OUR VISION, OUR MISSION: OUTLOOK FOR 2030

ALLEGANY COUNTY COMPREHENSIVE PLAN
What is a Comprehensive Plan and What Value Does it Bring to Local Communities?

According to New York State General Municipal Law, a County Comprehensive Plan is a document that includes descriptive materials identifying goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the county.

In general, the plan provides guidance on how growth and development should take place as a whole, and helps ensure appropriate provision of community services. The Allegany County plan was developed using multiple outreach tools including surveys, public forums and outreach to local governments.

While there are several local municipalities that have developed their own goals and regulations, a county comprehensive plan goes a step further into development and creating a community vision. Municipalities with their own comprehensive plans in Allegany County are shown here. By the next plan revision, we are hoping that more municipalities will be listed here and we encourage them to develop goals and regulations that are relevant to them at the local level.

Communities benefit from a comprehensive plan because it is an expression of clearly defined goals and objectives, and helps to define its identity. Community plans often stress the value of local entrepreneurship to strengthen its economy.

Relationship of this Plan to Other Planning Documents

This plan builds upon the planning documents that have been created in the past and adds to the foundation of planning documents that will be developed in the future. The 2008 version of the Comprehensive Plan compiled ideas and projects from 1996 through 2006; the 2013 Comprehensive Plan revised, updated, and built on these ideas and projects, as well as incorporated new concepts and projects. The same is also true for this most recent version of the Comprehensive Plan, as Allegany County looks forward to 2030.

We have requested that agencies and departments in Allegany County provide their updates or newly devised plans to be integrated into this revision. Where possible, important ideas from other documents have been absorbed into this document. Many of these are included in the appendices. It is also expected that there are direct tie-ins from documents that we are unaware of at this time, as they have been created by other agencies that have not been fully involved with this plan’s development. Copies of some documents will be included in the official appendices and available on the website www.alleganyco.com/departments/planning.

All of our county-wide plans are essential to guiding this document to fruition. Future plans should benefit from the Allegany County Comprehensive Plan and use it as a consistent framework in future planning efforts.

Overview of Implementation

In order to be a strong, vital community we must have strong and sustainable infrastructure, utilities, communication and transportation, as well as adequate financial resources at all government levels. All projects are subject to the SEQR process, if needed, during their respective implementation.

The Allegany County Comprehensive Plan is taking a different shape this time, with a more robust look at topics like economic development, agriculture, and the fight against blight. The plan is organized into five action areas. Those action areas are in line with those found in the original 2008 plan, adhere to our mission and vision statements, and reflect the aspirations and wisdom of many community leaders and volunteers.

The following chart shows the comprehensive plan implementation process, discussed in detail later in the plan.
Community planning and development will lead implementation efforts into action and progress will be monitored through annual assessments by the County Planning Board. The annual assessment may also update references to other plans found within the document. Based on the assessments, the County may decide to update certain goals or supporting strategies. A full revision of the plan will then be completed within five years of adoption.

**Our Vision for the County**

“To be a sound economic competitor that consistently attracts, retains, and expands local businesses and industries through ongoing local, state, national, and foreign direct investments in Allegany County.”

- Allegany County Vision Statement

Allegany County seeks to encourage growth in business, manufacturing, communications, transportation, tourism, and agriculture while sustaining our unique communities, historic sites, scenic vistas, rural life-style, and cultural heritage. Optimizing our educational facilities, access to health care, cultural offerings, intellectual pursuits and recreational opportunities, to promote population growth while enhancing the environment, will encourage new residents and the people of Allegany County to look upon this area as the most desirable place to live.

**Our Mission**

Allegany County’s mission is to foster our municipal strengths while encouraging growth, preserving our open spaces, and increasing our economic opportunities through the utilization of informed land use decision-making.

“I love the natural beauty, the farms, fields, hills, forests, rivers, broad vistas, and doing outdoor things in a beautiful setting.”

- Comment from public forums
ACTION AREAS
A County Legislative Board Resolution created the Allegany County Comprehensive Planning Committee (ACCPC) after repeated federal and state references citing the need for a County Comprehensive Plan. This committee consists of three Allegany County Legislators of the Board, three members of the Allegany County Planning Board, and four at-large members.

To tackle this challenge, four action areas have been identified for focus in the Allegany County Comprehensive Plan. Our Outlook 2030 will encompass economic development, sense of community and rural character, infrastructure, and government.

I. ECONOMIC DEVELOPMENT

Economic stability and growth are essential for future generations in order to obtain desirable employment and enjoy a rural quality of life. We intend to encourage local development by supporting our high-quality labor force and providing unmatched access to educational opportunities; attracting regional, national, and international businesses that complement Allegany County's unique resources and advantages; marketing sites best suited for capital investment in Allegany County; investing in new businesses and growing businesses; and strategically and consistently marketing Allegany County as a great place to visit, live, work, and start a business.

II. COMMUNITY & RURAL CHARACTER

The community and rural character of Allegany County remain unforgettable whether it's after a visit or you've spent a lifetime living here. Our picturesque landscapes and small community settings offer a sense of belonging that we take pride in. We must maintain and improve our agriculture, culture, natural resources, and historic aspects, but also foster an economic security without compromising the quality of our living environment.

III. INFRASTRUCTURE

Infrastructure is key when it comes to our quality of life and economic development in rural areas. With a change from economic sprawl to smart growth concepts and beyond, if the proper infrastructure is not in place it can have a detrimental effect on a community. We have recently undergone a dramatic improvement to our broadband and wireless services with installation of new fiber optics and towers, allowing rural areas to receive internet that was once out of reach.

Other items like the aging pipe infrastructure in villages, and use of on-site water wells and septic by businesses need to be addressed. These infrastructure repairs and upgrades are critical to the future of the county.

IV. GOVERNMENT

Continuing to improve the overall cooperation of towns, villages and County government is of the utmost importance for the free flow of information to all municipal stakeholders. As a large geographic area with low population densities, we must foster the concept that we are all in this together.

Allegany County is home to 29 Towns and 10 Villages, each with its own supervisor or mayor. There are also several hamlets designated by the Census Bureau, some of which are more populated than the Villages. There are five legislative districts with three legislators per district that retain equal voting power.

There is a wide variety of programs that county government oversees on behalf of the residents and some within each program that are State mandated. New in 2017, shared services became a hot topic. New York State produced new mandates requiring each county to participate in the Shared Services Initiative, designed to reduce property taxes and help lower the cost of local government.
When imagining our future communities in 10, 20, or 30 years, it is evident that life will be very different for the next generation. By focusing on these four areas and looking at past growth patterns, we can help to ensure our communities are prepared to move forward, while preserving what will remain vital for centuries to come.
I. Workforce Development

Allegany County stands apart from other locations in the state and across the country because of our highly trained workforce. While other areas have struggled to attract and maintain a quality workforce to bridge the jobs gap, Allegany County boasts an abundance of well-trained and skilled labor that is loyal to the region. The quality of our workforce ranks well above the national average – with 89.4% of the total population holding a high-school diploma or higher.

The wealth of skilled labor and industrial talent in Allegany County is due, in part, to our superior access to higher education opportunities through Alfred University, Alfred State Technical College, and Houghton College. These institutions combined bring over 7,000 talented students to Allegany County annually and produce more than 1,600 well-prepared graduates each year.

Through recent grants and investments in Alfred State College’s Wellsville campus, including the creation of a $5 million dollar Sustainable Advanced Manufacturing Center, Allegany County is uniquely qualified to offer the best training in advanced manufacturing now and well into the future – ensuring that a high quality workforce will be readily available for years to come.

Workforce Development Goal:
Support and sustain high-quality educational opportunities, skills training programs, and professional groups that enhance Allegany County’s labor market and quality of life.

Allegany County’s Economic Development initiatives have become increasingly more robust in recent years as the Offices of Planning and Development have resolved to make Allegany County “a sound economic competitor that consistently attracts, retains, and expands local businesses and industries” (Allegany County Economic Development Steering Committee).

In April 2015, the Allegany County Economic Development Steering Committee (ACEDSC) was created to engage the three local colleges (Alfred State College, Alfred University, and Houghton College), government representatives, and business leaders in the economic development discussion in Allegany County. Since its creation, the ACEDSC has worked cooperatively with the Allegany County Office of Development, Allegany County Industrial Development Agency (IDA), Greater Allegany County Chamber of Commerce (GACCC), and other groups committed to economic development and sustainability in the county and region.

With support and input from the ACEDSC, IDA, GACCC, and others, the Allegany County Office of Development took important steps forward in economic development in 2017 and 2018, including working with a site selector consulting firm to evaluate Allegany County’s priority sites, labor shed demographics, and key market segments; participating in a community review and co-creation session with social impact and advocacy firm, Maker City; founding a Young Professionals Group; and undertaking a county branding evaluation.

Each initiative provided guidance to Allegany County’s economic development strategy, encompassing workforce development, prioritizing business sectors and sites, business investment strategies, and marketing communications strategies.
Workforce Development Objectives:
• Support development projects at Alfred State College, Alfred University, and Houghton College, as higher education is a key driver of workforce development and economic development overall.
• Increase awareness of skills training programs available to individuals and employers through Allegany County’s Office of Employment and Training and Office of Development.
• Increase membership in the Allegany County Young Professional Group by 60% over the next five years.
• Build an entrepreneurial ecosystem by connecting the resources and agencies Allegany County already has in place.

Workforce Development Strategies:
• Consistently engage with higher education leaders from Alfred State College, Alfred University, and Houghton College through the Allegany County Economic Development Steering Committee.
• Provide development assistance to Alfred State College, Alfred University, and Houghton College in the form of grant-writing and incentive support.
• Facilitate connections between local businesses, prospective businesses, and the local colleges through the Office of Development to ensure employers’ needs are being met and support the talent pipeline.
• Continue to increase offerings of skills training programs available to individuals and employers.
• Utilize public relations tactics, including press releases, email blasts, and social media, to raise awareness among target markets of available skills training opportunities.
• Maintain relationships with individuals in leadership roles at major employers in Allegany County, including employers in higher education, manufacturing, and health services.

Support for Young Professionals:
• Encourage the continued growth of the Allegany County Young Professionals Group, through funding and staff support, as a means of attracting and maintaining a robust population of young people to fill job opportunities and replenish the tax base.
• Convene an active governing board for the Allegany County Young Professionals Group that works cooperatively with internal supporting staff within the Office of Development and leaders from the three local colleges.
• Continue to develop the Allegany County Young Professionals Group web-page located on the Allegany County website to include more relevant content and helpful links for new young professionals in the area.
• Establish, and annually reevaluate, an Allegany County Young Professionals Group communication schedule which includes email blasts, social media content, and planned events.
• Provide professional networking and professional development opportunities at events hosted by the Allegany County Young Professionals.

Support for Entrepreneurship:
• Increase the number of entrepreneur training opportunities available annually over the next five years to encourage a culture of entrepreneurship in Allegany County.
• Support IncubatorWorks growth and investment in Allegany County and explore other opportunities for shared work spaces to aid entrepreneurial development and success.
• Work cooperatively with ACCORD, IncubatorWorks, Southern Tier West, and SCORE to provide training, support, and mentorship opportunities to entrepreneurs and start-ups.
• Actively promote opportunities to establish “practical” businesses that impact quality of life through an annual display at the Great Wellsville Balloon Rally that describes what economic development could look like in Allegany County.
• Work with Allegany County’s extensive network of artisans to build out their businesses.
II. Priority Industrial Market Segments & Business Sectors

Allagany County recognizes the significant contributions our current businesses and academic institutions make to the local economy; the Offices of Planning & Development continue to build relationships with stakeholders within these companies and institutions to ensure their needs are being met. It is equally important that the county is proactive in attracting new businesses to invest in Allegany County. In 2017 and 2018, the Allegany County Offices of Planning & Development established a relationship with a site selector consulting firm and worked closely with this firm to evaluate Allegany County’s labor market and determine key target industries in which Allegany County has a unique advantage. Industries and business sectors that have been given priority include:

Call Centers
These facilities handle a high volume of customer service and related phone calls, either handled within a company or outsourced to a third party. At the top of the priority list for call center attraction is retaining and expanding a customer-centric labor, neutral accent, moderate labor costs, and low operating costs. Allegany County is attractively positioned for companies within this market segment due to the neutral accents inherent to this region and competitive labor and operational costs.

Ceramics
The most unique asset of Allegany County is our ceramic industry infrastructure in Alfred, which is already widely renowned. Encompassed within the advanced ceramics industry are alternatives to plastics, ceramic materials that undergo high wear and corrosion, and industries ranging from electronics, to aerospace, to medicine. Currently, the advanced ceramics market is estimated at $200 billion and is expected to grow rapidly over the next several years. Allegany County is uniquely poised to meet talent needs for this research and development intensive industry. Alfred University has one of the highest-ranked ceramics engineering programs and offers world-class academic and research talent, train the skilled engineers that are critically needed within the industry.

Distribution
U.S. wholesale distribution grew by 7.6% in 2017, driven by e-commerce fulfillment that continues to rapidly expand. Warehousing and storage facilities for industrial, consumer, and other goods have become critical to timely and cost-effective delivery services. While large sites are often required, interstate highway access is vital. Allegany County’s proximity to Interstate 86 and next-day market access to 51% of the U.S. and Canadian population offer a competitive advantage to companies within this market segment.

Metalworking
Governmental and economic factors have spurred a trend towards bringing previously exported metalworking and manufacturing jobs back into the United States. The fabricated metals and machinery industry have grown at a rate that will outpace labor supply; Allegany County, however, is well-positioned to meet these skilled workforce needs. Training in welding and machining, available through Alfred State College of Technology, ensures a pipeline of future talent will be available for metalworking companies who locate here. Allegany County’s proximity to Interstate 86 is another attractive factor for metalworking companies who require immediate market access and next day delivery.

Packaging
The need for packaging is ubiquitous and existing industries throughout upstate NY could represent a strong customer base, particularly the food and beverage industry clusters. Packaging can encompass a wide range of materials, from paper, to plastics, to glass. Allegany County’s rich mix of skilled and semi-skilled labor is attractive to companies within this industry.

Wood Products
Wood pellets, engineered wood products, biofuels, and building materials make up the wood products market segment - a good secondary target market for Allegany County economic development. Allegany County’s proximity to raw materials and local craft skills make it a worthy contender in this market segment.

Agri-Business
Another secondary target market segment, agri-business development is also worth pursuing in Allegany County, particularly attractive industries include craft beverages and baked goods. Allegany County has a wealth of food industry experience to leverage, especially in the Cuba and Friendship labor markets. New York State is also a great proponent of the craft beverage industry, making Allegany County a favorable location for growth.

Higher Education
As the largest employment sector in Allegany County, higher education is a definitive driver of economic development, provides stable and well-paying employment, initiates large-scale construction projects, and is the key element for workforce development within the county. Retaining and expanding the reputation of Allegany County’s three nationally-ranked colleges is essential to the future health of economic development within the county.

Retail
The retail market makes up 8.2% of total employment in Allegany County; it is the fourth largest employment market behind educational services, healthcare, and manufacturing. An estimated 98% of all retail business is small business, therefore, Allegany County’s retail market is an important gauge of local economic health. Retail offerings in Allegany County range from antiques to outdoor experiences and more. Continued investment in small-business retail is vitally important to maintaining a robust local economy.
Tourism
In 2018, Allegany County worked closely with tourism expert, and President and CEO of New York Welcomes You, Josiah Brown, to reevaluate our tourism assets and strategy. The outcome of these efforts provided a focused approach to marketing Allegany County’s unique assets - primarily focusing on Tall Pines ATV Park (Andover), The Great Wellsville Balloon Rally, and the Genesee River.

Priority Industrial Market Segments & Business Sectors Goal: Increase the number of new businesses, retain existing businesses, and facilitate business expansion for companies within Allegany County’s target market segments.

Priority Industrial Market Segments & Business Sectors Objectives:
• Establish quantitative benchmarks for measuring success in retention, expansion, and addition of industries and businesses within Allegany County’s target market segments.
• Establish quarterly communications with existing businesses in Allegany County to ensure retention and aid expansion.
• Add Call Center operation (creating est. 80 jobs) to Allegany County by 2020.
• Add new Metalworking operation (creating est. 50 - 200 jobs) to Allegany County in the next five years.
• Increase number of start-ups in Allegany County by 20% over the next five years, particularly in ceramics, agri-business, retail, and tourism market segments.
• Expand tourism economy by establishing, mapping, and marketing a county-wide ATV/UTV trail system over the next five years.

Priority Industrial Market Segments & Business Sectors Strategies:
• Create a series of measurable performance indicators to gauge success in retaining and expanding current businesses, and adding new businesses in Allegany County. Periodically review these measures and track performance.
• Use email blasts, in-person meetings, and workshop events to maintain quarterly contact with existing businesses in Allegany County in order to address needs, overcome challenges, and plan for future success.

• Build Allegany County’s overarching brand. Focus the brand messaging on Allegany County’s development strengths, including its unique wealth of skilled labor and access to high-quality workforce training at the collegiate level, nationally-competitive business costs and low cost of living, and proximity to a large industrial and consumer market. Use this positive brand image to develop a reputation for attracting business.
• Prioritize key industrial markets as identified by the site selector firm. Produce white-paper documents, marketing print pieces, and microsites for each industry that emphasize Allegany County’s advantage within those market segments.
• Focus on lead-generation within the key target industries through strategic digital marketing.
• Formalize a marketing communications strategy that targets Allegany County’s identified target industries.
• Develop a quarterly outreach strategy to communicate with site selectors, commercial real estate representatives, business executives, and other contacts within a targeted market or geographic area.
• Maintain relationships with key players in lead-generation and business attraction, including site selectors, Empire State Development, and Invest Buffalo Niagara.
• Work with IncubatorWorks Alfred, ACCORD, and SCORE to encourage entrepreneurial development particularly as it relates to the ceramics industry in Alfred, agri-business opportunities, and retail.
III. Prevailing Sites & Communities

Allegany County offers a number of available (and potential) industrial properties, including both buildings and greenfield sites. By partnering with a site selector consulting firm, Allegany County identified prevailing sites and communities that are well-positioned for development.

Prevailing Sites

Vossler Road, Wellsville
Located within the Town of Wellsville, the 18 acre greenfield on Vossler Road, off NY-19, is a rail-served site that would be a good fit for companies within the metalworking, plastics, or packaging industrial market segments. The Vossler Road site benefits from reliable and affordable electric power supplied by either National Grid or the Village of Wellsville. Siemens Government Technologies (formerly Dresser-Rand) is the current owner of this site.

Tracewell Building, Seneca Nation, Cuba
The Tracewell Facility in Cuba is a 92,025 sq. ft. former electronics assembly plant located on 54 acres within the Seneca Nation. This site is well-suited for future manufacturing use. Built in 1993, the facility is in excellent condition and is within one mile of I-86.

Prevaling Communities

Alfred
Home to SUNY Alfred State College of Technology and Alfred University, Alfred is a quaint and historic college town energized by the community’s vibrant intellectual and creative culture. Located roughly ten minutes from I-86, Alfred offers ready access to market and draws on a labor market of 45,696 within 45-minutes. Alfred’s downtown features coffee shops, restaurants, museums, and galleries. Beyond the colleges, employment opportunities are focused on start-ups and small-scale manufacturers.

Alfred is synonymous with ceramics. The infrastructure and expertise located within the Alfred area is widely renowned. Alfred should continue to focus on targeting the ceramics and glass industry for further development. IncubatorWorks Alfred is an additional asset to the community and is uniquely qualified to serve ceramic and glass entrepreneurs and start-ups.

Cuba
Historic downtown Cuba is experiencing a re-emergence in manufacturing and retail, as well as a revitalization of Main Street. From cafes and restaurants to unique antique shops and outdoor recreation at Cuba Lake, Cuba is an emerging center of economic activity. Cuba has access to the largest 45-minute labor shed in the county, approximately 64,038 people, due to its proximity to I-86 and Olean in Cattaraugus County. The labor market surrounding Cuba positions this community for development in agri-business (particularly dairy), general manufacturing, and metalworking.

Friendship
The community of Friendship is centrally located within the county, with desirable access to I-86. At the heart of Allegany County’s dairy belt, Friendship is home to Saputo, a dairy product manufacturer that still produces the Friendship Dairies brand that originated in Allegany County. From a labor market access perspective, Friendship is one of the most well-positioned communities in the county, as Olean, Hornell, and Wellsville are all within a 30-minute drive.

