

A photograph of a row of tall, leafless trees with light-colored bark and dark, peeling patches, standing in a grassy park area. The trees are arranged in a line, receding into the distance. In the background, a paved road and some distant buildings are visible under a cloudy sky.

REIMAGINE WEBSTER

NOMINATION STUDY

JULY 2024

ACKNOWLEDGMENTS

STEERING COMMITTEE

The following individuals generously provided their time and expertise to guide the development of the Reimagine Webster Nomination Study.

MATT CHATFIELD | Webster Economic Development Alliance (WEDA) Executive Director

DARRELL BYERTS | Village of Webster Mayor

JAKE SWINGLY | Village of Webster Superintendent of Public Works

TOM FLAHERTY | Town of Webster Supervisor

JOSH ARTUSO | Town of Webster Director of Community Development

MELISSA KELLER | NYS Department of State, Revitalization Specialist

BILL HORETH | Kittelberger Florist, Owner

ELENA BERNARDI | Business Improvement District, Chair; Bernardi & Company CPA's LLP, Partner

KIM CIMINIO | A Cleaner Image, Owner

JERRY IPPOLITO | Village Trustee; Deputy Mayor; Hillside, Director of Properties

BILL KARPEN | Xerox , Manager, North American Facilities Management

JOHN BARRETT | Xerox, Manager, Western Hemisphere Real Estate Portfolio

JONATHAN NWAGBARAOCHA | Xerox, Environment, Health, Safety & Sustainability Counsel

