



**City of Olean
Comprehensive Development Plan
2005-2025**

**Adopted by City Council
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CITY OF OLEAN COMPREHENSIVE PLAN

Part 1: Introduction

- Chapter 1.1: Comprehensive Planning Process
- Chapter 1.2: Issues Facing the Community
- Chapter 1.3: A Vision for Olean 2025

Part 1 of the City of Olean Comprehensive Plan provides an initial overview of the planning process and discusses the critical issues facing the community. This discussion of key assets and challenges leads to a long term vision of a vital and dynamic Olean in the year 2025.

Articulating a vision of the City's future provides an important frame of reference for the more in-depth exploration of trends and conditions and the goals, objectives and actions that are outlined in subsequent chapters.

CHAPTER 1.1 COMPREHENSIVE PLANNING PROCESS

PURPOSE AND INTENT

Comprehensive planning activities play a critical role in directing the future development of a community. The comprehensive planning process helps a community to identify its needs and establish its goals and objectives for future development and preservation. Developing and implementing a comprehensive plan is an effective way of achieving meaningful and desired change in a steady, incremental manner and identifying those resources the community wishes to preserve and enhance. Furthermore, the comprehensive plan serves to identify changes or trends that are desirable or undesirable in the community. Another reason for preparing a comprehensive plan is to obtain public input which will be used to guide future government actions. The comprehensive plan also provides an important legal foundation for many of the community's land development laws and regulations, including zoning. In addition, preparing a comprehensive plan will help the community to qualify for state and federal grant monies to implement projects and policies recommended in the plan.

ORGANIZATION OF THE PLAN

The Comprehensive Plan is divided into four sections: Introduction, which identifies the major issues facing the community and articulates a long term vision; Existing Conditions and Trends, a gathering of relevant information on Olean's current situation; an identification of Community Goals and Objectives, which outlines priority issues and directions; and an Implementation Plan, which suggests the actions and programs that will be necessary to achieve the goals and objectives and, ultimately, realize the vision.

PLAN UPDATES

It is important for the City to maintain an up-to-date comprehensive plan, which reflects the current needs of the community. The City should regularly review the Plan (at least on an annual basis) utilizing the implementation matrix provided in Chapter 4, "Implementation Plan," reprioritizing its action strategies as necessary.

CHAPTER 1.2

ISSUES FACING THE COMMUNITY

The City of Olean's comprehensive plan will be an important tool for guiding the city's development and governance. To be both effective and useful, the plan should have a strong strategic base. That is, it should build upon Olean's key strengths and assets and seek to position the city to pursue viable opportunities for enrichment and growth. Those assets and opportunities form the basis of Olean's vision of its future, the overarching goal which the community is collectively seeking to achieve.

OLEAN'S CORE STRENGTHS

Like any community, the City of Olean is blessed with a wide array of assets, ranging from its citizens to its institutions to its natural setting. However, certain core strengths stand out as the potential foundation for a community that can grow and prosper over the coming decade.

Downtown

Downtown Olean is a traditional business district with distinctive architecture that includes a number of turn-of-the-century buildings. Several recent new developments have reinvigorated the central business district (CBD) including the new Jamestown Community College campus, the renovation of the historic Post Office and the new Hampton Inn.



Olean's central business district features several historic buildings in a traditional downtown setting.

Educational Resources

St. Bonaventure University, Jamestown Community College, Olean Business Institute, the City of Olean school system, the Board of Cooperative Educational Services and the close proximity of Alfred University, Alfred State College, Houghton College, and the University of Pittsburgh at Bradford put Olean in the middle of an educational system that is quite extensive for a region of this size. The faculty, students and researchers at each of these institutions offer existing and potential employers access to a talented workforce. The institutions also offer the potential for partnerships and technical support, and they represent a market as well as an economic development opportunity.



The new Jamestown Community College campus in downtown Olean.

Transportation

Interstate 86 provides a major east-west link for tourism and commerce. Routes 16 and 219 provide north-south access, and the prospect for an upgrade to Route 219 may represent an opportunity. A short line railroad, that links the City to major railways, is utilized by a number of businesses and could potentially be taken advantage of by additional industries. Olean's accessible location at a major transportation crossroads has significant implications for economic and tourism development.

Natural and Scenic Resources

Olean's distinctive natural assets include the Allegheny River, which forms the southern border of the City, and Olean Creek, which branches off from the River running north-south through the City. The Allegheny Mountains offer panoramic views to the southwest of Olean, and the rolling hills of the City and its surroundings provide scenic vistas from several points in the City. Olean sits in a beautiful location adjacent to rivers, mountains and major natural assets such as Allegany State Park and Portville's Pfeiffer Nature Center. Abundant water supplies are a major asset for both economic development and recreation.

Economic Development

Although the local economy has had ups and downs, like the rest of upstate New York, Olean's economy is differentiated by a relatively large industrial base, with a healthy degree of local ownership, including one large manufacturing company. Local company decision-makers have a stronger interest in the community, and although this does not guarantee that every decision will be in Olean's favor, it does provide a better opportunity for collaboration in resolving economic challenges. Portions of Olean, including the downtown, are in the Cattaraugus Empire Zone (EZ), which offers numerous incentives for businesses. Two large brownfield sites—equipped with utilities, convenient highway access and enough space to accommodate large industrial and commercial users—have excellent economic development potential.

Recreation and Tourism

The City has a multitude of recreational assets including an excellent park system, the William O. Smith Recreation Center (which includes the Robert S. Matthews Ice Arena, an outdoor pool and skateboard park), the John J. Ash Community Center for senior citizens, and a new YMCA. The Allegheny River Valley Trail provides residents and visitors with a means to enjoy the natural scenery in and around the city, as well as an alternative transportation route.



The Allegheny River provides residents of Olean an important recreational and natural resource.

Numerous special events—including the Santa Claus Lane Parade, River Regatta, and the Rally in the Valley motorcycle event—bring thousands of people to Olean each year. Olean provides a gateway to regional draws such as Ellicottville, with its nationally known ski areas (30 miles) and Allegany State Park, the largest state park in New York (20 miles).

Small City Attributes

Olean’s smaller size is indeed an asset. The city has a desirable “small town character” that contributes to the quality of life. Smaller cities are manageable and governable, and they have a better record of growth and success in New York in recent years.

Health Care

Olean General Hospital and the regional health care network provide first class care to the people of Olean. More importantly, they are a magnet that attracts people from throughout the Southern Tier. As the Baby Boomer generation ages, this network will play a more vital role in Olean’s economic future.

CHALLENGES

The strengths outlined above represent a solid basis for a comprehensive plan, but there are also some challenges that need to be considered if the plan is to be realistic.

Housing

The housing stock in the City is older than surrounding suburban communities. This may be perceived as an asset (i.e., unique housing stock including historic homes) or a liability (i.e., need for housing improvements for neglected properties), but in either case it must be factored into decisions on neighborhoods and housing. There is a general lack of high-end housing units within the City, and there are scattered property maintenance problems in the housing stock of some parts of the City.

Commercial development and its effects (e.g., traffic, noise, litter, harsh lighting) has encroached on certain residential areas. This has had a negative impact on neighborhood character.



Encroaching commercial development has detracted from the character of residential neighborhoods.

Downtown

The downtown area lacks entertainment venues and attractions, such as a movie theater, a performing arts center, or a museum. “Big Box” and other “strip-style” commercial

development, particularly in the western portion of the City along Route 417, has captured a share of the retail market of the region, reducing the competitiveness of the Central Business District in downtown. Downtown lacks a coordinated marketing program that would mutually benefit all downtown businesses.

Economy

Similar to national trends, residential, industrial and commercial development in the region has shifted somewhat over the past few decades, from the City to its outlying areas, depleting Olean's tax-base and population. A large amount of the City's population loss is accounted for in its decreasing proportion of young adult residents. One of the perceived difficulties is the difficulty of finding good-paying jobs in the region.

Much of the City's industrial base has been lost and the City is currently struggling to transform itself from a manufacturing-based economy into one that is more diverse and service oriented, although high taxes and utility costs hinder efforts to attract firms to locate and expand in the region.

The City is largely built-out with only a few potential development sites remaining. A large portion of the land that is available for economic development is contaminated and requires remediation.

Infrastructure

Because it is an older city, much of Olean's basic infrastructure was constructed many years ago. A key challenge is to maintain public infrastructure in a state of good repair, but as systems continue to age, the need for complete replacement or rebuilding of roads, bridges, sewer and water mains becomes more pressing. Managing the reinvestment in capital plant within limited resources will require sound financial and capital planning.

OLEAN'S KEY OPPORTUNITIES

There are dozens of opportunities for growth and enrichment, but it is important to determine which ones represent the best combination of feasibility and impact. Ideally, the City of Olean would pursue the "low hanging fruit", those opportunities offering a good and timely return on an acceptable investment of time and resources. The following areas appear worthy of further consideration, given these criteria.

Development Sites

Sites are available for economic development, including some brownfield areas that are on the verge of remediation. A concerted effort to make these sites "shovel ready" could be an impetus for an industrial and business development campaign that expands existing businesses while attracting new ones.

Central Business District

There is a role for downtown that cannot be met by the large "big box" retailers situated and growing on Route 417 in Olean and Allegheny. Re-branding and revitalizing downtown can provide arts, entertainment and specialty retailing that are under-represented in the immediate area. A carefully conceived retailing strategy can develop a shopping experience that blends the selection, price and sales tax impact of large retailers with the unique offerings of specialty stores.

Natural Assets

Olean offers a relatively unique combination of urban amenities in an attractive natural setting. Exploiting the linkages between the city and the surrounding natural areas can improve the quality of life and improve the tourism economy. Further, the availability of water may be a key element of an industrial development effort oriented toward water intensive industries.

Educational Assets

There are multiple aspects to the educational opportunity. Educational institutions are a primary supplier of labor for economic development. Faculty and researchers support technology development, innovation and provide expert assistance on numerous topics. Students represent a market for housing, retail services and entertainment. Unique programs like St. Bonaventure's new gerontology program offer opportunities to find new ways to attract and support senior citizens.

Health Care System

As the population ages, the demand for health care services will continue to increase. Olean is in a position to capture a larger share of this regional market. Further, the availability of health care support in a small city could be attractive to assisted living facilities, particularly those interested in an urban environment.

Seneca Nation of Indians

The Seneca Nation is another unique asset – a sovereign nation within our nation. Their culture and their heritage are of considerable interest to many visitors, but the recent entry of the Nation into casino gaming has opened new opportunities for both the Senecas and the region.

Olean's assets and opportunities clearly point to a bright future if a realistic plan is developed and resources are identified to move forward. In the subsequent sections of this plan, existing conditions and trends will be examined in more detail, but the core strengths identified thus far suggest a long term vision for Olean that will help guide the balance of the planning process. The vision outlined below was prepared with guidance and input from the Comprehensive Planning Task Force, which sponsored five stakeholder meetings (outlined below) to get additional input and reaction regarding Olean's future.

Area Realtors	February 9, 2005
Mayor's Executive Forum	February 10, 2005
Division of Youth & Recreation Advisory Board	February 17, 2005
Community Health Care Providers	March 9, 2005
Area Merchants, Downtown Developers and Community Leaders	May 17, 2005

An effective strategically oriented plan essentially is built "backwards" in time, beginning with a general long term view or vision that looks at least twenty years ahead and then deciding upon goals, objectives and actions that have increasing specificity and shorter time frames. For this comprehensive plan, the following planning horizons are utilized:

Vision	20 Years
Goals	5 – 10 Years
Objectives	1 – 3 Years
Actions	6 – 18 months

The purpose of the vision is to paint an ideal picture of Olean in the year 2025. This long term view forward provides a framework within which to formulate and assess strategic goals and objectives. It contributes to sound infrastructure investments and policy decisions by the City leadership, because actions may always be tested against their contribution to helping Olean achieve its ultimate vision.

A VISION FOR OLEAN 2025

The City of Olean is an important regional center that attractively blends urban amenities, small town character and charm, and a sense of history, with beautiful natural surroundings. The city is a vital and dynamic place that is content and comfortable with its role as a small city that serves as the commercial, service and cultural center for the surrounding towns and counties. Strong partnerships with educational institutions support a creative, learning community that attracts students, employers, workers and retirees. A strong focus on and commitment to Olean's residential character is an essential aspect of the City's identity.

A Diverse and Vibrant Economy

The Olean economy is a solid mix of manufacturing firms, commercial and retail services, warehousing and distribution, and technology businesses that are thoughtfully integrated within a community that highly values its residential character. Augmented by institutional employment in government, education and health care, the economy is well-positioned to respond to economic upturns and to withstand downturns. Key elements of local economic success include:

- An effective retention and expansion partnership between the City and manufacturing companies
- An aggressive marketing program to attract new business in growing sectors, with a special emphasis on marketing water resources
- An entrepreneurs programs to foster start-ups, particularly in technology businesses that are globally competitive and add significant economic value
- A strong partnership between the business community and the regional educational institutions

A Revitalized Central Business District

Downtown has found its "niche" as a complement to large retailers on the outskirts of the city. The CBD is the center of finance, banking and government during the business day. A specialty retail sector has developed that offers goods and services that are distinct from those available in the large stores. Galleries and craft shops augment the specialty shops to create a distinctive shopping and browsing district. Downtown boasts a wide array of restaurants to serve workers and shoppers during the day, and they are part of an expanded cultural and nightlife experience in the evening with galleries, theaters, and nightclubs. The diverse offerings of the revitalized downtown attract residents of adjoining neighborhoods, college students, and visitors from outside the city. The city as a whole is "pedestrian friendly", but the downtown area in particular is designed to encourage strolling and browsing, due in large measure to carefully conceived design guidelines that preserve and enhance architecture and overall attractiveness.

Stable, Safe and Attractive Neighborhoods

Distinctive neighborhoods have developed around the city. In each one, the housing stock has been upgraded and community residents feel safe and secure. Infrastructure is well-maintained, from roadways and sidewalks, to water and sewer service. Commercial development is greatly restricted, with an emphasis on services that cater to the needs of

neighborhood residents. Attention has been paid to establishing buffer zones between the neighborhoods and the busier commercial centers.

A Sound Regional Retail Strategy

Mass market retailing has been thoughtfully developed in corridors at the north, east and west gateways to the city, complementing and emphasizing Olean's residential character, while taking advantage of the City's two interstate exits and existing traffic patterns along Route 417. Commercial and retail sites within the city have allowed Olean to share in the economic benefits of the regional retailing center that has developed. Gateway and regional retail enterprises cater to mass market retailing and complement the central business district's focus on pedestrian-friendly specialty retailing.

Environmental Stewardship and Links to Natural Attractions

Olean has successfully balanced environmental preservation with access to the region's natural beauty. Much of Olean's character derives from its location amid rivers and hills, and it is a city priority to maintain its clean and healthy surroundings. At the same time, citizen access to natural assets is enhanced by an extensive trail network that extends throughout the region and links the city with Allegany State Park. This trail network, coupled with the city's extensive park system and waterfront property, has enhanced Olean's appeal as a destination for tourists seeking urban amenities close to a natural environment.

Good Governance

The City is committed to sound stewardship, accountability and fiscal responsibility. There is a commitment to good customer service, delivered through a modern and efficient infrastructure. Effective partnerships have been developed with critical groups – business community, educational institutions, medical/health care community, and the Seneca Nation. The City of Olean has reached out to neighboring municipalities and has implemented cooperative efforts that are in the best interests of the region and the people of Olean.

Regional Medical and Health Services Center

The Olean Medical Center is a major health care asset for the entire region. The City and health care providers have teamed up to develop inviting medical and health care campuses, with adequate parking and shuttle bus access. The City's role as a regional medical provider attracts many out of town patients and visitors and the hospitality sector benefits from their presence. Olean is a healthy community as a result of a strong focus on public health services.

Catering to Retirees and Seniors

Olean has become a center for retirees, living independently as well as in assisted living developments. The combination of first rate medical services, downtown revitalization and neighborhood development has offered many seniors living options that they would not find in large cities or rural areas. The City and the developers of supported living environments have teamed up to locate housing in the central city, with easier access to shopping, entertainment, and health care.

Quality of Life

- A sound economy
- A vibrant downtown
- A creative and learning community
- A healthy community
- Stable, safe neighborhoods
- Quality health care
- Natural beauty
- Good government
- An enriching experience

Part 2: Existing Conditions and Trends

- Chapter 2.1: Land Use, Zoning, and Public Policy
- Chapter 2.2: Community Facilities and Recreation
- Chapter 2.3: Socioeconomic Conditions
- Chapter 2.4: Historic Resources
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Part 2 of the City of Olean Comprehensive Plan consists of eight chapters that provide important background information, data and analysis regarding the City's current situation in key policy areas. The information in this part of the Plan outlines in some detail the starting point from which the City must proceed as it embarks upon a concerted effort to achieve its vision, as outlined in Part 1.

A solid understanding of both the starting point and the ultimate destination forms the basis for the goals, objectives and actions that are contained in Parts 3 and 4 of the Plan.

CHAPTER 2.1

LAND USE AND PUBLIC POLICY

A. INTRODUCTION

This chapter describes the existing land use patterns that characterize the City of Olean, and discusses the various public policies that affect the existing and future patterns and forms of development within the City.

The City of Olean is a largely built-out community, with limited areas of remaining developable, underutilized and vacant land. In addition, there are several natural development restrictions in the City—including its topography, floodplain areas, wetlands, and stream corridors—which limit sustainable development.

The City is dissected by two state highways that form the City's major commercial areas including its central business district (CBD). Union Street/Route 16 runs north and south through the middle of Olean and State Street/Route 417, runs east and west through the City. The CBD forms the heart of Olean and is located along Union Street, from its intersection with State Street and extending a few blocks to the north. The most prominent land use in the City is residential, with neighborhoods distributed throughout the City, including older neighborhoods that directly surround the CBD and newer residential developments located in the outlying areas of Olean. The City's primary industrial area is situated in the northwestern portion of Olean and a smaller secondary industrial area surrounds East State Street, near the City's eastern border. Parks are interspersed throughout Olean, with the Allegheny River Valley Trail providing a linear recreational use that links many of the parts of the City.

B. LAND USE

TOTAL ACREAGE

The City of Olean has a total land area of approximately 3,900 acres, or just over six square miles. The City comprises roughly 17 percent of the Town of Olean's total land area. The vast majority of the City's acreage is developed land, which is defined as land developed for residential, commercial, industrial, recreation/open space, community facility, and public services/utilities uses. Approximately 38.1 percent of the area, or about 1,097 acres, is estimated to be in residential use (see Table 2.1-1). Commercial office, retail, and service uses that serve the residential areas cover about 325 acres, or 11.3 percent of the total acreage. Industrial uses make up about 7 percent of the City land area. Community facility uses—such as schools, churches, and government facilities—make up about 8.5 percent of the total acreage. Approximately 8.2 percent or 235 acres of the City are used for public service, such as the large City reservoir land area, the two railroad right-of-ways, and the water treatment plant. An estimated 142 acres, or 4.9 percent of the total land area, is occupied by parks and other recreational areas. An estimated 632 acres, or 22.0 percent of the land area, is vacant land. Much of this land is in the floodplain along the Allegheny River.

RESIDENTIAL

According to 2000 U.S. Census data, there were 7,121 housing units in the City. Olean is largely comprised of traditional city neighborhoods, with houses lining streets that are aligned in a typical grid street pattern. However, recent residential development, located along the outlying areas of the City, has been developed in a lower-density suburban development pattern—which includes larger lots and a curving road pattern.

COMMERCIAL

Commercial uses are generally focused along the two main thoroughfares in the City, Union and State Streets. The CBD is located along North Union and includes a traditional business district that is situated between Sullivan and State Streets, as well as an automobile-oriented commercial area north of Sullivan Street. The traditional portion of the CBD is comprised of several historic–turn-of-the-century–buildings which include small retail stores, restaurants and services on the first floor and primarily vacant space on the upper floors. The area north of Sullivan Street includes a mixture of traditional commercial buildings built to the street and highway-oriented suburban-style development, including the Olean Center Mall and the Delaware Park Centre plaza. State Street predominantly serves as a neighborhood commercial corridor, but at the western boundary of the City, there are several large-scale regionally significant stores, including a Home Depot, Wal-Mart and BJ’s Wholesale Club store.

RECREATION/OPEN SPACE

The City of Olean includes several neighborhood and community parks. Much of the City’s parkland is situated along the Allegheny River and Olean Creek corridors, including Forness Park, Franchot Park, War Veterans Park, James “APP” Driscoll Polo Park, and Boardman Park. Other recreational areas in the City are mainly comprised of small neighborhood parks and playgrounds, as well as facilities such as the William O. Smith Recreation Center and Bradner Stadium. Forness Park, located on the northern side of the Allegheny River and the eastern side of Olean Creek, is the City’s largest park at approximately 50 acres. Another significant recreational area in the City is the privately-owned Bartlett Country Club—which is predominantly located in the City, but straddles its eastern boundary and includes a portion of the Town of Olean. In addition, the City owns the approximately 50-acre Gargoyle Park, which is located just west of the City, along the northern side of the Allegheny River in the Town of Allegany.

COMMUNITY FACILITIES

Scattered throughout the City, there are a number of community facilities and institutions such as schools, government facilities, churches, hospitals, nursing homes, and cemeteries. These facilities are described in detail in Section 2.2, "Community Facilities."

INDUSTRIAL

Olean has two industrial areas, a large area in the northwestern portion of the City and a smaller section to the east along State Street. Active industrial land located to the northwest includes the Dresser Rand facility, Cytec, and Henkel. The area to the east includes American Olean Tile and Alcas Corporation. Vacant industrial land include the large areas along I-86, west of Olean Creek, as well as property along Constitution Avenue.

PUBLIC SERVICES

There are a few areas in Olean dedicated to public service, including the large City Reservoir site located at the southernmost extent of the City. In addition, there are two rail corridors that transverse the City. Southern Tier Extension Railroad Authority owns the corridor that runs northeast-southwest through the City and Norfolk Southern Corporation owns the corridor that runs northwest-southeast. Other areas designated as public service include the City’s sewer and water treatment plants.

VACANT

There are several parcels of vacant land scattered throughout the City. In particular, there are a number of potentially developable tracts of vacant land located along the I-86 Highway in the northwestern portion of the City. In addition, there are several vacant parcels with limited development potential situated in the floodplain along the Allegheny River, including a large vacant lot near the western extent of the City which is owned by Benderson Development.

Table 2.1-1
Land Use in the City of Olean, 2003

Land Use	Acres	% of Total
Residential	1,097	38.1%
Vacant	632	22.0%
Commercial	325	11.3%
Community Facilities	243	8.4%
Public Service	235	8.2%
Industrial	204	7.1%
Recreation	142	4.9%
Unclassified	2	0.1%
Total	2,881	100.0%
Notes: * All areas estimated based on available data and rounded to the nearest whole acre. ** Land that has not been distributed into parcels is not part of this analysis (i.e., roadways, and stream corridors).		
Source: Cattaraugus County Real Property Service Department, GIS Data, 2003		

C. LAND USE REGULATIONS

ZONING

The City of Olean's current zoning law was adopted in 1993 (Chapter 28 of the Code of Ordinances, City of Olean). The zoning law was developed for the purpose of "promoting the public health, safety, and general welfare and prescribing the most desirable use for which the land in each district may be adapted and those uses to be subjected to special regulations, while conserving the value of land throughout the city."¹

Zoning regulates the uses allowed in the various districts, as well as the intensity and dimensional requirements of those uses. There are 12 zoning districts, including four residential districts (R-1, R-2, R-3, and RT), two commercial districts (CC and GC), three industrial districts (I, I-2, I-3), a water conservation district (WC), and two planned districts for land that may be annexed to the City in the future (PR and PB). The current City of Olean zoning map may be found in the appendices. The City zoning law also includes supplemental development provisions, including regulations for special use permits, and site plan review and approval provisions, as well as several development guidelines and general provisions.

The City districts are described in Table 2.1-2 below:

¹ Chapter 28 of the Code of Ordinances, City of Olean

Table 2.1-2
City of Olean, New York
Summary of Zoning Designations

		Minimum Lot	Maximum Lot Building Coverage (%)		
District	Title/General Use	Size (Square Feet)	Principal Use	Garage Use	Accessory Use
R-1	Single-Family Residential	9,000	25	7	2
R-2	Single-Family/General Residential	6,000	30	10	2
R-3	General Residential	4,000	35	12	5
RT	Residential Transition	4000	50	12	10
CC	City Center	2000	50	12	10
GC	General Commercial	2000	50	12	10
WC	Waterfront Conservation	4000	35	12	5
I	Industrial	N/A	50	12	10
I2	General Industrial	N/A	50	12	10
I3	Special Industrial	N/A	50	12	10
PR	Planned Residential	10,000	25	10	10
PB	Planned Business	N/A	25	10	10
Sources: Code of the City of Olean, Chapter 28, Zoning (as amended, January 10, 2000)					

RESIDENTIAL DISTRICTS

The mapped residential districts include the R-1 (Single-Family Residential), R-2 (Single-Family/General Residential), R-3 (General Residential), and RT (Residential Transition). Residential densities range from R-1, which permits new single-family homes on a minimum lot size of 9,000 square feet to R-3 and RT, which permit a minimum lot size of 4,000 square feet per unit. All residential districts contain density controls for minimum lot width; minimum front, side, and rear yards; maximum lot coverage for principal, garage and accessory uses; and maximum building height.

Single-Family Residential (R-1)

The R-1 district is the most restrictive residential district. R-1 allows the following principal uses: detached single-family residential dwellings; governmental uses; schools; parks and

recreational uses; and senior citizen housing. Uses allowed by special use permit include adult care facilities, places of worship, libraries, museums, and private parking lots.

There are three areas designated for R-1 use, all along the boundaries of the City, one to the northeast, one to the east, and another at southern edge. All are environmentally sensitive, steep slope areas that have experienced housing development in recent years.

Single-Family/General Residential (R-2)

The R-2 District is very similar to R-1 in terms of allowed uses, but is intended to allow a higher density of development. The principal uses allowed in R-2 are identical to those permitted in R-1 and the only additional special permit use in R-2 is private golf courses.

There are several areas throughout Olean that comprise the R-2 district, mostly located in the outlying areas near the City's boundaries.

Single-Family/General Residential (R-3)

The R-3 District is less restrictive than R-1 and R-2, allow several additional principal and special permit uses. In addition, R-3 allows a higher density of development than R-2. R-3 is by far the largest residential district with portions of the district located throughout the City.

Residential Transitional Use (RT)

The RT district is intended to provide a transitional area between primarily residential neighborhoods and commercial areas. The district allows a broad mixture of commercial, residential and institutional uses, including residential units, mixed-use buildings that contain dwelling units on upper floors and first-floor businesses, and stand-alone commercial and professional offices and parking areas. The RT district is mapped in two small areas, one located on parcels along both sides of East State Street, between South Barry Street and East Avenue, and the other is on parcels along the northern side of Wayne Street, between Van Campen Avenue and 8th Street.

COMMERCIAL DISTRICTS

City Center District (CC)

The CC district is intended to recognize the historic character and the nature of the downtown area as a vibrant center of diverse activities that serves the surrounding City and region. The district allows a variety of retail, cultural, lodging, business and personal service, financial, office, institutional, governmental, and residential uses.

The dimensional requirements for the CC district do not include minimum or maximum front, side or rear yard setbacks—which permits development that continues the traditional pattern of development downtown, but does not necessarily require or encourage such continuity. In addition, while there is a 75-foot maximum height requirement in the district, there is no minimum required height—allowing for single-story buildings that would be out-of-scale with adjacent building heights and would not accommodate mixed-use development (i.e., buildings with first-floor retail and residential and/or offices on the upper floors).

The development guidelines of the zoning law include off-street parking requirements for various uses and in the different zoning districts. Off-street parking requirements for uses in the CC district need to be accommodated within 400 feet of the lot containing the subject use. These requirements may be waived in whole or in part if the Zoning Board of Appeals finds

that adequate off-street public parking is available within 400 feet or if evidence of satisfactory off-site parking arrangements has been documented.

The CC district is located along Union Street, and is roughly bounded by the Norfolk Southern Railroad to the north, Henley Street to the south, Barry Street to the east and 1st street to the west (the section of the CC district that lies between Laurens and State extends west to 2nd Street).

General Commercial (GC)

The GC district provides for general business and commercial uses that serve both residents and visitors. The district has similar area and bulk regulations as the CC district but allows for additional uses that would not be appropriate in the more traditional CC district such as car washes, gasoline stations, nursing and convalescent homes, veterinary hospitals, home occupations, and clustered residential developments. The only type of use allowed in the CC district, which is not permitted in the GC district, is townhouses.

The several areas that comprise the GC district are predominantly situated along Union and State Streets. The two largest GC areas include the area along North Union Street, just north of the Norfolk Southern Railroad (which includes the Olean Center Mall and the Delaware Park Centre plaza), and the commercial area along West State Street, around the City of Olean/Town of Allegany boundary (which includes a Tops Market, Kmart, Staples, Valu Home Center). In addition, the parcels fronting both West and East State Street are predominantly in the GC district.

WATERFRONT CONSERVATION DISTRICT (WC)

The WC district is located along the Allegheny River and Olean Creek corridors. This district is intended to provide a mixture of waterfront uses, recognize and protect the sensitivity of the environment, preserve scenic views, provide a mix of land uses that take advantage of the unique location and waterfront characteristics, and promote public access. There are several types of uses allowed in the WC district, including a limited variety of commercial, cultural, lodging, institutional, governmental, and residential uses. Site plan review and approval are required for all uses permitted in the WC district. In addition, all development in the district is required to conform to the provisions of Chapter 9 of Part II of the Code of Ordinances of the City of Olean, entitled "Flood Prevention."

INDUSTRIAL DISTRICTS

There are three industrial districts in the City of Olean: Industrial (I), General Industrial (I-2), and Special Industrial (I-3). The allowed uses in each industrial district are very similar. Industrial districts allow for auto repair shops; contractor yards; manufacture, fabrication, extraction, assembly, and other handling of material, including offices and showrooms; research laboratories, trucking terminals, warehousing and distribution centers; as well as an assortment of business and other uses. No residential uses are allowed in any of the industrial districts. The sole difference between the uses allowed in each district is that adult uses are prohibited in I, but allowed as a special permit use in I-2 and I-3. Most of land zoned for industrial use is located in the northwestern portion of the City, but there is a smaller industrial area that is adjacent to the City's eastern boundary.

PLANNED DISTRICTS

Planned Residential (PR)

The PR district is intended for new residential districts that are acquired by the City through annexation. The new district would be intended to respect and preserve the sensitive environmental features that surround the City and would require a lower development density than the established residential districts in the City (i.e., R-1, R-2, R-3, and RT).

Planned Business (PB)

The PB district is intended to accommodate additional business districts that may be annexed into the City in the future. Such a district would be developed in harmony with any environmental features of the land and would provide for mixed-use business and industrial parks that would be developed along regional arterial roads.

OTHER LAND USE REGULATIONS

INCENTIVE ZONING

The City offers zoning incentives to applicants to provide amenities to achieve the City's physical, cultural, economic development and social goals. Incentives are offered in the Industrial (I), General Industrial (I-2) and City Center (CC) zoning districts. Amenities that may be offered by a development applicant to receive a zoning incentive include: affordable housing; open space improvements; parks and plazas; child or adult care facilities; utilities; public parking or road improvements; health or other human services facilities; cultural, visitor or historic facilities; building or façade improvements; and any combination of amenities or cash in lieu of any amenity. Zoning incentives include: increases in building density; changes of use; increases in lot coverage; changes in setbacks or height; increases in floor area; and reductions or modifications of parking requirements.

SPECIAL PERMIT USES

The City's Zoning Code designates special permit uses when it is desirable for the proposed use to meet additional criteria to ensure compatibility between the special permit use and principal permitted uses in the district. Special permit uses, as a result of special characteristics (e.g., smoke, dust, noise, heavy truck traffic, negative visual characteristics) related to their operation or installation, have a greater potential to create adverse environmental impacts that could affect the use of nearby properties. The special permit conditions are designed to mitigate potential adverse impacts. Special permit uses can be allowed in all or specified zoning districts and can be permanent or require periodic renewal.

Special permit uses are subject to regulations in Section 9.0 of Olean's City Code. There are a number of uses that are allowed by special permit in each zoning district. In addition to complying with the zoning guidelines for the particular district in which the property is located, general special permit use standards that are listed in Section 9.0 of the Olean Code must also be adhered to. The special permit standards ensure that the proposed development will not be detrimental to the health, safety, welfare, comfort, and convenience of its immediate neighborhood and the public. The City of Olean Planning Board has the authority to approve a special use permit based on their review of the application and in consideration of the above mentioned standards. In addition, a public hearing is required before a special permit may be granted.

SITE PLAN REVIEW

Development proposals must go through the site plan review and approval process outlined in Section 9.1 of the City Code. The City of Olean Planning Board has the authority to review the site plans for proposed development to ensure the site plan is in full compliance with the zoning law and to minimize adverse effects the development may have to on the health, safety and welfare of the community. Most new land use activities affecting the exterior of buildings must go through site plan review. Exceptions include construction related to a single and two-family dwellings; landscaping; ordinary repair or maintenance; exterior alterations or additions that would not increase the square footage by more than 500 square feet; agricultural or gardening uses that do not involve substantial timber cutting; signs other than in conjunction with new development; and garage, lawn and porch improvements.

DEVELOPMENT GUIDELINES AND GENERAL PROVISIONS

In reviewing site plans, the planning board must refer to Article 10 of the City Code, *Development Guidelines and General Provisions*, to ensure that development proposals are designed to be consistent with the reasonable protection of the health, safety and welfare of the community. This article provides regulations for various aspects of a development that affect its design and how it will interact with adjacent development and the environment.

D. LAND USE AND ZONING ANALYSIS

INCOMPATIBLE LAND USES



There are several areas in the City where commercial development adjoining residential neighborhoods has affected the community character of these neighborhoods by increasing traffic and noise levels, by being visually dissimilar from the residential development in terms of building form and scale, and by features such as excessive lighting and signage.

For example, the small residential neighborhood in the western portion of the City, along 25th and 26th Streets, is surrounded by strip-style commercial development which has become the dominant land use in this portion of Olean.

Another instance where a residential neighborhood has been affected by commercial development is the area located east of Union Street, south of Olean Creek and north of the Olean Center Mall. Most of the homes in this area have been redeveloped into commercial use and a number of former residential parcels are now vacant—just a few homes remain.

NON-CONFORMING USES

Non-conforming uses may result from official actions, such as granting special use permits and use variances, or may occur when property owners act outside the provisions of the zoning code. In any municipality, there are bound to be a number of non-conforming uses, but the key factor is the extent and frequency of such exceptions to the established code. An excessive

number of special use permits or other variance situations may be indicative of a zoning code that is outdated and does not correspond well with the needs and directions of property owners. However, if the community is confident that the zoning code represents a workable and desirable land use concept, then municipal officials must work to minimize non-conforming uses through enforcement and limiting special use permits and other variances to the greatest extent possible.

RECENT AND PROPOSED DEVELOPMENTS

DOWNTOWN

Several large developments have taken place in downtown Olean including the redevelopment of the Jamestown Community College Cattaraugus Campus, the construction of a new Hampton Inn, renovation of the historic post office, and the expansion of Olean General Hospital. In addition, downtown has been shifting from primarily being a retail, restaurant and office corridor, to increasingly include more services, as several social service agencies have located in the CBD in recent years.

COMMERCIAL AREAS

Several “big-box” retailers have located along Route 417, around the western boundary of the City and Town of Allegany including Tops Market, Kmart, Staples, and Valu Home Center.

