





**Figure 7.** Publicly-Owned Lands, by Owner

*In total, publicly-owned lands account for approximately 20 percent of the Northwest Quadrant Revitalization area. Of those lands owned by public agencies or governments, the vast majority are located in the southwestern portion of the study area.*

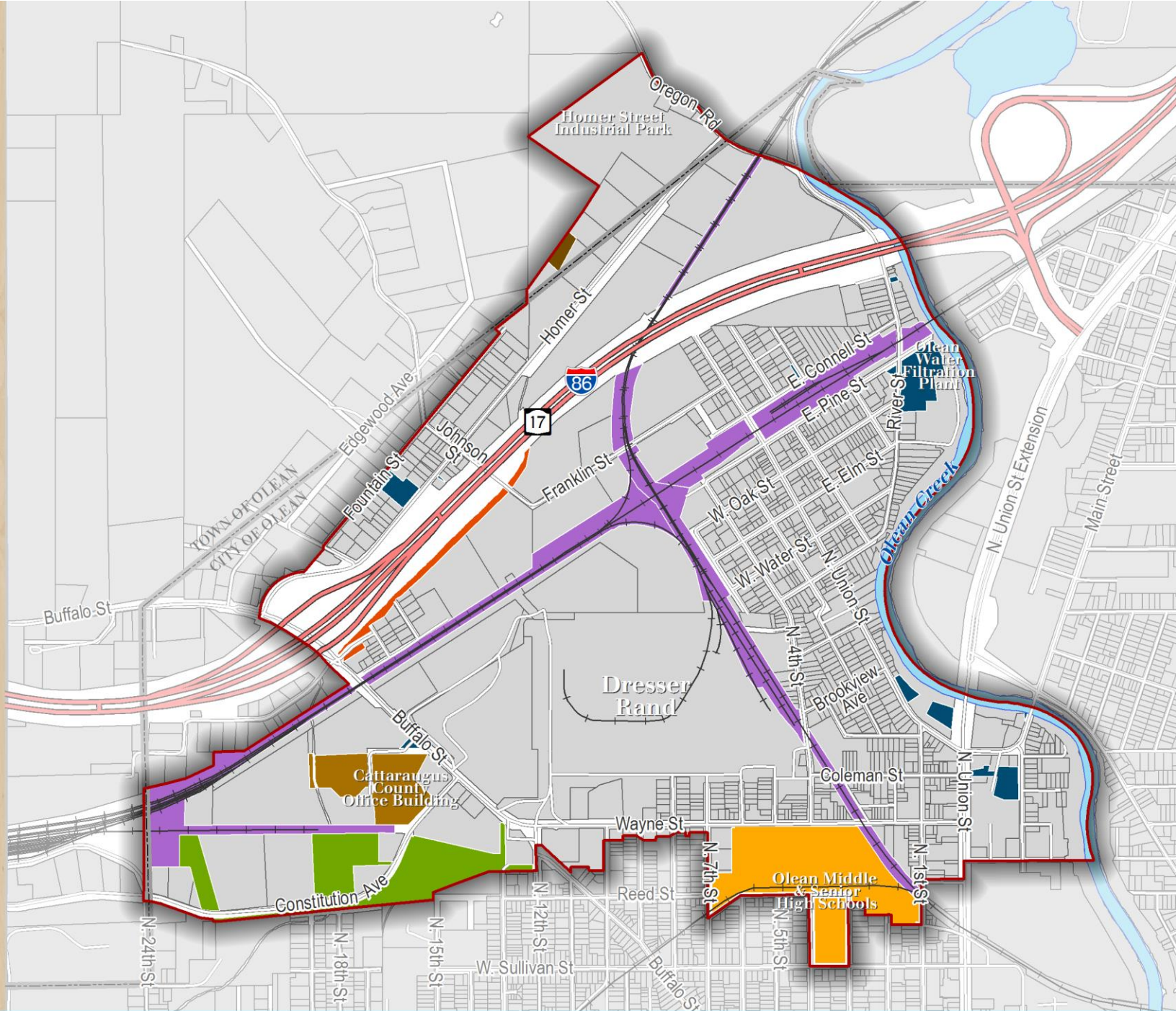
The Olean City School District is the second largest public landowner in the study area, with just under 30 acres of land, all of which is associated with the Olean Middle and Senior High Schools. Sharing one campus in the southeastern portion of the study area, these facilities are located at the northern edge of the Oak Hill Park Historic District in an area characterized by a significant concentration of mid-19<sup>th</sup> to early 20<sup>th</sup> century residential, educational and religious architecture and landscape design. With the parking lot located along Wayne Street, these schools are major generators of traffic during the AM and PM rush throughout the school year.

The third largest owner of public lands in the Northwest Quadrant Revitalization area is the Olean Urban Renewal Agency (OURA). OURA's mission is to eliminate slum and blight in municipally designated distressed areas, to promote redevelopment, revitalization and stabilization of these areas with economically and environmentally viable commercial, industrial and/or mixed use development and to build the City's property tax base and create sustainable job opportunities for the citizens of Olean. With approximately 22 acres across three parcels in the southwestern corner of the study area, all of which are classified as vacant, these lands represent an excellent opportunity for redevelopment.



**LEGEND**

-  BOA Boundary
-  Privately-Owned Parcels
- Publicly-Owned Parcels
  -  City of Olean
  -  Olean City School District
  -  Olean Urban Renewal Agency
  -  Cattaraugus County
  -  Cattaraugus County I.D.A.
  -  Southern Tier Rail Authority
  -  New York State



# Map 4: Property Ownership



## KEY FINDINGS

### LAND OWNERSHIP

*Publicly-owned property within the Study with significant potential for redevelopment is limited to the vacant lands controlled by the Olean Urban Renewal Agency along Constitution Avenue (22.1 acres).*

*The existing City DPW facility on Higgins Avenue and North Barry Street occupies valuable commercial/retail space within the City's downtown core and may be considered for an alternate use.*

*Given the proportion of privately-owned land in the study area, it is important to work closely with private land owners when developing and implementing revitalization strategies.*

Cattaraugus County is the next largest public landowner, with just under 14 acres split between three parcels. The largest parcel covers 11.2 acres in the southwestern portion of the study area and is currently home to the Cattaraugus County Office Building. The remaining two parcels (1.5 acres and 0.9 acre) are owned by the Cattaraugus County Industrial Development Agency and found in the general vicinity of the Bluebird Industrial Park north of the I-86 corridor. The 1.5-acre parcel is currently used as a playground, while the 0.9-acre lot is vacant.

The City of Olean also owns land within the Northwest Quadrant Revitalization area, including:

- Five parcels classified as vacant land (0.4 acre);
- Boardman Park (1.5 acres);
- Olean City Garage (1.5 acres);
- Olean Fire Department – Firehouse 3 (0.4 acre);
- New York State Police Forensic Science Regional Laboratory (1.6 acres); and
- The Olean Water Filtration Plant (4.7 acres).

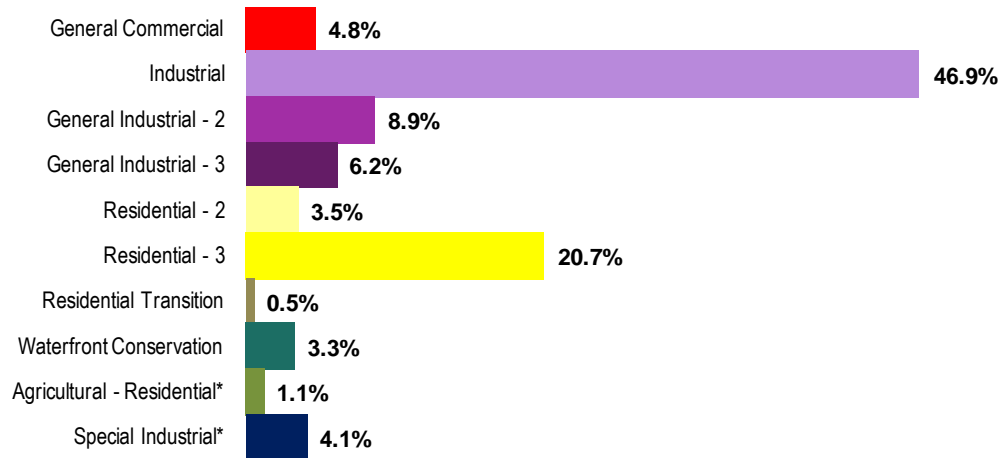
Finally, New York State owns 3.8 acres of land along the southern edge of the I-86 corridor. These lands are used for the accumulation, storage or diversion of water for flood control purposes only.



## Current Zoning

Eight of the City's ten zoning districts are represented in the Northwest Quadrant Revitalization area, with the Industrial (I) District encompassing approximately one-half of the total land area in the BOA (see Map 5 and Figure 8). This district encompasses the entire central portion of the study area and includes current industrial uses such as Dresser-Rand, the Southern Tier Extension and the Buffalo Line railroad corridors, and SolEpoxy. This district also encompasses a large amount of former industrial lands that now sit vacant. Permitted uses in the Industrial District include manufacturing, distribution, major wholesaling, research and testing, warehousing, processing or other industrial uses, as well as a wide range of commercial uses. Two additional industrial City zoning districts – General Industrial 2 (I-2) and General Industrial 3 (I-3) – are also found within the Northwest Quadrant Revitalization area. Although they encompass far less land area than does the Industrial District (8.9 percent and 6.2 percent, respectively), they do cover the entire southwest portion of the study area.

As noted in Section 1, the study area also includes a portion of the Town of Olean, including two of its five zoning districts – Agricultural Residential (A-R) and Special Industrial (I-2) – on 38 acres of land. Combining the 30 acres of land zoned as Special Industrial with all City lands zoned as industrial results in approximately two-thirds of the land in the study area being zoned for industrial use.



**Figure 8.** Current Zoning, percent cover by acres

*Land zoned for industrial uses cover approximately two-thirds of the Northwest Quadrant Revitalization area, while residentially-zoned lands account for only one quarter of the study area.*

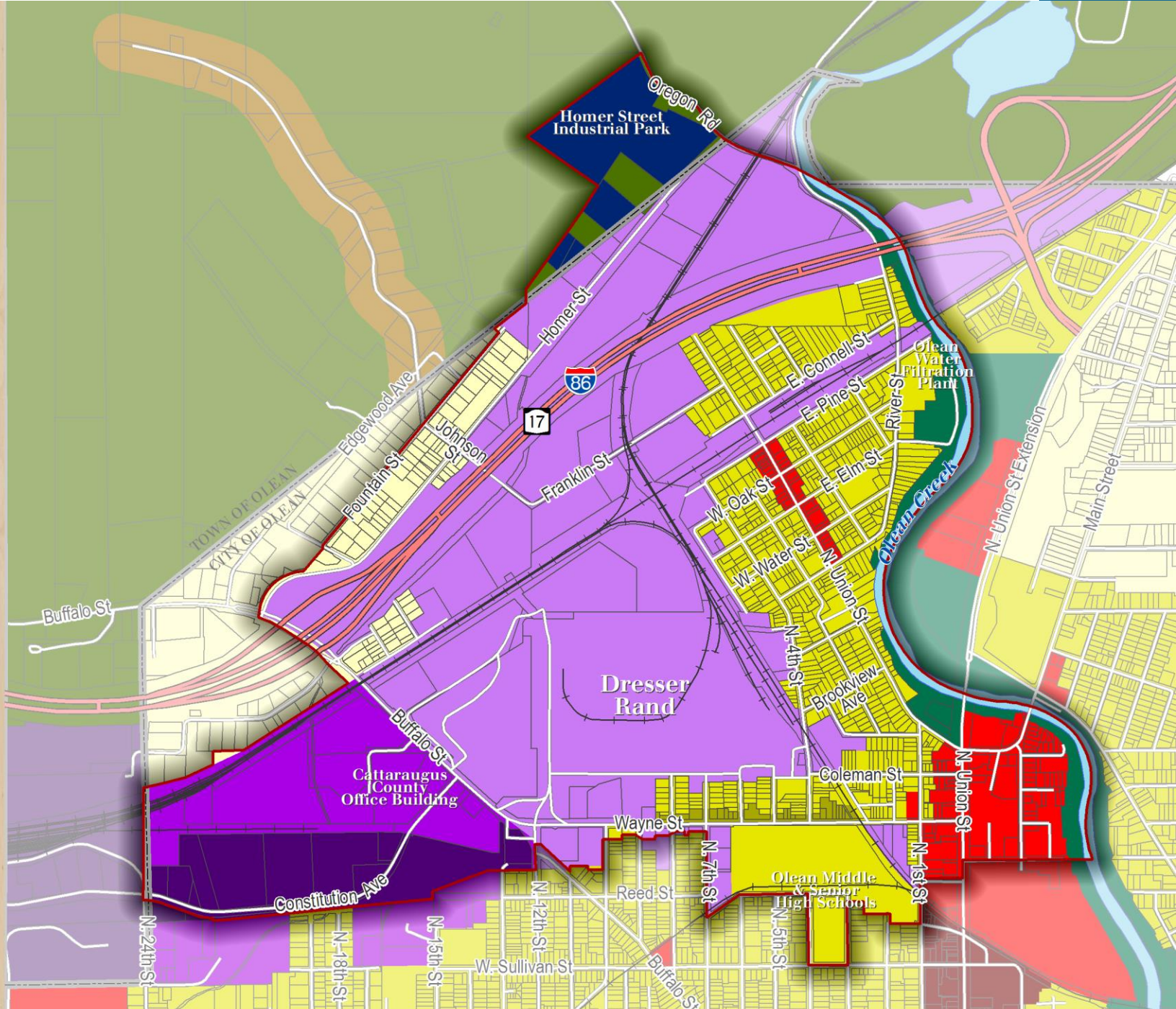
*\*Town of Olean Zoning Districts*



# N<sup>w</sup> Quadrant REVITALIZATION PLAN

## LEGEND

-  BOA Boundary
- Zoning - Town of Olean**
-  Special Industrial
-  Agricultural - Residential
- Zoning - City of Olean**
-  City Center Commercial
-  General Commercial
-  Industrial
-  General Industrial
-  General Industrial - 2
-  General Industrial - 3
-  Residential - 2
-  Residential - 3
-  Residential Transition
-  Rural Residential
-  Waterfront Conservation



## Map 5: Current Zoning

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

Although almost two-thirds of the study area is zoned as industrial, residentially-zoned lands account for approximately 25 percent of the Northwest Quadrant Revitalization area. The largest residential district is the General Residential Use (R-3) District, which encompasses just over 20 percent of the study area. Located in the eastern portion of the study area near Wayne and North Union Streets, permitted uses in the R-3 District include detached single-family dwellings, semi-detached single-family dwellings, two-family dwellings, and multi-family dwellings, as well as adult care facilities, churches or places of worship, school and park facilities, and other similar uses.

The three remaining residential districts – the Single-family/General Residential Use (R-2) District, the Residential Transition Use (R-T) District and the Agricultural Residential (A-R) District – cover only five percent of the study area. Although the smallest of the three, the R-T District has the highest potential for redevelopment as it is the intent of this district to allow for a mixture of residential and business uses and to promote these mixtures as buffers between adjacent intensive commercial and residential use districts. The R-T District is located along the north side of Wayne Street.

## KEY FINDINGS

### ZONING

*Almost two-thirds of the Northwest Quadrant Revitalization area is currently zoned as industrial.*

*No zoning buffer exists between the existing residential and industrial zoning districts.*

*Portions of the Bluebird Industrial Park located in the Town of Olean are zoned as Agricultural-Residential, which may not be compatible with the purpose of the Park.*



*The benefits of brownfield redevelopment are tangible. They are realized by the community at-large in the form of clean-up and reinvestment and by individual property owners who benefit from tax credits or other incentive programs.*

## Brownfields

While brownfield redevelopment can be complicated, community-led revitalization plans can facilitate the active reuse of these properties and build off the intrinsic relationship between environmental sustainability and economic prosperity.

Petroleum and natural gas industries have been prevalent in Olean's Northwest Quadrant Revitalization area since the 1850s. The area once contained refineries, a large oil storage facility and a terminal for the first successful commercial oil pipeline. Thousands of wells located throughout the region are still in production today. The Northwest Quadrant is transected by high and medium pressure natural gas transmission and natural gas pipelines. In addition, two natural gas storage fields exist in the subsurface in the vicinity of the Northwest Quadrant. These storage fields are linked to an extensive pipeline system transporting natural gas from the western part of the United States, as well as from Canada. These storage fields utilize depleted natural gas reservoirs to store natural gas produced in the summer months for delivery to residential and industrial customers during winter months.

In addition to petroleum and natural gas, the City of Olean also has a history of industrial and manufacturing use for over 150 years, including:

- Chemical Manufacturers;
- Tanneries;
- Barrel Manufacturers;
- Chrome Plating Facilities;
- Railroad Yards;
- Railroad Maintenance Facilities; and
- Ammonia and Fertilizer Manufacturing Facilities.



Today the Northwest Quadrant Revitalization area remains the industrial and manufacturing center of the City of Olean. A number of industries remain in the area, including Dresser-Rand, Henkle-Loctite and Cytec Industries, Inc, as well as several new industries such as Sol Epoxy and Scott Rotary Seals.

### *Identifying Brownfield Sites in the Study Area*

In 2007, the City completed a Pre-Nomination Study through the BOA Program. The Pre-Nomination Study inventoried potential brownfield sites, resulting in a list of existing parcels with potential environmental constraints. The Pre-Nomination Study identified 18 properties encompassing 20 parcels of land as potential brownfield sites. These sites were selected based on documented and anecdotal indicators of potential adverse environmental conditions or development constraints. The documented data used to identify potential brownfield sites included readily available public records, interviews with people familiar with the land history, field observations, photos and/or aerial photos, and historical or existing environmental reports.

As part of this Nomination Study, the list of potential brownfields was expanded to 48 sites based on additional review of previous reports, New York State Department of Environmental Conservation (NYSDEC) environmental databases, United States Environmental Protection Agency (USEPA) environmental databases, in-field assessments, anecdotal information from public meetings, and readily available historical data. These 48 sites were observed in the field from public rights-of-way, and preliminary environmental site assessments (ESAs) were completed for each parcel to further evaluate potential environmental concerns. The in-field assessments for this Nomination Study were conducted on December 12th and 13th, 2012.

During the in-field assessments, observations were noted as to the tenancy of the property (i.e., occupied vs. vacant), the presence or absence of structures, the composition of existing structures, the presence and type of site access, the availability of infrastructure, the presence of storage tanks, process lines or other industrial equipment, any observable signs of environmental stress, and adjacent property uses in the four cardinal directions. It is important to note that



James H. Luther and Sons moved to Olean N.Y. in 1881 to provide machine and tooling work for the growing petroleum industry (Source: [www.luthermarcus.com](http://www.luthermarcus.com))



## Brownfield Site Classifications

### EPA Envirofacts Database

This database lists parcels on multiple environmental databases where entities on the parcel may have had chemical releases, water discharge permit compliance inspections, hazardous waste handling processes, Superfund status, and/or air emissions.

### NYSDEC Environmental Remediation Site Database

This database includes sites which are being addressed under one of the four NYSDEC remedial programs - State Superfund, Brownfield Cleanup, Environmental Restoration, and Voluntary Cleanup. This database also includes a registry of Inactive Hazardous Waste Disposal Sites and information on Institutional and Engineering Controls in New York State.

### NYSDEC Bulk Storage Database

The Bulk Storage Program Database maintains the registrations of over 60,000 active and inactive bulk storage sites statewide. Petroleum Bulk Storage (PBS) and Chemical Bulk Storage (CBS) facilities are parcels that currently possess, or possessed in the past, aboveground and/or underground storage tanks for the purpose of storing chemical and/or petroleum products. As the potential for leakage exists with any Aboveground Storage Tank (AST) or Underground Storage Tank (UST), these sites are treated as potential brownfields.

### NYSDEC Spills Database

The Spills Database contains records of chemical and petroleum spill incidents dating back to 1978 and is updated nightly. Spill sites are parcels where substances that pose a hazard to human and environmental health have spilled and been recorded by NYSDEC.

residential properties identified by the NYSDEC and USEPA environmental facilities databases were excluded from this analysis as these properties typically present a relatively low potential for environmental impact.

Information obtained during the preliminary site assessments and in-field assessments were incorporated into a Geographic Information System (GIS) database specifically designed for the City of Olean *Northwest Quadrant Revitalization Plan*. A comprehensive site profile form was created through the database for each potential brownfield site identified in the study area during the Nomination phase. Each site profile form contains detailed information about each potential brownfield site, including site location, photographs of the site, year of building construction, description of the property, potential environmental issues as identified through state/federal database research and several additional on-site observations. Site profile forms for all potential brownfields within the study area are included in Appendix B. It is important to note, however, that some sites within the study area not identified through one of the four databases may contain some level of potential contamination, and that the property profiles contained in Appendix B should not be considered exhaustive.

Some of the potential brownfield sites identified in the Northwest Quadrant Revitalization area are actively operating businesses or facilities where an isolated, remediated spill event occurred, are hazardous waste



generators in good standing with no violations, or PBS/CBS facilities possessing tanks that are operating within state or federal guidelines and requirements.

Additionally, many of the sites in the study area have extensive known or perceived contamination issues arising from the historic presence of industry on the property. These sites include hazardous waste generators, facilities with PBS or CBS tanks that may not be in compliance with regulations, active spill sites where contamination has not been fully addressed or properties listed in the NYSDEC environmental remediation site database or the USEPA environmental database. While many of these sites possess known contamination issues, in many instances it will be necessary to conduct additional environmental site assessments (i.e., Phase I, Phase II, Phase III) to ascertain the extent to which a property is contaminated.

### *Summary of Results*

Of the 48 potential brownfield sites identified during both the Pre-Nomination and Nomination phases, 16 sites were identified as possessing both the potential for redevelopment and a history of known environmental contamination. As such, the following 16 sites were classified as being highly relevant to the redevelopment of the Northwest Quadrant Revitalization area:

- SITE 1: Olean Redevelopment Parcel 1
- SITE 2: Olean Redevelopment Parcel 2
- SITE 3: Olean Redevelopment Parcel 3
- SITE 4: Homer Street Redevelopment Site
- SITE 5: 291 Homer Street
- SITE 6: Oregon Road Property
- SITE 7: Former Van Der Horst Corporation Plant 1
- SITE 8: Former Van Der Horst Corporation Plant 2A
- SITE 9: Former Van Der Horst Corporation Plant 2B
- SITE 10: Franklin Street Vacant Lot
- SITE 11: Bluebird Industrial Park 1
- SITE 12: 1621 River Street
- SITE 13: Bluebird Industrial Park 2
- SITE 14: 6 Leo Moss Drive
- SITE 15: 1405-07 Buffalo Street
- SITE 16: 202 Franklin Street

These sites are identified on Map 6 and a summary of each can be found on the subsequent pages.

## OLEAN REDEVELOPMENT PARCELS

*There are 11 parcels in the study area that were connected to the Exxon/Mobil facility. Many of the sites discussed in this section were at one time associated with the Exxon/Mobil Legacy Site.*





*The 125-acre site formerly operated as an oil refinery from approximately 1880 until the 1950s. Two separate facilities operated at the site from 1882 until 1902, when they consolidated to Vacuum Oil, which then merged with the Standard Oil Company in 1934. Eventually, the property was bought by Exxon/Mobil and operated until the 1950s.*

*Three main areas of the refinery have been identified: Works #1 was the research and administrative area, the central power house, and central shops building. Works #2 contained the bulk oil loading, treating and storage departments. Works #3 was the primary refining operation.*



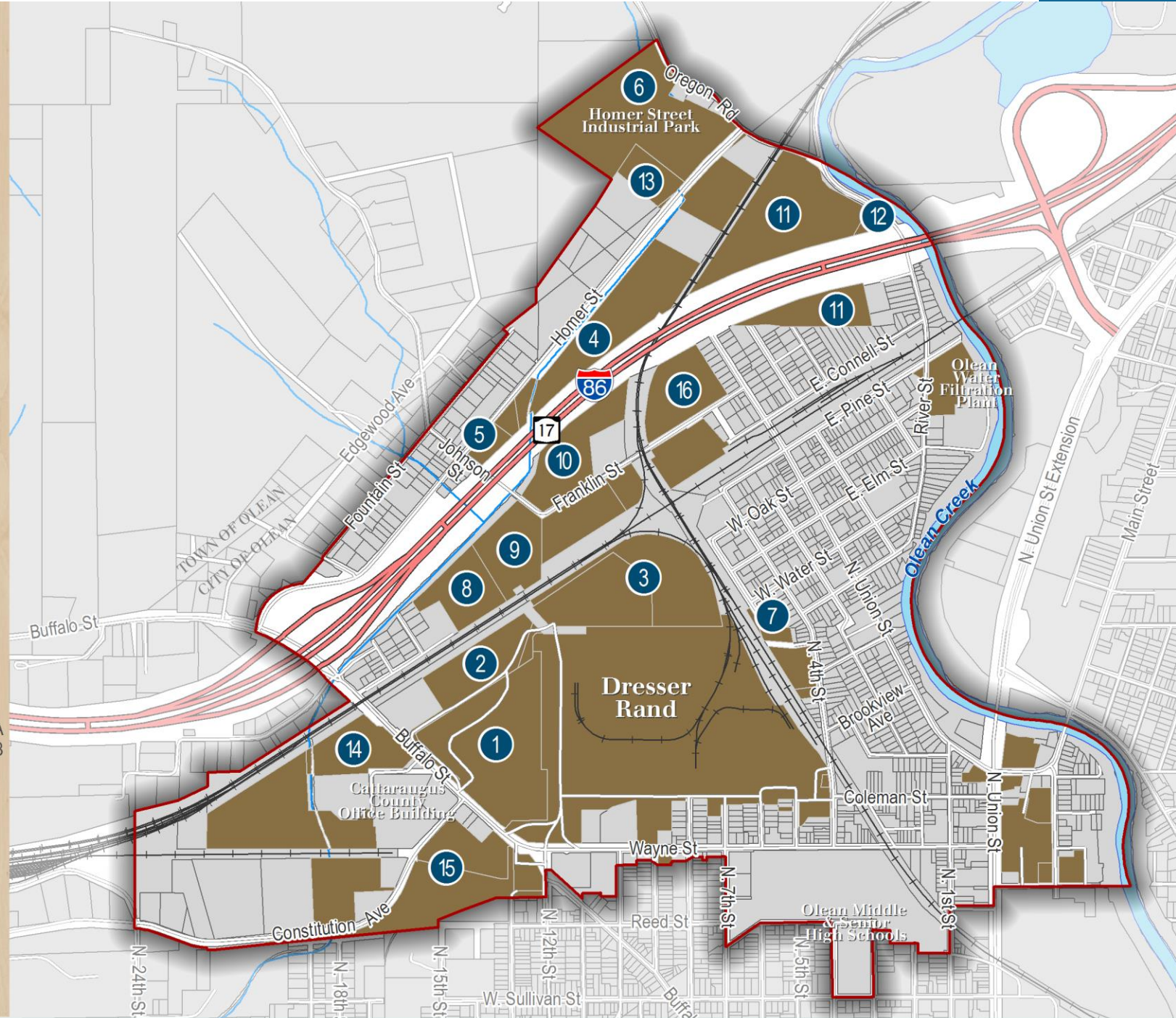


**LEGEND**

-  BOA Boundary
-  Major Waterbodies
-  Potential Brownfield Sites
-  Minor Tributaries
-  Parcel Boundaries

**BROWNFIELD SITE KEY**

- 1 Olean Redevelopment Parcel 1
- 2 Olean Redevelopment Parcel 2
- 3 Olean Redevelopment Parcel 3
- 4 Homer Street Redevelopment Site
- 5 291 Homer Street
- 6 Oregon Road Property
- 7 Former Van Der Horst Corporation Plant 1
- 8 Former Van Der Horst Corporation Plant 2A
- 9 Former Van Der Horst Corporation Plant 2B
- 10 Franklin Street Vacant Lot
- 11 Bluebird Industrial Park 1
- 12 1621 River Street
- 13 Bluebird Industrial Park 2
- 14 6 Leo Moss Drive
- 15 1405-07 Buffalo Street
- 16 202 Franklin Street



**Map 6: Potential Brownfield Sites**

**SITE 1: Olean Redevelopment Parcel 1 1404-1406 (94.047-2-29) / 1420 Buffalo Street (94.048-1-1.1)**

Located in the central portion of the study area, the *Former Agway Nitrogen Complex Site* is a two-parcel, 24.7-acre site that was originally home to two oil refineries from the late 19th Century until the mid-1950s – Eastman Refinery and Exxon/Mobil Refinery Works. From 1964 through 1984, the property was part of the Agway Nitrogen Complex and was used as a fertilizer manufacturing plant. The operation of these entities, including the refining, storage, and distribution of oil, as well as on-site chemical manufacturing, has resulted in areas of contamination across the property.



FORMER GUARD POST AND PROPERTY ENTRANCE

The property is listed as a Class A site (i.e., continually undergoing remediation) in the Environmental Remediation Program under NYSDEC Environmental Remediation Site No. C905031. Exxon/Mobil purchased the property in 2007 and began remedial investigations in the summer of 2008. Contamination was discovered and the property was enrolled in the NYSDEC Brownfield Cleanup Program in June 2009. Interim Remedial Measures began in the fall of 2009 and included removal of underground storage tanks (USTs) and excavation of some on-site soils. The primary contaminants of concern (COCs) in the soils include petroleum products, semi-volatile organic compounds (SVOCs), heavy metals, and polychlorinated biphenyls. The COCs in the groundwater located beneath the property include volatile organic compounds, SVOCs, and heavy metals. The underlying groundwater also contains free-floating petroleum products that range from trace levels to 1.44 feet of product. The property is also listed on the NYSDEC Petroleum Bulk Storage database as formerly containing two 300-gallon USTs, as well as the United States Environmental Protection Agency Resource Conservation Recovery Act Hazardous Waste Generators database as a small quantity generator. Today, only one small shack that was formerly used as a guard station is located on the property. Other buildings that had previously existed on the property were demolished by Exxon/Mobil in 2010 as part of the remediation efforts on the site, although their foundations still remain.

REMEDICATION STATUS/USE

Parcels 1, 2 and 3 were sold by Exxon/Mobil to Olean Gateways, LLC for redevelopment. Cleanup commenced in 2013 and Phase I remediation work is expected to be completed in March, 2015. Plans for redevelopment of these parcels by Olean Gateway, LLC include a hotel and retail complex on Parcel 1 which is scheduled for construction in June, 2016.



