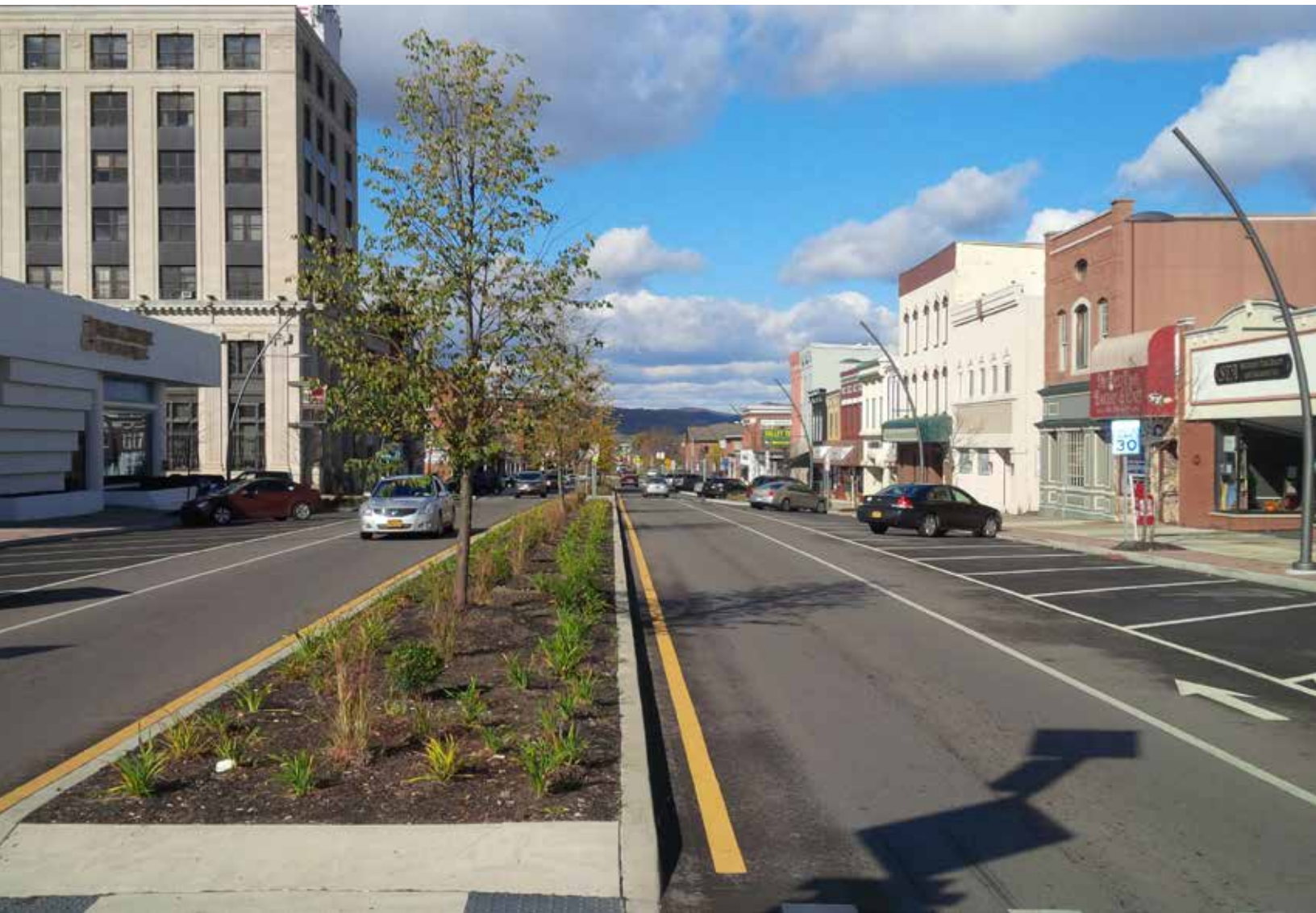


WESTERN NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Olean Strategic Investment Plan

March 2018



**Downtown
Revitalization
Initiative**

DRI Local Planning Committee

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City of Olean Staff

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This document was developed by the Olean Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team: Urban Strategies Inc., BuroHappold Engineering, C.J. Law & Associates LLC, Foit-Albert Associates, and Watts Architecture & Engineering.



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Foreword



Downtown Revitalization Initiative

"A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come." ~ Governor Andrew M. Cuomo

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. Governor Andrew Cuomo recognized this potential and launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The Governor's ten Regional Economic Development Councils (REDCs) each identified one community in which to invest \$10 million to improve the vitality of those urban centers. The Downtown Revitalization Initiative (DRI) funding supports a community planning and implementation process where each community develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and a strategic plan to implement catalytic projects identified in the plan.

Communities selected in Round One included:

- Elmira (Southern Tier Region)
- Geneva (Finger Lakes Region)
- Glens Falls (Capital Region)
- Jamaica (NYC Region)
- Jamestown (Western NY Region)
- Middletown (Mid-Hudson Region)
- Oneonta (Mohawk Valley Region)
- Oswego (Central NY Region)
- Plattsburgh (North Country Region)
- Westbury (Long Island Region)

In 2017, the enacted state budget included another \$100,000,000 for downtown revitalization. DRI Two is again supporting a community planning process, conducted by staff from the Department of State Office of Planning, Development, and Community Infrastructure and the NYS Homes and Community Renewal. This multi-agency effort, led by Secretary of State Rossana Rosado, also includes staff from Empire State Development and assistance from other agencies like the state Department of Transportation and state Department of Labor based on projects identified by the communities.



Communities selected in Round Two included:

- Watkins Glen (Southern Tier Region)
- Batavia (Finger Lakes Region)
- Hudson (Capital Region)
- South Bronx (NYC Region)
- Olean (Western NY Region)
- Kingston (Mid-Hudson Region)
- Rome (Mohawk Valley Region)
- Cortland (Central NY Region)
- Watertown (North Country Region)
- Hicksville in Oyster Bay (Long Island Region)

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these communities will become vibrant communities where people will want to live, work and raise families.

Executive Summary

The Olean Downtown Revitalization Initiative Strategic Investment Plan is the result of a community-based planning process. New York State's Downtown Revitalization Initiative (DRI) seeks to "transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family." The program allocates \$10 million to support the implementation of catalytic investment projects in Downtown Olean and the development of a longer-term strategy that will attract additional public and private investment to support Downtown revitalization.

Created with input from members of the public and an 18-person Local Planning Committee (LPC), the City of Olean's Strategic Investment Plan recommends improvements that establish Downtown destinations for residents, workers and visitors, and strengthen the connections between destinations through investment in public realm improvements.

Context

Olean is a major hub in its region, and is home to a rich local history. Olean is and will remain the largest city in Cattaraugus County and serves as an important employment and commercial center for a broad rural area in the Southern Tier region of New York State. Olean is the financial, business, transportation and entertainment center for almost 65,000 people living within a 30-minute drive of the city,

Olean and the Western New York region have experienced contractions in employment and population in recent decades. Nonetheless, planning efforts and development projects in the Downtown and the City are underway, and will add jobs and improve assets for residents, workers, and visitors. Recent investments along North Union Street have acted as a catalyst for private investment and energized revitalization efforts in the City. Continued investment by the DRI will build upon this momentum.



Map 1. DRI Area

DRI Area

The DRI boundary stretches from Olean General Hospital in the north to the Allegheny River in the south and from 6th Street in the west to Bradner Stadium, War Veteran's Park and Olean Creek in the east. This area matches the study area proposed in the City of Olean's DRI application, which the Local Planning Committee confirmed as the desired focus area for DRI investment early in the process. In addition to this focus area, an understanding of the regional context guided the consideration of DRI investment opportunities.

Public Engagement Process

Olean's Strategic Investment Plan builds on significant local planning efforts. The LPC led the DRI planning process and created a vision for the role that DRI investment should play in shaping Olean's future. The LPC guided an extensive community engagement process, which included three public meetings. Each public meeting drew 30-40 community members, and their input helped the LPC and the Consultant Team develop this Plan.

Vision Statement

Olean's vision is to make our City vibrant and to provide our residents with cause for optimism regarding opportunities to work, to learn and to thrive here – including, importantly, younger and educated residents who are selective about where they settle and start their families. Our DRI priority projects will invest in public places in order to improve quality of life for all residents while catalyzing a cycle of private investment and population growth in our downtown neighborhood.

Goals

Investments in Downtown that are consistent with the Vision Statement will catalyze economic growth and increase Downtown's appeal to residents, workers, and visitors; increase the time and resources they spend Downtown; and attract private investment, further strengthening the Downtown experience. To this end, and in recognition of Downtown Olean's existing challenges and opportunities, the Committee identified five goals and associated strategies for DRI investment:

1. Goal: Downtown Olean will be lively and prosperous – a place full of established and new businesses that bring people to Downtown, encourage investment and help grow the city's economy.

- a) Strategy: Encourage collaborations among institutions and existing employers to attract and support new employers and business start-ups Downtown.
- b) Strategy: Encourage the renovation of buildings to accommodate new and expanding businesses.
- c) Strategy: Support cooperation and collaboration among merchants and property owners in promoting Downtown and attracting new businesses.
- d) Strategy: Promote Downtown as a weekend destination from which to explore the region's many attractions.
- e) Strategy: Encourage the growth of facilities and programs at Jamestown Community College.

2. Goal: Downtown Olean will be livable and complete – a place with a variety of attractive, affordable housing options and a range of amenities for residents.

- a) Strategy: Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- b) Strategy: Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.
- c) Strategy: Work with neighborhood groups and property owners to improve existing housing conditions and beautify neighborhoods.
- d) Strategy: Enforce property standards in existing Downtown neighborhoods.
- e) Strategy: Attract specialty food retailers and a broader range of personal services to Downtown.

3. Goal: Downtown Olean will be green and beautiful – a place that conserves, uses and celebrates its heritage buildings and landscapes as catalysts to encourage and leverage investment.

- a) Strategy: Promote the restoration and adaptive re-use of heritage buildings.
- b) Strategy: Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.
- c) Strategy: Encourage the redevelopment of sites that diminish the historic, urban character of Downtown.
- d) Strategy: Ensure all new development meets high standards of design excellence and sustainability, and is compatible with the historic fabric of Downtown.
- e) Strategy: Enhance the image and year-round usability of Downtown parks and other public open spaces.

4. Goal: Downtown Olean will be connected and walkable – a welcoming place easy to navigate and which encourages walking and cycling.

- a) Strategy: Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).
- b) Strategy: Improve pedestrian connections from neighborhoods and public parking lots to Union Street businesses.
- c) Strategy: Improve signage and wayfinding Downtown for drivers, pedestrians and cyclists.
- d) Strategy: Improve pedestrian and cycling connections between the Downtown core and attractions at the edges of Downtown, including the Allegheny River, Bradner Stadium/War Veterans' Park and Olean General Hospital.

5. Goal: Downtown Olean will be creative and fun – a place for creative enterprises and where County residents gather to enjoy art, culture and entertainment.

- a) Strategy: Encourage the renovation of buildings to create studios for artists and creative businesses.
- b) Strategy: Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- c) Strategy: Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.
- d) Strategy: Provide amenities on the riverfront that improve access to, and enjoyment of, the water.

Summary of Opportunities

There are five strategic opportunities to advance the revitalization of downtown Olean:

- Renovate existing buildings on North Union Street and State Street to accommodate new businesses, business expansions, and market-rate and upscale apartments.
- Continue Walkable Olean with streetscape improvements on State Street and South Union Street.
- Expand the downtown trail network, linking it to the existing Allegheny River Trail.
- Add more venues and programmable space for culture and entertainment.
- Following the planned improvements to Lincoln Park, improve Oak Hill Park and Franchot Park to encourage more use throughout the day.

Strategic Investment Plan and Projects

The LPC recommended 23 transformative projects for DRI funding that represent a holistic approach to revitalization in Downtown Olean. These projects have been prioritized based on their impact and public support, feasibility, and support of the DRI vision, goals and strategies.

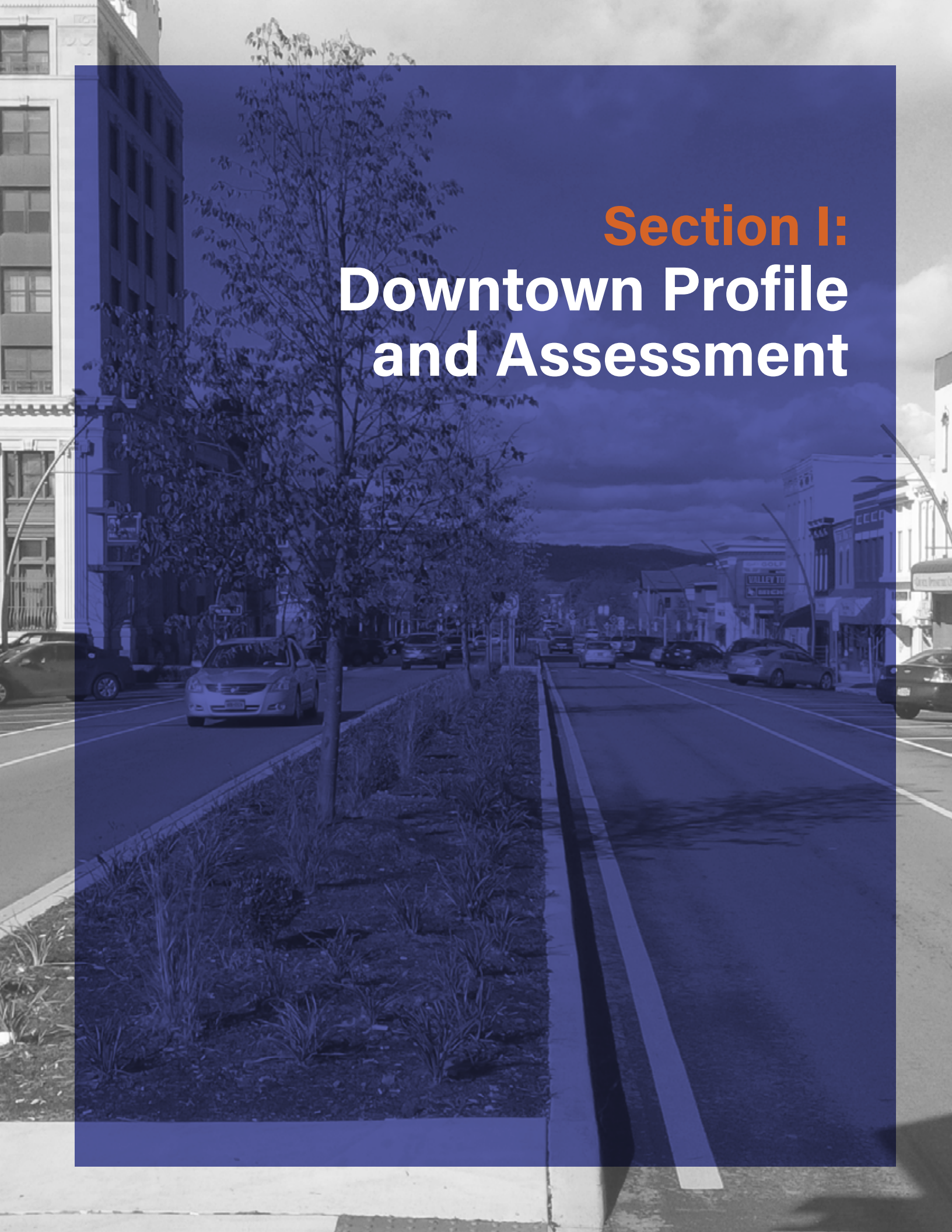
Implementation

Olean has a strong network of public and institutional entities that will work together to implement recommended DRI priority projects, led by the City of Olean and in partnership with private property owners and developers, Olean Business Development Corporation, the Chamber of Commerce, Jamestown Community College and St. Bonaventure University.

Table 1. Project Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Manny Hanny	Restaurant on the ground floor, a 20-room boutique hotel, and market-rate and luxury apartments	Savarino Companies, Olean Urban Renewal Agency	\$12,700,000	\$2,000,000	Bank financing, Historic Tax Credits, Restore NY funding	Spring 2018	December 2020	10 FTE
2	Masonic Temple	Tenant improvements, 16 new rental apartment units	Rural Revitalization Corp, Masonic Temple Association	\$3,000,000	\$1,750,000	NY Main Street Grant, HCR CIF Program, Tax Credits, Developers Fee	Fall 2018	Fall 2021	5 FTE, 4 part-time
3	West State Street Streetscape	Landscaping, sidewalk improvements, lighting and street furniture	City of Olean	\$1,600,000	\$1,600,000	FHWA funds, NYSDOT revolving funds (for additional improvements)	Fall 2018	Fall 2019	0
4	South Union Street Streetscape	Addition of roundabout, median, bike lane, bump-outs	City of Olean	\$1,400,000	\$1,400,000	FHWA revolving grant funds, CMAQ grant funds, C.H.I.P.S. funds	January 2020	January 2021	0
5	Walkable Olean Phase III	Reconstruct East State St. between Union and Barry Streets, intersection improvements	City of Olean	\$1,200,000	\$1,200,000	FHWA funds, NYSDOT funds, C.H.I.P.S. funds (for additional improvements)	Fall 2018	Summer 2019	0
6	Public Library Expansion	Build 7800 square foot addition for programs and meeting rooms	Library Board of Trustees	\$4,000,000	\$1,100,000	Reserves, Grants, Capital campaign	Sept 2018	January 2020	0
7	North Union Street Streetscape	Beautification, lighting, seasonal banners, sidewalk replacement	City of Olean	\$900,000	\$900,000	FHWA revolving grant funds, NYSDOT funds (for additional improvements)	Fall 2018	Winter 2019	0
8	Old Carnegie Library & Inn	Full daily menu service and banquet/event space at Old Library, renovate Inn to create a spa.	Daniel and Kathryn DeCerberio	\$1,514,500	\$719,500	Personal funding and bank financing	Summer 2018	Spring 2019	65
9	Downtown Revitalization & Rehabilitation Fund	Creation of a matching grant fund to encourage and support investment in downtown properties	Olean Business Development Corp.	\$600,000	\$600,000	Program Applicant's funds	Summer 2018	Summer 2023	0
10	Cutco Theater	Renovate theater to accommodate a wide range of performances and community events	Olean Business Development Corp.	\$1,000,000+	\$500,000	Philanthropy and sponsorship, State funding	Summer 2018	Summer 2023	TBD

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
11	Oak Hill Park Improvements	Add dog park, gazebo for performances, enhance entrance	City of Olean	\$600,000	\$500,000	City funds, fundraising	Fall 2018	Summer 2019	0
12	Four Mile Brewing Expansion	Install new roof, add a canning line, renovations to increase usage of building	Four Mile/Hellbender Developments	\$822,500	\$411,250	Private funding	Summer 2018	December 2019	5
13	211 North Union Street	Facade restoration and renovation to create four loft apartments and retail/office space	Giovena Development	\$701,071	\$400,000	Private funding	Sept 2018	Dec 2019	0
14	Union Whiskey Brew Pub and Music Venue	Renovate adjacent building for music venue and brew house	Gregg Piechota	\$595,000	\$395,000	Private funding	Fall 2018	Fall 2020	TBD
15	Angee's Restaurant	Renovate restaurant with expanded kitchen, increased seating, new awning	Anthony Fratercangelo	\$390,000	\$350,000	Private funding	Spring 2018	December 2018	10
16	CDS Housing Development	Rehabilitate vacant warehouse to create high-quality affordable housing	CDS Housing	\$13,154,627	\$250,000	NYS Housing Trust Fund, NYSEDA, HCR Tax Credit	Spring 2018	September 2020	2
17	Southern Tier Community Health Care Network	Expand Health Center with new exam rooms and laboratory space	Southern Tier Community Health Care Network	\$2,940,000	\$250,000	HRSA grant, private funding	June 2018	May 2019	3+
18	201 East State Street	Renovate oldest building in Olean to create home for African American Center for Cultural Development	Kevin Dougherty, Della Moore	\$312,500	\$225,000	Owners equity, private funding	Summer 2018	Summer 2019	2
19	Allegheny River Waterfront Access Improvements	Construct crushed stone levee top trails and install a canoe & kayak launch	City of Olean	\$100,000	\$100,000	NYSDOT revolving funds (for additional improvements)	Fall 2018	Spring 2020	0
20	319 & 321 North Union Street	Restore and renovate historic buildings for apartments and commercial spaces	Paul Petrucci	\$400,000	\$100,000	Bank financing	Spring 2018	December 2018	10
21	A Jason Clemons Salon	Improvements to lower level of salon, roof, exterior	Jason Clemons and Leslie Moffett	\$108,334	\$100,000	Private funding	Winter 2018	August 2018	4
22	Downtown Branding & Marketing Initiatives	Creative downtown branding, recruit entrepreneurs	Olean Business Development Corp.	\$110,000	\$80,000	Local sponsorships and match	Spring 2018	Spring 2020	0
23	Cattaraugus County Arts Council Relocation	Create art studio, artisan retail store, coffee shop, and art gallery	Cattaraugus County Arts Council	\$79,500	\$70,000	Private funding, Western NY Foundation	Fall 2018	Dec 2018	4



Section I: **Downtown Profile and Assessment**

1.1. Introduction

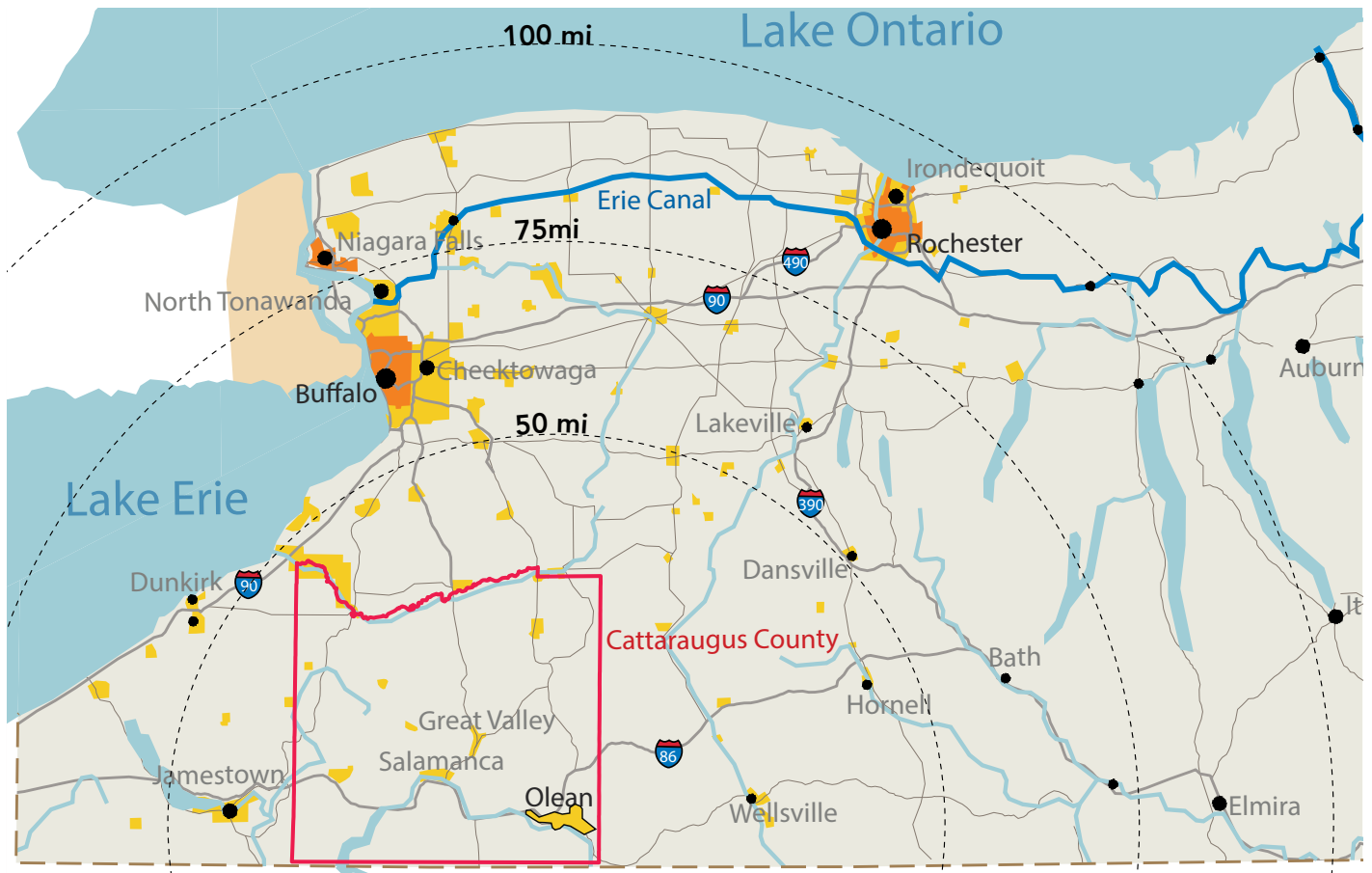
Blessed with a rich history, strong institutions, natural assets and a dynamic community, Olean is an attractive place to live, work, learn and play. The community recognizes that a healthy and attractive downtown will be fundamental to the city's future well-being, and downtown revitalization is well underway. The DRI Strategic Investment Plan will lead to a wave of projects that benefit current residents and catalyze further economic development. This section sets the stage for the plan by putting downtown Olean in the context of other relevant plans and then describing its existing attributes and the opportunities for improvement.

Yesterday to Today

Olean was first settled by Europeans in 1805, and the city grew quickly as a transportation hub for migrants arriving via the Allegheny River, with many traveling to Ohio as the country's population continued to push west. With the advent of the railway, Olean became a chief timber town by 1850 and it was formally incorporated by New York State in 1854. The city continued to grow as a rail and pipeline hub for the oil industry and for a time, around 1910, Olean was the world's largest oil depot, complete with a tank city on the edge of town.

The city had a colorful history during the prohibition era and reached its peak population of approximately 24,000 in 1954. Since then, due to shifts in the oil and gas sectors and changes to the industrial manufacturing sectors, the city has endured a steady loss of employment and population. Although the pace of decline has diminished in recent years, the city's current population is just under 14,000, and a slow rate of continued population loss is expected over the next two decades. It is through efforts undertaken by the City with initiatives such as the Walkable Olean project on North Union Street, and further enhanced by the significant investment of the State of New York through the DRI, that the community will work to grow and reverse those trends.

Olean is and will remain the largest city in Cattaraugus County, and serves as an important employment and commercial center for a broad rural area in the Southern Tier region of New York State. Olean is the financial, business, transportation and entertainment center for almost 65,000 people living within a 30-minute drive of the city, in Cattaraugus County, western Allegany County and nearby areas of McKean County in northern Pennsylvania. The city has two exits on Interstate 86, and the next large settlements are Jamestown and Corning, 45 and 90 minutes away, respectively. The presence of Jamestown Community College and St. Bonaventure University, with its Division 1 sports and cultural offerings, reinforces Olean as the "destination downtown" for the regional population. The city's downtown, in fact, has been the focus of many recent public and private investments, and the signs of growing success are apparent. The DRI Strategic Investment Plan will leverage and increase this momentum to strengthen downtown as a vibrant regional center, which will help to maintain if not grow the population of southwestern New York.



Map 2. Regional Context

Geography of the DRI Strategic Investment Plan Area

The Downtown Olean Strategic Investment Plan Area (DRI Area) encompasses the commercial, institutional and recreational destinations in the heart of Olean. The DRI boundary stretches from Olean General Hospital in the north to the Allegheny River in the south and from 6th Street in the west to Bradner Stadium, War Veteran's Park and Olean Creek in the east. This area includes the historic downtown centered at the intersection of State Street and Union Street and the commercial area north of the rail corridor bisecting downtown, as well as long-established residential neighborhoods. The Olean DRI also includes three designated historic districts—the Union and State Street Historic District, the Olean Historic District to the north, and the Oak Hill Park Historic District.



- | | |
|--|--|
| ■ Commercial/Mixed-Use | ■ Places of Worship |
| ■ Major Employment | ■ Parks and Open Spaces |
| ■ Government | - - - Downtown Revitalization Initiative Boundary |
| ■ Institutional | |

Map 3. Geography of the DRI Area

1.2. Past Planning Efforts

The DRI Strategic Investment Plan for Olean builds on, and was informed by, a number of planning initiatives that have helped guide change downtown over the past two decades.