RESIDENTIAL NEIGHBORHOODS

As commercial development has expanded along Union and State Streets, it has encroached into the residential areas located behind these commercial corridors. This encroachment has negatively affected the character of these neighborhoods.

In addition, there have been many conversions of single-family homes into two-family and multi-family homes in specific sections of the City. This trend has created both property maintenance and off-street parking problems in these neighborhoods.

VACANT LANDS AND BUILD OUT ANALYSIS

An estimated 632 acres or 22 percent of the City of Olean’s total land area is vacant. The development potential of this vacant land has been calculated to indicate the maximum build out that could occur under the existing zoning. It is not a projection of the amount of development that will actually occur. Maximum development potential for commercial uses was estimated by establishing a Floor-Area Ratio (FAR) equal to the maximum allowable building coverage multiplied by the allowable number of floors. The zoning for Olean’s industrial districts does not stipulate a maximum allowable number of floors, but does limit building heights to 75 feet. Since most modern industrial facilities only have one floor, one-story buildings were assumed in the build-out calculation for the industrial districts. For residential uses, the total area was divided by the minimum lot area per unit to yield a maximum number of units. A variety of uses are allowed in the WC district. Therefore, the total potential residential development and the total amount of square footage for non-residential use were calculated.

In addition to the development restrictions posed by zoning, environmental constraints were considered in the build-out analysis. In the WC and R-3 districts, where much of the vacant land is steeply sloped, in wetlands or flood plains, the practical developable density was assumed at only 25 and 35 percent of the maximum theoretical density allowable under the

existing zoning. To a lesser degree, in the R-1 district, practical development density is assumed to be 40 to 50 percent of the maximum theoretical density due primary to steep slope constraints. In all the other districts, between 70 and 80 percent of the maximum theoretical density allowable under the existing zoning is assumed, based on slopes, wetlands, other environmental constraints, and design inefficiencies of specific parcels. These development density ranges were determined based on the vacant lands shown in Table 2.1-2, the environmental features of these lands, and experience in similar communities.

As shown in Table 2.1-1, the combined residential development potential for the City is between 2,051 and 1,372 units, under the existing zoning. If an average of 2.2 persons per unit is projected (based on the U.S. Census Bureau, 2000), there is potential for the population of Olean to increase by between 2,313 and 3,018 persons. In terms of commercial space, between 3.72 million and 4.25 million square feet is possible. Potential increases in industrial space are between 2.06 million square feet and 2.35 million square feet. In addition, potential additional development adjacent to the Allegany River and Olean Creek was estimated to be between 973,000 and 1.36 million square feet, or between 232 and 324 housing units, or a combination of nonresidential development and housing units.

It is noted that industrial and commercial development in the City, as in most jurisdictions, has been considerably less intense than the maximum amount of development allowable under the zoning law.

PUBLIC POLICY

PREVIOUS COMPREHENSIVE PLAN

In 1990, Stuart Brown Associates completed the *Comprehensive Development Plan, 1990 – 2000*, for the City of Olean. This plan—which included proposals for residential, commercial, office/business, and industrial land use; highway, airport, railroad and pedestrian transportation; community facilities; utilities; and open space/ recreation elements. The plan was approved by the City’s Planning Board but was never adopted by the City Council as an official policy document of the City. Despite not being adopted, the Plan has helped guide government decision-making since 1990.

Specific plan elements include the following proposals:

Land Use

Residential

- Allow appropriate residential development in specific areas of the City including low-density residential in much of the eastern portion of Olean, between Prospect and Genesee Streets. Similar low-density housing development was expected in the southeastern and southwestern portions of the City. High-density residential development was to occur along Front Street, Seneca Avenue, the west side of Main Street, the west side Route 16 near the City’s northern boundary, south of East State Street and east of Forness Park, south of West State Street and west of St. Francis Hospital, and in the Homer Street/ Buffalo Avenue area.

Commercial

- Expand the Olean Mall and West State Street (proximate to the City's western border) commercial areas

Office/Business

- Emphasize the Central Business District as the primary business district in the region
- Develop a second office/business area in the western portion of the city, adjacent to the County Office building

Industrial

- Promote new industrial development in the Economic Development Zone (EDZ)
- Encourage industrial uses in residential neighborhoods to relocate to appropriate sites in the City

Transportation

- Develop an east-west major arterial that connects the western portion of the EDZ to Route 417 (Constitution Avenue)
- Construct a new east-west collector street that would extend from North Union Street, through the Olean Mall and over the Olean Creek, to Front Street
- Implement several infrastructure improvements to the airport that would upgrade its functional classification from General Utility to Basic Transport
- Increase the pedestrian access across the Olean Creek

Community Facilities

- Develop new and/or improved facilities for the Department of Public Works, public safety agencies (police/court, fire, emergency medical services, and 911 emergency telephone services), public health facilities adjacent to the two hospital sites, and the City's elementary schools.

Utilities

- Improve public water service in the EDZ industrial area, Olean Mall, and along Front Street (between Main and State Streets).

Open Space/Recreation

- Establish a linear park system along the Allegheny River and Olean Creek that connects park sites throughout the City
- Identify key open space areas to protect sensitive environmental features and improve/expand existing park and recreation sites

While some of the land use issues identified in 1990 still remain, Olean has changed. Therefore, it is necessary for the City of Olean to develop a new Comprehensive Plan to guide development in the future.

LAND USE ISSUES

- *Special Permits.* The zoning code should contain specific standards that must be met for specific special permit uses. The standards should be tailored to ensure that the special permit use is compatible with surrounding uses.

- *Home Occupations.* There is currently no threshold to exempt a low intensity of home occupations at a level that would not impinge upon residential neighborhood character.
- *Stand-Alone Parking Lots.* Allowing stand-alone parking lots can encourage speculative demolition of traditional downtown or residential neighborhood fabric. Limits or prohibition of stand-alone parking facilities should be considered.
- *Bed and Breakfasts.* These uses, if restricted through special permit standards, can be compatible with lower density residential zones where they are not currently permitted. Allowing bed and breakfasts can help to support the retention of historically or architecturally important structures by giving some flexibility in use and a viable economic use for the property.
- *Clustered Housing.* Clustering of housing is currently only allowed in higher density residential districts. Environmentally steep slope and wetlands areas in the northern and southern edges of the City could also benefit from siting development away from sensitive areas and preserving hillsides, ponds, and wetlands.
- *Residential Transitional Zone.* This district is mapped only in two small areas. In addition, the RT zone allows such uses as drive-throughs, office buildings, bars, dry cleaners, and others that have the potential for compatibility issues with adjoining residences.
- *Lighting Standards.* The zoning code contains much generalized language on lighting that could be strengthened to avoid excessive, unobtrusive, and non-contextual lighting.
- *Design Guidelines.* The zoning code's very brief section on general design guidelines does little to guide building form or site design. This is especially needed along the Route 417 east commercial district.
- *Incentive Zoning.* The incentive zoning provisions fall short of ensuring that the value of the bonus granted is roughly equivalent to the value of the amenity provided. In addition, the law does not specify clearly enough what specific public amenities are desired by the City for use in guiding development proposals.
- *Center City District.* The CC district does not establish specific incentives for the adaptive reuse of historic structures. The uses allowed in the CC are very similar to those in the General Commercial (GC) district. Certain uses currently allowed downtown have the potential to conflict with a pedestrian-oriented environment, such as stand-alone parking lots and automobile repair shops, which are as-of-right principal permitted uses, and drive-in uses, which are allowed by special permit. In addition, the district fails to establish a maximum front setback requirement. This would ensure street wall continuity and preclude deep setbacks with parking in front, which conflicts with traditional downtown development patterns. Finally, the maximum coverage for the principal use (50 percent) may unnecessarily limit development potential in a downtown area where high coverage buildings are the norm.
- *Waterfront Conservation District.* While the WC district does not allow industrial uses and only limited business uses, a number the uses it does permit could negatively affect waterfront accessibility and character. Most uses should be either completely prohibited or only allowed by special permit, to better ensure that new development enhance, rather than detract from, the waterfront character. The district should explicitly allow water-based uses—which promote waterfront access—such as parks,

fishing shops and piers, boat launches, boat clubs and marinas. In addition, zoning incentives should be provided for developer amenities—such as waterfront promenades—that promote public access.

CHAPTER 2.2

COMMUNITY FACILITIES

A. INTRODUCTION

The quality of life in communities is deeply affected by the quality of the community services, facilities, and amenities that are provided by the municipality and other governmental, institutional, and not-for-profit organizations and agencies. Community services evaluated in the Comprehensive Plan review include critical public safety agencies such as police, fire, and emergency response. Also included in the discussion below are local hospitals. Quality public schools and libraries are also key to the quality of life in a community. Finally, recreational resources are important for physical well-being of residents and provide an important amenity. It is also important to keep in mind that quality public safety and health, educational, and recreational services are very important in the decision-making process that attracts and retains residents and employers to an area.

B. FIRE AND EMERGENCY SERVICES

OLEAN FIRE DEPARTMENT

The Olean Fire Department provides fire protection and emergency services for the entire 6.2 square mile area of the City. The Department had its Insurance Service Organization (ISO) rating upgraded from a Class 4 to Class 3 department on February 1, 2000. The average response time for the Department is just under three minutes.

FACILITIES

There are two fire stations in the City, the Central Station, and Station Number One. The Central Fire Station—built in 1979—is located on North Union Street, just south of Main Street. Station Number One—built in 1898—is located on South First Street, between West State Street and West Henley Street. In addition, the department maintains a training facility in Gargoyle Park, which is just west of the City in the Town of Allegany.

STAFF

The department is comprised of 40 firefighters, one Fire Chief, two Deputy Chiefs and one secretary. The firefighters are divided into four ten-firefighter platoons. A Fire Lieutenant heads Fire Station Number One and a Fire Captain is in-charge of both stations and responsible for the assignment of all firefighters. Under normal conditions, there are three firefighters on-duty at Station Number One and five at the Central Fire Station (including officers). Each force member is a certified Emergency Medical Technician (EMT) and every line officer undergoes specialized training at First Line Officer Supervisor School in New York City.

In addition to fighting fires, the force includes one officer who leads the City's Code Enforcement Department. The Code Enforcement Department also includes two full-time firefighters and a part-time plumbing inspector.

EQUIPMENT

The force equipment includes four fire engines, one ladder truck and three ambulances.

Station #	Type	Year	Gallons Per Minute (GPM)	Size of Tank (Gallons)	Other
CFS	Engine	1996	1,250	1,000	
CFS	Engine	1987	1,250	500	Non- NFPA
#1	Engine	1979	1,250	500	Reserve Engine; Non- NFPA
#1	Engine	1973	1,250	500	Out of Service
	Ladder Truck	1989			
CFS	Ambulance	2003			ALS Equipped
CFS	Ambulance	1992			ALS Equipped
#1	Ambulance	1992			
	Converted Command Post	1969			Shared with Police Dept.
	Support Vehicle	2004			Pick-up Truck
	Fire Chief's Vehicle	2002			Chevrolet Blazer
	Fire Marshall Vehicle	2002			Converted Police Blazer
	Codes Dept. Vehicle	2002			Converted Police Blazer
	Codes Dept. Vehicle	1995			Chevrolet Caprice
	Plumbing Inspector Vehicle	1998			Converted Police Vehicle
	Special Operations Trailer	1988			
Note: Non-NFPA – Not National Fire Protection Association compliant; ALS – Advanced Life Support Source: Olean Fire Department					

NEEDS

Facilities

- Both fire stations are out-dated and need renovations or replacement. In addition, the Central Fire Station is not large enough to accommodate all the vehicles and equipment that are stationed there.
- The training center in Gargoyle Park is too far away to effectively and efficiently train firefighters.

Infrastructure

- Water pressure is thought to be generally strong throughout the City. A water pressure analysis was completed in 1991 to detect existing problem areas, which were subsequently addressed. A similar study should be conducted in the near future to identify whether there are any new problem areas.
- The ladder truck cannot fit under the trestle bridge which runs over Front Street, near Bradner Stadium. This obstruction can significantly affect response times, especially when other routes are congested.
- A high-speed internet connection is needed at the stations to more efficiently administer departmental functions.

Personnel

- Due in large part to escalating health insurance costs, the City's firefighters are increasingly delaying their retirement. As a result, there has been a greater frequency of injuries among the force. A health and wellness program would greatly benefit the department by mitigating injuries and associated recovery times.
- The Code Enforcement Department is currently overburdened and needs additional staff to ensure the safety of all the buildings in the City.

C. POLICE PROTECTION

CITY OF OLEAN POLICE DEPARTMENT

STAFF

The Olean Police Department (OPD) includes 37 police officers, 6 full time and 5 part time dispatchers, two civilians, and one part time parking meter patrol person. According to Federal Bureau of Investigation statistics, in 2002, cities located in the northeastern portion of the U.S. with populations between 10,000 and 25,000 averaged 1.8 law enforcement officers per 1,000 residents. According to these standards, the OPD currently has adequate staffing to maintain safety in the City.

FACILITIES

The Police Station is located in the Municipal Building and includes a training room, identification room, chief's office, 13 prisoner cells (seven designated for males, four for females), two holding cells (located in courtroom), and locker room facilities.

The jail is located in the Olean Municipal Building, near the dispatch center. Olean Police use closed-circuit cameras to monitor the three entrances to the department, two outside, and one inside the City Building. The City Jail handles more than 1,000 prisoners a year. The city has seven holding cells for men and four cells for women.

EQUIPMENT

Law enforcement vehicles include 10 police cars (seven marked and three unmarked), four bicycles for summer patrol and one emergency response vehicle that serves both the Police and Fire Departments.

ISSUES

The most pervasive crime in the City in recent years has been vandalism, especially in the downtown area. In addition, there have been some drug issues in a few general locations in the City, break-ins at scattered locations, as well as a couple of incidents of indecent exposure along the Allegheny River Valley Trail.

NEEDS

- Space at the Police Station is very limited. While the locker room facilities are adequate for men, the station does not include a female locker room or restroom. There are no male or female shower facilities.
- The station's basement has an area that is contaminated with lead. There is currently \$340,000 available from New York State to remediate the area.
- The Department needs a new radio system that would include mobile data terminals.
- 911 telephones along the Allegheny River Trail. Though there have not been any major crime issues, 911 telephones would increase the security along the trail.

PLANS

Police Department has two alternative facility plans, which range in projected cost from \$2 to \$2.5 million.

D. EMERGENCY COMMUNICATIONS

The Communications Division provides 911 services for both the Fire and Police Departments out of a centralized dispatch center in the Municipal Building, called the Olean Emergency Services Communication Center.

E. OLEAN GENERAL HOSPITAL

Olean General is the primary medical care facility in the City of Olean and its surrounding communities. Olean General is a 186-bed; non-profit, acute care hospital that is supported by over 100 physicians and specialists. In 1991, Olean General merged with St. Francis Hospital to better meet the needs of the City and surrounding communities.

SERVICES

Medical services offered at Olean General include: Anesthesiology, Allergy and Immunology, Cardiology, Colon and Rectal Surgery, Dermatology, Emergency Services, Endocrinology, Family Practice, Gastroenterology, General Surgery, Internal Medicine, Neurology, Obstetrics and Gynecology, Oncology, Ophthalmology, Oral Surgery, Orthopedic Surgery, Otolaryngology, Pulmonary Diseases, Pain Management, Pathology, Pediatrics, Psychiatry, Radiology and Urology.

The Hospital also offers several community health programs that serve the region, including prepared childbirth classes, blood pressure screening clinics, home lab service, and a diabetes education program that was recognized for excellence by the American Diabetes Association.

VISION 2000 PROJECT

The Hospital recently completed a \$30 million renovation project in 2001, dubbed Vision 2000. The project included the construction of the new 100,000 square-foot east wing. A new main entrance and lobby area join the new east wing and older west wing. Other improvements

include an expanded emergency room and laboratory, a new surgery center and modernized behavioral health unit, increased outpatient services, as well as renovated patient rooms.

F. OLEAN SCHOOL DISTRICT

ENROLLMENT

The Olean School District includes five elementary schools (Kindergarten through Fifth Grade), one Middle School (Sixth through Eighth Grade), and one High School (Ninth through Twelfth Grade). The latest available data from the New York State Education Department (i.e., between the 1999-2000 and 2001-2002 school years) indicates that the School District's enrollment has been relatively steady in recent years. However, the District's enrollment has dropped more noticeably over the past several years. During the 1988-1989 school year, when the last Comprehensive Plan was written, the District's enrollment was 2,899. In addition to public school enrollment, Olean's catholic schools report enrollment of 160 at Southern Tier Catholic and 103 at Archbishop Walsh for the 2004-05 school year.

FACILITIES

The Olean School district includes five elementary schools, a middle school, and a senior high school. Enrollment by school is shown below.

Olean School District Enrollment

School (Year Built)	1999-2000	2000-2001	2001-2002
Boardmanville Elementary (1922)	209	224	210
East View Elementary (1972)	240	286	266
Ivers J. Norton Elementary School (1909)	291	260	241
North Hill Elementary (1921)	129	118	122
Washington West Elementary (1960)	242	244	246
Olean Middle School (1974)	702	682	655
Olean Senior High School (1937)	749	808	770
District Total	2,562	2,622	2,510
Source: New York State Education Department, January 2004.			

G. OLEAN PUBLIC LIBRARY

The Olean Public Library is located just west of downtown on North Second Street. The library has served the Olean community since 1871, when a small group of residents formed the Olean Library Association. In addition to the resources owned by the Olean Library, the Interlibrary Loan service allows members to borrow books from other partner libraries.

FACILITIES

The Library includes an Art Gallery/Meeting Room and a Conference Room that can be utilized by not-for-profit organizations on a first-come-first-serve basis. The art gallery/meeting room can accommodate a maximum of 48 people and the conference room can seat 10 at the table and a few additional people on the periphery.

EQUIPMENT

Workstations

The Library has a total of 10 public access workstations and one genealogy computer, as described below:

- Seven workstations designated for general use that are equipped with Windows 2000 with Pentium 4 - 1 Gigahertz (GHZ) processors, 17-inch monitors, headphones, keyboards, wheel mouse, 1.44 Megabyte (MB) floppy and 250 MB Zip drives.
- Two workstations are designated for special use and are equipped with Windows 98, Pentium 3 - 500 MB processors, 17-inch monitors, keyboards, wheel mouse, and a 1.44 MB floppy, 100 MB Zip and a CD-ROM drive for patron use.
- One workstation is reserved for scanning and image manipulation and is equipped with a scanner and image manipulation software.
- The genealogy computer is equipped with several resources including Heritage Quest Resource Viewer; Family Archive Viewer; Family Quest Archives 1.5; Churches of Boston; Thwing Collection; online genealogy sites; Sanborn fire maps of Allegany, Olean and Portville; and the Olean Times Herald partial index and obituaries.

Printers

- A laser printer is available for sharp black and white printouts and an inkjet printer for color printouts.

H. RECREATION

WILLIAM O. SMITH RECREATION CENTER

The William O. Smith Recreation Center is located in War Veterans' Park at East State Street and Front Street, across from Bradner Stadium. The center serves thousands of area youths and adults during the ice skating and swimming seasons.

INSIDE

The center includes an enclosed regulation ice rink with bleacher seating available for about 600 people. The ice rink is operated from September to April and a "Sports Court" floor is installed for off-season use. Hockey and figure skating are popular ice rink activities at the center and roller-hockey, soccer, volleyball and basketball are played during the off-season.

The center also includes two basketball courts, three volleyball courts, a recreation room, as well as boys and girls locker room facilities

OUTSIDE

Outdoor facilities include a swimming pool that is used for both recreational and competitive purposes. The pool depth ranges from 3.5 to 13 feet and includes a low diving board. Adjacent to pool, there is a 35 by 25 foot ceramic tile wading pool, which has a minimum depth of 1.5 feet. The pools are open between Memorial Day and Labor Day.

In addition to the swimming area, the outside facilities include a skateboard park, playground facility and volleyball court, which are available for daytime use.

JOHN J. ASH COMMUNITY CENTER

The John J. Ash Community Center, located at 112 North Barry Street, is open for rental on evenings and weekends for groups up to 200 and is home to the Olean Senior Center on weekdays during the day. The facility consists of a large meeting room, a kitchen and restroom facilities.

BRADNER STADIUM

Bradner Stadium is located on East State and Front Streets, just east of downtown. The stadium includes restrooms, locker rooms, a 400-meter track and a multi-purpose athletic field. In addition, the stadium is equipped with a concession stand, lighting for night events and seating for 4,000 to 5,000 people.

The stadium is used for sporting events by local schools and colleges, musical concerts, and other rental purposes. The City is currently working with a consultant to determine other potential uses and feasible improvements to the stadium. The consultant has recommended a series of programmatic initiatives as well as capital improvements that would improve utilization of the facility. Program recommendations include establishing a special events committee, providing more timely public information on stadium events, developing sponsorship and programming partnerships with the private sector and educational institutions, and integrating the facility with tourism and economic development efforts.

Facility recommendations include stadium repairs, upgrading the playing field and press box, creating better pedestrian and bicycle linkages with the adjacent park and neighborhoods, and improving landscaping around the stadium and parking areas. The total capital investment program is estimated to be \$1.8 million over the next five to eight years.

YMCA

The Olean YMCA opened a new 62,000 square foot facility at the corner of Wayne and North 10th Streets. The new YMCA includes three gymnasiums; a wellness center including weight-training and cardiovascular equipment; an aerobic studio; an aquatic center including an Olympic-size pool, family-fun pool and therapy pool; an indoor track; a family adventure center and full-size climbing wall; and locker room facilities.

I. PARKS

INTRODUCTION

The evaluation of Olean's park and recreational facilities included the following elements:

- A summary of the type and quantity of existing parkland,
- National standards used in park planning,
- An estimate of recreational demands,
- A summary of the condition of the facilities available to the community, and
- A general identification of deficiencies and possible enhancements to the park system.

DEFINITION OF PUBLICLY ACCESSIBLE OPEN SPACE

“Public open space” is land that has been specifically dedicated or reserved for active or passive recreational use, or for conservation purposes. No such restrictions have been placed on “undeveloped” or “vacant” land, and it can be assumed that all or part of this land will eventually be developed for some other use.

Designated open spaces in Olean fall into the following categories: City-owned parks and recreational facilities and recreational facilities owned by private or not-for-profit entities.

FUNCTIONS OF OPEN SPACE

Open space serves many different purposes in the City. It provides recreational opportunities for residents, provides public access to waterfronts, protects wildlife habitats, preserves important scenic features and a visually pleasing landscape, and serves to maintain critical environmental resources, such as stream corridors.

The factors provided by the National Recreation and Park Association (NRPA) help to define each type of parkland and include typical site criteria for each type of parkland. This information was used to help examine the adequacy of the supply of Olean’s public recreational facilities. In addition, the study used NRPA population-based standards to determine the amount of neighborhood and community parkland potentially required in Olean.

INVENTORY OF EXISTING RESOURCES

An inventory of existing public and private recreational facilities within the City was conducted. Existing facilities included:

- All parks and open space that are currently owned and operated by the City;
- Privately-owned open spaces maintained, leased, or programmed for public use;
- Publicly-owned facilities that are not owned or leased by the City but are used by residents either free of charge or on a fee basis.

There are more than 150 acres of City land dedicated to recreational use in the City of Olean¹. Facilities consist of parks, recreational facilities and the Allegheny River Trail. Neither New York State nor Cattaraugus County own recreational land in the City. Parks and recreational facilities in Olean are described in detail in Table 2.2-1 below.

Table 2.2-1
Parks and Recreational Facilities in the City of Olean

Name	Ownership	Acreage	Type	Features
Community Parks				
Forness Park	City	50.87	Community	2 regulation baseball fields (1 w/ lights), 3 regulation softball fields (1 w/ lights), 3 youth fields, 1 little league field w/ concession stand, 2 farm league fields, football field w/ lights and concession stand, bleachers for some fields, 2 playground areas, fishing pond, restrooms, pavilion, picnic tables and grills throughout the park, paved parking for 225, staffed during summer for youth recreation programs
Gargoyle Park ¹	City	48.70	Community	Large enclosed pavilion w/ gas stove and hotplates, stage, and several outdoor concession stands
	Subtotal	99.57		
Neighborhood Parks				
War Veterans' Park	City	10.40	Neighborhood	Volleyball court, handicapped accessible playground equipment, pavilion with electrical service and kitchens at both ends
Franchot Park	City	9.52	Neighborhood	Tennis playback wall, basketball court w/ lighting, baseball field w/ dugouts and bleachers, 2 small softball fields, volleyball, bocce courts, shuffleboard, horseshoe pits, wading pool, playground structure, trail, gazebo, 2 pavilions, bathhouse
James "APP" Driscoll Polo Park	City	5.80	Neighborhood	Softball field, playground equipment, and picnic table
Oak Hill Park	City	5.60	Neighborhood	2 tennis courts, half basketball court, playground area, staffed during summer for youth recreation programs
Marcus Park	City	4.04	Neighborhood	Regulation softball field w/ fence, lighting, dugouts and bleachers; concession stand w/ restrooms; press box; playground area; staffed during summer for youth recreation programs
Franklin-Hysol Park	Dexter/Hysol Division leases to City	3.00	Neighborhood	Softball field, par-3 golf hole
Boardman Park	City	2.84	Neighborhood	Basketball court, playground equipment, staffed during summer for youth programs
King Street Park	City	2.52	Neighborhood	2 softball fields and playground area
Magnano Park	City	1.80	Neighborhood	Half basketball court, backstop, playground equipment, staffed during summer for youth programs
Lincoln Park	City	1.70	Neighborhood	Shuffleboard court, electrical service throughout park, gazebo-used for summer concerts and rental (weddings and community activities)
Homer Park	City	.98	Neighborhood	Backstop, playground equipment, staffed during summer for youth programs
Chamberlain Park	City	.28	Neighborhood	Playground equipment
Irving	City	.20	Neighborhood	
	Subtotal	48.68		
Other Recreational Areas				
Bradner Stadium		6.07		Football/athletic field, 400 meter paved track, track and field layout, lighting, seating for 4000-5000, restrooms, locker rooms, concession stand, limited parking

Table 2.2-1
Parks and Recreational Facilities in the City of Olean

Name	Ownership	Acreage	Type	Features
William O. Smith Recreation Center				Indoor - ice rink, two basketball courts, three volleyball courts, a recreation room, boys and girls locker room facilities. Outdoor - swimming pool, wading pool, skate park. Concession area and Pro Shop.
New YMCA	YMCA, JCC			Three gymnasiums, a wellness center including weight-training and cardiovascular equipment, an aerobic studio, Olympic-size pool, family-fun pool, therapy pool, indoor track, full-size climbing wall and locker room facilities
	Subtotal	6.07		
	TOTAL	154.32		
Sources: City of Olean Department of Youth and Recreation., March 2004				

¹ Note: Gargoyle is located in the Town of Allegany, just west of the City/Town boundary. The park is owned by the City of Olean and included in this analysis.

NATIONAL STANDARDS USED IN PARK PLANNING

Planning organizations have formulated open space standards to guide decision-makers in determining how much open space is needed or desirable in an area. The standards are based on the type of open space provided (e.g., community or neighborhood, active or passive), the size of the population to be served, and distance from the open space. A standard measure of access to open space is provided by the ratio of available open space acreage per 1,000 residents. As discussed above, open space serves many different purposes. These standards apply to the amount of open space for recreational purposes. Passive open space or preservation of site-specific features or natural resources cannot be similarly quantified and these decisions must be based on a site-specific evaluation. In order to evaluate the existing park and recreational facilities, national standards were used to project the probable demand for park facilities. For purposes of this study, the NRPA general parkland acreage standards were used. This study addresses the adequacy of neighborhood parks and community parks which serve the City of Olean residents.

The factors provided by NRPA that help to define each type of parkland and include typical site criteria for each type of parkland are listed below. This information was used to help examine the adequacy of the supply of Olean's public recreational facilities. In addition, the study used NRPA population-based standards to determine the amount of neighborhood and community parkland potentially required in Olean.

NEIGHBORHOOD PARK

- Generally 2-20 acres in size
- Serves people within a one-half mile radius, with 1.7 acres minimum available per 1,000 persons
- Preferably located near an elementary school or near the center of a population concentration

- Typical facilities are for unsupervised sports, play equipment, multi-use areas, turf area, tree plantings, some passive area, and minimal allocations for auto parking. With a summer playground program, a small shelter is desirable.

May include the following types of facilities:

Ball fields

- Examples include softball or little league field only; bleachers, team benches, backstop and fences.

Tot Lots

- Generally less than one acre in size,
- Usual facilities include play apparatus for small children only; benches, sand area, small wading or spray pool, landscaped areas, and shaded areas for supervising parents,
- May include alternate facilities such as quiet game areas, multipurpose court, or other features.

School Recreational Facilities

- May be considered a neighborhood park, yet access is limited and serves most of the people within the community through normal school activities,
- Usual facilities include children's playground areas, multi-purpose courts, school athletic playing fields, off-street parking and related uses.

COMMUNITY PARK

- Generally 50-100 acres, or more, in size. May be considerably smaller if the park contains a unique attribute (e.g. waterfront location).
- Serves the whole community, but most desirably located within a three mile radius, with seven acres minimum available per 1,000 persons.
- Location depends on availability of appropriate sites. However, community parks should be located as close to the population centers as possible.
- Usual facilities include active athletic areas similar to playing fields, with at least half of the area left more natural in character, with picnicking, hiking, camping, archery, golf, fishing, boating, ice skating and water sports, if appropriate, included.
- Interior roadways with area parking are required.
- Shelters, swimming pools, and quiet areas are desirable.

FACILITY PLANNING STANDARDS

In addition to the general parklands acreage standards, the NRPA, the New York Statewide Comprehensive Outdoor Recreation Plan (SCORP) standards, and specific sport federation standards were used to establish the number of units of functional activity (e.g., baseball fields and tennis courts), which on average, should be provided within the City park system.

The types of activities include a broad range of outdoor facility types, including baseball, softball, volleyball, skiing, nature trails, areas for picnicking, tennis courts, playground equipment, ice skating, swimming pools, fishing, basketball, football, soccer fields, archery,

golf, and horseshoes. The recommended standards for each activity are listed in Table 2.2-2, below. The planning standard identified in the column with "Average/1,000" represents the combined average ratio per 1,000 City residents. These ratios were selected as the basis for this analysis because the park facilities are shared by residents of the combined community.

ADEQUACY OF OPEN SPACE RESOURCES

QUANTITATIVE ANALYSIS

General Parkland Criteria

This section addresses the adequacy of general types of parkland - neighborhood parks and community parks. The City owns 148 acres of neighborhood and community parkland which serve the residents of the City of Olean.

In 2000, the permanent year-round population of the City of Olean was 15,347. According to the NRPA standards, the park facilities in the City of Olean essentially meet the national guidelines for the availability of total recreational space. The excess of neighborhood parkland over the standard amount of parkland more than compensates for the City's slight deficit of community parkland.

**Table 2.2-2
Facility/Activity Planning Standards**

Facility	NRPA Standard/1,000	NYS Comprehensive Recreation Plan/1,000	Average/1,000
Tennis	.5 courts	.5 courts	.5 courts
Volleyball	.2 courts		.2 courts
Basketball	.2 courts	1 court	.2 courts
Baseball	.2 fields		.2 fields
Softball	.2 fields		.2 fields
Football	.05 fields	3 acres	.05 fields
Soccer	.1 fields		.1 fields
Ice Skating/Hockey	.01 rinks	.4 rinks	.05 rinks
Field Hockey	.05 fields		.05 fields
400-Meter Track	.05 tracks		.05 tracks
Swimming Pool	.05 pools		.05 pools
Trails (bike, walk, x-country, horse)	.25-.5 miles		.25-.5 miles
Picnic Shelters	.5 shelters		.5 shelters
Picnic Tables	8 tables		8 tables
Rollerblading/Skating	.05 rinks		.05 rinks
Toddler Playground	.1 acres	1.0 acres	.5 acres
Sources: National Recreation and Parks Association			

Total Acreage.

According to the NRPA standards, the City of Olean should have roughly 133 acres of combined neighborhood and community parkland based on its 2000 population of 15,347

residents. Based on the NRPA standards, the City should have about 107 acres of community parkland, and 26 acres of neighborhood parkland (see Table 2.2-3).

Table 2.2-3
Recommended Acres of Parkland

Park Type	National Standard (Acres/1,000 Persons)*	National Standard Applied to City Population in 2000**	Existing in City
Neighborhood Park or Playground	1.7	26.09	48.68
Community Park	7.0	107.43	98.57
Total	6.5-10.0	133.52	147.25

Application of the standards indicates that the City has roughly 49 acres of neighborhood parkland. As discussed above, these local parks are defined as being 20 acres or less in size, and are typically active-use facilities in or near residential neighborhoods and contain activities such as playgrounds and basketball courts that are heavily used by children. Included in this inventory are the 10.4-acre War Veterans' Park and the 9.5-acre Franchot Park, as well as James Driscoll, Oak Hill, Marcus, Franklin-Hysol, Boardman, King Street, Magnano, Lincoln, Homer, Chamberlain and Irving Parks.

The community parks in the City of Olean total 100 acres, which fall slightly short of the recommended amount of 107 acres. Included in this are the 51-acre Forness Park and the 49-acre Gargoyle Park. The City is exploring the idea of developing additional land on Mount Hermann for recreational purposes, which could potentially add up to 100 acres of park land.

OPPORTUNITIES

POSSIBLE DEFICIENCIES AND ENHANCEMENTS

FACILITY DISTRIBUTION

The geographic distribution of the City's park system is another major planning consideration. The locations of the City's facilities were examined to determine whether there are areas of the community not adequately served by the existing neighborhood parklands or playgrounds. NRPA recommends that each neighborhood park serve a surrounding area of approximately 0.5-mile radius in a city or urban setting.

FACILITY STANDARD

Table 2.2-4 compares the facilities recommended by the park planning standards (based on the analysis above) and the actual facilities currently provided by the City. As the table indicates, based solely on the quantitative park standards, Olean's parks and recreation infrastructure meet most of the national guidelines. However, the analysis indicates a few areas of need.

Areas in which the City falls short include soccer fields, field hockey fields and picnic shelters. Currently, the City uses other facilities for soccer and field hockey usage, including the football fields at Bradner Stadium and Forness Park.

Table 2.2-4

City of Olean Recreational Facility Needs Assessment

Activity	Existing City-Owned Facilities	Facilities Needed
Tennis	6	0 Courts
Volleyball	5	0 Courts
Basketball (Outdoor)	9	0 Courts
Baseball (Little League, T-Ball, Minor League)	11	0 Fields
Softball	10	0 Fields
Soccer	0	2 Fields
Football	2	0 Fields
Ice Skating	1	0 Rinks
Field Hockey	0	1 Field
400-Meter Running	1	0 Tracks
Swimming	3	0 Pools
Trails (Biking, Walking, X-Country Skiing)	5.6 miles	0 Miles
Rollerblading/In-Line Skating	5.6 miles	0 Rinks
Toddler Playground	9	0 facilities
Picnic Shelters (pavilions)	3	5 Shelters
Picnic Tables	139	0 Tables
Fishing	1	No Applicable Standard
Boating	1	No Applicable Standard

CHAPTER 2.3

SOCIOECONOMIC CONDITIONS

A. POPULATION CHARACTERISTICS AND TRENDS

TOTAL POPULATION

Like many older small cities across New York State and the Northeast, the City of Olean has experienced a long and steady decline in population over the past 50 years. According to statistics from the U.S. Census Bureau, there were 15,347 residents living in the City of Olean in 2000. This 1,599 person change represents a nine percent decrease in population from 1990. The population of Olean has declined at an average rate of eight percent since its peak population of nearly 23,000 in 1950. In total, between 1950 and 2000, the City's population dropped by fully 45 percent, representing a loss of some 8,600 residents. In contrast, the County and the State experienced modest levels of growth over the five-decade period.

