

# Saving Our Villages

Volume 3

**A Guidebook Published for Cattaraugus County's  
Smart Development For Quality Communities Series**



**Prepared For  
The Cattaraugus County Legislature's Allegany State Park Perimeter Study**



**Prepared By  
Cattaraugus County Department of Economic Development, Planning and Tourism**

**Featuring Articles By  
Clint Bordeaux, Sheila Burrell, George Grasser, Randall Arendt and Richard Swist**

December 30, 2004  
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2004

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\*\*Conceived, produced and edited this guidebook on Saving Our Villages, Volume 4 of Cattaraugus County's Smart Development for Quality Communities Guidebook Series.

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Front Cover Photos: Top L-R: Open Air Concert at Holiday Valley with the Buffalo Philharmonic Orchestra; Ellicottville Village Hall (both photos by Cattaraugus County Department of Economic Development, Planning & Tourism). Bottom L-R: Village of Randolph with SUNY Buffalo Architecture students (photo by Jack Berger); Village of Franklinville (photo by Terry Martin).



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December 30, 2004

Community Leaders and Citizens  
13 Villages in Cattaraugus County, New York

Dear Colleagues:

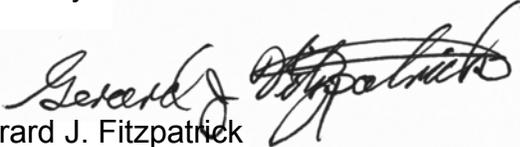
This Guidebook, Saving Our Villages, is the third volume of Cattaraugus County's Smart Development for Quality Communities Series. It presents new ideas that can be used to revitalize and promote the 13 villages in our County.

Cattaraugus County is a beautiful community with 83,955 people in 32 towns, 13 villages and two cities. These communities are located on the western end of New York State between Buffalo and Bradford, Pennsylvania. They offer a diversity of ethnic communities and rural and urban lifestyles. This Guidebook shows village stakeholders and investors how to develop and prosper without damaging community character or rural ambiance.

Many new ideas are presented in this guidebook, and include design and business development solutions for villages, and the proposal to promote selected villages as staging areas for regional trails (especially for snowmobilers and equestrians). Every effort has been made in this guidebook to motivate and assist community leaders in the task of renewal. It looks at the problems and challenges that villages face, and it offers hope for the future.

This Guidebook can be used by our villages, citizens, government agencies, investors, and the business community. It was prepared by the Cattaraugus County Department of Economic Development, Planning & Tourism. Please call 716-938-9111 x2307, or write to 303 Court Street, Little Valley, New York 14755 or visit our County's Internet Web Site at [www.cattco.org](http://www.cattco.org), for assistance. The next step is up to you.

Sincerely,

  
Gerard J. Fitzpatrick  
Chairman

GJF:THM:mep

**CATTARAUGUS COUNTY'S 13 VILLAGES**

Village of Allegany  
106 East Main Street  
Allegany, NY 14706

Phone: (716) 373-1460  
Fax: (716) 373-4388

Village of Franklinville  
19 Pennsylvania Avenue  
PO Box 167  
Franklinville, NY 14737

Phone: (716) 676-3010  
Fax: (716) 676-3446

Village of Portville  
1 South Main Street  
PO Box 436  
Portville, NY 14470

Phone: (716) 933-8407  
Fax: (716) 933-4465

Village of Cattaraugus  
14 Main Street  
Cattaraugus, NY 14719

Phone: (716) 257-3661  
Fax: (716) 257-3270

Village of Gowanda  
37 East Main Street  
Gowanda, NY 14070

Phone: (716) 532-3353  
Fax: (716) 532-2938

Village of Randolph  
72 Main Street  
Randolph, NY 14772

Phone: (716) 358-9701  
Fax: (716) 358-5572

Village of Delevan  
85 South Main Street  
PO Box 216  
Delevan, NY 14042

Phone: (716) 492-1424  
Fax: (716) 492-0729

Village of Limestone  
641 Main Street  
PO Box 88  
Limestone, NY 14753

Phone: (716) 925-8508  
Fax: (716) 925-7571

Village of South Dayton  
17 Park Street  
PO Box 269  
South Dayton, NY 14138

Phone: (716) 988-3833  
Fax: (716) 988-3833

Village of East Randolph  
72 Main Street  
Randolph, NY 14772

Phone: (716) 358-9701  
Fax: (716) 358-5572

Village of Little Valley  
103 Rock City Street  
Little Valley, NY 14755

Phone: (716) 938-9151  
Fax: (716) 938-9154

Village of Ellicottville  
1 West Washington Street  
PO Box 475  
Ellicottville, NY 14731

Phone: (716) 699-2240  
Fax: (716) 699-2334

Village of Perrysburg  
10460 Peck Hill Road  
PO Box 307  
Perrysburg, NY 14129

Phone: (716) 532-1515  
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## An Invitation To Invest In Our Rural Villages

### How to Benefit From Smart Growth and Quality Communities

By

Terry H. Martin

We have 13 villages in Cattaraugus County, New York which have a combined population of 14,797 people (17.6% of the County's total population). Many of these villages have layouts that were designed in the 1800s to meet the needs of a smaller population, horses, wagons and trains. This was before automobiles were invented and changed our way of living. Since then, progress has by-passed many villages as technology, mass marketing regional expressways and suburbs have emerged to handle high volume, fast speed societal needs.

#### A. Our Villages Have Value

Our villages have declined as a result, especially since the mid-century mark. Many original downtown areas have become somewhat neglected. Vacant storefronts, deteriorating but beautiful red brick buildings, and fewer businesses remain, surrounded by neighborhoods that are now dominated by automobiles.

Our villages still have enormous value, however, and we are finding that they are being rediscovered because of new trends in Smart Growth, New Urbanism, and Quality Communities. These 13 villages are becoming a vital part of Cattaraugus County's regional marketing and outreach efforts. You are invited to explore the by-ways of Cattaraugus County and to invest in its 13 special villages (see Exhibit No. 1 for our location in the region).

#### Exhibit No. 1

##### Map of Regional Location of Cattaraugus County, New York



Villages are the products of previous investments that were made with hard work by our parents, grandparents, and great grandparents. It is their gift to us. Our villages have a sense of place and history, existing water and sewer systems, tree-lined streets, clustered land uses in downtown areas, close-knit old houses in surrounding neighborhoods, nearby parks, and until recently, schools (which are now being moved outside of villages in order to serve the needs of consolidated school districts).

#### B. We Have A New Planning Process

This guidebook, "Saving Our Villages" is the third volume in Cattaraugus County's Smart Development for Quality Communities guidebook series. It presents what we have learned about villages as we began our journey into the 21<sup>st</sup> Century. Our work has included giving training and technical assistance to community leaders, and developing a county-level vision to coordinate our work. We also began developing demonstration projects and case studies so that we could build our capabilities and get some results to evaluate. This guidebook reports on our work to date.

Beginning in the early 1990s, we wanted to take the County's pulse and lay a "grass-roots" foundation for a new comprehensive plan for this new Century. The County's Planning board and department have since then conducted a variety of community forums, focus groups, surveys and economic strategy studies which have been published and distributed widely.<sup>i</sup>

Cattaraugus County's overall planning process was described in 1992 as follows:<sup>ii</sup>

*"The planning process, like the development process must deal with actual people and circumstances. Sometimes the process takes a long time. In Cattaraugus County, the comprehensive county planning process started strong in the 1960's and 1970's..."*

*As of 1991, (the comprehensive Land Use Plan) is in serious need of updating. A new planning process is needed to reflect the special circumstances of the 1990's. A new legislative commitment is also needed to give it legitimacy..."*

## Smart Development for Quality Communities

In order to prepare a plan for the 21<sup>st</sup> Century, we had to take a new look at land use changes and patterns in Cattaraugus County. Our 1996 Local Land Use and Infrastructure Study defined the situation as follows:<sup>iii</sup>

*“...Uncontrolled and uncoordinated development is already slowly scattering itself across the rural landscape of Cattaraugus County. Local officials are losing control as the rate of change increases. County-wide, people are building large and small projects in a hodge-podge of locations. They are demanding increased services such as police and fire protection, schools, utilities, and highway improvement and maintenance. The need for water and sewer systems to replace wells and septic systems is also growing, especially in areas of fast growth.*

*“In addition to losing control over its land, the county and its municipalities pay the price for this sprawl and poorly designed urbanization through higher taxes and over-extended services. Increasingly complex problems include environmental violations, strip development along county and town highways, incompatible land uses adjacent to each other, disparities in assessments, traffic congestion and dispersed populations who demand urban services.*

*“These trends, if continued uncontrolled and uncoordinated, point to extensive dispersal of urban type densities, uses, populations, technologies and traffic throughout Cattaraugus County. As these trends continue, significant problems and high costs are virtually assured....*

*“...Yet there is no overall plan or sense of direction. There is no public strategy or process for guiding land use decision making in Cattaraugus County. Problems usually become apparent after decisions have been made. The best time to influence, guide or redesign such decisions is before they are made, not after. An advisory process – a planning process – is needed to improve this type of foresight in a multiplicity of county and local cases....*

*“...Cattaraugus County government thereby of necessity must deal with multiple objectives. One of those objectives is to protect Cattaraugus County for future generations. Another objective is to promote development now in order to create jobs for residents and to increase the tax base (and thereby spread the tax burden over a wider range of diverse landowners). These two county objectives are often in apparent conflict, and without a strong planning function, this conflict does not get resolved....*

*“...By attracting developers, investors, and housing*

*into already urbanized corridors, villages, and cities, and close to major intersections, the whole county benefits. It helps protect the rural area while allowing development to blossom in urban nodes and enclaves. These high density areas in turn generate jobs, multiplier effects, and population movements that protect as well as benefit the rural areas of Cattaraugus County....*

*“...This type of coordinated and balanced policy does not happen spontaneously or automatically. A comprehensive, continuous planning process is needed to deal daily with the multiplicity of people, firms, agencies and governments who are actively developing numerous sites in locations scattered throughout Cattaraugus County. There virtually is no other way to influence trends for the better.*

*The desire is to bring about for the 21<sup>st</sup> Century, the vision of Cattaraugus County presented here, which protects the county’s endowments for all future generations....”*

### C. The County Has A Vision

In the early 1990s, the County Planning Board, and the Department of Economic Development, Planning and Tourism, began the task of defining a vision. In 2001, the County defined its approach to the future as follows:<sup>iv</sup>

*“The future of Cattaraugus County is open-ended. As its population grows over the course of the 21<sup>st</sup> Century, the county will need to attract new jobs and protect its rural character and natural environment.*

*The 21<sup>st</sup> Century can be full of promise, opportunity and natural, scenic beauty if people and businesses support a public, comprehensive planning process. This can be accomplished by guiding growth with a coordinated vision of the future, and by providing technical services. This guidebook is advisory in nature, and offers a basic starting point by creating a community vision for Cattaraugus County....*

*“...Instead of a top down leadership approach that imposes its will on communities, Cattaraugus County is using a “bottom-up” planning approach for this new century. This approach is guided by a vision that was created with community participation....*

*“...At each point in this extended process (1991-2001), community leaders received training, digested new information, and played a direct role in shaping elements for a vision of Cattaraugus County’s future. For example, in 2001, this training was provided to approximately 60 community leaders by Randall Arendt. The Cattaraugus County*

*Legislature made the necessary commitments to sponsor this visioning process. The County Planning Board announced in 1993 that, "This approach is unique in that it turns all of Cattaraugus County into a 'think tank'. It adds brain power to local Home Rule power...."*



**Dr. Terry H. Martin**  
*Policy Planning and Analysis*

In 2001, this process produced two "vision" guidebooks, which were widely distributed. In 2002, Cattaraugus County received the Governor's first ever Quality Communities Award for Excellence for these two guidebooks, creating the cornerstone of Cattaraugus County's Smart Development for Quality Communities guidebook series. In 2004, as a major milestone, these visioning guidebooks were adopted as official land use advisory policy by the Cattaraugus County Legislature.

These guidebooks are: Volume 1 – Elements of a Countywide Vision (June 2001, by Terry H. Martin and The Saratoga Associates) and Volume 2 – A Design Guidebook for Towns and Villages in Cattaraugus County, New York (April 2001, by Randall Arendt and the Natural Lands Trust). For a summary of Cattaraugus County's adopted vision, see Exhibit No. 2. For a summary of these two guidebooks, see Appendix No. 1 or go to [www.cattco.org](http://www.cattco.org) and click on Advance Planning/Guidebooks for free copies by PDF download. For a list of all seven guidebooks in this series, see the inside of the back cover of this guidebook.

The County's vision proposes a balanced development policy for the 21<sup>st</sup> Century. Of particular interest is the proposed regional transportation crossroads (the Route 219 and Interstate 86 interchange), which is expected to increase traffic volumes and the number of visitors to the communities in the vicinity of Allegany State Park, the Allegheny River, the City of Salamanca and the Seneca Nation of Indians. The vision seeks to create new jobs

and businesses in a broad area around this regional crossroads, while keeping industrial development separated from tourist-sensitive settings and attractions, and while protecting the County's village heritage and natural settings.

#### **D. We Have A New Strategy**

To accomplish this vision, the County has completed its Allegany State Park Perimeter Study, which presents an overall economic development strategy. The objective in the Perimeter Study is to encourage balanced growth by promoting twelve demonstration projects. Each project would be under local or other leadership with public-private partnerships and technical assistance coming from county, regional and state levels.

The proposed demonstration projects include but are not limited to the Ashford Business and Education Park, Ellicottville Business Park, Ellicottville Tourism and Performing Arts Center, Railyard Industrial Park in Salamanca, the Limestone Visitor Center, the expansion of the Onoville Marina, and new design solutions and economic proposals for the Villages of Limestone, Randolph, Little Valley and Franklinville. These demonstration villages will benefit from regional marketing campaigns during the next 5-10 years.

The "Zone of Influence" around this state park is large. It encompasses the north-south Route 219 Corridor, the Ellicottville ski resort, the east-west I-86 Corridor, the City of Salamanca, the START trail, and the villages and communities that are located around Allegany State Park.

The natural beauty of Allegany State Park is a strong pull for tourists, attracting 1.4 million visitors per year. The Park's 65,000 acres, the majority of which is primitive woodland, make it the largest in the New York State Park system and the third largest State Park in the country. The Ellicottville resort community also attracts 600,000 people in all four seasons. Most of these two million visitors travel from outside the region – the vast majority making this journey by traveling through the Zone of Influence and its many communities.

The impact of these assets on the County's economic well being is significant. Consultants estimate that more than 2,400 new jobs would be created by the twelve demonstration projects by 2025 if a coordinated effort is made, and the Route 219 freeway is constructed (the decision to build the freeway was announced by state and federal highway agencies in September 2003). In addition, for the longer term (25+ years), concept plans have been proposed for improving the roads and gateway entrances into Allegany State Park, from the community side of the planning process.

Exhibit No. 2

**A Vision Framework For Cattaraugus County, New York (2001)**

Cattaraugus County has one overarching goal and vision. It is to achieve a balance between rural and urban development trends. This balance is needed in order to protect Cattaraugus County for future generations:

- As a place where people want to live, work, raise their children, retire and invest their earnings and futures.
- As a community of diverse interests and attractions during the four seasons of the year, with a clean environment, creating a sense of excitement and a sense of place and identity.
- As an attractive business setting, drawing people and commerce from a multi-state area and from the global economy, thereby bringing new income into Cattaraugus County and creating jobs, business opportunities, and hope for the future.
- As an attractive community of mixed land uses, rural and urban, productively deployed and working cooperatively (rather than in constant conflict) for the benefit of residents, property owners, business interests, visitors, and the local tax base.

This vision is wholesome, healthy, and robust with opportunities. It portrays a rural community that is blessed not only with great natural endowments, but also by wise decision making and planning. It satisfies diverse interests within Cattaraugus County. It is not easy to give one interest special treatment without affecting or even hurting other interests. A balance is needed.

This vision would encourage new development, but in controlled directions and densities. Growth would continue, but with principles and guidelines. Locations would be selected based on density limits established in carefully designed plans, negotiations, and zoning ordinances.

Of particular interest to a balanced growth policy are techniques that cluster land uses together, preserve open space, exert controls over highway frontage development, separate incompatible uses from each other, prevent environmental problems, coordinate locations, design better subdivisions, create trail

systems, and spread costs over time as well as over a broader base of taxpayers.

Low density residential, commercial, agricultural and recreational uses would be encouraged among the valleys, farms, woodlands, and hillsides. Higher density developments would be encouraged to locate closer to existing villages and urban services, and in the vicinity of major intersections. This would reduce the cost of improvements to roads and for extending water and sewer systems. It would protect the rural areas and open spaces of Cattaraugus County, including its farmland, scenic mountains, valleys, woodlands, and its land, air and water for future generations.

This framework is the basis for implementing the following goal from the Cattaraugus County Planning Board's report, *"Pathway to the Future – Planning for the 21<sup>st</sup> Century"* (February 26, 1992):

*"The overriding effort to achieve economic development, if done without a comprehensive concept of development and without disciplined land use planning, can destroy the quality of life and character of a rural community.*

*"On the other hand, without economic development, a community may suffer the ill effects of unemployment, decline and blight.*

*"A balance is therefore needed, Cattaraugus County is not looking for decline, nor is it seeking unbridled development that destroys an established way of life along with the environment. It is seeking instead a planned and well-balanced growth throughout the County".*

This vision is for the 21<sup>st</sup> Century.

*Approved on April 26, 2001 by the Cattaraugus County Planning Board. This vision is based on "The 1990s – A Time for New Directions," by Terry H. Martin, Ph.D., published in the county's Pathway to the Future study (1992), and reprinted in the Cattaraugus County Local Land Use and Infrastructure Study, Appendix E, (The Saratoga Associates, March 1996).*

The Perimeter Study identifies potentials for our villages in the broader “Zone of Influence” around Allegany State Park based on factors such as highways, equestrian and tourism markets, snowmobiling, and regional trail connections. This broader zone now includes the Villages of Limestone, Randolph, Little Valley, Ellicottville, and Franklinville based on these factors. Village officials were consulted about conducting preliminary case studies. The Villages of Randolph, Little Valley, and Franklinville responded and are now among the case studies that are included in this guidebook.

These villages were added to the Perimeter Study for three reasons:

- The County’s “Saving Our Villages” initiative was initiated at a Leadership Conference held by the County Planning Board at its annual meeting on June 12, 2002 at the Elkdale Country Club in Little Valley, New York, which was attended by 59 municipal, county and state representatives. The results of this initiative to date are summarized in this guidebook. This initiative added villages to the County’s economic development studies, and encouraged everyone to identify new ideas and potential markets for these villages.
- County research suggests that “equestrian” events and housing, regional tourism, snowmobiling, and multi-use trails have potential for growth in Cattaraugus County. Community leaders can benefit from a better understanding of how new potentials can offer positive returns on investments. With these growing markets, it is reasonable to suggest that this type of growth can offer new life for our villages. Little Valley and Franklinville in particular were identified as having trail and equestrian potentials.
- The County’s regional trail study (Volume 4 of the Smart Development for Quality Communities series) proposes using villages as staging areas for regional trails, by connecting these villages to nearby attractions as a means of improving the quality of life and bringing new people and money into the area.

The Perimeter Study recommends that these villages be included in future regional marketing campaigns related to the Route 219 freeway corridor, I-86, and Allegany State Park. This marketing and related recognition can also be used by the villages for their own benefit and promotions in support of village renewal, and to request other forms of assistance.

Cattaraugus County’s villages are doing some wonderful work. These proposals were developed with village participation, to encourage their continued growth, and are presented to illustrate new possibilities. As such,

they are subject to change as “Partnership Agreements” are negotiated among the stakeholders in each village over the next 5 to 10 years. Village leaders are encouraged to take a leading role in these negotiations.

### **E. The Grassroots Are Important**

This vision was shaped with help from people who came from Cattaraugus County’s 47 municipalities, which are comprised of 13 villages, 2 cities, and 32 towns (see Exhibit No. 3 for a map showing the location of our municipalities, and Exhibit No. 4 for a map of growth patterns in relation to our villages that was prepared by The Saratoga Associates.)<sup>v</sup>

A majority of the concerns expressed by participants in our studies revolved around the following two, underlying and somewhat contradictory issues:

- Keep the cost of government and land use sprawl to a minimum.
- Maintain healthy, safe communities in all sections of Cattaraugus County.

By renewing our 13 villages, we are being responsive to these community concerns. The following summary (which is relevant to village revitalization) is based on our community forums, showing what people were thinking at the close of the last Century.<sup>vi</sup>

### **A Better Planning Process Is Needed**

- Recognize that change is inevitable, and continuous, and that it needs to be guided and nurtured (instead of crisis management).
- Empower local and county governments by giving them improved tools for self-determination to chart their own community’s future.
- Use a longer time horizon for planning. The County should publish a 10, 20 year or more time horizon in its long range planning so everyone can feel secure in making their own development and investment choices. No one likes surprises – especially those that hurt investments and capital improvements.
- Give continuity to the planning and development process beyond election cycles (discontinuity can kill projects and often does), by using comprehensive planning procedures more aggressively.
- Coordinate planning efforts for water and sewer services, and for industrial, housing, commercial, and open space development.
- Prevent urban sprawl and strip development - it raises costs and destroys the environment. It is unsightly.



## Smart Development for Quality Communities

- Communicate frequently between local and County planning, not just when a problem arises.
- Use a bottom up process. People do not want state and county agencies forcing plans and projects into their communities.

### Community Values Need to Be Protected

- Keep the rural flavor and atmosphere that brought people to Cattaraugus County in the first place. These are major assets.
- Maintain the county's land base and its natural resources, which are our only assets that will last indefinitely. This includes Zoar Valley, a pristine wilderness in the Cattaraugus Creek Watershed. If we destroy those assets, we destroy our future.
- Provide pleasant, safe communities countywide for people seeking an outdoor-oriented, family based rural life style. This sentiment is very popular and widespread in Cattaraugus County.

### Economic Growth Is Essential

- Provide economic growth by creating a supportive environment for developing a variety of diversified business enterprises in all sections of Cattaraugus County. This is the secret to future viability.
- Develop better access to all areas and resources including tourism destinations as well as resource extraction (gravel, minerals, timber).
- Maintain and develop a "four-season" economy, including Winter and Summer tourism, cultural and other attractions, to stabilize the local economy.
- Install a signage system of local destination symbols – color coded to guide tourists and visitors to special attractions and shopping areas within the County.
- Develop County tourist destinations, trails and parks to promote tourism and open space preservation.
- Preserve the natural beauty of the Allegheny River, which is a 50-mile corridor through Cattaraugus County, and develop the River for recreational and tourism purposes.
- Provide strategies and new support for improving communities that serve as major "gateways" to Allegany State Park or that are located in the "Zone of Influence" around the park.

### Quality Services Are Expected

- Improve physical and planning studies so that local officials understand factually what changes are affecting our population, economy and environment.
- Create a new and stronger capacity to look at new development proposals, and based on good data and analysis, be able to say, "This doesn't make any sense", or "We can count on the following benefits".

- Prepare land use plans for County roads (Routes 16, 219, 62) and projections for phasing in water and sewer systems in our county's urban growth areas.
- Provide technical assistance – More effective zoning and planning boards are needed, which requires better education for community officials.
- Provide technical assistance services so that local officials are better able to review and control the design of subdivisions (but we don't want more County bureaucracy and red tape in the process).
- Enforce existing health and environmental codes in a sensitive, consistent manner. Link enforcement to technical assistance and local training services.

### Our Villages Need Help

- Improve tree-planting programs for our villages.
- Designate and promote the Village of Limestone as a new "gateway" from Pennsylvania to New York State, with a new, all season entrance road into Allegany State Park, and ask appropriate agencies to plan accordingly.
- Initiate a strategy to renew our 13 villages, most of which have suffered due to business closures, new malls that siphon off business, negative changes in population, and new expressways. Our villages are significant, existing assets that need to be maintained. Like business retention and renewal, we need village retention and renewal.

### F. Villages Can Reduce Sprawl

Visioning is just a beginning step. A vision can be used to show how village renewal can reduce sprawl, but it takes numerous ingredients and years of dedicated work to achieve successful results. Renewal does not happen automatically, nor does it happen overnight. Once started, the job never ends.

In most cases, the real issue is not only deciding what to do and how to do it, but how to sustain the process at the local level and encourage people for the long haul. This type of renewal work requires strong leadership, a compelling need, public and private sector cooperation, good planning, adequate time and resources, and successful results to build momentum.

There is another ingredient, what might be called the "hidden dimension" behind local revitalization efforts. It is technical assistance from county, regional, state and federal agencies. These services can be considered "hidden" because they are reliably available, routine, and seldom grab attention. Most people are unaware of these ongoing support services, which are necessary to help sustain local revitalization initiatives in New York State.

## Smart Development for Quality Communities

For example, there are 47 municipalities in Cattaraugus County. Each community is at a different point in its evolution, but each year it is predictable that some of those communities will face special problems and opportunities, and the need for technical assistance.

As leaders in different communities at different times become ready to take the initiative and decide to revitalize a main street, a neighborhood, a downtown, or a waterfront, they often seek help. This assistance – credible, competent, and available from one year to the next – is crucial and helps communities maintain their efforts as they face enormous needs at the local level. It simply is not feasible in every community every year, on every issue, to hire expensive consultants and attorneys to come up with new ideas and figure out what to do.

It is our hope, that this guidebook will serve as a valuable reference for ideas on renewing villages to reduce sprawl. We also want to motivate stakeholders to support village renewal.

With a new vision of the future in place, we are facing a transition from strategy into action. Our Perimeter Study strategy recommends that community stakeholders be owners of the process and new ideas, many of which are described in this guidebook. There are many other ideas in our villages that also need to be explored with community support, and then developed for action.

Our work ranges from immediate actions to long-range actions. An example of an immediate action is bringing a community tree program into a village. This step is being accomplished at this time by David Swaciak of Cornell Cooperative Extension in Ellicottville, New York (e-mail address: [dws8@cornell.edu](mailto:dws8@cornell.edu)). Long-range actions include advance planning work such as the proposal to create a new, all season entrance road into Allegany State Park from the Village of Limestone and the idea to make Limestone a special “gateway” into New York from Pennsylvania, proposed by The Saratoga Associates (see Appendix No. 1 for details on both of these proposals).

In order to move from a strategy into multiple action steps, the consultants and staff for Cattaraugus County developed twelve clusters of demonstration projects in its Perimeter Study, and recommended that Cattaraugus County’s 13 villages be marketed to the broader region as an economic development objective. Randolph, Little Valley, and Franklinville are the initial proposed demonstrations or case studies for villages, to illustrate new potentials. The time horizon is the next 20 years.

We want the people and businesses who reside in our villages to prosper. By favoring our existing villages as centers of new growth, and using villages as staging

areas for a regional trails network, we are also fulfilling the County’s vision which aims to slow sprawl by concentrating people and economic activities around existing infrastructure. Rural villages in Cattaraugus County already exist and have been home to many generations of families. The balanced growth policy takes a new look at villages as the place for new growth instead of on prime farmland, open space “greenfields”, and rolling hillsides.

This is a cutting edge concept, which looks at our villages as a vital part of distributed infrastructure in the region’s future. Villages can attract growth away from the dynamics of sprawl. The task is complex, but we have started the process.

Welcome to Cattaraugus County and its villages.



**Park Square, Franklinville, New York**

*NOTE: Terry H. Martin received his Ph.D. from the SUNY/Buffalo School of Management. He worked in Washington, D.C. for three years and western New York for 27 years (18 years as Chief Planner for Cattaraugus County and manager on the freeway and state park perimeter projects). He served on two statewide advisory committees for SEQRA cumulative impacts and Quality Communities respectively, and is the region’s former Director for the Western New York Section of the American Planning Association. In 2002, he received, from the American Planning Association, the Distinguished Leadership Award for Professional Planner, Upstate New York.*

<sup>i</sup> Volume 1, Elements of A Countywide Vision, Smart Development for Quality Communities guidebook series, Cattaraugus County (June 03, 2001, pages 1-9).

<sup>ii</sup> Pathways to the Future – Planning for the 21<sup>st</sup> Century, Cattaraugus County (February 26, 1992, page 2).

<sup>iii</sup> Local Land Use and Infrastructure Study, Cattaraugus County (March 28, 1996, Appendix E, “The 1990’s – A Time for New Directions).

<sup>iv</sup> Volume 1, *ibid.* (pages 1-3).

<sup>v</sup> Local Land Use and Infrastructure Study, *ibid.* (page 8).

<sup>vi</sup> A Planning Agenda from the Community’s Perspective – Goals Project Phase One, Cattaraugus County (September 1995, Appendix H).

## **Franklinville Loved Its Downtown Concerts**

### **How People Once Thrived In A Rural Village**

**By**

**Clint Bordeaux**

When I look back at my life, I also see my village's history. I was born in the Village of Franklinville 92 years ago in 1912. I have seen our village grow in the 1920s, struggle through the Great Depression in the 1930s, decline during World War II, and then begin rebounding again as it is today. I have shared wonderful moments here with my family, neighbors, friends, business associates, Masonic brothers, and fellow Christians. I cherish those moments.

This village has been my home since 1912. I helped my close knit family, and have been a lifetime member of the Episcopal Church and local Masonic Lodge where I helped re-build three buildings that burned down on Park Square. I worked at the Ontario Knife Factory and played in the village band in downtown Park Square. Although my wife Rose and I lived for a while in Florida, we moved back to Franklinville every year from May to October. Then we decided to stay home and moved back permanently. The best of all was being married for 51 years to Rose Bordeaux, my dearly beloved wife who passed away on November 8, 2003. We had a wonderful life together.

#### **A. A Recent Visit to A Favorite Place**

Recently, I spent some time visiting our downtown park (see photo of Park Square from the 1970s). This visit brought back memories of the people and music that I knew since the early 1920s, more than 80 years ago.



*Park Square in Franklinville, New York  
Photo courtesy of Village Hall*

I was quite pleased at how the village has improved the park by persuading the state to put red bricks along

Route 16 within the village downtown Historic District, and the utility companies to remove telephone poles, put overhead wires underground and restore the old style street lamps around the park. The Village has also protected the park's appearance by removing old spruce trees and keeping the stately maples. In the 1920s, the park had tall, beautiful Elm trees, which later had to be removed because of Elm disease.

Our downtown Park Square was once crowded with people and shops. Our village was booming for many decades until World War II when times began to change. I remember horses and wagons up into the 1920s. The reliance on horses can be seen in the accompanying advertisement that village businesses published in 1914. That was the same year when my older brother Bill Bordeaux, at eight years old, walked downtown with his friends to watch work crews laying red bricks around Park Square. The workers gave them tar to chew.

People began using automobiles and trucks in the 1920s. Muddy streets and roads were soon paved, many with bricks. People walked everywhere, or used bicycles, horses, wagons, automobiles, and trucks. They were good neighbors, friendly, and physically active. Radio and telephones were new miracles.

Almost everything we needed was in the village and our park was at the center of it all. We had things to do around the park in all four seasons. There was an active Opera House and theater (now called Morgan Hall), and the Globe Hotel, which has since burned down. There were always people downtown enjoying the activity.

Within one block of the park I remember department stores, a five and dime store, a music store, barber shops, beauty shops, a newspaper printing press, a cigar store, the village's telephone exchange with our switchboard operator Vinny Kingsbury, restaurants and bars, an ice cream parlor, grocery stores, insurance companies, drug stores, hardware stores, jewelry shops, a shoemaker, a bank, a bakery shop, livery stables, leather and harness makers, a machine shop, the fire hall, the Masonic Lodge, the Odd Fellows building, and the Franklinville Men's Club in the Perley Building which was a forerunner of today's Chamber of Commerce. It had tables for cards, billiards, and pool, a meeting room, and weekly contract bridge tournaments.

A fountain in the center of the park had a statue of a youth spraying water from a trumpet over the rims of basins into a pool below. It added a sense of joy and triumph to our little village.

On Route 16 and streets leading into Park Square, we had churches, schools, five doctors, two dentists, four attorneys, clothing stores, five auto sales with repair shops, gas stations with attendants, two furniture stores, two funeral homes, and beautiful old homes.

Further out along the edge of the village, trains served factories, warehouses, a sawmill, an agricultural supply store, farms, and the Ontario Knife Company where my father Alfred "Allie" Bordeaux, worked from 1910 to the early 1950s. I got a job there in 1929 and so did my brother Bill and our younger sister, Jean in 1954. The Bordeaux's worked a total of 189 years at the knife factory before retiring. Our older sister, Viola, married a Judge in Binghamton who also was a dairy farmer.

As youngsters, we had many choices in our village. At noon, we walked home from school to eat lunch with our parents. After school we would do chores, study, play, run errands, and visit friends who lived in nearby neighborhoods. We shopped and got haircuts in the village. We walked to local grocery stores. Milk was delivered to our front door every morning. The village's doctors made house calls. Wagons delivered blocks of ice for our "iceboxes". Later, trucks replaced wagons, and then electric refrigerators replaced iceboxes.

My brother and I played what we called "Barney Ball" baseball games. We used a cut-off broom handle and a rubber ball whenever eight or ten boys could get together. It wasn't a full line-up, but we had a lot of fun. Our imaginary ball diamond was in the middle of Green Street, and first base was a tree.

As children, we never got bored in Franklinville. There were always things to do outside in the backyard, the neighborhood, at school, on the playgrounds and ball fields, fishing along Ischua Creek, in our churches, at neighborhood stores, and around our downtown park during Saturday night concerts.

In 1924, when I was in the seventh grade, my father bought me two saxophones. One was a soprano sax, and the other was an alto sax. He also arranged for me to take lessons from Umberto Clavelli who worked with him at the knife factory. I started high school in 1926 and within one year I was playing saxophone in the Ten Broeck Academy Orchestra.

A new high school building was constructed beginning when I was in the eighth grade. It was a big change for teachers and students. During construction we attended classes in Morgan Hall's theater, and in the music store.

We were quite pleased to go to classes in the new building. I graduated in 1929 as class valedictorian and had especially enjoyed history, chemistry and music.

After graduating from high school, Bill and I played baseball in the village on weekends with the Buffalo News Suburban Leagues. We also got jobs at the knife factory. I worked there for 45 years, starting as office boy and becoming a company executive in 1934. Over the years, I ran purchasing, invoices, catalog sales, shipping and receiving, and complaints. I became one of six stockholders in 1954 who owned the knife factory. At the time, it was a privately owned company.

Eventually we all owned homes in the village. Later, I built a white ranch house on Kingsbury Hill Road overlooking the village and golf course. Today I am retired and live back in the village on Green Street. It's a good place to live.

My family loved the village and their neighbors. We never imagined in those days that someday suburbs, large malls and discount stores, television sets, computers, overnight deliveries, regional expressways, and commerce over a worldwide Internet would cause our village downtown to decline and become almost obsolete. I know that we cannot bring the past back, but I believe that children in the future will continue to love our village as it grows anew.

I want our village to have children and families with choices and jobs as they grow up. Today, my monthly highlights are visits from the children, grandchildren and great grandchildren of my older sister Viola, and brother Bill. Today, although my 37 nieces and nephews do not live in Franklinville, they love the village and visit every year. If we had new opportunities in this village, I believe more would stay or, when they retired, move back to Franklinville.

## **B. Local Businesses Gave Us Music**

I remember the village had great music which filled the village center. We had a group of 25 to 30 musicians who played music in our village. Our downtown concerts were held once a week on Saturday nights in Park Square from May to Labor Day. I played during the band's best years, the 1920s and 1930s.

Walter Burritt moved his Empire Cutlery Company from Allegany to Franklinville in 1904 to merge with the Ontario Knife Company. He then created the village band with the downtown merchants. We called it the "OK" Band. They raised \$1,000 each year for these summer concerts. The village, merchants and the knife company donated annually to the fund, and each musician was paid out of the fund for playing in the concerts. The knife factory also paid for the music and

uniforms. Umberto Clavelli, a musician who worked at the knife factory, became the band’s founding director. Walter was a good friend of my father. They did many projects over the years. They knew people in all corners of the region. But that’s a story for another time and place. I am sure that people would be surprised if they only knew the full story of their community’s history. Much local history goes untold and is lost.

There was usually a crowd as people gathered around the park to listen to the “OK” Band. People would arrive early to get in front of the bandstand. During performances, people stood in the park and on the red brick pavement around the park. They parked their cars along Route 16, on Chestnut and Pine Streets, and behind the stores. The sidewalks were so crowded that people often had to walk on the roads.

The band played old time favorites from World War I and from the 1920s. We also played ragtime, musical hits from Broadway, operettas, and popular songs from the 1930s. John Philip Sousa’s marches were very popular. In preparation for each Saturday night concert, the band practiced once a week in an upstairs room of the Farnham Building, above the Farnham Insurance Company. The Post Office was located right around the corner on Route 16 in the same building at the intersection of Chestnut Street and Route 16.

Every Saturday afternoon, volunteers would construct a temporary stage in the southwest corner of the park for the evening’s concert. On stage, we faced east looking past Morgan Hall up Chestnut Street with our backs to Route 16. This makeshift stage was located with its back to the watering trough used by horses at the edge of the park on Route 16. This watering trough became a curiosity item after automobiles and trucks had replaced horses. Eventually it was removed but can still be seen in old photographs at the Miner’s Cabin.

The stage was constructed by placing large wooden planks over wooden horses. After each show, it was dismantled and put in storage. This is still a good idea today because it would allow us to use our park for big events and still leave it uncluttered during the other times when there are no activities in the park.

There were problems, yet we enjoyed our downtown. During the Great Depression in the 1930s, people had little money and would stay in the park listening to the concerts instead of shopping in nearby stores like they had in the 1920s. As the Depression deepened, merchants lost business and had to discontinue donating money to the annual fund. The knife company picked up the slack. Many of the surviving merchants began to close their shops during concerts and walk over to the park to join the audience. It was refreshing to see people enjoying themselves during those difficult years.

Our uniforms changed during my time with the band. Early on we were given white shirts and white pants. Later, we had a brown uniform that was made of heavy wool and was hot to wear. Then, in the late 1930s, we bought two-tone outfits with blue jackets and blue-grey pants. They were good looking and comfortable.

I still remember the band members and our hot musical sessions. Many members of the band were immigrants from Europe from the early 1900s, and they became valued citizens, dedicated workers, and good musicians. Umberto Clavelli had taught most of them how to play or improve their musical skills. He played all of the instruments and was a good teacher. Umberto was always looking for new musicians for the band and his lessons improved my skills.

When Umberto finally took a job as a music teacher and moved away, Tony Pass became our new bandleader. He was an accomplished musician and did a good job. Tony was friendly and fun to be around. He had immigrated to Franklinville from Greece, and later, at the end of World War II, he returned to Greece.

The following people played in the band with me between 1929 and 1941. They all worked at the Ontario Knife Company and were from my father’s generation. Most were much older than me. They are (including me):

Gaffuri Abramo	Flute
Stewart Babbit	Cornet
Bob Chrestensen	Snare Drums
Umberto Clavelli	Band Leader
Hank Cooley	Saxophone (baritone)
Clint Bordeaux	Saxophone (alto)
Joe Galoti	Tuba (alto)
Ernie Greaves	Saxophone (tenor)
Bill Hansen	Tuba
Don Hitchcock	Horn (baritone)
Ernie Hotchkiss	Snare Drums
Jim Maffei	Big Horn (bass)
John Maffei	Saxophone (alto)
Pete Maffei	Small Horn (baritone)
Rudolph Maffei	Clarinet
Lew Maffei	Tuba (alto)
“Two Horn” Metzler	Clarinet, Saxophone (played both at same time)
Tony Pass	Cornet (replaced Umberto)
Earl Paynter	Cornet
Lyle Warner	Cornet
Lew Williams	Drums & Cymbals
Harold Willis	Trombone
Mr. Willis (Harold’s father)	Bass Drum & Cymbals

My best friends in the band were John Maffei, Lew Williams, Bob Chrestensen, and Ernie Hotchkiss. I was the “baby” of the band because everyone was older than me. It seemed like I was always the youngest person

whether I was playing baseball, at work, in the band, or even at home where I had an older sister and brother. I had my own ideas of how to do things, but being the younger person also taught me how to follow orders. Later in the Army in Europe, I finally came of age and became the “Old Man”. At the age of 30 years, I was put in charge of men in their teens and twenties. Today, I rather enjoy being an elder in the village, although I am still getting used to being called, “Mr. Bordeaux”. I am more accustomed to my family nickname, “Pug”.

Some history is not in the records, which is the case for the 1920s and 1930s when a loosely organized musical group in Franklinville kept us busy. Over the years, we would take free-lance jobs separate from the school orchestra and separate from the “OK” Band. No one objected to us playing at these extra events, so we explored our craft with different audiences, met interesting people, and earned money.

About ten of us from Franklinville played music during Prohibition before it ended in 1932. We played at the Knights of Columbus Hall on North Union Street in the City of Olean. Everyone had a good time for those dry times (some dancers somehow were still able to “wet their whistles”). We were paid \$15.00 a night per musician, which was a lot of money in those days.

In 1930, the Ten Broeck Academy had hired a new music teacher, Evonne Barber, who had beautiful blond hair. She turned everyone’s heads when she walked into a room or went shopping at the stores in downtown Park Square. She also had a strong interest in dance music. That summer, she wanted to play an evening gig at a Sunset Bay dance hall, and needed a sax player. Apparently the fellows with the school band that I had played music with in previous years told her about me. One day she walked from the school over to the knife factory where I worked and asked me to play sax in her band.

Evonne looked just like Jean Harlowe, the movie star. People at the office gathered around to see the “blond bombshell” who had come to see me. In spite of this embarrassing moment, I agreed to play sax in her band.

Evonne organized a ten-piece orchestra for the Sunset Bay gig. She had three singers, Shirley Crosman, Dapheny Simpson, and Dot Evans, backed up by trumpet, trombone, saxophone, clarinet, violin, and snare drums. On the big evening, Evonne and the singers got in my car and I drove to Sunset Bay followed by the other musicians.

The people had a lot of fun walking on the beach and dancing that evening next to Lake Erie with its summer breezes. We decided, however, never to return to Sunset Bay because the owner of the dance hall had

surprised us after we closed the show at three in the morning with a full crowd. He said he couldn’t pay much for a long night of playing music. He claimed that he could only pay a percentage for those dancing on one side of the dance floor. He hadn’t mentioned this ahead of time. In looking back, he cut his costs at our expense and we were shortchanged after the fact. We learned an important lesson, which is to work out agreements before shows, not after. We drove home, arriving back in Franklinville near sunrise. I paid for the gas used on the trip out of my own pocket.

In the late 1920s and early 1930s, Paul Smith was the lead sax player with the Johnnie Fitzgerald Orchestra. They played gigs at a variety of dance halls and events in the Olean area. When not conducting his orchestra, Johnnie earned money playing the organ in movie theaters, which accompanied “Silent” movies until “talkies” replaced them. People soon accepted movie soundtracks and got rid of live music in movie theaters.

When I wanted to improve my “tones” on the saxophone, Paul said he could show me how to bring music out of the sax “like big, soft cotton balls”. His lessons did help and he offered me a job in a band on a cruise ship to Rio de Janeiro in Brazil. Instead of money, I would get a free trip, a room, all the food I could eat, and shore leave at exotic ports. Even though the offer was unique, I turned it down and stayed in Franklinville where I was happy. I earned regular money at the factory and had a variety of music jobs with friends.

I had other jobs as a sax player in those freewheeling days. I played several times with the Frank Comstock Orchestra in the Pavilions at Lime Lake and at Cuba Lake where people danced and held competitions. I also played at fraternity dances at Cornell University.

These extra gigs never enticed me to move away from Franklinville because it was my home. I enjoyed playing with the “OK” Band at the Saturday night concerts in Park Square. The band also had great annual picnics on Lyndon Hill Road where Case Lake now sits (our old picnic ground is now under water). We competed at card games, played baseball, cooked and ate old fashioned food. “Old timers” drank beer and talked about politics and everything else under the sun. We had a wonderful time with family and friends in the great outdoors of Ischua Valley (which is part of what is called the “Enchanted Mountains of Cattaraugus County”).

During the 1920s and 1930s, the “OK” Band played other locations as well. We were hired every year by the local Fire Department for their conventions, where we won several prizes for being the best band in those parades. We also played outdoors at the annual Rushford Labor Day Parade. Our band was paid \$200 for each of these annual events, giving us a total of

\$1,400 each year. I was popular with band members when, as unofficial treasurer who handled the money, I began to split the money equally among musicians.

### C. Our Downtown Began to Decline

After being a member of the band for twelve years, our country entered World War II. I was drafted into the U.S. Army on May 10, 1942, and served stateside for two years before being shipped overseas.

My future wife, Rose Ann Strong, and I met in Buffalo. She was a USO Volunteer with over 2,000 hours of work at the Central Station where my unit, the 712<sup>th</sup> Military Police, provided security for trains, which brought German and Italian prisoners from North Africa to Central Station on their way to internment camps. Today, the Central Station terminal building is vacant and people in Buffalo want to see it preserved. It is a fine, large historic building with many memories.

Rose was born in 1908 in Manhattan and raised in Brooklyn. As a child her family only spoke Russian at home (her mother had come to the United States from Russia at the age of 18). As a young adult, Rose visited a friend in Buffalo and stayed. When I arrived at Central Station, Rose's regular job was with the Prudential Mortgage and Loan Company in downtown Buffalo.

In Europe, I began a wonderful correspondence with Rose. Later, after I came home, we married in 1952 and shared life together for 51 years. Rose fit right in and loved the people in Franklinville. She was friendly, understanding, and a great hostess. Wherever we went, people liked Rose. She gave everyone much joy.



