

DRAFT 2025

Revision 6 2 25

Town of Randolph
Comprehensive Long Range
Community Plan



Randolph Area Comprehensive Long Range Community Plan

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Randolph Comprehensive Community Plan

1. Overview

1.1. Purpose and Objective of this Comprehensive Plan:

The Randolph Comprehensive Planning Committee recognizes that the Randolph area is a very special and desirable place to live. This is because of our abundant natural resources, the beauty of our community, our rural community lifestyle, our superior school system, our strategic geographic location and our rich history (See Addendum 5 – A Brief History of Randolph). The purpose of our community planning is to do a better job of preserving and protecting the inherent attributes and strengths of our community while also looking to the future planned and controlled growth of our community. The objective of our community planning is to assure that development and growth in our community will be desirable and satisfying for people living in our community today and for our future generations.

1.2. Randolph Community Vision Statement:

Our Vision for the future of Randolph is to preserve, protect, and enhance those characteristics that define our community's desirable rural lifestyle, while also promoting the planned and controlled growth and economic development of our community.

1.3. Goals:

- 1.3.1. Our First goal is to preserve and protect the inherent attributes and strengths of our community for future generations. It is recognized that a major part of what makes Randolph unique is that we have a true small town rural culture. We are a bedroom community for families who enjoy small town values and life style. We enjoy a broad range of recreational opportunities within our geographic location.
- 1.3.2. Our Second goal is to assist our existing and future retail, commercial and agricultural businesses to assure their survival and success. We recognize that a major reason for the character of our community is that we have numerous small, privately owned entrepreneurial businesses. We recognize that Randolph will become an even more desirable place to live in the future if we continue to promote the growth and development of locally owned businesses.
- 1.3.3. Our Third goal is to promote economic development and job growth in the Randolph area through the development of our community into a tourism destination. We will accomplish this by developing a community marketing plan that leverages the asset of our unique geographic location: at the start of the Amish Trail, within major recreation areas, on a major interstate and within proximity of over 60% of the North American population. Our Comprehensive Plan will promote the growth of Restaurants, Craft Shops, Antique Shops, Artisans and Bed and Breakfast

establishments. (See Reference Addendum 4.3 – Tourism Assessment, Evaluation and Recommendations)

1.3.4.

1.3.5. Our Fourth goal is to preserve, protect and enhance the natural environment while permitting the change necessary for responsible economic and residential development.

1.3.6. Our Fifth goal is to provide enhanced recreational opportunities for the residents of our community. We will accomplish this through the creation of a master plan for the further development of our parks & recreation areas.

1.3.7. The Sixth goal is to develop a comprehensive land use and zoning plan that reflects the above goals. This land use plan will identify residential, commercial, agricultural, park & recreation areas as well as open space and environmental critical areas.

1.4. The Comprehensive Community Planning Process:

A major part of our community planning is "comprehensive planning." It will focus on many aspects of our community including social and cultural concerns as well as economic, environmental and land use considerations. Our comprehensive planning will recognize that these aspects of community life interconnect; that economics, values, physical arrangements and social structures are all woven through the fabric of our community. The Planning Board will work to understand the tapestry of the whole community to be able to anticipate the full consequences of actions in any one area.

Inclusion of the interests of all Randolph Community Stakeholders.

Randolph Stakeholder groups:

- Residents: Seniors, Families, Youth, Working, Fixed Income, those living within the downtown Hamlets of Randolph and East Randolph and those living in the more rural countryside.
- Business Owners: Retail businesses, Commercial and Manufacturing businesses, our Agricultural Business sector and the Amish Community.
- Educational Institutions including Youth and Students: Randolph Central, New Directions, Randolph Academy and our Randolph Library
- Community Organizations: RACDC, Religious Organizations and Churches of Worship
- Veterans Organizations: Randolph American Legion & Randolph VFW.
- Town Government: Town Board, Supervisor, Zoning Board, and Planning Board
- Town Services: Fire Department & EMS

1.5. The Design and Implementation Process:

- 1.5.1. Collect and analyze data to document existing conditions to identify past and future trends
- 1.5.2. Develop a comprehensive listing of specific activities and actions that are required to support each of our stated goals
- 1.5.3. Assign responsibility for the implementation of activities and actions along with timing and financial resources required
- 1.5.4. Insure close coordination between our three boards (Town, Zoning and Planning) throughout the process of the development, approval, implementation and future updating of the plan
- 1.5.5. Review of existing local regulations against municipal plan recommendations and state statutes
- 1.5.6. Coordination with the Zoning Board to identify ineffective standards and administrative requirements
- 1.5.7. Develop new regulations or standards as needed or as a result of the comprehensive planning process
- 1.5.8. Revise zoning maps to agree with the municipal plan's proposed land use map
- 1.5.9. Adopt a strategic marketing plan for our community including specific promotion and advertising plans that support our community objectives
- 1.5.10. Initiate an ongoing review and updating process that will assure that the Comprehensive Plan will remain current and relevant in the future and will be used as a guide for making strategic decisions by our municipality in future years

1.6. The Community Involvement Process:

The preparation of the Comprehensive Plan will be the responsibility of the Randolph Planning Board. Community involvement and input will be actively sought. The more community involvement in that process, the more representative the plan and regulations will be. **To that end, the inclusion of the interests of all stakeholder groups will be solicited and encouraged (see section.1.4).** It is recognized that community participation is especially critical in developing a consensus of a long-term vision for the community and related planning goals, policies, and regulatory standards. The Planning Board will publish progress reports in the Randolph Register and hold public hearings to discuss direction and priorities. The Planning Board also will appreciate direct input to the Planning Board members at any time during the process.

1.7. Use of this Comprehensive Plan:

It is intended that this plan will be a “Living Document” that will be referenced, revised and updated in the years ahead so that it remains as a relevant guide in planning the ongoing growth of our community.

- 1.7.1. The Comprehensive Plan should be reviewed periodically and updated as necessary to remain a viable document.
- 1.7.2. Local zoning ordinances should be reviewed periodically and updated as necessary to ensure that they are consistent with the Comprehensive Plan.
- 1.7.3. The Comprehensive Plan should be accompanied by an action strategy that specifies individual tasks, timing and responsibilities for implementation.
- 1.7.4. The Comprehensive Plan and zoning ordinances should include graphics conveying standards and design guidelines.
- 1.7.5. The implementation of the Comprehensive Plan should not exceed the financial resources available (town budget, grants, private equity, loans, etc.)
- 1.7.6. The Comprehensive Plan will be equally accessible to citizens, developers and local officials.

2. Community Design

2.1. Land Use:

Following is an overview of the more comprehensive set of goals and objectives for our Community Design. [Details of our Future Community Design is addressed in Appendix 4.4 Town of Randolph Future Land Use Strategy. The current Town of Randolph Zoning Code includes new codes related to Short Term Rentals. Solar Energy and Dumpsters use.](#)

2.1.1. Residential Housing Areas:

The residential housing strategies reflect our strong desire to live in a comfortable, stable and positive environment, and reflect the priorities and core values of the community as outlined at the beginning of this document.

2.1.1.1. Objectives:

- 2.1.1.1.1. Encourage planned and controlled growth of our residential areas
- 2.1.1.1.2. Promote a residential community that can be adequately served by public services and facilities
- 2.1.1.1.3. Encourage a wide variety of housing types and prices while also maintaining a high quality residential environment
- 2.1.1.1.4. Support Randolph's architectural character in the maintenance of current residences, in new construction and in future development
- 2.1.1.1.5. Advance responsible land utilization and ecologically friendly development

- 2.1.1.1.6. Establish an historic preservation plan that includes community involvement and identifies possible sources of funding
- 2.1.1.1.7. Support effective management of the impact of commercial and industrial uses on residential areas
- 2.1.1.2. Residential Alternatives: One of the primary goals of our residential housing plan is to foster a community that provides a broad range of living solutions. Efforts will be made to encourage the development of, not only, single-family dwellings but also apartments, townhouses and other housing types to satisfy a broad range of consumer preferences, age demographics and budgets. We will encourage the preservation of established residential areas and improve opportunities for home ownership by promoting the rehabilitation of existing housing. **Short-Term Rentals are encouraged when in strict compliance with appropriate Zoning Codes.**
- 2.1.1.3. New Residential Development: New residential projects should be compatible with the existing neighborhood and should be evaluated as to height, bulk, scale, setback, open space, landscaping, parking and architectural compatibility. Projects that are not compatible and contain structures that overwhelm other buildings, open spaces and natural landforms, block views and/or disrupt the community's character should not be permitted.

2.1.2. Retail Areas:

The Retail Area planning objectives, goals and actions encourage small scale private businesses that reflect and enhance the unique character of our community while encouraging tourism and also serving the retail needs of our local residents.

2.1.2.1. Objectives:

- 2.1.2.1.1. Promote the preservation and protection of the physical, visual and historical attributes of our downtown commercial districts
- 2.1.2.1.2. Promote the use and revitalization of existing downtown structures
- 2.1.2.1.3. Provide access where town residents and visitors can mingle in harmony and mutually enjoy the village's unique heritage. A fundamental part of this will be to provide adequate sidewalks and ease of accessibility to ample parking areas
- 2.1.2.1.4. Promote the development of a retail environment that encourages tourism and also serves the local needs with general retail commercial establishments that provide the goods and services used frequently by the residents of the town and surrounding areas
- 2.1.2.1.5. Support the development of an "Incubator" location that helps with the growth and development of industry and small business
- 2.1.2.1.6. Assure that development or redevelopment is particularly sensitive to preserving the existing character and charm of the community
- 2.1.2.1.7. New Retail Development Evaluation: The Planning Board will request business plans from proposed new commercial ventures to evaluate the viability of the retail opportunity by answering the following questions: what amount of retail is justified and under what assumptions; what critical mass is necessary relative to existing comparable areas; and what impact is expected on other existing or desired retail businesses.

2.1.3. Commercial / Industrial Areas:

The Commercial / Industrial Area goals, objectives and actions include promoting the maintenance of our current light manufacturing business and encouraging suitable new light manufacturing businesses. We also encourage the reuse of vacant former commercial industrial land for non-industrial applications.

2.1.3.1. Objectives:

- 2.1.3.1.1. Maintain close communication and a partnership relationship with our manufacturing sector to assure that the needs of these businesses are understood and are being addressed to the extent that resources allow
- 2.1.3.1.2. Support efforts to reduce utility costs in the Town of Randolph
- 2.1.3.1.3. Ensure effective buffer areas between commercial / industrial designated areas and residential area

2.1.4. Agricultural Areas:

Our Agricultural area objective is to coordinate with local, state and national agencies to develop agricultural and farmland protection plans to maintain the economic viability of the local agricultural industry and its supporting land base.

2.1.4.1. Objectives:

- 2.1.4.1.1. Support activities that stop the loss of productive farmland and promote farming practices that lead to a healthy environment

2.1.5. Education, Libraries and Cultural Development Areas:

We recognize that the experiences and products that grow out of the quality of our schools, our library and our cultural heritage are essential components of a healthy and vibrant Randolph. They also produce direct economic benefits including jobs, a stronger tax base, downtown and neighborhood revitalization opportunities and tourism revenue. Equally important is their role in attracting and retaining the people and businesses essential to Randolph's quality of life and future growth. The Planning Board recognizes that supporting our educational and cultural sector will not solve our economic problems, but failing to invest in this sector greatly diminishes the appeal of our community.

2.1.5.1. Objectives

- 2.1.5.1.1. Support the continued improvement of the quality of education of our educational institutions including the Randolph Central School and the Randolph Academy
- 2.1.5.1.2. Support the continued success and growth of the Randolph Library
- 2.1.5.1.3. Support the needs of the Randolph Historical Society
- 2.1.5.1.4. Promote communication that encourages cooperation and a positive relationship between New Directions Youth & Family Services and the residents of our community
- 2.1.5.1.5. Support the continued success and growth of the Randolph American Legion and the Randolph VFW. Actively promote and encourage a positive relationship with the community.

2.1.6. Natural Resources, Environmental Critical Areas and Open Space:

Community planning recognizes that natural resources and open space in Randolph are critical to our quality of life and desirability of our community. The Planning Board will make every effort to preserve these areas.

2.1.6.1. Objectives:

- 2.1.6.1.1. Support the responsible preservation of lands with unique or sensitive resources, which should be preserved in their natural state
- 2.1.6.1.2. Support the health and quality of the natural resource base because it is directly related to public health, welfare and economic growth
- 2.1.6.1.3. The Planning Board recognizes that natural resource areas, farmlands and open space characterize the rural landscape. They are important and useful in shaping development and maintaining and establishing a rural community character.

- 2.1.6.1.4. Encourage clustering of development and preservation of open space
- 2.1.6.1.5. Preserve rural community character by promoting site design that does not compromise desirable views and vistas across features and farmlands.
- 2.1.6.1.6. Natural resources are limited in their ability to accommodate development without incurring damage. Development within our natural environments should occur in a balanced and sustainable manner.
- 2.1.6.1.7. Encourage the protection of sensitive and fragile lands from degradation
- 2.1.6.1.8. Wildlife habitat needs should be interwoven with development to achieve environmental balance and maintain biodiversity.
- 2.1.6.1.9. Strictly comply with The Town of Randolph zoning codes related to solar and wind energy production and use.

2.1.7. Parks and Recreation Areas:

The objective of Randolph Parks and Recreation planning is to provide superior recreation and park experience to all members of the Randolph community, creating a better quality of life, access to the outdoors, and opportunity for play of all kinds for all ages and abilities.

2.1.7.1. Objectives

- 2.1.7.1.1. Offer a level of service appropriate to the size and growth of the community
- 2.1.7.1.2. Provide appropriate recreation opportunity for youth and adults of all ages
- 2.1.7.1.3. Provide new opportunities for exercise, fitness and wellness for the community at large
- 2.1.7.1.4. Act as a central part of daily life in the community, providing a community identity and a focus for the families of Randolph

2.1.8. Historic Preservation

Historic buildings and properties are the cornerstone of Randolph's heritage and culture. They are the legacy of the spirited settlers and residents who shaped the land and the history of our community. Historic preservation programs will rely on citizen involvement and the support of our municipality to protect and restore historic sites in our community.

2.1.8.1. Objectives:

- 2.1.8.1.1. Support the development of a volunteer Historic Preservation Commission as part of the Randolph Historical Society to encourage and further the interests of historic preservation
- 2.1.8.1.2. Support the identification and protection of the significant historic and cultural resources of our community
- 2.1.8.1.3. Recognize excellence in the rehabilitation of historic buildings

- 2.1.8.1.4. Encourage public information and education to increase public awareness of the value of historic preservation
- 2.1.8.1.5. Establish communication and cooperation with federal, state and county government entities and departments to further historic preservation objectives

2.1.9. Complete Streets Policy

The Town of Randolph hereby adopts the policy of “Complete Streets” as a guiding principle for our transportation infrastructure. “Complete Streets” refers to “facilities that are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move along and across a complete street.” The Town of Randolph will support the development of a complete system of bikeways, pedestrian facilities and shared use paths, bicycle parking and safe crossings connecting residences, businesses and public spaces. This policy will ensure greater safety and accessibility for pedestrians and bicyclists, along with consistent implementation of pedestrian, bicycle, motorist and bus transportation system design guidelines to achieve the stated goals of the Complete Streets policies and goals as stated below **and as detailed in Reference Addendum 1, Creating a Livable Randolph Through Complete Streets and Reference Addendum 2, Creating a Livable Randolph Policy Guide.**

2.1.9.1 Objectives:

- 2.1.9.1.1 The Town of Randolph will support the development of a complete system of pedestrian facilities, bikeways, shared use paths, bicycle parking and safe crossings connecting residences, businesses and public places. The Town of Randolph will promote walking and bicycling for health, environmental sustainability, exercise, transportation and recreation.
- 2.1.9.1.2 The Town of Randolph places a priority upon pedestrian, bicycle and motorist safety. The Town will ensure that proper signage is installed on streets that will alert drivers to pedestrian/bicycle crosswalks and will direct pedestrians and bicyclists to appropriate places to cross roadways.
- 2.1.9.1.3 The Town of Randolph will take the horse-drawn buggies into consideration when identifying signage needs and buggy safety as well as appropriate places to hitch horses while owners are patronizing businesses or visiting friends in the community.
- 2.1.9.1.4 Bicycle and pedestrian crosswalks and signage will be provided in all new construction, reconstruction and maintenance projects in the Town of Randolph. Accessibility at crossing points will be created and maintained for the benefit of mobility-impaired residents and those using strollers or other pulled wheeled devices.

- 2.1.9.1.5 In cases where the existing right-of-way does not allow for sidewalks, bike lanes, paths or other improvements, potential alternatives will include the appropriate use of paved shoulders, signage, traffic calming and/or enhanced education and enforcement of regulations regarding non-motor vehicle transportation modes.

2.2. Economic Development

The Comprehensive Plan will promote Economic Development and job growth in the Randolph area through the development of our community into a Tourism Destination. We will accomplish this by developing a community marketing plan that leverages the assets of our unique geographic location: at the start of the Amish Trail, within major recreation areas, on a major interstate and within proximity of over 60% of the North American population. Our Comprehensive Plan will promote the growth of Restaurants, Craft Shops, Antique Shops, Artisans, and Bed and Breakfast establishments and other overnight accommodations. The **Randolph Area Community Development Corporation** (RACDC) will provide the leadership and coordination of this economic development activity.

2.2.1. Retail Development:

- 2.2.1.1. The most effective and desirable economic development strategy for Randolph is small entrepreneurship – development based on locally-owned and owner-operated small businesses.
- 2.2.1.2. Promote Economic Development and job growth in the Randolph area through the development of our community into a Tourism Destination
- 2.2.1.3. Leverage our unique location at the start of the Amish Trail
- 2.2.1.4. Identify and target retail needs and opportunities
- 2.2.1.5. Encourage the development of marketing programs that create links between our local businesses and major markets
- 2.2.1.6. Encourage retail business owners to become and remain active in the RACDC
- 2.2.1.7. Support the RACDC with assisting with the direct development and updating of www.EnjoyRandolph.org and linking it to the Amish Trail's web site: www.AmishTrail.com and clearly identify Randolph as the “start” of the Amish Trail on the web sites
- 2.2.1.8. Encourage local retail shops to promote an Amish Trail venue
- 2.2.1.9. Support community events that draw visitors from surrounding areas specifically targeting the Ellicottville and Chautauqua area tourists.
- 2.2.1.10. Support the development of an ongoing public relations program that provides articles of interest about our community for press publication

- 2.2.1.11. Promote the development of an online Cultural Marketplace, a web site that promotes the opportunities and products of our emerging artists and cultural sector to a broader market

2.2.2. Commercial Development

- 2.2.2.1. Assist local industrial development through cooperative marketing efforts and include these businesses in all community promotion, marketing and public relations activities
 - 2.2.2.1.1. Develop a viable strategy to attract new light manufacturing businesses to our community

2.2.3. Agricultural Development

- 2.2.3.1.1. Promote the acceptance of our agricultural sector within the community through education regarding acceptable practices regarding odor, noise and road sharing with agricultural equipment and livestock
- 2.2.3.1.2. Support Agricultural District Law that helps maintain a supportive operating environment for farm businesses in state-certified districts through “right to farm” provisions
- 2.2.3.1.3. Support production, sales and use of locally produced agriculture products

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Creating a Livable
Randolph
Through **Complete** Streets

make
COMMUNITIES



Creating Healthy Schools
and Communities

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INTRODUCTION



WHAT IS A COMPLETE STREET POLICY?

A Complete Streets policy formalizes a community's intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities. These policies will direct transportation planners and engineers to consistently design and construct the right-of-way to accommodate all anticipated users, including pedestrians, bicyclists, public transportation users, motorists, and freight vehicles.

Complete streets can be achieved through a variety of policies including ordinances and resolutions; rewrites of design manuals; inclusion in comprehensive plans and zoning regulations.¹

MAKING THE CASE FOR COMPLETE STREETS

Walking and bicycling have both been frequently overlooked as village, town city, state, and federal governments focus their effort and funds on building infrastructure heavy transportation systems for motorized means. Yet there are a growing percentage of people that want to change the common notion of transportation and mobility. They want livable communities where they can commute to work, socialize and recreate by foot and bicycle.

1 Complete Streets Policy Analysis 2011. Sourced at: <http://www.smartgrowthamerica.org/documents/cs/resources/cs-policyanalysis.pdf>

Recent socio-economic and cultural trends highlight the desire for walkable and bikeable communities. The 15-Year Report on Walking and Biking determined that, as of 2009, 12 percent of all trips are now made by bicycle or foot, a 25 percent increase from 2001, even though there are often not adequate facilities for safe walking or bicycling. Bicyclists and pedestrians make up 14 percent of traffic fatalities, although federal funding for biking and walking projects is approximately 2 percent of the federal transportation budget.²

While national initiatives, such as Complete Streets and Safe Routes to School, are examples of programs that support pedestrian facility development, problems persist. In 2014, 4,884 pedestrians and 726 bicyclists were killed and roughly 65,000 pedestrians and 50,000 bicyclists were injured.³ These numbers have held steady in recent years, indicating that pedestrian and bicyclist safety is an ongoing problem that should continue to be addressed at all levels of government.

2 Pedestrian and Bicycle Information Center. (2010). National Bicycling and Walking Study: 15 Year Status Report. Washington D.C.: Federal Highway Administration.

3 National Highway Traffic Safety Administration. (2016). 2014 Quick Facts. (DOT-HS-812-234). Washington D.C.: NHTSA's National Center for Statistics and Analysis.

Creating a walkable and bikeable community starts with the built environment: having destinations close to each other; siting schools, parks, and public spaces appropriately; allowing mixed-use developments; having sufficient densities to support transit; creating commercial districts that people can access by bicycle, foot and wheelchair; etc. Most walking trips are less than .5 mi (0.8 km), so having a compact environment is essential. Similarly, while half of all household trips are three miles or less, fewer than 2 percent of those trips are made by bicycle.⁴ The connection between land-use planning and transportation planning is critical to safely and effectively accommodate trips by foot and bicycle.

ECONOMIC ADVANTAGES

Developing pedestrian and bicycle infrastructure has economic benefits. Studies have found that bicycle infrastructure improvements can have a positive overall impact on business, and that people who walk or bike to a commercial area spend more money per month than those who accessed the area by automobile.⁵ The removal of any on-street parking is often thought to negatively impact business, but reports show adding facilities such as bicycle racks and bicycle lanes can actually increase economic activity, and also help create a buffer from moving traffic that aides both pedestrian and bicyclist activity (Clifton, Morrissey & Ritter, 2012). Finally, improving bicycle and pedestrian infrastructure can positively impact real estate values. Homes near bicycle paths have been found to support higher sales prices, and areas that facilitate walkability and attract pedestrians sustain higher rents, revenues and resale values.⁶ Additionally, there is recent evidence that the implementation of complete streets projects has contributed to growth in business and employment, improved

property values, and increased private sector investment.⁷

HEALTH BENEFITS

The health benefits of walking and bicycling have been well-documented by public health and medical professionals. As the focus of healthcare transitions from treatment to the prevention of disease, walking and biking (often referred to as Active Transportation) are being promoted as an accessible and easy way to improve both our current and future well-being. Rates of obesity among children and adolescents in rural areas have been shown to be growing at a quicker pace than those of urban and suburban populations.⁸ Some of this difference has been attributed to the vast differences in the built environment between urban and rural settings, particularly to patterns of sprawling, low-density development characteristic of dependency on automotive transportation.

As a result, urban planners, engineers, and public health professionals are increasingly working together to create pedestrian- and bicycle-friendly environments that promote these activities for both leisure and transportation purposes. Researchers who study the effect of the built environment on walking and biking have discovered that numerous variables affect such decisions. The proximity of destinations, the presence and quality of sidewalks or bicycle lanes, perceptions of safety and security, the steepness of grades, the presence of other people, separation from traffic, and aesthetics are all factors that can encourage or discourage people from walking or biking. Policies and roadway features can also help promote active transportation, such as the use of wayfinding signage and pedestrian and bicyclist-oriented crossing signals. Through the implementation of complete streets, communities can help people live longer, healthier and

4 U.S. Department of Transportation, Federal Highway Administration. (2009). 2009 National Household Travel Survey. Retrieved from <http://nhts.ornl.gov>.

5 Flusche, Darren. (2012). Bicycling Means Business: The Economic Benefits of Bicycle Infrastructure. League of American Bicyclists; Alliance for Biking & Walking.

6 Lindsey, Greg; Man, Joyce; Payton, Seth; Dickson, Kelly. (2004). "Property Values, Recreation Values, and Urban Greenways." *Journal of Park and Recreation Administration* V22(3), pp.69-90.

7 Smart Growth America. "Safer Streets, Stronger Economies." (2015). Retrieved from: <http://www.smartgrowthamerica.org/documents/safer-streets-stronger-economies.pdf>

8 Dalbey, Matthew. "Implementing Smart Growth Strategies In Rural America". *Journal of Public Health Management and Practice* 14.3 (2008): 238-243. Web. 21 June 2016.

more prosperous lives.

CONTEXT SENSITIVE

However, community context is also very important. Whereas large cities around the globe, from New York to London to Montreal, for example, gain high profile media attention about their efforts to make their streets more livable and inviting, smaller communities in urban, suburban and rural settings are also making great strides. Complete Streets are not a one-size-fits all scenario, but are about providing the access and opportunity appropriate to local

context, and about leveraging changes to the built environment to make communities more vibrant and appealing. Often these changes build confidence in a community and spur additional private investment, sparking a virtuous cycle of neighborhood change.

The National Complete Streets Coalition has compiled a list of resources specifically for rural communities exploring the implementation of Complete Streets within their community: <http://www.smartgrowthamerica.org/complete-streets/implementation/factsheets/rural-areas-and-small-towns/>

CASE STUDY: HAMBURG, NY

Below: Main St. Hamburg, NY



Starting in 2002, the Village of Hamburg, NY utilized a Complete Streets approach to restore value and vitality to their village's traditional Main Street. This approach has had many benefits that have transformed their streets into vibrant, people-friendly places where property values have surged and the population has returned.

The New York State Department of Transportation was planning a \$13 million complete reconstruction of the village's commercial thoroughfare, a roughly two-mile segment of Route 62 (Main Street) and Buffalo Street. Residents formed the "Imagine Hamburg" committee and worked with the state to establish a walkable, bikeable corridor. The village started an education campaign, including several design workshops where village residents could raise concerns, make suggestions, communicate their values and collaborate with planners on a vision and design. This effort alleviated the initial skepticism and allowed all parties to overcome suspicion and build a strong consensus on how to proceed.

Construction began in 2005 and was finished by 2009. Four roundabouts replaced traditional intersections and the corridor went on a "road diet" which removed excess travel lanes allowing for the addition of enhanced bicycle and pedestrian amenities. Since completion - shoppers, strollers, joggers and cyclists have returned while congestion has eased. For the first two years following completion, car accidents on the new road dropped by 66% and injuries by 60%.⁹ This has led to the resurgence of private investment and property values.

Village leaders understood that it was not enough to re-design their streets; private development had to be supported and enhanced. The village created building design guidelines that were incorporated into the local zoning code to strengthen their desire to encourage the traditional development that represented the historic character of the community. These design guidelines included zero-setback rules to ensure buildings are pedestrian oriented and are built up to the sidewalk with good first floor fenestration and signage standards. They also included upper-floor residential by requiring two-to-three story buildings to increase the number of people living along their main street. The guidelines

⁹ Better! Cities & Towns, The Inspiring Story of Hamburg, NY. Sourced at: <http://bettercities.net/news-opinion/blogs/robert-steuteville/20401/inspiring-story-hamburg-ny>

created an environment of predictability and synergistic development, maximizing the return on public roadway investments, which were essential to attracting private investment.

Since 2005, business owners spent a total of \$7 million on 33 building projects. The number of building permits rose from 15 in 2005 to 96 in 2010 and property values along Route 62 more than doubled over the same period. In 2012, the village's Main Street was placed on the National Register of Historic Places, which brought tax incentives that may lead to still more development.¹⁰

CASE STUDY: OLEAN, NY - UNDER CONSTRUCTION



Above: North Union Street, Olean, NY alongside proposed changes.

The City of Olean is currently in the process of reconstructing North Union Street, one of the city's commercial corridors. Under the conditions pictured on the left, North Union Street's accident rate was found to be 4.6 times greater than the statewide average for similar corridors within New York State (195 accidents between 2008-2013), demonstrating a need for a wholesale rethinking of the roadway.¹¹

In 2013, following a community visioning and planning process, the City of Olean applied for and was awarded a \$6.5 million dollar Federal Highway Administration TIGER Grant to complete the North Union Street project. An important piece of this application was a Benefit Cost Analysis demonstrating the value of the project's more than \$11 million dollars in benefits versus its \$8 million dollar cost. Benefits included: Travel time savings, reduced vehicle emissions, improved safety, increases in property values, and greater efficiency in utility usage. Not included in the quantitative benefit analysis were the less tangible, but assumed benefits in public health, business growth, and improved attractiveness to residents.¹²

An additional benefit of performing this analysis was the community's discovery that changes in city

¹⁰ New York Times. Widen Main Street? Community had other ideas, and thrived. August, 2013. Sourced at: <http://www.nytimes.com/2013/08/17/nyregion/widen-main-st-community-had-other-ideas-and-thrived.html?pagewanted=1&r=0>

¹¹ Walkable Olean North Union Street Complete Street Transformation TIGER Grant Application. Prepared by the City of Olean, New York. June, 2013 Sourced at: http://www.walkableolean.com/Tools/BroadCaster/Upload/Project25/Docs/NUS_App_WEB_smallest.pdf

¹² Walkable Olean North Union Street Complete Street Transformation TIGER Grant Application. Appendix A Prepared by the City of Olean, New York. June, 2013 Sourced at: http://www.walkableolean.com/Tools/BroadCaster/Upload/Project25/Docs/NUS_BCA_.pdf

spending could go a long way toward paying for the improvements they desired. For example, the City of Olean could implement traffic circles, freeing up city funds that previously paid utility costs for traffic signals, to be used for improved landscaping and maintenance.

BASELINE ASSESSMENT

DEMOGRAPHICS

According to U.S. Census figures, as of 2010 there were 80,317 people living in Cattaraugus County, and 2,602 of those individuals lived in the town of Randolph. Cattaraugus County's population density was 61.4 people per square mile, covering a land area of 1308.35 square miles, whereas Randolph's land area of 36.06 square miles was slightly more densely populated, with 72.1 people per square mile. Slightly less than one-quarter of Randolph's population lives in East Randolph (shaded red in figure 1).

From 2000-2010 both Cattaraugus County and



Fig. 1: East Randolph

Randolph's populations remained relatively stable, both decreasing just slightly (Cattaraugus County -3,638/4.3% decrease; Randolph -79/2.9% decrease). That being said, the number of seniors slightly increased in both areas. Residents 65 years or older now represent 15.5% (+0.9%) of the county's total population as well as 17.3% (+2.3%) of the town's, compared to the nation, whose senior population makes up 13.0% of the total. It should also be noted that 18.8% of East Randolph's population was made up of seniors as of 2014¹³. An aging population presents chal-

lenges of mobility as elderly residents may have a harder time living independently if they are reliant on auto travel alone. 7.3% of residents in Cattaraugus County and 8.8% of those living in Randolph are 75 years or older, demonstrating the importance of walkability in the town in order to ensure safety and mobility for older residents.

Meanwhile, as population the over 65 grew, from 2000-2010 the number of residents under 18 years old remained relatively stable with slight decreases in both the county (-2.8%) and the town (-1.6%). According to the Census Bureau's 2010-2014 American Community Survey 5-Year Estimates, as of 2014, 17% of Cattaraugus County's population was under 18 years old, as well as 19.5% of Randolph's population, and 20.6% of East Randolph's. Nationally, the number of people under 18 shrank slightly as well from 25.7% in 2000 to 24.0% in 2010 (-1.7%), and as of 2014 represented 17.1% of the population. Though not as rapidly growing as the seniors, the youth population still represents a large proportion of residents in the area that are particularly vulnerable to poor walking and cycling conditions.

Furthermore, with respect to median age, as of

Table 1. 2010 Median Age

United States	37.2
New York	38.0
Cattaraugus County	40.7
Randolph	40.1

Source: U.S. Census Bureau, 2010 Census. Summary File 1, Tables P12, P13, and PCT12.

2010 Randolph (40.1) and Cattaraugus County (40.7) were older than both the state of New York (38.0) and the United States as a whole (37.2). While this was also true in 2000, the median age in the county and the town are increasing more rapidly than either the state of the country. The rapidity is due to both the increases in the amount of residents over 65 years old, as well as decreases in the amount under 18 years old.

¹³ U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Table 2. Household Income in the Past 12 Months (in 2014 Inflation-adjusted Dollars)

	Cattaraugus County, NY		Randolph town, Cattaraugus County, NY		East Randolph CDP, NY	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Total	31,798	+/-450	995	+/-55	181	+/-33
Less than \$10,000	6.5%	+/-0.6	4.4%	+/-1.9	7.7%	+/-8.6
\$10,000 to \$14,999	7.0%	+/-0.6	6.8%	+/-2.5	8.8%	+/-5.2
\$15,000 to \$24,999	14.4%	+/-0.9	18.0%	+/-4.2	24.9%	+/-12.8
\$25,000 to \$34,999	12.5%	+/-0.9	11.5%	+/-3.4	13.3%	+/-8.1
\$35,000 to \$49,999	15.7%	+/-1.1	16.1%	+/-3.9	9.4%	+/-5.3
\$50,000 to \$74,999	19.5%	+/-1.2	17.1%	+/-4.1	16.0%	+/-7.0
\$75,000 to \$99,999	12.0%	+/-0.7	13.9%	+/-3.8	10.5%	+/-7.1
\$100,000 to \$149,999	8.9%	+/-0.8	11.3%	+/-3.0	9.4%	+/-5.1
\$150,000 to \$199,999	2.1%	+/-0.4	0.6%	+/-0.6	0.0%	+/-15.2
\$200,000 or more	1.4%	+/-0.3	0.4%	+/-0.6	0.0%	+/-15.2
Median Income	43,503	+/-1,179	44,583	+/-4,004	31,250	+/-12,286
Mean Income	55,277	+/-1,175	52,888	+/-3,137	44,078	+/-6,720

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Census estimates also reveal disparity in income between residents of Cattaraugus County, Randolph, and the rest of the state and country. Although the town's median household income (\$44,583) is about 5% higher than the county's (\$42,466), it is about 24% lower than New York state's median household income (\$58,687) and about 17% lower than the nation's (\$53,482). Additionally, East Randolph's median household income (\$31,250) is 30% lower than the town's and 47% lower than the state's. With about 41% of households in Randolph, and 55% of those in East Randolph, living on less than \$35,000 per year, the cost of car ownership (which averaged \$8,698 per car per year in 2015 according to the American Automobile Association) is disproportionately burdensome to residents in the town.

TRAVEL BEHAVIOR

In Cattaraugus County, 10.3% (3,282) of the population has no access to a vehicle, as well as 5.2% (52) of residents in Randolph and 7.2% of those

living in East Randolph. 36.7% of people in Cattaraugus County have access to one vehicle, as well as 38.4% of people in Randolph, and 43% of those in East Randolph, while the rest have access to two or more vehicles.¹⁴ However, in Randolph, the percentage of multi-person households with access to only one vehicle is somewhat high. 26% of two-person households, 31% of three-person households, and 17% four-person households have access to only one vehicle. Additionally, the percentage of households with no access to a vehicle increases for seniors in Cattaraugus County (14.0%) and East Randolph (9.8%).

Roughly 55% of the population ages 16 and over of both the county and town are in the labor force, and about 80% of both populations drive in a car or van, alone in order to get to work each day. Carpooling is more frequent in Randolph (11.8%) than Cattaraugus County (8.6%), however more workers walk to work in the County (6%) than in

¹⁴ U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Randolph (3.5%). In East Randolph, the portion of workers who drive alone is lower (69.4%) and the portion who carpool (23.0%) is much higher than the rest of the town and county, while the portion who walk to work is about the same as Randolph

and from Route 241 to Route 242, an average of 4807 vehicles.¹⁵ All four of these counts have remained relatively stable since the early 2000's, with the busiest section (Route 952M W Main St. to Route 241) peaking at 7170 vehicles in 2007.

Table 3. Commuting Characteristics

	Cattaraugus County, NY		Randolph town, Cattaraugus County, NY		East Randolph CDP, NY	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Workers over 16 years	33,602	+/-506	1,083	+/-91	196	+/-52
Means of Transportation to Work						
Car, truck, or van	88.6%	+/-0.8	91.6%	+/-3.2	92.3%	+/-5.6
Drove alone	80.0%	+/-0.9	79.8%	+/-5.3	69.4%	+/-12.7
Carpooled	8.6%	+/-0.8	11.8%	+/-3.4	23.0%	+/-11.3
In 2-person carpool	7.1%	+/-0.7	7.8%	+/-3.0	19.9%	+/-11.8
In 3-person carpool	1.0%	+/-0.2	4.1%	+/-2.2	2.0%	+/-2.2
In 4-or-more person carpool	0.5%	+/-0.2	0.0%	+/-2.7	1.0%	+/-1.8
Workers per car, truck, or van	1.06	+/-0.01	1.08	+/-0.03	1.17	+/-0.10
Public transportation (excluding taxicab)	0.7%	+/-0.3	0.4%	+/-0.7	2.0%	+/-4.1
Walked	6.0%	+/-0.7	3.5%	+/-2.5	3.1%	+/-3.4
Bicycle	0.5%	+/-0.2	0.0%	+/-2.7	0.0%	+/-14.2
Taxicab, motorcycle, or other means	1.1%	+/-0.3	0.6%	+/-0.6	0.0%	+/-14.2
Worked at home	3.1%	+/-0.5	4.0%	+/-2.6	2.6%	+/-3.1

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

in general (3.1%).

TRAFFIC VOLUME

The most heavily trafficked road in Randolph is Route 394. From west to east, 2014 traffic counts reveal that the section of the road from Chautauqua/Cattaraugus Co Line to ACC Route 261 Schoolhouse Rd. R sees an average of 1328 vehicles daily, and the section from Route 261 to Route 952M W Main Street sees 1284 vehicles. From there to Route 241 Randolph, traffic has a much larger volume of 6854 vehicles each day,

Route 241 in Randolph runs from Route 394 all the way to its endpoint at Route 62. This section of the town sees on average 885 vehicles daily, which is a 4% increase since 2009. Main Street (952M), which runs through the center of East Randolph, has an average daily traffic count of 4308 vehicles. This volume has fluctuated since the early 2000's, with an 18% increase from 2002 to 2005 and a 35% decrease from 2005 to the present, and a few gains and falls in volume in

¹⁵ Department of Transportation Traffic Data Viewer. <https://www.dot.ny.gov/tdv>

between.¹⁶

SAFETY

In 2014 Cattaraugus County experienced 390 motor vehicle crashes that resulted in death or personal injury. Where pedestrians and bicyclists are concerned, 35 of those crashes resulted in their injury or death.¹⁷ According to the Institute for Traffic Safety Management and Research, in

2011 the top three factors contributing to motor vehicle crashes included unsafe speeds (14.7%), Driver Inattention/Distracted (13.6%), and Failure to Yield the Right of Way (8.1%). It should also be noted that youth, ages 7-15 years old were most vulnerable on the roadways, representing 39% of the total bicyclists and pedestrians killed or injured.¹⁸

¹⁶ <https://www.dot.ny.gov/divisions/engineering/technical-services/hds-respository/Traffic%20Data%20Report%202011.pdf>

¹⁷ Institute for Traffic Safety Management and Research's Traffic Safety Statistical Repository <https://www.itsmr.org/tssr/>

¹⁸ Institute for Traffic Safety Management and Research's Cattaraugus County Traffic Safety Data Report <http://www.safenyny.gov/11data/Cattaraugus-11.pdf>

ROAD SEGMENT INFORMATION

- NY 394, Main Street

- Functional Class: Rural Major Collector

- Annual Average Daily Traffic (AADT): 6854

- Last Work Done: Mill and Overlay / 2011

- Pavement Score: 8

- NY 394, Jamestown Street

- Functional Class: Rural Major Collector

- Annual Average Daily Traffic (AADT): 1284

- Last Work Done: Mill and Overlay / 2011

- Pavement Score: 7

- Ref. Route 952M, Main Street

- Functional Class: Rural Major Collector

- Annual Average Daily Traffic (AADT): 4308

- Last Work Done: Microsurfacing / 2012

- Pavement Score: 7

* No major highway work currently scheduled for the above highway segments in the Town of Randolph

PEDESTRIAN CRASHES

The New York Stat Accident Location Information System (ALIS) shows one pedestrian crash in the Town of Randolph from 8/1/2012 to 7/31/15.

ALL CRASHES

Two stretches of road, on Jamestown St. and a portion of Main St., have been identified as Priority Investigation Locations (PIL) and Safety Deficient Locations (SDL) by NYS's High Accident Location (HAL) screening of raw data for crashes of all types.



Legend

—+— Railroad	42-Collision with Bike	1.5 - 2.5 Std. Dev.
□ Cities & Towns	< -0.50 Std. Dev.	> 2.5 Std. Dev.
□ Villages	-0.50 - 0.50 Std. Dev.	--- Safety Deficient Locations
— 41-Collision with Pedestrian	0.50 - 1.5 Std. Dev.	

COMPLETE STREETS WORKSHOP OVERVIEW

The Complete Streets workshop in Randolph, NY was held on April 26, 2016. Justin Booth, a Principal at Make Communities; facilitated the discussion.

The agenda contained several main elements; an introduction and visioning exercise, a presentation on the key elements of Complete Streets for Randolph, policy recommendations for sustainability and a group exercise to identify actions to address the current challenges inhibiting the community's ability to walk and bicycle safely.

Each element of the course presented was designed to assist the participants in developing a community that supports all modes of travel safely. During the visioning session participants discussed various issues and defined how they would like to see their vision take shape. The presentation educated participants on why complete streets are important, creative engineering strategies to implement them and policy ideas for long-term sustainability. Provided was an overview on each along with a menu of options that may be considered in developing Complete Streets. Participants then walked the community observing issues in the built environment that inhibits access for bicyclists and pedestrians. Once returning the group worked collaboratively to discuss solutions to their local challenges observed during the walking tour and their intimate knowledge of the local community. These solutions were related back to the visioning session and a discussion commenced on next steps.

Overall, the workshop was intended to help the local community develop an environment to support healthy, environmentally sustainable and community friendly transportation choices while establishing a strong basis to apply for future resources creating positive momentum for the identified vision to achieve complete streets.

ATTENDEES:

Justin Booth, Make Communities
Tom Congdon, President, RACDC, Randolph Zoning/Planning Boards
Mary Heyl, Director, RACDC
Kyle Brown, Randolph Planning Board
David Messinger, RACDC Board Member/Planning Board
Catherine Congdon, Randolph Business Owner
Deb Miller, Cattaraugus County Planning Board
Crystal Abers, Cattaraugus County
Mike Frame, Randolph Central School, IT Department
Jerry Mottern, Randolph Central School, Acting Superintendent
Kaitlyn Summers, Healthy Community Alliance
Kate Huber, Erie 1 BOCES, Creating Healthy Schools and Communities
Kate O'Stricker, Cattaraugus County EDPT
Greg Szewczyk, NYS DOT
Dale Senn, Town of Randolph Supervisor
Howard V. VanRenssalear, County Legislator
Ann Schubert, Randolph Business Manager

VISION

To start the workshop, participants were asked to introduce themselves and briefly present their individual vision in implementing Complete Streets for Randolph. Each participant's comments were recorded and related to at the end. The purpose of this was to allow everyone the opportunity to air his or her concerns and issues in a constructive manner. The comments from this exercise were referred to throughout the course as an aide to identify appropriate recommendations for moving the discussion forward as a way to reach the community's vision.

The following are four key principles based upon the participant's vision statements:

1. Establish, expand and better maintain a safe sidewalk and bicycle network through the community ensuring all pedestrian crossings are safe especially at the school.
2. Create a safer community for all ages through the use of proven traffic calming techniques to support slower speeds through downtown business district and school zone.
3. Revitalize the village by engaging and empowering citizens, attracting more businesses and encouraging visitors to stop by developing a place where people want to be through beautification, establishing gateways, creating a civic center, and developing consistency in the street design palette.
4. Identify policy and funding opportunities so that Randolph is successful in implementing Complete Streets through better infrastructure as well as education for all users.



COMMUNITY OBSERVATIONS

STUDENT SAFETY ISSUES

1. Approaching Randolph from the West on Route 394, the speed limit is 35 mph; around a bend three schools appear on the right in sequence – the Academy, the Home and the RCS (Randolph Central School). The blinking lights at the beginning of the school area are alert for pedestrians but do not indicate the presence of a school zone. The speed limit in this location remains at 35 mph in what could be designated as a slower speed area. 25 mph speed signs are present but appear to only warn motorists of a curve in the road, which, for the most part, includes the area from the approach to the RCS from the west and the Academy from the east. There is no indication that the blinking lights are associated with a special speed in this school zone.

2. Students are instructed to cross to Weeden Park (for after school practices and games) via a designated sidewalk on the RCS campus to a painted crosswalk across Route 394. Many students have been observed crossing in this location in groups or individually. Due to lack of clear School Speed Zone or a controlled crossing, this location is the sight of neighborhood safety concerns.

3. The Academy/Home faces a similar street crossing challenge as RCS. Their crosswalk is not in a marked School zone with many students crossing to the Riding Arena and the barn. In addition to the students, horses are guided across the road from one side to the other at this location.



TRAFFIC SPEED ISSUES:

1. Traffic to and from Exit 16 (on Route 86) is carried along Randolph's Main Street, which is a mixture of residential (closer to the exit) and business (concentrated along one block just before a blinking red light.) The speed limit is 30 mph, but residents have observed that this speed is often ignored due to both design and a lack of speed enforcement. Traffic going East after the red light often speeds up and encounters no further speed limit, approaching the School zone at 30 or more miles per hour.

2. Residents have expressed pedestrian safety concerns in the business zone when crossing Main Street from the bank, flower shop or salon to businesses on the other side. This is much less of a problem when crossing Jamestown Street, because that street is not the main route to the Expressway. Not only does traffic appear heavy on Main Street, it is perceived as fast. Trucks headed west have been observed to speed up quickly after going through the red light. Concerns relate to the noise, foul air and danger of speeding vehicles and trucks inhibiting the vitality of the business area creating unsafe conditions for pedestrians and bicyclists, to safely navigate.

3. In the residential portion of Main Street, gracious homes line both sides of the street, as well as several churches. The side streets continue the residential neighborhood, but to enjoy the neighborhood on foot or bicycle ends at Main Street, which is perceived as unsafe. Most of the downtown of Randolph is in an official Historic District. However, many of the new development have large street offsets to accommodate vehicle parking.

4. Bicyclists are required by town rules to stay off the sidewalks, but due to the frequency and speed of motor vehicles on Main Street, it is simply too dangerous to ride anywhere except on sidewalks creating unsafe conditions for pedestrians.



PEDESTRIAN AND BICYCLIST SAFETY ISSUES:

1. Numerous side streets and driveways with wide turning radii intersect Main Street, which fosters faster speeds and creates longer distances for pedestrians to cross.

2. Driveways into several businesses are undefined, or extremely wide, creating unpredictable traffic movement and conflicts with pedestrians. Examples include: the Mobil station, R & M Restaurant, the Hardware store, Pete's Restaurant, Randolph Auto Supply, Peaches and Cream and TOPS Supermarket.

3. The intersection of Main and 394 at the mini-plaza is a series of challenges for both vehicles and pedestrians. There are two paved driveways into the plaza, and one unpaved one which heads back to Town owned maintenance buildings. There are no sidewalks into the plaza. To walk to the Post Office on the east end of the plaza the undefined space creates conflicts with cars and trucks going to the gas/diesel fuel pumps, the Physical Therapy office on the east, or the Arrowmart convenience store. This is also a popular place for Amish buggy parking. Lack of a defined entrance and exit has created an unsafe environment for users.

4. The amount of pavement at the "Y" shaped intersection of Main Street, Jamestown Street and the continuation of Rt. 394 is considerable. Crosswalk markings from the plaza lead to the tip of the triangle park, cross it, and continue to the sidewalk on the south side of Main Street. The bridge over the Creek between the plaza and the municipal building has a sidewalk with no buffer between the roadway and the sidewalk. Walkers are in the splash zone, and in winter, the snow piles up on the sidewalk, making walking between 'downtown' and the homes and businesses on the other side extremely unappealing, thus 'forcing' pedestrians to walk in the roadway across the bridge. As the only connection for both vehicles and people between one end of town and the other, this situation creates an impediment to would-be pedestrians and bicyclists.





1. BUILD SAFE SIDEWALK NETWORK (PGS. 29-30)

Short Term:

- Use planter, bike racks, and other street furniture to create buffer
- Better maintain existing sidewalks removing debris (snow, gravel) along bridge

Long Term:

- Add pedestrian bridge over creek

2. CREATE GATEWAY, SLOW TRAFFIC, SAFE PEDESTRIAN CROSSING (PGS. 26-27, 32-35)

Short Term:

- Provide high visibility crosswalks (pg. 25)
- Include curb extensions (pg. 33)

Long Term:

- Create gateway and calm traffic with roundabout (pg. 35)
- Add sidewalk on both sides of all streets (pg. 29)
- Better define ingress and egress of property (Zoning)

3. ADD BICYCLE FACILITIES (PG. 36)

Short Term:

- Paint shared lane markings
- Install bicycle racks
- Add wayfinding and signage

Long Term:

- Add bicycle lanes

4. ADD MID-BLOCK CROSSING (PG. 27)

Short Term:

- Paint crosswalks (pg. 25)
- Paint curb extension (pg. 33)

Long Term:

- Add median with pedestrian refuge island (pg. 26-27)



5. CREATE GATEWAY AND SLOW TRAFFIC (PGS. 26-27)

Short Term:

- Add trees (pg. 29)
- Establish School Zone (pg. 39)

Long Term:

- Widen sidewalk (pg. 29)
- Green infrastructure (pg. 31-32)

6. & 8. SLOW TRAFFIC AND CREATE SAFE PEDESTRIAN CROSSING (PGS. 26-27, 32-35)

Short Term:

- Paint crosswalks (pg. 25)
- Paint curb extension (pg. 33)

Long Term:

- Add curb extension or pedestrian refuge island (pgs. 25-27, 33)

7. BUILD SAFE SIDEWALK NETWORK (PG. 29)

Short Term:

- Use planter, bike racks, and other street furniture to create buffer
- Paint pedestrian/bicycle area through parking lots

Long Term:

- Establish a buffer providing for a tree lawn, trees and other green infrastructure (pg. 29, 31-32)
- Address building set back through zoning changes

9. CREATE GATEWAY AND SAFE PEDESTRIAN CROSSING (PGS. 26-27, 32-35)

Short Term:

- Paint crosswalks (pg. 25)
- Paint curb extensions and buffer space with planters (pgs. 31-33)

Long Term:

- Add curb extensions (pg. 33)



10. ESTABLISH SCHOOL ZONE AND SAFE PEDESTRIAN CROSSING (PGS. 20-22)

Short Term:

- Paint crosswalks (pg. 25)
- Paint curb extensions and buffer space with planters (pg 31-33)
- Add yield to pedestrian signage in crossing

Long Term:

- Add curb extensions to facilitate crossing (pg. 33)
- Add raised crosswalk

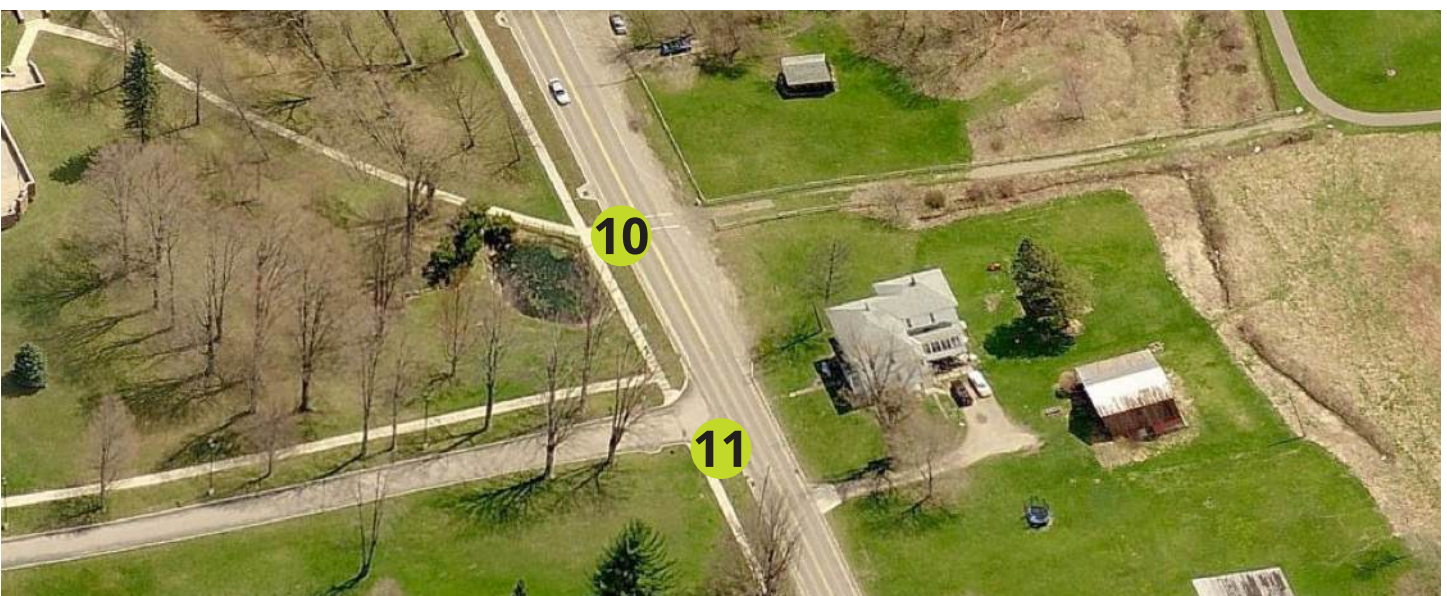
11. ADD BICYCLE FACILITIES (PG. 36)

Short Term:

- Paint shared lane markings (pg. 36)
- Add wayfinding and signage
- Install bicycle racks

Long Term:

- Add bicycle lanes (pg. 36)



DEFINITION OF STRATEGIES

This section is intended to define the outlined opportunities provided within the report establishing the framework to achieve the vision outlined by the community. Best practices in design treatments to create complete streets are reviewed. Through this process, an illustrated list of standard and innovative practices will create a menu of improvement actions to enhance the targeted area.