Allegheny River Public Access & Recreation Plan (2018)

The City of Olean partnered with several neighboring municipalities to prepare this recently completed plan, which will guide the development of a multi-use recreation trail system along the Allegheny River, from Salamanca to Portville. The goal of the project is to improve waterfront access, promote the underutilized river corridor and attract recreation-based businesses to strengthen the local economy. The plan includes a future trail on the flood levee in downtown Olean, extending south from the State Street bridge over Olean Creek.

Downtown Olean Form-Based Zoning Code (2015)

A new form-based code for downtown was adopted in December 2015. This initiative was undertaken as a pilot project to enable and encourage the core of downtown Olean to develop with mixed-use projects that improve livability and preserve and enhance the historic character of downtown buildings. The City will be exploring the feasibility of expanding Form-Based Code to other areas of the City to encourage and guide redevelopment.

Olean Downtown Revitalization Initiative (2015)

This study by Susan Payne and funded by Olean Enterprise Development, in partnership with Cattaraugus Empire Zone Corporation, City of Olean, the Olean Urban Renewal Agency and the Cattaraugus County Industrial Development Agency, focused on three strategies to revitalize Olean's downtown and improve downtown vibrancy.

- Assess demand for market-rate housing. The study concluded that there is a need for upscale market-rate housing that can attract middle and upper income persons, including empty nesters, who have the capacity and desire to actively participate in "downtown living".
- Establish a targeted property redevelopment strategy in key opportunity areas within the downtown. This initiative called for block-by-block revitalization that can build momentum and encourage adjacent properties to undergo continued positive change and investment over time. Areas were targeted for adaptive re-use and redevelopment of existing buildings and infrastructure and the preservation of historic buildings.
- Develop a product positioning and business mix strategy. This initiative envisions positioning downtown Olean as an Eat, Shop and Entertainment District that capitalizes on a strong sense of place to attract local and regional residents. The culinary experience, for example, could include restaurants, food related retail, farmers markets, breweries, spirit makers and more. The strategy identifies complementary retail and service additions



such as beer, wine and liquor, a bookstore, handcrafted artisan goods, specialty clothing, a range of food and beverage establishments, a range of restaurants, florist, antique shop, pet grooming and others. The strategy recommends an aggressive recruitment program to fill identified business and retail gaps, an oversight group to manage growth and programming, a downtown space inventory, a downtown storefront improvement program, and other recommendations to support the overall business mix strategy.

As discussed in Section 1.6 below, the housing market assumptions and demand projections from the Olean Downtown Revitalization Study have proven optimistic. The forecasted creation of new jobs and hiring of replacement workers (due to retirements), expected to create demand for upscale market-rate apartments, has either already occurred or did not materialize as forecasted. Olean General Hospital continues to recruit 12 to 14 physicians and high-level technical persons annually, but only about half of those will live in the area full-time, while the others will have permanent residence elsewhere and look for inexpensive places to rent while in town working shifts. In addition, enrollment at the Jamestown Community College has declined significantly in the past few years, and a planned 53-unit rental “patio-home” project in the city will create competition for housing development downtown.

Homes and Community Renewal Main Street Grant Program (2017)

The Olean Business Development Corporation selected four downtown properties to receive funding for renovations through their \$300,000 Round 5 HCR Main Street grant. The goal of the program was to restore existing structures and create new commercial and residential space while maintaining the historic character of the district.

Downtown Grant and Loan Program (2015-2017)

The Downtown Grant and Loan Program (DGLP) was designed to provide financial incentives for commercial property owners interested in rehabilitating their buildings, thereby reducing downtown commercial vacancy rates, creating employment opportunities for residents, and preserving and expanding the tax base of Olean. Eligible activities included façade improvements; installation of landscaping and street furniture; upper floor renovations; improvements to electrical, HVAC, or plumbing systems; and roofing and structural work. Two financing options were offered: (1) grants for up to 60% of a project’s total cost to a maximum of \$20,000; and (2) low interest loans for up to 40% of a project’s cost, not to exceed \$40,000. Funds for the DGLP ran out in 2017.

Northwest Quadrant Revitalization Plan (2015)

The City’s Northwest Quadrant Revitalization Area, a 904-acre brownfield redevelopment area, has undergone a Step 2 Nomination Study under the NYSDOS Brownfield Opportunity Area program. The study area includes the portion of downtown north of Wayne Street and Delaware Avenue, which is envisioned in the BOA master plan as a future mixed-use neighborhood with a cultural hub. Master plan goals include encouraging sustainable infill development; investing in public improvements such as streetscape enhancements, trails and other public amenities; and infusing new, desirable housing types back into neighborhoods. Based on the BOA master plan, construction is now underway by Olean Gateway to build a \$17 million commercial project visible from I-86 featuring a four-story hotel as well as retail space.

Urban Renewal Plans (2012 and 2014)

In 2012, the City adopted the Olean Urban Renewal Plan to identify unmet community needs such as preserving neighborhood character, promoting diverse housing, facilitating redevelopment and encouraging local employment. The city also formed a Downtown Restoration Task Force to realize a vision for a more walkable Olean by easing traffic flow through improved street designs. Planning work from this initiative would ultimately inform the Walkable Olean Streetscape initiative described in Section 1.5. As part of the Urban Renewal Plan mandate, Olean sought, and was awarded, \$1 million through Round 1 of the Consolidated Funding Application (CFA) process, with most of the grant used to restore failing water and sanitary sewer lines to full capacity and to address issues associated with storm water run-off on North Union Street.

The objective of the 2014 update to the Urban Renewal Plan was to encourage, advance and facilitate redevelopment of the five buildings within the Urban Renewal area located at the corner of N. Union and W. State Streets, including the landmark Manny Hanny Building. A request for proposal was issued to gauge interest from the development community, and a preferred developer was identified for the Manny Hanny Building. In 2016, the area was designated a historic preservation district to enable property owners to access historic tax credits to support redevelopment.

City of Olean Comprehensive Plan (2005)

The City's Comprehensive Plan recognized the need for downtown revitalization and also included other directions that have implications for downtown, including calls for an extensive trail network linked to natural attractions, an enhanced regional medical and health services center, a retail strategy, and a strategy to attract retirees and seniors. The plan called for a marketing and promotional program for the downtown and envisioned a revitalized central business district as:

- A complement to large retailers on the outskirts of the city;
- The center of finance, banking and government;
- A place that offers a specialty retail sector distinct from big box stores including galleries, craft shops, a wide array of restaurants, and expanded cultural and nightlife offerings, including theaters and nightclubs;
- Very walkable and pedestrian-friendly;
- A place that evolves with more downtown residential development.

Cattaraugus County Land Bank and City Blight Program

The City is an important partner in the County's new Land Bank Initiative, and, under Olean's Blight Program, local officials are pursuing legislation that would require inspections and a certificate of occupancy for all rental properties in the City. These important tools are intended to help return vacant, abandoned and tax-foreclosed downtown properties back to productive use.

Adaptive Reuse Policy, Cattaraugus County IDA

This policy was adopted to support programs and other initiatives that will help to:

- Incentivize and redevelop blighted sites and/or structures;
- Promote infill development that utilizes existing public infrastructure;
- Support the Framework for Regional Growth Plan;
- Create new economic activity at difficult sites and buildings;
- Promote green redevelopment strategies;
- Help maintain neighborhood fabric and nature of historic areas.

A Strategy for Prosperity (Western New York Regional Economic Development Council)

In 2011, the Western New York Regional Economic Development Council prepared A Strategy for Prosperity to identify goals and actions that will help grow Western New York's economy and population and enhance the quality of life for existing and future residents. One of the strategic plan's three pillars is "Implement Smart Growth" and it explains:

Smart growth encompasses a focused approach to development that concentrates investments in areas where infrastructure already exists. This involves preserving historic buildings and districts, reviving downtowns and main streets and reinvesting in established neighborhoods and former industrial lands. For new infrastructure investments, smart growth advocates projects that enhance walkability and multiple modes of transportation, connect disadvantaged communities with employment clusters and foster mixed-use private investment. It also supports protection of existing open space, natural resources and water supplies while building on the unique opportunities they present for economic development and quality of life.

The Olean Downtown Strategic Investment Plan supports two of WNYREDC's key smart growth strategies:

- Invest in infrastructure on smart growth principles
- Invest in downtowns, villages, neighborhoods and brownfields

A *Strategy for Prosperity* specifically identifies and supports the following initiatives in downtown Olean:

- East State Street Reconstruction
- Stabilization and Reuse of historic buildings near the intersection of North Union and State Streets, including the Manny Hanny Building

The downtown revitalization envisioned in the Strategic Investment Plan will also support WNYREDC strategies to grow the health and life sciences industry, support small business and entrepreneurship, and encourage tourism.

1.3. Recent and Planned Downtown Investments

As summarized below, there have been many recent public and private investments contributing to the revitalization of downtown Olean and more are planned. The Strategic Investment Plan builds on this momentum with projects that reinforce and complement these initiatives.

Recent

Walkable Olean Streetscape Initiative. In 2014, Olean was awarded a \$6.5 million TIGER grant to undertake a significant streetscape and infrastructure revitalization of North Union Street. The result is an improved and significantly greener streetscape with green infrastructure, reduced roadway widths, traffic circles and new lighting. Previously, Union Street was 110 feet wide and designed to move vehicular traffic quickly through downtown, which made it inhospitable to pedestrians and cyclists.

The re-design involved reducing the number of travel lanes to two, replacing left-turn lanes and signalized intersections with roundabouts, and adding bike lanes, mid-block pedestrian crossings and planted medians. The project, completed in 2016, has transformed the image of downtown and encouraged more street life, which in turn has encouraged several new businesses to open.

Jamestown Community College (JCC) Manufacturing Technology Institute. This \$6 million, 20,000 sq. ft. facility opened in 2016 to address the growing need for education and training in high-demand manufacturing technologies in Western New York. Ten full-time equivalent (FTE) employee positions were created as a result of this addition to the downtown campus.

Olean Business Development. (OBD) In 2015, OBD purchased a 20,000 square foot vacant office building in downtown Olean, and invested over \$1.5 million into the creation of a one-stop business development center and incubator, offering business startup assistance, advice and mentoring, educational seminars, incubator space, and other related programming to expand the region's entrepreneurial enterprises and small-business development.

Union Tea Café is a new tenant in the OBD incubator building that offers 90 blends of traditional English high tea, a farm-to-table menu and full retail shop. The business employs 4 FTEs.

Ravyn & Robyn Lounge. Owners of the business purchased a former downtown furniture store and repurposed the building into a restaurant serving traditional Italian cuisine with an expansive wine bar. This establishment has created 12 FTEs.

Southern Tier Health Care System, Inc. is one of NYS's first nonprofit rural health care networks that strives to improve the health and wellness of the three rural communities they serve. The corporation recently purchased a large, long-time vacant downtown building for their headquarters that is currently being renovated. Since 2004, the health care provider has grown from seven full-time employees to 20 full-time employees at its two locations.

UpCycle is open for business servicing bicycles and selling new and used bicycles. They provide a full line of bicycles to serve the needs of the bike community. This retail and repair store has four FTEs.

Boundless Connections. When the GOACC relocated to the new OBD building, Boundless Connections leased the property and opened a technology and service center that employs IT professionals offering technology services for area businesses and startups. This business currently has 3 FTEs.

Parent Education Program's (PEP) offers family supportive programs and projects addressing different needs, interests and goals parents and families may have. Utilizing NY Main Street monies, PEP updated the building's façade and created three upper floor apartments to serve their low-moderate income clients. PEP currently employs 11 FTEs.

The Paper Factory is a certified woman-owned business that has expanded its operations and inventory, which ranges from office and art supplies to gifts and printing services. The Paper Factory has recently completed façade work, new canopies and interior renovations. This retail business currently employs ten FTEs.

Talty's Irish Pub is currently finishing a complete overhaul of the building that includes new siding, windows, outdoor patio and deck, bathrooms, flooring and reclaimed barn wood walls. The investment into this downtown staple building has been \$120,000.

Holiday Inn Express has completed a \$2 million dollar renovation and rebranding campaign. This business currently employs 13 FTEs.

Creekside Properties purchased two downtown properties that were marked as condemned and on the road to demolition. A developer purchased these dilapidated properties, and, using NY Main Street monies leveraged with private investment, is currently stabilizing and restoring both structures to bring them back to their historic character. The owner is currently negotiating with potential retail tenants.

Planned

Farmers' Market and Lincoln Park Improvements. The City has secured more than \$1.2 million through City funds and county and state grants, along with philanthropic support, to proceed with constructing a permanent home for the Farmers' Market that currently operates in the Olean Mall parking lot. The improvements will include a covered structure along the south edge of Lincoln Park, for vendor booths and public washrooms. A playground will be added to the park and other landscape and facility improvements are planned.

Two new businesses are proposed for the North Union Street corridor. A restaurant currently located in Ellicottville, NY, Villaggio is working with a downtown property owner to open a second location, offering a similar menu. A spacious new downtown meat market is also proposed on Union Street.

1.4. Existing Conditions

Physical Characteristics

Olean's downtown is nestled in the low lands where Olean Creek meets the Allegheny River. The city is surrounded by the green foothills of the Allegheny Mountains, making downtown feel intimately connected to the countryside. The downtown commercial core is structured around two main streets, Union Street (Highway 16), which is the primary commercial corridor, and State Street (Highway 417), the city's primary east-west corridor connecting downtown to St. Bonaventure University in the west and to many of Olean's recreational and community use facilities east of Olean Creek.

At its historic core, downtown Olean has a traditional main street character, but the DRI area comprises a number of distinct character areas as generally described below.

- 1. Northern Gateway and Hospital** – The hospital, surrounded by parking and several buildings with complementary uses, dominates the north end of downtown. The adjacent stretch of North Union Street is very wide, with two travel lanes in each direction and a central grassed median for portions of the street. With little landscaping and no buildings facing the street, this end of North Union lacks character. The planting of trees in the median and along the edges of the road, together with facilities for pedestrians and cyclists, would make this approach to downtown much more inviting.
- 2. Union Street Suburban Corridor** – The Union Street segment between the northernmost roundabout at Boardman Park and the rail crossing to the south has a distinctly suburban commercial character. Many of the buildings are contemporary, single-story and single-purpose. Most of the buildings on the west side of Union Street are situated at the front property line and help to define a street wall and pedestrian zone along the building front, although there are frequent gaps between buildings to accommodate driveways or parking. Many buildings on the east side are set back from the street to accommodate parking, making this side less visually appealing and not as pedestrian friendly. The recently completed Walkable Olean streetscape initiative, however, has significantly improved the quality of the public realm.
- 3. Union Street Historic Core** – Between the rail crossing at Jamestown Community College and State Street, Union Street takes the form of a traditional, mixed-use main street. Buildings generally of two or more stories are built close to the right-of-way and contain commercial uses on the ground floor and either commercial or residential uses on the upper floors, although many buildings are partially or entirely vacant today. Notwithstanding the vacant spaces and disrepair of some buildings, this section of Union Street has a well-defined, interesting and generally attractive character.
- 4. Civic** – Around the intersection of Union Street and State Street, Lincoln Park, the Municipal Building, the Masonic Temple Building, the Post Office and the historic former Carnegie Library come together to form the civic heart of downtown. The Armory and church buildings on Barry Street complete this character area, defined by landmark buildings that make strong architectural statements. Restoration and reuse of the Manny Hanny Building, streetscape improvements on the main roads, and longer-term redevelopment on the south side of Lincoln Park will greatly enhance the area and better connect it to the larger downtown.
- 5. South Union Street** – This street segment is located south of the civic character area and terminates at the southern end of downtown near the Allegheny River. It has a mostly residential character but is fragmented by an assortment of commercial uses. The street itself is very wide and has been targeted by the City for a future re-design to make it more attractive and inviting to pedestrians and cyclists.
- 6. West State Street Corridor** – The stretch of West State Street between Union and 6th Streets contains an eclectic mix of commercial and residential uses. It does not have a consistent character, owing to the assortment of building types or setbacks to accommodate parking and drive-through facilities. Streetscape improvements and traffic calming measures would help to unify the street's image, bring attention to businesses and make the corridor more pedestrian-friendly.
- 7. East State Street Corridor** – Beginning east of the Civic character area and ending at Olean Creek, this section of East State Street contains a mix of residential and commercial uses but retains a distinct residential character with its expansive front lawns and many mature trees.
- 8. The Neighborhoods** – Behind the buildings that line downtown's main street are traditional neighborhoods of mostly detached houses. The character and quality of the housing varies widely, with the neighborhoods north of State Street generally being in better physical condition than those to the south, with the Oak Hill Historic District standing out for the architecture of its homes. The parking lots behind the businesses on North Union Street create a gap between the flanking neighborhoods and the commercial heart of downtown. Over time, there may be opportunities to reduce the impact of some of the parking lots with infill development. Along the creek and river, between State Street and Union State, are a number of old industrial buildings that recall Olean's heritage and have the potential to be adaptively reused for commercial or perhaps residential uses.



Map 4. Physical Characteristics

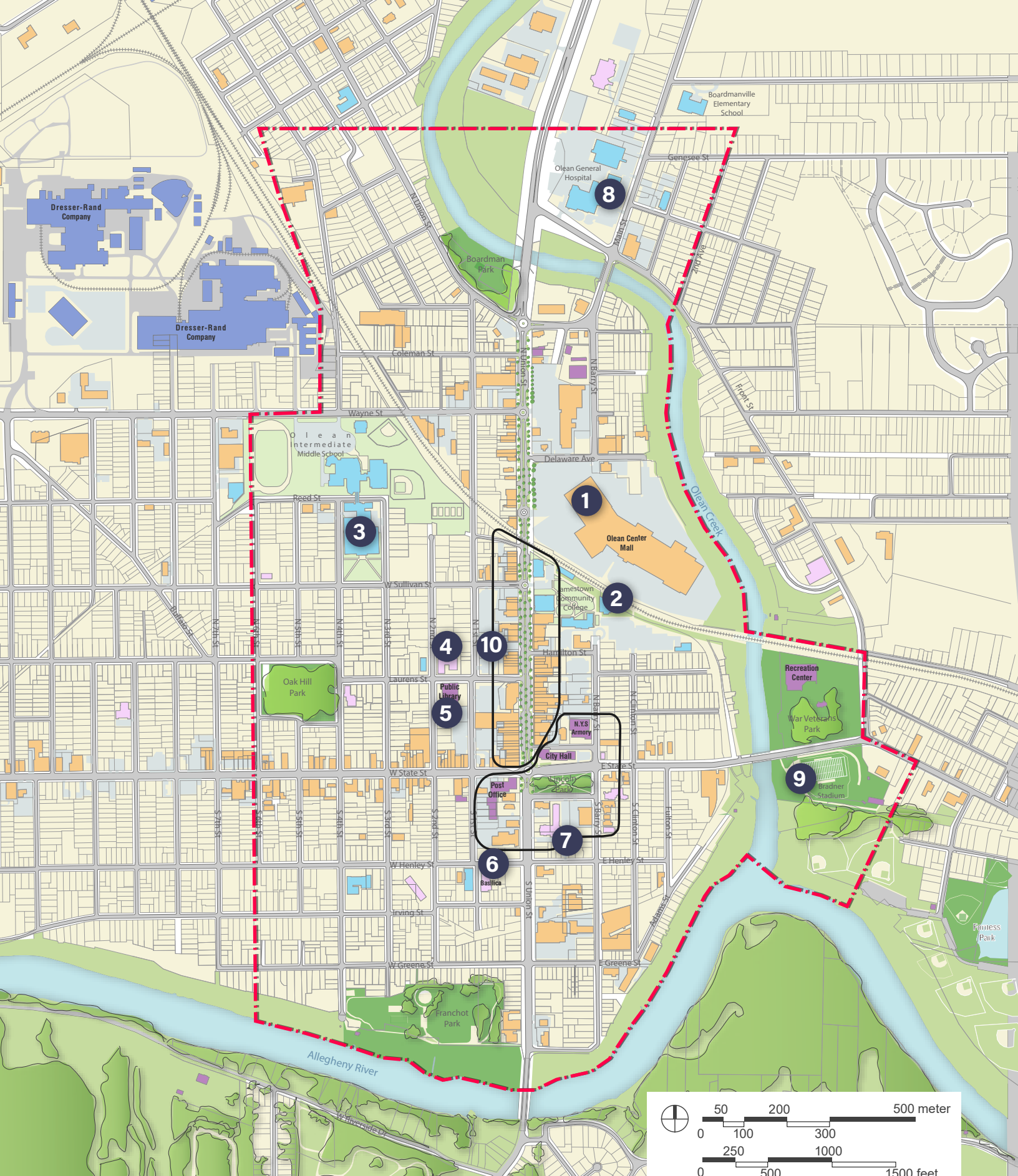
Attractions, Activity Generators and Downtown Anchors

Within the DRI Area, there are a number of legacy and institutional anchors and other activity generators that bring people downtown on a regular, if not daily, basis. These core assets will continue to play important roles in ongoing revitalization and potentially expanded functions through further investments. One of the challenges to address, however, is the dispersal of anchors across downtown. Their roles can be reinforced by improving connections, particularly pedestrian connections, between the commercial heart of downtown and destinations at the periphery (e.g., Olean Hospital and Bradner Stadium). Over time, infill development can also help to fill gaps downtown, introduce more active uses and help to create a more cohesive city center, where visitors are encouraged to linger and explore.

The anchors and attractions identified and mapped below, in addition to downtown's five parks, include significant institutions and employers, as well as places for recreation, shopping and worshipping. One type of attraction that downtown is currently lacking is a cultural facility that would draw large numbers of people downtown for frequent events, such as a performing arts center or cinema.

1. **Olean Center Mall.** The mall, although not as busy as it once was, contains twenty stores including three major anchors.
2. **Jamestown Community College (JCC).** JCC has been a significant part of downtown for over 20 years. The JCC is a critical workforce development partner, offering certificates in a range of fields, including nursing and manufacturing technology.
3. **Olean High School.** Olean High School, built in 1905, has approximately 800 students and well-regarded athletic programs.
4. **City of Olean Bartlett House / Olean Point Museum.** Located on Laurens Street, the museum is a repository of Olean's history.
5. **Olean Public Library,** on North 2nd Street, not only provides access to reading materials and online information, but also offers a range of programs and contains an art gallery. It is well used by the community.
6. **Basilica of St. Mary of the Angels.** Built in 1850 and designated as a minor basilica by Pope Francis in 2017, the Basilica is a popular tourist destination.
7. **Civic Buildings.** The Municipal Building, Post Office, Armory Building and places of worship clustered around Lincoln Park define the civic heart of downtown.
8. **Olean General Hospital** provides the Olean community and larger region with critical community health support and is a major downtown employer. The hospital is part of Upper Allegheny Health System (UAHS), which provides care to a service area with more than 160,000 people in Southwestern New York and Northwestern Pennsylvania.
9. **Bradner Stadium** was recently renovated and, together with War Veterans Park and the Recreation Center, anchors the east end of downtown.
10. **Historic Union Street.** Although the historic stretch of North Union Street has many vacant or underutilized buildings, it remains the commercial heart of downtown, where an eclectic mix of retail, restaurants and services are clustered close together. This is the downtown anchor in most need of reinforcing.





- Commercial/Mixed-Use
- Major Employment
- Government
- Institutional

- Places of Worship
- Parks and Open Spaces
- - - Downtown Revitalization Initiative Boundary

Map 5. Attractions, Activity Generators and Downtown Anchors

Parks and Public Spaces

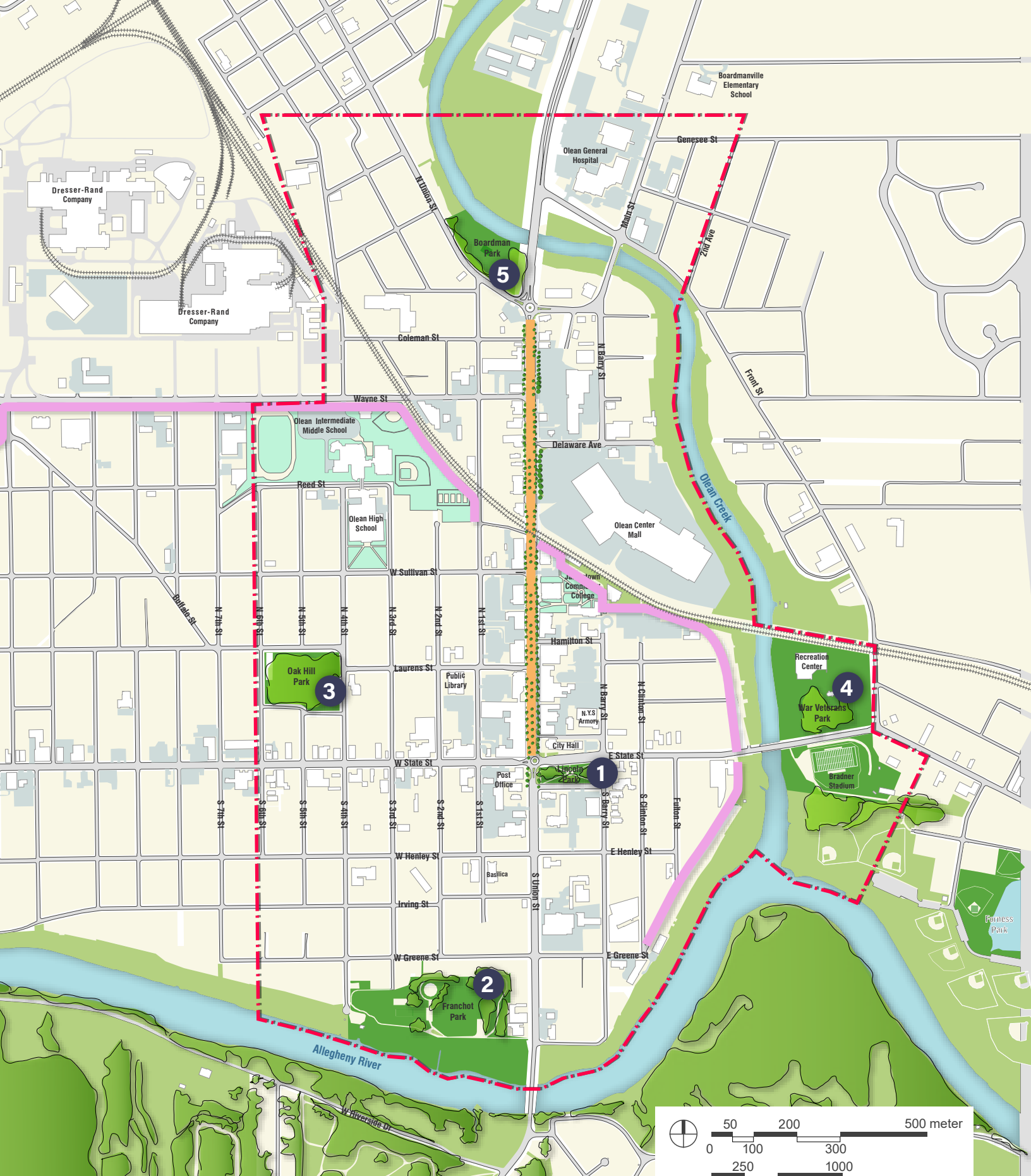
Parks and public spaces can play a role in economic development by contributing to quality of life, improving the health of residents, increasing property values, and boosting tourism. Very often, public realm improvements, such as Walkable Olean, may act as catalytic projects that encourage the private sector to invest in an area due to physical improvements and investments that make the area more desirable as a business and investment location. Olean's DRI Area contains the following parks.

1. Lincoln Park. Located at the corner of State Street and Union Street, Lincoln Park is across the street from the Municipal Building, the Post Office and the former Carnegie Library. The park is 1.4 acres and is considered an urban park, fronted on all four sides by streets. The park contains benches, a gazebo, monuments, and electrical hook-ups. Stakeholders have noted that the park, though centrally located, is not well used. This could be due to a combination of factors including the current design of the park, the lack of active uses surrounding the park, or the lack of activity generators in the park such as a playground. The City is planning improvements to the park to address this issue, including a permanent facility for the Farmers' Market and a range of other amenities.