Thus, despite population losses in its central City, Cattaraugus County has experienced very different population trends between 1950 and 2000. The County did not experience population loss until after the 1980 Census. Between 1980 and 1990, the County lost 1.7 percent of its population, or 1,463 residents. The following decade saw a much slighter decline, with a loss of 279 residents, or 0.3 percent. Table 2.3-1, below, provides detailed population history for the City and the County.

Table 2.3-1
City of Olean, Cattaraugus County, and New York State
Population Trends and Projections, 1950 to 2010

	City of Olean			Cattaraugus County			New York State	
Year	Total Population	Change by Decade		Total Population	Change by Decade		Total Population	% Change
		%	#		%	#		
Census Population								
1950	22,884	--	--	--	--	--	--	--
1960	21,868	-4.4%	-1,016	80,187	--	--	--	--
1970	19,169	-12.3%	-2,699	81,666	1.8%	--	18,236,967	--
1980	18,207	-5.0%	-962	85,697	4.9%	4,031	17,558,072	-3.7%
1990	16,946	-6.9%	-1,261	84,234	-1.7%	-1,463	17,990,455	2.5%
2000	15,347	-9.4%	-1,599	83,955	-0.3%	-279	18,976,457	5.5%
Change, 1950-2000		-33.9%	-7,537		4.5%	3,768		4.1%
Projected Population ¹								
2010	NA	--	--	83,359	-0.7%	-596	19,506,205	2.8%
Source: U.S. Census Bureau								
Notes: ¹ State and County Population Projections, 2010: Cornell University. New York Statistical Information Center, Cornell University								

POPULATION PROJECTIONS

Official population projections at the County level show a less than one percent decline in population for Cattaraugus County. As the population loss at the county level is lower than the loss at the City level, it is reasonable to assume that much of these opposite population trends are the result of people moving out of the city to other suburban and rural municipalities within

Cattaraugus County (e.g., Towns of Olean, Allegany, Hinsdale, Franklinville, and Ellicottville).

AGE AND RACE

MEDIAN AGE

The median age of residents in Olean is 38.3, slightly higher than that of Cattaraugus County (37.4) and of New York State (35.9).

Despite a general decline of population in the cohort, Olean's aging population (65 years of age and older) has increased as a percentage of the total population since 1960. Table 2.3-2, below, illustrates this trend. The percentage of the County's 65 and older population is lower than the Olean, with 14.7 percent. Both the City and the County have higher percentages of 65 and older populations than New York State as a whole (12.8 percent).

Table 2.3-2
City of Olean
Comparison of "65 +" Population Cohort,
1960 through 2000

Year	Population, 65+	% of Total Population
1960	2,834	13%
1970	2,572	13.4%
1980	2,931	16.1%
1990	2,994	17.7%
2000	2,744	17.9%
Source: U.S. Census		

RACE

Olean's population is almost 95 percent white, followed by four percent black. Other races make up the remaining percentage. This trend is very similar on the County level, with 96 percent white, and less than two percent black. Roughly three percent of the County's population is American Indian.

INCOME AND POVERTY

MEDIAN HOUSEHOLD INCOME

The median household income of the City and County is low when compared with New York State. In 1999, the median household income in the City was \$30,400, and in the County was \$33,404. The median household income in the State was \$43,393.

POVERTY STATUS

There were 538 families (13.9 percent) living below the poverty level in Olean in 1999. This is slightly higher than the percentage of families living below the poverty level county-wide (10 percent) but also slightly lower than the percentage statewide (14.6 percent).

WORKER CHARACTERISTICS

OCCUPATION

In 2000, 7,212 Olean residents (47 percent) aged 16 years and older were employed. White collar fields (including management and professional, and sales and office occupations) comprised 60 percent of the workforce. This is somewhat higher than white collar fields in Cattaraugus County (50 percent), but in line with white collar fields in New York State (63 percent). In contrast, blue collar occupation groups (including construction, extraction, and maintenance; and production, transportation, and material moving) comprise 20 percent of the workforce, which is lower than blue collar fields in the County (30 percent) and once again in line with blue collar fields in the State (19 percent). Table 2.3-3, below, details employment by occupation in the City of Olean, and shows the comparison to Cattaraugus County and New York State.

Table 2.3-3
City of Olean, Cattaraugus County, and New York State
Employed Persons by Occupation, 2000

Occupation	City of Olean		Cattaraugus County	New York State
	Number	Percent		
<i>Employed Persons 16 Years and Over</i>	7,212	100.0%	100.0%	100.0%
Management, professional, and related	2,481	34.4	27.4	36.7
Service	1,366	18.9	17.5	16.6
Sales and office	1,891	26.2	23.3	27.1
Farming, fishing, and forestry	15	0.2	1.3	0.3
Construction, extraction, and maintenance	426	5.9	9.5	7.6
Production, transportation, and material moving	1,033	14.3	21.1	11.7
Source: U.S. Census Bureau				

INDUSTRY

Among industry types, the educational, health, and social services industry employed the highest number of workers residing in the City with 30.7 percent. The proportion of employees in this industry is higher than in the County and New York State, with a share of 24.3 percent each. This high percentage is reflective of the concentration of educational institutions in the City, including the Olean City Schools, Jamestown Community College, BOCES, and the nearby St. Bonaventure University, as well as the presence of Olean General Hospital and Olean Medical Group.

The lowest percentage of industry employment is in the agriculture, forestry, fishing and hunting, and mining category. Olean's share, less than one percent, is much lower than the County's share (2.9 percent), and is consistent with New York State's share (0.6 percent).

Manufacturing is the City's second lowest category of employment by industry. Manufacturing in Olean employs a smaller percentage of people (13.7 percent) than in the County (19.1

percent). Both percentages, however, are higher than the state's share of manufacturing employment (10 percent). The City of Olean's manufacturing industry has declined since the 1990 U.S. Census, at which time manufacturing employed 1,337 people, or 19 percent of the workforce. See Table 2.3-4 below.

Table 2.3-4
City of Olean, Cattaraugus County, and New York State
Occupation by Industry, 2000

Industry	City of Olean		Cattaraugus County	New York State
	Number	Percent		
<i>Employed Persons 16 Years and Over</i>	7,212	100.0%	100.0%	100.0%
Agriculture, forestry, fishing and hunting, and mining	36	0.5	2.9	0.6
Construction	219	3.0	5.7	5.2
Manufacturing	987	13.7	19.1	10.0
Wholesale trade	166	2.3	3.0	3.4
Retail trade	1,124	15.6	12.3	10.5
Transportation and warehousing, and utilities	237	3.3	4.8	5.5
Information	192	2.7	1.6	4.1
Finance, insurance, real estate, and rental and leasing	354	4.9	3.2	8.8
Professional, scientific, management, administrative, and waste management services	318	4.4	4.4	10.1
Educational, health, and social services	2,214	30.7	24.3	24.3
Arts, entertainment, recreation, accommodation and food services	732	10.1	9.3	7.3
Other services (not public administration)	349	4.8	4.6	5.1
Public administration	284	3.9	4.7	5.2
Source: U.S. Census Bureau				

JOURNEY TO WORK

In 2000, 73 percent of Olean's workforce drove alone to work, which is comparable to the County where 76 percent of the workforce drove alone to work. These figures are much higher than statewide, where 56 percent of the workforce drove alone to work. The second highest means of commuting to work in Olean is carpooling. Roughly 13 percent of the workforce in Olean carpool to work, which is again similar to the County where 12 percent of the workforce carpools. These figures are both higher than the state's carpooling share, as only 9.2 percent of the statewide workforce carpool to work. In total, however, only 65 percent of the statewide workforce is reliant on a motor vehicle to commute to work, whereas 86 percent of the City's workforce is reliant on a motor vehicle to commute to work.

A slightly higher proportion of city residents walk to work in Olean (eight percent) than county-wide (six percent). Statewide, only six percent of the population walks to work. Only 152 people or 2.2 percent use public transportation in the City, a slightly higher proportion than in the County (less than one percent). Statewide, nearly one-quarter of the population takes

public transportation to work. The low proportion in Olean and Cattaraugus County reflect the rural nature of the County, as compared to the majority of New York State.

B. HOUSING

HOUSING CHARACTERISTICS AND TRENDS

TOTAL UNITS

There were 7,121 housing units in the City of Olean in 2000. The housing vacancy rate in the City is nearly ten percent, with 675 housing units vacant. The City's vacancy rate is lower than that of Cattaraugus County, which has 7,819 vacant units, or 20 percent of the total housing stock.

OCCUPANCY AND TENURE

The City's occupied units include 4,503 single-family units (63 percent), 1,187 two-family units (16.7 percent), and 1,386 multiple-family units (19.5 percent). Less than one percent of the total units are mobile homes, boats, or recreational vehicles. The City's percentage of single-family units is slightly lower than the percentage of single-family units County-wide, with 67 percent of housing used as single-family. The Town of Olean, which surrounds the City, contains a much higher percentage of single-family units at 79 percent. The lower percentage of single-family units in the City is reflective of the urban density and nature of the city.

Student Housing

The lower percentage of single-family units county-wide is partially due to the student housing affiliated with St. Bonaventure University, which is located adjacent to the City of Olean city line. Roughly 75 percent of St. Bonaventure's 2,850 students live on campus. St. Bonaventure maintains seven housing complexes that include dormitories, garden apartments, and townhouses.

HOUSING VALUES

The median value of Olean's housing (\$58,900) is just under the median value of the County's housing (\$60,800). The values of housing in communities in Cattaraugus County are considerably lower than the median value of housing throughout the state (\$148,700). The median gross rent in the City (\$421/month) and the County (\$425/month) are both roughly 27 percent lower than that of New York State (\$672/month).

HOUSING ASSISTANCE PROGRAMS

PUBLIC HOUSING

The City of Olean Housing Authority, incorporated by the State of New York in 1969, has four projects located on six sites consisting of 306 low-income public housing units. There are 143 elderly units and 163 family units. The family units consist of South Court (55 units) located on Martha Avenue; West Court (53 units) located on North 15th Street; and Alder Court (55 units) located on Alder Street. The elderly units consist of the Olean House (62 units) located on North Union Street; Seneca Court (60 units) located on Alder Street; and Spring Court (21

units) located on Spring Street. The Authority's operating and capital improvement expenses are subsidized by the U.S. Department of Housing & Urban Development.

SUBSIDIZED HOUSING

There are several subsidized housing complexes located in the City and operated by both private and not-for-profit corporations.

HOUSING ASSISTANCE PROGRAMS

First Time Home Buyers Program

The City of Olean was awarded \$400,000 in 2000, 2002 and again in 2004 in grant funds (for a total of \$1.2 million) under the Small Cities Community Development Block Grant Program. This comprehensive program provides direct activities that promote homeownership and includes the following elements:

- Outreach and marketing efforts to attract new prospective homeowners to the City, thus increasing the population and strengthening the local tax base.
- Counseling of prospective homeowners to provide essential information on budgeting, importance of establishing and maintaining good credit, debt management, saving and investing.
- Grant/loan funds for down payment, closing costs and rehabilitation assistance to eligible low- and moderate-income individuals and families.

Housing Rehabilitation Grants

The Rural Revitalization Corporation (RRC) sponsors a number of grant and loan programs designed to upgrade single-family owner-occupied housing. These programs are administered in various areas of the County, although a prime focus is on the City of Olean. The New York State Division of Housing and Community Renewal has provided RRC with two housing rehabilitation grants for the Route 16 corridor. Half of the funds available through the first grant were used for homes within the City. The second grant of \$335,000 is intended to rehabilitate twenty-two housing units in the corridor.

In addition, RRC has secured \$300,000 in grant funds from the New York State Affordable Housing Corporation to rehabilitate thirty housing units on a county-wide basis, and the RRC recently applied for Access to Home Funds totaling \$200,000 to rehabilitate sixteen units for persons with disabilities.

The City and the RRC have targeted downtown rental housing for upgrades. Funding in excess of \$100,000 from the State Office of Small Cities is available through the Downtown Rental Housing Improvement Program. The RRC received a grant of \$200,000 under the New York State Main Street Program, \$100,000 of which is targeted for downtown rental housing.

Section 8 Housing

The Cattaraugus Development Corporation (CDC) administers Cattaraugus County's Section 8 housing program, which provides rental subsidies to eligible individuals and families. The CDC has recently implemented the Section 8 Homeownership Program and is partnering with the City and Rural Revitalization Corporation to assist existing Section 8 recipients in qualifying for the first-time homebuyers' programs.

HOUSING CONDITION

With much of its housing stock dating from before 1940, Olean must deal with the ongoing need to keep its housing in a state of good repair. In addition to housing rehabilitation, another tool available to municipalities to deal with this issue is code enforcement, which typically is handled through a combination of pro-active inspection and reactive complaint resolution. Periodic inspections represent the best means of systematically identifying and correcting problems early on, although many home owners may find the inspection process intrusive. Inspecting all structures in the city on a regular basis also represents a significant staff commitment, which must be balanced against competing needs.

Relying on citizen complaints to identify structures in need of inspection and enforcement action will certainly focus resources on immediate problems, but the down side is that not all housing problems are readily identifiable by outside observation and not every neighbor or citizen is willing to file a complaint, even in the face of an obvious code violation. Therefore, using complaints to set the inspection agenda is ultimately not a comprehensive approach to upgrading and maintaining housing stock. Ideally, a balance should be struck between inspection and complaint resolution, although this may require a greater commitment of staff than Olean is currently making to the code enforcement function. Public education campaigns regarding housing standards and home owner responsibilities and obligations may also be helpful compliance tools in a limited resource situation.

PROPOSED HOUSING DEVELOPMENTS

Although there is not a great deal of land available within the City for extensive new housing developments, at least one proposed project has progressed. The second phase of the Forest Hills subdivision located in the northeast section of the City will help the City increase its stock of newer, upscale housing units.

C. ECONOMIC CONDITIONS

EMPLOYMENT

MAJOR EMPLOYERS

As illustrated in Table 2.3-5, below, the City of Olean is the location of several major employers in Cattaraugus County. The table lists the top 25 employers in Cattaraugus County (companies that employ 150 or more workers), 14 of which are located in Olean. Over 6,000 Olean workers work for one of the top 25 employers.

Table 2.3-5
Cattaraugus County Inventory of Major Employers

Name	Product/Service	Location	Employees
Western New York Developmental Center	Services		2,640
Cattaraugus County	Government Services	Little Valley & Olean	1,291
Dresser Rand	Engines, Compressors, Gas Turbines	Olean	1,065
Olean General Hospital	Medical Facility	Olean	950
West Valley Nuclear Services Co.	Services	West Valley	803
Cattaraugus-Allegany BOCES	Education Services	Olean, Ellicottville	800

Seneca Nation of Indians	Government Services	Salamanca	610
Alcas Corp.	Household & Professional Cutlery	Olean	603
St. Bonaventure University	University	St. Bonaventure	547
The Rehabilitation Center	Education Services	Olean	489
Olean High School	Education	Olean	419
Dal Tile International	Ceramic Mosaic Floor & Wall Tile	Olean	315
Cooper Power Systems Group	Surge Arrestors, Fuse Cutouts	Olean	300
Dexter Electronic Materials	Epoxy Resins/Industrial Plastics	Olean	285
Salamanca Central School District	Education	Salamanca	280
Olean Wholesale Grocery Co-op	Co-op	Olean	246
Olean Advanced Products (AVX Ceramics)	Ceramic Capacitors	Olean	245
Tri-County Memorial Hospital	Medical Facility	Gowanda	230
SubCon Industries	Handicap Workshop	Olean	210
Olean Medical Group	Medical Facility	Olean	200
Fitzpatrick & Weller	Furniture Dimension Lumber	Ellicottville	200
Signore Division AVM Corporation	Office Furniture	Ellicottville	163
Stroehmann Bros.	Bread, Rolls, Cakes	Olean	162
Woodland Park Health Care Center	Nursing Home	Salamanca	157
Bush Industries	Computer Furniture/Housewares	Little Valley	150
Cattaraugus County Total			13,360
Olean (City and Town) Total			6,134 (46%)
Source: Southern Tier West Regional Planning and Development Board, Cattaraugus County			

RETAIL ANALYSIS

Retail development has become one of the most vexing challenges facing communities across the country. The rapid emergence of mass market retailers (the “big box” stores such as Wal-Mart, K-Mart, and Home Depot) has introduced a very significant factor into a retail market place that had already evolved from an almost total reliance on department stores in the Central Business District (CBD) to one that saw malls and suburban strip plazas as the new retail base. While many downtown business districts had found ways to develop retailing that could complement suburban malls, the mass marketers are once again altering the retail landscape in a way that even the malls find challenging. The CBD’s are in an even more precarious position.

Olean’s situation mirrors that of many small cities. The west end of the City and the neighboring area of the Town of Allegany have become a major mass market retailing center. This has put pressure on both the Olean Center Mall and Olean’s downtown retailers; both of these retail areas have seen their market move westward in response to big box development. From a community development point of view, there are no easy answers. Mass market retailing is clearly in demand by many consumers and attempting to set up barriers to its development may be not only fruitless, but may also run counter to the express desires of many residents of the western southern tier. Unfortunately, big box retailing is setting up outside the

City, where large parcels of affordable land can be used to build both large stores (to display a vast array of goods) and abundant parking (to draw in a distant regional customer base). In smaller, older cities like Olean, these large building lots are simply unavailable. The outcome is that City-based retailers suffer market losses, while the City is unable to share in the benefits of the new mass market retailing revolution.

A difficult and challenging balancing act will be required if Olean is to develop a sound retail market. Downtown and the west end must ultimately complement each other to provide a full array of both retail options to the region. The East State Street corridor may also present options for retail development within the City limits that serves local residents, takes advantage of relatively strong traffic counts from neighboring municipalities, and relieves some pressure on development in the west end.

Downtown Olean

The CBD, oriented around the intersection of State and Union Streets, includes traditional storefront retail shops in older (in some cases, historic) buildings, newer free standing retail developments including drugstores, and, at the northern end, the Olean Mall. As noted above, CBD retailing will never compete with mass market retailers. However, the experience in many small cities has been that specialty retailing can succeed in a downtown setting, particularly where a “pedestrian friendly” browsing experience can be created. Smaller New York State cities like Saratoga Springs and Corning have successfully created such retail experiences. Specialty retailing is based upon offering unique goods and services that are not available in the mass market retail environment. In Olean, the presence of the Olean Mall also represents an opportunity, because there are a number of large retailers who prefer to set up in a mall environment, and not utilize the discounted mass market approach. Therefore, while the CBD is facing retail challenges, there appear to be opportunities. A viable long term strategy may be to focus on downtown specialty retailing coupled with established and experienced mall retailers. A critical part of the strategy may be a marketing effort that informs consumers of the full array of available shopping options – mass market, mall, and specialty.

Route 417 Corridor - West

The Route 417 corridor to the west is the center of the mass retail market expansion, but the limited space within the City limits is constraining Olean’s opportunities to share in the benefits of the development. There is only one major development parcel remaining in the West State Street area (the Benderson property), which must be a priority in Olean’s west end retail development strategy. Beyond this parcel, the city must decide if it wants to compete for a greater share of mass market developments. To do so may require a defined effort to expand the regional retail center beyond the Route 417 corridor to include other areas in the northwest portion of the city. This would include the area extending from the I-86 interchange on Buffalo Street, along Buffalo Street to Constitution Avenue, and then on Independence Drive to West State Street. This potential retail development corridor would include several larger development parcels that could be attractive to mass market retailers. The corridor would also benefit from more direct access off the interstate highway, which will increase the regional customer base. To take full advantage of this potential retail corridor, the City would need to examine traffic flows in detail and determine what changes would be necessary to accommodate increased traffic between I-86 and the existing Route 417 corridor.

Pursuing retail developments in the northwest corridor will have negative implications for the Olean Mall and the CBD unless a carefully conceived and linked marketing strategy is established. The key to balanced retail development is achieving a complementary – as

opposed to a competing – relationship among mass market retailing, mall retailing and downtown specialty retailing.

Route 417 Corridor – East

The East State Street corridor has a different character than West State Street, but it nevertheless offers some retail development options. The current development pattern offers fewer consumer retailing options than the west end, but a broader array of retail services could be supported because of demand by local residents and good traffic counts. There are challenges in that commercial buildings and building lots are smaller and more limited along East State Street. Nevertheless, a retail development strategy for this corridor could enhance services for local residents, contribute to the tax base, and capture some of the regional retail market that enters Olean from the east.

SECTION 2.4

HISTORIC RESOURCES

A. INTRODUCTION

Historic preservation has become a substantial force of social, economic and aesthetic benefit to communities in New York State and across the nation. Many communities have recognized the importance of preserving the historic character of their communities and have made efforts to preserve and protect individual structures and the historically or architecturally significant neighborhoods in which they exist. The historic resources in the City of Olean include the post office, the library, the armory, and the Oak Park residential neighborhood.

As part of the Comprehensive Plan, a listing and description of the City's designated historic and archaeological resources was prepared. Becoming knowledgeable about its historic and archaeological resources helps a community to identify and understand the economic, geographic, environmental, social, and cultural forces that shaped its development.

This section describes the properties in the City of Olean that are listed on the State or National Register of Historic Places (S/NR). This information can be used should demolition, alteration, or adjacent new construction be proposed in these areas and for projects using state or federal funds. State and National Register properties affected would require review by the State Historic Preservation Officer (SHPO). In addition, listed properties could be eligible for funding from the State Environment Quality Bond Act or for federal Rehabilitation Tax Credits. Other uses for this information could include identification of educational, community identity, aesthetic regulations, tourism, and recreational opportunities.

The city's historic resources—both listed and not yet listed—also have tremendous potential to assist in the continued revitalization of the City's downtown. One of the first steps in this process is to identify any recognized or potential historic resources that are located within the city.

In exploring the possibilities of the nomination of additional properties located in the City of Olean to the State and National Registers of Historic Places (S/NR), issues relating to the potential significance of the properties, their age, and the intact nature of the original construction were explored. This chapter concludes by summarizing the benefits associated with listing on the Registers and the nomination process.

STATE AND NATIONAL REGISTER OF HISTORIC PLACES

The National Register of Historic Places is the Nation's official list of cultural resources worthy of preservation. Authorized under the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources. Properties listed on the Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture. The National Register is administered by the National Park Service (NPS), which is part of the U.S. Department of the Interior. The New York State Register was authorized by the New York State Historic Preservation Act of 1980. The same eligibility criteria are used for both the State and National Registers. In New York, the State Register is administered by the New York State Office of Parks, Recreation and Historic Preservation (OPRHP) acting as the State Historic Preservation Office (SHPO).

B. BACKGROUND HISTORY

EARLY SETTLEMENT AND DEVELOPMENT

Originally, the City of Olean was part of the territory of the Senecas, an Iroquois tribe. White pioneers first came to the area in the mid 18th century. In the decades following the American Revolution, the purchase of land in western New York by white settlers began to take place. The area known today as Olean had its origin in the historic need for a convenient route to the Ohio country and the West. In 1803, Major John Hoops, a Revolutionary War veteran, purchased about 20,000 acres of land from the Holland Land Company. It is assumed that settlers such as John Hoops foresaw that the land would serve as an important part of the westward movement because of its advantage as the navigation headquarters at the headwaters of the Allegheny River, providing a transportation linkage from the eastern states to the Western Reserve and beyond. The site which Major Hoops envisioned as a navigation headquarters for the westward migration was a point of land formed by the junction of Ischua Creek with the Allegheny River. The city's name was derived from the Latin word *oleum*, meaning oil, a reflection on the importance of the petroleum industry in the early economy of the area.

Within five years a settlement had been established. By 1808, the County of Cattaraugus was formed and the land originally purchased by Major Hoops, the area called Olean, was breaking up into smaller towns and villages.

A map of Olean, prepared in 1808 by E. Johnson for Hoops, showed a public square, a site for a school, a 'burying ground' and several streets. Hoops planned a patriotic memorial in the village square (now Lincoln Park). The central thoroughfares were named Union and State Streets; other streets were named for Revolutionary generals who were his friends. Some of these streets retain their original names: Barry, Putnam, Wayne, Henley, Laurens and Sullivan.

As the great westward migration gathered momentum many hundreds of pioneers arrived each spring at Olean Point to await the flood tide to float their rafts and flat-bottomed boats, which they called arks, down the Allegheny River to the Ohio River. At the peak of the river traffic, around 1818, as many as 3,000 pioneers embarked during the season, and Olean Point was better known than Pittsburgh or Buffalo.

Lumber, more than the movement of transient pioneers to the West that fostered the growth of a permanent settlement at Olean. The area in and around the City was covered by vast stands of white pine, oak, hickory, beech, maple and ash. The Allegheny River was a busy avenue of commerce. Huge rafts were constructed of large logs, strung together in barge lines and piloted down the river, headed for destinations such as Pittsburgh, Cincinnati or New Orleans.

The decline of Olean Point as a navigation headquarters for pioneers going west began around 1825 when the completion of the Erie Canal opened a direct route to the Great Lakes and the Northwest. By the mid-1830's the lumber boom was also tapering off though rafting continued until 1851, when the Erie railroad was completed.

Olean was incorporated as a village and granted its first charter by the New York State legislature in 1854. The development of Olean as a city began when the Buffalo and Washington Railroad (the Pennsylvania) was finished in 1872. By 1874, Olean had become 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 to more than 20,000 barrels a day. By 1878, there were 150 paying wells in the vicinity. Olean was incorporated as a city in 1893. By the early 1900's, the City of Olean had become an established industrial center.

UNDERGROUND RAILROAD

The Underground Railroad was perhaps the most dramatic protest action against slavery in United States history. It was a clandestine operation that began during the colonial period, later became part of organized abolitionist activity in the 19th century, and reached its peak in the period 1830 - 1865. The story of the Underground Railroad is one of individual sacrifice and heroism in the efforts of enslaved people to reach freedom from bondage.

The Underground Railroad was neither "underground" nor a "railroad," but was a loose network of aid and assistance to fugitives from bondage. Perhaps as many as one hundred thousand enslaved persons may have escaped in the years between the American Revolution and the Civil War. After slavery was abolished, the story of the Underground Railroad was kept alive by oral tradition and written works, including personal accounts and historic documentations. Although the history of the Underground Railroad has been described in several publications, information about the current condition of sites and structures has been limited. Many of these sites and structures, especially in urban areas, have been demolished or

The City of Olean's first record of an African-American settling in the area is that of 13-year-old Sarah Johnson. Bedraggled and hungry, Sarah arrived in Olean in the 1850s. Doctor Martin took her into his household and trained her to be a midwife. Sarah Johnson took Doctor Martin's advice to heart, serving the community as a midwife throughout her life. Sarah married, had children, and lived most of her later years at her home in Olean, which still stands at 607 Irving Street.

substantially changed to make way for development. The peak period of Underground Railroad operation was 1830 to 1865.

The Underground Railroad was not a simple route north, but reflects network patterns and complex connections to Native American tribes, Mexico, Canada, and the Caribbean. When the Fugitive Slave Law was passed in 1850, slave owners from the south and anyone they hired were enabled to chase down runaway slaves in the northern states. Canada was one of the only places where slaves could obtain freedom. Western New York became the main line of escape to Canada for southern slaves. Many stations – i.e., farms or homes where

escaped slaves could receive clothing, food, shelter, and directions to the next station – were located in Cattaraugus County. In Olean, Underground Railroad stations were generally located near the Allegheny River, which transported runaway slaves seeking freedom in addition to its usual load of and petroleum.

C. STATE AND NATIONAL REGISTER STANDARDS

Properties listed on the State and National Registers must meet established standards of eligibility published by the National Park Service. The National Register's standards for evaluating the significance of properties were developed to recognize the accomplishments of all peoples who have made a significant contribution to our country's history and heritage. The criteria are designed to guide State and local governments, Federal agencies, and others in evaluating potential entries in the National Register.

CRITERIA FOR EVALUATION

The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:

- A. That are associated with events that have made a significant contribution to the broad patterns of our history; or
- B. That are associated with the lives of persons significant in our past; or
- C. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or
- D. That has yielded or may be likely to yield, information important in prehistory or history.

CRITERIA CONSIDERATIONS

Ordinarily cemeteries, birthplaces, graves of historical figures, properties owned by religious institutions or used for religious purposes, structures that have been moved from their original locations, reconstructed historic buildings, properties primarily commemorative in nature, and properties that have achieved significance within the past 50 years shall not be considered eligible for the National Register. However, such properties will qualify if they are integral parts of districts that do meet the criteria or if they fall within the following categories:

- A. A religious property deriving primary significance from architectural or artistic distinction or historical importance; or
- B. A building or structure removed from its original location but which is primarily significant for architectural value, or which is the surviving structure most importantly associated with a historic person or event; or
- C. A birthplace or grave of a historical figure of outstanding importance if there is no appropriate site or building directly associated with his or her productive life; or
- D. A cemetery which derives its primary importance from graves of persons of transcendent
- E. importance, from age, from distinctive design features, or from association with historic events; or
- F. A reconstructed building when accurately executed in a suitable environment and presented structure with the same association has survived; or
- G. A property primarily commemorative in intent if design, age, tradition, or symbolic value has invested it with its own exceptional significance; or
- H. A property achieving significance within the past 50 years if it is of exceptional importance.

CURRENT NOMINATION PRIORITIES

In New York State, the Commissioner of Parks, Recreation and Historic Preservation through the Historic Preservation Field Services Bureau administers the State and National Registers. Currently, the Commissioner and the Bureau are encouraging nomination proposals in three categories, including:

NOMINATION PROPOSALS THAT PROMOTE ECONOMIC REVITALIZATION

- Federal investment tax credit projects
- Main Street projects
- Public and not-for-profit grant projects
- Heritage tourism and recreation enhancement projects
- Projects that will use historic preservation as a marketing tool

NOMINATION PROPOSALS THAT GENERATE BROAD PUBLIC SUPPORT

- Projects sponsored by certified local governments
- Projects sponsored by other municipalities
- Projects sponsored by community organizations
- Projects benefiting from widespread citizen participation

NOMINATION PROPOSALS THAT CONTRIBUTE TO PLANNING AND EDUCATION

- Multiple property nominations that result from comprehensive surveys
- Historic district nominations that result from surveys
- Projects that provide recognition to properties that are currently under-represented in the State and National Registers
- Projects that foster pride in community history
- Projects that foster awareness of historic properties
- Projects that can be incorporated into local school curricula

D. DESIGNATED HISTORIC AND ARCHAEOLOGICAL RESOURCES

Table 2.4-1 lists some of the notable designated historic and archaeological resources in the City, including numerous sites within the Oak Hill Park Historic District.

INDIVIDUAL RESOURCES

US POST OFFICE

The Olean post office is listed on the National Register of Historic Places as part of the United States Post Offices in New York State—1858 to 1943—Thematic Resources. The nomination includes 148 United States post office buildings that were constructed by the United States Treasury Department and are currently owned by the United States Postal Service. The Olean Post Office, constructed in 1910-12, is architecturally significant as a distinguished example of early twentieth-century public architecture in New York State. Designed under the direction of James Knox Taylor, Supervising Architect of the Treasury Department between 1897 and 1912, the building is a late and unusual example of Taylor's work that differs significantly from the Classical and Renaissance-inspired designs that characterize the majority of his work in New York State.

The building represents an era when post office buildings were individually designed and when attempts were made to integrate these buildings with the surrounding architecture. In the case of the Olean Post Office, the styling is eclectic, employing Italian Renaissance and Craftsman motifs, and complements the design of the adjacent Olean Public Library (1909), which also features round-arched openings and a hipped roof in a Renaissance-inspired design. These unusual details give the Olean Post Office a unique place among the thirteen Taylor-designed post offices in the thematic nomination. The interior of the Olean Post Office retains much of its original features, including a high ceiling with deep modillion cornice, oak woodwork and low paneled wainscoting and cast-iron stairs.

OLEAN PUBLIC LIBRARY (OLD LIBRARY RESTAURANT)

The former Olean Public Library, now in use as the Old Library Restaurant, is located adjacent to the Post Office on South Union Street. The old library is architecturally significant as a well-crafted, architect-designed example of the Beaux-Arts style of architecture. Built in 1909, the structure is a “Carnegie Library,” one of the many built throughout the United States from approximately 1885 to 1919 with money donated by the wealthy industrialist and philanthropist Andrew Carnegie. The building, with its architectural integrity intact, is an example of the work of prominent architect Edward L. Tilton. The Library is distinguished architecturally by its rich classically-inspired ornamentation.

CONKLIN MOUNTAIN HOME

Located on East State Street, the Conklin Mountain House is significant under National Register Criterion 2 as a building that embodies the distinctive characteristics of the Second Empire style of residential architecture. Constructed circa 1887, the house is an architecturally distinguished example of late 19th century high style Victorian design. Historically, the Conklin Mountain House is associated with William and DeWitt Conklin who developed Conklin Wagon Works, one of Olean’s most important early industries. Later, the building was owned by the Mountain family, who established the “Mountain Clinic Infirmary” at the property.

ST. STEPHEN’S EPISCOPAL CHURCH

A prominent feature in the City at the eastern edge of Lincoln Park, St. Stephen’s Episcopal Church ranks among Olean’s finest religious edifices. The complex meets National Register Criterion C as an intact, representative example of late-nineteenth century Victorian Gothic ecclesiastical architecture. Completed in 1890 and designed by architect Robert Gibson, a significant figure in New York State architecture during the period. St. Stephen’s reflects the design influences of both English Gothic and Romanesque churches, reflecting the eclecticism of the Victorian era. Historically, the church is the oldest continuous corporation of any kind in the city.

OLEAN ARMORY

The Olean Armory is architecturally significant as an intact, representative example of an Army National Guard armory in New York State and embodies the distinctive features of medieval Gothic military architecture. Built in two phases (completed in 1890 and 1919, respectively), and designed by architects Isaac Perry and Lewis Pilcher, the building retains a high degree of integrity of design, materials and craftsmanship and embodies the three distinctive characteristics of the building type as defined in the National Register Multiple

Property Documentation Form (MPDF) for Army National Guard Armories in New York State.

The armory serves as both a military facility and a social clubhouse for a local unit of the National Guard, as well as an imposing civic monument to military and government strength and presence within the community. The armory consists of an administration building with an attached drill shed at ground level. The armory is also historically significant for its association with the National Guard, an integral component of the American military system.

MULTIPLE LISTINGS/HISTORIC DISTRICTS

OAK HILL PARK HISTORIC DISTRICT

The Oak Hill Park Historic District is an architecturally and historically significant concentration of mid-nineteenth to early twentieth century residential, educational, and religious architecture and landscape design. The district, added to the S/NR in 1997, encompasses 325 acres of the City and includes 107 buildings. The Oak Hill Park Historic District is historically significant for its architecture and engineering. The district includes a mix of historic properties, ranging from single and multi-family residences, to religious and school properties, a park, and a cemetery. The historic properties date from roughly 1825 to 1950.



**Bartlett House (S/NR)
Oak Hill Park Historic District**

Encompassing one of Olean's most distinguished residential neighborhoods, the district represents a variety of distinctive features associated with a wide range of popular American architectural styles. Architecturally, the historic district includes exceptional examples of Greek Revival, Italianate, Queen Anne, Stick Style, Colonial Revival, Late Gothic Revival, Art Deco, Craftsman Style, Collegiate Gothic Style, Tudor Revival Style architecture as well as vernacular interpretations of these national styles. Many of the buildings are distinguished by a high level of architectural sophistication and possess a remarkable degree of integrity of design, materials and workmanship.

