

Town of Henrietta

2011 STRATEGIC UPDATE TO THE COMPREHENSIVE PLAN



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Prepared by:



BEHAN PLANNING
AND DESIGN

112 Spring Street, Suite 305
Saratoga Springs, NY 12866
www.behanplanning.com

Prepared for:



Town of Henrietta
475 Calkins Road
Henrietta, NY 14467

ACKNOWLEDGEMENTS

TOWN BOARD

Michael B. Yudelson, Supervisor

William J. Mulligan, Jr., Councilman

Janet B. Zinck, Councilwoman

Jack W. Moore, Councilman

Catherine McCabe, Councilwoman



Consultants:

Behan Planning and Design
112 Spring Street, Suite 305
Saratoga Springs, NY 12866
www.behanplanning.com



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Executive Summary

The *2011 Strategic Update to the Comprehensive Plan* recognizes that the overall goals, policies, and recommendations in the *2004 Comprehensive Land Use Plan* are still applicable today. This strategic plan update focuses on setting priorities and outlining a clear course of action for advancing these priorities over the next 5 to 10 years.

Based on a synthesis of input from a community survey, public workshops, and stakeholder meetings, this plan is organized around three (3) interrelated initiatives that are intended to address the main issues of concern identified by Henrietta residents. These key initiatives are:

- **Community Building**
- **Green Infrastructure Plan**
- **Economic Development Strategy**

Though at first blush, some might interpret these initiatives to be in conflict with one another; in fact, they are not. The key is to find a balance between the aims of each. The places where the goals of each come together are where the strategies for creating a sustainable future for Henrietta can be found.



Community Building

Enhancing the “sense of community” in Henrietta is an issue that has been on the minds of many in the Town for several years. Though it is a caring and generous community, supportive of numerous organizations and activities throughout the region; there is a sense that residents do not identify strongly with belonging to “Henrietta”. It has been noted that many of the traditional downtown-oriented communities in the region seem to have a much stronger identity or sense of place. Historically, residents might have identified with East Henrietta or West Henrietta, but this connection has waned for most. For town officials and active citizens, there is a belief that enhancing the sense of community in Henrietta would be a beneficial social outcome. Therefore, the Community Building Initiative is intended to enhance existing, and create new opportunities for residents to come together in common purpose. Through improved communication, community events, and the examination of recreation/community programs and community facility needs, the Town seeks to improve awareness and pride of place in Henrietta.

A major, longer-term recommendation of the Community Building Initiative is the creation of a Town Center (a downtown) for Henrietta. With the active participation of Town residents, local developers, area landowners, and other stakeholders, a Town Center Master Plan will be prepared in stages to create a conceptual layout for the area and evaluate a host of potential questions such as desired scale, density, design character, public amenities, and environmental and traffic impacts.

Green Infrastructure

Another needed and, according to the community survey, highly desired project that the Town will undertake is the preparation of a Green Infrastructure Plan. The Town of Henrietta has a significant amount of “grey” infrastructure - roads, water, sewer, etc. which has increased substantially over the last several decades and helped successfully grow the town to what it is today. Equally important to the success of the town and the quality of life of its residents are Henrietta’s “green” infrastructure resources, such as agricultural landscapes, parks and trails. While the town has steadily added to its green infrastructure resources through greenbelts and other parks and open space projects, there is not a formalized plan to link these resources into a green infrastructure network. The Green Infrastructure Plan will create a vision and strategy for an interconnected network of open spaces throughout Henrietta.

Economic Development

In recent decades, the Town of Henrietta has witnessed consistent growth in both its residential and commercial sectors even though the Town has not had to work very hard to attract such growth. The Town has done a good job of managing its financial affairs, and having relatively low property taxes does make it more attractive for development than some other communities in the region. However, much of its development “success” can be attributed to the Town’s location and regional development patterns over the last few decades.

Looking forward, however, the Town of Henrietta will take a more proactive approach to economic development. Vacant, developable land is becoming somewhat more scarce; and the community has expressed a strong preference for examining options to redevelop older, worn out commercial sites as an alternative to new commercial developments in previously undisturbed locations. This will not be easy, but there may be creative ways for the Town to encourage such redevelopment. There may also be opportunities to take better advantage of assets such as the Rochester Institute of Technology (RIT) to leverage new jobs and a more robust tax base from high technology companies attracted to the university. Achieving these types of economic development goals will require a more hands-on approach than the Town of Henrietta has been accustomed to. An initial step for the Town will be the development of an Economic Development Strategy by the Town Board.

This Executive Summary provides just a brief overview of the key recommendations for the Town of Henrietta. The following report goes into much more detail regarding each of these initiatives. It also offers a strategy for implementing these initiatives over the next several years.

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Section I: Introduction

Overview

The Town of Henrietta adopted its most recent comprehensive plan in 2004. Since the adoption of this plan, the Town has continued to grow and prosper. Though building activity and economic activity in general, has slowed significantly since the start of the national economic downturn in 2008, Henrietta has maintained a solid fiscal position. Its low town taxes are viewed favorably by property owners and businesses alike. And overall, residents have indicated that they are quite satisfied with the quality of life in their community.

The *2004 Comprehensive Land Use Plan* included a very thorough inventory of community resources and town services, a list of goals and objectives, and a series of recommendations called an "Action Plan" that was structured around the following topics:

- Land use and public policy
- Parks, recreation, and land conservation
- Economic
- Housing
- Historic resources and cultural activities
- Natural resource protection
- Agricultural
- Transportation
- Municipal utilities and community services

The final chapter of the plan was organized as an implementation matrix. Essentially this was a list of over 90 recommendations from the previous chapter (the Action Plan); noting the type of action, the relative priority of the action, agency involvement, and a short description of the action.

Since it was adopted, the Town of Henrietta has implemented some of the actions that the 2004 plan recommends. For example, the Town prepared and adopted new zoning and Rural Development Design Guidelines for lands south of the New York State Thruway. These regulations reduce the overall development density possible in this area and require the conservation of open space as part of the design and development of new subdivisions. In addition, the Town has made significant progress in terms of its parks and trails. Still, there are many recommendations that remain undone; and the Town Board has expressed a desire to update the 2004 plan with an emphasis on setting priorities and providing more information to guide the implementation of these priorities in the coming years. That is why this document is referred to as a strategic update of the comprehensive plan.



The *2011 Strategic Update to the Comprehensive Plan* recognizes that the overall goals, policies, and recommendations in the 2004 Plan are still applicable today. Some information about the community has been updated in *Section II: Existing Conditions*; primarily this focuses on changes since 2004 including new information from the 2010 Census. *Section III: Vision and Goals* reviews and reaffirms these overarching statements of policy from the 2004 plan. But as the word "strategic" in the title implies, this plan update focuses on setting priorities and outlining a clear course of action for advancing these priorities over the next 5 to 10 years. Therefore, *Section IV: Plan Recommendations* forms the core of this document. It is organized around three (3) interrelated initiatives that emerged as priorities through dialogue with the community over several months: community building, green infrastructure planning, and economic development. The section contains

numerous recommendations under each of these initiatives. Finally, *Section V: Implementation* sets a framework for action, describing how to advance these initiatives in a deliberate and organized manner. Though progress on these types of long-term initiatives will be gradual, the implementation section should set the Town on a purposeful course toward achieving them step by step.

"Plans are only good intentions unless they immediately degenerate into hard work."

- Peter Drucker

Community Outreach

The public process that was utilized to develop this plan included several steps. These steps are summarized below. Complete notes from each of these activities are included as an appendix to this document.

Public Workshops (2) - Fall 2009

The Town of Henrietta hosted the first public workshop for the Comprehensive Plan update on Monday, October 26, 2009 at the Senior Center on Calkins Road. The meeting was very well-attended with approximately 80 participants. The meeting began with a large group discussion which focused on one simple question: When you think of Henrietta, what comes to mind? The response to this question varied from positive features such as the people who live in Henrietta, the Lehigh Valley Trail, and the Genesee River; to more negative responses such as sprawl, lack of bicycle and pedestrian options, and a feeling that the town lacks a defined "center." After the large group discussion, staff from Behan Planning and Design gave a brief presentation followed by smaller group discussions. These "break-out groups" focused on six key categories:

- Neighborhoods/Community Character/Housing
- Commercial/Retail
- Parks & Recreation
- Historic Buildings/Heritage
- Transportation & Mobility
- Agriculture

Following the group discussions the meeting participants reconvened to provide summaries of their discussions to the larger audience. The details of these discussions are included in the appendix and helped guide the discussion for the second public workshop.

The second public workshop was held on Tuesday, November 10, 2009 at the Senior Center on Calkins Road. It was also well attended with approximately 25-30 participants. Similar to the first workshop, the agenda offered opportunity for large group discussions, as well as small group sessions. The large group discussion focused on the challenges and opportunities the residents see for Henrietta. Challenges identified included: growth; maintaining open space; preserving smaller scale community areas that exist in the town; containing commercial development; maintaining the existing tax base; and traffic impacts. The opportunities that were identified were preserving farmland and taking advantage of the resources available to the town.

Like the first workshop a presentation was made after the large group discussion followed by break-out group discussions focusing on:

- Hamlets
- Economic Opportunities
- Land Use Patterns

- Parks & Recreation
- Town Center
- Multi-modal Transportation

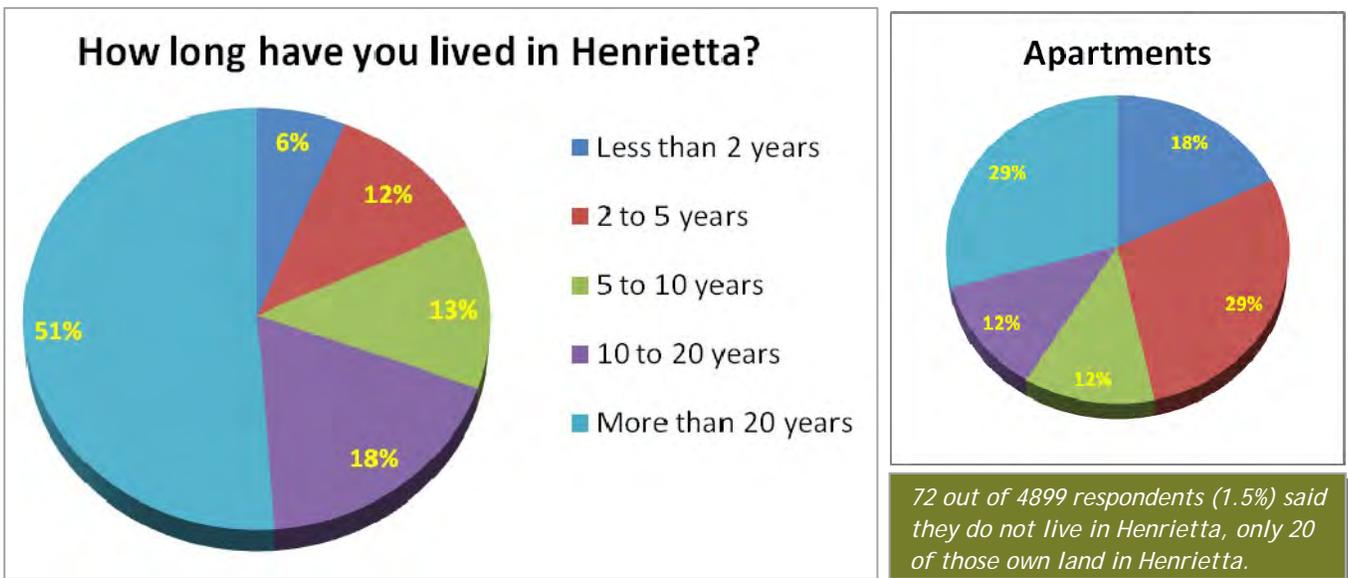
Following the group discussions the meeting participants again reconvened to provide summaries of their discussions to the larger audience. The details of these discussions are included in the appendix and, along with the first workshop discussion, formed the basis for the community survey completed in the summer of 2010.

Community Survey - Summer 2010

Approximately 15,000 survey questionnaires were mailed to Town residents at the beginning of the summer 2010. The Town developed a mailing address database for this purpose that included owners of all residential tax parcels and occupants of units in apartment complexes within Henrietta (not including RIT dormitories).

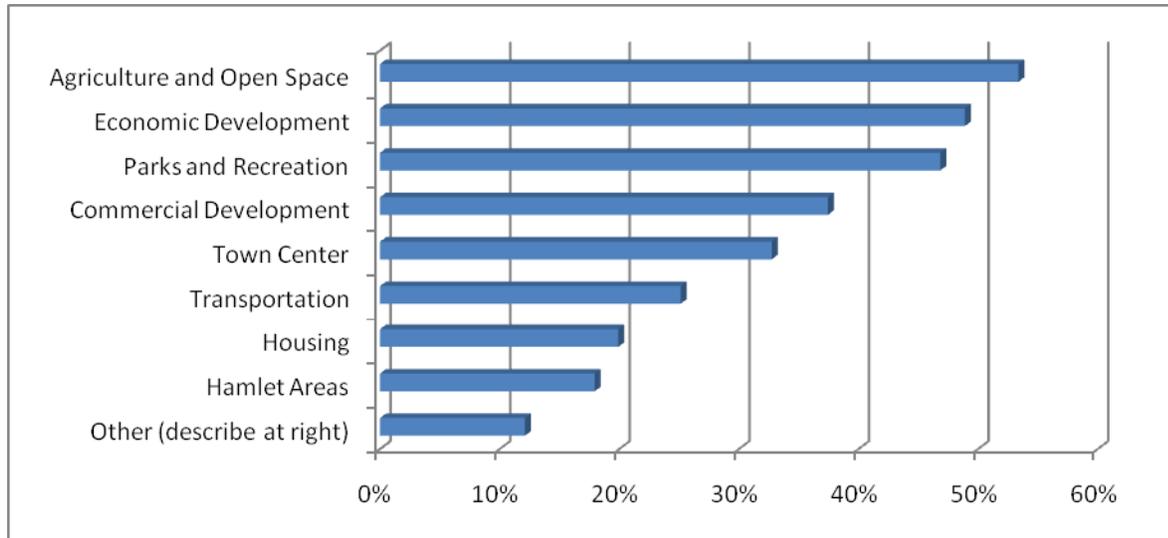
In the end, approximately 4,900, or 32%, of the questionnaires were completed and returned to the Town to be scanned and analyzed. That is a very high response rate for a survey of this type and provides a high level of confidence that the results are representative of the Town’s population as a whole. Statistically, we can be 99% certain that the response to any question on this survey is within +/- 2 (the margin of error) of the actual value for the entire population surveyed.

A report summarizing the survey results is included in the appendix, below are some excerpts from that report that highlight some of the key findings.



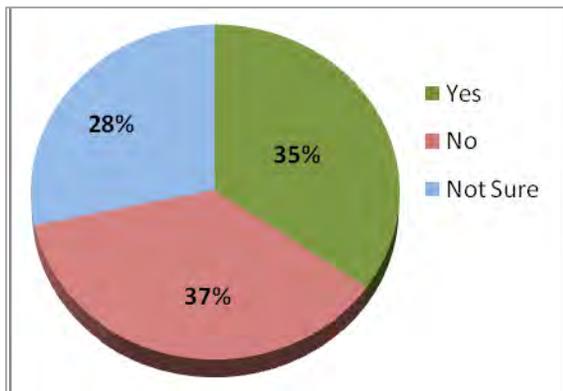
Survey Question #20: In your opinion, which are the three (3) most important issues that should be addressed by the Town as it updates the Comprehensive Plan? Please select three (3)

Over half of respondents selected Agriculture and Open Space as one of their top three priorities. As can be seen in the chart below, Economic Development and Parks and Recreation were a close second and third. The top three priority categories accounted for just over half of all responses received for this question. Around one-third of respondents selected Commercial Development and/or Town



Center as a priority, followed by Transportation with approximately ¼ of respondents listing that as one of their priorities.

Survey Question #21: The Town Board always strives to keep the Town’s share of property taxes as low as possible. However, we recognize the value of investing in the Town’s future through sound planning that leads to action. Completing some of the studies indicated above and implementing programs or projects that might result from these studies will require the Town to spend some money. The Town will always look for outside sources of funding (i.e. grants) first; but if it is necessary, would you be willing to accept a modest increase in your local property tax to see these issues addressed over the next few years?



| | Yes | No | Not Sure |
|--------------------|-----|-----|----------|
| Less than 2 years | 26% | 39% | 35% |
| 2 to 5 years | 35% | 37% | 29% |
| 5 to 10 years | 35% | 37% | 29% |
| 10 to 20 years | 35% | 36% | 28% |
| More than 20 years | 37% | 36% | 27% |

The response to this question was roughly split into thirds among “Yes”, “No” and “Not Sure”. It is encouraging that 35% of respondents said “Yes” with such limited information. The 28% who were “Not Sure” might reasonably want more information before committing to the idea of even a “modest” increase in taxes. There also appears to be a slight increase in the willingness to invest in such work based on the length of time a respondent has lived in Henrietta - from a low of 26% among those living in town less than two years, to a high of 37% for those living in town for over 20 years. The percentage of respondents who said “No” does not vary significantly, but longer term residents were less likely to answer “Not Sure.” Perhaps those who have lived in Henrietta for a long time have witnessed more change and are, therefore, more inclined to want to invest in planning to manage the Town’s future growth.

Some comments in regard to this question included:

- *"I live in Henrietta because of the low taxes"*
- *"Depends on what modest is"*
- *"Some money spent wisely is fine, but major steps have to be taken to specify exactly what you intend to get out of the monies spent"*
- *"modest"*
- *"Maybe something else should be removed from budget to accommodate planning costs"*
- *"We pay too much now! I am okay with going without"*
- *"Depends on the plan"*
- *"Would depend on the amount of tax increase, our property values keep getting re-assessed as it is, thereby raising taxes indirectly. I would want a comprehensive study done before I would fully support"*
- *"Do make do with less. I have to!"*
- *"Yes - if needed"*

Based on the survey results, there are clearly a number of issues that residents would like to see addressed in Henrietta, including Agriculture and Open Space, Economic Development, Parks and Recreation, and others. It is equally clear that the community appreciates and wishes to maintain a fiscally conservative approach to resolving these issues.

Public Workshop and Stakeholder Meetings - Fall 2010

On October 13, 2010 a public workshop was held at Town Hall to review the results of the community survey and gather feedback from the community. Over 20 residents attended the meeting. The meeting consisted of a PowerPoint presentation by Behan Planning and Design that stepped through each of the survey questions followed by the responses. Input on each question was solicited from the audience and a summary of their responses is included in the appendix. Overall, participants thought the survey results were very useful and that they provided a good indication of the community's priorities. There was also some thoughtful criticism of a couple of the survey questions. For example, for the question regarding the adequacy of the Town's recreational facilities it was suggested that it would have been better to first ask whether the survey respondent used these facilities. The sense was that those who actually use the facilities might have been less satisfied with their condition; and in particular it was noted that the Town's excellent and popular gymnastics program does not have an adequate facility.

Stakeholder meetings were held at Town Hall on November 9th and 10th, 2010 and at the Senior Center on November 15th, 2010. These meetings focused on both the community survey results and the preliminary ideas for the comprehensive plan update. The preliminary ideas focused on the priorities indicated from the survey results, the top five (5) of which were: Agriculture and Open Space, Economic Development, Parks and Recreation, Commercial Development, and Town Center. From these discussions, the notion of three (3) key initiatives was born. They are:

- An initiative focused on *Community Building* - this might include the recreational component of the Parks and Recreation issue, the notion of the Town Center, and perhaps other activities.
- A *Green Infrastructure Plan* - combining the priority issues of Agriculture and Open Space with Parks and Recreation
- An *Economic Development Strategy* - combining the priority issues of Economic Development and Commercial Development as these were described in the survey.

These meetings consisted of small groups of individuals representing a wide range of organizations and interests, including:

- Area Homebuilders and Commercial Developers
- Community Service Organizations
- Planning, Zoning, and Conservation Boards
- Education, Public Library, Faith Community
- Town Employees
- The Youth Asset Team

From these discussions, the Town Board met on several occasions to discuss and prepare a draft of the 2011 Strategic Update to the Comprehensive Plan.

Public Meeting - 2011

A public meeting to present the draft comprehensive plan update to the community was held on April 25, 2011.

Section II: Existing Conditions

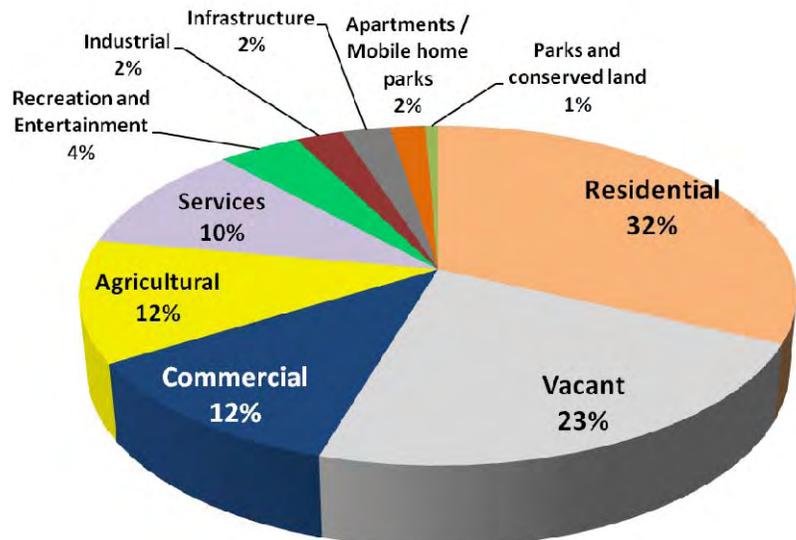
The 2004 Comprehensive Land Use Plan provides a detailed inventory for the Town of Henrietta, and as such this update shall only note some significant changes in existing conditions that have occurred since completion of the plan. Existing data that may not have been included in the 2004 plan has also been added here as appropriate.

Land Use

Comparing land use data between the previous comprehensive plan and existing conditions is difficult due to inconsistencies in real property classifications. Instead, a simple review of 1999 aerial imagery, compared with current imagery (2009) and parcel data was performed to assess land use changes over the past decade. Based on the analysis approximately 900 acres of land have been converted to residential uses (both developed and approved/subdivided lots) in the last ten years. Approximately 400 acres have been converted to commercial uses, and approximately 50 acres have been converted to industrial uses. Of the approximately 1,350 acres of land converted for development by 2009, it appears that approximately 710 acres was in agricultural production and the remaining approximately 650 acres was vacant land in 1999. In addition to the approximately 710 acres of agricultural land lost to development, another approximately 210 acres of agricultural land appears to have transitioned to non-productive vacant land by 2009 (thus the net change to vacant land was -434 acres). The table below provides a brief summary of this data:

| 1999 to 2009 Comparison | |
|-------------------------|------------|
| Land Use | Change |
| Residential | +902 acres |
| Commercial | +404 acres |
| Industrial | +50 acres |
| Agriculture | -921 acres |
| Net Vacant | -434 acres |

Based on data obtained from Monroe County, an annual average of 155 single-family residential building permits were issued between 2002 and 2009 for the Town of Henrietta. In addition over 200 apartment permits and nearly 70 townhome permits were issued over this same period. While 2008 and 2009 saw only 108 and 102 single-family permits issued respectively; Henrietta led the county in single-family permits from 2006 on. In 2004 only the Town of Webster had more permits, and in 2003 and 2002 Henrietta was third in permits behind Webster and Greece. Data for 2005 was unavailable.



Land use distribution based on January 2011 Real Property tax parcel data.



An example of new residential development in Henrietta that has occurred in the last few years that is “suburban” in nature.

Based on Monroe County Real Property data there were 1,114 homes built in Henrietta between 2003 and 2010, and it appears that an additional approximately 270 residential lots were created over that same time. While data for non-residential development is sparse, there were at least 55 new non-residential buildings constructed over this same time frame. A significant amount of the residential development appears to have occurred in the southwest “quadrant” of Henrietta, while the non-residential development appears more centralized to the town, primarily flanking I-390 south of Calkins Road, with another stronger concentration along Jefferson Road. The map on the following page illustrates some of the recent development patterns in the town.

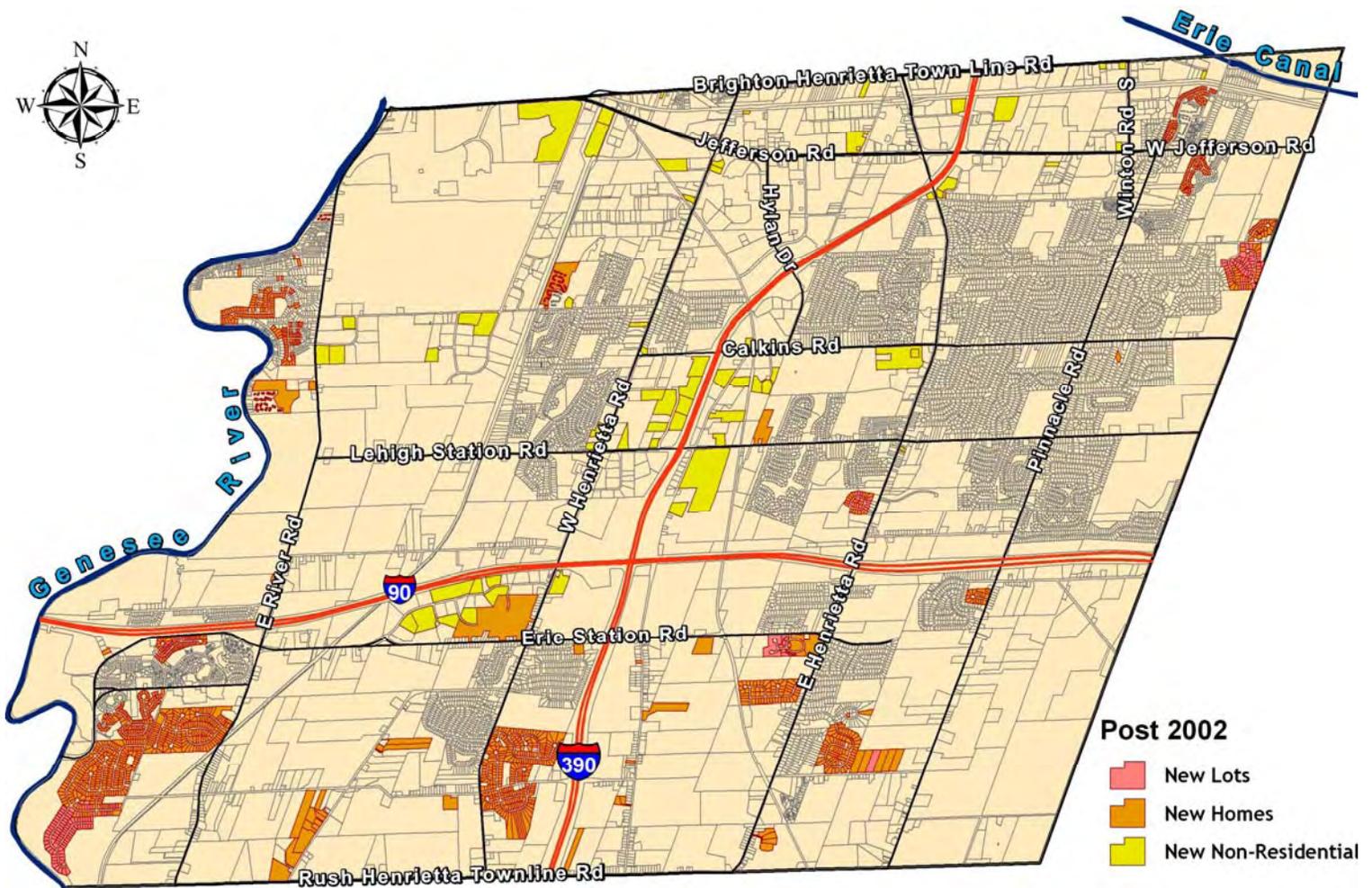
The 2004 plan states that agriculture comprised 2,245 acres of land in 2000, which was noted to be 36% less than the 3,518 acres reportedly existing in 1997. However the agricultural numbers from the 2004 plan may be underreported due to several factors including the misclassification of land as vacant and the exclusion of properties that have agriculture as a secondary use. The 2010 real property data classifies 2,350 acres in agricultural use, not including properties that appear to have secondary agricultural uses (and which are therefore classified as something other than agriculture, such as rural residential or vacant). There is a considerable amount of agricultural land on the RIT campus, for example, which is classified as an institutional use, rather than agricultural, due to its ownership. It is clear from the analysis of aerial photo imagery described on the last page that approximately 900 acres of previously agricultural land has been taken out of agricultural production in the last decade. Some of this land was converted for development and some of it was simply allowed to go fallow. The future of farming in Henrietta remains a subject that deserves more attention and study going forward.



An example of new residential development in Henrietta that has occurred in the last decade that follows a “hamlet-style” approach.