*Rose and Clint Bordeaux  
Engagement Day in 1950, and 25<sup>th</sup> Wedding Anniversary in 1977*

In March 1944, our unit was sent to England as part of a special cadre of military police for a new Division that would have special duties in Europe. While waiting in England, I received an offer to transfer to another unit so that I could play in a military orchestra. I said no to this

offer. After so many years of playing the saxophone, the constant pressure of the reed had loosened my front teeth and I wanted to ease up (after I stopped playing the saxophone, my teeth healed and I still have them today). I also remembered one of my friends in the "OK" Band, Jim Maffei, telling me before I went overseas that he had once served with a military band, and it had too much extra drill work. The deciding reason I said no to such an attractive offer was that I wanted to do my part with this special military cadre in Europe.

I never played with the Army orchestra. Instead, I served with Patton's Third Army and was a part of the Normandy Invasion. Once in Europe, my military police unit's special assignment was to protect the Allied Supreme Commander, General Dwight Eisenhower, and his headquarters. As the war progressed, the Allied headquarters moved around Europe and so did we. We served in the campaigns for northern France, the Rhineland, and Central Europe. I received six Service Ribbons and three Bronze Stars. Our unit also received Unit Citations for Liberating Normandy and for the Occupation of Germany.

We were not heroes. We were just ordinary guys doing a necessary job. Later, in 2002, several hundred of us ordinary guys from this part of New York State finally received individual medals for the Liberation of Normandy at a special ceremony held in Canandaigua. These special medals were issued by the French government in honor of what American troops had done. It was a very emotional day for all of us.

When the war ended I felt older and, a little wiser. It had been such a tragedy. I had never seen such destruction and conflict in my life. Terrible things had taken place in European cities among the most beautiful buildings and the greatest cultural history in the western world. Untold billions of dollars were spent on the war but we knew that the danger of Hitler's Nazi regime had to be stopped. I am glad we won and am proud of my service.

After the war, I wanted to live in peace in my village, to recover from the aftermath of the storm. The support we received from everyone in the village and nation was heartwarming. I became a newly minted veteran, resumed my job at the knife factory, rejoined my community, and set out to help wherever I could.

I have sought to help our community by raising money for charities through the Masonic Lodge in Franklinville, which I had joined in 1935 (our lodge has meeting minutes going back to 1809). Since then, we have raised money for twenty-two Shriners' Burn Treatment Centers in the United States, Canada and Mexico. In 1940, after a fire burned three buildings in the village where the DeLynns' Gallery and Studios is located today (on the westside of Route 16 across from Park Square),

our lodge bought the burned out land and rebuilt the buildings. I served on that building committee as a trustee of the lodge and we built to very high quality standards. The new building shows this quality today. If we had not done this there would be a large, vacant gap today in the circle of buildings around Park Square.

Nationally, the Masons give over a million dollars to various charities every day. Most recently, in 2004, our Franklinville lodge dissolved and, as its final act, donated \$37,500 to the local community for the Franklinville and Machias libraries and ambulance funds, the Village of Franklinville, and the Ischua Valley Historical Society. This service is my way of expressing appreciation for what we have in America.

One memory stands out as I look back at my return from Europe. The village had built a permanent bandstand in the park to replace the temporary stage. The advocates for a permanent bandstand had noble intentions to keep the concert-in-the-park tradition alive. But times had changed. With the war, the "OK" Band lost members and was eventually disbanded. The new bandstand sat unused most of the time. The concrete block construction was controversial, so people called it "Fort Roberts" after the village trustee and onetime Mayor who had led the effort to build it in the first place.

This new structure in the middle of the park was so ugly it distracted people as they traveled through the village or looked across the park. I had seen world famous parks in London and Paris that, although damaged, were still beautiful. I could not understand why anyone would want to put something so ugly in the center of our downtown park. It was a relief when the village tore it out in the early 1950s. They restored the park to its original condition, except for the water fountain, which had also been removed and put in storage somewhere. If possible, it should be restored.

I urge village leaders today to think twice before they ever build another "permanent" structure in the middle of our downtown park. We should learn from the lessons of our local history. We want to keep Park Square as beautiful and uncluttered as possible.

The war had changed everything. Everyone in our village was caught up in what we called "progress". We were looking for a better future with home appliances, favorite television programs, martinis at the evening cocktail hour, new automobiles, miracle medicines and paid vacations. I bought my first Buick in 1949. Life got better and our village and surrounding town began to attract people who were moving away from big cities, seeking a rural place to live (as can be seen in the accompanying advertisement from 1962 saying that "Progress" was Franklinville's purpose). The attractions of Franklinville can only get better if our elected officials

continue to make the right decisions. The recent improvements to Park Square give me hope.

We didn't know in the late 1940s and 1950s that our village downtown had started a slow decline. The first sign of the change was that the "OK" Band didn't play anymore. Another sign was businesses slowly closing or moving out of downtown. Today, with hindsight, we can see it clearly. Over the years, we have grown used to deterioration in the downtown even as we focused on the new things that were happening.

Most people, including me, now go to shopping malls, large outlet stores and restaurants in Olean and elsewhere. Many people also shop by mail, FedEx, UPS or over the Internet. Our children and grandchildren now move away to school and in search of jobs. Their parents drive to other communities for jobs. There are fewer stores and businesses around the park. These changes are testing us because no one seems to know how to help the downtown. Although we can't go back to the way things were, I believe that everyone still wants our village and its downtown to survive. People want to be a part of a thriving community.

#### **D. This Village Is Growing With New Ideas**

We need to attract people back into the village with new opportunities. I applaud the village and town for their new efforts to improve the village. In addition to making improvements around Park Square, over forty volunteers are helping the village and town to rebuild buildings on Park Square, open new businesses, build trails from downtown out to Case Lake, and promote an equestrian lifestyle. The Chamber of Commerce is very active in implementing these new ideas.

The quality of these newly organized efforts can be seen in the accompanying brochure that was sent out to the region in 2004 telling people about our village and its future opportunities. It is quite a contrast to the old 1914 and 1962 advertisements, yet it shows the same "Can Do" spirit of those earlier times and of the people who lived here before we were born. At the time Walter Burritt bought the Knife Factory in Allegany, the Village of Wellsville was the favored new location until the business community in Franklinville convinced him to move it to Franklinville.

My own musical accomplishments were in the 1920s and 1930s and I will never forget those good times. I remember the old timers including my father, Allie, telling me that the Village of Franklinville also had a history of performing artists, bands and singers going back before I was even born. Records in the Miner's Cabin show that Franklinville had a cornet band in the early 1900s that I know nothing about. It would be interesting if someone published that part of our history.

## Smart Development for Quality Communities

Beginning in the late 1880s and continuing for several decades, Franklinville became a regular stop on the nation's Carnival and Vaudeville Circuits. Folks from surrounding communities and farms would come to Franklinville so that, when times were good, they could enjoy a good dinner, stage shows, performing arts with trained actors, comedy routines, novelty acts, musicians and singers in Morgan Hall across from Park Square.

My father even joined them on occasion with his own Alfred Bordeaux Standup Comedy when Morgan Hall hosted Home Talent Shows. He took great delight in getting on stage and entertaining the audience.

My niece Peggy's husband, Terry Martin, tells me that some architecture students from SUNY Buffalo have found antique graffiti in Morgan Hall, which was written by Vaudeville performers in the basement and in the upper stairwell. We can only guess that they spent time between shows writing their graffiti. Some of the dates scribbled on the walls, I am told, are from the late 1880s.

If this is so, this would be first hand evidence of our local cultural history and should be preserved. Perhaps Morgan Hall itself can be preserved and reused for performing arts if we can find another, better home for the town hall that now occupies the building. I hear talk about moving the village hall back downtown and putting it with the town hall in a new building with rooms for community meetings. If I were younger and the village asked, I would serve on that building committee. I hope they continue in this direction. Morgan Hall could then be restored with authentic, historic beauty. This would fit with the village's recent improvements to Park Square.

Young people need to know about our village's musical and performing arts heritage. We need to make it vivid in their ears and minds. We need to make this heritage readily available for everyone so that, at least during outdoor events, it can compete with television and computers that keep people indoors and physically inactive. Park Square could be a good place to announce this outdoor heritage to our future citizens.

There is one problem that needs to be solved. The traffic today on Route 16 through the village is so fast and noisy that it is no longer safe or comfortable to hold concerts in the downtown park. The traffic in the 1920s and 1930s was very light with few trucks. The speeds were slow and the noise was minimal. Because of today's non-stop traffic with its heavy trucks and noise, music in the downtown park may be a thing of the past.

But there is hope. Live shows or festivals could still be held in the general vicinity of downtown Park Square with open air concerts behind the Ten Broeck Academy. Our village and historical society could make this happen by dedicating a portion of the Park Square Historical District to Franklinville's musical and performing arts

history, and by scheduling a variety of events year round in different parts of the downtown district.

The village could hold a dedication ceremony, publish a history, and install a bronze plaque or statute in the park commemorating past musicians and performing arts in the village. A better idea is to hold art festivals with live shows as local fundraisers. Scholarships could be given to students, giving youngsters a sense of hope and direction. The downtown district is already on the State and National Register of Historic Places, and these ideas would add life to that designation.

I was very pleased when Mayor Judy Harrington issued the accompanying proclamation on September 29, 2004 at a community meeting on Historic Preservation. This meeting was held at DeLynns' Gallery and Studios, which is located in the Masons building that we had re-built in the 1940s (see photos). It is today a beautiful art facility as can be seen in the accompanying brochure. Eighty people attended this event, which was co-sponsored by Cattaraugus County and the Preservation League of New York. I was honored to be a part of it.



*Clint Bordeaux, Saxophone Player  
Photos courtesy DeLynns' Gallery and Studios*



**Historic Preservation Meeting in Franklinville**  
Photo courtesy of Kathy Kellogg

If the past is any guide, musical events and performing arts in Franklinville could become popular again. One idea would be to hold live shows as a part of Franklinville's Annual Maple Festival. It could cater to the latest new thing that I'm told is called "Heritage Tourism". If we tied it to the Park Square Historic District and added arts around the downtown park, renewal could be possible. With the help of local businesses, our village downtown could attract people and come alive again. I lived it then, and I can see it happening again for our grandchildren in this new century.

During my recent visit, I especially remembered the beauty of the park and its unique fountain (see photo). After visiting the park, I walked up Pine Street to the Miner's Cabin one block from Park Square. The Ischua Valley Historical Society keeps our town and village history at the Miner's Cabin. It felt good to stretch my legs and see the beauty of the old homes, trees, and red bricks around Park Square and along Pine Street.



**Original Fountain in Park Square**

The Miner's Cabin itself is on the State and National Registers of Historic Places. One of the rooms in particular is dedicated to the Ontario Knife Company. It tells the story of the products, workers, and owners of the factory through news articles, documents, old photographs, and a variety of artifacts. This room includes the history of the "OK" Band and other musical footnotes to village history.



**Lt. Governor Mary O. Donohue at Miner's Cabin,**  
**Discussing Franklinville's future with Quality Communities**  
**Experts, Randall Arendt and Dr. Terry H. Martin**  
Photo by: Jack Berger

*NOTE: This is dedicated to the Musical and Performing Arts Heritage of Cattaraugus County's rural Village of Franklinville. This article is based on interviews with Clint Bordeaux conducted by Terry H. Martin in 2004, and has been edited and published with permission.*

## Ellicottville Loves Its Four Season Resorts

### How A Rural Village Took Charge of Its Future

By

Sheila Burrell

Ellicottville is growing into one of Cattaraugus County's most successful economic centers, but this did not happen automatically. Prior to the 1950s, the Village of Ellicottville was a typical Cattaraugus County farming community (see photos). It was rural, but it also had an industrial base which employed local residents.



Village Hall during the early 1900's



Downtown Ellicottville after Washington Street was paved  
Photos courtesy of John and Sheila Burrell

The major industry was the production of "lasts", which were wooden blocks shaped like a person's foot. These lasts were shipped nationwide for the manufacture and repair of shoes. For a brief time, Ellicottville was known as the "Last Block Capital" of the world. It employed an entire generation until the marketplace changed.

By the 1960s, this industry had disappeared as the use of shoe lasts shifted to molded plastic products. Employment and tax revenues fell, and the village began to show signs of decline. This change occurred as other trends were also shifting people and business away from rural villages across the state.



Sheila Burrell received one of New York State's "Women of Distinction Awards" in 2004  
Photo by: John Burrell

#### A. New Growth Can Follow A Decline

We were fortunate in Ellicottville because the seeds of new growth had already been planted in the late 1930s. Local business people had started a rope tow for skiers on Fish Hill, in the vicinity of today's HoliMont Ski Club. At first the rope tow activities drew a few skiers locally, then eventually expanded into a new upscale destination for skiing with related tourism businesses.

In 1958, skiing gave the village a new lease on life when local entrepreneurs created the Holiday Valley Ski Resort. Their goal was to create a high quality place for skiing, for people coming from several states and Canada.



"Bob" Hall Joe Lowry  
1930's Meat Market, Downtown  
Photo courtesy of John & Sheila Burrell

Skiing has grown steadily ever since in our community. Today, Holiday Valley is the largest volume ski resort in New York State. It attracts people from throughout the eastern United States and southeast Canada. In 1964, a private club called HoliMont also began operations in Ellicottville and has grown into the largest private ski resort in North America. The effect of these two winter resorts on Ellicottville, one public and the other private, has been tremendous (see photos on following pages).

At first, residents liked the positive repercussions of the changes. New jobs, services, stores and restaurants opened every winter. A lively sense of activity began to occur in a once declining village. Skiers began to buy village homes for weekend use, creating a new market for real estate that increased property values. Many residents found this new market appealing and sold their family homes. Of course, there were a few residents who resented their hometown becoming a resort community, but for the most part, local people had a lot of enthusiasm over what was happening.

The new arrivals also began to build chalet-style homes in the ski areas, and this Alpine theme spread to the village. As skiing grew, the village's commercial district began to have an Alpine look as it catered to the winter trade. Initially, no one saw this trend in negative terms, even though the village historically was built in the Victorian architectural style.



*Holiday Valley Ski Resort Main Chalet  
Photos by: Co. Dept. EDP&D*

Local businesses found it difficult to invest in the village because they needed the profits to survive the lean months, which spanned the spring, summer, and fall. Their coffers would then be replenished during the next busy winter season. As a result, local improvements in the village fell off people's priority lists in the off-season.

By the early 1980s, many shops on Washington Street – Ellicottville's Main Street – were closed for eight months of the year. Half of the homes were owned by non-residents and remained vacant during the off-season. Because of the new demand for homes from outsiders, real estate prices escalated dramatically. Local people could no longer afford to purchase homes in Ellicottville. The number of full time residents dropped.

A trend that had seemed so appealing earlier was now pricing young families out of the community. Part time homes were often vacant in the off-season as absentee owners returned to their main homes elsewhere. A large number of these new owners were Canadians. As a result, there was less business for local merchants in the off-season. As full time residents dropped in number, it also became increasingly difficult to recruit people for the volunteer fire and ambulance services, which is a problem that is still not fully resolved.

The tremendous growth of the ski industry led to the development of modern townhouses. Skiers wanted weekend homes and the demand quickly grew beyond existing housing in the village. This new need was met by the construction of townhouses in the ski areas, in Ellicottville and in surrounding towns like Mansfield and Great Valley. Literally, hundreds of townhouses were being built. Every year developers were bringing more plans in for approval. We began to feel overwhelmed.

Finally, in the mid-1980s people began to express concerns openly at public meetings. Were things changing too rapidly? Were things out of control? We discovered, for example, that during the winter seasons'



*Winter in Ellicottville*

## **B. Success Can Have Growing Pains**

Ellicottville became a one-season village. During ski season, peak weather conditions attracted as many as 20,000 visitors on a weekend. Winter business was brisk, but during the rest of the year many shops and restaurants closed their doors. Some closed because they were seasonal and strictly ski-related. Others closed because the number of visitors to the village dropped almost to zero in the off-season.

peak days and events, we had more cars in the downtown than parking spaces. At the same time, everyone was improving their promotions and events in order to attract even more visitors, and this process is still continuing.

We could sense a definite fear among village officials as Ellicottville began losing its year-round residents and its Victorian charm and character. The ambiance that originally drew people to Ellicottville was slowly being destroyed and these changes were continuing unchecked. Many people began to realize that they had to pitch in, and that no single action would solve all the problems. Many different actions were needed. It seemed like a monumental task.

### **C. Taking Charge Can Create A Quality Community**

In 1986, the Village Board took charge. It formed a Comprehensive Planning Committee and allocated \$25,000 to hire a consultant to find solutions. The task was to initiate an action-oriented planning and community development process.

This proved to be very controversial, especially when the community split into factions. First, the neighboring Town of Ellicottville was invited to join this effort, and the offer was declined. It was a “village problem”. Other factions surfaced in the community. One group resented skiers and their impact, but were not interested in spending time or money on the situation. Another group liked skiers but felt growth should be allowed to continue unchecked. And a third group believed it was time to make a realistic attempt to control change – not stop it – by using voluntary business agreements, village planning and zoning powers, county technical assistance and state and federal preservation programs.

This controversy led to a threat by one group to terminate consulting services and grants, and through legal action, recover the funds that had been expended. They were unsuccessful but the conflict caused lengthy delays. The issue also got caught up in village elections, and created a change in the village administration. The new mayor belonged to the group that resented skier influence but was unwilling to take charge of the situation. This made for some difficult times, and again village actions were delayed. After a two-year term, the incumbent was defeated by a newcomer to Ellicottville who had a clear mandate from voters to improve plans and controls in the village. Village initiatives were revived in the new political climate.

The Comprehensive Planning Committee resumed work on three major objectives. First, it persuaded the village to strengthen its zoning ordinance, add a comprehensive law to control and amortize signs, and adopt a historic preservation code. Ellicottville applied for historic district

status for the village downtown, the core of which is located along Washington Street. State historic status was granted in June of 1991, and the village was added to the National Register of Historic Places in August of that year. Ellicottville became one of three such historic districts in Cattaraugus County, the others being located in downtown Franklinville and Gowanda.

During those early years of the Committee’s work, it was decided that the Alpine influence was inappropriate in a village that had been built in the Victorian style. New planning, zoning and historic preservation efforts were made to block the Alpine encroachment, and to preserve the original image of the village. Because of this public decision, in the 1990s, many property owners in the downtown district did a fine job restoring the beautiful, original facades of their buildings in keeping with the Victorian style.

The second objective, beginning in the early 1990s, was to renew village efforts to cooperate with the Town of Ellicottville, which had also experienced political changes. The village and town both felt threatened by aggressive development and the potential for new environmental problems. There was a growing realization in both the village and town, led by Skip Yahn, one of the owners of the Holiday Valley Ski Resort, that “quality” created better attractions and a larger return on everyone’s investments. “Quality” also protected and improved the community.

This strategy of supporting a “quality” community vision encountered some resistance because it required a stronger commitment and higher costs initially to achieve the quality desired. Soon, however, it became clear that the benefits of quality objectives are much greater for everyone in the longer term. To set an example, Holiday Valley, at great cost, placed its electric wiring systems underground, including the wiring for the ski slopes and snowmaking equipment. Holiday Valley’s ski slopes and buildings now have great scenic beauty (see photos).



*Holiday Valley with Condos. Photo by: Co. Dept. EDP&T*



*Day and Night Skiing at Holiday Valley  
Photos by: Co. Dept. EDP&T*

After much discussion, we felt that uncontrolled growth outside our village was not good for either the village or town. The village's new plan calls for improving water and sewer systems, renewing neighborhood lifestyles, expanding the commercial downtown, and preserving

our Victorian architectural heritage. The town's new plan encourages new growth close to major highways such as Route 219, and the existing village. Village and Town officials want people in and around the existing village, ski resorts, and water and sewer systems. The town's zoning ordinance allows higher densities around this "urbanizing" center, but lower densities in the rural sections of the town.

In the early 1990s, the village and town joined forces with support from the ski resorts, and hired a resort planning firm from Park City, Utah. With the consultant's help, the village and town established comprehensive plans and adopted completely new zoning ordinances. The intent was to coordinate actions between both municipalities, protect some areas from development, open doors for new growth near the village, expand the village commercial district, begin architectural controls, and protect the village's history and character as it continued to grow.

Third, a consensus emerged to create a year-round business community in a four-season resort context. We wanted the summer season to be as successful as the winter season. Earlier attempts over the years had failed to encourage off-season growth in the commercial district. Under the new plan, the creation of a four-season village became a top priority in Ellicottville. This goal continues to bring everyone together (see photo on the next page for an example of a Bison raising business in the Town of Ellicottville near the village).

A major step into a four season community was made by the Village's "Tree Committee". Beginning in the early 1980s, Ellicottville's tree committee volunteers have worked with village, county and state experts to remove diseased trees, save healthy old trees from unnecessary cutting, and plant new trees in a variety that is appropriate to this region. As a result, Ellicottville has been designated as a "Tree City" every year by the National Arbor Day Foundation in Nebraska City, Nebraska for the past twenty-three years. Today, our village is very green during the warm months with lots of shade in a rural village setting.

Even our two ski resorts started to develop and promote summer programs with the help of the Chamber of Commerce. Holiday Valley now hosts a mix of events every season. It expanded its golf course, swimming facilities, childcare services, and state-of-the-art lodging and conference facilities. Holiday Valley also hosts the Buffalo Philharmonic Orchestra every Fourth of July, on the ski slopes (see photo of this open air concert).

Today, HoliMont hosts a variety of special events every season. Its ski slopes and summer events are now open to the public on weekdays, with weekends reserved for the club's 4000 members. The club increased private

*Smart Development for Quality Communities*

events for non-members, and expanded summer activities for everyone. It hosts an annual “Summer Festival of the Arts” featuring local artists, comedy

shows, wine-and-cheese parties, and a special “Evening With Mark Twain”, starring Mike Randall, our television weatherman from Channel 7 News. It also holds annual fundraisers for handicapped children, anti-drug programs, and the Children’s Hospital in Buffalo.



**Skiing at Holiday Valley (far slopes) and at HoliMont (near slopes)**  
*Photo by: Co. Dept. EDP&T*



**Open Air Concert at Holiday Valley with the Buffalo Philharmonic Orchestra.** *Photos by: Co. Dept. EDP&T*



**Village of Ellicottville from the Slopes of HoliMont**  
*Photo by: HoliMont Ski Club*



**Bison in the Town of Ellicottville**



**Skiers waiting for chair lift at HoliMont**  
*Photo by: HoliMont Ski Club*

Both resorts, Holiday Valley and HoliMont, have added triple and quad chair lifts on their ski slopes, and snowmaking equipment. Both resorts have added snowboarding slopes for the younger generation in addition to the traditional downhill skiing. Both Resorts have quality food service and retail shops. Holiday Valley food services are operated by The Marriott Corporation. HoliMont’s food services are operated by Dina’s Restaurant, located in the village downtown.

Of historic note, Dina’s Restaurant is located on the village’s main street in the historic “Brick Block” building. The Brick Block was constructed in 1852, and was the first condominium building in New York State. State statutes were changed at that time to allow this building to be built, which has different owners in different parts of the same building on the village’s main street.

New homes as high as the \$1-2 million dollar range have been built in close proximity to each ski resort and the building trend is continuing. A large number of skiers at Holiday Valley own or rent homes in the village and town, and surrounding Towns of Mansfield and Great Valley. Almost ninety percent of HoliMont's 4,000 members also own or rent homes in or near the Village of Ellicottville. Many members have built homes in the nearby Town of Mansfield.

#### **D. A Village Vision Can Blossom**

In hindsight, our efforts have proved that success is possible. This new awareness sustains Ellicottville's four-season growth. People continue to work together to make it happen.

Summer is now a wonderful season in Ellicottville. Tourism occurs in all four seasons and has led to new attitudes among community leaders. There is a desire to get on top of things and help instead of fighting against growth. There is an undercurrent of understanding about what needs to be done. Better organizations have evolved and volunteers have stepped up to get the job done. Volunteers have been the key to our success.

We have made many improvements. For example:

- Tourists visit the village and the near-by resorts in all four seasons, keeping our local economy busy.
- Today most village stores and restaurants are open year-round, and conditions are getting better as profits are re-invested in new improvements. Experts estimate that over 600,000 people visit the Ellicottville area during the four seasons every year.
- The problem of vacant stores in the center of the downtown village every summer has faded away.
- The Ellicottville Chamber of Commerce is very active, sponsoring or operating many successful events and programs in the village and town of Ellicottville, and with the two resorts.
- The Rotary Club is another active group of business people who raise money and support for events and improvements in the village. One example is the voluntary restriction among downtown merchants to use small, decorative, white lights in their windows instead of neon lights. Today, our downtown is famous for these distinctive white lights in Winter, creating a beautiful pattern on downtown windows.
- The Alley Katz is a group of volunteer women who keep flowers growing throughout the downtown from May to October. Their work is a major complement to the Tree Committee. The work of the Alley Katz is

so successful that flowers are now the Summer signature of Ellicottville the way skiers have been the Winter signature of Ellicottville.

- The arts are an important part of community life, with art galleries, live music, book signings, poetry readings, and festivals in all four seasons.
- Some years ago we observed that men were sitting on downtown curbs, often with children while their wives shopped in our boutiques. Today, thanks to the Chamber of Commerce, there are park benches around the downtown with bronze plaques giving credit to the people who donated money to purchase and install them. We now have a waiting list of people who want to donate park benches.
- There are new services and attractions in the heart of downtown, including a Laundromat and a gourmet food store on Monroe Street, among the quality restaurants, bars and boutique shops (see photo from the Kazoo II Boutique).
- Many old buildings on side streets are now being renovated, and the Alpine style is disappearing.
- A shuttle bus now runs in the winter season between the ski resorts and the commercial area in the downtown Historic District.
- A new year-round shuttle bus service has been recently established by the Seneca-Allegany Casino, moving people between Ellicottville and Salamanca.



*Kazoo II Boutique Photo by: Co. Dept. EDP&T*

- Townhouses in the village and town, once used solely in the winter, are now being rented in the summer with weekend, week, or season options.
- Another new and rapidly growing phenomenon today is the proliferation of lower cost 30-day rentals

in village neighborhoods. It caters to people who visit our resorts from throughout a five state area and Canada, who do not want to buy or rent for whole seasons (this trend is being reviewed to ensure that it does not destroy the remaining, quiet residential streets in the village).

- Many part time residents now spend their summer weekends here, and have embraced Ellicottville. They are eager to become a part of our community. Churches are jam packed with these part-timers every winter, and many are retiring and moving full time into their Ellicottville homes. We have discovered that part time residents can make significant contributions to our full time community.

These changes bring people into the village during the four seasons. Our modern community is growing and we are trying to keep our historic character at the same time. The challenge will always confront us, which is, "How can we accommodate growth in a way that does not destroy what we love about Ellicottville?"

As the 21<sup>st</sup> Century begins, Ellicottville has an old-world feel with the sense of community that we cherish. We have year-round activities, tree-lined streets, great neighborhoods, a beautiful Victorian style downtown with protected streetscapes, a major historic district, and a village that is surrounded by ski resorts, a golf course, scenic hills and valleys. Ellicottville still has an industrial base that employs full time residents. Unemployment in the village has fallen. Many proposals are being discussed, including one to build a business park that caters to people who own businesses elsewhere who are also skiers so they could conduct business year round from Ellicottville. People are comfortable with this quality community. They come back year after year, even buying homes and becoming full time residents.

Village leaders now have expectations for full-time growth. As the consultants had forecast, Ellicottville is also beginning to serve as a bedroom community for people who work in the Buffalo metropolitan area, which is located 60 miles to the north of us. Ellicottville is expected to provide an alternative to urban living, with higher quality small town living for decades to come. This expectation was reinforced in 2003 when state and federal highway agencies announced that the Route 219 freeway will be built between Springville and Salamanca, with a major interchange just four miles to the east of the village. This freeway will cut 20 minutes off the driving time between Buffalo and Ellicottville.

**E. Success Can Be A Full Time Job**

Hindsight has its advantages. Today, we can see how decline in our village was stopped and reversed. Taking charge in Ellicottville was, however, a slow process. It



*Taste of Ellicottville held each year during August  
Photo by: Co. Dept. EDP&T*



*Downtown Ellicottville During the Summer Season  
Photo by: Co. Dept. EDP&T*

was controversial, expensive, full of ambiguity and required actions by many people over many years. Entrepreneurs developed our two ski resorts and we need to remember that fact, realizing that they are essential ingredients for community renewal. We also need to remember that the results of this complicated process are now giving us huge dividends.

As a community, we took charge by improving our land use practices. We took historic preservation steps. We made every effort to resolve conflicts, to seek technical assistance, to be consistent, and to work together in order to improve year-round activities, attract people, and to promote local businesses.

Growth is accelerating, and we now have a nearby freeway in the works. A four-story, 80-room hotel has been proposed on the edge of our downtown and is under review at this time. We also have outgrown our old library, which is located at the center of our historic downtown. After ten years of looking at alternatives, it was reluctantly decided that a modern, 6,000 square foot library with a large off-street parking lot would not fit into the old downtown. It would not meet building code and handicapped requirements and would create traffic

## Smart Development for Quality Communities

issues. The Library Board has therefore selected a new site at the edge of the village across the street from the American Legion Hall, near the Village Park and senior citizen housing complex. The new library will have sidewalks connecting to downtown.

There are other challenges facing us as we look to the future. It would be nice if we had a crystal ball so that we could see how new proposals would change our small community before we give our approval. We could avoid mistakes that way. But, we do not have a crystal ball. Instead, day-by-day we have to sort through the flood of changes surrounding us as we guide people towards the quality community goal. Our plans and strategies help us stay ahead of events.

Most challenges now revolve around quality of life issues on the one hand, and finding a balance between regulations that control growth and the need to encourage new business growth on the other hand. We are weighing these issues in our village, which has seen so many changes. The proposed four-story, 80 room hotel on the edge of our downtown is a good example. We need to expand lodging and employment opportunities in the village, but only if it is in harmony with our architectural styles and has appropriate size and scale. Otherwise, it will not fulfill the balance we need which protects what we have and who we are. It would detract from our historic downtown character.

We also need to find new solutions to these challenges. People keep discussing how to meet these challenges. An example is the continuing off-street parking problem where a parking ramp would require demolition in the downtown area and, unless it used special and expensive design techniques, would be out of place in the Historic District. Perhaps we could extend the shuttle bus services to parking areas outside the village downtown. New solutions would include protecting our village edges because development in the town is slowly surrounding the village. Pedestrian access with sidewalks and trails are also needed between developments in the village and town.

Another challenge that is worrisome is people buying neighborhood homes and converting them into short-term rental properties, which are usually rented on a weekend basis. If this trend continues unchecked, it can disrupt our neighborhoods. It can increase the number of transient people, noise levels and volumes of cars on side streets. Safety on residential streets is definitely a concern. We feel that our beautiful residential areas could be at risk. If this new trend continues it may infringe on other people's property and quiet residential lifestyle. We are looking at this issue closely.

This is a journey without end. After all these years we are still discovering that the job is just beginning.

Revitalization is a continuing process in Ellicottville. It requires local initiative and entrepreneurs. We need guidance from consultants. We need reliable, continuing technical assistance services from county, state, and federal agencies. And we need our volunteers.

Cattaraugus County agencies have actively supported our efforts in Ellicottville for the past twenty years, and we support the County's Quality Communities objectives in its "Smart Development for Quality Communities" guidebook series. In 2002, the initial two volumes of this series received the Governor's Quality Communities Award for Excellence (see photo). These guidebooks were also adopted in 2004 as official land use policy by the Cattaraugus County Legislature under the state's Comprehensive Planning statutory authority.



**The Cattaraugus County Legislature receives the Governor's Quality Communities Award (L-R) James Ellis, Development & Agriculture Committee; Crystal Abers, Vice Chairman of the Legislature; Terry H. Martin, Project Manager, and Gerard "Jess" Fitzpatrick, Chairman of the Legislature Photo by: Kevin Bureson**

Our experience is reflected in Cattaraugus County's newly adopted guidebooks, which present a "smart growth" policy for the County's future. These guidebooks show how to use "Greenfield" planning and design solutions, and how to encourage new growth near existing infrastructure. The intent is to reduce urban sprawl and strip development in and around the County's 13 villages, and to encourage downtown and neighborhood renewal. This new County policy reflects the underlying principles from New York State's smart growth initiative, which is called, "Quality Communities".

We love our village history and who we are today. Once we gained pride in our community, we could see why it is important to maintain quality in our village. Come visit Ellicottville. You will fall in love.

*NOTE: Sheila Burrell is a co-owner of Burrell Cutlery, was Chairperson of the Village of Ellicottville Comprehensive Planning Committee for many years, and currently is a member of the Village Planning Board in Ellicottville, New York. This article is based on an update of a brief, 1993 article that was published in the Western New York Newsletter of the American Planning Association, and on interviews with Sheila Burrell conducted in 1993, 2003, and 2004 by Terry H. Martin, and has been edited and published with permission.*

## New Urbanism Can Help Your Village

### How New Ideas Are Improving Communities

By

**George R. Grasser**

All over America, people are hearing about a variety of ideas that, taken together, are called “new urbanism”. Even though most people do not know what it is, when they see it, or experience it first hand, they usually like it. It is not appropriate for all situations, however, but is appropriate for places where people want a more interactive, physically active place to work and live.

#### A. What Is New Urbanism?

New urbanism has been called traditional neighborhood development because it is the building of new, and the rebuilding of existing neighborhoods patterned after the very best of the old neighborhoods from our past. The main differences are that these new neighborhoods make accommodations for automobiles, and use the most advanced planning and design knowledge (and building materials) that we have available to us today.



*George R. Grasser, President  
Partners For A Livable Western New York*

Most Americans enjoy being in great neighborhoods. They enjoy neighborhoods that have a sense of place, where buildings are close to one another, where people can walk easily to work, stores and open space. It is a place where people know their neighbors because they meet them face-to-face over the backyard, on sidewalks, on trails, at the local park, or in a local library, café or tavern. Our region has several of these places, in Chautauqua, Lewiston, East Aurora and Ellicottville (for

example, see Sheila Burrell's description in this guidebook of the four-season resort in Ellicottville).

Sprawl has destroyed this social experience in many of our Western New York communities. Traditional zoning ordinances are based on use, which places houses, office buildings and stores in separate districts, and stretches them out along grid patterns. People are forced to drive for their daily business – going to work, taking children to school or after-school activities, going to the post office, bank, dry cleaners, food market, town or village hall, or library.

The conventional building trend is making this pattern worse. It is more cost-effective to build new town halls, post offices, libraries, homes and stores away from old downtown centers. It is less expensive to build new roadway strips of stand-alone retail stores and mini-plazas out of downtown areas, all in the interest of easier parking. This pattern is having a devastating and negative effect on our village and neighborhood centers, both economically and socially.

The heart of new urbanism seeks to create and restore neighborhoods and commercial districts in a design that allows and encourages people to walk. The following characteristics are desired in a new urbanist community:

- There is a discernable neighborhood or commercial center such as around a village green or park. The center could have stores, housing, public buildings, churches and an informal plaza or green space and would be a place for local events and parades. The center should provide the greatest variety of human experience in the least amount of area, offering maximum opportunity for interaction with other people with no need to get into a car to move from one destination to another. Placing activities together in a compact center encourages walking and biking and provides economic energy to other businesses in the center.
- Housing is located within a five-minute walk of these community centers.
- There is a mix of housing so that everyone can be a part – large single-family homes, smaller single-

family homes, townhouses, garden apartments, and apartments above shops so that younger and older people, singles and families, and all incomes can all find places to live near community centers.

- Schools, shops, trails and small parks are all within walking distance.
- Streets and trails are designed to form a connected network so that there are various alternative routes to any destination.
- Streets are narrow, signed and lined with trees and sidewalks or trails to discourage high-speed traffic, making driving and walking a pleasant experience.
- Buildings are located close to the street, and near local community centers (as you move away from the center, density decreases and buildings can be set farther back from the street).
- Garages are not located in front, and can be accessed from rear alleys so as not to interrupt the pedestrian experience and public space with front yard driveways, “snout houses” and parked vehicles.
- Well-designed front porches make houses more interesting from the street and encourage interaction with neighbors and pedestrians.
- Parking areas are prohibited in front of buildings and especially on the corners, and drive-thrus are not allowed in downtown areas and community centers because they interfere with and discourage people from walking and interacting with their environment.

## **B. Conventional Development Can Hurt Us**

New urbanism is not the type of development most of us in Western New York and in other areas of the United States have witnessed during the last 50 years. It is different. The difference between new urbanism today and conventional development can best be explained by contrasting developers’ intent.

New urbanist developers are concerned about what you see or experience when you drive or walk down the street, or look out of your front or back door. To the new urbanist developer, the “public realm” and public spaces are as important as private spaces. The new urbanist developer would place garages in the rear of houses, and golf courses or the pond across the street in front of the homes to make them visible from the front porches of the homes and to everyone walking or driving on the street. This design creates more pleasant public places for everyone, which in turn enhances private spaces.

Conventional developers are more concerned about what you see when you look out the back door of your house although they often design cheaper homes that results in people looking at each other’s back doors. For example, if a development has a golf course or a pond, the conventional developer would have the backyards of the homes look out onto the golf course or the pond, converting public spaces into private spaces.

By placing homes closer together, but providing a variety of homes near the center, and with the larger lots and homes on the periphery of the neighborhood, everyone in a traditional (or new urbanist) neighborhood or community whether in an urban, suburban or rural area, can ideally be close to open space. The occupants of the homes at the edge of the neighborhood can look out of their front or back windows to open space. The edge of a neighborhood is an ideal location for a conservation subdivision where the homes are clustered on a portion of the site so that a large area can be preserved as open space and used for trails (see the subdivision model by Randall Arendt elsewhere in this guidebook).

The design of the buildings is very important to new urbanists. The visual identity which a group of individual buildings and their facades conveys gives an important impression as to whether there is strong sense of place on a street or in a neighborhood, how people feel about where they live, or whether a place lifts one’s spirits or is depressing. Thoughtful consideration should be given to creating coherent building facades that respect the architecture of the proximate area. John Norquist, when he was the mayor of Milwaukee, Wisconsin, said that when someone proposed a new building in his city, he would ask: “would you put it on a postcard?” Very few people understand the importance of good design in influencing human behavior and how people feel about where they live.

## **C. New Urbanism Can Help Us**

There are a growing number of successful, new urbanist communities in the United States. Many new urbanist communities are sprouting up in previously undeveloped or “greenfield” areas. The most famous “greenfield” new urbanist communities are:

- Seaside on the Florida Panhandle.
- Celebration near Orlando, Florida (which is a Disney community).
- I’ on near Charleston, South Carolina.
- Kentlands in Montgomery County, Maryland.

## Smart Development for Quality Communities

A greenfield, new urbanist neighborhood was recently constructed in the Town of Pittsford near Rochester, New York, called Stonetown (see photo). Stonetown features a narrow street lined with attractive streetlights. The houses have no driveways and no “snout-houses” (which have garages protruding into the street). The garages, which are attached to the houses, are accessed from an alley that runs behind the houses. A landscaped buffer runs between the street and sidewalk that will increase in beauty as trees grow over time. The houses are set back only a short distance from the street and have “livable” front porches.



*Stonetown is a new urbanist neighborhood in rural New York  
In Pittsford near Rochester, New York*

Other new urbanist communities have been built in abandoned areas of cities, such as:

- Stapleton in Denver (the former airport).
- Baldwin Park in Orlando, Florida (a former naval air base).

New urbanism is not limited to new development. Older communities are re-connecting with their past and adapting new urbanist principles to restore their vitality. In Western New York, examples of this can be found in the following places:

- Village of Franklinville
- Village of Hamburg
- Village of Lewiston
- Village of Pittsford
- Village of Victor.

Other communities connecting to the past are:

- Downtown Providence, Rhode Island.

- Fort Meyers, Florida.

In the future, will we see more of these new urbanist communities in Western New York? That depends on the following factors, which often can become obstacles to overcome. We encourage the growth of livable and walkable communities by encouraging a positive outlook and by showing successful examples.

To get started, a community must first create a vision of what it wants to be in the future. This vision should be a long-range vision of what residents in a community want in five or ten years, for their children and grandchildren. This would be a positive vision of 30 or 40-years.

Cattaraugus County has developed such a vision in its recent award-winning guidebooks, “Smart Development for Quality Communities, Elements of A Countywide Vision” (Volume 1), and Design Guidebook for Towns and Villages (Volume 2). These two guidebooks set forth proposed guidelines that create community character. The first guidebook includes suggestions for improving the places where people live and work, by encouraging each community to “achieve its own unique sense of place, its own identity”. The guidelines urge community leaders to consider mixed-use and sustainable development by promoting “integrated traditional development patterns and designs that weave together housing, stores and work sites with recreation areas, parks and public spaces”. The second volume by Randall Arendt presents design solutions for new development that protects open space. These ideas are just what new urbanism principles encourage.

Once a vision is in place, there are other factors that will determine whether or not the number of new urbanist communities will increase in our region. Significantly, the large numbers of overweight and obese Americans have triggered recent studies, which indicate that, whether we walk or drive as a daily pattern can affect our health and weight in different ways. The aging generation of baby boomers is aware of this fact, apparently, because of their increasing demands to live in places where an automobile is not a prerequisite for every day activities. This is good news because many of our older villages can be restored to meet this new expectation.

Perhaps the most significant factor accelerating the movement to new urbanism is that homes in new urbanist communities appreciate about 15% per year faster than homes in other conventional suburban developments (even faster than conventional homes in the immediate vicinity of a new urbanist community). The buying public is now recognizing that the type of community they want should offer the option to walk and

not drive everywhere everyday. This is becoming a significant factor in people's buying decisions.

Another factor is zoning. Municipalities need to take the important first step by adapting the principles of new urbanism to their local situation, and even adopting, where appropriate, a new category or overlay district in their zoning ordinances to encourage new urbanist developments. Such ordinances are often referred to as "form-based" zoning codes because they allow the following:

- The "form" of a building is the focus with "use" being secondary.
- Higher densities are encouraged in certain areas, especially near community centers.
- A mixture of uses and a variety of housing types are located and designed to be in close proximity to one another, near open space and community centers.
- The layout of the community has a connective street pattern offering alternative routing choices, and linkages with trails and open space.
- Buildings are allowed to be placed "up to" rather than "set-back" from the street.
- In walkable neighborhoods, this new form-based zoning discourages or prohibits cul-de-sacs and so called "snout houses" where the garages protrude out from the front of the house. In commercial zones, drive-thrus and parking in front of retail stores is discouraged or prohibited.
- Form-based zoning encourages parking to be in the rear or to the side of the retail stores. A public or private parking area can be shared for use by customers and visitors to multiple destinations in a downtown or retail area. This is one way to limit the number of parking lots and the requirement that each business have its own parking lot for its customers only.

Unfortunately, there are many elected officials as well as others who are unaware of the benefits of this new type of neighborhood development, and are therefore unable or unwilling to make zoning changes. They are not aware or do not understand how to encourage new urbanism developments. Education has therefore become a part of our strategy.

Another factor that inhibits the creation of new urbanist communities is what some people refer to as "the suburban American psyche". This is the desire of many people to live as far away from the street and as far

away from their neighbors as they can. These people believe that any new development, any new people moving into their community is a deterioration of their quality of life. This is their prerogative in a free society, but this attitude diminishes our connectivity with one another, reduces social capital in our neighborhoods and community centers, and lessens our enjoyable sense of community. The separations have consequences for everyone.

An increasing number of Americans want a more livable, more connected, and a more interactive environment for their daily life. New urbanist communities offer this deeper dimension, because they have mixed uses, are more compact and encourage walking and congregation in local places such as sidewalks, trails, parks, schools, libraries, stores, coffee shops, restaurants and taverns. A growing number of people want a variety of opportunities for daily encounters with other people, which contributes to an improved social atmosphere in the community.

The homebuilding industry is famous for thriving on suburban sprawl. It is now beginning to recognize the benefits and positive impact of new urbanism. This industry is beginning to urge municipalities to allow higher building densities and mixed uses near village and neighborhood centers, and to provide incentives for infill development in older downtowns and neighborhoods. More compact, walkable communities can create a healthier lifestyle for everyone, at the same time that it improves village beauty and preserves open space.

#### **D. Local People Volunteer To Help**

Public attitudes are beginning to change for the better. Unusual alliances are beginning to form in support of more livable, walkable communities. Many people, both environmentalists and developers are recognizing that by pushing new development away from urban centers into larger suburban and rural areas, we are facing expensive duplications of infrastructure and creating bad conditions for people and for the environment.

By building or restoring neighborhoods and a compact, mixed-use community, we automatically preserve more open space. This gives us an edge, because scientists are cautioning us that we must stop sprawl because the availability of fossil fuels is going to diminish dramatically in the future. This would cause long-term shortages and higher prices for gasoline. A walkable community sounds better every day.

