



Chapter 5

Community Development



GOALS

- > **Promote pedestrian walkability, bicycling and non-automotive transportation within neighborhoods.**
- > **Promote development that has low impact on the environment and that maintains the character of the community.**
- > **Preserve existing trees and provide for new trees in new and existing developments. Protect other natural features including habitat, waterways and topography.**
- > **Protect the night sky and reduce light trespass. Preserve the rural quiet from unnecessary noise intrusion.**
- > **Provide housing for residents of various socio-economic backgrounds and life stages**
- > **Encourage the use of rating systems that promote and encourage greener housing and development practices, such as the LEED for Neighborhood Development Rating System, Energy Star and SITES, among others.**
- > **Provide a basis for informed decision making and investment by developing and maintaining plans related to community development**

INTRODUCTION

The goals and strategies outlined for Community Development are intended to support the goals and strategies outlined in this plan regarding natural resources. Further, the goals and strategies here, as in the Future Land Use map, also aim to make the use of existing infrastructure a key component to future housing and neighborhood development in Victor. A clear connection can be made between the goals and strategies outlined in Victor's Comprehensive Plan and the principles espoused in many so-called Smart Growth policies.

EXISTING CONDITIONS

The Town's significant population growth (also profiled in the preceding chapter) has resulted in the formation of many new households. Between 1990 and 2000, over 1,000 new households emerged in the Town – increasing by over 40 percent to 3,685 households in 2000.

Despite continuous population growth, farmland and rural character remain prominent in many areas of the Town. In the Town of Victor, over 4,100 acres, or 19 percent, of the town's acreage is devoted to agricultural purposes and the extent of agricultural land use is the second only to residential use. The Village's land uses are predominantly residential, though a number of vacant parcels (both residential and non-) exist in the Village as well.

As noted above, residential development is found throughout Victor and is the most prevalent land use (approximately 40% of total acreage). While Victor has its share of traditional older single-family development, most new residential development has occurred in the form of subdivisions, often of formerly agricultural land. Subdivisions range from small-scale developments to larger developments with hundreds of lots, many developed with large homes. Similarly, some of Victor's subdivisions blend in with the surroundings more than others; some honor the existing topography and vegetation whereas others appear to have been clear-cut with little regard for the settings. The majority of Victor's residential development is single-family; however some multi-family development exists as well, particularly in the Village.

EXISTING PLANS AND ACTIVITIES

EXISTING PLANS TO BE MAINTAINED

The following plans are already in place or presented elsewhere in this Comprehensive Plan:

- > Parks & Recreation Master Plan (see Appendix XIII);
- > Natural Resource Inventory and Assessment (see Appendix XI); and,
- > Transportation System Plan (see Chapter 7).

PARKS AND RECREATION MASTER PLAN

The present Victor Parks and Recreation Master Plan was completed in 2007. The plan documents recreational demand, the availability of recreational opportunities and the delivery of recreational resources. The plan is comprehensive in that it addresses needs and opportunities as diverse as traditional parks, recurrent recreational programs, and the system of trails available within the community for use by pedestrians and cyclists.

The mission statement of the Victor Parks and Recreation Department is: "The Town of Victor Parks and Recreation Department is dedicated to offering residents a balanced system of parklands, preservation of open spaces, and broad-based leisure opportunities that will foster growth of healthy lifestyles."

The goals of the 2007 Master Plan include:

- > Promote the creation of a diversity of active and passive recreation facilities within the Town for all age groups.
- > Capitalize on unique scenic, historical, and cultural assets, including Ganondagan and scenic ravines, for recreational and education pursuits.
- > Provide high-quality recreational lands, facilities, and programs in a fiscally appropriate manner.



- > Ensure that parks and recreational offerings are responsive to the needs and desires of the community.

The Victor Parks and Recreation Master Plan, last updated in 2007 and intended to function as a living document, requires updating in the short-term.

NATURAL RESOURCE INVENTORY

Victor's first Natural Resource Inventory and Assessment (NRI) was completed in 2014. The NRI includes information on the presence, distribution and quality of various natural resources including geology and topography, water resources, soils, plant-scape, habitat, co-occurrences and open space, including an open space index. The NRI also includes tools intended for use in maintaining the NRI and in land use and conservation decision-making.

The NRI is intended to continue as a living document, requiring periodic update and augmentation.

TRANSPORTATION SYSTEM PLAN

The Transportation System Plan is included in Chapter 7 of this Comprehensive Plan. The Transportation System Plan includes a detailed analysis of Transportation Infrastructure, Conditions and Levels of Service. The Plan provides a valuable basis for informed decision making relative to transportation and traffic issues throughout the community.

OTHER PLANS TO BE DEVELOPED

Development of the following plans is called for in other chapters of this Comprehensive Plan:

- > Pedestrian/Bike Plan;
- > Historical Resource Inventory;
- > Storm Water Management Plan;
- > Sanitary Sewer and Public Water Master Plan; and,
- > Growth Management Plan.

VICTOR HIKING TRAILS, INC.

Victor Hiking Trails is a volunteer organization that, with partial funding from the Town, develops and maintains a system of trails that is intended to eventually link most neighborhoods with parks and other destinations, including sections of the Lehigh Valley and Auburn trails. The Town and Victor Hiking Trails, Inc. have a history of collaborating with the Genesee Transportation Council in developing long-term plans for a system of trails of various categories within the Town and connecting to trails in neighboring towns. Victor Hiking Trails, Inc. has collaborated with the Town of Victor, and the Department of Parks and Recreation specifically, relative to a number of recent grant applications and awards received for trail

and/or connectivity improvements. The organization will be a key resource and stakeholder in preparing the Pedestrian/Bicyclist plan called for in this chapter.

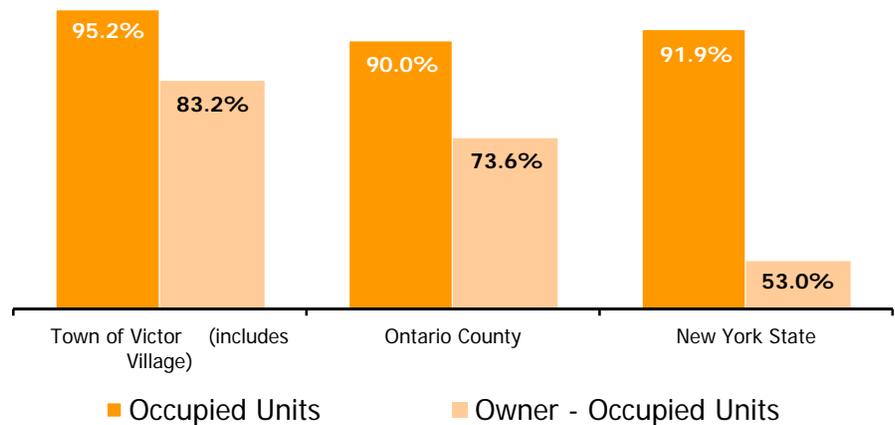
KEY FINDINGS

HOUSING INVESTMENT, OCCUPANCY AND AFFORDABILITY

A community's housing stock and owner- to-renter ratio is a strong indicator of its stability. Typically a homeowner is more attentive to property maintenance than a renter or absentee landlord. A homeowner also tends to remain in their home for a longer period of time than a renter, reducing the amount of turnover within a neighborhood. These and other factors contribute to the level of investment in a neighborhood and ultimately contribute to the value and character as well.

In 2000, the Town of Victor had a higher occupancy rate than both the County and New York State. This indicates that Victor is a desirable place to live, but also means that there could be undue pressure on the housing market, potentially driving prices up.

As important as low vacancy rates are to a community's stability, the rate of owner-occupied housing contributes to the long-term viability of a community. In 2000, Victor had an owner-occupancy rate at 83.2%, compared to 73.6% in Ontario County and 53% in the state.