**SITE 2: Olean Redevelopment Parcel 2 1470 Buffalo Street (94.047-2-28.1)**

The *Olean Redevelopment Parcel 2*, also known as the *Former Felmont Oil Site*, is a 9.2 acre property located at 1470 Buffalo Street in the central portion of the study area, northeast of Buffalo Street and south of the railroad tracks along West Connell Street. The property was home to two oil refineries from the late 19th Century until the mid-1950s – Eastman Refinery and Exxon/Mobil Refinery Works. The property was sold to the Simpson Grain Corporation in 1956, to Olean Industries Inc. in 1958, and finally to the Felmont Oil Corporation in 1964. The property is listed as NYSDEC Environmental Remediation Site No. C905032, a Class A site in the Environmental Remediation Program (i.e., continually undergoing remediation).

Exxon/Mobil began investigating the property in the summer of 2008, in conjunction with the adjacent BCP sites. Contamination was discovered and the property was enrolled in the BCP in June 2009. Interim Remedial Measures began in the fall of 2009 and included removal of USTs and excavation of some of the on-site soils. The primary COCs in the soils include petroleum products, SVOCs, and heavy metals, while the COCs found in the groundwater located beneath the property include VOCs, SVOCs, and heavy metals. Groundwater beneath the property also contains free-floating petroleum product that ranges from trace levels to 6.5 feet of product. In addition to these known contaminants, the site is listed on the NYSDEC PBS database as formerly containing one 6,000-gallon UST and one 1,000-gallon aboveground storage tank (AST). The property is also listed on the USEPA RCRA Hazardous Waste Generators database. The property is currently vacant.

**REMEDICATION STATUS/USE**

The *Olean Redevelopment Parcel 2* is a large vacant parcel, strategically located in the central portion of the study area. The site was purchased by Olean Gateway in 2013 and is included in the future phased development by Olean Gateway, LLC.



*VIEW FROM BUFFALO STREET, WEST OF THE PROPERTY*



### **SITE 3: Olean Redevelopment Parcel 3 1404-1406R (94.048-1-1.2) / 1420 Buffalo Street (94.048-1-1.1)**

The *Olean Redevelopment Parcel 3* is a 24-acre property comprising two parcels of land located at 1404-06R and 1420 Buffalo Street in the central portion of the study area. The property is surrounded by railroad tracks to the north and east, Dresser-Rand to the south and the *Olean Redevelopment Parcel 2* (SITE 2) to the west. The property was home to various oil refineries beginning in the late 19th Century. Following several property transactions, the property was sold to the Felmont Oil Corporation in 1964. Under Felmont's ownership, the property was used as an ammonia producing facility, which was later sold to Agway for fertilizer manufacturing on a neighboring parcel (*Olean Redevelopment Parcel 1*/SITE 1). Fertilizer manufacturing ceased in 1983 and the property has been unutilized since that time. ExxonMobil purchased the site in 2007.



*VIEW FROM EAST OF SITE #3*

The property is listed as NYSDEC Environmental Remediation Site No. C905033, a Class A site in the Environmental Remediation Program (i.e., continually undergoing remediation). Exxon/Mobil began investigating the property in the summer of 2008, in conjunction with the adjacent BCP sites. Contamination was discovered and the property was enrolled in the NYSDEC BCP in June 2009. Interim Remedial Measures (IRMs) began in the fall of 2009 and included removal of USTs and excavation of some on-site soils. The primary COCs in the soils include petroleum products, SVOCs, and heavy metals. The COCs in the groundwater located beneath the property include VOCs, SVOCs, and heavy metals. The underlying groundwater also contains free-floating petroleum products that range from trace levels to 0.6 feet of product. The property is also listed on the NYSDEC PBS database as formerly containing two 300-gallon USTs, as well as the USEPA RCRA Hazardous Waste Generators database as a small quantity generator.

#### REMEDIATION STATUS/USE

The *Olean Redevelopment Parcel 3* is a large vacant parcel, strategically located in the central portion of the study area. The site was purchased by Olean Gateway in 2013 and future plans include a 2.7 mW solar farm to offset the energy costs for St. Bonaventure University.



**SITE 4: Homer Street Redevelopment Site** *251 Homer Street (94.032-1-2.11)*

The *Homer Street Redevelopment Site* is located on a 17-acre parcel of land at 251 Homer Street, on the south side of Homer Street and north of Interstate 86. The property was historically a portion of a larger petroleum refinery and petroleum bulk storage facility known more commonly as the SOCONY Vacuum facility. This facility operated from the late 1800s until the mid-1950s. As a result, the property and surrounding area contained numerous ASTs and was part of heavy industrial operations in the area.

The property is listed as NYSDEC Environmental Remediation Site No. C905037, a Class A site in the Environmental Remediation Program (i.e., continually undergoing remediation). Remedial Investigation at the property revealed the presence of COCs in the soil, including petroleum products, SVOCs, arsenic and lead. Additionally, a significant area containing a tar-like substance was discovered in the center of the property. The primary COCs found in the groundwater beneath the property include degraded petroleum products, including diesel range organics. Contaminated groundwater is likely migrating off-site to the southeast.

The property is currently vacant and in the process of remediation. At the time of the curbside assessments, excavations were taking place and soil, concrete piles and drums were visible on-site.



*VIEW OF ONGOING SITE REMEDIATION*

**REMEDICATION STATUS/USE**

The *Homer Street Redevelopment Site* is currently undergoing remediation through the Brownfield Cleanup Program and will likely be redeveloped in the near future. This site is primarily suited for commercial or industrial activity.



**SITE 5: 291 Homer Street (94.040-1-31)**

This Homer Street property is a 0.92 acre property located on the south side of Homer Street, north of Interstate 86 and northeast of Johnson Street. The site was formerly owned by SOCONY-Vacuum Oil company from 1902-1954 where it was used for industrial operations including petroleum storage/refining, leather tanneries, light/heavy manufacturing, chrome plating, fertilizer manufacturing and railroad facilities. Today, it is owned by MJ Painting Contractor Corporation, a commercial/industrial painting contractor. The site contains a metal building which houses offices and warehouse space. The adjacent parcel is currently vacant.

The property is listed as NYSDEC Environmental Remediation Site No. C905042, a Class A site in the Environmental Remediation Program (i.e., continually undergoing remediation).



*A VIEW OF MJ PAINTING CONTRACTOR CORPORATION  
FROM THE NORTH*

**REMEDIATION STATUS/USE**

The 291 Homer Street site is occupied by MJ Painting Contractor Corporation, a commercial/industrial contractor. Information submitted with the BCP application is under review by the DEC.



**SITE 6: Oregon Road Property** (*Homer Street Industrial Site; 94.001-2-13.2*)

Part of the Exxon/Mobil Legacy Site, the Oregon Road Property (Homer Street Industrial Site) site is located on a 25-acre parcel of land located along Oregon Road in the northeastern portion of the study area. This property is part of the Bluebird Industrial Park. Vacant land borders the property to the north and west, and residential properties border the property to the east. Casella Waste Services borders the property to the south. The property operated as part of the United Lumber Company from 1888, and then was the far limits of the Exxon/Mobil Works #3 site.

The NYSDEC opened a spill event (Spill No. 8701580) in May 1987 as a result of oil found during excavation for a proposed New York State Department of Transportation (NYSDOT) building. The event was closed in December 1987. Limited information was available in the database regarding the spill; however, it was indicated that no further work was possible by the spill unit and that the surface was clean.

The property is currently vacant; however, a water line was marked out on the site and fire hydrants were visible on the site from Oregon Road.

REMEDIATION STATUS/USE

The *Oregon Road Property (Homer Street Industrial Site)* is located along Oregon Road and Homer Street and is part of the Bluebird Industrial Park. The Site is currently a large piece of vacant land within the study area, along a major route into the City of Olean. As such, this site has excellent development potential. Due to its former use as the eastern limits of the Exxon/Mobil Works #3 site, the property may have some contamination issues that have yet to be investigated.



VIEW OF SITE FROM HOMER STREET



**SITE 7: Former Van Der Horst Corporation Plant 1** 314 Penn Ave (94.048-1-60) / 1015 Vine Street (94.048-1-61)

The *Former Van Der Horst Corporation Plant 1* is a two-parcel, 1.1-acre property located in the eastern portion of the study area. The property is surrounded by residential properties to the north and east, commercial property to the south and railroad tracks to the west. The Dresser-Rand facility is located across the railroad tracks. The property formerly operated as the Van Atta Plant, which produced hydraulic presses until 1940, when the property became a chromium plating facility for the Van Der Horst Corporation. This facility was in operation until 1987. A Remedial Investigation and Feasibility Study was initiated by the NYSDEC in 1988 which confirmed the presence of contaminants in the soil, groundwater, City-owned storm sewers surrounding the site, and sediments in Olean Creek.

The USEPA completed an emergency removal action in 1991 to mitigate the imminent threat posed by the chemicals that were stored inside of the building. Prior to remediation, it was determined that the on-site building contained asbestos, which was removed prior to demolition. A large area of soil was also found to be contaminated with high levels of chromium. In total, 31,539 tons of contaminated building materials were removed from the site as part of the remediation.

The property is currently listed on the NYSDEC State Superfund Program Registry as an Inactive Hazardous Waste Site No. 905008, a Class 04 site (i.e., the site has been properly closed but requires continued site management). Annual groundwater monitoring is in progress to determine the effectiveness of the remediation and evaluate post remediation groundwater conditions on the site. All contaminated surface soil has been removed, as well as the sub-surface chromium contaminated soil.

REMEDICATION STATUS/USE

The *Former Van Der Horst Corporation Plant 1 Site* is a vacant parcel, located in the eastern portion of the study area. Because of extensive known contamination issues on-site, future redevelopment will likely be limited to commercial and industrial uses. The site is under long-term Operations & Maintenance and annual sampling has shown chromium levels in groundwater leveling off.



VIEW OF SITE AND GROUNDWATER MONITORING WELLS  
FROM THE NORTHEAST



**SITE 8: Former Van Der Horst Corporation Plant 2A** 1601R Johnson Road (94.039-4-45.1)

The Former Van Der Horst Corporation Plant 2A Site encompasses 7.35 acres (Brownfield Site 8) located at 1601-R Johnson Road in the northern portion of the study area. The site is bounded by the Southern Tier Expressway to the north, railroad tracks to the south, Johnson Street to the east and residential properties to the west.

This site (in addition to Brownfield Site 9) was the location of several tanneries in the late 1800s, home to the Wilson Roller Blind Manufacturing Corporation which operated from 1891 through 1902, and Acme Glass Works operated at the site from 1895 through 1923. In the early 1940s, the site operated as the Van Der Horst Corporation Plant 2, a chromium plating facility that ceased operations in 1987. In 1988, the NYSDEC confirmed the presence of waste materials contaminated with barium and chromium located on-site. Unknown quantities of improperly stored hazardous waste were also found in the plant building, including both corrosive and ignitable materials. An area of contaminated soil and several drums were also located in an unsecure portion of the site near the residential neighborhood. At the NYSDEC's request, the USEPA erected a fence and removed the drums within the fenced area. The USEPA also removed all of the hazardous chemicals that were stored inside the plant buildings. Contaminated soils and buildings were consolidated and encapsulated at the site in 1996. Both parcels are currently listed on the NYSDEC State Superfund Program Registry as an Inactive Hazardous Waste Site No. 905022, a Class 04 site (i.e., the site has been properly closed but requires continued site management, consisting of operation, maintenance, and monitoring).



*VIEW OF CAPPED SURFACE*

The portion of the Former Van Der Horst Corporation Plant 2 Site located on this property (Site 8) covers approximately 7.1 acres and includes the encapsulated hazardous materials noted above. A long-term observation and monitoring system is also in place at the site and data has shown that contamination levels in groundwater beneath the site are declining.

**REMEDIATION STATUS/USE**

The Former Van Der Horst Corporation Plant 2A Site is a vacant parcel; however, the majority of the site contains a capped landfill containing hazardous materials from the former industrial uses. As such, future development should not be located on this site.



**SITE 9: Former Van Der Horst Corporation Plant 2B 1601 (94.039-4-45.2)**

The Former Van Der Horst Corporation Plant 2B Site encompasses 8.1 acres (Brownfield Site 9) located at 1601 Johnson Road in the northern portion of the study area. The site is bounded by the Southern Tier Expressway to the north, railroad tracks to the south (beyond which is the Olean Redevelopment Parcel 2 Site), Johnson Street to the east and residential properties to the west.

A detailed description of this site's history can be found on the preceding page as the site is immediately adjacent to Brownfield Site 8. The portion of the Former Van Der Horst Corporation Plant 2 Site located on this property covers approximately 8.2 acres and includes Napoleon Engineering Services (NES), a bearing design, manufacturing, inspection and testing firm. However, NES is currently using approximately one-third of the site, leaving the rest for potential expansion or the development of new businesses.



*NAPOLEON ENGINEERING BUILDING*

**REMEDIATION STATUS/USE**

The Former Van Der Horst Corporation Plant 2B Site is partially occupied by Napoleon Engineering Services. While approximately 5.4 acres are available for new development, the history of known contamination issues on-site will likely limit future redevelopment to commercial and industrial uses.



**SITE 10: Franklin Street Vacant Lot** 350 *Franklin Street* (94.040-1-2.1)

The Franklin Street Vacant Lot site is a 9.8-acre property located at 350 Franklin Street in the northern portion of the study area. The property is bounded by the Southern Tier Expressway to the north (beyond which is the Homer Street Redevelopment Site), Franklin Street to the south (beyond which is the Bluebird Industrial Park Site), a self-storage lot and an access road to the east and wooded land and the Former Van Der Horst Corporation Plant 2 to the west.

The property is currently listed on the USEPA RCRA database as an active conditionally exempt small quantity generator site (No. NYD987025988) and as an inactive hazardous waste handler (No. NYD986878775). The property was once part of the Exxon/Mobil Refinery Works #3.

At the time of the curbside assessments, the property was vacant with high grasses and a few scattered trees. An investigation was taking place on the property as work trucks, a drill rig and 55-gallon steel drums were visible on-site.

**REMEDIATION STATUS/USE**

The Franklin Street Vacant Lot Site is located in the northern section of the study area and appears to be undergoing a remedial investigation and/or initial stages of redevelopment. Because of extensive known contamination issues on-site, future redevelopment will likely be limited to commercial and industrial uses.



*VIEW FROM FRANKLIN STREET*



**SITE 11: Bluebird Industrial Park 1** 1641 River Street (94.032-1-5)

The Bluebird Industrial Park 1 Site is a 25-acre property comprising two parcels of land located at 1641 River Street and bisected by the Southern Tier Expressway. The property is located in the northeastern portion of the study area and is bounded by current and former industrial properties to the north and east, by residential properties to the south and by Olean Creek and a wooded area to the west. The property formerly operated as part of the Exxon/Mobil Refinery Works #3.

During the site visit, the property contained machinery including forklifts, semi-trucks, trailers, rail cars, scrap metal, lumber and dumpsters. It was also noted during the curbside assessments that an AST, two 55-gallon drums, roll off containers, and miscellaneous equipment and materials were visible on-site in the portion of the property located north of the Southern Tier Expressway. There is a storage warehouse located on the northern parcel, which is signed as the Park Centre Development Warehouse.

The property is currently listed on the NYSDEC Spills database with one closed spill (No. 9201686) – on May 11, 1992, an unknown amount of waste oil was spilled at the property due to human error (the resource affected is listed as soil). The spill was closed the same day it occurred.

REMEDIATION STATUS/USE

The *Bluebird Industrial Park 1 Site* is an underutilized parcel, located in the northeastern portion of the study area. The property contains one warehouse building and storage of miscellaneous building and construction equipment. Due to its former use as part of the Exxon/Mobil Works #3 site, the property may have some contamination issues that have yet to be investigated. As such, future redevelopment will likely be limited to commercial and industrial uses.



VIEW OF THE SITE FROM THE NORTH SIDE OF THE  
SOUTHERN TIER EXPRESSWAY

**SITE 12: 1621 River Street** (94.033-1-1)

Located in the northeastern portion of the study area, the 0.77-acre property is adjacent to and east of the northern parcel of Bluebird Industrial Park 1 (Site 11). The property is bounded by Olean Creek to the north and east, Bluebird Industrial Park 1 Site to the west, and the Southern Tier Expressway to the south. While the property formerly operated part of the Exxon/Mobil Refinery Works #3, there were no accounts of this property in any of the environmental database searches conducted for this project.

REMEDIATION STATUS/USE

*1621 River Street* is an underutilized site, it's q formerly part of the Exxon/Mobil Refinery Works #3. While vacant, future redevelopment activities will be limited by the site's size.



*A SOUTHWEST VIEW OF THE SITE FROM RIVER STREET*

**SITE 13: Bluebird Industrial Park 2 Homer Street Extension** (94.001-2-13.8)

The *Bluebird Industrial Park 2* site is a 3.9-acre property comprising two parcels on Homer Street in the northern portion of the study area. The property is bounded by the Park Centre Development Site to the north, Homer Street to the south, Homer Street to the east and a commercial property and wooded land to the west.

REMEDIATION STATUS/USE

The *Bluebird Industrial Park 2* site was part of the larger Exxon/Mobil Refinery site and is currently a large piece of vacant land in an existing industrial park in the study area. As such, this site has excellent redevelopment potential.



*AN EASTERN VIEW OF THE PROPERTY FROM HOMER STREET*



**SITE 14: 6 Leo Moss Drive (94.047-1-27.1)**

The property located at 6 Leo Moss Drive is 7.6 acres in size and includes a church building located on the eastern portion of the parcel. The church building and parking lot comprise approximately half of the total property area. The remaining portion of the parcel is vacant land containing shrubs and trees. The property is bounded to the north by the Southern Tier Railroad corridor.

The property was formerly part of the Buswell Brown and Company Tannery. The Pre-Nomination Study stated that the tannery was believed to have emptied refuse into the creek, which traverses the western portion of the property. The process of tanning used chemicals including chromium, arsenic, and heavy detergents to produce the finished leather; residual products from this process can also be hazardous and include tanning bark, animal flesh, fat and hair, and chemical solutions and sludges.

Environmental concerns typically associated with tanneries include soil and groundwater contamination from heavy metals, SVOCs and dioxins. The tannery that formerly operated on this site burned down in 1904 and was not rebuilt. The fire may have added to the environmental concerns at the site. While the property formerly operated as part of the Buswell Brown and Company Tannery, there were no accounts of this property in any of the environmental database searches conducted for this project.

**REMEDICATION STATUS/USE**

The 6 Leo Moss Drive site is a vacant parcel, strategically located in the western portion of the study area along Buffalo Road. Given the amount of undeveloped land and the potential for rail access, the vacant portion (~6 acres) of this site has excellent development potential.



*VIEW OF PROPERTY FROM THE SOUTHEAST*



**SITE 15: 1405-07 Buffalo Street** (*north parcel 94.047-1-48; south parcel 94.055-1-37.2*)

This site consists of two parcels that border Buffalo Street and Constitution Avenue. The north parcel is owned by Cytec Chemical and Material Manufacturing. It is 6.19 acres and is currently used for office, manufacturing, shipping and receiving. The south parcel, owned by the Olean Urban Renewal Agency, is 18.6 acres and is designated as a brownfield site. This site was historically owned by the Pennsylvania Railroad and was used as a railroad yard until the 1950s. Today, it is mostly vacant with a roadway and walking path passing through along the southern portion of the site (note: the southern portion of the site is also the study area boundary). The site is listed as underutilized in the pre-nomination study and a Phase I ESA is in progress.

REMEDIATION STATUS/USE

A Phase I ESA for the south parcel is in the process of being completed with the Step 2 BOA study.



*A VIEW OF THE WALKING PATH/ROADWAY THAT RUNS ALONG THE STUDY AREA BOUNDARY AND SOUTHERN PORTION OF THE SITE.*

**SITE 16: 202 Franklin Street** (*94.040-1-3*)

The property located at 202 Franklin Street is a 5.15 acre parcel located adjacent to the Southern Tier Railroad to the west and northwest, and the Interstate 86 corridor is adjacent to the north of the site. The property includes a recreation area on the east side of the parcel, an asphalt-paved lot that serves the Franklin Street parcel to the south, and the remainder of the site is vacant. Historically, the site was used to manufacture wood alcohol and waste paper pulp from 1909 through 1956. Powerplant and boiler operations also occurred on the site. The property is listed as NYSDEC Environmental Remediation Site No. C905043, a Class A site in the Environmental Remediation Program (i.e., continually undergoing remediation).

REMEDIATION STATUS/USE

The 202 Franklin Street BCP application is under review by the DEC.



*AN AERIAL IMAGE OF 202 FRANKLIN STREET*



## Vacant & Underutilized Sites

While vacant and underutilized properties often contribute to a sense of decline and lack of investment in a given area, they also represent greater opportunities for revitalization. Identifying the amount and location of vacant and underutilized properties helps to provide a greater understanding of where targeted redevelopment initiatives can be focused in the Northwest Quadrant Revitalization area. It is important to note that categorizing a property only signifies that the potential for additional development exists at a given site and does not indicate that current uses should be discontinued.

Two primary sources of data were used to identify vacant and underutilized properties in the study area: tax parcel data provided by the Cattaraugus County Division of Planning and the results of the field reconnaissance conducted on December 12<sup>th</sup> and 13<sup>th</sup>, 2012.

Overall, 127 vacant parcels covering approximately 171 acres were identified within the study area (see Section 3.2.1). One of the purposes of the reconnaissance was to confirm these properties remained vacant and to identify additional properties that were not being used to their fullest potential (i.e., underutilized). Underutilized properties identified during the field reconnaissance typically included sites with improvements but no active uses, improved sites that are only partially utilized and sites that are only partially improved.

A breakdown of **vacant** land use types in the Northwest Quadrant Revitalization area can be found below:

- Residential vacant land – 63 parcels on 13.7 acres;
- Commercial vacant land – 39 parcels on 11.6 acres; and
- Industrial vacant land – 25 parcels on 145.5 acres.

An additional 10 parcels are classified as **underutilized** and cover approximately 45.8 acres. Based on the tax parcel data provided by Cattaraugus County, underutilized parcels comprise the following uses:

- *Commercial* – 3 parcels on 27.7 acres, with uses ranging from parking lots to storage, warehouse and distribution facilities; and
- *Public Services* – 7 parcels on 21.2 acres, with uses including flood control, landfills and dumps, electric substations, electric power generation (other fuels) and electric transmission improvements.





While both vacant and underutilized properties are located throughout the study area, the largest concentrations are located west of the Buffalo Line railroad corridor and north of Interstate 86. These properties also include a number of former industrial sites discussed in Section 3.2.4, including:

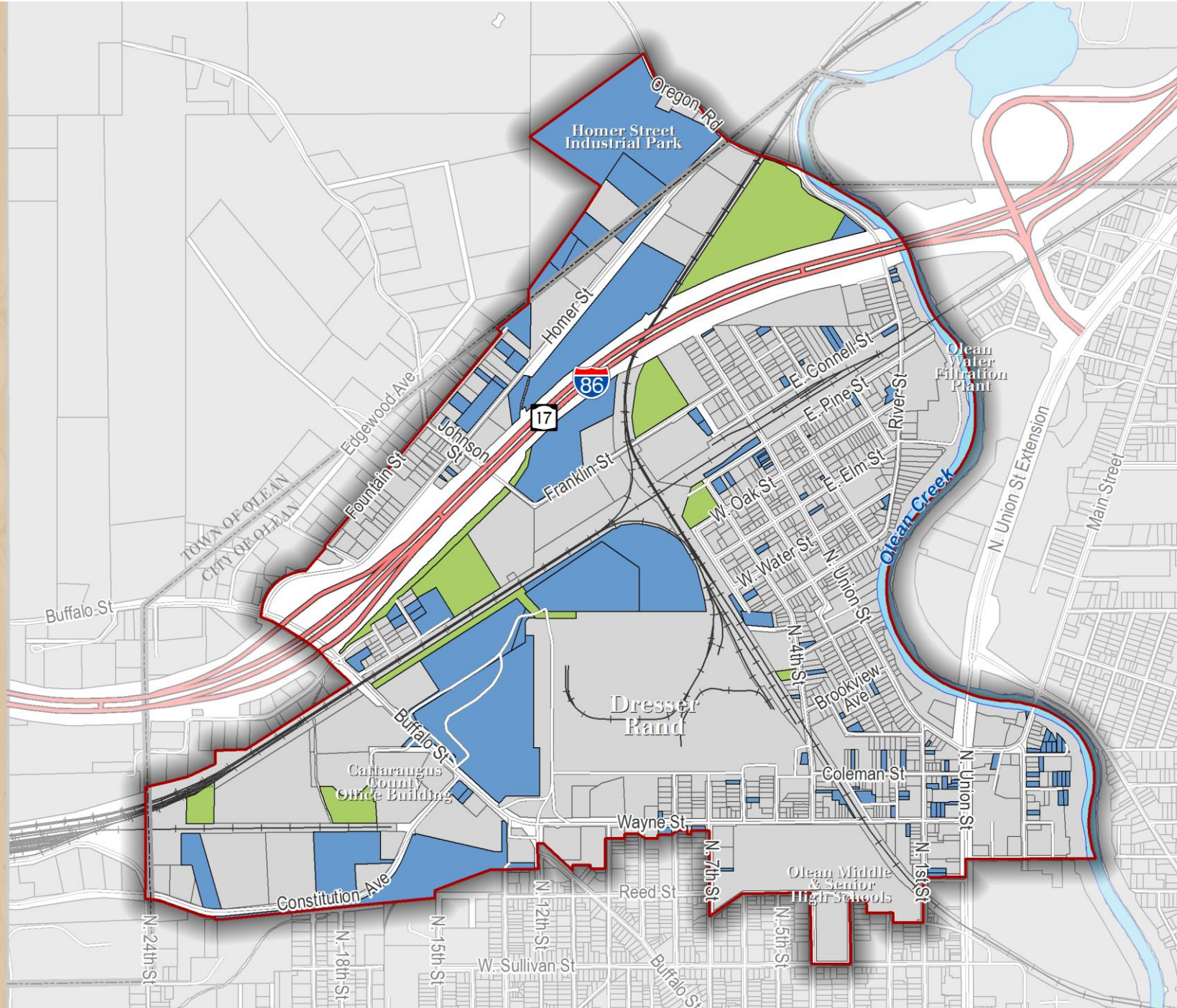
- The Olean Redevelopment Parcels 1, 2 and 3;
- The Homer Street Redevelopment Site; and
- Bluebird Industrial Park.

The vacant and underutilized properties were also cross-referenced with the publicly-owned parcel data set (see Section 3.2.2) to identify properties that could be viewed as key redevelopment opportunities in the Northwest Quadrant Revitalization area. Based on the results of this analysis, only 26.8 acres (12 percent) of vacant and underutilized properties are under public ownership, of which the vast majority are owned by the City of Olean Urban Renewal Agency (22.1 acres) and are located in the southwest corner of the study area. The remaining 4.7 acres are owned by the Cattaraugus County Industrial Development Agency (0.9 acre) and New York State Flood Control (3.8 acres).



**LEGEND**

-  BOA Boundary
-  Vacant Properties
-  Underutilized Properties
-  Parcel Boundaries



# Map 7: Vacant & Underutilized Properties

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

## Strategic Sites

Olean's Northwest Quadrant BOA has several Strategic Sites that, if redeveloped, have the potential to act as a catalysts to spur further redevelopment and investment in Olean. The following criteria were used to select these sites:

- Medium to large-scale property with over two acres of developable land;
- Strategic location in proximity to other sites with commercial or industrial land uses;
- Current land use, preferably vacant or underutilized;
- Convenient access from major roads;
- Brownfield status;
- Availability of adequate infrastructure;
- Potential to advance the vision for the community; and
- Potential to improve quality of life.

Twelve strategic sites were selected based on the criteria above. Some sites are comprised of multiple contiguous parcels. In all, 13 parcels are included covering 166.5 acres. Each Strategic Site is described below and depicted on Map 8:

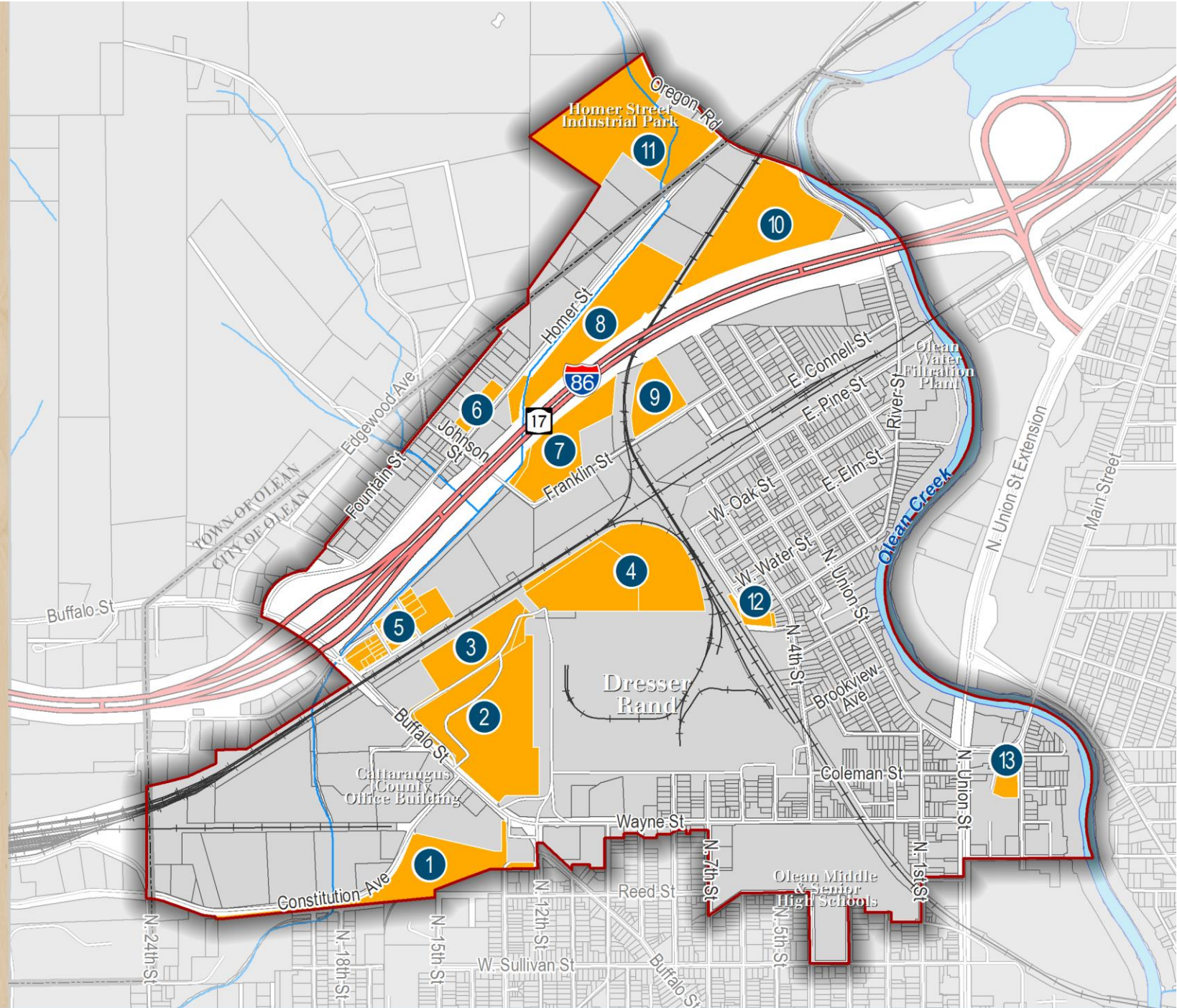
### **SS1 – 1701 Constitution Avenue – South Side** *(94.055-1-37.2)*

This 18.8-acre site is located on Constitution Avenue, south of the Cytec Industries plant (6-acre site) and is owned by the Olean Urban Renewal Agency (brownfield #15). The site is vacant, open grassland crossed on the south edge by a paved multi-use trail that connects with the Allegheny River Valley Trail to the south and the St. Bonaventure University Trail to the west. The parcel may have some environmental contamination since it was formerly part of the Buswell Brown and Company Tannery in the 1800s. The site has access to both Constitution Avenue and Buffalo Street via a narrow extension northward.