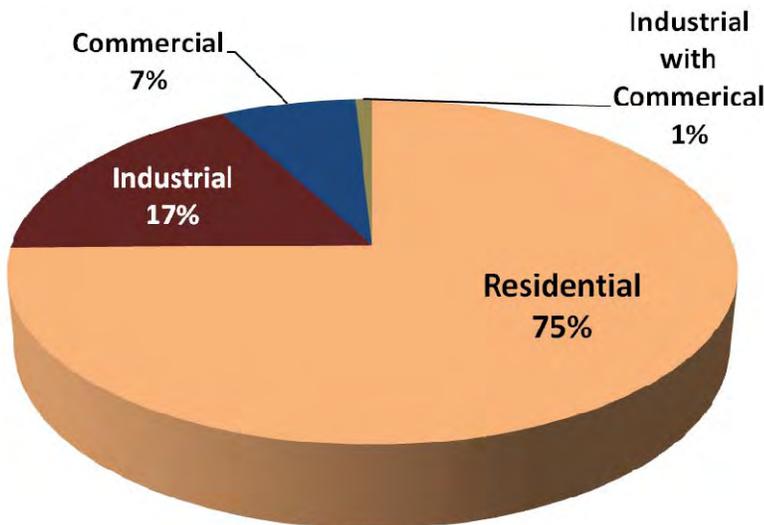
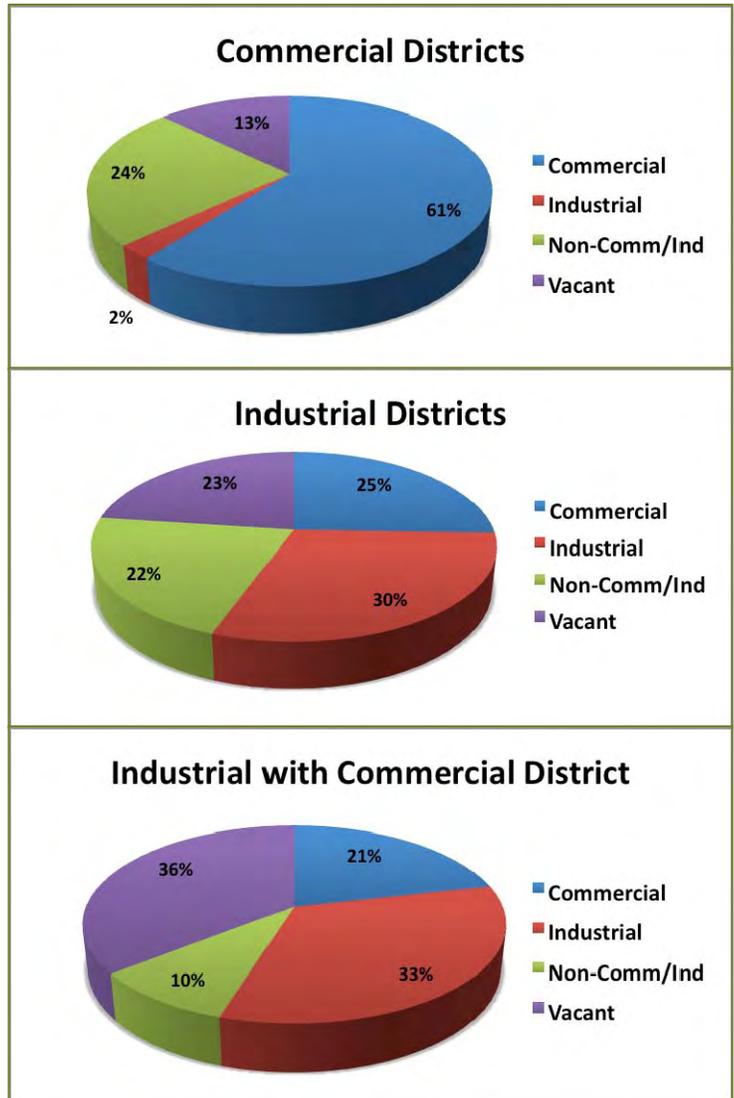


Not all new development in Henrietta occurs on open land – this example shows how land formerly owned by RIT (top photo:2003) was redeveloped into an active adult community (bottom photo:2009) that is part of the award winning “Sustainable Henrietta.”



Zoning Analysis

One aspect of land use that was examined as part of this project, is the relationship of industrial and commercial uses to their corresponding zoning districts. The charts at left illustrate the composition of the non-residential zoning districts in town. As can be seen the commercial zoning districts, which total approximately 1,360 acres are dominated by commercial uses, however the industrial districts, which total approximately 3,560 acres, contain more of a mix of uses, including non-commercial or industrial uses such as residential, institutional, and services. In addition to the commercial and industrial uses within these districts, there are approximately 35 properties with commercially classified uses within the town’s residential zoning districts. These commercial uses include office buildings, converted residences, automobile service and gasoline stations, eating establishments, a hotel, a greenhouse, a funeral home, some parking lots, and a warehouse.



Distribution of zoning districts in the Town of Henrietta

Demographics

According to the 2010 Census, the population of Henrietta is 42,581 people. Keeping in mind this is an estimated number, this represents an approximately 9% increase in total population from the 2000 census population of 39,028. The estimated population is also approximately 1.6% higher than the projected 2010 population in the 2004 Land Use Plan, indicating that the town has grown slightly faster than previously expected. By comparison Monroe County total population increased by approximately 1.2% from 2000 to 2010. The average household size for Henrietta is estimated to be 2.64 persons per household, this is statistically unchanged from the 2000 estimate of 2.6 persons per household.

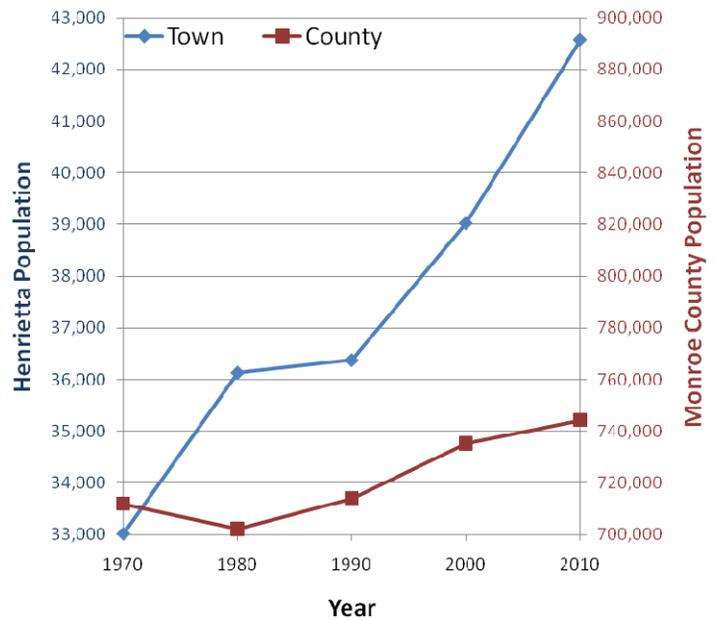
The 2010 census indicates the number of housing units in the town has increased by approximately 21% since 2000, to a total of 16,078 units, while the vacancy rate has increased slightly from 3.1% to 3.9%. Based on the census data 2,835 new housing units have built in Henrietta since 2000. This number seems consistent, if not a little higher, than the estimated 1,300 new single-family homes built over this time based on parcel data and the several townhome, apartment, and/or senior housing projects that were also built.

According to the 2009 American Community Survey (ACS), administered by the US Census Bureau, over the 2007-2009 time period the estimated median home value was \$135,000. In 2000 the median home value was reportedly \$96,300, a change of approximately 40%. Current median home values, however are believed to be lower than the 3-year average reported by the ACS, since the housing market significantly declined at the latter end of the sample range and continued to do so through 2010.

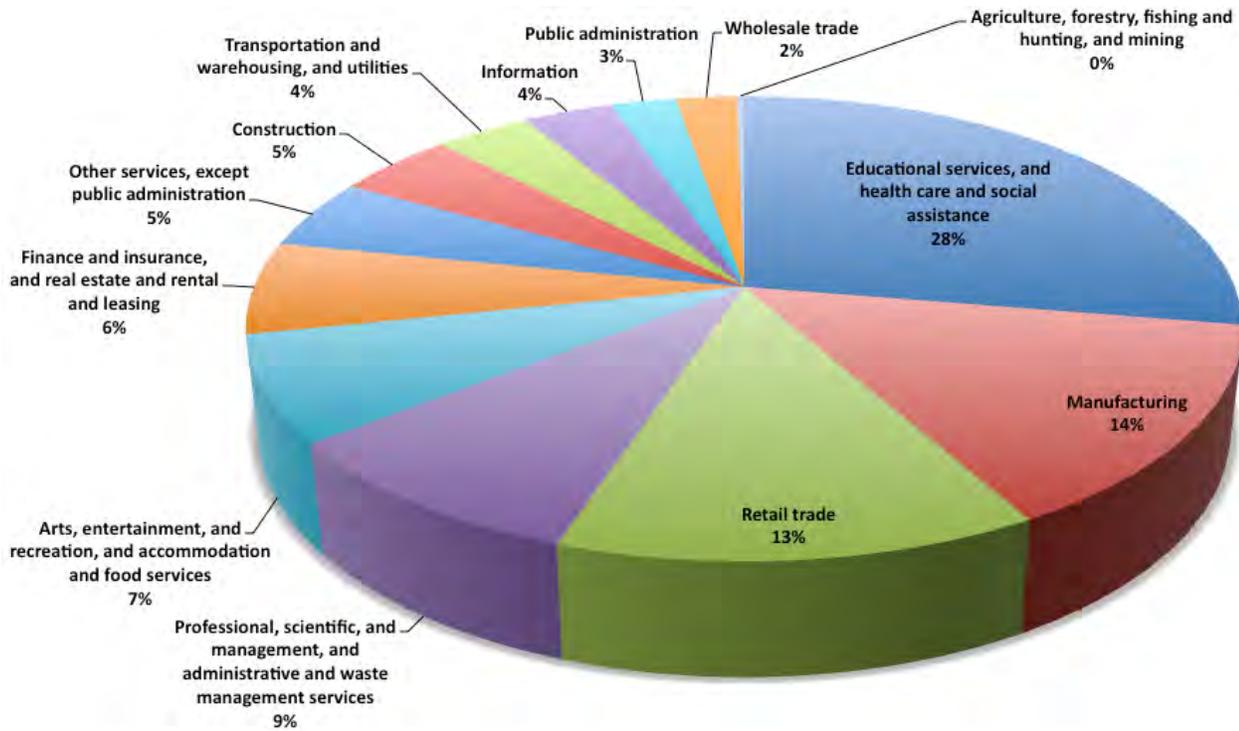
The median age in Henrietta appears to have continued to increase as the ACS estimate of 31.7 is approximately 6% older than the median age of 29.8 reported in 2000. Given the recent survey results that showed a significant percentage of survey respondents have lived in Henrietta for over 20 years, it stands to reason that the median age would increase as the Henrietta population seems to be “aging in place.”

The median household income, from the 3-year ACS estimates, is \$58,991, which is an approximately 15% increase from 1999. The ACS estimates show only 6.2% of Henrietta’s population is below the poverty level, a decrease from approximately 9% in 1999.

Approximately 65% of the population age 16 and over was employed between 2007-2009, with 85% employed by private industry, 12% employed by the government, and the remaining ~3% self-employed. Approximately 27.6% of the workforce reportedly was in the education, health care, or social assistance field. Manufacturing and retail were the second largest employers at 14.2% and 13.3% respectively. A full breakdown by employment sector is shown in the following chart:



Comparison of population change for Henrietta and Monroe County. Both vertical axes span a 30% range – as can be seen the growth in the town has outpaced the county, with the exception of 1980 to 1990 where the county saw slightly higher growth, albeit after seeing a decrease in growth from 1970 to 1980.



According to the ACS data, approximately 88% of Henrietta’s population commutes to work by car, approximately 11% of those commuters carpool. The reported mean travel time to work is 16.2 minutes. Approximately 7.6% reportedly walked to work, compared to 6.3% reportedly walking in 2000, and less than 1% utilize public transportation. By comparison 3.2% of total Monroe County residents are estimated to walk to work and 2.8% take public transportation.

The Rush-Henrietta Central School District’s enrollment for the 2009-2010 school year was approximately 5,700 students, approximately 3% less than in 2002.

Traffic

As noted previously, the vast majority of residents in Henrietta commute via automobile. Also the population of Henrietta has continually increased over time as has the number of commercial and industrial facilities. These factors combine to create increased traffic volume in Henrietta. As the table below shows the average annual daily traffic (AADT) volume estimates from the New York State Department of Transportation show an increase in traffic throughout most of the town in the last decade. East Henrietta Road (aka NY-15A) saw a considerable increase between 1999 and 2005 from the southern town line to Lehigh Station Road (Route 253). There were several new residential developments along this road segment over the last decade that could account for some of this increase in traffic volume.

| Roadway | Segment | AADT | Year | Length | AADT | Year | Change |
|--|--|--------|------|--------|--------|------|--------|
| NY-15 (<i>West Henrietta Road</i>) | Martin Rd. to start 253 Overlap | 5,261 | 1998 | 1.1 | 5,542 | 2009 | 5% |
| | Start 253 Overlap to End 253 Overlap | 16,835 | 2000 | 1.4 | 20,981 | 2009 | 25% |
| | End 253 Overlap to Calkins Rd. | 12,909 | 2000 | 0.7 | 15,571 | 2009 | 21% |
| | Calkins Road to Route 252 | 20,550 | 1998 | 1.5 | 23,445 | 2008 | 14% |
| | Route 252 to Town Line Rd. (CR 67) | 28,921 | 1996 | 0.5 | 34,107 | 2009 | 18% |
| NY-15A (<i>East Henrietta Road</i>) | Town Line Rd. (CR 67) to Route 253 | 6,353 | 1999 | 3.1 | 10,833 | 2005 | 71% |
| | Route 253 to Calkins Rd. | 16,424 | 1998 | 0.7 | 16,892 | 2007 | 3% |
| | Calkins Rd. to I-390 | 19,644 | 1996 | 1.1 | 20,047 | 2009 | 2% |
| | I-390 to Route 252 | 21,467 | 1998 | 0.2 | 20,473 | 2009 | -5% |
| | Route 252 to Town Line Rd. (CR 85) | 27,062 | 1997 | 0.7 | 24,297 | 2008 | -10% |
| NY-253 (<i>Lehigh Station Road</i>) | Start Rte 15 Overlap to End Rte 15 Overlap | 16,835 | 2000 | 1.4 | 7,321 | 2009 | -57% |
| | End Route 15 Overlap to I-390 | 20,735 | 2000 | 0.5 | 23,577 | 2009 | 14% |
| | I-390 to Middle Rd. (CR 88) | 10,029 | 1997 | 0.1 | 12,508 | 2008 | 25% |
| | Middle Rd. (CR 88) to Route 15A | 7,947 | 1995 | 1.4 | 8,832 | 2007 | 11% |
| | Route 15A to Pinnacle Rd. (CR 92) | 8,842 | 1998 | 1 | 9,129 | 2007 | 3% |
| | Pinnacle Rd. (CR 92) to Route 65) | 2,306 | 1997 | 1.9 | 2,707 | 2007 | 17% |
| NY-252 (<i>Jefferson Road</i>) | John St. to Route 15 | 23,906 | 2000 | 0.9 | 24,363 | 2009 | 2% |
| | Route 15 to Hylan Rd. | 35,323 | 2000 | 0.3 | 32,202 | 2008 | -9% |
| | Hylan Rd. to Clay Rd. (CR 96) | 30,211 | 2000 | 0.6 | 30,103 | 2009 | 0% |
| | Clay Rd. to Route 15A | 34,404 | 2000 | 0.4 | 37,318 | 2007 | 8% |
| | Route 15A to I-390 | 34,329 | 1996 | 0.2 | 28,401 | 2008 | -17% |
| | I-390 to Saginaw Dr. | 31,470 | 1997 | 0.6 | 30,041 | 2008 | -5% |
| | Saginaw Dr. to Winton Rd. (CR 98) | 25,431 | 1998 | 0.6 | 26,431 | 2007 | 4% |
| | Winton Rd (CR 98) to Edgewood Ave (CR 102) | 19,791 | 1996 | 0.5 | 20,120 | 2007 | 2% |

There is a somewhat anomalous decrease in traffic volume (57% decrease) between 2000 and 2009 along West Henrietta Road where Route 253 and Route 15 overlap. What is particularly odd about this apparent decrease is the development of Erie Station Village between 2000 and 2009. Traffic would be expected to increase rather than decrease with the addition of these new housing units. The rest of West Henrietta Road seems to have had an average 16% increase in traffic, thus adding to the anomalous nature of this particular road segment. It should be noted that a detailed traffic and transportation analysis was not a component of this planning effort.

Section III: Vision and Goals

The Community Goals and Objectives from the 2004 Comprehensive Land Use Plan continue to be relevant today. This Strategic Update to the Comprehensive Plan merely reaffirms these general statements of policy from the 2004 document; and as noted earlier, focuses instead on setting priorities and providing information to guide the implementation of these priorities in the coming years. However, it is useful to briefly review the community goals and objectives since they do still form the basis for the plan recommendations that follow.

The 2004 document does not articulate an overall community vision as such. However, its' intended purpose - to "provide the Town with a set of guidelines and ideas that, if pursued, will help the community manage growth and change, preserve important natural and cultural resources, and provide direction in the future"(page 4-1) - is instructive of the community's desires. The 2004 plan describes Henrietta as follows:

"The Town of Henrietta is a suburban and rural Town in Western New York State. Commercial growth along major transportation corridors has resulted in Henrietta becoming a hub of retail activity for the Rochester Metropolitan Area, and has left Town leaders with the need to control the growth and confine it to specific areas in order to maintain the community's suburban and rural character. The Town's tax rate is also a priority of leaders and residents, and the commercial and industrial developments help the Town maintain the low taxes. Maintenance of Henrietta's agriculture industry also helps keep the tax rate low. An overall goal of Henrietta residents is maintaining their quality of life." (Page 2.1-1)

These notions of *a suburban and rural town working to maintain a balance between appropriate development and the preservation of its community character and quality of life* form the basis of Henrietta's vision for the future.

In order to achieve this vision, the 2004 document lists a series of goals organized by headings that match the inventory and policy areas of the Comprehensive Land Use Plan. They are:

Land Use Goals

- Direct and Manage New Development
- Preserve Important Agricultural Land Uses and Undeveloped Rural Lands
- Enhance Town Identity and Spirit by Creating Focal Points/Central Meeting Places
- Minimize Conflicts Between Competing Land Uses
- Maintain an Effective, Efficient, and Up-To-Date Planning and Land Use Development Process

Economic Development Goals

- Preserve and Strengthen a Diversified Economy for the Town of Henrietta
- Keep Taxes Low in the Town

Housing Goals

- Promote Diverse Housing Opportunities for All Residents of the Town of Henrietta
- Protect Existing Residential Areas in the Town

- Determine the Areas Where Residential Growth Should Occur and Direct That Growth Appropriately
- Encourage the Rehabilitation of Existing Substandard Housing

Parks, Recreation, and Land Preservation Goals

- Improve Recreational Facilities in the Town of Henrietta and Ensure That They Are Accessible and Meet the Diverse Recreational Needs of All Residents
- Preserve Rural, Undeveloped Land That Protects Cultural, Scenic, and Natural Features and Helps to Maintain the Town's Character
- Develop Linkages, Where Possible, Among the Town's Recreational and Open Space Resources, Community Facilities, Residential Neighborhoods, and Recreational Opportunities in Adjoining Municipalities
- Promote Water-Dependent and Water-Enhanced Recreational Uses Along the Genesee River and the Erie Canal. Capitalize on Recreational Use of the Canal and the River as a Tourist Destination and Recreational and Scenic Amenities for Residents, While Protecting These Sensitive Environments

Cultural Resource Goals

- Promote the Historic and Cultural Heritage of the Town of Henrietta through the Preservation of Historically Significant Features

Visual Character Goals

- Maintain and Enhance the Rural Visual Character of the Town of Henrietta
- Continue to Improve the Appearance of All Existing Commercial Areas in the Town
- Improve and Strengthen the Character and Visual Quality of Existing Residential Neighborhoods Including the Hamlet Areas

Environmental Goals

- Preserve and Enhance the Water Quality and Habitat Value of the Genesee River and Its Tributaries, Feeder Streams, Trees and Other Vegetation
- Promote the Quality and Integrity of Natural Ecosystems and Areas of Biological Diversity
- Work Toward the Remediation and Reuse of Environmentally Contaminated Sites or "Brownfields"

Public Infrastructure and Community Facility Goals

- Promote the Maintenance, Enhancement, and Development of Municipal Utilities That Meet the Needs of as Many People as Practicable in the Most Cost-Efficient Manner
- Provide Adequate Community Services and Facilities That Meet the Needs of All Residents in an Efficient and Cost Effective Manner

Transportation Goals

- Maintain and Enhance the Existing Roadway Network and Improve Traffic Flows and Safety in the Town
- Provide a "Pedestrian-Friendly" Atmosphere in the Town

- Enhance the Appearance of the Roadways in the Town
- Ensure Access to Commercial Centers by Nearby Residents

Beneath each goal, the 2004 Comprehensive Land Use Plan lists a number of possible objectives that support achievement of the stated goal. The objectives are somewhat more specific and, though not re-stated here, they continue to be valid guides for policy and action by the Town going forward.

Section IV: Plan Recommendations

In thinking about and planning for the future, many communities have introduced the idea of *sustainability* as an organizing principle. A common definition of sustainability is:

“The ability to meet the needs of the present without compromising the ability of future generations to meet their own needs” (ICLEI USA)

By extension, a sustainable community is one that addresses the issues and opportunities of today with an eye to the long-term impacts and outcomes of its actions on future residents of the community. As illustrated at right, sustainable communities are said to be built upon three, interrelated pillars - Social, Environmental, and Economic. Though at times these values may appear to be in conflict with one another, the key to achieving sustainability is to find the places where they come together. Working toward a balance between the aims of these three pillars is the goal of sustainability planning.



As noted earlier, based on input from the community survey and subsequent discussions with the community, three (3) significant priorities have emerged for Henrietta during this planning process. The first emerged indirectly from the survey and through follow-up conversations with stakeholders and the general public. This priority has to do with Henrietta’s sense of identity or community. Based on ideas from these discussions, the first key initiative for the Town going forward should be one that focuses on *Community Building*. This might include the recreational component of the Parks and Recreation issue, the notion of the Town Center, and perhaps other community-building activities. The second priority includes the issues of Agriculture and Open Space as well as Parks and Recreation. These two topics were rated as the first and third highest priorities respectively by respondents to the community survey. Combining these two issues, it is believed that one of Henrietta’s key initiatives going forward should be to develop and implement a *Green Infrastructure Plan*. A third and final priority for Henrietta combines the issues of Economic Development and Commercial Development, the second and fourth highest priorities respectively according to the community survey. Combining these issues, a key initiative for the Town should be to develop and implement an *Economic Development Strategy*.

Though at first blush, some might interpret these initiatives to be in conflict with one another; in fact, they are not. For example, it is sometimes argued that the goals of natural resource / open space protection are at odds with economic development. But as a community we cannot compete for modern industries and good-paying jobs without maintaining a high quality of life that comes, in part, from protecting important natural resources and community character. By the same token, we cannot afford to enhance the community’s green infrastructure without a robust local economy and sound fiscal position. Just as the illustration of the three, interrelated pillars above suggests, the key is to find a balance between the aims of each. The places where the goals of each come together are where the strategies for creating a sustainable future for Henrietta can be found.



So, for Henrietta to achieve a sustainable future, this Strategic Update of the Comprehensive Plan is organized around three (3), interrelated initiatives:

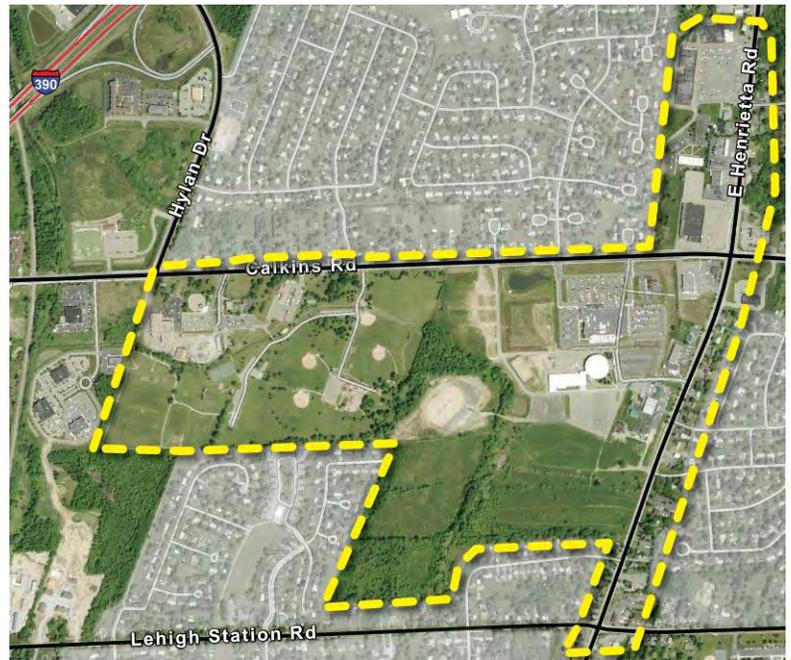
- Social = Community Building
- Environmental = Green Infrastructure Plan
- Economic = Economic Development Strategy

Initiative 1 - Community Building

Enhancing the “sense of community” in Henrietta is an issue that has been on the minds of many in the Town for several years. Though it is a caring and generous community, supportive of numerous organizations and activities throughout the region; there is a sense that residents do not identify strongly with belonging to “Henrietta”. It has been noted that many of the traditional downtown-oriented communities in the region seem to have a much stronger identity or sense of place. Historically, residents might have identified with East Henrietta or West Henrietta, but this has mostly disappeared. For town officials and active citizens, there is a belief that enhancing the sense of community in Henrietta would be a beneficial social outcome.

Building a sense of community in a large and diverse suburban town is not a simple task, but there are several activities that the Town could support or facilitate to improve awareness and pride of place in Henrietta. They include:

- **Continue Communication Improvements -**
 - expand on efforts to improve communication via new media (Internet, social media, etc.) while continuing to provide more traditional outreach (newsletters)
 - Develop some type of branding for Henrietta - make it easy for people to identify communications, activities, events, facilities, etc. from Henrietta.
- **Community Events -** facilitate and partner with organizations in the community to create and expand community building events - music, outdoor concerts, a Farmer’s Market, etc.
- **Recreation/Community Programs -** along with schools, recreational and community programs bring people in the community together. Whether it is activities for seniors at the Senior Center, athletic programs for youth, or other similar programs, residents from all around the community benefit from these opportunities. Growing these programs to meet changing community needs in a fiscally responsible manner is an important component of creating pride and sense of place in Henrietta.
- **Community Facilities -** the Town of Henrietta should also investigate its current and future needs regarding public facilities such as the Town Court, the library, a potential recreation/community center, etc.
- **Consider creation of a Town Center in Henrietta -** the 2004 Comprehensive Land Use Plan suggested that Henrietta consider the idea of creating a “Town Center” in Henrietta. This idea continues to generate quite a bit of interest in the community. The scattered nature of development in Henrietta, and the absence of a physical center or downtown, makes it more difficult to foster the sense of community that a downtown-oriented community such as Fairport engenders. Creating a Town Center - a mixed use (residential, commercial, and civic), walkable,



This area of Henrietta, along East Henrietta Road and including lands to the west between Calkins Rd. and Lehigh Station Rd., has been identified as the location of a potential “Town Center.”

center of activity for Henrietta is viewed as a physical manifestation of the desire to build a sense of community here.

The map above illustrates the potential location of a Town Center in Henrietta. This area along East Henrietta Road, and including lands to the west between Calkins Road and Lehigh Station Road, contains the Town Hall, Senior Center, Library, and the Veteran's Memorial Park. In addition to the town land, it incorporates the Monroe County Fairground and privately owned land (primarily commercial and vacant) in this area. In total, there are approximately 340 acres of land shown here. This location is fairly central in the Town and is close to the most highly concentrated residential neighborhoods in Henrietta. It is also served by RTS (Regional Transit Service).

The Town of Henrietta is not alone in its desire to create a Town Center where none has existed before. There are a number of examples of this type of development - all based on the principles of New Urbanism - around the country. A few examples include:

- Mashpee Commons - The Town of Mashpee on Cape Cod does not have an established, historical Town Center. However, beginning over twenty years ago a central location in the Town at the intersection of three busy roads has slowly been transformed from a suburban strip shopping center to a walkable, village-scale shopping area, and finally to a full mixed-use Town Center. The project has evolved slowly due to significant opposition to development on Cape Cod generally, but has continued to progress due to the hard work and perseverance of the developer. Working with the community to resolve issues, Mashpee Commons has become much more than a shopping destination. The addition of new residential neighborhoods adjacent to the commercial center, inclusion of a great diversity of housing types (small lot detached units, townhouses, apartments over commercial, live/work units, market rate and affordable units, etc.), and the incorporation of public buildings and civic spaces (such as a post office, public library, church, and town green) into the project are excellent examples for other suburban retrofit projects to copy. Development is now regulated by the Mashpee Commons Code (2002) which includes a Regulating Plan, Urban Standards, Architectural Standards, Thoroughfare Standards, and Landscape Standards.¹



Mashpee Commons on Cape Cod, Massachusetts

- Kentlands - Located in the City of Gaithersburg, Maryland, Kentlands was started in the late 1980's by developer Joe Alfandre. The original 350 acre site of the former Kentlands Farm was transformed over many years into several neighborhoods incorporating many types of residences (small lot single family homes, townhouses, apartments, live/work units, etc.), a "downtown" commercial district, protected natural areas, civic spaces and pocket parks, and several public uses such as an elementary school, a church, and an art center. The project was built based on the principles of New Urbanism, with walkable, interconnected blocks, mixed-uses, and careful attention to urban design and

¹ Ellen Dunham-Jones and June Williamson. *Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs*. John Wiley & Sons, 2009.

architecture that creates the sense of place of a traditional neighborhood. With the active participation of the City of Gaithersburg, and the involvement of additional developers, the area has expanded over the years to over 600 acres; all designed using the same principles. It now includes additional neighborhoods and several pedestrian-oriented commercial districts with several thousand residents and over a million square feet of commercial and office space. Improved transit connections (light rail or busway) to other parts of the region are also in the works.



