

CITY OF BATAVIA, NY



COMPREHENSIVE MASTER PLAN



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In Association with The Center Governmental Research

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TABLE OF CONTENTS

**CITY OF BATAVIA
MASTER PLAN UPDATE**

<u>I. INTRODUCTION</u>	<u>I-1</u>
A. PURPOSE	I-1
B. THE COMMUNITY PLANNING PROCESS	I-1
C. ISSUES AND CHALLENGES FACING THE COMMUNITY	I-2
1. ECONOMIC AND COMMUNITY DEVELOPMENT	I-2
2. GROWTH AND SOCIAL HISTORY	I-2
3. CHANGING URBAN CHARACTER	I-2
4. REGIONAL LOCATION	I-3
5. OPPORTUNITIES AND CONSTRAINTS	I-3
<u>II. EXISTING CONDITIONS</u>	<u>II-1</u>
A. HISTORICAL DEVELOPMENT	II-1
B. RECENT DEVELOPMENT TRENDS	II-1
C. ECONOMIC AND DEMOGRAPHIC TRENDS	II-3
D. EXISTING ZONING	II-10
E. HOUSING AND NEIGHBORHOODS	II-14
F. CAPITAL FACILITIES	II-17
G. TRAFFIC AND TRANSPORTATION	II-20
H. RECREATIONAL FACILITIES	II-24
I. ENVIRONMENTAL FEATURES	II-27
J. HISTORIC PRESERVATION	II-30
<u>III. MASTER PLAN RECOMMENDATIONS</u>	<u>III-1</u>
A. LAND USE AND ZONING	III-1
1. TRADITIONAL DOWNTOWN URBAN DESIGN DISTRICT	III-1

B. ENVIRONMENTAL RESOURCES	III-11
C. TRANSPORTATION AND INFRASTRUCTURE	III-12
D. CULTURAL RESOURCES	III-14
E. CAPITAL FACILITIES	III-15
F. VISUAL PREFERENCE SURVEY (VPS)	III-16
IV. EVALUATION AND IMPLEMENTATION	IV-1
<hr/>	
A. FISCAL IMPACT/COST BENEFIT ANALYSIS	
1. METHODOLOGY	IV-1
2. SUMMARY OF FINDINGS	IV-4
B. NON-DOLLAR IMPACTS OF THE FUTURE LAND USE PLAN	IV-5
C. RESOURCES	IV-5
1. FEDERAL PROGRAMS	IV-6
2. STATE PROGRAMS	IV-7
D. SUGGESTIONS FOR THE CAPITAL IMPROVEMENT PLAN	IV-10
E. IMPLEMENTATION ACTION MATRIX	IV-12

I. INTRODUCTION

A. PURPOSE

Since Batavia's last Master Plan in the late 1960's, its economic base, demographic profile, traffic patterns and appearance have dramatically changed. Due to these changes and the lack of a current plan there are problems building consensus as to how to solve the tough issues the City faces on a daily basis. This Master Plan not only provides the direction to address these problems but also creates a framework and a direction for future decisions. The result will be to look at opportunities that will strengthen these positive attributes which, in turn, will place Batavia as one of Western New York's leading communities.

B. THE COMMUNITY PLANNING PROCESS

Planning activities play an important role in stabilizing a community, directing growth in a beneficial and controlled manner, and defining redevelopment opportunities. The Master Plan is a tool by which a community can identify its needs and establish a vision for its future. Development and implementation of a community plan is an effective and efficient means by which to achieve a meaningful and desired change in a steady and incremental manner.

The City of Batavia Master Plan Update was initiated in August 1995 under the direction of the City's Community Development Office. Central to the process was a Master Plan Committee comprised of representatives from the Planning Board, City Council, local businesses and interested citizens. The Master Plan Committee convened periodically during the planning process and guided the development of the plan to respond to a wide range of interests.

One component of the plan was to focus on public participation to help formulate a "vision" for the City's future. To achieve this purpose, a portion of the plan employed the Vision Planning Process as developed by A. Nelessen Associates (ANA) of Princeton, New Jersey. This innovative process allows citizens, government officials and developers to participate in developing a common vision for a single development of an entire community. An afternoon visioning workshop was held with the Master Plan Committee followed by a Visual Preference Survey (VPS) attended by the general public. The results of the VPS were compiled into a Visioning Document which, in turn, defines the City's vision as presented from the citizens point of view.

The Master planning process began with an inventory and analysis of existing conditions. The results of this analysis formed the basis for defining the vision. Next, specific policies and actions were developed to address problems and issues that were defined as

part of the inventory process. After the policies and actions were developed, strategies and tools to meet the objectives of the vision were refined. These components were shown on a map to graphically guide the City's growth and redevelopment in a direction which meets the established vision.

C. ISSUES AND CHALLENGES FACING THE COMMUNITY

The City of Batavia is faced with many challenges. This Master Plan provides the City with the tools necessary to guide growth and development, define redevelopment opportunities and address the issues facing the community.

1. Economic and Community Development

The City of Batavia is situated half-way between the major cities of Buffalo and Rochester. Although many citizens commute to work in these larger metropolitan areas, they live, recreate and school their children in Batavia. As a result, Batavia has established its role as a population center and has forged its own identity. The future of the City must now be addressed by including setting a course of action that will guide the community into the twenty-first century. With a regional population base relatively stable, the challenge is to identify the next phase of growth opportunities and the appropriate mechanisms which will help the City of Batavia become economically and culturally stronger.

2. Growth and Social History

Following its founding, Batavia benefited from its central location which seemed to create limitless development opportunities. While it lost its central location with the construction of the Erie Canal in 1825 north of the City, Batavia regained its advantageous location with the construction of railroads starting in 1837. Today, all major western New York State transportation routes still lead to Batavia and the New York State Thruway, constructed in the 1950s, borders the City to the north. The presence of these highways allowed residents to quickly move back and forth to larger cities such as Buffalo and Rochester.

3. Changing Urban Character

Today Batavia is a city changing from the inside out. As is the case with many American cities, downtown retailers have moved to the perimeter of the City, manufacturing businesses have relocated or closed and residential neighborhoods are changing in character. This combination of factors has presented the City with a unique challenge. The Master Plan should identify a strategy to once again focus the wealth of the community inward and restore vitality and stability to the central core as well as the surrounding neighborhoods.

4. Regional Location

Batavia's location between Rochester and Buffalo is a combined asset and liability. The City's location between two major urban areas, permits Batavia firms to market their products to either city. On the other hand, the close proximity allows firms and residents to purchase goods and services elsewhere, drawing income and employment away from Batavia.

As times change, Batavia must utilize its current strengths and look to contemporary business opportunities to lead it into the next century. With a relatively low cost of living, a skilled labor force, a better than state average manufacturing employment base and quality neighborhoods, Batavia has a firm base on which to build its future. Although many of these positive attributes are present, they are not all stable.

5. Opportunities and Constraints

The Master Plan process has identified a number of basic opportunities and constraints for the City of Batavia. These include:

Opportunities

- *Well-Defined Downtown Core* - Batavia has a spatially and visually defined downtown that highlights the geographic center of the community. The surrounding neighborhoods and roadways make the downtown area easily accessible to area residents as well as regional visitors.
- *Tonawanda Creek* - This creek is a very important, underutilized natural, cultural and economic resource for the City. Significant opportunities exist to make the creek a key recreational and open space link to the downtown, residential neighborhoods and outlying communities.
- *Quality Residential Neighborhoods* - Quiet tree-lined residential neighborhoods are among Batavia's strongest assets. Houses in the more economically stable neighborhoods are generally well constructed and are in good condition. Together, these factors contribute and help to maintain the quality of life in the City.
- *Active Community Development Programs* - The City of Batavia Community Development Office actively seeks state and federal funding for community development projects and has successfully secured funds for two of the City's less stable neighborhoods.

- *Available Labor Force* - The closing of some manufacturing businesses and the downsizing of others has left a skilled workforce available for new employment opportunities.
- *Rich Cultural Heritage and Historic Resources* - The fact that Batavia was the birth place of Western New York exudes community pride in its' residents. The pride is reflected in the numerous historic resources located throughout the City.
- *Recreation* - Batavia possesses numerous parks and recreational facilities for its residents throughout the City.
- *Utilities* - In general, the City's water and sewer system contains excess capacity for expansion. Because the Town of Batavia purchases water and sewer services from the City, the City is in an advantageous position to coordinate the growth of the Town with its' own plans.
- *Manufacturing Base* - The City of Batavia has fared well in the face of a declining manufacturing base in New York State. There are a number of businesses still in operation and, given the proximity to the Thruway, the potential for additional businesses to open is relatively high. Additionally, Batavia is the birthplace of the business incubator with the Batavia Industrial Center being one of the first in America.
- *Quality of Life* - Batavia residents possess a strong sense of community pride. They favor the quality neighborhoods, having goods and services readily available, being in close proximity to major metropolitan areas without having to live in a large city, good schools and a relatively low cost of living compared to other western New York communities.

Constraints

- *Downtown Core* - While well-defined, the downtown core suffers from retail expansion and business relocation to the City's edge. Businesses are closing and the Genesee Country Mall is largely vacant forcing residents to shop elsewhere.
- *Creek Access* - Tonawanda Creek provides a great deal of potential, however, access to the creek's edge is limited to Kibbe Park on the south side of the City. Additionally, there is very little public land along the Creek's on which to develop a park.
- *Deteriorating Neighborhoods* - Many residential properties in the City's poorer neighborhoods suffer from a significant lack of maintenance and the conversion of larger single family homes to multi-unit apartment buildings.
- *Strip Development* - Because of haphazard mixed-use development, multiple sign styles and numerous curb cuts, East and West Main Street and Ellicott Street detract from the

overall visual quality of the City. Bringing clarity and harmony to these areas would enhance the City's aesthetic character and create positive community gateways.

- *Floodplain* - Much of the area south of Main and Ellicott Streets is located within a 100 year floodplain which limits the amount of land available for economic development.

Together, these opportunities and constraints help shape and provide direction for the Master Plan Update. The following sections outline and explain the existing conditions in the City, recommendations for future actions and an evaluation of the recommended actions in terms of their fiscal impact on the City.

II. EXISTING CONDITIONS

A. HISTORICAL DEVELOPMENT

Batavia is the Birthplace of Western New York. In 1802 Joseph Ellicott, agent for the Holland Land Company, established the Holland Land Office as his administrative headquarters in Batavia. The Holland Land Purchase included 3.5 million acres in Western New York. The Purchase stretched south to Pennsylvania, north to Lake Ontario, west to Lake Erie and a few miles east of Batavia. Buffalo, the commercial center of Western New York, was also established by the Holland Land Office.

As the administrative center for the Holland Land Company, all roads led to and from Batavia and the economy benefited from its central location immediately. While it lost its central location with the construction of the Erie Canal in 1825 north of the City, Batavia regained its advantageous location with the construction of railroads starting in 1837. Today, all major western New York State routes still lead to Batavia and the New York State Thruway, constructed in the 1950s, borders the northern border of the City. The presence of these highways allowed residents to quickly move back and forth to larger cities such as Buffalo and Rochester.

Most of the early settlers came from England, New England and Pennsylvania with small pockets of German, Scotch Highlanders, and Dutch settlements. People settled in Batavia for a variety of reasons including the potato famine in Ireland, militarist regime in Germany, and political strife in Poland.

B. RECENT DEVELOPMENT TRENDS

The City is the seat of the Genesee County government and is the most populated area in the county. Today, Batavia's estimated population is 16,452 which accounts for 27 percent of the County's population. The median household income, median family income and per capita income are between 4 and 14 percent below the county figures. Although the majority of the population is between the ages of 18-34 years, the next largest age groups are 35-54 and 65 and over. This indicates that Batavia's population is becoming increasingly older which could increase the demand for services relating to the elderly.

The growth in Batavia has taken place with little planning direction on land use decisions, capital facilities, redevelopment efforts, and the future of the City. This fractured process has manifested itself in the appearance of the City in many ways. Economically, the downtown looks somewhat distressed and the Genesee Country Mall is largely vacant. Some residential areas lack visual coherence and contain mixed housing types (single and mulit family units). Additionally, Core industrial areas located in the heart of the City break

up any continuity of the residential homes and/or commercial businesses along Ellicott Street.

Nevertheless, the quality of life in Batavia has been maintained and is one of Western New York's preferred places to live. While Batavia is referred to as a City, it is more like a large village. It cannot be classified as a suburban town or a rural hamlet. Instead, Batavia has qualities of all those communities. Historic urban neighborhoods are next to suburban style neighborhoods which are next to open countryside. Commercial areas range from a downtown district to strip centers to the mall. There are many amenities that are available to residents and visitors alike.

Economically, the City of Batavia is the birthplace of business incubators with the Batavia Industrial Center being one of the first in America. Today, the Mancuso family continues the incubator tradition by offering technical and managerial assistance to small business at a low cost. In terms of employment, close to 800 people work at the 850,000 sq. ft. facility.

Other industrial facilities include Graham Manufacturing, R.E. Chapin Manufacturing and footwear companies Kaufmann's and P.W. Minor. Additionally, there are major non-industrial employers that significantly contribute to the employment base of the City including three hospitals and employment associated with the county government.

With regard to retail businesses, as of 1992 there were 177 retail establishments generating over \$200 million in annual sales (\$1.2 million per establishment). A recent study of the Genesee Country Mall noted that growth and development on the west side of Batavia will dramatically increase retail sales made locally. Specifically, retail sales in Genesee County consumer products stores and restaurants could expand 29 percent over 1994 County sales levels.

C. DEMOGRAPHIC AND ECONOMIC TRENDS

1. Community Profile

a. Population

Unlike many of New York's small cities, Batavia has largely held its own during the 20th century. The estimated 1994 population of 16,079 is twelve percent less than the 1960 peak city population of 18,210. In many other small upstate cities, the population decline began much earlier and proceeded more precipitously. The following graph illustrates this trend. The trend for the county as a whole has been the reverse, with growth of 14 percent (or about 7,300 persons) since 1960.

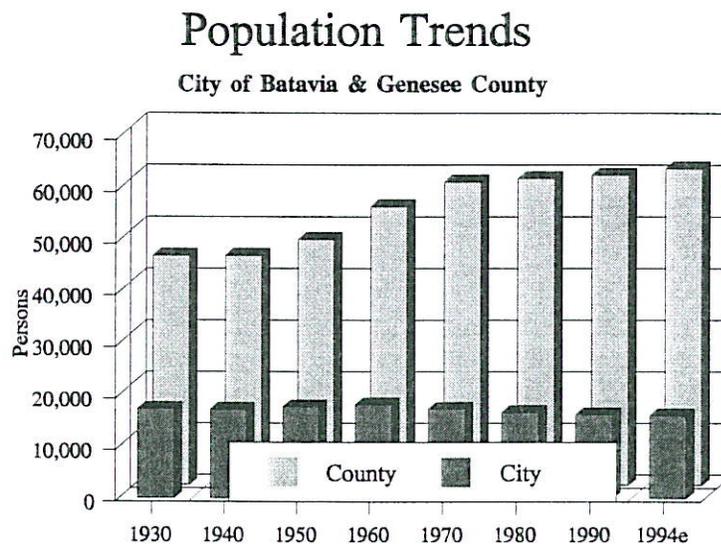


Figure 1

b. Income characteristics

With per capita income of \$12,403 in 1989, Batavians have about three-quarters of the per capita income of all New Yorkers. This factor is displayed on the graph on the following page. As the state per capita income figure reflects the significantly higher incomes (and living costs) of New York City and its environs, this places Batavia in the mainstream of rural cities in New York.

Poverty is certainly a problem in Batavia, but not an insurmountable one. With about 9 percent of the population in poverty in the city and about 7 percent in poverty in Genesee County, the community is challenged to encourage economic growth sufficient to provide opportunities to the poor.

c. Economic base

Twelve major employers account for about 4,100 jobs in the City of Batavia. These twelve employ about one-third of the estimated 12,000 workers employed within the 14020 zip code. Dominated by health services and government employment, the community has lost a substantial number of manufacturing jobs over the previous couple of decades through the

exodus of major employers such as Trojan and Sylvania.

While almost half of total payroll was attributable to manufacturing as recently as 1985, now the largest share of payroll comes from the service sector, manufacturing's share having shrunk to only 22 percent.

Per Capita Income

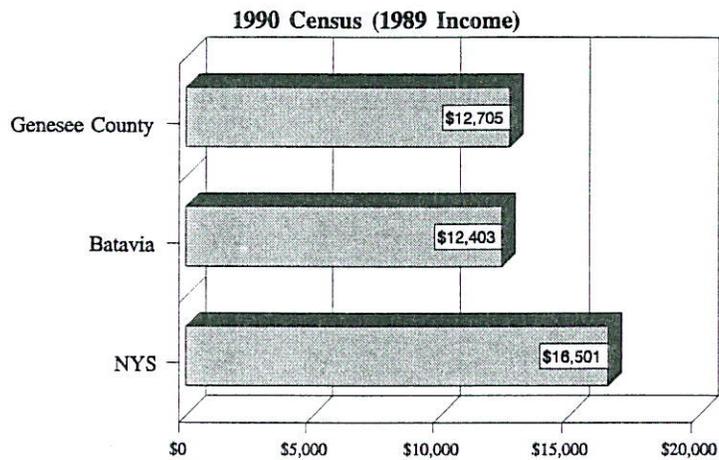


Figure 2

Table 1

Batavia's Largest Employers	
Organization	Number of Employees
Genesee County	577
Genesee Memorial Hospital	500
St. Jerome Hospital	450
City of Batavia School District	442
U.S. Veterans Hospital	414
Graham Manufacturing	330
Kaufman Footwear	280
R.E. Chapin	280
P.W. Minor	250
NYS School for the Blind	220
O-at-ka Milk	178
City of Batavia	175
TOTAL (LARGEST EMPLOYERS ONLY)	4,096

d. City Budget and Financing Limitations

One factor influencing economic competitiveness is a community's property tax rate. The rate itself can be a factor in a firm's decision to locate, expand or remain in the community. Tax rate and tax burden are not synonymous, of course.

While the tax rate in Batavia is higher than some other communities in the region, Batavia also has relatively low property values. When the two are combined, the tax burden on Batavia residents is probably more comparable with that of other communities in the region. Nonetheless, the willingness of the Genesee County Industrial Development Agency to enter into Payment in Lieu of Taxes (PILOT) agreements with business prospects may be important in Batavia's attempt to secure new industrial residents.

Real Property Tax Rates

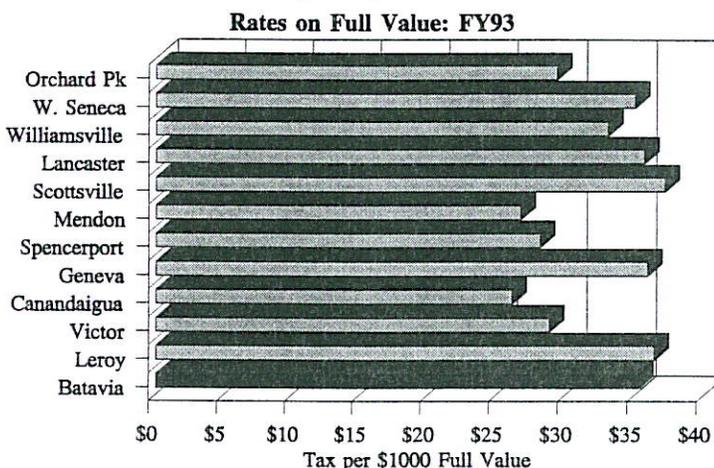


Figure 3

2. Regional Economic Context

a. Batavia's Location

Analysis of site location decisions universally rank location as a key ingredient of economic desirability. The establishment and growth of virtually all major urban centers can be explained by reference to their location. Batavia owes its early beginnings to its location on Tonawanda Creek. While not used for shipping, the creek provided sites for power generation that were critically important to early industry. The Holland Land Company, through its agent, Joseph Ellicott, established Batavia's significance by placing its land office in the city, selling large plots of land throughout western New York. As a key station stop for the New York Central Railroad (and home to its president), Batavia benefited from the boom in rail traffic between the populous markets of the east and the agricultural production areas of the west. Batavia still serves agricultural interests in the Genesee and Wyoming county area.

The interstate highway system and the deregulation of surface transportation firmly established trucking as the successor to rail transport during the post-war period. The

interstate highway system was a two-edged sword for Batavia: While Batavia's position on a New York State Thruway exit provides business firms with ready access to markets, travelers across New York no longer have reason to drive through Batavia proper. Retail and local service businesses suffered as fewer transients passed their establishments and as local residents found it much easier to travel to Buffalo and Rochester.

Batavia's location between Rochester and Buffalo is also a combined asset and liability. While formally in the Rochester Metropolitan Statistical Area, Batavia has equal access to each city. This permits Batavia firms to market its products to either city. The Center for Governmental Research in Rochester, for example, routinely purchases its computer equipment and services from a Batavia firm. Proximity to larger cities also makes it easy for Batavia firms to purchase goods and services elsewhere, drawing income and employment away from Batavia.

b. Regional Growth Rates

Payroll and employment growth in the Rochester Metropolitan Statistical Area has been

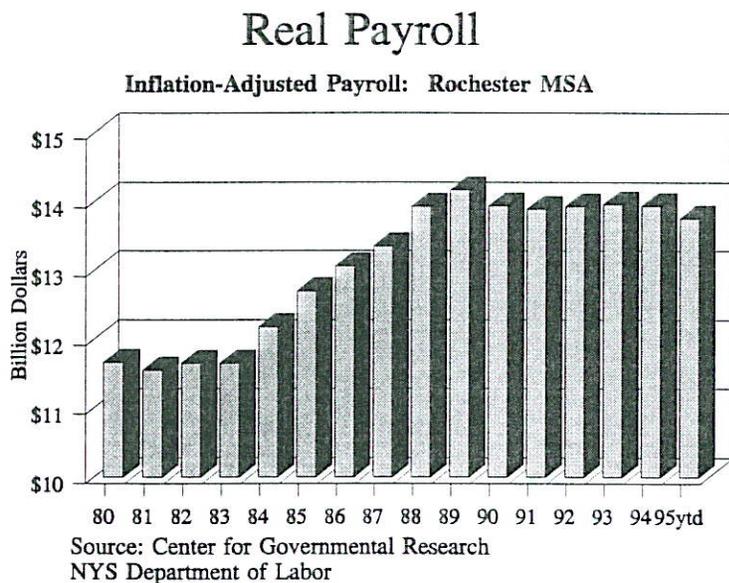


Figure 4

relatively stagnant since 1988. According to Center for Governmental Research estimates, inflation-adjusted MSA payroll has fallen slightly despite a slight increase in total employment through the period. Since manufacturing's peak in the early 1980's, non-manufacturing employment has been growing faster than manufacturing. Yet despite net growth in employment, the decline in payroll from a loss of high-paying manufacturing job has not been offset by growth in

service, finance and retail payrolls.

As the attached maps illustrate, payroll growth has not been uniformly distributed within the MSA, however. Just as Rochester's southeast quadrant housed wealthy industrial leaders in the early part of the century, Rochester's suburban prosperity has been concentrated in southeast Monroe County along the I-490 and I-390 corridors. Since 1980, a significant share of employment and payroll growth occurred in eastern Livingston and western Ontario counties. As "core" jobs in office and industrial parks have moved into these exurban

communities, service and retail employment has followed from other parts of the metropolitan area. Although much of the growth has occurred in other parts of the region, Batavia has benefited from some expansion of retail by Tops, K-mart and Wal-Mart.

CGR's labor statistics (as illustrated in the attached maps) show that the focus of growth has been *east* not *west*. In general, significant growth in prosperity has been occurring in parts of Monroe, Ontario and Livingston counties. Wayne, Genesee and Orleans counties have been growing at a much slower rate.

3. Employment and Business Trends

The Batavia economy has been growing slowly since 1980. As measured by NYS Department of Labor data, total jobs in the 14020 zip code increased by about 1,500 between 1980 and 1992. In nominal dollars, total payroll of firms located in the 14020 zip code almost doubled between 1980 and 1992, growing from about \$32 million in 1980 to about \$62 million in 1992. While this is substantial and represents a real increase (as inflation over the period was about 70 percent), it places Batavia in the bottom quarter of zip code regions in the Rochester MSA.

About 18 percent of employment and 22 percent of payroll in the Batavia zip code are in the manufacturing sector, larger than the 17 percent figure statewide. The fact that the proportion of employment in manufacturing is a smaller share of total employment than manufacturing payroll is of total payroll highlights the fact that wage scales at local manufacturing firms are higher than wages paid in other industries. Significant manufacturers include Graham Manufacturing, Kaufman Footwear, R.E. Chapin, P.W. Minor and O-at-ka Milk.

Unfortunately, Batavia's manufacturing sector has been shrinking fairly rapidly. As recently as 1980, manufacturing payroll represented 45 percent of total payroll in the 14020 zip code. The loss in payroll share from 1980 to 1992 (45 percent to 22 percent) reflects the dramatic decline of total payroll in this important sector. Without adjusting for inflation, manufacturing wages in this region fell over 6 percent during the period. Inflation-adjusted, the decline rises to about 45 percent. It is also interesting to note that, on a countywide basis, the number of manufacturing establishments has actually increased from 83 in 1980 to 107 in 1992. While a net decline in total employment and payroll has occurred, the number of firms suggests the promise of greater growth in the future.

About two-thirds of the city's residents worked in the city. As a result, it is not surprising that the proportion of workers reporting manufacturing employment is similar to the proportion of local jobs in the manufacturing sector. The decennial census also helps us identify the industry in which residents during the census year, regardless of where they were employed. These data tell us that about 21 percent of city residents worked in the manufacturing sector.

The service sector is also important to local residents. The largest financial contributor to Batavia's local economy is the service industry with 42 percent of total payroll in 1992, up

from 24 percent in 1980. The major service firms in the city are the hospitals.

Batavia Firms: Firms in 14020 Zip Code

1992: Empl Covered by Unempl Ins

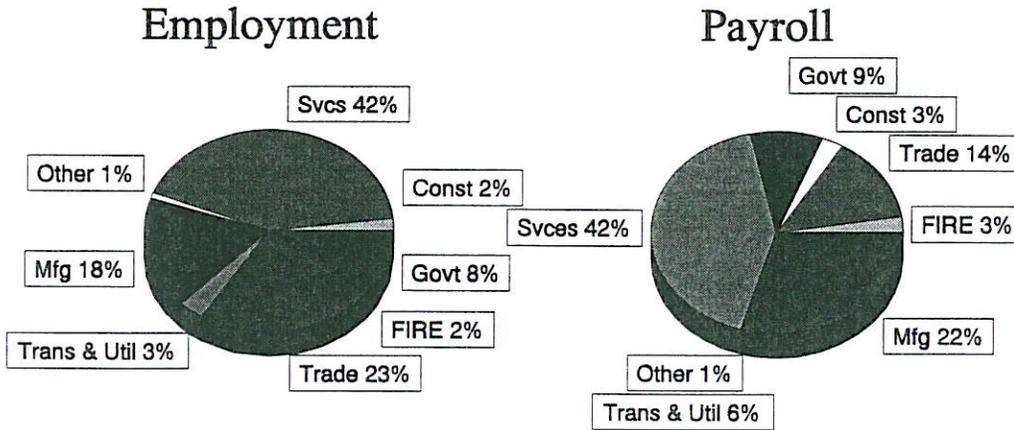


Figure 5

The service industry employed over a third of Batavia residents in 1990, with the trade sector second at 23 percent of total residents. About one-quarter of county residents were employed in the manufacturing sector. As noted above, roughly 21 percent of the residents of Batavia reported manufacturing employment in 1990.

Payroll in 14020 Zipcode Employees Covered by Unempl Ins

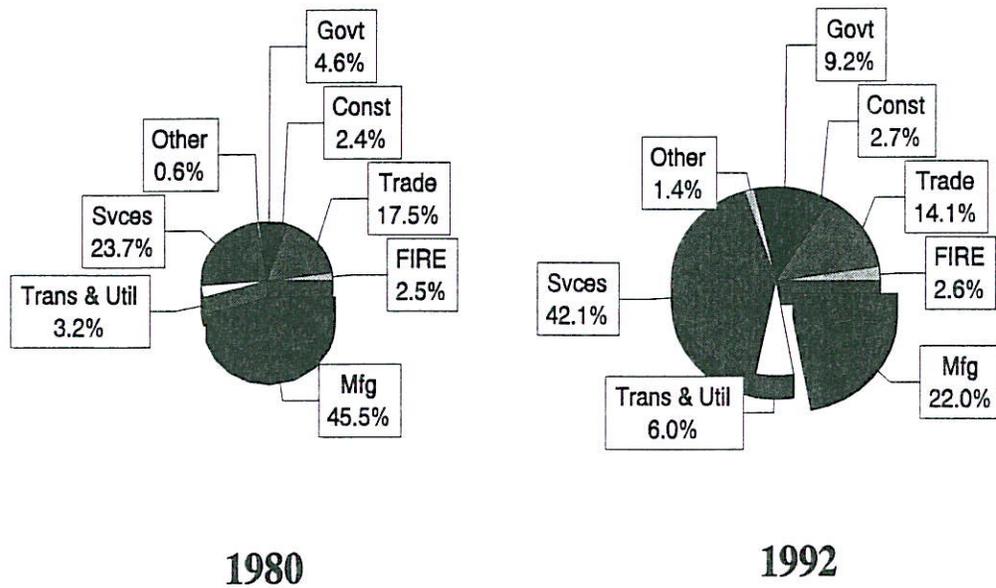
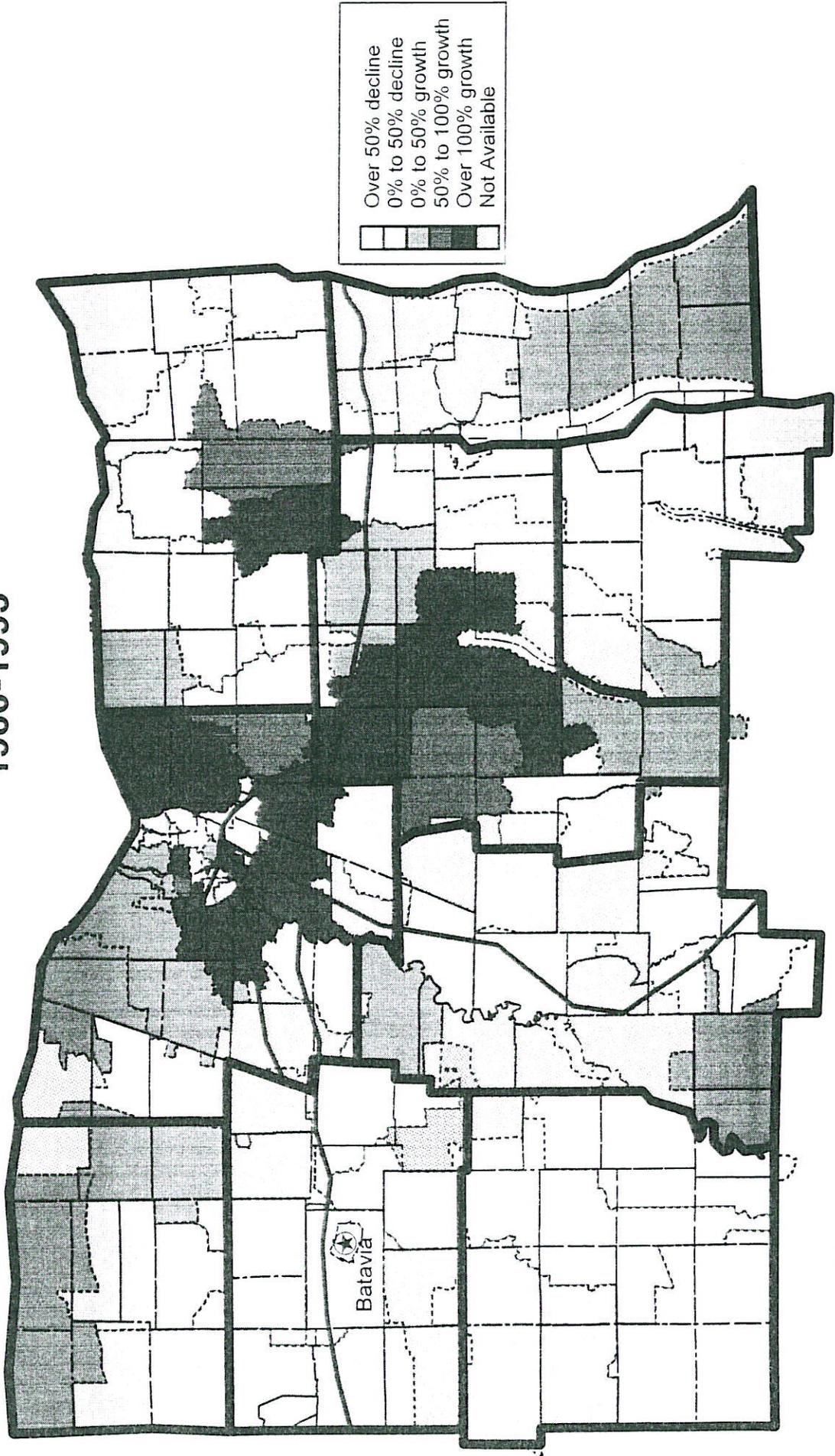


Figure 6

The 1990 Census of Population reports the occupation and industry of employment of Batavia and Genesee County's residents, regardless of the location of their employers. These data show that 27 percent of Batavians worked in administrative, managerial and professional positions in 1990, a larger proportion than the 21 percent countywide. The next largest occupational title is "skilled production" with 19 percent of the Batavia population. Skilled production jobs employed 24 percent of the residents of Genesee County.