Together, the streetscapes and buildings reflect the historic development and evolution of Olean as an important city in southwest New York State. The district derives additional historic significance for association of several properties with Olean's most prominent citizens, including the first mayor of the city.

Table 2.4-1 Sampling of Historic Resources in the City of Olean, NY

Address	Name	S/NR Listing Date
304 East State Street	Conklin Mountain Home	1998
109 South Barry Street	St. Stephen's Episcopal Church	2001
119 Times Square	Olean Armory	1995
102 South Union Street	US Post Office	1989

Address	Name	S/NR Listing Date
116 South Union Street	Olean Public Library (Old Library Restaurant)	1985
<i>Oak Hill Park Historic District</i>		1997
212 Laurens Street	First Presbyterian Church	
302 Laurens Street	Forman/Bartlett House	
310 Laurens Street	Laughlin House	
312 Laurens Street	I.E. Worden House	
316 Laurens Street	Dr. Seldon Mudge House	
418 Laurens Street	James Goodell House	
311-313 Laurens Street	Samuel Bradley House	
401 Laurens Street	Spencer S. Bullis House	
419 Laurens Street	Immanuel Lutheran Church	
233 North First Street	E. M. Myrick House	
North Fourth Street	Oak Hill Park	
205-07 North Fourth Street	Frank H. Oakleaf House	
211 North Fourth Street	Henry Sewall House	
225 North Fourth Street	John W. Pratt House	
231 North Fourth Street	Max Mayer House	
218 North Second Street	W. D. Pierce/Moore House	
226 North Second Street	Norman Birge House	
240 North Second Street	Edward M. Danforth House	
217 North Second Street	Nelson Butler House	
223 North Second Street	Charles S. Carey House	
225 North Second Street	Erastus Smith/Frank Stowell House	
231 North Second Street	George L. Winters House	
211 North Third Street	Ballard House	
225 North Third Street	Edward Stickney House	
228 North Third Street	Simpson/Whipple House	
230 North Third Street	Dr. Joseph Clark House	
302 West Sullivan Street	Fairview	
410 West Sullivan Street	Olean High School	
317 West Sullivan Street	J.B. Shaw House	
407-09 West Sullivan Street	Benjamin U. Taylor House	

S/NR: Properties listed on the State and National Registers of Historic Places. Data from the National Parks Service and the New York State Office of Parks, Recreation and Historic Preservation.

E. POTENTIAL HISTORIC RESOURCES

POTENTIAL INDIVIDUAL RESOURCES

The City's remarkable collection of churches comprise a group of potential historic resources. One of the most prominent of these religious complexes is St. Mary of Angels Roman Catholic Church at West Henley and South First Streets. Notable features include church's distinctive Gothic Revival style architecture, the bell tower, the intact interior including the remarkably lifelike and vibrant stained glass windows, the nearby rectory and school, and the cobblestone paving adjacent to the church.

POTENTIAL HISTORIC DISTRICTS

DOWNTOWN

The potential downtown Olean historic district would include Lincoln Park and the surrounding buildings on State Street to the north, South Street to the south, South Barry Street to the east, and Union Street to the west. This section of the district would be anchored by individually listed S/NR properties clustered around Lincoln Park, including the Olean Public Library and the US Post Office on the west side of the park, St. Stephen's Episcopal Church Complex to the east. Contributing buildings around the square range from a church dating back to the 1820's to a bank structure from the 1920's.

The potential historic district would also include Union Street (NYS Route 16) from roughly South Street to Sullivan Street. Union Street has been an important street throughout Olean's history. As in many cities, the early wooden buildings on Union Street were destroyed by a series of fires. In 1866 a devastating fire burned down much of the west side of North Union Street. The east side of the street experienced a similar, but less extensive, fire in 1868. New buildings were built by brick, and many of these late nineteenth century buildings still stand today. Enhancing the context and framing the edge of the historic downtown is the view of Mount Hermann and the Allegheny River to the south.

In determining whether the potential historic district meets S/NR criteria, the collection of commercial and public architecture in downtown Olean would be evaluated for its integrity, its cohesiveness, and its architectural and historical significance. The structures would be evaluated for their significance in and of themselves as examples of the styles, and the district for its significance as an ensemble typical of small cities.

The structures in the downtown provide an inventory of styles popular for commercial and institutional structures from ca. 1875 to 1950. For a city of its size, Olean contains a remarkable collection of Chicago-style commercial architecture in its downtown. Other styles include Italianate, Victorian Eclectic, Stick Style, Queen Anne, Romanesque Revival, Shingle Style, and others. The oldest structures are the Most of the later structures are examples of the Victorian modes and early twentieth century revival tastes that characterized small-city business structures in the years between the Civil War and the Great Depression.

It is recommended that the following properties be evaluated as potential contributing elements in any future nomination of a Downtown Olean Historic District.

Lincoln Park

Lincoln Park itself is an example of 19th century public landscape design. The land for this park was donated by Major Hoops and it has been a public park since the city was founded. It

is shown as a public square on the first map of Olean, which was drawn in 1885. The park maintains its historical character with original elements including its informally arranged grove of trees, planted in the 1800's and generally intact. Other elements include the walkway system and the 1885 fire alarm bell located near the southwest corner of the park. Lincoln Park contains several other public monuments, including one honoring Franklin D. Roosevelt's Four Freedoms.

Chicago-Style Commercial Architecture

Manufacturers Hanover Building (101 North Union)

Union and State Streets. When it opened in 1915, the bank building was described as "absolutely fireproof." It is a lovely example of Chicago-style commercial architecture. The lower floors are granite, while the middle floors are brick, with copper and cast iron window frames. The top floor is decorative terra cotta.

Community Bank/Exchange National Bank Building (201 North Union)

Built in 1906 as the new home of Olean's oldest bank, the building was originally two stories tall. In 1922, the bank was enlarged to add the upper five stories and the adjoining two story annex. The revised building is another example of Chicago-style commercial architecture. This building has interesting decorative elements, including lion's heads at the top of the second story and around the top of the building.

Community Bank Addition/Little Apple Enterprises (207-209 North Union)

The Community Bank annex is another lovely example of Chicago-style architecture. The metal framed windows on the upper stories are Chicago-style windows; they are designed to cover most of the front of the building to let in a lot of natural light. This building now houses an arts and crafts store that is run by BOCES students and offers a wonderful opportunity for artists and artisans to feature their works.

Olean Business Institute (301 North Union)

A modified Chicago-style building, it was built as the Riley and Wands Block, and the name is still visible near the top front of the building. Riley and Wands were wholesale grocers. The building now houses the Olean Business Institute.

Other Notable Properties

Pennsylvania Railroad Depot (JCC Training & Conference Facility)

This building was originally the train station for the Pennsylvania Railroad. It now serves as a Training and Conference Center for the Jamestown Community College's (JCC's) Olean campus.

Olean House (132 North Union)

A wooden hotel named the Olean House was built on this site in 1842 and amongst its most notable traveler was Daniel Webster who stayed here while on hunting and fishing expedition to Pennsylvania. In 1893, the current four story brick building was built as an expanded Olean House.



No longer a hotel, the building is now occupied by senior housing units and is owned by the Olean Housing Authority.

Masonic Temple (124 North Union)

Built in 1892, this building was designed to have stores on the ground floor, offices on the middle floors, and the offices of the Masonic Temple on the fourth floor. The building, which contained one of the early telephone exchanges in the city, now houses Olean's Chamber of Commerce.

Municipal Building (101 East State)

On the Union Street side of the Municipal Building, is a tile mural that depicts the history of Olean. It is 15 feet wide and 20 feet high and contains approximately 50,000 pieces of tile. It was designed by art teachers at Olean High School and made by American Olean Tile Company, now Dal Tile. The mural includes symbols of important factors in Olean's history, including the Allegheny River, lumber industry, petroleum, and St. Bonaventure University.

Discount Books/Singer (113-115 North Union)

In the Italianate style, the building has arched windows with hood molding and a triangular pediment in the roof cornice. Singer Sewing Center has been in business in the Olean area for more than 100 years and has been downtown for more than 70 years.

Country Christmas Shoppe (119 North Union)

This building was the first home of the First National Bank of Olean, the first nationally chartered bank in Olean. The bank moved to a larger building in 1871 and the building became home to a pharmacy, which as the F.R. Brothers Pharmacy, operated at this site until 1993. Brothers Pharmacy was Olean's oldest pharmacy and the first pharmacy to employ a female pharmacist, Gerty Keenan.

W.T. Grant Building (121 North Union)

Opened in the late 1930's, the W.T. Grant building is Olean's only example of Art Modern style architecture, which is characterized by a sleek, vertical appearance. The upper floor of this building has retained its appearance from the 1930's and the last name W.T. Grant is inscribed on the upper story.

125-127 North Union

This unusual example of Italianate style has a curved roofline with a pointed finial on top. The northern half of this building was the former home of F.H. Oakleaf, a stationary and bookstore that was operated on the site from 1880 to the 1980's.

133 North Union.

A Victorian style building that has some interesting decorative features on the upper stories, including the floral decoration under the arch. The first floor of this building was formerly a pharmacy with a soda fountain. It is now an eatery.

211 North Union

An Italianate style building with intact decorative stone and brick work, this building housed a shoe shine and shoe repair shop for many years.

Olean Evening Herald Building/Union News (213 North Union)

This building was the office of one of Olean's early newspapers. The newspaper was purchased by M. G. Fitzpatrick and combined with another daily to form the present-day Times Herald.

Bradner's Galleries (239 North Union)

An Italianate building with an unusual roofline. Note the connected stone lintels over the third story windows. The interior of this building still features a fine example of a decorative pressed metal ceiling. At the turn of the century the building housed Blake's Opera House with boarding rooms on the third floor. Since the 1940's, it has been occupied by retail businesses.

Knieser Building (309 North Union)

A rare example of Luxfer glass windows, small squares of pressed glass set into a rectangular frame, over the first floor. These windows were designed to let light into the back of the store.

Beef 'N Barrel (146 North Union)

146 North Union. Part of this building, now a restaurant, was the location of Kelsey's Cigar Store. James Kelsey manufactured cigars at the store and was famous for "J.K.'s Own," a cigar which sold for ten cents. Over time, additional structures have been incorporated into the restaurant complex.

Council Optometric Center (168 North Union)

168 North Union. A Victorian style building that has hood molding over the upper story windows.

Palmquist Jeweler (172 North Union)

172 North Union. Palmquist Jewelers has been at this location since the 1930's. The Victorian style building is unique in that it has remained relatively unchanged since that time. It still features the original black Carrara glass on the first floor.

Game Control (184 North Union)

A Victorian style building with an unusual roof line. Previously, the building was occupied by the Simpson Plumbing Company, the first plumbing business in Olean. The original store was where Community Bank is now located; the business later moved here.

Reed's Jewelers/Family Vision Care (186-188 North Union)

This building sports a decorative frieze line encircling the building just below the roofline. There has been a jewelry store at this location since the 1930's.

Lester Shoe Store (228-230 North Union)

A neoclassical style building with Corinthian columns on the second floor. Lester's has been at this location since 1911 and the interior remains much the same as it did when first built.

SENECA HEIGHTS

A second potential historic district is the Seneca Heights residential neighborhood in the southern section of the City, south of the Allegany River. The neighborhood, a city addition which created the 10th and 11th Wards, was originally planned to cover an area of roughly 150 acres. It was constructed in the 1920's by the Olean Housing Corporation before building was halted by the Depression. Prominent investors included A.E. Ewing, J.P. Herrick, C.L. Bockmier, and H.C. Carpenter.

The neighborhood was planned as an automobile-friendly, comprehensive and suburban-style addition to the city (automobiles are depicted on the streets of the new subdivision in promotional materials for the project). The school, since demolished, was designed by architect A.W.E. Schoenberg, the primary architect associated with the Oak Hill Park District (S/NR, see above) and completed in 1924. The neighborhood was developed to provide homes for some of the City's most prominent citizens of the era. York Street, Grant Court, East Riverside Drive, and portions of adjoining streets would be potentially located in the historic district.

Seneca Heights is distinguished by:

- its street design including the layout of major streets and alleys, sidewalk and lighting treatments, trees, brick paved streets;
- As an example of planned neighborhoods including community facilities such as schools which were being developed in the 1920's in the United States. Other prominent examples include Forest Hills Gardens in Queens, NY; and
- by the high quality, integrity, and eclectic architectural styles typical of the period including Spanish, Colonial, and English Tudor.

OTHER POTENTIAL RESOURCES

Other resources within the City of Olean may be locally significant for their role in the historic growth and development of the city. Such sites include archaeological resources associated with lumbering or oil activities and properties associated with the Underground Railroad. Oak Lawn Cemetery was the first cemetery in Olean. All burials before 1900 would have been there. Since the area around Oak Lawn had become residential by the 1890's and the cemetery was in poor condition, all graves were removed to the then new Mount View Cemetery in 1906.)

BENEFITS OF S/NR LISTING

Listing on the State and National Registers can result in several benefits for historic properties. Those benefits are assessed below.

"The ideal of suburban life in the park-like setting of a self-contained subdivision away from the noise, pollution, and dangers of city streets has fueled the aspirations of increasing numbers of American. Historic residential suburbs, such as the Guilford Historic District in Baltimore, Maryland, resulted from the collaboration of developers, planners, architects, and landscape architects.

By the 1920s, improvements in suburban street design to accommodate the automobile, the growing acceptance of land-use controls, and the development of public utilities resulted in a host of suburban amenities, including paved roads, mandatory setbacks, sidewalks and driveways, concrete curbs, street lighting, and underground utilities. [This gave] American suburbs their characteristic identity as historic neighborhoods, collections of residential architecture, and designed landscapes.

The term "community builder" came into use in the first decade of the twentieth century in connection with the city planning movement and the development of large planned residential neighborhoods."

National Park Service, National Register Bulletin: Historic Residential Suburbs.

RECOGNITION THAT A PROPERTY IS SIGNIFICANT TO THE NATION, STATE OR COMMUNITY

This is the primary benefit of listing on the National Register. Such recognition can be used as an education, promotion, and fundraising tool.

ELIGIBILITY FOR CERTAIN FEDERAL TAX BENEFITS

Property owners are eligible for an investment tax credit for the certified rehabilitation of income-producing certified historic structures. This would apply to any commercial properties that are designated.

CONSIDERATION IN PLANNING FOR PUBLIC PROJECTS

This is meant to protect historic resources from impact by projects involving State and/or Federal agencies or State and/or Federal funds. This does not limit private property owners in any way. The owner is free to maintain, manage, or dispose of their private property as they choose if no State or Federal funds are involved. Once a property is listed on the S/NR, any action involving state or federal funds near the listed property triggers a review process (e.g., a roadway project). The OPRHP reviews projects that have the potential to impact historic resources. OPRHP determines if the proposed project has no effect or an adverse effect on the historic resource. This review process is one that takes place quite frequently, as federal and state projects often have the potential to affect historic resources.

The OPRHP's determination of effect is very much influenced by examining the important features of the historic resource. The impact on the elements identified in the S/NR nomination as the important features of the site is considered in the evaluation of effect. If a proposed project included removal of all evidence of these features, the OPRHP may determine such a removal to be an adverse impact to the historic resource. However, if a proposed project did not significantly impact the important features of the historic resource the OPRHP would make a finding of no effect and the project could move forward. Therefore, the argument of significance and the features called out as contributing elements in the nomination are very important.

QUALIFICATION FOR FEDERAL, STATE, AND PRIVATE PRESERVATION GRANTS WHEN FUNDING IS AVAILABLE

Various funds are available, many specifically for the preservation of standing structures. However, listing does not immediately qualify a site for federal funds. The amount of federal funds available is usually limited in both dollar amounts and the type of projects eligible for funds. Many of the grants are earmarked for the rehabilitation or restoration of National Register listed properties. Other eligible projects include survey work, the development of preservation plans, and the development of public outreach materials.

New York State has several funds which provide grants toward the acquisition, restoration, preservation, rehabilitation, protection and improvement of historic buildings, structures, sites, and object. The Environmental Protection Act/Environmental Protection Fund and the Clean Water/Clean Air Bond Act both provide matching grants for up to 50% of project costs. National, statewide, and local preservation organizations also have preservation grant programs. The National Trust for Historic Preservation grant programs includes the Johanna Favrot Fund for Historic Preservation, which funds activities such as producing marketing and communications materials, sponsoring conferences and implemental educational programs.

A. INTRODUCTION

The traditional “Main Street” development pattern of Olean’s central business district and its historic residential neighborhoods are among the community’s strongest assets. The historic architecture, the tree-lined streets and the compact and walkable nature of the City combine to make it a visually attractive place for residents and visitors alike. Scenic natural resources that add to the City’s visual character include the Allegheny River, Olean Creek, and views of the surrounding Enchanted Mountains, particularly Mount Hermann. Some of the significant visual features are shown in the photographs included in this chapter.

B. VISUAL ASSESSMENT**POSITIVE VISUAL FEATURES***NATURAL FEATURES**Watercourses**Allegheny River*

The Allegheny River corridor is an important visual resource for the community. The Allegheny runs in a north-south direction through the City of Olean from where it enters the City near Exit 26 of I-86 to where the river meets Ischua Creek just south of State Street. The river then curves sharply westward and traverses the south portion of the City until it crosses the Town of Allegany line just beyond Gargoyle Park. The waterway and the adjoining green space along its bank provide a striking visual amenity as viewed from the Union Street bridge east of the downtown or while walking along the Allegheny River Trail at Gargoyle Park. Although Franchot and Forness Parks are also adjacent to the river, views are limited by berms and the absence of public riverside trails.



Allegheny River Valley Trail

Despite the fact that the Allegheny River meanders through much of the City, overall, publicly accessible views of the river are quite limited. This is largely the result of four factors:

- first, the high berms along much of the river’s reach in Olean block many views;
- second, federal government regulations prohibit public trails on top of the berms;
- third, few streets actually bridge the river, but instead terminate in dead-ends; and
- four, much of the land adjoining the floodplain of the Allegheny is privately owned.

Olean Creek

Olean Creek meets the Allegheny River in the City of Olean, west of Forness Park. Public views of the creek are found along East Riverside Drive in the southeastern corner of the City. As with the Allegheny, public views of the creek elsewhere in the City are limited by private development and ownership patterns along the creek.

Topography

City Topography

As discussed in Chapter 2.6, “Natural Resources,” Olean lies in the Allegheny River Valley surrounded by the rolling foothills of the Appalachian Mountain range. Known locally by the charming name, the “Enchanted Mountains,” these hills rise 400 to 1,000 feet above the City’s elevation. While overall the City is generally flat, there are substantial fluctuations in the topography in areas such as the Oak Hill Park and Seneca Heights neighborhoods. The hills enhance the setting of the distinctive homes in these attractive residential neighborhoods

Views

The most striking view available from public streets or places in the City of Olean is the view of Mount Hermann downtown visitors enjoy when looking south down Union Street. Lincoln Park frames the long view on the east and the historic Olean Post Office and former Olean Public Library building frame the view on the west, with Mount Hermann providing a perfect view terminus straight ahead. This important public viewpoint reveals the dramatic contrast between the historic downtown and the natural wild beauty of the Enchanted Mountains. The view of Mount Hermann is a distinctive element in the visual character of the downtown area and firmly establishes the City of Olean’s setting in the heart of the Enchanted Mountains. It is important that future development of the downtown area is designed in such a way that public views of the mountain from the downtown are retained.

Vegetation

Public Parks

The City of Olean contains a number of public green spaces. Perhaps the most visually attractive public park in the City is Gargoyle Park. Located adjacent to the City’s most prominent visual and recreational amenity—the Allegheny River—and offering direct river access provided by the Allegheny River Valley Trail, Gargoyle Park is a visual resource for the entire city. Views of the river are available to hikers and other users of the Allegheny River Valley Trail and to those who utilize other park facilities or attend the numerous special events held there annually. The park itself is heavily wooded, and the mature trees which line the river’s edge and shade the interior greatly enhance the park’s visual character. However, because of its rather remote location in the southwestern most corner of the City, the park is not visible from the central business district and is unnoticed by visitors not specifically attending a special event in the park itself.

Lincoln Park is a traditional village green laid out by the City’s founder. It provides an important visual amenity in the downtown core, and is a relatively intact example of 19th century landscape design.

Allegheny River Greenway

As discussed above, the Allegheny River creates and provides a greenway corridor as it winds through Olean, first in a southerly direction and then bends off to the west. However, there are only limited views of the creek and its green corridor from public viewpoints in the City.

Downtown Landscaping

Landscaping, predominantly found along sidewalks on Union Street, softens the harsh concrete environment of the downtown commercial street. Banners line Union Street in the City center. For the most part, signs in the City are appropriately-scaled. The decorative flower plantings, shrubbery, and other street amenities offer shade and shelter from the elements and help to soften the appearance of the street.

MANMADE FEATURES

Traditional City Center

The City of Olean possesses a past rich in history and can capitalize on its historic roots to maintain and enhance its own unique cultural and visual identity. Downtown Olean is a place where people live and conduct business, children attend schools, and cultural and public institutions function. It is a special area within the City that exhibits characteristics and amenities important to the City's past. Downtown Olean has a critical mass of visually attractive traditional elements including its distinguished historic architecture, landscaped areas including Lincoln Park and sidewalk areas, and the view to the south of Mount Hermann. The downtown streetscape includes such prominent and visually attractive civic buildings as the historic U.S. Post Office and former Olean Public Library, churches including St. Stephen's Episcopal Church, and handsome commercial buildings including the row of relatively intact 19th and early 20th century facades along the eastern side of Union Street.



Downtown Streetscape Amenities

The distinctive visual character of the City center stems from its traditional "Main Street" design elements, including the strong street edge definition created by generally three- to four-story buildings uniformly built up to the sidewalk line. One of the most attractive intact blocks is the eastern side of Union Street just north of State Street. The attractive sense of enclosure and character in a traditional downtown is dependent on the combination of adequate building height and very minimal building setbacks, with buildings fronting directly on the sidewalks.

Residential Areas

The City boasts attractive residential streets laid out in a compact, historic pattern, with smaller lots, uniform setbacks, sidewalks, porches, and mature trees. Prominent church buildings, including St. Mary of the Angels Roman Catholic Church on South First Street, provide visual focal points and serve as keystone buildings for the neighborhoods in which they are located.

NEGATIVE VISUAL FEATURES

Downtown Olean

Although overall a strong positive visual and community character feature, the downtown area contains a number of visual shortcomings. Negative visual elements in the downtown area are unwelcoming to residents and visitors alike, and detract from Olean's strength and character as a traditional "turn of the century" City center.

Breaks in the Street Wall

As discussed above, the continuous "street wall" created by the uniform setback of buildings to the sidewalk line is an integral urban design element in the downtown. Interruptions in the street wall continuity detract from the cohesive visual character of the traditional downtown. The lack of street line continuity results from curb cuts for driveways; low-rise (particularly one-story) buildings; buildings set far back from the street, and parking lots fronting on the street. These breaks in the downtown building "fabric" are detrimental to the way the downtown functions (i.e., becomes less walkable) and looks (i.e., instead of a traditional, cohesive downtown, it begins to deteriorate into a confusing half-urban, half-suburban pattern that is unattractive and dysfunctional).



Breaks in the continuous street "wall" and oversized signs.

Vacant and/or Blighted Buildings

North Union Street contains a number of prominent vacancies and neglected properties. These buildings are characterized by "vacant for sale/lease" signs, empty and boarded windows, peeling paint, lack of lighting, and other characteristics that leave a general feeling of disinvestment in the area. Just north of State Street, the western side of Union Street contains important, historic buildings in need of tenants and improved property maintenance. Most prominent among these is the long-vacant Manufacturers Hanover Bank Building, a keystone building for the downtown and the City as a whole and an outstanding example of Chicago-style commercial architecture. Other notable vacancies include the boarded up former W.T. Grant Building, a couple buildings to the north at 121 North Union Street.

Need for Improved Street Amenities

The street trees, hanging flower baskets, and planters in the downtown area—especially along Union Street between State and Laurens Streets—do a lot to soften the hard surfaces of the downtown buildings, streets, sidewalks, and parking areas. Still, there is room for improvement, with a need for additional landscaping in public parking areas and on side streets leading to Union and State Streets.

Certain sections of the sidewalks are cracked, patched, or otherwise in need of repair or replacement, both in the downtown and in residential neighborhoods.

There is a need for additional and updated public street furniture and amenities such as benches, trash receptacles, lighting fixtures, rest rooms, and community bulletin boards. The amenities currently in the downtown are, in some cases, older and appear worn, and do not follow a coordinated design theme.

Architectural Patterns

The downtown is an eclectic mix of styles, height, fenestration, setbacks, and other architectural features. On Union Street, the cohesive of the downtown urban design in terms of building location on its site and building massing (i.e., height and building footprint) begins to be strained north of Laurens Street. In certain cases, new construction has been contextually incompatible with the traditional downtown fabric.

Development along the northern portion of Union Street becomes a highway-style strip commercial pattern with large pole and monument signs, wide and frequent curb cuts, franchise-style architecture, parking in front, and deep building setbacks.

Utilities

Although largely absent from the major streets in the downtown area, the City's residential and highway commercial streets are typically crisscrossed by numerous overhead telephone and electrical utility lines and poles. These lines create clutter and a haphazard, unattractive, and "messy" look. Oversized, highway-scale "Cobra" lights that are currently in use on many City streets. This lighting is out of scale and out of character with residential neighborhoods. In addition, these lights, designed for highway use, are pointed only at vehicular traffic side and not the sidewalk side. As a result, they provide poor lighting for pedestrians and little sense of comfort for nighttime pedestrians.

Transportation Elements

Negative visual elements related to the traffic and circulation system include the overly wide roads in the downtown area, particularly North Union Street. Infringement of parked vehicles, some with signs and open hoods, in the growing auto dealer zone along East State Street, creates a chaotic and ill-maintained appearance.

Overhead wires, highway-scale signs, and cobra lighting



Signs

The City's commercial areas contain some businesses which have fluttering signs, plastic banners, and flags and/or temporary plastic box signs with moveable letters. These types of signs create a chaotic look, are distracting, and are often poorly maintained. Other signs are

oversized, over lit, or redundant and distracting. This is particularly found in the auto dealer district on East State Street.

INDUSTRIAL AREAS

In general, these areas are located off I-86 and do not conflict visually with adjoining uses. Vacant industrial buildings can have negative visual impacts when they are of large scale and are prominently located.

RESIDENTIAL AREAS

There is a need for housing rehabilitation and/or improved housing maintenance in certain residential neighborhoods in the City. As in any community, there are also other scattered homes throughout the City which are in need of repair.

PARKS AND COMMUNITY FACILITIES

City parks provide green space and overall are an important visual asset to the community. At the same time, the City's existing parks contain elements which could be improved to enhance their appearance. These include the use of cyclone fencing, un-landscaped and undefined parking areas, and graffiti on structures, structures with peeling paint, aging and outdated equipment, and cracked sidewalks. The parks could also benefit from enhanced screening from adjoining uses.

C. GATEWAYS

The major entrances for visitors to the City are Union Street from the north and south; State Street from the east and west; and Buffalo Street from Exit 25 of I-86. When present, the signs announcing marking the City of Olean boundary do not create a sense of arrival at a special place. The existing signs, while adequately maintained, are generally not well landscaped and are not designed in coordination with an overall City theme. There is no coordinated signage program for the Town and City which ties the various elements of the community together or serves to draw visitors into the City from State and County Routes.



Public signage at gateways and elsewhere is outdated and lacks a common design theme.

D. VIEWS AND VISTAS

Views are discussed in the visual assessment above. To summarize, there are attractive views of Allegheny River and Ischua Creek, but they are very limited. The view of Mount Hermann from Union Street and other viewpoints in the city center is an important visual amenity that distinguishes the downtown and helps to give it its unique sense of place.

CHAPTER 2.6 TRANSPORTATION AND INFRASTRUCTURE

A. INTRODUCTION

This chapter provides an overview of the extent, description, and condition of transportation and infrastructure systems in the City of Olean. Transportation systems include roads and highways, rail, air, and pedestrian and bicycle systems.

B. TRANSPORTATION

VEHICULAR CIRCULATION SYSTEMS

EXISTING ROAD NETWORK AND TRAFFIC VOLUMES

The City of Olean is located in southwestern New York State, just north of the Pennsylvania border. The City is well-connected to surrounding suburban and rural areas, the larger region, and more distant destinations both within New York State and beyond by Interstate, State, County, and local transportation systems. The City is within an approximately two-hour drive from Buffalo (72 miles), Niagara Falls (85 miles), Rochester (90 miles), Erie, Pa. (100 miles), and Pittsburgh, Pa. (180 miles). It is within about a three-hour drive of Cleveland, Ohio (170 miles).

This section provides information on interstate, state, county, and local roads in and around the City of Olean. There are about 71.02 miles of roadway within the City of Olean, including 65.86 miles under City jurisdiction and 5.16 miles under State jurisdiction. There are no roadways under Cattaraugus County jurisdiction within the City boundaries.

Interstate I-86

Description

Interstate 86 (I-86) extends from its western terminus at the I-90 interchange, near Erie, Pennsylvania; traverses the southern portion of New York State; and eventually connects with the I-87 at Harriman, NY in the Hudson Valley region. From Harriman, links are available to highway systems which lead to New York City and other destinations on the East Coast and New England. I-86 has two interchanges at the City of Olean. I-86 was formerly known as the Southern Tier Expressway (NYS Route 17). The posted speed limit on I-86 in the Olean area is 65 miles per hour (mph).

The I-86 interchanges (Exits 25 and 26) are both located inside the city limits and directly connect to State Route 16 (Union Street) and County Route 83 (Buffalo Street). Both Union and Buffalo Streets run in a generally southerly direction and link the downtown with the Interstate. The heart of the Olean downtown area, the intersection of Union and State Streets, is less than 1.5 miles from the I-86 interchange.

Traffic Volumes

As Table 2.6-1 indicates, traffic volumes along I-86 in the Olean area average about 11,500 vehicles per day, a much lower volume than found to the east. This reflects the lower population base of the rural Southern Tier region as well as the absence of an interchange with another major highway (e.g., I-390 at Corning, I-81 at Binghamton).

New York State Routes 16 and 417

Description

In addition to I-86, two New York State highways, Routes 417 (known locally as State Street) and 16 (Union Street), provide major access points into Olean and intersect in the central business district of the City. Route 417 provides east-west access and connects the City of Salamanca, to the west, to State Route 15, to the east (which is just west of the City of Corning). Route 16 provides north-south access from its northern terminus in downtown Buffalo to its southern terminus at PA Route 646 at the New York/Pennsylvania state line near Knapp Creek. The posted speed limit within the City boundaries of NYS Routes 16 and 417 is 30 mph.

Table 2.6-1 Annual Average Daily Traffic (AADT) Interstate 86, New York State, 2002	
Location	Composite AADT
Jamestown	11,200
Olean-Exit 25*	11,500
Olean-Exit 26**	10,800
Almond	5,700
Corning	42,200
Elmira-Horseheads	32,800
Binghamton	72,100
Middletown	49,200
Monroe	55,000
Source: NYSDOT, 2002 Traffic Volume Report. Notes: *From Exit 24 West Five Mile Road/Allegany to Exit 25 Buffalo Street /Olean. **From Exit 25 Buffalo Street /Olean to Exit 26 Route 16/Olean.	

Traffic Volumes

Table 2.6-2 indicates, the highest traffic volumes on State routes in and around the City of Olean are:

- The western section of Route 417, from 12th Street to the Town of Allegany border. Volumes in this area reflect the presence of St. Bonaventure University and large-scale retailers on State Street in the Town.
- The I-86 interchange area at Exit 26.

Local Roads

Several County roads (CR) also serve as gateways into the City including CR 60 (Riverside Drive), CR 83 (Buffalo Street), and CR 92 (Genesee Street). All of these County roads have a terminus at the City line, where they change jurisdiction and are City streets. These roadways connect Olean to other locations and roadways throughout the Southern Tier region.

The City includes a total of approximately 66 miles of City streets within its municipal boundaries. The posted speed limit within the City is 30 mph.

Table 2.6-2
Traffic Volumes on New York State Routes, City of Olean

Roadway	Segment	Average Annual Daily Traffic (AADT)	Year	Segment Length (miles)	Calculated AADT Per ¼ Mile
NYS 16	Southern city boundary to Route 417	5,369	2001	1.30	1,032
NYS 16	Route 417 to I-86	10,793	1999	1.45	1,861
NYS 16	I-86 to northern city boundary	6,737	2001	0.34	4,965
NYS 417	Western city boundary to 12 th Street	16,799	2001	0.76	5,526
NYS 417	12 th Street to Route 16	14,355	2001	0.95	3,778
NYS 417	Route 16 to eastern city boundary	17,550	2001	1.61	2,725
Source: NYSDOT, Traffic Volume Reports (1999-2001).					

ONGOING AND PLANNED ROADWAY IMPROVEMENTS

I-86

In 1999, after the completion of a transportation improvement project that upgraded it to Interstate standards, 177 miles of the Southern Tier Expressway, formerly designated as New York State Route 17, were officially converted to Interstate 86 (I-86). This section includes the stretch from the terminus of now I-86 at the I-90 interchange about 15 miles from Erie, Pa. to the west, to the western boundary of Chemung County near Corning, to the east. The eastern 204 miles of State Route 17 are scheduled to be upgraded to Interstate standards by 2010, to complete the Interstate highway which will ultimately extend from Lake Erie to the Hudson Valley. There are currently no additional funds allocated for improvements to the I-86 in the Southern Tier in NYSDOT's Transportation Improvement Program (TIP) budget.

At the town of Painted Post, Interstate 86 meets the northern terminus of U.S. 15, the future north end of Interstate 99. The upgrade of U.S. 15 to I-99 will decrease travel times from the Southern Tier to cities in Pennsylvania as well as major East Coast destinations such as Washington, D.C. Similarly, if approved, the expansion of the Route 219 corridor to a four-lane highway would reduce travel times from Olean to destinations in the Buffalo-Niagara region.

State Routes 16 and 417

A NYSDOT reconstruction project for the Route 417 corridor was completed recently for a section of the State route through the Town and Village of Allegany, just west of the City of Olean.

ROADWAY MAINTENANCE

State Routes

The State contracts with the City to perform basic maintenance—such as plowing, filling in pot holes, and minor paving work—on Union and State Streets. Together, these roadways extend some 5.06 miles within the City boundaries.

County Roads

The Cattaraugus County Department of Public Works (County DPW) is responsible for maintenance of the 405 total miles of County roads, including CR 60, 83, and 92 leading to the City of Olean. However, as mentioned above, upon entering the City these roadways become City streets and fall under the jurisdiction of the City DPW.

City Streets

The City of Olean Department of Public Works (City DPW) is responsible for maintaining and paving the 65.86 miles of City roadways, including maintenance of the storm sewers. Funding for City roads comes from NYSDOT's Consolidated Local Street and Highway Improvement Program (CHIPS) and the City's budget. While there is no formal or multi-year road maintenance plan, each spring the Highway Division of the City DPW evaluates which roads, and segments thereof, to repair and reconstruct. Prioritization criteria include available funding, road condition, and road type.

BRIDGES

The bridge along East State Street, which passes over the former rail right-of-way, will be repaired in 2006. Repair on another bridge on Main Street, in the northeastern portion of the City, is planned for 2005.

PUBLIC PARKING

North Union Street includes diagonal parking in the downtown central business district. Most on-street spots are metered. In addition, there are also four public parking lots located to the rear of downtown buildings.