Western New York has its own network, recently formed, to promote smart growth and new urbanism principles. In 2000, a new network of 15 attorneys, architects, land

## Smart Development for Quality Communities

planners, traffic engineers, builder-developers and business executives formed a not-for-profit corporation called, Partners for a Livable Western New York. This group is dedicated to improving land use and the built environment, with the following mission:

### **To bring about more livable communities by:**

***Formulating regional and local policies and regulations for cohesive neighborhood development, stabilization of existing neighborhoods, public transit oriented development, preservation of environmentally sensitive areas and inter-municipal and intra-municipal coordination and implementation of land use decisions,***

***Sponsoring educational programs encouraging practices supportive of such policies,***

***Assisting and promoting the efforts of public officials, developers, builders, architects, planners and members of the public who undertake or support land use, building design and streetscape initiatives reflective of such policies; and***

***Serving as a center for the collection and dissemination of resource materials descriptive of policies and practices designed to facilitate more livable communities.***

This new network has several hundred members. To date, it has taken a variety of initiatives to carry out its mission including the following:

- Monthly meetings usually have a presentation on a challenging issue facing area communities.
- “Livable Community Awards” are granted to persons and organizations, which are making Western New York more livable (Cattaraugus County won such an award in 2002 for its “Smart Development for Quality Communities Guidebook”).
- Educational events are organized or sponsored, bringing nationally known speakers to Buffalo.
- Slide presentations are shown on “Smart Growth and New Urbanism” to groups such as planning boards, social clubs, church groups and business associations.
- Neighborhood walks on Saturday mornings have been organized with volunteer teams of architects, planners, traffic engineers, builder-developers and

other land use experts. About 10 such walks have been completed and the group has been contacted by a number of communities in Western New York counties for future walks (see photos of recent walk by a team of land use experts from the Partners group in one of the region’s cities, examining ways to overcome the “pedestrian unfriendly” urban layout).



***An interactive discussion followed a recent walk on what the community could do to improve its downtown neighborhood.***

Groups, schools, municipalities or others interested in a slide presentation on Smart Growth and New Urbanism or in a neighborhood walk, or individuals interested in adding their name to the group’s e-mail contact list can call George Grasser at (716) 883-5070, or e-mail a request to: [ggrasser@irdprojectmanagers.com](mailto:ggrasser@irdprojectmanagers.com).

## E. Conclusion – Can We Do It?

As reported in a study undertaken by Fannie Mae, the amenity most cherished by people looking for a place to live is a good community. Americans prefer a good community over a good house by a margin of three to one. New urbanism ideas show how a village can grow anew in this preferred direction. Given a variety of good ideas, knowledgeable officials and volunteers, and lots of dedicated work, it can happen in your community.

New urbanism is just one approach out of many that can be applied to our communities. New York State's recent "Quality Communities" initiative is developing many of these and other ideas that will further improve our economy and communities. These new ideas offer hope to those people in our region who want livable communities and walkable neighborhoods. We need to work together for this reason.

Can we do it? Yes we can.

### Resources for Future Research

The following books are recommended for further information on "New Urbanism" (all available in paperback):

*Changing Places – Rebuilding Community in the Age of Sprawl*, Richard Moe (President of the National Trust for Historic Preservation) and Carter Wilkie (1997). Explores how America's communities are confronting sprawl and are using preservation as a tool for revitalization.

*The Death and Life of Great American Cities*, Jane Jacobs (1961). A classic. A definitive statement on American cities: how they function and why so many previous attempts to save them have failed. Leads us to think about each element of the city – sidewalks, parks, neighborhoods, government, economy – as a synergistic unit both encompassing structure and going beyond it to the functioning dynamics of our habitats.

*The Geography of Nowhere – The Rise and Decline of America's Man-Made Landscape*, James Howard Kunstler (1993). Traces America's recent evolution from a nation of Main Streets and coherent communities to a land where every place is no place in particular. Encourages the building of communities that are once again "worthy of our affection".

*A Pattern Language: Towns, Building Construction*, Christopher Alexander, Sara Ishikawa and Murray Silverstein (1976). Designed for the layperson –

how to design any space where you live – from metropolis to room.

*The Regional City*, Peter Calthorpe and William Fulton (2001). An instructional guide for a bottom-up process within a productive regional framework of policy, design and program.

*Save Our Land, Save Our Town: A Plan for Pennsylvania*, Thomas Hylton. Sets forth a strategic plan to preserve farmland and forests, and to revive our cities and neighborhoods. Can be read in two hours.

*Suburban Nation: The Rise of Sprawl and the Decline of the American Dream*, Andres Duany, Elizabeth Plater-Zyberk and Jeff Speck (2000). Assesses sprawl's costs to society and offers new urbanist solutions to replace automobile-based settlement patterns with a return to more traditional planning principles. The best-selling book on planning at Amazon.com for several years.

*The Wealth of Cities*, John Norquist (Mayor, City of Milwaukee) (1998). Offers a wide array of strategies and recommendations, many of them utilized by the City of Milwaukee, to sustain urban vitality.

The following websites are also recommended as resources for information on "New Urbanism":

[www.planetizen.com](http://www.planetizen.com) - the Planetizen Planning and Development Network

[www.cnu.org](http://www.cnu.org) - Congress for the New Urbanism

[www.brook.edu](http://www.brook.edu) - The Brookings Institution

[www.mlui.org](http://www.mlui.org) - Michigan Land Use Institute

[www.lgc.org](http://www.lgc.org) - Local Government Commission

[www.smartgrowthamerica.org](http://www.smartgrowthamerica.org) - Smart Growth America

NOTE: George R. Grasser, attorney, is now retired after 35 years of successful statewide practice in real estate development and condominium law. He currently is a real estate consultant and lecturer on land use practices, and a founding member and President of Partners For A Livable Western New York, a not-for-profit group dedicated to improving land use and community environments. He has published books on condominium development and homeowners associations, and has been active in numerous professional organizations where he has received many awards for his work. This material has been edited and published with permission.

## Fact Sheets – Census Data on Villages

### A. A Look at What Has Happened

Cattaraugus County has 47 municipalities including 2 cities, 13 villages, and 32 towns (see map in Exhibit No. 1 and changes in population from 1980 to 2000 for each of the municipalities in Exhibit No. 2). This summary of the social and economic characteristics of each village was obtained for 1980, 1990, and 2000 from the U.S. Census Bureau. The population figures for each town include the village population.

Each village is described in terms of population, age, housing units, household size, housing value, income and poverty, and employment. The percentage numbers have been rounded to the nearest whole value. See Appendix No. 3 for a detailed chart on each village.

#### 1. Village of Allegany

##### Population

- According to the 2000 U.S. Census, the Village of Allegany had 1,883 persons. From 1980 to 2000, the total population decreased by 195 persons (9%).
- The surrounding Town of Allegany also saw a loss in population. From 1980 to 2000, the Town lost 389 persons (5%), to a total of 8,230 persons in 2000.

##### Age

- The under-20 age group had the greatest decrease in population. From 1980 to 2000, the under-20 age group decreased by 198 persons (31%). In 2000, the number of persons under 20-years-old was 439 (23% of village).
- The 20-to-44 age group decreased by 88 persons (12%), to a total of 647 persons (34% of village) in 2000.
- The 45-to-64 age group increased by 24 persons (6%), to a total of 464 persons (25% of village) in 2000.
- The 65-and-older group increased by 67 persons (25%) to a total of 333 persons (18% of village) in 2000.
- The median age in 1980 was 31 years old. By 2000, that number had increased to 39 years old.

##### Housing Units

- From 1980 to 2000, the total number of housing units increased by 94 (13%) to a total of 837 in 2000.
- From 1980 to 2000, the village saw an increase of 61 (9%) occupied housing units, to a total of 761 (91%) in 2000.
- The number of owner-occupied housing units decreased by 34 units (7%) to a total of 475 (62%) in 2000.
- The number of renter-occupied units increased by 95 units (50%) to a total of 286 (38%) in 2000.
- Only 76 units (9%) of the housing stock were vacant in 2000. Between 1980 and 2000, the number of vacant units increased from 43 to 76.

##### Household Size

- The number of 1 and 2-person households increased 39% from 1980 to 2000 to a total of 476.
- The number of households with 3-or-more persons decreased by 20% to a total of 285 in 2000 indicating that the increase in housing stock may have resulted in more individuals living alone or with another person.

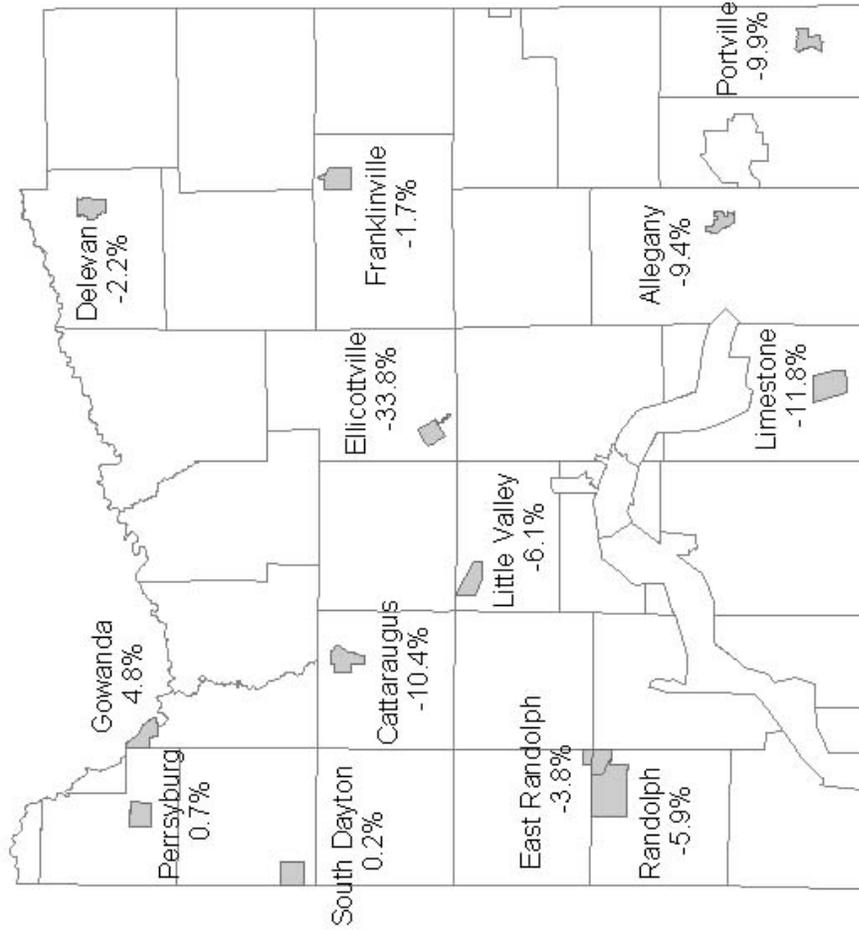
##### Housing Value

- Since 1980, the median housing value in the village has more than doubled, from \$38,100 in 1980 to \$79,100 in 2000.

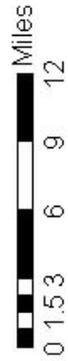
##### Income and Poverty

- Like the increase in median housing value, median household income doubled, from \$18,596 in 1980 to \$35,000 in 2000.
- Per capita income tripled in the Village, from \$6,942 in 1980 to \$17,306 in 2000.
- From 1980 to 2000, the number of persons living in poverty increased by 176 to a total of 343 (18%) in 2000.

# Exhibit No. 1: Percent Population Change from 1980 to 2000 in Cattaraugus County's 13 Villages



**All villages have lost population from 1980 to 2000 except Perrysburg, South Dayton, and Gowanda**



Smart Development for Quality Communities

Exhibit No. 2: Total Population by Municipality in Cattaraugus County						
Municipality	1980	1990	2000	% Change (1980-2000)	Acreage	Persons per acre in 2000
Allegany Town	8,619	8,327	8,230	-4.5%	45735	0.18
Allegany Village	2,078	1,980	1,883	-9.4%	435	4.33
Ashford Town	1,922	2,162	2,223	15.7%	32728	0.07
Carrollton Town	1,566	1,555	1,410	-10.0%	33135	0.04
Limestone Village	466	459	411	-11.8%	1001	0.41
Cold Spring Town	708	732	751	6.1%	41307	0.02
Conewango Town	1,578	1,702	1,732	9.8%	22929	0.08
East Randolph Village	655	629	630	-3.8%	672	0.94
Dayton Town	1,981	1,915	1,945	-1.8%	22570	0.09
South Dayton Village	661	601	662	0.2%	637	1.04
East Otto Town	942	1,003	1,105	17.3%	26657	0.04
Ellicottville Town	1,677	1,607	1,738	3.6%	28301	0.06
Ellicottville Village	713	513	472	-33.8%	529	0.89
Farmersville Town	978	869	1,028	5.1%	30773	0.03
Franklinville Town	3,102	2,968	3,128	0.8%	32570	0.10
Franklinville Village	1,887	1,739	1,855	-1.7%	690	2.69
Freedom Town	1,840	2,018	2,493	35.5%	26042	0.10
Great Valley Town	2,014	2,090	2,145	6.5%	34125	0.06
Hinsdale Town	2,182	2,095	2,270	4.0%	24869	0.09
Humphrey Town	529	580	721	36.3%	2335	0.31
Ischua Town	775	847	895	15.5%	20976	0.04
Leon Town	1,055	1,245	1,380	30.8%	23062	0.06
Little Valley Town	1,830	1,881	1,788	-2.3%	18320	0.10
Little Valley Village	1,203	1,188	1,130	-6.1%	637	1.77
Lyndon Town	610	503	661	8.4%	21279	0.03
Machias Town	2,058	2,338	2,482	20.6%	26308	0.09
Mansfield Town	784	724	800	2.0%	25375	0.03
Napoli Town	886	1,102	1,159	30.8%	23403	0.05
New Albion Town	2,156	1,978	2,068	-4.1%	22456	0.09
Cattaraugus Village	1,200	1,100	1,075	-10.4%	716	1.50
Olean City	18,207	16,946	15,347	-15.7%	3947	3.89
Olean Town	2,130	1,999	2,029	-4.7%	18956	0.11
Otto Town	828	777	831	0.4%	20567	0.04
Perrysburg Town	2,180	1,838	1,771	-18.8%	21456	0.08
Perrysburg Village	405	404	408	0.7%	635	0.64
Persia Town	2,442	2,530	2,512	2.9%	12819	0.20
Gowanda Village**	2,713	2,901	2,842	4.8%	650	4.37
Portville Town	4,486	4,397	3,952	-11.9%	22572	0.18
Portville Village	1,136	1,040	1,024	-9.9%	542	1.89
Randolph Town	2,593	2,613	2,681	3.4%	20532	0.13
Randolph Village	1,398	1,298	1,316	-5.9%	2115	0.62
Red House Town	110	159	38	-65.5%	40393	0.00
Salamanca City	6,890	6,566	6,097	-11.5%	4077	1.50
Salamanca Town	608	477	544	-10.5%	13960	0.04
South Valley Town	212	281	302	42.5%	27391	0.01
Yorkshire Town	3,620	3,905	4,210	16.3%	23039	0.18
Delevan Village	1,113	1,214	1,089	-2.2%	631	1.72
Allegany Reservation	1,243	1,143	1,099	-11.6%	27735	N/A
Cattaraugus Reservation	352	359	388	10.2%	3791	N/A
Oil Spring Reservation	4	3	2	-50.0%	247	N/A
Total Cattaraugus County	85,697	84,234	83,955	-2.0%	856626	0.10

\*Village included in town

\*\* Village of Gowanda spans Erie County and Cattaraugus County

### Employment

- The number of employed persons in the Village of Allegany decreased by 202 persons to a total of 731 (39%) in 2000.
- The number of unemployed persons also decreased by 4 persons to a total of 52 (2.8%) in 2000.

## **2. Village of Cattaraugus**

### Population

- The population in the Village of Cattaraugus has decreased since 1980 by 125 persons (10%). In 2000, the population was 1,075 persons.
- The surrounding Town of New Albion also saw a decrease from 1980 to 1990, but then saw an increase from 1990 to 2000. Over the 20-year period, the town lost 88 persons (4%). In 2000, the town had 2,068 persons.

### Age

- From 1980 to 2000, the under-20 age group of the population decreased by 62 persons (16%). In 2000, the Village of Cattaraugus had 332 persons (31% of village) in this age group.
- The 20 to 44 age group decreased by 58 persons (15%) since 1980. This age group had 323 persons (30% of village) in 2000.
- The 45-to-64-age range increased by 2 persons (1%) since 1980. This age group had 249 persons (23% of village) in 2000.
- Since 1980, the over-65 age group decreased by 7 (4%) to total of 171 persons (16% of village) in 2000.
- The median age of the village increased from 31 in 1980 to 37 in 2000.

### Housing Units

- The total number of housing units in the village decreased by 2 from 1980 to 2000. The village had a total of 483 housing units in 2000.
- The number of vacant housing units increased from 30 in 1980 to 48 in 2000, an increase of 60%.
- Between 1980 and 2000, the number of owner-occupied housing units decreased by 24 units (8%), to a total of 294 units in 2000.

- The number of renter-occupied units increased by 4 units (3%) to 141 units in 2000.

### Household Size

- From 1980 to 2000, the number of households with 1 or 2-persons increased by 13 units (5%), to a total of 273 (63% of all households in the village).
- The number of households with 3-or-more persons decreased by 33 units (17%) to a total of 162 units in 2000 (37% of all households in the village).

### Housing Value

- The median housing value in Cattaraugus more than doubled from 1980 to 2000. In 1980, it was \$23,600. By 2000, it had increased to \$53,800.

### Income and Poverty

- In 1980, the median household income was \$12,172. By 2000, it had increased to a total of \$30,664.
- Per capita income also saw a large increase. From 1980 to 2000, it more than tripled from \$5,442 to \$16,605. Since the household income is twice the per capita income, many households may have two incomes.
- The number of persons in poverty decreased by 50 (30%) from 1980 to 2000. There were 118 persons (11%) in poverty in 2000.

### Employment

- The number of employed persons increased by 62 (13%) from 1980 to 2000, to a total of 524 (49%) in 2000.
- The number of unemployed persons decreased by 12 (27%), to a total of 33 persons in 2000 (an unemployment rate of 3.1%).

## **3. Village of Delevan**

### Population

- From 1980 to 2000, the population in the Village of Delevan decreased by 24 persons (2%). In 2000, the village had a total of 1,089 persons.
- The surrounding Town of Yorkshire saw a very different trend over that same time period. From 1980 to 2000, the town saw an increase of 590 persons (16%) to a total of 4,210 persons in 2000.

## Smart Development for Quality Communities

### Age

- Between 1980 and 2000, the under-20 age group decreased by 68 persons (17%). In 2000, there were 341 persons in this age group (31% of village).
- From 1980 to 2000, the 20-to-44 age group decreased by 47 persons (12%). This age group had 357 persons (33% of village) in 2000.
- From 1980 to 2000, the 45-to-64 age group increased by 72 persons (38%). In 2000, this age group had 260 persons (24% of village).
- The over-65 age group saw an increase of 19 persons (17%). In 2000, the over-64 had 131 persons (12% of village).
- The median age in 1980 was 28 years. By 2000, it had increased to 35.

### Housing Units

- The total number of housing units increased by 51 (12%) from 1980 to 2000, to a total of 467.
- The number of occupied units increased by 55 (15%), to a total of 435 (93%) in 2000.
- From 1980 to 2000, the number of owner-occupied units increased by 7 (3%), to a total of 271 units (62%).
- The number of renter-occupied units increased by 48 (41%), to a total of 164 units (38%).
- The number of vacant units decreased by 4 (11%), to a total of 32 (7%) in 2000.

### Household Size

- The number of housing units with one or two occupants increased by 66 (36%), to a total of 250 units in 2000.
- The number of units with 3-or-more persons decreased by 11 units (6%), to a total of 185 units in 2000.

### Housing Value

- In 1980, the median housing value was \$35,900. By 2000, it had doubled to \$70,800.

### Income and Poverty

- In 1980, the median household income was \$14,773. By 2000, the median had more than doubled, to a total of \$33,654.
- Per capita income also saw an increase, from \$6,008 in 1980 to \$15,667 in 2000.
- The number of persons in poverty increased by 45 (39%), to a total of 161 (15%) in 2000.

### Employment

- The village saw an increase in the number of employed persons from 440 in 1980 to 558 in 2000 (an increase of 27%).
- The number of persons unemployed decreased by 33 (47%) from 1980 to 2000. In 2000, only 37 persons (3.4%) were unemployed, down from 70 in 1980.

## **4. Village of East Randolph**

### Population

- From 1980 to 2000, the village lost 25 persons (4%) of its population. In 2000, the population totaled 630 persons.
- The surrounding Town of Conewango saw the opposite trend. From 1980 to 2000, the town gained 154 persons (10%). In 2000, the town's population totaled 1,732 persons.

### Age

- From 1980 to 2000, the under-20 age group saw a decrease of 10 persons (4%). In 2000, 257 persons were in this age group (41% of village).
- The 20-to-44 year old group decreased by 26 persons (14%), to a total of 167 persons (27% of village) in 2000.
- The 45-to-64 group increased by 16 persons (14%), to a total of 132 persons (21% of village) in 2000.
- The over-65 age group decreased by 5 persons (6%), to a total of 74 persons (12% of village) in 2000.
- The median age of the population increased from 29 in 1980 to 31 in 2000.

### Housing Units

- The total number of housing units in the village increased by 3 from 1980 to 2000, to a total of 213 in 2000.
- The number of occupied housing units increased from 199 in 1980 to 200 in 2000 (94% of all housing units).
- The number of owner-occupied units increased by 7 (5%) to a total of 151 (76%) in 2000.
- The number of renter-occupied units decreased by 6 (11%) units to a total of 49 (25%) units in 2000.
- The number of vacant housing units increased by 2, to a total of 13 (6% of the total housing units) in 2000.

### Household Size

- The village saw an increase of 13 units (14%) of 1 or 2-person housing units from 1980 to 2000. In 2000, 103 (52%) of the housing units had one or two occupants.
- The number of housing units with 3-or-more persons decreased by 12 (11%), to a total of 97 units (49%) in 2000.

### Housing Value

- The median housing value in 1980 was \$29,200. By 2000 it had increased to \$56,500. This is a 94% increase in housing values from 1980 to 2000.

### Income and Poverty

- Median household income tripled from 1980 to 2000. In 1980, it was \$14,803. By 2000, it had increased to \$42,292.
- Per capita income increased over the two decades, from \$4,678 in 1980 to \$13,571 in 2000.
- The number of persons in poverty did not change from 1980 to 2000. In 2000, the number of persons in poverty totaled 63 (10%).

### Employment

- The number of unemployed persons decreased from 15 persons in 1980 to 12 persons in 2000.
- The number of employed persons increased by 46 (19%), to a total of 294 in 2000.

## **5. Village of Ellicottville**

### Population

- From 1980 to 2000, the Village of Ellicottville saw very different trends in its social and economic demographics than the other villages in the county. This is due to the presence of two large ski resorts at the edge of the village, Holiday Valley and HoliMont. Holiday Valley is the largest volume public ski resort in New York State, and is a major tourist destination in all four seasons. HoliMont is the largest private ski resort in North America.
- Since 1980, the village has lost 241 (34%) of its permanent residents. This is the largest decrease in population of all the villages. In 2000, the population totaled 472 permanent residents. This is partially due to the increase in seasonal residents.
- The surrounding Town of Ellicottville saw an increase of 61 persons (4%), to a total of 1,738 residents in 2000.

### Age

- From 1980 to 2000, the under-20 age group decreased by 149 persons (67%), to a total of 72 in 2000 (15% of village).
- The 20-to-44 age group saw a decrease of 114 persons (46%), to a total of 134 persons (28% of village) in 2000.
- In contrast, the 45-to-64 age group increased by 18 persons (12%), to a total of 165 persons (35% of village) in 2000.
- The over-65 age group increased by 4 persons (4%), to a total of 101 persons (21% of village) in 2000.
- The median age of the village's population increased by 17 years. In 1980, the median age was 31. By 2000, the median age increased to 48.

### Housing Units

- The total number of housing units increased by 125 (28%) from 1980 to 2000. In 2000, the total number of housing units was 574.
- The number of occupied housing units decreased by 33 units (12%), to a total of 236 units (41%) in 2000.
- Of the occupied units, 153 (65%) are owner-occupied.

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- The number of renter-occupied decreased by 28 (25%), to a total of 83 units (35% of the occupied housing units) in 2000.
- The village saw an increase of 158 (88%) in vacant housing units, to a total of 338 (59%) in 2000.

### Household Size

- The number of 1 and 2-person households increased by 25 units (15%) from 1980 to 2000, to a total of 187 (80%) in 2000.
- The number of 3-or-more person housing units decreased by 58 units (54%), to a total of 49 by 2000.

### Housing Value

- The median housing value in the village nearly quadrupled from 1980 to 2000. In 1980, the median housing value was \$27,600. By 2000, the number had increased to \$102,400.

### Income and Poverty

- The median household income more than doubled from 1980 to 2000. In 1980, the median household income was \$14,013. By 2000, the median income had increased to \$37,750.
- Per capita income almost quadrupled, from \$6,052 in 1980 to \$22,358 in 2000.
- The number of persons in poverty increased from 44 persons in 1980 to 57 persons in 2000 (12% of the total population).

### Employment

- The number of employed persons in the village decreased by 83 (23%) from 1980 to 2000. In 2000, the total number of employed persons was 278 (59%).
- The number of unemployed persons decreased from 18 in 1980 to 6 in 2000, an unemployment rate of 1.3%.

## 6. Village of Franklinville

### Population

- From 1980 to 2000, the Village of Franklinville saw a decrease of 32 persons (2%). In 2000, the population totaled 1,855 persons.

- From 1980 to 2000, the surrounding Town of Franklinville saw an increase in population. In 1980 the population totaled 3,102 persons. By 2000, it had increased by 26 persons (1%) to 3,128 persons.

### Age

- Between 1980 and 2000, all age groups lost population except the 20-to-44 age group.
- The under-20 group decreased by 12 persons (2%), to a total of 617 persons (33% of village) in 2000.
- The 20-to-44 age bracket gained 23 persons (4%), to a total of 591 persons (32% of village) in 2000.
- The 45-to-64 group lost 21 persons (6%), to a total of 362 persons (20% of village) in 2000.
- The over-65 group decreased by 22 persons (7%), to a total of 285 persons (15% of village) in 2000.
- The median age in the village in 1980 was 33. By 2000, the median age had increased to 35 years.

### Housing Units

- The total number of housing units decreased by 22 (3%) from 1980 to 2000, to a total of 757.
- Of the total number of housing units, 696 (92%) were occupied.
- Of the occupied housing units, the number of owner-occupied units in the village increased by 1 unit (0%) to a total of 484 (70%) in 2000.
- The number of renter-occupied units decreased by 3 (1%) to a total of 212 (31%) in 2000.
- Only 8% of the housing units are vacant. From 1980 to 2000, the village experienced a decrease of 20 vacant units (25%), to a total of 61 vacant housing units.

### Household Size

- The Village of Franklinville had a very different trend in household size compared with the other villages in the county.
- The number of 1 and 2-person housing units decreased by 6 units (2%), to a total of 385 in 2000.
- The number of 3-or-more person housing units increased by 4 (1%), to a total of 311 in 2000.

### Housing Value

- The median housing value in the village doubled from 1980 to 2000. In 1980, the median housing value was \$25,500. By 2000, it had increased to \$46,900.

### Income and Poverty

- The median household income more than doubled from 1980 to 2000. In 1980, it was \$12,619. By 2000, it had increased to \$31,900.
- Per capita income also more than doubled, from \$5,667 in 1980 to \$13,600 in 2000.
- Since 1980, the number of persons in poverty decreased by 66 persons (24%), to a total of 213 (12%) in 2000.

### Employment

- Since 1980, the number of employed persons increased by 70 (10%), to a total of 764 in 2000. That comprises 41% of the total population.
- The number of unemployed persons increased by 17 persons (24%), to a total of 88 persons in 2000 (an unemployment rate of 4.7%).

## **7. Village of Gowanda**

### Population

- The population in the Village of Gowanda has increased by 129 persons (5%) since 1980. In 2000, 2,842 persons lived in the village. The Village of Gowanda spans Erie County and Cattaraugus County.
- The surrounding Town of Persia saw an increase of 70 persons (3%) from 1980 to 2000. By 2000, there were 2,512 persons living in the village. The number of persons living in the town of Persia is lower than the total population in Gowanda because not all residents in the village live in Cattaraugus County.

### Age

- From 1980 to 2000, the under-20 age group saw a decrease in population of 24 persons (3%), to a total of 728 persons (26% of village) in 2000.
- The 20-to-44 age group saw an increase of 68 persons (8%). This group had 873 persons (31% of village) in 2000.

- The 45-to-64 group decreased by 119 persons (17%), to a total of 571 persons (20% of village) in 2000.
- The over-65 age group saw the greatest increase. This age group increased by 204 persons (44%), and in 2000 had 670 persons (24% of village).
- The median age in 1980 was 37. By 2000 it had increased to 41.

### Housing Units

- Since 1980, the total number of housing units increased by 42 (3%), to a total of 1,273 in 2000.
- Of the total number of housing units, 1,168 units (92%) were occupied.
- Of those occupied, 744 units (64%) are owner-occupied.
- From 1980 to 2000, the village experienced a increase of 19 renter-occupied units (5%), to a total of 424 units (36%) in 2000.
- In 2000, 105 housing units (8%) were vacant, an increase of 31 units (42%) since 1980.

### Household Size

- The number of housing units with 1 and 2-persons increased by 78 units (11%) since 1980. In 2000, there were 819 units (70%) with one or two persons.
- The number of housing units with three-or-more persons decreased by 67 (16%), to a total of 349 in 2000.

### Housing Value

- The median housing value doubled in the village from 1980 to 2000. In 1980, the median housing value was \$29,450. By 2000, it had increased to \$54,800.

### Income and Poverty

- The median household income more than doubled from 1980 to 2000. In 1980, the median household income was \$13,650. By 2000, it had increased to \$29,565.
- Per capita income also doubled. In 1980, the per capita income was \$6,978 and by 2000 it had increased to \$16,323.

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- The number of persons in poverty increased by 154 (72%) from 1980 to 2000, to a total of 369 persons (13%) in 2000.

### Employment

- From 1980 to 2000, the number of persons employed decreased by 58 (5%), to total 1,180 in 2000.
- The number of unemployed persons increased by 37 (57%). In 2000, 102 persons (3.6%) were unemployed.

## 8. Village of Limestone

### Population

- The population of the Village of Limestone in 1980 was 466. By 2000, it had decreased by 55 persons (12%), to a total of 411.
- The surrounding Town of Carrollton experienced a similar decrease in population. From 1980 to 2000 the town lost 156 persons (10%) of the population. In 2000, 1,410 persons lived in the town.

### Age

- From 1980 to 2000, the under-20 age group decreased by 48 persons (30%). In 2000, this age group had 112 persons (27% of village).
- The 20-to-44 age group decreased by 18 persons (12%), to a total of 138 persons (34% of village) in 2000.
- The 45-to-64 group increased by 8 persons (8%), to a total of 100 persons (24% of village) in 2000.
- The over-65 group increased by 3 persons (5%) to a total of 61 persons (15% of village) in 2000.
- The median age of the village in 1980 was 29 years. By 2000, it had increased to 39 years.

### Housing Units

- From 1980 to 2000, the total number of housing units increased by 14 (8%), to a total of 190 units.
- In 2000, 170 units (90%) were occupied, an increase of 5 (3%) units since 1980.
- Since 1980, the number of owner-occupied units decreased by 8 (6%) units, to a total of 127 (75%) in 2000.

- The number of renter-occupied housing units increased by 13 (43%), to a total of 43 (25%) in 2000.

- In 1980, 11 housing units were vacant. By 2000, it had increased to 20 units (11% vacancy rate).

### Household Size

- The number of 1 and 2-person housing units increased by 22 units (27%) from 1980 to 2000, to a total of 105 units (62%) in 2000.
- Conversely, the number of units with 3-or-more persons decreased by 17 units (21%) to a total of 65 units (38%) in 2000.

### Housing Value

- The median housing value in the village was \$22,000 in 1980. By 2000, the median housing value doubled to \$44,100.

### Income and Poverty

- In 1980 the median household income was \$15,125. By 2000, it increased to \$28,594.
- Per capita income increased significantly during that 20-year period. In 1980, the per capita income was \$5,781, and by 2000 it had increased to \$14,152.
- The number of persons in poverty decreased by 11 from 1980 to 2000, to a total of 35 (9%).

### Employment

- From 1980 to 2000, the number of employed persons decreased by 43 (20%), to a total of 173 in 2000.
- During the same period, the number of unemployed persons increased by 5 (50%). In 2000, only 15 persons (3.6%) were unemployed.

## 9. Village of Little Valley

### Population

- From 1980 to 2000, the Village of Little Valley saw a 6% decrease in population. In 1980, 1,203 persons lived in the village. By 2000, the population had decreased to 1,130.
- The surrounding Town of Little Valley also saw a decrease in population, from 1,830 in 1980 to 1,788 in 2000, a decrease of 2%.

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### Age

- Since 1980, the under-20 age group decreased by 61 persons (16%). In 2000, the under-20 age group had 317 persons (28% of village).
- From 1980 to 2000, the only age group to increase was the 20-to-44 group, by 52 persons (14%). The 20-to-44 group had 433 persons (38% of village) in 2000.
- The 45-to-64 group decreased by 34 persons (14%), to a total of 209 persons (19% of village) in 2000.
- The over-65 age group decreased by 30 persons (15%), to a total of 171 persons (15% of village) in 2000.
- The median age of the village in 1980 was 32. By 2000, the median age increased to 36.

### Housing Units

- The total number of housing units increased by 10, (2%), from 1980 to 2000. In 2000, there were a total of 501 housing units.
- The number of occupied units decreased by 29 units (6%), to a total of 426 (85%) in 2000.
- Of the occupied housing units, the number of owner-occupied units decreased by 61 units (19%), and in 2000, 254 units (60%) were owner-occupied.
- The number of renter-occupied units increased by 32 units (23%), and in 2000 totaled 172 renter-occupied units (40%).
- The number of vacant units increased from 36 in 1980 to 75 in 2000, an increase of 39 (108%).

### Household Size

- Despite the increase in the vacancy rate, the number of 1 and 2-person housing units increased by 10 (4%) since 1980, to a total of 278 units in 2000.
- The number of 3-or-more housing units decreased by 39 (21%), to 148 units in 2000.

### Housing Value

- The median housing value more than doubled from 1980 to 2000. In 1980, the median housing value was \$23,600. By 2000, it had increased to \$48,300.

### Income and Poverty

- The median household income in 1980 was \$11,797. By 2000, it had increased to \$28,750.
- Per capita income also increased significantly. In 1980, the per capita income was \$5,716. By 2000, it was \$14,458.
- The number of persons in poverty increased by 44 (38%) to 160 persons (14%) in 2000.

### Employment

- The number of persons employed decreased by 40 (8%) to 460 in 2000.
- The number of unemployed persons increased by 5 persons (11%) to a total of 49 persons (4.3%) in 2000.

## **10. Village of Perrysburg**

### Population

- The Village of Perrysburg's population increased by 3 persons (1%) between 1980 and 2000. In 2000, there were 408 residents living in the village.
- The surrounding Town of Perrysburg saw a very different trend in population. From 1980 to 2000, the population decreased by 409 persons (19%) to 1,771 persons in 2000.

### Age

- The under-20 and 20-to-44 age groups lost population between 1980 and 2000.
- The under-20 age group decreased by 56 persons (39%), to a total of 89 persons (22% of village) in 2000.
- The 20-to-44 group decreased by 1 person (1%), to a total of 142 persons (35% of village) in 2000.
- The 45-to-64 and over-65 age groups increased in population. The 45-to-64 group increased by 29 persons (32%), to a total of 120 persons (29% of village) in 2000.
- The over-65 age group increased by 31 persons (119%), to a total of 57 persons (14% of village) in 2000.
- The median age in 1980 was 30 years, and by 2000 it had increased to 42 years.

### Housing Units

- The Village of Perrysburg saw little change in the number of total housing units from 1980 to 2000. The total number of housing units decreased by 8 (5%), to 150 in 2000.
- The number of occupied units decreased by 11 units (8%), and in 2000, 134 units (89% of the total units) were occupied.
- Of the occupied housing units, the number of owner-occupied units decreased by 15 units (14%), to a total of 92 units (69%) in 2000.
- The number of renter-occupied units increased by 4 (11%), to a total of 42 units (31%) in 2000.
- The number of vacant units increased by 3 (23%) and in 2000, there were 16 vacant units (11%).

### Household Size

- From 1980 to 2000, the number of housing units with one or two persons decreased by 1 unit (1%) to a total of 73 housing units (55%) in 2000.
- The number of housing units with 3-or-more persons decreased by 10 units to a total of 61 units (46%) of the housing stock in 2000.

### Housing Value

- The median housing value more than doubled since 1980. In 1980, the median housing value was \$28,000. By 2000, it had increased to \$59,400.

### Income and Poverty

- The median household income increased by \$21,782 since 1980. In 2000, the median household income was \$37,045.
- Per capita income in 1980 was \$6,271. By 2000, it had increased to \$17,190.
- The number of persons in poverty increased by 51 (124%), to a total of 92 persons (23%) in 2000.

### Employment

- The number of employed persons declined by 23 (12%), to a total of 163 in 2000.
- The number of unemployed persons decreased by 16 (59%), to a total of 11 persons in 2000 (an unemployment rate of 2.7%).

## **11. Village of Portville**

### Population

- The population of the Village of Portville has decreased by 112 (10%) since 1980. In 2000, 1,024 persons lived in the village.
- The surrounding Town of Portville experienced a population decrease of 534 persons (12%). In 2000, 3,952 persons lived in the town.

### Age

- From 1980 to 2000, all age groups saw a decline in population except the over-65 group.
- The under-20 group saw a decrease of 93 persons (22%). In 2000, this group had 337 persons (33% of village).
- The 20-to-44 age group saw a decrease of 69 persons (19%), to a total of 297 persons (29% of village) in 2000.
- The 45-to-64 age group saw a decrease of 26 persons (11%), to a total of 205 persons (20% of village) in 2000.
- The over-65 group saw an increase of 76 persons (70%), and in 2000, had 185 persons (18% of village).
- The median age in 1980 was 29 years, and by 2000 it had increased to 37 years.

### Housing Units

- The total number of housing units increased by 46 units (11%) from 1980 to 2000. In 2000, the total number of housing units was 459.
- Of the total number of housing units, 425 units (93%) were occupied.
- Of those units occupied, 282 units (66%) were owner-occupied.
- From 1980 to 2000, the number of renter-occupied housing units increased by 21 units (17%), and in 2000, 143 units (34%) were renter-occupied.
- The number of vacant units increased by 6 units (21%), to a total of 34 units (7%) in 2000.

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### Household Size

- From 1990 to 2000, the number of 1- and 2-person housing units increased by 78 units (43%), to a total of 260 units in 2000.
- The number of housing units with 3-or-more persons decreased by 38 units (19%), to a total of 165 units in 2000.

### Housing Value

- In 1980, the median housing value was \$33,900. By 2000, it had increased 73% to \$58,500.

### Income and Poverty

- The median household income doubled, from \$15,703 in 1980 to \$31,210 in 2000.
- Per capita income increased from \$6,313 in 1980 to \$16,166 in 2000.
- The number of persons in poverty increased by 48 (45%), to a total of 155 (15%) in 2000.

### Employment

- The number of employed persons increased by 45 (10%) from 1980 to 2000. In 2000, 478 persons were employed.
- The number of unemployed persons decreased by 10 (29%), to 25 persons in 2000. In 2000, the unemployment rate was 2.4%.

## 12. Village of Randolph

### Population

- The Village of Randolph saw a decrease in population from 1980 to 2000. In 1980, the population was 1,398. By 2000, it had decreased 6% to 1,316 persons.
- The surrounding Town of Randolph saw the opposite trend. From 1980 to 2000, the population increased by 88 persons (3%) to a total of 2,681 in 2000.

### Age

- From 1980 to 2000, all age categories lost population except for the 45-to-64 group.

- The under-20 age group saw the greatest loss, 73 persons (16%). By 2000, this age group had 371 persons (28% of village).
- The 20-to-44 group saw a decrease of 19 persons (5%), to a total of 397 persons (30% of village) in 2000.
- The 45-to-64 age group saw an increase of 36 persons (13%), to a total of 314 persons (24% of village) in 2000.
- The over-65 group saw a loss of 26 persons (10%). In 2000, this group had 234 persons (18% of village).
- The median age in the village rose from 35 in 1980 to 39 in 2000.

### Housing Units

- The total number of housing units increased by 67 units (13%) from 1980 to 2000, to a total of 602 units in 2000.
- The number of occupied housing units increased by 47 units (9%), to a total of 559 (93%) in 2000.
- The number of owner-occupied units decreased by 4 (1%), to a total of 359 units (64%) in 2000.
- The number of renter-occupied units increased by 51 units (34%), to a total of 200 units (36%) in 2000.
- The number of vacant housing units doubled, from 23 in 1980 to 43 in 2000.

### Household Size

- From 1980 to 2000, the number of housing units with one or two persons increased by 77 units (27%). In 2000, the number of housing units with 1 and 2-persons was 364 (65% of the total housing units).
- The number of housing units with 3-or-more persons decreased by 30 (13%), to a total of 195 (35%) in 2000.

### Housing Value

- The housing value increased by 87% since 1980. In 1980, the median housing value was \$28,600. By 2000 it had increased to \$53,600.

Income and Poverty

- The median household income more than doubled since 1980. In 1980, the median household income was \$14,260. By 2000, it had increased to \$32,679.
- Per capita income also saw an increase, from \$5,844 in 1980 to \$17,812 in 2000.
- The number of persons in poverty decreased by 95 (55%). In 2000, 79 persons (6% of the population) were in poverty.

Employment

- In 2000, 593 persons (45%) were employed, an increase of 65 persons (12%) since 1980.
- In 2000, 30 persons (2.3%) were unemployed, a increase of 6 persons (25%) since 1980.

**13. Village of South Dayton**

Population

- The population in the Village of South Dayton decreased by 1 person from 1980 to 2000. In 2000, 662 persons lived in the village.
- The surrounding Town of Dayton experienced a similar loss. From 1980 to 2000, the town population decreased by 36 persons (2%). In 2000, the town had a population of 1,945.

Age

- The under-20 and over-65 age groups both saw a loss in population, while the other two age groups increased.
- The under-20 group lost only 5 persons (2%), to a total of 237 (36% of village) in 2000.
- The 20-to-44 age group saw an increase of 11 persons (6%), to a total of 209 persons (32% of village) in 2000.
- The 45-to-64 group saw an increase of 13 persons (10%), to a total of 139 persons (21% of village) in 2000.
- The over-65 age group experienced a decrease of 18 persons (19%). In 2000, the over-65 group had 77 persons (12% of village).
- The median age in the village was 31 in 1980, and increased slightly to 33 in 2000.

Housing Units

- The total number of housing units increased by 32 units (13%) from 1980 to 2000. In 2000, there were 273 total housing units.
- The number of occupied units increased by 28 (13%), to a total of 250 units (92%) in 2000.
- Of the occupied housing units, 168 units (67%) were owner-occupied.
- Of the occupied housing units, 82 units (33%) were renter-occupied.
- The number of vacant housing units increased by 4 (21%), to a total of 23 (8%) in 2000.

Household Size

- The number of 1 and 2-person housing units increased by 24 (21%) from 1980 to 2000. In 2000, 138 housing units (55%) had one or two persons.
- The number of housing units with 3-or-more persons increased by 4 (4%), to a total of 112 units in 2000.

Housing Value

- The median housing value increased by 80% from 1980 to 2000. In 1980, the median housing value was \$25,200. By 2000, it had increased by to \$45,400.

Income and Poverty

- The median household income more than doubled, from \$11,629 in 1980 to \$29,375 in 2000.
- Per capita income increased from \$4,998 in 1980 to \$13,187 in 2000.
- The number of persons in poverty increased by 5 (5%) since 1980. In 2000, 111 persons were in poverty (17% of the total population).

Employment

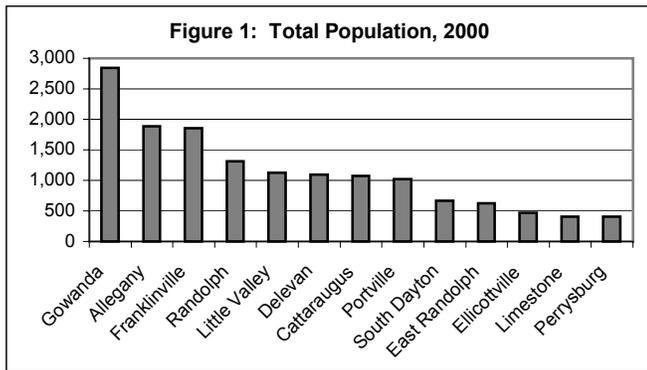
- From 1980 to 2000, the village saw an increase of 66 employed persons (34%). In 2000, 260 persons (40%) were employed.
- The number of unemployed persons decreased by 16 (40%), to a total of 24 persons (3.6% of the total population) in 2000.

## B. Comparative Analysis of Our 13 Villages

This is a demographic analysis of the 13 villages located in Cattaraugus County from 1980, 1990, and 2000. All data was obtained from the U.S. Census Bureau. The data analysis shows, in general, that each village is following the trend of what is happening in the rest of the county. The exceptions to this are presented in the following report.

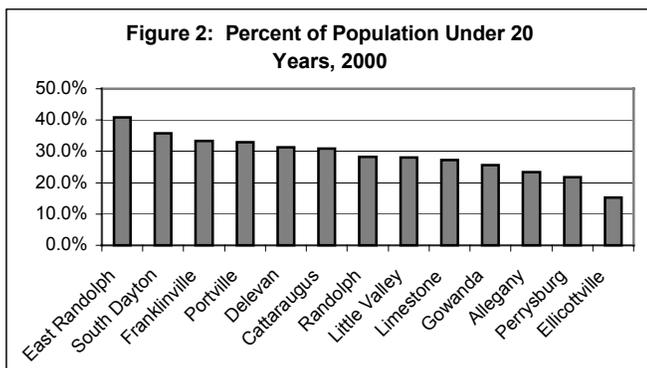
### 1. Total Population in Our Villages

Figure 1 shows the comparison of population for the 13 villages in 2000. The total population for all the villages in Cattaraugus County is 14,797. The Village of Gowanda has the highest population, with 2,842 persons, part of which is located in Erie County. The smallest populations are in the Villages of Perrysburg (408), Limestone (411), Ellicottville (472), East Randolph (630), and South Dayton (662).