Images from Kentlands in Gaithersburg, Maryland

- Warwick Grove - located at the edge of the historic Village of Warwick in Orange County, New York, Warwick Grove is a new, traditionally designed neighborhood for “active adults”. Though it is an age-restricted community and it does not contain commercial development, it is still a very good example of traditional neighborhood design with mixed housing types, beautiful civic spaces, and a pedestrian-oriented environment. This project is of a much smaller-scale than the two described above, with approximately 200 housing units on about 130 acres, much of the land preserved under conservation easement. However, it fits nicely into its rural, Hudson Valley setting.



Warwick Grove – a traditional neighborhood development (TND) in Warwick, New York

The Town of Henrietta has a pair of local projects that can also serve as models for development in its Town Center. Erie Station Village is a new multifamily housing neighborhood in the Hamlet of West Henrietta. Its pedestrian orientation, interconnected street network, public spaces, and use of vernacular architectural styles make it an excellent example of many of the elements of traditional neighborhood development. Though it lacks true mixed-use (the same developer is building some nicely-designed, small-scale commercial buildings on adjacent land but these are not integrated with the residential neighborhood) and its connections to the heart of the hamlet are incomplete; the project still stands out as unique in the Town and the region.

The Park Point development is located at the corner of Jefferson Road and John Street. Adjacent to the RIT campus, the project was built by a private developer and serves the campus community and the public at large. It contains a large bookstore (which serves as the campus bookstore), ground level retail and restaurants with three stories of apartments above, all surrounding a large and attractive



Left: Erie Station Village in West Henrietta. Right: Park Point – adjacent to the RIT campus at the corner of Jefferson Road and John Street

outdoor gathering space. In the warmer months, the outdoor plaza is a very popular place with students and residents of the community, and it also hosts music and other popular events. The project is a good model of mixed-use development with a pedestrian-orientation (at least internally). It is served by RTS bus, but its context - surrounded by surface parking and largely disconnected from adjacent residential and commercial uses (except by car) - is not ideal. Still, both Erie Station Village and Park Point can be used as examples of the type of development that might be considered for a Town Center in Henrietta.

Before the idea of a Town Center can really be advanced, there are many potential issues that will require examination. As a first step, the Town of Henrietta should develop a *Town Center Master Plan*. With the active participation of Town residents, local developers, area landowners, and other stakeholders, a Town Center Master Plan could create a conceptual layout for the area and examine a host of potential questions, such as:

- What is the desired scale, density, and design character for development in the Town Center?
- Can the Town Center layout be configured to incorporate existing commercial structures and public facilities in an appropriate manner? Can some of these existing structures or sites be retrofitted to better conform to the Town Center design?
- What public amenities and civic uses should be incorporated into the Town Center?
- What is the appropriate mix of commercial, residential, and other uses? How should these be organized? What is the market for these various forms of development in Henrietta?
- How can East Henrietta Road be made more bicycle, pedestrian, and transit friendly? How can each of these travel modes be incorporated throughout the Town Center?
- Should the focal point for development in the Town Center be along East Henrietta Road or along a new "Main Street" created as part of the Town Center?
- What should the street network in the Town Center be like? How can it be integrated with surrounding streets and neighborhoods without negatively impacting these neighborhoods?
- How should parking be incorporated into the development without detracting from the walkable nature of the Town Center?
- What are the potential environmental and other impacts of the proposed development? How can any negative impacts be mitigated?
- Can this vision be accomplished in phases? What should these be?
- What are the potential roles of the Town in facilitating development of the Town Center in accordance with the vision established in this plan? What level of public involvement might be necessary? What are we comfortable with in Henrietta?
- Are there potential partnerships with other public agencies and/or with the private sector that might benefit this effort?

These are just some of the questions that will likely require investigation. The work of developing answers to these questions could be accomplished in one intensive effort, or it could be undertaken in phases. For example, it might make sense to start with a visioning effort, working with the community to better understand alternative scenarios and to come to some agreement about the big picture - what do we want to see here? Once the vision for the Town Center becomes clearer, it will be easier to examine the more detailed questions and to create a blueprint for implementing the vision.

Town of Henrietta Community Building

A Positive Community Is:

- Where people share their talents and work together for the common good.
- Where people feel a sense of belonging
- Where people have a voice
- Opportunity for personal growth / empowerment
- Where people feel safe and respected

Valuing Diversity and Building Cultural Competence

- Bring Faith Communities Together
- Community discussion groups
- Social and Cultural activities
 - MLK celebration

Engaging Our Adults

- Youth Board/Recreation Commission
- Neighborhood groups/ Neighborhood Ambassadors
- Special events
- Adult recreation programming
- Volunteer opportunities/ Town "wish list"
- Town events web link
- Expand collaborative efforts

Engaging Young People

- Youth /adult partnerships
- Build strong relationships w/ community groups
- Provide opportunities for involvement

Civic Engagement

- Provide opportunities to share community interest/needs
- Community "Speak Out"
- Opportunities for evaluation/ review

Initiative 2 - Green Infrastructure Plan

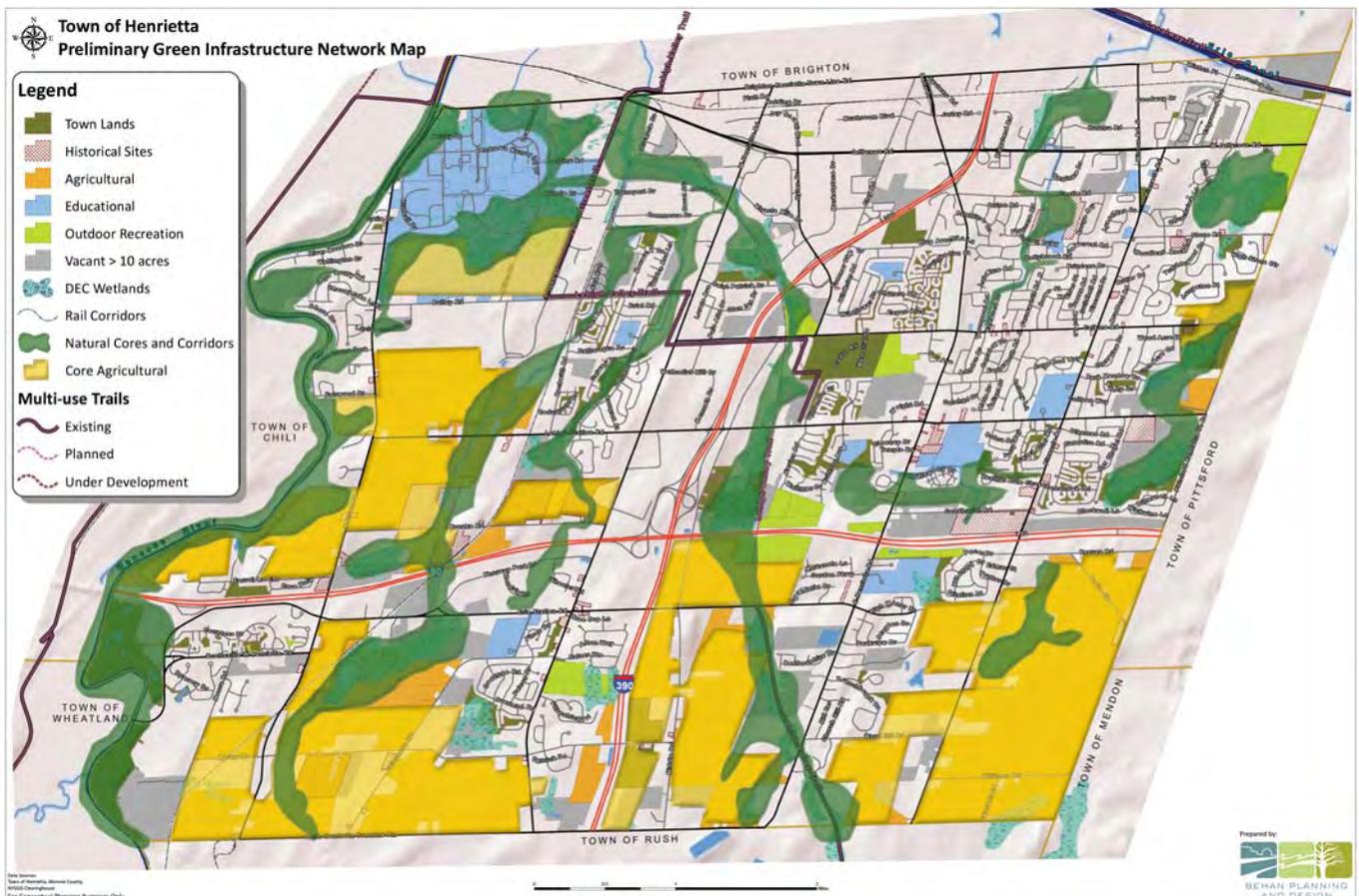
The Town of Henrietta has a significant amount of “grey” infrastructure - roads, water, sewer, etc. which has increased substantially over the last several decades and helped successfully grow the town to what it is today. Equally important to the success of the town are the “green” infrastructure resources, such as green belts, agricultural landscapes, parks and trails. While the town has steadily added to its green infrastructure resources through greenbelts and other parks and open space projects, there is not a formalized plan to link these resources into a green infrastructure network.

Respondents to the community survey overwhelmingly showed support for protection of agriculture and open space as well as the creation of more trails and sidewalks throughout the town. As such the creation of a green infrastructure plan seems to be a logical next step for the town to pursue.

The goal of the green infrastructure plan would be to create a vision and strategy for an interconnected network of open spaces - active farmland, natural areas, parks and trails, etc., some of which could be open to the public, however much would likely remain in private ownership. A preliminary green infrastructure network map was created to highlight some of the existing resources in the town and begin to illustrate connections between these resources.

“Open Space” is defined as land that is undeveloped or largely undeveloped. It may be used for active or passive recreation (parks and trails) or for natural resource protection. It may be used for economic activity (agriculture, golf).

Open space can be publicly or privately owned. Privately owned open space is not available for public use, unless an arrangement has been made with the property owner.



Agriculture is clearly a significant contributor to the town's green infrastructure network, with over 20% of the parcels (in land area) in town containing active agriculture land. The majority of Henrietta's agricultural land is located in the south and west areas of town, with large "core" areas of contiguous farmland. These core farm areas are an ideal location to focus future farmland protection efforts. There is funding available from the NYS Department of Agriculture and Markets for municipal farmland protection planning. These grants provide up to 80% funding for the completion of a farmland protection plan, which could be a component of a larger green infrastructure plan. Completion of a farmland protection plan could give the town additional points for future purchase of development rights (PDR) grant applications.



One of the many areas of expansive farmland in town.



Agricultural land is easily converted to development; this large swath of farm fields (left image:2003) was recently subdivided into hundreds of single-family residential properties (right image: 2010).

While not as obvious as the agricultural resources, the town also has an abundance of natural resources. There is a significant natural corridor along the Genesee River, as well as smaller north-south oriented "ribbons" of natural resources (woods, wetlands and streams). One of these ribbons follows the Lehigh Valley existing and potential rail trail. There are also ribbons of natural areas that are located between East River Road and West Henrietta Road, in the western portion of town. In addition to these ribbons, there are pockets of natural resources elsewhere in town, including around the RIT campus and just west of the border with the Town of Pittsford. The green infrastructure plan will focus on further identifying the importance of these resources, as well as strategies to protect and enhance them. In some cases it may be possible to create public access to allow residents to enjoy the natural beauty of these resources; in other cases this might not be appropriate due to the sensitivity of these resources or landowner concerns.

The Town of Henrietta has a significant amount of park land, which while not necessarily providing natural habitats, contributes to the overall open space resources of the town. These parks provide open space benefits for the residents of Henrietta, and are often enhanced by nearby natural resources. There are also several “green belts” in Henrietta, created as amenities in new residential developments. These green belts primarily serve the local residents that surround them and are not considered public lands for the larger community; however they contribute to the overall green infrastructure network of the town. By completing a green infrastructure plan, the town will be able to highlight these important resources for residents and visitors alike, and plan for ways to enhance and expand the existing park system.

Linking all of these resources together are existing and future trails. There are nearly 10 miles of existing and planned trails associated with abandoned rail lines and the Erie Canal. In addition there are numerous neighborhood trail and sidewalk networks throughout the town. The green infrastructure plan can further identify all existing and potential trails, and look for ways to connect them together and to the other green infrastructure resources in Henrietta.

A key element of the green infrastructure plan will be involving the public in the visioning processes. The public can be a wealth of local knowledge to help identify existing resources, and prioritize future opportunities. Focus groups are also a critical component of the green infrastructure plan. Meeting with the agricultural community, for example, will be very important to understanding the future of farming in Henrietta, and what the town’s role in that future is perceived to be.



Natural resources on the RIT Campus, with the John Street Trail in the foreground.



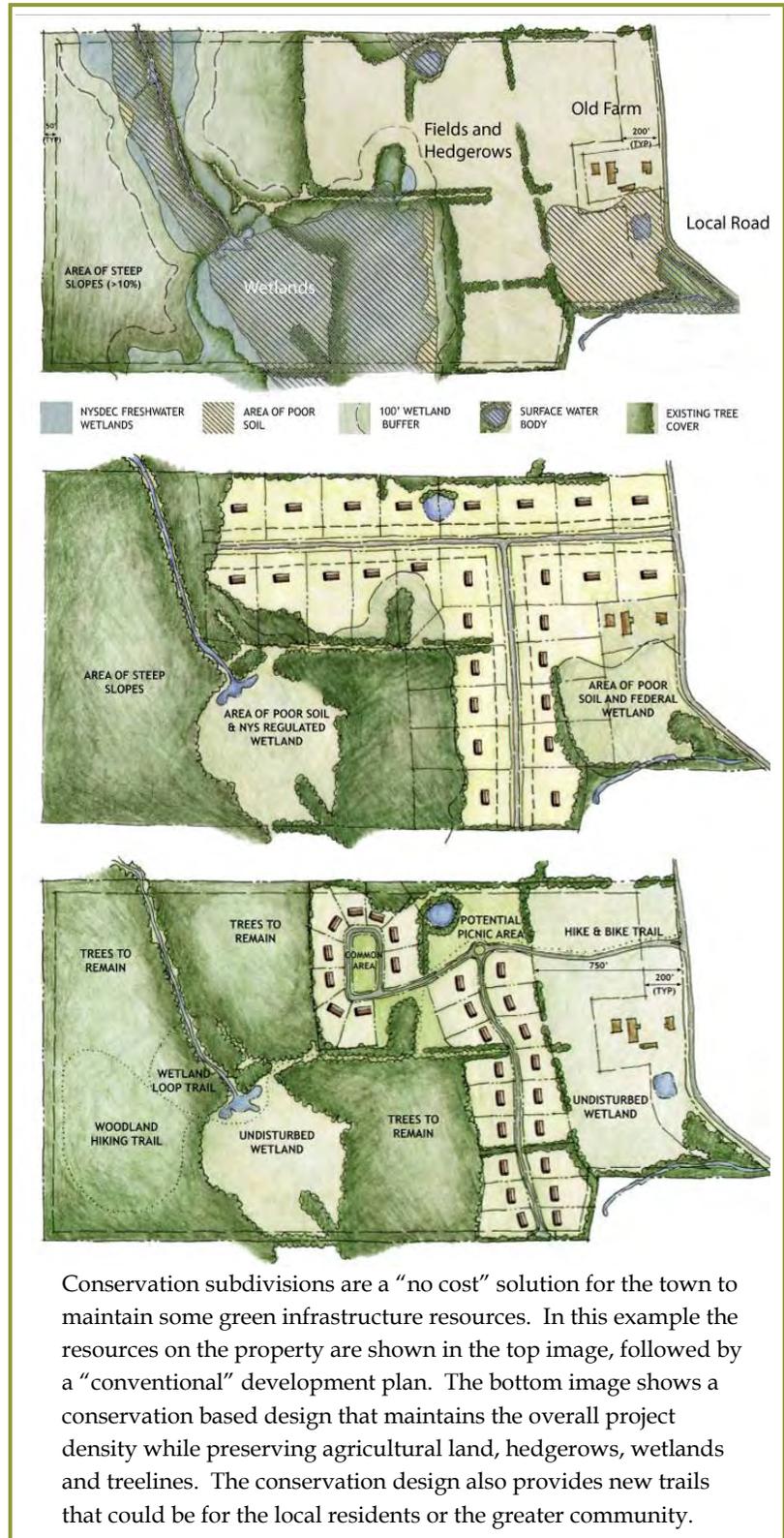
An example “green belt” and neighborhood path system in town.



Involving the public with a “hands-on” workshop can go a long way toward achieving a successful plan.

Identifying resources and creating a vision is important, however little will happen in the future without a course of action to implement the strategies of the plan. As such the green infrastructure plan will look at tools that are available to the town to advance the goals of the plan. Some of these tools could be local law changes that include additional conservation subdivision regulations and overlay districts and/or incentive zoning. Another tool could be establishing a system to acquire conservation easements, whether it be encouraging the donation of easements through educational outreach, creating or applying for funding to purchase development rights from willing landowners, or creating a transfer of development rights (TDR) program.

Henrietta already has a conservation subdivision process for lands south of the thruway which are zoned Rural Residential. Conservation subdivision regulations could be expanded to include other areas of the town. The regulations should also be evaluated to see how they have been working since they were adopted in 2005, and to identify areas that could be improved upon.



Conservation subdivisions are a “no cost” solution for the town to maintain some green infrastructure resources. In this example the resources on the property are shown in the top image, followed by a “conventional” development plan. The bottom image shows a conservation based design that maintains the overall project density while preserving agricultural land, hedgerows, wetlands and treelines. The conservation design also provides new trails that could be for the local residents or the greater community.

Initiative 3 - Economic Development Strategy

In recent decades, the Town of Henrietta has witnessed consistent growth in both its residential and commercial sectors. The Town has done a good job of managing its financial affairs, and having relatively low property taxes does make it more attractive for development than some other communities in the region. However, much of its development “success” can be attributed to the Town’s location and regional development patterns over the last few decades.

The Rochester region has been a prime example of what Cornell’s Rolf Pendall, Ph.D called “*Sprawl Without Growth: The Upstate Paradox*” (2003). Like several other regions in Upstate New York, the Rochester region’s overall population has declined while development has continued to spread out from the center. People and businesses have left the City of Rochester for new homes and commercial areas in suburban communities. Henrietta has been one of the fastest growing of the region’s suburban communities for many years. Its location close to Rochester, with excellent access to/from I-390 and the NYS Thruway, has made it a prime target for residential and commercial development. In addition to its varied residential neighborhoods, Henrietta is home to many office, industrial, and large retail developments. Generally speaking the Town has welcomed this development though it has not had the need to actively pursue it.

Looking forward, however, the Town of Henrietta may want to take a more proactive approach to economic development. Vacant, developable land is becoming somewhat more scarce; and the community has expressed a strong preference for examining options to redevelop older, worn out commercial sites as an alternative to new commercial developments in previously undisturbed locations. This will not be easy, but there may be creative ways for the Town to encourage such redevelopment. There may also be opportunities to take better advantage of assets such as the Rochester Institute of Technology (RIT) to leverage new jobs and a more robust tax base from high technology companies attracted to the university. Achieving these types of economic development goals will require a more hands-on approach than the Town of Henrietta has been accustomed to. An initial step for the Town will be the development of an Economic Development Strategy by the Town Board.

An *Economic Development Strategy* for Henrietta should be prepared with an emphasis on the following issues.

- **Commercial Redevelopment**

In many parts of the United States, communities have struggled to address issues associated with underutilized or vacant commercial spaces. In some cases, these older big box stores, shopping centers, or malls have simply been supplanted by newer commercial development up the road or in a neighboring community. Finding new tenants or identifying new uses for these sites can be very difficult.

Eighty-seven percent (87%) of respondents to the Community Survey said that the Town should try to “create policies that encourage the redevelopment of currently vacant or underutilized commercial sites as an alternative to commercial development in new locations.” This was the strongest response to any question in the survey. In follow-up discussions, several important questions about this response were raised:

How much vacant/underutilized commercial space currently exists in Henrietta? Is it unusually high or is it just perceived as high?

What can the Town actually do to encourage redevelopment as an alternative to development in new locations? What are the limits to town action - legal or otherwise?

To answer the first question, the Town of Henrietta could conduct an inventory of vacant and underutilized commercial space. The second question is more complicated. The Town cannot simply eliminate commercially zoned lands that are not yet developed; in effect requiring that all new commercial development be directed to existing commercial sites. As a matter of fairness, property owners who own undeveloped land that has been zoned for commercial use for many years should not be forced to forego the potential economic return from commercial development on this land. Eliminating the supply of undeveloped commercially zoned land would also be likely to push commercial development to commercial zones in neighboring municipalities. However, the Town could create incentives for commercial redevelopment that make the redevelopment alternative a more attractive option in comparison to commercial development in new (previously undeveloped) locations.

Recommendations for Commercial Redevelopment include:

- o Inventory - vacant / underutilized space

It is recommended that the Town of Henrietta conduct an inventory of vacant and underutilized commercial space. This could be accomplished in partnership with commercial real estate agents from the region. As part of this research, it may be possible to investigate the reasons why certain properties are underperforming (rent, location, etc.). The vacancy rates could also be benchmarked against other communities in the region and similar communities from elsewhere.



An example of a large vacant building with potentially underutilized land in front, along East Henrietta Road.

- o Consider incentives for redevelopment

It is recommended that the Town of Henrietta consider creating incentives for redevelopment. There are several ways that the Town could make it more attractive for someone to redevelop an older underperforming or abandoned commercial site as an alternative to developing in a new (previously undeveloped) location. Ideas include:

- ***Inspire the market*** by increasing the allowed density and/or allowing a greater mix of uses in commercial redevelopment projects -

Many suburban communities across the country have explored, and in some cases implemented, the idea of retrofitting older suburban commercial areas into more walkable, mixed-use neighborhoods or districts. In their recent book, *Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs (2009)*, Ellen Dunham-Jones and June Williamson provide many examples of such reuse and redevelopment. Ms. Jones visited the Rochester region in March 2010 as a guest speaker for the Rochester Regional Community Design Center to discuss her research and to compare and contrast local examples of suburban

development with examples from around the country. As part of her visit, she led a bus tour for planning and design professionals through the Town of Henrietta. The tour focused on local examples of typical suburban auto-oriented commercial and residential developments, as well as more recent projects such as Park Point and Erie Station Village that have higher densities and a more pedestrian oriented design. Several of the examples from *Retrofitting Suburbia - Mashpee Commons* in Massachusetts, Mizner Park in Florida, etc. - could provide useful templates for commercial redevelopment in Henrietta.



Mizner Park in Boca Raton, Florida is a well-known example of the successful replacement of a dying, enclosed shopping mall with a mixed-use town center. A partnership between the City of Boca Raton and a private developer brought the project to fruition. Much of the 29 acre site is now public space, including a linear park that runs through the center of the main boulevard. Originally opened in 1990, Mizner Park has continued to flourish, with a variety of retail and several popular restaurants on the ground floor, offices and residential units on upper floors, and structured parking designed discreetly into the project.

Rather than limiting the reuse or redevelopment of the Town's older commercial areas to the same commercial zoning standards that are in place today, the Town could provide an alternative redevelopment option - creating an overlay zone or a similar designation that would utilize incentive zoning - to allow these areas to be converted to much higher density, mixed-use (residential, commercial, and office) developments. These would include very specific urban design requirements intended to promote the establishment of walkable and public transit-friendly neighborhoods or districts. The inclusion of a more varied range of residential types in these developments would have the added benefit of creating housing options for seniors, young professionals, and others in Henrietta who might be looking for something other than a single-family home.

The increased development density and the flexibility of use that would be permitted under this new redevelopment option for commercial properties should be a powerful incentive for the owners of these properties to invest in their redevelopment. In this manner, the Town of Henrietta would inspire the market to think differently about the economic opportunity that these properties represent. The case study below, from the Town of Clarkstown New York, provides a working example of this concept.

Case Study - Town of Clarkstown, NY *New City Vision Plan*

The Town of Clarkstown (Rockland County) initiated a visioning process for its "downtown" - the New City Hamlet - in 2006. The visioning process included surveys and mailings, several workshops and focus group sessions, and interviews and meetings with landowners, business owners and stakeholders. Some of the opportunities identified by the community included redevelopment of shopping plazas; the creation of a traditional Main Street; integration of the county office campus and downtown New City; streetscape enhancements; and park and open space opportunities.

After completing the Vision Plan in 2007, the Town of Clarkstown initiated several implementation projects. It has invested several million dollars in the redesign and reconstruction of South Main Street, introducing wider sidewalks and protected on-street parking, eliminating the center turn lane, and relegating the utility poles to a secondary position behind the street tree line and, where possible, behind the buildings. The Town also developed Design Guidelines for New City and a new Form-Based Code to replace the old zoning.



3-D computer rendering shows how existing strip development in New City can be converted to a more traditional main street environment.



One of the exciting outcomes from the New City Vision Plan is that it has inspired the private sector to rethink the possibilities for several of the old strip shopping plazas along South Main Street. Though these plazas remain fairly vibrant today (the Town has a population over 80,000 and, being located just 25 miles from Manhattan, it has a fairly high median income), the owners saw in the Vision Plan an opportunity to reinvent these sites and to realize higher returns on their investments. Over the last couple of years, the Town has worked with the owners/developers of these sites and their design teams to advance these proposed redevelopment projects. If/when the economy improves these projects will have a significant positive impact on the community, helping Clarkstown to achieve its vision for a pedestrian and transit-friendly, mixed-use downtown in New City.



Above left: Aerial image of New City Plaza on South Main Street in Clarkstown as it looks today.

Below left: Architects rendering of the proposed redevelopment of New City Plaza.

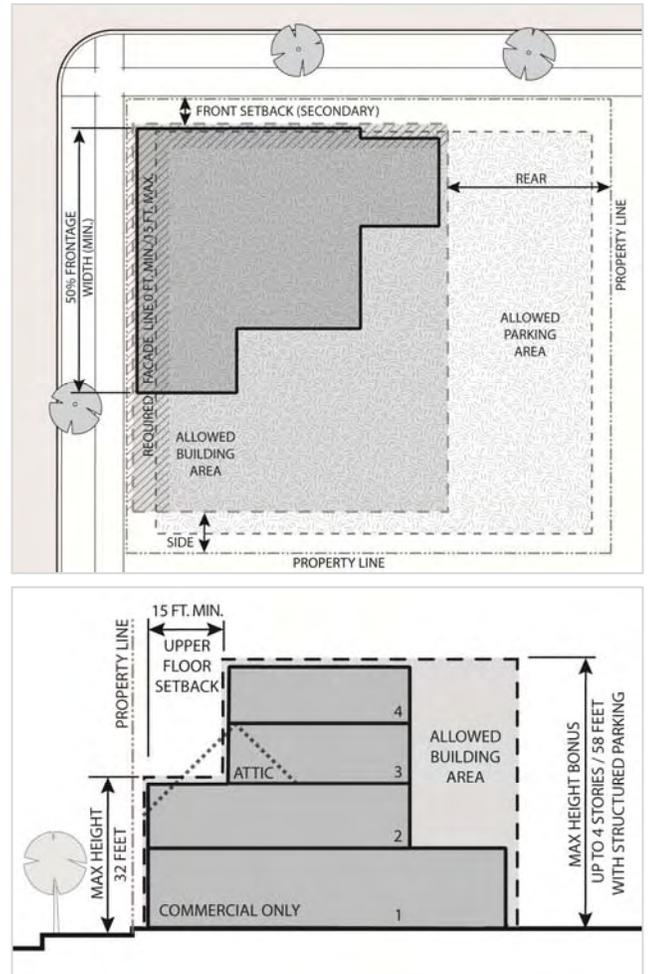
Image © Haverson Architecture and Design PC, used with permission.

- *Create an expedited review process* for commercial redevelopment that is consistent with the Town’s vision and goals for these areas -

Time is money in the world of real estate investment. Another incentive that the Town could consider to stimulate interest in the redevelopment of older commercial sites would be the establishment of a clear and streamlined project review process for these projects. A necessary prerequisite for such a process would be the establishment of a community consensus about the appropriate levels of redevelopment in these areas.

Once there is agreement about the vision for these redeveloped areas, the Town could create clear zoning and design standards for such redevelopment. Illustrated design guidelines and standards and form-based codes have become increasingly common across New York State and the nation.

In addition to making the desired outcome of development more predictable through the use of design guidelines and standards, the Town of Henrietta could expedite the development review process by incorporating a recommended or required “pre-proposal” step into the review process. This step would consist of a meeting between the potential applicant and key members of the Town’s review team (staff and board representatives) to discuss, at a concept level, the potential applicant’s project, to review with the applicant the Town’s desires and expectations for development as expressed in its planning documents and the development regulations that pertain to the proposed project, and to outline the key steps in the review process. Though this is an added step, experience has shown that it can be extremely effective in clarifying issues early on and making the rest of the process smoother. The Town has already stated to convene such meetings in an informal way over the last couple of years, and this recommendation would simply institutionalize that process. It is something that could be done not only as an incentive for redevelopment, but also for all larger scale projects in Henrietta.



Above: Illustrations, such as these from the New City Form Based Code in the Town of Clarkstown, make the design intent of the zoning much clearer. This has the effect of expediting the approval process for projects that conform to the code.