2. Franchot Park. Located at the southern end of the DRI Area on Franchot Blvd., off South Union St., Franchot Park is 10.5 acres and is largely used as a neighborhood park rather than a destination park. The park contains a bathhouse and wading pool for children, tennis playback wall, basketball court, a baseball field, two softball fields, two pavilions, an accessible playground, and trails. This park has very limited street frontage and is generally situated behind the housing and other uses on West Greene Street and South Union Street, which contributes to a common perception that the park is not safe, particularly at night.

- 3. Oak Hill Park.** Located at N. 4th & Washington Streets, the 5.5 acre park contains tennis courts, one-half court basketball area, and playground facilities. Stakeholders have noted that a new gateway to the park is being constructed at the terminus of Laurens Street. Some stakeholders have suggested this park as a possible location for a contained dog park with a secure fenced area to enable off leash activities.
- 4. War Veterans Park.** Located at the corner of East State and Front Streets, just north of Bradner Stadium, a major recreational attraction, War Veterans Park is 9.28 acres. Located in the park is the Olean Recreation Center, playground facilities, a volleyball court, and a pavilion.
- 5. Boardman Park.** Located in the north end of the DRI Area on N. Union St Extension, Boardman Park is 3.59 acres and contains playground equipment and a paved basketball court.





- Public Park
- Waterfront Conservation
- Institutional Open Space
- Trail

- Cycling Facility
- Union St Streetscape
- - - Downtown Revitalization Initiative Boundary

Map 6. Parks and Public Spaces

Historical and Cultural Resources

The Olean DRI Area includes many architecturally and historically significant cultural resources that define parts of the downtown commercial district and residential neighborhoods. The majority of these resources are from the late 19th and early 20th centuries, during Olean's time of prosperity when it served as a major center of transportation, commerce, industry, and agriculture.

Over the past thirty years, the cultural resources of the City of Olean have been well documented through individual building research and surveys of areas of the city with a high concentration of historic buildings, to determine if the resources retain sufficient physical integrity to meet National Register criteria. The outcome has been the listing of many buildings and districts in the State and National Register of Historic Places. These listings in the Register, along with Olean's status as being located within eligible census tracts, creates additional economic opportunities for contributing properties such as State and Federal Tax Credits.

The Union and State Streets Historic District is a collection of intact historic commercial buildings that have retained a high degree of character and architectural detailing in the historic commercial center of the city. The District has seventeen contributing buildings in Olean's Central Business Districts that were built during the period of significance (i.e., ca. 1866 to ca. 1939,) and one non-contributing building built outside the period of significance in 1972. Two fires, one in 1866 and another in 1883 destroyed the wood framed buildings that were original to this corridor. Over the next fifty years, the corridor was rebuilt with mandated masonry construction, resulting in the collection of buildings that exist today.

Union Street is the original and current main thoroughfare in the city. As typically seen in historic commercial streetscapes, the buildings were built at the same setback at the sidewalk and most of the buildings were built side by side with virtually no space between buildings. The buildings are primarily 2-to-3-story mixed use buildings, with businesses on the first floor and residential units or offices above. Most of these buildings were designed and constructed by local architects and builders, with the exception of the First National Bank (Manufacturers Hanover Building, a seven story Chicago-style commercial building), the Masonic Temple, the Library, and the Post Office, which were all designed by well-known New York State architects.

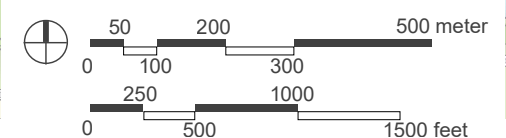
To the north of the Union and State Streets Historic District, there is a collection of seventeen additional properties along both sides of North Union Street that have been determined by the New York State Historic Preservation Office (SHPO) to be eligible for listing in the Register. The group of buildings in this Olean Commercial Historic District has a longer period of significance (ie. 1866 to ca. 1950) than the Union and State

Streets Historic District. The architecture represented in the district begins in 1866, when the fires destroyed the wood framed buildings, and ends in ca. 1950, which reflects the nature of many of the surviving commercial storefronts. The properties between the two districts are not historic and are a product of Urban Renewal in the mid-20th century.

Further north, along North Union Street, there is a collection of seven older commercial buildings (on the west side of the street from 301 to 321 North Union). These buildings have been deemed not eligible for listing as a district by SHPO, based on a cursory look at the facades which determined that the resources did not retain sufficient physical integrity to meet National Register criteria. Several storefronts had been reconfigured, over time, and some of the exterior materials are not original. According to SHPO, a survey investigating the original facades (with historic photographs or historic research) was not completed. If exploratory deconstruction exposed original materials under the exterior cladding, a case could be made to reopen the determination for eligibility.

A third district, the Oak Hill Park Historic District, is primarily a residential district consisting of 109 contributing buildings, sites, and structures, as well as 19 non-contributing buildings. Located in central Olean, the district features a variety of relatively large-scale, highly sophisticated buildings erected between ca. 1849 and ca. 1937, and is characterized by a remarkably high degree of integrity. Streets lined with mature trees, with mostly wood framed houses, and some brick houses, characterize the neighborhood. The district also has two religious buildings and Olean High School. The majority of the buildings in the district date from the last third of the nineteenth century, with a few properties dating from before the Civil War. Most of the houses have a distinctly late Victorian/Colonial Revival character, however buildings of all periods, styles, methods of construction, materials, and level of craftsmanship and design are evenly distributed throughout the district.

Over many years, the City and people of Olean and SHPO have compiled information to help determine where historic tax credit incentives can be utilized within the city. The mapping shows there are many listed or determined eligible properties outside of the three districts that can utilize this economic tool as well. Although much work has been done, there are additional commercial and residential properties throughout the City that could be reviewed to continue the survey work that has been completed.



- ### Map 7. Historical and Cultural Resources

Environmental Conditions

An Environmental Conditions Survey was completed to identify potential sites within the downtown that may pose an environmental concern for the Downtown Revitalization Initiative. The screening included a review of State and Federal environmental databases and resources (i.e., spill records, bulk storage tank records, Superfund or Comprehensive Environmental Response, Compensation and Liability Act records, Resource Conservation and Recovery Act records).

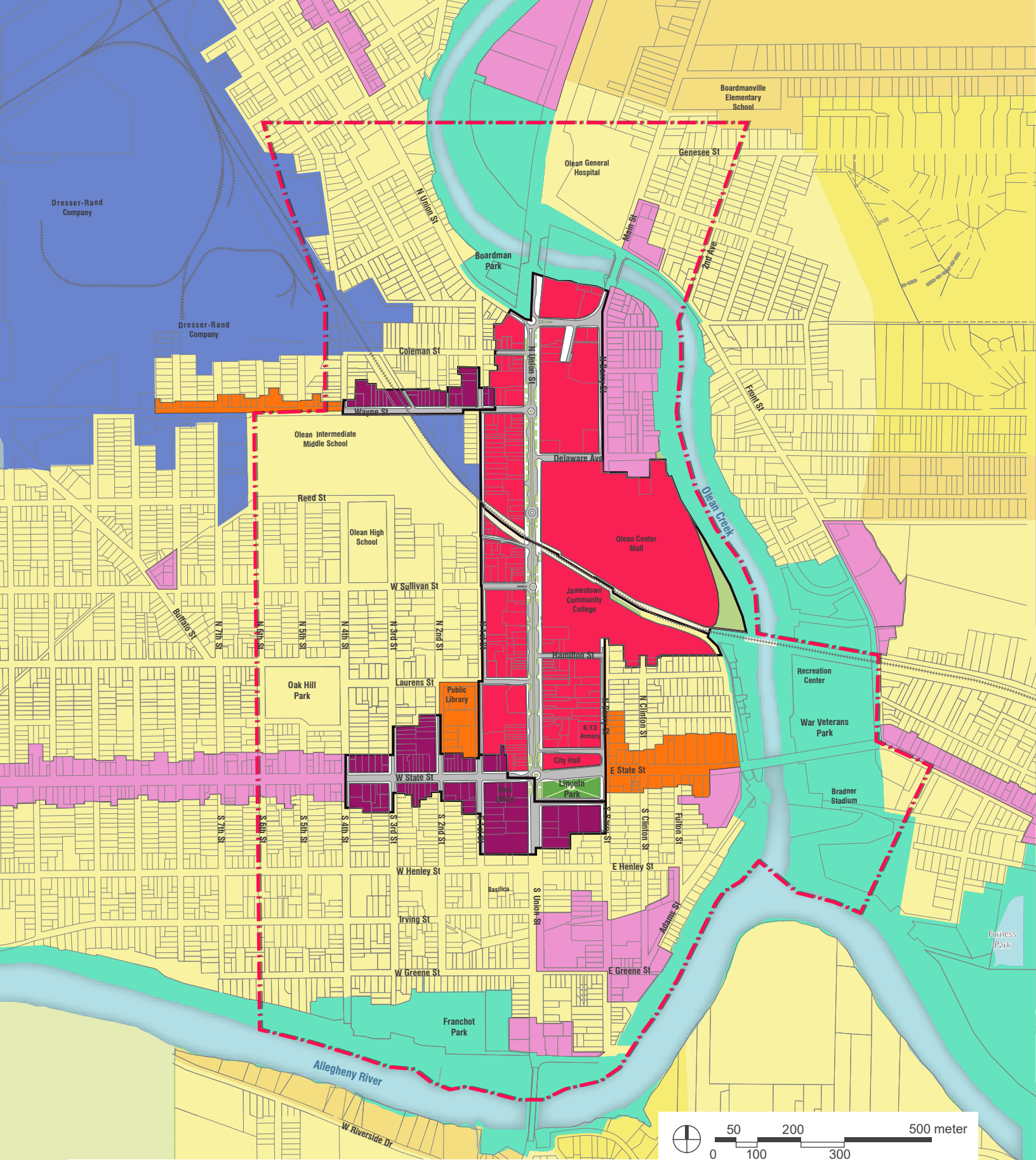
Any projects approved for DRI funding on or adjacent to an identified property have the potential to be impacted as a result of contamination, and appropriate environmental approvals will be required prior to implementation. A high level review has determined there are no environmental constraints for the sites recommended for DRI funding.

Zoning

In December 2015, the City of Olean adopted a Form-Based Code (FBC) as an overlay to the City Center and Neighborhood Center zones at the heart of downtown, where the community's revitalization efforts have been focused (see Map 6). A pilot project to enable the core of downtown Olean to develop with high intensity mixed-use development that supports livability, the FBC has been used successfully to help preserve and enhance the historic character of downtown Olean; allow for adaptive reuse of historic structures; and attain the economic, social and environmental benefits of a walkable downtown.

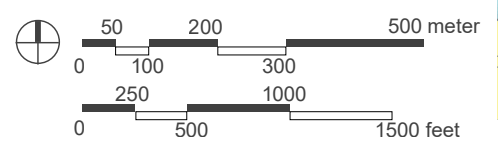
The purpose of the Form-Based Code is to provide greater flexibility while ensuring that the form of development respects the historic fabric of downtown through architectural design standards rather than the separation of uses. In the City Center zone, a range of commercial, residential, and institutional uses are permitted, with heights from 2-8 stories. In the Neighborhood Center, the same range of uses is permitted, with a maximum height of 3 stories.

There are no required parking minimums downtown.



- | | |
|--|---|
| Residential (R1) | General Commercial (GC) |
| Residential (R2) | Industrial (I) |
| Residential (R3) | General Industrial (I2) |
| Residential Transition (RT) | General Industrial (I3) |
| Waterfront Conservation (WC) | Agricultural-Residential (AR) |
| Neighborhood Center (NC)* | Downtown Revitalization Initiative Boundary |
| City Center (CC)* | |

* Downtown Form-Based Zoning



Map 8. Zoning

Vacant and Underutilized Sites

Downtown Olean contains many vacant and underutilized buildings, the most historic ones being candidates for restoration and adaptive reuse. Excluding some City-owned and privately-owned parking lots that are not heavily used, there is not an abundance of vacant or underutilized land downtown. Nevertheless, future multi-story development on these lands, whether for residential, commercial or institutional uses, will have a noticeably positive impact on the image and vibrancy of downtown. The DRI can result in improving the local development market that will catalyze development on these sites.

Mobility

Much of Olean is on a grid, with two state routes (Routes 16 and 417) intersecting downtown and serving as its main hub. In addition to these routes, Interstate 86 (Southern Tier Expressway) has two exits on the northeast and northwest edges of the city. The city is divided by the Allegheny River and the Olean Creek, resulting in different street layouts/ mobility patterns in central Olean, East Olean, and South Olean. There is limited connectivity between the three areas.

Most of downtown’s streets function with two travel lanes, and traffic congestion is not an issue. The capacity of a travel lane is about 8,000 vehicles per day, and no lanes downtown carry more traffic than this. With manageable levels of vehicular traffic, the City has taken a progressive approach to mobility, adopting a complete streets policy – Walkable Olean – and implementing it with the redesign of North Union Street.

Transit

The City operates a bus service called Olean Area Rapid Transit (OATS) with six routes: the Downtown Circulator; the City Loop; buses to/from Cuba; buses to/from Salamanca/Seneca; the Bona Bus, a daytime shuttle from St. Bonaventure University to downtown; and a night-time campus shuttle. Additionally, Access Allegany operates service to/from Wellsville.

Table 2 shows when each bus line operates and illustrates that service is not continual during the day and into the evening. In addition, parts of the city are not served by a convenient bus stop. For example, the shuttle to the university running on State Street only stops at Union Street downtown. The stops (and subsequent routes) are somewhat dictated by the requirement to stop at funding partners’ premises at key times. Because of this, a single run on a bus, such as the Downtown Circulator, can take 1.5 hours.

More frequent service and/or simplified routes, allowing OATS to function as a more robust transit system, would benefit Downtown Olean as well as the city at-large. For example, Jamestown Community College students are 75- 80% low- and moderate-income students, and can spend up to 50% of their income on transportation. At present, the bus schedules do not align well with class schedules, and students rarely utilize them.

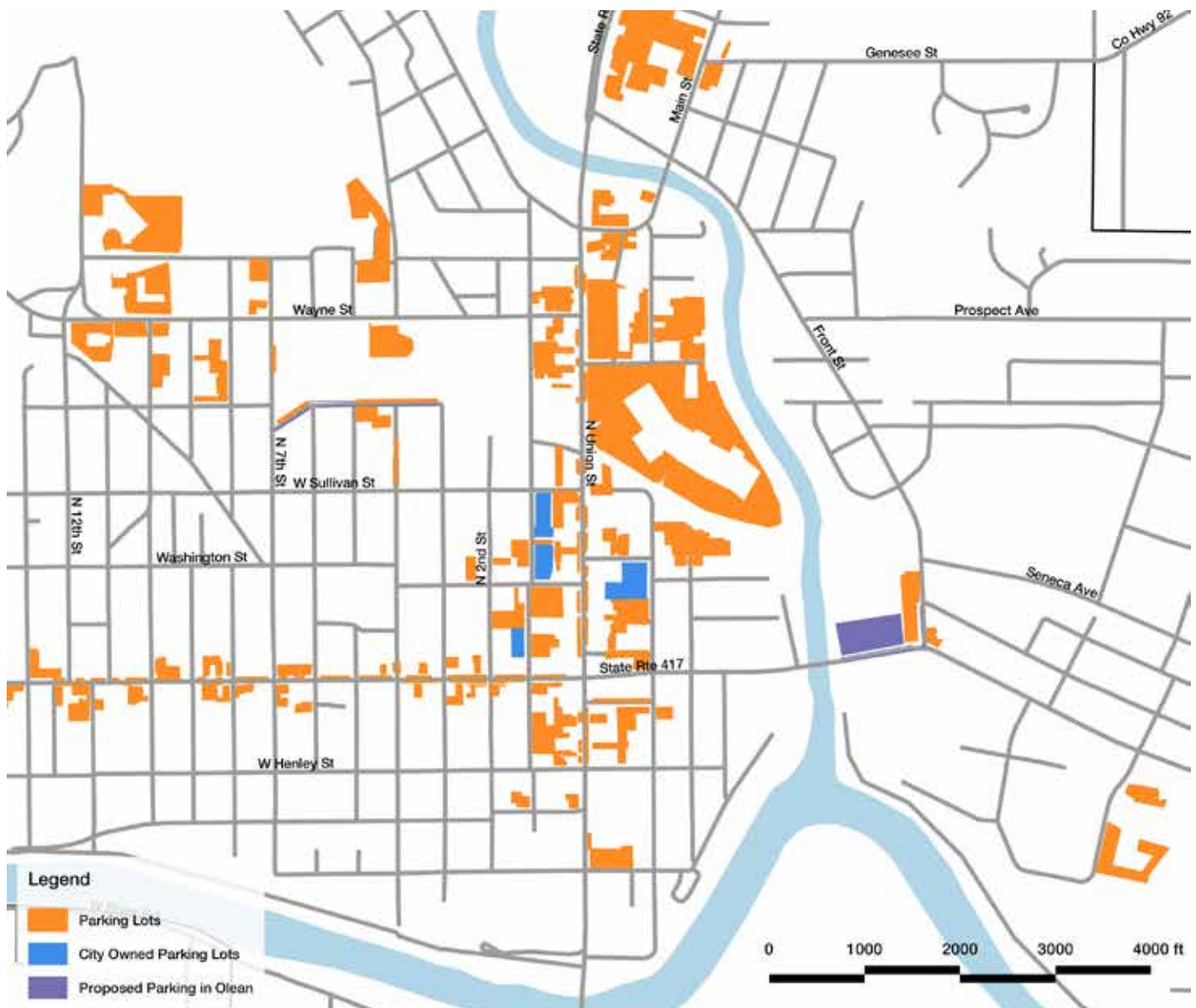
	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM	3:00 AM
Downtown Circulator																						
City Loop																						
Cuba-Olean-Salamanca																						
Access Allegany																						
St. Bonaventure Shuttle																						

Table 2. Olean Bus Weekday Hours of Operation



Parking

Parking (curbside and off-street) is abundant throughout downtown Olean (see Map 10). There are four city-owned parking lots within a one-minute walk of the Union Street commercial corridor, containing 326 spaces, in addition to on- street spaces (angled parking) on North Union. Additionally, the Olean Center Mall is a massive parking asset that is currently underutilized due to the declining retail presence at the mall.



Map 10. Downtown Olean Parking Assets

Active Transportation and Accessibility

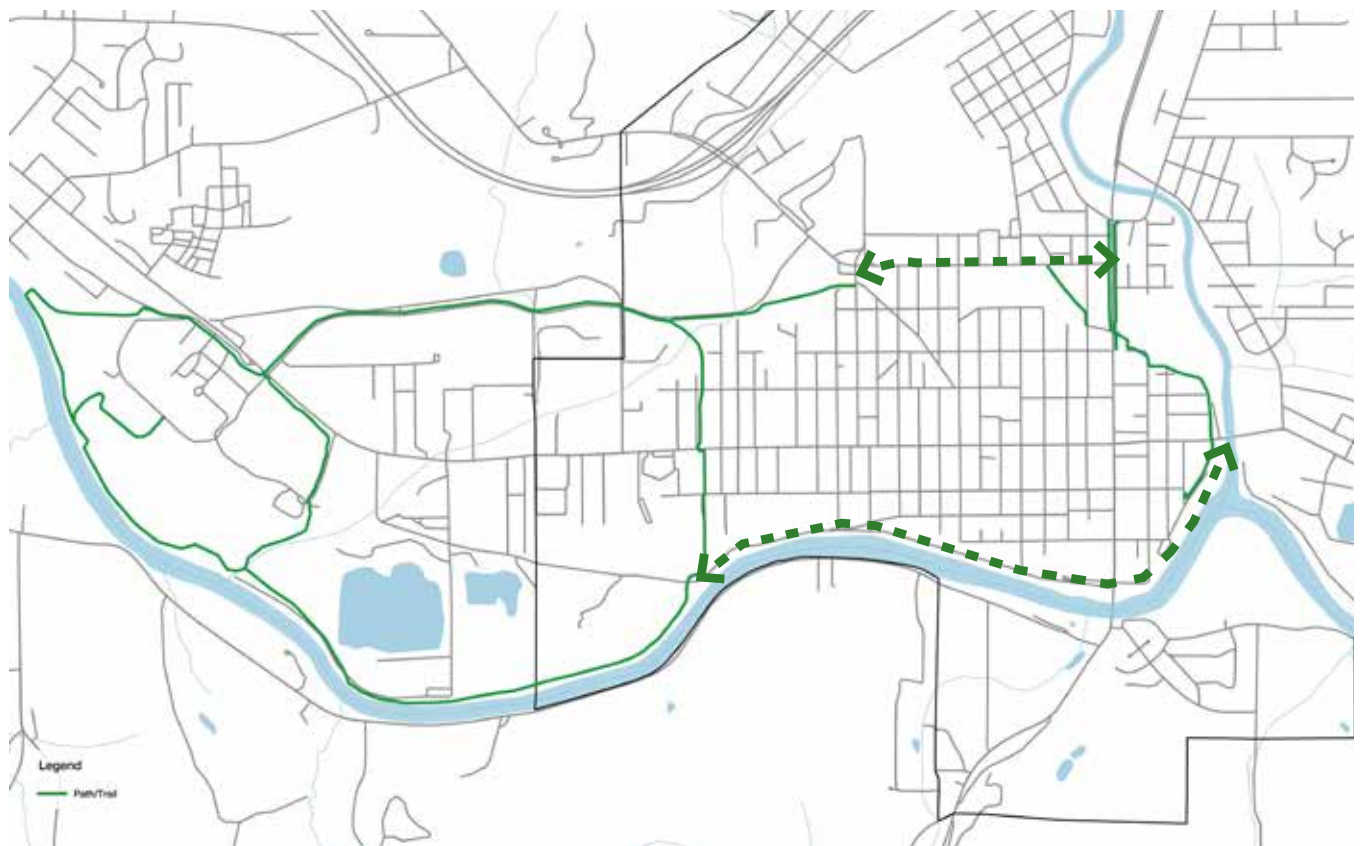
The compactness of Olean and its street grid makes walking and cycling viable means of getting around, and the Walkable Olean initiative has greatly improved the pedestrian and cycling environment downtown. Nevertheless, much of the existing infrastructure generally does not meet standards for universal accessibility. Even where there are sidewalks, there are not necessarily proper pedestrian ramps for wheelchairs/scooters. North Union has audial/visual cues for pedestrian crossings to signal to the hearing-/visually-impaired (and drivers alike), but such these facilities should be expanded throughout the city. The lack of proper crossing facilities discourages some from using the trails network, and many with wheelchairs (or parents with strollers) opt to use the side of the road instead of using the trails. In addition, there are very few public charging ports for electric wheelchairs/scooters.

There are two main trails in Olean (see Map 11). One follows the rebuilt portion of North Union Street north of the railway, turning east and passing through the Jamestown Community College campus, before heading south on a former rail right-

of-way and dead-ending before the Allegheny River. Plans to expand this trail include adding two crossings on abandoned railway rights-of-way across the Olean Creek.

The Allegheny River Valley trail network is the second system in Olean and is much longer. The 6.2 mile, 10-foot-wide trail was developed with funding from Federal, state, local and private sources. This accessible, asphalt trail connects the City of Olean, Saint Bonaventure University, and the Town of Allegany. Trail construction began in 1992 and is ongoing. There is the potential to link this trail with the one downtown via both Wayne Street and a trail on the flood levee between the water treatment plant and the State Street Bridge over the creek. The latter is proposed in the recently completed Allegheny River Public Access and Recreation Plan.

Cyclists in Olean generally use the side of the road or sidewalks in the absence of trails and bike lanes. With future streetscape projects, the Public Works Department, applying its Bike-Friendly Policy, will consider expanding the bike lane network onto State Street and South Union. An alternative also under consideration would situate bike lanes off major roads and put them on parallel roads (e.g., West Henley Street and South 1st Street).



Map 11. Olean Trails



Existing Path/Trial
Potential Trail Link

Municipal Infrastructure Assessment

The City has made infrastructure improvements downtown with the reconstruction of North Union Street. Sanitary sewers run on both sides of the street, and concurrent with the roadway project, the sewers were lined to reduce infiltration. The waterlines and storm drainage collection and conveyance systems are currently able to support redevelopment projects in the corridor without a need for significant investment.

The City wastewater treatment facility has recently had a \$22 million renovation, which has improved the wet weather capacity of the plant to 12 million gallons per day (MGD). There is adequate wastewater treatment capacity to support downtown development. The municipal water supply and distribution system is also adequate to support redevelopment efforts, having been built to support a city population of 25,000.

One part of the redevelopment process that would benefit the municipal sanitary sewer and wastewater treatment systems is the removal of roof drainage, basement drains, and sump pumps that historically discharge to the sanitary sewer system. Under current codes and regulations, stormwater discharges are required to be separated from the sanitary sewer services of existing and redeveloped buildings. Any projects under consideration need to include the resources to effect these changes to help reduce sanitary sewer overflows.

1.5. Socioeconomic Conditions

With an estimated 2017 population of just under 14,000, Olean is the largest city or town within 50 miles in any direction and serves as the employment and retail center for this rural area of Western New York. Olean serves residents from a significant portion of Cattaraugus County, from western Allegany County, and from nearby areas in McKean County in northern Pennsylvania. While the market area depends on the uses being considered, based on travel times to work in this area of Western New York and discussions with major employers, the consultants have concluded that Olean draws most of its workers from within a 30-minute drive time.

Summary demographic data for the City of Olean, for the entire area within a 30-mile drive time, and for the smaller adjacent communities of St. Bonaventure Hamlet (location of St. Bonaventure University) and Allegany Township is presented in Table 1 below.

Primary observations include the following:

- The population within a 30-minute drive time is slightly below 65,000, making this a relatively small market area, which will affect the ability to attract certain retailers. Even within a 40-minute drive time the population is approximately 94,400.
- Both population and the number of households in Olean and the surrounding area have declined and are forecasted to continue declining, although at a slow pace. Olean has gone from a population of 14,452 in 2010 to an estimated population of 13,994 in 2017 and is forecasted to have an estimated population of 13,593 in 2022. In 2017 Olean had an estimated 6,220 households and is forecasted to decline to 6,027 households in 2022, a decline of 193 households.
- The age distribution of the Olean population in comparison to New York State as a whole indicates that both have 79% of the population 18+, but that Olean has a higher percentage of the adult population over 65 and a lower percentage in the 35 to 64 age range.
- The population of Olean and the surrounding area (as is the New York State population overall) is aging and there will be an increasing percentage of people above the age of 65.
- The median household income of \$42,000 (rounded) in Olean is below the 2016 U.S. median of \$58,000 (rounded), but so is the area median household income. Incomes in the adjacent communities of St. Bonaventure Hamlet and Allegany Township are higher.
- There are a significant percentage of households earning \$75,000+ - 22% in the City of Olean specifically and higher percentages in St. Bonaventure Hamlet and Allegany. This is primarily due to a number of higher paying jobs in health care, corporate management, higher education, engineering and technology in the Olean/St Bonaventure/Allegany area.
- 27% of the Olean population 25 and over have at least a bachelor's degree, with 12% having graduate or professional degrees.
- The daytime population in the City of Olean is 18,858, larger than the permanent residential population of 14,000 and consists of 11,306 workers and 7,552 residents, consistent with Olean being the employment center for the region.

Table 3. City of Olean and Surrounding Area Selected Demographics

	City of Olean	30 minutes Note 1	St. Bonaventure Hamlet	Allegany Township
Population Summary				
2000 Total Population	15,347	69,802	2,033	1,973
2010 Total Population	14,452	66,476	2,044	1,816
2017 Total Population	13,994	64,703	1,941	1,669
2022 Total Population	13,593	63,029	1,907	1,597
2017-2022 Annual Rate	-0.58%	-0.52%	-0.35%	-0.88%
2017 Total Daytime Population	18,858	68,772	3,038	1,651
Workers	11,306	32,076	1,798	678
Residents	7,552	36,696	1,240	973
Household Summary				
2000 Households	6,446	27,444	252	750
2000 Households	6,454	27,319	252	765
2000 Households	6,220	26,507	234	691
2000 Households	6,027	25,757	223	654
2017-2022 Annual Rate	-0.63%	-0.57%	-0.96%	-1.09%
Median Age				
2010	38.9	40.5	21.8	36.6
2017	39.7	41.6	22.5	36.1
2022	40.2	42.5	22.5	37.0
% of Population 65+				
2010	15.7	16.2	10.5	15.3
2017	17.9	19.0	10.5	21.0
2022	20.2	21.8	11.4	23.4
Median Household Income				
2017	\$41,924	\$43,441	\$47,443	\$50,878
2017 Households by Income				
% of HH \$75,000+	22.2	24.6	33.3	32.9

Note 1: 30-minute drive time from Municipal Building, 101 East State St. Olean, NY 14780

Sources: C. J. Law & Associates, LLC; ESRI

Major Employers

Business summary data from ESRI indicates that the City of Olean currently has 768 businesses with 13,967 employees. The largest employment sectors are services 41%, retail trade 24%, and government 10%.