### 2. Age Groups in Our Villages

Figure 2 shows the percent of the total population under the age of 20. The Village of East Randolph has the highest percentage (41%) of its population under-20. South Dayton, Franklinville, Portville, Delevan, and Cattaraugus have higher than 30% of the population under 20-years-old. Perrysburg and Ellicottville have the



smallest population of persons under 20 years old (22% and 15% respectively).

Figure 3 shows the percent of the population for each of the villages between the ages of 20 and 44 years. The Village of Little Valley has the highest percentage of persons in this age range, 38%. Portville, Ellicottville, and East Randolph have the lowest percentages of persons between the ages of 20-to-44, with 29%, 28%, and 27% respectively. All other villages have between 30% and 38% of its population in this age range.

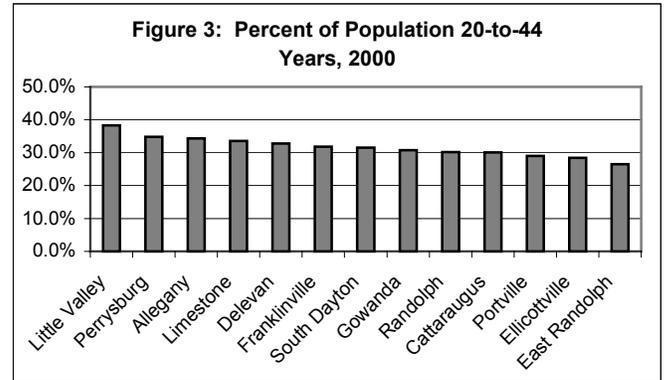


Figure 4 below shows the percent of population between the ages of 45-to-64. The Village of Ellicottville has the highest percentage (35%). This is consistent with the fact that Ellicottville has the highest median age, 48 years. Portville, Franklinville, and Little Valley have less than 20% of their populations in this age group. All other villages have between 20% and 30% of their population between the ages of 45 and 64.

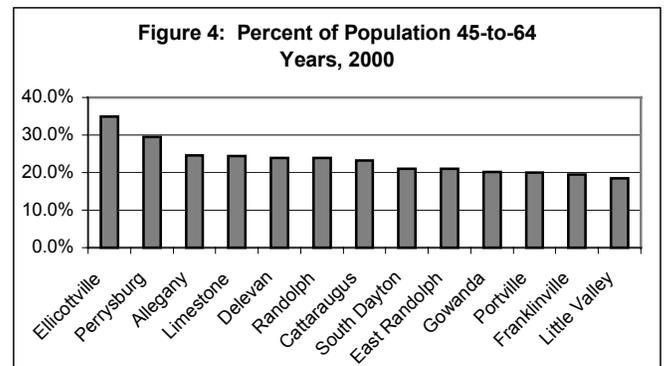
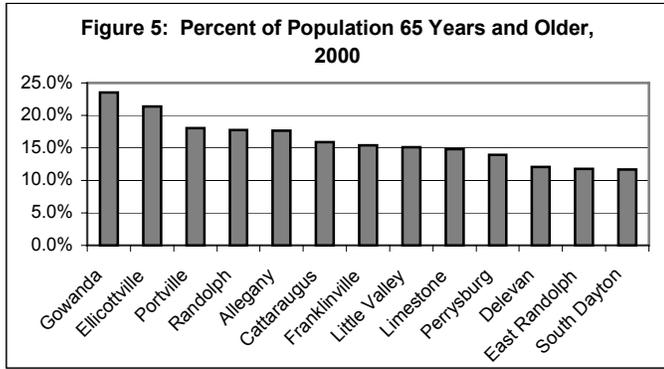


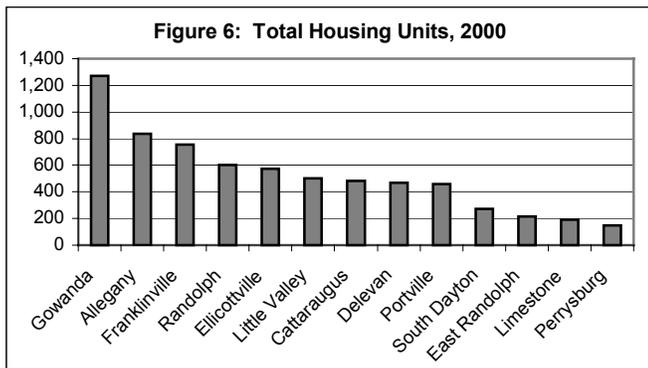
Figure 5 shows the percent of population over 65-years of age for each of the 13 villages. Gowanda and Ellicottville have the most persons over the age of 65, more than 20%. East Randolph and South Dayton have the smallest older population, with less than 12% of their population in this age group. All other villages have between 12% and 18% of their populations in the over-65 age group.



Village	Occupied Housing Units	Vacant Housing Units
Ellicottville	41.1%	58.9%
Little Valley	85.0%	15.0%
Perrysburg	89.3%	10.7%
Limestone	89.5%	10.5%
Cattaraugus	90.1%	9.9%
Allegany	90.9%	9.1%
South Dayton	91.6%	8.4%
Gowanda	91.8%	8.2%
Franklinville	91.9%	8.1%
Portville	92.6%	7.4%
Randolph	92.9%	7.1%
Delevan	93.1%	6.9%
East Randolph	93.9%	6.1%

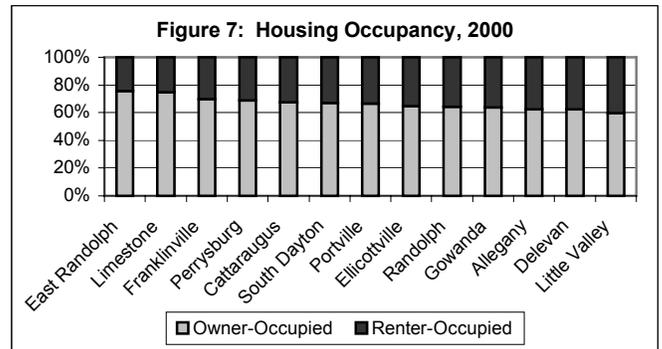
### 3. Housing in Our Villages

Figure 6 shows the total number of housing units for all 13 villages in the county, a total of 6,779. The Village of Gowanda has the highest number of housing units with 1,273 units. This is consistent with the fact that Gowanda has the highest population. South Dayton, East Randolph, Limestone, and Perrysburg have the smallest number of housing units (all having less than 300 housing units). Those villages also have smaller populations than the other villages.



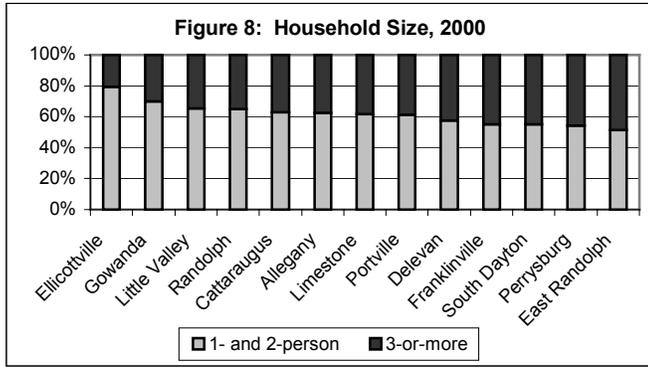
Of its total housing units, Ellicottville has the highest vacancy rate, 59%. Ellicottville is a ski resort village and many of its residents are seasonal, explaining the high vacancy rate. The next highest vacancy rate is Little Valley with 15%. All the other villages have between 6% and 10% vacancy rates. The list below shows the percentage of occupied and vacant housing units for each of the 13 villages in 2000. East Randolph has the lowest percent of vacant housing, (only 6%). The Village also has a small population with a small number of housing units.

The Village of East Randolph has both the lowest vacancy rate and the highest owner-occupied rate. East Randolph and Limestone have over 75% owner-occupied housing units. Perrysburg and Franklinville have almost a 70% owner-occupied rate. Most of the villages have an owner-occupied rate of between 62% and 69%. Little Valley has the lowest owner-occupied rate, with 60%. Figure 7 shows the rate of owner-occupied and renter-occupied housing units.



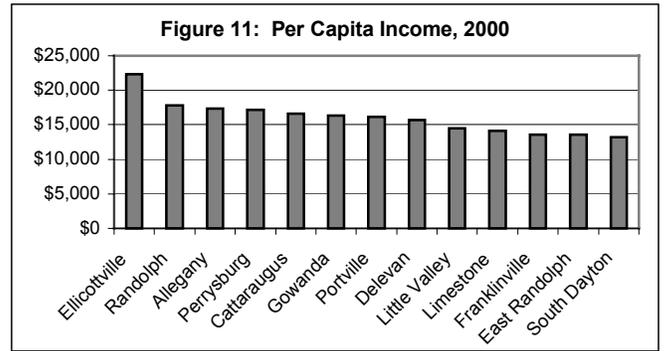
### 4. Household Size in Our Villages

Figure 8 shows the household sizes for each of the 13 villages in 2000. Ellicottville has the highest percentage of 1 and 2-person housing units (79%). Portville, Delevan, Franklinville, South Dayton, Perrysburg, and East Randolph have a higher percentage of housing units with 3-or-more persons. This would indicate a higher level of families living together. East Randolph has more than 40% of its population under the age of 20, indicating that many children, teenagers, and young adults still live with parents or family members.



Ellicottville and Perrysburg have comparable median household incomes, both around \$37,000. Gowanda, South Dayton, Little Valley, and Limestone have less than \$30,000 median household incomes.

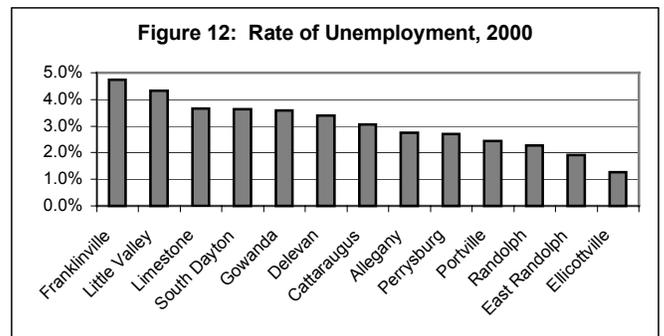
Figure 11 shows the per capita income for all 13 villages. The Village of Ellicottville has the highest per capita income, \$22,000. Five villages – Little Valley, Limestone, Franklinville, East Randolph, and South Dayton – have less than \$15,000 per capita income.



Since East Randolph has a lower per capita income, and a high median household income, most households may have two or three incomes. The villages in Cattaraugus County are well below the state and national averages of median household income and per capita income. Ellicottville is the only village comparable to the national average in median household income and per capita income.

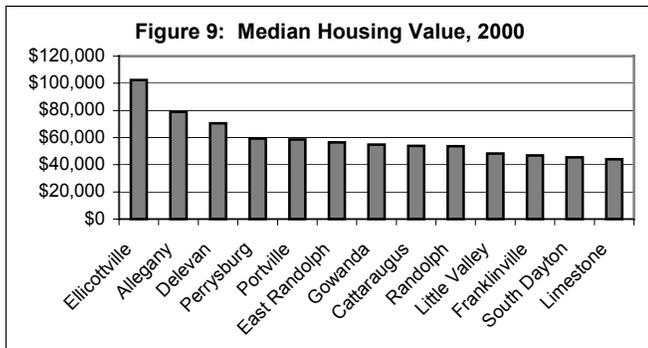
### 7. Unemployment in Our Villages

Figure 12 shows the unemployment rate of each of the 13 villages. Of the villages in Cattaraugus County, Franklinville has the highest unemployment rate, 4.7%. In 2000, the United States averaged an unemployment rate of 3.7%. Franklinville and Little Valley were the only two villages that had an unemployment rate higher than the national average. Gowanda, Limestone, South Dayton, Delevan, Cattaraugus, Perrysburg, Allegany, Portville, Randolph, and East Randolph had rates lower than the national average. East Randolph and Ellicottville had the lowest unemployment rate, 1.9% and 1.3%, respectively.



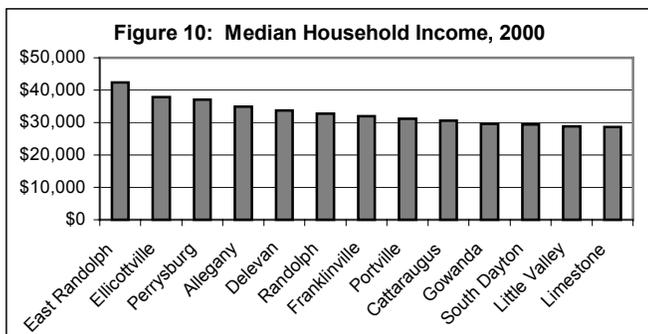
### 5. Housing Value in Our Villages

The Village of Ellicottville has the highest median housing value of all the villages (over \$100,000). Ellicottville has many seasonal ski resort residents who own second homes. Figure 9 shows the median housing value for all 13 villages. Allegany and Delevan have median housing values between \$60,000 and \$80,000. The rest of the villages have median housing values between \$44,000 and \$60,000.



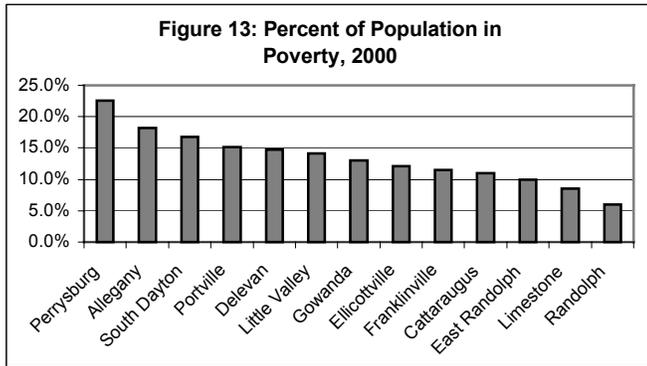
### 6. Income Levels in Our Villages

The highest median household income in Cattaraugus County in 2000 was in East Randolph (\$42,292). Figure 10 shows the median household income for all 13 villages. With its small population and a high number of young adults under 20-years-old, a high median income could indicate that these households have two incomes.



## 8. Poverty Levels in Our Villages

Figure 13 shows the percent of population in poverty for each of the villages in 2000. Perrysburg has the highest percentage of persons in poverty, 22.5%. This is interesting because Perrysburg has a relatively high per capita income and median household income. East Randolph, Limestone, and Randolph had the lowest percentages of persons in poverty, 10%, 8.5%, and 6%, respectively.



## C. Summary of Highlights on 13 Villages

**Allegany** – Both the Village of Allegany and the Town of Allegany experienced a decrease in total population. The village also saw the greatest loss in the under-20 age group. Comparing Allegany to the other villages in the county, Allegany saw the greatest decrease of employed persons. The Village saw the greatest increase in the number of occupied housing units of all the villages in the county.

**Cattaraugus** – Both the Village of Cattaraugus and the Town of New Albion saw a decrease in the total population, but the village did not experience any extreme increases or decreases in any social or economic factor analyzed.

**Delevan** – The Village of Delevan saw a slight decrease in population while the Town of Yorkshire saw an increase in total population (the greatest increase of all the towns surrounding villages). Compared to the other villages in the county, Delevan saw the greatest increase in the 45-to-64 age group (38%) and also the largest percentage increase of employed persons (27%).

**East Randolph** – The Village of East Randolph saw a slight loss in population while the Town of Conewango saw an increase in total population. The village experienced the largest increase in median housing value compared to all the villages in the county. In 2000, East Randolph had the highest median household income of all villages.

**Ellicottville** – Since 1980, the Village of Ellicottville has lost 34% of its permanent residents. This is the largest decrease in population of all the villages. Although the village lost residents, the Town of Ellicottville saw a slight increase in population. The Village also experienced the largest percentage decrease of the number of persons under the age of 20 compared to the other villages. The 20-to-44 age group also saw the largest decrease in population. Of all the villages, Ellicottville saw the greatest increase in median age, and the highest median age of all villages in 2000.

Although Ellicottville's permanent population is decreasing, the total number of housing units increased by 28% from 1980 to 2000, the largest increase of the villages. The major loss in total population and the decrease in persons under the age of 45 would indicate families leaving the village and an increase in the number of older and retired persons.

Ellicottville experienced the largest decrease in occupied housing units and the greatest increase in vacant housing units. The high rate of rental and vacant units is due to the ski resort being located in town, drawing tourists and skiers to the area.

In 2000, the Village of Ellicottville had the highest median housing value. From 1980 to 2000, the village saw the largest increase in median housing value for all the villages in the county. This increase is a result of the expensive housing units built by seasonal residents.

Ellicottville experienced the largest increase in per capita income from 1980 to 2000, and had the highest per capita income of all the villages in 2000. The Village saw the largest percentage decrease of unemployed persons.

**Franklinville** – The Village of Franklinville experienced slight loss in population and the Town of Franklinville saw a slight increase in population. The village experienced the largest decrease in the number of housing units for all of the villages in the county. The increase in owner-occupied units was the greatest for all villages. Franklinville is the only village in the county to lose 1 and 2-person housing units. The increase in 3-or-more person households is the largest of the villages in the county. From 1980 to 2000, the village experienced a decrease of 25% of its vacant housing units, the largest loss of vacant housing units.

Franklinville experienced the largest increase in the number of employed persons of all the villages; yet saw the smallest increase in per capita income of all the villages. This could indicate a rise in low-paying jobs.

## Smart Development for Quality Communities

Gowanda – Both the Village of Gowanda and the Town of Persia saw an increase in total population. The decrease in population in the 45-to-64 group in the village was the greatest of all the villages. The over-65 age group in Gowanda saw the largest increase of all the villages.

Gowanda experienced the greatest decrease in renter-occupied units and units with 3-or-more persons of all the villages in the county.

The village saw the largest increase of persons in poverty compared to other villages, but experienced the greatest decrease in unemployed persons.

Limestone – Both the Village of Limestone and the Town of Carrollton experienced a decrease in total population. The village saw the greatest decrease of owner-occupied housing units of all the villages in the county. In 2000, Limestone had the smallest median housing value for all the villages.

Limestone saw the smallest increase of median household income from 1980 to 2000, and in 2000 had the smallest household income.

Little Valley – Both the Village of Little Valley and the Town of Little Valley saw a decrease in total population. From 1980 to 2000, the Village of Little Valley population increased only in the 20-to-44 group, by 90 persons, the largest increase of persons in this age range for all the villages.

Perrysburg – The Village of Perrysburg experienced an insignificant increase in population, while the surrounding Town of Perrysburg experienced the greatest loss in population by a town surrounding a village.

Portville – Both the Village of Portville and the Town of Portville experienced a decrease in population. From 1980 to 2000, renter-occupied housing units in the Village of Portville increased by 17%. The increase in the number of 1 and 2-person housing units was the largest of the villages.

Randolph – The Village of Randolph saw a decrease in population, but the Town of Randolph saw an increase in population. All other factors studied did not see significant changes.

South Dayton – The population in the Village of South Dayton did not change, while the population in the Town of Dayton decreased slightly. The village experienced the smallest increase in median age for all the villages. Per capita income in South Dayton was the lowest of all the villages in the county in 2000. The Villages of East Randolph and Franklinville also have per capita incomes less than \$14,000.

*Note: Compilation, calculations, comparative analysis by Katherine J. Wagner. Edited by Terry H. Martin and David P. Paoletta.*

SOURCE: U.S. Census of Population  
1980, 1990 and 2000

## Visioning And Design Notes On Three Villages

### A Case Study In Cattaraugus County, New York

By

**Randall Arendt**

#### A. Overview

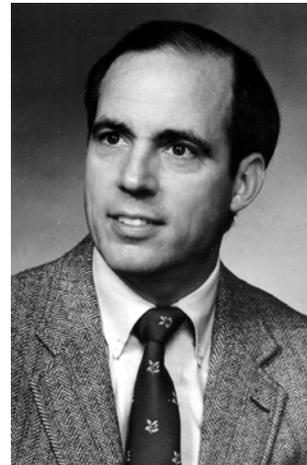
This is the part of Cattaraugus County's "village" case study to illustrate, from a rural by design point of view, how new futures can be developed for three villages in Cattaraugus County, New York. This study examines the great need to bring new ideas and investments into these older villages. All three villages are located in the perimeter zone around Allegany State Park, a 65,000-acre jewel in this rural area. The villages are: Randolph, Little Valley, and Franklinville.

In the following three cases, the idea being presented is that we need to find new ideas to rejuvenate the original downtowns and create linkages to nearby attractions. Specifically, a vision is needed for preserving the unique beauty and function of each village. These notes are based on my work with villages and county officials and business people and look primarily at the design aspects of this process:

- Randolph. The McNallie building could be the single most critical re-investment (public or private) in Randolph because it would save the character of the original downtown.
- Little Valley. This village has several points where investments could make a difference. It is the county seat and village-county promotions could be beneficial. A County Visitors' Center could be added near the foot of Main Street, and a Main Street "boulevard" tree canopy could easily be created connecting Upper and Lower Main Street areas. New Investments could also go into a Lower Main Street park at the trailhead of a new rails-to-trails project (the new twelve-mile START trail from Salamanca to Cattaraugus, running through Little Valley at the foot of Main Street). An equestrian activity center has been proposed near the village, where new linkages could help nearby equestrian business outlets and the County Fairgrounds.
- Franklinville. This village is already developing two clusters of opportunity for new investments. It is restoring businesses in the downtown Historic District around Park Square. It is also promoting a proposed "planned" equestrian community on the

south side of the village with a network of trails and events linking it to three attractions: the downtown Historic District, Case Lake, and Ischua Creek.

The following ideas are presented for each village in order to illustrate new ways of achieving downtown restorations. These notes are presented here in order to stimulate discussion and changes for the better.



*Randall Arendt, an internationally recognized rural by design consultant*

#### B. Randolph

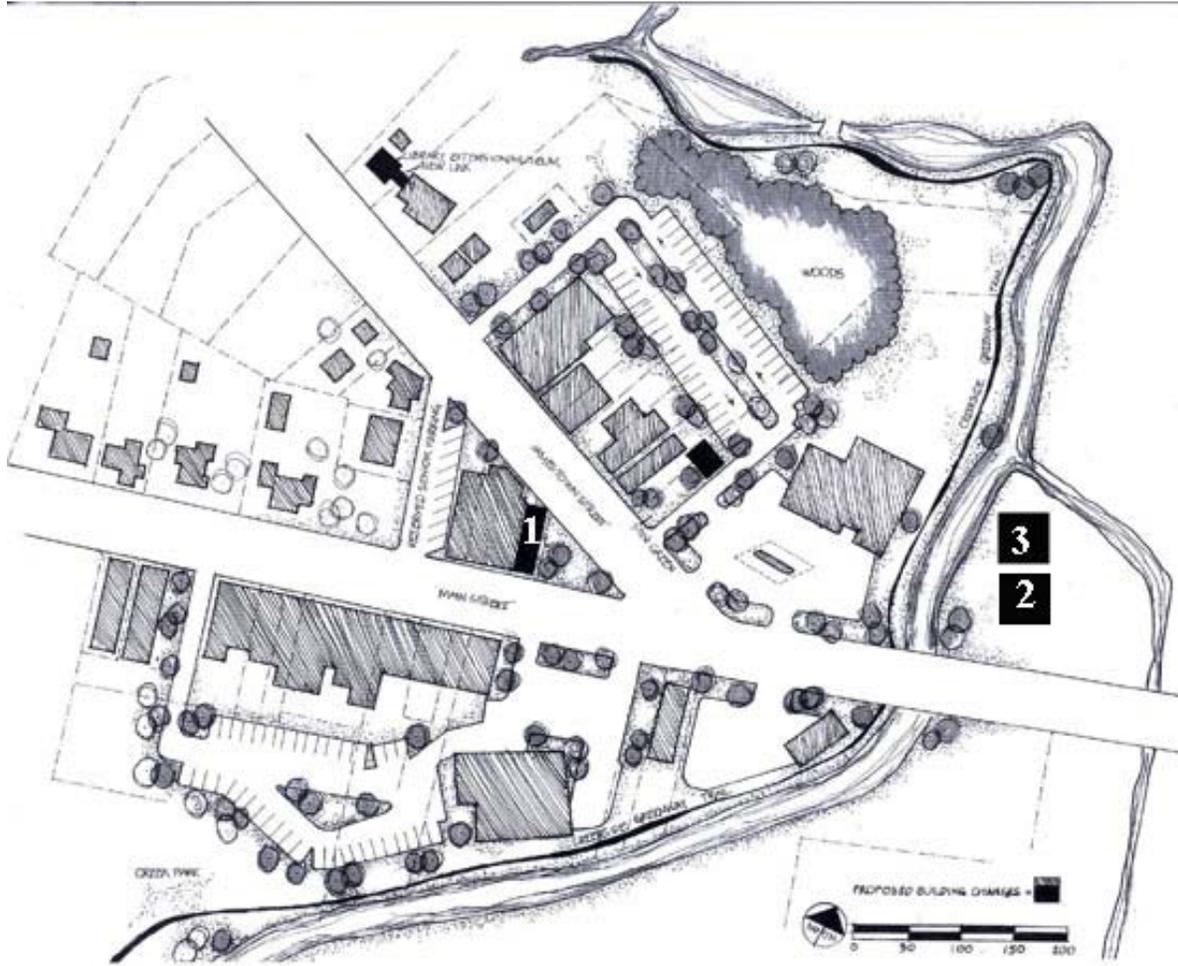
##### 1. The Overall Vision

An overall vision for Randolph could rescue the Village's core block of buildings along Main Street. Any rescue effort needs to bring new life and new business into this historic, original downtown and nearby attractions such as the creek and Fire Hall Property (see Exhibit No. 1 on the next page for Proposed Vision for Downtown Randolph). This vision includes the following:

- Finding new investments and economic life for the McNallie Building in downtown Randolph (which having been vacant for many years, is threatened with "demolition by neglect").
- Finding compatible future uses for the Dow House, which is owned by the village and has been used by senior citizens for meetings.

Exhibit No. 1

Proposed Vision For Downtown Randolph



1. McNallie Building 2. New Village/Town Hall 3. Fire Hall

DESIGN BY: RANDALL ARENDT  
RENDERING BY: LYNETTE MARKOPSKI

- Finding appropriate meeting space to meet the changing needs of Senior Citizens in the village.
- Increasing off-street parking behind the main commercial buildings on both sides of the original downtown street scheme.
- Creating a linear park alongside the creek and connecting the old downtown to the Firehouse location to the immediate east on the other side of the creek, with a new pedestrian bridge.

**2. Rear Parking and Creekside Park**

The village of Randolph could be improved by paving, landscaping and lighting the parking areas immediately

behind retail buildings along Main Street and Jamestown Street. As of 2002, these two areas were muddy, disorganized, and not sufficiently illuminated. These improvements are essential if the downtown's overall commercial growth is to succeed. They are needed regardless of other issues facing the village because better parking will help all businesses.

The southern edge of the rear parking area to the south of Main Street should probably parallel the creek bank, enabling a central planting area to be created in the center of this lot, which should be landscaped with canopy shade trees. Canopy shade trees would be welcome in the summer season, especially during outdoor concerts (which are staged in this part of town).

A linear park should be established between this parking lot and the Little Conewango Creek for the use and enjoyment of Village residents and visitors throughout the spring, summer, and autumn as can be seen in the proposed vision for Randolph. This linear park should offer benches and perhaps a small open-air covered shelter equipped with picnic tables, and several barbecue grills nearby.

This parking area and linear park would also provide an ideal location for a small canoe rental business. By clearing out trees that have fallen into the creek (as has been done previously downstream at “The Dredge”) this watercourse would be easily navigable during the warm-season months. A rental business could provide pick-up services for its customers several miles downstream, perhaps at Kennedy. To facilitate the establishment of this kind of business, and to stimulate recreational use along the creek (which would bring more potential customers into the Village center), Randolph could construct a small public landing in this area that is connected to the new parking lot.

Another positive attribute of the creek, with potentially positive economic implications for the Village center is the annual re-stocking of the creek with trout from the state hatchery nearby on Route 65. If the Village were to sponsor a Trout Festival, it is possible that the hundreds of fishermen who have traveled to Randolph in years past could be enticed to return, perhaps with their families (who could then tour the Amish farming area while family fishermen cast flies on the creek).

A second outdoor parking area could also help revitalize the village. Located to the north behind the Jamestown Street shops, it could spawn new economic activity, especially if some improvements and investments are made. If these improvements also include the creation of a small park on village land immediately to the east of Sammy’s Diner, an attractive, nicely landscaped outdoor dining patio could be built. A small part of the Village land could be sold to a businessperson through a tightly worded agreement obliging him or her to construct a building in keeping with the Village’s architectural character, and fronting directly onto green space (which might extend a few feet back from Jamestown Street, and be planted with canopy shade trees). That new building would be an important element in enclosing such a green, giving it essential form and character.

The “frontage” for this proposed new building lot would be onto the alley ROW owned by the Village – which could be given a proper name, such as “North Lane”. Similarly, the parking access way leading to the parking area between Main Street and the creek could be named as well such as “South Lane” or “Creek Lane”.

### **3. Amish Products Retail Center**

Some level of interest exists among business members in the local Amish community either to sell their products (rugs, preserves, quilts, and furniture) or to place them on consignment in any of the vacant storefronts in the Village of Randolph. The consignment option, however, would have no Sunday sales at Amish request. The fact that the Amish do not engage in Sunday sales is understandable and could greatly limit the economic success of an endeavor based on consignments.

Amish business members had no objections to selling their products to middlemen who could then re-sell those products throughout the week, including Sundays, at a mark up. The Amish would continue to maintain their own sales activities at their normal lower retail prices. The resultant mark-up by middlemen located in the village could limit the demand for “in-town” goods if not presented in a “value-added” context of other services and attractions. Otherwise, the same products can be easily purchased a few miles away directly from the Amish at lower prices, as it is already being done.

Although selling Amish goods in the Village remains one possible use for some storefronts, it is likely that this particular strategy will play more of a supporting rather than a major role in revitalizing the center. Whichever option is pursued for the sale of Amish goods in the Village, it will be important to ensure that non-Amish businesses are sensitive to the Amish people, their religion and culture. It would be a great mistake to over-commercialize the Amish’s many contributions, as has happened in Lancaster County, Pennsylvania.

### **4. The McNallie Building and Seniors’ Concerns**

In preparing this village vision, many discussions were held on the future of the McNallie Building with village and business leaders, and with a very active Senior Citizens group. The following observations and insights are presented here for educational purposes, to stimulate thought with new ideas, and especially to encourage local efforts in other villages that may face similar situations to save their original downtowns:

- The McNallie Building is an attractive landmark building in the original village, occupying a highly visible location as one enters Randolph from the east on Route 242. It is no exaggeration to consider it the “Heart of Randolph” (see Exhibit No. 2, which presents this building’s key, historic features for possibly guiding future restoration efforts in downtown Randolph).
- According to local engineers, as of 2002, the McNallie Building is still structurally sound and

**Exhibit No. 2**

**The Heart of Randolph**



**The McNallie Building  
112 Main Street, Randolph, New York**

could easily last another 100 years with routine maintenance. The McNallie Building has become extremely run-down, however, creating an atmosphere of disinvestments and neglect. The basic reason for this condition has been the lack of economic uses on all three floors in today's marketplace, which if fully rented, would pay for routine maintenance, taxes, insurance, and other costs to sustain the building for another century. Rental income that comes only from first-floor occupants is clearly insufficient to pay for all these costs, hence the cycle of "deferred maintenance" and nonpayment of taxes.

- Realistically speaking, a new future for the McNallie Building is quite grim, which is typical of older buildings in village downtowns. In the absence of a public or private investor, nothing will happen. It would take up to one-half million dollars or more to repair decades of "deferred maintenance", to upgrade the heating, electrical, and plumbing systems, and to install an elevator, which is a new requirement. Without the assurance of long-term paying tenants on all three floors, the reinvestment needed for the building's continued existence is highly doubtful.
- The private sector has not yet shown a sufficient economic motivation to make this investment on its own, to return the McNallie Building to a rentable condition on all three floors. Market conditions have not been suitable. For this reason, public sector involvement is clearly necessary for this building to be restored and for the streetscape to be revitalized. In the absence of assistance from the federal, state, or county levels, local government becomes one of the only potential players to save the building. The situation requires local leadership.

- To illustrate this point, in 2002, with the McNallie Building needing tenants on the upper floors, the three municipal governments (Villages of Randolph and East Randolph, and the Town of Randolph) considered converting it into a new Civic Center for combined town and village office space. They also looked at the alternative to build a new, combined facility adjacent to the Village Fire Hall across the creek.
- Preliminary estimates for the cost of rehabilitating the McNallie Building compared favorably with the cost of erecting a new building with equivalent floor space on vacant land according to the County's consultant, Richard Swist, (see his related case study, called "How to Put New Businesses Into Old Downtowns" for further discussion).
- Municipal officials did choose to build a new facility, and to put it as close to downtown as possible and to build a pedestrian bridge across the creek to connect the two areas. It was not an easy decision for local leaders to make, which is typical in similar situations in older villages across the state.

Although community leaders have now built a new civic center across the creek from the old downtown, on vacant land next to the Fire Hall, it will be helpful to examine the situation more closely in order to gain sound lessons based on the alternatives that were available:

- In the proposal to place a new civic center in the McNallie Building, an expected benefit would have been opening up the second and third floors of the Fisher Block to new economic uses that it currently does not have (an adjacent building which shares a common wall with the McNallie Building). Currently, this is not an option due to the lack of a suitable elevator. The upper floors of Fisher and McNallie buildings line up almost exactly, creating a new opportunity. A new elevator in McNallie could also open up the unrealized potential of the adjacent Fisher Block building, generating additional income streams for all of the buildings and their owners in this section of Main Street.
- New income from the upper floors for owners of both the McNallie and Fisher Block buildings would enable them to re-do their storefronts to match that of the adjoining bank in quality and appearance. New rental income could also provide the financial wherewithal to restore the former auto display room facing Jamestown Street into a restaurant with outdoor dining in the small triangle of land in the heart of downtown (see Appendix No. 4 for a more

detailed look at the alternatives that were considered in how “the Heart of Randolph” could be restored).

- Senior Citizens from the village had expressed a concern that fixing up an old building would cost more in annual maintenance than constructing new village/town offices on vacant land nearby. The opposite might well be the case, and detailed cost comparisons would have been helpful early in the process. Any new construction of a one-story building on vacant land would likely have roughly three times the roof area to maintain, creating higher costs in the longer term than the smaller roof on the three-story McNallie Building. Increased heating costs associated with an older building could also be minimized on the inside by installing storm windows, lowering ceilings, and installing thick fiberglass insulation bats above the third floor ceilings (the insulation being the most important part). Durability is another consideration, in that the McNallie Building has been found by the town’s engineer to be structurally sound and solid, built of materials that could last another century with routine maintenance.
- Randolph’s Senior Citizen population expressed concern that convenient parking would not be easily accessible for them in an old building facing a busy street in the old downtown area. They had safety concerns. For example, they wanted parking near the front door where they could be dropped off and picked up easily. Many do not qualify for handicapped parking stickers under existing criteria. An alternative solution would have been, first, for the Village to issue its own local handicapped parking stickers, valid only in downtown Randolph, to any resident of the three communities over the age of 70, or who walks with difficulty, or second, to designate Bank Street as a parking lane with diagonal spaces and no through traffic (although open at both ends for circulation purposes). In this alternative, that area could have been designated as an exclusive seniors/handicapped parking area in the very heart of downtown (this solution would have created a new administrative burden on the village).

The original McNallie storefront also needs to be restored. The recommended rehabilitation work would include the following three items (see also the description of storefront rehabilitation in the discussion of Franklinville below, because the issues are very similar).

- The first suggestion is to remove the signboard that covers the former transom window area and either re-glaze the transom or create a faux transom with black Plexiglas mounted onto plywood. Removing the existing signboard will reveal the upper section

of the cast iron columns visible on the lower two-thirds of the storefront.

- The second suggestion is to extend the height of the display windows to meet the lower part of the former transom windows, either by re-glazing this area (which is preferable, or by applying black Plexiglas to plywood sheets).
- The third suggestion is to remove the fake brickwork below the display windows and fill in that area with MDO (medium density overlay) plywood trimmed with 1x3 clear pine boards bordered with cove molding (like a picture frame). The finished design would be similar to Exhibit No. 2.

## **C. LITTLE VALLEY**

### **1. The Overall Vision**

An overall vision for the Village of Little Valley suggests how its downtown image could be dramatically improved (see Exhibit No. 3 on the next page for the Proposed Overall Vision for the Village of Little Valley). This vision is illustrated in the following proposals:

- Enhanced shade trees could be planted to create a leafy boulevard effect along the very wide main street in the center of the village. In 2002, the Main Street was dominated by asphalt and cars.
- Additional shade trees could be planted to screen various parking lots around the village center.
- Improvements could be made on the vacant land at the lower end of Main Street, perhaps related to the “START” Trail, which extends for twelve miles from Salamanca to Cattaraugus running through the Village of Little Valley at the end of Main Street. This new trail will serve multiple uses including bicycles, hikers, horses and, in winter, snowmobiles.
- Equestrian trails could be extended from the original downtown core of the village at the foot of Main Street to link up with an expanded equestrian facility to the east, at the Little Valley Rider’s Club, which currently owns approximately 25 acres and has 65 miles of privately operated horse trails. This riders’ club currently hosts three major trail events each year (recently in 2004 attracting over 500 horses).

### **2. Shade Tree Planting For Downtown**

Little Valley could become a member of the “Tree City USA” program sponsored by the National Arbor Day Foundation (NADF) in Nebraska City, Nebraska. The

**Exhibit No. 3  
Proposed Overall Vision for the Village of Little Valley**



**1. Upper Main Street 2. Lower Main Street 3. Trail Head**

village could re-institute its former, popular Memorial Tree planting activity as part of its overall tree program.

Canopy shade trees are one of the most important improvements any community can make. They do more than any other single improvement to restore the beautiful appearance that most villages and towns enjoyed at the turn of the nineteenth century, as can be seen in historic photos of canopied, tree-lined streets.

Local leaders should select deciduous varieties of hardy species of trees capable of attaining a mature height of at least 60 feet (not evergreens or flowering ornamentals, the latter being more suited to courtyard situations and areas of lawn decoration). Trees should

generally be planted at intervals of 30-40 feet in “tree-lawns” at least five feet wide, located between the footpath and the edge of the pavement (or between the sidewalk and the curb), on both sides of every street, rather than within the adjoining properties.

The perceived threat that tree roots might possibly crack and lift sidewalks after decades of growth can be greatly diminished – if not altogether eliminated – by new techniques devised by urban foresters. Two approaches are appropriate in new construction or when sidewalks are being replaced: 1) Installing vertical barriers 12 inches deep along the inside edge of sidewalks, to deflect root growth down deep under the sidewalk, and 2) Installing a special “urban soil mix” consisting of large

stones with sizable gaps or spaces between them, through which the roots would grow.

Recommended species specifically exclude invasive exotics such as Norway maple and structurally weak trees such as silver maple and Bradford Callery Pear (which is unsuitable due to structural weakness causing massive limb failure in ice storms and wet snow conditions). The village should also exclude the Ginkgo, which is a non-native tree that looks very out-of-place in the traditional Western New York landscape, with an ungainly shape for many years until it attains a height of 40 or 50 feet, (at which time it begins to fill out and look more like a North American tree, rather than an Asian variety which dates from prehistoric times).

### 3. Main Street Median Planting – A Canopy

A central planting median in the village downtown is my cornerstone recommendation for boosting its visual image. The width of the Main Street is remarkable, with approximately 100 feet from curb to curb. It is one of the widest main streets in upstate New York. This width is in itself a major under-utilized asset, and should not be overlooked as a key factor in creating a new vision for this village (which would be appropriate for the seat of county government and for a village that is emerging as a regional “hub” for equestrian activities).

Over the next twenty years, if Little Valley were to implement a shade tree planting scheme on this wide street (including the central median planting strip of canopy trees), Little Valley would have one of the most beautiful village centers in Cattaraugus County. This kind of extremely wide street is not only rare, but it offers a new look for the heart of this once-thriving community.

The existing cross-wise parking as of 2002, is visually dominated by motor vehicles and pavement. This same space could be transformed into a large, potentially beautiful “outdoor room”. A central median with canopy trees would not result in any net loss of parking spaces on the street and in the immediate vicinity, and the recommended planting scheme would rearrange the existing cross-wise parking into traditional diagonal parking along the sides.

It is recommended that curbs should be 6-8 inches high to protect the central island. In addition, an attractive post-and-beam crash barrier (with reflectors) could be installed at its uppermost end – at least until people become accustomed to its presence. Trees should be planted that are at least 3” to 3.5” in diameter.

Both of the commercial spaces at the intersection of Main Street with Route 242/353 need to be re-occupied with traffic-stopping uses (i.e., where people want to stop

and shop). The fact that an entrepreneur once operated a successful restaurant in one of those buildings in the 1980s proves that this location at the junction of two state highways and the Village’s Main Street is fine if the food and service are good. With 200+ county employees working within the Village, the opportunity to repeat that kind of success is considerable. The second floor of that building might be suitable for banquet catering or office space, the rental income from which could help finance storefront redesign and reconstruction (see Exhibit No. 4 for sketch showing features of this building that should be preserved).

#### Exhibit No. 4



**Old Department Store Building**  
103 Main Street (Upper Main Street Area)  
Little Valley, New York

Such a project to plant canopy trees on Main Street would not adversely impact the Village’s limited public works budget if an alternative funding mechanism can be identified. In previous years, ISTEPA and TEA-21 funding from the federal government was available through the NYSDOT for enhancement schemes such as this. Although the current Federal program is being reconstituted, Congress is expected to carry on this type of funding. The next round of enhancement grants via NYSDOT is expected to be available in a new federal highway bill. Depending upon the application guidelines for that next funding round, Little Valley could become eligible for major cost-sharing to create a canopy covered, treed-boulevard down its Main Street, connecting to the twelve mile, multi-use START trail.

In the absence of such federal and state funding, other possible approaches would be (1) to finance it through 20-year municipal bonds at low interest rates, (2) to build an initial length of 100 feet (one third of the upper block) as an experiment. If it is well-received, additional sections could be added in subsequent years, or (3) the county, as the seat of County Government, might contribute to this project, as might the local bank that would front on a new canopied median Main Street.

#### **4. A New Visitor's Center at Foot of Main Street**

A number of alternatives have been discussed for the lower end of Main Street where it intersects with the twelve-mile, rails-to-trails project. One proposal was made in 2002 by students from the SUNY Buffalo School of Architecture and Planning to build a museum at this location. A museum is no longer viable, however, because in 2004, the County moved its museum to the historic "Stone House" in the Town of Machias (the "Stone House" is the original Alms House for Cattaraugus County). The exhibits in the Little Valley Museum have been moved to Machias. The students' proposal featured a mix of permanent exhibits from the County's existing collection and traveling exhibits from other museums to give people a reason to return time and again. They illustrated the potential benefits using a "destination" such as a museum to create a new mix of uses at this key location in the village.

In 2002, it was also proposed that a visitor's center be added to this location at the foot of Main Street in Little Valley, near the new trailhead being developed by the village and trail organizers. It would focus on natural history such as the glaciers of the Ice Age, which ended in the vicinity of Little Valley. A Visitor's Center could feature the fascinating Rock City geological site, which the glaciers flowed around and did not disturb, and give driving directions and trail guides for field trips. In addition to the Rock City exhibit, other display cases were proposed to highlight the geology and other attractions in the many other local and state parks within the County.

Other exhibits were proposed for a Visitor's Center describing the county's cultural and economic history, such as the Seneca Nation of Indians, the Holland Land Company, the various ethnic immigrant groups that originally settled the area and later came to Cattaraugus County, such as the Amish, and various historic industries such as cutlery.

Although a museum proposal is no longer appropriate for this site, the proposed Visitors' Center could still be viable in the future and could contribute to village revitalization potentials. A display case recounting Little Valley's unusual municipal electric cooperative could also be featured, as could exhibits on historic and current industries in the county (orchards, wood products, office furniture, tools, ski tourism, and the cutlery industry which once flourished in Little Valley). Another case could display old newspaper articles with headline stories of unusual local events (such as moving the County Seat from Ellicottville to Little Valley, when the Opera House burned down, record storms, and dedications of landmark buildings like schools, churches, or banks), and other unique assets such as the famous

Gladden Vertical Axis Wind Turbine (which is currently stored in Randolph, awaiting a time when it could be eventually reconstructed).

A permanent exhibit of historic and contemporary photos could be arranged chronologically to illustrate the evolution of architectural styles in the 13 villages of Cattaraugus County (e.g., Federal, Greek Revival, Carpenter Gothic, Italianate, Romanesque, Stick, Queen Anne, Neo-Classical Revival, and Bungalow). Photos of buildings that no longer exist could be marked to that effect so that visitors will not spend time searching for them. This part of the Visitor's Center could be complemented with an array of historic maps showing the development of the County's principal towns as they have grown over the years, such as has been documented by the former County Historian Kenneth Kysor, together with photos of "lost landscapes" (such as old farmsteads, large pastures and orchards that have since grown back into forestland).

An exhibit could be placed at the exit of the proposed Visitor's Center that would display information on tourism in the area, and local museums (including but not limited to the County's new Museum in Machias, the Native American Museum in Salamanca, the Miner's Cabin in Franklinville, the old library in Ellicottville, the costume exhibit in the Randolph Library, the Lucille Ball Museum in Jamestown, and the cultural offerings in Chautauqua).