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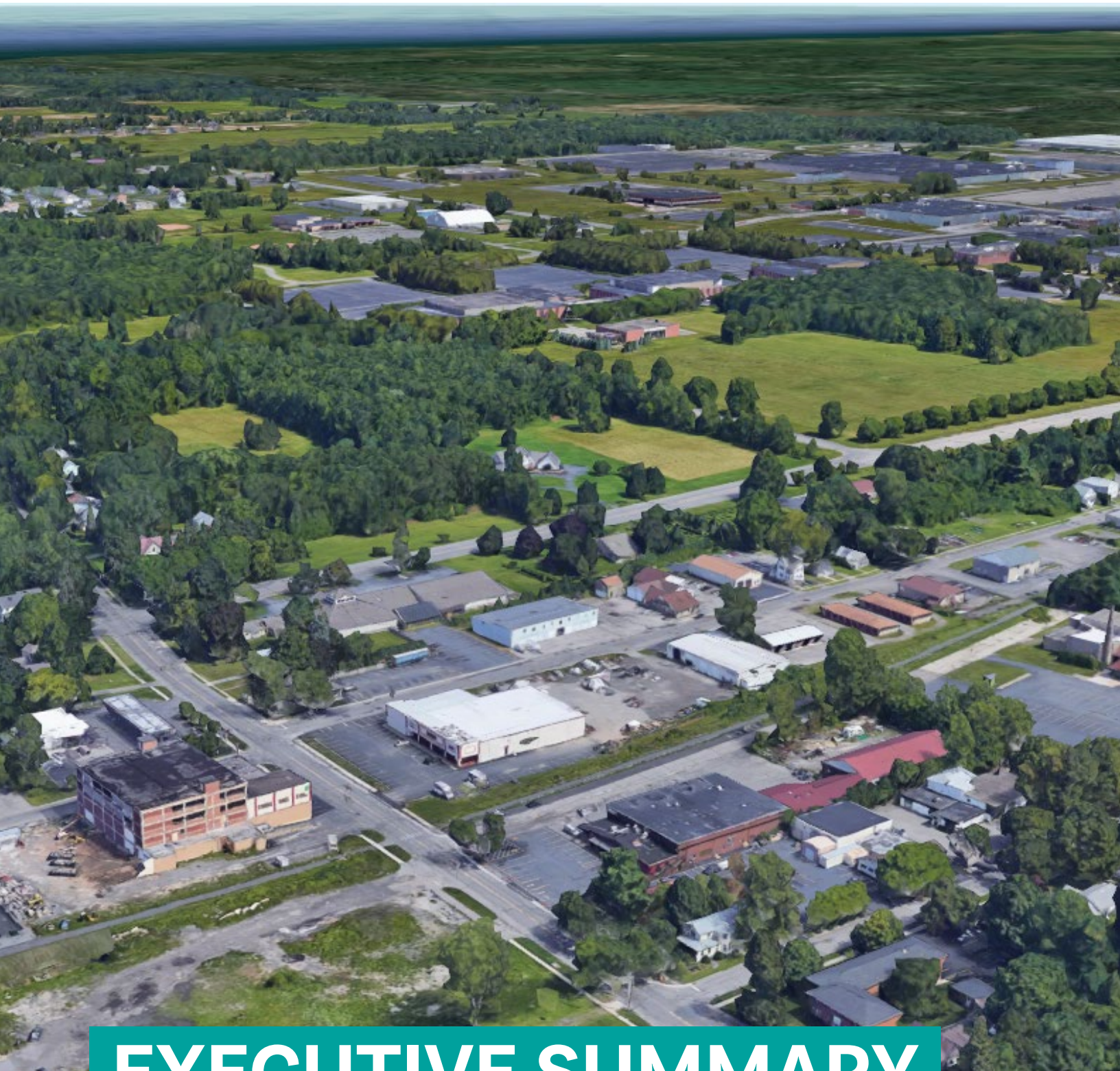
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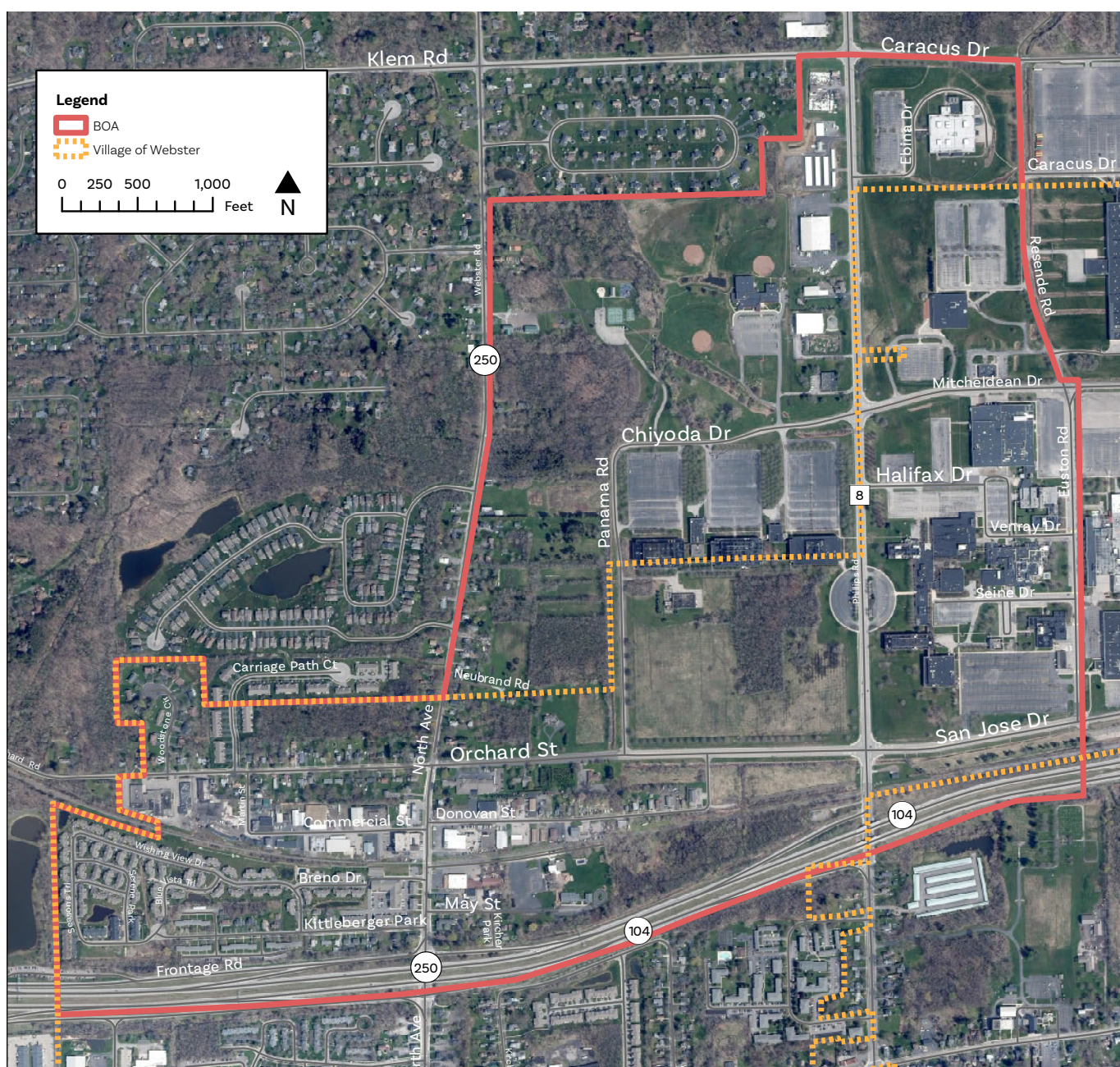
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EXECUTIVE SUMMARY