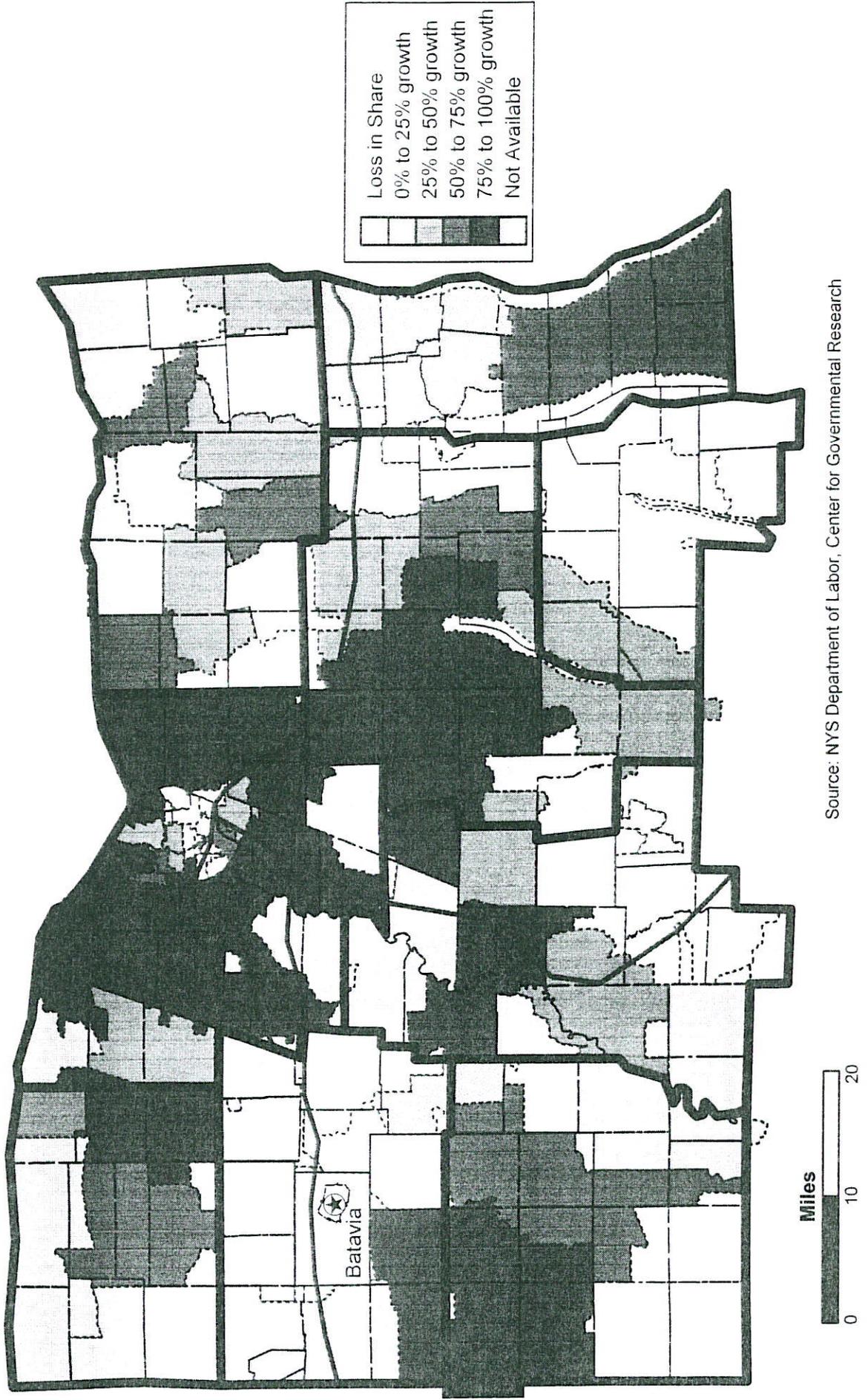
Changes in Share of Finger Lakes Manufacturing Payroll 1980-1995

1980-1995



Source: NYS Department of Labor, Center for Governmental Research

Changes in Share of Finger Lakes Total Payroll 1980-1995



Source: NYS Department of Labor, Center for Governmental Research

D. EXISTING ZONING

1. Zoning

Across the state, many municipalities implement zoning regulations help guide growth and development in a coordinated manner. The City of Batavia has a Municipal Code that divides the City into thirteen (13) zoning districts. Following is a list of these districts which are outlined on the official zoning map that the City adopted in March 1980.

P-1	Planned Development - Industrial
P-2	Planned Development - Medical
P-3	Planned Development - Service Commercial
P-4	Planned Development - Residential
R-1	Residential District
R-2	Residential District
R-3	Residential District
C-1	Limited Commercial District
C-2	General Commercial District
C-3	Central Commercial District
I-1	Industrial District
I-2	Industrial District
L	Land Conservation District

In addition to these districts, the City also has a special flood hazard area that runs parallel to Tonawanda Creek.

Following is a brief description of the location, size and density of the zoning districts. Additionally, where appropriate, potential conflicts with surrounding land use types were highlighted.

Commercial Districts:

The majority of the commercial districts are situated along-side Main Street and along a portion of Ellicott Street. The Central Business District (C-3) is the most dense commercial area and is located around the intersection of Main and Bank Streets. From this point down Ellicott Street to the southeast, the commercial district changes to less dense General Commercial (C-2) and continues until S. Swan Street where it changes to residential R-2. Continuing west from the intersection of Main and Ellicott, the commercial districts are primarily C-2 with the exception of one small area on the north side of Main between Woodrow and Vernon Avenue where it is C-1, Limited Commercial. There is one more large C-2 area surrounding Batavia Downs.

A noteworthy point is the fact that a C-2 Commercial District borders the northern edge of Tonawanda Creek from the western border of the city until the Old Fire House. Commercial activity in this area could eventually pollute or degrade the quality of the creek.

Permitted uses in the Limited Commercial District (C-1) include any permitted uses in R-3, and banks, professional offices and mortuaries. Permitted uses in General Commercial (C-2), include any use permitted in C-1, retail stores, restaurants, hotels or motels, theaters, bowling alleys, offices of veterinarians, barber/beauty shops, and shopping centers. Permitted uses in the Central Commercial District (C-3) are similar to C-2 however, many more types of businesses are allowed.

Industrial Districts:

With the exception of the land surrounding Trojan Industries, the industrial areas are generally located south of Main Street. In fact, the entire southeast portion of the city, south of the railroad tracks, is predominantly industrial in character. A long narrow portion of this district continues west between residential and commercial districts and generally follows Howard St., Florence Ave. and along the railroad tracks south of School St. Because this industrial area is in close proximity to residential areas, there could potentially be conflicts between the two land use types.

The second industrial area runs along the east side of Tonawanda Creek near the Genesee Center for Industry and Sur-Cast Industries. As with the commercial district bordering Tonawanda Creek, efforts should be taken to protect the creek from inappropriate industrial development along its banks.

The last industrial district is west of Walnut Street and south of Pearl Street. This district is also broken up by a P-1, or Planned Development - Industrial District which houses the City of Batavia Industrial Park. With the exception of some small residential districts and one Land Conservation District, nearly the entire area south of Pearl Street is within some type of industrial district.

Residential Districts:

The largest contiguous residential districts are north of Main Street. The districts change primarily between R-1 and R-2 with some small areas of R-3 closer to Main Street. Although many of the neighborhoods are in generally good shape, portions of the R-3 area surrounding Austin Park are deteriorating and are in need of repair.

There are two large contiguous residential districts south of Main Street. The first is an R-2 district located west of Tonawanda Creek which contains one of the City's low-income affordable housing sites. The second district, south of Ellicott St and along Jackson St., is the target for the City's current HUD Small Cities housing rehabilitation program.

There are two smaller "pockets" of residential land use that should be examined further. The first is east of Harvester Ave, and north of Howard St. and the second is situated around the intersection of Wade Avenue and Cedar St. The concern within these two areas is the potential problems that may arise from the infringement of the surrounding industrial and commercial land use types.

Planned Development Districts:

In response to special zoning needs, the city created four (4) planned development districts each one being no less than five (5) acres in size. These districts are located throughout the City and each one serves a special use type.

The first Planned Development District, or P-1, is located south of Pearl Street and houses the City of Batavia Industrial Park. This area is generally surrounded by an industrial (I-1) district and, with the exception of Pearl Street, is generally well buffered from the surrounding neighborhood. Because there are residential homes in fairly close proximity to this district, there may be a need for increased buffers along Pearl Street. Permitted uses in this district include commercial, automotive or industrial. No residential uses are permitted in the P-1 district.

The second, Planned Development District, or P-2, is located just east of Tracy Avenue and is where the Genesee Memorial Hospital and the Genesee County Nursing Home are located. Also located within this district are professional medical buildings as they relate to the hospital. The purpose of this district is to encourage the development of an integrated hospital-medical service complex in the City of Batavia. Permitted uses include hospitals, nursing homes, medical and dental offices, out-patient facilities, drug and pharmaceutical stores operated in association with the hospital or professional building, and laboratories for medical research analysis.

The next, Planned Development District, or P-3, is located just north of the Genesee Country Mall. This primary purpose of this district is to serve as an area for a high rise apartment building for the elderly. This P-3 district is similar to the P-2 district in that it houses a professional medical building associated with St. Jerome's Hospital.

And finally, the last Planned Development District is P-4 which is located between Spruce Street and Naramore Drive at the end of North Pointe Drive. This district was established to help satisfy a demand in the City for residential development where there are common areas, elements or facilities owned and/or maintained either by a homeowners' association or by dwelling unit owners having an interest in a common open area. Permitted uses include any principal or accessory uses as permitted and regulated in the R-1 Residential District.

Land Conservation District:

There are three areas within the city that are located within a Land Conservation District. These districts were established where substantial development of the land in the way of buildings or structures is prohibited because of special or unusual conditions of topography, drainage, or floodplains. Permitted uses include farms or agricultural operations, park, playground, athletic field or similar use, and municipal or public utility structures or facilities.

Two of these areas are located in designated floodplain areas. The first is along Tonawanda Creek and the second is adjacent to a wetland just south of B.O.C.E.S. The third district is located in the northeast section of the city and is generally farmland. This district is adjacent to recreational field owned by the Board of Education and could supplement future expansion of these facilities.

E. HOUSING AND NEIGHBORHOODS

According to 1990 Census figures, there are a total of 6,612 housing units in the City of Batavia. Ownership breaks down to 39.7 percent renter occupied housing units and 47.3 percent owner occupied, with the remaining 13 percent recorded as vacant. To gain a better understanding of the distribution of housing units and other related information, Tables 2 and 3 are provided which outline the data by census tract and the attached maps graphically display the distribution. There are a total of six census tracts in the city each having its own characteristics.

Table 2, HOUSING UNIT OWNERSHIP BREAKDOWN, lists the total housing units, percentage renter occupied, and percentage owner occupied. Table 3, HOUSING VALUE AND AVERAGE RENT, also indicates which tracts have below average rent and mortgage values.

The attached maps help graphically display there data. The first map, PERCENTAGE OF RENTAL HOUSING UNITS, shows that tract 9507 has the highest percentage of rental housing units and, in contrast, the census tracts just to the north of 9507 have some of the lowest rental occupancy rates.

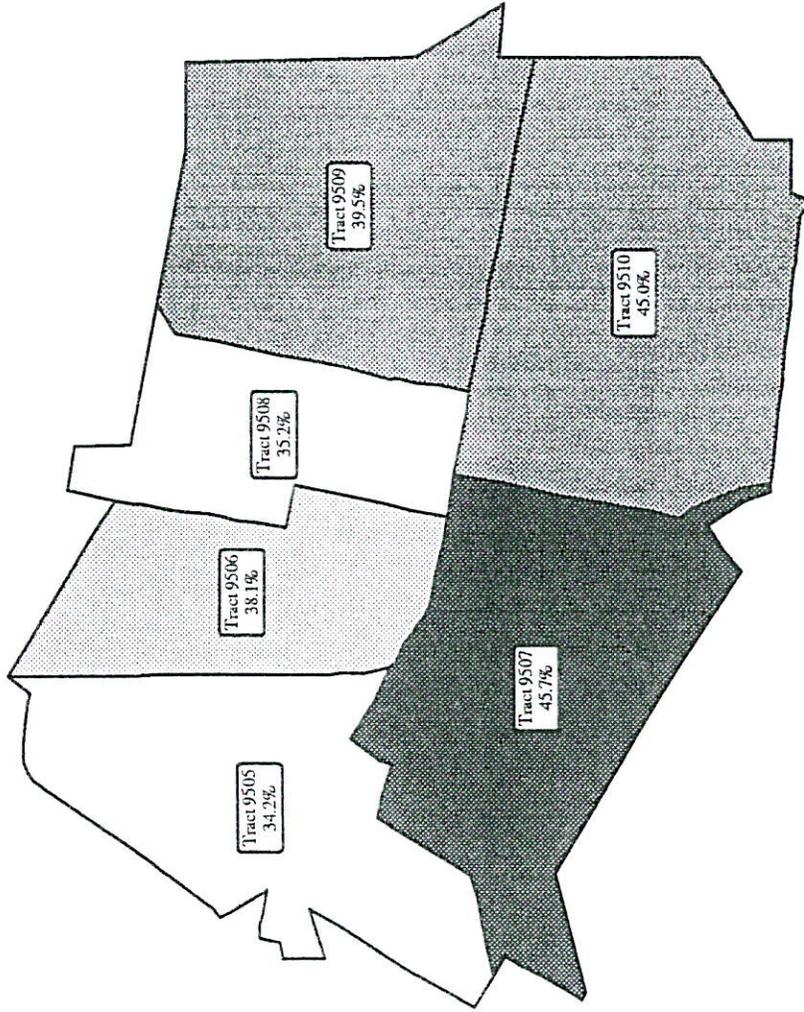
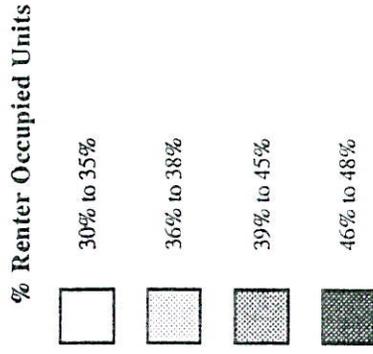
The second map, 1990 AVERAGE CONTRACT RENT, show that tract 9509 has the highest contract rent and tract 9510 just to the south has the lowest.

**TABLE 2
Housing Unit Ownership Breakdown**

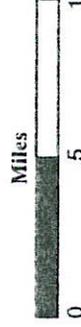
Census Tract	Total Housing Units	Renter Occupied	percent Renter Occupied	Owner Occupied	percent Owner Occupied
9505	1,152	395	34.3 percent	660	57.3 percent
9506	1,016	388	38.2 percent	490	48.2 percent
9507	1,049	480	45.8 percent	407	38.8 percent
9508	1,150	405	35.2 percent	577	50.2 percent
9509	1,071	423	39.5 percent	558	52.1 percent
9510	1,174	529	45.1 percent	435	37.1 percent
TOTALS	6,612	2,620		3,127	

NOTE: Average percent Rental Occupancy = 39.7 percent

Percentage of Rental Housing Units by Census Tracts City of Batavia



NOTE: The Average % Renter Occupancy by census tract = 39.7%.

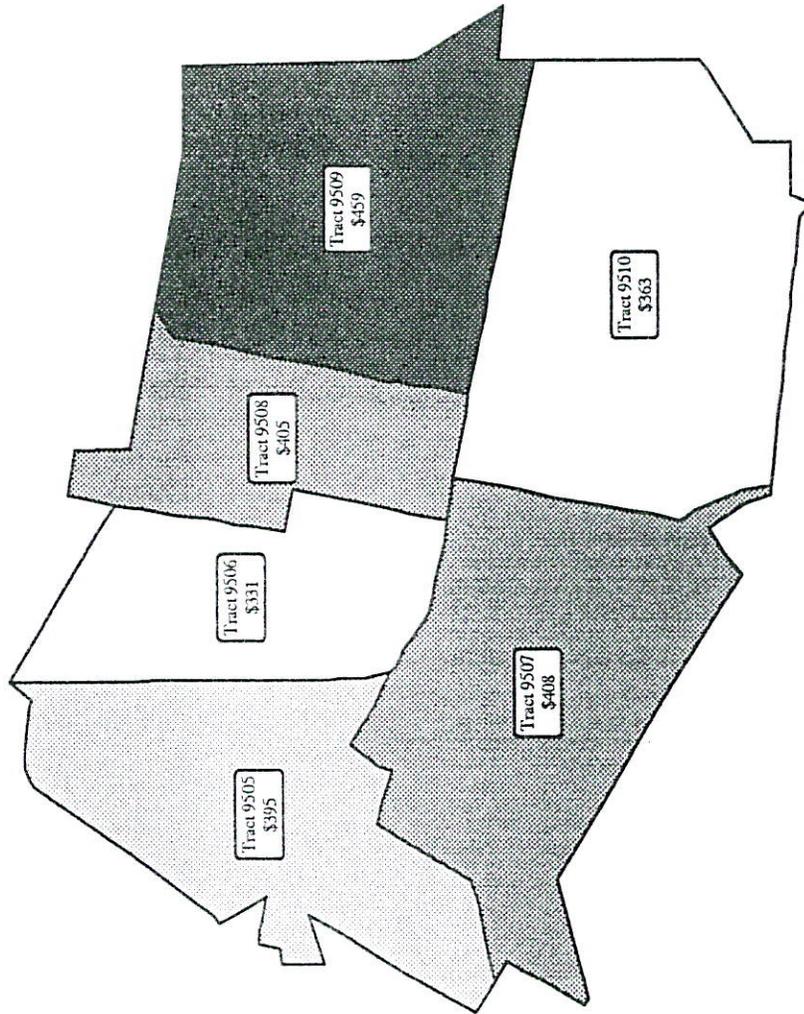


THE SARATOGA ASSOCIATES
LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS P.C.

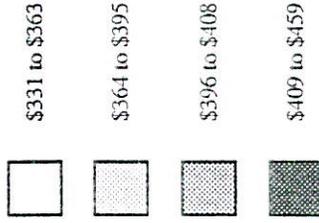
Assisted By:
The Center for Governmental Research

City of Batavia

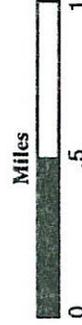
1990 Average Contract Rent by Census Tract City of Batavia



Average Rent



NOTE: The Average Contract Rent = \$394.



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LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS P.C.

Assisted By:
The Center for Governmental Research

The City of Batavia

TABLE 3
Housing Value and Average Rent

Census Tract	Total Housing Units	Average Rent	Average Mortgage
9505	1,152	\$395	\$640
9506	1,016	\$331	\$648
9507	1,049	\$408	\$650
9508	1,150	\$405	\$715
9509	1,071	\$459	\$753
9510	1,174	\$363	\$633
AVERAGES		\$394	\$673

To help gain additional insight into housing in Batavia, the City can be broken down into 13 distinct neighborhoods which help define the characteristic of the City in terms of sub-regions. The majority of the census tracts listed in the tables above can be grouped together and described in terms of neighborhood style, which is helpful in understanding housing trends.

The first area of discussion, Census Tract 9510, is made up of three of these neighborhood districts; each one lending insight into specific issues.

The first neighborhood within the tract boundary can be characterized as the Polish and Italian working class neighborhood. This area is bounded by Ellicott St. to the north, Conrail to the southeast, Jackson St. to the south and Liberty Street to the west. This area is densely populated where many generations have passed through on their way up the social ladder. The houses are well kept and the lots are clean, however, this area is not necessarily historically preserved.

The next neighborhood in Tract 9510 covers a large area and is divided up by industrial sites, railroad tracks, commercial businesses, and many run-down buildings. It is bounded generally on the east by Cedar Street, Ellicott St. to the south, Center St. to the west, and the northern border follows along E. Main St. This is the City's only area that lacks a clear neighborhood definition.

The third, and final, neighborhood in this tract is the Jackson St. Neighborhood. This is one of the City's oldest neighborhoods and is somewhat run-down. Recently, this area has been targeted for HUD housing rehabilitation program indicating that this area is prime for redevelopment.

Together, these three neighborhoods make census tract 9510 a prime area for redevelopment, to re-create cohesiveness, and to manage compatible land uses.

Figure 9, PERCENTAGE OF RENTAL UNITS BY CENSUS TRACT, illustrates that the area with the highest percentage of rental units and low owner occupancy is tract 9507 which is directly west of tract 9510 and has many of the same characteristics.

Percentage of Rental Units

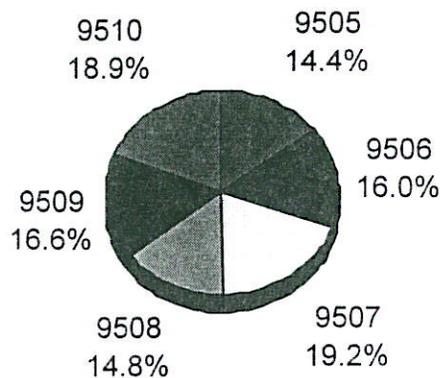


Figure 9

The high percentage of rental occupied housing units is not surprising given that this neighborhood contains Birchwood Village, a large low income housing development. Interestingly, as Table 3 on the preceding page outlines, this area has an above average rent value of \$408.

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% of Renters vs. % Owner Occupied

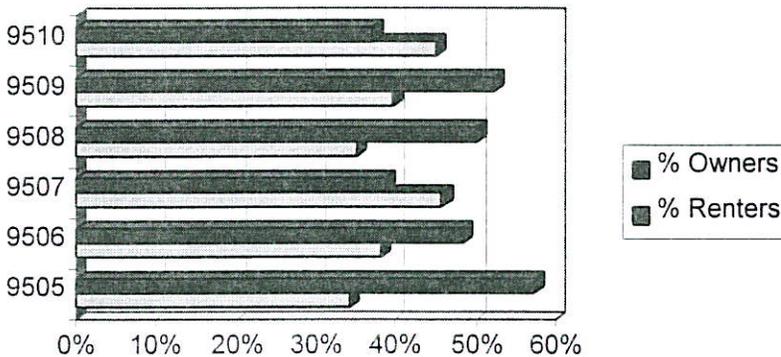


Figure 10 is the other tract with a high percentage of renters.

Another notable characteristic about this neighborhood is illustrated in the following graphic. As the graph indicates, tract 9507 is one of only two tracts with more renters than owners. Tract 9510, discussed above,

Located within tract 9507 is a subdistrict that makes up one of the City's oldest neighborhoods. This pocket is bounded by Walnut St. on the east and Franklin St. on the west. The entire Southwest Creek Area neighborhood is located south of W. Main St.

Also of importance to the South Creek Area Neighborhood is the location of an industrial district and a planned industrial development. This area is known as the Pearl St. Industrial Park and is located in the southwest corner of the neighborhood..

F. CAPITAL FACILITIES

1. Water Services¹

Water for Batavia's residents is a mixture of surface and groundwater and comes from Tonawanda Creek and two wells on Cedar Street. Water is treated at the water filtration plant located at 480 Lehigh Avenue which can handle up to six Million Gallons Per Day (M.G.D.). Once the water is processed, approximately three million gallons are stored in two elevated storage tanks; one tank is located behind the Ponderosa Steakhouse on Ellicott Street and the other is beside the V.A. Hospital on Richmond Avenue. These towers maintain a steady water pressure of between 60 and 80 psi through the city.

Tonawanda Creek was once the City's primary source of water as it provided an adequate quantity and quality for years. In recent years, the city has found it to be unreliable for various reasons. First, the levels of turbidity or dissolved organic chemicals in the creek water may quickly rise making the creek water costly and impractical to process. And secondly, on very hot days when water usage is greatest, the creek's level is too low to provide for the city's needs.

To supplement this supply, the city utilizes two wells on Cedar Street. Although the water is very clear and free of bacteria, it is high in dissolved minerals requiring more "softening" to bring it to the condition most residents find acceptable. Generally, water supplied to residents will be a 40\60 mixture of creek and well waters.

Water System Capacity: On average, over 3,000 gallons of water per day is consumed for an annual consumption rate of 1.2 million gallons. The approximate breakdown of water from its sources is 40 percent Tonawanda Creek and 60 percent from wells, both of which supply approximately 5,600 City services and 900 Town services. The per capita consumption is 165 GPCD of which the Town of Batavia consumes 330,000 GPD. Major customers for the City of Batavia include Angelica Health Care, Genesee Memorial Hospital (GMH), St. Jerome Hospital, Town of Batavia, Chapin Manufacturing, Graham Manufacturing, VA Hospital, Batavia Industrial Center (BIC) and Batavia Downs.

Recent improvements to the water system included a rehabilitation of the sand filters in 1994, and a new roof on the filtration plant the same year. Planned improvements include a complete water filtration plant rehabilitation in 1996-1997 and installing two new wells in close proximity to the existing wells on Cedar Street.

With the addition of two new wells there will be a total of 8 MGD available from a combination of the Creek (3 MGD) and the wells (5 MGD). Given this increased capacity, services could be offered to other surrounding towns in addition to the Town of Batavia.

¹ The water services description was taken from the City of Batavia's 1994 Annual Water Quality Report.

Water Rates: The City of Batavia enacted a local law in March 1995 to amend the Batavia Municipal Code and establish new water rates. The new water rates are as follows:

City Water, Quarterly Schedule

First	30,000 gallons	\$1.99 per 1,000 gallons
Next	270,000 gallons	\$1.76 per 1,000 gallons
Next	2,700,000 gallons	\$1.50 per 1,000 gallons
Over	3,000,000 gallons	\$1.16 per 1,000 gallons

Town Water served by the City, Quarterly Schedule

First	30,000 gallons	\$2.65 per 1,000 gallons
Next	270,000 gallons	\$2.33 per 1,000 gallons
Next	2,700,000 gallons	\$2.07 per 1,000 gallons
Over	3,000,000 gallons	\$1.63 per 1,000 gallons

The Master Meter Bulk Rate for the Town water districts is \$2.34 per 1,000 gallons.

On average, the typical city residential customer is paying \$30 per quarter for water whereas a typical town residential customer is paying \$39 per quarter.

2. Sanitary Sewer System

Over two billion gallons (5.5 MGD) of wastewater from the City and portions of the Town are treated annually. There are a total of 6,100 city services on the system producing a per capita discharge of 180 GPCD and outside users include approximately 500 services.

Major customers include Oatka Milk Products, Angelica Laundry, Chapin Manufacturing, Graham Manufacturing, VA Hospital, GMH, and St. Jerome Hospital.

As with many municipalities, improvements to the system must continually be made. Recent improvements to the sewer system include a new treatment plant in 1990 and in 1986-1988 all major interceptors were replaced. Planned improvements include the replacement of electric blowers with natural gas engines.

Currently, the sewage disposal plant has reserve capacity available, however, the Biological Oxygen Demand (BOD) loading is much heavier than was anticipated when the plant was first constructed which can lead to potential problems. BOD's are a result of a high amount of undissolved organic matter coming into the plant, thus, the high loading can be attributed to large manufacturers of food products such as Oatka Milk Products and Batavia Wine Cellars.

Sewer Rents: On March 20, 1995 the City of Batavia passed a local law to amend the Municipal Code and establish new sewer rents. The following rents are billed and due on a quarterly basis:

1. City customers - All volume \$2.29/1,000 gallons of water usage.
2. Town Customers Served Directly by the City - All volume \$3.21 / 1,000 gallons of water usage.
3. Town Sewer Districts -
 - a. Master Meter Bulk Rate : \$2.10 / 1,000 gallons.
 - b. Quarterly Meter Service Charge: varies by type

The rent for city customers decreased from \$2.54 to \$2.29 with the enactment of this new law.

3. Community Services & Facilities:

Schools: There are twelve (12) schools in the City of Batavia including 5 public schools, 4 parochial schools, the NYS School for the Blind, B.O.C.E.S., and one public school administration building. A list of these schools includes:

Robert Morris School	Richmond Ave & Union St.
Jackson St. School	S. Jackson St.
John Kennedy	Vine St.
Middle High School	Ross St.
Senior High School	State Street & MacArthur Dr.
Notre Dame High School	Richmond Ave & Union St.
St. Mary's	Woodrow Road
St. Joseph's	Summit St.
St. Anthony's	Liberty St.
NYS School for the Blind	Richmond Ave
B.O.C.E.S	West of State St. in Town
Public School Administration Building	Washington Ave.

Based on a discussion with the school Superintendent, it was determined that the school system has expansion issues with elementary school aged children. The school administration is currently expanding the Jackson Street school by adding 8 to 10 classrooms and based on enrollment figures over the next two years, expansion and/or renovations may take place at John Kennedy. Enrollment should be carefully monitored, so that there is adequate space for school aged children in Batavia.

Health Care Facilities: There are three hospitals meeting the needs of city residents and the surrounding population. These include:

St. Jerome	Bank Street
Genesee Memorial Hospital	North Street

V.A. Hospital

Richmond Avenue

Other supporting buildings to the hospitals include senior citizen homes which include the Batavia Nursing Home, St. Luke Manor, and Genesee County Nursing Home. Each of these homes are relatively filled to capacity and it is expected that this demand will continue due to the aging population of the City. Additionally, a new facility was recently built on the VA Hospital grounds and serves as a New York State run Nursing Home.

Public Buildings: There are numerous public buildings throughout the city. These buildings range from City Hall to shopping plazas, the YMCA, Batavia Downs, the Library, the Holland Land Office Museum, and various County buildings.

G. TRAFFIC AND TRANSPORTATION

1. Vehicular Traffic

The City of Batavia was developed at the junction of two major Indian trails and is presently the intersecting point for four State highways (New York State Routes 5, 33, 63, and 98). While these highways provide ease of access in most directions, they present numerous problems in the movement of traffic and the flow of goods within the center of the City.

The major routes can be described as follows:

- A. NYS Route 5 (Main Street Road): Major east-west arterial through the City; Route 5 also extends across New York State.
- B. NYS Route 33 (Pearl Street on west side of the city and Clinton Street on east side of the city): Major east-west arterial connecting Batavia to Rochester and Buffalo.
- C. NYS Route 98 (Oak Street north of Main St. and Walnut St. south of Main St.): Major north-south arterial linking Batavia to Albion, Elba, Attica and Arcade; it also connects with the Thruway at Interchange 48.
- D. NYS Route 63 (Lewiston Rd. northwest of City, and Ellicott Street southeast): This is a diagonally-running arterial linking Batavia to Medina, Oakfield, and Genesee as well as Interstate 390 thereby linking the City to New York, Philadelphia and Washington D.C.

These four primary arterials through the City all carry the highest volumes of traffic. The majority of commercial and retail activity in the City is centered along West Main Street and Lewiston Road (TOPS, Blockbuster Plaza, Ames Plaza, Batavia Commons) as well as along Ellicott Street south of Main Street. The table and graph on the next page lists the major routes in the commercial areas with their recorded Average Daily Traffic.

In addition to the significant amount of traffic carried by these routes on a daily basis, the introduction of commercial establishment access points, traffic signals, and on street parking cause friction and conflicting movements which restrict the capacity of arterials especially on the west end of the City. Main Street, Ellicott Street, Lewiston Road, Oak Street, Pearl Street, and Clinton Street all carry the largest volumes of traffic.

**TABLE 5
AVERAGE WEEKDAY TRAFFIC COUNTS
City of Batavia Commercial Areas**

SECTION	ROUTE	DIRECTION	AVG. DAILY TRAFFIC
1	Route 5, between Routes 98 and 63 north	Headed East	18,226
		Headed West	18,642
		TOTAL	36,868
2	Route 5, between Routes 63 south and 98	Headed East	12,553
		Headed West	12,996
		TOTAL	25,549
3	Route 5, between Routes 63 south and 33 north	Headed East	8,650
		Headed West	9,876
		TOTAL	18,526
4	Route 5, between routes 33 north and City line	Headed East	6,552
		Headed West	6,424
		TOTAL	12,976
		GRAND TOTAL	93,919
1	Route 63, between southern city line and Route 5	Headed East	7,928
		Headed West	8,172
		TOTAL	16,100
2	Route 63, between Route 5 and Route 262 (Oakfield)	Headed East	6,144
		Headed West	5,250
		TOTAL	11,394
		GRAND TOTAL	27,494

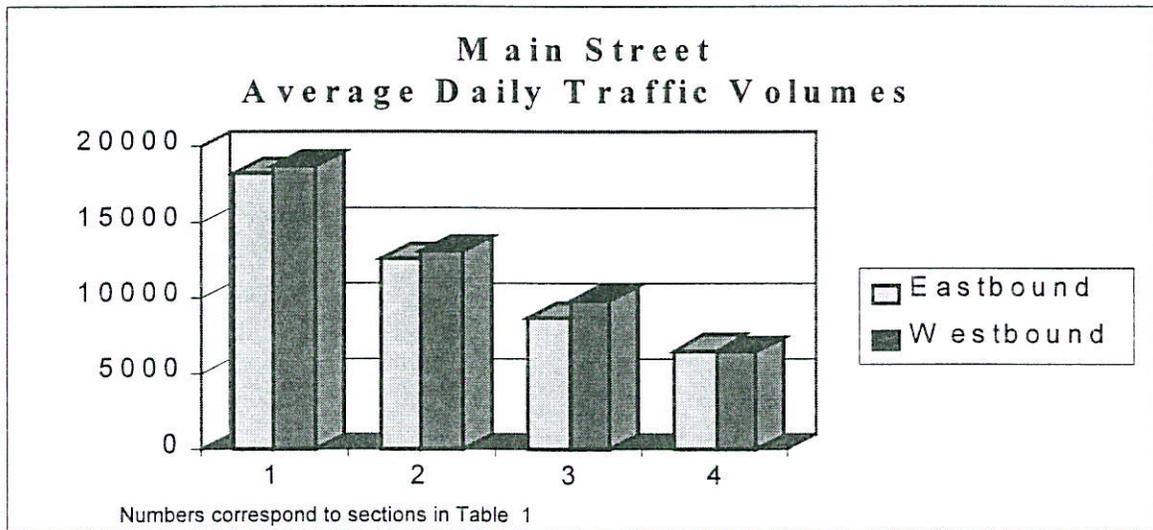


Figure 11

Recently, a Walmart was developed in the Town of Batavia just west of the City line on Lewiston Road. In addition to this new development, a Kmart site on Lewiston Road was developed as a result of the relocation from the east side of the City to the Town of Batavia. Both of these developments have affected the volume of traffic not only in the immediate area but also along Main Street, Oak Street, and Ellicott Street and Richmond Avenue between Park Road and Oak Street. The increase of traffic on Richmond Avenue is not necessarily a capacity concern, rather it is a safety concern due to the residential nature of the street, the presence of two schools along the street, and the resulting high number of pedestrians.²

The development of these properties also adversely affects the intersection of Oak Street and Main Street. This could continue to be a potential problem as the anticipated development in the Town of Batavia west of the City continues. Another issue is the lack of practical mitigation features to alleviate this problem. Turning lanes and additional through lanes cannot be added due to the limited land available for right-of-way acquisition.