The Village of Little Valley may have lost its County Museum to Machias, but it could gain a much larger idea with a County Visitor's and Tourism Center in Little Valley. It could have fiber optics linking it to exhibits at the Machias Museum as another of its many attractions. Such an expanded role at the foot of Main Street in the County Seat might also make it easier to tap into state funding to finance its construction. Once inside, visitors would learn about the many other attractive places to spend time and money within Cattaraugus County. If even a small percentage of visitors to Allegany State Park, or of the skiers staying in Ellicottville could be induced to drive the ten miles to Little Valley to visit this Visitor's Center, it could potentially boost local businesses in the Village of Little Valley. However, to capture any of these dollars, at least one attractive "destination" restaurant with an interesting menu must exist on the upper corner of Main Street or in the Gazebo Park Square block in order to create an "anchor" that serves visitors' needs.

A new Visitors' and Tourism Center at the foot of Main Street where the START trail intersects with downtown Little Valley, could also offer second floor office space for county employees, and could front onto a playful plaza where water jets shoot up from the pavement, creating an inviting recreational situation through which

cyclists, roller-bladers, and equestrians coming in from the START trail might walk and cool themselves during hot summer days.

Another idea for this general vicinity includes a natural skating rink, such as the one that exists in the center of Brunswick, Maine, where the town green is flooded with 6-8 inches of water in late November. Such a skating surface need not be bounded by any curbing, but would simply be a grassy, shallow, saucer-shaped area underlain by a clay soil layer to retain the water when it is pumped from the creek. An observation deck could add beautiful scenic vistas to the visitor's experience.

**5. Storefront Restoration for the Downtown**

Storefront improvements are also recommended in the spirit of constructive assistance to shopkeepers and building owners unfamiliar with the elements of historical architectural design. Readers are referred to the next section on Franklinville for a general explanation of the reasoning behind storefront design suggestions, and some "tricks of the trade" involved in implementing budget-sensitive façade improvements.

For an example of a project that has already been successfully implemented, see pages 40-41 of, A Design Guidebook for Towns and Villages in Cattaraugus County, published as Volume 2 in Cattaraugus County's Smart Development for Quality Communities Services. (Volume 1 and 2 of this guidebook series received the New York State Governor's Quality Communities Award for Excellence in October 2002).

The following displays, Exhibits No. 5 – 11 are sketches of individual buildings within the downtown of Little Valley that should be preserved and restored. Individual building owners will decide actual improvements.

**Exhibit No. 6**



**Brooks Market**  
213 Main Street (Lower Main Street Area)  
Little Valley, New York

**Exhibit No. 7**



**Park Street Building**  
113 Park Place (Upper Main Street Area)  
Little Valley, New York

**Exhibit No. 8**

**Exhibit No. 5**



**The Chronicle Building**  
130 Main Street (Lower Main Street Area)  
Little Valley, New York



**Flower Shop Building**  
111 Park Place (Upper Main Street Area)  
Little Valley, New York

**Exhibit No. 9**



**Drug/Hardware Store Building**  
100-104 Main Street (Upper Main Street Area)  
Little Valley, New York

**Exhibit No. 10**



**Village Hall Building**  
103 Rock City Street (Upper Main Street Area)  
Little Valley, New York

**Exhibit No. 11**



**The Old Locksmith Building**  
107 Park Place (Upper Main Street Area)  
Little Valley, New York

**6. Other Suggestions for Little Valley**

Another idea for lower Main Street in the vicinity of the quite unique trailhead would be to plant an arboretum of native species trees and bushes. The large open area between the trailhead and the creek is spacious, at the foot of a scenic hillside. This arboretum would be linked to the new trail that crosses this property.

On a cautionary note, not all ideas are desirable, or even feasible. One example of this was the proposed idea of erecting a pair of tall metal arches at the foot of Main Street, which would be donated surplus materials from another site. After much thought, this idea has been reconsidered. The ongoing costs of keeping them nicely painted, maintaining liability coverage, and ultimately dismantling and disposing of them made the idea not feasible. Simply because something is “free”, eye-catching, or unique, does not necessarily mean that it would be an attractive long-term asset on Main Street.

The “Upper Village” is the area around the major intersection of Routes 242, 353, and Main Street. This area could be enhanced by improving the sidewalk west of Park Street (which should be both widened and resurfaced in an interesting way, and planted with shade trees) and two parking lots. The first lot is also along Park Street, on the old Opera House site. This county-owned property could become a demonstration project that sets a higher standard, with a 42” high white picket fence set back six feet from the sidewalks and plantings of shade trees, shrubs (such as lilacs), and perennials (such as lilies). This treatment should also extend along the lot’s other open street frontage. The second parking lot is located at the hardware store at the corner of Routes 242, 353 and Main Street. This lot should have the same treatment as the first lot. An opening 24 feet wide would need to be maintained to facilitate truck delivery by semi-trucks.

**D. Franklinville**

**1. The Overall Vision**

The Village of Franklinville has a vision already started with two citizen task groups. The first is called Facelift Franklinville to bring business to Park Square in the downtown Historic District. This commercial area is already listed on the National and State Registers of Historic Places, and the village has been making physical improvements. Working with the county and state agencies, and the utility company, the village has replaced inappropriate modern lighting fixtures with period lampposts and removed the coniferous trees and installed red colored brick pavers on Route 16 (a state highway that runs through the village, past Park Square). These new bricks match the original red bricks on village

side streets leading into Park Square. These changes have restored the downtown streetscape to its classic, traditional appearance. The beauty of the downtown park has been greatly improved.

Other steps for downtown Park Square might include:

- A Soldier's Memorial has been erected next to Morgan Hall (the old Opera House) across the street from the park. Other proposals for the park itself could take the form of a memorial garden, or restoring the original fountain that once stood at the center of the park. The original beauty of this unique downtown park should be preserved.
- Visual improvements can be made to sidewalks including banners suspended from lampposts, hanging flower baskets, and sprucing up storefronts and signage, as further described below.
- The privately owned commercial properties which now surround this central square need attention due to past neglect. Historic District standards, if enacted and maintained, would ensure that future exterior changes in the building fabric would be handled with all due respect to the Village's historic character.
- The Village center should be linked to some of the community's greatest natural assets, using trails and footpaths (both Case Lake and Ischua Creek are within easy walking distance of Park Square). Such linkages would connect scattered amenities together creating an integrated whole, as is shown in the proposed vision (see Exhibit No. 12).

## 2. Storefront Design Around Park Square

*Overview:* The following suggestions would restore storefront designs in the buildings around Park Square. These suggestions are designed for old buildings and illustrate practical, low-cost approaches for each side of the Park Square. The aim is to provide building owners with useful ideas that could be applied to the storefronts in their buildings in order to make them more attractive to potential customers. The importance of physically preserving and rejuvenating the building stock and businesses in the Historic District around Park Square cannot be over-stated. If further efforts are not made, the Village could easily lose its traditional, pleasant character and historic identity as these buildings continue to deteriorate.

Because floor space on the upper floors of old buildings is traditionally difficult to rent, the ground floor is often the only real income-generator whose rent must pay for taxes and maintenance for the entire building. The importance of maximizing revenues from the income-

producing potentials that are generated by the ground floor cannot, therefore, be overstated.

Restoring the ground-level facades to their original appearance can be costly. Experience shows, however, that simple, cosmetic treatments can be made at minimal effort and cost, making a huge difference in a building's appearance. This has been demonstrated on Main Street in Little Valley, where a corner building was given a face-lift for a fraction of the cost of historic restoration. Before-and-after photographs of this demonstration project, illustrating a striking contrast, are featured in the County's Design Guidebook, referenced earlier (Volume 2, pages 40-41).

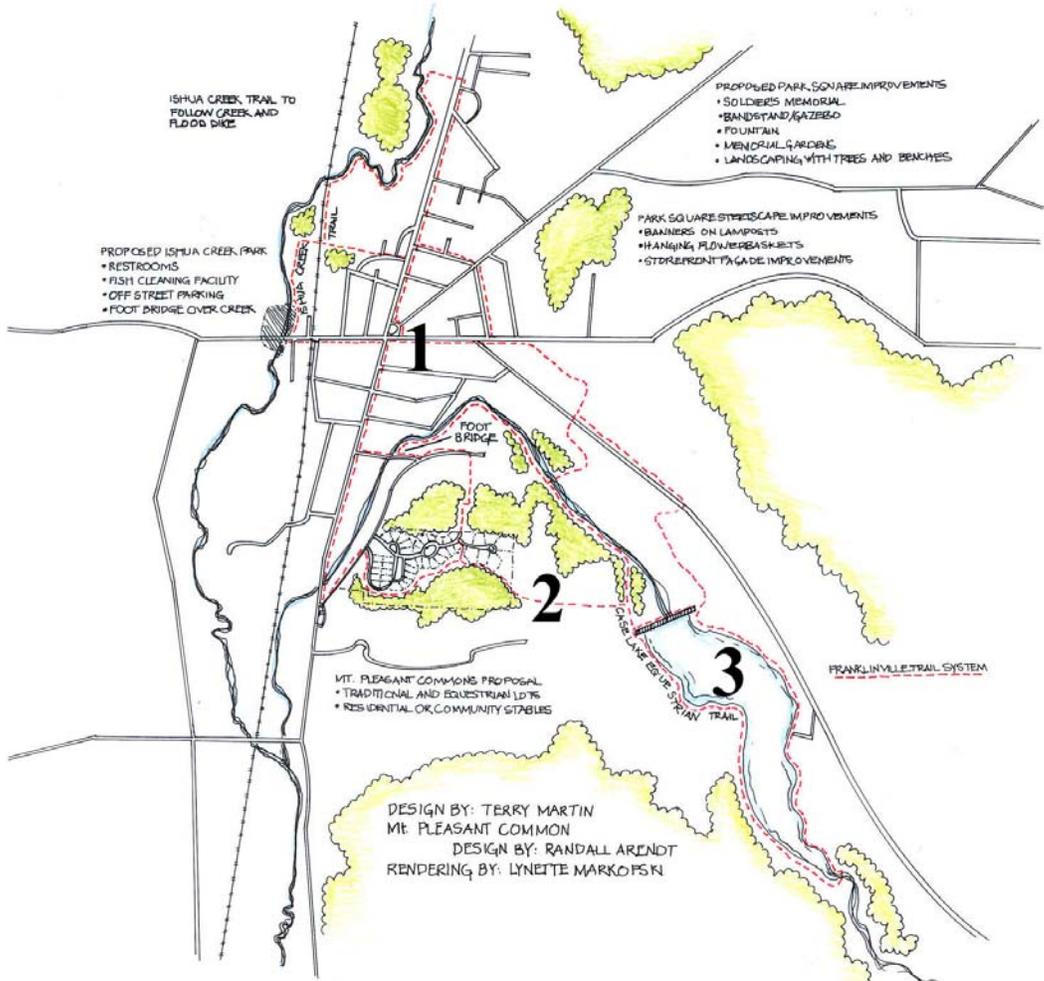
*Creating the Appearance of Taller Storefront Windows:* The principal improvement in the Little Valley example mentioned in the County's Design Guidebook, Volume 2, consisted of re-creating the appearance of taller shop front windows from the original building. These original windows were removed about thirty years ago and replaced with architecturally inappropriate short windows as an energy conservation measure. In the Little Valley example, to create the visual effect of taller windows, it was recommended that the wooden siding material above the 1970's windows be covered with black Plexiglas (or clear Plexiglas painted black on its backside). The reason for this material and color are that windows appear to be black and shiny from a distance. The only unsuccessful aspect of the Little Valley example is that instead of using black Plexiglas or painting the back side of clear Plexiglas, the decision was taken to apply a black-tinted film to the backside which has subsequently become separated from the Plexiglas, causing a bubbly look. However, this is the only shortcoming of an otherwise excellent project, and the above-mentioned problems could easily be avoided in future projects by simply using black Plexiglas (or back-painting it black).

*Creating the Appearance of Vertical Panes in Upper-Story Windows:* In many late 19<sup>th</sup> century commercial buildings, windows on second- and third-story levels were typically either 2-over-2 or 2-over-1, in terms of the number of panes on the top and bottom sashes. Dividing the glass vertically into two panes in those sashes reinforced the overall verticality that is one of the hallmarks of late Victorian downtown building facades. This kind of look can be achieved by applying a thin wooden molding to the exterior of the glass panes with a strong adhesive (e.g., used for mending sneakers, called Goop). For durability, moldings should be primed and given several coats with high-quality exterior white paint before being applied to the glass.

The buildings located around Franklinville's Park Square offer several opportunities to put into practice some of

Exhibit No. 12

Proposed Vision For The Village of Franklinville



1. Downtown Historic District (Park Square) 2. Proposed Subdivision and Trails 3. Case Lake

the recommendations that have been included in the County's Design Guidebook (Volume 2), referenced earlier. These practical ideas show how storefronts and other parts of building facades can be "re-done" in a low-cost manner, which would help reinforce the building's original architectural character.

*Case Study – Randy and Cathy's Restaurant:* This building has retained its original exterior features, except for the storefront area itself. In that part of the building, it is recommended that all of the sheet metal be removed, which presently covers most of the cast iron column-work. This would expose these lovely original (and expensive) features so they may be highlighted once again (see Exhibit No. 13 for a sketch highlighting the key architectural features of this building that should be preserved or restored on this building).

In addition, the existing short, modern display windows that now exist should be visually "divided" into taller rectangular panes by the simple technique of applying a thin strip of wooden molding on top of the glass. The existing narrow molding around the windows themselves should also be replaced with plain 1" x 4" pine boards so they more closely resemble the original casing boards around the second-story windows. This is an important and inexpensive substitution of materials. If for any reason it is difficult to remove the existing narrow moldings, they could be supplemented with boards bringing them out to a four-inch width around the sides and top.

Above the real glass windows, additional features can be created which resemble windows from a distance. The purpose is to re-establish an appearance in keeping with

**Exhibit No. 13**



**Kathy and Randy's Restaurant  
3 Park Square, Franklinville, New York**

the original tall window treatment, which the building once possessed. Because glass windows typically look black from across the street, building restorationists have found that black Plexiglas (or clear Plexiglas spray-painted black on the inside surface) is a fairly convincing material. The Plexiglas could be attached to the building's surface and 1" x 4" clear pine trim board could be nailed around its edges. To look more realistic, it will be important to ensure that the horizontal bar between the real glass windows below and the Plexiglas "windows" above be as thin and narrow as possible. Inasmuch as the plexi can be laid on top of the building surface itself, it can be located so that it practically touches the glass in the real panes below.

It is recommended that two panels be applied below the two large storefront windows. These panels should be made of exterior grade "MDO" plywood, which is covered with a special smooth surface making it highly resistant to cracking or peeling. The panel would be framed with 1" x 3" pine boards, with cove moldings along the inside edges with the plywood surface. This MDO plywood is also a good material for covering other flat parts of the storefront facade.

Choosing colors is always a matter of preference, but one recommendation would be for the trim to be painted to match the dark red paint on the second-floor architectural features and eaves. The flat building surface could be painted to match the paint on the second-story brickwork. Those two colors go together extremely well.

The final suggested change would be to remove the existing front door and pseudo-Colonial screen door, and to replace them with a wooden door with a large glass pane. This would be much cleaner in appearance, and would avoid the awkward clash of a phony-colonial element on a very Victorian building. The new door could be painted a rich dark brown color, similar to semi-sweet baking chocolate.

The displays on the following pages, Exhibits No. 14 – 19, compare sketches of highlights with actual 2002 photographs of buildings around Park Square. Each sketch captures historic features that ideally should be preserved or restored. Individual building owners will decide actual improvements. Morgan Hall is owned by the Town and has already been preserved relatively intact. It can be seen in Exhibit No. 20.

**3. Greenway Links and Equestrian Potentials**

Franklinville's overall vision is also being developed with the help of a second citizen group called the Franklinville Equestrian Committee, which has over 20 members from the village and town.

This active group has already organized and hosted two annual equestrian festivals in Franklinville called "The Creekside Round Up". It supports local trail planning and planned equestrian development for people who want to live in an equestrian environment.

Franklinville's future quality of life could be enhanced by creating a trail network linking its historic downtown center (Park Square) with the newly proposed conservation subdivision called "Mt. Pleasant Commons", Case Lake and Ischua Creek. A trail leading south from the village center could cross the tributary stream flowing out of Case Lake and follow it up stream to the Lake itself, in addition to connecting with the 65-acre Mt. Pleasant Commons, and adjacent privately owned woodlands.

A trail would also connect from downtown Park Square to the fishing area along Ischua Creek to the west. This creek is already a very popular spot for wild trout fishing in the region. A small park could be created along the main road leading into the village center from the west, near the bridge, which crosses the creek. Off-street parking could be supplemented with restrooms, a fish-cleaning facility for the convenience of fishermen, and restrooms for all visitors. These greenway links can transform the community, making it not only attractive, but pedestrian friendly and regionally noticed.

Exhibit No. 14



Exhibit No. 15



**Key Features of Raecher Building**  
8 Park Square (Eastside)  
Franklinville, New York



**Key Features of Weast Building**  
2 Park Square (Eastside)  
Franklinville, New York

Exhibit No. 16



Exhibit No. 17



**Key Features of Kellogg Building**  
7 Park Square (Southside)  
Franklinville, New York

**Key Features of Celebrations Building**  
32 Park Square (Westside)  
Franklinville, New York

Exhibit No. 18

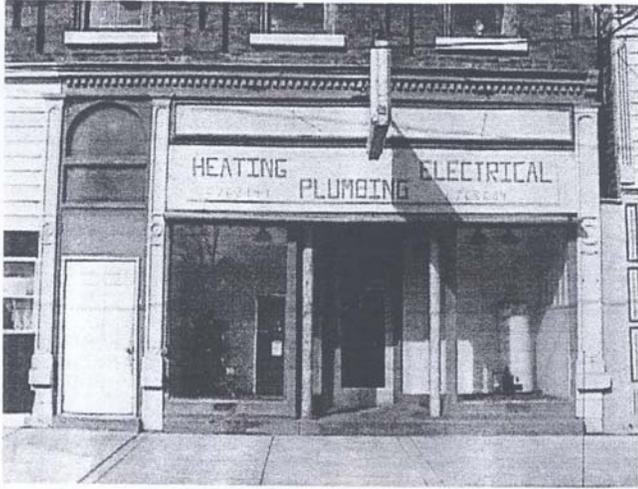
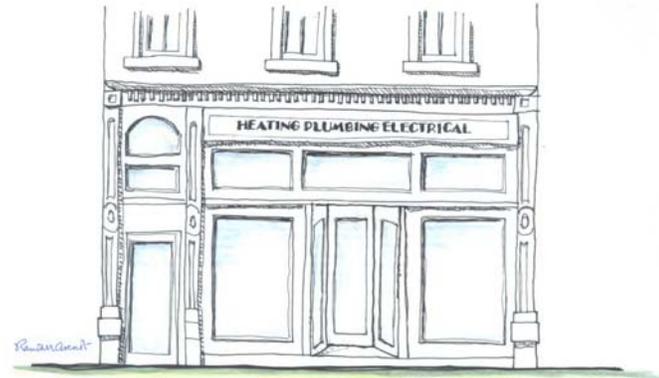
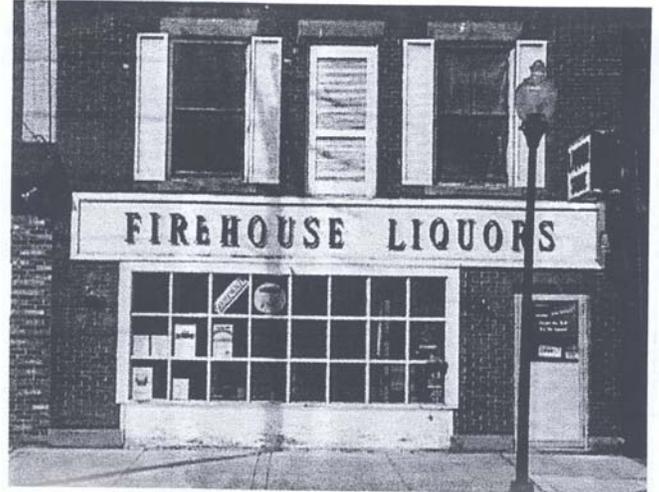


Exhibit No. 19



DESIGN BY: RANDALL ARENDT  
RENDERING BY: LYNETTE MARKOPSKI



DESIGN BY: RANDALL ARENDT  
RENDERING BY: LYNETTE MARKOPSKI

**Key Features of Russell-Shoemaker Building**  
30 Park Square (Westside)  
Franklinville, New York

**Key Features of Firehouse Building**  
14 Park Square (Westside)  
Franklinville, New York

**Exhibit No. 20**

**Morgan Hall (with Clock Tower)  
Franklinville, New York**



**4. Mt. Pleasant Commons – A Special Subdivision**

In 2000, working with village and county officials, I designed a new, conservation subdivision (47 lots) for the southern end of the village on publicly owned land. Its purpose is to serve as a model for future residential neighborhoods in Cattaraugus County, especially on how to keep new development within an old village (see Exhibit No. 21 for the Proposed Mt. Pleasant Commons). Among its distinguishing features are:

- This subdivision has a “fore ground meadow” along the existing town road, so that all homes face outward toward the public thoroughfare (presenting their best sides to public view) while also capturing distant views across the valley landscape.
- A rectangular green was laid out on the first flat terrace of this sloping site (which contained some of the property’s best individual trees), enclosed by 12 houses in a traditional manner.
- Further along the main street of the subdivision, lie two ovals patterned after the shape of the Village Square in the center of Franklinville. Homes built at these locations will have “green” views out both front and back doors, as well as views of the valley.
- The permanent open space in this subdivision could accommodate a neighborhood ball field and trail links to nearby Case Lake and the broader proposed Village trail network.

**5. Model Subdivision for Village and Town**

In addition, model subdivision ordinance provisions could be prepared for the village and town to control development as it slowly expands outward. These ordinance provisions would incorporate the “Growing Greener” principles of conservation design, which can be accessed through my website, [greenerprospects.com](http://greenerprospects.com). Adoption of this type of code would enable officials to require that new neighborhoods be designed around the central organizing principle of open space conservation, utilizing a creative four-step design process.

This subdivision for the Case Lake area is compatible with equestrian potentials. Public agencies and private entrepreneurs could develop and market the region’s first planned equestrian community with trails linking to downtown, Case Lake and Ischua Creek (for more details on this model subdivision, see Case Study One in the County’s Design Guidebook for Towns and Villages, Volume 2, page 39).

The four-step subdivision review process includes:

Step 1: Preparing a *Context Map* (showing all natural and man-made features on the land surrounding the proposed development parcel).

Step 2: Preparing a detailed *Existing Resources and Site Analysis Map* (showing all significant or noteworthy features of the property that add value to the resulting house lots, such as stone walls, location and species of trees over 15 inches in diameter, vernal pools, special views, etc.).

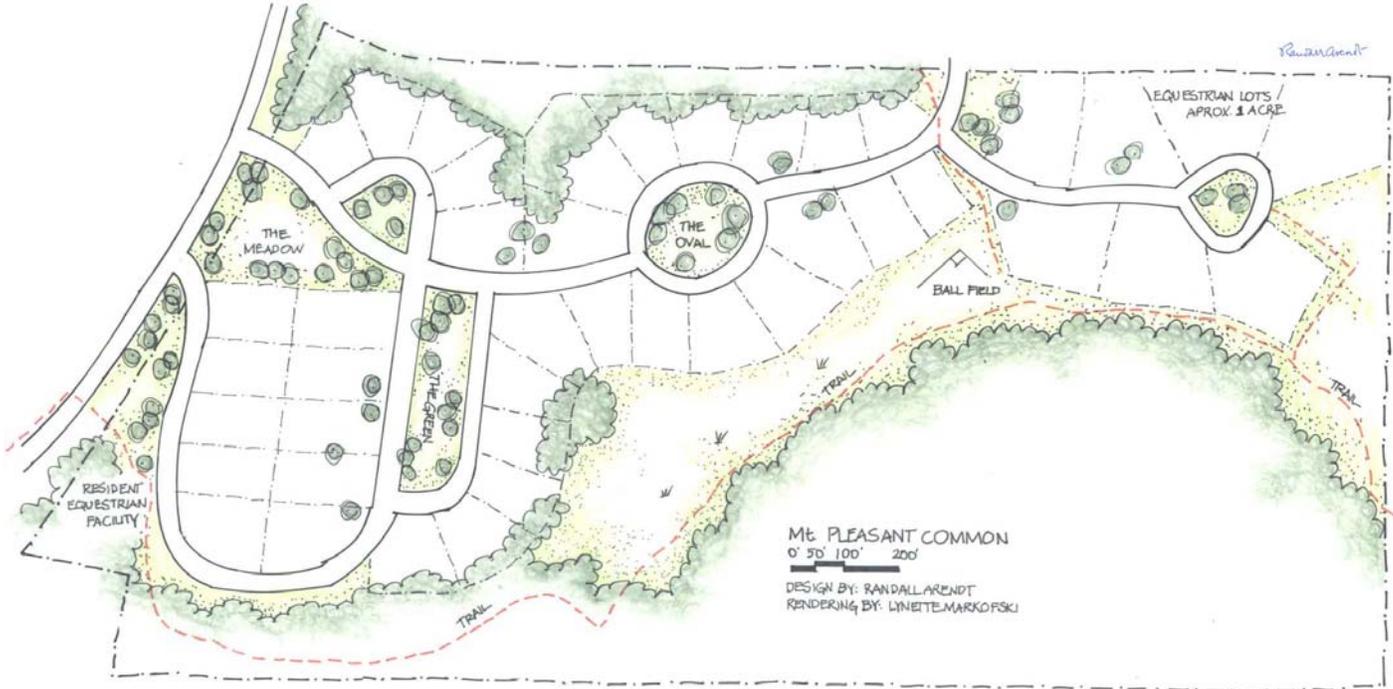
Step 3: Making a Site Visit (attended by all reviewing officials and possibly also abutters/adjacent properties), and

Step 4: Preparing an inexpensive *Sketch Plan* showing the arrangement of open space, house sites, streets, and lot lines.

The importance of having such a *Sketch Plan* before preparing a more detailed *Preliminary Plan* should be clear. It saves applicants from re-engineering expensive Preliminary Plans that were prepared prematurely, before a thorough site analysis has been conducted and before a site visit occurs.

Exhibit No. 21

Route 16



**E. Conclusion**

This case study and its many illustrations have been made to fulfill the following objectives:

**Objective No. 1: Find New Ideas For Older Villages**

The first objective is to illustrate how new ideas can breathe fresh economic life and visual beauty into these older villages. New ideas are meant to stimulate thinking about the future of Cattaraugus County’s 13 villages. The ideas presented here for the three demonstration villages (Randolph, Little Valley and Franklinville), are based on interactions over a two-year period between village and county officials, business people, and the county’s consultants Randall Arendt and Richard Swist. Our findings show that new ideas for village revitalization can be found for each village.

**Objective No. 2: Get A Discussion Started**

The second objective is to provide beginning points for discussion within each community and among the many entrepreneurs in the region. Many of these ideas can be adapted and changed to fit local needs more closely. For example, in Randolph, the point is not that Randolph rebuilds an old building in the original downtown area, or builds a new building on vacant land (a “greenfield”) outside of the original downtown. The idea is to show how alternative solutions can be better appreciated.

Finding the best alternatives is a key step in making good decisions. New ideas are needed to develop those alternatives. The alternatives should then be examined carefully by the community so that the opportunity-cost (lost opportunities), or impact of new proposals on the old village downtowns can be better appreciated.

The secret to success in each village will be continuing these discussions, and working together to make new ideas happen. This is what Franklinville did to get red bricks and 1800’s style electric street lamps installed in the heart of their downtown Historic District at Park Square. This is what you can do in your village.

*NOTE: Randall Arendt, a well-known rural by design consultant, prepared these materials under several contracts with Cattaraugus County, in collaboration with County officials, community leaders and Professor Gary Day’s Design Studio at SUNY Buffalo School of Architecture and Planning. The graphics were prepared in consultation and under the County’s contracts by Lynette Markopski, a graduate student at SUNY Buffalo’s School of Architecture and Planning. Randall Arendt’s materials illustrate new ideas in order to stimulate discussions in the County’s 13 villages, and have been combined, edited and published by Cattaraugus County with permission. He has degrees from Wesleyan University and the University of Edinburgh in Scotland. In 2003, Randall Arendt was appointed as “A Fellow of the Institute” by the Royal Town Planning Institute in London, England. For information on Randall Arendt, go to [www.greenerprospects.com](http://www.greenerprospects.com).*

## **How To Put New Businesses Into Old Downtowns**

### **A Case Study of Three Villages In Cattaraugus County, New York**

**By**

**Richard T. Swist**

#### **A. The Challenge of Rural Village Revitalization**

This is the part of Cattaraugus County's "village" case study to illustrate, from a business development point of view, how new futures can be developed for three villages in Cattaraugus County, New York. This study also examines the great need to bring new investments into these older villages. All three villages are located in the perimeter zone around Allegany State Park, a 65,000-acre jewel in this rural area. The villages are: Randolph, Little Valley, and Franklinville.



*Richard T. Swist*  
**Business Development Consultant**

In particular, this study examines how to put new businesses into old downtowns. The changing nature of the regional and national economy is seriously impacting these and other rural villages. They are no longer the vital centers of economic activity that once supported and complemented agriculture and its related industries such as food processing and agribusiness. That role has been increasingly usurped by urban centers that offer economies of scale through large concentrations of business, with access to a larger labor pool and better transportation.

In New York State, the plight of the rural village has been compounded by a population loss over a thirty-year period that has significantly reduced demand for many consumer goods and services that have typically been provided by small businesses in rural communities. The

small businesses that have been the historic mainstay of village central business districts are losing their markets. There are fewer people buying in New York State, and many of the remaining consumers are shopping in malls and superstores instead of on Main Street.

The challenge facing a rural village is to survive by regaining its vitality. It can do that by understanding this complex and evolving marketplace. It must define a new role for the village that will allow it to compete effectively. Finding a village's "niche" requires a candid strategic assessment of strengths, weaknesses, opportunities, and threats that are present in the marketplace.

Understanding these factors can lead to a new vision, identity and direction for a rural village. This vision provides a cornerstone for marketing and revitalization efforts that may have a much greater chance of success. In marketing terms, this is a repositioning process, and often called "branding". Its practical impact can be seen in many villages that have succeeded in gaining identity and economic growth as the "ski capital", "antique capital", or "wine capital" of their regions. A village's identity, niche, or "brand" provides an important focus for community leaders in everything from infrastructure investment to marketing efforts.

In Cattaraugus County, the successful revitalization of its thirteen villages may depend upon the ability of each village to develop unique identities, niches, or "brands" that serve to differentiate one village from another, and from the competing retail and commercial hubs in urban centers. This case study offers strategic assessments of three Cattaraugus County villages – Randolph, Little Valley and Franklinville. The goal is to illustrate an identity that resonates in the marketplace and provides a practical base for sustainable revitalization efforts.

The assessments outlined here are in the form of brief strategic plans for each village. Each plan begins with a situation analysis that reviews the strengths and weaknesses of the village and identifies opportunities and threats in the marketplace. This analysis gives rise to a vision of the village's future, which in turn helps to define the mission of the community leaders to realize that vision. The strategic plan then outlines a number of strategic goals that can begin to move the village toward

achieving its vision. Each goal encompasses a number of objectives and actions that will help achieve the goal.

Strategic plans are dynamic documents. They are most effective when they are reviewed and updated regularly as an integral element of the decision-making process in each village. In particular, market opportunities, assets, and threats are constantly changing. Community leaders need to make a conscious effort to assess and reassess the evolving markets in which they participate and act accordingly.

## **B. Background Issues for All Three Villages**

Cattaraugus County is a rural county with a 2000 census population of 83,955, little changed from the 1990 figure of 84,234. This relatively small population, coupled with stagnant growth, has significant implications for economic development. In a no-growth population scenario, the local market for retail goods and services limits the number of viable business opportunities. When demand is essentially fixed, new retail businesses can only survive and grow at the expense of other retail enterprises. In the end, in this situation, there will be no net new employment or economic growth.

Real economic growth can only come from strategies that successfully exploit ways in which to broaden the market and import wealth into the county and its communities. The industry sectors that offer the best chance for success, therefore, are manufacturing, certain regional and national service industries, and tourism.

The villages reviewed here are very small – Randolph 1,316, Little Valley 1,130, and Franklinville 1,855. Given this, the best opportunity for economic growth most likely lies in the tourism industry, and the strategic plans outlined herein will focus on that sector. Cattaraugus County's two highly successful tourism magnets – Allegany State Park and Ellicottville ski areas – support this approach, with both together attracting more than two million people every year in the vicinity of our three village cases.

Relatively modest investments of time and money in the tourism sector can generate early successes and give the communities some momentum upon which to build. This does not mean that other economic sectors should be ignored. However, the local capacity of the villages is better suited for tourism marketing, with industrial development best left to the county and its Industrial Development Agency. Some recommendations on industrial development are therefore also included at the end of this study.

The small size of the villages has other implications for growth and development. The resources available to

these municipalities are limited, and they often cannot afford to retain the specialized expertise that can help define and advance development opportunities. The timely services of architects, engineers, lawyers, and financial professionals are crucial to successful project implementation. The County and its municipalities need to develop an approach that can make this needed expertise available so communities can take advantage of market opportunities as they arise. Some suggestions regarding this are offered in the recommendations section at the end of this study.

Another issue common to all three villages is how to obtain grant funding for the variety of community development projects that are needed to move these villages forward. Writing and successfully applying for grants requires both expertise and matching funds, and the villages could use help in both areas. The County and the Southern Tier West Regional Planning and Development Board both support local communities in their efforts to obtain grant funding. Some steps should be taken to further strengthen relations with the most important funding agencies at state and federal levels, such as USDA's Rural Development Agency, the Appalachian Regional Commission and the Governor's Office of Small Cities. Specific recommendations are outlined below for consideration by each village.

Many opportunities that are similar to Cattaraugus County's visitors and tourism market opportunities have been successfully exploited in other areas of the country. The Internet represents an important source of information, and web addresses are provided at the end of each village discussion where other communities' efforts seem to have relevance to the Cattaraugus County situation. The County and its villages should use Internet search capabilities to continuously identify new ideas and opportunities. This can lead to a network of contacts with people and communities that have already made both the mistakes and the right moves, and have moved their communities forward.

Finally, successful village revitalization will depend upon a solid base of community support and activism. The community's government and business leaders, and concerned citizens need to find a way to act in concert as they develop and pursue these visions. The resources of each community are limited, and they must all be focused on a specific target if there is to be progress. Without an enthusiastic consensus on what to do and how to do it, development and growth will be all the more difficult.

## **C. Village Strategic Plans and Recommendations**

As outlined above, there are certain issues and challenges that need to be faced by the three villages

involved in this study. However, in the end, each village is a unique entity with its own characteristics and attitudes. Therefore, individual strategic assessments and plans have been prepared for each village based on each village's circumstances. These plans are intended to stimulate thinking and discussion among all villages in the County. A clear understanding of alternatives is a prelude to good decisions on adopting and pursuing a particular vision and the opportunities that it represents.

## **1. Randolph**

The Village of Randolph can enhance its economic growth and vitality by first developing and embracing a vision that serves to give it a clear identity in the market and by taking defined steps to capitalize upon that niche. The identity, niche or "brand" for Randolph needs to reflect its asset base and respect the reality of current market opportunities.

A useful tool for understanding Randolph's strategic position in the marketplace is called a "SWOT" analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. Looking at the relative strengths and weaknesses of a product (the Village of Randolph) ascertains its attractiveness in the market and also leads to strategies to improve itself as a "product".

Assessing market opportunities and threats identifies where the greatest chance of success may lie and what actions may be needed to increase market share or enter new markets. The following situation analysis applies this approach to Randolph.

### ***Situation Analysis***

Randolph has the following assets or strengths:

- The village is located in the Amish country with its unique culture and horse based economy.
- It is located on Interstate 86 near Allegany State Park and on a main travel routes to Ellicottville and Salamanca from the west.
- Many architecturally distinct historic structures are located downtown in the block bounded by Main, Jamestown and Bank Streets.
- A small but vital group of downtown businesses includes two banks, pharmacy, convenience store, and collectibles, which attract regular business from the immediate vicinity.
- The old housing stock is generally attractive.
- The Randolph Area Community Alliance has been exerting revitalization leadership.
- A good track record exists among villages and town, pooling investment resources.
- Annual promotions of arts, crafts and festivals in the downtown area are successful.

- The village already has some hospitality and service establishments.
- Two related assets, Conewango Creek and a nearby fish hatchery have previously attracted fishing and recreational interests.

Randolph has the following liabilities or weaknesses:

- Certain structures are unattractive on Main Street, such as the vacant McNallie hardware building at the center of the village.
- Lack of cohesive landscaping and plantings and a number of unsightly dirt areas in the central business district.
- The number of poorly designed and positioned retail signs create an overall poor image.
- A limited amount of paved, lit parking space.
- A limited hospitality infrastructure (restaurants, clubs and overnight accommodations), limits the villages' attractiveness as a touring center.
- Existing businesses in the downtown are too limited in variety and offerings to attract new economic activity through visitor spending.
- There is a limited number of entrepreneurs with access to funding for business development.

Randolph has the following market opportunities:

- Its location in the Amish country represents a major "niche" opportunity for regional retailing, hospitality, and touring businesses.
- Opportunities exist for utilizing vacant storefronts or new facilities for sale of Amish goods by consignment or direct retail.
- Opportunities exist for establishing new touring businesses to take small groups to various Amish establishments.
- Opportunities exist to enhance the restaurant and bed and breakfast experience by linking it to touring opportunities and other attractions in the vicinity.
- Many members of the Randolph community have relationships with the Amish that can serve as a starting point for respectful discussions on mutual assistance.
- Inter-municipal success in building new office space and meeting rooms adjacent to the old downtown suggests a new capability to find solutions to rehabilitating the McNallie and other downtown buildings, and to develop a downtown that is architecturally and historically significant.
- Retail space and at least one development site are available in the central business district.
- The creek along the central business district, which is adjacent to the volunteer fire facility, has considerable recreational and economic

potential for trail development, fishing programs, and canoe or kayak outfitting.

- Previous successful experience with arts and crafts festivals and promotions in Randolph can be utilized to build upon the Amish theme.
- Has direct highway links to Allegany State Park and the Ellicottville four season resorts, which are significant tourism and hospitality centers.

Randolph has the following market threats:

- The Amish community may not understand how a new marketing link with Randolph could be mutually beneficial.
- Other communities are located in close proximity to the Amish community and may successfully initiate marketing efforts earlier than Randolph.
- The McNallie and Fischer buildings, which are linked together with shared walls, are larger than many historic village structures, representing a major challenge in terms of raising the required capital that is needed for rehabilitation.

#### ***Assessment of the Village and its Market Opportunities***

The Village of Randolph has a considerable potential to become a physically attractive location that can market itself in a number of ways. Its core strength may be its location in the middle of Amish country and on travel routes to Ellicottville and Salamanca. This strongly suggests that a revitalization effort centered upon Amish themes could have the best chance to succeed.

The Amish theme, coupled with a unique and attractive historic downtown, would offer a unique identity that cannot be found in any other Western New York village. Randolph should be able to build on its strengths and minimize its weaknesses as it becomes a significant attraction for those interested in the Amish culture and history as well as the food, crafts and durable goods that are available from Amish trades people. This could provide added utility to the Amish community in the form of enhanced sales, while giving Randolph an identity, niche or “brand” in the marketplace.

#### ***A Vision for Randolph’s Future***

Randolph has become the center of Amish culture in Western New York, both geographically and on local web sites.

The Village’s physical appearance and design elements enhance its attractiveness and marketability, especially for people visiting Amish country:

- The highly visible McNallie and Fisher Block buildings where Main and Jamestown Streets

intersect have been comprehensively (interior and exterior) restored which complement the new municipal building across the creek, with both generating added pedestrian traffic for an expanded downtown area with new businesses.

- A new landscaping and planting program has enhanced the central park to help “stop traffic”, and includes a new village green adjacent to Sammy’s.
- Dirt driveways and parking areas located on the main streets have been planted with grass and flowers.
- Building facades along the main streets have been upgraded and a signage program has helped create an ambiance consistent with an Amish theme.
- Parking areas behind businesses on Main and Jamestown streets have been paved, lighted and landscaped, and walkways to the business district have been constructed.
- The creek banks are now cleared of brush and landscaped, and picnic tables and a canoe launch have been added.
- A new pedestrian bridge now crosses the creek, connecting downtown businesses to the fire department grounds, which is the site of the new municipal building and Senior Center, thus improving pedestrian circulation, parking, festival space and recreational trail access.

The Village has a vibrant and dynamic economic life:

- Storefronts are all in use, with an emphasis on retail shops that offer Amish goods and foods on consignment or through direct retailing.
- Restaurants have upgraded their menus to cater to visitors and tourists with many presenting an Amish theme. A new Amish restaurant occupies the conservatory behind Fischer’s.
- The area behind the convenience store next to the creek has been paved to provide parking for tour buses. The retail space at the rear of the convenience store offers mini-tours to Amish homes and stores for those who wish to buy direct from the Amish.
- Daily tours start and end in downtown Randolph where after each tour, visitors patronize the shops and restaurants.
- The bed and breakfast and lodging industry has noted the increase in tourist traffic and has grown to meet the added demand.
- Festivals, promotions, equestrian rides, and other events regularly promote the historic and Amish themes and draw new visitors to the village.

### **Randolph's Mission**

The mission of the Randolph community is to take action to realize this or a similar vision, by targeting new investment in infrastructure and physical improvements, and organizing marketing programs to sell the Village's assets as the center of Amish culture in the Western New York and northwest Pennsylvania areas.

### **Recommended Strategic Goals**

The Village of Randolph – defined as its government leaders, business community, and concerned residents and visitors – should consider adopting a revitalization strategy based upon the Amish culture. The village should adopt strategic goals that will build upon and strengthen assets, eliminate deficiencies, and target and pursue available market opportunities. The following strategic goals need to be considered in developing the plan:

1) *Develop a plan to upgrade the Village's physical assets.* The plan should address restoring the McNallie and Fischer Block buildings, facade and signage programs, parking development, and new village green landscaping and new streetscape planting strategies. Modest investments can yield significant returns in the attractiveness and marketability of the village.

Preliminary estimates indicate that the cost of restoring the McNallie Building on Main Street for municipal offices was comparable to the cost of new construction on vacant land across the creek from downtown, on a per square foot basis. While the central village location would have provided added benefits for village revitalization efforts, the new location that was selected next to the Fire Hall also provided benefits and meets more fully the needs of Senior Citizens, and has solid community support (see Appendix No. 4, "A Vision for the Heart of Randolph", by Randall Arendt for further discussion of alternatives that were involved).

2) *Designate RACA or develop a citizen's committee to serve as the primary point of contact with the Amish.* Many Randolph families and community members have ongoing, trusting relationships with Amish people. Preliminary discussions with a limited number of Amish craftsmen indicate that there are opportunities to establish mutually beneficial business relationships. These need to be developed and discussed in an appropriate forum with the Amish community. It is imperative that the strategic marketing concept outlined in this tentative plan be discussed in considerable detail with Amish community leaders before any major implementation steps are pursued.

3) *Use RACA and the Amish liaison committee to develop business concepts that can be realized in downtown Randolph.* The two primary opportunities appear to be in retailing and touring. Retailing of Amish products could include a consignment approach (no Sunday sales) or a dealer approach. A phased retailing strategy could start with one or two stores selling a wide variety of goods and then proceed to more specialized retailing involving multiple storefronts dedicated to particular goods and crafts. The touring business would need a value added strategy, using mini-vans to serve visitors arriving on large tour buses and those who do not want to undertake their own travel to Amish shops and homesteads (the Amish do not welcome the large tour buses at their properties).

4) *Prepare strategies for hospitality development.* Entrepreneurs and restaurant businesses should focus on the following:

- Providing high quality food with an Amish theme.
- Catering to tour buses, which requires serving large parties (30-40 seats) if this business is to succeed in downtown Randolph.
- The lodging element of the hospitality industry will require time to develop as touring business increases.
- A "bridge" strategy should be developed which during the tourism development and growth period, would meet visitor needs with existing facilities in nearby municipalities such as Ellicottville and Salamanca.
- Finally, a high quality map and brochure needs to be developed and distributed that clearly points out the names, locations and goods offered by every Amish store in the region, and available lodging and dining facilities in the county.

5) *Prepare a phased approach and budget for the entire effort outlined above.* Cost estimates can be used to attract government funding, private investment, and fund raising initiatives. Suggestions on how to secure the required expertise for design and engineering work including obtaining cost estimates are outlined in the recommendations section at the end of this study.

### **Summary and Conclusion**

As with most economic development efforts, there is no "silver bullet" for Randolph, no single big project that can effect a turnaround in the economic fortunes of the community. Most revitalization success stories are built upon a sustained effort that is designed to achieve a continuing series of small victories. They require a good vision that everybody subscribes to and a leadership

organization that has a great deal of persistence and staying power.

Randolph has the raw materials to embark upon this type of effort, but will need to pay heed to the challenges of vision and organization. The prospect for some initial small victories is good, which in turn will build momentum for the continuing string of victories that is needed.