Project Overview

The Village of Webster, located in Monroe County, was selected for funding to develop a revitalization strategy through the New York State Brownfield Opportunities Area Program (BOA). This strategy is intended to increase economic development efforts and enhance quality of life and expand recreational opportunities within the Study Area. The strategies and recommendations in this plan will be utilized by local officials and key stakeholders to lead redevelopment efforts within the Study Area. The Reimagine Webster Study Area is approximately 569 acres in size, and is primarily within the Village, but also portions of the Town, as shown below.



Community Participation

Overview

Throughout the planning process, a variety of engagement strategies were employed to gather input from community members. This input helped establish a strong vision for the future of the Study Area. The vision statement to the right is a concise declaration of what the Town, Village, and the community envisions for the future of the BOA Study Area.

Enlisting Partners

At the onset of the planning process, the Village identified a Steering Committee comprised of community, business, and resident representatives. The role of the Committee was to gather input, review project deliverables and guide the planning process. The Steering Committee met at project milestones over the course of the planning process. Various public engagement also occurred throughout the entire planning process including:

- Stakeholder interviews;
- Public meetings; and
- Pop-ups at local events and venues, including the Webster Summer Celebration Event and Community Arts Day.

OUR VISION

Webster aspires to build upon the historic legacy of the North End as a hub for industry and innovation, while reimagining the north end as a new community center for the Village – leveraging opportunities within the Xerox Campus to create a unique live-work-play destination. New investment will be supported by an abundance of community amenities, expanding existing recreation and trail connections to create a seamless and continuous network of open space and an attractive public realm that attracts new business and residents. High quality and diverse housing options will anchor the vitality of the north end, bolstered by supportive mixed-use development.

OUR GOALS



Facilitate the Reimagining Of the Xerox Campus



Promote Multi-Modal Connectivity



Support Increased Residential Living Options



Enhance the Character and Identity of the North End

Inventory + Analysis

Community + Regional Setting

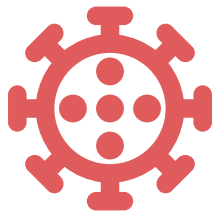
The Study Area is within the Town / Village of Webster, located in the northeast corner of Monroe County. The Town is bordered to the west and north by water -- Irondequoit Bay and Lake Ontario, respectively. Historically an agricultural community, Webster has seen significant suburbanization over the past several decades, and is a desirable community in the Greater Rochester Area for families and individuals to live. The Village of Webster is the historic commercial and civic hub of the Town, and its Main Street has a traditional, walkable downtown character. The Study Area is mainly located within the northern area of the Village, outside of the Village center. The character of the Study Area ranges from historical industrial development to residential areas, with a significant portion of the Study Area encompassing part of the Xerox Campus as well.

