



# Town of Ashford, NY

Master Plan

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## Acronyms

<b>AADT</b>	Average Annual Daily Traffic	<b>LTHHPC</b>	Long-Term Home Health Care Program
<b>AML</b>	Agricultural Markets Law	<b>NAICS</b>	North American Industry Classification System
<b>BPRR</b>	Buffalo and Pittsburgh Railroad	<b>ND</b>	Neighborhood Development
<b>CCHD</b>	Cattaraugus County Health Department	<b>NPDES</b>	National Pollution Discharge Elimination System
<b>CDBG</b>	Community Development Block Grant	<b>NRCS</b>	Natural Resources Conservation Service
<b>CEDS</b>	Comprehensive Economic Development Strategy	<b>NYSCED</b>	New York State Department of Environmental Conservation
<b>CHHA</b>	Certified Home Health Agency	<b>NYSDOT</b>	New York State Department of Transportation
<b>CRP</b>	Conservation Reserve Program	<b>QECW</b>	Quarterly Census of Employment and Wage
<b>CSA</b>	Community Supported Agriculture	<b>RCRA</b>	Resource Conservation Recovery Act
<b>CSM</b>	Certified Survey Maps	<b>Residential RA</b>	This district is generally intended to preserve agricultural lands and provide for very low-density rural development. Development in this district includes single-family homes that are detached, free-standing residential structures. The approximate density should be at least 1 dwelling unit per 5 acres or more. This land use is not included in either Planning District.
<b>DHS</b>	Department of Homeland Security	<b>Residential RB</b>	This district includes a variety of housing types including single-family attached, single-family detached and duplex housing configurations. The preferred density is 2 dwelling units per acre.
<b>DNR</b>	Department of Natural Resources	<b>Residential RC</b>	This district includes a variety of housing types including single-family attached, single-family detached and duplex housing configurations. The preferred density range is 4 to 8 dwelling units per acre.
<b>EDA</b>	Economic Development Administration	<b>SEQRA</b>	State Environmental Quality Review Act
<b>EPA</b>	Environmental Protection Agency	<b>SFHA</b>	Special Flood Hazard Areas
<b>FEMA</b>	Federal Emergency Management Agency	<b>SR</b>	State Route
<b>FIRM</b>	Flood Insurance Rate Map	<b>STW</b>	Southern Tier West Regional Planning and Development Board
<b>FSA</b>	Farm Service Agency	<b>T</b>	May Support Trout Population
<b>FTA</b>	Federal Transit Administration	<b>TS</b>	Trout Spawning
<b>GED</b>	General Equivalency Degree	<b>USDA</b>	United States Department of Agriculture
<b>GPM</b>	Gallons Per Minute	<b>WHIP</b>	Wetland Habitat Incentive Program
<b>HOME</b>	Home Investment Partnerships Program	<b>WRP</b>	Wetland Reserve Program
<b>LQ</b>	Location Quotient		

## Element 1: Issues and Opportunities

### 1.1. Introduction

#### 1.1.1. About this Plan

The Town of Ashford Master Development Plan has been developed to provide background and direction for a variety of land use decisions for two areas defined by the Town for growth and development. Therefore this plan focuses on examining land use development along State Route 219 (SR 219), the Buffalo-Pittsburgh Highway Corridor, and the West Valley Hamlet and Ashford Town areas – See Figure 1 for the proposed geographic areas of the Master Development Plan.

Included in this Master Development Plan are ten elements that provide baseline information and specific goals, objectives, and recommendations specific to each element. This plan should be used by the Town of Ashford Planning Board and Town Board to make decisions about growth and development over the next 20-year period. Periodic updates are required to ensure this Plan remains current over time. Specific requirements and procedures for use and maintenance of this plan are provided in the Implementation Element.

Elements of this plan include:

1. Issues and Opportunities
2. Physical Setting and Demographics
3. Housing
4. Transportation
5. Utilities and Community Facilities
6. Agricultural, Natural, and Cultural Resources
7. Economic Development
8. Intergovernmental Cooperation
9. Land Use
10. Implementation

This element of the plan (Issues and Opportunities) begins with the 20-Year Vision Statement and concludes with the town's public process for approving the Master Development Plan.

#### 1.1.2. 20-Year Vision Statement

Preserve the agricultural and natural heritage of the area for future generations. Maintain the natural heritage and unique topographic and geologic features throughout the town while allowing orderly development to occur along the State Route 219 (SR 219), the Buffalo-Pittsburgh Highway Corridor, and in the West Valley Hamlet.

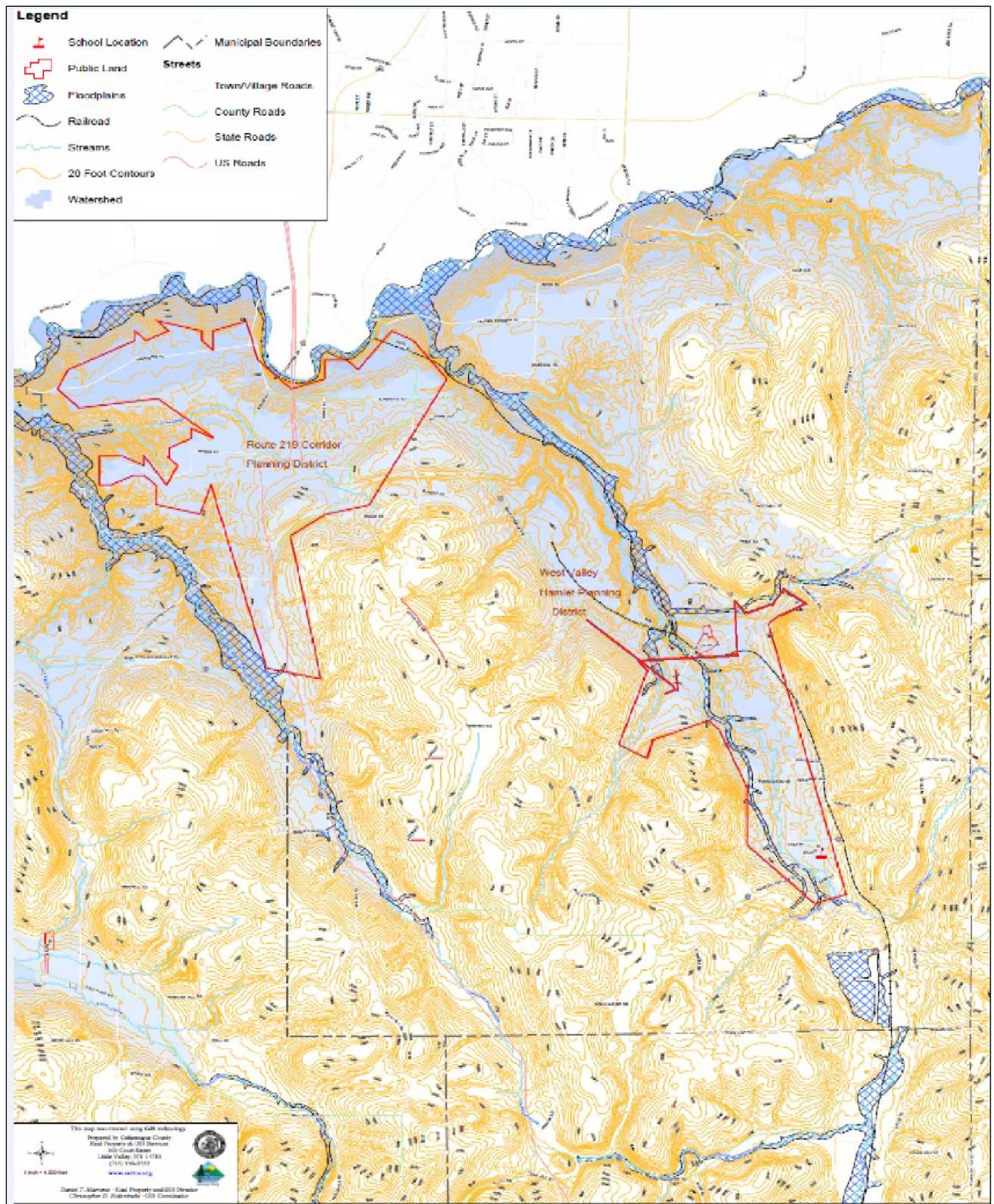


Figure 1. Town of Ashford Master Plan Development Areas

## 1.2. Public Process

### 1.2.1. Planning Committees Meetings

A series of Planning Committee Meetings were held to determine implementation strategies, review draft plans and provide guidance on plan recommendations. All meetings were adequately noticed and open to the public.

### 1.2.2. Community Visioning Exercise

On January 9, 2018 the Town of Ashford held a Master Plan Development Meeting with local and state elected officials, local and state agencies and the Ashford Planning Board. Comments by attendees included:

- Dairy operations haven't grown because health departments require testing of wells at the expense of farmers. If Ashford had municipal water, dairy operations can develop.
- Look at internet access as an infrastructure.
- Develop infrastructure to keep pace with expected development. Two corridors: 219 and 240. Pursue partnership with Cattaraugus County to develop the Rt. 240 corridor for visitors coming from the south. The County is currently on board with improving the Rt. 240 corridor.
- The Environmental Impact Statement (EIS) for the Rt. 219 Corridor will take four years and then another four years for construction. The Town should pursue a Public-Private Partnership model that was used in Portsmouth Ohio. Tourists and many residents in the general area who are skiing in Ellicottville travel through Ashford. If the Rt. 219 4-lane road is built, then people may bypass Ashford. Any road design for Rt. 219 should be tied in the community of Ashford).
- Paddleboard tours, fly fishing and related tours are offered currently in Ashford. The Town should endeavor to expand arts and agriculture business development/expansion which will complement businesses in Ellicottville – it is a complementary use.
- Snowmobile rental is in King, PA. There is only one gas station in Ashford and no snowmobile rental in Ashford.
- Ashford should build on its natural assets - The strong natural beauty, unique character and agricultural foundation. The Town is an ideal area to showcase western New York wildlife and forestry. The Town should blend all aspects and create an avenue for the community to increase revenue and build the economy as a whole. The Town should build a Welcome Center off the Eddies Rd, Route 219 area that would also act as a diesel fueling station, retail center with limited lodging accommodations. This location should act as a Tourist Attraction and Center for the Town. The Welcome Center would offer easy access for truckers and accommodations in the form of several dual cabins at the rear of the establishment (also sled in/out for snowmobilers). The large structure would be similar to a rustic lodge with large wooden pillars and log construction... providing an area for the community to retail their goods, maple syrup, honey, taxidermy, wood work, artwork, glass blowing shop –artisans could lease space on this premise. The facility could also serve as a Farmers Market offering fresh goods during various seasons. This approach will not only increase the economy of the Town, it will also drive new settlers in and offer something that is unique. Within this building information will be available on area attractions focusing on

the Sportsmen, Snowmobilers, Nature Enthusiasts and Agriculturalists. The Welcome Center could provide room for wildlife taxidermy from the area displayed acting as a museum of sorts.

It is very important to offer access of snowmobiles as there are not many places to stop for fuel or lodging and our trails are amazing! Various local establishments in Ellicottville have developed guiding in the area. They should be brought to the fore front for the town of Ashford as the guiding resource for fly fishery, hiking, paddling and outdoor outfitter. This will also increase the relationship with neighboring villages and further bond the attractions.

This tourist attraction would guide the visitors to the many places that they can visit and stay in the Town of Ashford. The BnB Lodging, the Farm Road side Stands, The Garden Trail, The Painted Barn Trail, the Conservation Ponds and Protected Wildlife areas. With passion and dedication, the Town could be developed into a fantastic destination in New York!

### 1.2.3. Public Hearings

A public hearing was held on February 15, 2018, in accordance with State law, before the Ashford Town Board for adoption of the master plan. The purpose of the hearing was to discuss elements of the master plan and to adopt the plan.

The February 15, 2018 meeting was attended by about 30 people and was presided over by the Town Supervisor. Attendees were given a presentation of the Master Development Plan, a general breakdown of the New York Planning Law and the local process for development of a local master plan. Residents were also provided an informal opportunity to view plan maps and other illustrations and talk with consultants and Planning Board members about the recommended plan.

Participants were asked what their goals were for the comprehensive planning process. Responses included the following:

- The western part of the Rt. 219 Corridor Growth Corridor is the best agricultural land in the Town of Ashford and should not be allowed to be converted to either a Mixed Use development or residential use.
- The tax rate in the Town is too high and detrimental to attracting business investment.

### 1.2.4. Other Opportunities for Public Input

All residents, local business owners, and individuals concerned about the future of Ashford were provided the opportunity to submit comments on the Master Plan from December 20, 2017 to February 19, 2018. The Plan was published on the Town website during this time period.

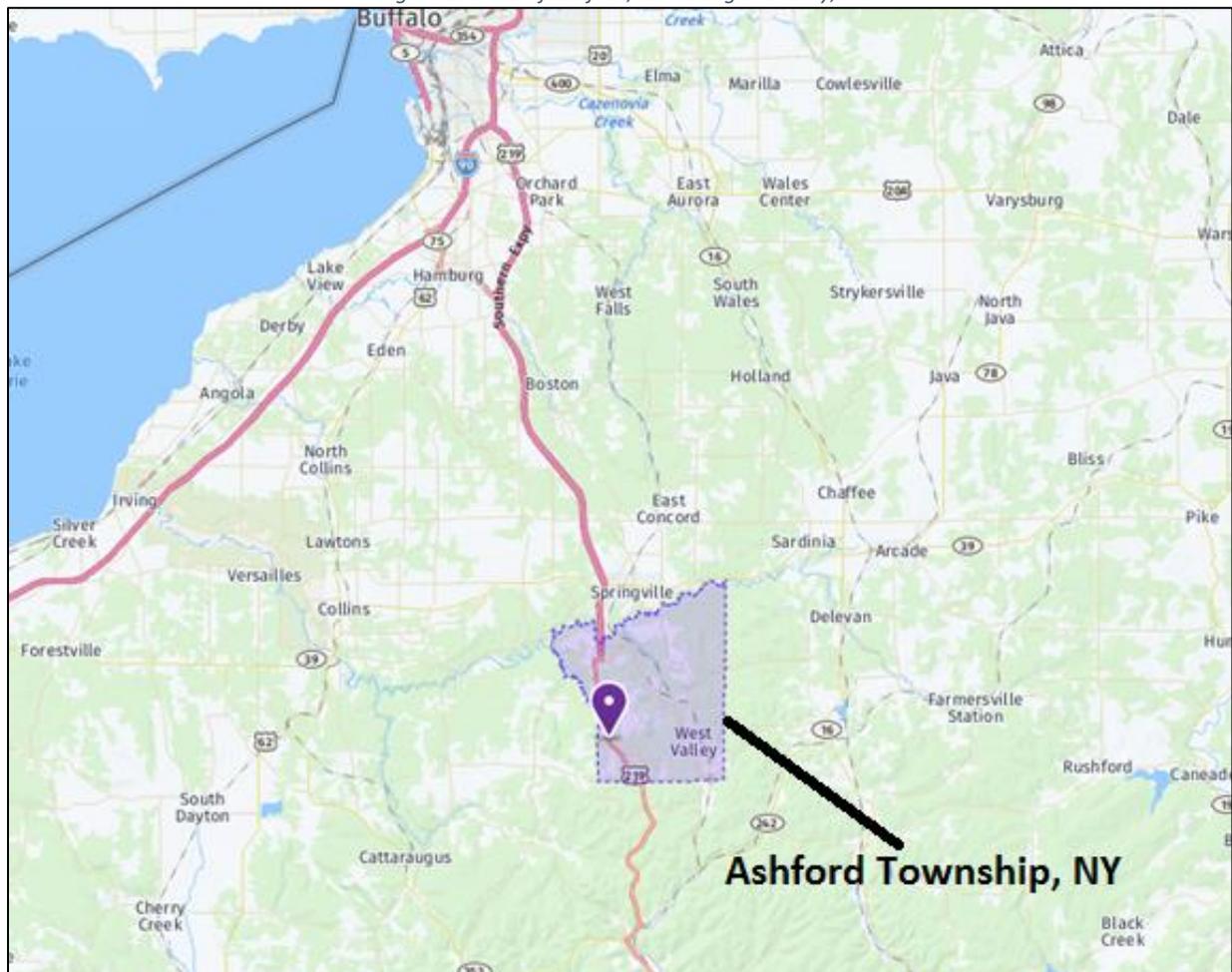
## Element 2: Physical Setting and Demographics

### 2.1. Location

The Town of Ashford is located centrally in the northernmost tier of Cattaraugus County, a position which is also central to the Western New York Region. It is separated from adjacent Erie County by a main regional water way, Cattaraugus Creek. The Town of Ashford is 51.6 square miles of area.

Ashford is accessible from the north and south via U.S. Route 219, a main highway that provides easy access from Buffalo, New York, located approximately 30 miles north, and from international metropolitan locations such as Toronto, Canada, which is located approximately 100 miles north of Ashford. In addition to U.S. Route 219, Ashford is accessible from the north and south via Cattaraugus County Route 240 (County Road 32). Ashford is accessible from the east by Gooseneck Road (County 55), Felton Hill Road and Roszyk Hill Road (County Road 16); and, west via Beaver Meadows Road (County Road 75) and East Otto Road (County Road 12).

Figure 2. Town of Ashford, Cattaraugus County, NY



## 2.2. Topography

Ashford is located on the broad boundaries between the Portage Escarpment of the Erie Lake Plain and the Allegheny Plateau. Its varied topography has been modified by extensive glacial action and is characterized by a combination of rolling hills, rugged slopes, narrow valleys, a major stream bed and drainage system, numerous small streams and a few scattered swamps and marshes.

Along its northern and northwestern boundaries, the topography is dramatically punctuated by deep winding creek and stream gorges and precipitous cliffs.

Elevations range from 1,000 feet above mean sea level at the base of the gorge in the northwestern corner of the Town to almost 2,100 feet at a point on its southern boundary.

The general "lay of the land" is illustrated by contours on the map showing topographic features influencing growth. As shown, the physical character is dominated by two distinct highland areas separated from each other by the major drainage system of Buttermilk Creek and its tributaries. Both highland areas contain substantial rugged topography and are sparsely developed. With the exception of the gorges found along the Cattaraugus Creek and near the mouth of its tributaries, most of the areas designated on the map as excessive slope are found in these highlands.

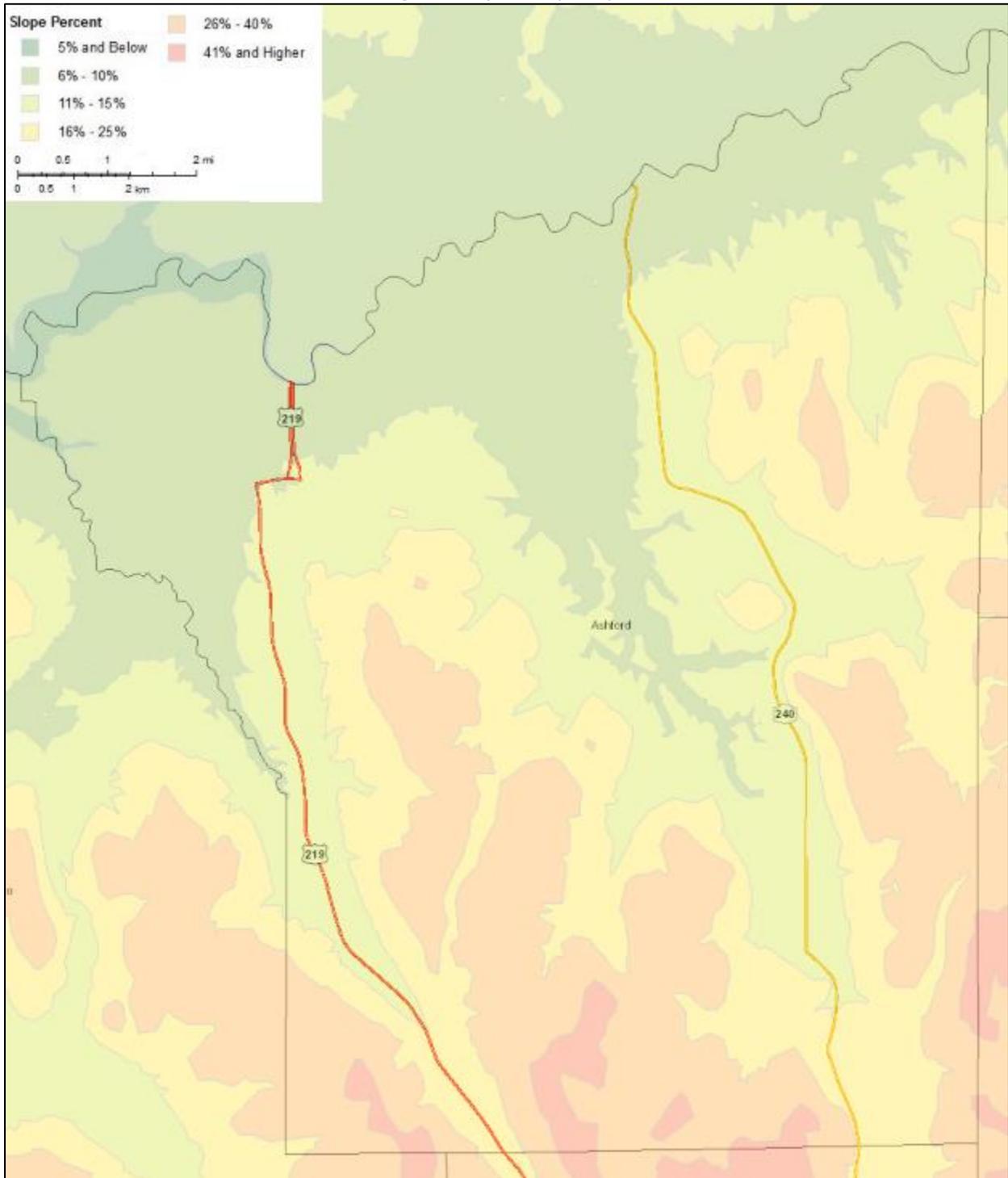
As a point of reference, only those lands with a slope greater than 22%, or a fall of more than 22 feet per one hundred feet were classed as excessive. While they are usually unsuitable for general development including permanent homes, industries and commerce, they are ideal for forest, park, and recreation - oriented uses. Care should be taken with development in areas with excessive slopes, since development in these areas has the potential to cause erosion both on and off site. In addition, access for emergency vehicles is an issue for development located on steeper slopes, since fire truck and emergency vehicle access could very well be compromised, especially in snow conditions.

The broad upper part of the Buttermilk Creek Valley and the plateaus south of the gorge escarpment are characterized by a considerably more moderate topography. In general, these areas have a slope of 0-10 percent are located in the northern area of Ashford and along the river valleys, including that of the Buttermilk Creek and the Connoisarauley Creek. Areas with moderate (10-25 percent) slopes and steep slopes (25 percent or greater) are located throughout the Town; many hillsides have areas in both slope categories. In contrast to the highlands, they offer concentrated amounts of good buildable land and would easily support a dense urban usage.

A limited acreage of wetlands and flood plain areas unsuitable in their present form for development exists in the Town and are also shown on the map of topography. The topography of Ashford is shown on the Slope Map in the figure below.

The slope of a site may affect its suitability for some types of development. Areas containing slopes of 0-10 percent are generally suitable for all types of development. Areas of moderate slope (10 percent to 25 percent) may require substantial grading to fit larger buildings. The two planning districts selected in the Master Plan Development were in part due to their relatively flat terrain which would permit a more concentrated development pattern. Additional information on the two planning districts is found on Element 9.

Figure 3. Ashford - Slope Map



### 2.3. Water Resources

There are several types of water resources in Ashford. These include streams, some of which have been designated by the NY Department of Environmental Conservation as protected streams; wetlands; and aquifers.

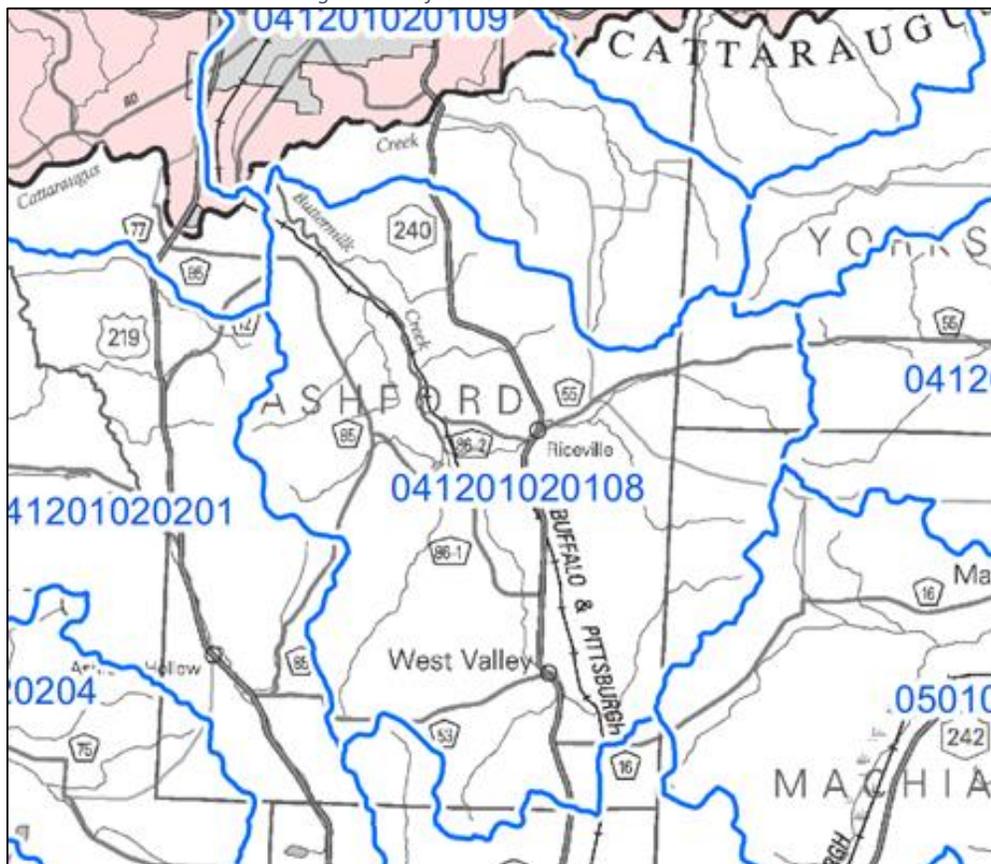
### 2.3.1. Streams and Drainage Areas

The outlines of the various drainage areas in Ashford are drawn on the map below. The delineation of these areas is important to the planning of water supplies, storm and sanitary sewer systems and potential recreation lakes required by future development. Cattaraugus Creek and its main local tributaries - Buttermilk and Connoisarauley Creeks, provide the major surface drainage for the Town. Buttermilk Creek has its source in the southeast corner of the Town and flows northward into Cattaraugus Creek. The Gooseneck Creek flows west to the Buttermilk Creek.

The western one-third of the Town drains westerly into Connoisarauley Creek and then north into Cattaraugus Creek. Its source is in the town of Ellicottville. The erosive action of this waterway has created over one-half mile of spectacular gorges, waterfalls and pools along its lower length.

As further depicted, several smaller drainage basins make up the remainder of the surface drainage system. In the northeast, the Sony Brook is a separate tributary while three other areas along the northern boundary drain directly into the Cattaraugus. A small piece of the southeastern corner of the Town falls into another major watershed and drains south into Beaver Meadows Creek. On the opposite corner, the edge of the East Otto Creek drainage basin extends into the Town.

Figure 4. Ashford - Watershed Boundaries



### 2.3.2. Classifications of Water

All waters of the state are provided a class and standard designation based on existing or expected best usage of each water or waterway segment. The classification AA or A is assigned to waters used as a source of drinking water. Classification B indicates a best usage for swimming and other contact recreation, but

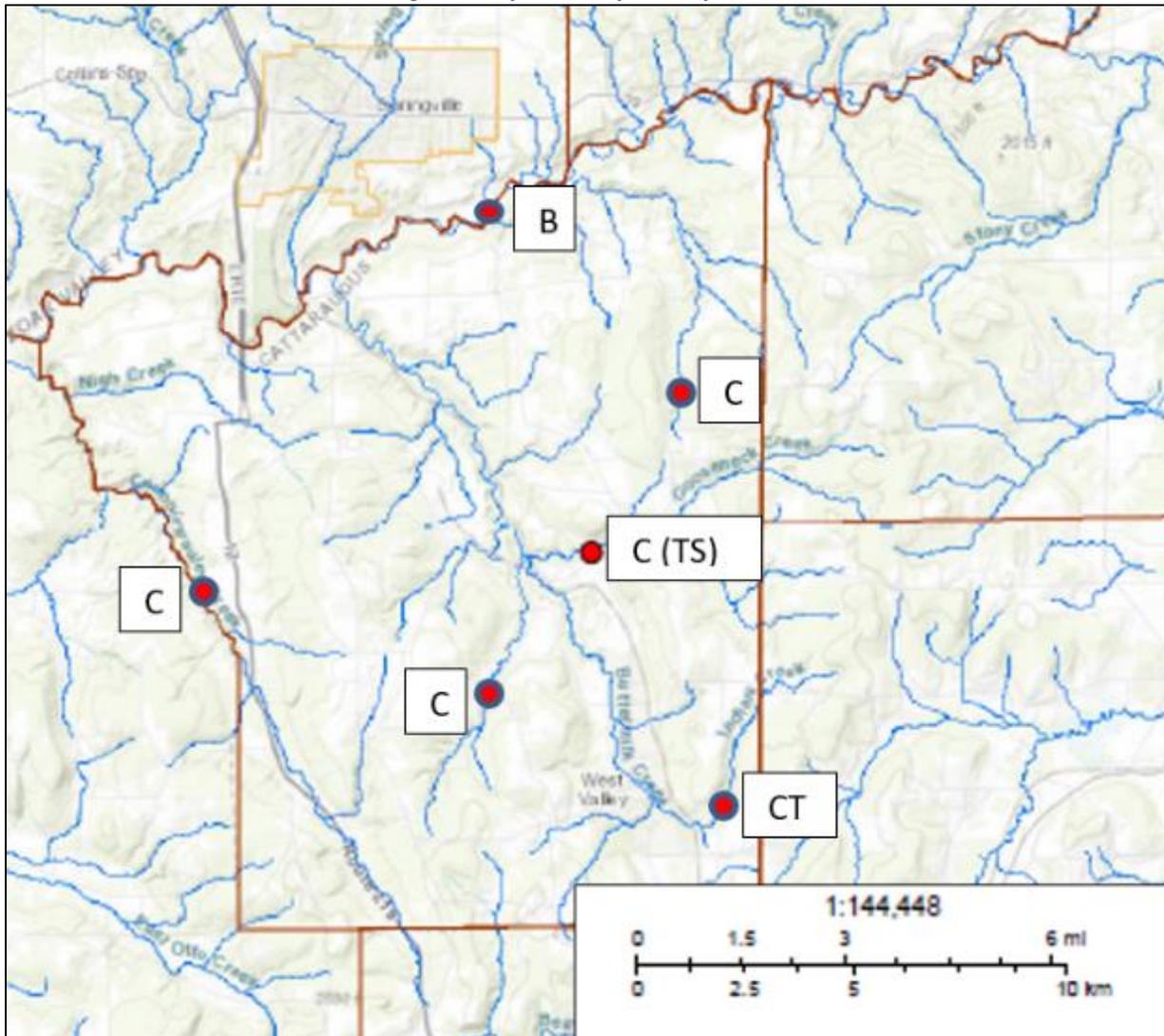
not for drinking water. Classification C is for waters supporting fisheries and suitable for non - contact activities. The lowest classification and standard is D.

Waters with classifications A, B, and C may also have a standard of (T), indicating that it may support a trout population, or (TS), indicating that it may support trout spawning (TS). Special requirements apply to sustain these waters that support these valuable and sensitive fisheries resources.

A NYS Protection of Waters Permit is required for the disturbance of the bed or banks of a protected stream, which includes water bodies in the course of a stream of 10 acres or less, with a classification of AA, A or B, or with a classification of C with a standard of (T) or (TS).

In the Town of Ashford the surface waters are generally classified as C with a few surface water segments classified as either CT or CTS. The Gooseneck Creek is classified as CTS and the Indian Creek is classified as CT. Tributaries that feed into the Connoisarauley Creek have a C classification as does the Connoisarauley Creek. The Buttermilk Creek has a C classification. The creeks in the Town of Ashford flow northwest into the Cattaraugus Creek which has a B classification.

Figure 5. Ashford - Classification of Water



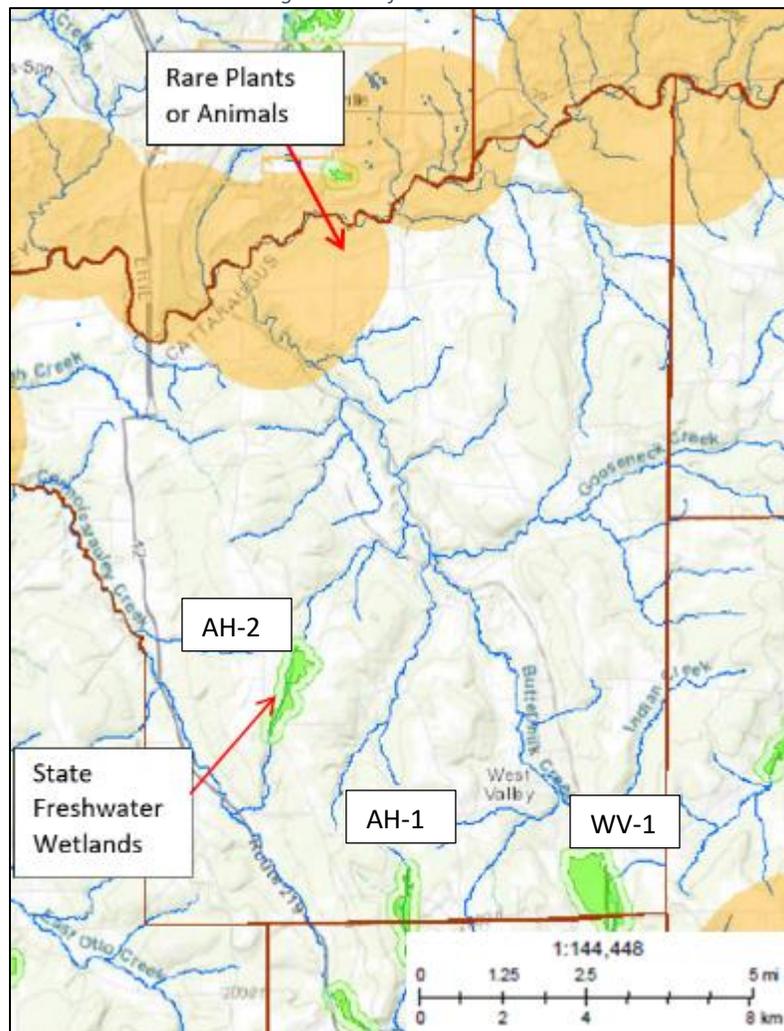
### 2.3.3. Wetlands

Wetlands are valuable physical resources, which can provide flood control protection, surface and ground water protection, wildlife habitat and recreational opportunities. Some wetlands are protected under the New York State Freshwater Wetlands Act, which is administered by New York State Department of Environmental Conservation (NYSDEC). Certain activities that occur in a designated wetland or within 100 feet of its boundary are regulated by NYSDEC.

NYSDEC has mapped three wetland areas in Ashford under the provisions of the Freshwater Wetlands Act. These are:

- AH-1, located on the town line between Ellicottville and Ashford, just east of Hebdon Road. The wetland is approximately 53.2 acres.
- AH-2, located between Dutch Hill Road to the west and Rock Spring Road (County Road 85) to the east. The wetland is approximately 77.6 acres.
- WV-1, located between West Valley Road (County Road 32) and Kruse Road. Tributary 1 of Beaver Meadows Creek flows through this wetland. The wetland is approximately 285.2 acres.