**LEGEND**

-  BOA Boundary
-  Major Waterbodies
-  Minor Tributaries
-  Strategic Sites
-  Parcel Boundaries



**STRATEGIC SITE KEY**

- 1 1701 Constitution Avenue- South Side
- 2 Olean Redevelopment Parcel 1
- 3 Olean Redevelopment Parcel 2
- 4 Olean Redevelopment Parcel 3
- 5 East Fall Road Residential Area
- 6 308-56 Homer Street
- 7 Franklin Street Vacant Lot
- 8 Homer Street Redevelopment Site
- 9 202 Franklin Street
- 10 Bluebird Industrial Park 1
- 11 Oregon Road Property
- 12 Former Van Der Horst Corporation Plant
- 13 Olean Department of Public Works



# Map 8: Strategic Sites

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

**SS2 – Olean Redevelopment Parcel 1** *1404-1406 (94.047-2-29) / 1420 Buffalo Street (94.048-1-1.1)*

This 24.7-acre vacant site is comprised of two parcels located at 1404-1406 Buffalo Street and 1420 Buffalo Street. Located on the west edge of Dresser-Rand, this site is part of the properties that are sometimes referred to as the Exxon properties. This site presents one of the best opportunities in the BOA for redevelopment for several reasons. It is relatively flat and open, is large, and has excellent access from Buffalo Street with a potential for a four-way intersection at Constitution Avenue. Visibility to the site from Buffalo Street is excellent, creating a possibility for commercial or mixed uses along the frontage. A freight rail line runs nearby and there is the possibility for a spur line to extend to this property. The site is also adjacent to Dresser-Rand, leaving the potential open for a supplier of theirs to occupy the site. The site was enrolled in New York State’s Brownfield Cleanup Program (BCP) in 2009 and some initial cleanup was performed. The site was purchased by Olean Gateway in 2013 and is included in the future phased development by Olean Gateway, LLC.



**SS3 – Olean Redevelopment Parcel 2** *1470 Buffalo Street (94.047-2-28.1)*

This is a vacant 9.2 acre property located at 1470 Buffalo Street in the central portion of the study area, northeast of Buffalo Street and south of the railroad tracks. Like the Former Agway Nitrogen Complex Site (Brownfield Site 1) that it is contiguous with, this site is part of the Exxon properties and has many of the same issues and opportunities. This site does not have frontage on a public road so access would need to be provided through an adjacent parcel to the west. However, the site is located along a major freight rail line and an opportunity for a siding or spur line exists. As is true with the other Exxon properties, this site was enrolled in the BCP in 2009 and some initial cleanup was performed. Additional cleanup will be required prior to the site being developed. The site is open, relatively flat and free of encumbrances.



#### **SS4– Olean Redevelopment Parcel 3** *251 Homer Street (94.032-1-2.11)*

This is the third site that makes up the Exxon properties. This 24-acre site is comprised of two parcels of land located at 1404-06R and 1420 Buffalo Street in the central portion of the study area abutting the north side of Dresser-Rand. The site is accessible through the two Exxon sites previously described. Freight rail access is available. This large, open site is isolated and one of the least visible in the Study Area, making it suitable for a heavy industry that requires extensive outdoor storage. This site was enrolled in the New York State Department of Environmental Conservation (NYSDEC) Brownfield Cleanup Program (BCP) in 2009 and some initial cleanup was performed though additional remediation must be performed. A redevelopment project on this site would still be eligible for incentives from the county and state.



#### **SS5 – East Fall Road Residential Area** *(multiple parcels)*

This 10.4-acre site is made up of a nineteen residential properties along East Fall Road and Avenues A and B. This is a residential enclave that was isolated from its neighbors to the north when the Southern Tier Expressway was constructed. Surrounded by an active rail line, the expressway and a capped hazardous waste site, the properties are not suitable for residential use. However, due to the adjacent expressway exit, the site would be a strong candidate for a commercial use such as a gas station or hotel that caters to expressway travelers. The area is currently zoned for residential use, which would have to change if a commercial use is desired.



**SS6 – 308-56 Homer Street** (94.039-3-23)

This 1.9-acre vacant privately-owned parcel is currently zoned for residential use. It is across Homer Street from MJ Painting which is in an industrial-zoned area. If the site were to be developed with residential uses, it would likely have to be subdivided. Any future industrial development would require rezoning and significant buffering from adjacent residential uses. A preliminary environmental assessment was performed by Greenman-Pedersen, and is currently under review by the NYSDEC.



Source: Bing Maps

**SS7 – Franklin Street Vacant Lot** 350 Franklin Street (94.040-1-2.1)

This is a 9.8-acre property located at 350 Franklin Street in the northern portion of the study area. It is on the west and north sides of All Weather Self Storage and across Franklin Street from Valley Tire Company. The property is currently vacant, flat, open grassland. Though there is a small stream at the northwest corner of the site, it is contained in a steep channel preventing the site from being in the 100 year flood zone. The property was once part of the Exxon/Mobil Refinery Works, leaving a possibility that there may be some environmental issues remaining. The property is very visible from the Southern Tier Expressway which runs along its northern edge. The Buffalo Street interchange off the Expressway is just over a half mile away via the Johnson Street underpass, creating an excellent opportunity for an industry that relies on truck access and visibility from the Expressway. This site is prime developable land and it will be important to the City of Olean and the adjacent property owners that this site is developed in a manner that presents a good image from the Expressway.



**SS8 – Homer Street Redevelopment Site** *251 Homer Street (94.032-1-2.11)*

This 17-acre parcel is located between Homer Street to the north and the Southern Tier Expressway to the south. A small creek runs along the north edge of the site. Approximately one fourth of the site is in the 100 year flood plain limiting the developable area to the south and western portion of the site. The site is vacant open grassland and is plainly visible from the Expressway, which is accessible at the Buffalo Street interchange less than one mile away. At the time of the curbside environmental assessment, the site was undergoing remediation. This is a desirable development site due to its size, access, visibility from the Expressway and flat, open character.



**SS9 – 202 Franklin Street** *(94.040-1-3)*

Located on the north side of Franklin Street across from Sol Epoxy, this 8.4-acre site currently has two uses. The eastern portion (approximately 3.2 acres) is leased to the City of Olean for use as a park (i.e., Hysol Park). This park has existed in this location for many years with the same lease arrangement continuing through successive owners of the property. It contains an actively-used ball diamond, play equipment and un-programmed open lawn. The western, 5.2-acre portion of the site contains a large parking lot with over 200 spaces, a small number of which are used by employees of Sol Epoxy. The western portion of the site is entering the NYSDEC Brownfield Cleanup Program.



The property owner is interested in maintaining the park (perhaps through a land transfer to the City), but does not require the parking and is willing to sell or lease the remainder of the site for an industrial or commercial use. The western portion of the site is flat, open grassland with some small groupings of trees and brush. It is bordered by rail on the west side making it possible to get a siding or spur line for freight.





**SS10 – Bluebird Industrial Park 1** 1641 River Street (94.032-1-5)

Located in a triangle formed by the rail line, the Southern Tier Expressway and River Street, this site comprises two parcels. The site is 18.9 acres and currently used for storage of miscellaneous items such as semi-trucks, trailers, rail cars, scrap metal, lumber and dumpsters. The parcel is open grassland, naturalized brush and trees. The site was once part of the Exxon/Mobil Refinery Works #3 though the presence of contaminants is unknown. The adjacency to the rail line creates an opportunity for freight rail via a spur or siding. This site is among the larger sites in the BOA and is currently underutilized. It offers the potential for a business that can benefit from the visibility from the Southern Tier Expressway and the access to rail and the Expressway.



**SS11 – Oregon Road Property** Homer Street Industrial Site (94.001-2-13.2)

This vacant site is comprised of three parcels. The largest is a 25-acre parcel of land at the intersection of Oregon Road and Homer Street. This parcel has a small creek that flows along its east and south sides, though the 100-year flood plain only touches a small portion of the site along Homer Street. Beyond the creek, to the east, there are three residential properties that front onto Oregon Road. The smaller two parcels, surrounded by the larger site on the north and east sides, comprise a 3.89-acre property. These contiguous properties are open, gently sloping, developable land served by a 600-foot driveway. These lands are part of the Exxon/Mobil Legacy Site though the presence of contaminants is not known. This site presents an excellent opportunity for a business that requires a large parcel of land and easy access to the Expressway.



**SS12 – Former Van Der Horst Corporation Plant** 314 Penn Ave (94.048-1-60) / 1015 Vine Street (94.048-1-61)

The former Van Der Horst Corporation Plant is a 1.07 vacant parcel that abuts the railroad tracks. Once a part of the Van Atta Plant which produced hydraulic presses, the site operated as a chromium plating facility from the 1940s until 1987. A Phase I and II was conducted and confirmed contamination in the soil, groundwater and storm sewers. Remedial activity included removal of contaminated soils. The site is listed as an inactive hazardous waste site (NYSDEC), and has the potential for future redevelopment.



**SS13 – Olean Department of Public Works - 701 Barry Street North** (94.057-3-8)

The current location of Olean's Department of Public Works is incongruous with the surrounding land uses. To the south is the Olean Mall, to the north and west are commercial uses including a Subway and Pizza Hut and to the east are residential properties. The DPW lot occupies 1.5 acres at 701 North Barry Street. The DPW stores its fleet of trucks and equipment behind a chain-link fence. There are three buildings on the site, two of which are storage barns. There is also a fuel station with an underground storage tank. The City understands that this facility is incompatible with surrounding uses and has included a feasibility study for a new location in this Northwest Quadrant BOA Nomination Study (as provided in Appendix D). However, in the event that this site is vacated, it will create an opportunity for redevelopment. Given the surrounding land uses, this parcel should be very attractive to developers for commercial or mixed uses.



## Parks & Open Space

As depicted in Map 9, three parks, one open space area and one multi-use trail are located in the study area. A brief description of each facility can be found below:

**James “App” Driscoll Polo Park** – located near the Water Filtration Plant along River Road, this 3.45 acre park has a multi-purpose soccer/softball field. Play equipment is nearby on the Water Filtration Plant property.

**Boardman Park** – this prominent park is located along Olean Creek and North Union Street, Boardman Park covers approximately two acres and includes several playground areas and a paved basketball court. The Olean Youth Bureau & Recreation Department (OYB) offers several programs at Boardman Park, including Supervised Playgrounds, Arts & Crafts in the Playground, Playground Basketball and Basketball Specials (i.e., contests and tournaments), as well as an annual Hawaiian Luau.

**Hysol Park** – Hysol Park is located on the north side of Franklin Street across from Sol Epoxy on 3.2 acres is leased to the City of Olean. While this park has existed for many years with successive owners maintaining the same lease arrangement with the City, the current owner would consider formalizing this arrangement through a land transfer. The park contains a ball diamond used by the JCC softball teams, play equipment and open lawn. The OYB sponsors an annual Golf Contest at the park.

**Homer Street Park (Relocated)** – when the former 1.6 acre Homer Street Park was sold in 2013 to MJ Painting Contractors Corp., the City cleared the land and removed the playground. The City immediately released funds from the General fund for a new playground and land acquisition. A new location was identified near Interstate 86’s exit 25. The Department of Transportation owns the land and has been working with the City so that it make take full ownership of the property. It is anticipated that the park will open in the spring of 2015.

**Olean Middle & Senior High Schools** – covering just under 30 acres, the school grounds are home to five tennis courts, a running track, two baseball/softball fields, soccer area and several acres of open space. These are the largest and most visible park facilities in the study area. The OYB sponsors an annual Youth Track Meet at the Olean Middle School.

**Open Space** – an area of open space exists along the western bank of Olean Creek and stretches the length of the study area from north to south. This linear area covers approximately 24 acres and abuts several residential properties on North Union Street and River Street. This area will remain undeveloped as it is part of the Olean Creek flood control levee system.



**LEGEND**

BOA Boundary

Allegheny River Valley Trail

Existing

Planned

Parks & Open Space

Open Space

Parks & Playgrounds

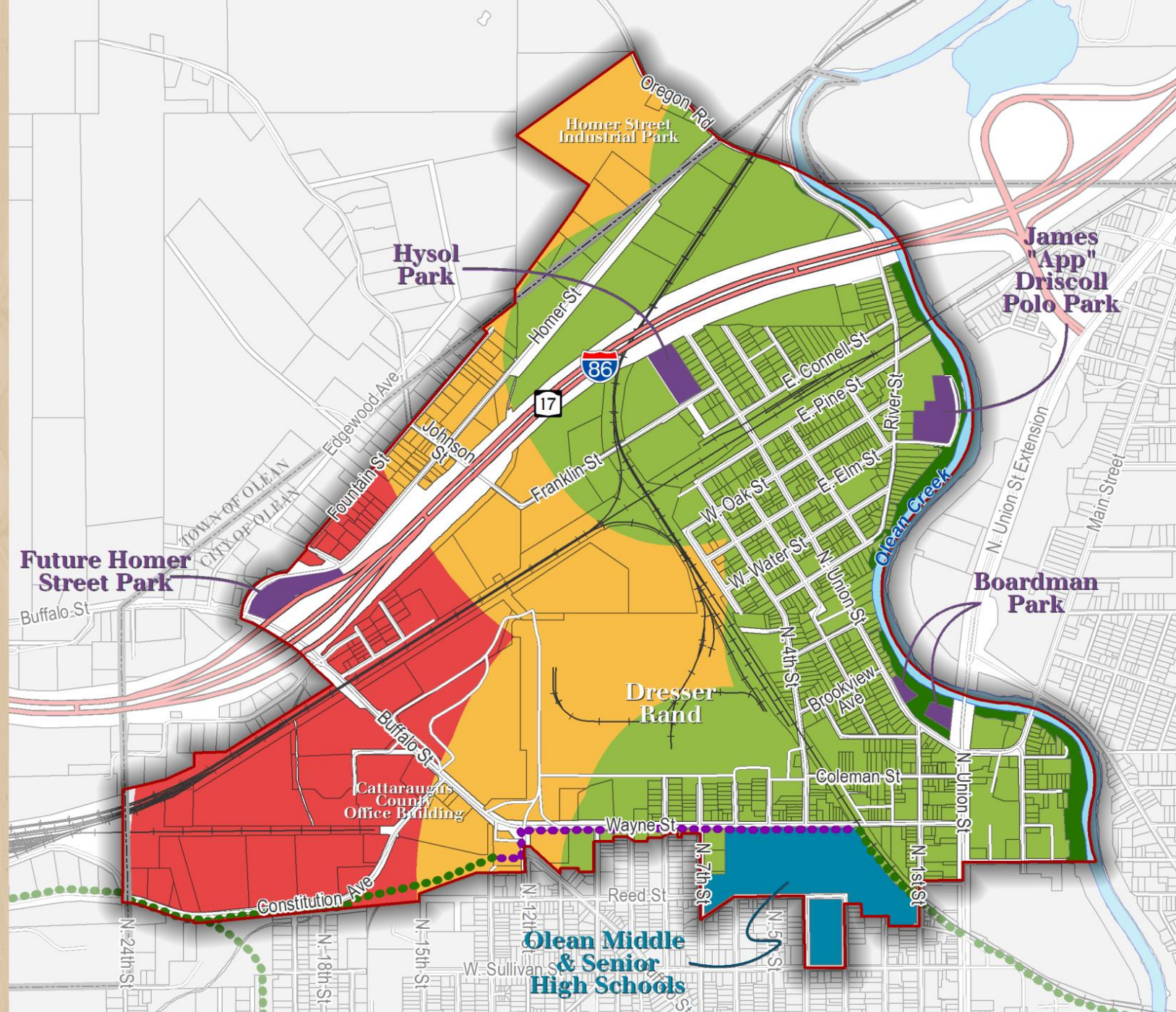
Athletic Fields

Distance to Parks & Open Space

Less than 0.25 mile

0.25 to 0.50 mile

Greater than 0.50 mile



# Map 9: Parks & Open Space

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

## KEY FINDINGS

### PARKS & OPEN SPACE

*Ninety percent of residential parcels in the Northwest Quadrant Revitalization area are within ¼-mile (i.e., 5-minute walk) of an existing park or open space facility.*

*Accessibility to parks may be limited by sidewalk and crosswalk condition and the level of ADA compliance.*

*The study area is characterized by a variety of park types, including traditional parks, linear open space features, and multi-use trailways.*

*The Olean Youth Bureau & Recreation Department offers a range of programmed activities at Boardman Park and should look to expand these activities to Hysol Park and the new park to be created on Homer Street.*

*Completion of the planned Allegheny River Valley Trail extension will result in 50 percent of study area residents being within ½-mile of the trail.*

***Allegheny River Valley Trail*** – a portion of the Allegheny River Valley Trail traverses the southwestern portion of the study area along Constitution Avenue. The Allegheny River Valley Trail is a 10-foot wide asphalt multi-use recreational trail that runs along the Allegheny River by St. Bonaventure University and Gargoyle Park, looping back along Constitution Avenue continuing southeast along the Genesee Valley Canal corridor on to Chamberlain Park. Within the study area, the trail extends along the entire length of Constitution Avenue until terminating at North 14th Street. There currently are plans to extend the trail east along Wayne Street from the Buffalo Line railroad corridor to the newly established trail section between Wayne and North 1<sup>st</sup> Streets. The OYB sponsors an annual “exploring Nature” Trail Walk along a section of the trail in the City.

One of the many benefits of public parks and open spaces is that they provide local residents the opportunity to be physically active and lead healthy lifestyles. The lack of physical activity is directly linked to obesity and chronic condition such as coronary disease, high blood pressure and diabetes. Having access to out-the-door recreational opportunities has been identified as one of the most important factors in ensuring that people will not only become more active, but maintain that activity over time.

To gain a better understanding of the overall accessibility of park and open space facilities in the study area, the number of residential parcels in close proximity to each park and open space facility was determined. Close proximity was defined using the following distances:

- ¼ Mile – this distance represents an approximate 5-minute walk. Research has found that residents within ¼-mile of a park are five times as likely to walk to that park as other residents.
- ½ Mile – this distance represents an approximate 10 minute walk, which is generally accepted as the longest distance people will walk to use a park facility.

Based on the results of this analysis, almost 90 percent of all residential parcels in the Northwest Quadrant Revitalization area are located within ¼-mile of a park or open space facility (see Map 9). Further, all residential parcels south of the I-81 corridor are within a 5-minute walking distance of these features. Residential neighborhoods in the northern portion of the study area, however, are



located much further from parks and open spaces due to the relocation of Homer Street Park. Located in the southeast corner of the Homer Street and Johnson Street intersection, this small neighborhood park covered approximately 1.5 acres with playground equipment and a backstop. The City of Olean was previously leasing this land from the Cattaraugus County Industrial Development Agency. The parcel was sold in April 2013. In June 2013, the Olean Common Council voted to commit \$60,000 from the General Fund to purchase new playground equipment for a new park on Homer Street. Once completed, it is anticipated that all residential parcels in the study area will be within a 5-minute walk of a park or open space facility.



## Building Inventory

Unlike many BOAs in New York State, Olean's Northwest Quadrant Revitalization area is not encumbered by vacant industrial buildings that can complicate remediation and redevelopment projects. Buildings of significance are those with the potential to promote economic growth if fully occupied or those that are currently occupied and contributing to the economic vitality of the Study Area. A handful of significant buildings act as defining landmarks in the study area. These significant buildings are currently occupied, well utilized, and should be considered a resource that defines the vernacular character of the BOA.



### **B1 – Cytec Industries, Constitution Avenue**

This building is located at the south corner of the Buffalo Street and Constitution Avenue intersection. It is a highly visible due to its relatively tall (approximately seven story) tower portion and the 600-foot length of the front façade facing Buffalo Street.

### **B2 – Dresser-Rand, Buffalo Street**

The series of buildings that make up the Dresser-Rand complex are located several hundred feet back from Buffalo Street, limiting their visibility from the outside though their presence is still significant. Occupying approximately 600,000 square feet, the complex of buildings is not fully visible from any one point further limiting their visual impact. The complex consists of over 25 various buildings and additions of varied age, size and finishes. The tallest of the buildings is approximately forty feet in height though most are closer to thirty. The showpiece for the complex is the new 86,000 square foot research and development building completed in 2009 which is located at the main entrance drive.



## KEY FINDINGS

### BUILDING INVENTORY

*Olean's Northwest Quadrant Revitalization area is not encumbered by vacant industrial buildings that can complicate remediation and redevelopment projects. As such, most of its strategic sites are vacant land.*

*Four currently occupied, well utilized buildings were identified as defining landmarks in the study area, including Cytec Industries, Dresser-Rand, Olean Senior High School and Olean Middle School.*

#### **B3 – Scott Rotary Seals, Franklin Street**

Located on Franklin Street, the 11,000 square foot structure is owned and occupied by Scott Rotary Seals for manufacturing, design, and office space. The company consolidated much of its operations into Olean from Hinsdale and constructed the facility within the Bluebird Industrial Park in 2011. The 2-acre property is well-utilized and bounded by an active rail line on the south and east, and an adjacent development to the west. Therefore additional business expansions would need to be constructed off-site.



#### **B4 – MJ Painting Contractor Corp., Homer Street**

MJ Painting currently occupies 5,300 square feet of space on 0.9 acres of land on the south side of Homer Street. In 2013, MJ purchased an adjacent 1.6 acres of land from the Cattaraugus County IDA to conduct an expansion of 7,500 square feet across three additional buildings. In 2014, MJ constructed a new warehouse space and expanding office building set to be completed in 2015. A new paint shop will also be constructed in the summer of 2015.



#### **B5 – Napoleon Engineering Services, Johnson Street**

The approximately 20,000-square foot facility on Johnson Street is part of the Bluebird Industrial Park and sits on 8.1 acres of land. The facility was constructed in 2010, yet significant portions of the property are available for development and expansion as the company continues to grow and enter new markets for the testing, analysis, and custom manufacture of industrial mechanical bearings.



### **B6 – Sol Epoxy, Franklin Street**

Sol Epoxy acquired 260,000 square feet of industrial, research and development, manufacturing and office space from Henkel-Loctite in 2010. The partially utilized physical plant sits on 5.5 acres on the south side of Franklin Street near North Union Street and the terminus of West Connell Street. The existing facility has significant potential for further utilization by co-location industries within Sol Epoxy’s supply chain. In addition, Sol Epoxy also owns 8.4 acres of vacant land at 202 Franklin Street, approximately 3.2 acres of which is Hysol Park. The remaining 5.2 acres is currently partially utilized for surface parking. This property has been enrolled in the BCP program (Map 6, Site #16).



### **B7 – Benson Construction and Development, LLC, Homer Street**

Sited on approximately 3.3 acres, the 7,000-square foot building is located south of Homer Street. The building is owned and occupied by Benson Construction and Development. The property utilizes significant outdoor yard space, yet is adjacent to vacant land which would facilitate future expansions as needed.

### **B8- Rontina Building**

The approximately 26,000-square foot building on Fourth Street N. is located along the railroad bed and is sited on 2.44 acres of land. The site used to be a part of the Bluebird Industrial Park, but was sold in 2008 to its current owner, Franklin St R.E. Partnership. The building is occupied by Rontina of New York Inc., a family-owned retail business (Season’s and Tina’s Hallmark) that is headquartered in Olean.



## Historic & Cultural Resources

As noted in Section 3.1.1, the early to mid-1800's were a time of growth for Olean, with timber and tanneries serving as the main industries in the region. Following the discovery of oil near Cuba Lake, along with the completion of the Buffalo & Washington Railroad in 1872, Olean developed as one of the largest oil storage and refining centers in Western New York. Resulting from this economic oil boom was a significant increase in residential construction in the area north and west of the City's downtown core. This area is now known as the Oak Hill Park Historic District (National Register No. 95NR00906). Located near the intersection of Union Street and State Street, the Oak Hill Park Historic District encompasses one of Olean's most distinguished residential neighborhoods and includes 89 properties dating from 1849 to 1937 representing a variety of distinctive features associated with a wide range of popular American architectural styles.



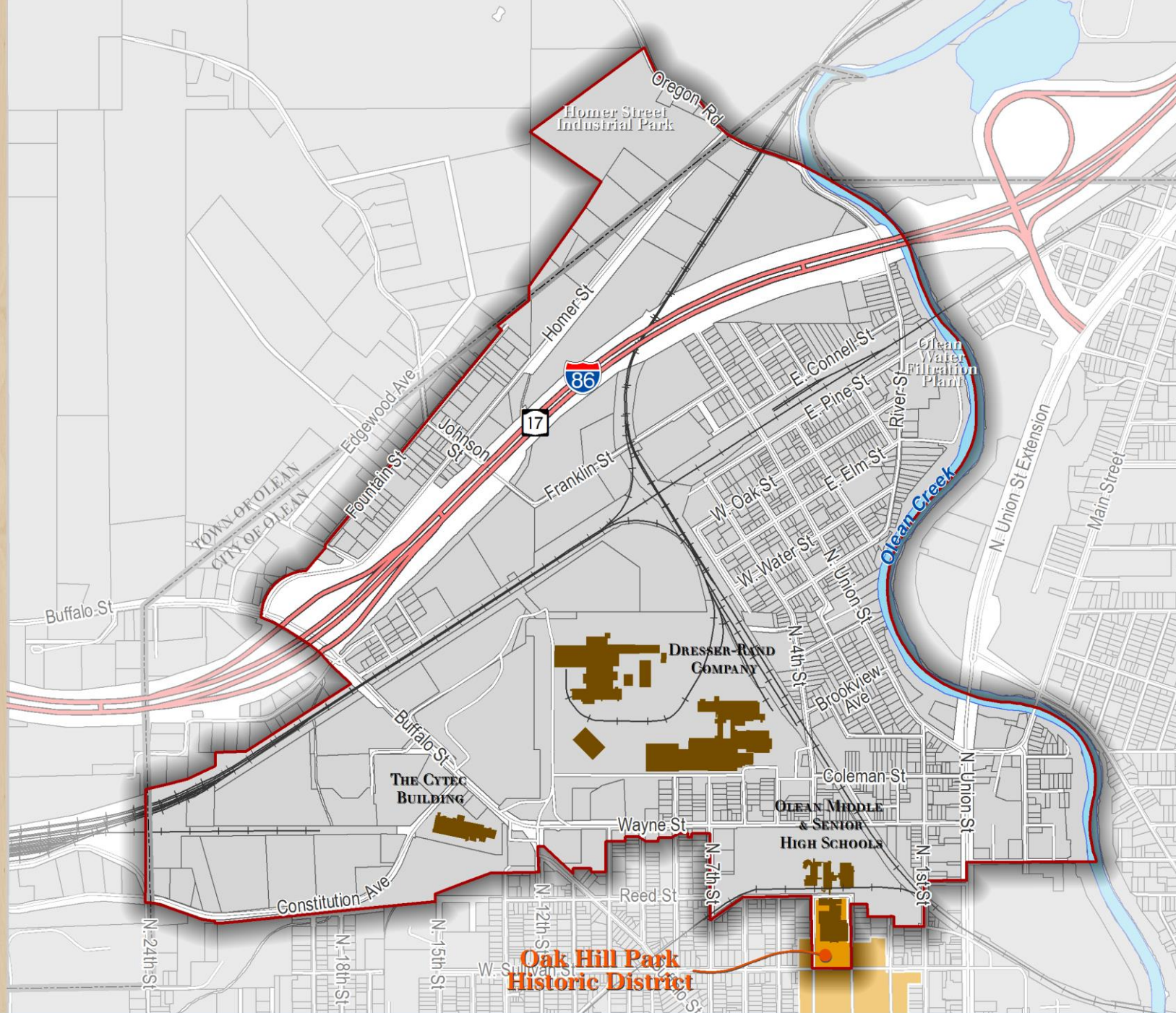
*OAK HILL PARK HISTORIC DISTRICT*

Located within the district is the Olean High School, which is constructed of brick and concrete. With its park-like setting, this imposing three-story building is characterized by Art Deco ornamentation and pilasters on its façade. This is the only structure located in both the Northwest Quadrant Revitalization area and the Oak Hill Park Historic District.

The City's industrial legacy is also evidenced by the large number of current and former industrial uses, the majority of which are located within the Northwest Quadrant Revitalization area.

**LEGEND**

-  BOA Boundary
-  Key Buildings
-  Oak Hill Park Historic District
-  Parcels



# Map 10: Historic Resources & Key Buildings

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

## KEY FINDINGS

### HISTORIC & CULTURAL RESOURCES

*The southern portion of the Northwest Quadrant Revitalization area includes a portion of the Oak Hill Park Historic District, one of the City's most distinguished neighborhoods that encompasses 89 properties dating from 1849 to 1937.*

*The entire study area is located in an Archaeologically Sensitive Area. Proposed new development will need to work with the SHPO to determine whether further project-specific archaeological studies are required.*

### *Archaeologically Sensitive Areas*

According to the New York Archaeological Council Standards Committee, archaeologically sensitive areas are defined as including one or more features that make them likely locations for evidence of past human activities. These features include:

- Places near known prehistoric sites that share the same valley or that occupy a similar landform (e.g., terrace above a river);
- Areas where historic maps or photographs show that a building once stood but is now gone as well as the areas within the former yards around such structures;
- An environmental setting similar to settings that tend to contain cultural resources (e.g., well-drained places with highly productive soils near the confluence of two waterways); and
- Locations where Native Americans and published sources note sacred places, such as cemeteries or spots of spiritual importance.