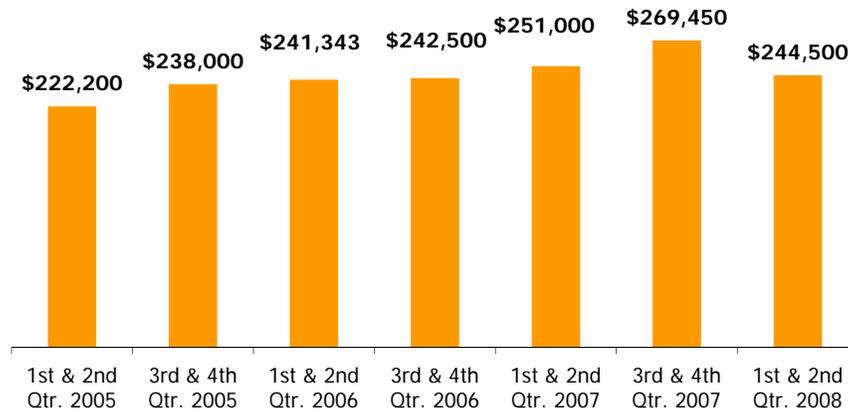


Victor's high rate of population growth is evidenced in the Town's housing stock; unlike many upstate communities, just under half of all housing units in the Town were constructed since 1990, primarily in the form of subdivisions.

As the data regarding median sales prices presented in the following chart indicates, if one were to consider the current stringent requirements for homeownership, particularly the 20% down payment required by most banks, owning the median price home (\$244,500) would be out of reach for many residents in Victor. Substantial savings would be required for many households to secure a mortgage.

For people who had down payments available or who found less stringent lending requirements and secured a mortgage, meeting the monthly payment would be possible for more professions, though a majority would still fall short. Households that had two incomes would find it significantly easier to secure lending, save for the needed down payment and pay the monthly mortgage.

**Median Sales Price Trends
Residential Properties (2005 - 2008)**
(Source: Ontario County)



WALKABILITY

In the public workshops, many residents identified the Town and Village's need for more sidewalks, particularly in Victor's most central areas—connecting people between school, shops, parks, and homes. Sidewalks encourage walking, safety, and health, and create more inviting neighborhoods for both residents and visitors.

The NYS Department of Health estimates that one in three children is obese or overweight. New federal guidelines urge children to exercise 60 minutes per day, yet fewer than one-in-four kids get even 20 minutes – and about another quarter report no significant physical activity per day. By allowing children to walk to the places they already go—school, parks, village shops—Victor can make a positive contribution to its public health.

CUL-DE-SACS AND CONNECTIVITY

Cul-de-sacs—once the quintessential model of suburban development—are essentially dead-end streets, with little to no connectivity with the neighborhoods around them. (Cul-de-sacs are not just single dead-end streets. Any subdivisions with just one way in or out or with a loop that ends up on the same road are also isolated from the road grid and need increased pedestrian/bike connectivity.)

Many residential cul-de-sacs are quite close to one another on a map, but their design is such that a car is required to get from one to the other. This is inefficient—using excess gas and causing more pollution—and inconvenient, particularly for those who do not drive or own a car, including children and seniors. Increasingly, newer subdivision designs are taking these past inefficiencies into account, allowing streets to connect to surrounding ones. Alternative transportation modes such as bicycling and walking will not only

provide necessary connectivity between more isolated subdivisions, but also provide recreation opportunities and a chance to take advantage of Victor's rural beauty. Potential remains to connect existing cul-de-sacs in Victor to facilitate pedestrian and cycling travel between adjacent neighborhoods.

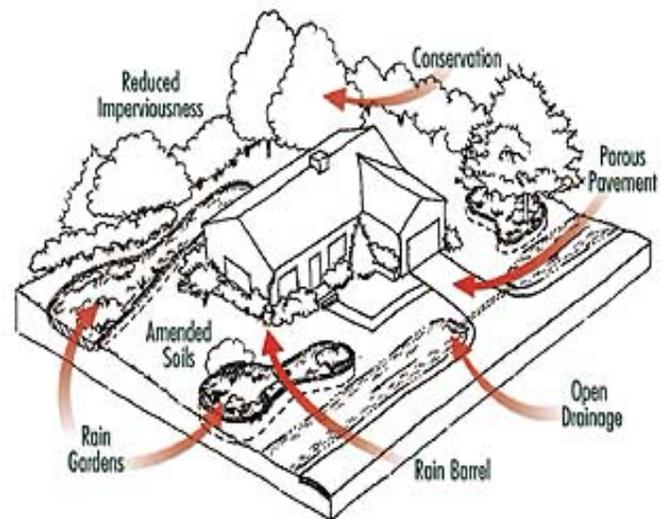
As Victor has grown in population, development has spread out. In order for Victor to retain its unique sense of place that is so valued, and to foster a sense of community, it is necessary to ensure that neighborhoods are linked with one another. Families living in one neighborhood should be able to travel to another neighborhood—or the Village center, or school—with relative ease by any transportation mode. Currently, it is difficult to avoid driving on busy main thoroughfares, such as Route 96, to travel throughout Victor.

The advantages of greater connectivity are numerous for both cars and pedestrians. These include:

- > Reducing traffic on major roads
- > Providing more direct driving and walking routes
- > Improving emergency vehicle access
- > Reducing infrastructure and public service costs
- > Allowing pedestrians and cyclists safe routes that are not on major roads

LOW IMPACT DEVELOPMENT

Development patterns based on conventional zoning codes often result in sprawl, with its associated large impervious areas, loss of natural areas and terrain, and alteration of hydrologic systems. Conventional developments commonly contain wide roads and large parking lots. These large impervious areas prevent water from infiltrating the ground and replenishing groundwater and supporting nearby wetlands and streams. Conventional landscaping brings additional concerns including the introduction of non-native plants, use of herbicides, pesticides and fertilizers, and excessive water consumption. Typically, subdivision designers try to deal with water runoff by constructing expensive stormwater controls such as catch basins, pipes and detention ponds.



Low Impact Development elements on a single-family home site. (Credit: Prince George's County Dept. of Environmental Resources)

The more development that exists in an area, the harder it is for its natural systems to adapt and many, perhaps the majority are lost instead. New projects – greenfield as well as infill – should have as little impact on the environment as possible. This includes stormwater runoff, water and energy use, sustainable materials, and numerous other elements. Stormwater runoff is one of the most significant sources of water pollution in New York. During rainstorms, stormwater runoff washes over impervious surfaces, such as roads, sidewalks and rooftops – increasing in temperature and carrying pollutants such as phosphorus, nitrogen, oil and grease, and pathogens to rivers, lakes and wetlands. This “nonpoint” source of pollution (because it does not come out of a single location such as a pipe) can result in degraded water quality, blocked fish passage, fish kills, loss of wetlands, degraded aesthetics, and impaired recreation.

CONSERVATION SUBDIVISION PRINCIPLES

In a conservation subdivision, both the community and the developer benefit—open space is protected without sacrificing the value of the land. The advantage of a conservation subdivision lies in the fact that a developer would not lose the right to build any of the houses he or she is allowed by the zoning code. However, the developer and the community (through the planning board) would work together to make sure that buildings are appropriately arranged on the land. Ultimately, the land and its environmental constraints will drive the design (rather than the need for and utilization of additional gray infrastructure) rather than a design being imposed upon the land, which then must be altered to conform to the design.

Conservation subdivisions address the *form* of development by permitting flexible lot sizes that facilitate creative subdivision design in harmony with the landscape. In addition to the environmental and viewshed benefits of allowing homes to be sited in a creative way, a network of conserved open lands can be created simultaneously, as wildlife corridors or public hiking trails using stream corridors, etc. A brief description of the conservation subdivision design process is provided in the box below¹.

CONSERVATION SUBDIVISION DESIGN

The four-step conservation subdivision design process is as follows:

1. Identify conservation areas, including steep slopes, stream buffers, scenic views, large woodlots, connections to green infrastructure corridors and nodes, or other features. Set aside these areas for conservation.
2. Locate house sites in the development areas that remain. Do this in a way that preserve physical or visual access to conserved areas and minimizes the need for streets.
3. Align streets and trails.
4. Draw in the property lines.

¹ This approach assumes the availability of sufficient gray infrastructure as it is defined in Chapter 1.

The conservation subdivision design approach begins with the identification of open space resources present on the site to be developed, including environmentally constrained land, agricultural land, historic or scenic views, and significant woodlots. The recognition of important natural resources – the corridors and hubs – that are identified on a community-wide basis in the Natural Resource Inventory (NRI) and, with more site-specificity in the Green Infrastructure Plan, serves as an important foundation. Resource identification² will form the basis for designating conservation lands in the new subdivision. Once conservation lands are identified and designated, areas where development would be most appropriate are identified. The layout of lots—the number of which is based on allowable density for the zoning district—is then designed into the development areas of the site in a creative fashion. Flexible lot sizes and area and bulk standards facilitate this creativity. Identifying road alignments and lot lines are the final steps in the conservation subdivision design process.