The Traffic Study Report completed for the City of Batavia has a series of recommendations that may help alleviate some of the congestion problems in the city. Some of these include:

- Plans and strategies should be developed that would divert traffic away from the Oak Street/Main Street intersection. Plans could include encouraging locally generated traffic to use streets other than West Main Street for access to the west side. Because there are very few east-west routes, this plan may be difficult to implement. Another option would be to re-examine past plans for bypass routes or corridors. And finally, providing increased access across Tonawanda Creek. This could be accomplished by extending Pearl Street and connecting to Ellicott Street.
- The congestion on Main Street is not just a local problem. Therefore, the problems, as documented should be discussed and worked on at County and State levels.
- Consideration should be given to the number of access points onto Main Street and West Main Street.
- Continue to work with the Town of Batavia regarding the Transportation Development District (TDD). A joint, comprehensive approach should be undertaken by those affected by the development that is occurring in the Town just west of the City.

² Traffic impacts from Walmart and K-Mart are taken from Traffic Study Report, Traffic Impact Assessment of the Hake Property and K-Mart Development, June 1994.

H. RECREATIONAL FACILITIES

The City of Batavia has a series of parks and recreation facilities scattered throughout. These facilities were developed in response to requests and/or a need of the residents residing in that area. It was not until April, 1990 that the city had developed specific goals and objectives to assist in planning and implementing local recreational initiatives.

Generally, the goals and objectives listed below serve as a basis for making decisions which affect existing and future recreation programming. The goals are also important in that they provide direction for the use and development of physical facilities to enhance recreation opportunities in the City. Following are the goals as they were developed in the City of Batavia Comprehensive Recreation Plan, April 1990:

- Improve the quality of life in the City of Batavia by providing a variety of active and passive recreation opportunities for residents of all age groups.
- Work with area municipalities, area schools, and colleges to establish a coordinated network of recreation facilities and programs.
- Maximize the use of existing parks and open space resources and provide for multi-seasonal use of these facilities.
- Utilize undeveloped areas at existing parks to provide space for the needed recreation facilities.
- Acquire additional land for recreation and open space purposes as opportunities arise.
- Encourage additional public participation in determining priorities for recreation facilities.
- Increase opportunities for water based recreation.
- Provide improved access for handicapped individuals.

Following is a summary of parks in the City of Batavia. Each park helps to contribute to the overall goals set forth in the Comprehensive Recreation Plan.

**Table 6
Summary of Recreation Facilities**

PARK	SIZE (Acres)	DESCRIPTION
Pringle	0.7	In Residential area, picnic area, play equipment
MacArthur	21	Residential area, HS adjoining to north, Baseball stadium
Wallace (Lions)	9.3	Residential/Industrial area, near RR tracks, mostly open space
Austin	6.7	Picnic, play equipment, horseshoes, wading pool
Centennial Park	14	All passive recreation
Farrell	3.3	Residential area close to RR tracks
Kibbe	11	Residential area, fishing access to Tonawanda Creek
Lambert	3.5	Residential area, picnic, play equipment
Williams	25	Residential area, baseball, tennis, basketball, street hockey
Ice Arena		Ice skating (privately operated)
Wastewater Treatment Plant	---	.7 mile nature trail in buffer of treatment plant. (Not well maintained)
Woodward Field	9	Board of Education Facility, Volleyball, softball, tennis, track
J. Kennedy Field	3	Board of Education Facility, 1 multi-purpose playing field for soccer/rugby
Batavia HS	5	Softball, baseball, soccer
Middle School	1.5	One multi-purpose playing field
Robert Morris School	.5	Play equipment
Jackson Elementary School	.5	Softball, tennis
Notre Dame HS		Softball, soccer, track
TOTAL ACREAGE	114	

SOURCE: City of Batavia Comprehensive Recreation Plan, April 1990.

Recreational Needs Assessment:

The National Parks and Recreation Association (NPRA) recommends the following standards for parkland:

<u>Park Land</u>	<u>NPRA Standard</u>	<u>Standard for Batavia</u>	<u>Actual Batavia</u>
<u>Parks</u>			
Neighborhood Park or Playground	1.7 ac./1000 pop.	27.2 acres	37.5
Community Park	7.0 ac./1000 pop.	112 acres	76.5
Total Parkland	8.7 ac./1000 pop	139.2 acres	114

Batavia as a whole has a shortage of recreational space according to the above table. Specifically, Batavia is 35.5 acres short in community parks which is 32 percent short of national standards. Overall, when combined with neighborhood style parks, the City of Batavia is short 25.2 acres of parkland. Adding an additional 18 percent to the existing parkland will bring the City up to national standards.

Potential Recreational Opportunities:

Potential recreation resources and programs were outlined in the Comprehensive Recreation Plan. There are a total of nine (9) suggestions to further recreational opportunities, some of which have been implemented. If any of these suggestions were implemented, the City would be closer to complying with national standards.

First, there are undeveloped areas in Lambert and Williams Parks which could provide new opportunities. Although no development has occurred in Lambert Park, a new ballfield has been constructed at Williams Park.

Second, there is a large open field on North Street owned by the Board of Education and directly adjacent to this area is another undeveloped parcel. Combined these two areas could play a major role in advancing the recreation facilities within the city. Also of note, is the large undeveloped parcel of land in the northeast corner of the city. This is in a Land Conservation District and is directly adjacent to the Board of Education's recreation area and the undeveloped parcel. Any development in this area should be carefully considered so that there are no conflicting land uses that will hinder recreation development.

Third is a suggestion to develop a "greenspan" along the east bank of Tonawanda Creek from the Old Fire House down to the railroad tracks just above Mill Street. Eventually the greenspan could cross Tonawanda Creek via the railroad bridge and end in a Land Conservation District. The Land Conservation District on the west side of Tonawanda Creek is an extremely wet area and is not suitable for development. Hence, this could be developed as a recreation facility.

Next, the study notes the importance of Tonawanda Creek as a significant water resource which could provide worthwhile new recreation opportunities for area residents. This holds true today and, in addition to providing opportunities for area residents, the Creek could be a destination for visitors. Activities could include canoeing, kayaking, and/or intertubing. Additionally, the study notes the only fishing access to the Creek is in Kibbe Park. Should the greenspan be developed, more fishing access could be provided along the Creek.

Fifth, at the time the Comprehensive Recreation Plan was written, the City was looking into developing off-season uses for the Ice Arena. This facility is now privately operated and is a popular destination for area residents.

Sixth, the facilities offered at Austin Park should be reexamined. This park was originally designed by Frederick Law Olmsted and includes a cross section of native tree species and several exotic species. Currently, the park has been developed for picnic, softball,

2. Wetlands

New York State passed a Freshwater Wetlands Act to implement a policy to preserve and protect the benefits that wetlands provide. To implement this policy, the NYSDEC created the Freshwater Wetlands Regulatory Program which is designed to prevent the despoilation and destruction of freshwater wetlands by establishing and enforcing regulations. In general, to be protected under the NYS Freshwater Wetlands Act, a wetland must be 12.4 acres or larger.

There are four state regulated wetlands located within or on the boundary of the City. The first is just west of NYS Route 98 on the south side of the City, which supplies a feeder stream into Tonawanda Creek. The second is just east of NYS Route 98 and this also feeds a tributary of Tonawanda Creek. These two wetlands have a classification of I which is the highest classification given to any state delineated wetland. Development in or near these wetlands is discouraged and generally not allowed. Although the majority of these wetlands are located in the Town of Batavia, the portions in the city are in a residential R-2 and an industrial I-1 zoning district respectively.

The third wetland is located within an industrial area and crosses the eastern boundary of the city just south of Main Street. This wetland has a classification of II. (The lowest classification any wetland can receive is Class IV). This wetland is located entirely within an I-2 district.

The fourth designated wetland is just east of the high school and just north of Bank Street. The wetland is adjacent to MacArthur Park and has a classification of I. This wetland forms a portion of a floodplain and is located within an R-1 district.

There are two other wetland or swampy areas that are not state designated wetlands that are worth mentioning. These areas are not delineated by the State simply because of their size (they are both less than 12.4 acres). The first is just north of the NYS School for the Blind, west of State St. and east of Oak Street. This wetland is also classified as a floodplain and is located within a Land Conservation District according to the City's Municipal Code. The Land Conservation District is delineated where substantial development is prohibited because of unusual conditions of topography and/or lack of proper facilities. This wetland also serves as the source for Spring Creek.

The second wetland located within the City's borders is just east of Evergreen Drive and Spruce Street. Most of the wetland is within an R-1 district, with a small portion in a P-4 or Planned Residential Development. This wetland was once much larger, however, as the City has grown over the years, infill has taken place resulting in the loss of portions of the wetland.

3. Soils

The three generalized soil types in the City of Batavia include Benson-Honeoye, Palmyra, and Ontario-Hilton.

The dominant soil classification in the City is Palmyra which is a moderately coarse to moderately fine-textured silt, sand, clay, and gravel soils. This soil is found along the Tonawanda Creek and in its flood plain.

The Benson-Honeoye soil is made up of well drained, shallow, and moderately deep soils over a limestone bedrock. The soil occupies the northern section of the City and runs east-west between the Thruway and State Route 5.

The Ontario-Hilton soils consists of deep, well to somewhat poorly drained, medium-textured soils. There is very little of this soil association found in the City and it can be found only in the southwest corner along and adjacent to Pearl Street.

4. Floodplains

There is a significant amount of floodplain located within the City of Batavia. The floodplain is a consequence of Tonawanda Creek and is situated primarily south of Ellicott and Main Streets, with only small portions reaching north. One reason the large floodplain is due to the relatively even topography throughout the City.

Although the majority of the floodplain is south of Main Street, a significant portion is located on the east and west sides of the Creek as it runs north-south just east of Walnut Street. Although a segment of the floodplain is within a Land Conservation District, much of the land is zoned residential R-2 and industrial I-1. The significance of the wetlands should be further examined to determine the threat to the homes and businesses within this area.

Also of importance is the fact that the Federal Emergency Management Agency has mapped the majority of this floodplain as being areas of 100-year flood. Approximately 90 percent of the mapped floodplain is designated as within 100-year and the remaining 10 percent as the 500 year floodplain. The majority of the area north of Main Street are classified as areas with minimal flooding.

5. Groundwater, City Wells and Aquifer Locations

The City has two wells that supplement the water supply to its residents (See Section D - CAPITAL FACILITIES , Water Services). Each of them are located in close proximity to each other and are located just east of Cedar Street within an I-1, Industrial District. The County Planning Department just recently completed a wellhead protection program to help protect the groundwater supply to the wells. Within the study, the County delineated a wellhead protection area (WHPA) for the wellheads which delineates the area the wells draw from.

Although the WHPA extends into the Town, portions are within the southeast corner of the City. The boundaries run generally from just south of Kibbe Ave northeast towards Ellicott St crossing over South Jackson, and South Swan. Once across Ellicott St the boundaries slope east-southeast towards just north of Edward Street and Lions Park.

Any development within the WHPA should consider the study that was recently completed by the County. The study emphasizes compatible land uses for the protection of groundwater.

Aquifer Locations: The general area of the wellhead protection areas follow the underlying aquifer. The aquifer's boundaries encompass the entire southeast portion of the city and reaches to just past City Hall. Because the aquifer is the primary supply to the city's groundwater, it should be protected from land uses that could potentially contaminate the aquifer.

6. Significant Habitat

According to the New York State Department of Environmental Conservation, Division of Fish and Wildlife, Region 8 in Avon, NY, there is the presence of rare species of plants in the City of Batavia. An examination of the Natural Heritage Program and other file materials the DEC references revealed that there is the presence of *spreading globeflower*, a threatened plant, on the north side of the city. The NYSDEC Wildlife Resources Center in Latham, NY has also reviewed biological information for the City and found the same occurrence.

J. HISTORIC PRESERVATION

1. Historic Resources³

Due to the growth of Batavia as a commercial and industrial center, many of the oldest structures in the city have been replaced by more modern buildings. In the 1960 and 1970 decades many of the central business district's three-story brick structures were demolished as part of an Urban Renewal project. The replacement for many of these buildings was the Genesee Country Mall complex. According to The Architectural Heritage of Genesee County, NY, published by the Landmark Society of Genesee County, the City of Batavia has seen more changes in its architectural history than any other community in Genesee County.

³ Historical references taken from The Architectural Heritage of Genesee County, NY, published by the Landmark Society of Genesee County, 1988.

This book documents numerous buildings of architectural worth which are scattered throughout the City. Many of the buildings listed in this publication can be found on some of the older streets such as Main, Ellicott, and Jackson Streets. Although many of the buildings noted in this book are, or were, homes of the founding families of Batavia, some are public/semi-public buildings that are more visible and accessible to the general public. A partial list of these structures include:

- Genesee County Courthouse
- Batavia City Hall
- Genesee County Cooperative Extension
- Former home of the superintendent of the NYS School for the Blind
(118 Bank Street)
- Gas Holder on Evans St.
- City of Batavia Water Filtration Plant
- Richmond Memorial Library
- Engine House Restaurant #1
- Genesee County Sheriff's Office
- Old Batavia Daily News Building
- Mancuso Theater Building
- Holland Land Office
- Batavia Club
- St. Mary's Roman Catholic Church
- St. James Episcopal Church
- First Baptist Church
- First Presbyterian Church

The Genesee County Courthouse Historic District is the City's only designated historic district and is located just northeast of the intersection of State Routes 98, 63, and 5. It is comprised of five historic structures used for civic functions and a Civil War monument. The following buildings are included: U.S. Post Office, Batavia City Hall, Genesee County Building #1, Genesee County Sheriff's Office and Jail, Genesee County Courthouse, and Soldier's Monument.

The buildings, built between 1843 and 1926, are representative local examples of popular nineteenth and early twentieth century architecture. The buildings survive with few alterations and the district retains its function as the focal point of Genesee County government.

In addition to this core group of buildings, Batavia has a wealth of other historic buildings that could form the basis of other historic districts. One such area could include the region around Mix Place, and Richmond, Ellicott, Lewis, and Thomas Avenues where some of the best old homes of the city are located. A second area that could serve as an historic district is bounded by Washington Avenue and Ross, Summit, and Main Streets. One last area that could be considered is the Jackson Street area. This is one of the oldest areas of the city however, some of the homes are run-down. This neighborhood is also the target for the city's first HUD housing rehabilitation program.

For Discussion Purposes Only
Land Use Concept Map

City of Batavia
Master Plan Update

FIGURE III-1

- Traditional Urban Design District
- Industrial District
- Industrial/Research & Development Park
- Wastside Commercial District
- Estabside Commercial District
- Parks
- Uptown Monument Redevelopment
- Neighborhood Commercial
- Single Family
- Single & Multi Family
- Land Conservation District
- Planned Development
- High Density Residential
- Chateway Entrance
- Recreational Trail System
- Overlay Protection District
- Centuary
- Conversion from Single and Multi Family to Single Family



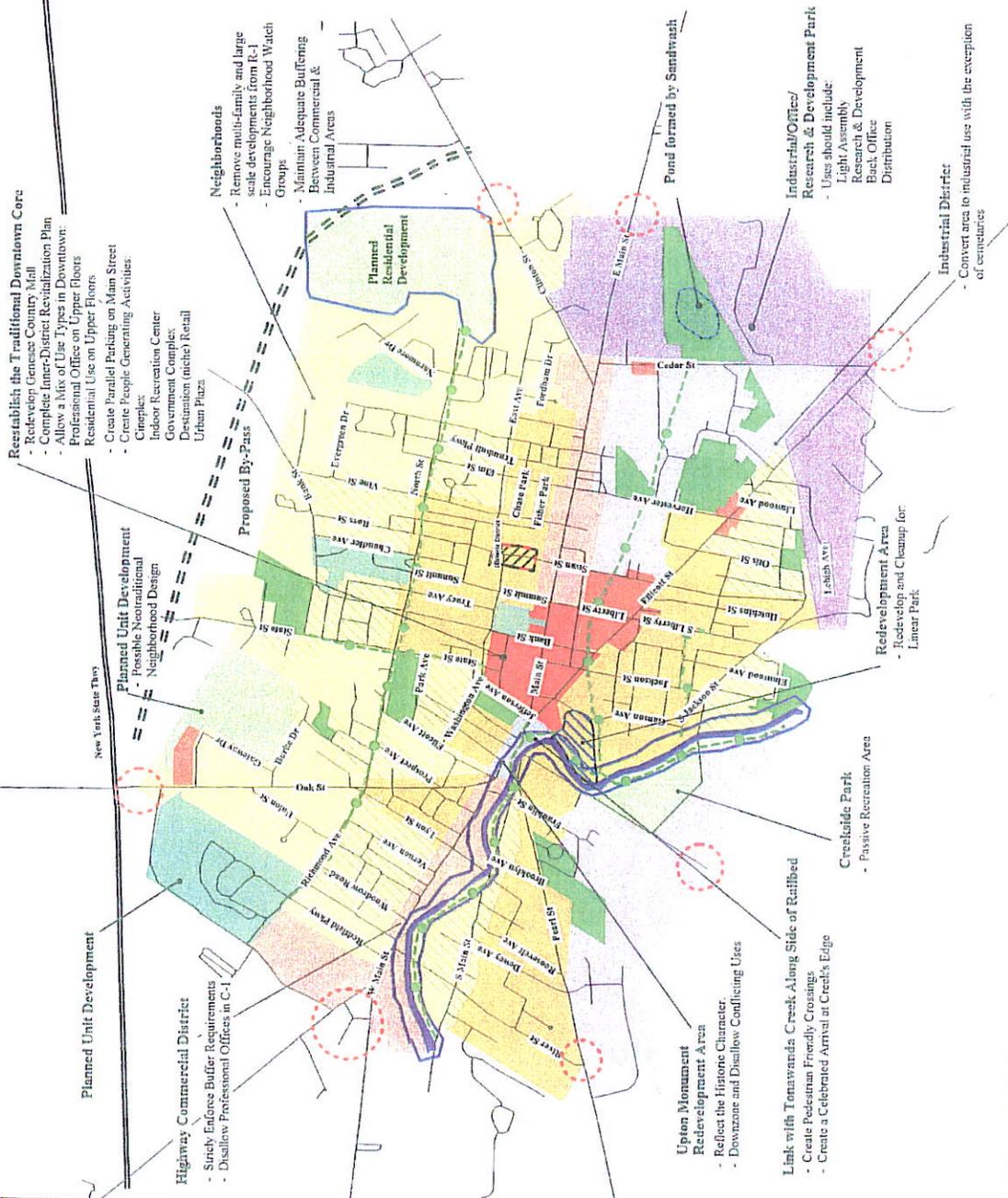
THE S.A. RATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS, P.C.

Asisted By:
 The Center for Governmental Research
 A. Nelson Associates

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City of Batavia



Reestablish the Traditional Downtown Core

- Redesign Geneva County Mall
- Complete Inner-District Revitalization Plan
- Allow a Mix of Use Types in Downtown: Professional Offices on Upper Floors Residential Use on Upper Floors
- Create People Generating Activities: Cineplex Indoor Recreation Center Government Complex Destination (niche) Retail Urban Plaza

Planned Unit Development

- Possible Nontraditional Neighborhood Design

Highway Commercial District

- Strictly Enforce Buffer Requirements
- Disallow Professional Offices in C-1

Neighborhoods

- Retrieve multi-family and large scale developments from R-1
- Encourage Neighborhood Watch Groups
- Maintain Adequate Buffering Between Commercial & Industrial Areas

Proposed By-Pass

Planned Residential Development

Uptown Monument Redevelopment Area

- Reflect the Historic Character
- Downzone and Disallow Conflicting Uses

Link with Tonawanda Creek Along Side of Railbed

- Create Pedestrian Friendly Crossings
- Create a Celebrated Arrival at Creek's Edge

Creekside Park

- Passive Recreation Area

Redevelopment Area

- Redevelop and Cleanup for Linear Park

Pond formed by Sandwash

Industrial/Offices/Research & Development Park

- Uses should include: Light Assembly Research & Development Back Office Distribution

Industrial District

- Convert area to industrial use with the exception of residences

III. MASTER PLAN RECOMMENDATIONS

A. LAND USE AND ZONING

Figure III-1 graphically illustrates the following land use and zoning concepts.

1. Traditional Downtown Urban Design District

The Batavia Central Business District (CBD) is in transition. The planned retail growth in the Town of Batavia and the movement of other retailers to the west end of Batavia has stressed existing retailers in the downtown area. Although numerous communities in the United States are experiencing the same phenomena, Batavia is set apart in that it has a number of useful services that have not yet left the CBD. City residents look to the services that have remained, such as banks, the post office, JC Penney, to fulfill their daily needs. Yet, the challenge remains, and Batavia must consider, the direction of downtown in today's competitive economy.

The primary advantage of Batavia's CBD is its central location in relation to City neighborhoods as well as the rest of the County. It is the geographic center of each and almost 25,000 to 30,000 cars a day pass along Main Street. Long term planning should focus on how to capture this market and redevelop downtown as a the function center of the community. Expanding upon existing retail uses in the downtown with specialty retail will help the downtown compete with retail development taking place on the fringe of the city. Additionally, creating a downtown with cultural, entertainment and recreational activities will help the downtown and the entire City compete with recreational activities that are commonly found in the major urban centers.

The purpose of downtown Batavia is to serve as a destination mixed use district with a variety of uses including recreation, government, retail, business, entertainment activities. Each of these activities can service adjacent neighborhoods, city residents and a regional market. The following are recommendations to assist in achieving a mixed-use district:

- *Increase and Maintain a Steady Customer and Visitor Base.* It is important to recognize that economic viability and attractiveness of downtown are dependent upon the presence of people. However, there is presently a lack of people generating activities in the downtown area. Because downtown is beginning to realize the pressures from retail development on the fringes of the City, it is important to find new activities and uses that can survive in the downtown setting.

Toward this end, the City should help coordinate current downtown interest groups into one management association, such as a Business Improvement District (BID), to administer a broad-based initiative. The focus of this group would be on coordinated business attraction and retention, marketing, events and promotions and other associated functional requirements such as parking and streetscape aesthetics. The

management association's primary goal would be to reinforce Batavia's CBD as a Traditional Downtown District serving as the primary meeting place within the city as well as the region.

With regard to retail activities, the focus of the association should be on uses that do not compete with the recent development occurring on the fringes of the City. Specifically, the association could work to encourage specialty retail shops, and cluster them in key areas to generate a critical mass of retail activity.

- *Pursue Redevelopment of the Genesee Country Mall.* The Genesee Country Mall presents a significant opportunity for revitalizing the downtown area. The recently completed Genesee Country Mall Feasibility Study suggests health related services, niche retail and professional offices as appropriate uses for the building. In addition to these uses, the City could consider developing relatively large people generators focusing on entertainment and recreation based activity on those areas not required to fulfill the City's current revitalization initiative. Examples include a multi-screen movie house or an outdoor amphitheater which could be located in or adjacent to Austin Park.

The Mall site is critical to the redevelopment of the Traditional Downtown District. The success of the redevelopment is dependent upon the recruitment of a single developer that is willing to undertake the redevelopment venture. Selected uses should be large scale people generators that will catalyze the redevelopment of the entire downtown.

- *Create a Strategy of Renovation and Reuse of Downtown Structures.* There are numerous buildings in the downtown area with vacancies on the upper floors. Another method of infusing economic activity and generating additional people in the downtown would be to allow a mix of use on the upper floors of these buildings. Potential uses for these areas could include professional offices and residential units.

In order to achieve this goal, the City should undertake an inventory of the vacant buildings to evaluate and prioritize opportunities available to each building. If it appears that it is feasible to reuse some of the upper floors, a vertical grant and/or loan could be capitalized to help gain access. The program could take the form of a 50/50 grant and/or loan towards the development of an elevator that could service multiple buildings.

- *Implement a Coordinated Streetscape and Facade Improvement Program.* Aesthetics and functionality of downtown streets, buildings and sidewalks are important factors in attracting people to the downtown. The City should work to improve the appearance of downtown to create an inviting and pleasant environment. Examples of improvements include facade restoration and sidewalk improvements, historic lighting installation and carrying out street enhancements such as tree planting, parallel parking and appropriate street furniture. All of the recommendations should be located in one Site and Architectural Design and Development Guidelines.

Functional issues, such as pedestrian and vehicular circulation, should also be addressed. For the pedestrian, establish highly visible cross-walks across Main Street to enhance safety. With regard to the automobile, install signage at the intersections of Liberty, Center, Jackson and Court Streets with Ellicott Street to draw and direct people into the Traditional Downtown District. This action will help draw people into the downtown as they enter the city from the south. Additionally, to help increase access to downtown businesses, implement parallel parking along portions of Main Street especially in the vicinity of the mall.

- *Establish a Functional Link with Tonawanda Creek.* To further enhance the downtown area, a highly visible connection to the Creek, and the proposed Tonawanda Creek Corridor (refer to pages III-10-11 for additional discussion of this concept), should be established. This enhancement will add a recreational and tourism component to the mix of uses in the downtown area thereby contributing to the multi-purpose of downtown.

2. Commercial Arterials

Batavia is fortunate to have a viable Main Street which provides numerous services to the surrounding neighborhoods, city and regional population. The Main Street corridor has adjusted to the economic forces of the market and is suited to the automobile. Since the completion of the Batavia Area Master Plan Report in 1967, automobile traffic along Main Street increased from approximately 15,000 vehicles per day to over 90,000. Capturing this market and allowing for some infill and adaptive re-use, will help maintain these corridors as a healthy component of the local economy.

Main Street is the primary commercial east-west arterial within the City and services different functions as one moves from east to west and visa-versa. West Main Street, from Oak Street to the western city line, services automobile oriented uses while East Main Street, from Summit Street to Chestnut Street, services professional and business oriented uses.

West Main Street (west of Oak Street)

This portion of Main Street is quite typical of the roadside business development occurring throughout the country. Businesses requiring significant on-site parking or outdoor display space compete for visibility by using dominant signage, site lighting and other means of attracting attention. The result creates a haphazard appearance with little continuity. Additionally, the architecture of the buildings does not contribute to the historic character of the City. In an effort to bring clarity to this portion of the City, the following recommendations are put forth:

- *Implement Design Standards.* Reduce the visual clutter of the West Main Street corridor by establishing a strict set of design standards. Such standards should consider the visual appearance as well as the overall function of the corridor. Clear concepts regarding architectural style, on-site traffic flow, landscaping, greenspace, on-site parking and outdoor display areas should be provided as part of the City's Municipal Code as additional supplementary regulations. Develop specific requirements to assure the uniformity of site furnishings such as lighting, planters and benches, as well as curbing and sidewalks constructed within the road right-of-way.
- *Implement Sign Ordinance.* In order to help limit the size, number, style, placement, colors and lighting, amend the sign regulations section of the municipal code to address new and existing signs. Advertising signs, such as brightly colored banners, flags, bunting and reflective garland should not be permitted. Review of signage design should be part of the site plan approval process for individual development projects. Give existing non-conforming signage an appropriate amortization period before removal or reconstruction is required. Adopt the recommended changes and incorporate them into the municipal code.
- *Rezone C-1 to C-2 on West Main Street and Disallow Professional Offices on West Main Street.* The current dominant use for West Main Street is oriented to the automobile and includes retail establishments, drive-in restaurants, drug stores and others. Also, this highly developed portion of Main Street leaves little room for business expansion. Given these factors, it is recommended that the small C-1 district on the north side of Main Street be rezoned to C-2. This change will unify West Main Street by placing it all on one zoning district. Once this is established, continue the emphasis on the automobile and disallow professional offices. Disallowing professional offices in this area can help direct them to the vacant downtown buildings or along portions of East Main Street. The result for West Main Street will be continuity of use rather than haphazard strip development with an inappropriate mix of uses.
- *Maintain Buffer Zones Between Commercial Areas.* Because some of Batavia's residential neighborhoods closely border the commercial areas along Main Street, these areas should be targeted for increased buffering. When new development occurs or existing development is expanded, give special consideration to the surrounding residential neighborhoods. These residents should be protected from noise, fumes, lack of privacy and any other offensive aspects of the commercial uses. Buffering solutions include additional open space separation, buffer plantings, berms and wooden fences.
- *Coordinate Main Street Improvements.* The City of Batavia should work in conjunction with the NYS Department of Transportation to achieve a highway development plan that is consistent with the City's long term commercial redevelopment objectives of the Main Street corridor. Give consideration to traffic

lane design, center landscape median, curb-cuts, on-street parking, on-site circulation and site amenities.

East Main Street (east of Summit Street)

This portion of Main Street functions differently than West Main Street in that the dominant uses are professional offices, sit-down restaurants, banks and community services. Although this area depends upon automobile traffic, the streetscape has a much different appearance. Parking is behind buildings and at the curb-side, buildings are set back from the street and there is a large amount of greenspace in front of each building. Additionally, there are older mature trees on the front and side lawns and the majority of the businesses are located in historic homes.

- *Maintain Present Character.* Continue the present mix of uses that define the commercial character of East Main Street. Examples of the types of uses along East Main Street include professional offices, banks, community services, sit-down restaurants, bed and breakfasts and drug stores.
- *Maintain the Integrity of East Main Street.* Implement design guidelines that reflect the current character of the East Main Street streetscape. Give special attention to landscaping, greenspace, on-site parking and building setbacks.

Other Commercial Areas

Upton Monument Redevelopment Area

The portion of the City along Main Street between the Upton Monument and Oak Street has historically been the center of the City. The Holland Land Office, the administrative headquarters for the Holland Land Company and the birthplace of Western New York, is located here. Three major New York State Routes also converge here making it perhaps the most visible portion of the city. This section of the City plays a significant role in defining the character of the community. Events that take place here will leave a lasting impression on visitors traveling to Batavia as well as people passing through Batavia enroute to the Thruway.

Given the importance of this section of the community, the following recommendations are put forth:

- *Downzone Upton Monument Area.* New development and expansion to current buildings within the Upton Monument Redevelopment Area should be consistent with the character of the Upton Monument Historic District. To achieve this purpose, develop and adopt design guidelines and do not allow high intensity uses, similar to those found on West Main Street, within this area.

Unlike the design guidelines suggested for East and West Main Street, the guidelines for this area should reflect the historic character of the surrounding buildings and structures. Existing and proposed incompatible uses, such as automobile services stations, should be phased out and avoided and relocated to West Main Street.

- **Connect Upton Monument** - The Genesee County Building #1 is located just a short distance east of the Upton Monument. As part of the reconstruction for this building, include plans to link the building to the Monument via pedestrian walkways and improve the grounds surrounding the building by planting trees, installing benches and adding other pedestrian scaled amenities. The result could be the creation of a public greenspace that could serve as Batavia's "Common".
- **Implement Streetscape Program.** Proper streetscape design within this area can make traveling a pleasant experience for the high volume of traffic that passes through. Continue the streetscape design defined for the Traditional Urban Downtown into the Upton Monument Redevelopment area. For the location of this district, refer to Figure III-1 - Future Land Use Concept Map.

3. Industrial Districts

Loss of Industrial Employment Base

Twelve major employers account for 4,100 jobs in the City of Batavia. These twelve companies employ about one-third of the estimated 12,000 workers within the 14020 zip code. Dominated by health services and government employment, the community has lost a substantial number of manufacturing jobs over previous decades through the exodus of major employers such as Trojan and Sylvania. While almost half of the total payroll in the 14020 zip code was attributable to manufacturing as recently as 1985, the largest share of payroll now comes from the service sector; manufacturing's share having shrunk to only 22 percent.

Rationalization of Industrially Zoned Property

Batavia has a considerable amount of industrial property located in the east and southeast portion of the City. Although there are a number of abandoned buildings, there is a fair amount of space left undeveloped. An important aspect of economic development is to ensure that adequate land and buildings are available for development. Maintaining a sufficient land bank of industrial property to accommodate future manufacturing opportunities is necessary in today's economy.