Figure 6. Ashford - Wetlands

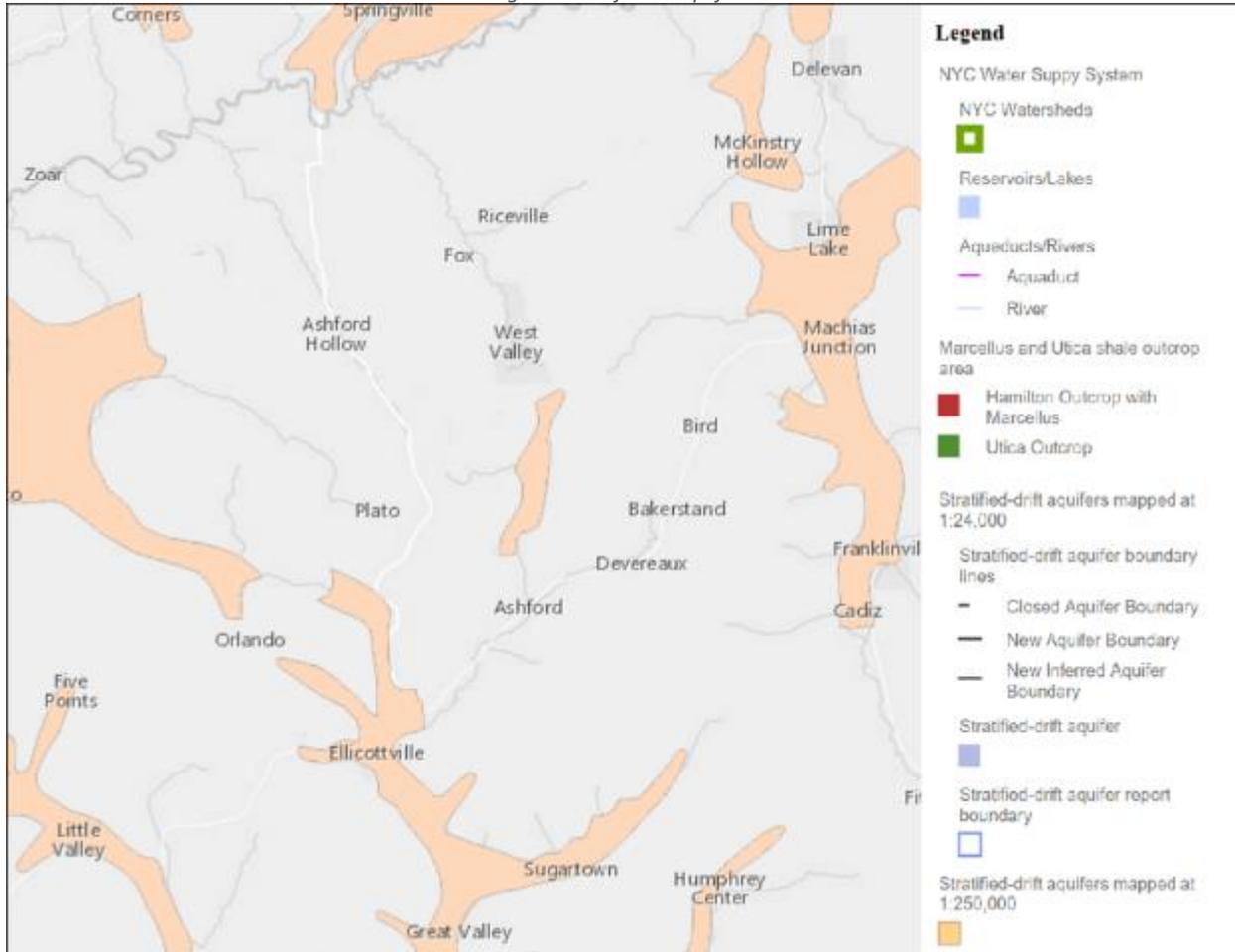


Source: NY State Department of Environmental Conservation, Environmental Resource Mapper

### 2.3.4. Aquifers

Aquifers are important reservoirs of ground water. The US Department of the Interior Geological Survey has mapped aquifers in Western New York. There is one aquifer in Ashford, which is shown on the map below. The aquifer is located in the southeastern section of Ashford, in association with Beaver Meadows Creek and wetlands WV-1. The Geological Survey estimated the yield of this aquifer at 5 to 50 gallons per minute (gpm). This is a relatively low rate of transmissivity.

Figure 7. Ashford - Aquifers



### 2.3.5. Flood Hazard Areas

Areas of flood hazard are shown on the map below. The flood hazard in Ashford is classified as Special Flood Hazard Areas (SFHA) and has been identified and mapped by the Federal Emergency Management Agency, (FEMA) on the Flood Insurance Rate Map (FIRM) for Ashford. The SFHA is also known as the 100-year floodplain. Statistically, areas of flood hazard have a one percent chance of being inundated in any year.

The SFHA is divided by FEMA into a floodway and a floodway fringe. The floodway is the channel of the stream, plus any adjacent floodplain areas, that must be kept free of encroachment so that the 100-year flood can be carried without substantial increases in flood heights. The portion of the SFHA between the

floodway and the boundary of the 100-year floodplain is known as the floodway fringe. Development within a regulatory floodway is severely restricted. Development within the floodway fringe is regulated to minimize damage to persons and property.

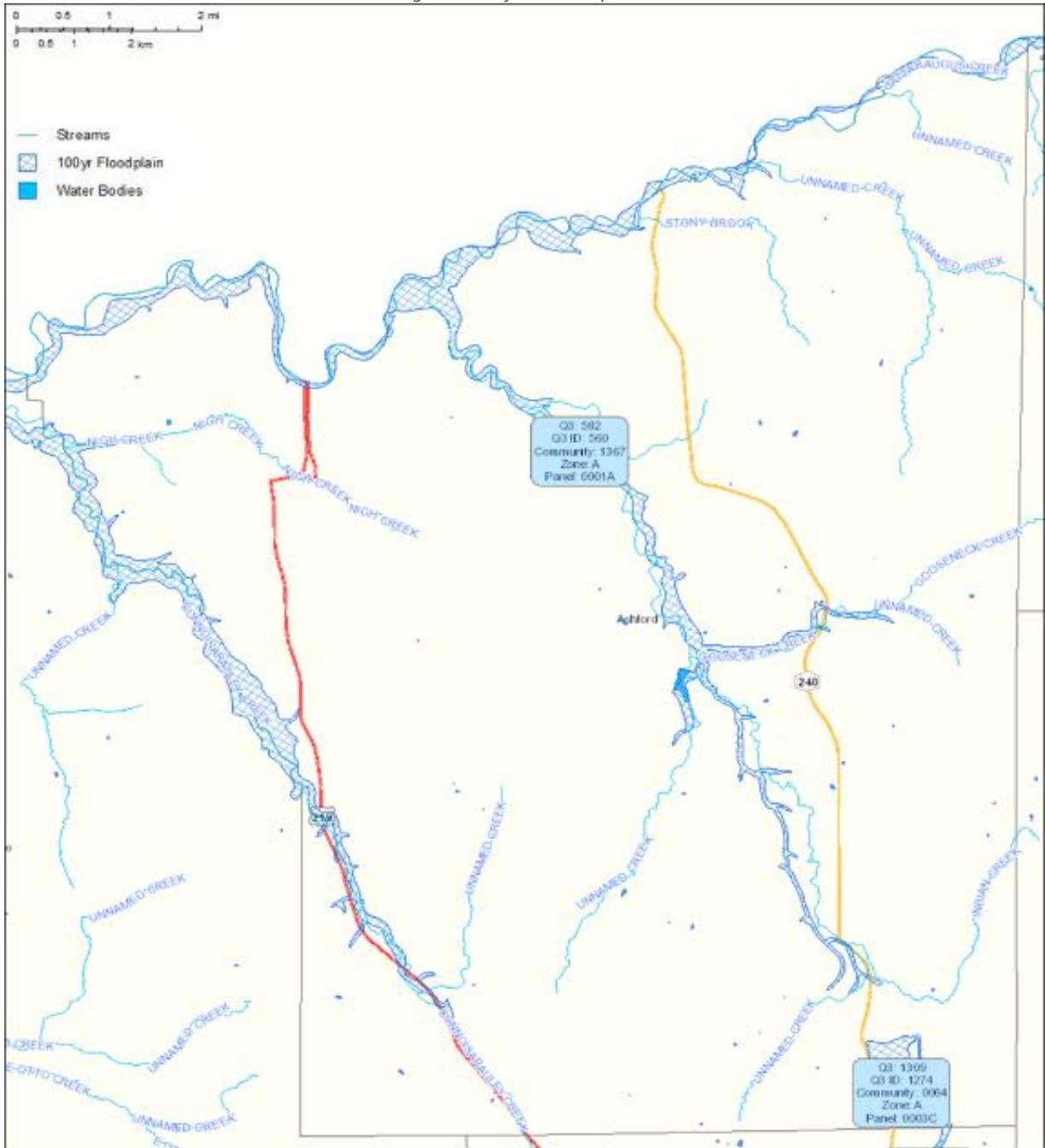
Most of the major streams in Ashford have floodplains associated with them. These include:

- Buttermilk Creek
- Connoisarauley Creek
- Cattaraugus Creek
- Gooseneck Creek

A floodplain can also be found on the WV-1 wetland in the southeast area of Ashford.



Figure 8. Ashford - Floodplains



### 2.3.6. Soils

The soils in the Town of Ashford, with the exception of valleys where upland soils have subsequently been deposited by water action, come from glacial activity. Cattaraugus County experienced several advances and retreats of glacial ice during the Pleistocene ice age. The ice age began about 300,000 years ago and ended during the late Wisconsin glaciation, about 12,000 to 17,000 years ago.

The soil characteristics vary considerably and surface soil textures range from gravelly loam to clay with a high percentage of silt loams. The most common upland soil types are Fremont-Schuyler silt loam, Volusia-Mardin silt loam, Rhinebeck-Hudson-Niagara soils and the Valois-Chenango-Castille gravelly silt loam.

The Fremont soils are somewhat poorly drained and are nearly level to strongly sloping. They are on broad upland flats, in saddles, and on side slopes. The subsoil and substratum are medium to moderately fine textured. The rate of water movement is moderate in the surface layer, moderately slow or moderate in the upper part of the subsoil, and very slow or slow in the lower part of the subsoil and substratum.

The Rhinebeck soils formed in very deep, lake-laid deposits that are dominantly clay and silts. They are fine textured, somewhat poorly drained, and nearly level to strongly sloping. They are on broad flats on valley plains. They generally do not contain rock fragments. The rate of water movement is moderately slow or moderate in the surface layer, and slow in the subsoil and substratum.

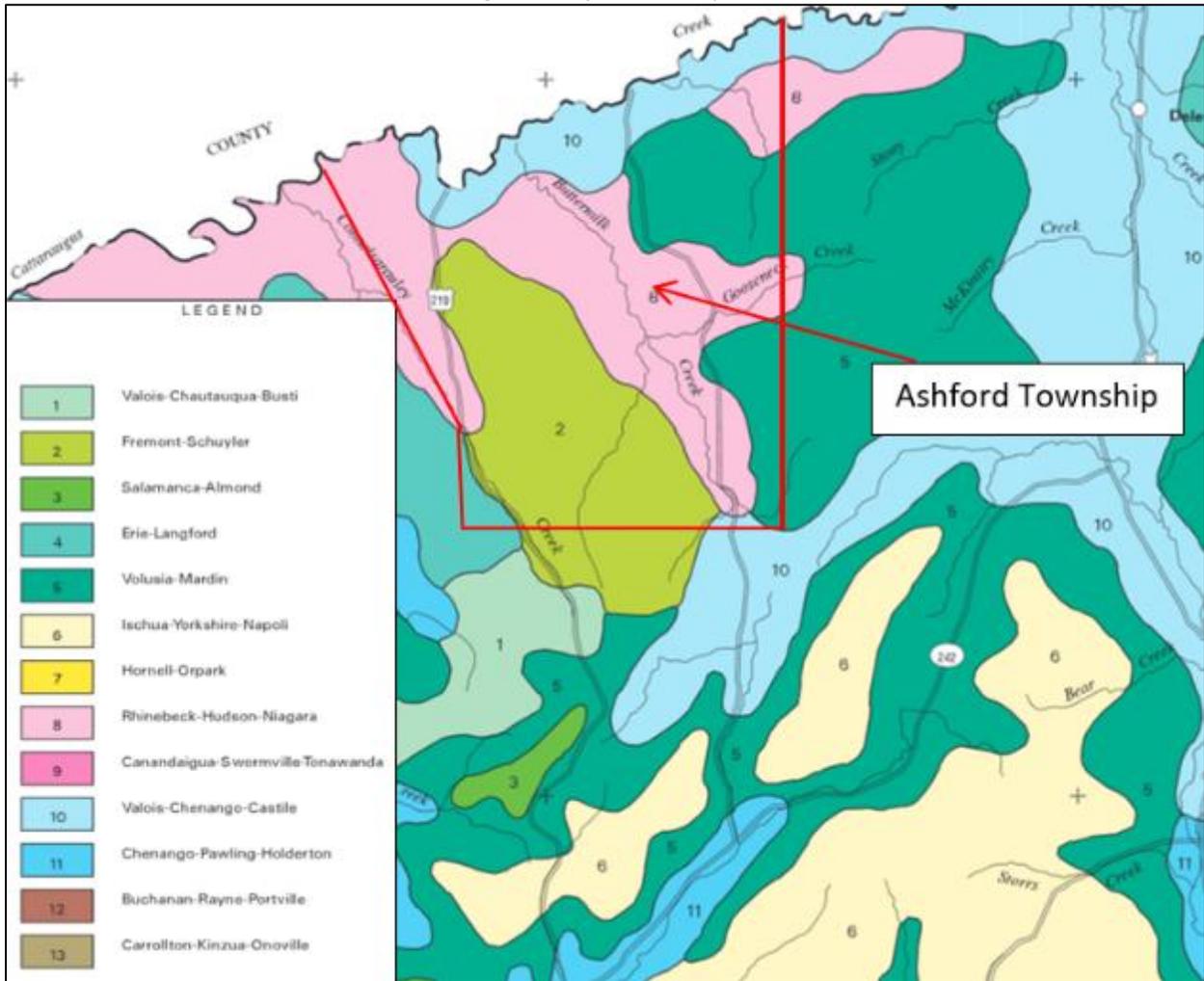
The Valois soils formed in a very deep glacial till that is derived from sandstone, siltstone, and shale and commonly is intricately intermingled with or underlain by glacial outwash. These soils are medium and moderately coarse textured, well drained and gently sloping to very steep. They are present on low knolls, ridges, and hills on lower valley sides and valley floors. The rate of water movement is moderate in the surface layer and subsoil and moderate or moderately rapid in the substratum.

With the exception of the Mardin soil which is a moderately well-drained, upland soil, all of these are classified as poorly and imperfectly drained soils (See Figure 8). They characteristically have gray, compact, impervious subsoils, which impede the penetration of water and roots. In Cattaraugus County, there is more vacant land among the soils of this group than any other group and forests appear to be the most feasible crop.

Along the escarpment plateau, the predominant soils are Chenango gravelly silt loam and Mahoning silty clay loam. The Chenango type, because of its content and textural qualities, is considered choice for agricultural purposes. The lands in the Town having this soil type are, for reasons of topography and drainage, also the most ideal lands for urban community growth. The Mahoning soils are poorly drained with qualities similar to the upland types. Their presence along the steeper and transition slope area, however, will not adversely affect the development potential of the plateau areas.

The permeability of the soil in the West Valley Hamlet is moderate to poor. As a consequence of this limitation on natural drainage, storm water runoff will become an increasing problem as development occurs. More important, the low permeability will create a health hazard if excessive amounts of sewage effluent are applied. The common method of sewage disposition is by means of septic tank and leach field, which will be safe only if it is correlated with soil types and density of use.

Figure 9. Ashford - Soil Maps



### 2.3.7. Wildfire and Plant Habitat

Ashford lies within the northern deciduous forest biome, and the diversity of its vegetation is typical to the region. Wildlife indigenous to Ashford includes white-tailed deer and various indigenous and migratory birds, reptiles, and small animals. The New York State Department of Environmental Conservation (NYSDEC) maintains a database of threatened or endangered species of plants and animals. According to this database, there are no known threatened or endangered animals in Ashford. However, the database does show that there are records for two beetles that are rare in the state and of conservation concern, and of a significant natural community. In addition, the State has identified in the Town of Ashford the Hemlock-Northern Hardwood Forest as a rare species from the databases of the NY Natural Heritage Program. See Figure 6 for map features.

### 2.3.8. Historic Resources

Ashford does not have any historic sites listed on the National Register of Historic Places.

## 2.4. Demographics

Located thirty-five minutes south of Buffalo, New York, in scenic Cattaraugus County, Ashford's quiet streets, small locally-owned businesses, and active service organizations are all a part of the friendly small-town atmosphere.

Henry Frank, a former Revolutionary War scout, is thought to have been the first settler in the area which became the Town of Ashford in 1824. The hamlet of West Valley was named in honor of George West, an early Ashford Town Supervisor and later a New York State Assemblyman.

### 2.4.1. Population Trends

Ashford is home to approximately 2,142 residents (U.S. Census). A comparison of the 2000 and 2010 Census reveals that the area has decreased in population. In 2000, Ashford's population was 2,223 people and by 2010 it lost 91 residents, recording 2,132 people. Over the 10-year time span, Ashford's annual growth rate was approximately 0.96 percent. From 2010 to 2015, Ashford experienced slight population growth, adding 10 new residents, accounting for a 1 percent growth rate. During this time period, the County continued to lose population.

Table 1. Population

Population	2000	2010	2015	Percent Change		
				2000-2010	2010-2015	2000-2015
Ashford	2,223	2,132	2,142	-4.1%	0.5%	-3.6%
West Valley	N/A	518	468	-	-9.7%	-
Cattaraugus County	83,955	80,317	78,962	-4.3%	-1.7%	-5.9%

Source: US Census 2000 & 2010, ACS 2011-2015

West Valley Hamlet is found in the southeast part of Ashford at the junction of Routes 53 and 240. The population of the Hamlet according to the 2010 US Census is 518 persons. By 2015, the Hamlet lost 50 people, shrinking 9.7 percent. During the 5-year time period, the Town had a growth rate of 0.005 percent.

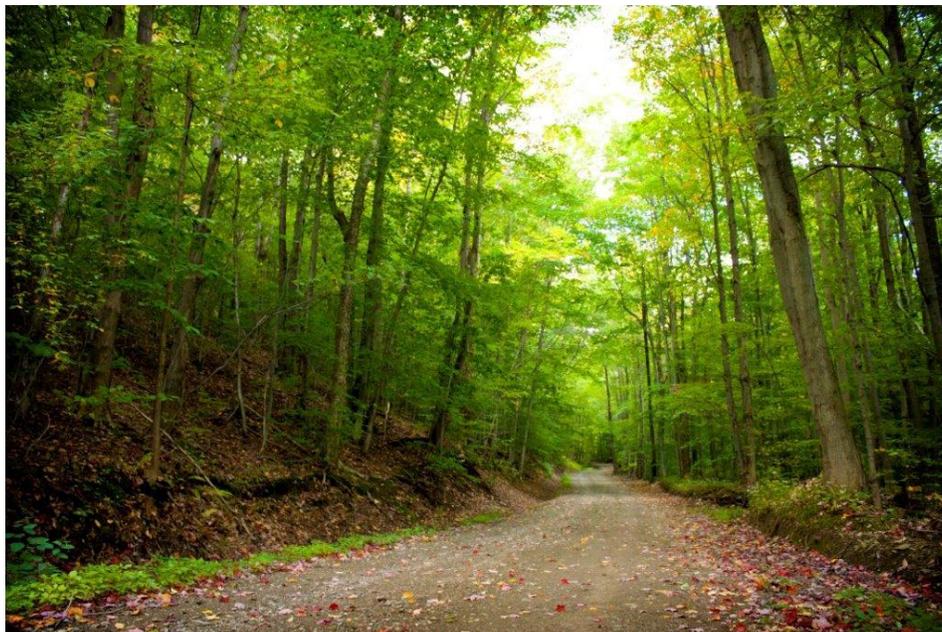
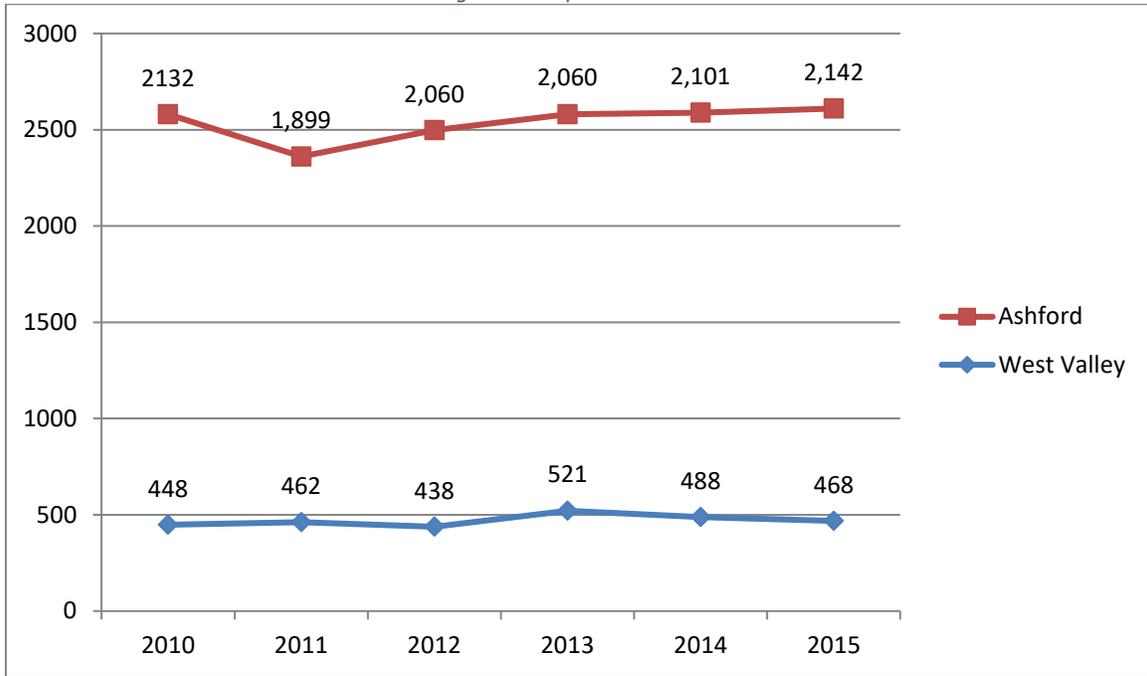


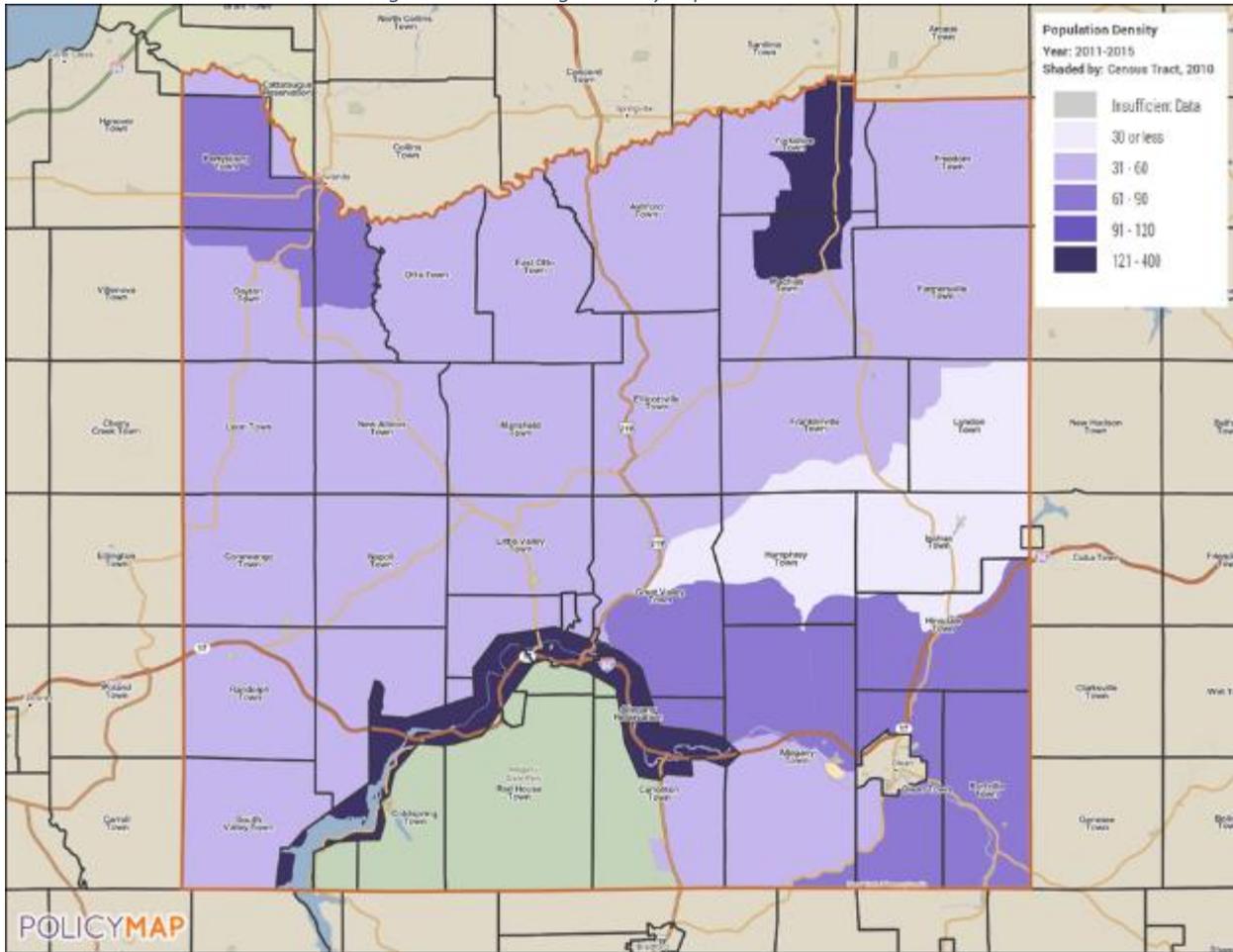
Figure 10. Population Trends



The following map illustrates population density in Ashford and Cattaraugus County. Population density was determined by taking the count of people and dividing it by the square mileage of the area. The most densely populated area in the County can be found along the Allegheny River in southern Cattaraugus County and in Yorkshire Town and Machias Town in the northeastern Cattaraugus County.



Figure 11. Cattaraugus County Population Densities



#### 2.4.2. Age

The population of Ashford has been aging. Median age increased from 38.4 years in 2000 to 45 years in 2010. The most current estimate indicates the median age was 46.2 years in 2015. The proportion of the population that is 65 or older has increased from 11.7 percent of all persons in 2000, to 15.3 percent in 2010, to an estimated 20.26 percent of the population in 2015. There has been a corresponding decrease in the proportion of minors in the Town. In 2000, persons under 18 years of age made up 26.8 percent of Ashford’s population. That proportion was 20.8 percent in 2010, and has increased slightly and is estimated to be 21.71 percent in 2015. There have also been losses in the number of persons aged 18 to 64, and there are 124 fewer residents in that age group now than in 2000. However, the proportion of this middle age group has remained relatively stable, consistently representing approximately 60 percent of the population.

Table 2. Ashford - Age Distribution

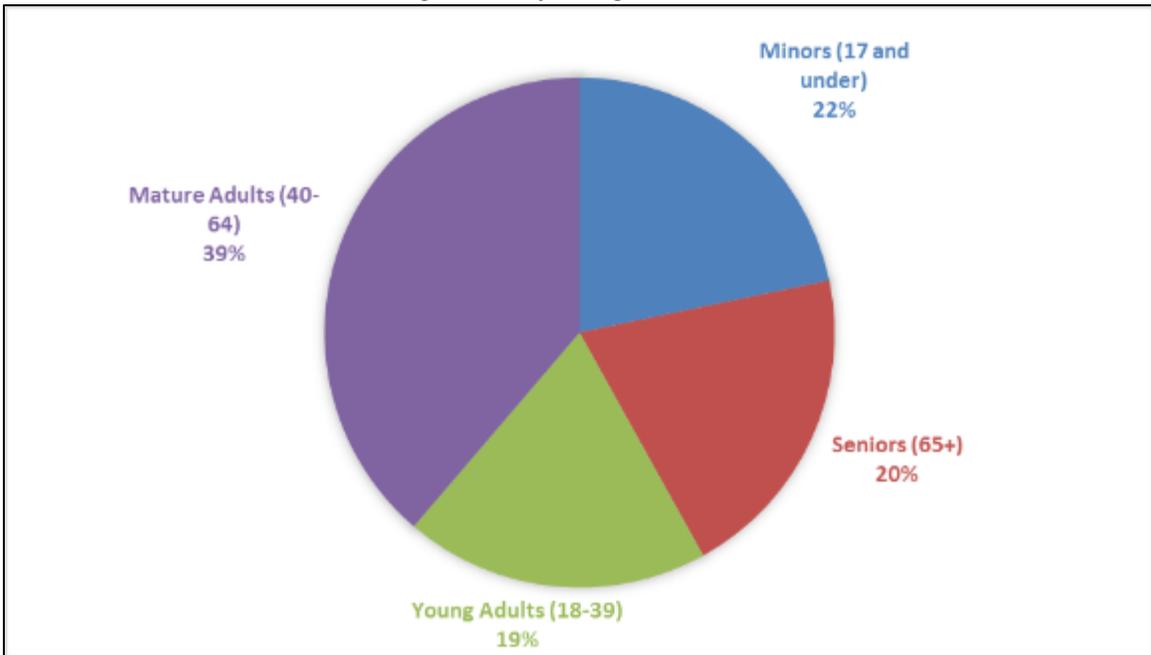
Age Group	2000		2010		2015		Percent Change		
	#	%	#	%	#	%	2000-2010	2010-2015	2000-2015
0-9	297	13.4%	203	9.5%	236	11.0%	-31.6%	16.1%	-20.7%
10-19	336	15.1%	291	13.6%	272	12.7%	-13.4%	-6.5%	-19.0%
20-29	205	9.2%	198	9.3%	199	9.3%	-3.4%	0.6%	-2.8%
30-39	340	15.3%	209	9.8%	171	8.0%	-38.5%	-18.0%	-49.6%

Age Group	2000		2010		2015		Percent Change		
	#	%	#	%	#	%	2000-2010	2010-2015	2000-2015
40-49	355	16.0%	378	17.7%	311	14.5%	6.5%	-17.8%	-12.5%
50-59	329	14.8%	352	16.5%	334	15.6%	7.0%	-5.1%	1.6%
60-69	180	8.1%	297	13.9%	364	17.0%	65.0%	22.6%	102.3%
70-79	113	5.1%	135	6.3%	188	8.8%	19.5%	39.6%	66.8%
80+	68	3.1%	69	3.2%	64	3.0%	1.5%	-6.9%	-5.5%

Source: US Census 2000 & 2010, ACS 2011-2015

The largest proportion of the population can be categorized as mature adults (age 40 to 64), which makes up 39 percent of the population. Minors (under 18) are the second largest group, and seniors (65+) make up 20 percent.

Figure 12. Ashford - Age Distribution



### 2.5. Physical Setting and Demographic Goals

**Goal:** Minimize soil erosion and flooding caused from development planned in the two identified Planning Districts.

**Goal:** Preserve the benthic and biota in the 100-year floodplain.

**Goal:** Increase the population in the Town of Ashford.

### 2.6. Physical Setting and Demographic Recommendations

- Focus development efforts in the two Planning Districts in areas with soils that are well drained.
- Limit development in the 100-year floodplain.
- Restrict development in the two Planning Districts to land areas with slopes greater than 20%.

- Support development in the Planning Districts that incorporates stormwater quality and quantity management systems that will protect surface waters, floodplains, wetlands and habitats.
- Develop and implement strategies focused on attracting a younger demographic to live and work in the Town of Ashford.

## Element 3: Housing

This element provides a baseline assessment of Ashford’s current housing stock. The housing characteristics of a community are an important element of a comprehensive plan. First, the physical location of housing often determines where municipal service provisions need to be concentrated. Second, the condition of housing stock is often a good indicator of social and economic conditions present within a community. Finally, identifying housing clusters of new development will often indicate where future housing is likely to locate, and what capital improvements might be necessary to accommodate new populations. The information presented in this element of the Town of Ashford’s Master Development Plan will provide officials with information about the current housing stock and detail occupancy characteristics. It will also list housing issues and recommendations to help guide future housing development.

### 3.1. Existing Housing Conditions

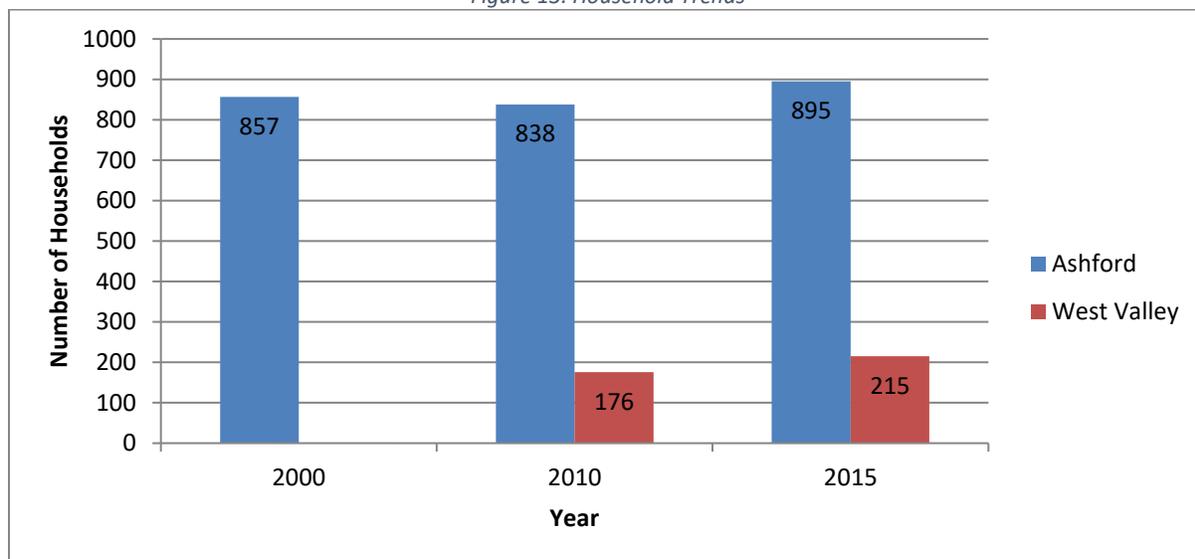
A majority of the information listed in the following section was taken directly from US Census data years 2000, 2010 and 2015.

#### 3.1.1. Household Trends

In contrast to population trends, the number of households in Ashford has been modestly increasing. The number of households in Ashford grew from 857 to 895 between 2000 and 2015, which is an increase of 4.3 percent. The slight increase in the number of households despite population declines is due to a trend toward smaller households, consistent with national trends. The average household size in Ashford fell from 2.59 persons in 2000 to 2.39 persons in 2015. The average family<sup>1</sup> size declined very slightly, staying at just about 3 persons per family over the 15-year time period.

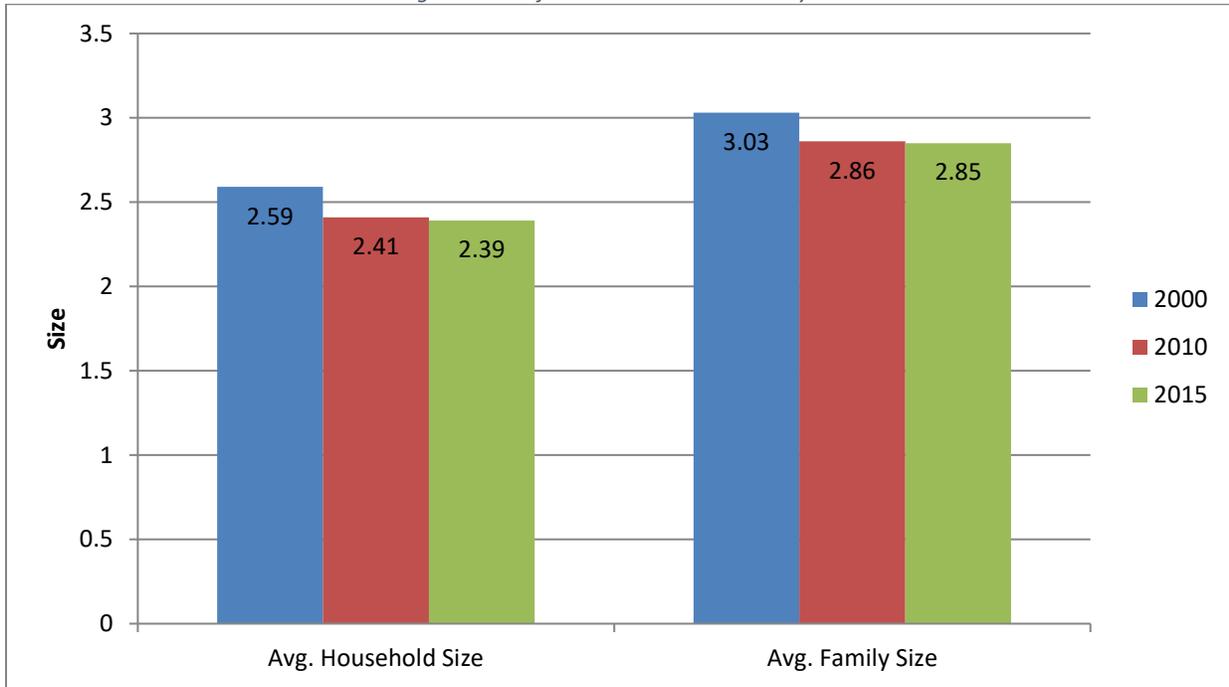
West Valley Hamlet follows Ashford’s overall housing trends. Between 2010 and 2015, the Hamlet added 10 housing units.