Topic	Key Findings
Population Trends	The Study Area and Village have seen significant recent population growth. From 2010-2022 the Study Area's population grew by 54.5% which significantly outpaced the Village (15.0%), Town (6.0%), County (1.4%), and State (4.0%).
Age Distribution	The Study Area and the Village of Webster have a higher concentration of young adults, with 29% of residents of the Study Area in the 20-39 age cohort.
Race + Ethnicity	The Study Area and Village have less racial diversity than the surrounding region but are expected to trend towards greater diversity in the future.
Education	The Study Area population has high college educational attainment, with 73.3% of the population having either an associate or bachelor's degree or higher.
Household Income	63% of households within the Study Area have an annual income of \$50,000 or greater, with 21% making between \$50,000 - \$75,000.
Household Size	The average household size went from 2.51 in 2010 to 2.04 in 2022. The shrinking household size is a trend that is present locally and regionally.
Labor Force	The Town of Webster is experiencing the tightest labor market it has seen in recent history with the largest total employment (22,442) and the lowest unemployment rate (2.7%).

Topic	Key Findings
Commuting + Mobility	Relatively few local jobs are filled by workers that also live in the Village. The City of Rochester is the primary work destination for Village residents, followed by the Town of Webster. Most workers commuting into the Village come from the Town of Webster, followed by the City of Rochester.
Existing Land Use	46% of the land area within the Study Area is designated as industrial uses. There is also a significant concentration of residential uses as well as recreation and entertainment facilities, as well as approximately 45 acres of vacant land with potential for redevelopment or new investment.
Existing Zoning	Approximately 70% of the Study Area by land area is zoned either General Industrial (G-I) in the Village, or Industrial (I-N) in the Town of Webster. The majority of the remaining 30% of the Study Area land area is mostly within a residential district, with a small area zoned as Neighborhood Business (NB) along the southern edge of the Study Area.
Land Ownership	Of the 569 acres within the Study Area, approximately 523 acres are in private ownership. The largest landowner is the Xerox Corporation.
Parks, Trails, + Open Space	The Study Area is home to a wide variety of parks, trails, and recreational facilities, all of which contribute to the community's character and healthy and active lifestyles for residents and employees.
Historic Resources	The Study Area has been an industrial hub of the Town since the development of the railroad through the Study Area in the late 19th century. The legacy of this development persists within the Study Area, which contributes to its historic character.
Transportation	The Study Area is currently a vehicular-oriented environment, largely due to existing land uses, providing excellent access to both urban hubs and rural destinations. While the existing trail network provides some bicyclist and pedestrian connectivity, additional alternative transportation options and facilities would help to promote the Study Area as a more walkable, inviting area to spend time in.
Infrastructure + Utilities	The Study Area is well serviced by public utilities to support future development. Past and future investments in public infrastructure in the Village and Study Area are critical to maintaining a high quality of life for existing residents and providing the capacity to attract future residents and businesses to the area.
Natural Resources	There are limited environmental constraints that would restrict development in the Study Area. There is a limited delineation of flood hazard areas, wetlands, and sensitive wildlife populations within the Study Area. The land area is relatively flat, and public water is readily available and of good quality.

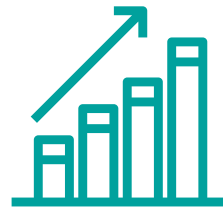
Market Analysis

EMPLOYMENT ANALYSIS KEY FINDINGS



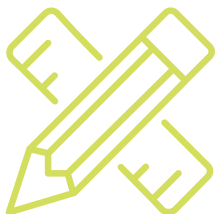
RECENT 4% JOB LOSS

This loss is due to the impacts of the pandemic.



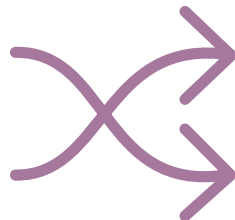
ANTICIPATED JOB GROWTH

Jobs are estimated to rebound in the Town, growing 5% in five years.



THE TOP INDUSTRY IN THE TOWN IS MANUFACTURING

Followed by retail and health and social services.



MIXED PERFORMANCE BY SECTOR

The construction industry is showing significant growth, yet manufacturing experienced decline.



GROWTH IN SERVICE INDUSTRIES

The six occupations that are expected to add the most jobs through 2027 are in Food Services and Health Services sectors.