- **Clarify and Focus Industrial Areas.** Economic growth within the industrial sector will best be served by consolidating and expanding the Industrial zones on the eastern side of the City, primarily south of Main Street. Currently this area has a haphazard mix of land uses and bringing clarity will help hold industrial redevelopment

potential. The result will be a rational delivery of services while minimizing the negative impact on adjoining land uses.

Consolidate and link the existing Industrial zones (I1 and I2) east of Cedar Street to establish an Industrial/Office/Research & Development Park. Target these properties for users actively engaged in light assembly, research and development, back office and distribution. (See Figure III-1 - Land Use Map)

Due to the competitive nature of today's economy, it is becoming increasingly important to create an aesthetically pleasing environment in order to attract potential companies. In this regard, utilize the County's park as the "center-piece" or focal point of the research and development park. This would give the City an advantage in that it could market and offer a fully modern research and development park.

- *Develop a Proactive Industrial Redevelopment Strategy.* The City should work in conjunction with appropriate economic development entities to participate in the coordinated business attraction, retention and expansion programs that are being sponsored by the Genesee County Industrial Development Agency. Potential programs and services include providing services to help retain existing firms; initiating a marketing program to attract new small and mid-sized manufacturing firms to the City; and marketing the Batavia Industrial Center (BIC). Finally, create a comprehensive development strategy to further strengthen the development and delivery of a regional approach to economic development.
- *Reuse Abandoned Structures.* The City should work to establish programs that resolve issues of environmental quality at key vacant industrial sites. Should the environmental status of certain buildings be in question, the City can examine opportunities for redevelopment in the State's Voluntary Clean-up Program. Participating in this program can help redevelop sites that might otherwise be left vacant due to risks associated with environmental liability.
- *Minimize Impact of Industrial Development.* To eliminate significant land use conflicts, disallow all residential uses within all industrial zones. Commercial uses should only be allowed as an adjunct to industrial activity. Where residential uses are next door neighbors, provide adequate buffers and screens. Finally, implement development guidelines and zoning modifications to mitigate the effects of noise and visual impacts.

4. Neighborhoods

Neighborhood Stability

As found in many communities, social problems associated with a decline in higher paying industrial employment have resulted in the deterioration of many of the City's neighborhoods. An aging housing stock, deferral of maintenance, and absentee landlords

often result in non-conforming poorly maintained properties. Moreover, many of the homes in the R2 and R3 zones that were originally constructed as single family homes have been converted over time to multiple family dwellings. Such conversions in an area that was not originally planned for such density contribute to overcrowding service problems and under-maintained rental units.

However, not all of the City's neighborhoods are experiencing these pressures. In fact, some neighborhoods have a healthy rental market while others have remained as well maintained single family homes. The mix of use in some neighborhoods have created a positive environment. These characteristics have helped shape the City and provide a high quality of lifestyle.

- *Maintain the Integrity of the Single Family Neighborhoods.* Low density R1 residential areas in Batavia, such as the area north of West Main Street and east of Vine Street, are both attractive and stable. These neighborhoods are valuable community assets and should continue to be protected from higher density residential encroachment. Continue strict code enforcement and disapproval of inappropriate use variances to maintain the positive character of these neighborhoods.

Poor administration and the indiscriminate granting of variances can dilute the effectiveness of the zoning ordinance in a short period of time. The Planning Board should continue to work with the Zoning Board of Appeals to explain the intent of the Master Plan.

- *Downzone to Single Family Residential (R-1) Zoning.* R-2 zones that have not yet experienced significant two-three family conversion should be rezoned to R-1. Accomplish this as a measure to prevent outward migration of blighting conditions into currently stable residential neighborhoods. Allowing such conversion will lead to diminution of the tax base and reduced living conditions for residents of these neighborhoods. The purpose of this action is to reestablish the integrity of the neighborhoods so that potential homeowners will regain confidence in housing investments in the City. Examples of areas that should be rezoned are highlighted in Figure III-1 Future Land Use Concept Map.
- *Clarify Uses in the R-1 and R-2 Residential Districts.* Currently, the R-1 district allows one-, two- and multi-family uses as well as large scale multi-family development. In order to maintain the integrity of the single family neighborhoods modify the R-1 uses to disallow multi-family and large scale multi-family developments. Likewise, modify the R-2 district to disallow large scale multi-family developments. The resulting uses for R1 would be one and two family units and the resulting uses for R2 would be one, two and multi family units.
- *Maintain R-2 and R-3 Districts.* These zones should continue to provide a transition between the City's central core and its single family neighborhoods. Continuation of

these uses will provide affordable living and property investment opportunities within the City.

Other methods of maintaining the integrity of the R2 and R3 districts include:

Revising the zoning code to include design guidelines relating to residential construction. In order to create a positive pedestrian realm, the revised code should address setbacks, parking, public parkways along the street and sidewalks.

Continuing Batavia's active and successful community development housing programs to encourage residential reinvestment and restoration of these multi-family neighborhoods.

In conjunction with rehabilitation and ownership financing programs, continuing aggressive code enforcement and the rental inspection program are essential to assure reasonable property maintenance.

Encouraging and establishing Neighborhood Watch Groups as a means of maintaining neighborhood stability.

- *Recognize and Create Neighborhood Centers.* Understanding that the basis of defining a neighborhood is a 1,500 foot walkable distance from a center point, the City should work to recognize the different neighborhoods and establish an identity and sense of public ownership. Examples of neighborhood centers include parks, churches, schools and small commercial centers. Once certain neighborhoods are defined, identification can be achieved through a coordinated sign program.

Another method of identifying a neighborhood is through small commercial districts. Revise the zoning code to create additional neighborhood commercial districts that recognizes some of these centers. Allowable uses should be small scale and oriented towards walking and bicycling rather than the automobile. Examples of potential neighborhood commercial districts include the area surrounding Pontillo's Pizzeria and Platten's Deli. Additional areas include: intersection of Harvester Avenue and Ellicott Street, Cedar Street near Florence Avenue and the intersection of Liberty and Ellicott Streets.

Recognize Aging Population

As with many communities, Batavia's population is becoming increasingly older. The City has a number of benefits, such as its central location, developed infrastructure and numerous amenities. Considering these facts, it is conceivable that many seniors will look to the City as a place of retirement. It will be the challenge to the City to respond to the growing housing needs of this population.

- *Create High Density Senior Housing.* To meet the demands for senior housing, the City should establish an R-3 High Density district just north of Ellicott Street between Center and Swan Streets. Construct appropriate housing such as large-scale high rise apartment building consisting of one- to two-bedroom apartment units. This area is appropriate for this use given the proximity to the Traditional Downtown Development which can provide numerous services within walking distance.

5. Recreation and Open Space

Batavia has a number of parks and recreation areas located throughout its neighborhoods. In April 1990, the City established a set of goals and objectives guide recreational development and programming. As a result of that study, the City set out on a plan to recognize and redevelop some of its parks. Today, Batavia has a number of active recreational facilities including picnic areas, play equipment, baseball, tennis, softball volleyball and a privately operated ice skating rink. Although rich in recreational activities, Batavia has a slight (18 percent) shortage in park land according to national standards.

In order to meet national standards, Batavia can realize numerous opportunities. The principal objective is to provide the full range of recreational facilities in an appropriate quantity and location to adequately serve each residential neighborhood.

- *Create Coordinated Neighborhood Trails.* In an effort to link some of the City's existing parks and neighborhoods together, create a series of bicycling, walking, nature, historic, tourist and theme trails. Follow residential subcollectors, such as Richmond, North and Sumner, and reinforce trails by adding signage and lining them with trees.

Form linkages between each of the parks and the proposed Tonawanda Creek Corridor. As an example, a trail could be created that follows State Street and connects MacArthur, Centennial, and Austin Parks to the proposed Tonawanda Creek Trail. For the proposed location of each trail, refer to Figure III-1 - Future Land Use Concept Map.

To help direct both residents and visitors to the City's recreational system, create an information booth/kiosk at key sites. Opportunities for hosting such a sign include the Mall, the Thruway exit, the West Main Street shopping area and the race track.

- *Improve and Expand Parks and Playgrounds.* The City should continue its annual maintenance program to insure the quality of its recreational resources. Efforts should also be made to improve the programmed activities offered at some the parks and at the recreation center.

Under-utilization of the Tonawanda Creek Corridor as a Recreational Resource

The Tonawanda Creek is a largely untapped recreational resource and should become the recreational and visual centerpiece of the City, County and Region. As the primary natural open space area of the City, the Creek is highly under-utilized for both passive and active recreational opportunities. The creek's central location and proximity to downtown highlight the potential to be a major recreational addition with linkages out into the residential neighborhoods, countryside and other Genesee towns and villages.

- *Create an Environmental Theme Trail along Tonawanda Creek.* As suggested in the 1967 Master Plan, the City should acquire land and develop a bike and hike corridor along the creek that would also serve as the primary link between the Creek and the proposed neighborhood theme trails. The trail would begin on the south side of the creek at the western border of the City, cut across to the north side of the creek in the vicinity of Pearl Street, come back across the creek into the Land Conservation District and continue to the south side of the city. For the proposed location refer to Figure III-1 - Future Land Use Concept Map. In addition to a linear type park, public access points along the trail can offer creek access for fishing and boating activities.
- *Create a Public Gathering Place along the Creek in the Vicinity of the Upton Monument.* The City and the downtown could capitalize on the close location of the Creek to the downtown area. As an added people generating activity, create a public gathering place in the vicinity of the new County Courthouse. Activities in this area should include a public gathering place, gardens, cafes and other passive recreational activities.
- *Implement an Overlay Protection District.* Limit future development within this area to those uses that would not strictly impact the water quality and protect sensitive creek edges. An example would be to restrict development within one-hundred (100) feet of the Creek's edge.

B. ENVIRONMENTAL RESOURCES

Although a developed city, Batavia has a number of environmentally sensitive resources. Because these resources contribute to the quality of life in the City, they should be maintained for the purposes of upholding environmental quality.

- *Upgrade and Protect the Water Quality of Tonawanda Creek.* Tonawanda Creek provides the City with 40 percent of its drinking water supply. Although the City's primary source of drinking water is from wells, the creek is still an important aspect of the entire system. With regard to this fact, the City should take proactive measures to ensure the water quality of the creek. First, the City can ensure that storm water runoff is directed to appropriate holding areas and it is not emptying directly into the creek. Second, the City should ensure that all residents are properly connected to the sewer system. Finally, to ensure that hazardous materials are not

The Tonawanda Creek is a largely untapped recreational resource and should become the recreational and visual centerpiece of the City, County and Region. As the primary natural open space area of the City, the Creek is highly under-utilized for both passive and active recreational opportunities. The creek's central location and proximity to downtown highlight the potential to be a major recreational addition with linkages out into the residential neighborhoods, countryside and other Genesee towns and villages.

- *Create an Environmental Theme Trail along Tonawanda Creek.* As suggested in the 1967 Master Plan, the City should acquire land and develop a bike and hike corridor along the creek that would also serve as the primary link between the Creek and the proposed neighborhood theme trails. The trail would begin on the south side of the creek at the western border of the City, cut across to the north side of the creek in the vicinity of Pearl Street, come back across the creek into the Land Conservation District and continue to the south side of the city. For the proposed location refer to Figure III-1 - Future Land Use Concept Map. In addition to a linear type park, public access points along the trail can offer creek access for fishing and boating activities.
- *Create a Public Gathering Place along the Creek in the Vicinity of the Upton Monument.* The City and the downtown could capitalize on the close location of the Creek to the downtown area. As an added people generating activity, create a public gathering place in the vicinity of the new County Courthouse. Activities in this area should include a public gathering place, gardens, cafes and other passive recreational activities.
- *Implement an Overlay Protection District.* Limit future development within this area to those uses that would not strictly impact the water quality and protect sensitive creek edges. An example would be to restrict development within one-hundred (100) feet of the Creek's edge.

B. ENVIRONMENTAL RESOURCES

Although a developed city, Batavia has a number of environmentally sensitive resources. Because these resources contribute to the quality of life in the City, they should be maintained for the purposes of upholding environmental quality.

- *Upgrade and Protect the Water Quality of Tonawanda Creek.* Tonawanda Creek provides the City with 40 percent of its drinking water supply. Although the City's primary source of drinking water is from wells, the creek is still an important aspect of the entire system. With regard to this fact, the City should take proactive measures to ensure the water quality of the creek. First, the City can ensure that storm water runoff is directed to appropriate holding areas and it is not emptying directly into the creek. Second, the City should ensure that all residents are properly connected to the sewer system. Finally, to ensure that hazardous materials are not

reaching the creek, each resident should have the opportunity to properly recycle their waste.

- *Create a Detailed Map of the Floodplain.* A computerized map in a geographic information system (GIS) should be created depicting two foot contour intervals of the Tonawanda Creek floodplain. Completing this task will help the City accurately assess the location of the floodplain so that any new development or expansion is properly located outside the flood zone.

Utilizing the new floodplain database in the GIS, the City should reexamine the floodplain to determine any mitigation measures, such as a levy, that can reduce the amount of land contained in the floodplain. Because the Federal Emergency Management Association (FEMA) is the agency officially in charge of mapping floodplain boundaries, the City and FEMA should undertake a coordinated effort to reestablish and record the floodplain boundary.

- *Implement Wellhead Protection Measures.* Genesee County recently undertook a study to evaluate the quality, quantity and potential contamination sources to the City's wellheads. Specific recommendations relating to the protection of groundwater from contamination were one of the results of the study. The City should review the recommendations and work with County officials to adopt a wellhead protection overlay district. Limit future development within this area to those uses that would not impact the water quality and protect the recharge area of the wellhead. Finally, because the recharge area for the wellhead moves beyond the City's boundaries and into the Town of Batavia, the City should coordinate with Town officials to implement the overlay protection district over the entire recharge area. As an alternative, the City should look to relocating the wellheads outside of the industrial areas to help alleviate some of the more serious threats associated with industrial uses.
- *Mitigate Flooding Near Centennial Park.* The City should establish measures to mitigate flooding along the downslope side of Centennial Park. If left uncontrolled, floodwaters will damage the adjacent homes. A possible solution would be to recreate the small pond and or stream on the downslope side of the park. Storm would be contained and the park will have an added amenity for its visitors.

C. TRANSPORTATION AND INFRASTRUCTURE

The movement of people and goods is critical to the on-going competitiveness of a community. To some people, Batavia's intra-city access may seem to inhibit its ability to compete in an active marketplace. To others, "all roads lead to Batavia" thereby creating a captive market. An additional advantage is the fact that Batavia is conveniently situated on the New York State Thruway thus providing excellent regional access.

Vehicular Circulation and the Streetscape Environment

As one travels from points east of Batavia to western New York and the Buffalo area, it is virtually impossible to miss the opportunity to travel through Batavia. When traveling along the Thruway, Batavia has a clearly labeled exit. When traveling from points southeast, such as Geneseo, Corning, New York City or Pennsylvania, New York State Routes 5 (Main Street), 63 (Ellicott Street) and 98 (Oak and Walnut Streets) converge in the center of the City. Main Street alone carries over 25,000 vehicles per day through the City.

Although these vehicles can be considered to be a captive market, congestion is more the norm. New retail developments on the west side of the City contribute to the increased traffic levels. On-going and continued maintenance of City streets is crucial to the quality of life and economic viability of Batavia.

- *Coordinate Streetscape Improvements with New York State Department of Transportation.* Traveling through the City of Batavia should be a pleasant and enjoyable experience that will entice visitors to return and create a livable environment for residents. The City should work the NYSDOT to ensure the quality of streetscape designs as state routes are reconstructed. Examples include increasing the amount of tree plantings, allowing for parallel or head-in parking and creating a grass median along selected portions of Main Street.
- *Institute Traffic Calming Devices.* Due to the increase in congestion along Main Street, some visitors and residents seek alternate routes across the City. One such route is Richmond Avenue and North Street on the City's north side. To help reduce the speed of the vehicles on these residential streets, the City should install traffic calming devices. Examples of these devices include circular planters/fountains in the center of the street, decreasing the lane widths, extending pedestrian crosswalks out into the street, alternative paving materials and others.
- *Improve Pedestrian Safety and Circulation.* Main, Ellicott and Oak Streets present a challenge to the pedestrian as they attempt to cross the street. These streets are four lanes and carry a high volume of traffic at relatively high speeds. The City should improve key pedestrian crossings by constructing highly visible crosswalks that are easily seen by the driver. In the interim, the City could brightly paint crosswalks until funds are appropriated for reconstruction. Key crossing include: Upton Monument Area connecting to the proposed public gathering place on Tonawanda Creek to downtown, Main Street in the vicinity of the mall, the intersection of Oak and Main, and other intersections on East and West Main Streets, where appropriate.
- *Install Sidewalks.* Reinstate the City program to install and reconstruct sidewalks on all city streets.

- *Screen Downtown Parking Lots.* Vast open parking lots disrupt the balance along major roadways within communities. To help create a defined edge along Main Street and improve the aesthetic quality of the street environment, screen all parking lots on West Main Street. For example, a small brick wall or wrought iron fence could be installed to screen the pedestrian from the cars moving in and out of the parking areas.
- *Research Potential for a New Road.* Batavia's location on the New York State Thruway gives it a unique advantage over other upstate New York communities. Where Batavia has an exit located directly on the Thruway, other communities are between five and ten miles from the nearest access point. Although this gives the City locational advantage, access to the exit can be somewhat of a deterrent. When traveling from the east and south, cars and tucks are forced to drive through the center of the City. This area of the City is congested and this circulation pattern will only be magnified as the industrial area in the southeast portion of the City is reorganized and expanded to the research and development park.

To alleviate some of the congestion along Main Street, the City should study the potential effectiveness and impacts of a new road. The road would connect the north end of Oak Street, in the vicinity of the Thruway exit, eastward to Route 33 in the proximity of Grandview Terrace. Not only would the road establish a new connection to the proposed industrial/research and development park, it would also provide an alternate means of accessing Main Street and the downtown area. The proposed road can help open new economic opportunities for the City by providing easier access to the Traditional Downtown District as well as the R & D Park.

A similar road layout was proposed in the 1967 Master Plan. At that time, the City did not have a need for the road because growth had not created the demand. Today, the City has grown to a level where this option should be considered once again.

D. CULTURAL RESOURCES

The interests of a community in its cultural character say a lot about the way a community views itself and the impression it wants to extend to others. Attention to the historic and visual aspects of the City will help to restore a positive self image.

- *Increase Utilization of Historic Resources.* Batavia is rich in cultural heritage. From the industrial buildings in the vicinity of the Batavia Industrial Center to various residences and government/public buildings, numerous structures remain to tell the story of Batavia's development. The City should continue to celebrate and reinforce the significance of its heritage and confirm the community's commitment to historic preservation by continuing to designate historic districts and/or individual structures.

- *Increase the Visibility of the Holland Land Office.* Under the commercial areas section above, the Upton Monument area presents one of the greatest challenges to bring about a sense of visual uniformity. The Holland Land Office, located within this area, could serve as the focal and reference point. As mentioned above, establish design guidelines to guide future development. The guidelines could be shaped using the Holland Land Office as an historical reference point for new development.
- *Increase the Role of the Architectural Review Board.* In past years the Architectural Review Board has help guide development within the City. Once the proposed design guidelines are established, the Architectural Review Board should be given increased support to see that the guidelines are properly adhered to. Their actions can help give a sense of character to new development while at the same time continue to preserve the City's heritage. As an alternative, the Architectural Review Board and the Planning Board can be combined as an effort to assure proper cooperation between the boards.

E. CAPITAL FACILITIES

The public utility system is one of Batavia's major assets. There is sufficient capacity in both the municipal sewer and water systems to accommodate foreseeable growth. Water and sewer rates are reasonable, and the City realizes some economic gain from the sale of such services.

Utility Service

The City should continue to explore opportunities to expand existing utility service to neighboring communities as an extension of the concept of inter-municipal cooperation and rational cost effective delivery of services. One primary mechanism for accomplishing this would be to engage in the current comprehensive plan study being conducted by the County. One focus of the study is on the sharing of municipal services which may provide suggestions to the City.

A specific issue requiring consideration is the distribution of City water to adjacent communities. While it may result in increased revenue for the City, such a system expansion may also provide the necessary infrastructure for future development to occur within other taxing jurisdictions rather than within the City of Batavia, thus causing a loss in future sales and property tax revenues.

- *Adopt a Formal Policy Concerning Inter-Municipal Delivery of Utility Services.* A defined policy concerning inter-municipal utility service agreements is needed to ensure the level of payment received by the City is commensurate with the development benefit realized by the receiving municipality.
- *Support Completion of Second Water Feasibility Study.* Because of the age of the water filtration plant, a recent feasibility study was conducted to determine if the City

should build a new plant, expand the existing plant or purchase water from Erie County Water Authority. The study concluded that it was cost prohibitive to purchase water from Erie County therefore, the City is considering making enhancements to the existing plant or constructing a new facility.

Toward this end, a second feasibility study was recommended by the original consultant. In the interest of city residents and intermunicipal cooperation, the Phase II feasibility study should be completed. The focus should be on the costs of building a new facility, its location and the desired capacity in order to accommodate neighboring communities drinking water needs.

- *Alleviate Biological Oxygen Demand (BOD) Loading at Sewage Disposal Plant.* Although there is reserve sewage capacity at the sewage disposal plant, there is much heavier than anticipated loading of BODs. The BOD design was for 9,000 pounds per day and the plant is currently taking in 10,000 pounds per day. The primary cause is from a high amount (60 percent) of undissolved organic matter coming into the plant from milk and wine manufacturers. The City should continue to work to address this issue by mitigating the problem directly at the known sites or by upgrading the existing sewage plant to meet the high BOD loadings.
- *Continue Current Storm Water Practices.* The majority of collected stormwater outfalls into Tonawanda Creek downstream of the drinking water intake. The closest drain is one-hundred (100) feet from the nearest intake. This is an acceptable distance, and the City should take steps to insure that this distance remains constant as it is not currently affecting the drinking water quality from the Creek.

F. VISUAL PREFERENCE SURVEY (VPS)

To help the City chart its future course A. Nelessen Associates was commissioned to develop and administer a Visual Preference Survey (VPS). The survey provided an analysis of existing conditions and offered direction for future site planning, streetscape and architectural design standards, and visual goals and objectives for future implementation. Secondly, the VPS established a legal foundation for its recommendation by virtue of public involvement.

The survey contained 160 slide images and 30 questions. The results are intended to assist policy makers, council members, city administrators, planning boards and members of the board of adjustment understand what citizens want for their city.

Many of the results were incorporated into the recommendations discussed above. To help community leaders better visualize the suggestions, a copy of the Visual Preference

Survey Results, with the slide images, is included in Appendix A. A color copy of the same document is on file with the City of Batavia's Community Development Office.

- *Implement Suggestions Made in the VPS.* The VPS results document reports on visions for numerous aspects of the City including visions for open space, commercial development, signage, pedestrian realm, single-family residential pedestrian realm, streets, avenues and boulevards, parking, single-family, multi-family and civic and institutional structures. The last section of the VPS document describes the "Immediate Action Plan" the city should undertake.

City staff, council and community leaders should take notice of the immediate actions and implement them as stated in the VPS results document. To help assure that the actions are adhered to, they were integrated into the plan recommendations outlined in this section of the Master Plan. Briefly, these include:

- Coordinate meetings with district representatives on concept of a Main Street boulevard.
- Meet with County officials about providing a walkway along Tonawanda Creek.
- Meet with officials about providing screening for parking lots and new streetscape improvements.
- Have public works department prepare a plan for painting crosswalks.
- Institute a city wide tree planting program.
- Amend C2 and C3 setback standards to require building up to the sidewalk.
- Amend zoning to allow mixed use in C3 and C2 zones.
- Institute a multi-family maintenance and property incentive code.
- Continue to test the VPS images in other public meetings to build continuous support for the Vision.

IV. EVALUATION AND IMPLEMENTATION

The recommendation set forth in the previous section were graphically presented in a Land Use Concept Map (Figure III-1). The purpose of the map is to provide clear direction for the City in terms of the future use of the land. Once the committee agreed on the physical layout of the map, and the public had an opportunity to comment, a fiscal impact/cost benefit analysis was undertaken by the Center for Governmental Research (CGR). The purpose of their analysis was to determine the feasibility of the land use suggestions as well as their impact on the City's municipal services and School District. Following are the results from the investigation.

A. Fiscal Impact/Cost Benefit Analysis

1. Methodology

This analysis examines the fiscal implications of maximum build-out for the City of Batavia under the current zoning ordinance and under the proposed future land use scenario. Table 1 below provides an overview of build-out under the current zoning ordinance and Table 2 examines the proposed scenario for revising the ordinance.

To help in understanding the tables, following is a list of terms used in the analysis:

- **Total Land Acreage** refers to the total amount of land zoned for a particular classification.
- **Developed Acreage** refers to the total amount of land that has already been developed in a particular fashion.
- **Undeveloped Acreage** refers to the total amount of land that is available for development in a particular fashion.
- **Total Assessed Value (Developed)** refers to the assessed value of developed sites. Not that total assessed value was only available in aggregate for housing, commercial, industrial and community services and is therefore not subdivided in the tables.
- **Total Assessed Value (Undeveloped)** refers to the assessed value of undeveloped sites. These value were calculated based on the vacant land assumptions presented in Table 5.
- **Annual Property Tax** refers to the property taxes paid on both developed and undeveloped properties. The property tax rate is \$35.85 per \$1,000 of assessed value. (refer to Table 3)
- **Number of Units (Build-out)** refers to the maximum number of structures allowed per acre according to the zoning ordinance.
- **Square Feet per Unit (Build-out)** refers to the average size structure allowed according to the zoning ordinance.

- **Total Assessed Value (Build-out)** refers to the total assessed value of properties if they were all to be developed as allowed by the zoning ordinance.
- **Annual Property Taxes with Build-out** equals the total amount of property taxes that would be paid if all properties in the city were developed as allowed by the zoning ordinance.

**Table 1
Current Zoning Build-Out**

Type	Total Land Acreage	Dev. Acreage	Undev. Acreage	Total Assessed Value (Dev.)	Total Assessed Value (Undev.)	Assessed Value Tax Exempt	Annual Property Taxes*	# Units (Build-out)	Total Assessed Value (Build-out)	Annual Prop. Taxes W/Build-out*
Housing										
Residential - 1,2,3+ (R1)	743	664	79*	\$322,874,100	*	\$23,616,137	\$10,728,398	*	*	\$10,728,398
Residential - 1,2,3+ High Density (R2)	1089	943	146*	*	\$1,027,000	*	\$36,818	198	\$24,687,500	\$885,047
Residential - 1,2,3+ Higher Density (R3)	132	105	27*	*	\$1,898,000	*	\$68,043	584	\$68,094,400	\$2,441,184
PUD Residential	15	15	0*	*	\$351,000	*	\$12,583	189	\$22,037,400	\$790,041
PUD High Density Residential - elderly	8	8	0*	*	*	*	*	*	*	*
LCD (Assessed as Residential)	162	110	52*	*	\$676,000	*	\$24,235	130	\$16,250,000	\$582,563
Commercial										
Commercial	313	227	86*	\$109,576,753	*	\$3,325,283	\$3,809,115	*	*	\$3,809,115
LCD - (Assessed as Commercial)	1	1	0*	*	\$1,462,000	*	\$52,413	688	\$78,669,360	\$2,820,297
Industrial										
Industrial	794	734	60*	\$87,961,019	*	*	\$3,153,403	*	*	\$3,153,403
LCD (Assessed as Utilities)	10	10	0*	*	\$600,000	*	\$21,510	120	\$31,363,200	\$1,124,371
Community Services										
LCD (Assessed as Agricultural)	64	64	0	\$107,774,600	*	\$107,774,600	*	*	*	*
Total	3,364	2,914	450	\$629,256,372	\$6,014,000	\$134,716,020	\$17,909,024	1,909	\$241,101,860	\$26,336,923

* Annual property taxes equal school taxes(\$19.67/\$1,000), county taxes (\$8.76/\$1,000), and city taxes (\$7.40/\$1,000)

**Table 2
Proposed Land Use Build-Out Scenario**

Type	Total Land Acreage	Dev. Acreage	Undev. Acreage	Total Assessed Value (Dev.)	Total Assessed Value (Undev.)	Assessed Value Tax Exempt	Annual Property Taxes*	# Units (Build-out)	Sq. Ft./ Unit (Build-out)	Total Assessed Value (Build-out)	Annual Prop. Taxes W/Build-out*
Housing											
Single Family Detached (R1)	1170	1070	100	\$322,874,100	\$1,300,000	\$23,616,137	\$10,728,398	*	*	*	\$10,728,398
Multiple Family - 2-3 (R2)	645	608	37	*	\$481,000	*	\$46,605	250	2,000	\$31,250,000	\$1,120,313
High Density Residential - 4+ (R3)	26	26	0	*	*	*	\$17,244	148	2,200	\$17,256,800	\$618,656
PUD Residential	15	15	0	*	*	*	*	*	*	*	*
PUD High Density Residential - elderly	8	8	0	*	*	*	*	*	*	*	*
LCD - PUD Neo-Traditional	62	0	62	*	\$806,000	*	\$28,895	496	2,000	\$62,000,000	\$2,222,700
LCD - PUD Residential	133	0	133	*	\$1,729,000	*	\$61,985	362	2,000	\$45,250,000	\$1,622,213
LCD (Assessed as Residential)	32	0	32	*	\$416,000	*	\$14,914	80	2,000	\$10,000,000	\$368,500
Commercial											
Commercial	301	266	35	\$109,576,753	\$595,000	\$3,325,283	\$3,809,115	280	*	\$32,016,600	\$1,147,795
LCD - PUD Commercial Areas	1.5	1	0.5	\$87,961,019	\$8,500	*	\$305	4	*	\$457,360	\$16,397
Industrial											
Industrial	869	674	195	\$87,961,019	\$1,950,000	*	\$3,153,403	390	*	\$101,930,400	\$3,654,205
LCD (Assessed as Utilities)	10	10	0	*	*	*	*	*	*	*	*
Community Services											
Parks	128	128	0	\$107,774,600	*	\$107,774,600	*	*	*	*	*
	132	0	132	*	*	*	*	*	*	*	*
Total	3,533	2,806	727	\$628,186,472	\$7,285,500	\$134,716,020	\$17,952,101	2,010	10,200	\$300,161,180	\$28,451,694

*Annual property taxes equal school taxes (\$19.67/\$1,000), county taxes (\$8.78/\$1,000), and city taxes (\$7.40/\$1,000)

The following table examines the fiscal impact of build-out on the Batavia City School District. The left hand side of the table provides an overview of Batavia City School District fiscal characteristics. The right hand side of the table examines the annual cost for new students under the build-out scenario in comparison to the additional school tax revenue that would be raised.

**Table 3
Future Land Use Impact on
Batavia City School District**

Batavia City School District Fiscal Characteristics		School Costs with Build-out	Existing Plan	Proposed Plan 1
Student Population	2,924		198	250
Total Budget	\$27,184,764		1,168	296
State Aid	\$11,327,446		378	0
Building Debt Service	\$1,050,000		130	938
Operating Cost per Student	8,700		1,874	1,484
State Aid per Student	3,874		2,811	2,226
Enrollment Growth Without New Construction	10,000		200	200
New Construction Cost per Student	200		2,611	2,026
Percent of Construction Debt Service Paid by School District	25%			
Annual Debt Service per Student For New Construction	\$218		\$13,169,783	\$10,219,066
School Age Students per Household	1.5		\$4,624,178	\$5,760,865
Property Tax Rate (per \$1,000 assessed value)	\$35.85		(\$8,545,605)	(\$4,458,201)
School Tax Rate (per \$.1000 assessed value)	\$19.67			
Tax Levy	\$11,820,318			
Net Cost of Enrollment Growth per Student	\$5.044			

- (1) Spaces refers to spaces for new students
- (2) Additional school tax revenue was derived from subtracting Total Assessed Value of Undeveloped Properties from Total Assessed Value at Build Out and multiplied by the School Tax Rate.

Information in this analysis was obtained from the City Assessor’s Office, the City of Batavia Zoning Ordinance and the Batavia City School District. In order to complete the analysis, and arrive at conclusions, a few assumptions had to be made. Table 4 lists the assumptions used in this analysis. Below is an explanation of the terms found in the table.

- **Vacant Land Assessment per Acre** refers to an estimated average assessment for vacant land by type.
- **Density** refers to the number of units per acre.
- **Households per Unit** refers to the number of family dwellings per unit.
- **Average Square Feet per Unit** refers to the size of each unit.
- **Average Cost per Unit** refers to the cost per unit.
- **Average Coverage** refers to average land coverage.
- **Average Assessment per Square Foot** refers to average assessment rates for new construction.

**Table 4
Assumptions**

	Vacant Land Assessment/Acre	New Construction Density Units	Households/ Unit	Av. Sq. Ft./ Unit
Housing				
R1	\$13,000	2.5	1	2,000
R2	\$13,000	4	2	2,200
R3	\$13,000	7	2	2,200
Commercial	\$17,000	8	*	*
Industrial	\$10,000	2	*	*

2. Summary of Findings

Major differences between the two plans are detailed in Table 3. Under the current land use plan based on the existing zoning ordinance, maximum build-out of the City would generate additional school tax revenue of about \$4,624,178 and the proposed future land use plan would generate additional revenue of about \$5,760,865. New costs incurred by the school district would be about \$13,169,173 and \$10,219,066 respectively. This would yield net additional costs of about \$8,545,605 for the existing plan and about \$4,458,201 for the proposed plan. In summary, under maximum build-out, the revised future land use plan would generate greater school tax revenue and lower additional costs. The plan, therefore, is more fiscally sound than the status quo.