Provided are concept sheets on a variety of topics and is organized from the broadest topic element to the most detailed. The following pages provide a succinct description and discussion of the topic, a drawing or photo and the source of the information. These concepts will serve as the starting point for re-imagining the street network. Full implementation will require design in accordance with the New York State Highway Design Manual.

The New York State Department of Transportation (NYS DOT) adopts and approves specific standards for roadway facility design which are set forth in NYS DOT documents such as the New York State Highway Design Manual and the Manual for Uniform Traffic Control Devices (MUTCD). For the latest versions of these documents it is important to consult the appropriate web sites as information is regularly updated. In addition, designers may also consider various external advisory and informational resources including (but not limited to):

- Federal standards, policies and guidelines
- Recommended practice from major agencies and organizations such as the Federal Highway Administration (FHWA), American Association of State Highway and Transportation Officials (AASHTO), National Association of City Traffic Officials (NACTO) and the Institute of Traffic Engineers (ITE)
- Published research; experiences and practices of other state and local agencies; international experience



Source: Pedestrian and Bicycle Information Center (2008)

1.0 AMERICANS WITH DISABILITIES ACT (ADA)

Description: The Americans with Disabilities Act, enacted in 1990, prohibits discrimination against persons with disabilities by public entities in the course of their providing “services, programs and activities” to the public. Numerous ADA-related regulatory requirements must be addressed by NYSDOT to ensure ADA compliance.

From a broad perspective, ADA regulations include a requirement for a self-evaluation of compliance with applicable detailed regulations. The purpose of Section 1 of the ADA Management Plan and Transition Plan is to identify the regulations affecting NYSDOT, to describe how they are being addressed in relation to NYSDOT services, programs and activities to ensure compliance with the ADA, and to find areas where improvements can and should be made, i.e., the required self-evaluation.

Based on both the federal and State laws and regulations, all newly-constructed facilities must allow full accessibility. When existing facilities are being reconstructed or modified, the contract must also include work to make these facilities accessible. State and local governments, regardless of whether they receive federal funds, are required to comply with the Federal ADA Accessibility Guidelines (ADAAG), Title 24, Uniform Federal Accessibility Standards, or Local Code, whichever provides the greatest access. Private-funded improvements are required to comply with the Federal ADA Accessibility Guidelines (ADAAG) and Title 24, whichever code offers



the greatest access of protections to individuals with disabilities.

Source: NYS DOT ADA Management Plan, Retrieved from: <https://www.nysdot.gov/programs/adamanagement>

2.0 CROSSINGS: CROSSWALK MARKINGS

Crosswalk markings show pedestrians where to safely cross the road or street, and they are often supplemented with signage to warn drivers of the possibility that pedestrians may be crossing at a specific location.

It is important to ensure that crosswalk markings are visible to motorists, particularly at night. Crosswalks should not be slippery, create tripping hazards, or be difficult to traverse by those with diminished mobility or visual capabilities.

Inlay tape is often installed on new or repaved streets. It is highly reflective, long-lasting, and slip-resistant, and does not require a high level of maintenance. Both inlay tape and thermoplastic are more cost-effective in the long run than paint. Inlay tape is recommended for new and resurfaced pavement, while thermoplastic may be a better option on rougher pavement surfaces. Both inlay tape and thermoplastic are more visible and less slippery than paint when wet.

Crosswalk markings are usually seen in the standard parallel lines, ladder crosswalk or zebra crosswalk marking style. The value of both ladder and high visibility markings in terms of absolute crash reduction is positive; the number of vehicle-pedestrian incidents at nine test intersections within New York City fell from 36 to 21, a decrease of 42 percent over the one year study period.

Source: MUTCD 2003 and MUTCD New York Supplement 2008, Section 3B.17 Crosswalk Markings

PEDSAFE: Pedestrian Safety Guide and Countermeasure Selection System (2004); FHWA-SA-04-003 Retrieved on November 4, 2008 from: http://www.walkinginfo.org/pedsafe/casestudy.cfm?CS_NUM=37

City of Toronto (2006) Were All Pedestrians Program: Evaluation of Stamped DuraTherm™ Crosswalks



2.1 CROSSINGS:

OVERCOMING MOVEMENT BARRIERS

A movement barrier is anything that restricts an individual's ability to physically move along or within the sidewalk and crosswalk environment. The greatest movement barriers for pedestrians at pedestrian crossings are:

- Long crossing distances,
- Short signal timing
- Medians and islands without ramps or cut-throughs
- Curbs without curb ramps
- Curb ramps without level landings
- Lack of information during pedestrian signal phase
- Lack of crosswalks or prohibited pedestrian crossings
- Motorists making right turns during a red light
- Non-signalized slip lanes or roundabouts that permit a continuous flow of vehicular traffic
- Pedestrian actuated signal devices that are difficult to operate or in hard to reach locations

2.2 CROSSINGS: MEDIANS AND REFUGES

Refuge islands allow pedestrians to cross fewer traffic lanes at a time and to judge conflicts separately. They also aid and protect pedestrians crossing a roadway.

Depending on the signal timing, pedestrian refuge islands or medians should be considered where the pedestrian crossing distance exceeds 18.3 m or 5 lanes of vehicular traffic. Raised medians or islands in street crossing paths shall be either cut through level with the street or have curb ramps and a level area at least 1.8 m long between curb ramps. Widths of cut through paths should be consistent with "Width" above. Since a cut through path is adjacent to traffic without a barrier, it must have a detectable warning surface such as "truncated domes".

Truncated domes are the Federally legislated standard design requirement for detectable warnings, which enable people with visual disabilities to determine the boundary between the sidewalk and street.

The use of right on red may create higher speeds and conflicts between vehicles and pedestrians and bicyclists. This problem is not entirely offset by the use of "pork chop" channelizing islands.

Source: Federal Highway Administration. (2001) Chapter 8: Pedestrian Crossings. Designing Sidewalks and Trails for Access: Best Practices Design Guide (Part II)



Source: New York State Department of Transportation (2006) Chapter 18 – Pedestrian Facility Design, Table 18.7.6, Highway Design Manual

New York State Highway Design manual (2006), Ch. 18 Pedestrian Facility Design, section 18.7.6 Pedestrian Refuge Islands and Medians

Oregon Department of Transportation (1995) SectionII. 5: Street Crossings. Oregon Bicycle and Pedestrian Plan. Salem, OR.

2.3 CROSSINGS: MID-BLOCK CROSSWALKS

Mid-block pedestrian crossings are generally unexpected by the motorist and should be discouraged unless, in the opinion of the engineer, there is strong justification in favor of such installation. Particular attention should be given to roadways with two or more traffic lanes in one direction as a pedestrian may be hidden from view by a vehicle yielding the right-of-way to a pedestrian.

According to Alternative Treatments for At-Grade Pedestrian Crossings (ITE, 2001), mid-block locations may be warranted if:

- Protected intersections crossings are more than 180 meters apart, 100 meters in high pedestrian volume locations.
- Adequate sight distance is available.
- The combination of traffic and pedestrian volumes justifies the installation.

The installation of marked crosswalks may not address all pedestrian safety concerns at a given location. More substantial engineering and road treatments may need to be considered, as well as enforcement and education programs and possibly new legislation to provide safer and easier crossings at problem locations.

Source: Institute for Transportation Engineers (2001) Alternative Treatments for At-Grade Pedestrian Crossings Main Streets: Flexibility in Design and Operation (January 2005)

3.0 SIGNALS: SIGNAL WARRANTS

A traffic signal may be warranted where the pedestrian volume crossing the major street at an intersection or mid-block location during an average day is:

- 100 or more for each of any four hours; or
- 190 or more during any one hour.

The pedestrian volume crossing the major street may be reduced as much as 50% of the values given above when the predominant pedestrian crossing speed is below 1.2 m/s (4 ft/s).

In addition to a minimum pedestrian volume of that stated above, there shall be fewer than 60 gaps per hour in the traffic stream of adequate length for pedestrians to cross during the same period when the pedestrian volume criterion is satisfied. Where there is a divided street having a median of sufficient width for the pedestrian(s) to wait, the requirement applies separately to each direction of vehicular traffic.

Where coordinated traffic signals on each side of the study location provide for platooned traffic which result in fewer than 60 gaps per hour of adequate length for the pedestrians to cross the street, a traffic signal may not be warranted.

This warrant applies only to those locations where the distance to the nearest traffic signal along the major street is greater than 90 m (295 ft) and where a new traffic signal at the study location would not unduly restrict platooned flow of traffic. Curbside parking at non-intersection locations should be prohibited for 30 m (98 ft) in advance of and 6 m (20 ft) beyond the crosswalk.

A signal installed under this warrant should be of the traffic-actuated type with push buttons for pedestrians crossing the main street. If such a signal is installed within a signal system, it should be coordinated if the signal system is coordinated.

Signals installed according to this warrant shall be equipped with pedestrian indications conforming to requirements set forth in Chapter 4E of the MUTCD.



Source: MUTCD 2003 and MUTCD New York Supplement 2008, Section 4C.05. Warrant 4, Pedestrian Volumes.



4.0 SIDEWALKS: MAINTENANCE

Sidewalk surfaces that have settled or heaved over time can be a significant barrier for pedestrians. Surfaces that are smooth and rollable when newly installed may not stay that way, particularly where masonry units are installed without an adequate subbase. Knowledgeable design, wise material selection, good construction practices, and regular maintenance procedures can help ensure that differences in level between adjacent units do not exceed the limits of usability. Surface provisions for an accessible route limit allowable vertical differences in level between abutting surfaces to no more than 6 mm (1/4 in); if beveled at 1:2, a 13 mm (1/2 in) difference in elevation is permitted.

Source: Architectural and Transportation Barriers Compliance Board, (1999) Chapter 3: Pedestrian Accessibility. Accessible Public Rights-of-Way Design Guide.



4.1 SIDEWALKS: TREES: SITE SELECTION

New trees should be included in every public streetscape improvement or new development.

Tree lawns are suitable planting sites in the area between the sidewalk and the curb (snow storage area) and must meet the following requirements:

- No tree to be planted when there is less than 3' between the sidewalk and curb
- 35' spacing from an intersection or stop sign
- 6' spacing between a driveway and drip line of overhanging tree
- 5' spacing from underground service or utility box
- 15' spacing from a street light, utility pole or fire hydrant
- 40' spacing between large trees, 20' for medium trees, 20' for small trees

Tree pits are suitable planting sites in concrete cut out areas which must meet the minimum re-

requirements for sites in tree lawns as well as:

- No vaults or utility services are directly under site where concrete is to be cut
- 5' clearance for pedestrian walkway next to pit
- Not to be located under any overhanging structures
- Size of cut out must have 28 square feet of surface area, such as 6'x6', 5'x6' or 4'x7', unless structural soil is used, then surface area may decrease to 20 square feet, 4' x 5'
- No tree grates are to be placed after planting

Planter boxes are suitable planting sites when tree lawns and tree pits are not possible. Planter boxes must meet the minimum requirements for tree lawns as well as:

- Planter box should be placed 18 inches from curb line
- No less than 16 square feet of surface area (4'x4') for small trees and shrub-like trees
- No less than 9 feet of surface area (3'x3') for small shrubs
- 5' of clearance for pedestrian walkway next to planter box
- Not to be located under any overhanging structures
- Must be irrigated regularly to ensure survival of plant



4.2 SIDEWALKS: ZONE SYSTEM

Where paved sidewalks exist, a sidewalk corridor lies in a public right-of-way between the street and a property line adjacent to the street. The curb zone is designed for drainage, and to isolate pedestrians from the street; it is typically about 15 cm (6 in) wide, and 15 cm (6 in) high. The furnishings zone buffers pedestrians from the street, and is the proper place for utility poles, signs, litter baskets, etc. (these are called street furniture). The furnishings zone is also the place to plant trees or shrubs, and for this reason it is sometimes called the planter strip. Other things being equal, the wider the furnishings zone, the better, since a wide buffer makes walking safer and more pleasant.

The furnishings zone provides width for any slopes that must exist for access through the sidewalk corridor; for example, a driveway apron, the part of the driveway that slopes to the street level, or a curb ramp for disabled pedestrian access. In addition, it can also serve as snow storage.

The space adjacent to the property line that is not part of the normal walking surface is called the frontage zone. Its width will vary, depending on its use. The lower diagram shows a sidewalk café in the frontage zone. If there is a barrier on the property line, such as a fence or the side of a building, the frontage zone should be at least wide enough so that a pedestrian on the edge of the sidewalk will not touch the barrier. This extra room is called shy distance.

Source: City of Buffalo Department of Public Works, Parks and Streets; Bureau of Forestry (2004) Arboricultural Standards Manual

The through pedestrian zone is the clear space to walk commonly referred to as a sidewalk. The through pedestrian zone should ideally be at least 1.8 m (6 ft) wide and free of both permanent and temporary obstructions. Walking surfaces in the through pedestrian zone should be firm and stable, resistant to slipping when wet, and allow for use by people using canes, wheelchairs, etc. Except where absolutely required by the topography, there should be no significant slope (in line with the direction of travel) or cross-slope (at right angles to the direction of travel) in the through pedestrian zone.



Source: Architectural and Transportation Barriers Compliance Board, (1999) Chapter 3: Pedestrian Accessibility. Accessible Public Rights-of-Way Design Guide. Portland Office of Transportation (1998) Pedestrian Plan. Portland, OR

5.0 GREEN INFRASTRUCTURE: STORMWATER PLANTERS

Stormwater Planters are specialized planters installed in the sidewalk area or median and are designed to manage stormwater runoff by providing storage and infiltration while conveying any overflow to the appropriate system. These types of treatments are applicable on all street types. If designed well, these types of planters can benefit street tree and plant health as long as the appropriate species are chosen that can tolerate periodic flooding and salt. This treatment can do a lot to beautify a street but will require a maintenance entity to clean and occasionally unclog the swale and drains.

Considerations for placement include:

- Stormwater Planters should be located so that they maintain a minimum clear walking zone width (see section 4.2) and do not create pinch points or tripping hazards.
- Stormwater Planters should be considered in curb extensions (see section 6.2) and medians (see section 2.2) and the furnishing zone (see section 4.2).
- Planter placement should consider the placement of underground utilities.
- Planter design must consider passenger and wheel-chair accessibility at transit stops and on street parking locations.



Design:

- Stormwater planters are generally rectangular with four concrete “curbed” sides and inlets that allow runoff to flow into the planter. The planter is lined with permeable fabric, gravel and soil and filled with plants and/or trees. Soil in the planter is lower in elevation than the sidewalk to provide storage space for runoff.
- Planter dimensions vary depending upon site conditions. Standard width for planting strips is 4’ from face of parallel curb; required minimum width is 3’.

Source: Philadelphia Complete Streets Design Handbook (2012) , NYC Street Design Guidelines (2010)



6.0 TRAFFIC CALMING

In the publication Traffic Calming: State of the Practice (ITE/FHWA, August 1999), traffic calming is described as “the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for non-motorized street users.” Traffic calming is differentiated from route modification, traffic control devices, and streetscaping. Traffic control devices, notably STOP signs and speed limit signs, are regulatory measures that require enforcement. By contrast, traffic calming measures are intended to be self-enforcing.

Most traffic calming programs, which are also termed neighborhood traffic management programs, traffic mitigations, among other names, are instituted by local agencies rather than regions or states. Traffic calming measures are also included in many general circulation plans, pedestrian and bicycle plans, streetscape plans, and safe routes to school plans.

Source: Institute of Transportation Engineers (1999) Traffic Calming: State of the Practice

New York State Department of Transportation (1999) Chapter 25 – Traffic Calming, Table 25.2.3, Highway Design Manual



6.1 TRAFFIC CALMING: CHICANES AND CHOKERS

Chicanes are curb extensions that alternate from one side of the street to the other, forming S-shaped curves. Chicanes can also be created by alternating on-street parking, either diagonal or parallel, between one side of the street and the other. Each parking bay can be created either by restriping the roadway or by installing raised, landscaped islands at the ends of a parking bay.

When properly designed, chicanes slow traffic speeds through horizontal deflection and are still relatively easy for large vehicles, like fire trucks, to maneuver when traffic volumes are low to moderate. Chicanes should be designed carefully to ensure that drivers not deviate out of the appropriate lane.

Chokers are curb extensions that extend from both sides of the street directly across from each other, narrowing the curb-to-curb width of the roadway at that point. As with chicanes, chokers should not be designed to force bicyclists to merge with vehicular traffic.

Additional design recommendations include:

- Install sidewalks that continue in a straight path rather than following the path of the chicane or choker
- Design chokers to include curb extensions with landscaping at mid-block crossings

Source: Federal Highway Administration (September 2001). Designing Sidewalks and Trails for Access Part II: Best Practices Design Guide. Washington, D.C.

6.2 TRAFFIC CALMING: CURB EXTENSIONS

Curb extensions, also known as bulb-outs or neck downs, are achieved at an intersection or mid-block by extending the curb corners to the center of the roadway. Curb extensions reduce the crossing distance for pedestrians and may slow motorists, though minimally, at the intersection.

Intersection curb extensions should only be used on low-speed streets with parking lanes. In addition, curb extensions should be designed to assure curbs do not abruptly jut out to the edge of the travel lane. For this reason, intersection curb extensions should generally be at least 6 m long and as wide as the parking lane minus an appropriate curb offset for bicycle access. Designs should also reflect the turning radii of snow plows and other vehicles.

Careful consideration for bicyclists is required. Shoulder striping should be installed to warn motorists and bicyclists of the narrowing at the intersection of a roadway and assist them in maintaining proper spacing.

Source: New York State Department of Transportation (2006) Chapter 18 – Pedestrian Facility Design, Table 18.7.5, Highway Design Manual

Federal Highway Administration (September 2001). Designing Sidewalks and Trails for Access Part II: Best Practices Design Guide. Washington, D.C.



6.3 TRAFFIC CALMING: RAISED INTERSECTIONS

Raised intersections are flat elevated areas that cover an entire intersection, often with textured materials on the flat section. Ramps are installed on all approaches. The intersections are usually raised to the level of the sidewalk, or slightly below to provide a “lip” that is detectable by the visually impaired.

The appropriate locations for a raised intersection treatment would include intersections with substantial pedestrian activity and areas where other traffic calming measures would be unacceptable because they take away scarce parking spaces, such as in an active commercial retail neighborhood. With the whole intersection raised with a different surface, the intersection is recognized by motorists as being different than other roadway segments, or as “pedestrian territory”.

Design recommendations include:

- Installation of detectable warnings, such as truncated domes, to identify the transition between street and sidewalk, especially for the visually impaired.
- Use a smooth surface such as colored asphalt instead of brick, to enhance access for people with mobility impairments

The advantages of raised intersections as a calming tool are:

- They can improve safety for both pedestrians and vehicles
- If designed well, they can have positive aesthetic value

- By calming the intersection, they can calm two streets at once.

The disadvantages of raised intersections are:

- They tend to be expensive, varying by materials used, and impact to drainage
- They are less effective in reducing speeds than other measures such as speed humps, speed tables and raised crosswalks
- People with back and neck problems can experience additional pain or discomfort by the jarring effect when traveling over the raised intersection

Source: Federal Highway Administration (September 2001). Designing Sidewalks and Trails for Access Part II: Best practices Design Guide. Washington, D.C.

Institute of Transportation Engineers (1999) Traffic Calming: State of The Practice Washington D.C. Retrieved from <http://www.ite.org/traffic/tcsop/Chapter3c.pdf>



6.4 TRAFFIC CALMING: MODERN ROUNDABOUTS

Modern roundabouts can serve to reduce traffic speeds and simplify pedestrian crossings. Even so, they are not always considered to be traffic calming intersection treatments. The use of modern roundabouts can also occur at freeway-to-street interchanges and at other sites with limited space available for queueing. In some cases, roundabouts can also be used to increase the capacity of an intersection and/or roadway.

The modern roundabout is defined by two basic principles that distinguish it from a traffic circle:

- Roundabouts follow the “yield-at-entry” rule in which approaching vehicles wait for a gap in the circulating flow before entering the circle,
- Roundabouts involve low speeds for entering and circulating traffic, as governed by small diameters and deflected entrances.

Roundabouts also reduce the number of potential conflicts between motorized vehicles and pedestrians. While a pedestrian crossing a leg of a typical signalized intersection may encounter six potential conflicts (from thru/turning vehicles), the pedestrian will only encounter two potential conflicts from vehicles at a modern roundabout. While roundabouts provide advantages, they must be designed to safely accommodate pedestrians, especially sight-impaired pedestrians. Furthermore, safety issues increase for pedestrians as roundabouts become more complex and

increase the number of travel lanes. High-volume, multi-lane roundabouts can be more dangerous than a traditional signalized intersection for pedestrians and bicyclists without proper engineering, education and enforcement.

Source: Federal Highway Administration (2000)
Roundabouts: An Informational Guide. Washington, D.C.
FHWA-RD-00-67

New York State Department of Transportation (2004) A
Citizen’s Guide to Roundabouts PUB 4 (3/04)



7.0 ON-STREET BICYCLE LANES

Parked vehicles can pose as serious a hazard to bicyclists as moving vehicles, both by being hit by an opening door, and by the parking maneuver itself. On streets with parked vehicles, experienced bicyclists will ride 0.9 m -1.2 m (3 or 4 ft) away from parked vehicles even if it means riding in a travel lane. Several techniques are available to help maximize separation between bicyclist and parked vehicle:

- Minimize the parking lane width. This technique may be used in conjunction with widening the bike lane. Some research suggests that the narrower the parking lane, the closer vehicles park to the curb. The traditional 2.4 m (8 ft) wide parking lane can be reduced to 2.1 m (7 ft), and in some cases, to 1.9 m (6.5 ft), to achieve this result.
- Space markings. Marked parking spaces with cross hatches indicating the parking lane limits may help guide drivers closer to the curb.
- Stencils. Bike route stencils help educate drivers on narrow roadways with on-street parking to expect bicyclists in the travel lane.
- Angled parking should be avoided in areas of high bike traffic. If angled parking is used on a street, one approach that is being tried in some locations is to require vehicles to use reverse angle parking so that drivers back into spaces. This allows for greater visibility of bicyclists both entering and leaving the space.

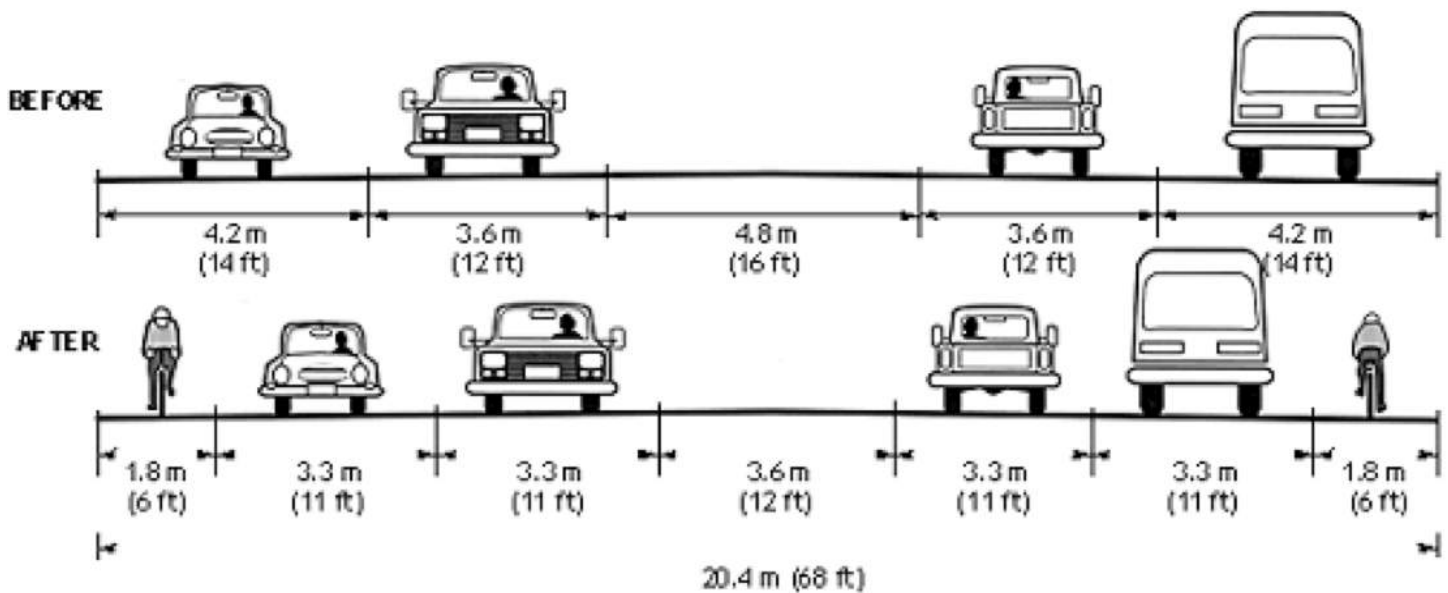
7.1 SHARED LANE MARKING "SHARROWS"

The rightmost lane on signed/shared bikeways is often too narrow to be safely shared side-by-side by cyclists and passing motorists. On these routes, cyclists wishing to stay out of the way of drivers often ride too close to parked cars and risk being struck by a suddenly opened car door (being "doored").

To avoid this, experienced cyclists ride further to the left and position themselves closer to the center of narrow lanes. This is permitted by the New York State vehicle code, but it often irritates motorists who are not aware that this is permitted.

A "shared lane marking" is a potential solution. The marking does not connote a separated bicycle lane, but instead directs the bicyclist to travel outside the car door zone and encourage safe coexistence.

Source: National Association of City Transportation Officials (NACTO): Urban Bikeway Design Guidelines, Shared Lane Markings Retrieved at: <http://nacto.org/cities-for-cycling/design-guide/bikeway-signing-marking/shared-lane-markings/>



8.0 ROADWAY DESIGN: REDUCE TRAVEL LANE WIDTH

To accommodate bicyclists on busy roadways in urban areas, bike lanes generally serve bicyclists and motorists best. Many roadways in urban areas were originally built without bike lanes. These roadways often act as deterrents to bicycle travel and may cause conflicts between bicyclists and motorists.

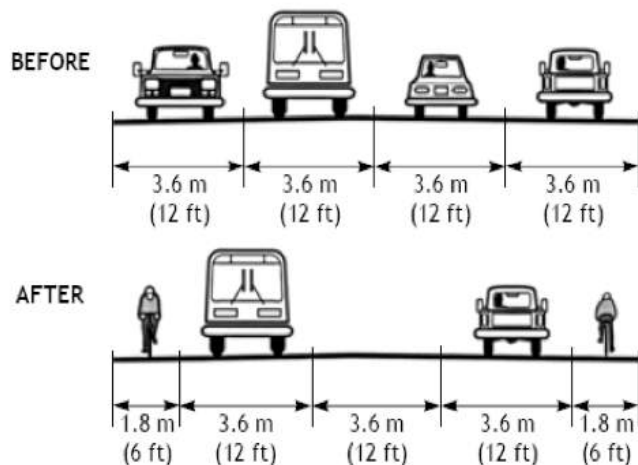
The following motor vehicle travel lane and bicycle lane widths may be used when street width is limited. All reduced lane widths are within AASHTO minimums. The need for full-width travel lanes decreases with speed. This is significant because narrowing lanes helps make room for bicycle lanes. Additionally, creating dedicated left-turn lanes with the "left-over" space makes vehicular traffic more predictable.

There are some rules of thumb for lane reductions:

- Up to 25 MPH (40km/h): Travel lanes may be reduced to 10 or 10.5 ft (3 or 3.2 m).
- 30 to 40 MPH (50 to 65km/h): 11ft (3.3) travel lanes and 12ft (3.6m) center turn lanes may be acceptable.
- 45 MPH (70km/h) or greater: Try to maintain a 12 ft (3.6m) outside travel lane and a 14ft (4.2m) center turn lane if there are high truck volumes.

Source: New York Bicycling Coalition (2002) Improving Bicycling and Pedestrian Safety: A Problem Solving Manual for Advocates and Transportation Professionals in New York State

New York State Department of Transportation (1999) Chapter 25 – Traffic Calming, Table 25-1, Highway Design Manual



more than twenty cities have made successful street conversions. This includes Santa Barbara, Palo Alto, Sacramento, and Sunnyvale, among others.

Source: Walkable Communities (1999), "Road Diets: Fixing the Big Roads."

Source: www.tfhrc.gov/.../pubs/05085/pptchapt15.htm

8.1 ROADWAY DESIGN: REMOVING TRAVEL LANES "ROAD DIET"

Nationwide, transportation planners and engineers are looking at removing travel lanes. Removing travel lanes broadens transportation choices and encourages mobility and access for transit users, pedestrians, and bicyclists. Removing travel lanes also improves the livability and quality of life for residents and shoppers.

Removing travel lanes and creating a shared center turn lane can also help improve the roadway efficiency by shifting left turn movements from main through movements, which may also reduce crashes.

The best candidates for removing travel lanes should fit some of the following criteria:

- Moderate traffic volumes (8-15,000 ADT)
- Transit corridors
- Popular or essential bicycle routes / links
- Commercial reinvestment areas
- Economic enterprise zones
- Historic streets
- Scenic roads
- Entertainment districts Main streets

These criteria are just a general guide, as streets with much higher ADT's have been successfully converted. In Santa Monica, officials feel most comfortable working with streets less than 20,000 ADT, although they have converted streets with ADT's up to 25,000 vehicles. In California alone,



9.0 SCHOOL SPEED ZONES

The following are the key provisions of the law and regulations:

Hours of Operation

There are two choices available for the hours of operations: Fixed Message School Speed Limit Signs with or without Flashing Beacons. For:

Traditional 7 AM to 6 PM hours on SCHOOL DAYS, A supplementary time/day panel is required. (There is no precise definition of SCHOOL DAYS.)

Alternative time within such core hours, a supplementary time/day panel is required.

Examples: 9 AM to 4 PM, 7 AM to 9 AM and 2 PM to 4 PM; 8 PM to 10 PM (NOT ALLOWED with fixed message signs since time is outside core hours)

****Note:** Flashing beacons used in a supplementary manner may only flash during the actual hours stated on the supplemental time/day panel.

Length of a School Speed Zone

- Maximum distance is 1320 feet (0.25 miles) along a highway passing a school building entrance or exit of a school abutting on the highway.

MUTCD Considerations

The Manual of Uniform Traffic Control Devices (MUTCD) provides criteria for establishing school speed limits. A school speed limit is primarily used to enhance the safety of children who must walk/bicycle to a school/child care facility or cross the street at a school/child care facility. A school speed limit may be established on a highway at the following facilities under the following conditions:

1. School with one or more grades under grade 12
 - Some of the students walk or bicycle to or from school; or the school and related facilities (e.g. classrooms, cafeteria, gymnasium, playground, athletic fields, parking lots, etc.) are separated by a highway and require the students to cross the highway on foot to access the facilities; and
 - The school administration and the jurisdiction responsible for the highway provides written documentation of their support for a school speed limit.
2. Child Care Facility
 - The child care facility is licensed and provided in an institutional setting; and
 - Some of the children walk or bicycle to or from the facility; or the child care center and related facilities (e.g. classrooms, cafeteria, gymnasium, playground, athletic fields, parking lots, etc.) are separated by a highway and require the children to cross the highway on foot to access the facilities; and
 - The child care facility and the jurisdiction responsible for the highway provides written documentation of their support for a school speed limit.
3. When a school speed limit is established and if students must cross a highway at a school

or child care facility, the following conditions should be met:

- The school speed zone contains a marked crosswalk.
- The crosswalk is supervised by an adult crossing guard.
- There is no traffic control signal, pedestrian overpass, or bridge suitable for pedestrian use within the designated school speed zone.

The Vehicle and Traffic Law prohibits school speed limits less than 15 miles per hour.

Source: New York State Department of Transportation
(<https://www.dot.ny.gov/about-nysdot/faq/posting-speed-limit-within-a-school-zone>)

NEXT STEPS

Based upon feedback generated from the workshop participants, the following actions were identified to begin the process of implementing complete streets in the Town of Randolph.

IMMEDIATE ACTIONS

1. **Advisory Board:** The Town of Randolph should establish an interdepartmental advisory board to oversee the implementation of its complete streets policy. The committee will include members of the town (board members, planning board, school board, highway department), county (economic development, planning department and highway department), the NYS Department of Transportation, the police department as well as representatives from bicycling, pedestrian, disabled, youth and elderly communities or any other organizations as deemed relevant. This committee will meet quarterly and provide a written report to the town board evaluating progress and advising on implementation.
2. Write to and engage the New York State Department of Transportation (NYSDOT) in advisory board and to identify maintenance schedule for identified short term improvements
3. Consider the following work items based on workshop discussions
 - Raise drainage grates to be flush with pavement for bicycle safety
 - Refresh crosswalk striping and consider upgrading to high visibility ladder bar crosswalk striping
 - Develop maintenance plan to remove snow from Main St bridge, west of Town Hall to improve pedestrian safety in winter
 - Identify roundabout candidate locations and explore area impacts
 - Work with NYSDOT to address sweeping of gravel from curb side
 - Look at options to address highway signs blocked by street trees, including tree trimming and possible sign relocation
 - Install curb extensions/bulb outs at intersection of Main & Bank; other locations
 - Develop curb ramp maintenance plan
 - Identify any ADA concerns
 - Explore installation of school zone beacons with radar speed indications at Randolph Central School
4. Disseminate this report to newly formed advisory board
5. Identify catalyst project (up to \$1,000 available)

MID-TERM ACTIONS

1. Revise Existing Plans and Policies to incorporate complete street principles into the comprehensive plan, zoning code and other plans and manual, rules, regulations and programs.
2. The Randolph Complete Streets committee should work with the town to adapt, develop and adopt departmental policies, design criteria, standards and guidelines based upon recognized best practices in street design, construction and operations including but not limited to the latest editions of American Association of State Highway Transportation Officials (AASHTO) A Policy on Geometric Design of Highways and Streets; AASHTO Guide for Planning, Designing, and Operating Pedestrian Facilities; AASHTO Guide for the Development of Bicycle Facilities; Institute of Transportation Engineers (ITE) Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide; U.S. Access Board Public Right-of-Way Accessibility Guidelines; Highway Capacity Manual and Highway Safety Manual.
3. Randolph's Complete Streets committee should continuously evaluate to identify successes and review opportunities for improvement. Sample performance measures may include:
 - Increase in the share of bicycles, pedestrians and transit users;
 - Crash data;
 - Use of new projects by mode;
 - Compliments and complaints;
 - Linear feet of pedestrian accommodations built;
 - Number of ADA accommodations built;
 - Miles of bike lanes/trails built or striped;
 - Number of transit accessibility accommodations built;
 - Number of street trees planted;
 - Number of building permits issued along new complete street.
4. Inventory: The Town of Randolph will maintain a comprehensive inventory of the pedestrian and bicycle infrastructure and will prioritize projects to eliminate gaps in the sidewalk and bikeway networks.
5. Capital Improvement and Maintenance Project Prioritization: The Town of Randolph will reevaluate capital improvement and maintenance project prioritization annually to encourage implementation of pedestrian and bicycle improvements.
6. Research and prepare grant applications for project implementation

LONG-TERM ACTIONS

1. Implement prioritized opportunities identified for establishing pedestrian and bicycle connections
2. Secure grant funding and implement long term vision

FUNDING OPPORTUNITIES

There are many mechanisms for a municipality to generate resources for public infrastructure maintenance and construction. Provided below is a sampling of current fund development strategies.

MUNICIPAL BEST PRACTICES

Voter Approved Transportation Spending

There are a number of communities across the country that have approved short-term local tax initiatives to fund bicycle, pedestrian and other transportation projects. One of the best examples of this comes from the City of Tucson and the surrounding Pima County. During a one-time vote in May of 2006, voters approved a sales tax to fund the implementation of the 20-year transportation plan.

Transportation Utility Fee

Some municipalities have used transportation utility fees to fund improvements that aid active transportation. A transportation utility fee, also known as a transportation maintenance fee, street maintenance fee, or street utility fee, is a monthly user fee paid by city residents, businesses, government agencies, schools, etc. based on their use of the transportation system. Fees are usually included on the city's utility bill. Revenue from this fee can only be used to maintain transportation infrastructure. Residential fees typically range from approximately \$1 to \$12 per month. Other land uses often pay much higher fees based on their predicted traffic generation. Compared to a tax, a fee faces fewer legal hurdles and public opposition.

Metered Parking Revenue

Charging market prices for curb parking and returning the meter revenue for public improvements has helped pave the way for a renaissance of a number of communities around the US. The meter revenue has paid to improve the streetscape and to convert alleys into pleasant walkways with shops and restaurants. The additional public spending makes the area safer, cleaner, and more attractive for both customers and businesses. These public improvements have increased private investment, property values, and sales tax revenues.

Sidewalk Tax District

This community-based initiative is similar to the metered parking revenue in that it looks to generate funds within the community where the money will eventually be spent. In this case, each building owner would pay an extra \$100 in taxes for the next 10 years to levy additional funds from the city. These funds could be used for matching grants or the like and they also demonstrate to the city a strong investment on the part of the local businesses.

Private Advertising in the Public Right-of-Way

Another method is to use funds from private advertising in the public right-of-way for active living infrastructure. Possible advertising locations include transit shelters and vehicles, existing bicycle parking infrastructure, street furniture, and utility poles.

Development Impact Fee or Development Excise Tax

Some municipalities utilize a development impact fee—a one-time fee collected from a new development to pay for its fair share of future capital improvements necessitated by growth. The impact fee can be used only for capital improvements, not maintenance or operating costs. Usually, a specific portion of this fee is earmarked for transportation infrastructure improvements.

Similar to a development impact fee, a development excise tax is a one-time tax collected on new development to fund new infrastructure. The excise tax can be rolled into the municipality's general funds. Unlike a development impact fee, however, an excise tax does not have to be specifically earmarked to benefit new growth. Taxes can be calculated as a percentage of construction cost, a flat fee per acre, or a flat fee by building type.

FEDERAL PROGRAMS

Specific application for these programs should be reviewed within the region through the county planning office or other specific public agency identified.

Congestion Mitigation and Air Quality (CMAQ):

CMAQ is a federal reimbursement program for surface transportation and other related projects that contribute to air-quality improvements and reduced congestion. Program funds may be used to construct bicycle and pedestrian facilities intended to reduce automobile travel and/or emissions in areas that have failed to meet air-quality standards for ozone, carbon monoxide and small particulate.

Highway Safety Improvement Programs (HSIP):

The overall purpose of this program is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements.

Transportation and Community System Preservation (TCSP):

The Transportation, Community, and System Preservation (TCSP) Program is a comprehensive initiative of research and grants to investigate the relationships between transportation, community, and system preservation plans and practices and identify private sector-based initiatives to improve such relationships. States, metropolitan planning organizations, local governments, and tribal governments are eligible for discretionary grants to carry out eligible projects to integrate transportation, community, and system preservation plans and practices that:

- Improve the efficiency of the transportation system of the United States.
- Reduce environmental impacts of transportation.
- Reduce the need for costly future public infrastructure investments.
- Ensure efficient access to jobs, services, and centers of trade.
- Examine community development patterns and identify strategies to encourage private sector development patterns and investments that support these goals.

Hazard Elimination Program:

At least ten percent of each state's Surface Transportation Program (STP) must be set aside for Hazard Elimination programs. This program's purpose is to identify and improve locations that have a documented history of numerous crashes. Funds may be used for safety improvement projects on any public road, any public surface transportation facility, or any publicly owned bicycle or pedestrian pathway or trail.

Transportation Alternatives Program:

The Transportation Alternatives Program (TAP) is a legislative program that was authorized in 2012 by federal transportation legislation, the Moving Ahead for Progress in the 21st Century Act (MAP-21). With certain exceptions, projects that met eligibility criteria for the Safe Routes to School Program, Transportation Enhancements, and/or the Bicycle & Pedestrian Facilities Program will be eligible TAP projects.

Tiger Grants:

TIGER grants are awarded to transportation projects that have a significant national or regional impact. Projects are chosen for their ability to contribute to the long-term economic competitiveness of the nation, improve the condition of existing transportation facilities and systems, increase energy efficiency and reducing greenhouse gas emissions, improve the safety of U.S. transportation facilities and enhance the quality of living and working environments of communities through increased transportation choices and connections. The Department also gives priority to projects that are expected to create and preserve jobs quickly and stimulate increases in economic activity.

Surface Transportation Block Grant Program (FAST Act)

The Fixing America's Surface Transportation Act (FAST Act) will fund surface transportation programs, including Federal-aid highways, through fiscal year 2020. The program aims to improve mobility through congestion management strategies; support economic growth by supporting road, bridge, bicycling, and walking improvements; and promote innovation by focusing on efficiency through the planning and review processes. The program includes set-asides for funding transportation alternatives previously available under TAP, including the Safe Routes to School Program, Transportation Enhancements, and/or the Bicycle & Pedestrian Facilities Program.

STATE PROGRAMS

Specific application for these programs should be reviewed with the county planning office or specific public agency identified.

New York State Energy Research and Development Authority (NYSERDA), a public benefit corporation offering objective information and analysis, innovative programs, technical expertise and funding to help New Yorkers increase energy efficiency, save money, use renewable energy, and reduce their reliance on fossil fuels. Funding is available through multiple, continuous, mechanisms targeted toward businesses and researchers. (<http://www.nyserda.ny.gov>)

New York Main Street Program, the Office of Community Renewal administers the New York Main Street program. New York Main Street provides financial resources and technical assistance to communities to strengthen the economic vitality of the State's traditional Main Streets and neighborhoods. The New York Main Street grant program provides funds from the New York State Housing Trust Fund Corporation (HTFC) to units of local government, business improvement districts, and other not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers. (<http://www.nyshcr.org/AboutUs/Offices/CommunityRenewal/>)

The Neighborhood Stabilization Program (NSP), administered through the Housing Finance Agency (HFA), provides financing for municipalities and developers to acquire and redevelop foreclosed, abandoned, and vacant properties. Once renovated or newly constructed, units are sold or rented to low-, moderate-, and middle-income households, with mandated long-term affordability. NSP also funds local land banking initiatives focused on foreclosed residential properties, and select demolition programs of blighted properties in targeted neighborhoods. The program, funded with Federal and State funds, targets communities most severely affected by the foreclosure and subprime crisis. (<http://www.nyshcr.org/AboutUs/Offices/CommunityRenewal/>)

The Rural Area Revitalization Project (RARP) program provides financial/technical resources to New York communities for the restoration and improvement of housing, commercial areas and public/community facilities in rural communities. This program will provide grants to not-for-profit community based organizations and charitable organizations that have a direct interest in improving the health, safety and economic viability of a rural area or other aspects of the area environment that are related to community preservation or renewal activities. (<http://www.nyshcr.org/AboutUs/Offices/CommunityRenewal/>)

New York State Consolidated Funding Application (CFA) is part of Governor Cuomo's plan to improve the state's economic development model; the CFA created a streamlined and grant application process. Utilize the CFA as a single entry point for access to economic development funding in New York State. Applicants have access to multiple state agency funding opportunities, including the New York State Main Street Program. (<https://apps.cio.ny.gov/apps/cfa/>)

PRIVATE FUNDING

National Endowment for the Arts (NEA) Our Town grant program:

The National Endowment for the Arts provides a limited number of grants, ranging from \$25,000 to \$150,000, for creative placemaking projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core. Our Town invests in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to:

- Improve their quality of life.
- Encourage creative activity.
- Create community identity and a sense of place.
- Revitalize local economies.

Preservation League of New York State:

The Preservation League of New York State offers grants to support projects that preserve New York State's cultural and historic resources. The grants support professional services of architects, engineers, and other design professionals working with non-profit groups and municipalities.

ZONING CODE AMENDMENTS

Zoning codes have a big influence on how pedestrian friendly or bike-friendly a community is and can encourage private investment. Not only do zoning codes create rules about the size, location, and use of buildings within a zoning district, but they also govern the surrounding public spaces. For example, zoning codes set standards for the width of sidewalks and streets, the location and frequency of crosswalks, the placement of pedestrian medians, the installment of bicycle lanes, or the inclusion of traffic-calming devices such as speed bumps. Zoning codes can also create mixed-use districts where structures can be used for both commercial and residential purposes, allowing more commerce to happen where people live and reducing the need for motor vehicles.

MODEL COMPLETE STREETS POLICY

DRAFT MODEL ORDINANCE

The National Complete Streets Coalition promotes a comprehensive policy that addresses ten main elements for communities to adopt. These elements include an identified vision, specific direction and commitment, interpret clearly the community's desire, and establish flexibility in planning and implementation to ensure real results through good process. Provided is a description of each section and sample language for consideration.

A strong **vision** can inspire a community to follow through on its policy. Every community has its own set of challenges and desires, which has encouraged them to develop Complete Streets as an effective policy to combat them. At its core, complete streets identifies that all users upon the roadways should be safely accommodated into the planning, design, construction and operation of the transportation system.

Whereas; Establish (your community) as a safe and accessible community by improving bicycle and pedestrian friendliness through consistent public realm design standards to a revitalized mixed-use downtown district.

Clarity in the **intent** of the policy makes it easy for those who are tasked with its implementation and follow through. All involved understands this new goal and can determine what changes in the current process need to occur.

Whereas; The (your community) shall plan for, design, construct, operate and maintain appropriate facilities for all transportation users in all new construction, retrofit and reconstruction projects.

Complete Street policies come with an understanding that **all users and modes** shall be accommodated upon the roadway. This recognizes that our streets are for more than moving vehicles through them. Streets should also be places for those who travel by foot and bicycle for they too are deserving of safe facilities to travel upon.

Whereas; streets that integrate multiple transportation choices for pedestrians, bicyclists, and transit, with special consideration for children, the elderly and people with disabilities, contribute to the public life of a community, sustainable economic development and efficient movement of people and goods.

The complete street policy should apply to all street **projects and phases**. Whether it is new construction, reconstruction, maintenance or operations all transportation improvements should be viewed as an opportunity to create safer, more accessible streets for all users.

Whereas; the (your community) shall, to the maximum extent practical, scope, plan, design, construct, operate and maintain all streets to provide a comprehensive and integrated network of facilities for all users of all abilities.

There are some **exceptions** that should be in place to ensure the policy is not too onerous. However, a process to handle exceptions is needed and should not weaken the overall policy. The Federal Highway Administrations guidance on accommodating bicycle and pedestrian travel identifies when accommodations may not be necessary on corridors where specific users are prohibited, such as in-

terstate freeways or pedestrian malls; the cost of accommodation is excessively disproportioned to the need or probable use; there is a documented absence of current or future need.

Whereas; Any exception to applying this Complete Streets Policy to a specific roadway project must be approved by (the Village Trustees) with documentation of the reason for the exception. Exceptions may be made when the project involves a roadway on which non-motorized use is prohibited by law. In this case, an effort shall be made to accommodate pedestrians and bicyclists elsewhere.

Streets must be organized in an integrated **network**. Residents have many potential destinations in their daily travel. A complete street provides an interconnected network that meets this demand.

Whereas; This policy will create a comprehensive, integrated, connected transportation network for (your community) that balances access, mobility, health and safety needs for all residents. Planning, funding, designing, constructing, managing and maintaining a complete multi-modal network, ensures this.

Implementing a complete street network can become difficult with multiple agencies having **jurisdiction** over the planning, design and construction of different roads. In Randolph, the state and county also have jurisdiction over some of the roadways. Additionally, new developments may be built in town and new roadways established by private developers.

Whereas; It is the intent of this policy to foster partnerships with the state, county, school district, citizens, businesses, interest groups and neighborhoods to implement complete streets.

Communities should **design** their streets using the best and latest design standards available.

Whereas; The (your community) shall adapt, develop and adopt departmental policies, design criteria, standards and guidelines based upon recognized best practices in street design, construction and operations including but not limited to the latest editions of American Association of State Highway Transportation Officials (AASHTO) A Policy on Geometric Design of Highways and Streets; AASHTO Guide for Planning, Designing, and Operating Pedestrian Facilities; AASHTO Guide for the Development of Bicycle Facilities; Institute of Transportation Engineers (ITE) Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide; U.S. Access Board Public Right-of-Way Accessibility Guidelines; Highway Capacity Manual and Highway Safety Manual.

All communities are different and it is important that each maintain their character and sense of place when designing complete streets. A **context sensitive** approach does this by adapting roads to fit the character of the surrounding neighborhood.

Whereas; the implementation of this policy shall reflect the context and character of the surrounding built and natural environments while enhancing the appearance of such. In doing so, the (your community) shall consider methods of providing development flexibility within safe design parameters such as context-sensitive design solutions and shall attempt to employ all solutions consistent with and sensitive to the context of the project.

Performance measures help communities measure their success. The evaluation of complete streets projects can help identify this success by determining improvements in safety, economic development and changes in mode share. These can include the total number of bike lanes added, increase

in building permits issued to the increase in activity levels of residents because they are now walking or biking more often.

Whereas; Complete Streets should be continuously evaluated for success and opportunities for improvement sought. This policy encourages the regular evaluation and reporting of implementing complete streets through the following performance measures:

- Increase in the share of bicycles, pedestrians and transit users;
- Crash data;
- Use of new projects by mode;
- Compliments and complaints;
- Linear feet of pedestrian accommodations built;
- Number of ADA accommodations built;
- Miles of bike lanes/trails built or striped;
- Number of transit accessibility accommodations built;
- Number of street trees planted;
- Number of building permits issued along new complete street;
- Number of exemptions from this policy.

Once a policy is passed, the work is not done. There are a number of steps that a community can take to ensure the **implementation** of complete streets. There are five key steps to follow in order to be successful, these include:

1. Restructure or revise related procedures, plans, regulations and other processes to accommodate all users.
2. Develop new design policies and guides or revise existing ones to reflect current best practices in transportation design.
3. Ensure that staff responsible for implementing the policy, as well as community leaders and the general public has opportunities to attend workshops or other training opportunities so that everyone understands how to implement the policy effectively.
4. Identify ways to evaluate and measure the performance of your new complete streets by collecting data and sharing with the general public how well the streets are serving them.

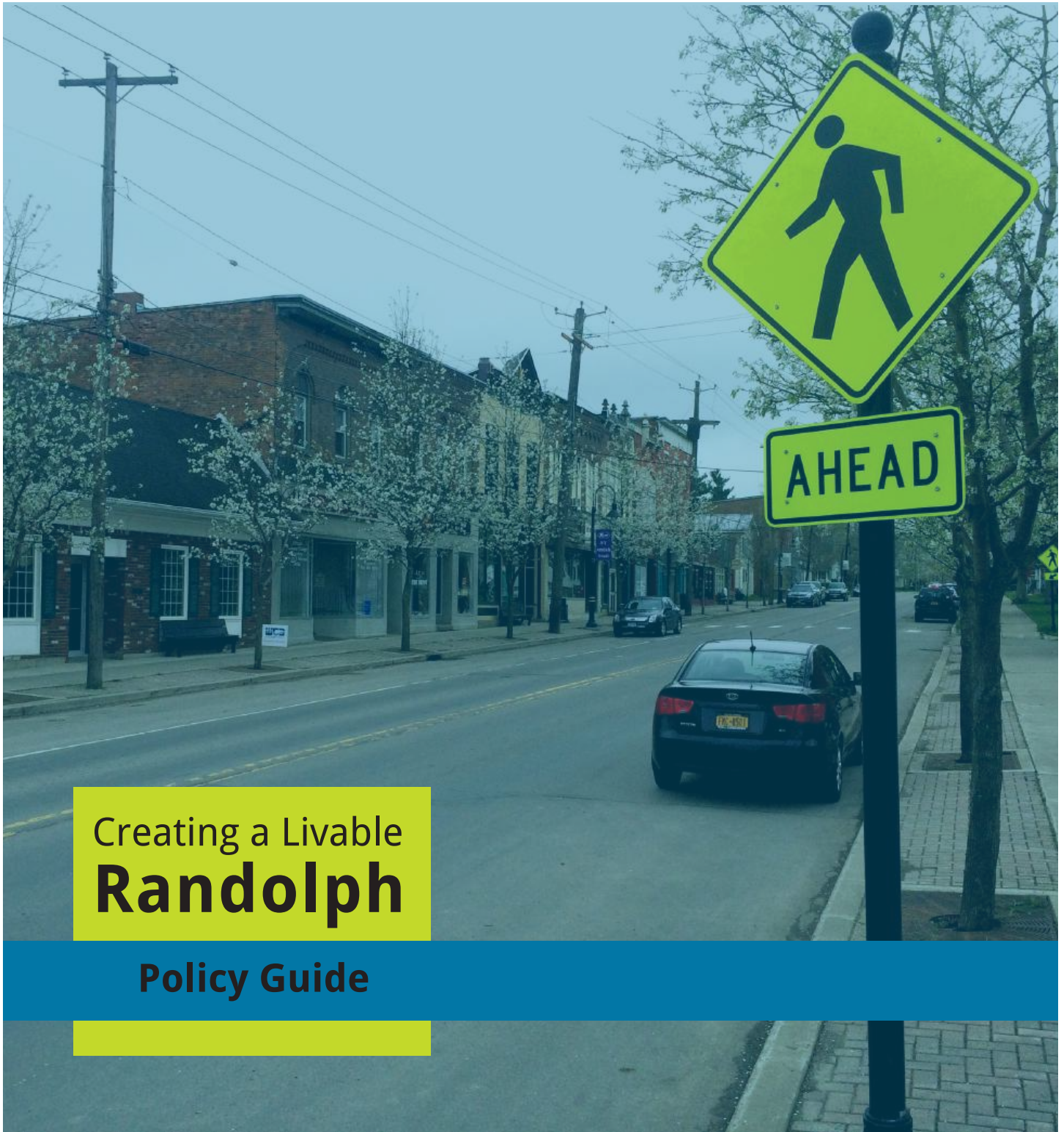
Whereas; The (your community) shall implement the following steps to ensure successful implementation of complete streets:

- Advisory Board: the (your community) will establish an interdepartmental advisory board to oversee the implementation of this policy. The committee will included members of the village (board members, planning board, school board, highway department), county (planning department and highway department), the NYS Department of Transportation, the police department as well as representatives from bicycling, pedestrian, disabled, youth and elderly communities or any other organizations as deemed relevant. This committee will meet quarterly and provide a written report to the (your community's elected officials) evaluating progress and advising on implementation.
- Inventory: The (your community) will maintain a comprehensive inventory of the pedestrian and bicycle infrastructure and will prioritize projects to eliminate gaps in the sidewalk and bikeway networks.
- Capital Improvement and Maintenance Project Prioritization: The (your community) will re-evaluate capital improvement and maintenance project prioritization annually to encourage

implementation of pedestrian and bicycle improvements.