Wellsville
As the most populous location in the county, Wellsville offers access to major advanced manufacturing operations, locally-owned restaurants, and a variety of entertainment options, including the annual Great Wellsville Balloon Rally, which is an asset to the tourism economy. Wellsville has a rich tradition in manufacturing and is the county’s principal industrial and commercial center. Major employers in Wellsville include Arvos-Ljungstrom, Siemens Government Technologies (formerly Dresser-Rand), PM Research, Otis Eastern, LC Whitford, and Northern Lights Candles. Wellsville draws on a solid pool of skilled manufacturing talent and benefits from the largest population density in the county (15% of the county labor market is within just a 15-minute drive from Wellsville). Additionally, Wellsville also benefits from being the host community for SUNY Alfred State College’s Applied Technology campus, which offers two year programs in building trades, electrical, HVAC, and welding.

Prevailing Sites & Communities Goal: Increase the number of new businesses and facilitate business expansion in prevailing sites and communities.

Prevailing Sites & Communities Objectives:
- Secure investment for a shell-building.
- Obtain Shovel-Ready Certification for all prevailing sites and communities.
- Assist Allegany County villages and towns in continued improvement of their communities through planning, collaboration with the local colleges, and obtaining grant funding.
- Assist communities in completing site profiles for each of the prevailing sites, which includes general information, utilities information, and all other available documentation.
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IV. Business Investment

Investment in Allegany County business and development opportunities has become increasingly diversified over the past several years, with funding opportunities available through New York State’s Empire State Development Grants and Incentives, PILOT (Payment in Lieu of Taxes) programs through Allegany County’s Industrial Development Agency (IDA), low-interest revolving loans through Southern Tier West Regional Planning Board, and a newly created Angel Fund which facilitates private investment in exchange for equitable shares in start-up or growing companies.

**Business Investment Goal:** Increase the number of new businesses in Allegany County, and retain and grow existing businesses, through facilitating diverse funding opportunities.

**Business Investment Objectives:**
- Increase annual investment in the Offices of Planning and Development to meet needs related to staffing, marketing, and business development.
- Increase awareness of grants, incentives, and low-interest loans available to Allegany County businesses and entrepreneurs.

**Business Investment Strategies:**
- Cultivate support within the county government for Offices of Planning & Development staffing needs, marketing needs, and business development needs through market research data and strategic initiatives.
- Actively partner with Allegany County businesses and developers to help them secure NYS grant funding and incentive benefits, PILOT agreements, low-interest loans, and other forms of funding.
- Partner with Empire State Development and Southern Tier West to host an annual informational session on incentives, grants, and low-interest loans available to Allegany County businesses.
- Support the use of the newly-created Angel Fund that covers the Chautauqua, Cattaraugus, and Allegany region.
- Explore creating a microgrant program.
- Update Allegany County Incentives Guide as needed and continue to reach out to website visitors who download the guide through our website.
V. Marketing Communications

A strong Marketing Communications plan is central to creating more economic development opportunities in Allegany County. In 2018, Allegany County made strides in marketing communications by adding a marketing communications focused employee within the Offices of Planning & Development. Allegany County also invested in Adobe Creative Cloud design software in order to increase the in-house capacity to produce high-quality, print and digital, advertisements and marketing content.

As previously referenced, the Offices of Planning & Development also worked closely with site selectors to outline an effective marketing communications strategy to attract businesses. Lead by the Allegany County Economic Development Steering Committee (ACEDSC), the county also participated in an evaluation and co-creation session with social impact and advocacy firm, Maker City, in 2018. Over the course of three days in May, the ACEDSC worked with Maker City to assess Allegany County’s current situation by identifying key assets and challenges. Based on the discussions that took place over the course of the session, Maker City provided recommendations for Allegany County moving forward which emphasized, in part, the underlying need for consistent branding and the need for a marketing communications campaign that aims to attract new, young residents to the county.

Key target markets for marketing communications efforts, as defined by Maker City and the site selectors’ analysis, included young professionals (particularly alumni of our local colleges and “native” sons and daughters of Allegany County) and companies within specific industries (call centers, ceramics, distribution, metalworking, and packaging). Tourism also continues to be a driver of economic development in Allegany County.

In late 2018 and early 2019, Allegany County Tourism’s marketing strategy was re-evaluated by travel expert, Josiah Brown, President and CEO of NY Welcomes You Inc. At the conclusion of his investigation, Brown identified three key tourism assets within the county that also have the potential to be major drivers of economic development in the county: Tall Pines ATV Park, The Great Wellsville Balloon Rally, and the Genesee River. The need for a county-wide branding project.

Marketing Communications Goal: Increase awareness among our target markets of Allegany County as a great place to visit, live, work, play, and start a business.

Marketing Communications Objectives:
• Develop county-wide brand and implement by 2020.
• Add 3,000 new, young residents to Allegany County over the next five years.
• Secure business investment in prioritized industries and sites.
• Increase revenue from tourism by 25% over the next five years.

Marketing Communications Strategies:
• Partner with NY Welcomes You Inc. to pursue a county-wide branding strategy.
• Develop a strategic, comprehensive targeted marketing communications campaign aimed at enticing young professionals to return to Allegany County to live here, work here, or start their business here.
• Execute strategic marketing communications tactics including digital and social media marketing, advertising, public relations, and word of mouth based on resulting data from marketing research and strategy development.
• Create and position across all marketing communications platforms.
• Increase participation in the existing Allegany County Young Professionals Group through tactics like email marketing, event marketing, social media marketing, and strategic word of mouth.
• Create and print pieces that profile prioritized development sites.
• Create and print pieces promoting Allegany County within target industries, including call centers, ceramics, distribution, metalworking, packaging, wood products, agri-business, higher education, retail, and tourism.
• Update website to comply with International Economic Development Council (IEDC) standards.
• Invest in strategic advertising across platforms including digital signage, billboards, print, and radio.
• Develop video marketing tactics, including general branding promos, interviews with business owners who’ve experienced success in Allegany County, and virtual tours of Allegany County’s prioritized sites.
• Focus on top three attractions (Tall Pines ATV Park, The Great Wellsville Balloon Rally, and the Genesee River) in tourism marketing communications messages.
COMMUNITY & RURAL CHARACTER
General Background Information

Allegany County, New York, is located in the southwestern part of the State. The County was settled in the last decade of the 18th century and celebrated its bicentennial year of incorporation in 2006. The 2010 Census population was 48,946 with a people per square mile of 47.6. The County is substantial from the standpoint of land area, with 1,030 square miles. The County has extensive, attractive, hills, valleys, and wooded areas. Most of the hills are over 2,000 feet above sea level. The only higher peaks in New York State are in the Adirondack and Catskill Mountains.

County Image

The County needs to promote a strong positive self-image. People that live here want to be here and are quite proud of their community and county. Residents most often speak of our County with pride and passion. This pride and passion needs to be clearly demonstrated to visitors and travelers coming through the County. One issue is the manner in which some people maintain their property. Some of the properties are museums to our past. There are antique tractors, cars, farm equipment and other "treasures" to be found. To the passerby, however, this may appear to be old junk. Sometimes houses do not appear to be maintained when perhaps they are. Another issue relates to the parochialism that our communities feel. They often do not see themselves as Allegany County. They identify themselves only with their particular Town, Village, or school district. Other parts of the state and country are proud to announce that they are from such and such a County. Here we identify our Town or Village. An example of the benefits of a strong County image would be when Allegany County was under siege in the late 1980’s when New York State wished to put the low-level nuclear dump into the County. The County needs to promote unity and a positive image to the rest of the State and World.

County Image Goal:
Improve the pride Allegany County residents feel and show.

County Image Objectives:
- Improve the reputation of the County.
- Generate pride in Allegany County citizenship.
- Improve the visual attractiveness of our County.

County Image Strategies:
- Improved appearance and sense of community will encourage people to stay and thereby encourage companies to locate in the County.
- Create a more positive image for Allegany County by creating an awareness of products made in Allegany County which range from heavy machinery in utility and petrochemical industries to consumer products such as produce from farmers markets and artisans' creations.
- County identity - reduce fragmentation such as newspapers, shopping, radio, TV, area codes, etc.
- Promote a "County-wide pride" program.
- Generate pride in Allegany County citizenship by promoting an increased awareness, understanding, and utilization of a County positive image.
- Campaign across the County to make the people think of their community as the County, not just a particular Village or Town.
- We need to promote unified Countywide sources for delivery of news and information within Allegany County.
- Create a positive image through positive news in the papers and on the radio. County leaders can assist in these efforts by creating positive press releases for government, education, and businesses.
- Create a positive attitude about "change".
- Laud or publicize our accomplishments so that County residents become aware of our efforts for change and progress.
- Develop an aggressive attack on blight and junk with adequate funding to cover legal costs.
A Brief History of Allegany County

By decree of the New York State Legislature, Allegany County was formed on April 7, 1806. Prior to this event, these lands were inhabited by numerous indigenous people and, most recently, by the Seneca Indians, traditional “Keepers of the Western Door” for the Iroquois Confederacy. The Seneca had cultivated these lands for generations and had even planted orchards of many varieties. The first settler of European descent was Nathaniel Dyke, a Revolutionary War veteran who arrived in 1795.

Allegany County’s first great landowner was Philip Church, who acquired 100,000 acres in the southern portion of the Morris Reserve shortly after 1800. Philip Church laid out the plan for the first town in Allegany County and named it after his mother, Angelica Schuyler Church.

Angelica was connected via the Turnpike Road to Bath, New York, and this was the conduit by which many of our early settlers arrived in the County. Others arrived via the numerous rivers and streams or simply followed the old Indian pathways. These pioneers became farmers, lumbermen, or proprietors of small businesses such as grist and saw mills as hamlets and settlements were formed. These settlers changed the face of the land in ways that the native people never contemplated. The forests were cut down to the point where our steep hillsides were denuded of their trees and massive erosion resulted.

River bottomlands were cultivated and little thought was given to preserving the fertility of the soil. All this was done by people who perceived that such actions were necessary for their survival and eventual prosperity in this wilderness.

As time went by, it became apparent that the geography of Allegany County is unique. These lands sit astride the three major watersheds of the Eastern United States. The Genesee River watershed is part of the Great Lakes system, which divides the County in half as it traverses south to north. The Allegheny River watershed drains the southwestern part of the County and is part of the Ohio-Mississippi Watershed. Canacadea Creek and Canisteo River drains the eastern part of the County and is part of the Susquehanna River watershed that ends at the Chesapeake Bay. We are...
essentially an eroded plateau with a few broad river valleys, numerous creeks and streams, steep hillsides, and hilly uplands. Our forests are rich in valuable hardwoods, hemlock, and numerous other varieties of trees. The rivers provide abundant fish, and the wildlife helped sustain the early pioneers and provide ample fishing and hunting opportunities in modern times.

Allegany County grew steadily in the mid 1800's. Villages and towns were formed as the population grew, and soon, numerous small industries appeared. Forestry products, especially the tannin from the hemlock trees needed in the leather industry, provided work and prosperity for Alloganians. Many modern-day historians are of the opinion that the single most important change in Allegany County was the coming of the Erie Railroad in 1859. This opened up wider markets for our products and made it possible for people to get to their destinations much more rapidly and safely. It also allowed our citizens to obtain desirable manufactured goods from far away. The coming of the railroad even prompted the Board of Supervisors to relocate the County Seat to Belmont from its original location in Angelica, as Belmont was on the rail line and Angelica was not. As a result, Allegany County was a “two shire” County until 1895 as court cases were heard in both villages. In 1969, the Board of Supervisors voted to change to a Board of Legislators effective January 1, 1970.

The next major economic development in Allegany County was the oil boom of the early 1880's. The presence of oil was well known and documented by French Missionaries who had visited the sacred Seneca Oil Spring near Cuba in 1627. The growth of heavy industry and the desire for kerosene as a substitute for whale oil gave great impetus to petroleum production. The presence of the railroads made it possible for our oil to be exported and thereby created many oil towns around the southern half of the County. Included in this growth was the establishment of several refineries in the County.

The United States has been involved in numerous wars and conflicts throughout its history. Allegany County has contributed men, money, natural resources, manufactured goods, and services in all of these conflicts. Numerous natural disasters have taken their toll, and political events have sometimes caused hardships for our people. Through it all, Allegany County citizens have weathered the changes with fortitude and grace.

Over the decades, agriculture always has been a major industry for Allegany County. Historically, dairy products, and especially cheese production have been the most important sector of the agriculture industry in the County. Other manufacturing companies have been established, a few of which are very large, along with numerous small manufacturing concerns and businesses. Railroads were built throughout the County. Roads and highways kept pace with the needs of the people to travel far and wide. Our most recent improvement was the designation of Route 17, the Southern Tier Expressway, as I-86. Wellsville is served by a municipal airport, and improvements in communication have kept pace with the times. Well-funded and excellent school systems have been established throughout the County, and we are very fortunate to have three institutions of higher learning here: Alfred State College, Alfred University, and Houghton College. For health care, we have excellent physicians and specialists, two hospitals and several clinics throughout the County. Numerous communities fund and provide emergency services including fire protection, ambulances, and critical care, to cover most needs.

Allegany County has indeed progressed since 1806, but in spite of all this growth and change, we have been able to preserve our rural heritage and lifestyle. It is the goal of this Comprehensive Plan to creatively meld the successes of the past with the desires and expectations for the future. Planning for a prosperous and safe environment for our citizens will enable Allegany County to achieve its full potential in the twenty-first century.

Four major aspects of community facilities, which are critical to the County:

1. **Community Structures** (libraries, meeting spaces, parks, museums, attractions, theaters)
2. **Communications** (high speed internet, telephone, mobile technology, radio and EMS communications, cable/satellite/FiOS/fiber and other systems)
3. **Infrastructure Facilities** (sewer, water, electric, natural gas, other utilities, etc.)
4. **Transportation Facilities** (railroads, air service, bus service, roads, blueways and trails)

### I. Community Structures

Community structures are provided and maintained by a wide variety of groups through-out Allegany County towns and villages. The following outlines some of the many assets of the County.

#### Libraries: Allegany County has Libraries that are part of the Southern Tier Library System.

In addition to these public libraries, there are additional facilities at Alfred State College: Walter C. Hinkle Memorial Library and the Wellsville Campus Library; Alfred University; Herrick Memorial Library and Scholes Library of Ceramics; Houghton College: Willard J. Houghton Library.

#### Theaters: The Grand movie theater in Wellsville offers first run showings of the latest movies. The Kent’s Theater in Wellsville offers both first run and second run movies. The Fireman’s Theater in Alfred has occasional stage shows. The Fireman’s Theater in Alfred has occasional stage shows. The Palm Opera House in Cuba, after a major renovation is open for events. Angelica Library has a theater and an active Angelica Players Group. The Short Tract Players offer shows throughout the year.

#### Nancy Howe Auditorium is a large facility in Wellsville that offers many different activities including lectures, music and stage productions. The Fireman’s Theater in Alfred has occasional stage shows. The Palm Opera House in Cuba, after a major renovation is open for events. Angelica Library has a theater and an active Angelica Players Group. The Short Tract Players offer shows throughout the year.

#### Allegany County Libraries:

- Alfred Box of Books Library
- Almond 20th Century Club Library
- Andover Free Library
- Angelica Free Library
- Belfast Public Library
- Belmont Free Library
- Bolivar Free Library
- Cuba Circulating Library Association
- David A. Howe Public Library
- Essential Club Free Library
- Fillmore, Wide Awake Club Library
- Friendship Free Library
- Genesee Public Library
- Richburg, Colonial Library
- Rushford Free Library
- SCl Memorial Library
- Whitesville Public Library
The Players of Allegany County have been doing plays for over 35 years. All of the high schools have theaters, offer plays, and musical entertainment.

At Alfred State College’s Orvis Activity Center, the Cappadonia Auditorium offers many events including choir and band concerts, drama club productions, talent shows, and awards ceremonies.

Houghton College’s Wesley Chapel is a large facility utilized for symphony concerts, recitals and many other productions during the school year. Houghton has a newly constructed 115,000 square foot Kerr-Pegula Athletic Complex with a capacity of 7,000 which is used for sports, concerts and other events.

Alfred University has four facilities, with two at the Miller Performing Arts Center. The newest is the Miller Theater for larger productions. The C.D. Smith III Theatre is utilized for small productions. The Holmes Auditorium is located at Harder Hall and seats about 430 people. The Nevins Theater includes a modern surround-sound facility and a great place to catch newly released films every Friday and Saturday and alternative cinema screenings on Saturday nights. At the weekly Bergren Forum, Alfred University faculty lecture about everything from the Grateful Dead to space exploration and often feature nationally known speakers here, as well.

Outdoor Venues: Many of our communities have facilities in their parks such as bandstands or gazebos: Alfred, Angelica, Almond, Wellsville Island Park, Cuba, Fillmore and many others around the County. Belfast, Rushford, Alfred and Wellsville offer live outdoor music in the summer months. Alfred has the large Davis Memorial Carillon that offers concerts throughout the year that ring out across the valley. The Allegany County Fairgrounds has a large Grandstand and stage.

Fairgrounds: There are three fairgrounds in the County: The Allegany County Fair in Angelica, the Rushford Fairgrounds, and Cuba Fireman’s Park. All are used for various events through-out the year.

Farmers Markets: Farmers Markets are a growing sector in Allegany County. The oldest one has been in the Village of Belmont for many years. In about 2007, a Farmer’s Market was started in Angelica, followed in succession by Wellsville, Alfred and Canaseraga. There is additional interest now by other communities to explore the creation of markets in their communities to broaden the local foods programs.
Allegany County Events and Festivals:

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andover Maple Festival</td>
<td>Canaseraga Fall Festival</td>
</tr>
<tr>
<td>Alfred’s Hot Dog Day</td>
<td>Civil War Reenactment in Wellsville</td>
</tr>
<tr>
<td>Dairy Week in Cuba</td>
<td>Cuba Garlic Festival</td>
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<tr>
<td>Bolivar’s Pioneer Oil Days</td>
<td>Ridgewalk &amp; Run</td>
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<tr>
<td>Andover’s Independence Day</td>
<td>Allegany Artisan Tours</td>
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<tr>
<td>The Lavender Festival in Angelica</td>
<td>Ancient Order of Hibernians’ Road Bowling</td>
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<tr>
<td>The Great Wellsville Balloon Rally</td>
<td>The Wellsville Music Festival</td>
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<tr>
<td>Wellsville’s Main Street Festival</td>
<td>Western NY Bow Hunting Festival at Swain</td>
</tr>
<tr>
<td>The Allegany County Fair</td>
<td>Tough Mudder WNY (Kent Farms)</td>
</tr>
<tr>
<td>Angelica’s Heritage Days</td>
<td>Swain Swamp Stomp &amp; Obstacle Challenge</td>
</tr>
<tr>
<td>Belfast Irish Festival</td>
<td>Allegany County Recreation Show</td>
</tr>
<tr>
<td>The Celtic Festival in Cuba</td>
<td>Almond Community Day</td>
</tr>
<tr>
<td>Rushford’s Labor Day Weekend</td>
<td>Wellsville Trout Derby</td>
</tr>
</tbody>
</table>

**Animal Services:** The SPCA Serving Allegany County was founded in Cuba, New York, in 1911. The SPCA Serving Allegany County has built a new animal shelter to serve the needs of the people of Allegany County and its homeless animals. Land was donated in the Town of Amity for the new shelter, which was constructed using the latest shelter design techniques, including sound mitigation, energy efficiency and sanitation. Improved systems will make the building more comfortable for volunteers, visitors, and resident animals. In addition, the SPCA has incorporated “green” building strategies to minimize environmental impacts and increase efficiency.

Other shelters that serve Allegany County and surrounding areas include the Hornell Area Humane Society, SPCA of Cattaraugus County, Wyoming County SPCA, Joyful Rescues, Rescue Pets, McKean County SPCA and Potter County Animal Shelter.

**Sports:** Most communities support spring T-Ball, Little League and Softball Leagues. There are also Soccer Leagues and Basketball Leagues for children under 14 throughout the County. In addition, there are traveling teams for soccer, baseball, softball and basketball throughout most of the year.

There are adult Soccer Town teams that play around the County and nearby counties. Adult Leagues are also in place for softball, baseball and bowling. The Genesee Rapids baseball team is located in Houghton and plays home games on Houghton College’s new baseball complex in the New York Collegiate Baseball League.

**Museums:** With Allegany County’s rich history there are numerous historical resources, landmark structures, historic downtown districts and genealogical research files. In addition to the points of interest listed here, there are also several locations throughout the county that are listed on the National Register of Historic Places - including downtown districts, cemeteries, and structures.