Figure 13. Household Trends



<sup>1</sup> The Census defines “family” as a group of two or more people who are related by birth, marriage, or adoption and residing together. One-person households are not included in the count of families.

Figure 14. Ashford - Household and Family Size



As is the case across the country, the makeup of the typical family in Ashford has been changing. The number of households that fall under the Census definition of a family (two or more related persons living together) has been decreasing, while the number of non-family households has been increasing. Between 2000 and 2010, the number of families decreased by about 5 percent, while the number of non-family households increased by 6 percent over the same time period. Between 2010 and 2015, the number of families slightly increased by about 1 percent, while the number of non-family households significantly increased by 22 percent over the same time period.

Table 3. Ashford - Household Type (Occupied Units)

	2000		2010		2015		Percent Change		
	#	%	#	%	#	%	2000-2010	2010-2015	2000-2015
Total Households	857	-	838	-	895	-	-2.22%	6.80%	4.43%
Family Households	634	73.98%	602	71.84%	607	67.82%	-5.05%	0.83%	-4.26%
Married Couple Families	529	61.73%	444	52.98%	488	54.53%	-16.07%	9.91%	-7.75%
Male householder, no wife present	34	3.97%	57	6.80%	0	0.00%	67.65%	-100%	-100%
Female householder, no husband present	71	8.28%	101	12.05%	119	13.30%	42.25%	17.82%	67.61%
Nonfamily Households	223	26.02%	236	28.16%	288	32.18%	5.83%	22.03%	29.15%

US Census 2000 & 2010, ACS 2011-2015

### 3.1.2. Housing Trends

There were an estimated 1,049 housing units in Ashford in 2015. While the number of housing units has been increasing, the number of households has been increasing at a faster rate. Whereas the number of occupied housing units (households) grew by 4.4 percent between 2000 and 2015, the total number of housing units only grew by 2.5 percent.

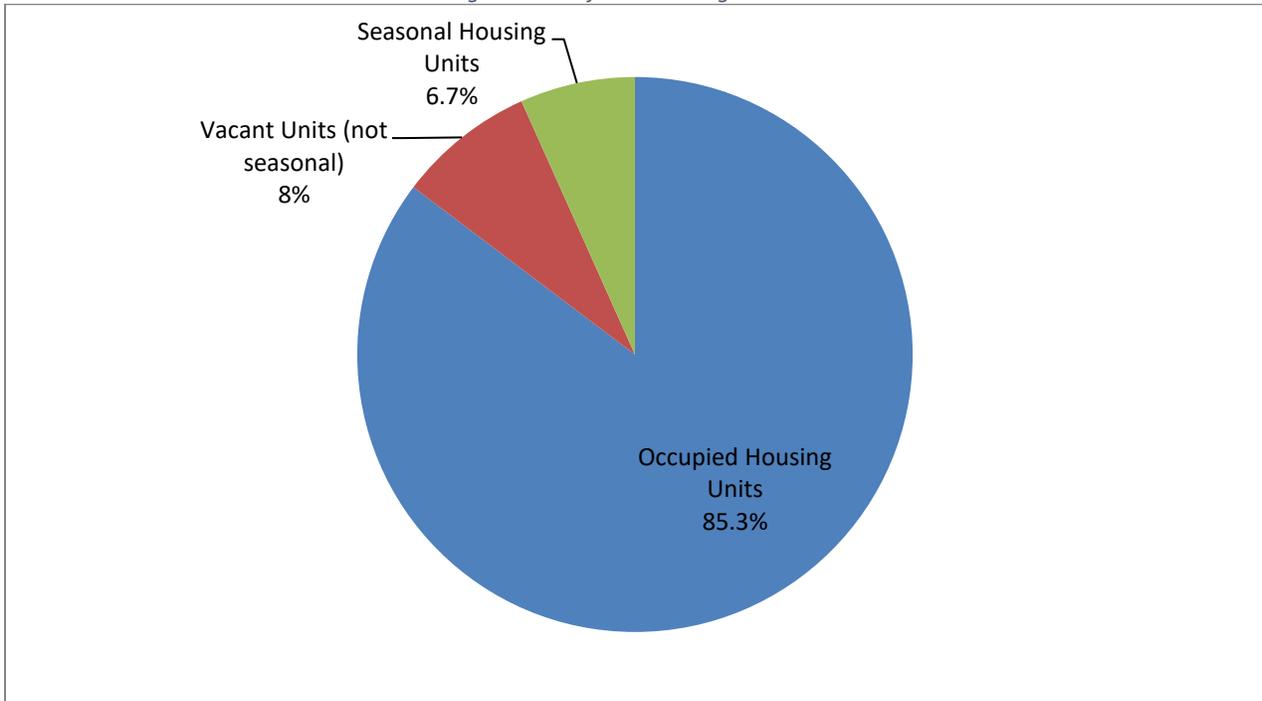
Table 4. Ashford - Housing Trends

	2000		2010		2015		Percent Change		
	#	%	#	%	#	%	2000-2010	2010-2015	2000-2015
Total Housing Units	1,023	100	1,058	100	1,049	100	3.4%	-0.9%	2.5%
Occupied Housing Units	857	83.8	838	79.2	895	85.3	-2.2%	6.8%	4.4%
Vacant Housing Units	166	16.2	220	20.8	154	14.7	32.5%	-30.0%	-7.2%
US Census 2000 & 2010, ACS 2011-2015									

There are approximately 14.7 percent of housing units that are currently available in the Town. However, in Ashford, a significant proportion of what are classified as “vacant” units are second homes and seasonal rental properties. In Ashford, approximately 6.7 percent of all units are categorized as “seasonal housing.” This category means that the house is not considered the primary residence of the owner, and generally is occupied only for a portion of the year. While these homes are technically “vacant” by Census definitions, they are intentionally kept for occasional use, either as a second home or a seasonal rental property. The number of seasonal housing units shrunk from 11.3 percent of units in 2010 to 6.7 percent in 2015.

The remaining 8 percent of vacant units include properties that are unoccupied due to other reasons, such as normal transition in the market (vacant while they are for sale or for rent); properties being renovated; properties as part of estates; properties in foreclosure; and homes the owner is keeping intentionally vacant for storage or other reasons.

Figure 15. Ashford – Housing Trends



Housing tenure has remained fairly stable in Ashford. In 2015, approximately 81.6 percent of units are occupied by the home owner, while about 18.4 percent were occupied by renters. This proportion of owner to renter has not varied significantly since 2000. The growth in the number of housing units has largely been in rental properties. The number of occupied rentals in Ashford increased from 133 in 2000 to an estimated 165 in 2015.

As previously noted, a total of 227 housing units are found within West Valley Hamlet, of which 213 are occupied. Approximately 76% of the housing units are owner occupied and the balance are rented.

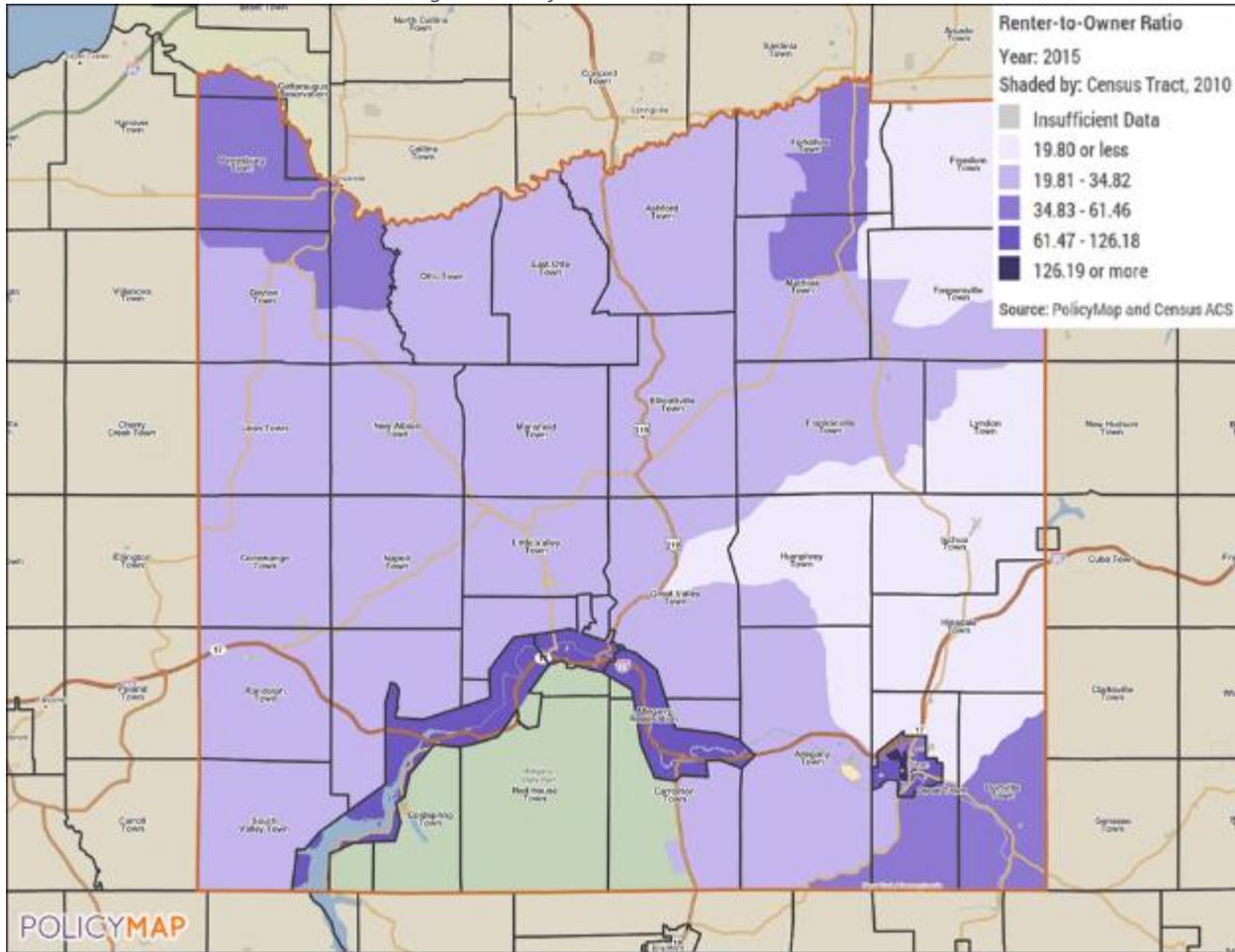
Table 5. Ashford - Housing Tenure Trends

	2000		2010		2015		Percent Change		
	#	%	#	%	#	%	2000-2010	2010-2015	2000-2015
Total Occupied Units	857	100	838	100	895	100	-2.2%	6.8%	4.4%
Owner Occupied	724	84.5	713	85.1	730	81.6	-1.5%	2.4%	0.8%
Renter Occupied	133	15.5	125	14.9	165	18.4	-6.0%	32.0%	24.1%

Source: US Census 2000 & 2010, ACS 2011-2015

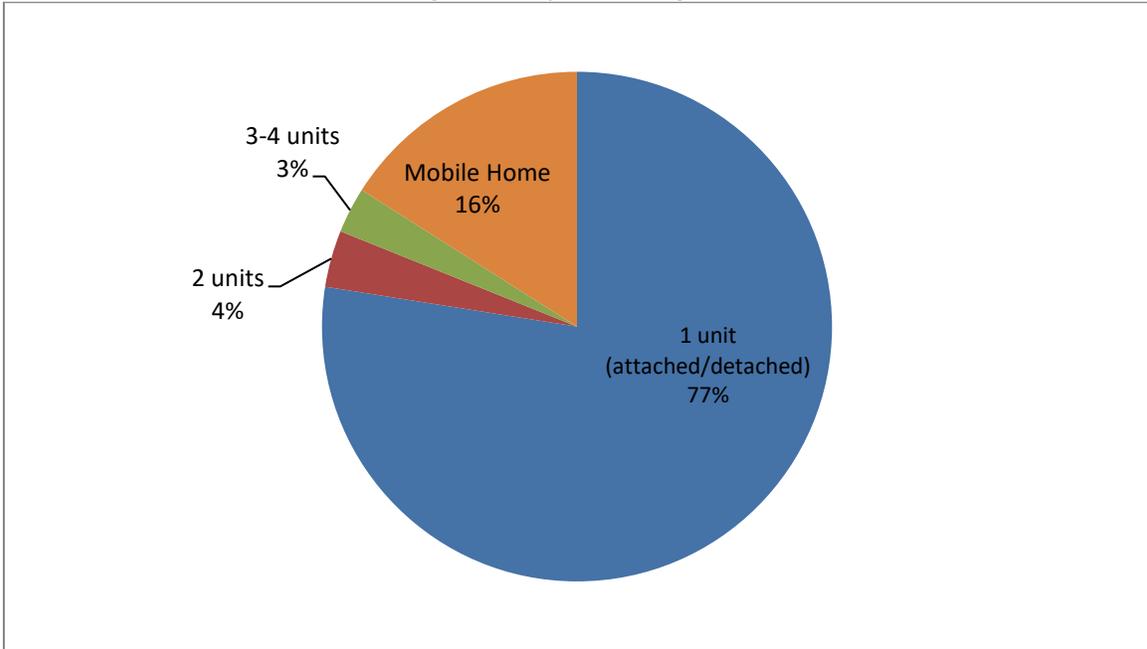
The renter-to-owner index in Ashford is 22.6. The index is the number of renter-occupied housing units for every 100 owner-occupied housing units. Higher values indicate geographies where there are more renter households, compared to owner households. Within the County, Salamanca Town has the lowest index, while Salamanca City has the highest. Of the 37 Cattaraugus County Subdivisions, Ashford was ranked 16th.

Figure 16. Ashford - Renter-to-Owner Index



The housing stock in Ashford is largely single unit dwellings. According to Census estimates, 77.5 percent of residential units are one-family homes and another 16 percent are mobile homes, representing 93.5 percent of the housing stock. About 3.6 percent of units are in two-family homes or doubles. The remainder of units (approximately 2.9 percent) is in multiple-unit homes (three-or-four units in the building).

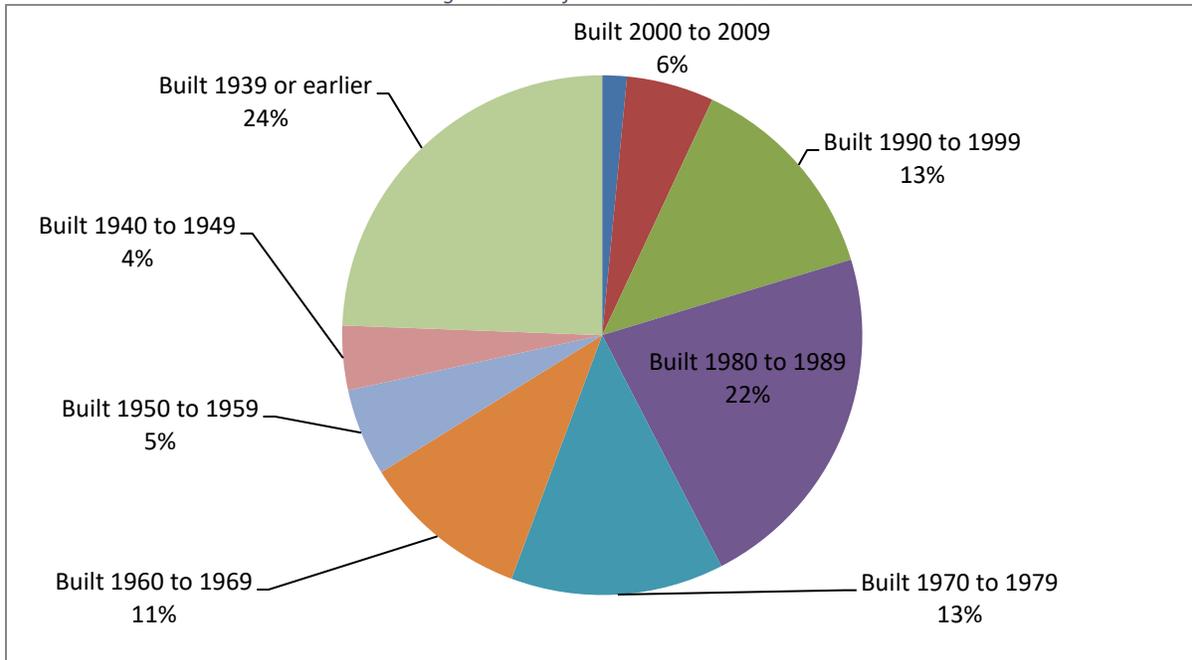
Figure 17. Ashford - Housing Units



The median value of an owner-occupied housing unit from 2011-2015 in Ashford was \$114,700, which is well above Cattaraugus County’s median value of \$84,600. Gross rent in Ashford \$624, which is slightly higher than the County’s which was \$617.

Data on the age of the housing stock in Ashford indicates that slightly less than 25 percent of units were built in 1939 or earlier and another 22 percent was built from 1980 to 1989. Approximately 8 percent has been built since 2000. The remaining housing stock is relatively evenly distributed by decade, with each decade comprising between 5 to 13 percent of the housing stock.

Figure 18. Ashford - Year Home Built



### 3.1.3. Affordable Housing

The Town of Ashford, like most rural communities, does not contain any public housing. However, there is a great diversity in housing options available within nearby incorporated communities at a variety of prices.

The New York State Office of Community Renewal administers the Community Development Block Grant (CDBG) program for the State of New York. The NYS CDBG program provides financial assistance to eligible cities, towns, and villages with populations under 50,000 and counties with an area population under 200,000, in order to develop viable communities by providing decent, affordable housing, and suitable living environments, as well as expanding economic opportunities, principally for persons of low and moderate income.

In addition, the New York State Home Partnership Investment Program (HOME) is administered by the New York State Housing Trust Fund Corporation (HTFC). The program uses federal HOME funds to expand the supply of decent, safe, and affordable housing within the State.

The HOME Program funds a variety of activities through partnerships with counties, towns, cities, villages, private developers, and community-based non-profit housing organizations. The program provides funds to acquire, rehabilitate, or construct housing, or to provide assistance to low-income home-buyers and renters.

## 3.2. Housing Goals and Objectives

**Goal:** Identify home repair programming monies to address aging housing stock.

*Objective:* To maintain rural character by preserving homes.

**Goal:** Determine appropriate locations where new residential lots should be developed.

*Objectives:*

- Encourage new residential development on lands generally unsuitable for farming.
- To maintain and preserve viewsheds.
- To determine preferred setback requirements and possible revisions to the existing zoning code.

**Goal:** Maintain rural housing aesthetic.

*Objectives:*

- To explore the development of guidelines to control massing and structural characteristics of new housing.
- To ensure compatibility with established housing and farming operations.

**Goal:** Diversify the housing stock from single family residential to higher density forms of development within the two Planning Districts.

## 3.3. Housing Recommendations

- Pursue federal and state program funds to develop public housing.

- Apply for federal and state grants that fund repairs in housing that is older than 50 years.
- In the two Planning Districts (further described in Element 9), encourage neighborhood (subdivision) designs and locations that protect residential and agricultural areas from infringement by incompatible land uses, promote connectivity of road and environmental systems, and preserve rural character.
- Work with developers for appropriate structure siting to maintain natural features, employ cluster development to maximize open space and limit physical infrastructure.
- Control housing development through site investigations focused on slopes, soil classifications, and other metrics important for rural character preservation.
- Write zoning codes to distinguish residential districts with respect to density and intensity of use standards.
- Identifying opportunities for infill development (i.e., parcels of vacant land within an area previously developed) on existing residential lots in the West Valley Hamlet. Consider up-zoning such parcels to increase value and encourage higher density.

## Element 4: Transportation

This element includes a compilation of background information, visions, goals, objectives, policies, maps, and recommendations to guide the future development and maintenance of various modes of transportation in the Town of Ashford.

### 4.1. Existing Transportation Facilities

#### 4.1.1. Street Network

Two major roadways traverse Ashford. SR 219 is a major north-south route, which connects Canada and Buffalo in the north to Pennsylvania in the south. It also provides access to Interstate No. 86, a major east-west highway. Presently, SR 219 is a limited access two lane undivided highway which runs approximately through the center of Cattaraugus County from Erie County to the north and Pennsylvania to the south – See Figure 19. After a lengthy study, the New York State Department of Transportation (NYSDOT) has determined that SR 219 should be upgraded to a four-lane divided highway, the "freeway alternative," from Springville to Interstate No. 86. NYDOT's most recent available average annual daily traffic (AADT) for the segment of SR 219 in Ashford is around 8,493 cars.

The state has delineated a new right-of-way for SR 219, which will run generally easterly of the current alignment. There will be two interchanges in Ashford, one which will be at Peters Road and the other will be at Snake Run Road. The state has not released a definitive timetable for construction of the new road. A detailed map of the SR 219 Planning Area is shown in Figure 20.

NY Route 240- West Valley Road (or County Road 32) is an alternative north-south route, which connects to NY Route 324 and Interstate 290 in Amherst in northern Erie County and terminates at Route 242 in the hamlet of Ashford Junction in the Town of Ellicottville in northern Cattaraugus County. NYDOT's most recent available average annual daily traffic AADT for the segment of Route 240 in Ashford is 706 cars. The West Valley Hamlet is located in this area of the Town of Ashford and is the second area that the Town is seeking to develop a Master Development Plan - See Figure 21.

There are also several county roads in Ashford. These include:

- County Road 12 – Dutch Hill Road
- County Road 16- Roszyk Hill Road
- County Road 32 – West Valley Road (also known as Route 240)
- County Road 53 – Ashford Hollow Road
- County Road 55 – Goosneck Road
- County Road 85 – Schwartz Road/Rock Springs Road
- County Road 86- Thornwood Drive

#### 4.1.2. Rail

The Buffalo and Pittsburgh Railroad (BPRR), which is owned by Genesee & Wyoming, Inc., runs north-south from Buffalo to Pennsylvania. In Cattaraugus County, the line traverses Yorkshire, Machias Junction, Ellicottville, Great Valley, Salamanca, and Carrollton. At Ashford Junction in Ellicottville a branch line extends north to Ashford, serving the Western New York Nuclear Service Center.

Figure 19. Map of Existing Transportation Infrastructure

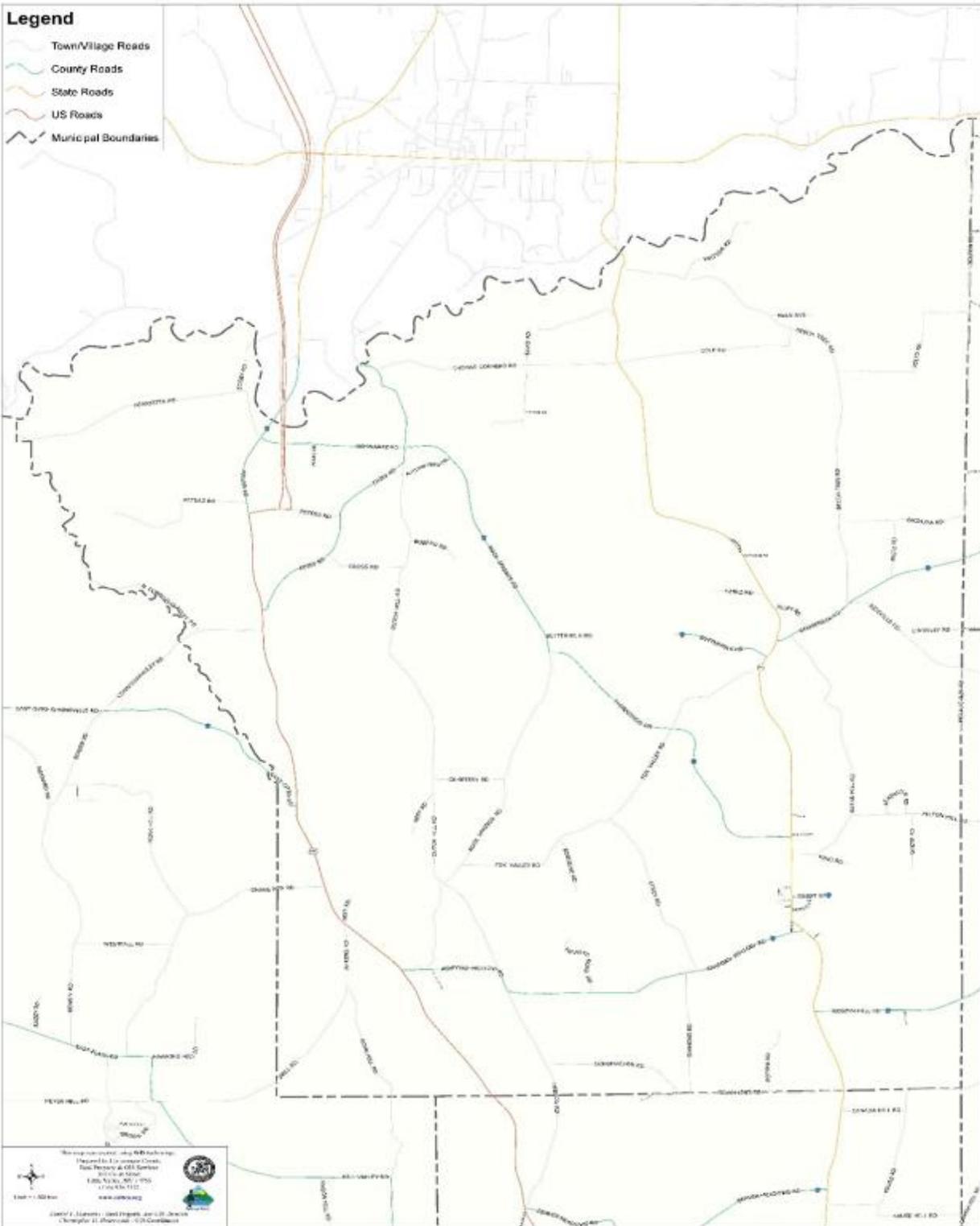


Figure 20. Ashford West Valley Hamlet Planning District

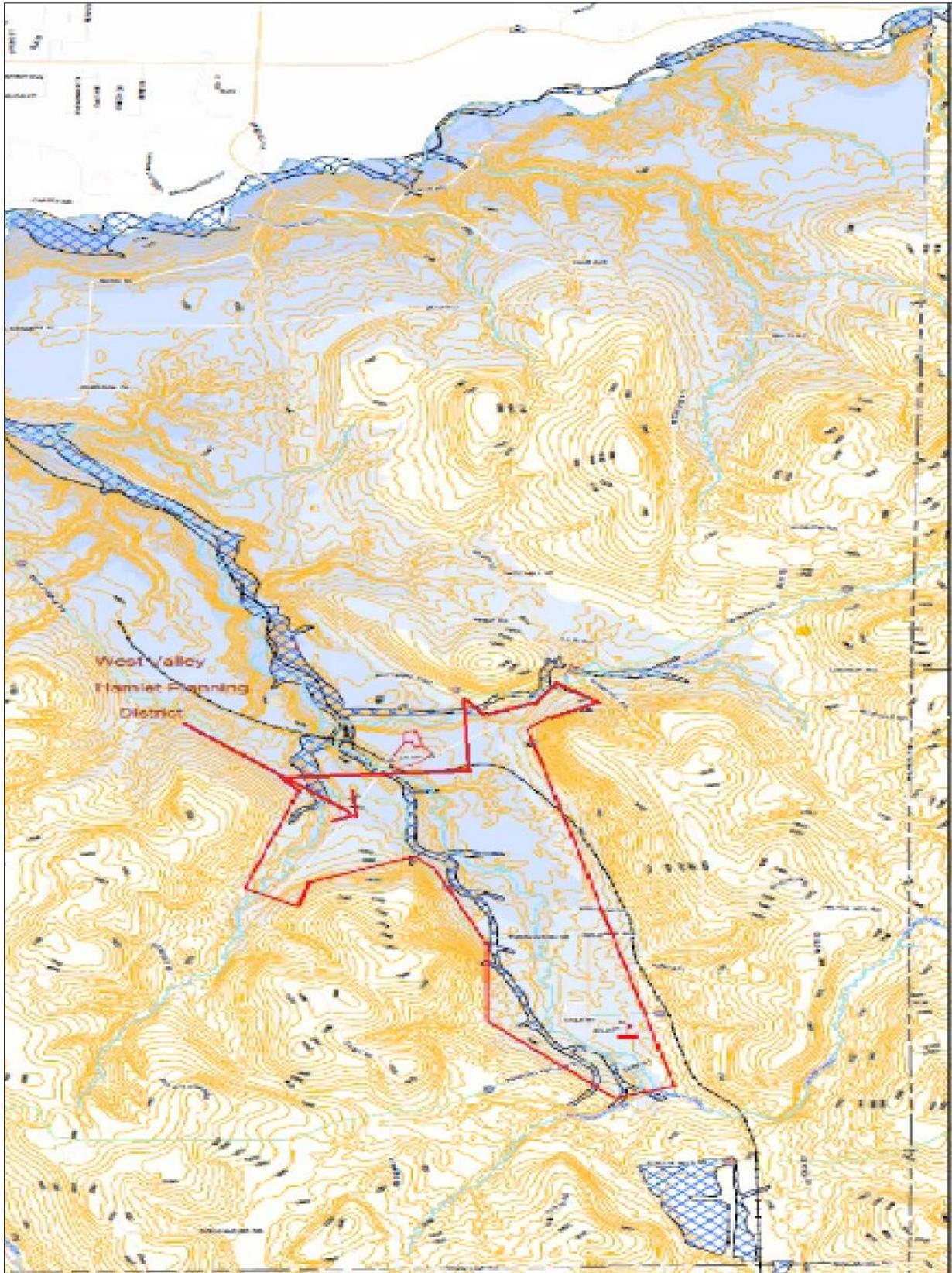
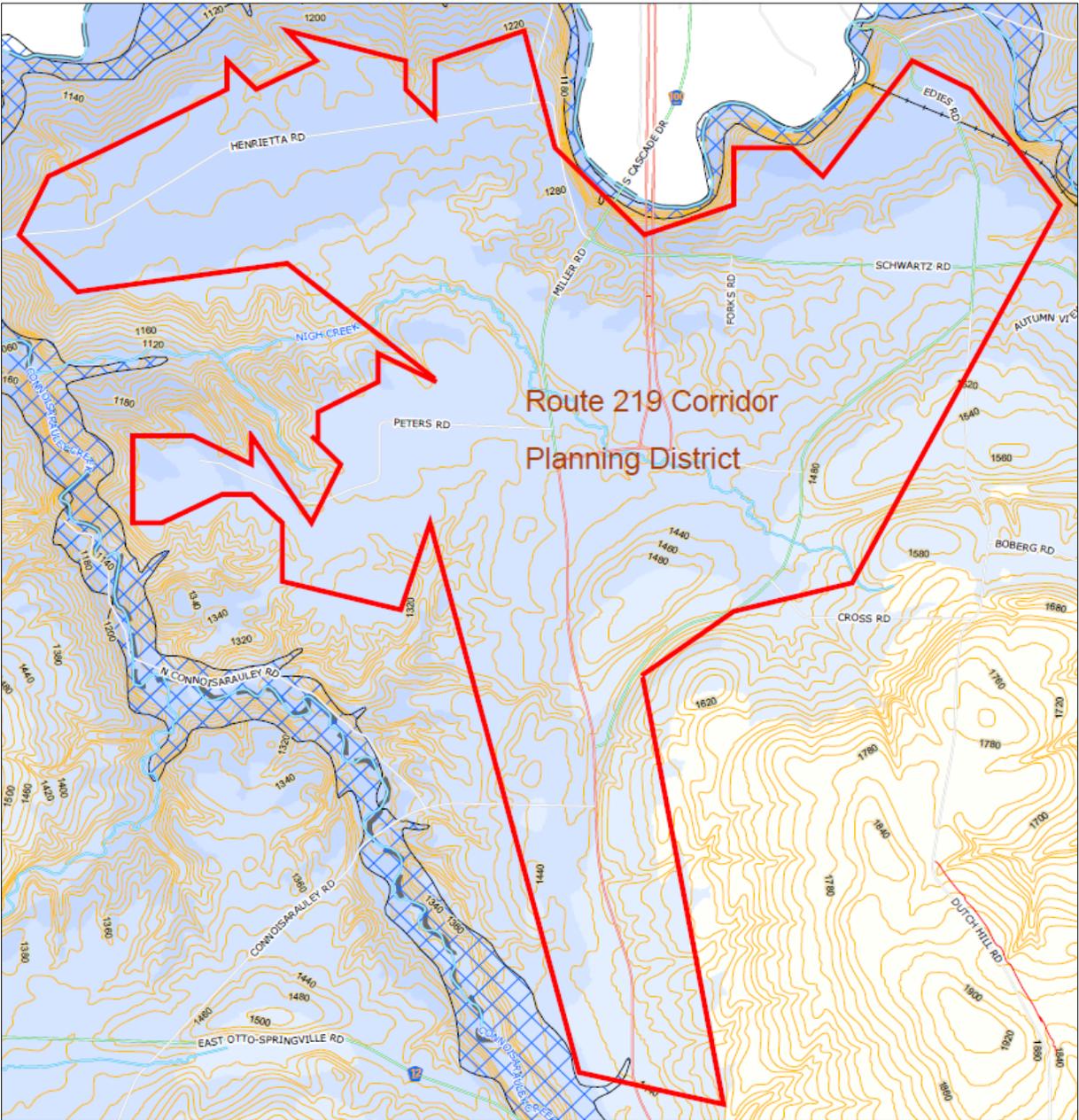


Figure 21. Ashford - Route 219 Corridor Planning District



#### 4.1.3. Transit Service

Most communities in Cattaraugus County are small enough that the provision of a transit system is not financially justified. As such, the Town does not offer transit service.

Coach USA, based out of Butler, Pennsylvania, provides inter-city bus service through Chautauqua and Cattaraugus Counties. Service is operated daily from Jamestown to Dunkirk to Silver Creek, and Irving; and from Jamestown to Olean, with scheduled stops along the way. Additional service is provided from Olean to Buffalo Airport, with scheduled and flag stops in Cattaraugus and Erie Counties. Additional inter-city service is provided from Olean to New York City.

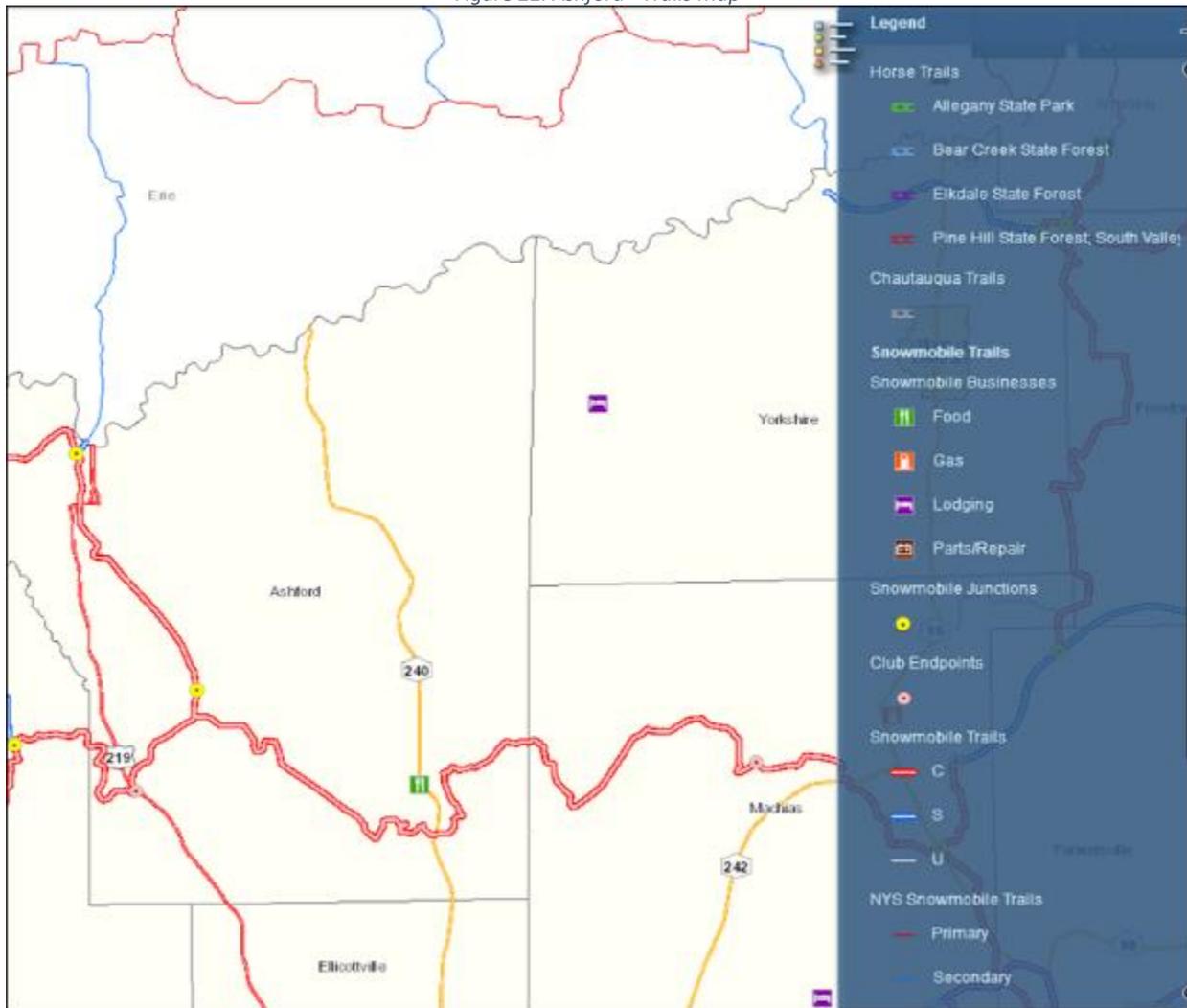
#### 4.1.4. Aviation Service

The Town of Ashford does not have aviation service within the jurisdiction. The Chautauqua-Jamestown County Airport lies directly west (approximately 42 miles) of the Town of Ashford. The airport offers daily commercial service to Pittsburgh. The Buffalo International Airport is approximately 51 miles north-northwest of the Town of Ashford.

