

A strategy for
prosperity
in Western New York

**BUILDS ON OUR
STRENGTHS**

**INVESTS IN THE
FUTURE**

**WNY Regional Council Meeting
Monday, August 13th 2018
1:00 p.m. to 2:30 p.m.**

**Old Library Events
116 South Union Street
Olean, NY 14760**

**THE NEW
WNY**



Agenda

Opening Remarks

Welcoming Remarks/DRI Update

Applied Strategy in Olean

CFA Round 8 and Progress Report Update

Cattaraugus County Economic Development Update

Olean Business Development Update

Closing Remarks

Opening Remarks

Jeff Belt & Virginia Horvath
Co-Chairs

WNY Regional Economic Development Council

Welcoming Remarks/DRI Update

William Aiello

Mayor

City of Olean

City of Olean Revitalization



Western New York

Regional Economic Development Council

Monday, August 13, 2018

Presented by

William J. Aiello

Mayor, City of Olean

History of Olean



- Olean was founded in 1804. The abundance of lumber and the proximity of the Allegheny River made it a desirable location.
- Downtown Olean grew when the City became a major center of commerce, industry, and agriculture in the late 19th & early 20th century.
- Today Olean has two registered historic districts and many properties on the State and National Register of Historic Places.



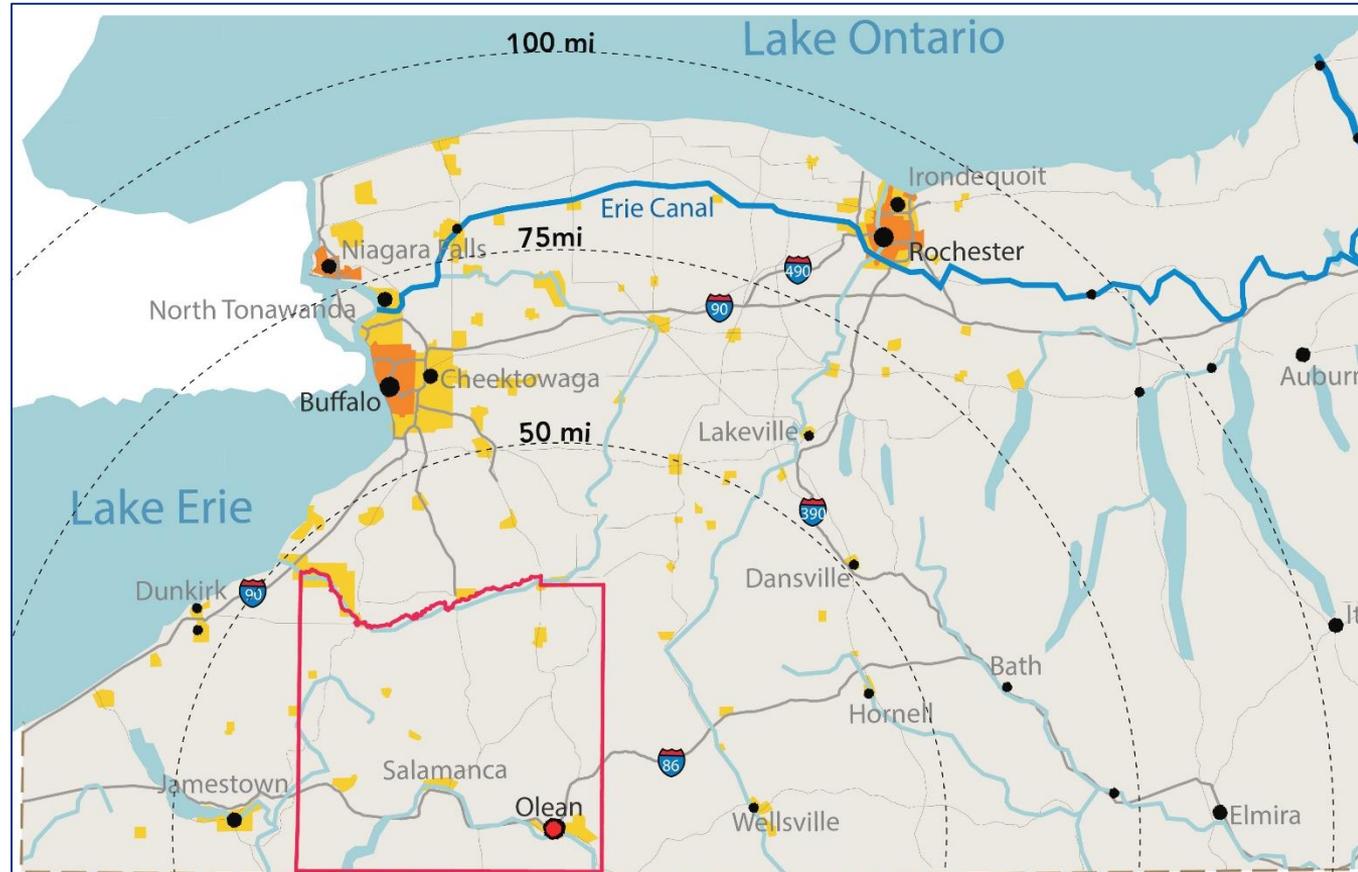
Olean reached a peak population of 24,000 people in 1954



Today Olean is a regional hub for Cattaraugus County, western Allegany County, and northern Pennsylvania

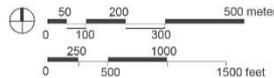


- Largest city in Cattaraugus County and an anchor in the Southern Tier
- Accessible by two exits on Interstate 86 where the next large cities are Jamestown and Corning, 45 and 90 minutes away
- Buffalo is just over an hour away



Geography of Downtown

- Union Street is the retail spine
- State Street is the busiest road in the County with many small businesses
- The river and creek frame the city center
- Olean General Hospital, Bradner Stadium/Smith Rec. Center and JCC are important anchors



Clean Revitalization



View of Olean Early Autumn 2013

Olean has focused on downtown renewal since the first Regional Economic Development Council's Strategy for Prosperity.



North Union Street Revitalization



**North Union Street
Summers of 2015 & 2016**



**Olean's merchants
and residents
endured a curb-to-curb
reconstruction
of the main
commercial street-North
Union Street.**



North Union Street Revitalization



The project was funded by:

- TIGER Grant
- EFC Green Innovation Grant
- ESD Grant
- NYSDOT Funds
- City of Olean Funds

It changed the traffic pattern, upgraded infrastructure--water, storm sewers, electric and gas lines, and added rain gardens for drainage.

North Union Street Revitalization



View of Santa Claus Lane, Olean December, 2016

The end result of the reconstruction of North Union Street was not only a traffic-calming and pedestrian-friendly street, but also:

North Union Street Revitalization



- New businesses have opened their doors.



Union Whiskey

StrOlean

June 8, 2018

North Union Street Revitalization



- Established businesses have painted, purchased new awnings and made other investments in their properties.

North Union Street Revitalization



- And buildings that have been abandoned and long forgotten have been purchased and are on their way to a second life.



City-wide Revitalization



**Revitalization
did not stop at
North Union Street.**



North Third Street



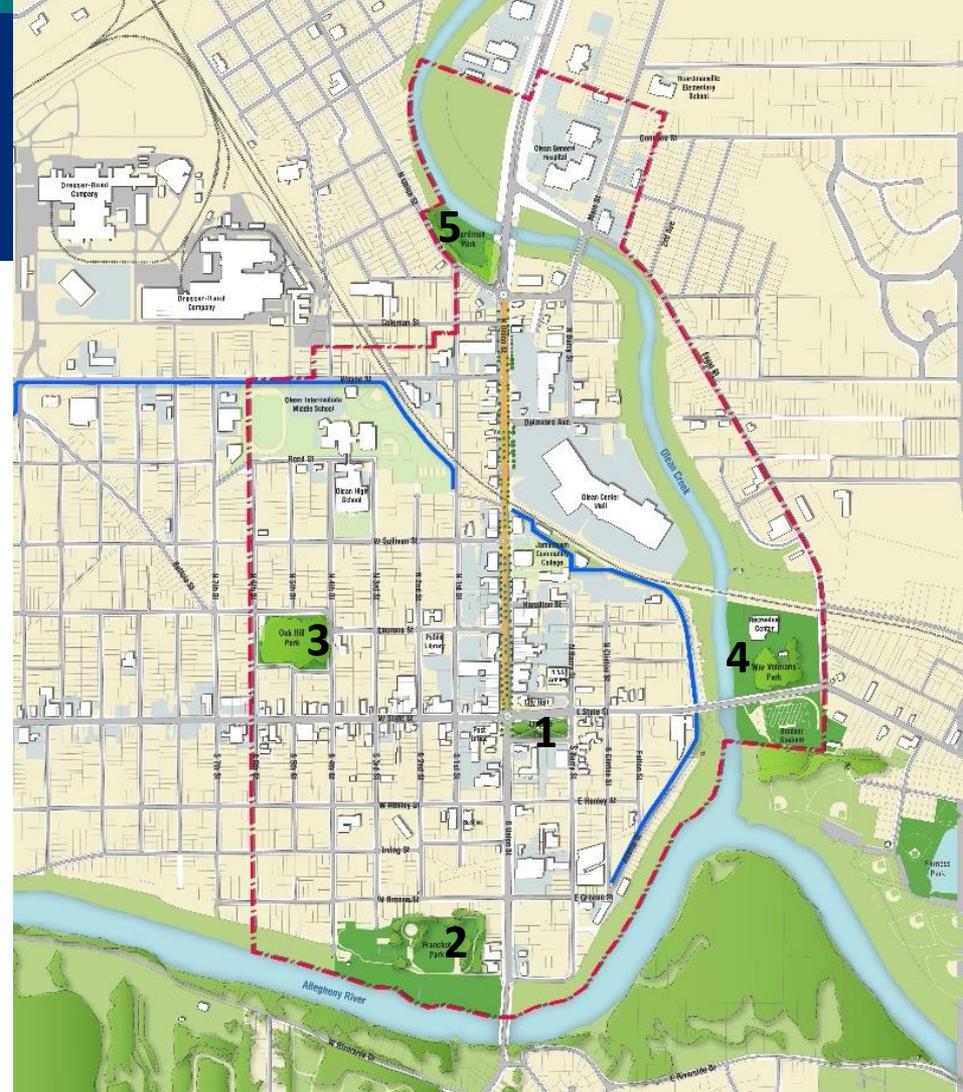
In 2016 a section of North Third Street, located in the heart of the Oak Hill Park Historic District, was successfully restored.

Many of the original bricks from the street were reinstalled during the process. In addition, sanitary sewer and storm sewer lines were upgraded.

A Consolidated Funding Grant through the Western New York Regional Economic Development Council helped to fund the project.

Olean's 5 Downtown Parks

1. Lincoln Park is centrally located but underutilized.
2. Franchot Park is on the River.
3. Oak Hill Park is an attractive, hill-top neighborhood park.
4. War Veterans Park has many recreational facilities.
5. Boardman Park transitions from commercial to residential at the north edge of downtown.



Lincoln Park



Lincoln Park is the future site of the Downtown Farmers' Market and current site of the popular Concert in the Park Series.

Oak Hill Park



Oak Hill Park Staircase Ribbon Cutting and Dedication— June 16, 2018

Entrance restoration accomplished through a partnership between:

- **Cattaraugus Community Regional Foundation**
- **Olean Parks Beautification Fund established by Marianne Laine**
- **City of Olean.**



Oak Hill Park



In the spring two different groups--Olean High School classes and Liberty Partnership students--prepare the park for summer.