Contributing to this result is one of the proposed revisions to the future land use plan; the decrease in acreage dedicated to multi-family residential. The fiscal impact of new housing on a community depend on a number of factors, the most costly of which is generally education. Given the limited ability of the school district to absorb more

students without constructing new facilities, additional restrictions on the density of residential development would further enhance the strength of the plan.

The revised future land use plan also reduces the fiscal demands placed on the City. Not only does the population at build-out fall, but the total number of properties falls, too. Yet as the land use plan shifts the build-out from lower-valued multi-family properties to higher-valued single-family properties, the total assessed value of the community rises, increasing the capacity of the city to impose the same tax levy at a lower tax rate.

City services whose costs are likely to remain unchanged between the two plans include most administrative functions. Budget categories representing these services (Administration, Economic Development, Finance, Law, Clerk-Treasurer, City Hall, etc.) are “fixed costs” within the range of population change envisioned between the current and proposed plan. For example, the cost of City Council will not change appreciably at build-out as a result of the change in the land use plan. Services related to property are likely to fall as a result of the reduction in the number of properties at build-out. These would include Refuse and Garbage, Fire, Inspection, Planning Board and others. “People-driven” costs should fall between the projected build-out under the current plan and projected build-out under the revised plan. These budget categories would include Adult Recreation, Summer Recreation, Police and others. On balance the revised future land use plan enhances the fiscal strength of the City of Batavia.

B. NON-DOLLAR IMPACTS OF THE FUTURE LAND USE PLAN

Many of the recommendations listed in Section III can be achieved without a significant upfront investment by the City. For example, there are recommendations to modify or amend the zoning ordinance in various places. This action can be taken on by existing City staff and the result would benefit all of the citizens of Batavia.

In general, the recommendations for downtown, commercial arterials, neighborhoods and industrial areas will help bring clarity and focus which will increase the visual appearance throughout the City. All of the recommendations, when taken together, will eventually attract investment in the City in terms of new residents and businesses.

Other recommendations, such as those that deal with Tonawanda Creek and the Upton Monument Area, will not only increase the quality of life for City residents, but also help to develop a tourism base which will import additional dollars into the economy.

C. RESOURCES

Although the recommendations made in Section III will benefit the City fiscally as well as the quality of life, some may require additional funding to see them to fruition. For example, one recommendation was for the City to undertake an inventory of vacant buildings in the downtown in order to create a strategy for renovation. The New York Empire State Development Corporation may be one agency that would fund a grant to

undertake an activity. The following is a list of potential funding sources the City may investigate to expedite some of the recommendations set forth in Section III:

1. Federal Programs

a) Department of Commerce, Economic Development Agency (EDA)

Economic Development Grants for Public Works and Infrastructure Development

Project grants which promote long-term economic development and assist in the construction of public works and development facilities. Designed to initiate and encourage the creation or retention of permanent private sector jobs in areas experiencing severe economic distress. Grants can cover up to 80% of project in severely depressed areas. However, EDA grants typically cover approximately 50% of the project's costs. There is no specific minimum or maximum amount on financial assistance and they have raised from \$90,000 to \$3 million. Contact regional EDA office for more information.

Economic Development Corporation

Economic Development Grants to municipalities for industrial infrastructure development. Limited funds available.

Title LX

A very competitive program available for community development. Currently, emphasis is placed on communities which have been affected by military base closings. This is a 60% grant and a 40% local match.

b) USDA Rural Economic and Community Development (RECD)

Water and Waste Water Program

Program's objective is to provide water and wastewater disposal facilities and services to low income (per capita income no more than 70% of the national pci) rural communities. Types of assistance include project grants and loans, however, only grants will be awarded in fiscal year 1996. Funds may be used for 100% of costs to construct, enlarge, extend, or otherwise improve a community water or sewer system. Very common program.

Community Facilities Program

Community development loan program available to municipalities for community buildings and infrastructure. Very common program.

c) Intermediary Re-lending Program

Funding available to municipalities and LDC's to finance local business development.

d) HUD Small Cities Community Development Block Grants (CDBG)

Economic and Community Development for low/moderate income benefit. Competitive program. Program includes:

- Infrastructure improvements
- Housing rehabilitation
- Technical assistance/training
- Revolving loan funds

e) Department of Labor, Employment and Training Administration

Employment Services and Job Training Pilot and Demonstration Programs

Designed to provide, foster, and promote job training and other services which are most appropriately administered at the national level. A second objective is to promote and foster new or improved links between the network of federal state, and local employment, training, and human resource agencies and components of the private sector. Funds are project grants and are to be used to develop or demonstrate new approaches, arrangements, or methods having general or wide national replicability. An estimated \$35 million in funding will be available during fiscal year 1996.

For more information about federal programs contact the Federal Catalogue of Domestic Assistance, the Federal Register or the Genesee Finger Lakes Regional Planning Council at (716)442-3770.

2. State Programs

a) Empire State Development Corporation (ESDC)

The NYS Urban Development Corporation was reorganized into the Empire State Development Corporation (ESDC) and, as a result, the corporation's funding programs have been restructured. There are numerous programs available to businesses wishing to relocate and/or expand within New York State. An outline of all programs can be found in Attachment ???. More specific information can be obtained from the Western New York Regional Office at (716)856-8111 or from the central office in New York City at (212)803-2200.

1. JOBS Now

ESDC has restructured their grant programs and has organized two primary programs to assist business development in New York State. The first program is JOBS Now which is being funded at \$20 million. The focus of this program is on larger firms creating 300 or

more **new** employees. Jobs must be created almost immediately (one-half the first year and the remaining the second year). Grant awards run at approximately \$10,000 per new job. The grant money can be used for a wide variety of programs including:

- Interest subsidies
- Job Training
- Loans
- Infrastructure
- Leasing Facilities and Equipment
- Working Capital Guarantees
- Some Aspects of Roadway Development

2. *Empire State Development Fund*

The Development Fund is virtually the same as JOBS Now except that it is designed to help smaller businesses. Whereas the focus of JOBS Now is on creating 300 or more new jobs, the Development Fund is designed to help smaller companies create new jobs **or** retain jobs. Additionally, there is no amount of money per job attached to this grant program. In addition to the following items, funds can be used for the same program elements as JOBS Now:

- Office and Retail Development in Downtown Areas, and
- Tourism Facilities.

NOTE: For both programs, the applicant must show that the project could not be accomplished without the State's assistance.

3. *Regional Economic Development Partners Program (REDPP)*

This program, formerly available from the Urban Development Corporation, and is now available from ESDC for infrastructure development. There are limited funds available and it is a highly competitive program. The program is a combination of 40 % grant funds and 60% loan funds for municipalities, primarily for infrastructure development.

4. *Job Development Authority (JDA)*

The JDA program has recently been reinstated. It will be a loan program at 50/40/10 (50% bank, 40% state, and 10% cash). Loans can be made up to \$35,000 for new or retained jobs. Money can be used for fixed asset lending, land and building lease and is geared towards manufacturing and commercial services.

NOTE: Applicants should contact the regional office for each of the above mentioned programs. The process has been streamlined and ESDC has designed one application for all four programs (JDA, JOBSNow, ESDF, and REDPP).

b) Other ESDC Programs

There are numerous other programs available from New York State. Following is a summary of programs as they relate to manufacturing development. Attachment ?? contains a description of all programs.

1. Centers for Advanced Technology

New York's Centers for Advanced Technology are collaborative efforts between industry and academia focused on particular industry sectors and technology fields with significant potential for economic growth. Centers work in close partnership with - and acquire matching funds from -industry.

2. Economic Development Zones

An Economic Development Zone has been designated within the City of Lackawana. The zone offers tax credits for the ten-year zone designation.

3. Entrepreneurial Assistance

This program encourages the start of new businesses by minorities, women, dislocated workers, public assistance recipients, public housing residents and young people. The program promotes entrepreneurship at centers throughout the state that provide classroom training, counseling, technical assistance and mentoring.

4. International Trade Development and Investment

Foreign direct investment assistance helps foreign investors establish a New York operation through direct investment in manufacturing, distribution, services, headquarters, sales operations, or joint ventures or strategic alliances. Assistance is provided to foreign firms and/or their designated representatives located in the U.S. or abroad.

Export assistance is provided to businesses seeking to sell products and services in international markets.

5. Manufacturing Productivity Improvement

This program provides information, access to technology, assistance from outside experts and links to other resources to overcome the barriers that impede efforts to modernize. The goal of the program is to support businesses in order to increase productivity and competitiveness, expand market share and promote job growth and retention in New York State

c) NYSDEC Voluntary Remediation Program

NYSDEC has a voluntary clean-up program that assists communities with the clean-up of brownfield sites for re-development. The program has limited effectiveness due to the fact that future landowners are not released from liability and can be held responsible for environmental mitigation.

d) NYSDEC Environmental Facilities Corporation (EFC)

State grant fund to buy down interest rates on municipal bonding. For more information contact NYSDEC at (800) 882-9721 or (518) 457-4100

e) NYSDOT ISTEA - Transportation Enhancement Program

This is a federal reimbursement program which provides funding for non-traditional projects that add value to the surrounding transportation system. The Federal Highway Administration (FHWA), through NYSDOT, will reimburse the sponsor up to 80% of the eligible approved project costs that the sponsor actually incurs. Eligible activities include landscaping and other scenic beautification, archeological planning and research, mitigation of water pollution due to highway runoff. No ISTEA funds will be available until 1997.

f) NYSDOT - Industrial Access Program

Funds are available for industrial access highway and bridge transportation improvements that result in the creation or retention of jobs. Awards amount to a maximum of \$1 million, in the form of a 60% grant and a 40% interest free loan. Competitive program and funds are only available when attempts to obtain other conventional financing programs are not available in a timely manner.

D. SUGGESTIONS FOR THE CAPITAL IMPROVEMENT PLAN

The City of Batavia produces a capital investment plan (CIP) annually. The purpose of the plan is to establish a framework for programming and financing those new or expanded public service facilities that are needed to accommodate projected growth and development and that constitute major capital improvements for which the City has fiscal responsibility. In order to guarantee some of the recommendations set forth in Section III the following should be incorporated into the City's CIP:

■ **Recreation and Open Space -**

- Purchase and install signs along roadways designated as a walking/bicycling trail on the Future Land Use Plan (Figure III-1).

- Continue annual maintenance program to improve and expand the City's parks and playgrounds

■ **Environmental Resources -**

- Continue the line item to complete a computerized geographic information system (GIS) depicting two foot contour intervals of the Tonawanda Creek floodplain.

- Mitigate flooding on the downslope side of Centennial Park (along Park Avenue) by reinstalling the small pond that was once located there.

■ **Transportation and Infrastructure -**

- Create a line item to allow purchase and installation of traffic calming devices along Richmond Avenue and North Street. Examples include circular planters/fountains, decreasing lane widths by increasing the curb area and installing alternate paving material.

- Install highly visible pedestrian crosswalks near Upton Monument, Main Street in the vicinity of the Mall and intersection of Oak and Main Streets. Crosswalks could be as simple as bright paint or they could be constructed out of alternate paving materials such as brick and textured concrete.
- Reinstate City program to install sidewalks on every City street.

- Where there are vast open parking lots, utilize fencing, trees, shrubbery and hedgerows to screen the interior from pedestrians.

■ **Capital Facilities -**

- Support the completion of a Phase II Water Feasibility Study to determine location, size and a method of accommodating neighboring communities needs.

- Address the level of a high amount of Biological Oxygen Demand (BOD) at the sewage treatment plant. The problem can be mitigated at the known source or the sewage plant can be upgraded to accept the higher levels.

- Continue line items that protect storm water practices.

E. IMPLEMENTATION ACTION MATRIX

The items identified in Section III-Recommendations have been further broken down into a list of implementation strategies. Additionally, each action item takes into account the City's fiscal and administrative capabilities and lists an estimated development cost and time frame for completion. The time frame reflects the necessity of some tasks to be undertaken immediately, while others can occur over longer periods of time. Immediate (I) tasks are primarily non-capital intensive projects that continue the redevelopment of the community within a year's time. Short-term (S) tasks will occur over a period of two to three years. These actions typically have capital investment requirements which are at levels where project initiation is feasible within a short range time period. Long-term (L) tasks include projects that will occur over a four to ten year period. These tasks may have subcomponent programs or elements.

In addition to the recommendations listed in the following table, there are some simple tasks the City can undertake to ensure the implementation and continuation of the suggestions found in the Master Plan. As a first step, solicit participation and appoint a sub-committee made up of existing Master Plan Committee Members. They would be charged with ensuring that the recommendations put forth in this Plan are carried out. To assist in this effort, create a "report card" that grades the efforts of all the involved agencies over the past year. Additionally, recognizing that many of the recommendations put forth in this plan have costs associated with them, the Committee could help implement smaller scaled projects that are less costly and can be implemented within a short period of time. One example would be to construct a small outdoor skating rink for Batavia residents.

IMPLEMENTATION ACTION MATRIX

Task Description	Public Improvement/ Funding	Responsible Agency	Timing			Special Notes
			I	S	L	
LAND USE						
1. Downtown						
<p>1.1 Develop people generating activities such as:</p> <ul style="list-style-type: none"> - urban plaza in or adjacent to Austin Park - Indoor soccer/recreation plaza within the downtown. - Cineplex (6 screen movie house) as an addition to the Mall. - Creekside park and 11,000 LF of trail 	<p>\$500,000 \$2,000,000 \$ TBD \$ 750,000</p>	<p>Community Development (CD) and Downtown Business Group</p>	<p>▪</p> <p>▪</p> <p>▪</p>	<p>▪</p> <p>▪</p>	<p>▪</p> <p>▪</p> <p>▪</p>	<ul style="list-style-type: none"> • Activities should efficiently utilize existing infrastructure and support existing services • The result should help create a mixed use downtown district.
<p>1.2 Continue plans to redevelop the Genesee Country Mall. Next steps include:</p> <ul style="list-style-type: none"> - Soliciting a Developer to achieve unified ownership/management. - Adopt the partial redevelopment design and use alternative as outlined in the Genesee Country Mall Feasibility Study completed March 1996. - Begin redevelopment activities to build large people generators. 		<p>Community Development</p>	<p>▪</p> <p>▪</p> <p>▪</p>	<p>▪</p> <p>▪</p> <p>▪</p>	<p>▪</p> <p>▪</p> <p>▪</p>	<ul style="list-style-type: none"> • Uses should be people generating and catalytic to the redevelopment of downtown. • Uses recommended in the study include mix of professional office, specialty and convenient retail uses and medical facilities. • Additional uses may include creating a six-plex movie house, indoor soccer arena, and an outdoor amphitheater adjacent to Austin park.

<p>1.3 Improve appearance of the infrastructure of downtown by:</p> <ul style="list-style-type: none"> - implementing a coordinated streetscape and facade improvement plan - revising the Sign Ordinance to reflect: clear and simple signs, signs with a limited number of colors and that are compatible with building colors, a contrast in color between the letter and background of a sign (dark background with light color), earth tone colors. - remove all non-conforming signs. 	<p>\$ 15,000</p> <p>Part of zoning revisions</p> <p>\$ 3,000</p>	<p>Community Development</p> <p>Codes</p>	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> • Continue programs for improving sidewalks, facades, and streetscape, and install historic lighting. • Coordinate streetscape improvements within the Traditional Urban Design Overlay District
<p>1.4 Undertake inventory of upper floors of downtown buildings.</p>	<p>\$ 5,000</p>	<p>Codes</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> • A combination loan/grant program to encourage the use of upper floors of downtown buildings by making them handicapped accessible.
<p>1.5 As part of the Downtown Revitalization Plan, prepare a parallel parking strategy along Main Street within the Central Business District between Jefferson Avenue and Bank Street</p>	<p>\$ 2,500</p>	<p>CD & Downtown Business Group</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> • Ease visitor access to downtown businesses by providing convenient parking.

<p>2. Commercial Development</p>							<ul style="list-style-type: none"> • Design standards will help reduce visual clutter of the commercial corridor. • Standards should consider visual appearance as well as overall function of the corridor.
<p>2.1 Create and implement design standards in the commercial district from the intersection of Oak & Main Streets west to City line.</p> <ul style="list-style-type: none"> - require new development to adhere to a uniform set of site and architectural design standards. - include concepts concerning architectural style, on-site traffic flow, landscaping, greenspace, and placement and screening of on-site parking. - requirements should also be developed to assure the uniformity of site furnishings such as site lighting, planters and benches, as well as curbing and sidewalks. 	<p>\$5,000</p>			<p>CD & Codes Arch. Rev. Board/Planning Board/Zoning Board of Appeals (ARB/PB/ZBA) CD & Codes</p>	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> • There are currently conflicting uses within in this area which detracts from its historical significance. • The character of this section of Main Street is different in that it is the "founding point" of the City, Tonawanda Creek is close to Main Street,
<p>2.2 Downzone and implement design standards for the area between Upton Monument and Oak Street.</p> <ul style="list-style-type: none"> - disallow high intensity automobile oriented uses next to historical structures. - emphasize historical nature of this area with appropriate design standards - consider extending the Traditional Urban Design District to this area 	<p>\$500</p>			<p>CD & Codes</p>	<ul style="list-style-type: none"> ▪ 		
<p>2.3 Implement public and privately sponsored parking design standards as defined in the Master Plan</p> <ul style="list-style-type: none"> - landscape interior of parking lots - put the "park" back in parking lot. - landscape publicly visible edges of surface parking lots with low hedge or picket fence. - where feasible, locate parking behind buildings connected by narrow access drives and wide pedestrian walkways. 	<p>\$25,000</p>			<p>CD & Codes</p>	<ul style="list-style-type: none"> ▪ 		

<p>2.4 Modify zoning ordinance to disallow professional offices in the C-1 district along West Main Street, west of Oak Street.</p>	<p>part of zoning revisions</p>	<p>Codes</p>	<p>▪</p>	<p>Disallowing professional offices in this district may encourage offices to locate in the C-3/Downtown District.</p>
<p>2.5 Implement stringent buffering requirements between all commercial districts and surrounding neighborhoods - Buffering could include fencing, trees, hedges, low intensity uses</p>	<p>part of zoning revisions</p>	<p>Codes</p>	<p>▪</p>	<p>Minimize the impact of commercial development on surrounding neighborhoods.</p>
<p>2.6 Establish an Ad Hoc Task Force made up of City and Town officials to oversee development along the edges of the City</p>		<p>CD</p>	<p>▪</p>	<p>Large scale development in the Town affects the City's economy and quality of life. Discussions between the Town and City may help alleviate some of the negative effects from large scale development.</p>
<p>2.7 Modify the zoning ordinance to recognize small-scale neighborhood commercial centers. - create a Neighborhood Commercial District - businesses should be oriented toward walking and bicycling - permit a range of moderate to high intensity uses such as delis, walk-up restaurants, personal services, civic uses. - should be located at major arterial and collector roads.</p>	<p>part of zoning revisions</p>	<p>Codes</p>	<p>▪</p>	<p>There are several existing small commercial centers that are currently identified with. Examples include the area surrounding Pontillo's Pizza, the area between Central Avenue and Ellicott Street, and the area surrounding Platten's Deli.</p>
<p>2.8 Maintain integrity of East Main Street. - create design guidelines that work to preserve existing character</p>	<p>\$5,000</p>	<p>CD</p>	<p>▪</p>	

3. Industrial Districts									Uses should include: light assembly, research & development, back office, and distribution.
3.1 Clarify and Focus Industrial Areas by creating an Industrial Research & Development Park that consolidates industrial areas in the southeast portion of the City into an Industrial/Office/Research & Development Park. - Prepare a industrial master plan - Build and rationalize infrastructure		\$ 25,000 \$ TBD		CD/GCIDA		▪			
3.2 Provide site and building space outside of the 100-year floodplain		\$ Land Acquisition		CD/GCIDA	▪				
3.3 Develop a proactive Industrial Redevelopment Strategy with the Genesee County Industrial Development Agency (GCIDA) to focus on: - business retention and expansion - a marketing program for the Research and Development Park and the Batavia Industrial Center (BIC) - assembling land for expansion - rationalizing infrastructure		\$ GCIDA Contribution		CD/GCIDA	▪ ▪	▪ ▪			
3.4 Establish programs to identify and resolve issues of environmental quality at vacant industrial sites. - Determine environmental status of the targeted development area - Examine opportunities in the State's Voluntary Clean-up Program - Undertake remediation		\$ 50,000 - \$100,000 \$ TBD		CD/GCIDA	▪				

3.5 Minimize impact of Industrial Development on residential neighbors	\$ TBD	Codes	▪	▪	▪	
4. Neighborhoods						
<p>4.1 Recognize and reestablish neighborhoods as defined in the Master Plan.</p> <ul style="list-style-type: none"> - increase neighborhood identification through a coordinated sign program - create distinct neighborhood centers including neighborhood parks, schools, churches, and neighborhood commercial centers - create neighborhood watch groups to increase community policing and reduce vandalism and crime 	<p>\$ 10,000</p> <p>part of zoning revisions</p> <p>City police and Community Development to identify</p>	CD	▪	▪	▪	<ul style="list-style-type: none"> • Neighborhoods are the foundation of Batavia that define the quality of life for many residents.
<p>4.2 Implement design standards as outlined in the VPS in all residential neighborhoods. Including:</p> <ul style="list-style-type: none"> - sidewalks on both sides of streets - maintaining the grass and tree lined parkway which is the area between the sidewalk and the street - provide parallel parking on both sides of street - providing pedestrian scaled lighting - street trees planted at 20-30 foot intervals 	\$ TBD	CD/Public Works	▪			
<p>4.3 Maintain integrity of existing single family residential neighborhoods.</p> <ul style="list-style-type: none"> - keep existing R-1 districts - downzone from R-2 to R-1 in the following areas: <ul style="list-style-type: none"> • the majority of the area north of Washington Avenue • the area south of Summer Street around Kibbe Park 	part of zoning revisions	Codes	▪			<ul style="list-style-type: none"> • There is an overabundance of R-2 districts in the City.

4.4	Modify zoning ordinance to remove multi-family and large scale multi-family developments from the R-1 district	part of zoning revisions	Codes	▪	▪	<ul style="list-style-type: none"> Currently these uses are allowed in what should be predominately a single family district. Continuing this use will allow the conversion of larger single family homes to multi-unit apartment buildings.
4.5	Create a rental inspection program through the code enforcement office	Department of Public Safety to identify	Codes	▪	▪	<ul style="list-style-type: none"> A program designed to inspect every rental unit in the City over a specified period of time.
4.6	Create high density senior housing. - Establish an R-3 High Density district just north of Ellicott Street between Bank and Swan Streets.	part of zoning revisions	Codes	▪	▪	<ul style="list-style-type: none"> There is an expected demand for senior housing in the City.
5. Recreation & Open Space						
5.1	Create a trail system linking parks and neighborhoods throughout the City using existing tree lined streets and available abandoned railroad right-of-ways. - Develop recreation plan - Identify capital costs	\$ 15,000 \$ TBD	CD	▪		
5.2	Create a Creek Overlay Protection District to minimize impacts on the water quality of Tonawanda Creek.	part of zoning revisions	CD	▪		
5.3	Improve and expand parks and playgrounds - develop capital replacement requirements	\$ TBD	Public Works	▪		

5.4	Create public gathering place along the Creek in the vicinity of Upton Monument.	\$ 15,000	CD	▪		
5.5	Develop Tonawanda Creek Environmental Theme Trail - bike/hike corridor - public access: car-top boat launch, fishing access, inner-tubing, etc.	\$ 150,000	CD	▪		
6. Environmental and Natural Resources						
6.1	Implement measures to upgrade and protect the water quality at Tonawanda Creek - investigate stormwater drainage to ensure it is properly collected and disposed of - work with code enforcement to ensure all properties are connected to sanitary sewer - begin a hazardous waste collection program to ensure proper disposal	\$ 15,000 \$ TBD \$ TBD	Water Department	▪		
6.2	In the vicinity of the wellheads, implement wellhead protection measures as outlined in the Batavia Wellhead Protection Project completed by Genesee County	part of zoning revisions	Codes	▪		
6.3	Create a computerized map in a Geographic Information System (GIS) of the Tonawanda Creek floodplain. Contour intervals should be 2 feet.	\$ 25,000	CD/County	▪		
6.4	Using new mapping database, reexamine floodplain and work with the Federal Emergency Management Agency (FEMA) to update the Federal Insurance Rate Map (FIRM).	\$ 10,000	CD/County	▪		
6.5	Establish measures to mitigate flooding on the downslope of Centennial Park. Possibilities include: - reconstructing a holding pond on the downslope - installing storm water drains	\$ 10,000	Public Works	▪		

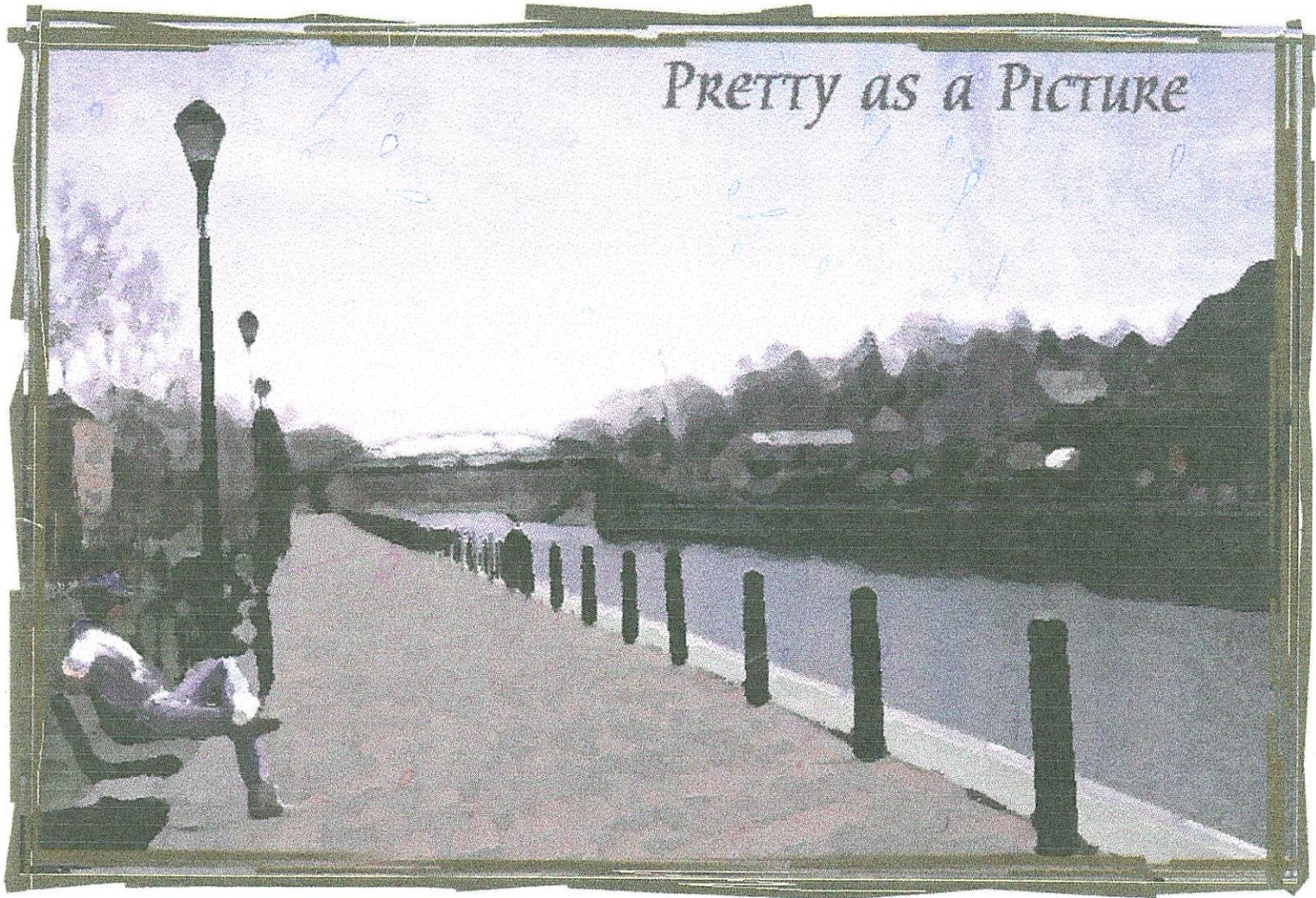
7. Transportation & Infrastructure							
7.1	<p>Improve key pedestrian crossings at key intersections by painting bright crosswalks. Intersections include:</p> <ul style="list-style-type: none"> - Main and Ellicott near the Upton Monument - Oak and Main Street - Other crossings on Main Street in the downtown area. 	<p>Coordinate with NYSDOT and Genesee Transportation Council's TIP budget</p>	Public Works	▪			
7.2	<p>Begin tree planting program throughout the City. One tree for every child born in Batavia. Attach child's name to tree.</p>	\$ 500/year	Public Works	▪			
7.3	<p>Implement traffic calming devices along North and State Streets and Richmond Avenue.</p>	<p>Coordinate with NYSDOT and Genesee Transportation Council's TIP budget</p>	CD/NYS DOT/Public Works	▪			
7.4	<p>Establish dialog with NYS Department of Transportation to ensure that any planned improvements meet with streetscape design standards.</p>		Public Works	▪			
7.5	<p>Reestablish sidewalk program to construct sidewalks on all city street.</p>	<p>\$ cost vary; see sidewalk improvement program</p>	Public Works	▪			
7.6	<p>Screen downtown parking lots</p>	\$1,000 - \$2,000 per lot	CD	▪			
7.7	<p>Research potential for a new road connecting the north end of Oak Street to Route 33.</p> <ul style="list-style-type: none"> - planning and feasibility study - capital improvement 	\$50,000	CD	▪			

8. Cultural Resources									
8.1	Increase utilization of cultural resources - increase visibility of Holland Land Office - expand role of Architectural Review Board	\$ TBD		CD		▪	▪	▪	▪ Batavia is rich in cultural resources. Expanding their role in the community can help increase the tourism base.
9. Capital Facilities									
9.1	Adopt formal policy concerning inter-municipal delivery of services	\$ City staff time		CD/Council		▪	▪	▪	▪ Agreement(s) may be needed to ensure the level of payment received by the City is commensurate with development benefit realized by the receiving municipality.
9.2	Complete second water feasibility study	\$ 25,000		Public Works		▪	▪	▪	▪ Study should examine cost, location, size of a new water treatment plant.
9.3	Alleviate Biological Oxygen Demand Loading at sewage treatment plant - Mitigate problems at known sites - upgrade sewage treatment plant	\$5,000 \$ TBD		Public Works		▪			▪ The BOD loading at the sewage treatment plant is exceeding its capacity. There are two known sources (milk production and a winery). These could potentially be mitigated on site.
10. Visual Preference Survey (VPS)									
10.1	Continue to implement VPS on general public to ensure accuracy of vision.	\$ City staff time		CD				▪	

Task Description	Public Improvement/ Funding	Timing			Special Notes
		I	S	L	
treatment plant - Mitigate problems at known sites - upgrade sewage treatment plant	\$5,000 \$ TBD				exceeding its capacity. There are two known sources (milk production and a winery). These could potentially be mitigated on site.
10. Visual Preference Survey (VPS)					
10.1 Continue to implement VPS on general public to ensure accuracy of vision.	\$ City staff time			▪	

APPENDIX A
VISUAL PREFERENCE SURVEY

Batavia...



