

**A Comprehensive Plan
for the Town and Village of Alfred
Allegany County, New York**

May 1, 2004

**Prepared by
The Alfred Comprehensive Plan Committee**

Executive Summary

The Town and Village of Alfred, New York are distinguished by their rural setting, the vibrancy of a collegiate atmosphere, the intimate size of the neighborhoods and business center, and a spirit defined by friendly and caring residents. This Alfred Comprehensive Plan provides a path into a future in which Alfred's positive aspects are protected and enhanced.

The Town and Village are fortunate to host the students, faculty and staff of two institutions of higher education. Alfred State College and Alfred University provide a level of stability and promise to the area that is not typical in this corner of Western New York. The Alfred Comprehensive Plan Committee seeks to build upon this stability and promise.

This plan is based on the deliberations of a 16-member volunteer committee, the comments recorded at public meetings, and the responses to resident, student and commuter opinion surveys.

The Comprehensive Plan presents six broad goals along with a variety of objectives and strategies intended to propel Alfred toward these goals. Town and Village officials, residents and the academic communities are asked to:

- ❖ Make Alfred The Preferable Place To Live
- ❖ Promote And Facilitate Economic Development
- ❖ Preserve, Protect And Restore Open Space
- ❖ Coordinate Community Planning Activities And Land Use Regulations
- ❖ Improve And Extend Utilities And Infrastructure
- ❖ Ensure Municipal Efficiencies And Provide New Community Facilities

While the Plan Committee has attempted to present a truly "comprehensive" discussion of problems and opportunities identified over the past year, it is appropriate here to indicate the key issues that have been repeated often in the past year.

The issues of pressing importance are: improving the appearance of properties; retaining Alfred's historical and small-town character; maintaining an adequate tax base; controlling local tax rates; increasing housing options and providing homes in a broad range of values; supporting existing businesses and attracting additional enterprises; and, finally, promoting cooperation between both municipalities and the two educational institutions in all aspects of community life and development.

The Plan Committee concluded its outreach for public comments in public hearings on March 29th and 31st of this year. The range of subjects discussed was similar to that of the public meetings held one year ago at the initiation of the planning project, but there

was an increased sense of urgency regarding the need for local and regional economic development and the importance of promoting local businesses. As cited in the Comprehensive Plan, a number of trends show the challenges to growth for Alfred:

- ❖ The population of both Allegany and Steuben Counties has declined between 1990 and 2000.
- ❖ The resident population is aging.
- ❖ The enrollment at Alfred-Almond Central School has declined by 24% since 1970.
- ❖ Only 25% of the employees of the State College and University live in Alfred.
- ❖ Housing prices in Alfred are frequently cited, along with tax rates, as a major reason individuals and families do not settle here.
- ❖ The Village of Alfred's real estate tax rate is third highest among the 16 surrounding municipalities.
- ❖ Village taxes are levied on only 12% of the total assessed value of Village real property, and Town taxes are levied on only 25% of the total assessed value of Town real property.
- ❖ Local businesses are struggling with increasing regional competition.

This Comprehensive Plan addresses current concerns such as these economic conditions and also investigates opportunities for improving life and business in Alfred in the decades ahead.

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COMPREHENSIVE PLAN FOR THE TOWN AND VILLAGE OF ALFRED

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APPENDIX (separate volume)

1. Alfred Comprehensive Plan: Public Comments
 - Comments Delivered at Public Workshops, Spring, 2003
 - Summary of Community Questionnaires, November, 2003-February, 2004
 - Comments Delivered at Public Hearings, Spring, 2004
 - Written Comments on *Draft Report: Comprehensive Plan for the Town and Village of Alfred, March 1, 2004*
2. Summary of 1970 report: *A Comprehensive Master Plan, Town and Village of Alfred, Allegany County, New York.*
3. Summary of 1978 Report: *Village of Alfred Central Business District Study.*
4. Project Summary, Findings and Recommendations to 1993 report: *Clean Water Act Section 604(b) Water Quality Planning and Management Program, Town and Village of Alfred Groundwater Protection Project.*
5. Summary Pages of 2003 Report: *Source Water Assessment Report.*
6. E-mail Letter from William D. Burt, October 31, 2003 re: Livonia, Avon & Lakeville Railroad Corp.
7. Table of 2003 Report: *Friendship Empire Zone Alfred Sub Zone Sites*
8. Executive Summary to 1999 report: *Fiscal Impacts and Municipal Options for the Town and Village of Alfred, New York.*
9. Executive Summary to 1999 report: *The Impact /of/ Sales Tax Sharing on County, Town and Village Property Tax Burdens in Allegany County, New York.*

Chapter 1

Background to the Planning Project

Purpose of the Plan

Thirty-two years have passed since the Town and Village of Alfred prepared a comprehensive plan to guide their path into the future. Community leaders judged the utility of this plan lapsed long ago. In the winter of 2002 interest grew in looking again at the benefits that a planning effort might bring.

The planning process affords an opportunity to survey our neighbors' opinions about what makes Alfred livable and how the area can be more welcoming for residents, businesses, and visitors. A municipal plan is created through a public process in which goals are identified and actions determined to aid both the physical evolution of our community and the decision-making abilities of governing and regulatory authorities.

The effort includes an examination of existing economic and environmental conditions and an analysis of trends. With the participation of the public, the planning process addresses both the immediate needs that the Town and Village are facing and long-term opportunities to guide development and improve economic stability.

In the absence of an up-to-date plan, a community's routine governing decisions become, in effect, the planning policy. Local laws and land-use regulations should stem from the goals established by the community and not be goals themselves.

Last, with a comprehensive plan in hand, the municipal governments and Alfred's community organizations have improved chances for obtaining grants and loans to finance needed projects.

Planning in 1970 vs. 2004

The 1970 Comprehensive Plan has relevance today, although the recommendations were somewhat obscured by a lengthy, three-volume text and a great amount of "boilerplate" material. The report groups its plan elements into five categories: Land Use, Circulation (Roads), Community Facilities, Financial, and Capital Improvement. Many of the goals, objectives and strategies of the report are similar to those of our updated work. A summary of the report can be found in the appendix to this report.

Our plan focuses on information sharing and cooperative planning. We have incorporated assumptions about appropriate use of natural resources that were new ideas in 1970. We also make reference to rural planning techniques that have been developed in the last 30 years.

Following the 1970 Plan, various sorts of planning efforts were conducted every seven to eight years in our community. These projects are cited in the bibliography of this report. As time passes, new planning efforts are called for. It is important to periodically review past reports to see what ideas still have currency.

Public Participation

The Alfred Town and Village Boards established a Comprehensive Plan Committee in March 2003. The Plan Committee is composed of 16 residents who have been active participants in community organizations. It was important to the municipal boards that the committee members represent various concerns, interests and geographic areas of the Town and Village.

The Comprehensive Plan Committee has reached out to Alfred's citizens for comment and input in the planning process on numerous occasions, and additional opportunities for participation lie ahead. Indeed, the implementation of the recommendations made in this report will largely depend on continuing public involvement in the community's planning efforts.

Schedule of Public Participation Opportunities

March, 2003 through March, 2004	Open Plan Committee Meetings plus Press Releases and Interviews
April 29, 2003 May 4, 2003	Public Workshops to Define Issues Town of Alfred Village of Alfred
November, 2003 through January, 2004	E-mail Survey, Alfred State College Faculty, Staff, Students E-mail Survey, Alfred University Faculty, Staff, Students Survey, Town and Village Residents
March 1, 2004 through April 7, 2004	Public Review of Draft Report
March 29, 2004 and March 31, 2004	Public Hearings on Draft Report Town of Alfred Village of Alfred
Spring, 2004 (pending)	Town and Village Public Hearing(s) on Draft Report

Chapter 2

Community Profile in Brief

The 1970 Alfred Comprehensive Plan has a full account of the natural features of the area. See the section entitled "Physical Features" in Volume 1 of *A Comprehensive Master Plan, Town and Village of Alfred, Allegany County, New York, March 1970*, Herbert H. Smith Associates.

Chapter 5, Maps and Tables, of this current report presents demographic and tax data for Alfred in depth. A table of "land cover" is found in Chapter 3, Section C. Below are summaries of important trends and conditions.

Population

The resident population of Alfred has not been accurately determined. The U.S. Census counts include some but not all Alfred State College and Alfred University students present in the Village. Difficulties in establishing reliable numbers include the fact that not all students claim Alfred as their place of residence. The most recent census, conducted in the year 2000, shows the following:

- The population of the Town of Alfred outside the Village is 1,186.
- The Village population is 3,954.

The Town and Village Clerks estimate that the resident, non-student population of the Village is actually somewhat less than 1,000.

The population of Allegany County peaked in 1980 while that of Steuben County peaked in 1970. The 1970 Comprehensive Plan has population projections for the 30-year period 1960-1990. The projections at the county level significantly exceeded actual increases.

- Allegany County Projected Increase +18.84% Actual Increase +14.8%
- Steuben County Projected Increase +16.53% Actual Increase +1.4%

Other demographics:

- As of September 22, 2003, the number of registered voters in the Town outside the Village is 700, and in the Village, 454. The total is 1,154.
- The current total student population of the College and University is approximately 5,604 (Full-Time Equivalents).
- The residence halls of the two schools house approximately 3,555 students.
- For the 2003-2004 school year, the Town of Alfred outside the Village is sending 190 students to the Alfred-Almond Central School, while the Village is sending 88 students.
- The Alfred-Almond Central School enrollment has been declining since 1970.
- 13% of ASC employees live in the Village or Town of Alfred.
- 36% of AU employees live in the Village or Town of Alfred.

Tax Base

- Town taxes are levied on 24.5% of the total assessed value of Town and Village real property.
- Village taxes are levied on 12.03 % of the total assessed value of Village real property
- For Town taxes, the value of wholly tax exempt Alfred State College and Alfred University real property is 72% of the total assessed value of Town and Village real property.
- For Village taxes, the value of wholly tax exempt Alfred State College and Alfred University real property is 85% of the total assessed value of Village real property.

Tax Rate Comparisons

- On a \$100,000 assessment, a town resident would have a total county, town, school and library tax bill of \$3,247.71, while a Village resident would have a bill of \$4,395.31, a difference of \$1,147.60. (These figures include a STAR exemption on \$30,000.00 of assessed value. Note also that the median value of Town properties is \$82,600.00 and of Village properties, \$87,000.00.)

Chapter 3

Recommended Plan

A. Introduction

Early in the planning process, the Alfred Comprehensive Plan Committee composed a "vision statement" to guide its work--this is an image of Alfred as it might become when our planning goals are reached:

We envision the Town and Village of Alfred as a positive living, working and learning environment that promotes the success and achievement of its residents, businesses and educational institutions.

With public input, we explored both immediate and long-term problems and opportunities. Our "planning horizon" has been 25 years--we have been contemplating what Alfred should look like near the year 2030. As you read the plan, keep in mind that there is no need to undertake all the recommendations immediately.

The Plan Committee's initial discussions produced a number of conclusions that defined the direction we have taken with our planning recommendations:

- The physical appearance of the Town and Village, including houses, businesses, yards and fields, has an enormous effect on our community spirit and our area's desirability as a hometown or college choice.
- Improved communication and cooperation between the Town and Village municipalities and communities will lead to a more enjoyable and prosperous future.
- Improved communication and cooperation between the two municipalities on the one hand, and Alfred State College and Alfred University on the other, will benefit all community members.
- Alfred is a regional center of educational, cultural and artistic activity, and the plans and actions of both Alfred State College and Alfred University will largely dictate the future look, growth and vitality of our community.
- Alfred's economy is determined by the growth and successes of the two institutions and by regional, state and national economic trends. Planning on the local level should seek ways to provide stability and opportunities for existing and prospective local businesses.
- Municipal projects that have high potential costs should be researched further and openly debated to firmly establish needs and to explore options.
- Economic growth must be compatible with the protection of natural and cultural resources.