OPPORTUNITIES BY SECTOR

Use	Market Potential	Description
Residential	Very High	• Opportunity for a variety of housing types including apartments, single-family homes, townhouses/condos, senior housing, and affordable housing options. • Market potential for up to 1,035 units (733 market rate) over the next 5 years.
Industrial	Moderate to High	• Strong market demand in the Rochester region poses opportunities for Webster and the Study Area to tap into. • Space for tech and advanced manufacturing sectors are a promising market opportunity, as well as general flex space suitable for a variety of users.
Retail and Entertainment	Moderate	• Strong consumer spending potential but limited gaps and locational competitive disadvantage. • Some potential for restaurants, gas stations, and retail/entertainment options if integrated with a mixed-use development.
Commercial Office	Limited	• Limited office development potential overall. • Potential medical office opportunity as a specific niche sector. • Some limited professional office space as an “ancillary” use may have potential from demand from those in local spaces of lower quality. • Co-working space is another niche office opportunity related to growth in remote working but would likely require co-location with attractive amenities.
Hospitality	Limited	• Current hotel market conditions are not favorable for new hotel/lodging development in the Study Area without a new demand driver.



Summer Celebration - June 10, 2023



Master Planning Exercise with the Committee



Community Arts Day



Webster Chamber of Commerce Eat, Drink, & Connect Event

Reimagine Webster Master Plan

The map below depicts the Area-Wide Plan that was envisioned for the Reimagine Webster Study Area, based on various input from Town and Village staff, stakeholders, and the public.

Note: A larger master plan can be found on page 17.



Development Opportunities (See page ix)

- A** Light Industrial Corridor
- B** Industrial Campus Development
- C** West Campus Town Center Development
- D** Commercial Street Development at Phillips Rd/Orchard Street
- E** Commercial Street Redevelopment
- F** Town Recreation Complex Enhancements

Public Realm Improvements (See page x)

- 1** Chiyoda Drive Improvements
- 2** Phillips Road Complete Streets Project
- 3** Commercial Street Corridor Enhancements
- 4** Donovan Street Improvements
- 5** Route 250 Bike Lane
- 6** Hojack Trail Improvements
- 7** Panama Road Extension

Strategic Sites (See page xi)

- 1** Xerox Building 300
- 2** Xerox Building 205
- 3** Xerox - Multiple Buildings on Phillips Rd
- 4** Xerox West Campus
- 5** Vacant Land at 800 Phillips Rd
- 6** Future Light Industrial Park
- 7** Commercial Street Property
- 8** Town Recreation Complex

Recommendations

DEVELOPMENT OPPORTUNITIES

Project		Potential Funding
A	Light Industrial Corridor Adaptive reuse of existing Xerox Buildings 300 and 205 with potential to add approximately 400,000 sf of new light industrial flex/office space.	- Private Investment - Town of Webster - Village of Webster - ESD
B	Industrial Campus Development Demolition of existing buildings and development of 100,000-300,000 sf of small scale flex / incubator space and approximately 150,000 sf of office space. In addition, clear and create a shovel-ready site for future development on the east side of the site.	- Private Investment - Town of Webster - Village of Webster - ESD
C	West Campus Town Center Development Demolition of existing buildings, and development of a mixed use campus, including approximately 1M sf of multi-family residential development with supportive mixed uses. Potentially to include destination entertainment, sports, and wellness components. Retain a portion of the existing surface parking lots at the north end of the site, and create a large gathering space for flexible programming, in addition to a smaller public square anchored off of the mixed use development on the southeast corner of the site.	- WEDA - Private Investment - Town of Webster - Village of Webster - ESD - NY Forward
D	Commercial Street Development at Phillips Road and Orchard Street Develop a small-scale (< 10,000 sf) commercial use at the corner of Phillips Road and Orchard Street.	Private Investment
E	Commercial Street Redevelopment Reconfiguration of existing parking lot at the corner of Commercial Street and Martin Street including the development of a three story mixed use building, redevelopment of the existing Ceramics building, and creation of a public trailhead and trail connection.	- Private Investment - NY Forward
F	Town Recreation Complex Enhancements Various improvements to the Webster Recreation Complex, including the development of an outdoor amphitheater for community events, additional parking, a covered pavilion and restroom facility, and additional pickleball courts.	Town of Webster