With the exception of St. Bonaventure University, the largest private sector employers in the area are located in Olean:¹

- Olean General Hospital: 900 employees
- Siemens Dresser-Rand: 850 employees
- Cutco: 650 to 700 employees
- The Rehabilitation Center: 530 employees/subcontractors
- St. Bonaventure University: 420 employees

In general, these companies plan to maintain current employment levels, with the exception of The Rehabilitation Center, which is growing. Since 2013 Dresser-Rand has experienced a 40% reduction in employment due to conditions in the oil and gas industry but expects to maintain current employment levels in Olean.

To avoid reporting confidential salary information, the following provides some general information on salary ranges. Among some of the larger employers, full-time union employees and clerical workers have salaries starting at about \$45,000, junior management employees start in the \$65,000 range rising to \$75,000 and above for middle-management, nurse practitioners earn about \$120,000 on average, and physicians' salaries start at about \$185,000.

Average wages in Cattaraugus County in 2016 according to the Quarterly Census of Employment and Wages, were \$38,467.

Educational Institutions

The Cattaraugus County branch of Jamestown Community College (JCC) is located in Olean in the center of the Downtown Revitalization Initiative area. Enrollment has declined over the past few years and as of Fall 2017 was 585 students – 387 full-time and 198 part-time. Many students come from the local area and live with their families. The JCC estimates that the required number of apartments for JCC students in Olean annually is 35 to 50. According to the Olean DRI application JCC full-time employment is 180

Estimated room and board costs for off-campus student living is \$9,400 per year. Considering a 12-month lease (even though 9 months is the school year) and deducting food costs, puts the students' monthly housing budget in the \$725 to \$750 per month range. With \$80 per month a good rule of thumb for local utility costs, this puts students in the \$645 to \$670 per month rental range. Some landlords indicate that student renters are more in the \$500 to \$600 per month rental range.

St. Bonaventure University is located just outside of the City of Olean in St. Bonaventure Hamlet. The university has enrollment of 1,635 undergraduate students and 465 graduate students. Only seniors and graduate students are permitted to live off-campus. According to the University Human Resources Department there are 420 full-time faculty and staff.



¹ Data for Siemens Dresser Rand, Olean General Hospital, Cutco and St. Bonaventure obtained from these companies. Rehabilitation Center data from Olean DRI proposal.

1.6. Real Estate Market Analysis

Housing Availability and Characteristics

Table 4 presents selected housing data for Olean and the surrounding area and adjacent communities.

Primary housing market observations include the following:

- The market is predominantly single-family, with the balance of housing being mostly dwellings with two to four-unit apartments, often in what were originally single-family homes. There are no major market-rate apartment buildings.
- Median home value in Olean is approximately \$81,000, slightly below the median value within a 30-minute drive time area, but significantly less than the median home value in the smaller, adjacent community of St. Bonaventure Hamlet and Allegany Township.
- According the Howard Hanna Realty, in Olean over the past 12 months, 146 homes were sold, ranging in price from a high of \$225,000 to a low of \$7,100, with an average of approximately \$80,000.
- The housing is older with over half built prior to 1940 and very limited new housing. In all of Cattaraugus and Allegany Counties combined, new construction has averaged 125 units per year over the past 5 years, virtually all of which has been detached single-family homes. The most recent multi-family housing constructed in Olean was affordable, low-income tax credit apartments built in 2000-2002 in two projects of 32 and 16 units.
- Data on vacant housing units is somewhat misleading because it includes both seasonal rentals (likely a small percentage) and homes that are vacant but not for sale or rent and most likely not in adequate condition for occupancy. Given the age of the housing stock, this is likely to be significant.

- In the City of Olean, 54% of occupied units are owner-occupied and 46% are renter-occupied.
- In Olean, 18% of the rental units are income-restricted ("affordable") housing of some sort and the remaining 82% are rental units in very small apartment buildings or individual unit rentals in 2 to 4-unit properties. There are no professionally-managed, market-rate apartment buildings of any significant size.

A survey of rental properties and search for available rental listings indicates that rental market vacancy among non-income-restricted (market-rate) units available for lease is probably in the 1% range, although no statistical data is compiled.

The consultants interviewed Park Centre Realty, a major commercial and residential property owner in Olean and along North Union Street. Their 21 apartments along North Union Street rent for \$500 to \$700 per month plus electric for 1-bedroom and 2-bedroom/1-bath apartments which have adjacent lot parking. They have 2 furnished apartments in the Lincoln Park Building which rent for \$1,200 per month including all utilities.

The highest apartment rent obtained in Olean is a unique 2-bedroom/2.5-bath apartment on North Union Street, recently renovated, with cathedral ceilings and other special features, which rented for \$1,500 per month. This is far in excess of the rents for other apartments in Olean and on North Union Street.

Table 4. City of Olean and Surrounding Area Selected Housing Data

	City of Olean	30 minutes Note 1	St. Bonaventure Hamlet	Allegany Township
Housing Unit Summary				
2017 Housing Units	7,147	32,248	255	769
Owner Occupied Housing Units	45.2%	55.5%	56.5%	60.6%
Renter Occupied Housing Units	41.8%	26.7%	35.3%	29.4%
Vacant Housing Units	13.0%	17.8%	8.2%	10.1%
Median Home Value				
2017	\$81,276	\$83,074	\$123,404	\$118,007

Note 1: 30-minute drive time from Municipal Building, 101 East State St., Olean, NY 14760

Sources: C. J. Law & Associates, LLC; ESRI

Park Centre Realty indicates that their tenant niche is more corporate rentals including engineers from Dresser Rand; doctors and other hospital employees; and staff, graduate students and alumni from St. Bonaventure. While out of town students attending Jamestown Community College are a component of the rental market, they are not the tenant base for Park Centre Realty.

There are a few noticeable gaps in the housing product, particularly in terms of rental housing:

- Mid to upscale market-rate apartments in a professionally-managed property with building amenities. Larger apartments, such as 2-bedroom/2-bath units are in extremely short supply.
- Market-rate rental or for-sale housing options for elderly households who no longer wish to maintain a single-family home – with elevators or a single-story product. Realtors estimate that there are 10 to 12 home sales annually by elderly households looking to downsize.

As demographics indicate declining population and households, in the absence of projected growth, housing “needs” can be considered to be a combination of some replacement of deteriorated and functionally obsolete existing housing over time (upgrading the overall housing stock), new rental housing to ease the tight market-rate rental market, and housing to fill observed gaps in the housing product.

Current residential rental development activity consists of some small-scale renovations and/or conversions of upper floors to residential apartments by local developers along North Union and West State Streets. To date these have all been walk-up apartments, with or without adjacent lot parking.

One residential project in the approval stages is a senior-citizen patio home rental development at 550 Genesee St. (near Olean General Hospital and just outside the DRI Area), proposed by Forest Hills Corporation. The plan is for 53 detached patio homes to be built over an eight to ten-year period. This will be direct competition to any potential development for senior citizens in the downtown area.

Retail Market

Olean retail can be divided into four categories:

1. The Olean Center Mall
2. Park Centre Realty strip centers
3. Downtown retail in row structures along North Union Street
4. Retail on East and West State Street which is mostly freestanding with some row structures in the central area

Table 5 summarizes tenants, availability and rents for these retail spaces.

Olean Center Mall, located in the DRI Area, is the only mall in the area (the closest other malls being at least an hour away) and therefore serves the region. However, 7 of its 27 non-anchor spaces are currently vacant and a number of vacancies have existed over the past few years. Regional shopping competition is primarily from the Walmart Plaza in St. Bonaventure Hamlet, which is also the location of the AMC Allegany-8 cinema.

Park Centre Realty has 3 strip centers, 2 of which are primarily retail and all of which are fully-leased at net rents of \$7 to \$14 per square foot. One of these, the Delaware Park Centre, with 15 tenants, is located with the Downtown Revitalization Initiative area.

Downtown retail along North Union Street’s core row structure area includes 35 to 40 retail spaces (some spaces can be either retail or professional office so exact counts are impossible), about 40% of which are currently vacant – for a variety of reasons. North Union Street retail rents range from \$8 to \$15 per square foot net.

Retail tenants are consistent with the average demographics of the local and regional populations and would not be considered upscale.

Table 5. Olean Retail Space

Property	Address	DRI Area	Sq. Ft.	# of Tenant Spaces	Notable Tenants	Availability	Rent
Olean Center Mall	400 N. Union St	Yes	320,066	27 store spaces and 3 anchors	Bon-Ton, JC Penney, Kohls	7 store spaces	\$10 psf negotiable (rent includes utilities)
Park Centre Realty Strip Centres							
Delaware Park Centre	502 N Union St.	Yes		15	Big Lots	none	\$7 to \$14 psf + CAM
Westgate Plaza (Retail/office)	700 W. State St.	No, on border		9		none	\$7 to \$14 psf + CAM
Holiday Park Centre	2600 W. State St.	No	mostly professional office			none	\$7 to \$14 psf + CAM
Downtown N. Union St Retail/office/ professional office	160 N. Union	Yes		35 to 40 retail		about 15 retail 2,000 sq.ft. 1st fl	\$8 to \$15 psf (net) \$12 psf (net)
E and W State St. Former Kmart (permits for renovation)	Various 2801 W. State St.	Some No	58,260	Mostly freestanding 3	Marshalls coming	2 spaces	not available
Major Competing Retail Center Outside of Olean (St. Bonaventure, on Olean border) Walmart Plaza	3142 W. State St	No	353,326	3 anchors, 15 others	Walmart, BJs Wholesale Club, Home Depot, AMC Allegany 8-plex	3 spaces from 2310 to 3740 sq.ft.	not disclosed

Sources: C. J. Law & Associates, LLC, Howard Hanna Realty, Park Centre Realty, Various property owners and listings

Professional Office

Office space in Olean consists of professional office space for Olean General Hospital and other medical groups, accountants, lawyers, insurance companies, and the like. Spaces and rents for major spaces are summarized in Table 6 on the next page.

There are a number of professional buildings and office spaces available along North Union Street, which do have the potential to be leased. However, overall demand in the market is rather static. According to local brokers most of the space needs are for smaller spaces of 1,000 square feet or less.

Adding significant additional office space to this market would likely increase vacancies in existing properties.

Table 6. Olean Professional Office Space

	Address	DRI Area	Sq. Ft.	# of Tenant Spaces	Notable Tenants	Availability	Rent
Park Centre Realty							Gross + CPI
Lincoln Park Office Suites (office/professional)	130 S. Union St.	Yes	40,000 sq.fr. with 10,000 sq.ft. of executive office space		Olean General Hospital Executive Offices, large accounting firm, architectural firm, doctors		Starting at \$17.50 psf gross
Bluebird Square (Office/professional/retail)	1 Bluebird Sq. (N. Union St.)	Yes				1 space	\$16.50 psf gross typically
Pace Building	519 N. Union	Yes			fully occupied by Total Senior Care	none	
Delaware Executive Office Suites	237 Delaware Ave.	Yes			Individual rooms that share conference room, kitchenette, waiting area, restrooms	none	\$350 to \$500 per month, all inclusive
Holiday Park Centre (office/professional)	2626 W. State St.	No	over 58,000 sq.ft.	36	Medical, insurance companies, doctors, attorneys	5 offices ranging from 300 to 1800 sq.ft.	Starting at \$16.50 psf gross
Downtown (various)							\$15 to \$25 psf gross, CPI
Community Bank		Yes	not available	not available	not available	not available	not available
Masonic Temple Building		Yes		approx. 28 professional office suites (160 to 380 sq.ft.) + 3 retail spaces		75% of office space	\$18 psf gross

Sources: C. J. Law & Associates, LLC, Howard Hanna Realty, Park Centre Realty, Various property owners and listings

Hotel Market

Hotel occupancies range from 50% to 70%. Average daily rates (ADR) range from \$90 to \$125 and revenue per available room (RevPAR) ranges from \$55 to \$85.

In terms of proposed new supply, the Olean Gateway Project (Buffalo Avenue) includes a planned 90-room Marriott.

Although the final development scheme for the Manufacturers Hanover Building on North Union Street – one of the potential DRI projects – has not yet been determined, Table 7 lists an 80-room hotel as a potentially feasible hotel size.

The new Marriott and the subject property together would represent over a 48% increase in lodging supply, a large number because the area supply is relatively small. Depending on branding, quality, and location, the new hotels could end up outperforming some of the existing competitors.

Given current market performance, the opportunity for new hotel development can only be considered moderate. The following are the consultant recommendations:

- National branding is critical
- Operational efficiency would require: 70 to 100 guestrooms
- Limited service hotel
- Midscale or upper midscale chain
- Free parking
- Free breakfast
- Location near demand generators

Table 7. Hotel Supply

Hotel Name	Chain Scale	Affiliated	Rooms	Comments
Existing Competitive Supply				
Holiday Inn Express Olean	Upper Midscale	May-98	76	City of Olean, Nearing 20-Year Mark
Best Western Plus University Inn	Upper Midscale	Jul-04	60	St. Bonaventure, Two-Story
Microtel Inn & Suites	Economy	Sep-04	50	St. Bonaventure/Extended-Stay, Two-Story
Fairfield Inn & Suites Olean	Upper Midscale	Aug-01	99	St. Bonaventure, Rate Leader
Holiday Inn Express & Suites Salamanca	Upper Midscale	Jan-03	68	Salamanca, Near Casino, Two-Story
Total Existing Supply			353	
Proposed New Competitive Supply				
Marriott	Upper Upscale		90	Early Planning Stage
Manufacturers Building (Hotel)	Upper Midscale		80	Early Planning Stage
Total Existing Supply			170	48.2%
Total Future Competitive Supply			523	

Sources: STR and MA&A

Summary of Key Findings

Below is a summary of the key findings from the real estate market analysis.

Strengths:

- Olean is the employment and retail center for a regional population of 65,000.
- The city has several major employers providing well-paying jobs.
- Jamestown Community College and St. Bonaventure provide a strong foundation of educational institutions.
- There are 1,300 households in the city with an income over \$75,000.
- There is a low vacancy rate (estimated at 1%) for market-rate rental apartments.
- Walkable Olean has significantly improved the image of downtown as a place to live, dine and do business.
- There is a diverse range of hotel demand generators.

Weaknesses:

- Olean is a relatively small market with a declining population, limited in-migration, and static or declining employment levels.
- Median incomes are low compared to median levels across the state and the country.
- Home values and residential and commercial rents are also comparatively low.
- There are many vacancies along the North Union Street retail corridor and in the Olean Mall.
- There are no large real estate developers active locally.
- The hotel market is rate-sensitive.

Opportunities:

- There is some demand for mid to upscale market-rate apartment development, potentially 50-60 such units over the next 5 years.
- Renovation and reuse of downtown historic buildings for mixed-use development (retail at grade, up-scale apartments on upper floors) would be an appealing market offering.
- The market can likely support a few more restaurants downtown and potentially a combined food and beverage and entertainment venue.
- Desirable hotel brands may be attracted to downtown.

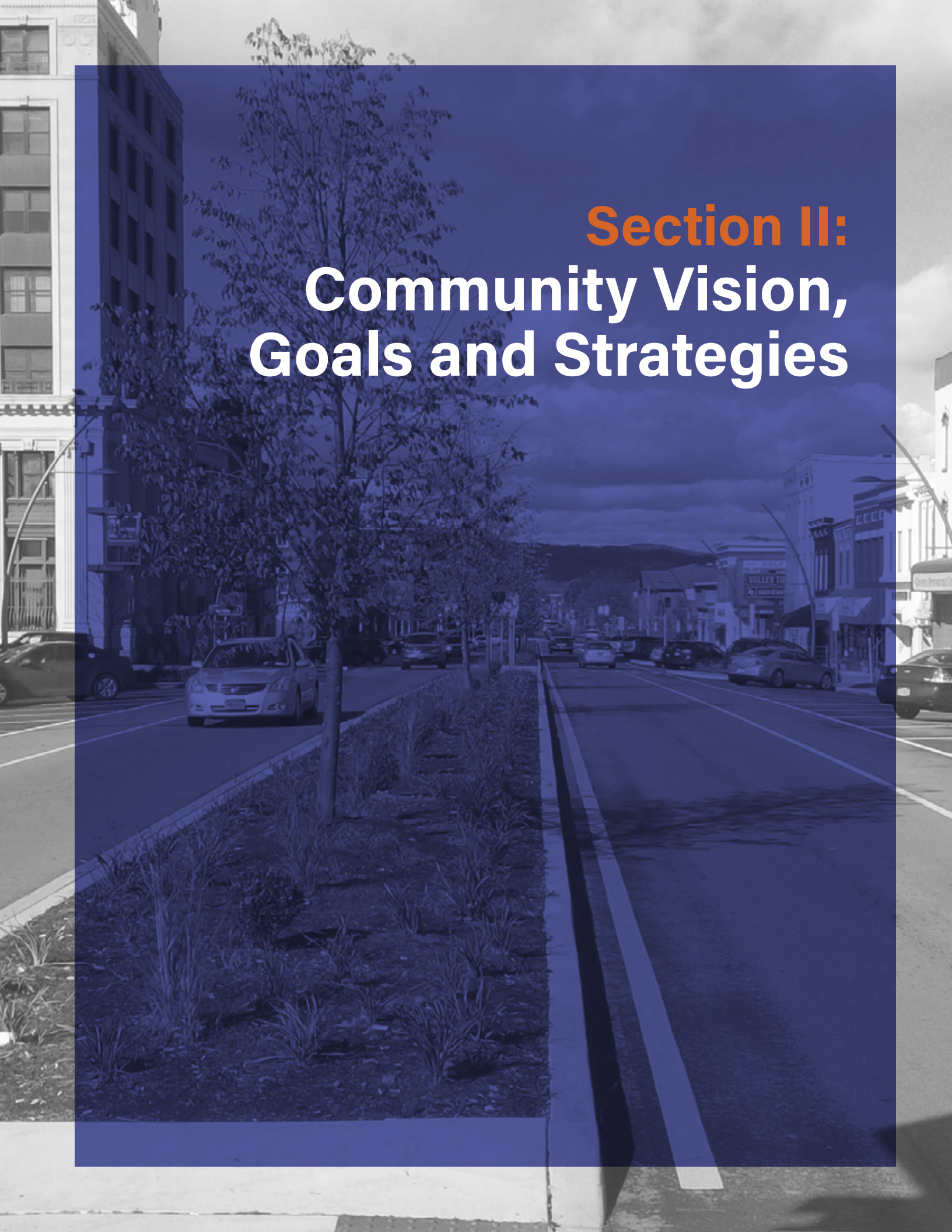
Challenges:

- There should be caution to prevent over-supplying new housing with multiple projects targeting the same limited market segments.
- New housing projects may see slow absorption.
- Development and redevelopment may not be financially feasible based on current market rents, particularly where costly renovations to historic properties are required.
- It may be challenging to attract regional or national real estate developers, and the City has limited capacity to manage large projects.

1.7. Summary of Opportunities

Based on the assessment of existing physical and market conditions summarized in this section, there are five strategic opportunities to advance the revitalization of downtown Olean.

- Renovate existing buildings on North Union Street and State Street to accommodate new businesses, business expansions, and market-rate and upscale apartments
- Continue Walkable Olean with streetscape improvements on State Street and South Union Street
- Expand the downtown trail network, linking it to the existing Allegheny River Trail
- Add more venues and programmable space for culture and entertainment
- Following the planned improvements to Lincoln Park, improve Oak Hill Park and Franchot Park to encourage more use throughout the day



Section II: **Community Vision, Goals and Strategies**

The following vision, goals and strategies were confirmed by the Local Planning Committee on January 3, 2018.

Vision Statement

Olean's vision is to make our City vibrant and to provide our residents with cause for optimism regarding opportunities to work, to learn and to thrive here – including, importantly, younger and educated residents who are selective about where they settle and start their families. Our DRI priority projects will invest in public places in order to improve quality of life for all residents while catalyzing a cycle of private investment and population growth in our downtown neighborhood.

Goals and Strategies

GOAL 1

Downtown Olean will be lively and prosperous – a place full of established and new businesses that bring people to Downtown, encourage investment and help grow the city's economy.

- a) Strategy: Encourage collaborations among institutions and existing employers to attract and support new employers and business start-ups Downtown.
- b) Strategy: Encourage the renovation of buildings to accommodate new and expanding businesses.
- c) Strategy: Support cooperation and collaboration among merchants and property owners in promoting Downtown and attracting new businesses.
- d) Strategy: Promote Downtown as a weekend destination from which to explore the region's many attractions.
- e) Strategy: Encourage the growth of facilities and programs at Jamestown Community College.

GOAL 2

Downtown Olean will be livable and complete – a place with a variety of attractive, affordable housing options and a range of amenities for residents.

- a) Strategy: Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- b) Strategy: Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.
- c) Strategy: Work with neighborhood groups and property owners to improve existing housing conditions and beautify neighborhoods.
- d) Strategy: Enforce property standards in existing Downtown neighborhoods.
- e) Strategy: Attract specialty food retailers and a broader range of personal services to Downtown.

GOAL 3

Downtown Olean will be green and beautiful – a place that conserves, uses and celebrates its heritage buildings and landscapes as catalysts to encourage and leverage investment.

- a) Strategy: Promote the restoration and adaptive re-use of heritage buildings.
- b) Strategy: Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.
- c) Strategy: Encourage the redevelopment of sites that diminish the historic, urban character of Downtown.
- d) Strategy: Ensure all new development meets high standards of design excellence and sustainability, and is compatible with the historic fabric of Downtown.
- e) Strategy: Enhance the image and year-round usability of Downtown parks and other public open spaces.

GOAL 4

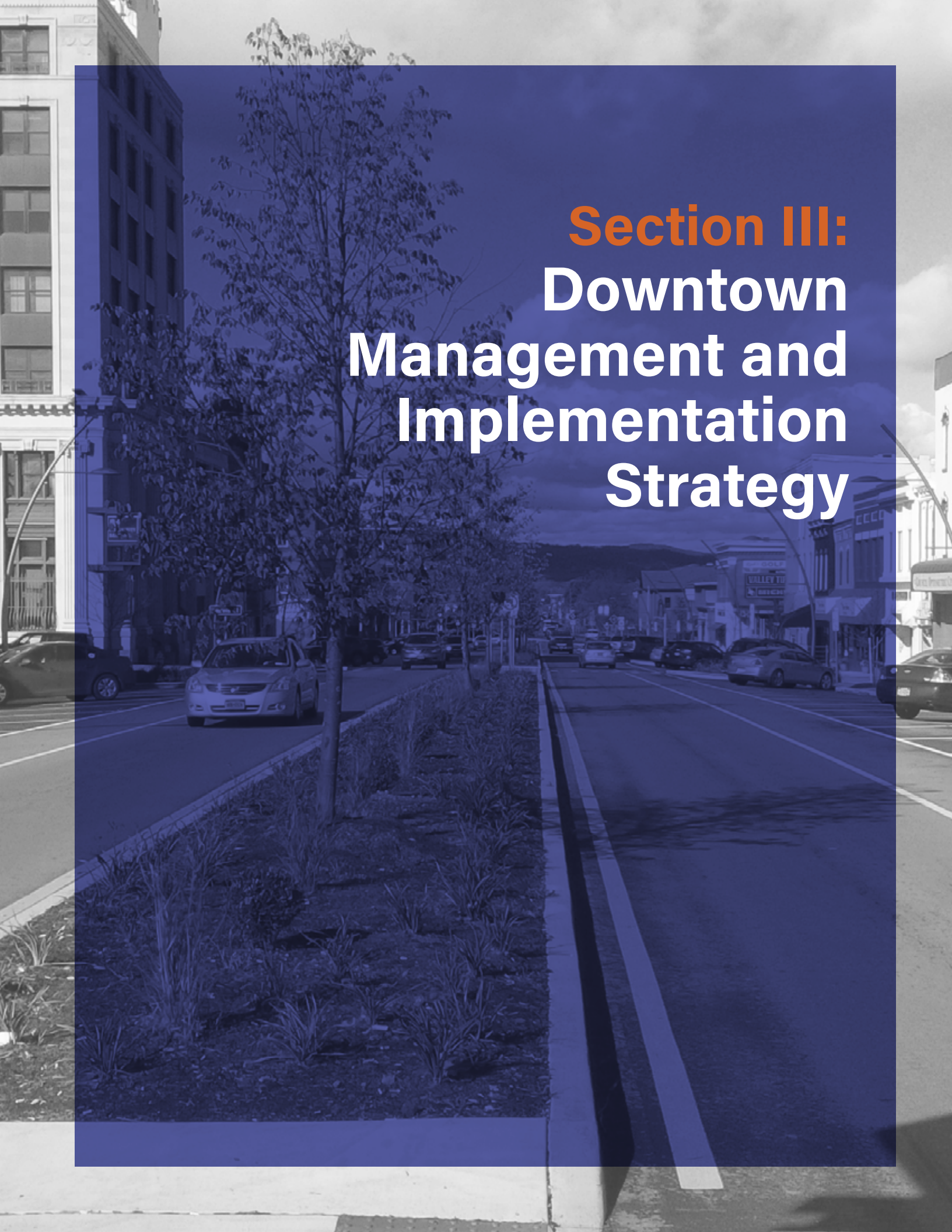
Downtown Olean will be connected and walkable – a welcoming place easy to navigate and which encourages walking and cycling.

- a) Strategy: Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).
- b) Strategy: Improve pedestrian connections from neighborhoods and public parking lots to Union Street businesses.
- c) Strategy: Improve signage and wayfinding Downtown for drivers, pedestrians and cyclists.
- d) Strategy: Improve pedestrian and cycling connections between the Downtown core and attractions at the edges of Downtown, including the Allegheny River, Bradner Stadium/War Veterans' Park and Olean General Hospital.

GOAL 5

Downtown Olean will be creative and fun – a place for creative enterprises and where County residents gather to enjoy art, culture and entertainment.

- a) Strategy: Encourage the renovation of buildings to create studios for artists and creative businesses.
- b) Strategy: Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- c) Strategy: Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.
- d) Strategy: Provide amenities on the riverfront that improve access to, and enjoyment of, the water.



Section III: **Downtown Management and Implementation Strategy**

Once the Local Planning Committee for Olean's Downtown Revitalization Initiative had established a vision, goals and strategies for its community, it turned its attention to the task of identifying and assessing potential projects to implement the strategies and which would be suitable for DRI funding. This involved a highly iterative process over several lengthy LPC meetings, with the consultant team working between meetings to collect and summarize project information.

The project selection process began with a "Request for Project Information" issued to known project proponents and made available to the public. In response, 37 submissions were received. A first round of project vetting by the LPC shortened the initial long list of potential projects by eliminating submissions that did not have a proponent clearly identified or contained insufficient information. The LPC also decided that small-scale building rehabilitation projects should not be considered as a stand-alone DRI project but would be candidates for a blanket rehabilitation grant program supported by DRI funds.

To inform subsequent vetting sessions with the LPC, proponents were given opportunities to provide additional information and/or refine their proposal. The committee considered the following criteria in reviewing each proposed project:

- Is it within the downtown boundary?
- Is it aligned with the vision and goals for downtown?
- Does it have the potential to transform downtown?
- Does the proponent control the property (or have the support of the owner)?
- To what extent would it leverage other public and private funding sources?
- Can it be implemented in the short term?

Ultimately, to determine which projects should be recommended for DRI funding, the LPC anonymously scored the ones that had not been eliminated. The scoring was based on each committee member's level of support for the project (high, medium, low, none). This resulted in a ranking of the projects to determine the LPC's collective priority projects that would be recommended for DRI funding.