Visual Preference Survey Results City of Batavia, NY

A. Nelessen Associates, Princeton, NJ

August, 1996



ACKNOWLEDGEMENT

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George Spinnegan, **Council President**

Edward Flynn, **Community Development Director**

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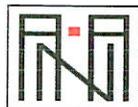
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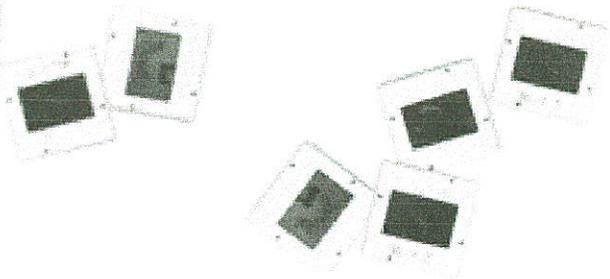
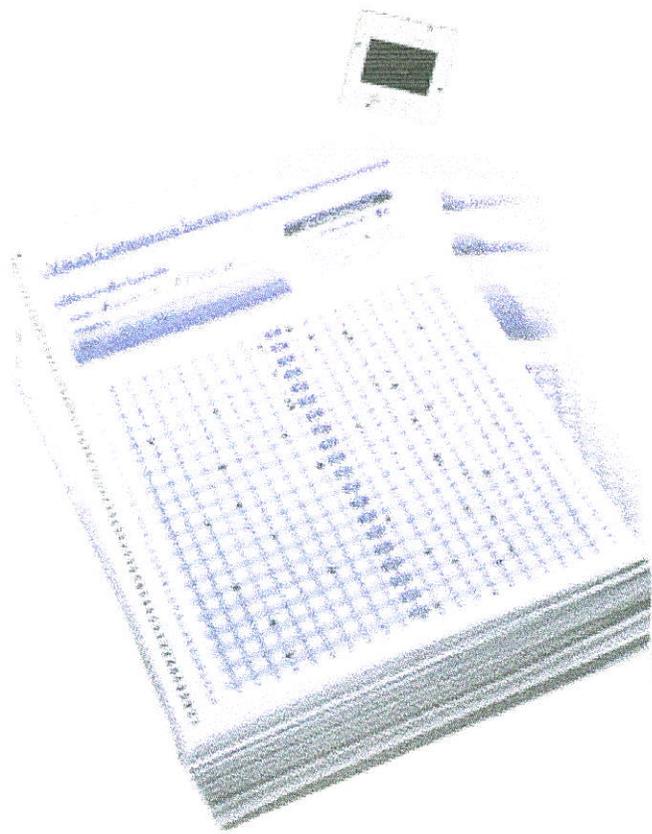
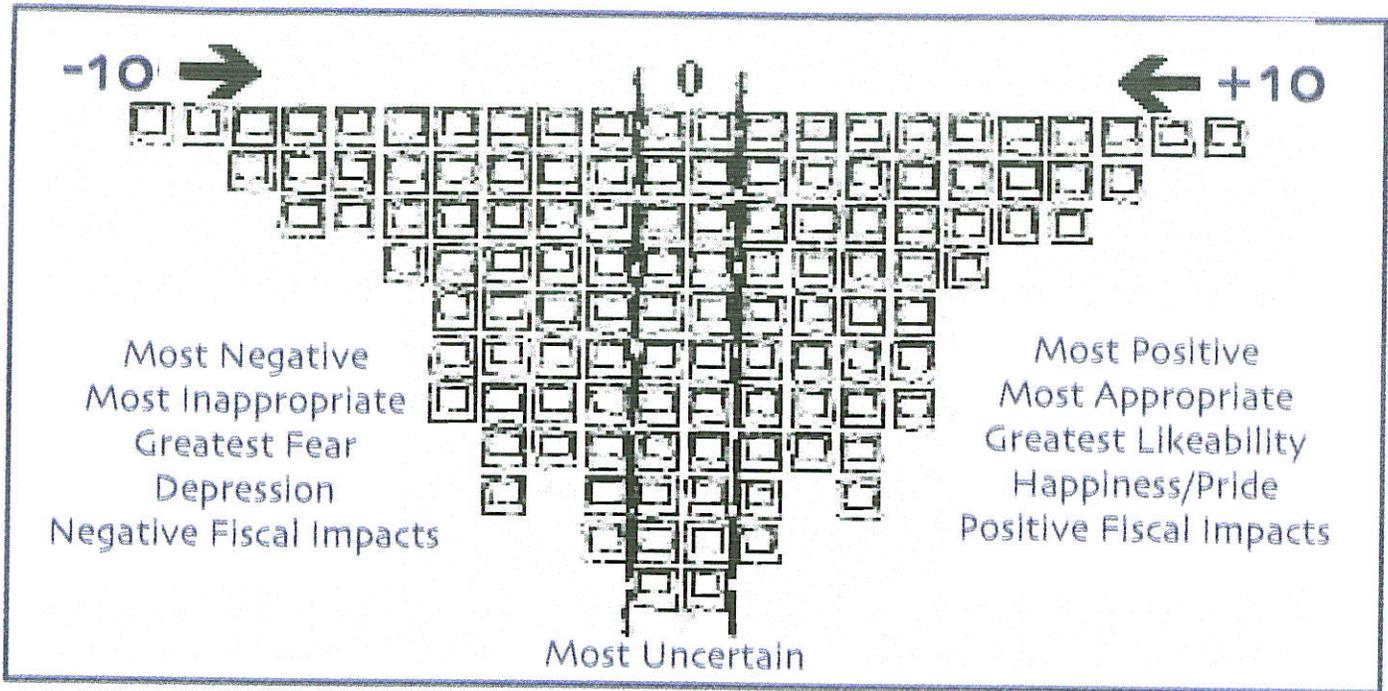


Table of Contents

<i>TOPIC</i>	<i>PAGE</i>
Introduction	5
Participant Profile - Questionnaire Synopsis	7
The Vision Plan: VPS Results	8
Visions for Open Space	11
Visions for Commercial Development	15
Visions for Signage	23
Visions for the Pedestrian Realm	25
Visions for Single-Family Residential Pedestrian Realm	27
Visions for Streets, Avenues and Boulevards	29
Visions for Parking	33
Visions for Single Family	35
Visions for Multi - Family	37
Visions for Civic and Institutional Structures	40
Batavia's Immediate Action Plan Based Upon the Vision	41



-10 **NEGATIVE** 0 **POSITIVE** **+10**

1 2 3 4 5

1 2 3 4 5

question carefully and then select one answer only per question. Mark all answers on the

RESPONDENT INFORMATION (Your personal information will be kept confidential)

COMMUNITY ISSUES AND PUBLIC SERVICES
1. Indicate the primary planning issue Southampton should address.

1. Land use (location of housing, shopping, industry, parks, schools and churches)
2. Housing (availability and affordability for all income and age groups)
3. Transportation (roads, railroads, airports, public transit, bikeways and walkways)
4. Environmental preservation
5. Education
6. Economic development
7. Energy efficiency

5. Which of the following do you feel is the best way to provide a diverse supply of affordable housing to our citizens?

1. Developments that offer a variety of housing options combined with shopping and offices
2. Mixed income townhouses
3. Small apartment complexes
4. Senior citizen complexes of greater than 50 units
5. Large multi-family housing developments of greater than 50 units
6. There is enough

2. How would you like to see...
1. Suburban...

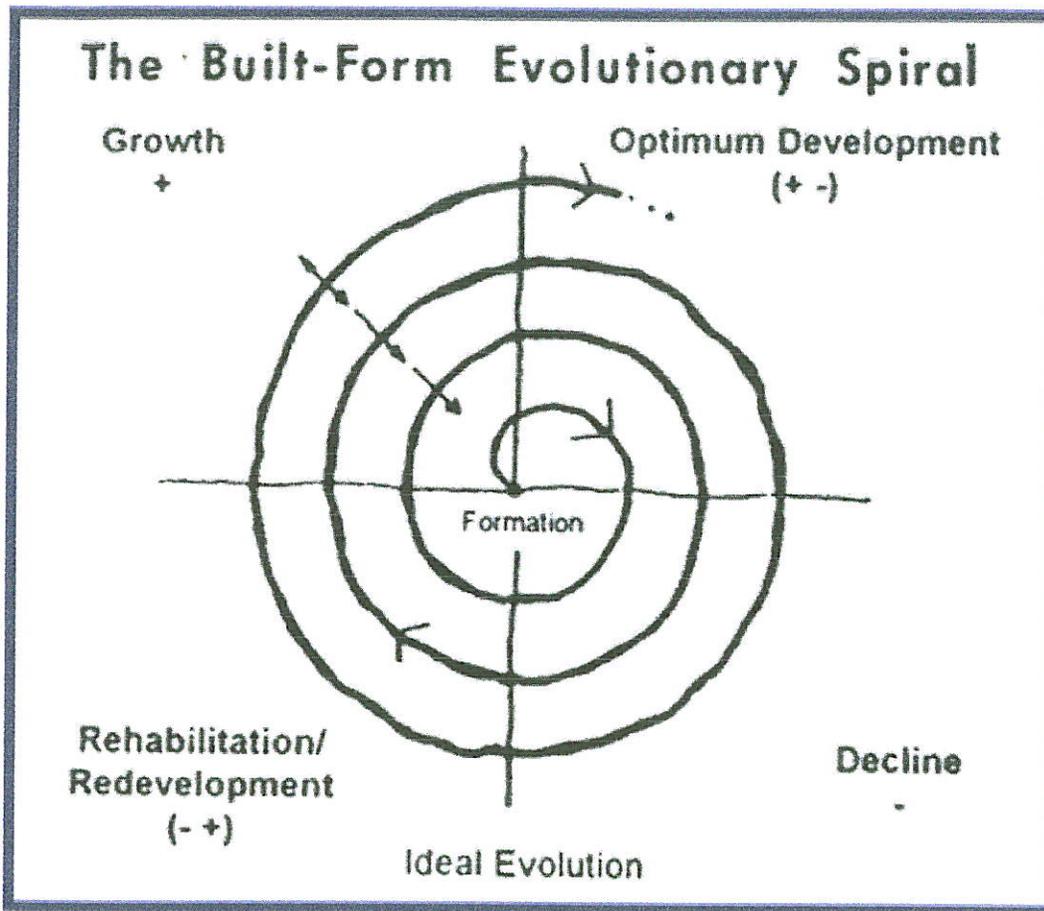
Introduction

Batavia has a unique, obtainable vision of the future. With the City in physical, economical and social transition, an updated Master Plan is an essential. The staff paused to evaluate Batavia's history and to chart the future course. To help in these processes A. Nelessen Associates was commissioned to develop and administer a Visual Preference Survey™. The survey provided an analysis of the existing conditions, and offered direction for future site planning, streetscape and architectural design standards, and visual goals and objectives for future implementation. Perhaps most importantly, by virtue of the public involvement, it establishes a valid legal foundation for the regulation of physical design standards. The survey, containing 160 slide images and 30 questions, was administered from January to February 1996 in public meetings and broadcasts on cable television. Despite efforts to obtain community involvement, only 50 people participated. The low level of participation may suggest apathy, mistrust or disbelief on behalf of the residents, sentiments that are consistent with the stagnant growth over the past ten years.

Historically, the regional commercial center focused around Main and Ellicott Streets. Unfortunately, several factors have conspired to eclipse this activity. The street has been engineered according to a state highway standards; the sole emphasis upon the movement of vehicles has occurred at everyone and everything else's expense. The subsidized New York State Thruway has contributed significantly to the decline of the downtown. Located on the edge of town, it sparked the recent development of several regional big box retail centers. Continued big box retail development will have devastating effects on the remaining businesses along Main Street. Newberrys is scheduled to close soon, the old Kmart building is vacant; the downtown mall, built to revitalize the downtown area, has performed poorly. Consequently, Main Street no longer provides the regional draw that it once did.

The city encouraged the residents to express their opinion in order to influence the city's physical appearance, to make a difference. Despite the low turnout, the results of the survey provide a powerful vision for the future because of the extremely impassioned participants. The challenge remains for the city to implement the results.

The Visual Preference Survey™, a trademarked technique of A. Nelessen Associates, Princeton, NJ., assists policy makers, council members, city administrators, planning boards and members of the board of adjustment in understanding what the citizens want for their city. It is a mechanism that provides an implementable vision for the future. In order to critique the 160 slide images on a scale from +10 to -10, participants were asked to respond to two questions. Do you like the image? And is this image appropriate for Batavia? A positive score indicates the image to be acceptable; the number quantifies exactly how appropriate, and vice versa for negative scores. Previous surveys demonstrate that people do not ask for those design characteristics which are inappropriate or unachievable. Participants choose features which are reasonable, within the realm of possibility. When asked to respond, people typically compute the value by examining their attitude towards the image, is this feasible or not; they examine their beliefs, is this believable within the context of Batavia. Next they consider what normative behavior--what would be normal here in Batavia. Finally, they conscientiously review whether they want to comply with that which is considered normal. To this spontaneous analysis they assign a value between +10 to -10.



Positive values generate the greatest amount of pride, happiness and hopefulness for the future. Negative images generate fear and depression. Places perceived as negative generate negative behavior, disinvestment and hopelessness. When any portion of the city generates this character of emotional response there is serious problem. In Batavia, the main streets and the downtown mall received the most negative reactions. In response to the question, "What places in Batavia you like least?" Over 50% wrote the main street and the downtown mall.

The evolution of places can best be characterized by this built-form evolutionary spiral. All cities evolve in this manner. After the point of initial formation, they pass through quadrants of growth based upon the influences of technological optimization, economics, politics and society. Next come periods of decline followed by rehabilitation and redevelopment. It is rare for a city to be entirely in one quadrant; typically, as is the case in Batavia, one neighborhood is optimizing while

another is declining. Participants of both the design workshop and the survey agreed that Batavia straddled the decline and rehabilitation quadrants. A force to immediately propel the city into the next phase would be implementation of the vision. If implemented the city would transition more quickly than if conditions are left alone. Within the foreseeable future, the city can enter a period of moderate growth followed by optimization. Most residential streets and neighborhoods contribute strong, viable community components. The downtown core--that area which emanates the civic image unanimously perceived as negative--presents a significant problem and liability. 100% of the survey participants want the Master Plan to recommend redevelopment and new development downtown. 90% strongly agree that Batavia should emphasize downtown as a specialized retail, civic and community area.

Participants Profile--Questionnaire Synopsis

Of the 50 participants who took the survey, 28% were born before 1937. This group, frequently labeled "depression kids", is responsible for creating much of Batavia's existing character and quality. 15% of the participants, born between 1938 -1947, are described as war-time babies. The next group, 1948 - 1959, the "baby boomers" are those who are most dissatisfied with the current pattern. Critical of the present and skeptical about the future, they wonder if any thing can be done. 15% were born between 1960 - 1969. 8% were born between 1970 - 1979, 6% after 1980. This represents a good demographic sample. More males participated than did females.

87% of the participants own their homes; 85% live in detached, single family houses. This extensive participation on the part of homeowners is typical of national surveys. Homeowners, have a vested interest in the community, they pay taxes. That their commitment and concern is deeper than those who rent should not be surprising. 59% of the participants have lived here for more than 25 years, 13% more than 16 years, and 31% more than 3 years. When asked how long they intend to stay in the city, 33% responded "for the rest of my life," 16% said 3 to 15 years. 45% of the households contain 2 people, 42% have 3 or more. These households are auto dependent, with 45% having 3 or more cars, 28% have 2, 26% have one. Only 2% have no cars.

20% of the participants own a business in Batavia.

A complete spectrum of income levels were represented in the survey. 5% earn less than \$10,000, 9% between \$10,000 - 20,000, 7% between \$20,000 - 30,000, 34% between \$50,000-75,000, 13% more than \$75,000.

When asked about future population growth, the responses expect a very small population growth--increasing less than 1,000 people--over the next ten years. Growth levels are dependent upon the future character and quality. To be sure, people want improvement. Residents are more likely to remain, and will undoubtedly be more content, if the city image becomes more positive; if it changes to meet this vision. 58% of the participants believe that the visual and spatial character of Batavia has deteriorated over the last ten years. To counteract this trend, 85% strongly agreed that it was important to control the location and physical character of future development and redevelopment. The importance of this reaction cannot be over stated. The vision as illustrated in this Vision Plan document provides all the components of the desired physical character. Implement the vision, and you will achieve the desired, positive visual and spatial character. Positive images translate to recommended actions. Not only do they make people feel good about the city, but they have been proven to provide an economic catalyst for redevelopment, cash flow, and business and tax revenues.

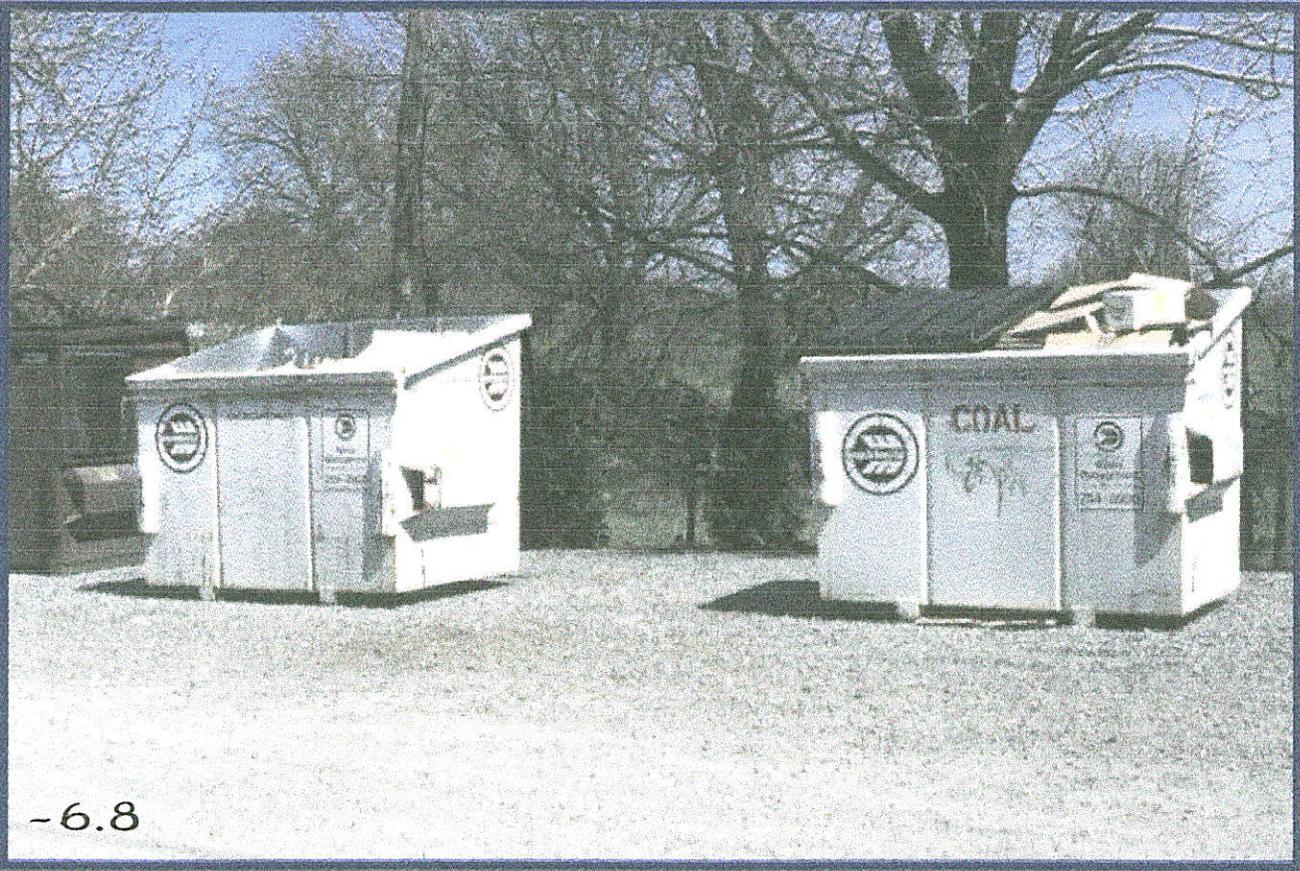
Politicians and commissioners take heed. People are telling you what they think is appropriate and inappropriate. Implementation of the vision will energize the people; it will restore their confidence in government. Do nothing and negativity and apathy will grow. Continuation of the current pattern and policies will worsen conditions. It is your choice.

The Vision Plan: *VPS Results-Highest Rated Image*

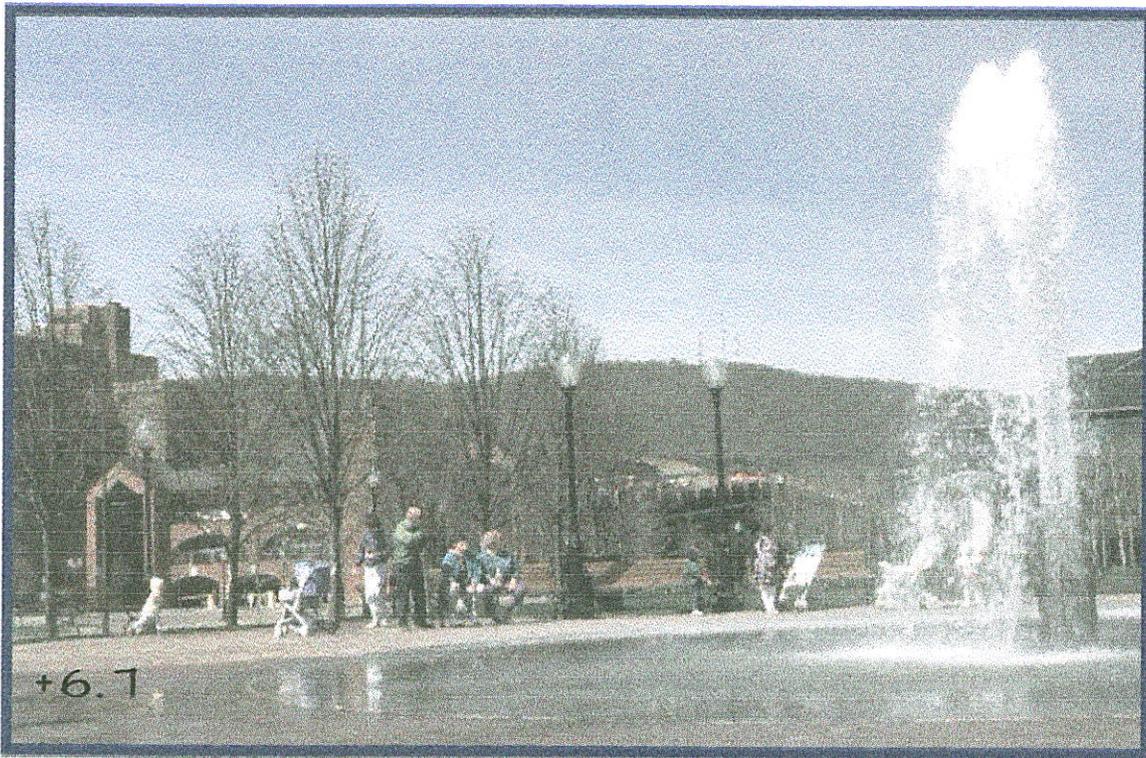


The top rated image, illustrated above, received a value of +7.3. This response indicates that the people of Batavia are cautious, or skeptical that change can occur. The image portrays the highest level of acceptability. The design features represent the heart and soul of desirability: park setting with mature trees, people walking on a path, trees hanging over the water. The primary components are greenery, open space and water. These elements are critical for the citizenry's future contentment and stability.

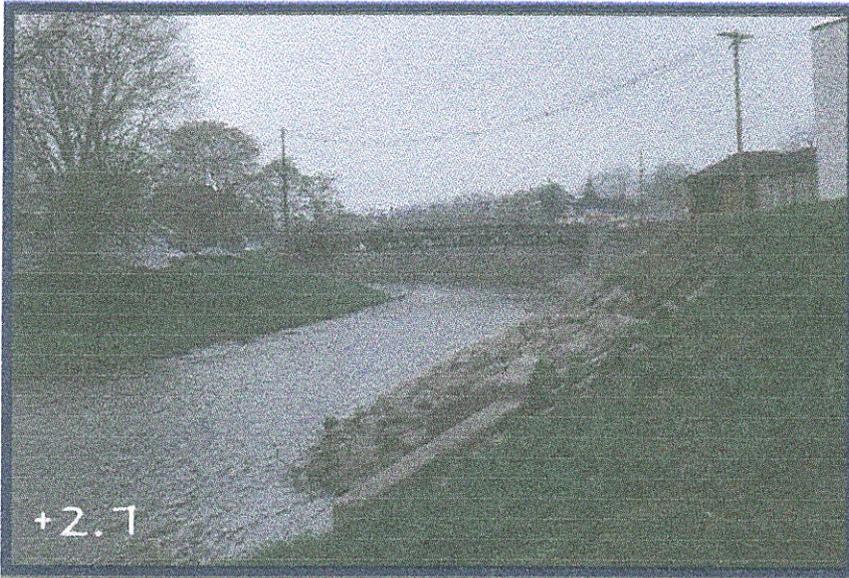
The Vision Plan: *VPS Results-Lowest Rated Image*



The most negative image depicting opened, unsecured dumpsters, received a value of -6.8. People are either gentle in their criticism or they feel powerless to influence. In either case steps must be taken to improve the overall civic image.



Vision for Open Space



The most underutilized area, with undoubtedly the greatest park potential, is the creek, with a current value of +2.7. However, if treated correctly, the creek could become a major city asset. The next image, receiving a value of +6.3, provides a potential model. Batavia has the option of developing the creek and its edges as a linear park with water access, lights and benches. Development plans must orient nearby buildings and walkways to capitalize upon the potential of this important,

As a category open space received the highest values. The ratings indicate that the creation and design of open space within the community must be a priority. Consequently, the image analysis begins with "Visions for Open Space". The highest rated open space image, on the opposite page, depicts an urban plaza and fountain. Such a feature would be a highly valued community amenity. It would engender the appropriate civic, commercial, and institutional image in the downtown. A plaza must be sited where children and senior citizens can feel comfortable. Batavia's harsh climate should be celebrated by encouraging and creating recreational opportunities during the winter. Many people view Centennial Park as one of the nicest places in Batavia. The value to the images of +6.4 reveal that it is loved both in autumn and in winter. Citizens want the city to be full of neighborhood and community parks, surrounded by open space.

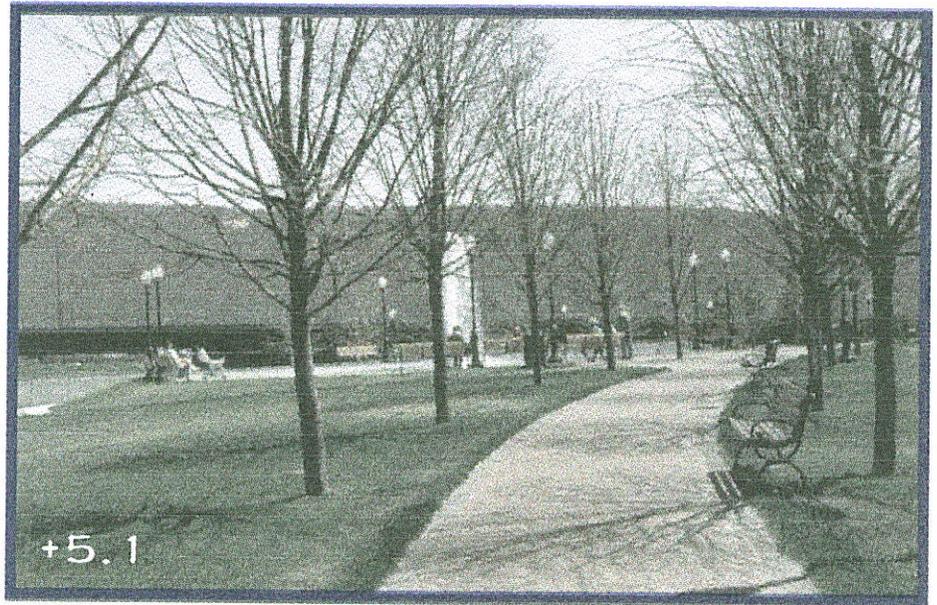
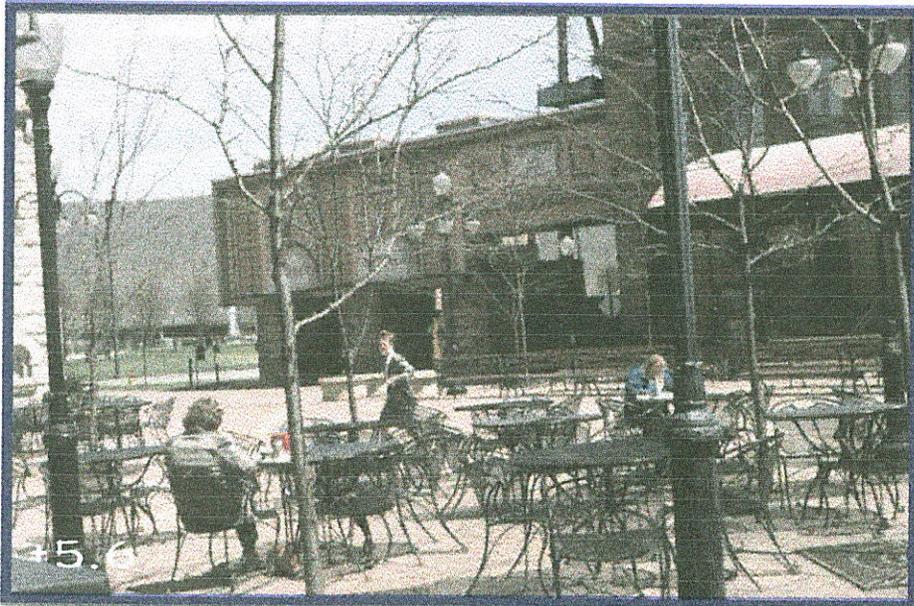
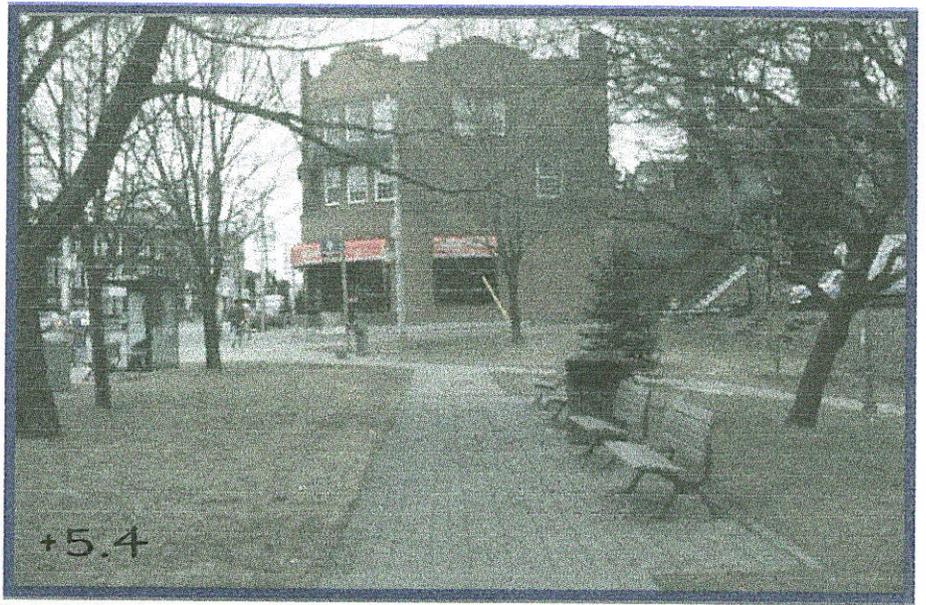
natural feature. The first step would be for the proposed County Court Building to initiate the park by constructing a section of the path behind their parking lot. City planning staff have proposed design plans. This positive step, if undertaken by the county, would recover this asset and gain the confidence of the people.





This linear water park could also be delightful in the winter. The image above received a value of +4.5. It shows a couple walking in a remarkable landscape adjacent to water. Though the transformation of the neglected creek might at first seem implausible, it is important to remember the lessons of San Antonio, Texas, where a drainage ditch was transformed into a billion dollar a year tourist attraction.

Another open space type which received a positive reaction was an urban outdoor plaza with movable chairs and tables, illustrated on the opposite page. Open spaces of all sizes--patios through urban parks all containing benches, fountains and linear plantings--received positive reactions. Children prefer urban pocket parks with programmed activity areas. These planned activities in an urban setting are very appropriate for Batavia. Unfortunately, none of these valued open spaces will occur if they are not planned.





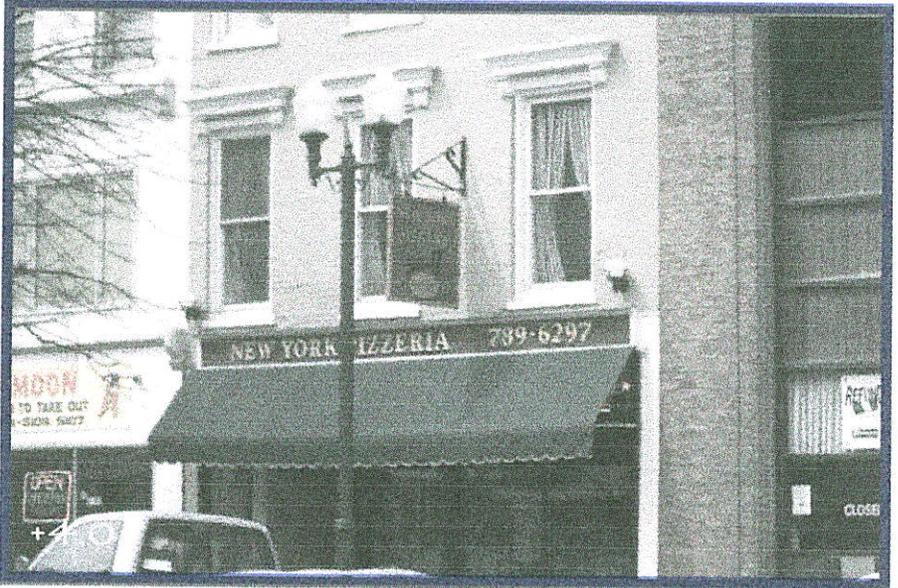
+5.4



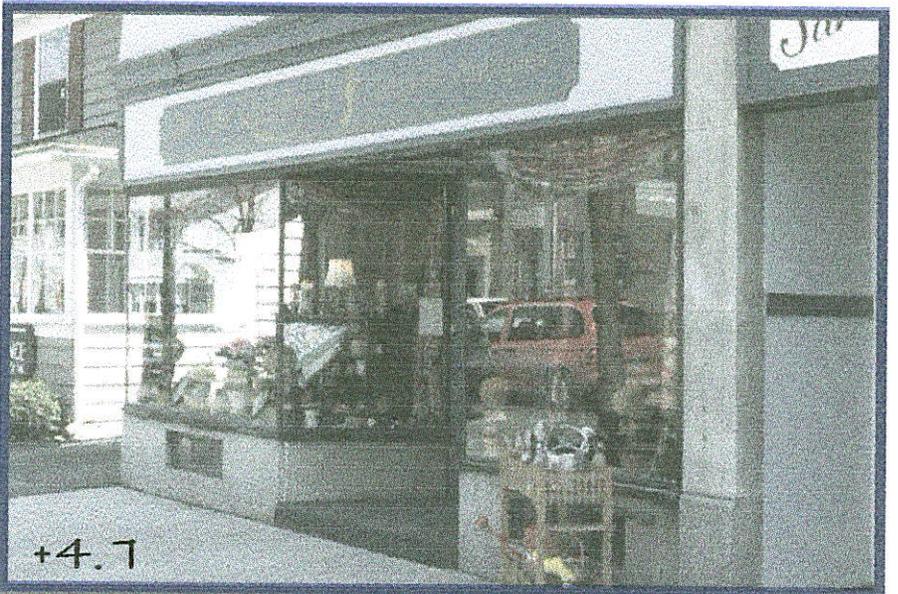
+4.6

Vision for Commercial Development

The top rated vision for commercial development receiving a value of +5.4, depicts a vibrant, rehabilitated enclosed urban mall with multiple levels of shops, restaurants and boutiques. Plants, lights, and a transparent ceiling dominate the image. The design components of this image should be thoroughly studied for potential application in the downtown mall.