Whether we were born in Alfred or relocated here, it is the old architecture, the friendly community, the lively College and University, and the farmland and wooded hills that define our sense of place. Alfred is a college town in a rural setting, and it is significant to our planning and our future that we live at a considerable distance from metropolitan centers. We will not be subject to the developmental pressures that other areas experience. On the other hand, we may find it difficult to foster growth, development or change in desired directions due to our small population and remote setting.

Alfred has maintained many of the essential qualities of what planners now call the "traditional small town," and these characteristics are frequently cited by residents as the key assets of our community. To varying degrees, Alfred exhibits:

- Compactness, human scale, sense of enclosure, incremental growth outward from the core, medium density
- "Downtown" centers with street-edge buildings, mixed uses, gathering places, public buildings, parks and other open spaces; institutional buildings around a town common
- Commercial businesses meeting everyday needs
- Residential neighborhoods close to the town centers, sometimes with house lots abutting commercial premises
- Rural open space at the edges of the town centers
- Pedestrian-friendly streets of a modest size with no heavy traffic
- Landscaping and lack of clutter
- A high quality of architecture with special features such as barns, carriage houses, front porches, bandstands, and park benches

An overall objective of this plan is to preserve or strengthen these elements while at the same time allowing for change and encouraging improvements.

The core of the 2004 Alfred Comprehensive Plan is the following six sections of this chapter. These sections cover a broad area of issues and are entitled Housing, Historic Preservation and Community Vitality; Open Space and Natural Resources; Land Use; Utilities and Infrastructure; Community Services; and Economic Development. Each section contains a discussion of planning issues followed by a series of recommended goals, objectives and implementation strategies.

B. Housing, Historic Preservation and Community Vitality

Visual Character and Property Improvement

Maintaining and improving the visual appearance of buildings and properties is a high priority throughout the community. The green, rural setting has an undisputed natural beauty, and the integrity of the old architecture is an attraction to visitors and a source of pride for residents. Clean, repainted and repaired buildings buoy community spirit and increase the attractiveness of the environment. Improvements support our businesses and economy, as tourists, visitors and prospective College and University candidates gain a positive impression of Alfred. Investments in improving the "curb appeal" of the Town and Village will be repaid.

Alfred University is considering a change in student housing policy requiring all junior class students to live on campus. The consequences could be to relocate a significant number of students out of private rentals and back onto the campus. It is in the interest of both the community and the University to ensure that a decrease in rental demand does not translate into deterioration of rental housing.

A similar issue is the future of the eight off-campus buildings that are former AU fraternities and sororities. These properties provide over \$57,000.00 in real estate taxes to the Town, Village, County, School District and Library. In addition, one on-campus fraternity is taxed at over \$12,000.00 per year. Many of these buildings are also highly interesting architecturally. Seven lie in the Village Historic District; two have terra cotta roofs; and several have prominent, highly visible locations in the commercial district or various neighborhoods. How these buildings find a new life will influence the community into the future.

Former Fraternities and Sororities and Current Student Group Houses Off-Campus

Gamma Theta Gamma	52 North Main St.
Zeta Beta Tau	55 North Main St.
Delta Sigma Phi	79 North Main St.
Alpha Kappa Omicron	26 South Main St.
Klan Alpine	61 South Main St.
Kappa Psi Upsilon	37 Hillcrest Dr.
Sigma Chi Nu	9 Sayles St.
Theta Theta Chi	23 Sayles St.
Alpha Chi Rho	34 Church St.
Psi Delta Omega	10 West University St.

Historic Buildings

The older architecture of the Town and Village lends a strong appeal to the community for residents and visitors. Significant examples of Alfred's architectural heritage are found in both the Village Historic District and throughout the community. They should be maintained and, if necessary, restored.

The work to inventory, analyze and protect older buildings in the Village Historic District began over 20 years ago. The Historic District is a so-called "overlay zone," a designated area that cuts across several underlying zoning districts. There are 133 properties within the Historic District and 154 "contributing" structures of historic importance.

Contributing structures are listed on the State Register of Historic Places, which is overseen by the NY State Office of Parks, Recreation and Historic Preservation, and on the National Register of Historic Places, which is maintained by the US Department of Interior's National Park Service.

Proposed building projects within the Village Historic District receive an extra level of review by the Village Planning Board. The process is called "site development plan review" and applies primarily to new construction, exterior alterations and signs.

There are other possible tools for protecting historic structures after an inventory and analysis has been conducted. Explained in the NYS Department of State's booklet entitled "Legal Aspects of Municipal Historic Preservation," these include:

- Creation of a Design Review Board or Historic Preservation Commission
- Adoption of a Landmark Preservation Law
- Participation in the Certified Local Governments Program
- Use of the process called "Transfer of Development Rights"
- Acquisition of Easements

The logic of preservation often becomes more evident as an increasing number of historic structures are lost. It would be best to keep in mind that a broad range of tools is available and that local support for preservation may increase significantly in the decades ahead.

The "visual trademark" of Alfred is the terra cotta tile roofs on houses, barns and University buildings. Over 90 structures have been inventoried and documented. (See maps in Chapter 5.) More than half a dozen terra cotta roofs have been lost in the past decade. Many of the remaining buildings have been abandoned or are deteriorating rapidly. The best examples of buildings retaining this unusual architectural feature should be identified and preserved.

First Choice Hometown

The close sense of community, the attractiveness of the architecture and landscape and the assets of the Alfred State College and Alfred University are desirable features to many Alfred residents. Both institutions generously share their cultural, educational and recreational programs with the community.

The reputation of Alfred-Almond Central School is an additional attraction to parents moving to the area. The recent School Board decision that requires residency in the School District for attendance at Alfred-Almond may bring more families into the Town and Village over time. Alfred should be the first choice as a hometown for those finding employment or education here, and it should be a desirable location for those working in the outlying region.

Despite the benefits of life in a small, rural college town, 75 percent of the employees at Alfred State College and Alfred University currently reside outside Alfred. (See table in Chapter 5.) Reasons cited for decisions to find a home outside Alfred include:

- High cost of housing
- High rents
- High real estate taxes
- Insufficient land in the Village for new construction
- Restrictive zoning ordinances in the Village that prohibit rebuilding on vacant lots
- Limited choice in housing types
- Negative aspects of student housing

Some of these problems can be overcome with good planning, and others are the consequences of living in a preferred location.

Costs

The costs of rental and ownership in Alfred are a function of the desirability of ownership in the community and the nature--numbers and types--of the housing stock.

The construction of additional single family houses and a mix of alternative housing types, including townhouses, can provide more individuals at different income levels the opportunity to afford a home in Alfred.

Tax rates

The Village total real estate tax rate ranks third highest compared to the surrounding towns, villages and cities. The Town total real estate tax rate ranks eleventh compared to the 16 neighboring municipalities.

The total tax bill in the Village is \$4,395.00 per \$100,000.00 assessed valuation compared to \$3,248.00 in the Town. The \$1,147.00 difference buys the Village resident garbage collection; road and sidewalk maintenance; access to public water supply and sewer; proximity to Alfred work, recreation and commercial services; and slightly higher property values.

Buildable Land

There may well be more buildable space within the Village than is generally thought. A relatively new planning tool called "build-out mapping" is being used in areas where additional housing developments pose a threat to communities. Build-out mapping shows typical street and building patterns over areas of presently vacant but buildable land, drawn according to existing zoning and subdivision regulations. A build-out analysis of Village land can be conducted to explore suitable construction sites and the potential for locating new homes within Village limits.

In the Town, space is plentiful for residential development. The 1970 Comprehensive Plan analyzed at length the potential for additional housing construction in the Town. In order to support and maintain our rural, small-town identity, it will be important to conduct neighborhood planning that allows for efficient extension of utilities, including sewer, clustering of houses in order to replicate traditional development patterns, and location of neighborhoods near current population concentrations--the Village Center and

Town hamlets. New construction should occur in and around communities in a way that complements and enhances their character and should be compatible in size, scale and architecture with existing buildings.

Restrictive Zoning

Does current zoning promote or restrict us in further building? In the Village, vacant lots where houses once stood could serve the community best as sites of new construction. So-called "in-fill" construction can improve the look and vitality of the community. In the Land Use section of this report, recommendations are made to review aspects of both Town and Village zoning ordinances and districts that may be working against the goals of this Comprehensive Plan.

Housing Stock

A town's businesses and its residents are mutually dependent. A population that includes a range of ages will support a diversity of local business types, and the presence of basic retail and service businesses will in turn support a population diverse in age. There should be a range of housing types in Alfred to ensure that all newcomers who want to live here can find suitable accommodations. Older citizens should be able to move into appropriate homes as they reach retirement and have less need for larger family homes.

New housing may well generate its own demand ("If you build it, they will come"). Newly arriving individuals and couples, some young and without children, may seek transition housing as they arrive. Interested in renting before purchasing a home, they may seek housing that is convenient to their places of work and smaller than what they may ultimately desire. Duplexes, townhouses or apartments may be the most desirable housing for many newcomers.

In the past both Alfred State College and Alfred University have provided subsidized housing for new faculty. Whether or not the institutions are in a position to resume this service to their new employees, the housing option they once provided is still needed in the community.

Neighborhoods

The original Village neighborhoods have seen an exodus of families to new developments over the years. Only half of the residences on Main and West University Streets are owner-occupied. Additional houses have both owners and renters present, and when ownership changes hands, the likelihood is that these buildings will become rentals. The trend away from family occupancy has been propelled by factors such as the size, age and unimproved condition of the buildings, the expense of taxes and upkeep and the lack of a "critical mass" of an older, non-student population.

Other important influences for the trend of families away from the older neighborhoods are the noise and unsightly appearance of some student rentals, fraternities and sororities. Similar issues are apparent in both the Village and Alfred Station. Certainly a minority of the off-campus student houses pose problems, but the influence of dilapidated

buildings and unruly behavior can be significant in an individual's decision to acquire or improve an adjacent property.

Amenities

In 1970, when the last comprehensive plan was written, Alfred had no public recreational facilities. Since then, the Alfred Station and Pine Hill ball fields and Mike Kenyon Park have been established. These are of unquestionable value to residents and visitors. ASC and AU recreational facilities that are open to public use and the University's student-developed Pine Hill trail system are also popular throughout the community.

With the development of additional public open spaces, paths and recreational facilities over time, Alfred can become an increasingly enjoyable hometown. New facilities and attractive designs also can be required of future residential and commercial development.