The table on the next page lists the LPC's recommended projects. The projects are not ranked based on the LPC's scoring but instead on the requested DRI funding, in

descending order. Note, the total of the DRI funding requests is approximately \$15 million. This acknowledges that the State will undertake a further vetting of the projects before the Governor announces which proposed projects will be awarded DRI funding support in Olean.

Although not all the projects on the following list will receive DRI funding, they all would contribute to the ongoing revitalization of downtown Olean. Proponents for projects that do not receive DRI funds are encouraged to pursue other public and private funding sources to realize their goals, as are proponents for other projects considered but not recommended by the LPC. The DRI will have a significant impact on downtown, but full revitalization will require the implementation of many more projects in the years ahead.

Managing and Sustaining Revitalization

Being a relatively small municipality, Olean does not have the resources to establish a new entity to manage the DRI projects ultimately approved by the State. The community, however, has proven itself quite capable of using existing resources to implement complex legacy projects.

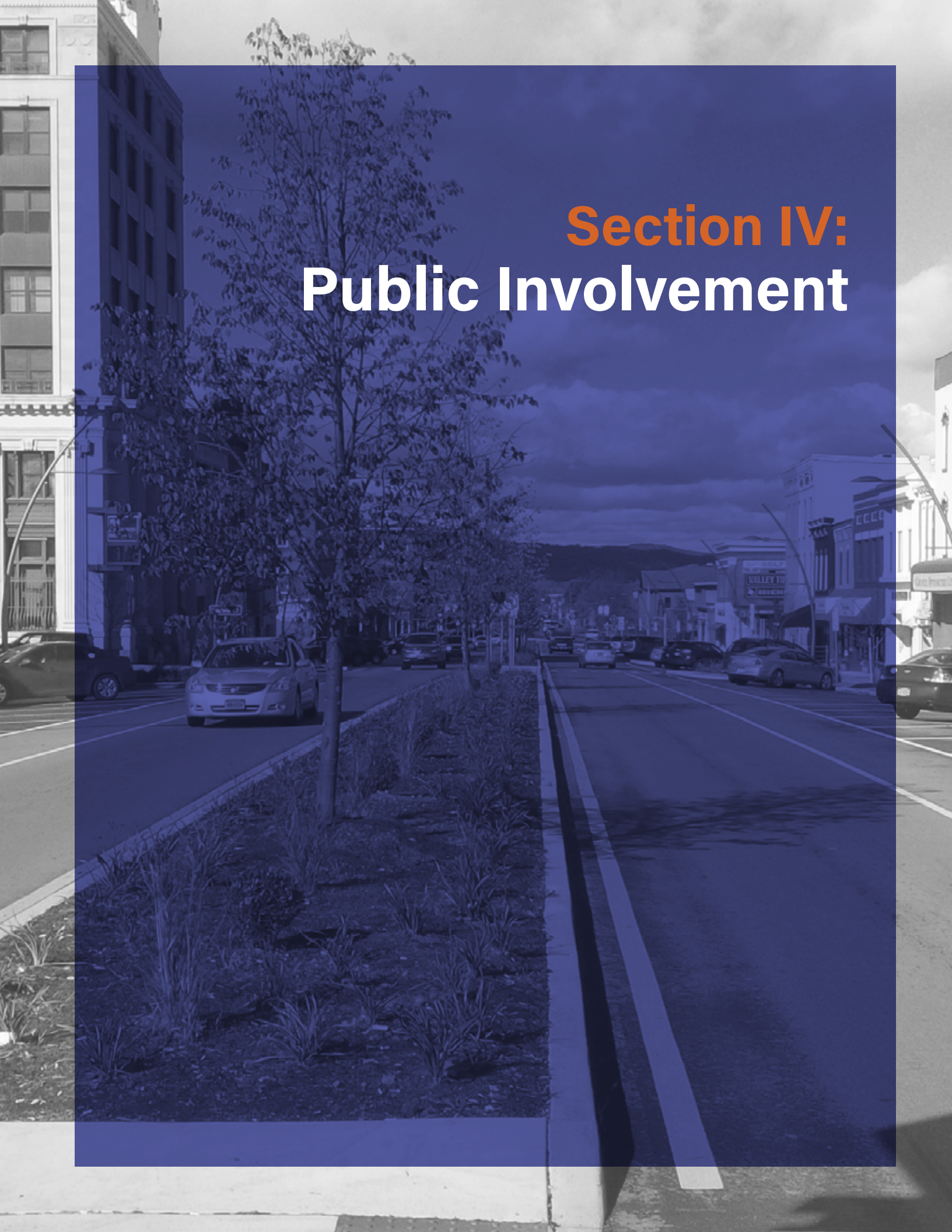
The community will continue to rely on existing City departments and external organizations to implement public projects. The City's Public Works Department has the ability and capacity to lead the design and construction management for proposed streetscape and park improvement projects. Any design, engineering and construction management work that Public Works cannot undertake with staff would be contracted to outside consultants. The Olean Business Development Corporation, a non-profit economic development organization that has previously managed main street grant programs, would manage the proposed Downtown Rehabilitation/Revitalization Grant Program and the Branding and Marketing Project, with assistance from the City's Community Development Department.

For building rehabilitation and business expansion projects to be led by the private sector, Empire State Development or potentially another designated State department, depending on the nature of the project, will be expected to oversee the project and directly assist the proponent with implementation.

As they have in the past, Olean's civic and business leaders will play a vital role in facilitating project implementation by maintaining public support for revitalization and advising project proponents, and, in some cases, through their philanthropy.

Table 8. Project Summary Table

#	Project Name	Project Description	Proposed Start Date	Anticipated Completion Date
1	Manny Hanny	Restaurant on the ground floor, a 20-room boutique hotel, and market-rate and luxury apartments	Spring 2018	December 2020
2	Masonic Temple	Tenant improvements, 16 new rental apartment units	Fall 2018	Fall 2021
3	West State Street Streetscape	Landscaping, sidewalk improvements, lighting and street furniture	Fall 2018 November 2018	Fall 2019
4	South Union Street Streetscape	Addition of roundabout, median, bike lane, bump-outs	January 2020	January 2021
5	Walkable Olean Phase III	Reconstruct East State St. between Union and Barry Streets, intersection improvements	Fall 2018	Summer 2019
6	Public Library Expansion	Build 7800 square foot addition for programs and meeting rooms	January 2019	January 2020
7	North Union Street Streetscape	Beautification, lighting, seasonal banners, sidewalk replacement	Fall 2018	Winter 2019
8	Old Carnegie Library & Inn	Full daily menu service and banquet/event space at Old Library, renovation of Inn to create a spa.	Fall 2018	December 2018
9	Downtown Revitalization & Rehabilitation Fund	Creation of a matching grant fund to encourage and support investment in downtown properties	Summer 2018	Summer 2023
10	Cutco Theater	Renovate theater to accommodate a wide range of performances and community events	Summer 2018	Summer 2023
11	Oak Hill Park Improvements	Add dog park, gazebo for performances, enhance entrance	Fall 2018	Summer 2019
12	Four Mile Brewing Expansion	Install new roof, add a canning line, renovations to increase usage of building	Summer 2018	December 2019
13	211 North Union Street	Facade restoration and renovation to create four loft apartments and retail/office space	Ongoing	Fall 2019
14	Union Whiskey Brew Pub and Music Venue	Renovate adjacent building for music venue and brew house	Fall 2018	Fall 2020
15	Angee's Restaurant	Renovate restaurant with expanded kitchen, increased seating, new awning	Spring 2018	December 2018
16	CDS Housing Development	Rehabilitate vacant warehouse to create high-quality affordable housing	Spring 2018	September 2020
17	Southern Tier Community Health Care Network	Expand Health Center with new exam rooms and laboratory space	June 2018	May 2019
18	201 East State Street	Renovate oldest building in Olean to create home for African American Center for Cultural Development	Summer 2018	Summer 2019
19	Allegheny River Waterfront Access Improvements	Construct crushed stone levee top trails and install a canoe & kayak launch	Fall 2018	Spring 2020
20	319 & 321 North Union Street	Restore and renovate historic buildings for apartments and commercial spaces	Spring 2018	December 2018
21	A Jason Clemons Salon	Improvements to lower level of salon, roof, exterior	Winter 2018	August 2018
22	Downtown Branding & Marketing Initiatives	Creative downtown branding, recruit entrepreneurs	Spring 2018	Spring 2020
23	Cattaraugus County Arts Council Relocation	Creation of full-service art studio, artisan retail store, coffee shop, and an art gallery	March 2018	May 2018



Section IV: Public Involvement

The Public Engagement Plan created for the Olean DRI described the ways in which members of the public would be informed and engaged in developing the DRI Strategic Investment Plan. Strategies included seven meetings of the Local Planning Committee, three Public Open Houses, stakeholder interviews, and focus group meetings. Public meetings were advertised on the project website, in the Olean Times Herald, and through press releases from the Mayor's office. Throughout the process, news stories about Olean's DRI were regularly published in the Olean Times Herald.

Public Open Houses

Three public meetings took place between December 2017 and March 2018.

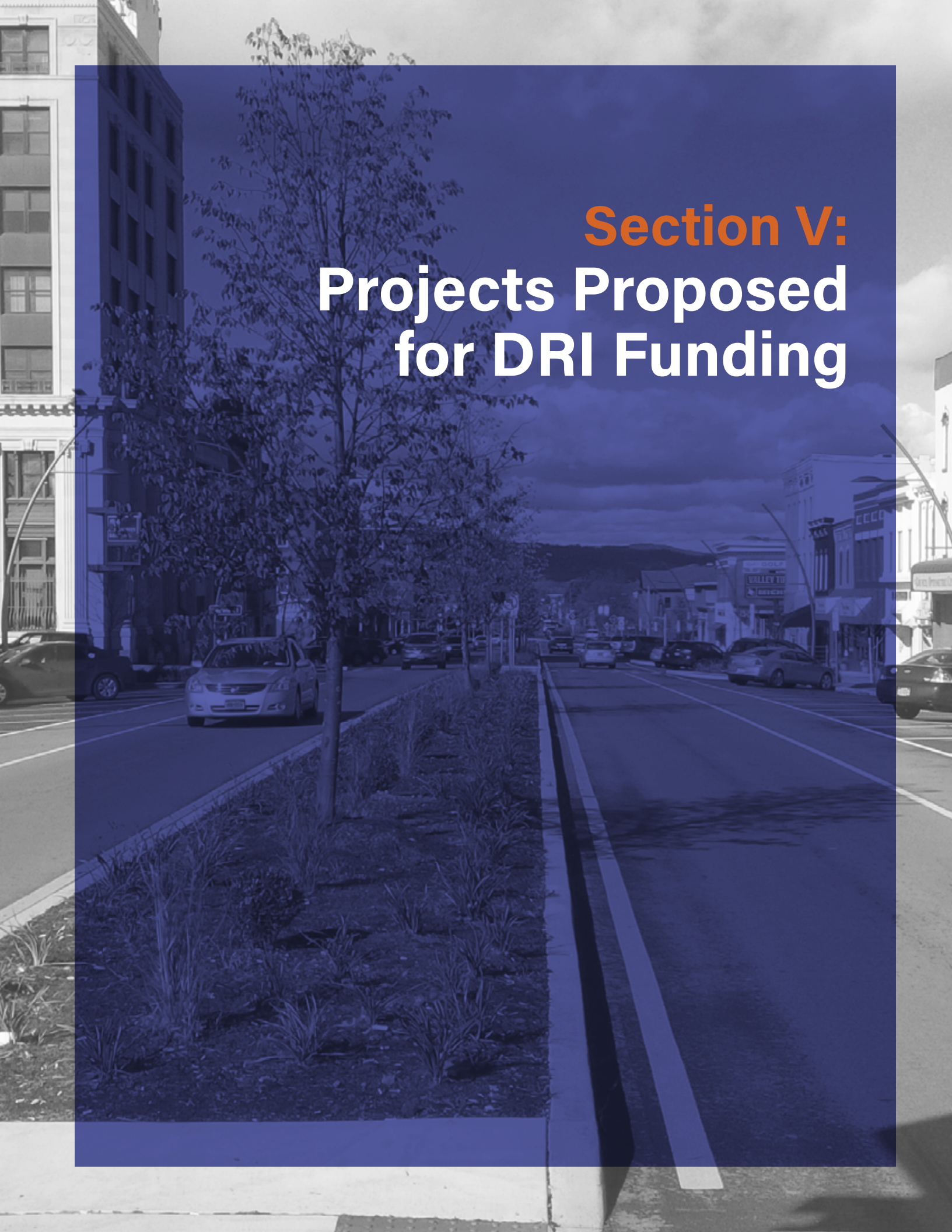
The first was held on December 6, 2017, at the Cutco Theater at Jamestown Community College. Approximately 45 people attended the meeting. The Consultant Team presented information about the purpose of the DRI, potential goals and strategies for Olean, and initial findings from the consultant team's analysis of Downtown. After the presentation, meeting attendees wrote their feedback on interactive display panels.

The second public meeting was held on February 6, 2018, at the John Ash Community Center. The purpose of the meeting was to review projects proposed for potential DRI funding. There were 30 meeting attendees. After a presentation of the projects, the meeting ended with a sticker exercise, which allowed meeting participants to indicate their high, medium or low level of support for the projects, and provide comments. The projects that received the most public support were the Old Library & Inn, Manny Hanny, Allegheny River Waterfront Access and Oak Hill Park Improvements.

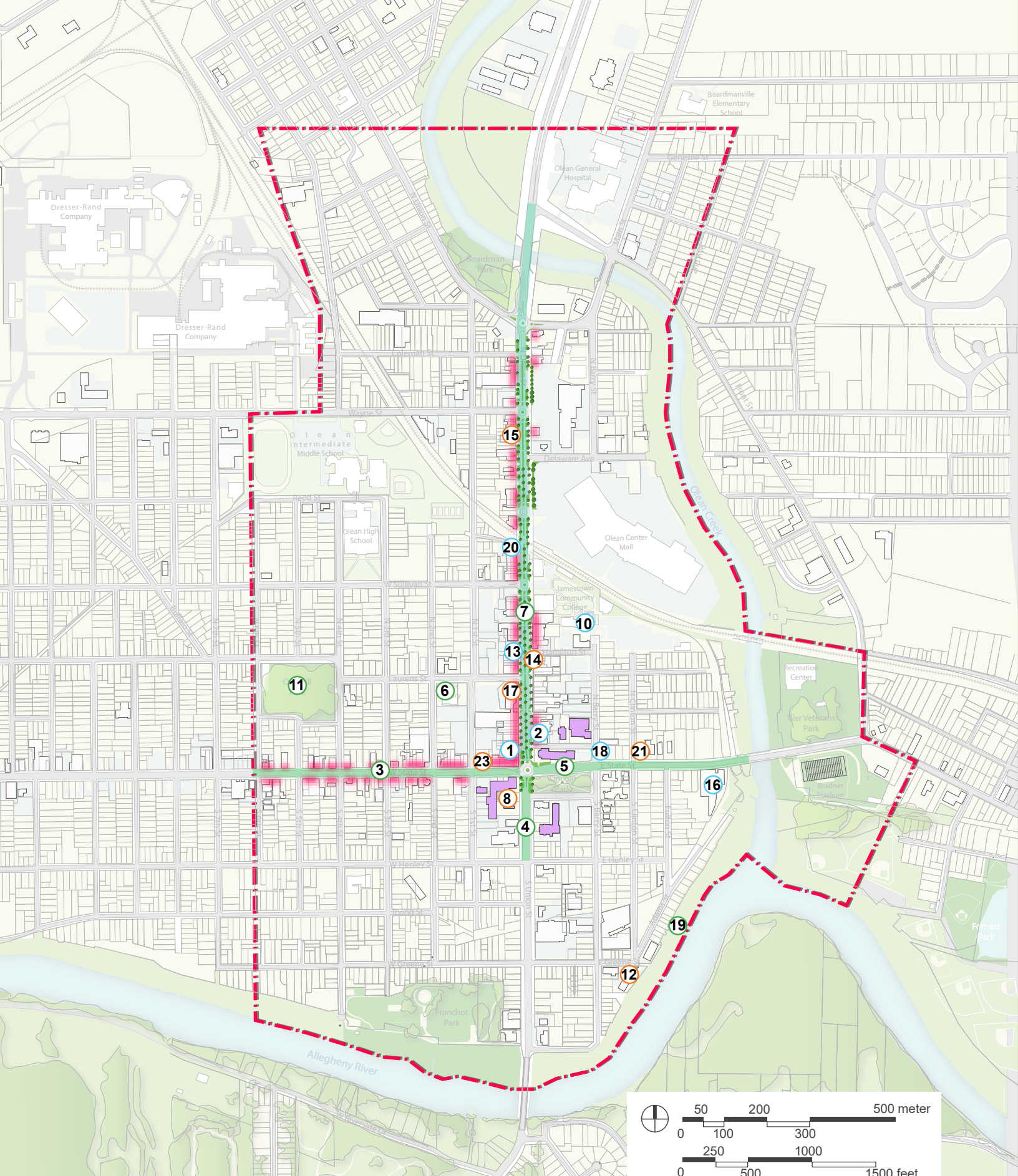
The third and final public meeting was held on March 5, 2018, at the Cutco Theater. The purpose of the meeting was to present the 23 projects recommended for DRI funding by the LPC, explain the selection process and next steps, and confirm public support for the projects. Participants demonstrated a high level of support for the Masonic Temple, and public realm projects including the Public Library expansion.

Local Planning Committee Meetings

The Local Planning Committee (LPC), established by New York State, was responsible for prioritizing projects for recommendation to the state through the DRI process. Seven Local Planning Committee (LPC) meetings were held between November 2017 and March 2018. All meetings were advertised and open to the public. Each meeting was attended by 10-20 members of the public, in addition to the 18 LPC members, State staff, City staff, and the Consultant Team. The purpose of these meetings was to develop goals for the DRI, review the list of potential projects, provide an opportunity for LPC members to ask questions and discuss relevant issues, and recommend projects for inclusion in the Strategic Investment Plan and for DRI funding.



Section V: **Projects Proposed for DRI Funding**



DRI Area Project Type

- Rehab of Existing Structures
- Public Realm / Infrastructure
- Business Expansion

- Civic & Institutional District Buildings
- Main Street and Commercial Fabric
- Walkable Olean Initiative (Phase I)
- Proposed Streetscape Initiative

Map 12. Project Location Map

5.1. List of Project Profiles

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20	319 & 321 North Union St (Paul Petruzzi)	94
21	A Jason Clemons Salon (Jason Clemons and Leslie Moffett)	96
22	Downtown Branding & Marketing Initiatives (OBD) - Not Mapped	97
23	Cattaraugus County Arts Council Relocation (Arts Council)	99

5.2. Project Profiles

1 Manny Hanny Building Rehabilitation and Adaptive Reuse



Project

Manny Hanny Building Rehabilitation and Adaptive Reuse

Applicant

Savarino Companies

Current Owner

Olean Urban Renewal Agency

Location

101 N. Union Street, Map #1

Project Cost

\$12,683,119

DRI Funding

\$2,000,000

Project Description and Future Use

The Olean Urban Renewal Agency is working with Savarino Companies to redevelop the vacant “Manny Hanny” building, a historic downtown landmark at the corner of Olean’s two main streets. The 7,000 square foot building has been vacant for more than 20 years and is currently in a state of disrepair. The proposed new uses include a restaurant on the ground floor, a 20-room boutique hotel, and market-rate and luxury apartments on the upper floors.

The project will build upon and physically join the adjacent ongoing redevelopment of the historic Marra Building on State Street in order to achieve efficiencies in development and management by sharing common areas, circulation and amenities. The redevelopment would bring life back to a long-vacant and iconic building and in the process help to transform the broader downtown as a place to live and visit. Specifically, the project will help to address the demand for quality rental housing in the community, establish a new destination for both County residents and tourists, and create managerial and service jobs. Implementation of the project will depend on the proponent securing additional grant funding and tax credits, as listed below, for which the project is expected to qualify.

The Olean Urban Renewal Agency currently owns the property and will be facilitating negotiations with Savarino Companies to proceed with a Land Disposition Agreement and ultimate property sale. It is anticipated that the Olean Urban Renewal Agency will assist Savarino Companies in obtaining public support, regulatory approvals, entitlements and/or additional soft financing as necessary.

Project Costs

Total Project Cost	\$12,683,119
Acquisition	\$30,000
Hard costs including remediation	\$2,904,067
Construction	\$8,989,130
Professional Services	\$224,728
Financing Costs	\$172,823
Reserves	\$307,371
Legal Costs:	\$55,000

Funding Sources

DRI Funding: \$2,000,000

Bank and HCR Loans: \$4,030,864

Restore NY Funding: \$500,000

Historic Tax Credits: \$1,936,578

Developer Equity: \$1,268,312

Other Funding TBD: 2,947,365

Jobs Created

The project will create up to 10 FTE jobs.



Regulatory Requirements

- Part 1 Approval for Historic Tax Credits (Federal – National Park Service)
- Part 1 Approval for Historic Tax Credits (State – NY State Historic Preservation Office)
- Site Plan Approval (City of Olean)

LPC & Public Support

The Manny Hanny project is strongly supported by the LPC and the public. It has been a top priority for the community for many years.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Promote the restoration and adaptive re-use of heritage buildings.

Rendering of Completed Project

See above.

Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses an architecturally significant 7 story Chicago style landmark building at the center of the Union and State Streets Historic District
- Establishes a destination boutique hotel and restaurant in the heart of the downtown to better support tourism and visitation
- Delivers market rate and luxury rental addressing current market demand
- Increases and diversifies the downtown residential population supporting greater street life and increased economic activity
- Complements and leverages the planned improvements to

Lincoln Park, kitty-corner from the site, and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown

- Leverages adjacent DRI-proposed projects including West State Street Streetscape and Walkable Olean Phase III
- Elevates the importance and momentum of downtown's renewal and resurgence and signals this to other potential downtown investors
- Creates a number of design, professional services and construction opportunities

Feasibility and Cost Justification

The proponent will need to provide a detailed market study to support the proposed uses, rents, room rates, and occupancy assumptions, which will become part of the to-be-developed financial proformas. The market analysis completed for the DRI plan identified the need for additional mid-range to upscale, market-rate apartments in Olean and the potential for additional restaurant tenants in the downtown area.

Project Metrics

The following metrics will determine the success of the project:

- Number of jobs created
- Number of new downtown residents
- Level of investment and return on investment

Timeline and Project Readiness

- Overall timeline: Estimated 3 years, beginning Spring 2018
- Design & construction documents: ongoing
- Execution of Land Disposition Agreement: 6 months
- Planning reviews and permits: Pending signed Development Agreement with Olean Urban Renewal Agency
- Construction: 12-14 months

2 Masonic Temple Building Rehabilitation and Adaptive Reuse



Project

Masonic Temple Building Rehabilitation and Adaptive Reuse

Applicant/Owner

Rural Revitalization Corporation (RRC) and Masonic Temple Association (MTA)

The property is presently owned and operated by the MTA. RRC and MTA will enter into a developer agreement and property management agreement, with acquisition rights clearly defined in a fifteen year operating plan. They have executed a Disclosure and Consent to Dual Representation Involving a Real Estate Transaction.

Location

124 North Union Street, Map #2

Project Cost

\$3,000,000

DRI Funding

\$1,750,000

Project Description & Future Use

The historic Masonic Temple Building is a 5-story building of approximately 35,000 gross square feet on Union Street, in the heart of downtown. The ground floor is occupied by commercial tenants; the second and third commercial floors are mostly vacant; and the fourth and fifth stories contain the Masonic Temple and associated spaces. The building includes a 20-space parking lot. All of the upper floors require extensive renovations to optimize their use.

The proposed project, through a partnership between the local, not-for-profit Rural Revitalization Corporation and the Masonic Temple Association, will encompass exterior façade improvements and renovations throughout the building to accommodate expansion of the Boundless Connections Technology Center on the ground floor, 16 new rental apartment units on the second and third floors, and refurbished facilities for the Masons. It is anticipated that the apartments will be a combination of market-rate and income-restricted, with the split to be based on the requirements of granting agencies. Each unit will be provided with one parking space.

The Boundless Connections Technology Center is a commercial enterprise that serves the public with access to equipment and technical assistance, via daily passes or annual membership and youth programs, and is designed to support increased skills and innovation with digital technology. The proposed ground floor improvement will allow Boundless Connections to expand in the areas of engineering and design, computer programming, audio video production, virtual reality and gaming.

Project Costs

Total Project Cost	\$3,000,000
Building Acquisition	\$2,000,000
Façade Repair	\$250,000
Soft Costs	\$250,000
Developer's Fee	\$450,000
Other Costs	\$50,000

Funding Sources

DRI Funding: \$1,750,000

NY Main Street Grant: \$250,000

Other Funding TBD: \$1,000,000 (may comprise other Housing & Community Renewal funds, and/or investing the Developer's Fee into the project)

Jobs Created

The project will create five FTE jobs and 4 part-time jobs.

Regulatory Requirements

- Zoning Variance to allow residential units (City of Olean)
- Construction of exit stair for residential uses (NYS Building Code)



Rendering is artist's concept

LPC & Public Support

This project received moderate support from the LPC and high support from the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Promote the restoration and adaptive re-use of heritage buildings.

Rendering of Completed Project

Proposed layout of second and third floor apartment units



Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses an architecturally significant landmark building
- Supports increased vitality in the downtown through the addition of new residential and mixed commercial uses supporting greater street life and increased economic activity while preserving the historic Masonic Temple in its current physical presence and use

- Supports increased skills development and innovation in information technologies helping to diversify the economy through the expansion of the Boundless Technology Center
- Leverages adjacent DRI-proposed projects including North Union Streetscape Expansion, Revitalization and Rehabilitation Grant Program
- Elevates the importance and momentum of downtown's renewal and resurgence and signals this to other potential downtown investors
- Creates a number of design, professional services and construction opportunities

Feasibility and Cost Justification

This project responds to the need for additional mid-range to upscale market-rate rental housing identified in the market analysis for the final DRI plan.

For NYS DHCR funding, the project will need to provide a detailed development budget with all proposed sources and uses of funds, a comprehensive market study by an independent analyst pre-approved by DHCR indicating market support for the project and rents proposed, and an income and operating budget for review.

Project Metrics

The following metrics will determine the success of the project:

- Number of jobs created
- Number of new downtown residents
- Level of investment and return on investment

Timeline and Project Readiness

- Overall timeline: TBD
- Construction: estimated 3 years
- Project to begin no later than January 2019

3 West State Street Streetscape Improvements



Project

West State Street Streetscape Improvements

Applicant/Owner

City of Olean

Location

West State Street, between Union Street and 6th Street,
Map #3

Project Cost

\$1,600,000

DRI Funding

\$1,600,000

Project Description & Future Use

The City of Olean proposes to turn the DRI-area portion of West State Street into a more complete street that is inviting and safer for pedestrians and cyclists, while accommodating the current and projected traffic volumes on the busy road. Currently, the road has two travel lanes, a continuous center turn lane and on-street parking. Pedestrian crossing points are not well-marked, landscaping is sporadic, and there is no street furniture. The redesigned street will have two vehicular

lanes, left-turn lanes at intersections, bike lanes and space for on-street parking. Bump outs and zebra striping will be provided at intersections for pedestrian comfort and safety. Other elements of the project include landscaping, sidewalk improvements, lighting replacement, and street furniture such as planters, benches and waste bins.

The West State Street Streetscape Project will contribute significantly to revitalizing the West Olean business district, which has a high density of storefronts, by encouraging more pedestrian and cycling traffic in the area and enhancing its image to drivers passing by. Enhancements to the roadway will help calm traffic and eliminate the barrier effect between southwestern and northwestern Olean neighborhoods. Improvements to parking areas, landscaping and pedestrian crossings will make businesses more inviting to travelers on the busy corridor. Building on Walkable Olean and joined by other proposed streetscape improvements, the project will help make all of downtown vibrant, walkable and connected. The City of Olean has the capacity to implement and sustain the project. West State Street area businesses will contribute to outreach and design.

Project Costs

Total Project Cost	\$1,600,000
Design and Inspection	\$200,000
Construction Costs	\$1,400,000

Funding Sources

DRI Funding: \$1,600,000

Funding for Project Enhancements: The City will be seeking other grant monies such as the FHWA revolving grant fund and NYSDOT revolving funds for project enhancements such as higher-quality street furniture.