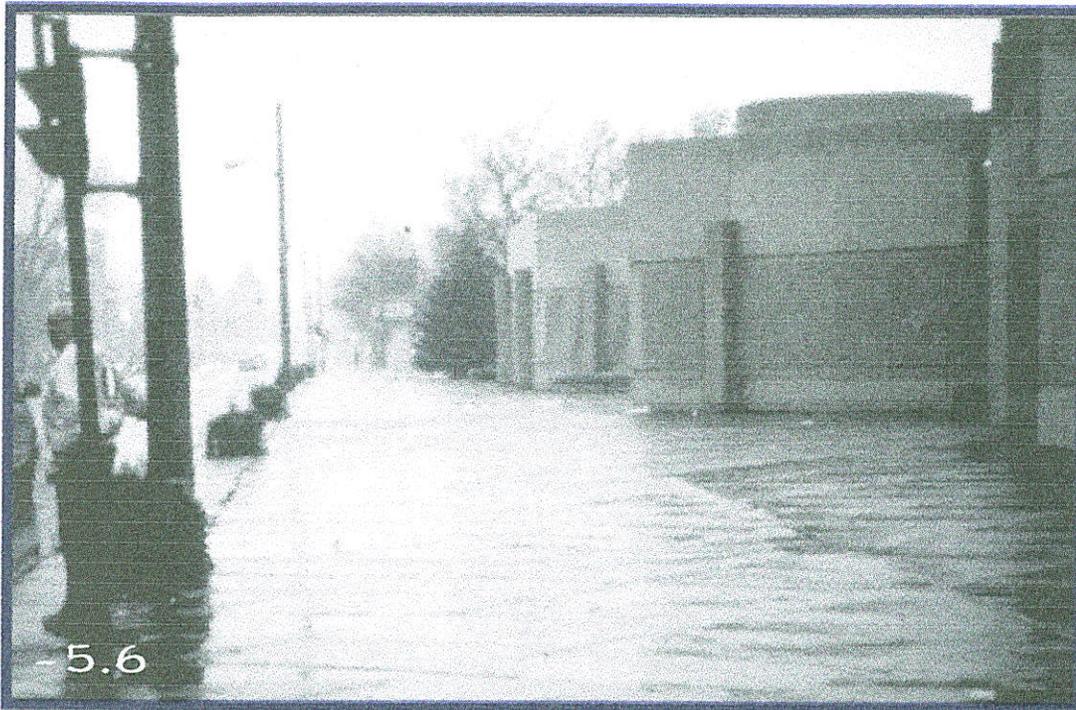
The two images on this page clearly illustrate the desired character for specific design treatment of store facades. The design standards for C3 and C2 zones should be derived from these two images.



- ◇ The maximum setback from sidewalk to facade is between 0 - 4 feet.
- ◇ Large display windows should begin between 6 inches and 2 feet above the sidewalk level.
- ◇ Display windows should extend the entire width of the shop facade so that merchandise can be seen by both pedestrians and passing motorists.
- ◇ Goods should spill out onto the sidewalk when appropriate.
- ◇ Painted hanging signs, not to exceed 10 square feet, should be required, as well as entablature signs.
- ◇ Retractable canvas awnings provide environmental protection for both pedestrians and the merchandise in the southern display windows.



Exterior of Down town Mall



-5.6

Before

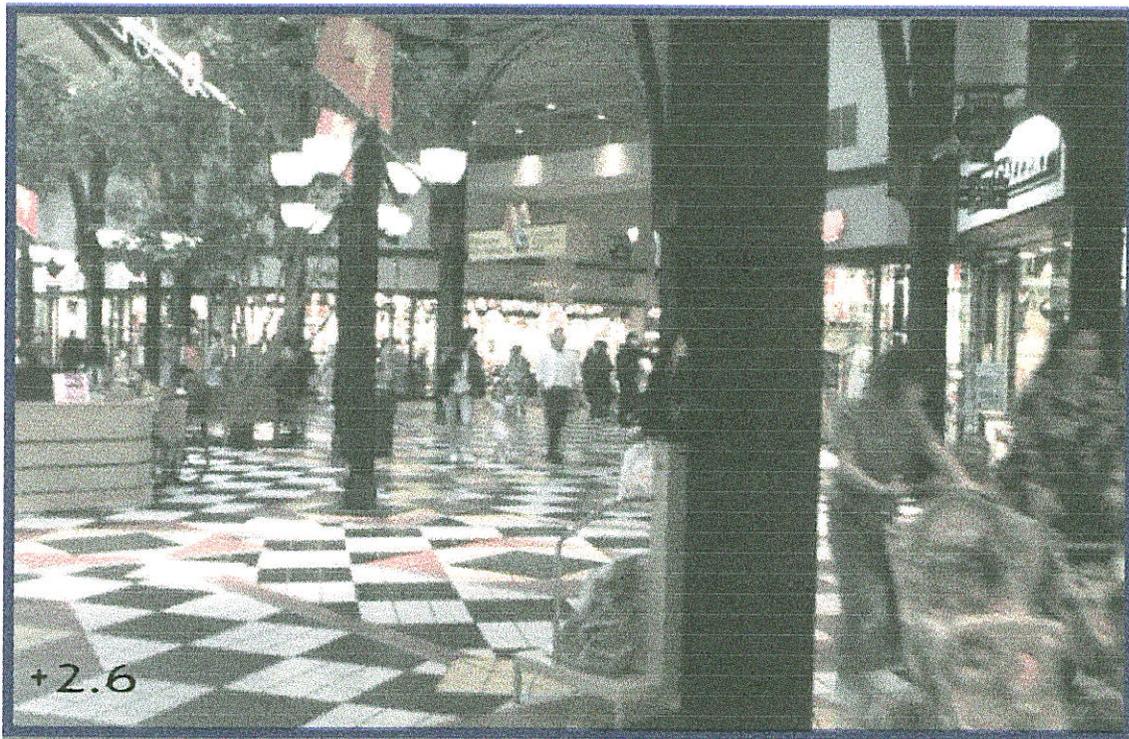
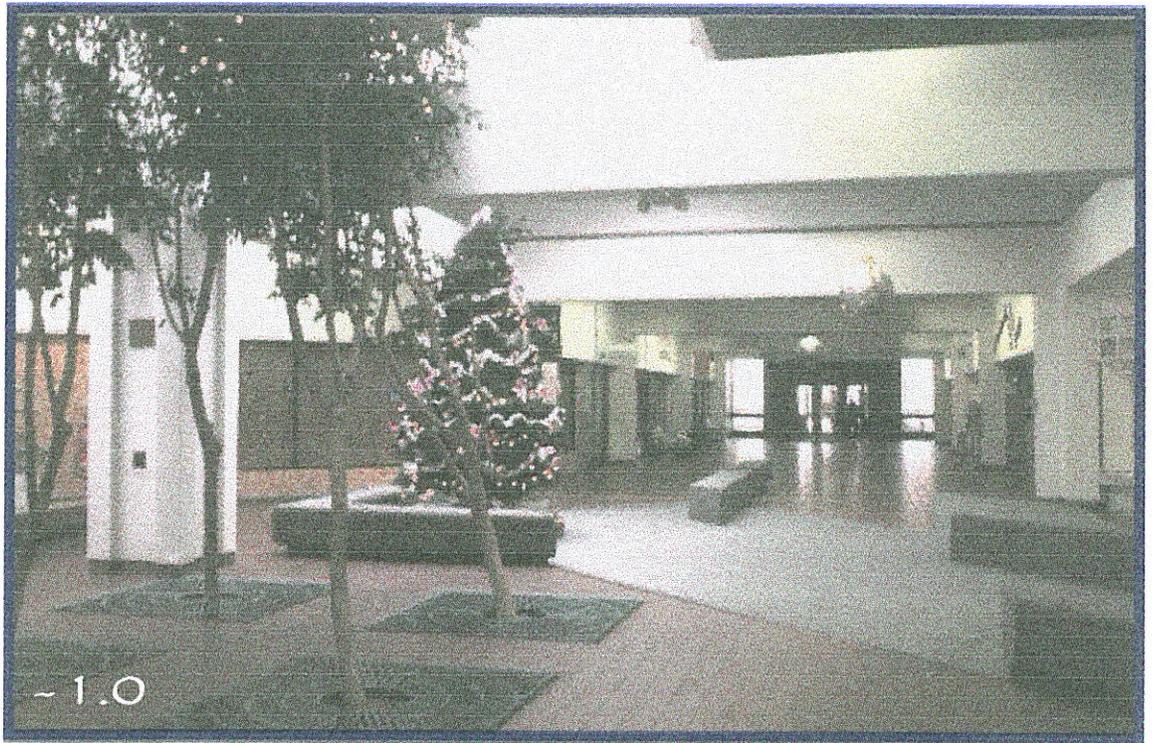


+3.2

After

Applying the design standards on the previous page, compare the values given to the two images above. The first illustrates the sidewalk in front of the downtown mall as it exists. It received a value of -5.6; it is the most negative place in Batavia. Compare the value given to the simulation using the ANA envisioning computer. Beginning at the curb, vehicular lighting has been changed, pedestrian and vehicular scaled street lights have

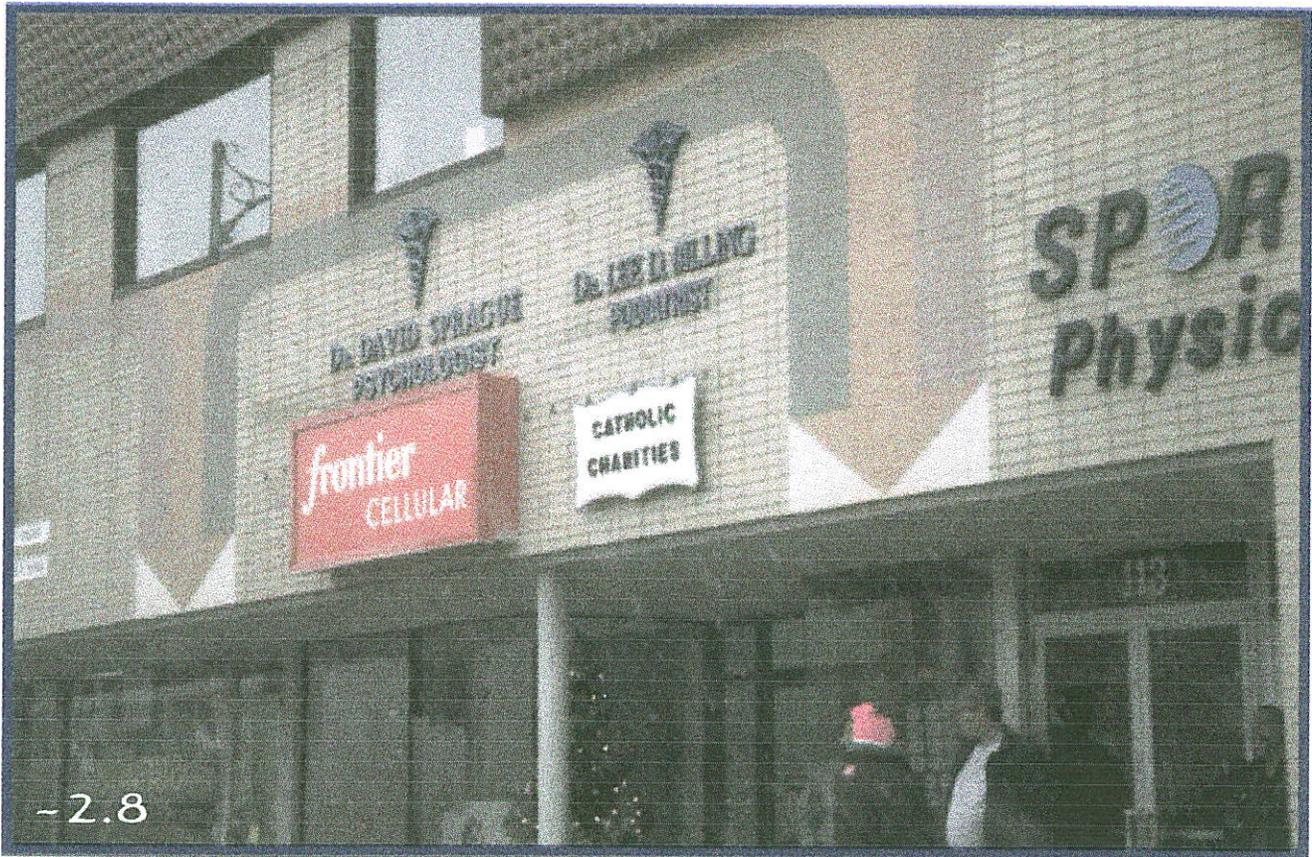
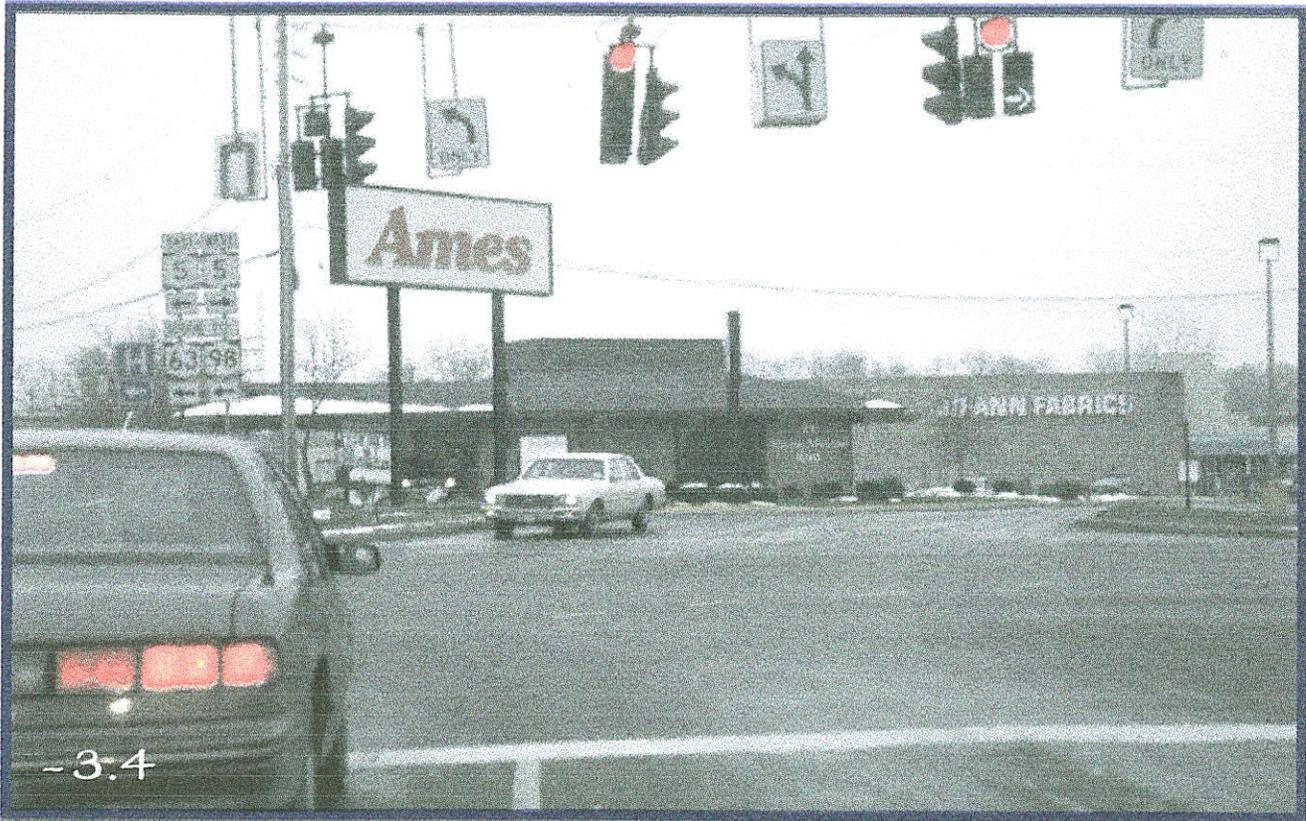
been added, as have banners and sidewalk pavement patterns. Street trees have been planted. The massive building facade has been opened up and enlivened with large store windows, awnings and discrete signage. The most dramatic alteration appears in the addition of a second story. The pitched roof adds to the positive character. This currently negative building and sidewalk could become a very positive contribution to the downtown core.

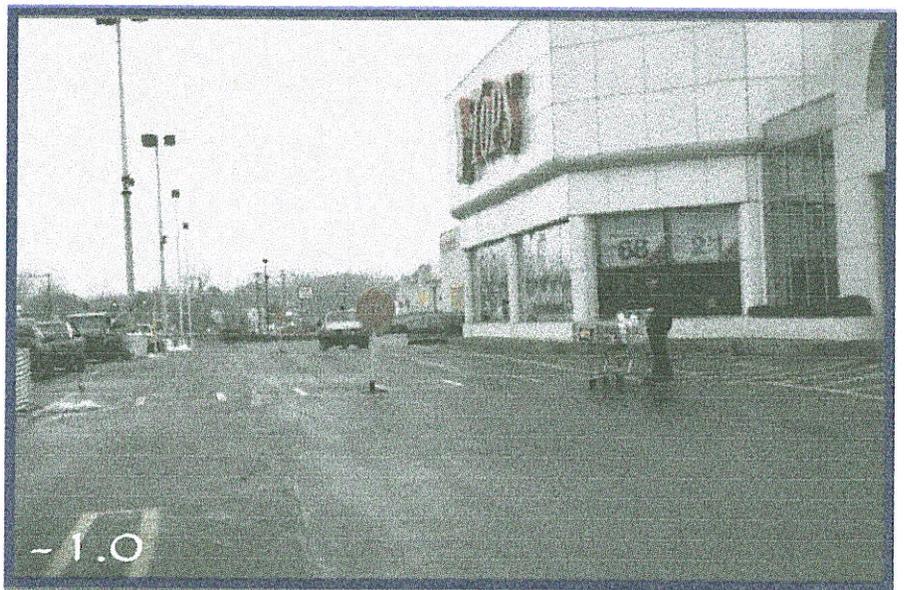
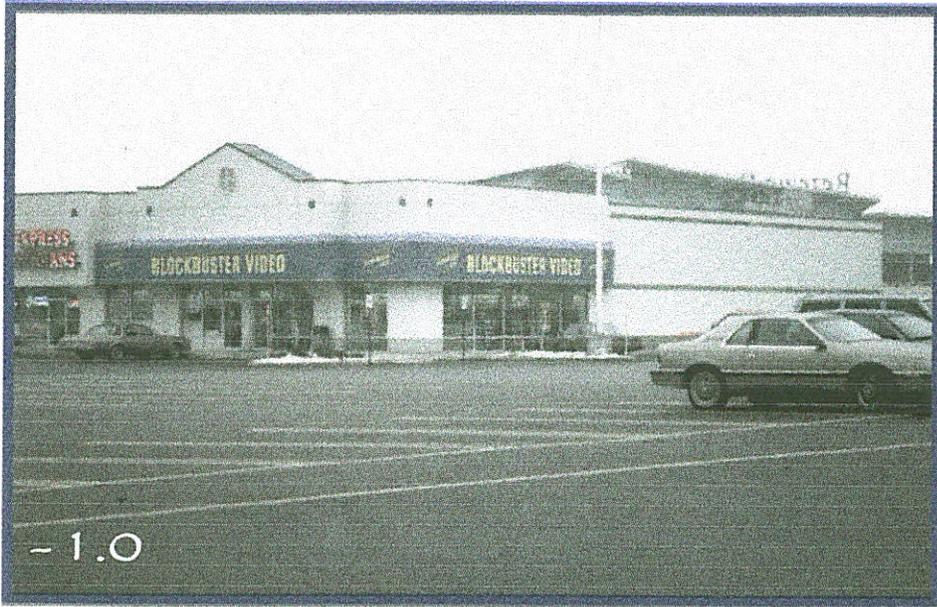


Furthermore, modifications to the mall interior would dramatically enhance its negative appearance of a -1. The bottom image, with a rating of +2.6, provides design features that would enliven the mall interior. Change the ground pattern and color, and introduce pedestrian scaled lighting and plants for the first phase of improvements.

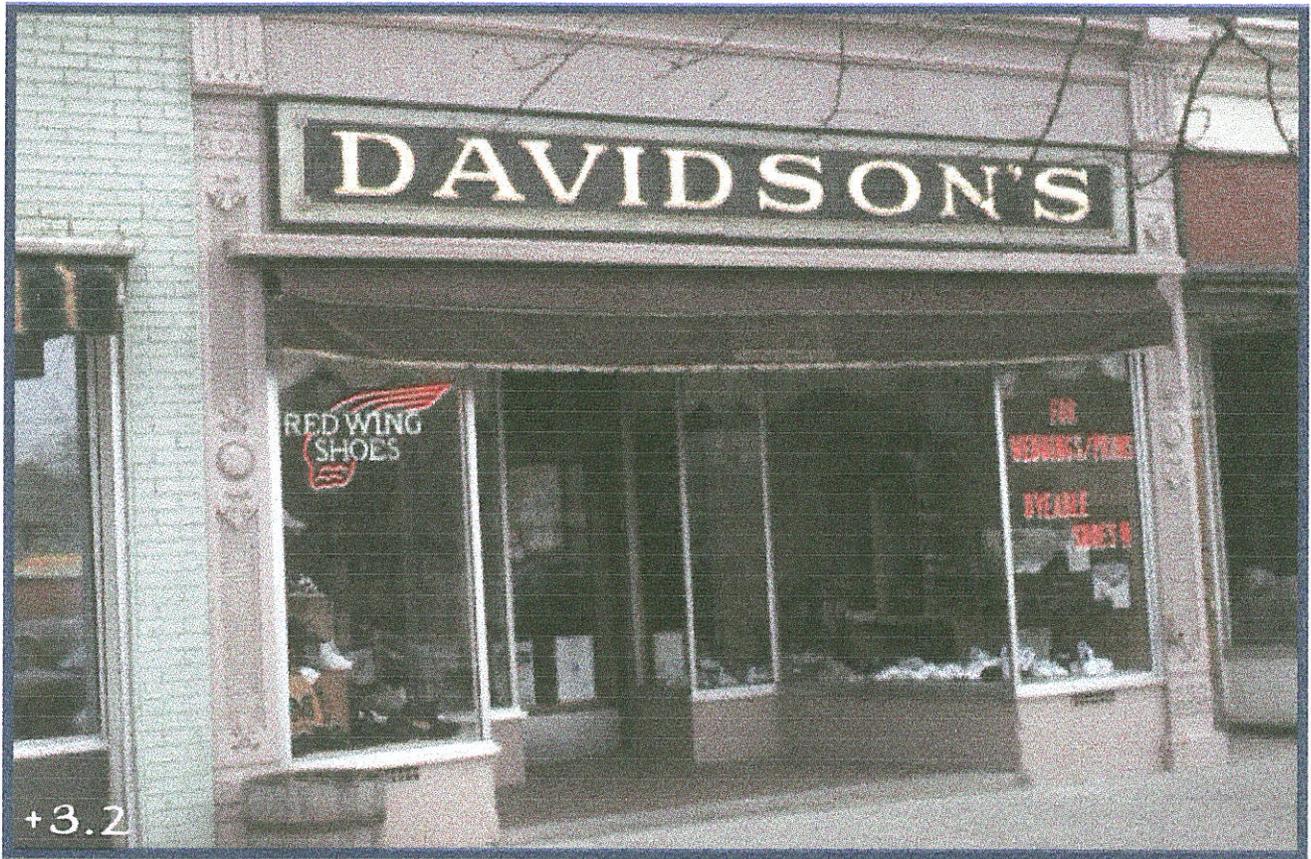


Downtown must find images and activities which will compliment, if not compete with the new strip and big box retail expansions on the edge of the City. People patronize these stores because they save a few dollars at the cash register. However, the total public cost of subsidized roads, highways, air pollution, infrastructure maintenance, and deterioration of existing businesses--not to mention the destruction of the landscape--is never factored in to the development costs. People in the community unknowingly pay these subsidized costs. Yet, what do they think of these facilities? All of the recent strip mall projects, shown on this and opposite page, received negative scores. People patronize these stores for the prices; however, shopping is not a pleasant experience.





Vision of Signage



Signs are an integral component for retail success. People must know where stores are and what they are selling. Highway-scaled signage always receives negative reactions. They create visual clutter and they do not clearly identify retail establishments. The negative response of a -3.4, dictates that individual businesses not be allowed large, freestanding signs. They do not portray the desired character or scale. Participants dislike extremely chaotic signage, as demonstrated in this other negative image, -2.8. There are too many elements, colors and shapes. Participants prefer signs which are simple, legible, like the positive image with a value of +3.2.

If we go by these ratings, entablature and small hanging signs are the most appropriate. The design standards for signage within the City of Batavia should be specified in detail.



Vision For the Commercial Residential Pedestrian Realm



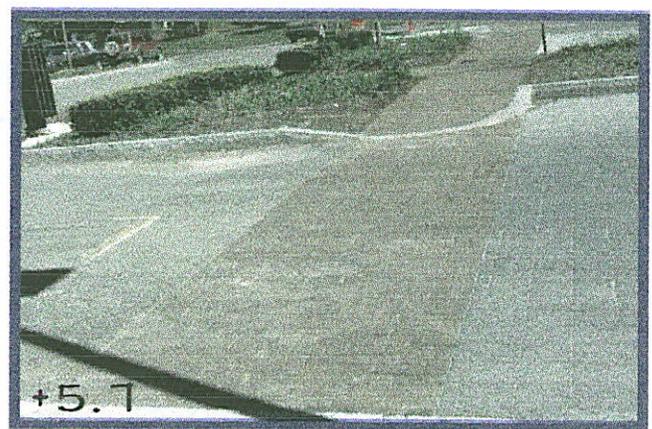
The term pedestrian realm refers to that area where people walk. The fundamental requirement for a community to be pedestrian friendly is to design for those areas in a positive manner. Human beings look down at a 15 degree angle as they walk; therefore, the design of the ground surface is critical for the reaction to a place. There are specific design standards which must be applied in order to achieve optimal utilization, comfort, safety, and enjoyment. These characteristics differ in commercial and residential areas. However, in both areas the most critical factor is to separate people from moving traffic.

Standards for the pedestrian realm in retail areas include the following criteria:

- ◇ Sidewalks must extend from the store front to the curb edge.
- ◇ Handicapped/stroller ramps must be located at intersections.
- ◇ The surface texture and character of the sidewalk must be well maintained, with an interesting texture and color.
- ◇ The area should be well proportioned and visually defined by interesting shop windows and facades on one side, street trees, pedestrian lighting and parked cars on the other side walk edge.
- ◇ Signs should be overhead for maximum visibility.
- ◇ Awnings are recommended for

protection from rain, sun and snow. Street furniture--pedestrian scaled lights, benches, clocks, planters and trash receptacles are recommended.

Sidewalks and paths must create a continuous network throughout the entire community. The pedestrian realm must be visually defined. One of Batavia's greatest assets, is its compact form, one which could promote pedestrianism. However, the pedestrian realm is not uniformly defined. Rather, it is frequently interrupted or non-existent. In Batavia it is difficult to cross Main and Ellicott Streets. Clearly defined street crossings are imperative; pedestrians are troubled when standing in the middle of the street. The image on the left received a negative value of -1.6. On the other hand, the crosswalk demarcated in brick received a value of +5.7, indicating appreciation. Brick should be specified in those locations with heavy pedestrian traffic crossing a street, avenue or boulevard. If brick is prohibitively expensive, painted crosswalks provide the minimum acceptable standard, solid red in between white lines. Some engineers specify reflective tape for its longevity. However, paint is quicker and less expensive in the short term; expense is critical because we must encourage pedestrians into the retail area as soon as possible.





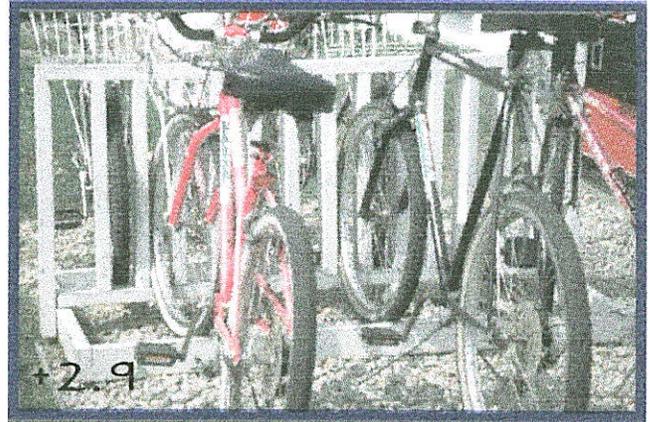
Single Family Residential Pedestrian Realm

Standards for the residential pedestrian realm differ significantly from those for the retail realm. That feature most immediately distinctive is the parkway, the space between the curb and the sidewalk. In the retail area the parkway is paved or bricked with grates around trees, whereas in residential areas it is planted with grass or low vegetation. Design standards for single family residential areas should be as follows:

- ◇ **Painted crosswalks must be specified to improve the perception of safety for children and elderly.**
- ◇ **Handicapped/stroller ramps are located at intersections.**
- ◇ **Parallel parking occurs on one or both sides of the street.**
- ◇ **Parkway widths range from 4 to 20 feet.**
- ◇ **Street trees are planted at 20-30 foot intervals.**
- ◇ **Pedestrian scaled lighting is located at 80 ft. intervals within the parkway.**
- ◇ **Corners require lighting staggered at 40 foot intervals across the street.**
- ◇ **Sidewalks are 4 to 5 feet wide on both sides of the street.**
- ◇ **A hedge or low picket fence defining the residential edge is optional, though strongly encouraged.**

The only difference for multi-family areas is that hedges, or picket or decorative metal fences, receiving a +6, are required. Decorative entrance gates and corner treatments are also strongly recommended.