### **Contacts and Resources**

Main Street and signage:

National Trust's Main Street Center:

<http://www.mainstreet.org>

Rehoboth Beach Main Street:

<http://www.rehomain.com/default.htm>

Wood signs: Sign Language,

[www.signlanguageinc.com](http://www.signlanguageinc.com)

Amish information and businesses:

Amish information website: [www.amish.net](http://www.amish.net)

Troyers Dutch Heritage Restaurant:

[www.troyersdutchheritage.com](http://www.troyersdutchheritage.com)

Yoders Restaurant: [www.yodersrestaurant.com](http://www.yodersrestaurant.com)

The Amish Door: [www.amishdoor.com](http://www.amishdoor.com)

Consignment and emporium operation:

Corey Brown: [www.greengablevillage.com](http://www.greengablevillage.com)

716-945-3600

## **2. Little Valley**

The Village of Little Valley can enhance its economic growth and vitality by first developing and embracing a vision that gives it a clear identity in the market, and by taking defined steps to capitalize upon that niche. The identity, niche or "brand" for Little Valley needs to reflect its asset base and respect the reality of current market opportunities.

A useful tool for understanding Little Valley's strategic position in the marketplace is called a "SWOT" analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. Looking at the relative strengths and weaknesses of a product (the Village of Little Valley) ascertains its attractiveness in the market and also leads to strategies to improve itself as a "product".

Assessing market opportunities and threats identifies where the greatest chance of success may lie and what actions may be needed to increase market share or enter new markets. The following situation analysis applies this approach to Little Valley.

### **Situation Analysis**

Little Valley has the following assets or strengths:

- Regional equestrian trail planning and market research has been initiated by county planning.
- Serves as county seat, with an accompanying employment (325) and service base.
- A wide and distinctive Main Street.
- A distinctive park square on main travel routes (Routes 242 and 353 at Upper Main Street).
- A small but vital group of downtown businesses.
- Cattaraugus County Fairgrounds, which hosts the annual fair, auto and horse events.
- The new 12-mile START trail that runs through the village has been constructed in 2004, and is beginning to serve hikers, bikers and horses with Little Valley at center.
- Little Valley Riders Club provides a focal point for the local and regional horse community, with an existing network of 65 miles of privately operated recreational horse trails in the hills around the village.
- Some hospitality and service establishments cater to equestrian interests.
- Significant expertise on horses resides in the community, along with the desire to enhance the recreational trail riding experience.
- The County owns buildings and land in and around the village.

Little Valley has the following liabilities or weaknesses:

- Certain structures in the central business district are unattractive.
- Lack of cohesive landscaping and plantings.
- A limited hospitality infrastructure limits the use of the Fairground for multi-day events.
- The existing trail network is too limited to attract regional users, especially horses.
- Design for the START trailhead at foot of Main Street does not create a distinctive or effective economic link between trail users and downtown businesses.
- A small core of downtown businesses is too limited to enhance trail experience for visitors.
- Horse and hospitality expertise in the community is diverse, but is not organized to provide leadership on horse-related economic issues.
- County fairground facilities are inadequate to attract a broader array of horse and other events.
- Fairground link to the START trail is not well defined.
- There is a limited number of entrepreneurs with access to funding for business development.

Little Valley has the following market opportunities:

- Retail space is available in the central business district.
  - The County is interested in tourism development and possibly a visitor's center.
  - There is a significant horse population within a half day drive, much of it in areas with limited or no trail availability.
  - Large national, state and regional markets are growing for horse-related activity and events.
  - The Fairground is an underutilized asset that could host more events of many types.
  - The village vicinity could be enhanced by adding an indoor arena, exhibit and meeting rooms, and related facilities, which would open significant new markets in horses and other sectors.
  - The new START trail can be used to enhance the horse experience with Main Street and Fairground links.
  - Activities at the Fairground and Riders Club can be linked to downtown development through promotions and special events.
  - Close proximity to Ellicottville, Salamanca, and Allegany State Park, which are significant tourism attractors and hospitality centers, offers unique new opportunities.
  - Horse-related retail and service opportunities include horse sales and auctions, riding centers, tack shops, stabling, veterinary and health care services, trailer sales and service, clothing, feed, training and instruction, gifts and collectibles, arts and crafts, specialized travel services, books and maps, videos.
  - There is an untapped opportunity for adding a retailing horse emporium offering a wide variety of goods and services in a single facility.
  - Extensive lands are owned by the Department of Environmental Conservation in the County, offering opportunities for horse trail development.
  - Close proximity to the Amish country and horse culture offers new potentials.
  - Snowmobile interests can be attracted through off-season use of recreational trail system, which currently has 400+ miles of snowmobile trails in Cattaraugus County.
- Batavia Downs in Genesee County is planning added equestrian facilities and exhibit space.
  - Hamburg Fairground in Erie County is pursuing construction of an indoor equestrian arena.
  - These facilities compete with the Cattaraugus County Fairground and are better organized, and have stronger marketing programs.
  - The hospitality industry is much stronger and more diverse in these competing areas.
  - The horse market in the region is untapped and attractive, but it is fragmented and, locally there is no targeting.

***Assessment of the Village and its Market Opportunities***

The Village of Little Valley has considerable potential to become a physically attractive location that can effectively market itself in a number of ways. Little Valley's core strengths could be as a horse-oriented community, which suggests that a revitalization effort centered upon horses and equestrian interests could have a good chance to succeed. There is a unique confluence of factors – horses, facilities, ongoing equestrian events, expertise, and a new trail initiative – that are not replicated in other Western New York villages.

As such, Little Valley could embark on this effort with a head start that other villages could not duplicate. The trail system can be adapted for snowmobiles and other recreational uses, which would create a more diverse array of economic opportunities than horses alone. Little Valley should be able to build on its strengths and minimize its weaknesses to become a significant attraction in the horse market. This could provide added utility to the horse enthusiast, while giving the village an identity, niche, or “brand” in the marketplace.

There is a market for horse-related activity, whether it is recreational trail riding, competitions or more formal events. The local and regional demand for an enhanced equestrian experience is very strong, and many segments of the market can be readily accessed. A deep penetration would require better facilities and more marketing sophistication, but the first steps can be taken by reaching for “low hanging fruit”, which would position the village for a stronger effort in the future (see Appendix No. 5 for a Summary of Findings from Cattaraugus County's Preliminary Market Analysis of the Equestrian Lifestyle in Cattaraugus County, New York).

***A Vision for Little Valley's Future***

Little Valley has become the horse capital of Western New York.

Little Valley has the following market threats:

- Fort Erie, Ontario in Canada, across the Niagara River from Buffalo, is planning an extensive recreational trail network to attract significant international equestrian tourism (see website below).

The Village's physical appearance and design elements enhance its attractiveness and marketability, especially to equestrian interests:

- Main Street is a boulevard linking the central square on Upper Main Street to the "START" trailhead at Lower Main Street. A central median with canopy shade trees provides an inviting avenue to the trail, and is the most beautiful downtown street in Cattaraugus County (see Randall Arendt's discussion elsewhere in this guidebook).
- The park square is attractively landscaped and planted in a way that "stops traffic" on the main travel routes through the Village (Routes 242 and 353).
- The highly visible structures at Upper Main Street, and around Park Place have attractive facades and signage (see earlier graphics by Randall Arendt).
- A pocket park has been created adjacent to the Post Office.
- Parking areas are landscaped and screened with fences and trees.
- The trailhead at the foot of Lower Main Street is seamlessly integrated with the central business district, bringing new business into the old downtown.
- The park at the trailhead includes a fountain and reflecting pool, benches, shelters and gazebos, festival and market space including canopies, signage to draw trail users into the village, and parking for autos, horse trailers and bicycles.
- The trail link to the Fairground is attractive and user-friendly.

The County Fairground now hosts numerous events, primarily oriented toward horse interests. It continues to pursue other opportunities in motorized sports, including snowmobiles. On the opposite side of the village, to the southeast on Route 353, an indoor arena (owned by the Little Valley Riders' Club), attracts horse events almost every weekend between May and October.

The Village has a vibrant and dynamic economic life:

- All storefronts in the downtown are in use, with an emphasis on restaurants and retail shops, some that cater to horse interests.
- Events at the Fairground and the Little Valley Riders Club include a ride-in breakfast or lunch on Main Street to bring visitors downtown to eat and shop.
- The trailhead park at the foot of Main Street is always active, with a Horse Festival held every

year, a weekly farmers market, and public concerts and events.

- Main Street businesses provide goods and services to trail users and visitors.
- Bed and breakfasts and nearby inns cater to the increased demand from the Fairground and recreational trail riders and equestrian events.

A new county visitor's center sits at the foot of Lower Main Street near the trailhead, attracting visitors daily from Ellicottville, Allegany State Park and the rest of the region.

### ***Little Valley's Mission***

The mission of the Little Valley community is to take action to realize this or a similar vision, by targeting investment in infrastructure and physical improvements, and organizing marketing programs that sell the Village's assets as the horse capital of Western New York.

### ***Recommended Strategic Goals***

The Village of Little Valley – defined as its government leaders, business community, and concerned residents and visitors – should consider adopting a revitalization strategy based upon the horse economy. It should adopt strategic goals that build upon and strengthen assets, eliminate deficiencies, and target and pursue available market opportunities. The following strategic goals need to be considered in developing the plan:

1) *Develop a plan to upgrade the Village's physical assets.* The plan should address the Main Street boulevard concept, central square upgrade, façade and signage programs, park development, and landscaping and planting strategies. Modest investments can yield significant returns in the attractiveness and marketability of the village.

2) *Develop an organization to provide leadership for the development of a horse economy centered on Little Valley.* The expertise exists in the community to organize and lead this kind of revitalization effort. It needs to be harnessed through a carefully conceived organization that draws together appropriate interests for the task at hand. Participants should include county and village officials, local business interests, the fairground operators, and an array of horse interests.

3) *Use that leadership organization to undertake a preliminary market assessment and targeting exercise to focus development and marketing efforts.* The three primary opportunities appear to be recreational trail riding, and shows and events at both the fairground and the Little Valley Riders' Club facilities:

- The recreational segment needs to focus on trail and amenity development to determine what needs to be done to increase recreational visits and spending.
- The show and event segment needs to focus first on adding new events that the existing facilities can attract without making further improvements.
- The second phase of the event element needs to target specific kinds of breeds and events to determine what kind of facility may serve to attract that market in light of competing venues.

4) *Prepare to access a larger recreational market by developing a unified approach to trail development and a marketing plan to go with it.* Map the existing public and private equestrian trail system in the county:

- Determine how best to interconnect and expand that system and develop a horse trail master plan that includes a budget and a time line for development. Solicit the input of NYSDEC regarding trails on state forestland.
- Meet with the developers of the START trail and effect design changes conducive to the horse rider and Little Valley development.
- Begin now to determine how to link the county horse trail system into Allegany State Park. Determine how snowmobile interests can be integrated into the equestrian planning.

5) *Prepare to access a larger show and event market by developing physical and marketing plans for an indoor arena and ancillary facilities in the Little Valley area.* Engage an architect to prepare preliminary plans and cost estimates for the upgrade. Develop a schedule and a budget for the project. The Little Valley Riders' Club and the County Fairgrounds are both excellent locations for this type of new development.

6) *Prepare development strategies for retail, commercial and hospitality growth.* Target specific business types, sites and locations that will complement and enhance the show and event strategy and the recreational strategy. Develop "bridge" strategies if appropriate that would meet visitor needs with existing facilities while the market develops. Develop marketing approaches to entrepreneurs regarding investment in Little Valley's horse revitalization strategy.

7) *Prepare a phased approach and budget for the entire effort outlined above.* The availability of cost estimates can be used to facilitate government funding, private investment, and other fund raising initiatives.

### **Summary and Conclusion**

As with most economic development efforts, there is no "silver bullet" for Little Valley, no single big project that can affect a turnaround in the economic fortunes of the community. Most success stories are built upon a sustained effort that is designed to achieve a continuing series of small victories. They require a good vision that everybody subscribes to and a leadership organization that has a great deal of persistence and staying power.

Little Valley has the raw materials to embark upon this type of effort, but will need to pay heed to the challenges of vision and organization. The prospect for some initial small victories is good, which can build momentum for the continuing string of victories that is needed.

### **Contacts and Resources**

Equestrian trail development:

Fort Erie:

<http://www.vaxxine.com/forterieonca/townhall/whatsnew/index.html>

Hodgemoor Riding Association (UK):

[www.hodgemoor.org.uk/riders/home/html](http://www.hodgemoor.org.uk/riders/home/html)

Roxbury Horse Assoc:

<http://hometown.aol.com/roxburyhorseassc/rhahome.htm>

Planned equestrian community websites

Sarah's Way: <http://www.carriage-barn.com/sw.html>

Have It All: <http://uplandfarm.com/haveitall.htm>

Will Rogers: <http://willrogerseqranch.com>

Main Street and signage:

National Trust's Main Street Center:

<http://www.mainstreet.org>

Rehoboth Beach Main Street:

<http://www.rehomain.com/default.htm>

Wood signs: Sign Language,

[www.signlanguageinc.com](http://www.signlanguageinc.com)

### **3. Franklinville**

The Village of Franklinville can enhance its economic growth and vitality by first developing and embracing a vision that serves to give it a clear identity in the market and by taking defined steps to capitalize upon that niche. The identity, niche or "brand" for Franklinville needs to reflect its asset base and respect the reality of current market opportunities.

A useful tool for understanding Franklinville's strategic position in the marketplace is called a "SWOT" analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. Looking at the relative strengths and weaknesses of a product (the Village of Franklinville)

ascertains its attractiveness in the market and also leads to strategies to improve itself as a “product”.

Assessing market opportunities and threats identifies where the greatest chance of success may lie and what actions may be needed to increase market share or to enter new markets. The following situation analysis applies this approach to Franklinville.

### **Situation Analysis**

Franklinville has the following assets or strengths:

- Community-based planning, development and policy work has already started with aid from the county planning department
- The village is located on a major north-south travel corridor (Route 16, a state highway).
- It has the unique and distinctive Park Square in the center of an historic district in the original downtown, with red paver bricks and trees on all surrounding streets.
- It has architecturally distinct historic structures on all four sides of Park Square, including the former opera house now serving as Town Hall.
- A small but vital group of downtown businesses want growth, including bank, pharmacy, wine and spirits shop, restaurant, and real estate firm.
- Franklinville’s Chamber of Commerce has been reconstituted and actively supports new business development initiatives.
- There is growing local interest in regional arts and crafts development.
- Numerous antique and collectible shops are located in the immediate environs, although not in the central business district.
- The annual Maple Festival is successful, and draws significant attendance, is educational, and provides marketing opportunities.
- The Village owns 65 acres of land at the south end of the village, which is available for subdivision development, probably housing.
- The village has a large industrially zoned sector with local industry in close proximity to rail service and a state highway (Route 16).
- The old housing stock in some sections of the village is generally attractive.
- There is committed municipal leaderships in both the village and town.
- The community offers an attractive rural lifestyle.
- A growing equestrian community is planning new trails, and organizes an annual Equestrian Festival, called, “The Creekside Roundup”.

Franklinville has the following liabilities or weaknesses:

- Park Square buildings are generally unattractive and in substantial need of interior and exterior restoration and rehabilitation.
- Many buildings are for sale and vacant, creating a poor image.
- Park Square itself and surrounding streetscapes lack a cohesive and attractive landscaping and planting scheme.
- The quality of signage on existing businesses varies widely and is generally unattractive.
- Certain industrial structures (both occupied and vacant) are in poor condition with potential brownfield development challenges.
- There is a limited number of entrepreneurs with access to funding for business development.

Franklinville has the following market opportunities:

- A restored Park Square in the Historic District has the potential to become an attraction in and of itself, due to its unique character and ambiance.
- There is available, vacant space behind Park Square businesses for off-street, rear parking.
- A small number of artisans and artists have expressed interest in locating in the Park Square area and are interested in beginning its transformation to an arts and crafts center.
- The number of antique and collectible dealers suggests an opportunity to locate one or more on the Square as a complement to galleries.
- Morgan Hall (the former opera house and now the Town Hall), if restored, represents a means of expanding the galleries’ cultural offerings through live performances and the availability of added public exhibit and gallery space. It still has its original vaudeville stage.
- The vacant parcel next to the bank could accept a new combined Town and Village Hall with community meeting space to increase pedestrian traffic and set an architectural example for the Square.
- An arts, crafts, antiques and cultural orientation represents a possible niche in the region’s commercial/retail marketplace that fits well with the concept of a restored historic district.
- Numerous vacant storefronts represent retail development opportunities.
- The Maple Festival at the school on Route 16 just north of the downtown has the potential for being expanded to include Park Square, thereby exposing participants to the redevelopment opportunities in the Historic District.

- Two unique housing development markets exist that are oriented toward both emerging arts and crafts, and equestrian communities.

Franklinville has the following market threats:

- There are a number of vacant and substandard structures on the Park Square that represent a challenge to attracting new anchor tenants and businesses that will lead a transformation.
- Local industry is struggling in a slow economy and a pullback or shutdown would diminish the local market for goods and services.
- Housing sales are slow in the county and a new housing development for artisans or equestrians would enter a difficult market unless it is unique and well-positioned, such as near trails on Case Lake.
- Local antique and collectible dealers may not see Park Square as a viable business address without a “critical mass” of businesses to draw visitor traffic.

#### ***Assessment of the Village and its Market Opportunities***

The Village of Franklinville has the potential to become a more physically attractive location that can effectively market itself in a number of ways. Franklinville’s core strength is the “raw material” offered by Park Square, which can be transformed into an historic asset that would become a visitor attraction and a desirable business address. A revitalization effort centered upon art, antiques and cultural themes could have a good chance to succeed, provided that the Square is upgraded.

The cultural theme, coupled with a unique and attractive Park Square in the downtown Historic District, would offer a singular identity, niche, or “brand” that cannot be found in any other Western New York village. Franklinville would need to build on its strengths and minimize its weaknesses to become a significant attraction for those interested in arts, crafts, culture and the unique “cachet” that is found in gallery districts elsewhere.

#### ***A Vision for Franklinville’s Future***

Franklinville has become a center for both regional arts and crafts and for equestrians in Western New York.

The Village’s physical appearance and design elements enhance its attractiveness and marketability, especially to gallery owners and antique dealers:

- Park Square is a “traffic-stopping” jewel with an attractive central fountain or other features,

tasteful and attractive landscaping and flowers, benches and lighting – all done with the highest possible quality.

- The streetscapes on all four sides of the central park mirror its attractiveness and themes with hanging baskets, banners, benches and lighting that create a strolling district.
- The structures around Park Square have been comprehensively restored (interior and exterior) to create a unique historic district that houses arts and crafts galleries, restaurants and coffee shops, and antique dealers that complement the ambiance.
- The opera house has been restored to its former function and is a public exhibit and performance venue for the broader region.
- A new municipal building (village and town) sits next to the bank on North Park Square and generates added pedestrian traffic for downtown businesses.
- Signs identifying businesses and galleries reflect a uniform and sophisticated theme that adds to the overall attractiveness of the setting.
- A regional equestrian community exists around the village, and is centered around Case Lake.

The Village has a vibrant and dynamic economic life:

- Storefronts are all in use, with an emphasis on quality arts and crafts on display in galleries, antiques and collectibles, and restaurants and coffee shops that cater to visitors.
- Restaurants have upgraded their menus to cater to cultural themes and provide quality food and drink in an inviting atmosphere.
- There are craft demonstrations in stores and in Park Square by local and regional artisans.
- The annual Maple Festival has an arts element that takes place in Park Square and exposes new visitors to this unique destination in Western New York.
- A trail system is under development connecting the village to Case Lake and Ischua Creek.

The Village offers two unique, new housing developments for those who are attracted to this vital village. One development option envisions Mt. Pleasant Commons with significant open space and conservation themes. A second option envisions a planned equestrian community in the vicinity of Case Lake that would provide certain common facilities for horse owners and affords access to an expanding trail system.

In this vision of the future, the local economy has been sustained by giving attention to retaining existing business and industry and effectively marketing

available development parcels in the industrial zone. Local industry maintains outlet stores in the square to enhance the strolling and shopping experience.

### ***Franklinville's Mission***

The mission of the Franklinville community is to take action to realize this or a similar vision, through targeted investment in infrastructure and physical improvements, and organized marketing programs that sell the Village's historic assets as a center for both regional arts, crafts and culture, and equestrian development in Western New York.

### ***Recommended Strategies***

The Village of Franklinville – defined as its government leaders, business community, and concerned residents and visitors – should consider adopting a revitalization strategy based upon a revitalized Historic District that is focused around Park Square, and caters to an arts and crafts base. The village should adopt strategic goals that build upon and strengthen assets, eliminate deficiencies, and target and pursue available market opportunities. The following strategic goals need to be considered in developing the plan:

1) *Commercial and retail downtown strategy:* Public economic development agencies usually do not get involved in commercial and retail development. This is because these enterprises have a limited geographic market that they “sell into”, and it is difficult to provide public incentives or support for one business without harming competing local businesses. For example, a supermarket has a defined geographic market area. Even using public development incentives to induce the construction and opening of a second supermarket in the same area does not create additional demand for food and therefore, it creates no net new economic activity or jobs. Any growth experienced by the second supermarket is at the expense of the first supermarket, which must close or lay employees off as the defined market demand is split two ways.

Therefore, the involvement of the Village or any other public agency in commercial or retail development must pay careful attention to the public benefit to be derived from any such involvement. The best case for public involvement can be found in the Park Square Historical District.

Park Square represents the best opportunity to create a much broader geographic market for certain retail and commercial businesses. This broader market would be created through the attractiveness of the central square, the uniqueness of the historic structures, the presence of “niche” retailers such as galleries and antique dealers,

hospitality businesses that cater to visitors and tourists, and a marketing effort that exposes the region to this beautiful square. Although the square would be home to retail enterprises, they would be “net wealth importers” by attracting tourist and visitor spending.

The central square itself is the key to this strategy. It should be a jewel with tasteful and well-conceived landscaping and plantings, walkways, benches, perhaps a fountain. The themes should be carried over to the sidewalks in front of surrounding structures so there is a unified sense of being in someplace special. Signage that creates a sense of place should be considered.

A prioritized plan should be developed for upgrading key structures that will re-enforce the ambience of the square. The number of structures could make this a daunting task, but singling out the two or three structures that represent the best combination of willing ownership, location and potential for niche retailing would create some momentum. Securing funding for public incentives for improvements should be a priority. The Village should explore forming a local development corporation that would enable the village to participate in the redevelopment of Park Square structures (see discussion below).

Visitors and tourists will need a reason to stop in Park Square, besides the beauty and ambience of the square itself. Unique retail opportunities and value-added events that are not available at every mall or strip plaza constitute the best opportunity for this. Specialty retailing usually encompasses local crafts and art galleries, antiques, food specialties, themed restaurants, and collectibles. Achieving a “critical mass” of such enterprises at this Franklinville destination is crucial to induce travelers to stop and shop and visitors to make a special trip.

These niche retailers will need to be convinced that Park Square can generate the pedestrian traffic needed to insure success. The best opportunity to do this is to integrate the successful Maple Festival into the Park Square area, including a carefully conceived approach to benefiting the Park Square businesses. Other seasonal events and festivals need to be considered, but all of them need to address how they can serve the ancillary, but necessary purpose of promoting the businesses around Park Square. During each festival, an effort should be made to invite prospective niche retailers so that they can see the results and introduce them to available retail space.

Franklinville also needs to develop a plan to upgrade its physical assets. The plan should address actions such as Park Square restoration, facade preservation, signage programs, and landscaping and planting

strategies. Modest investments can yield significant returns in the attractiveness and marketability of the village.

The village should consider creating some entity that can have Park Square as its primary focus. The options include a new business association, a Park Square sub-group in the Chamber, a business improvement district, or a local development corporation (LDC). All of these have pros and cons, but the LDC represents perhaps the best combination of ease of implementation, appropriate legal powers, and acceptance with grant-making agencies. The downside (which the LDC shares with all the options) is the lack of immediate funding to apply to the problems of Park Square.

The village, the county and the regional planning board should work collaboratively to identify ways to begin to capitalize an LDC. Coupled with a contribution from the Village and perhaps from the property and business owners around the Square, a new LDC could put itself in a position to have an immediate and visible impact through property acquisition, rehabilitation and public space improvements.

The Park Square LDC would have a mission of making the Square a "jewel" that would attract the attention of the village residents and the traveling public. This in turn would enhance the marketability of Park Square as a business address, because increased visitors and traffic would mean more business. The general sequence of development would be:

- Upgrade the square and surrounding streetscapes through tasteful and high quality landscaping, plantings, and amenities such as benches and a gazebo.
- Establish historically correct design standards for building facades and signage.
- Select three to five target buildings based upon expressed owner or tenant interest and execute a rehabilitation program with a combination of LDC and owner support (or LDC support alone if the owner is unwilling).
- Move the first new tenants in.
- Promote the "new" historic square with a series of carefully planned events, sponsored by the LDC, to bring patrons to the downtown businesses. With the momentum established, the LDC can move from property to property with a rehabilitation and marketing program with the support of downtown businesses.

At least one entrepreneur has purchased property on the west side of the Square, and has restored the building with an arts and crafts orientation. This is an excellent fit with the historic nature of Park Square. This and other opportunities may still be realized without a well-capitalized LDC, but the odds of success increase greatly with the availability of well-conceived public incentives. In all this, the overall goal of the LDC would be to restore all buildings to private ownership (thereby adding to the tax base).

2) *Housing development strategy*: There should be three elements to a housing development strategy, including first, upgrading the existing housing stock in the village, second, building new housing in the Mt. Pleasant subdivision, and third, building a planned equestrian community near Case Lake. For existing housing stock, the Village needs to continue to encourage the upkeep of existing homes through building and property inspections. Government programs that provide funding for the improvement of housing for low and moderate income families need to be researched through HUD's Community Development Block Grant Program and the State Division of Housing and Community Renewal.

The Village owns approximately 65 acres of land for which a conservation subdivision concept has been developed which is designed for traditional housing clustered around green space. The development of a housing subdivision is a heavily market-dependent undertaking. In 2001, only 37 building permits were issued for new homes with an average construction cost of \$127,000. This strongly suggests a slow market for traditional housing, which in turn suggests a high-risk development scenario. Village officials and the School Superintendent believe that the continuing need for housing for new teachers and other school staff may enhance this demand. To make a favorable impression upon local housing developers, the village could take steps to quantify the demand that may be generated within the school district. An informal survey of teachers and staff that generates a good picture of the type and price range of desired housing would be of interest.

Beyond this potential market for housing, successes arising from the economic development strategies discussed here can, over time, also have a positive effect on the housing market by increasing demand. However, until that occurs or until local surveys identify alternative markets, housing demand will be drawn from nearby urban centers and that may continue to be a limited market due to commuting distance and economic stagnation.

For the planned equestrian community near Case Lake, the Village may want to consider a more unique alternative such as a community on trails. This type of

equestrian related housing development is typically less dense than traditional subdivisions, with development sites of one to two acres and considerable space reserved for shared facilities such as paddocks, barns, arenas and trails. The attractiveness of this development concept would be its total uniqueness in the Western New York area. Recent statistics indicate that there is a substantial horse population in the region. It is likely that a number of homeowners would consider this unique housing option for themselves and their horses.

Whichever housing development option is selected, the Village needs to consider the following alternatives.

- Private development: In the case of a traditional or an equestrian development, the Village would solicit development proposals from private housing developers through a competitive process. The RFP requirements would call for the private developer to undertake the full development, including building roads, installing sewer and water infrastructure, and connecting to utilities. The land transfer could be structured in a number of ways including outright sale or deferred compensation. The private developer would bear all the risk in this approach, and the limited market suggests that RFP responses would be limited.
- Public development: In this alternative, the Village would act as the developer of the property. Infrastructure (water and sewer extensions) would be built using Village funds (cash, bonds, or government grants and/or loans). Infrastructure construction could be phased in recognition of the slow pace of the traditional housing market. The Village could consider tax-increment financing wherein municipal bonds are repaid through tax payments from the new tax base created by the subdivision. In a slow market, the purchaser of the bond will require some payment guarantee from the Village. Once infrastructure is built, the Village could sell individual lots or could contract for a model to be built to aid in marketing.
- Public-private development: In this alternative, the Village would solicit development proposals from targeted private housing developers with the RFP requirements calling for the Village to construct the infrastructure and public spaces and the developer to construct a model home and undertake marketing, advertising and construction of the new development.

In the Mt. Pleasant case, building a housing subdivision

will be entirely contingent upon a joint assessment of risk by the private housing interests and the Village. In a slow market, the private interests would most likely seek to shelter almost all of their risk, which means that the public sector will pay for everything, including any losses.

*3) Industrial development strategy:* It is important that industry be the focus of a distinct economic development strategy. As is the case in all three villages, a basic industrial development marketing approach can be used by Franklinville's leaders. The Ontario Knife Company shares a long and positive history with people in the community, and which everyone wants to see continue successfully into the future. Programs such as the New York State Empire Zone offer possible retention and growth scenarios. Empire Zone benefits generate the most return when applied to manufacturing enterprises.

In addition, the Village should seek to preserve the identity of its distinct "industrial sector" west and parallel to Route 16 through zoning and land use controls. The actions suggested above should help to stabilize the industrial base and position the Village to reap the benefits of expansion and attraction opportunities.

### ***Village Infrastructure Requirements***

Implementing these strategies for Franklinville will require significant capital investment in various elements of village infrastructure. Potential projects include full rehabilitation and restoration of Park Square. This would include:

- Sidewalk areas of adjacent commercial strips.
- Housing subdivision infrastructure
- The acquisition and preparation of potential industrial development sites (demolition and local share of environmental remediation).
- A possible new Municipal Building on Park Square.
- Acquisition and rehabilitation of one or more key historic structures.

In 2004, the village received a HUD Small Cities grant to help rehabilitate two business buildings on Park Square. A prioritized, multi-year capital budget would be very helpful, and should include all potential sources of funding, including pay-as-you-go, borrowing through bonds or government loan funds, and grants.

### ***Finances***

Like most small rural villages, Franklinville does not have a lot of resources to undertake desirable programs and projects. Clearly, the Village needs to take maximum advantage of available government grant programs to maximize the funding available for strategic goals.

Securing the services of a professional grant writer may be an investment that pays an immediate return in added federal and state funding. The Town and Village of Franklinville have already taken this important step.

In addition, the Village needs to explore the applicability and utility of other financing approaches that may help advance some of the projects. These devices include tax-increment financing and business improvement districts. Tax increment financing is a form of municipal borrowing that relies upon the new tax revenue generated by a development to pay off bonds.

This approach may be useful in developing the Mt. Pleasant subdivision where currently tax-exempt land would be placed back on the tax rolls, thus generating new or “incremental” tax revenues to pay off bonds. Tax increment financing is sensitive to market issues. If, as discussed above, the housing market is slow, lenders would be concerned about the ability of the Village or its housing developer to generate enough land sales and housing starts to meet the repayment schedule. Nevertheless, this financing approach should be explored with appropriate experts in municipal finance.

Business Improvement Districts (BIDs) are another special taxation tool established under state law. The purpose BIDs is to establish a distinct geographic area wherein properties may be subjected to special tax rates to raise funds specifically for the benefit of the district. This approach may be useful in the Park Square Historic District. Incremental revenue generated through a higher tax rate in this district would be used to improve the square itself and the buildings surrounding it. In this way, the property owners that will most benefit from the improvements are asked to pay for it. Establishing business improvement districts can be very beneficial, but they are also politically controversial, particularly if many of the building owners do not subscribe to the vision and potential payback of a greatly enhanced Park Square.

### ***Outside Resources and Technical Assistance***

Successfully implementing the strategies discussed above requires a series of “skill sets” that are often not found in Village governments. This is simply due to resource and budgetary limitations. An aggressive development approach will require the Village to assemble a team of technical resource persons in a cost-effective way. The expertise required includes planning, legal, architecture (building and landscape), design and engineering, grant writing, economic development, environmental remediation and marketing. The lowest cost means of approaching this is to take advantage of the following options:

- Obtain technical assistance available from other levels of government, particularly the state and county.
- Assemble a team of professionals and experts who are Franklinville residents to sit on a voluntary advisory committee to work with Village officials on these issues.
- Secure the services of appropriate professionals through hourly retainer arrangements.

An immediate area of need is securing advice on environmental remediation of derelict properties. This advice can be obtained from the New York State Department of Environmental Conservation, which is available to work with the Village on these problems. Resources are available to the Village to deal with potential remediation problems attendant to the acquisition and re-use of industrial and commercial sites. The primary resource is the Environmental Restoration (Brownfield) Program, which provides 75% of the cost of testing and remediating a problem property. There is over \$150 million available through the Environmental Quality Bond Act, and the Governor has submitted legislation that would increase the state share to 90% and make it easier for municipalities to use the program. DEC officials are available to consult with the Village on the specific problem sites.

### ***Leadership and Ownership***

In the business world, a common observation is made that “structure follows strategy”. Goals and objectives must first be agreed upon and then an organizational structure needs to be developed that is best suited to implementation. In the case of Franklinville, organizational issues need to be addressed including the Village staffing structure, the composition of the Village Board and its committees, the composition and roles of citizen boards such as planning, and the integration of the government structure with the business leadership, particularly the Chamber.

While this organization and focus is necessary, it is not sufficient to insure progress. Leadership and ownership are also needed. Most of the strategies and projects discussed above are not simple undertakings. They require a degree of intergovernmental cooperation, coordination, creative financing and citizen involvement. Under these circumstances, implementation problems are certain to arise and the path to success will require a project leader who acts as if they are the owner of the development. The owner is prepared to do whatever is necessary to surmount inevitable problems to insure that the project is completed.

The Village will insure greater progress on these strategies and projects if careful attention is paid to

assigning these initiatives to leaders who will bring the requisite passion, energy and drive to the task at hand. Many complex projects die “credenza death” because they do not benefit from committed leadership and persistent effort.

### **Summary and Conclusion**

As with most economic development efforts, there is no “silver bullet” for Franklinville, no single big project that can affect a turnaround in the economic fortunes of the community. Most revitalization success stories are built upon a sustained effort that is designed to achieve a continuing series of small victories. They require a good vision that everybody subscribes to and a leadership organization that has a great deal of persistence and staying power.

Franklinville has the raw materials to embark upon this type of effort, but will need to pay heed to the challenges of vision and organization. The prospect for some initial small victories is good, because the village has already accomplished many of its objectives. This is a good basis for building momentum for the continuing string of victories that is still needed.

### **Contacts and Resources**

Planned equestrian community websites  
Sarah’s Way: <http://www.carriage-barn.com/sw.html>  
Have It All: <http://uplandfarm.com/haveitall.htm>  
Will Rogers: <http://willrogerseqranch.com>

Main Street and signage:  
National Trust’s Main Street Center:  
<http://www.mainstreet.org>  
Rehoboth Beach Main Street:  
<http://www.rehomain.com/default.htm>  
Wood signs: Sign Language,  
[www.signlanguageinc.com](http://www.signlanguageinc.com)

Housing developers:  
Marrano Marc Equity: Vic Martucci 675-1200  
Barden Homes: Barb Gill 759-0478

Brownfield Remediation:  
Peter Buechi is the NYSDEC official in charge of site remediation. Martin Doster is the Southern Tier point person. Both can be contacted at (716) 851-7220 in Buffalo, New York

### **D. Recommendations for All Three Villages**

At the beginning of this discussion, we outlined some of the challenges facing small villages. Many of them are related to limited human and financial resources, while others, such as limited parking availability, arise from a heritage rooted in railroads and horses rather than today’s automobile oriented society. Community leaders

in each village may want to consider one or more of the following approaches to dealing with these challenges.

*Professional and technical assistance:* Most successful redevelopment programs require “skill sets” that are often not found in Villages due to human resource and budgetary limitations. Expertise in municipal finance, planning, architecture (building and landscape), design and engineering is expensive, but is important to developing and implementing feasible project concepts.

Community leaders may want to consider selecting a number of qualified professionals or firms to serve as “term consultants” for redevelopment projects. Under this approach, a competitive procurement process identifies a limited number of firms that can provide needed professional services at reasonable hourly rates. Then, when expertise is needed, a scope of services is developed for the selected firm and a contract is negotiated based upon the stated hourly rates.

The villages should identify professionals who are prepared to offer their services on an hourly basis. Each village may also want to assemble a team of local resident experts (engineers, architects, lawyers) to serve as a voluntary advisory committee to work with Village officials on specific projects.

*Multi-year capital budgets:* Once a community embraces a vision of its future, it becomes clear that investments in infrastructure, redevelopment and beautification will be required to begin to realize the vision. Each village should use the expertise available to develop a multi-year prioritized capital projects budget that represents its “wish list” of things that need to be done. Grant funding opportunities arise continuously, and communities that have a list of “ready-to-go” projects will have an advantage in the competition for scarce resources.

*Financial resources:* Most small rural villages do not have the financial resources to undertake desirable programs and projects. Villages need to take maximum advantage of available government grant programs to secure the funding required to achieve strategic goals. Villages can do this by:

- Securing the services of a professional grant writer may pay an immediate return in added federal and state funding.
- Taking steps to strengthen relationships with key funding agencies will greatly help the process, such as the Governor’s Office of Small Cities (which has the resources to support both strategic planning and project implementation in small communities). A strategy to meet the challenges of village revitalization would entail

inviting them to host a conference on this subject in Cattaraugus County. Strong relationships are also needed with the USDA's Rural Development staff and the Appalachian Regional Commission.

- Finally, Cattaraugus County's State Legislators have demonstrated their ongoing commitment to providing added resources for economic development through member items and grant programs. Local officials should continue to work closely with the areas State Legislators to maintain and increase this funding relationship.

*Industrial Development:* It is important that each village treat industry as a distinct economic development strategy, although the resources needed are often too limited to be effective. This effort, therefore, needs to be coordinated with county and state agencies. Manufacturing industries are important because they offer higher-paying jobs with a broader impact on other local businesses.

Most industrial development strategies have four distinct "vectors" that include retaining existing business (especially "at risk" companies):

- Retention – Induce expansion at the area's existing businesses. Form a "calling team" consisting of a Village official and officials from the County Economic Development Department, the Industrial Development Agency, and the Empire Zone and visit each existing industry at least once a year. Follow up on their needs and problems to maximize retention and eliminate surprise announcements.
- Expansion – Use the same calling team to identify opportunities for new investment from the existing business base and follow up with county and state agencies to induce expansion.
- Attraction – Create an inventory of sites and buildings suitable for industrial development. One list should include local sites and buildings that are "ready-to-go" and can be marketed immediately. This list should be circulated to the "economic development network" that includes public development agencies, banks, realtors, developers, lawyers and accountants. A second list should include "problem properties" such as derelict or abandoned buildings and so-called "brownfield" sites.
- Start-up – Encourage business start-ups through entrepreneurship. The limited scope of each village's market area does not lend itself to a

separately defined entrepreneurial strategy, but the County IDA may want to look at it.

The villages should seek to preserve the identity of any distinct "industrial sector" through promotions, zoning and land use controls, and physical improvements. The careful use of the Empire Zone designation should also be pursued. Empire Zone benefits generate the most return when applied to manufacturing and not to commercial or retail enterprises. The actions suggested above should help to stabilize the industrial base and position the villages to capture the benefits that come from expansion and attraction opportunities.

*Parking:* Successful revitalization will attract more people and, therefore, more cars to village centers that do not have a great deal of space available for additional parking. However, each village will still need to plan for added parking if growth opportunities are to be realized.

- Village officials can begin by taking an inventory of existing parking spaces (both on and off street) in their central business districts.
- Working with the business community and others, they can establish the number of new parking spaces that would be needed in order to complement commercial and retail growth.
- Officials need to identify vacant property that is located in and around the village center that can accommodate the needed parking spaces.
- A phased plan for developing these new spaces can be prepared.
- Certain parking policies and practices can help local merchants. For example, opening more parking at the rear of stores for owners and employees can free up additional spaces on the street for customers.

## **E. Implementation and Management Issues**

The process of strategic and physical planning can often succeed when a concerned group of public and private community leaders agree on a common vision and the goals that must be achieved to realize it. These plans can be prepared with modest outside assistance, and only require a willingness to take a realistic look at the situation and to outline what needs to be done to correct problems and move toward the shared vision.

Once this has been accomplished, however, a transition has to occur to re-orient thinking from planning to implementation. This is when things get more difficult, and why many plans sit on the shelf and gather dust.

Cattaraugus County and its 13 villages are not well equipped to manage project implementation. Most of the available staff skills and resources are oriented toward planning, program development and service delivery. Public works and highways officials have experience in project management, but they are hard pressed to handle the current workload in each village without considering taking on revitalization.

Two fundamental issues need to be addressed if some of the projects and concepts discussed in this report are to move ahead. The first is leadership and the second is project management skills:

- **Leadership.** It is not enough to have strategic and physical plans to insure progress. A more intangible antecedent to progress is also needed, called leadership, or, stated differently, ownership. Most of the strategies and projects discussed above are not simple undertakings and require intergovernmental cooperation and coordination, creative financing and citizen involvement. Implementation problems are certain to arise and the path to success will require a community or project leader who acts as if they are the owner of the development. An owner is prepared to do whatever is necessary to surmount inevitable problems to insure that the project is completed. A community will find greater success on these strategies and projects if careful attention is paid to assigning these initiatives to leaders who will bring the requisite passion, energy and drive to the task at hand. Many complex projects die “credenza death” because they do not benefit from a committed leadership and persistent effort.
- **Project Management.** A broad array of skills and experience is required to organize and track the steps that are needed to successfully implement a community redevelopment project. This includes permitting, bidding and procurement, financial and contract management, construction management, scheduling, community relations, and communications. The county should consider ways it can secure these skills through a small project management staff that can assist stakeholders with project implementation.

## F. Conclusion

Most revitalization success stories reflect a vision and a continuing series of small victories. Success occurs when everybody subscribes to a common purpose and there is a leadership organization that has persistence and staying power.

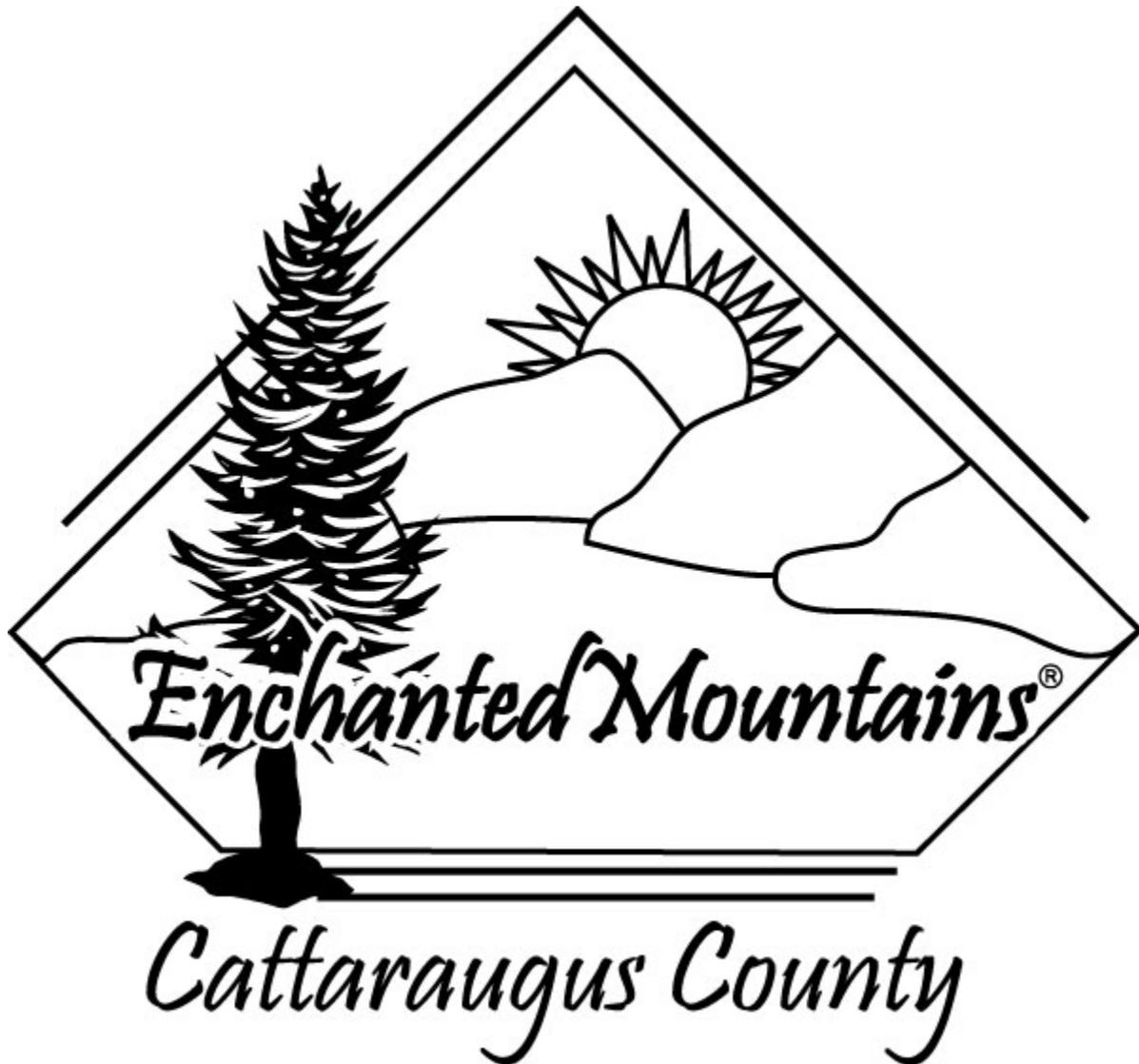
The three villages that we have discussed each have certain unique assets and characteristics. This is the raw material that provides the basis for economic growth through revitalization. We have intended here to demonstrate how those raw materials (coupled with market opportunities) can be molded into strategic plans that re-position villages and downtowns for success.

Each community must now take the next steps. They need to affirm or modify the concepts developed here and begin to take some actions. Their first steps can generate some of those small victories that will generate momentum for sustained progress.