- *Consider the use of tax/financial incentives and/or public investments in infrastructure* to encourage commercial redevelopment that is consistent with the Town's vision and goals for these areas -

Henrietta's town taxes are very low compared to those in other municipalities in the region; and this is already viewed as a significant incentive for development in the Town. Still, overall property taxes in Monroe County are high and anything that can be done to reduce the overall tax burden would likely stimulate investment. In partnership with Monroe County and regional economic development agencies, the Town of Henrietta should investigate its options for providing direct tax or other financial incentives to encourage the redevelopment of older commercial properties. Such incentives should be targeted to promote specific, desired forms of development - such as mixed-use, pedestrian and transit friendly projects like those described above. Current state regulations may limit these options but that could certainly be the subject of further discussion with the state legislature and the governor's office if this is deemed necessary and appropriate.

The Town could also consider an active role in the redevelopment of some of these sites. Communities around the country have used tools such as tax increment financing (TIF) to invest in land assembly, public infrastructure improvements, and other actions that can catalyze private investment in particular areas. Again, more detailed analysis of these options and investigation of any limitations under New York State Law will be necessary.

- *Consider partnerships* with with regional initiatives in the Rochester area such as the Rochester Genesee Regional Transportation Authority's (RGRTA) Suburban Transit Station Feasibility Study -

The notion of redeveloping vacant or underutilized commercial and industrial sites (greyfields and brownfields) as an alternative to the development of such uses in new, previously undeveloped locations (greenfields) is consistent with many regional and statewide goals. As a result, there may be opportunities to partner with other agencies or to apply for grant funding to advance such projects in Henrietta.

For example, through its upcoming Suburban Transit Station Feasibility Study the RGRTA will be looking into opportunities to create Transit-Oriented Development (TOD) at a number of strategic locations throughout the RTS service area that would provide opportunities for express bus service from the suburbs to Rochester's major employment centers. TOD is the functional integration of land use and multi-modal transportation through



Suburban Plaza on East Henrietta Road is an example of an older, underutilized commercial plaza along an RTS bus route. Perhaps this site could be considered for redevelopment as a TOD as part of the RGRTA's Suburban Transit Station Feasibility Study.

the creation of compact, walkable, mixed-use communities within walking distance of a transit stop or station. TOD brings together people, jobs, and services and is designed in a way that makes it efficient, safe, and convenient to travel on foot or by bicycle, transit, or car. The transit station concept envisioned by RGRTA includes complimentary retail and service vendors located within or adjacent to the transit station whose market would include transit customers as well as persons residing nearby. This notion is consistent with the Town's ideas for the higher-density, mixed-use redevelopment of some of its older commercial sites as described above; and certainly Henrietta has several potential locations along RTS bus routes that could be considered as part of this study.

- **Design Guidelines**

In addition to a focus on Commercial Redevelopment, the Economic Development Strategy should include the establishment of illustrated design guidelines/standards for all commercial development in Henrietta. Attention to better design - better parking lot landscaping, innovative methods for stormwater management, improved signage, access management, etc. - creates higher value commercial properties in the long-term. Illustrated design guidelines and standards improve community character and create predictability in the project review and approval process. This is a win-win for residents and for the development community.



Commercial development along Monroe Avenue in Pittsford - design guidelines and standards have greatly enhanced the character of this commercial district over several years.

There are numerous examples of the successful application of design guidelines and standards across the region and the state. Locally, the commercial area of Monroe Avenue in Pittsford has undergone a huge transformation in recent years; all of it directed by guidelines and standards established and enforced by the Town. Though still very much suburban in nature (consistent with the community's wishes), the strip is much improved with enhanced landscaping, pedestrian amenities, and more. Commercial areas of Henrietta along Jefferson Road and elsewhere would benefit from this type of approach. Design guidelines and standards could be applied across entire commercial zoning districts, or they could be tailored to specific areas of the Town through techniques such as overlay zones.



*Commercial development in the Town of Clarkstown, NY
Left: before. Right: after redevelopment according to design guidelines*

- **Economic Development Partnerships**

The Economic Development Strategy should also consider ways to strengthen and formalize economic development partnerships between the Town, the Rochester Institute of Technology (RIT), and other institutions and business organizations in Henrietta. This effort has already begun in an informal way, with regular meetings and discussions over the last couple of years. But there is tremendous potential to grow these relationships in the interest of being more proactive in retaining existing business, stimulating start-up ventures, and recruiting new industries to Henrietta. In particular, the presence of a major educational and research institution like RIT in the community should be more fully exploited, with the opportunity to encourage high technology research and development and spin-off new businesses to bring these technologies to the market. In addition to RIT and the Town, the school district, the Chamber of Commerce, the local development community, and others could be part of this partnership. Ultimately, it may be desirable for Henrietta to have its own economic development specialist or some formal economic development entity to spearhead these efforts.



The new Global Village on the campus of RIT combines residential, classroom, and retail space with a multi-purpose public plaza that is designed with people in mind. It is open to students, faculty, staff, and the general public.

- **Town Land Use Plan**

The 2004 Comprehensive Plan for the Town of Henrietta included a land use component that identified appropriate areas around town for various land uses. While this update does not revisit the overall land use plan from 2004, it does recognize that some refinement of that plan may be appropriate. The Green Infrastructure Plan, for example, will result in the identification of some resources that should be protected and areas of Town that should be considered for conservation. This might have the effect of altering the overall land use plan in some manner. Similarly, the proposed Town Center Master Plan described under Community Building (above) and commercial redevelopment efforts described earlier under this initiative could result in future changes to the land use plan. In addition to potential revisions of the land use plan necessitated by these future studies, as part of its Economic Development Strategy the Town of Henrietta should review the areas of town designated for office and industrial use in the land use plan and the corresponding zoning districts to determine if refinements are necessary.

There are areas of Henrietta, particularly west of I-390 and also around the I-90 / I-390 interchange, that should be studied in greater detail. There may be some areas that are currently zoned for various office and industrial uses that are not suitable for these purposes. For example, there is a large industrial zoning district at the intersection of East River Road and Lehigh Station Road that contains only a small amount of office development today. There may also be other areas that would be highly appropriate for office and industrial development that are not currently zoned for such uses. For example, the possible extension of John Street southward to Lehigh Station Road could make some land that is currently zoned residential more attractive for light industrial/office development. Similarly, there may be more opportunity for light industrial/office development near the intersection of West Henrietta Road and Rush Henrietta Townline Road where some development of this type already exists on both sides of the town border (with the Town of Rush). Unlike most forms of residential development, light industrial and office development generally has a positive fiscal impact. Therefore, finding new and appropriate locations for more of this type of development will help Henrietta to maintain its low town tax rate into the future.

Clarifying the potential future use of land in these parts of Town would be beneficial when, for example, the Town is asked to consider whether or not to extend development infrastructure

(water and sewer) to these areas. Decisions about extending infrastructure can have a dramatic effect on the future form and density of land use in an area. In addition to the straightforward question of whether or not infrastructure should be extended, there is the more complicated issue of ensuring that if it is, the new infrastructure is right-sized to fit the intended future development for the area.

A useful tool for evaluating such questions is the *Generic Environmental Impact Statement (GEIS)*. Under the State Environmental Quality Review Act (SEQR), communities can prepare a GEIS to evaluate the potential cumulative impacts of expected or planned development in an area. Under a GEIS, Henrietta could conduct a detailed analysis of the carrying capacity and prepare an appropriate plan for development for this area of Town. The GEIS would evaluate the potential adverse environmental impacts of alternative development scenarios and propose appropriate mitigation strategies for addressing such impacts. One potential outcome of this approach could be the establishment of a system of mitigation fees that ensure that future development pays its fair share of the cost of mitigating impacts. Absent legislative authorization for impact fees in New York State, the establishment of mitigation fees under SEQR is the primary mechanism by which a community in New York can require that infrastructure, roadway, or other public investments needed to meet the needs (address the impacts) of planned development in an area can be shared between the public and private sectors.

- **“Shovel-Ready” Development Sites**

Working with RIT, consider establishing a “shovel-ready” development area (a Technology Park) for job-creating, high tech businesses. The area around the campus of RIT, along John Street and Bailey Road, is already home to a number of such businesses. However, there is quite a bit of available land on the southern end of the campus and on adjoining properties to expand this type of activity. And as described above, the presence and cooperation of RIT could be a powerful catalyst for additional research and development and related ventures in this area.

The term “shovel ready” has been around for many years and has been established as a formal designation by New York State. According to the Governor’s Office of Regulatory Reform:

Having an economic development site certified as a “Shovel Ready Site” means that the local developer (or community) has worked proactively with the State to address all major permitting issues, prior to a business expressing interest in the location. This advance work creates a site where construction can begin rapidly, once a prospective business decides to develop a facility there. By reducing the time it takes a company to begin construction of a new facility, New York State and its local partners are able to provide valuable savings to the business and job opportunities for local residents.

Shovel Ready Certification is an ongoing component of the Build Now-NY program and is jointly administered by the Governor's Office of Regulatory Reform (GORR) and Empire State Development (ESD). A site can, however, achieve Shovel Ready Certification without having received a Build Now-NY grant or loan to assist the developer in completing the advance work. Shovel Ready Certification is available to any site in New York State that is suitable for the type of development proposed, has proper zoning and infrastructure, has completed the appropriate surveys and studies, and has received the necessary permits and approvals.

As described, at a minimum the Economic Development Strategy for Henrietta would investigate the following issues:

- Commercial Redevelopment
- Design Guidelines
- Economic Development Partnerships
- Town Land Use Plan
- Shovel-Ready Development Sites

There may be other subjects that could be investigated as part of this strategy as well.

Section V: Implementation

Adoption of this *Strategic Update to the Comprehensive Plan* by the Town Board should be viewed as an important but initial step in a much longer process. Implementation of the key recommendations in the plan will continue over the next several months and years. It is important to establish a guide for implementation to ensure that the Town Board and the community's effort to develop this plan will lead to specific actions that move the community toward the vision, goals, and recommendations described herein.

This section will outline some appropriate next steps for implementing the plan recommendations. Because it is not possible to undertake all of the suggestions at one time, it is useful to prioritize projects or programs into those that should be initiated in the near term and those that might wait. Of course, opportunities may arise that make it necessary or beneficial to shift these priorities in the coming years. Ideas for organizing and funding these efforts are also discussed below. Order-of-magnitude cost estimates and funding opportunities for some of the projects described are also included in this section.

Henrietta at 200

In 2018, the Town of Henrietta will celebrate its 200 year anniversary. This special milestone could serve as a target for completing (or making significant progress toward completing) the three (3) interrelated initiatives described within this plan.

IMMEDIATE ACTIONS

- Complete and adopt work of the Code Update Committee - the Town of Henrietta Code Update Committee has worked for many months to review and refine all Town Codes to make sure that they are up-to-date, internally consistent, well-organized, and working as efficiently as possible. This massive effort is nearing completion and, once it is adopted by the Town Board, will make these regulations easier to use for Town staff and the community.

SHORT-TERM ACTIONS (initiate within one to two years from adoption of this plan)

Community Building Initiative

- *Establish a Community Building Coalition* - a coalition of community groups and town staff has already been created for the purposes of organizing the Town's Martin Luther King Day celebration. The scope of this coalition's work, already underway and ongoing, should be expanded to include consideration of all of the many community building ideas identified during the course of developing this plan. The upcoming 200 year anniversary of the Town of Henrietta in 2018 could be a rallying point for the coalition's efforts.
- *Develop a Town Center Vision Plan* - as a first step toward investigating the idea of developing a Town Center for Henrietta, the Town should initiate a Town Center Vision Plan. The Vision Plan would explore the big picture questions and concepts related to a possible Town Center. As part of this plan, alternative development scenarios for this area of Town would be created with an emphasis on illustrating the look and feel of these alternatives so that the community can reach some agreement about what is desired here. Based on the outcome of the Vision Plan, the Town could conduct a more detailed Master Plan and Feasibility Study if the community decides to advance this idea further. The initial step - the Town Center Vision Plan - could be run directly by the Town Board; or the Town Board could choose to create a small Steering Committee to organize and oversee the effort and report its suggestions to the Town Board. In either case a professional planning and design consultant

should be utilized to support the effort. The cost of preparing a Town Center Vision Plan would vary depending on the extent of community participation in the process and the level of detail desired for the analysis and the graphics.

Green Infrastructure Initiative

- ***Prepare a Town-wide Green Infrastructure Plan*** - The Town of Henrietta should prepare a Green Infrastructure Plan. The goal of the green infrastructure plan would be to create a vision and strategy for an interconnected network of open spaces - active farmland, natural areas, parks and trails, etc., some of which could be open to the public, however much would likely remain in private ownership. This effort could be run directly by the Town Board; or the Town Board could choose to create a small Steering Committee to organize and oversee the effort and report its suggestions to the Town Board within a certain timeframe. In either case, the Town Board should utilize the services of a professional planning consultant to support the effort. A critical component of this work will be education and community participation; and in particular outreach to farmers and other large landowners who may be small in numbers but who have a large stake in the outcome of the plan. The cost of preparing the Green Infrastructure Plan would vary depending on the extent of community outreach and the level of environmental analysis desired.

Economic Development Initiative

- The Town Board should begin elements of the Economic Development Strategy right away, including the following small steps:
 - Continue and expand regular dialogue with economic development partners - building on the current efforts led by the Henrietta Chamber of Commerce's Economic Development Subcommittee, the Town of Henrietta should continue to advance this dialogue with its economic development partners in the community. Ultimately, these continued conversations could lead to the establishment of a more formal Town economic development program spearheaded by a staff person or a new local entity or consortium focused on economic growth in Henrietta.
 - Institutionalize the idea of a "pre-proposal" meeting between the applicant and the Town's project review team as a means of expediting the project review process and creating better outcomes - as noted earlier, the Town has started to do this in an informal way in recent years and it would be a relatively simple step to make this a standard component of the review of process going forward.
 - Inventory vacant/underutilized commercial space - as an initial step toward developing revitalization plans for one or more, older commercial areas in Henrietta, the Town should work with local real estate professionals, and perhaps a student intern, to create an inventory of vacant/underutilized commercial space and to benchmark the results in Henrietta against other communities in the region and/or similar communities elsewhere.
 - Cooperate with the Rochester Genesee Regional Transportation Authority's (RGRTA) Suburban Transit Station Feasibility Study - as described above, this study will begin in the coming months and could consider, among other things, redevelopment options for one or more of Henrietta's older commercial areas.
- ***Develop a Land Use Plan and GEIS for the western part of Henrietta*** - the Town of Henrietta should initiate development of a Land Use Plan and GEIS for the western part of Henrietta. As described in Section IV, the study would examine this part of Town with the intention of

identifying areas that are most suitable, and conversely areas that are not appropriate, for office and industrial uses; and investigating the potential impacts of such development on natural resources, infrastructure (water, sewer, roads, etc.), and other considerations. Setting-up this study as a GEIS would allow the Town to consider mitigation strategies to address any environmental impacts including the potential for sharing the costs of mitigation in an equitable fashion between the Town and the developers of future office and industrial sites in the study area. In fact, the cost of preparing the GEIS can be recouped by the Town if these costs are included as part of any mitigation fees established through the study. The Land Use Plan and GEIS could lead to the identification of locations that should be made “shovel-ready” for certain types of desired development and perhaps recommendations for refinements to the Town’s zoning and other land use regulations.

MEDIUM-TERM ACTIONS (initiate within two to four years from adoption of this plan)

Community Building Initiative

- ***Town Center Master Plan and Feasibility Study*** - based on the outcome of the Town Center Vision Plan (see short-term action above) the Town of Henrietta could prepare a more detailed Master Plan and Feasibility Study to advance the Town Center project forward beyond the conceptual level. As described in Section IV, this study would examine the more detailed questions and create a blueprint for implementing the vision.

Green Infrastructure Initiative

- ***Begin implementation of the Green Infrastructure Plan*** - based on the outcome of the Green Infrastructure Plan (see short-term action above), the Town of Henrietta could begin implementing one or more projects or activities recommended in the plan. These may involve actual conservation projects with willing landowners, refinement to the Town’s zoning and other land use regulations, or other actions to implement the community’s vision of an interconnected network of open spaces throughout Henrietta. The Town could apply for grants, partner with other agencies or organizations (such as a local or regional land trust), or identify other sources of funding and technical assistance to support these implementation activities.

Economic Development Initiative

- ***Create redevelopment strategies for older commercial sites*** - the Town of Henrietta could reach out to the owners of some of these worn-out commercial sites to seek their cooperation in creating redevelopment strategies for these locations. A “cooperative planning model”, involving the Town and its planning and design team and the owner and his/her development team, could be established to create conceptual plans for a given site where there is mutual interest in redevelopment. These plans could then become the basis of formal development proposals by the project sponsors.
- ***Create illustrated design guidelines / standards for commercial development*** - whether as part of other efforts to revise the Town’s zoning and land use regulations that result from one or more of the implementation activities already listed above, or as a separate effort, the Town of Henrietta should create illustrated design guidelines and standards for its commercial areas. As noted in Section IV, design guidelines and standards could be applied across entire

commercial zoning districts or they could be tailored to specific areas of the Town through techniques such as overlay zones.

LONG-TERM ACTIONS

- *Update the Comprehensive Plan* - though the Town Board should establish a regular procedure for monitoring progress on implementation (see below), given the pace of change in Henrietta, the Comprehensive Plan (as a whole) should be updated again in five to ten years.

MONITORING FOR PROGRESS

The Henrietta Town Board is ultimately responsible for implementing the Comprehensive Plan. To monitor progress and adjust as necessary, and to identify and address new challenges and opportunities that are likely to emerge in the coming months and years, the Town Board should set aside a time for periodic review of the plan and the various implementation activities. Perhaps once a year, the Town Board could convene a meeting specifically for this purpose. Representatives from the various official boards and committees (both permanent and temporary) that are involved in implementing the plan could be invited to participate. Any such meeting must, of course, be open to the public, be properly noticed, and should provide an opportunity for public comment.

The Comprehensive Plan itself should be understood as a living document. As such, the plan may need to be adjusted or updated from time to time in order to reflect the current conditions and needs of the community. An established, regular process for monitoring progress will help future Town Boards become aware of when that time has arrived. As a point of reference, however, the last implementation item described in this section suggests that within five to ten years the Comprehensive Plan, as a whole, should be updated once again.

Appendix A

Community Public Workshops Summary Report 2009

Celebrate Henrietta's Past...



Community Public Workshops

Final Summary:

*Recap of Public Workshops held on
October 26th & November 10th
2009*



Envision Henrietta's Future!

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Henrietta Comprehensive Plan- *Celebrate the Past*

Background:

The Town of Henrietta's Comprehensive Plan, dated 2004, contains goals and policies in accordance with the relevant issues revealed during 2001-2003 public outreach process, a community wide survey and input from stakeholders. Today in 2009, while some of these issues remain relevant, it is necessary to update the communities goals and policies to ensure consistency with current issues. Accurate measure of the current state of the community's well being is important in order to effectively and efficiently allocate Town resources. Behan Planning & Design was contracted to assist the Town with engaging the public in these discussions.

In preparation for the public workshops, Behan Planning & Design reviewed the existing 2004 Comprehensive Plan, as well as other affiliated documents- such as the Zoning Amendments South of the NYS Thruway and the Rural Development Design Guidelines, to ensure a thorough understanding of Henrietta's existing goals and policies. We also collected data, mapped resources and prepared visual materials to present this background information at the first public workshop.

The first and second workshops were intentionally similar for purposes of consistency and continuity. The first workshop was interactive and covered a wide range of topics. The second workshop offered a greater depth of discussion to the small group discussions without excluding first time participants from offering first time perspectives. The actual notes from these meetings are attached in the Appendix.

Town of Henrietta Key Stats:

Population: 45,684

(US Census 2008 Population estimates)

Population trends in Henrietta are consistent and show steady rates of approximately 7%, this rate differs from trends in Monroe County, which has actually seen a decline in population.

Total land area: 36 sq. miles

Land Use: Suburban/rural characteristics

- Commercial growth along major corridors
- Rural/agriculture prevalent in the southern half of the Town
- Commercial and economic development occupy northern half
- Northern half is mostly built out, however, contains significant amount of vacant properties

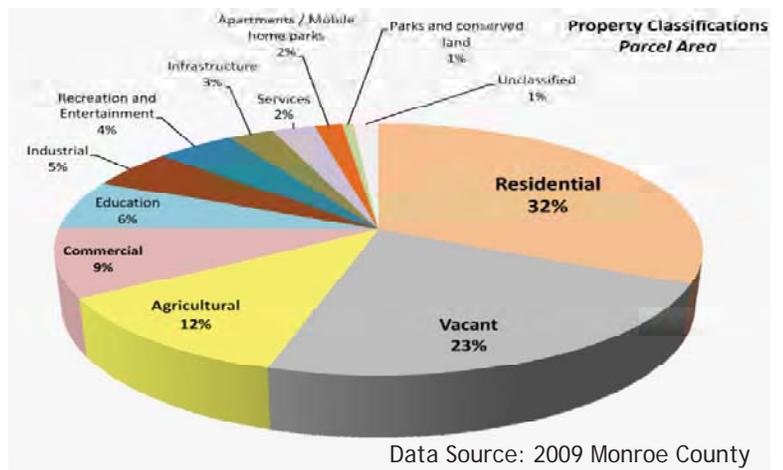


Figure 1: Residential development is the predominant land classification in Henrietta, however notably, vacant lands constitute the second highest land area in the Town with 23% of parcels falling into that category.

Henrietta Comprehensive Plan- *Envision the Future*

First Public Scoping Workshop-
October 26, 2009

The Town of Henrietta hosted the first public workshop on Monday, October 26, 2009 at the Senior Center on Calkins Road. The meeting was very well-attended with approximately 80 participants.

The agenda as listed below offered opportunity for large group discussions, as well as small group sessions:

| | |
|--------------|------------------------|
| 7-7:20pm | Large Group Discussion |
| 7:20-7:45pm | Behan Presentation |
| 7:45- 8:45pm | Small Group Discussion |
| 8:45-8:55 pm | Topic Summaries |
| 9 pm | Closing remarks |

LARGE GROUP DISCUSSION: The large group discussion was centered around one simple question: *When you think of Henrietta, what comes to mind?* The participants were asked to keep their answers brief and here is a list of their responses:

- Sprawl
- Historic significance
- RIT
- Trails (Lehigh Valley)
- Schools
- Jefferson Road
- People
- Community
- Disorganized
- No Center
- Loss of Green Space
- Few Bicycle/Pedestrian Options
- A place without a center
- Genesee River
- Royal Comets
- Homes

SMALL GROUP DISCUSSIONS:

The small group discussions focused on six key categories:

- Neighborhoods/Community Character/Housing
- Commercial/Retail
- Parks & Recreation
- Historic Buildings/Heritage
- Transportation & Mobility
- Agriculture



Second Public Workshop-
November 10, 2009

The second public workshop was held on Tuesday, November 10, 2009 at the Senior Center on Calkins Road. It was also well attended with approximately 25-30 participants.

Similar to the first workshop, the agenda offered opportunity for large group discussions, as well as small group sessions:

| | |
|--------------|------------------------|
| 7-7:20pm | Large Group Discussion |
| 7:20-7:45pm | Behan Presentation |
| 7:45- 8:45pm | Small Group Discussion |
| 8:45-8:55 pm | Topic Summaries |
| 9 pm | Closing remarks |

LARGE GROUP DISCUSSION: The large group discussion was centered around one question: *What do you see as the biggest challenge or opportunity facing Henrietta?* The participants were asked to keep their answers brief and here is a list of their responses:

CHALLENGES

- Growth
- Maintaining open space
- Preserving smaller scale community areas that exist in the town
- Containing commercial development
- Maintaining existing tax base
- Traffic impacts

OPPORTUNITIES

- Preserve Farmland
- Taking advantage of resources available to the town

The topics for this workshop were selectively chosen using the feedback from the first workshop's small group discussions. Six of the key areas of interest used in the second workshop's

SMALL GROUP DISCUSSIONS are listed below:

- Hamlets
- Economic Opportunities
- Land Use Patterns
- Parks & Recreation
- Town Center
- Multi-modal Transportation



Compilation First Workshop Comments

October 26, 2009

Neighborhoods/Community Character/Housing:

What qualities does the town have that makes Henrietta a good place to live?

Participants liked the diversity of Henrietta and also appreciated the affordability of the housing stock, with a median home price of just under \$150,000. They liked the separation of land uses and appreciated the amount of green space in Town. People mentioned Locust Hill as a friendly neighborhood that feels safe and Erie Station as an area that has aesthetic appeal.

What qualities are concerning?

Participants were concerned about how vacant lands would be addressed in order to avoid losing valued open space. They want to maintain 'family friendly' neighborhoods and were concerned about larger residential developments, such as apartments and student housing, impacting the quality of their neighborhoods. Some participants were concerned about flooding and requested that the Town look into drainage issues, particularly around Locust Hill Drive.

What things have you seen in other communities that Henrietta could do to make the town a better place?

Participants felt that there should be a balance between open space areas and development; and that the town should encourage open space preservation through initiatives such as Purchase of Development Rights and zoning code revisions that would require more land be set aside for preservation in new developments. They also liked the idea of a town center and would like it designed in a way that was walk able and bicycle friendly. Perinton and Pittsford were mentioned as model communities because of their open space planning and town center feel, respectively. Redevelopment of the vacant shopping centers were points of discussion as well, and one participant recommended that these properties be considered for residential master plans.

What type of housing do you think makes sense in Henrietta?

Participants seemed to favor single family neighborhoods and recommended that they be kept separate from larger scale development, such as multi family and student housing. However, others recognized that there is a need to diversify housing and Riverton was mentioned as an area to accommodate higher density housing.



Commercial/ Retail:

Where does it make sense to locate additional commercial/retail uses?

Some of the participants felt that new businesses should be directed in the hamlet areas, particularly Erie Station. The majority of people agreed that new development should first consider using vacant commercial property first before developing new. Reconsideration of zoning along East River Road (currently zoned industrial) was mentioned with a recommendation to alternatively consider more prime industrial sites at or near the intersection of I-90 and I-390. Participants wanted to see foresight in the type of new business that is encouraged in Henrietta so that it may benefit the overall quality of life of the Town.

How would you like to see existing retail sites designed?

Participants were interested in the Town taking a more proactive role in the aesthetics of shopping centers in order to achieve more uniformity, have higher facade and landscaping standards and to make it feel more like Henrietta. Others wanted to see green building techniques incorporated into new development- such as green roofs. Southtown Plaza was particularly mentioned as an area that needed improvement and participants would like efforts made to improve the design of the plaza and to make it safer for drivers and pedestrians. Light pollution was mentioned as a concern as well and participants would like to see more control taken to reduce the excessive light coming from commercial areas.

What do you like/dislike about the design of existing retail development?

Participants liked the facade remodel at WinJeff Plaza. They also mentioned Calkins and Lehigh Station Road as areas of aesthetic value. A good example mentioned in another community was in Webster with their newer strip malls along East Ridge Road and 104.

Participants mentioned that they feel over-retailed and would like to see something done about the lack of attractiveness of empty stores and the redundancy of some retail developments. Some attendees also questioned if code enforcement could be changed in a way that preserves existing buildings instead of promoting building new. Drainage issues also came up as a concern, particularly in the industrial areas along East River Road.

How would you like to see commercial uses integrated into the town?

People suggested that efforts be made to encourage certain types of jobs (green tech and manufacturing) and tax producing commercial development that met the goals of the community. Particular businesses that were mentioned included green technology, and participants recommended working with RIT to promote this sector of industry. Participants were wary of the word expansion and did not want to see it used to damage or weaken the existing assets in Town. They suggested that buffers be used between residential areas and businesses.



Parks & Recreation/Community Facilities/Open Space

Are there town parks that are easily accessible to your neighborhood? What ones do you use the most?

The participants expressed contentment about the accessibility of the parks and recreation facilities to residents, but noted that you need to have car access for that statement to be true.

What do you like or dislike about the existing parks and/or community facilities?

Participants mentioned they liked the Town's ball fields and Tinker Park as assets to the town and region. They "disliked" the number of geese in park areas and felt that maintenance could be improved. They also mentioned the need for improvements in parking areas at parks and community facilities. In terms of security, participants would like to see improved safety measures in the Town Hall Park area.

What new uses/facilities would you like to see?

The participants were asked to share ideas about new recreation or community facilities that may be considered in the future. Some comments were town-wide, such as the desire to see bicycle lanes throughout town; more hiking, biking and walking facilities; access to local water resources; and the idea to map out all existing parklands and recreational resources to create a promotional brochure. Other comments were specific, such as a new cabin in Martin Road Park, a winter skating pond, a dog park, a new community center, and the creation of an arboretum containing community gardens and agricultural produce. In order to address the maintenance concerns in parks, participants encouraged Scout troops to utilize park areas and be more active in the maintenance of parks. The reuse of Belfry golf course lands came up and people were interested in the Town addressing that issue. There was also an interest to update the Parks & Recreational Master plan to afford a chance to assess these issues comprehensively.

What do you think of the quality of the open space areas in town?

Most participants spoke favorably of the existing parklands in terms of the quantity of them throughout town and the quality of the facilities. However, when asked to comments on specific concerns, participants mentioned the need to protect wetlands and to make an effort at enhancing the existing ones. They also wanted to explore the potential to link existing open spaces to create a town network. In order to facilitate the protection of vacant open space, participants wanted the Town to consider using building or impact fees to pay for parks and preservation of open space.