According to the *Downtown Strategic Plan, Olean, NY*¹, downtown Olean included 1,375 parking spaces, including 275 spaces along North Union Street, 210 along West State Street, and 890 spaces in the public lots situated behind downtown storefronts.

TRAFFIC-RELATED ISSUES

The City of Olean Police Department identified the issue of “cut-through” and driving over the posted speed limit in residential neighborhoods. The following streets were identified as among the city streets affected by these traffic conditions: West Henley, Washington, King, and North Union Streets.

Several businesses along Union and State Streets have purchased former homes and converted these properties into surface parking. As discussed below and in Chapter 2.5, “Visual Character,” this trend has an overall negative effect on the appearance and pedestrian friendliness of the traditional downtown center.

¹ The Saratoga Associates, 1994.

A safety concern identified in Comprehensive Plan meetings is the lack of adequate curbing, particularly in commercial areas. This presents a safety hazard for pedestrians as well as vehicular traffic conflicts.

RAIL

There are two freight railroad lines serving Olean. There is no existing or planned passenger rail service to the City of Olean at this time.

THE SOUTHERN TIER EXTENSION MAINLINE

The first freight line, known as The Southern Tier Extension Mainline, runs east-west roughly along Interstate 86 in the northwestern portion of the city. The line is owned by the Southern Tier Extension Railroad Authority (STERA) and is leased to Norfolk Southern Corporation (NSC) through 2011, at which point ownership will revert to NSC. Currently, NSC sub-leases the rail line to the Western New York and Pennsylvania Railroad Company (WNY&PRR), which operates the trains running on the line. This line provides service to the New York City area as well as points west.

BUFFALO TO KEATING LINE

The second freight line serving Olean is the Buffalo to Keating Line, which runs along the Route 16 valley. This line is owned and operated by Norfolk Southern Corporation and offers service to the Buffalo and Canadian markets.

AIR

BUFFALO-NIAGARA INTERNATIONAL AIRPORT (BNIA)

The BNIA is the primary public airport in the Western New York (WNY) region, servicing about 4.1 million passengers annually. The airport averages 90 daily flights with nonstop service to 18 cities and plays a key role in the development of business and tourism in WNY. The BNIA is located approximately 80 miles north of Olean.

OLEAN AIRPORT

Olean Airport is located approximately 10 Miles north of Olean in Ischua, NY. The airport serves as a business and commercial airport for the City and the rest of Cattaraugus County.

The airport includes two runways, the longest of which is paved and in good condition, extending 4,700 feet in length and 100 feet in width. The second runway, which has a turf surface and extends 2,500 feet in length, is in fair condition.

The airport averages 70 flights per day, with approximately 59 percent of the flights being local general aviation, 39 percent transient general aviation, 2 percent air taxi, and less than 1 percent military operations.

According to information provided through the NYSDOT, the limitations of the airport include:

- There is a recurring problem with deer on the runways.
- Terrain drops off at the end of runways.
- The unpaved runways are soft in the spring.

GIERMEK EXECUTIVE AIRPORT

Giermek Executive Airport is located in the southeastern section of the City of Olean. According to Air-Nav.com, the airport has a turf runway extending 3,150 feet in length and 80 feet in width, which is in good condition. The airport averages 33 monthly flights, with 100 percent being for local general aviation. The airport is closed nights.

BRADFORD, PENNSYLVANIA

Bradford Regional Airport serves Bradford and McKean County and is owned by Bradford Airport Authority. The airport has more than one runway. The longest of which is a paved runway extending 6,499 feet. The facility is at an elevation of 2,143 feet and is located about 35 miles southwest of downtown Olean.

PEDESTRIAN AND BICYCLE FACILITIES

SIDEWALKS

Most areas of Olean have sidewalks, but a few do not, including some of the newer subdivisions in the outlying sections of the City, as well as some older areas which are also proximate to City boundaries. In addition, some areas only have sidewalks on one side of the street or have sidewalks that have missing segments.

Currently, there is no allocation in the City operating or capital budget for sidewalks. Property owners are responsible for installing and maintaining the sidewalks in the public right-of-way in front of their properties. There is no City-sponsored sidewalk improvement or maintenance program.

TRAIL SYSTEMS

Cattaraugus County and the City of Olean are in the heart of a regional network of multi-purpose trails that includes trail networks at and between Letchworth State Park, Allegany State Park, Zoar Valley, and Chautauqua Lake. Olean has begun to develop trails that, in the future, could connect to these larger trail systems by expanding the Allegany-Olean loop that links the City to the Allegheny River Valley Trail.

Allegheny River Valley Trail

The Allegheny River Valley Trail (“the Trail”) is a 5.6 mile loop trail that connects the City of Olean with St. Bonaventure University, Gargoyle Park, and the Village of Allegany. Currently, the Trail enters the City from the Town of Allegany and continues along the River to the east until about where 20th Street would intersect with it, if the street extended. The Trail then turns north and then proceeds; 1) East along Constitution Avenue to Buffalo Street; and 2) along Constitution Avenue completing the loop to the Town of Allegany.

The trail ranges in width from eight to 10 feet and is an asphalt surface. The Trail is a multi-purpose recreational resource, available for walking, cross-country skiing, in-line skating, and bicycling. No horseback riding, snowmobiling, or all terrain vehicle use is permitted. The Trail is wheelchair accessible and offers public fishing opportunities.

When local citizens initiated the Allegheny River Valley Trail concept, the project was officially sponsored by the Town of Allegany. Since then, an inter-municipal agreement was prepared between the Town of Allegany, the City of Olean, and St. Bonaventure University.

The managing organization for the Trail is the Allegheny Trail Committee, a §501(c)(3) not-for-profit organization.

Planned Trail Improvements

There are plans to connect the existing Allegheny River Valley Trail to downtown Olean and Forness Park. In addition, planning is underway to link Olean and the Allegheny River Valley Trail to the Town of Hinsdale, which is north of the City. These planned improvements would expand the Trail network by about 4 miles. One major limiting factor in trail development has been the New York State Department of Environmental Conservation's (NYSDEC's) prohibition on trail development on top of the dikes that line much of the Allegheny River to prevent flooding.

Other Trail Systems

Cattaraugus County has an extensive system of official snowmobile trails, but these are generally located for obvious safety reasons in more rural areas and do not exist in the City of Olean.

BICYCLE FACILITIES

Regional Bicycle Facilities

Bicycle Route 17 crosses the Southern Tier of New York State, with Lake Erie and the Hudson River as its endpoints. The route roughly parallels Interstate 86 between Jamestown and Corning, NY Route 17 between Corning and Port Jervis, and Interstate 84 between Port Jervis and Beacon. Along the route, cyclists experience the diverse topography of New York State, from the Appalachian Mountains and the wide, flat valleys of the Allegheny and Susquehanna Rivers, to the scenic and rolling Delaware Valley. Bicycle Route 17 visits the foothills of the Catskill Mountains and crosses the Shawangunk Mountains.

Beginning at NY Route 5 in the Village of Westfield, Bicycle Route 17 follows NYS Route 417 as it passes through Olean. Bicycle Route 17 also goes through the cities of Jamestown, Salamanca, Hornell, Corning, Elmira, and Binghamton and points further east.

Local Bicycle Facilities

Aside from the designation of Bicycle Route 17 for the length of NYS Route 417 through the City of Olean, there are no other special facilities for bicyclists in the City (e.g., dedicated bike lanes, shared bikeway signs, or striping, bicycle racks, etc.). Located in the City, the Olean Cycling Club is a local not-for-profit bicycling group which promotes cycling in Western New York.

PUBLIC TRANSPORTATION

OLEAN AREA TRANSIT SYSTEM

In July 2002, the Cattaraugus County Department of Social Services, Department of Labor, and the City of Olean launched a new public bus system in the City of Olean. The initiation of the Olean Area Transit System revived a long dormant bus service in Olean. The system uses a 28-passenger, Americans with Disabilities Act (ADA) compliant bus, which operates 66 hours per week, six days a week, running on a fixed route. Between October 2002 and September 2003,

the Olean Area Transit System provided 33,742 passenger trips and covered 83,463 vehicle miles.

The bus makes 11 trips daily, each run being approximately one hour in length. The bus route is designed to meet the needs of multiple users and includes stops at public housing complexes, elderly housing complexes, medical offices, health care centers, the local hospital, retail and shopping centers, and food markets.

ST. BONAVENTURE BUS SERVICE

During the regular semesters the Bona Bus operates bus routes that connect the St. Bonaventure campus, a portion of west Olean and the Village of Allegany. This bus normally only makes stops in the large commercial area along West State Street in the City of Olean.

GREYHOUND

Greyhound provides bus service to Olean via Fullington Trailways. Northbound service is available from Olean to Buffalo and includes stops along US Highway 219 at Salamanca, Ellicottville and Springville. Southbound service is available to DuBois, Pennsylvania and runs along US Route 219 with stops in Limestone, NY and several more in Pennsylvania.

TRANSPORTATION POLICY

The region's goal, objectives, and strategy for transportation, developed through Southern Tier West in cooperation with member County governments, are part of Southern Tier West's Regional Development Strategy. The strategy, agreed upon by all counties, is driven by the basic Transportation System Goal of the development of an adequate regional transportation infrastructure. The specific strategies most relevant to the City of Olean, listed by transportation system element, are summarized below:

HIGHWAY SYSTEM STRATEGIES

- Publicize and increase utilization of I-86;
- Develop rural transportation planning capacity in the region analogous to a metropolitan planning organization (MPO);
- Improve the region's north-south highway corridors, including the completion of Route 219 as a four lane highway and the upgrading of Routes 16
- Adoption by counties and local governments of a standard road classification system for road improvement investment and improved highway efficiencies

RAILROAD SYSTEM STRATEGIES

- Use the Southern Tier Extension Railroad Authority to implement the agreement between Norfolk Southern, NYS DOT and Southern Tier West to provide the ownership/financial incentive structure for the Southern Tier Extension Mainline Railroad to preserve, improve, and increase utilization of the Southern Tier Extension.
- Use federal and state public funds to return the Southern Tier Extension to Class 2 operating status, and to facilitate economic development along the line.
- Assist the region's mainline and short line rail operators, including the encouragement of economic development investment and activities that will result in the increased utilization of the region's main line and short line rail system.

- Develop rural transportation planning capacity in the region analogous to a Metropolitan Planning Organization (MPO).

AVIATION SYSTEM STRATEGIES

- Develop rural transportation planning capacity in the region analogous to a Metropolitan Planning Organization (MPO), improved regional aviation system planning, and the implementation of plan recommendations.
- Develop new airports at new airport sites if appropriately identified as a County-wide or region-wide need.
- Develop and improve access roads to airports.
- Increase utilization of the Regional Aviation System Airports.
- Provide economically and qualitatively attractive regional air commuter service and air freight service.
- Improve, upgrade, and provide operational assistance to the region's airports.
- Obtain the long term commitment of airport fixed base operators.
- Improve emergency medical helicopter services from within the region to specialized hospitals outside the region.

INTERMODAL AND OTHER GENERAL TRANSPORTATION SYSTEM STRATEGIES

- Develop rural transportation planning capacity in the region analogous to a metropolitan planning organization (MPO).
- Develop a regional transportation system plan.
- Increase intermodal traffic through the development of a regional rail/truck freight transfer facility (including bulk freight) and consolidation point (possibly including central ware-housing facilities) and the development and utilization of road/rail technologies and other multi-modal technologies.
- Improve highway and rail access to industrial parks and airports throughout the region.
- Develop bicycle paths, including siting on abandoned and/or land-banked railroad rights of way, highway rights-of-way, public lands, park lands, and other lands as appropriate.
- Develop and increase usage of public transportation services.
- Improve and expand existing transportation opportunities for the elderly population in each county.

C. INFRASTRUCTURE

SEWER SYSTEM

WASTEWATER

Olean's wastewater treatment plant was originally built in 1935 and was rebuilt in 1972. The plant is located in the western portion of the City on South 19th Street and along the Allegheny

River. The plant has a 7.0 Million Gallon per Day (MGD) capacity and its treated effluents are discharged into the River.

The New York State Department of Environmental Conservation (NYSDEC) currently has an Order of Consent on the treatment plant, due to the heavy flow volumes that overburden the plant during storm events. Heavy flow volumes, caused by rainwater and snowmelt, often inundate the plant with 4 to 5 times the normal sewage volume. Since the plant is unable to handle such volumes, non-treated and partially-treated effluent is discharged into the River. The City is borrowing approximately \$1.4 million to disconnect about 150 storm water catch basins that are attached to the wastewater sewer system, in order to mitigate these large flow volumes. While disconnecting the catch basins will solve part of the problem during storm events, illegal sewer connections from private homes also cause extra flows into the treatment plant during storm events. In addition, many privately owned sewer lines that connect homes to the City sewer system are leaking, allowing additional storm water to flow into the sanitary sewer system.

In addition to servicing the entire City, Olean also provides sewer services to parts of the Towns of Olean and Allegany as well as the Village of Allegany.

Issues

- The wastewater treatment plant emits unpleasant odors that afflict its surrounding neighborhoods in the western portion of Olean. The City has recently approved the replacement of five 30-year old air exchange units that will ensure fresh air circulates throughout the plant, preventing dangerous gases from building up, which presents both a suffocation risk to plant workers as well as an explosion risk inside the plant. However, this improvement will not stem the odor released outside the plant that is a major nuisance to the area. At this time, the City has opted not to install a bio-filtration system that would trap the odors coming from the plant, but is considering other odor-control alternatives to alleviate the problem.
- Many of the City's sewer lines in the network are nearly 100 years old and need replacement. The City's current policy is to replace sections of pipes as they fail.

STORMWATER

The City's storm water sewer system is largely separate from its wastewater system, but a few portions are combined. The storm water system drains into several streams throughout the City.

WATER

A new water filtration plant was recently built and started serving the City in October 2003. The new plant replaces the historic 1918 water treatment plant and is located in the northern portion of the City along Olean Creek. Construction of the two reservoirs atop Mount Hermann in the southern portion of the City was recently completed. Both reservoirs are concrete enclosed tanks and each has a capacity of three million gallons. The new reservoirs replace the two open-air reservoirs that were built around the turn-of-the-twentieth century. Treated water is pumped up to the reservoirs and is then distributed through the City's waterline network via gravity. There is also a 200,000-gallon water tank located in the northeastern portion of the City to provide additional storage for system as well as fire protection. All areas in the City are serviced by the water system and the water pressure throughout the City is considered adequate to very good.

In addition, the City has seven wells that were built in the 1970s, which originally had a total capacity of six MGD. Due to contamination issues from outside the City, the wells were shut down for a period of time beginning in the 1980s. However, in the 1990's three of the wells were brought back online, adding 3.25 MGD to the water system.

Issues

- The City currently has excess water capacity and is in the process of negotiating with surrounding communities to provide water service.
- The City's water system is approximately 100 years old and many of the lines in the system need replacement. The City's current policy is to replace sections of pipes as they fail.
- If the proposed Farmersville landfill is developed, contaminants could potentially leach into the region's water supply and eventually enter Olean Creek, the City's primary source of water.
- The City has well-heads that are located in deep aquifers under the City. Although there are currently no major leaks in the wells, the City needs an aquifer protection program.

FLOOD CONTROL

There are flood dikes on the northern side of the Allegheny River, but no dikes on the southern side. In addition, there is no flood mitigation plan.

ELECTRICITY

Niagara Mohawk provides electricity for residences, businesses and others in the City.

TELEPHONE

Primary telephone service within the City of Olean is provided by Verizon.

INTERNET

Adelphia offers high-speed internet access to both residences and businesses that are located in all areas where Adelphia's cable service is available. However, some portions of the City do not have the service available, most notably, parts of downtown. The City is currently exploring other high-speed internet options, including wireless technology.

CABLE

Cable service for the City of Olean is currently provided by Adelphia. However, Time Warner and Comcast recently announced an agreement to purchase all of Adelphia's assets with approval from the bankruptcy court. Once the purchaser of the Adelphia system serving the Olean community is identified, the City will work with that company on the development of an equitable cable franchise agreement that serves the interests of the community.

A. INTRODUCTION

This chapter identifies important natural features in and around the City of Olean including its geological and topographical context, water resources, wetlands, plant communities, and wildlife. The City's significant environmental features include first and foremost the Allegheny River and Olean Creek and their floodplains and the steep topography which rises up from the edge of the river valley. Natural resources and features—including topography, soils, water, and native plants and animals—must first be identified so that planning for future growth ensures their protection.

The natural environment of the City of Olean is an important component in the overall ecosystem of Cattaraugus County. Wildlife uses riparian corridors and other paths to move within and through the region. Diverse plant communities thrive in the different habitats provided by riverine, steep slope, wetland, and other habitat areas. The Allegheny River watershed is an interconnected ecosystem that traverses a 1,880-square-mile area including the City of Olean.

Natural resources have played an important role historically in the economy and land use development patterns in the City of Olean. Industries based on natural resources include timber



Allegheny River riparian corridor

and petroleum extraction. The City's strategic location on the Allegheny River saw the growth of transport operations related to the movement of goods and people to the west.

The rich natural assets located both within and near Olean contribute to the City's quality of life including recreational opportunities and its unique natural setting.

Though land within the City boundaries is primarily

urbanized, natural resources can be still be adversely affected by inappropriate development activities. Development in the City of Olean must be planned in a way that protects natural resources. This will ensure that, for example, the important groundwater recharge and flood mitigation functions of wetlands are retained, that the riparian corridors continue to provide habitat and connections for native wildlife, and that development in steep slope areas is environmentally sound and does not result in erosion and runoff. The benefits of this approach include environmental benefits as well as monetary savings realized by avoiding catastrophic (and costly) events such as major floods.

B. GEOLOGY AND TOPOGRAPHY

The City of Olean lies in the Allegheny River valley, surrounding by the steep hills known as the Enchanted Mountains, is a scenic landscape shaped by glaciers. Geology encompasses the

bedrock geology of the region as well as the surficial geology, composed of soils and glacial deposits.

SLOPES AND SURFICIAL GEOLOGY

The foothills of the Appalachian range that surround the City range in height from 1,800 feet to nearly 2,400 feet. The downtown area lies at an elevation of approximately 1,420 feet. The most prominent hill, and a defining feature of Olean as viewed from the downtown area, is Mount Hermann (2,272 feet) located south of the City reservoirs just beyond the City line. Other hills in and around the City include Camel Back to the west of the City south of the river; and Old Baldy (2,022 feet) to the west of the City reservoirs and south of the Seneca Heights neighborhood.



The foothills of the Appalachians

SOILS

SOIL CHARACTERISTICS

Soils are formed by the interaction of time, climate, parent materials, topography, and plant and animal life. Human intervention through clearing land or filling can cause noticeable changes in soil characteristics within a short timeframe. The most common characteristics used in describing soils are depth, permeability, drainage, and available water capacity.

Depth

Descriptions of depth such as deep and very deep refer to the distance from the ground surface to other soil types or rock which would restrict or change water movement. Depth is important to water- and nutrient-supply capacity, downward movement of water, and root penetration. The depth and kind of material have an important effect on how a soil behaves when used for roads and structures.

Permeability, Drainage, and Water Capacity

Permeability is the ease at which water passes through a soil. Drainage classes reflect the hydraulic conductivity and water holding capacity of soils. In a high permeability well-drained soil, the water moves quickly and can act as a recharge for groundwater. In low permeability poorly drained soils, the water moves slowly and can cause flooding and increased runoff. Available water capacity is the amount of water that a soil can hold within the zone accessible to the roots of trees and vegetation.

Soil and Slope Conditions

Another important factor that affects the engineering properties of soils is slope. Steep slopes are generally those with slopes of 25 percent or more. Slope influences the retention and movement of water, transfer of heat, movement of soil material, rate and amount of runoff, potential for soil slippage and accelerated erosion, ease with which machinery can be used, soil-water state, and other functions. Together, slope and soil characteristics affect development capacity. For example, severe limitations are associated with steep, rocky, and shallow depth to bedrock soils. These lands are generally unsuitable for development because

of the high potential for structural failures and erosion and drainage problems. Moderate limitations involve shallow depth to bedrock on rolling land where soils are stony and permeability is slow, indicating limitations on septic development. The best slope and soil conditions to support density are soils that are deep to very deep and moderately well drained to well drained and slopes of 0 to 8 percent.

<p style="text-align: right;">Table 2.7-1</p> <p style="text-align: center;">Development Limitations of Soils and Slope Conditions</p>		
Constraints	Characteristics	Concerns
Critical limitation	Slopes greater than 25 percent Soil less than six inches Soils very poorly drained	Erosion Septic Foundation failure
Severe limitation	Slopes 15 to 23 percent Soils less than 24 inches Soils poorly drained Low permeability Boulders and rocks	Erosion Septic
Moderate limitation	Slopes 8 to 15 percent Soils moderately well drained Soils greater than 24 inches	Erosion
Slight limitations	Slopes 0 to 8 percent Soils well drained	No unusual concerns
Others	Standing or intermittent water	See Wetlands section

While soils conditions can be a constraint to development, depending on factors such as wetness, frost action, stones, etc., there are also many engineering/construction techniques to overcome these constraints.

SOIL COMPOSITION IN THE CITY OF OLEAN

Most of the bedrock in and around the City of Olean is blanketed with several feet of stratified and unstratified glacial sediments. The main glacial deposit in the county is till, which results from debris that is deposited beneath a moving glacier. The makeup of till is influenced by local bedrock over which the glacier has moved and picked up particles. Outwash deposits are also scattered throughout the County and are the material that washed out from under and around a glacier during its meltdown. Postglacial deposits that underlay a significant portion to the City consist of recent alluvium associated with the floodplain of the Allegheny River. These deposits are generally fine sand to gravel, and may be overlain with silt several feet deep. At the higher elevations surrounding the City the surficial geology consists of acid, deeply leached till, and stratified deposits. These soils generally lie on steep to very steep terrain, are dominantly well-drained, with moderately deep and shallow soils overlaying hard sandstone bedrock.

AREAS WITH DEVELOPMENT LIMITATIONS

As stated above, the combination of steep slopes and shallow soils can present a severe limitation to development and can lead to erosion problems and septic failures in areas without

sewers. The excessively to poorly drained soils found in the Allegheny River valley area through the City of Olean are found on relatively level terrain and include deep soils that are formed on floodplains. The poorly drained wetland areas of the river valley that are designated the New York State Department of Environmental Conservation (NYSDEC); present severe development constraints. The soils found on the moderately steep terrain on the northeastern, northwestern, and south-central edges of the City range from somewhat poorly drained to well-drained. Areas with a combination of very steep slopes and somewhat poorly drained soil conditions call for carefully planned or no development. See Table 2.7-1, previous page, for a description of soil limitations.

C. ECOLOGY

The ecology of the City of Olean includes its plant and animal communities. The City is part of the Allegheny River watershed, described below, which sustains a diversity of wildlife including 288 species of birds, 38 mammals, 114 fish, and 64 reptiles and amphibians. The management of terrestrial and aquatic habitats for vegetation and wildlife is necessary to provide mitigation from the direct adverse impacts of development. In addition, it is important to assist ecosystem-wide efforts by State and Federal agencies to restore damaged habitat.

PLANT COMMUNITIES

EASTERN DECIDUOUS FOREST

Much of the forest surrounding the County has been highly fragmented by timbering activities, settlements, summer homes and cottages, ski facilities and agriculture. Like the rest of the Eastern Deciduous Forest region, the forests surrounding Olean are characterized by the broadleaf trees that create spectacular displays of fall foliage coloration and are leafless during winter.

On moist soils throughout the Southern Tier of New York State and throughout the northeast United States, the most predominant tree genera are maple (*Acer*), birch (*Betula*), beech (*Fagus*), and hemlock (*Tsuga*). Basswood (*Tilia*) is also common. The most typical forest type of the eastern deciduous forest in Cattaraugus County are known as the Hemlock-Northern Hardwoods where hemlock, beech and sugar maple are abundant and also consist of American elm, red maple, white ash, and yellow birch, with a mix of red oak trees species. The mature forested hillsides surrounding the City are made primarily of this canopy mix. There are also many species of lesser abundance. Examples are box elder, American holly, sassafras, and poplar.

Many wildflowers thrive in deciduous forests in early spring and summer. Woodland sunflower, wild lettuce, trout lily, trillium, May apple, and Venus' looking-glass are among a few. Overall, there are more than 100 kinds of trees in these mixed deciduous forests. Early successional forests on lands formerly farmed or logged within and adjoining the City, will be dominated by cottonwood, aspen, cherry and other fast growing trees and shrubs, or grassland meadows dominated by non-native forbs and grasses.

WILDLIFE

As wildlife populations increase and habitat areas decrease, wildlife management becomes increasingly difficult and of the utmost importance. NYSDEC practices wildlife management throughout the state. NYSDEC regulates the various hunting seasons, stocks water bodies with

fish, and monitors fish populations. Stream corridors, woodlands, wetlands, and adjacent lands provide habitat for a large number of wildlife species.

Development and agriculture fragments the natural landscape, destroys habitat required for many species, modifies habitat for others, and creates new habitat for some species. This land use shift will continue to influence the region's forests along with forest wildlife and habitat. Land use changes that result in increased forest fragmentation could have negative impacts on a number of forest wildlife species, including many mature forest and early successional bird species. In an urbanized area such as Olean, important conservation goals are to protect and enhance wildlife corridors and remediate existing contamination and prevent future contamination of land and water habitats.

MAMMALS

In spite of the loss and fragmentation of forested habitat several species, including the current largest herbivore in the deciduous forest the whitetail deer, have thrived with population numbers far exceeding historic levels. The expatriated wood buffalo, elk, and moose were at one time the top herbivores in the region. The current top predator is the black bear, which replaced the long-gone wolf and mountain lion. Black bears are very reclusive, and are very seldom spotted in areas surrounding the City. There are many other common mammals, including red and gray fox, bobcat, weasel, chipmunks, woodchucks, hare, squirrels, and muskrats.

FISH

The Allegheny River watershed has a high diversity of fish species. It supports the most diverse stream fish assemblages in New York State. Brown, brook and rainbow trout, walleye, muskellunge, hog suckers, white suckers, stoneroller minnows, creek chubs, black nose daces, long nose daces, fantail darters, Johnny darters,



Mountain Brook Lamprey, NYS Special Concern Species

common shiners, blunt nose minnows, rock bass, smallmouth bass, mottled sculpin, and various species of panfish are found within confines of the watershed. In addition, six of the Allegheny River watershed fish species are listed as New York State protected species. The bluebreast and gilt darters are listed as endangered while the gravel chub, blackchin shiner, black redhorse, and longhead darter are on a list of species of special concern.

Two fish species found in the immediate vicinity of the City of Olean are New York State species of special concern. These include the Mountain Brook Lamprey (*Ichthyomyzon greeleyi*) and the Stream Chub (*Erimystax dissimilis*). The mountain brook lamprey is a small eel-like species primarily found in French Creek, but also lives in creeks in the northern and central parts of the Allegheny River basin. Like the hellbender, below, the mountain brook lamprey is found in gravel riffles and sandy runs of clean, clear streams and in the sand, mud, and debris in pools and backwaters. The streamline chub is a small slender fish that reaches 4-5 inches in length. The only waters in New York known to contain this small fish are the

Allegheny River and tributaries like Olean, Ischua, Oil, and Fivemile creeks. The streamline chub also lives in riffles and over bars in moderate-sized streams with clean coarse gravel. The current population status is unknown. The species has always been restricted to the Allegheny River basin and is no longer found downstream of Salamanca in the Allegheny Reservoir. The Allegheny River has been impounded by the Kinzua Dam, which eliminated habitat and isolated the population of the streamline chub in New York.

Each spring, the NYSDEC stocks Olean Creek with yearling and older trout. Actual numbers and stocking times vary depending on fish availability and weather conditions. The fish are stocked with help from County Federated Sportsmen.

REPTILES AND AMPHIBIANS

An amphibian rare to New York State and unique to the Allegheny River watershed is the Eastern Hellbender Salamander (*Cryptobranchus alleganiensis*). The hellbender is a special concern species of New York State and can be found in the segments of the river that pass through the City of Olean (see description, right).

BIRDS

There is also an abundant and diverse variety of birds, particularly during the spring breeding season, summer, and fall migration. Some characteristic breeding birds include northern cardinal, song birds such as yellow warblers, great-blue heron, mourning dove, eastern screech owl, wood thrush, various woodpecker species, and wood and mallard ducks. In addition, New York State species of concern, sharp-shinned and Cooper's hawks, frequent City neighborhoods. Because the climate varies from cold in winter to hot in summer, and because the mixed deciduous forest is well supplied with food and shelter, this region is a biological crossroads. Many species of birds that nest in transition or boreal forests migrate through, others breed in the North and winter in the Olean area, and dozens of species are resident year-round. The migratory flights of autumn are characterized by large numbers of birds, the most spectacular being those of hawks, notably the Broad-winged, which make use of strong updrafts above Appalachian ridges.



Eastern Hellbender, NYS Special Concern Species

The eastern hellbender is an intriguing and bizarre animal and hails as the Americas' largest aquatic salamander. In New York, the hellbender lives solely in the Allegheny and Susquehanna Rivers and their tributaries.

Hellbenders prefer swift running, unpolluted streams and rivers with riffle areas and large flat rocks. Mature hellbenders range in size from 12-29 inches. These salamanders are perfectly adapted to their swift flowing stream habitats with their flattened head and body, short stout legs, long rudder like tail, and very small beady eyes. Hellbenders do not hibernate, and become active after dark. They feed on crayfish, fish, frogs, and a variety of invertebrates.

The hellbender was listed as a special concern species of New York State in 1983. It is listed as Endangered in Maryland, Ohio, Illinois and Indiana and is threatened in Alabama. The factors leading to this population decline are pollution of the aquatic habitat, damming of rivers and streams, and the siltation of streams and rivers resulting from agricultural practices and construction work (e.g. bridges and roadwork). An additional problem is the unintentional or intentional killing by fishermen who accidentally catch hellbenders.

The Pfeiffer Nature Center, located in nearby Portville, maintains the following checklist of birds found in the area:

Turkey Vulture	Eastern Phoebe	European Starling	Northern Cardinal
Tundra Swan	Great Crested Flycatcher	Cedar Waxwing	Rose-Breasted Grosbeak
Osprey	Northern Shrike	Blue-Winged Warbler	Indigo Bunting
Northern Harrier	White-Eyed Vireo	Nashville Warbler	Bobolink
Sharp-Shinned Hawk	Blue-Headed Vireo	Chestnut-Sided Warbler	Red-Winged Blackbird
Cooper's hawk	Warbling Vireo	Magnolia Warbler	Brown-Headed Cowbird
Northern Goshawk	Red-Eyed Vireo	Black-Throated Blue Warbler	Purple Finch
Red-Shouldered Hawk	Blue Jay	Yellow-Rumped Warbler	Evening Grosbeak
Broadwing Hawk	American Crow	Black-Throated Green Warbler	Pine Siskin
Red-Tailed Hawk	Common Raven	Blackburnian Warbler	American Goldfinch
Rough-Legged Hawk	Tree Swallow	Cerulean Warbler	
Ring-Necked Pheasant	Black-Capped Chickadee	Black-And-White Warbler	
Ruffed Grouse	Tufted Titmouse	American Redstart	
Wild Turkey	Red-Breasted Nuthatch	Ovenbird	
Killdeer	White-Breasted Nuthatch	Common Yellowthroat	
Mourning Dove	Brown Creeper	Hooded Warbler	
Black-Billed Cuckoo	Carolina Wren	Scarlet Tanager	
Eastern Screech Owl	Winter Wren	Eastern Towhee	
Great Horned Owl	Golden-Crowned Kinglet	Chipping Sparrow	
Barred Owl	Ruby-Crowned Kinglet	Field Sparrow	
Ruby-Throated Hummingbird	Veery	Savannah Sparrow	
Yellow-Bellied Sapsucker	Gray-Cheeked Thrush	Vesper Sparrow	
Downy Woodpecker	Hermit Thrush	Fox Sparrow	
Hairy Woodpecker	Wood Thrush	Song Sparrow	
Pileated Woodpecker	American Robin	White-Throated Sparrow	
Eastern Wood Pewee	Gray Catbird	White-Crowned Sparrow	
Least Flycatcher	Brown Thrasher	Dark-Eyed Junco	

D. WATER RESOURCES

ALLEGHENY RIVER WATERSHED

A watershed is defined by the ridgeline or elevation contour that delimits a drainage basin, i.e., all the area drained by a river or a system of rivers and tributaries. The watershed may serve as

the natural ecosystem boundary for ecosystem approaches to natural resource management. Changes at one point in a drainage basin may have unforeseen impacts at other parts of the basin over a period of years. This is because water flows downstream from the watershed through the drainage basin and integrates the influences of natural and human disturbances within the watershed.

SURFACE WATER

There are a variety of surface water resources encompassed within and surrounding the environs of the City of Olean. Major surface water features include the Allegheny River, streams, floodplains, and wetlands which are part of the Allegheny River watershed.

Watercourses

The Allegheny River and its tributaries are an integral component of the ecology, economy, and history of western Pennsylvania and southwestern New York. The City of Olean lies within the Allegheny River watershed, which comprises 1,880 square miles just north of the state line between Pennsylvania and New York.

The Allegheny River itself has its origins in Pennsylvania. It enters New York State at the Cattaraugus-Allegheny county borderline, meanders westward for approximately 88 km, and returns to Pennsylvania where it drains into the Ohio River and eventually into the Mississippi River. The watershed includes stream and river habitats, as well as extensive wetlands, some large lakes, natural ponds and a reservoir.

Water Quality

NYSDEC Water Quality Classifications

New York State water quality management regulations provide protection for the stream channels. All streams are assigned classifications for best uses and standards of quality and purity by NYSDEC's Water Pollution Control Board. Classifications are based on water quality at the time of sampling, as well as recommended best usage, which is determined by natural conditions and past, current, and desired uses of the water-bordering lands.

New York State water quality classifications include:

- *Classes A and AA* are suitable for drinking water;
- *Class B* is suitable for primary contact recreation, such as swimming;
- *Class C* is suitable for fish propagation; and
- *Class D* is suitable for secondary contact recreation, such as boating. A Class D designation does not necessarily imply that the waters are polluted. These are waters that may not have been sampled or are extremely small or intermittent and, therefore, unsuitable for fish propagation.
- A "*t*" designation follows any stream classification if the stream so classified is suitable for trout stream.

Streams for fishing are usually "C," but "A" and "B" can also sustain quality fisheries. Class A, B, and C(t) streams require NYSDEC permits for disturbance of bed or banks. Permits are not usually required for work in and around Class C streams.

Stream Classifications in and around the City of Olean

Olean Creek and Two-mile Creek are both within the Allegheny River watershed. The majority of the streams in the Allegheny River watershed are classified as Class C by the NYSDEC, as follows:

- The segments of the Allegheny River that run through the City are classified Class C.
- The segment of Olean Creek from the City's water treatment plant upstream is a Class A stream.
- The segment of the Olean Creek from the water treatment plant to the confluence of the Allegheny River is a Class C stream. Olean Creek is designated as a protected stream by the NYSDEC.
- Two-mile Creek is a classified as a Class C stream.

WETLANDS

Functions

Wetlands are transition areas between uplands and aquatic environments. Freshwater wetlands are a valuable natural resource for the City. A very important function of wetlands in Olean is flood mitigation. This is a significant attribute for the City, given fact the Allegheny River runs through the center of the City and much of Olean lies within the river's or Olean Creek's floodplain. Other critical functions include groundwater recharge (i.e., the movement of surface water down through the soil to the underlying groundwater system or aquifer), wildlife habitat, erosion control, and pollution filtration. In addition, wetlands provide opportunities for recreation and education.

