



VII. RECOMMENDED ECONOMIC DEVELOPMENT STRATEGY

Section IV and V discussed numerous gateway and regional greenway connection improvement projects along with twelve Demonstration Projects that have been and are continually being developed, improved and undergoing additional analyses. While the County, interested parties and residents may wish to implement each of these recommendations and projects immediately, a phased approach will be more appropriate and economically feasible. The need for a phased approach is based upon funding availability, County staffing resources, the current market status, and the desire of entrepreneurs, businesses and corporations to invest and expand in Cattaraugus County.

As the County contemplates an implementation strategy, a certain logic should be followed to allow for implementation of the numerous recommended projects set-forth in this report. These include:

- ♦ formulating and implementing those **regulations** necessary to shape the development and preserve the rural character of the County as a whole (e.g., site and architectural design guidelines/standards);
- ♦ selecting and completing **projects** which catalyze development (e.g., snowmobile connections between the County and Allegany State Park); and
- ♦ creating **programs** that sustain the recommendations into the future (e.g., effective marketing campaigns).

Furthermore, this report is the culmination of several years of research and planning by the County Legislature, the Cattaraugus County Route 219 Development Committee, the County Planning Board, the County Department of Economic Development, Planning and Tourism, and the County's numerous consultants. This report has incorporated information and recommendations from numerous studies; plans; and analyses which have developed over the past seven years. Due to the comprehensive nature of this report, it should act as the County's "Comprehensive" Recreation and Economic Development Strategy. With that said, this report should be revisited and revised every five years to ensure that the inventory and the projects and recommendations outlined within remain current. This suggestion is discussed in more detail in *Sub-section 3 – Reviewing and Updating the Report*.



A. PROJECT IMPLEMENTATION PHASING AND RESPONSIBILITIES – AN ACTION PLAN

While the proposed Demonstration Projects may be similar in nature to the proposed Gateway Improvement projects and the Regional Greenway Connections, they are not necessarily dependent upon each other. Therefore, it is recommended that gateway and greenway projects be implemented separate from the Demonstration Projects. The main reason being is that the gateway and greenway connection improvements deal mainly with improving the trail connections between the Park, the County and beyond, and are not economic development projects in the typical sense. However, as discussed above in *Section VI Economic Impacts*, the recreation-based projects are likely to result in indirect economic benefits to the County.

Therefore, the implementation of the gateway and greenway improvements should be closely coordinated with the implementation of the Demonstration Projects, and the design of the Route 219 Freeway. The initial component of this section will deal with the implementation strategy for the proposed gateway improvements and regional greenway connections, while the second section will discuss the implementation process for the Demonstration Projects.

1. GATEWAY IMPROVEMENTS AND REGIONAL GREENWAY CONNECTIONS

As discussed within the report; “A New Vision for Enchanted Mountains Recreational Trails” written by Terry Martin, Ph.D., a recommendation was made at the Hinsdale Workshop in October 2002 to improve communications between the different groups within the County involved in identifying trail linkages and new trail networks. The recommendation included the creation of a “Trails Forum” on the internet to facilitate collaboration between the involved parties. In response, Thomas Livak, Director of the County Department of Economic Development, Planning and Tourism, offered Cattaraugus County’s web site as a host for this interaction forum. This Trail Forum is currently under development in Little Valley and is planned to be available in 2003 at www.co.cattaraugus.ny.us.³⁷

a. Trails and Connections Oversight Committee

Currently, there are numerous individuals and organizations throughout the county, both government and non-government affiliated, who have either experience or professional knowledge in: outdoor recreation, trail development, public policy, community planning, or a combination of thereof. Although there has been ongoing interest in the development of countywide trails or a greenway system, the approach has been somewhat disjointed, with no clearly defined goals or one group leading the effort. Building upon



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the recommendation for a “Trail Forum” and a consolidated approach to overseeing the development of the numerous trail recommendations offer herein, this report recommends the development of a “Cattaraugus County Trails and Connections Oversight Committee.”

The proposed Trails and Connections Oversight Committee (the “Committee”), should be limited to between 20 and 30 members to ensure that it functions effectively. While most people are at first skeptical about additional committees or oversight boards, in this case, the main body of the Committee already exists. The Committee should include members of local recreational groups (i.e., snowmobilers, equestrian enthusiasts, hikers, bikers, skiers, etc.). In addition, the Committee could be made up of the following: appointments from the Route 219 Development Committee; local officials from the involved communities (Limestone, Salamanca, Red House, Onoville, etc.); the Seneca Nation of Indians; members of the County Department of Economic Development, Planning and Tourism; the County Planning Board; the County Legislature; representatives from Allegany State Park.

The primary purpose of the Committee should be to clarify and implement a “Blueprint for Action” that will outline activities on a yearly basis. The list should prioritize the gateway improvement and regional greenway connection recommendations. In addition, the Committee can begin to identify potential funding sources for each recommendation, and possible public/private partnerships that could be utilized to implement certain recommendations. **Subsection – Funding Sources**, will discuss in more detail the county, regional, state and federal funding programs which could be tapped during the implementation of these projects.

b. Task Forces

Due to the abundance of professional experience and knowledge in the area of outdoor recreation and trail development throughout the County, as evident by the ongoing interest in the development of a countywide greenway system, the Committee should be divided into a series of task forces to deal with specific recommendations and issues. For example, one task force could be charged with reviewing the Limestone Gateway improvement recommendations, while another task force could deal with regional connections between the County and Letchworth State Park. The purpose of each task force would be to refine the ideas and recommendations set forth in this report as well as other ideas brought in by interested parties, and make recommendations to the full Trails and Connections Oversight Committee as to the priorities which they feel need to be addressed. The first task of the Committee and task forces should be to prioritize the implementation timing of each recommendation: Phase I (1-5 years), Phase II (5-10 years), and Phase III (10-20). As previously mentioned, not all of the recommendations could or

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should be implemented immediately, as funding availability, resources, volunteers, and market demand will drive the implementation. Therefore, the Committee members need to carefully review the recommendations and determine at which point each should begin implementation.

On an annual or bi-annual basis, the Committee should evaluate the current progress of each project and publish a short report for distribution throughout the County. The main purpose of these reports would be to assist in evaluating each projects status, requirements, and chances for success. This report would also be very valuable in creating and maintaining a successful marketing campaign. As recreation and trail projects develop and improve, the new information can be placed in County marketing brochures. Furthermore, preparing a regular progress report will assist in keeping the County and local governments as well as residents and visitors interested in the County's important recreational assets and projects.



2. DEMONSTRATION PROJECTS

The successful implementation of the Demonstration Projects will require a combination of government and non-government related entities, public-private sector involvement, and continuous oversight by the County. This subsection of the report will briefly discuss the probable roles of the public and private sectors during implementation. Secondly, a discussion of the likely implementation leaders is offered, followed by two proposed alternatives in which the County may chose to maintain project oversight during implementation.

a. The Role of the Public and Private Sectors in Project Implementation

Each Demonstration Project will require public, private or a combination of public and private sector involvement for marketing, funding, project management, and project review purposes. As depicted below in Table VII-1 Public – Private Involvement Matrix, the Limestone Demonstration Project will develop primarily under private development initiatives with some elements of public involvement in the development of the NYS Visitors’ Center. Private/Public development partnerships are likely to be seen in the development of the Ashford Business and Education Park; the Ellicottville Community Tourism and Cultural Center; and the Village of Franklinville – Downtown Revitalization, Trail Connections and Proposed Equestrian Subdivision Demonstration Projects. The remaining eight Demonstration Projects are likely to develop under the direction of public leadership with elements of private involvement.

The governmental role in the Limestone Demonstration Project will include project review. In addition, the cost of the projects related infrastructure development could be largely covered through government-funded grants or low-interest loans. For the remaining projects, the governmental role will include project review aspects, along with a larger role in project sponsorship in terms of marketing, finance and management.



Table VII-1 Public – Private Involvement Matrix

Categories	Private Development Projects (elements of public)	Private/Public Development Projects	Public Development Projects (elements of private)
PROJECTS	<ul style="list-style-type: none"> - Limestone Outdoor Sports Recreation Center 	<ul style="list-style-type: none"> - Ashford Business & Education Park (U.S. Dept. of Energy) - Ellicottville Community Tourism & Cultural Centers - Village of Franklinville 	<ul style="list-style-type: none"> - Railyard Industrial Park - Ellicottville Business Park - Airport Industrial Park - Onoville Marina & Horse Trail Staging Area - State Park Village - Trail Head - Village of Little Valley - Village of Randolph
Government Role	<ul style="list-style-type: none"> - Project Review - Leverage Infrastructure Costs 	<ul style="list-style-type: none"> - Project Review - Project Sponsorship <ul style="list-style-type: none"> ♦ Marketing ♦ Finance ♦ Management 	<ul style="list-style-type: none"> - Project Review - Project Sponsorship <ul style="list-style-type: none"> ♦ Marketing ♦ Finance ♦ Management (developer & private sector)
Government Management Structure	N/A	CCIDA &/or STWRP&DB	<ul style="list-style-type: none"> - Public Partnership - CCIDA &/or CCDEDPT



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b. Project Implementation Leadership

Each project will require an implementation leader or leaders to guide the project through additional analyses, funding, marketing, design, permitting and finally construction. This report has attempted to identify potential implementation leader(s) for each Demonstration Project as outlined below in Table VII-2 Implementation Responsibilities and Strategies Matrix. This table also includes possible implementation agencies that could act in supporting roles during project implementation.

The County will likely continue to play a major role in the implementation of the Demonstration Projects. However, other public entities may play important roles in the process. Historically, the County's Industrial Development Agency (IDA) has assisted in the arrangement of financing for most recent private projects that have been developed in the County. It's involvement should continue in the implementation of certain Demonstration Projects. However, it is important not to overlook the breadth of knowledge and experience found within each municipality of Cattaraugus County. Local governments have been and will continue to play an important part in realizing economic development projects throughout the County.

It is clear that there may be several implementation leaders charged with seeing each project through to completion. Therefore, it is important for the County to understand who will be taking the lead in their implementation. As depicted on Table VII-2, the Ashford Business and Education Park project is likely to be led by the Town of Ashford Supervisor and a private development partnership, with the Cattaraugus County Department of Economic Development, Planning and Tourism, local education institutions, and the Cattaraugus County IDA providing technical assistance. As noted on Table VII-2, the involved municipalities chief executive officer (i.e., mayor or supervisor) should always play an important role in the implementation of their respective projects.

In addition to the chief executive officer for each municipality, the implementation leader for each of the remaining Demonstration Projects is recommended to be either the Cattaraugus County Department of Economic Development, Planning and Tourism, the Cattaraugus County IDA, the Southern Tier West Regional Planning and Development Board, a private development partnership, or a combination thereof. The other involved implementation agencies in the supporting role also vary from project to project.



Figure VII-2 Implementation Responsibilities and Strategies Matrix

Demonstration Project	Total Project Costs (w/Site)	Implementation Leader(s)	Other Involved Implementation Agencies	Induced Development Investment (buildings, associated site & utilities)	Implementation Framework	Public Infrastructure (sewer, water, storm, roads)
Ashford Business and Education Park	\$15,850,000	Town of Ashford Supervisor, Private Development Partnership	CCDEDPT, Local Education institutions, CCIDA	\$15,425,000	Private/Public Development Leadership	\$425,000
Ellicottville Business Park	\$92,250,000	Town of Ellicottville Supervisor	CCIDA, Private Development Partnership	\$86,000,000	Private/Public Development Leadership	\$6,250,000
Ellicottville Community Tourism and Cultural Centers	\$14,575,000	Village of Ellicottville Mayor, CCIDA, Private Development Partnership	CCDEDPT	\$13,750,000	Private/Public Development Leadership	\$825,000
Airport Business Park	\$10,575,000	Town of Great Valley Supervisor	CCIDA, Private Development Partnerships	\$9,125,000	Private/Public Development Leadership	\$1,450,000
Railyard Industrial Park	\$26,675,000	Town of Great Valley Supervisor, STWRP&DB	Private Development Partnerships	\$24,600,000	Private/Public Development Leadership	\$2,075,000



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Demonstration Projects	Total Project Costs (with site)	Implementation Leaders	Other Involved Implementation Agencies	Induced Development Investment (buildings, associated site & utilities)	Implementation Framework	Public Infrastructure (sewer, water, storm, roads)
City of Salamanca State Park Village and Trail Head	\$17,025,000	City of Salamanca Mayor	SIDA	\$16,150,000	Private/Public Development Leadership	\$875,000
Limestone Outdoor Sports Recreation Center	\$15,850,000	Village of Limestone Mayor, Private Development Partnership	CCDEDPT	\$14,525,000	Private/Public Development Leadership	\$1,325,000
Onoville Marina Park & Horse Trail Staging Area	\$19,150,000	Town of South Valley Supervisor	CCDPW	\$17,750,000	Private/Public Development Leadership, Private/Public Operator	\$1,400,000
Village of Franklinville	N/A	Village of Franklinville Mayor	Private Development Partnership	N/A	Private/Public Development Leadership	N/A
Village of Little Valley	N/A	Village of Little Valley Mayor	Private Development Partnerships	N/A	Private/Public Development Leadership	N/A
Village of Randolph	N/A	Village of Randolph Mayor	Private Development Partnerships	N/A	Private/Public Development Leadership	N/A



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Key for Table VII-2:	CCDEDPT –	Cattaraugus County Dept. of Eco. Development, Planning & Tourism
	CCIDA -	Cattaraugus County Industrial Development Agency
	STWRP&DB	Southern Tier West Regional Planning & Development Board
	SIDA -	City of Salamanca Industrial Development Agency
	CCDPW -	Cattaraugus County Department of Public Works

c. County Administration Strategies

The implementation of the Demonstration Projects will require continuous oversight by the Legislature and County staff, who will need to lay the groundwork in identifying each opportunity in detail, providing technical assistance to each project’s implementation leader, and coordinating project financing between the implementation leaders and county, regional, state and federal sources.