- Revisions to Existing Plans and Policies: The (your community) will incorporate complete street principles into the comprehensive plan, zoning code and other plans and manual, rules, regulations and programs.
- Other Plans: The (your community) will prepare, implement and maintain a Bicycle and Pedestrian Transportation Plan, a Safe Routes to School Plan, an Americans with Disabilities Act Transition Plan, and a Street Tree and Landscape Plan.
- Storm Water Management: The (your community) will prepare and implement a plan to transition to sustainable storm water management techniques along our streets.
- Staff Training: The (your community) will train all pertinent staff on the content of the complete streets principles and best practices for implementing the policy.
- Coordination: The (your community) will utilize inter-departmental project coordination to promote the most responsible and efficient use of fiscal resources for activities that occur within the public right of way.
- Street Manual: The (your community) will create and adopt a Complete Streets Design Manual to support implementation of this policy.
- Funding: The (your community) will actively seek sources of appropriate funding to implement complete streets.

Report End



Creating a Livable
Randolph

Policy Guide

make
COMMUNITIES



**Creating Healthy Schools
and Communities**

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What is a Complete Street Policy?

Complete streets can be achieved through a variety of policies including ordinances and resolutions; rewrites of design manuals; inclusion in comprehensive plans and zoning regulations.¹

Ultimately, a Complete Streets policy formalizes a community's intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities. These policies will direct transportation planners and engineers to consistently design and construct the right-of-way to accommodate all anticipated users, including pedestrians, bicyclists, public transportation users, motorists, and freight vehicles.

¹ Complete Streets Policy Analysis 2011. Sourced at: <http://www.smartgrowthamerica.org/documents/cs/resources/cs-policyanalysis.pdf>

Model Complete Street Policies

Complete Street policies can take several forms. Provided is a model Complete Street ordinance, comprehensive plan and zoning code for towns and villages across Western New York. This information was adapted from the National Complete Streets Coalition's policy analysis,² the National Policy & Legal Analysis Network (NPLAN) To Prevent Childhood Obesity Model Comprehensive Plan Language on Complete Streets³ and Change Lab Solutions' model zoning code recommendations⁴.

The intended purpose is to provide a draft model ordinance, design standards and process to ensure that communities within Western New York have the necessary policy tools to ensure that all roadway users are safely accommodated. It is up to the individual communities to review the draft policy language to determine how to best move forward in a way that institutionalizes their vision for complete streets into the everyday practice. This information is applicable to towns and villages throughout Western New York.

2 Complete Streets Analysis 2011, Smart Growth American & the National Complete Streets Coalition: www.smartgrowthamerica.org

3 National Policy & Legal Analysis Network (NPLAN) To Prevent Childhood Obesity 2010, Model Comprehensive Plan Language on Complete Streets, www.nplan.org

4 Move this Way: Making Neighborhoods More Walkable and Bikeable, Change Lab Solutions, 2013 www.changelabsolutions.org

Draft Model Ordinance

The National Complete Streets Coalition promotes a comprehensive policy that address ten main elements for communities to adopt. These elements include an identified vision, specific direction and commitment, interpret clearly the community's desire, and establish flexibility in planning and implementation to ensure real results through good process.

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Complete Street policies come with an understanding that **all users and modes** shall be accommodated upon the roadway. This recognizes that our streets are for more then moving vehicles through them. Streets should also be places for those who travel by foot and bicycle for they too are deserving of safe facilities to travel upon.

Whereas; streets that integrate multiple transportation choices for pedestrians, bicyclists, and transit, with special consideration for children, the elderly and people with disabilities, contribute to the public life of a community, sustainable economic development and efficient movement of people and goods.

The complete street policy should apply to all street **projects and phases**. Whether it is new construction, reconstruction, maintenance or operations all transportation improvements should be viewed as an opportunity to create safer, more accessible streets for all users.

Whereas; Randolph shall, to the maximum extent practical, scope, plan, design, construct, operate and maintain all streets to provide a comprehensive and integrated network of facilities for all users of all abilities.

There are some **exceptions** that should be in place to ensure the policy is not too onerous. However, a process to handle exceptions is needed and should not weaken the overall policy. The Federal Highway Administrations guidance on accommodating bicycle and pedestrian travel identifies when accommodations may not be necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls; the cost of accommodation is excessively disproportioned to the need or probable use; there is a documented absence of current or future need.

Whereas; Any exception to applying this Complete Streets Policy to a specific roadway project must be approved by (your community's - Board/Council/Trustees) with documentation of the reason for the exception. Exceptions may be made when the project involves a roadway on which non-motorized use is prohibited by law. In this case, an effort shall be made to accommodate pedestrians and bicyclists elsewhere.

Streets must be organized in an integrated network. Residents have many potential destinations in their daily travel. A complete street provides an interconnected network that meets this demand.

Whereas; This policy will create a comprehensive, integrated, connected transportation network for Randolph that balances access, mobility, health and safety needs for all residents. Planning, funding, designing, constructing, managing and maintaining a complete multi-modal network, ensures this.

Implementing a complete street network can become difficult with multiple agencies having jurisdiction over the planning, design and construction of different roads. In Randolph, the state and county have jurisdiction over some of the roadways while the town also has some. Additionally, new developments may be built in town and new roadways established by private developers.

Whereas; It is the intent of this policy to foster partnerships with the state, county, school district, citizens, businesses, interest groups and neighborhoods to implement complete streets.

Communities should design their streets using the best and latest design standards available.

Whereas; the town of Randolph highway department shall adapt, develop and adopt departmental policies, design criteria, standards and guidelines based upon recognized best practices in street design, construction and operations including but not limited to the latest editions of American Association of State Highway Transportation Officials (AASHTO) A Policy on Geometric Design of Highways and Streets; AASHTO Guide for Planning, Designing, and Operating Pedestrian Facilities; AASHTO Guide for the Development of Bicycle Facilities; Institute of Transportation Engineers (ITE) Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide; U.S. Access Board Public Right-of-Way Accessibility Guidelines; Highway Capacity Manual and Highway Safety Manual.

All communities are different and it is important that each maintain their character and sense of place when designing complete streets. A Context sensitive approach does this by adapting roads to fit the character of the surrounding neighborhood.

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sensitive to the context of the project.

Performance Measures help communities measure their success. The evaluation of complete streets projects can help identify this success by determining improvements in safety, economic development and changes in mode share. These can include the total number of bike lanes added, increase in building permits issued to the increase in activity levels of residents because they are now walking or biking more often.

Whereas; Complete Streets should be continuously evaluated for success and opportunities for improvement sought. This policy encourages the regular evaluation and reporting of implementing complete streets through the following performance measures:

- *Increase in the share of bicycles, pedestrians and transit users;*
- *Crash data;*
- *Use of new projects by mode;*
- *Compliments and complaints;*
- *Linear feet of pedestrian accommodations built;*
- *Number of ADA accommodations built;*
- *Miles of bike lanes/trails built or striped;*
- *Number of transit accessibility accommodations built;*
- *Number of street trees planted;*
- *Number of building permits issued along new complete street;*
- *Number of exemptions from this policy.*

Once a policy is passed, the work is not done. There are a number of steps that a community can take to ensure the **implementation** of complete streets. There are five key steps to follow in order to be successful, these include:

- Restructure or revise related procedures, plans, regulations and other processes to accommodate all users.
- Develop new design policies and guides or revise existing ones to reflect current best practices in transportation design.
- Ensure that staff responsible for implementing the policy, as well as community leaders and the general public has opportunities to attend workshops or other training opportunities so that everyone understands how to implement the policy effectively.
- Identify ways to evaluate and measure the performance of your new complete streets by collecting data and sharing with the general public how well the streets are serving them.

Whereas; Randolph shall implement the following steps to ensure successful implementation of complete streets:

Advisory Board: the town will establish an interdepartmental advisory board to oversee the implementation of this policy. The committee will include members of the town (board members, planning board, school board, highway department), county (planning department and highway department), the police department as well as representatives from bicycling, pedestrian, disabled, youth and elderly communities or any other organizations as deemed relevant. This committee will meet quarterly and provide a written report to the town trustees evaluating progress and advising on implementation.

- *Inventory: Randolph will maintain a comprehensive inventory of the pedestrian and bicycle infrastructure and will prioritize projects to eliminate gaps in the sidewalk and bikeway networks.*

- *Capital Improvement and Maintenance Project Prioritization:* The town will reevaluate capital improvement and maintenance project prioritization annually to encourage implementation of bicycle, pedestrian and transit improvements.
- *Revisions to Existing Plans and Policies:* Randolph will incorporate complete street principles into the comprehensive plan, zoning code and other plans and manual, rules, regulations and programs.
- *Other Plans:* Randolph will prepare, implement and maintain a Bicycle and Pedestrian Transportation Plan, a Safe Routes to School Plan, an Americans with Disabilities Act Transition Plan, and a Street Tree and Landscape Plan.
- *Storm Water Management:* Randolph will prepare and implement a plan to transition to sustainable storm water management techniques along our streets.
- *Staff Training:* Randolph will train all pertinent staff on the content of the complete streets principles and best practices for implementing the policy.
- *Coordination:* Randolph will utilize inter-departmental project coordination to promote the most responsible and efficient use of fiscal resources for activities that occur within the public right of way.
- *Street Manual:* Randolph will create and adopt a Complete Streets Design Manual to support implementation of this policy.
- *Funding:* Randolph will actively seek sources of appropriate funding to implement complete streets.

Draft Model Comprehensive Plan Language

Good planning practice requires that communities establish long-range *comprehensive plans* for future physical development. A comprehensive plan provides a vision of how residents and stakeholders wish to see their community evolve, and acts as a policy guide for decision-making regarding future development. By including “complete streets” language in a comprehensive plan, a community can promote street design and land use policies that allow people to get around safely on foot, bicycle, or public transportation.

Comprehensive plans generally are organized into an overarching *vision* with related *goals*, *objectives*, and *policy* or *action* steps. This model uses these terms, which are easily translated into the language of a given plan. Communities may include the following language in their comprehensive plan as a complete policy package, or may selectively adopt specific objectives or policies. Communities are encouraged to tailor the policy and action items to local needs, concerns, and conditions, and to identify the appropriate agency or department responsible for implementation⁵.

5 National Policy & Legal Analysis Network To Prevent Childhood Obesity (NPLAN): Model Comprehensive Plan Language on Complete Streets

TRANSPORTATION CHAPTER

Goal T1: Provide safe and comfortable routes for walking, bicycling, and public transportation to increase use of these modes of transportation, enable convenient and active travel as part of daily activities, reduce pollution, and meet the needs of all users of the streets, including children, families, older adults, and people with disabilities.

Objective T1.1: Integrate Complete Streets infrastructure and design features into street design and construction to create safe and inviting environments for all users to walk, bicycle, and use public transportation.

T1.1.1. In planning, designing, and constructing Complete Streets:

- Include infrastructure that promotes a safe means of travel for all users along the right of way, such as sidewalks, shared use paths, bicycle lanes, and paved shoulders.
- Include infrastructure that facilitates safe crossing of the right of way, such as accessible curb ramps, crosswalks, refuge islands, and pedestrian signals; such infrastructure must meet the needs of people with different types of disabilities and people of different ages.
- Ensure that sidewalks, crosswalks, public transportation stops and facilities, and other aspects of the transportation right of way are compliant with the Americans with Disabilities Act and meet the needs of people with different types of disabilities, including mobility impairments, vision impairments, hearing impairments, and others.⁶ Ensure that the ADA Transition Plan includes a prioritization method for enhancements and revise if necessary.
- Prioritize incorporation of street design features and techniques that promote safe and comfortable travel by pedestrians, bicyclists, and public transportation riders, such as traffic calming circles, additional traffic calming mechanisms, narrow vehicle lanes, raised medians, bulb outs, road diets,⁷ high street connectivity,⁸ and physical buffers and separations between vehicular traffic and other users.
- Ensure use of additional features that improve the comfort and safety of users:
 - Provide pedestrian-oriented signs, pedestrian-scale lighting, benches and other street furniture, bicycle parking facilities, and comfortable and attractive public transportation stops and facilities.
 - Encourage street trees, landscaping, and planting strips, including native plants where possible, in order to buffer traffic noise and protect and shade pedestrians and bicyclists.
 - Reduce surface water runoff by reducing the amount of impervious surfaces on the streets.

⁶ Note that many types of accommodations for people with disabilities are mandated by federal law under the Americans with Disabilities Act.

⁷ A road diet is a transportation technique in which the number or width of lanes dedicated to motor vehicle traffic is decreased, often by combining the two central lanes into a single two-way turn lane, in order to create additional space within the right of way for features such as bicycle lanes, sidewalks, or buffer zones.

⁸ Connectivity describes the directness of routes and density of connections in a street network. A street network with high connectivity has many short links, numerous intersections, and few dead-end streets. As connectivity increases, travel distances decrease and route options increase, allowing more direct travel between destinations.

T1.1.2. In all street projects, include infrastructure that improves transportation options for pedestrians, bicyclists, and public transportation riders of all ages and abilities.

- Ensure that this infrastructure is included in planning, design, approval, construction, operations, and maintenance phases of street projects.
- Incorporate this infrastructure into all construction, reconstruction, retrofit, maintenance, alteration, and repair of streets, bridges, and other portions of the transportation network.
- Incorporate multimodal improvements into pavement resurfacing, restriping, and signalization operations where the safety and convenience of users can be improved within the scope of the work.
- Develop systems to implement and monitor incorporation of such infrastructure into construction and reconstruction of private streets.
- Allow exclusion of such infrastructure from street projects only upon approval by the Town Board and only where documentation and supporting data indicate one of the following bases for the exemption: (a) use by non-motorized users is prohibited by law; (b) the cost would be excessively disproportionate to the need or probable future use over the long term; (c) there is an absence of current and future need; or (d) inclusion of such infrastructure would be unreasonable or inappropriate in light of the scope of the project.

T1.1.3. Develop policies and tools to improve the town of Randolph's Complete Streets practices:

- Develop a pedestrian crossings policy to create a transparent decision-making policy, including matters such as where to place crosswalks and when to use enhanced crossing treatments.
- Develop policies to improve the safety of crossings and travel in the vicinity of schools and parks.
- Consider developing a transportation demand management/commuter benefits ordinance to encourage residents and employees to walk, bicycle, use public transportation, or carpool.
- Develop a checklist for Randolph's development and redevelopment projects, to ensure the inclusion of infrastructure providing for safe travel for all users and enhance project outcomes and community impact.

T1.1.4. Change transportation investment criteria to ensure that existing transportation funds are available for Complete Streets infrastructure.

T1.1.5. Identify additional funding streams and implementation strategies to retrofit existing streets to include Complete Streets infrastructure.

Objective T1.2: Make Complete Streets practices a routine part of Randolph's everyday operations.

T1.2.1. As necessary, restructure and revise the zoning and subdivision codes, and other plans, laws, procedures, rules, regulations, guidelines, programs, templates, and design manuals, in order to integrate, accommodate, and balance the needs of all users in all street projects on public and private streets.

T1.2.2. Develop or revise street standards and design manuals, including cross-section templates and design treatment details, to ensure that standards support and do not impede Complete Streets.

T1.2.3 Assess current requirements with regard to road width and turning radii in order to determine the narrowest vehicle lane width and tightest corner radii that safely balance other needs; adjust design guidelines and templates to reflect ideal widths and radii.

T1.2.4. Make training available to planning and highway department personnel on the importance of Complete Streets and on implementation and integration of multimodal infrastructure and techniques.

T1.2.5. Encourage coordination among agencies and departments (Village, Town, County, New York State Department of Transportation, etc.) to develop joint prioritization, capital planning and programming, and implementation of street improvement projects and programs.

T1.2.6. Encourage targeted outreach and public participation in community decisions concerning street design and use.

T1.2.7. Establish performance standards with measurable outcomes to assess safety, functionality, and actual use by each category of users.

T1.2.8. Replace automobile level of service as a dominant determinant with multimodal level of service assessment criteria.

T1.2.9. Collect baseline data and regularly gather follow-up data in order to assess impact of policies.

- Collect data regarding the safety, functionality, and actual use by each category of users of the neighborhoods and areas within Randolph.
- Track performance standards and goals.
- Track other performance measures such as number of new curb ramps and new street trees or plantings.
- Require major employers to monitor how employees commute to work.

Objective T1.3: Plan and develop a comprehensive and convenient bicycle and pedestrian transportation network.

T1.3.1. Develop a long-term plan for a bicycle and pedestrian network that meets the needs of users, including pedestrians, bicyclists, and people of all ages and abilities, including children, youth, families, older adults, and individuals with disabilities.

- Conduct a demand analysis for each category of user, mapping locations that are already oriented to each mode of travel and type of user and those for which there is latent demand.
- For each category of user, map out a preferred transportation network with routes that will enable safe, interconnected, direct, continuous, and efficient travel from each major origination area to each major destination area.
- Encourage public participation in community decisions concerning the demand analysis, preferred route network, and street design and use to ensure that such

decisions: (a) result in streets that meet the needs of all users, and (b) are responsive to needs of individuals and groups that traditionally have not participated in public infrastructure design. Include pedestrians, bicyclists, individuals with disabilities, children and youth, families, older adults, public transportation riders, low-income communities, communities of color, and other distinct social groups, and their advocates. Establish ongoing advisory committees and public feedback mechanisms.

- Identify and prioritize necessary changes in order to implement the preferred network; prioritize neighborhoods with the greatest need and projects that significantly alleviate economic, social, racial, or ethnic inequities.
- Ensure that the networks provide ready access to healthy sources of nutrition.
- Explore the use of non-standard locations and connections for bicycle, pedestrian, such as easements, restored stream corridors, and railroad rights-of way.

T1.3.2. Evaluate timeline and funding of the plan.

- Assess the degree to which implementation of the plan can be coordinated with planned reconstruction of streets, development projects, utility projects, and other existing funding streams.
- Develop funding strategies for addressing additional needs; actively pursue funding from state, federal, and other sources.
- Explore imposing development impact fees and dedication requirements on new development to create paths and other Complete Streets infrastructure.

T1.3.3. In collaboration with Cattaraugus County and the New York State Department of Transportation, integrate bicycle and pedestrian facility planning into regional and local transportation planning programs and agencies to encourage connectivity between jurisdictions.

T1.3.4. Develop programs to encourage bicycle use, such as enacting indoor bicycle parking policies to encourage bicycle commuting, or testing innovative bicycle facility design.

Objective T1.4: Promote bicycle and pedestrian safety.

T1.4.1. Identify physical improvements that would make bicycle and pedestrian travel safer along current major bicycling and walking routes and the proposed future network, prioritizing routes to and from schools.

T1.4.2. Identify safety improvements to pedestrian and bicycle routes used to access public transportation stops; collaborate with transit to relocate stops where advisable.

T1.4.3. Identify intersections and other locations where collisions have occurred or that present safety challenges for pedestrians, bicyclists, or other users; consider gathering additional data through methods such as walkability/bikeability audits; analyze data; and develop solutions to safety issues.

T1.4.4. Prioritize modifications to the identified locations and identify funding streams and implementation strategies, including which features can be constructed as part of routine street projects.

T1.4.5. Collaborate with schools, senior centers, advocacy groups, and public safety

departments to provide community education about safe travel for pedestrians, bicyclists, public transportation riders, and others.

T1.4.6. Use crime prevention through environmental design strategies⁹ to increase safety for pedestrians, bicyclists, and other users.

T1.4.7. As necessary, public safety departments should engage in additional enforcement actions in strategic locations.

Objective T1.5: Make public transportation an interconnected part of the transportation network.

T1.5.1. Partner with local transit to enhance and expand public transportation services and infrastructure throughout Randolph and the surrounding region; encourage the development of a public transportation system that increases personal mobility and travel choices, conserves energy resources, preserves air quality, and fosters economic growth.

T1.5.2. Work jointly with local transit to provide destinations and activities that can be reached by public transportation and are of interest to public transportation-dependent populations, including youth, older adults, and people with disabilities.

T1.5.3. Collaborate with local transit to incorporate infrastructure to assist users in employing multiple means of transportation in a single trip in order to increase transportation access and flexibility; examples include, but are not limited to, provisions for bicycle access on public transportation, secure bicycle racks at transit stops, access via public transportation to trails and recreational locations, and so on.

T1.5.4. Ensure safe and accessible pedestrian routes to public transportation stops; relocate stops if safe routes are not feasible at current location.

T1.5.5. Work with local transit to ensure that public transportation facilities and vehicles are fully accessible to people with disabilities.

T1.5.6. Explore working with local transit to provide travel training programs for older adults and people with disabilities, and awareness training for vehicle operators.

T1.5.8. Partner with local transit to collect data and establish performance standards related to these steps.

⁹ Crime prevention through environmental design (CPTED) involves designing the built environment to deter criminal behavior. CPTED aims to create environments that discourage the commission of crimes by influencing offenders to not commit a contemplated crime, usually due to increased fear of detection.

LAND USE CHAPTER

Communities may also find it beneficial to include complete streets concepts in their Land Use; Schools/Public Facilities; Parks and Recreation; and Community Health chapters of their plans to increase the integration of the plan as a whole.

Goal LU1: Ensure that land use patterns and decisions encourage walking, bicycling, and public transportation use, and make these transportation options a safe and convenient choice.

Objective LU1.1: Plan, design, and create complete and well-structured neighborhoods whose physical layout and land use mix promote walking, bicycling, and public transportation use as a means of accessing services, food, retail, employment, education, childcare, recreation, and other destinations.

LU1.1.1. Encourage mixed-use development to allow siting of residential, retail, office, recreational, and educational facilities within close proximity to each other to encourage walking and bicycling as a routine part of everyday life.

- Maximize the proportion of residences within ¼ mile of uses like parks, schools, grocers, retailers, service providers, employment, public transportation, and other desirable community features.

LU1.1.3. Promote infill development and redevelopment; new construction should occur in a compact form in developed locations whenever feasible.

LU1.1.4. Encourage the creation of high-quality community plazas, squares, greens, commons, community and neighborhood parks, and rooftop gardens; explore creation of shared streets.

LU1.1.5. Require safe and convenient walking, bicycling, and public transportation features in new or renovated development.

LU1.1.6. Require transportation demand management strategies in development plans.

LU1.1.7. Explore imposing development impact fee, use fee, and dedication requirements on new development to fund multimodal transportation.

Objective LU1.2: Require street design that creates public space that is safe and welcoming for pedestrians.

LU1.2.1. Encourage street-oriented buildings; locate parking lots, if provided, in rear of retail and business centers.

LU1.2.2. Provide pedestrian-scale lighting.

LU1.2.3. Encourage a high proportion of streets where building façades have abundant windows and entrances facing the street and create a human-scaled wall near the lot line.

LU1.2.4. Encourage ground-level business uses that support pedestrian activity, such as retail, restaurants, and services.

LU1.2.5. Reduce the proportion of street frontages and rights of way lined by parking lots, blank walls, or empty lots.

LU1.2.6. Where parking lots are located between commercial buildings and streets, require or encourage creation of a pedestrian path from the street to the entrance.

LU1.2.7. Increase street connectivity.

SCHOOLS/ PUBLIC FACILITIES CHAPTER

Goal S1: Increase children's physical activity to benefit their short- and long-term health and improve their ability to learn.

Objective S1.1: Provide children with safe and appealing opportunities for walking and bicycling to school in order to decrease rush hour traffic and fossil fuel consumption, encourage exercise and healthy living habits in children, and reduce the risk of injury to children through traffic collisions near schools.

S1.1.1. Support Safe Routes to Schools programs.

- Work with the Randolph Central School District to pursue encouragement programs such as Walk and Bike to School Days, as well as "Walking School Bus"/"Bike Train" programs at elementary schools, where parents take turns accompanying a group of children to school on foot or via bicycle.
- Gather baseline data on attitudes about and levels of walking and bicycling to school, through student tallies and parent surveys; gather additional data each spring and fall to measure progress.
- Work with Randolph Central School District and advocates to obtain Safe Routes to School funding to implement educational programs.
- Work with Randolph Central School District to encourage educational programs that teach students safe walking and bicycling behaviors, and educate parents and drivers in the community about the importance of safe driving.
- Work with law enforcement to enforce speed limits and traffic laws, assist in ensuring safe crossings, and promote safe travel behavior within the schools.
- Encourage parents to get children to school through active travel such as walking or bicycling.

S1.1.2 Prioritize safety and roadway improvements around schools.

- Conduct walkability and bikability audits along routes to schools to identify opportunities and needs for infrastructure improvements.
- Ensure that speed limits in areas within *1,000 feet* of schools are no greater than 15 miles per hour.
- Assess traffic speeds, volumes, and vehicle types around schools; implement traffic calming in areas immediately around schools where indicated by speed and volume; consider closing streets to through traffic during school hours if other methods cannot reduce threat to safety.
- Pursue Safe Routes to School funding to implement infrastructure improvements.

S1.1.3. Work with the Central School District to improve transportation safety around schools, including drop-off and pickup zones, as well as locations where interactions occur between pedestrians, bicyclists, automobiles, and buses.

S1.1.4. Work with the Central School District to locate and design new and remodeled schools to be easily accessible by foot or bicycle for the largest number of students possible by taking steps such as locating new schools in or near neighborhoods where students live, providing safe and secure bicycle parking within school facilities, and allowing convenient access to schools from public streets.

S1.1.5. Locate sports fields near schools, or pursue joint use agreements with Randolph Central School District to allow school fields to be available for public use outside of school hours.

PARKS AND RECREATION CHAPTER

Goal P1: Increase use of parks and open space for physical activity and encourage residents to access parks by walking, bicycling, or public transportation.

Objective P1.1: Create safe routes to parks and open space.

P1.1.1. Encourage the development of parks and open space with a network of safe and convenient walking and bicycle routes, including routes that access other popular destinations, such as schools.

P1.1.2. Implement traffic-calming measures near parks where advisable due to vehicle speeds and volumes.

P1.1.3. Improve intersections at access points to parks to create greater visibility for all users, and provide accessible curb ramps and additional time to cross the street.

P1.1.4. Improve public transportation connections to trails, parks, and other recreational locations.

P1.1.5. Ensure that all parks and open space can be reached through safe routes for bicycling, walking, and public transportation.

P1.1.6. Ensure that trails, parks, and open spaces have secure bicycle parking facilities.

COMMUNITY HEALTH CHAPTER

Goal H1: Improve health, safety, and mental well-being of residents by creating convenient and safe opportunities for physical activity.

Objective H1.1: Ensure that residents of all ages and income levels can walk and bicycle to meet their daily needs.

H1.1.1. Improve bicycle, pedestrian, and public transportation access to residential areas, educational and childcare facilities, employment centers, grocery stores, retail centers, recreational areas, historic sites, hospitals and clinics, and other destination points.

Draft Model Zoning Code Language

Zoning is the mechanism by which villages, towns and counties regulate how parcels of land can be developed — both the types of uses allowed and the features of the physical structures that can be built. Zoning works by legally dividing a jurisdiction into separate geographic districts or “zones” and then applying different rules or regulations that govern the built environment within each zone. Zoning codes generally determine what types of structures can be located in each zoning district (e.g., how large or small a structure can be, how tall, etc.) and how structures within the district can be used (e.g., residential, commercial, industrial, etc.).

Zoning codes have a big influence on how pedestrian friendly or bike-friendly a community is. Not only do zoning codes create rules about the size, location, and use of buildings within a zoning district, but they also govern the surrounding public spaces. For example, zoning codes set standards for the width of sidewalks and streets, the location and frequency of crosswalks, the placement of pedestrian medians, the installment of bicycle lanes, or the inclusion of traffic-calming devices such as speed bumps. Zoning codes can also create mixed-use districts where structures can be used for both commercial and residential purposes, allowing more commerce to happen where people live and reducing the need for motor vehicles.

To be legally valid, zoning codes have to be reasonably related to the public welfare, they must comply with all constitutional requirements such as due process, and they must be consistent with the comprehensive or general plan of the jurisdiction. In addition, zoning may run afoul of the law when it has a disproportionately adverse impact on specific protected classes of people, such as minorities or immigrant populations. In general, any ordinance to amend a zoning code will include a series of “findings” that outline the rationale for the proposed changes, demonstrating that they are reasonably related to the public welfare, consistent with the comprehensive plan, and not discriminatory or otherwise unconstitutional.

Provided is a series of potential zoning code amendments that will support the regular implementation of Complete Streets.



BUILDING ENTRIES

Building entrances are often obscured by parking spaces or, in some instances, parking lots that create dangerous environments for pedestrians. This type of configuration increases the likelihood of injury and may discourage pedestrians from accessing these services.

Code Example: Principal building entrances shall face the primary street serving the development or shall be oriented toward a focal point such as a landscaped public square, plaza or similar formal public open space. All structures that are located along the primary street serving the development shall also have doors or windows facing the primary street. Principal buildings shall be parallel to the primary street. If the prevalent (more than 50 percent) orientation of buildings on the block is at an angle to the street, the new building's orientation shall be the same as other buildings. The walls of buildings on corners should be parallel to the streets.

Retail and office uses within buildings facing two or more streets shall have at least one customer entrance facing the primary street and one customer entrance facing the secondary street or instead of two entrances, a corner entrance.

BUILDING FACADES

Vast, monolithic buildings present too much dead space, making pedestrians feel small and out of place. Wide unadorned buildings don't offer as much visual variety as a row of smaller buildings, and they provide fewer ground-level services and window displays. To keep an area visually interesting and define the spaces on the street, communities can provide for narrow buildings with many windows or ensure that large, wide buildings are broken into comfortable units by using design features (windows, awnings, balconies) that visually delineate human-scale spaces. In addition, by encouraging small retail uses on the first floor, pedestrians experience a wide building as a series of stimulating, appropriately scaled locations.

Code Example: Large building masses shall be divided into heights and sizes that relate to human scale by incorporating changes in building mass or direction, sheltering roofs, a distinct pattern of divisions on surfaces, windows, trees, and small scale lighting. No new buildings or contiguous groups of buildings shall exceed a combined contiguous building length of three hundred feet (300').



DEAD SPACE

It is unappealing to walk by the blank, unfriendly expanses created by windowless structures or by parking lots or garages. “Dead spaces” like these lack visual interest, often feel oppressive to pedestrians, and can encourage crime.

Code Example: Within the business district, parking is not permitted at street level unless separated from the street by other uses, provided that garage doors need not be separated. Within other districts, parking may be permitted at street level if:

- At least thirty (30) percent of the street frontage of any street level parking area, excluding that portion of the frontage occupied by garage doors, is separated from the street by other uses;
- The portion of the parking, excluding garage doors, that is not separated from the street by other uses is screened from view at street level; and
- Architectural detailing, artwork, landscaping, or similar visual interest features enhance the street facade.

EYES ON THE STREET

By encouraging development that leads people to naturally monitor the streetscape and one another, communities can enhance safety. Buildings with porches, balconies, and windows that face streets, parks, and plazas help put more “eyes on the street.” Communities can also increase this type of visibility by purposely providing seating on the street and by encouraging the presence of street vendors and outdoor dining in areas that need the most surveillance.

Code Example: Front porches may extend up to ten feet into street yards provided they are at least eight feet deep. Partial walls, screened areas, and railings on porches that extend into the street yard may be no higher than 42 inches. Porches must remain set back at least the following distances from a public right-of-way:

- In the Business district zone, zero feet.
- In the Residential zone, two feet – five feet.

Stoops may extend into street yards in the business and residential zones provided their upper platform is no higher than 42 inches above the sidewalk. Partial walls and railings on stoops may be no higher than 42 inches.

Primary facades on all Pedestal Building, Lined Building, and Mixed-Use Building Lots must have between 30 percent and 75 percent of the primary facade of each story in transparent windows. For windows to be considered transparent, the window glass, whether integrally tinted or with

applied film, must transmit at least 50 percent of visible daylight. In addition, retail stores must comply with the following:

- The ground story's primary facade must have transparent storefront windows covering no less than 75 percent of its principle plane in order to provide clear views of merchandise in stores and to provide natural surveillance of exterior street spaces.



LAND USE: COMMERCIAL

Having stores, parks, libraries, and restaurants at street level allows people to run errands on foot and helps create more walkable and inviting areas. Zoning is an effective strategy for prohibiting unhealthy or hazardous uses. A community may want to discourage drive-through restaurants, big box stores, and auto repair shops in pedestrian- and bicycle-oriented areas.

Code Example: To support active, pedestrian-oriented commercial uses on important commercial streets. "Active commercial uses" shall include those uses specifically identified including amusement game arcade, animal hospital, automobile sale or rental (with qualifications), bar, business goods and equipment sales and repair service, eating and drinking use, entertainment, tourist-oriented gift store, institutions, jewelry store, neighborhood serving business, public use (with qualifications), restaurant, retail sales and service, financial service, medical service, personal service, take-out food, trade shop, walk-up facility, and; shall not include uses oriented to motor vehicles except for automobile sale or rental where curb cuts, garage doors, or loading access are not utilized or proposed, and such sales or rental activity is entirely within an enclosed building and does not encroach on surrounding sidewalks or open spaces.



LAND USE: MIX

Neighborhoods that have a mix of uses allow people to run errands, commute to work, and access daily services without the need to drive. Mixed-use storefronts that open out to sidewalks are more attractive and interesting and invite pedestrian activity. Codes can require or incentivize development that includes a combination of uses that are mixed vertically (within the same building) or horizontally (along the same block).

Code Example: Each neighborhood must contain a mixture of lot types to provide a variety of uses and diverse housing options within the neighborhood. Differing lot types may be placed back-to-back on a single block to provide harmonious transitions between lot types. Lot types should be selected to provide buildings of like scale and massing on opposite sides of streets. Each neighborhood must contain at least one Mixed-Use or Retail Building Lot. Each neighborhood must contain at least three Civic Building Lots; one civic building must be constructed within two years after development commences.

LANDMARKS

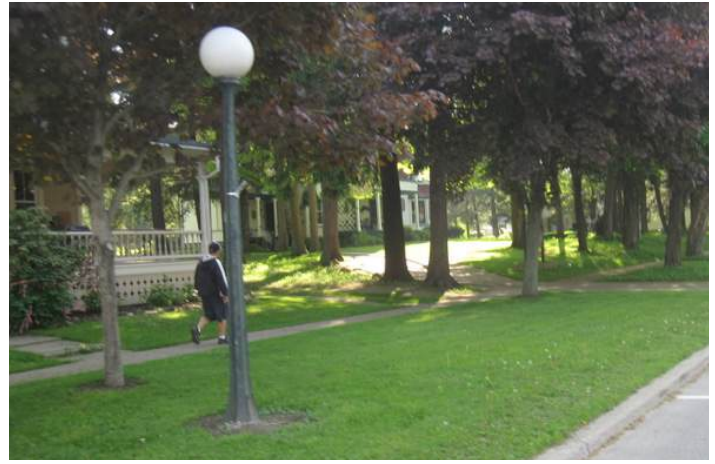
Landmarks serve as points of reference for pedestrians and others as they find their way. They help people recognize and remember routes, they contribute to the identity and character of an area, and they can act as gateways that orient travelers who are approaching or leaving a district. Landmarks can include monuments, natural objects, buildings, or other structures that have notable physical features or historical significance. A landmark such as a plaza or square can also serve as a place where people gather or events take place.

Code Example: It is hereby declared as a matter of public policy that the protection, enhancement, and perpetuation of properties of historical, cultural, and esthetic merit are in the interests of the health, prosperity, and welfare of the people of Randolph. Therefore, this chapter is intended to:

- Effect and accomplish the protection, enhancement, and perpetuation of improvements and landscape features of landmark districts, which represent distinctive elements of the city's cultural, social, economic, political, and architectural history;
- Safeguard the city's historic, aesthetic and cultural heritage, as embodied and reflected in such landmarks to next search terms and districts;
- Foster civic pride in the accomplishments of the past;
- Protect and enhance the city's attraction to

visitors and the support and stimulus to the economy thereby provided; and

- Promote the use of landmarks and historic districts for the education, pleasure, and welfare of the people of (your community).



LIGHTING

Lighting that is designed for pedestrians is important in areas in which people will walk after dark. Such lighting is important to address actual personal and traffic safety concerns, as well as to increase the perception of safety and encourage use of the area after dark. Pedestrian-scale lighting differs from standard road lighting in a variety of ways. First, it is closer to the ground. In addition, it is spaced together closely to create an even lighting of the sidewalk instead of alternating bright and dark spaces. Pedestrian oriented lighting also usually features a white light, rather than yellow light, which is more inviting to pedestrians. Finally, pedestrians appreciate and enjoy lamps that have interesting or attractive shapes. As a further benefit, human-scale lighting, like other street furniture, alerts drivers to the presence of pedestrians in an area.

Code Example: Lighting shall be designed and located at a pedestrian scale consistent with pedestrian movements and the neighborhood. Lighting shall be concealed or shielded to avoid glare and off-site impacts on abutting properties. Lighting poles and fixtures shall be compatible with the function and design of the feature and abutting properties.



PUBLIC ART

Public art pieces (such as sculptures or murals in plazas, parks, or buildings) create active destinations for art lovers, give character to an area, and serve as landmarks, helping people find their way. Involving community members in the process can deter graffiti and enhance a sense of community.

Code Example: Public art is subject to the following standards:

- The art shall be valued at not less than one-fourth (.25) of one (1) percent of the capital cost of the principal structure;
- The art shall be located where it is highly visible to the public;
- The art shall be maintained in good order for the life of the principal structure.

PUBLIC SPACES

Codes can creatively use the development process to increase the number and quality of public plazas and waiting spaces.

Code Example: Plazas or public spaces shall incorporate at least three (3) of the five (5) following elements:

- Sitting space of at least one sitting space for each two hundred fifty (250) square feet shall be included in the plaza. Seating shall be a minimum of sixteen inches (16") in height and thirty inches (30") in width. Ledge benches shall have a minimum depth of thirty inches (30");
- A mixture of areas that provide shade;
- Trees in proportion to the space at a minimum of one tree per eight hundred (800) square feet, at least two inch (2") caliper when planted;
- Water features or public art; and/or
- Outdoor eating areas or food vendors.



SIDEWALKS

In many communities, sidewalks start and stop without warning or are lacking altogether endangering pedestrians. In addition, narrow sidewalks can force pedestrians to walk into the street to get around obstacles and other people. Sidewalks should be wide enough to accommodate a landscaped “planting strip,” which serves as a barrier from traffic and a place to plant trees for shade and beauty. Ideally, sidewalks should also be wide enough to allow benches for older adults and families to stop and rest or relax.

Code Example: The owner shall construct a sidewalk no less than five (5) feet and no more than twelve (12) feet in width. The owner shall plant street trees adjacent to the street. The trees shall meet criteria prescribed by Randolph.

SIGNAGE

People on foot experience signs differently than those in cars. At 25 or 45 miles per hour, signs need to be big, bold, avoid details, and be posted a block before the location the sign refers to. Signage intended for pedestrians should be visually interesting, informative, and scaled appropriately. All too often when signs are oriented toward vehicles, street and directional signage is secondary, while advertising signs loom large and bright, cluttering up the view. Coherent signage that is consistent in shape, size, color, height, and lettering gives pedestrians a feeling of order as they walk, can add to a place’s identity, and can assist pedestrians with wayfinding, which is crucial since pedestrians may become far more exhausted if they lose their way than is likely for drivers.

Code Example: Any sign, where permitted as part of, and consistent with Randolph’s Vision Plan, shall be consistent with the context, scale, and character of the neighborhood and in particular streetscape where the sign is to be located. The feature’s mass and scale and the neighborhood in which it is located shall be considered in any sign size and design to ensure sensitivity and proportion to surrounding properties.

Photo credit: <http://downtownbellevue>.



STREET FURNITURE

Public benches and seating where pedestrians can take a rest, meet a friend, or wait for transit are important for pedestrian-oriented areas. Older adults, pedestrians with disabilities, and families may need to stop and rest frequently. Street furniture (such as benches, drinking fountains, and trash cans) is often regarded as an optional amenity, but can contribute markedly to the comfort and character of an area for pedestrians. Seating areas should include amenities such as shade trees, shelter, attractive lighting, and informational signage. By making these spaces visible from surrounding areas, safety is improved for both those seated and pedestrians within the vicinity. To avoid visual clutter and pedestrian obstruction, street furniture should be grouped at particular intervals along the street so that the clusters of furniture can function as pedestrian rest stops and potential gathering areas without impeding pedestrian movement.

Code Example: The Main Street commercial corridor, as well as other distinct areas of the town that have diverse character and any street furniture selected for these areas should complement these differences. In addition, the clustering of street furniture in one (1) place is recommended. Trash receptacles, seating, bike racks and other street furniture should be grouped together.

- Circulation. A clear path-of-travel of forty-eight (48) inches wide shall be maintained in and around street features and arrangement.
- Seating. Seating should be physically comfortable and inviting, durable and attractive. Plaza and open space seating should also be socially comfortable by offering a variety of choices such as in the sun or shade, near traffic and activity or not, and alone or in groups.
- Drinking Fountains. Placing drinking fountains in new development is encouraged. Fountains should be placed within general areas of pedestrian traffic and located on accessible surfaces.



- Trash Receptacles. Trash receptacles should blend visually with their surroundings and their design and location should make use as convenient as possible.



STREET WALLS

A street wall consists of a continuous set of building facades with similar heights that are set back a similar distance from the property line. For pedestrians, having a street wall on both sides of the street creates a feeling of comfort and enclosure. Buildings should not stand too far apart from each other, and driveways should be kept to a minimum, not only to preserve the continuity of the street wall, but also so that pedestrians do not have to dodge cars turning into or out of driveways.

Code Example: Street Façade. On each lot the building facade shall be built to the required building line for at least 80 percent of the required building line length. The building facade shall be built to the required building line (RBL) within 30 feet of a block corner. These portions of the building facade (the required minimum build-to) may include jogs of not more than 18 inches in depth except as otherwise provided to allow bay windows, shop front, and balconies.



STREETS: CONNECTIVITY

An interconnected street network is crucial for pedestrians. Shorter blocks with frequent crossings provide quick connections so pedestrians can get directly to their destinations. The traditional grid street network brings a variety of benefits to pedestrians — direct routes, parallel streets that provide interesting alternate routes, clear orientation so that pedestrians do not get lost easily, and an orderly progression of streets.

Code Example: Each neighborhood must provide an interconnected network of streets, alleys or lanes, and other public passageways.

- Neighborhood streets must be designed to encourage pedestrian and bicycle travel by providing short routes to connect residential uses with nearby commercial services, schools, parks, and other neighborhood facilities

within the same or adjoining Towns or Villages. Sidewalks and rows of street trees must be provided on both sides of all neighborhood streets;

- Neighborhood streets do not have to form an orthogonal grid and are not required to intersect at ninety-degree angles. These streets may be curved or bent but must connect to other streets;
- A continuous network of rear and side alleys and/ or lanes is desirable to serve as the primary means of vehicular ingress to individual lots;
- Cul-de-sacs are not permitted except where physical conditions such as freeways provide no practical alternatives for connection for through traffic; and
- Street stubs must be provided to adjacent undeveloped land to ensure an integrated street network is achieved over time.

STREETS: BLOCK LENGTH

Long street blocks are inconvenient and unsafe for pedestrians. Long blocks commonly have crosswalks only at intersections, imprisoning cautious pedestrians on one side of the street and indirectly encouraging unsafe mid-street crossings as the only practical means to access places directly across the street. Long blocks also encourage higher vehicle speeds due to fewer traffic calming mechanisms than shorter blocks, with more frequent intersections, provide. Vehicles are less likely to anticipate pedestrians on the road, leading to more collisions, and vehicle-pedestrian collisions at higher vehicle speeds are more serious and lethal. Long blocks also require pedestrians to go out of their way to get to locations that are on the next block over. Shorter blocks and more crossings provide flexibility and options for pedestrians. Mid-block street crossings and pedestrian walkways through the middle of large blocks or buildings also help address these problems, but mid-block pedestrian crossings must be designed to be safe and clearly apparent to vehicle operators. These approaches make walking more direct and convenient by offering more opportunities for pedestrians to safely access destinations around their community.

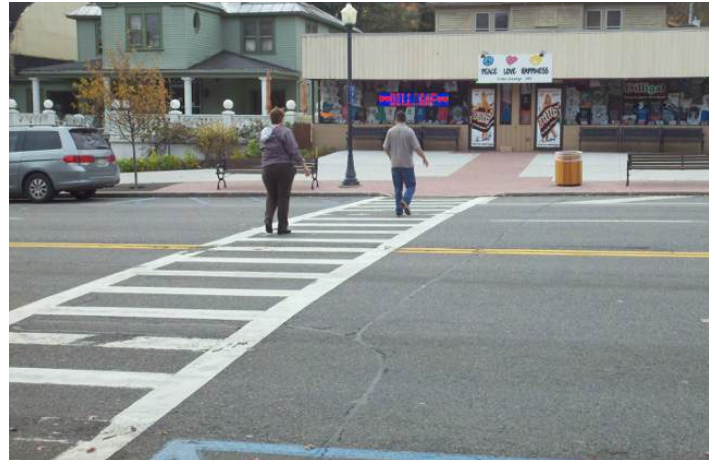
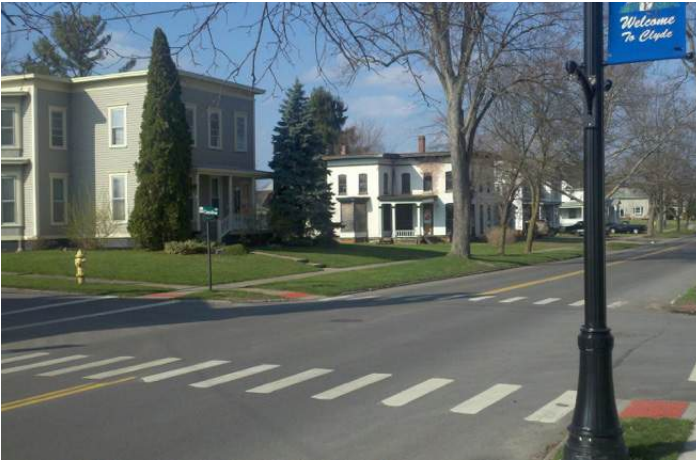
Code Example: Block Size. Block perimeter for new development shall not exceed a maximum of 1600 feet. No block shall exceed 400 feet in length measured from center of R.O.W. [Right of Way]. Block lengths longer than 300 feet shall be provided with mid-block access points. If a block size in a developed area exceeds these standards, midblock pedestrian access points shall be included in any redevelopment projects such that block lengths do not exceed 400 feet. The Planning Board may modify block size standards based on limitations of existing conditions.



STREETS: ROAD WIDTH

Wide streets with many lanes of traffic are common, but they are difficult and dangerous for pedestrians to cross or cyclists to navigate. Multiple lanes of fast-moving cars can be dangerous and often feel threatening to pedestrians walking along a thoroughfare. Encouraging narrower roads is one of the best ways to increase safety and comfort for pedestrians and cyclists. Large, wide roads can become safer and more attractive by expanding sidewalks and adding landscaped “planting strips” that buffer the sidewalk from the street. Other helpful additions include bicycle lanes, bulbouts, and landscaped medians. Bulbouts extend the sidewalk into the intersection, shortening the crossing distance for pedestrians, while medians provide a safe waiting place for pedestrians who are not able to cross all lanes at once.

Code Example: The County and its town and villages shall establish standards for local streets and access ways that minimize pavement width and total right-of-way consistent with the operational needs of the facility. The intent of this requirement is for the New York State Department of Transportation and local governments to consider reducing excessive standards for local streets and access ways in order to minimize the cost of construction, provide for more efficient use of land, provide for emergency vehicle access while discouraging inappropriate traffic volumes and speeds, and which accommodate convenient pedestrian and bicycle circulation.



STREETS: SAFE CROSSINGS

Pedestrians must be able to cross streets safely. More than 40 percent of pedestrian fatalities take place where no crosswalk is available. Often, marked crosswalks alone are insufficient to protect pedestrians, and additional infrastructure is necessary to make the crossing safe. Crosswalk signal timing should be designed to allow potentially vulnerable populations, such as older adults, adequate time to cross and, wherever possible, the signals should have countdown clocks. In areas with long blocks, or where pedestrians use both sides of the street heavily, crosswalks located both in the middle and at the end of blocks are helpful.

However, mid-block crossings can be particularly dangerous because drivers may not anticipate or see pedestrians. Dangerous crossings can be made safer by installing features like signals, signage, crosswalk striping, flashing beacons or pedestrian-activated traffic signals, curb extensions or bulbouts, and median refuges. There are additional safety considerations for crossings. Ramps and curb cuts leading to crossings should feature high-contrast detectable warning strips to alert pedestrians, particularly those who may be vision impaired, that they are approaching traffic.

Code Example: Design Solutions at Wide Intersections. The following techniques are appropriate to use to improve pedestrian conditions and access at wide intersections,

particularly on Main Street where appropriate right-of-way exists, and maybe incorporated into a design:

- Center medians to provide a refuge for slower pedestrians;
- Accessible pedestrian signals to assist in providing people with vision impairments enough time to cross the street;
- Increase crossing times so that people who walk slowly will have sufficient time to cross before the signal indication changes;
- Increase the crossing times so that people who delay the start of their crossing to confirm the WALK interval will have sufficient time to cross before the signal indication changes;
- Prohibit left turns during the WALK interval;
- Restrict right turns on red;
- Enhance the visibility of the crosswalk markings or consider a raised crosswalk with detectable warnings (truncated domes) at both ends;
- Reduce crossing distances and increase visibility through the construction of curb extensions;
- Reduce traffic speed;
- Clarify the pedestrian crossing area by installing stamped or raised crosswalks with detectable warnings (truncated domes) installed at both ends;

- Pedestrian lead time and an accessible pedestrian signal so pedestrians, including those with vision impairments, can assert themselves in the crosswalk before motorists start making right and left turns;
- Mid-block signalized crossing with accessible pedestrian signal opportunities at busy intersections to encourage people to cross where there are fewer potential points of conflict between pedestrians and motorists;
- Traffic and pedestrian signal indications if they do not already exist.

STREETS: TRAFFIC BUFFERS

Providing a physical barrier between traffic and the sidewalk makes pedestrians feel less exposed and increases their safety by providing protection from vehicles. Planting strips and furniture zones enhance the attractiveness and utility of the sidewalk, by providing space for trees (and shade), seating, and other amenities. On-street parking serves as an effective buffer from traffic for pedestrians and can have a traffic calming effect, although street parking poses dangers to bicyclists. Some communities have worked around this problem by moving bicycle lanes between sidewalks and parking strips.

Code Example: Sidewalks shall be at least 84" wide measured from the face of curb to the building facade, shall include a pedestrian zone and a streetscape zone, and may include a storefront zone.

- Pedestrian zone. The pedestrian zone is that portion of the sidewalk that is maintained free of any obstructions to allow for the passage of pedestrians. The pedestrian zone shall be at least 48 inches wide and shall not be shared with the streetscape or storefront zones. If the width of the pedestrian zone is less than five feet wide for more than 50 linear feet, passing spaces must be provided at intervals of no less than 200 feet apart and must provide an area of at least five feet by five feet to allow two wheelchairs to pass each other.
- Streetscape Zone — That portion of the sidewalk located between the curb line and the Pedestrian Zone in which the following elements are located, following authorization by the planning board: Street trees/grates, planting strips, raised planters, Street light standards, Street signs/pedestrian wayfinding signs, Transit stops, Media boxes, Postal/freight collection boxes, Parking meters, Utility boxes/public phones/ fire protection, Seating (with/without tables), Trash receptacles, Public art/water feature, Bike racks. The Streetscape Zone shall be at least 48" wide when trees are

included.