Credit to: 1) The ideas and concepts contained here were developed by Richard T. Swist in consultation with Randall Arendt, who was also under contract to Cattaraugus County. 2) Many of the concepts for the physical redevelopment of the Village of Randolph and certain ideas for the Little Valley trailhead area were developed by students in Professor Gary Day’s Spring Semester 2002 Community Design Studio at the SUNY Buffalo School of Architecture. 3) Terry Martin, Chief Planner for Cattaraugus County, developed the notion that equestrian events, and a county-wide recreational horse trail network supported by regional equestrian interests, could form the basis of an economic development effort in Little Valley and a housing development in Franklinville. 4) Appendix No. 5 regarding the equestrian market study was prepared in part with Joanne Young, Equestrian Director at Houghton College under a separate economic development consulting contract with Cattaraugus County. These materials were integrated, edited and published with permission.

*NOTE: Richard T. Swist specializes in strategic management and public policy on government and management issues, with 25 years in public transportation, economic development and human services delivery. He served as Executive Director of the Niagara Frontier Transportation Authority for seven years and as Executive Director of the Erie County Industrial Development Agency for eight years, both in Buffalo, New York. Prior to that, he worked for the Erie County Executive as a senior policy advisor on legislative, and economic development matters. Since 1998, Mr. Swist has been the principal of Swist Government Consulting Associates, providing public policy, strategic planning and management services to both public and private sector clients. Mr. Swist holds a Bachelor’s degree from Dartmouth College and M.A. in Business Administration from SUNY at Buffalo.*

## APPENDICES





## **APPENDIX NO. 1**

### **SUMMARY OF GUIDEBOOKS (VOLUMES 1 & 2) OF CATTARAUGUS COUNTY'S SMART DEVELOPMENT FOR QUALITY COMMUNITIES SERIES**

The following two guidebooks (as a set) were adopted by the Cattaraugus County Legislature on May 26, 2004 as the initial components of a new Comprehensive Plan for the 21<sup>st</sup> Century. These two guidebooks (as a set) received the **New York State Governor's Quality Communities Award For Excellence in October 2002**. Cattaraugus County's guidebooks were cited because of the new ideas the county uses for rural areas from Randall Arendt, the fields of smart growth and new urbanism, New York State's Quality Communities Initiative, and from our "bottom-up" grass-roots process that added brainpower to local home rule power. These guidebooks are:

**Volume 1: A Planning Guidebook for Cattaraugus County - Elements of a Countywide Vision (Smart Development for Quality Communities Series, Cattaraugus County, New York, June 30, 2001).**

The Saratoga Associates and Cattaraugus County collaborated in the preparation of this comprehensive planning guidebook. Volume 1 presents a new vision for Cattaraugus County in the 21st Century, as a new foundation for comprehensive planning. It includes topics from traditional planning methodologies, and new topics (e.g., cumulative effects).

Six focus groups were held across the county to develop a consensus on community values and priorities, based on participant's comments, and based on previous work that produced a countywide vision framework, findings from in-depth studies on special topics, and visual preferences among a cross-section of community leaders. This guidebook is the cornerstone for Comprehensive Planning in Cattaraugus County.

**Volume 2: A Design Guidebook for Towns and Villages in Cattaraugus County (Smart Development for Quality Communities Series, Cattaraugus County, New York, April 2001).**

Randall Arendt and Cattaraugus County collaborated in the production of this design guidebook, with assistance from the Natural Lands Trust of Pennsylvania. Volume 2 includes numerous design concepts and techniques that, when used, allows growth and conserves open space at the same time. Randall Arendt is a nationally recognized consulting expert in the field of rural design and planning.

The ideas and techniques that Randall Arendt presents can be applied to residential, commercial and light industrial land uses for Cattaraugus County and its 47 municipalities. This guidebook includes findings from a visual preference survey, and presents demonstration projects on specific sites for two rural villages (Franklinville and Little Valley, New York). These demonstration projects are meant to serve as local models, and to suggest creative, new ideas to community officials and citizens.

This Design Guidebook won the **"2002 Livable Community Award"** from a regional group of retired people called Partners for A Livable Western New York for urging better education and designs for the county and its 47 municipalities.

## **HOW TO USE THESE GUIDEBOOKS**

These guidebooks can be used for:

- Preparing an updated, countywide Comprehensive Plan for the 21<sup>st</sup> Century, which includes projects for an ongoing planning and development process.
- Supporting our villages and city downtowns, and thereby curtail urban sprawl, prevent strip development, and protect farmland, community character, and rural atmosphere.
- Reviewing proposals for new economic development in Cattaraugus County, thereby creating new hope for a better future among young people.
- Promoting Cattaraugus County's assets in the region's economy, by supporting quality growth related to the proposed north-south Route 219 freeway (Springville to Salamanca), the existing east-west Interstate 86 (I-86), and the 65,000 acre Allegany State Park.
- Saving open space by clustering new housing near villages, by designing conservation subdivisions as an alternative to scattered site housing sprawl, and by developing recreation trails that link housing to village downtowns and other attractions, such as Case Lake.
- Providing technical assistance to municipal and private sector decision-makers, in keeping with the county's proposed policy for creating "a balance" between growth and protecting our open space, watersheds and ecosystems.
- Educating the many newcomers and investors who are interested in Cattaraugus County.
- Obtaining state and federal grants and other funding sources, for public-private, projects, such as trails as just one example.

**LONG TERM PLANNING EXAMPLES:  
PROPOSED ENTRANCE TO ALLEGANY STATE PARK  
FROM THE VILLAGE OF LIMESTONE, NEW YORK**

**Transportation Improvement Needs  
By Richard Swist  
2/18/99**

GENERAL DESCRIPTION

The proposed project is intended to upgrade the existing Limestone Run Road/Bailey Drive from U.S. Route 219 to the existing Allegany State Park Road 2 (ASP2), an approximate distance of 5.85 miles. This roadway currently traverses four (4) different governmental jurisdictions. They include the Village of Limestone (0.62 miles, Bailey Drive and 0.18, Limestone Run Road), Cattaraugus County (Carrollton Bridge No. 11, BIN 3320710), Town of Carrollton, (1.91 miles Limestone Run Road, and 0.97 miles Limestone Run Road (seasonal)), and the Allegany State Park (2.35 miles from Red House/Carrollton town line to ASP2). The existing roadway is in need of various improvements to accommodate a future Limestone entrance to the Allegany State Park.

VILLAGE OF LIMESTONE

Bailey Drive is 0.62 miles long and begins at the intersection of Route 219 and proceeds westerly across the Tunungwant Creek to the intersection of South Carrollton Road. There is a large culvert in this roadway segment. The approaches to the Carrollton Bridge No. 11 would also be a Village responsibility. This is a type 3 pavement (which is a low bituminous section with asphalt less than 7" thick and low bearing) and 18 feet pavement width with 5-foot shoulders. There is also a railroad crossing at the intersection of Bailey Drive and Route 219. The roadway width is assumed to be 3 rods.

Limestone Run begins at the intersection of South Carrollton Road and the western terminus of Bailey Drive proceeding westerly to the western Village line a distance of 0.18 miles. This roadway segment is also a type 3 pavement and has 18-foot pavement width with 5-foot shoulders. The roadway width is assumed to be 3 rods.

TOWN OF CARROLLTON

Limestone Run Road under the Town's jurisdiction begins at the west Village line and proceeds westerly approximately 1.91 miles along a residential area within the Allegany State Park. This portion of the roadway is maintained year round. It is a type 3 pavement (low bituminous, less than 7" asphalt, with low bearing capacity). It has an 18-foot wide pavement surface with 5-foot shoulders. The roadway width is assumed to be 3 rods.

The next portion of the Limestone Run Road is 0.97 miles long and is seasonally maintained. No residents are within this portion of roadway. It has a 14-foot wide pavement surface with a type 3 pavement and a 5-foot gravel shoulder. This section terminates on the west boundary of the Town of Carrollton. State lands primarily bound this portion of the roadway on each side of the roadway. The roadway width is assumed to be 3 rods.

ALLEGANY STATE PARK

The last roadway segment would be the 2.35 miles commencing at the terminus of Limestone Run Road at the Town of Carrollton western boundary continuing westerly to the Allegany State

*Smart Development For Quality Communities*

Park #2 (ASP2). This roadway is generally 14 feet in width or less with a minimal shoulder. The surface is a thin bituminous with portions being dirt. It is seasonally maintained and receives minimal maintenance during the summer. It has been assumed that the Town of Red House has abandoned at the right-of-way to the Allegany State Park.

**CATTARAUGUS COUNTY**

The last major feature is Carrollton Bridge No. 11 over the Tunungwant Creek (BIN 3320710). This structure is under the jurisdiction of the Cattaraugus County Department of Public Works. It was constructed in 1978 and is in fair to poor condition. The structure is a 2-span steel stringer bridge with sheet piling abutments and piers, including an open grate deck. This structure recently had to be down posted to 20 tons due to section loss of the primary stringers. The traffic clearance is 25.5 feet. The typical life span of this type of structure is 25 to 30 years.

<b>Feature</b>	<b>Location</b>	<b>Jurisdiction</b>	<b>Length (miles)</b>	<b>Pavement Type</b>	<b>Pavement Width</b>	<b>Shoulders</b>	<b>Road Costs</b>	<b>Trail Costs</b>
Bailey Dr.	Village of Limestone	Village of Limestone	0.62	3 (less than 7" asphalt)	18	5	0.48	0.33
Limestone Run Rd.	Village of Limestone	Village of Limestone	0.18	3 (less than 7" asphalt)	18	5	0.14	0.10
Limestone Run Rd.	Town of Carrollton	Town of Carrollton	1.91	3 (less than 7" asphalt)	18	5	1.47	1.00
Limestone Run Rd.	Town of Carrollton	Town of Carrollton	0.97	3 (less than 7" asphalt)	14	5	0.75	.51
Limestone Run Rd.	Town of Red House	Allegany State Park	2.35	2/3 gravel/ asphalt less than 7"	14	2	1.80	1.23
Carrollton Br. #11	Village of Limestone	Cattaraugus County	110 ft.	Open grate decking	18	3.75	0.80	.13

	<b>Road Costs</b>	<b>Trail Costs</b>
<b>Project Total</b>	\$5.44 million	\$3.30 million
<b>Design 20%</b>	1.09 million	0.66 million
<b>Inspection 15%</b>	0.82 million	0.50 million
<b>TOTAL PROJECT COSTS</b>	<b>\$7.35 million</b>	<b>\$4.46 million</b>

## DESIRED IMPROVEMENT

The roadway section should be upgraded to 20 paved surface with 5-foot shoulders. The pavement section should also be upgraded to a minimum of 7" of high quality asphaltic material. This roadway should be upgraded to minimum New York State design standards for drainage, vertical and horizontal alignments and standard traffic safety features.

In addition, it is desired to construct a bike path/trail along the side of the roadway to accommodate hiking, biking, horse back riding, snowmobiling from a proposed future welcoming center and parking area adjacent to the US Route 219 and Bailey Drive intersection.

## SPECIAL DESIGN CONSIDERATIONS

A portion of Bailey Drive on each side of Carrollton Bridge #11 regularly overtops from heavy runoff events restricting its use. The nature of this floodplain is that it rises and falls slowly. The flooding under existing conditions can inhibit its use for days at a time.

The assumed 3-rod right of way (from old maps and tax maps) may present a need to purchase additional right of way to accommodate any vertical and/or horizontal roadway improvements.

The bike/snowmobile path will require additional roadway section and right of way.

## TRAILWAY NEEDS

Cattaraugus County's market research has identified a significant potential for the Village of Limestone to become both a "Gateway" to New York State from Pennsylvania, and also a major "Trailhead" for the Allegany State Park, to serve the 1.6 million people per year who visit this state park. Limestone will serve as a staging area for hikers, bicyclists, and horseback riders in the summer, and cross country skiers and snowmobilers in the winter, who are expected to use the eastern entrance road from Limestone. A staging area at the intersection of Route 219 should be identified so that the design can allow for future parking and trail organizing activities. The trail alignment itself does not need to follow precisely along the road right of way, but could be separated at several points as needed. Trails need to be added to this particular road design because they are integral to the marketing and economic development concepts for Limestone and the State Park. Trails would 1) be consistent with state, county and village plans, 2) create jobs in Limestone, 3) improve the quality of life for the local area, 4) improve access and safety for people using the Allegany State Park, and 5) increase awareness of this park's unique natural and scenic assets in the broader region.

## PROJECT SCHEDULE AND PHASING

Phase I - Engineering

Phase II - Construction

- a. Park area
- b. Bailey Drive/Bridge
- c. Town portion



# Cattaraugus County

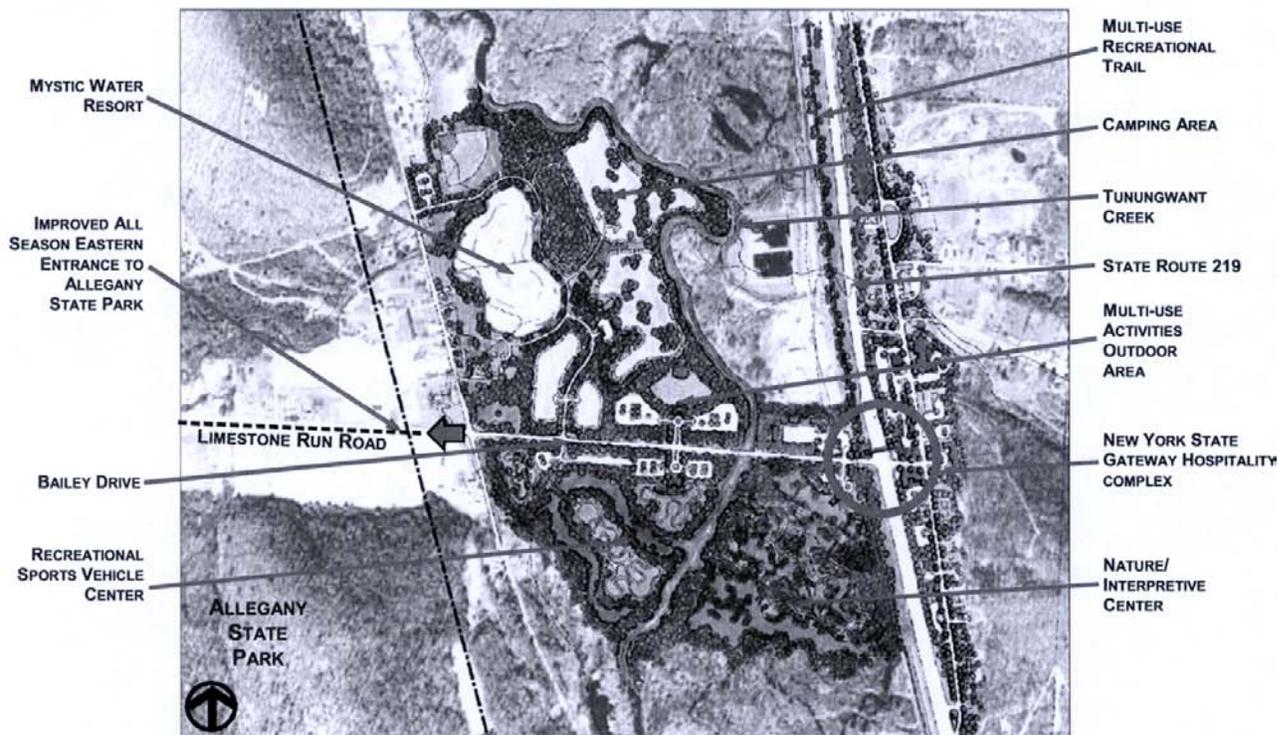
Explore and Enjoy

## Recreational Motor Sports Center - Limestone, New York

### DEVELOPMENT OPPORTUNITIES

Cattaraugus County and the Village of Limestone invite developer and investor interest in a Recreational Motor Sports Center and a Gateway to the New York State Hospitality District in Limestone, New York. The development sites are on or adjacent to U.S. Route 219 in Limestone, the gateway to New York State for northbound travelers coming from

Pennsylvania. The proposed developments will also have direct access to Allegany State Park, New York's largest state park, which entertains over 1.4 million visitors annually. The combined impact of the Park and Route 219 travel yields an impressive market base that will grow with the construction of a proposed new freeway northward to Buffalo and Toronto.



### PROJECT ELEMENTS

Preliminary concepts envision the following in the Limestone area:

- A New York State Gateway hospitality complex including a Welcome Center (20,000 SF), accommodations (40-60 rooms), restaurant facilities, a convenience store, specialty retail, gas and automobile services (35,000 SF total).
- An improved all-season entrance to Allegany State Park from Route 219 to establish Limestone as the 'eastern gateway' to the Park.
- A Recreational Sports Vehicle Center providing a sno-cross and moto-cross venue for sports vehicle enthusiasts and offering support services including restrooms, warming huts, food, fuel, equipment rentals, and a long-term storage facility for up to thirty snowmobiles.
- Promoting Limestone as a regional hub for snowmobile refueling, refreshment, storage, and lodging.

*Cattaraugus County Department of Economic Development, Planning & Tourism*

303 Court Street, Little Valley, NY 14755

Phone: (716) 938-9111 ext. 2307 · Fax: (716) 938-9431 · Tourism Line: (800) 331-0543 · Web Site: [www.co.cattaraugus.ny.us](http://www.co.cattaraugus.ny.us)

# Cattaraugus County

## Explore and Enjoy

### *Recreational Motor Sports Center - Limestone, New York*

**Sites:** The planned developments in Limestone will require approximately 60 to 80 acres in total. The site proposed for the Recreational Sports Vehicle Center is a vacant 55 acre parcel, located west of NYS Route 219, and served by Village water and sewage services. The site has some flood plain constraints. The Welcome Center would be anchored at the southeast corner of the intersection of Main Street with Route 219, a site classified as 'Commercial Use' and occupied by a vacant store. Infill development sites are available on the east side of Route 219.

**Transportation:** Proposed highway improvements in Cattaraugus County (I-86 and Route 219) are expected to place Allegany State Park and Limestone at the center of a major regional transportation and tourist crossroads that would create location advantages for tourist-related investments. This improved infrastructure would ease interstate travel from the Atlantic seaboard and Canada. The community has proposed paving the Limestone entrance to provide year-round vehicular access and develop better synergy between the Park and Limestone businesses, and to improve trail systems. All planning for trail systems and access roads that enter the Park will be conducted through the State Park Agency.

**Limestone:** Limestone (population 411) was historically much larger, based on lumber, tanning and oil production. Today those industries are gone leaving Limestone with a strong rural atmosphere. The Village is pro-active in its pursuit of viable enterprises and economic development. A strong entrepreneurial spirit has generated successful, growing local businesses that represent important foundations for the expanded developments now envisioned.

**Allegany State Park:** The proximity of Limestone to Allegany State Park provides a solid market base. The Park is the region's largest recreational tourist destination, attracting over 1.4 million visitors in 2000. Visitors are typically working class families taking advantage of 'soft adventure' or passive outdoor recreation opportunities. Approximately 25% of visitors stay overnight, while 75% are day visitors. The Park offers 315 campsites, 380 rustic cabins, and six housekeeping cottages. The cottages are booked year-round, rustic cabins are full except for shoulder seasons, and campsites are full in the summer and on spring and fall weekends. Snowmobile use within the Park is increasing. Snowmobile enthusiasts represent a significant user group during the winter months. Proposed snowmobile needs include an expansion of the park trail

system, connections to the regional trail network, restrooms, warming huts, food service, fuel, and rentals. All other trail activities in the Park are for non-motorized trail uses.

**Market Potential and Support:** Tourism is a growth industry in the region, with even greater potential to contribute to the regional economy. The Limestone Gateway project will capture more of the tourism market at a key southern entrance into New York State. The Sports Vehicle Center will diversify and expand the existing tourism market by offering 'adventure' recreation opportunities that enable the region to attract increased numbers of tourists and to capture greater value from the existing market. Consider the following:

- Cattaraugus County tourism expenditures in 1997 exceeded \$77 million.
- Total regional expenditure by park visitors in 1995 was approximately \$21.6 million.
- The potential annual regional tourism expenditure outside the Park is approximately \$63.5 million.
- Over 98 million U.S. adults took an adventure vacation in the last five years.
- Among 'soft' adventure travelers, attractive market segments are older adults (\$390/trip), people living in the Northeast (\$450/trip), and upper income households (\$441/trip).

The goal of Limestone's proposals is to improve existing tourism resources to welcome people to New York State and complement the Park with a balanced mix of outdoor adventure-oriented recreation and attractive hospitality opportunities. Although there are untapped, lucrative market segments there is currently only a limited inventory of family vacation oriented accommodations outside Allegany State Park. Upscale accommodations such as insulated cabins or cottages, hunting lodges, hotels, motels and bed and breakfasts could enhance and diversify a visitor's experience and encourage both extended stays and return visits to the area.

**Community Support:** The Gateway Welcome Center and Sports Vehicle Center projects would benefit all communities around the state park by improving information flow, and enjoys the wholehearted support of Cattaraugus County and the Village of Limestone. The potential economic impact in terms of tourism-related jobs and revenues justifies this support, and local governments will be eager partners with developers and investors on all facets of site development and financing.

*Cattaraugus County Department of Economic Development, Planning & Tourism*

303 Court Street, Little Valley, NY 14755

Phone: (716) 938-9111 ext. 2307 · Fax: (716) 938-9431 · Tourism Line: (800) 331-0543 · Web Site: [www.co.cattaraugus.ny.us](http://www.co.cattaraugus.ny.us)

Funding: Funding for preparation of this marketing document is received in part by grant from the Appalachian Regional Commission

APPENDIX NO. 2

1914 Marketing Advertisement for the Village of Franklinville

EXAMPLE OF A PREVIOUS MARKETING EFFORT IN FRANKLINVILLE

1914

# FRANKLINVILLE OFFERS

## To Homeseekers—

Building sites at reasonable prices in any part of the village.  
Homes already built at such a choice of values that anyone can be suited.  
The many advantages of village life in best of schools, church, society, lodges, entertainments, modern conveniences of water and sewer systems, electric light, telephones, fire protection, etc., etc.  
A healthful climate, pure water, absolute freedom from epidemics.  
A village of good homes, well kept lawns, good sidewalks, nicely painted buildings, beautiful shaded streets, fertile gardens.  
Plenty of employment for all who wish to work.

## To Manufacturers—

Excellent factory sites with plenty of room along the railroad.  
Good shipping facilities, via the Pennsylvania Trunk Line—one of the largest and best railway systems in the United States.  
Cheap electric light and power, and water, in unlimited supply.  
Close proximity to thousands of acres of hardwood timber.  
Excellent fire protection.  
Sewers, perfect sanitation.  
No liquor license for half a century.  
Ample banking facilities.  
Abundance of male and female labor, and freedom from annoyance of labor unions. Franklinville has never had a labor union nor a strike.  
Plenty of good homes for workmen, in the factory district, at reasonable rent.  
A delightful place to live, where cost of living is not excessive, and good schools.

## To Workmen—

Employment of both men and women at good wages in various shops, mills and factories that are ever calling for more help.  
The great amount of building and repairing constantly going on affords more work than can be done by local carpenters, masons, painters, etc., etc.  
Good opportunities for new lines of business not now carried on here, and adding to the present lines.  
Plenty of room for teamsters, day laborers, mechanics, professional men and women. The village is constantly growing, and the demand for more workers is continually increasing.

## To Investors—

Building lots on every street in town, on which residences may be built that will rent readily.  
Good income property of various kinds can nearly always be secured.  
Fine producing farms are always in the market, within easy distance of the village.  
Frequently a well established business can be purchased.

IT WILL PAY YOU TO INVESTIGATE. WRITE US.

# FRANKLINVILLE BOARD OF TRADE.

A. B. MORGAN, President

FRANKLINVILLE, N. Y.

E. R. WASHBURN, Sec'y

## General Business.

**T**HE Union National Bank is one of the largest and strongest country banks in Western New York. It is the consolidated First National Bank (Jan. 15, 1877); and Farmers' National Bank (July 12, 1882). The consolidation was early in 1900, and the charter of The Union National Bank is dated March 20, 1900. The capital stock is \$75,000, and the surplus \$75,000.

There are six large grocery stores in the village and two others in the town, at Cadiz, and at Fitch, south of the village.

One dry goods store.	One bakery.
One general store.	One laundry.
Two drug stores.	Two hotels.
One hardware store.	Two restaurants.
One five and ten cent store.	Two ice cream parlors.
One gents' clothing store.	Two printing offices.
One shoe store.	Two insurance agencies.
One farmers' supply store.	Two real estate offices.
Two jewelry stores.	One newspaper.
One photograph and art store.	Two feed mills.
Three millinery stores.	One feed store.
Two meat markets.	One cutlery factory.

One department store, the largest one between Olean and Buffalo.	Two milk routes.
One canning factory.	Two stone quarries.
One box factory.	One ice dealer.
Two last block factories.	One hair store.
Two saw mills.	One shoe shining parlor.
One harness factory.	One hitchbarn.
Two planing mills.	Two moving picture shows.
One milk plant.	Two telephone systems.
One cheese factory.	Several mail-order concerns.
One pail, can and bucket factory.	One garage.
One glove and mitten factory.	Three barber shops.
One washing powder factory.	Two opticians.
One marble shop.	Two law offices.
One wagon shop.	Four doctors.
Four repair shops.	Two dentists.
One oil and gasoline station.	One veterinary.
One second-hand business.	Ten dressmakers.
Two shoe shops.	Two surveyors.
One tailor shop.	Five painters.
Two plumbing shops.	Five masons.
Three blacksmith shops.	

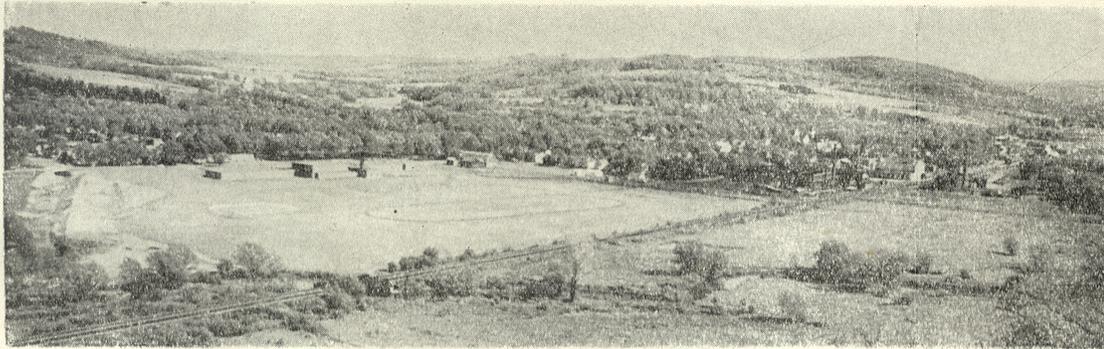
EXCERPTS FROM: FRANKLINVILLE, N.Y. IN PICTURES AND STORY, BY RAY W. VANHOESSEN, COPYRIGHT 1914.

1962 Marketing Advertisement for the Village of Franklinville

1824

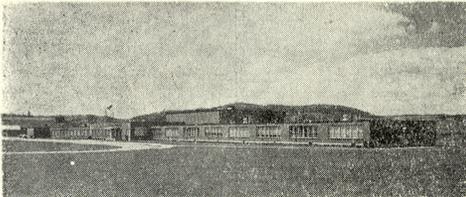
# FRANKLINVILLE

1962



PROGRESS IS OUR PURPOSE

## Our Community = Fundamentals



### EDUCATIONAL

MODERN SCHOOLS - PUBLIC LIBRARY - ADULT EDUCATION



### Public Services

Public park, Fire department, water, all utilities, sewage disposal, garbage collection, street cleaning.

### Recreation

Town team sports  
Hunting  
Fishing  
Bowling  
Five scout troops  
Conservation club



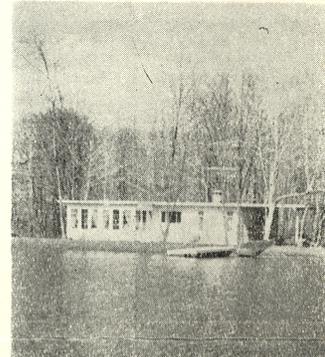
WNY League Champs

### INDUSTRIAL

ONTARIO KNIFE COMPANY household & professional cutlery  
BREYER ICE CREAM DIVISION milk processing plant  
STAR-DELL PRODUCTS prepackager fresh fruit & vegetables  
PRECISION CERAMICS INC. ceramic resistors & capacitors  
GILFILLAN CORP. gas conversion burners and regulators  
BURRELL METAL PRODUCTS CORP. sheet metal fabricators

### NATURAL RESOURCES

Christmas tree center, standing timber, maple syrup center, fresh streams, Deer and small game.



### Service Clubs

Chamber of Commerce, American Legion, Veterans of Foreign Wars, Rotary, Development Corp., Ischua Watershed, Jr. Chamber of Commerce.

7 CHURCHES OF DIFFERENT DENOMINATIONS

## OUR COMMUNITY - ADVANTAGES

The Village of Franklinville with a growing population of 2500 people is conveniently located in the Eastern part of Cattaraugus County, New York, 25 miles North of the Pennsylvania border on New York State highways 16 and 98.

Industries desiring transportation facilities other than highway are served by a main line of the Pennsylvania Railroad or by airline services six miles South of the Village.

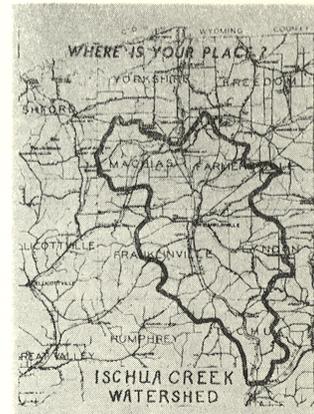
Located in the heart of New York State hunting and fishing territory, we proudly boast of picturesque summer camps and lodges as well as church and college camps in the surrounding hills.

Enjoy winter sports with skating and skiing as well as new summer recreational areas being created through the Ischua Creek Watershed Development Program.

New residential area homesites are available within minutes of the business district.

The Franklinville Chamber of Commerce is anxious to serve you in any way possible. Please address all inquiries and questions to:

FRANKLINVILLE CHAMBER OF COMMERCE  
P.O. Box 261, Franklinville, New York



## 2004 Brochure on New Opportunities in the Village of Franklinville

### Franklinville: A Community of Character and History

*If you are looking for new horizons, Franklinville can offer you appealing opportunities. Franklinville, New York: a community where people know each other and enjoy the charms of village living. Consider what Franklinville can offer today's business investor.*

2004  
**Franklinville,**  
**New York**



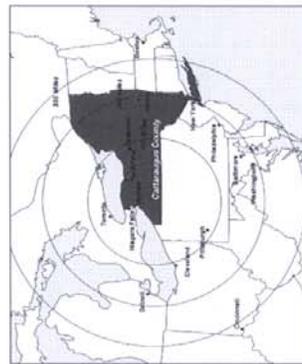
*Miners Cabin photo courtesy of County Tourism Office*

*If you see opportunities in our community and would like to see the village first hand please contact:*

**Mayor Judy L. Harrington**  
Village of Franklinville  
19 Pennsylvania Avenue  
Franklinville, NY 14737  
Tel: 716-938-9111 Ext. 2321  
Fax: 716-938-9431

*For information on financial and training assistance for village projects, please contact:*

**Business Development Corporation**  
Cattaraugus County  
303 Court Street  
Little Valley, NY 14755  
**Contact: Michael Winicki**  
Tel: 716-938-9111 Ext. 2321  
Fax: 716-938-9431



*Cattaraugus County is within one day's driving distance of 110 million people encompassing one of the largest and wealthiest markets in the North America.*

10/04

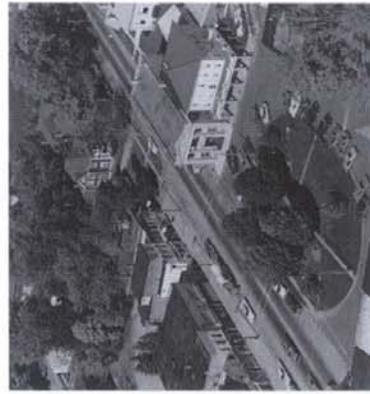
### Assets and Values to Build Upon

Franklinville is a small rural village with assets important to both a relaxed life style and small business success:

- Located on busy Route 16, one hour from Buffalo, 30 minutes from Olean
- Historic Park Square surrounded by bricked streets
- Architecturally distinct historic structures with available retail space
- Attractive old village homes and tree-lined streets
- Active central business district with a new art gallery and studio
- Manufacturing business base with rail service at edge of village
- Supportive village government and Chamber of Commerce
- Village-owned housing development site
- Annual Maple Festival that draws thousands
- Strategic plans and visioning documents prepared and available at [www.cattco.org](http://www.cattco.org).

### Investing Today for Tomorrow's Vision

The people of Franklinville value their village, and they want to enhance the village's vitality. Municipal and business leaders are taking steps to build upon the village's assets to insure a bright tomorrow, and are looking for people to put their time, talent and investment into Franklinville business opportunities today to help realize a vision for tomorrow.



*Aerial view of Franklinville's Park Square. Photo courtesy of Village of Franklinville*

**Small Village ...  
Big Opportunities**



2004 Brochure on New Opportunities in the Village of Franklinville Continued

**Our Vision of Franklinville's Tomorrow**

**Can Create Business Opportunities for You Today**

**Franklinville's Vision of the Future**

Franklinville has new opportunities right now. We also have a dynamic vision for a long term future that maintains the village warmth and character we value, and also brings a new vitality to our central square surrounded by a unique residential community.

**Park Square – A Vibrant and Distinctive Shopping District**

We see a revitalized Park Square in Franklinville's future that will improve upon the charming village center of today.

- Attractive landscaping and plantings
- Restored historic structures with unique retail space
- Home to regional outlet stores and niche retailers
- Regional center for arts, galleries, crafts and antique stores
- Specialty restaurants and food stores
- Host to open air markets, art shows and community events.

**Mt. Pleasant Commons – A Residential Community with a Conservation Design**

We see an opportunity for a unique housing development on 65 acres of village-owned land on the heights overlooking the Ischua Valley.

- Subdivision layout already prepared by rural design expert Randall Arendt
- Permanent open spaces such as village greens and meadows
- Unobstructed views of hills and valleys for each home site
- Connections to proposed recreational, equestrian and pedestrian trails
- Potential for common equestrian facilities for horse owners, with proposed access to nearby lake.

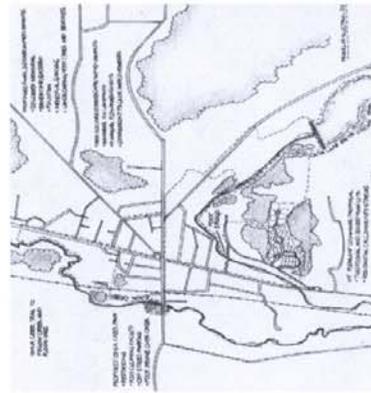
**A Blueprint for Success**

Franklinville is making plans to improve the physical infrastructure that will help achieve this vision.

But we need partners — private investors and entrepreneurs who are ready to grow with us.

New business and development opportunities are available, many of which have unique concepts with good competitive positioning.

- Outlets for regional manufacturers (candy or confectionery; cutlery and kitchen)
- Art galleries, crafts and antique shops
- Specialty restaurants and food stores
- Mount Pleasant Commons housing development, with potential equestrian services and trails around Case Lake.



*Franklinville Development Vision – by Randall Arendt and Terry Martin outlining conceptual trail network. Rendering by Lynette Markofski*



*Mt. Pleasant Commons Design by Randall Arendt rendering by Lynette Markofski*



*View of Ischua Valley from proposed Mount Pleasant Commons. Photo courtesy of David Swartz*

**Space and Funding**

Franklinville has inexpensive vacant retail space. The investment required for a small business start-up is modest, and Cattaraugus County can help by lending up to \$25,000 for qualified projects and providing entrepreneurial training.

Franklinville's business opportunities are real, and bottom line success is achievable.

## Proclamation Designating an Annual Heritage Week in the Village of Franklinville

# Village of Franklinville



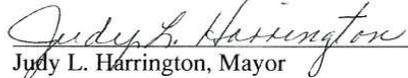
### PROCLAMATION

On behalf of the Village of Franklinville, I hereby proclaim September 29, 2004, as Annual Heritage Week in appreciation of the Musical and Performing Arts History in the Village of Franklinville, New York.

This Day of Recognition is dedicated to the long tradition in the Village of Franklinville dating from the late 1800's to the 1940's. A variety of performing arts in Vaudeville, Carnival House Talent Shows, and musical performances by the Cornet Band, The Ontario Knife Factory Band, (called the "OK" Band), the Ten Broek Academy Orchestra, and independent musicians who plied their art in Franklinville and the surrounding region.

In honor of this Heritage Week, this Proclamation is hereby presented to Clint Bordeaux, 92 years of age, on behalf of this unique group of artists in Franklinville's history. Mr. Bordeaux is an original member of the "OK" Band from 1929 to 1941.

Signed this 29<sup>th</sup> day of September, 2004

  
Judy L. Harrington, Mayor  
Village of Franklinville



**2004 Brochure on DeLynns' Gallery and Studios  
A New Use for An Old Building in Downtown Franklinville**

**DeLynns'**

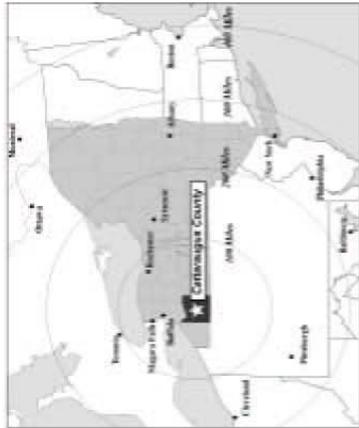
**Gallery & Studios**

**22 Park Square  
Franklinville, NY 14737**

**Phone/Fax (716) 676-2233**



**Gallery hours: Wed.-Sat. 11-5 p.m.  
Sun. 12-4 p.m.  
or by appointment**



**DeLynns' is located south of Buffalo and north of Olean on Route 16 in Franklinville's Historic District at 22 Park Square.**



**Banquet Room & Catering**

*"Where our food is art too!"*

**Now taking reservations**

**"We look forward to your visit"**

## 2004 Brochure on DeLynns' Gallery and Studios – Continued A New Use for An Old Building in Downtown Franklinville

### About the Gallery

The gallery is located in what was once the Masonic Lodge of Franklinville. Rebuilt after a fire in 1941, the upper level is truly a work of craftsmanship from that time. This was the perfect space for the gallery. The 4500 square foot space gives you the room to enjoy works of art in all mediums. With an adjoining banquet room, your club or organization may rent this space for meetings, dinners, or for that special occasion. Our gallery chef is sure to please your palate. This is a great place to come and enjoy works by local and regional artists.



### Events & Art Exhibits

A juried art show at our annual Maple Festival the last weekend in April.

A "Chalk Walk" on the third weekend of August.

Art exhibits usually run about 11 weeks changing four times a year. Space available for music recitals & poetry readings. Classes and workshops starting soon.

Banquet room available to rent for that special occasion.



A unique "My City Style" gallery with atmosphere and elegance.