#### 4.1.5. Pedestrian and Bicycle Transportation

The Town does not have developed a pedestrian or bicycle trail system. Within Ashford there is a snowmobile trail that crosses the southern part of the Town from in an east to west manner and then travels north along Dutch Hill Road. The snowmobile trail is maintained by a local snowmobile club.

Figure 22. Ashford - Trails Map



#### 4.1.6. Transportation Facilities for the Disabled

There are currently limited public transportation facilities for the disabled in the area. The Cattaraugus County Coordinated Public Transit-Human Services Transportation Plan has adopted a coordinated public transit-human services transportation plan in order to access certain new and existing programs funded by the Federal Transit Administration (FTA). Those programs are:

- Section 5310 - Elderly and Individuals with Disabilities
- Section 5316 - Job Access and Reverse Commute (JARC)
- Section 5317 - New Freedom

The purpose of the plan is to provide a framework for the coordination of transportation services for aging adults, persons with disabilities, and individuals with economic disadvantages within the County.

Love INC of Springville, NY offers rides to and from medical appointments, agency appointments and other places. Most of these rides are provided with the use of the Love INC car. The drivers are all church volunteers. This service is available to Ashford Town residents through the local church network.

#### 4.1.7. Trucking

A local business search for trucking firms within Ashford revealed three trucking outfits within close proximity of the town. These firms utilize access to SR 219 and local county highways for transport of materials.

#### 4.1.8. Water Transportation

There are no local water transportation or port services. The nearest port service is located in Buffalo, approximately 50 miles to the northwest.

#### 4.1.9. Commute to Work

The table below shows commuting choices for resident workers over age 16. Over 66% percent of local workers commute to work in a county other than Cattaraugus. Approximately 33.7% of the Town of Ashford residents live and work in Cattaraugus County. Approximately 25% of residents travel less than 10 miles to work. Another 38% travel 10 to 24 miles to work and 36% of the workforce travels a minimum of 25 miles to work. Town of Ashford workers commute to Erie County for employment in greater numbers than those who commute to work in Cattaraugus County.

Table 6. Commuting Choices

	2000	
	#	%
<b>Total All Jobs</b>	<b>838</b>	<b>100%</b>
Erie County, NY	330	39.4%
Cattaraugus County, NY	282	33.7%
Wyoming County, NY	51	6.1%
Chautauqua County, NY	26	3.1%
Monroe County, NY	19	2.3%
Steuben County, NY	14	1.7%
Niagara County, NY	10	1.2%
Allegany County, NY	8	1.0%
Livingston County, NY	7	0.8%
Onondaga County, NY	7	0.8%
All Other Locations	84	10.0%
Source: US Census OnTheMap		

#### 4.1.10. Local, State, and Regional Transportation Plan

##### *STR 219 (Local)*

The New York Department of Transportation does have plans on record for extending SR 219 which passes through the Town of Ashford. The Department of Transportation is preparing plans to SR 219 from 2-lanes to a 4-lane divided highway from about the Village of Springfield to the Pennsylvania State line.

Cattaraugus County is working with the New York Department of Transportation and the Town of Ashford Town Board to develop a long-range vision for the corridor. The Committee and the public are considering what the land use and local road system adjacent to the highway might look like over the next 20 or 30 years.

#### 4.2. Transportation Issues Raised During Planning Process

**Speeding:** as in most communities, there are issues with motorists speeding on local roadways. With the lack of sufficient local enforcement personnel, this problem goes largely unchecked.

**Maintain condition of local roads:** maintaining appropriate access to and condition of the county highway system, state highways, and local roadways is a top priority since most residents commute to other communities for employment and services.

#### 4.3. Transportation Goals and Objectives

**Goal:** Maintain the local street network.

*Objectives:*

- To continue upgrading the most in-need roadways first.
- To work with state and county entities to maintain safe operating conditions on highways.

**Goal:** Maintain access to the state highway system.

*Objectives:* To work with the New York Department of Transportation to accommodate local needs when changes are proposed to SR 219.

**Goal:** Provide walking/biking trail access to local residents.

*Objectives:*

- To enhance the capability and feasibility of pedestrian and bicycling transportation throughout the town.
- To identify opportunities to expand the local transportation network and connections to regional trails.

**Goal:** Enable sufficient traffic flow, economic opportunity, and access.

*Objectives:* To work with state and county officials to provide safe and controlled access opportunities.

#### 4.4. Transportation Recommendations

- Utilize an annual roadway evaluation system to determine a ranking for street upgrades.
- Develop an annual system of funding allocation, such as a Capital Improvement Plan, to ensure adequate funding for needed upgrades and repair.

- Communicate with the New York Department of Transportation concerning future redevelopment of SR 219, and ensure the Agency constructs infrastructure that will support and incentivize growth in the Corridor.
- Integrate and connect new streets to be created as part of any development proposal with the existing street network. For example, new subdivisions shall be designed to connect to existing subdivisions where possible.
- The use of cul de sacs and other roadways with a single point of access should be minimized in new developments because they force traffic onto a limited number of through streets. However, the use of cul de sacs will be permitted to preserve environmentally sensitive areas or significant open spaces.
- Coordinate the provision and improvement of transportation infrastructure along SR 219 and frontage roads with land use and development along SR 219.

## Element 5: Utilities and Community Facilities

This element includes background information, visions, goals, objectives, policies, and recommendations to guide the future development of utilities and community facilities in the Town of Ashford. This element describes location, use and capacity of existing public utilities and community facilities that serve the Town and includes recommendations for future utilities needs and upgrades.

### 5.1. Existing Utilities and Community Facilities Conditions

#### 5.1.1. Sanitary Sewer System

There is no municipal sewer service provided for residents of the Town. All sanitary sewer is contained by private on-site wastewater treatment systems. Landowners seeking to develop must obtain a sewer permit from the county.

#### 5.1.2. Water Supply

All residential water is by private well except for in parts of West Valley Hamlet. Anecdotal evidence suggests overall water quality is good in the Town. Many residents use water softeners to control hardness.

#### 5.1.3. Storm Sewer System

There is a limited local storm sewer system where curbs and gutters exist. These facilities consist of streets with curb and gutter collecting storm water via storm inlets. Storm water drains to the collector tributaries which feed into creeks that flow north to the Cattaraugus Creek.

#### 5.1.4. Community Facilities

The Ashford Town Hall contains facilities for Town Board meetings and recreational activities. The facility includes some kitchen facilities, restrooms and some storage room. The Town has a garage facility which contains snow plows, loaders, salters, brush cutters, and mowers.

#### 5.1.5. Post Office

The Town of Ashford has one post office to service the community needs. The Post office is located at 9386 Route 240 West Valley, NY 14171 – 9998.

#### 5.1.6. Fire Protection

The Town of Ashford is divided into two fire districts. The West Valley Volunteer Fire Company #1 is located at 9091 State Route 240 in West Valley. This is a combination fire department that provides emergency fire, rescue and medical services to the Town of Ashford. Fire Company #2 is located on Route 219 in Ashford Hollow.

#### 5.1.7. Law Enforcement

The Cattaraugus County Sheriff's Department and State Police provide public safety and law enforcement services to the Town of Ashford.

#### 5.1.8. Health Care

The Cattaraugus County Health Department's (CCHD) Nursing Services Division provides preventive, restorative and palliative care to improve the quality of life of the individual, the family and the community.

Home Care services in Cattaraugus County are provided through two programs; the Certified Home Health Agency (CHHA) and the Long-Term Home Health Care Program (LTHHCP). The CHHA provides skilled services to individuals of all ages usually following an acute illness, injury or surgery. The LTHHCP serves as an alternative to nursing home placement for chronically ill or disabled individuals of all ages. In 2016, Cattaraugus County Health Department's Certified and Long-Term Home Health agency provided care to 1,438 individuals with an average daily census of 327. Home Health Care is covered by Medicare, Medicaid and most private insurance plans.

Community health clinics provide a variety of services to community members at health department offices in Machias, Salamanca and Olean. Bertrand Chaffee Hospital is 7 miles north in Springville, Erie County.

In addition, Ashford Town residents have access to world class health care services in Buffalo which is approximately 30 miles to the north-northwest.

#### 5.1.9. Libraries

Town of Ashford does not have a local public library. Residents may access any of the 12 libraries located in Cattaraugus County.

Figure 23. Cattaraugus County Library Locations



#### 5.1.10. Schools

The majority of Ashford students are enrolled in the West Valley School District. The District provides education to grades Pre-K through 12th in one Facility, the West Valley Central School. The District has 230 students enrolled and has a Student / Teacher Ratio of 9.8.

#### 5.1.11. Electricity and Natural Gas

The electric utility company in West Valley is National Grid which maintains the distribution system and all transmission lines. Natural gas is provided to the town by National Fuel. National Grid does not provide natural gas services to all parts of the Town of Ashford. Some areas purchase propane, fuel oil or rely on wood burning systems.

#### 5.1.12. Telephone and Television Services

Primary telephone service within Ashford is provided by Frontier and Verizon, although other providers are available. Television services are offered through satellite service companies.

### 5.2. Utilities and Community Facilities Goals and Objectives

**Goal:** Maintain sufficient availability of local public and semi-public facilities and equipment.

*Objective:* To continue to update Town Hall facilities and equipment on an as-needed basis.

**Goal:** Maintain sufficient emergency services.

*Objective:*

- To continue to utilize and support appropriate levels of funding and equipment to ensure proper operation of the West Valley Volunteer Fire Company.
- To continue securing emergency services, mercy flights and first responder contracts through Cattaraugus County and the State.
- To support the Cattaraugus County Sheriff's Department for local police support.

**Goal:** Maintain sufficient Potable Water Supply and Services.

*Objective:*

- To encourage capping of abandoned wellheads.
- To promote safe agricultural practices to reduce the possibility of groundwater contamination.
- To encourage private monitoring of water levels and quality.

**Goal:** Maintain sufficient power service and utility access.

*Objective:*

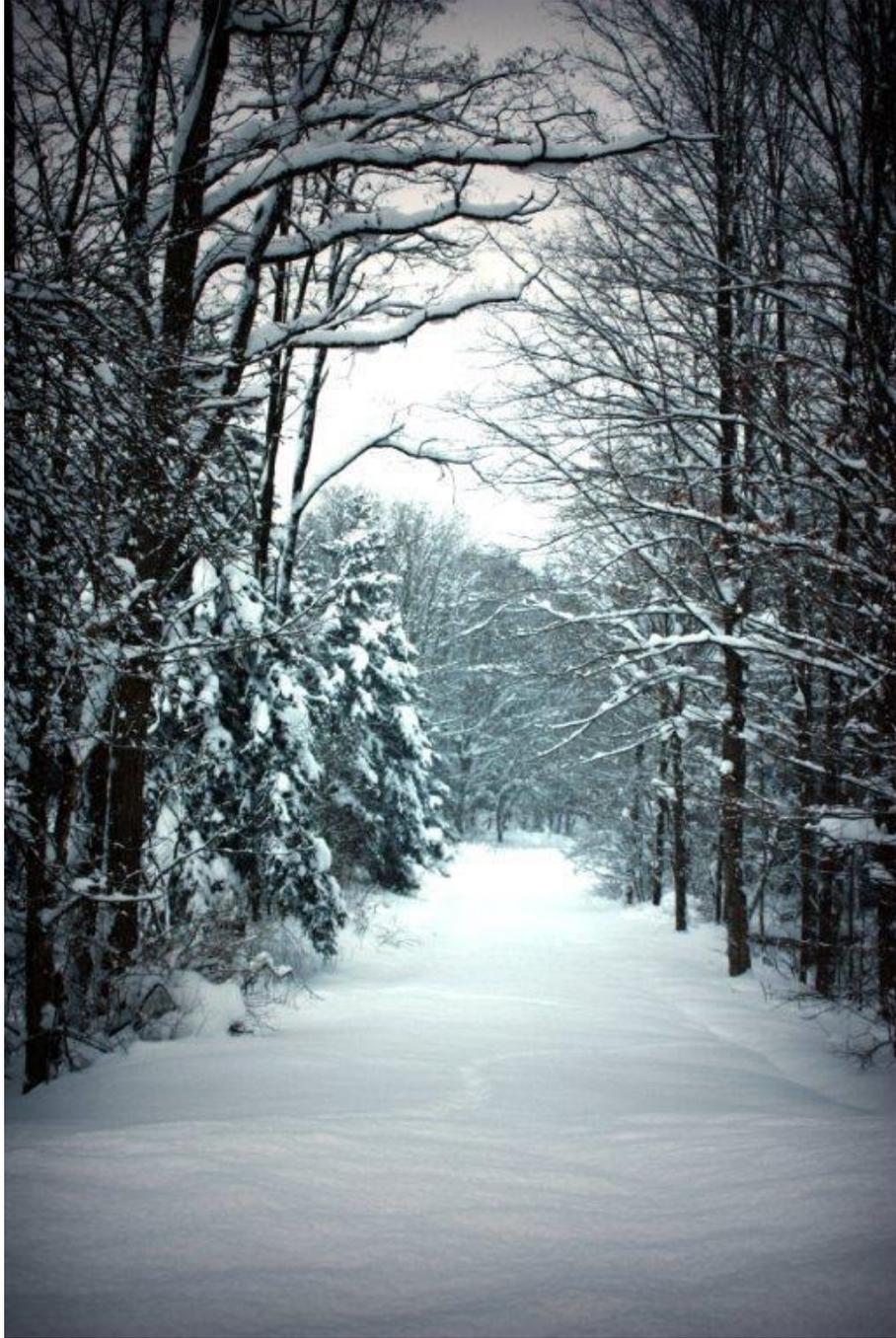
- To continue cooperative efforts with the various power service and utility providers to deliver sufficient service.
- To continue to recommend appropriate easements to ensure appropriate delivery of electric service.
- To encourage major energy consumers (such as businesses in the hamlet of Ashford) to participate in solar and wind renewable energy practices.

- To maintain the current infrastructure and work with private utilities to improve infrastructure opportunities for residents that may not have access to the system.

### 5.3. Utilities and Community Facilities Recommendations

- Perform regular maintenance on existing utilities and facilities in a timely and efficient manner. Update Town facilities as needed. Encourage residents to properly maintain private, on-site waste disposal systems to prolong the useful life of those systems and avoid groundwater contamination.
- Encourage landowners to identify and cap abandoned well heads.
- Work with the DEC to monitor ground water quality especially in areas of the Town with increased residential densities.
- Observe appropriate siting and public meeting requirements to guide future development of power plants/ transmission lines.
- Develop a sanitary and stormwater plan for providing service in the two Planning Districts (further described in Element 9). This plan should include a geographical layout of stormwater and sewer laterals and collector lines, pump stations, force mains and the construction of a sewer treatment plant. The Town should include the purchase of land and/or easements for placement of the sewer and stormwater lines and treatment plant(s). The sanitary sewer system would include the construction of a treatment plant that is located proximate to the Connoisarauley Creek. Ideally the treatment plant would provide service to both Planning Districts. The stormwater and sanitary sewer system should be sized to accommodate growth planned in the two Planning Districts. Additional details on the sewer and stormwater planning is provided in Element 9. The Plan would include permit requirements of NYDEC for discharge of treated effluent into the Connoisarauley Creek.
- The Town should seek federal and state funding to pay for the sewer and stormwater plan. The United States Environmental Protection Agency (EPA), United States Department of Agriculture (USDA) and United States Economic Development Administration (EDA) can provide funding to undertake sewer and stormwater planning elements. These federal agencies can also provide funding for capital construction.
- The Town should develop a unitary water distribution system for the entirety of the West Valley Hamlet and the Rt. 219 Planning District. The Plan would include the provision of a water supply study to identify reliable surface water and groundwater sources. The Plan would include an assessment of sizing of piping needed to supply water to the two Planning Districts as well as the treatment capacity of a Potable Water Treatment Plant. The Plan would include permit requirements of NYSDEC for withdraw of water from either the groundwater or surface water. The water lines for the two Planning Districts would likely be placed adjacent to sewer lines and within property easements.

- The Town should seek federal and state funding to pay for the potable water plan. The EPA, USDA and EDA can provide funding to undertake potable planning elements. These federal agencies can also provide funding for capital construction.
- Encourage use of green infrastructure to reduce runoff and related impacts.
- The Town in conjunction with the West Valley Volunteer Fire Company #1 and #2 should pursue federal and state grant funding to support fire services. Funding for the West Valley Volunteer Fire Company #1 services can be received from the United States Department of Homeland Security (DHS) and USDA Rural Utility Service.



## Element 6: Agricultural, Natural and Cultural Resources

This element includes an analysis of existing agricultural, natural and cultural resources in and around the Town of Ashford. The element presents existing conditions, visions, goals, objectives, policies and programs for the conservation and promotion of effective management of agricultural, natural and cultural resources in the Town.

### 6.1. Agriculture Resources Inventory

#### 6.1.1. Active Agriculture

Ashford contains a significant amount of land that is still in active agricultural production. This land use ranks third in terms of acreage, with approximately 23 percent of the land devoted to agriculture. Much of Ashford is located within the Ashford Meadows Agriculture District – See figure 24 below. New York State Agriculture and Markets Law stipulate that parcels that are used for agriculture and which are located in a designated agricultural district may be eligible for tax benefits if they meet certain criteria.

#### 6.1.2. Productive Farmland Soils

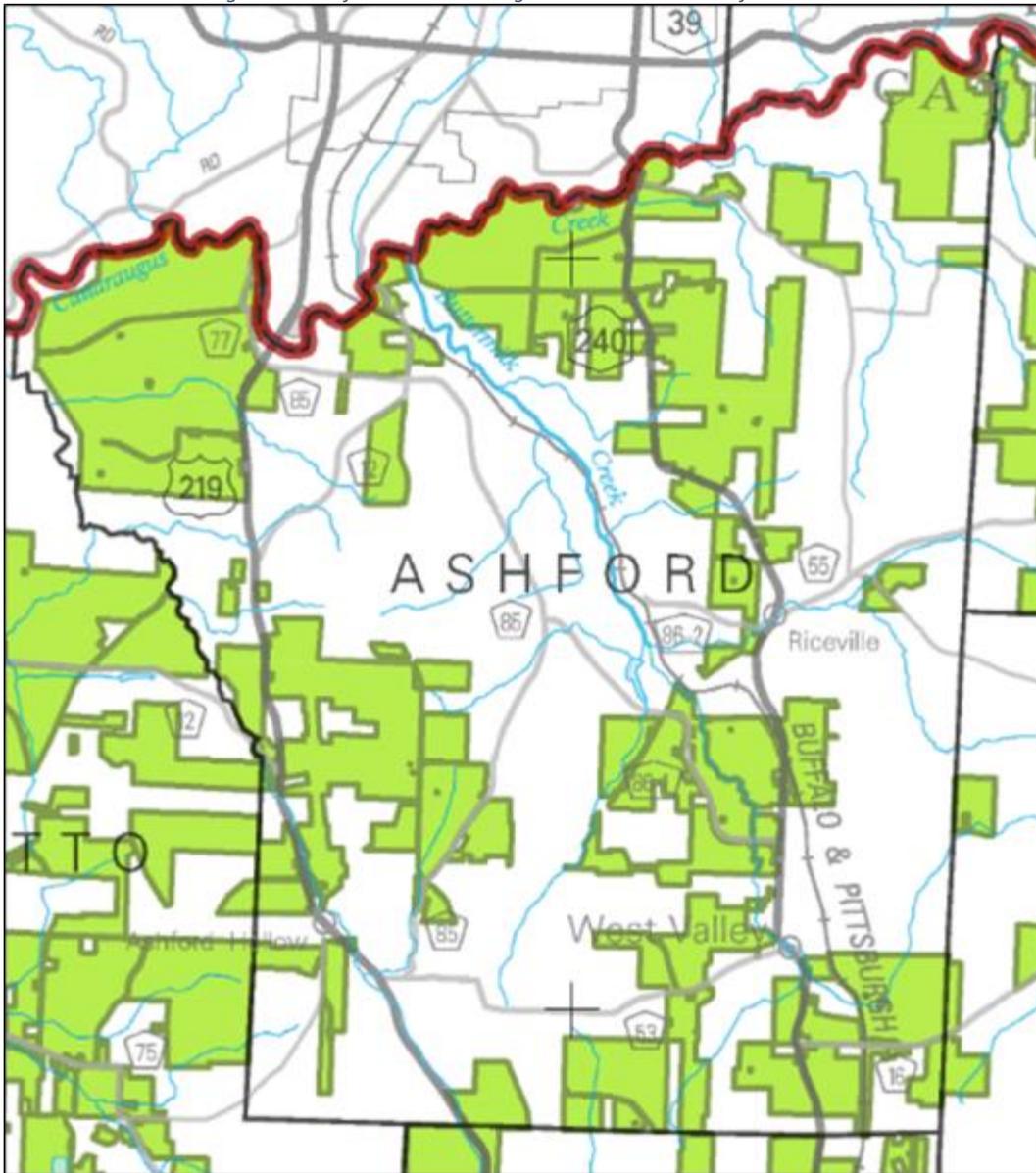
Prime farmland soils are plentiful throughout the town. The prime farmland designation indicates Class 1 or 2 soils. These class designations refer to the quality of soils for growing crops and are based on United States Department of Agriculture (USDA) classifications. Class 1 soils are the best soils in Cattaraugus County for growing all crops. Class 2 soils are also very good agricultural soils; however, they may be prone to wetness and are therefore less desirable than Class 1 soils. It should be noted that not all prime farm soils are used for farming; some have been developed with residential or other uses. The “prime farmland” designation simply indicates that these soils are good for productive farming.

#### 6.1.3. Agriculture Districts

Town of Ashford in Cattaraugus County is classified by USDA as a “Rural Area.” The Town also has considerable land areas that have been classified as an agricultural district by Cattaraugus County. In relation to agricultural districts certified pursuant to New York State Article 25-AA of the Agriculture & Markets Law (“AML”), the State Environmental Quality Review Act (SEQRA) applies to the adoption, modification, continuation, consolidation and termination of agricultural districts. County legislative bodies adopt, review, modify and consolidate agricultural districts pursuant to AML §§303, 303-a, 303-b, and 303-c. Local legislative bodies, including these county legislative bodies, are subject to SEQRA.

County legislative bodies also undertake review of agricultural districts pursuant to AML §303-a, consider requests for inclusion of land which is predominantly viable agricultural land within certified agricultural districts under AML §303-b and may consolidate agricultural districts under AML §303-c. If an agricultural district is simply continued, with no material change, the recertification of the district is considered a Type II action, and no further environmental review is required. However, if an agricultural district is modified, consolidated or terminated upon its review, the modification, consolidation or termination would be deemed an Unlisted Action under SEQRA, requiring a short EAF to determine environmental significance.

Figure 24. Ashford Meadows - Agriculture District in Ashford Town



## 6.2. Natural Resource Inventory

### 6.2.1. Open Space/Environmental Corridors

As in most agricultural communities, open spaces are plentiful since there is not a great deal of built environment overall. Aside from the vast agricultural areas, the river ways also provide open space areas.

## 6.3. Agricultural, Natural, and Cultural Resources Goals and Objectives

**Goal: Request the Ashford Meadows Agricultural District designation in the two planning districts be modified under the Ag & Markets Law.**

Objective: Work with the County to modify the designation.

**Goal: Protect water quality and quantity throughout the Town.**

*Objective:*

- To work with the NYDEC and Cattaraugus County to identify critical zones, such as groundwater recharge areas.
- Follow Cattaraugus County ordinances that protect groundwater recharge areas.
- Preserve wetland areas that serve a vital role in replenishing groundwater resources.

**Goal:** Preserve natural areas throughout Ashford.

*Objective:*

- To work with property owners to encourage preservation of hilltops.
- To work with developers and private property owners to maintain primary view sheds visible from major roadways (SR 219), including working with private groups to obtain conservation easements.
- To work with the NYDEC to identify incentives for private landowners to preserve natural areas.

**Goal:** Preserve historically significant buildings, sites, and events.

*Objective:*

- To work with the Cattaraugus County Historical Society to identify historic resources so they may be considered in future planning.
- To ensure that any known cemeteries, human burials or archaeological sites are protected from encroachment by roads or any development activities.
- To continue working with local churches to ensure the longevity of these unique and historic structures.

**Goal:** Preserve prime agricultural land.

*Objective:*

- To encourage conversion of active farmland in the two Planning District to suburban higher density residential lots and commercial uses.

**Goal:** Encourage preservation of the rural landscape.

*Objective:*

- To discourage conversion of active farmland to rural residential lots in areas outside the two Planning Districts.
- To encourage the development of scenic and conservation easement programs, and encourage voluntary participation in areas outside the two Planning Districts.
- To encourage additional programming for new or beginning farmers.

#### 6.4. [Agricultural, Natural, and Cultural Resources Recommendations](#)

- Encourage land use patterns and practices that are environmentally sensitive and that do not disrupt the natural hydrologic system, including the balance between ground and surface waters.

- Encourage landowners to ensure proper stormwater management practices, such as rain gardens, stormwater detention, infiltration and wetland restoration, to maintain or increase groundwater recharge and reduce excess runoff.
- Work with Cattaraugus County, the DEC, and other relevant agencies to identify and protect floodplain areas and natural drainage ways from being filled or altered in any way that reduces their function.
- Promote existing best management practices (BMPs) along the Connoisarauley Creek and its tributaries to preserve riverbanks and enhance viewsheds along the resource.
- Consider the creation of a groundwater overlay protection district to preserve the existing groundwater resources. The overlay district may be expanded to include other environmentally sensitive areas.
- Discourage disruptive development that is visible for many miles and damages the scenic character of the region. Where development does occur near ridgelines, the development should take place on the lowest portion of the parcel and in the area with the least slope.
- Adopt subdivision regulations as necessary to incorporate low-impact development and conservation design techniques that:
  - Limit total impervious area;
  - Minimize site disturbance and soil compaction to preserve natural topography and minimize erosion;
  - Ensure sound water quality and run-off controls while minimizing the use of storm drain pipes (this includes allowing, where applicable, the use of rain gardens, permeable pavements, etc.);
  - Require adequate buffer areas and setbacks to minimize encroachment and preserve the natural character and scenic quality of sensitive resources.
  - Utilize native vegetation in new plantings
- Work with the Code Enforcement Officer and Cattaraugus County to enforce property maintenance codes to help maintain rural residential quality and architecturally significant structures.
- Contact and coordinate with local churches to maintain and preserve these unique structures.
- Encourage the County or State to develop a Purchase of Development Rights (PDR) program to provide monetary incentive for maintaining adequate acreage necessary to retain active farming outside of the two Planning Districts.

## Element 7: Economic Development

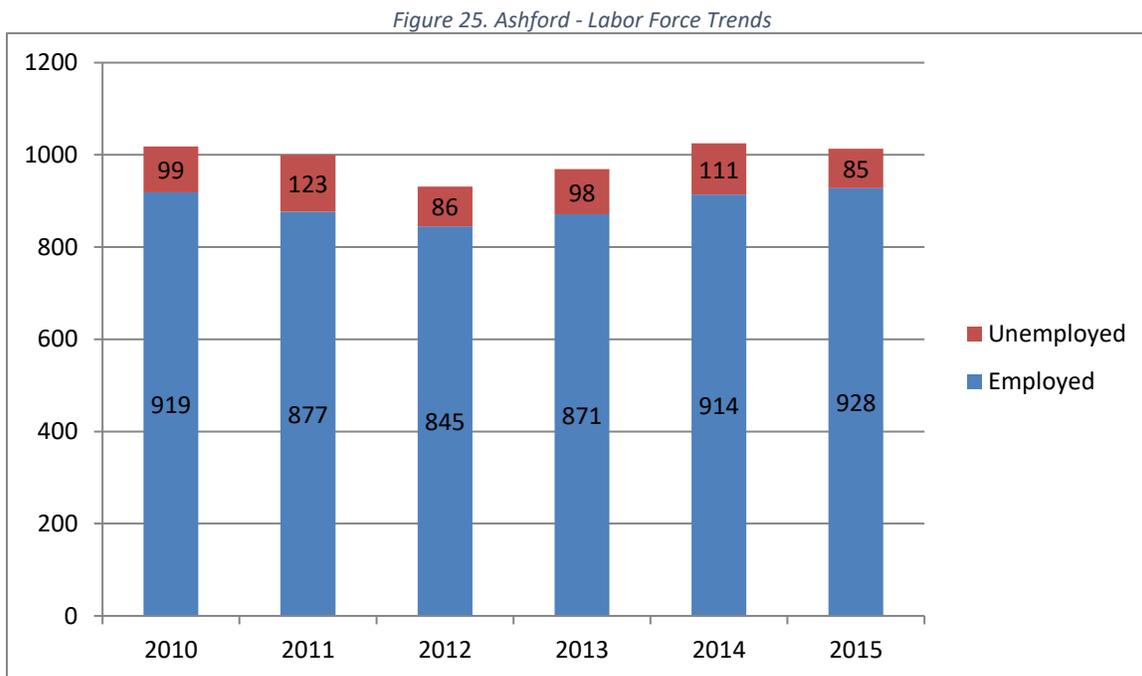
The Economic Development element includes visions, goals, objectives, policies and recommendations to help guide development of economic resources within Ashford. This element also includes an assessment of local strengths and weaknesses with respect to attracting and retaining businesses, and identifies possible environmentally contaminated sites.

### 7.1. Economic Development Existing Conditions

#### 7.1.1. Labor Market

Ashford is part of the Western New York region, which encompasses Erie, Niagara, Chautauqua, Cattaraugus and Allegany Counties. It is also part of the Southern Tier West region, comprised of the three southern counties of Chautauqua, Cattaraugus, and Allegany. Economically, these three counties are allied, with a great deal of interaction, facilitated by the Southern Tier West Regional Planning and Development Board (STW), who prepares the regional Comprehensive Economic Development Strategy (CEDS) for these three counties, as part of the federal Economic Development Administration's efforts to support the local economy.

Historically, the Southern Tier West region of New York State has been economically distressed. However, as the 2013 CEDS document notes; the region has been relatively stable compared to other areas of the country. Employment in Ashford has remained relatively stable between 2010 and 2015, ranging from a high of 928 employed persons in 2015 to a low of 845 in 2012.



There are currently approximately 1,013 Ashford residents in the civilian labor force, which includes 928 persons who were employed in 2015, and 85 unemployed. The civilian labor force encompasses all residents over the age of 16 who are employed or actively seeking employment, including self-employed persons. It excludes people who are not interested in a job outside the home, such as retirees, students, or homemakers, and excludes persons in the military.

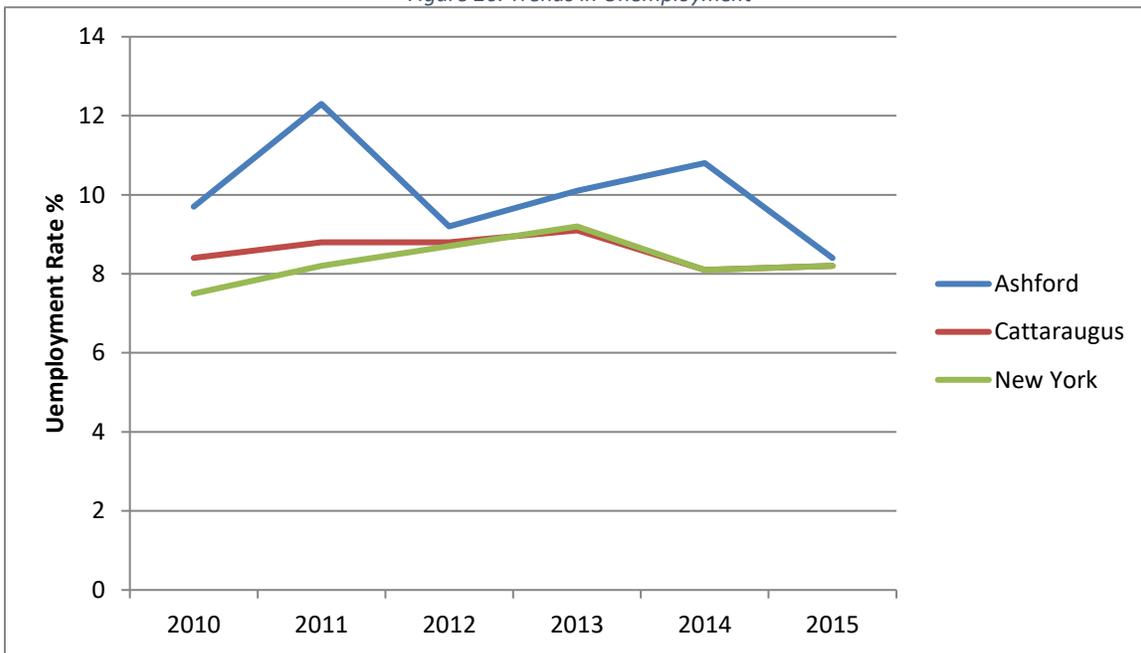
Table 7. Ashford - Employment Trends

	Civilian Labor Force	Employed	Unemployed	Unemployment Rate
2010	1,018	919	99	9.7%
2011	1,000	877	123	12.3%
2012	931	845	86	9.2%
2013	969	871	98	10.1%
2014	1,025	914	111	10.8%
2015	1,013	928	85	8.4%

Source: ACS 2006-2010, 2007-2011, 2008-2012, 2009-2013, 2010-2014, & 2011-2015

The unemployment rate in Ashford has been relatively similar only rising and falling slightly over the past years. The unemployment rate is affected to only by the number of persons who are unemployed, but also by the total number of persons in the labor force. Therefore, the unemployment rate can actually rise during strong economies as the labor pool increases. Conversely, the labor pool often shrinks during economic downturns. The most recent available rate (2015) is 8.4 percent. Ashford’s unemployment rate has historically been higher than both the state and county; however, numbers for 2015 are illustrating that Ashford has a similar unemployment rate to both the state and county.

Figure 26. Trends in Unemployment



### 7.1.2. Employment by Industry

The following table presents employment by industry for Ashford. The sector which employs the largest share of Ashford residents is educational services, health care and social assistance, which employed approximately 20 percent. The arts, entertainment, and recreation, and accommodation industry ranks second in Ashford for employment, representing 14.3 percent of the work force. The construction industry comes in a close third, with approximately 13.7 percent of residents employed in the industry.

Table 8. Industries in which Ashford Residents are Employed

	2010		2010		2015	
	#	%	#	%	#	%
<b>Total</b>	<b>1060</b>	<b>1</b>	<b>919</b>	<b>100.0%</b>	<b>928</b>	<b>100.0%</b>
Agriculture, forestry, fishing and hunting, and mining	38	3.6%	24	2.6%	24	2.6%
Construction	74	7.0%	93	10.1%	127	13.7%
Manufacturing	212	20.0%	81	8.8%	102	11.0%
Wholesale trade	21	2.0%	47	5.1%	41	4.4%
Retail trade	98	9.2%	142	15.5%	85	9.2%
Transportation and warehousing, and utilities	94	8.9%	40	4.4%	38	4.1%
Information	11	1.0%	16	1.7%	4	0.4%
Finance and insurance, and real estate and rental and leasing	32	3.0%	42	4.6%	0	0.0%
Professional, scientific, and management, and administrative and waste management services	66	6.2%	84	9.1%	88	9.5%
Educational services, and health care and social assistance	235	22.2%	193	21.0%	185	19.9%
Arts, entertainment, and recreation, and accommodation and food services	77	7.3%	77	8.4%	133	14.3%
Other services, except public administration	45	4.2%	45	4.9%	25	2.7%
Public administration	57	5.4%	35	3.8%	76	8.2%
Source: US Census 2000 & 2010, ACS 2011-2015						

### 7.1.3. Job Inflow-Outflow

Ashford is identified as a net out-commuting Town for employment, which means that the number of workers traveling to Ashford for work is lower than the number of residents commuting out of Ashford for work. In 2014, Ashford businesses employed approximately 457 people. Of those workers, the

majority, 88 percent held residence outside Ashford. Comparatively, roughly 12 percent of those employed within Ashford are residents.