- The students rake and clean the park.
- The City provides the tools and disposes of the litter and leaves.
- The Foundation feeds the helpers for a job well done.



Oak Hill Park

Spring Cleaning

May 2, 2018

William O. Smith Recreation Center



The William O. Smith Recreation Center has been a mainstay in Olean recreation for well over a generation. During the summer the pool is a popular attraction and the ice rink is used by a number of groups and teams throughout the region—even when there is no ice.

The Rec. Center had a \$3.2 million renovation last year, paid for by grants from Senator Catharine Young, New York State Parks, Recreation and Historic Preservation, Empire State Development and City of Olean Funds.

Bradner Stadium



- Olean Local Development Corporation took on the project of refurbishing Bradner Stadium.
- The overhaul was ongoing through the administration of three mayors.
- The stadium is the home of the Olean Oilers, Southern Tier Diesel and the Olean Huskies.
- It is used to stage the Fourth of July celebration.
- It is used by others as a large audience outdoor venue.



Downtown Revitalization Continues



On September 29, 2017, Governor Cuomo awarded the City of Olean \$10 million dollars as part of the Downtown Revitalization Initiative.

The City's proposal for the grant included the following:

- A broad but coherent slate of catalytic projects;
- Proven ability to leverage the State's investments in our community;
- A balanced approach to achieve social and economic equity;
- A durable plan that will also strengthen the Olean neighborhoods;
- A plan that is centered on people so that we will make our community and our residents more resilient.



Manufacturers Hanover Building



- Redevelop the vacant **Manny Hanny Building**, a historic landmark in the heart of downtown, for use as a restaurant, boutique hotel, and market-rate and luxury apartments.
- **\$2,000,000**



Renovation of Historic Row Buildings



- **Finish ongoing renovations of two historic row buildings at 319 and 321 North Union Street.**
- **DRI funds will complete Phase II including framing and rough mechanicals for the first floors and basements of each building to accommodate restaurants or other commercial tenants.**
- **\$100,000**



Expand Four Mile Brewing



- **Improve a historic structure occupied by Four Mile Brewing and Allegheny Adventures overlooking the Allegheny River.**
- **The project, which will enhance a downtown anchor establishment and allow for new residential and commercial opportunities.**
- **Includes roof replacement**
- **Canning equipment purchased and installed.**
- **A space renovated for a commercial tenant and two apartments**
- **\$411,250**



Renovate the Old Library Building and Inn



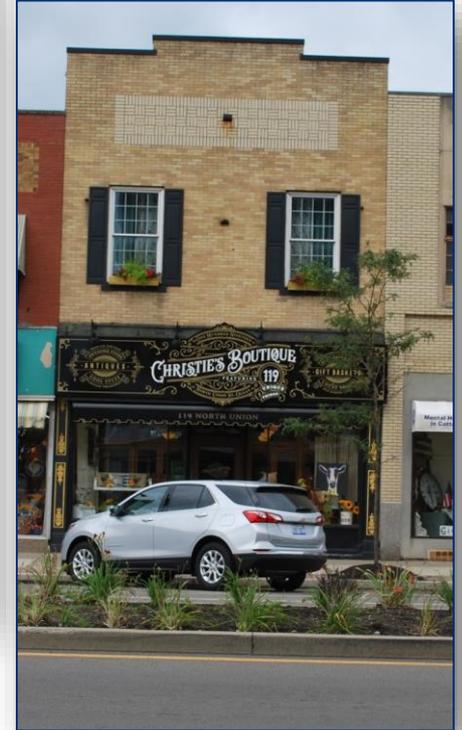
- **Renovate the exterior and interior of the historic library building and current events facility to establish a destination restaurant, event center, and adjacent day spa in the heart of downtown at 116 and 120 South Union Street.**
- **Improvements will be made to lighting, flooring, atrium space, a bar or lounge, dining areas, the mezzanine, kitchen, and bathrooms.**
- **\$719,500**



Downtown Revitalization and Rehabilitation Fund



- Establish a matching grant fund to encourage and support investment in downtown properties.
- Funds could be used for façade renovations and interior renovations, including upper floor housing renovations or conversions and first floor improvements.
- \$600,000



Improve the North Union Street Streetscape



- Improve the streetscape of North Union Street and State Street through beautification, appropriate lighting, seasonal banners, sidewalk replacement, and seating in front of restaurants.
- Wayfinding improvements will also be made.
- \$900,000



Improve Streetscape on West State Street



- Redesign and improve West State Street to make it inviting and safer for pedestrian and cyclists, while accommodating traffic on the busy road.
- Improvements will be made to pedestrian crossings, landscaping, sidewalks, lighting, and street furniture.
- Space for on-street parking, bump outs, and road striping will help calm traffic.
- **\$1,600,000**



Improve the South Union Street Gateway Corridor



- Improve the downtown gateway corridor of South Union Street between Henley Street and South Union Street by eliminating a traffic signal and replacing it with roundabouts.
- The project will include bump outs, medians, a bike lane, crossing enhancements, and sidewalk replacements.
- \$1,400,000



Renovate 211 North Union Street



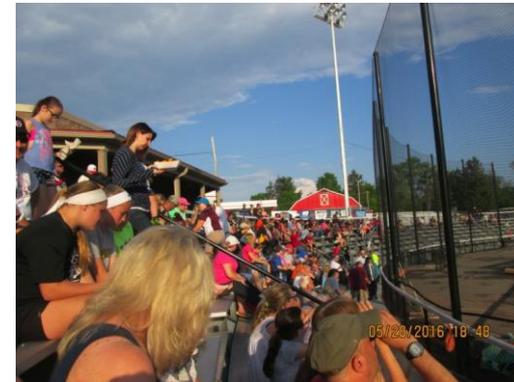
- Renovate an existing Union Street building for mixed-use development, including retail or office space and four loft-style apartments on the upper floors.
- DRI funding will complement private investment already committed to the project, allowing for façade improvements and other exterior renovations that will transform the public appearance of the currently-vacant building, making it attractive for new commercial and residential tenants.
- **\$194,250**



Implement Walkable Olean Phase III



- A combination of traffic calming, streetscape and crossing improvements will transform the East State Street mixed-use corridor into an inviting, walkable, vibrant area.
- Improvements will be made to intersections and streets, and include medians, landscaping, bump outs, parking improvements, and a shared use path.
- The project will create an important connection between downtown, a proposed Farmers' Market in Lincoln Park, the Allegheny River Trail network, Bradner Stadium and War Veteran's Park.
- \$1,200,000



Permanent Home for the African-American Center



- Renovate 201 East State Street, the oldest building in Olean, to create a home for the African American Center for Cultural Development.
- The interior will be outfitted for exhibition, performance space, and event space and include updated heating and electrical systems.
- Exterior work will include a new roof, siding, windows, and insulation.
- \$225,000

Improve Oak Hill Park



- The underused Oak Hill park will gain new life with improvements designed to upgrade existing facilities and install new amenities designed to complement the needs of the neighborhood and downtown.
- Improvements will include addition of a seasonal stage and a dog park, updated lighting and landscaping, restoration of pedestrian paths, as accessible park entrance, and other enhancements.
- \$350,000



Olean's Future



“Through these targeted investments, we are highlighting all that Olean has to offer while ushering in new growth and prosperity for generations to come. By preserving its historic architecture and revitalizing prime waterfront properties, Olean is sure to be a sought-after downtown destination for residents and visitors alike.”

Governor Andrew Cuomo

Announcing Olean's DRI Projects

July 16, 2018



Olean's Future



**We would like to thank
Governor Andrew Cuomo**

The Regional Economic Development Council

And many more

**Who have had the foresight and faith in the rebirth
of our community.**

Applied Strategy in Olean

Jeff Belt

Co-Chair

WNY Regional Economic Development Council

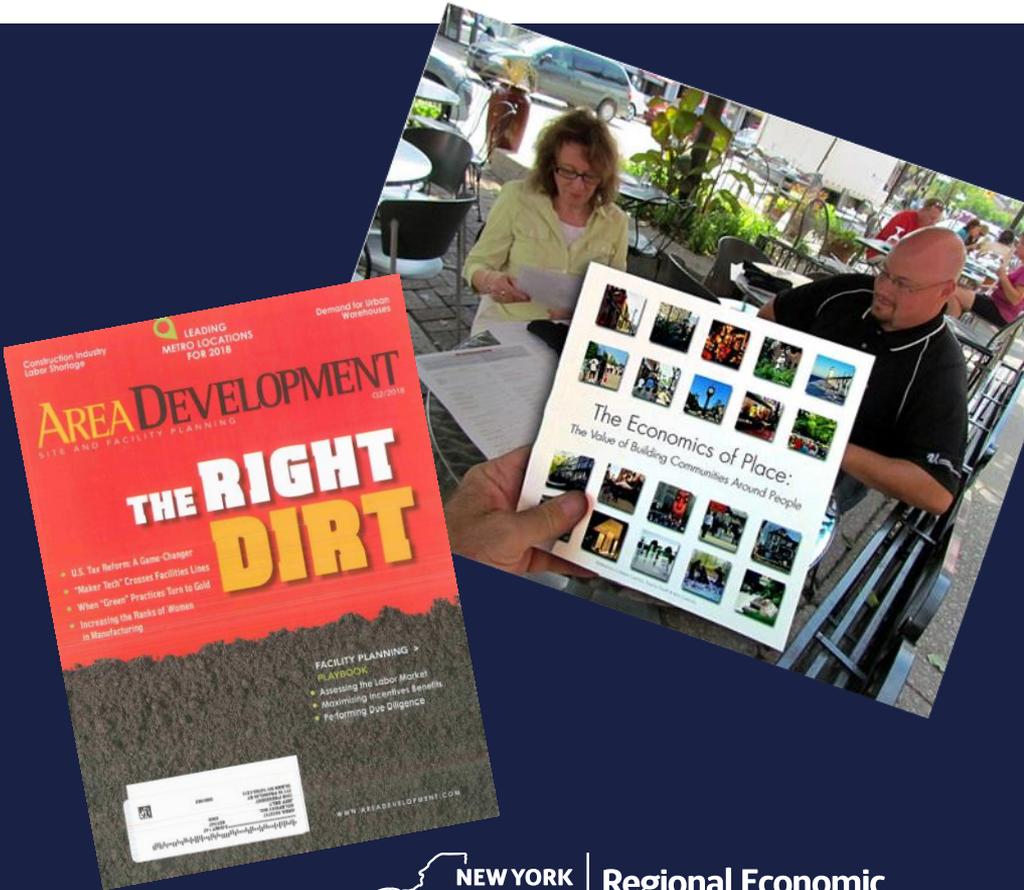


Applied Strategy

- Economic Development through *Placemaking, Workforce Development,* and by *Fostering A Culture of Entrepreneurship*
- What to expect and when to expect it
- The Olean idea

Role Models & Trends – We’re Following Best Practices

- Walkable Placemaking: “The most effective economic development strategy working in America today”
- A Ready Workforce: The most important site selection factor for the 2nd year in a row
- Entrepreneurs: new firms are responsible for nearly all of the nation’s net job growth



The Olean Idea – Leverage our Assets to Attract People

Quality of Place with Quality of Life:

- ✓ Walkable and vibrant downtown
- ✓ Civic assets like parks & recreation
- ✓ Waterfront activation