While each Demonstration Project may be implemented by differing organizations and agencies as noted above, the County will need to maintain some level of oversight during the implementation phases. This continuous supervision of each project as they undergo additional analyses and implementation will be crucial to ensure that the implementation leaders have the resources and technical assistance necessary to carry-out the project. In addition, this oversight will allow the County to provide status reports to the Legislature and those interested members of the public. This report proposes two alternatives for County oversight: Charging the Route 219 Development Committee with oversight power, or retaining the oversight responsibility within the County’s Department of Economic Development, Planning and Tourism.

i. Route 219 Development Committee

In 1995, Cattaraugus County decided to create the Route 219 Development Committee (“the Development Committee”) to advise the legislature on the Environmental Impact Statements being prepared at the time for the proposed Route 219 upgrade project and other related issues. Eventually, the Development Committee began to take on the role of reviewing and approving numerous Route 219 related economic development projects prepared by the County and its consultants. The Development



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Committee has played an important role in identifying the 12 current economic development projects, presently termed Demonstration Projects.

Recently, Terry Martin, Ph.D., Cattaraugus County's Chief Planner, has recommended that the Development Committee take on a "design and review" role during the design of the proposed Freeway Alternative. Their role would be to work with the NYSDOT to ensure that the future freeway does not run through or limit access to the proposed countywide greenway system. This is an important responsibility that the Development Committee is well equipped to take on. In addition, due to the 7-plus years of experience that the Committee has with the Demonstration Projects, this report recommends that the Development Committee continue to be involved in the development and implementation of these projects.

This report recommends that the Committee serve as an "oversight committee" as well as the liaison between the County and the Demonstration Projects respective implementation leaders. Where the County's Department of Economic Development, Planning and Tourism serve as the implementation leader, the Committee would still serve to monitor the progress of the projects implementation status.

In an effort to divide the responsibilities, the Development Committee could consider creating sub-committees, consisting of two to three people responsible for one or two Demonstration Projects. For projects not being implemented directly by the County, the sub-committees would monitor the status of the project and ensure that any technical assistance (planning expertise, marketing, mapping, grant writing, etc.), which the implementation agency may need from the County, is provided. Each of the sub-committees would report to the full committee on an annual or bi-annual basis regarding the status of the Demonstration Projects and to discuss any problems, issues or concerns which may have developed. Furthermore, the Committee should analyze the current implementation strategy being taken and determine if changes are necessary to improve the projects chances for success.

ii. Direct County Oversight

As an alternative to the Route 219 Development Committee taking the lead in project oversight, the County itself could retain the responsibility of overseeing the implementation of all the Demonstration Projects, by placing this function under the Department of Economic Development, Planning and Tourism ("the Department"). The Department could either take on this task with current staff or hire a "Director" and support staff.



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However, under this alternative, the Department may become strained due to current staffing levels. In addition, if the Department decides to hire a “Director” and support staff to manage the County oversight process, additional finances would need to be allocated to fund these positions and associated expenses.

iii. Conclusion

The County should create an organizational capability to oversee the implementation of the Demonstration Projects and take advantage of the economic development opportunities that will come from planned improvements. Utilizing an existing entity such as the Route 219 Development Committee, which has the resources and knowledge to oversee implementation, may be the logical choice. However, the County may decide to manage implementation internally, as it would likely be working directly with the implementation leaders, and could therefore be more efficient. On the other hand, the correct strategy may ultimately be a hybrid of the two alternatives, utilizing the knowledge and experience of the County’s planning and economic development staff, and the skills of the Route 219 Development Committee members.

3. REVIEWING AND UPDATING THE REPORT

As mentioned in the beginning of the Implementation section, this report should act as the County’s “Comprehensive” Recreation and Economic development Strategy, and therefore should be reviewed and updated on a regular basis. Over time, conditions within the County and region will change and new opportunities for action to implement the recommendations of this report will arise. For this reason, a broader view of this report and its implementation should occur every five years (or sooner if changing circumstances warrant).

A “report card” can be generated that provides a checklist of achievements, a list of recommendations yet to be undertaken, and a summary review of accomplishments. This review provides the flexibility to ensure that this report continues to reflect the most effective and appropriate means to help the County and its municipalities to continually capitalize on the current economic development trends, improve, and maintain their recreational assets. This reporting responsibility should ultimately rest with the County’s Department of Economic Development, Planning and Tourism.



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4. FUNDING SOURCES

The numerous gateway and regional greenway connection improvement projects and the twelve Demonstration Projects include both public and private components as well as combined public/private ventures. In several cases, there are likely to be phased development programs that will include public funds for infrastructure or some other front-end investment.

Generally, in most cases where public investment will be required, projects will be able to take advantage of more than one funding source, often including a combination of county, regional, state and federal sources, along with local participation and some private investments.

This report provides a current list of funding sources with a description of their respective funding programs – Table VII-3 Funding Matrix. It is recommended that this list be continually revised and updated to ensure it offers the County; the Cattaraugus County Trails and Connections Oversight Committee; and the Demonstration Projects implementation leaders the latest funding information as the projects proceed.



**TABLE VII-3
FUNDING MATRIX**

	FUNDING AGENCY	PROGRAM	ASSISTANCE TYPE	PURPOSE
Federal	<i>Dept. of Commerce, Economic Development Agency</i>	ED grants for Pubic Works; Infrastructure Development; & conversion of defense facilities & support for defense-related industries	Variable, up to 80% of a project in severely distressed areas.	Project grants to promote long-term economic development and assist in the construction of public works and development facilities.
	<i>Dept. of Labor, Employment and Training Administration</i>	Employment Services and Job Training Pilot and Demonstration Programs	Project Grants	Promote and foster new or improved links between the network of state, federal and local employment training and human resource agencies and components of the private sector.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Dept. of Agriculture</i>	Guaranteed Community Facility Loans	Loan guarantees to help build community facilities	Health care, public safety, telecommunications, public services.
	<i>Dept of Agriculture (cont.)</i>	Water and Waste Disposal Direct and Guaranteed Loans	Direct loans to communities	Develop water and wastewater systems including solid waste disposal and storm drainage in rural areas with less than 10,000 population.
		Business & Industry (B&I) Loan Guarantees	Guarantees up to 80% of a loan made by a commercial lender. May be used for working capital, machinery and equipment, buildings and real estate, & defined types of debt financing.	Create and maintain employment and improve the economic climate in rural areas. Rural areas include all areas other than cities of more than 50,000 pop. and their immediately adjacent urban or urbanizing areas.
			Maximum aggregate amount to any one borrower: \$25 million	



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Rural Venture Capital Demonstration Program		Designates up to 10 community development venture capital organizations to demonstrate the usefulness of guarantees to attract business enterprises into rural areas.
	<i>Dept of Agriculture (cont.)</i>	Rural Economic Development Loans and Grants	Zero-interest loans made primarily to finance start-up ventures and business expansion. Grants are made to telephone & electric utility companies to establish revolving loan programs.	Restricted to rural electric cooperatives and rural telephone companies that are borrowers of the Rural Utility Service. Finances economic development and job creation projects in rural areas based on sound economic plans. Loans at zero-interest are
	<i>Small Business Administration</i>	7(A) Loan Guaranty Program	The maximum amount the SBA can guaranty is generally \$750,000. Guaranty can be up to 80% of loans of \$100,000 or less, and up to 75% of loans above \$100,000. (up to a maximum guaranty amount of	Loans can be used for most business purposes including, but not limited to, purchase of real estate; construction; renovation or leasehold improvements; acquisition of furniture, fixtures, machinery, and equipment; purchase of inventory; working capital.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
			\$750,000)	
	<i>Small Business Administration (Cont.)</i>	LowDoc Loan Program	Loan. Max amount: \$100,000	Loans can be used for most business purposes including, but not limited to, purchase of real estate; construction; renovation or leasehold improvements; acquisition of furniture, fixtures, machinery, and equipment; purchase of inventory; working capital.
		Certified Development Company (504) Loan Program	Senior lien from a private sector lender: 50%; junior lien: 40%. contribution of at least 10% equity. Must create or retain one job for every	Provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings.

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
			\$35,00.	
		Short Term Loans and Revolving Lines of Credit CAPLines Loan Program	Can be for any dollar amount (except for the Small Asses-Based Line). The interest rate can be up to 2.5% over prime.	Umbrella program, which helps businesses, meet their short-term and cyclical working capital needs. There are 5 programs: Seasonal Line; Contract Line; Builders Line; Standard Assets-Based Line; Small Assets-Based Line.
	<i>Small Business Administration (Cont.)</i>	International Trade Loans	Can guaranty as much as \$1,250,000 in combined working capital and facilities-and-equipment loans. Applicant must establish that the loan will significantly expand or develop an export market.	For business engaged in, or preparing to engage in, international trade, or are adversely affected by competition from imports.



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Export Working Capital Program	Loan requests of \$833,333 or less processed by the SBA, requests over \$833,333 processed by Ex-Im Bank.	Designed to provide short-term working capital to exporters. Combined effort involving SBA and Ex-Im Bank.
		Pollution Control Loan Program	Guarantee up to \$1,000,000.	Intended to provide loan guarantees to eligible small business for the financing of the planning, design, or installation of a pollution control facility.
State	Empire State Development Corp.	Infrastructure Development Financing	loans and loan guarantees: >\$10,000 and < \$ 500,000	For the development of basic infrastructure site improvements and related soft costs.
			loans between 40% and 50% of the total ESDC assistance and the balance shall be in the form of a grant	

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
		Regional and Economic Industry Planning Studies and Economic Development	grants not to exceed \$50,000 with a 10% match	For preparation of strategic plans, analysis of business sectors, marketing and promoting regional business clusters, feasibility studies, planning for new enterprise development and identification of new business opportunities.
		Small Cities Community Development Block Grants (CDBG)	Community-by-Community basis.	Economic and Community development for low/moderate income benefit. Program includes: infrastructure development, technical assistance/training and revolving loan funds.
	<i>Office of Parks, Recreation, and Historic Preservation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Breakdown: open space, parks, historic preservation, land acquisition
	<i>Department of Transportation</i>	TEA-21	Reimbursable program up to 80% of the eligible project costs.	Provides funding for non-traditional projects that add value to the surrounding transportation system,

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Transportation</i>		the eligible project costs.	including the creation of trail networks.
	<i>Department of Environmental Conservation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Breakdown: municipal water supply systems, water quality improvement, open space, parks, municipally run small business env. compliance to enhance water quality, solid waste, municipal site restoration, and clean air projects.
	<i>Department of Environmental Conservation - Environmental Facilities Corporation</i>	Clean Water/Clean Air Environmental Bond Act	Funds and grants	Leaking and underground storage tanks, storm water management facilities, sediment and erosion control, restoration of water bodies, land acquisition for drinking water source protection.
	<i>Preservation League of NYS and NYS Council on the Arts</i>	Historic Reports and Surveys	Grants for between \$1,000 and \$10,000	Historic Structure Reports, Historic landscape reports, Cultural Resource Survey



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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>NYS Council on the Arts</i>	Non-profit arts and cultural organizations	Grants for between \$1,000 and \$10,000	Architecture, planning and design, arts in education, capital projects, dance, electronic media and film, folk arts, individual artists, literature, music, museum, presenting, theater, visual arts
	<i>NYS Planning Federation</i>	Land use planning	Grants for between \$1,000 and \$10,000	planning studies for municipalities
	<i>Land Trust Alliance of NY</i>	Land conservation	Grants for between \$1,000 and \$10,000	Land conservation grants
Regional	<i>Southern Tier West Development Foundation</i>	Local Planning and Development	Grants \$2,000 to \$10,000 (STWDF will fund projects up to and not to exceed 50% of the total project costs).	Initiating or expanding upon local planning and development activities

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	FUNDING		ASSISTANCE	
	AGENCY	PROGRAM	TYPE	PURPOSE
	<i>Appalachian Regional Commission</i>	Education; Physical Infrastructure; Leadership Development & Civic Capacity; Business Development & Entrepreneurship; and Health Care	Grant amount varies, Matching	ARC Focuses its resources on distressed counties and distressed areas within the 13-state Appalachian Region



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SECTION VIII

APPENDICES



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APPENDIX A

FOCUS GROUP SUMMARIES

APPENDIX NO. A

SUMMARY OF PROCEEDINGS
REGIONAL TRAILS MEETING/WORKSHOP
Cattaraugus County's Allegany State Park Perimeter Study
Hinsdale American Legion
October 31, 2002

Terry Martin, Chief Planner for Cattaraugus County, called the meeting to order at 10:30 am and asked everyone to introduce themselves as a way to get to know each other (there were 60 people present, see attached list). He thanked County Legislator Mark Williams for attending.

He thanked Ed Bennett of the Hinsdale Historical Society for guiding the tour of the historic Genesee Canal Lock #102 before this meeting. This is one of two potential heritage sites in Hinsdale that can be linked to trails.

Terry Martin announced that Cattaraugus County's new vision guidebooks won the Governor's Quality Communities Award for Excellence. Tom Livak and he had traveled to Albany on October 22, 2002 to receive the award. Copies of Volume 1, "Elements of A Countywide Vision", were handed out to those attending.