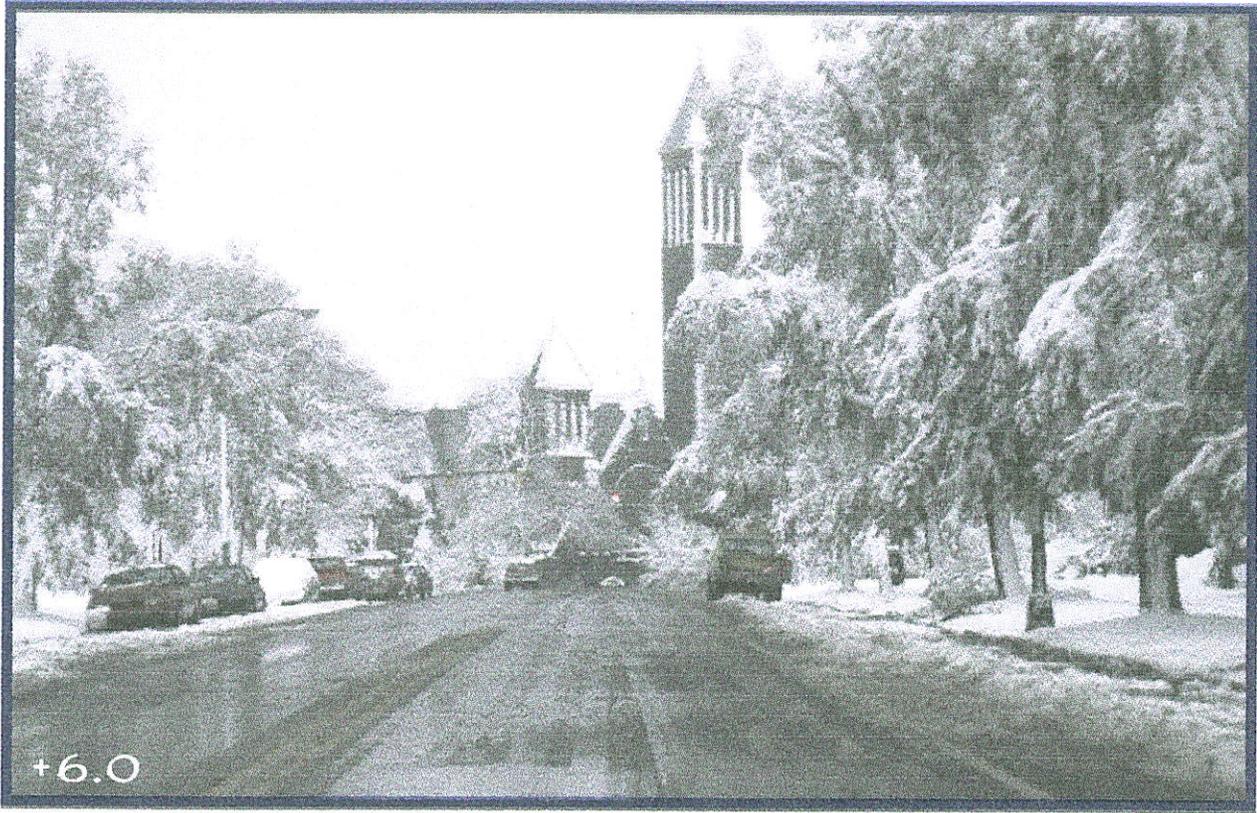
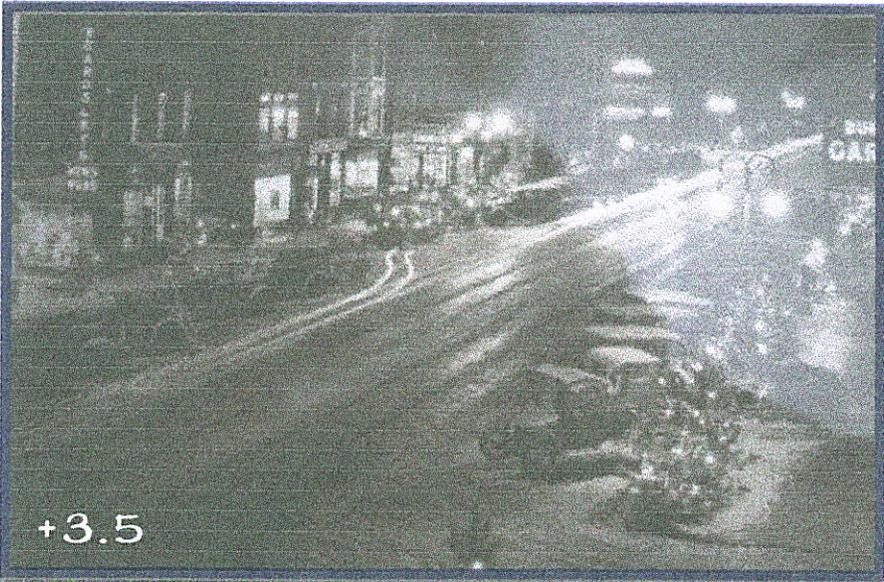
The typical person will walk a maximum of approximately five minutes, or 1300 to 1500 feet, if provided with a pleasant pedestrian realm. Other modes of transportation (bicycle or bus) can easily extend their range. For destinations significantly beyond 1500 feet people are most likely to use their car. Batavia should designate a continuous network of bicycle paths. To indicate the path, simple bicycle notations on the street are adequate. Bicycle networks should recognize destinations such as schools, libraries, recreational facilities, sports fields and



downtown. Racks must be provided.

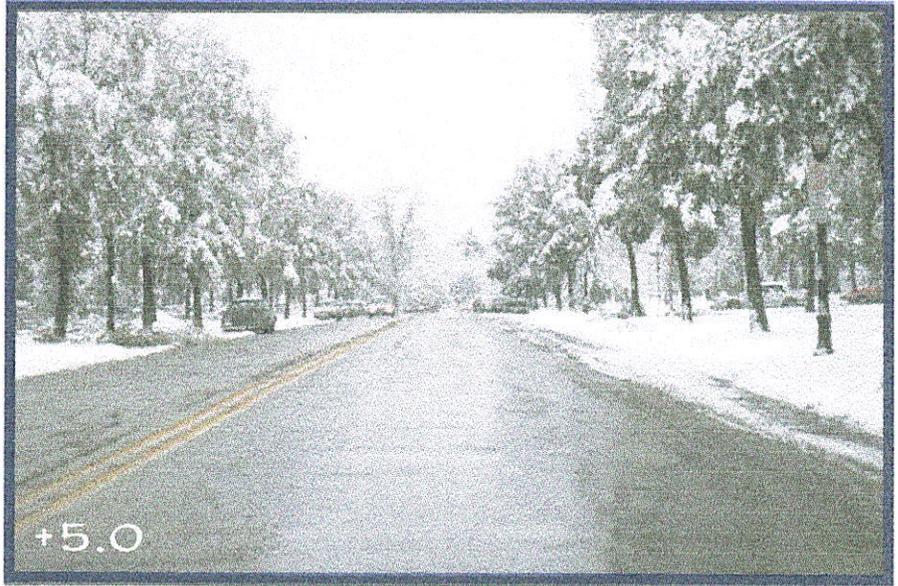
Bus service can extend and enhance the pedestrian experience, as illustrated in the image below which received a value of +2.9. Every trip that can be accomplished by walking or on a bus reduces the need for more cars and parking spaces, wider roads, and the possibility of accidents. On-demand bus service enhances pedestrian mobility. Batavia already has an on-demand bus service, much to the credit of the operators, directors and the City. Though, it could be made more appealing by applying Geographic Position System dynamic scheduling and clearly designating pedestrian precincts. The system would then go where people wanted to go, when they wanted to go. This would, undoubtedly, be significantly less expensive than a second or third car without precluding personal mobility. The technology is currently available. Such a system responds particularly to 60% of the participants who wanted on demand minibus service.





Visions For Streets, Avenue and Boulevards

Streets constitute a city's most important public spaces. They generate, and reinforce, the primary image of place. Streets and roads are the structure--skeleton--upon which the city form is built. While roads seldom, if ever change location, their character and built form constantly changes over time. The appearance of Batavia's residential streets has remained fairly consistent. However, the highways--which carry large volumes of



tourists--have changed dramatically. In the 1940's Main Street had head-in parking, wide sidewalks, decorative street lights and active shops. An historical image of that composition, illustrated on the opposite page, received a value of +3.5. To move vehicles more efficiently--according to the modern practices--the street was converted into a highway: parking was removed, lanes were widened, trolley tracks were paved over, lighting fixtures were altered and trees were removed. A highway was blazed through the most sensitive, the most publicly visible, portion of Downtown. Those residences which suddenly fronted upon a highway received severe, negative impacts, all in the name of progress. It was the dream of the depression kids for a new and prosperous society. The long term impacts were never considered. The benefits were never questioned.

The highest rated street contains 4 lanes, with on-street parallel parking. The tree-

lined parkway visually terminated with a tower; this image, opposite page, received a +6. It provides the perfect prototype for all major avenues and highways in Batavia. Streets and highways must be lined with trees. Compare the -0.2 value given to the image, bottom right, with an equally wide tree lined avenue shown on top, receiving a +5. The difference in value is significant. It clearly demonstrates that street trees are required in order to promote a positive image of place. Tree

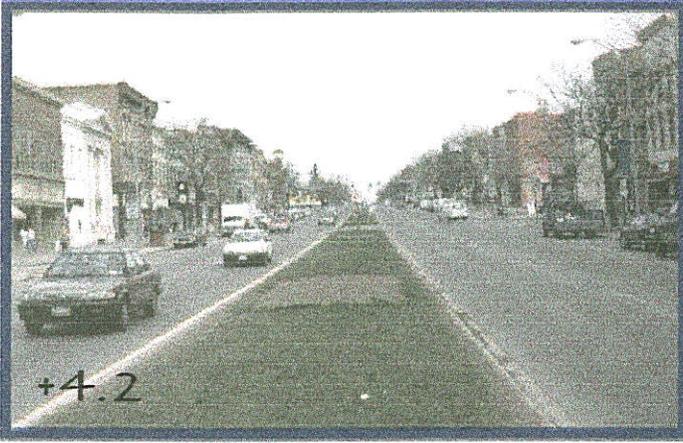




planting will be easy in residential areas and along local streets and avenues. It will be much more difficult, but not impossible, on the state highway that passes through the center of the City.

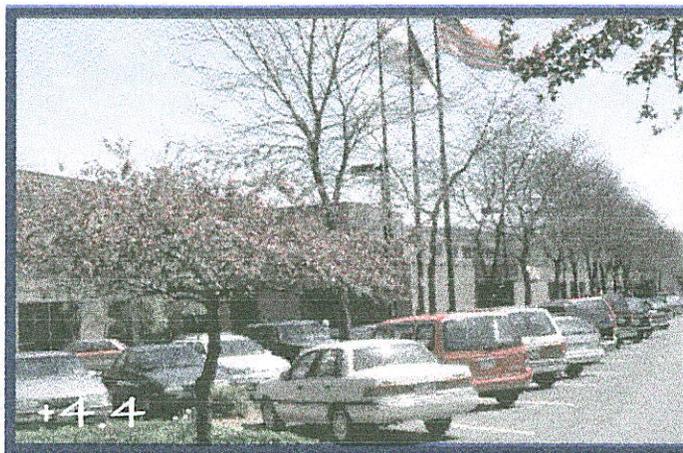
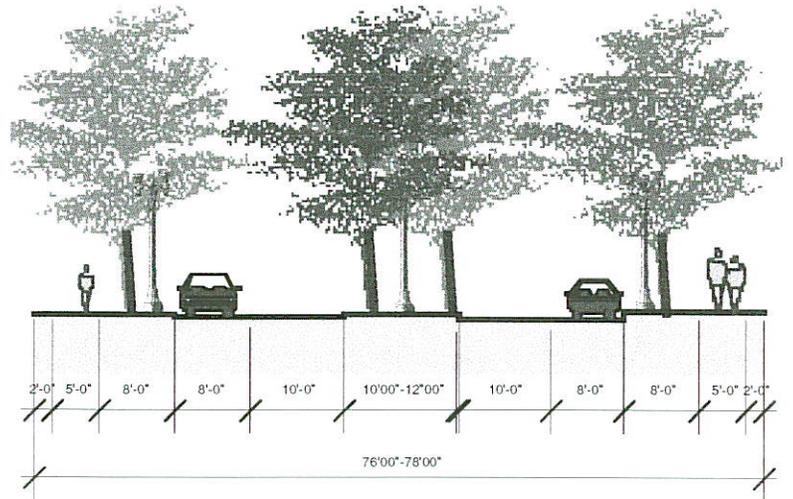
introduce head-in diagonal parking. The image received a positive rating, + 4. Both images are shown in the following page.

The State Highway and the Thruway significantly contributed to the decline of Batavia's appearance. Therefore, it is only fitting that the State D.O.T. help to restore Batavia. Allowing street trees to create avenues and boulevards could help the psychological and economic viability of Batavia. The image of Main Street in front of the mall received a value of -1; it is a dull, drab, overly wide street. The painted stripes designate vehicle restrictions. Furthermore, they indicate that the area could be converted without impacting vehicular mobility. Two sections are recommended from their positive VPS™ reactions. One possibility would be a planted boulevard which received a value of +4.2 . Another possibility would reduce the travel lanes to 10 feet wide and re-



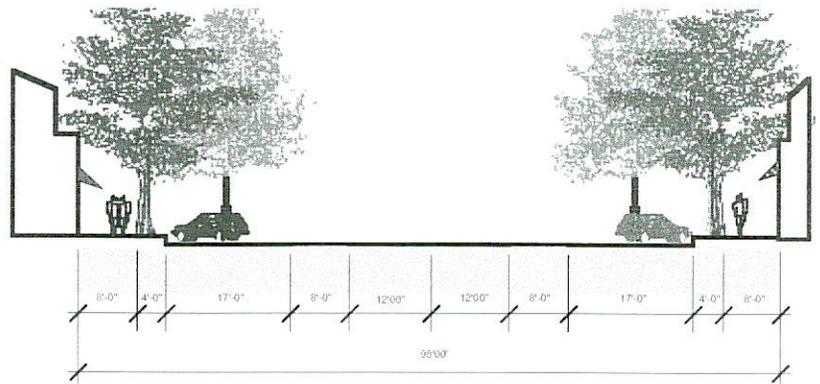
Section A BOULEVARD

The proposed sections are constructed with the following elements. Section A illustrates a Boulevard with 2 travel lanes, parallel parking on each side and a 10-12 foot tree planted median.



Section B RETAIL/COMMERCIAL

Section B illustrates a Retail/Commercial section. It contains 17 ft. head-in parking, 8 ft. back out lane, 12 ft. travel lane. This section should extend to the city boundaries, at which point the highway returns to its current (negative) character.





Vision For Parking



Batavia is completely auto oriented. Parking spaces are required at both the trip origin and destination points. It is estimated that for each new car introduced into the city, 5 to 7 additional parking places are necessary. Unfortunately, in Batavia, parking is accommodated in surface lots, all of which received negative reactions. These two images received values of -2.1 and -3.7. These lots lack all appropriate design standards. Parking lots must be landscaped.



In the interior of the lot, 1 tree must be planted for every 4 parking spaces. Trees should be planted in planting diamonds which do not interfere with the vehicular space. Shade coverage reduces the car's interior temperature by 10 degrees. Furthermore, planted parking lots respond to the communities need for parks. By requiring this planting standard we can put the park back into the parking lot, and create parking orchards. Snow plowing is easily accommodated by drivers plowing parallel to the diamonds. The ends of the diamonds must be

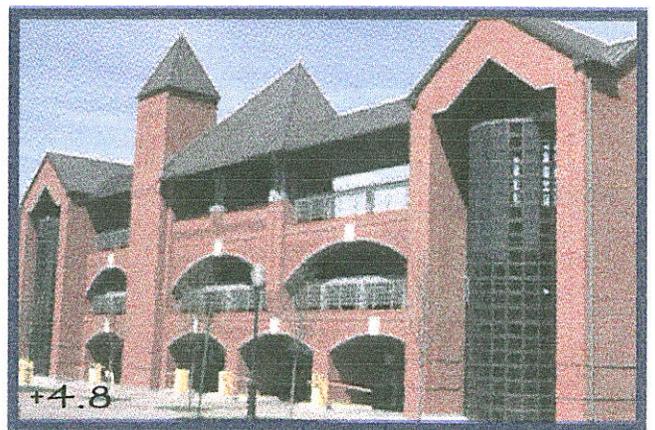
staked and the depth of the parking stalls extended to accommodate snow plowing.

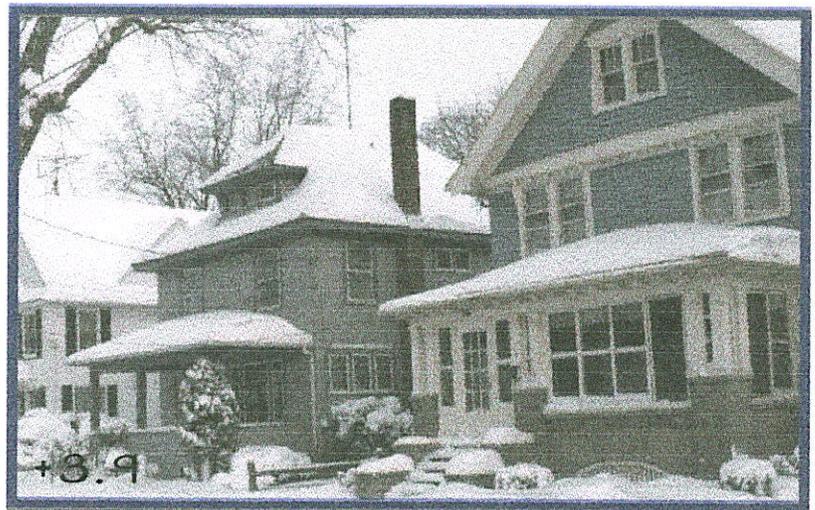
In surface parking areas, publicly visible edges as well as interior must be landscaped. A low hedge or a picket fence (not chain link) which provides a 90% visually impervious wall received a value of +4.8, clearly mandating this edge treatment.



Parking needs not accommodated with on street parking should be sited behind buildings connected by narrow access drives and wide pedestrian walkways. Small shops--shoe repair and dry cleaners--are ideally sited here. This is demonstrated in this image alone, which received a value of +1.2.

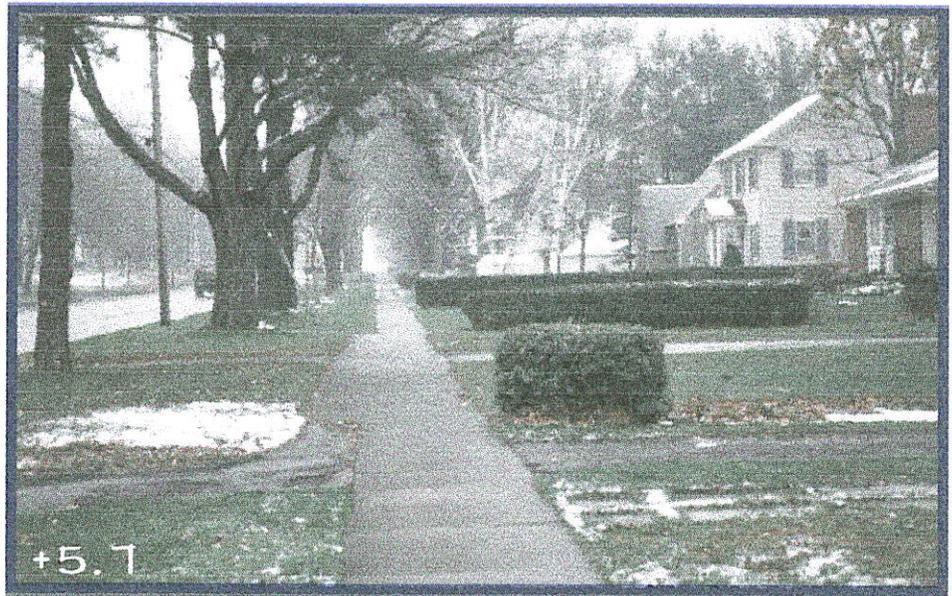
A final solution to the parking dilemma might be found in one of the highest rated image in the parking category, a well designed parking deck, which received a +4.8. Clad in brick, the design looks like several small attached buildings. To afford the maximum utilization of downtown land, a parking deck would be an appropriate and positive addition.



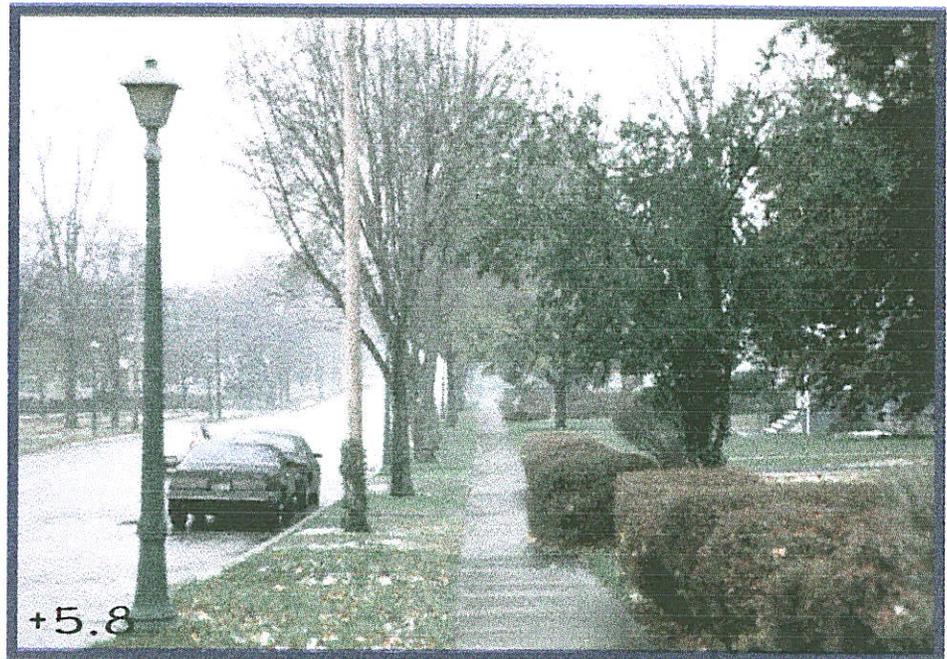


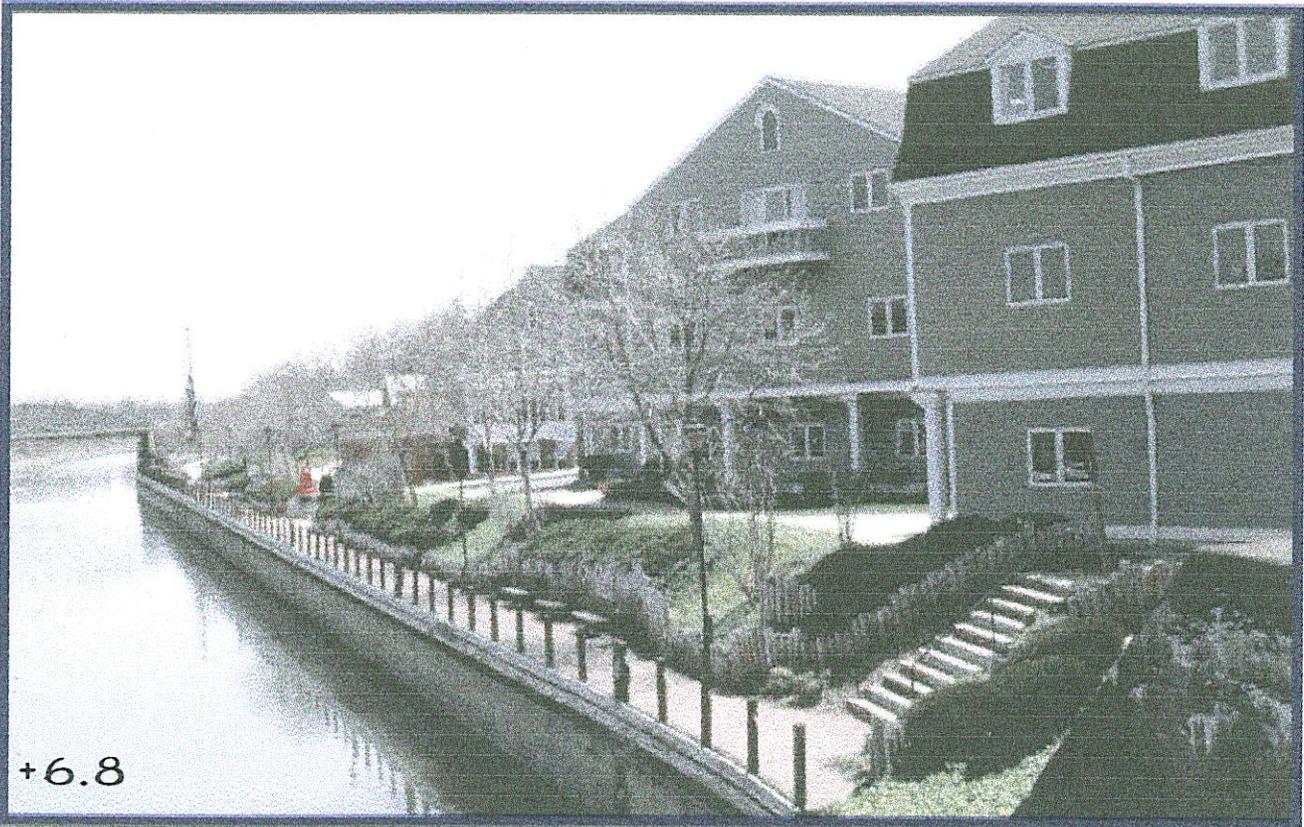
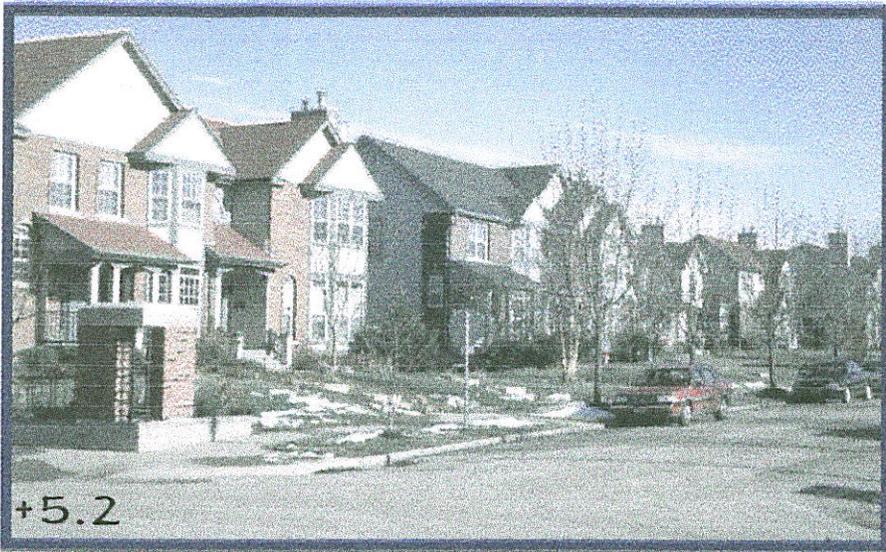
Visions for Single Family

Batavia's single family housing stock is one of the most positive community assets. The two images, shown on the opposite page, best characterize these positive attributes. The value of each house is critical for maintaining a positive image for all houses. If one house is allowed to deteriorate, it negatively impacts the value of all adjacent houses.



A well designed and maintained front yard and the semi-public space, the sidewalk and parkway, will also enhance the house's value. The view from the street--curb appeal--is an important feature contributing to the value. Therefore, design direction to compliment houses should be generated from these positively received pedestrian realm images. Both illustrate the need for a parkway. It's interesting to observe that the one with a smaller planted parkway received a higher rating, probably because of the decorative lighting. Also, note the presence of a hedge which defines the lots and the semi-public realm. Guidelines should be published to give residents some ideas, suggestions and directions for appropriate remodeling.





Visions for Multi-Family

Multi-family housing compliments single family housing if both are designed sympathetically. In fact, multi-family dwellings provide excellent infill when designed in accordance with the pre-existing architecture. It can then be an asset to any community. As with all other uses, they must, of course, be properly maintained.



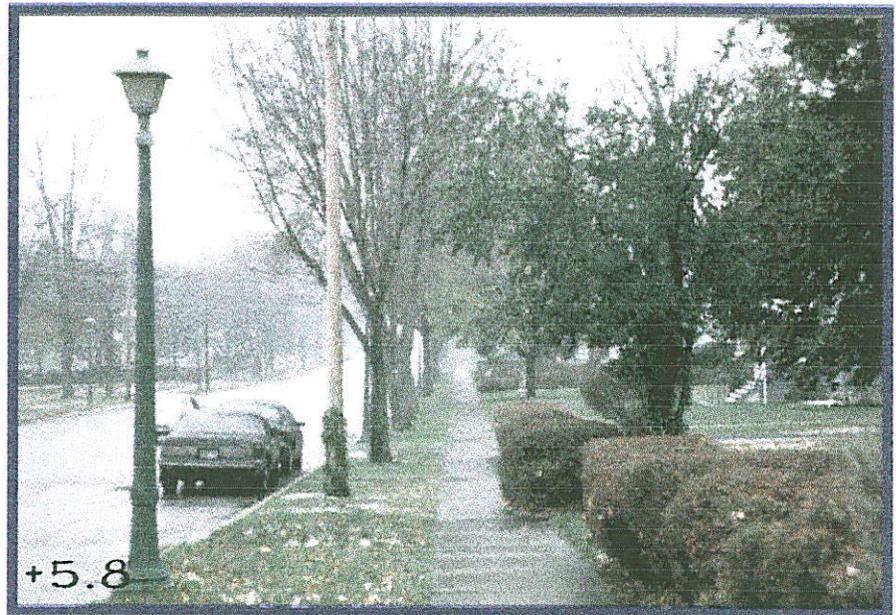
The highest rated image has a value of +6.8. It is a mixed-use project which combines retail, offices and housing overlooking a creek. It demonstrates that development can enhance a natural amenity. The next image depicts new infill construction of single- and multi-family housing. It received a value of +5.2 The persistent design vocabulary renders the distinctions between building types virtually impossible to determine. The units have small front yards, defined entrances and elevated ground floors. The facade design, particularly the bay windows, allow tenants to easily view the street. These features increase the perception of security, hence a positive addition.

Other infill multi-family housing structures received positive responses. This image depicts a larger, single-family type structure which actually contains 4 units. Greatly enhancing the appearance of these units is the absence of garages or a front yard parking; parking is provided in rear access alleys or side access driveways, very positive solutions. The more successful new multi-family housing employs these techniques.

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Critical to the successful design of multi-family structures is the definition of the semi-public edge. These two images demonstrate fence types which received a values of +3.9 and +5.8. Multi-family housing is required to have either a low wall, picket fence or hedge that clearly separates the private housing domain from the public street and sidewalk domain. These units must have their ground floor raised above grade, adding to their sense of security.

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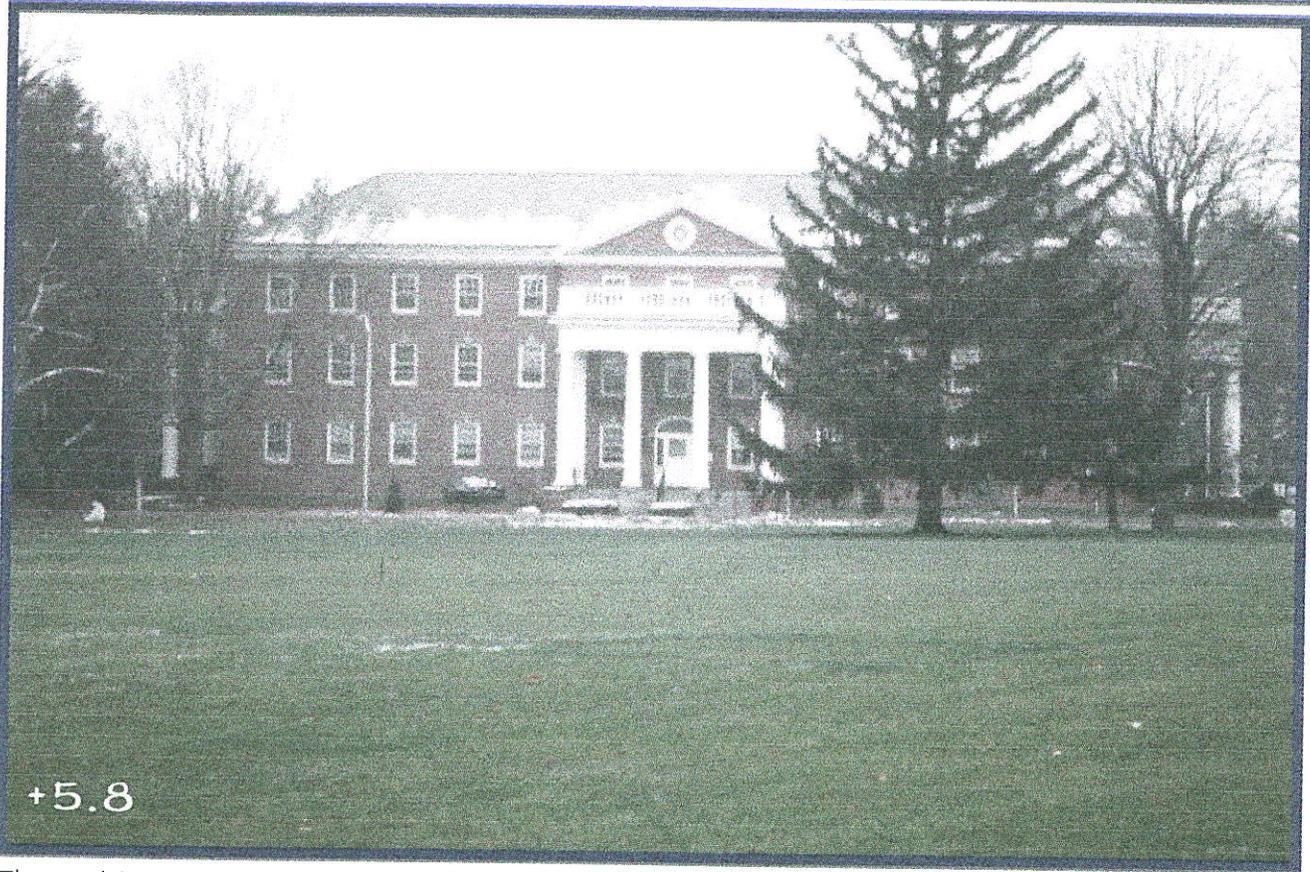


Other types of multi-family housing that received positive values are attached townhouses, with a value of +5.8, and duplexes, with a value of +4.5. If a lack of careful attention was given to the design features, multi-family units were given negative scores. The two images opposite page demonstrate this issue. Each of these units could be made positive with the appropriate design standards easily garnered from positive images.

Many people express concern about the character and maintenance of multi-family structures. Therefore, property maintenance codes should be instituted. This code, applied to structures of 2 or more units, would allow periodic inspections and warnings for necessary repairs. Several grants have been awarded to the City for necessary housing rehabilitation. Remember, "It only takes one rotten apple to spoil the barrel." Extrapolation of this adage suggests it only takes one rotten house to spoil a neighborhood.



Visions for Civic and Institutional Structures



The architectural character of all the older civic and institutional structures received positive scores. Images of Richmond Memorial Library and the Veterans Hospital received high scores. Unfortunately, recent construction did not fare so well. The school image received a value of + 0.3, barely acceptable. For a positive civic image it is critical that the design of important buildings be highly valued and respected by the community. Negative places create negative behavior.