Recommendations

Goal: Make The Town And Village The Preferable Place To Live For Residents And New Arrivals

#1 Objective: Improve The Appearance Of Residential and Commercial Buildings In The Town And Village

Strategies:

- Promote exterior “housekeeping”
 - Keep buildings painted and in good repair
 - Encourage landscaping and yard maintenance
 - Keep trash and indoor furnishings out of yards visible from streets
- Establish small grant program to support exterior repair and painting
- Investigate "certified local government status" through the NYS Office of Historic Preservation to determine eligibility for funding
- Require adequate off-street parking for all residential buildings
- Enforce existing local laws and zoning ordinances rigorously
- Re-institute Village "Task Force for Property Improvement"
- Improve the appearance of the Sugar Hill Industrial Park roadway, utilities, construction sites and buildings
 - Require preparation and implementation of a professional landscape plan.
- Improve the appearance of the Town and Village approaches
 - Install welcoming signs on all major routes
- Improve Town and Village design standards for business signs

#2 Objective: Retain Significant Historic Buildings And Alfred's "Trademark" Terra Cotta Tile Roofs

Strategies:

- Encourage restoration of historic buildings, and retain significant architectural features, especially terra cotta tile roofs
 - Collect, inventory, store and make available abandoned roof tiles
 - Facilitate repair of tile roofs by providing loans, grants, information and technical services
- Support alternatives to demolition of historic buildings
 - Encourage "recycling" and restoring old and vacant buildings

#3 Objective: Encourage Construction And Rehabilitation Of A Mix Of Housing Types

Strategies:

- Promote construction of single-family housing
 - Determine optimum location of a cluster development in proximity to existing population concentrations
 - Provide road, water and sewer infrastructure
- Explore use of a tax incentives for new construction and major rehabilitations, tax breaks for owner-occupied properties
- Investigate the demand for alternative housing types: townhouses, affordable housing and retirement housing
- Encourage ASC/AU to provide subsidized housing such as duplexes and townhouses for young faculty and staff
- Determine the optimum uses for former off-campus AU fraternity and sorority houses
- Reexamine the costs and benefits of Village annexation of new or existing Town neighborhoods
- Identify potential construction sites within the Village

#4 Objective: Promote Alfred as a Vital Residential Community and Cultural Center

Strategies:

- Market Alfred as a safe place to live and a regional cultural/educational center
- Distribute a "Welcoming Information Package" to new Village residents, both owners and renters, detailing local laws and regulations
- Improve services for retired and senior citizens
- Encourage ASC and AU to develop programs for adult education

#5 Objective: Encourage Development Of Recreational Facilities, Bike And Walking Paths

Strategies:

- Make the Town and Village more pedestrian and bicycle friendly
 - Extend sidewalks and bicycle paths
 - Create walkways along Canacadea Creek
 - Provide amenities such as benches, picnic tables, interpretive displays
- Determine recreational facilities, especially for children, appropriate for new neighborhood developments
- Encourage continued access to Foster Lake for the Alfred community
- Promote construction of an informal, outdoor ice skating rink

C. Open Space and Natural Resources

Greenspace

We recognize that change is inevitable, well-guided change is desirable, and that Alfred can benefit by a larger population and economic growth. We also recognize that the appeal of our hometown lies no less in our natural surroundings than in our community, institutions and historic buildings. Within the Village of Alfred and the hamlet of Alfred Station, open space is a natural fabric that winds through the "built" environment.

In *Rural by Design: Maintaining Small Town Character*, Randall Arendt explains:

Another favored aspect of traditional small towns, especially those located in rural areas, is the open space that often exists around the edges, and occasionally occurs also as scattered pieces of undeveloped land throughout the community. Although most people take these spaces for granted, hardly noticing them in any conscious way as they go about their daily business, they are strongly affected when such land begins to sprout buildings and parking lots. Few things change the character of small towns and rural communities more than the conversion of these natural areas to development. Whether appreciated for their aesthetic, recreational, or sporting benefits, such areas often hold deep meaning for long-term residents.

The preservation of such open spaces and the reconnecting of separate pieces are critical to the development of our community. The Village center has spaces that are essentially public "greens," containing gardens, lawns, trees, a bandstand, public library, and playground. However, ownership is not in public hands. The University generously maintains its campus as an open, semi-public space, and the community benefits from this daily in many ways. A coherent, landscaped space recognizable as the community center remains to be established.

Alfred Station also has unbuilt lands such as the ballfield area and the spaces along Canacadea Creek and Rt. 21. Appropriate landscaping and welcoming signs, historic markers and park amenities can increase the scenic and recreational value of such areas, further improving the attractiveness of our home.

Water

Communities are paying new attention to the rivers and streams running within their borders. A century ago, buildings "turned their backs" to the watercourses, but now river and stream corridors are seen as key assets with recreational, parkland, and scenic value. The protection and restoration of watercourses and adjacent lands bring added benefits to natural and economic resources at no additional cost: stream buffer zones improve water quality and wildlife habitat, and open floodplains reduce local and downstream flood damage.

Alfred lies in two significant river basins: the Genesee River Watershed, draining to Lake Ontario, and the Susquehanna River Basin, part of the Chesapeake Bay Watershed.

Models of river-based greenway preservation exist just downstream of us and include the work of the Friends of the Genesee Valley Greenway, Genesee Headwaters Watershed Association and the Chemung Basin River Trail Partnership.

Canacadea Creek and its tributary at the foot of the ASC campus provide both the Town and Village with a scenic corridor of open space that can be "developed" by restoration and landscaping into a major attraction for the community, College, University and visitors. A visit to Ithaca will show the importance waterways can play in an academic campus.

The Canacadea Valley is a link to downstream communities that reminds us that municipal boundaries are artificial. Regional opportunities for extending recreational and open space assets are many.

Campus Planning

With their ownership of lands adjacent to the Canacadea and its tributary, both ASC and AU can play an important role in improving the stream corridor and implementing a greenway plan. Such projects might well be part of campus-wide landscape master plans that direct the wise use of buildable acreage, the preservation of open space and the construction of buildings of appropriate scale, design and location.

The College and University can also look to their campus hilltops as valuable community landscapes. If managed over time with sensitivity toward their scenic value, these elevations will continue to contribute to our daily enjoyment of Alfred's natural beauty.

Trails

Alfred has an athletic and energetic population that takes good advantage of our rural setting. While open space abounds, public access is limited. Our proximity to other recreational areas affords us the opportunity to design and develop extensive footpath and bicycle trail connectors. Established trails in the vicinity include the Finger Lakes Trail System and the NY State Department of Conservation's West Almond Trail System in Palmer's Pond, Phillips Creek, and Turnpike State Forests.

Town of Alfred (Including Village) Land Cover, 2003

Cover Type	Acres	Percent
Water	48.48	0.24
Residential	158.35	0.79
Commercial-Industrial-Transportation	68.72	0.34
Quarries-Mines-Gravel Pits	217.50	1.08
Forest	14,634.15	72.44
Pasture-Hay-Row Crops	4,924.15	24.38
Recreational Grasses	115.20	0.57
Wetlands	33.13	0.16
Total	20,199.68	

Source: Allegany County Office of Development

Recommendations

Goal: Preserve, Protect And Restore Open Space In The Town And Village For Scenic, Recreational, Agricultural And Natural Resource Benefits

#1 Objective: Create New Greens, Greenways and Trails

Strategies:

- Develop an attractive and well-defined public green or commons for both Alfred Station and the Village of Alfred
 - Renovate the Crandall Gardens as a feature of a Village green
- Establish Canacadea Creek and its tributaries and adjacent undeveloped land as greenway corridors
 - Plan for attractive bridges, paths, benches, landscaping
 - Preserve the open land between the stream and Lower College Road
 - Develop new bicycle trails and footpaths within and between the Town and Village
 - Create a Canacadea Greenway from Alfred to the confluence with the Canisteo River
- Design and construct footpaths and bike trails to connect with Genesee Valley Greenway and Finger Lakes Trail systems

#2 Objective: Integrate Community Goals with Opportunities for Preserving Open Space and Natural Resources on College and University Lands

Strategies

- Encourage ASC and AU to participate in Canacadea Greenway development
- Encourage ASC and AU to maintain the scenic appearance of forested and farmland hilltops
 - Plan for future development above key elevations with objective of preserving significant scenic views
- Encourage ASC and AU to prepare and adopt campus master plans developed by landscape architects with community input
 - Pursue an objective of maximizing open space and determining appropriate building scale and location for future construction
 - Coordinate the campus master plans with Town and Village goals
- Encourage ASC to commit to maintaining its farmland as an agricultural resource

D. Land Use

Planning as Process

Community planning should be a continuing process. This Comprehensive Plan and Town and Village local laws and regulations should be reviewed and amended at five-year intervals. The Town and Village Boards, and their respective planning boards, need to be aware of changes that warrant adjustments to land use policies. Regular review, coupled with firm and even-handed enforcement, will ensure consistency in the effort to achieve community goals.

New Tools

The phrase "land use" refers to changes we bring to both our built and unbuilt landscape. Zoning ordinances and subdivision regulations are two of the better-known tools used to control and direct the use of land. In the thirty-three years since the last Alfred comprehensive plan was written, new planning tools have become available. Design and performance standards, mixed-use development and cluster zoning are among the new techniques employed to contain and direct growth. New terms such as "smart" or "sustainable" growth now reflect changes in the public's attitudes toward development.

The Southern Tier could very well benefit from some of the economic advantages that a more urban geography affords. Yet the very absence of development pressures common to metropolitan areas allows us to plan for change under more relaxed, crisis-free circumstances. We have the luxury of taking time to educate ourselves about new ways to design neighborhoods and commercial districts that will preserve the cultural and natural resources we also value.

Judging by citizens' comments at public meetings, we have a virtual mandate to maintain Alfred's unique character and "sense of place" and to protect the natural landscape while promoting community development. Supporting the positive aspects of our community in the face of inevitable change will require opening new lines of communication, learning new planning techniques and applying a variety of appropriate land use tools.

Some resource issues such as soil erosion and storm water management have drawn much greater attention from planners in recent years, and proper land use planning has the potential of minimizing the impacts of development on water supplies. The flood damage that occurred in our region during Hurricane Agnes in 1972 is unfamiliar to most newcomers and younger citizens, but the hazards remain as large floods are statistically inevitable. Implementation of new land use ideas in advance of emergencies can greatly reduce the risks and costs of damage.

Zoning Regulations

Surprisingly, traditional zoning regulations can be at odds with traditional community goals. A reappraisal of the intent behind existing zoning districts will help ensure that new development takes us into the future we desire.

For example, the open land surrounding the residential and business communities of Alfred is subject to potential change as new housing is constructed. The 20th Century decline in agriculture has left us with only two commercial farms within the Town limits. Much of the land that had been actively worked is reverting to woodland. Large residential lots, substantial acreage of "abandoned" farmland and a number of small farms operating as second businesses now characterize the Town district currently zoned for agriculture. This district can be more appropriately termed "agricultural/rural residential" with a view toward managing the land uses most likely to occur into the future.

It is appropriate that we direct development projects on open land in such a way as to protect natural and scenic values while minimizing the costs of extending infrastructure. Bringing new development closer to established settlements will also enhance our sense of community and increase the possibility of walking to workplaces or stores. Cluster development schemes will help maintain the rural look we enjoy whenever we travel through Alfred.

Town, Village, College and University Interactions

In order to avoid incompatible land use policies, we must share information across political boundaries and ownership lines. We need to bring Town and Village goals into unison and coordinate the land use objectives of both municipalities. Further, as ASC and AU have such considerable influence over the direction of our community, we must reinforce a cooperative working relationship between the municipalities and the institutions.

Alfred's goals also need to be compatible with activities just across our boundaries in the surrounding seven municipalities, including those of neighboring Steuben County. Development and preservation goals of the various jurisdictions may be at odds with each other, but competition and unilateral planning could work to the disadvantage of all.