**Artisans and Galleries:** There is an Allegany Artisans Tour each October offering over 40 studio tours showcasing those that are part of the Allegany Artisans Group. Artists have shops and galleries throughout the County and are often highlighted with temporary shows at common places like libraries or bank lobbies. Houghton is home to the Ortlip Art Gallery and Alfred is home to the Fosdick-Nelson Gallery.
### Museums | County Points of Interest
--- | ---
Allegany County Historical Society - Andover | Bare Knuckle Boxing Hall of Fame - Belfast
Dyke Museum - Wellsville | Ceres School House - Ceres
Hume Town Museum - Hume | Davis Memorial Carillon - Alfred
Terra Cotta - Alfred | The Horn Room - Belmont
Pioneer Oil Museum - Bolivar | Seneca Oil Spring - Cuba
Cheese Museum - Cuba | Stull Observatory - Alfred
Hagadorn House - Almond | Pittsburgh Shawmut & Northern Railroad Historical Society Exhibit
Richburg-Wirt Historical Museum | The Pink House - Wellsville (Not Open to the Public)
Baker's Bridge Historical Society - Alfred Station | McKinney Stables - Cuba (Not Open to the Public)
Andover Historical Society | Allegany County Poor House - Angelica (Not Open to the Public)
Belfast Historical Society | Palmer Opera House - Cuba
Canaseraga Museum | Ortlip Art Gallery - Houghton
Independence Historical Society - Whitesville | The Fountain Arts Center - Belmont
Scio Historical Group | Alfred Ceramic Art Museum - Alfred
Wellsville Historical Society | Creative Arts Center - Wellsville

**Community Structures Goal:** Sustain and expand the availability of community structures throughout Allegany County.

**Community Structures Objectives:**
- Enhance the existing programs and events expanding rich cultural opportunities in every community.

**Community Structure Strategies:**
- Support community efforts to create new and maintain existing facilities such as libraries, museums, theaters and galleries.
- Encourage the financial well-being of the existing programs throughout the County.
- Encourage more investment in the Arts through grants and donations.
- Work to create new facilities where needed in the County.
- Repurpose existing structures, such as old unused public schools and churches, for creative new uses.

**II. History**

The preservation and appreciation of the written record of Allegany County is a vital cultural and historic asset for this area of Western New York. What has happened in the past bears a direct relationship to the present and will be a determining factor in future decisions and events. The physical, cultural, and social aspects of our past need to be preserved and promoted for the education and enlightenment of our future generations.

**History Goal:**
Preserve and promote the historic heritage of Allegany County.

**History Objectives:**
- Identify, inventory and preserve our historic resources.
- Develop a plan to preserve our historic resources and foster a greater public awareness.
- Promote greater cooperation and collaboration among our County historical agencies and societies in order to encourage greater community participation and interaction in historic events and preservation projects.
- Encourage, foster and support the public’s appreciation and awareness of our history and the artifacts that document that history.

**History Strategies:**
- Create an Historic Resources Preservation and Redevelopment Plan.
- Create a Landmarks Tour of historically important sites throughout the County.
- Work to sustain the Countywide Historical Society and History Preservation Roundtable of Allegany County to foster research on genealogical information.
- Connect communities through a mutual cooperation between all local historical societies, museums and historians.
- Promote awareness by planning and conducting events.
- Sustain knowledge through advocacy for historical preservation in our region.
- Improve the archiving and storage of public records including electronic records.
- Foster interest and support for the Allegany County Historical Museum in Andover.
- Refurbish the historic markers that are used to mark interesting buildings and points of historic interest and add new historic markers throughout the County at appropriate locations.
- Promote the Genesee Valley Canal and the Canal Warehouse in Belfast and continue to improve information signs along the Genesee Valley Greenway.
- Work with the Landmark Society of Western New York and other similar organizations to assist in preserving, renovating and reusing the many landmarks in Allegany County.
- Promote Native American history.
- Encourage the teaching of County History in the public schools (through annual events like Allegany History Awareness week) and promote inclusion of local history into the NYS educational curriculum.
- Research and encourage additional listings for Historic Sites and Districts for nomination to the NYS Register and National Register.
III. Cultural Resources

Culture includes the learning opportunities that we experience through literature, music, theater, and art in all their various forms. Our goal is to expand and promote the cultural offerings of Allegany County and to encourage a greater appreciation of these offerings.

Cultural Goal:
Improve, expand and promote the cultural offerings of Allegany County.

Cultural Objectives:
- Identify, promote and encourage our residents knowledge, understanding and appreciation of all the arts.
- The cultural events offered by our colleges and university should be more widely publicized to the general public outside of the locales of the learning institutions themselves.
- Foster cooperation and collaboration between communities and organizations in scheduling cultural events. Create a master calendar.
- Seek grants and other sources of funds for the explicit purpose of creating and promoting cultural events and offerings.
- Support the Allegany Arts Association and other similar groups to coordinate and promote cohesive efforts of the various local and specialized groups in fostering public appreciation of the arts.

Cultural Strategies:
- Leverage cultural experiences as a way to attract businesses and tourism.
- Expand upon cultural assets by seeking and fostering success in the arts community.
- Support craftsmen and artisans through their events such as the Allegany Artisans Tour in October and the Holly Trail in November.
- Continue to give support to the Palmer Opera House in Cuba and all other community cultural efforts (i.e. Wellsville Creative Arts Center).
- Publicize and promote through internet, social media and press all cultural efforts and institutions sponsored by our local colleges and university.

IV. Housing Overview

Allegany County is committed to ensuring a safe and vital living environment and economic opportunity for all who live within its borders. Allegany County offers a wide range of affordable housing opportunities. Real estate prices are extremely competitive for workers and residents compared to urban areas. There is, however, an immediate need for upscale and quality housing in the area.

Many of the houses in Allegany County are older units and require more maintenance; when the work is deferred, it jeopardizes safety of residents and can add to reduction in the lifespan of units, as well as housing abandonment issues. Older, more deteriorated homes should be identified. Both public and private action and support will be necessary to make a significant change to the housing conditions in the County. Diverse types of housing help to give our communities a strong sense of place as well as providing housing opportunities for our economic and overall diversity.

Quality, Efficiency and Affordability:
Due to several factors including the age of homes, lower market values, lower wages, and the growing number of single person or older adult households, many homeowners are left with inadequate financial resources or incentive to maintain and repair their homes. Residents are confronted daily on issues associated with properties that have been abandoned, left vacant or been foreclosed on with little to no action. If more incentives were offered to homeowners for maintenance and repair, it could significantly impact the quality of the houses that are currently in disrepair, promoting a decrease in abandonment issues and allowing the homeowner a better quality of life.

High energy costs have a significant impact on households nationwide. According to the U.S. Energy Information Administration’s Residential Energy Consumption Survey, there are 25.3 million households reporting the need to reduce consumption of food or medicine to pay energy costs, 12.8 million households that leave their homes at an unhealthy temperature, and 17.2 million households receiving disconnect or delivery stop notices.

It is important to promote programs and opportunities that work with residents to set goals and coordinate services in order to become self-sufficient. Converting to more efficient and sustain-
able methods of heating and cooling, implementing energy upgrades or simply maintaining existing energy efficient features can help reduce a home's energy costs, save residents money, reduce greenhouse gas emissions and improve an aging housing stock.

**Existing Inventory and Analysis**

Allegany County has 26,362 housing units. Of those housing units, 18,032 (70%) are occupied and 7,959 (30%) are considered vacant. Vacant housing includes seasonal, recreational, or occasional use. The Housing data shows significant differences between Allegany County and New York State as a whole. For example, 73.3% of housing units are owner-occupied compared to 53.8% statewide. Median gross rent is $604 compared to $1,117 statewide and local monthly owner median costs for Allegany County are $1,003 compared to New York State median costs of $2,042. Housing unit values are also considerably lower than New York State as a whole and the surrounding counties as well. The median value of a home in Allegany County is listed at $72,100, compared to $286,300 in New York State overall. Although data taken from the 2016 American Community Survey appears to show that housing stock is more affordable in Allegany County than in other New York State counties, the comparatively lower rates are often offset by lower wages.

County housing stock includes 36.1% units built prior to 1940 compared to 33.7% statewide. As of the 2010 census, 10,690 housing units were 60 or more years old out of a total 24,505 units. While urban housing constitutes 14.6%, 85.4% are rural. In addition to the other differences in the housing market, there has been a significant increase in the number of manufactured homes. Between 1970 and 2000, the number of manufactured homes went from 849 to 4,479, a 451% increase. This creates a challenge in the housing market as well because although mobile homes tend to be more affordable to rent or buy, they have a life expectancy of only 30-55 years, depending on maintenance.

### Aging Population

Shifts in the demographics of Allegany County require changes to the local housing supply in order to meet the existing and projected needs of the communities. Most seniors express the desire to continue living at home independently for as long as they can, while others wish to relocate in the same community to homes that are easier to maintain and accessible.

From 1990 thru 2015 the population of seniors age 65 years and older has increased 16.68%. From 2015 to 2030 it is expected to jump another 19%. Additionally, the County's population is expected to suffer a drop of 9%.

Older adults who are unable to live independently often utilize in-home personal care aides or visiting nursing services when available. Housing costs, heating costs, and personal care service costs can be a major hurdle for the aging population.

### Housing Programs

A number of agencies in Allegany County are working on housing issues. All of these not-for-profits are very effective in bringing monies for improvement of housing into the County as a whole.

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### Housing Statistics for Allegany County & Surrounding Counties (Owned)

<table>
<thead>
<tr>
<th>County</th>
<th>Housing Units</th>
<th>Owner-Occupied Housing Rate</th>
<th>Median Home Value</th>
<th>Monthly Owner Costs Exceeding 30% of Income</th>
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</thead>
<tbody>
<tr>
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<td>26,362</td>
<td>73.9%</td>
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<td>Stueben</td>
<td>49,497</td>
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<td>Cattaraugus</td>
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<td>71.8%</td>
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<td>Livingston</td>
<td>27,526</td>
<td>73.3%</td>
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<tr>
<td>Wyoming</td>
<td>18,136</td>
<td>75.6%</td>
<td>$104,200</td>
<td>22.1%</td>
</tr>
</tbody>
</table>

Source: U.S.Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

### Housing Statistics for Allegany County & Surrounding Counties (Rented)

<table>
<thead>
<tr>
<th>County</th>
<th>Housing Units</th>
<th>Renter-Occupied Housing Rate</th>
<th>Rental Vacancy Rate</th>
<th>Median Gross Rent</th>
<th>Monthly Rent Costs Exceeding 30% of Income</th>
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<tbody>
<tr>
<td>Allegany</td>
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<td>26.1%</td>
<td>5.9%</td>
<td>$618</td>
<td>53.3%</td>
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<tr>
<td>Stueben</td>
<td>49,497</td>
<td>29.4%</td>
<td>4.4%</td>
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<td>Cattaraugus</td>
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<td>6.1%</td>
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<td>47.1%</td>
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<tr>
<td>Livingston</td>
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<td>26.7%</td>
<td>4.7%</td>
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<td>51.7%</td>
</tr>
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<td>18,136</td>
<td>24.4%</td>
<td>2.6%</td>
<td>$614</td>
<td>43.0%</td>
</tr>
</tbody>
</table>

Source: U.S.Census Bureau, 2012-2016 American Community Survey 5-Year Estimates
ACCORD Corporation
The Allegany County Community and Rural Development (ACCORD) Corporation is a community action agency offering access to opportunities, resources, and services in response to rural poverty. Housing programs they offer include:
• Tenant/landlord/mortgage mediation
• Homeless shelters for those who have no housing
• Section Eight rental and utilities assistance, paying 60-70% of the bill
• Assistance with owner occupied home repair and rehab helping to bring homes back to HUD quality standards
• Homebuyers’ Workshop Series for people interested in purchasing a home
• HUD counseling programs related to home buying and money management

ACCORD also runs a program entitled Community Action Angels, made possible by donations from the community. Items are given out to those experiencing unfortunate circumstance regardless of income.

Allegany County Land Bank Corporation (ACLBC)
In 2011, the New York State Land Bank Program was created allowing 25 land banks in New York State. The Legislative intent of the Act found and declared that New York’s communities are important to the social and economic vitality of the state and that whether urban, suburban or rural, many communities are struggling to cope with vacant, abandoned and tax delinquent properties.

Empire State Development began approving land bank applications in the spring of 2012. The Allegany County Land Bank Corporation formed in cooperation with ACCORD and other neighborhood partners in 2016. ACLBC has a primary focus on acquisition of real property that is tax delinquent, tax foreclosed, or vacant/abandoned to eliminate harms and liabilities caused by such properties. Preventive maintenance will allow for better stabilization of property values while saving municipalities money on costs like board-ups and court-ordered demolitions. They also plan to offer properties at a reasonable cost, while allowing tenants and owners to keep properties in threat of foreclosure or other civil actions.

Cattaraugus Community Action, Inc. (CCA)
Cattaraugus Community Action (CCA) is a not-for-profit agency in Cattaraugus County collaborating with the community to provide strengths based opportunities for vulnerable people to achieve economic, physical and emotional security. They also administer the Weatherization Assistance Program for Allegany County residents. Weatherization services reduce the amount of energy required to heat and cool homes and provide hot water, reducing energy consumption and minimizing the impact of higher costs on low-income families.

Housing Corporations
Alfred Housing Corporation (AHC) and Arbor Housing & Development Corporation are both not-for-profit agencies with a similar commitment to create housing options for underserved populations in the Southern Tier. They offer several options for affordable housing to seniors, those with disabilities and low-income families in Allegany County. AHC serves the communities of Alfred, Almond and Wellsville while Arbor Housing serves the communities of Belmont, Wellsville and Cuba.

Bishop Sheen Ecumenical Housing Foundation
Sheen Housing is a visible, respected and financially stable not-for-profit in Rochester, NY that addresses housing needs of very low to moderate income families, seniors, veterans and person with disabilities throughout their 13 county service area, which includes Allegany County. Services include home repair, ownership and development.

Andover Historic Preservation Corporation
Andover Historic Preservation Corporation (AHPC) assists low to moderate income homeowners in the areas of Andover, Independence, Ward, Willing and Wellsville with affordable opportunities in housing improvements and stabilization, and preservation of housing stock in surrounding communities, while also providing affordable home ownership options. The current focus of AHPC is a grant based home rehab program that helps Veterans to gain better accessibility to their homes rather than going into institutionalized care facilities.

Habitat for Humanity
Genesee Valley Habitat for Humanity is an affiliate of Habitat for Humanity International, an inter-denominational ecumenical Christian ministry. They are dedicated to eliminating poverty housing. Since 1993, the group has built nine new construction houses and has completed eight renovations.

Housing Goal:
Improve the housing of Allegany County for all economic levels, make the County more attractive to developers, and increase the renovations of existing commercial and residential properties. This would reinforce a sense of pride in being an Allegany County resident. Pursuing this goal will have a substantial beneficial effect on all aspects of economic development.
Housing Objectives:
- Assist in providing adequate housing for all residents.
- Work to decrease homelessness.
- Encourage upgrade of region’s housing stock.
- Encourage community members to notify the Allegany County Land Bank Corporation of properties that are abandoned, in disrepair, or that may be in threat of foreclosure.
- Demolish abandoned and uninhabitable housing.
- Encourage investment in existing owner occupied housing.
- Encourage the construction of new single-family and multiple-family residences.
- Encourage communities to plan development of future residential building sites. Promote the construction of a full spectrum of housing options, which address the preferences of our current and future residents. These options should include condominiums, town houses, “green” housing, single-family cluster developments, and apartment complexes in addition to traditional single-family homes.

Housing Strategies:
- Utilize and promote programs through NYSERDA and MEUA as appropriate to improve the energy efficiency of homes.
- Provide incentives, such as tax abatements, to property owners for making on-going improvements.
- Develop public policies with housing availability and affordability in mind.
- Increase housing opportunities via affordable rehab programs, access to new homes, development of specialized elderly options, quality rental units, and appropriate housing for those with special needs.
- Encourage uniformity in the enforcement of regulations and building codes across the County.
- Increase housing access for low-income individuals and families.
- Develop programs targeting the demolition of abandoned or uninhabitable units.
- Encourage development of rental housing, privately owned homes, and congregate housing that either is accessible through public transportation or is located within walking distance of necessary public services.
- Encourage the development of new, upscale quality apartments and housing.
- Work with housing programs within the County to encourage property maintenance and improvements including roofs, heating, water, septic and energy efficiency.
- Encourage the reuse of upstairs Main Street blocks for apartment housing as appropriate.
- Encourage programs for property rehabilitation and site rehabilitation.
- Review and respond to the needs for Senior Citizen Housing within Allegany County.
- Canvas our County employers to determine the number and types of housing needed by their current and projected future employees.
- Undertake a housing study to better understand Allegany County’s housing market, identify housing needs and trends, and develop solutions to address housing needs.
- Undertake a housing study to identify modern housing needs and challenges.
- Make use of the second and third story space on Main Street buildings around the County to provide up to date apartments and housing opportunities.
VI. Health Overview

Readily accessible healthcare for all residents of Allegany County is fundamental to the safety and well-being of our population. The continued, sustained health and well-being of our citizens is critical for our future. Our collective objective is to enhance the level of healthcare services and the facilities in which they are located.

Allegany County is served by two hospitals: Jones Memorial Hospital (JMH) in Wellsville and Cuba Memorial Hospital in Cuba. There are several clinic locations and Doctors’ offices around the County associated with both hospitals.

Jones Memorial has a surgery facility, an emergency room, laboratory, medical imaging, a maternity unit, 70 hospital beds, and an intensive care unit. JMH has a walk-in clinic open during evening hours, allowing for non-emergency care when doctor’s offices are typically closed or busy. They joined services with University of Rochester in 2015, allowing the hospital to expand healthcare services and make them more accessible to patients; now specialists in various fields are offering services locally, which minimizes travel outside the county. Also, shortly after joining services, JMH was able to open an infusion clinic.

Cuba Hospital offers an urgent care facility that offers non-emergency care during all hours, a laboratory, and long-term skilled nursing facility beds. They also offer an array of outpatient services and radiology outpatient diagnostics. In 2016, Cuba Memorial Hospital announced a partnership with Kaleida Health, which has allowed for more advanced care options for patients, and has boosted technology and administrative functions within the hospital.

Long-term care is also available at other facilities throughout Allegany County including Absolut Care of Houghton, Highland Health Care Center, Manor Hills and Wellsville Manor of Wellsville. Homecare, hospice and home health aides are available through several private businesses. End of life services are also available at the Hart Comfort House in Wellsville, NY.
Nearby hospitals that also serve Allegany County residents include: St. James Hospital in Hornell, NY; Noyes Health, a 70 bed hospital in Dansville, NY which also operates a physician’s office in Canaseraga; and Olean General Hospital in Olean, NY. For other medical needs people in Allegany County have access to hospitals in Rochester, Buffalo and Sayre, PA.

In 2016 Jones Memorial Hospital and Noyes Health joined with their affiliate University of Rochester Medicine’s Wilmot Cancer Institute to open a new cancer center on the Noyes campus in Dansville where radiation oncology is performed. The new cancer center opened in February 2017, allowing patients from Allegany, Livingston and Steuben Counties to receive cancer treatment without travelling to Rochester or Buffalo. Medical oncology is available at both JMH and Noyes Health.

Many Towns and Villages have ambulance services to respond to emergencies. Medical Transport Services, Inc. offers contractual ambulance service when local municipalities’ ambulances are not able to assist, as well as providing Advanced Lifesaving Support with the Medic-700 Response fly-car. Mercy Flight and Lifenet offer helicopter transport from their bases in surrounding counties for certain emergency situations.

The Allegany County Department of Health has several programs available with a mission “to educate, motivate and empower Allegany County residents to adopt and maintain healthy lifestyles.” Programs they offer are either free or billing is done on a sliding fee scale and include:

- Free clinics (by appointment only) at various locations and times throughout the County
- Immunization clinics (by appointment only) at various locations and times throughout the County
- Family planning services and education including exams, contraception methods, counseling, testing and treatment for sexually transmitted diseases, and disseminating education materials on health related issues
- Lead poisoning prevention program offering education, screening, case management and primary prevention services
- Cancer Services Program of Allegany and Cattaraugus Counties offers free cancer screenings for people with little to no insurance. Most screenings are targeted for men and women over the age of forty.

Children’s Services Division of the Department of Health offers several programs to help parents with identification and management of developmental disabilities from birth through 21 years of age.

WIC is a federal program administered through the ACDOH offering services free of charge to women meeting the income guidelines who are pregnant, breastfeeding, non-breastfeeding mothers, and infants and children up to their fifth birthdays. Program participants receive education on nutrition, support and peer counseling, referrals for special needs, and monthly checks for food.

Free and low cost programs are vital to our local communities. The pie chart below shows that while half of Allegany and Cattaraugus County citizens of all ages were covered by employer-based health insurance from 2014-2016, more than a quarter were either enrolled in Medicaid or did not have insurance at all. The remainders were either covered by Medicare or VA and military benefits.