Debra Opferbeck, Tourism Specialist for Cattaraugus County, announced that the Cattaraugus County Travel Guide won two NYS Tourism Matching Funds Awards. One for the Best County Travel Guide in New York State and one for the Best In-House Graphics. She too had traveled to Albany in early October to receive the awards.

Terry Martin distributed copies of the draft, **Proposed Horse Riding Trails Map for Cattaraugus County** and explained how Cattaraugus County is promoting a regional trails network for economic development planning purposes.

He then introduced the following series of trail experts to (1) discuss future potentials for their trails, (2) to answer questions, and (3) to begin a networking process aimed at linking trails together in the longer term.

Frances Gotcsik, **Friends of the Genesee Valley Greenway** presented slides on the Genesee Valley Greenway, which is a 90-mile, multi-use trail from Rochester to Letchworth State Park to Hinsdale. There are 52 miles now open between Rochester and Letchworth State Park with public and private participation. She distributed copies of the Greenway maps, and encouraged future cooperation.

Wayne Cooper, **NYSDEC**, Allegany, NY stated that they are working to develop the southern end of the trail from Letchworth State Park to Hinsdale. They have applied for TEA 21 monies for funding. Perhaps by next spring they can get a development grant to purchase a stretch of the Erie River line. There is a group in Cuba/Belfast that has been doing some trail clearing. There is also an active group in Hinsdale. He was very impressed with Lock #102 of the historic Genesee Canal that the group toured prior to

the meeting today. Work is also scheduled to be done on Lock 98. Eric Gunther will help coordinate projects that will be coming up.

Ron Abraham, **NYSDEC**, Belmont, NY stated that work is to begin on the Southern portion of the trail in Allegany County. No work has been done as yet on the Cattaraugus County end of the trail. They are using TEA-2 grants for funding. Extra groups are working on helping with trail system connections.

Chuck Struble, **Hinsdale Planning Board**, stated that this is a great opportunity to meet with the Friends of the Genesee Valley Greenway. They are trying to get a chapter of the Friends of the Genesee Trail System organized here in Hinsdale.

Mr. Struble stated that the Hinsdale Historical Society, the American Legion, the Town of Hinsdale Council and the Town Planning Board are all interested in helping get the trail from Letchworth State Park completed through to Hinsdale and Olean and eventually into Allegany State Park. They need help with grantsmanship. They are interested in a trail link between Letchworth and Allegany State Park for hiking, biking, snowmobiling, equestrian activities, and mountain biking. He said there is a significant market for mountain biking if appropriate venues can be provided. Hinsdale has waterways that are suitable for canoeing and kayaking. They also have hunting and fishing. They would like to see Hinsdale become a destination as it was in the past. There are remains of an Indian Village, and the Genesee Canal. The railroad came first through Hinsdale, and Hinsdale had the first state road constructed in this county.

Mr. Struble stated that they are proposing that the Genesee Valley trail proceed from the Allegany County Line to Underwood Road then to Val Hollow along the tow path and railroad bed to Gile Hollow the along Gile Hollow to Faye Hollow. Beyond Faye Hollow to the Town of Olean to the back Hinsdale Road to the City of Olean Line. He handed out information on the use of existing bikeways and waterways.

The Town of Hinsdale has two parks, one owned by the American Legion and one by the Town of Hinsdale. They are proposing a trail head and staging area at the canoe launch area. The Oil Springs Reservation also has a boat launch.

Joe Higgins, founding organizer of the **Allegheny River Valley Trail** which goes through the City of Olean, St. Bonaventure University, and the Village of Allegany, stated that they are talking about taking the Genesee Valley Trail though Morgan Hollow to Nine Mile to Chipmunk Road to Allegany State Park.

Mr. Higgins stated that the Allegheny River Valley Trail is 5.6 miles, which is located, for the most part, in the City of Olean along the Allegheny River, and in the Town of Allegany and St. Bonaventure University Campus. The Trail Committee, of which Mr. Higgins is Chairman, is currently working on extending the trail. They have been in contact with NYSDEC and the U.S. Army Corps of Engineers concerning possibly using the tops of the levies. However, these agencies are reluctant to pave the tops of the levies, but the trail group will continue their efforts.

Mr. Higgins stated that money-raising projects have included selling bricks for two plazas and T-shirts. A lot of volunteers make it all possible.

Mr. Higgins stated that 40% of the Trail is on St. Bonaventure property. The remainder of the trail is on private land. They have lease agreements between the landowner and the municipalities. Greater Olean, Inc. is the facilitator for the Trail Committee. Trail maintenance is done by volunteers and users of the trail, with town and city involvement. Volunteers are assigned 1/4 mile of trail to maintain.

Teri Parker, **Little Valley Riders Club**, stated that the Riders Club has been in existence for 50 years. They have approximately 65 miles of riding trails, which are privately operated, that circle and connect back into Little Valley. A future idea is to connect these trail loops to the START Trail's trailhead in downtown Little Valley. The Rider's Club holds two annual events outside the village for 150-200 horses per event offering daylong rides and weekend activities. In addition to the annual rides, club grounds are open for horseback riding throughout the year for both guided and unguided trail rides.

Ms. Parker stated that she is currently a member of the Horse Committee of the Little Valley Area Chamber of Commerce. They want to increase tourism to the area and especially equestrian activities. Currently, there are three Bed and Barns in the Little Valley area: The Crosspatch; Mansfield Coach and Cutter and the R & R Dude Ranch.

Terry Martin stated that the County's consultant, Richard Swist, is working with the Village of Little Valley to promote the Village as an equestrian center in western New York. The County and its consultant also are working with the Village of Franklinville to convert the Randall Arendt designed conservation subdivision into an equestrian community complete with trails to Case Lake and the Historic Downtown District. He distributed copies of Swist's report.

Betty Chetney, **Vice President, WNY Land Conservancy**, East Aurora, NY explained that the Land Conservancy is a community based, not for profit organization that protects land for public use through conservation easements. She presented information on the WNYLC's activities and capabilities.

She said that with a conservation easement, you can sell some of your rights, but you can also reserve rights and restrict rights, usually forever. An easement is less costly than acquisition. It can be flexible, perpetual and monitored. They recommend against term easements.

George Wyman, **Assistant Director of Allegany State Park**, stated that a Trail Work Group has been established to review and improve the Park's trail plan. The Plan is in need of updating because of different users. Maintenance on the trails is also needed for the many miles of trails. They are asking for input from the user groups. The State Park Staff is currently checking distances, inspecting and inventorying the trails. There are currently 68 miles of snowmobile trails in the Park.

Terry Martin stated that the county's consultant, Rick Swist, is developing a proposal to design a four-season road into the Park from Limestone. There is a lot of discussion of how to include trails in this proposal. Limestone currently is the gateway into New York State from Pennsylvania.

Charlie Krepp, **Charlie's Cycle Center, Limestone**, stated that Limestone is being proposed as a Regional Hub for snowmobiling because they have 200-300 snowmobiles on any given weekend during the winter months. Erie County has the most number of snowmobile registrants in the area. We need to tie them in with Cattaraugus County and Chautauqua County.

Terry Martin stated that one of the fastest growing sports trends in the United States is Adventure Sports. The City of Salamanca recently hosted a portion of the Gravity Games in Salamanca, which was very well received. It included a nationally televised luge run from inside Allegany State Park, downhill along State Park Avenue into east Salamanca. The county's consultants, The Saratoga Associates and Richard Swist are proposing (1) that Limestone become the regional hub with services for snowmobiling, and a quality gateway into New York State; (2) the City of Salamanca as the region's center for Adventure Sports and as the major gateway into Allegany State Park, (3) Little Valley as one of the region's equestrian centers, (4) Randolph as a regional touring center with outlets for Amish goods. They are fairly certain that these branding efforts will be successful.

Thomas Livak, **Director, Cattaraugus County Economic Development, Planning and Tourism**, distributed copies of the County's Tourism Map, which helps visitors to Cattaraugus County find all of our attractions, trails, and events. The County is currently revising this map for printing in the 2003 Travel Guide. He would welcome suggestions to improve it, such as the canoe launch mentioned in discussion earlier that we were not aware of.

Mike Hutchinson, **Village of Gowanda**, stated that Zoar Valley is 7 miles in length and connected to the Village of Gowanda. They are currently working on a re-use of the Peter Cooper Super Fund Clean-up Site. One of the proposals for this site would be a staging area for entering/exiting Zoar Valley and this is especially appropriate for use as a major trails staging area. The trail could also extend eventually through Seneca Nation territory to Lake Erie, with Seneca planning and design efforts.

Terry Martin stated that we are trying to create new value for these rural areas. We want to build quality communities, by improving the quality of life including recreation opportunities and trails that are linked to our villages and cities. He proposed an annual "Great Race", from Allegany State Park, through the City of Salamanca along the START trail to Zoar Valley, and ending at the Peter Cooper site. People would start the race on foot, switch to bicycles, then to horses, and finally to canoes and kayaks in Zoar Valley. The annual awards banquet would be held in downtown Gowanda.

Rick LeFeber, founding organizer of the **START Trail**, stated that the START Trail is located on an abandoned railroad line between Salamanca and Cattaraugus (12 miles). He established the Cattaraugus Local Development Corporation (CLDC) to give him an

organization to work through. He used the Chautauqua County Rails to Trails as an example. Other sources of help came from the Genesee Valley Greenway Trail, Joe Higgins, JoAnn Curtis, Tammy Buchhardt, DOT, Jim Toner, ASP and the county's planning department. They applied for a TEA-21 Grant and received 1.3 million to construct the trail. Bill Fox of the Cattaraugus County DPW is administering the grant. They received a second grant for \$56,000 from the state park agency. The trail is slated for completion in the Fall of 2003.

Mr. LeFeber stated that the CLDC has recently purchased the Zaepfel Nature Center in the Town of Napoli, which is located between Little Valley and Randolph. They are developing multi-use trails for non-motorized use, including horse trails.

JoAnn Curtis, **Seneca Trail RC&D**, stated that they work with 5 counties in the region. As a non profit council, they have been successfully introducing timber bridges for low traffic roads. She feels these timber bridges would be ideal for small trail groups. The life span for timber bridges is 20, 30, or 40 years or more without maintenance.

Open Discussion

The issue of liability insurance was brought up. Snowmobile clubs are reporting that insurance is doubling or more.

Joe Higgins stated that the NYS General Obligations Law 9-103 protects the landowner that has given permission for their land to be used for recreational trails, so long as the landowner does not charge a fee for trail use.

Mark Williams, **County Legislator from Hinsdale**, stated that trail groups need to pressure the County Legislature to lower the liability insurance requirements.

Considerable discussion about insurance issues. It was a consensus that further research, discussion and action is needed on this issue.

Jim Toner, ASP, thanked the Cattaraugus County Legislature for sponsoring a snowmobile grant for the Snowmobile Federation. It will mean more monies for trail maintenance for the 349 miles of snowmobile trails in Cattaraugus County.

Tom Livak suggested the group consider setting up a "Trail Forum" on the Internet to promote sharing information and collaboration on all the various trail components in Cattaraugus County. He offered the county web site as a possible host for this "Trail Forum", which could start operating in early 2003.

Frances Gotcsik stated that she was amazed at all of the things people are doing to establish trails in this region of New York State.

There was general appreciation among those in attendance for all of the information that was shared today. Those in attendance thanked Cattaraugus County for organizing this meeting.

Terry Martin asked for a show of hands from people who would want Cattaraugus County to continue developing its regional trails vision, by sponsoring another meeting in the Spring of 2003. The purpose of another meeting would be to discuss these matters further. A roomful of arms waved in the air. He thanked everyone for attending.

The meeting/workshop ended with informal discussions among participants as they slowly left the building.



**REGIONAL TRAILS MEETING OCTOBER 31, 2002
HINSDALE AMERICAN LEGION, HINSDALE, NY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>REPRESENTING</u>
Abraham	Ron	Forester NYSDEC, Region 9
Bennett	Ed	Hinsdale Historical Society
Bishop	Paul R.	Chairman, County Planning Board
Brennan	Sandy	NYSDEC, Region 8
Brown	Donna	Concerned Citizens
Buckwalter	Leon	Alfred State
Carpenter	Rod	President, Friends of the Greenway
Case	Norm	Town of Hinsdale Planning Board
Chettyen	Betty	WNY Land Conservancy
Clute	Stephen	Hinsdale Historical Society
Cooper	Lila	Town of Hinsdale
Cooper	Wayne	Regional Forester, NYSDEC, Region 9
Dibble	Bill	Allegany Trails
Dibble	Lee G.	Allegany County Planning Board
Easton	Cleon	Franklinville Snowmobile Club
Edwards	Linda	Horse Trail Sub Committee, Little Valley
Fuller	Florence	County Planning Board
Goll	Ray	NYSOPRHP, Genesee Region
Gotcsik	Fran	Genesee Valley Greenway
Gunther	Eric	NYSDEC, Region 9
Herring	David	NYS Parks-Genesee Region
Higgins	Joseph E	Allegheny River Valley Trail
Hower	David	Town of Hinsdale Planning Board
Hutchinson	Michael	Village of Gowanda
Kraner	Susan	Friends of Genesee Valley Greenway
Krepp	Charlie	Charlie's Cycle Center
Kunselman	Gerald	NYSOPRHP, Genesee Region
Kurtis	JoAnn	Seneca Trail RC & D Council
Landers	Edna	Hill Top Riders Club
LeFeber	Rick	Cattaraugus Local Development Corp.
Lemke	Jim	Catt. Co. Fed. Of Snowmobile Clubs
Linderman	Jerry	Town of Hinsdale Planning Board
Livak	Thomas	Director, Econ. Dev. Plng & Tourism
Martin	Terry H.	Chief Planner, Eco Dev. Plng & Tourism
McCole	Charles	Town of Olean Planning Board
Melfi	Joyce L.	City of Olean Council
Myers	Sue	Allegany County Legislature
Nenno	Leo	Town of Olean
Oakley, Jr.	Orrin P.	Town of Hinsdale
Opferbeck	Debra	Tourism Specialist, Dept. of EDP&T
Paradis	Gina	Seneca Nation
Parker	Teri	Little Valley Rider's Club
Peek	Jim	Forester, NYSDEC, Region 8

REGIONAL TRAILS MEETING OCTOBER 31, 2002 Continued

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>REPRESENTING</u>
Phillips	Julie	Woodhill Estates
Puszcz	Margaret	Steno. Sec., Dept. EDP&T
Rauber	Richard	NYSDOT
Sayegh	John J.	Catt. EZ Corp. & GOACC
Schmelz	Carol A.	NYS Horse Council
Schumaker	Jean	Friends of Genesee Valley Greenway
Struble	Chuck	Town of Hinsdale Planning Board
Swartz	David M.	Village of Franklinville
Toner	James	Allegany State Park
Weber	Bruce & Veronica	NYS Horse Council
Williams	Mark s.	Cattaraugus County Legislature
Wilmot	Avis	F.B/GVCC
Witte	Linda L.	City of Olean Council
Wyman	George	NYSOPRHP – Allegany Region
Representative		Assemblywoman Cathy Young

**ALLEGANY STATE PARK PERIMETER STUDY
FOCUS GROUP MINUTES
SOUTHERN TIER WEST CENTER FOR EXCELLENCE
SALAMANCA, NY
MAY 29, 2002**

Thomas Livak, Director, Cattaraugus County Department of Economic Development, Planning and Tourism called the meeting to order and welcomed everyone to the meeting. He then introduced Terry Martin, Chief Planner and Project Manager for the Allegany State Park Perimeter Study.