Figure 27. Ashford - Inflow-Outflow Patterns

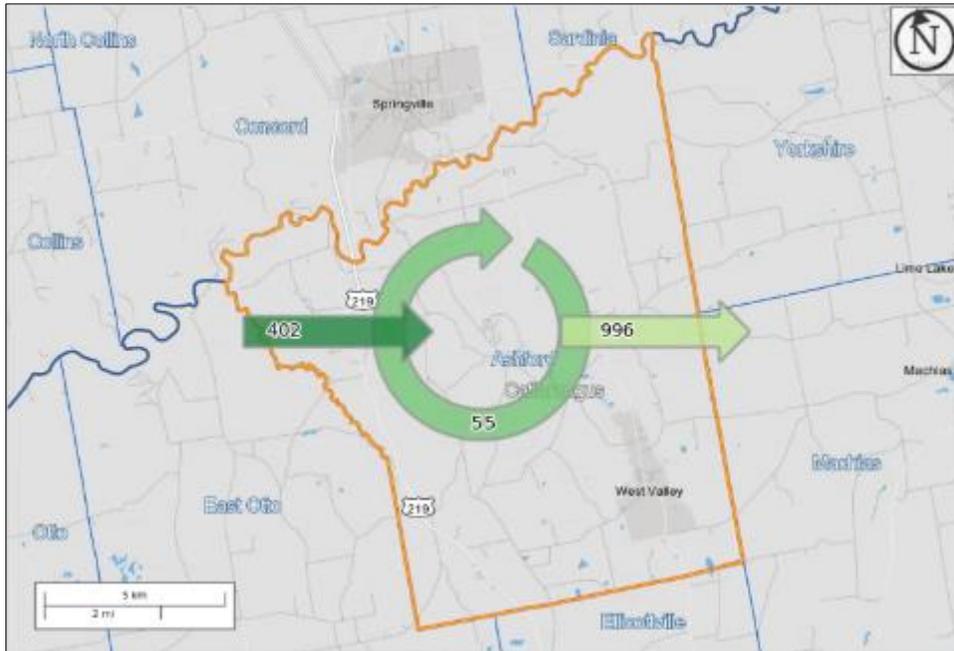
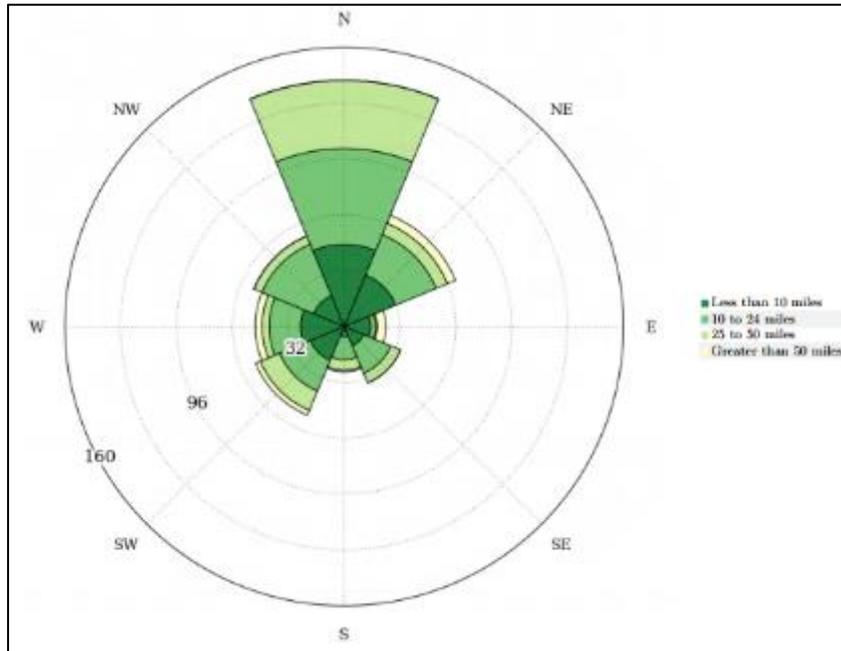


Figure 28. Ashford - Inflow-Outflow Distance and Direction

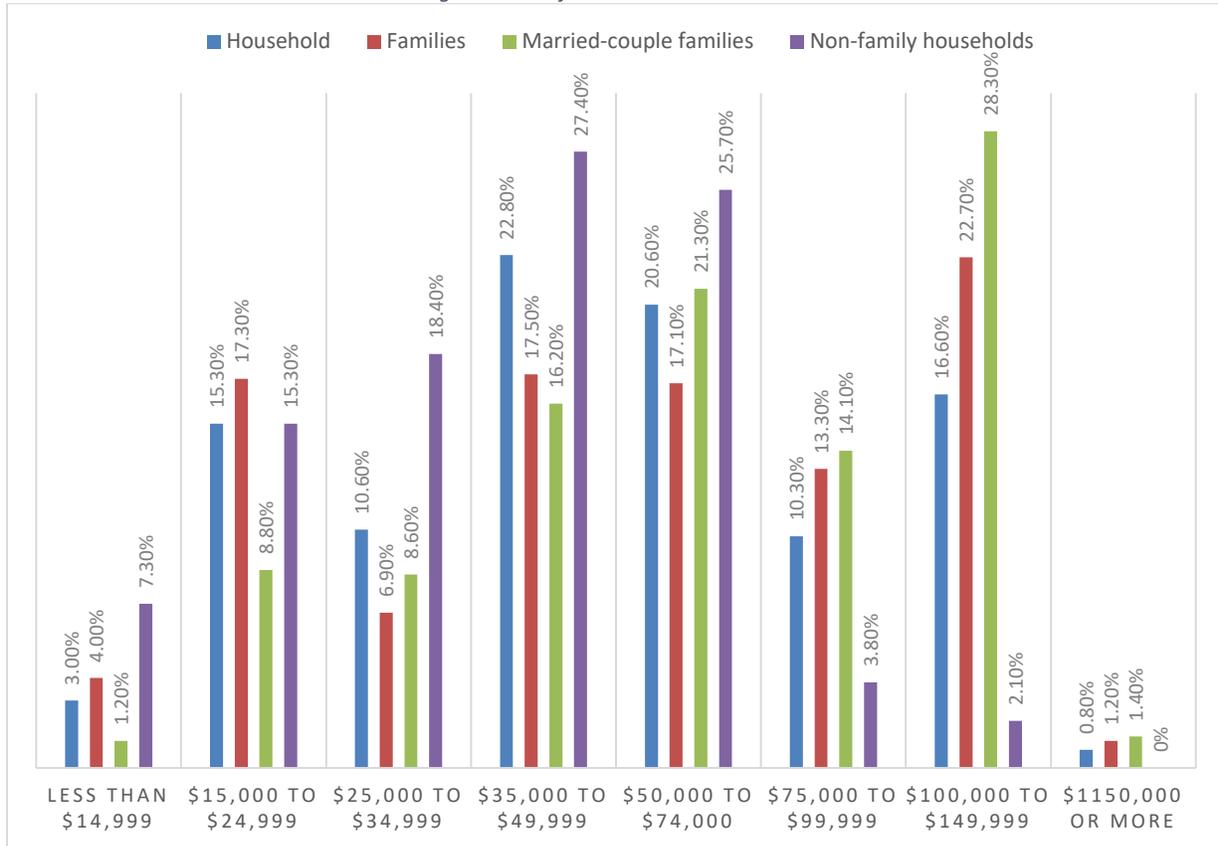


Approximately 78.5 percent of the labor force is commuting up to 24 miles to work in Ashford from locations mainly originating from the North. This reflects a strong correlation with workers commuting both directions from the Springville to Ashford for employment.

### 7.1.4. Income

The U.S. Census reports income in brackets based on household type. The income bracket that accounts for the largest percentage of Ashford households (22.8 percent) and non-families households (27.4 percent) is the \$35,000–\$50,000 range. The income bracket that accounts for the largest percentage of Ashford families (22.7 percent) and married-couple families (28.3 percent) is the \$100,000–\$145,999 range.

Figure 29. Ashford - Income Distribution



The median household income in Ashford is \$47,321 annually. This is higher than Cattaraugus County’s average of \$42,601, but lower than the State of New York’s value of \$ 59,269, and the nation’s median household income of \$53,889.

### 7.1.5. Cost of Living in Cattaraugus County

The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are per adult in a family unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

Table 9. Living Wage in Cattaraugus County

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$10.19	\$23.84	\$31.73	\$40.88	\$16.89	\$21.19	\$23.72	\$26.21	\$13.47	\$8.45	\$13.47	\$17.20	\$20.90
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$11.00	\$13.00	-	\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	-	\$9.00	\$9.00	\$9.00	\$9.00

Source: Living Wage Calculator, Massachusetts Institute of Technology

### 7.1.6. Poverty

Approximately 11.2 percent of Ashford residents are living in poverty. This is lower than the county, state and national averages. Ashford’s poverty rates generally follow national trends, where families with female householders, no husband present are classified as having the highest poverty rate.

West Valley Hamlet has a poverty rate which is higher than the Town of Ashford. Although the poverty rate is higher, it is similar to other rural hamlets in New York. For example Lime Lake NY, population 661 has a 16.8 percent poverty rate and East Randolph, NY, population 558 has and a 37.2 percent poverty rate.

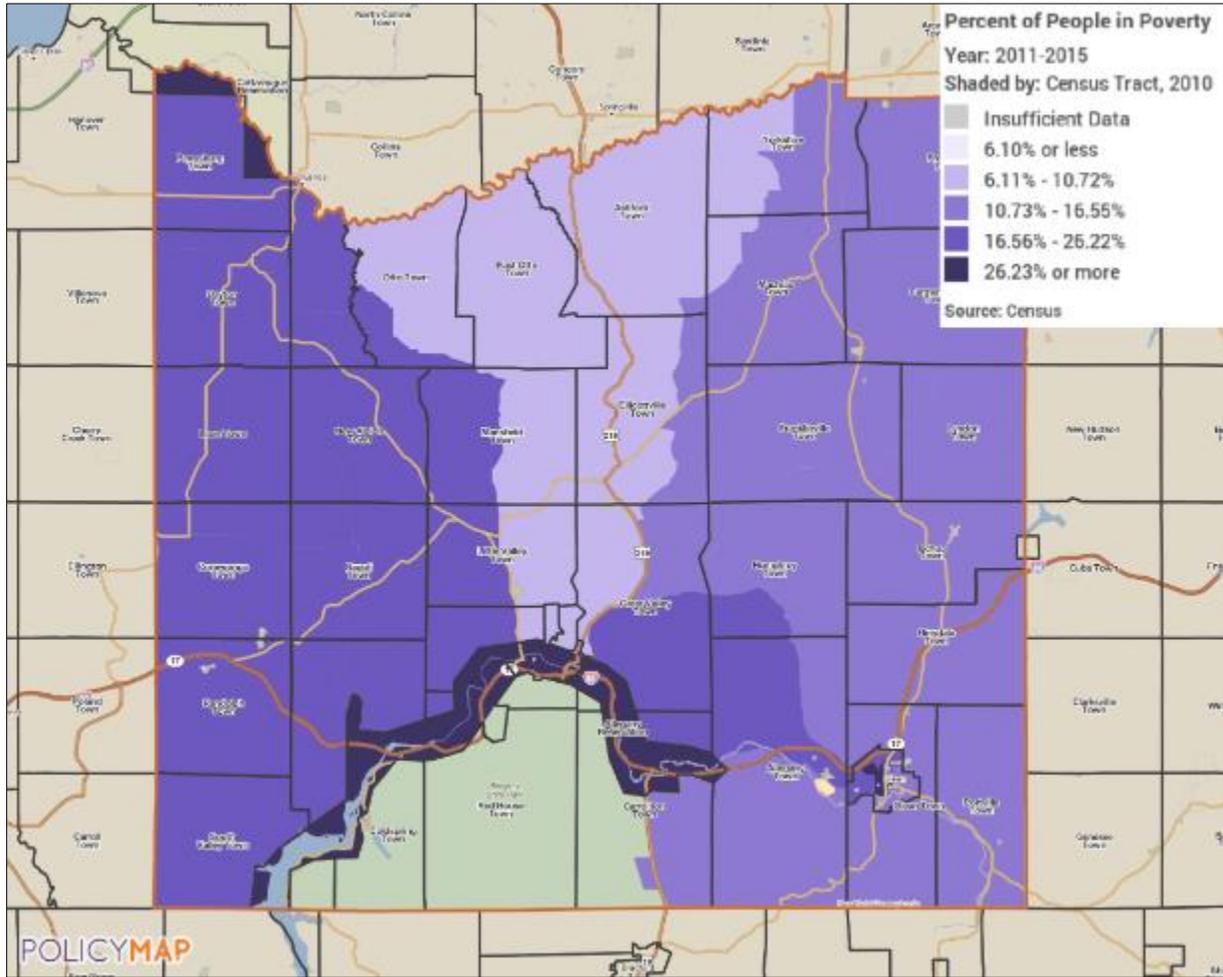
Table 10. Poverty Rate

Population Group	Ashford	West Valley	Cattaraugus County	New York	United States
All people	11.2%	20.9%	18.3%	15.7%	15.5%
Under 18	26.7%	60%	27.7%	22.2%	21.7%
18 years and over	6.9%	9.6%	15.4%	13.9%	13.5%
All Families	6.6%	11.4%	12.4%	12.0%	11.3%
Married couples families	1.2%	0%	7.3%	6.2%	5.6%
Families with female householders, no husband present	28.6%	39%	30.0%	28.2%	30.6%

Source: ACS 2011-2015

As illustrated in the figure below, compared to the rest of the County, Ashford has a relatively low percent of population living below poverty level from 2011-2015.

Figure 30. Estimated percent of population living below poverty level between 2011-2015



### 7.1.7. Education and Workforce Training

Ashford’s workforce is well educated, and only 8.6 percent had failed to either graduate from high school or obtain a General Equivalency Degree (GED) between 2011 and 2015. However, compared to New York State and the United States, there are lower levels of completing bachelor’s degrees or higher levels of education.

Table 11. Educational Attainment (persons aged 25 or older)

	Ashford	Cattaraugus County	New York	United States
No High School Diploma	8.6%	12.1%	14.4%	13.3%
High School Diploma or GED	40.8%	40.9%	26.7%	27.8%
Some college, no degree	17.4%	17.6%	16.2%	21.1%
Associate’s degree	17.0%	11.6%	8.5%	8.1%
Bachelor’s degree	10.4%	10.3%	19.4%	18.5%
Graduate or professional degree	5.8%	7.5%	14.8%	11.2%
All Bachelor’s degree or Higher	16.2%	17.8%	34.2%	29.8%

Source: ACS 2011-2015

There are a number of options for Ashford residents to obtain a good education and workforce training in Cattaraugus County, which includes the County’s sixteen school districts, Cattaraugus-Allegany BOCES,

Jamestown Community College, Saint Bonaventure University, Cattaraugus-Allegany Workforce Investment Board, and other training related organizations. Training focuses both on basic employment skills and specialized education designed to meet the specific needs of the industrial base.

## 7.2. Industry Cluster Analysis

### 7.2.1. Background

Industry Cluster analysis is a relatively new concept in evaluating a region's economy. An Industry Cluster is a geographic concentration of interrelated competitive businesses with sufficient size to generate external economies. Industries that are part of clusters have developed buyer-supplier relationships, share labor pools, draw qualified workers from area institutions of higher education, and are located near each other.

Industry Clusters can also be developed as Value Chains where activities of two or more businesses operate in a specific industry. An example of a Value Chain Industry Cluster is the Michigan automotive industry where auto parts suppliers are located near the automotive assembly plants. Industry Clusters can also be a collection of businesses that produce a similar product or service. A typical Main Street in a small town would be considered an Industry Cluster for retail and food establishments. Cities can facilitate industry cluster development through tax and zoning policy, and by providing necessary infrastructure.

The identification of Industry Clusters is an important element in successfully recruiting businesses and facilitating development efforts focused on companies that complement existing businesses. Furthermore, it can also identify gaps in Value Chains, and inform local decision-makers of industries that are either growing or declining so that programs and policies can be developed to address these challenges.

### 7.2.2. Bubble Chart Information

An Industry Cluster Analysis can be completed for a city, county, region or state, and it can be depicted by use of a "Bubble Chart." A Bubble Chart is a method economists use to display three dimensions of data. The bubbles displayed on a graph represent the relative size of each industry's employment in the focus area. Specifically, this analysis focuses on the size of employment in a particular industry in Cattaraugus County compared to other local industries. The horizontal axis measures the percent change in the Location Quotient (LQ) over a designated period of time - in this case from 2010-2014. An LQ represents a methodology to quantify the concentration of a local industry to a larger geographic area. This analysis compares local Industry Clusters in Cattaraugus County to the same Industry Clusters in New York. Bubble Cluster industries positioned to the right side of one on the vertical axis are classified as growing, while those to the left are classified as shrinking. The vertical axis measures the concentration of an industry relative to New York. An LQ concentration of one or higher indicates that the cluster is more heavily concentrated in Cattaraugus County than in New York. Economists also consider these Industry Clusters to be net exporters of goods and/or services to areas outside of the region. A LQ less than one for an industry suggests that Cattaraugus County has a weaker concentration in a given industry compared to New York.

### 7.2.3. Data Sources

The Industry Cluster analysis completed by TFG for Cattaraugus County examines the period from 2010 to 2014 using Longitudinal-Employer Household Dynamics Origin-Destination Employment Statistics and American Community Survey data. Additionally, the cluster analysis used Quarterly Census of

Employment and Wages (QCEW) data for private and public sector employment based on the North American Industry Classification System (NAICS). QCEW data is the official employment and wage data reported by employers to the state. This information is presented through United States Census data, where the data for Cattaraugus County and New York was retrieved.

#### 7.2.4. Industry Cluster Analysis for Cattaraugus County

The figure below depicts the most recent concentrations of industries in Cattaraugus County relative to the state of New York for the period of 2002-2014. It identifies the concentration growth or decline of industries over this period of time, as reflected in the LQ.

The **upper right-hand quadrant** contains strong and advancing industry clusters. This means that clusters located in this quadrant are more concentrated in Cattaraugus County and are growing. These clusters are strengths that help the County stand out from the competition. Small, high growth clusters can be expected to become more dominant over time. Cattaraugus County has the following clusters located in this quadrant: manufacturing; public administration; retail trade; and arts, entertainment, and recreation.

The **lower right-hand quadrant** contains weak but emerging industry clusters. This means that these clusters are underrepresented in the County but are growing, often quickly. If growth trends continue, these clusters will eventually move into the top right quadrant. Clusters in this quadrant are considered “emerging” strengths for Cattaraugus County. Clusters found in this quadrant include: other services; wholesale trade; construction; finance and insurance; real estate, rental and leasing; management of companies and enterprises; and professional, scientific and technical services.

The **upper left-hand quadrant** contains clusters that are strong but declining. Clusters located in this quadrant are more concentrated in Cattaraugus County but are declining (negative growth). These clusters typically fall into the lower quadrant as job losses cause a decline in concentration. Industries located in this quadrant include: mining, quarrying, and oil and gas extraction; agriculture, forestry, fishing and hunting; education services; and accommodation and food services.

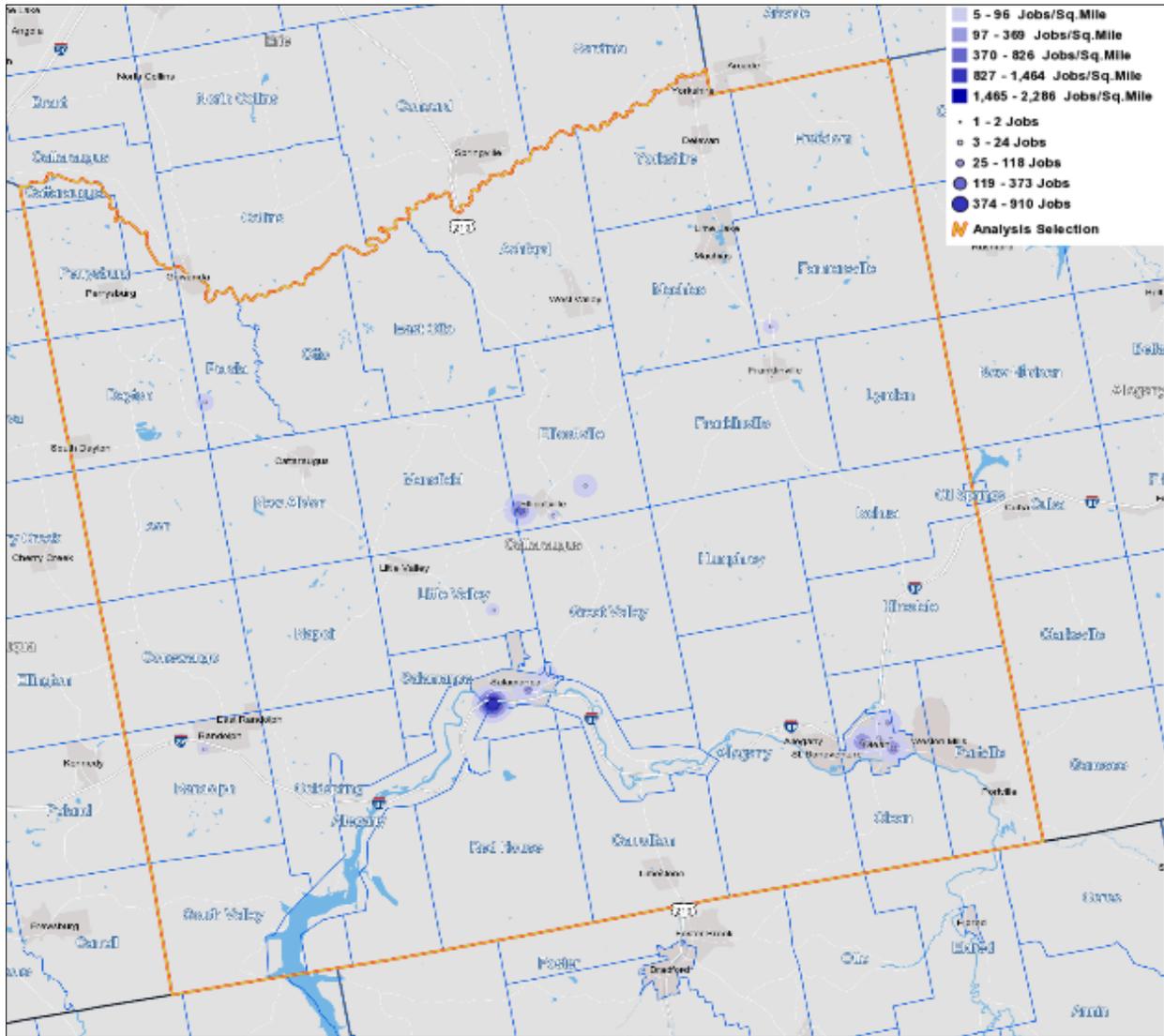
The **lower left-hand quadrant** contains weak and declining industry clusters. This means that these clusters are underrepresented in the County (low concentration) and are also losing jobs. Clusters in this quadrant may indicate a gap in the workforce pipeline if local industries anticipate a future need. In general, clusters in this quadrant show a lack of competitiveness. Clusters in this quadrant include: health care and social assistance; administration and support, waste management and remediation; transportation and warehousing; utilities and information.

#### Strong Industry Clusters

##### Strong and Advancing Clusters

One of the strongest and advancing industry clusters in Cattaraugus County is the arts, entertainment, and recreation cluster. This cluster includes firms primarily involved in: performing arts and spectator sports; museums, parks and historical sites; and amusement, gambling and recreation industries. This cluster employed approximately 1,930 people in 2014 and accounted for about 5% of the County’s employment. These jobs are primarily concentrated around Salamanca, Ellicottville, and Olean. From 2002 to 2014, this industry grew 364.88% and had 2014 concentration of 2.53. The average annual wages of \$16,104 are well below the state average annual wage of \$48,982.

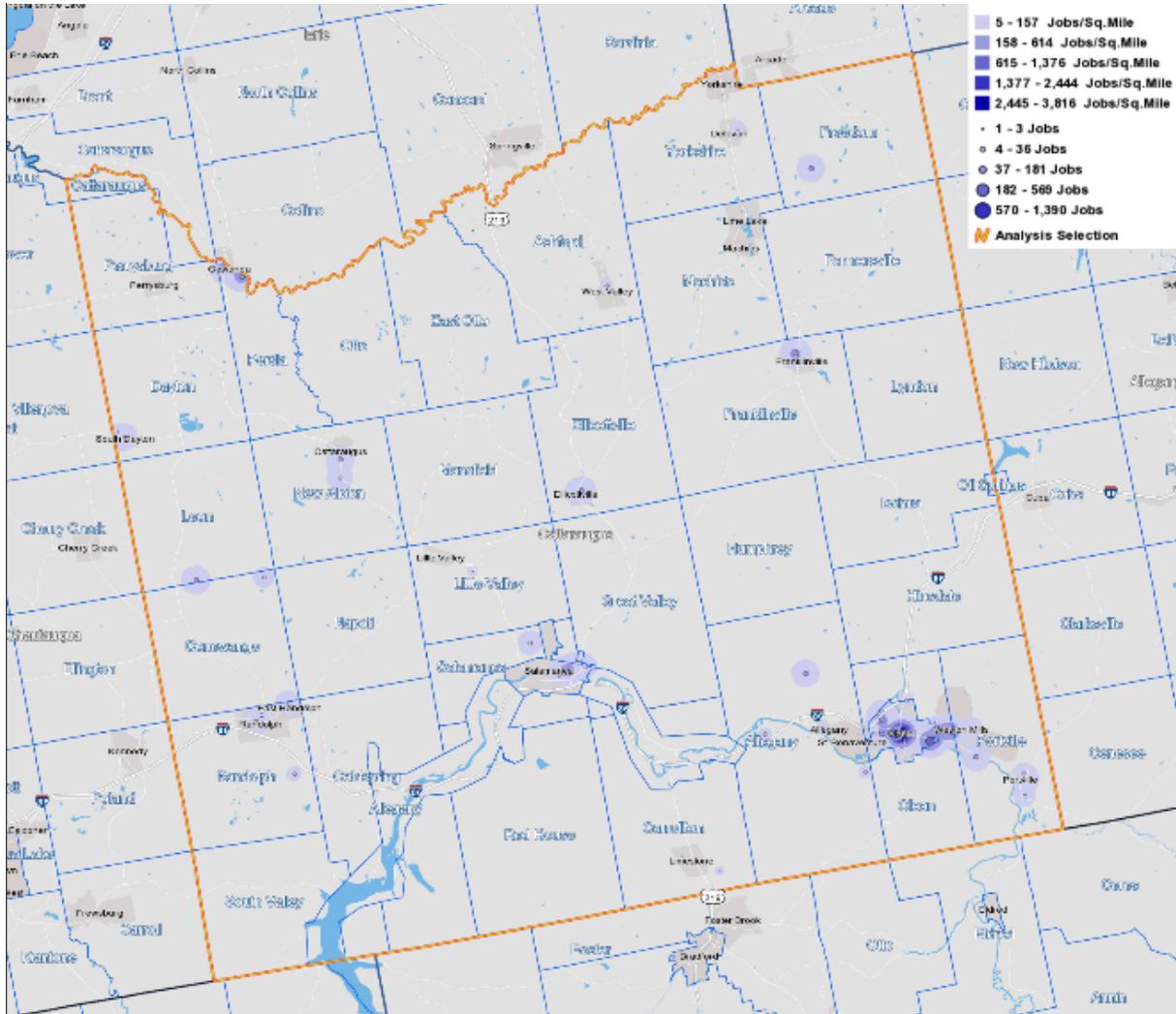
Figure 31. Arts, Entertainment and Recreation Jobs within Cattaraugus County



Manufacturing is an important source of employment for workers in Cattaraugus County. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing. This industry cluster had 3,566 jobs, representing approximately 13 percent of the County's employment. While the industry is the third largest employer, it experienced a contraction between 2002 and 2014, reducing the industry workforce by 1,600 jobs. Despite this contraction, the manufacturing industry has a high LQ of 2.44. The manufacturing cluster posts annual average wages of \$59,927; this is below the state total industry 2014 annual average wage of \$62,169. The industry tends to be concentrated around Olean, Portville, and Salamanca. The manufacturing cluster's value chain is extensive. The upstream supply chain for this industry includes:

agriculture, mining, utilities, and construction; manufacturing; wholesale and retail trade; transport services; financial and real estate; information and business services; and other services and government industries. The downstream sales chain includes transport, wholesale, and retail trade.

Figure 32. Manufacturing Jobs within Cattaraugus County



Public Administration has the fifth highest LQ at 2.19 and is the fifth-largest employer in Cattaraugus County, accounting for 3,343 jobs or 11.95 percent of the County’s employment. This cluster has seen an increase of 329 jobs between 2002 and 2014. In addition to the County’s own administrative jobs, cities and towns have their own administrative staff. The 2014 average annual wage for workers in this cluster was \$39,717 which is below the state average of \$58,739. The industry is largely concentrated around Little Valley.

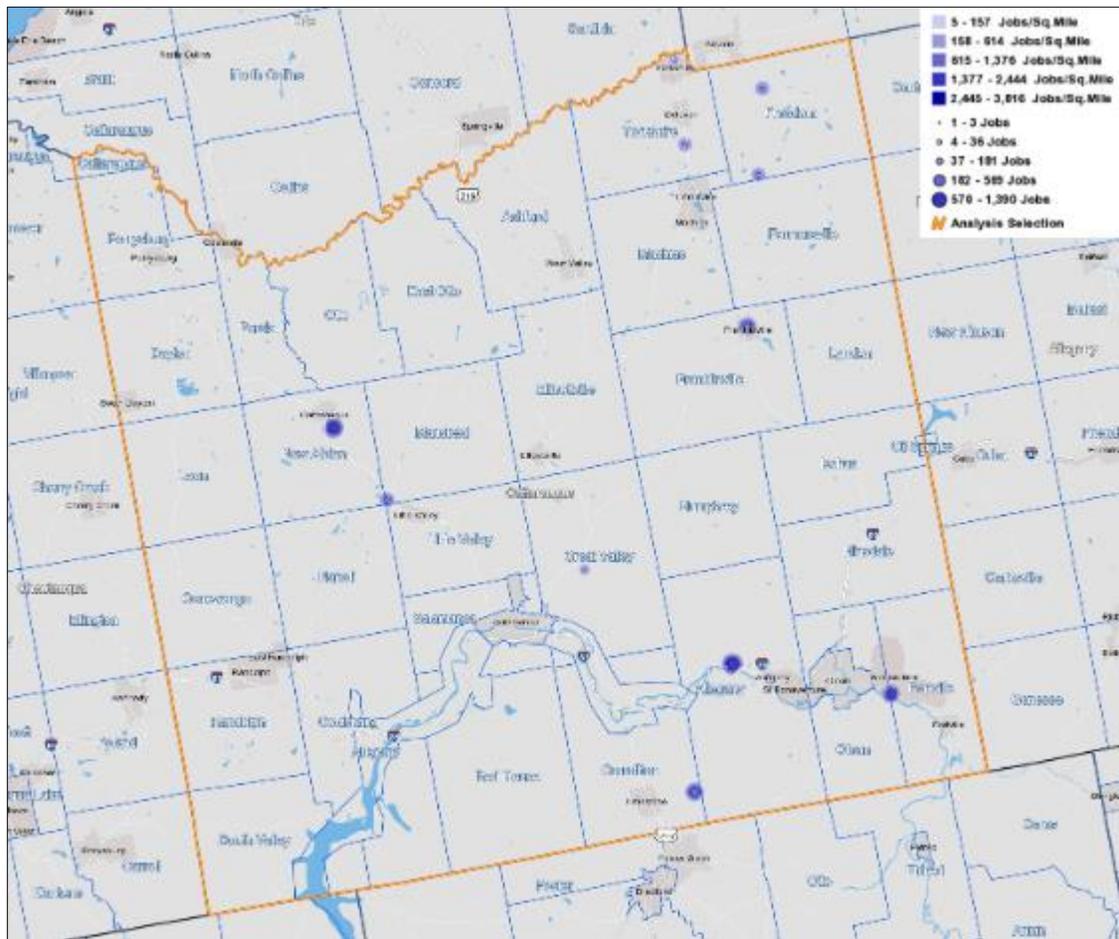
Retail trade is the fourth largest employer in the County, with approximately 12 percent of local jobs, employing 3,355 workers. The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises

two main types of retailers: store and non-store retailers. From 2002 and 2014 this industry contracted by 312 jobs. Despite the contraction in employment, the cluster gained strength, rising from 1.13 to 1.16. This industry tends to have lower wages, with an average annual wage of \$23,664. The lower wage is an indicator of a lower employment multiplier effect. Retail can be found in small clusters throughout the County; however, most is concentrated around Salamanca and Olean.

### Strong but Declining Clusters

The mining, quarrying, and oil and gas extraction industry cluster has the highest LQ of all industries in Cattaraugus County; however only employs 117 workers (0.42 percent economic base). The Mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.

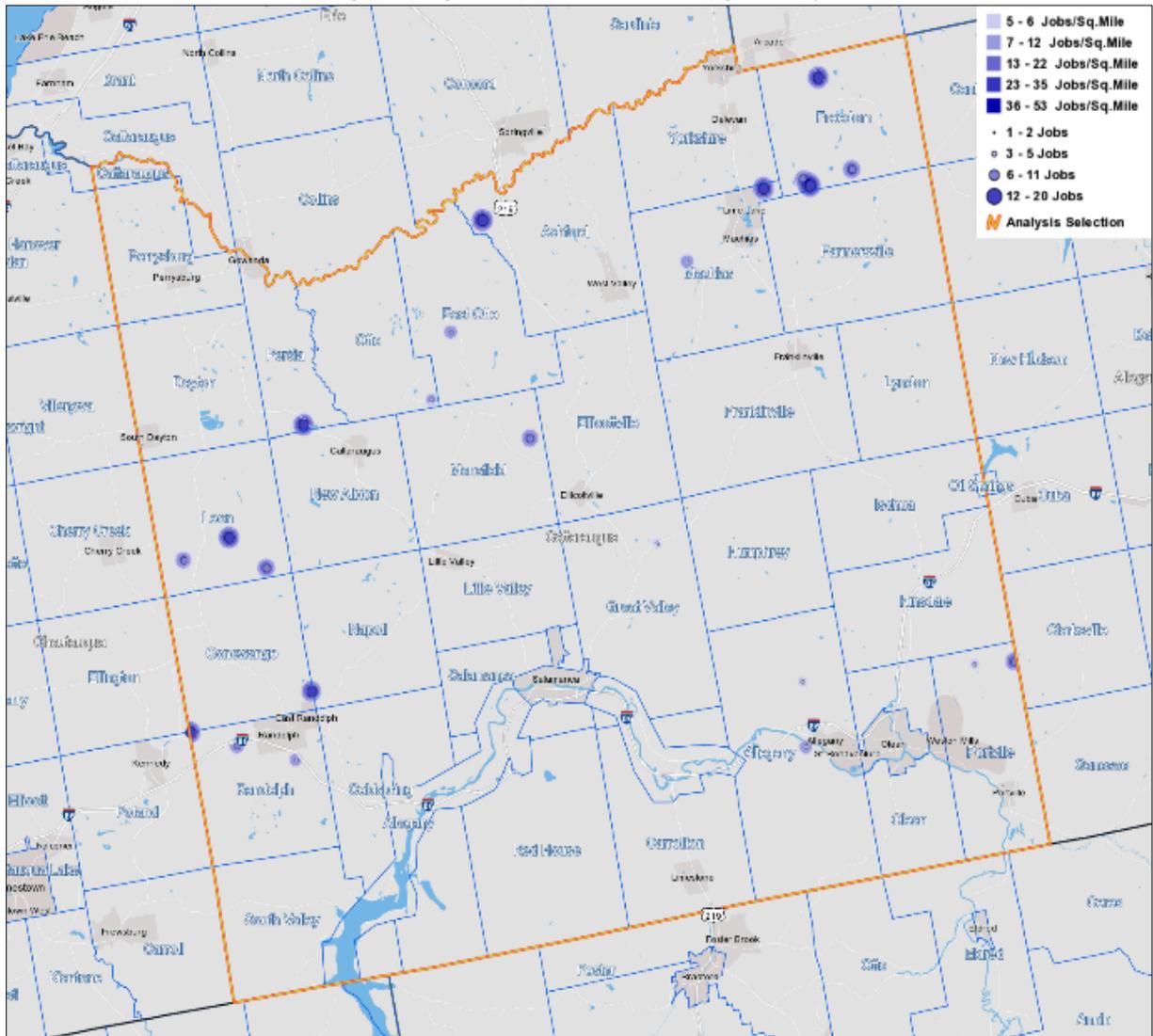
Figure 33. Mining Jobs within Cattaraugus County



This cluster shows an employment concentration of 7.99 in 2014. The average annual wage for this cluster was \$48,903. The industry tends to be clustered around New Albion, Allegany, and Portville. Agriculture is important to the County as a land use, as a source of income, and as an employer. Approximately 228 workers were employed by this industry in 2014, a 14.6 percent decrease since 2002. In addition to fewer workers in this industry cluster, there have been structural changes to farming in the County. The number

of farms has steadily declined, dropping from 1,157 in 2002 to 1,038 in 2012 (the most recent data available). Acreage of land devoted to farming has also slightly declined between 2002 and 2012, decreasing by 2.3 percent; however, the average size of farms has been increasing from 175 acres in 2002 to 190 acres in 2012. This trend towards fewer but larger farm operations parallels statewide trends. Although the industry lost jobs over the 13 year period, agriculture, forestry, fishing and hunting remains highly concentrated as a specialization within the County, recording an LQ of 3.12. The annual average wages for this cluster is \$27,886; this is below the state total industry 2014 annual average wage of \$31,243. Within the County, this industry is concentrated around Ashford, Freedom, Persia, Leon, Conewango, Randolph and Napoli.