The following are some advantages of this approach:

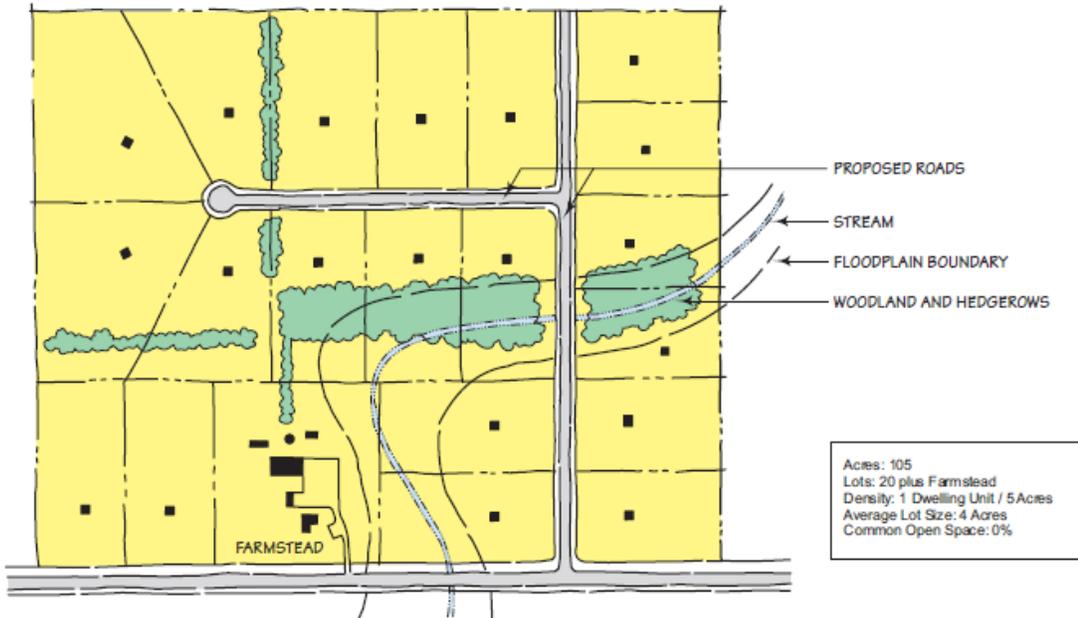
- > Farmland and open space conservation, recreational development and natural resource protection guide the subdivision design process. Because the area and bulk regulations used for conventional subdivisions are not applicable, the design process is creative and not driven strictly by arbitrary minimum lot size requirements;
- > Preservation of rural character;
- > Significant networks of open land are created through the development process – the value of homes within these subdivisions are enhanced as are the value of surrounding neighborhoods, and the quality of life of all residents is improved;
- > Reduction in amount of impervious surface and reduced stormwater runoff, better stream protection, and easier compliance with federal and state rules; and,
- > Developers can provide different types of housing on a variety of lot sizes in response to market demand. This allows for a more diversified housing stock to meet the needs of our changing society. Developers can also save money on infrastructure costs by clustering homes, a savings that can be passed on to homebuyers.

In all cases, a conservation easement will be the legally binding mechanism for ensuring that the open space set aside as part of the subdivision cannot be further developed or subdivided in the future. The town or village will be a party to the easement, and in some cases a third-party enforcer such as a local land trust may also be party to the easement.

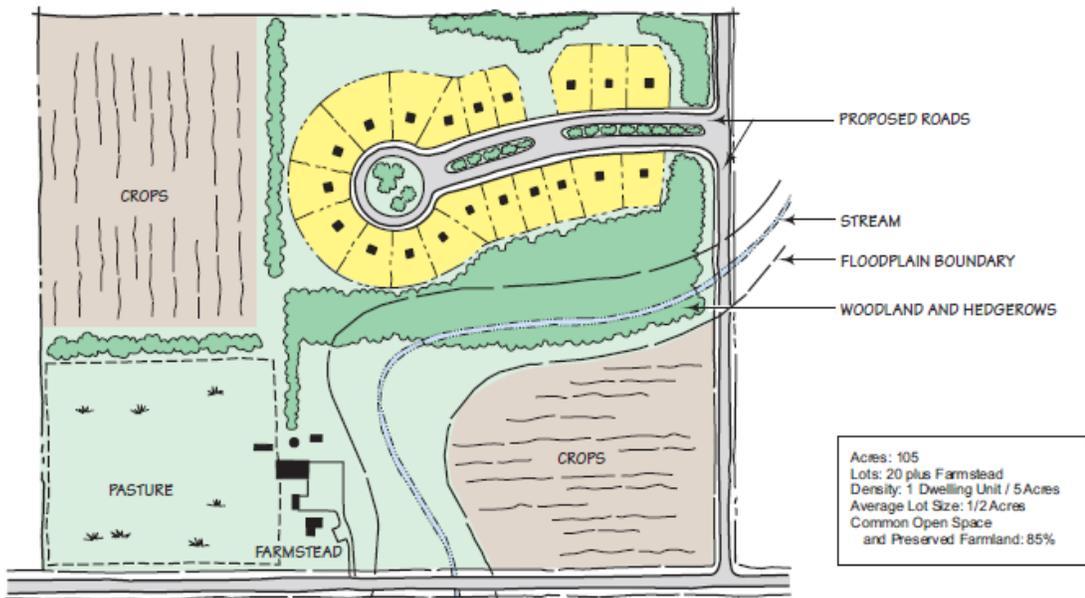
² Some communities are also coming to recognize solar orientation and access as another natural resource and evaluating the siting of homes and other structures so as to maximize potential energy production.

Comparison of a conventional and a conservation subdivision

CONVENTIONAL SUBDIVISION DESIGN



CONSERVATION SUBDIVISION DESIGN



A comparison of a conventional subdivision (top) with a conservation subdivision (bottom). In both cases, a total of 20 residential lots were created. Note that the built land occupies a smaller portion of the developable land – and the open space conserved is in a large significant tract. A conservation easement ensures that the open land preserved as part of the conservation subdivision cannot be further subdivided or developed in the future.

(Source: Southeastern Wisconsin Regional Planning Commission)

Ownership options for open land set aside as part of these subdivisions are described above, but in most cases it is recommended that a private landowner, or several landowners in the new subdivision retain ownership of the land. Private landowners are generally the best stewards of the land. For larger subdivisions, a homeowner's association may sometimes retain ownership of the open lands. In rare cases, the town or a land trust may become the owner of the open lands. This option is particularly suited when the conserved land can be attached to a public park, recreation area or larger conservation area.

The quality of the open space is of key concern in conservation subdivisions. The Town of Victor currently requires a 50 percent minimum open space requirement for residential subdivisions. Fifty percent is a generally accepted threshold to allow for conservation subdivision design. However, there are few, if any, standards in the current code governing the quality of the open space. The open space must be meaningful. In other words, grassy areas of medians and cul-de-sacs, backyards, and other small design features should not count towards the total. Conserved areas should be arranged around:

- > Steep slopes
- > Wetlands
- > Views that protect rural character
- > Natural resource areas such as cliffs and scenic vistas
- > Ridge lines
- > Historic sites
- > Rivers, streams and other water bodies
- > Viable farmlands

BUILDING ENVELOPE RULES FOR CONSTRUCTION

In order to accommodate staging, access, and materials on a construction site, the area that is cleared is often significantly larger than the project itself. If not carefully planned and maintained, construction sites can be the cause of significant erosion, sedimentation, and the loss of vegetation, habitat, and special features.

Retaining natural areas—including vegetation, trees, and topography—to the highest degree practical during construction will help maintain habitat and biodiversity, as well as overall natural character. When construction occurs on the site, protection of open space and sensitive areas through the use of strict boundaries reduces damage to the site ecology, resulting in preservation of wildlife corridors and habitat. In addition, in many cases, trees and vegetation raised off site are costly to purchase and may not survive transplanting. In addition, buildings may be sited for optimal passive and active solar energy, with south or southwest facing roofs not obscured by obstructions.

LIGHTING IMPACTS

Victor's natural beauty is one of its most valuable economic assets. Steps should be taken to preserve it – by day and by night. Outdoor lighting is used to illuminate roadways, parking lots, yards, sidewalks, public

meeting areas, signs, work sites, and buildings. It provides for better visibility and a sense of security. However, if outdoor lighting is badly designed and/or improperly installed, it can be costly, inefficient, unpleasant, and harmful to the nighttime environment.