The health and well-being of our families, friends, and neighbors, is not only affected by health insurance, or lack thereof, but also by the rising death toll from the surge in opioid and heroin overdoses. In order to combat this growing epidemic, Allegany County has paired with Ardent Solutions to form a heroin and opioid abuse ad-hoc committee.

The Ad-Hoc Committee recognizes the affect that addiction can have on individuals and their families and offers several programs for those that are suffering from addiction or who may want to help others. In 2017, A Plan to Combat the Opioid and Heroin Crisis in Allegany County was released outlining community priorities and providing framework to address addiction.

The plan addresses local prevention efforts, education, treatment opportunities, strengths and challenges, explains regional efforts and lists key findings based on risk, impact, behavioral feasibility, resource feasibility and political feasibility.
Health Goal:
Expand and enhance existing services and increase the level of care available within Allegany County.

Health Objectives:
• Have the best rural health care system in New York State.

Health Strategies:
• Work with local and state officials to improve equity of access for insurance support and prompt reimbursement to rural hospitals and providers.
• Implement a consistent on-going analysis of health care services. These should include at a minimum: the availability of physicians, nurses, staffing shortages, financial and facility needs.
• Work with Allegany County Department of Health and the Allegany–Western Steuben Rural Health Network to prepare a study of the impact of health care issues on businesses and workforce retention.
• Encourage existing entities to provide facilities that are modern and make services more accessible to the public.
• Promote and extend increased accessibility for the elderly and disabled to improve the likelihood that they can remain in a home setting as long as possible.
• Support and encourage the planning required for the construction of additional independent, assisted living facilities.
• Ensure that adequate safety and emergency care is readily available throughout the County.
• Improve health care within the County by increasing the recruiting efforts for health care professionals by assisting with promotional incentives, tours, spousal employment opportunities and housing.
• Cooperate with New York State and local health care entities to institute the mandates of the Affordable Care Act.
• Implement and update the Heal NY Phase 9 Final Report [included in the appendices] to develop an accessible, affordable, high quality and cost-effective health care delivery system.

VII. Public Safety

Emergency Management and Fire Protection
The Office of Emergency Management (OEM) and Fire is located at the Crossroads Center. Our plan is to effectively reach and communicate information before, during, after, and about emergency and disaster situations, to emergency responders, communities and the public. We intend to maintain adequate levels of services, during emergencies, to address anticipated and unexpected needs, utilizing emergency management planning to analyze and identify appropriate courses of action.

Emergency Management
The Office of Emergency Management and Fire is the main conduit for dealing with all potential disasters in Allegany County and surrounding areas. They attend specific trainings annually provided through FEMA, as well as trainings hosted by New York State, Office of Fire Prevention and Control, and various agencies.

The office is an active participant in the Joint Preparedness Team for quick incident response in conjunction with the American Red Cross, EMS Council, Sheriff’s Department, Allegany County Department of Health, and local hospitals.

The OEM and Office of the Sheriff recently enhanced mass communication of emergencies and time sensitive information to residents and businesses by adopting regional use of an emergency notification system called Code Red. Notifications include AMBER alerts, reports of hazardous traffic or road conditions, boil water advisories or evacuation notices.

In 2015, the OEM began working on updating the Allegany County Hazard Mitigation Plan. This is a very intensive review and requires full participation from all towns and villages. The revised plan was adopted in 2018 and is much more inclusive than the previous version. The Hazard Mitigation Plan serves as a demonstration of the commitment to reduce risks from natural hazards and serves as a strategic guide for decision-makers as they commit resources that are available during declarations of disaster. The plan is intended to be a working document and will be updated as hazards are identified or as mitigation efforts are completed. OEM is also responsible for maintenance and review of emergency plans for towns, schools, all medical facilities, and public structures on an annual basis.

Classes are held at the Crossroads Center for Emergency Services Trainings every year. Classes are offered in the spring and fall for Certified First Responders, Emergency Medical Technicians and Advanced Emergency Medical Technicians. Critical Care training was previously offered every other year or as scheduling permitted; a decision made by the Western Regional Emergency Medical Advisory Committee (WREMAC), however, has left Allegany County without a critical care program from 2018 going forward. The number of graduates from each class is shown on the following page.
There are currently 28 volunteer fire departments within Allegany County totaling over 1,200 members. Each member must complete hours of training annually to remain active. A minimum of 8 hours annually of Public Employee Safety and Health (PESH) training is required by New York State for a member to stay active; however each department requires an additional number of trainings, in addition to the PESH requirement to stay active. Other levels of fire certification are required for specific designations.

Fire departments receive annual funding from their respective village, town, or fire district. Independent fund raising and grant monies are key to modernizing equipment and maintenance.

Within Allegany County there are six District Deputy Coordinators, eleven Deputy Fire Investigators, three Deputy Hazmat Coordinators, and five local State Fire Instructors. These are all vital volunteer positions that require a vast amount of training, helping to promote training, fire safety, and emergency response to fire calls throughout their districts.

EMS Training Program

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Ambulance

Six independent ambulance squads reside in Allegany County with over 250 volunteer members. Nine additional volunteer rescue squads have combined services with fire departments. Medical Transport Services, Inc. (MTS) is also available and is our only paid ambulance service in the County. MTS also serves as a backup to local volunteers. Helicopter transport is offered by Mercy Flight or Lifenet during emergencies.

There are currently six levels of ambulance care available in Allegany County – Certified First Responder, Emergency Medical Technician, Advanced Emergency Medical Technician, Critical Care Technician, and Paramedic. There are very few paramedics within Allegany County (nine in 2018) making it extremely difficult for them to respond to all emergency situations. Because of this, quite often advanced life support is provided by a critical care EMT.

However, the WREMAC recently eliminated critical care service with the intent of encouraging certification at the paramedic level. This could significantly impact the number of volunteer respond-

**Fire Protection**

**Ambulance**

**Emergency Management and Fire Protection Goal:**
Assist in coordinated disaster response by effectively "making connections" with local, state and federal authorities.

**Emergency Management and Fire Protection Objectives:**
- Insure that plans, programs and systems, which operate within emergency and fire services, are maintained at adequate levels to address emergency situations.
- Initiate programs for recruitment of qualified personnel and provide incentives for training.
- Continue to lobby against the WREMAC and keep critical care EMT certification in our region.

**Emergency Management and Fire Protection Strategies:**
- Continue development and modernization of the Emergency Operations Center.
- Maintain adequate numbers of EMS and fire service personnel through enhanced access to training opportunities (local and regional) and maintain state requirements for training and certification.
- Maximize community outreach by utilizing Facebook, NY Alert, 511 and related internet-based media to augment traditional radio, newspaper, and TV.
• Assist local responders with upgrades and maintenance of communications systems through grants, cost sharing, and investigation of all available sources of possible funding.
• Further prepare communities for engagement with FEMA, NYS EMO and Hazard Mitigation programs.
• Participate in events as “another pair of eyes” to open up communications, improve organization and report on events with over 5,000 people or more, as required by NYS.
• Routinely upgrade emergency management plans in a timely fashion.
• Develop a County facility emergency plan of action.
• Continue development of and implement the countywide school safety plan.
• Develop a full-scale review/study of the level of services for EMS and Fire response capacity.
• Support studies that improve Health, Safety and EMS response and the long-range needs for public safety staffing, equipment, training and facilities.
• Increase inter-County collaboration with adjacent County services.

Police and the Office of Sheriff
Allegany County is served by Town and Village Police Departments as shown on the map. The Allegany County Sheriff’s Office is located at the Public Safety Facility south of Belmont. The New York State Police have a Trooper Barracks located on NYS Route 19 north of Belmont and a satellite office in Fillmore. In addition to these, there is a Police presence at the Alfred State College’s two campuses and security services at Alfred University and Houghton College. Allegany County works to enhance the relationship with local law enforcement and our communities through maintaining services, improved communications capabilities, and an increased presence at special events.

Public Safety and Education Programs
Law enforcement officers of Allegany County support public education programs to insure public safety and guard against threats to quality of life, guaranteeing protections under the law.

Local schools have begun to implement the use of School Resource Officers on campuses in hopes to maintain a safe climate, balance student rights and the rights of victims, and to reduce campus disruptions.

In conjunction with Partners for Prevention in Allegany County, Take-Back days have been coordinated to coincide with the DEA National Take-Back Initiative. There are also nine drop boxes throughout Allegany County. In 2016, over 1,000 pounds of unwanted or expired drugs were collected.

The Victim Information and Notification Everyday (VINE) program notifies victims, their family and friends when an offender’s custody status has changed. This program helps to eliminate repetitive calling and helps keep victims safety in mind.

The TRIAD program was developed by the Sheriff’s Department, New York State Police and the Allegany County Office for the Aging and brings members of our senior population together to listen to quality speakers on topics that may affect their lives.

“Beards for Bucks” is a popular program that started in 2012, allowing officers who participated to grow a beard from November to the end of December. Money raised is then donated to the Shop with a Cop program that is sponsored by the Wellsville Area Chamber of Commerce and K-Mart.

Officers from all departments in Allegany County are required to attend dozens of training sessions on an annual basis in order to keep up with federal and state mandates, as well as modern techniques for safety, CPR, violence prevention and other items.

Certain staff members are also appointed to specialized teams like the Narcotics Unit, Correc-
In 2017 there were 15 full time and nine part time dispatchers. In order to keep up with the high demands at the dispatch call center, new dispatch positions are quite often required. One full time dispatcher is currently assigned to correct and update the fire safety numbers, a job that is expected to last at least two years.

Inmates are responsible for a garden that allows for a reduction in meal costs at the jail. Harvesting takes place on a regular basis, with over 16,000 pounds of produce collected in 2017. They have also planted various apple trees and blueberry bushes. Working inmates participate in Allegany County Pheasant Program raising chicks for release during NYS Pheasant Season. Since its inception, inmates have released thousands of pheasants in several hunting locations in the County.

Inmates have the opportunity to attend meetings with alternative staff within the jail facility. A full time mental health, drug and alcohol counselor is available. Bible study classes take place on a regular basis. Through a grant-funded program, inmates are given the opportunity to attend educational programming through Literacy West, which also provides a program with other outside agencies allowing for day-reporting – a support after release program.

All of these inmate and program opportunities have a proven success rate in driving down recidivism and help to ensure public safety.

Marine Patrol
Assigned officers from the Sheriff’s Marine Division cover Cuba and Rushford Lakes, working with local communities to enforce the boating rules, laws, and regulations of the NYS Marine Law. During patrols, deputies assist boaters with vessel rescue, maintenance issues, and rescues. They also give out warnings for safety violations and safety certificate infractions.

Police and the Office of Sheriff Goal: Protect and enhance the quality of life in Allegany County by fulfilling the broad spectrum of responsibilities placed with law enforcement and continuing to meet the expanding needs of the community.

Inmate Rehabilitation Programs
The Office of the Sheriff’s working inmate program allows inmates to assist with meal preparation, laundry, cleaning, maintenance, and landscaping at the jail. They have also assisted outside facilities with various projects. Since 2013, this program has logged an average of 29,490 man-hours – an equivalent of 14 full time employees.

Police and the Office of Sheriff Objectives:
• Improve and maintain an effective and up-to-date Next Generation 911 emergency response system.
• Operate a well-equipped and maintained fleet of vehicles and emergency support equipment.
• Accomplish lower recidivism rates at the County jail and in the probation system.
• Nurture program resiliency to address changing jail populations and ensure success.
• Obtain NYS accreditation for the civil office.

Police and the Office of Sheriff Strategies:
• Continue to lobby for increases in 911 surcharge monies available to Counties and seek to capitalize on all available grant sources to develop Next Generation 911.
• Assess and adjust staffing levels at the 911 center.
• Continue to develop programs and educational opportunities for inmates.
• Maintain appropriate access to specialized training (inside and outside tactical teams).
• Continuously improve and maintain technical support programs.
• Maintain the operation of the jail and dispatch center to comply with NYS and Federal standards.
• Encourage cooperation between Federal, State, County and municipal law enforcement agencies.
• Encourage cooperation between Federal, State, County and municipal law enforcement agencies.
• Continue to research and make efforts to secure grants to upgrade communication systems.
VIII. RURAL CHARACTER

The rural character of Allegany County is a quality that we wish to preserve and protect into the future. The people live here in part because of the rural lifestyle. Agriculture, forestry, environment and natural resources, the history and culture of our County are of paramount importance.

Agriculture

Agriculture epitomizes the spirit of open space and heritage of working the land in Allegany County. Agriculture is an economic engine and preserver of rural character, utilizing while conserving the land, producing food and fiber, and reflecting a lifestyle that illustrates the industry of our citizens.

The primary farm types are dairy, beef, cash crops (hay/grain), maple syrup, horse, specialty animals and horticultural. The frost-free growing season has increased by an average of 10 days, however, posing threats to productivity and quality of livestock, crops, soil and farm buildings. Despite this climate change, opportunities for new enterprises may be created with warmer temperatures and longer growing seasons.

In order to take advantage of these changes, farmers should follow key strategies provided by the Cornell Climate Smart Farming Program.

It is important to note that the average age of farmers has gone up with every census year, showing that there is a need to get younger farmers more involved. Many farm families do not have family operators to continue the farming business and they often end up for sale or become rundown and eventually abandoned.

The influx of Amish in Allegany County has increased in recent years, as they are search for large plots of land to farm and sustain their large families. Many of the Amish communities build new homes and barns or may refurbish the old ones that have been left on the properties. They have become a very important part of our local economy, improving the rural landscape and providing tourists with new shopping destinations.

There has been a surge in the number of organic dairy farms and growing environmental consciousness as the farm community strives to be successful, to be good stewards of all resources, and to adhere to environmental regulations. Allegany County sponsors four Agricultural Districts for the protection of farms and important farmland, with reviews completed every eight years. The strong support of the Soil and Water Conservation District, USDA, NRCS and Cornell Cooperative Extension, has resulted in an effective delivery mechanism for the transfer of information and adoption of new technology, as well as the utilization of financial and technical services, which address the environmental issues associated with farming.

Forest Resources:

Forest resources are numerous throughout the County. There are over 50,000 acres in New York State Reforestation Areas and Wildlife Management Areas. The Allegany County Soil & Water District actively manages another 2,050 acres of Allegany County forests for periodic timber harvest. County forest lands were first purchased with money provided through the NYS Conservation Law and were developed from lands previously used for subsistence farming. In addition, there are thousands of acres of privately owned forestlands.

While soils are considered the foundation of an ecosystem supporting a very large and diverse amount of flora and fauna that make up the base of the food chain, most of the soils found in Allegany County forests were formed in glaciated upland sites from shale, siltstone and sandstone. Animal habitats provided are composed of hardwoods, softwoods, wetlands, ponds and brush.

Key Strategies for Climate Smart Farming:

1. Focus on soil health.
2. Efficiently manage water resources and risks.
3. Utilize integrated pest management.
4. Diversify farm enterprises, species, crop varieties, and breeds.
5. Reduce livestock stress from extreme temperatures.
6. Engage in farm planning and adaptive management.

http://climatesmartfarming.org
The County Forest Management Plan (CFMP) is included in the appendices. The CFMP was created in 2011 based on evaluations of each lot completed that same year. It is meant to provide management strategies for at least ten years or more and is scheduled for an update in 2021. The conifer plantations were divided into three groups based on similar characteristics and other considerations. Landscape ecology, representative sample areas, and resource protection areas are in use to maintain biodiversity and protect common habitats as well as at-risk species that make the County forests their home.

**Invasive Species:**
An invasive species is one that is introduced to an ecosystem that it is non-native to, where it is likely to cause harm economically, environmentally or to human health. They can be any kind of living organism living on land or in water. The NYSDEC and other agencies often partner with PRISM – Partnership for Regional Invasive Species Management. Allegany County is included in the WNY branch, which is headquartered in Buffalo, NY. Second only to habitat loss, invasives can be very damaging to ecosystem processes and threaten the biodiversity of an area.

**Agriculture Goal:**
To maintain and improve the agricultural capacity of Allegany County.

**Agriculture Objectives:**
- Protect farmlands via the continued maintenance of Agricultural Districts.
- Provide farmers ready access to Soil and Water District, USDA and NYS programs which assist farms with environmental issues and to provide educational materials when needed.
- Guide housing, industrial and recreational development in ways which do not result in conflict with normal farming operations.
- Continue the implementation of the Farmland Protection Plan for Allegany County.
- Fully support the development of the Center for Organic and Sustainable Agriculture at SUNY Alfred and other agricultural programs.

**Agriculture Strategies:**
- Coordinate with Cornell Cooperative Extension to work on agricultural economic development and identify specific programs and projects that help meet these goals and objectives.
- To fully implement the Agricultural Environmental Management (AEM) program within the County in order to capitalize on currently available funding.
- Support the activities of the Agriculture and Farmland Protection Board and encourage a more active role in accomplishing the goals and objectives.
- Capitalize on the emerging Bio Fuel/Bio Mass markets and expand opportunities to produce feed stocks for the creation of green energy.
- Support as many USDA and NYS programs as is practicable and utilize the Soil and Water Conservation District, Natural Resource Conservation Service, Farm Service Agency and Cornell Cooperative Extension as a coordinated delivery system for enhancing agriculture in the County.
- Continue updating and begin full implementation of the Agricultural Development and Farmland Enhancement Plan prepared by Cornell Cooperative Extension, develop projects identified in the plan and capitalize on funding currently available for implementation.
- Boost the Agricultural Districting program to protect farming and farmlands, with additional focus on the advanced treatment of issues that exist at the boundary of farming and recreational development.
- Solicit input from the Farm Bureau and Grange on how to enhance and protect the viability of Allegany County Agriculture.
- Encourage support for the Allegany County Fair showcasing local livestock, crops and crafts.
- Support and encourage the 4-H Programs which help the youth of the County consider the agricultural field as a career.
- Create, enact and enforce a revised Countywide Right to Farm law.
- Encourage the Towns and Villages to pass local Right-to-Farm laws.
- Continue participating on the Special Advisory Council and planning committees and support the efforts of SUNY Alfred in the development of the Center for Organic and Sustainable Agriculture.
- Support local niche agricultural and hobby farms including but not limited to maple syrup, forestry, alpacas, llamas, goats, emus and nurseries.
- Expand the market for local products.

**Environment And Natural Resources**
The environment and natural resources of Allegany County are the essential elements that nurture and allow the quality of life we are blessed with. Our intention is to ensure the conservation of these resources to avoid exploitation, degradation, or neglect.

The 671,840 acres that make up Allegany County lie in the glaciated Allegheny section of the Appalachian Plateau. The County is 60%-forested hillsides, with fertile valleys supporting communities, infrastructure, and agriculture. There is an ample water supply in numerous aquifers, and an extensive system of streams feeding the north-flowing Genesee River. Three other stream systems constitute the headwaters of the Susquehanna River, Lake Erie, and Allegheny River watersheds. The terrain supports abundant wildlife and fisheries and provides a full range of natural settings such as wetlands, uplands, forest, and meadow.
Hillsides rise sharply from valley floors, and high broad hilltops potentially support wind power generation sites. Floodplains of the valleys require management to minimize the impacts of flooding caused by erosion and rapid storm runoff from high-gradient streams exiting the hillsides. The climate is considered continental with an average growing season of 123 days and annual precipitation between 33 to 40 inches.

Flood Plains:
Allegany County floodplains tend to be directly adjacent to the large streams. However, some areas that may not be obvious to the casual observer are actually floodplains due to obstructions downstream. The streams of Allegany County flood rapidly (in a few hours), with relatively small rain events of 2 inches, due to the limited capacity of the tributaries and steep slopes of the County. To adequately address these issues the County has created a Hazard Mitigation Plan, with the most recent revision completed in 2018. There are over 200 projects listed in the latest plan which is included in the appendices online at www.alleganyco.com/departments/planning.

Air Quality:
The only County in the region that is rated by the American Lung Association is Steuben County, immediately east of Allegany County, which received an A rating and had zero days of Orange, Red or Purple quality days. We have similar wind patterns and weather patterns, so it is reasonable to consider our air quality at or near an A rating.

Wind Resources:
Allegany County has good locations for wind energy facilities, generally along the tops of hills. There are currently no wind energy facilities sited locally; however there is a proposal in the Towns of Centerville and Rushford that extends into the northeastern part of Cattaraugus County. Surrounding communities in other counties are expected to have wind energy facilities developed bordering communities on the eastern edge of Allegany County within the next five years. Many towns have taken action to update or create a legal process to work with developers of facilities, should more be proposed in the future.

Mineral and Fossil Fuel Resources:
The primary mineral resources within Allegany County are the large gravel deposits that were left by the receding glacier approximately 10,000 years ago. Gravel deposits resulting from glaciations support numerous sand and gravel mining operations throughout the County.