Historic Buildings/Heritage Area

What do you think the Town could do better to preserve its historic sites?

Participants offered a lot of suggestions as to how the Town could preserve its local heritage through education, promotion, historic building designations, and improvements to resource utilization. They requested that coordination efforts be made between local residents, involved in promoting and protecting historical buildings, and regional preservation entities, such as the Landmarks Society.

How do you think the town could improve its Hamlet areas?

The hamlets in Henrietta are valued by the local residents and there seemed to be consensus in regards to their historic significance in the Town. Participants recognized the challenges of attracting new business to these areas and suggested incentives to encourage new small scale businesses to move into these areas. The Cartwright area was mentioned as an area of consideration; participants thought that zoning should be re-evaluated here and that support of historic buildings should be emphasized. They also were interested in creating a "main street" kind of feel in the hamlets with a cohesive look. Furthermore, they suggested that pedestrian facilities be enhanced to promote walk ability and roadways narrowed to scale back the development, recognizing how that will positively impact the quality of that environment. Participants recognized that narrowing streets could lead to congestion, however, they felt that quality of life benefits would outweigh those impacts.



Transportation/Mobility

How do you see the quality of the road in your neighborhood/town wide?

Participants mentioned specific roadways that were considered to be overcrowded, including: Valleyview/Shore Drive, Erie Station at Countess, and Jefferson Road near Locust Hill. While other areas were mentioned due to poor visibility, such as Calkins and Pinnacle intersection. Generally speaking, participants thought that long term maintenance of locally maintained roadways should continue to be a focus and some people wanted future intersections to be built with concrete for improved durability. Some participants had particular concerns about drainage issues along certain roadways, such as John Street. A positive comment that was received noted that the State and County did a good job with the redesign of the intersection at Jefferson and East River Roads.

Are there trails or sidewalks available within your neighborhood?

The availability of pedestrian facilities was a major concern for many participants. Common comments included: efforts should be made to make Henrietta more bicycle and pedestrian friendly and that pedestrian connections between neighborhoods, commercial areas (i.e Marketplace Mall along Jefferson Road and Hylan Drive), schools, parks community services, and employment centers should be provided. Participants suggested better signage and pedestrian scaled lighting be provided. Comments relative to bicycling were also discussed under this category and many participants noted the lack of bicycle facilities throughout town and suggested the provision of dedicated bike lanes along major thoroughfares. In terms of trails, people thought the Town should complete the Henrietta section of the Lehigh Valley Trail that is currently disconnected from the network. Participants also suggested that a network of trails be considered between Town Hall and Gro-Moore behind Calkins Road.

Do you use public transportation? If you wanted/need to, is it accessible from your neighborhood?

The general consensus amongst participants is that public transportation is not accessible, transparent nor convenient within Henrietta. They believed that efforts should be taken to better inform residents about transit options within Henrietta and that the transit routes should better match the needs of the residents living in Henrietta rather than serve the town arbitrarily. Particular areas that were mentioned for improved access, included: Riverton and other sections of southwest Henrietta. The participants mentioned two sectors of the population that the Town should focus on for improved mobility- senior citizens and kids, "who have no way to get around". Some participants offered suggestions as to how to meet this goal, such as a token or pass system to facilitate the youth to use the bus system. Another idea offered would be to employ smaller buses to access neighborhoods and major transit hubs, similar to the hub and spoke system employed by airlines. In terms of public transit facility design, participants thought that better signage and shelters should be provided particularly at Suburban Plaza, and that roadways should be redesigned to create a pull off area for busses to stop without disrupting the flow of traffic. Participants noted that the RGTS and the RTS should emulate Toronto or Ottawa in its service options and design for the Rochester region.



What do you like/dislike about the transportation options in your community?

There was a perception amongst the participants that Henrietta has been designed around using a car as the only viable transportation option, thereby making it unsafe for bicyclists and pedestrians. Therefore, many people suggested that future roadway design take into consideration multi-modal options. They also wanted to see better communication and coordination between various government entities that control local roads (i.e. town, Monroe County, and NYDOT) and they thought the County and State should be more responsive to local transportation needs. On a separate but related note, it was recognized that the Town does a great job with its snowplow service.

In terms of new roadways, it was suggested that no new roads should be allowed to feed into Jefferson Road. Some participants would like to see new intersections be designed with turning lanes and some people suggested that new intersections be designed to be perpendicular. People were also interested in seeing interconnections and/or service roads between adjacent uses along major road corridors.

In terms of parking, participants wanted to see the size and number of parking areas reduced, with the exception of handicap spaces which some believed to be in shortage. Participants suggested that the excess parking lots be converted into either green space or mixed use neighborhoods.

Overall, participants expressed the interest in better multi modal circulation and suggested that efforts be made to improve the overall transportation network by providing additional options within the road network. People would also like to see additional public transport options as they recognized that RIT provides a shuttle service that serves as an amenity to its students, but there are few options available for Henrietta residents. Participants believed it to be very important to improve bicycle access to schools, major Town facilities and other relevant jurisdictions.



Agriculture

Do you feel that Henrietta has a strong tie to agriculture? Do you know a local farmer?

While few participants knew a local farmer, they seemed to find that people are generally interested in farming. However, they recognized that Henrietta had strong ties to agriculture in the past, that have been phased out over time.

What could be done better to protect and enhance agriculture?

Participants wanted to get more people interested in protecting farmland and agriculture and would like that dialogue brought to the local government level. Generally speaking, people valued the land zoned agriculture since it affords open, green space, so they would like these properties to remain in agriculture to protect the rural character.

General comments

Some comments received at the small group discussions did not fall into any general category but are certainly worth mentioning. There was an interest to make a goal for the plan that provides a clear vision for the community's future since "we are not doing this for us.. it is for our kids". There was a feeling mentioned that the perception of the town is Jefferson Road and that the development community has been favored too much over the years, creating a situation where the town's infrastructure is perpetually trying to catch up. Participants stated the need to recognize that zoning does not solve everything and they expressed the sentiment that public rights seem to be limited when it comes to land use decisions. Some participants urged the Town to consider how it may design itself to thrive and survive in the Peak Oil future. Participants discussed the concern over COMIDA and suggested that the effectiveness of this program be re-assessed. Other comments focused on RIT, relative to collaboration, concern over loss of wetlands in that area, and the interest of sharing local responsibility of public infrastructure.



Compilation of Second Workshop Comments

November 10, 2009

Hamlets

Is it important to make new development compatible with the existing built form in the historic hamlets?

Participants mentioned that hamlet areas should incorporate mixed use buildings whenever feasible. They also agreed that in II development should be prioritized over new developments on the periphery of hamlet areas. Disappointment was voiced over the way that the commercial portions of Erie Station Village near East River Road have been built. However, most participants agreed that Erie Station Village was a good example of collaborative planning, where the owner took initiative in respecting historic building types and agricultural heritage and developed a design scheme that was respectful and beneficial for the area. There were some concerns mentioned about the protection and reuse of the Henrietta Hotel and Cafe building and participants suggested that the site be designated as historic.

Could there be additional hamlets developed in town?

Participants saw opportunity for future hamlet development north of East Henrietta, along East Henrietta Road. Some attendees saw East Henrietta hamlet as more difficult to expand and develop since it is already built out. While others, suggested there may be opportunities to rethink the development of the remaining areas of Riveron with a hamlet or village form. Another area pinpointed for potential hamlet development was the SW section of the town. However, while these areas were mentioned, participants agreed that there should be an understanding of how to define a hamlet before efforts would be undertaken to expand existing areas or to create new ones.

In order to make these areas feel more human scaled, with a “main street” vitality, would the community prioritize pedestrian needs over vehicle needs?

While participants did not answer this question with a definitive answer, one can speculate given the responses, that they would be willing to prioritize pedestrian needs over vehicular needs to create human-scaled hamlets with a “main street” vitality. Participants agreed that sidewalk and associated pedestrian facilities should be integrated within the hamlet areas. They also saw a need to provide enhanced bicycle and transit access to and within the “centers” (i.e Wegmans) and hamlets. Coordination with RTS was recommended and participants requested that the town work with schools to identify ways to better connect students with employment centers. Additional pedestrian connectivity was also recommended across West Henrietta Road into the retail portion of Erie Station Village. Attendees also recommended the creation of pocket parks. They brought up the concern that small businesses in the town struggle for long term success because the larger shopping centers along Jefferson and Hylan Drive take business away from them, particularly if they are located in the hamlet areas, further away from these commercial hubs.



Land Use Patterns

How does the spatial relationship of existing land use affect the town as a whole: separation, compatibility, walk-ability and traffic?

The general consensus regarding land use patterns in Henrietta is that single family neighborhoods are valued due to their quiet nature, the existing open space buffers, and the close proximity of other amenities (people appreciated that everything is a '5 minute drive away'). Some people noted that newer developments have smaller lots than the older neighborhoods in town. Attendees were concerned about the lack of sidewalks and would like to see the network expanded and/or enhanced.

Participants liked how commercial areas were "contained" in certain areas and did not want to see integrated uses within the residential areas. However some participants did mention the need for diversified housing options, such as accessory apartments, but struggled to identify where those housing types should go. Some people mentioned areas south of the Thruway, as in II, centrally located sites that currently house vacant buildings, or alternatively to allow an increase in density in some areas of the town where development patterns warrant more extensive development. Participants mentioned that these issues, relative to land use and zoning, should be a high priority as part of the Comprehensive Planning process.

One particular concern that was raised was rental properties used for student housing in single family residential neighborhoods. Participants would like to ensure that these living arrangements meet current code and that enforcement is followed through with to hold property owners accountable for any depreciation to the subject properties. Deferred maintenance was a shared concern and participants identified some ways in which to address these issues, such as: applying for grants to assist with improvements, working with vocational programs that would assist in these efforts, volunteering, etc. Rebuilding Saratoga was an example of a successful program that was mentioned.



Economic Opportunities

How can vacant buildings be utilized in the best interest of the community (aesthetics/use)? Could they be considered for future residential developments? how can we encourage new business to use these buildings first before building new?

Participants confirmed that vacant buildings are unattractive from an aesthetic standpoint. They suggested incentives be used to encourage facade improvements (such as tax incentives). Other comments suggested that commercial development be limited so that these vacant properties will be more in demand. Some attendees offered reasons why vacant properties remain so, due to code compliance and specificity of tenant needs- explaining why building new is less expensive than retrofitting in these cases. Participants suggested that design guidelines for commercial uses be developed to offer a higher quality of development standards. An idea that was also offered for reuse of the vacant lots, was to incorporate diverse housing types on the commercial sites to create a mixed use environment.

How can Henrietta attract and accommodate green technologies/high technology industries in order to diversify the economic base (to avoid being “over-retailed”)?

The previous workshop confirmed the community interest in attracting new business to Henrietta. One possibility that was discussed was renewable energy technologies, such as solar and wind. The proximity to RIT affords innovative and scientific research to be used in practical application if the town is prepared to accommodate it. The participants suggested a number of ways in which the town and other local agencies can work to encourage these types of new business:

- Tax incentives
- Collaboration with RIT, similar to what has been done with Fuel Cell project
- The creation and strategic local of alternative energy fuel stations in town
- Consider opportunities in the medical and research fields, perhaps in combination with RIT and U of R.

Agriculture serves as approximately 12% of the land use in Henrietta and people value the open space that agriculture affords. Are there economic opportunities that could be realized from this sector?

Participants recognized the challenges associated with local agriculture and suggested more efforts be made to incentivize the preservation of agricultural lands in the town. Attendees understood that larger scale agricultural operations may not be feasible and recommended smaller plots where farmers could grow at the community garden scale, or focus on niche crops. They also urged the consideration of a town-wide discussion about investing in local agriculture to determine if the community would support subsidies to protect agricultural land from being converted into alternative uses. Some attendees suggested ways to promote residents to buy locally produced meat and produce, enabling small scale development for farmers to sell their goods on site, and by creating a cooperative that would assist in the marketing of these goods. Participants encouraged local educational institutions to get involved in the promotion and education of the next generation of farmers. Perhaps, this could be done with RIT, Alfred State, or through Cornell Cooperative Extension or BOCES. Some participants believe that the work ethic is not the same as in previous generations. This could potentially limit the potential for the continued use of local lands for agriculture to occur.



Parks & Recreation

Rate access to passive/active recreation areas-are these areas accessible to all users?

Whereas most parks are seen as reasonably accessible to residents, it was assuming that these cars were accessed by car. The participants stated that Veterans Park is the most accessible recreational site for town residents while Farrell Fields was a challenge to access by any other means than car. Andrews park was mentioned as a park that needed additional parking.

Additional comments relative to recreation areas, but not necessarily with the category of accessibility included the desire to have a dog park added at some site in town and another desire was to protect a local sledding hill that is typically accessed by foot and frequently used in the winter. Some participants urged collaboration with the Rush-Henrietta school district for construction and use of athletic fields and recreational facilities.

Discuss possible linkages of open spaces/trails/recreation; if there are gaps in network, discuss opportunities to complete the network.

Participants recommended several points of connection to a larger network including: a nature walkway that may be possible near the Jefferson Estates, a trail along the river as well as along Martin Rd to connect to Martin Park, the LeHigh Valley trail connection completed through the Belfry Golf Course. And generally speaking, the attendees wanted to see extension of sidewalks to all parks and recreational sites.



Town Center

Consider the extent of the potential Town Center? Where should the boundaries be?

The participants offered several location suggestions for the new town center, which included:

- Town Hall/Veterans Park area
- Golden Bear site at Hylan/Calkins
- Along East Henrietta Road near Calkins
- behind the Dome Center and Gro Moore
- Cartwright site along the LeHigh Valley Rail line at LeHigh Station Road.

They also offered examples of other communities where they have redeveloped in order to create a town center, such as Penfield at Four Corner and in Lloyd Corners.

What mix of uses would be appropriate for a town center/main street environment?

Participants suggested a variety of options for town center programming. Some examples included a recreational area with shops and restaurants nearby to accommodate a variety of family activities. Whereas other attendees suggested an outdoor music venue be included similar to what Perinton created at the town hall/community center complex. Some participants questioned how to define a town center, and wondered if what scale it should be. Smaller scale developments could mimic Park Point at RIT or Erie Station Village, whereas larger scale examples could be the project underway in downtown Webster and the Clinton Crossing project in Brighton.

How important is it to you to create a vision? Would you support the Town investing resources in this future vision?

Some participants believed that this should be a top priority for the town while others believed that the rehabilitation of old buildings should be focused on before building new.

Other Comments

There was some concern about Suburban Plaza, in particular a concern that the state of the national economy is holding up reinvestment and redevelopment efforts of the plaza. Residents see an opportunity to enhance bus service at this location, since it serves as a regional park and ride location, and for collaborative planning as a part of the redevelopment of a town center along East Henrietta Road.



Multi-Modal Transportation

Discuss areas which should be prioritized in the effort to improve bicycle and pedestrian facilities.

Participants reiterated the lack of pedestrian facilities throughout town; they mentioned that there are few sidewalks or bus routes near the area where most residents live in the town, with the Pinnacle Drive area being specifically mentioned. Many people pointed out the need to provide better lighting and safety for pedestrians and auto users along many corridors in the town. As some participants mentioned, this is of particular concern after the recent pedestrian fatality along Lehigh Station Road. They recommended additional sidewalk facilities on both sides of major roadways and to school and community sites. One resident mentioned that the last bus leaves Marketplace at 2:30 in the afternoon. Such limited service is a major inconvenience since he relies on the bus for transportation.

Participants offered additional suggestions including:

- Improve bike access to make it “comfortable”; and
- To increase the frequency of bus service to areas of the town, perhaps by using smaller buses funneling service to a local park & ride site to feed regional buses

Discuss ways to increase alternative transportation options.

As pointed out by participants in the first workshop, better bus service is required especially for the elderly and the youth population. They mentioned that there are gaps in the service, making it very difficult to move around without a car. In fact, they pointed out that town hall has very limited access to and from nearby residential areas, with only one bus offered during limited hours throughout the day ending at 3pm in the afternoon. They also noted that there are no shelters at transit stops, such as Suburban Plaza, a regional park & ride location that is busy. Participants suggested this area be considered for a regional transit center where parking, shelters, shops and services may be closely placed together. Attendees recommended working with regional entities to create a light rail service that would provide access to and from Henrietta from other parts of the region.

Other Comments

Participants offered suggestions to improve the circulation within Henrietta by expanding the roadway network. Some residents see the provision of service roads or interconnections between plazas as an option to consider. They also recommended the incorporation of turning lanes for newly constructed intersections. When new roadways are constructed, attendees urged the consideration of multi modal facilities.



Henrietta's 2009-2010 Comprehensive Plan Update Next Steps

I) Survey of Town Residents

The survey will be based on the conversations that arose in the two scoping meetings.

Topic areas in the survey could include:

- Town Center
- "Complete the Streets" effort
- Hamlet Revitalization
- Economic Opportunities
- Commercial/Retail Design Guidelines
- Open Space Protection
- Vacant Properties
- Parks & Recreation

II) The results of the survey and scoping meetings will be presented at a **Visioning Public Workshop**. At this workshop, participants will work with the information provided to date, especially the feedback received from their fellow community members and will assist in the creation of a Vision Statement to guide the remainder of plan.

III) **Draft Comprehensive Plan Update**: The Vision Statement, and feedback from the survey and scoping meetings will provide the framework for the **Comprehensive Plan Update**. The update will be approached strategically in order to address the most pressing community issues in the most effective and succinct manner. A key goal of the update will be to help the Town prioritize key projects, in accordance with the key issues facing the community today, and to develop the most effective strategy for realizing the community's vision for Henrietta's future.

IV) Behan will meet with the Planning Board and Town Staff to review the Draft Comprehensive Plan Update.

V) **Public Meeting** to review the Final Draft Comprehensive Plan Update.

VI) Behan will coordinate with Town Staff to finalize the **Plan Adoption** and to initiate the **Implementation Plan**.



APPENDIX

Town of Henrietta
Public Scoping Workshop
Comprehensive Plan Update
October 26, 2009 7pm-9pm
Henrietta Senior Center

Icebreaker Question: When you think of Henrietta, what comes to mind?

- Sprawl
- Historic significance
- RIT
- Trails (Lehigh Valley)
- Schools
- Jefferson Road
- People
- Royal Comets
- Homes
- Community
- Disorganized
- No Center
- Loss of Green Space
- Few Bicycle/Pedestrian Options
- A place without a center
- Genesee River

NEIGHBORHOODS/ COMMUNITY CHARACTER/ HOUSING



Question #1: What qualities does the town have that makes Henrietta a good place to live?

POSITIVES

Diversity

* The town has an opportunity to do more to preserve the open spaces.

Affordable housing, ranging from less than \$100,000 to over \$300,000 with a median price of just under \$150,000

CONCERNS

The comprehensive plan should be incorporated into zoning decisions

*Commercial and residential areas should be defined and kept separate

Future use of existing vacant lands in the town should be planned for and managed in a more positive way.

There is a perception that new development is diminishing property values of existing residential because of the loss of green/ open space, increase in traffic, etc.

The qualities of family friendly neighborhoods should be defined and those that are existing should be maintained as such. For example, should not allow larger developments in or near such as apartment complex or student housing.

Residents of the Locust Hill Drive area are concerned about an adjacent development proposal. Residents voiced concern over potential negative impacts on open space, flooding concerns, and potential traffic impacts on Jefferson Road.

Drainage issues should be addressed in some areas of the town. Those mentioned specifically include the Locust Hill area, especially homes with septic systems.

NEIGHBORHOODS/ COMMUNITY CHARACTER/ HOUSING

Question #2: What things have you seen in other communities that Henrietta could do to make the town a better place?

More trees and green space areas should be provided in new developments.

Existing trees and green space should be better preserved.

There should be a balance between open space areas & developments.

There should be additional limits on building heights.

More active recreation parks should be provided for residents.

* More streetlights should be provided on major roadways.

Developers should be encouraged or required to incorporate and set aside open space areas into their plans, or be charged a fee that is put towards recreation amenities in the town. Area wide open spaces should be joined to create larger continuous patches. Perinton was mentioned as a good example/ model.

A Purchase of Development Rights program should be considered to protect working farmland and natural areas.

*Participants would like to see the idea of a town center developed more fully, designed in a way that makes it accessible from neighborhood areas by walking or biking, which would provide greater sense of community.

Development should be planned in advance and coordinated, instead of being allowed to evolve through convenience.

Schoen Place in Pittsford could be emulated in certain areas of the town, specifically the area near Lehigh Station Road at Mathews and Fields (near the old rail depot).

Existing vacant shopping centers might be considered for future residential use in a master planned community type of development.



Question #3: What type of housing do you think makes sense in Henrietta?

Extending the Rural Residential Zoning into areas north of the Thruway would be one way to help maintain low density housing and keep green / open space.

More owner occupied (even with multi-family housing), and fewer rentals.

The ½ acre lot size is preferred rather than smaller lots

Family neighborhoods should be kept separate from larger scale development, including multi-family and student housing

Low density should be preserved to preserve open space and “family” feeling

Green open space should be protected and buffers provided between developments- keep developments “separate”

Question #4: What neighborhoods in Henrietta do you like? What do you like about these neighborhoods?

Erie Station is a good model for other areas in the town from an aesthetic standpoint and its incorporation of mixed use

The Locust Hill area is a friendly neighborhood that feels safe

COMMERCIAL/ RETAIL

Question #1: Where does it make sense to locate additional commercial/retail uses?

More emphasis for new businesses should be placed in the hamlet areas. A special emphasis should be on encouraging new businesses in the vicinity of Erie Station Village

*An effort should be made to encourage new businesses to the community to use existing buildings and previously developed spaces (vacant/underutilized) spaces first.

There should be consideration of rezoning the areas along East River road that are currently zoned for industrial uses (i.e., property formerly owned by Kodak) and as part of that analysis, consider other more prime sites (i.e. at or near intersection of I-90 and I-390)

There should be a focus on attracting businesses to Henrietta that would benefit its residents and the overall quality of life of the town—in particular those in new/growth industries.

Question #2: How would you like to see existing retail sites designed?

Commercial buildings should be built with “green roofs” that assist in the heating and cooling of buildings while providing stormwater retention benefits.

More businesses should work to have higher standard of façade design and landscaping -- the new Wegmans store provides a good example.

There should be more creative uniformity in commercial architectural and site design within the town to make it feel more like Henrietta, the town we are proud of.

Incentives or “carrots” should be used to encourage higher quality design.

A more proactive role should be used to guide revitalization of existing shopping centers, recognizing some challenges in how to accomplish this goal in properties that are older with lower rents/revenue streams (there are often the home to mom and pop (locally owned) shops.

Question #2 continued: How would you like to see existing retail sites designed?

In all retail development should be encouraged in existing commercial areas instead of on green field sites.

More effort should be taken to control light pollution from commercial areas

There should be a focus on attracting businesses to Henrietta that would benefit its residents and the overall quality of life of the town

Efforts should be taken to work with the owners of Southtown Plaza to improve the design of the area (ie enhance area around Bank of America to make it safer for drivers and pedestrians).

Question #3: What do you like/dislike about the design of existing retail development?

LIKE :

Calkins and Lehigh Station Road areas (less driveways and common access)

A good example mentioned in another community is in Webster with their newer strip malls along East Ridge Road and 104

WinJeff Plaza (Jefferson at Winton) has done a good job with their façade



COMMERCIAL/ RETAIL



Question #3 continued: What do you like/dislike about the design of the existing retail development?

DISLIKE

There seems to be code enforcement challenges in the commercial areas. Could code enforcement efforts be enhanced in a way that preserves existing buildings for reuse instead of building new?

Residents are concerned about the (lack of) attractiveness of empty stores - what can be done in the meantime

How did we end up with 3 drug stores at the corner of Calkins and East Henrietta roads? Is this something that could be stopped?

Efforts should be made to address drainage issues in existing Industrial zoned areas along East River Road.

Residents feel "over-retailed" with Suburban Plaza being noted as a specific example.

Question #4: How would you like to see commercial uses integrated into the town?

Define "expansion" of commercial areas in a way that does not damage or weaken the existing assets in the town.

There should be more/better buffer(s) between residential areas/ businesses

Consideration should be granted regarding a potential moratorium on commercial development in the town.

Tax abatement should be used sparingly and only to encourage certain types of jobs and tax-producing commercial development that meet the goals of the community

Efforts should be made to draw more manufacturing to Henrietta

The creation of "green technology (solar energy equipment/engineering) and "green jobs" through increased collaboration with RIT should be encouraged.

PARKS& RECREATION/ COMMUNITY FACILITIES/ OPEN SPACE



Question #1: Are there town parks that are easily accessible to your neighborhood? Which ones do you use the most?

* The town park and recreation facilities are relatively accessible to residents, particularly those that have a car or auto access.

Question #2: What do you like/dislike about the existing parks?

LIKES

Ball fields

Tinker Park is an asset to the town and region

DISLIKES

*Maintenance of existing park areas

Geese in park areas

Parking at parks and community facilities should be improved

Question #3: What do you like/dislike about the existing community facilities?

DISLIKES

Maintenance of existing parks and recreational facilities.

Better security within the Town Hall Park area

PARKS& RECREATION/ COMMUNITY FACILITIES/ OPEN SPACE



Question #4: What new uses/facilities (recreation and/or community facility) would you like to see?

Access to local water resources (Erie Canal and Genesee River)

More hiking, walking, biking facilities

More parkland

A new concert venue in the town

A new cabin in the Martin Road park

* A winter skating rink, possibly by flooding tennis courts or a pond

* A dog park

* A new community center

The Parks and Recreation Master Plan should be updated

The reuse of the Belfry golf course lands should be addressed

Parks for passive activities, outdoor education & recreational activities.

Scout troops should be encouraged to utilize park areas and be more active in the maintenance of park facilities

Consideration should be made toward the creation of an arboretum consisting of community gardens and farms

A Brochure should be created that lists and describes the existing parklands and recreational resources of Henrietta.

* More bicycle lanes throughout the town

Question #5: What do you think of the quality of the open space areas in town?

* More efforts should be made to protect and preserve open space areas, especially near residential areas

Consideration of the purchase of remaining areas of vacant land in the town should be evaluated

Efforts could be taken to better preserve and enhance wetland areas within the town

Instead of building parks, efforts should be made to "connect preserves" (create preserves and provide linkages between them)

The consideration of using building or impact fees to pay for parks should be assessed

HISTORIC BUILDINGS/ HERITAGE AREAS



Question #1: What do you think the town could do better to preserve its historic sites?

Efforts should be taken to preserve buildings and sites as they become eligible for historic designation, rather than in response to a potential project

Efforts should be made to promote "preservation of our historic history"

A focus should be made to get residents interested in historic preservation

Coordination efforts should be taken between local residents involved in promoting and protecting historical buildings and regional preservation entities such as the Landmark Society.

A local effort should be taken to educate people more on historic preservation and historic areas in the town

Communication when historic buildings are for sale between the town and potential buyers and sellers of historic properties should be improved

Improvements should be made in utilizing the resources that the town has available related to historic preservation

Question #2: How do you think the town could improve its hamlet areas?

Zone an area within the town to create a "Main Street" kind of place. This could potentially be part of a town center development area.

Designating historic areas with historic signs

* Work to create a more cohesive look for the hamlets, make these areas feel more like a town center/Main Street kind of place.

* Promote the concept of a town center.

Rethink the existing zoning in the Cartwright area

Scale back the highway by narrowing roadways and adding sidewalks. Residents realize that this could increase congestion through these areas, but also recognize the improvement to the quality of life.

A focus should be taken to attract "Businesses that draw me in" that are smaller scale, provide just the right amount of parking, and should complement other areas while being competitive.

Some businesses, such as Dominicos, in the hamlet areas are doing well and should be encouraged.

The support of historic buildings and sites, such as the Cartwright property should be emphasized

TRANSPORTATION/ MOBILITY



Question #1: How do you see the quality of the road in your neighborhood/town wide?

A perception of some residents is that the roads in the town, particularly in certain areas, are overcrowded.

Some specific roads that were mentioned include the Valley View/Shore Drive area, Along Erie Station at Countess and other intersections, Jefferson Road near Locust Hill,

Drainage issues along certain roadways in the town should be studied and addressed. An example that was cited was John Street.

The state and county have done a good job with the redesign of the intersection of Jefferson and East River roads.

Long-term maintenance of locally maintained roadways should continue to be a focus

When major intersections are rebuilt in Henrietta, intersections should be built with concrete to improve durability

There is a lack of visibility at some intersections. One that was noted was the intersection of Calkins and Pinnacle Roads

Question #2: Are there trails or sidewalks available within your neighborhood?

* Not really

* More and better bike and trail facilities that connect neighborhoods to commercial areas, schools, parks, community services, and employment centers should be provided

Signage for pedestrians and bicyclists should be improved

Effort to increase awareness of existing bicycle and pedestrian facilities should be undertaken

*The consideration of the provision of dedicated bike lanes along major thoroughfares should be addressed

*Efforts should be made to make Henrietta more bicycle and pedestrian friendly

The completion of Henrietta's section of the Lehigh Valley trail should take place.

Trails and sidewalks within the town should be better maintained

The provision of a network of trails between Town Hall and Gro-Moore behind Calkins Road should be explored

* Pedestrian and bicycle connections between neighborhoods are desired

Pedestrian scaled lighting should be utilized more often

TRANSPORTATION/ MOBILITY



Question #3: Do you use public transportation? If you wanted/needed to, is it accessible from your neighborhood?

Roadways should be redesigned to create pull-off areas at bus stops for public transit

Bus service should be improved to the Riverton area and other sections of Southwest Henrietta

More bus service should be in place to accommodate elderly residents

* Better signage and shelters should be provided along bus routes, especially at park and ride hubs such as Suburban Plaza.