Terry Martin thanked everyone for attending. He explained that the Allegany State Park Perimeter Study was funded by a member item from Senator Patricia McGee in the amount of \$100,000. Mr. Martin then introduced Dan Sitler, The Saratoga Associates, consultants for the study.

Dan Sitler presented a slide presentation giving a project overview and detailing Task 2 and 3 Development Projects Recommendations.

After the presentation there was a discussion period.

The Tunguwana Creek is excellent for canoeing and has historic significance.

Mike Weishan, Chairman Town of New Albion/Village of Cattaraugus Joint Planning Board stated that Zoar Valley needs to be connected to the State Park.

Terry Martin stated that he has been talking with Jack Torrance, Planning Board member in Gowanda concerning this possibility. Terry asked the consultant to identify the next areas to be studied: Village of Cattaraugus, Village of Gowanda and Zoar Valley. Mr. Martin also suggested an endurance race similar to ones held in Hawaii, along the liens of a marathon or triathlon.

Chuck Struble from the Town of Hinsdale Planning Board stated that he believes the Southeast corner of Cattaraugus County should be included. There is a multi-use trail proposal that would connect the Genesee Valley Canal Trail westward from Hinsdale to Olean to Allegany State Park. The State Bike Route could connect Route 16 corridor to the Route 219 corridor. Snowmobile linkage is needed between Limestone and Allegany State Park. He believes this should be capitalized on. Links to the underground railroad should also be included.

James Ellis stated that the Rail line from Cattaraugus to Gowanda should be looked at for future trails use, plus:

- Potential raft race from Springville to Gowanda
- Potential to tie 2 reservations together
- Erie County has largest number of registered snowmobiles
- Gowanda could be a gateway into the County for snowmobiles

- Average daily travel distance for snowmobiles is 150 miles per day
- Horse trails could extend from Zoar Valley to Gowanda
- Horse travel distances are 15-30 miles per day

Rick LeFeber stated that there is a need to tie the two reservations together. Also Erie County has the largest number of snowmobiles registered in New York State.

Discussion. We need to market what we already have, and to figure out who the partners are.

Rick White stated that Ischua Creek in Franklinville is the best trout stream around. Also in Randolph there is 26,000 acres of wetlands that are under restoration. Conewango Creek has good fishing. The Zaepfel Nature Center in Napoli has five miles of trails. Currently Environmental Grad students working there.

Lynn LeFeber stated that we need to cater to the baby boomers. They are into bird watching, fly fishing, nature. They need lodging, shopping, guides, restaurants.

Rick Swist stated that the County needs to look at other local successful counties such as Chautauqua, which has a successful wine tour. They have been successful in part due to top-notch marketing. There is a need for "quality" not expensive restaurants with views, good menus and excellent service.

Joan Petzen stated that we need long range planning that is people oriented. We need to define "What is Customer Service?" Hospitality! The agriculture community needs to be behind us. They are very protective of their land. We need to work with the County Farm Bureau and the Equine community. We need to determine how agriculture (which is important to the county) can fit into the overall economic development/tourism puzzle.

Discussion.

Rick Swist added that each Village needs a leadership group to take ownership of the project. As an alternative, the County could focus on developing leadership organizations to implement certain projects.

Chuck Struble stated that bridges for trails is significant. We need a link to Oil Spring Reservation.

Joan Petzen suggested looking into timber bridges for the trails, as they last for years with little or no maintenance.

Tom Livak stated that the County is going to be a pass through for trails money for snowmobile trail maintenance. New York State to the County to the Snowmobile Clubs. The State's Vision is capture the trail touring public. Mr. Livak stated that each community needs to determine its destiny.

Dan Sitler summarized the major suggestions, and asked if there is community agreement that we are going in the right direction? There were no objections (see attached list of people who attended this Focus Group).

Mr. Sitler stated that we need all three of the following to bring projects to fruition. 1) money, 2) market and 3) community consensus.

John Sayegh stated that there is a need in the Greater Olean Area for a new convention center. It will benefit the people of the area as well as the county as a whole. Mr. Sayegh also stated needs for:

- Consortium of all communities coming together to enhance quality of life and economic growth in Olean area.
- Community adopted concepts – partnership between private/public sector to capture the visitors.
- Need to capitalize on being adjacent to ski areas and state park.
- Events and lodging need to be provided for visitors (300 – 400 people at a time).
- Olean used to hold NYS Pageant and State Police Convention.
- Housing.

Terry Martin asked if it were possible to have a meeting with the Seneca's concerning horse trials.

Lana Redeye, Seneca Nation of Indians, stated that that discussion should be held with the Seneca Nation Planning Office. She appreciates the level that these projects have been proposed. The Seneca Nation has a lot of assets for the county:

- The Highbanks Campground
- Gaming
- Museum
- Gasoline/tobacco projects
- Entertainment such as the Pow Wow
- The original Oil Well on the Oil Springs Reservation.

Mike Miecznikowski, Allegheny State Park, stated that the existing antiques corridor should be included in the study, especially for the area where Route 219 crosses into the east end of the City of Salamanca.

Terry Martin stated that Salamanca is the major gateway into the Park. That is why The Saratoga Associates came up with the State Park Village proposal for the eastern end of Salamanca.

The Focus Group adjourned.

**Allegheny State Park Perimeter Study
Focus Group Attendance
May 29, 2002**

NAME	REPRESENTING
Gerard Fitzpatrick	Chairman, Cattaraugus County Legislature
James Ellis	Cattaraugus County Legislature
Charles Krause	Cattaraugus County Legislature
J. Stephen Montgomery	Mayor, City of Salamanca
Jeff Walker	Salamanca IDA
Larry Butler	Salamanca IDA & Council
Peggy M. Wisner	Salamanca IDA Accountant
Mike Zaprowski	Salamanca Planning Commission
Margaret Stuckart	Salamanca IDA
George Wyman	Allegheny State Park
Michael Miecznikowski	Allegheny State Park
Lana Redeye	Seneca Nation
Midge Dean Stock	Seneca Iroquois National Museum
Keith Lucas	Seneca Nation of Indians
Gina Paradis	Seneca Nation Planning Dept.
Jody Clark	Seneca Nation Transportation
Ed Walker	Mayor, Village of Limestone
Curt Spittler	Village of Limestone
Bucky Mohr	Village of Limestone
Michael R. Weishan	Town of New Albion Planning Board
Lynn LeFeber	Catt. Local Development Corp.
Rick LeFeber	Catt. Local Development Corp.
Rick White	Catt. Local Development Corp.
Ted LaCroix	Ellicottville Chamber
Cathleen Pritchard	Ellicottville Chamber of Commerce
John Sayegh	Cattaraugus Empire Zone
Chuck Struble	Town of Hinsdale Planning Board
Joan Petzen	Cornell Coop. Ext./Farmland Protection Board
Dan Sitler	The Saratoga Associates
Matthew Rogers	The Saratoga Associates
Bert Basinger	The Saratoga Associates
Rick Swist	Swist Gov't Consulting Assoc.
Jeff Davis	Catt. Co. DPW/Onoville Marina
Tom Livak	Economic Development, Planning & Tourism
Debbie Opferbeck	Cattaraugus County Tourism
Terry Martin	Cattaraugus County Planning
Carol O'Brien	Cattaraugus County Planning
Margaret Puszcz	Cattaraugus County Planning
Kevin Burlison	Salamanca Press
Sharon Turano	Jamestown Post Journal
Marcie Schellhammer	The Bradford Era



Department of Economic Development, Planning, and Tourism

APPENDIX B

NYS GENERAL MUNICIPAL LAW §9-103

New York State Consolidated Laws

General Obligations

TITLE 1

CONDITIONS ON REAL PROPERTY

- Section 9-101. Liability of receiver of rents and profits appointed in mortgage foreclosure.
- 9-103. No duty to keep premises safe for certain uses; responsibility for acts of such users.

Sec. 9-101. Liability of receiver of rents and profits appointed in mortgage foreclosure. A receiver of rents and profits appointed in an action to foreclose a mortgage upon real property shall be liable, in his official capacity, for injury to person or property sustained by reason of conditions on the premises, in a case where an owner would have been liable. Nothing herein contained shall be construed to enlarge the liability of the receiver in his personal capacity.

S 9-103. No duty to keep premises safe for certain uses; responsibility for acts of such users. 1. Except as provided in subdivision two,

a. an owner, lessee or occupant of premises, whether or not posted as provided in section 11-2111 of the environmental conservation law, owes no duty to keep the premises safe for entry or use by others for hunting, fishing, organized gleanings as defined in section seventy-one-y of the agriculture and markets law, canoeing, boating, trapping, hiking, cross-country skiing, tobogganing, sledding, speleological activities, horseback riding, bicycle riding, hang gliding, motorized vehicle operation for recreational purposes, snowmobile operation, cutting or gathering of wood for non-commercial purposes or training of dogs, or to give warning of any hazardous condition or use of or structure or activity on such premises to persons entering for such purposes;

b. an owner, lessee or occupant of premises who gives permission to another to pursue any such activities upon such premises does not thereby (1) extend any assurance that the premises are safe for such purpose, or (2) constitute the person to whom permission is granted an invitee to whom a duty of care is owed, or (3) assume responsibility for or incur liability for any injury to person or property caused by any act of persons to whom the permission is granted.

c. an owner, lessee or occupant of a farm, as defined in section six hundred seventy-one of the labor law, whether or not posted as provided in section 11-2111 of the environmental conservation law, owes no duty to keep such farm safe for entry or use by a person who enters or remains in or upon such farm without consent or privilege, or to give warning of any hazardous condition or use of or structure or activity on such farm to persons so entering or remaining. This shall not be interpreted, or construed, as a limit on liability for acts of gross negligence in addition to those other acts referred to in subdivision two of this section.

2. This section does not limit the liability which would otherwise exist

a. for willful or malicious failure to guard, or to warn against, a dangerous condition, use, structure or activity; or

b. for injury suffered in any case where permission to pursue any of the activities enumerated in this section was granted for a consideration other than the consideration, if any, paid to said landowner by the state or federal government, or permission to train

dogs was granted for a consideration other than that provided for in section 11-0925 of the environmental conservation law; or

c. for injury caused, by acts of persons to whom permission to pursue any of the activities enumerated in this section was granted, to other persons as to whom the person granting permission, or the owner, lessee or occupant of the premises, owed a duty to keep the premises safe or to warn of danger.