Characteristics

Wetlands are categorized as lacustrine (lakes), palustrine (marshes, swamps, and bogs), or riverine (rivers and streams). Where the water table is near or at the surface of the land or where the land is covered with shallow water, there is a predominance of wetland vegetation, and the substrate is predominantly saturated wetland hydric soils. Characteristic soils, vegetation, and hydrology distinguish wetlands from upland areas.

Wetland plants, or hydrophytes, have morphological and physiological adaptations that enable them to survive flooding and/or saturated soil conditions. In New York State, a wetland is specifically identified by the presence of hydrophilic vegetation. The method used by the Federal government is based on the presence of hydrophytes, hydrology, and hydric soils.

Wetland Classifications and Regulations

Wetlands are protected by State and Federal laws, which require any person wishing to conduct an activity in a wetland or regulated adjacent area to obtain a permit from the issuing authority. NYSDEC categorizes wetlands. A Class I wetland provides the most critical of the state's wetland benefits. As a result, it is provided with the highest level of protection under NYSDEC regulations, and a reduction or disturbance to which is only accepted in the most unusual circumstances. A Class II wetland, as

Soils that are poorly and very poorly drained are considered hydric (wetland) soils. These are divided into three types: alluvial, organic, and upland wetlands. Alluvial soils are deposited by stream sedimentation and flooded on a regular basis. The soils are wet by virtue of their low-lying positions along streams. Organic soils are created by decayed plant material, usually found in wetlands that were former lakes and ponds, which have become filled because of eutrophication, the excessive growth of vegetation because of nutrient overloading, and succession, the change in plant communities over time. Upland wetlands are soils subject to flooding and ponding because of their low-lying position in the landscape. In general, the soils are nearly level (0 to 2 percent slopes), very deep, poorly drained, and have a high water capacity.

determined by NYSDEC, is a wetland that provides important wetland benefits, the loss of which is acceptable only in very limited circumstances.

Designated Wetlands in the City of Olean

There are two large areas of NYSDEC regulated wetlands in the City located on and adjacent to the Allegheny River and Olean Creek floodplains. The regulated wetlands are located in the south central and northeast parts of the City and adjoining areas of the Town of Allegany.

GROUNDWATER

Groundwater is a valuable source of drinking water. Groundwater is a moving stream that flows following the contours of the land. Most groundwater originates as rainwater which seeps downward through soils until it reaches the saturation zone from which wells and springs are fed. As described in Chapter 2.6, “Transportation, and Infrastructure,” all City residents are supplied water from the Olean public water district and the reservoirs in the south of the City. Groundwater aquifers are porous water-bearing geologic formations capable of yielding an appreciable supply of water. The geologic formations generally consist of unconsolidated deposits such as sand and gravel or bedrock. Aquifers are similar to lake basins and river channels that contain surface water.

WATER PROTECTION ORGANIZATIONS

The United States Environmental Protection Agency (USEPA) enforces federal clean water and safe drinking water laws, provides support for municipal wastewater treatment plants, and takes part in pollution prevention efforts aimed at protecting watersheds and sources of drinking water. The Agency carries out both regulatory and voluntary programs to fulfill its mission to protect the nation's waters. The U.S. Fish and Wildlife Agency (USFW) has adopted a watershed ecosystem approach to protecting important habitats for plants and wildlife.

At the state level, NYSDEC protects water quality in lakes, rivers, aquifers, and coastal areas by regulating wastewater discharges, monitoring water bodies and controlling surface runoff. In addition the NYSDEC manages the availability of freshwater resources, and helps communities prevent flood damage and beach erosion. NYSDEC promotes water stewardship and education.

FLOOD ZONES

Under the National Flood Insurance Program (NFIP), the Federal Emergency Management Agency (FEMA) is required to develop flood risk data to use in both insurance rating and floodplain management necessary to purchase federally-backed flood insurance. The data are developed through Flood Insurance Studies for individual municipalities. Special flood hazard areas are subject to inundation by the 100-year flood, which is a flood having a one percent or greater probability of being equaled or exceeded during any given year. The 100-year flood is the national standard on which the floodplain management and insurance requirements of the NFIP are used. Several interconnected floodplains in the City of Olean follow the Allegheny River, Olean Creek, and Two Mile Creek.

As described in Chapter 2.1, “Land Use and Public Policy,” the City of Olean has mapped a Floodplain zoning district over the 100-year floodplain which severely restricts development in the flood zone.

E. CLIMATE AND AIR QUALITY

The climate in the Southern Tier of New York State is temperate and continental, as it is governed primarily by air masses and weather systems developing within the North American continent. The summers are pleasantly warm with high temperatures in July averaging 68 degrees Fahrenheit, while winters are relatively long and cold with average lows in January of only 22 degrees. Annual precipitation in Southern Tier is about 40 to 50 inches.

The City of Olean is generally within attainment levels for all criteria pollutants as identified in the New York State Air Quality Report, Ambient Air Monitoring System (NYSDEC Division of Air Resources).

CHAPTER 2.8 **CONCERNS**

ENVIRONMENTAL

A. BROWNFIELDS

OVERVIEW

Virtually every community in the nation's older industrial regions, no matter its size, grapples with the challenge of cleaning up and reusing former and often vacant commercial and industrial sites, landfills, and other properties with proven or high likelihood of environmental contamination. These lands are generally referred to as "Brownfields." In many cities, like Olean, where very little undeveloped land remains and much of what remains is environmentally sensitive (e.g., wetlands, steep slope areas, floodplains), Brownfields constitute the only major parcels available for redevelopment.

- Brownfields can be a valuable community resource that, through redevelopment and reuse, can provide many benefits.
- Removal of hazardous materials from soil and groundwater can provide a healthier urban environment for people and wildlife.
- Direct economic benefits (e.g., jobs, taxes) can accrue to the community.
- Keeping development focused in urban areas reduces sprawl and the associated costs of extending infrastructure and using undeveloped "green fields."

Therefore, brownfield cleanup is imperative for economic growth. Cleaning up contaminated sites and making them productive again means jobs and a healthier environment.

BROWNFIELD OPPORTUNITIES AREAS (BOA)

The City of Olean and the Cattaraugus Empire Zone Corporation, as joint applicants under the New York State Brownfield Opportunity Areas program, recently secured funding to identify and preliminarily assess multiple brownfield sites (approximately 500 acres) in the northwest corridor of the City. That information will be used to develop a community-based, area-wide plan for the cleanup and redevelopment of these sites. The successful implementation of this plan will result in numerous benefits to the community and region, including the elimination of environmental contamination and blight associated with these sites; economic growth in terms of new businesses, jobs and an expanded tax base; and the enhancement of the gateway link between the recently designated I-86 corridor and the City's central business district.

DESCRIPTION OF POTENTIALLY CONTAMINATED SITES

Agway Olean Nitrogen Complex

Physical Site Description and Ownership

This approximately 36-acre property is located at 1404-1406 North Buffalo Street in an industrial area in the northern part of the City. It consists of two contiguous parcels of 22.60 and 13.49 acres in size. The site is currently vacant and unutilized. COR Development, Inc. currently has an option with the Agway Corporation, which presently owns the site.

Site History and Past Usage

The Agway Olean Nitrogen Complex was the site of various industrial operations from circa 1917 to 1983, when the plant was closed. Agway operated the property as a nitrogen fertilizer manufacturing facility from 1966 through 1983. During this period, Agway operated a joint venture with Felmont Oil Corporation, located on an adjacent parcel, for the production of nitrogen fertilizer. Under this arrangement, Felmont purchased natural gas for use in combination with atmospheric air to produce anhydrous ammonia. Agway purchased the anhydrous ammonia and carbon dioxide from Felmont to use in the synthesis of ammonium nitrate and urea-making urea prills, urea liquid, ammonium nitrate liquid, and various nitrogen mixes. Agway purchased water from Felmont and sold steam back to Felmont.

Environmental Assessments

Various investigations and assessments have been conducted on and adjacent to the Agway property. Since 1969, high concentrations of nitrogen, primarily ammonia and nitrate were detected in groundwater, and were attributed to various spills and leaks of fertilizer, process compounds, and wastewater.

In 1979, the United States Geological Service (USGS) groundwater study found nitrogen compounds in groundwater at levels from 100 mg/l to 1,840 mg/l. Sampling programs conducted from 1990-1991 indicated the presence of semi-volatile organics and polychlorinated biphenyls (PCBs) in soil and sediment samples. Also found at that time were metals including chromium, barium, and lead at levels exceeding New York State Department of Environmental Conservation (NYSDEC) groundwater guidelines. There are no ongoing or anticipated environmental enforcement actions related to the Agway site.

Felmont Oil Corporation Property

Physical Site Description

The 24.8-acre Felmont property is located at 1420 and 1470 North Buffalo Street adjacent to the Agway site, and consists of three parcels of 9.25, 1.27, and 14.25 acres respectively.

Site History and Past Usage

From 1966 to 1985, a production well field was operated on the property for Felmont operations, as well as for use as cooling water at the Agway facility. Several former industrial facilities are located adjacent to and up-gradient of the property including the Van Der Horst Plants, the Agway Nitrogen Complex, and Dresser-Rand Industries.

The continuous pumping of the well field supplying water for site operations served to control groundwater and potentially created a groundwater gradient in the direction of the subject property resulting in the migration of contamination from surrounding areas. The well field was also used to purge the aquifer of elevated nitrate-nitrogen concentrations. Pumping was halted in 1985, as it was believed that the pumping was causing the migration of contamination from adjacent properties to the subject site.

Environmental Assessment

The Olean Urban Renewal Agency, the City's economic development arm, recently secured monies under the New York State Environmental Restoration Program to investigate portions of the former Felmont Oil site. Pending the results of the environmental investigation, the City will pursue options to facilitate cleanup of the site via additional ERP funding or private investment.

Van Der Horst Plant

Site History and Past Usage

The Van Der Horst Plant operated as a chromium-plating plant from 1940 to 1987 and Plant No. 2 was operated as an iron-plating facility from 1951 to 1987.

Environmental Assessment

Documented releases of contaminants have occurred from these facilities, and impacted groundwater from these facilities may have migrated towards the Agway property and contributed to environmental contamination.

Olean Well Field

Physical Site Description and Ownership

The 1.5 square-mile Olean Well Field Superfund Site is comprised of three public and 50 private wells contaminated with trichloroethylene (TCE). This site is being addressed through Federal and potentially responsible party actions.

Site History and Past Usage

Much of the groundwater contamination is believed to be the result of industrial operations at several commercial establishments that formerly operated in the vicinity of the site. Contamination of the areas was discovered in 1981. The public wells were constructed in the 1970s to alleviate the need for a surface water treatment plant, which draws water from Olean Creek. However, use of the wells was discontinued after Olean city officials detected TCE in the groundwater. In 1990, the public wells were reactivated after two air strippers were constructed to treat the groundwater. Site-related contaminants have migrated from shallow groundwater to deeper levels. The groundwater located in the upper level flows toward and discharges into the Allegheny River.

Threats and Contaminants

The groundwater is contaminated with volatile organic compounds (VOC's). Three public wells and most residential wells are located within the area of groundwater contamination. On-site soil at the manufacturing facilities is contaminated with TCE and other VOC's. Area residents may have been exposed to the contaminants in their drinking water and through direct contact.

Cleanup Approach and Status

This site is being addressed in three stages: immediate actions and two long-term remedial phases, which are focusing on groundwater cleanup and controlling sources of contamination to the groundwater.

IMMEDIATE ACTIONS

Thirty-two home carbon treatment units for drinking water were installed on private wells and subsequent monitoring services were performed by the USEPA between 1983 and 1985. The NYSDEC and the USEPA developed an interim cleanup action that provided for regular monitoring and the installation of additional carbon adsorption units, as necessary, until a permanent remedy was put in place. In separate remedial actions implemented in 1990, 2000 and 2003, several tons of contaminated soils were excavated and removed from several of the Olean Well Field facilities.

LONG-TERM REMEDIATION

GROUNDWATER: Based on the results of the initial site investigation, remedies selected to clean up the site included: (1) reactivation of the three public wells and treatment of the groundwater using air strippers to reduce the TCE contamination to a level that protects human health; (2) extension of the city waterlines from the Town of Olean to connect approximately 93 residences served by private wells; (3) inspection of the McGraw-Edison industrial sewer and performing any necessary repair and/or replacement; and (4) recommendation of institutional controls to restrict withdrawal of contaminated groundwater for drinking purposes. Five thousand feet of sewer line have been replaced or cleaned. Water main extension work was completed in 1989. The extended water main also provides hydrants and fire protection to the targeted areas. Two air strippers were constructed at the public (municipal) wells in 1989 and, in 1990, the wells were reactivated.

STATUS

Subsequent sampling in 1996 found soil and groundwater contamination at four of the properties. USEPA issued a Second Operable Unit Record of Decision (“ROD”), which selected vacuum enhanced recovery, groundwater pump and treat, and excavation to remove the sources of contamination to the groundwater.

The USEPA identified the following four source areas at the Olean Well Field and mandated clean up of source area contamination at the following businesses:

- The Alcas Manufacturing Facility Vacuum—Soil Treatment
- The AVX Corporation Site Soil Excavation—Groundwater Pump and Treatment
- The McGraw-Edison Facility—Groundwater Pump and Treatment
- Loohn’s Dry Cleaners and Launderers Property—Soil Excavation

In 1997, the potentially responsible parties for the Alcas, AVX and McGraw-Edison properties agreed to remediate their respective properties and agreements were entered into. The required groundwater treatment system at the McGraw-Edison is completed and was approved by EPA in September 2003.

In July 2000, approximately 5,055 tons of contaminated soils were removed from the AVX facility outside the Olean city limits. However, post removal sampling has confirmed that significant soil contamination still remains at this facility, particularly under the manufacturing building. A series of remedial investigations conducted at the Alcas property subsequent to the issuance of the 1998 Consent Decree have revealed the need for further field studies to adequately define the nature and extent of the contamination. These studies have determined that a major source of the contamination to the surrounding environmental media stems from a significant contaminant source located directly beneath the facility’s manufacturing building. Approximately 6,000 tons of contaminated soils and 1,400 tons of building debris were removed from the Loohn’s property in 2003.

B. PROPOSED LANDFILL AT FARMERSVILLE

A review of the supplemental Draft Environmental Impact Statement (SDEIS) and related documents indicates that:

1. The SDEIS lacks an evaluation of the regional impacts of the proposed landfill, as required by SEQR. Regional impacts include wide-ranging impacts on interconnected watershed and aquifer systems, socioeconomic effects, visual effects, and others.

2. The SDEIS does not follow approved New York State Department of Transportation (DOT) guidelines for assessment of traffic impacts. The SDEIS also does not include all elements of a comprehensive traffic study such as accident history, assessment of existing traffic, and analysis of sight distance. Based on our review, vehicle trip generation and distribution are understated in the DEIS when compared with Institute of Transportation Engineers (ITE) standards. The analysis should include “reasonable worst case” assumptions, instead of the optimistic best case assumptions used, regarding the volume, type, and hours of operation of truck traffic.

3. Based on our review, the DEIS does not include an adequate inventory of the biota in the area potentially affected by the proposed landfill, nor does it comprehensively assess the effects of the proposed landfill on the biota in the area of the project.

4. The proposed project will significantly alter the scenic and visual character of the region. The SDEIS does not assess the visual impacts of the proposed landfill on the scenic character and related heritage, nature, and cultural tourism development of the Southern Tier region. The project area is highly scenic, with rolling hills, scenic views and vistas, vernacular architecture, agricultural contours, and woodlands. In our opinion, NYS Route 16 in the vicinity of the project site is potentially eligible for designation as a New York State Scenic Byway. The primary cause of the negative visual impact is the incongruity of the proposed project and its bucolic setting - natural, agricultural, and residential. The SDEIS must include a complete assessment of these impacts, including the use of photographs and visual simulations that present an accurate contextual view. Specifically, it must:

- Define an adequate study area for the assessment of visual effects based on available views;
- Define the regional landscape character of the study area;
- Describe the project’s visual characteristics, both on-site and off-site mitigation measures (e.g., bridge replacement, road widening or straightening);
- Define the view shed by use of a map that defines the area from which portions of the project can be seen;
- Identify visually sensitive land uses;
- Determine which of these resources has a view of the proposed facility at full build out; and
- Prepare photo simulations to depict what the facility will look like from these vantage points.

5. The SDEIS does not evaluate the long-term and cumulative impacts of the proposed landfill, including potential plans to expand over time. The reasonable worst-case full build-out of the proposed project must be evaluated.

6. By harming the visual and environmental quality of the region, the project will hinder economic revitalization efforts in the larger Southern Tier region. This will undermine the region’s economic base, because the project would adversely affect tourism and the likelihood of businesses relocating or remaining in the region based on the area’s quality of life.

7. The SDEIS fails to provide an adequate and good faith evaluation of reasonable alternatives to the proposed action.

8. The SDEIS fails to assess the environmental justice implications of the proposed project on a rural community in upstate New York State that has income levels well below the Statewide average. The larger environmental justice implications of the unequal siting of landfill and hazardous waste sites in Western New York, with a highly disproportionate share of these facilities sited in the WNY region compared in particular with downstate New York must be fully addressed to meet SEQR's requirements for cumulative impacts to be addressed.

The Allegheny River flows 325 miles and drains 11,778 square miles, flowing North from Coudersport, PA, through Olean, before turning South and entering the Allegheny Reservoir on the PA-NY border. Below the reservoir, the river flows another 200 miles before it joins the Monongahela River in Pittsburgh to form the Ohio River, which empties into the Mississippi and eventually flows into the Gulf of Mexico below New Orleans, LA.

Part 3: Goals and Objectives

- Chapter 3.1: Community Goals and Objectives

The information developed in Parts 1 and 2 essentially outlines the difference between the real – Olean’s current situation and trends – and the ideal – the vision of Olean in 2025. This part of the plan begins to address how to narrow that gap by suggesting a series of goals and objectives that can move the community forward toward an ultimate ideal.

The process of setting goals and objectives is necessarily dynamic, because the situation and the available resources are constantly changing. Therefore, the directions suggested in this part of the plan must be revisited regularly by the community leadership to insure a realistic plan for progress.

CHAPTER 3.1 **OBJECTIVES**

COMMUNITY GOALS AND

A. INTRODUCTION

In Part 1 of this plan, we reviewed the issues facing the City of Olean. This included an assessment of core strengths, a discussion of some of the challenges the community faces, and a review of the key opportunities that appear to present themselves. This overview of Olean's situation gave rise to a proposed vision of Olean's future in the year 2025. That vision described a vibrant small city that served as a business, commercial and service center for New York's western southern tier.

In Part 2, we analyzed existing conditions and trends in Olean in a number of key areas, including land use, socioeconomic conditions, and transportation and infrastructure. That assessment helped to identify specific factors that can either form the basis for progress toward the vision or that may be potential impediments. Combined, the first two parts of this plan lay the groundwork for a series of strategies, goals and objectives that reflect the vision and establish the policy intentions behind the comprehensive plan. As noted in Part 1, this plan proceeds from a long term vision – twenty years in the future – to an outline of near term action steps. The time frame being utilized is restated below:

- Vision 20 Years
- Goals 5 – 10 Years
- Objectives 1 – 3 Years
- Actions 6 – 18 months

In this part of the plan, we also introduce the concept of strategies that could be used to achieve each element of the vision. Strategies reflect the City's choices of how best to move toward the vision, given the multiple courses of action available. Strategies are determined based upon the totality of circumstances facing the City, including its assets, markets and financial resources. By and large, limitations in resources such as those confronted by most smaller communities, generally dictate the use of "incremental strategies" that seek to build gradually upon an existing asset base by pursuing realistic opportunities.

For our purposes, goals are defined as a limited number of statements of policy direction and intent that are crafted to help achieve the vision. Goals are suggested by the strategies chosen to pursue each element of the vision. Objectives are outlines for action and are most often stated in time and quantity specific terms (e.g. The City of Olean will construct 500 linear feet of sidewalk by the end of 2006.) Actions are the recommended steps that must be taken to achieve objectives.

The goals and objectives are organized by headings that correspond generally to the primary elements of the draft vision found in Chapter 1 (i.e., diverse and vibrant economy, revitalized central business district, etc.). This approach reinforces the City's desire to pursue its vision by setting goals and objectives that are designed to move toward making the vision a reality. In this way, the vision does indeed become the framework for a wide array of public policy decisions.

In reviewing the goals and objectives, it is important to recognize that they represent guide posts, not rigid dictates for determining policy. While representing an expression of general opinion, their application to specific cases may result in inconsistencies and conflicts. It is not

necessary to reconcile each of these conflicts within the overall statement of goals and objectives. The City must balance competing objectives and recognize that on a case-by-case basis, decisions will have to be made regarding which policy takes precedence in a particular situation, or whether there is a solution that balances objectives through compromise. The ultimate vision will be a helpful decision-making tool when these policy conflicts must be resolved.

While decision making will be influenced by the balancing of the competing interests discussed above, it will also be constrained by the financial implications of various goals. That is, a number of potential measures, such as City acquisition of property, carry with them financial costs that will have to be weighed against the City's fiscal and budgetary capabilities. However, the balancing of interests is not necessarily a roadblock. Rather it is another factor that gets added into the decision-making process. Thus, fiscal constraints may restrict or eliminate an objective at certain times in the future.

As fiscal constraints will affect policy making, so will the action of entities and communities beyond the authority of the City of Olean. Similarly, while objectives are put forward that require cooperation and coordination with other local or regional government authorities, obtaining these shared objectives will be subject to the vagaries of institutional cooperation.

The policy and decision making that flow from the vision, goals and objectives is a dynamic process. The goals and objectives serve as guides for the land use policy review to follow. Because of the complexity of the decision making, in many cases a balancing of equities will be necessary to reach a decision.

The following community goals and objectives were developed to guide policy making for the City of Olean over the next 5 to 10 years and are designed to assist in evaluating land use and development proposals as well as to recognize resources to protect and enhance in the community. They are not meant to "bind the hands" of the City leadership. Each individual case must be evaluated on its merits. It is recommended that the goals and objectives statements be re-evaluated if future community planning decisions are in conflict with these statements. The goals and objectives statements could be confirmed or modified when conflict arises.

B. GOALS AND OBJECTIVES – NEAR AND MID TERM (5 YEARS)

This section is organized by elements of the vision. For each element, there is a brief restatement of the vision and the strategies that should be considered to pursue that particular element of the vision. Each goal represents a broad statement of policy direction and intent. For each goal, a number of objectives are suggested. To be effective, objectives should ultimately be formulated as time and quantity specific statements of desired outcomes that will help achieve the goal and the vision.

The vision elements in this section are listed as near to mid term priorities because the City has defined programs and initiatives under way in these areas and has the legal and financial capacity to build upon those efforts. Longer term vision elements will be discussed in Section C.

THE FIRST ELEMENT OF OUR VISION: CREATING A DIVERSE AND VIBRANT ECONOMY FOR OLEAN

The Olean economy is a solid mix of manufacturing firms, commercial and retail services, warehousing and distribution, and technology businesses that are thoughtfully integrated within a community that highly values its residential character. Augmented by institutional employment in government, education and health care, the economy is well-positioned to respond to economic upturns and to withstand downturns. Key elements of local economic success include:

- An effective retention and expansion partnership between the City and manufacturing companies
- An aggressive marketing program to attract new business in growing sectors, with a special emphasis on marketing water resources
- An entrepreneurs programs to foster start-ups, particularly in technology businesses that are globally competitive and add significant economic value
- A strong partnership between the business community and the regional educational institutions

STRATEGIES: STRIVING FOR A VIBRANT ECONOMY

Retention and Expansion: Regular contact with major employers; resolution of risk issues; expansion by employers in the existing business base.

Business Attraction: Target industries with needs aligned with Olean's assets; join existing state (ESDC) and regional (Buffalo Niagara Enterprise) marketing efforts.

Entrepreneurship: Emphasize business start-ups in high value added sectors; encourage entrepreneurial training; encourage basic and applied research and spin-off companies.

Land and Space Inventory: Maintain an inventory of shovel-ready development sites, including brownfield sites; maintain lease space for smaller companies and start-ups; support "spec" building development.

Human Resources Development: Link educational assets to business and economic development; address the human resources needs for economic growth.

ECONOMIC GOAL #1: PRESERVE AND STRENGTHEN THE ECONOMY

Objectives

- a. Ensure that the needs of existing businesses are met, so that they will be retained and expand in the City.
- b. Continue to work with City agencies and utility providers to ensure that adequate infrastructure/municipal services are available to meet business/industry needs.
- c. Encourage positive economic investment in the community in the form of new construction, restoration and improvement of existing structures.
- d. Require industry to meet established performance standards. Promptly address nuisance issues, such as odors.
- e. Identify specific business/industry types that are globally viable, sustainable, and are based on the region's inherent natural, transportation, population, education and other assets.
- f. Continue working to attract new industries to the City in order to provide employment opportunities for local residents.
- g. Promote the expansion of the Cattaraugus Empire Zone in the City.
- h. Support rail infrastructure improvements for both industrial and passenger use.

ECONOMIC GOAL #2: PROMOTE PARTNERSHIPS THAT FOSTER A GROWING AND DIVERSE ECONOMY

Objectives

- a. Promote more connections between local University/College institutions and City industries, especially in the areas of human resource development and collaborative research.
- b. Continue to cooperate and coordinate economic development activities with area and regional agencies and organizations.
- c. Work with educational institutions to promote entrepreneurship training

ECONOMIC GOAL #3: PROVIDE APPROPRIATE AND ADEQUATE LAND FOR INDUSTRY

Objectives

- a. Allow sufficient opportunity for industrial land uses in designated areas of the City.
- b. Ensure that zoning and other land use regulations are written in a way that promotes and encourages the types of commercial and industrial development that the City would like to attract and retain.
- c. Examine potential sites for the development of an industrial park or other economic development activities.
- d. Undertake an aggressive role in enhancing the business climate by purchasing important property for development where city intervention is appropriate; pursuing state and federal funding sources to assist business development; and directing development activities to meet comprehensive plan goals and objectives.

- e. Continue to pursue federal and state funding for the remediation of Brownfields in the City –including the Felmont, Agway, and IDA (Homer Street) sites - in order to return these lands to productive economic uses.

THE SECOND ELEMENT OF OUR VISION: A REVITALIZED CENTRAL BUSINESS DISTRICT (CBD)

Downtown has found its “niche” as a complement to large retailers on the outskirts of the city. The CBD is the center of finance, banking and government during the business day. A specialty retail sector has developed that offers goods and services that are distinct from those available in the large stores. Galleries and craft shops augment the specialty shops to create a distinctive shopping and browsing district. Downtown boasts a wide array of restaurants to serve workers and shoppers during the day, and they are part of an expanded cultural and nightlife experience in the evening with galleries, theaters, and nightclubs. The diverse offerings of the revitalized downtown attract residents of adjoining neighborhoods, college students, and visitors from outside the city. The city as a whole is “pedestrian friendly”, but the downtown area in particular is designed to encourage strolling and browsing, due in large measure to carefully conceived design guidelines that preserve and enhance architecture and overall attractiveness.

STRATEGIES: RECREATING THE HEART OF THE CITY

Institutional: Retain and support finance, banking, government, and education.

Retail: Promote specialty retailing complementary to mass marketers – specialty shops, galleries, arts and crafts, antiques.

Nightlife and Culture: Create an evening experience for downtown - nightlife, cultural venues and events, dining, galleries.

Housing: Encourage upper floor residential development; promote student housing.

Infrastructure: Create a distinctive “look and feel” through design guidelines, facades, sidewalks, and lighting – a browsing district that balances pedestrian and parking.

Education Community CBD Linkage: Increase the productive interaction of faculty and students with the CBD; focus on sporting and cultural events, downtown student housing, and hospitality services.

CBD GOAL #1: RETAIN AND SUPPORT AN INSTITUTIONAL PRESENCE

Objectives

- a. Keep public facilities downtown. Actively promote the location of new public buildings and facilities in the heart of the City to strengthen community identity and responsiveness.
- b. Retain and increase the public uses in downtown Olean, in order to maximize traffic in the business district.
- c. Provide flexibility in the zoning law for downtown projects in terms of parking and loading requirements, mixed and commercial use groups permitted, dimensional criteria, and other regulations.
- d. Promote commercial development that is compatible with the existing downtown development pattern.

- e. Promote active ground floor uses.

CBD GOAL #2: CONTINUE TO REVITALIZE THE CENTRAL BUSINESS DISTRICT AS A DISTINCTIVE RETAIL CENTER OF BOTH THE CITY AND COUNTY

Objectives

- a. Encourage the adaptive reuse of unused or underutilized commercial and industrial buildings in the downtown area to attract small businesses. In addition, encourage infill development where vacant land exists along the street frontage of downtown.
- b. Consider incentive zoning that would provide density or use bonuses for certain types of development.
- c. Encourage mixed-use structures with ground floor retail along downtown streets.
- d. Discourage ground floor residential units in the downtown.
- e. Maintain a facade program to enhance and better coordinate the appearance of the storefronts in downtown Olean.

CBD GOAL #3: INCREASE THE AMOUNT AND TYPES OF CULTURAL AND NIGHTLIFE ACTIVITIES AVAILABLE TO THE CITY RESIDENTS, STUDENTS AND TOURISTS.

Objectives

- a. Promote and accommodate increases in visitors to the City by attracting appropriate tourism destination facilities, full-service restaurants, cafes, galleries, theaters, overnight accommodations (including bed-and-breakfasts), and antique/specialty shops.
- b. Reaffirm Olean's role as the cultural and community center of Cattaraugus County
- c. Support the development and expansion of local and regional cultural special events in Olean. Explore event sponsorship potential with educational institutions.
- d. Encourage the development of entertainment uses in the downtown area, such as galleries, museums, and multi-use performing arts facilities (i.e., one that includes 1,200-plus seats); cafes and restaurants; and lodging facilities.
- e. Actively promote the development of a movie theater in downtown Olean.
- f. Evaluate the potential for expanding the existing historic district in the downtown, as well as adding new districts or individual historic resources, to provide recognition and foster tourism.
- g. Link historic resources in Olean with other historic properties in the region.
- h. Encourage attractions and businesses that cater to families

CBD GOAL#4: ENCOURAGE DOWNTOWN RESIDENTIAL DEVELOPMENT

Objectives

- a. Encourage upper floor residential development.
- b. Work with educational institutions to develop and implement student housing.
- c. Encourage and support the adaptive reuse of existing commercial buildings.

CBD GOAL #5: CREATE AND PROTECT A DISTINCTIVE APPEARANCE OF THE DOWNTOWN

Objectives

- a. Enhance the attractiveness of the downtown area for tourists and residents. Establish a beautification program to keep downtown Olean clean, clutter-free and attractive.
- b. Protect the architectural integrity of downtown Olean, including adaptive re-use of historic properties to the extent practicable.
- c. Establish and fund a comprehensive streetscape/beautification program for the downtown business district that would provide and maintain street trees, planters, benches, street lights, sidewalks, special pavers, bicycle racks, and other elements.
- d. Promulgate sign and design guidelines to encourage contextual development.
- e. Identify and preserve important public view corridors to the Enchanted Mountains from downtown.
- f. Work to relocate aboveground utility lines fronting North Union and West State Streets to an inconspicuous location.

CBD GOAL #6: DOWNTOWN INFRASTRUCTURE: ENCOURAGE A “PEDESTRIAN FRIENDLY” ATMOSPHERE

Objectives

- a. Encourage pedestrian paths between residential areas and activity centers, including the central business district. Encourage pedestrian-friendly development patterns. Maintain, enhance, and extend sidewalks in the City. Fill in missing sidewalks and extend sidewalks to destinations such as parks and other recreational facilities, and the downtown area.
- b. Develop a sidewalk plan for inclusion in the Capital Improvement Program (CIP) which will identify priority areas for sidewalk construction and rehabilitation, and create methods for their construction and financing.
- c. Improve the crosswalks in downtown and other commercial areas by providing such features as pedestrian curb cuts, bump outs, raised crosswalks, pedestrian islands where appropriate.

CBD GOAL #7: DOWNTOWN INFRASTRUCTURE: ENSURE ADEQUATE AND ATTRACTIVE PUBLIC PARKING DOWNTOWN

Objectives

- a. Determine if adequate and convenient parking is available downtown, where it may be needed, and ways to develop shared parking.
- b. Require parking lots to be positioned behind the buildings in the downtown area.
- c. Permit and encourage “shared” parking facilities to accommodate businesses and special event programming.
- d. Provide signage directing drivers to municipal parking areas.
- e. Visually enhance municipal parking areas.

CBD GOAL #8: DEVELOP A MANAGEMENT CAPACITY TO ADDRESS AND RESOLVE DOWNTOWN ISSUES

Objectives

- a. Fund and assign responsibility for downtown marketing and promotion to a specific individual.
- b. Create expedited procedures for approval of projects in critical locations.
- c. Consider adopting regulations that would apply to adaptive reuse projects.
- d. Encourage property maintenance in the business district by actively working with the property owners.
- e. Provide timely review of development/redevelopment proposals.
- f. Coordinate efforts to improve pedestrian and traffic safety.

CBD GOAL #9: INITIATE A MARKETING AND PROMOTION PROGRAM FOR DOWNTOWN

Objectives

- a. Appoint a tourism taskforce.
- b. Develop a visitor information center in the downtown area. Consider providing City-owned space for a tourist information kiosk, at a minimum in the summer and on weekends.
- c. Promote the development of a combined advertising program for downtown businesses, including the development of a downtown Olean webpage. Enhance the downtown marketing and outreach program and establish links with other destinations in the area.
- d. Promote tours of the cultural, historical, and other places of interest in Olean.
- e. Promote special events downtown and direct event traffic to the business district. Maintain and enhance City-sponsored programming of cultural activities. Work with local, County and regional art groups to develop art programs in the downtown.
- f. Promote the City through the development of historic themes. Promote the establishment of a series of walking tours of historic locations in and proximate to downtown. Encourage educational programs to promote awareness of local historic and cultural resources.
- g. Explore ways of attracting tourists to downtown Olean from nearby attractions (such as Ellicottville, Salamanca and Allegany State Park) through increased advertising and promotion, improved signage, special tours, etc.
- h. Develop signage to direct visitors to downtown Olean from major transportation corridors.

THE THIRD ELEMENT OF OUR VISION: STABLE, SAFE AND ATTRACTIVE NEIGHBORHOODS

Distinctive neighborhoods have developed around the city. In each one, the housing stock has been upgraded and community residents feel safe and secure. Infrastructure is well-maintained, from roadways and sidewalks, to water and sewer service. Commercial development is greatly restricted, with an emphasis on services that cater to the needs of

neighborhood residents. Attention has been paid to establishing buffer zones between the neighborhoods and the busier commercial centers.

STRATEGIES: FOSTERING COMMUNITIES WITHIN THE COMMUNITY

Housing: Upgrade housing stock; encourage a mix of single and multi-family units within appropriate zoning districts.

Services: Promote “self-contained” neighborhoods with schools, libraries, parks and recreation opportunities; limit retail and commercial intrusions; establish buffers from commercial strips.

Assisted Neighborhood Living: A compact, pedestrian friendly city with good health services will be attractive to retirees. Explore the independent and assisted living options desired by seniors and develop neighborhood housing, transportation and support options that can be marketed to seniors as a non-institutional alternative. (More extensive discussion of this strategy may be found in Section C of this chapter)

NEIGHBORHOODS GOAL #1: PROTECT THE INTEGRITY AND CHARACTER OF RESIDENTIAL NEIGHBORHOODS

Objectives

- a. Protect residential neighborhoods from inappropriate land uses that impair neighborhood character.
- b. Use special permits to promote compatibility among land uses.
- c. Require adequate setback and buffer areas for industrial, auto-related and other uses, particularly when located adjacent to residential districts.
- d. Ensure that use groups allowed within districts and in adjoining districts are generally compatible.
- e. Enhance training and awareness of State Environmental Quality Review Act (SEQRA) procedures for municipal officials to ensure that project review minimizes and mitigates land use impacts.