There are also small resources of Bluestone in the northern part of the County that have been quarried in the past.

Petroleum and natural gas deposits are scattered across the southern part of the County, but the easiest deposits were in oil sands claimed during the end of the 1800’s and early 1900’s. The remaining deposits are mostly in shale from which it is harder to extract gas and oil. Allegany County is underlain by the Marcellus Shale and Utica Shale formations. New York State has enacted a moratorium on the horizontal hydro-fracturing method of extraction of natural gas from these shale layers. At this time there is no horizontal hydro-fracturing extraction being undertaken in Allegany County. The Allegany County Legislature has taken a neutral stance on the issues being discussed, with the general recommendations that Towns create road protection laws and site plan review laws to protect the interests of their citizens and environmental resources. The production of natural gas through normal vertical wells continues, and spent gas fields are being re-pressurized as storage fields. Millions of barrels of oil still exist beneath the surface of Allegany County. Some of these chambers are now natural gas storage areas.

Wetlands:
Allegany County has a variety of wetland features from those near the Genesee River to upland wetlands such as those at Keeney Swamp. Keeney Swamp is both a State Forest and a Wildlife Management Area. Hanging Bog Wildlife Management Area in the western part of the County is over 4,500 acres. Alma Pond, Browns Marsh, Moss Lake, and the Vander Linden Ponds have unique wetland ecosystems.

Aquifers and Groundwater Protection:
Allegany County is underlain by a few unconsolidated aquifers. The main areas tend to follow major stream flows such as the Genesee River, Little Genesee and Canacadea Creek. Additional aquifers exist in the Wiscoy area, Canaseraga Creek, and Oil Creek near Cuba. The water quality in some areas is challenged due to the oil and gas reserves, naturally occurring arsenic, and sulfur. Most communities utilize well water. Only the Village of Wellsville utilizes surface water from the Genesee River. Approximately ½ of the population is served by municipal systems while the remainder mostly rely on private on-site wells and springs.
Surface Waters:
Allegany County is the starting point for four major watersheds. The smallest watershed drains into Cattaraugus Creek that flows to Lake Erie. The largest part of the County is in the Genesee River Watershed, which flows to the Great Lakes system in Lake Ontario and on to the St. Lawrence River. Water from the southwestern part of the County flows into the Allegheny River watershed that continues to the Ohio and then on to the Mississippi River and the Gulf of Mexico. The area near Alfred-Almond drains eastward into the Canisteo River that joins the Chemung and then the Susquehanna River ending at Chesapeake Bay. The steep slopes and sandy-clay soils create extremely muddy flows during high water events. The small streams are "flashy" and can be dry and then flood in very short order.

The larger lakes in Allegany County are man-made with the largest being Rushford Lake, then Cuba Lake followed by smaller impoundments at Allen Lake, Amity Lake, Fosters Lake and Alma Pond. Rushford Lake was created in the 1920’s to generate electricity as well as provide recreation opportunities. Cuba Lake was created as a reservoir for the Genesee Valley Canal and at the time of its construction in the mid 1800’s was the largest manmade lake in New York State. There are thousands of ponds throughout the County that are utilized for recreation, fire protection and agricultural needs.

Waste:
Currently Allegany County utilizes a series of Transfer Stations around the County to collect waste and then transports it to two out-of-county facilities. The County Landfill was started during the 1980’s and served the County as the primary location for municipal solid waste disposal until its closure in the summer of 2016. County waste is still accepted at the transfer stations and at the landfill but it is hauled to a private landfill for disposal.

An additional landfill called the Highland Facility is located in the Town of Angelica off Peacock Hill Road. This facility is privately owned and operated, originally built to be an Ash-Monofill but was quickly converted to standard municipal waste disposal. Most of the waste that is deposited in this facility is from out of the area. There is also a construction and demolition landfill privately owned located in the Scio/Wellsville area.

Environment and Natural Resources Goal:
Develop wisely and utilize natural resources in order to foster economic security without compromising the quality of our living environment.

Environment and Natural Resources Objectives:
- Develop infrastructure that delivers safe public water supplies and adequately treats the sewage from communities and private development.
- Protect the surface waters and groundwater aquifers from sediment, nutrients, pathogens and chemical pollution.
- Further the proper treatment and harvesting of forest resources.
- Monitor and assist with minimizing impacts from industrial and publicly generated waste streams.
- Minimize the destructive impacts from flooding, erosion, and natural disaster.
- Balance the positive and negative impacts of growth in order to maintain equilibrium.
- Restore, where possible, the riparian (streamside) barriers to help with flooding and erosion.

Environment and Natural Resources Strategies:
- Emphasize natural resource protection and the safeguarding of the environment via the Resource Management Committee for coordinating efforts of involved agencies such as the Soil and Water Conservation District, Cornell Cooperative Extension, Farmland Preservation Board, Environmental Health, Pre-Disaster Hazard Mitigation, and other associated groups such as Trout Unlimited.
- Floodplain management should be increased and enforcement of floodplain regulations should be undertaken in all communities in the County.
- Excellent air quality standards should continue to be encouraged through enforcement efforts promoted by the DEC and EPA.
- Wetlands should be preserved and expanded for the betterment of the environment and as a tourist attraction for hikers, birders, hunters, anglers, and photographers.
- Aquifers and groundwater should be protected to preserve the quality of the water that is available to the residents of the County. Proactive protection plans should be developed for all underground water sources.
- A detailed analysis of the aquifers similar to those done in other counties should be undertaken.
- Surface water protection proactive plans and implementation should be developed for the surface waters feeding the rivers and lakes.
- Solid waste needs to be processed and eliminated using the most environmentally friendly methods. Recycling programs and reclamation programs should be encouraged and enforced.
- Hazardous waste programs should be promoted and enforced.
- An up-to-date solid waste plan should be developed and implemented for the County.
- Composting facilities should be encouraged within the County for yard waste and organic debris that can be safely processed in this manner.
- Create a forested conservation corridor along the upper Genesee River and selected tributaries. This will include riparian buffers (streamside reforestation zones) and a system of environmentally responsible forested nature parks.
- Identify issues for action and direct the associated agencies / groups to focus on mitigating the impacts. Monitor the progress and refine the process.
- Support the activities of and revitalize the Water Resources Council.
- Assist local municipalities with the enhanced evaluation of building permit applications and establish an information clearinghouse to insure informed land use decision making.
- Identify grants and other financial support to aid landowners in replacement and restoration of plants to reduce erosion.
- Inform landowners of non-native species that threaten native species.
- Implement the Triple-Divide Trail System goals for riverside buffers including extension of ¼-mile restoration buffer along the river wherever possible and reasonable.
• Implement wellhead protection plans for municipal and community water supplies.
• Inform the public as to the environmental threats, issues and courses of action which can be taken.

Environmental Management Board:
There is a need for a group that keeps an eye on the potential problems that threaten the County which are unseen and unexpected. The Environmental Management Board (EMB) would be a credible source of information on environmental issues. The EMB would use its expertise to develop sound solutions to preserve and protect the rich and diverse environment in Allegany County. The EMB would serve in an advisory capacity to various governmental agencies and work closely with the public on many environmental issues. Examples of these are the ash landfill business, installation of pipelines, abandonment of the railroad, obsolete cell towers and ultimately worn-out windmill generators, etc.

At this time, there is not a single entity that works on these issues. Perhaps an Environmental Management Board or similar group should be created, wherein the staff at the various agencies and departments can make informed decisions and their recommendations can be implemented.

Open Space Analysis & Inventory
Open space is defined as land or water that is free from development of residential, commercial, industrial or institutional use. Depending on its location it could be something as small as a designated walking trail or park in an urban area to something as large as agricultural and forested lands or a nature preserve.

New York State developed and adopted its first statewide Open Space Conservation Plan in 1992. This document is required to be revised every three years and is used as the blueprint for NYS conservation efforts. Local open space plans allow for communities to carefully plan for future conservation efforts, attracting businesses and enhancing their quality of life. Although Allegany County does not currently have an open space plan, an inventory of open space and recreational areas has been kept and maintained for many years. We have an abundance of unique and intriguing places that are important to our natural character.

While county and regional planning boards have a dynamic role in planning, land use controls and conservation, local governments can also conserve open space through smart growth initiatives and encouraging development where sewer, water, roads and other public infrastructure already exist. There are a number of other entities that could undertake development of an open space plan including local open space groups, land trusts, and environmental management boards.

The Open Space table, found in the appendices, displays the major open space and recreational assets in Allegany County. The NYSDEC controls over 51,000 acres of NYS Forest Lands/Wildlife Management Areas. The NYSDEC also controls the WAG Trail south of Wellsville. Allegany Trails controls about 1 mile of the WAG Trail and calls it the Upper Genesee Trail. NYS OPRHP controls the Genesee Valley Greenway. Agricultural lands are not included in this inventory due to their private ownership; however their economic benefits are just as vital to our local communities as those listed.
INFRASTRUCTURE
Residents within many of the Allegany County village and town limits are able to enjoy a wide range of public services and infrastructure that positively contribute to their quality of life. Services are always provided as efficiently and effectively as possible, helping to maintain faith in government at the local and county level.

While our infrastructure needs are currently met, in order to remain competitive and promote economic development efforts it is important to continue expansion, modernization, and rebuilding critical infrastructure across the County. Given Allegany County’s aging infrastructure and limited tax base, this is sometimes a challenge.

I. Communications

High Speed internet is now one of the most important infrastructure demands by both residents and businesses. Allegany County recognizes that the need for effective communications and economic development depends on having a state of the art communication system. High-speed internet and data capacity will continue to be developed and expanded by the private sector. Two studies on broadband access were completed in 2011 and 2012 to determine what the future of broadband should be in Allegany County. The reports are available in the appendices of this plan.

In 2008, Southern Tier West Regional Planning and Development Board had successfully applied for and received a grant to install towers and work with a private provider to bring high-speed internet to local customers in the northern half of the County. Ion Communications received a grant in 2010 through the American Recovery and Reinvestment Act program to install broadband trunk line through the County and serve the colleges. This line is 96-strand fiber optic that runs along the primary north/south NYS Route 19 corridor from Belmont to Houghton/Fillmore and approximately east-west along the middle of the county from Cuba to Alfred; then south-west to Wellsville and easterly to Whitesville.

In 2013 Allegany County applied for a grant to bring a wireless broadband solution to the County through the ConnectNY program. The County received their authorization in 2015 to proceed and worked to tie the 911 Towers together using microwave links that can provide both 911 service and various frequencies of broadband coverage to homes and businesses. Simultaneously, 911 received significant funding to construct additional towers for the system. The project was completed in 2017 with existing and new towers connected and a projected coverage of over 11,000 addresses. The County also created a local development corporation to act as the manager for the system and take care of contractual relationships between the contractors and last mile providers needed to maintain and implement the project. Numerous customers are now connected to the system and more will have opportunity to utilize the system.
High Speed Internet/Data Capacity
Frontier and Spectrum provide service in Alfred and Almond; Verizon DSL and Spectrum serve the Villages of Belmont, Cuba, Wellsville, the hamlet of Friendship, and the Village of Angelica (Spectrum only). Armstrong Communications is expanding its coverage area rapidly within the county and is installing fiber optic cable in many parts of the area utilizing a series of New York State grants. Wireless internet services exist in certain areas near towers; Southern Tier Wireless has been expanding its service from its hub in Rushford and now has some service across Rushford and the northern Towns to Swain as well as service south to the Black Creek area, working to expand their reach. Win-Win Wireless and Tel-Star are local wireless companies that are utilizing the County grant funded wireless broadband solution. Most addresses that are served by either cable, fiber or the wireless solutions can achieve at least 15 Mbps service with cable/fiber and many wireless customers have availability up to 100 Mbps. Currently satellite services range from 12Mbps to 25 Mbps for Hughes Net, and Viasat claims speeds up to 100 Mbps [Wildblue-Exede] are available to be utilized for internet and phone services.

Communications Goal:
Bring modern wireless and broadband capacity to all residents and businesses in Allegany County.

Communications Objectives:
• Create the most efficient and up-to-date communications services system in all communities of Allegany County.
• Develop campaign to market the County to the providers of high-speed data technology.
• Continue to gain access to fiber optic, DSL, wireless or latest available technology for internet.
• Identify what new technologies are needed to bring additional high-speed internet capacity to the County.
• Continue to improve broadband in targeted areas that have little to no coverage.
• Government, commercial, residential last mile services need to be increased throughout the County as more internet-based services come on-line.

Cellular Services
Cellular service has been a challenge in the past due to our rolling hills and deep valleys, yet it continues to improve in several areas. Verizon wireless is the carrier with the widest coverage within Allegany County. AT&T, Sprint, and T-Mobile provide service within the County but generally they are more useable in the main corridors such as along I-86 and NYS 19. Many smaller services utilize the tower/transmitter capacity of these big four carriers to provide either primary or roaming coverage.

Television Services
The communities of Alfred, Almond, Andover, Angelica, Belmont, Friendship, Fillmore, Belfast, Scio, Wellsville, Cuba, Canaseraga and Bolivar are all serviced by Charter Communications cable company. Many communities that are not served by cable companies utilize satellite TV service like Dish Network, DirecTV. As the shift away from pay-cable service continues toward Internet based streaming services the importance of having high speed internet becomes even more important to our area.

During the same time as Allegany County was constructing the wireless solution, the New York State Broadband office announced additional rounds of funding that were not made available to municipalities. The majority of the funds went to Armstrong Communications and some to Frontier Communications totaling more than $54 million. With this round of funding, a significant part of the county will have fiber optic cable installed based on census block designations.

Charter Communications took over the operations of the historically known Time-Warner Cable operations during this time also. As part of this takeover, New York State required Charter to expand its coverage into areas that they had not previously covered as well as do upgrades to their infrastructure. As of this writing Charter, has not disclosed where or if it will be doing expansion in Allegany County. With all of this construction the broadband picture in Allegany County will be much more robust than it was at the time of the last writing, however, there are still significant parts of the County that have limited or no local coverage and can only receive signal from satellite services.
II. Infrastructure Facilities

Many of our Villages and population clusters currently have adequate sewer and water capacity. However, this does not allow for much expansion and does not cover the corridors between these population centers. There are certain communities that have need to expand beyond their traditional service areas as businesses and residential projects have been created and are presently utilizing on-site water wells and on-site septic systems. The infrastructure in a few of our Villages is approaching 80 – 90 years of age. These pipes are living on borrowed time, and planning must begin to repair or replace this part of the infrastructure.

Sewer and water are the basic items of infrastructure that require local government involvement and initiative. Sewer and water will spur development, which could require County and State governments to build and improve roads.

The Village of Andover has been approached for development several different times over the years; however due to their aging infrastructure and use of on-site septic in the Village, they are unable to allow any business expansion. This situation is experienced in most other populated areas in the County, as well.

Development will require or entice utilities to bring service to the area. All projects are subject to the SEQ&R process if needed during their respective implementation.

Municipal Electric Communities

The Villages of Andover, Angelica, and Wellsville enjoy reduced electric rates due to municipal electric company status. These rates tend to be substantially less per kilowatt than the competing utilities. Other electric providers in the area include Rochester Gas & Electric, National Grid, New York State Electric & Gas Company.

Municipal Water

Some areas surrounding Alfred, Almond, Angelica, Andover, Belfast, Belmont, Bolivar, Caneadea, Canaseraga, Cuba, Fillmore, Houghton, Hume, Richburg, Scio, Stannards, Wellsville, and Whitesville all have access to municipal water service. Residential and commercial properties that do not have access to municipal water are required to use on-site water wells, or in some cases are able to use natural spring water.

Municipal Sewer

Some areas near Alfred, Belmont, Bolivar, Canaseraga, Cuba, Fillmore, Friendship, Houghton and Wellsville have access to Municipal Sewer service. There are some planned sewer services throughout Allegany County that could extend service to Scio, Angelica, Belfast, Caneadea, Rushford, Village of Bolivar, Little Genesee, Andover and Whitesville.

To help with financing and upgrading systems, a County-wide water and sewer agency could be created. As the older systems are becoming fragile, the Villages could be relieved of the responsibility of repairing and replacing the old parts of their systems. This could be the selling point for them to give up control of this infrastructure. However, a water and sewer authority should be set up very carefully, to prevent any one segment of the County gaining control over development. There are a few good models; one is the Ithaca water district, another is the Alfred-Almond sewer district. Although the sewer was never built, the authority was organized and created.

Infrastructure Goal:

Expand, repair, and improve the infrastructure of the County.

Objectives:

• Utilize development corridors as the basis for future expansion of sewer, water, and communications infrastructure improvements.
• Create the most efficient and up-to-date infrastructure system in all communities of Allegany County.

General Strategies:

• Encourage County coordination of infrastructure to priority sites and within priority communities, as identified within the Economic Development chapter of this Comprehensive Plan.
• Identify where and what infrastructure needs to be created or expanded.
• Maximize the advantages of the municipal electric in Angelica, Andover and Wellsville.
• Continue to undertake efficiency in government studies.

Water/Sewer Specific Strategies:

• Identify which sewer and water systems potentially need updating due to growth, age and other causes.
• Develop a Countywide existing conditions GIS map of all utilities/infrastructure.
• Facilitate sewer expansion with municipalities along State Route 19 and along State Route 417 to Andover, Bolivar and Caneadea. Sewer services are also needed from Canaseraga to Swain.
• Water line expansions should be considered from Alfred to Almond, Wellsville to Andover, Caneadea to Rushford and along parts of State Route 243, as well as along County Route 20. Swain would also benefit from water service extended from Canaseraga.
• Establish a priority list for sewer and water projects in identified corridors and develop plans to finance the improvements and repairs in addition to the new infrastructure.
• Continue efforts to obtain public and private funding.
• Develop projects to satisfy grant application parameters.
• Work toward developing or creating a “Countywide Water and Sewer Agency”.
• Develop and adopt the acceptable legal structure for a countywide sewer and water agency or authority. As part of this effort, develop a complete countywide sewer and water plan.
• Immediately proceed with the construction for water lines that extend to the I-86 and Rte 19 area near Exit 30 in Belvidere.
• Develop a plan for expansion of sewer to the I-86 and State Route 19 area near Exit 30 in Belvidere.
• Complete a basic study to identify needs for the next ten years of existing water systems.
• Complete a basic study to identify needs for the next ten years of existing sewer systems.
III. Transportation

Allegany County has a wide variety of high quality transportation infrastructure including Interstate 86, exceptional NYS Routes, and a very good County Road system. At the local level, the Towns and Villages maintain connector streets. This well-developed network of roads allows for easy regional market access, as Allegany County is within a day’s drive to several cities in the Northeast including Boston, Albany, New York City, Pittsburgh, Philadelphia, Toronto and Washington, DC. There are services for air transport at the Wellsville Airport. Two rail companies service our County also. Hiking, biking and blueway trails are abundant.

Air

Air service through the Wellsville Municipal Airport located just south of Wellsville serves Allegany County and northern PA. The runway is over 5,000 feet long and can accommodate small plane traffic as well as many corporate jets. The airport offers fuel services and charter services. For those interested in running businesses at some of the available space, there is sewer available as well as three phase electricity.

In 2016, the town of Wellsville took over management of the airport and has plans for development within the next ten years including building rehabilitation, expansion of hangers and purchase of snow removal equipment. The nearest commercial airports are located in larger metropolitan areas such as Buffalo, Rochester, and Elmira-Corning.

Roads

The streets and highways of Allegany County are maintained by the various levels of municipal government. The primary east-west route is Interstate 86. This route enters the County in the east at Almond and has six exits at Almond, West Almond, Angelica, Belmont, Friendship, and Cuba, then continues west toward Olean. Our primary north-south Route is NYS 19 from the Pennsylvania border along the Genesee River north to the Livingston County border. The other primary roads that are maintained by New York State Department of Transportation include NYS Routes north-south 19, 19A, 21, 70, 305, and east-west 243, 244, 248, 248A, 275 and 417.

The secondary system is maintained by the Allegany County Department of Public Works. The County operates an extensive road infrastructure that is generally built to standards similar to New York State. The remaining tertiary roads are maintained by the Towns, or the streets are maintained by the Villages. Roads within State Forest lands are the responsibility of NYSDEC. Bridges on County, Town, and Village streets are officially owned by the Town and maintained by the Town with assistance from the County. In 2017, the County was able to acquire six of the panels from the Tappen Zee Bridge rehabilitation project for replacement projects here.
to the west toward Olean. Another line crosses through the northeast part of the County operated by Norfolk-Southern Railroad running from Hornell through Canaseraga, Swain and on toward Portageville. Both lines have interconnections with other rail lines at each end.