Investing in Our People:

- ✓ JCC Manufacturing Technology Institute
- ✓ Dream it Do it

Reviving the Startup Tradition:

- ✓ Young Entrepreneur Academy
- ✓ OBD Incubator
- ✓ Olean Farmer's Market
- ✓ Main Street Grants & Business Assistance



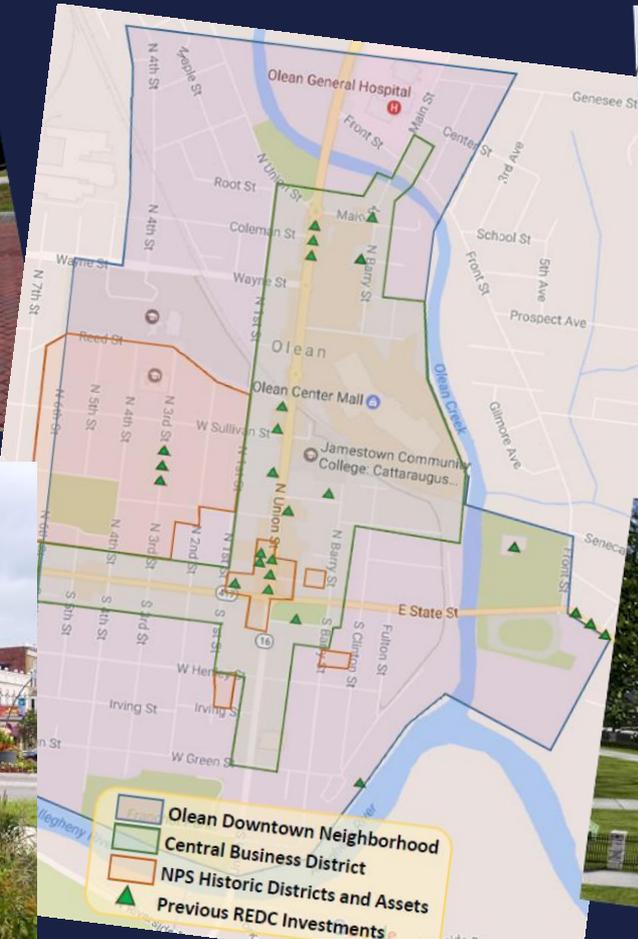
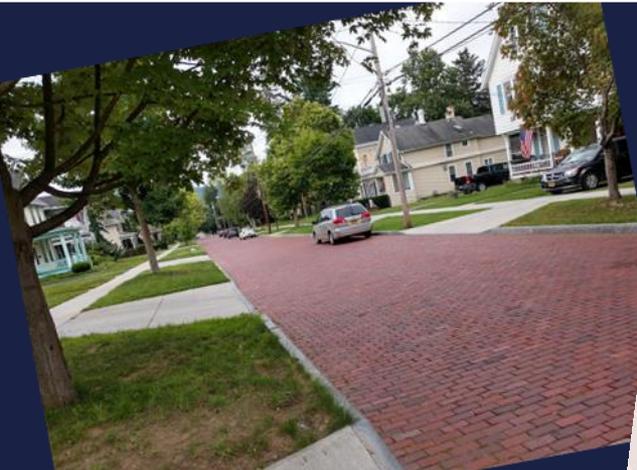
As it turns out, Olean has a lot to work with!

- Strong village fabric featuring a compact downtown, four perimeter parks for recreation, a civic square, and residential neighborhoods, easy to walk to.
- A downtown hospital
- A downtown community college
- A downtown brewery (!)
- A large collection of historic buildings plus two designated historic districts
- Miles of waterfront
- Ringed by tree-covered mountains

“If you could live here, you would!”



Since 2011, Olean has held downtown revitalization in focus.



The biggest, bravest project was *Walkable Olean*.



Present



Future

VISUALIZATION: UNION STREET, DOWNTOWN

Even including some of prior streetscape improvements, the extreme width of Union Street is evident in these images.

Currently, travel lanes are too wide (12-13 feet) and there are too many lanes, given the relatively low amount of traffic. Pedestrian amenities are inadequate. There are no pedestrian islands. At 50 feet, even with several well-intentioned curb extensions, the crossing distance for pedestrians is too far. The "cobra-head" expressway

lighting is inappropriate for this context, and the tall standards and wide spacing promote fast traffic speeds.

There are few people on the street, even fewer who seem to be using the street informally or recreationally. The place suffers from a palpable emptiness, a lack of a sense-of-place, when it should rightly be the center of civic and commercial life.

This visualization in the bottom image

fixes the basics. A tree-lined median is added. Two of the four travel lanes are eliminated, and the two remaining lanes are narrowed from 12 feet to 10 feet. There are tinted bike/safety lanes, additional curb kick-outs, and appropriate lighting.

Note that this rendering most closely follows the "angled parking" alternative on the previous page, but the reader can easily envision the parallel parking configuration.

It began with a vision so compelling that Olean was able to attract over \$8 million of grant money.



We were elated!



Regional Economic Development Councils

Then we endured this.



A remarkable transformation...



...and one of the most daring demonstrations of community courage I've ever known.

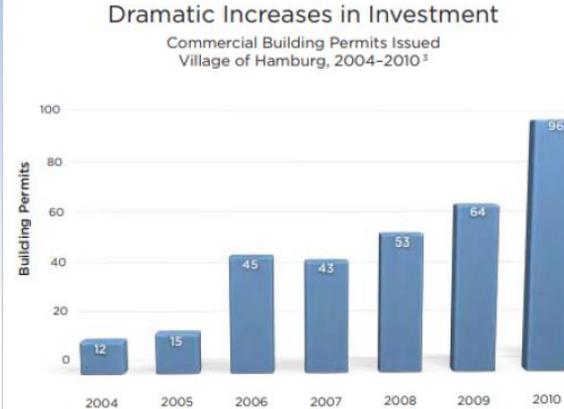
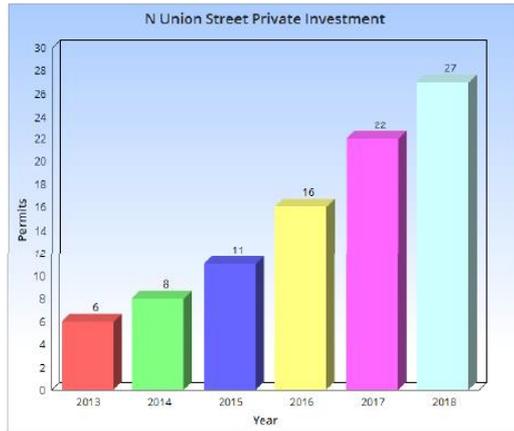


The Payback Model is already working out.

City of Olean Complete Streets Plan



- ❑ Olean is seeing new investment and a renewed sense of pride.
- ❑ Projected **250% increase** in building improvement projects



Plus, accidents are down,
traffic flows politely, and
people like it!

...And people really like it!



Photo credits: C. Michel,
Olean Business Development



(These are genuine people – not actors, not even tourists ;-)



Photo credits: C. Michel,
Olean Business Development

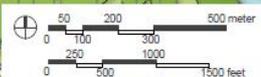
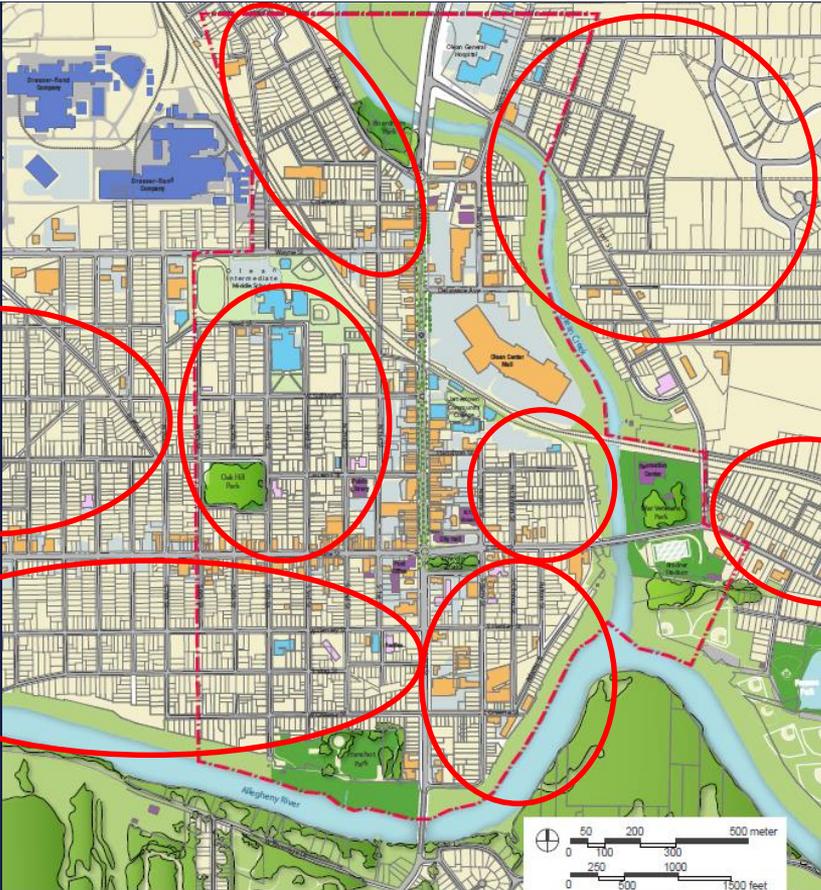


**Regional Economic
Development Councils**

Olean plans to extend this walkable make-over.



Our Goal: Restore downtown and then the neighborhoods.



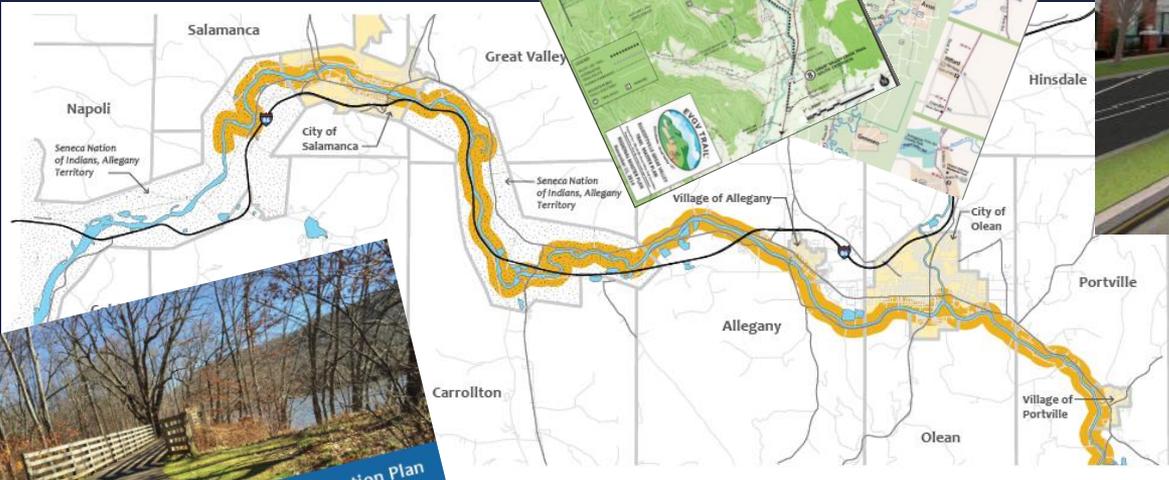
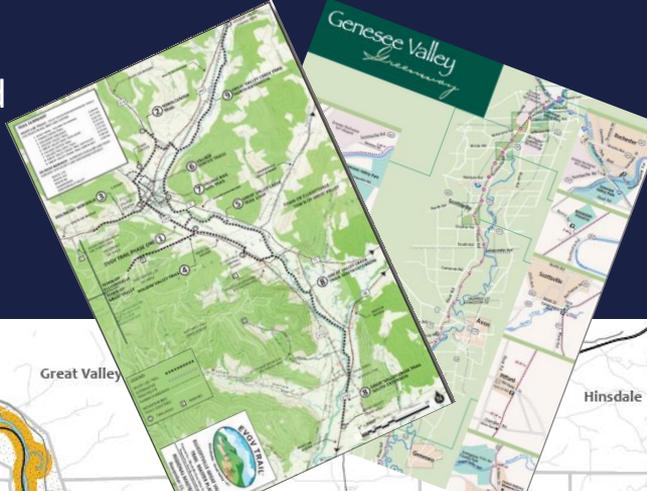
Tactics will include:

- ✓ Complete Street make-overs
- ✓ Waterfront (levee-top) trails
- ✓ Park & public space improvements
- ✓ A downtown recreational loop trail

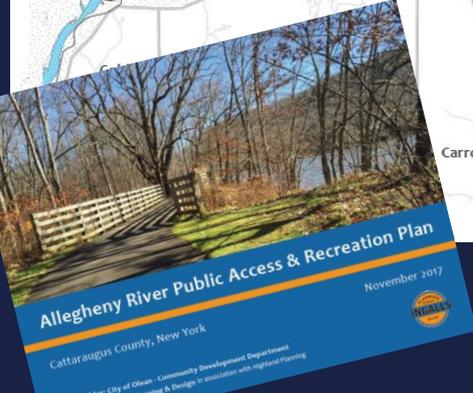
It's essentially, traditional town planning – from before the age of automobile dominance and sprawl.

And we want to integrate Olean into other County-wide attractions.

Cattaraugus County could become a destination for recreational trail tourists.



Olean will need help funding the trail connections into and through the City.



Regional Economic Development Councils

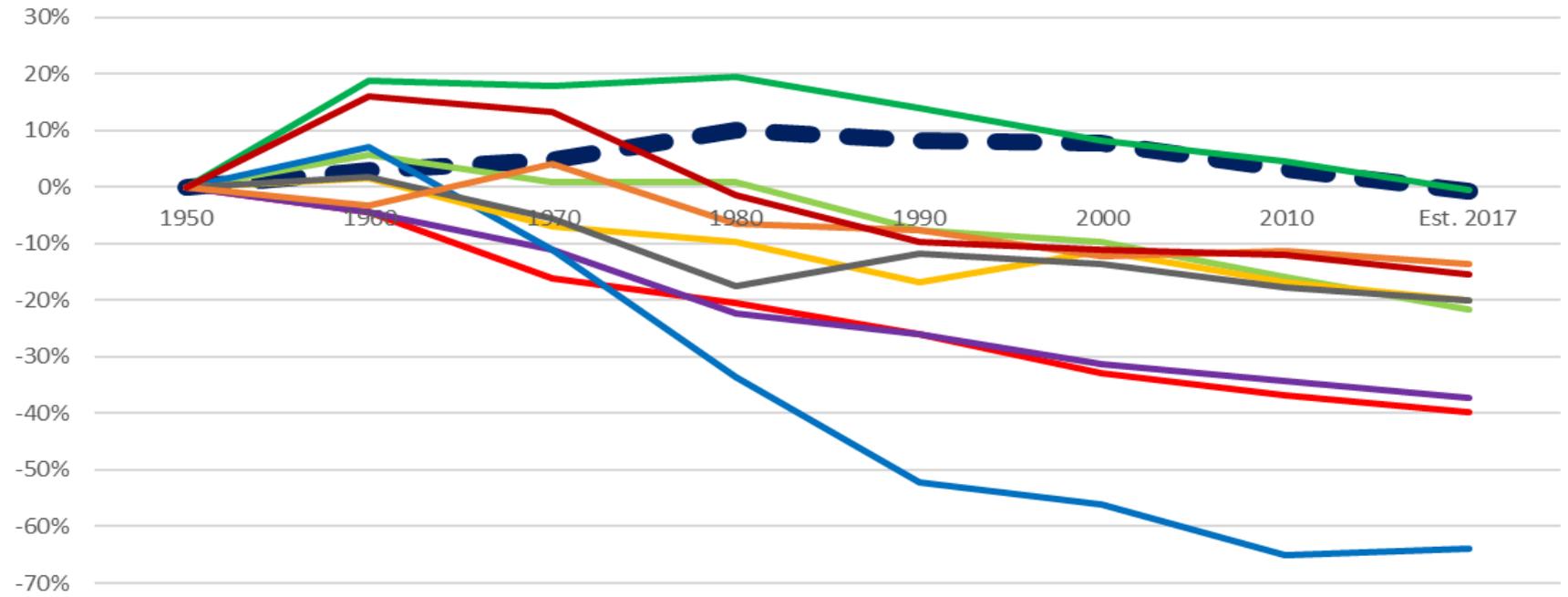
We want traditional villages but we're still getting sprawl.



Coming soon to Olean,
Allegany and Portville:
More empty houses?

Villages are shrinking even while the County holds steady.

Since 1950, the % of People in Villages has Fallen from 58% to 39%
While County Population has Held Steady



- Cattaraugus Cnty
- Ellicottville
- Franklinville
- Gowanda
- Little Valley
- Portville
- Salamanca
- Allegany
- Cattaraugus
- Olean

We're still in a fog over land use planning.

We agree it'd be good to restore population and property values in villages but...

...we don't want to tell people where to live.

Real estate preference surveys prove that people want to live in a traditional small town as long as...

...it's a vibrant and thriving place.



It makes sense for the State and County to invest in villages.

- Olean provides half the County's jobs with just 17% of the County's population (18,000 jobs and just 13,500 residents so a lot of non-residents utilize Olean streets and other infrastructure.)
- The County is known by its villages. (When I mention I'm from Catt County people ask if from Ellicottville, Franklinville, Salamanca or Olean. The answer is West Valley.)



For Olean to become a role model, more help would be great!

- The State offers money through programs like *New York Main Street*
- It would be great if the NYS DOT would do less “congestion busting” ... (which begets sprawl and traffic) and instead, allocate more \$\$ to village streets.
- The County is the greatest source of project management capacity in rural areas. (Villages don’t have the staff.)
- It would be great if the County would co-fund and help lead infrastructure projects in villages.

The screenshot shows the official website for the New York State Office of Community Renewal. The top navigation bar includes 'Services', 'News', 'Government', and 'Local'. A search bar and 'Location' and 'Translate' options are on the right. The main header is purple and reads 'Homes and Community Renewal' with sub-links for 'Rental Housing', 'Home Ownership', 'Housing Partners', 'Doing Business With Us', and 'About Us'. Below this, a purple banner says 'Welcome to New York Main Street'. The main content area is titled 'Office of Community Renewal Programs:' and lists several programs: 'Access to Home', 'Access to Home for Medicaid Program', 'Access to Home for Veterans', 'AHIC AHODP', 'NYS Community Development Block Grant (CDBG)', 'NYS Community Development Block Grant Disaster Recovery (CDBG-DR)', 'NYS HOME Local Program', and 'Mobile & Manufactured Home Replacement Program (MMHR)'. To the right, a featured section for 'New York Main Street' includes a photo of a street scene with awnings and text: 'The Office of Community Renewal administers the New York Main Street program. New York Main Street provides financial resources and technical assistance to communities to strengthen the economic vitality of the State's traditional Main Streets and neighborhoods. The New York Main Street grant program provides funds to units of local government, and not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers.' Below this is a 'Program Information:' section with links to 'Main Program Page', 'Featured Projects', and 'Program Guidelines'.

Restoring our Villages is *Durable* Economic Development.



- It will take a long time,
- with steady effort,
- and leaders must have thick skin because all opinions matter...

- But it's a low risk investment.
- Because People (taxpayers) like it!
- And, businesses are choosing locations based on available workforce and quality of life.

...and Olean could become a role model!



**Regional Economic
Development Councils**

CFA Round 8 and Progress Report Update

Mo Sumbundu
Project Manager
Empire State Development

Laura Quebral
Director
UB Regional Institute

WNY | 2018 CFA Workshops and Public Information Sessions Attendance

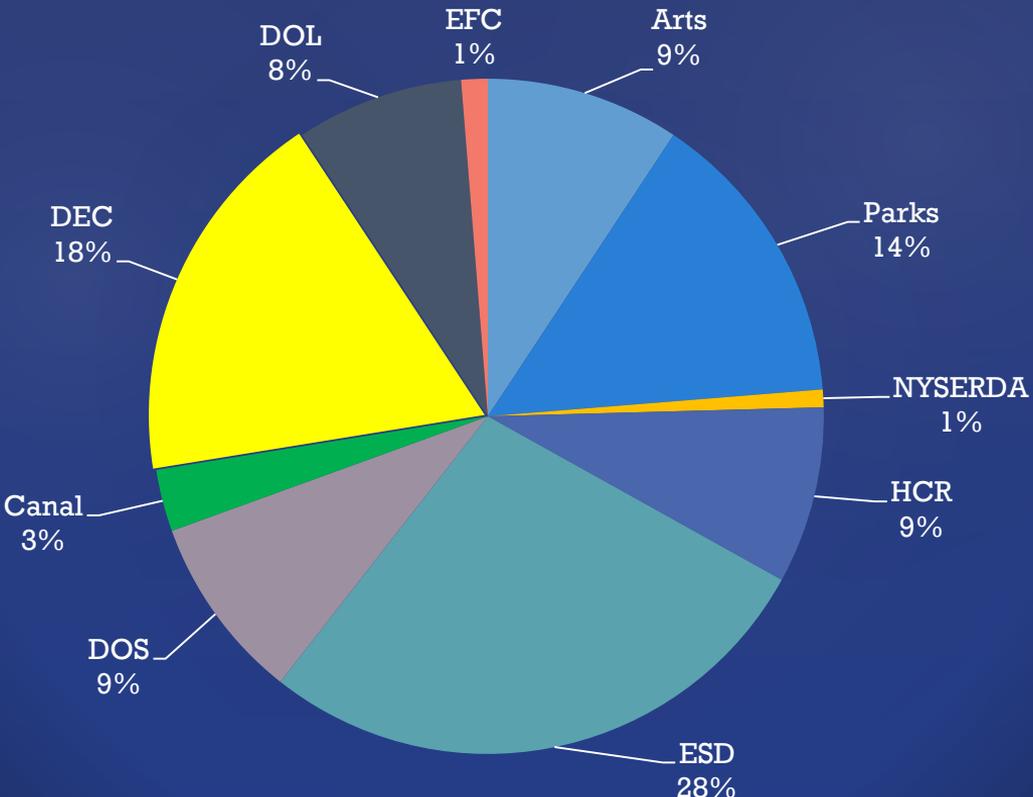
Location	Attendance
Fredonia (CFA Workshop)	75
Buffalo (CFA Workshop)	150
Alfred State (CFA Public Information Session)	30
Holiday Valley (CFA CFA Public Information Session)	25
Niagara Falls (CFA Public Information Session)	40
Total	320