STREETS: TRAFFIC CALMING

For decades, streets have been designed with the primary goal of moving cars as quickly as possible. But high-speed driving environments increase the number of collisions and the severity of injuries, both for motorists and for pedestrians. Reducing how rapidly cars drive on a street is crucial not only for pedestrian safety, but also for the livability and social and recreational functions of a street. To reduce traffic speed and increase pedestrian visibility, communities can introduce narrow streets, roundabouts, medians, speed humps, street signs alerting drivers to the presence of pedestrians, and bulbouts at places where pedestrians cross the street.

Code Example: Traffic Calming. The purpose of this section is to protect the public health, safety and general welfare by ensuring that speeds on local streets are suitable for their intended purpose. The city hereby finds and determines that long blocks, wide street cross sections and uninterrupted traffic flows can encourage speeding on local streets. Accordingly, these design standards will slow traffic on local streets while allowing flexibility in design and offering applicants the choice of treatment that works best for the streets in a proposed development.



Choker:

A physical constriction built at the curbside of the roadway effectively reducing the width of the travel lane.

- **Placement.** Normal turning radii should be accommodated. Visibility should be a key design consideration with features such as advance warning signs, reflective channelization, reflectors on curbs and elevated landscape elements.
- **Advantages.** Effective lane narrowing results in lower speeds, provides parking protection, and shortens pedestrian crossing distance. With landscape enhancements, improves aesthetic value of intersection.
- **Disadvantages.** Potential drainage problems; increases maintenance costs.

Photo credit: City of Seattle DOT.



Raised Crosswalk:

A raised hump (a pavement undulation) in the roadway with an eight-foot to ten-foot' wide flattop, extending across the road perpendicular to the direction of traffic flow. The top is typically striped with Manual for Uniform Traffic Control Devices (MUTCD) compliant crosswalk markings.

- Placement. Where significant number of pedestrians (10—20 per hour in a minimum four-hour period of a typical day) cross the roadway with 85th percentile speeds greater than 30 mph, speed hump placing considerations apply.
- Advantages. Effectively reduces speeds, provides improved visibility for crossing pedestrians.
- Disadvantages. Slows emergency vehicles and buses; increases noise and maintenance cost.

Photo credit: <http://techtransfer.berkeley.edu/newsletter/03-2/crosswalk-pics.php>



Traffic Circle:

A circular intersection, which provides counter-clockwise, one-way operations by placing an elevated area in the middle of the intersection. Approaching vehicles yield to traffic already in the circle.

- Placement. Street grades approaching the intersection should not exceed ten percent.
- Advantages. Effectively reduces speeds, fewer left-turn crashes, can be visually attractive. With landscape enhancements, improves aesthetic value of intersection.
- Disadvantages. Placement of circle may require parking removal.

Photo credit: <http://www.wsdot.wa.gov/Safety/roundabouts/BasicFacts.htm>



Crosswalk Refuge:

A physical constriction (a median) built in the middle of the roadway with a cut provided for the crosswalk.

- **Placement.** Where significant number of pedestrians (minimum of ten—20 pedestrians per hour for a minimum four hours of a typical day) cross the roadway. Special consideration can be given to designated school walking routes.
- **Advantages.** Provides refuge for pedestrians when crossing the roadway; effective lane narrowing results in lower speeds. May allow space for landscape enhancements with increased aesthetic value of the crossing point.
- **Disadvantages.** Increases maintenance cost.

Photo credit: <http://calmstreetsboston.blogspot.com/2010/04/5-pedestrian-refuge-mt-auburn-st-at-or.html>



Chicane:

Physical constrictions (three/set) built at the curbside of the roadway to create a 45-degree bend in a formerly straight street. This forces cars to negotiate the narrowed street in a snake-like fashion. The 45-degree bend can also be achieved by alternating parking from one side of the street to the other.

- **Placement.** Normal turning radii should be accommodated. Chicane sets are to be placed 400—600 feet apart. Visibility should be a key design consideration with features such as advance warning signs, reflective channelization, curb-mounted reflectors, and elevated landscape.
- **Advantages.** The snake-like alignment and the lane narrowing result in lower speeds providing parking protection and shortened pedestrian crossing distance. With landscape enhancements, improves aesthetic value of street.
- **Disadvantages.** May contribute to head-on collisions, potential drainage problems and higher maintenance costs.

Photo credit: <http://en.wikipedia.org/wiki/Chicane>



Diverter:

Physical barrier constructed to completely restrict passage of traffic and/or disallow certain movements through an intersection.

- Advantages. Effective control in reducing traffic volumes.
- Disadvantages. Placement of diverters can have adverse impacts to local traffic.

Photo credit: http://localecology.org/localecologist/2006/12/livable-traffic-calmed-streets_13.html

Street Trees:

Street trees planted along both sides of the street ROW can make the street appear narrower than it is and can result in traffic calming. Landscaping and street trees have been shown to reduce traffic speeds by creating a more pedestrian-friendly and enclosed environment. Vertical elements such as street trees serve to alert vehicles to the presence of pedestrians, and cause them to reduce their speeds. Street trees and a landscaping strip are often used in conjunction with other traffic calming techniques such as traffic diverters and chicanes.



STREETS: TREES

Good street shade trees have a large canopy that hangs relatively low but is high enough not to endanger pedestrians walking underneath. Placed between the street and the sidewalk, shade trees provide a physical and psychological barrier between vehicles and pedestrians. When properly spaced, shade trees offer a continuous canopy of shade that adds to pedestrian comfort and physical well-being. Shade trees give a sidewalk a sense of security and enclosure, add natural color and beauty, mitigate storm water runoff, and improve air quality.

Code Example: At the time of development, the applicant is responsible for installing/planting the street trees in the space fronting their property between the required building line and the travel lane. Each street-space shall have street trees planted along the street tree alignment line (generally three feet, six inches from the back of the curb) at an average spacing not greater than 30 feet on center (measured per block face). Where necessary, spacing allowances may be made to accommodate curb cuts, fire hydrants and other infrastructure elements, however, at no location shall spacing exceed 45 feet on center.

*Required tree planting area widths and species should be specified in a Street Tree planting plan.

BICYCLE INFRASTRUCTURE: PARKING

Providing bicycle parking is key to cultivating bicycle-friendly communities. To encourage bicycle travel, many communities have started to provide safe, adequate, and convenient bicycle parking at important destinations like commercial areas, public spaces, and major transportation hubs.

Code Example: In any non-residential district, for every 20 automobile parking spaces, the applicant must provide bicycle parking spaces equal to at least 5% of the total number of automobile spaces.

Bicycle parking standards. Each required bicycle parking space must be accessible without moving another bicycle and its placement shall not result in a bicycle obstructing a required walkway. Bicycle racks shall be installed to the manufacturer's specifications, including the minimum recommended distance from other structures. In addition: Required short-term bicycle parking spaces shall be located in a convenient and visible area within fifty (50) feet of a principal entrance and shall permit the locking of the bicycle frame and one (1) wheel to the rack and shall support a bicycle in a stable position without damage to the wheels, frame or components. With the permission of the city engineer, required bicycle parking may be located in the public right-of-way. Public bicycle parking spaces may contribute to compliance with required bicycle parking when located adjacent to the property in question.



BICYCLE INFRASTRUCTURE: SEPARATED TRAILS & PATHS

Infrastructure designed and located specifically for pedestrian and cyclist use is important to ensuring accessible, safe, and comfortable travel, especially in highly trafficked thoroughfares. Implementation strategies for increasing pedestrian and bicycle use and connectivity through 30-foot wide multi-use paths must provide detailed direction on making room for creative design solutions by including guidance on possible locations and required separations between multi-use paths and homes and roads. Also highlighted are how different materials and elevated treatments can create distinction between multi-use paths and streets and driveways.

Code Example: Multi-purpose paths should connect open space areas with built areas. Any property located within 1,500 feet of a multi-purpose path shall provide a direct connection to the path in order to improve connectivity, promote alternative modes of transportation and enhance the quality of life. Multi-purpose paths shall meet the following standards:

- With the exception of golf carts, the use of motorize vehicles shall be prohibited.
- Multi-purpose paths shall require an easement no less than 30 feet in width.
- The maximum grade of the multi-purpose path shall be six percent.
- Multi-purpose paths shall require a

pavement width of ten feet.

- Shoulders shall be at least five feet in width and comprised of grass or mulch.
- Path surfaces shall be concrete, asphalt, brick/masonry pavers or other durable surfaces, and shall comply with the Americans with Disabilities Act (ADA) requirements.
- Where multi-use paths are parallel and adjacent to a driveway or street (public or private), they shall be raised six inches and curbed, or separated from the driveway or street by a five-foot minimum strip within bollards, a landscape berm or other physical barrier. If a raised path is used, the ends of raised portions shall be equipped with curb ramps.

TRAIL NETWORKS

Well-connected bike paths and lanes can facilitate longer commutes and even encourage non-commuters to use their bicycles. Bicycle infrastructure, especially paths that separate bicycle from vehicular traffic, creates safer environments for all motorists by reducing potential for accidents and collisions. Transportation networks should provide continuous, well-maintained, and direct bicycle connections to key activity centers such as schools, commercial areas, and other public spaces.

Code Example: Create pedestrian and bicycle friendly community centers by utilizing strategies within an overlay zone to emphasize the need for pedestrian and bicycle connectivity.

It is the purpose of this overlay zone to create attractive, cohesive, and pedestrian-friendly rural village centers, consisting of a mix of uses as allowed in the underlying zones, as limited in this section. Specifically, the overlay zone is designed to:

- Draw upon the open, green character of the surrounding area, emphasizing this character through streetscape design, open space, and landscaping.
- Maintain and enhance the rural village character through compatible scale, massing, siting, and setbacks for new and expanded uses.
- Emphasize the pedestrian and bicycle circulation through street design, including streetscape and traffic calming, and trail networks.
- Encourage a variety of uses that serve the needs of the local community, including mixed-use buildings that provide housing and commercial uses to the extent allowed in the underlying zone.

Complete Streets are for all users, not just cars~





Assessment Findings & Suggestions

**Cattaraugus County, New York
August 2007**

Destination 
Development inc.

INTRODUCTION



Ideas to increase tourism spending

In August of 2007, a Community Tourism Assessment of Gowanda and Randolph, including the corridor between the two communities, and the community of South Dayton, was conducted, and the findings were presented in a three-hour workshop. The assessment provides an unbiased overview of the community – how it is seen by a visitor. It includes a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public restrooms, overall appeal, and the community's ability to attract overnight visitors.

In performing the "Community Assessment," we looked at the area through the eyes of a first-time visitor. No prior research was facilitated, and no community representatives were contacted except to set up the project, and the town and surrounding area were "secretly shopped."

There are two primary elements to the assessment process: First is the "Marketing Effectiveness Assessment."

How easy is it for potential visitors to find information about the community or area? Once they find information, are your marketing materials good enough to close the sale? In the Marketing Effectiveness Assessment, we assigned two (or more) people to plan trips into the general region. They did not know, in advance, who the assessment was for. They used whatever resources they would typically use in planning a trip: travel guides, brochures, the internet, calling visitor information centers, review of marketing materials, etc. - just as you might do in planning a trip to a "new" area or destination.

The community has five opportunities to close the sale:

- 1) Personal contact (visitor information centers, trade shows, etc.)
- 2) Websites
- 3) Brochures and printed materials
- 4) Publicity (articles)
- 5) Word of mouth - the most effective means

We tested all of these methods by contacting area visitor information services and attractions, searching the internet for activities, requesting and reviewing printed materials, looking for articles and third-party information, and questioning regional contacts. We reviewed both commercial and organizational websites promoting the area, state tourism websites, read travel articles, and

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looked at AAA Tour Book reviews and suggested activities.

The marketing assessment determined how visible the community was during the research, and how effective the marketing was in convincing a potential visitor that the community would be worth a special trip, a stop, or an overnight stay. The key to the marketing assessment is to see if you have a primary lure that makes you worth a special trip of a two-hour drive - or further away. The question on most visitors' mind is: what do you have that I can't get closer to home? What makes you worth a special trip?

Where most communities fail is when they merely provide a "list" of what the community has, whether it's truly "unique" or not. Nearly every community in North America promotes the usual list of diversions: local museums, unique shops and restaurants, plenty of lodging, golf, outdoor recreation (bird watching, hiking, biking, boating, etc., etc.), historic downtowns, scenic vistas, and so on. Of course, nearly every visitor can do this closer to home. So, what makes your community worth a special trip?

Always promote your primary lure first - what makes you worth that special trip, THEN your diversionary activities. Would you go to Anaheim, California if Disneyland wasn't there? Do you think that Universal Studios and Knott's Berry Farm get upset that Disneyland gets all the glory? That they are diversions? Of course not. Eighty percent of all tourism spending is with diversionary activities. Disney does the heavy lifting in terms of advertising and promotion, and the diversionary activities ride on those coattails.

In a nutshell, the Marketing Effectiveness Assessment looks for things that make you worth a special trip and an overnight stay. The secret shoppers look for details, details, details. To be successful you must provide itineraries and specifics - not just generalities. Are your marketing efforts good enough to close the sale?

The second part of the assessment process is the On-site Assessment. During this part of the assessment, we spent several days in the community, looking at enticement from freeways and highways (signs, billboards, something that would get a visitor to stop), beautification and overall curb appeal, way-finding (ease of getting around), visitor amenities (public restrooms, visitor information, parking), activities, overall appeal, retail mix (lodging, dining, shopping), critical mass, customer service, area attractions, pedestrian friend-

liness, gathering spaces, evening activities, and the availability of marketing materials and their effectiveness.

The community benefits from tourism when visitors spend money, and they do that in the local gift shops, restaurants, hotels, etc. Therefore, the On-site Assessment includes a candid look at private businesses as much as public spaces and amenities.

For every shortcoming or challenge we note during the assessment process, we provide a low-cost "suggestion," where possible, on how the challenge can be corrected or overcome. The suggestions are not termed "recommendations," as they were developed without consulting the community first about possible restraints, future plans, or reasons the suggestions may not be appropriate. Hopefully this assessment process will open dialogue within the community, leading it to adopt some or all of the suggestions, taking them from suggestions to recommendations.

It's important to note that to increase the community's tourism industry, fulfilling one or two of the suggestions may have little impact, but implementing a number of them, if not all, can have a profoundly successful impact on the community's ability to tap into the tourism industry.

Implementation of these suggestions must be a community-wide effort, involving both privately owned businesses as well as local, county, and state agencies, where appropriate. Every local organization plays a role in tourism, downtown revitalization, or economic development efforts. A Destination Marketing Organization (DMO, CVB, Chamber, TPA, etc.) cannot be successful if the tourism effort is not community-wide.

In many cases, issues may come up that you are already aware of and are already working on. In that case, the assessment validates those efforts. But more often than not, the assessment will point out things that you are painfully aware of but can't mention or bring up without paying a political price. Local politics can be a killer of the tourism industry.

While marketing efforts are important, product development is the most important factor of a successful tourism industry. Visitors want activities, not just things to look at. How much time can a visitor spend enjoying activities - that cater to their interests - in your community? Does your community have

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truly unique attractions the visitor can't get closer to home? You must be able to deliver on your marketing promises – otherwise visitors might come once, but they won't come back. It's much more cost effective to bring people back, than to always go out and entice new visitors into town. "Been there, done that" communities eventually run out of visitors and find they don't have a sustainable tourism industry, or simply become pit stops or gateways on the way to somewhere else.

After spending several days reviewing marketing materials and assessing the community, we have looked at all of these issues, developed some suggestions and ideas the community can discuss and possibly implement to help increase tourism spending locally.

SUCCESSFUL TOURISM TRANSLATES TO CASH

Tourism is successful when the community imports more cash than it exports. When residents spend their hard-earned money outside the community, the community is exporting cash – often referred to as "leakage." Tourism helps fill that gap, importing cash into the local economy without the necessity of having to provide extended social and other services. Visitors come, spend money, then go home. When you import more cash than you export, you have a positive "balance of trade." Communities with successful tourism programs easily see that the industry subsidizes the community, whereas other communities find that they subsidize visitors – providing services visitors use without them leaving enough money behind to cover the cost of those services.

The primary goal of the tourism industry is to bring more cash into the local economy. This doesn't happen when visitors come into the community, get out of their cars, and take photographs. And it doesn't happen when visitors go swimming in the lake at your city park all day, sunning, and eating the lunch they brought from home. And it doesn't happen when visitors hike down your trails, enjoy your interpretive centers, or stroll through your lovely arboretums. These are all great things to do, and, of course, you do want your visitors to do these – but, you also want to entice them into your shops, your cafes, espresso stands, restaurants, galleries, B&B's, hotels, ultimately opening their wallets to make purchases. That is what helps your local economy, your small merchants, your hoteliers, and your tax coffers.

To entice visitors to spend money in your community, you need to have

places for them to spend it – you need to have the right mix of shops, restaurants, entertainment, and lodging facilities, all in an attractive setting, as well as the attractions that make them want to visit you in the first place.

THE THREE TYPES OF TOURISM

1. Visiting friends and family

The number one reason people travel is to visit friends and/or family. If you did nothing to promote tourism, you would still have tourism in your community. However, when friends and family come to visit, do local residents take them out to eat, shop, dine locally? Or do they head to a neighboring community? Do your locals even know what you have to offer? An effective tourism marketing effort also includes educating locals as to what you have and how to find it through effective wayfinding signage, gateways and advertising.

2. Business travel

The second most popular reason for travel is business. Included in this category is educational travel: colleges and universities, as well as conventions and meetings, corporate travel, vendor travel, etc. Like leisure travelers, this group is looking for things to do "after hours" while in the area. The most successful convention and trade show towns are the result of their secondary activities or "diversions," not simply because of their convention and exhibition facilities. Think DisneyWorld, Disneyland, San Antonio's River Walk, to name a few.

3. Leisure travel

The third, and most lucrative of all types of visitors, is the leisure traveler. They have no personal connections to the community, but are coming purely to enjoy themselves. They stay in commercial lodging establishments, eat virtually all their meals in local restaurants, and their top diversionary activity is shopping and dining in a pedestrian-friendly setting.

The average leisure visitor is active 14 hours a day, yet typically only spends four to six hours with the primary lure. They then spend eight to ten hours with diversionary activities - things they could do closer to home, but will do while in the area. A good example of this is Branson, Missouri, the "live music-theater capital of the world." This town of 6,500 residents hosts 7.5 million visitors a year. The primary "lure" is the 49 music theaters. The average visitor attends two shows a day over about four hours. During the other

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hours of the day, the visitor will shop in local outlet malls, head to the water parks, theme parks, and other attractions, play a round of golf, hike, bike, fish, do some bird watching, and participate in any number of other activities they could do closer to home, but will do while visiting Branson.

THE THREE STAGES OF TOURISM

1. Status quo

If you take no action to develop the tourism industry, you will still have an element of tourism, simply because some travelers will pull off local highways or freeways for gas, food, or lodging, as well as the fact that the number one reason for travel is to visit friends or family. If you have residents, you will have some tourism.

2. Getting people to stop

The first priority of developing a successful tourism industry is getting people to stop. Imagine how successful businesses in the community would be if just 50% of the vehicles traveling through pulled off the highway and spent just 30 minutes in your community – buying gas, an ice cream cone, a sandwich, a gift or souvenir?

If there's a strong pull, imagine the money spent if visitors stayed two hours in the community, which nearly always translates to additional spending.

The first goal is to get those travelers to stop.

3. Becoming the destination

To become a destination community you must have attractions and supporting amenities that convince visitors to spend the night. And those attractions must be different from what the visitor can get closer to home.

Overnight visitors spend three times that of day visitors, and nearly ten times that of visitors using your community as a pit stop on the way to somewhere else.

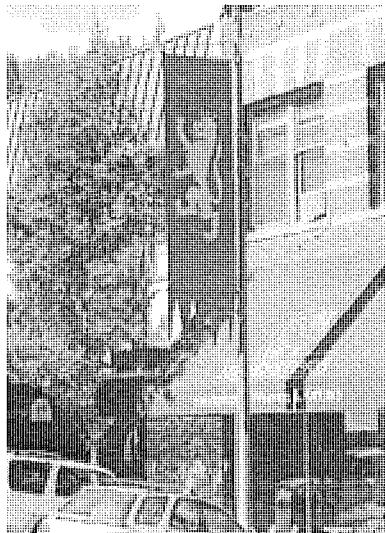


THE FOUR-TIMES RULE

Visitors will make a point of stopping or staying in a community if it has enough activities that appeal specifically to them and will keep them busy four times longer than it took them to get there.

In other words, if a person has to drive 15 minutes to visit you, do you have enough for them to do to keep them busy for an hour? (4 times 15 minutes) If a visitor has to drive an hour, do you have the activities and amenities to keep them busy for four hours?

The more you have to offer, collectively, the further visitors will come, and the longer they will stay, and of course, the more they will spend. This is why it is so important for communities to market more than just their immediate geographic areas. By marketing neighboring activities and attractions, you present much more for a visitor to do, and you make the visit worth the trip. Visitors don't care about city limits or county lines – so market the broader package and you'll be able to keep people in the area long enough to translate to another meal, some more shopping, and hopefully, an overnight stay.



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SELL THE EXPERIENCE, NOT GEOGRAPHY

Nearly every destination marketing organization is charged with promoting a geographic area, yet visitors couldn't care less about those boundaries. They are looking for activities that cater to their interests, and location is second to the experience. ALWAYS promote the primary lure first, then the location. If I want to go see Andy Williams, I don't care whether he's in Muskogee, Oklahoma or in Branson, Missouri. Visitors, by the millions, head to Disneyland, DisneyWorld, Dollywood and other attractions. They are not going to Anaheim, Orlando or Pigeon Forge.

Always sell the activity - the experience - THEN the location.

LURES, DIVERSIONS AND AMBIANCE

Too often communities promote the list of diversions that nearly every community has. The primary lure is the activity that a visitor can't find closer to home.

Always promote your primary lure, then the diversions. Do not try to be all things to all people. Have you ever gone anywhere because they had "something for everyone?" Of course not - you go there because they have something specific for you. Find your niche and promote it like crazy.

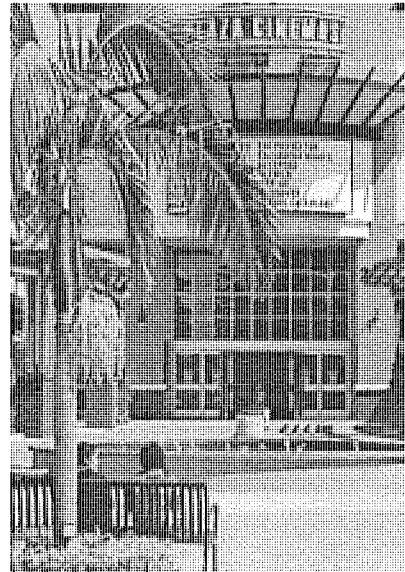


Historic downtowns provide ambiance - they are not attractions, diversions, nor are they a primary lure. It's what's in the buildings that makes a downtown a destination.

The same can be said for scenery. Unless your vista is a world-class scene, such as Niagara Falls or the Grand Canyon, scenic vistas create wonderful ambiance, but don't translate to spending, and they only last a few minutes. Then what?

All too often communities promote their heritage as a primary draw. How far would you travel to visit a mining museum? A timber museum? An agricultural center? A county historical museum? Heritage must be outstanding and pervasive throughout the community to be a primary lure, such as Plimoth Plantation or Salem, Massachusetts.

Thousands of communities are the "capital" of something. For instance, in California, Borrego Springs is the grapefruit capital of the world. Gilroy is the garlic capital. Modesto is the tomato capital. Gridley is the kiwi capital. Oxnard is the strawberry capital. Fallbrook is the avocado capital. But here's the question: Have you ever gone anywhere because it was the capital of a fruit or a vegetable?



Your local heritage is important to the community and can set the ambiance, even becoming a diversionary activity. But to the vast majority of potential visitors, it's not a reason to make a special trip.

BE DIFFERENT OR THE BEST

Why should a visitor come to your community if they can enjoy the same activities closer to home? Too many communities promote "outdoor recreation" as their primary draw. Unfortunately, that is the same attraction promoted by nearly every community in North America.

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If you are different, then you have a reason for travelers to choose to visit you. If you are the best, then visitors will generally flock to your doors.

If you have great hiking trails, then market their unique qualities. Be specific and paint the image of how wonderful they are in the minds of your potential visitors. If you have one fantastic restaurant in town, let people know about it – a unique dining experience is something many people will travel far to enjoy.

Ashland, Oregon, previously a depressed timber town, began its Shakespeare Festival, which now runs nine months of the year and draws hundreds of thousands of visitors who spend an average of six nights in the community. The Shakespeare Festival made Ashland different from any other community.

Leavenworth, Washington, another dying timber town, adopted a Bavarian architectural theme and produces dozens of Bavarian events every year. Some now say the town looks more genuinely Bavarian than towns in Bavaria. It is now one of the primary tourist destinations in Washington state, hosting more than 2.5 million visitors annually. They offer a different experience, an experience that is pervasive throughout town.

Okanogan County, Washington is an outdoor recreational paradise – just like 37 of the 38 other counties in Washington. So why go to the Okanogan? Because they are the best. They researched guidebooks, newspaper and magazine articles, and pulled quotes they could use in their advertising efforts. Like, “Pinch yourself, you’re in Okanogan Country with perhaps the best cross country skiing on the continent.” This, and other quotes like it, make it worth the drive to visit Okanogan Country. The third-party endorsements show that they are the best.

Set yourself apart from everyone else, and you’ll see that in being unique, you’ll become a greater attraction.

CRITICAL MASS MEANS CASH

Although it may not be the primary reason why visitors come to your community, shopping and dining in a pedestrian setting is the number one activity of visitors. Besides lodging, it is also how visitors spend the most amount of money.

Do you have a pedestrian-friendly shopping district? If not, can you create one?

Many communities have been highly successful with the development of a two or three block long pedestrian “village” including visitor-oriented retail shops, dining, visitor information, restrooms, etc., all in an attractive, landscaped setting.

The general rule of thumb in those two or three blocks (not spread out all over town) is 10+10+10: Ten destination retail shops, which includes galleries, antiques, collectibles, home accents and furnishings, artists in action, book stores, logo gear (clothing), souvenirs, outfitters, tour operators, activity shops such as kites, jewelry, wine or tobacco shops, and other specialties. The second ten is for food: ice cream, fudge and candy stores, soda fountains, sit-down dining, coffee shops, cafes, bistros, delis, etc. And the final ten are businesses open after 6:00 pm. This includes entertainment: bars, dance clubs, theaters (movies and performing), retail shops with activities (piano bar in a wine shop), etc.

The important point is to group these businesses together to create the “critical mass” in a pedestrian-friendly setting. This will attract visitors as well as locals, and make it worth their while to stop and shop. People are always drawn to the critical mass – the opportunity to have multiple choices, multiple experiences, all in a convenient and attractive setting.

TOURISM IS AN ECONOMIC DEVELOPMENT ACTIVITY

The goal of successful tourism is for people to come into the community, spend money, and go home. Tourism is nearly a \$650 billion dollar industry in the U.S., supporting millions of jobs. Ninety percent of tourism industry businesses are small businesses of which 90% have less than 15 employees. Tourism provides the opportunity for entrepreneurs to get started, for small family-run businesses to thrive, for artisans and craftspeople to find a market, and creates a basis for unique niche-retail environment including wineries, artists, crafts, etc. Tourism provides a diverse market within the community, expanding its potential. Enhancing the community through beautification efforts creates an attractive setting for both locals and visitors, key in revitalizing a community’s downtown. And a tourism-friendly town will attract non-tourism industries faster than others – new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts.

The benefits of a healthy tourism industry can rejuvenate a town, foster community pride, encourage economic diversity, and lead the way to a vital, successful community.

INTRODUCTION

NEXT STEPS

The findings and suggestions in this report can provide your community with many ideas, strategies, and goals to reach for. We hope that it fosters dialogue in the community and becomes a springboard for the community in enhancing its tourism industry, leading to greater prosperity, rejuvenation, and enjoyment by all the citizens.

This report offers a first step in reaching that goal. To fully realize the benefits of this assessment, the community should take these findings and suggestions, discuss them and evaluate them, and develop a plan for implementation.

A detailed "Community Branding, Development and Marketing Action Plan" builds on the results of this assessment, adding in-depth research, evaluation, and community input to develop a unique brand and implementation program. The assessment process essentially provides a look at where you are today.

The next steps in the planning process is interviewing local stakeholders, providing public outreach, and reviewing past and current planning efforts. This determines where you want to go as a community.

The third step involves research, feasibility and market analysis, and determining your brand - what you are or hope to be known for.

Then comes the "development" portion of the plan or the "how to get there" program: determining what product development initiatives need to be undertaken to reinforce and grow the brand. This also includes defining the roles of the various local organizations. Brand-building takes a village - everyone pulling in the same direction, each with its own "to do list."

Finally, there's the detailed marketing plan: how and when you will tell the world who you are and what makes you special: the place to live, work and play.

This Branding, Development & Marketing Plan should be an "action plan" as opposed to a "strategic plan." You want a to do list, by organization, not just general strategies, goals and objectives.

For every recommendation the following elements should be detailed:

1. A brief description of the recommendation
2. Who would be charged with implementation
3. When it would be implemented
4. How much it will cost
5. Where the money will come from
6. The rationale for making the recommendation

The recommendations should provide all the necessary steps for your community to be successful in attaining its goals of a more diverse economy with an enhanced tourism industry and to become a more attractive and enjoyable community for both visitors and citizens.

If you move forward with the development of the Action Plan and hire outside services, always hire the most qualified team you can find (issue a request for Statement of Qualifications) and then negotiate the scope of work and cost with them. If you are not able to reach an agreement, then move to number two on your list. A good plan will provide a program to get local residents and the business community pulling together to enhance the community, building its unique image in the minds of visitors and residents alike. The result of your efforts will be a prosperous, enjoyable environment to live, work, and visit.



ASSESSMENTS AND SUGGESTIONS

Gowanda

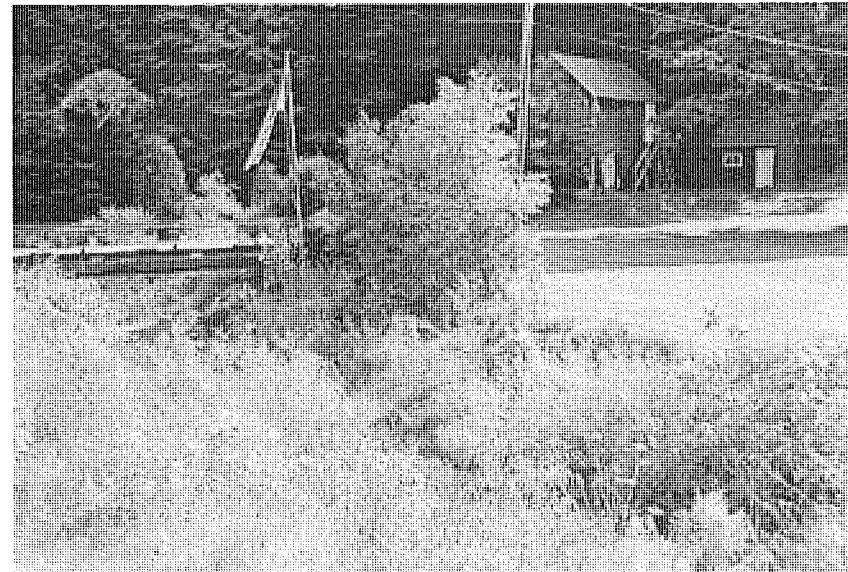
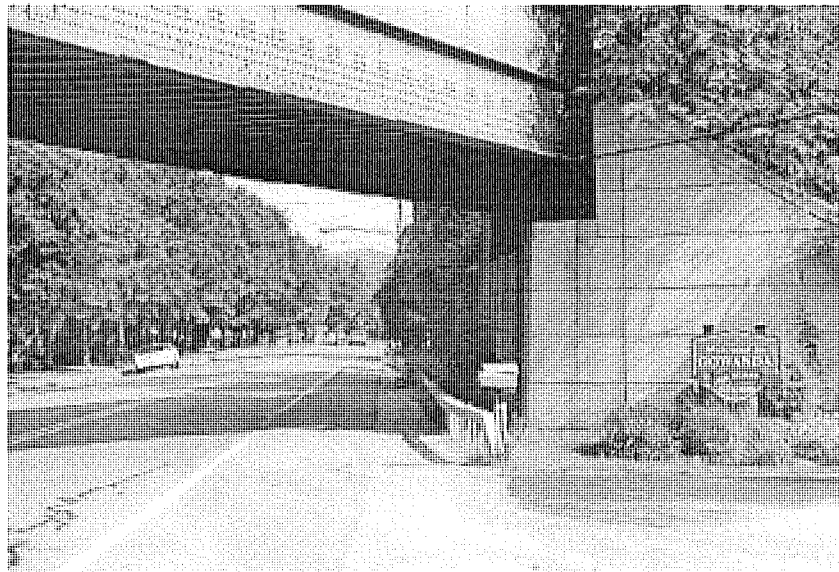
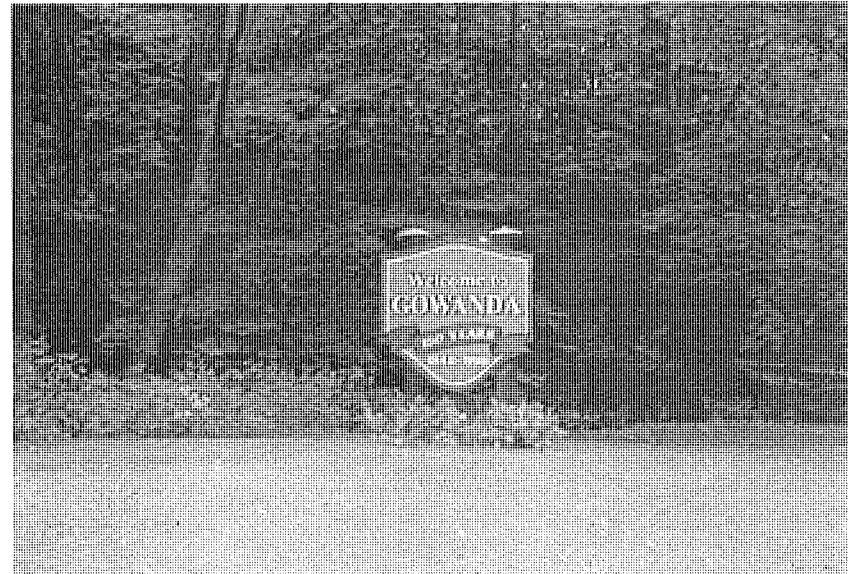
First impressions are lasting impressions

Suggestion

Gateways into every town provide a sense of arrival. They slow traffic so we notice what's available. Always put your gateways where you will make the first best impression - not necessarily at your township limits.

Just like residential subdivisions, your community gateways are a direct reflection of the overall community in terms of quality. They also can create a sense of community pride. Look at your gateways and what's around them. Do they reflect the community? Do they create a good impression of the town?

The gateway signs into Gowanda are very nice and in good locations (top right and bottom left). Suggestion: Keep the trestle painted (below). First impressions are lasting impressions. The scenery (bottom right) creates a very nice entrance as you head north into town.



ASSESSMENTS AND SUGGESTIONS

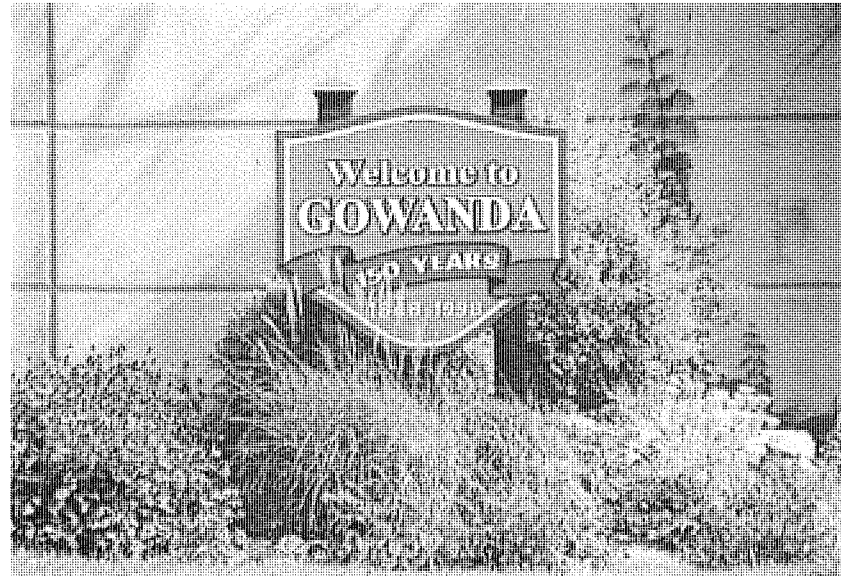
Suggestion

The gateway is attractive and the landscaping around it well-maintained. (top right) A good first impression like this slows visitors down, gets them to take a “second look” and translates to increased spending. Good job.

Very often, signs for auxiliary organizations and churches are displayed in unattractive ways, such as this chain link fencing (bottom left). Not only is it ugly, taking away from the overall ambiance of the area, but easily rusts, and the auxiliary signs create sign clutter. Auxiliary organization and church signs should be located in a place visitors can stop to take note of when and where the organizations meet.

Display the signs in a decorative foundation, something along this line (bottom right). It's attractive, and much more fitting with the community. Avoid steel pipes and fence materials whenever possible. Use building and landscape materials that are reflective of the community.

In this case, the Welcome sign is beautiful, but the neighboring auxiliary signage eliminates the appeal of the gateway into Gowanda.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Replace these as well (bottom left and right). In both cases they are already rusting and are simply ugly. What is your first impression of Gowanda if you were coming into the community on either of these roadways?

While organizations should be commended for developing welcoming gateways, each should be professionally designed since first impressions are so important to increased spending in the community.

Baker City, Oregon, has created this very attractive structure (top right) to house its auxiliary signs. This is located right next to the visitor information center, making it very easy for people to stop and make note of meeting times, etc. as they are getting other visitor information.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Replace this gateway sign (top right) with one of the new ones. The new signs are terrific, and although this one isn't bad, having consistency is important. The newer signs are also more decorative.

Your "gateway homes" are very important since they are the first glimpse visitors have of the community, and they shine in Gowanda.

The autumn displays are a lot of fun (bottom photos). This shows community pride and endears the visitor to the community translating to increased visits, longer stays, and increased spending - the benefit of tourism.

First impressions of Gowanda were that it must be a great place to live. People were friendly, homes well maintained, and much of downtown was beautiful.



ASSESSMENTS AND SUGGESTIONS

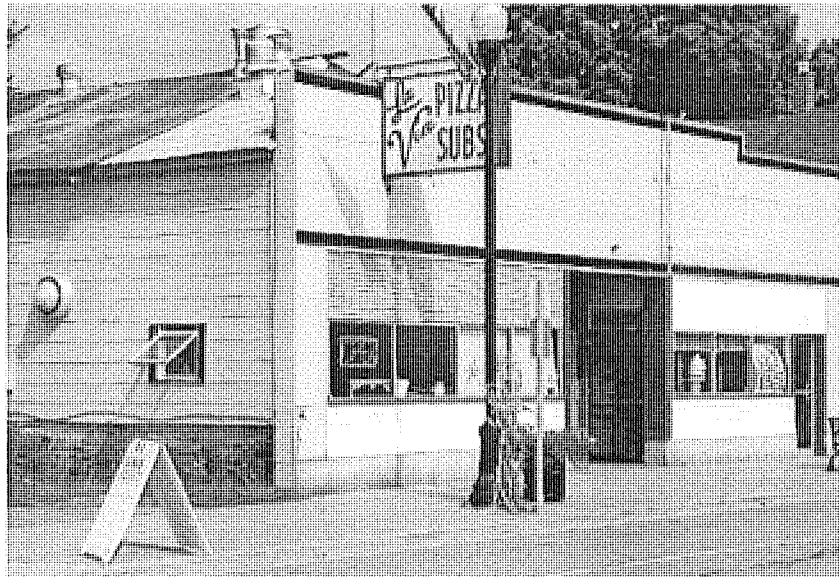
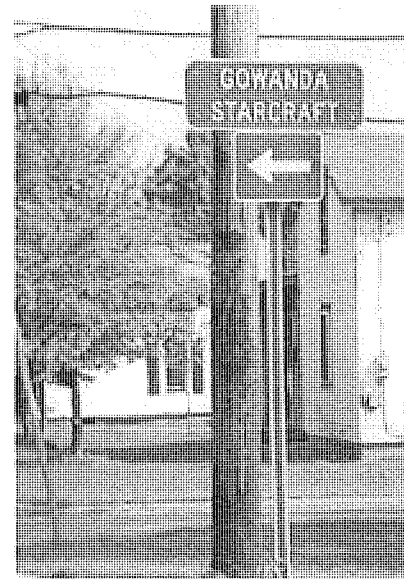
Suggestion

Local businesses: Always promote what it is you're selling. I had no idea what "Starcraft" is. (top left) I thought it was probably a video game store. Mount signs on wood, instead of cheap metal posts, to fit the historic ambience of the community.

B&B? (top right) What is Manor Guest House? Remember, first impressions are lasting impressions. You'll be judged by 1) your signage 2) curb appeal 3) your entranceway. This sign does little to "close the sale."

Curb appeal can account for 70% of your sales at restaurants, wineries, golf courses, retail stores and lodging facilities. If this restaurant was in Dunkirk or Silver Creek would you eat there? (bottom left) It doesn't have any curb appeal. Add planters set against the building to soften the harshness of the concrete sidewalk and building front. An awning over the doorway and some hanging baskets of flowers would finish the look.

Burger King, across the street, (bottom right) understands the power of beautification and first impressions. Which restaurant would you eat at?



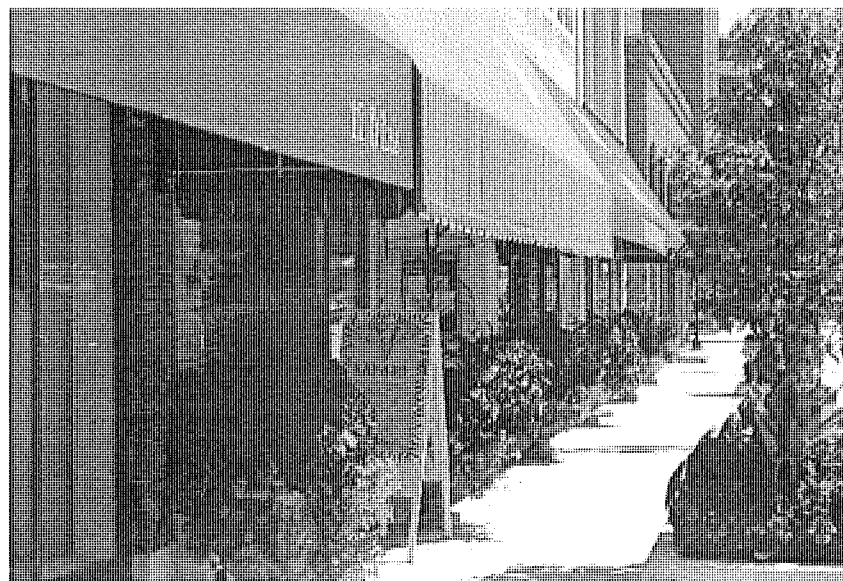
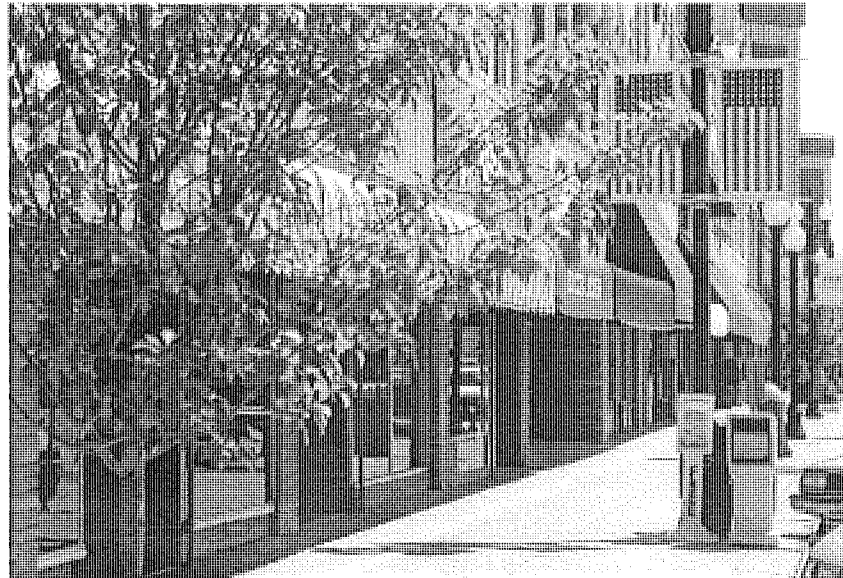
ASSESSMENTS AND SUGGESTIONS

Suggestion

Note the streetscape in the two photos to the right. Neenah, Wisconsin has been working on downtown revitalization, and part of the process has included beautification efforts. Notice the before and after pictures. By adding the planters, merchants saw sales increase by double-digits.

The same is true for this restaurant (bottom left). It is already a nice looking restaurant, but the addition of six or seven more planters, perhaps a couple of hanging baskets would add a lot of appeal. Consider adding a couple of tables for outdoor dining as well.

Make it "inviting" - a "not to be missed" attraction. Consider low-voltage rope lighting over holiday icicle lights, if used year round. If not, take them down after the holidays. Somehow icicle lighting doesn't ring true in August.



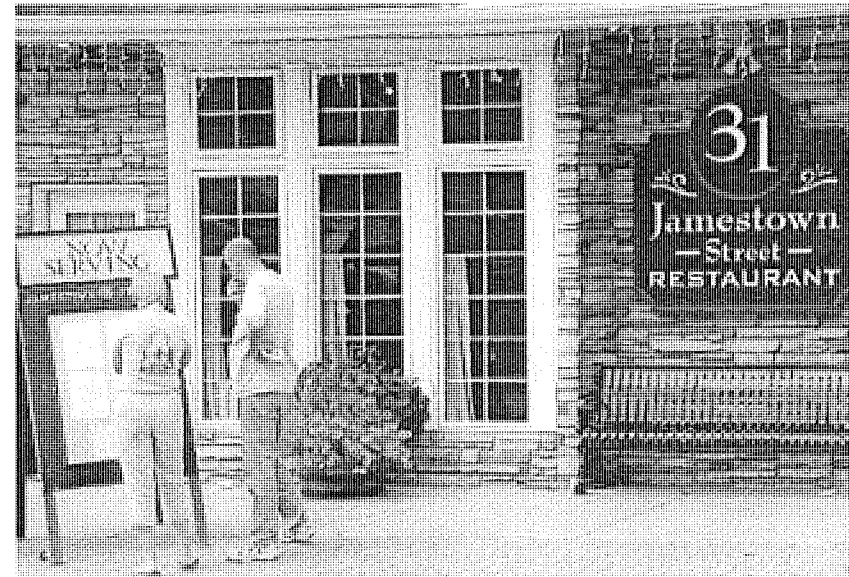
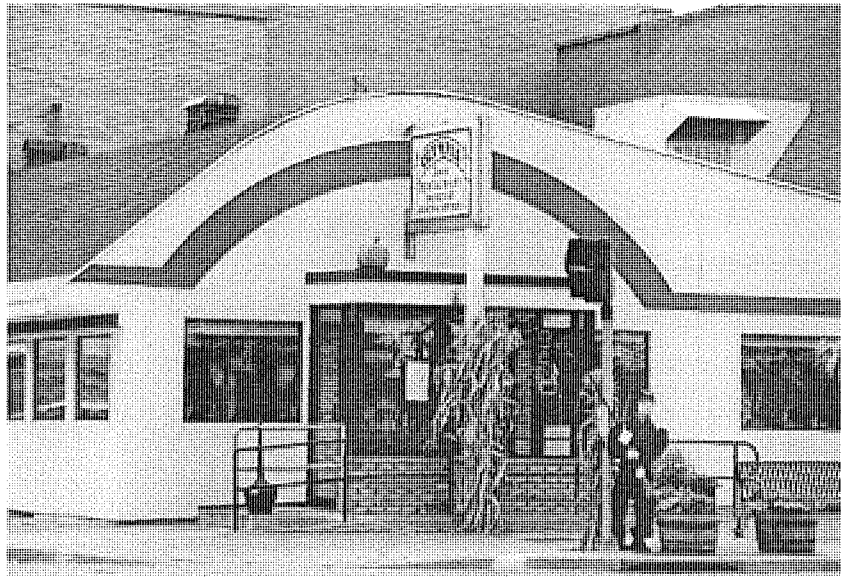
ASSESSMENTS AND SUGGESTIONS

Suggestion

Radio Shack (top right) does a great job with its beautification efforts. They deserve a gold star. Very nice.

Add a few planters (bottom left) up against the building to help pull people in. This building wrapped in a mural would be awesome. The benches and decorative trash receptacle look great. The sign should also be updated to give the restaurant a fresh “upscale” look. Overall, the restaurant may serve good food, but as a visitor, it had no appeal that would pull visitors in.

“31 Jamestown Street Restaurant” has a very nice sign and menu board. (bottom right) Add a perpendicular or “blade sign” to make it easier for people to see as they drive past. Add additional planters.



ASSESSMENTS AND SUGGESTIONS

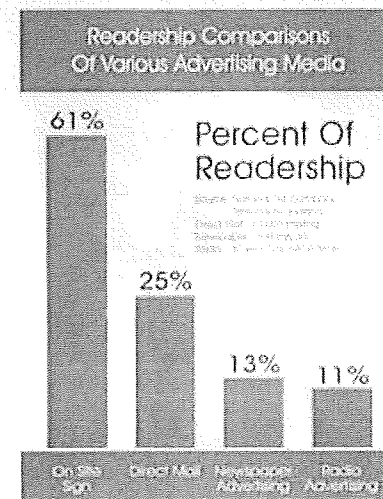
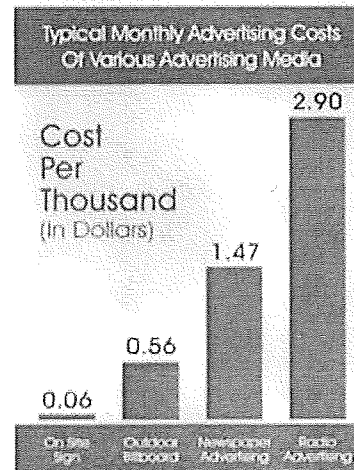
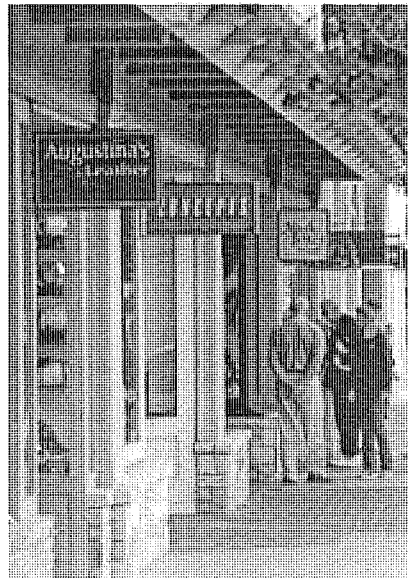
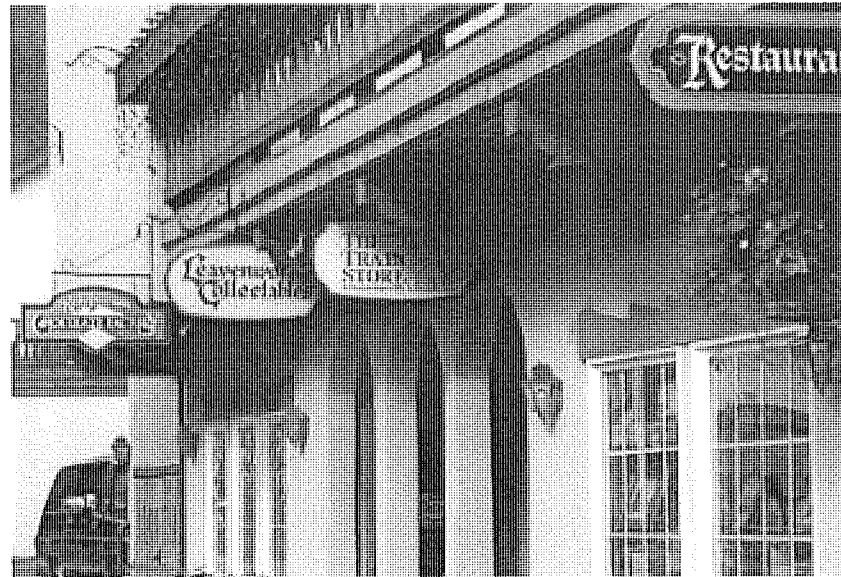
Suggestion

Storefront signs should be perpendicular to the street (blade signs) and of a fairly uniform height and size, making it easier for motorists and pedestrians to see what is available. Rule of thumb: No lower than 7 feet, no higher than 9 feet, and no wider than 42 inches. For example: 24" tall (max) x 42" wide (max).

Signs should be decorative to increase the perceived value of the shop or restaurant.

Note these examples of blade signs in Leavenworth, WA (top right), Nantucket, MA (bottom left), and Carmel, CA (bottom middle). Every successful downtown shopping district we've seen uses decorative blade signs.

Signage is a great investment - if done right. Look at the readership, per advertising type (below right) - on a national scale.