3. Nothing in this section creates a duty of care or ground of liability for injury to person or property.

New York State Assembly
Welcome Page] [Legislative Information



Department of Economic Development, Planning, and Tourism

APPENDIX C

DEMONSTRATION PROJECT SLIP SHEETS

Cattaraugus County

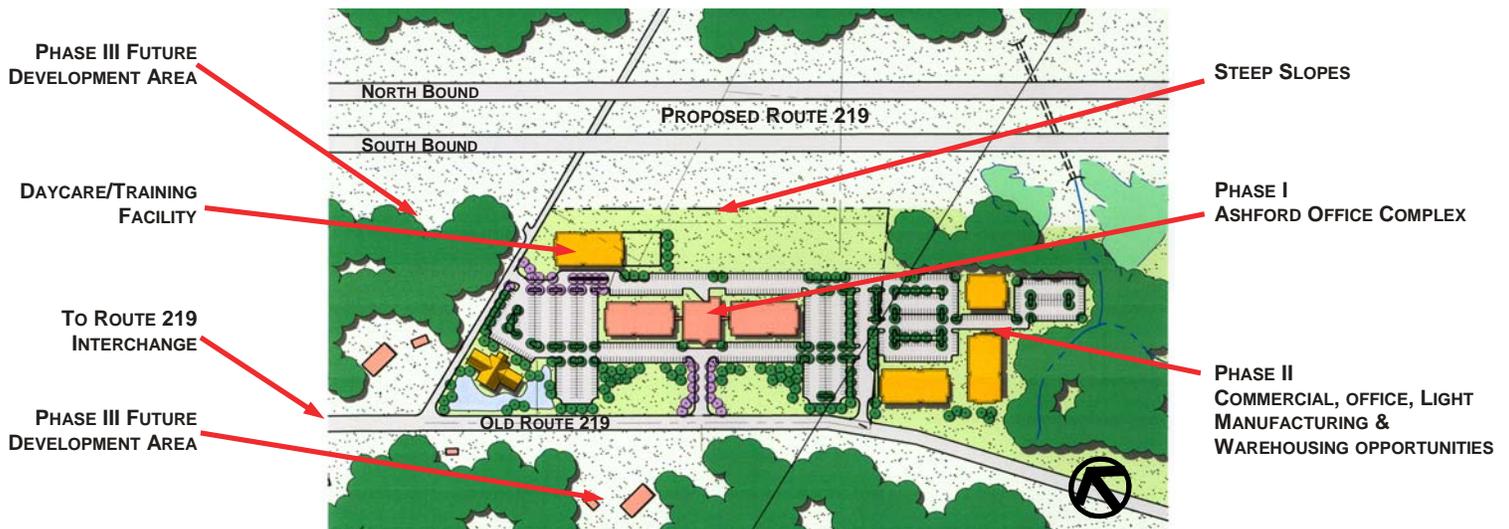
Route 219 - International Trade Corridor

Ashford Business and Education Park - Ashford, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County and the Town of Ashford invite developer and investor interest in the development of the next phase of the Ashford Office Complex on Route 219. This phase of the business park will offer added space to nearby West Valley Nuclear Services, Inc. while introducing new training and office

facilities for existing and relocating businesses. The proposed construction of a Route 219 freeway will greatly decrease travel times and bring Ashford and West Valley closer to the Buffalo and Toronto metropolitan areas.



PROJECT ELEMENTS

The Ashford Business and Education Park capitalizes on existing investment in the Ashford Office Complex, uses nuclear technology to provide a focus for marketing efforts, seeks synergy between the "Ceramics Corridor" and the nuclear

materials technology, and provides for education and training facilities in this part of the County. Preliminary development concepts envision the following phased program:

Business Park Component	Phase I*	Phase II
Office	50,000 SF	
Commercial		25,000 SF
Training Facility		20,000 SF
Assembly/Light Industry		20,000 SF
Flex Office/Warehouse		20,000 SF
Business Incubator		20,000 SF
Day Care Facility		3,000 SF

*Existing Ashford Office Complex

The proposed Visitors Center for West Valley Nuclear Services would serve as a public information and education center regarding nuclear technology. Project sponsors could be the U.S. Department of Energy and N.Y.S. Energy Research and Development Authority. A local educational institution would

offer training programs to local companies and the general public. The business park element of the program provides for flexible office and warehouse space, while the day care facility builds upon an existing successful operation.

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

Cattaraugus County

Route 219 - International Trade Corridor

Ashford Business and Education Park - Ashford, New York

Site Characteristics: It is estimated that approximately 20-acres of land would be required to support the full development program outlined. The Ashford Business and Education Park would utilize available sites adjacent to the existing Ashford Office Complex. Adding this development as a “second phase” of the existing complex will take advantage of investments in sewer and water systems.

Transportation: The proposed new Route 219 freeway would be a 4-lane divided highway between Springville and Salamanca. The proposed north-south high-speed ‘International Trade Corridor’, and its major crossroads with the Southern Tier Expressway (Interstate 86), would reduce travel time for trucks and passenger vehicles in all directions, including cross-border trips to Canada. This improved infrastructure would draw interstate travel both ways between Atlantic seaboard states and Canada, which is the largest volume trading partner



of the United States in the world. An interchange is proposed in the Town of Ashford, approximately one mile north of Ashford Hollow.

Ashford and West Valley Nuclear Services, Inc.: West Valley, in the Town of Ashford, is the site of one of the world’s most significant nuclear processing facilities, where nuclear waste products are effectively stabilized and transformed through technology. The existing Ashford Office Complex supports this facility by providing space for the U.S. Department of Energy, the N.Y.S. Energy Research and Development Authority (NYSERDA) and their contractors. NYSERDA manages the Western New York Nuclear Service Center located on 3,340 acres of State-owned land, approximately 30 miles southeast of Buffalo. As manager of the Center, NYSERDA represents New York State in the U.S. Department of Energy’s West Valley Project. Each agency

.....

Market Potential and Support: The economic implications of the proposed construction of the Route 219 freeway alternative are numerous, and extremely positive. Cattaraugus County, as the site of most of the Route 219 improvements, would experience the most immediate changes in accessibility and travel improvement, with associated increases in the development potential of sites in that area. The extension of the interstate-level expressway system would complete a critical regional and international transportation link that increases the region’s attractiveness as a gateway for the growing Canadian trade market, and supports important regional industries. Decreased travel time from markets in Buffalo and Toronto increases the viability of Ashford as a location for an industrial and professional office business park. NYSDOT estimates reduce travel time by 10 to 15 minutes under the freeway proposal.

The project would have several target markets, including the following:

- Visitors seeking a broader understanding of nuclear issues and processes, and specific review of the nuclear technology applied at West Valley;

- Corporations desiring a location with a high quality of life in a natural environment;
- Office tenants who have business with West Valley or its subcontractors;
- Small businesses seeking flexible office-warehouse space in the Route 219 corridor;
- Expanding companies presently located in metropolitan Buffalo.
- Educational institutions that seek to capitalize on nuclear technology and research while establishing a higher education presence in northern Cattaraugus County.

Community Support: The Ashford Business and Education Park project enjoys the wholehearted support of Cattaraugus County and the Town of Ashford. Local governments will be eager partners with developers and investors on all facets of site development and financing. The Town would like to see future commercial and industrial development focused in the area of the existing office complex to avoid the negative impacts of scattered developments.

Cattaraugus County Department of Economic Development, Planning & Tourism

303 Court Street, Little Valley, NY 14755

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Cattaraugus County

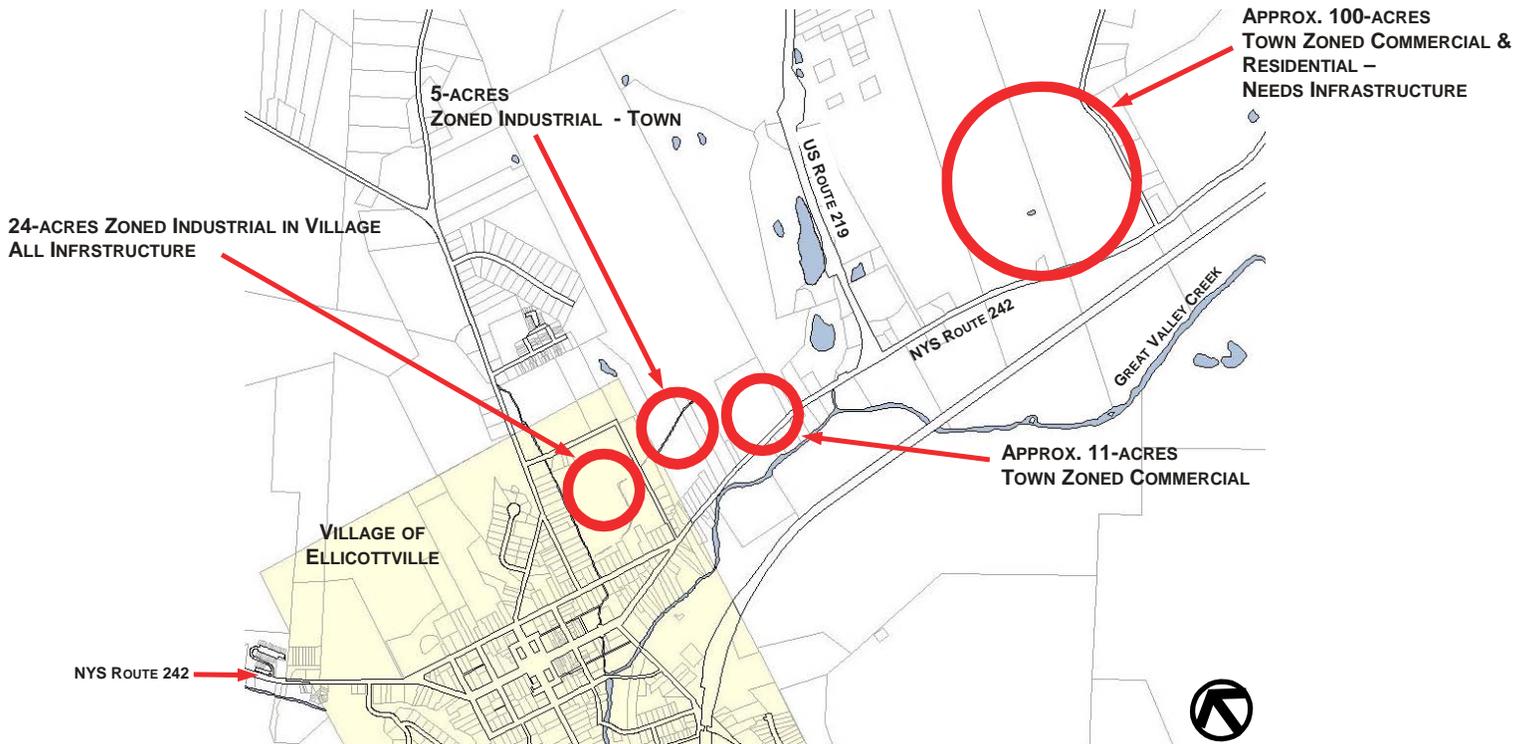
Route 219 - International Trade Corridor

Ellicottville Business Park – Ellicottville, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County and the Town and Village of Ellicottville invite developer and investor interest in the development of a business and commercial park on one or more available sites in the community. This business park will appeal to entrepreneurs and investors who are attracted to Ellicottville's active and

sophisticated lifestyle. The proposed construction of a Route 219 freeway will greatly decrease travel times and bring Ellicottville business addresses closer to the Buffalo and Toronto metropolitan areas.



PROJECT ELEMENTS

Preliminary development concepts envision the following phased program:

Business Park Component	Phase I	Phase II	Phase III
Office	12,000 SF	50,000 SF	75,000 SF
Distribution	50,000 SF	100,000 SF	100,000 SF
Assembly/Light Industrial	50,000 SF	80,000 SF	100,000 SF

The proposed mix of office, distribution and light industrial space reflects available market research on the categories of business likely to fit the location and demographics of the community. In particular, business services and a number of light industrial classifications are desirable marketing targets. Further, the decreased travel times in the north-south international trade

corridor increase the opportunity for warehouse and distribution operations for regional businesses. The business park concept may be implemented utilizing a single larger site or taking advantage of a number of smaller sites within the infrastructure limits of the community.

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Route 219 - International Trade Corridor

Ellicottville Business Park - Ellicottville, New York

Site Characteristics: It is estimated that 75-100 acres of land would be required to support the full development program outlined. There are currently four (4) development sites in the Village and immediately adjacent areas of the Town ranging in size from 10 to 100 acres. All except the largest site are within the Village/Town water and sewer district. Infrastructure extensions to additional sites might require pump stations due to elevation changes. Zoning on sites ranges from industrial to high density commercial and general commercial. Zoning changes may be needed and the Town and Village will be supportive of well-conceived business developments.



Transportation: The proposed new Route 219 freeway would be a 4-lane

divided highway between Springville and Salamanca. The proposed north-south high-speed 'International Trade Corridor', and its major crossroads with the Southern Tier Expressway (Interstate 86), would reduce travel time for trucks and passenger vehicles in all directions, including cross-border trips to Canada. This improved infrastructure would draw interstate travel both ways between Atlantic seaboard states and Canada, which is the largest volume trading partner of the United States in the world. It is proposed that seven interchanges be developed along the route of the new highway, with one on Route 242 northeast of the Village of Ellicottville.

Ellicottville: The Village of Ellicottville has developed into a regionally important ski destination in the center of Cattaraugus County. Holiday Valley and HoliMont ski areas offer some of the best ski terrain in Western New York. The Cattaraugus County Department of Economic Development, Planning and Tourism estimates that Ellicottville hosts over 600,000 visitors during the ski season alone. Capitalizing on this winter tourism opportunity, downtown Ellicottville has developed into a resort destination, with a quaint, yet vital, downtown comprising upscale accommodations, bars, restaurants, boutiques, galleries and niche retail establishments. It is unique in the western Southern Tier region. Within the village and adjacent to the ski areas, residential properties have been developed as second homes, vacation rentals, and bed and breakfasts. The Holiday Valley resort has an 18-hole golf course, tennis courts, swimming pool, and year-round conference center facilities. The community sponsors a multi-seasonal schedule of festivals and events to encourage year-round tourism.

Market Potential and Support: The economic implications of the proposed construction of the Route 219 freeway alternative are numerous, and extremely positive. Cattaraugus County, as the site of most of the Route 219 improvements, would experience the most immediate changes in accessibility and travel improvement, with associated increases in the development potential of sites in that area. The extension of

the interstate-level expressway system would complete a critical regional and international transportation link that increases the region's attractiveness as a gateway for the growing Canadian trade market, and supports important regional industries. Decreased travel time from the Buffalo and Toronto markets increases the viability of Ellicottville as a location for an industrial and professional office business park. NYSDOT estimates reduce travel time by 10 to 15 minutes under the freeway proposal.