There are many detrimental impacts of improper lighting. These include:

- > Energy waste – and the air and water pollution caused by this waste;
- > Harm to human health;
- > Harm to nocturnal wildlife and ecosystems;
- > Reduced safety and security;
- > Reduced visibility at night;
- > Poor nighttime ambience – and the loss of rural star-filled skiescapes; and
- > Light trespass from one property to neighboring ones.



The lamp in the left foreground directs light downward in a manner that limits light pollution. The other lamps in the picture let light escape to the sides and above.

Promoting good lighting characteristics on highway corridors and throughout Victor would minimize the adverse visual impact of current and future development. Sensitive areas such as the Village center can be accentuated through lighting standards, and less sensitive areas that nonetheless help define the character of the community (such as the busy commercial corridor along Route 96), can be made more attractive and contextual through other lighting standards. This can be accomplished through the provision of information to property owners, and through the site plan review process for new development. Use of low-energy lighting fixtures, such as LED streetlights, building lights and landscape lighting can also reduce energy consumption and costs.

NOISE

In the public workshops, highway noise was noted as a concern for many residents. As Victor's population increases, this noise will likely increase. Similarly, as development expands into areas that were previously not residential, the impact of noise will be felt by a greater portion of the population. While it is generally not possible to change the ambient noise emanating from roadways, it is possible to employ a strategy of buffers to minimize the noise impacts on the surrounding areas.

HOUSING DIVERSITY

One disadvantage of Victor's convenient location and housing quality is the high cost of housing and lack of affordable options. In addition to the cost of housing, the choices of housing types often do not meet the needs of the existing population. For example, seniors have few housing types from which to select, and in addition, many are on fixed incomes and may not be able to afford market-rate rents. Similarly, much of Victor's existing housing stock — primarily single-family detached homes — is not suitable for single-person

or young family households. The following strategies can help ensure that Victor is accessible to all who want to live there — our children, our grandparents, and our teachers.

Suburban development has historically favored the single-family detached house, seemingly the emblem of the American Dream for many decades. Only recently have many communities realized that this housing model only accommodates a certain sector of the population. In the public workshops, many residents expressed the sentiment that it was difficult to stray outside this model and as such, smaller housing options were difficult to find.

The desire for smaller, more diverse types of housing can stem from both financial and behavioral needs. For instance, young singles or couples moving (or returning) to Victor to begin their working years might not be able to afford a single family home, and might not want that much space or the maintenance associated with it. These young people might want to feel more connected with their peers and want access to friends, jobs, and shops by foot. Similarly, seniors might want to remain in the community, but also may not be able to afford, or simply do not want a single-family home. Many seniors do not drive and thus require amenities—including social networks of neighbors and friends—to be nearby. Both groups of the population could fare well with smaller housing units closer to the Village center. Units built to reduce costs for energy and water through conservation and also promote occupancy stability.

On the other end of the spectrum, empty nesters, or those whose children have left the household, might want to downsize their living space for a variety of reasons—not necessarily financial. The Village and Town should continue to explore ways to enable high-end housing outside of the traditional single-family model.

While home ownership is undoubtedly a significant component of stable neighborhoods, it is not necessarily appropriate for everyone, particularly in light of recent turbulent economic times. Rental housing is often portrayed in a negative light, synonymous with old or inferior housing stock, poorly maintained units, or absentee landlords, but this is certainly not always the case. Indeed, United States housing policy has historically favored the homeowner over the renter. However, by skewing Victor's housing stock overwhelmingly towards ownership, this excludes sections of the population that the community may be seeking, such as the aforementioned young singles and couples, seniors, and empty nesters.

MIXED USE DEVELOPMENT

Downtown Victor is an ideal location for mixed-use development that would provide housing appropriate for intergenerational residents with a variety of income levels — in this case, commercial on the ground floor with residential units above—that fosters a sense of community, encourages pedestrian activity, and supports smart growth principles. Young professionals are potential long-term members of the community and should be encouraged to live and shop in Victor. This type of development can also provide much-needed housing to those who are not ready or able to purchase Victor's larger, more expensive homes, including seniors, empty-nesters and local workers as well as young professionals. Finally, higher density mixed-use development can be more suitable to for block- or neighborhood energy generation or cogeneration in which occupants share not only in the cost but also the benefits of renewable or local

energy production, reducing dependency on the grid and stabilizing power. Mixed-use development can also provide rooftop space for green roofs as well as solar energy production.

ROAD DESIGN

Road, driveway, and curb cut design can have significant impact not only on the environment, but also on community character, traffic, and pedestrian opportunities. Narrower roads for low traffic volume uses are desired because they reduce impervious surfaces, reduce the need for cutting and filling, and preserve rural character. Narrow roads also serve to slow down traffic and thus are more pedestrian friendly. With the exception of obvious instances where a wider roadway is important to safety, including that of pedestrians and cyclists or essential to providing badly-needed capacity to mitigate traffic congestion, roadway lengths and widths should be minimized on a development site to reduce the extent of impervious surfaces.

ALTERNATIVE ENERGY UTILIZATION

As increasingly noted in recent years, the potential for small-scale, distributed alternative energy sources is becoming within reach of everyday citizens. Whether rooftop photovoltaic panels, geothermal heat pumps, or microturbines to harness wind energy, there are many benefits of on-site energy generation for both homes and businesses—including helping to reduce peak load stresses on utilities, reducing the emission of greenhouse gases, decreasing other air pollutants and improving energy resilience for residents.

Often, however, local zoning or building codes unwittingly prevent these very innovations from taking place, through restrictions of objects on roofs and similar regulations developed before the advent of most alternative energy technology. In this day and age the ability to pursue such technologies should be protected and encouraged.

PLANNING FOR COMMUNITY DEVELOPMENT

A number of important plans are already in place, presented elsewhere in this Comprehensive Plan, or called for elsewhere in this document. These include:

- > Parks & Recreation Master Plan;
- > Natural Resource Inventory;
- > Transportation Plan;
- > Historical Resource Inventory;
- > Storm Water Management Plan;
- > Sanitary Sewer and Public Water Master Plan;
- > Growth Management Plan; and,
- > Pedestrian/Bike Plan.

Providing a complete information base useful in decision-making relative to community development, may require additional plans including: a Town Highway Department Master Plan (including a plan for the Recycling Center); a plan for Fire Department and Medical Emergency Services; a Public Library Plan; and, an Information Technology Plan³ (including plans for community-support social media and for the development of fiber-optic connectivity).

³ The recommended development of an Information Technology Plan is not intended to imply the use or availability of public funds for implementation, merely the identification of community needs and preferences.

GOALS AND STRATEGIES

GOAL A. PROMOTE PEDESTRIAN WALKABILITY, BICYCLING AND NON-AUTOMOTIVE TRANSPORTATION WITHIN NEIGHBORHOODS.

STRATEGY 1. REQUIRE SIDEWALKS AND BICYCLE/SHARED LANES IN NON-RURAL DEVELOPMENTS.

It may not be practical to retrofit sidewalks into existing subdivisions. However, new subdivisions and road reconstruction could provide opportunities to achieve large portions of a pedestrian and cycling network that will start to interconnect over time. As part of a townwide bicycle/pedestrian plan (see Strategy 2), Victor should prioritize existing roads most in need of sidewalks. Priorities should include: routes to school, areas with heavy traffic, and roads near natural pedestrian amenities (e.g. shopping).

The Institute for Transportation Engineers (ITE) recommends particular design guidelines for sidewalk installation depending on anticipated use. Where possible, wider sidewalks and planting strips should be installed. The ITE chart, adapted for Victor, is below.

Types of Pedestrian Treatments

| Land Use | Pedestrian Treatments |
|--|--|
| Residential streets in village/town centers and on major roads (e.g. Route 96) | Install sidewalks on both sides of the street. Sidewalks should be at least five feet wide with a wide planting strip separating the pedestrians from the traffic. Install crosswalks. |
| Residential streets (local streets) where the density is more than four units per acre | Install sidewalks on at both sides of the street. Sidewalks should be at least four feet wide with a planting strip separating the pedestrians from the traffic. |
| Land Use | Pedestrian Treatments |
| Residential streets (local streets) where the density is between one and four units per acre | Prefer to install sidewalks on both sides of the street, but require installation on one side. Sidewalks should be at least four feet wide with a planting strip separating the pedestrians from the traffic. Roads should have at least four-foot shoulders on side without sidewalk. |
| Rural Roads (less than one unit per acre) | Prefer to install on one side of the street. A four-foot shoulder is required on each side of the road when there are no sidewalks. |
| (Source: Institute of Transportation Engineers, "Design and Safety of Pedestrian Facilities," March 1998.) | |

STRATEGY 2. CREATE A PEDESTRIAN/BIKE PLAN FOR THE TOWN AND VILLAGE TO LINK SUBDIVISIONS, PARTICULARLY CUL-DE-SACS, AS WELL AS CONNECT PEOPLE TO ACTIVITY CENTERS AND RECREATIONAL WAYS.