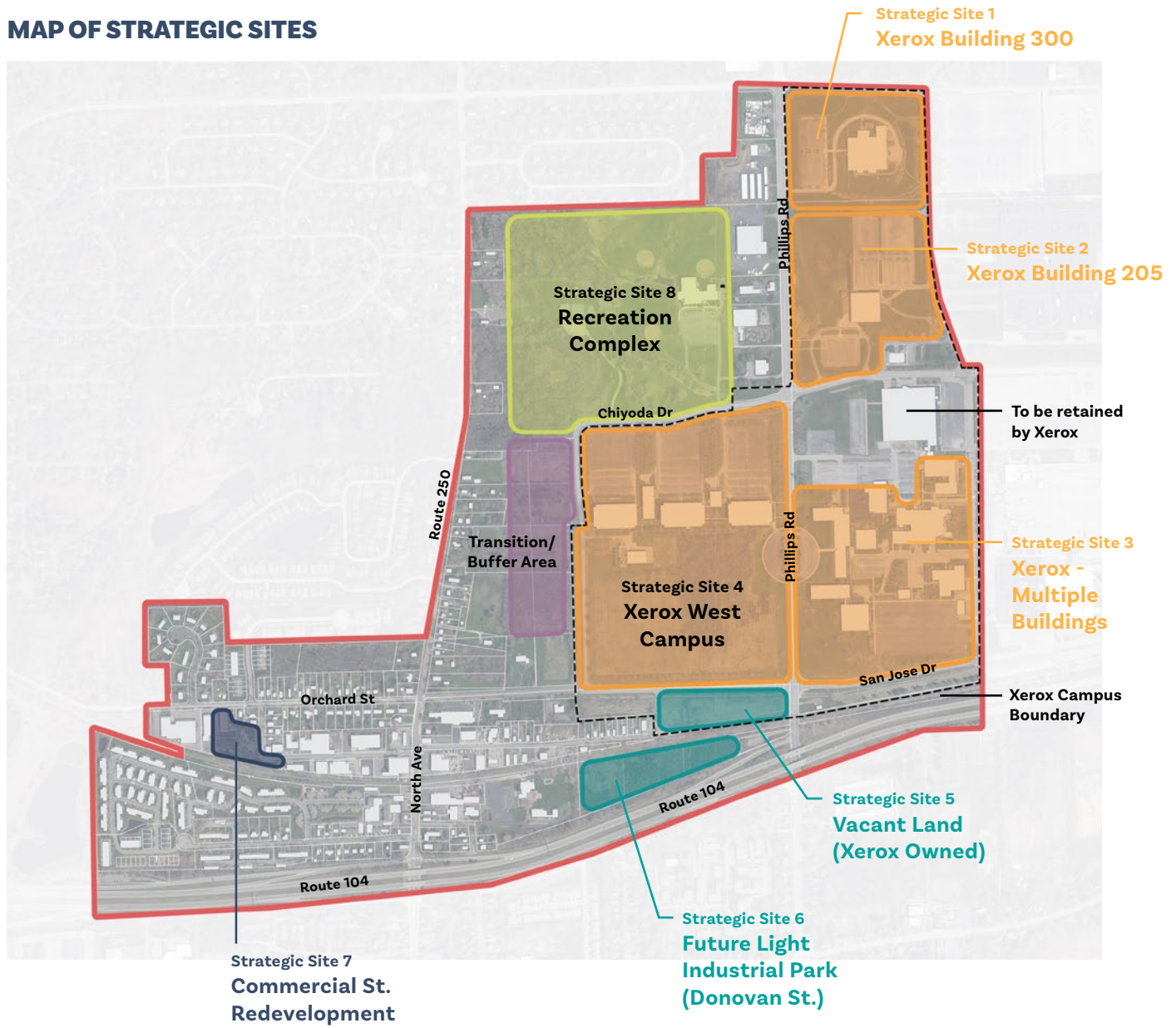
PUBLIC IMPROVEMENT PROJECTS

	Project	Potential Funding
1	Chiyoda Drive Improvements • Extension of Chiyoda Drive from its current western terminus at its intersection with Panama Road to Route 250. • Installation of a shared use path facility between Route 250 & Phillips Rd. • Creation of four-way intersection at Panama Road and three-way intersection at Route 250. • Planting street trees and general corridor enhancements. • Reroute Chiyoda Trail to accommodate roadway extension	• Town of Webster • Transportation Alternatives Program (TAP)
2	Phillips Road Complete Streets Project • Roadway reconfiguration and re-paving (<i>ongoing project led by Monroe County DOT</i>). • Installation of a shared use path facility between Klem Road and the Hojack Trail. • Various complete streets enhancements such as pedestrian-scaled lighting, street trees, benches, high-visibility crosswalks, curb extensions, integration of green infrastructure, etc.	• Monroe County DOT
3	Commercial Street Corridor Enhancements • Introduce street trees at strategic locations. • Distinguish pedestrian path from vehicular zones with sidewalks or pavement parking variations.	• Village of Webster
4	Donovan Street Improvements • Create dedicated pedestrian walkways buffered from vehicular travel lanes with a planted tree lawn. • Provide pavement width and install markings for vehicular and bicycle shared travel lanes.	• Village of Webster
5	Route 250 Bike Lane • Continue the existing bike lane along the west side of Route 250 / North Avenue from Orchard Street north towards the Chiyoda Drive extension.	• Monroe County DOT • Town of Webster • TAP
6	Hojack Trail Improvements • Create a gateway/improved crossing at Route 250. • Resurface the trail from Route 250 to Phillips Road. • Create the Hojack History Center and Rail Park at Orchard/Donovan Street intersection.	• Recreational Trails Program (RTP) • Village of Webster • Town of Webster
7	Panama Road Extension • Extend Panama Road south where it currently intersects with Orchard Street, creating a new connection with Donovan Street.	• Village of Webster • TAP