To identify archaeologically sensitive areas, the New York State Historic Preservation Office (SHPO) created a series of Archeological Sensitivity Maps viewable at <http://pwa.parks.ny.gov/nr/>. These maps also include the locations of all known sites that are included in the SHPO Archeological Site files and the New York State Museum Archeological Site files (note that the exact locations are not included as they are protected from disclosure by State and Federal law). These maps are used by the SHPO to provide recommendations to state and federal agencies regarding the need for archeological surveys relating to specific development projects.

Based on a review of the Archeological Sensitivity Maps, the entire Northwest Quadrant Revitalization area is located in an archaeologically sensitive area.

## Transportation

The Northwest Quadrant Revitalization area has a comprehensive network of transportation infrastructure in place. Properties benefit from access to I-86, two railroad lines, one bus route, miles of multi-use trails and sidewalks located along most streets.

### *Roadways & Traffic*










As depicted on Map 11, the study area's transportation system includes approximately 17 miles of local roads, with Buffalo Street, Wayne Street and Constitution Avenue providing access to the City's industrial core, while North Union Street serves as the connective corridor between the Homer Hill/North Olean Neighborhood and the rest of the City.

With direct access to I-86, Buffalo Street serves as one of the primary gateways into the City of Olean, particularly for those vehicles entering the City from the west. This status is reflected in the number of vehicles that travel Buffalo Street each day – over 11,000 (as provided by the NYSDOT Traffic Viewer). Serving as a two-lane minor arterial roadway, Buffalo Street is characterized by a center turning lane and sidewalks located on the south side. Buffalo Street enters the study area from the north at its intersection with I-86 and exits to the south near its intersection with North 12<sup>th</sup> Street, where the roadway bends north and becomes Wayne Street (this intersection also provides access to the Dresser-Rand facility). Other than the traffic light at this intersection, there is no noticeable change between Buffalo Street and Wayne Street.

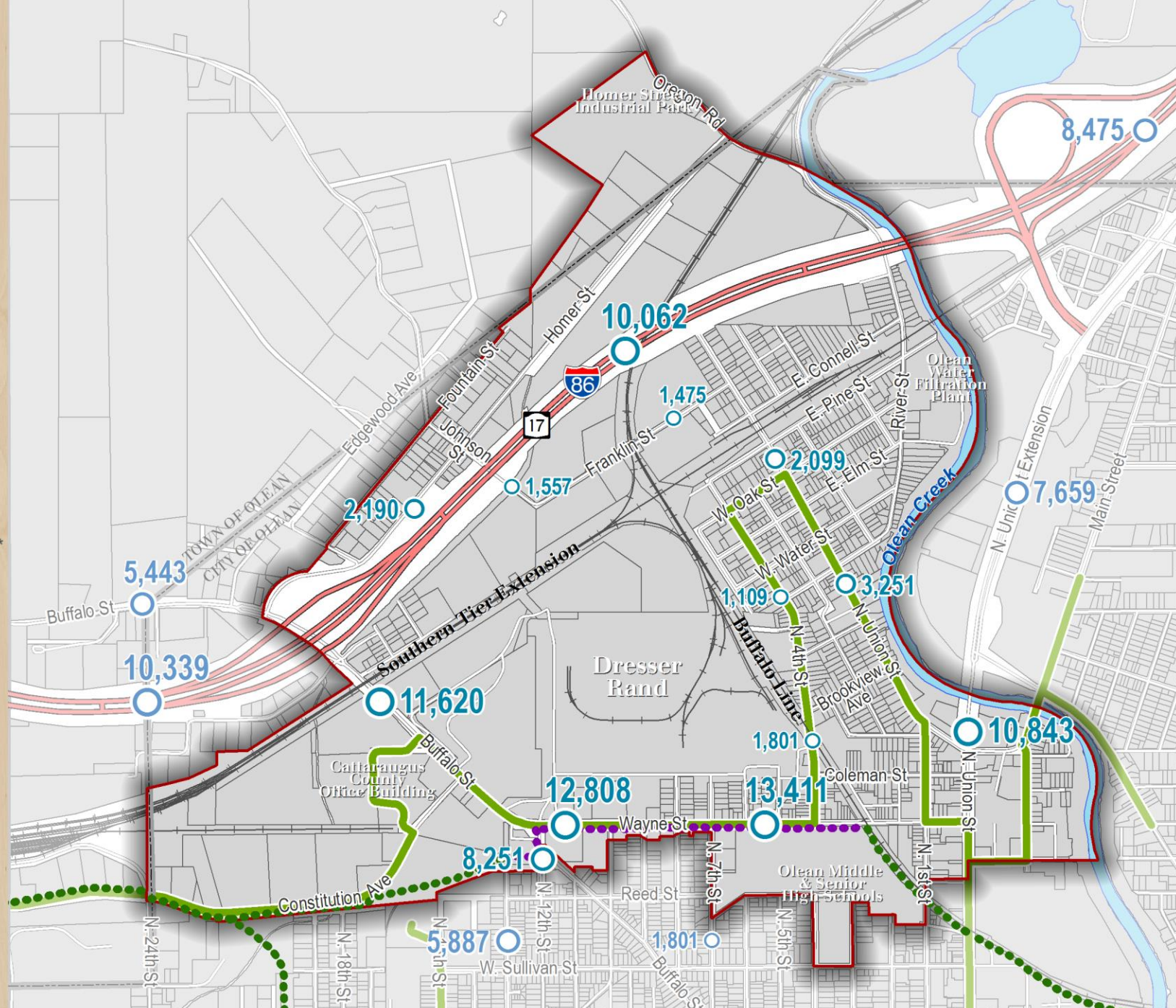
One of the primary transportation issues along Buffalo Street is the low-clearance railroad bridge located between the I-86 corridor and the industrial and commercial uses to the south. This clearance issue causes large loads to reroute through the City's downtown core to reach their destinations, resulting in significant delays on an ongoing basis. Based on discussions with local stakeholders, this is a significant issue that needs to be addressed. This is a particular issue for Dresser-Rand, specifically as it relates to their 20-axle trucks. These multi-axle trucks are required to transport large machinery produced at the Buffalo Street facility to market. These trucks are unable to access I-86 from Buffalo Street and must instead travel along Wayne Street, snarling traffic on average of once per week.



**LEGEND**

-  BOA Boundary
-  Interstates
-  Local Roads
-  O.A.T.S. Bus Routes
-  Railroads
-  Allegheny River Valley Trail
-  Existing
-  Planned
-  Annual Average Daily Traffic\*

\*Data acquired from the NYSDOT Traffic Viewer



# Map 11: Transportation Network

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

Like Buffalo Street, Wayne Street is also classified as a two-lane minor arterial roadway with a center turning lane and carries approximately 13,000 vehicles per day, with approximately 18 to 29 percent of traffic coming from trucks and buses. As Wayne Street heads east, the surroundings become more residential in character and sidewalks line both the north and south sides of the street. Olean Middle and Senior High Schools, one of the largest traffic generators in the study area, is located along the south side of Wayne Street. Wayne Street terminates at its intersection with North Union Street in the southeastern portion of the study area.

North Union Street forms the backbone of the North Olean Neighborhood, the largest residential neighborhood in the Northwest Quadrant Revitalization area. This two-lane road is classified as a minor arterial and sees between 2,000 and 3,300 vehicles per day, of which between 24 and 32 percent are trucks and buses. Although there are several smaller commercial and industrial uses only accessible through this residential neighborhood, much of this truck traffic is the result of drivers avoiding the low-clearance railroad bridge located on Buffalo Street.

In the southeast corner of the study area, prior to becoming more residential in character, North Union Street is a four-lane principal arterial characterized by small-scale retail and commercial development, including a medium-sized shopping center that is home to 11 tenants. Sidewalks are present along both sides of the street, as are numerous traffic lights and pedestrian crossings. Traffic along this portion of North Union Street is more than three times greater than along the more residential portion of the street, with volumes averaging 10,843 vehicles per day. Daily truck and bus traffic along this section comprise approximately 32 percent of the total volume. It was noted by several individuals during the public open house that a left-turn signal is needed at the intersection of North Union Street and Main Street due to heavy traffic volumes and unsafe crossing conditions for pedestrians. A roundabout is proposed at the intersection of Main and North Union Street, as identified in the Walkable Olean plan, to help alleviate the safety and traffic conditions.

### *Public Transportation*

Public transportation is also available in the Northwest Quadrant Revitalization area and is provided by the Olean Area Transit System (OATS). Service, including wheelchair accessible service, within the study area is provided Monday through Saturday along North Barry Street, North Union Street, North 4<sup>th</sup> Street, Buffalo and Wayne Streets and Constitution Avenue. Bus stops are located at North 4<sup>th</sup> & Wayne Streets, the Country Fair on 12<sup>th</sup> Street, the Cattaraugus County Office Building, the First Street Apartments and East Forest Avenue. The OATS bus route within the study area is illustrated on Map 11. Fares within the City of Olean are \$1.00 for adults, \$0.50 for individuals with disabilities and persons 60 years and older and free for children. OATS also serves the communities of Salamanca, Hinsdale, Cuba, Oil Springs and Allegany. Fares for



travel within each of these communities are the same as within the City of Olean; fares for travel between communities, however, are twice that of travel within each community.

### *Pedestrian Access*

In addition to sidewalks being present along most streets in the study area, a portion of the Allegheny River Valley Trail traverses the southwestern portion of the study area along Constitution Avenue. The 10-foot wide asphalt multi-use recreational trail is used by people of all ages for a wide range of recreation, including walking, biking, skating and jogging. A more detailed discussion of the trail can be found in Section 3.

One area that has historically been a challenge for pedestrians is the intersection of North 12th Street and Buffalo Street. In addition to a crosswalk running parallel to Buffalo Street on the south side of the intersection for pedestrian going east and west, a new crosswalk has been installed for pedestrians crossing Buffalo Street. With a significant number of people crossing the street at this location (many whom work at Dresser-Rand), these crosswalks will be a critical safety feature.

### *Rail*

The Southern Tier Extension and Buffalo Line railroad corridors also traverse the Northwest Quadrant Revitalization area, intersecting in the central portion of the study area (see Map 11). The Southern Tier Extension traverses 145 miles between Corry, PA and Hornell, NY and interconnects with other rail lines at either end. In New York, the Southern Tier Extension serves the City of Hornell, the City of Jamestown, the City of Olean, the City of Salamanca, the Village of Westville and other small towns and villages along the line. The Buffalo Line runs for 40 miles between Machias Junction and Cattaraugus County, NY and the PA state line at Portville, NY and interconnects with other rail lines at both ends.

These lines are operated by the Western New York and Pennsylvania Railroad LLC (WNYP) under a long-term lease from the Norfolk Southern Railway (NS) and Southern Tier Extension Rail Authority (STERA). Under this lease the WNYP has full property and marketing administration rights. Local business and potential developers interested in obtaining direct rail access should contact the WNYP directly and coordinate with their Marketing and Sales team to start the process of developing a new

## KEY FINDINGS

### TRANSPORTATION

*Buffalo Street serves as one of the primary gateways into the City and, as such, is the first impression visitors are provided of Olean.*

*Public transportation is available to the majority of residents in the Northwest Quadrant Revitalization area; however, bus service is not available to residents north of the Southern Tier Extension railroad corridor.*

*Several intersections in the study area present unsafe crossing conditions for pedestrians, particularly the intersection of North Union Street and Main Street*

*Opportunities exist to expand rail access by providing sidings at several properties in the Study Area.*





rail connection. The costs associated with the design and installations of any new rail infrastructure necessary to create these connections are typically the responsibility of the customer receiving the freight.

Any interest in developing vacant land that would require the installation of a new highway-rail grade crossing will require the approval of the New York State Commissioner of Transportation. Under New York State Railroad Law, the New York State Department of Transportation has regulatory authority for grade crossing safety over all public highway-railroad grade crossings in the state. If the application for a new crossing meets the statutory criteria for approval, an administrative hearing is scheduled. An Administrative Law Judge convenes the hearing at which the Office of Legal Services represents the NYSDOT and the Highway-Rail Grade Crossing Safety Section provides expert testimony and support, as needed. The Office of Proceedings directs the service of the report and the signed Order on all interested parties so that the crossing can be built.

Industrial properties along the track can have a siding built that allows freight cars to be stored on-site for loading/unloading. Generally the cost for a siding is borne by the land owner so usage must be frequent enough to justify the cost. One factor that will greatly affect the cost of a siding is the need for signal controls. Currently the WNYP Railroad is signalized but is under petition to eliminate the signalization requirement in the section that runs through the Study Area which will significantly reduce the cost of a siding.

## Infrastructure & Utilities

The Northwest Quadrant Revitalization area contains significant infrastructure investments typical of highly urbanized locations, including sanitary sewers, storm sewers, water and electric.

### *Sanitary Sewers*

Based on data provided by Cattaraugus County, the entire study area is serviced by the City of Olean's wastewater collection, conveyance and treatment system. This system is currently permitted to treat up to 7 million gallons per day, although, on average, it only treats 2 to 3 million gallons of sewage per day. However, the City of Olean faces a number of issues related to its sewer infrastructure, including deteriorating and leaking sewers, as well as undersized interceptor sewers and a wastewater treatment plant that is not of adequate size and overall condition to effectively treat the excess wet weather flows. In fact, on rainy days or during the annual spring thaw, up to 22 million gallons passes through the system, far exceeding its permitted capacity. These issues resulted in an Order of Consent from the NYSDEC requiring the



elimination of excessive wet weather flows and that full SPDES permit compliance. To address the NYSDEC Order of Consent, a Wastewater Master Plan was developed in 2005 that identified the following six major program elements:

- Treatment Plant Improvements;
- Interceptor Improvements;
- Pump Station Improvements;
- Sewer System Asset Management Program;
- Storm Sewer Asset Management Program; and
- Sewer Use Ordinance Enforcement.

In 2013, the City submitted an updated Wastewater Master Plan to the NYSDEC for review and approval. The updated plan proposes two potential solutions to reduce the amount of effluent entering the Allegheny River: a Moving Bed Biofilm Reactor (MBBR) and an Integrated Film Activated Sludge (IFFAS). The updated plan also identifies the need to install a discharge measurement meter to more accurately determine the amount of wastewater effluent discharged during wet weather peak flows. It is envisioned that the updated plan will result in a doubling of the system's capacity, from 7 million to 12 million gallons per day. Further, the results of discharge monitoring will help to determine what additional actions might be necessary to handle the wet weather flows above 12 million gallons per day. If approval is granted soon, the project could be completed in 2016.








#### *Storm Sewers*

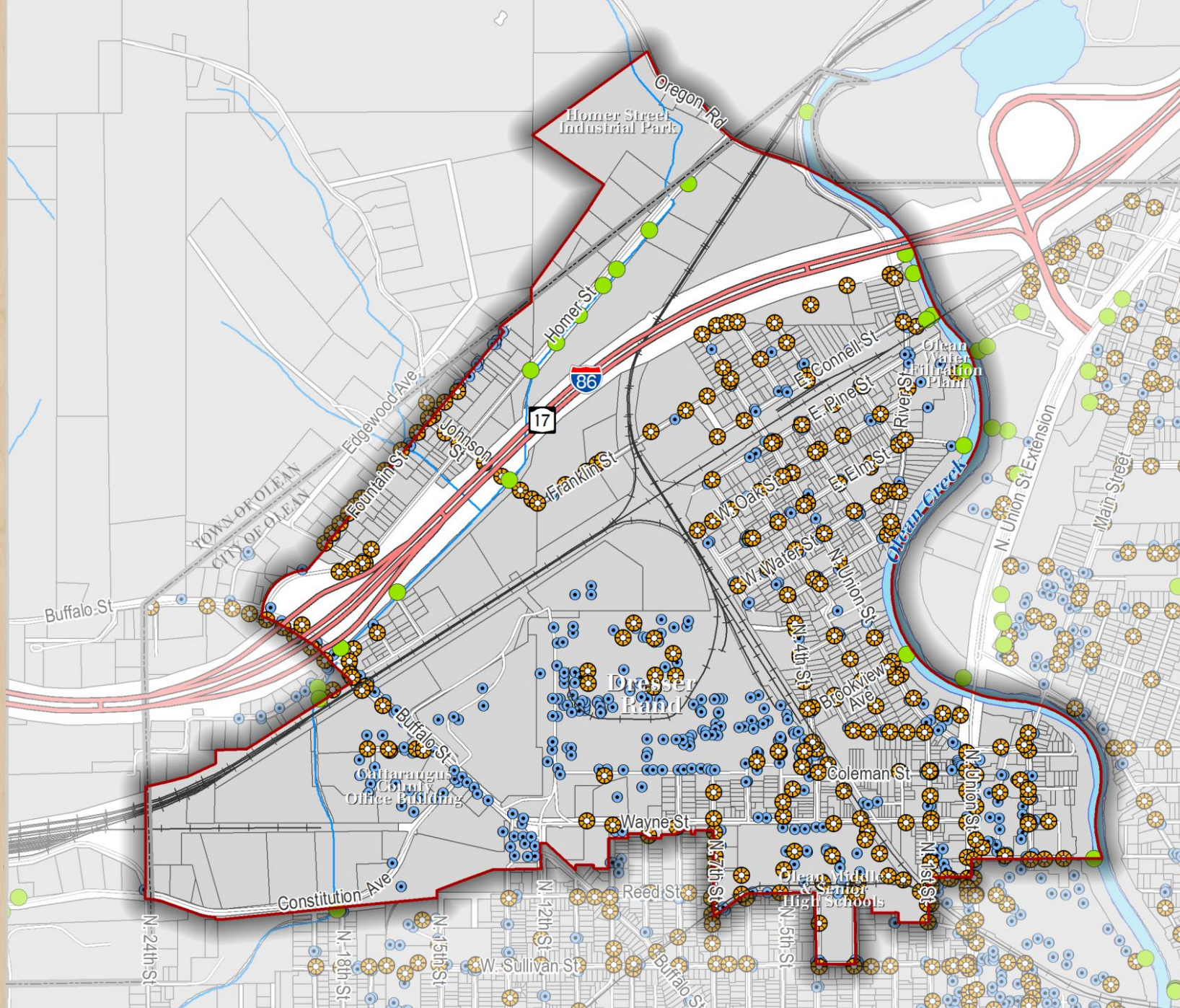
The City also owns an extensive storm water collection and conveyance system, which is operated and maintained by the City of Olean DPW. As is depicted in Map 12, the entire Northwest Quadrant Revitalization area is served by an extensive network of catch basins, manholes and stormwater outfalls.

As part of the Wastewater Master Plan that was developed in 2005, stormwater inflow was identified as one possible cause for wet-weather inflows into the sanitary sewer system. There are two possible causes of wet-weather inflows – leakage into the sanitary sewer system through old pipes in a state of disrepair or through the network of storm to sanitary overflows located in the City. The City has three designed overflows (located on 4<sup>th</sup> Street, 8<sup>th</sup> Street and 14<sup>th</sup> Street), which were installed by the U.S. Army Corps of Engineers in 1973 as part of the flood control program along the Allegheny River.



**LEGEND**

-  BOA Boundary
-  Stormwater Outfalls
-  Storm Sewer Manholes
-  Storm Sewer Catch Basins
-  Minor Tributaries
-  Major Waterbodies
-  Parcel Boundaries



# Map 12: Stormwater System

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

To address these issues, the City has implemented the following efforts:

- *Program for Removing Illegal Connections* – In response to the Order of Consent, the City of Olean has implemented a program for removing “illegal” connections to the sanitary sewer system. Removing illegal connections should result in significant reductions in the flow of extraneous stormwater into the sanitary sewer system. This storm water ends up at the wastewater treatment plant and is treated along with sanitary flow.
- *Four-Phase Catch Basin Removal Program* – As part of the Order on Consent, the City implemented a four-phase catch basin removal program. The first two phases of the program were completed at a construction cost of \$182,000 and resulted in the disconnection of approximately 60 priority catch basins and further investigation of inflow sources for areas identified as having direct or indirect connections during previous smoke testing and dye testing efforts. The third and fourth phases consist of constructing selected new storm sewers, select catch basin separation, and additional CCTV inspection and repair projects.
- *Storm-to-Sanitary Overflow Assessment* – To determine the impact that combined sewer overflows have on the wastewater treatment system, the impact of the City’s three designed storm to sanitary overflows on SPDES permit compliance at the plant was assessed. Based on a review of previous studies, as well as wastewater treatment plant (WWTP) flow, rainfall, and river stage data, it was determined that these overflows were unlikely to be routinely contributing flow to the WWTP, and therefore further evaluation and reconstruction of the locations to address SPDES compliance issues at the WWTP was not recommended.

### *Water*

The City of Olean serves approximately 15,000 residents in the City of Olean, Town of Olean and Town of Portville through over 6,400 metered connections. In 2011, the City produced 855,281,156 gallons of water, with an average daily demand of 2,345,115 gallons. Water in the City is supplied from four sources, including three wells located in the City and Olean Creek. Water supplied by each of the three wells is pumped through air-stripper towers to remove volatile contaminants, while chlorine and fluoride are added before the water is pumped out to the distribution system.



## *Electric & Gas*

Electric and natural gas service in the City is provided by either National Fuel or New York State Electric & Gas (NYSEG), depending on the specific location in the City. Areas north and east of the Allegheny River and Olean Creek are served by National Fuel, while the remaining portions of the City fall with NYSEG's service area. Mapping and system information for the privately owned and managed natural gas and electric distribution network was not available for review. Upon a visual inspection utilizing aerial photography, there appears to be acceptable coverage via overhead distribution electrical service. Additionally, the heavy industrial nature of development in the Northwest Quadrant Revitalization area suggests sufficient access to both electric and natural gas capacity for new development.

The Northwest Quadrant Revitalization area is also home to an Indeck gas-fired generator located north of Constitution Avenue and west of Buffalo Street. This 79 MW generator was originally used to provide steam to Dresser-Rand via an aboveground pipeline; this line is now abandoned, although still in place. The generator is currently used to provide power directly to the grid and does not serve individual customers.

## KEY FINDINGS

### INFRASTRUCTURE & UTILITIES

*The current wastewater treatment system is currently permitted to treat up to 7 million gallons per day, although, on average, it only treats 2 to 3 million gallons of sewage per day. Wet weather and the spring thaw, however, can result in up to 22 million gallons of sewage passing through the system on a given day.*

*Proposed updates to the wastewater treatment could be completed as early as 2016.*

*Sufficient water and sanitary system capacity exists to support new development in the Northwest Quadrant Revitalization area.*

*The heavy industrial nature of development in the Northwest Quadrant Revitalization area suggests sufficient access to both electric and natural gas capacity for new development.*

## Natural Resources & Environmental Features

The quality and quantity of natural resources available is directly tied to quality of life. Natural resources provide communities with clean and abundant groundwater and surface water, help to purify the air and make it safe to breathe, offer natural landscapes that accommodate a diverse range of habitats, and provide open spaces for recreation and personal enjoyment. It is important to consider these features when planning for future land use and development to ensure that these assets are protected and preserved.

To provide a more detailed understanding of the environmental features characterizing the Northwest Quadrant Revitalization area, the following natural resources are discussed in this section:

- Topography;
- Geology;
- Soil Types and Drainage;
- Erosion Hazard Areas;
- Surface Waters, Wetlands and Floodplains;
- Groundwater Resources;
- Fish and Wildlife Habitat; and
- Threatened and Endangered Species.

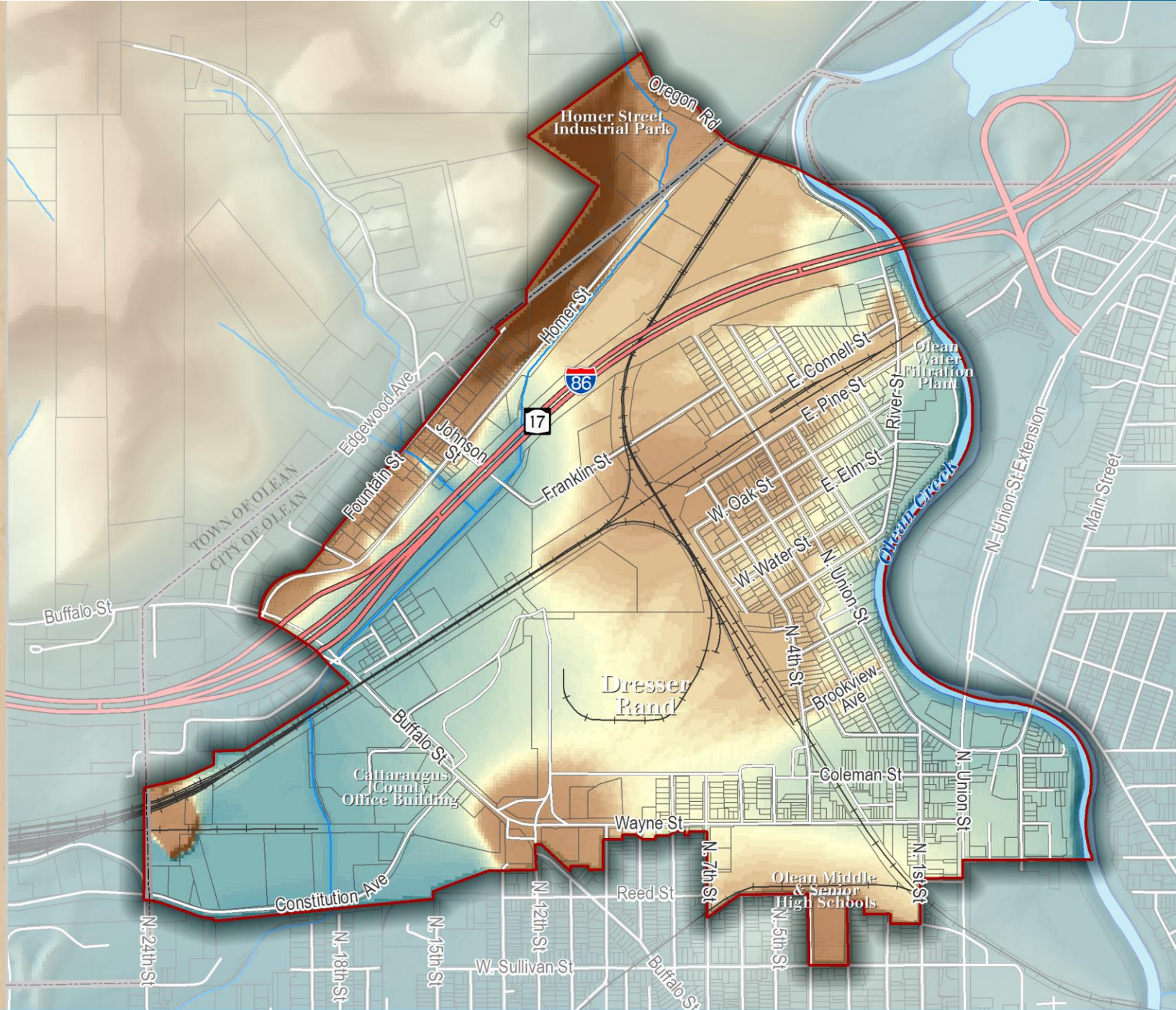
### *Topography*

Elevations within the Northwest Quadrant Revitalization area range from approximately 1,403 feet above mean sea level (MSL) to 1,699 feet MSL and the vast majority of the study area is relatively flat (see Map 13). Within the study area, elevations are generally lower in the west, rise slowly as one moves east across the central portion of the study area, and drop again upon reaching Olean Creek. Although a 300-foot change in elevation exists, the majority of the higher elevations and steep slopes occur along the banks of Olean Creek and along Homer Hill. Given the relatively flat nature of the study area, topography should not constrain new development.



**LEGEND**

-  BOA Boundary
-  Parcel Boundaries
- Elevation
-  High : 1,699 Feet MSL
-  Low : 1,403 Feet MSL



# Map 13: Topography



**City of Olean**  
Linda L. Witte, Mayor  
101 East State Street  
Olean, NY 14760

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

## *Geology*

To gain a better understanding of the geologic features shaping the study area, the Project Team evaluated the type and extent of surface geology materials present. Using data provided by the New York State Museum, it was determined that surface geology of the Northwest Quadrant Revitalization area primarily comprises two materials – recent alluvium and outwash sand and gravel (see Map 14). Other materials in the study area include recent alluvial fan and colluvial diamicton. A description of each material follows:



- *Alluvial fan* – Poorly stratified silt, sand, and boulders, fan shaped accumulations, at bottoms of steep slopes, generally permeable, thickness 1-10 meters. This material encompasses 1.6 percent of the study area.
- *Colluvial diamicton* – Mixture of sediments, unique to region beyond Wisconsinan glacial limit, rebedded saprolite and glacial debris, may be old (Illinoian) drift, homogenized by varying degrees of colluviation, bedrock may sporadically crop out or be within 1 - 3 meters of the surface. This material encompasses 3.3 percent of the study area.
- *Outwash sand and gravel* – Coarse to fine gravel with sand, proglacial fluvial deposition. This material encompasses 40.8 percent of the study area.
- *Recent alluvium* – Oxidized fine sand to gravel, permeable, generally confined to flood plains within a valley, in larger valleys may be overlain by silt, subject to flooding, thickness 1-10 meters. This material encompasses 54.2 percent of the study area.

As was expected, much of the recent alluvium is associated with Olean Creek and other low-lying areas, while the outwash sand and gravel materials dominate the slightly higher elevations located in the central portion of the study area. The colluvial diamicton and alluvial fan materials are confined to the northern portion of the study area and are associated with Homer Hill and Olean Creek, respectively.