Research has identified industries that could find Ellicottville attractive, including electronic components, industrial machinery, fabricated metals, specialty plastics, computer-related business services, distribution, forest-based products, specialized retail and tourism related goods and services. The Ellicottville Business Park project has been developed with a view to capitalizing on the potential for economic expansion and relocation in these industries.

Community Support: The Ellicottville Business Park project enjoys the wholehearted support of Cattaraugus County and the Town and Village of Ellicottville. The potential economic impact in terms of employment and tax revenues justifies this support, and local governments will be eager partners with developers and investors on all facets of site development and financing.

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Cattaraugus County

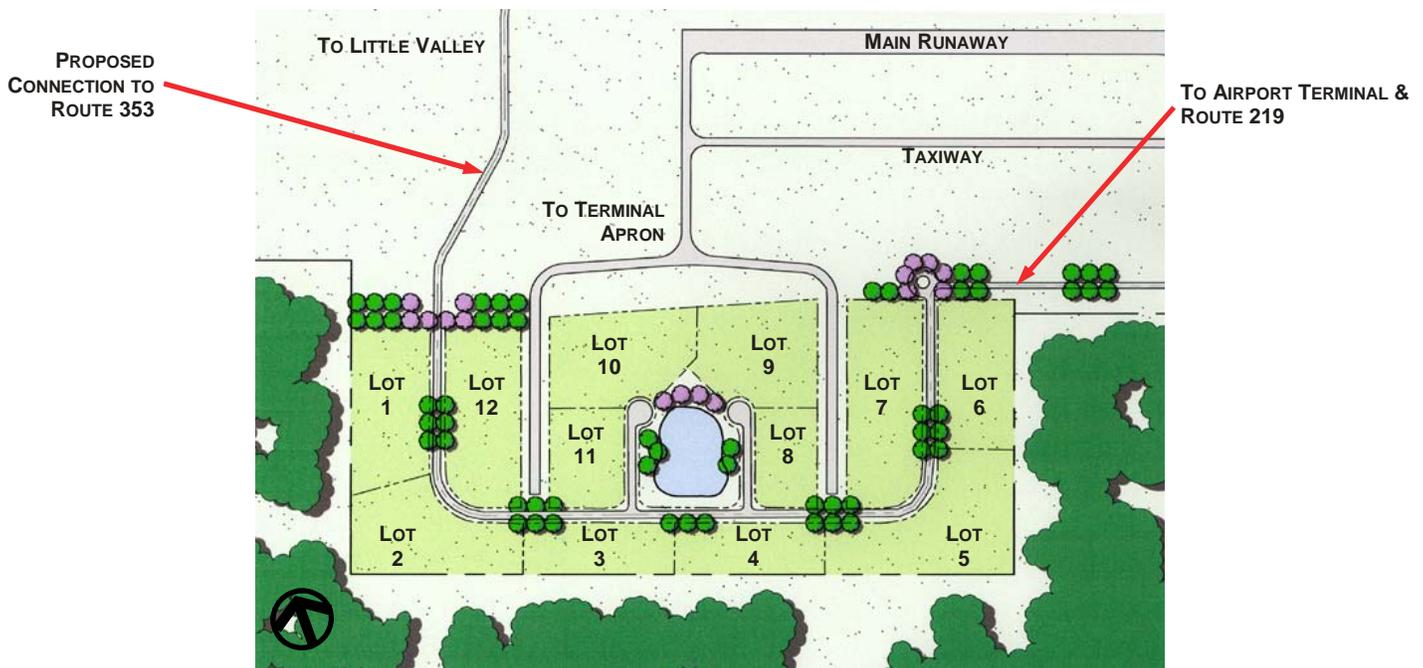
Route 219 - International Trade Corridor

Airport Business Center - Great Valley/Salamanca, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County invites developer and investor interest in the proposed Airport Business Center, a business and light industrial park to be constructed as part of a proposed new County airport adjacent to the Route 219 corridor and its proposed freeway development. The Airport Business Center would offer small footprint business development opportunities for industries related to airfreight and offices for businesses

with dispersed service locations, facilitating regional and Canadian business connections. The Business Center would include 50-acres for office, research and development, light manufacturing, and air transit related warehousing and distribution facilities. The final EIS has been completed and accepted, but the proposal is currently on indefinite hold.



PROJECT ELEMENTS

Preliminary development concepts envision the following phased program:

Business Park Component	Phase I	Phase II	Phase III
Office	5,000 SF		5,000 SF
Warehouse/Distribution	12,000 SF		20,000 SF
Light Manufacturing/Assembly		12,000 SF	
Research and development	8,000 SF	4,000 SF	2,000 SF

The Airport Business Center is a proposed 50-acre office and industrial park that would offer business development opportunities integrated with a proposed new Cattaraugus County airport adjacent to Route 219. The park plan has been laid out with parcels ranging from one to ten acres. The proposed airport would have a 6,000-foot runway, and over half of the Business Park will enjoy direct access to taxiways and the

runway. Coupled with direct highway links to the Route 219 interchange in Great Valley and Route 353 in Little Valley and Salamanca, the Business Center would offer solid multi-modal transportation options. The Airport Business Center is designed to accommodate office, research and development, light manufacturing, and air transit related warehousing and distribution facilities.

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Cattaraugus County

Route 219 - International Trade Corridor

Airport Business Center - Great Valley/Salamanca, New York

Site Characteristics: The County's airport consultant has identified a site for a new airport alternative to be located in the Towns of Little Valley and Salamanca. Access roads would be connected eastward to the Route 219 corridor and southward to the City of Salamanca and I-86. Individual development sites will be sub-divided along internal service roads that will be served by a public sewer, water, and storm drainage system. Over half of the development acreage would have direct taxiway access.

Transportation: The proposed new Route 219 freeway would be a 4-lane divided highway between Springville and Salamanca. One of seven proposed interchanges would be in the Town of Great Valley opposite the new airport entrance road. The proposed north-south high-speed 'International Trade Corridor', and its major crossroads with the Southern Tier Expressway (Interstate 86), would reduce travel time for trucks and passenger vehicles in all directions, including cross-border trips to Canada. This improved infrastructure would draw interstate travel both ways between Atlantic seaboard states and Canada, which is the largest volume trading partner of the United States in the world. It is proposed that seven interchanges be developed along the route of the new highway, with significant development and investments anticipated to locate in the vicinity of these interchanges.

A special multi-county railroad authority has been created by New York State to serve the more than 800 miles of rail line service between Corry, Pennsylvania and Hornell, New York. Cattaraugus County sits at the heart of this east-west rail service, which is operated by the Western New York and Pennsylvania Railroad.

Market Potential and Support: There will be two primary sources of support for space at this location - companies owned and operated by avid skiers and companies that enjoy an advantage in operating from a rural airport. The project would take advantage of the synergy between the Route 219 freeway,

the presence of the ski resorts, and the desire of small companies to move to airport-served locations with significantly reduced operating expenses and improved quality of life. The airport-resort combination offers a "quality of life opportunity" for certain kinds of businesses. An airport business park would tap into a new market that includes generally high technology and high value-added types of companies. The design and marketing of the project should proceed in concert with airport development, because a business park component is critical to the economic success of smaller municipal airports.

The excellent potential market support is also reflected in NYSDOT's projected employment figures associated with the Route 219 improvements. The economic implications of the proposed construction of the Route 219 freeway alternative are numerous, and extremely positive. The NYSDOT analysis considered how the freeway project might impact the factors behind the region's economic growth and how the project might alter residential patterns due to the area's increased accessibility or its proximity to areas where greater economic activity may occur. It was deemed that Cattaraugus County, as the site of most of the Route 219 improvements, would experience the most immediate changes in accessibility and travel improvement, with associated increases in the development potential of sites in that area.

Community Support: Support for the Airport Business Center is on indefinite hold by Cattaraugus County and the host municipalities, the final EIS has been completed and accepted but construction has not been approved. The potential economic impact in terms of employment and tax revenues still need to be clarified so that local governments, developers and investors will be better able to assess all facets of site development and financing. The construction of a new airport itself and the associated business center is contingent upon state decisions regarding the construction of the Route 219 freeway, but is still problematic at the present time.

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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 re-fueling, refreshment, storage, and lodging.

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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.

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Cattaraugus County

Route 219 - International Trade Corridor

Railyard Industrial Park - Great Valley, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County, the Town of Great Valley, and the Southern Tier West Regional Planning and Development Board invite developer and investor interest in the development of an industrial park on an available site in Great Valley. This industrial park will offer significant multi-modal transportation

options including an operating rail line and access to the proposed Route 219 freeway, just north of its intersection with Interstate 86. The Railyard Industrial Park will be a magnet for industrial, warehousing and distribution operations in the western Southern Tier of New York State.



PROJECT ELEMENTS

Preliminary development concepts envision the following phased program:

Development Component	Phase I	Phase II
Office/Research	15,000 SF	
Warehouse/Distribution		55,000 SF
Assembly/Light Industry		45,000 SF
Intermodal Terminal	85,000 SF	

The initial phase of development focuses on exploiting the multi-modal advantages of the site through warehouse, distribution and intermodal facilities. Subsequent phases introduce office, research and light industrial uses. The

Southern Tier West Regional Planning and Development Board proposes to form a not-for-profit development corporation to coordinate this development.

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Cattaraugus County

Route 219 - International Trade Corridor

Railyard Industrial Park - Great Valley, New York

Site Characteristics: The Railyard Industrial Park will be developed on a former railyard in the Town of Great Valley immediately adjacent to the City of Salamanca and the Seneca Nation's Allegheny Reservation. Sewer, water and municipal electric service will be available from the Salamanca Board of Public Utilities. Approximately 98-acres of the site are owned by CSX Railroad, which has expressed interest in divesting itself of the property. About half of this portion of the site would be available for development, with the balance required for the Route 219 Freeway right-of-way on the eastern side of the railyard, which has a proposed interchange nearby. An additional 25-acre parcel is owned by the Buffalo & Pittsburgh railroad, which also maintains the operating rail line through the property. The B&P has expressed interest in supporting development that utilizes rail service.

Environmental: The proposed site served as a railyard and has environmental conditions characteristic of that use. DEC and CSX agreed to a testing program to identify the exact extent of the problem, with a remediation program to be developed based upon those results.

Transportation: The site is served by the east-west rail line operated by the Western New York and Pennsylvania Railroad.

Market Potential and Support: The economic implications of the proposed construction of the Route 219 freeway alternative are numerous, and extremely positive. Cattaraugus County, as the site of most of the Route 219 improvements, would experience the most immediate changes in accessibility and travel improvement, with associated increases in the development potential of sites in that area. The extension of the interstate-level expressway system and a proposed new airport would complete critical regional and international transportation links that increase the region's attractiveness as a gateway for the growing Canadian trade market, and support important regional industries. Decreased travel time from the Buffalo and Toronto markets increases the viability of Great Valley as a location for an industrial park. NYSDOT estimates would reduce travel time by 10 to 15 minutes under the freeway proposal.

The excellent transportation connections at this site create an opportunity to attract businesses that require regional warehouse operations that serve the Northeast and Midwest. The possible development of an intermodal terminal (trucking,

The proposed new Route 219 freeway would add a 4-lane divided highway between Springville and Salamanca. The first interchange on the freeway northbound from I-86 would be at the railyard site. The proposed north-south high-speed 'International Trade Corridor', and its major crossroads with the Southern Tier Expressway (Interstate 86), would reduce travel time for trucks and passenger vehicles in all directions, including cross-border trips to Canada. This improved infrastructure would draw interstate travel both ways between Atlantic seaboard states and Canada, which is the largest volume trading partner of the United States in the world. It is proposed that seven interchanges be developed along the route of the new highway, with significant development and investments anticipated to locate in the vicinity of these interchanges.

Great Valley and the City of Salamanca: The urbanized area of these two municipalities offers the sites, work force and infrastructure needed to support industrial development in a way that complements the natural beauty of the adjacent environment. The redevelopment of the railyard brownfield represents an opportunity for industrial development that does not intrude upon the natural beauty of the State Park and other tourist activities in the region.

rail, and air service) at the site may attract firms seeking a low-cost location from which to serve nearby metropolitan markets.

Research has identified industries that could find this site attractive, including electronic components, industrial machinery, fabricated metals, specialty plastics, computer-related business services, distribution, forest-based products, specialized retail and tourism related goods and services. The Railyard Industrial Park project has been developed with a view to capitalizing on the potential for economic expansion and relocation in these industries.

Community Support: The Railyard Industrial Park project enjoys the wholehearted support of Cattaraugus County, the Town of Great Valley, and the Southern Tier West Regional Planning and Development Board. The potential economic impact in terms of employment and tax revenues justifies this support, and local governments will be eager partners with developers and investors on all facets of site development and financing.