WNY | 2018 CFA

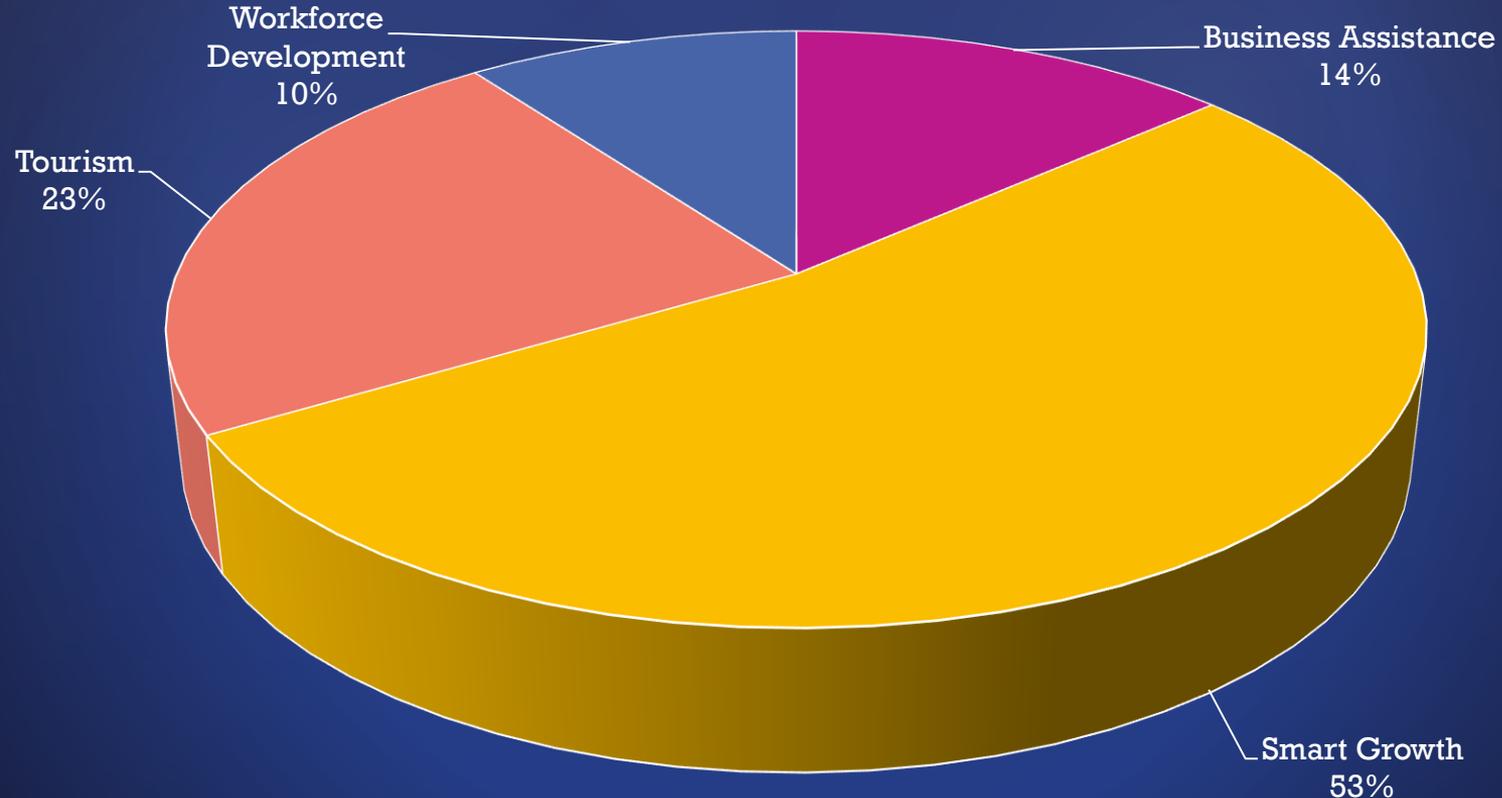
- **245** CFA applications were finalized & submitted by the 4pm deadline on Friday, July 27th
- **239** Eligible applications will be reviewed by the WNY REDC
- **37** Empire State Development Grant funds are eligible as Priority Projects
- State Agencies finished the process of reviewing applications for eligibility on Friday
- Eligible applications will move on to be scored by both the WNY REDC & state agencies



WNY | 2018 CFA Agency Breakdown



WNY | 2018 CFA Strategic Alignment



WNY | 2018 CFA Schedule

May 1
CFA Opened

July 27
CFA Closed At
4 PM Sharp

October 1
Regional Council
Deadline for
Progress Report

Late Fall
Round 8 Awards
Ceremony

WNY | 2018 CFA Schedule

AUGUST

Monday, August 13th
1:00 – 2:30 p.m.

REDC Meeting – City of Olean *

Monday, August 13th

Council Members Receive Recusal Information

Tuesday, August 14th – Tuesday,
August 21th

Council Members Access & Review CFA Applications (on your own) *

Tuesday, August 21th

9am-noon: Workforce Development Score Group Meets; *
1-4pm: Smart Growth Score Group Meets – ESD Boardroom

Wednesday, August 22rd

9am-noon: Business Assistance and Entrepreneurship Score Group Meets to Discuss Applications & Determine Scores; *
1-4pm: Tourism, Arts and Cultural Score Group Meets – ESD Boardroom

SEPTEMBER

Thursday, September 6th
2:00 p.m. – 5:00 p.m.

REDC Meeting – Jacobs School of Medicine and Biomedical Sciences *
Discuss CFA Scores, Finalize List of Priority Projects & Adopt Final Scores

Monday, September 24th
5:00 p.m.

Final Regional Council Scores Due

OCTOBER

Monday, October 1th
5:00 p.m.

Final Progress Report Due to Albany

TBD

Strategic Implementation Assessment Team (SIAT) Presentation *

DECEMBER

Early December

Awards Presentation *

WNY | 2018 CFA SCORE GROUPS

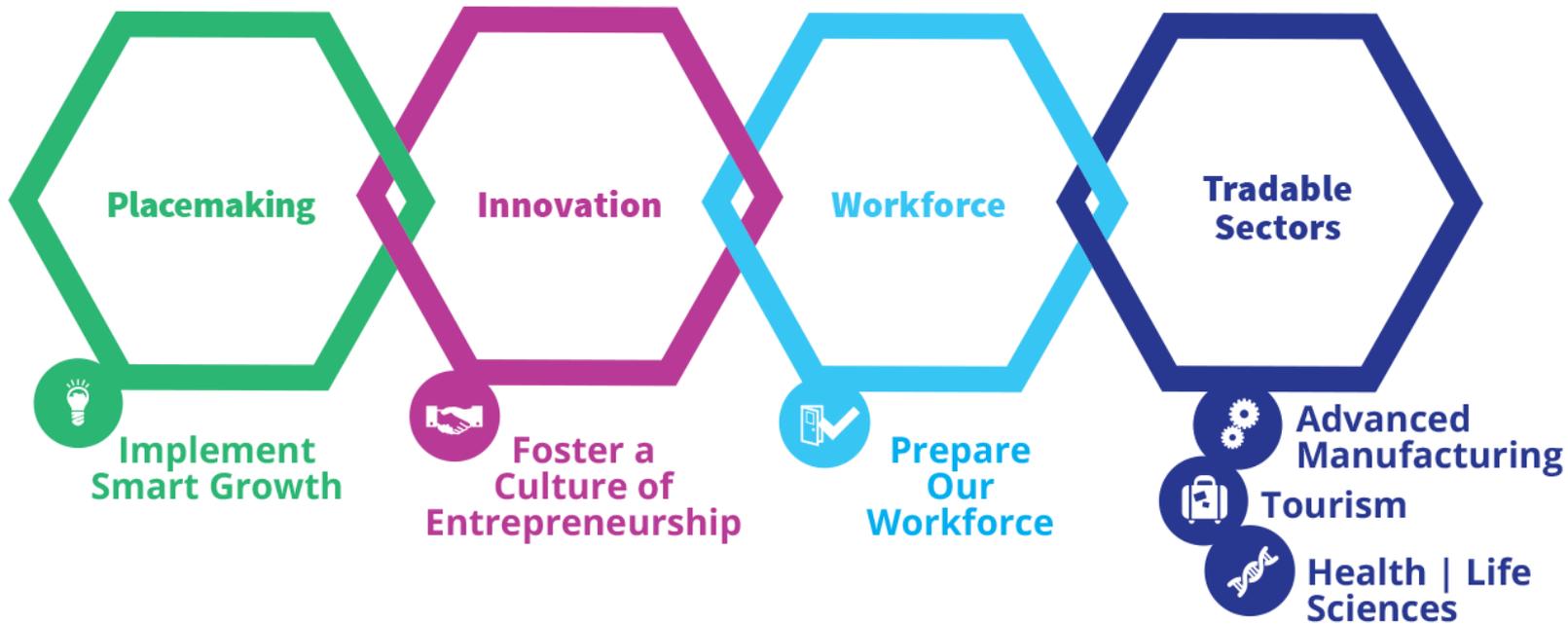
Workforce Development	Tuesday, August 21 st 9am-noon	Brenda W. McDuffie, Stephen Tucker Deanna Alterio Brennen
Smart Growth	Tuesday, August 21 st 1pm-4pm	Michael Cropp, Paul Brown Michael Metzger, Mark Zupan Rosa Gonzalez
Business Assistance & Entrepreneurship	Wednesday, August 22 nd , 9am-noon	Robert T. Brady, Michael Ulbrich, Eric Reich, Melinda Vizcarra
Tourism	Wednesday, August 22 nd , 1pm-4pm	Katherine S. Conway-Turner, Dottie Gallagher-Cohen, Thomas A. Kucharski Jennifer J. Parker

August 2018

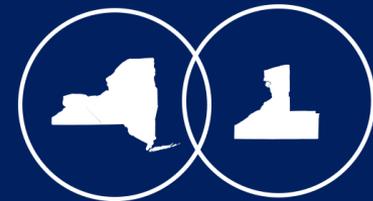
A strategy for
prosperity
in Western New York

PERFORMANCE MEASURES

Metrics to Gauge Performance of Strategies and Actions

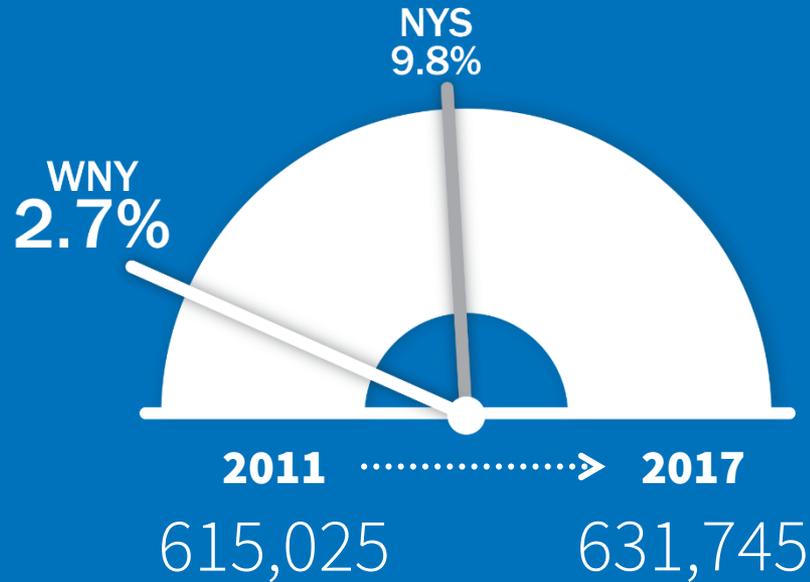


State and regional strategies aligned to drive economic growth and prosperity.