Regulatory Requirements

- Review and applicable permits (NYSDOT)

LPC & Public Support

This project is strongly supported by LPC members and the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.



- Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).

Rendering of Completed Project

See above.

Anticipated Project Benefits

The project has the following benefits:

- Creates a new more attractive/appealing public realm to support existing businesses and business attraction and reinvestment along six city blocks on State street terminating in the east at the center of the Union and State Streets Historic District
- Creates an improved and more safe environment for pedestrians and cyclists, promoting increased visitation, use and vitality along the street
- Complements and leverages the planned improvements to Lincoln Park, which is across the street and kitty-corner from eastern terminus of the proposed streetscape improvements, and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown
- Leverages adjacent DRI-proposed projects including the Manny Hanny Rehabilitation and Adaptive Re-use

- Elevates the importance and momentum of downtown's renewal and resurgence and through visual and physical transformation
- Creates a number of design, engineering, professional services and construction opportunities

Feasibility and Cost Justification

This project can be implemented by the City of Olean and the budget is appropriate for a project of its scale.

Project Metrics

The City will monitor all aspects of the project during and following implementation to ensure it stays on budget and on schedule and meets all objectives. Success would be determined by measuring the following:

- Reduction in the number of vehicular and/or pedestrian accidents
- Number of new businesses locating in the corridor
- Number of property owners taking advantage of property improvement grants

Timeline and Project Readiness

- Overall timeline: Estimated 2.5 years, to begin Fall 2018.
- Preliminary Design: 3 months
- Public Input: 3 months
- Design and Bid: 6 months
- Construction: 6 months (earliest construction year would be 2019)

4 Reconstruct South Union Street Gateway

Project

Reconstruct South Union Street Gateway

Applicant/Owner

The corridor is maintained by the City of Olean and controlled by NYS Department of Transportation (NYSDOT). A meeting with NYSDOT took place December 19, 2018 to discuss the potential project.

Project Partners

NYS Department of Transportation

Location

South Union Street between South Street and South of Henley Street, Map #4

Project Cost

\$1,400,000

DRI Funding

\$1,400,000

Project Description & Future Use

This public infrastructure project will improve the downtown gateway corridor of South Union Street between Henley Street and South Street. The proposed design includes eliminating the traffic signal at Henley Street and replacing it with roundabouts. A median between South Street and Henley Street would replace the existing two way left turn lane. Bump outs are proposed at South Street to improve crossing distances and act as traffic-calming devices.

A two-way bike lane on the east side of the street, crossing enhancements and sidewalk replacement will be part of the project. Parking spaces will remain in the same quantity, and on-street parking is proposed in front of businesses in the South Union Street corridor.

South Union Street is the main gateway to Olean for South Olean neighborhoods, Seneca Heights and those entering the City from the south. Enhancing the connection between downtown and these neighborhoods will support Olean's vision to be walkable and bikeable. The project will benefit all downtown businesses but especially South Union Street businesses. A two-way protected bike lane will be inclusive for all riders, encouraging people of all ages to travel

downtown. The project will provide a gateway for future projects like the Allegheny River Trail and Franchot Park redesign, and will provide a link to previous projects like the North Union Street Reconstruction project.

The City of Olean has the capacity to implement and sustain the project.

Project Costs:

Total Project Cost	\$1,400,000
Design and Inspection	\$200,000
Construction Costs	\$1,200,000

Funding Sources

DRI Funding: \$1,400,000

Funding for Project Enhancements: The City will be seeking other grant monies such as NYSDOT local funds, FHWA revolving grant fund, CMAQ grant funds and C.H.I.P.S. funds for project enhancements such as higher-quality street furniture.

Regulatory Requirements

- Review and applicable permits (NYSDOT)

LPC & Public Support

This project received a high level of support from the Local Planning Committee and from the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.
- Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).
- Improve pedestrian and cycling connections between the Downtown core and attractions at the edges of Downtown, including the Allegheny River, Bradner Stadium/War Veterans' Park and Olean General Hospital.

Rendering of Completed Project

See cross section of the project below.

Anticipated Project Benefits

The project has the following benefits:

- Creates a new more attractive/appealing public realm to support existing businesses and business attraction and reinvestment serving to extend the North Union streetscape improvement known as Walkable Olean south to W. Henley Street.
- Creates an improved and safer environment for pedestrians and cyclists promoting increased visitation, use and vitality along the street
- Complements and leverages the planned improvements to Lincoln Park, which is at the north end of the streetscape improvement and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown
- Leverages adjacent DRI-proposed projects including the preservation and reuse of the historic Carnegie Library
- Elevates the importance and momentum of downtown's renewal and resurgence through visual and physical transformation of the public realm
- Create a number of design, engineering, professional services and construction opportunities

Feasibility and Cost Justification

This project can be implemented by the City of Olean and the budget is appropriate for a project of its scale.

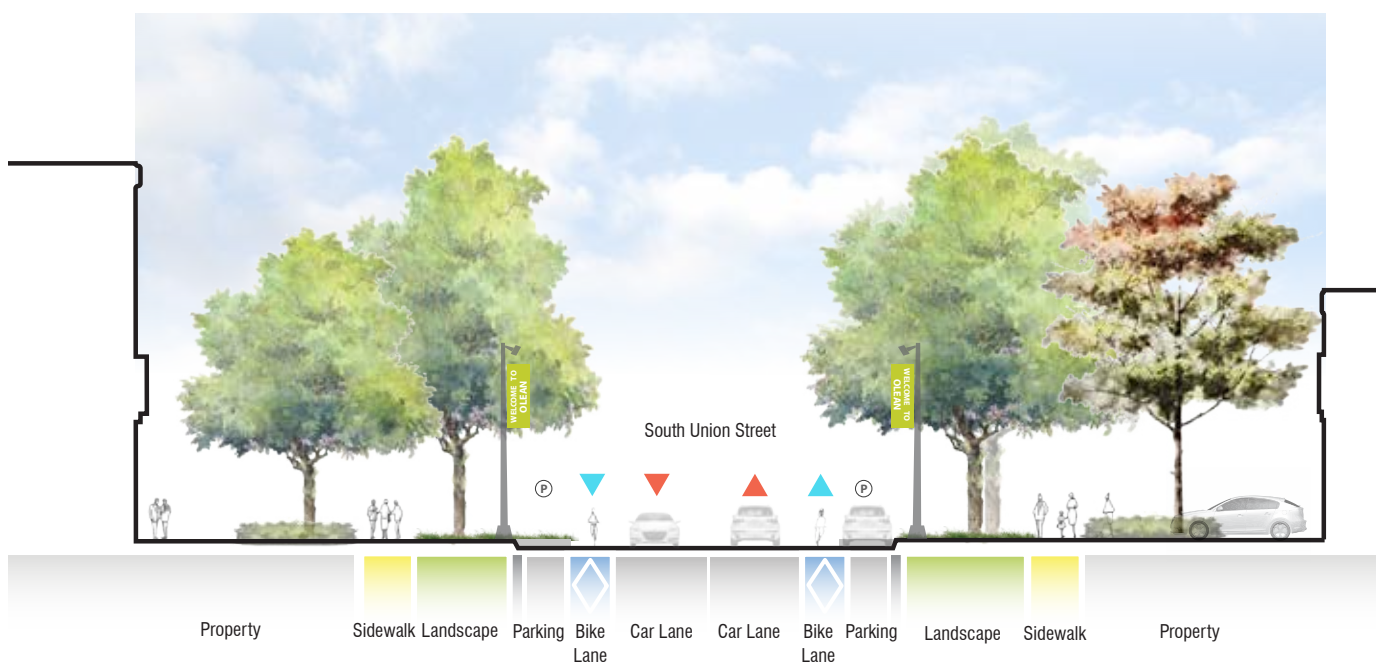
Project Metrics

The City will monitor all aspects of the project during and following implementation to ensure it stays on budget and on schedule and meets all objectives. Success would be determined by measuring the following:

- Reduction in the number of vehicular and/or pedestrian accidents
- Number of new businesses locating in the corridor

Timeline and Project Readiness

- Preliminary Design: Fall 2018
- Public Input: 3 months
- Design and Bid: 6 months
- Construction: 9 months (earliest construction year would be 2019)



5 Walkable Olean Phase III: East State Street

Project

Walkable Olean Phase III: East State Street

Applicant/Owner

City of Olean

Location

East State Street between Union Street and the East Olean Bridge over Olean Creek, Map #5

Project Cost

\$1,200,000

DRI Funding

\$1,200,000

Project Description & Future Use

This public infrastructure project will reconstruct East State Street between Union Street and Barry Street, provide intersection improvements between Barry Street and the East State Street bridge and improve an important walking and biking route between downtown, Bradner Stadium and businesses along this corridor. The section between Union Street and Barry Street will include medians, landscaping, parking improvements and a complete redesign of the Barry Street intersection. From Barry Street to the East State Street bridge, a shared use path will be constructed along the north side of East State Street. Clinton Street and Fulton Street intersections will be addressed with bump outs, refuge islands, and other crossing improvements. The trail crossing at East Avenue will be enhanced with bump outs and a flashing beacon.

A combination of traffic calming, streetscape and crossing improvements will transform this mixed-use corridor into an inviting, walkable, vibrant area. This 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. East State Street intersections with Barry Street, Clinton Street and Fulton Street are heavily traveled and the City has logged numerous crashes at these intersections annually between vehicles and pedestrians. The corridor is also an important gateway into downtown and would reverse the trend of creating barriers between downtown neighborhoods and business districts.

The City of Olean has the capacity to implement and sustain the project.

Project Costs

Total Project Cost	\$1,200,000
Design and Inspection	\$150,000
Construction Costs	\$1,050,000

Funding Sources

DRI Funding: \$1,200,000

Project Enhancement Funding: The City will be seeking other grant monies such as FHWA revolving grant funds, NYSDOT revolving grant funds, and C.H.I.P.S. funds for project enhancements such as higher-quality street furniture.

Regulatory Requirements

- Review and permits (NYSDOT)

LPC & Public Support

This project received a high level of support from the LPC and from members of the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.
- Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).
- Improve pedestrian and cycling connections between the Downtown core and attractions at the edges of Downtown, including the Allegheny River, Bradner Stadium/War Veterans' Park and Olean General Hospital.

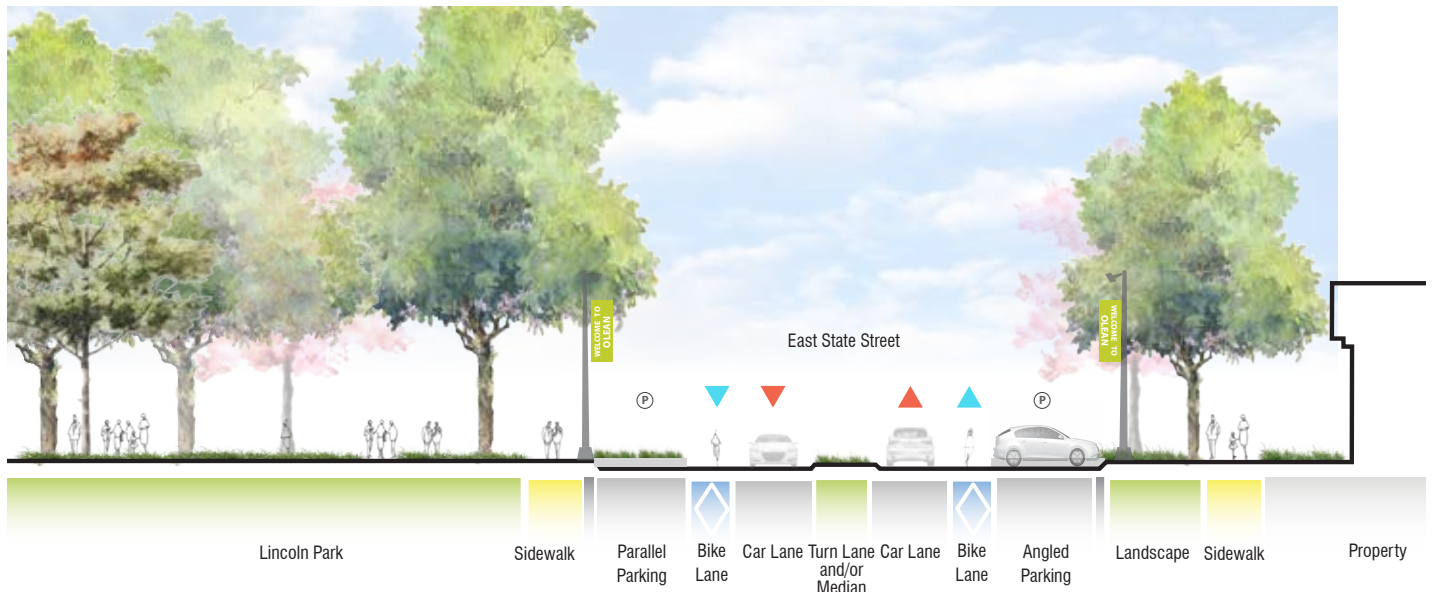
Rendering of Completed Project

See next page.

Anticipated Project Benefits

The project has the following benefits:

- Creates a new more attractive/appealing public realm at City Hall and complements and leverages the planned improvements to Lincoln Park, directly to the south serving to reinforce the area around the Union Street/State Street intersection as the civic and cultural heart of downtown



- Creates an improved and safer environment for pedestrians and cyclists promoting increased visitation, use and vitality along the street
- Leverages adjacent DRI-proposed projects including the Manny Hanny project and Walkable Olean Phase III
- Elevates the importance and momentum of downtown's renewal and resurgence and through visual and physical transformation
- Create a number of design, engineering, professional services and construction opportunities

Feasibility and Cost Justification

This project can be implemented by the City of Olean and the budget is appropriate for a project of its scale.

Project Metrics

The City will monitor all aspects of the project during and following implementation to ensure it stays on budget and on schedule and meets all objectives. Success would be determined by measuring the following:

- Reduction in the number of vehicular and/or pedestrian accidents
- Number of new businesses locating in the corridor
- Number of property owners taking advantage of property improvement grants

Timeline and Project Readiness

- Overall timeline: 1 year, 3 months, to begin Fall 2018
- Preliminary Design: ongoing
- Public Input: 3 months
- Design and Bid: 6 months
- Construction: 6 months (beginning Summer 2019)

6 Renovate and Expand the Olean Public Library



Project

Renovate and Expand the Olean Public Library

Applicant/Owner

Olean Public Library Board of Trustees

Location

134 N. 2nd Street, Map #6

Project Cost

\$4,000,000

DRI Funding

\$1,100,000

Project Description & Future Use

The Library will add a 7,800 square foot addition to the existing facility. This space will be used for programs and meeting rooms, which are increasingly in demand at the Library. The space will accommodate up to 300 people, but will be able to be subdivided to accommodate smaller programs and meetings run by the library or by community members. Renovations to the existing facility will include an updated and expanded circulation desk, a new technology "Maker Space," a café area, additional offices, and storage space. Skylights will be added to bring in more natural light, and reduce energy bills. Renovations will also include a new ADA-compliant lobby and bathrooms.

Project Costs:

Total Project Cost	\$4,000,000
Construction and Contingency	\$3,465,000
Professional Services & Incidental Costs	\$535,000

Funding Sources

DRI Funding: \$1,100,000

NYS Construction Aid: \$500,000

Reserves: \$250,000

Friends of the Olean Public Library: \$125,000

Manley Trust: \$50,000

CCLS grants: \$10,000

Bullet Aid: \$35,000

Legislative funding: \$275,000

Capital Campaign: \$1.75 million

Jobs Created

This project will not create new jobs.

Regulatory Requirements

- SEQR approval (New York State)
- Building Permit (City of Olean)

LPC & Public Support

This project received a moderate level of support from the LPC, and is strongly supported by the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.

Rendering of Completed Project



Anticipated Project Benefits

The project has the following benefits:

- Expands the library's role as a focus for leisure, recreation, learning and study within the downtown by creating improved and new programmatic areas and innovative spaces for community meeting and gathering
- Supports increased visitation to and vitality in the downtown through new programming attracting a broader audience to the downtown.
- Supports increased skills development and innovation in information technologies helping to diversify the economy through instruction in high demand technology skills
- Creates some design, professional services and construction opportunities

Project Metrics

The following metric will indicate the project's success:

- Number of users of library programs

Timeline and Project Readiness

- Capital Campaign: 3 months, to begin September 2018
- Prepare Construction Documents: 180 days
- Bidding / Award/ Permitting: 60 days
- Construction: 400 days
- Final Punch Out: 30 days (June 2020)



7 North Union Street Streetscape Improvements

Project

North Union Street Streetscape Improvements

Applicant/Owner

City of Olean

Location

Union Street and State Street within the DRI Area

Project Cost

\$900,000

DRI Funding

\$900,000

Project Description & Future Use

This project proposes changes to Union Street and State Street which include beautification in the form of planted perennial flowers and potted plants, complementary streetscape lighting overhead and along tree bases, seasonal light pole banners, and sidewalk replacement and additions for seating areas in front of restaurants. The project also proposes wayfinding improvements to downtown which include decorative signage and seasonal light pole banners.

This project has the opportunity to build upon prior improvements to North Union Street, which were unable to be funded in the previous project.

The City of Olean has the capacity to implement and sustain the project.

Project Costs

Total Project Cost	\$900,000
Design	\$75,000
Beautification	\$125,000
Sidewalk Replacement & Enhancement	\$500,000
Lighting Improvements	\$100,000
Wayfinding	\$85,000
Light Pole Banners	\$15,000

Funding Sources

DRI Funding: \$900,000

Project Enhancement Funding: The City will seek additional funding such as FHWA revolving grant funds and NYSDOT revolving funds for project enhancements such as higher-quality street furniture



Regulatory Requirements

- Review and applicable permits (NYSDOT)

LPC & Public Support

This project was strongly supported by the LPC, and received a moderate amount of support from the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Support cooperation and collaboration among merchants and property owners in promoting Downtown and attracting new businesses.



Rendering is artist's concept

- Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.
- Enhance the image and year-round usability of Downtown parks and other public open spaces.
- Continue to improve the pedestrian and cycling environment on Downtown's major roads, building on the success of the North Union Street transformation (Walkable Olean).
- Improve signage and wayfinding Downtown for drivers, pedestrians and cyclists.

Rendering of Completed Project

See above.

Anticipated Project Benefits

The project has the following benefits:

- Creates a new more attractive/appealing and safe public realm within the highly successful Walkable Olean Streetscape on Union Street North to enhance the physical setting for existing business and to attract new businesses to the area
- Creates an improved and more safe environment for pedestrians and cyclists promoting increased visitation, use and vitality along the street
- Leverages adjacent DRI-proposed projects including the Manny Hanny Rehabilitation and Adaptive Re-use project, the Masonic Temple Adaptive Reuse Project, Union Whiskey Brew Pub and Music Venue, the Downtown Revitalization and Rehabilitation Grant Program,

Rehabilitation of 211 North Union St, 319 & 321 North Union Street, and Angee's Restaurant; and elevates the importance and momentum of downtown's renewal and resurgence and through visual and physical transformation

- Create a number of design, engineering, professional services and construction opportunities

Feasibility and Cost Justification

This project can be implemented by the City of Olean and the budget is appropriate for a project of its scale.

Project Metrics

The City will monitor all aspects of the project during and following implementation to ensure it stays on budget and on schedule and meets all objectives. Success would be determined by measuring the following:

- Reduction in the number of vehicular and/or pedestrian accidents
- Number of new businesses locating in the corridor
- Number of property owners taking advantage of property improvement grants

Timeline and Project Readiness

- Overall timeline: 1 year, 9 months (beginning Fall 2018)
- Preliminary Design: 6 months
- Public Input: 3 months
- Design and Bid: 6 months
- Construction: 6 months (earliest construction year would be 2020)

8 Reuse of Old Library Restaurant & Inn

Project

Reuse of Old Library Restaurant & Inn

Applicant/Owner

Daniel and Kathryn DeCerbo/Susan and Joe Marra

Location

116 and 120 S. Union Street, Map #8

Project Cost

\$1,514,500

DRI Funding

\$719,500

Project Description & Future Use

Renovate and re-open the current Old Library Events establishment and with the intent of offering menu service seven days a week. Improve the exterior and interior of restaurant areas including but not limited to: lighting, flooring, atrium, bar/lounge, dining, mezzanine, kitchen, and bathroom areas.. Improve exterior of current bed and breakfast. Renovate the Inn to include a day spa.

An agreement to purchase the property has been signed by all parties.

Project Costs

Total Project Cost	\$1,514,500
Securement of property	\$795,000
Identified renovations, improvements	\$519,500
Purchase of existing permanent restaurant kitchen equipment required to establish and maintain full functioning restaurant service	\$200,000

Funding Sources

DRI Funding: \$719,500

Personal Funding and Bank Financing: \$795,000

Jobs Created

The project will create up to an estimated 65 FTE jobs.

Regulatory Requirements

- Historic Renovation Requirements (State – NY State Historic Preservation Office)
- Building Permit (City of Olean)

LPC & Public Support

This project received strong support from the Local Planning Committee and from members of the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Promote the restoration and adaptive re-use of heritage buildings.

Rendering of Completed Project

See concept below.



Rendering is artist's concept

Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses an architecturally significant landmark former Carnegie Library building at the center of the Union and State Streets Historic District
- Establishes a destination restaurant, event center and day spa in the heart of the downtown to better support tourism and visitation
- Complements and leverages the planned improvements to Lincoln Park, which is directly across Union Street, and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown
- Creates up to 65 new employment opportunities in the downtown
- Leverages adjacent DRI-proposed projects including South Union Streetscape
- Elevates the importance and momentum of downtown's renewal and resurgence and signals this to other potential downtown investors

Project Metrics

The following metrics will indicate the project's success:

- Number of jobs created
- Number of booked events and banquets
- Number of spa visitations and overnight stays
- Level of investment and return on investment

Timeline and Project Readiness

- Overall timeline: 10 months (beginning Summer 2018)
- Immediate implementation of renovations upon successful approval of financing. Completion in Spring 2019.

9 Downtown Revitalization & Rehabilitation Grant



Project

Downtown Revitalization and Rehabilitation Fund

DRI Funding

\$600,000

Project Description & Future Use

Downtown Olean has many 1-to 4-story storefronts that require renovation. The new Form-based Zoning Code calls for storefronts with large areas of glazing, traditional signage, doorway vestibules and awnings. These improvements would beautify downtown Olean, but they represent large investments that are difficult for business owners to justify unless every business makes these improvements for cumulative effect.

This proposal seeks to create a Downtown Revitalization Rehabilitation Fund to:

1. encourage and support downtown property owners to restore their building facades to create attractive, vibrant commercial clusters that integrate guidelines of Olean's form-based code, state historic preservation, and the Americans with Disabilities Act.
2. help building owners renovate their properties for better commercial success.
3. promote public-private investment, collaboration, and prosperity in the downtown neighborhood.

This project, patterned on the successful New York Main Street Grant program, will provide grants up to a cap based on a formula that takes into consideration size and height of each project. Façade improvements will be eligible for 80% of investment; interior improvements are eligible for 20% of the total investment, up to the total cap determined for the property.

This project connects well with the Downtown Beautification project, which will add landscaping, lighting, and streetscape aspects to the district, as well as the Branding/Marketing project, which will create a cohesive downtown brand for regional tourism marketing and business/employee recruitment.

Organizational Structure / Project Partners

The City of Olean has a façade improvement revolving loan fund, currently fully deployed. As this fund replenishes, they will have capacity to provide subordinate lending alongside these grants. The City's Community Development and Public Works staff will be included on the committee that makes decisions on individual-applicant funding.

OBD's leadership team has many years of experience in grant-writing and grants management, including state, federal, and private foundation grants, and has managed projects valued from \$5,000 to \$5 Million. OBD has also successfully revitalized one of the DRI district's landmark buildings – the Riley and Wands Building – which is now used for business incubation, development, and training.

OBD's Downtown Development Committee has provided technical assistance to many downtown projects and has served as the marketing and selection committee for the New York Main Street program. This Committee, with the addition of City of Olean administration, will review applicants and select awardees for the DRI project.

The City of Olean Office of Community Development has managed Downtown Property Improvement Programs and Revolving Loan Funds for many years and will lend its experience in program marketing, administration, and financing to this project.

Project Costs

The following are draft program guidelines are similar to those in force over the New York Main Street Grant Program:

Proposed maximum limit of \$100,000 per property owner, even if they own multiple properties. The reason is to enable multiple owners to utilize the grant program and make a commitment of private equity in downtown Olean. The minimum request is proposed to be \$20,000.

For façade improvements, the grant could be utilized for 80% of project cost up to these limits:

- 1st floor façade improvements, single storefront address: \$ 30,000
- Each additional story, add: \$ 10,000
- Recommended improvements include glazing, transom glass, signs, awnings, lighting, accessible entrances

and sidewalk improvements. Sidewalk furniture or other moveable property is not eligible.

For interior improvements, the grant may be utilized for 20% of project cost up to these limits:

- Upper floor housing renovations or conversions – per living unit: \$ 20,000
- 1st-floor retail improvements, including affixed tenant improvements: \$ 20,000

A downtown storefront building would be defined as a single street number address, typically 20' to 30' wide – with some exceptions. Buildings that are double-wide, such as the old W.T. Grant building and buildings that aggregate multiple storefronts, such as the Beef & Barrel, could be eligible for double the grant but the maximum of \$100,000 would set a maximum upper limit. Since this program will be managed locally by OBD and since there is a graphically rich Form-based Zoning Code, these guidelines can be used consistently and transparently.

Funding Sources

DRI Funding: \$600,000

DRI funds will be used in conjunction with an applicant's committed funds, which may be in the form of private equity, conventional financial-institution lending or other public agency assistance. The level of private investment will vary, depending up on the number of projects that qualify for 80/20 funding, as compared to those with 20/80 funding.

LPC & Public Support

This project was strongly supported by the LPC and the community, and seen as a much-needed tool to catalyze investment in the downtown.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.
- Work with neighborhood groups and property owners to improve existing housing conditions and beautify neighborhoods.
- Promote the restoration and adaptive re-use of heritage buildings.

Rendering of Completed Project

Below is a sample of how modest façade improvements can transform a retail cluster.



Anticipated Project Benefits

The project has the following benefits:

- Encourages the restoration, preservation, improvement and adaptive re-use of buildings and facades in the grant area to renew and revitalize the commercial core and better encourage existing business and the attraction of new businesses resulting in enhanced downtown vitality
- Creates an improved and more safe environment for pedestrians and cyclists promoting increased visitation, use and vitality within the grant area
- Leverages adjacent DRI-proposed projects
- Elevates the importance and momentum of downtown's renewal and resurgence through visual and physical transformation
- Create a number of design, engineering, professional services and construction opportunities

Project Metrics

The following metrics will indicate the project's success:

- Number of property owners undertaking improvements per year
- Monitor matching grant allocations per year
- Number of new businesses attracted per year
- Number of new residents attracted per year

Timeline and Project Readiness

- Overall timeline: ongoing
- The project can begin in summer 2018

10 Cutco Theater Improvements



Project

Cutco Theater Improvements

Applicant

Olean Business Development

Owner

Jamestown Community College (JCC)

Location

260 N Union Street, Map #10

Project Cost

\$1,000,000+

DRI Funding

\$500,000

Project Description & Future Use

The Cutco Theater, on the Cattaraugus County Campus of Jamestown Community College (JCC), is a 190-seat lecture and presentation space used by the JCC and community for events, lectures, community presentations, and performances. Currently the theater is under-utilized. A theater/cultural center in downtown Olean could add a critical entertainment/ tourism/ arts component to the strategy of building Olean's brand and attracting more consumers, visitors, and residents.

This collaborative project will bring a multi-purpose theater venue to downtown Olean by adapting the existing Cutco Theater for live local and regional theater productions, music performances, and film viewing, making it a downtown asset to the region and a key element in Olean's downtown revitalization strategy.