ASSESSMENTS AND SUGGESTIONS

Suggestions

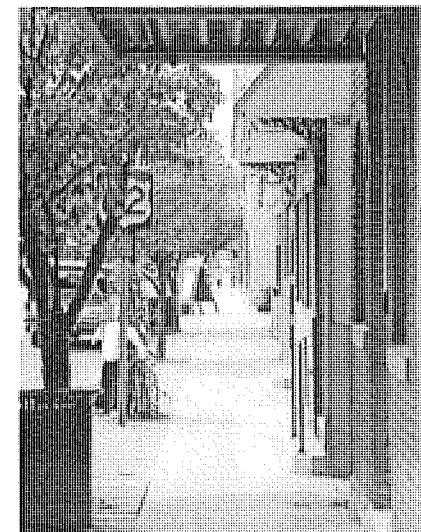
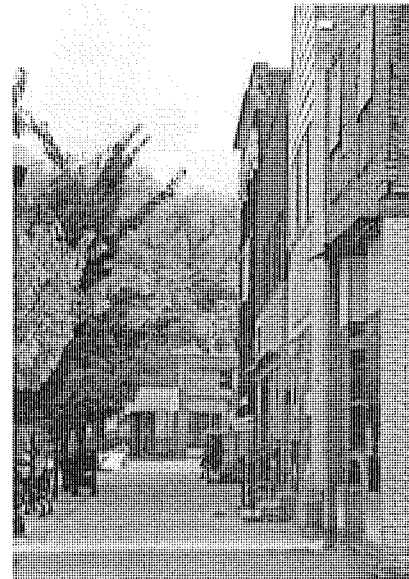
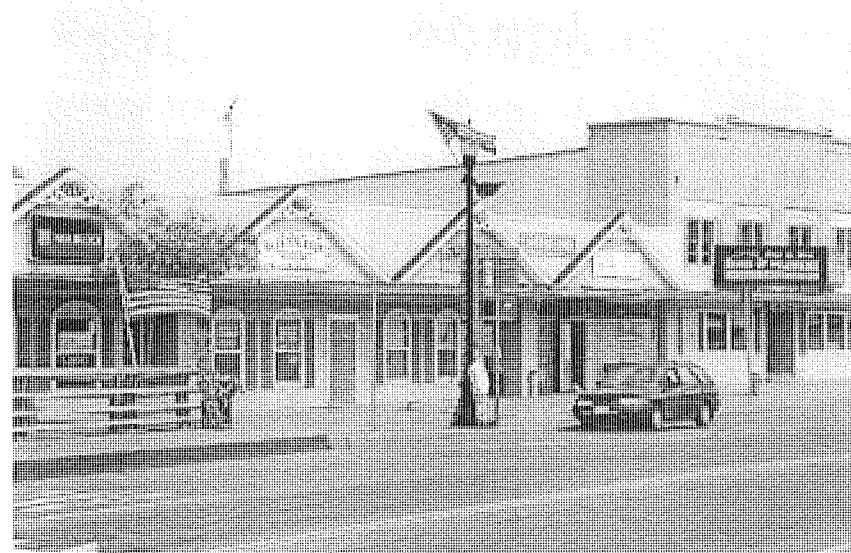
From across the street, I can, for the most part, tell what's in each of these shops (top photo). But, if I'm walking down the sidewalk or driving past (bottom left)...I can only tell what one business is. This is why perpendicular, or blade signs, are so important.

Soften the transition between facade and sidewalk with planters filled with shrubs or flowers (bottom left). Merchants wouldn't consider leaving the inside of their shops stark and bare - yet the exterior is just as important - that's what the customer sees first. Make it attractive. Pull customers in!

Can you tell what's in any of these businesses? (bottom center)

How about these? (bottom right)

Use blade signs to let customers know you're there! Create a "buying co-op" which can reduce the cost of new signs by as much as 35%. Create a Design Review Committee, made up of downtown merchants: a jury of peers.



ASSESSMENTS AND SUGGESTIONS

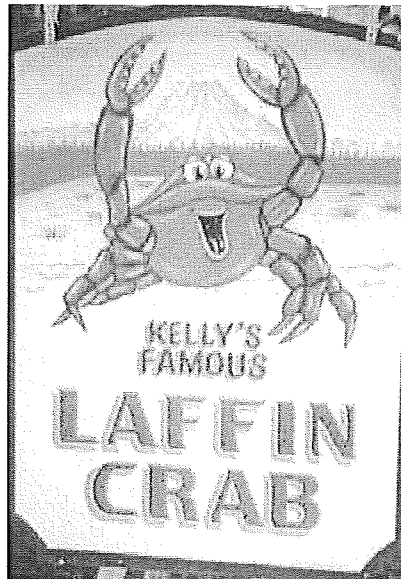
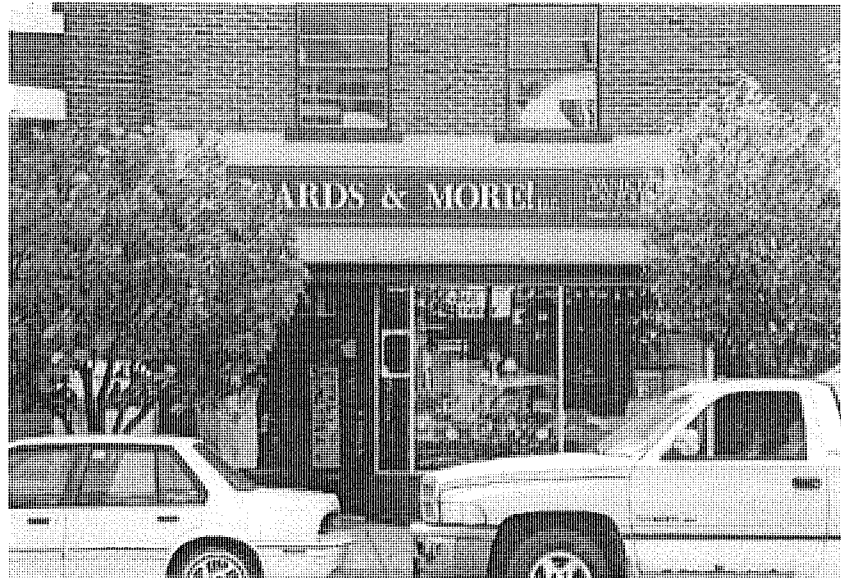
Suggestion

This is a nice store (top right), but the sign can only be seen from across the street, and then only partially.

This store (bottom left) has no signage of any kind. We had no idea what it is or if it's still in business, or if it's one or two businesses. Both of these merchants should add blade signs.

The key to effective merchant signage, after making sure customers can read it, is to always promote what it is you're selling - the lure to bring customers in. The name of the store or business is secondary. If people can't tell what it is you're selling, they're likely to just walk on by.

Can you tell what kind of shop Kelly's Famous Laffin Crab (bottom center) was? Seafood restaurant? How about the Black Swan (bottom right)? The Laffin Crab, by the way, is out of business - it sold kites and windsocks. Potential customers didn't even go in the shop, since they couldn't tell what kind of merchandise was offered. The Black Swan sells t-shirts. Go figure.



ASSESSMENTS AND SUGGESTIONS

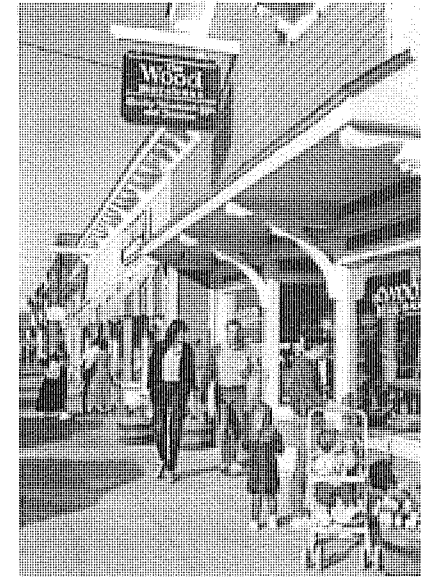
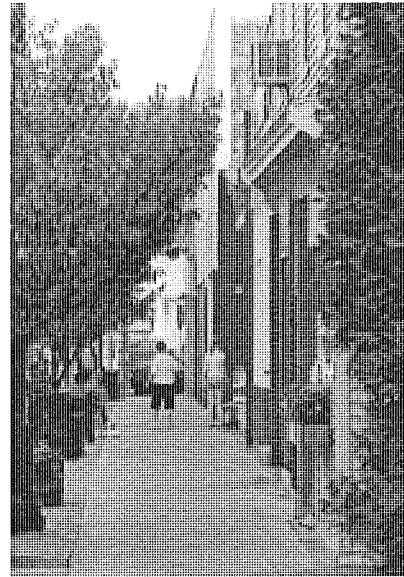
Suggestion

These shops (upper left) also need blade signs. Signage on the face of the buildings can't be seen from the sidewalk or street.

Collectibles? Antiques? Home accents? Second hand store? (bottom left) The "Attic Place" doesn't do enough to tell customers what you're selling. Suggestion: Promote the lure, then the name of the store. Add perpendicular (blade) signage - the only sign is so high, customers need to be on the other side of the street to see it.

"The Wood Merchant" (top right) saw sales increase once they let people know what they had to offer: "Handmade gifts and furniture."

Grandma's Attic (bottom right) is an antique store in Omak, WA. They also sell ice cream, and have a little sign promoting that outside the door. But what really attracts the customers is that the shop owner gives free ice cream to local kids, who are supposed to sit at the table outside to eat them. She says she makes more antique sales from people coming in for ice cream than anything else. What is the lure to pull customers into your store?



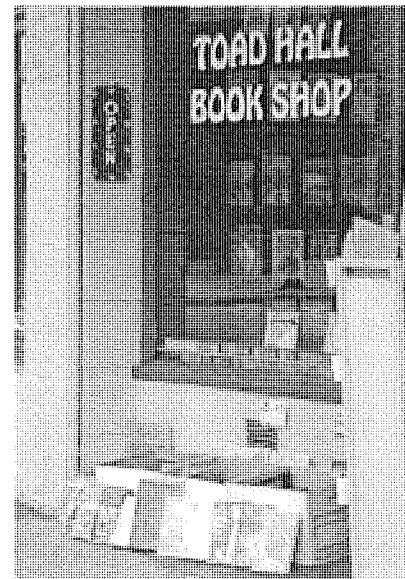
ASSESSMENTS AND SUGGESTIONS

Suggestion

Is the “Wicked Glen” a biker bar? Do they serve food? (top right) Always promote what it is you’re selling - the primary lure - before the name of the business. Let customers know that you have something they want. In this case we assumed it’s a tavern.

Extend window displays to exterior spaces, but avoid outdoor merchandising. (bottom photos) Piling merchandise on portable racks and tables looks sloppy. Don’t look like a second-class garage sale town.

What’s your impression of this book shop (bottom right), in Nevada City, California? There is a huge difference between extending window displays to exterior spaces and outdoor merchandising. Avoid the latter except once or twice a year - for special events.



ASSESSMENTS AND SUGGESTIONS

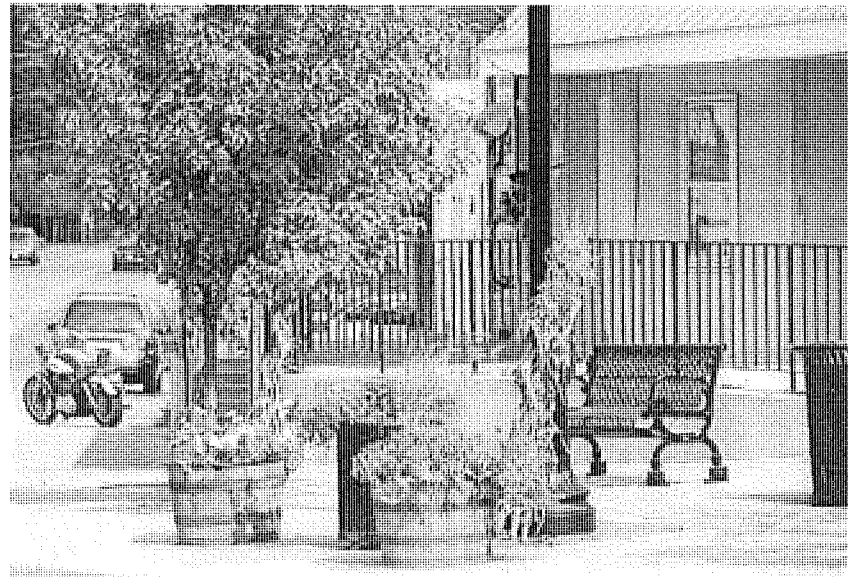
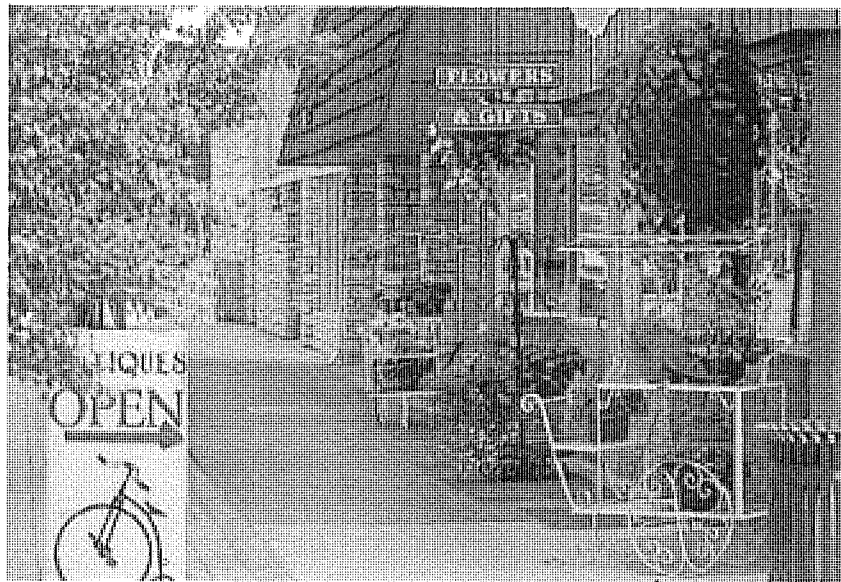
Suggestion

Would you walk into this shop? (top right) This beautiful display of merchandise in Grass Valley, CA, really pulls customers into the store.

Likewise, this outdoor display (bottom left) takes about 20 minutes every day for the shop owner to arrange, but she says it makes a huge difference in attracting customers. People can't walk by without coming in.

Beautification is an investment with an incredible return. The "softscapes" make shops more inviting, making people want to linger, and spending more money.

The beautification efforts downtown are very nice. (bottom right) The trees, planters, light poles, benches, and trash receptacles look great. Good job. Now, the downtown retailers have to do their part to add to this effort. While some do a great job, others do little or nothing.



ASSESSMENTS AND SUGGESTIONS

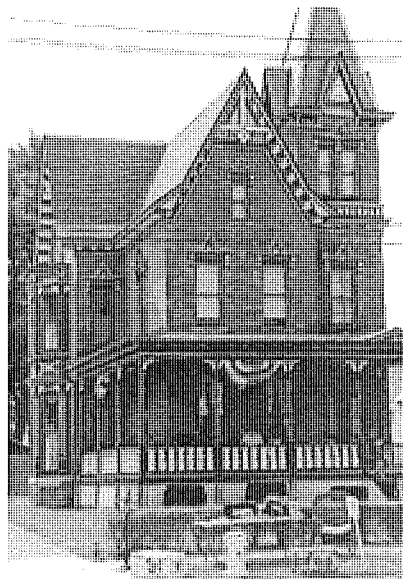
Suggestion

(Top right): A very attractive streetscape and a model for the area. Take note other areas (and even across the street). Adding decorative blade signs would help pull customers into the stores as well.

There are some stunning homes in downtown Gowanda, like this one. (bottom center)

Little hidden alcoves, like this (bottom right), are fun, and make a town so interesting!

What a great event. (bottom left) Note: Because I saw a sign that said the Festival was coming, I made a separate trip back to Gowanda. Glad I did! Other towns take note. Gowanda did a good job of inviting visitors back for the weekend fall festival.

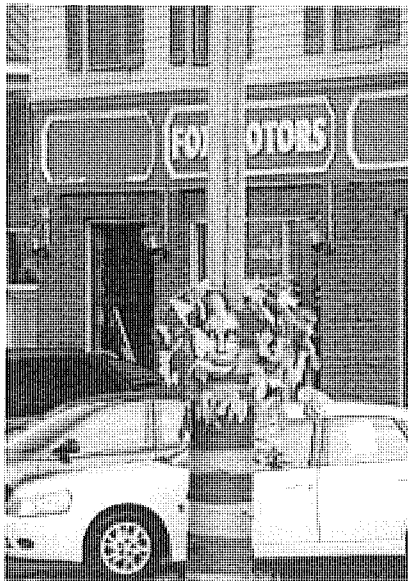


ASSESSMENTS AND SUGGESTIONS

Suggestion

What a treat! These displays are wonderful! These showcase a lot of community pride, creativity, and outright fun, making Gowanda a great place to spend the day - or weekend.

Good job (middle, near right). Perfect for a news organization.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Gowanda has a pedestrian-friendly downtown, but have you heard of crosswalks? Put some in! Get the department of transportation on the job! Crossing the street can be dicey. There should be crosswalks at intersections, and even at the half-block areas. A lot of traffic seems to go through here.

Even simple painted crosswalks can help with pedestrian safety, but there are several different types of crosswalks that can enhance beauty and safety. A process of stamping decorative designs into asphalt, called StreetPrint, can give you crosswalks in any color, design, and style you might like. It's not paint, and the road is ready to be driven as soon as they finish the process.

Other kinds of crosswalks include lighted walks, where the pedestrian pushes a button before entering the road, which causes lights embedded in the crosswalk to flash, making it easier for drivers to see that the crosswalk is occupied. A low-tech safety enhancement for crosswalks is to provide a stand with flags for pedestrians to use as they cross, and they place the flag in another stand once they reach the opposite side.

Note: The park (below) is stunning and a nice feature downtown.



ASSESSMENTS AND SUGGESTIONS

Suggestion

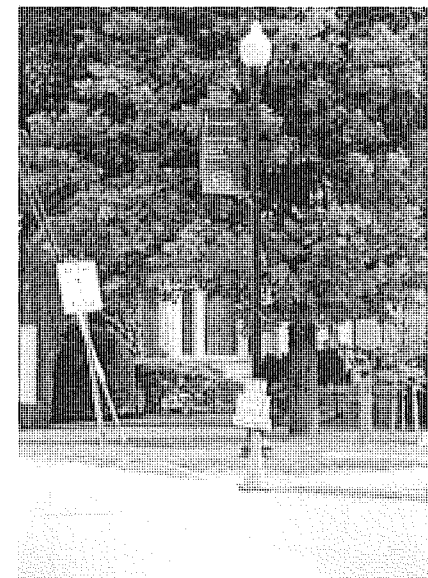
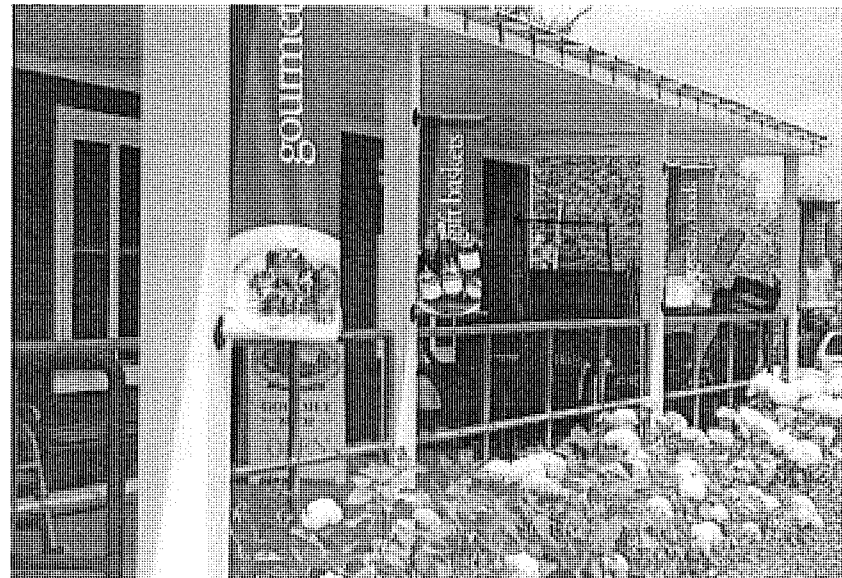
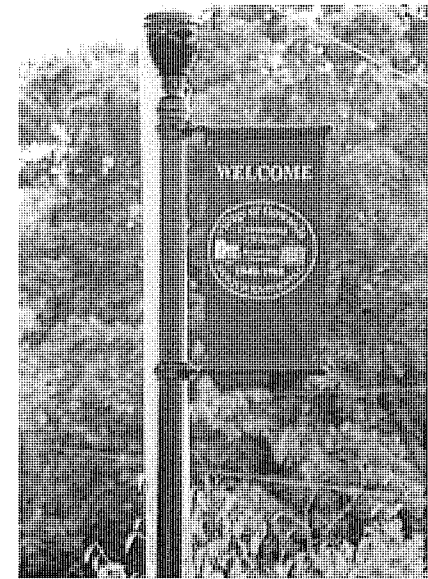
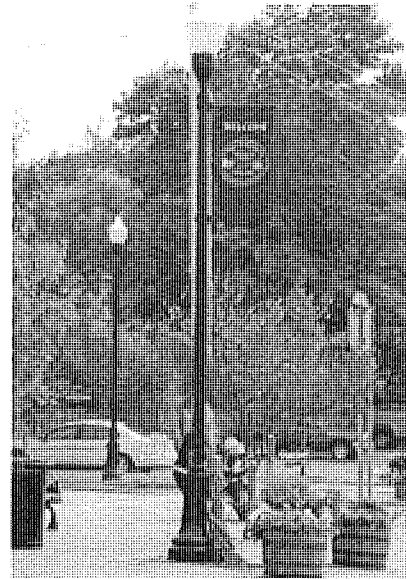
Can you read this banner? (top left)

Can you now? (top right)

Pole banner rules:

1. Make them colorful. Have them stand out, not blend into the trees.
2. Never use more than four words. People driving don't have time to read more than that.
3. Focus on experiences (activities), not buildings.
4. Use only one graphic image.
5. 1" high letters for every 12' of viewing distance.

Using pole banners for directional signs are excellent, but the same rules apply. Below are a couple of good examples in Appleton, Wisconsin (bottom left), and Mayville, NY at the Red Brick Farm (bottom center). Notice that these sell experiences or activities, not places or buildings.



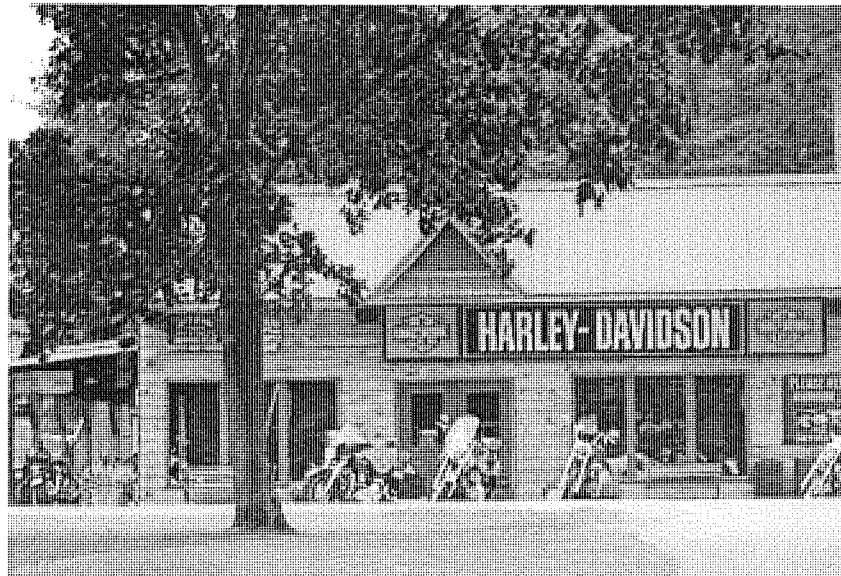
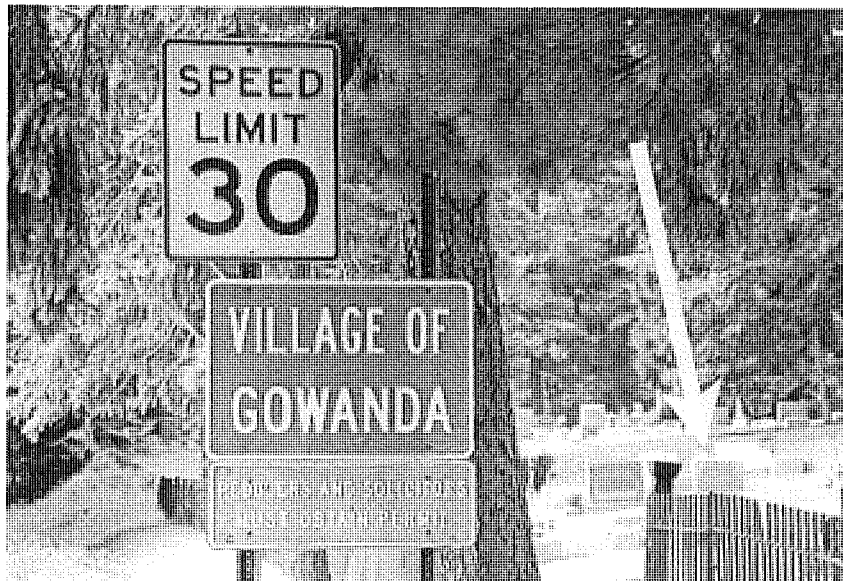
ASSESSMENTS AND SUGGESTIONS

Suggestion

Glad to see peddlers and solicitors are welcome (bottom left) - with a permit of course. If you don't get a permit, you end up here (see arrow)! Just kidding. Is there a problem with unlicensed peddlers and solicitors in Gowanda?

Small businesses all over the county, take note: ALWAYS include an "open" sign. If we don't know, we won't stop. Good sign here. (top right)

Is there a better place to ride bikes in New York State than in this area of Cattaraugus County? Good to see this here. (bottom right) Too bad it's so far "out of town." Harley shops are destinations in themselves. Motorcycle riders actually spend more money than do travelers in standard autos.



ASSESSMENTS AND SUGGESTIONS

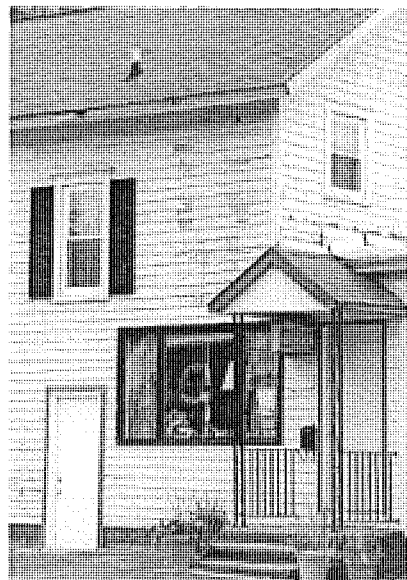
Suggestion

This must be a first: Motel, Lounge, and Karate School. They don't quite sound right together. Suggestion: Consider a name change? The "Palm Gardens" in Western New York just doesn't seem like a fit. I didn't see many palm trees or beaches in this area of the state. Can the Karate School be on a different sign? (top right)

First impressions are not overly favorable. (bottom) Add some more pots with shrubs and flowers, make the entrance to the office inviting. Paint the building.

Visitors will judge the quality of the rooms by the overall appearance and curb appeal of the motel or B&B. If the building looks uncared-for on the outside, visitors assume the rooms are also uncared-for.

Curb appeal can account for as much as 70% of sales for lodging facilities.



Critical mass is more than a religious experience

Suggestion

Critical mass is achieved when a destination retail center is created that will attract both visitors and local residents. The general rule of thumb for a successful downtown is the 10+10+10 rule, which includes a MINIMUM in three lineal blocks:

1. TEN places that sell food: Soda fountain, coffee shop, bistro, cafe, sit-down restaurant, wine store, deli, confectionery.
2. TEN destination retail shops: Galleries, antiques (not second hand stores), collectibles, books, clothing, home accents, outfitters, brand-specific businesses, garden specialties, kitchen stores, cigars, etc.
3. TEN places open after 6:00: Entertainment, theater (movies, performing arts), bars & bistros, specialty shops, dining, open air markets, etc.

Sometimes it's necessary to "rearrange the furniture" in a downtown to help achieve the critical mass - encouraging "neighborhood retail and services" to relocate outside of the "destination retail area," and encouraging the destination retail shops to relocate within the downtown core area.

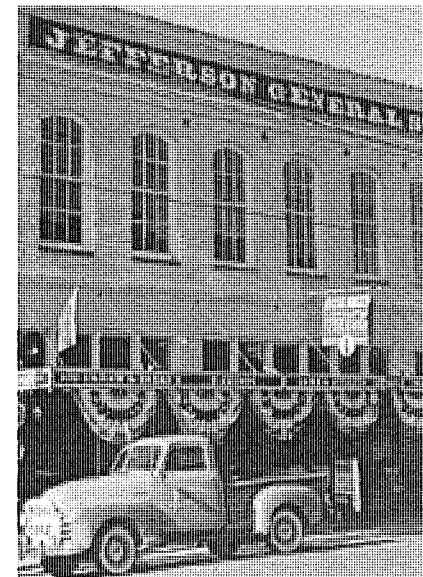
Thought for Gowanda: Antiques.

Town: Jefferson, Texas (right)

Population: 2,500

Antique dealers: 120

Result: A major destination with visitors from 150 miles away. Overnight visitors. Now the B&B capital of Texas.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Visitors don't just travel during business hours. Visitor information should be working around the clock, 365 days a year. Add wall-mounted visitor information outside the chamber of commerce building, as they've done in Jackson, Wyoming (bottom right).

If you place your visitor information in a place where travelers can also spend money, then when they stop for information, they'll be much more likely to go into that shop or restaurant next door.

Be sure to promote other areas of the county with your visitor information. Cross-sell other attractions. The more you have to offer, the longer people will stay.

Gowanda in a nutshell:

1. Create a retail focus for downtown then recruit the supporting businesses.
2. Get some crosswalks.
3. Add more beautification: Merchants, it's YOUR turn.
4. Work on creating the "critical mass."
5. Change out your auxiliary signs to something decorative.
6. Establish a blade-sign program for merchants, buying co-op.
7. Businesses: promote your primary lure first, then the name.
8. Develop 24 hour visitor information with brochure distribution.



ASSESSMENTS AND SUGGESTIONS

DAYTON

Suggestion

Take advantage of the bulletin board to add visitor information. Post a sign above it "Visitor Info." (top right) Is there anything to do or see while we're passing through this beautiful area? The commercial area of Dayton seems to be dying. (bottom left)

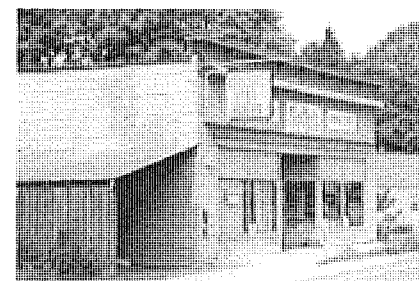
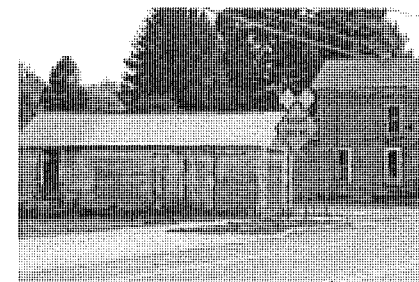
Sometimes grant funds are available to raze possibly unsafe buildings. (bottom right) or to convert them to other uses. Consider removing commercial buildings and, instead, develop park areas and open spaces where they now stand so the community can thrive as a bedroom community.

This is a great structure (center left); it's too bad it's vacant.

The "up and coming" Masters Plan Cafe looks as though it already came and went. (bottom left) If it's still an up and coming business, consider saying WHEN it might be open.

Assess the town's assets, liabilities, and goals. Determine if there might be a "niche" the town could focus on, such as pottery, quilting, jewelry, gardening, being a bedroom community, or whatever. Look at what the town already has that is a strength, and see if that can be developed into a niche for the town's economic growth. Then, determine what needs to be done to enhance that niche and make it successful.

To get travelers to stop in town, all you need are one or two attractions, such as an outstanding bakery or an excellent handmade furniture store. People will drive much further for something that is truly the best.



ASSESSMENTS AND SUGGESTIONS

OUT IN THE COUNTRY

Suggestion

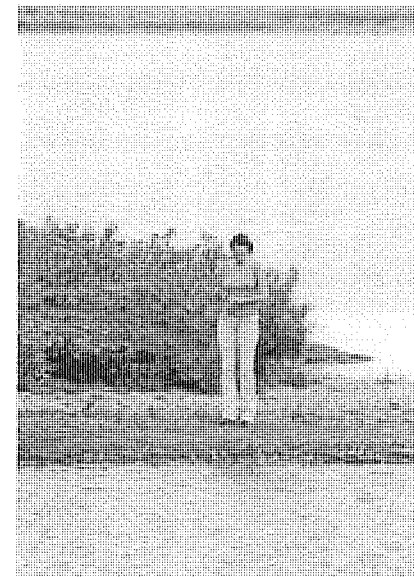
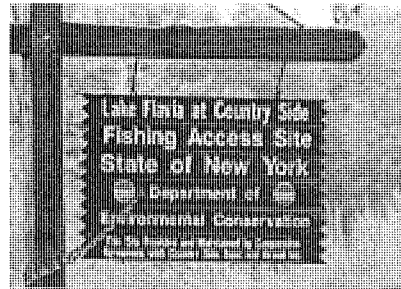
Lake Flavia is one of many diversionary activities in the area, but unlikely a primary lure for visitors from across the state or in neighboring states.

Racers Restaurant had good signs along the freeway, but could use a spruced up entranceway. (bottom right)

Consider a permanent readerboard at Racers. (bottom left) Take out the phone number; very rarely will someone driving by stop to write down the phone number of a restaurant. Instead, add hours or meals: breakfast, lunch, dinner. The fewer words, the better. General rule: less than 12 words - total.

Curb appeal is not too bad (center left), but not overly inviting. Keep up on the weeding, add more shrubs and flowers.

Example: The Nic•L•Inn near the Onoville Marina has great curb appeal - and it pays off. They do a booming business. (bottom right)

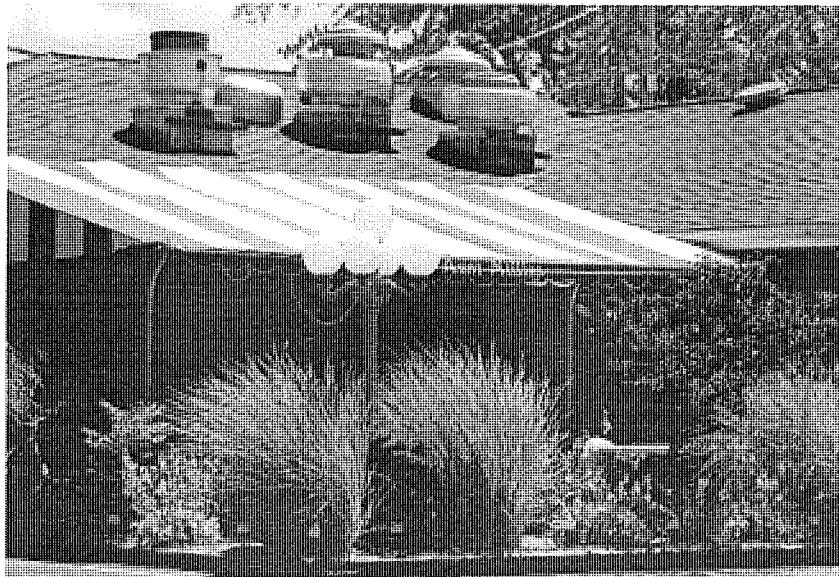
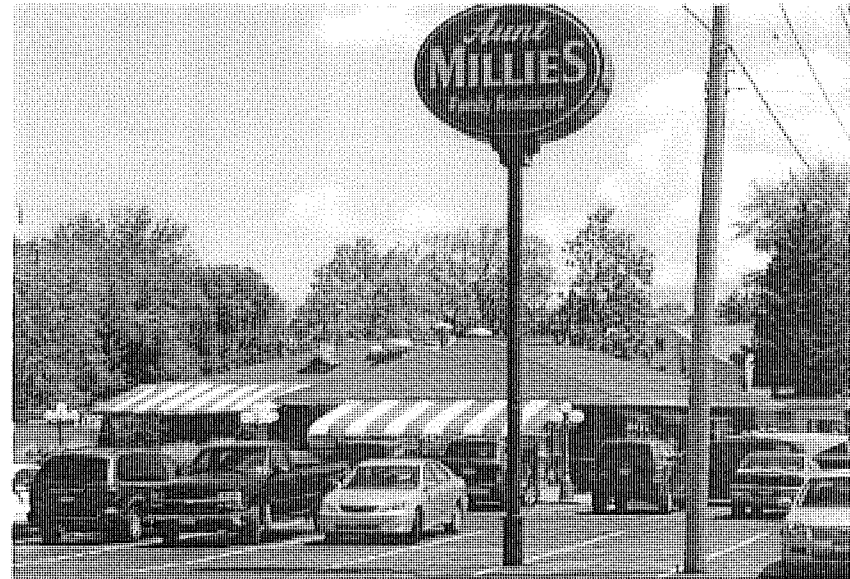


ASSESSMENTS AND SUGGESTIONS

Suggestion

An example of the “power of curb appeal.” Would you go in Aunt Millie’s Family Restaurant (top right and bottom left), or would you go across the street ... to Sunset Grill, (bottom right) both in Silver Creek.

Once again, curb appeal can account for up to 70% of sales at restaurants, golf courses, wineries, retail shops and lodging facilities. The colorful awnings and beautiful landscaping invite people in. Beautification is an investment with a tremendous return.



ASSESSMENTS AND SUGGESTIONS

SOUTH DAYTON

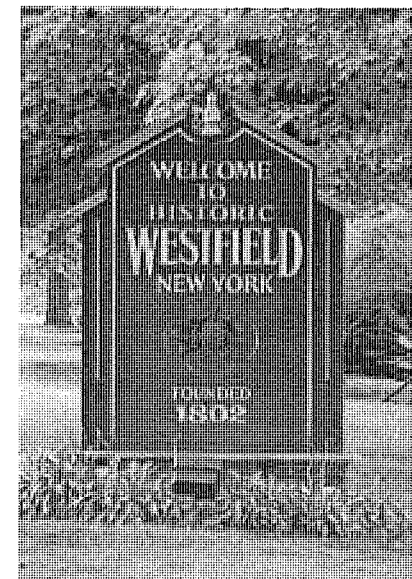
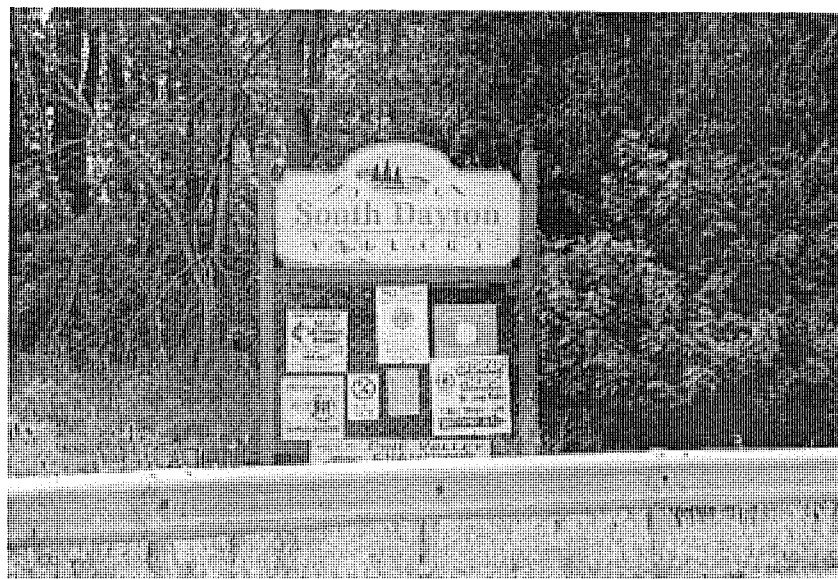
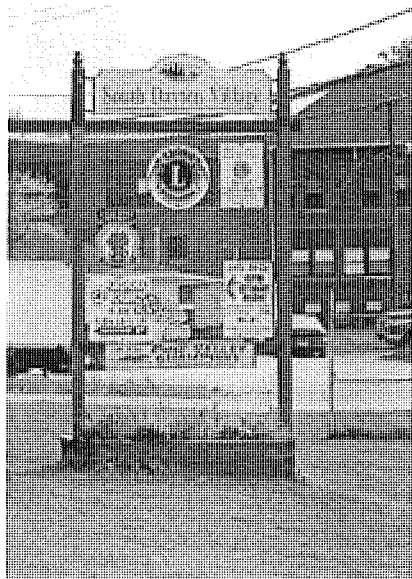
Suggestion

Interesting "gateway" (top right) to South Dayton.

Consider redeveloping the gateway signage (bottom left and center). Add one at each end of town. Your gateway "welcome" signs are visitors' first introduction to the community. First impressions are lasting impressions, and an attractive, well-kept welcome sign increases the perceived value of the community. Consider signage along the lines of Westfield's (bottom right).

Put the auxiliary organizations on a pole in the central park next to the gazebo. Take note of the examples we used in the Gowanda section of this assessment.

Make sure your gateway signs are on the right side of the street and not hidden behind a guardrail. (bottom center) I passed this one, twice, before noticing it.



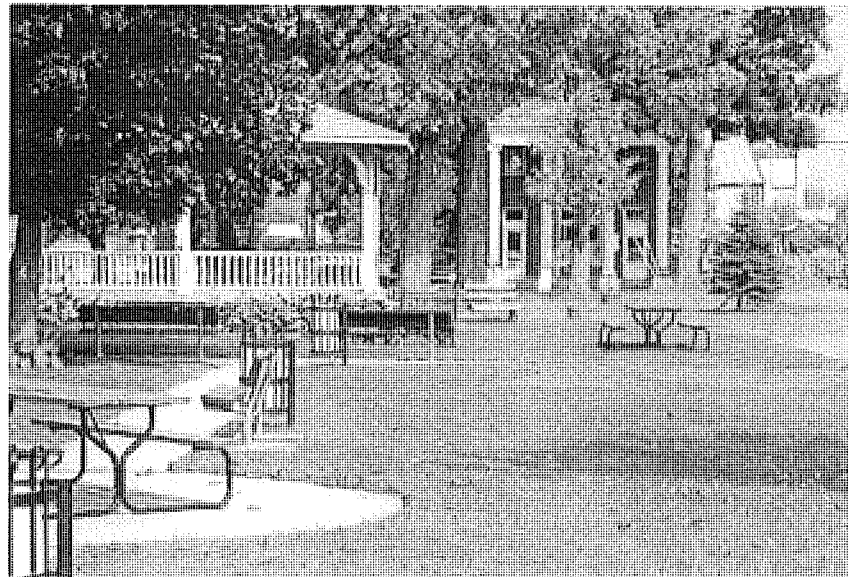
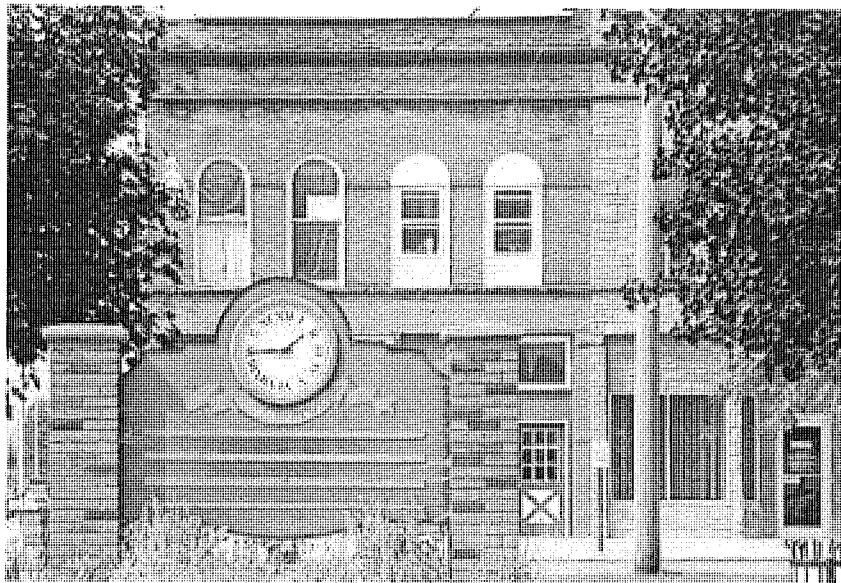
ASSESSMENTS AND SUGGESTIONS

Suggestion

First impression of South Dayton: Looks a little rough around the edges but worth checking out. (top right)

Very attractive clock and readerboard. (bottom left) Consider using it for posting upcoming events or activities that might bring visitors back. A blank readerboard says there is nothing to see or do in the community. If you have it, put it to use.

The park has a lot of assets: the gazebo would be great for providing entertainment, such as concerts in the park, plenty of benches and picnic tables, decorative trash receptacles, shade trees. Make it a showcase - a gathering area. Consider adding more paver-brick areas for staging art shows and activities, instead of just lawn area.



ASSESSMENTS AND SUGGESTIONS

Suggestion

There's some outstanding architecture downtown with real potential. It reminded me of Tombstone, Arizona. (These buildings are much nicer - top right). This could be a great little shopping district.

Suggestion: None of the businesses in this block (bottom left) were inviting. Add hanging baskets, planters, outdoor seating. Redevelop the signage to make it attractive. Replace the siding that's falling down. Add fresh paint.

It's hard to tell whether or not the pizzeria (bottom right) is in business. This whole block looks stark and empty. Add beautification: that's a sign you're in business. Work on a weed-abatement program.

While South Dayton has some tremendous potential, it seems as though the town is slowly dying. This is just a first-impression and hopefully, not the case. South Dayton could be a major "hub" for New York's Amish Trail, with its central location to some terrific activities in the area.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Perhaps it is open, after all since there are people now sitting outside the restaurant (top right). The restaurant next door is easily missed with no blade signs or beautification.

Avoid temporary signs if possible (bottom left), particularly in an historic setting. This sign has no appeal whatsoever. Add some tables and chairs outside. Pull me in!

One of the most inviting places in town happens to be a residence! (bottom right) Local businesses should emulate this place in terms of attractiveness and curb appeal.



ASSESSMENTS AND SUGGESTIONS

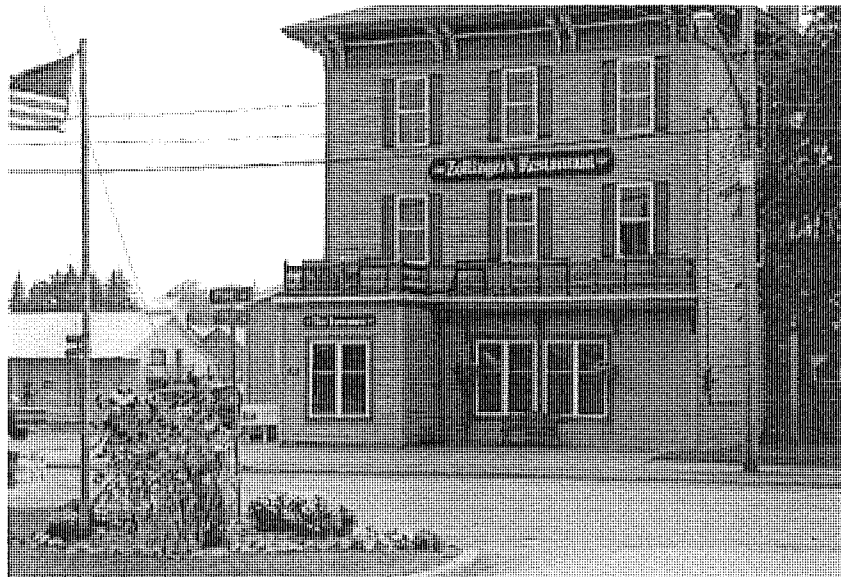
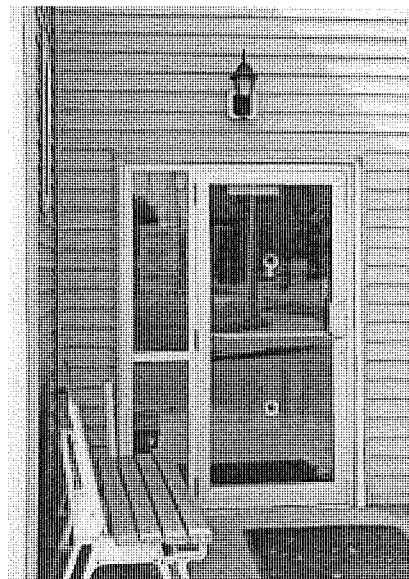
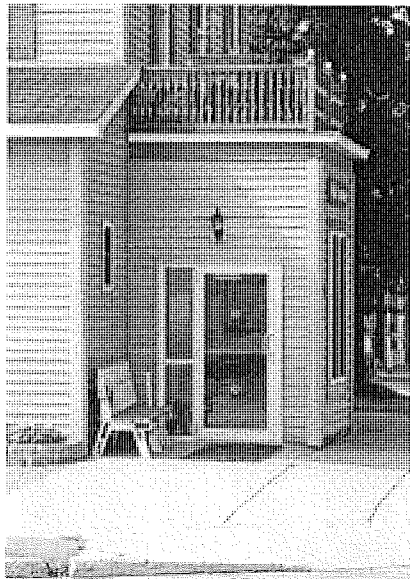
Suggestion

A nice building (top right). It looks as if it must be an apartment complex or condos. Suggestion: Add signage stating what this is. Add some trees to soften the stark appearance. There is nothing, whatsoever, visible coming into town that says what this nice and newer looking building is.

I still don't know what this building is (bottom left). Suggestion: Add some curb appeal if this is a public entrance, perhaps a sign above the door.

Even once at the door there is still no information at all. (bottom center) Must be out of business or is an apartment complex that is not open to the public. That would explain the lack of signage.

Not until you're across the street (bottom right) can you see that this is a restaurant. It must be a HUGE restaurant, three stories tall! Is it operating? Where is the entrance to the restaurant? Is the door (bottom left photos) go to a bar or to the restaurant? Is the restaurant in the upper two floors? The door (top right) to the rear of the building looks to be an employee or kitchen entrance. Add some signage. Close the sale. We hear its great.



ASSESSMENTS AND SUGGESTIONS

Suggestion

This easily looks like the best restaurant in town. Nice sign, perpendicular to the street, good curb appeal, meals are noted on the sign.

Umbrellas are always a great drawing card. (bottom left) They add a welcoming ambiance.

The entrance is inviting as well. Curb appeal is a powerful draw! Unfortunately, we heard after the assessment that the Mustardseed is out of business. This may be due, in part, to the lack of critical mass in South Dayton. One or two places, by themselves, is not enough to make you a primary visitor draw.

Some ideas are upcoming, that could make South Dayton worth a stop while visiting New York's Amish Trail.



ASSESSMENTS AND SUGGESTIONS

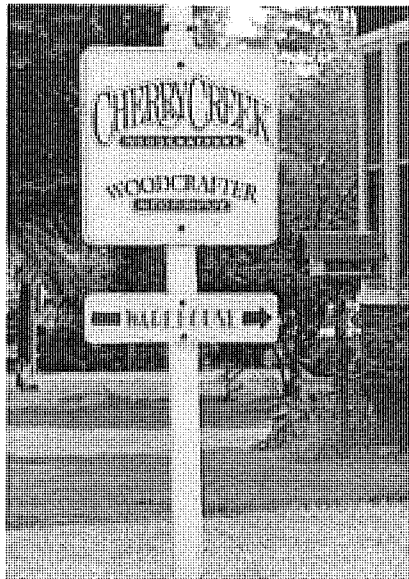
Suggestion

Nice little readerboard. (top left) It helps make customers feel welcome.

Readerboards, like this one (top right), and displays like these menus can really pull customers in. People like to have some idea of what to expect when they go to a restaurant, and these decorative displays give the customer information as well. Other restaurants take note.

Nice sign. (bottom left) Looks like a nice place to visit. Could be an “anchor tenant” for the town. So, I went to find Cherry Creek, thinking they might have a showroom or retail outlet.

Perhaps not. (bottom right) I never found any type of customer entrance, so I assumed it was NOT open to the public. In that case, why the decorative sign? Remove it unless it serves some sort of purpose.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Add an "open" sign that can be attached to the highway signage (top right).
Add operating hours instead of the phone number.

A nice place, but it's difficult to tell whether it's open or closed. An open door means the business is open but signs are even better. (bottom)

South Dayton in a nutshell:

1. Create a focus for downtown then recruit the supporting businesses.
2. Work on beautification efforts: merchants need to take the lead.
3. Develop new gateways into the commercial area.
4. Work on gradually creating the "critical mass."
5. Market and promote your "anchor tenants." Others will benefit.
6. Establish a blade-sign program for merchants, buying co-op.
7. Develop 24 hour visitor information with brochure distribution.

Consider a simple brochure that might include:
Did you know...

...that in Dayton's hardware store there is a "Liar's Bench?" You can sit there and tell any story you like and it will be gospel - until you leave.