Jobs

% CHANGE SINCE 2011



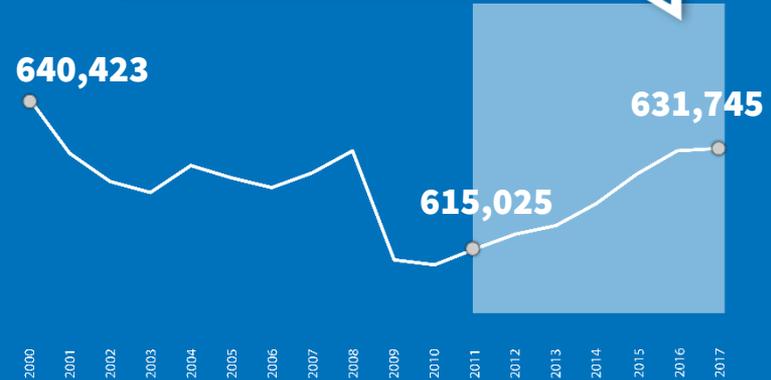
TREND

2011-2017



INCREASE

16,720

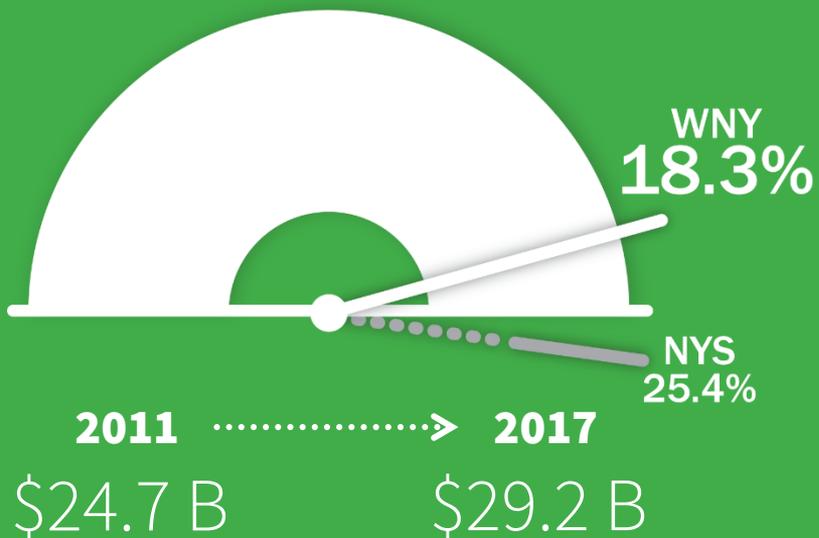


SOURCE: NYS DOL Quarterly Census of Employment and Wages
FREQUENCY: Quarterly

Total Wages

% CHANGE SINCE 2011

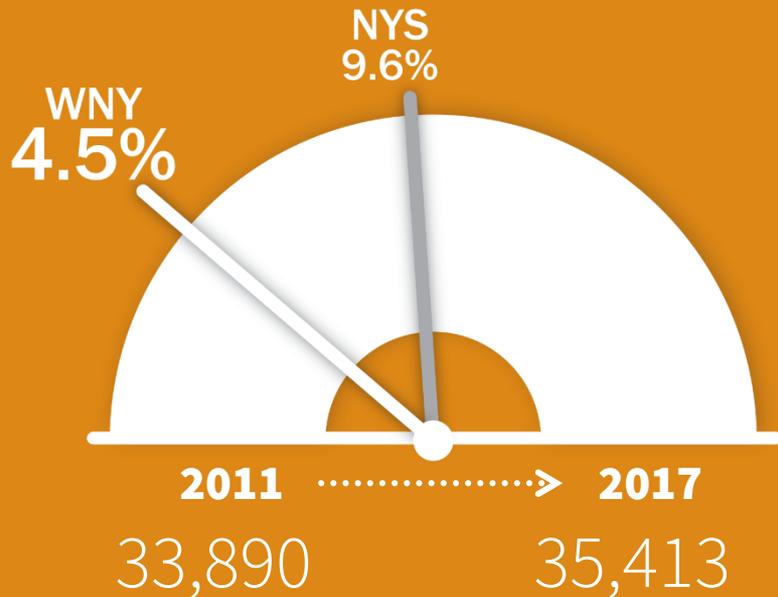
TREND



SOURCE: NYS DOL Quarterly Census of Employment and Wages
FREQUENCY: Quarterly

Firms

% CHANGE SINCE 2011

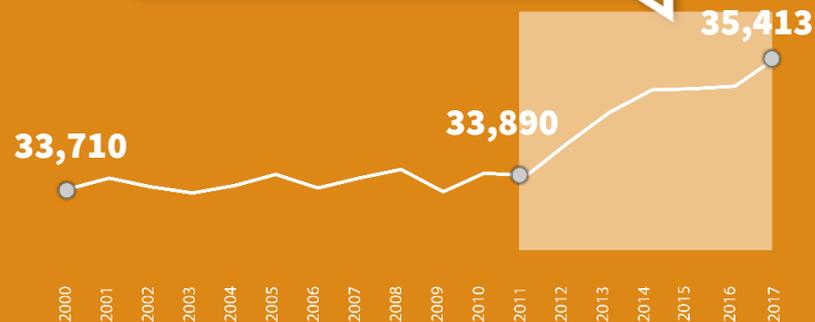


TREND

2011-2017



INCREASE
1,523



SOURCE: NYS DOL Quarterly Census of Employment and Wages
FREQUENCY: Quarterly



Average Annual Wage

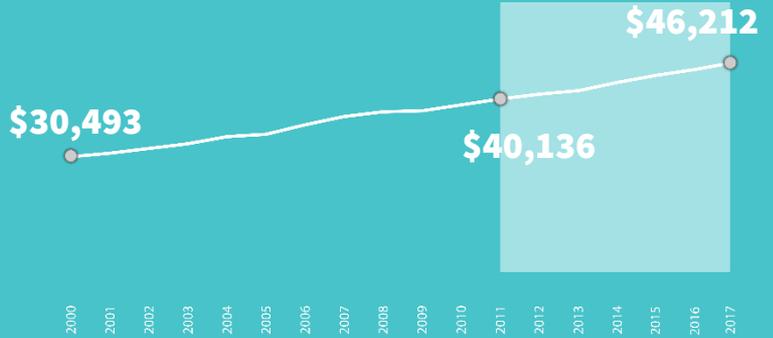
% CHANGE SINCE 2011

TREND



2011-2017 INCREASE
 \$6,076

2011> **2017**
 \$40,136 \$46,212



SOURCE: NYS DOL Quarterly Census of Employment and Wages
 FREQUENCY: Quarterly



Young Population

Population Ages 20-34

2010> 2016
262,060 **278,140**

% CHANGE

 **INCREASE**
6.1%

SOURCE: US Census - American Community Survey 1 Year Estimates (Allegany County: 5 Year Estimates)
FREQUENCY: Annual

Our Region is Getting Noticed

Buffalo

#1

America's Favorite Cities
for **Architecture** 2016

Travel + Leisure, March 2, 2017

#2

8 Cities Whose Entrepreneurship
Communities Are Booming

Entrepreneur Magazine, July 11, 2017

#12

The **25 Cities** Where
Millennials Are Moving

Time Magazine, June 13, 2017

“

You can find more people on the Buffalo waterfront today
than you could in its heyday. . .”

- The Vancouver Sun, February 25, 2016

“

Buffalo went from a place I didn't think
about, ever, to somewhere I would
consider moving.”

*- Named one of the 52 Places to Go , New York Times,
June 19, 2018*

“

**Buffalo, New York, is on the verge of becoming
famous for more than wicked winters, spicy
chicken wings and its Rust Belt legacy.”**

- CNBC.com, July 19, 2016

“

Millennials and young people are moving back to Buffalo as ‘re-
pats,’ staking their claim by helping revitalize a place they once
fled.”

- Chicago Tribune, March 20, 2016

SMART GROWTH



Local Waterfront Redevelopment Programs

Acres of Land Protected and Enhanced

2011→ **July 2018**
28,635 **34,521**

% CHANGE



INCREASE
21%

SMART GROWTH



Brownfields in Remediation

Total acres in Brownfield
Cleanup Program

2011→ 2018
1,105 **1,776**

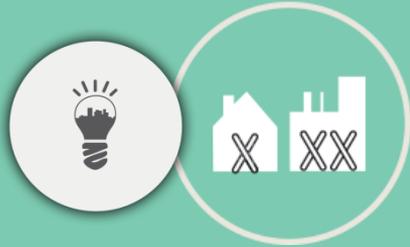
% CHANGE



INCREASE
61%

SOURCE: New York State DEC
FREQUENCY: On-going

SMART GROWTH



Vacancies

of Vacant 
Residential Addresses

2011> 2018
26,994 **28,930**

% CHANGE

 **INCREASE**
7.2%

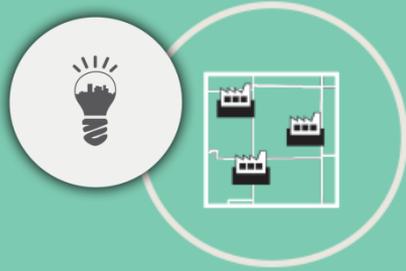
of Vacant 
Commercial Addresses

2011> 2018
6,814 **6,928**

% CHANGE

 **INCREASE**
1.7%

SOURCE: U.S Department of Housing and Urban Development
FREQUENCY: Quarterly



Businesses in Developed Areas

% of businesses located within an urbanized area

2012> 2018

87.8%

86.4%

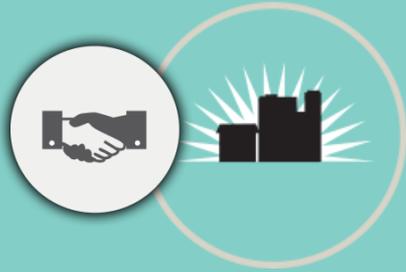
% CHANGE



DECREASE

-1.4

PERCENTAGE POINTS



New Corporations

of new corporation filings in WNY

2011→ **2017**
3,572 **6,404**

% CHANGE

↑ INCREASE
79%

SOURCE: Active corporation filings with the NYS Dept. of State
FREQUENCY: On-going

FOSTER ENTREPRENEURSHIP



Academic Research & Development

R&D Expenditures (Dollars)

2011> **2016**

\$367.1M **\$399.5M**

% CHANGE



INCREASE

8.8%

SOURCE: National Science Foundation
FREQUENCY: Annual

PREPARE OUR WORKFORCE



Minorities in Workforce

% of employed population that are minorities

2011> **2016**
13.3% **14.6%**

% CHANGE



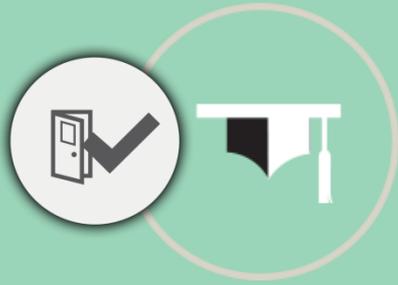
INCREASE

1.3

PERCENTAGE POINTS

SOURCE: US Census - American Community Survey
FREQUENCY: Annual

PREPARE OUR WORKFORCE



High School Graduates

Rate of students completing high school

2011> 2017
80.6% 84.3%

% CHANGE



INCREASE

3.7

PERCENTAGE POINTS

SOURCE: NYS Education Department
FREQUENCY: Annual

PREPARE OUR WORKFORCE



Associate's and Bachelor's Degrees

of degrees awarded

Associate's degrees

2011> 2016
5,965 **5,300**

% CHANGE



DECREASE

-11.1%

Bachelor's degrees

2011> 2016
12,369 **13,028**

% CHANGE



INCREASE

5.3%

TOURISM



Estimated Visitor Spending

2011> 2017
\$2.5B **\$3.0B**

% CHANGE



INCREASE

23.2%

SOURCE: Tourism Economics
FREQUENCY: On-going

August 2018

A strategy for
prosperity
in Western New York

PERFORMANCE MEASURES

Metrics to Gauge Performance of Strategies and Actions

Cattaraugus County Economic Development Update

Crystal Abers

Director

Cattaraugus County Department of Economic Development, Planning and Tourism

Corey Wiktor

Director

County of Cattaraugus Industrial Development Agency

REDC

Monday, August 13, 2018

Crystal Abers, Director

Cattaraugus County Department of Economic Development,
Planning and Tourism

Corey Wiktor, Director

County of Cattaraugus Industrial Development Agency

Welcome to Cattaraugus County!