The Town and Village should identify locations where it would be possible to connect subdivisions through trails, paths, or service roads. Whether designated by easement or other mechanism, the creation of a network of paths would allow pedestrians and bicyclists to travel between nearby subdivisions in a safe and efficient manner, lessening traffic on surrounding streets and improving efficiency and safety for all.

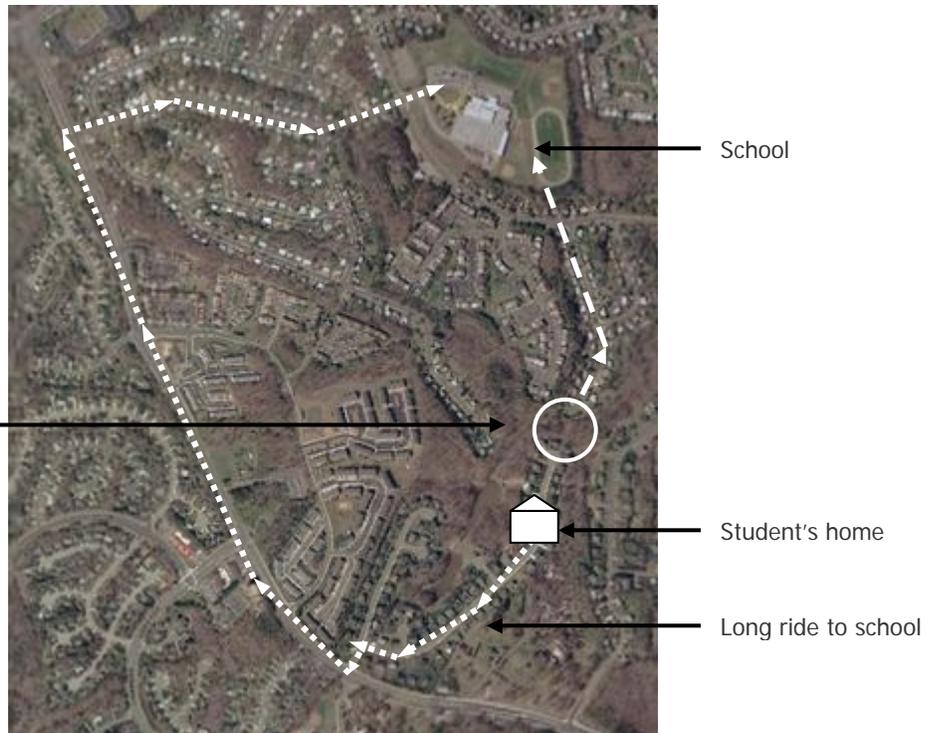
STRATEGY 3. REDUCE CUL-DE-SACS AND PROMOTE CONNECTIVITY.

New subdivisions should be required to create road connections to neighboring projects. If there are not neighboring subdivisions, new subdivisions should provide for future road connections by preserving a right of way⁴.

THE MISSING LINK

In this example, a suburban student must take the long way around, probably by bus, to get to school. With one simple connection, the trip becomes a short drive – or even safely walkable – for lots of students.

Connecting this missing link between dead ends would allow a shorter, safer route to school.



⁴ It should be noted that Chapter 8 also includes a somewhat related strategy (Strategy 2) that would expand opportunities to develop neighborhood-scale commercial uses within residential neighborhoods. Although not appropriate in all settings, given the increase in traffic congestion within the Route 96 corridor (see Chapter 7 for a more detailed discussion) neighborhood-scale commercial development does have potential to improve quality of life for residents by avoiding the need to travel through the corridor for some shopping.

Any new automobile connections must be accompanied by specific and extensive traffic calming interventions to mitigate the possibility of increased traffic on some residential streets. Such techniques would include but are not limited to keeping streets narrow, providing traffic bumps, pedestrian islands, crosswalks, curves, bike lanes, and, of course, sidewalks. Without such mitigating interventions, automobile connections should be minimized. Cooperation with highway and fire departments is necessary to accomplish these goals.

Another strategy, currently in use by the town, is limiting the number of houses on a dead-end street. This has worked to limit the size of very large developments. It is a good interim measure, but connectivity is a more important strategy to allow developments – large and small – function better as neighborhoods.

Despite the advantages that connections bring, it is not practical or even necessary to force every existing residential subdivision to open up roads to its neighbors. Rather, it is important to establish the right connections between the right places. Sometimes those connections might not even be for cars. Pedestrian and bike connections can achieve many connectivity goals at a fraction of the cost (see Strategy 2). The town should map out options for possible connections on currently land, prioritize them, and craft a plan – that works hand-in-hand with the bicycle/pedestrian plan – to better connect the community.

GOAL B. PROMOTE DEVELOPMENT THAT HAS LOW IMPACT ON THE ENVIRONMENT AND THAT MAINTAINS THE CHARACTER OF THE COMMUNITY.

STRATEGY 4. REVISE SUBDIVISION REGULATIONS TO REQUIRE THAT NEW HOUSING DEVELOPMENTS BE DESIGNED TO HAVE LOW IMPACT ON THE ENVIRONMENT.

Low Impact Development (LID) is a stormwater management approach with the basic principle of modeling nature and mimicking a site's predevelopment water systems. Instead of managing and treating stormwater in large, costly built facilities, LID technology employs small, cost-effective landscape features often located at the lot level. LID allows for development with fewer environmental impacts through smarter designs and technologies that better balance conservation, growth, public health and quality of life. LID benefits the municipality, developer, and general public – through cost savings to developers, smaller burden on municipal infrastructure and reduced pollution to drinking water, recreational waterways and wetlands. Some of the best practices include:

- > Permeable pavers
- > Porous surfaces
- > Tree box planters
- > Green roofs
- > Rain gardens
- > Grassed swales
- > Dense development
- > Native plants

- > Open space conservation
- > Narrower streets
- > Shorter driveways
- > Smaller, better landscaped, permeable, tree-shaded parking areas
- > Storage / reuse of rainwater

Victor should incorporate Low Impact Development (LID) practices into its subdivision regulations for all future development. More information about the use of LID can be found at the Low Impact Development Center, <http://www.lowimpactdevelopment.org/index.html>.

Another sustainable design technique that can be applied is LEED ND (Leadership in Energy and Environmental Design Neighborhood Design). LEED is currently a U.S. standard for environmentally sustainable building design, and is in the process of creating and testing its ratings system for neighborhood design (LEED ND). LEED ND combines elements of green building with better site design and large-scale sustainability. Victor should consider incorporating LEED ND standards⁵—or actually using the certification process—into its own code as a required or incentivized option. This would not only use widely accepted benchmarks for environmentally responsible planning, but it would also establish Victor as a leader in sustainability.

STRATEGY 5. REQUIRE ALL DEVELOPMENTS BE DESIGNED USING CONSERVATION SUBDIVISION PRINCIPLES.

The following elements should be integrated into the permitting process to help all parties understand the potential for the conservation of quality open space. As with the existing permitting process, all decisions about the adequacy of the following elements lies with the planning board.

A. Describe Site Context

Assess how the site fits in with the surrounding area and describe any contributions the site makes, in its undeveloped state, to the Town's visual community character. Prepare a "Site Context" report and map that summarize how the site fits into the community and any conditions or features that should to be considered in the design and development of the site?

- > Are there any recommendations in the Town's Green Infrastructure Plan that should be incorporated into the design of the site?
- > Are there any off-site open space, park, greenway or trail facilities or plans that should be addressed for connectivity in the design of the site?
- > Are there any elements of community character in this area of Town that need to be addressed by design of the site?
- > Are there any off-site views of the site that should be addressed in the design of the site?

⁵ Other similar programs include Energy Star Rate homes, PassivHaus, and Living Building Challenge standards.

- > Are there off-site historical or archaeological assets that need to be taken into consideration in the design of the site?
- > Are there any off-site natural resource systems or elements of flora and fauna whose continued good health could be affected by the design of the site?
- > Are there any off-site topographic elements that could affect the design of the site?

B. Site Assessment Analysis

Prepare an analysis of existing site conditions that should be considered in the design of the proposed conservation subdivision.