Efforts should be taken to better inform residents about transit options within Henrietta

Regionally, RGRTA and RTS should emulate Toronto or Ottawa in its service options and design in the Rochester region

Transit routes within the town should better match the needs of the residents living in Henrietta rather than serve the town arbitrarily

Efforts to improve bus service to and within the town should

RTS or another entity should employ smaller buses between neighborhood areas and major transit facilities in the town, similar to the hub and spoke system employed by airlines.

A focus should be to find ways to make bus service to regional sites and services more accessible to youths in the town "kids have no way to get around" One means identified by attendees was some sort of token or pass system that would give discounts to students.

Question #4: What do you like/dislike about the transportation options in your community?

Efforts should be taken to improve pedestrian access between various shopping centers around Marketplace Mall, especially along Hylan Drive and Jefferson Road

There is a perception that Henrietta has been designed around using a car as the only viable transportation option, making it unsafe for bicyclists or pedestrians

The redesign of roadways in Henrietta should provide multi-modal options, including provision for pedestrians, bicyclists and transit users, as well as auto users

A focus should be taken to reduce the size/number of parking areas and reduce the amount of vehicle use within Henrietta.

* Better communication and coordination between the various government entities that control area roads (the town, Monroe County and NYSDOT) should take place. The county and state should also be more responsive to local needs related to transportation.

Efforts should be made to continue to improve the overall transportation network within by providing additional options and redundancies within the road network. An example cited was the road through the industrial park off of Calkins Road.

The town does a good job with its snowplow service

No new roads should be allowed to feed into Jefferson Road

TRANSPORTATION/ MOBILITY



Question #4 continued: What do you like/dislike about the transportation options in your community?

New roadway intersections should be designed to be perpendicular. One intersection that was mentioned as an issue was at Jefferson and Clay Roads

Major retail or new intersections should be required to provide turning lanes

Consideration of assessing the potential utilization of service roads along major corridors should be taken

Interconnections between adjacent uses and properties along major road corridors should be encouraged.

More handicapped parking spaces should be provided

There are too many parking lots that are too large in the town. Excess parking areas should be converted either into green spaces or mixed use neighborhoods

Bicycle and pedestrian facilities and access help to enhance the quality of life in a community.

While RIT provides shuttle service to area amenities for its students, there are few public transportation options available to residents within the rest of Henrietta

Efforts should be made between RIT, the town, and other relevant jurisdictions to improve bicycle access along corridors leading to/from the school.

AGRICULTURE



Question #1: Do you feel that Henrietta has a strong tie to agriculture?

In the past there were strong ties to agriculture, but not any more

Residents do not see these ties, since farming has been phased out of the town over time.

Question #2: Do you know a local farmer?

* Few participants know a local farmer

Question #3: What could be done better to protect and enhance agriculture?

Find people that are interested in farming

Get more people interested in protecting farmland and agriculture to participate in local government.

Preserve the existing rural properties in the town

Keep as much green space as possible

ADDITIONAL COMMENTS

The following are a list of comments received at the public scoping workshop that do not fit well into one of the above categories.



OTHER COMMENTS RECEIVED

There is a perception that the development community has been favored too much over the years, creating a situation where the town's infrastructure and services are perpetually trying to catch up to the development that has taken place.

The town should think of how to design itself to thrive and survive in the Peak Oil future.

Perception of the town is Jefferson Road

The role/effectiveness of COMIDA in development should be assessed.

A goal of the plan should be to provide clear vision for Henrietta's future since "we are not doing this for us... it is for our kids"

We need to recognize that zoning does not solve everything....public rights are limited when it comes to land use decisions

Funding streams need to be established to support the plan goals

The change in federal wetland regulations may have had a negative impact with drainage and building

An effort should be made to study whether RIT should be required to provide payments for services/facilities that students and staff use

There is a concern about a loss of land in the RIT area, particularly wetlands and green space. One issue mentioned were "rezoned" wetlands

*Efforts should be made for the community to collaborate with RIT

Town of Henrietta
Public Scoping Workshop
Comprehensive Plan Update
November 10, 2009 7pm-9pm
Henrietta Senior Center

Icebreaker Question: What do you see as the biggest challenge or opportunity facing Henrietta?

CHALLENGES

- Growth
- Maintaining open space
- Preserving smaller scale community areas that exist in the town
- Containing commercial development
- Maintaining existing tax base
- Traffic impacts

OPPORTUNITIES

- Preserve Farmland
- Taking advantage of resources available to the town

HAMLETS



Question 1: Is it important to make new development compatible with the existing built form in the historic hamlets?

The hamlet areas should incorporate mixed-use buildings whenever it is sensible. In addition, opportunities for infill development should be explored within hamlet areas where feasible.

Residents see Erie Station Village as a good example of collaborative planning for a hamlet-scaled development. In this case, the original landowner was able to have input into the project while the public was involved in a way that was beneficial for the project. The result was that buildings in the development emulated both barns that respected the agricultural history of the site while also incorporating buildings and uses that extended the hamlet form.

There are concerns for the potential protection and reuse of the Henrietta Hotel and Café building. Perhaps efforts could be taken to have the building designated as a historic site.

There has been some disappointment with the way that the commercial portions of Erie Station Village near East River Road have been built.

HAMLETS

Question 2: Could there be additional hamlets developed in the town?

There should be an understanding of how to define a hamlet before efforts would be undertaken to expand existing areas or create new ones.

There are some opportunities for hamlet development to the north of East Henrietta along East Henrietta Road.

Attendees saw East Henrietta as more difficult to expand and develop more, since much of it is already built out. If development or redevelopment was to take place, ideally it would probably be on the western side of East Henrietta Road north of Lehigh Station Road.

There may be some opportunities to rethink the development of the remaining areas of Riverton with a hamlet or village form. The SW section of the town was another area mentioned for this type of redevelopment.

Question 3: In order to make these areas feel more human scaled, with a “main street” kind of vitality, would the community prioritize pedestrian needs over vehicles needs?

Sidewalks and pedestrian facilities should be integrated within the hamlet areas.

There is a need to provide enhanced pedestrian, bicycle, and transit access to “centers” like Wegmans and other locations in the town.

Other hamlet related comments:



In hamlet areas, opportunities for the creation and location of pocket parks serving hamlet residents should be explored.

Better sidewalk access and bicycle paths should be provided to connect destinations within and immediately adjacent to the hamlet.

Residents feel that an effort should be made to work with RTS to improve bus service to hamlets.

There should be better pedestrian connectivity across West Henrietta Road into the retail portion of Erie Station Village.

The schools should work to identify ways to connect students to employment centers from a transportation standpoint, both at Marketplace and at other job centers.

Within the hamlet areas, a priority should be made to encourage the location of small, locally owned and oriented businesses.

There is a concern that small businesses in the town are located in areas that do not provide for their long-term success and that the larger shopping centers along Jefferson Road and Hylan Drive take business away from the hamlet areas.

ECONOMIC OPPORTUNITIES

Question 1: How can vacant buildings be utilized in the best interest of the community (aesthetics and use)? Could they be considered for future residential developments? How can we encourage new businesses to use these buildings first before building new?

There is a concern that many of the vacant buildings in the town are unattractive from an aesthetic standpoint. One way of remedying this could be through façade improvements. Potentially, these improvements could be partially funded through tax incentive programs.

It may be possible to incorporate residential uses on some of the commercial sites.

Efforts should be made to incentivize renovation to make the redevelopment of existing sites competitive with building on greenfield sites or demolishing existing buildings and building anew.

Another method explored could be to restrict commercial uses to areas currently zoned for commercial uses, similar to what has taken place in Pittsford.

There is a concern that many of these buildings are not accommodating to businesses seeking a specific template for their needs. In some cases, building new is less expensive and burdensome than renovating an existing building.

There is also a concern about code compliance within the older buildings and sites.



Reuse efforts should be focused on restaurant sites in each of the hamlets and the vacant commercial sites (in particular, the car dealerships along West Henrietta Road).

The incorporation of design guidelines for commercial uses or along key corridors could create a higher quality of commercial development standards.

Question 2: How can Henrietta attract and accommodate green technologies/high technology industries in order to diversify the economic base (to avoid being “over-retailed”)?

* One possibility could be to incorporate renewable technologies such as solar and wind power into existing buildings.

The town and other local agencies can work to encourage new businesses to locate in Henrietta through:

Tax incentives;

Collaboration with RIT, similar to what was done on the Fuel Cell project;

The creation and strategic location of alternative energy fuel stations in the town;

Looking at opportunities in the medical and research fields, perhaps in combination with RIT and U of R.

ECONOMIC OPPORTUNITIES

Question 3: Agriculture serves as approximately 12% of the land use in Henrietta and people value the open space that agriculture affords. Are there economic opportunities that could be realized from this sector?

More efforts should be made to incentivize the preservation of agricultural lands in the town.

There should be consideration of a town-wide discussion and vote of investing in agricultural land protection, but there is also a concern of the cost to an individual resident for such an effort.

The town has previously participated in the NYS Farmland Protection Program as part of the protection of the Aldrich Farm.

Efforts should be made to encourage residents to buy locally produced produce and meat.

*There may be an opportunity for a Farmers Market in the town near the Fairgrounds/Gro-Moore properties. Another alternative could be to create an agricultural cooperative that would assist in the marketing of local produce and animal products.

Another means of encouraging agricultural businesses in the town may be to allow small-scale development to promote and encourage the sale of local goods.

There is a concern by some residents that the work ethic is not the same as in previous generations. This could potentially limit the potential for the continued use of local lands for agriculture to occur.

ECONOMIC OPPORTUNITIES



In many cases, agricultural lands are seen as a source of retirement income for a farm owner.

Some existing agricultural lands no longer used for larger scale agricultural use could be utilized as community gardens where residents can farm small plots of land for their needs.

Another option discussed for farming would be the incorporation of smaller-scale farm sites or so called ranchettes or hobby farms. Some of the uses mentioned would be for niche crops serving local restaurants or flowers for wildflower arranging.

There should be an effort made to encourage and promote farming and agriculture to the next generation of potential farmers. Perhaps this could be done with RIT, Alfred State, or through Cornell Cooperative Extension or BOCES.

LAND USE PATTERNS

Question 1: How does the spatial relationship of existing land use affect the town as a whole: separation, compatibility, walk-ability, traffic.

The quiet neighborhoods are seen as a positive in the town.

Having everything within a short drive in the town is seen as a positive by residents.

In existing neighborhoods, efforts should be made to enhance and expand sidewalk networks, whenever possible.

The existing greenbelts in the town are very pleasing, but maintenance of the greenbelt areas tends to be inconsistent.

Residents feel that a previous town policy toward the creation and maintenance of greenbelts around development areas should be reinstated to encourage the preservation of additional open space.

There is a concern that lots are small in newer developments in relation to the older neighborhoods in the town.

There is a concern that in some areas, property maintenance has been deferred. Some participants felt that residents and property owners of affected properties should work together to identify ways of helping with this. Some ways identified include applying for grants to assist with improvements, working with vocational programs that would assist in these efforts, volunteering, etc. An example mentioned was the Rebuilding Saratoga program.



In the eyes of some residents, there should be an effort to keep commercial uses contained in existing commercial areas. A concern is this could create more traffic along key corridors.

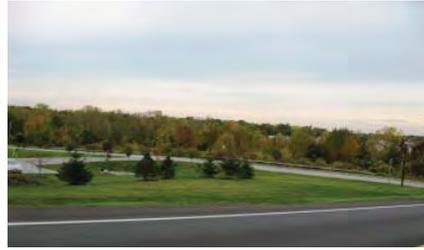
In some residents eyes, commercial and residential uses should be kept separated.

Residents living in the Calkins/Pinnacle area like being within 5 minutes of everything, but are concerned that green space is getting further away from them, even though it is still relatively close by in relation to areas closer to Rochester.

There is a worry that now that the locally owned businesses are gone in much of the town, it will be difficult to bring create or attract new locally owned start-up businesses in their place.

There is also a concern that absentee landlords are buying homes near RIT for student housing. This could become a code enforcement concern in many of the existing neighborhoods, since the use of properties for student housing may not be allowed in these neighborhoods. If this is the case, there is a feeling that property owners should be held accountable. This may need to be addressed in an update to the zoning and building codes in the town.

LAND USE PATTERNS



Question 1 continued: How does the spatial relationship of existing land use affect the town as a whole: separation, compatibility, walk-ability, traffic.

There may be a need to diversify housing options in the town to limit conflicts between existing residential areas and new residential uses that may take place in existing neighborhoods.

There was a discussion about where growth should go. Some options would be south of the Thruway, as infill in centrally located sites with vacant buildings, or to allow an increase in density in some areas of the town where development patterns warrant more extensive development.

Additional residential options, such as accessory apartments, may be warranted in some areas of the town.

It may be sensible to extend the zoning for south of the Thruway to vacant properties on lands south of Lehigh Station Road at the eastern and western ends of the town that have traditionally been agricultural in nature.

There was mention of potentially placing a moratorium on development for areas north of the Thruway while land use options for these areas can be further explored through the Comprehensive Plan and Zoning Update process.

Some residents see the issue of addressing land use and zoning concerns as a high priority as part of the Comprehensive Planning process.

PARKS & RECREATION

Question 1: Rate access to passive/active recreation areas- are these areas accessible to all users?

There is an overall feeling that there are a good number of parks of high quality in the town.

Veterans Park is the most accessible recreational site for town residents.

The parks are seen as reasonably accessible to residents, particularly those with cars.

Farrell Fields (ball field complex in West Henrietta) is accessible by car only.

Some residents would like to see a dog park added at some site in the town.

In one neighborhood, a sledding hill is walked to and frequently used in the winter and should be protected.

Some residents feel that additional parklands acquired by the town should remain as open space only.

More parking is needed at Andrews Park and other parks in the town.

Efforts should be made to work with the Rush-Henrietta school district to collaborate and coordinate on the construction and use of athletic fields and recreational facilities.



Question 2: Discuss possible linkages of open spaces/ trails/recreation (use map to 'connect the dots', identify opportunities for future links); if there are gaps in the network- discuss opportunities to acquire future spaces to complete the network.

There was mention of a nature walkway that may be possible near Jefferson Estates.

There is a desire for a trail to be created along the river, as well as along Martin Road to connect to Martin Rd. Park.

The extension of sidewalks to park and recreation sites in the town should be considered.

There is a desire to see the Lehigh Valley trail completed through the Belfry Golf Course.

Other Comments:

There should be an effort to look into how wetlands are defined as part of their protection efforts, since this may affect potential development of these sites.

It was mentioned that there are residents that desire to have land near Riverbend Park and Riverton Golf Course sold to allow for expansion of park uses.

TOWN CENTER

Question 1:

Consider the extent of the potential Town Center?
Where should the boundaries be?

There were several locations mentioned as potential sites for a town center type of development, including:

- The former Golden Bear golf site at Hylan/Calkins Road
- Along East Henrietta Road near Calkins Road
- Somewhere with several nearby destinations, such as a post office, library, shops, and schools
- Some residents looked at the area behind the Dome Center and Gro-Moore as an area that could be developed as a destination with restaurants and other shops and services
- Another location identified was the Cartwright site along the Lehigh Valley Rail line at Lehigh Station Road. This is a historically preserved site that could benefit from cooperative planning, similar to what has been done at the Spring House site or Schoen Place in Pittsford.

The highest priority site, however, seemed to remain in the Town Hall/Veterans Park area.

There is no identity along East Henrietta Road between Calkins and Lehigh Station Roads. Some residents think it would be nice to see efforts to make this a destination with community amenities provided. Other central points in the town include West Henrietta and the Town Hall/Veterans Park area.



Some examples mentioned in other communities where existing development locations have been rethought for hamlet/town center style development include Penfield, where through zoning and incentives, development has taken place that encourages a hamlet scale development at Penfield Four Corners (441 & Five Mile Line) and in Lloyds Corners (441 & 250).

Question 2: What mix of uses would be appropriate for a town center/"main street" environment?

There were some questions on how to define a town center, whether it be a smaller scale project that mixes uses or something larger, similar to a hamlet or village type of development. Some similar examples that can be considered as points of reference within the town would be Park Point at RIT or Erie Station Village, while some example given for regional projects would be the project underway at the edge of downtown Webster, and the Clinton Crossings project in Brighton.

One possibility for a town center would include recreational facilities with shops and restaurants nearby or included as part of the development. Participants described it as a priority to combine youth oriented uses and recreational opportunities with shops and services. A part of this site could incorporate a community center with indoor recreational and meeting facilities.

It was also mentioned that perhaps an outdoor music venue, similar to what is at the town hall/community center complex in Perinton, could make sense as part of this complex.

TOWN CENTER



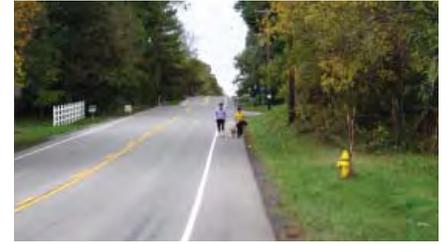
Question 3: How important is it to you to create a vision? Would you support the Town investing resources in this future vision?:

Along East Henrietta Road, efforts should be made to look into rehabilitating older buildings, particularly for residential uses. Additionally, streetlights should be extended along the corridor.

There was some concern about Suburban Plaza, in particular a concern that the state of the national economy is holding up reinvestment and redevelopment efforts of the plaza. Residents see an opportunity to enhance bus service at this location, since it serves as a regional park and ride location, and for collaborative planning as a part of the redevelopment of a town center along East Henrietta Road.

In some residents' eyes, the creation of a Town Center may not be the highest priority for the town and its residents to pursue at this time.

MULTI-MODAL TRANSPORTATION



Question 1: Discuss areas which should be prioritized in the effort to improve bicycle and pedestrian facilities.

Currently, there are few sidewalks or bus routes near the area where most residents live in the town, with the Pinnacle Drive area being specifically mentioned.

There is a need to provide better lighting and safety for pedestrians and auto users along many corridors in the town. This is of particular concern after the recent pedestrian fatality along Lehigh Station Road. One means of doing so would be to provide additional sidewalk facilities on both sides of major roadways and to school and community sites.

One resident mentioned that the last bus leaves Marketplace at 2:30 in the afternoon. Such limited service is a major inconvenience since he relies on the bus for transportation.

Participants offered some alternatives including:

- Improve bike access to make it "comfortable"; and
- To increase the frequency of bus service to areas of the town, perhaps by using smaller buses funneling service to a local park & ride site to feed regional buses

MULTI-MODAL TRANSPORTATION

Question 2: Discuss ways to increase alternative transportation options.

“No car, No go” is a concern for some town residents.

Better bus service is desired for younger residents and others that need bus service from neighborhood areas to parks and commercial destinations in the town.

It is seen as difficult to get across town via methods other than by car.

The existing bus routes leave many gaps in service for town residents, making it difficult to move around town without a car.

There are no shelters at Suburban Plaza.

There is a regional park & ride location that is busy. This area may be best reconfigured as a regional transit center where parking, shelters, and shops and services may be closely placed together.

In the future, as demand warrants it and as fuel costs rise, the town should consider working with regional entities to create a light rail service that would provide access to and from Henrietta from other parts of the region, as well as to areas within Henrietta.

There are no transit connections from residential areas of town to the Town Hall and Library area.

Other comments:



Along major roadways, some residents see the provision of service roads or interconnections between plazas as an option to consider. Also, new development that would create significant impacts should be required to provide dedicated turning lanes into and out of their sites.

There is a perceived need to expand the roadway network to provide redundancy and increase transportation options in the town. As part of the construction of these new roadways, facilities should be incorporated to provide for multi-modal options for residents.

Appendix B
Community Survey Summary Report

Town of Henrietta

2010 STRATEGIC UPDATE TO THE COMPREHENSIVE PLAN COMMUNITY SURVEY



Prepared by:



BEHAN PLANNING
AND DESIGN

112 Spring Street, Suite 305
Saratoga Springs, NY 12866
www.behanplanning.com

Prepared for:



Town of Henrietta
475 Calkins Road
Henrietta, NY 14467

Overview

The Town of Henrietta is in the process of updating its Comprehensive Plan. The main focus of this effort is the establishment of priorities and an action plan for implementing these priorities over the next five to ten years. Two well-attended public workshops, held in October and November of 2009, started to provide the Town with an understanding of the priority issues and opportunities that should be addressed in the plan. Building from these workshops the town prepared a community survey. The intent of the survey was to expand the conversation to all of the Town's residents in order to get a better understanding of the relative level of interest and concern in the community regarding a variety of issues and opportunities related to the Town's future development.

Approximately 15,000 survey questionnaires were mailed to Town residents at the beginning of the summer 2010. The Town developed a mailing address database for this purpose that included owners of all residential tax parcels and occupants of units in apartment complexes within Henrietta (not including RIT dormitories). A copy of the survey questionnaire is attached to this report as Appendix A. A pre-addressed, postage paid return envelope was included with each questionnaire to make it easier for people to respond.

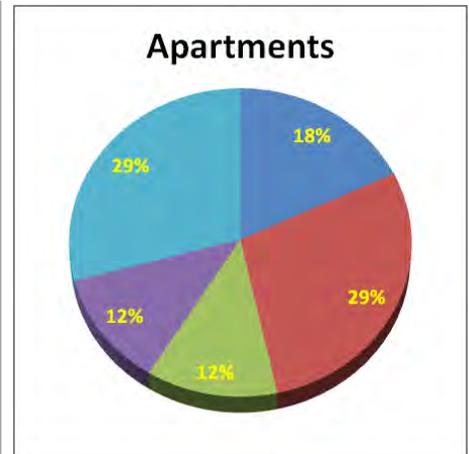
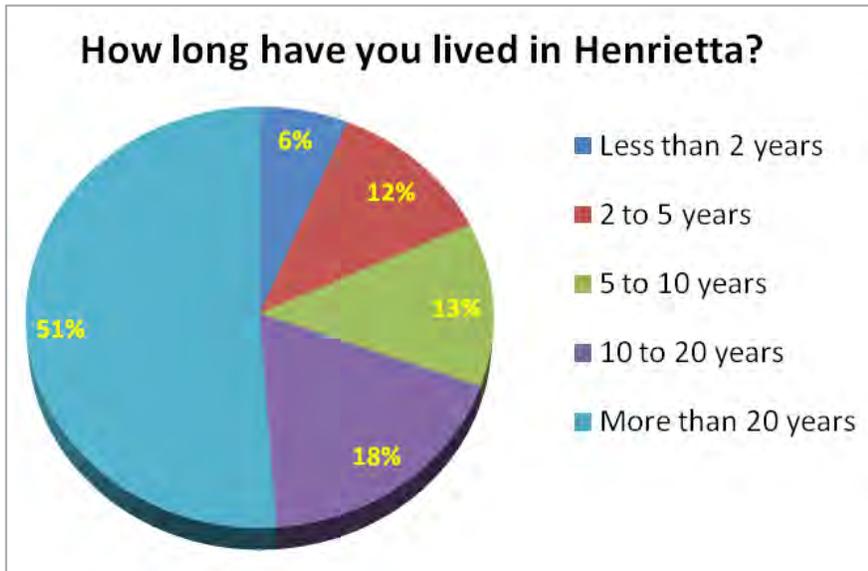
In the end, approximately 4,900, or 32%, of the questionnaires were completed and returned to the Town to be scanned and analyzed. That is a very high response rate for a survey of this type and it gives us a high level of confidence that the results are representative of the Town's population as a whole. Statistically, we can be 99% certain that the response to any question on this survey is within +/- 2 (the margin of error) of the actual value for the entire population surveyed.

A summary of the survey responses is presented on the following pages. For each question, the responses are displayed graphically and a brief narrative description of the response is provided. Though written comments were only solicited for Questions 20 and 22, and at the end of the survey under "Additional Comments", many survey respondents wrote comments in the margins alongside particular questions. While such comments should not be viewed as necessarily representative of the community as a whole, they can provide some insight into why people answered certain questions as they did. A small selection of comments is provided alongside the analysis of some of the question responses below to illustrate in an anecdotal way the range of comments received.

Respondent Demographics

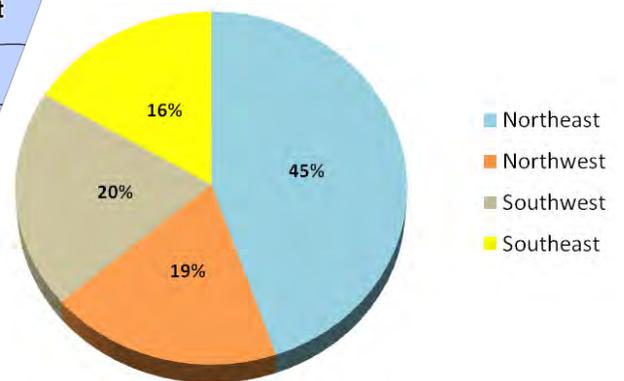
Question #1: How long have you lived in Henrietta?

As illustrated in the chart, the majority of respondents have lived in Henrietta for more than 20 years, and the distribution of responses shows a decline in respondents as the number of years living in Henrietta declines. Isolating just the responses from those living in apartments shows a much more even distribution of years living in town, with approximately equal numbers living in Henrietta over 20 years and living in town two to five years.



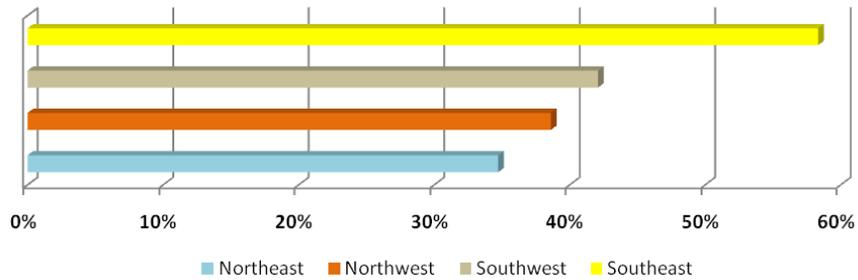
72 out of 4899 respondents (1.5%) said they do not live in Henrietta, only 20 of those own land in Henrietta.

Question #2: Using the Thruway (I-90) and Interstate 390 as dividers (see map), what section of Henrietta do you live in?



While the responses from the Northeast are more than double any other section of town, it is important to note that the population breakdown between these four quadrants nearly matches the response rate - approximately 52% of homes are located in the Northeast, while only 11% are located in the Southeast. Looking at the number of responses relative to homes in each quadrant, the Southeast had the highest percentage of responses, with the Northeast having the fewest.

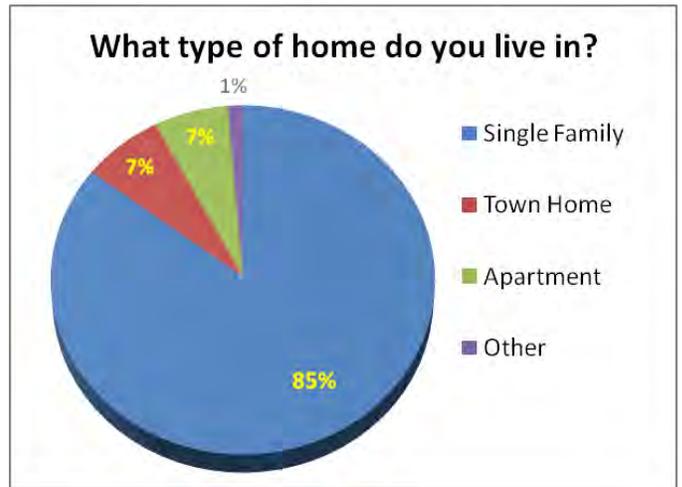
Percentage of responses per homes in each quadrant



Question #3: Do you own property in Henrietta?



Question #4: What type of home do you live in?

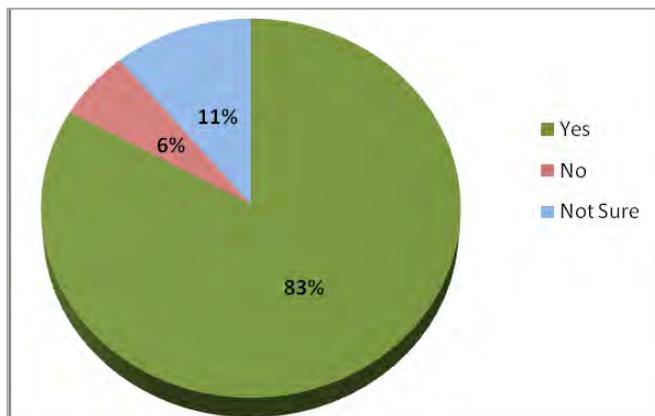


Farmland and Open Space

Today, approximately 12% of Henrietta’s land is classified as agricultural. Another 23% is classified as vacant, while 1% is considered parks and conserved land.

Question #5: Do you generally support efforts to protect key farmland and open space areas in Henrietta and should the Town develop a plan for doing so?