- Holiday Valley is known as the Aspen of the East and their Sky High Adventure Park is the largest in NY
- Griffis Sculpture Park has the most # of Sculptures over 400 acres
- Rock City Park has largest out cropping of quartz conglomerate
- Onoville Marina is the largest Inland Marina in NYS
- Allegany State Park is the largest New York State Park
- # 1 in Turkey Hunting Harvest
- In top 3 for Deer Hunting Harvest
- Cattaraugus Creek is in the top 10 Best Steel Head Fishing sites
- Many of our historical buildings and places have been placed on the National and State Register of Historic Places
- There are 240,00 acres of land in the county Ag District= more than 25% of the acreage is for agriculture
- Over 70% the Town of Leon residents are Old Order Amish

Cattaraugus County Economic Development Team

• Mission

- "UNIFIED COLLABORATION TO SUPPORT ECONOMIC GROWTH IN CATTARAUGUS COUNTY."
- The Cattaraugus County Economic Development Team is **here to serve you** with starting and growing your business in Cattaraugus County, New York. Working to improve all the communities of Cattaraugus County through: retention and expansion of employment, aiding municipal governments through planning assistance, encouraging private sector investment, fostering entrepreneurship, and promoting the County as a tourism destination, place to locate a business and as a truly great place to reside and raise a family.

Members

- Cattaraugus County Economic Development, Planning & Tourism
- Cattaraugus County Industrial Development Agency
- Cattaraugus County Procurement & Technical Assistance Center
- City of Olean-Community Development & Planning
- Greater Olean Area Chamber of Commerce
- Southern Tier West Regional Planning & Development Board
- Cattaraugus-Allegany Workforce New York
- New York State Department of Labor

Cattaraugus County Department of Economic Development Planning and Tourism

Initiatives

- PTAC
- MWBE (Minority and Women Business Enterprise)
- Community Revitalization
- Cattaraugus County Land Bank
- Business Development
- Tourism
- Business Plan Assistance
- New Business Planning and Assistance
- Grant Assistance

Fostering a Culture of Entrepreneurship

PTAC

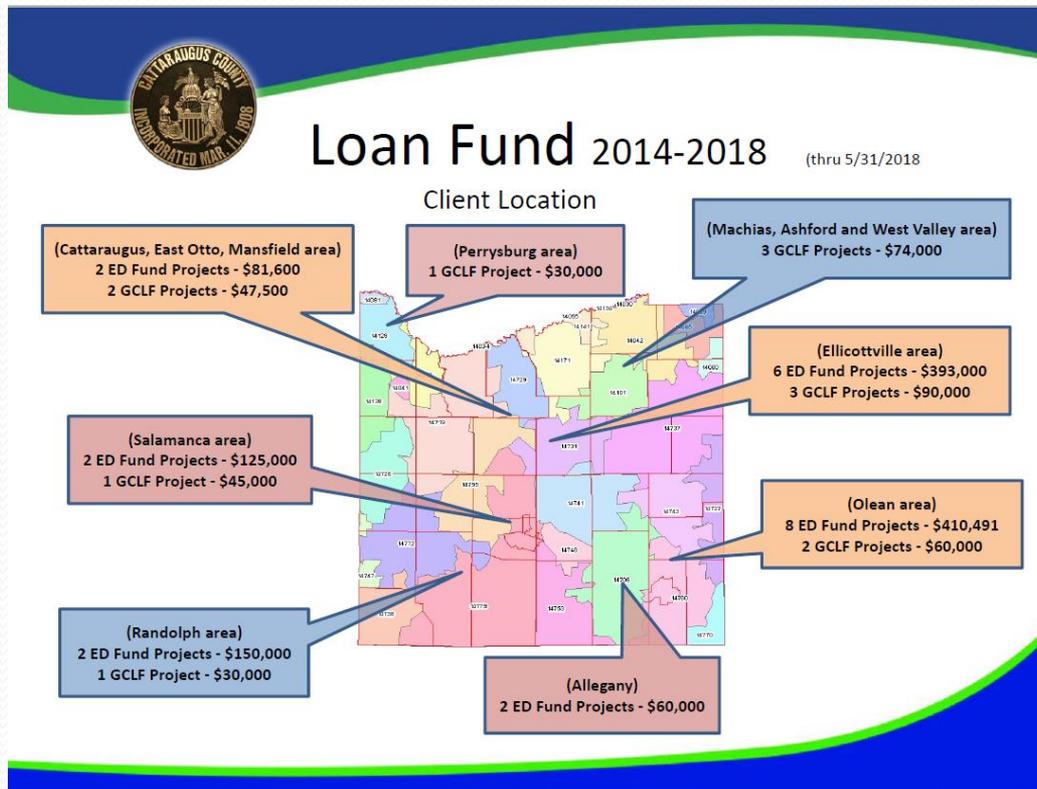
- One-on-one consulting and training to assist businesses both SMALL and LARGE with marketing goods and/or services to federal, state and local governments
- No-cost training events and workshops to help strengthen business knowledge of marketing to the government and apply it to business plans
- Covers 15 counties in NYS

MWBE

- Provides one- on-one assistance, workshops and trainings on how to become a Certified MWBE in NYS
- What requirements are there for applying
- Navigating the Websites
- Documentation needed to apply
- Common Documentation shortfalls
- How to seek help for the MWBE Program

Loan Funds

- Cattaraugus County Microenterprise Development Loan Fund
- Small Business
- Economic Development
- GCLF



Implementing Smart Growth Principals through Community Revitalization

Grant Writing Assistance

- RESTORE
- DRI
- CFA
- NYS Main Street

Land Bank

- Zombie Training for Municipalities
- Municipal Problem Property Data Base
- 2017 Properties
 - 2 Rehab
 - 7 Demo (5 completed)
- 2018 Properties
 - 11 Demo
 - 6 rehab
 - 3 Green Spaces

Facilitate growth of Quality Tourism Product

Major Attractions

Seneca Allegany Casino
Allegany State Park
Holiday Valley/HoliMont/Ellicottville Ski Area
Sprague's Maple Farms
Pumpkinville
Onoville Marina (Open May to Mid-September)
Seneca Cultural Center

Unique PLACES

108 Amish Shops
499 Miles of Snowmobile Trails
475 Miles of Mountain Bike Trails
9 Golf Courses
Over 52 Miles of the Allegany River
Allegheny Reservoir is 12,000 acres and has over 91 miles of shoreline.
Griffis Sculpture Park
Rock City Park
Gooseneck Hill Waterfowl Sanctuary
Cutco/KaBar Visitors Center
American Cutlery Museum

Promoting the Region's Assets

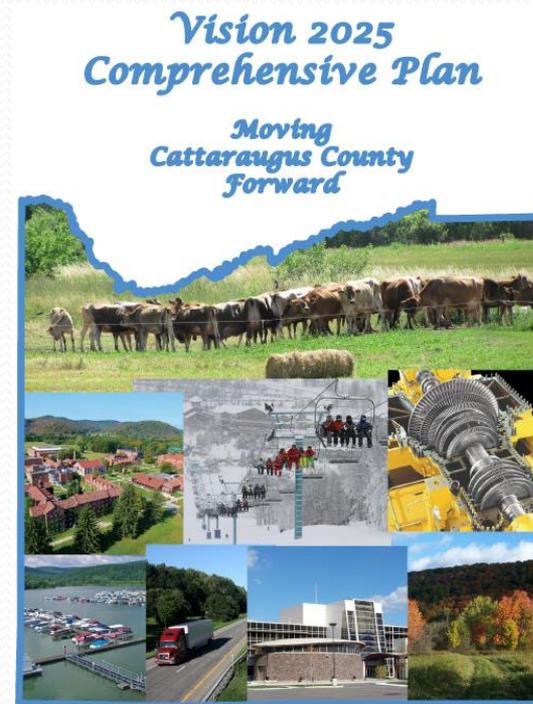
Community Development Assessments

- **Goal:** To build the capacity and skills of community members in realizing an ENHANCED VISITOR ECONOMY.
- **Presenters:** Josiah Brown, President of New York Welcomes You and Bill Geist, President of DMOproz Marketing
- Using assessment data from Cattaraugus County, the presenters guided the participants through a Visioning Process using local and county values and assets. The process will touch on:
 - How to create Quality Public Spaces
 - How to create attractions that contribute to the region's Quality of Life
 - Opportunities for Growth



Planning for the FUTURE

- Cattaraugus County Comprehensive Plan
- Cattaraugus County Art, Culture and History Plan
- Cattaraugus County Trail System Plan



County of Cattaraugus Industrial Development Agency Overview (CCIDA)

- Established in 1971, the purpose of the County of Cattaraugus Industrial Development Agency (CCIDA)/Capital Resource Corporation (CRC) is to promote, encourage and attract such facilities in order to retain and attract job and business opportunities and economically sound commerce and industry in the various cities, towns and villages located within Cattaraugus County, New York.

Tax Abatement Loan Programs

- As indicated above, the CCIDA undertakes transactions with qualified applicants that offer state and local tax abatements:
- **(1.) MORTGAGE RECORDING TAX EXEMPTION:**
- New York State law imposes a mortgage recording tax in Cattaraugus County of one and a quarter percent (1.25%) of the amount of the loan secured by a mortgage.
- **(2.) N.Y.S SALES TAX EXEMPTION:**
- The aggregate state and local sales and use tax in Cattaraugus County is eight percent (8%).
- **(3.) REAL PROPERTY TAX ABATEMENT (PILOT):**
- Involvement of the IDA in a project may also provide the project with certain abatements of real property taxes. The CCIDA will require that the benefited company to enter into a payment in lieu of tax agreement (a PILOT Agreement) that will reflect an abatement consistent with the CCIDA's Uniform Tax Exemption Policy.
- **(4.) ACCESS TO TAX-EXEMPT FINANCING:**
- The CCIDA provides access to revenue bond financing. This type of structure enables the benefited company to realize significant exemptions from certain United States (Federal) taxes and provides a lower cost to the client (in most cases the rates are a net two (2)% below conventional rates for projects).