**APPENDIX NO. 3  
Census Data Summaries For  
Cattaraugus County's 13 Villages (1980-2000)**

<b>Village of Allegany<sup>1</sup></b>						
	<b>1980</b>		<b>1990</b>		<b>2000</b>	
<b>Population</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Total Population (Village)	2,078	100.0%	1,980	100.0%	1,883	100.0%
Total Population (Town)	8,619	100.0%	8,327	100.0%	8,230	100.0%
<b>Age</b>						
Under 20	637	30.7%	475	24.0%	439	23.3%
20-to-44	735	35.4%	813	41.1%	647	34.4%
45-to-64	440	21.2%	365	18.4%	464	24.6%
65-and-over	266	12.8%	327	16.5%	333	17.7%
Median Age	30.6	(X)	N/A	(X)	39.1	(X)
<b>Housing</b>						
Total Housing Units	743	100.0%	788	100.0%	837	100.0%
Occupied Housing Units	700	94.2%	754	95.7%	761	90.9%
Vacant Housing Units	43	5.8%	34	4.3%	76	9.1%
Owner-occupied Units	509	72.7%	484	64.2%	475	62.4%
Renter-occupied Units	191	27.3%	270	35.8%	286	37.6%
<b>Household Size</b>						
1-2 person	342	48.9%	433	57.4%	476	62.5%
3-or-more person	358	51.1%	321	42.6%	285	37.5%
<b>Housing Value</b>						
Median Housing Value	\$38,100	(X)	\$54,600	(X)	\$79,100	(X)
<b>Income</b>						
Median Household Income	\$18,596	(X)	\$25,625	(X)	\$35,000	(X)
Per Capita Income	\$6,942	(X)	\$13,419	(X)	\$17,306	(X)
<b>Employment</b>						
Employed Person	933	44.9%	925	46.7%	731	38.8%
Unemployed Persons	56	2.7%	35	1.8%	52	2.8%
<b>Poverty Status</b>						
Persons in Poverty	167	8.0%	363	18.3%	343	18.2%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the boundary of the Town of Allegany

Smart Development for Quality Communities

Village of Cattaraugus <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	1,200	100.0%	1,100	100.0%	1,075	100.0%
Total Population (Town)	2,156	100.0%	1,978	100.0%	2,068	100.0%
<b>Age</b>						
Under 20	394	32.8%	360	32.7%	332	30.9%
20-to-44	381	31.8%	369	33.5%	323	30.0%
45-to-64	247	20.6%	202	18.4%	249	23.2%
65-and-over	178	14.8%	169	15.4%	171	15.9%
Median Age	30.9	(X)	N/A	(X)	37	(X)
<b>Housing</b>						
Total Housing Units	485	100.0%	478	100.0%	483	100.0%
Occupied Housing Units	455	93.8%	437	91.4%	435	90.1%
Vacant Housing Units	30	6.2%	41	8.6%	48	9.9%
Owner-occupied Units	318	69.9%	301	68.9%	294	67.6%
Renter-occupied Units	137	30.1%	136	31.1%	141	32.4%
<b>Household Size</b>						
1-2 person	260	57.1%	266	60.9%	273	62.8%
3-or-more person	195	42.9%	171	39.1%	162	37.2%
<b>Housing Value</b>						
Median Housing Value	\$23,600	(X)	\$34,600	(X)	\$53,800	(X)
<b>Income</b>						
Median Household Income	\$12,172	(X)	\$22,798	(X)	\$30,664	(X)
Per Capita Income	\$5,442	(X)	\$10,177	(X)	\$16,605	(X)
<b>Employment</b>						
Employed Person	462	38.5%	467	42.5%	524	48.7%
Unemployed Persons	45	3.8%	25	2.3%	33	3.1%
<b>Poverty Status</b>						
Persons in Poverty	168	14.0%	166	15.1%	118	11.0%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the boundary of the Town of New Albion

Smart Development for Quality Communities

Village of Delevan <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	1,113	100.0%	1,214	100.0%	1,089	100.0%
Total Population (Town)	3,620	100.0%	3,905	100.0%	4,210	100.0%
<b>Age</b>						
Under 20	409	36.7%	430	35.4%	341	31.3%
20-to-44	404	36.3%	424	34.9%	357	32.8%
45-to-64	188	16.9%	212	17.5%	260	23.9%
65-and-over	112	10.1%	148	12.2%	131	12.0%
Median Age	28.4	(X)	N/A	(X)	34.5	(X)
<b>Housing</b>						
Total Housing Units	416	100.0%	459	100.0%	467	100.0%
Occupied Housing Units	380	91.3%	440	95.9%	435	93.1%
Vacant Housing Units	36	8.7%	19	4.1%	32	6.9%
Owner-occupied Units	264	69.5%	285	64.8%	271	62.3%
Renter-occupied Units	116	30.5%	155	35.2%	164	37.7%
<b>Household Size</b>						
1-2 person	184	48.4%	237	53.9%	250	57.5%
3-or-more person	196	51.6%	203	46.1%	185	42.5%
<b>Housing Value</b>						
Median Housing Value	\$35,900	(X)	\$52,200	(X)	\$70,600	(X)
<b>Income</b>						
Median Household Income	\$14,773	(X)	\$26,176	(X)	\$33,654	(X)
Per Capita Income	\$6,008	(X)	\$9,533	(X)	\$15,667	(X)
<b>Employment</b>						
Employed Person	440	39.5%	519	42.8%	558	51.2%
Unemployed Persons	70	6.3%	44	3.6%	37	3.4%
<b>Poverty Status</b>						
Persons in Poverty	116	10.4%	221	18.2%	161	14.8%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the boundary of the Town of Yorkshire

Smart Development for Quality Communities

Village of East Randolph <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	655	100.0%	629	100.0%	630	100.0%
Total Population (Town)	1,578	100.0%	1,702	100.0%	1,732	100.0%
<b>Age</b>						
Under 20	267	40.8%	247	39.3%	257	40.8%
20-to-44	193	29.5%	193	30.7%	167	26.5%
45-to-64	116	17.7%	107	17.0%	132	21.0%
65-and-over	79	12.1%	82	13.0%	74	11.7%
Median Age	28.6	(X)	N/A	(X)	31	(X)
<b>Housing</b>						
Total Housing Units	210	100.0%	217	100.0%	213	100.0%
Occupied Housing Units	199	94.8%	203	93.5%	200	93.9%
Vacant Housing Units	11	5.2%	14	6.5%	13	6.1%
Owner-occupied Units	144	72.4%	145	71.4%	151	75.5%
Renter-occupied Units	55	27.6%	58	28.6%	49	24.5%
<b>Household Size</b>						
1-2 person	90	45.2%	104	51.2%	103	51.5%
3-or-more person	109	54.8%	99	48.8%	97	48.5%
<b>Housing Value</b>						
Median Housing Value	\$29,200	(X)	\$42,500	(X)	\$56,500	(X)
<b>Income</b>						
Median Household Income	\$14,803	(X)	\$25,347	(X)	\$42,292	(X)
Per Capita Income	\$4,678	(X)	\$9,846	(X)	\$13,571	(X)
<b>Employment</b>						
Employed Person	248	37.9%	249	39.6%	294	46.7%
Unemployed Persons	15	2.3%	18	2.9%	12	1.9%
<b>Poverty Status</b>						
Persons in Poverty	63	9.6%	36	5.7%	63	10.0%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located with the boundaries of the Town of Conewango and the Town of Randolph

Smart Development for Quality Communities

Village of Ellicottville <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	713	100.0%	513	100.0%	472	100.0%
Total Population (Town)	1,677	100.0%	1,607	100.0%	1,738	100.0%
<b>Age</b>						
Under 20	221	31.0%	107	20.9%	72	15.3%
20-to-44	248	34.8%	191	37.2%	134	28.4%
45-to-64	147	20.6%	112	21.8%	165	35.0%
65-and-over	97	13.6%	103	20.1%	101	21.4%
Median Age	30.7	(X)	N/A	(X)	48.1	(X)
<b>Housing</b>						
Total Housing Units	449	100.0%	472	100.0%	574	100.0%
Occupied Housing Units	269	59.9%	235	49.8%	236	41.1%
Vacant Housing Units	180	40.1%	237	50.2%	338	58.9%
Owner-occupied Units	158	58.7%	150	63.8%	153	64.8%
Renter-occupied Units	111	41.3%	85	36.2%	83	35.2%
<b>Household Size</b>						
1-2 person	162	60.2%	162	68.9%	187	79.2%
3-or-more person	107	39.8%	73	31.1%	49	20.8%
<b>Housing Value</b>						
Median Housing Value	\$27,600	(X)	\$78,900	(X)	\$102,400	(X)
<b>Income</b>						
Median Household Income	\$14,013	(X)	\$26,420	(X)	\$37,750	(X)
Per Capita Income	\$6,052	(X)	\$13,964	(X)	\$22,348	(X)
<b>Employment</b>						
Employed Person	361	50.6%	259	50.5%	278	58.9%
Unemployed Persons	18	2.5%	20	3.9%	6	1.3%
<b>Poverty Status</b>						
Persons in Poverty	44	6.2%	29	5.7%	57	12.1%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Ellicottville

Smart Development for Quality Communities

Village of Franklinville <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	1,887	100.0%	1,739	100.0%	1,855	100.0%
Total Population (Town)	3,102	100.0%	2,968	100.0%	3,128	100.0%
<b>Age</b>						
Under 20	629	33.3%	562	32.3%	617	33.3%
20-to-44	568	30.1%	567	32.6%	591	31.9%
45-to-64	383	20.3%	307	17.7%	362	19.5%
65-and-over	307	16.3%	303	17.4%	285	15.4%
Median Age	32.7	(X)	N/A	(X)	34.8	(X)
<b>Housing</b>						
Total Housing Units	779	100.0%	756	100.0%	757	100.0%
Occupied Housing Units	698	89.6%	683	90.3%	696	91.9%
Vacant Housing Units	81	10.4%	73	9.7%	61	8.1%
Owner-occupied Units	483	69.2%	456	66.8%	484	69.5%
Renter-occupied Units	215	30.8%	227	33.2%	212	30.5%
<b>Household Size</b>						
1-2 person	391	56.0%	410	60.0%	385	55.3%
3-or-more person	307	44.0%	273	40.0%	311	44.7%
<b>Housing Value</b>						
Median Housing Value	\$25,500	(X)	\$35,600	(X)	\$46,900	(X)
<b>Income</b>						
Median Household Income	\$12,619	(X)	\$20,506	(X)	\$31,900	(X)
Per Capita Income	\$5,667	(X)	\$10,108	(X)	\$13,600	(X)
<b>Employment</b>						
Employed Person	694	36.8%	682	39.2%	764	41.2%
Unemployed Persons	71	3.8%	66	3.8%	88	4.7%
<b>Poverty Status</b>						
Persons in Poverty	279	14.8%	273	15.7%	213	11.5%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Franklinville

Smart Development for Quality Communities

Village of Gowanda <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	2,713	100.0%	2,901	100.0%	2,842	100.0%
Total Population (Town)	2,442	100.0%	2,530	100.0%	2,512	100.0%
<b>Age</b>						
Under 20	752	27.7%	768	26.5%	728	25.6%
20-to-44	805	29.7%	995	34.3%	873	30.7%
45-to-64	690	25.4%	536	18.5%	571	20.1%
65-and-over	466	17.2%	602	20.8%	670	23.6%
Median Age	37.1	(X)	N/A	(X)	41.1	(X)
<b>Housing</b>						
Total Housing Units	1,231	100.0%	1310	100.0%	1273	100.0%
Occupied Housing Units	1,157	94.0%	1193	91.1%	1168	91.8%
Vacant Housing Units	74	6.0%	117	8.9%	105	8.2%
Owner-occupied Units	752	65.0%	717	60.1%	744	63.7%
Renter-occupied Units	405	35.0%	476	39.9%	424	36.3%
<b>Household Size</b>						
1-2 person	741	64.0%	791	66.3%	819	70.1%
3-or-more person	416	36.0%	402	33.7%	349	29.9%
<b>Housing Value</b>						
Median Housing Value	\$29,450	(X)	\$45,000	(X)	\$54,800	(X)
<b>Income</b>						
Median Household Income	\$13,650	(X)	\$23,091	(X)	\$29,565	(X)
Per Capita Income	\$6,978	(X)	\$11,929	(X)	\$16,323	(X)
<b>Employment</b>						
Employed Person	1,238	45.6%	1318	45.4%	1180	41.5%
Unemployed Persons	65	2.4%	72	2.5%	102	3.6%
<b>Poverty Status</b>						
Persons in Poverty	215	7.9%	212	7.3%	369	13.0%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Persia (Cattaraugus County) and the Town of Collins (Erie County)

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Village of Limestone <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	466	100.0%	459	100.0%	411	100.0%
Total Population (Town)	1,566	100.0%	1,555	100.0%	1,410	100.0%
<b>Age</b>						
Under 20	160	34.3%	133	29.0%	112	27.3%
20-to-44	156	33.5%	163	35.5%	138	33.6%
45-to-64	92	19.7%	104	22.7%	100	24.3%
65-and-over	58	12.4%	59	12.9%	61	14.8%
Median Age	28.8	(X)	N/A	(X)	38.9	(X)
<b>Housing</b>						
Total Housing Units	176	100.0%	189	100.0%	190	100.0%
Occupied Housing Units	165	93.8%	172	91.0%	170	89.5%
Vacant Housing Units	11	6.3%	17	9.0%	20	10.5%
Owner-occupied Units	135	81.8%	147	85.5%	127	74.7%
Renter-occupied Units	30	18.2%	25	14.5%	43	25.3%
<b>Household Size</b>						
1-2 person	83	50.3%	91	52.9%	105	61.8%
3-or-more person	82	49.7%	81	47.1%	65	38.2%
<b>Housing Value</b>						
Median Housing Value	\$22,000	(X)	\$32,100	(X)	\$44,100	(X)
<b>Income</b>						
Median Household Income	\$15,125	(X)	\$23,542	(X)	\$28,594	(X)
Per Capita Income	\$5,781	(X)	\$9,975	(X)	\$14,152	(X)
<b>Employment</b>						
Employed Person	216	46.4%	205	44.7%	173	42.1%
Unemployed Persons	10	2.1%	16	3.5%	15	3.6%
<b>Poverty Status</b>						
Persons in Poverty	46	9.9%	37	8.1%	35	8.5%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Carrollton

Smart Development for Quality Communities

Village of Little Valley <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	1,203	100.0%	1,188	100.0%	1,130	100.0%
Total Population (Town)	1,830	100.0%	1,881	100.0%	1,788	100.0%
<b>Age</b>						
Under 20	378	31.4%	357	30.1%	317	28.1%
20-to-44	381	31.7%	467	39.3%	433	38.3%
45-to-64	243	20.2%	192	16.2%	209	18.5%
65-and-over	201	16.7%	172	14.5%	171	15.1%
Median Age	31.7	(X)	N/A	(X)	35.7	(X)
<b>Housing</b>						
Total Housing Units	491	100.0%	481	100.0%	501	100.0%
Occupied Housing Units	455	92.7%	423	87.9%	426	85.0%
Vacant Housing Units	36	7.3%	58	12.1%	75	15.0%
Owner-occupied Units	315	69.2%	276	65.2%	254	59.6%
Renter-occupied Units	140	30.8%	147	34.8%	172	40.4%
<b>Household Size</b>						
1-2 person	268	58.9%	243	57.4%	278	65.3%
3-or-more person	187	41.1%	180	42.6%	148	34.7%
<b>Housing Value</b>						
Median Housing Value	\$23,600	(X)	\$37,000	(X)	\$48,300	(X)
<b>Income</b>						
Median Household Income	\$11,797	(X)	\$22,550	(X)	\$28,750	(X)
Per Capita Income	\$5,716	(X)	\$9,768	(X)	\$14,458	(X)
<b>Employment</b>						
Employed Person	500	41.6%	442	37.2%	460	40.7%
Unemployed Persons	44	3.7%	46	3.9%	49	4.3%
<b>Poverty Status</b>						
Persons in Poverty	116	9.6%	113	9.5%	160	14.2%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Little Valley

Smart Development for Quality Communities

Village of Perrysburg <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	405	100.0%	404	100.0%	408	100.0%
Total Population (Town)	2,180	100.0%	1,838	100.0%	1,771	100.0%
<b>Age</b>						
Under 20	145	35.8%	103	25.5%	89	21.8%
20-to-44	143	35.3%	170	42.1%	142	34.8%
45-to-64	91	22.5%	86	21.3%	120	29.4%
65-and-over	26	6.4%	45	11.1%	57	14.0%
Median Age	29.8	(X)	N/A	(X)	41.7	(X)
<b>Housing</b>						
Total Housing Units	158	100.0%	143	100.0%	150	100.0%
Occupied Housing Units	145	91.8%	131	91.6%	134	89.3%
Vacant Housing Units	13	8.2%	12	8.4%	16	10.7%
Owner-occupied Units	107	73.8%	98	74.8%	92	68.7%
Renter-occupied Units	38	26.2%	33	25.2%	42	31.3%
<b>Household Size</b>						
1-2 person	74	51.0%	78	59.5%	73	54.5%
3-or-more person	71	49.0%	53	40.5%	61	45.5%
<b>Housing Value</b>						
Median Housing Value	\$28,000	(X)	\$40,000	(X)	\$59,400	(X)
<b>Income</b>						
Median Household Income	\$15,263	(X)	\$26,563	(X)	\$37,045	(X)
Per Capita Income	\$6,271	(X)	\$10,447	(X)	\$17,190	(X)
<b>Employment</b>						
Employed Person	186	45.9%	200	49.5%	163	40.0%
Unemployed Persons	27	6.7%	21	5.2%	11	2.7%
<b>Poverty Status</b>						
Persons in Poverty	41	10.1%	123	30.4%	92	22.5%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Perrysburg

Smart Development for Quality Communities

Village of Portville <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	1,136	100.0%	1,040	100.0%	1,024	100.0%
Total Population (Town)	4,486	100.0%	4,397	100.0%	3,952	100.0%
<b>Age</b>						
Under 20	430	37.9%	345	33.2%	337	32.9%
20-to-44	366	32.2%	328	31.5%	297	29.0%
45-to-64	231	20.3%	213	20.5%	205	20.0%
65-and-over	109	9.6%	154	14.8%	185	18.1%
Median Age	28.9	(X)	N/A	(X)	37.3	(X)
<b>Housing</b>						
Total Housing Units	413	100.0%	377	100.0%	459	100.0%
Occupied Housing Units	385	93.2%	357	94.7%	425	92.6%
Vacant Housing Units	28	6.8%	20	5.3%	34	7.4%
Owner-occupied Units	263	68.3%	262	73.4%	282	66.4%
Renter-occupied Units	122	31.7%	95	26.6%	143	33.6%
<b>Household Size</b>						
1-2 person	182	47.3%	180	50.4%	260	61.2%
3-or-more person	203	52.7%	177	49.6%	165	38.8%
<b>Housing Value</b>						
Median Housing Value	\$33,900	(X)	\$47,300	(X)	\$58,500	(X)
<b>Income</b>						
Median Household Income	\$15,703	(X)	\$25,417	(X)	\$31,210	(X)
Per Capita Income	\$6,313	(X)	\$11,114	(X)	\$16,166	(X)
<b>Employment</b>						
Employed Person	433	38.1%	431	41.4%	478	46.7%
Unemployed Persons	35	3.1%	34	3.3%	25	2.4%
<b>Poverty Status</b>						
Persons in Poverty	107	9.4%	113	10.9%	155	15.1%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Portville

Smart Development for Quality Communities

Village of Randolph <sup>1</sup>						
	1980		1990		2000	
<b>Population</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Total Population (Village)	1,398	100.0%	1,298	100.0%	1,316	100.0%
Total Population (Town)	2,593	100.0%	2,613	100.0%	2,681	100.0%
<b>Age</b>						
Under 20	444	31.8%	369	28.4%	371	28.2%
20-to-44	416	29.8%	418	32.2%	397	30.2%
45-to-64	278	19.9%	241	18.6%	314	23.9%
65-and-over	260	18.6%	270	20.8%	234	17.8%
Median Age	34.5	(X)	N/A	(X)	39.2	(X)
<b>Housing</b>						
Total Housing Units	535	100.0%	553	100.0%	602	100.0%
Occupied Housing Units	512	95.7%	519	93.9%	559	92.9%
Vacant Housing Units	23	4.3%	34	6.1%	43	7.1%
Owner-occupied Units	363	70.9%	340	65.5%	359	64.2%
Renter-occupied Units	149	29.1%	179	34.5%	200	35.8%
<b>Household Size</b>						
1-2 person	287	56.1%	323	62.2%	364	65.1%
3-or-more person	225	43.9%	196	37.8%	195	34.9%
<b>Housing Value</b>						
Median Housing Value	\$28,600	(X)	\$38,500	(X)	\$53,600	(X)
<b>Income</b>						
Median Household Income	\$14,260	(X)	\$22,365	(X)	\$32,679	(X)
Per Capita Income	\$5,844	(X)	\$11,661	(X)	\$17,812	(X)
<b>Employment</b>						
Employed Person	528	37.8%	553	42.6%	593	45.1%
Unemployed Persons	24	1.7%	27	2.1%	30	2.3%
<b>Poverty Status</b>						
Persons in Poverty	174	12.4%	107	8.2%	79	6.0%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Randolph

Smart Development for Quality Communities

Village of South Dayton <sup>1</sup>						
	1980		1990		2000	
Population	Number	Percent	Number	Percent	Number	Percent
Total Population (Village)	661	100.0%	601	100.0%	662	100.0%
Total Population (Town)	1,981	100.0%	1,915	100.0%	1,945	100.0%
<b>Age</b>						
Under 20	242	36.6%	179	29.8%	237	35.8%
20-to-44	198	30.0%	214	35.6%	209	31.6%
45-to-64	126	19.1%	122	20.3%	139	21.0%
65-and-over	95	14.4%	86	14.3%	77	11.6%
Median Age	31.1	(X)	N/A	(X)	32.7	(X)
<b>Housing</b>						
Total Housing Units	241	100.0%	245	100.0%	273	100.0%
Occupied Housing Units	222	92.1%	222	90.6%	250	91.6%
Vacant Housing Units	19	7.9%	23	9.4%	23	8.4%
Owner-occupied Units	178	80.2%	178	80.2%	168	67.2%
Renter-occupied Units	44	19.8%	44	19.8%	82	32.8%
<b>Household Size</b>						
1-2 person	114	51.4%	121	54.5%	138	55.2%
3-or-more person	108	48.6%	101	45.5%	112	44.8%
<b>Housing Value</b>						
Median Housing Value	\$25,200	(X)	\$34,300	(X)	\$45,400	(X)
<b>Income</b>						
Median Household Income	\$11,629	(X)	\$23,125	(X)	\$29,375	(X)
Per Capita Income	\$4,998	(X)	\$10,689	(X)	\$13,187	(X)
<b>Employment</b>						
Employed Person	194	29.3%	287	47.8%	260	39.3%
Unemployed Persons	40	6.1%	18	3.0%	24	3.6%
<b>Poverty Status</b>						
Persons in Poverty	106	16.0%	73	12.1%	111	16.8%

**SOURCE: U.S. Census of Population  
1980, 1990 and 2000**

<sup>1</sup> Located within the Town of Dayton



## APPENDIX NO. 4

### A VISION FOR THE “HEART OF RANDOLPH”

By

Randall Arendt

#### 1. The Situation Posed by the McNallie Building

##### a. Anchor Building as “Terminal Vista”

The McNallie Building is very arguably the Village’s key downtown structure. Although it is not as handsome architecturally as the Bank Building, and although it is in a quasi-dilapidated condition, its key location at the far end of a small triangular park in the original downtown clearly dominates the view of all travelers on Route 242 who enter the village from the east.

The preservation of the McNallie Building, however it is accomplished, is critical to the downtown for many reasons, not least of which is the fact that, if it were to burn or be demolished, it would leave a large scar on the streetscape. The main public face of Randolph would become the eastern common wall of the Fisher Block, which has no windows and whose masonry is possibly in an “unfinished” condition (not to mention the scars that would be left by removing the McNallie Building walls).

##### b. Ground-Floor Rental Potential Versus Total Revenue Needs

As long as the McNallie Building remains privately owned, it will be in desperate need of occupants on all three floors whose rental payments would support the large financial costs of catching up on decades of deferred maintenance. It is possible that its ground floor could be rehabilitated and remodeled into attractive retail space as a small, isolated project. But the ground-floor rental income would not be sufficient to pay for long-overdue repairs to the roof and upper stories. Quite simply, those upper stories also need paying tenants -- in addition to ground-floor retail -- for the building to be viable economically. However, if only the ground-floor is fixed up, the building is very likely to continue deteriorating, just a bit more slowly, because the income from that level alone would be insufficient to put and to keep the entire building into good repair.

##### c. Rental Potential of Upper Stories

There is no potential for renting the second and third stories without installing an expensive elevator, required under current codes prescribing handicap-access, and needed in any case as a practical matter to enhance rentability of space on the upper floors. Because retail uses demand ground-floor locations, that option is not a viable one for the upper stories. It is highly unlikely that any bank would extend a loan for such elevator installation without a reasonable expectation that paying tenants would be found for those upper stories. Some potential tenants are:

- Senior Housing: Senior housing is certainly a viable potential use, as the popular five-story Boltwood Walk apartments attest, located in the center of Amherst, Massachusetts. The waiting list there is very long for this central location, convenient to local stores, the post office, municipal offices, and other activities. In the absence of outside funding for such housing, and the spending constraints making it more difficult to re-hab older buildings for such purposes, senior housing is a very unlikely option for the McNallie Building, for the foreseeable future.
- Market Rate Housing: Market rate housing, particularly for active empty-nesters without the need for back yards, would be a real possibility if the building were located in a major city with varied

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attractions, as landlords in Manhattan, Brooklyn Heights, Boston, and Chicago well know. However, because funding for elderly housing is very tight, and because the Village does not offer the unique cultural attractions of a major city, this type of housing can be ruled out as a real possibility.

- Offices: That leaves office space as the most hopeful alternative. However, the plain truth is that there is no significant demand for private-sector office space in this quiet corner of rural Cattaraugus County. One of the components of many rehab projects is public sector office space, where one level or branch of government steps in and helps preserve a community's historically significant downtown building fabric. This has occurred where preservation is a high priority in the community. However, in the absence of expansion plans or realistic relocation possibilities for federal, state, regional and county agencies, the municipal government becomes the only key player -- if it chooses to accept that role.

### **2. The Situation Posed by the Need for Larger Municipal Office Space**

At the same time that the McNallie Building situation was being discussed in 2002, local decision-makers had to make a choice regarding municipal office space. The Village had outgrown its office space in the old Fire Station, and had seen the advantages of teaming up with other municipalities to share office space elsewhere and share the associated costs. This was a very progressive step, demonstrating a degree of inter-municipal co-operation all too rare today.

This municipal office space had to be centrally located, convenient to residents and taxpayers, with nearby parking. The Village had identified vacant land across the creek, just outside but adjacent to the old Village offices or the Fire Hall, as a potential location, which it ultimately selected for its new building. The other alternative was to restore the McNallie Building for this purpose, which also offered promising net benefits to Randolph under the right circumstances.

The villages of Randolph and East Randolph, and the Town of Randolph have now moved into their new building by the Fire Hall, across the creek from the original downtown area. It may be instructive to look at the issues that were involved.

### **3. The Situation Posed by the Fire Hall**

The existing Fire Hall is located just outside of the original downtown, and is separate and distinct from the all brick buildings in the old downtown core. The creek also separates these two distinct types of land uses from each other. The Fire Hall property had ample vacant space and was available for new construction. Once this location was chosen for a new civic center, it broadened and extended the original downtown core into what is called "greenfields", although in this particular case, at a location very close to the downtown as can be seen in Exhibit No. 1, "Proposed Vision for Randolph".

### **4. The Situation Posed by the Senior Group**

The Dow House was used by the Senior group for many years before having a new municipal building available to them. The Dow House is adjacent to the Library on Jamestown Street and requires substantial work to bring it up to code.

One choice would have been for the Village (which owns the property) to fix it up. This building had been donated to the Village for community use. An alternative use for the building could be to use the Dow House as an extension to the Library, where its museum collection could possibly be housed.

Another choice was to accommodate the Seniors by offering them the use of the space in the Old Fire Station that the Village vacated when it moved to its new quarters or in the new building.

A third option would have been to dedicate the top floor to the Seniors (where the views are the finest), of a nicely restored McNallie Building. A restored building would have elevators, which would be convenient for Seniors. The elevators would provide easy access, stairwells would provide an alternative means of egress in case of fire (extremely unlikely after the structure is thoroughly rehabbed), and dedicated parking could be designated at the curbside and/or along nearby Bank Street.

## **5. A “Win-Win” Solution Is The Goal**

A “win-win” solution should be the goal in these situations. In this case, a “win-win” solution would be one that enables the Village and Fire Station interests to meet their common goals, in a way that also breathes new life into the Village downtown’s most visually significant landmark building (the McNallie), which is threatened with “demolition by (past) neglect”. This is not to criticize prior or current owners, who have been faced with very little market demand for rental units of this type. Lacking rental income from the upper floors, it is difficult to maintain a three-story building with only a ground-floor income. This building will have no secure future without three-story occupancy, and that is a plain economic fact. Eventually, by some means, a full three-story occupancy will be needed to save the McNallie Building.

The goal should be finding a “win-win” solution, where all major issues are resolved, where everyone benefits, where the village has its new space, and where the original downtown is restored and strengthened.

## **6. A Look Back – What Was the McNallie Alternative?**

The Village of Randolph’s office space needs were not so large that it could, by itself, occupy the second and third floors of the McNallie Building. When the Village’s needs were combined with those of East Randolph and the Town of Randolph, however, the space demand rose substantially, as did the amount of funding potentially available for a project to restore this old building.

By installing an elevator in the restored building, a larger floor space could be created in the adjacent and attached Fisher Block Building because the upper floors in both buildings are at virtually the same level. A common hallway could be opened between these wall-to-wall buildings, making it possible for one elevator to service more than one building. This could save everyone money and be cost-effective with time.

Bringing the Fischer Building into the picture would increase the amount of floor space served by a new elevator in the McNallie Building. This would open up real possibilities for regenerating both buildings, which like most old buildings in original downtowns, cannot survive forever from ground-floor income alone. With more than 1500 sq. ft. of floor space on each of the two upper floors of the McNallie Building (combined with perhaps a larger amount potentially available in the Fischer Block next door), there would have been ample room to accommodate all present and foreseeable needs for future municipal office and community meeting space in the Randolph area. An old building would have been saved in the process.

With upwards of \$800,000 available to invest in a new municipal building for the one town and two villages (in a combined building design), local government was very clearly the most influential player in the community. No other investor, either public or private, will likely to have the need and the desire to spend that kind of money in this rural community of downtown Randolph in our lifetimes.

More to the point, that level of investment (which Randolph’s local governments committed to new quarters) would have covered the cost of bringing the McNallie Building up to code, according to engineering specialists. Those same engineers have inspected the building and have found it to be structurally sound, although in great need of cosmetic improvements and a thorough upgrade of all the major systems (plumbing, electrical, heating, etc.). But that is a very common situation with older buildings and is nothing peculiar to this case.

With the nearby Bank building already in good repair and under sound ownership, this entire side of this old block on the village main street could have been refurbished. So the issue was not just simply the McNallie Building but rather, helping the most significant group of structures on the north side of Main Street, which together form a composite whole, which I call the “Heart of Randolph”. It includes the McNallie, Fischer and Bank Buildings.

## **7. What Were the Competing Visions for Downtown Randolph?**

Other communities facing similar situations may want to study this case for lessons learned. One vision entailed restoring the ground-floor of the McNallie Building (where the interior is historically intact) and to rehabilitate the upper floors for municipal office use. Under this scenario, the building either remained under private ownership or the Village purchased the structure and rented out the ground-floor space.

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There is historic precedent for such arrangements. In Lowell, Massachusetts the first Town Hall was built in the early 1830s by the municipal government along the main shopping street as a commercial block with three floors, the top two of which were occupied by town offices. The ground floor had been designed from the beginning to be rented to shopkeepers to defray payments on the cost of the building loan.

Regardless of which future owner restores the McNallie Building, eventually an elevator will be required, and it could provide access to upper levels of this building and to the Fisher Building next door, doubling the value of the lift itself and enabling modern, rent-paying uses to occupy both important structures as well. A third, nearby building (The Bank) is already in excellent repair and with a new plan to landscape the downtown park, this entire block would shine brightly as Randolph's greatest pride and joy under this scenario.

Another element of this vision was to provide parking spaces convenient for elderly residents who need to visit the municipal offices regularly should the McNallie Building be used for that purpose. One solution that had been suggested was to dedicate multiple new parking spaces along Bank Street for such users. The village could issue special laminated placards to residents who meet certain criteria in terms of mobility, a standard that need not be as high as those required for issuance of special handicapped license plates --- as this would be a municipal regulation rather than one administered by state officials.

A second vision involved spending that critical investment across the creek on Fire Hall property, by constructing new civic offices a few hundred feet away on vacant land. This second vision did not directly include the Village's key landmark building as it continues its steady slide into deterioration and "demolition by neglect".

This second vision has been adjusted by local officials, however, to support the idea of private sector financing for the rehabilitation of the McNallie Building in a sensitive manner. The task is to convince banks to loan funds or investors to risk capital with little prospects of renting the upper stories. Until there are paying tenants on its upper floors, this building may not be able to survive economically, due partly to the high cost of catching up on decades of deferred maintenance by previous owners. It is therefore probable that this beautiful, old building will decline to the point (not yet reached) where it cannot be saved.

#### **8. Recommendation: Save the "Heart of Randolph"**

It is no exaggeration to say the downtown's future hinges on the Village's decision to support its existing historic fabric, or to allow neglect to continue. No other decision of any Village Board in the future is likely to be so critically important. The old downtown and the McNallie Building, which is the "Heart of Randolph", needs open-heart surgery. The Village government must take the lead in this effort, and work with the private sector.

The inter-municipal decision to build a new, combined building for all three governments across the creek was a difficult choice. The decision was made to build a new building for many reasons that had widespread support in the community, especially among the seniors. The new location is adjacent to the original downtown, separated only by the creek. The decision also has the positive effect of slightly expanding the original downtown with new activity and a larger space for festivals (especially if the proposed pedestrian bridge across the creek is built).

Every downtown success story known to preservationists and community development facilitators has required strong municipal leadership and financial commitment of one kind or another. A strong signal now needs to be sent to the private sector, that Randolph has an opportunity in this old downtown area. This is still the case even though a new, combined office building has been built across the creek.

Randolph still needs to find investors for its original, deteriorating downtown core.

## APPENDIX NO. 5

### SUMMARY OF FINDINGS Cattaraugus County Equestrian Market Assessment

**Richard T. Swist, Strategic Consultant**  
**JoAnne Young, Equestrian Consultant**  
**(December 30, 2004)**

#### A. Taking Advantage of County Assets

Economic development and increased tourism activity are priority goals for Cattaraugus County for the next decade. Recent studies have assessed new potentials associated with existing and planned assets in the County, with a primary focus on:

- The planned construction of a north-south freeway in the Route 219 corridor.
- Interstate status for I-86 and its role as a major east-west travel corridor.
- Allegany State Park and its perimeter areas.
- Villages with character and potential for tourism, retail and recreational activity.
- Public and private multi-use recreational trails that will span the entire county.

The county is moving to take advantage of these assets by developing demonstration projects that can attract private developers and capital. One of these major market opportunities may be in the area of equestrian-related tourism and development. The base level of equestrian activity in the County is high, and recent initiatives underscore the strong growth potential:

- The Little Valley Riders Club has proposed a multi-faceted equestrian facility to include indoor and outdoor arenas, stables, parking, and campgrounds.
- The trail network is growing with the addition of a major link from Salamanca to Little Valley to Cattaraugus, with the prospect of further extensions.
- The Village of Franklinville sponsors an annual equestrian festival and is exploring trail development and the potential for equestrian-friendly housing.

Building upon these initiatives can generate momentum for developments that can move Cattaraugus County into the first rank of equestrian tourism statewide and nationally. This report assesses the potential for growth in equestrian-related tourism, recreational activities, support businesses, and trail and facility development. In essence, the report represents the “situation analysis”, which is the first step in preparing a strategic plan to pursue equestrian opportunities.

#### B. An Equestrian Vision

A good strategic plan begins with a vision, and the County has looked ahead to 2025 to describe where the County wants to be in the equestrian economy. That vision foresees an extensive county-wide equestrian trail network linked to neighboring regions, an array of distinctive villages with a “sense of place” and a desire to attract and accommodate equestrian enthusiasts, and planned equestrian communities for people and horses. A Little Valley “Equestrian Center” would unite modern facilities with natural and beautiful surroundings to attract a year-long program of events that draw visitors and businesses to the county. The Cattaraugus County equestrian experience will be associated with the key word “quality”. Quality experiences are spread by word of mouth, as well as by media exposure, and in time, the resulting image will brand Cattaraugus County as the “place to go” for equestrian

tourism and life style (see attached equestrian vision for Cattaraugus County that was published in the July-September issue of the New York State Horse Council newsletter).

### **C. Equestrian Asset Inventory and Assessment**

Generating added economic returns from the “horse economy” is directly related to the strength of equestrian-related assets including facilities (such as stables and show arenas), support services (such as feed stores and veterinarians) and a hospitality network of restaurants and accommodations. The County is fortunate to have many of these important assets, and it also benefits from the skills, experience and passion of those residents and visitors for whom horses represent a major aspect of their life style and their business lives.

**Stables and Stalls:** An adequate inventory is necessary to pursue equestrian tourism. There are 22 equestrian stabling and boarding farms now operating, with a total of 289 box stalls and 81 tie stalls. However, these farms have nearly 450 equines already on the premises, and with large equestrian shows attracting 200 or more horses, there are concerns about the adequacy of the stable inventory. Boarding operations must meet accepted standards for equine health and safety if a quality experience is to be assured.

**Arenas and Show Facilities:** Horse enthusiasts hold numerous events each year. Open shows provide valuable practice and exposure and, because they draw fewer horses, they can be hosted at smaller facilities currently available at farms and boarding operations. A show which is officially sanctioned by a horse association could attract over 200 horses and up to 2,000 spectators, a significant market opportunity. Hosting these major events requires show facilities that are of the highest quality, with the capacity to handle a large number of horses and attendees. To compete for large shows, the county would need to have the required facilities. One option is upgrading the Cattaraugus County Fairgrounds in Little Valley. Another is the Little Valley Trail Riders Club’s proposal to construct a first class show facility for its property outside of the village. There are advantages and disadvantages associated with each option.

**Recreational Trails:** Recreational trail riding is a major element of equestrian tourism. Equestrian enthusiasts seek out areas that have a good network of trails and support services. Cattaraugus County has a good inventory of recreational trails, and an organized effort is underway to expand the network and interconnect it with surrounding counties and states. Allegany State Park is an important aspect of this network, and it plays host to numerous trail rides. A “rails-to-trails” project is underway that will run adjacent to both the Little Valley Riders Club and the Cattaraugus County Fairgrounds. The build-out of a comprehensive trail network will provide an asset that can help attract increasing numbers of visitors, particularly those interested in recreational horse riding.

**Equestrian Support Businesses:** As equestrian related tourism increases, so too will the demand for support services. The county has a limited number of support businesses. Basic feed and bedding needs are handled through host farms and boarding facilities, but a greatly expanded show and event program could overtax the current system. Added support of veterinarians, tack shops, farriers and other services would be needed.

**Hospitality Businesses:** Ellicottville is the county’s hospitality center, but other areas of the County, particularly some of those currently focusing on equestrian-related development, are not in as good a position. If the Little Valley Riders Club facility is built, it will be difficult to attract major equestrian events without a stronger hospitality sector.

**Riding Camps, Clubs and Associations:** The extensive informal network of clubs and associations are an intangible asset that can contribute positively to equestrian growth. They possess a wealth of expertise and passion regarding horses, an asset that should be formalized into a communications group.

Clearly, Cattaraugus County has a base of assets upon which to grow a stronger equestrian economy. There is a substantial in-county horse population and a well established community of owners and enthusiasts whose knowledge and expertise will be vital to the success of any development effort. There are physical assets that can be utilized in the early stages of an equestrian marketing effort, including the fairgrounds and the farms and boarding establishments that currently offer stables, stalls, paddocks and pastures for resident and visiting equines. The trail system, while effectively in its infancy, is nevertheless in use by hundreds of recreational riders every year and can be marketed as an adjunct to the County's overall tourism program.

Notwithstanding these strengths, there are deficiencies that will need to be addressed and assets that must be built up if the County is to move up in the ranks of equestrian tourism and economic activity. Chief among these is the lack of a first class venue for sanctioned horse shows and other larger equestrian events. Such facilities are the cornerstone of a strong equestrian culture and economy. They attract a significant number of visitors and contribute greatly to tourism activity and spending. A first class facility that is in use most weeks of the year can also drive ancillary segments of the equestrian economy, such as support service businesses and the hospitality industry. Additionally, the kind of event and show venue envisioned by the Little Valley Riders Club can serve to unify the equestrian interests in the County around the goal of growing the resident and transient horse population along with the number of people who want to visit Cattaraugus County almost exclusively for its equestrian attributes.

#### **D. Equestrian Event Schedule and Market Assessment**

The national "equestrian" market totals billions of dollars annually, making it one of America's "big businesses". The question for Cattaraugus County is how best to gain a larger share of this very large market. Given the county's existing asset base, a market growth strategy based upon incremental enhancement of facilities, events, support services and tourism is most feasible. In particular, pursuing growth through larger and more frequent equestrian shows and events may represent the best immediate market opportunity, i.e. the "low hanging fruit". Cattaraugus County has a relatively good base of existing equestrian events and activities that already attract a significant number of attendees and generate acceptable economic returns, even though they rely primarily upon volunteer marketing and promotional efforts. In addition, neighboring counties and regions host many other events that help to create a critical mass of horse-related activity that can attract visitor interest and additional spending.

Taken individually, these events represent relatively small undertakings, and are managed mostly by volunteers. Nevertheless, the existing base of events represents an opportunity for growth at the grass roots of equestrian activity. With technical assistance in the areas of marketing and organization, perhaps to be provided by the County or volunteer professional advisors, each event can experience steady growth. This approach to "event enhancement" would have several benefits:

- Each event would grow and draw more visitor interest.
- A core group of skilled organizers would develop.
- Cross marketing efforts among shows and events would be facilitated.

Each existing event represents an opportunity for incremental growth if organizers can receive modest support, particularly in marketing and promotion. Taken collectively, an annual 10 per cent increase in participation in each existing event would greatly increase the core group of visitors and attendees and begin to have economic impact. This level of growth would roughly double attendance and participation

in seven years. A 15 percent annual growth rate would double attendance in five years. Setting and achieving even modest goals for growth can begin to have a major impact. For example:

- This “micro” approach is effectively a grass roots, incremental program to “grow the equestrian business” within its existing parameters of sites and resources. However, the limitations in stabling, show facilities, and equestrian and hospitality services will eventually constrain this strategy by placing an upper limit on growth.
- The opportunity to greatly accelerate the County’s drive toward a strong equestrian economy will then require the introduction of a “macro” approach that focuses on facility and support service development.

The bottom line on immediate opportunities, however, is that the presence of nearly 200 equestrian shows and events strongly supports the notion that a market exists right now and it can be grown.

### **E. Recommended Strategic Actions**

The available information supports pursuing an organized effort to increase equestrian related tourism and development. There is a modest asset base, a number of immediate market opportunities, and evidence that the returns on investment will be acceptable, particularly if lower cost approaches, such as technical assistance are first utilized. The success of these early efforts could be expected to support subsequent larger investments in facilities and marketing that would more strongly impact market share and economic returns. With that general approach in mind, the following strategic initiatives should be considered.

**Strengthening the Asset Base:** A modest and phased approach to building up the county’s equestrian assets can yield good results without significant investments. Although a first class show facility would be a major asset, the management and marketing infrastructure to support this type of development still needs to be nurtured to insure success. Therefore, several lower cost initiatives are suggested.

- Make the most of the existing show and event venues. Make modest investments in improving the Fairgrounds for equestrian events and work with the owners of private arenas and exhibition fields to upgrade them to accept somewhat bigger events and crowds.
- Bring the existing inventory of stables up to acceptable standards by providing technical assistance to owners and helping with necessary physical improvements. As equestrian tourism and events pick up, provide incentives to owners to add to the inventory of stables.
- Make a comprehensive recreational trail network a high priority. Shows happen on weekends, but trail riding is an everyday attraction to a large number of visitors. Completing the trail system and developing good signage, a user friendly map, and an effective marketing effort will deliver results. Addressing trail deficiencies means tackling difficult issues, but these problems must be resolved if the trails are to become a basic asset to equestrian tourism.
- Anticipate the need for additional support services and hospitality businesses as tourism increases. Although entrepreneurs will look for evidence of market development before they make a significant investment, the County can make these businesses a priority in their business incentive programs and can actively seek out investors with a demonstrated interest in horses.
- Establish a stronger partnership with the Little Valley Riders Club as they assess the feasibility of the proposed facility. The project can have a major impact, but must be considered a high risk undertaking until questions are answered regarding the strength of the market, the Club’s capacity to manage and market a complex project, and the ability to finance the project through conventional bank financing. A concerted effort to assess and limit the risk would help get to a decision.

**Pursuing Immediate Market Opportunities:** The ability to access larger markets for equestrian tourism is limited by deficiencies in the asset base. More arenas, stables, trails and bed-and-barns represent entrée to a bigger market. But those improvements may not be realized for months or even years. In the interim, the appropriate market focus is on incremental growth of the existing base, which is represented by the current roster of shows and events, and the existing trail and riding infrastructure.

- Organize to double attendance at existing events within the coming five years. This will require creating a core group of advisors to work with a County-sponsored technical assistance program. The assistance would be oriented toward effective event scheduling and organization, pursuing sponsorship revenue, and increasing attendance through better marketing and promotion.
- Develop a small number of new showcase events to complement the existing schedule and draw new visitors and equestrian enthusiasts into the annual program. The core group of advisors could be looked to for guidance on the nature and scale of events that could attract a new audience.
- Develop expertise in the national and regional markets for large, sanctioned horse shows. This knowledge will be an important element in assessing the viability of the Riders Club project, and it will also position the County to market any new facility to the maximum extent possible.

## **F. Conclusion**

Horses are big business. Cattaraugus County is blessed with a high level of horse ownership and a group of ardent and enthusiastic equestrian supporters. The asset base is perhaps not as strong as the level of support and show activity would warrant. Nevertheless, the key ingredients appear to be in place to start the County on a path toward greater equestrian tourism and economic development activity.

A carefully crafted plan to augment the equestrian assets, coupled with incremental increases in show and event attendance and spending, can be expected to move the market upward. From that point, continually increasing levels of investment in assets and market opportunities will be justified.

## Cattaraugus County Proposes An Equestrian Vision for the Future

By Terry H. Martin, Ph.D.

The following is a vision of the future for equestrian lifestyles in Cattaraugus County, New York. It has been proposed as part of the County's larger, Allegany State Park Perimeter Study. This study presents a strategy for industrial, tourism and outdoor recreation development in the area around this 65,000 acre state park, which is located on the border with Pennsylvania just 70 miles south of the City of Buffalo. This strategy is unique because it links trails (including horse trails and events) to village revitalization efforts.

A regional trails network is already being constructed in segments. When completed, it will connect people to outdoor attractions throughout the Southern Tier West region (see map below). Here is how it would look for equestrians in Cattaraugus County:

In the year 2025, this trail system criss-crosses Cattaraugus County, and links near-by counties together. It originates to the east at Letchworth State Park, extends westward to Allegany State Park near Salamanca and the Seneca Nation of Indians, continues along an abandoned rail bed to Zoar Valley near Gowanda, follows the Cattaraugus Creek to Lake Erie at Sunset Bay, and ends at Chautauqua Lake near Jamestown (with linkages along the way to the region's towns, villages and cities).

The County's 13 villages give a "sense of place" to regional trails and staging areas. These beautiful villages offer access to the equestrian lifestyle.

Among the many equestrian activities in the County, Little Valley and Franklinville have gained attention (which are separated by 23 miles of scenic glacial hills and valleys). By 2025, Little Valley and Franklinville have become the premier "Equestrian Centers" for the entire Western New York region, the Southern Tier West region, and northwestern Pennsylvania. These centers are booked solid with new and exciting activities year-round. People come from eastern and mid-western North America to enjoy these locations for outdoor and indoor equestrian activities.

Each village is nested in the mountains and valleys which were created by ice-age glaciers. This setting is called the Enchanted Mountains of Cattaraugus County. Little Valley and Franklinville are of interest to people who own and board horses, who want to live close to outdoor trails, or invest in planned equestrian communities.

The pristine, natural beauty of these two villages offers a peaceful ambiance. The natural terrain and vistas are loved by horses and their riders. Because of this outdoor beauty, the entire area between Little Valley and Franklinville has become uniquely suited in the marketplace as the region's horseback riding heaven, especially for rides on varying trail loops.

Equestrian festivals, trail loop competitions, one to three day rides, and other activities have become popular locally. These are "growth" activities in the nation's equestrian markets. These special events generate a positive and significant economic impact on these village economies every year, and create local support from gracious "hosts" for horses and their owners.

Organizers of these events continue making improvements to trail loops of 100 miles or more, and to new types of equestrian activities. Each improvement helps all trail users

because it gives them access to the outdoors and options for adventure, recreation, reflection, and exercise.

By 2025, new concepts have been developed nationally and locally to take advantage of trail loops, called "Bed and Barns". While Bed and Breakfast lodgings are designed to serve tourists, Bed and Barns are now designed to serve people who are riding horses for more than a day's trip. Bed and Barns are located on trail loops.

By 2025, "quality" has become the philosophy for sustaining the equestrian lifestyle over time, whether Bed and Barn stops, special endurance races or planned equestrian housing. Quality experiences are spread by word of mouth, as well as by media exposure in regional markets. With time, people identify certain locations as the "place to go".

Today, in 2004, Cattaraugus County is becoming a "place to go" in New York State. Ask Jamie Jackson or Laura and Amy Johnston, from Amherst, New York: "We love it here!" This is a new generation of equestrians, and they are among the thousands who come to Cattaraugus County every year because of equestrian events. They like the horses, people, festivals, trails, villages, rolling hills, forests and scenic valleys. The two Villages of Little Valley and Franklinville are among their favorite places for equestrian adventures. The plans being prepared today for a better equestrian future in Cattaraugus County already have a good start. These plans are expected to grow and mature along with this new generation of young equestrians.

For more details, go to [www.cattco.org](http://www.cattco.org). Click Advance Planning on the left side of the screen, then go to Guidebooks, Volume 3.



### Proposed Regional Trails Network



**A NEW GUIDEBOOK SERIES BY CATTARAUGUS COUNTY  
FOR THE 21<sup>ST</sup> CENTURY**

Cattaraugus County has published a new series of guidebooks called the **Smart Development for Quality Communities Series**. These guidebooks are designed especially for Cattaraugus County and its 47 municipalities, and are advisory only. They show us how to create a new and better future. These guidebooks are:

- **Elements of a Countywide Vision**  
*A Guidebook Published for Cattaraugus County's Smart Development for Quality Community Series – Volume 1*
- **A Design Guidebook for Towns and Villages in Cattaraugus County**  
*A Guidebook Published for Cattaraugus County's Smart Development for Quality Community Series – Volume 2*
- **Saving Our Villages**  
*A Guidebook Published for Cattaraugus County's Smart Development for Quality Community Series – Volume 3*
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*A Guidebook Published for Cattaraugus County's Smart Development for Quality Community Series – Volume 7*

Each guidebook in this series offers new pathways into the future. They present new knowledge for stakeholders in Cattaraugus County, showing how to promote our villages, cities and other areas that already have infrastructure, and protect our greenways and rural open spaces. These guidebooks are growth-inducing, community friendly, and environmentally safe.

# Cattaraugus County

A Place to Grow



DeLynns' Gallery & Studios, Franklinville, New York  
Photo by the Franklinville Equestrian Committee

**Welcome to New York!**