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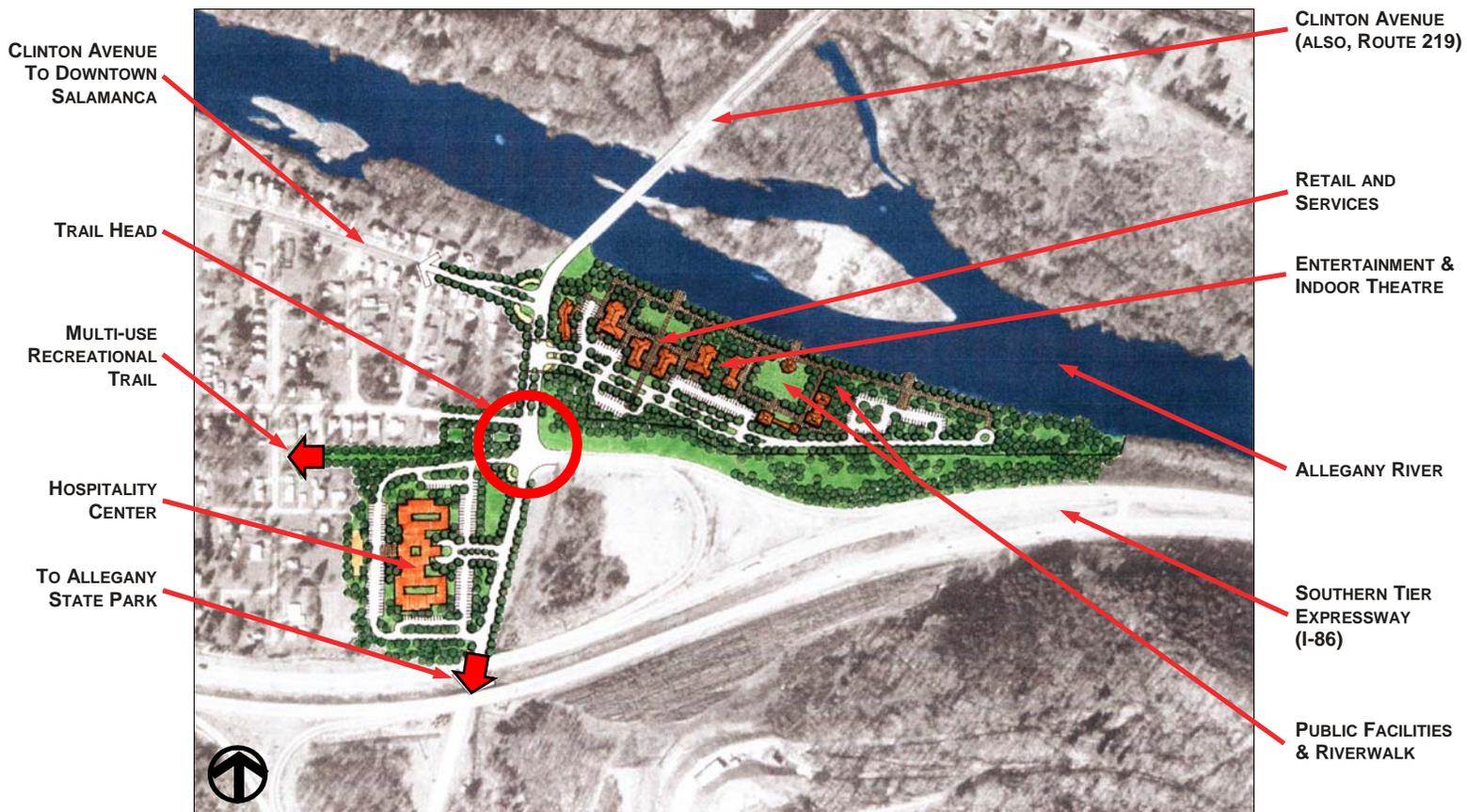
Explore and Enjoy

State Park Village - Salamanca, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County invites developer interest in **State Park Village**, a proposed, multi-faceted tourism development project in Salamanca, New York, which is located on Seneca Nation of Indians territory. The development site enjoys a spectacular waterfront location on the Allegheny River, adjacent to Exit 21 of Interstate 86. **State Park Village** will straddle the main

urban gateway to Allegany State Park, New York's largest state park, which entertains over 1.4 million visitors annually. The project builds upon this substantial market base and anticipates the positive market impact of highway upgrades in the Route 219 and Interstate 86 corridors.



PROJECT ELEMENTS

Preliminary concepts envision the following at **State Park Village**:

- Entertainment – Theater, Cultural and Historical Center, Climbing and Rappelling Walls, Amusement or Water Park.
- Retail and Services – Adventure Outfitter, Regional Arts and Crafts, Specialty Retailing.
- Trail Head – Snowmobile, pedestrian and bicycle access to a major trail node.
- Public facilities and open space – Riverwalk, Community Event Pavilion and Seating Lawn, Farmers Market, and Picnic Area.
- Hospitality – Welcome/Visitors Center, Hotel and Conference Center, Bed and Breakfasts, Restaurants and/or Food Court.

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Cattaraugus County

Explore and Enjoy

State Park Village - Salamanca, New York

Site: Two sites comprise the proposed location for **State Park Village** – an abandoned hospital lot on Parkway Drive and a series of lots on East Race Street along the Allegheny River. The sites have few development constraints, excellent infrastructure and direct access to I-86, this is the major urban gateway into Allegany State Park.

Allegany State Park: The proximity of **State Park Village** 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.



Salamanca and the Seneca Nation of Indians: The City of Salamanca is the main gateway to Allegany State Park for visitors traveling from Toronto, Buffalo and Ellicottville. Salamanca lies within the Allegany Reservation of the Seneca Nation of Indians and is heavily influenced by this cultural diversity.

Market Potential and Support: The concepts envisioned for **State Park Village** have had demonstrable tourism impact in other localities. Entertainment facilities and family participation activities grouped in an organized district have broad visitor appeal, as do concentrations of cultural attractions. Recreational facilities that serve in-line skating, mountain biking, bicycle moto-cross (BMX) and rock climbing are gaining in popularity. Specialty retail that offers antiques, arts and crafts appeals to tourists and allows local retailers to compete effectively.

State Park Village will diversify and expand the existing tourism market by offering facilities 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 **State Park Village** is to complement existing tourism resources in Allegany State Park with a balanced mix of higher-end outdoor recreation, entertainment and sightseeing opportunities that capitalize on these lucrative market segments.

Community Support: The State Park Village project is in the very beginning phase of development, and support from Cattaraugus County, the City of Salamanca, the Seneca Nation of Indians, and the broader community is still evolving. As the potential economic impact in terms of tourism-related jobs and revenues become clearer, local partners are expected to work with developers and investors on all facets of site development and financing.

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Cattaraugus County

Explore and Enjoy

Onoville Marina Park - South Valley, New York

DEVELOPMENT OPPORTUNITIES

Cattaraugus County invites developer interest in **Onoville Marina Park**, an aqua-centric resort centered upon county-owned and operated Onoville Marina, located in a magnificent natural setting in Onoville, New York. The development site enjoys a spectacular waterfront location on the Allegheny Reservoir, and is accessible from Exit 18 of Interstate 86.

Onoville Marina Park is on the western boundary of Allegany State Park, New York's largest state park, which entertains over 1.4 million visitors annually. The project builds upon this substantial market base and anticipates the positive market impact of highway expansions in the Route 219 and Interstate 86 corridors.



PROJECT ELEMENTS

Preliminary concepts envision the following at **Onoville Marina Park**:

- New main lodge offering accommodations and dining (30,000 SF), and house keeping cottages (20,000 SF), all situated on a great lawn overlooking Onoville Bay.
- New primitive camping area (60-80 sites) with interpretive trails and nature walks.
- New full-service tent and RV campground (180-200 sites) with swimming area, amphitheater and group camping area.
- Commercial and retail center (35,000 SF) with marina and boating support services, outfitters and rental services, specialty retail, dining and added accommodations.

The County will maintain control of the existing marina and the surrounding property and will negotiate appropriate arrangements for private interests seeking to develop the facilities and amenities outlined above.

Cattaraugus County Department of Economic Development, Planning & Tourism

303 Court Street, Little Valley, NY 14755

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Cattaraugus County

Explore and Enjoy

Onoville Marina Park - South Valley, New York

Site: Onoville Marina Park will be developed at Onoville Marina, located on the Allegheny Reservoir on West Perimeter Road at Sawmill Run Road, south of the I-86 Exit 18 interchange. The site is owned by the Army Corps of Engineers and leased to Cattaraugus County. There are three main areas: the Bay Sector (37 acres), the Sawmill Run Sector (220 acres) and the Brown's Run Sector (68 acres). Portions of each sector are within the 100-year flood plain, but over 200 acres are available for development.



Onoville Marina: The County-operated Onoville Marina has been operating with a profit for many years. It includes 394 dock slips for boats up to 40 feet in length, moorings, launch ramps, dockside electric hook-ups, pump-out facilities, fuel, and showers. Shore-side facilities include picnic areas and 77 public campsites. Canoe, pontoon and fishing boat rentals are

available. The Marina draws over 60,000 visitors annually to its rural location. The rental rates for docks varies according to size, with prices ranging from \$430 per annum for a 20 foot slip, to \$1,300 per annum for a 40 foot slip with shore power.

Onoville Marina is one of only two marinas on the Allegheny Reservoir, providing important access to its significant recreational resources. The Marina is generally fully operational between the months of May through September, based on fluctuating weather conditions. Throughout the summer months, the Marina operates at full capacity, with all docks occupied. Approximately one-third of Marina patrons are from Erie County (Buffalo area), one-third are from Cattaraugus County, and one-third are from Pennsylvania. Socio-economically, patrons and visitors tend to be middle class, with white-collar occupations.

Allegheny State Park: The proximity of **Onoville Marina Park** to Allegheny 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. In 1995, total regional expenditure by park visitors was estimated to have been approximately \$21.6 million.

Market Potential and Support: Tourism is a growth industry in the region, with even greater potential to contribute to the regional economy. **Onoville Marina Park** will diversify and expand the existing tourism market by offering boating and water-oriented camping and accommodations that enable the region to attract increased numbers of tourists and to capture greater value from the existing market. Consider the following:

- Onoville Marina is fully booked every year.
- 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 **Onoville Marina Park** is to complement existing tourism resources in the Park with a balanced mix of outdoor water-oriented recreation and hospitality opportunities that capitalize on these lucrative market segments. There is currently a limited inventory of family vacation oriented accommodations outside Allegheny 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 **Onoville Marina Park** project enjoys the wholehearted support of Cattaraugus County. The potential economic impact in terms of tourism-related jobs and revenues justifies this support, and the County will be an eager partner with developers and investors on all facets of site development and financing.

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APPENDIX D

LIMESTONE RUN ROAD UPGRADE COST ESTIMATES

**PROPOSAL FOR A ENW LIMETONE ENTRANCE INTO ALLEGANY STATE PARK
SUGGESTED COMPONENT ROAD SECTIONS AS OF 1999**

Feature	Jurisdiction	Description*	Length (miles)	Construction	Design/ Other	Total	Proposal Funding Sources**
Bailey Drive	Limestone (V)	A	0.62	\$480,000	\$169,000	\$649,000	NYSDOT/Marchiselli
Limestone Run Road	Limestone (V)	A	0.18	140,000	50,000	190,000	Limestone
Limestone Run Road	Carrollton (T)	A	1.91	1,470,000	516,000	1,986,000	Carrollton
Limestone Run Road	Carrollton (T)	B	0.97	750,000	264,000	1,014,000	Carrollton
Limestone Run Road	Allegany State Park	C	2.35	1,800,000	630,000	2,430,000	NYSOPRHP Capital Program
Carrollton Bridge #11	Cattaraugus County	D	110 ft.	800,000	281,000	1,081,000	NYSDOT/County
				\$5,440,000	\$1,910,000	\$7,350,000	

- * A = 18' width, 5' shoulders, asphalt less than 7"
- B = 14' width, 5' shoulders, asphalt less than 7"
- C = 14' width, 2' shoulders, gravel/asphalt less than 7"
- D = 18' width, 3.75' shoulders, open grate decking

Construction costs include survey, maintenance and protection of traffic, mobilization and 10% contingencies. Construction cost estimate, prepared by NYSDOT with information provided by Cattaraugus County and NYSOPR&HP, assumes the following:

- 1) Reconstruction and widening of existing pavement sections to two 10' lanes with two 5' shoulders;
- 2) No alignment changes or additional right of way required;
- 3) Roadway section to consist of 9" sub-base and a 7" asphalt cement concrete (ACC) pavement, 4" ACC shoulders, underdrain along both sides, cross culverts every 1500', 50 drainage structures, weak post corrugated guard rail along 25% of each shoulder, and the necessary clearing, grubbing, excavation, signing, seeding, and atriping.

Design/Other costs include design/engineering (20%) and inspection (15%).

** This is not a state approved project as of 2003. The improvements are being considered as part of the state's Draft Master Plan for Allegany State Park.



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APPENDIX E

DEPARTMENT OF TRANSPORTATION TRAFFIC PROJECTIONS SEGMENT TRAFFIC VOLUME COMPARISON



E.3.e Traffic Volumes

Upgrade

The 1.5%/yr growth in trips modeled on the new network containing the Upgrade Alternative combined with the long distance trips diverted to the improved highway results in moderate traffic growth in the U.S. Route 219 corridor. The projected traffic volumes are presented in Table E.3-6, and in Figures E.3-4 and E.3-5. The bypasses proposed for this alternative will divert significant traffic from U.S. Route 219. The amount of this diversion is presented below:

- **Salamanca Bypass:** This bypass will divert traffic from Central and Wildwood Avenues in Salamanca. Traffic in 2025 on Central was forecast to be 37 percent lower than if the bypass were not built. On Wildwood it was forecast that there would be a 17 percent reduction in traffic between the 2025 No Build and 2025 Upgrade Alternative. Option B which provides At-Grade access to Route 417 creates local diversions to/from the bypass. 2025 upgrade traffic volumes which take in to account these diversions are also shown on Figure E.3-4.
- **Ellicottville Bypass:** The bypass will carry 940 vehicles during the peak hour. This represents about 69 percent of the north/south traffic in Ellicottville. The traffic on Washington Street in Ellicottville was estimated to be 59 percent less than would exist in 2025 without the Upgrade.

Freeway

The combination of the base 1.5%/yr growth in trips combined with notable traffic diversions from local parallel routes and other long distance routes would produce significant increases in traffic in the corridor. The freeway would also divert sufficient traffic from the existing U.S. Route 219 to reduce future traffic volumes below current levels. Figures E.3-6 and E.3-7 show projected 2025 Freeway Alternative traffic volumes. A discussion is provided below.