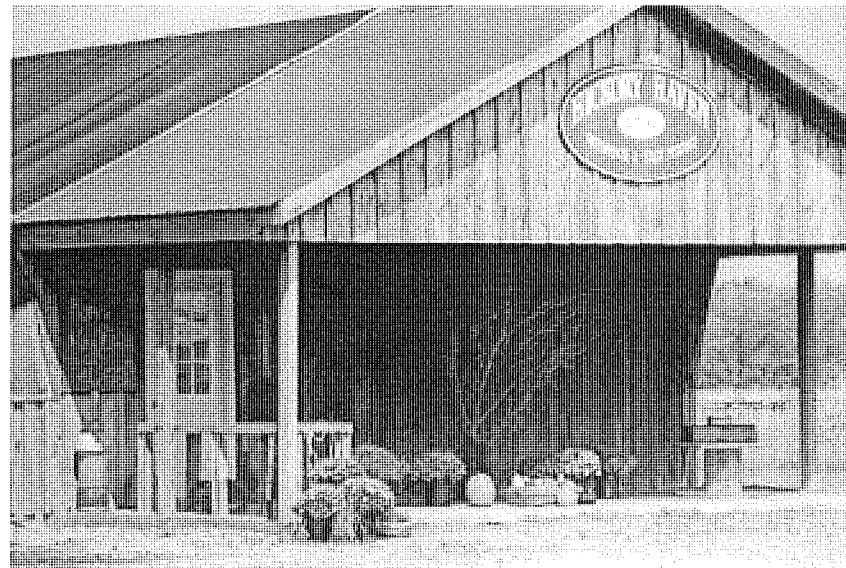
...that Zollinger's Restaurant serves the best prime rib in Western New York? Locals will drive 40 miles for dinner here. But reserve yours early. The prime rib sells out.

...that scenes from "Planes, Trains & Automobiles" were shot in South Dayton? See the sites.

...that scenes from "The Natural," starring Robert Redford were shot in South Dayton? See the sites.

...that the Mustard Seed cafe serves renowned [a dessert or main dish] every day. Great with breakfast, lunch or dinner.

ALWAYS PROMOTE YOUR "ANCHOR TENANTS." The businesses that make you worth a special trip. Everyone else will benefit, just as in any mall where the anchor tenants are the primary draw, but everyone benefits by them being there.



ASSESSMENTS AND SUGGESTIONS

RANDOLPH

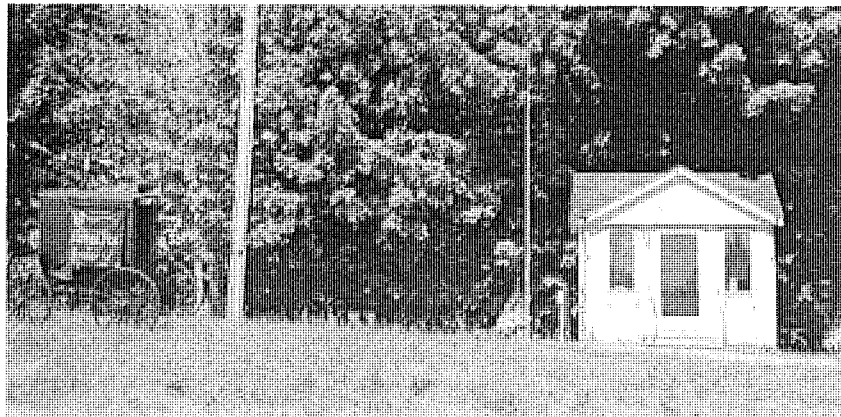
Suggestion

Consider more of an historic looking welcome (bottom left) sign for Randolph. Your gateway signs should reflect the ambiance of the community, giving visitors a "first glimpse." Add to the sign the distance to the downtown core area. "Historic Randolph - 1 mile."

Add a "Visitor Information" sign in front of the building, perpendicular to traffic. You don't see the information sign until you've passed the center and then it's past the "decision point." (bottom right)

Keep the lawn mowed. This is the first impression. The carriage is a nice touch. Add open hours to the sign or center building.

Is the visitor information center ever open? If not, tell visitors WHERE they can get information. Consider moving the building to downtown - where visitors can spend money.



ASSESSMENTS AND SUGGESTIONS

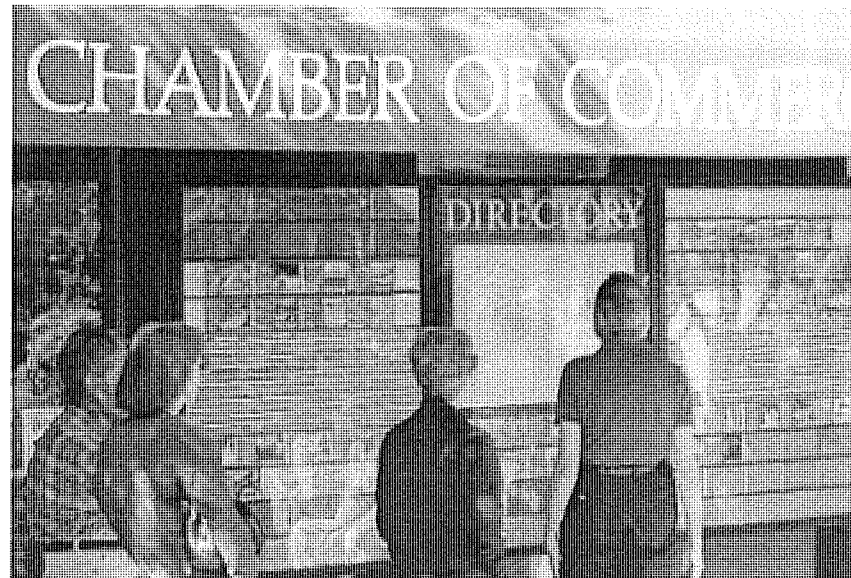
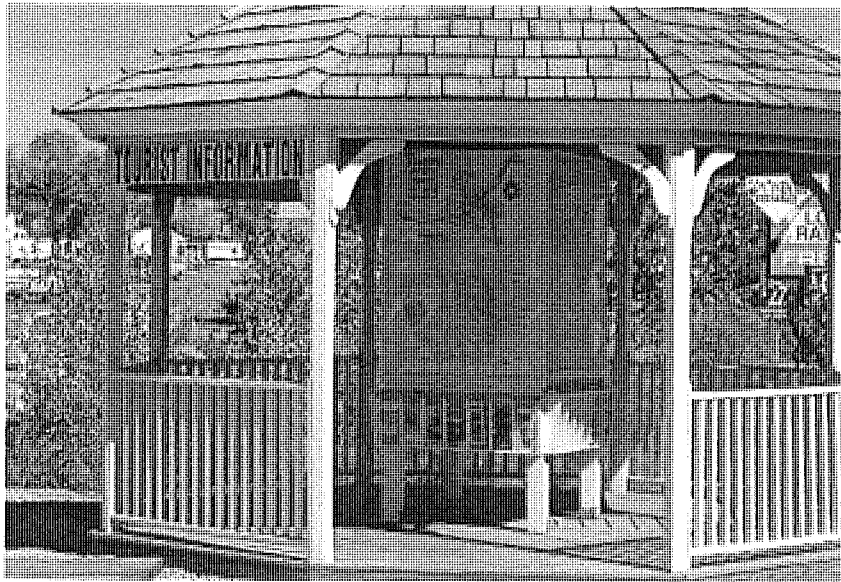
Suggestion

We had no idea when, or if, the center is ever open. (top right)

Add exterior visitor information. When visitors stop for information, it's natural for them to want to stretch their legs. If there's shopping or a restaurant nearby, they'll be very likely to pay a visit.

Visitor information should be working 24/7, 365 days a year.

These kiosk examples (bottom photos) are never closed. The gazebo on the bottom left, in Beatty, NV, was built from a kit, and a local craftsman built the center displays and brochure holders. The display on the bottom right is in Ashland, OR, and provides lodging, dining, and event information when the chamber of commerce is closed.



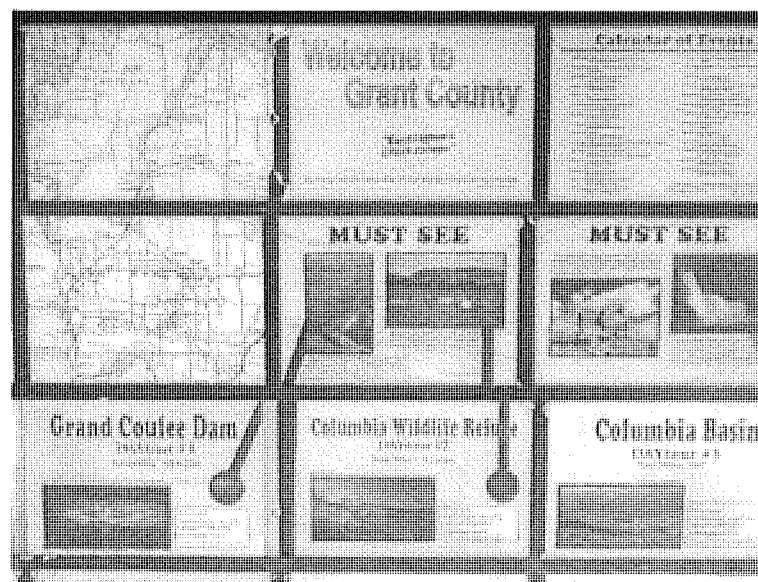
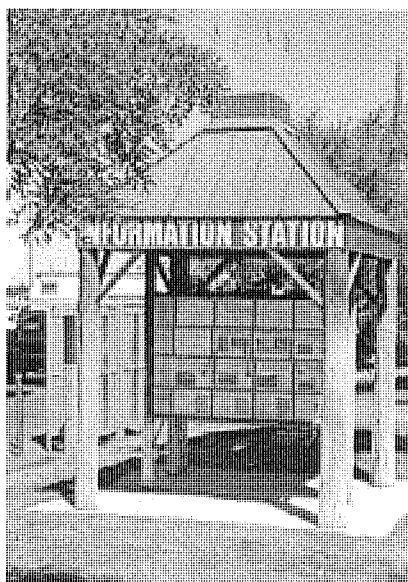
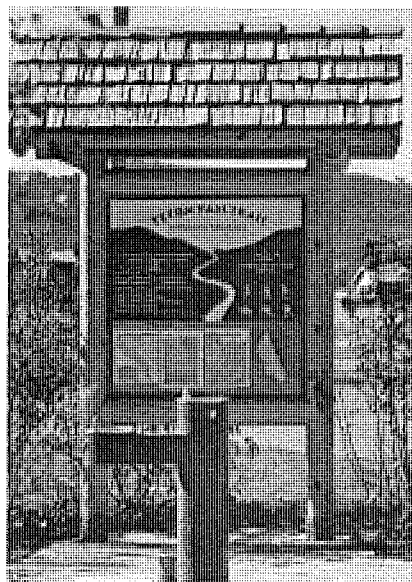
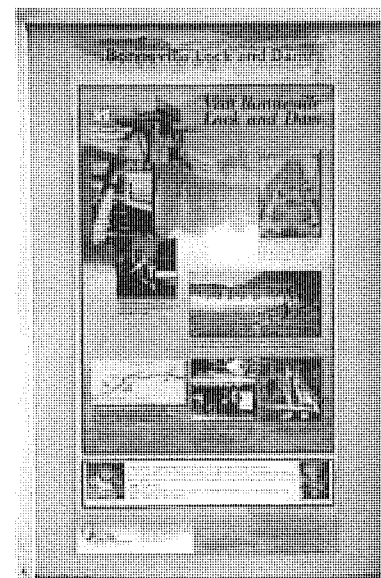
ASSESSMENTS AND SUGGESTIONS

Suggestion

This page shows more examples of visitor information kiosks designed to provide information any time of day or night. The Teton Pass Trail kiosk, below, is designed to reflect the mountain theme of the area. It is one of 14 being developed in the area.

The Stevenson, WA, kiosk, top photo, was built by local high school students, and has displays cross-selling the entire area.

The Information Station (bottom center and right) in Moses Lake, WA, provides information on “must see” attractions throughout the region.



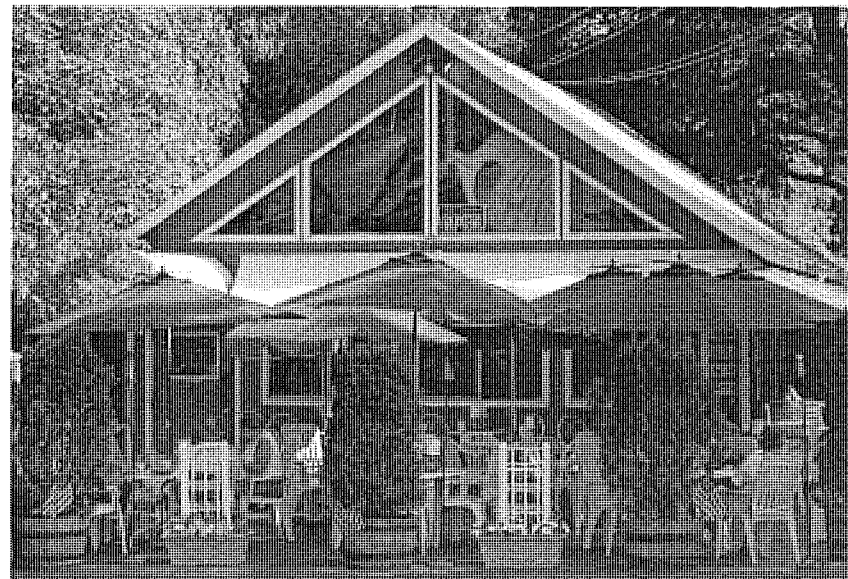
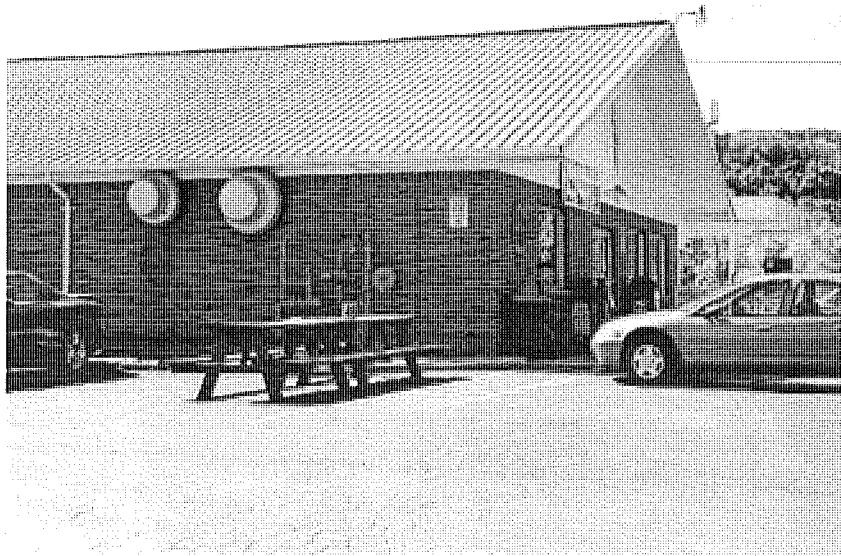
ASSESSMENTS AND SUGGESTIONS

Suggestion

This is a great opportunity and is one of the first businesses seen off of I-86. (top right) Good sign - it promotes an appealing lure to attract customers. But once at the restaurant it has little curb appeal. Just a building sitting on a field of asphalt. Why are the benches on the side of the building next to the kitchen fans and gas lines?

Consider turning it up a notch during the peak season. Add more tables, some planters, umbrellas. Put them out front, not on the side of the building.

See the example below right - the umbrellas, potted shrubs and flowers, and numerous tables make a very attractive setting. This type of setting would do well for the R&M Restaurant.



ASSESSMENTS AND SUGGESTIONS

Suggestion

This street scene gives a great first impression (top left). Nice homes, tree-lined streets, attractive street lamps. Very, very nice. Serene.

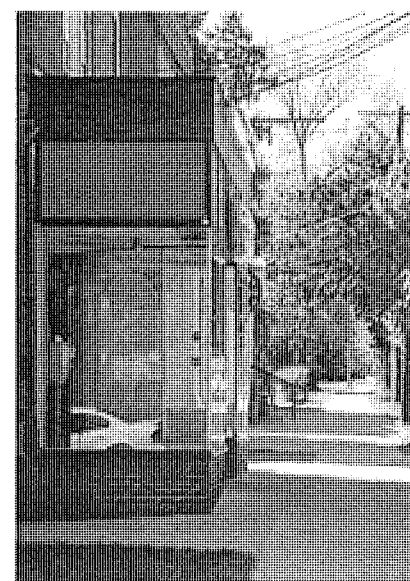
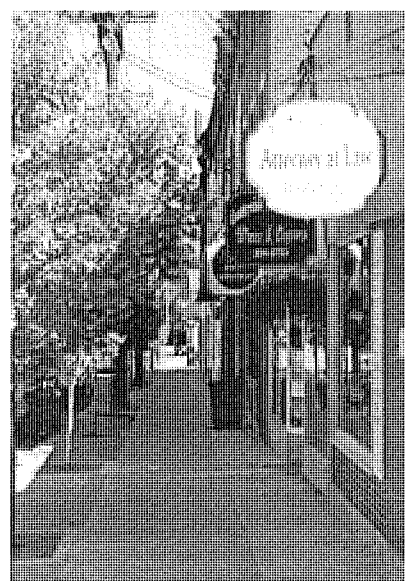
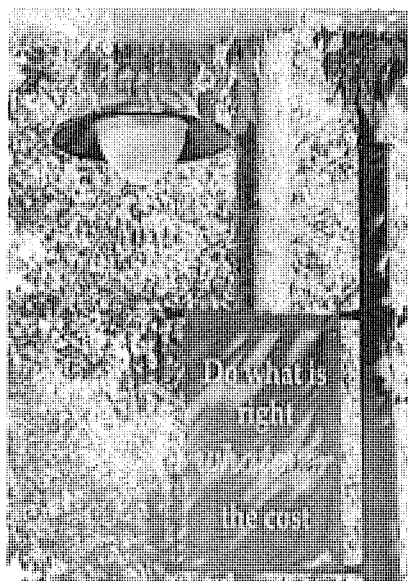
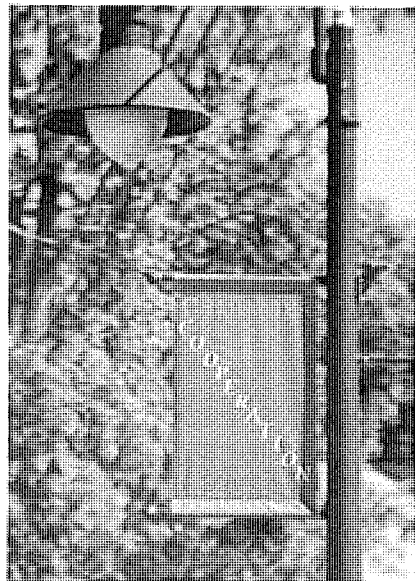
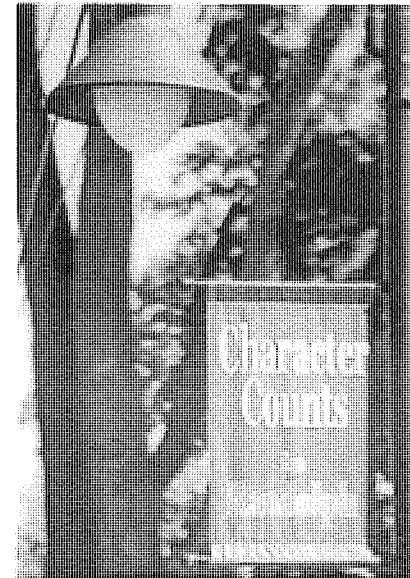
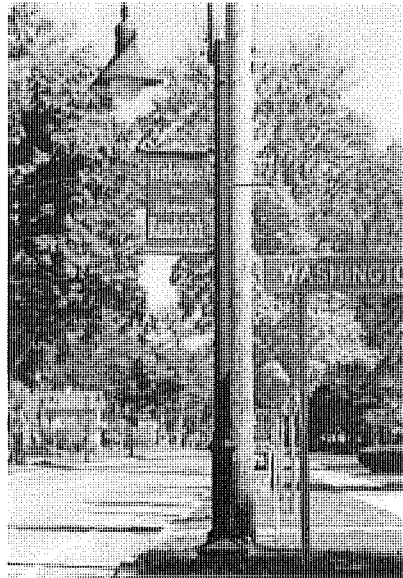
Not too sure what these banners are about (top right, bottom left two photos). Chastising the locals or a warning for new residents?

This is very good perpendicular signage on these shops (bottom center right). This is a great example for other merchants in the town to follow.

Suggestion: Add curb appeal to the base of the buildings to soften the transition between facade and sidewalk. Planters spaced six to ten feet apart with greenery or flowers would do wonders to getting visitors to stop.

Add perpendicular signage, remove the plastic banner - a negative in an historic district (bottom right).

Is this business still operating? If so, make it obvious, with signage, displays in the window, and beautification.



ASSESSMENTS AND SUGGESTIONS

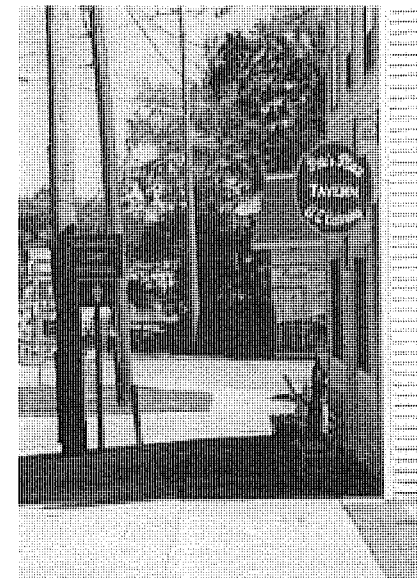
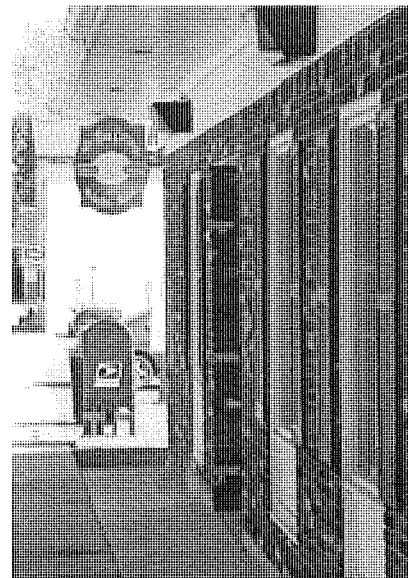
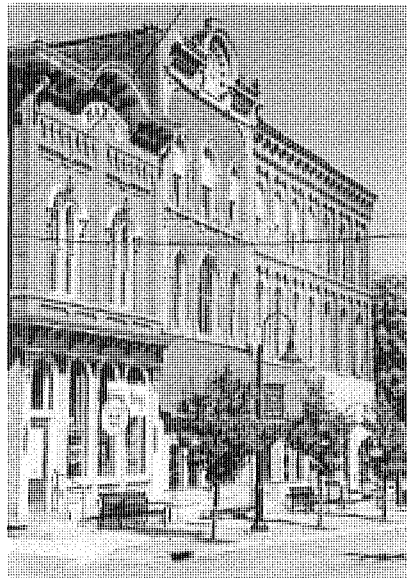
Suggestion

Incredible architecture. Tremendous potential (top)

Heading northbound on 394, this block is easy to miss (bottom right). Looks like another nice district in terms of architectural appeal.

Suggestion: There are 17 signs here and 10 posts (bottom left). Can they be reduced to three or four signs to reduce the sign clutter?

Tremendous potential for downtown Randolph but, currently, there is not the critical mass that will make Randolph a stand-alone destination.



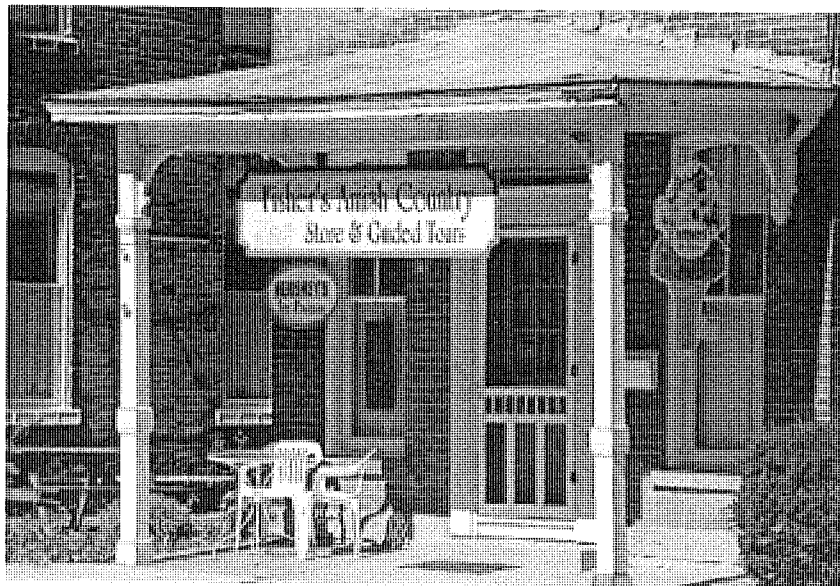
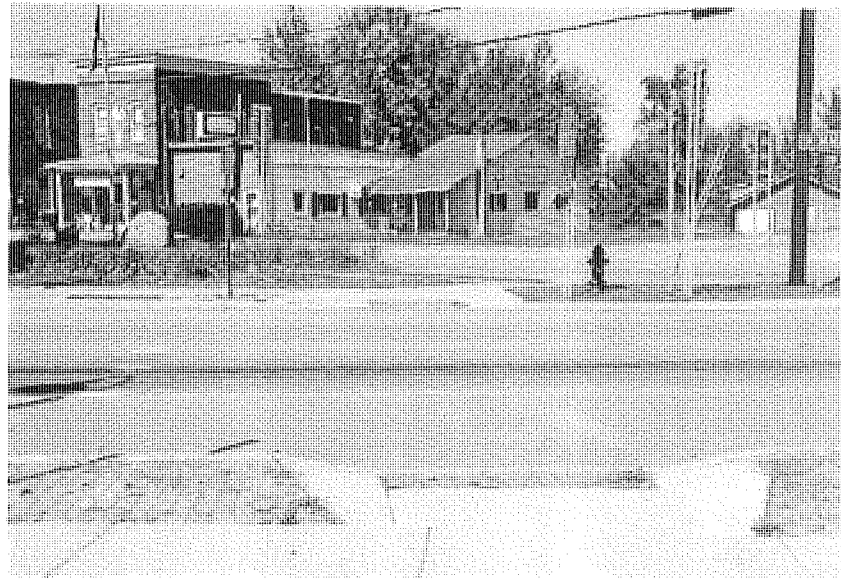
ASSESSMENTS AND SUGGESTIONS

Suggestion

Add some crosswalks! (top right) Also, work on weed abatement.

Perhaps the best store in town in terms of curb appeal and signage. (bottom left) Add a couple of planters and even a hanging basket or two. Make it easy to tell if you are open or closed.

Add a brochure holder next to the door. I would have called to do the tour. Always be sure to provide information for visitors who may stop by after hours. Good job on telling visitors WHEN the store is open.



ASSESSMENTS AND SUGGESTIONS

Suggestion

Could this be an Amish “outlet center” of sorts? (top right) Arts incubator? This is such a stunning building. It could be an anchor for downtown.

This is a great sign (bottom left). Excellent curb appeal. Add the operating hours for the market?

Perhaps this could be a spot for visitor information? (bottom right) When possible, put your information in the core spending district.

Randolph in a nutshell:

1. Consider an arts incubator or “Amish Outlet Center” as an anchor tenant downtown.
2. Add some crosswalks.
3. Add more beautification: Merchants, take the lead.
4. Move visitor information into the spending district.
5. Consider changing the pole banners to a marketing tool.
6. Promote specifics, not generalities.



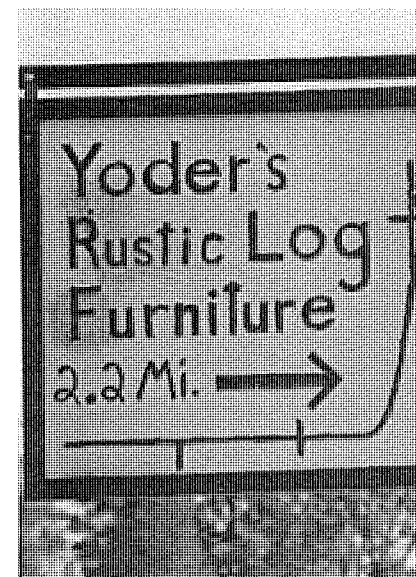
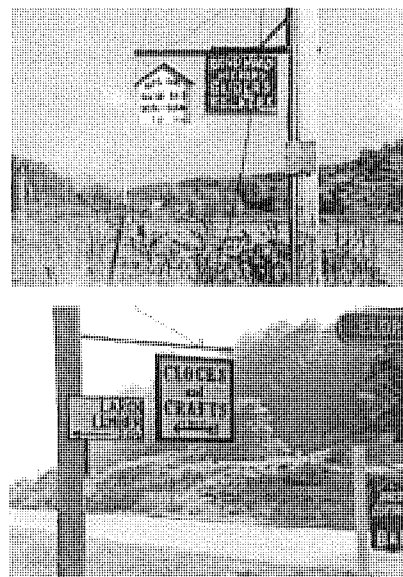
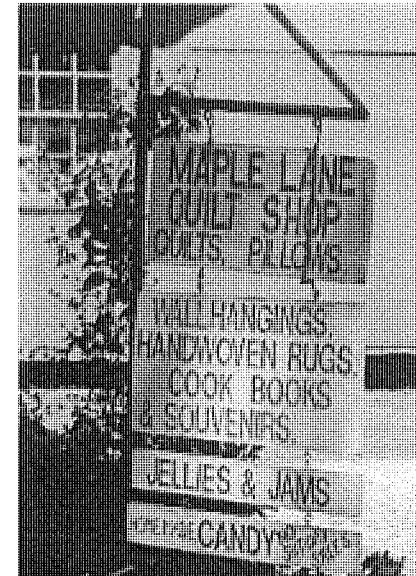
ASSESSMENTS AND SUGGESTIONS

“NEW YORK’S AMISH TRAIL”

I started seeing signs like this throughout the area. Their rustic, hand-painted appeal is perfect - very much in keeping with the country and Amish atmosphere.

The directional arrows and distances, as well as including the days open, are excellent ways to help visitors.

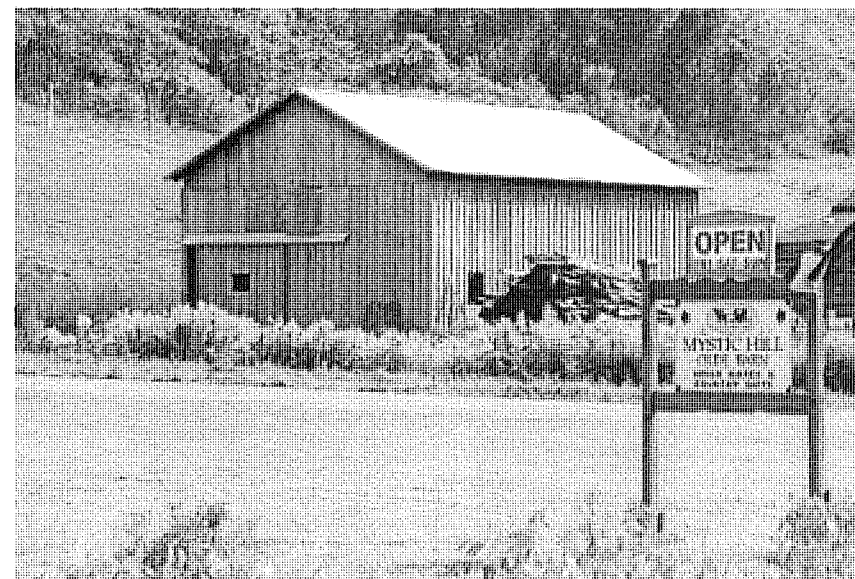
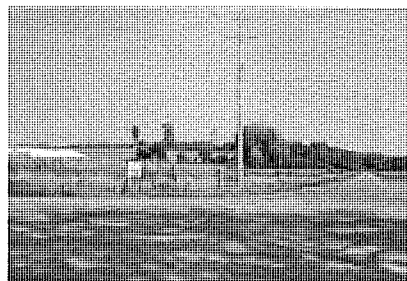
Note how the signs promote what the merchants are selling, rather than a business name. They also let visitors know where and how far to go. Perfect!



ASSESSMENTS AND SUGGESTIONS

Note:

Driving through here, I really felt drawn in to the community, like I'd stepped back in time. Seeing the sign (bottom right) "Mystic Hill Olde Barn" I decided to find this shop. At the next intersection (middle center), I couldn't tell which way to go, so I went straight until I came to a T in the road (bottom center). Eventually I found the shop (bottom right), which is a terrific shop featuring both Amish and non-Amish goods. The shop has terrific ambiance.



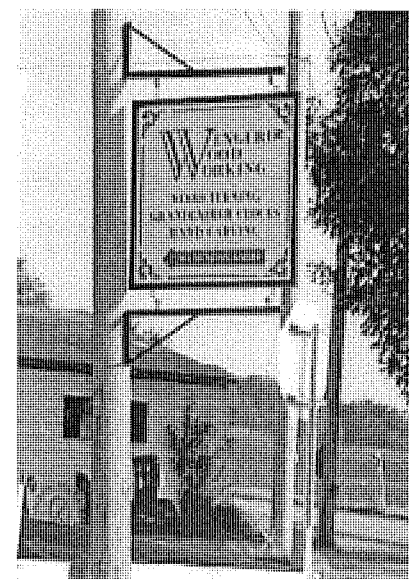
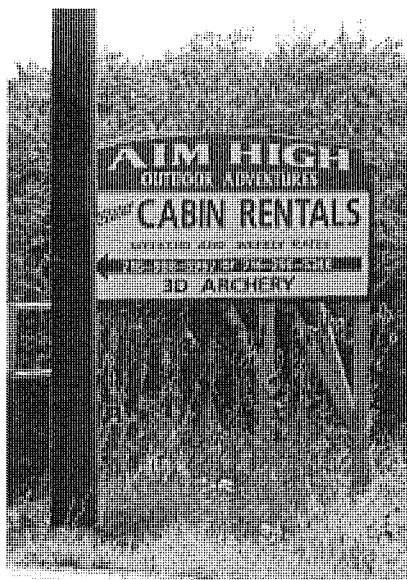
ASSESSMENTS AND SUGGESTIONS

Suggestion

Mystic Hill is one of the gems that needs to be promoted specifically. Visitors want to know what you have that they can't get closer to home - not generalities, like "unique shops." Market your specific shops, like this one, to let visitors see what is truly unique about the area.

A couple of cabins available for rent (bottom left). They look charming.

Seeing all the Amish shops, make this a great area to simply explore - all in an absolutely stunning setting.

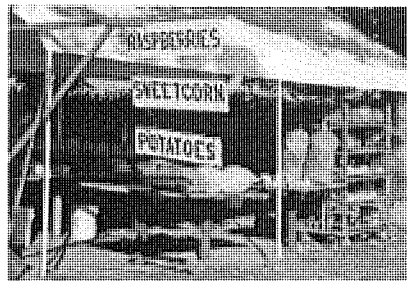
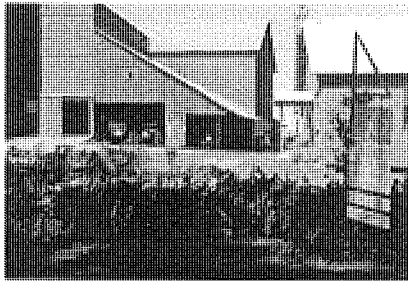


ASSESSMENTS AND SUGGESTIONS

Note:

Very well done. A great experience. Everywhere I went I was surprised at the number of shops, farm fresh produce, cheese and dairy, and home accents and furnishings.

Everywhere I turned was something new, fun, different, and totally authentic. This is a great experience.



ASSESSMENTS AND SUGGESTIONS

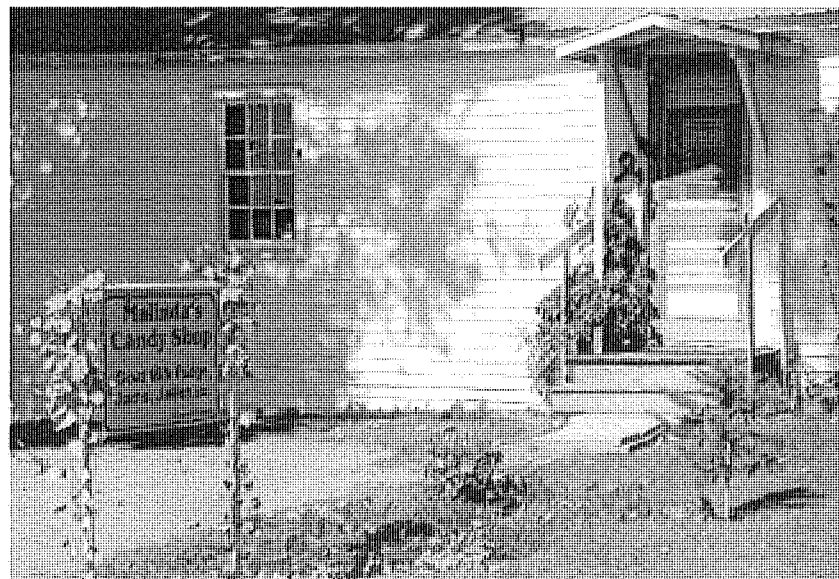
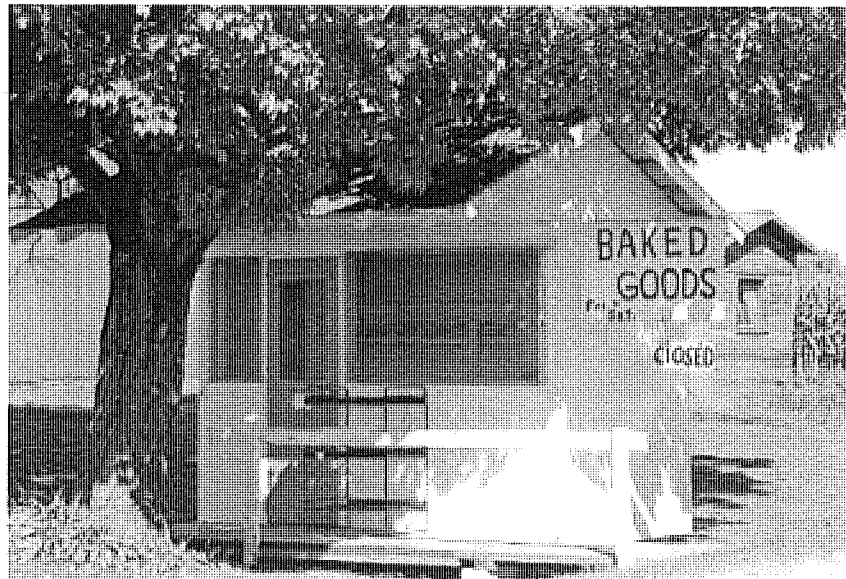
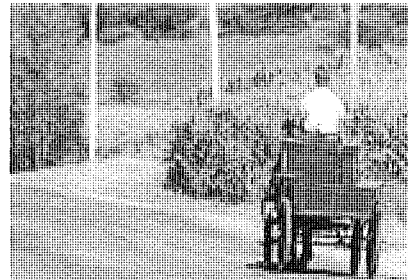
Suggestion

What a stunning setting. This area has much greater appeal than Lancaster County, PA. What a gem! There is no hint of commercial development in the entire area so that visitors really feel as though they are in a different era, and a place totally unique to the Enchanted Mountains of Western New York, and New York's Amish Trail.

Consider these the "Enchanted Hills of Western New York," (top right) which probably reflects more accurately this stunning area of the state.

This is idyllic. I'll have to bring my wife here.

You know you've got a great tourist destination when visitors know they want to come back. This is an area worthy of a special trip from anywhere in the Northeast - even beyond.



ASSESSMENTS AND SUGGESTIONS

Suggestion

YOU MUST PROMOTE YOUR ANCHOR TENANTS.

1. Get the "Mall Mentality" - work together to succeed. Common hours, marketing.
2. Get an outsider to develop some criteria and to pick who the "anchor tenants" are. They should be your truly unique, must-see attractions, shops, restaurants.
3. Develop half-day, all-day, and two-day itineraries. With specifics!
4. Educate visitors about the Amish - particularly the "traditional" Amish ways of life.

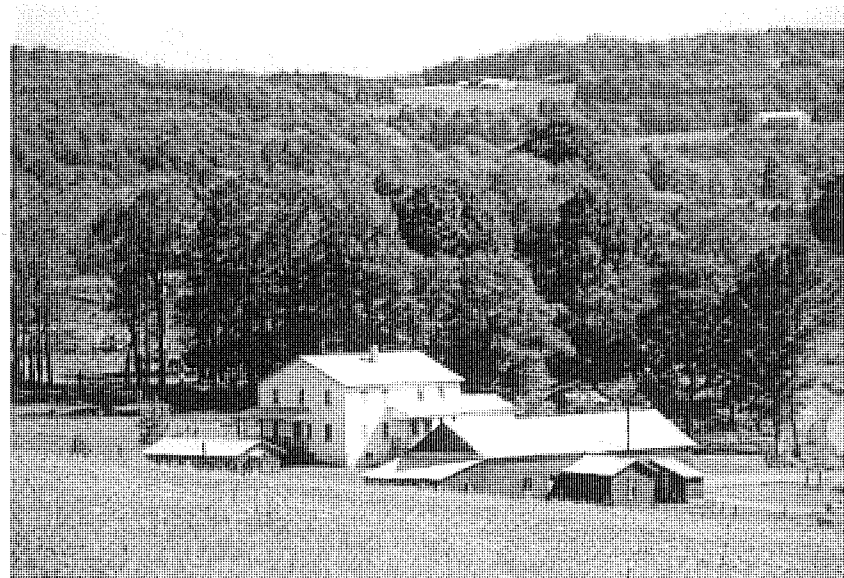
Suggestion

Pretend that I'm your best friend and you are going to help me have a great time in the county while you're out of town.

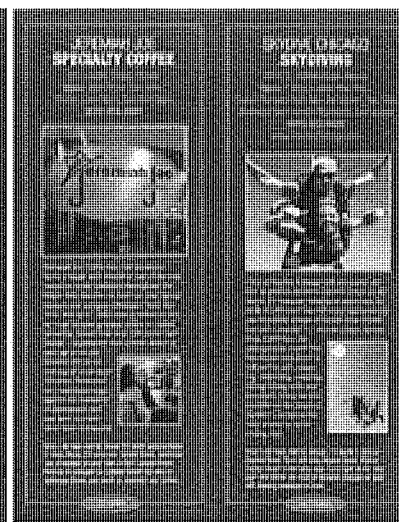
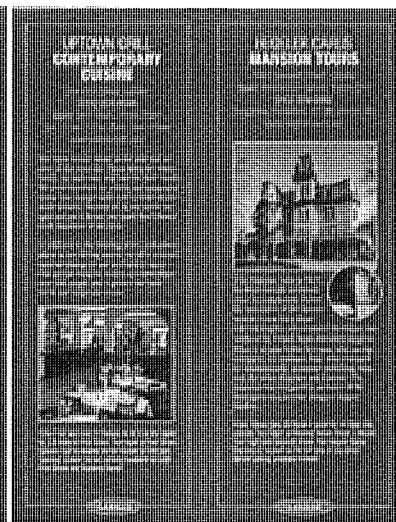
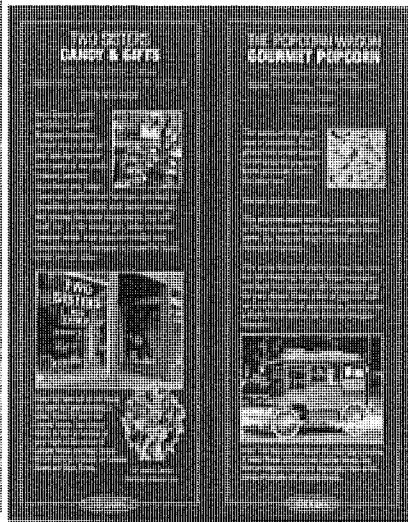
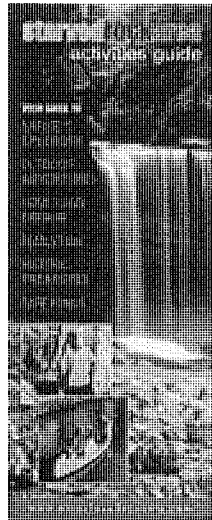
1. Where can I get the best dessert? (name the dish & the place)
2. Where will my partner and I have the best dining experience? (Casual, formal, ambiance, food...)
3. Where can I get items for a gourmet picnic?
4. Where can I see a breathtaking sunrise or sunset?
5. Where is the best place to take a memorable photo that says I was really there?
6. Where can I check my e-mails?
7. Where can I get the perfect gift? Something locally made.

Congratulations, you just created the type of itinerary visitors are looking for.

Work with your county legislators so they will invest more into tourism. Your neighbors to the west, north, east, and south are very stiff competition, and without the dollars, it's hard to compete. Tourism is the fastest growing industry in all 50 states, and it is New York's second largest industry.

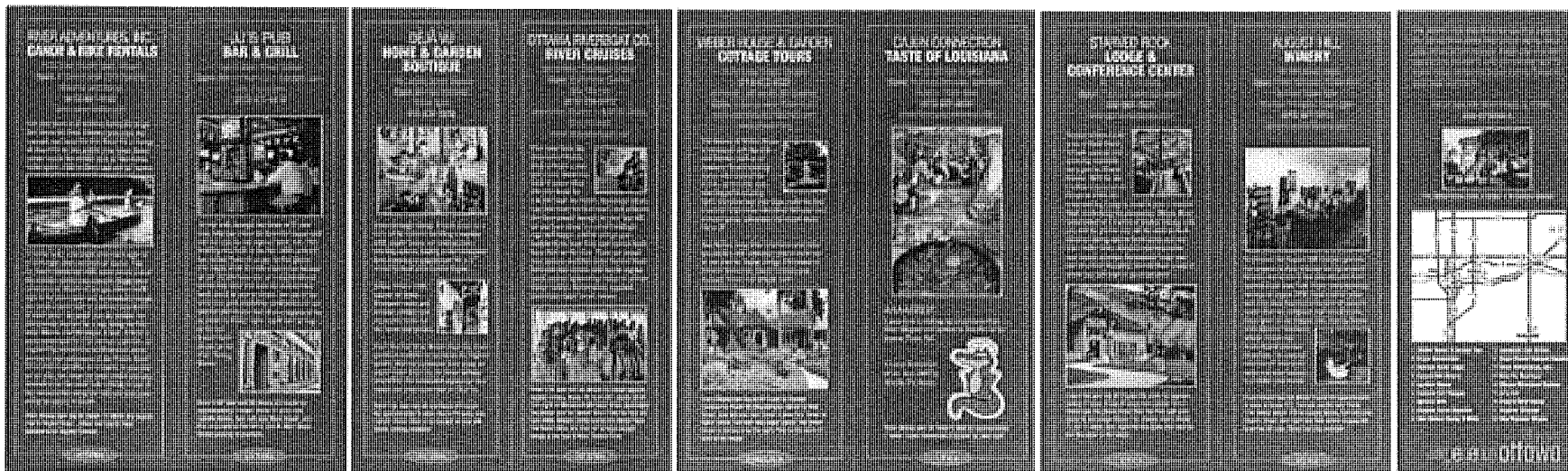


ASSESSMENTS AND SUGGESTIONS



Suggestion

Develop an "Activities Guide" that promotes very specific attractions in the area. This one, produced by Ottawa, Illinois, highlights specific activities, shops, restaurants, and attractions. The participants were chosen because they are truly unique - something visitors can't get closer to home. Ottawa is seeing tremendous success with this publication.



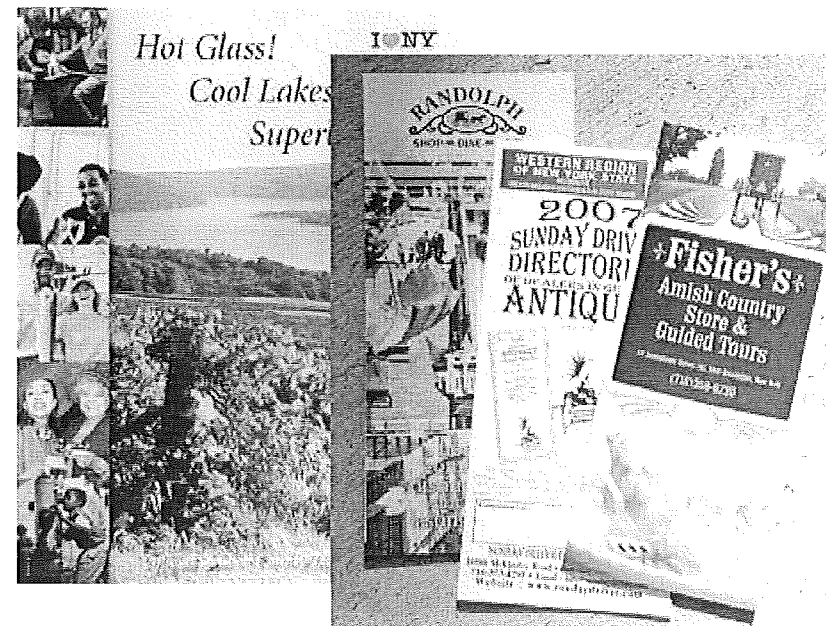
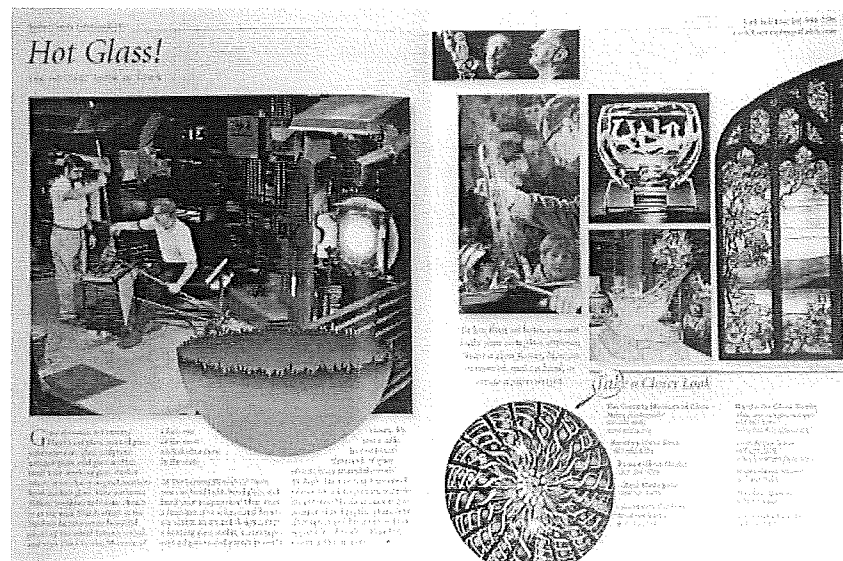
ASSESSMENTS AND SUGGESTIONS

Suggestion

Most of the Cattaraugus County marketing materials seem a little dated. Look at the photography and layout used in the Allegheny and Finger Lakes areas, as well as nearby Chautauqua County.

Hire professional graphic design and pay for professional photography to help lay out your marketing and website materials. You only have one chance to close the sale and you have a lot of outstanding competition surrounding the county. Competition is stiff and you MUST invest enough to out-compete your neighbors in both design, photography, text and experiences.

Fisher's Amish Country Store was perhaps the best brochure we found in this area of the county in terms of information, photography, and overall appeal.

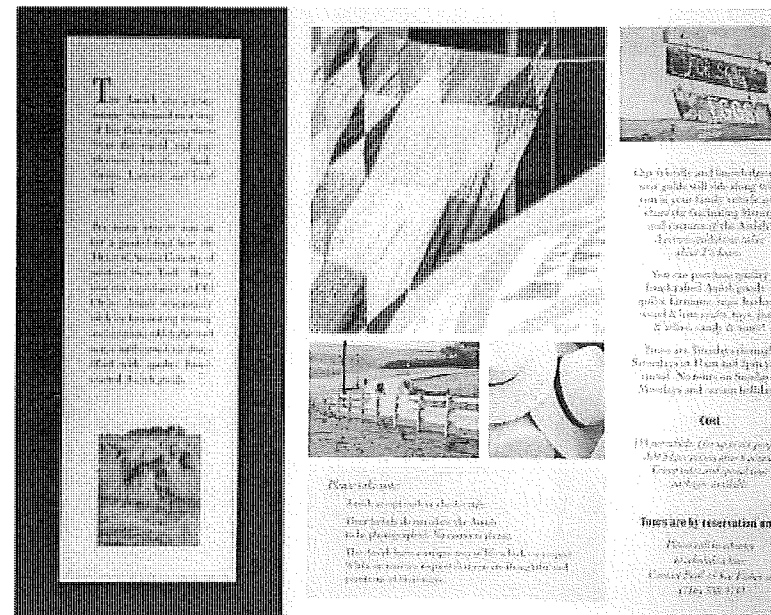


ASSESSMENTS AND SUGGESTIONS



Suggestion

The Randolph brochure is beautifully designed, but is overly generic providing little specific information and only a list of local businesses. You must sell activities, and you must promote your anchor businesses. Politics is the killer of the tourism industry and successful marketing efforts.