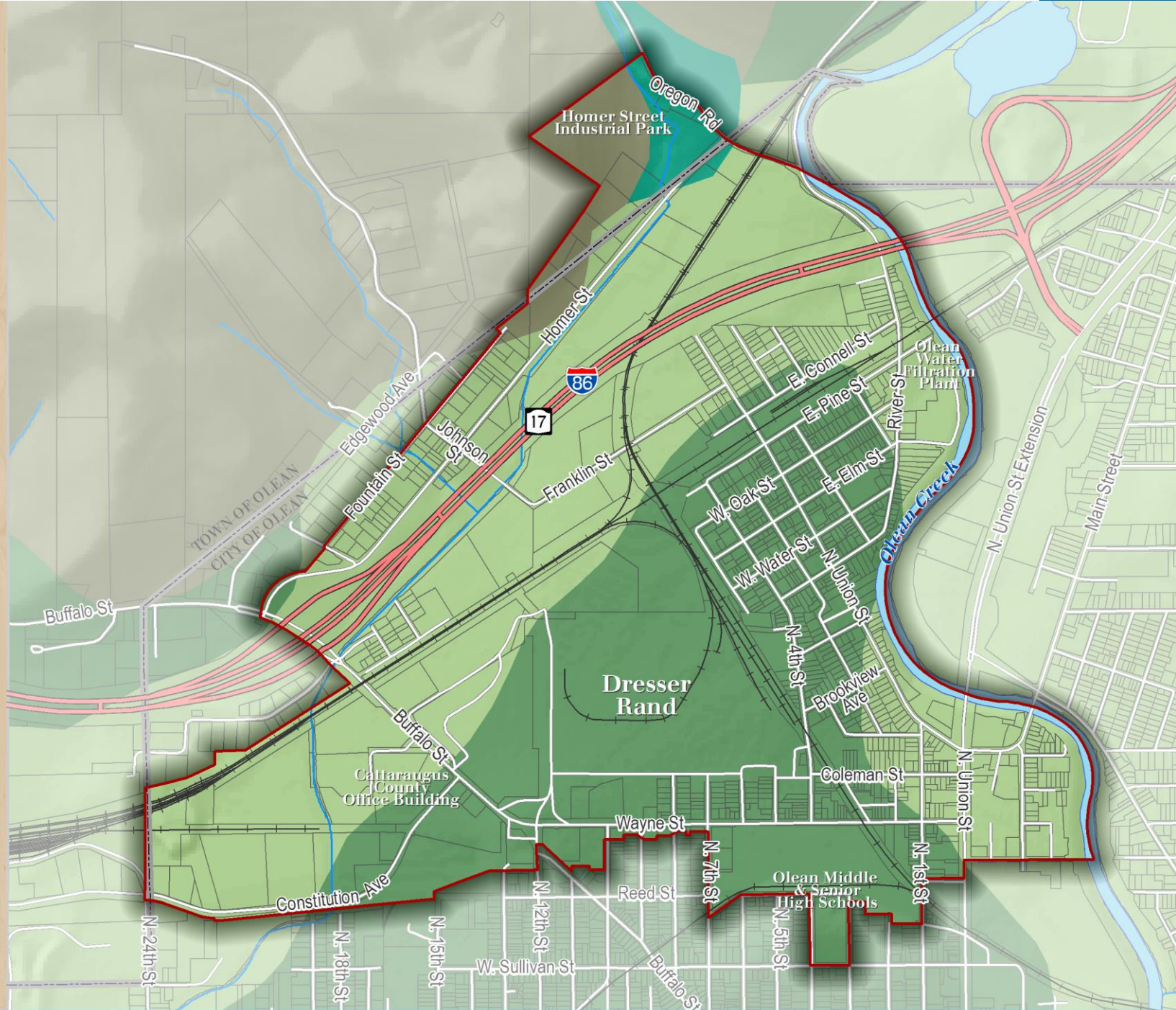


**LEGEND**

-  BOA Boundary
-  Parcel Boundaries

**Surficial Geology**

-  Alluvial Fan
-  Colluvial Diamicton
-  Outwash Sand & Gravel
-  Recent Alluvium



# Map 14: Surface Geology

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

### *Soil Types & Drainage*

Based on soil data provided by the Cattaraugus County Soil Survey, 14 different soil series are present within the Northwest Quadrant Revitalization area. However, approximately 60 percent of the study area comprises three soil series, including:







- *Chenango* – This series covers approximately 28 percent of the study area and consists of very deep, well drained, nearly level to very steep soils on glacial outwash plains. These soils formed on outwash terraces in the valleys and on alluvial fans where post-glacial side streams enter the major valleys. These soils are located primarily in the residential areas north of Wayne Street.
- *Olean* – The Olean series covers approximately 15 percent of the study area and consists of very deep, moderately well drained, nearly level or gently sloping soils over stratified glacial outwash deposits. These soils are located slightly higher on the landscape and are usually not subject to flooding. These soils are located primarily in the western portion of the study area, although a small pocket also exists along I-86 near the Bluebird Industrial Park.
- *Urban Land* – Urban lands are those areas in which 85 percent or more of the soil surface is covered with asphalt, concrete or other impervious material (e.g., parking lots, shopping centers, industrial parks). Careful onsite investigation is necessary to determine the suitability of these areas for any proposed use. These lands encompass 17 percent of the study area and are found in two locations – (1) in and around the current and former industrial lands between Buffalo Street, Wayne Street and the two railroad corridors and (2) a portion of the downtown core in the southeast corner of the study area.

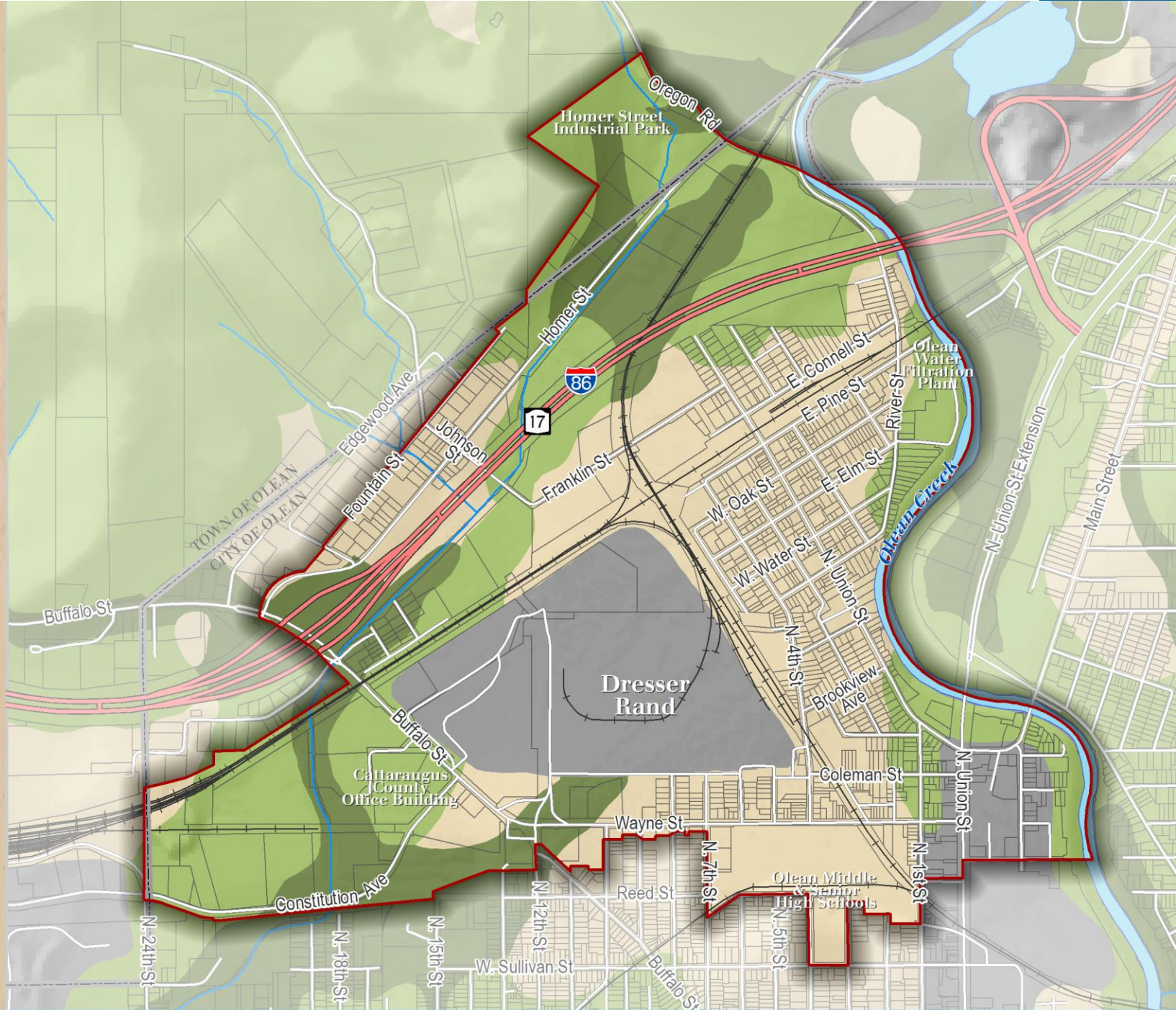
The remaining soil series are scattered throughout the study area and include Allard (10 percent), Swormville (7 percent), Castile (6 percent), Middlebury (6 percent), Red Hook (6 percent), Orpark (2 percent), Schuyler (1 percent), Towerville (1 percent), Volusia (0.4 percent), Chadakoin (0.3 percent) and Holderton (less than 0.1 percent). Proposed development activities should review the Cattaraugus County Soil Survey for more information regarding the properties of these soils.

Of direct importance to redevelopment is the soils' ability to absorb precipitation. Accordingly, the Natural Resource Conservation Service has classified soils according to their runoff potential (e.g., well drained). Based on the Cattaraugus County Soil Survey, approximately two-thirds of the study area is either well-drained or moderately well drained (see Map 15). Somewhat poorly drained areas encompass approximately 15 percent of the Northwest Quadrant Revitalization area, while no drainage information was available for those soils classified as Urban Lands, which comprise approximately 17 percent of the study area. That the study area is mostly well-drained will be beneficial to future land development activities.



**LEGEND**

-  BOA Boundary
-  Parcel Boundaries
- Soil Drainage Classifications**
-  Well drained
-  Moderately well drained
-  Somewhat poorly drained
-  No Drainage Data Available



# Map 15: Soil Drainage Classifications

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

### *Erosion Hazard Areas*

Soil erosion, the gradual process by which soil particles are detached and removed from the soil by wind and water, can play a significant role in the type and location of potential new development. Based on a review of the Cattaraugus County Soil Survey, the vast majority of land in the study area is classified as “not highly erodible” (86 percent), with the remaining 14 percent classified as either “potentially highly erodible” (11 percent) or “highly erodible” (3 percent). Those areas classified as either “potentially highly erodible” or “highly erodible” are predominately located in the northern portion of the study area near Homer Hill. Given that the majority of the study area is classified as “not highly erodible”, the potential for soil erosion should not be a limiting factor in siting new development.

### *Surface Waters*

There are two primary waterbodies in the Northwest Quadrant Revitalization area – Olean Creek and Two Mile Creek. Olean Creek forms the eastern boundary of the study area, while Two Mile Creek enters the study area near Bluebird Industrial Park and traverses its western edge until exiting the study area near Constitution Avenue (see Map 16). To ascertain the quality of these waterbodies, the NYSDEC Waterbody Inventory/Priority Waterbodies List (PWL) was reviewed. The PWL is a statewide inventory of waterbodies that characterizes each in terms of “water quality, the degree to which water uses are supported, progress toward the identification of water quality problems and sources, and activities to restore and protect each individual waterbody”. Based on the PWL, no use impairments have been identified for Olean Creek. Additionally, the PWL indicated that Two Mile Creek, along with other small tributaries to the Allegheny River, have not yet been assessed.

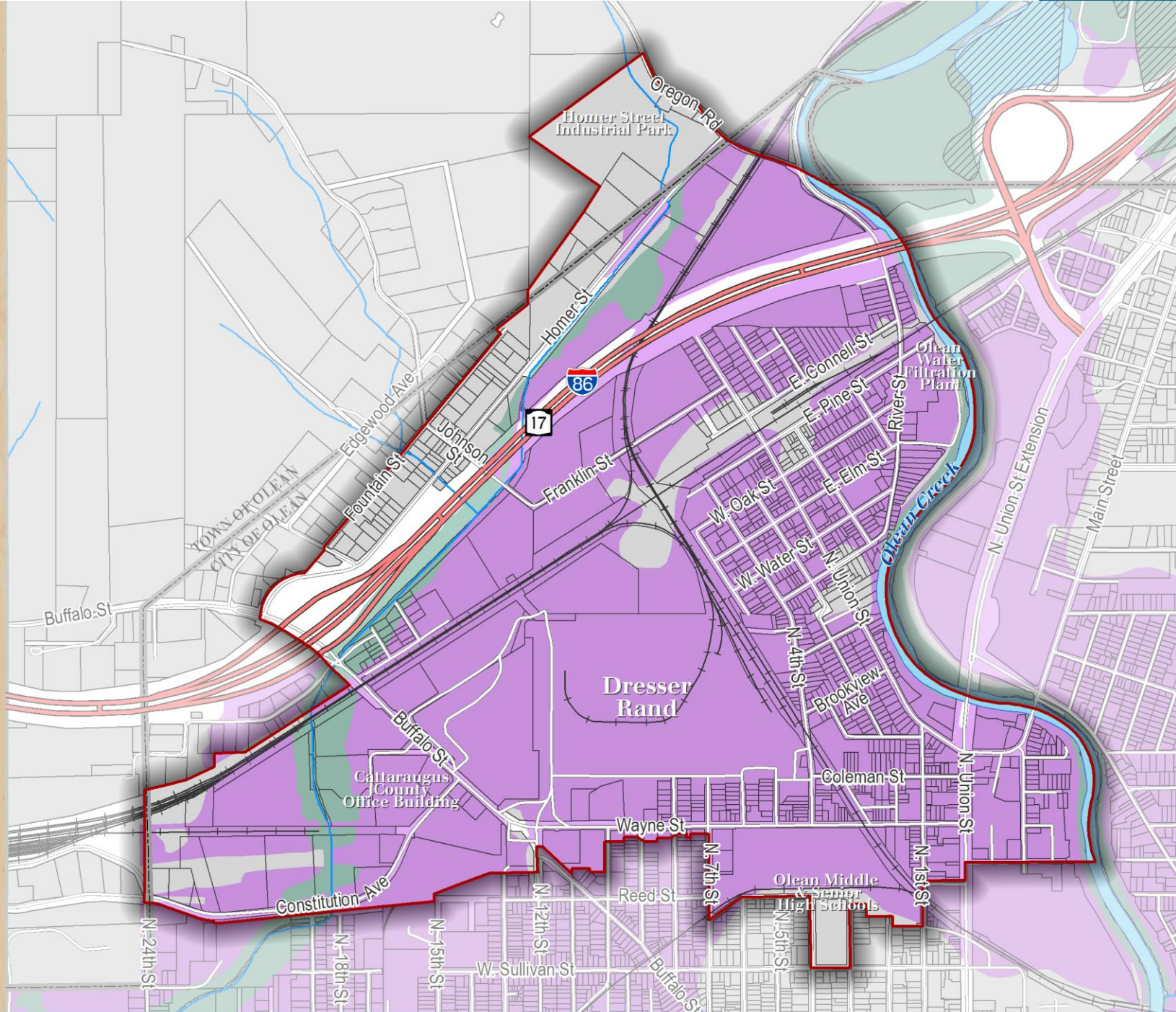
### *Wetlands*

Wetlands, defined in terms of their physical geography, are those areas located at the interface between terrestrial and aquatic ecosystems and comprise a wide range of hydrologic and vegetative conditions. To identify the possible presence of wetlands within the study area, data from the NYSDEC and U.S. Fish & Wildlife Service (USFWS) were evaluated. Note that the NYSDEC only identifies and regulates wetlands that are greater than 12.4 acres (as well as its associated 100-foot buffer from the delineated wetlands edge), while the USFWS maps all wetland areas through the National Wetlands Inventory (NWI), regardless of size and regulatory status.



**LEGEND**

-  BOA Boundary
-  Tributaries to Allegheny River
-  Waterbodies
-  NYSDEC Wetlands
-  100-year Floodplain
-  500-year Floodplain
-  Parcel Boundaries



Based on the review of wetland data, no NYSDEC-regulated wetlands are located within the study area. Additionally, the NWI Wetland Mapper indicated that digital wetland data has not yet been mapped for the study area. As such, the presence or absence of NWI-mapped wetlands could not be confirmed in the study area. Proposed new development will need to verify the lack of NWI wetlands with the USACE early in the development process to ensure no NWI wetlands are present.

### *Floodplains*

Floods, and floodplains, are generally defined according to their statistical frequency of occurrence. For example, a “100-year floodplain” is an area that is subject to a one percent or greater chance of flooding in a given year (100-year floodplains are also known as Special Hazard Flood Areas). Depending on the degree of risk desired for a given analysis, any other statistical frequency of a flood event may be selected, although FEMA typically delineates the 1.0 percent/100-year and 0.2 percent/500-year floodplains. As the purpose of this analysis is to develop a more complete understanding of the natural resources in the study area, both 100-year and 500-year floodplains were evaluated.

To determine the locations of floodplains within Northwest Quadrant Revitalization area, DFIRMs were acquired from the Federal Emergency Management Agency (FEMA) (see Map 16). Based on a review of this data, there are approximately 724.2 acres of floodplains within the study area, the vast majority of which are classified as 500-year floodplains (73.1 percent). As is illustrated in Map 15, the majority of the study area located south of Homer Street is within a 500-year floodplain. The small amount of 100-year floodplains are located along Olean Creek and Two Mile Creek. While 500-year floodplains present a lower risk of flooding than do 100-year floodplains, new development will need to consider these risks.

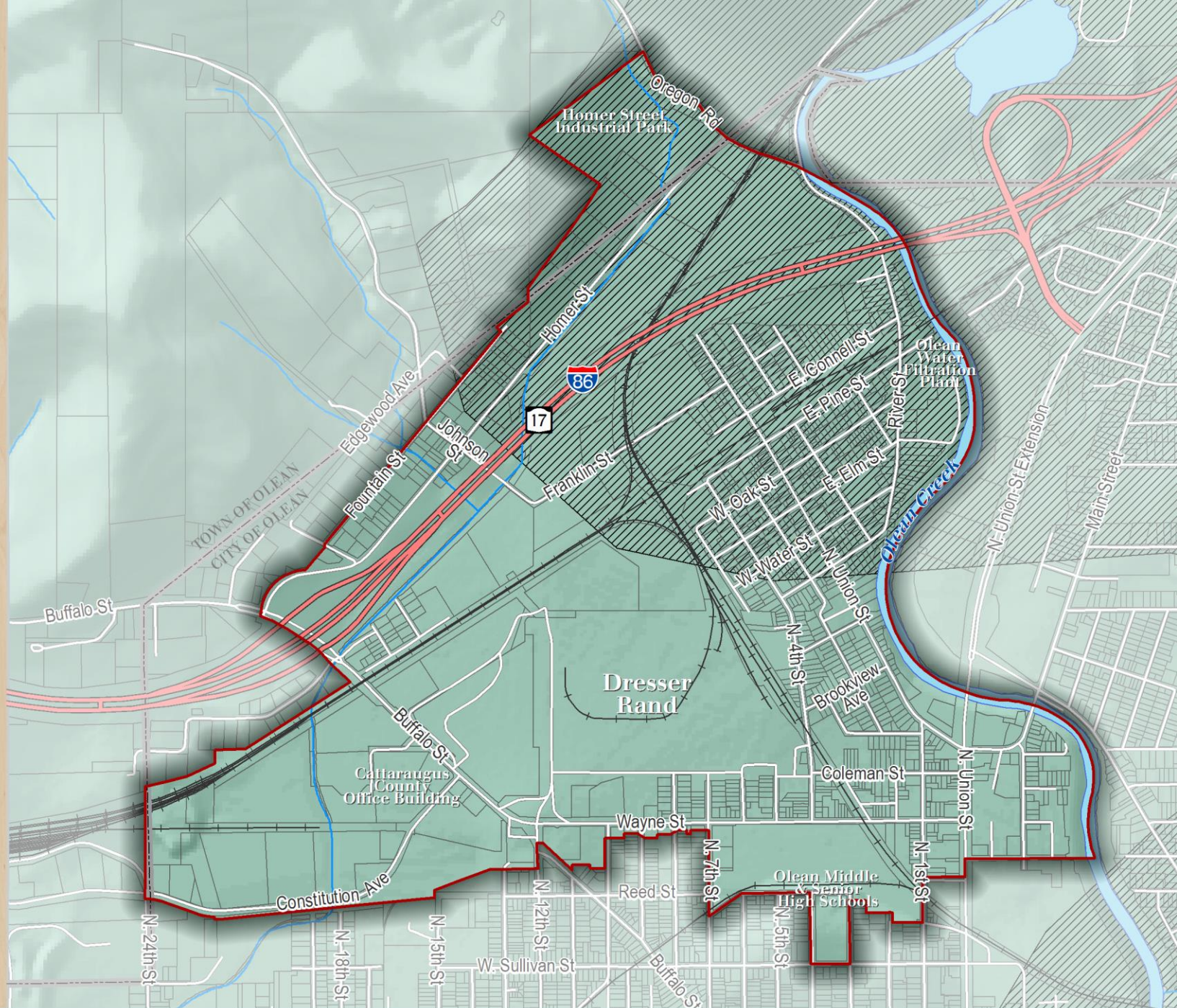
### *Groundwater Resources*

Groundwater provides a source for drinking water to one-quarter of New Yorkers and half of all Americans. When rain falls to the ground, a portion of it seeps into the ground through the underlying soil material. Once that water makes its way through the interconnected spaces between the soil particles or through the fissures in rock, it reaches the saturated zone, located below the water table, where it becomes groundwater. An aquifer is a geologic formation containing groundwater that may be removed and used as a source of water supply. Generally, two types of aquifers exist – confined and unconfined aquifers. Confined aquifers are those located between two layers of impermeable materials (e.g., clay) that impede the flow of water into and out of the aquifer. These aquifers are sometimes known as artesian aquifers. Unconfined aquifers, however, do not possess an upper confining layer and are instead bounded by the water table. As such, these types of aquifers, especially those located near the surface, are particularly vulnerable to contamination.



**LEGEND**

-  BOA Boundary
-  Parcel Boundaries
-  Confined Aquifer
-  Unconfined Aquifer



# Map 17: Groundwater Resources

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

As is depicted in Map 17, the entire study area is located over an unconfined aquifer. According to the NYSDEC, the Olean Aquifer is one of the 18 Primary Aquifers found in New York State, which are defined as "highly productive aquifers presently utilized as sources of water supply by major municipal water supply systems". This aquifer can produce more than 100 gallons per minute and generally consists of sand and gravel characterized by high transmissivity. In addition, approximately 350 acres in the northern portion of the study area overlays a confined aquifer, which is located beneath the Olean Primary Aquifer. Any proposed development that might generate hazardous materials or waste must use caution to ensure that this unconfined aquifer is not contaminated.

### *Fish & Wildlife Habitat*

While the majority of the Northwest Quadrant Revitalization study area consists of a developed, urban landscape, isolated patches of potential fish and wildlife habitat do exist in the open spaces along Olean Creek. Given the level of development in the study area, however, much of the wildlife likely to be present include various species of urban wildlife. This includes white-tail deer (*Odocoileus virginianus*), raccoons (*Procyon lotor*), blue heron (*Ardea herodias*), black-capped chickadee (*Parus atricapilla*), painted turtle (*Chrysemys picta*) and a number of other small amphibian, reptile and songbird species. Fish species in Olean Creek include smallmouth bass (*Micropterus dolomieu*), Northern pike (*Esox lucius*) and other typical warmwater species. Additionally, based on the results of macroinvertebrate sampling conducted as part of the NYSDEC Waterbody Inventory/Priority Waterbodies List, aquatic life is considered to be fully supported in Olean Creek even though there is indication of slightly impacted conditions.



White-tail Deer are Common in and around the City of Olean.

Outside of the study area, fish and wildlife habitat is more expansive, particularly north of the study area along Homer Hill in the Town of Olean. Given the large tracts of forest land in these areas, the Northwest Quadrant Revitalization study area likely sees a number of transient species visiting the study area for short periods of time.



### *Threatened & Endangered Species*

According to the USFWS, there are two endangered species potentially located in Cattaraugus County – the clubshell pearly mussel (*Pleurobema clava*) and the rayed bean (*Villosa fabalis*). Both species are classified as freshwater river mussels, an aquatic bivalve mollusk in the family Unionidae.

Habitats preferred by these species are very similar, with both occurring in loose sand and gravel in small rivers and streams. Although not specifically identified within the study area, Olean Creek may potentially provide habitat for both species. The USFWS also identified the Bald eagle (*Haliaeetus leucocephalus*) as potentially occurring in Cattaraugus County. However, in August 2007, the bald eagle was officially removed from the federal list of threatened and endangered species as it is now flourishing across the nation. Although delisted, bald eagles are still provided protection under the Bald and Golden Eagle Protection Act, the Migratory Bird Treaty Act, and the Lacey Act.

The New York Natural Heritage Program (NYNHP) was contacted to determine the potential presence or absence of state-listed species. The NYNHP provides information as to the potential locations of rare or listed species or significant natural communities. Based on the NYNHP response dated March 7, 2013, four protected species have been documented within or in close proximity to the study area:

- Hellbender (*Cryptobranchus alleganiensis*) – Species of Special Concern (NYS). This species of salamander is found in areas with large, irregularly shaped, and intermittent rocks and swiftly moving water, while avoiding slow-moving waters with muddy banks or slab rock bottoms.
- Longhead Darter (*Percina macrocephala*) – Threatened Species (NYS). This fish species occurs in moderate to large-sized clear streams with swift currents and bottoms of gravel and boulders.
- Rayed Bean (*Villosa fabalis*) – Endangered Species (NYS); Candidate for Listing (US). This freshwater mussel lives in small, headwater creeks, but it is sometimes found in large rivers. It prefers gravel or sand substrates, and is often found in and around roots of aquatic vegetation.
- Wavy-rayed Lampmussel (*Lampsilis fasciola*) – Threatened Species (NYS). This freshwater mussel occurs in small-medium sized shallow streams, in and near riffles, with good current.

Future projects within the study area will need to be sensitive to the potential presence of these protected species.

## KEY FINDINGS

### NATURAL RESOURCES

*Approximately two-thirds of the study area is classified as either well-drained or moderately well drained.*

*The potential for soil erosion should not be a limiting factor in siting new development.*

*Approximately 60 percent of the Northwest Quadrant Revitalization area is within a 500-year floodplain, which could have implications for new development depending on the use.*

*The entire study area is located over an unconfined aquifer. Any proposed development that might generate hazardous materials or waste must use caution to ensure that this unconfined aquifer is not contaminated.*

*Future projects within the study area will need to be sensitive to the potential presence of threatened and endangered species.*

*No NYSDEC wetlands are located in the study area.*

### 3.3. Market Analysis

This section summarizes key findings and recommendations from the following studies completed as part of the planning process for the BOA Nomination Study.

#### *City of Olean Brownfield Opportunity Area Market Analysis*

The *City of Olean Brownfield Opportunity Area Market Analysis* was completed by Camoin Associates. This analysis identifies opportunities for industrial, retail, office, and housing development within the study area. Camoin Associates prepared the analysis using demographic and economic data sources, such as the ESRI Business Analyst, US Census Bureau, and US Department of Labor. In addition, Camoin conducted 20+ interviews with local business owners, economic development officials, realtors, and other stakeholders.

#### *City of Olean Brownfield Opportunity Area Target Industry Analysis, Business Recruitment Strategies, and Organizational Recommendations*

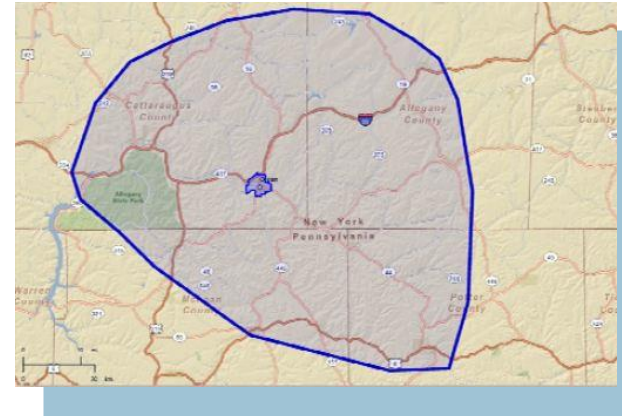
The Target Industry Analysis, Business Recruitment Strategies, and Organizational Recommendations was completed by Herron Consulting. The analysis identifies specific industries the City of Olean could target for investment within the BOA which have the greatest potential for success in the local market. The report recommends specific strategies to recruit industries, including recommended partnerships and organizational management. Herron Consulting evaluated the region's industrial trends using a variety of data sources, including the US Census Bureau, US Bureau of Labor Statistics, US Bureau of Economic Analysis, US Department of Health, and the New York Department of Labor.



## Overview

The Market analysis examines demographic and economic data within four distinct geographies:

- Olean BOA boundary
- City of Olean
- Economic Region (i.e., 5-counties of Cattaraugus, Allegany, Chautauqua, Potter and McKean)
- Regional Trade area (i.e., 30-40 mile radius around Olean; see Figure 9)



**Figure 9.** Retail Trade Area.

*(Source: Camoin Associates)*

## *Population & Income*

With a population of 14,500, the City of Olean is Cattaraugus County's most populous city and its largest employment center. While Upstate New York experienced modest population growth in the last 12 years, the populations of Olean, the Regional Trade Area, and the Economic Region have declined (see Figure 10). Between 2000 and 2012, the population of the trade area declined by 2.3% (2,845 people) and the city's population declined by 5.5% (840 people).

As shown in Figure 11, the median household income in the City of Olean was \$37,376 in 2012, which was similar to that of the Economic Region (\$38,782) and the Regional Trade Area (\$38,535), but lower than the median income in Cattaraugus County (\$42,700). More than a third of Olean's residents earn less than \$25,000, which is a significantly higher proportion of lower income residents than elsewhere in the region and Upstate New York. The median income within the BOA itself was lower than any of the surrounding areas, at \$31,400. These trends indicate that the local spending power of the community is relatively modest.





**Figure 10.** Population Change by Geography (2000 to 2012).

*(Source: US Census, Camoin Associates)*



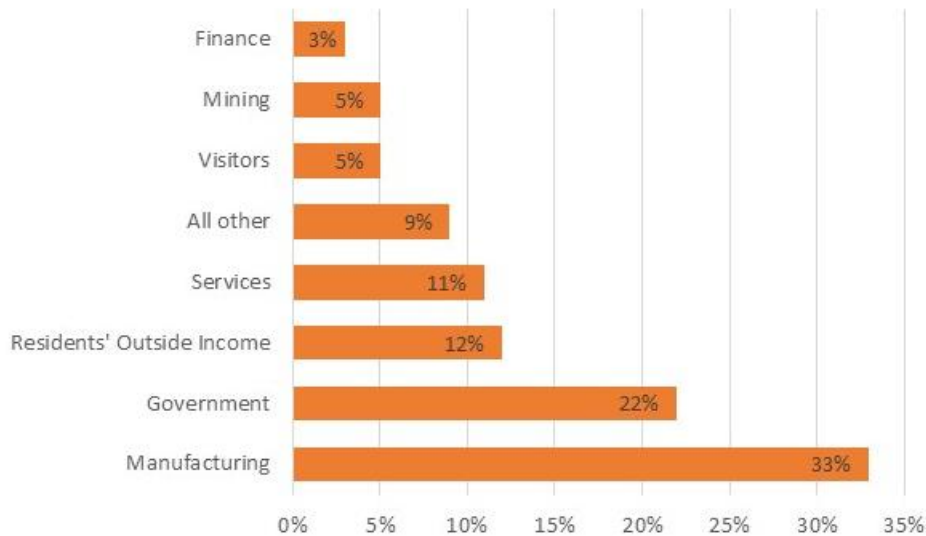
**Figure 11.** Median Household Income (2012).