Figure 34. Agriculture Jobs within Cattaraugus County



The Educational Services Industry is another strong cluster in Cattaraugus County. The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or

accommodation services to their students. Representing 15.6 percent of the County workforce, it is the largest employer in the County providing 4,365 jobs. Some of the largest employers in the County fit this cluster, including St. Bonaventure University and the Pioneer Central School District. The industry has strong clusters in Yorkshire, Ashford, Franklinville, Little Valley, Randolph, Salamanca, Allegany, Olean and Portville. The LQ of the industry is 1.42. The average annual wages of \$33,182 are well below the state average annual wage of \$53,201.

Tied closely with arts, entertainment and recreation cluster is the accommodation and food service cluster. Concentrations of the industry can be found in Ellicottville, Salamanca, and Olean. This cluster provided jobs for 1,390 people in 2014, approximately 8.31 percent of the County's workforce. The Industry gained 161 jobs between 2002 and 2014 and has an average annual wage of \$15,041. Cattaraugus County's strong arts, entertainment and recreation cluster and accommodation and food services clusters are linked with the bustling tourism industry associated with the area.

### Weak Industry Clusters

#### Weak and Emerging Clusters

The other services sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services. This cluster provides jobs for approximately 1,087 people, representing 3.88 percent of the County's employment. Establishments in this industry are found across the county, with concentrations in Salamanca, Allegany, Olean and Portville. This industry cluster has an LQ of 0.97 and has a lower average annual wage of \$21,524.

The wholesale trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. This industry provides jobs for 720 workers, a decrease of 108 jobs since 2002. Despite the decrease in employment numbers, the industry's concentration is growing, from 0.6 in 2002 to .67 in 2014. Jobs in the industry tend to be clustered around Portville, Olean and Salamanca; however can be found to a lesser extent in other areas of the county, such as Yorkshire, Ashford, Perrysburg, Leon, Mansfield, Ellicottville, Conewango, and Hinsdale.

As of 2014, the construction cluster accounts for 623 jobs in Cattaraugus County. Since 2002 this industry has experienced a 9.88 percent growth, adding 56 jobs. During the same time period, the LQ grew from 0.49 to 0.59. The average annual wage for the construction industry in Cattaraugus County for 2014 was approximately \$43,446, and has an employment multiplier of 1.90. This means for every construction job created, another 1.9 indirect jobs are also created.

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. This industry provides jobs for 735 individuals, similar to employment levels in 2002. The majority of jobs in this industry are found in Olean, Salamanca and Allegany. Jobs can also be found in Portville, Randolph, Little Valley, Ellicottville, Franklinville, New Albion, Dayton, Ashford and Yorkshire.

The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks. The real estate, rental and leasing sector provides jobs for 256 people in Cattaraugus County. This industry has seen a 23 increase in employment since 2002. The industry's concentration is growing in strength, from 0.32 in 2002 to 0.41 in 2014. Jobs in this cluster tend to be located in Olean, Allegany, Ellicottville, Portville, and Salamanca.

The Management of Companies and Enterprises sector comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise. This sector employed 177 workers in 2014, growing 13.46 percent since 2002. The LQ for this industry is 0.37, a slight increase since 2002's LQ of 0.31, and has an annual average wage of \$34,453. Jobs in this cluster tend to be located in Yorkshire, Ellicottville, and Olean.

Professional, scientific and technical services had an LQ of 0.29 in 2014, which is a 45.94 percent increase in concentration compared to 2002. The industry provides jobs for approximately 527 workers, adding 87 jobs to the workforce since 2002. The cluster has the third-highest annual wage in Cattaraugus County of \$52,042. The higher wage reflects the educational attainment and skills necessary to perform in the Industry. Jobs in this cluster tend to be dispersed throughout the County, however, are more concentrated around Portville, Olean, Salamanca and Randolph.

#### [Weak and Declining Clusters](#)

The health care and social assistance service industry is the second-largest employment sector in Cattaraugus County, yet has an LQ of 0.91. The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry. This industry had a 17.6 percent employment contraction between 2002 and 2014. During this period, the health care and social assistance service cluster also contracted in the State, by 19.42 percent. The clusters average annual wage has seen a risen from \$23,602 in 2002 to earning approximately \$41,449 by 2014. While this industry's wage is rising, the moderate pay results in a lower employment multiplier effect. Jobs in this cluster tend to be located in Olean, Allegany, Salamanca, Little Valley, and Perrysburg. There are also a fewer number of jobs in this cluster located in Randolph, Ellicottville, Franklinville, Machias, Yorkshire and Ashford.

The administrative and support and waste management and remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. This industry employs 655 workers in 2014, a contraction of 325 jobs compared to 2002 employment levels. Ashford and Olean have the highest concentration of jobs in the County for this industry. The industry pays a moderate annual average wage of \$46,160.

The transportation and warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. This industry has seen a contraction in employment, from 993 jobs in 2002 to 393 jobs in 2014. The LQ of the industry has seen a contraction from 0.96 to 0.4 over the same time period. The annual average wage for this sector was \$36,712.

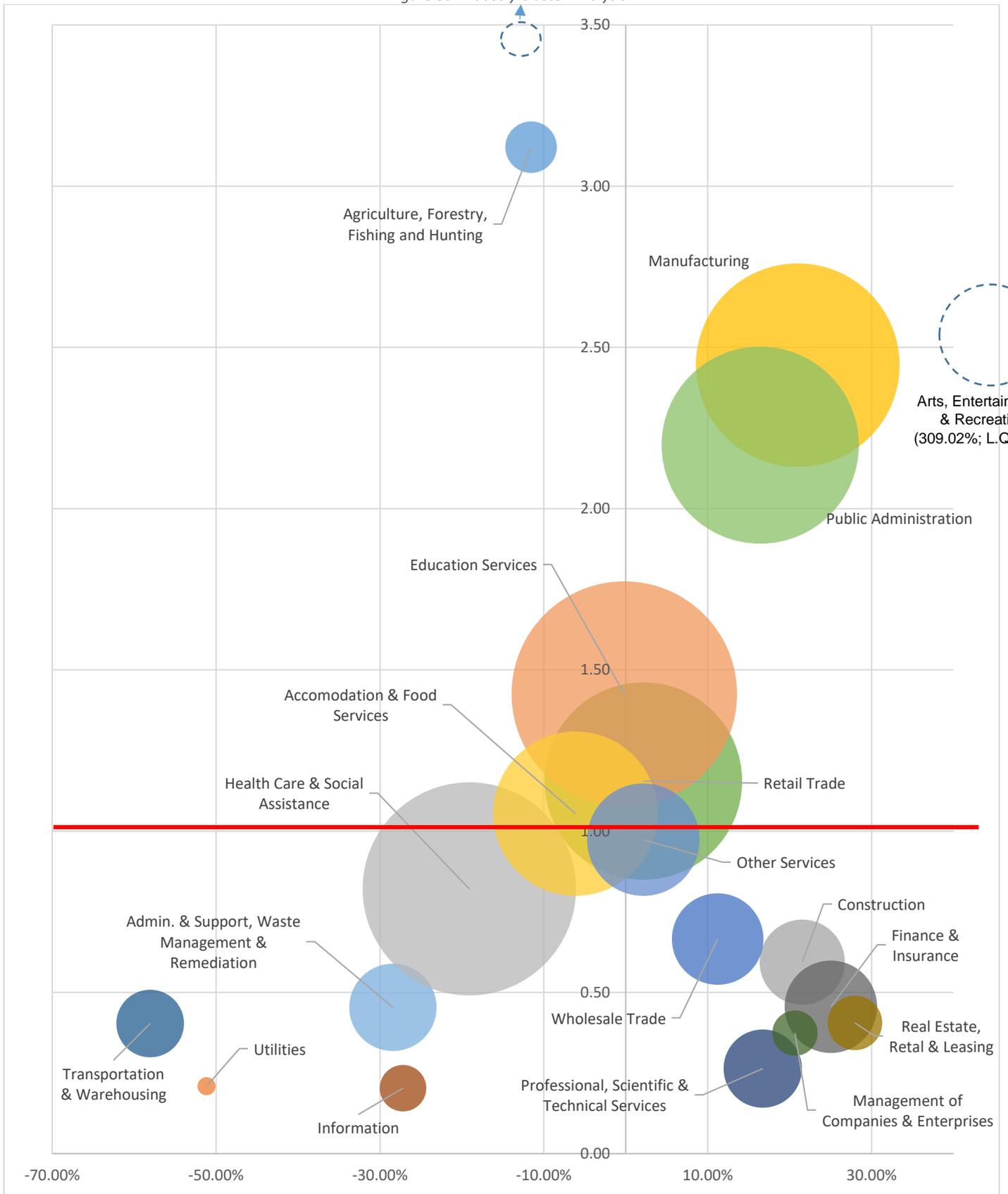
The information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The industry provides jobs for 186 people and tends to be located in Olean and Portville. The industry has a concentration of 0.2 in 2014 and an average annual wage of \$48,129.

The utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. The industry lost 45 jobs between 2002 and 2014, employing 28 people in 2014. These jobs are located predominantly in Olean. In addition to the loss in jobs, the concentration of the industry has decreased from 0.43 to 0.21 over the same time period. This industry has an extremely high annual average wage of \$118,703. In addition to a high average annual wage, this industry has a high employment multiplier of 5.13.

Strong but Declining

Figure 35. Industry Cluster Analysis

Strong and Advancing



Weak and Declining

Weak but Emerging

Figure 36. Industry Cluster Time Series Comparison

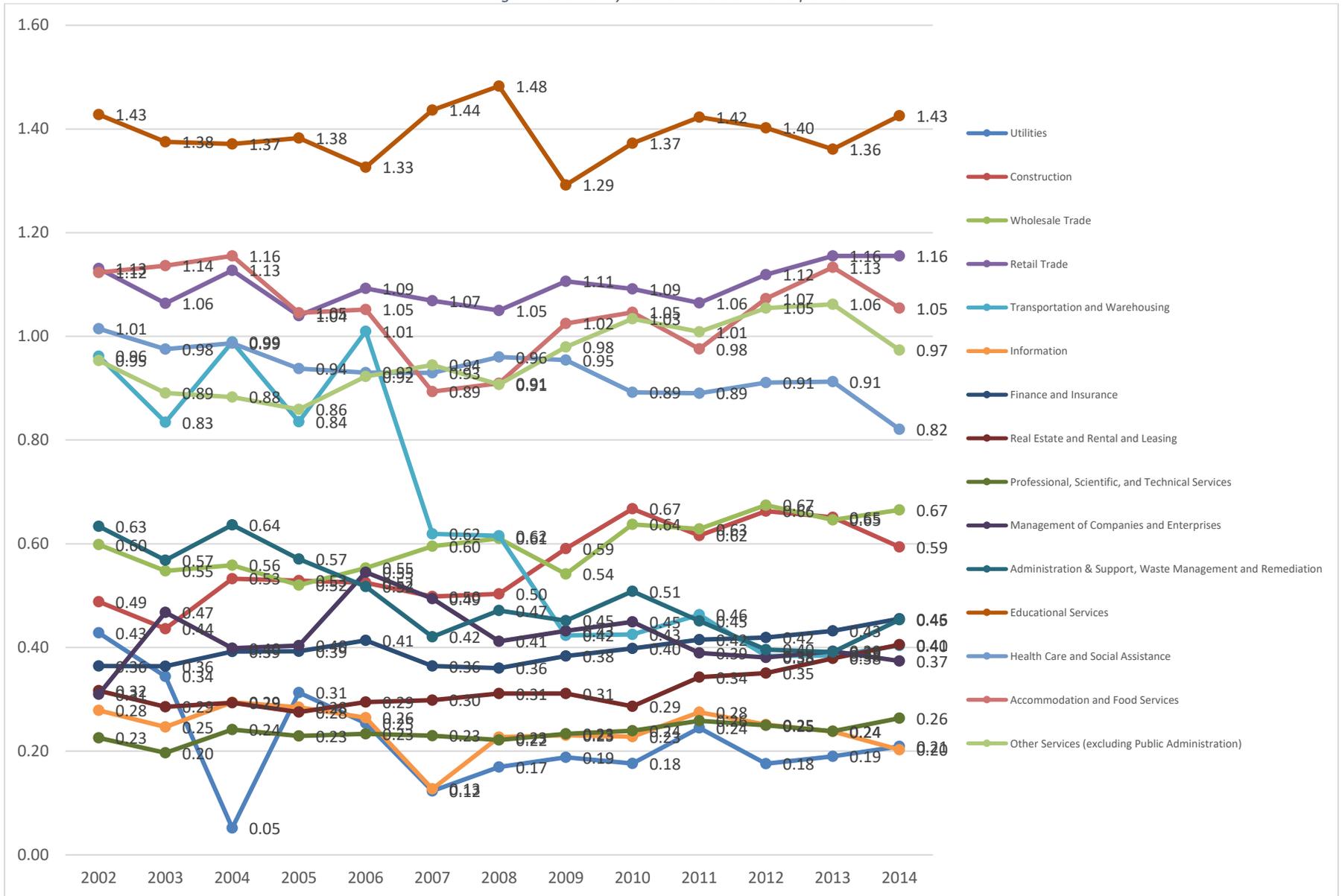


Figure 37. Industry Cluster Time series Comparison (Continued)

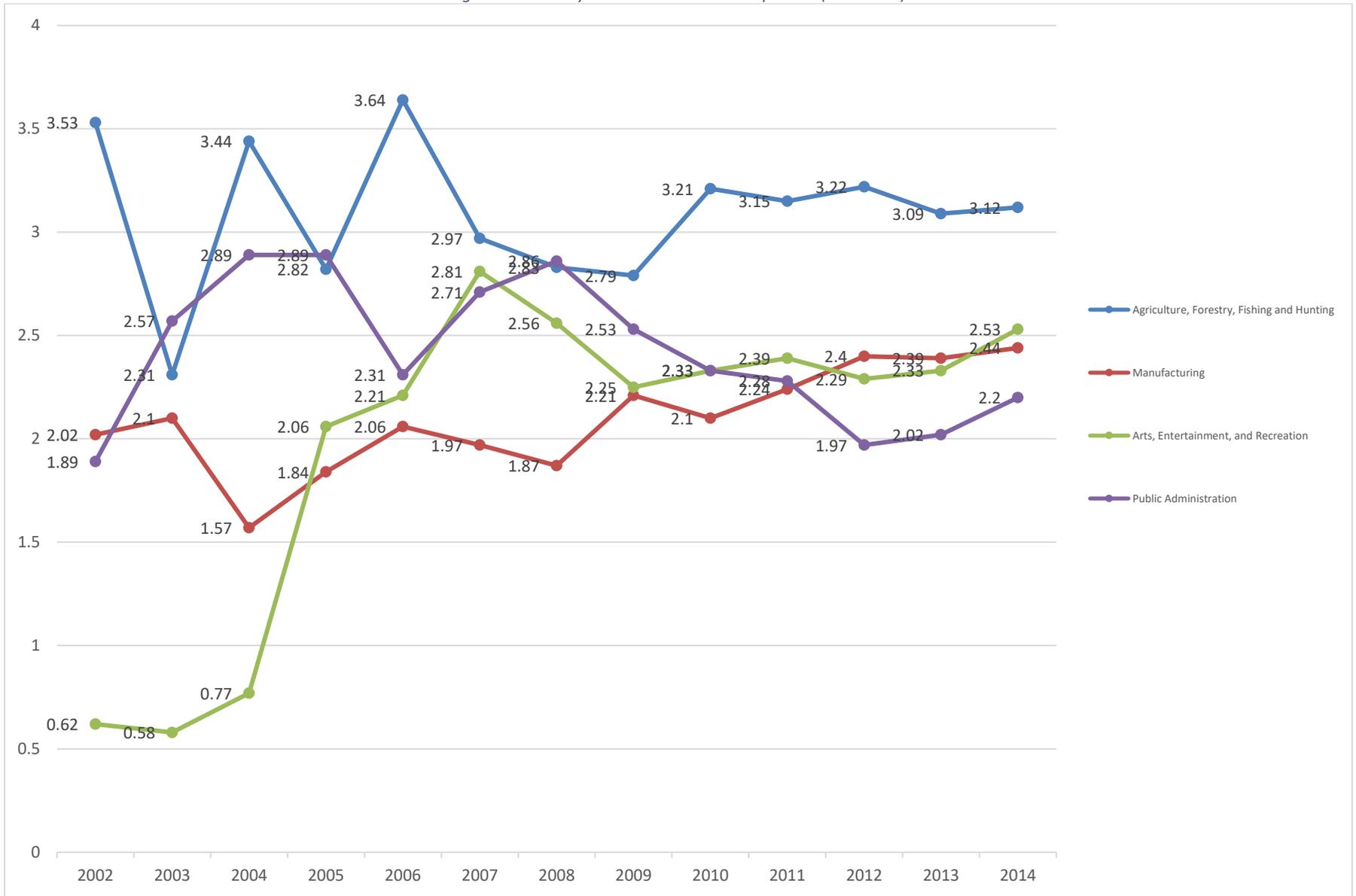


Table 12. LQ Change between 2002 and 2014 (Cattaraugus County vs. New York)

Industry	LQ 2002	LQ 2014	Increase/Decrease	% Change
Agriculture, Forestry, Fishing and Hunting	3.53	3.12	Decrease	-11.61%
Mining, Quarrying, and Oil and Gas Extraction	9.24	7.99	Decrease	-13.53%
Utilities	0.43	0.21	Decrease	-51.16%
Construction	0.49	0.59	Increase	20.41%
Manufacturing	2.02	2.44	Increase	20.79%
Wholesale Trade	0.60	0.67	Increase	11.67%
Retail Trade	1.13	1.16	Increase	2.65%
Transportation and Warehousing	0.96	0.40	Decrease	-58.33%
Information	0.28	0.20	Decrease	-28.57%
Finance and Insurance	0.36	0.46	Increase	27.78%
Real Estate and Rental and Leasing	0.32	0.41	Increase	28.13%
Professional, Scientific, and Technical Services	0.23	0.26	Increase	13.04%
Management of Companies and Enterprises	0.31	0.37	Increase	19.35%
Administration & Support, Waste Management and Remediation	0.63	0.45	Decrease	-28.57%
Educational Services	1.43	1.43	Neutral	0.00%
Health Care and Social Assistance	1.01	0.82	Decrease	-18.81%
Arts, Entertainment, and Recreation	0.62	2.53	Increase	308.06%
Accommodation and Food Services	1.12	1.05	Decrease	-6.25%
Other Services (excluding Public Administration)	0.95	0.97	Increase	2.11%
Public Administration	1.89	2.20	Increase	16.40%

Industry	Employment 2002	Employment 2014	Employment Gain/Loss	% Change
Agriculture, Forestry, Fishing and Hunting	267	228	-39	-14.61%
Mining, Quarrying, and Oil and Gas Extraction	149	117	-32	-21.48%
Utilities	73	28	-45	-61.64%
Construction	567	623	56	9.88%
Manufacturing	5166	3566	-1600	-30.97%
Wholesale Trade	828	720	-108	-13.04%
Retail Trade	3667	3355	-312	-8.51%
Transportation and Warehousing	993	393	-600	-60.42%
Information	282	186	-96	-34.04%
Finance and Insurance	736	735	-1	-0.14%
Real Estate and Rental and Leasing	233	256	23	9.87%
Professional, Scientific, and Technical Services	440	527	87	19.77%
Management of Companies and Enterprises	156	177	21	13.46%
Administration & Support, Waste Management and Remediation	980	655	-325	-33.16%
Educational Services	4618	4365	-253	-5.48%
Health Care and Social Assistance	4743	3908	-835	-17.60%
Arts, Entertainment, and Recreation	299	1390	1091	364.88%
Accommodation and Food Services	2164	2325	161	7.44%
Other Services (excluding Public Administration)	1119	1087	-32	-2.86%
Public Administration	3014	3343	329	10.92%

Industry	Average Wages 2002	Average Wages 2014	Average Wages Gain/Loss	% Change
Agriculture, Forestry, Fishing and Hunting	\$19,435	\$27,886	\$8,451	43.48%
Mining, Quarrying, and Oil and Gas Extraction	\$31,865	\$48,903	\$17,038	53.47%
Utilities	\$65,920	\$118,703	\$52,783	80.07%
Construction	\$28,471	\$43,446	\$14,975	52.60%
Manufacturing	\$38,024	\$59,927	\$21,903	57.60%
Wholesale Trade	\$34,217	\$45,797	\$11,580	33.84%
Retail Trade	\$17,563	\$23,664	\$6,101	34.74%
Transportation and Warehousing	\$22,305	\$36,712	\$14,407	64.59%
Information	\$29,897	\$48,129	\$18,232	60.98%
Finance and Insurance	\$26,839	\$49,336	\$22,497	83.82%
Real Estate and Rental and Leasing	\$19,684	\$26,843	\$7,159	36.37%
Professional, Scientific, and Technical Services	\$29,137	\$52,042	\$22,905	78.61%
Management of Companies and Enterprises	\$28,079	\$34,453	\$6,374	22.70%
Administration & Support, Waste Management and Remediation	\$41,730	\$46,160	\$4,430	10.62%
Educational Services	N/A	\$33,182	N/A	N/A
Health Care and Social Assistance	\$23,602	\$41,449	\$17,847	75.62%
Arts, Entertainment, and Recreation	\$11,770	\$16,104	\$4,334	36.82%
Accommodation and Food Services	\$10,003	\$15,041	\$5,038	50.36%
Other Services (excluding Public Administration)	\$14,153	\$21,524	\$7,371	52.08%
Public Administration	\$30,494	\$39,717	\$9,223	30.25%
Sources: US Census 2000 and 2014 Business Patterns				

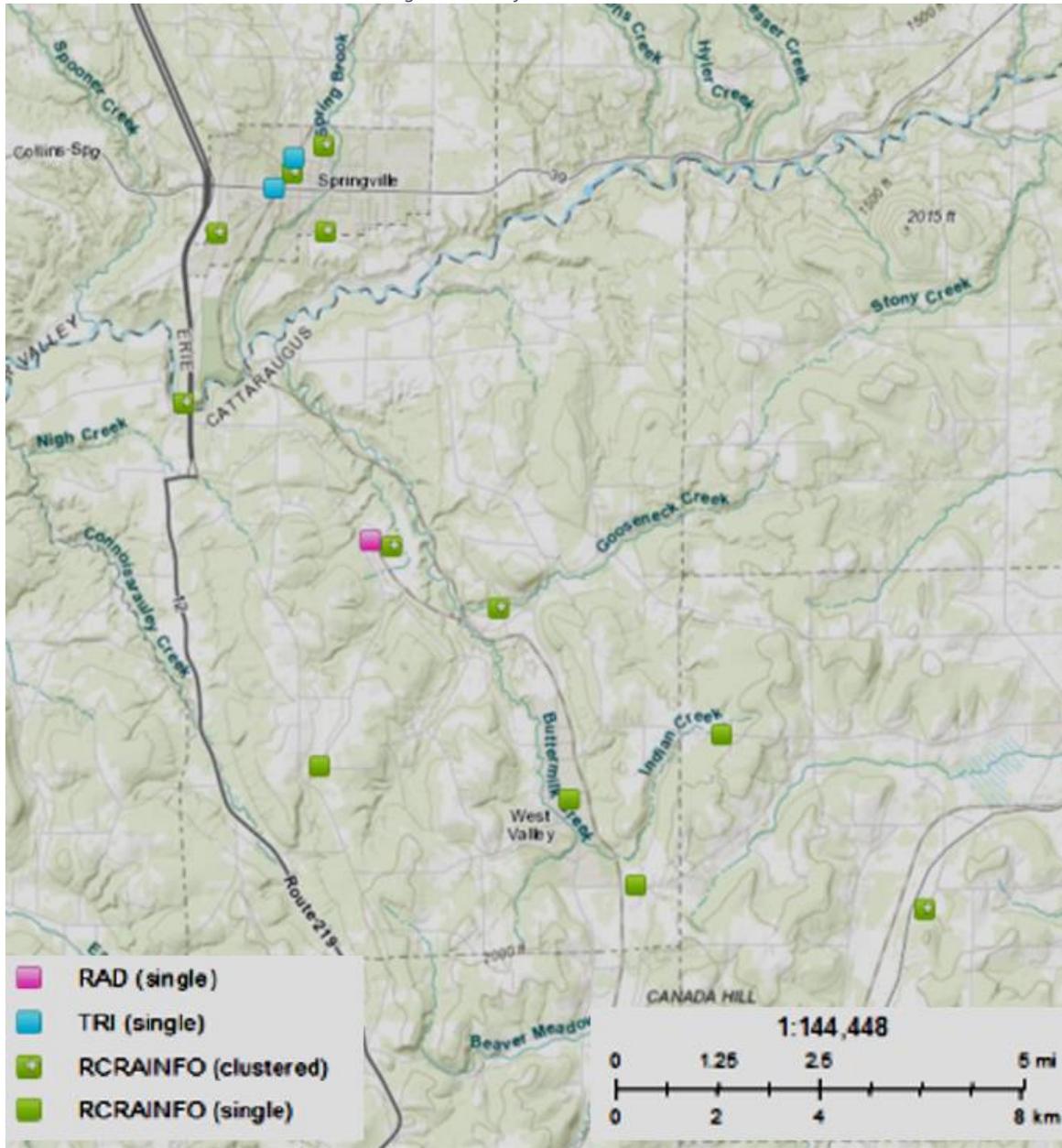
Table 13. Number of Establishments by Industry (2002-2014)

Industry	Number of Establishments 2002	Number of Establishments 2014	Establishment Gain/Loss	% Change
Agriculture, Forestry, Fishing and Hunting	21	12	-9	-42.86%
Mining, Quarrying, and Oil and Gas Extraction	17	21	4	23.53%
Utilities	5	7	2	40.00%
Construction	159	144	-15	-9.43%
Manufacturing	93	71	-22	-23.66%
Wholesale Trade	83	58	-25	-30.12%
Retail Trade	385	342	-43	-11.17%
Transportation and Warehousing	52	38	-14	-26.92%
Information	30	32	2	6.67%
Finance and Insurance	76	72	-4	-5.26%
Real Estate and Rental and Leasing	61	47	-14	-22.95%
Professional, Scientific, and Technical Services	100	94	-6	-6.00%
Management of Companies and Enterprises	10	9	-1	-10.00%
Administration & Support, Waste Management and Remediation	48	63	15	31.25%
Educational Services	10	10	0	0.00%
Health Care and Social Assistance	149	171	22	14.77%
Arts, Entertainment, and Recreation	29	24	-5	-17.24%
Accommodation and Food Services	202	210	8	3.96%
Other Services (excluding Public Administration)	200	200	0	0.00%
Public Administration	N/A	N/A	N/A	N/A

### 7.3. Environmentally Contaminated Sites

The US Environmental Protection Agency has identified 6 sites within the immediate Ashford area that may contain contamination. The sites within the Town have been given a Resource Conservation Recovery Act (RCRA) hazardous waste generator number for producing waste classified by the EPA as hazardous waste. In most instances these RCRA generator sites are gasoline stations and dry cleaners. See the figure below.

Figure 38. Ashford - EPA Facilities



There are several grant programs available through state and federal agencies to help ameliorate environmental contamination issues. One of these, the EPA Brownfield Programs, provides up to \$400,000 for environmental assessments, and \$200,000 for environmental remediation projects to eligible communities. Additional details can be found online at the following link: <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

#### 7.4. Economic Development Goals and Objectives

**Goal:** Support and expand the local tourism and outdoor sports economy.

*Objectives:*

- The Town should support the building of a Welcome Center off the Eddies Rd, SR 219 area that would also act as a diesel fueling station, retail center with limited lodging

accommodations. This location should act as a Tourist Attraction and Center for the Town.

- The Town should support the development of Farmers Markets along Rt. 219 and Rt. 240 which offer fresh goods during various seasons.

**Goal:** To ensure the long-term viability of the local agricultural economy.

*Objectives:*

- To encourage the development of niche markets for agricultural products (e.g. organic/hydroponic).
- To encourage secondary business development, such as outdoor markets, around the agricultural economy.
- To promote working with Cattaraugus County and other agencies such as the County Extension Agency, to explore regional approaches to aiding the agricultural economy.

**Goal:** Limit sporadic development of commercial sites.

*Objectives:*

- Identify preferred areas where commercial development is acceptable (hamlet of Ashford, near municipalities, etc.)
- To maintain uninterrupted expanses of agricultural land and discourage the splitting of active agricultural parcels that would divide working lands, or place barriers between active lands.

**Goal:** Maintain access to local goods and services.

*Objectives:*

- To support local commercial corridors within neighboring municipalities.
- To attempt to work with neighboring municipalities to develop a long-term area-wide strategy to promote local goods and services.
- To provide necessary support for active Ashford businesses.

**Goal:** Provide a welcoming environment for small business development.

*Objectives:*

- To work with local, regional, and state programming to grow small business development and retention.
- To support local initiative and entrepreneurial spirit by allowing home-based business development.

**Goal:** Collaborate with the federal Department of Energy on the West Valley Demonstration Project

*Objectives:*

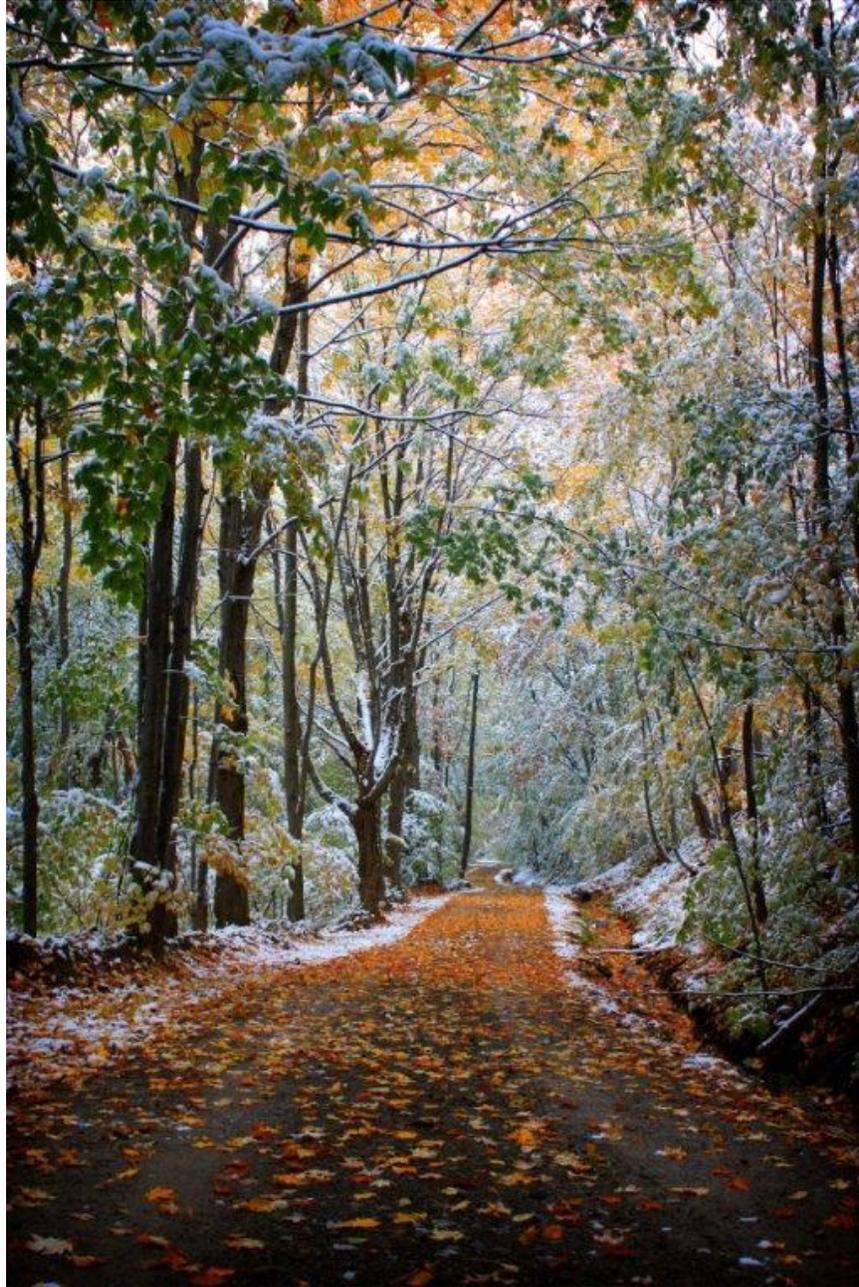
Continue to work with the West Valley Demonstration Project to develop new research and development programs.

**Goal:** Collaborate with Cattaraugus County on expansion of recreation programs

*Objectives:* To support the expansion of the recreation industry cluster in the Town of Ashford.

## 7.5. Economic Development Recommendations

- Pursue the construction of Welcome Center/Regional Travel Stop along the Rt. 219 Corridor.
- Support and market all forms of agriculture, including those less common in Cattaraugus county like: organic agriculture; vineyards; orchards; research farming; community agriculture; or, the production of other niche agricultural products.
- Where development occurs, establish guidelines for appropriate site design to mitigate potentially negative environmental impacts.
- Collaborate with adjoining municipalities in the planning, timing, location, and form of all recreation, commercial and/or industrial development proposed in the Town or surrounding area.
- Encourage establishment of proposed businesses that are compatible with the Town's status as a rural, agricultural and residential community.
- Work with the County and the Cattaraugus-Allegany Workforce Investment Board, Inc. (WIB), the One Stop Career Centers, and our Partner agencies to identify local and state programming to help aid in business development and recruitment. This includes identifying start-up funding or incentive programming.
- Ensure that the future zoning ordinance provides opportunities for home-based businesses and support local entrepreneurial initiatives.
- Encourage expansion and development of existing Ashford businesses. Work with these entities to enhance their productivity and longevity within the community.
- Pursue establishing a Community Benefits Agreement with the DOE Contractor at the West Valley Demonstration Project.



## Element 8: Intergovernmental Cooperation

This element of the Master Development Plan analyzes the relationship of the Town of Ashford in terms of planning and decision making to adjacent local governmental units and quasi- public, regional, state, and federal governmental entities. It looks at these governmental entities' planning and land use control/growth management documents, agreements, and programs and how they relate to the Town.

### 8.1. Ashford's Intergovernmental Relationship

#### 8.1.1. New York Department of Environmental Conservation (DEC)

The New York DEC, Office of Natural Resources is responsible for fish & wildlife management, marine resources and lands and forests. Cattaraugus County is included in the Western New York Wildlife Management Area – Region 9, however, a Plan has not been developed in the Town of Ashford. The NY DEC offers competitive grants for environmental protection and improvement to municipalities, community organizations, not-for-profit organizations and others. Additional information on grant programs is available at [www.dec.ny.gov/pubs/grants.html](http://www.dec.ny.gov/pubs/grants.html)

#### 8.1.2. USDA – Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA)

Many farmers and landowners in the Town participate in the conservation programs offered by NRCS. There are lands in Ashford that have been established as grass, trees, or wetland cover through programs such as the Conservation Reserve Program (CRP), Wetland Reserve Program (WRP) and Wildlife Habitat Incentive Program (WHIP). Conservation practices are maintained on active farmland through the Conservation Compliance Program.