NEIGHBORHOODS GOAL #2: PROMOTE QUALITY AND DIVERSE HOUSING FOR ALL RESIDENTS

Objectives

- a. Partner with local housing organizations to identify any areas of substandard housing and unmet housing needs, and increase as appropriate the availability and quality of housing for low- and moderate-income senior and handicapped persons, such as congregate care housing, rent-subsidized housing, accessory housing, assisted living centers, shared housing, or independent home care facilities.
- b. Encourage the development of market rate housing.
- c. Work with and encourage property owners, especially those residing out-of-town, to properly maintain and improve their rental properties.
- d. Encourage rehabilitation of existing housing, both single- and multi-family. Pursue state and federal grants and loan programs to improve areas of substandard housing within the City and to renovate suitable vacant structures to meet unmet housing needs.

- e. Develop an infill housing program.
- f. Encourage use of federal and state housing programs for the provision of affordable rental and home ownership units for City residents.
- g. Review the design of new housing developments to ensure visual compatibility with the architectural character of the City.
- h. Through the zoning law, encourage where appropriate, privately-built, moderately-priced housing options for seniors who are downsizing and want to remain in the community, young families, and other residents.

NEIGHBORHOODS GOAL #3: MAINTAIN AND ENHANCE THE APPEARANCE OF RESIDENTIAL NEIGHBORHOODS

Objectives

- a. Ensure that new commercial development adjacent to residential areas enhances neighborhood character.
- b. Encourage better property maintenance by consistently enforcing building codes.
- c. To ensure compatible development patterns, the zoning board of appeals should continue to critically review all variance requests and approve requests for variances only where true hardships can be shown.
- d. Develop advisory design guidelines for the planning board to use in evaluating infill development and additions to existing housing in residential neighborhoods.

NEIGHBORHOODS GOAL #4: ENHANCE APPEARANCE OF ROADWAYS

Objectives

- a. Roadway improvements entering the City should include street trees, landscaping, and “gateway” signage where appropriate to enhance the visual characteristics of the roadway.
- b. Continue and expand the street tree program.
- c. Continue to adequately maintain City roadways.
- d. Require new developments, where appropriate, to provide utility services either underground or to the rear of the development.
- e. Work with the appropriate agencies to remove unused utility equipment, such as telephone poles.

NEIGHBORHOODS GOAL #5: PROVIDE QUALITY PARKS AND RECREATIONAL FACILITIES AND OPPORTUNITIES THAT MEET THE NEEDS OF ALL RESIDENTS

Objectives

- a. Ensure that existing recreational facilities continue to be well-maintained in the future. Investigate the possibility of establishing endowment funds for the maintenance of recreational facilities.
- b. Facilitate the rehabilitation of Bradner Stadium and evaluate its potential as a regional athletic and entertainment venue.

- c. Conduct a recreational needs survey to identify specific needs and opportunities for passive and active recreational facilities.
- d. Conduct coordinated recreational planning efforts with the County, Towns of Olean and Allegany, St. Bonaventure University, City School District, religious and philanthropic groups, neighborhood organizations, and regional and environmental organizations.
- e. Encourage cooperative or reciprocal agreements for the joint use of recreational facilities.
- f. Work with state, county, town and regional agencies on plans to extend trails and enhance connections to the downtown.
- g. Continue to work with the School District to maximize the access of residents to school recreational facilities outside of school hours.
- h. Promote open space preservation in targeted areas throughout the City, including remaining undeveloped steep slope areas south of the downtown and lands adjacent to the Allegheny Valley River Trail.
- i. Use easements, trails, and/or sidewalks to connect residential neighborhoods with recreational facilities, parks, and downtown.

THE FOURTH ELEMENT OF OUR VISION: A SOUND REGIONAL RETAIL STRATEGY

Mass market retailing has been thoughtfully developed in corridors at the north, east and west gateways to the city, complementing and emphasizing Olean's residential character, while taking advantage of the City's two interstate exits and existing traffic patterns along Route 417. Commercial and retail sites within the city have allowed Olean to share in the economic benefits of the regional retailing center that has developed. Gateway and regional retail enterprises cater to mass market retailing and complement the central business district's focus on pedestrian-friendly specialty retailing.

STRATEGIES: BALANCING MASS MARKET RETAILING AND THE CBD

West End: Deter further westward sprawl development by enhancing retail development sites and opportunities on West State Street and Constitution Avenue. Develop a gateway concept for the I-86 exit to Buffalo Street that blends retail opportunities with the residential character of the City. Create a workable travel corridor from Buffalo Street to Constitution to Independence to West State Street, respecting trail development and right-of-way.

East End: Develop retail opportunities for East State Street gateway corridor to exploit traffic counts and deter overdevelopment of west end.

North End: Develop retail opportunities for Route 16 corridor at I-86 exit to complement health services focus and relieve retail development pressure on west end.

RETAIL GOAL #1: CAPTURE A SHARE OF THE MASS MARKET RETAIL DEVELOPMENT IN THE NORTHWEST AREA OF THE CITY

Objectives

- a. Establish Benderson site on West State Street as a priority development parcel.

- b. Study traffic counts and patterns between I-86, Buffalo, Street, Constitution Avenue and Independence Drive to determine if reworking of road system can improve access to retail development sites.
- c. Review available development parcels in the northwest corner of the City in terms of zoning and ownership for potential retail site marketing.
- d. Review design of West State Street and Route 417 to improve traffic flow and safety.
- e. Work with neighboring municipalities on cooperative efforts to manage retail growth in a constructive manner.
- f. Seek ways to integrate west end retailing with Olean Mall and CBD retailing.

RETAIL GOAL #2: DEVELOP ADDED RETAIL OUTLETS IN THE EAST STATE STREET GATEWAY

Objectives

- a. Review site availability and prioritize retail development sites on East State Street.
- b. Determine traffic counts and other pertinent data regarding market size for east end.
- c. Develop gateway concept that concentrates retail activity appropriate to traffic and market and relieves development pressure on west end.

RETAIL GOAL #3: DEVELOP RETAIL AND COMMERCIAL OPPORTUNITIES ALONG NORTH UNION STREET TO COMPLEMENT HEALTH CARE PRESENCE

Objectives

- a. Review site availability from I-86 interchange into CBD and prioritize retail and commercial development sites along North Union Street.
- b. Meet with hospital officials and community health care providers to determine retail and commercial needs in the northern gateway and review and/or revise zoning as appropriate.
- c. Develop gateway concept that complements health care focus of the corridor and market sites to developers based upon medical and health-related retail and commercial uses.

THE FIFTH ELEMENT OF OUR VISION: ENVIRONMENTAL STEWARDSHIP AND LINKS TO NATURAL ATTRACTIONS

Olean has successfully balanced environmental preservation with access to the region's natural beauty. Much of Olean's character derives from its location amid rivers and hills, and it is a city priority to maintain its clean and healthy surroundings. At the same time, citizen access to natural assets is enhanced by an extensive trail network that extends throughout the region and links the city with Allegany State Park. This trail network, coupled with the city's extensive park system and waterfront property, has enhanced Olean's appeal as a destination for tourists seeking urban amenities close to a natural environment.

STRATEGIES: ACCESSIBLE BEAUTY

Environmental Preservation: Maintain, expand and develop clean and healthy surroundings; pay careful attention to waterways and maintaining vistas.

Natural Assets Linkage: Balance preservation of the environment with accessibility; promote access to waterways, Allegany State Park, and trail networks; market natural assets for tourism.

ENVIRONMENTAL GOAL #1: PRESERVE AND MAINTAIN THE QUALITY OF THE CITY'S ENVIRONMENTAL FEATURES

Objectives

- a. Encourage the protection of important natural resources, especially along the Allegheny River, Olean Creek, and other streams running through the City.
- b. Encourage the preservation of greenbelt corridors which support wildlife throughout the City, especially along the stream and trail corridors.
- c. Encourage and, where appropriate, require dedication of parkland and/or open space in new developments.
- d. Increase public knowledge of water resource characteristics, problems and management alternatives.
- e. Review the City code to determine the need for regulations to protect water quality and to ensure that adequate protection and enforcement is provided for other sensitive natural resources including wetlands and trees.
- f. Initiate and support efforts to familiarize local officials and the general public with wetland protection measures and programs associated with the NYSDEC-regulated wetlands. Work with the NYSDEC and local environmental groups to identify wildlife species within the City.
- g. Encourage local officials and the general public to become trained in and utilize the procedures outlined in the New York State Environmental Quality Review Act (SEQRA) in order to evaluate and address the impacts of activities on the environment.
- h. Control and protect the City's natural resources from adverse environmental impacts resulting from development activities through proper zoning, environmental regulations, thorough SEQRA review, and requiring best management practices.
- i. Maintain and enhance storm and sanitary sewer infrastructure.

ENVIRONMENTAL GOAL #2: CONTINUE TO SUPPORT ALLEGHENY RIVER VALLEY TRAIL IMPROVEMENTS

Objectives

- a. Support improvements to the trail system. Consider ways to preserve the trail system and maintain the beauty of adjacent lands.
- b. Consider the permanent protection of additional lands adjacent to the existing trail.
- c. Provide operating and security support as needed.
- d. Work in cooperation with local trail organizations, land trusts, and environmental groups.

THE SIXTH ELEMENT OF OUR VISION: GOOD GOVERNANCE

The City is committed to sound stewardship, accountability and fiscal responsibility. There is a commitment to good customer service, delivered through a modern and efficient

infrastructure. Effective partnerships have been developed with critical groups – business community, educational institutions, medical/health care community, and the Seneca Nation. The City of Olean has reached out to neighboring municipalities and has implemented cooperative efforts that are in the best interests of the region and the people of Olean.

STRATEGIES: EFFECTIVENESS AND EFFICIENCY

Public Services: Provide basic municipal services with a high level of customer service, accountability and transparency. Maintain a commitment to open government.

Transportation: Improve circulation and accessibility for cars, pedestrians and bicyclists; apply sound parking principles; resolve long term viability of airport.

Infrastructure: Maintain municipal infrastructure in a state of good repair.

Public Participation: Sponsor forums on all aspects of community life and pursuit of the vision.

Regional Partnerships: Develop mutually beneficial relationships with the Seneca Nation of Indians and adjacent communities.

GOVERNANCE GOAL #1: PROVIDE ADEQUATE MUNICIPAL SERVICES AND FACILITIES THAT MEET THE NEEDS OF ALL RESIDENTS IN AN EFFICIENT AND COST-EFFECTIVE MANNER

Objectives

- a. Evaluate the need for a new or expanded municipal complex and court facilities.
- b. Encourage the joint use of community facilities, including school, park, recreation, and public safety systems, to promote efficiency in use, avoiding duplication and overbuilding of services.
- c. Coordinate, consolidate and centralize public facilities, services and functions where appropriate.
- d. Actively promote the location of new public buildings and facilities in the heart of the City to strengthen community identity and responsiveness.
- e. Ensure that adequate space is available for all necessary municipal facilities.
- f. During site plan, subdivisions, and SEQRA review, ensure that adequate municipal services will be available to service proposed new developments and require mitigation.
- g. Take advantage of federal, state, and county funding and shared staffing available to offset City costs for municipal services.

GOVERNANCE GOAL #2: MAINTAIN AND ENHANCE THE EXISTING ROADWAY NETWORK AND IMPROVE TRAFFIC FLOWS AND SAFETY FOR MOTORIZED VEHICLES, BICYCLES AND PEDESTRIANS

Objectives

- a. Prohibit multiple entrances and exits, curb cuts, and open parking lots/circulation areas along the frontage in commercial areas, especially in downtown.

- b. Identify and develop specific strategies to address safety problems at any intersections or sections of roadway with high accident rates.
- c. Continue to maintain and upgrade an up-to-date roadway improvement plan through a CIP which identifies and prioritizes streets needing repair and/or replacement.
- d. Continue to support new transit programs, including a transportation program for senior citizens and the disabled. Investigate partnerships and funding opportunities to improve mobility for all residents.
- e. Encourage additional transit service to downtown Olean, especially to and from St. Bonaventure University.
- f. Enhance the bicycle infrastructure in the City by implementing bike lanes and other bike friendly road treatments, incorporating bike signage, and providing bike racks in appropriate locations, especially in downtown.

GOVERNANCE GOAL #3: MAINTAIN AN EFFECTIVE, EFFICIENT, AND UP-TO-DATE PLANNING AND LAND USE DEVELOPMENT PROCESS

Objectives

- a. Establish standard procedures for the submission and review of site plan applications.
- b. Review and revise as needed zoning, site plan, subdivision, design and construction standards for development of land, and other land use regulations on a regular basis.
- c. Continue a high level of enforcement of environmental, building code, and other regulatory compliance.
- d. Conduct a review of the Comprehensive Plan on a regular basis.
- e. Enhance regular communication between the Planning Board, Zoning Board of Appeals, City Council, and various City departments.

GOVERNANCE GOAL #4: PROMOTE COST-EFFECTIVE MUNICIPAL UTILITIES AND SERVICES

Objectives

- a. Maintain a CIP to identify, prioritize, and schedule necessary capital improvements and ensure an adequate amount of the City budget reserved for capital improvements.
- b. Explore ways to coordinate municipal utilities with neighboring communities.
- c. Properly maintain and upgrade the water, sewer, and storm water systems serving the City and include maintenance costs in the CIP.
- d. During site plan and SEQRA review, ensure that adequate infrastructure will be available to service proposed new developments and require mitigation, if any.
- e. Require, as condition of approval, utilities to remove obsolete or unused equipment within a specified period.
- f. Evaluate the feasibility of a municipally-owned electrical and/or other utility system(s).

C. GOALS AND OBJECTIVES – LONG TERM (10 YEARS)

The elements of the vision discussed in this section have a longer development horizon. They represent new initiatives for the City and will require significant discussions with potential public and private partners regarding appropriate goals and objectives, as well as identifying new resources.

OUR VISION: EXPLORING AND DEVELOPING NEW IDENTITIES AND CAPACITIES FOR OLEAN

Developing as a Regional Medical and Health Services Center

The Olean Medical Center is a major health care asset for the entire region. The City and health care providers have teamed up to develop inviting medical and health care campuses, with adequate parking and shuttle bus access. The city's role as a regional medical provider attracts many out of town patients and visitors and the hospitality sector benefits from their presence.

Health Services Growth Strategy: Establish closer ties with the medical and health services community to identify growth trends and parameters. Appropriate zoning, development support for medical campuses and transportation will solidify the city as a regional health center.

Health Services Marketing Strategy: The regional health center concept can attract businesses, augment the attractiveness of colleges and universities to prospective students, and create a supportive environment for retirees and other seniors. Marketing this attribute will generate returns.

Education Community Linkage Strategy: Use faculty expertise to develop regional services models. Develop human resources needed to support a stronger medical and health services community.

Catering to Retirees and Senior Citizens

Olean has become a center for retirees, living independently as well as in assisted living developments. The combination of first rate medical services, downtown revitalization and neighborhood development has offered many seniors living options that they would not find in large cities or rural areas. The City and the developers of supported living environments have teamed up to locate housing in the central city, with easier access to shopping, entertainment, and health care.

Assisted Living Strategy: A compact, pedestrian friendly city with good health services will be attractive to retirees. Explore the independent and assisted living options desired by seniors and develop housing, transportation and support options that can be marketed to seniors.

Housing Strategy: Break out of the traditional view of assisted living as an institutional arrangement and explore a variety of supportive housing arrangements for seniors at varying levels of independence.

Education Community Linkage Strategy: Tap into the expertise of local educational institutions, including the SBU gerontology program, to develop new housing and support options for seniors.

Becoming a Green City

In the U.S. and around the world, the idea of sustainable development is taking hold and gaining strength. Increasingly, communities are finding that it makes economic and environmental sense to address issues from an integrated perspective. Cities now actively and successfully pursuing sustainable development policies include nearby Pittsburgh and Cleveland, Detroit, Chattanooga, Seattle, Austin, and San Francisco. Olean may develop “green city” principles based upon its natural assets, existing industry and institutions, government structure, population base, and historic and cultural heritage.

The Green City concept is based upon sustainable community principles that include:

- A long-range and community-based planning outlook that reconciles economic growth with natural resource conservation and recognizes the limits of development when environmental enhancement is a primary goal
- Interdependence of economic, social, and environmental values
- Stewardship of the natural environment
- Recognizing diversity in the economy, culture, and biological life is a strength
- Preserving and valuing cultural and historic heritage as important assets
- Equity for all citizens and involving the community in determining their future
- Cooperation among surrounding communities
- Quality community services and amenities that support diversity

Promoting and Utilizing Historical Assets

Historic preservation has become a substantial force of social, economic and aesthetic benefit to communities in New York State and across the nation. Many communities have recognized the importance of preserving the historic character of their communities and have made efforts to preserve and protect individual structures and the historically or architecturally significant neighborhoods in which they exist. The historic resources in the City of Olean include the post office, the library, the armory, and the Oak Hill Park residential neighborhood.

Becoming knowledgeable about its historic and archaeological resources helps a community to identify and understand the economic, geographic, environmental, social, and cultural forces that shaped its development. The city’s historic resources—both listed and not yet listed—also have tremendous potential to assist in the continued revitalization of the City’s downtown. One of the first steps in this process is to identify any recognized or potential historic resources that are located within the city.

NEW DIRECTIONS GOAL: EMBARK UPON AN ORGANIZED DISCUSSION AND REVIEW OF OPPORTUNITIES OFFERED BY UNDERUTILIZED ASSETS

Objectives

- a. Convene a forum or roundtable with the medical and health services community to explore future directions and strategies for expanding Olean’s role as a regional health care provider.

- b. Develop a partnership with the new gerontology program at St. Bonaventure University to examine assisted living concepts and study how Olean might become an attractive home for retirees and seniors.
- c. Convene a forum or roundtable with environmental advocates and community leaders regarding the Green City concept and its potential for contributing to Olean's growth and development.
- d. Convene a forum or roundtable of community leaders and historians to explore the full potential of Olean's history and its historical structures as contributors to community identity and character, as well as economic development in the area of tourism.

Part 4: Implementation

- Chapter 4.1: Implementation Plan

The concluding part of the plan recommends a series of action steps that can move the City of Olean forward and achieve the goals and objectives agreed upon in Part 3. This part of the plan consists of a series of tables that (similar to Part 3) are organized by the various elements of the vision statement. For each portion of the vision, the table includes a restatement of the strategies, goals and objectives outlined in Part 3. The action steps for each goal are then broken down by leadership and/or legal actions, existing and proposed programs, and capital projects.

- **Leadership/Legal Actions:** The City's leadership must take affirmative steps toward achievement of goals and objectives. Those actions may be as simple as a line item budget recommendation or as complex as a full reworking of building codes or land use regulations. The action steps suggested herein are just that – suggestions for action. The reality of resources and other constraints will, of course, dictate the ultimate timing and extent of leadership initiatives.
- **Programs:** A program is an ongoing, sustained effort that receives regular resource allocations and is under the direction of a project leader who is charged with achieving a particular objective. Programs are established when the goals or objectives being pursued are priority matters that are best addressed over a period of time.
- **Capital Projects:** The capital improvement program is the City's blueprint for maintaining or adding to its capital plant and/or infrastructure. The CIP will always address maintaining critical infrastructure in a state of good repair, but other projects may be necessary if the City is to achieve its vision. Some of these projects may extend well beyond traditional, basic city services. Examples may include a city-owned industrial park to support economic development or a convention center to support downtown development and the tourism economy.

The tables in this chapter represent the culmination of the planning process by outlining the progression from vision to strategy to goals and objectives and, finally, to recommended implementing actions. The final action plan will certainly vary from this, because the City's leadership will constantly refine goals and objectives to reflect a dynamic situation and the limits on staff and funding resources.

Chapter 4.1: Implementation Approach

A Vision for Olean 2025: The City of Olean is an important regional center that attractively blends urban amenities, small town character and charm, and a sense of history, with beautiful natural surroundings. The city is a vital and dynamic place that is content and comfortable with its role as a small city that serves as the commercial, service and cultural center for the surroundings towns and counties. Strong partnerships with educational institutions support a creative, learning community that attracts students, employers, workers and retirees. A strong focus on and commitment to Olean’s residential character is an essential aspect of the City’s identity.

The First Element of the Vision: A Diverse and Vibrant Economy

The Olean economy is a solid mix of manufacturing firms, commercial and retail services, warehousing and distribution, and technology businesses that are thoughtfully integrated within a community that highly values its residential character. Augmented by institutional employment in government, education and health care, the economy is well-positioned to respond to economic upturns and to withstand downturns. Key elements of local economic success include:

- An effective retention and expansion partnership between the City and manufacturing companies
- An aggressive marketing program to attract new business in growing sectors, with a special emphasis on marketing water resources
- An entrepreneurs programs to foster start-ups, particularly in technology businesses that are globally competitive and add significant economic value
- A strong partnership between the business community and the regional educational institutions

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>RETENTION AND EXPANSION STRATEGY</i></p> <p>Formal, regularly scheduled contact with the principals of major local employers, both locally and out of town. Systematic resolution of all issues that may be putting local employment at risk. Seek affirmative expansion decisions from the existing business base.</p>	<p><i>ECONOMIC GOAL #1: PRESERVE AND STRENGTHEN THE ECONOMY</i></p> <p><i>Objectives</i></p> <p>a. Ensure that the needs of existing businesses are met, so that they will be retained and expand in the City.</p> <p>b. Continue to work with City agencies and utility providers to ensure that adequate infrastructure/municipal services are available to meet business/industry needs.</p> <p>c. Encourage positive economic investment in the community in the form of new construction, restoration and improvement of existing structures.</p> <p>d. Require industry to meet established performance standards. Promptly address nuisance issues, such as odors.</p>	<p>1. Officially designate a lead economic development official to maintain working knowledge of all incentives and coordinate response to expansion opportunities.</p> <p>2. Establish a schedule for regular meetings with major existing businesses, including travel to out-of-town corporate headquarters; meeting agendas to include identification and resolution of problems and encouraging expansion by offering development incentives.</p> <p>3. Follow up and resolve City and utility service issues.</p>	<p>1. City incentives: Revolving Loan Fund</p> <p>2. County incentives: Business Development Corporation, Industrial Development Agency</p> <p>3. State incentives: Empire Zone, grants and loans, Power for Jobs, environmental grants and loans.</p> <p>4. Federal incentives: Economic Development Administration grants; Appalachian Regional Commission programs, Community Development Block Grant.</p>	<p>1. Maintain sewer and water infrastructure in a state of good repair to meet existing business and industry needs.</p> <p>2. Maintain roads and bridges to insure truck and other vehicular access.</p> <p>3. Be prepared to add projects to the CIP (water and/or sewer capacity/service; road extensions or upgrades) in response to expansion decisions by existing businesses.</p>
<p><i>BUSINESS ATTRACTION STRATEGY</i></p> <p>Target industries whose needs are aligned with Olean’s assets - the transportation network, educational resources, water and manufacturing experience and skills. Join with existing state (ESDC) and regional (Buffalo Niagara Enterprise) marketing efforts.</p>	<p><i>ECONOMIC GOAL #1: PRESERVE AND STRENGTHEN THE ECONOMY</i></p> <p><i>Objectives</i></p> <p>e. Identify specific business/industry types that are globally viable, sustainable, and are based on the region’s inherent natural, transportation, population, education and other assets.</p> <p>f. Continue working to attract new industries to the City in order to provide employment opportunities for local residents.</p> <p>g. Promote the expansion of the Cattaraugus Empire Zone in the City.</p> <p>h. Support rail infrastructure improvements for both industrial and passenger use.</p>	<p>1. Determine the feasibility of undertaking a target industry analysis specific to Olean to focus business attraction efforts.</p> <p>2. Pending a targeting study, work with county, regional and state officials to develop a target industry list using existing marketing programs.</p> <p>3. Develop marketing materials that promote Olean’s assets for target industries.</p>	<p>1. City, County, State and Federal incentive programs (as outlined above) would be made available to induce investment by new business and industry.</p> <p>2. Marketing program: An outreach effort would choose among advertising, direct mail, websites, trade shows and other means to reach the target industries and communicate Olean’s ability to meet their needs.</p>	<p>1. Be prepared to add projects to the CIP (water and/or sewer capacity/service; road extensions or upgrades) in response to investment decisions by business and industry new to the City.</p>
<p><i>BUSINESS ATTRACTION STRATEGY (CONTINUED)</i></p>	<p><i>ECONOMIC GOAL #2: PROMOTE PARTNERSHIPS THAT FOSTER A GROWING AND DIVERSE ECONOMY</i></p> <p><i>Objective</i></p>	<p>1. Meet regularly with economic development officials at all levels to maintain working knowledge of available</p>	<p>1. Information on City, County, State and Federal incentive programs (as outlined above) would be continuously updated</p>	

	b. Continue to cooperate and coordinate economic development activities with area and regional agencies and organizations.	programs, get leads, and provide updates on Olean.	to provide business and industry with recent and relevant program information.	
<p><i>ENTREPRENEURSHIP STRATEGY</i></p> <p>Strengthen and diversify the economic base by emphasizing business start-ups in high value added sectors such as technology. Requires entrepreneurial training. Identify ongoing basic and applied research in companies and universities and encourage the spin off of that research into new companies.</p>	<p><i>ECONOMIC GOAL #2: PROMOTE PARTNERSHIPS THAT FOSTER A GROWING AND DIVERSE ECONOMY</i></p> <p><i>Objectives</i></p> <p>a. Promote more connections between local University/College institutions and City industries, especially in the areas of human resource development and collaborative research.</p> <p>c. Work with educational institutions to promote entrepreneurship training</p>	<p>1. Convene entrepreneurship forum/roundtable to assess and determine steps that would foster increased business starts.</p> <p>2. Meet with educational leaders to explore availability of training programs for entrepreneurs.</p>	<p>1. Maintain up-to-date information on incentives available for business start-ups and entrepreneurs.</p> <p>2. Identify potential sources of venture capital for new businesses.</p>	
<p><i>LAND AND SPACE INVENTORY STRATEGY</i></p> <p>Address the need for land and space with a program to maintain an inventory of shovel-ready development sites, including brownfield sites that are oriented toward the needs of target industries. Leasable space must be available that meets the needs of smaller companies and start-ups. Developing such space “on spec” will require partnerships with developers of office buildings and parks.</p>	<p><i>ECONOMIC GOAL #3: PROVIDE APPROPRIATE AND ADEQUATE LAND FOR INDUSTRY</i></p> <p><i>Objectives</i></p> <p>a. Allow sufficient opportunity for industrial land uses in designated areas of the City.</p> <p>b. Ensure that zoning and other land use regulations are written in a way that promotes and encourages the types of commercial and industrial development that the City would like to attract and retain.</p> <p>c. Examine potential sites for the development of an industrial park or other economic development activities.</p> <p>d. Undertake an aggressive role in enhancing the business climate by purchasing important property for development where city intervention is appropriate; pursuing state and federal funding sources to assist business development; and directing development activities to meet comprehensive plan goals and objectives.</p> <p>e. Continue to pursue federal and state funding for the remediation of Brownfields in the City –including the Felmont, Agway, and IDA (Homer Street) sites - in order to return these lands to productive economic uses.</p>	<p>1. Convene economic development and real estate professionals to determine how best to maintain an updated inventory of available industrial and commercial building sites and available lease space in existing buildings.</p> <p>2. Analyze available sites and space and take affirmative steps to maintain adequate inventory for economic development.</p> <p>3. Continue leadership in remediating brownfield sites and making them available for industrial and commercial development.</p> <p>4. Insure that the availability of development sites and space is communicated through business attraction marketing programs, both City-sponsored and State and regional programs.</p>	<p>1. Brownfield Remediation (Felmont/Buffalo Street)</p> <p>2. Brownfield Opportunity Area (BOA) Grant – Northwest Olean</p> <p>3. On-line inventory of development sites and leasable space.</p> <p>4. Olean Urban Renewal Agency (URA) to consider development of “shovel ready” development site program.</p> <p>5. URA to consider development of industrial park if needed to maintain adequate land inventory.</p>	<p>1. Developing “shovel ready” industrial sites may require capital projects in the area of sewer, water and road infrastructure.</p> <p>2. City may consider purchase of development sites and/or existing buildings, including required infrastructure investment, if private market and/or URA can not provide adequate inventory for economic development.</p>
<p><i>HUMAN RESOURCES DEVELOPMENT STRATEGY</i></p> <p>Link educational assets to business and economic development in a structured and productive manner. Address the human resources needs for the economy – providing an adequate supply of appropriately trained workers, facilitating on-the-job training, skill upgrading and retraining.</p>	<p><i>ECONOMIC GOAL #2: PROMOTE PARTNERSHIPS THAT FOSTER A GROWING AND DIVERSE ECONOMY</i></p> <p><i>Objective</i></p> <p>a. Promote more connections between local University/College institutions and City industries, especially in the areas of human resource development and collaborative research.</p>	<p>1. Maintain strong working relationship with Workforce Investment Board to communicate and respond to needs of existing business and industry.</p> <p>2. Convene meetings with educational leadership to insure that human resources in Olean area are adequate in terms of numbers and skills to meet needs of existing businesses and target industries.</p>	<p>1. Workforce Investment Board (WIB) programs for skills training, on-the-job training and other human resources development.</p> <p>2. JCC and OBI programs.</p> <p>3. Olean Schools and BOCES programs.</p>	

The Second Element of the Vision: A Revitalized Central Business District

Downtown has found its “niche” as a complement to large retailers on the outskirts of the city. The CBD is the center of finance, banking and government during the business day. A specialty retail sector has developed that offers goods and services that are distinct from those available in the large stores. Galleries and craft shops augment the specialty shops to create a distinctive shopping and browsing district. Downtown boasts a wide array of restaurants to serve workers and shoppers during the day, and they are part of an expanded cultural and nightlife experience in the evening with galleries, theaters, and nightclubs. The diverse offerings of the revitalized downtown attract residents of adjoining neighborhoods, college students, and visitors from outside the city. The city as a whole is “pedestrian friendly”, but the downtown area in particular is designed to encourage strolling and browsing, due in large measure to carefully conceived design guidelines that preserve and enhance architecture and overall attractiveness.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>INSTITUTIONAL STRATEGY</i></p> <p>Retain and support finance, banking, government, and education.</p>	<p><i>CBD GOAL #1: RETAIN AND SUPPORT AN INSTITUTIONAL PRESENCE</i></p> <p><i>Objectives</i></p> <ol style="list-style-type: none">Keep public facilities downtown. Actively promote the location of new public buildings and facilities in the heart of the City to strengthen community identity and responsiveness.Retain and increase the public uses in downtown Olean, in order to maximize traffic in the business district.Provide flexibility in the zoning law for downtown projects in terms of parking and loading requirements, mixed and commercial use groups permitted, dimensional criteria, and other regulations.Promote commercial development that is compatible with the existing downtown development pattern.Promote active ground floor uses.	<ol style="list-style-type: none">Officially designate a lead downtown management official (see CBD Goal #8 below).Establish a policy of encouraging the centralizing of public services and buildings downtown and communicate that to all levels of government.Meet periodically with major CBD building owners and tenants to discuss issues and seek commitments to stay and expand downtown.Meet regularly with JCC to discuss issues and potential expansion downtown.	<ol style="list-style-type: none">Tax credits for re-use and rehabilitation of historic structures.Explore applicability of Section 18-b property tax incentive for commercial developments.Apply zoning incentives as appropriate.	<ol style="list-style-type: none">CBD investment decisions by institutional users may require capital projects, particularly for street, sidewalk and parking improvements. See CBD Goals #5-7 below.Initiate review of wireless internet access for CBD and pursue capital project as appropriate.
<p><i>CBD RETAIL STRATEGY</i></p> <p>Develop an array of specialty retailing complementary to mass marketers – specialty shops, galleries, arts and crafts, antiques.</p>	<p><i>CBD GOAL #2: CONTINUE TO REVITALIZE THE CENTRAL BUSINESS DISTRICT AS A DISTINCTIVE RETAIL CENTER OF BOTH THE CITY AND COUNTY</i></p> <p><i>Objectives</i></p> <ol style="list-style-type: none">Encourage the adaptive reuse of unused or underutilized commercial and industrial buildings in the downtown area to attract small businesses. In addition, encourage infill development where vacant land exists along the street frontage of downtown.Consider incentive zoning that would provide density or use bonuses for certain types of development.Encourage mixed-use structures with ground floor retail along downtown streets.Discourage ground floor residential units in the downtown.Maintain a facade program to enhance and better coordinate the appearance of the storefronts in downtown Olean.	<ol style="list-style-type: none">Prepare and maintain an updated inventory of available infill building sites and vacant storefronts in the CBD.Prepare an inventory of existing CBD retail businesses and develop a list of target specialty retail enterprises (e.g. wine and cheese shop, Christmas store, antique and collectible stores, etc).Work with building owners to identify potential entrepreneurs to establish target specialty retail or to move existing businesses to the CBD.	<ol style="list-style-type: none">Use façade program and other CDBG incentives, including revolving loan fund, to facilitate upgrade of storefronts for specialty retailing.Use Empire Zone as appropriate to encourage specialty retailing in the CBD.Consider 18-b property tax incentives for commercial development.	<ol style="list-style-type: none">CBD investment decisions by specialty retailers or by building owners leasing to retailers may require capital projects, particularly for street, sidewalk and parking improvements. See CBD Goals #5-7 below.
<p><i>NIGHTLIFE AND CULTURE STRATEGY</i></p> <p>Create an evening experience for downtown - nightlife, cultural venues and events, dining, galleries.</p>	<p><i>CBD GOAL #3: INCREASE THE AMOUNT AND TYPES OF CULTURAL AND NIGHTLIFE ACTIVITIES AVAILABLE TO THE CITY RESIDENTS, STUDENTS AND TOURISTS.</i></p> <p><i>Objectives</i></p> <ol style="list-style-type: none">Promote and accommodate increases in visitors to the City by attracting appropriate tourism destination facilities, full-service restaurants, cafes,	<ol style="list-style-type: none">Develop an inventory of existing and desired performance venues that can attract events and large numbers of visitors to downtown. (Stadium, theater, band shell, etc.)Develop an inventory of	<ol style="list-style-type: none">Use façade program and other CDBG incentives, including revolving loan fund, to facilitate upgrade of storefronts for specialty retailing.Use Empire Zone as appropriate to encourage	<ol style="list-style-type: none">CBD investment decisions by theater owners, hospitality businesses or nightclubs may require capital projects, particularly for street, sidewalk and parking improvements. See CBD Goals #5-7 below.