*(Source: US Census, Camoin Associates)*

Approximately 13,800 people are employed in Olean (data is representative of the 14670 ZIP Code, which is slightly larger than the City of Olean), making up 45% of all workers in Cattaraugus County (31,760) and 11% of all workers in the 5-county region (127,239). The majority of local jobs are in the Government, Manufacturing, Retail Trade and Health Care sectors. A review of the regional employment and occupational trends show that while the health care sector has seen steady growth, the regional economy is losing manufacturing jobs at a faster rate than the US as a whole. Many of these jobs are being replaced with lower-wage service-sector jobs.

Figure 12 shows the percentage of total earnings generated by economic base sectors in the five county region. Despite recent declines, the Manufacturing sector remains the largest generator of both jobs and earnings in the region, followed by the Government sector. While the region is expected to continue losing manufacturing jobs over the next decade, the manufacturing sector will remain a critical source of wealth for the region.





**Figure 12.** Percentage of Total Earnings by Economic Base Sector, Five County Region, 2012

(Source: ESRI & Camoin Associates)

**Notes:**

“Outside income” refers to income of residents who telecommute or are employed outside the region, capital or property income, investments, royalties, unemployment benefits, Social Security payments, and welfare.

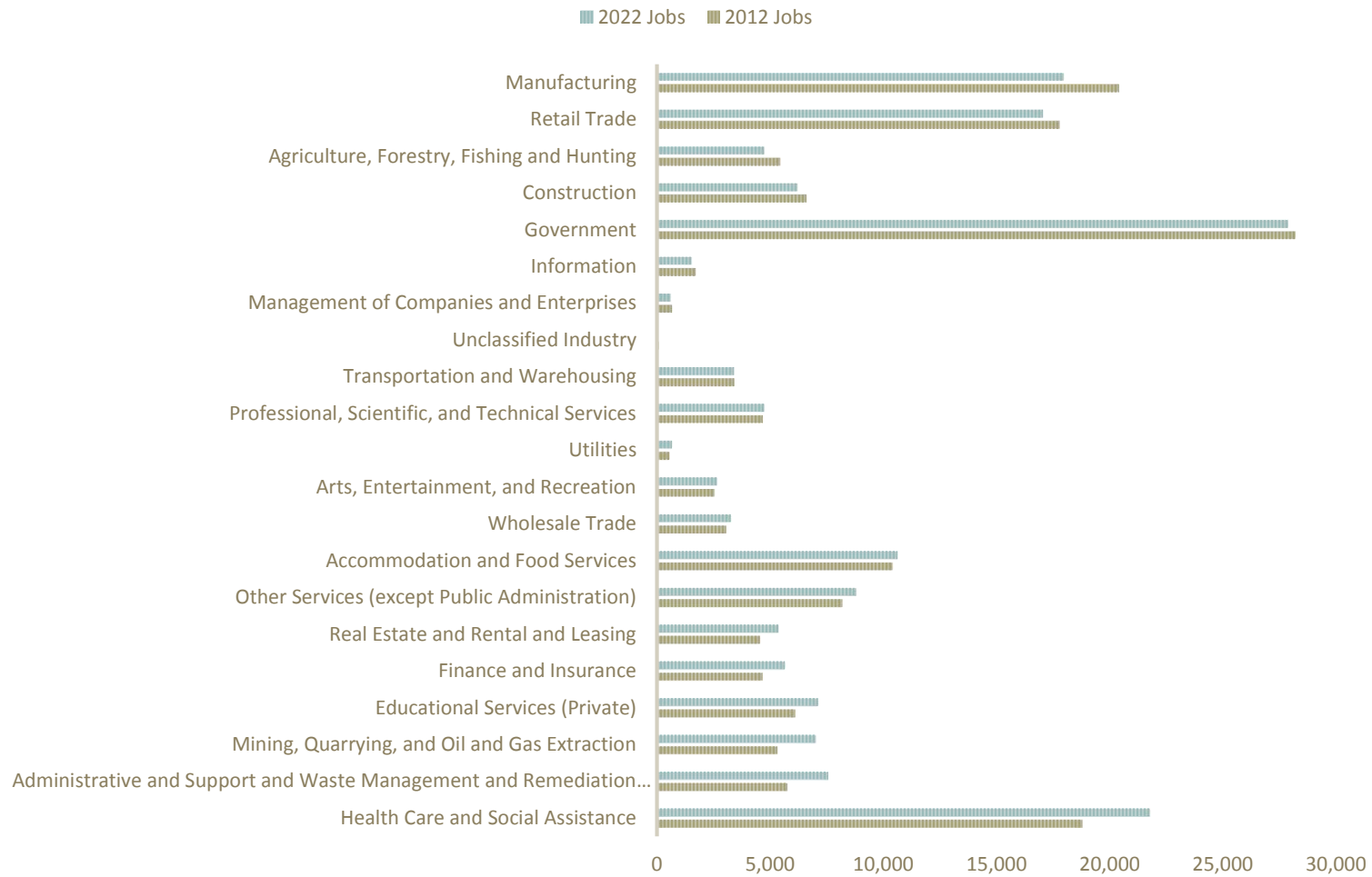
“All other” includes agriculture, communications, construction and exogenous investment

“Services” include health care, universities, and nursing care facilities

Over the next decade, the region is expected to add jobs at a slightly slower rate than New York and the US. Employment is expected to grow by 3.6%, which will account for 5,700 jobs. The highest proportion of these jobs will be in (1) Health Care; (2) Administrative and Support; (3) Mining; (4) Education; and (5) Finance.

The socio-economic data for the city and the region (Figure 12) shows a declining population, loss of jobs in some sectors, and lower incomes compared to Upstate New York. These trends pose a challenge for new development, as the local and regional consumer market is declining while the local spending power of the community is relatively modest. Despite these trends, opportunities exist for redevelopment within the BOA. The following sections describe potential opportunities for industrial, office, retail and housing redevelopment in the BOA.





**Figure 13.** Employment by Sector 2012, 2022

*(Source: US Census, Cammin Associates)*



## Industrial Market Opportunities

Regional trends suggest there is not a growing market for industrial space in the short-term. However, interviews with local employers indicate a likelihood that employment in the manufacturing sector will increase within the Olean area over the short- and medium-term. Additionally, the BOA contains much of the County's development-ready industrial property. Some of the previously unavailable properties in the BOA have since been investigated and are currently being environmentally remediated through the Brownfield Cleanup Program. Upon completion of this work, the BOA will contain attractive sites for new industrial development with the following advantages:

- Direct and proximate access to I-86 and access to rail transportation; Availability of infrastructure (water, wastewater, electric, gas, telecommunications);
- Substantial Brownfield Cleanup Program tax credits that can offset portions of capital development costs;
- Cattaraugus IDA's uniform tax exemption policy for former brownfields; and
- Substantial, contiguous acreage that can accommodate large scale development.

### *Target Industries*

The Target Industry Analysis (Appendix F) evaluates socio-economic factors and other economic criteria to identify target industry clusters for focused marketing and recruitment activities. The analysis evaluated potential industries relative to their competitiveness in the region, growth rates, wages, diversification possibilities, skill requirements, export base, and types of companies currently located in the community. In addition, the industries were evaluated relative to numerous local and regional supporting strengths. The analysis identified the following four target industry clusters:

1. Advanced Manufacturing;
2. Distribution and Warehousing;
3. Professional Services/ Entrepreneurial Networked Professionals; and
4. Urban Agriculture/ Agribusiness.

### **1 - Advanced Manufacturing**



- Resin, Synthetic Rubber and Synthetic Fibers
- Custom Compounding of Purchased Resins
- Architectural and Structural Metals
- Machine Shops
- Other Fabricated Metal Products
- Other General Purpose Machinery

### *Supporting Strengths*

- Target industry of New York State and Buffalo-Niagara MSA
- Growing base of industries to support advanced manufacturing in Olean
- Productive employees with strong work ethic in local 30 mile radius commute zone
- Generates well-paying jobs
- Access to global markets
- Proximity to markets in US and Canada
- Highway and rail accessibility
- International airport in Buffalo
- Telecom infrastructure
- Existing sites suitable for these industries
- St. Bonaventure, Jamestown Community College and other colleges offer relevant courses/ degrees
- Jamestown Community College customized training and Dream It, Do It program
- Quality-of-life amenities
- County and state economic development incentives



## **2 - Distribution and Warehousing**



- Wholesale Trade, Durable and Non-Durable Goods
- Warehousing and Storage

### *Supporting Strengths*

- Target industry of New York State
- Supports Buffalo-Niagara MSA's logistics
- target industry
- Growing base of industries to support distribution and warehousing in Olean
- Productive employees with strong work ethic in 30 mile radius local commute zone
- Generates well-paying jobs
- Access to global markets
- Proximity to markets in US and Canada
- Highway and rail accessibility
- International airport in Buffalo
- Telecom infrastructure
- Existing sites suitable for these industries
- Jamestown Community College offers relevant courses, degrees, and customized training
- Quality-of-life amenities
- County and state economic development incentives



### 3 - Professional Services/ Entrepreneurial Networked Professionals

- Management, Scientific, Technical Consulting Services
- Other Professional, scientific, Technical Services
- Management of Companies and Enterprises

#### *Supporting Strengths*

- Target Industry of New York State and Buffalo-Niagara MSA
- Productive employees with strong work ethic in 30 mile radius commute zone
- Generates well-paying jobs
- Access to global markets
- Proximity to markets in US and Canada
- Highway accessibility
- International airport in Buffalo
- Telecom infrastructure
- Colleges, universities, and community colleges offer relevant courses/ degrees
- St. Bonaventure, Jamestown Community College and other colleges offer relevant courses/ degrees
- Jamestown Community College offers customized training
- Quality-of-life amenities
- County and state economic development incentives



#### 4 - Urban Agriculture/ Agribusiness

- Sugar and Confectionary Products
- Fruit and Vegetable Preserving and Specialty Foods
- Dairy Products
- Bakeries
- Other Food Products
- Wineries

#### *Supporting Strengths*

- Target industry of New York State and the Buffalo-Niagara MSA
- Responds to “locally-grown” trend which is increasing in importance
- Support for this industry from local farms, orchards, wineries, specialty food producers, specialty food stores, residents, businesses, colleges and visitors
- Available work force
- Supports green tourism industry and is a quality-of-life amenity
- Access to global markets
- Proximity to markets in US and Canada
- Highway and rail accessibility
- International airport in Buffalo
- Telecom infrastructure
- Colleges, universities, and community colleges offer relevant courses and degrees



### *Natural Gas Industry*

In addition to the four industries identified above, Olean and Cattaraugus County may experience potential economic effects of the natural gas industry. While the State of New York has instituted a moratorium on high-volume hydraulic fracturing until May 2015, other areas in southern New York have seen indirect opportunities emerge from the growing demand of the industry. In nearby Chemung County, more than 30 businesses have been established to meet the needs of the industry operating across the border in Pennsylvania. These businesses occupy approximately 800,000 square feet of warehouse space in Chemung County and the new activity has generated demand for restaurants, retail services, extended-stay hotels, and housing. The moratorium in New York and a comparatively lower density of drilling operations within close proximity to the state border does not currently support significant immediate opportunities for Olean. However, Olean is well-positioned to logistically service the natural gas industry if future plays were to open in New York and western Pennsylvania. The City's available industrial land and high quality access to highway and rail infrastructure are critical economic assets Olean can leverage to become a destination market for investment in the Southern Tier.

### Retail Market Opportunities

Olean is a regional shopping destination that serves residents from four neighboring counties, including Pennsylvania. The opening of a nationwide department store at the Olean Center Mall and a significant revitalization effort along Union Street downtown has provided Olean with positive momentum in the retail sector. Yet, retail sales data indicate significant sales leakage in several retail categories. There may be opportunities to recapture portions of this sales leakage within Olean, particularly full service restaurants, electronics/appliance retail, and clothing stores.

It is recommended that future retail development within the BOA complement other retail in the region by focusing on smaller, neighborhood scale retail services. Other opportunities may exist within the BOA for occasional retailers, such as farmers and local entrepreneurs to sell their goods.



## Residential Market Opportunities

Nearly two-third (63%) of the City's existing housing stock is single-family homes built in the 1930s. In 2012, about 47% of the housing units in Olean were owner-occupied, 42% were renter-occupied and the remaining 11% were vacant.

Data analysis and discussion with local realtors and experts suggests 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. Some local businesses have noted they experience challenges attracting and retaining mid- and upper-level management employees, citing the lack of quality housing options and the perceived lack of recreational opportunities in the area.



There may be development opportunities for new, higher-end apartments, duplexes, and row houses in the City of Olean. Within the BOA Study Area, the Market Analysis notes that the area along Olean Creek east of Barry Street is likely the most attractive location for new housing development. A well-designed project in this location with pleasant views of the creek and proximity to employers such as Dresser-Rand and Olean General Hospital could generate premium rents in the \$1,000/month range.

## Office Market Opportunities

Due to declining demand and an oversupply of existing office space in the region, it is not expected there will be any significant new demand for office space in the short- or mid-term, except in support of other primary uses.



### 3.4. Summary of Key Findings

The purpose of the Summary of Key Findings is to identify significant and notable findings, existing constraints and potential opportunities identified throughout the Nomination Study process that will help to achieve the vision, goals and objectives identified in Section 1. The Key Findings have been grouped into six categories:

- Local and Regional Demographic Trends;
- Land Development Trends;
- Brownfields, Vacant & Underutilized Lands;
- Transportation and Infrastructure;
- Natural & Historic Resources; and
- Local Market Conditions.

#### Local & Regional Demographic Trends

Understanding the current demographic trends in the study area and the region is important as these provide important characteristics that will help shape development of revitalization strategies. An overview of the demographic trends that could impact redevelopment options in the Northwest Quadrant Revitalization area are provided below.

##### *Population & Households*

- Between 2000 and 2012, the population of the Northwest Quadrant Revitalization area fell by more than 10 percent, nearly twice the rate of decline seen in the City of Olean (5.5 percent decline). Over the next five years, the study area is expected to continue losing population at a slightly faster rate. The addition of more modern rental units could help to attract more residents to the study area.
- The number of households in the Northwest Quadrant Revitalization area decreased by 5.7 percent between 2000 and 2012. The number of households in the City of Olean as a whole, however, decreased by less than one percent. These numbers suggest that residents are actively leaving the study area, in contrast to the other areas that are



more gradually declining due to a combination of factors. These trends pose a challenge for new development in the BOA as the local and regional consumer market is shrinking while the local spending power of the community is already relatively modest

### *Housing Characteristics*

- Single-family homes (both owner and renter-occupied) make up the largest proportion of study area's existing housing stock, comprising just over three-quarters of all housing units. Multi-family units make up an additional 15 percent of residential units, while the remaining 8 percent of residential units are classified as vacant. Opportunities may exist to provide additional multi-family housing in the study area to cater to the young professional market.
- When compared to the City of Olean as a whole, the Northwest Quadrant Revitalization area has a lower proportion of vacant residential properties (8 percent versus 12 percent).
- The vast majority of residential units in the City (approximately 90 percent) were built during the 1930's and earlier; less than 1 percent were built after 2005. Issues associated with aging housing stocks include increased costs of upkeep and maintenance and the lack of modern amenities.
- Less than 10 percent of units in the City rent for \$1,000 per month or more, while a significant portion (43 percent) rent for \$500 to \$749 per unit. Taken as a whole, there are very few rental properties in Olean and almost no modern housing options available, despite evidence of demand. The lack of attractive rental properties in the region is a significant issue for local companies trying to recruit young professionals.

### *Income & Employment*

- Median household incomes in 2012 ranged from a low of \$31,390 in the Northwest Quadrant Revitalization area, to \$37,376 in the City as a whole and \$38,782 in the five-county region. This represents a 20 percent increase since 2000 and is projected to increase out to 2017. However, this increase has not outpaced inflation – \$26,158 (the median income in 2000) has the same purchasing power as \$34,876 in 2012, which is actually \$3,486 more than the median income in 2012. In other words, residents in the study areas have less purchasing power now than they did in 2000.



- The Northwest Quadrant Revitalization area has a substantially higher proportion of households making less than \$15,000 relative to the City and five-county region, and is almost twice the proportion for all of Upstate New York. Additionally, middle- and upper-income households represent a smaller proportion in the study area than in the City as a whole.
- The four largest industries by employment in the five-county region include Government (28,000 workers, or 18 percent of the workforce), Manufacturing (20,000 workers, or 13 percent of the workforce), Health Care and Social Assistance (almost 19,000 workers, or 12 percent of the workforce) and Retail Trade (just under 18,000 employees, or 11 percent of the workforce). Together, these four industry sectors account for 55 percent of all jobs in the five-county region. Over the next 10 years, however, Health Care and Social Assistance is projected to add almost 3,000 jobs and overtake Manufacturing as the top non-Government employment. This may have implications for the study area as the majority of employment opportunities currently available are in manufacturing.
- The regional economy is losing manufacturing jobs that are being replaced with lower-wage service-sector jobs. While there has been a national decline in the manufacturing sector in recent years, the local manufacturing sector seems to be losing jobs at a much faster pace than the U.S. as a whole.

### Land Development Trends

Land use, land ownership and zoning regulations all play important roles in the revitalization of the Northwest Quadrant Revitalization area. Understanding current land use patterns can provide a better understanding as to how new development can best fit into the existing urban fabric, while knowledge of the zoning regulations can help to identify what regulatory changes might be required to facilitate realization of the community's vision. Property ownership patterns are also important considerations for redevelopment. Public ownership of key sites can facilitate redevelopment and revitalization efforts.

#### *Existing Land Use*

- Industrial uses, which at one time covered the vast majority of lands in the Northwest Quadrant Revitalization area, now account for only 15.2 percent of its total acreage. Much of this land now stands vacant.
- The Study area has large tracts of vacant land, the majority of which have good access to the surrounding transportation network and existing industrial infrastructure. However, a lack of connectivity to the surrounding road





network for the area of vacant land north of Dresser-Rand is a limiting factor for future development. This issue could be resolved through the placement of a new road connector.

- The North Olean neighborhood has a strong residential identity, access to Olean Creek, proximity to centers of employment, and a central spine of mixed use activity along North Union Street. Revitalization efforts should build on these assets to create a premier live-work-play neighborhood in the City.
- Every residential parcel in the Northwest Quadrant Revitalization area is within ½-mile of an existing park or open space facility. However, amenities are limited and connectivity with surrounding residential neighborhoods is hampered by railroad and transportation corridors, preventing safe and convenient access to recreational services for many study area residents. Improved sidewalk conditions, the addition of lighted crosswalks and new greenspace could help to overcome these physical barriers.
- A portion of the Allegheny River Valley Trail traverses the southwestern portion of the study area along Constitution Avenue. Within the study area, the trail extends along the entire length of Constitution Avenue until terminating at North 14th Street. While less than 10 percent of residential parcels in the study area are located within ½-mile of the existing Allegheny River Valley Trail, there are currently plans to extend the trail east along Wayne Street, which would increase that number to 50 percent. Revitalization strategies should include measures to ensure safe and convenient accessibility to this facility from the study area.

### *Land Ownership*

- Privately-owned lands make up the vast majority of land in the study area, covering more than 80 percent of the total parcel acreage.
- The largest public landowner is the Southern Tier Rail Authority (STERA), a local public authority created by the NYS Legislature in 2000 to ensure the long-term viability and operations of the Southern Tier Extension and the Buffalo Line in Chautauqua, Cattaraugus, Allegany, and Steuben Counties (these two lines interconnect in the Northwest Quadrant Revitalization area). Given the geographic extent of rail lines, opportunities exist to expand rail access to several properties in the Northwest Quadrant Revitalization area.



- The Olean Urban Renewal Agency owns approximately 22 acres across three parcels in the southwestern corner of the study area, all of which are classified as vacant. These City-owned lands are located on Buffalo Street and Constitution Avenue and thus offer excellent access to I-86. As such, these properties represent an excellent opportunity for potential redevelopment.

### *Current Zoning*

- Approximately two-thirds of the land in the study area is zoned for industrial use.
- Although almost two-thirds of the study area is zoned as industrial, residentially-zoned lands account for approximately 25 percent of the Northwest Quadrant Revitalization area. However, no zoning buffer exists between the existing residential and industrial zoning districts.
- The R-T District has the highest potential for redevelopment as it is the intent of this district to allow for a mixture of residential and business uses and to promote these mixtures as buffers between adjacent intensive commercial and residential use districts.

### *Brownfields, Vacant & Underutilized Lands*

The Northwest Quadrant Revitalization area has a long history of industrial development. As such, the presence or perceived presence of contamination is a factor impacting the revitalization initiatives proposed for the Northwest Quadrant Revitalization area.

- Petroleum and natural gas industries have been prevalent in Olean’s Northwest Quadrant Revitalization area since the 1850s. Today, the Northwest Quadrant Revitalization area remains the industrial and manufacturing center of the City of Olean and the region. While environmental constraints may exist, there are a number of potential financial incentives available to assist in redevelopment of these sites.
- 48 potential brownfields were identified in the Northwest Quadrant Revitalization area. Of the 48 potential brownfield sites identified during both the Pre-Nomination and Nomination phases, 13 sites were identified as possessing a history of known environmental contamination. While certain sites are not conducive to redevelopment, the majority may be reused for industrial or commercial enterprises.



- 127 vacant parcels covering approximately 171 acres were identified within the study area. An additional 11 parcels are classified as underutilized and cover approximately 57.1 acres. These lands represent excellent opportunities for redevelopment.
- Many of the brownfield sites in the study area were at one time associated with the Exxon/Mobil Legacy Site. These properties are all enrolled in the New York State Brownfield Cleanup Program (BCP) and have undergone initial remediation, but will require further remediation prior to redevelopment. The owner has retained a real estate consultant that is currently negotiating with a potential developer for the site.

## Transportation & Infrastructure

The Northwest Quadrant Revitalization area is served by a comprehensive transportation and infrastructure network with enough capacity to serve future development, although there are a number of conditions that, until mitigated, constrain economic development potential. A summary of the opportunities and constraints associated with transportation and infrastructure network is provided below.

- With direct access to I-86, Buffalo Street serves as one of the primary gateways into the City of Olean, particularly for those vehicles entering the City from the west. However, one of the primary transportation issues in the study area is the railroad bridge located along Buffalo Street between the I-86 corridor and the industrial and commercial uses to the south. The bridge clearance, though normal in height, causes seventeen-axle loads from Dresser-Rand to reroute through the City's downtown core and residential neighborhoods to reach their destinations, resulting in significant congestion and delays on an ongoing basis.
- The Southern Tier Extension and Buffalo Line railroad corridors intersect in the central portion of the Northwest Quadrant Revitalization area. The Southern Tier Extension traverses 145 miles between Corry, PA and Hornell, NY and interconnects with other rail lines at either end. The Buffalo Line runs for 40 miles between Machias Junction and Cattaraugus County, NY and the PA state line at Portville, NY and interconnects with other rail lines at both ends. There are several properties located in the study area that are located adjacent to these corridors and could take advantage of this proximity.
- The entire study area is serviced by the City of Olean's wastewater collection, conveyance and treatment system. This system is currently permitted to treat up to 7 million gallons per day, although, on average, it only treats 2 to 3



million gallons of sewage per day. As such, there is sufficient capacity for new development to locate in the study area.

- The City of Olean faces a number of issues related to its sewer infrastructure, which resulted in an Order of Consent from the NYSDEC requiring the elimination of excessive wet weather flows and full SPDES permit compliance. In the early spring of 2013, the City submitted an updated Wastewater Master Plan to the NYSDEC for review and approval. The NYSDEC is expected to respond to the updated plan in late 2013. Proposed updates to the wastewater treatment could be completed as early as 2016.
- The heavy industrial nature of development in the Northwest Quadrant Revitalization area suggests sufficient access to both electric and natural gas capacity for new development.

### Natural & Historic Resources

Natural and historic resources are an asset to any community – they improve the quality of life for existing residents and attract tourists, businesses and new residents who highly value access to nature and the preservation of a community’s history. As such, it is important to consider these features when planning for future land use and development to capitalize on these assets and ensure they are protected and preserved for future generations. A summary of the key findings related to natural and historic resources in the Northwest Quadrant Revitalization area can be found below:

- The vast majority of land in the study area is classified as “not highly erodible.” As such, the potential for soil erosion should not be a limiting factor in siting new development.
- The majority of the study area is covered by floodplains, the vast majority of which are classified as 500-year. While 500-year floodplains present a lower risk of flooding, new development will need to consider these risks.
- The entire study area is located over an unconfined aquifer which does not possess an upper confining layer and, as such, is particularly vulnerable to contamination. Any proposed development that might generate hazardous materials or waste must use caution to ensure that this unconfined aquifer is not contaminated.
- According to the United States Fish and Wildlife Service (USFWS), there are two endangered species potentially located in Olean Creek. Additionally, according to the NYNHP, four state-level protected species have been



documented within or in close proximity to the Northwest Quadrant Revitalization area. Future projects within the study area will need to be sensitive to the potential presence of threatened and endangered species.

- The southern portion of the Northwest Quadrant Revitalization area includes a portion (i.e., the Olean High School property) of the Oak Hill Park Historic District, one of the City’s most distinguished neighborhoods that encompasses 89 properties dating from 1849 to 1937. Revitalization strategies should take advantage of the study area’s close proximity to this neighborhood.

### Local Market Conditions

- Regional trends suggest a stagnant market for industrial space in the short-term, yet interviews with local employers indicate a likelihood that employment in the manufacturing sector will increase. In addition, upon completion of remediation activities the BOA will contain some of the County’s only development-ready industrial property. Properties within the Olean BOA may be able to attract outside investment due to several inherent advantages, such as access to critical transportation infrastructure and utilities and the availability of local, regional and state incentives.
- There is an oversupply of office space in the region, particularly in Downtown Olean, and realtors describe the local office market as “stagnant”.
- Aging single-family properties dominate the City’s existing housing stock. Despite evidence of demand, there are very few rental properties in Olean and almost no modern housing options available.
- The perceived lack of recreational opportunities and lack of acceptable housing options has made it difficult to recruit and retain employees from outside Olean or the region.
- There is a significant sales leakage in several retail categories, much of which can be attributed to a greater diversity of retail and service offerings in the Buffalo-area and online sales of goods. However, Olean has growing momentum in the retail sector with recent and ongoing investments at the Olean Center Mall and along Union Street.



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## 4. Northwest Quadrant Master Plan

The analysis of existing physical, socio-economic and market conditions has led to the formation of several key recommendations to help the City of Olean achieve its vision for the Northwest Quadrant BOA. Recommendations include capital improvement projects, regulatory changes and policy initiatives to position Olean as a destination of choice for industrial investment within the 5-County region. Although many recommendations require long-term commitments, several short-term, low-cost actions have been identified to build momentum and provide an immediate benefit.

This chapter is organized into the following sections:

1. Future Land Use
2. Regulatory Updates;
3. Master Plan;
4. Marketing and Branding; and
5. Implementation Strategy.

### 4.1. Future Land Use

The Future Land Use Plan is a schematic, broad-brush view of the type and location of uses and development proposed in the Study Area. The Future Land Use Plan was derived from input from City staff, the project Steering Committee, stakeholders and the public as well as the findings from the extensive analysis conducted during the BOA Nomination Study process. Unlike the zoning map, the Future Land Use Plan contains six land use designations: industrial, institutional, mixed-use, residential, open space and commercial.

The Future Land Use Plan closely aligns with the existing zoning, thus requiring minimal regulatory changes. Although there are minimal changes envisioned in the land use pattern within the study area, long-term changes may occur east of North Union Street along Olean Creek. Additionally, the area along East Fall Road is recommended to transition to highway commercial uses to leverage its location adjacent to the I-86 interchange at Buffalo Street. It is envisioned that industrial



uses will continue to anchor the Study Area to leverage accessibility to highway and rail infrastructure while creating opportunities for the creation of good-paying jobs in the City.

There are notable opportunities for commercial and residential development on vacant lots throughout the Study Area. Residential and/or mixed use infill projects should be targeted only in areas that have been stabilized as part of a broader neighborhood revitalization effort. In support of the community's desire to stabilize residential blocks in the Study Area, the City should institute policies and incentives that limit the conversion of single-family homes into multi-family. In addition, land use policies should be considered that identify functional and contextual limitations on the placement of future multi-family structures within established residential neighborhoods. Further, it is recommended that existing neighborhoods be strengthened through the addition of expanded housing options for young professionals and modifications to housing policies.

## 4.2. Regulatory Updates


To better align the zoning with the proposed Future Land Use Plan, the following land use and regulatory changes will be required:

- Areas designated for Mixed Use offer medium to small-scale mixed commercial, office and residential uses. The largest mixed use area is recommended for a long-term redevelopment along Main and Barry Streets. Mixed use corridors are also recommended for portions of North Union and the majority of Wayne Street. The expansion of mixed commercial uses along North Union Street will require areas currently zoned Residential-3 to be rezoned to either General Commercial or Residential-Transition.
- Commercial uses may include restaurants, retail establishments, offices, hotels, and gas stations. Proposed new commercial areas in the Northwest Quadrant include the area on the north side of Buffalo Street on the former Exxon properties and an area at the existing residential area on East Fall Road. This new commercial area would require a change of zoning from Residential-2 to General Commercial, which would permit businesses to draw vehicles from the Expressway that would otherwise bypass Olean.