Strategic Sites

Eight Strategic Sites have been identified for their potential for future investment. The strategic sites were identified based on a technical analysis as well as through conversations with key stakeholders in the Study Area. The strategic sites are envisioned for specific targeted investment, as summarized on the following page.

MAP OF STRATEGIC SITES





	Strategic Site	Size	Ownership	Current Use	Former Use	Potential Contamination
1	Xerox Building 300 1410 Ebina Drive	22 acres	Xerox	Data Center / Offices	Vacant	Groundwater and soil contamination
2	Xerox Building 205 Mitcheldean Drive	32 acres	Xerox	Vacant	Office space, classrooms	Ground water contamination (corrective action complete)
3	Xerox - Multiple Buildings Euston Road	45 acres	Xerox	Office, chemical mix rooms, machine shops, non-profit organization	Labs, cafeteria, office, facilities buildings, farmland (prior to 1956)	Groundwater and soil contamination
4	Xerox West Campus 800 Phillips Road	73 acres	Xerox	Mostly vacant	Distribution, labs, offices	Groundwater and soil contamination
5	Vacant Land 800 Phillips Road	5 acres	Xerox	Vacant	Vacant	None
6	Future Light Industrial Park Donovan Street	9 acres	Barry Barone	Under Development	Vacant	NYSDEC Spill Site nearby, single spill closed
7	Commercial Street Property 150 Orchard Street	2.5 acres	Platinum Property Development, LLC	Mixed Use Commercial	Auction center, train shed, various other uses	There are no NYSDEC listings associated with this property. The property adjacent to the east is listed as active NYSDEC spill #2201675, located at 156 Orchard Street.
8	Recreation Complex Chiyoda Drive	75 acres	Town of Webster	Town Recreation Complex	Town Recreation Complex	None



A central gathering space for flexible programming opportunities is proposed at the north end of the West Complex (Strategic Site 4) on the south side of Chiyoda Drive.



A mixed use building is proposed to anchor the West Complex (Strategic Site 4) at the northwest corner of Phillips Road and Orchard Street.