- > Prepare a brief summary description of the use/history of the site. Was the site used for farming?
- > Map any historic or archaeological features located on the site and prepare a description of such features.
- > Map the site's topography and prepare a slope analysis map that identifies slopes of 15% or greater.
- > Map wetlands, watercourses and flood plains consistent and include field observations of any vernal pools. Using the Town's regulations, map appropriate "buffer areas" around these features.
- > Map on-site sub watershed areas and indicate flow directions.
- > Map any special geologic features on the site.
- > Map any special vegetation including significant forested areas.
- > Map prime farm soils and soils of significant interest.
- > Map and describe "endangered, threatened or species of special concern" located on the site.
- > Map and describe any existing known easements utility, drainage, infrastructure, access, conservation, etc).
- > Map, describe and accommodate important agricultural infrastructure such as access roads and drainage and ensure compatibility with agricultural activities on adjoining parcels.

STRATEGY 6. DEVELOP A PLAN FOR COMMERCIAL DEVELOPMENT.

This Comprehensive Plan provides significant detail regarding policies and preferences for agricultural and residential development, and far less regarding commercial development. This strategy recognizes the need to develop companion plans focused upon commercial development.

GOAL C. PRESERVE EXISTING TREES AND PROVIDE FOR NEW TREES IN NEW AND EXISTING DEVELOPMENTS. PROTECT OTHER NATURAL FEATURES INCLUDING HABITAT, WATERWAYS AND TOPOGRAPHY.

STRATEGY 7. IMPLEMENT BUILDING ENVELOPE RULES FOR CONSTRUCTION SITES.

Currently, Section §211-31 (F) of the Town of Victor zoning code addresses construction activities. While this is an important first step, Victor should adopt building envelope standards for construction sites akin to regulations set forth in LEED (Leadership in Energy and Environmental Design) for New Construction. These standards delineate specific areas in which construction activity may take place

On greenfield sites (sites that are to be newly developed), limit all site disturbance to 40 feet beyond the building perimeter; 10 feet beyond surface walkways, patios, surface parking and utilities less than 12 inches in diameter; 15 feet beyond primary roadway curbs and main utility branch trenches; and 25 feet beyond constructed areas with permeable surfaces (such as pervious paving areas, stormwater detention facilities and playing fields) that require additional staging areas in order to limit compaction in the constructed area. Particular attention should be paid to protecting existing trees from root damage during construction.

On previously developed or graded sites, restore or protect a minimum of 50% of the site area (excluding the building footprint) with native or adapted vegetation.⁶

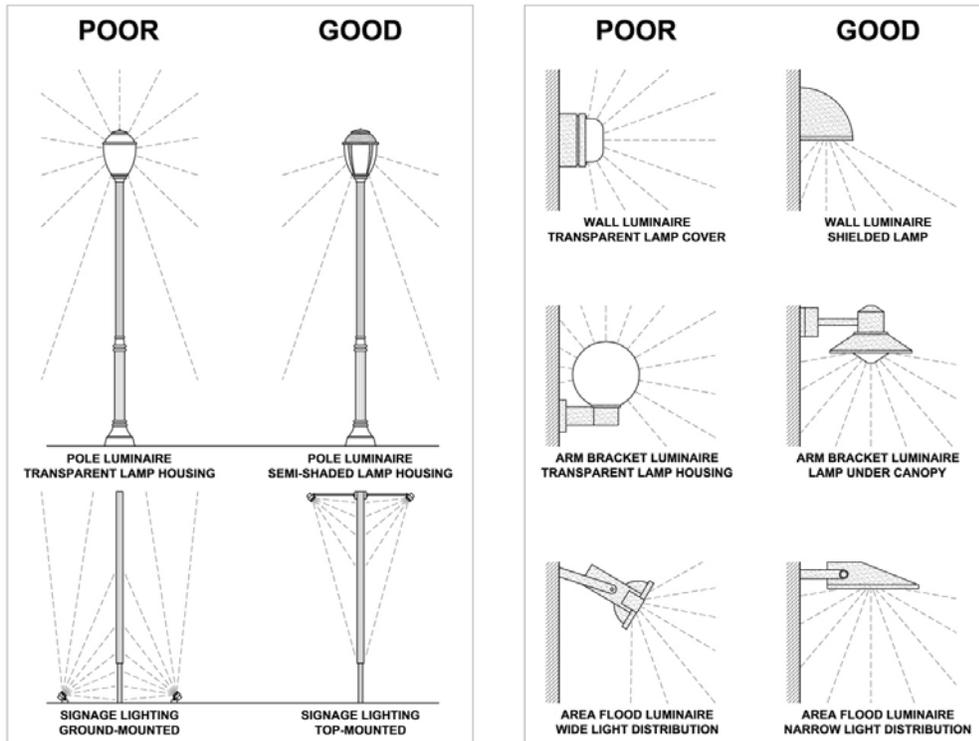
GOAL D. PROTECT THE NIGHT SKY AND REDUCE LIGHT TRESPASS. PRESERVE THE RURAL QUIET FROM UNNECESSARY NOISE INTRUSION.

STRATEGY 8. ENACT AND MAINTAIN DARK SKY STANDARDS FOR LIGHTING IN DEVELOPMENTS ACROSS THE TOWN

Victor can reduce lighting impacts by enacting and maintaining "dark sky" ordinances that would reduce the light pollution from private street lamps and building fixtures. "Good lighting," as described by the New England Light Pollution Advisory Group and the International Dark-Sky Association, has four distinct characteristics:

1. It provides adequate light for the intended task, but never over-lights.
2. Fully shielded lighting fixtures, which control the light output in order to keep the light in the intended area, are used.
3. Lighting fixtures are carefully installed to maximize their effectiveness on the targeted property, and to minimize the area and/or point of illumination's adverse effects on neighboring properties.
4. It uses fixtures with high-efficiency lamps, while still considering the color and quality as essential design criteria.

⁶ LEED NC (LEED for New Construction) Version 2.2, Credit 5.1. www.usgbc.com



Additional material that expands upon those guidelines can be found at the website of the International Dark Sky Association. Sample ordinances from around the nation are at: <http://www.darksky.org/ordsregs/>.

Such material will help builders, developers and property owners work with the community to protect Victor's natural beauty at night. It should be given as part of the application for any Town- or Village-required approval process and can be reviewed with applicants before the Planning Board.

In addition to new development, the ordinance should also require that any existing fixtures needing to be replaced must be done with fixtures that adhere to the new dark sky ordinance⁷. Compliance with this ordinance should be a prerequisite for the issuance of a building or occupancy permit. The town attorney, county planner, or a contracted planning consultant should be able to quickly facilitate the drafting of this ordinance for the town and village boards.

Both the Town and Village must set a precedent for the recommendations in the proposed Dark Sky ordinance. All municipally owned facilities should replace its light fixtures with those conforming to the requirements stated in Strategy 1. Town and Village facilities can be showcases that show residents how to reduce operating and energy costs in their own properties, while demonstrating the aesthetic benefit of such lighting. Such a strategy would also enhance the community's rural character.

⁷ The municipality might also consider evaluating existing development to determine the illumination necessary for security purposes and explore reducing the amount of excess lighting used for non-security purposes.

STRATEGY 9. INVESTIGATE MEASURES TO REDUCE THE IMPACT OF NOISE ON RESIDENTIAL AREAS.

Sound barriers are the most effective way to contain highway noise. These barriers, generally installed by municipal, county or state agencies, have been improving in appearance since they first achieved widespread use, and can often incorporate innovative design elements. The Town and Village should reach out to the New York State Department of Transportation (NYS DOT) to obtain sound barriers for the New York State Thruway.

If NYS DOT barriers are not feasible or not desirable, individual property owners can take steps to mitigate highway noise. According to an article in the *Washington Post*, "The best way to reduce noise is to establish a soil berm for your plantings: Large mounds of soil thickly planted, as described above, do a much better job of blocking sound than plants alone. Make your berm as high as possible, at least eight feet tall and 20 feet wide, and as long as your property line. A solid, well-planted berm can cut auto and truck noise by 70 to 80 percent and substantially reduce sounds from playgrounds, sporting activities or factories."⁸



Modern noise barriers can take a variety of forms suitable for different types of neighborhoods.