The Southern Tier Extension Authority is the local public authority for Chautauqua, Cattaragus, Allegany and Steuben Counties. STERA works with local and State entities to promote rail service and economic development through freight shipping in the southwestern part of NYS and northern PA. There are many pre-qualified and permitted sites offering close proximity to major highways and access to other rail carriers.

Due to exposure to weather, deferral of maintenance for an extended period of time and freight traffic, ongoing repair, maintenance, mitigation and improvement of the railroad lines is required on a continual basis to restore all segments of the lines to service. However, these projects are often limited by funding constraints and the availability of matching funds.

**Blueways**

Allegany County has developed a significant blueway – or water trail – in the form of the Genesee River. The river runs from northern Pennsylvania to Lake Ontario crossing south to north through the entire County and on to Letchworth State Park, Rochester, and Irondequoit Bay. There are at least six major waterfalls along this route that require portages. There are minor portage locations at Wellsville and Belmont.

Historically there were only “unofficial” access points in the County. The group Genesee River Wilds was created in 2008 with the intent to create official access points to the river. Since their inception, ten access parks have been opened with additional sites scheduled for completion in the coming years. The gateway access point to the Genesee River was opened in 2018 in Genesee, PA and the DEC has given permission to use fishing access points as river access points as well. Genesee River Wilds has also been working with the Genesee Valley Conservancy to create a map of all access points along the Genesee River, from the official entrance in Genesee, PA to the last point in Rochester, NY before it empties into Lake Ontario.

**Trails**

The walking and biking trail system is extensive. The largest are the Genesee Valley Greenway and the Finger Lakes Trail systems. The Genesee Valley Greenway runs from Rochester south into Allegany County near Fillmore, then follows the Genesee River to Belfast, where it heads southwest to Cuba. Efforts are continuing to connect all portions of the Genesee Valley Greenway, which is now a part of the New York State Park Recreation System.

Allegany Trails has worked with NYSDEC and BP Oil to make improvements to the Upper Genesee [WAG] Trail in the Wellsville area. Vast improvements have been made, including redecking two bridges between Graves Rd. and Shongo.

The Finger Lakes Trail is a system that runs approximately east-west from the northwest corner of the County up to Letchworth Park, and then re-enters the County in the northeast corner running down through Grove, West Almond, and Almond, and continuing into Steuben County. The Finger Lakes Trail is considered part of the North Country National Scenic Trail System that runs across parts of New York west to North Dakota.

There is now a plan to connect the Genesee Valley Greenway to the Upper Genesee Trail, and then the WAG Trail and south into PA to create a system called the Triple Divide Trail system. An additional plan is to connect many of the greenway trails into a Western New York Greenway system that will allow large loops and connectors throughout the entire region.

The New York State Bike 17 Trail runs west to east along the existing NYS 417 to Andover and then follows NYS 21 toward Hornell. There is also a designation by NYS for a bike trail along NYS Route 19. Many of the County roads are utilized for biking as well.

An extensive snowmobile trail system exists within the County and is acknowledged by New York State in its annual map distribution. A snowmobile trail map is available from the Office of Tourism and/or the Allegany County Snowmobile Federation for a nominal fee.
Cross Country Ski Trails are available at the Phillips Creek/Palmer’s Pond area of New York State Forest. Swain Ski Resort offers a trail system for all ages and ability with 35 trails and two terrain parks. With their residential development underway they also plan to expand the trails. In addition, Swain has expanded to become a year round destination, offering events like the Swamp Stomp, an escape room, festivals and hosting weddings.

Public Transportation
Public transportation is provided by Access Allegany, a bus program that has five main routes throughout the County and a local express route within the Wellsville area. This system connects to the Hornell Area Transit [HAT] bus system to points east. The system offers service to Olean as well, where riders can connect into the Olean Area Transportation System [OATS] to the west. A Coach USA bus provides service to the New York City area from Alfred, Almond and Belmont. Bus charter services are available in the neighboring cities of Hornell to the east and Olean to the west. There are no taxi services in Allegany County and although ride sharing is popular in the cities, it has not made its way to rural Western New York yet.

Transportation Goal:
Expand, improve, develop and maintain an effective state-of-the-art transportation infrastructure that will attract new commercial, residential and tourism development, and enhance as well as support existing commercial, residential and tourism development.

Transportation Objectives:
• Ensure the safety and well-being of all individuals, goods and services traveling in or through the County.
• Maintain and improve our bridges, roads, railroads, airport, and trails.
• Encourage additional development and use of the Wellsville Airport and its facilities.
• Enhance the “curb-appeal” of I-86 exits in Allegany County, thus encouraging travelers to exit the expressway within the County.
• Seize the opportunities related to I-86, encouraging drivers to utilize services in Allegany County.
• Encourage the installation of lighting at appropriate I-86 interchanges.
• Improve access to highways and railroads for commercial developments.
• Encourage additional development and use of the railway system.
• Enhance access to rural areas for development, tourism and recreation trails, river access, blueways and greenways.
• Enhance the comfort, convenience and economy of travel opportunities within the County for all residents and visitors.
• Increase the utilization of our public transportation system.
• Increase ride sharing capacity in the county.

Transportation Strategies:
• Improve Rural Access - long term maintenance of roads and existing infrastructure.
• Encourage Hazard Mitigation projects on road, rail and trail routes as noted in the Allegany County Hazard Mitigation Plan.
• Develop a mechanism for increasing the use of public transportation.
• Encourage the development of Multi-modal and/or Trans-Rail facilities.
• Implement the Wellsville Airport planning documents that have been developed.
• Implement the plans of the Western New York and Pennsylvania Railroad.
• Improve signs for all entrances to the County and at the I-86 Interchanges. Consider the interchanges as “Entrances” rather than “Exits” to our County.
• Improve the attractiveness of the interchanges along I-86 to make them more appealing to the tourism public; encourage local community groups to adopt I-86 exits, Plant shrubs and flowers around all exits, keep areas including exits litter-free, especially along I-86 and the by-ways of the County.
• Establish additional access points along the Genesee River to create the blueway trail that connects the upper and lower Genesee River as a recreational route for canoes and kayaks.
• Post appropriate signage listing the area’s attractions.
• Encourage mitigation of blight along rails, roads and trails.
• Encourage the expansion of the Adopt A Highway program.
Municipal Government

Allegany County is comprised of 29 Towns and 10 Villages. The largest Village, Wellsville, has a population of 4,451 in the Village proper. The Town of Wellsville, including the Village, has 7,145 residents. Other Villages are Alfred (4,041), Cuba (1,507), Bolivar (966), Andover (994), Belmont (920) and Angelica (832). The smallest Villages are Canaseraga (518), Almond (442), and Richburg (427). There are some Hamlets that are designated by the Census Bureau and they are actually more populated than some Villages such as Houghton CDP at 1,734, Friendship CDP at 1,358, Belfast CDP at 823, and Fillmore CDP at 404. The smallest Towns have populations under 500 people, including Ward (423), West Almond (299), and Birdsall (179).

Allegany County Legislature

Prior to 1969, the Supervisors of the 29 Towns of Allegany County functioned as the governing body for the County. The Board of Supervisors voted to change to a Board of Legislators effective January 1, 1970. The County was divided into five (5) legislative districts with three (3) legislators per district with equal voting power. The Board has a Clerk of the Board with an office for taking care of the needs of the Legislature.

County government oversees a wide variety of programs on behalf of the residents, each with its own plethora of programs and services available. These include:

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There are several county-wide boards focused on planning and development, comprised of appointees who volunteer their time and expertise, including the County Planning Board, and a Comprehensive Plan Implementation Group.

PLANNING: 1960 - Present

1960’s: Creation of the Allegany County Planning Board

The Allegany County Planning Board was created on July 13, 1964. The Board has met continuously since its creation. The primary task that the planning board has is the review of certain zoning-related actions at the Town and Village level. They also review SEQR-related applications regarding Lead Agency status. Other items that the Planning Board works on range from surveys, specific plans, review and interaction of Town and Village planning documents, and providing training to local municipalities.

1970’s: Federally Funded Allegany County Planning Department

During the 1970’s the Allegany County Planning Department was a large force of workers that oversaw the development of a number of plans. At that time, the County was eligible for monies from the State and Federal government to fund the department. When the monies ran out in the late 1970’s the Department was dissolved.
1980 – Present:
During the 1980’s, the only County Planning performed was by the Planning Board. During that time, there was an on-going discussion of the need to reestablish the County Planner position. In 1990, the County created the Planner position as a non-unit employee. Michael Kear was the planner until January 1998. At that time, the County voted to eliminate the Planner position. During 1998 and 1999, the County contracted with the Southern Tier West Regional Planning and Development Board. Kier Dirlam was the primary person acting on behalf of STW in this matter. In 2000, Kier Dirlam created Allegany Community Development, Environment and Planning Services, Inc. to take over planning for the County essentially full-time through most of 2003. Mr. Dirlam continued to assist the County Planning Board on a monthly contractual basis from 2003 - 2010. During 2007, the Legislature reauthorized the County Planner position. Mr. Dirlam was hired as the County Planner in 2010.

Demographic Information and the Local Update of Census Addresses
The US Census Bureau launched the American Community Survey (ACS) in 2005, an ongoing statistical survey that samples a small percentage of the population every year – giving communities the information they need to plan investments and services. In large urban areas the data is available on an annual update. Very rural areas such as Allegany County are on a five-year rotation that takes a sample from each of the years. This tends to be less of a snapshot for any given year and gives a smoothed level of information for the County.

Use of the ACS allowed the 2010 Decennial Census to be a short form only census and provided more current and detailed information than has previously been available. With the rural area five year rotation in mind, the latest 2013 - 2017 version of the data covers the dates from January 1, 2013 to December 31, 2017. Data provided in this Plan is primarily from the ACS. A detailed version of data is provided in the Appendices in the ACCORD Community Survey. For additional information see www.census.gov.

Cornell University’s Program of Applied Demographics (PAD) generates data profiles for each county in New York State, sponsored by the New York State Data Center in the New York State Department Of Labor. The decennial census information and the ACS profiles are used to provide a variety of organizations with data, information and advice. The 2017 Allegany County Profile shows data trends from 1940 through the 2010 census, as well as PAD projections through 2040. The trending data shows that the County will lose approximately 11% of its population by the 2040 Census.

As mentioned earlier, the ACS data and use of short forms provides less of a snapshot for rural counties. According to the Population reference Bureau, ACS estimates are less reliable or precise than census long-form estimates and are more reliable for larger geographic areas with more population.

The 2020 Decennial Census is expected to be compiled in the same way as the 2010 census; however, in 2018 Allegany County took the opportunity to participate in the Local Update of Census Addresses Operation (LUCA). This helps to provide an accurate decennial census count for local communities and allows for better opportunity to receive allocated funds from the federal government for specific programs and services. LUCA was the only opportunity prior to the 2020 census to review and update the Census Bureau’s address list.

Training was provided in several sessions beginning in October 2017 and planning staff were given a short timeline to complete the process. Materials were provided in March 2018 and participants were given a 120 day window to review address points. Allegany County has over 29,000 points that required review as part of LUCA. Once points were reviewed sufficiently, materials were sent back in to the Census Bureau with a hard deadline of July 15, 2018. An anticipated review and comments from the Census Bureau will be sent back to the Planning office in early 2019, allowing for a small window to make corrections or discuss points.
I. Property Taxes

Without a doubt, the number one concern that comes to mind in Allegany County and New York State in general is the high burden of local property taxes. Generally, New York State is considered to have the worst burden of taxes of any state in the country. This is a very complicated issue. Taxes are not only driven by funding local programs, infrastructure and personnel, they are also driven by funding state mandated programs. Sometimes, those state mandated programs are offered grant opportunities but those also come with requirements of matching funds or additional persons to carry out the new programs at the local level, which in turn increases the budget and may require an increase in taxes.

In New York State, there are in excess of 4,200 separate municipal governments. These include the vast New York State government, 62 Counties, 551 Villages, 62 Cities, 5 boroughs of NYC, 10 Native American Indian Reservations, 59 Community Boards, 697 School Districts, as well as a variety of fire and emergency services, sanitation, police, water, sewer, light, sidewalk, electric, regional planning boards, Industrial Development Agencies, and library districts.

In Allegany County, there are 10 Villages, 29 Towns, and 14 school districts plus a number of additional fire, ambulance, water, electric/light and sewer districts. In addition, there are other public entities and authorities that operate similar to government.

These were logical at the time they were developed in the early 1800’s due to the limitations of travel and communication. Today these boundaries and designations do not always make as much sense. Each layer of government has a certain level of basic needs to keep it running, even in the least populated Town. Reducing the burden of taxes through these levels of government is essential to improving the viability of the County.

A breakdown of tax dollars for 2019 shows that less than 31% of tax payer dollars is controlled by the County Legislature. Mandated programs make up more than 57% of the property tax levy for the year 2019, making reduction of taxes an extremely difficult task.

Allegany County has been able to continuously lower the tax rate, with an average decrease of 11% since 2010. It is imperative, however, that the County work to find new and innovative ways to reduce the tax burden on county residents. It is generally noted that many of the spending obligations are mandated by the State and Federal government. Mandatory spending categories are broken down into Medicare and health, Social Security, unemployment and labor, food and agriculture, veterans’ benefits, and transportation. The New York State mindset that one system works as well for Allegany County as New York urban counties tends to discriminate against rural counties.

**County-wide Average Property Tax Rate 2010 - 2019**
Property Taxes Goal:
Increase property tax base throughout Allegany County and reduce the cost of government.

Property Taxes Objectives:
- Reduce the cost of governance and provision of public services throughout the County.
- The County and local governments need to work together to enhance shared services on virtually all fronts. The objective should be to have zero duplication of services where it offers an economic advantage.
- The County needs to be very proactive in its development efforts. Bringing in new businesses and sustaining our existing businesses will lead to better property values, thereby increasing total property taxes, and income from sales tax.

Property Taxes Strategies:
- Be involved with and support New York State Association of Counties [NYSAC] efforts to limit mandated costs of Medicaid and other appropriate initiatives.
- Undertake economic development activities to encourage increases in the property tax base throughout the County.
- Develop a program to identify and rehabilitate existing facilities consistent with smart growth principals.
- Create a comprehensive program to stimulate entrepreneurship.
- Undertake studies of the efficiencies of existing government structures and programs.
- Implement greater efficiencies through streamlining of services and programs.
- Work with local governments and encourage local governments to work together to enhance shared services on virtually all fronts where it offers an economic advantage to do so.
- Pursue responsible fiscal policies that take into account future needs and circumstances.

II. Sustainability

Sustainability planning concepts focus on meeting the present needs of our communities without compromising the ability of future generations to meet their needs. Sustainability planning, as defined by the 2013 Western New York Sustainability Plan, includes the creation and maintenance of conditions under which communities utilize the resources they have in the most effective ways in order to permit social and economic growth, while also striving to preserve these resources for future generations.

The Sustainability Plan is the product of a five-county region encompassing Erie, Niagara, Chautauqua, Allegany and Cattaraugus counties. Our region is unique because it not only hosts critical natural resources, it also faces the challenges of a shrinking population, aging infrastructure, and other barriers that are not always supportive of business growth. Themes of the Sustainability Plan include: reducing greenhouse gas emission; enhancing of the regional economy; implementing sustainable government policy and programs; considering diverse land uses; conserving natural resources; educating communities and future generations; revitalizing main streets; supporting the economic viability of agriculture; promoting sustainable energy use and production; and improving air quality. Several regional goals and strategies are identified, along with sustainability indicators and targets to measure progress of becoming a more sustainable region.

Misuse of natural resources and an overabundance of industrial activities have affected climate change all over the world. Different regions are experiencing different impacts; however the north-east region of the United States has become more susceptible to heat waves, coastal and river flooding, and intense precipitation events. These changes will increasingly compromise agriculture and ecosystems affecting crops and biodiversity to an unknown scale.

Many regions over recent years have begun to incorporate climate change risks into their planning, and many States have created and are expanding new incentives to help create and sustain healthier communities. Among many others, New York State launched NYSERDA’s Clean Energy Communities program providing direct technical support, tools, resources, and recognition for local governments completing High-Impact Actions demonstrating clean energy leadership. At no cost to the local governments, regional Clean Energy Communities Coordinators are available to provide added capacity for cash-strapped communities looking to develop and prioritize clean energy goals. In addition, their assistance can help communities earn grant funding and recognition as clean energy leaders from NYSERDA through the broader program. Execution of four out of the 10 High-Impact Actions qualifies a local government for a grant of up to $250,000, with no local cost share, to support additional clean energy projects. The Towns of Amity and Rushford so far are the only designated clean energy communities in Allegany County. Other communities have completed or plan to complete some of the steps as well and work to become certified.
Green Energy and Article 10

In 2016, Governor Andrew Cuomo announced the establishment of the Clean Energy Standard, mandating 50% renewables by 2030. This standard is intended to help reduce greenhouse gas emissions by 80% by 2050 from 1990 levels. It requires utilities and other energy suppliers to obtain renewable credits each year. Those credits are then applied to funds designated for financing new renewable energy projects.

Projects that will generate more than 25 megawatts are sited according to the New York State Article 10 law. This law streamlines the application process for developers and allows the project to be reviewed at the State level, abolishing any local jurisdiction. While the process is streamlined, it is also a rigorous process involving public input, a preliminary scoping statement and formal application. The final decision is provided by the Siting Board within 12 months of application submission.

Any facilities that produce less than 25 megawatts are still under local jurisdiction but if the community is not prepared with regulations in place, the developer can implement a project using any guidelines they deem appropriate, without public participation, as long as the project is within SEQR acceptance.

Renewable energy projects often require a lot of flat and open land, which is abundant in Allegany County. It is of the utmost importance that these unregulated communities are educated on sustainability and benefits of these projects, and the economic development that is possible. Allegany County needs to be proactive and encourage municipalities to create neutral laws prior to a project siting.

Sustainability Goal:
Create and maintain conditions under which communities utilize the resources we have in the most effective ways to permit social and economic growth, while preserving natural resources.

Sustainability Objective:
Create a future where social and environmental issues are addressed within a framework of a sustainable regional economy.

Sustainability Strategies:
• To monitor and fully support related research and development efforts at the three County institutions of higher learning with focus on growth of local industry and job creation.
• Focus on areas of Energy, Land Use, Livable Communities, Transportation, Agriculture and Forestry, Water Resources and Waste Management.
• Address issues of climate adaptation and economic development across all sustainability focus areas.
• Capitalize on NYSERDA, ESD and other appropriate programs for meeting sustainability goals.
• To implement the sustainability strategies identified in the Western New York Regional Sustainability Plan, included as an appendix to this Allegany County Comprehensive Plan.
III. Watershed Management and Analyses

Recently, there has been rising concerns throughout the County about flooding, erosion and pollution in our watersheds and mitigation efforts and alternatives can be done. In 2018, a committee comprised of the Planning Department, DPW Superintendent, Division of Soil and Water, and the County Attorney was created; a collaborative effort was made to review previous documentation on various watersheds in our location, specifically a study that was done in 1970, referenced by a legislator, with intent to create impoundments in several locations ranging in size from 15 acres up to 1,520 acres. Many other studies were reviewed during this process, as well.

Presuming that flooding and pollution are both caused by erosion, it may be feasible to complete one study with two different types of data collection that would show where the flooding hazards were found, as well as mitigation alternatives, followed by recommendations to take action. The NYSDEC is working in the Mohawk Region on a similar project siting flooding concerns that will ultimately identify the high risk areas of priority and the recommended actions the Region will have to undertake in order to better control the hazards of flooding. A study completed in 2013 by SUNY Brockport analyzed waste water treatment plant effluent results as well as field reviews of the main stream river.

It should be noted that these studies are very time intensive and rely on quality data collection from participants. They can also be very expensive as they are often sub-contracted to another agency when there is a lack of man power in regions to complete the required work and analyses.

There are four major watersheds in Allegany County, including the Allegheny River, Cattaraugus Creek, Genesee River, and Susquehanna River. Each of these watersheds are then subdivided into small units identifiable by the primary creek they are on, or sometimes as a headwater, upper or lower. With over 50 sub-watersheds identified, there are many factors and concerns to consider during the data collection process.

Flood plains were last mapped in Allegany County during the late 1970's and early 1980's. Although much of the Country has received new mapping, our flood plain maps are very dated. In the last two Hazard Mitigation Plans, critical facilities, known ditch erosion, other erosion areas, areas known for flooding, and drainage structures that needed maintenance were mapped. These can help act as a guide for areas that may be at higher risk than others, however, this was also based on Town and Village participation, so it is likely that the data is still incomplete.