- **Salamanca Section:** Access to Salamanca will be via Hickory Street and there is a new interchange proposed with N.Y. Route 17 on the south side of the Allegheny River. This section of the proposed Freeway is projected to carry a peak hour volume of about 1400. On Central Avenue north of Route 417 traffic volumes were projected to decrease by 16 percent from current levels and by 42 percent from projected no-build volumes. On Route 417 east of Central the volumes were projected to increase by 25 percent above what exists today but would still decrease by 13 percent from the projected no-build volumes. West of Central on Route 417 the projections showed an 7 percent increase over current volumes and a 25 percent decrease from projected no build volumes.
- **Salamanca to Ellicottville:** The Freeway in this section will carry about 75 to 80 percent of the corridor traffic. This will reduce traffic on existing U.S. Route 219 to about 500 vehicles per hour during the peak hour, which is 30% less than existing traffic, and 53% less than what is projected for the Null Alternative.

**Springville to Salamanca, DR/DEIS/4(f)
Appendix E - Traffic Report**



- **Village of Ellicottville:** The freeway would provide a bypass around Ellicottville for north/south through traffic. However, it is unlikely that it would be used by most local traffic because there is no interchange near Holiday Valley Road. The nearest interchange south of Ellicottville would be in Great Valley near C.R. 18 - Humphrey Road. The freeway section between the Ellicottville interchange and Great Valley would carry 1220 vehicles in the peak hour. In Ellicottville, Washington Street will carry about 570 vehicles in the peak hour, and Jefferson Street will carry about 500 vehicles. This is about 20% less than existing peak hour volumes on these segments.
- **Ellicottville to Peters Road Interchange:** During the peak hour the freeway will carry 1470 vehicles per hour. Existing U.S. Route 219 will carry 370 to 520 vehicles per hour, 30% to 70% of the traffic forecast for existing U.S. Route 219 with the Null Alternative.
- **Springville Section:** Traffic volumes at the U.S. Route 219/Route 39 intersection with the Freeway Alternative will decrease by 7 percent from existing volumes, and 35 percent from the 2025 Null Alternative volumes. South of N.Y. Route 39, traffic volumes in the U.S. Route 219 commercial corridor would decrease by 46 percent compared with the no-build case.



Table E.3-6
U.S. Route 219 - Segment Traffic Volume Comparison

AADT - Annual Average Daily Traffic									
Seg. No.	Existing Highway Segment	1996 Existing AADT	2025 No-Build AADT	2025 Upgrade			2025 Freeway		
				Old U.S. 219 AADT	4-Lane Upgrade AADT	Total AADT	Old U.S. 219 AADT	Freeway AADT	Total AADT
1	Bus Rt. 219. Exit 23 to Rt. 417	3,250	5,000	3,140		3,140	3,430		3,430
2	Bus Rt. 219/Rt. 417 to end Rt. 219 overlap	4,750	6,800	5,500		5,500	5,890		5,890
3a	Rt. 17 Exit 23 to Exit 22	10,750	15,400	21,800		21,800	21,700		21,700
3b	Rt 17 Exit 22 to Exit 21	10,750	15,400	14,570		14,570	16,140		16,140
4	Rt. 219. Exit 21 to Rt. 417	4,850	6,950	4,910	8,800	13,710	8,000	11,120	16,120
5	Rt. 219/Rt. 417 to end Rt. 219 overlap	8,250	11,800	9,810	8,800	18,610	8,930	11,120	19,950
6	Rt. 219. Rt. 417 to Salamanca N. City Line	6,600	9,500	5,990	8,800	14,790	5,500	11,120	16,620
7	Rt. 219. Salamanca N. City Line to Rt. 98	6,400	9,200		12,860	12,860	3,730	11,930	15,660
8	Rt. 219. Rt. 98 to Rt. 242 overlap	7,150	10,300		13,940	13,940	4,910	11,950	16,860
9	Rt. 219. Rt. 242 overlap to County Rt. 71	6,750	9,700	4,320	11,000	15,320	5,500	11,950	17,450
10	Rt. 219. County Rt. 71 to end Rt. 242 overlap	7,050	10,150	4,120	11,000	15,120	5,590	11,950	17,540
11	Rt. 219. end Rt. 242 overlap to County Rt. 12	5,400	9,150		12,760	12,760	3,630	14,460	18,090
12	Rt. 219. County Rt. 12 to Erie County Line	6,600	9,500		13,940	13,940	5,100	13,390	18,490
13	Rt. 219. Erie County Line to east end Rt. 39 overlap	12,000	17,250		21,690	21,690	9,220	15,550	24,780
14	Rt. 219. east end Rt. 39 overlap to west start of Rt. 39 overlap	12,600	18,250		22,570	22,570	11,680		11,680
15	Rt. 219 north of Rt. 39	8,780	12,610		16,880	16,880	17,540		17,540
DHV - Design Hour Volume									
Seg. No.	Existing Highway Segment	1996 Existing DHV	2025 No-Build DHV	2025 Upgrade			2025 Freeway		
				Old U.S. 219 DHV	4-Lane Upgrade DHV	Total DHV	Old U.S. 219 DHV	Freeway DHV	Total DHV
1	Bus Rt. 219. Exit 23 to Rt. 417	330	510	320		320	350		350
2	Bus Rt. 219/Rt. 417 to end Rt. 219 overlap	485	695	560		560	600		600
3a	Rt. 17 Exit 23 to Exit 22	1,096	1,570	2,220		2,220	2,210		2,210
3b	Rt 17 Exit 22 to Exit 21	1,095	1,570	1,485		1,485	1,645		1,645
4	Rt. 219. Exit 21 to Rt. 417	495	710	500	900	1,400	510	1,135	1,645
5	Rt. 219/Rt. 417 to end Rt. 219 overlap	840	1,205	1,000	900	1,900	900	1,135	2,035
6	Rt. 219. Rt. 417 to Salamanca N. City Line	675	970	610	900	1,510	580	1,135	1,695
7	Rt. 219. Salamanca N. City Line to Rt. 98	650	935		1,310	1,310	380	1,215	1,595
8	Rt. 219. Rt. 98 to Rt. 242 overlap	730	1,050		1,420	1,420	500	1,220	1,720
9	Rt. 219. Rt. 242 overlap to County Rt. 71	690	990	440	1,120	1,560	560	1,220	1,780
10	Rt. 219. County Rt. 71 to end Rt. 242 overlap	720	1,035	420	1,120	1,540	570	1,220	1,790
11	Rt. 219. end Rt. 242 overlap to County Rt. 12	650	930		1,300	1,300	370	1,475	1,845
12	Rt. 219. County Rt. 12 to Erie County Line	675	970		1,420	1,420	520	1,365	1,885
13	Rt. 219. Erie County Line to east end Rt. 39 overlap	1,225	1,760		2,210	2,210	940	1,585	2,525
14	Rt. 219. east end Rt. 39 overlap to west start of Rt. 39 overlap	1,285	1,860		2,300	2,300	1,190		1,190
15	Rt. 219 north of Rt. 39	895	1,285		1,720	1,720	1,785		1,785



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BIBLIOGRAPHY



**CATTARAUGUS COUNTY ALLEGANY STATE PARK PERIMETER STUDY
TASK 3 LINKAGES BETWEEN PARK AND COMMUNITIES**

BIBLIOGRAPHY

- ¹ Randall Arendt, MRTPI is a site designer, author, lecturer, and conservation advocate. He has degrees from Wesleyan University and the University of Edinburgh in Scotland, and an extensive professional practice all across North America. One of Mr. Arendt's best known books is "Rural By Design: Maintaining Small Town Character" published in 1994 by the American Planning Association. Mr. Arendt also coined the term Conservation Subdivision Design, which is a creative and effective approach to designing residential subdivisions in rural and sensitive areas.
- ² Smart Development for Quality Communities Volume 1, A Guidebook for Cattaraugus County, New York: Elements of a Countywide Vision (2001). Terry Martin, author. The Saratoga Associates and Cattaraugus County conducted six focus groups across the county in order to develop a consensus on community values and priorities, sponsored by the Cattaraugus County Planning Board. The findings are based on the countywide vision framework, findings from in-depth studies on special topics, visual preferences among a cross-section of community leaders (conducted by Randall Arendt), and participant's interactions and comments during six focus groups held across the county (conducted by The Saratoga Associates). Among its concepts, this guidebook encourages the development of a countywide trails network, as one of many smart growth and new urbanism concepts being applied to Cattaraugus County.
- ³ Cattaraugus County Promotional Literature, 2001
- ⁴ NYS Office of Parks, Recreation and Historic Preservation, 2001
- ⁵ Scope of Services, Cattaraugus County, Allegany State Park Perimeter Study, 2000
- ⁶ Smart Development for Quality Communities Volume 2, A Guidebook for Towns and Villages in Cattaraugus County, New York: (2001). Randall Arendt, author. Produced in collaboration with Cattaraugus County, with support from the Natural Lands Trust of Pennsylvania. This Volume 2 guidebook includes numerous design concepts and techniques in residential, commercial and light industrial land use for the county's 47 municipalities, and demonstration projects on specific sites for two rural villages (Franklinville and Little Valley New York) as local models to guide community officials and citizens in the future. Special, concurrent training was also provided to approximately 60 community leaders by Randall Arendt in 2001.
- ⁷ Martin, Terry, Ph.D., A New Vision for Enchanted Mountains Recreation Trails Cattaraugus County Department of Economic Development, Planning, and Tourism, December 2002. This

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study proposes a regional trail network connecting Letchworth State Park, Allegany State Park, Zoar Valley, and Chautauqua Lake.

⁸ Id

⁹ Smart Development for Quality Communities Volume 4, Saving Our Villages: (2003). This Volume in the Smart Development for Quality Communities Series for Cattaraugus County, NY., is a compilation of reports prepared by Randall Arendt, Richard Swist and Cattaraugus County. These reports have been developed with the overriding goal of improving and enhancing select villages throughout the County.

¹⁰ Rails to Trails Conservancy (www.railtrails.org)

¹¹ Flink, Charles, A etal., Trails for the Twenty-First Century, Second Edition Planning, Design, and Management Manual for Multi-Use Trails. Island Press. Copyright 2001 Rails-to-Trails Conservancy

¹² Clark, Paul, F. Into the Wild: A Review of the "Recreational Use Statute." <http://www.adk-nyc.org/Space/Statute.htm>

¹³ Id. at 2

¹⁴ General Obligations Law Section 9-103(2)(a)

¹⁵ General Obligations Law Section 9-103(2)(b)

¹⁶ See Rails to Trails Conservancy, *supra* note 9 at 41

¹⁷ Id. at 40

¹⁸ Id.

¹⁹ <http://www.snowclubs.com/greymatter/archives/archive-042002.htm>

²⁰ See Rails to Trails Conservancy, *supra* note 9 at 40

²¹ Richard Swist. Prepared a multi-phase plan for a new, all season road into Allegany State Park from Limestone

²² Richard Swist. (1) Defined in detail the twelve Demonstration Projects for Cattaraugus County, (2) prepared action plans for all 12 Demonstration Projects based on market data including a proposed regional equestrian center in Little Valley, New York, and (3) prepared "Partnership Agreements" with various stakeholders who are involved with each action plan. The Cattaraugus County Business Development Corporation is assisting with market research. Richard Swist has also identified three other equestrian centers that are emerging in the broader Western New York

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region; Batavia, Hamburg, and Fort Erie, Ontario. At the Cattaraugus County equestrian meetings in 2002, veteran horse riders have encouraged the Little Valley plan because it has more existing assets, appropriate amenities, and greater scenic beauty at this time than any of the other areas. It should be pointed out that organizers for Batavia, Hamburg and Fort Erie are currently advancing their own plans, and that it is the County's viewpoint that improvements to all four centers will boost all of western New York in the bigger markets of mid-western and northeastern United States, and Ontario Province in Canada.

²³ How Can Rural Villages Be Revitalized? The Cases of Franklinville, Little Valley and Randolph in Cattaraugus County, New York, by Richard Swist, Consultant to Cattaraugus County, August 2002. This study contains a SWOT analysis for each village (Strengths, Weaknesses, Opportunities, and Threats), and presents detailed project proposals with implementation steps. Swist is preparing Action Plans and proposed Partnership Agreements for these projects, which will be published in 2003 with his main report.

²⁴ See Smart Development for Quality Communities Volume 4, Saving Our Villages supra note 9

²⁵ Visioning Notes for Three Villages, Franklinville, Little Valley and Randolph, August 17, 2002, by Randall Arendt, consultant to Cattaraugus County, prepared for the Cattaraugus County Legislature, and designed and supervised by the Department of Economic Development, Planning and Tourism. This study presents rural design solutions for revitalizing these three village downtown areas.

²⁶ www.gorr.state.ny.us/gorr/BNNY%20Publications.htm

²⁷ Swist, R., Railyard Industrial Park Development Information

²⁸ Hubs and Connections: A Tourism Strategy for Cattaraugus County, SUNY Buffalo, School of Architecture and Planning, May 1999.

²⁹ Second Technical Memorandum, The Saratoga Associates, 1995, pg. 28-29

³⁰ The Saratoga Associates, Cattaraugus County Allegany State Park Perimeter Study: Task 2 – Economic and Market Analysis, July 31, 2001, pg. 105

³¹ Id. at 105-106

³² Id

³³ See How Can Rural Villages Be Revitalized? The Cases of Franklinville, Little Valley and Randolph in Cattaraugus County, New York supra note 22.

³⁴ Id