An example of a local problem that crosses jurisdictions is the pressing issue of the location of the Village water supply within the Town industrial zoning district. Two wells supply the entire Village, both the College and University, and many of the residences and businesses of the Town along Rt. 244 and Shaw Road. Industrial uses pose potential hazards to the quality of the water in the aquifer. Both recent and past studies have examined the issue, but no action has been taken. Determining a long-term solution to this problem will be vital to the health and growth of both the Town and Village.

Professional Assistance

As government and planning efforts at the local level are fundamentally volunteer efforts, we will need education and training assistance from outside the community. Sources of technical assistance such as the Community and Rural Development Institute at Cornell University provide information and help to communities like ours. These can supplement the expertise found at our state, regional, and county planning offices.

Recommendations

Goal: Coordinate All Community Planning Activities And Land Use Regulations

#1 Objective: Bring all Zoning Ordinances, Site Plan Review Procedures and Subdivision Regulations Up To Date with both Current Planning Practices and Community Needs and Desires

Strategies:

- Conduct an annual, public joint meeting of Town and Village planning boards to share information, goals and concerns
- Require municipal planning boards to conduct biennial reviews of zoning ordinances with public input
 - Update regulations to achieve goals of community comprehensive plan
- Update subdivision regulations to maximize community center viability, open space preservation and natural resource protection
- Rename the Town's Agricultural Zoning District as "Agricultural/Rural Residential"
 - Define the new zone with an accurate description of its present and planned uses
- Establish clear procedures, responsibilities and record-keeping functions for officials involved with zoning administration and enforcement

#2 Objective: Enhance Planning, Information Sharing and Coordination Among ASC, AU, The Town and Village

Strategies:

- Coordinate the land-use planning efforts of AU and ASC with those of the two municipalities
 - Ensure compatible planning goals throughout the community
- Educate the Town and Village planning boards, municipal boards and the public with current planning options
 - Invite guest speakers from the planning professions to present topics on rural planning

#3 Objective: Encourage Cluster Residential Development

Strategies:

- Develop incentives (including tax incentives) to support the creation of cluster developments
- Provide Village water and sewer services to cluster residential communities where feasible
- Amend zoning ordinances to restrict primary road access to individual residences
- Distribute information on creative development to rural residential landowners and prospective developers
- Redraw the Town's Residential Zoning District to reduce linear development of houses along secondary roads

- Encourage development that grows out from the community centers and promotes neighborhood cohesion
- Reexamine the Village's Residential Zoning Districts and regulations for compatibility with Comprehensive Plan objectives
 - Evaluate current regulations for the restrictions they may impose upon construction on vacant lots

#4 Objective: Protect present and potential public and private water supplies

Strategies:

- Implement zoning ordinance amendments to maintain the integrity of the Village and private water supplies
 - Re-evaluate the location of the Town's Industrial Zoning District in regard to the protection of the Village's wells
 - Promote new industrial development to locate in the Sugar Hill Industrial Park
- Determine the most cost-effective measures to ensure a Village water supply of sufficient quantity and quality to see the community through the next 25-50 years
 - Acquire alternative well-field for future supply

#5 Objective: Protect Natural Resources through Effective Land Use Planning

Strategies:

- Identify vulnerable natural resources and implement land use regulations for their protection
 - Guide development away from environmentally-sensitive areas
- Enact guidelines for preventing soil erosion and managing storm water
- Preserve "significant scenery" and "viewsheds"
 - Adopt a scenic resources preservation overlay zone

E. Utilities and Infrastructure

General

To increase its desirability as a place of business and residence, Alfred must offer state-of-the-art telecommunications and adequate municipal infrastructure. Alfred State College and Alfred University maintain their competitive edge by bringing current technology into the classroom, residence hall and laboratory. Similarly, the Alfred area must offer services that are equal to those found in other Western New York communities.

Telecommunications

Alfred must encourage its utilities to provide the Internet and cell phone services that have become commonplace in other regions and academic communities. The siting of communications towers should become part of the municipal land planning process. Locations can be identified that also protect the scenic views that are a part of our everyday enjoyment of the rural landscape.

Village Water Service

The Village water supply system, which relies on two wells located within the Town's boundaries, services the residences and businesses within the Village. It also services most of the Town residences and businesses along Rt. 244 from the Village line to the north end of Shaw Road.

Questions of potential impacts on the quality of the Village water source are discussed in the previous section of this report dealing with land use issues. This section discusses quantity issues concerning the capacity of the groundwater source, the wells and storage tanks.

The present "design capacity" of the wells is 1.3 million gallons per day. Storage capacity is 850,000 gallons, which is held in three Village tanks and a fourth located on the ASC campus. The total demand when both ASC and AU are in session is approximately 500,000 gallons per day. The storage capacity is therefore less than two days demand.

Water is pumped from the wells to the storage tanks by eight pumps: one at each wellhead and two at each of three booster stations. The pumps operate at an average total output of 500,000 gallons per day to keep the tanks full. None of these pumps has a back-up generator to provide electricity in the case of a local or regional loss of power. An extended power outage coupled with a significant "draw-down" on storage could result in insufficient water for both customers and fire-fighting purposes.

Storage capacity should be reviewed for present and future demands, and consideration should be given to installing the minimum equipment necessary to provide for the community's safety in emergencies. Analysis of the aquifer and the overlying stratigraphy should be conducted to determine its susceptibility to contamination from potential hazards.

Village Wastewater Treatment

The Village of Alfred has recently completed a major renovation of its wastewater treatment plant. This facility services residences and businesses within the Village boundaries, and it extends to the Sugar Hill Industrial Park, which is located wholly within the Town boundaries. A small number of Town residences located just over the Village line are also tied into the system.

The Village's decision to upgrade its treatment plant was based on analysis of the costs of participating in a new regional system. While the plant capacity was not increased in the renovation, it is capable of handling significant increases in flows relating to future population growth or additional connections to Town properties. For purposes of community planning, it is important that Town and Village officials know how many households, businesses and student residents can be accommodated by the extra capacity.

The most significant improvement remaining for the wastewater treatment system is the elimination of stormwater infiltration into the old mains (underground pipes). Such infiltration increases flows into the treatment plant and puts greater demands on the facility.

The "origin" of wastewater -- residential, industrial or institutional -- can determine the relative costs of treatment. As future growth in the service area occurs, an examination of treatment costs per unit volume from different sources may reveal that sewer charges should be adjusted to reflect true burdens put on the treatment facility.

Regional Water & Wastewater Service

Long-term planning for extended water and wastewater service is desirable for both accommodating and encouraging economic development. The Canacadea Valley is the logical focus for improved municipal services: the valley bottom offers the best topography for transportation and the construction of infrastructure. Renewed planning can take advantage of recent studies.

Village Parking

The adequacy of both on-street and off-street parking in the Village business district is a matter of concern to many residents, visitors and business owners and their employees. The nature of the problem varies from season to season, business to business, and street to street. Further, the needs of ASC and AU for student and employee parking interrelate with Village issues.

Problems with the number of available spaces include:

- Insufficient number of on-street metered spaces during the Village's busiest hours
- Insufficient number of off-street spaces for business owners and employees

Problems with the metered spaces include:

- Lack of signage for different meter hours
- Inefficient locations and mix of 1-, 2-, 3-, and 10-hour meters
- Inadequate short-term (15-minute) spaces

- Delivery and construction vehicles' use of parking spaces for extended periods of the day

The Village has a total of 104 marked, legal parking spaces, 86 of which are metered. (Six metered spaces are eliminated each winter to allow for snowplowing.) The municipal lot has one 1-hour meter, 2-hour meters and twelve 10-hour meters.

Village On-Street Parking Spaces

# 1-hour metered spaces	30
# 2-hour metered spaces	44
# 10-hour metered spaces	12
Total # handicap spaces	5
Total # metered/handicap spaces	86
Total # un-metered spaces	18
Total Parking Spaces	104 (98 in winter)

While planning for long-term needs for additional parking space, the Village can experiment with various enforcement methods and meter installations. New parking lots can be designed as part of the Village's efforts to improve economic development, revitalize the business district and preserve open spaces. Future construction projects can employ good design practices such as development of parking spaces behind businesses to improve the appearance of storefronts and streets. Finally, Village planning for parking should be coordinated with ASC and AU parking needs.

Recommendations

Goal: Improve And Extend Utilities And Infrastructure To Enhance Alfred As A Residential And Business Center

#1 Objective: Encourage Improvement Of Community's Internet And Cell Phone Access

Strategies:

- Include tower siting in land planning process
 - Consider clustering towers for optimum cell phone access and reduction of visual impact in scenic viewsheds

#2 Objective: Examine Long-Term Needs For Village Water and Wastewater Service

Strategies:

- Determine if present water storage capacity is sufficient for consumer and fire protection needs
 - Plan for future demands

- Consider installation of emergency generators at wellheads and booster pumps to provide adequate capacity in case of power outages
- Reduce stormwater infiltration into wastewater mains
 - Replace mains at future time when benefits outweigh costs
- Examine treatment costs per unit volume from different sources
 - Consider adjusting fees to reflect varying costs
- Analyze the geology of the aquifer that supplies the Village wells
- Determine susceptibility to contamination

#3 Objective: Re-Evaluate Feasibility Of Future Regional Water And Wastewater Service

Strategy:

- Initiate long-term water/wastewater planning with a regional perspective
 - Consider Canacadea Valley as a corridor for improved municipal services

#4 Objective: Improve Parking Facilities For Alfred Visitors and Residents

Strategies:

- Explore Village Business District parking improvements
 - Consider enforcement and reconfiguration of current lots and meters for near-term solutions
 - Investigate new lot location and design for long-term development
- Address Village, ASC and AU parking issues in a coordinated process

F. Community Services

The governments and community organizations of the Town and Village of Alfred provide services to many more individuals than their permanent residents alone. The ASC and AU campus communities of students and employees number over 6,500, while the approximate population of the Town and Village together is estimated at 2,000. Visitors from afar and residents of surrounding towns also take advantage of Alfred's status as a cultural and educational center.

It is the responsibility of the local governments to support the health, safety and welfare of their permanent citizens and all others who spend time within the municipal borders. The fact that the Town and Village together have a "semi-permanent" population over three times as large as their permanent population means that municipal budgets are stretched to provide services to more citizens who do not pay taxes than who do.

Shared Services

That taxpayers want their governments to be efficient, effective and financially responsible is a given. In Alfred, there is general approval of the level and quality of community services, and it is recognized that the governments take good advantage of opportunities to minimize costs in situations where their service needs are similar or overlap.

Areas in which personnel serve both communities to varying degrees include police, fire protection and emergency services, justice court, clerks' offices, code enforcement, dog control, water supply, wastewater treatment, property assessment and highway maintenance. To keep future costs to a minimum without sacrificing levels of service, the Town and Village will need to investigate all possible areas of cooperation -- both with each other and with ASC and AU.

Alfred University currently finances the position of one Village police officer, financially assists the Village's volunteer fire department and makes a payment-in-lieu-of-taxes. Financial and in-kind contributions should be requested from the College and University for support of all services the Town and Village extend to the academic communities that are beyond the requirements of the resident, tax-paying population.

Municipal Status

The prospect of achieving greater efficiencies and cost savings through the consolidation of the Town and Village or change in their municipal status is an attractive idea. Political realities make potential changes more difficult to imagine. Possibly the Town and Village are "different enough" that the importance of civic identity will forever outweigh the public's interest in further minimizing the cost of government.