Project Costs

Total Project Cost	\$1,000,000+
Improvements to theater lighting, sound, stage dimensions, projection-equipment upgrades, seating, and signage	\$175,000
Outdoor stage	\$75,000
Renovations to increase seating and facility usage	\$250,000
Future renovation needs and costs	TBD

Funding Sources

DRI Funding: \$500,000

Local Philanthropy, Grants, and Sponsorships: \$500,000+

Jobs Created

This project will create jobs for students of JCC and St. Bonaventure.

Regulatory Requirements

- Building Permit (City of Olean)
- Approval by JCC Board of Trustees

LPC & Public Support

This project was well-supported by the LPC. However, it received a low level of support from the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage collaborations among institutions and existing employers to attract and support new employers and business start-ups Downtown.
- Promote Downtown as a weekend destination from which to explore the region's many attractions.
- Encourage the growth of facilities and programs at Jamestown Community College.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.

Rendering of Completed Project



Rendering is artist's concept

Anticipated Project Benefits

The project has the following benefits:

- Expands the Cutco Theatre's role as a focus for local and regional entertainment opportunities enhancing the downtown's tourism and destination attractions.
- Supports increased visitation to and vitality within the downtown through new and expanded entertainment opportunities attracting a broader audience to the downtown.
- Provides a focus for the operation and growth of a downtown arts and cultural center, supporting an improved quality of life and offering in the city
- Leverages adjacent DRI-proposed projects such as the downtown revitalization and rehabilitation grant program etc.
- Creates some design, professional services and construction opportunities

Feasibility and Cost Justification

This project needs further development in terms of design work and cost estimates.

Project Metrics

The following metrics will indicate the project's success:

- Number of students who participate in non-profit management of Cutco Theater
- Number of people who can visit theater

Timeline and Project Readiness

- Overall timeline: Estimated three to five years to complete three phases
- Phase 1 of project will begin Summer 2018

11 Oak Hill Park Improvements



Project

Oak Hill Park Improvements

Applicant/Owner

City of Olean

Location

Bounded by Putnam Street, N. 4th Street, Washington and 6th Street, Map #11

Project Cost

\$600,000

DRI Funding

\$500,000

Project Description & Future Use

Oak Hill Park is underutilized, with little foot traffic or programmatic activity. The Dog Park will activate Oak Hill Park. In addition, Olean Theatre Workshop needs a summertime outdoor stage for performances in a park. Oak Hill is adjacent to the Workshop's home stage and performances would help activate this park into the evening hours.

1. Build a permanent outdoor performance area with landscaped seating and flat stage area with electric utilities for temporary stage sets.
2. Add a dog park in the underutilized south side of the park.

3. Restore the 4th & Putnam entrance and the NW diagonal that be a preferred, universally accessible pedestrian connector between W. State St. and Buffalo Street.
4. Add a restroom facility with storage room to support programming in the park.
5. Improve the pathways; enhance the half-court basketball area to a full court; remove & replace highway cobra lights with park-scale, period appropriate lampposts.

The City of Olean has the capacity to manage the project. Local benefactors may take-on design responsibility.

Project Costs

Total Project Cost	\$600,000
Southeast accessible entrance, natural surface paths, lampposts	\$180,000
Dog Park with fencing & play furniture	\$120,000
Full-court basketball	\$25,000
Restroom with storage area to support programming in the park	\$150,000
Landscape seating and utilities at "the pad" for stage sets	\$25,000
Seasonal & removable outdoor stage with utilities for stage sets	\$100,000

Funding Sources

DRI Funding: \$500,000

City: \$ 50,000 - cash and in-kind

Fundraising: \$ 50,000 - cash and in-kind

SoLEpoxy would contribute cash or design services to the project. Other funding could be raised through a public benefit not for profit such as the Rotary Club or the Community Foundation.

Regulatory Requirements

NYS SEQR will be required. This will likely indicate the involvement of NYS SHPO and the NPS.

LPC & Public Support

This project was strongly supported by the LPC and by members of the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Enhance the image and year-round usability of Downtown parks and other public open spaces.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.

Rendering of Completed Project:

See rendering and precedent images below.

Anticipated Project Benefits

The project has the following benefits:



This was the southeast gateway to Oak Hill Park. By restoring this diagonal connection through the Park with a universally accessible gateway, this south side corner of the park will see pedestrian traffic thus improving safety and property values near the Park.



A permanent structure could provide secure storage of sets and props. A temporary structure might be more acceptable to neighbors who cherish their views into the park. A permanent restroom facility with a storage room could make a temporary stage structure viable.

- Creates a more attractive/appealing public realm within the Oak Hill Park Historic District
- Creates an improved and more safe environment for park users promoting increased access, visitation, opportunities for programed use and improved vitality within the Oak Hill Park Neighborhood
- Strengthens the stability and desirability of the Oak Hill Park Neighborhood as an improved place to live which is immediately adjacent to downtown, potentially increasing walking traffic to downtown.
- Creates a number of design, engineering, professional services and construction opportunities

Project Metrics

The following metrics will indicate the project's success:

- Number of visitors to park
- Number of visitors to theater performances and events

Timeline and Project Readiness

- Overall timeline: 8 months, with completion Summer 2019
- Design and public input: 4 months
- Construction & Procurement: 4 months
- Design and public input to be completed in fall 2018



12 Four Mile Brewing Expansion



Project

Four Mile Brewing Expansion

Applicant/Owner

Four Mile Brewing/Hellbender Developments

Location

210 E Greene Street, Map #12

Project Cost

\$822,500

DRI Funding

\$411,250

Project Description & Future Use

This project would consist of installing a new roof, purchasing canning equipment, and making leasehold improvements which would be beneficial for expanding manufacturing for Four Mile Brewing and increasing usage by Allegheny Adventures.

210 East Green Street was built to be a brewery in the early 1900s. A new roof is needed to prevent further deterioration of the historic building. Four Mile Brewing would benefit by being able to continue to expand over time and Allegheny Adventures would continue to utilize the space. Additional

renovations would allow a commercial tenant and two high end apartments to be constructed. A canning line would allow Four Mile Brewing to hire at least one full time employee for packaging and manufacturing its product.

The Four Mile Brewing expansion may require improvements to the water system, and the sanitary sewer in the area may need to be lined to reduce infiltration to support the canning operation.

Project Costs

Total Project Cost	\$822,500
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Funding Sources

Private funding: \$411,250

Jobs Created

The project will create five full-time manufacturing jobs.

Regulatory Requirements

- Alcohol and Tobacco Tax and Trade Bureau, U.S. Department of the Treasury (Federal)
- New York State Liquor Authority, New York State Department of Agriculture & Markets (State)
- Building Code - (City of Olean)

LPC & Public Support

This project received a high level of support from the LPC and a high level of support from the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Enhance the image and year-round usability of Downtown parks and other public open spaces.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.

Rendering of Completed Project



Rendering is artist's concept

Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses an architecturally significant landmark structure overlooking the Allegany River
- Expands a destination Brewpub with a new cannery and expanded outdoor and water related recreational activities to better support tourism and visitation
- Creates up to 5 new employment opportunities
- Delivers 2 upscale rental units addressing current market demand and supports residential population growth in the downtown

Project Metrics

The following metrics will indicate the project's success:

- Number of jobs created
- Level of investment and return on investment

Timeline and Project Readiness

The roof can be installed once weather permits, the beginning of Spring 2018 would be optimal. The canning line would optimally be purchased during the Summer 2018 so that it would be available for use by the Fall 2018. All additional renovations would begin in November of 2018 and continue through 2019.

13 211 North Union Street Renovation

Project

211 North Union Street Renovation

Applicant/Owner

Giovena Development

Location

211 N Union Street, Map #13

Project Cost

\$701,071

DRI Funding

\$400,000

Project Description & Future Use

Renovation of existing building for mixed-use development including approximately 1,500 square feet of first floor retail or office space and four market-rate, one-bedroom, loft-style apartments on the upper floors. Renovations to include façade renovation, roof and window replacement, apartment buildout, and work on the existing vacant, ground floor retail space. Assist with the cost of renovations including restoration of the building's façade, installation of new exterior windows on the buildings north side, and modernization of utilities to modern code standards including fire suppression.

Project Costs

Total Project Cost	\$701,071
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Funding Sources

DRI Funding: \$400,000

Private Investment/Financing: \$301,071

Jobs Created

No new jobs will be created.

Regulatory Requirements

- Building Code compliance (New York State)

LPC & Public Support

This project received a moderate level of support from the LPC and from members of the public.

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.

Rendering of Project

A rendering of the potential renovation is shown below.

Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses a Union Street main street building in downtown.



Rendering is artist's concept

- Creates up to 4 new market rate residential units employment opportunities addressing current market demand and supporting residential population growth in the downtown
- Leverages adjacent DRI-proposed projects
- Creates some design, professional services and construction opportunities

Feasibility and Cost Justification

The final DRI plan indicates a demand for additional mid-range to upscale market-rate residential apartments in the community, particularly those with available parking. The existing conditions analysis in this plan provides information on market rents for residential apartments and for commercial space along North Union Street and the project proforma rents fall within these ranges. The project provided a proforma stabilized operating income and expense statement which indicates that total project costs exceed the forecasted property value upon completion of renovations, supporting the need for some subsidy for financial feasibility.

Project Metrics

The following metric will indicate the project's success:

- Number of new downtown residents

Timeline and Project Readiness

- Overall timeline: 14-16 months, to begin September 2018
- Interior Demolition (2 months)
- Design and Engineering Phase (2 months)
- Bidding and Selection of Contractor (2 months)
- Construction (12 months)
- Completion and Occupancy: December 2019

14 Union Whiskey Brew Pub and Performance Venue

Project

Union Whiskey Brew Pub and Performance Venue

Applicant/Owner

184 North Union LLC

Owner of 184 N. Union Street: 184 North Union LLC

Owner of 176 N. Union Street: Ronald & Deborah VanScoter

Location

184 N Union Street and 176 N. Union Street, Map #14

Project Cost

\$595,000

DRI Funding

\$395,000

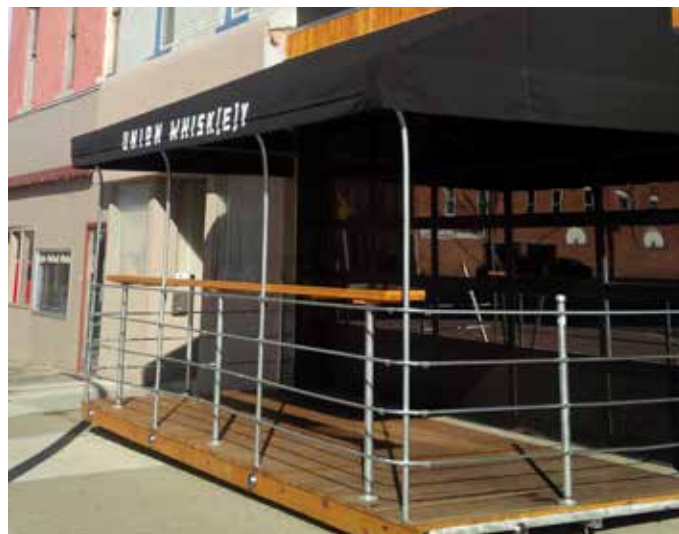
Project Description & Future Use

Live music and performance venue. The music hall will be housed in 176 N. Union Street which is adjacent and connected to the existing tavern. In addition to the music venue the applicant would also seek funding to ready the 176 N. Union Street infrastructure to accommodate a scaled down brew house which would enable the applicant to offer a house made craft beer label as well as providing a medium to limited home brewers, guest brewers and the like to offer their creations for sale at retail through Union Whisk(e)y.

Develop a unique and needed music and entertainment venue in the downtown district. The style of the proposed venue is intended to model many of the establishments that can be found on Lower Broadway in Nashville. The dedicated music venue in addition to providing expanded performance space for local artists, would also allow the applicant to host ticketed national touring artists.

The concept space for the music venue would utilize both floors of the new building to create a two story music hall that would allow artists to “plug and play” into the facilities sound system.

The brewing operation would be encased in a large glass window immediately adjacent to the sidewalk and its stainless steel construction would provide a stunning visual addition to Downtown Streetscape.



Rendering of Project

A rendering of the potential renovation is shown below.



Project Costs

Total Project Cost	\$595,000
Building Acquisition	\$150,000
Renovations and equipment for Music Hall	\$350,000
Renovations for Brewing Facility Infrastructure	\$50,000
Brewing Facility Equipment	\$50,000

Funding Sources

DRI Funding: \$395,000 for Music Hall renovations and equipment and Brewing Facility infrastructure.

Commercial Real Estate Mortgage: \$150,000.00 (Developer has a standby financing commitment from a local lending institution for acquisition)

Private funding: \$50,000.00 (for Brewing Facility Equipment)

Jobs Created

An estimate of new FTEs has not been provided.

Regulatory Requirements

The Music Venue will need approval from the City of Olean Code Enforcement and the City of Olean Planning Board. The brewing component once operational will need approval from the Federal Tax and Trade Bureau and New York State Liquor Authority to produce beer.

LPC & Public Support

This project received a high level of support from the LPC and a mixed level of support from the public,

Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Promote Downtown as a weekend destination from which to explore the region's many attractions.
- Encourage the renovation of buildings to create studios for artists and creative businesses.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.

Anticipated Project Benefits

The project has the following benefits:

- Preserves and adaptively re-uses a Union Street mainstreet building in downtown to create a destination Brewpub and music venue to better support tourism and visitation of the downtown
- Leverages adjacent DRI-proposed projects
- Creates some design, professional services and construction opportunities

Timeline and Project Readiness

Due to terms contained in the option agreement with the current owners the proposed implementation timeline would not begin until 6 months after the developer purchases the 176 N. Union building. Project will begin Fall 2018.

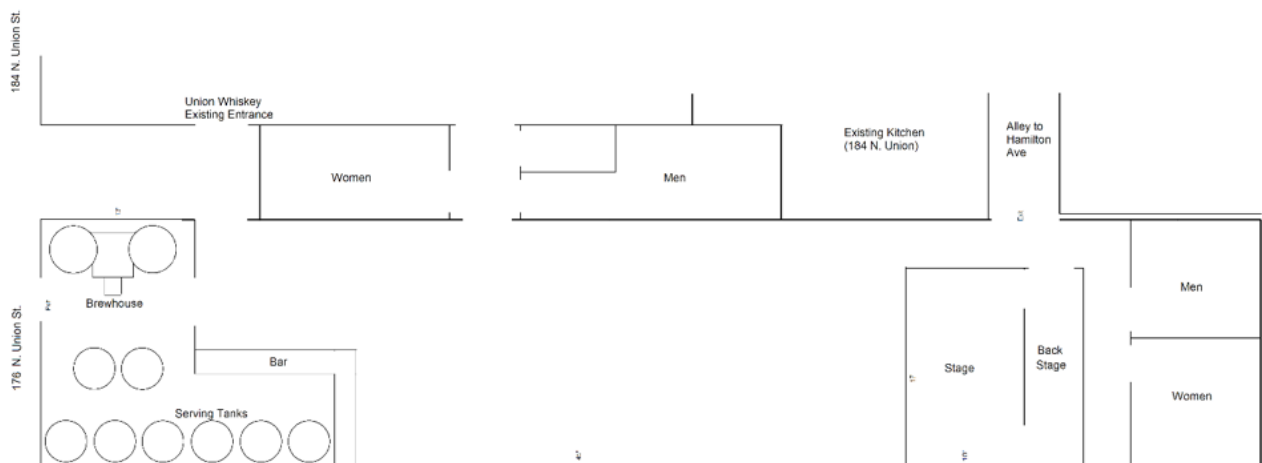
Phase I (Music Venue)

This phase of the project would involve the primary development of the music hall and supporting infrastructure for the future brewing operation.

- Building Acquisition (1 Month)
- Design and Engineering (1 Month)
- Order Equipment (6 Months)
- Renovations (6 months)

Phase II (Brewing Operation)

- Federal Permitting and Equipment Order (6 Months)
- Order inventory (1 Month)
- Install Equipment (1 Month)



15 Angee's Restaurant



Project

Angee's Restaurant

Applicant/Owner

Anthony Fratercangelo

Location

475 North Union Street

Project Cost

\$390,000

DRI Funding

\$350,000

Project Description & Future Use

Angee's renovation plan is to modernize the iconic restaurant to accommodate more patrons with an added rear entrance, expanded kitchen, increased seating capacity for general seating or private parties, modern bathrooms, update the front of the building with a new entrance/awning, new seating booths/chairs and patron friendly parking in the rear of the building.

Project Costs

Improvements: \$350,000

Funding Sources

Applicant to provide \$40,000 of private funds.

Jobs Created

The project will create up to 10 FTE jobs.

Regulatory Requirements

- Permit (City of Olean)

LPC & Public Support

This project received a moderate amount of support from members of the LPC and a high level of support from the public.

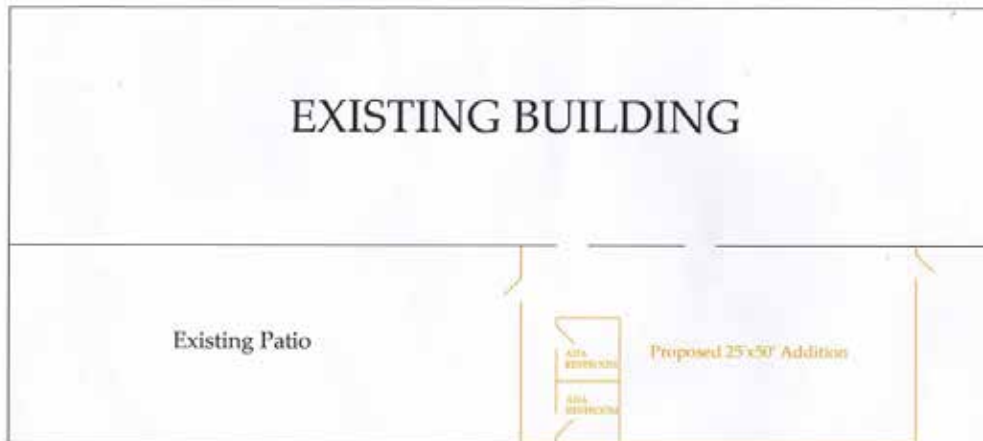
Alignment with DRI Strategies

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Promote Downtown as a weekend destination from which to explore the region's many attractions.

Rendering of Completed Project

A floor plan showing the addition area is provided below.



Anticipated Project Benefits

The project has the following benefits:

- Preserves, updates and expands an existing restaurant use to accommodate greater patronage
- Leverages adjacent DRI-proposed projects
- Creates some design, professional services and construction opportunities

Timeline and Project Readiness

- This project could commence in the Spring of 2018
- Phase 1 - Enhancement to existing back parking lot and simultaneously construction of the 25 x 50 addition to the existing restaurant, new bathrooms will be added during the addition along with a new rear entrance.
- Phase 2 - All additional plans like Kitchen expansion and interior updates can be acted upon during addition expansion.
- Project would commence at summer's end of 2018
- Permits and engineering design documents would be provided by the General Contractor.

16 CDS Housing Development

Project

CDS Housing Development

Applicant

CDS Housing

Owner

CYNDALÉ of New York, Inc.

Location

422 East State Street

Project Cost

\$13,154,627

DRI Funding

\$250,000

Project Description & Future Use

The renovation of this warehouse building will provide approximately 45 to 55 quality apartments, equipped with modern amenities, for families earning between 50% and 60% of the Area Median Income (AMI) as well as individuals with intellectual and developmental disabilities earning up to 30% of AMI.

The work scope includes significant improvements to the entire site including parking lots, sidewalks, landscaping upgrades and new exterior lighting. New energy efficient heating, lighting and ventilation systems are also included in the renovation work scope. In addition, the entire building will receive new sprinkler and fire systems. The building façade will be repointed, where needed, and a new rubber of EPDM roof will be installed. New energy efficient doors and windows will also be installed.

All of the apartment units will be handicap adaptable and a total 4-6 units will be fully handicap adapted. Another 2-3 apartment units will be adapted for hearing and visually impaired persons. The proposed development includes many design features that make it easy to accommodate current and future seniors' needs as well as the needs of mobility impaired persons.

CDS Housing has entered into a purchase contract with the owner and now has full control of the property.

Project Costs

Total Project Cost	\$13,154,627
Construction	\$8,925,645
Project Financing Costs, Acquisition Costs, Professional Services and Other Soft Costs	\$4,228,982

Funding Sources

DRI Funding: \$250,000

NYS Housing Trust Fund: \$2,000,000

NYS OPWDD: \$1,255,463

NYSERDA: \$50,000

Wolf Foundation: \$100,000

HCR - Tax Credit Equity: \$8,501,650

Deferred Developer Fee: \$247,515

Jobs Created

The project will create 2 FTE jobs.

Regulatory Requirements

- Affordable housing rules and regulations (NYS Office for Homes and Community Renewal)

LPC & Public Support

This project received a moderate level of support from the LPC and a high level of support from members of the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.
- Promote the restoration and adaptive re-use of heritage buildings.
- Enhance approaches and entry points to Downtown with landscape features within the right-of-way and enhanced private landscaping.



Anticipated Project Benefits

The project has the following benefits:

- Restores, preserves and adaptively re-uses an attractive heritage warehouse building to provide 45 to 55 new affordable housing units and housing for individuals with intellectual and developmental disabilities addressing current market demand
- Supports increased vitality in the downtown through the addition of new residential uses supporting greater street life and increased economic activity
- Enhances a key entry point into the downtown with new landscape and building improvements
- Leverages adjacent DRI-proposed projects including Walkable Olean Phase III
- Creates a number of design, professional services and construction opportunities

Project Metrics

The following metric will indicate the project's success:

- Number of new downtown residents

Timeline and Project Readiness

CDS housing will apply in the early round application for Low Income Housing Tax Credit through the New York State Office of Homes and Community Renewal (HCR) in November 2018. HCR typically announces funding awards early round projects several months later in April 2019. If awarded funding, construction would start in September of 2019 and would be completed in 1 year. A more detailed project implementation is provided schedule below:

Project Implementation Plan During 2018

- January to March: Finalize Site Selection and Obtain Control of Site
- March to June: Finalize Site Plans, Civil Drawings and Architectural Plans
- June to November: Obtain all necessary local approvals including planning board and or zoning approvals. Finalize project costs and secure project financing from investors and lenders
- Submit HCR Tax Credit Application

Project Implementation Plan During 2019

- April: Receive Tax Credit Funding Award
- August: Close on all project financing
- September: Obtain building permit and commence renovation

Project Implementation Plan During 2020

- September: Completion Construction and Obtain C of O
- December: Full Lease Project Lease up

17 Southern Tier Community Health Center Expansion

Project

Southern Tier Community Health Center Expansion

Applicant/Owner

Southern Tier Community Health Center Network

Current Owner: Park Center Development

Location

135 North Union Street, Map #17

Project Cost

\$2,940,000

DRI Funding

\$250,000

Project Description & Future Use

STCHCN, Inc. is expanding the existing health center. The current health center has quickly become overgrown as access to primary care has continued to deplete and the poverty rate of the community has increased. The current space includes 19 exam rooms, two of which are used as treatment rooms and two behavioral health offices, currently servicing over 10,000 patients. STCHCN, Inc. once again needs to expand to add up to three practitioners and grow its practice by 4,000 new patients. The project requires eight new exam rooms, revamped space to integrate care management into the clinical space, dedicated laboratory space, and enough administrative space for billing operations to be located on-site. The expansion would include an additional 10,000 sq. ft. which will be used for exam rooms, additional administrative space, and laboratory services.

Project Costs

Total Project Cost	\$2,940,000
Demolition and renovation, new area	\$2,100,000
Demolition and renovation, existing	\$700,000
Construction Contingency	\$140,000

Funding Sources

DRI Funding: \$250,000

HRSA Grant: \$1,000,000

Private funding: approximately \$1,000,000

Balance of funding has not been confirmed.

Jobs Created

The project would provide jobs for three additional practitioners, nursing staff and other support staff to support these new practitioners.

Regulatory Requirements

None

LPC & Public Support

This project received a moderate amount of support from the LPC and a high level of support from the public.

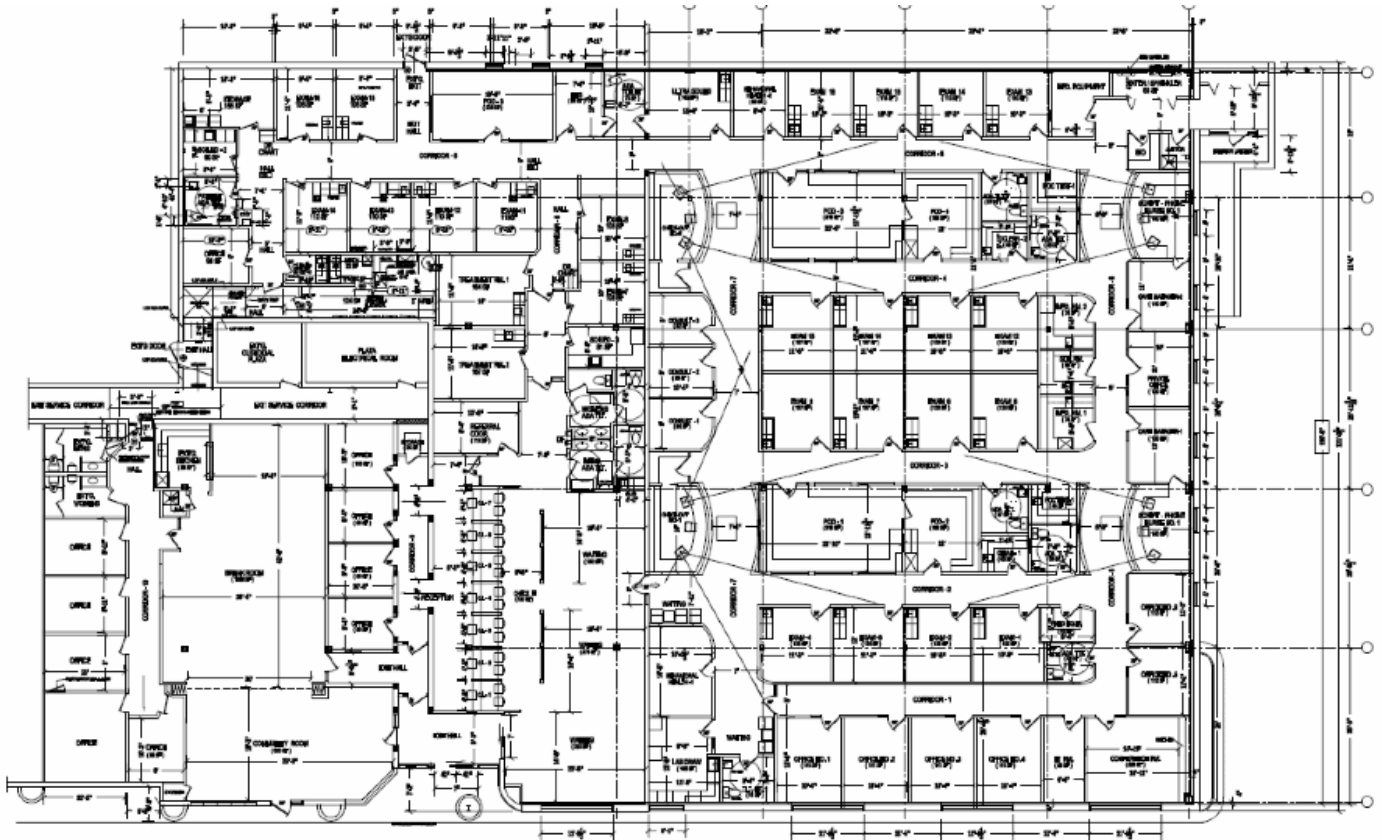
Alignment with DRI Strategies:

The project will support the following DRI strategy:

- Encourage the renovation of buildings to accommodate new and expanding businesses.

Rendering of Completed Project

Floor plan:



Anticipated Project Benefits

The project has the following benefits:

- Expands STCHCN capacity to address primary health care for an additional 4000 patients broadly addressing health care needs within the city and region.
- Supports increased visitation to and vitality in the downtown through expanded capacity
- Supports increased skills development and job creation in the health care sector
- Leverages adjacent DRI-proposed projects including North Union Streetscape expansion
- Creates some design, professional services and construction opportunities

Project Metrics

The following metrics will indicate the project's success:

- Number of new and unique patients
- Number of new jobs

Timeline and Project Readiness

- Overall timeline: Estimated 11 months
- Anticipated start date June 2018 with a tentative completion date of May 2019.