After careful consideration of this information, the reviewed documents and current Best Management Practices from the EPA and DEC, the committee concluded that impoundments are not the answer to our flooding issues. There is not enough documented data to show where the problem areas are; there have been few, if any, impoundments built since the 1970's; Dams are being removed rather than built all over the Country; cost to build and maintain the lakes of the sizes identified earlier would be astronomical; protection laws were not in place when the 1970 study was completed as they are now.

Watershed Management and Analyses Goal:
Undertake a County-Wide watershed by watershed analysis program with a priority to areas identified with the highest concern.

Watershed Management and Analyses Objectives:
• Identify areas of the highest concern by the end of 2019 and prioritize them accordingly.
• Create a sub-committee to identify applicable grants that may be available to fund the analysis program.

Watershed Management and Analyses Strategies:
• Assign a County employee, or designee, to work with Towns and Villages to collect detailed data and information for the Hazard Mitigation Plan on things such as storm damage, new erosion areas, and areas that may be threatened in the near future.
• Apply for any applicable grants that have been identified by the Watershed Management sub-committee.
• Create a detailed and comprehensive watershed by watershed analysis program and identify a time table for completion.
• Review other studies that may have been done in surrounding counties, or colleges, to help guide and determine activities that could be done to gain a better understanding of the issues at hand.
• Complete a review of the guidance documents from EPA and DEC on Best Management Practices to ensure that our communities are following them.
• Encourage green infrastructure wherever possible.
• Reach out to FEMA about these flooding concerns and request that new flood plain maps for Allegany County be provided.

Watershed Management and Analyses:
Undertake a County-Wide watershed by watershed analysis program with a priority to areas identified with the highest concern.
IV. Planning and Land Use

Land use planning is an important piece of the development process, regulating the utilization and ethical use of land and promoting best practices. The goal of land use planning is to create an attractive environment for present and future generations while also taking into consideration the environment, convenience, health, equity and efficiency.

There are ___ communities in Allegany County with some land use regulations in place, whether it is through zoning, site plan review or having a planning board in place. The remainder of our communities are unregulated.

Town and Village Planning

Eleven towns and six Villages have Planning Boards. Since the inception of the County Comprehensive Plan, the Villages have developed six Comprehensive or Master Strategies and ten of the Towns have a written Comprehensive/Master Plan.

Planning and Land Use Goal:
Encourage municipalities to create land use regulations and plan for clean energy development.

Planning and Land Use Objectives:
• Increase community-planning capacity to make it more accessible, integrate smart-growth concepts where applicable, work to implement Complete Streets concept in our communities, and be proactive in creating a better future for the community.
• Emphasize preservation of the rural nature and quality of life in Allegany County in all planning efforts.

Planning and Land Use Strategies:
• Develop and maintain an index of Model Laws that Towns and Villages have access to.
• Meet with each Town on an individual basis to advise them on creating neutral laws that will benefit their communities.
• Provide training opportunities to Town and Village Board members for Planning and Land Use concerns.
• Support a grant writer who can advise and assist Towns and Villages.

In municipalities without Planning Boards, the planning functions are directly addressed by the Village or Town Board. There are several Historic Districts in the County, including those in Alfred, Angelica, Canaseraga, and Cuba.

Planning and Land Use Goal:
Encourage municipalities to create land use regulations and plan for clean energy development.

Planning and Land Use Objectives:
• Include the following criteria and others in projects for future planning and land use:
  » Design a reporting process for large scale commercial projects.
  » Create and promote regional land use plans and encourage Townships to adopt them.
  » Help develop review procedures for site plans for Towns and Villages that wish to adopt them.
  » Assist communities with implementing the SEQR process
V. Intergovernmental Cooperation

Allegany County promotes the concepts of intergovernmental cooperation. Local governments are often faced with the fiscal dilemmas of deficits, federal retreat, tax rates, and continual maintenance of government services. Many of our Towns and Villages already work together through formal and informal agreements on road construction projects, bridge projects, code enforcement, assessors, courts, police and fire. More can and should be done to foster and facilitate intergovernmental cooperation in all areas. However, it is important to consider economies, convenience, unequal distribution of natural resources, surplus facilities, and duplication of services. Careful planning is needed for the implementation of projects and delivery of services.

Shared Services

The Countywide Shared Services Initiative (CWSSI) was introduced in 2017 by New York State, requiring that all counties establish a shared services panel chaired by the chief executive officer. The panel was tasked with working to create a property tax savings plan through intergovernmental cooperation, finding new ways to share and coordinate their public services. The Allegany County panel included the mayor of each village and the supervisor from each town. Several government representatives also participated in creating the content of the plan, but they are not considered voting members.

The panel met several times in 2017 developing a process for complying with the requirements of the initiative, documenting existing shared service approaches, and discussing potential opportunities for future collaboration. Due to the quick deadline for submission, the County engaged the Center for Government Research (CGR) out of Rochester, NY to work with the panel and develop a plan for submission in 2018. Their work began immediately engaging stakeholders and collecting baseline data for financial indicators. Meetings were held with individual municipalities to gauge interest in all areas. The Allegany County panel included the mayor of each village and the supervisor from each town. Several government representatives also participated in creating the content of the plan, but they are not considered voting members.

Those included in the shared services plan as achievable are:

1) Generation of insurance savings by leveraging a health care consortia
2) Street light conversion to LED technology
3) Purchasing electricity and natural gas as a group
4) Providing county-supported tax collection
5) Centralized bulk purchasing
6) Joint tax assessment and property revaluation
7) Water and sewer service collaboration
8) Evaluation of potential municipal reorganizations
9) Sharing highway equipment, offices, certain staff and contracts

Those that seemed like secondary items include:

1) Animal control
2) Code enforcement
3) Document management and records retention
4) Financial services
5) Grant writing
6) Information technology

While it was the responsibility of the County Administrator to create and convene the shared services panel, it will be up to the panel members to act on the identified items. The steering committee will continue to provide guidance and make sure the items chosen and effectively implemented. Savings realized between January 1, 2019 and December 31, 2019 will be eligible for a match of savings from NYS through a grant process. However, going forward, local government performance aid will be conditional on the continuation of shared services panels with plans submitted to the Department of State on an annual basis, enhancing access to the efficiency incentives.

It was noted that during the process there were several local governments interested in pursuing shared services that are currently confined by regulatory burdens, like the use of a health care consortia. To ease the process, the Governor has directed State agencies to work with municipalities by publishing guidance and providing technical assistance where applicable.

Prior to participation in the CWSSI, Allegany County created an ad hoc legislative committee that convened from 2014 through 2016 with a focus on identifying efficiency opportunities and tracking their progress. In 2015, an efficiency plan was submitted to the state Division of Budget in order to seek a savings of one percent of their 2014 tax levies for the years 2017, 2018 and 2019. Only projects implemented between January 2012 and January 2019 qualified for the rebate program. Those projects included in this plan could not be included in the 2018 CWSSI plan.

Intergovernmental Cooperation Goal:

Improve the cooperation and achieve greater synchronicity between Federal and State Governments, Towns, Villages, and the County Government.

Intergovernmental Cooperation Objectives:

• Foster and facilitate consolidation of services and encourage resource sharing among government entities.
• Foster and facilitate the free flow of information among government entities in order to enable Towns and Villages to make decisions based on the best available information.
• Enhance communication with all stakeholders to emphasize the necessity of consulting other government entities and considering all relevant plans in the decision-making process.
Intergovernmental Cooperation Strategies:

- Maximize utilization of Federal and State support in developing strategies and implementing plans.
- Aggressively support sharing of services and facilities among Towns, Villages, County, Schools, Fire, Ambulance and Police Services.
- Develop a news release and information network for towns and villages.
- Establish a public relations position for the county government that will handle development and dissemination of public information in print and electronic media.
- Explore and identify effective means of disseminating information to all of Allegany County.
- Improve the public relations efforts in order to raise the public's perception of the County (i.e. supplements to the Cornell Cooperative Extension Newsletter and to ACCORD's Cord and perhaps the Sr. Citizens newsletters)
- Encourage communities to collaborate on Land Use decisions and shared services.
- Encourage development of common goals between communities and all levels of government.
- Undertake an analysis of Intergovernmental Agreements (highways, water, police, assessor, building code enforcement, courts, etc.) in Allegany County and encourage changes as needed.
- Identify existing or potential issues and conflicts with other governmental units.
- Improve the aesthetics of Towns and Villages by encouraging site plan review and increased land use regulation.
- Create an office of Inter-Municipal Cooperation that will act as a clearinghouse for comprehensive plans, zoning, grants and services that Towns and Villages may access.
- Create countywide water and sewer districts or an agency to work with the various community systems to increase sharing and improve efficiency of the systems.
- Create a permit checklist to include drainage, SEQR, wetlands, setbacks, aesthetics, lighting and complete streets for the Town and Village boards.
- Create a “Handbook for Newly Elected Officials in Allegany County” outlining the important resources available to them for a variety of issues including taxes, courts, planning, health, streets, budgeting, code enforcement, etc.
- Encourage membership in the Association of Towns, conference of mayors, and New York State Association of Counties.
- Encourage participation of newly elected government officials in training.
IMPLEMENTATION
Comprehensive Plan Background

In May 2007, the County Legislature approved the creation of the ACCPC. They also authorized monies to be spent on consulting work for this project. During late May and June the ACCPB met and sifted through the approximately ten years' worth of planning-related documents that had been developed in the County. The ACCPB held a series of five public forums throughout the County to gather input from residents. Surveys were conducted with the County departments and other agencies within the County structure. The results from the public forums and the surveys were then collated and utilized along with the original work of the ACCPB, resulting in a final draft of the document. After the review by the County Legislature, the SEQR and Public Hearings were undertaken. The first County Comprehensive Plan was then approved by the Legislature in July 2008.

In 2011, the Legislature authorized the ACCPC to begin review of the 2008 Comprehensive Plan and make necessary updates. The Chairman of this review Board was Charles Jessup. Additional people on the review group included: Lee Gridley, Dale Foster, Ed Eicher, Fred Sinclair, Ted Hopkins, Rich Ewell, Kevin LaFarge and Mike Johnsen. This group met on a regular schedule throughout 2011 and 2012. Surveys were sent out to 29 Towns, 10 Villages and 120 offices and agencies throughout the County. A final draft of the document was developed and was presented to the Allegany County Legislature for its review and the plan was approved in October 2013 according to adoption procedures.

Public Involvement

The Allegany County Planning department will ensure that the Comprehensive Plan is posted and maintained on the Allegany County website. The page will continue to encourage public review and comment on the plan, providing links to the appendices and community planning documents when available.

Allegany County citizens are always encouraged to submit comments to elected officials, members of the ACCPC or Planning staff. Public participation was promoted through use of information packets to town and village officials, survey requests on individual tourism and economic development priorities, and three public forums held in different parts of the County. Projects are requested for submission to the Plan on at least an annual basis and agencies or government departments with tie-ins to the Plan are prompted to submit updated information starting during the initial review phase all the way through the process. Public involvement will continue to be a vital piece of this process.

Comprehensive Plan Adoption Procedures

Preparation

Upon completion of the Allegany County Comprehensive Plan the Allegany County Comprehensive Planning Committee shall, by resolution, recommend such proposed Allegany County Comprehensive Plan to the Allegany County Legislature.

Environmental Review

The Allegany County Comprehensive Plan and any amendments thereto shall be subject to the provisions of the State Environmental Quality Review Act [SEQRA] under Article Eight of the Environmental Conservation Law and its implementing regulations. The County Comprehensive Plan may be designed to also serve as, or be accompanied by, a Generic Environmental Impact Statement pursuant to the State Environmental Quality Review Act statute and regulations. No further compliance with such law is required for subsequent site-specific County actions that are in conformance with the thresholds established for such County actions in the Generic Environmental Impact Statements and its findings.

Agricultural Review & Coordination

The Allegany County Comprehensive Plan and any amendments thereto for a County containing all or part of an agricultural district or lands receiving agricultural assessments within its jurisdiction shall continue to be subject to the provisions of Article Twenty-five-AA of the Agriculture and Markets Law relating to the enactment and administration of local laws, ordinances, rules, or regulations. A newly adopted or amended County Comprehensive Plan shall take into consideration applicable County Agricultural and Farmland Protection Plans as created under Article Twenty-five-AA of the Agriculture and Markets Law.

In 2016, the ACCPB once again reconvened to begin the review process. Legislature authorized Charles Jessup Chairman of the review Board, with additional members: Lee Gridley, Dale Foster, Ed Eicher, Rich Ewell, Mike Johnsen, Deb Root, John Ricci (appointed 2018), and Gary Barnes (appointed 2018). Planning staff took a small hiatus from the group to complete LUCA review in early 2018 but were able to resume meetings with the Board on a regular basis again that summer. In early 2019, a final draft of the document was developed and presented to the Allegany County Legislature for review, following standard adoption procedures.
Referrals
The Allegany County Legislature shall, prior to adoption, refer the proposed Allegany County Comprehensive Plan or any amendment thereto to the County Planning Board and Southern Tier West Regional Planning and Development Board. The Allegany County Legislature shall, prior to adoption, refer the proposed Allegany County Comprehensive Plan or any amendment thereto to the legislative bodies and to the planning boards of each Town and Village within the County for review and recommendation.

Public hearings; Notice
1. Prior to adopting or amending a County Comprehensive Plan, the Allegany County Legislature shall hold one or more hearings on such proposed Plan or amendments thereto.
2. Wherein the Allegany County Comprehensive Planning Board prepared the proposed Allegany County Comprehensive Plan, the Allegany County Legislature shall, within ninety days of receiving the ACCPB’s recommendations on such proposed plan, and prior to the adoption of the plan, hold a public hearing on such proposed plan.
3. Notice of a public hearing shall be published in a newspaper of general circulation in the County at least ten calendar days in advance of the hearing. Notice shall also be mailed to the chief executive officer and the chairperson of the Planning Board of each municipality at least ten days before such hearing. Representatives of the regional and/or County Planning Board, the Director of Public Works, or his or her representative, County departments, municipalities, citizens and other interested parties shall be given the opportunity to be heard.

Adoption
The Allegany County Legislature may adopt by resolution this County Comprehensive Plan or any amendment thereto.

Filing of Adopted County Comprehensive Plan
The adopted County Comprehensive Plan and any amendments thereto shall be filed in the Office of the County Clerk and a copy thereof filed in the office of the Allegany County Planning Board, with the Secretary of State, as well as with the Clerk of each Town and Village within Allegany County.

Comprehensive Plan Review Cycle
The Allegany County Comprehensive Planning Committee considers the ongoing review of the Comprehensive Plan essential. The initial development and consistent review cycle improve opportunities for grants and loans, providing a healthy environment for economic growth. The built-in review procedures for this plan are as follows:

Process:
At the end of the first year of legislative elections, the Chairman of the Legislature will appoint a committee as the Allegany County Comprehensive Planning Committee, consisting of ten members.

The timeline will be similar to that used in previous reviews, with a goal of having a completed and approved plan by the middle of the fourth year of the Legislative cycle.

The review and update of the plan will include reviewing and revising the concepts, projects, census data, map data, appendices, and integrating proposals as appropriate by Departments, Agencies, Planning Board, Comprehensive Plan Implementation Group, County Legislators and the public.

The approval process will follow the Comprehensive Plan Adoption Procedures noted earlier in this chapter. Accountability, measurement of progress, performance, accomplishments, review and recommendations for updating the plan will be coordinated by the ACCPC and Planning staff.
Annual Submissions:
Amendments and additions to the plan or appendices will be anticipated on at least an annual basis and will be processed according to the following cycle. Amendments are typically made to appendices or maps, not always affecting the text of the document.

1. If it is determined that an amendment to the Comprehensive Plan is needed between the normal review cycles, then the proposed amendment should be submitted to the Allegany County Planning Board for their review and approval through majority vote. The proposed amendments will then be submitted to the County Legislature and follow the New York State requirements for adoption of amendments to the County Comprehensive Plan.

2. If an agency, department or other entity wishes to have a new Study, Report, Plan, map, dataset or some other document included in the Appendices then these should be submitted to the Office of Development at anytime during the year.

3. Twelve Copies of the document shall be made available in hardcopy form. One electronic copy on CD or DVD or appropriate other media shall also be submitted. Electronic copies shall be in PDF or similar format.

4. The Document will be provided to the Allegany County Planning Board for review and approval through majority vote to accept into the Comprehensive Plan.

5. All Documents received prior to October 31 of each year will be considered by the Allegany County Planning Board for inclusion in a single annual request to the Allegany County Legislature for an amendment to the Comprehensive Plan.

6. All Documents received after October 31 will be considered during the following year.

7. If the Planning Board approves the proposed document for inclusion in the revised Comprehensive Plan then additional copies of the documents will be provided for the Legislature and staff as requested.

8. The Legislature will then accept through the appropriate committee and follow the New York State requirements for adoption of amendments to the County Comprehensive Plan.

Plan Implementation
Accomplishing a few important tasks in the first months or first years of the Plan will provide the momentum and confidence necessary to undertake larger and more ambitious projects. The Board of Legislators should assign these tasks to the appropriate agencies or departments immediately following the adoption of this Plan. A review of the accomplishments in the County and tracking of new project ideas will be undertaken by the County Planning Board twice per year with a summary included in their Annual Report to the Board of Legislators.

Strategies noted throughout this document rely on obtaining a grant for funding the project. Allegany County Government should make it a necessity to be proactive in efforts at securing funds and to provide staff resources that will help local Town and Village governments do the same.

Small communities all over the world are looking for ideas to grow economies, build up their local assets and gain a better quality of life. There are numerous ideas to accomplish these tasks; however there is quite often a lack of money to follow through. The challenges every small community face are very similar to our own: declining rural population, loss of farmlands, obstructive policies or lack of appropriate policies, and lack of investment into new local economies.

Grants are used in a variety of ways and are typically awarded to agencies and organizations with projects and goals that will provide a public service or stimulate the economy. There are many funding opportunities available to pursue; however that pursuit requires an extensive amount of time, research, planning, procurement, administration and project management if awarded. In order to be a strong, vital community we must have strong and sustainable infrastructure, utilities, communication and transportation, as well as adequate financial resources at all government levels.

Implementation Goal:
Achieve the comprehensive plan’s full potential for success through county-wide collaborative efforts.

Implementation Objectives:
• Accomplish a number of comprehensive plan goals within the first year of the revision approval under the leadership of the Office of Planning.
• Provide a dedicated fund supporting the accomplishment of the Comprehensive Plan to help support project development, meet required grant matches, equipment, consulting, and to help provide fundamental support of Comprehensive Plan delivery.
• Increase planning and production capacity in the Office of Planning by maintaining staff and equipment as well as supporting grantsmanship, information system development, and project management.

Implementation Strategies:
• Follow the comprehensive plan review cycle to keep the plan up to date
• Track the goals and strategies throughout the plan and encourage other departments and agencies to take action
• Continue to provide the financial support required to accomplish the projects in the plan
• Develop a Capital Investment Plan for the County
• Aggressively offer support to Towns and Villages in their efforts to attract State and Federal funding.
• Investigate employment of a County Grant Writer that will be utilized by local government entities and the Colleges.
• Review accomplishments and completed projects twice a year for inclusion in the annual report from the County Planning Board
• Improve the utilization of grant funds to maximize promotion of tourism, development and recreation in Allegany County.
• Encourage public input and additions to the appendices on a regular basis.
• Increase public engagement through use of social media, online surveys and project submissions.

Project Priorities
Planning projects and assigning priority is a crucial step for every community. Balance, conflict, and rank make this a difficult task, but with effective priority placement on projects and essential team work, problems can be avoided. There are several contributing agencies, entities, private developers and departments in our region that are fundamental in accomplishing our goals and objectives as a whole. A list of prioritized projects is shown adjacent; a complete list of projects is included in the appendices.
<table>
<thead>
<tr>
<th>Priorities</th>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMMEDIATE</td>
<td>1</td>
<td>Build-out the Crossroads area that is planned for I-86, State Route 19 and County Route 20, as well as develop industrial facilities at the proximately located S-Curves site on County Route 20.</td>
</tr>
<tr>
<td>IMMEDIATE</td>
<td>2</td>
<td>Improve and develop the high-priority tourism assets, including Tall Pines ATV Park, The Great Wellsville Balloon Rally, the Genesee River, and Swain Resort.</td>
</tr>
<tr>
<td>IMMEDIATE</td>
<td>3</td>
<td>Tourism Economy development including additional Parks, Events, ATV &amp; Equestrian Trails and facilities.</td>
</tr>
<tr>
<td>IMMEDIATE</td>
<td>4</td>
<td>County-wide comprehensive brand development and strategic Marketing Communications Campaign for Allegany County Business and Development.</td>
</tr>
<tr>
<td>IMMEDIATE</td>
<td>5</td>
<td>Continue development vehicles for business investment including on-going development of venture capital, such as an Angel Fund.</td>
</tr>
<tr>
<td>IMMEDIATE</td>
<td>6</td>
<td>Continue to expand and improve broadband throughout the county.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>7</td>
<td>Job Creation through Technology Transfer.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>8</td>
<td>Increase inter-governmental/municipal cooperation through county-wide shared services.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>9</td>
<td>Maintenance and enhancement of a Priority List for Infrastructure Development.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>10</td>
<td>Housing – Development of additional and better stock and revitalization projects in existing communities.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>11</td>
<td>Agricultural development and improvement of markets for production.</td>
</tr>
<tr>
<td>SUCCEEDING</td>
<td>12</td>
<td>Establish coordination between Water and Sewer services within the County.</td>
</tr>
</tbody>
</table>

### Completed Projects

A snapshot of projects that have been completed or are on-going since the last plan are shown here.