The Fairfax County, Virginia, Comprehensive Plan addresses noise by requiring mitigation of noise impacts of certain decibel levels, and restricts new development in certain areas:

New residential development in areas impacted by highway noise between DNL (Day-Night Sound Level) 65 and 75 dBA will require mitigation. New residential development should not occur in areas with projected highway noise exposures exceeding DNL 75 dBA (A-weighted decibels)."⁹

Victor could explore creating a similar ordinance, incorporating buffer strategies noted above.

⁸ Joel M. Lerner, "A Good Wall, Even if it's Made of Plants, Can Reduce Highway Noise," *Washington Post*, March 12, 2005. http://www.washingtonpost.com/wp-dyn/content/article/2005/03/25/AR2005032507041_pf.html

⁹ Fairfax County Comprehensive Plan (2007), <http://www.fairfaxcounty.gov/dpz/comprehensiveplan/policyplan/environment.pdf>, p. 11

GOAL E. PROVIDE HOUSING FOR RESIDENTS OF VARIOUS SOCIO-ECONOMIC BACKGROUNDS AND LIFE STAGES

STRATEGY 10. ALLOW FOR A GREATER DENSITY AND DIVERSITY OF HOUSING AROUND THE VILLAGE AND IN SPECIFIC HAMLET AREAS

The Town and Village should seek to encourage more types of housing, including apartments, condominiums, and townhouses, in areas where the greater density would be suitable, such as the Village center. Greater density would help create more of a “downtown” feel in these areas, adding potential customers to nearby businesses and restaurants, community gathering places, and an overall sense of place and civic pride, giving Victor a true center. The community might also consider expanding opportunities for development of in-law apartments at existing residences under certain circumstances based upon lot size, density and other relevant aspects of neighborhood character.

The majority of the Village of Victor is currently zoned R-1 and R-2, which are single-family residential districts. The Village in particular should explore the provision of multi-family dwellings, or smaller homes in these sections of the Village.

STRATEGY 11. CRAFT ZONING LANGUAGE AND INCENTIVES THAT INCREASE THE AVAILABILITY OF RENTALS.

One strategy to help encourage rentals in appropriate areas is to reduce lot size requirements slightly, in areas such as the Village center that could potentially absorb more density. This would enable landlords to more easily develop multi-family rentals at a profit, which in turn brings a more diverse housing mix to the center of Victor and boosts economic development. Similarly, Victor could utilize incentives for developers to build rental housing in addition to housing for sale and for development of rental housing complying with LEED standards so as to reduce recurring costs for water and energy. Such incentives could be in the form of density or height bonuses, fast-track permitting, or tax abatements. Either of these solutions would contribute to a more diverse range of housing options for all residents of Victor.

STRATEGY 12. DEVELOP ZONING THAT OFFERS A SIGNIFICANT INCENTIVE FOR THE CREATION OF WORKFORCE HOUSING.

Another similar option does not *require* the provision of workforce housing, but instead provides incentives to developers who do. The New York State Builders Association recognizes the importance of generating workforce housing and a diverse range of housing opportunities, and recommends the use of incentive zoning to achieve this.¹⁰



¹⁰ http://www.nysba.com/government_affairs.html

In many ordinances, the regulatory burden of providing housing at less than market rates is reduced by offering some manner of incentive, such as a property tax break, fast track permitting or a density bonus. A density bonus might, for example, require 10 percent of every project be permanently affordable, but allow developers a ten percent density bonus. In this sense, the developer still maintains the ability to profit, but is able to serve the community's needs as well. Some communities, such as downtown Seattle (a pioneer of incentive zoning), give developers the option of paying into an affordable housing fund instead of developing the affordable housing themselves. Victor can designate certain areas of the Town or Village where such incentives might be applicable.

Accessory apartments above garages can provide housing for those who want to remain a part of the community but may not desire a single family detached house. (Credit: EPA Smart Growth)

STRATEGY 13. CHANGE ZONING TO ALLOW ACCESSORY UNITS.

Currently, Chapter §170-19 of the Village of Victor's zoning code states "Living quarters in a cellar, basement, garage or other accessory building is prohibited in any district."

Chapter §211-19 of the Town zoning code states the following: "Customary accessory uses. Accessory uses or structures which are clearly subordinate to the principal use of a building located on the same lot and which serve a purpose customarily incidental to the use of the principal building shall be permitted in each district. Such uses include swimming pools, storage facilities, home gardening, servants quarters to be occupied only by servants employed on the premises, home occupations, professional offices employing not more than one person who is not a member of the household, signs, off-street parking and loading areas, temporary tract offices and other uses customarily appurtenant to a permitted use."

Many communities have had a similar approach to accessory dwellings as Victor, i.e. not allowing them due to former reputations as illegally converted places that are overcrowded, not adhering to the building code, or otherwise undesirable for the neighborhood. However, as communities increasingly recognize the importance of flexible, diverse housing arrangements, accessory apartments (sometimes referred to as "in-law" apartments) are regaining ground. Accessory apartments, if carefully defined, can be an affordable, low-impact way to provide a variety of housing options to underserved populations, including the handicapped. As noted in the *New York Times*, "The changes are a recognition that converting a one-family house into what many would consider a two-family house, or at least a one-and-a-half-family, expands housing opportunities and provides needed accommodations at relatively low cost without adding significantly to the demand for public services."¹¹

Accessory apartments carved out of a home or garage, or other structure on the lot help keep extended families together, and continue to stabilize a healthy neighborhood. Today, many seniors prefer to age in the communities where they spent most of their lives. However, a large home on a suburban lot might require too much upkeep for an empty nester and be too isolating, as aging homeowners need to curtail car use. Similarly,

¹¹ Mary McAleer Vizard, "A New Look at Accessory Apartments," *New York Times*, July 7, 1991.

a change in circumstances by the primary owner might mean that the added income from an accessory apartment is the injection of funds needed to meet the owner's monthly mortgage payments.

Victor should allow accessory dwelling units in certain zoning districts where they can be accommodated by the infrastructure (including water, sewer, and roads). It is critical that the language drafted into the zoning code addresses several issues:

- > Clearly defines "accessory dwelling" or "accessory apartment"
- > Specifies whether an "as of right" use or requires special permits or hearings (most often the former)
- > Specifies attached or detached, or both
- > Owner-occupancy requirements (in either principal or accessory dwelling)
- > Size (minimum, maximum, percentage of principal unit, number of bedrooms) and/or number of occupants
- > Parking
- > Limitation on accessory units per lot (usually one)

STRATEGY 14. AS UNDERUTILIZED DOWNTOWN SITES ARE DEVELOPED, ENCOURAGE MIXED-USE BUILDINGS THAT PROVIDE HOUSING APPROPRIATE FOR INTERGENERATIONAL RESIDENTS WITH A VARIETY OF INCOME LEVELS.

Currently, only the B (Business) zoning district in the Village allows mixed-use development. Such development could further be encouraged by developer incentives, or expanding permission for mixed-use development into other districts in the Village.

GOAL F. ENCOURAGE THE USE OF RATING SYSTEMS THAT PROMOTE AND ENCOURAGE GREENER HOUSING AND DEVELOPMENT PRACTICES, SUCH AS THE LEED FOR NEIGHBORHOOD DEVELOPMENT RATING SYSTEM, ENERGY STAR AND SITES, AMONG OTHERS.

STRATEGY 15. DEVISE STANDARDS FOR NEW ROADS TO ENSURE THEY ARE COMPATIBLE WITH VICTOR'S GREEN INFRASTRUCTURE AS WELL AS COMMUNITY CHARACTER AND PEDESTRIAN NEEDS.

In order to accomplish this, Victor should:

- > Use smaller side-yard setbacks to reduce total road length, especially in PDDs, and other locations with higher density of development.
- > Establish requirements for road layouts, such as those relied upon in conservation subdivision, that reduce overall street length required.

- > In addition, residential streets and private streets within commercial and other development should be the minimum required pavement width needed to support travel lanes, on-street parking and emergency access. In residential areas, on-street parking can be reduced to one lane or eliminated on local roads with less than 200 average daily trips. One-way, single lane, and loop roads are another way to reduce the width of lower-traffic streets.