Nevertheless, various options for municipal form do exist and are recognized by the State of New York. In fact, there are examples of recent changes in municipal status even within Allegany County. Choices include dissolution of the Village, merger of the jurisdictions of the Town and Village (to form a "coterminous" town/village), and

creation of a city from the Town, Village, or Town and Village together. Each type of municipal form has its own fiscal and service implications.

A 1999 study of services and municipal structure concluded that only an additional one percent of the combined spending of the Town and Village could be eliminated by creating a single government. Clearly the present situation does not demand immediate action. However, future conditions may warrant re-examination of Town and Village governmental structures. If costs of providing services continue to rise without being matched by increased tax revenues, change of municipal form may appear more desirable.

It is important for the Town and Village populations and their elected officials to recognize that history and tradition do not necessarily lock us into political forms that may not always remain logical and efficient. To make headway in this difficult area, communication between municipalities on all levels will be critical. There are "neutral," outside agencies to assist, such as the Southern Tier West Regional Planning and Development Board.

Facilities for Visitors and Residents

The number of yearly visitors to Alfred is uncounted but significant. People come from outside the area to visit the College and University. Visitors come for sports events, the Allegany Artisans Tour and Hot Dog Day. Tourists come to visit the art galleries, ceramic museum and studios of local artists and craftspersons. Family members transport and visit College and University students.

An attractive visitors' center and permanent display of local historical material are facilities that can make Alfred more welcoming to all that arrive here for short or extended stays. Both services could be developed together in the same space. A visitors' center can provide creature comforts to weary travelers and also orientation to the cultural and educational offerings and shopping options in the area.

The Box of Books, Alfred's public library, serves as a virtual community center to local residents. Budgetary constraints, plus the fact that the library stands on leased land, have hindered planning for necessary parking and potential expansion. The Box of Books has recently obtained full library status within the Southern Tier Library System, and this brings new possibilities for the institution. Protection and promotion of this public asset are important to the community's future.

Recommendations

Goal: Ensure Municipal Efficiencies And Provide New Community Facilities

#1 Objective: Reduce Duplication Among County, Town And Village Governments

Strategies:

- Investigate feasibility of further cooperation among Village police, ASC police and AU campus security
- Take advantage of future cost saving opportunities between Town and Village
 - Share physical facilities
 - Share planning board, code enforcement functions
 - Purchase insurance, service, equipment jointly
 - Coordinate capital planning in Town and Village

#2 Objective: Conduct Periodic Review of Feasibility And Desirability Of Town And Village Consolidating Or Changing Municipal Status

Strategies:

- Explore benefits of consolidation, dissolution, and city status

#3 Objective: Develop Facilities For Alfred Area Visitors And Residents

Strategies:

- Establish visitors center
- Establish permanent display of Alfred historical material
- Support the five-year plan for the Box of Books
 - Protect the Box of Books from non-library construction
 - Allow for future library expansion
 - Provide for off-street parking, including handicapped parking spaces

G. Economic Development

Smart Growth

Local economic development is a high priority for the community. Maintaining Alfred as a vital, attractive and livable community demands creative strategies to support and improve private enterprise, residential life and our educational institutions.

The concepts of “smart” or “sustainable” growth have become the catch phrases for modern comprehensive planning. The emphasis is on providing answers to the questions of “What type of growth is appropriate for the community? What level of development will improve our quality of life and not jeopardize the sense of community that defines our area?” We recognize the need to increase the vitality of the local economy so that basic services and businesses can succeed and potential new businesses and residents are attracted to Alfred. At the same time, the area's natural features are considered important to the community, and residents are unwilling to trade too much of our undeveloped countryside or picturesque Village for economic growth. Our natural environment and farmland are seen as current or potential economic assets in themselves.

College Town

Alfred State College and Alfred University are by far the area’s largest employers, with approximately 1,111 employees. With nearly 5,500 students enrolled, the institutions' growth and direction determine a large part of Alfred’s economic activity. The College and University provide many sources of professional talent that have already generated new economic activity. The ceramic enterprises sponsored by Alfred Technical Resources are one example. In the end, the community’s health and wellbeing hinge on the vitality of the two educational institutions. This being the case, it is imperative that community needs be reflected in the long-term planning of the College and University, and that the institutions' needs be recognized in community plans.

Marketing and Essential Businesses

The area needs to be marketed as a site of business and residential growth. To sustain small business, a year-round market is essential: Alfred’s size at present is insufficient to sustain basic businesses such as a mid-size grocery store. While the quiet of the summer season is welcomed by many, the overnight disappearance of 5,000-plus students on holiday and vacation breaks puts a serious constraint on local business. This is a symptom of the dependence on local markets.

Alfred businesses struggle with a set of circumstances beyond the competition of regional shopping centers and mail order and Internet shopping:

- The impact of the retail and health services provided by the College and University on the campuses
- A small and aging permanent resident population
- A severe fluctuation in the student population at holiday and vacation breaks
- A large population of College and University employees that commutes to Alfred

Where once residents and outlying neighbors could find a full range of retail stores and services, we now have a limited number of businesses. It is imperative that basic needs be met for Alfred residents. Stores such as a grocery, pharmacy, bakery and hardware, and services such as a gas station and doctor's office, are critical to maintaining a community's desirability.

When population size reaches a certain "critical mass," the likelihood increases that basic businesses can thrive and that new businesses will be attracted to the area. Further, a population that shows diversity in age will best support a diversity of enterprises. To improve its economic stability, Alfred needs to attract a growing population of permanent, "around-the-clock" residents, and support existing and new businesses.

Regional View

Allegany County and The Southern Tier West Regional Planning and Development Board have recently prepared economic development plans, as has the non-governmental Committee of 44. Many of the recommendations contained in these reports are pertinent to the Alfred community in its regional context. The recommendations in this Comprehensive Plan are strategies that the Alfred municipalities can pursue immediately with their own or readily-accessible resources.

Tourism

The Alfred area has high potential for increased tourism. Already, the College and University themselves may draw well over 10,000 visitors each year as families and friends visit and deliver students to the campuses and others come to participate in the institutions' cultural, educational and sporting events. An expanded Schein-Joseph International Museum of Ceramics can serve as an anchor to other cultural draws yet to be explored.

Local shopping and outdoor recreational opportunities can provide additional destinations for visitors and tourists. Alfred also shows potential for being home to a regional nature center.

Information-Sharing

The recommended goals and strategies below emphasize the sharing and broadcasting of information. Residents and visitors need to be made aware of what the area offers. Entrepreneurs and business owners need to have ready access to the types of information that helps the community sell itself. Competition with nearby markets demands that we use all available methods to advertise ourselves.

Recommendations

Goal: Promote And Facilitate Economic Development To Enhance Municipal Revenues, Stimulate Business And Residential Growth, And Invigorate The Local Economy

#1 Objective: Design And Distribute A Development “Toolbox” Of Area Resources And Guidelines

Strategies:

- Assemble an inventory of information or "toolbox" specific to the Alfred area, including details on the following:

Empire Zone	Training/Educational resources available from ASC & AU
Allegany County IDA	Local workforce data
Alfred Business Association	Listings of available properties/sites
Town & Village Zoning Ordinances	Listings of area consultants
Local permits and applications	
- Design the toolbox using various forms of media (electronic, maps, brochures, printed documents, etc.) from selected resources
- Distribute the toolbox at appropriate locations including web sites

#2 Objective: Market Our Local And Regional Resources — Natural, Cultural, Educational, And Commercial -- To Increase Tourism

Strategies:

- List and promote attractions to bring day-trip and overnight visitors to Alfred
- Utilize the Internet and print media
- Coordinate marketing of Alfred destinations and events with similar area and regional destinations

#3 Objective: Lengthen The Alfred Cultural And Educational Calendar To Include The Summer Season

Strategies:

- Encourage ASC and AU to utilize their campuses for dynamic summer programming to benefit the area population and bring in students and visitors
 - Develop year-round short-term, non-credit, continuing education programming
- Add summer classes or semesters in academic areas to help distribute the residential population more evenly throughout the year

#4 Objective: Encourage Alfred Businesses And Institutions To Coordinate Their Marketing Strategies And Broaden Their Markets

Strategies:

- Encourage Alfred area businesses to develop web pages

- Ensure that ASC, AU and area businesses and municipalities link their web pages
- Establish a community-wide "Economic Development Board"

#5 Objective: Improve The Appearance And Design Of The Town's Commercial Zoning District

- Reverse the trend of "strip" development along Rt. 244 between the Village and Alfred Station
 - Define design standards for commercial development along Rt. 244
 - Design secondary road system for expansion
 - Locate parking behind businesses and consolidate driveway entrances and exits
 - Include sidewalks and landscaping

#6 Objective: Promote Retail Business Development

Strategies:

- Encourage new retail services, including a grocery store, to locate in Alfred
- Support existing businesses
- Investigate levying taxes on retail businesses and services on the ASC and AU campuses
- Minimize impacts of new ASC and AU retail and service businesses upon local businesses
 - Encourage ASC and AU to include the local business community in the planning of campus services and enterprises

Chapter 4

Steps toward Implementing the Comprehensive Plan

The Comprehensive Plan provides a roadmap to the future but not the vehicle. The Town and Village boards are responsible for implementing the plan, and they should assume responsibility for plan elements they can undertake themselves and assign other responsibilities to community groups.

To expedite the implementation of the Comprehensive Plan, the Town and Village Boards should appoint community volunteers to five advisory committees. Each will need representatives from both the Town and Village. The committees can prioritize and pursue the Comprehensive Plan elements in their area. The committees will be charged with studying issues, determining responsible agencies, estimating costs and identifying potential funding sources. These committees are: an Economic Development Board, a Natural Resources Board, a Zoning Review Task Force, a Task Force for Property Improvement and an Alfred Community Consortium.

It is important to continue the spirit of an open planning process. The committees' proceedings should be open to the public and their conclusions addressed to the full Alfred community.

Five Recommended Committees for Plan Implementation

1. Alfred Economic Development Board

An economic development board was promoted in a 1979 study of Village businesses and remains a viable option for pursuing many planning objectives. A Town- and Village-wide committee can undertake the implementation of the following Comprehensive Plan recommendations:

- Promote Alfred as a vital residential community and cultural center
- Encourage construction and rehabilitation of a mix of housing types
- Promote retail business development
- Encourage improvement of community's internet and cell phone access
- Improve parking facilities for Alfred visitors and residents
- Develop facilities for Alfred area visitors and residents
- Design and distribute a development “toolbox” of area resources and guidelines
- Market our local and regional resources -- natural, cultural, educational, and commercial -- to increase tourism
- Encourage Alfred businesses and institutions to coordinate their marketing strategies and broaden their markets

2. Alfred Natural Resources Board

This committee will serve as a local authority on matters of natural resource use and impacts. It can also recruit visiting professionals for community presentations on current practices in the areas of resource conservation, environmental design and land use. A Town- and Village-wide committee can undertake the implementation of the following Comprehensive Plan recommendations:

- Encourage development of recreational facilities, bike and walking paths
- Create new greens, greenways and trails
- Integrate community goals with opportunities for preserving open space and natural resources on college and university lands
- Protect present and potential public and private water supplies
- Protect natural resources through effective land use planning
- Encourage cluster residential development
- Examine long-term needs for village water and wastewater service
- Re-evaluate feasibility of future regional water and wastewater service

3. Alfred Zoning Review Committee

The Town and Village Boards have separately updated their land use ordinances on several occasions. In order to coordinate activities on either side of the municipal border, a committee that includes representatives of both the Town and Village Planning Boards should conduct five-year reviews of zoning and subdivision ordinances and coordinate land use practices. The committee will undertake the implementation of the following Comprehensive Plan recommendation:

- Bring All Zoning Ordinances, Site Plan Review Procedures And Subdivision Regulations Up To Date With Both Current Planning Practices And Community Needs And Desires

4. Task Force for Property Improvement

This committee will grow out of a Village initiative of March 2000 and will now include the Town in its jurisdiction. The committee will undertake the implementation of the following Comprehensive Plan recommendations:

- Improve The Appearance Of Residential And Commercial Buildings In The Town And Village
- Retain Significant Historic Buildings And Alfred's "Trademark" Terra Cotta Tile Roofs
- Improve The Appearance And Design Of The Town's Commercial Zoning District

5. Alfred Community Consortium

In the interest of pursuing goals that cross political and institutional barriers, this committee will be charged with opening lines of communication among the Town, Village, Alfred State College and Alfred University. The committee will undertake the implementation of the following Comprehensive Plan recommendations:

- Enhance Planning, Information Sharing And Coordination Among ASC, AU, The Town And Village
- Reduce Duplication Among County, Town And Village Governments
- Conduct Periodic Review of Feasibility And Desirability Of Town And Village Consolidating Or Changing Municipal Status
- Lengthen The Alfred Cultural And Educational Calendar To Include The Summer Season

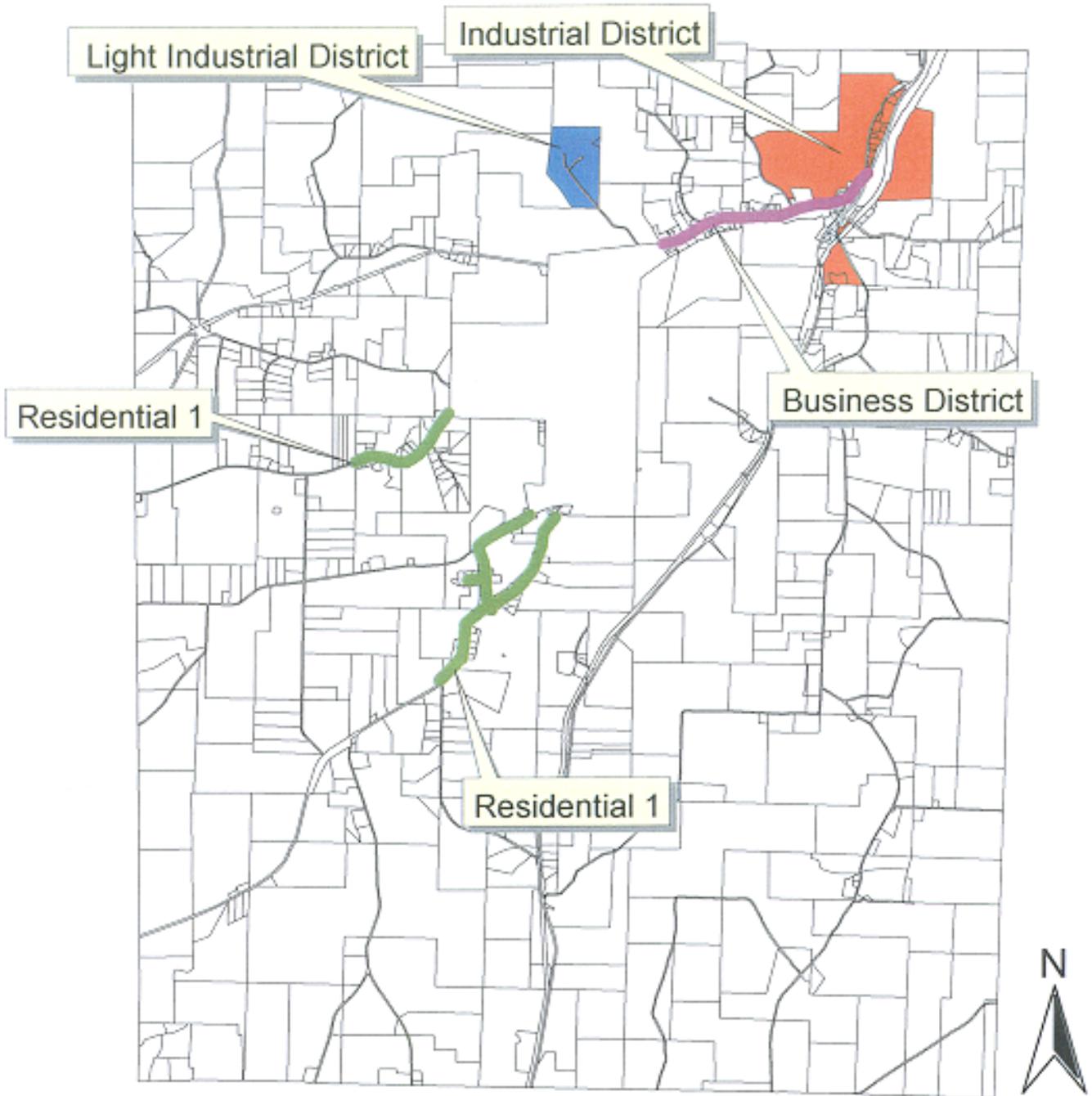
Finally, it is recommended that the Town and Village jointly review and update this Comprehensive Plan within five to seven years. A public review will allow the community to identify changing conditions, assess the implementation of recommended actions and determine new needs and opportunities for Alfred.

Chapter 5

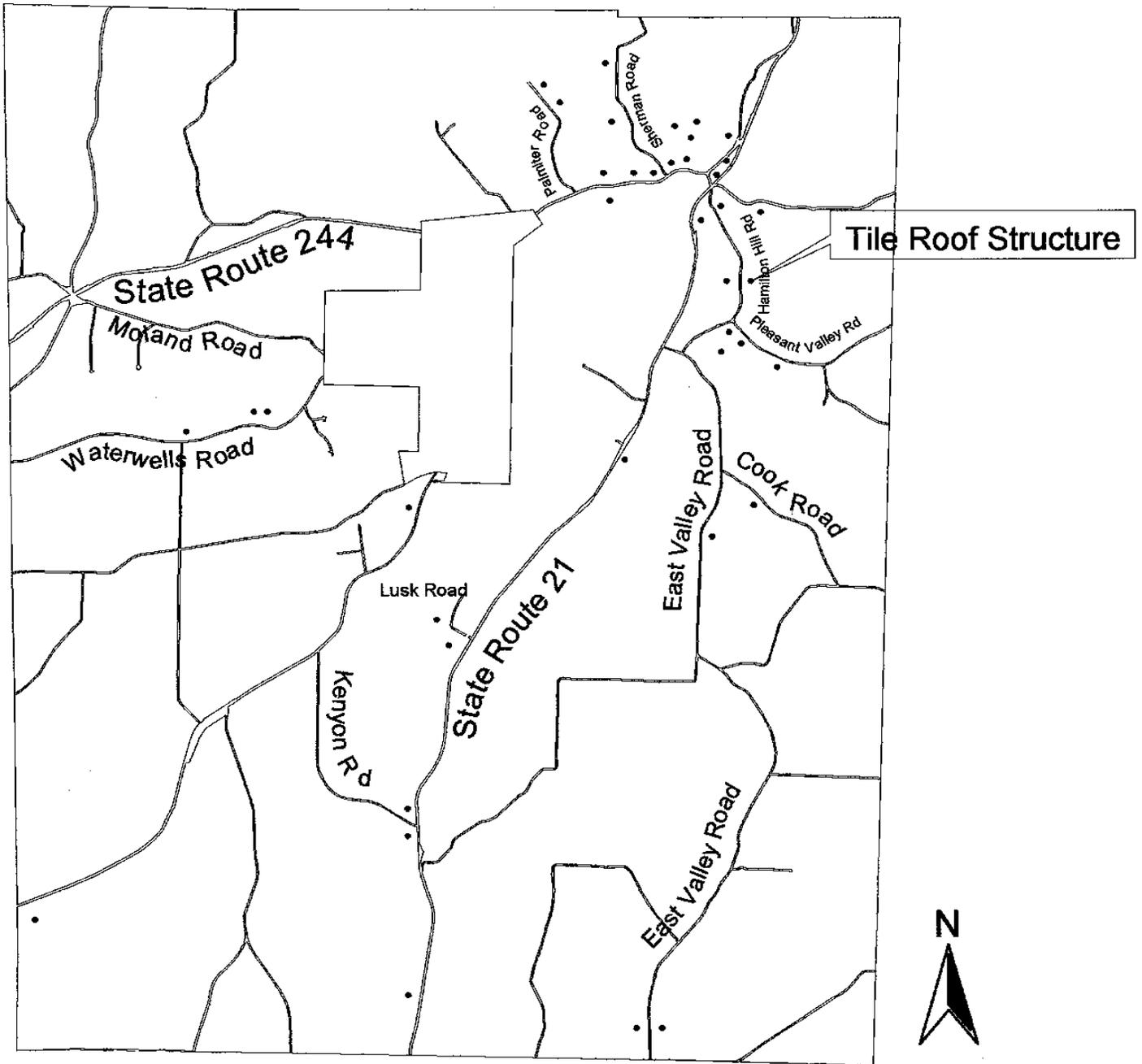
Maps and Tables

The six maps and 24 tables that follow have provided visual and statistical information of use in this Comprehensive Plan. These materials will also serve as baseline data for reference in future planning efforts.

Town of Alfred Zoning Districts



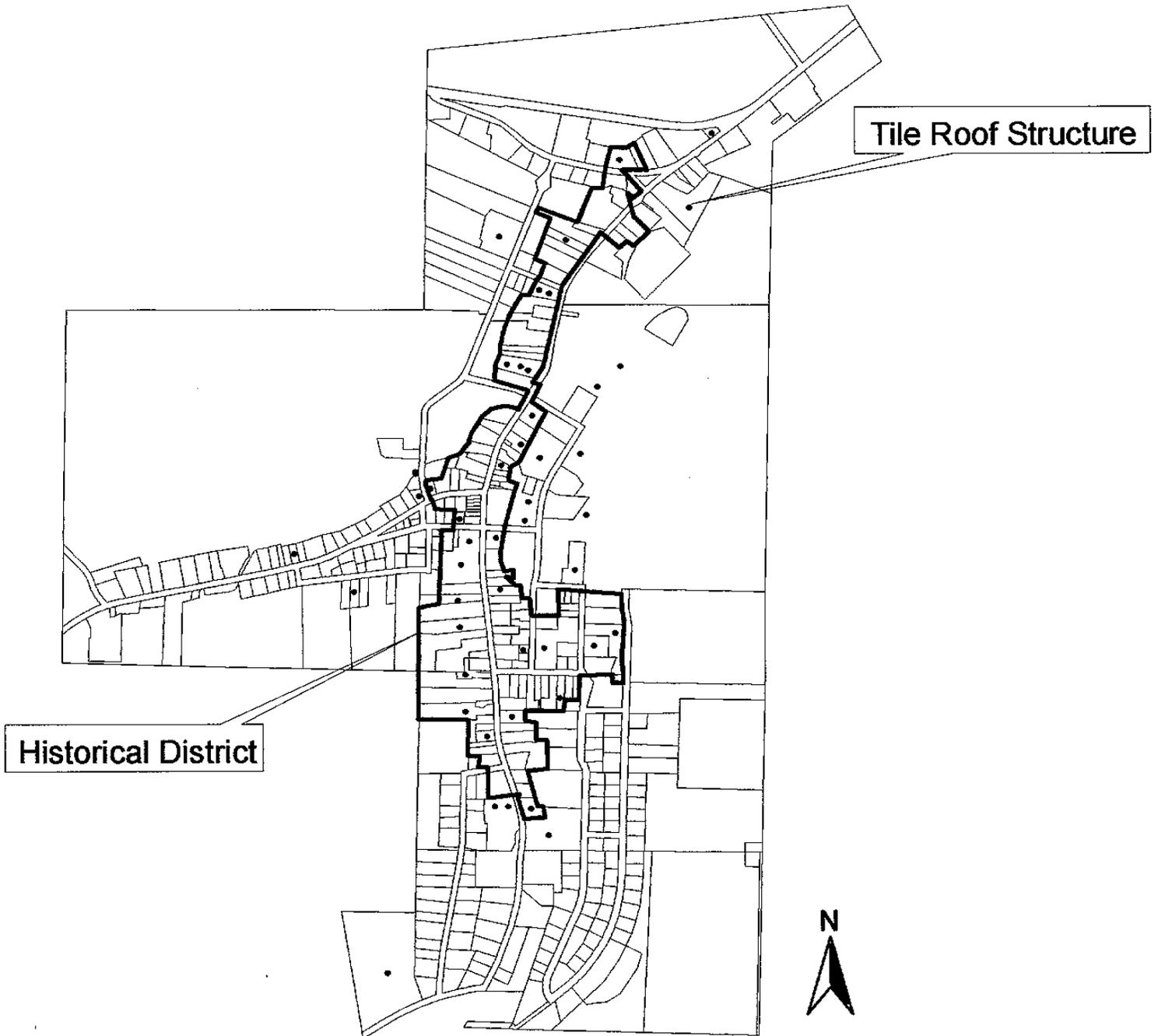
Structures with Terra Cotta Tile Roofs Town of Alfred