**LEGEND**


 BOA Boundary


**Proposed Land Uses**


 Industrial

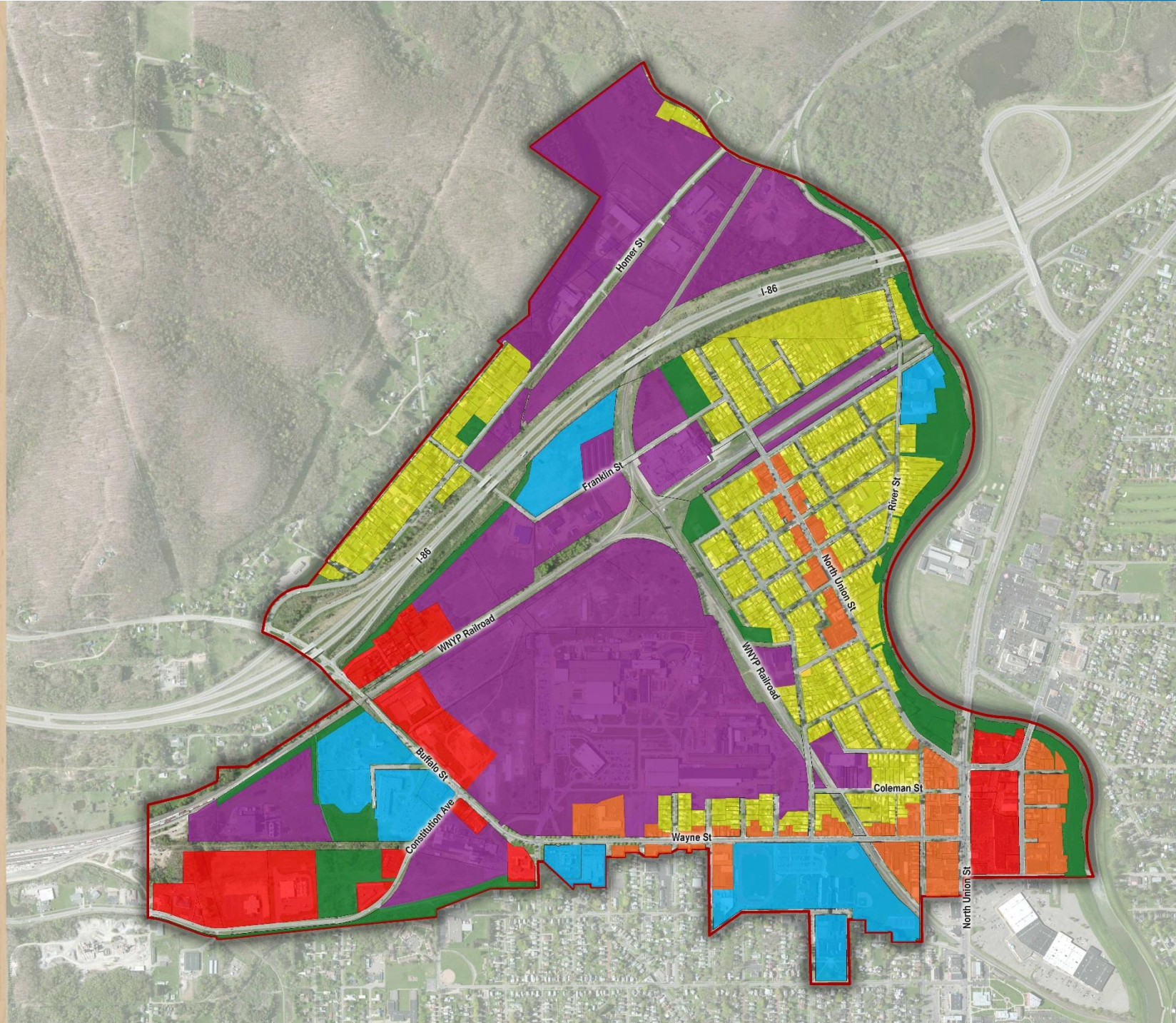
 Institutional

 Mixed-Use

 Residential

 Open Space

 Commercial



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

# Map 18 Future Land Use 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*

### 4.3. Master Plan

The Preferred Master Plan was developed based on significant interaction with local stakeholders, City representatives, and the Project Advisory Committee. The Master Plan reflects the vision and goals of the local community, yet recognizes the economic realities of the study area. The envisioned development activities seek to bolster the local and regional economy through expanded job opportunities and improved access to goods and services for area residents. The improvements shown will help to attract and retain businesses by addressing infrastructure needs while providing aesthetic and quality of life-related improvements to make Olean a place where people will want to live and work.








The Master Plan supports the implementation of Smart Growth development principles to improve the form, function and quality of both the public and private realms. Recommended improvements seek to improve the pedestrian-friendliness of existing transportation infrastructure while reconnecting local neighborhoods with the necessities of daily life via enhanced sidewalks and an expanded trail system. New investments in infrastructure and buildings should focus on walkable, human-scaled environments that are convenient, enjoyable, and comfortable. Development should also provide the community with a renewed sense of place, inspiration, and pride.

Throughout the planning process, several area businesses described challenges attracting employees based on limited housing and lifestyle choices in Olean. In response to these concerns, a special waterfront and cultural district east of North Barry Street is proposed to establish a new neighborhood destination within the City and larger region. The development of a new destination for arts and culture could also spark a broader revival of Olean as the City seeks to reinvent itself as a premiere small city in the Southern Tier.

The Master Plan is graphically depicted on Map 19 and indicates capital projects the City and its implementation partners should be focusing on achieving over the course of the next 10 to 15 years. It is anticipated that only a portion of this development could reasonably be expected within current and anticipated market conditions. Figure 15 provides guidance on the implementation of significant near-term capital projects, including estimated costs, potential funding sources and the phasing of individual project components.



**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



**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*

## 1. Rail Transload Facility

One recommended strategy of the Northwest Quadrant Revitalization Plan is to attract clean, high-quality manufacturing industries to Olean. The City's abundant rail infrastructure provides significant opportunities and potential savings for industries requiring the delivery and transfer of bulk goods between rail and truck. However, the City currently lacks a transloading facility to leverage its rail infrastructure. Transloading can be utilized as a cost saving measure, and allows potential customers to reduce the expense of utilizing rail freight by eliminating the need for costly on-site infrastructure improvements. Many transload facilities include areas to receive, unload and store freight contents, possibly indoors. The transload facility should have convenient truck access and be located near I-86.



*BULK GOODS BEING TRANSFERRED FROM TRAIN TO TRUCK.*

The WNYP Railroad owns a parcel in the Study Area that extends east from its rail yard between Constitution Avenue and the Indeck Energy plant. This property is accessible from Independence Drive and would be a good location for the transload facility as no land transfers would be needed. The site could also include all or portions of the 2050 Constitution Avenue property (Strategic Site 1) currently owned by the Olean Urban Renewal Agency. The proximity of this site to the core industrial zone of the Study Area may provide significant value to current/future manufacturers. The proximity to high-value property on the former Exxon properties is also an efficient and effective use of nearby development lands.

## 2. Municipal Stormwater / Educational Facility

Two Mile Creek is an ephemeral stream that crosses Constitution Avenue just east of Tractor Supply Company which drains the western half of the Study Area including the former Exxon properties. The development of the former Exxon properties will likely create extensive areas of impervious surface which would generate significant volumes of storm water runoff. An area-wide stormwater retention facility on publicly-owned land along Two Mile Creek would reduce the need for individual site developers to use valuable land for on-site stormwater retention.

Proposed on Strategic Site 2, the facility could be designed with functional and educational purpose to provide stormwater management capacity while creating wildlife habitat. This area could be coordinated with the Pfeiffer Nature Center as an extension of Cattaraugus County's environmental centers. A trail can be built to access this land that could run from the parking area behind the Cattaraugus County Building continuing south cross the railroad right-of-way before reaching Constitution Avenue on Olean IDA-owned land between Armor Building Supply and Tractor Supply Company. The trail would connect with the Alleghany River Trail on the south side of Constitution Avenue.

The facility could be developed further by making it an educational facility for local schools. Overlooks with interpretive panels based on school curriculum could be installed. Parking for the area suitable for school buses is currently available behind the Cattaraugus County building.



*AN EXAMPLE OF A STORMWATER RETENTION AREA DEVELOPED AS A WETLAND.*



*WETLAND OVERLOOK WITH INTERPRETIVE PANELS AT TIMES BEACH IN BUFFALO, NY.*



### 3. Gateway Feature

Gateways denote a point of entry or exit. Effective gateways clearly define the boundary between two separate districts through the use of signage, landscaping, public art or other design elements such as buildings, bridges, structures and lighting. Olean should have gateway features at visually prominent entrances to the City consistent with an area-specific branding and marketing strategy. The primary gateway on Buffalo Street from I-86 should evoke Olean's status as a destination for investment in the Southern Tier. Gateway elements should pull design cues from logos and branding materials developed for the community, including the themes of clean industry, progress, opportunity and investment. The most prominent location for gateway improvements is the green median on Buffalo Street at the interchange, with the potential to extend to the railroad overpass. Wayfinding improvements should also be incorporated to identify destinations within the City. Gateway improvements would need to be coordinated with the NYS DOT for review of elements within the right-of-way.



MARKETING LOGOS AND GRAPHICS SHOULD BE UTILIZED ON GATEWAY AND WAYFINDING ELEMENTS TO REINFORCE A COHESIVE BRAND FOR OLEAN.

THIS GATEWAY IN CARMEL, INDIANA IDENTIFIES THE ARTS & DESIGN DISTRICT.



#### 4. Commercial / Hotel Development

The intersection of Buffalo Street and Constitution Avenue is heavily traveled by motorists and trucks traveling between the City and I-86. A new commercial development is proposed for the 58-acre former Exxon/Mobil Site. Olean Gateway, LLC will be developing the first phase of the project, which will include a nationally-branded 4-story hotel, commercial space and transportation upgrades including turn lanes and intersection improvements . The developer has submitted plans for the 22.6 acre site to the City of Olean Planning Board which are currently under review. The second phase will include a tourism complex consisting of three buildings totaling 30,000 square feet.

These new commercial spaces will help revitalize the area while spurring economic development and job opportunities for residents. It also serves as an anchor for complementary uses, such as mixed use housing or residential.



*AN EXAMPLE OF THE TYPE OF DEVELOPMENT IN PHASE 1. THE HOSPITALITY AND DESTINATION-BASED DEVELOPMENT WILL BE AN ECONOMIC ANCHOR IN THE COMMUNITY.*



## 5. Mixed-Use Development

The second parcel on Buffalo Street is envisioned to be a three-building tourism complex with commercial uses including retail and commercial space. These lands have a high value as commercial properties due to the close proximity to the Expressway exit and existing traffic on Buffalo Street, which averages over 11,000 vehicles per day. Development opportunities on this parcel should focus on a mix of businesses that would draw spending and visitation from throughout the region. Possible types of commercial businesses supported by community feedback and the Market Analysis include chain restaurants and small retail. The developer, Olean Gateway, LLC is currently seeking prospective tenants for the space.

The public was provided the opportunity to provide feedback on design options during the planning process. The findings from the public involvement indicate broad support for two- to three-story mixed use buildings. Design guidelines should be prepared to ensure new commercial development aligns with the character of the surrounding area.



*TWO- AND THREE-STORY MIXED USE BUILDINGS WOULD PROVIDE FOR SMALL RETAIL AND NEW RESTAURANTS*

### Smart Growth Principles

Through the use of smart growth strategies Olean can maintain existing neighborhoods that are attractive, convenient, safe, and healthy. In addition, it can foster design that encourages social, civic, and physical activity, protect the environment, and stimulate economic growth. Smart growth principles create more choices for residents, workers, visitors, children, and families - choices in where to live, how to get around, and how to interact with the people around them. When communities plan with smart growth principles in mind they preserve the best of their past while creating a bright future for generations to come.



1. Mix of land uses (vertical and horizontal)
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions



## 6. Solar Farm

A solar farm is proposed for the Olean Redevelopment Parcel 3 (Strategic Site 4) to help reduce the cost of electric service for Saint Bonaventure University. The solar farm will consist of two- 2.7-megawatt solar arrays on the 24-acre site. This project is being developed by BQ Energy of Poughkeepsie and funded through the NY-Sun initiative and NY State Energy Research and Development Authority (NYSERDA). The new solar array will help the university save an estimated \$100,000 a year or more on its electric bill. The firm developing the site specializes in renewable energy on brownfield and landfill sites, making the third redevelopment (Olean Redevelopment Parcel 3) parcel prime for this type of development. Overall, the new solar project will contribute to the community's long-term sustainability initiatives and while reducing the energy costs for a local institution.



RENEWABLE ALTERNATIVES, SUCH AS SOLAR (PICTURED ABOVE), HELP REDUCE ENERGY COSTS WHILE PROVIDING AN ECONOMIC BENEFIT TO THE COMMUNITY.

*Photo Credit: <http://www.myseek.org/world-in-crisis/renewable-energy-solar/>; <http://www.ecoxpo.com.au/solar-farm-to-be-developed/>*



## 7. Flex / Light Industrial Development

Several industrial areas located along the Homer Street industrial corridor should continue to be promoted for advanced manufacturing uses. According to the Targeted Industry Analysis conducted in late 2013, much of the advanced manufacturing industry clusters for Olean are based on small-scale businesses such as machine shops, fabrication shops, bakeries, and food manufacturing. It is commonplace for these industries to be conducted in buildings smaller than 100,000 square feet, especially those which do not include a large warehousing component. Easy access to rail service for sites south of Homer Street also makes these locations attractive for warehousing and distribution. In addition, many of these sites are considered shovel-ready and can provide immediate development opportunities. Similar to the former Exxon properties, these sites should be targeted as the future home of businesses that support the supply chain of existing industries and provide local jobs.

### Brownfield Redevelopment Incentive Programs

1. Properties enrolled in the **NYSDEC Brownfield Cleanup Program (BCP)** are eligible for income tax credits relating to the cleanup and redevelopment of a brownfield site. The value of credits varies based upon the extent of remediation activities successfully completed on-site and is based upon a contractual agreement with the NYSDEC.
2. Properties enrolled in the **BCP** within an approved **Brownfield Opportunity Area (BOA)** are also eligible for an enhancement of 2 percentage points towards the value of the BCP credits received.
3. The Cattaraugus County Industrial Development Agency (CCIDA) has implemented the **Adaptive Reuse Policy**, which provides tiered property tax exemptions of up to 75 percent over a 10-year period for projects that reactivate vacant and/or blighted properties. In addition to typically-eligible projects, retail and market-rate housing uses may also be eligible for this exemption.
4. The CCIDA also recently created a Brownfield Redevelopment PILOT program to encourage reuse and upgrading of existing brownfield properties. This program provides an enhanced real property tax benefit and abatement for projects located on one of the County's 25 designated brownfields.



Typically, a 1-acre site can accommodate between 12,000 and 15,000 square feet of industrial development. Based on these figures, a typical industrial site supporting 30,000 to 50,000 square feet requires approximately 2-4 acres of land. These configurations are well-suited for the Homer Street industrial corridor.

## Workforce Development

Throughout the planning process, the age and skill-level of the existing workforce was highlighted as a significant concern among area industries and economic development partners. Numerous businesses indicated they were actively seeking new hires, yet struggling to fill jobs due to an unprepared local workforce. For example, 35 to 40 percent of Dresser Rand's 1,200 employees will be eligible to retire in the next 2 to 3 years; however, the region lacks the skilled workers needed to replace these retirees. Conversely, many residents voiced concerns over a lack of jobs in the region, further indicating a mismatch of employer/employee needs and skills. The relative isolation of Olean has also made it difficult to recruit employees, especially management, from outside the region. As such, workforce training and preparation for skilled manufacturing jobs is an on-going need within the greater-Olean region. Several local and regional programs currently support workforce development, such as the Southern Tier Advanced Manufacturing Institute, Jamestown Community College, Alfred State and the local Board of Education Cooperative Extension Services. The City should continue to support the regional Workforce Investment Board to leverage the multitude of programs available to bolster economic growth.



The **Southern Tier Advanced Manufacturing Initiative (STAMI)** is a program where students learn and apply the skills needed to succeed in the advanced manufacturing industry. The STAMI project includes multiple levels of educational opportunities for students in 5<sup>th</sup> through 10<sup>th</sup> grades. The CREATE program is designed for younger students who participate in five separate full-day programs designed to explore science, ecology, physics and problem solving through interactive modules. The Gateway Academy program is designed to encourage and inspire older students to learn more about science, technology, engineering, and math. Students participate in hands-on activities through the design, manufacture and assembly of various machines.

The **Dream It, Do It** program is a network of partnerships around the nation promoted by the Manufacturing Institute. Dream It, Do It is a national effort to introduce young people to careers in manufacturing and hopefully interest them in pursuing jobs such as computer-numeric-controlled machinists, computer-assisted drafters, welders and engineers. The Dream It, Do It program arranges tours of manufacturers such as Dresser-Rand, Gernatt Asphalt, Keystone Tool & Die and Koike Aronson, according to Workforce Investment Board officials.

The Targeted Industry Analysis conducted as part of the BOA program highlighted the Dream It, Do It program as a supporting regional strength for the Advanced Manufacturing Cluster.

The **Cattaraugus County BOCES Career and Technical Education** program for Advanced Manufacturing/Machining provides work-based internship opportunities with local employers, including Napoleon Engineering, Dresser-Rand and Alcas/Cutco. The inclusion of additional employers would further broaden the appeal and scope of experience and education available to local high-school students.



## 8. Commercial Development

One of the major assets of Olean's Northwest Quadrant is the access to I-86 (the Southern Tier Expressway). On an average day more than 10,000 vehicles pass by Exit 25, which leads directly to the Northwest Quadrant Study Area. This location affords the potential for commercial businesses and service amenities located adjacent to the exit to draw vehicles off the expressway. In project meetings, members of the public mentioned that having expressway-oriented commercial businesses would be a way to capture dollars that would otherwise bypass Olean. A residential area near East Fall Road adjacent to the Buffalo Street interchange is an ideal location for the development of a restaurant, coffee shop, or rest stop. The largest hurdle to development would be the land assembly process which may require a cooperative effort on the part of the City, County, and private investors.



*THE I-86 INTERCHANGE IS THE IDEAL AREA FOR TRAVELER-ORIENTED AMENITIES.*

## 9. Possible At-Grade Rail Crossing

The Western New York and Pennsylvania (WNYP) rail line is an asset to industrial properties throughout the study area providing freight rail access to numerous sites. We note that the rail line also creates a barrier for vehicles and pedestrians with its limited crossing points. The City should investigate the feasibility of creating a new crossing that connects the proposed Constitution Avenue Extension to Buffalo and Franklin Streets. However, for the railroad to approve a new crossing, there must be an associated reduction of two crossings elsewhere along the line.

Detailed information on the approval process with the WNYP Railroad can be found in the transportation section of this report. Within the study area, a rail crossing that could be potentially eliminated is on Coleman Street, north of Wayne Street. The Coleman Street crossing's usefulness has been reduced with the relocation of Dresser-Rand's main entrance on Wayne Street. A roundabout and an associated center median to be installed at the intersection of Main and North Union will limit eastbound traffic on Coleman. Eliminating this rail crossing should result in minimal inconvenience to area residents.



*THE ADDITION OF A RAIL CROSSING GENERALLY REQUIRES TWO CROSSING CLOSURES.*

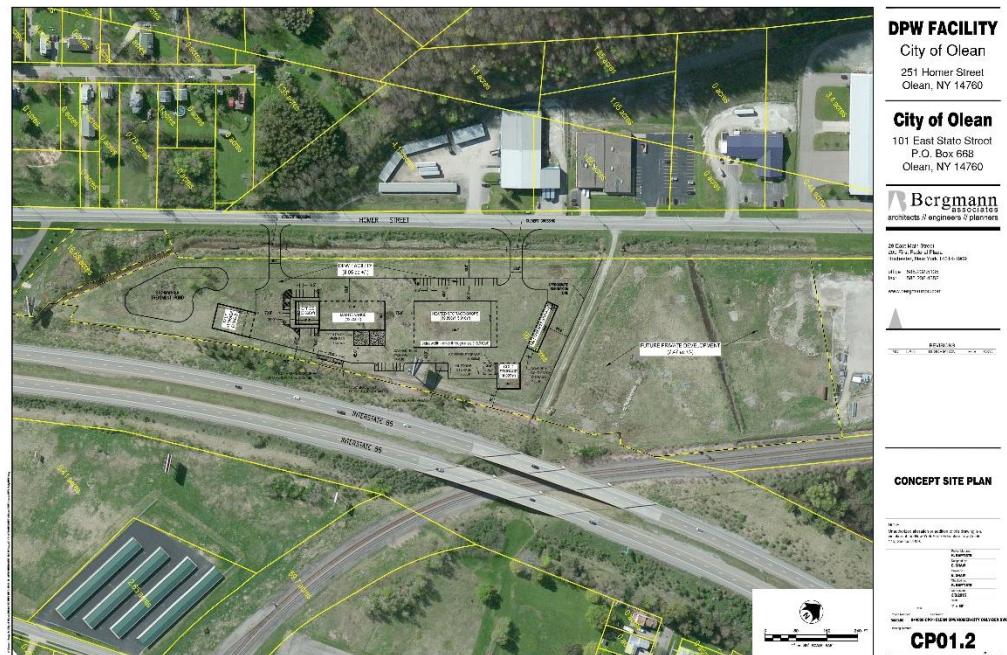


*THE RAIL CROSSING AT COLEMAN STREET MAY BE A CANDIDATE FOR CLOSURE.*



## 10. City DPW Facility with Flex Industrial

The City of Olean's Department of Public Works is currently located between Higgins Avenue and North Barry Street in a commercial and residential area containing uses that are compatible with a DPW facility. The City has discussed the possibility of a new facility that could be leased in order to make the relocation of this facility financially feasible. Several potential sites have been identified and studied (i.e., the Exxon Site, the corner of Franklin and Johnson across from Valley Tire, and the Benderson Parcel) to determine feasibility from a logistical, constructability, and financial perspective. The chosen site is located at 251 Homer Street. This site has been remediated as part of the Brownfield Cleanup Program (BCP) program and is privately owned. The City would be able to lease the property from the landowner who could receive tax credits through the BCP and BOA programs. The site also has the potential for a secondary use including light industrial flex space. Additional information on the proposed DPW site can be found in Appendix D. The relocation of the City's facility from North Barry Street would make its current site available for higher value mixed -use or commercial redevelopment.



THE PROPOSED SITE OF THE DPW FACILITY HAS AMPLE SPACE FOR REQUIRED BUILDINGS, STORAGE YARDS, AND TRUCK MOVEMENTS.



## Portland's Cottage Cluster Development with Green Space

Portland, Oregon is a regional leader in innovative design and housing options. The first "cottage cluster" infill development project in the South Tabor neighborhood includes a group of 10, 1100-1200 square foot units centered around shared green space. The demand for this type of development is increasing due to the relatively modest size of the houses, and ease of accessibility to open space.



### 11. Greenspace and Residential Infill

The 308-56 Homer Street Strategic Site (SS #6) is ideal for greenspace and residential infill development. Infill development can be broadly defined as the process of developing vacant or underutilized parcels in areas that are already primarily developed. The undeveloped property on Homer Street is immediately adjacent to a residential neighborhood and new single-family homes would be compatible with the surrounding community character. The property provides an opportunity for new and varied types of housing, which can help further shape a neighborhood and increase the quality of life. Greenspace in the rear or front of the properties, neighborhood children will have accessible space for recreation and community gathering space.

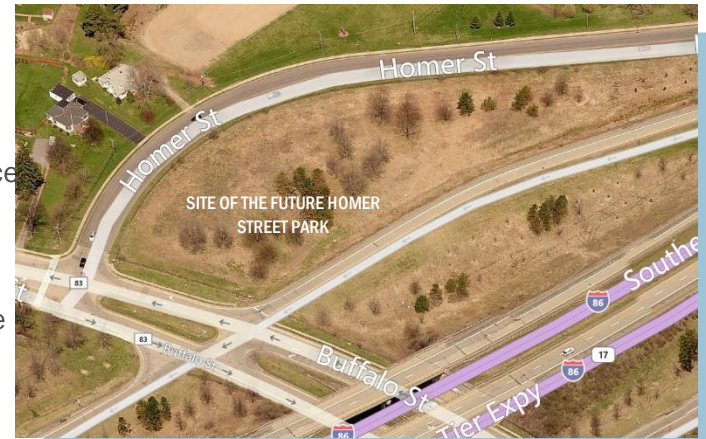


THE IMAGES ABOVE REPRESENT A VARIETY OF SINGLE-FAMILY HOUSING STYLES THAT ENHANCE THE CHARACTER OF THE NEIGHBORHOOD.

## 12. Park with Playground

In 2013, private land being leased to the City for use as a public park was sold and is no longer available for use by residents. The City and the Homer Heights neighborhood have been seeking a replacement park to include playground equipment, a picnic shelter, and open space for play activities. A vacant and underutilized portion of highway right-of-way at the intersection of Homer Street and Buffalo Street was identified as a solution. This area is relatively flat with good accessibility to the surrounding neighborhood. It is anticipated that the park will open in 2015.

Another option is a 1.8-acre privately-owned parcel at 221 Homer Street. The parcel is larger than would be needed for a neighborhood park, permitting the land to be subdivided to include both a public space and a private residential development site (approximately four units). The site is currently wooded, which could allow for the integration of structured and unstructured, natural play opportunities.



*THE NEW PARK WILL BE LOCATED AT THE INTERSECTION OF HOMER STREET AND BUFFALO STREET*



*A NATURAL PLAY AREA COULD UTILIZE MUCH OF THE EXISTING SITE RESOURCES AND MATERIALS TO PROVIDE A UNIQUE PLAY EXPERIENCE.*



### 13. Buffalo / Wayne Street Streetscape

Wayne Street is the most heavily traveled road in Olean's Northwest Quadrant. As Olean's major north-south route, this corridor should present a positive image for the City. Infill development at the Dresser-Rand Site and streetscape improvements associated with the Olean Gateway, LLC project will help enhance the corridor. Modest improvements such as street tree plantings and enhanced pedestrian-scale street lighting would further improve the corridor's appearance.

Pedestrian safety and connectivity improvements are also needed within the corridor. Connectivity enhancements to existing destinations should be completed, including:

- A connection between North 9th Street and the transit stop in front of Dresser-Rand would increase pedestrian safety to and from the facility.
- Long-term improvements should extend this sidewalk past Paul Clark Drive to the intersection of Buffalo Street and Constitution Avenue.
- Completion of the Wayne Street section of the Alleghany River Trail would provide an alternate pedestrian route.
- Attractive wayfinding signage should be developed to enhance the experience for users.
- Install decorative fencing along parking lots that abut the corridor.



*WAYNE STREET WOULD BENEFIT FROM STREETScape IMPROVEMENTS*



*BRICK PIERS AND DECORATIVE FENCING SCREEN A PARKING LOT FROM THE STREET IN ROCHESTER, NY*



### 14. North Union Mixed-Use Neighborhood

The Master Plan recommends sustained investments in public improvements within the North Union neighborhood. This well-defined neighborhood is characterized by a range of physical conditions and is home to many multi-generational residents that take great pride in their community. Investments in streetscape enhancements, trails, open space, and other public amenities will contribute to an improved quality of life for existing residents, while making the neighborhood more attractive for future private investment.

The neighborhood lacks diversity in housing alternatives, which has limited its ability to attract residents. Aging and poorly maintained single-family housing stock and converted residences should be removed over time and replaced with higher quality housing stock, or the lots should be combined with adjacent properties. This may require a formalized acquisition and demolition program. The neighborhood and demographic analysis also suggests a significant need for multi-generational housing alternatives, as well as housing choices for those seeking to age-in-place.

The North Union Street corridor has historically functioned as the services spine of the neighborhood, offering convenience retail and personal services to meet the needs of the surrounding community. The Master Plan recognizes this and indicates that mixed-use commercial/service uses should be concentrated at key intersections such as Elm Street and North Union Street. Over time, higher density housing (e.g., 2<sup>nd</sup>-floor apartments) should be focused along the corridor to increase the vibrancy of the neighborhood. Existing historic structures along the corridor should be rehabilitated and targeted for adaptive reuse to maintain the integrity, character, and cultural heritage of the neighborhood.



AN EXAMPLE OF MIXED-USE DEVELOPMENT THAT COULD BE DEVELOPED ALONG NORTH UNION STREET

## Leveraging Private Partners in Affordable Housing

*Housing Visions is a not-for-profit affordable housing developer that partnered with the City of Rome NY on the construction and rehabilitation of 33 housing units in the 400 block of South James Street. The project encompassed 12 properties; 7 with structures and 5 vacant lots. The project was funded through CDBG, NYS HOME and Federal low-income tax credits, and included the construction of 8 new buildings and substantial renovation of 3 existing structures. This project is a high quality example of what could take place in a targeted area within the Homer Hill / North Union Street neighborhood.*



Before



After

## Louisville's Ohio River Valley Levee Trail

*Louisville's system of levees and floodwalls was constructed in the 1960s by the Army Corps of Engineers. In 2000, the Jefferson County Public Works Department constructed the 15-mile Ohio River Valley Levee Trail, which became a critical section of the now partially complete 100-mile Louisville Loop.*

*Portions of the multi-use Levee Trail span the top of the river levee, offering residents safe opportunities for biking, jogging, rollerblading, and walking dogs. The Levee Trail travels through residential neighborhoods and parks within the City of Louisville, also connecting to the Riverwalk trail in downtown Louisville.*

*Construction of the Levee Trail generated notable community enthusiasm for the completion of the larger Louisville Loop system, which is expected to improve mobility for non-motorized travel, provide amenities for residents and serve as a catalyst for economic development by increasing property values near the trail.*

### 15. Trail System

Local residents have expressed a desire to have a trail along the west bank of Olean Creek. The Master Plan recommends a trail along the top of the flood control levee between North Union Street Extension at Boardman Park to James "App" Driscoll Park. The trail would provide public access to the water's edge and a direct link between the two parks. In addition, the trail will connect to Buffalo Street via new on-road and off-road segments along East Connell Street, Franklin Street and the Constitution Avenue extension. Proposed trail improvements would ultimately connect with the existing Allegheny River Valley Trail system along Constitution Avenue and provide a continuous link onto the St. Bonaventure University Campus and beyond. Land ownership, flood control levees and several "pinch-points" create challenges. If these challenges can be overcome, the expanded trail system would become a treasured asset to the residents of the North Olean neighborhood.



*A LEVEE TOP TRAIL IN OLEAN COULD RANGE FROM A PAVED SURFACE TO A FLAT, WELL-MAINTAINED LAWN.*

## 16. Mixed Use Redevelopment

Findings from the market analysis performed as part of the Northwest Quadrant BOA Nomination Study support the potential for a significant destination development within the Study Area. The analysis identified a need for market-rate residential units that rent for between \$1,000 and \$1,500 per month. A demand for market-rate residential units in modest quantities was also confirmed by local real estate professionals during focus group meetings. The Master Plan recommends filling this gap in the marketplace through the addition of targeted, high-value housing opportunities along Olean Creek as a component of a new destination mixed-use residential and cultural district within Olean.

During development of the Master Plan, two distinct concepts were identified for this district – a Cultural Hub concept and a Residential Mixed-Use concept. A brief summary of each is provided on the following pages.



*RESIDENTIAL MIXED-USE*



*CULTURAL HUB*

### *Cultural Hub Concept*

The Cultural Hub concept offers residents and visitors a revitalized urban experience that incorporates arts, culture, and entertainment. A main boulevard and public open space would extend from North Union Street to Olean Creek where it would join a new greenway along the western shore of the creek. The Cultural Hub Concept realigns the intersection of North Union Street and Main Street to a new intersection roughly within the current footprint of the DPW site. The concept builds upon Smart Growth principles which favor mixed-use development and a balance of transportation access with walkable, pedestrian-oriented environments. The central linear open space is flanked by anchor cultural and performing arts venues which many be combined with live-work lofts and artisan space to create a unique cultural hub. Several opportunities for public access to the Olean Creek waterfront are linked via a network of trails and gathering spaces. Additional resources including the hospital are in close proximity and within walking distance. In combination with proposed cultural destinations, the neighborhood will offer a variety of indoor and outdoor venues for dining and enjoyment of the arts.