- > Minimize street width by using narrower designs that are a function of land use, density and traffic. Guidance for widths are as follows:¹²

| Street Type | Maximum Width | Maximum Block Length | Vehicle Volume |
|---------------------------|----------------------------------|----------------------|----------------|
| Alley | 2 eight foot lanes | 400' | 200 |
| Low volume residential | 16-18' or 2 ten- foot lanes max. | 600' | 200 |
| Medium volume residential | 18 to 20' | 1320' | 600 |

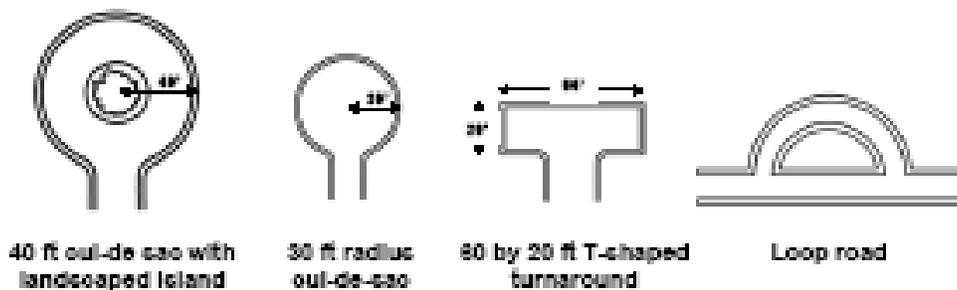
This initiative must be implemented carefully in a manner that would not reduce capacity on heavily-used, congested roadways or create unsafe or hazardous conditions in critical areas such as those surrounding schools.



Examples of shared driveways and pervious pavers (in this example, Ecystone).
 (Photos: Jordan Cove Urban Watershed Project, www.jordancove.uconn.edu)

¹² From Street Design for Healthy Neighborhoods, 1999, Local Government Commission and Walkable Communities, Inc.

- > Incorporate bike or walking lanes, sidewalks, or road shoulders suitable for shared use of roadways.
- > Use shared driveways that connect two or more homes.
- > Use alternative driveway surfaces to reduce impermeability.
- > Minimize the number of cul-de-sacs, eliminate them all together if possible and incorporate landscaped areas to reduce impervious cover and land disturbance. The radius of a cul-de-sac should be the minimum required to accommodate emergency and maintenance vehicles. Alternative turnarounds should also be considered. Reduce the radius of the turnaround bulb or consider alternative cul-de-sac design, such as “tee” turn-a-rounds or looping lanes (See illustration below). Create a pervious island or a stormwater bioretention area in the middle of the cul-de-sac to reduce impervious area.
- > Apply site design strategies that minimize dead-end streets (see below for examples).



- > Site roads and driveways in a manner that minimizes fragmentation of farmland.

STRATEGY 16. ENCOURAGE THE USE OF ALTERNATIVE ENERGY FOR HOMES AND BUSINESSES.

Victor should encourage the use of small-scale on-site alternative energy for use on the same residential or commercial property (including net metering, but not utility-scale projects providing wholesale power to the grid—in other words, this is not a discussion of tall wind turbines or technology of a similar scale). First, the Town and Village should identify any obstacles to alternative energy generation in its code; second, they should consider education on various technologies, opportunities, and incentives, from organizations such as NYSERDA (New York State Energy Research and Development Authority) for Victor government, residents, and business owners.

The town has adopted a wind turbine ordinance for regulation and approval of wind power. The rest of the code should also be reviewed and modified to encourage other alternative energies as well.

GOAL G. PROVIDE A BASIS FOR INFORMED DECISION MAKING AND INVESTMENT BY DEVELOPING AND MAINTAINING PLANS RELATED TO RELATIVE TO COMMUNITY DEVELOPMENT**STRATEGY 17. DEVELOP AND MAINTAIN COMMUNITY DEVELOPMENT PLANS**

The following plans are already in place or presented elsewhere in this Comprehensive Plan:

- > Parks & Recreation Master Plan¹³;
- > Natural Resource Inventory and Assessment; and,
- > Transportation System Plan.

Development of the following plans is called for in this or other chapters of this Comprehensive Plan:

- > Historical Resource Inventory;
- > Storm Water Management Plan;
- > Sanitary Sewer and Public Water Master Plan;
- > Growth Management Plan; and,
- > Pedestrian/Bike Plan.

This strategy calls for development and/or updating of the following plans as well:

- > Town Highway Department Master Plan (to include a Recycling Center plan);
- > Fire Department / Ambulance Emergency Services Plan;
- > Public Library Plan; and,
- > Information Technology Plan (to include plan for community-supportive Social Media and a plan for development of fibre-optic connectivity).

¹³ As noted earlier in this chapter, the Victor Parks and Recreation Master Plan completed in 2007 requires updating in the short term.

IMPLEMENTATION SUMMARY

The following table takes the strategies described in this chapter and describes the actions needed to get each started, responsible parties for undertaking the strategy and the time-frames for accomplishing each.

The time-frames have the following potential ranks:

- > On-going: This strategy will set into motion a continuous action.
- > Immediate: This strategy is foundational and should be undertaken as soon as possible.
- > Short-term: This action should be undertaken within a year of the plan's adoption
- > Mid-term: This strategy should be undertaken within one to three years.
- > Long-term: This strategy can be undertaken from three years or beyond.

| Strategy | Action Required | Responsible Party | Priority |
|--|---|--|-----------|
| Strategy 1. Require sidewalks and bicycle/shared lanes in non-rural developments. | Change zoning and development standards to require sidewalks and shared bicycle lanes in densely zoned residential parts of the town. | Town and village boards as part of zoning rewrite by consultant. | Mid-term |
| Strategy 2. Create a pedestrian/bike plan for the town and village to link subdivisions, particularly cul-de-sacs, and connect people to activity centers and recreational ways. | Put together a bicycle pedestrian plan | Planning department | Immediate |
| Strategy 3. Reduce cul-de-sacs and promote connectivity. | Change zoning to require connectivity between subdivisions | Town and village boards as part of zoning rewrite by consultant. | Mid-term |
| Strategy 4. Revise subdivision regulations to require that new housing developments be designed to have low impact on the environment. | Change subdivision regulations | Town and village boards as part of subdivision regulation rewrite by consultant. | Mid-term |

| Strategy | Action Required | Responsible Party | Priority |
|--|--|--|-----------|
| Strategy 5. Require all developments be designed using conservation subdivision principles. | Change subdivision regulations | Town and village boards as part of subdivision regulation rewrite by consultant. | Mid-term |
| Strategy 6. Develop a commercial development plan. | Develop a plan for commercial development to accompany those provided for agricultural and housing development. | Town and village boards as part of zoning rewrite by consultant. | Mid-term |
| Strategy 7. Implement building envelope rules for construction sites. | Change zoning to require sidewalks in densely zoned residential parts of the town and village. | Town and village boards as part of zoning rewrite by consultant. | Mid-term |
| Strategy 8. Enact and maintain Dark Sky Standards for lighting in developments across the town. | Change zoning to enact a tough dark sky ordinance | Town board and planning department | Long-term |
| Strategy 9. Investigate measures to reduce the impact of noise on residential areas. | Map places in town where noise is an issue and research ways to reduce the nuisance. | Planning department | Long-term |
| Strategy 10. Allow for a greater density and diversity of housing around the village and in specific hamlet areas. | Change zoning to allow denser areas as described in comprehensive plan | Town and village boards as part of zoning rewrite by consultant. | Immediate |
| Strategy 11. Craft zoning language and incentives that increase the availability of rentals. | Change zoning and implement incentive policies for affordable housing as described in this and other strategies. | Town and village boards as well as planning department | Long-term |

| Strategy | Action Required | Responsible Party | Priority |
|---|--|--|------------|
| Strategy 12. Develop zoning that offers a significant incentive for the creation of workforce housing. | Change zoning to offer a housing bonus for dedicated affordable housing units. | Town and village boards as part of zoning rewrite by consultant. | Long-term |
| Strategy 13. Change zoning to allow accessory units. | Change zoning to allow for accessory housing units. | Town and village boards as part of zoning rewrite by consultant. | Long-term |
| Strategy 14. As underutilized downtown sites are developed, encourage mixed-use buildings that provide housing appropriate for intergenerational residents with a variety of income levels. | Change zoning to allow for and facilitate approval of mixed-use development. | Town and village boards as part of zoning rewrite by consultant. | Long-term |
| Strategy 15. Devise standards for new roads to ensure they are compatible with Victor's green infrastructure as well as community character and pedestrian needs. | Develop new road standards and incorporate into existing standards and guidelines. | Town and village boards as part of zoning rewrite by consultant. | Long-term |
| Strategy 16. Encourage the use of alternative energy for homes and businesses. | Develop policies or programs to encourage and support use of alternative energy. | Town and village boards as part of zoning rewrite by consultant. | Short-term |
| Strategy 17. Develop and Maintain Community Development Plans | Develop additional plans. | Town and village boards. | Immediate |