Newly Created IDA Development Programs

- **-Downtown Olean Revitalization Initiative:** The CCIDA Board approved a new “Adaptive Reuse” Policy in 2015, to specifically add incentive to targeted areas in Olean, to further push its on going redevelopment efforts. This policy will allow added incentive to spur redevelopment and growth in the “city center” of Olean.
- **-CCIDA Brownfield Redevelopment PILOT Policy:** Over the past several months or so we have begun to compile a listing of Brownfield's Properties in Cattaraugus County and thinking of ways to further offer incentives to Regional Developers to redevelop these various properties that are scattered throughout the County.
-
- Currently there are **25 Brownfield-Remediation Sites in Cattaraugus County.** To date, the IDA has closed on the Olean Gateway project in Olean.
-

- **-CCIDA Small Manufacturers Sales Tax Program:** The CCIDA Program will allow small sized manufacturing companies in Cattaraugus County to take advantage of a streamlined and very cost effective program for investments that they are making on purchases, saving the NYS 8% Sales Tax. This will allow them to save a fair amount of money, thus giving us the ability to help smaller manufacturers in the County.
- **-Created new website ‘InvestCattaraugus.com’:** The CCIDA recently created a new website to be more “chamber-esque”, in regards to programs, incentives, property sites, quality of life aspects, what’s happening, etc. This website will start to serve as our “go to”, while the Agency’s initial website will be more utilitarian.

Recent Past Projects & Investments made within Cattaraugus County (*Private Sector Investment*)

2015 CCIDA/CRC INDUCED PROJECTS:

(1.) St. Bonaventure University (Bond refinance):	\$6,100,000
(2.) 7 Washington Street, LLC.:	\$3,600,000(+,-)
(3.) Win-Sun Ski Resort (Holiday Valley):	\$2,548,000
(4.) Win-Sun Ski Resort (Holiday Valley):	\$1,100,000
(5.) <u>HoliMont</u>, Inc.:	\$450,000
(6.) <u>Premo</u> Limousine Services of WNY, LLC.	\$500,000(+,-)
(7.) National Fuel Gas Supply Corp.:	\$42,000,000*
(8.) <u>Totaline</u> Development, Inc.:	\$600,000
(9.) Mazza Mechanical Services, Inc.	\$550,000
<u>Total Private Sector Investment in 2015:</u>	<u>\$57,7448,000.00</u>

2016 CCIDA INDUCED PROJECTS:

<u>(1.) Sunny Olean, LLC.:</u>	\$1,500,000
<u>(2.) Olean Lodging Partnership:</u>	\$2,000,000
<u>(3.) Win-Sun Ski Resort (Holiday Valley):</u>	\$1,000,000
<u>(4.) 49 S. Water Street, LLC.:</u>	\$2,100,000
<u>(5.) <u>HoliMont</u>, Inc.:</u>	\$350,000
<u>(6.) Kreinheder Properties, LLC.:</u>	\$5,500,000
<u>(7.) Olean Manor, Inc.:</u>	\$17,000,000
<u>(8.) 3032 Penn, LLC.:</u>	\$450,000
<u>Total Private Sector Investment in 2016:</u>	<u>\$29,900,000.00</u>

2017 CCIDA INDUCED PROJECTS:

<u>(1.) North Delaware Holdings, LLC:</u>	\$750,000
<u>(2.) Win-Sum Ski Resort (Holiday Valley):</u>	\$3,100,000
<u>(3.) Six Smiths, LLC.</u>	\$300,000
<u>(4.) Solean:</u>	\$10,075,000
<u>(5.) Solean West:</u>	\$5,540,000
<u>(6.) Homeriade:</u>	\$6,000,000
<u>(7.) HoliMont:</u>	<u>\$450,000</u>
<u>*Total Private Sector Investment in 2017:</u>	<u>\$26,215,000.00</u>

2018 CCIDA/CCCRC INDUCED PROJECTS:

<u>(1.)</u> West Valley Inn, LLC:	\$450,000
<u>(2.)</u> Win-Sun Ski Resort (Holiday Valley):	\$2,900,000
<u>(3.)</u> JCC (JCCDC)	\$3,926,000
<u>(4.)</u> OIC	\$150,000

***Since 2013 the County of Cattaraugus IDA has helped and assisted with the following employment numbers: (**as reported at the time of the Annual Audit & PARIS Reports by Company*).**

- **513 New Jobs Created**
- **3,923 Jobs Retained**

CCIDA Partnerships/Board Seats/Loan Boards:

- Western Region Loan Corporation (Loan Board Member)
- Cattaraugus County Business Development Corp. (Loan Board Member)
 - Invest Buffalo Niagara (Board Member)
 - Buffalo Niagara Partnership (Board Member)
 - CanAm Council (Past Chairman, Board Member)
- NYS Commerical Realtors Association (Board Member)
 - NYS Economic Development Corp. (Board Member)
 - Olean Business Development Corp. (Board Member)

Questions?

We hope you enjoy our
County!

Olean Business Development Update

Brent Driscoll

Board Chair

Olean Business Development

Christopher Michel

Director of Marketing and Communications

Olean Business Development



Clean Business Development

Report to Western NY



Regional Economic Development Council

August 2018

Organization and Mission

- Olean Business Development was founded in 2015 by local employers, educators, agencies, and investors to educate, mentor, promote, and provide services to create economic prosperity in the Olean area.
- A nonprofit 501c3 corporation, OBD is led by a dynamic board of directors and administrative team, and is advised by a network of executive leaders from the area's largest employers.

Key Partners

- Greater Olean Area Chamber of Commerce
- Olean Area Executive Alliance
- City of Olean
- Cattaraugus County IDA
- Jamestown Community College
- St. Bonaventure University
- Cattaraugus Region Community Foundation

Olean Business Development Operations LLC Board of Directors

- Brent Driscoll, Chair, Cutco Corporation, Retired
- James Stitt – Vice Chair, Cutco Corporation
- Karen Buchheit, Secretary, CRCF
- Michael Fischer, Treasurer, St. Bonaventure University
- Tom Buttafarro, St. Bonaventure University
- Dana Cornell, Morgan Stanley
- Eric Garvin, Community Bank, NA
- Mike Higgins, Airgas, Inc.
- David Koebelin, Cutco Corporation
- Paula Scraba, St. Bonaventure University
- Michael Smith, Olean Area Federal Credit Union
- Jay Sorokes, Eaton-Cooper Power
- Colleen Taggerty, Olean City School District, Retired
- Corey Wiktor, Cattaraugus County IDA

Olean Business Development Corporation Board of Directors

- James Stitt, Chair
- Dan DeRose (Mazza Mechanical), Vice-Chair
- Mike Fischer, Treasurer
- Brent Driscoll, Secretary
- Larry Sorokes
- James Stitt
- Corey Wiktor

Olean Business Development Leadership Team

- Larry Sorokes. President
- Christopher Michel, Communications-Marketing Director
- Bobi Cornelius, Administrative Services Manager
- Mike Kasperski, Financial Consultant
- Adam Jester, Technology Consultant
- Tim Blazejewski, Branding Consultant

Olean Area Executive Alliance

Jeff Belt

Dennis DePerro

Daniel DeRose

Dr. Daniel DeMarte

Timothy Finan

Eric Garvin

Susan Graham

Mari Howard

Rick Moore

Christopher Napoleon

Dennis Pezzimenti

John Stahley

James E. Stitt

SolEpoxy

St. Bonaventure University

Mazza Mechanical

Jamestown Community College

Olean General Hospital/UAHS

Community Bank

Elantas PDG

The ReHABILitation Center

Olean City School District

Napoleon Engineering Services

Howard Hanna Real Estate/OBDC Chairman

Dresser-Rand/Siemens

Cutco Corporation

First Major Project: 301 N. Union St., Olean

- Acquired 20,000 square foot building in downtown Olean
- Completed \$1.5 Million in renovations
- Established Olean Business Incubator
- Aligned its efforts with “Walkable Olean”



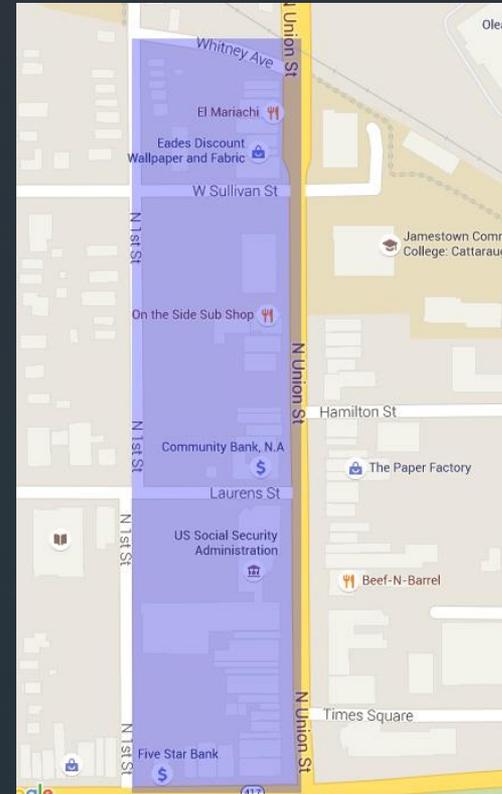
Empire State Development Grant

- \$400K Award in 2015
- Launched acquisition and redevelopment of 301 N. Union Street, vacant for two years
- Home to business incubator, Chamber, Community Foundation, Partner Businesses and Startups



New York Main Street Grant

- \$300K Award in 2015
- Stabilized and supported four downtown properties
- Avoided planned demolition
- Increased local tax base





Current Programs and Services

- Business Advisement and Coaching
- Business Plan Development
- Incubation Services
- Educational Seminars and Programming
- Affiliation with Western NY Innovation Network



Downtown Focus

- Partnerships with City of Olean
- Continued Revitalization of City Center
- Tourism Promotion to Increase Visitors
- Branding Downtown/Olean as a Destination



Current Projects

- Olean Microenterprise Grant Program
- Downtown Façade Improvement Program
- Entrepreneur “Boot Camp”
- Downtown/Olean Marketing and Branding



Cultivating the Next Generation of Local Leaders

- Olean Area Young Professionals
- Entrepreneur/Career Days
- Business Competitions
- College/School District Collaboration



Future Plans

- New LLC for Student-Run Enterprises
- Expansion/Development of Career Academies
- Expansion of Business Incubation
- Additional Downtown Development

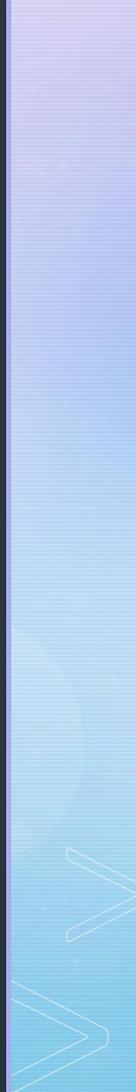




Thank you!

For this opportunity to meet with you, supporting rural and small-city economic development, and catalyzing Olean's economic redevelopment efforts.

We are grateful for your support!



Closing Remarks

Jeff Belt & Virginia Horvath

Co-Chairs

WNY Regional Economic Development Council