*LEFT AND ABOVE:  
A CULTURAL HUB COMBINES ARTS, CULTURE AND  
ENTERTAINMENT WITH LIVE/WORK LOFTS AND ARTISAN SPACE.*

### *Residential Mixed-Use Concept*

The Residential Mixed-Use concept seeks to create a new neighborhood within Olean that is a pedestrian-friendly mix of commercial and multi-family residential options, integrated open spaces, and access to Olean Creek. The proximity to Olean Center Mall provides the opportunity to create a defined pedestrian connection with the region's largest retail destination. The highly walkable neighborhood could further support Olean's aging population by providing easily accessible services within proximity to senior-friendly housing options. A centralized public open space will be ringed by residential development and flanked by a mixed use node and public gathering space along Olean Creek. Residents will be offered easy access to commercial establishments such as specialty shopping, fine dining, and other niche retail venues along revitalized North Union and Main Street corridors.



*LEFT AND ABOVE:  
RESIDENTIAL MIXED USE PROVIDES EASY ACCESS TO  
SHOPPING, FINE DINING AND OTHER NICHE RETAIL  
ESTABLISHMENTS*

## 17. Office Development

The undeveloped 12-acre lot on Constitution Avenue south of the Cytec facility could be a viable location for flex industrial/office space. Based on its size, the site could potentially support over 100,000 square feet of industrial development. The relatively large site is publicly-owned with no notable impediments to development. The site is in close proximity to I-86 and downtown Olean, as well as the recommended intermodal transfer facility for the delivery of bulk goods/materials.



*THE 12-ACRE LOT ON CONSTITUTION AVENUE PROVIDES AN OPPORTUNITY FOR NEW FLEX INDUSTRIAL AND OFFICE SPACE.*

**FIGURE 15: MASTER PLAN PROJECTS**

Project No.	Name	Phasing and Anticipated Costs (all costs are shown in 2014 dollars)		Potential Funding Resources	Time Frame	Notes
1	Rail Transload Facility	Planning / Coordination	\$25,000	City, BOA, WNY&PRR	2016	Early coordination with WNY&PRR required to determine optimal site selection.
		Design / Engineering	TBD	Private, BOA, NYESD, USED, USDOT TIGER, USDOT FRA	2016-2017	Need to identify final design approach.
		Construction	TBD	Private, NYESD, USED, USDOT TIGER, USDOT FRA, CCIDA	2017-2020	Must begin accumulating funding resources early.
2	Stormwater Management / Education Facility	Preliminary Design / Feasibility	\$25,000	City, BOA	2016	Need to understand the area and volume required, and also develop partnerships with environmental and educational organizations.
		Design	TBD	City, BOA	2016-2018	
		Construction	TBD	Private, GIGP	2018-2020	Depending upon the area served, construction could potentially be funded through user fees.
3	Gateway Features	Preliminary Design	\$10,000	City, Private, REDC	2016	Identify preferred design and location, develop graphics to help in fundraising efforts. Need to identify a local champion for the project.
		Fundraising / Final Design	\$25,000	City, Private	2016-2018	Final design pursuant to available funding. The implementation of this project may be part of a larger corridor effort spanning from I-86 to North Union St.
		Construction	\$100,000+	Private, NYSDOT TAP, STIP	2018	A private fundraising could be combined with transportation funding to complete gateway construction.
4	Commercial / Hotel Development (Olean Redevelopment Parcel 1 )	Pre-Development Planning	\$50,000+	Private, City, BOA	2015-2016	Pre-development planning includes the completion of studies to determine if site is developable as proposed. Some studies will be completed through Step 3 of the BOA program.
		Construction	\$20,000,000+ /-	Private, BCP, CCIDA, ESD	2016	Project 4 anticipates over 40,000 square feet of phased industrial development constructed at \$60/SF.



**FIGURE 15: MASTER PLAN PROJECTS, CONTINUED**

Project No.	Name	Phasing and Anticipated Costs (all costs are shown in 2014 dollars)		Potential Funding Resources	Time Frame	Notes
5	Mixed-Use Development (Olean Redevelopment Parcel 2)	Pre-Development Planning	\$50,000+	City, BOA	2016	
		Environmental Investigations/Remediation	Unknown	Private	2015	
		Design	Unknown	Private	Ongoing	Project anticipates full remediation of former Exxon Properties to developable condition. These sites may / may not build out prior to the extension of Constitution Avenue.
		Construction	\$5,500,000+/-	Private, BCP, CCIDA	2018	Project 5 anticipates 20,000 to 50,000 square feet of mixed commercial office/retail/restaurant at \$110/SF.
6	Solar Farm (Olean Redevelopment Parcel 3)	Pre-Development Planning	\$50,000+	Private	2015	Pre-development planning includes the completion of studies to determine if site is developable as proposed.
		Environmental Investigations/Remediation	Unknown	Private	Ongoing	
		Design	Unknown	Private	2016	Project anticipates full remediation of former Exxon Properties to developable condition.
		Construction	\$9,000,000+/-	Private, NYS, NYSERDA	2016	Project 6 anticipates two, 2.7 mW solar arrays to support Saint Bonaventure University. Cost is ~ \$5 million/array
7	Flex / Light Industrial Development	Design	Unknown	City, BOA, Private	2016-2020	Conceptual design may be included in BOA Step 3 activities.
		Construction	\$1,200,000+	Private, CCIDA, ESD	2016-2020+	Project 8 anticipates up to 200,000 square feet of phased industrial development constructed at \$60/SF.

**FIGURE 15: MASTER PLAN PROJECTS, CONTINUED**

Project No.	Name	Phasing and Anticipated Costs (all costs are shown in 2014 dollars)		Potential Funding Resources	Time Frame	Notes
8	Commercial Development	Land Assembly	Unknown	City, Private	2016-2020+	
		Design	Unknown	City, BOA	2020+	Financial feasibility analysis required.
		Construction	\$7,300,000+	Private, CCIDA	2020+	Assumes new 90-key, 3-story hotel at \$75,000/key and stand-alone 3,000 SF restaurant at \$200/SF.
9	At-grade rail crossing	Schematic Design	\$40,000	City, BOA, WNY&PRR	2016-2018	Schematic design may be included in BOA Step 3 activities. Project requires analysis of two existing crossing closures.
		Final Design	Unknown	City, Private, ESD	2018-2020	Final design to be based upon outcomes of schematic design from BOA Step 3 project.
		Construction	Unknown	City, Private, ESD	2020+	
10	City DPW Facility with Flex Industrial	Schematic Design	TBD	City, County, DASNY	2015-2016	This project will require private-owner coordination
		Final Design	TBD	City, County, DASNY	2016	
		Construction	TBD	City, County, DASNY	2017-2018	
11	Greenspace with Residential Infill	Site Selection / Acquisition	\$20,000	Private, City, BOA	2016-2017	
		Design	Unknown	City, Private, NYS EPF Parks	2018	
		Construction	\$600,000 +/-	City, NYS EPF Parks	2018-2019	Based on average cost of \$200,000 to construct a new residential unit (times 2-3 units depending on subdivision requirements)

**FIGURE 15: MASTER PLAN PROJECTS, CONTINUED**

Project No.	Name	Phasing and Anticipated Costs (all costs are shown in 2014 dollars)		Potential Funding Resources	Time Frame	Notes
12	Park with Playground	Design	\$60,000	City, Private, NYS EPF Parks	2015	
		Construction	\$175,000	City, NYS EPF Parks	2015	
13	Buffalo / Wayne Street Streetscape	Preliminary Design	\$70,000	City, BOA	2018-2020	Schematic design may be included in BOA Step 3 activities.
		Final Design / Engineering	\$250,000	City, Private	2020-2022	Final design pursuant to available funding. The implementation of this project may be part of a larger corridor effort spanning from I-86 to North Union St.
		Construction	\$1,000,000+	City, NYSDOT TAP, STIP	Ongoing, 2022+	The implementation of this project may be part of a larger Buffalo/Wayne Street corridor effort spanning from I-86 to North Union St.
14	North Union Mixed Use Neighborhood	Strategic Planning	\$20,000	City, BOA	2016-2018	Included in BOA Step 3 activities.
		Site Acquisition (estimate)	\$400,000+	City, Private	2018-2020	Requires innovative and aggressive approach to land acquisition with some participation by City likely required.
		Design	\$100,000+	Private	2020+	Site design and architecture.
		Construction	\$1,000,000+	City, Private, HOME, CDBG, LIHTC/SLIHTC, HFA Bonds, HFW	2022+	

**FIGURE 15: MASTER PLAN PROJECTS, CONTINUED**

Project No.	Name	Phasing and Anticipated Costs (all costs are shown in 2014 dollars)		Potential Funding Resources	Time Frame	Notes
15	Trail System	Schematic Design	\$20,000	City, BOA	2018-2020	
		Final Design	\$50,000+	City, EPF, LWRP, Private	2020-2022	
		Construction	\$150,000+	City, EPF, LWRP, TIF, Private	2022+	Cost will vary significantly for on-road vs off-road portions.
16	Mixed Use Redevelopment	Strategic Planning	\$200,000	City, BOA, Private	2020	Included in BOA Step 3 activities.
		Land Assembly / Site Acquisition (estimate)	\$1,000,000+	City, Private	2022	Requires innovative and aggressive approach to land acquisition with some participation by City likely required.
		Design	\$200,000+	Private	2024	Site design and architecture.
		Construction	\$10,000,000+	City, Private, CCIDA	2025+	
17	Office Development	Design	Unknown	Private	2020+	Financial feasibility analysis required.
		Construction	\$400,000+	Private, CCIDA	2020+	Assumes 50,000 square feet of flex industrial development t at \$80/SF.

#### 4.4. Marketing and Branding

The primary marketing and branding objective for the Northwest Quadrant Study Area is to support the redevelopment of underutilized, vacant and brownfield properties within the BOA. The proposed strategy seeks to increase awareness of these assets to attract external industrial development and investment. As the Study Area is only a portion of the community, however, marketing and branding efforts should also be mindful of the community as a whole. This will involve embracing the community's historic heritage and treasures in an effort to attract and retain businesses of all sizes and residents of all walks of life. A phased approach is recommended to achieve noticeable, immediate successes while building a foundation that can sustain and breed new and ongoing success. This phased approach should first focus on the Study Area, with subsequent efforts focusing on a community-wide strategy for long-term success.



## Recommended Marketing Strategy

Based upon a complete analysis of the City and its market segmentation, a multi-phased approach is recommended to achieve immediate impacts while building a cohesive, community-wide strategy for long-term success. This approach includes several layers of marketing, from websites to local roadside signage and national media and advertising campaigns.

**Olean's Barrel District: Featured Site**

**Former Agway Nitrogen Complex Site**

**Site Details**

**DESCRIPTION:**  
Vacant site comprised of two parcels. Located on the west edge of neighboring business district. One of the best opportunities in Olean's Northwest Quadrant for redevelopment. Neighboring flat, open and large. Visibility to the site from Buffalo Street is excellent, creating a possibility for commercial or mixed uses along the corridor.

**LOCATION:**  
1420-1422 Buffalo Street and 1420 Buffalo Street

**SITE SIZE:**  
24.7 Acres

**CERTIFICATIONS:**  
Enrolled in the NYS Brownfield Cleanup Program (2009). This site is currently being remediated.

**SITE ACCESS:**  
Excellent access off Buffalo Street with potential for a four-way intersection at Constitution Avenue.

**CURRENT ZONING:**  
Industrial

**INFRASTRUCTURE / UTILITIES:**  
• List  
• List  
• List

**DISTANCE TO AIRPORT:**  
50 miles to Buffalo (BUF), nearest regional airport/airfield

**RAIL ACCESS:**  
Freight rail line runs nearby. Possibility for a spur line to extend to this property.

**OWNERSHIP:**

**Olean: Land of Substantial Opportunity.**

**OWNER CONTACT:**  
Paul Lee Hesse  
Title  
255-335-5555  
contact@newname.com

**OLEAN CONTACT:**  
Maggie Gougeon  
Department of Community Development  
Title  
716-375-3646  
mgougeon@cityofolean.org

### Phase 1: Marketing and Branding for the Industrial BOA and properties

*Timeframe: Immediate*

The City should initially market the entire study area/industrial core as one collective area by promoting the general benefits of the entire sector as well as assets and specifications of key sites. Cooperation and collaboration between public and private sectors will be important during this initial phase to establish a unified approach in marketing investment opportunities in Olean. The strategies of private landowners will vary significantly in the marketing of individual properties, including the targeting of prospective buyers/renters and timelines for site/seller readiness. A coordinated approach will help everyone “speak from the same script” and position Olean as a destination of choice for site selectors. The initial phase will include the roll out of an overall brand and campaign theme that should be used in marketing the area’s industrial/business identity on a local, regional and national level. Measureable success in Phase 1 will support sustained success and growth through the marketing of the City and community as a whole.

## Phase 2: Marketing and Branding for the City of Olean

Timeframe: 2016 and Beyond

Following on the successful roll out of the brand and campaign theme, the City should begin promoting itself as a small town community with a strong quality of life. Included in this phase should also be the promotion of tourism attractions and other assets of the broader community that portray Olean as a destination for families and active young professionals. Although broad, City-wide marketing efforts should take place within a limited scope in Phase 1, they should advance in scope and scale during Phase 2. Marketing and branding of the City and expansion and amplification of efforts such as signage, beautification, events, promotions and awareness should help build continued awareness of Olean within the 5-County region and Upstate NY.



## Campaign Themes and Tactics

A consistent campaign theme should be developed for use by all parties with a stake in moving Olean forward, including public and private land owners. A coordinated branding and marketing campaign utilized by both the public and private sectors promotes a welcoming environment for industrial investment and indicates broad support for the area as a successful location to conduct business. Although several elements of the campaign should be consistent regardless of location or timing, each Phase should have unique themes. Targeted marketing tactics should be designed and employed specific to each Phase, as well. For example, the creation of websites, the development of multi-media collateral and the identification of advertising audiences will be uniquely different for the BOA versus the entire Olean community.

### Phase 1 – BOA Specific Marketing Themes and Tactics

A theme for immediate use should be established to promote the industrial areas within the study area. A potential theme for Phase 1 is *Olean's Industrial Solution*. Several potential themes are included in the full Marketing Plan in Appendix E. Recommended marketing tactics include the development and refinement of the brand through logos, signage, a study area-specific micro website and the promotion of a new identify for the study area, such as The Barrel District, or another memorable name under which to market the location. Additional marketing tactics include collateral materials, developer/investor forums, public education sessions and other methods to promote investment opportunities within the study area. More information is included in Appendix E.





## Phase 2 – City-wide Themes and Tactics

As the branding and marketing strategy expands to the broader Olean community, a theme reflective of the entire City should be developed. A potential community-wide marketing theme is *Olean: Land of Industrial Opportunity*. The Marketing Plan in Appendix E has additional information. Similar to Phase 1, marketing tactics at the City-scale employ similar elements, such as logo and identity standards for signage, print material and web communications. However, the scale of the approach and the audience differ from the BOA-specific approach of Phase 1, as these efforts are geared more towards improving local and outside awareness of the Olean community's quality of life.



## Conclusion

Marketing and promotion efforts should begin on some level as soon as funding is established. Branding development, as well as “LAND AVAILABLE” promotional-related tactics – including I-86 billboards, micro website and Developer/Investor kits should begin as soon as possible. Remaining Phase 1 tactics should be conducted throughout 2015. Short-term success, however small, can build long-term momentum. Demonstrate success as it happens. Showing success with “low-hanging fruit” indicates that change is afoot and there is reason for optimism and an incentive to join in the process. Phase 2 activities can begin at the beginning of 2016 and beyond, building as slowly or quickly as allowable by time, resources and budget. Tactics could also begin immediately to work in concert with any current marketing efforts.

## 4.5. Implementation Strategy

### Introduction

The City should expect the need for flexibility in the phasing and implementation of the Master Plan. During the course of the next 10 to 15 years available funding streams, property ownership, the marketplace and local economy will all likely change. In addition, the availability of information regarding known environmental contamination and site conditions will increase, potentially altering the proposed land use patterns and the development potential of parcels crucial to the implementation of the Master Plan in its current form. Therefore, the actual implementation of projects and the redevelopment of properties may not be identical to the Master Plan.

### Retention and Recruitment Strategies

The Target Industry Analysis recommends detailed recruitment strategies, including organizational recommendations for management techniques and partnerships that will facilitate industrial development. The strategies are intended to be realistic and achievable actions that the City of Olean can include in a comprehensive economic development plan as well as begin to implement in the short-term. These recommendations cover the major categories of relationships, outreach, workforce development, marketing, events, and other investments the City can make to attract and retain employers. A detailed description of the strategies summarized below is included in the Target Industry Analysis (Appendix F).

#### *Retention Strategies*

- Implement a visitation program to encourage relationship-building between city representatives and existing businesses.
- Establish an education and workforce committee.
- Establish a legislation and policy committee to lead efforts on issues of importance to local businesses.
- Facilitate/establish an Industrial Management Council to provide a forum for local industries to meet and discuss opportunities, share experience on issues such as workforce, education, and policy.
- Implement Business forums to provide business leadership the opportunity to discuss mutual opportunities and issues, such as labor supply, legal concerns, legislation and policy.
- Develop an Industrial directory that can serve as a means of marketing local companies.

- Develop an active media promotion campaign.
- Recognize existing businesses by hosting events or awards ceremonies.
- Engage in shared marketing between City/County and local businesses.
- Develop a site and building inventory of marketable properties in the BOA and city that includes site profiles.
- Conduct an annual wage survey of existing businesses.

#### *Summary of Recruitment Strategies*

- Expand and deepen personal relationships by meeting with state, regional, local agencies and economic development organizations as well as employers, such as Empire State Development, Buffalo-Niagara Enterprise, Cattaraugus County Industrial Development Agency, utilities, and universities.
- Establish an Education and Workforce Committee to bring educational institutions together with local employers.
- Engage in direct outreach to decision makers, prospects, site selection consultants and brokers.
- Engage in shared activities (such as marketing, recruitment trips).
- Enhance Olean's internet presence and marketing collateral material.
- Continue to invest in core public services and infrastructure.
- Produce special events, such as speaking events and tours.
- Participate in key industry trade shows for networking and marketing purposes.
- Consider print advertising in trade journals.

#### **4.6. Funding Sources**

Funding for BOA Master Plan initiatives will come from a host of public and private resources. Timing and levels of public investment will be predicated on numerous issues including the disposition of State and Federal budgets and the regional, State and national economic outlook. However, the overwhelming majority of investment within the BOA will be provided by the private sector. The availability and costs of financing are major factors that dictate the extent and timing of private

sector involvement. In addition, the perception of the Study Area and potential costs associated with environmental contamination also deter private sector interest. Although near-term public involvement will be required to facilitate investment, the long-term sustainability and financial viability of development within the Northwest Quadrant will require the ability of projects to persist absent of public subsidies.

Maintaining momentum developed during the Nomination process is critical to ensuring that revitalization efforts take hold. The ability of the City and its revitalization partners to bring about meaningful and visible investments and action within the Northwest Quadrant will send a strong signal to the community regarding the City's intent to revitalize. Therefore, the City should identify 'low-hanging fruit' - short-term projects and initiatives that can be accomplished with limited funding to provide maximum impact. The implementation of a few highly visible quick-wins, such as crosswalk improvements at Buffalo Street and Wayne Street, or the temporary replacement of the Homer Street Park, will signal commitment, activity, and momentum that should translate into continued public and private investment.

Funding for lower cost, high impact projects can come from more traditional sources such as the New York State Environmental Protection Fund. The following provides an overview of available New York State funding resources and the recently enacted regional economic development policy approach promoted by the NYS Governor's Office.

### NYS Regional Economic Development Councils

In 2011, New York State created ten regional economic development councils (REDC) and mandated that each develop a five-year strategy which identifies an overall economic development approach for the region. Each regional strategy is updated annually to promote priority public sector investments and compete for access to a pool of State funding and development support. The use of State economic development funding for public or private sector projects is now directly tied to the advancement and implementation of regional economic development strategies. Funding priority will be given to projects which meet or advance the strategies and goals identified by the corresponding regional economic development council.

The Finger Lakes Regional Economic Development Council (FLREDC) identified three 'core' strategies to promote a unified approach to public and private investment in the five-county region. Each of the three strategic areas further outlines a series of sector strategies and investment projects that will enhance economic development and competitiveness within Western New York. In particular, the WNYREDC identified advanced manufacturing, agriculture, and energy as key sector strategies. The revitalization of the Northwest Quadrant and the targeted industry analysis directly aligns with the goals of

this strategy strengthen the region's manufacturing base and boost competitiveness through career awareness and advanced skills development.

### Consolidated Funding Application Process

A significant amount of State funding is now procured through the Consolidated Funding Application (CFA) process, an initiative begun in 2011 in concert with the establishment of the regional economic development councils. The CFA process functions as a funding clearinghouse, whereby applicants can apply for multiple sources of traditional funding via a single application. Applications for CFA resources must be reviewed by both the funding agency and the REDC to be scored for compliance with agency and regional goals. The Northwest Quadrant Revitalization Plan will require a broad range of capital projects, including waterfront and roadway infrastructure, environmental remediation, housing rehabilitation, park and recreational amenities, and the construction of multi-story mixed use structures. These projects have several components which may be eligible for funding via the CFA process.

The following is a brief overview of key funding and incentive programs in existence as of 2014 organized by agency and important factors for consideration during the application process.

#### *Parks, Recreation & Historic Preservation Program*

The Office of Parks, Recreation and Historic Preservation (OPRHP) administers an EPF grant program focusing on the acquisition, preservation and construction of park and historic preservation projects. This funding program supports the purchase of property and easements, the construction of public parks, and the preservation of historic resources and structures. The EPF Parks program will fund improvements up to \$400,000, requiring at least a 1:1 match, and state funds cannot equate to greater than 50 percent of the total project cost. Therefore, a project requesting the maximum of \$500,000 will be required to have additional resources committed equivalent to \$500,000 or more. Funding priority is given to projects within an approved BOA.

The new park on Homer Street (Project 12) is a good fit for this funding program, as well as the development of other pocket parks throughout the neighborhood.

Funding programs associated with the EPF are extremely flexible. Applicants can utilize other local, state, and in-kind funds towards their dollar for dollar match, and must be capable of funding the entire project prior to requesting reimbursement.

### *New York Main Street Program*

The New York Main Street (Main Street) Program is funded by the NYS Housing Trust Fund and administered by the Office of Community Renewal. The Main Street Program mainly supports investment in private property. The City of Olean would be a logical applicant for Main Street funding for façade renovations, tenant space improvements, signage, and wayfinding improvements. The revitalization and reinvestment in existing commercial spaces along Wayne Street (Project 14) and North Union Street (Project 15) would be appropriate target areas for this funding source. Main Street funding is also flexible, yet requires proof of committed investment by other state, federal or private sources. Similar to EPF programs, Main Street is also a reimbursement program, with varying levels of match dependent upon project type.

### *Low Income Housing Tax Credits & NYS HOME*

The New York State Department of Housing and Community Renewal provides State Low Income Housing Tax Credits similar to federal HUD tax credits for qualified low to moderate income housing projects. In addition, the NYS HOME program further leverages private investments for the rehabilitation and construction of modern, affordable housing.

### *Green Innovations Grant Program*

The Green Innovation Grant Program (GIGP) is funded and administered by the New York State Environmental Facilities Corporation and funded through the NYS Clean Water Revolving Loan Fund which is capitalized largely through federal support. The GIGP supports projects that incorporate unique ideas for stormwater management, innovative green infrastructure design, and cutting-edge green technologies. GIGP-funded projects range from simple rain gardens to large-scale wastewater treatment sites. There are several opportunities for green infrastructure in the Northwest Quadrant Revitalization Plan, including the proposed Stormwater Education Facility (Project 2), in public parks, and in streetscape and public realm improvements.

The GIGP program funds up to 90 percent of project costs with no defined maximum yet will only fund the green infrastructure portions of the project.

### *Brownfield Cleanup Program*

In 2004, the establishment of the Brownfield Cleanup Program (BCP) provided tax credits for the remediation and redevelopment of brownfield sites in New York State. These tax credits are further enhanced within Brownfield Opportunity Areas. The BCP establishes four separate levels of remediation based on final permissible uses and the need for continued

engineering controls to protect the public health, safety and welfare; projects that pursue more extensive levels of remediation are eligible for greater tax benefits. Credits cannot be issued prior to the issuance of a Certificate of Completion which certifies remediation activities have been completed per agreement with the NYSDEC. As of September 2014, funding for the BCP will expire in December of 2017. The extensive timeline anticipated for projects entering the BCP to achieve a COC will require the City of Olean and project partners to move quickly to take advantage of this important source of project financing.

There are three separate tax credits available in the BCP Program:

#### **Brownfield Redevelopment Tax Credit**

The brownfield redevelopment tax credit consists of the sum of three separate credit components: (1) site cleanup, (2) groundwater cleanup, and (3) development on a brownfield site. The brownfield redevelopment tax credit is available to taxpayers who incur costs for the remediation or redevelopment of a brownfield site in New York State that is, or will become, a qualified site. Upon completion of the required remediation, the DEC will issue a written Certificate of Completion (COC) to the remedial party. The COC will include the applicable percentages used to determine the amount of the credit. The amount of the brownfield redevelopment tax credit is a percentage of the eligible costs paid or incurred to clean up and redevelop a qualified site. A greater percentage is allowed for sites that are cleaned up to a level that requires no restrictions on use and sites located in a BOA.

#### **Remediated Brownfield Credit for Real Property Taxes**

A developer who has been issued a COC for a brownfield site, or who has purchased or acquired all or part of a qualified site is allowed a remediated brownfield credit for real property taxes paid. The amount of the credit is 25 percent of the product of the taxpayer's employment factor (a percentage based on the number of persons employed on a qualified site) and the taxpayer's "eligible real property taxes."

#### **Environmental Remediation Insurance Credit**

This credit is available for premiums paid for Environmental Remediation Insurance up to the lesser of \$30,000 or 50 percent of the cost of the premiums.

### *Excelsior Jobs Program*

Business investment within the BOA may qualify for fully refundable tax credits via the Excelsior Jobs Program (EJP). Businesses within the BOA may be eligible for three of the four EJP credits, which can be claimed over a 10 year period. To earn any of the following credits, firms must first meet and maintain the established job and investment thresholds as outlined by the New York Empire State Development Corporation, which include minimum eligibility criteria for jobs, overall investment and benefit-cost ratios.

#### **The Excelsior Jobs Tax Credit**

A credit of 6.85 percent of wages per net new job to cover a portion of the associated payroll cost.

#### **The Excelsior Investment Tax Credit**

The Investment Tax Credit is valued at two percent of qualified investments in tangible property, such as buildings or structural components of buildings located within New York State that have a useful life in excess of four years. This credit may be taken in tandem with the Investment Tax Credit for investments in research and development property or with brownfield tangible property credit, but not both.

#### **The Excelsior Research and Development Tax Credit**

The Research and Development Tax Credit is valued at 50 percent of the Federal Research and Development Credit, up to three percent of total qualified research and development activities conducted in New York State. To be eligible for inclusion in the EJP, firms must operate in one of seven key industries:

- Financial services data center or back office operation;
- Manufacturing;
- Software development and new media;
- Scientific research and development;
- Agriculture;
- Creation or expansion of back office operations;
- Distribution center; or
- An industry with significant potential for private sector growth and development.



### *Other Empire State Development Corporation Programs*

Empire State Development Corporation maintains discretionary capital funds in support of statewide economic development initiatives and business investments. This includes development bonds to support significant private sector investments, the Urban and Community Development Program for feasibility and pre-development activities, and the Build Now-NY/Shovel Ready Program, among others.

### *Cleaner, Greener Communities Program*

The New York Cleaner, Greener Communities Program empowers regions to create more sustainable communities by funding smart growth practices. The Western New York Regional Sustainability Plan (WNYRSP) recommends implementation projects that will significantly improve the economic and environmental health of the region. These projects will be funded in three rounds of \$30 million beginning in 2013.

## Transportation Funding

The most likely means of implementing transportation improvement recommendations identified in the NW Quadrant Revitalization Plan will be to seek multiple funding sources, including a combination of public funding from various governmental levels.

### *Federal Sources*

The Federal Government provides funds for transportation projects through various funding programs contained within multi-year federal transportation legislation, with the current appropriations bill referred to as MAP-21, or Moving Ahead for Progress in the 21st Century. MAP-21 is a new two-year federal transportation act that was signed in July 2012 after the expiration of SAFETEA-LU in March 2012. The new act created the Transportation Alternatives Program (TAP) which combines several SAFETEA-LU programs under a single heading, continuing funding support for programs and projects defined as transportation alternatives, including:

- On- and off-road pedestrian and bicycle facilities;
- Community improvement projects;
- Recreational trail program projects; and
- Safe routes to school projects.

MAP-21 also continues the Surface Transportation Program (STP) and the Highway Safety Improvement Program (HSIP) which supply potential federal funding sources for roadway and trail improvements.

### *Surface Transportation Program (STP)*

The Surface Transportation Program is a primary core Federal-aid program within MAP-21 utilized for local highway and trail improvement projects. The STP provides flexible funding that may be used for a variety of projects through numerous sub-programs, including all project types eligible for funding under the Transportation Alternatives Program. STP funds can also be 'Flexed' or transferred to fund multi-modal and transit projects, as approved by GTC.

### Other Funding Sources

Several other local and federal funding and financing programs will likely be required to facilitate additional implementation projects. The following is a brief overview of other relevant funding sources to be considered for the revitalization of the BOA Study Area.

- The Cattaraugus County Industrial Development Agency (CCIDA) has a suite of tools to assist private development, including tax exempt bond financing, sales/mortgage tax exemptions, and payment-in-lieu-of-tax (PILOT) exemptions for property taxes. In addition, CCIDA can assist projects through the purchase and sale/leaseback of land, existing facilities and new equipment. Private development projects within the NWQ may also be eligible for the county's innovative Adaptive Reuse Program.
- The US EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters. The remediation of the former Exxon Properties may be eligible for EPA assistance.
- The New Markets Tax Credit Program (NMTC) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years. There are several qualified CDEs located in the Buffalo-Niagara region.

# Appendix A

Public Participation Materials

# Appendix B

Site Profile Forms for Suspected Brownfield Sites

# Appendix C

Market Study

# Appendix D

DPW- Feasibility Study

# Appendix E

Marketing/Branding Study

# Appendix F

Target Industry Analysis



# Appendix G

Phase I ESA

# Appendix H

SEQRA