18 201 East State Street



Project

201 East State Street

Applicant/Owner

Kevin Dougherty and Della Moore/Kevin Dougherty

Location

201 East State Street

Project Cost

\$312,500

DRI Funding

\$225,000

Project Description & Future Use

The proposed project will establish a permanent home for the African-American Center for Cultural Development (AACCD) as well as preserving the oldest existing structure in the city of Olean. The building is approximately 2,675 square feet. With a combination of repairs, upgrades, and restoration, the structure will be outfitted to accommodate the programs and events of the AACCD. In addition, one or more tenant partners will be sought to create a cultural/historical hub downtown.

The interior will be primarily an exhibition, art-making, and performance space with the flexibility to create areas that can accommodate coffee-house style gatherings or larger dinners or receptions. It will include a full commercial kitchen and built-in capacity for several computer stations, a screen for movie/video screenings, and a sound system. The church pews will allow the interior space to be used lecture-style or opened up for performances, receptions or dances. Electrical systems will be upgraded to accommodate technology

infrastructure, and ADA compliant bathroom(s) and an entrance ramp will be created for accessibility.

Improvements include replacement of the failing roof; restoration of clapboard siding, stained glass windows and the balcony in the roof tower; and insulation of the attic, exterior walls, and basement..

Project Costs

Total Project Cost	\$312,500
Roof replacement	\$40,000
Restoration of siding, stained glass windows, ceilings, balcony	\$105,000
Insulation	\$20,000
Upgrading the furnace	\$20,000
Installing ADA-compliant bathroom(s)	\$30,000
Restoring of side entrance and adding ramp	\$7,500
Commercial Kitchen Installation	\$50,000
Re-Grading of the Main Hall Floor	\$20,000
Museum/Exhibition Furniture and Equipment	\$20,000

Funding Sources

DRI Funding: \$225,000

Owners' Equity (Committed) of \$50,000

Private Funding (Potential) of \$37,500

Jobs Created

The project will create 2 FTE jobs.

Regulatory Requirements

A Site Plan Review will need to be secured from the Local Planning Board; and any additional building permits as required under NYS Uniform Building Code.

LPC & Public Support

The project received a high level of support from LPC members and from the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Promote the restoration and adaptive re-use of heritage buildings.
- Encourage the renovation of buildings to create studios for artists and creative businesses.

- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.

Rendering of Completed Project

See below for concept.

Anticipated Project Benefits

The project has the following benefits:

- Preserves and adaptively re-uses the oldest building in the city as a new home for the African American Center for Cultural Development creating a destination focus for African American cultural and educational development
- Complements and leverages the planned improvements to Lincoln Park, kitty-corner from the site, and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown
- Leverages adjacent DRI-proposed projects including West State Street Streetscape

- Creates some design, professional services and construction opportunities

Feasibility and Cost Justification

As the DRI funding proposed represents 70% to 75% of project costs and the property owner acquired the property for \$10,000 in December 2015, both a below-market rent lease to the Center and a fair return to the property owner are possible. The division of the benefit of DRI funding between the property owner (lessor) and the Center (lessee) will be decided by the two parties and reflected in a lease arrangement. Sources of the additional \$37,500 in required funding are being explored. If additional equity funding is not available, the project could support market-rate financing for this amount.

Project Metrics

The following metrics will indicate the project's success:

- Number of visits to the Center
- Number of gatherings and events held at the Center

Timeline and Project Readiness

- Overall timeline: 12 months, beginning Summer 2018



Rendering is artist's concept

19 Allegheny River Corridor Waterfront Access Improvements

Project

Allegheny River Corridor Waterfront Access Improvements

Applicant/Owner

City of Olean/ The site is owned through flood control easement by NYS Department of Environmental Conservation.

Location

Olean Creek and Allegheny River, Map #19

Project Cost

\$100,000

DRI Funding

\$100,000

Project Description & Future Use

This project would improve access to Olean's waterfront by creating crushed stone trails on top of the existing levee system which surrounds most of Olean Creek and Allegheny River, installing a canoe and kayak launch and undertaking site work to provide ADA-compliant access to the launch and waterfront area. The canoe and kayak launch would be placed in a strategic location to form part of a regional system of launches along the Allegheny River. The launch would be installed in the spring by City of Olean staff, removed from in the fall, and stored during winter months.

The City of Olean has the capacity to implement and sustain the project.

Project Costs

Total Project Cost	\$100,000
Design	\$10,000
Levee Top Trails	\$40,000
Canoe/Kayak Launch	\$40,000
Other improvements	\$10,000

Funding Sources

DRI Funding: \$100,000

Funding for Project Enhancements: The City will be seeking other grant monies such as NYSDOT revolving funds for project enhancements such as higher-quality street furniture.

Regulatory Requirements

- Approval from U.S. Army Corps of Engineers (Federal)
- SEQR (NYS Department of Environmental Conservation)
- Additional environmental review (NYS Department of Environmental Conservation)

LPC & Public Support

This project received a high level of support from the LPC and very high level of support and enthusiasm from the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Enhance the image and year-round usability of Downtown parks and other public open spaces.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- Provide amenities on the riverfront that improve access to, and enjoyment of, the water.

This project advances the City's Allegheny River Public Access and Recreation Plan, promoting the river corridor and attracting recreation-based businesses to strengthen the local economy.

Rendering of Completed Project

See next page.

Anticipated Project Benefits

The project has the following benefits:

- Creates a new canoe/kayak waterfront launch and improved access and recreational trails along the Allegheny River to enhance public use and enjoyment of portions of Olean's waterfront, enhancing visitation and tourism potential within the downtown
- Enhances the potential success of existing water-related rental businesses near the new canoe/kayak launch such as Allegheny Adventures Kayak Rental and improves the potential to continue to attract such business to the area.
- Creates an improved and safer environment for pedestrians and cyclists, promoting increased visitation, use, and vitality along the waterfront and recreational trail
- Leverages adjacent DRI-proposed projects including Four Mile Brewing Expansion



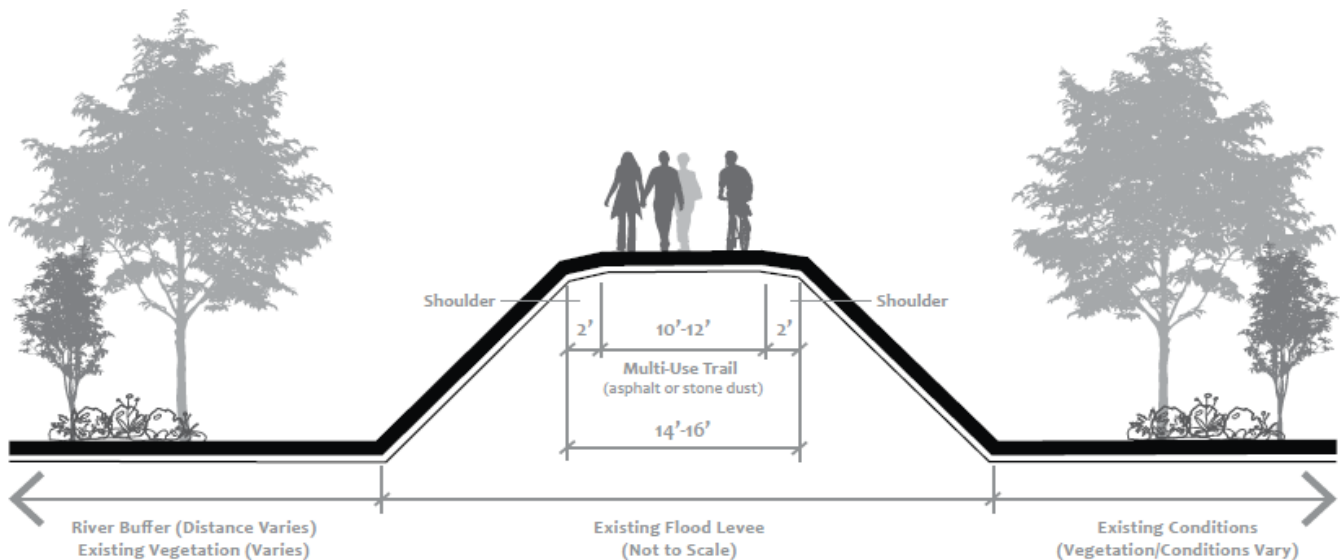
Project Metrics

The following metrics will indicate the project's success:

- Establishment of recreation-based businesses in Olean
- Increase in recreational users of the waterfront

Timeline and Project Readiness

- Overall timeline: 2 years maximum, can begin Fall 2018
- Preliminary Design: 3 months
- Permitting and Approval: 12-18 months
- Design and Construction: 6 months (earliest construction year would be 2020)



Type 2: Typical Trail Cross Section On Flood Levee Adjacent to the Allegheny River

20 319 & 321 North Union Street

Project

319 & 321 North Union Street

Applicant/Owner

Paul Petruzzi

Location

319 & 321 North Union Street, Map #20

Project Cost

\$400,000

DRI Funding

\$100,000

Project Description & Future Use

The restoration and renovation of 319 and 321 North Union Street have been ongoing since the spring of 2016. The goal of the project is to transform two late-19th century row buildings from uninhabitable, dangerous and condemned structures into code-compliant buildings that are an asset to the City. The second and third floors of each building will contain two 1,600 square foot apartments. The DRI funding will go toward completion of the project ("Phase II") including framing and rough mechanicals for the first floors and basements of each building to accommodate one or two restaurant or other commercial tenants in the future. Each building has roughly 2,000 square feet of combined first floor and basement space.

Project Costs

Prior Work: Phase I - to be completed by July 2018 - \$340,000 in renovations

- Foundation stabilization, structural, rear wall rebuild, windows, plumbing and electrical, exterior façade, upper floor apartments (two in each building).
- Prior renovations funded with combination of \$80,000 in Main Street Grant funds; \$60,000 in City Loan Funds, and \$200,000 in private equity.

DRI Project: Phase II - \$400,000 Total

- \$200,000 to complete the first floor and basement of each building (approximately 3,200 square feet of 1st floor space and 920 square feet of basement space)
- Detailed renovation budget to be provided at a subsequent time

Jobs Created

The project will create 10 FTE jobs.

Funding Sources

DRI Project: \$100,000 (Phase II)

Bank financing: \$300,000

Regulatory Requirements

- Building permit (City of Olean)

LPC & Public Support

This project received a moderate level of support from LPC members and a high level of public support.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.
- Work with neighborhood groups and property owners to improve existing housing conditions and beautify neighborhoods.
- Promote the restoration and adaptive re-use of heritage buildings.
- Encourage the redevelopment of sites that diminish the historic, urban character of Downtown.
- Ensure all new development meets high standards of design excellence and sustainability and is compatible with the historic fabric of Downtown.

Rendering of Completed Project

See next page.

Anticipated Project Benefits

The project has the following benefits:

- Preserves and adaptively re-uses two currently vacant Union Street main street buildings to create new commercial space and 4 market rate residential units addressing market demand and supporting increased tourism and visitation of the downtown
- Leverages adjacent DRI-proposed projects
- Creates some design, professional services and construction opportunities

Feasibility and Cost Justification

The final DRI plan indicates a demand for additional mid-range to upscale market-rate apartments in the community, particularly those with available parking. The owner/developer provided a proforma operating income and expense statement to support project feasibility. The existing conditions analysis in this plan provides information on market rents for residential apartments and for commercial space along North Union Street and the project proforma rents fall within these ranges.

Project Metrics

The following metrics will indicate the project's success:

- Number of jobs created
- Number of new downtown residents
- Level of investment and return on investment

Timeline and Project Readiness

- Phase II timeline: 11 months, project to begin Spring 2018
- Design & construction documents: Complete
- Construction in both buildings: 11 months
- Completion in December 2018



Rendering is artist's concept

21 A Jason Clemons Salon



Project

A Jason Clemons Salon.

Applicant/Owner

Jason Clemons and Leslie Moffett

Location

102 N. Clinton Street, Map #21

Project Cost

\$108,344

DRI Funding

\$100,000

Project Description & Future Use

The building is 5,000 square feet and is currently used as a full service salon and spa, employing 15 people, including 10 full time employees. It is generally in good condition, however, renovations to the roof, entry stairs, and porch are needed. There is ample parking located near the building including two lots and street parking on East State Street and North Clinton Street.

The proponents will establish a barbering and training area on the lower level of the salon with 4 barber chairs and 3 shampoo sinks. In terms of exterior improvements, the roof will be peaked and shingled to replace the current flat rubber roof, and new energy efficient windows will be installed in the upstairs area. The entryway stairs and porch area will be repaired and replaced for safety reasons.

Project Costs

Total Project Cost	\$108,344
Demolition	\$6,000
Construction	\$73,335
Fixed equipment (ex. barbering chairs and sinks)	\$29,009

Jobs Created

The project will create four FTE jobs.

Funding Sources

\$8,344 in private funding

Regulatory Requirements

- Building permit (City of Olean)

LPC & Public Support

This project received a low level of support from the LPC, and a high level of support from the public at the third Public Open House.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Attract specialty food retailers and a broader range of personal services to Downtown.

Anticipated Project Benefits

The project has the following benefits:

- Expands an existing business to create increase employment opportunities in downtown
- Creates some design, professional services and construction opportunities

Project Metrics

The following metric will indicate the project's success:

- Number of jobs created

Timeline and Project Readiness

- Overall timeline: 9 months
- Design: Complete
- Demolition and construction of lower level: 6 months, to begin Winter 2018
- Outdoor repairs and replacement: 3 months
- Completion: August 2018

22 Downtown Branding & Marketing Initiatives

Project

Downtown Branding and Marketing Initiatives

Applicant/Owner

Olean Business Development

Project Target Area

This project encompasses the entire DRI Area and is not specific to any particular building or block.

Project Partners

Greater Olean Area Chamber of Commerce, City of Olean, Olean Area Executive Alliance, Citizen Action Network of Southwestern NY, downtown merchants and property owners.

Project Description & Future Use

OBD and its partners will design and implement branding elements and marketing tools, including video, print, web-based, and social-media platforms for the promotion of downtown Olean as a hub for entertainment, shopping, dining, and night-life for the community's key market segments, including downtown residents and employees, college students, visitors and tourists, business travelers, young professionals, and health-seekers.

Branding and marketing materials will be distributed to traditional markets and regional business-promotion organizations (such as Invest Buffalo/Niagara, Launch NY, and others) as well as emerging online leaders in business recruitment. Similarly, regional video, print, and online tourism-promotion sources will be utilized.

The OBD Downtown Development Committee will convene regular meetings with downtown-Olean merchants and property owners in order to develop a branding strategy for the downtown district. This will include organized events, activities, seasonal signage, music, and entertainment, tourism-promotion materials, and advertising plans that reflect a common identification of the assets and amenities of the downtown district.

In its first three years of operations, Olean Business Development has managed and implemented both large- and small-scale economic-development projects, including the establishment of a business incubator and development center in downtown Olean and a successful New York Main Street program. Its president has over 20 years of experience in workforce and economic development, higher education, small-business training, and grant-writing, with a local portfolio of over \$10 Million in successfully-managed federal, state, and private grant projects.

OBD has an established Downtown Olean Development Committee that has overseen projects including the New York Main Street property improvement program, as well as numerous initiatives to promote the downtown as an entertainment destination. Additionally, OBD's partnership with Greater Olean Area Chamber of Commerce establishes OBD as the largest and most experienced nonprofit business-development organization in the Olean area.

Greater Olean Area Chamber of Commerce is the largest business-membership organization in the region, with over 600 members and 100-plus years of experience in supporting local businesses and economic development.

Project Costs

Total Project Cost	\$110,000
Video Production	\$50,000
Print Materials	\$25,000
Targeted Mailings and Advertising	\$20,000
Downtown Branding Material	\$15,000

Funding Sources

DRI Funding: \$80,000

Local Sponsorships and Match: \$30,000

LPC & Public Support

This project received a high level of support from the LPC and from the public.

Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage collaborations among institutions and existing employers to attract and support new employers and business start-ups Downtown.
- Support cooperation and collaboration among merchants and property owners in promoting Downtown and attracting new businesses.

Anticipated Project Benefits

The project has the following benefits:

- Promotes and markets downtown to retain and attract increased business and entrepreneurial activities to downtown
- Leverages adjacent DRI-proposed projects
- Creates increased awareness about the opportunities and benefits of locating a business in downtown

Project Metrics

The following metrics will indicate the project's success:

- Number of materials distributed
- Response from market segments
- Volume of activity at regionally-promoted events/programming in the downtown
- Activity on websites and social media
- Quantity and quality of interested businesses and entrepreneurs
- Brand-recognition studies upon completion

These assessments will be fully implemented and monitored by the OBD Downtown Development Committee and its partners.

Timeline and Project Readiness

- Overall timeline: Estimated 2 years, beginning Spring 2018
- Design work and research: 6 months
- Creation of large group of downtown stakeholders: 6 months
- Production of marketing materials: 1 year

23 Cattaraugus County Arts Council Relocation



Project

Cattaraugus County Arts Council Relocation

Applicant/Owner

Cattaraugus County Arts Council/ Sunny Olean, LLC.
The spaces will be leased to the Cattaraugus County Arts Council.

Location

110-112 W. State Street (Studio and Gallery)
116 W. State Street (Coffeehouse), Map #23

Project Cost

\$79,500

DRI Funding

\$70,000

Project Description & Future Use

This project comprises tenant improvements necessary for the relocation of the Cattaraugus County Arts Council to downtown Olean, providing the beginnings of an “arts district” in the downtown. This location of the Arts Council will feature a full-service art studio, an artisan retail store, and an art gallery. The adjacent coffeehouse will provide an important amenity to the downtown, and offer opportunities for social engagement by providing a location for casual gatherings as well as live music and open mic events.

The project will bring a major arts organization to the downtown area providing a busy art studio for those interested in pursuing creative endeavors. It will also bring an artisan retail space and art gallery to the downtown area to help stimulate tourism and commerce. The Arts Council will present art exhibitions and host gallery openings that will attract guests from the region.

The project is adjacent to the proposed Manny Hanny project and across the street from the Masonic Temple and Old Library & Inn projects.

Project Costs

Total Project Cost	\$79,500
Renovation	\$41,000
Fixed equipment	\$38,500

Jobs Created

New jobs in the retail/gallery space may range from 1-2 part time hourly retail staff to a full time retail manager. The coffeehouse will require a minimum of two hourly employees at the time of opening, with the possibility of adding an additional 1-2 hourly employees with increased growth.

Funding Sources

DRI Funding: \$70,000

Cattaraugus County Arts Council (committed): \$5,000

Western New York Foundation (not secured): \$4,500

Regulatory Requirements

- Building permit (City of Olean)

LPC & Public Support

This project received moderate support from LPC members, and high support from members of the public.

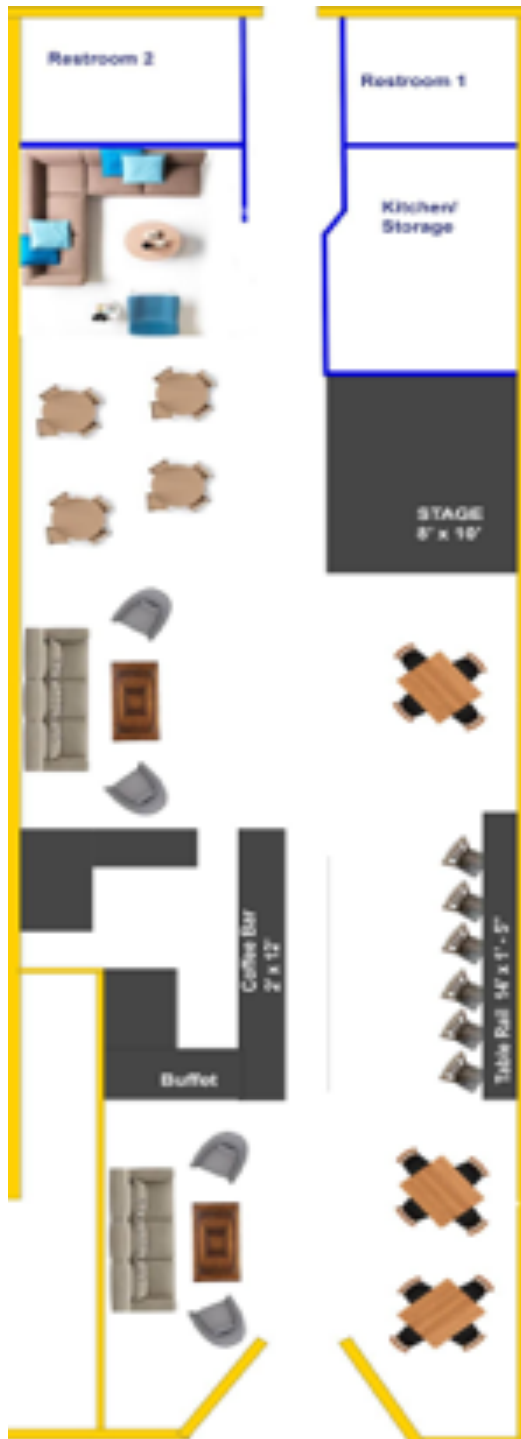
Alignment with DRI Strategies:

The project will support the following DRI strategies:

- Encourage the renovation of buildings to accommodate new and expanding businesses.
- Promote Downtown as a weekend destination from which to explore the region's many attractions.
- Promote the restoration and adaptive re-use of heritage buildings.
- Encourage the renovation of buildings to create studios for artists and creative businesses.
- Establish new destinations, events and programming for culture and entertainment for citizens of all ages including families.
- Encourage and facilitate the expansion of existing community and cultural events and the establishment of new ones.

Rendering of Completed Project

Proposed Coffeehouse Layout:



Anticipated Project Benefits

The project has the following benefits:

- Adaptively re-uses the commercial ground floor of an existing main street building on W. State Street for the Cattaraugus County Arts Council creating a vibrant arts destination in the downtown
- Complements and leverages the planned improvements to Lincoln Park, kitty-corner from the site, and reinforces the area around the Union Street/State Street intersection as the civic and cultural heart of downtown
- Supports increased visitation to and vitality in the downtown through new programming, attracting a broader audience to the downtown.
- Leverages adjacent DRI-proposed projects, including West State Street Streetscape
- Creates some design, professional services and construction opportunities

Project Metrics

The following metrics will indicate the project's success:

- Increase in number of art-related businesses and organizations in the downtown
- Art class registrations
- Attendance at arts-related events in both the art gallery and coffeehouse,
- Sales in the artisan retail space
- Coffeehouse revenues.

Timeline and Project Readiness

- Overall timeline: 4 months , beginning Fall 2018
- Design & construction documents: Complete
- Construction: 4 months
- Target completion for both projects is Winter 2018.

5.3. Project Summary Table

The project summary table lists all projects proposed for funding from the DRI award. Projects are shown in descending order of estimated total project cost.

Table 9. Project Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Manny Hanny	Restaurant on the ground floor, a 20-room boutique hotel, and market-rate and luxury apartments	Savarino Companies, Olean Urban Renewal Agency	\$12,700,000	\$2,000,000	Bank financing, Historic Tax Credits, Restore NY funding	Spring 2018	December 2020	10 FTE
2	Masonic Temple	Tenant improvements, 16 new rental apartment units	Rural Revitalization Corp, Masonic Temple Association	\$3,000,000	\$1,750,000	NY Main Street Grant, HCR CIF Program, Tax Credits, Developers Fee	Fall 2018	Fall 2021	5 FTE, 4 part-time
3	West State Street Streetscape	Landscaping, sidewalk improvements, lighting and street furniture	City of Olean	\$1,600,000	\$1,600,000	FHWA funds, NYSDOT revolving funds (for additional improvements)	Fall 2018 November 2018	Fall 2019	0
4	South Union Street Streetscape	Addition of roundabout, median, bike lane, bump-outs	City of Olean	\$1,400,000	\$1,400,000	FHWA revolving grant funds, CMAQ grant funds, C.H.I.P.S. funds	January 2020	January 2021	0
5	Walkable Olean Phase III	Reconstruct East State St. between Union and Barry Streets, intersection improvements	City of Olean	\$1,200,000	\$1,200,000	FHWA funds, NYSDOT funds, C.H.I.P.S. funds (for additional improvements)	Fall 2018	Summer 2019	0
6	Public Library Expansion	Build 7800 square foot addition for programs and meeting rooms	Library Board of Trustees	\$4,000,000	\$1,100,000	Reserves, Grants, Capital campaign	Sept 2018	January 2020	0
7	North Union Street Streetscape	Beautification, lighting, seasonal banners, sidewalk replacement	City of Olean	\$900,000	\$900,000	FHWA revolving grant funds, NYSDOT funds (for additional improvements)	Fall 2018	Winter 2019	0
8	Old Carnegie Library & Inn	Full daily menu service and banquet/event space at Old Library, renovate Inn to create a spa.	Daniel and Kathryn DeCerbo	\$1,514,500	\$719,500	Personal funding and bank financing	Summer 2018	Spring 2019	65
9	Downtown Revitalization & Rehabilitation Fund	Creation of a matching grant fund to encourage and support investment in downtown properties	Olean Business Development Corp.	\$600,000	\$600,000	Program Applicant's funds	Summer 2018	Summer 2023	0
10	Cutco Theater	Renovate theater to accommodate a wide range of performances and community events	Olean Business Development Corp.	\$1,000,000+	\$500,000	Philanthropy and sponsorship, State funding	Summer 2018	Summer 2023	TBD

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
11	Oak Hill Park Improvements	Add dog park, gazebo for performances, enhance entrance	City of Olean	\$600,000	\$500,000	City funds, fundraising	Fall 2018	Summer 2019	0
12	Four Mile Brewing Expansion	Install new roof, add a canning line, renovations to increase usage of building	Four Mile/Hellbender Developments	\$822,500	\$411,250	Private funding	Summer 2018	December 2019	5
13	211 North Union Street	Facade restoration and renovation to create four loft apartments and retail/office space	Giovena Development	\$701,071	\$400,000	Private funding	Sept 2018	Dec 2019	0
14	Union Whiskey Brew Pub and Music Venue	Renovate adjacent building for music venue and brew house	Gregg Piechota	\$595,000	\$395,000	Private funding	Fall 2018 WDecember 2018	Fall 2020	TBD
15	Angee's Restaurant	Renovate restaurant with expanded kitchen, increased seating, new awning	Anthony Fratercangelo	\$390,000	\$350,000	Private funding	Spring 2018	December 2018	10
16	CDS Housing Development	Rehabilitate vacant warehouse to create high-quality affordable housing	CDS Housing	\$13,154,627	\$250,000	NYS Housing Trust Fund, NYSEDA, HCR Tax Credit	Spring 2018	September 2020	2
17	Southern Tier Community Health Care Network	Expand Health Center with new exam rooms and laboratory space	Southern Tier Community Health Care Network	\$2,940,000	\$250,000	HRSA grant, private funding	June 2018	May 2019	3+
18	201 East State Street	Renovate oldest building in Olean to create home for African American Center for Cultural Development	Kevin Dougherty, Della Moore	\$312,500	\$225,000	Owners equity, private funding	Summer 2018	Summer 2019	2
19	Allegheny River Waterfront Access Improvements	Construct crushed stone levee top trails and install a canoe & kayak launch	City of Olean	\$100,000	\$100,000	NYSDOT revolving funds (for additional improvements)	Fall 2018	Spring 2020	0
20	319 & 321 North Union Street	Restore and renovate historic buildings for apartments and commercial spaces	Paul Petruzzi	\$400,000	\$100,000	Bank financing	Spring 2018	December 2018	10
21	A Jason Clemons Salon	Improvements to lower level of salon, roof, exterior	Jason Clemons and Leslie Moffett	\$108,334	\$100,000	Private funding	Winter 2018	August 2018	4
22	Downtown Branding & Marketing Initiatives	Creative downtown branding, recruit entrepreneurs	Olean Business Development Corp.	\$110,000	\$80,000	Local sponsorships and match	Spring 2018	Spring 2020	0
23	Cattaraugus County Arts Council Relocation	Create art studio, artisan retail store, coffee shop, and art gallery	Cattaraugus County Arts Council	\$79,500	\$70,000	Private funding, Western NY Foundation	Fall 2018	Dec 2018	4