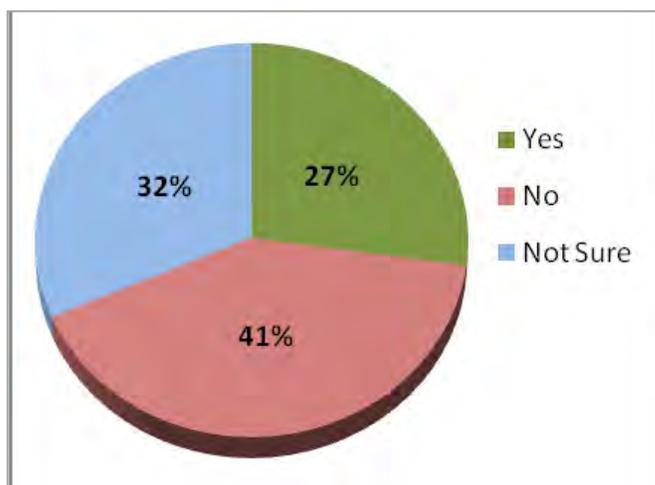
There seems to be strong support for agriculture and open space in Henrietta, based both on question #5 and question #20. As can be seen in the chart over 80% of respondents support efforts to protect farmland and open space, with less than 10% indicating they are unsupportive. The results are fairly consistent across all four quadrants of the town, however they vary based on years of residency, with those living in Henrietta for more than 20 years being the most supportive.



| Living in Henrietta | Yes | No | Not Sure |
|---------------------|-----|-----|----------|
| Less than 2 years | 74% | 6% | 20% |
| 2 to 5 years | 75% | 10% | 15% |
| 5 to 10 years | 84% | 6% | 11% |
| 10 to 20 years | 82% | 6% | 12% |
| More than 20 years | 87% | 5% | 8% |

Question #6: Might you be willing to pay an increase in your local property taxes to help fund a land conservation program for key farmland and open space areas in Henrietta?

While the overwhelming majority of respondents indicated that they support efforts to protect land in the town (Question #5), only about a quarter of them said they would be willing to pay for that protection. However a full third of respondents indicated they were “Not Sure”, leaving about 40% that said they do not support an increase in taxes to pay for conservation. The large “Not Sure” response indicates the desire for more information before residents are willing to respond yes or no to this question. Results were similar across all sections of town, with the Southeast appearing to be the most supportive - 30% “Yes” / 39% “No”, and the southwest the least supportive, 25% “Yes” / 43% “No”.



Some comments that were written on the questionnaires in regard to this question included:

“Within reason”

“It needs to be spread out evenly”

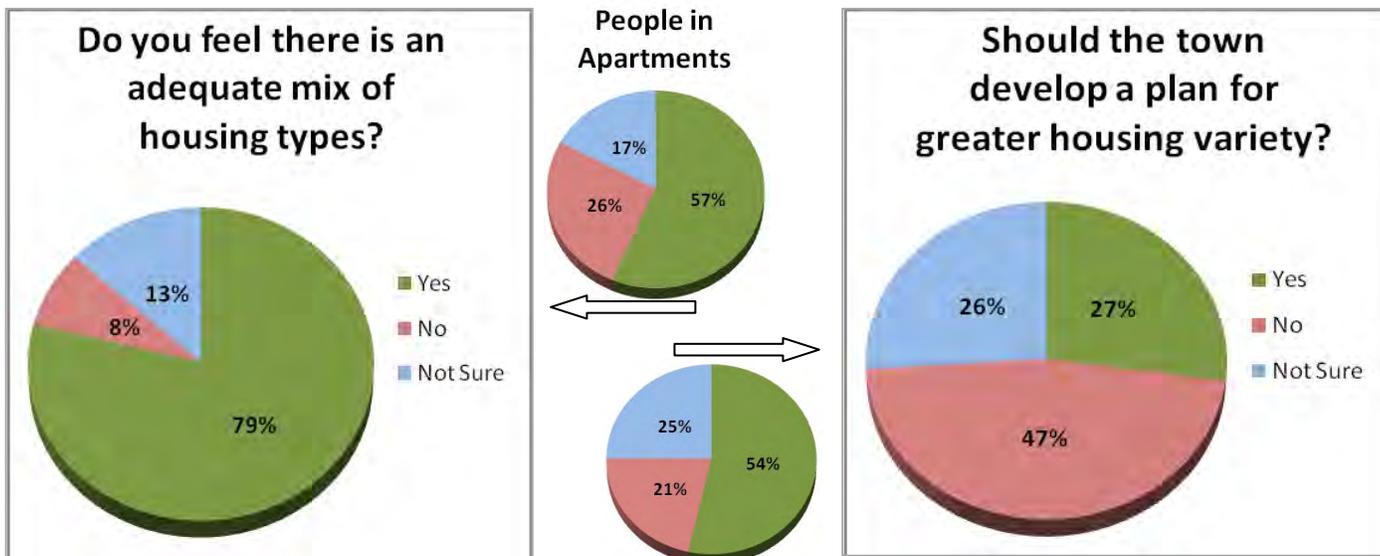
“It has to benefit me in southwest. I’m not paying for northeast to keep their open land”

Housing

Question #7: Do you feel there is an adequate mix of housing types (single-family homes, apartments, townhomes, affordable or workforce housing, senior living) available in Henrietta today?

and

Question #8: Should the Town develop a plan or strategy for encouraging a greater variety of housing types (including affordable or workforce housing, senior housing, etc.)?



As can be seen in the charts above, over ¾ of the respondents believe there is an adequate mix of housing in Henrietta, and nearly half do not feel a housing plan is necessary. When the responses from apartment residents are isolated, however, the distribution is much different, with over a quarter of the respondents believing there is not enough variety, and over half saying that a plan should be prepared. While the regional distribution for Question #7 was nearly the same, there were some differences for Question #8 - in the Southwest 25% of respondents were in favor of completing a plan, while 51% were against; in the Northwest 32% were in favor of a plan, and 42% were against it. There was also more uncertainty regarding the availability of housing choices among the newer residents (21% of those living in Henrietta less than two years were unsure if there was an adequate mix of housing) compared to the long-term residents (11% "Not Sure").

Some comments in regard to these questions included:

Question 7:

"Need more senior income level housing"

Question 8:

"Possibly more variety for growing senior population"

Town Center

There has been some discussion about the concept of creating a “Town Center” in Henrietta. A Town Center could serve as a gathering place for the community, and might include a mix of residential, commercial, recreational, and civic uses designed in an interconnected, pedestrian-friendly manner (think “Main Street”).



Image of a new Town Center in Gaithersburg, Maryland

Question #9: Should the Town explore this idea further, identify where a Town Center would make sense, and prepare a plan that would create a framework for the future development of a Town Center?

There appears to be moderate support for a Town Center in Henrietta, with less than a third of respondents indicating that planning for a Town center was unnecessary. These results were consistent geographically across the town. There did seem to be more interest in a Town center among the residents that have only been in town for a few years, compared to those that have lived in Henrietta long-term.

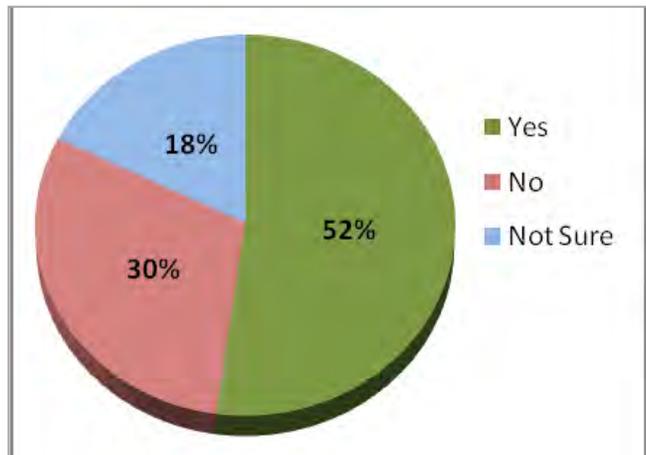
Some comments in regard to this question included:

“Only if the correct location is selected”

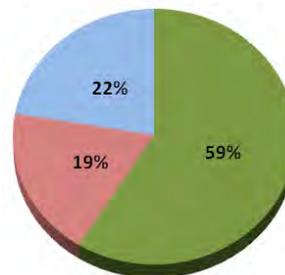
“Eats up too much taxes!”

“I like the idea but I would be concerned with who would fund the project”

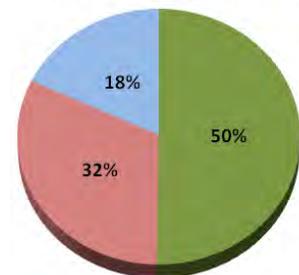
“Wouldn’t a Space Needle or Skylon Tower be cool in Henrietta? It could be seen from Mt. Morris and farther!”



Less than 2 Years



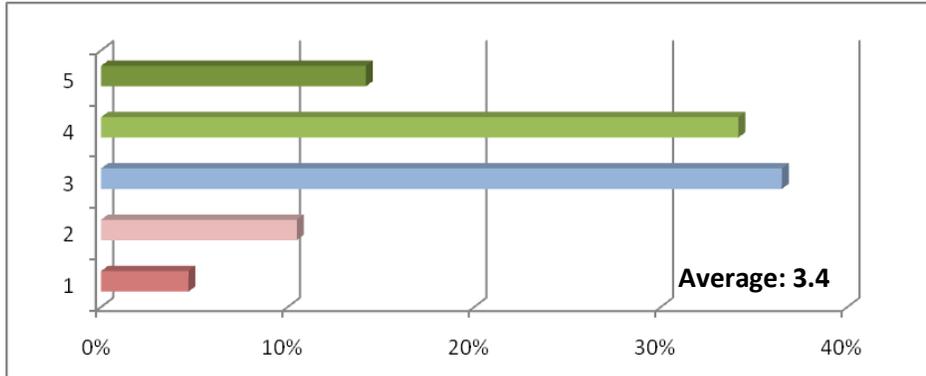
More than 20 Years



Commercial Development

Approximately 12% of Henrietta is developed for commercial purposes.

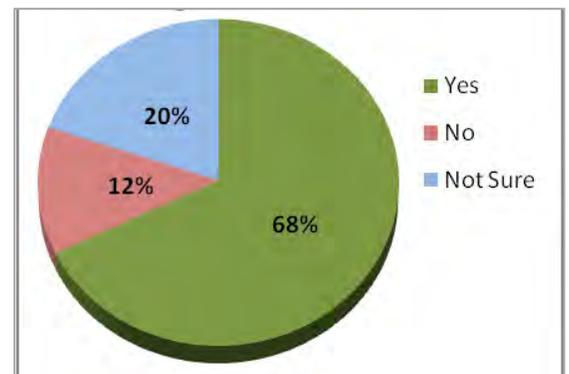
Question #10: How satisfied are you with the character (design and layout) of existing commercial development in Henrietta? (1=least satisfied, 5=most satisfied)



There appears to be a relatively high level of satisfaction with the character of existing commercial development in Henrietta. There is a less than 2% variation in both geography and number of years living in town.

Question #11: Should the Town prepare building/site design guidelines for commercial development in Henrietta?

While the majority of respondents seem satisfied with the character of existing commercial development (Question #10), approximately 2/3 of the respondents indicated that design guidelines should be developed. These results were virtually the same across the town, but vary significantly based on how long people have lived in town - 56% of respondents that have lived in town for less than two years felt design guidelines should be developed, while 72% of the respondents that have been in town for over 20 years felt it was important. The gap between these groups appears to be comprised of respondents who are unsure about the need rather than being against the idea - 34% less than two years were "Not Sure" while only 17% of those over twenty years were "Not Sure" of the need for design guidelines.



| | Yes | No | Not Sure |
|--------------------|-----|-----|----------|
| Less than 2 years | 56% | 10% | 34% |
| 2 to 5 years | 63% | 14% | 23% |
| 5 to 10 years | 66% | 13% | 21% |
| 10 to 20 years | 65% | 15% | 20% |
| More than 20 years | 72% | 11% | 17% |

Some comments in regard to this question included:

"Depends on what your guidelines would be"

"Yes - for East Henrietta Road"

"Keep commercial in restricted areas"

"Fill vacant spaces before building!"

Question #12: Though its legal ability to do so is limited, should the Town try to create policies that encourage the redevelopment of currently vacant or underutilized commercial sites as an alternative to commercial development in new locations?

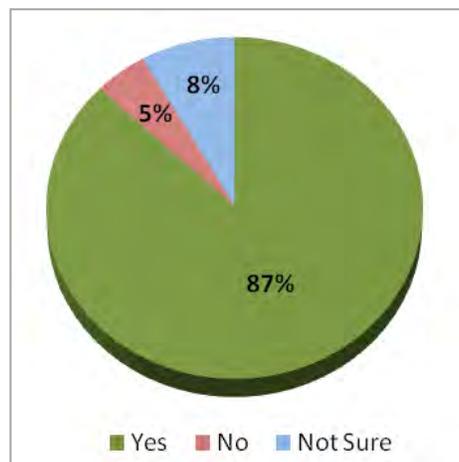
There is clear consensus across the town for reuse and redevelopment of currently vacant or underutilized commercial sites.

Some comments in regard to this question included:

“Most assuredly”

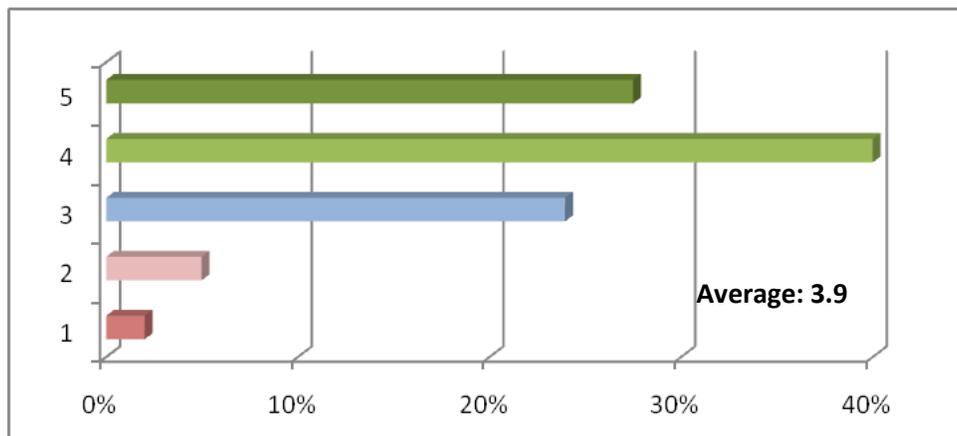
*“*Yes!!!*”*

“Without spending any tax payer \$!”



Parks and Recreation

Question #13: How satisfied are you with existing parks in Henrietta? (1=least satisfied, 5=most satisfied)



| Average by Region | |
|-------------------|------|
| Northeast | 3.93 |
| Southeast | 3.88 |
| Southwest | 3.82 |
| Northwest | 3.82 |

| Average by Longevity | |
|----------------------|------|
| More than 20 years | 4.00 |
| 10 to 20 years | 3.86 |
| 5 to 10 years | 3.81 |
| 2 to 5 years | 3.69 |
| Less than 2 years | 3.51 |

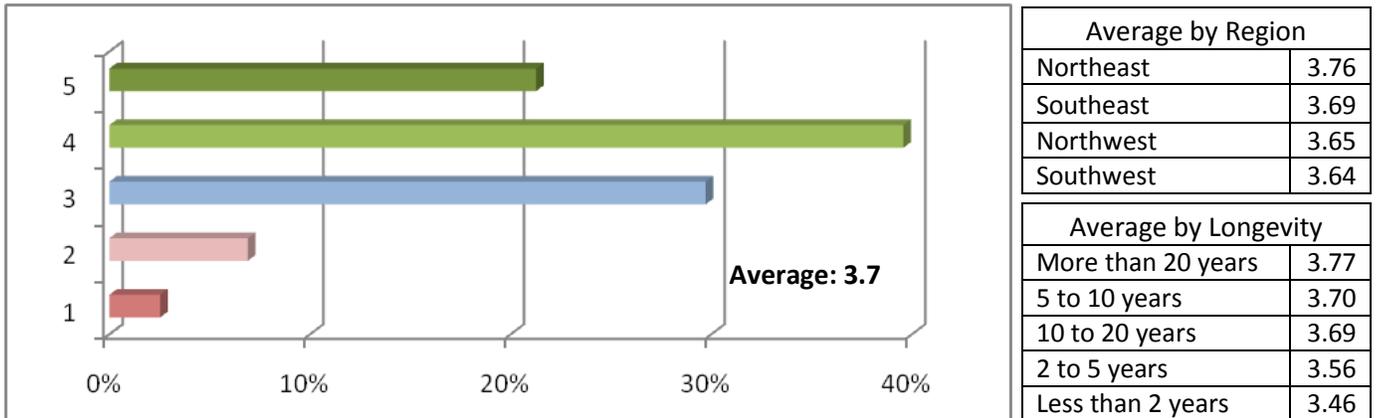
There appears to be a relatively high level of satisfaction across the town with existing parks. Those in the Northeast seem to be the most satisfied, as are those that have lived in town for more than 20 years. The west side of town seems to be slightly less satisfied, as are the respondents that have lived in the town for less than two years.

Some comments in regard to this question included:

“Need larger less populated parks”

“The best in Monroe County”

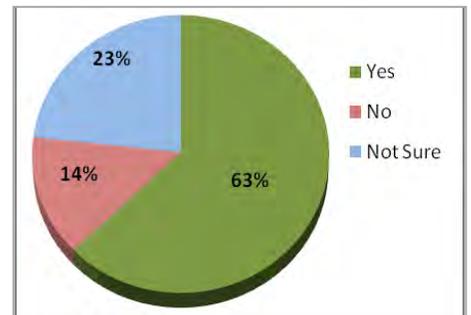
Question #14: How satisfied are you with the availability and condition of recreational facilities in Henrietta? (1=least satisfied, 5=most satisfied)



There is slightly lower satisfaction regarding the availability and condition of recreational facilities in Henrietta, however the numbers are still quite high. The relative satisfaction level mimics the previous question in terms of geography and number of years living in the town.

Question #15: Should the Town prepare a Parks and Recreation Master Plan to develop a comprehensive strategy for maintaining and/or expanding its parks and recreational facilities?

There appears to be a strong desire for the town to prepare a master plan for parks and recreation - these results had little variation based on location or length of time living in Henrietta.



Some comments in regard to this question included:

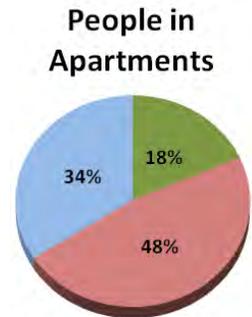
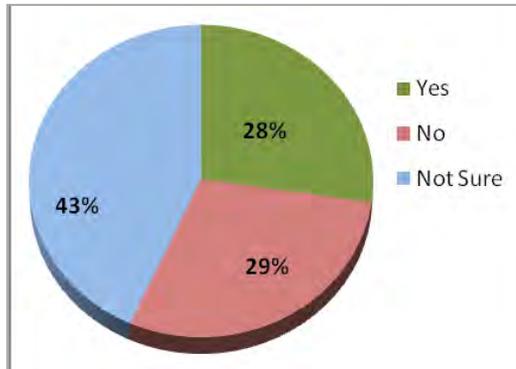
maintaining "Yes"

"Do not expand more parks."

Transportation

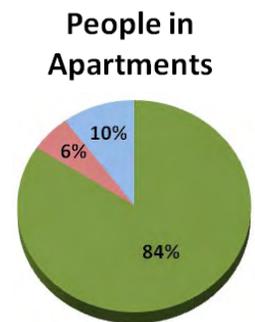
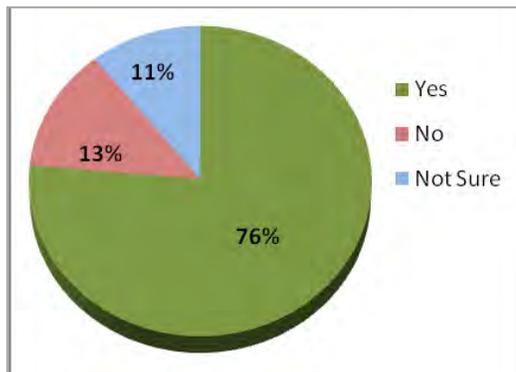
Question #16: Do you think there is an adequate level of public transportation service (buses) in Henrietta?

Of all the questions, there seems to be the most uncertainty on the topic of public transportation. It is likely that most people do not use public transportation, nor seek it out, and therefore are unaware of its level of adequacy. Those living in apartments seem to more clearly believe there is a lack of adequate public transportation available. Responses were similar across all regions of the town.



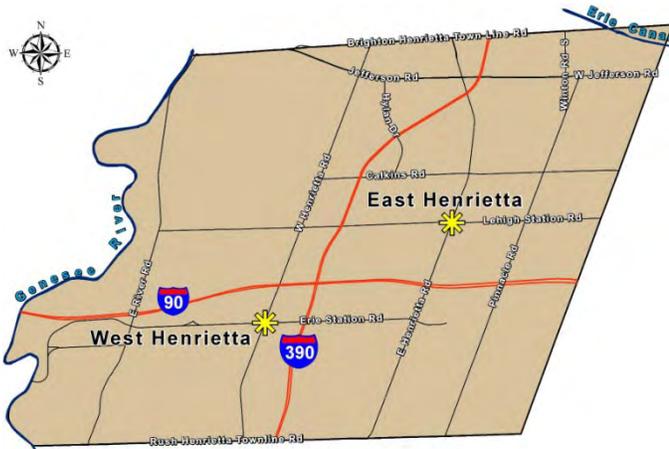
Question #17: Do you support the creation of more trails and sidewalks in Henrietta?

There seems to be clear support for more trails and sidewalks in Henrietta, with slightly higher favorable responses from those living in apartments. Those in the Northwest had the highest favorable response at 80%, with those in the Southeast having the lowest at 74%.



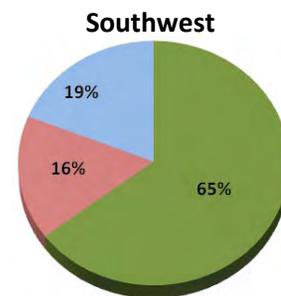
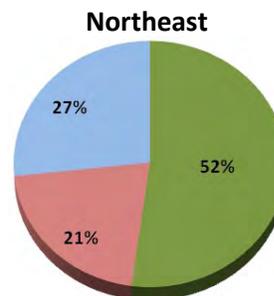
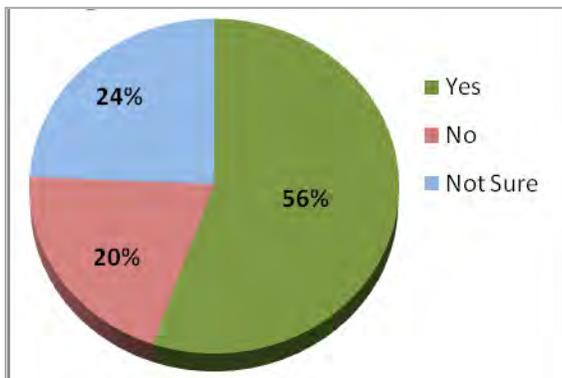
Hamlet Areas

The Town of Henrietta has two traditional, compact settlements - the **Hamlets of East Henrietta** and **West Henrietta**. Like the concept of a “Town Center” described previously in Question #9 (above), a hamlet can be a smaller-scale center of community activity for the surrounding area. An appropriate mix of residential, commercial, recreational, and civic uses - well designed in an interconnected, pedestrian-friendly manner - are characteristics of a successful hamlet.



Question #18: Should the Town develop neighborhood master plans and/or design guidelines to guide the character of future development or redevelopment in and around these hamlets?

Just over half the respondents are in favor of developing neighborhood master plans and/or design guidelines, with another approximately ¼ unsure. Respondents that are closer to West Henrietta seem to be the most in favor, with 65% saying “Yes” and only 16% saying “No”. There does not seem to be as much support in the vicinity of East Henrietta.

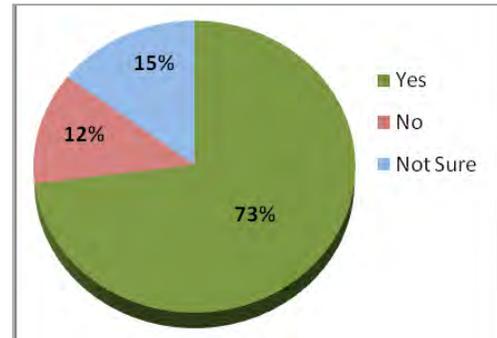


A comment in regard to this question:

“Depends. If this means 1,000’s of more homes in West Henrietta then no.”

Economic Development

Question #19: Should the Town pursue strategies and/or create additional incentives to encourage desired industries to locate in Henrietta and to facilitate the development and growth of local businesses?



There is strong support for encouraging desired industries to locate in Henrietta and for facilitating the development and growth of local businesses. This support is further demonstrated in the next question regarding priorities.

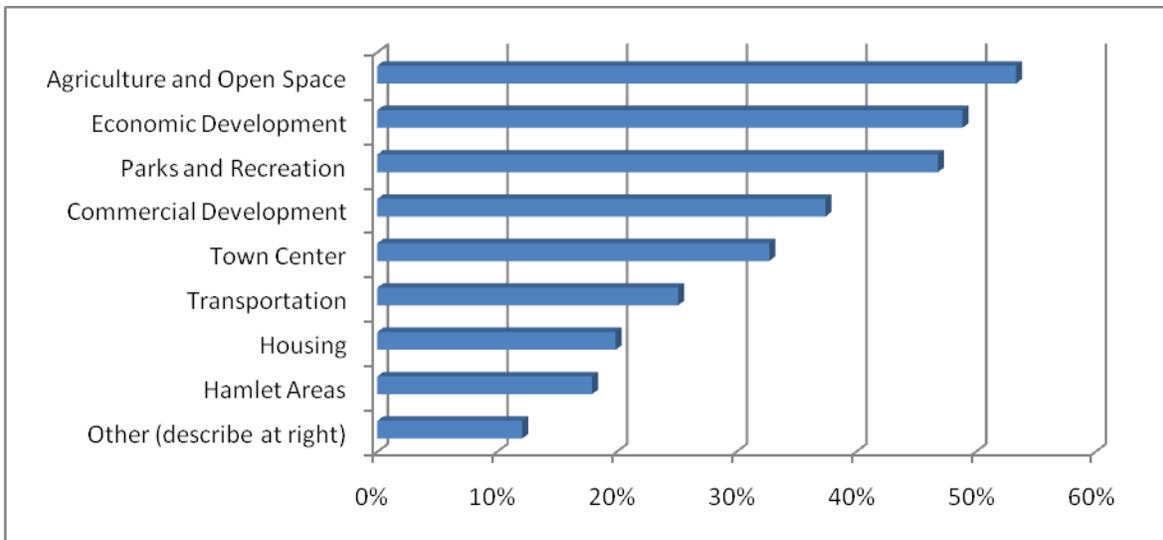
Some comments in regard to this question included:

“Yes - north of Thruway”

“Aside from taxpayer money”

Summary Questions

Question #20: In your opinion, which are the three (3) most important issues that should be addressed by the Town as it updates the Comprehensive Plan? Please select three (3)



Over half of respondents selected Agriculture and Open Space as one of their top three priorities. As can be seen in the chart Economic Development and Parks and Recreation were a close second and third. The top three priority categories account for just over half of all responses received for this question. Around a third of respondents selected Commercial Development and/or Town Center as a priority, followed by Transportation with approximately ¼ of respondents listing that as one of their priorities. Some of the responses to the “Other” option included:

“Filling empty buildings”

“Bike paths to shopping centers”

“Keeping our town clean. Too much waste around on our roads and neighborhoods”

“Services and activities for youth - 12 to 18 years old”

“Keep tax low”

“Develop a town service for curbside pickup of piles of yard debris (leaves, branches, etc.)”

“Code enforcement...before we start other items let’s fix what we have”

“Safety, crime reduction”

“Sidewalks”

“Commercial redevelopment. Beautify existing structures”

“Embrace a move towards sustainability. Please investigate the Transition Towns movement”

“Keeping property taxes down as Monroe County is already in the top 10 highest taxing counties in the country”

“More street lights in new housing development areas”

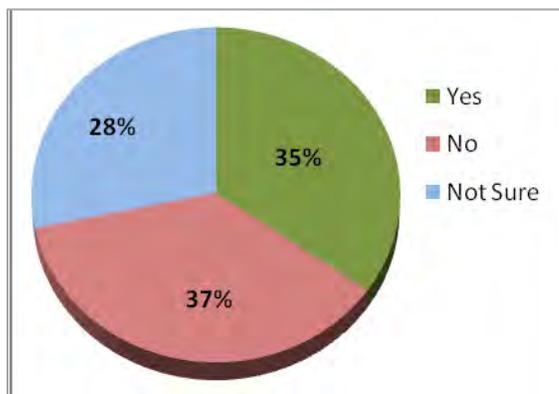
“Bicycle paths would enhance our community”

“Need to utilize existing empty commercial space. If we cannot rent/lease/sell existing space would town consider repurposing into open space?”

“Commercial/Economic Development drives our community and should remain a priority to provide jobs and lower taxes”

“More handicap accessibility such as more parking spaces. Spaces that are for people in wheelchairs only”

Question #21: The Town Board always strives to keep the Town’s share of property taxes as low as possible. However, we recognize the value of investing in the Town’s future through sound planning that leads to action. Completing some of the studies indicated above and implementing programs or projects that might result from these studies will require the Town to spend some money. The Town will always look for outside sources of funding (i.e. grants) first; but if it is necessary, would you be willing to accept a modest increase in your local property tax to see these issues addressed over the next few years?