● Structures with Terra Cotta Tile Roofs

By: Dylan Macro
2/9/04

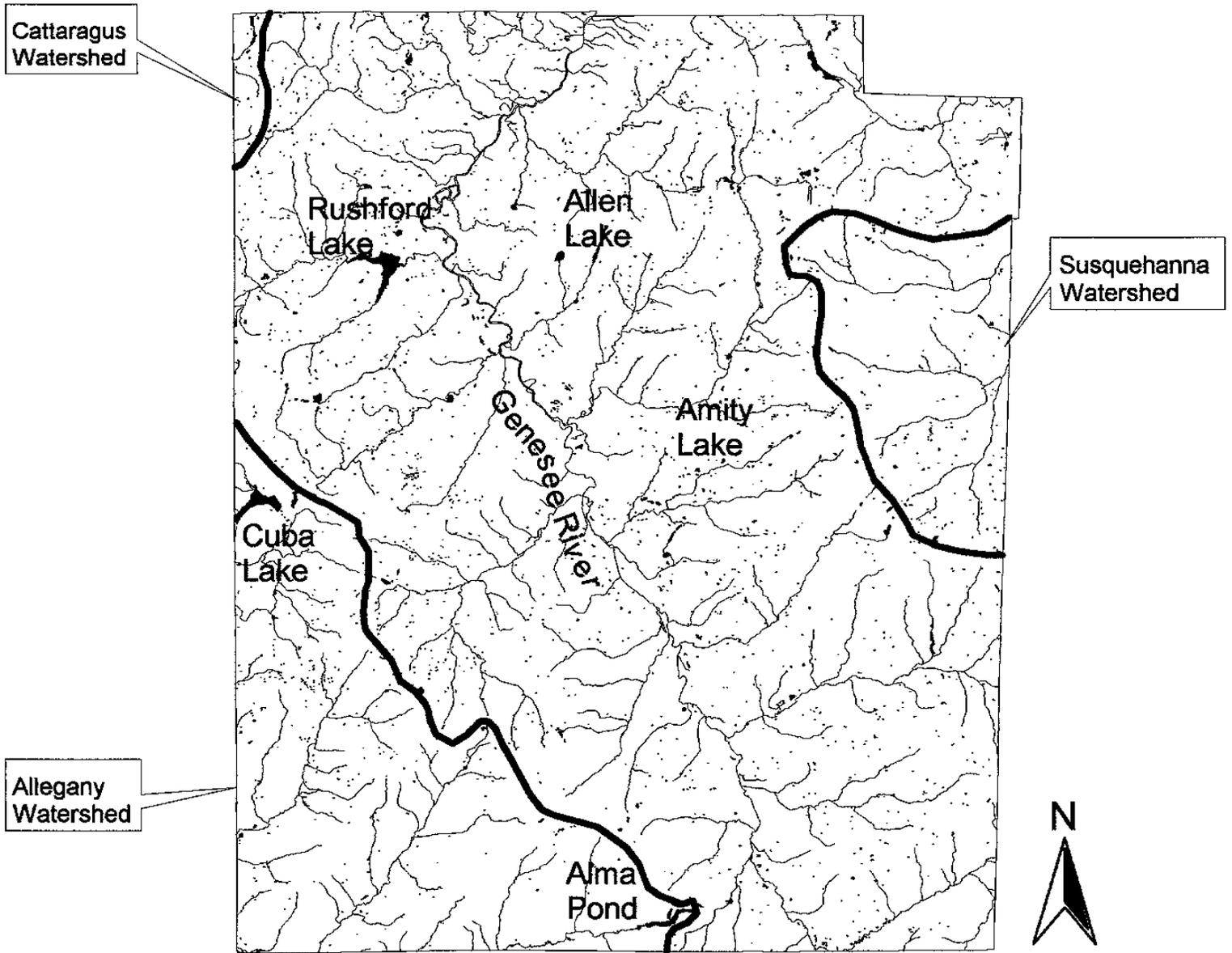
Structures with Terra Cotta Tile Roofs Village Of Alfred



● Structures with Terra Cotta Tile Roofs

By: Dylan Macro
2/9/04

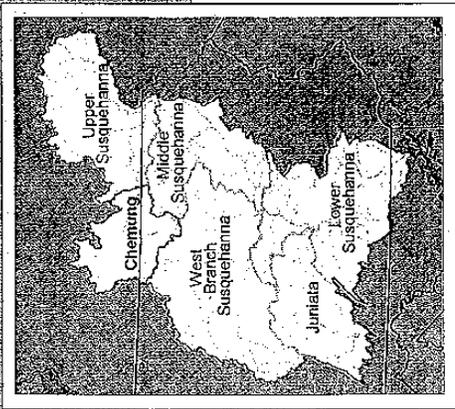
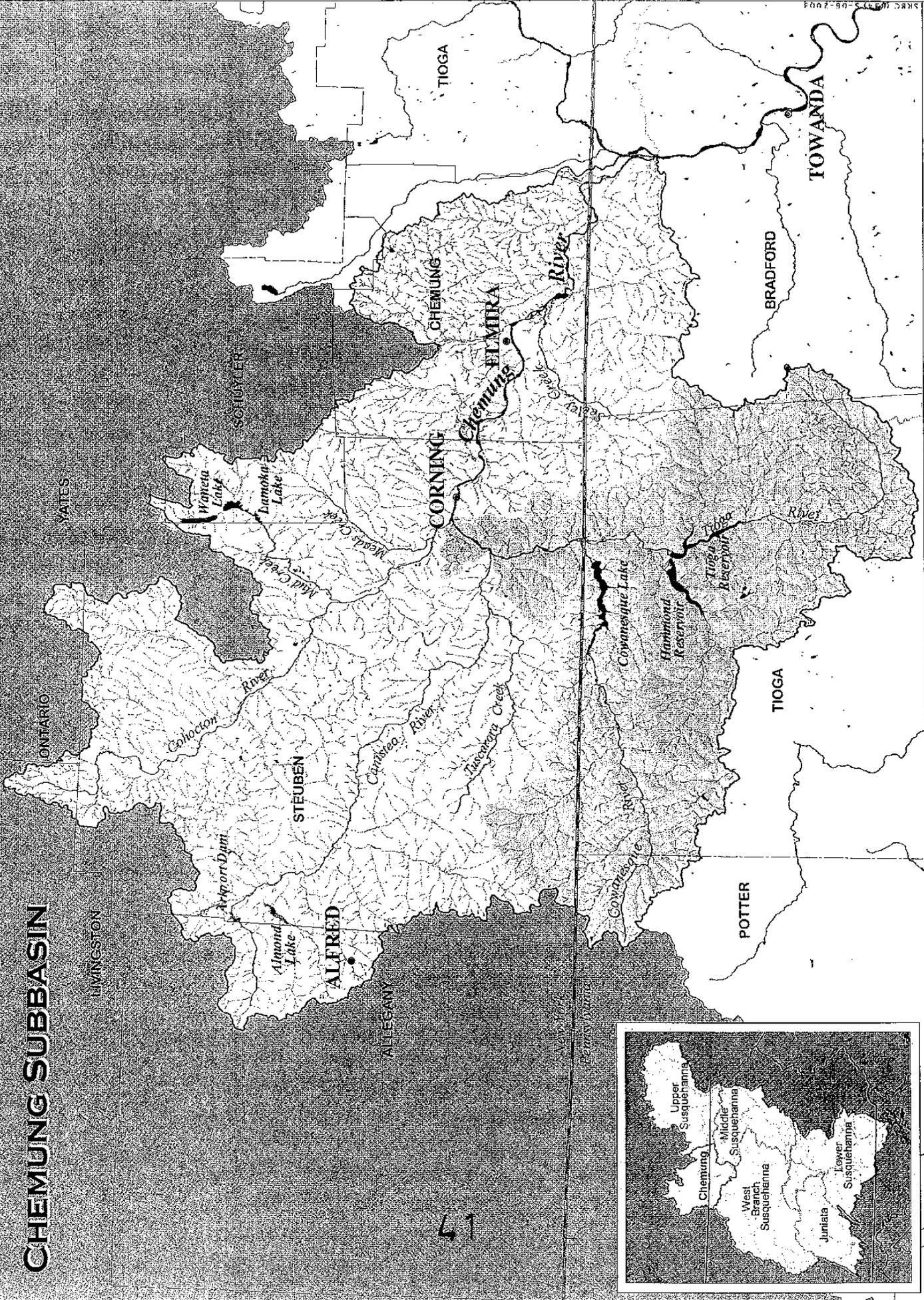
Watersheds in Allegany County



 Indicates Watershed Boundary

By: Dylan Macro
2/9/04

CHEMUNG SUBBASIN



2003

SRBC

PROJECTION: UTM 83, Zone 18
 DISCLAIMER: INTENDED FOR EDUCATIONAL PURPOSES ONLY

3 0 3 6 Miles
 1:650000

POPULATION: US ENVIRONMENTAL PROTECTION AGENCY
 WATERBODY: PAD DEPARTMENT OF TRANSPORTATION, SCALE 1:24,000
 SUBBASIN: USGS, 1996, SCALE 1:24,000
 DEM: USGS, 1999, 90 M GRID

POPULATION CENTER

State Line County Line Major Stream Water Body

SOURCES
 STEUBEN COUNTY HISTORICAL SOCIETY, 1996, SCALE 1:100,000
 STATE LINE, PENNSYLVANIA DEPARTMENT OF TRANSPORTATION, 1997, SCALE 1:24,000
 COUNTY LINE, NY STATE DEPARTMENT OF TRANSPORTATION, 1997, SCALE 1:24,000
 PAD DEPARTMENT OF TRANSPORTATION, CARTOGRAPHIC INFORMATION DIVISION, 1997, SCALE 1:24,000