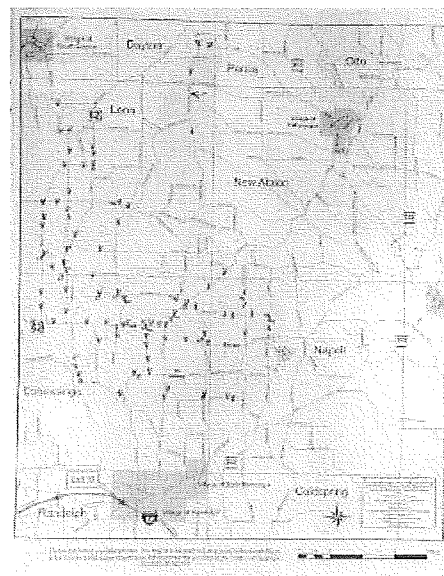
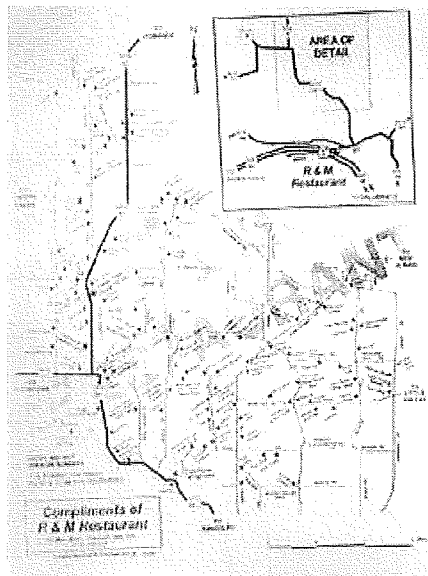
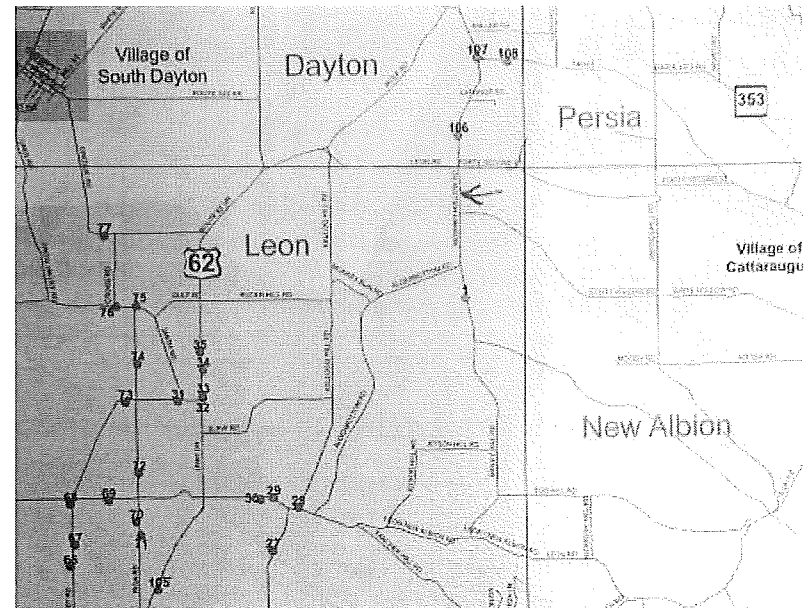
ASSESSMENTS AND SUGGESTIONS

Suggestion

We found the map in the current Activities Guide difficult to use (right).

This is a good map (bottom left) - a little small, but it had been photo-copied so many times it was difficult to read. The county is working on a new map that will have categories, including type of shop, and will be larger and easier to use stretching from Randolph to Gowanda.

They are also working on a "Ride Guide" for motorcycle enthusiasts, with various rides throughout the county - all great enhancements to increasing tourism spending locally.



ASSESSMENTS AND SUGGESTIONS

Suggestion

The primary lure into this area of the county is the Amish goods and crafts. Randolph and Gowanda are the “bookends” to “The Amish Trail.” Each can be a “Hub to the Amish Trail.” South Dayton is in a terrific location in the heart of the Amish Trail - the place to stop while exploring the Trail.

1. Give the “attraction” a name - maybe “New York’s Amish Trail.”
2. Put together a “Shoppers Guide” to the Trail. Promote private businesses! Not just the Amish, but all “artisans” in the area.
3. Put together a signage program.
4. Include site signs at each “artisan.”
5. Create business opportunities:
 - GPS rentals
 - Amish “outlet center”
6. Promote book-end businesses: Places to stay, places to eat, tours. Specific businesses, not generalities.



Develop a signage system to identify the Trail, along the lines of the sample shown above. This would help showcase the trail and help visitors find their way into the heart of Amish country. Where the Gowanda sign is (left) add a sign like this at these key intersections.

ASSESSMENTS AND SUGGESTIONS

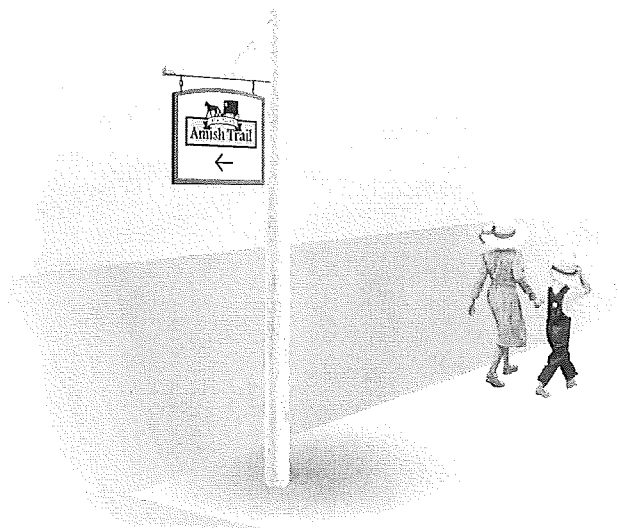
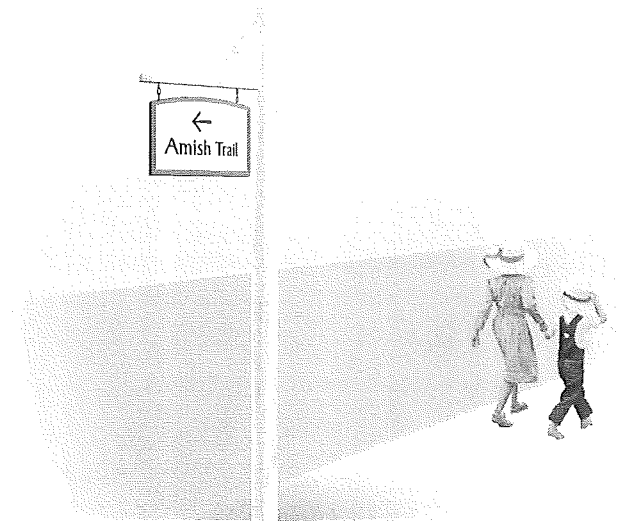
Suggestion

Develop a decorative wayfinding system to include:

- Gateways and entries - your welcoming signage
- Wayfinding for attractions and amenities

Be sure to “connect the dots” - making sure your wayfinding leads visitors all the way to the central area of the Amish attraction.

Perhaps the Amish community would even make the signs and posts identifying the Trail.

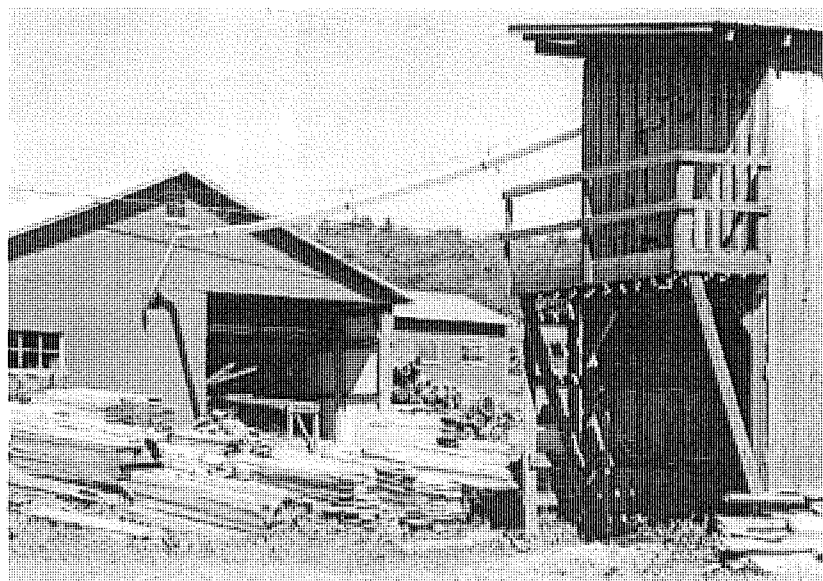
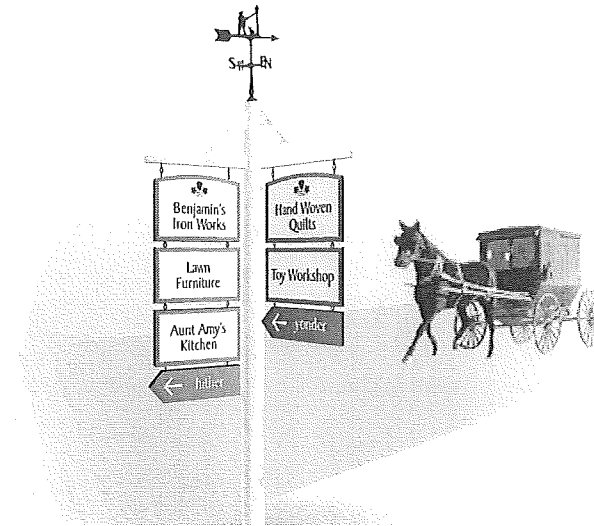


ASSESSMENTS AND SUGGESTIONS

Suggestion

At one point we even drafted up signs, like the one shown right, but on second thought we thought part of the charm of the area were the handmade signs, like that shown on the previous page.

Suggestion: Put together working programs - opportunities to work with the Amish. Viewing of saw mills, looms, artisans in action. People are drawn to activities, and want to learn. The more a visitor gets involved, the more connected they become, and the more often they want to come back and to encourage friends to visit.



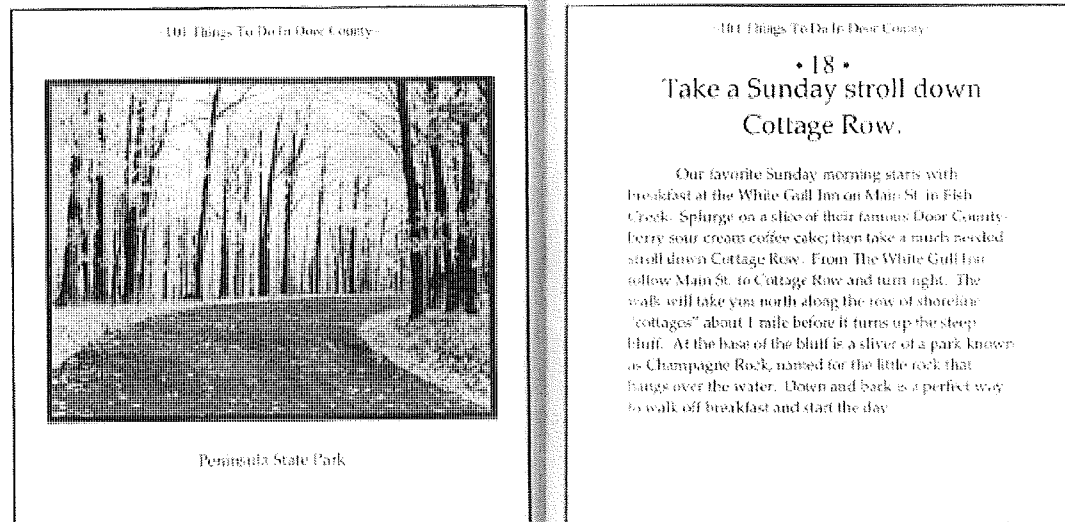
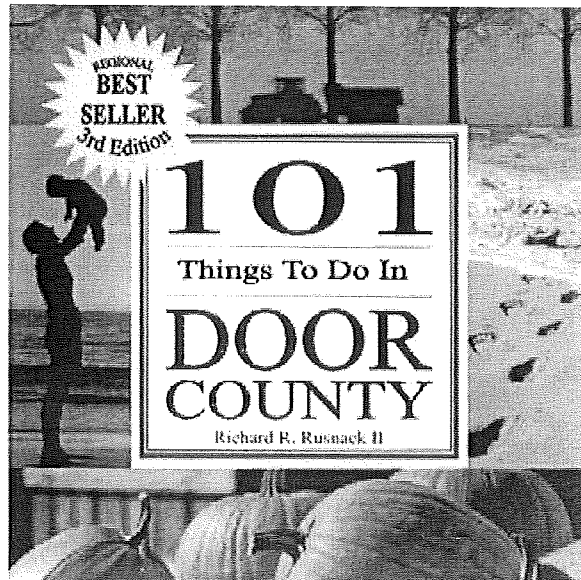
ASSESSMENTS AND SUGGESTIONS

Suggestion

Create the "Hidden Gems of Western New York" - with your neighbors to the west.

1. Professional photo library
2. Visitor information kiosks around the county.
3. Amish Trail Guide (non-advertising driven).
4. New website with e-marketing capabilities
5. Signage along the trail, at key intersections, at "artisan" locations.
6. Distribution of Guide at Niagara Falls, Buffalo, Erie other market areas - including Chautauqua County spots.
7. Have a Cattaraugus County Branding, Development & Marketing Action Plan created.

Door County, WI's, "101 Things to Do in Door County" is a great example. With photography and short "itineraries," the book gives readers very specific things to do, right down to what to buy at the local shop for a great picnic, and which trail to take to see the best sunset views.



Cattaraugus County, NY Distance Marketing Assessment

As I searched for visitor destinations in western New York, I didn't find much on the internet for Cattaraugus County. Using a Google search for Western New York, Cattaraugus County didn't make an appearance, unless I linked to the Western New York Travel Guide, Genesee Country Magazine. That site provides some basic travel information for different regions in western New York, and Cattaraugus County shows up under their "Things to do" page, with the Salamanca Rail Museum and Seneca Iroquois Museum.

I also searched for "ski Western New York," and found the allwny.com website, with its list of ski resorts. Among the ski resorts, there were a couple located in Cattaraugus County. When I searched for "Amish New York," I didn't find anything that brought me to Cattaraugus County.

I was only able to find Cattaraugus through a direct search of the County's name. With that, I found travel information easily; using a Google search, I was able to get to their website, www.enchantedmountains.info.

Winter looks like a great time to visit Cattaraugus County. With two large ski resorts, cross country ski trails, snowmobiling and other activities like snowtubing, there are plenty of winter opportunities. If I lived within 2-2.5 hours I can see planning a ski trip to Holiday Valley ski resort and perhaps visiting other areas as daytrips while I was there.

During other times of the year I didn't find anything that would entice me to come much of a distance to visit. If I lived close, less than an hour away, I might come to explore the area.

I did like the section of the website that outlined day tours; it gave good examples of places to visit along a theme. They weren't enticing enough to prompt a 2-2.5 hour drive to get there, however.

The website describes the area as having "thirteen villages, thirty-two townships, and two cities." This made me wonder – are the villages and townships nice places to visit? Are they quaint and picturesque? What is there to do there? What about a driving tour through some of the villages? If the towns and villages are worth visiting, I think there should be more travel information geared at getting people to visit them.

Comparing it to some of the nearby competition, such as the Finger Lakes region, Lake Chautauqua, and the Catskills, it looks like the area offers a lot of similar attractions; Amish country, water activities, natural beauty, historical attractions and museums. You can find those types of activities and attractions in many areas, and after doing my research, I don't think that Cattaraugus County is differentiating itself enough.

Cattaraugus, NY

When you "Google" Cattaraugus, New York the results return about 10 pages of various listings. The top listing is for the City of Cattaraugus. This Web site is "public services" heavy and at first glance, I didn't see a "visit us" link.

As I proceeded down the results list, the first men-

tion of anything related to tourism or area destinations was on the second page. It was an "e-podunk" listing for Cattaraugus – not a good thing. E-podunk is a Web site that small-town folks can list their business on, for a fee.

The second mention of something to do in Cattaraugus was on page five of the results. This was a full-blown Web site for the Cattaraugus County Fair in Little Valley, New York. This looked like a lot of fun, and it was your typical American-style county fair.

The third mention on page nine of the results is for snowmobiling. When you clicked on this link, it led you to a "pay for a list" site. That wasn't too welcoming.

Finally, I found a listing on page 11 for "Welcome to Cattaraugus County." It belonged to the "Explore New York" Web site – a greater western New York travelers guide. This page was detailed in its information on Cattaraugus County. It listed and described: Western Gateway to Allegany State Park, Rock City Park, Griffis Sculpture Park, Pfiefer Nature Center, and the Gooseneck Hill Waterfowl Sanctuary. None of these had a link to their perspective Web sites, but at the bottom you could access: Enchantedmountains.com.

This link (Enchantedmountains.com) was actually a back door to the first listing for the City of Cattaraugus. I had "stumbled" upon what I was looking for!

The City of Cattaraugus page has a very small link at the top labeled "travel," which leads you to Enchantedmountains.com. I never would have found it.

MARKETING EFFECTIVENESS ASSESSMENT

Okay, getting back to their Enchantedmountains.com Web pages...there's a lot of information packed into one page, here. It looks like there are plenty of very wholesome and outdoor activities (see above) found in Cattaraugus and surrounding locales, but it's all anchored at the bottom of the page by an advertisement for a tribal casino. And then there's a slogan, "The Enchanted Mountains – What's in a Name?" This was not appealing.

The Enchantedmountains.com site also lists a contact phone number of: 1-800-331-0543. When you dial it, you get a recorded message. It's a welcoming message with four categories: talk with someone, leave your name for a brochure, get snowmobiling information, or connect with someone about snowmobiling information. So, obviously, they're big into snowmobiling there.

Back to the Enchantedmountains.com pages, here are some complete dead ends for Cattaraugus:

- There are no hotels or motels listed in Cattaraugus
- There is one B & B
- "Where to dine" lists one restaurant for Cattaraugus – Pascarella's
- "Rainy Day" brochure is a cute idea, but it's poorly executed (who wants to go shopping at the K-Mart Plaza?)

And no matter how many times I tried to link to other activities, there was (almost) always a mention of casinos and gambling. Is that a big draw there, or are they a sponsor?

The last bit I tried on Enchantedmountains.com

was their "interactive map." After waiting ten minutes, I gave up on it trying to load to my computer. Too bad; I was looking forward to using it.

So, after trying to utilize the one Web site devoted to Cattaraugus, I came up pretty empty handed. I could (potentially) snowmobile there, but have one option to sleep and dine. Otherwise, there was a casino!

Curious as to Cattaraugus's "enchanted mountains" theme, I took the liberty of looking Cattaraugus up on the Wikipedia Web site. (All other maps had indicated that this area was fairly level – topographically.)

Wikipedia first mentioned that the area has been plagued with real-estate problems, stemming from the area's natives owning the majority of the land (which they lease). There has been plenty of strife with area residents and businesses forced to vacate leased property...you get the picture. Wikipedia's first mention of the natural surroundings spoofs the slogan "Enchanted Mountains" – pointing out they are only hills. They go on to state that the area's previous slogan, "Naturally Yours to Enjoy," was a better fit. It's interesting that an online encyclopedia would mention this.

So, with no real "mountains," places to stay or dine, what was my draw to Cattaraugus? I suppose I would look further into hiking and camping as a possibility. With a town promoting snowmobiling, you would think that their trail system would permit great Summer and Fall hiking, when the snow melted?

Cattaraugus County Distance Assessment

Having done no previous research on New York, I started with a Google search of the Catskills and was directed to regional website (<http://www.visitthecatskills.com>). The website is very organic and seems dedicated to the outdoors, but when I clicked on Attractions, the first listings are for the Zume Flume Waterpark and Supersonic Speedway, and all the other attractions have generic pictures. After exploring for a while it became clear that it's necessary to go to each county's website. I tried calling 1-800-NYS-CATS for information and was given the opportunity to be transferred to each county. I had no luck in reaching a live person, either they closed their offices early, you could leave a message, and Sullivan County offered numerous options but no tourism information.

Delaware County (<http://www.delawarecountytoday.com/>) has a very pleasantly designed website with lots of white space. I liked the First Strokes artist package where you could work with artists and writers. I did find it unusual in that they did not have an Accommodations or Dining option; only packages are offered, and links to lodgings can be found there.

Sullivan County (<http://www.scva.net>) has an overly busy website, but I easily found lodgings and historical sites to visit. Ulster County (<http://www.ulstertourism.info>) had the best looking website of the four counties. I'm a sucker for reenactments, and the picture of the Redcoats marching along certainly caught my attention. Greene County (<http://www.greenetourism.com>) had a passable website. This county seems very oriented towards golf.

MARKETING EFFECTIVENESS ASSESSMENT

Then I looked into the Finger Lakes (<http://www.fingerlakes.org>); it is a huge region! With 14 counties and 9,000 square miles, it is a bit hard to get a real image from a couple of websites. The .org website is filled with ads and does not make the region look very charming. The Lakes listing is helpful, and there are so many! The waterfront dining listing is a great idea. The Visit Finger Lakes (<http://www.visitfingerlakes.com>) website is much more charming and inviting and has a smart graphic look. I liked that History and Art were separated and the map of the area showing all the attractions was very helpful. The Lodging was excellent in that you could sort your request by lakeside, non-smoking and pets. Finally, the idea that I could also visit the Erie Canal made me want to visit this area. The government website (<http://www.nyscanals.gov/maps>) is very helpful and has good photography for a government site.

Lake Chautauqua (<http://www.tourchautauqua.com>) looks very charming. I love their homepage with its revolving pictures. I would visit this area especially with its lovely cottages on the lake. This is, by far, one of the best lodging listings I have ever come across as it includes pictures, descriptions, maps, and links. I am also drawn to this area as it would be fun to visit the Amish villages. There is something charming and elegant about this website and how they portray the area that makes it look like an ideal summer or fall getaway. Finally, I Googled Cattaraugus County and discovered the government website (www.cattco.org) is listed first, and the Enchanted Mountains of Cattaraugus County is listed fifth after the Sheriff's Office, and, this is a first, the Cattaraugus Sheriff's Most Wanted list. Having the Most Wanted right before the tourism listing is not a good thing.

The homepage of the Enchanted Mountains (<http://www.enchantedmountains.info>), which is a lovely name, is somewhere between a tourism and a government website. I think adding a background color would be a good idea. I found it very easy to navigate, and the whitewater picture made me want to go rafting on the Allegany River. I liked the idea of the county map that is listed on the home page, but after waiting five minutes for it to load I gave up.

The lodging guide is not too bad, but the description should be included with the listing so that you don't have to click again. I like that you can find lodgings by the type: condo, cabin, hotel or motel. When selecting lodging I think it is important to know which town to stay in, and the map would have been really helpful. I was confused when I hit the "What to Do" on the left of the screen, and then it showed pictures of skiers, etc. with only a couple of links. Then I realized on the right side of the page were more specific categories. I'm certain there is a better way to do this. However I did click on the Rainy Day map, and that was very helpful to see where the majority of activities are clustered. The Tours & Packages had some interesting suggestions of tours, but I was surprised there were not more lodging partners listed. It is good to have Arts & Culture listed at the top, but I thought there would be more art galleries especially since the Griffis Sculpture Park is located here. The park is definitely a wonderful asset, and a place that would be on my "must see" list. I also liked the look of the Allegany State Park and the thought of staying in the Fancher Cottages. I think the park in the fall would be outstanding.

Shopping is always an important part of any trip and the antiques and Amish maps are both appre-

ciated. When I spoke with the representative at the Visitor Center (1-800-331-0543) it was suggested that my teenage boys may even like touring the Amish country and watching how they farm. The representative was very positive and had great ideas about mountain biking, skiing at Holiday Valley, riding horses at nearby ranches and boating at Allegany State Park. She said Ellicottville was a very charming little town and that there are wonderful restaurants and shops. I challenged her by saying we would be there in late April, and she admitted that was a hard time of year, but that she would put her thinking cap on and send me lots of information. She mentioned that skiing in the "Aspen of the East" or visiting in the fall were her two favorite times of year, but that summer was great too, and I should make reservations soon if I wanted to stay in the cabins at the park. I look forward to receiving her package of information.

I also visited the government site (www.cattco.org), which has too much text! Clicking on Tourism lead me right back to the Enchanted Mountains website.

I like Cattaraugus County, and I would go there from Buffalo or Pennsylvania. It is a bit more manageable than the Catskills, which really didn't do it for me. I think a weekend with my husband in the fall or with girlfriends would be fun, or perhaps a four-night stay with my family, or even extended family in either summer or winter. I really like the look of Holiday Valley (<http://www.holidayvalley.com>) for skiing. I would not fly across the country to visit this area, however.



Forward

This section of the plan is for all those charged with promoting the new brand to increase tourism spending, revitalize downtowns, or for economic development reasons.

When local earnings are spent outside the community, this is leakage. But when outside dollars come back into the community, that's economic development. A successful community imports more cash than it exports. As communities are forced to operate like businesses, they are finding that sales and promotion are critical aspects of a community's life.

Whether you are a Chamber of Commerce, an economic development office or destination marketing organization, downtown revitalization (Main Street) manager, or city/county staff charged with marketing your community, you already know how important a role the internet plays in marketing and branding your community.

While there are dozens, if not hundreds, of books on the subject, this book cuts to the chase and outlines what you can do to develop a Website that's good enough to close the sale. You'll see dozens of examples, and key things to keep in mind as you develop a stronger, more effective Website.

Introduction

"The new phone book's here! The new phone book's here!" yelled Navin Johnson, as he danced around the gas station grounds.

"Well, I wish I could get so excited about nothing," replied his boss Harry, the gas station owner.

Nothing? Are you kidding?!" Navin shouted back. "Page 73, Johnson, Navin R! I'm somebody now! Millions of people look at this book every day! This is the kind of spontaneous publicity, your name in print, that makes people! I'm impressed! Things are going to start happening to me now!"

Navin, played by Steve Martin in the comedy *The Jerk* (1979), was finally somebody. His name was in print. He was listed in the phone book with hundreds of thousands of other somebodies. What are the chances that his name was spotted by the millions of people who use the phone book? Well, slim, but at least he was somebody.

• How would this scene apply to the Internet? Consider the following:

- A new Website goes on line an average of every three seconds. In fact, more than 64 million domain names have been registered in the U.S. alone – so far. Can you imagine a phone book with 64 million names listed in the white pages?

- The Internet is fourth to only electricity, the automobile, and television in its influence among daily American life. Not bad for a technology few even knew existed less than 20 years ago.

- Eighty-eight percent of all Americans say that the Internet plays a major role in their lives, surpassing television for the first time.

- Seventy-five percent of all Americans use the Internet regularly, and sixty-eight percent have immediate access to the web either at home or work.

- New Internet users are growing at the alarming rate of nearly ten percent – per month!

- Ninety-five percent of U.S. car buyers do research on-line.

- Ninety-four percent of all Internet users plan their travel using the web.

Website use for travel planning has grown quickly and varies little by age and income or gender. Surprisingly, older Americans are using the Web for travel planning as often as younger Americans. This means that the highest potential travelers (those older, retired consumers with the greatest disposable income) can be effectively reached via the Internet. According to one study by Stanford University, Internet users spend 5% of their online time researching travel sites.



So, how excited were you when your Website went live? And now that you have a Website, have you ever considered why you have it? What is your Website's purpose?

Many communities will state that the Website is simply an information source for local residents, businesses, and community leaders. But the real power of the Internet lies in its power to promote.

It's rare to find a community that isn't looking for some form of economic growth: residential, business, industry, or tourism. The Internet is the most powerful and cost effective way to market your community.

There are two major challenges with a Website: Is it good enough to close the sale? And can your customer even find it?

Consider this. If Navin Johnson had a book listing the 64 million registered domain names instead of phone numbers, his name would be listed on page number 12,066 of the 313,725 page book. With 28,000 new Websites coming on line every day, the phone book would grow by 4,235 pages per month!

Part I. Make your town shine – effective web-site design for destinations

1 TOURISM IS YOUR FRONT DOOR

Tourism is the fastest growing industry in all fifty states, and nothing promotes a community like tourism. Because visitors see the quality of life – culture, history, activities, attractions, ameni-

ties, etc. – tourism is a primary attractor for non-tourism economic development efforts. Business people who decide to relocate have always visited the new community first – as tourists.

Your Website should promote the community's quality of life, and the best way to show that is by using great photography. Show off what your community has to offer visitors, residents, and businesses. Showing your community's assets doesn't just attract tourists. It also builds community pride, fosters a sense of cooperative spirit, and promotes economic development.

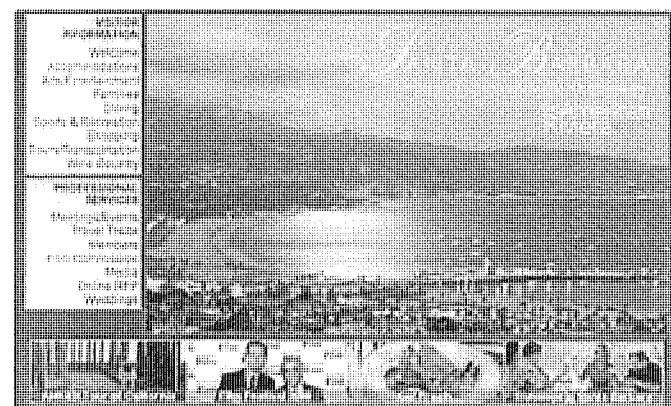
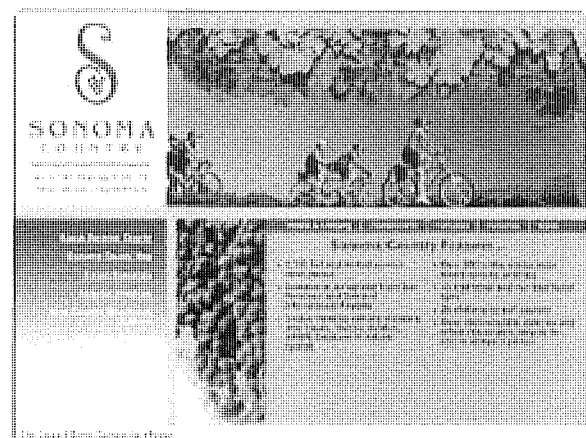
2 PULL YOUR CUSTOMERS INTO THE SITE

Your home page should be like your front door: attractive, clean, and inviting. To sell your community, use knock-out pictures and introductory text. Just like a novel or magazine article, the first line or paragraph must be powerful enough to grab the reader's attention. And too much clutter distracts your visitor. Too many links and topics are confusing. Make it clean, easy to understand, and a pleasure to view.

Think of the splash page or home page as the front door to your community. Santa Barbara, California's Conference and Visitors Bureau's home/splash page, www.santabarbara.com, is a beautiful example.

The stunning slide show illustrates the beauty and activities in the area. Site visitors are mesmerized and watch the entire introduction, which only takes a few seconds.

Sonoma County, California, has also done a good job with a splash page slide show at www.sonomacounty.com. The photos not only show the beauty of the county's vineyards, ocean, and rivers, they show people actively enjoying themselves. Your home page needs to portray your town in the best possible light, making visitors want to continue looking through the Website, and making people want to visit.





3 CREATE A SINGLE FRONT DOOR

Many destination marketing Websites have twenty, thirty, or forty (or more) links on the home page with no central focus, making the experience confusing right from the start. Seventy percent of web searches are met with frustration when the visitor has trouble finding the information they are looking for. Statistics show that visitors who can't easily find what they're looking for will move on after only twenty seconds.

Think about your Website as if it were your home. You walk up to the front door, finding beautiful curb appeal (your splash page). That sets the tone for a good experience and shows visitors who you are. Once through the front door, you can choose which direction you'd like to go. This can be as simple as two choices: the city section, or the chamber (or visitor) section.

The small Washington State town of LaConner did a great job bringing the city and chamber together, with their home page offering a choice between entering the Town site, and entering the Chamber site. More effective than multiple Websites – and less expensive. Even through keywords they've created a partnership: LaConner, Washington: the town and visitor information.

What a concept!

Options could include a series of links:

- The community
- Doing business here
- Visitor information
- Links and resources
- City hall or Chamber info
- Website contents

If a visitor to the site is looking for visitor information, they will click on that link which will

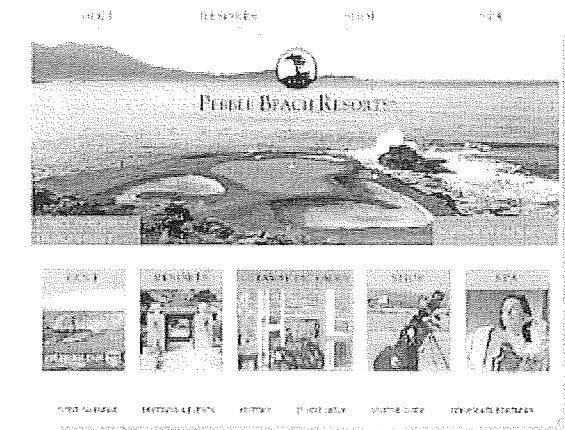
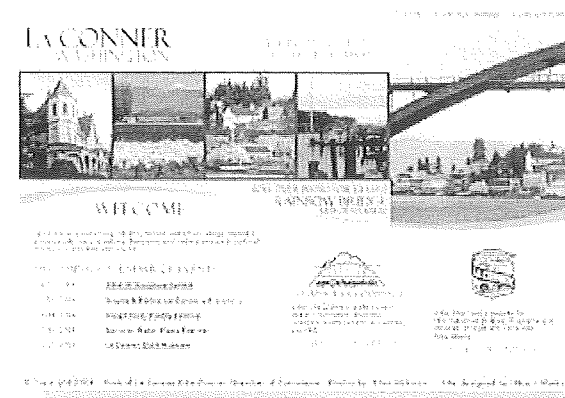
give them more options. If they're looking for the minutes to the last City Commission meeting, they'll click on the city hall info link. Make it easy, logical, and progressive.

4 KEEP IT SIMPLE AND IT WILL SELL

Navigating your Website should be simple, answering the following questions: Where do I find the information I want? Where am I? Where can I go next? Where is the home page? Your links should be the same on each page, offering visitors the opportunity to go back to the home page, or select a different option at any time. Including a back button is also a good idea. Don't force visitors to go through too many links to find the information they want – each additional link is an opportunity to lose the visitor.

Look at the Truckee, California Website (www.truckee.com). Notice how easy it is to navigate? The links remain consistent no matter what page you're visiting. Besides having sub-links for each category, there's also an introductory text. It's engaging, informative, and easy to use. Truckee, a town of 16,000, was our clear winner when picking a community in this region to visit. That's the power of a Website that's good enough to close the sale.

Another excellent Website can be found at www.pebblebeach.com. It's easy to navigate, well written (using little text), uses world-class photography, endorsements and accolades to sell the experience, and makes it easy to plan an escape to Pebble Beach. The 17-Mile Drive page is an interactive map that gives specific information in an easy to follow format. Simplicity sells.





5 PHOTOGRAPHY IS KING

Most communities wouldn't dream of producing a brochure with no photos to promote their town. They know very few visitors would even give that brochure a second look. So, why do so many communities skimp on photography on their Websites?

Nothing sells like a good picture. Outstanding photography – photography that sells the experience – can do more to market your community than anything else.

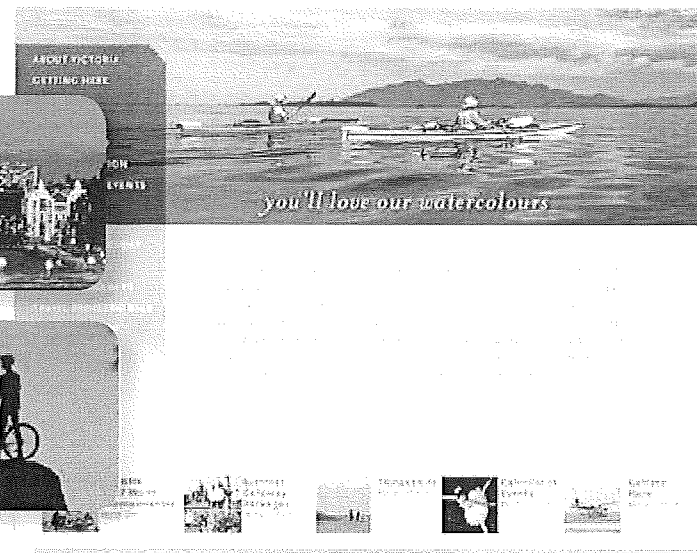
Show people having a great time in your community: shopping, dining, riding bikes, picnicking, any activity a visitor would want to do in your town. People are looking for things to do, and you want your photos to get the potential visitor excited – to have them say, "Wow. I want to go there – that looks like fun!" Potential visitors want to know what your community looks like. If you have a great historic downtown shopping area, show them photos of people shopping there. If you have beautiful parks, show photos of people playing in those parks. If you have outstanding restaurants, post photos of those restaurants on your site. Give viewers a good image of your community. If you want people to spend the night with you, let them see what you look like first.

A good example of the use of outstanding photography can be found on Tourism Victoria's Website, www.tourismvictoria.com. The home page has changing photos, showing, in turn, kayakers, people walking on the beach with the mountains in the background, sailboats in their harbor, the fabulous Victoria skyline, the Empress hotel lit at night, and a bicycle rider. The photos are so stun-

ning and show such a wide array of the beauty and activities a visitor can find in Victoria, that they make the sale.



VICTORIA



The Portland, Oregon Visitor Association's Website, www.pova.org, shows changing photos of downtown Portland on its home page, giving viewers a good feel for the city. When a viewer clicks on the Visitor link, he can see several photos of people enjoying different parts of the city: shopping downtown, strolling in a park, and enjoying the rose garden (Portland is known as the City of Roses.)

Let Website viewers see what a great town you have; make them want to visit and have fun there too. Nothing can make the sale better than outstanding photography.





6 DYNAMIC TEXT IS QUEEN

Journalists know the all-important rule that states if you can't engage readers by the end of the first paragraph, chances are you've already lost them.

You want to turn web-site visitors into customers. That means you have to get them engaged almost immediately. If outstanding photography is king in making the sale, dynamic text is queen. Know what you're trying to say and communicate it with friendly, informal, and jargon-free language.

Research shows that most Website viewers don't read thoroughly – they scan the page. That means you need to use a special approach in writing for your Website. Use clear, meaningful titles that give a good idea of the content of the page. Make your first sentence a summary of the content, and use headings to make major points. Bulleted items are a clean way to present information, particularly if they are hot links to other pages. And remember, big words are not necessarily better; long sentences are more difficult to understand; and passive voices are boring. That doesn't mean you should include jokes and puns, though. One man's humor is another man's insult, so be careful.

Your content should inform the reader, letting them know what benefits they'll enjoy by visiting your town. What's in it for them? Use the benefits to entice the reader to want to read more. Then, give your visitor detailed information about what you have to offer.

Don't break up one article into several pages. People scanning the article will usually stop at the end of the page, and you'll lose readers.

Finally, always spell check your writing. And go one step further – proofread. Spell check doesn't find every error. Have someone else proofread your work as well; it's easy to miss your own mistakes. Writing good content takes time and effort. Proofread, tighten, edit, and correct. You want your Website to convey exactly what you want to say, and you can do that with dynamic, brief, descriptive content that convinces your reader that, of all the places they can visit, they need to choose your town.

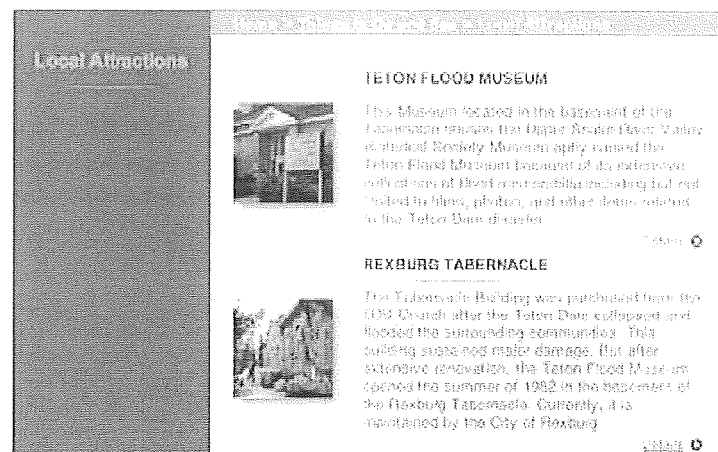
7 DON'T PROVIDE LISTS, PROVIDE DETAILS

Far too many Websites promote lists of things to see and do, places to shop, eat or spend the night. A list does nothing to entice a visit to the community or business. Nothing can close the sale like professional photography and text that gives the details.

Listing the Compass Rose, a gift shop in Olympia, Washington does not do much for you does it? There are literally thousands of gift shops out there, and just about every community has many of them. But if I told you that the owners of this truly unique shop travel the world picking up one-of-a-kind pieces of art and furnishings from African and Asian countries, you might have an interest. The Compass Rose, in fact, features some fascinating pieces of art hand carved out of ebony, and even stone. You'll find wooden giraffes nearly seven feet tall, a four-poster bed from India, and

Rexburg

Games & Music Festival Things To Do & See Search
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a selection of African masks that will enhance any home. Whether you're interested in this type of art or not, it certainly sounds more interesting than just a listing for The Compass Rose. Now imagine a whole collection of interesting stores and dining experiences complete with photography and descriptions. It doesn't take long before you've got a new customer on the way.

One note: Always promote the unusual and truly unique things you have to offer. If your customer can do the same thing closer to home, then pick something else as a key lure, and include photos and text that will make your customer want to go there.

The Rexburg, Idaho Chamber of Commerce has done an excellent job promoting specific activities. If you go to www.rexcc.com and click on things to see and do, then click on local attractions (we



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recommend just using the word attractions,) it will list the various attractions, providing a teaser for each. These teasers could be better written to pull the visitor in, but provide the right idea. If an attraction grabs your attention, like Yellowstone Bear World, you can click on a link that takes provides you with more details, links, videos, etc.

Do NOT just link to the attractions' Website unless you know it's good enough to close the sale, but offer it as an additional link, AFTER you've done what you can to close the sale for them. Details, details, details. If visitors can't get specific details, chances are you'll lose the sale.

For instance, if you promote the fact that you have the best bass fishing in the U.S. (that sets you apart from everyone else), then tell me about the details: Where is the best fishing spot? Is a license required? Are there fishing guides or boat rentals? Docks and fish cleaning facilities? Are there seasonal considerations? Bass tournaments? What about the weather? Provide maps, directions, distances (miles and kilometers), resources, contact information, best time of day for the biggest catches, etc.

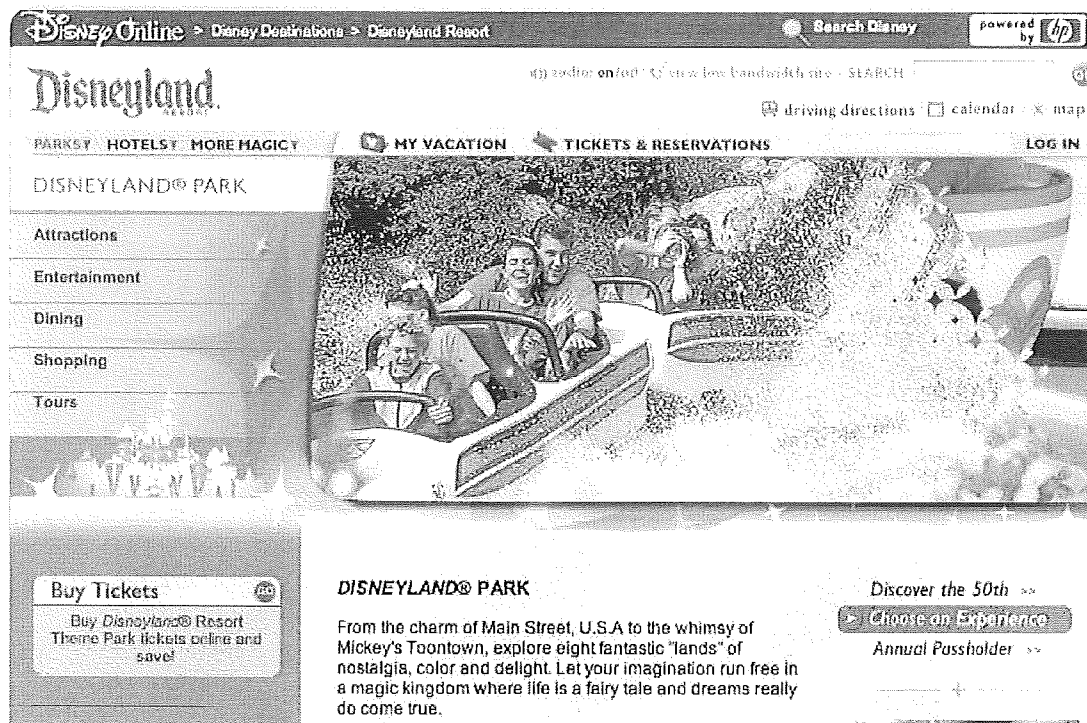
8 SELL EXPERIENCES, NOT GEOGRAPHY

Visitors are far more interested in things to see and do than in places: cities, counties, regions, or even states. Travelers are looking for activities, experiences, things to see and do. You must always provide a potential customer with reasons WHY they should visit. They are far more interested in Disneyland than in Anaheim. Going a step further, while we all know that Disneyland is "the happiest place on earth" (a good reason in itself to go there), the park still promotes the activities in all of its advertising: The Matterhorn, Splash Moun-

tain, Pirates of the Caribbean, the Indiana Jones Adventure, or even meeting Mickey or Minnie. If you visit the Disneyland Website (www.disneyland.com) you'll note that they let the visitor "choose an experience." A lot can be learned by looking at the best.

If you browse through the Disney site, or any site that does a great job of promoting experiences, you'll notice that the photography is professional, and shows people having a great time (the purpose of any experience). The photos make you want to go there. Does your site do the same

thing? Every time you add an item to your site, regardless of whether it's an attraction, activity, lodging, dining, shopping, etc., ask yourself: do the photos and text I used make me want to go there? Will it make my customer want to go there? We as human beings tend to be territorial. We are charged with marketing our community or area, so that's what we focus on: marketing the geography within our boundaries. But as visitors, we're not looking for geography. That's secondary to looking for activities. We are looking for things to see and do that cater to our specific interests. This is perhaps the biggest mistake destination





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marketing organizations make. Instead of focusing on cities, counties, regions, and geographic areas, consider building your site using the words “Pick Your Season” followed by “Pick Your Passion.”

This way you start with **WHEN** the guest would like to visit, followed by the activities available that time of year. If you pick the winter season in Door County, Wisconsin, the activities might include snowmobiling, snowshoeing, the areas dozen or so Christmas shops, and spa facilities and lodges. During each season, the experiences change.

Always sell the reason **WHY** someone should visit before you dig in with lodging, dining and diversions. All too often communities miss this step. Sell experiences, not geography, not your boundaries. People want to travel for the experience, so build the anticipation for a fun time, then tell your visitor why you are the best place to experience it. Welcome to the “experience economy.”

9 BUILD THE BRAND

Branding is the art of differentiation – the community's unique image in the minds of its visitors. More than just logos and slogans, a community's brand is pervasive. It is a promise to visitors of what the community has to offer. The more distinctive the brand, the more attraction it holds.

Branding requires continuity in all that you do: your product offerings, claim to fame, marketing, logo, slogan, and the look and feel of your marketing materials – particularly your Website. A first glance at your Website should tell visitors who you are and what sets you apart from everyone else.

The Napa Valley town of Calistoga has branded

itself as a wellness center, and portrays that theme effectively on the chamber's Website.

The branding focus doesn't mean that is all you have to offer, but it promotes the town's image, which should reflect its primary lure – what you have that the visitor can't get closer to home. To win the customer you must **ALWAYS** first promote what sets you apart.

The key is to promote who you are: why you are different and worth a special trip, and **THEN** the “other things” your visitors can do while in the area. Your brand should revolve around your primary lure. Don't try to be all things to all people.





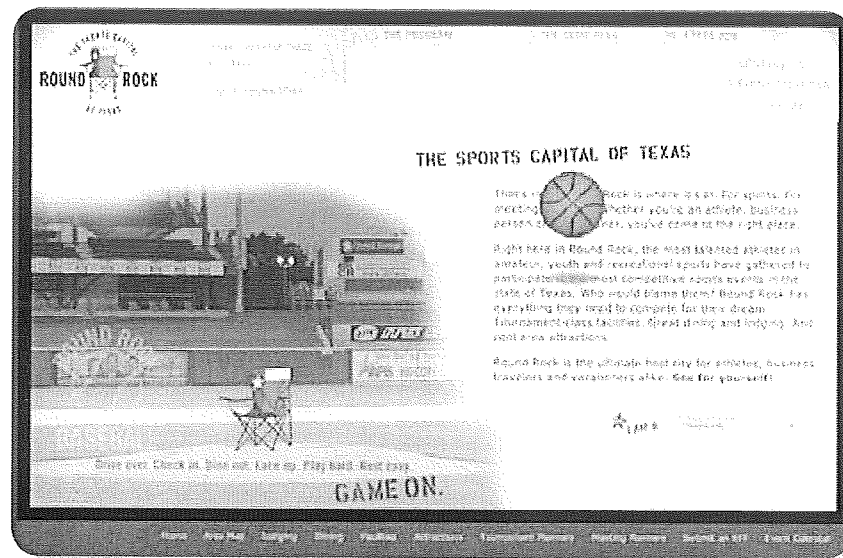
10 SPREAD THE BRAND AROUND

Building a strong brand requires a consistent message, a consistent look for the entire community. Can you imagine how Coca Cola would be perceived if every Coca Cola bottling plant produced its own Coke logo, own colors, and their own Coke commercials? The brand (and Coke) wouldn't be in existence today. It's the same with every community or region. The trick is to get everyone pulling in the same direction with a consistent look, feel, key messages, and identities.

Once you develop an outstanding splash page with the right logo and the layout and design promoting the ambiance and essence of the community, spread it around.

The city, chamber, convention and visitors bureau, and other local organizations should all use the

same style or "look" on their front doors as well. This continuity helps build the brand, imprinting the brand image in the minds of visitors and residents. Round Rock, Texas is working hard to become "The Sports Capital of Texas," based on the community's 500-acre sports park. If the city and other local organizations all introduced Round Rock as the sports capital on their Websites, the brand could become even more powerful.



"Welcome to the Sports Capital of Texas, and thanks for visiting the Website of the Round Rock Garden Club."

Charleston, South Carolina, promotes its outstanding history, and you can see that brand image of "history" carried through to various organizations' Websites in Charleston.

When a consistent message, look, brand image, is used throughout the community, the brand becomes more powerful. A good, powerful brand attracts visitors, businesses, and investment to the community.

11 CREATE A CALL TO ACTION

If you've ever purchased a new car you know that the sales person will do everything he or she can to get you to buy right then and there. They know that if you leave, even if you say you'll be back, the chances of you really coming back are less than 3 percent. It's that way in every sales effort whether in a car lot, a retail store, or a Website.

Create a Call to Action - something that will entice the Website visitor to take action. Having a potential customer think, "Gee, I'll have to go there sometime" is nice, but only 3 percent of the time will that translate to a real sale. Sweeten the pot by including a Special Deals section on your site - and promote prices, not percentages. Customers want bottom-line costs, not the usual hyperbole of "30 percent off." Thirty percent off what? Give it to them straight.



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Other calls to action can be a "Request for Information" form on the site that they fill out. While the brochure is available as a download, some customers would rather have the real thing. There's certainly nothing wrong with that. After all, in a few days they will be reminded about you when it arrives in the mail. In this case, your brochure needs to be good enough to close the sale. And it should have the same look and feel (overall design) as your Website so that it creates a connection in the mind of the prospect.

Special events are another good call to action. If they only happen once a year, you create a "don't miss it" reminder in the mind of the customer.

12 MAKE IT EASY TO GET MORE INFO Many organizations are so concerned about receiving spam that they refuse to include contact information on their Websites which, in essence, punishes the customer who is looking to spend time and money in the community.

Some viewers will want to write or call on the phone. It's amazing how many destination Websites do not provide an address, phone number, or even an e-mail address. Be sure to include all three, with your toll-free number if you have one. A "Contact Us" page makes it easy for viewers to find that information if you don't want to include it on your home page.

Not only must you include contact information, you should also provide:

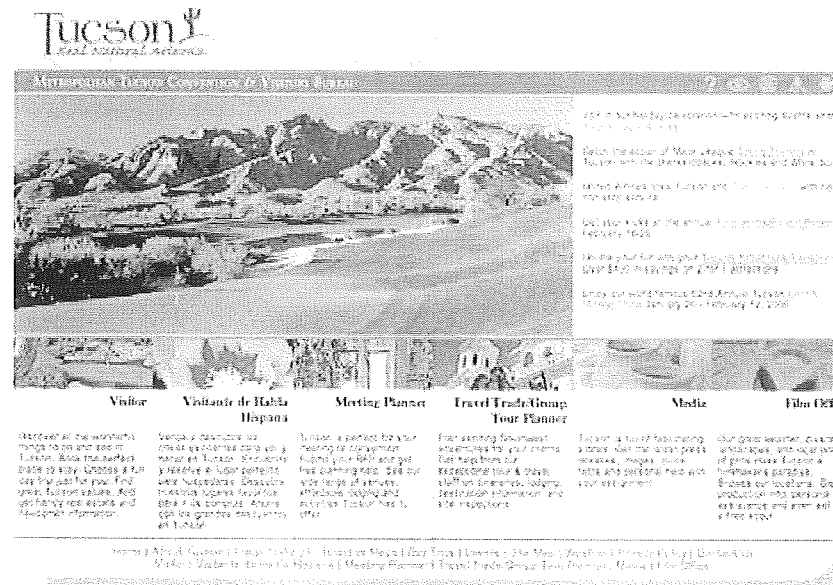
- An online request for information page with a list of publications and/or resources that can be sent them.
- Links to more detailed information and other resources.