<table>
<thead>
<tr>
<th>Completed Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Cleaner, Greener Communities”</td>
<td>Applied for and undertook a five-County NYERDA funded Sustainability Planning project called Cleaner, Greener Communities.</td>
</tr>
<tr>
<td>Transit System Update</td>
<td>Updated the Transit (Bus) system with new marketing, training programs, and services.</td>
</tr>
<tr>
<td>Alfred University Athletics</td>
<td>Completed athletic facilities expansion.</td>
</tr>
<tr>
<td>Information Kiosks</td>
<td>Added information kiosks to previously opened trails at the Sinclair Oil Refinery Superfund Site.</td>
</tr>
<tr>
<td>Genesee River Wilds Information Kiosks</td>
<td>Developed seven, large informational kiosks and installed at several new river access parks.</td>
</tr>
<tr>
<td>Tall Pines ATV Park Expansion</td>
<td>Tall Pines ATV Park at Kent Farms has expanded to offer 70+ miles of trails, 13 rental cabins, and a rental house for visitors.</td>
</tr>
<tr>
<td>Triple Divide Trail System</td>
<td>Triple Divide Trail System was blazed by Genesee River Wilds from Belfast to Wellsville.</td>
</tr>
<tr>
<td>Alfred State College Expansion</td>
<td>Expansion at both Alfred State College campuses, including the construction of a new Advanced Manufacturing Center, addition of locker rooms at Pioneer Stadium, and development of new programs.</td>
</tr>
<tr>
<td>ConnectNY Communications Broadband Grant</td>
<td>Applied for monies through ConnectNY Communications Broadband Grant 2012 and received funding.</td>
</tr>
<tr>
<td>ACCORD Small Business Center</td>
<td>Continued growth with ACCORD Small Business Center and ACDSI program, providing learning opportunities and loans to entrepreneurs.</td>
</tr>
<tr>
<td>Communications Ad-Hoc Committee</td>
<td>Initiated a Communications Ad-Hoc Committee through the Allegany County Board of Legislators</td>
</tr>
<tr>
<td>Completed Project</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Crossroads Development</td>
<td>Completed Crossroads Development waterline engineering, environmental permitting, and legal issues.</td>
</tr>
<tr>
<td>Cornell Cooperative Extension Expansion</td>
<td>Continued expansion of Cornell Cooperative Extension programs.</td>
</tr>
<tr>
<td>Local Events Expansion</td>
<td>Growth in local events such as the Celtic Festival, Civil War Reenactment, Rushford Labor Day, Great Wellsville Balloon Rally, Garlic Festival, County Fair, Swain Beer Fest, and the Swamp Stomp.</td>
</tr>
<tr>
<td>Increased Niche Farming</td>
<td>Increased niche farming including organic chicken, dairy, and other specialties, such as alpaca.</td>
</tr>
<tr>
<td>Allegany County Office Buildings</td>
<td>Continued improvement and renovations of Allegany County Office buildings.</td>
</tr>
<tr>
<td>Office of Planning Staffing</td>
<td>Established, funded, and staffed the Office of Planning with a Director of Planning, Assistant Director of Economic Development &amp; Planning, and a Planning &amp; Development Specialist.</td>
</tr>
<tr>
<td>Comprehensive Plan Implementation Group (CPIG) Funding</td>
<td>The Allegany County Comprehensive Plan Implementation Group (CPIG) funded various projects throughout the county.</td>
</tr>
<tr>
<td>County Financial Standing</td>
<td>Significant improvement in the County Bond rating and overall financial standing.</td>
</tr>
<tr>
<td>Comprehensive Substance Abuse Prevention Plan</td>
<td>Organized a partners for prevention in Allegany County.</td>
</tr>
<tr>
<td>Swain Housing</td>
<td>Development of new housing in Swain.</td>
</tr>
<tr>
<td>Emergency Systems</td>
<td>Updated emergency radio and transmission system.</td>
</tr>
<tr>
<td>Emergency Medical Technician Training</td>
<td>Increased opportunities for Emergency Medical Technician training.</td>
</tr>
<tr>
<td>Housing Rehabilitation</td>
<td>With the help of various local agencies, administered housing rehabilitation projects.</td>
</tr>
<tr>
<td>Professional Housing Development</td>
<td>Expansion of innovative Alfred State College program that allows for hands-on learning while developing professional housing in the Wellsville area.</td>
</tr>
<tr>
<td>Allegany County Historical Center &amp; Museum</td>
<td>Opened the Allegany County Historical Center &amp; Museum in Andover.</td>
</tr>
<tr>
<td>Library Outreach</td>
<td>Expanded outreach programs at local libraries.</td>
</tr>
<tr>
<td>Downtown Revitalization - Cuba, NY</td>
<td>New businesses opened and significant revitalization efforts were undertaken in downtown Cuba, NY.</td>
</tr>
<tr>
<td>Seneca Nation Gaming Facility</td>
<td>Seneca Nation opened gaming and entertainment facility south of Cuba Lake.</td>
</tr>
<tr>
<td>Allegany County Park &amp; Ride Expansion</td>
<td>Completion of the Allegany County Park &amp; Ride and expansion of the parking lot at the Crossroads Center.</td>
</tr>
<tr>
<td>Town of Friendship Water</td>
<td>Replacement of water meters in the Town of Friendship</td>
</tr>
<tr>
<td>Allegany County Young Professionals Group</td>
<td>Creation of Allegany County Young Professionals Group, a professional and social support organization aimed at retaining and attracting Young Professionals to Allegany County.</td>
</tr>
<tr>
<td>Palmer Opera House</td>
<td>Renovation and opening of the historic Palmer Opera House in Cuba.</td>
</tr>
<tr>
<td>Complete Streets - Wellsville, NY</td>
<td>Village &amp; Town of Wellsville signed complete streets agreement to promote healthier living in their community.</td>
</tr>
<tr>
<td>Completed Project</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------------</td>
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</tr>
<tr>
<td>WAG Trail</td>
<td>The WAG Trail was opened and expanded to the Pennsylvania state line, with development of walking bridges in areas that were previously impassible.</td>
</tr>
<tr>
<td>Downtown Revitalization - Wellsville, NY</td>
<td>Revitalization project, which will include significant renovation for housing and office space, undertaken at the historic Burrous Building in Wellsville.</td>
</tr>
<tr>
<td>Open Space Inventory</td>
<td>Expanded and documented open space inventory.</td>
</tr>
<tr>
<td>Bicycle Man, LLC - Alfred, NY</td>
<td>Planned expansion of warehouse and manufacturing facilities at Bicycle Man, LLC in Alfred.</td>
</tr>
<tr>
<td>Informational &amp; Wayfinding Kiosks - Wellsville, NY</td>
<td>Installed two informational kiosks in Wellsville (Jones Memorial &amp; Island Park) showing walking distances.</td>
</tr>
<tr>
<td>Bolivar Road Bridge - Wellsville, NY</td>
<td>Planning for a sidewalk to be built underneath the Bolivar Road Bridge in Wellsville (the most trafficked bridge in the county).</td>
</tr>
<tr>
<td>Hospital Partnerships</td>
<td>University of Rochester partners with Jones Memorial Hospital, Cuba Memorial Hospital partners with Kaleida Health to expand health care options in the county.</td>
</tr>
<tr>
<td>Houghton College Solar Project</td>
<td>Developed 12 acre solar installation at Houghton College, which provides for most of their power needs; this is also the largest solar installation on a college campus in NYS.</td>
</tr>
<tr>
<td>Stream Stabilization</td>
<td>Stream stabilization efforts underway in the towns and villages.</td>
</tr>
<tr>
<td>River Stabilization &amp; Erosion Repair</td>
<td>Belfast and Friendship undergo river stabilization efforts and erosion repair efforts.</td>
</tr>
<tr>
<td>County Resource Management Committee</td>
<td>New County Resource Management Committee established.</td>
</tr>
<tr>
<td>Heroin &amp; Opioid Abuse</td>
<td>Established an Ad-Hoc committee on heroin and opioid abuse.</td>
</tr>
<tr>
<td>Heroin &amp; Opioid Abuse</td>
<td>Developed strategic plan to combat heroin and opioid abuse crisis.</td>
</tr>
<tr>
<td>Million Hearts Campaign</td>
<td>Participated in the Million Hearts Campaign which promotes health and wellness by offering programs in first aid and CPR, healthy heart workshops, and smoking cessation programs.</td>
</tr>
<tr>
<td>Downtown Revitalization - Canaseraga, NY</td>
<td>Completed preliminary engineering reports for Canaseraga downtown revitalization efforts.</td>
</tr>
<tr>
<td>Houghton College Degree Programs</td>
<td>Developed new degree programs in Criminal Justice, Electrical Engineering, and Music Industry; expanded online programs and created extension site in Utica, NY.</td>
</tr>
<tr>
<td>Houghton College Equestrian</td>
<td>Created and built new equestrian center and riding arena.</td>
</tr>
<tr>
<td>Alle-Catt Wind Energy Project - Planning Phase</td>
<td>Invenergy is in the planning phase of a large wind project and anticipate installing 30 wind turbines in the Towns of Centerville, Rushford, and Cattaraugus County.</td>
</tr>
<tr>
<td>Belvac Expansion</td>
<td>Continued expansion of Belvac in Alfred, NY.</td>
</tr>
<tr>
<td>NY Broadband Project</td>
<td>NY Broadband Project awarded monies to Armstrong Communications to install fiber-optic cable throughout the county.</td>
</tr>
<tr>
<td>Alfred State College Police Academy</td>
<td>A Police Academy was created on the Alfred State College campus.</td>
</tr>
<tr>
<td>Still Water Inn Expansion - Wellsville, NY</td>
<td>Still Water Inn of Belfast expanded by opening second restaurant location in Wellsville, NY.</td>
</tr>
<tr>
<td>PM Research Expansion - Wellsville, NY</td>
<td>PM Research of Niles Hill in Wellsville purchased second property in Wellsville to expand operations.</td>
</tr>
<tr>
<td>Completed Project</td>
<td>Description</td>
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<tr>
<td>-----------------------------------</td>
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</tr>
<tr>
<td>Allegany County History Awareness Week</td>
<td>Created week-long event with historical education programming in order to raise awareness of local history.</td>
</tr>
<tr>
<td>Allegany County Land Banks</td>
<td>Created Allegany County Land Banks Corporation to help fight against blight in our communities.</td>
</tr>
<tr>
<td>Allegany County Website Redesign</td>
<td>Worked with Mason Digital to redesign Allegany County Website.</td>
</tr>
<tr>
<td>Discover Allegany County Website Redesign &amp; Integration</td>
<td>Worked with Mason Digital to redesign Allegany County Tourism Website and integrate it into Alleganyco.com.</td>
</tr>
<tr>
<td>Expand and Promote Touring Opportunites</td>
<td>Increased wayfinding signage (brown directional signs) and promotion of driving, hiking, and canoeing tours.</td>
</tr>
<tr>
<td>Tourism Opportunities Package</td>
<td>Developed a package summarizing tourism opportunities for visitors utilizing informational kiosks, signage, print media, social media, and digital media.</td>
</tr>
<tr>
<td>Tourism - Hunting &amp; Fishing</td>
<td>Promote hunting and fishing opportunities in Allegany County.</td>
</tr>
<tr>
<td>Tourism Marketing Strategy</td>
<td>Implemented Tourism Marketing Strategy found in the appendices.</td>
</tr>
<tr>
<td>State Rte. 417 Waterline</td>
<td>Waterline installed on State Route 417, east of the Wellsville area.</td>
</tr>
<tr>
<td>Grant Funds to Support Advertising</td>
<td>Obtained and utilize grant funds to maximize use of signs and billboards to advertise location information, tourism, development, and recreation opportunities within Allegany County.</td>
</tr>
<tr>
<td>County-wide Grant Writing Program</td>
<td>Created and established a central grant writing program using a contracted grants writer.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moraine Solar - Planning Phase</td>
<td>Initiated planning phase of Moraine Solar project, a 500 acre solar facility in the Town of Burns (the largest solar project in NY to date).</td>
</tr>
<tr>
<td>Community Solar Projects - Planning Phase</td>
<td>Introduced small-scale community solar projects to the county.</td>
</tr>
<tr>
<td>Industry Profile of Allegany County</td>
<td>Working with outside contractors, completed a phased industry profile of Allegany County.</td>
</tr>
<tr>
<td>Visitor Engagement Academy</td>
<td>Created Visitor Engagement Academy program to train front line contacts with visitors and will implement program in 2019.</td>
</tr>
<tr>
<td>NY Welcomes You, Inc. Tourism Assessment</td>
<td>Worked with NYS travel expert, Josiah Brown, to evaluate current tourism strategy, identify unique attractions, and review the tourism marketing plan.</td>
</tr>
<tr>
<td>Equestrian Trails Expansion</td>
<td>Initiated planning phase for expansion of the equestrian trails system.</td>
</tr>
<tr>
<td>ATV Trails Expansion</td>
<td>Initiated planning phase for expansion of a county-wide ATV Trail System.</td>
</tr>
<tr>
<td>Planning Excellence Award</td>
<td>Received an award from New York State Upstate Chapter of the American Planning Association for “2020 Vision Allegany County Comprehensive Plan for 2013-2023.”</td>
</tr>
<tr>
<td>Comprehensive Plan Award</td>
<td>Received Comprehensive Plan Award from New York State Planning Federation for “2020 Vision Allegany County Comprehensive Plan for 2013-2023.”</td>
</tr>
<tr>
<td>Dickerson Memorial Park - Alma, NY</td>
<td>Land in the Town of Alma was dedicated to create a new playground and park area called Dickerson Memorial Park.</td>
</tr>
<tr>
<td>Tri-County Angel Fund</td>
<td>Created tri-county Angel Fund for regional economic development investment opportunities.</td>
</tr>
<tr>
<td>Economic Development Steering Committee</td>
<td>Created Allegany County Economic Development Steering Committee in 2015 to help guide development efforts in the county.</td>
</tr>
<tr>
<td>Completed Project</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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</tr>
<tr>
<td>Allegany Ambassadors</td>
<td>Created Allegany Ambassadors sub-committee to help provide information on the area to new residents and recruiting material for businesses.</td>
</tr>
<tr>
<td>Genesee River Trail Map</td>
<td>Worked in conjunction with Livingston and Monroe Counties to produce a map of the Genesee River Trail, highlighting points of interest and attractions.</td>
</tr>
<tr>
<td>Greg Norton Memorial Park Redevelopment - Initial Phase - Almond, NY</td>
<td>Began efforts to redevelop the Greg Norton Memorial Park in the Village of Almond.</td>
</tr>
<tr>
<td>County-Wide Shared Services Initiative</td>
<td>Participated in Governor Andrew Cuomo’s County-Wide Shared Services Initiative to develop a plan for shared service efforts between municipalities.</td>
</tr>
<tr>
<td>Allegany County Logo</td>
<td>Updated Allegany County logo.</td>
</tr>
<tr>
<td>Comprehensive Plan School</td>
<td>Created Comprehensive Plan School for Allegany County towns and villages to assist them in writing their own comprehensive plans.</td>
</tr>
<tr>
<td>Main Street Development Grant - Cuba, NY</td>
<td>Village of Cuba was awarded a Main Street Development Grant in 2018.</td>
</tr>
<tr>
<td>Downtown Revitalization Grants - Alfred, NY</td>
<td>Village of Alfred was awarded a series of grants for downtown revitalization efforts in 2018.</td>
</tr>
<tr>
<td>Canaseraga Water Service</td>
<td>Village of Canaseraga placed new water wells into service and made water treatment plant upgrades in 2014.</td>
</tr>
<tr>
<td>Water Service Upgrades</td>
<td>Privately-owned Allegany County businesses installed water system upgrades to their facilities.</td>
</tr>
<tr>
<td>Alfred Water Service</td>
<td>The Village of Alfred created plans for a new reservoir, water main replacements, and upgrades to plant operations which will be implemented in 2019-2020.</td>
</tr>
<tr>
<td>Moore Memorial Pool Upgrades - Bolivar, NY</td>
<td>Town and Village of Bolivar created plans for upgrades to the Moore Memorial Pool and Bath House; implementation to begin in 2019-2020.</td>
</tr>
<tr>
<td>Tough Mudder Western NY</td>
<td>Private business in Andover hosted the Tough Mudder, an obstacle course race that attracted thousands of visitors.</td>
</tr>
<tr>
<td>Genesee River Access Points</td>
<td>Genesee River Wilds opened an access point in Genesee, PA as the “gateway to the Genesee” in 2018.</td>
</tr>
<tr>
<td>Vacation Rental Industry Expansion</td>
<td>Vast expansion of vacation rentals and AirBNB market in the county.</td>
</tr>
<tr>
<td>Outdoor Recreation Show</td>
<td>In 2016, the Greater Allegany Chamber of Commerce created an outdoor recreation show that is hosted in various locations throughout the county on an annual basis.</td>
</tr>
<tr>
<td>Tri-County Arts Council</td>
<td>The Cattaraugus County Arts Council expanded their audience to Allegany County, formalizing it as the Tri-County Arts Council.</td>
</tr>
</tbody>
</table>
At the conclusion of the Comprehensive Plan we take this moment to thank everyone who has submitted comments, photographs, data, other information, their time and efforts on the creation of this plan including:

- Chairman of the County Legislature - Curtis Crandall
- Board of Legislators: District 1: Judy Hopkins, Philip Stockin, Curtis Crandall; District 2: David Decker, Dwight (Mike) Healy, John Ricci; District 3: Dwight Fanton, Debra Root, William Dibble; District 4: Gary Barnes, Steven Havey, Karl Graves; District 5: Janice Burdick, Brooke Harris, Phillip Curran
- County Administrators: Mitch Alger, Tim Boyde
- Comprehensive Planning Board: Ed Eicher, Rich Ewell, Dale Foster, Lee Gridley, Deb Root, Chuck Jessup, Michael Johnsen, John Ricci, Gary Barnes, Jon Gorton
- Office of Planning: Kier Dirlam – Director of Planning; Angela McKay – Assistant Director of Economic Development and Planning; Michelle Denhoff – Planning and Development Specialist; Cathleen Whitfield – Confidential Secretary to the Director
- Allegany County Planning Board
- Comprehensive Plan Implementation Group
- Allegany County Attorney – Carissa Knapp
- Allegany County Clerk of the Legislature Board – Brenda Rigby Riehle
- Allegany County Department of Public Works – Guy James, Dean Scholes, Tim Palmiter
- Allegany County Emergency Services Office – Jeff Luckey, Bonnie VanHousen
- Allegany County Employment & Training – Reita Sobeck-Lynch
- Allegany County Health Department – Lori Ballengee, Thomas Hull, Tyler Shaw
- Allegany County Historian – Craig Broack
- Allegany County Real Property Tax – Louise Windus, Joe Badinger
- Allegany County Sheriff’s Department – Rick Whitney, Kevin Monroe, Shawn Grusendorf
- Allegany County Tourism – Gretchen Hanchett, Steve Havey
- ACCORD Corporation – Bryan Payne, Jeff Stager, Jason Isaman
- Allegany Co. Soil & Water Cons. District - Scott Torrey
- Allegany County Area Chamber of Commerce – Gretchen Hanchett, Steve Havey
- Allegany County Community Partnership on Aging
- Allegany Trails – William Dibble
- Ardent Solutions – Carrie Whitwood, Helen Evans, Larry Kaminski
- Cornell Cooperative Extension – Lynn Bliven, Laura Hunsberger
- Alfred University – Rick Mclay

If we have inadvertently left anyone off the list we regret the oversight as there were many calls, surveys and e-mails answered during the course of this project.

The Comprehensive Plan Committee accords special recognition to H. Kier Dirlam, Michelle Denhoff and Angela McKay for extraordinary efforts, map creation and extra time expended in bringing the 2019 Comprehensive Plan to completion.