The response to this question was roughly split into thirds among “Yes”, “No” and “Not Sure”. It is encouraging that 35% of respondents said “Yes” with such limited information. The 28% who were “Not Sure” might reasonably want more information before committing to the idea of even a “modest” increase in taxes. There also appears to be a slight increase in the willingness to invest in such work based on the length of time a respondent has lived in Henrietta - from a low of 26% among those living in town less than two years, to a high of 37% for those living in town for over 20 years. The percentage of respondents who said “No” does not vary significantly, but longer term residents were less likely to answer “Not Sure.”

| | Yes | No | Not Sure |
|--------------------|-----|-----|----------|
| Less than 2 years | 26% | 39% | 35% |
| 2 to 5 years | 35% | 37% | 29% |
| 5 to 10 years | 35% | 37% | 29% |
| 10 to 20 years | 35% | 36% | 28% |
| More than 20 years | 37% | 36% | 27% |

Some comments in regard to this question included:

“I live in Henrietta because of the low taxes”

“Depends on what modest is”

“Some money spent wisely is fine, but major steps have to be taken to specify exactly what you intend to get out of the monies spent”

“modest”

“Maybe something else should be removed from budget to accommodate planning costs”

“We pay too much now! I am okay with going without”

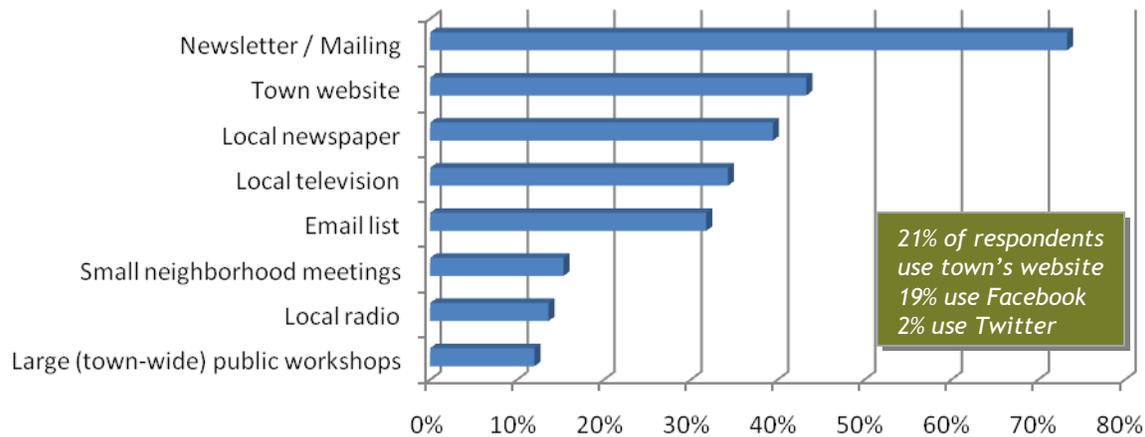
“Depends on the plan”

“Would depend on the amount of tax increase, our property values keep getting re-assessed as it is, thereby raising taxes indirectly. I would want a comprehensive study done before I would fully support”

“Do make do with less. I have to!”

“Yes - if needed”

Question #22: As we prepare the 2010 Strategic Update to the Comprehensive Plan, and if we conduct follow-up studies or plans regarding some of the topics described in this survey, the Town Board will continue to reach out to the community for input. What are the best ways for us to keep you informed about upcoming events (public workshops, meetings) and work in progress; and for you to provide input as we go forward? Please check all that apply.



It is interesting to note that over 70% of respondents selected Newsletter/Mailing as one of the best ways for the Town to keep them informed about upcoming events and work in progress related to this Comprehensive Plan Update. This was by far the most popular selection. Meetings, whether large or small, were selected by surprisingly small numbers of survey respondents.

Some comments in regard to this question included:

“Penny Saver, Henrietta Post”

“No computer”

“Talk to the people face to face”

Additional Comments

Following Question #22, the survey questionnaire asked respondents to provide any additional questions or comments. A small selection of representative responses follows:

“We chose to build our home in Henrietta because of the low taxes and proximity to business and retail, yet we do have a section of Henrietta that is rural and open. I would support a modest increase in taxes provided Henrietta continues to be one of the lowest tax towns in the county.”

“The Town should be sure to add maintaining current neighborhoods - drainage, sidewalks, lighting, etc...some need attention!”

“We are senior citizens on a fixed income and we cannot afford any higher taxes. We are for more affordable senior housing.”

“It’s vital that Henrietta use existing abandoned space/buildings for new businesses/stores vs. building new ones.”

“More sidewalks/bicycle paths would encourage healthier forms of movement. Safety is the last thing engineers seem to think about. New Jefferson Road sidewalks are welcome, but what about the neighborhoods? I see kids walking the streets everywhere.”

“A public park needs to be developed in West Henrietta. The town is in desperate need for a recreation center/sports complex or facility.”

“Look into joint venture with the school district to develop a recreational facility for residential use”

“Please don’t overdevelop! Henrietta has a very unique large town - small town charm that exists and makes it a very wonderful place to live!”

“We really are unsure what is meant by the town center and development of hamlets. Stores? Restaurants? Street lights? A recreation center? It was so vague it’s very hard to answer yes or no without specific examples.”

“An idea for the town would be a centralized YMCA or similar venue that is safe and low cost for town residents, maybe located in/near the town center.”

“Monitor rental properties better and pass more laws to insure they keep up the properties”

“Lower taxes + less spending = Economic Development. Pass it on to your friends in the State Government.”

“Road and traffic patterns are a problem with new development areas”

“Love the free concerts/movies in summer in Henrietta”

“It would be nice if there were more street lights in our neighborhoods”

“Is there an opportunity to develop a park system by utilizing volunteers for clean-up and lawn care? This would be accomplished thru - high school community service hours, local churches, boy/girl scouts - eagle projects, etc.”

“We need to have program for mental health issues from support groups for parents and kids to recreation and activity programs.”

“Thank you for asking for our input”

“I think you are on a fishing expedition to find out how to spend money! Stop”

“Thank you for taking the time to create this survey asking the public for our opinions! Kudos!”

“Something to prevent four pharmacies on the same intersection and get none on the west side of town”

“Should think about boating access - we have multiple waterways in the town (canal, river,...)”

“I am trying to bike more and would love to see a network of trails so people could get around without getting killed by cars and trucks.”

Summary and Conclusions

Building from the ideas discussed at the public workshops in the Fall 2009, the results of this community survey provide the Town Board with a strong indication from the entire community about the primary issues of concern that should be addressed as it updates the Town Comprehensive Plan. There are clearly a number of issues that residents would like to see addressed, including Agriculture and Open Space, Economic Development, Parks and Recreation, and others. It is equally clear that the community appreciates and wishes to maintain a fiscally conservative approach to resolving these issues. Therefore, going forward the Town will need to act, but it must set priorities and look for approaches that are creative and resource efficient.

Over the coming weeks, the Town Board will review the survey results and develop ideas for the Plan Update. These ideas will be the subject of further discussion in the community before a Draft Comprehensive Plan Update is prepared for review and adoption in the early part of 2011.

Appendix A

Survey Questionnaire



Town of Henrietta 2010 Strategic Update to the Comprehensive Plan Community Survey

Dear Henrietta Resident/Property Owner:

Have you thought about how you would like to see the Town of Henrietta develop in the near future?

As you may know, the Town is currently updating its existing Comprehensive Plan. The main focus of this effort will be the establishment of priorities and an action plan for implementing these priorities over the next five to ten years.

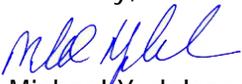
Two well-attended public workshops, held in October and November of 2009, have begun to provide the Town with an understanding of the priority issues and opportunities that should be addressed. Now we want to expand the conversation to all of the Town's residents.

To help the Town of Henrietta prepare for the future, please take a few minutes to fill out the attached survey. Completed surveys are not identified by name, so your comments will remain anonymous. This is your opportunity to provide valuable insight into the issues that affect the residents of Henrietta, and to help us find opportunities to enhance the quality of life in our Town.

After completing the survey, please return it to Town Hall (in the enclosed envelope or drop-off in person) by July 16, 2010.

On behalf of the Henrietta Town Board, I thank you for getting involved!

Sincerely,


Michael Yudelson
Supervisor

Henrietta Town Hall
475 Calkins Road
Henrietta, NY 14467

First, please tell us a little about yourself / your household:

1) How long have you lived in Henrietta?

- Less than 2 years
- 2 to 5 years
- 5 to 10 years
- 10 to 20 years
- More than 20 years

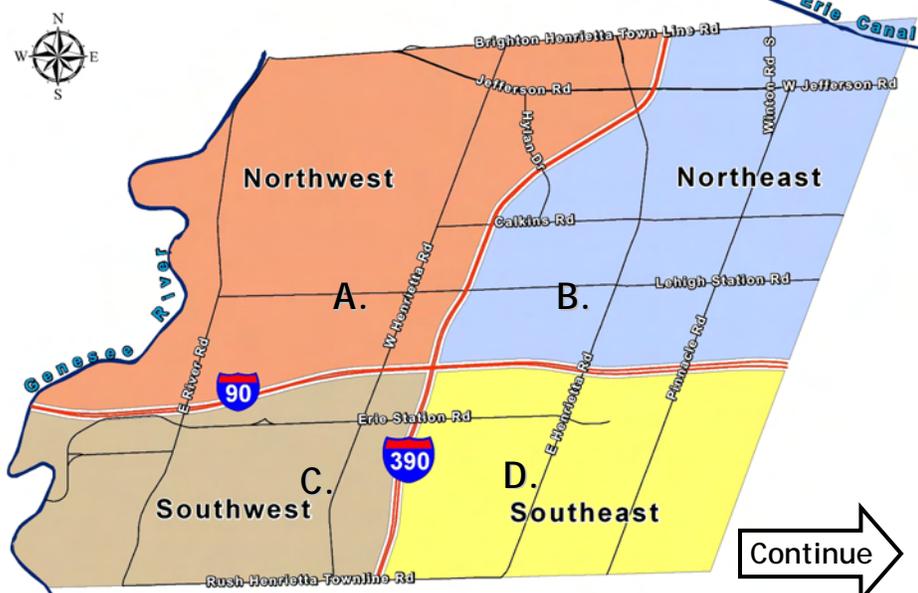


If you do not live in Henrietta please select the response below that best describes you, then skip to Question 5:

- I own property in Henrietta (but I do not live in Henrietta)
- I own/manage/work for a business in Henrietta

2) Using the Thruway (I-90) and Interstate 390 as dividers (see map at right), what section of Henrietta do you live in?

- A. Northwest
- B. Northeast
- C. Southwest
- D. Southeast



3) Do you own property in Henrietta?

- Yes
- No

4) What type of home do you live in?

- Single Family
- Apartment
- Town Home
- Other

Based on public feedback at the community workshops held last fall, we have a few questions about certain topics:

Topic - Agriculture and Open Space

Today, approximately 12% of Henrietta’s land is classified as agricultural. Another 23% is classified as vacant, while 1% is considered parks and conserved land.

5) Do you generally support efforts to protect key farmland and open space areas in Henrietta and should the Town develop a plan for doing so?

- Yes
- No
- Not sure

6) Might you be willing to pay an increase in your local property taxes to help fund a land conservation program for key farmland and open space areas in Henrietta?

- Yes
- No
- Not sure

Topic - Housing

7) Do you feel there is an adequate mix of housing types (single-family homes, apartments, townhomes, affordable or workforce housing, senior living) available in Henrietta today?

- Yes
- No
- Not sure

8) Should the Town develop a plan or strategy for encouraging a greater variety of housing types (including affordable or workforce housing, senior housing, etc.)?

- Yes
- No
- Not sure

Topic - Town Center

There has been some discussion about the concept of creating a “Town Center” in Henrietta. A Town Center could serve as a gathering place for the community, and might include a mix of residential, commercial, recreational, and civic uses designed in an interconnected, pedestrian-friendly manner (think “Main Street”).

9) Should the Town explore this idea further, identify where a Town Center would make sense, and prepare a plan that would create a framework for the future development of a Town Center?

- Yes
- No
- Not sure



Image of a new Town Center in Gaithersburg, Maryland



Topic - *Commercial Development*

Approximately 12% of Henrietta is developed for commercial purposes.

10) How satisfied are you with the character (design and layout) of existing commercial development in Henrietta? (1=least satisfied, 5=most satisfied)

1 2 3 4 5

11) Should the Town prepare building/site design guidelines for commercial development in Henrietta?

Yes No Not sure

12) Though its legal ability to do so is limited, should the Town try to create policies that encourage the redevelopment of currently vacant or underutilized commercial sites as an alternative to commercial development in new locations?

Yes No Not sure

Topic - *Parks and Recreation*

13) How satisfied are you with existing parks in Henrietta? (1=least satisfied, 5=most satisfied)

1 2 3 4 5

14) How satisfied are you with the availability and condition of recreational facilities in Henrietta? (1=least satisfied, 5=most satisfied)

1 2 3 4 5

15) Should the Town prepare a Parks and Recreation Master Plan to develop a comprehensive strategy for maintaining and/or expanding its parks and recreational facilities?

Yes No Not sure

Topic - *Transportation*

16) Do you think there is an adequate level of public transportation service (buses) in Henrietta?

Yes No Not sure

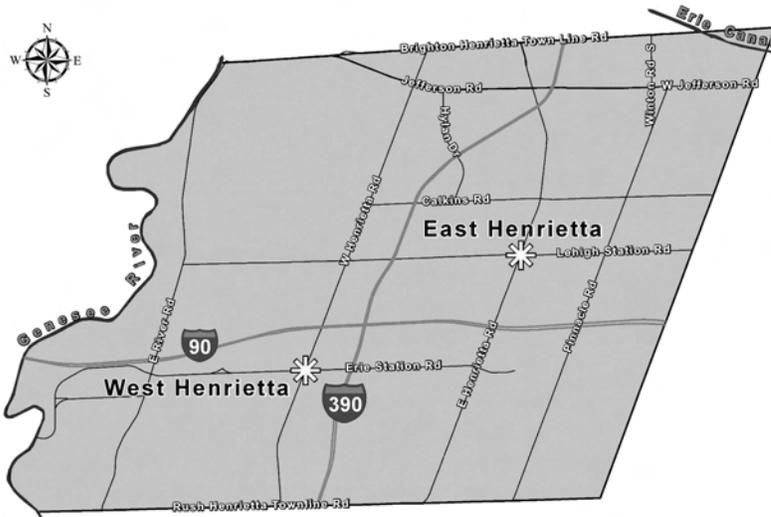
17) Do you support the creation of more trails and sidewalks in Henrietta?

Yes No Not sure



Topic - Hamlet Areas

The Town of Henrietta has two traditional, compact settlements - the Hamlets of East Henrietta and West Henrietta. Like the concept of a "Town Center" described before Question # 9 (above), a hamlet can be a smaller-scale center of community activity for the surrounding area. An appropriate mix of residential, commercial, recreational, and civic uses - well designed in an interconnected, pedestrian-friendly manner - are characteristics of a successful hamlet.



18) Should the Town develop neighborhood master plans and/or design guidelines to guide the character of future development or redevelopment in and around these hamlets?

- Yes No Not sure

Topic - Economic Development

19) Should the Town pursue strategies and/or create additional incentives to encourage desired industries to locate in Henrietta and to facilitate the development and growth of local businesses?

- Yes No Not sure

In summary, help us to understand your priorities for the Town's future:

20) In your opinion, which are the three (3) most important issues that should be addressed by the Town as it updates the Comprehensive Plan? Please select three (3)

- Agriculture and Open Space
- Housing
- Town Center
- Commercial Development
- Parks and Recreation
- Transportation
- Hamlet Areas
- Economic Development
- Other (describe at right)

If you selected *other*, please describe briefly below-



21) The Town Board always strives to keep the Town's share of property taxes as low as possible. However, we recognize the value of investing in the Town's future through sound planning that leads to action. Completing some of the studies indicated above and implementing programs or projects that might result from these studies will require the Town to spend some money. The Town will always look for outside sources of funding (i.e. grants) first; but if it is necessary, would you be willing to accept a modest increase in your local property tax to see these issues addressed over the next few years?

Yes No Not sure

22) As we prepare the 2010 Strategic Update to the Comprehensive Plan, and if we conduct follow-up studies or plans regarding some of the topics described in this survey, the Town Board will continue to reach out to the community for input. What are the best ways for us to keep you informed about upcoming events (public workshops, meetings) and work in progress; and for you to provide input as we go forward? Please check all that apply.

- Town website
- Email list
- Newsletter / mailing
- Local newspaper
- Local television
- Local radio
- Large (town-wide) public workshops
- Small neighborhood meetings
- Other _____

Note: If you want to be on an email list for future announcements, please sign-up at:

www.henrietta.org/enotify.html

Also, so that we can continue to enhance the Town's communication with the community, please let us know if you regularly use the following (check all that apply):

- Henrietta website (www.henrietta.org)
- Facebook
- Twitter

Additional Comments:

If you have any additional questions or comments, please provide them here, or on additional pages if necessary.

Thank you for your time.

Please drop-off the completed survey at Town Hall, or send it to us in the enclosed postage paid envelope by July 16, 2010. The results of this survey will be shared with town residents at a future Comprehensive Plan Workshop and will be posted on the Town website.



Appendix C

Public Workshop Notes - October 2010



Town of Henrietta
2010 Strategic Update to the Comprehensive Plan
PUBLIC WORKSHOP – COMMUNITY SURVEY RESULTS
October 13, 2010 – Town Hall

MEETING NOTES

Supervisor Michael Yudelson opened the meeting by welcoming everyone and thanking them for their attendance. He acknowledged Councilwoman Janet Zinck, who was also in attendance, and introduced Michael Welti, AICP of Behan Planning and Design. Mr. Welti introduced his two colleagues, Cynthia Behan and Rebecca Nolan, and then presented the results of the community survey via a PowerPoint presentation. The presentation followed the general outline of the Community Survey Report, which was made available to the community at the workshop and which can be obtained at Town Hall and on the Town's website: www.henrietta.org.

Following his presentation of the complete community survey results, Mr. Welti went back to each of the individual survey topics: Farmland and Open Space, Housing, Town Center, Commercial Development, Parks and Recreation, Transportation, Hamlet Areas, Economic Development, and the Summary Questions. For each of these topics, he very briefly re-stated the survey results and his interpretation of these results. He then asked the audience to provide any additional insight they might have regarding the results for that topic. Do the workshop attendees interpret the results in the same manner? From the viewpoint of those in the audience, what were town residents saying when they responded to the questions for that topic as they did?

A summary of the facilitated discussion for each topic is provided below.

Farmland and Open Space (Questions 5 and 6)

- Someone referenced the Town of Pittsford's successful methods for preserving open space with low cost to residents
- It was noted that 32% of people are "not sure" when asked if they would be willing to pay – speaker felt that people don't understand that development also costs them money for services (roads, schools, etc). More information is needed.
- It was noted that the Towns of Penfield and Webster also have conservation programs – have done this through referenda. This speaker felt keep distribution of farmland around town.
- The 2004 survey also indicated that a majority wants to do it, but the Town has lost open space since then. The Town needs a mechanism for conserving farmland and open space.
- Several techniques for conserving land were very briefly discussed – donation of conservation easements, purchase of development rights, creative site design or conservation subdivision, etc. There seemed to be much interest in delving into these topics at greater length at a future workshop or education session.

Housing (Questions 7 and 8)

- There was agreement in the audience regarding the need for more affordable housing options for seniors
- With two very large universities in the area, some are seeing encroachment of rental/student housing into residential neighborhoods. This was not addressed in the survey but it has been a problem in some cases.

Parks and Recreation (Questions 13 – 15)

In response to a request from some members of the audience who needed to leave early, the discussion skipped ahead to Parks and Recreation

- It was noted that the Town of Henrietta has a stellar gymnastics program – something that the Town should be very proud of - but it is run out of a highly inadequate facility.
- In the survey, we should have asked whether “you or anyone in your family have used any of the recreational facilities in Henrietta?” Some wondered whether the high level of satisfaction shown in the survey was really a result of segments of the community that do not make use of such facilities. They indicated that those that do use the recreation programs are aware that there are numerous problems:
 - Some are packed and dangerous (Mel Hill Rd?)
 - Some programs are at schools/elsewhere
 - Some facilities are rented
- There was discussion of a community center option
- Take advantage of grant funding or charitable donations
- Someone suggested that the Town look into purchasing one of the vacant car dealerships for conversion to a recreational facility.
- Another person suggested that the Town needs a comprehensive land use plan. Look at assets of the land - ecological/environmental value
- Somewhat off topic, one person wanted to know about sewer infrastructure extensions for a neighborhood that is still using septic systems (Station Road area). Supervisor Yudelson said that the town is aware of the problem and is looking into it. Approximately 20 homes would benefit if the Town created a special district there, but due to the cost residents have not been interested in the past

Town Center (Question 9)

- Some felt that people responding to this question did not understand the concept. What are the benefits? In this regard, the community survey was too general – should do another survey with more specifics. Location wasn’t specified. This needs to be explored - create a vision of town center and hamlet areas. It won’t ever be like Pittsford Village.
- Land near the golf dome/water park area. Entice developers to that area.

- Again trouble envisioning town center here. Supervisor Yudelson noted that there is an example in Penfield. East Henrietta Road up to Lehigh Station - central area with shops, homes, school, church.
- Another person suggested developing complex near Wegmans - with senior center, dental offices, etc. Like Victor. Suggested getting an architect to design it for free.
- Commercial development. Strong support for guidelines and redevelopment
- Was suggested that we should stop new construction and focus development in parts of town that are vacant. Some eyesores are impacting the town negatively. Code violations at specific locations were mentioned
- How would a Town Center connect to the hamlets?
- It would be complex to design

Commercial Development (Questions 10-12)

- Strong support for design guidelines and for redevelopment of existing vacant or underutilized commercial sites
- Focus development in these areas – stop or create disincentives for new construction
- There are too many vacant buildings now – eyesores impact the town negatively. There are maintenance issues / code violations that should be addressed.
- Some did not agree with the relatively high level of satisfaction indicated by the survey

Parks and Recreation (Questions 13 – 15)

Though discussed earlier, some wanted to discuss this topic further.

- The percentage of parkland in Henrietta is way below the national average. Points to need for a land use plan.
- Supervisor Yudelson noted that the survey indicates that people are satisfied. Town just opened a new park along the river.
- It was noted that there are no county parks in the town
- Town should focus on maintaining what we have
- There was a question and discussion about a specific park that was partially developed several years ago – are there plans to do the remaining components.

Transportation (Questions 16 and 17)

- In regard to the question about public transportation service, it was noted that the buses don't run at right times. Schedule needs to be improved – frequency and times - to be used by people of Henrietta. Loops are improved.
- Hamlets have nice sidewalks. These need to be extended.
- Trails – need more – look for missing links. Supervisor Yudelson noted that the Town does have a grant writer and that they are looking for grants
- Jefferson road will include sidewalks and bike lanes. State DOT is doing the work. Town, however, will need to maintain these (four miles of sidewalks to plow in winter)
- Should get developers to do more – construction and maintenance cost
- 4 miles of sidewalks will be plowed

- Trails – Brighton and other local communities provide some good examples

Hamlet Areas (Question 18)

- West Henrietta – the audience agreed that this hamlet has maintained its identity and they tended to support the idea of revitalization planning for this hamlet
- East Henrietta – not as easily identifiable as West Henrietta. Less support for efforts in this hamlet.
- Someone suggested that they should be treated equally in revitalization efforts even if East Henrietta has less character.

Economic Development (Question 19)

- It was noted that farms are businesses. American Farmland Trust could help facilitate farmland preservation
- Support local businesses in the hamlets – perhaps try to keep chains out
- Fill vacant spaces
- It was noted that many people are not aware of how much (little) they are paying in town taxes. Need information / education

Summary Questions (Questions 20-22)

- It was noted that a greater effort needs to be made to educate people about costs. Many people do not understand the difference between county, school, and town taxes. It might be better to present town tax increases in terms of dollars rather than percentages – make it easier to understand and less scary. People might be willing to pay for some of these things once they understand how it will affect them.

Mr. Welti concluded the meeting with a brief summary of the next steps for this planning effort. He indicated that the survey results and the comments from this workshop will be used by the Town Board to develop preliminary ideas for the plan. These will be the subject of some stakeholder meetings in November and another public workshop probably in December. A draft plan will then be prepared for consideration by the Town Board in early 2011. There will also be formal opportunities for public comment as the Town Board considers whether to adopt the plan update early next year.

Someone in the audience noted that the public announcement of this workshop came very late and more residents would probably have attended had they known sooner and been able to plan accordingly. Supervisor Yudelson said that the Town will make sure to get the word out sooner for the next workshop.

After thanking everyone again for attending, the meeting was adjourned.

Appendix D

Notes from Public Information Meeting - April, 25, 2011



Town of Henrietta

2011 Strategic Update to the Comprehensive Plan

INFORMATIONAL MEETING – OVERVIEW: PUBLIC REVIEW DRAFT

APRIL 25TH, 2011 - 7PM @ Town Hall

MEETING NOTES

Supervisor Michael Yudelson opened the meeting by welcoming everyone and thanking them for coming. He acknowledged the other members of the Town Board who were also in attendance, and introduced Michael Welti, AICP of Behan Planning and Design. Mr. Welti introduced his colleague, Michael Allen, and then presented an overview of the draft plan via a PowerPoint presentation. The public review draft was posted on the Town's website (www.henrietta.org) several days in advance of this meeting, and hardcopies were also made available to all who attended.

Following the presentation, Mr. Welti solicited questions and comments from the public. These will be considered by the Town Board as it works to prepare a final draft of the 2011 Strategic Update to the Comprehensive Plan in the coming weeks. The final draft will be subject to a formal adoption process including a public hearing(s) as required by law.

Questions and comments are summarized below:

- Likes the concepts presented, but wondering why some of these items are 'long term' goals – could they not be addressed sooner? Why not 2-4 years?
- Rather than creating a new 'Town Center', why not focus on promoting what they already have?
- 'Town Center' concept may have to be better explained / illustrated to people so that they understand what is being proposed - get everyone on the same page.
- Town needs proactive steps to get what it wants – Town Board should take the lead.
- How does the town fund this work?
- What percentage of people were 'pleased' with the current state of the town in the survey?
 - Responses indicated that most people seemed to be generally pleased with the town, though there was not a question on the survey that asked this question specifically.
- On page 12-13 of draft regarding traffic – there appear to be some assumptions which are incorrect. Traffic conditions may not be accurately reflected. A recent road closing may have diverted traffic and skewed the results. Stated 57% drop may actually be a 25% increase? Should double check these figures. If it is not possible to provide more information here, perhaps this section (traffic) should not be included at all.
- Pleased to see sustainability in the plan as a stated goal. Town should consider what will we have in 10 years? Try to look 10 years ahead and consider ramifications of our work ahead of time.
- RGRTA Study – does this mean they are considering more bus service in Henrietta?
 - Study has not yet started, but it will look at potential sites in the region for redevelopment as possible express bus service hubs which could include mixed use, transit-oriented

development. This work could tie in nicely with the Town's desire to redesign and redevelop older commercial sites that are now vacant or underutilized.

- Has lived here 5 years, but does not know where the current town center is or if one exists at all. Some think of it as the Jefferson Road corridor, but it is hard to define. Town is instead made up of different and separate islands. Town would benefit for having a town center. Things need to be connected somehow. What about an electric bus line or similar concept?
- Noticed a common thread in the presentation – Agriculture was not tied to economic development? Should instead consider Agriculture as a possible economic development tool. Knowing where their food comes from is increasingly important to people. You can market this. There is an organization or institution in Town (just down the street?) that is dedicated to this concept. This is a local resource that should be utilized.
- Commercial redevelopment – difficult to say for certain what commercial vacancy is. Difference between 'perceived' and 'real' vacancy rates. Tax and financial incentives could be considered to draw business infill. What about a 'retainer' to commercial developers? Instead of providing tax breaks, town could temporarily waive some development/tax/permit costs for a period of time until business has been established. After period expires, business would then pay money, but it would give them a grace period to get up and profitable first.
- The idea of doing a business inventory on vacancy rates actually came from the commercial/real estate sector during stakeholder meetings. There may be a misperception on the real amount of vacancy rates.
- Agriculture preservation is important. Should conserve south of thruway and make green infrastructure connections.
 - Want to preserve all active farmland, not just areas south of thruway.
- Should include the smaller hamlets when trying to determine commercial vacancy.
- The Rochester Regional Community Design Center has a current exhibit that shows examples of commercial redevelopment from around the country.
- Biggest issues seem to be about paying for some of these things. Is there a way to better define the actual cost and benefits to taxpayers to do some of these things? This much conservation land = this much tax increase? A comparative analysis of the relative costs to do these different things. Then residents can make more informed decisions about what they want to pursue. Be specific, more detailed, or people will lose interest.
- How do you get people on-board or excited about the town center master plan if people are all imagining different or incorrect things?
 - May have to draw something up first to get people started, then work from there.
- Should set up Master Plan at the local Wegmans to get people involved.
- People want to know: what benefit is there for me? Will I see an increase in my property taxes? What do I get in return? Will there be an increase in my property values?
- What weight will be given to the survey responses between new residents and long-time residents? Will long-term residents be given more weight?
- Were any surveys filled out by non-resident landowners? (Landowners who live elsewhere)
 - Yes – surveys were sent to all property owners. Non-resident landowners however had a very low response rate, so did not affect results very much.
- Redevelopment is important for "what it looks like." Town should set design standards for this.

- Public hearing about bus terminal in Rochester on Saturday. Several potential bus locations should be considered by RGRTA study. Hamlets can be good location.
- Town should include greenspace/landscaping requirements for commercial development which require large trees for any new development. Not the small new trees you often see planted, but large ones which are already mature and provide shade.

After everyone had an opportunity to provide a comment or to ask questions, the meeting wrapped-up with some applause. Mr. Welti and Supervisor Yudelson thanked everyone again for attending, and the meeting was adjourned.