Tables

A. Population, Historic and Current

Population Change, 1970-2000

	1970	1980	1990	2000	% Change 1970-2000	% Change 1990-2000
Town of Alfred excluding Village	1,071	1,184	1,232	1,186	+10.7%	-3.7%
Village	3,804	4,967	4,559	3,954	+3.9%	-13.3%
Town of Alfred including Village	4,875	6,151	5,791	5,140	+5.4%	-11.2%
Allegany Co.	46,458	51,742	50,470	49,927	+7.5%	-1.1%
Steuben Co.	99,546	99,217	99,088	98,726	-0.8%	-0.4%

Source: U.S. Bureau of Census

Population by Age, Year 2000

Age	Town including Village		Village	
	Number	Percent	Number	Percent
Under 5 years	77	1.5	16	0.4
5 to 9 years	103	2.0	25	0.6
10 to 14 years	153	3.0	43	1.1
15 to 19 years	1,639	31.9	1,534	38.8
20 to 24 years	1,891	36.8	1,788	45.2
25 to 34 years	234	4.6	133	3.4
35 to 44 years	265	5.2	102	2.6
45 to 54 years	298	5.8	95	2.4
55 to 59 years	120	2.3	45	1.1
60 to 64 years	104	2.0	41	1.0
65 to 74 years	135	2.6	66	1.7
75 to 84 years	88	1.7	46	1.2
85 years and over	33	0.6	20	0.5
Median age (years)	20.7		20.4	

Source: US Census Bureau

B. Enrollment, Alfred-Almond Central School

Alfred-Almond Central School Total Enrollment (School Year)

	1970-71	1980-81	1990-91	2000-01	2003-2004	% change 1970-2003
Total Enrollment	976	890	813	754	743	-23.9%

Source: Alfred-Almond Central School District

**Alfred-Almond Central School
Student Population, 2003-2004 School Year**

	# Students
Town of Alfred outside Village	190
Village of Alfred	88
Total Alfred	278

Source: Alfred-Almond Central School District

**Alfred-Almond Central School,
Enrollment by Grade
2003-2004 School Year**

Grade	Town of Alfred	Village of Alfred
DK	0	0
K	12	5
1	16	3
2	12	5
3	8	5
4	16	8
5	12	4
6	13	12
7	15	9
8	15	9
9	14	7
10	20	7
11	18	7
12	19	7
Total	190	88

Source: Alfred-Almond Central School District

C. Alfred State College and Alfred University

College and University Full-time Enrollment (Full Time Equivalents)

School/Year	1970*	2003-2004	% Change
ASC	2,700	3,387	+25.4%
AU	2,100	2,217	+5.6%
Totals	4,800	5,604	+16.75%

Source: Alfred Comprehensive Plan Committee,

*1970 figures from 1970 Comprehensive Plan are not specified as Full Time or Full Time Equivalent

College and University Student Housing, (Fall, 2003)

ASC students in residence halls: 2,240

AU students in residence halls: 1,315 (AU residence hall capacity: 1,334)

College and University Full-time Employment (Fall, 2003)

ASC	560
AU	512
Total	1,072

**Home Residences of Alfred State College and Alfred University Employees
Academic Year 2002-2003**

	ASC EMPLOYEES			AU EMPLOYEES			Total ASC+ AU
	Faculty	Staff	Subtotal	Faculty	Staff	Subtotal	
Village of Alfred	18	8	26	86	28	114	140
Town of Alfred exc. Village	18	29	47	42	44	86	133
Hornell including No. Hornell	14	98	112	15	80	95	207
Wells-ville	25	54	79	17	27	44	123
Almond	4	47	51	7	35	42	93
Andover	10	30	40	4	24	28	68
Canisteo	1	28	29	3	24	27	56
Belmont	3	11	14	6	16	22	36
Scio	6	11	17	3	9	12	29
Arkport	2	20	22	0	12	12	34
Other Allegany Co.	11	18	29	3	17	20	49
Other Steuben Co.	9	17	26	7	18	25	51
All Other	42	20	62	15	15	30	92
Totals	163	391	554	208	349	557	1,111

D. Population Projections

Population Projections, 2000-2030

	2000	2010	2030	2030	% Change, 2000-2030
Allegany County	49,927	53,585	57,546	61,346	+22.9%
Steuben County	98,726	96,549	92,044	85,284	-13.6%

Source: U.S. Bureau of Census

Population Projections by Age, 2000-2030

Age	Allegany County	Steuben County
0 to 34	Increase	Decrease
35 to 59	Decrease	Decrease
60 and over	Increase	Increase

Source: U.S. Bureau of Census

E. Housing and Income

Age of Housing Stock

Year Structure Was Built	Town excluding Village		Village		Town including Village	
	Number of Units	Percent	Number of Units	Percent	Number of Units	Percent
1999 to March, 2000	11	20.0	0	0.0	11	1.0
1995 to 1998	29	5.2	4	0.7	33	2.9
1990 to 1994	21	3.8	34	6.0	55	4.9
1980 to 1989	74	13.3	62	10.9	136	12.1
1970 to 1979	127	22.8	32	5.6	159	14.1
1960 to 1969	90	16.2	81	14.2	171	15.2
1940 to 1959	69	12.4	87	15.3	156	13.9
1939 or earlier	136	24.4	269	47.3	405	36.0

Source: U.S. Bureau of Census

Housing Stock, Year 2000

	Total Housing Units	Occupied Housing Units	Vacant Units	Number of Mobile Homes	Number of "Single Family" Detached Houses	Number of Multiple-Unit Structures
Town excluding Village	557	467	90	67	410	80
Village	569	533	36	0	215	354
Town including Village	1,126	1,000	126	67	625	434

Source: U.S. Bureau of Census

Occupancy, Year 2000

	Number Owner-Occupied Units	Number Renter-Occupied Units
Town excluding Village	179	118
Village	166	350
Town including Village	345	468

Source: U.S. Bureau of Census

**Median Value, Owner-Occupied Units
Year 2000 (dollars)**

	Value
Town excluding Village	82,600
Village	87,000
Town including Village	85,800

Source: U.S. Bureau of Census

Median Household and Family Income (dollars)

	1989		1999	
	Household	Family	Household	Family
Town excluding Village			39,815	49,500
Village	30,242	50,222	21,313	70,694
Town including Village	29,940	41,026	32,067	57,159

Source: U.S. Bureau of Census

F. Tax Base

**Assessed and Taxable Values of Real Property for Town and Village Taxes
Year 2003 Assessment Roll (Tax Year 2004)**

	# Assessed Parcels	Assessed Value (\$)	Taxable Value (\$) (after total exemptions)	Taxable Value as % of Assessed Value
Town outside Village	718	51,278,473	47,022,262	91.7%
Village	516	275,993,733	33,197,461	12.03%
Total	1,234	327,272,206	80,219,723	24.5%

Source: Alfred Comprehensive Plan Committee

**Assessed Value of Wholly Tax Exempt Real Property
for Town and Village Taxes
Year 2003 Assessment Roll (Tax Year 2004)**

	# Wholly Tax Exempt Parcels	Assessed Value (\$)
Town outside Village	19	3,578,118
Village	164	240,146,800
Total	183	243,724,918

Source: Alfred Comprehensive Plan Committee

**ASC, AU and NYSCC Wholly Tax Exempt Real Property
for Town and Village Taxes
(Tax Year 2004)**

	# ASC/AU/ NYSCC Wholly Tax Exempt Parcels	% of Total Town and Village Wholly Tax Exempt Parcels	Assessed Value (\$)	% of Total Town and Village Wholly Tax Exempt Value	% of Total Town and Village Assessed Value
Town outside Village	3	16%	91,300	2.6%	0.18%
Village	135	82%	234,428,100	98%	85%
Total	138	75%	234,519,400	96%	72%

Source: Source: Alfred Comprehensive Plan Committee

**Town and Village of Alfred in Alfred-Almond School District:
Assessed and Taxable Values of Real Property for School Tax
Year 2003 Assessment Roll
(Tax Year 2004) (dollars)**

School District Area	Total Assessed Value	Value of All Exemptions	School Taxable Value	STAR Exemption Value	STAR Taxable Value
Town of Alfred outside Village	44,299,705	3,176,874	41,122,831	8,873,873	32,248,958
Village	275,933,733	242,495,493	33,438,240	5,536,425	27,901,815
Total	320,233,438	245,672,367	74,561,071	14,410,298	60,150,773

Source: Alfred Comprehensive Plan Committee

Comparison of Town and Village Rates

	Tax Rate per \$1,000 Assessed Value		Tax on \$100,000 Assessed Value	
	Town Resident	Village Resident	Town Resident	Village Resident
Town	4.909	2.712	490.90	271.20
Village	N/A	12.863	N/A	1,286.30
County	11.135	11.135	1,113.50	1,113.50
School	24.263	24.263	1,698.41*	1,698.41*
Library	0.259	0.259	25.90	25.90
Total	32.48	43.95	3,247.71	4,395.31

Source: Alfred Comprehensive Plan Committee

Rates current as of December 22, 2003.

*Includes STAR exemption on \$30,000.00 of assessed value.

**Tax Rates: Town and Village of Alfred Plus Surrounding Municipalities, 2003
(Tax Rates per \$1,000)**

Municipality	County Rate	Town or City Rate	Village Rate	School Rate**	Equal-ization Rate (%)	Total "Equalized" Tax Rate
Town of Alfred	11.14	4.91		24.52	100.00	40.57
Village of Alfred	11.14	2.71	12.86	24.52	100.00	51.23
Town of Almond	11.91	9.83		27.75	88.38	43.70
Village of Almond*	11.91	6.34	8.15	27.75	88.38	47.86
Town of Andover	11.88	8.96		28.42	100.00	49.26
Village of Andover	11.88	4.93	11.66	28.42	100.00	56.89
Town of Amity	13.01	9.18		17.74	87.00	34.74
Village of Belmont	13.01	5.71	14.18	17.74	87.00	44.06
Town of Greenwood	116.02	187.37		379.69	5.02	34.29
Town of Hartsville	10.69	5.93		43.98***	55.76	33.79
City of Hornell	9.79	14.99		18.55	100.00	43.33
Town of Hornellsville	8.81	4.14		19.94	93.00	30.59
Town of Ward	11.12	10.97		24.52***	100.00	46.61
Town of West Almond	12.42	6.55		28.63***	85.66	40.77
Town of Wellsville	11.29	6.85		20.00	100.00	38.14
Village of Wellsville	11.29	3.75	20.16	20.00	100.00	55.20

*Portion in Allegany Co.

**Includes any Library Tax; Rate is for "Home" School District except as noted.

***Portion in Alfred-Almond School District

The NYS Office of Real Property Services defines "equalization rate" as follows: "It is the sum of the locally determined assessed values for all taxable parcels for a given assessment roll divided by ORPS's estimate of total full value for that same roll."

G. Infrastructure

Roadway, Town and Village (Centerline Mileage by Jurisdiction)

	Town	Village	County	State	Total
Town outside Village	41.20	N/A	6.77	10.94	58.91
Village	N/A	5.35	0.0	1.54*	10.89

Source: NYS Department of Transportation

*Does not include additional State Road mileage (SUNY): 4.0 miles

Railroad, Town of Alfred

Western NY and Penna. RR Track: approx. 6.74 miles

See October 31, 2003 letter from William D. Burt in Appendix on the current condition and potential use of the WNY&PRR track.

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