#### 8.1.3. New York Department of Transportation (DOT)

The actions of the New York DOT have little local impact within the Town save for maintenance and access limitations concerning SR 219, the only state highway within the jurisdiction. The DOT will review comprehensive plans for applicability to long-term transportation plans.

#### 8.1.4. Cattaraugus County

The Cattaraugus County Planning Division provides countywide planning and community development services to the constituents of Cattaraugus County. These services include developing and implementing countywide plans and strategies for economic development, agricultural protection, tourism, transportation, and environmental protection. The Cattaraugus County Planning Board reviews and makes recommendations on local municipal zoning and land use actions, such as site plans, special use permits, variances, and the adoption or amendment of comprehensive plans or zoning laws.

The Cattaraugus County Public Works Department maintains a large segment of roads, bridges and drainage structures in the County. The Town's Interaction with this Department has been good. The condition of the county highway system is a priority concern for the Town since these roadways provide important linkages to service centers, and regional highways within the region.

#### 8.1.5. Local School Districts

The majority of Ashford children are enrolled in the West Valley School District.

#### 8.1.6. Surrounding Municipalities

Towns: Ashford has very little interaction with the surrounding towns of East Otto, Ellicottville, Machias and Yorkshire. Each of these governments relies on agreements forged independently to provide

municipal services. There might be an opportunity to identify cost-sharing agreements, consolidation of facilities, or other capital assets in coming years, but communication is currently limited due to lack of interest or need.

#### 8.1.7. Local Area Organizations

There are a number of recreation organizations in the Ashford area. Most cater to needs of sportsman, including the Springfield Field and Stream, Machias Sportsmen Club, and the Ellicottville Sportsman Club.

### 8.2. Intergovernmental Cooperation Goals and Objectives

**Goal:** Work with state agencies to keep apprised of current and future planning efforts.

*Objectives:*

- To acquire notice of DNR acquisitions within the Town of Ashford area.
- To communicate land use development desires to the DOT along SR 219.
- To obtain regular updates from DOT concerning expansion and development plans near Route 219.
- To become familiar with agricultural programming available through the Natural Resources Conservation Service.

**Goal:** Continue working relationships with regional entities.

*Objectives:*

- To coordinate with the Cattaraugus Highway Department for repair and upgrade of local highways.
- To utilize existing ordinances, including the Cattaraugus County Subdivision Ordinance, to help control development.

**Goal:** Work with adjacent communities to achieve local initiatives.

*Objectives:*

- To work proactively with interested participants to identify cost sharing measures such as capital improvements projects or equipment sharing.

### 8.3. Intergovernmental Cooperation Recommendations

- Meet regularly with the NY DOT regarding DOT development plans near the Town of Ashford.
- Provide a copy of this Master Development Plan and any proposed updates or amendments to all governmental units, including the New York DOT and Cattaraugus County Public Works Department.
- Refer development applications that will impact other governmental entities to the appropriate government, agency or staff in a timely manner, and consider their comments during the Town's decision-making process. Request these entities respond in kind with their local development.
- Work collectively with local governments and agencies to protect water quality and prime farmland.

- Maintain existing intergovernmental cooperation efforts such as mutual aid agreements with neighboring fire services.
- Consider pursuing agreements amongst the Town and other nearby Towns and Cattaraugus County on sharing governmental service functions.

## Element 9: Land Use

The basic objective of the community as embodied in the underlying philosophy of this Master Development Plan is to provide a safe, physical, economic, social and cultural environment for its residents, present and future. This element contains objectives, policies, goals, maps and programs to guide the future development and redevelopment of public and private property. The element also contains types and densities of existing land uses within the Town. The chapter also includes maps and land use projections.

With this Master Development Plan the Town of Ashford seeks to provide guidance on future actions for the Town of Ashford and for the two identified Planning Districts – the Route 219 Corridor and the West Valley Hamlet. It presents a vision for the future, with long-range goals and objectives for all activities that affect the local government. This includes guidance on how to make decisions on public and private land development proposals, the expenditure of public funds, cooperative efforts and issues of pressing concern, such as farmland preservation or the rehabilitation of older neighborhoods areas.

A Master Plan Development serves the following functions:

- The plan provides continuity across time, and gives successive public bodies a common framework for addressing land-use issues.
- It is the means by which a community can balance competing private interests.
- It is the means by which a community can protect public investments. Planning is the means by which a community avoids digging up last year's new road to lay this year's new sewer pipe. Well-planned, orderly and phased development patterns are also less expensive for a community to provide with public services than low-density, scattered development.
- It allows communities to plan development in a way that protects valued resources. Planning can identify environmental features like wetlands, agricultural lands, woods and steep slopes and suggest strategies for preserving those resources from destruction or degradation by inappropriate development.
- It provides guidance for shaping the appearance of the community. A plan can set forth policies that foster a distinctive sense of place.
- It promotes economic development. The plan contains valuable information that drives the location decisions of prospective businesses.
- It provides justification for decisions. Plans provide a factual and objective basis to support zoning decisions and can be used by communities to defend their decisions if challenged in court.
- Through public dialogue, citizens express a collective vision for the future.

### 9.1. Existing Land Use

An essential component in the developing of the Town of Ashford Master Plan is recognition of the current pattern of land use development. The use of land changes over time, and an understanding of trends and current development patterns is important when planning for future development.

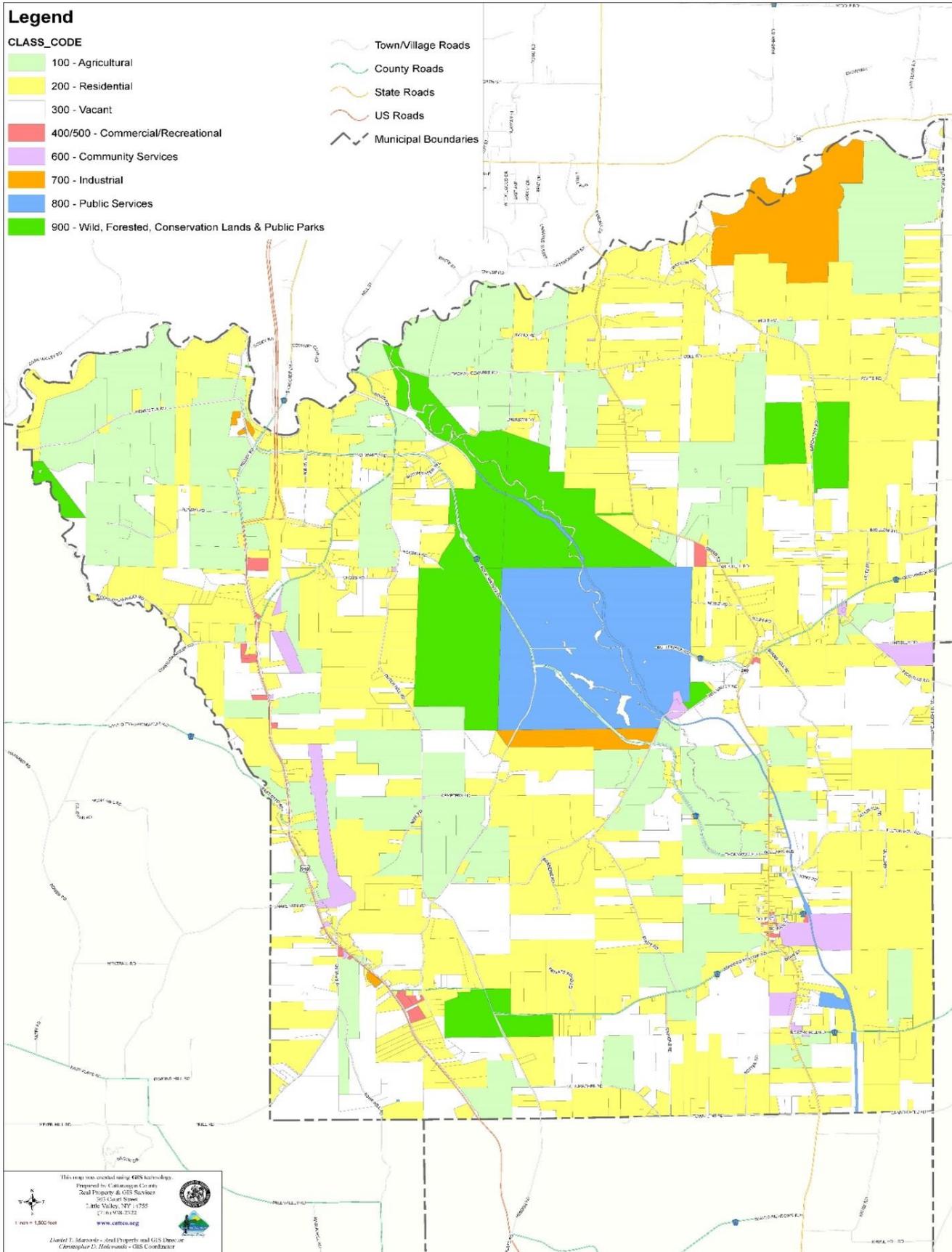
The pattern of existing land use in Ashford is generally typical of both the region and rural New York State. With the exception of the West Valley Demonstration Project, the Town of Ashford contains little major industry and past development has related to either forestry or agriculture, with the vast majority of land remaining in these categories. Of the total land area, 29,886 acres, less than 3% is currently used for industrial purposes. As shown in Figure 39 development has largely been in the areas of agriculture, vacant land and residential uses.

There are few retail businesses in the Town of Ashford and they offer a limited variety of goods and services. These services are more concentrated in the West Valley Hamlet. Local residents tend to patronize business

centers in Springville, Ellicottville, Arcade, Olean, Salamanca, and Buffalo, where a larger selection of goods is available.

Current land uses in the Town are shown on the Existing Land Use Map. The existing land use map was developed using data from Cattaraugus County Real Property Office, tax parcel information. It should be noted that the classification system that was used to create the existing land use map assumes that each tax map parcel contains only one land use. In some cases parcels do contain more than one land use, for example, a farm and a residence, so discretion was employed in categorizing each parcel. In addition, some very large parcels contain one house; in these cases the entire parcel is classified as residential, even though the bulk of the parcel is vacant.

Figure 39. Ashford - Existing Land Use Map



### 9.1.1. Overview of Existing Land Use

The following are definitions for each land use type listed in Table 14 below. The definitions were purposefully derived from both the Cattaraugus County Comprehensive Plan Vision 2000 since the percentage of land uses are derived from the County GIS, as well as property type classifications from the New York State Real Property Type Classifications. In some cases the county has not provided a definition for a land use. In these cases, TFG has relied upon definitions derived from other local government zoning laws to describe the land use.

Table 14. Ashford - Existing Land Use

Type of Land Use	Acres	Percent
Commercial/Recreational	80.04	0.27%
Wild, Forested, Conservation Land & Public Parks	247.40	0.83%
Community Services	391.49	1.31%
Industrial	741.55	2.48%
Public Services	1,598.90	5.35%
Agriculture	6,866.28	22.97%
Vacant	6,971.01	23.33%
Residential	12,989.46	43.46%
<b>Total</b>	<b>29,886.13</b>	<b>100.00%</b>

**Agriculture:** Included in this category are land used for cropland, land for livestock and products, nurseries and greenhouses, specialty farms and other land used as part of an operating farm but not specifically in these categories.

**Commercial/Recreational:** This land use category includes recreational uses such as camping, skiing, golfing and water-oriented activities. This category includes the following commercial uses:

- Apartments
- Hotel
- Motel
- Mobile Home Parks (trailer parks, trailer courts) - The mobile homes are usually owner occupied but the land and facilities are rented or leased.
- Camps, Cottages, Bungalows - Usually rented on a seasonal basis.
- Inns, Lodges, Boarding and Rooming Houses, Tourist Homes, Fraternity and Sorority Houses - Sleeping accommodations with or without meals or kitchen privileges.
- Dining Establishments
- Night Clubs - Facilities which feature an extensive menu, legal beverages and live entertainment.
- Bar - Facilities which serve only legal beverages, not food.
- Auto Dealers - Sales and Service - Includes truck or farm machinery dealerships, auto or truck rental agencies, motor home sales and service facilities, etc.
- Service and Gas Stations - Sell gasoline and/or provide minor repairs and services.
- Auto Body, Tire Shops, Other Related Auto Sales - Specialized auto equipment and repair

- Automatic Car Wash - Car is pulled through a series of cleaning processes.
- Manual Car Wash - Car is driven into a stall; revolving brushes rotate around the car (semiautomatic).
- Self-Service Car Wash - Usually a multi stall structure featuring a car owner operated coin system with spray type hoses for washing and rinsing a car.
- Parking Garage - Usually a multistory structure with elevators and/or ramps, used mainly for car storage.
- Parking Lot - A commercial open parking lot for motor vehicles.
- Small Parking Garage - A garage with two or more stalls, usually found in a residential area, being rented for parking.
- Storage, Warehouse and Distribution Facilities
- Fuel Storage and Distribution Facilities - Facility for fuel storage and distribution including gasoline, oil, liquid petroleum bottled gas, natural gas, and coal.
- Grain and Feed Elevators, Mixers, Sales Outlets
- Lumber Yards, Sawmills
- Coal Yards, Bins
- Cold Storage Facilities - Used for perishables, produce or other items.
- Trucking Terminals
- Piers, Wharves, Docks and Related Facilities
- Other Storage, Warehouse and Distribution Facilities
- Retail Services
- Regional Shopping Centers - Multi occupant facilities with ten or more stores, usually featuring a large department store or two, and ample paved parking.
- Area or Neighborhood Shopping Centers - Smaller shopping facilities which usually feature a junior department store, several other stores, and ample parking; may include a supermarket.
- Large Retail Outlets - These facilities are usually complemented by a large supermarket and have ample parking
- Large Retail Food Stores
- Dealerships - Sales and Service (other than auto with large sales operation) - Boats, snowmobiles, garden equipment, etc.
- Banks and Office Buildings
- Office Building
- Professional Building
- Miscellaneous Services
- Funeral Homes
- Dog Kennels, Veterinary Clinics
- Greenhouses
- Billboards

**Community Services:** Cattaraugus County includes in the definition of Community Services public uses such as government buildings, Army, Navy, Air Force, Marine and Coast Guard (installations, radar, etc.), correctional facilities, highway garage, libraries, schools, colleges and universities, special schools and institutions (used for the physically or mentally impaired), roads, streets, highways and parkways (including

adjoining land), Indian reservations, animal welfare shelters, cemeteries homes for the aged and medical centers and semi-public uses such as lodges and churches.

**Vacant:** This is land which is not used for any purpose. Included in this category is any vacant or abandoned land which may at some time be used for agricultural, recreational, residential, commercial, and industrial or community facility purposes. This category also includes wastelands, sand dunes, salt marshes, rocky areas and woods and brush of non-commercial tree species not associated with forest lands.

**Residential:** This land use type describes dwellings present on land. The land use type defines a series of residential uses for varying density of dwellings per acre, as well as seasonal residences, mobile homes, and residences with incidental commercial use. The following are sub-definitions within this land use type:

- One Family Year-Round Residence - A one family dwelling constructed for year-round occupancy (adequate insulation, heating, etc.)
- One Family Year-Round Residence with Accessory Apartment - A one family, year-round residence with a secondary self-contained dwelling unit. Accessory apartments are usually contained within or added to the principle residence and are often occupied by immediate family members.
- Two Family Year-Round Residence - A two family dwelling constructed for year-round occupancy.
- Three Family Year-Round Residence - A three family dwelling constructed for year-round occupancy.
- Rural Residence with Acreage - A year-round residence with 10 or more acres of land; it may have up to three year-round dwelling units.
- Estate - A residential property of not less than 5 acres with a luxurious residence and auxiliary buildings.
- Seasonal Residences - Dwelling units generally used for seasonal occupancy; not constructed for year-round occupancy (inadequate insulation, heating, etc.).
- Mobile Home - A portable structure built on a chassis and used as a permanent dwelling unit.
- Multiple Mobile Homes - More than one mobile home on one parcel of land; not a commercial enterprise.
- Residence with Incidental Commercial Use - A residence which has been partially converted or adapted for commercial use (e.g. residence with small office in basement). Primary use is residential.

**Industrial:** This land use type describes the following industrial uses:

- High Tech. Manufacturing and Processing - These buildings are used as research laboratories with a high percentage of office/laboratory space. The construction costs of these facilities are higher than other warehouse/manufacturing facilities reflecting their architectural design, super adequate upgrades, and more comprehensive finish.
- Light Industrial Manufacturing and Processing - These structures may have been built for a specific manufacturing process. They feature high ceilings and open construction which allows for good workflow.

- Heavy Manufacturing and Processing - These are large area structures design and built for production. They will have extensive concrete foundations for industrial equipment and a high voltage electrical system.
- Mining and Quarrying - This category includes parcels used in or necessary adjunct to the provision of mining and quarrying, i.e., sand and gravel, limestone, trap rock, salt, iron and titanium, talc, lead and zinc, gypsum, and other mining and quarrying.
- Wells - Oil - Natural Flow (for production), Oil - Forced Flow (for production), Gas (for production)
- Junkyards

**Public Services:** This category includes, but is not limited to, parcels used in or as a necessary adjunct to the provision of public services.

- Flood Control - Land used for the accumulation, storage or diversion of water for flood control purposes only.
- Water Supply - Land used for the accumulation, storage, transmission or distribution of water for purposes other than flood control or production of electricity (e.g., aqueducts and pipelines).
- Water Treatment Facilities
- Water Transmission
- Communication - Includes all telephones, telecommunications, telegraph, radio, television, CATV property, Poles, wires, cable, cellular telephone towers etc.
- Motor Vehicle - Land used in the provision of transportation services by motor vehicles (e.g., bus terminals, taxicab garages, truck terminals and warehouses, etc.). Does not include public highways, bridges, tunnels, subways and property used in the maintenance (except by persons providing transportation services), manufacture and sale of motor vehicles.
- Water - Land used for water transportation (e.g., canal).
- Bridges, Tunnels and Subways
- Pipelines
- Waste Disposal - Does not include facilities used exclusively for the disposal of waste from an industrial process, which should be coded as industrial property.
- Solid Wastes
- Incinerators and waste compacting facilities. Does not include landfills and dumps
- Landfills and Dumps
- Sewage Treatment and Water Pollution Control
- Air Pollution Control
- Real property for which the State Board establishes assessments.

- General electric and gas facilities, buildings, and land including offices, garages, service centers, etc.
- Electric Power Generation Facilities - Includes all land and facilities associated with electric generating stations, i.e. power plant equipment, reservoirs, dams, power house, penstock pipe, waterway structures, etc.

**Wild, Forested, Conservation Lands and Public Parks:** This division includes all private lands which are associated with forest land areas that do not conform to any other property type classification, plus plantations and timber tracts having merchantable timber.

- Forest Land Under Section 480 of the Real Property Tax Law
- Private Hunting and Fishing Clubs
- State Owned Forest Lands
- Reforested Land and Other Related Conservation Purposes
- Public Parks
- Other Wild or Conservation Lands
- Wetlands, Either Privately or Governmentally Owned, Subject to Specific Restrictions as to Use
- Land Under Water, Either Privately or Governmentally Owned (other than residential - more properly classified as code 315)
- Taxable State Owned Conservation Easements
- Other Taxable State Land Assessments

**Residential:** Approximately 43.46 percent of the land in Ashford is devoted to residential use. This category of land use includes single family homes, multi-family homes, estates and seasonal residences. Residential properties can be found all throughout Ashford and are not concentrated in any specific area.

**Vacant:** Significant amounts of vacant land are located throughout Ashford. Approximately 23 percent of land in the town is vacant. Much of the vacant land could be used for rural residential development, agriculture, or undeveloped land.

**Agriculture:** Ashford contains a significant amount of land that is still in active agricultural production. This land use ranks third in terms of acreage, with approximately 23 percent of the land devoted to agriculture. Much of Ashford is located within the Ashford Meadows Agriculture District. New York State Agriculture and Markets Law stipulate that parcels that are used for agriculture and which are located in a designated agricultural district may be eligible for tax benefits if they meet certain criteria.

**Public Services:** About 5 percent of Ashford land is dedicated to public use. The vast majority of that land is used for the West Valley Demonstration Project site. The West Valley Demonstration Project is a unique operation within the Department of Energy. It came into being through the West Valley Demonstration Project Act of 1980. The Act recognizes that the Department is responsible for solidifying the high-level waste, disposing of waste created by the solidification, and decommissioning the facilities used in the process. The land and facilities are not owned by the Department. Rather, the project premises are the property of the New York State Energy Research and Development Authority (NYSERDA) and represents only 200 acres of the larger Western New York Nuclear Service Center, which is approximately 3,300 acres, also owned by NYSERDA. After DOE's responsibilities under the Act are complete, the Act requires

that the premises be returned to New York State. Until that time, the Act requires New York State to pay 10 percent of the project costs, and the Department pays the remaining 90 percent.

The other public service land is used by Buffalo & Pittsburgh Railroad.

**Industrial:** Industrial land in Ashford is primarily used for manufacturing purposes. Approximately 2 percent of the land is used for manufacturing. Industrial Use land areas are located in the Northeast part of the County subdivision and adjacent and just south of the Western New York Nuclear Service Center site.

**Community Services:** Approximately 1.3 percent of property in Ashford is used for the well-being of the community. Land parcels classified as community services include property used for cemetery, churches, police and fire, education institutions, and land owned by the New York State Department of Transportation.

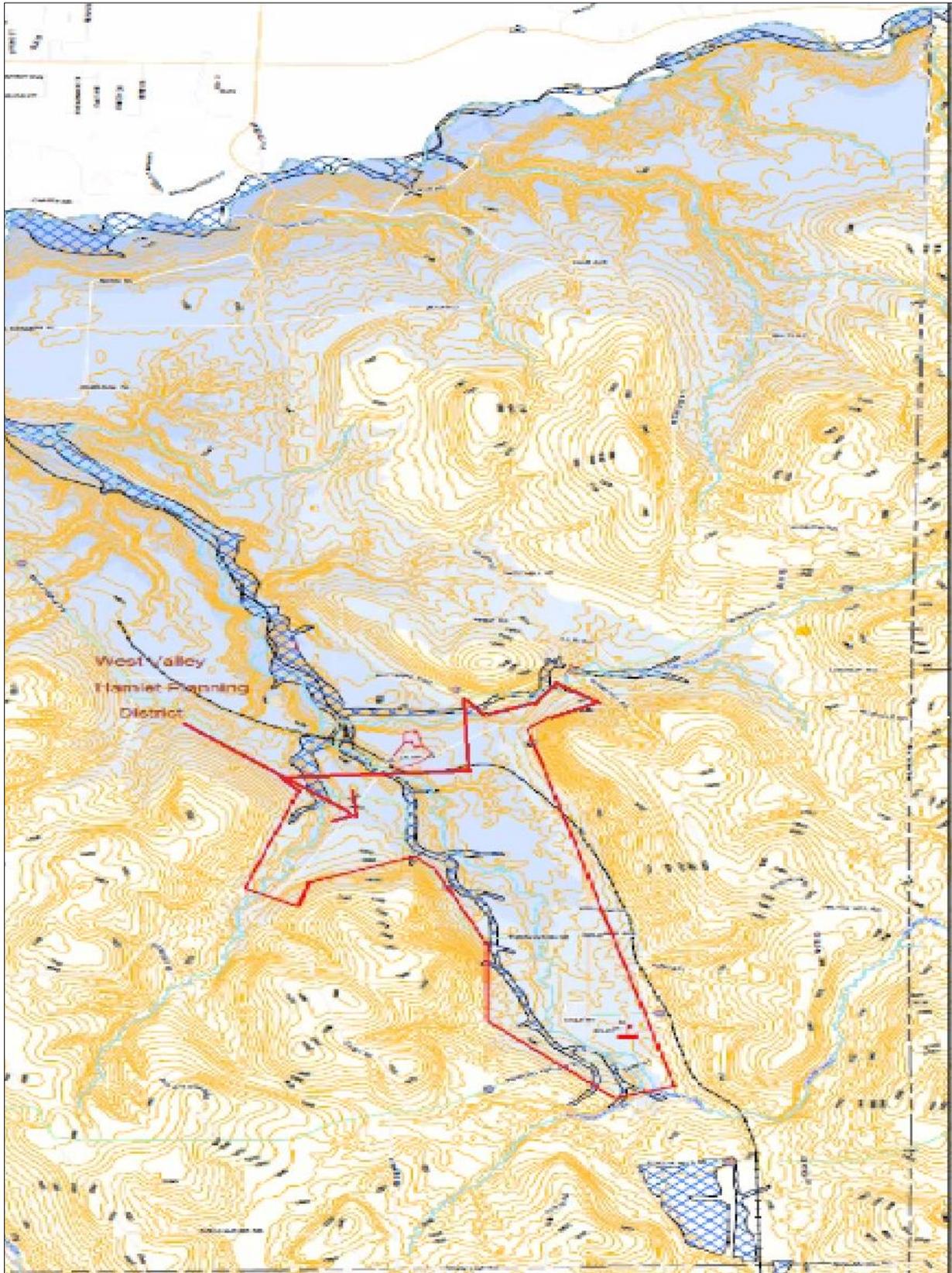
**Wild, Forested, Conservation Land and Public Parks:** Less than one percent of land in Ashford is classified as wild, forested, conservation land and public parks. The majority of the parcels in this category are State Owned Land Other Than Forest Preserve which directly back onto the north and west border of the Western New York Nuclear Service Center site.

**Commercial/Recreational:** Less than one percent of the land in Ashford is used for Commercial or Recreation services.

#### 9.1.2. West Valley Hamlet Planning District - Existing Land Use

The West Valley Hamlet Planning District is approximately 1525 acres in size and is located in the southeast portion of the Town of Ashford – See Figure 40.

Figure 40. West Valley Hamlet Planning District



The Planning District consists of generally flat land on both sides of Indian Creek that flows from north to south to the confluence of the Buttermilk Creek. The District is bound on the east and west by Piedmont topographic highs. The Buffalo & Pittsburgh rail line traverses the Planning District from the West Valley Demonstration Project south to Route 242 in Ellicottville. The northern part of the Planning District is bisected by the Gooseneck Creek which also flows into the Buttermilk Creek.

The West Valley Hamlet is the largest of the three unincorporated hamlets in the Town of Ashford. West Valley Hamlet is found in the southeast part of Ashford at the junction of County Road 53 and New York State Route 240 – West Valley Road. The population of the hamlet according to the US Census, 2010 is 518 persons. There are a total of 227 housing units in the hamlet of which 213 are occupied. Approximately 76% of the housing units are owner occupied and the balance is rented. The census denotes that the poverty rate in the hamlet is 20.9%.

The hamlet provides municipal services and is a focal center. The Town government is located in West Valley Hamlet as are most of the Town's commerce and industry, and the West Valley Central School.

The majority of the land in the hamlet is used for residential purposes. Most residences in the hamlet are single-family, detached dwellings. Most of the housing is clustered in close proximity to Route 240 and side streets that feed into Route 240. The current land use density of development varies from 4-8 dwelling units per acre near the intersection of Route 240 and Dole Street to much lower densities further east and west of Route 240.

The Hamlet has a small commercial corridor along Route 240 between County Roads 32 and 53. Additionally, there are several parcels within the hamlet that provide community services, such as:

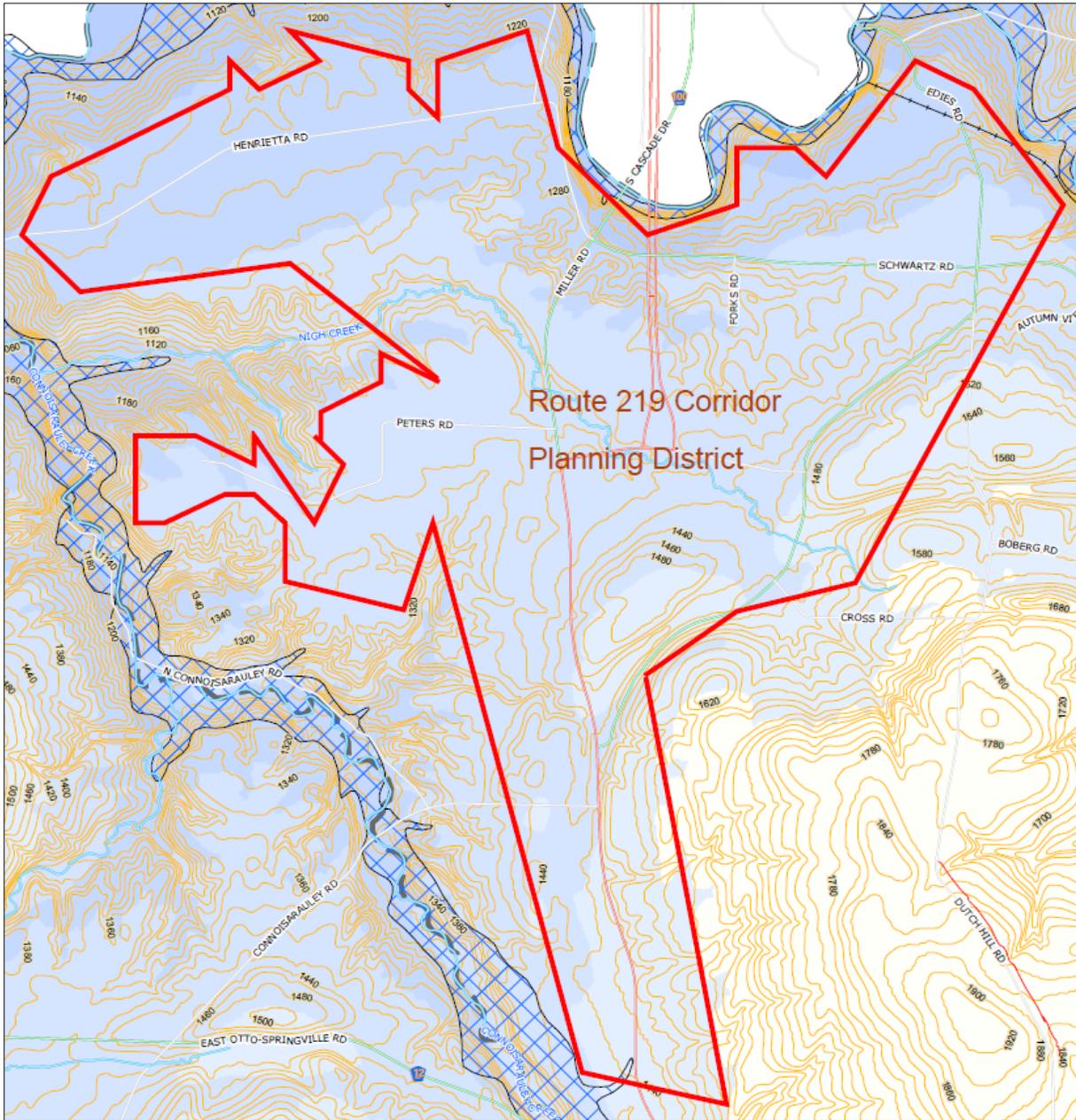
- Ashford Community and Training Center, located on Dole Street just off of Route 240
- West Valley Central School, located just east of Route 240 off of School Street
- West Valley Volunteer Fire Department, located along Route 240 just north of Roszyk Hill Road

#### 9.1.3. Route 219 Corridor Planning District – Existing Land Use

The SR 219 Corridor Planning District is approximately 3,172 acres in size and is comprised of land situated on both sides of the SR 219 in the upper northwest area of the Town of Ashford- See figure 41. The District extends to the Cattaraugus Creek and the border between the Town of Ashford and Erie County to the North. The Planning District is restricted to the west by the Connoisarauley Creek. To the east the Planning District is bound by the Cattaraugus Creek and by rugged topography of the Allegheny Plateau. The Planning District resides in a valley and is bisected from east to west by the Nigh Creek which is located north of Peters Road.

Land use in the SR 219 Corridor Planning District has been primarily agriculture; however, the SR 219 has been expanded slightly into the Town of Ashford as a four-lane divided highway and is teed at Peters Road. At the SR 219 and Route 12 intersection there are a number of commercial land uses.

Figure 41. Ashford - Route 219 Corridor Planning District



Cattaraugus County has indicated support for the completion of SR 219 as a four-lane expressway through the County for economic development and access. In the 2015 Comprehensive Plan report, Cattaraugus County indicated that Towns should strengthen, implement and utilize planning tools including comprehensive development planning, zoning, and sub-division and site plan regulations, particularly within the SR 219 Corridor where development pressure will be the highest in coming years.

## 9.2. Land Divisions

Ashford utilizes the Cattaraugus County subdivision ordinance. As such, all divisions of land resulting in parcels of less than 35 acres require submittal and approval of certified survey maps (CSM) to the County.

### 9.2.1. Land Price Equalized Values

According to the New York Department of Revenue, in 2006 the assessed value for real estate in the town was \$130,484,900. This represents a 14.6% increase in real estate value from 2004 (\$113,799,800).

### 9.2.2. Agricultural Land Sale

The USDA maintains a database of land sales for counties within New York. These land sales show the disparity between land valued at agricultural prices and land diverted to other uses. In Cattaraugus County, there is quite a gap between these two numbers illustrating the struggle many farmers may have when trying to purchase land and demonstrates the financial incentive that drives many agricultural land sales out of agricultural use. In 2005, agricultural land continuing in agricultural use was about \$3,025 per acre; agricultural land being diverted to other uses was \$5,346 per acre. The difference between the two values is \$2,321, or a 76% increase over agricultural value.

## 9.3. Land Use Projections

The following land use calculations assume static boundaries for the Town. The New York Department of Administration projects household growth in the Town of Ashford to increase over the next 20 years. The residential land use requirements through year 2025 are shown in Table below. The calculations utilize an estimated residential acreage consumption of 3.63 acres/unit as estimated in 2005. Non-residential development is expected to react proportionally to residential increases. As such, if the current ratio of commercial to residential land use holds constant, there will be demand for 28 additional acres of commercial/industrial (non-residential) land developed by 2025 and an additional 479 acres of residential. Agricultural land will decrease with conversion to other land uses.

Land Use	2005	2010	2015	2020	2025
Residential	2,331	2,472	2,592	2,708	2,810
Non-Residential	136	144	151	158	164
Agricultural/Undeveloped	20,342	20,192	20,066	19,943	19,835
TOTAL	22,809	22,809	22,809	22,809	22,809

Source: Adapted from NY Department of Administration Household Projections 2000-2025

## 9.4 Future Land Use Plan

### 9.4.1. Future Land Use Map

Future Land Use Maps 42 and 43 show the location of desired future land use patterns for the Town of Ashford in the two designated Planning Districts. These future land use patterns should be considered in conjunction with the content and goals of the previous eight chapters in order to fully implement the Town's Master Development Plan for the two Planning Districts.