	<p>galleries, theaters, overnight accommodations (including bed-and-breakfasts), and antique/specialty shops.</p> <p>b. Reaffirm Olean’s role as the cultural and community center of Cattaraugus County</p> <p>c. Support the development and expansion of local and regional cultural special events in Olean. Explore event sponsorship potential with educational institutions.</p> <p>d. Encourage the development of entertainment uses in the downtown area, such as galleries, museums, and multi-use performing arts facilities (i.e., one that includes 1,200-plus seats); cafes and restaurants; and lodging facilities.</p> <p>e. Actively promote the development of a movie theater in downtown Olean.</p> <p>f. Evaluate the potential for expanding the existing historic district in the downtown, as well as adding new districts or individual historic resources, to provide recognition and foster tourism.</p> <p>g. Link historic resources in Olean with other historic properties in the region.</p> <p>h. Encourage attractions and businesses that cater to families</p>	<p>existing and desired conference, convention and meeting space in the CBD, where large numbers of attendees can be brought together.</p> <p>3. Develop a target list of hospitality industry improvements (hotel rooms, bed and breakfasts, restaurants, nightclubs).</p> <p>4. Develop a strong partnership with the Cattaraugus County Council on the Arts to identify cultural opportunities for downtown Olean and to promote events and attractions.</p> <p>5. Initiate a marketing effort to identify potential developers or operators of needed businesses and venues and discuss investment sites and incentives.</p>	<p>specialty retailing in the CBD.</p> <p>3. Consider 18-b property tax incentives for commercial development.</p>	<p>2. Improvements to Bradner Stadium and physical linkages to the CBD may enhance downtown activity.</p> <p>3. A band shell or stage in a downtown park may require capital investment, with a pay back in downtown activity.</p>
<p><i>HOUSING STRATEGY</i></p> <p>Encourage upper floor residential development and occupation. Encourage student housing development downtown.</p>	<p><i>CBD GOAL#4: ENCOURAGE DOWNTOWN RESIDENTIAL DEVELOPMENT</i></p> <p><i>Objectives</i></p> <p>a. Encourage upper floor residential development.</p> <p>b. Work with educational institutions to develop and implement student housing.</p> <p>c. Encourage and support the adaptive reuse of existing commercial buildings.</p>	<p>1. Meet with leaders of educational institutions regarding student housing options in the CBD and follow up as appropriate.</p> <p>2. Review building code provisions in detail to determine what changes may reasonably be made to encourage added upper floor residential development.</p> <p>3. Review parking provisions to encourage residential development.</p>	<p>1. CDBG housing and rental incentive programs would apply to CBD upper level housing.</p> <p>2. Historic re-use tax credits may be applicable in certain buildings.</p>	
<p><i>INFRASTRUCTURE STRATEGY</i></p> <p>Create a distinctive “look and feel” through design guidelines, facades, sidewalks, and lighting – a browsing district that meets the needs of pedestrians, but also provides adequate parking.</p>	<p><i>CBD GOAL #5: CREATE AND PROTECT A DISTINCTIVE APPEARANCE OF THE DOWNTOWN</i></p> <p><i>Objectives</i></p> <p>a. Enhance the attractiveness of the downtown area for tourists and residents. Establish a beautification program to keep downtown Olean clean, clutter-free and attractive.</p> <p>b. Protect the architectural integrity of downtown Olean, including adaptive re-use of historic properties to the extent practicable.</p> <p>c. Establish and fund a comprehensive streetscape/beautification program for the downtown business district that would provide and maintain street trees, planters, benches, street lights, sidewalks, special pavers, bicycle racks, and other elements.</p> <p>d. Promulgate sign and design guidelines to encourage contextual</p>	<p>1. Initiate a comprehensive CBD streetscape and beautification program.</p> <p>2. Inspect all sidewalks and crosswalks in CBD, determine extensions that will connect CBD to neighborhoods, and develop a capital project for inclusion in the CIP.</p> <p>3. Develop and promulgate design guidelines for CBD.</p> <p>4. Create a CBD parking task force to prepare an inventory of available spaces and make</p>	<p>1. CBD streetscape and beautification program (proposed)</p> <p>2. Façade Improvement Program</p> <p>3. Municipal parking operations</p>	<p>1. CBD enhancements may require City investment, particularly for:</p> <ul style="list-style-type: none"> - Parking Lots - Curbs/Sidewalks - Bicycle paths

	<p>development.</p> <p>e. Identify and preserve important public view corridors to the Enchanted Mountains from downtown.</p> <p>f. Work to relocate aboveground utility lines fronting North Union and West State Streets to an inconspicuous location.</p> <p><i>CBD GOAL #6: DOWNTOWN INFRASTRUCTURE: ENCOURAGE A “PEDESTRIAN FRIENDLY” ATMOSPHERE</i></p> <p><i>Objectives</i></p> <p>a. Encourage pedestrian paths between residential areas and activity centers, including the central business district. Encourage pedestrian-friendly development patterns. Maintain, enhance, and extend sidewalks in the City. Fill in missing sidewalks and extend sidewalks to destinations such as parks and other recreational facilities, and the downtown area.</p> <p>b. Develop a sidewalk plan for inclusion in the Capital Improvement Program (CIP) which will identify priority areas for sidewalk construction and rehabilitation, and create methods for their construction and financing.</p> <p>c. Improve the crosswalks in downtown and other commercial areas by providing such features as pedestrian curb cuts, bump outs, raised crosswalks, pedestrian islands where appropriate.</p> <p><i>CBD GOAL #7: DOWNTOWN INFRASTRUCTURE: ENSURE ADEQUATE AND ATTRACTIVE PUBLIC PARKING DOWNTOWN</i></p> <p><i>Objectives</i></p> <p>a. Determine if adequate and convenient parking is available downtown, where it may be needed, and ways to develop shared parking.</p> <p>b. Require parking lots to be positioned behind the buildings in the downtown area.</p> <p>c. Permit and encourage “shared” parking facilities to accommodate businesses and special event programming.</p> <p>d. Provide signage directing drivers to municipal parking areas.</p> <p>e. Visually enhance municipal parking areas.</p>	recommendations for adding spaces as needed.		
<p><i>MANAGEMENT AND PROMOTION STRATEGY</i></p> <p>Take stronger control of downtown through dedicated assigned management staff and a comprehensive promotional program.</p>	<p><i>CBD GOAL #8: DEVELOP A MANAGEMENT CAPACITY TO ADDRESS AND RESOLVE DOWNTOWN ISSUES</i></p> <p><i>Objectives</i></p> <p>a. Fund and assign responsibility for downtown marketing and promotion to a specific individual.</p> <p>b. Create expedited procedures for approval of projects in critical locations.</p>	<p>1. Explore staff and resource options for creating an office of CBD marketing and promotion management. Possible approaches include: - designating an existing office or official to take on responsibilities</p>	<p>1. Marketing and Promotion Program (proposed)</p>	

	<p>c. Consider adopting regulations that would apply to adaptive reuse projects.</p> <p>d. Encourage property maintenance in the business district by actively working with the property owners.</p> <p>e. Provide timely review of development/redevelopment proposals.</p> <p>f. Coordinate efforts to improve pedestrian and traffic safety.</p> <p><i>CBD GOAL #9: INITIATE A MARKETING AND PROMOTION PROGRAM FOR DOWNTOWN</i></p> <p><i>Objectives</i></p> <p>a. Appoint a tourism taskforce.</p> <p>b. Develop a visitor information center in the downtown area. Consider providing City-owned space for a tourist information kiosk, at a minimum in the summer and on weekends.</p> <p>c. Promote the development of a combined advertising program for downtown businesses, including the development of a downtown Olean webpage. Enhance the downtown marketing and outreach program and establish links with other destinations in the area.</p> <p>d. Promote tours of the cultural, historical, and other places of interest in Olean.</p> <p>e. Promote special events downtown and direct event traffic to the CBD. Maintain and enhance City-sponsored programming of cultural activities. Work with local, County and regional art groups to develop art programs in the downtown.</p> <p>f. Promote the City through the development of historic themes. Promote the establishment of a series of walking tours of historic locations in and proximate to downtown. Encourage educational programs to promote awareness of local historic and cultural resources.</p> <p>g. Explore ways of attracting tourists to downtown Olean from nearby attractions (such as Ellicottville, Salamanca and Allegany State Park) through increased advertising and promotion, improved signage, special tours, etc.</p> <p>h. Develop signage to direct visitors to downtown Olean from major transportation corridors.</p>	<p>- cost sharing with business groups</p> <p>- creating not-for-profit marketing corporation funded through sponsored revenues, grants and event revenues.</p> <p>2. Develop a work program for the CBD manager based upon goals and objectives pertaining to enhanced appearance, retail and cultural development, event sponsorship, and marketing and promotion.</p> <p>3. Meet with the Cattaraugus County Council on the Arts to explore joint marketing and promotion of co-sponsored events in the CBD.</p>		
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The Third Element of the Vision: Stable, Safe and Attractive Neighborhoods

Distinctive neighborhoods have developed around the city. In each one, the housing stock has been upgraded and community residents feel safe and secure. Infrastructure is well-maintained, from roadways and sidewalks, to water and sewer service. Commercial development is greatly restricted, with an emphasis on services that cater to the needs of neighborhood residents. Attention has been paid to establishing buffer zones between the neighborhoods and the busier commercial centers.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>SERVICE STRATEGY</i></p> <p>Develop “self-contained” neighborhoods with good schools, libraries, parks and recreation opportunities, and limited retail and commercial intrusions. Establish and enforce buffers from commercial strips and districts.</p>	<p><i>NEIGHBORHOODS GOAL #1: PROTECT THE INTEGRITY AND CHARACTER OF RESIDENTIAL NEIGHBORHOODS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Protect residential neighborhoods from inappropriate land uses that impair neighborhood character.b. Use special permits to promote compatibility among land uses.c. Require adequate setback and buffer areas for industrial, auto-related and other uses, particularly when located adjacent to residential districts.d. Ensure that use groups allowed within districts and in adjoining districts are generally compatible.e. Enhance training and awareness of State Environmental Quality Review Act (SEQRA) procedures for municipal officials to ensure that project review minimizes and mitigates land use impacts. <p><i>NEIGHBORHOODS GOAL #4: ENHANCE APPEARANCE OF ROADWAYS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Roadway improvements entering the City should include street trees, landscaping, and “gateway” signage where appropriate to enhance the visual characteristics of the roadway.b. Continue and expand the street tree program.c. Continue to adequately maintain City roadways.d. Require new developments, where appropriate, to provide utility services either underground or to the rear of the development.e. Work with the appropriate agencies to remove unused utility equipment, such as telephone poles. <p><i>NEIGHBORHOODS GOAL #5: PROVIDE QUALITY PARKS AND RECREATIONAL FACILITIES AND OPPORTUNITIES THAT MEET THE NEEDS OF ALL RESIDENTS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Ensure that existing recreational facilities continue to be well-maintained in the future. Investigate the possibility of establishing endowment funds for the maintenance of recreational facilities.b. Facilitate the rehabilitation of Bradner Stadium and evaluate its potential as a regional athletic and entertainment venue.	<p>1. Initiate update of land use and zoning regulations as outlined in Chapter 2.1 with a priority objective of maintaining the integrity of neighborhoods and limiting commercial encroachments.</p> <p>2. As part of the capital budget process, assess the adequacy of community facilities and services in each neighborhood and recommend capital projects as needed to address inadequacies identified.</p> <p>3. Require that CIP road and bridge projects be redefined to include tree plantings, pedestrian and bike accommodations.</p> <p>4. Review code enforcement approach to include a balance between proactive scheduled inspections and complaint resolution.</p>	<p>1. Stricter land use controls and enforcement.</p> <p>2. Broader code enforcement program.</p>	<p>1. CIP projects to be considered include:</p> <ul style="list-style-type: none">- Park Improvements- Curbs/Sidewalks- Road Improvements- Water and sewer upgrades and extensions in residential areas

	<ul style="list-style-type: none">c. Conduct a recreational needs survey to identify specific needs and opportunities for passive and active recreational facilities.d. Conduct coordinated recreational planning efforts with the County, Towns of Olean and Allegany, St. Bonaventure University, City School District, religious and philanthropic groups, neighborhood organizations, and regional and environmental organizations.e. Encourage cooperative or reciprocal agreements for the joint use of recreational facilities.f. Work with state, county, town and regional agencies on plans to extend trails and enhance connections to the downtown.g. Continue to work with the School District to maximize the access of residents to school recreational facilities outside of school hours.h. Promote open space preservation in targeted areas throughout the City, including remaining undeveloped steep slope areas south of the downtown and lands adjacent to the Allegheny Valley River Trail.i. Use easements, trails, and/or sidewalks to connect residential neighborhoods with recreational facilities, parks, and downtown.			
<p><i>HOUSING STRATEGY</i></p> <p>Upgrade housing stock and provide appropriate mix of single and multi-family units as appropriate.</p>	<p><i>NEIGHBORHOODS GOAL #2: PROMOTE QUALITY AND DIVERSE HOUSING FOR ALL RESIDENTS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Partner with local housing organizations to identify any areas of substandard housing and unmet housing needs, and increase as appropriate the availability and quality of housing for low- and moderate-income senior and handicapped persons, such as congregate care housing, rent-subsidized housing, accessory housing, assisted living centers, shared housing, or independent home care facilities.b. Encourage the development of market rate housing.c. Work with and encourage property owners, especially those residing out-of-town, to properly maintain and improve their rental properties.d. Encourage rehabilitation of existing housing. Pursue state and federal grants and loan programs to improve areas of substandard housing within the City and to renovate suitable vacant structures to meet unmet housing needs.e. Develop an infill housing program.f. Encourage use of federal and state housing programs for the provision of affordable rental and home ownership units for City residents.g. Review the design of new housing developments to ensure visual compatibility with the architectural character of the City.h. Through the zoning law, encourage where appropriate, privately-built, moderately-priced housing options for seniors who are downsizing and want to remain in the community, young families, and other residents. <p><i>NEIGHBORHOODS GOAL #3: MAINTAIN AND ENHANCE THE APPEARANCE OF RESIDENTIAL NEIGHBORHOODS</i></p>	<ul style="list-style-type: none">1. Meet regularly with RRC to maintain a prioritized list of target housing development and rehabilitation projects and programs.2. Use the building code as the primary tool for maintaining and upgrading housing stock in all neighborhoods; consider adopting a scheduled inspection program.3. Communicate with rental property owners to encourage upgrades of existing facilities including key code compliance issues.4. Convene a roundtable or forum to determine the best means of addressing housing needs of retirees, senior citizens and persons with special needs.	<ul style="list-style-type: none">1. Aggressively work with RRC and Community Development to increase federal and state funded housing rehabilitation and rental property programs; increase the number of units annually addressed by support programs.2. Revamp the building code enforcement function to include more inspections in priority areas.	

	<p><i>Objectives</i></p> <ul style="list-style-type: none">a. Ensure that new commercial development adjacent to residential areas enhances neighborhood character.b. Encourage better property maintenance by consistently enforcing building codes.c. To ensure compatible development patterns, the zoning board of appeals should continue to critically review all variance requests and approve requests for variances only where true hardships can be shown.d. Develop advisory design guidelines for the planning board to use in evaluating infill development and additions to existing housing in residential neighborhoods.			
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The Fourth Element of the Vision: A Sound Regional Retail Strategy

Mass market retailing has been thoughtfully developed in corridors at the north, east and west gateways to the city, complementing and emphasizing Olean’s residential character, while taking advantage of the City’s two interstate exits and existing traffic patterns along Route 417. Commercial and retail sites within the city have allowed Olean to share in the economic benefits of the regional retailing center that has developed. Gateway and regional retail enterprises cater to mass market retailing and complement the central business district’s focus on pedestrian-friendly specialty retailing.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>WEST END RETAIL MANAGEMENT STRATEGY</i></p> <p>Deter further westward sprawl development by enhancing retail development sites and opportunities on West State Street and Constitution Avenue. Develop a gateway concept for the I-86 exit to Buffalo Street that blends retail opportunities with the residential character of the City. Create a workable travel corridor from Buffalo Street to Constitution to Independence to West State Street, respecting trail development and right-of-way.</p>	<p><i>RETAIL GOAL #1: CAPTURE A SHARE OF THE MASS MARKET RETAIL DEVELOPMENT IN THE NORTHWEST AREA OF THE CITY</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Establish Benderson site on West State Street as a priority development parcel.b. Study traffic counts and patterns between I-86, Buffalo, Street, Constitution Avenue and Independence Drive to determine if reworking of road system can improve access to retail development sites.c. Review available development parcels in the northwest corner of the City in terms of zoning and ownership for potential retail site marketing.d. Review design of West State Street and Route 417 to improve traffic flow and safety.e. Work with neighboring municipalities on cooperative efforts to manage retail growth in a constructive manner.f. Seek ways to integrate west end retailing with Olean Mall and CBD retailing.	<p>1. Meet with owners of Benderson site and determine if City assistance can help accelerate site development for mass market retail needs.</p> <p>2. Explore design guidelines that can distinguish Olean-based mass market retailing developments from sprawl characteristics outside the City.</p> <p>3. Establish task force of City, County and State DOT officials to thoroughly examine the transportation corridor between I-86 interchange and West State Street retailing center to determine feasibility of establishing a mass market retail corridor within the City. Explore possibilities of “greenway” retail corridors.</p> <p>4. Review available development sites in northwest and western corridors to determine utility for mass market retailing and decide how best to approach marketing the area.</p> <p>5. Convene a meeting with adjacent municipalities to discuss the impacts of continued westward development.</p> <p>6. Review potential cross marketing approaches with CBD merchants and proposed CBD marketing and promotions manager.</p>	<p>1. Consider using existing development incentives to the extent possible to capture a share of mass market retailing.</p> <p>2. Review land use and zoning to determine if changes are needed to permit commercial and retail development.</p>	<p>1. Designating the northwest corridor for mass market retail development may require capital investment in streets and roads.</p>
<p><i>EAST END CORRIDOR MANAGEMENT STRATEGY</i></p> <p>Develop retail and commercial strategies for East State Street gateway corridor to exploit traffic counts and deter overdevelopment of west end.</p>	<p><i>RETAIL GOAL #2: DEVELOP ADDED RETAIL OUTLETS IN THE EAST STATE STREET GATEWAY</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Review site availability and prioritize retail development sites on East	<p>1. Request inventory of vacant and underutilized retail and commercial development sites on East State Street.</p> <p>2. Develop gateway strategy appropriate to traffic pattern,</p>	<p>1. Consider using existing development incentives to the extent possible to establish east end as an alternative to continued sprawl development west of the City limits.</p>	

	<p>State Street.</p> <p>b. Determine traffic counts and other pertinent data regarding market size for east end.</p> <p>c. Develop gateway concept that concentrates retail activity appropriate to traffic and market and relieves development pressure on west end.</p>	<p>character of the area, and size and zoning of available sites and buildings.</p>		
<p><i>NORTH END CORRIDOR MANAGEMENT STRATEGY</i></p> <p>Develop retail and commercial strategy for Route 16 corridor at I-86 exit to complement health services focus of hospital and relieve retail development pressure on west end.</p>	<p><i>RETAIL GOAL #3: DEVELOP RETAIL AND COMMERCIAL OPPORTUNITIES ALONG NORTH UNION STREET TO COMPLEMENT HEALTH CARE PRESENCE</i></p> <p><i>Objectives</i></p> <p>a. Review site availability from I-86 interchange into CBD and prioritize retail and commercial development sites along North Union Street.</p> <p>b. Meet with hospital officials and community health care providers to determine retail and commercial needs in the northern gateway and review and/or revise zoning as appropriate.</p> <p>c. Develop gateway concept that complements health care focus of the corridor and market sites to developers based upon medical and health-related retail and commercial uses.</p>	<p>1. Meet with medical and health services providers to determine plans for northern gateway, particularly between I-86 interchange and the medical center.</p> <p>2. Request inventory of vacant and underutilized retail and commercial development sites on North Union Street.</p> <p>2. Develop gateway strategy appropriate to traffic pattern, character of the area, and size and zoning of available sites and buildings.</p>	<p>1. Consider using existing development incentives to the extent possible to establish east end as an alternative to continued sprawl development west of the City limits.</p>	

The Fifth Element of the Vision: Environmental Stewardship and Links to Natural Attractions

Olean has successfully balanced environmental preservation with access to the region’s natural beauty. Much of Olean’s character derives from its location amid rivers and hills, and it is a city priority to maintain its clean and healthy surroundings. At the same time, citizen access to natural assets is enhanced by an extensive trail network that extends throughout the region and links the city with Allegany State Park. This trail network, coupled with the city’s extensive park system and waterfront property, has enhanced Olean’s appeal as a destination for tourists seeking urban amenities close to a natural environment.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>ENVIRONMENTAL PRESERVATION STRATEGY</i></p> <p>Maintaining, expanding and developing clean and healthy surroundings through sound stewardship. Pay careful attention to waterways and maintaining vistas into the surrounding hills.</p>	<p><i>ENVIRONMENTAL GOAL #1: PRESERVE AND MAINTAIN THE QUALITY OF THE CITY’S ENVIRONMENTAL FEATURES</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Encourage the protection of important natural resources, especially along the Allegheny River, Olean Creek, and other streams running through the City.b. Encourage the preservation of greenbelt corridors which support wildlife throughout the City, especially along the stream and trail corridors.c. Encourage and, where appropriate, require dedication of parkland and/or open space in new developments.d. Increase public knowledge of water resource characteristics, problems and management alternatives.e. Review the City code to determine the need for regulations to protect water quality and to ensure that adequate protection and enforcement is provided for other sensitive natural resources including wetlands and trees.f. Initiate and support efforts to familiarize local officials and the general public with wetland protection measures and programs associated with the NYSDEC-regulated wetlands. Work with the NYSDEC and local environmental groups to identify wildlife species within the City.g. Encourage local officials and the general public to become trained in and utilize the procedures outlined in the New York State Environmental Quality Review Act (SEQRA) in order to evaluate and address the impacts of activities on the environment.h. Control and protect the City’s natural resources from adverse environmental impacts resulting from development activities through proper zoning, environmental regulations, thorough SEQRA review, and requiring best management practices.i. Maintain and enhance storm and sanitary sewer infrastructure.	<ul style="list-style-type: none">1. Appoint an environmental advisory board or task force to advise the City leadership on all environmental and natural asset issues.2. Meet regularly with officials of the EPA, Corps of Engineers, DEC and County Planning to exchange information and determine issues of concern to Olean.3. Direct the appropriate public officials to make preservation of water supplies and proper sewage treatment practices a priority.		<ul style="list-style-type: none">1. Make capital investments as necessary to protect the integrity of the City water and sewer systems, particularly as they pertain to meeting or exceeding all environmental standards.
<p><i>NATURAL ASSETS LINKAGE STRATEGY</i></p> <p>Balance preservation of the environment with accessibility. Access to the waterways through river walks and trails, access to Allegany State Park by motorized and non-motorized trails, access to the Cattaraugus County and neighboring county trail networks are important tourism and quality of life initiatives. Marketing these assets is also a necessary element.</p>	<p><i>ENVIRONMENTAL GOAL #2: CONTINUE TO SUPPORT ALLEGHENY RIVER VALLEY TRAIL IMPROVEMENTS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Support improvements to the trail system. Consider ways to preserve the trail system and maintain the beauty of adjacent lands.b. Consider the permanent protection of additional lands adjacent to the	<ul style="list-style-type: none">1. Meet with appropriate county and state officials to get briefed on all aspects of trail planning and development in areas proximate to the City.2. Develop a proposal that would connect Olean’s existing trail	<ul style="list-style-type: none">1. Assign trail responsibilities both within and outside the City limits to an appropriate department head.	<ul style="list-style-type: none">1. Discussions regarding trail development may give rise to capital projects to extend existing City trails and connect them with the regional system.

	<div>existing trail.</div> <div>c. Provide operating and security support as needed.</div> <div>d. Work in cooperation with local trail organizations, land trusts, and environmental groups.</div>	<div>network with regional trails extending toward Allegany State Park, Franklinville, and Letchworth State Park.</div>		
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The Sixth Element of the Vision: Good Governance

The City is committed to sound stewardship, accountability and fiscal responsibility. There is a commitment to good customer service, delivered through a modern and efficient infrastructure. Effective partnerships have been developed with critical groups – business community, educational institutions, medical/health care community, and the Seneca Nation. The City of Olean has reached out to neighboring municipalities and has implemented cooperative efforts that are in the best interests of the region and the people of Olean.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
<p><i>PUBLIC SERVICES STRATEGY</i></p> <p>Provide basic municipal services with a high level of customer service, accountability and transparency. Maintain a commitment to open government.</p>	<p><i>GOVERNANCE GOAL #1: PROVIDE ADEQUATE MUNICIPAL SERVICES AND FACILITIES THAT MEET THE NEEDS OF ALL RESIDENTS IN AN EFFICIENT AND COST-EFFECTIVE MANNER</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Evaluate the need for a new or expanded municipal complex and court facilities.b. Encourage the joint use of community facilities, including school, park, recreation, and public safety systems, to promote efficiency in use, avoiding duplication and overbuilding of services.c. Coordinate, consolidate and centralize public facilities, services and functions where appropriate.d. Actively promote the location of new public buildings and facilities in the heart of the City to strengthen community identity and responsiveness.e. Ensure that adequate space is available for all necessary municipal facilities.f. During site plan, subdivisions, and SEQRA review, ensure that adequate municipal services will be available to service proposed new developments and require mitigation.g. Take advantage of federal, state, and county funding and shared staffing available to offset City costs for municipal services. <p><i>GOVERNANCE GOAL #3: MAINTAIN AN EFFECTIVE, EFFICIENT, AND UP-TO-DATE PLANNING AND LAND USE DEVELOPMENT PROCESS</i></p> <p><i>Objectives</i></p> <ul style="list-style-type: none">a. Establish standard procedures for the submission and review of site plan applications.b. Review and revise as needed zoning, site plan, subdivision, design and construction standards for development of land, and other land use regulations on a regular basis.c. Continue a high level of enforcement of environmental, building code, and other regulatory compliance.d. Conduct a review of the Comprehensive Plan on a regular basis.e. Enhance regular communication between the Planning Board, Zoning Board of Appeals, City Council, and various City departments.	<ul style="list-style-type: none">1. Utilize annual operating budget process to seek most effective and efficient means of delivering first rate public services, including maximizing federal, state and county funding and seeking other partners to support public services.2. Undertake a review of all municipal facilities to first insure that they are in a state of good repair and then to determine if they are used to the maximum advantage for all city residents and services.3. Adopt policies that require public buildings and facilities to be located in the CBD.4. Convene a joint meeting of the Planning Board, Zoning Board of Appeals and appropriate city staff to discuss plan implementation and to review in particular recommended changes in land use and enhanced code enforcement.5. Initiate zoning and code changes recommended under CBD, neighborhood, and retailing goals to enhance CBD activity, develop better neighborhood identities and services, and establish a larger retail corridor in the northwest area of the City.	<ul style="list-style-type: none">1. Revamp land use enforcement program to achieve the goals of the plan and move toward the key elements of the vision.2. Revamp code enforcement function to increase the number of proactive scheduled inspections, particularly in the CBD and priority neighborhood development areas.	<ul style="list-style-type: none">1. Add projects to the CIP that will maintain municipal facilities in a state of good repair.<ul style="list-style-type: none">- City Hall Improvements (A)- Park Improvements (A)2. Maintain a municipal vehicle fleet that provides the most efficient and effective public services:<ul style="list-style-type: none">- Pumper Truck- Ladder Truck- Vehicle Replacements3. Consider new capital projects that will retrofit municipal buildings for the delivery of multiple public services.
<p><i>TRANSPORTATION STRATEGY</i></p> <p>Develop ways to improve circulation and accessibility for motorized vehicles</p>	<p><i>GOVERNANCE GOAL #2: MAINTAIN AND ENHANCE THE EXISTING ROADWAY NETWORK AND IMPROVE TRAFFIC FLOWS AND SAFETY FOR MOTORIZED VEHICLES, BICYCLES AND PEDESTRIANS</i></p>	<ul style="list-style-type: none">1. Establish a transportation advisory committee or task force to continuously review all modes of transportation in the City and	<ul style="list-style-type: none">1. Consider establishing a public transit system under the auspices of City government.	<ul style="list-style-type: none">1. Add projects to the CIP that will maintain and enhance transportation infrastructure.<ul style="list-style-type: none">- Airport Improvements

<p>as well as pedestrians and bicyclists. Apply sound on and off street parking approaches. Develop bikeways and bike paths that link to regional trails. Develop sidewalks and crosswalks that protect pedestrians and invite browsing. Develop affirmative strategy for viable air access.</p>	<p><i>Objectives</i></p> <ol style="list-style-type: none"> Prohibit multiple entrances and exits, curb cuts, and open parking lots/circulation areas along the frontage in commercial areas, especially in downtown. Identify and develop specific strategies to address safety problems at any intersections or sections of roadway with high accident rates. Continue to maintain and upgrade an up-to-date roadway improvement plan through a CIP which identifies and prioritizes streets needing repair and/or replacement. Continue to support new transit programs, including a transportation program for senior citizens and the disabled. Investigate partnerships and funding opportunities to improve mobility for all residents. Encourage additional transit service to downtown Olean, especially to and from St. Bonaventure University. Enhance the bicycle infrastructure in the City by implementing bike lanes and other bike friendly road treatments, incorporating bike signage, and providing bike racks in appropriate locations, especially in downtown. 	<p>make recommendations regarding capital projects and services.</p> <p>2. Modify the CIP development process to require that all road and bridge projects include features that meet the needs of pedestrians, bicyclists, and public transportation services.</p> <p>3. Convene a forum with St. Bonaventure, Olean Public Transit, and the County to explore ways in which to expand public transit in the City and connecting it to key destinations in the region.</p> <p>4. Survey and meet with airport users to determine the return on public investment in Olean Airport.</p>		<ul style="list-style-type: none"> - Parking Lots - Road Improvements - Bridge Work - Curbs/Sidewalks
<p><i>INFRASTRUCTURE STRATEGY</i></p> <p>Maintain municipal infrastructure in a state of good repair, including roads, bridges, sidewalks, lighting, sewer and water systems, drainage system, parks, municipal buildings, and municipal structures.</p>	<p><i>GOVERNANCE GOAL #4: PROMOTE COST-EFFECTIVE MUNICIPAL UTILITIES AND SERVICES</i></p> <p><i>Objectives</i></p> <ol style="list-style-type: none"> Maintain a CIP to identify, prioritize, and schedule necessary capital improvements and ensure an adequate amount of the City budget reserved for capital improvements. Explore ways to coordinate municipal utilities with neighboring communities. Properly maintain and upgrade the water, sewer, and storm water systems serving the City and include maintenance costs in the CIP. During site plan and SEQRA review, ensure that adequate infrastructure will be available to service proposed new developments and require mitigation, if any. Require, as condition of approval, utilities to remove obsolete or unused equipment within a specified period. Evaluate the feasibility of a municipally-owned electrical and/or other utility system(s). 	<p>1. Use the CIP development process to review and seek efficiencies in water and sewer systems.</p> <p>2. Use input from meetings with business leaders and marketers to determine if water and sewer capacity and infrastructure needs to be extended.</p> <p>3. Actively promote the sale of Olean water to neighboring municipalities as a means of enhancing revenue and sharing in the benefits of development occurring outside the City limits.</p>		<p>1. Add projects to the CIP that will maintain and enhance water and sewer infrastructure.</p> <ul style="list-style-type: none"> - Odor Control System - Catch Basin Work - Water Reservoir - East Olean Sewer Project

The Seventh Element of Our Vision: Exploring and Developing New Identities and Capacities for Olean

Developing as a Regional Medical and Health Services Center

The Olean Medical Center is a major health care asset for the entire region. The City and health care providers have teamed up to develop inviting medical and health care campuses, with adequate parking and shuttle bus access. The city’s role as a regional medical provider attracts many out of town patients and visitors and the hospitality sector benefits from their presence.

- *Health Services Growth Strategy:* Establish closer ties with the medical and health services community to identify growth trends and parameters. Appropriate zoning, development support for medical campuses and transportation will solidify the city as a regional health center.
- *Health Services Marketing Strategy:* The regional health center concept can attract businesses, augment the attractiveness of colleges and universities to prospective students, and create a supportive environment for retirees and other seniors. Marketing this attribute will generate returns.
- *Education Community Linkage Strategy:* Use faculty expertise to develop regional services models. Develop human resources needed to support a stronger medical and health services community.

Catering to Retirees and Senior Citizens

Olean has become a center for retirees, living independently as well as in assisted living developments. The combination of first rate medical services, downtown revitalization and neighborhood development has offered many seniors living options that they would not find in large cities or rural areas. The City and the developers of supported living environments have teamed up to locate housing in the central city, with easier access to shopping, entertainment, and health care.

- *Assisted Living Strategy:* A compact, pedestrian friendly city with good health services will be attractive to retirees. Explore the independent and assisted living options desired by seniors and develop housing, transportation and support options that can be marketed to seniors.
- *Housing Strategy:* Break out of the traditional view of assisted living as an institutional arrangement and explore a variety of supportive housing arrangements for seniors at varying levels of independence.
- *Education Community Linkage Strategy:* Tap into the expertise of the SBU gerontology program to develop new housing and support options for seniors.

Becoming a Green City

In the U.S. and around the world, the idea of sustainable development is taking hold and gaining strength. Increasingly, communities are finding that it makes economic and environmental sense to address issues from an integrated perspective. Cities now actively and successfully pursuing sustainable development policies include nearby Pittsburgh and Cleveland, Detroit, Chattanooga, Seattle, Austin, and San Francisco. Olean may develop “green city” principles based upon its natural assets, existing industry and institutions, government structure, population base, and historic and cultural heritage.

The Green City concept is based upon sustainable community principles that include:

- A long-range and community-based planning outlook that reconciles economic growth with natural resource conservation and recognizes the limits of development when environmental enhancement is a primary goal
- Interdependence of economic, social, and environmental values
- Stewardship of the natural environment
- Recognizing diversity in the economy, culture, and biological life is a strength
- Preserving and valuing cultural and historic heritage as important assets
- Equity for all citizens and involving the community in determining their future
- Cooperation among surrounding communities
- Quality community services and amenities that support diversity

Promoting and Utilizing Historical Assets

Historic preservation has become a substantial force of social, economic and aesthetic benefit to communities in New York State and across the nation. Many communities have recognized the importance of preserving the historic character of their communities and have made efforts to preserve and protect individual structures and the historically or architecturally significant neighborhoods in which they exist. The historic resources in the City of Olean include the post office, the library, the armory, and the Oak Hill Park residential neighborhood.

Becoming knowledgeable about its historic and archaeological resources helps a community to identify and understand the economic, geographic, environmental, social, and cultural forces that shaped its development. The city’s historic resources—both listed and not yet listed—also have tremendous potential to assist in the continued revitalization of the City’s downtown. One of the first steps in this process is to identify any recognized or potential historic resources that are located within the city.

STRATEGY	GOALS AND OBJECTIVES	LEADERSHIP/LEGAL ACTIONS	EXISTING/PROPOSED PROGRAMS	CAPITAL PROJECTS
The elements of the vision discussed in this section have a longer development horizon. They represent new initiatives for the City and will require significant discussions with potential public and private partners regarding appropriate goals and objectives, as well as identifying new resources.	<i>NEW DIRECTIONS GOAL: EMBARK UPON AN ORGANIZED DISCUSSION AND REVIEW OF OPPORTUNITIES OFFERED BY UNDERUTILIZED ASSETS</i> <i>Objectives</i> a. Convene a forum or roundtable with the medical and health services community to explore future directions and strategies for expanding	1. Follow through on convening roundtable discussions to review longer term options. 2. Initiate research and data gathering on initiatives that appear most promising in terms of community support and return on investment of time and	To Be Determined	To Be Determined

	<p>Olean’s role as a regional health care provider.</p> <p>b. Develop a partnership with the new gerontology program at St. Bonaventure University to examine assisted living concepts and study how Olean might become an attractive home for retirees and seniors.</p> <p>c. Convene a forum or roundtable with environmental advocates and community leaders regarding the Green City concept and its potential for contributing to Olean’s growth and development.</p> <p>d. Convene a forum or roundtable of community leaders and historians to explore the full potential of Olean’s history and its historical structures as contributors to community identity and character, as well as economic development in the area of tourism.</p>	<p>resources.</p> <p>3. Develop detailed action plan based upon research and available data.</p>		
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