The Metropolitan Tucson Convention and Visitors Bureau has created a well-designed and easy to navigate site, starting with a focused home page that includes a single link to the visitor section of the site, and then a "send me info" link. It includes options for different materials and doesn't ask too many questions. Too many questions to answer makes many visitors decide to not fill out the form at all. The site also includes phone numbers, e-mail addresses is this form isn't sufficient, and even names of contact people.

Ninety four percent of people with internet access use it for travel planning. Even so, visitors often have specific questions or want materials sent to them. Providing an easy way for visitors to contact you will ensure that visitors get all their questions answered, helping to make the sale.

13 DOWNLOADS AND ONLINE VIEWING SAVE MONEY, INCREASE SALES

Convenience is one of the most important factors of any marketing program. Your customers want - and expect - instant gratification. Since most people do their travel planning during the evening hours in the comfort of home, they need the information readily available. Less than 5 per-



cent of Website visitors will write down a phone number (if they can find that) and then wait till the next day to call to get more information. ALL of your marketing materials should be available on-line in PDF format and formatted so that when downloaded, they can easily be printed on standard 8.5" x 11" paper.

If you've developed a tri-fold rack brochure, unfolded it would measure 12" wide by 9" tall. While this can be reduced to print on a standard sheet of paper, the text will likely be too small to read. Instead, break the brochure up into a series of 4" x 9" panels and the customer can print the panels, or the whole brochure as needed.

Don't forget to make available maps of your destination - its attractions, amenities, and its relationship to highways, airports and Amtrak. Travelers love maps, whether it's a link to a Mapquest.com



version of your destination, or an elaborate schematic of your downtown, resort, trails, or wine country. These should be downloadable as well.

Meeting planners, event planners, editors, writers, and others are purging their file cabinets of press and conference planning kits and are now expecting that everything they will need will be online.

By creating an easy-to-find Downloads section of your site, you will give your customers what they want: instant information, and you will save a substantial amount of money in printing, postage, and envelopes, and time. Make it easy. Make it convenient. As an extra courtesy, you may want to identify the "byte" count of each download, or the download time on a standard 56k modem. Many Internet users are reluctant to begin downloading files unless they know what they are getting.

14 START WITH THE SITE MAP (CONTENTS)

The last couple of pages of this book contain a sample "site map," or contents, for an effective tourism Website. Whether you are a community or business, you must make it easy to plan a visit. The easier you make it, the more likely you are to close the sale. Include your site map as a link for visitors to use – it helps to have this as a table of contents.

Every community and business is different, and so your site map may vary from the one provided below. But this can provide you with a starting point. Just remember, you must make your site friendly enough that Grandma can easily navigate through it. Do so through a few steps. Don't include more than seven choices on the home page - with all

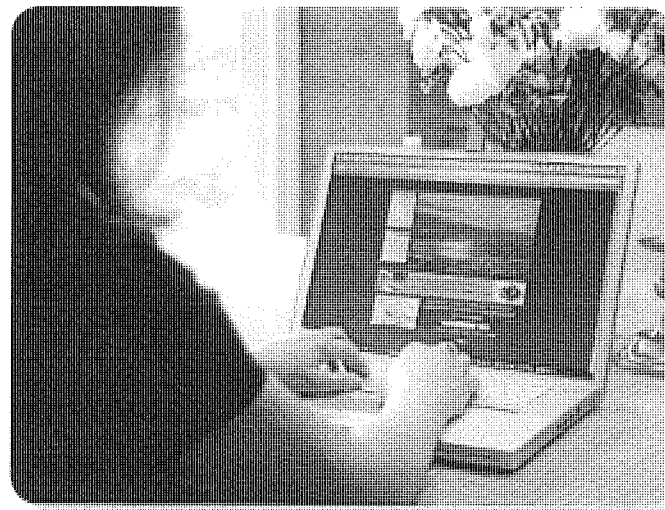
seven links in one location. Sites with links all over the page have no clear focus and are confusing.

15 DEVELOP PARTNERSHIPS

The more you have to offer collectively, the further people will travel and the longer they will stay. It's the Four Times Rule. People will travel to a destination if you have attractions, that appeal to them specifically, that will keep them occupied four times longer that it took them to get there. So, if a visitor travels two hours to reach you, do you have eight hours worth of activities that cater to them? ($2 \text{ hours} \times 4 = 8$).

You will be far more effective as one loud voice as opposed to a number of individual small voices. You still need to have a primary lure that sets you apart, but you must also have plenty of diversions or secondary activities - all of which translate to increased tourism spending.

Be sure to include information and links to nearby attractions, towns, amenities, that might appeal to visitors. Have reciprocal links. But don't just link to the other sites, or to partners. You need to make the sale on your site, then link the customer over for additional information. Some search engines use the number of links on a Website as one of their criteria in determining the popularity of that site, and the more links, the higher the ranking of that site.



16 SIZE MATTERS

Laptop computer sales are quickly gaining on desktop systems, as are notepad computers and other small-screen internet devices.

Make sure you develop your site to be approximately 600 pixels wide (8.5") by approximately 400 pixels tall (5.5"). Each "home page" of a new section of the site should adhere to this size. Follow-up pages should still remain the same width, but can be longer, only requiring the customer to scroll down. You NEVER want your customers to have to scroll side to side.

Developing a site that takes up a whole screen can leave lots of empty space, takes longer to load, and is often awkwardly configured. Also make sure you have your site automatically centered on the screen. The goal is to make the site attractive, easy to view, navigate, and use..



17 PUTTING TOGETHER THE TEAM

Website designers are a dime a dozen. Having the technical ability to write HTML does not equate to the talent to build an effective Website. Just about everyone over the age of 12 with a computer can design-build a Website. But having a Website does absolutely nothing for you if it can't close the sale.

Consider building your Website like you were building a home. It's highly unlikely that you'd have the architect actually design the house, build it, furnish it, and decorate it. When it comes to a tourism Website, you will need the "architect" - the tourism professional that will develop the site map and how the site flows. Then you'll need the "finish carpenter" - the graphic designer that makes the site beautiful, easy to read, and sets the ambiance and character of the site. In a home the finish carpenter adds the nice touches - wainscoting, wood accents, tile and other elements that bring together the overall feel and ambiance of the home. Then you need the interior designer - the person who writes your headers and body copy. This part of the site also includes professional photography. The other player is the "engineer" - the professional that creates the "backbone" of the site: the infrastructure. This includes optimization of the site, compatibility, scripts and forms, databases for visitor registrations and opt-in marketing, downloadable files, JavaScript and Flash components (motion elements), etc.

While most Website design firms say they have all these disciplines in-house, check other industry-related sites they've developed. Are they good enough to make you want to go there or buy the product?

Always hire the best, then negotiate the price - consider phasing the project, if you have to. If you can't come to terms you move onto the second best - still very qualified and good. Your Website is like making a movie: You have to have a good story (the experience), a good script (the dialogue that captivates you), a good cinematographer, good actors, and a strong supporting cast. Look at the development of your site in the same way. You're the executive producer.

18 COMPARE YOURSELF TO COMPETITION

Make sure you stack up well against your competition. A potential visitor, undecided about where to stay, might check into all nearby towns. Or a family wanting to go on a kayaking adventure might look into any location that offers that activity. The point is that travelers these days, with access to so much information on the internet, can compare your town to any other town in the world online. You want to be sure you're still in the running.

After you identify your competitors, take the time to analyze their Websites. Look at their layouts, their use of photography and text, and the features they present. How friendly are their Websites? Are they attractive and compelling? Do they provide enough information? Do they offer special deals? And do they invite the viewer to subscribe to an email newsletter? Compare your features with theirs, and make sure you haven't forgotten something your competition is promoting.

If you are looking to relocate or vacation in one of the towns in California's Gold Country, chances are you'll start by doing some web research. You'll

find the towns of Truckee, Angel's Camp, Nevada City, San Andreas, Copperopolis. Where would you go? Looking at their Websites, comparing them, most people are attracted to Truckee, because their Website is so compelling. The outstanding photography, ease of navigation, and text that sets the tone for a great experience makes Truckee the first choice. Comparing the different town's Websites is a great exercise in seeing what makes a good site work.

Keep up to date with your competition - what they're offering, and how they present themselves. You'll be able to maintain your competitive edge by knowing how you stack up against the competition.

Part II. Make your town stand out in the crowd - Marketing your Website

19 MAKE YOUR URL MEMORABLE

Your URL is your internet address, and it should be both relevant and easy to remember. A shorter URL is usually better than a very long one; on the other hand, if it is too abbreviated, it won't make sense and might be difficult to remember. Keep it as simple as you can, while still making sense.

You can create additional URLs as part of specific marketing efforts, and have them link directly to your Website. For example, to encourage visitors to Yosemite National Park during the winter, they began an ad campaign: "Yosemite This Winter," highlighting the winter sports and beauty to be experienced in the park. As part of the campaign,



22 LEVERAGE VALUABLE META-TAGS

When consumers search the internet using key words or phrases, some search engines use a special section of computer HTML language in Websites called meta-tags to find the appropriate sites. Some search engines give the meta-tags more importance than the actual content of the page when searching. Many engines use a combination of techniques including meta-tags to find the Websites they are looking for.

There are two main types of meta-tags recognized by search engines: "description" and "keywords." These tags need to be placed in the "head" section of your HTML document. Several engines look for agreement between the "description", "keyword", "title" and "body text." Using the same keywords in each field will help the search engine locate your site.

If you open up a Website in Internet Explorer, for instance, you can go to a page, then from the menu go to View>Source. You'll see the HTML that was used to build the page, including the meta-tags.

Wisconsin Dells, the Waterpark Capital of the World, has done a good job with the use of meta-tags, using waterparks, resorts, attractions, hotels, motels, campgrounds, restaurants, festivals, dells, family, and more, to help search engines locate their site when potential visitors are searching for any of those keywords.

When you develop, or redevelop your site, it can take up to six months for search engines to find and list your keywords, or meta-tags. Smart communities will use both meta-tags and pay-per-click

programs. Once your site appears on the first page of search results as a result of your good use of meta-tags and content, you can drop the pay-per-click listing of those particular search words.

23 CREATE LINK EXCHANGES

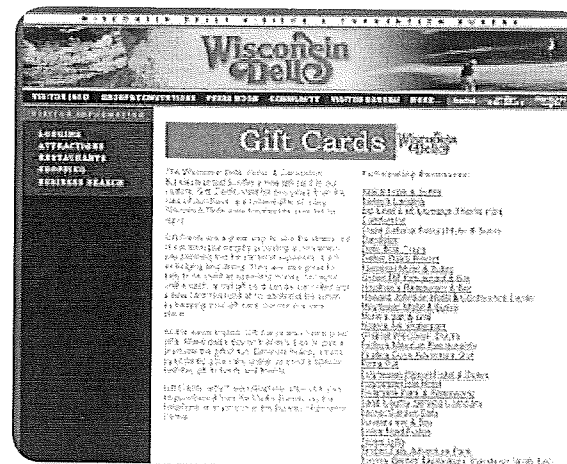
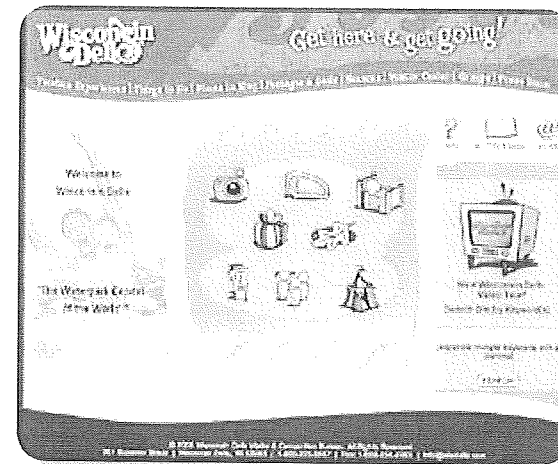
Link exchanges can boost your listing positions on major search engines, and create marketing partnerships. Throughout your site you should provide links to other sites - but don't rely on those sites to close the sale. That's for you to do. The other sites will just provide additional information about the experiences you're selling. Make sure you "exchange" links: "If you link to me, I'll link to you." Reciprocal links are a terrific way to increase the visibility of your site at little, if any, cost. Some search engines will boost your standing in the search pages based on the number of other Website that link to your Website.

NOTE: Make sure you check the links on your site once a month. There's nothing more aggravating than clicking on old and/or broken links. Visitors don't have much patience for this inattention to detail.

24 PERMISSION MARKETING - CREATING TOMA

There is no better way to create "Top of Mind Awareness" or TOMA than through "permission marketing" through periodic newsletters or notes fitting a specific category, such as "special deals" or "special events."

Include a page on your Website for visitors to "sign up." Offer specific categories or topics that might be of interest to visitors to your area,



Wisconsin Dells is the "Waterpark Capital of the World," yet their Website (below) didn't reflect that in its overall appeal. It was very corporate looking, in fact. A redesigned Website (left) sells the experience, is family-friendly, and outright fun. Always sell the experience - and make it obvious what you're about.



such as “special weekend getaways,” or “family activities.”

Once a month or so, write and send out the newsletter. Keep it brief. Never use more than two paragraphs, then add links so a viewer can get more information. Be sure the information you send is newsworthy – not just advertising. You want the reader to feel that your newsletter has value.

By getting the quick and easy update every month or so, the reader is always reminded you exist. So when it comes time for a getaway, what's the first destination to come to mind? Hopefully yours.

Make it easy for subscribers to opt out at any time. Providing this option makes it easier for visitors to decide to sign up. And don't ask them too many questions about themselves on the sign-up page. That discourages readers. It's more important to get the newsletter out to as many readers as possible than to get detailed demographic information on only a few.

The island of Bonaire, in the Caribbean, does a great job of this. Every two weeks, the Bonaire Tourism Board sends out its “Quick ‘n Easy Tourism Updates.” Quick and easy are the operative words. E-marketing programs are one of the most effective sales tools in the U.S. They create “top of mind awareness,” bringing visitors back to your Website – and your community – time and again.

Part III. INVEST WISELY – The Importance of Your Town, Online

Too many communities think nothing of spending \$20,000 or more on a brochure, while they spend \$5,000 on a Website. 94% of all potential visitors

(especially those with money to spend) will use the internet, while less than 5% will call or stop by a visitor information center. So how should you spend your money? Spending \$20,000 for a Website good enough to close the sale is a very good investment. Spending another \$10,000 a year to keep it fresh, updated, and changing (to bring customers back), is well worth the cost. Investing in an e-marketing program, keeping the newsletters timely and relevant, can have a profound effect on your visibility and tourism sales.

25 YOUR WEBSITE IS FOR YOUR CUSTOMER

Don't make the mistake of building your Website for you, the City Commission, or anyone else's vanity. The only purpose of your Website is to meet the needs of your potential customers. Don't do anything that gets in the way of the sale, like making visitors sit through an animated presentation when they are trying to get to another page. Make sure your Website works on a variety of operating systems (Windows, Mac OS, Linex.). Make the home page representative of what your unique feature is. The viewer should be able to tell what your Website is about in less than five seconds. And as important as the mechanics are to the web designer, the bottom line is, “Does the Website increase visitor traffic to your destination?” Evaluate this regularly, and consider changing your site if it is not producing.

CONCLUSION

The real-life Navin Johnson, our enthusiastic “somebody” introduced at the start of this section, went on to fame and fortune after inventing Opti-grab eye-glasses. The little handle for spec-

tacles sold ten million units in a few short months. American Time News Magazine published an article about him which stated, “Mr. Johnson, you've become a millionaire overnight. Who are you?” In 1979, the internet hadn't yet been invented, otherwise no one would have needed to ask who Navin Johnson was.



SAMPLE SITE MAP

The following is a sample site-map or "contents" for an effective community-oriented Website. This site map is simply a sample, but may give you a starting point if you're hoping to redevelop your site into a powerful marketing machine. Make it easy to navigate, just like walking into a home, starting at the front door.

INTRO PAGE

- Welcome text
- Flash slide show (four or five photos)
- Skip intro button
- "Pick Your Season"

HOME

- "Pick Your Passion" - (activities by season)
- Link to site search page
- Link to contacts (site map)
- Link to contact info page
- Primary buttons to categories below and next pages

VISITING (intro text)

- Primary Attractions (intro)
 - Historical
 - Cultural
 - Urban
 - Entertainment
 - Environmental
 - Recreational
 - Activity vendors
- Day Trips and Other Attractions (intro)
 - Within an hour's drive
 - Local diversions (secondary activities)
 - Quaint escapes
- Events (intro)
 - Major events (visitor-oriented events - not local events)
 - Events by month
- Quick Facts (intro)
 - Legends and claim to fame

- Elevation and geography
- Population, demographics
- Did you know...

Photo Gallery (intro)

- Send a postcard
- Photos by attractions category w/descriptions
- Photographer credits/links

Getting Here - Maps and Directions (intro)

- National
- Region (multi-state)
- State map
- Region/area map
- Distances chart (miles, k/m)

Weather and Seasons (intro)

- Typical weather patterns
- Current weather and forecast (link from weather site)
- Best activities by season

Visitor Services - Lodging, Dining and Shopping (intro)

- Lodging (sort by location, type, price)
- Dining (sort by type, style, location - featured restaurants)
- Shopping (sort by type, location - featured retailers)
- Services (sort by location, type of service)

Transportation (intro)

- Driving conditions
- Travel by RV
- Travel by boat
- Airports and services
- Tours (individual and groups)
- Rentals, other

Group Information (Intro)

- Venues: outdoor
- Venues: indoor
- Reunions and personal gatherings
- Conferences, meetings and trade shows
- Tours, group services
- Sporting events, venues

Trip Planner (Intro)

- Suggested itineraries
- Resources



Your Town, Online

Travel Links (Intro)

- State tourism info
- Local chamber offices
- AAA, travel clubs
- Services

LIVING (Intro)

- Community info
- Community links, events
- Real estate
- Doing business

HISTORY (Intro)

- Pioneer/Native Americans
- Modern times
- Historical attractions (link to attractions)
- Historical resources

SPECIAL DEALS (Intro)

- Packages
- Seasonal discounts

DOWNLOADS (Intro)

- Activities Guide
- Meeting Planners Guide
- Video clips

RESOURCES (Intro)

- Press room
 - Press releases (sort by topic)
 - Backgrounder
 - Events
 - Photo library (thumbnail with contact info)
 - Press contacts, resources
 - Press downloads
- Articles about the area
- State government offices, links

SITE FOOTER

- Copyright info
- About the site link (browsers, webmaster info)



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Preface

Acknowledgments

This Future Land Use Strategy was developed in collaboration with a number of organizations and individuals who generously contributed their time and knowledge. The Town of Randolph would like to specifically thank the following entities for their contributions:

Town Board

Dale Senn, Supervisor
Timothy Beach
Amber Frame
Robert Learn
Nate Root

Steering Committee

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Acronyms

The following are acronyms that are frequently used in community planning narratives as well as in this document:

FLU	Future Land Use
GIS	Geographic Information System
NGDA	National Geospatial Data Asset
NYS	New York State
NYS DOT	NYS Department of Transportation
NYSERDA	NYS Energy Research & Development Authority
NYS GPO	NYS GIS Program Office
NYS OPRHP	NYS Office of Parks, Recreation, and Historic Preservation
US	United States
USDA	US Department of Agriculture
USGS	US Geological Survey

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<i>Appendix</i>	<i>Under Separate Cover</i>

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Introduction

Purpose

This Future Land Use (FLU) Strategy is intended to support the Town of Randolph in guiding development in the direction of the community's future vision. While the Town already has a Comprehensive Plan that defines the community's vision and goals, the Town recognized the need for a succinct strategy for achieving the community's ideal development patterns. This FLU Strategy provides an analysis of existing land uses, presents a map of proposed future land use, describes the desired character for each land use area, and outlines recommended action items that will help the Town achieve their future development vision. To achieve this vision, it is essential that future investments align with this document's land use and development recommendations.

This FLU Strategy serves as a supplement to the Town's existing Comprehensive Long Range Community Plan and should be considered an update to and extension of the Plan's vision and goals. This FLU Strategy, like the Comprehensive Plan, is a living document that should be continually referenced when future land use decisions are considered. As community conditions, trends, and values change over time, this document should be reviewed and updated accordingly.

Previous Planning Efforts

The Town of Randolph's existing Comprehensive Long Range Community Plan was adopted by the Town Board in October 2016, and now has three Addenda:

1. Creating a Livable Randolph Through Complete Streets,
2. Creating a Livable Randolph Policy Guide, and
3. Tourism Assessment, Evaluation and Recommendations.



The 2016 Comprehensive Long Range Community Plan identifies a wide variety of goals for the Town of Randolph. Key themes throughout the Plan include, but are not limited to:

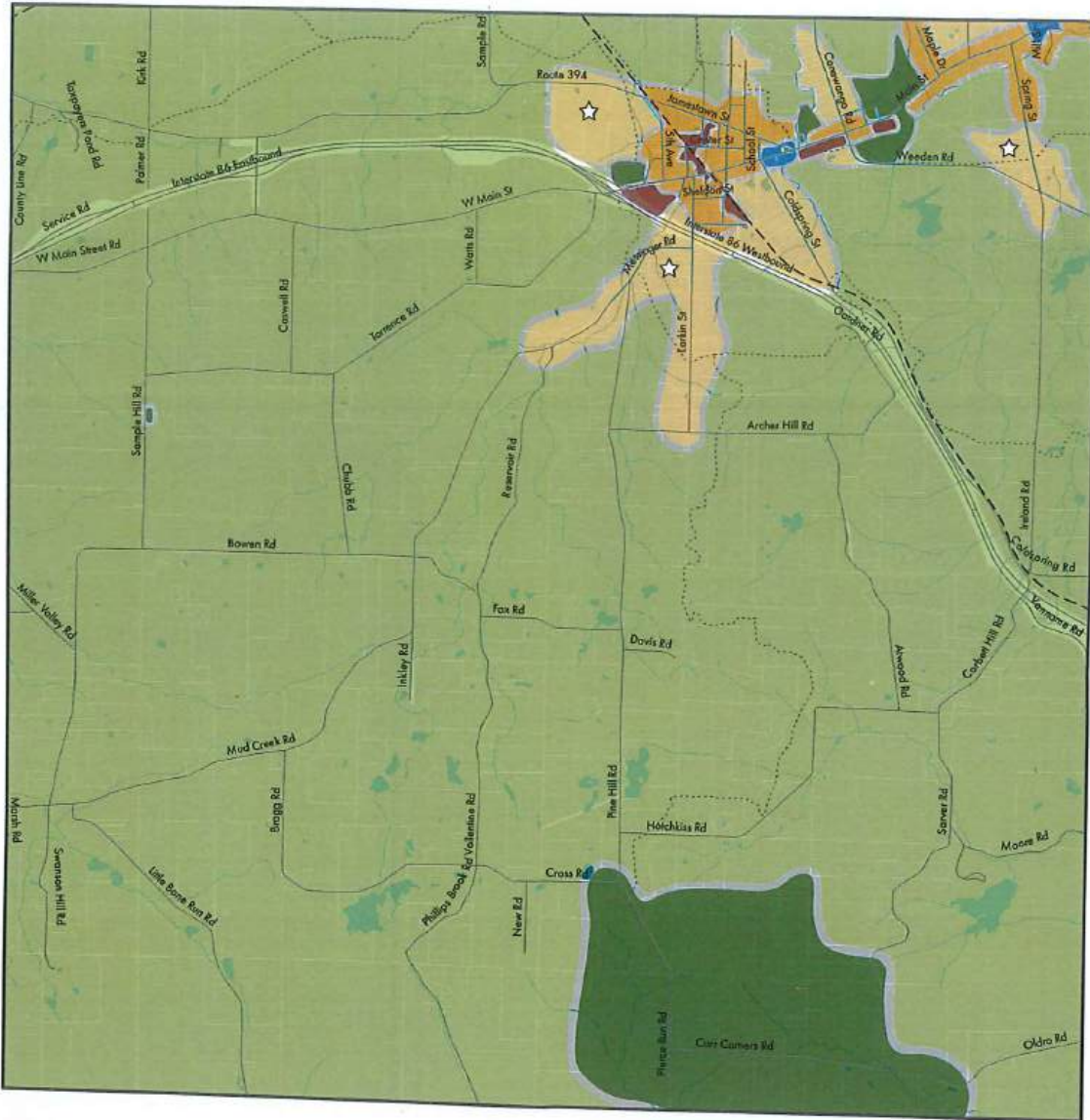
1. Establishing the Town as a tourist destination by leveraging the Town's history, local businesses, and recreational assets;
2. Improving the navigability of the Town to accommodate multi-modal travel; and
3. Preserving the Town's rural landscapes and small town lifestyle.

It is the intention of this FLU Strategy to reflect and support the goals identified in the Comprehensive Long Range Community Plan.

Process & Timeline

The development of this Future Land Use Strategy was led by a designated Steering Committee. The effort took place over X months, following the timeline outlined below.

Feb. 2021	Review of Existing Plans & Studies
May 2021	Community Tour & Future Land Use Workshop (i.e. 1 st Steering Committee Meeting)
	Draft FLU Map
Aug. 2021	2 nd Steering Committee Meeting
	Draft FLU Narrative
TBD	3 rd Steering Committee Meeting
	Draft FLU Strategy
TBD	Community Review & Steering Committee Public Hearing



**Preliminary
Future Land Use**
Town of Randolph
B & L

- | | | |
|------------------|-------------------------------------|--|
| Town Boundary | Waterway | Small Lot Residential |
| Parcel | Waterbody | Downtown |
| Road | Community Use & Parks | Commercial & Light Industrial |
| Railroad | Agriculture & Large Lot Residential | Potential Residential Subdivision Location |
| Snowmobile Trail | Medium Lot Residential | |
| Water Line | | |

The Future Land Use Map

Process

The Future Land Use (FLU) Map was developed through an inventorying of existing land use conditions and input from the Steering Committee. To first obtain an understanding of the Town's existing conditions and ongoing goals, existing planning documents were reviewed, including the Town's Comprehensive Long Range Community Plan and Addenda. A Town tour was conducted in May 2021 to gather site observations across the Town's various landscapes.

At the First Steering Committee Meeting in May 2021, the Town's existing land uses were mapped out with the Steering Committee. The Steering Committee also participated in a brainstorming exercise to identify the Town's key strengths, weaknesses, opportunities, and threats. A summary of the First Steering Committee Meeting is available in the Appendix.

Following the First Steering Committee Meeting, the Preliminary FLU Map was created. The drawing of FLU area boundaries was guided by a analysis of existing spatial data. Specifically, zoning districts and the locations of roads, water service, snowmobile and hiking trails, water features, wetlands, floodplains, and NYS Agricultural District boundaries were referenced during the drafting of the future land use areas. Relevant mapping that aided in the drafting of the FLU Map are available in the Appendix.

At the Second Steering Committee Meeting in August 2021, the Preliminary FLU Map was presented to the Steering Committee, and their feedback was collected. The final FLU Map and

Narrative was reviewed at the Third Steering Committee Meeting. All input received from the Steering Committee was reviewed and incorporated into the final document.

Intent

While the Town's Zoning Map aided in the development of the FLU Map, it should be noted that the FLU Map is not intended to serve as a regulatory tool or replace or alter the Town's existing Zoning Map. The objective of a FLU map is to provide a community with the context necessary for directing future development. This may also include future updates to municipal policies, programming, or land use regulations.

It also should be noted that the FLU Map is not intended to serve as a stand-alone document. Rather, the FLU Map should be addressed and implemented in conjunction with entire FLU Strategy narrative and the Town's Comprehensive Long Range Community Plan and Addenda.

Components

The FLU Map consists of six future land use areas:

1. Community Uses & Parks
2. Agriculture & Large Lot Residential
3. Medium Lot Residential
4. Small Lot Residential
5. Downtown
6. Commercial & Light Industrial

These areas are not meant to dictate strict boundaries, as land use areas naturally overlap and shift over time as a community evolves. Therefore, each land use area is depicted with gray edging where some flexibility between different future land use areas may occur.

The narrative of this FLU Strategy follows the order and color-coding of FLU categories as listed and identified on the Map.

Map Data Sources:

Cattaraugus County (2021), *Randolph_Parcel_2021*
NYS DOT (2013), *RailroadNew*
NYS GPO (2020), *NYS City and Town Boundaries*
NYS GPO (2021), *Street Segment Simplified SHP - National Geospatial Data Asset (NGDA)*
NYS OPRHP (2008), *NYSSnowTrails2008*
USGS (2020), *National Hydrography Dataset Best Resolution*

Community Use & Parks



Intent & Purpose

The intent of the Community Use & Parks land use area is to identify and preserve the Town of Randolph's existing community resources. The Town recognizes that its natural areas, opportunities for outdoor recreation, and well-rated school district are valuable amenities that help to retain existing residents and attract new residents and visitors. By protecting and enhancing the Town's existing public and open spaces, the Town may strengthen its recreational and educational assets, and ensure that they continue to serve the community well into the future.



Existing Conditions

The Community Use & Parks land use area is defined by the presence of schools, municipal buildings, parks, and cemeteries. This land use area includes the following resources:

1. Randolph Central School District
2. Randolph Children's Home
3. Randolph Academy Union Free School
4. Randolph Municipal Building
5. Greenspace at the corner of Main St and Jamestown St
6. Weeden Park
7. Pine Hills State Forest
8. Randolph Cemetery
9. Sample Hill Cemetery



Despite the availability of a variety of community resources, the Town of Randolph's Zoning Code does not include a comparable zoning district. The schools, municipal buildings, parks, and cemeteries are regulated by the Agricultural Forestry Residential (AFR), Residential (R), and Commercial (C) zoning districts. The AFR and C Districts permit or specially permit almost all use categories, while the R district permits or specially permits a range of residential, community service, recreational, and educational uses. These land use regulations

leave the Community Use & Parks areas vulnerable to the introduction of higher impact uses where new developments or increased intensity of use may not be desired.

Some of the properties within the Community Use & Parks land use area are publicly owned, while others are privately owned (but serve a public purpose). Continued coordination between the Town of Randolph and private property owners is essential to ensuring that these properties continue to be well-maintained and accessible to the community for public use and enjoyment. Moreover, Pine Hills State Forest is owned by the State of New York. Collaboration between the Town and State of New York will help to ensure that the State Forest is managed and marketed in a way that is beneficial to the Town of Randolph.

None of the properties in the Community Use & Parks land use area are currently vacant, however, some of these properties do have open space that could be further developed or programmed. For example, there is a large amount of open space behind the Town Municipal Building and Randolph Academy Union Free School District. While the greenspace at the intersection of Main Street and Jamestown St is small (approximately 0.2 acres), the majority of that space is undeveloped and not programmed for any particular use. Also, Pine Hills State Forest, while expansive and offering recreational amenities to the public, is under-recognized and underutilized. Increasing marketing and wayfinding efforts directed towards Pine Hills State Forest could help to realize the Forest's full potential as an attraction for both residents and tourists.

"Our Fifth goal is to provide enhanced recreational opportunities for the residents of our community."

- Town of Randolph 2016 Comprehensive Long Range Community Plan

Recommendations

1. Focus the establishment of new parks and natural spaces in areas with scenic views and unique natural features
2. Consider requiring future residential and commercial developments to designate non-developable lands, such as wetlands, as parkland.
3. Provide for greater access to little Conewango Creek, especially in the downtown area.
4. Upgrade and program the greenspace on the corner of West Main St and Jamestown St, for example:
 - a. Install additional seating, such as a gazebo or picnic tables.
 - b. Provide entertainment amenities like a movie screen or music stage.
 - c. Enhance the aesthetic appeal through landscaping or green infrastructure installments, such as a rain garden or butterfly garden.
5. Partner with NYS Parks to leverage Pine Hills State Forest as a natural resource and recreational destination for residents and tourists.
6. Consider implementing an Open Space District in the Town Zoning Code to identify and protect parks and undeveloped areas where future development is not desired.

Funding Opportunity!

Apply for NYS Office of Parks, Recreation, and Historic Preservation grants for an opportunity to fund park projects and upgrades.

Agriculture & Large Lot Residential



Intent & Purpose

The intent of the Agriculture & Large Lot Residential FLU Area is to preserve the Town of Randolph's valuable agricultural resources while providing rural housing options and allowing for the exploration of economic development opportunities. Local agricultural operations offer employment options, goods and resources, and ecological benefits to the local community. In addition, Randolph's farmlands contain open spaces and scenic vistas that contribute to the community's identity, serve as recreational resources, and offer a unique residential environment. It is the goal of this FLU Area to protect and enhance its existing agricultural and rural environment in order to foster these many benefits.



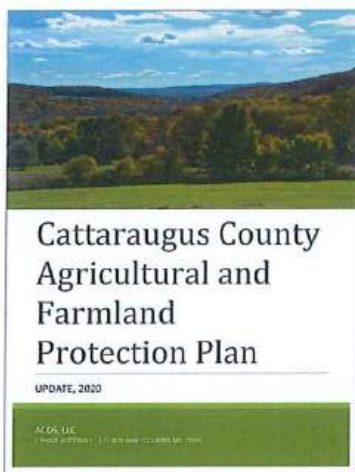
Existing Conditions

The Agriculture & Large Lot Residential FLU Area comprises the majority of the Town of Randolph. It is defined by larger lot sizes, agricultural activity, stretches of open space, and low density housing. Most of the Agriculture & Large Lot Residential FLU Area is located within the Agriculture Forestry Residential (AFR) Zoning District. This District permits general agricultural operations, farm stands, forestry, and single- and two-family dwellings. Many other nonresidential use categories are specially permitted. Overall, the permitted uses within this District align with the intent of the Agriculture & Large Lot Residential FLU Area. Specially permitting a variety of other uses allows the Town to welcome new commercial, manufacturing, and institutional uses - where appropriate - and continue to foster economic development and job growth.



A significant portion of this FLU Area is protected under the NYS Agricultural District program, which is managed by Cattaraugus County and detailed in the County's Agriculture & Farmland Protection Plan (see map in Appendix). Properties within a NYS Agricultural District are generally protected from development or redevelopment outside of expanding agricultural operations. This process protects prime soils, preserves scenic viewsheds associated with agricultural areas, and supports existing and future farm operations. According

to the County's Agricultural and Farmland Protection Plan, the Town of Randolph has a higher proportion of soils classified as "normal" and "good" by NYS than many other communities in the County, particularly those in the southeastern half of the County. Continuing to protect these soils and agricultural operations will support the Town in growing as a regional agricultural, scenic, and recreational resource.



Another identifying feature of this FLU Area is the lack of public water and sewer service. This restriction has limited new residential and commercial development, assisting in the preservation of agricultural and open space. To maintain the existing location and pattern of agricultural and large lot residential areas, principles of smart growth may be applied in which new development is centered around available public utilities and away from open spaces.

By the same token, the COVID-19 pandemic has resulted in the movement of employees away from urban areas and, in some cases, towards rural living options. Social distancing guidelines and the growth of telecommuting have opened up the opportunity for employees to live in their choice environment. The rural residential areas of the Town of Randolph may be an attractive location for new residents that have the ability to work from home and want to live in close proximity to nature and open spaces. By supporting the maintenance and repair

of existing homes in the Agriculture & Large Lot Residential FLU Area, the Town can attract new residents while still embracing smart growth principles.

Aside from the availability of public water and sewer services, another barrier to development and programming within this FLU Area is the lack of access to cell service, high speed internet, and broadband across a substantial portion of this area. As these services become more essential for residents and businesses, the poor quality or availability of cell and internet service may impact residents' quality of life or hinder opportunities for the Town to promote tourist destinations like the Amish Trail. As such, the Town may wish to collaborate with private cell and internet service providers to expand service from the Hamlet areas into the more rural areas of the Agriculture and Large Lot Residential FLU Area.

Recommendations

1. Consider limiting high-impact commercial uses in the AFR District to better protect against unwanted development.
2. Collaborate with internet providers to expand broadband services and ensure residents have access to high-speed internet.
3. Support homeowners in applying for USDA home repair funds.

Funding Opportunity!

Apply for the NYS Department of Agriculture & Market's Municipal Agricultural & Farmland Protection Planning Grant to fund a farm-friendly Town Code audit.

Medium Lot Residential



Intent & Purpose

The intent of the Medium Lot Residential land use area is to provide additional housing opportunities at a scale between the traditional, denser neighborhoods surrounding downtown and the larger agricultural and rural residential lots that make up the majority of the Town of Randolph. Due to the Town's quality school district, Randolph has become an attractive community for young families. At this time, the nation's population is also aging, and many seniors are looking to age-in-place. This land use area offers an opportunity for additional high quality housing options at varying residential densities (Table 1) that serves existing residents and potential new residents of different ages and life stages and the evolving demographic make-up.



New residential subdivisions will also benefit the Town by increasing the Town's tax base. Ideal locations for potential residential subdivisions are denoted by the star symbol on the FLU Map. New residential lots located in this future land use area should ideally range between 1 and 2 acres and should be arranged in a clustered development pattern to avoid negative impacts to farmland and environmental features.

Existing Conditions

The Medium Lot Residential land use area generally abuts Randolph's downtown, commercial corridors, and denser neighborhoods, and largely aligns with areas already serviced by public water and sewer lines. The majority of land in this area is already being used for residential purposes, mostly comprised of single-family dwellings. Some of the properties are also being used for agricultural operations.



In the Medium Lot Residential land use area, the average lot size is 5.2 acres and the median lot size is 1.3 acres. Most of the properties in this land use area fall within the Residential (R) and Agriculture Forestry Residential (AFR) zoning districts. These two districts have minimum lot size regulations of 20,000 square feet and 1 acre, respectively. Because many of the existing lots are larger than the minimum lot size regulations, opportunities exist to subdivide properties into smaller-lot

neighborhoods. To avoid overly dense development, the Town may wish to rezone R District areas to a district with a 1 acre minimum lot size.

Approximately 22% of the parcels within this land use area are vacant. With appropriate land use and zoning regulations, these vacant properties - and others within this land use area - are ideal locations for new residential development and investment, especially considering their proximity to existing water and sewer infrastructure.

Another consideration within the Medium Lot Residential FLU

Area is the large share of privately owned property. When exploring redevelopment opportunities (such as subdivisions), the Town could serve as a liaison to interested developers and land owners looking to sell and/or subdivide their property. Additionally, some of this land use area overlays quality agricultural soils. Any planning for new development should aim to strike a balance between the need for development and the value of quality soils. To this end, sustainability and smart growth practices, such as locating future development where infrastructure already exists or may be readily expanded, should be employed.

Table 1. Highest and lowest scoring single-family housing, according to a survey completed by the Steering Committee

Desirable	 Rank: 1/9	 Rank: 2/9	 Rank: 3/9	 Rank: 4/9
	 Rank: 5/9	 Rank: 6/9	 Rank: 7/9	 Rank: 8/9
	 Rank: 9/9	 Rank: 10/9	 Rank: 11/9	 Rank: 12/9
	 Rank: 13/9	 Rank: 14/9	 Rank: 15/9	 Rank: 16/9

Recommendations

- Consider creating a new residential zoning district that accommodates moderate density developments in this area with a minimum lot size of approximately 1 acre.
- Pursue opportunities for residential subdivisions by engaging potential developers, particularly for the lands:
 - Northwest of Weeden Rd and Spring St
 - Southwest of 5th Ave and Jamestown St
 - Southwest of Larkin St and Messinger Rd
- Allow for a greater mix of housing types to accommodate both families and seniors (i.e. single family homes, patio homes, duplexes, and accessory dwelling units).
- Expand water and sewer infrastructure to accommodate new residential development in the medium lot areas around the Hamlets. This may be achieved through strategic public and/or private investment as part of future development proposals.

Small Lot Residential



Intent & Purpose

The purpose of the Small Lot Residential land use area is to maintain and enhance the Town of Randolph's higher density residential living options. Since 2010, not only have national homeownership rates declined (from 65.1% to 64.2%)¹, but also, in the Northeast specifically, multi-family housing construction is growing at a faster rate than the construction of single-family housing². The Town of Randolph aims to respond to these national and regional housing trends within the Small Lot Residential land use area.

A key component of this effort includes the rehabilitation and reuse of historic homes - whether for single-family, multi-family, or limited commercial uses - in order to maintain the Town's visual appeal, boost the economic viability of older structures, and expand housing options. Property owners will be encouraged to maintain their properties through the consistent and persistent application of code enforcement procedures as well as introductions to a variety of home repair funding opportunities.

Another intent of the Small Lot Residential land use area is to support compact and walkable development within this part of the Town. With a growing national demand for walkable neighborhoods, the Town of Randolph has an opportunity to attract new residents by supporting small-lot development, increasing access to services and goods, and improving the safety and aesthetic of streetscapes for pedestrians.



Existing Conditions

The Small Lot Residential land use area covers the properties adjacent to downtown and commercial areas. This area is defined by its walkability, denser development, and more diverse housing options, offering a mix of single-family and multi-family homes.



- (1) US HUD, 2021 National Comprehensive Housing Market Analysis
- (2) US Census Bureau, Survey of Construction Historical Time Series

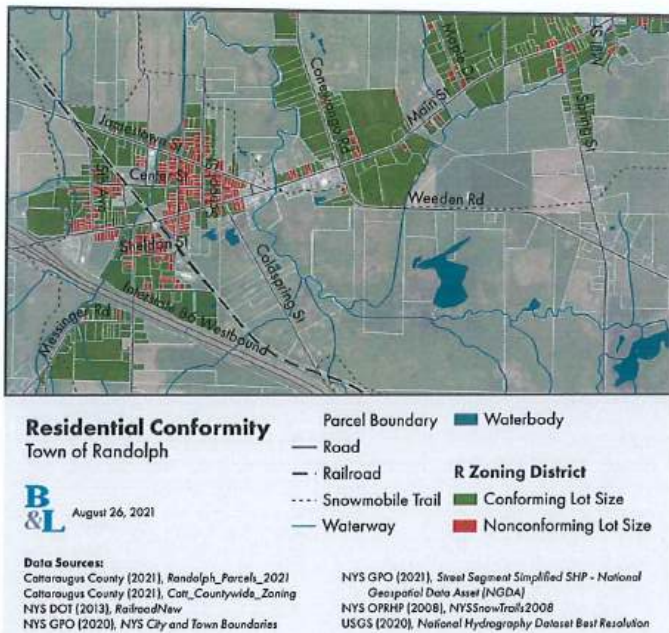


Figure 1. Lot size conformity map of parcels within the Residential (R) zoning district

Homes within the Small Lot Residential land use area are appreciated for their historic architectural character and contributions to Randolph's charming neighborhood atmosphere. However, property maintenance has been identified as an issue, in particular, the upkeep of rental properties. Opportunities for rehabilitation, reuse, and maintenance of these historic homes are desired to support the local housing market and community character.

The majority of properties within the Small Lot Residential land use area are regulated by the Residential (R) zoning district. By right, this district permits single-family dwellings, farm stands, and minor home occupations. A wide variety of nonresidential uses are also allowed by special permit. These use regulations are, for the most part, consistent with the uses already present within the Small Lot Residential land use area.

The minimum lot size for parcels within the R zoning district is 20,000 square feet, however, this does not represent the

existing pattern of development. Approximately 53% of properties within the R District do not meet the minimum lot size requirement (Figure 1). The high rate of nonconformity suggests that residential land use regulations are neither aligned with the community's existing conditions nor representative of a realistic vision for future development. Nonconforming lots present a substantial barrier to investment, as redevelopment of these properties would be inhibited by the Zoning Code. A review and revision of the Town Zoning Code's residential dimensional regulations is essential to supporting future investment in the Small Lot Residential land use area.

Recommendations

1. Ensure multi-family dwellings area allowable in this area to recognize existing uses and provide more variety of housing options.
2. Allow for conversion of single-family homes into two to three unit multi-family homes and appropriate low-intensity office uses.
3. Reduce the minimum lot size requirements of the R District to 10,000 square feet.
4. Utilize code enforcement procedures to ensure adequate maintenance of residential properties.
5. Develop a tree planting program/policy to ensure appropriate tree species are planted that do not pose a threat to existing infrastructure.
6. Develop a Town program that connects homeowners and renters to funding opportunities for residential repairs (e.g. NYSEDA, USDA).

Funding Opportunity!

Apply for funding through the Housing Rehabilitation category of the NYS Community Development Block Grant for an opportunity to financially support homeowners and renters with home repairs.

Downtown



Intent & Purpose

The intent of the Downtown FLU Area is to protect and enhance the Town of Randolph's traditional, walkable, mixed use environment of its Hamlets. A survey of the Steering Committee revealed a preference for developments within these areas that provide a safe and attractive interface for pedestrians, allow a vertical and horizontal mix of uses, and reflect historic building styles (Table 2). By supporting this type of development, it is the goal of the Downtown FLU Area to encourage residents and visitors to patronize Randolph's downtown, helping to attract and retain local businesses. Moreover, protecting the historic character of Randolph's Downtown FLU Areas will highlight Randolph's cultural resources and contribute to the establishment of a community identity and sense of place.

Existing Conditions

The Town of Randolph's Downtown FLU Area is comprised of two geographic locations: (1) the crossroads of Main St, Jamestown St, and Bank St and (2) the crossroads of Hall St and Williams St. These areas are defined by a mix of uses, higher density development, small setbacks, walkable environment, and early 20th century architectural character.

In the Town's Zoning Code, these two areas are currently zoned Commercial (C). Within this zoning district, accessory uses, banks, commercial schools, and minor home occupations are permitted; a variety of other use classifications are specially permitted. Some of the specially permitted uses - such as automobile body and repair shops, automobile sales, drive-throughs, manufacturing, storage facilities, and warehouses - conflict with the desire to preserve the traditional character of Randolph's downtown areas. Overall, these uses are far more auto-oriented than the existing commercial uses, which primarily consist of restaurants, cafes, retail shops, personal service establishments, offices, and other small-scale, local businesses. A review and revision of the Zoning Code's allowed uses within the Downtown FLU Area to limit auto-oriented uses would better support the Town's vision.

Table 2. Selection of high and low scoring commercial and mixed used developments, according to a survey completed by the Steering Committee

Desirable	 Rank: 1-2/17	 Rank: 1-2/17	 Rank: 3/17	 Rank: 6/17
	 Rank: 17/17	 Rank: 16/17	 Rank: 15/17	 Rank: 12/17

In addition to its unique building styles and mix of uses, the Downtown FLU Area is generally a walkable environment consisting of sidewalks, street trees, lighting, and signage. However, other streetscape features have room for improvement. For example, parking lots interrupt the sidewalk network and bicycle infrastructure is lacking. The Town's Policy Guide and Complete Streets Guide offer insight on how the downtown could be made more attractive to and accessible by or non-motorized travelers.

Recommendations

- Consider creating a stand-alone Downtown zoning district that reflects the desired uses and character of the traditional Hamlet centers.
 - Prohibit high-intensity commercial uses like warehouses, storage facilities, and auto-oriented uses (e.g. drive-throughs, automobile repair shops, automobile dealers).
 - Review and revise front setback and building height regulations to foster human-scaled development.
- Reduce minimum parking requirements and require parking to be located behind the building.
- Implement the streetscape recommendations provided in the Town's Policy Guide and Complete Streets Guide.
- Align building design standards with the preferences identified in Table 2, such as visually interesting facades with high transparency at the street level.

Funding Opportunity!

Apply for funding through Cattaraugus County's Revitalization Fund and NYS Homes & Community Renewal's NY Main Streets program to enhance the Main Street streetscape and support the growth of local businesses.

Partnership Opportunity!

Collaborate with Cattaraugus County's Department of Economic Development, Planning, and Tourism to identify and work towards downtown development and revitalization opportunities.

Commercial & Light Industrial



Intent & Purpose

The intent of the Commercial & Light Industrial FLU Area is to support the growth of employment and service opportunities for residents while concentrating higher intensity uses in appropriate areas. Due to the Town's proximity to Jamestown, attracting and maintaining large employers in Randolph has proven to be a challenge. It is the goal of the Commercial & Light Industrial FLU Area to provide an environment that welcomes and retains regional, large-scale commercial operations, increasing quality employment opportunities for residents and availability of goods and services. At the same time, development within this FLU Area must be cognizant of surrounding residential neighborhoods. Adequate buffering between commercial and residential uses and the improvement of pedestrian and bicycle networks are critical to the success of the Commercial & Light Industrial FLU Area.



Existing Conditions

The Commercial & Light Industrial FLU Area is located in areas where higher intensity commercial uses already exist, specifically, the SouthernTier Expressway interchange, along the railroad line just north and south of Main St, and to the east of downtown on the southern side of Main St. These areas are the home of many of Randolph's largest employers and commercial operators, including manufacturers, retail stores, offices, automobile dealers, gas stations, grocery stores, financial institutions, and restaurants. Some limited residential uses are also scattered throughout this FLU Area. There are vacant buildings in this area, which, due to their proximity to residential, community, and commercial resources, may be attractive redevelopment opportunities.



Most of the Commercial & Light Industrial FLU Area is located within the Town's Commercial (C) zoning district. This area does not permit residential, agricultural, or heavy industrial uses. Rather, it permits banks, commercial schools, minor home occupations, and accessory uses; a variety of commercial and light industrial operations are specially permitted.

While the specially permitted uses support the desired types of development in this FLU Area, the Town may find it advantageous to permit by-right those uses which already exist and are suitable in intensity of use, such as light industry, retail businesses, and restaurants. Reducing administrative requirements for appropriate development removes unnecessary barriers to the establishment of new businesses and employment opportunities.

When supporting the introduction of new businesses or the growth of existing operations within this FLU Area, development will need to be respectful of surrounding neighborhoods. Some of the Commercial & Light Industrial Areas, particularly those along the railroad line, directly abut residential properties. While proximity to commercial services is beneficial in many ways, higher intensity commercial uses can hinder the enjoyment and value of residential properties. Buffering between commercial and residential properties, preferably in the form of landscaping, can help to alleviate conflicting uses.

Franchise-style architecture is another defining characteristic of the Commercial & Light Industrial FLU Area. This type of development is in stark contrast with the nearby Downtown FLU Areas, which have traditional architectural styles, small setbacks, and limited on-site parking. To compliment the Town's historic character and provide for more gradual transitions between downtown and commercial areas, future development within the Commercial & Light Industrial FLU Area should follow similar building and site design practices.

Expansive parking lots and lack of landscaping in the Commercial & Light Industrial FLU Area break the flow of pedestrian and bicycle paths along Main Street. This reduces multi-modal access to goods, services, and employment. Upgrading sidewalk and bicycle infrastructure and installing street trees would strengthen connections to resources along Main Street and enhance the safety and experience of those traveling by foot or bicycle. The Town's Complete Streets Guide offers recommendations for streetscape improvements, and should be referenced for future planning and development within the Commercial & Light Industrial FLU Area.

Recommendations

1. Develop nonresidential building design guidelines to prohibit franchise-style architecture and better reflect the character of the downtown areas.
2. Review and revise the applicable zoning districts to ensure acceptable uses are permitted by-right to more readily support commercial and industrial investment.
3. Explore opportunities to redevelop vacant and underutilized sites, such as the old bowling alley.
4. Install enhanced pedestrian and bicycle infrastructure to increase the availability of safe routes for patrons and employees.
 - a. Continue to implement the Town's Complete Streets guide to improve multi-modal connections between neighborhoods and commercial activity centers.
5. Review and revise the applicable zoning districts' front setback and building height requirements to create a more defined street edge and sense of place.
6. Prohibit or limit the location of parking in the front yard and increase minimum parking lot landscaping and screening requirements.
7. Encourage the use of shared and/or joint parking facilities to prevent the over-provision of parking spaces and reduce the number of curb cuts.

Partnership Opportunity!

Collaborate with Cattaraugus County's Department of Economic Development to identify and pursue opportunities for commercial redevelopment and local business growth.

Addendum 5

Brief History of the Town of Randolph

By 1826 the Holland Land Company had completed their survey of western New York, including laying out the future towns within Cattaraugus County. The first land sales to pioneers in Town 9, later Randolph, were made in October 1821. On February 1, 1826, the New York State Legislature passed the act that divided the Town of Conewango creating the Town of Randolph which at that time also included the current Town of South Valley. By 1830 when the first census of the Town of Randolph was taken, the Town had grown to about 135 households with a total population of 776 people. The population reached 2600 in 1900 and has remained between 2100-2600 since that time. The early settlers were primarily engaged in farming and logging. In 1860 the completion of the Atlantic and Great Western Railroad line with a station in Randolph spurred growth and diversification with regular freight and passenger service. The completion of the Southern Tier Expressway in the 1960s, now Interstate 86, brought improved highway access to the Town as rail traffic declined. The two largest communities with the town resulted in the formation of two municipal governments. The Village of Randolph was incorporated in 1867. The Village of East Randolph, which extended into the Town of Conewango was incorporated in 1886. Both Villages were dissolved by voters in 2011. Interest in higher education among the early residents led to the foundation of the Randolph Academy and Female Seminary, later renamed the Chamberlain Institute, in 1850. This school provided education beyond that provided by the district schools and attracted students from neighboring communities. The Institute operated until a fire forced its closure in 1915. The Chamberlain property became the home of the Randolph Central School District in 1931. All RCS classes have been held on the hilltop location since the opening of the Gail N. Chapman Elementary School in 1958.