Figure 42. West Valley Hamlet Proposed Planning District

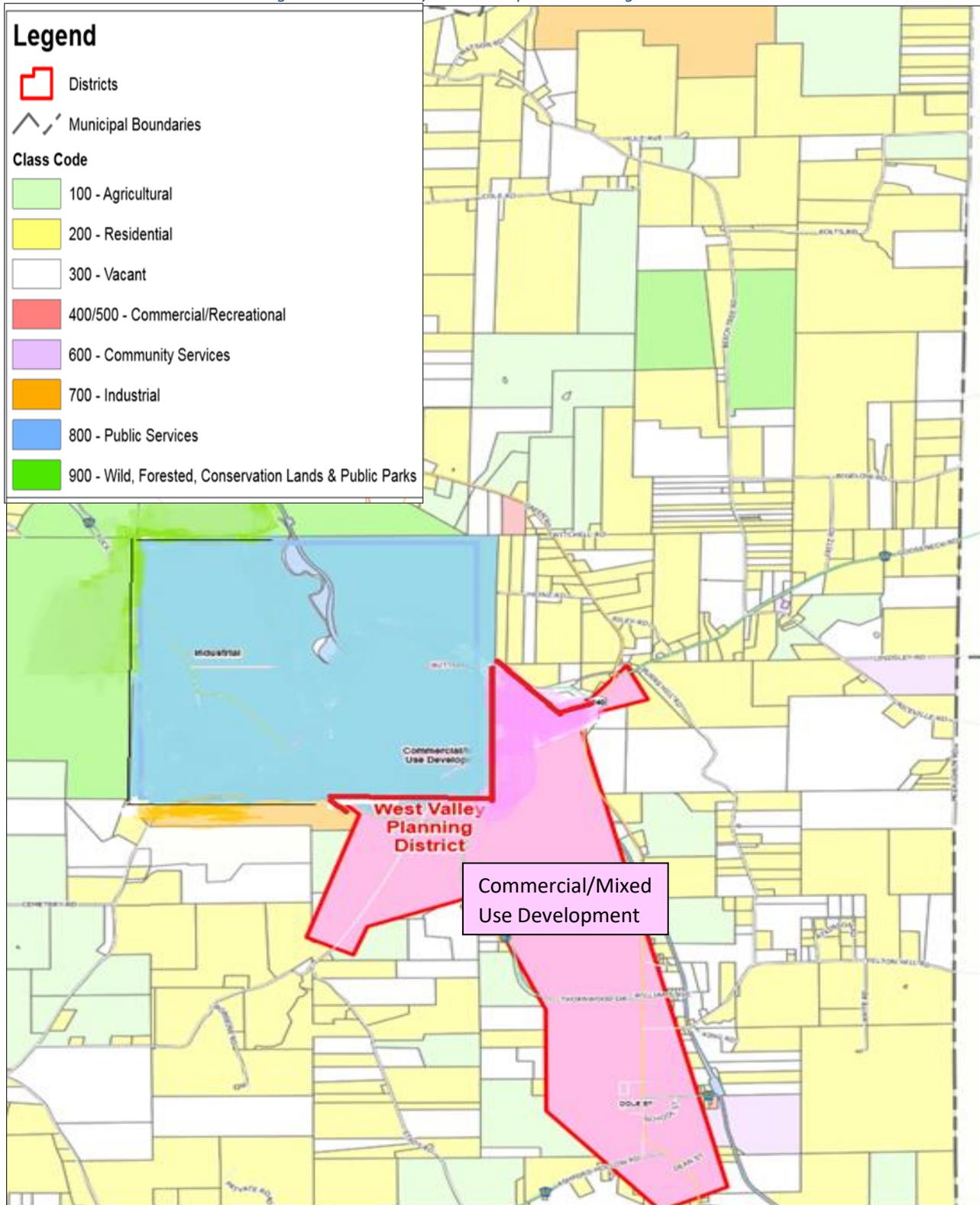
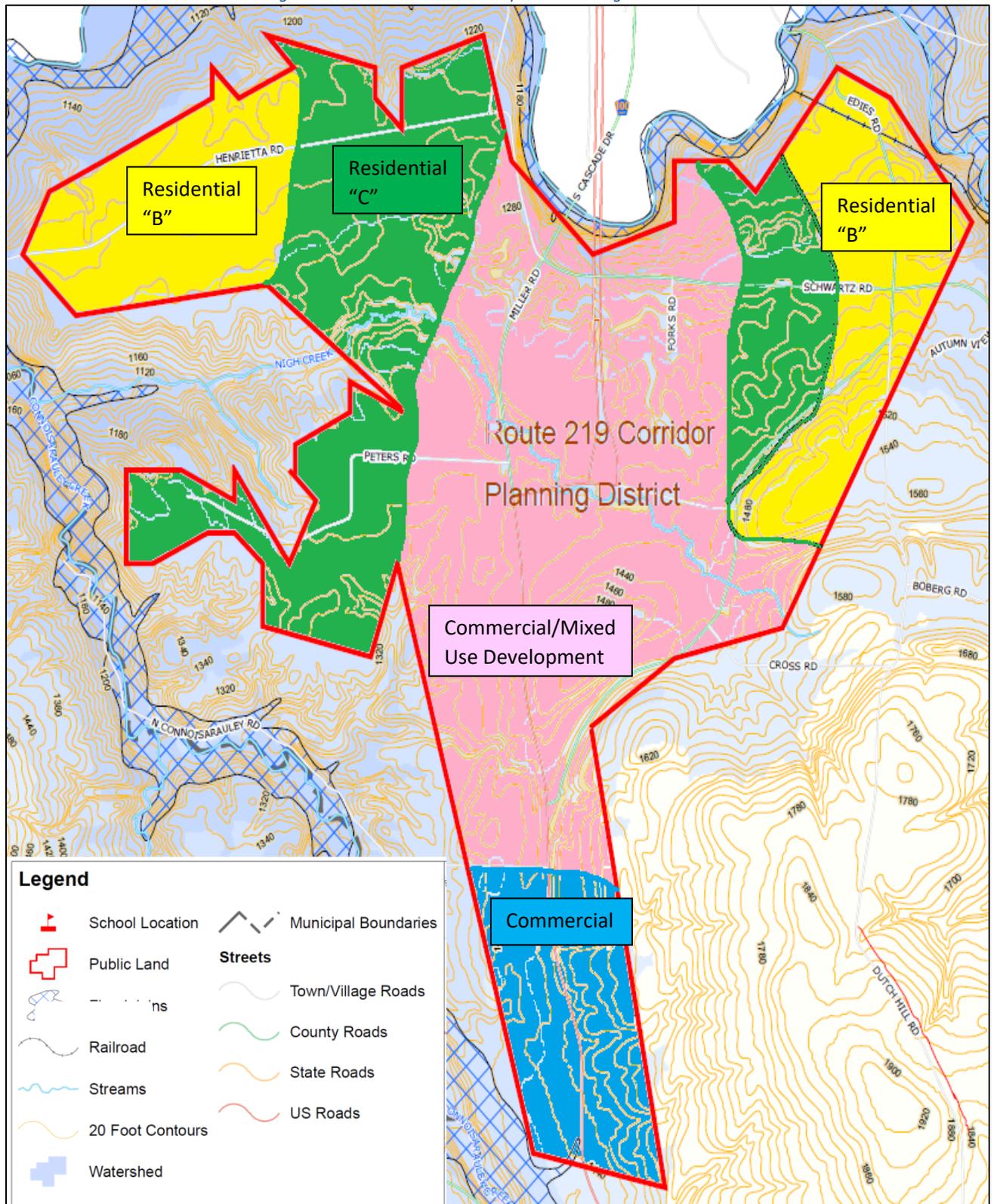
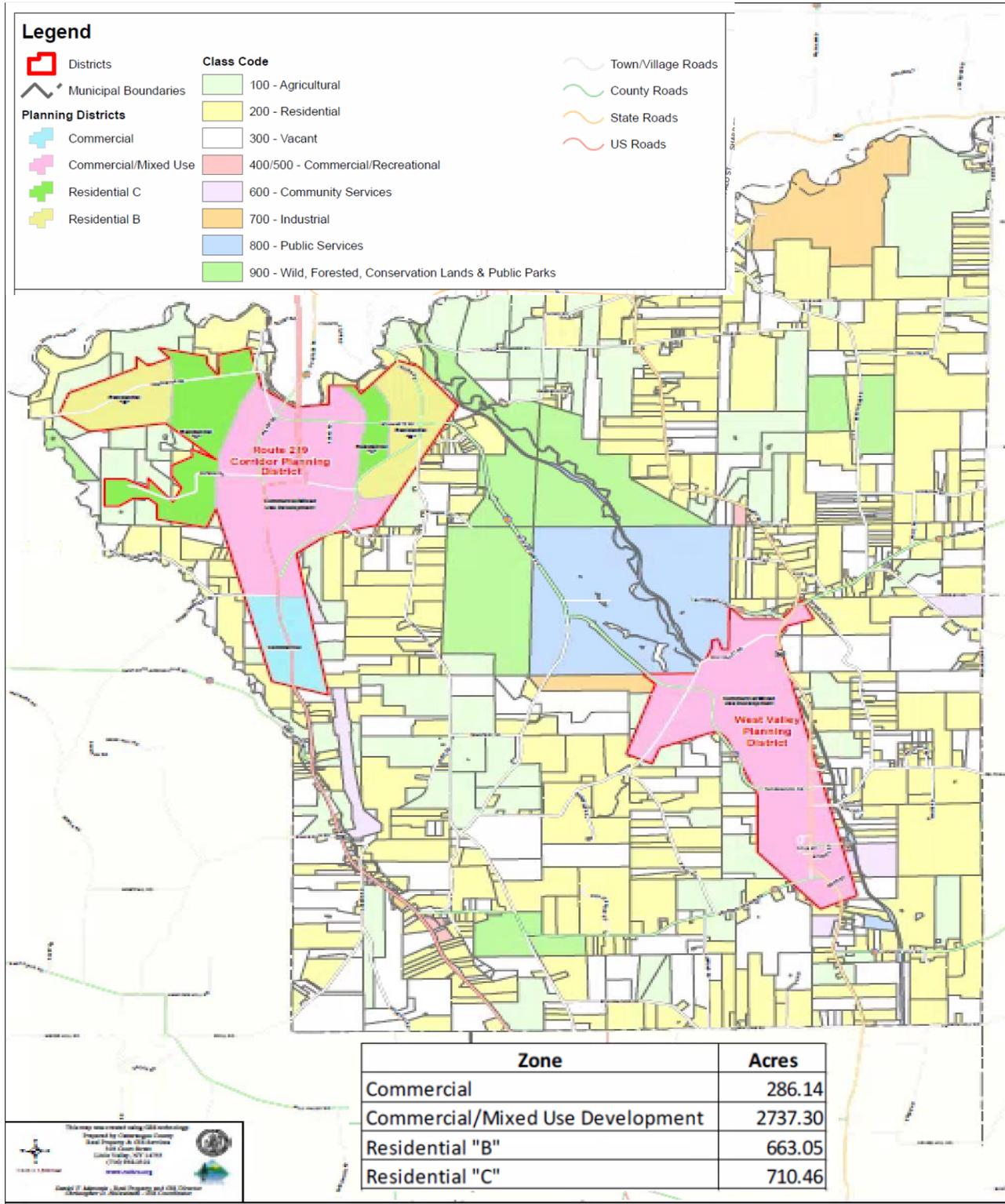


Figure 43 Route 219 Corridor Proposed Planning District



The two proposed growth zones are overlain the existing land use map for the Town of Ashford on Figure 44.

Figure 43. Ashford Proposed Planning Districts Overlain on Existing Land Use Map



The Town of Ashford is committed to pursuing a high quality of life for all residents, regardless of age, race, education or economic situation. Therefore, no single development type or pattern fits perfectly across the entire Planning District. The future land use maps proposed in this document represent an emphasis on sustainable development that provides the variety to meet these needs. The future land use plan and maps do this by incorporating mixed-use centers, identifying corridors ripe for redevelopment and infill, and tailoring the growth zone to a size that will both accommodate future land use needs and meet economic and environmental goals, while remaining fiscally responsible to taxpayers.

With this Master Development Plan, the Town of Ashford proposes flexibility in new development and redevelopment that offers the opportunity for innovative planning while reflecting the design of existing surrounding communities. Providing a mix of land uses and ensuring that those uses are designed for maximum public benefit are goals that are intertwined. Design means a variety of things – physical appearance, pedestrian and vehicular traffic flow, appropriate locations for parks and other services, and the inter-relationship between different types of uses.

Alternatives to low density suburban development are becoming increasingly popular as more people and governments look for sustainable alternatives to conventional suburban development. “Smart Growth” and “New Urbanist” models focus on more efficient use of land and resources, while offering a choice in transportation and living situation through compact, walkable development. They emphasize the corner store and neighborhood school, street trees and on-street parking, and recommend offering a full range of housing types in every setting from compact development to rural villages. The U.S. Green Building Council has adopted a new LEED certification for Neighborhood Development (ND). This new LEED ND certification provides designation for communities which embrace and incorporate these “Smart Growth” and “New Urbanist” concepts within their design.

Studies show that developments with smaller lot sizes and pedestrian friendly design, located in close proximity to public services and facilities, provide taxpayer savings through more efficient service delivery. This occurs because compact development requires reduced linear feet of capital investment per paying user, thereby reducing the individual contributor’s cost. Another benefit of these communities, particularly when the mix of uses includes employment and affordable, traditional neighborhood housing, is that they increase the ability of low and moderate income families to stretch their limited budgets by using transit for work and other daily activities, reducing the need for the family vehicle. Smaller homes are less expensive to heat or cool, important to all and critical to those of more modest incomes as energy prices continue to rise. As the ‘baby boomers’ create a larger population of older Americans than ever before, a larger supply of smaller, more affordable and convenient housing is likely to be in demand. Additionally, studies are relating the health benefits that come from a resident’s ability to walk to nearby amenities as well as reduced air pollution from the decrease in automobile trips. Finally, mixed use development provides 24-hour populations near retail and offices and therefore the “eyes on the street” that make a community safer.

Both the SR 219 Corridor and West Valley Hamlet Planning Districts currently contain important transportation corridors. A goal of this Master Plan is to create a land use development environment that will ultimately support transit corridors. Transit corridors and neighborhoods within 1/4 mile of the corridors are areas where infill and redevelopment should be focused, with an emphasis on a diversity of housing types, mix of uses, redevelopment of older commercial corridors, concentration of employment opportunities and a high degree of interconnectivity of the street and bicycle/pedestrian network. The densities found in mixed use development and along transit corridors should reflect those necessary to support transit service.

Code amendments that encourage development and redevelopment to occur at the necessary densities to support a more efficient use of transportation systems and reduce single occupancy vehicle travel are necessary. An appropriate mix of uses will be needed as well as amendments that mandate the higher level of design needed for mixed use centers and transit corridors to function in an attractive and efficient way and connect and blend into surrounding communities. Successful development and redevelopment of these areas will require close coordination among the Town of Ashford, Cattaraugus County and the State of New York to provide needed infrastructure to support compact development.

Locations for institutions and community services that help to support community building should also be included in the design of the Planning Districts. By including locations for schools, places of worship, community halls and other service centers in the design, the Planning Districts will have focal points that bring neighbors together.

Suburban development will continue to be in demand and a preferred way of living for a large percentage of the population. This form of development is included in the SR 219 Corridor Planning District and is denoted as Residential “B” and Residential “C”. Residential “B” is proposed to be located furthest from the SR 219 transportation corridor. The lower density proposed in Residential “B” - 2 dwelling units/acre - will surround and support the denser mixed-use centers and should be encouraged to utilize the latest and most innovative conservation design strategies in their designs. Residential “C” - 4 to 8 dwelling units/acre is proposed to be a higher density of development that is located adjacent to the Commercial/Mixed Use Development in the SR 219 Corridor Planning District. This intensity of development is an appropriate transition from the Commercial/Mixed Use Development area. Future residents in both the Residential “B” and Residential “C” areas will also support commercial establishments in the Planning District.

Economic development and redevelopment are vital for the future sustainability of the Town of Ashford. In order for such development to occur, there must be sufficient land available for non-residential projects. In both the SR 219 Corridor and West Valley Hamlet Planning Districts considerable land has been designated as either Commercial or Commercial/Mixed Development. These land areas are envisioned to permit uses in the Commercial/Recreation land use category that are provided in the Cattaraugus County Comprehensive Plan. The Commercial/Mixed Development area is envisioned to permit a residential density of 4-8 dwelling units/acre which is consistent with the Residential “C” development area. The Commercial/Mixed Use Development would also permit commercial developments that would permit a more intense level of development that adhered to established dimensional standards such as open space ratio, minimum site area, maximum building height, and other required elements.

#### 9.4.2. Sewer and Water Utility Plan

Both the SR 219 Corridor and West Valley Hamlet Planning Districts are currently not served by sanitary or storm sewer and the West Valley Hamlet has recently extended potable water supply to residents and businesses in only the southern part of the Planning District. Water is drawn from subsurface groundwater aquifers throughout all of the Town of Ashford by individual homeowners, businesses, industries, and the Town of Ashford. Surface waters could also provide water supply to consumers in the Planning District.

This Master Plan proposes phased expansion of sanitary sewer service in both Planning Districts and the provision of water service in the Route 219 Corridor Planning District. Utilities development would best be undertaken by first constructing sewer collector lines that parallel SR 219 in the Route 219 Planning District and parallel Route 240 in the West Valley Planning District. Development and redevelopment of land is envisioned to start nearest to sewer collector areas and established road systems and then proceed out from the collector lines to areas where sewer laterals would be constructed to feed into collector lines

in the Planning Districts. The goal would be to provide sewer service for the entire land areas in both Planning Districts. Both Planning Districts were drawn to take advantage of the natural land grade which would permit gravity sewer flows from the laterals to the collector stem and ultimately to one or more wastewater treatment plants that would be constructed adjacent to the Connoisarauley Creek.

Under a full build-out in the West Valley Hamlet Planning District, TFG estimates approximately 1,067 (70% of developable land - 1525 acres - after accounting for non-buildable land such as floodplains, open space requirements and infrastructure) acres of developable in the commercial/mixed use development designation. Based on these development assumptions and using a density of development of 4-8 dwelling units/acre results in a range of residential units of 4,268 units. This development pattern would equate to 12,804 new residents to the Planning District based on a unit count of 3 persons residing in a dwelling unit. These are ambitious estimates that will likely fall short of real conditions; however, they provide a basis for the Town to plan for sizing wastewater conveyance and treatment systems.

The SR 219 Corridor Planning District is approximately 3,172 acres of which approximately 2,200 (70% of developable land after accounting for non-buildable land such as floodplains, open space requirements and infrastructure) would be available for development (minus environmental constraints). This Planning District has multiple land use designations which could result in great variability with respect to development unit counts for estimating sewer capacity needs. The following assumptions are used to derive a residential unit count that could be expected under a full build-out in the Planning District.

Acreage = 2,200

Dwelling Units/Acre = 4

Occupants/Dwelling Unit = 3

$2,200 \text{ acres} \times 4 \text{ DUs/Acre} \times 3 \text{ persons/DU} = 26,644 \text{ persons.}$

This is considered an ambitious estimate of population growth in this Planning District; however, it provides a guide to the Town as it plans for providing sewer and water service for this area.

Potable water service would align with sewers in the SR 219 Planning Corridor. Locating these utilities along transportation corridors is critical for the sake of land consumption and fiscal responsibility to develop and redevelop in the Planning Districts to maximize growth potential in a compact area. Accommodating more homes and businesses in a smaller geographic area reduces the size of the area that must be served by infrastructure, thereby increasing cost efficiencies that are reflected in the cost of living for residents.

## 9.5. Future Land Use Categories

These Future Land Use Categories are used to describe the intent of each district depicted on the Future Land Use Map. Often, they forecast a zoning district or other implementation tool (such as overlay district) to implement the Future Land Use Map.

**Environmental:** The environmental district includes areas where special protection is encouraged because of unique landscape, topographical features, wildlife, or historical value. They often contain the best remaining woodlands and wetlands, wildlife habitats, floodlands, groundwater recharge and discharge areas, and steeply sloped lands in the Town. Environmental areas are only depicted on the Future Land Use map by symbol designation.

**Agricultural:** The Ashford Meadows District encompasses 14,767 acres and is located in the towns of Ashford and Ellicottville. A map of the Ashford Meadows Agricultural District in the Town of Ashford is

included in Element 6. Portions of the Agricultural District are currently within the two designated Planning Districts for this Master Plan Development. The current land use designations and allowable uses that have been assigned by Cattaraugus County remain.

**Commercial:** The commercial district includes uses that include retail or light industrial. Commercial districts may also include areas of intense commercial development along major routes of transportation access, such as interchange areas off highways or interstates. Commercial development in Ashford may include the following types:

- Commercial/Mixed Use Development: Development in this district includes structures dedicated to the sale of goods or merchandise for personal or household consumption. Structures include neighborhood stores, or designated shopping districts such as a downtown area. This district also permits residential development at a density of 4-8 dwelling units/acre. The permitted uses in the Commercial/Mixed Use Development are consistent with Cattaraugus County uses in the Commercial/Recreational designation.
- Commercial: This district includes manufacturing of goods for consumer sale. In many cases these uses may be considered “light industrial” in that products are produced for end users rather than for use by other industries. The permitted uses in the Commercial/Mixed Use Development are consistent with Cattaraugus County uses in the Commercial/Recreational designation.

**Residential:** A residential district includes land uses where the predominant use is housing. In areas that are zoned residential, building may include single family housing, two- family housing (duplexes, townhomes) or mobile homes. Zoning for residential use may permit some services or work opportunities or may totally exclude business and industry. Residential development in Ashford may include the following types:

- Residential (RA): This district is generally intended to preserve agricultural lands and provide for very low-density rural development. Development in this district includes single-family homes that are detached, free-standing residential structures. The approximate density should be at least 1 dwelling unit per 5 acres or more. This land use is not included in either Planning District.
- Residential (RB): This district includes a variety of housing types including single- family attached, single-family detached and duplex housing configurations. The preferred density is 2 dwelling units per acre.
- Residential (RC): This district includes a variety of housing types including single- family attached, single-family detached and duplex housing configurations. The preferred density range is 4 to 8 dwelling units per acre.

## 9.6. Land Use Goals and Objectives

**Goal:** Promote a land use pattern for the efficient and cost-effective provision of public facilities.

*Objectives:*

- Direct urban development toward existing development areas that have adequate public facilities, services or soils suitable for urban development.
- Encourage patterns of urban development which minimize the cost of providing public facilities and services.

- Discourage the premature development of rural lands to urban uses.
- Encourage residential development to be located near existing service centers such as the West Valley Hamlet and the SR 219 Corridor Planning District.

**Goal:** Draft the Town of Ashford Zoning Code.

*Objectives:*

- To better provide zoning districts to control for preferred development types.
- To expand the number of zoning districts to include more districts for commercial and residential use.
- To implement the Future Land Use Plan.

**Goal:** Preserve, protect and keep productive agricultural lands.

*Objectives:*

- To preserve for continued agricultural use, land containing the best agricultural soils.
- To protect existing farms to the extent possible from the encroachment of non- agricultural development.
- To prevent land use conflicts between rural and urban uses.
- To encourage large, contiguous tracts of agricultural land uninterrupted by conflicting, non-agricultural land uses.
- To maintain the rural character of the Town.
- To refine and redevelop land use controls to ensure preservation of designated agricultural lands.

**Goal:** Conserve and protect the significant environmental, scenic, cultural and historical resources of the Town.

*Objectives:*

- To ensure that rural and urban land uses are located, developed and managed to minimize harmful impacts on the Town's natural resources.
- To encourage the preservation of open spaces and scenic areas, which contribute to the rural character and quality of life in the Town.
- To encourage the conservation of areas that are of natural resource, open space, scenic, historical and archeological significance.
- To encourage buffer areas adjacent to designated critical and significant areas to be preserved.

## 9.7. Land Use Recommendations

- Cluster developments in a manner to preserve water quality, working farms, un-fragmented wildlife corridors, and woodlands.

- Attempt to “hide” development from roads to the extent possible through natural topography and vegetation (e.g. tree lines, wooded edges, and setbacks).
- Limit a more intense residential development to those areas that can best be accommodated by public services (like near West Valley Hamlet and the SR 219 Corridor Planning District), thereby minimizing cost.
- Draft the Town of Ashford Zoning Ordinance to identify and define zoning districts. Include multiple agricultural, public, residential, commercial and industrial districts as described in this plan; employ overlay districts to enhance protection of natural resources.
- Ensure land use decisions are consistent and follow the prescribed course as defined within this plan. Major changes in the pattern of development should include an update of this plan through official action.
- Prohibit development on slopes greater than 20%.
- Participate in local, regional, state and federal land protection programs.
- Encourage Planning Board members to attend training workshops when available.
- Work to develop land use patterns and site designs that preserve scenic vistas, woodlands, farmland, and wildlife habitat.

## Element 10: Implementation

The implementation of the Town of Ashford Master Plan involves decision-making by both public officials and the citizens of the community. These decisions will be measured by the concern for the welfare of the general community; the willingness to make substantial investments for improvement within the community, and the realization that certain procedures must be followed and adhered to for the continued high quality environment found within the Town. Suggested implementation measures include:

- The implementation and enforcement of regulatory ordinances, particularly the zoning and land subdivision ordinances, and non-regulatory activities based on the goals and objectives identified in the Master Plan.
- The development of programs and support systems that further the goals and objectives set forth by the Town in this plan.
- The establishment and support of a continued planning process providing for periodic review and updates to the plan and land use control measures.
- The support of committees and local organizations to carry out specific community improvements as identified in the comprehensive plan.

### 10.1. Summary of Key Planning Issues and Opportunities

The following list summarizes some of the key issues identified through public involvement activities. Issues also reflect observed liabilities and comments made through the planning development process.

**Development Controls:** Several implementation tools, programs, and ordinances are available to help Ashford control for future development and preservation activities. The utilization of Building Site Regulations as identified in this element is a key component to implementing this plan.

**Preserve Agricultural Lands and Economic Production:** In order to maintain Ashford's rural integrity and sustain highly productive agricultural lands in food and fiber production, encroachment of non-agricultural development should be limited.

**Environmental Protection:** Preservation of environmental features was a primary concern during the public participation process.

**Better Intergovernmental Relationships and Planning:** One of the key issues raised in each of the public meetings is improving cooperation between the communities, especially between Cattaraugus County and the Town of Ashford.

**Balancing public interest and private property rights:** The need to balance public interest and private property rights is a goal stated within the state's comprehensive planning legislation. Land use decisions should consider equitable and defensible growth management strategies.

### 10.2. Implementation Tools

Implementation Tools include the rules, policies, and ordinances used to facilitate or control for a desired outcome. Examples include zoning ordinances and official maps, or the availability of certain incentives. This section includes regulatory and non-regulatory measures.

### 10.3. Regulatory Measures

The following regulatory measures can be used to guide development and implement the recommendations of a Master Development Plan. The Town Board officially adopts these regulatory and land use control measures as ordinances (or as revisions to the existing ordinances). For the purposes of this document, “regulatory measures” are those that must be adhered to by everyone if adopted.

#### 10.3.1. Zoning Ordinance

Zoning is used to guide and control the use of land and structures on land. In addition, zoning establishes detailed regulations concerning the areas of lots that may be developed, including setbacks and separation for structures, the density of the development, and the height and bulk of building and other structures. The general purpose for zoning is to avoid undesirable side effects of development by segregating incompatible uses and by maintaining adequate standards for individual uses.

The establishment of zoning districts is generally conducted after careful consideration of the development patterns indicated in the Master Development Plan. Creating zoning district boundaries has the overall effect of changing the plan (unless amendments correspond to changes within the plan); therefore, it is reasonable to assume that indiscriminate changes may result in weakening of the plan.

**Action:** The new zoning ordinance should include districts devoted to agricultural, conservation, commercial, industrial and residential uses. In particular, this Master Plan describes the orderly development of more intense residential and commercial/industrial uses in two designated Planning Districts. The new zoning ordinance should create unique zoning districts in these Planning Districts such as is described in Element 9.

Additional residential districts outside of the two Planning Districts should establish density and intensity of use standards. The Town Board should expand agricultural zoning district classifications to accommodate small farm operations (less than 35 acres) and specialty or niche crop production, like co-ops or community supported agriculture (CSA) and to protect the integrity of Exclusive Agricultural lands. There should also be distinct commercial areas that identify the intent and intensity of this district. The update should also include sign regulations and a list of conditional uses by district (may include discussions on kennels, skeet shooting, etc.).

#### 10.3.2. Maps

An official map shows the location of areas which the municipality has identified as necessary for future public streets, recreation areas, and other public grounds. By showing the area on the Official Map, the municipality puts the property owner on notice that the property has been reserved for a future public facility or purpose.

There are no immediate plans for the Town to draft an official map. However, should local officials want to forecast future improvements by their location, an official map should be drafted.

**Action:** Adopt an official map at which time changes in the rate of development require increased long-term infrastructure planning.

#### 10.3.3. Sign Regulations

Local governments may adopt regulations, such as sign ordinances, to limit the height and other dimensional characteristics of advertising and identification signs. The purpose of these regulations is to promote the well-being of the community by establishing standards that assure the provision of signs adequate to meet essential communication needs while safeguarding the rights of the people in the community to a safe, healthful and attractive environment.

Ashford does currently have a local sign regulation which is 20 years old. The County currently controls signage in areas controlled through its Zoning Ordinance.

**Action:** Monitor community desire for signage standards as determined through complaints or requests. Consider including sign regulations in a zoning code update

#### 10.3.4. Erosion/Stormwater Control Ordinance

The purpose of stormwater or erosion control ordinances is to set forth stormwater requirements and criteria which will prevent and control water pollution, diminish the threats to public health, safety, welfare, and aquatic life due to runoff of stormwater from development or redevelopment. Adoption of local ordinances for stormwater does not preempt more stringent stormwater management requirements that may be imposed by National Pollution Discharge Elimination System (NPDES) Stormwater Permits issued by the Department of Environmental Conservation, or the Sanitary Code of the Cattaraugus County Health District.

The Town of Ashford does not have a local erosion or stormwater control ordinance. However, the Cattaraugus County Sanitary Code of the Cattaraugus County Health District is in effect countywide where local regulations do not exist.

**Action:** Continue to utilize the existing county ordinance until such time that more stringent requirements are preferred to control for increased stormwater pressures brought about by new development. Require green infrastructure to minimize impacts.

#### 10.3.5. Overlay Districts

An overlay district is an additional zoning requirement that is placed on a geographic area but does not change the underlying zoning. Overlay districts have been used to impose development restrictions or special considerations on new development. For the Town, these may include special requirements for commercial buildings along highway corridors or regulations to preserve “viewsheds”. No current overlays exist within the town.

**Action:** Consider the creation of a groundwater overlay protection district to preserve the existing groundwater resources. The overlay district may be expanded to include other environmentally sensitive areas, or viewshed corridors could be identified along major transportation routes.

#### 10.3.6. Building/Housing Codes

The New York State Office of Planning and Development administers the Building Standards and Codes. The Code is primarily enforced by municipal or county building inspectors who must be state-certified.

**Action:** Continue to require that builders follow state building codes for all structures built within the jurisdiction.

#### 10.3.7. Sanitary Codes

The Cattaraugus County Department of Health provides local regulation for communities that do not have municipal sanitary service. The County has adopted rules for the proper siting, design, installation, inspection and management of private sewage systems and non-plumbing sanitation systems.

Developments utilizing private sewage systems are required to obtain a permit and abide by regulations set forth in the Cattaraugus County Utilities Ordinance.

**Action:** Continue to work with Cattaraugus County for the issuance of permits and enforcement of established regulations.

#### 10.3.8. Subdivision Ordinance

Subdivision regulations serve an important function by ensuring the orderly growth and development of unplatted and undeveloped land. These regulations are intended to protect the community and occupants of the proposed subdivision by setting forth reasonable regulations for public utilities, storm water drainage, lot sizes, street design, open space, and other improvements necessary to ensure that new development will be an asset to the Town.

Development in the Town of Ashford is currently required to follow the Cattaraugus County Subdivision Ordinance. The ordinance contains separate certified survey map procedures, map submission requirements, and design standards for new development.

**Actions:** Continue to utilize the county ordinance until which time local officials would like to enforce increased local standards.

#### 10.3.9. Building Site Ordinance

Building site ordinances detail minimum regulations, provisions and requirements for development. The purpose of building site ordinances is to ensure development occurs consistent with municipal values. Building site ordinances also protect public health, safety and welfare; help to preserve the rural character of the Town; and, sustain property values and the property tax base. Building Site Regulations in the Town of Ashford are necessary to enable adherence to the Towns Master Development Plan.

**Action:** Develop a Building Site Ordinance that prohibits non-farm structural development on agricultural designated land as identified on the Future Land Use Map. Include standards for site development and site review (maps, survey reports, etc.). Consider adding features the community has requested, such as structural development standards which curtail the placement of buildings in the middle of open fields.

### 10.4. Non-Regulatory Measures

The following non-regulatory measures can be used to guide development and implement the recommendations of a comprehensive plan. These measures often exist as policies or as special incentives available to willing participants. For the purposes of this document, “non-regulatory measures” are meant to encourage a particular practice, but not legislate it.

#### 10.4.1. Capital Improvement Plan

This is an ongoing financial planning program intended to help implement planning proposals. The program allows local communities to plan for capital expenditures and minimize unplanned expenses. Capital improvements or expenditures are those projects that require the expenditure of public funds for the acquisition or construction of a needed physical facility.

Capital improvement programming is a listing of proposed projects according to a schedule of priorities over a short time period. It identifies needed public improvements, estimates their costs, discusses means of financing them, and establishes priorities over a three-to-five year programming period. Improvements or acquisitions considered a capital improvement include:

- Public buildings (i.e. – fire and police stations)
- Park acquisition and development

- Roads and highways
- Utility construction and wastewater treatment plants
- Joint school and other community development projects
- Fire and police protection equipment

A capital improvement plan (CIP) or program is a method of financial planning for these types of improvements and scheduling the expenditures over a period of several years in order to maximize the use of public funds. Each year the capital improvement program should be extended one year to compensate for the previous year that was completed.

This keeps the improvement program current and can be modified to the community’s changing needs.

**Preparation of a Capital Improvement Program:** The preparation of a Capital Improvement Program is normally the joint responsibility between the community administrator or plan commission, various staff, governing body, and citizen commissions. The preparation of a capital improvement program may vary from community to community depending on local preferences, the local form of government and available staff. In communities that have a community development plan or comprehensive plan, a planning agency review of the proposed capital improvement program is desirable.

The Town has not implemented a Capital Improvement Plan.

**Action:** Utilize an annual system of funding allocation, such as capital improvement plan, to ensure adequate funding and programming for needed upgrades and repair of related capital improvements.

#### 10.5. Consistency Among Plan Elements / 20-Year Vision

The adoption of a comprehensive plan under the current State zoning enabling provisions is voluntary. If a city, town or village chooses to utilize the process, the resulting plan may range from a set of policy or vision statements to a very lengthy document composed of many subject-specific component plans (e.g., components relating to transportation, natural resources, historic resources, or population statistics). Once an actual plan is adopted, however, all land use regulations must be in accordance with it. This usually means (though it is not mandated) that plan adoption is followed by the adoption of a series of zoning laws designed to “implement” the comprehensive plan. For the Town of Ashford, then, the statutory requirement that zoning be “in accordance with a comprehensive or well-considered plan refers to the comprehensive plan pursuant to Town Law, §272-a, or Village Law, §7-722.

This Master Development Plan references previous planning efforts, and details future planning needs. To keep consistency with the Master Development Plan, the Town should incorporate existing plans as components to the Master Development Plan, and adopt all future plans as detailed elements of this Plan.

Ashford will continue to make educated decisions based upon available information and public input. Planning will revolve around the 20-Year Planning Vision (below) and decisions will incorporate a comprehensive look at all elements to determine appropriate cohesiveness of the decision against stated visions.

**20-Year Vision:** Preserve the agricultural and natural heritage of the area for future generations. Maintain the natural heritage and unique topographic and geologic features throughout the town while allowing targeted planned growth to occur in designated growth areas.

## 10.6. Plan Adoption, Monitoring, Amendments and Updates

### 10.6.1. Plan Adoption

In order to implement this plan, it must be adopted by the Town Planning Board. After the Board adopts the plan by resolution, the Town Board must adopt the plan by ordinance. This action formalizes the plan document as a frame of reference for general development decisions over the next 20 years. Once formally adopted, the plan becomes a tool for communicating the community's land use policy and for coordinating legislative decisions.

### 10.6.2. Plan Use and Evaluation

The Town of Ashford will base all of its land use decisions against this plan's goals, objectives, policies, and recommendations including decisions on private development proposals, public investments, regulations, incentives, and other actions.

Although this plan has described policies and actions for future implementation, it is impossible to predict the exact future condition of the Town. As such, the goals, objectives, and actions should be monitored on a regular basis to maintain concurrence with changing conditions.

The plan should be evaluated at least every 5 years, and updated at least every 10 years. Members of the Town Board, Planning Board, and any other decision-making body should periodically review the plan and identify areas that might need to be updated. The evaluation should consist of reviewing actions taken to implement the plan's vision, its goals and objectives. The evaluation should also include an update of the 5-Year Action Plan located within this element.

### 10.6.3. Plan Amendments

The Town of Ashford Master Development Plan may be amended at any time by the Town Board following the same process to amend the plan as it originally followed when it was initially adopted regardless of how minor the amendment or change is.

Amendments may be appropriate throughout the lifecycle of the plan, particularly if new issues emerge or trends change. These amendments will typically be minor changes to the plan's maps or text. Large-scale changes or frequent amendments to meet individual development proposals should be avoided or the plan loses integrity. Any proposed amendments shall be submitted to the Planning Board for their review and recommendations prior to consideration by the Town Board for final action.

### 10.6.4. Plan Update

According to the State comprehensive planning law the Comprehensive Plan must be updated at least once every ten years. As opposed to an amendment, the plan update is a major re-write of the plan document and supporting maps.

## 10.7. Five-Year Action Plan

This 5-Year Action Plan provides a summary list and work schedule of short-term actions that the Town should complete as part of the implementation of the Master Development Plan. It should be noted that many of the actions require considerable cooperation with others, including the citizens and committees of Ashford, and local/state governments. The completion of recommended actions in the timeframe presented may be affected and or impacted due to competing interests, other priorities, and financial limitations facing the Town. This table should be updated every five years.

Table 15. Five-Year Action Plan

Action	Who	When
Draft Zoning Ordinance to develop additional zoning district classifications devoted to agricultural, conservation, commercial and residential districts as outlined in the plan.	Planning Board / Town Board	2019
Consolidate all short-term public improvements funding into a capital improvements plan.	Town Board	2019
Consider enabling overlay districts to delineate groundwater protection districts, development zones or viewshed corridors.	Planning Board	2022
Develop a Stormwater Management Plan	Planning Board / Town Board	2022