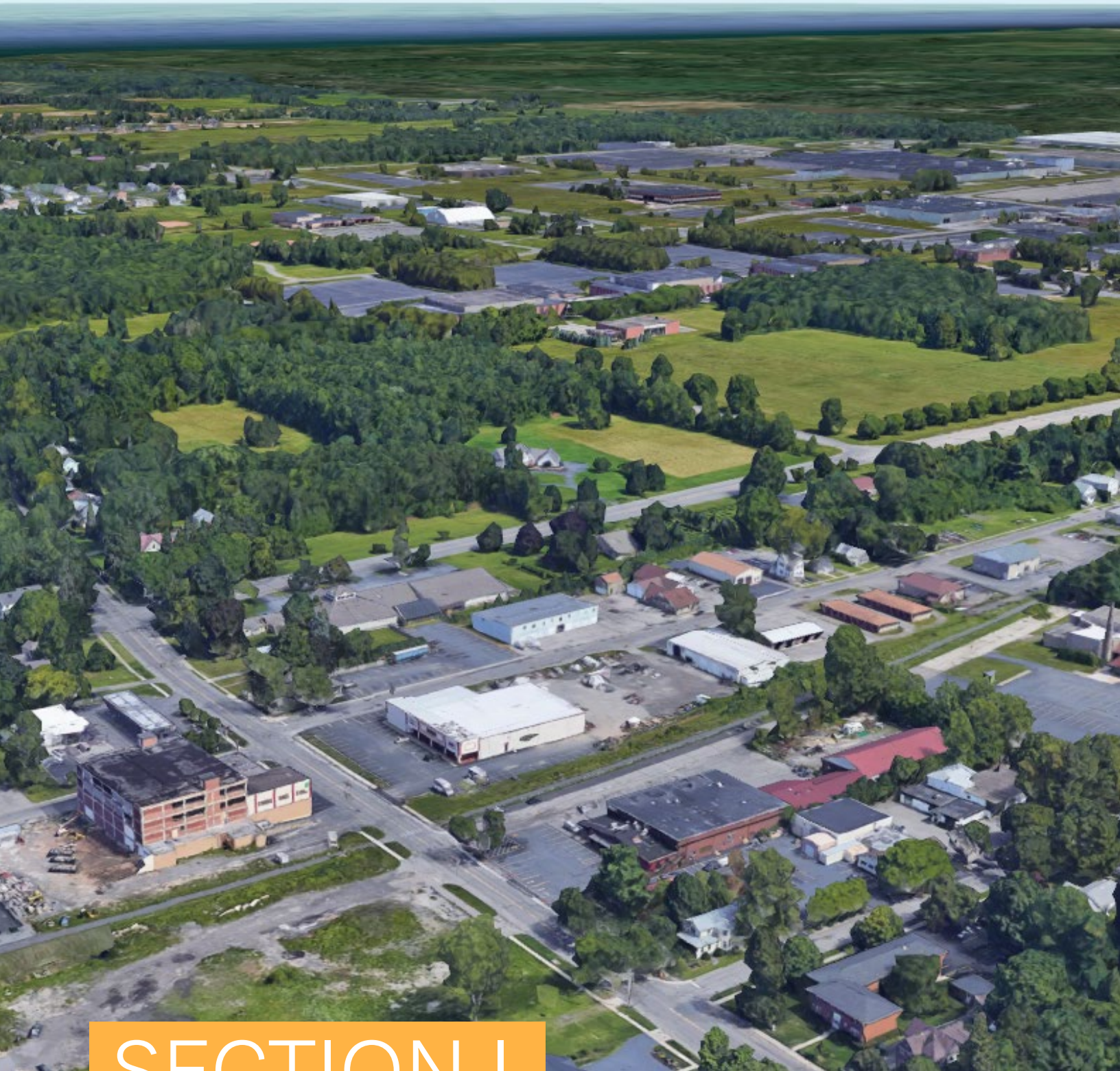


A formalized trailhead and parking area for the Hojack History Center and Rail Park is envisioned at the southeast corner of Orchard Street and Donovan Street.



Proposed improvements at 150 Orchard Street (Strategic Site 7) include a reconfigured parking area, a new mixed-use building, and adaptive reuse of 150 Orchard Street.

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SECTION I

PROJECT DESCRIPTION +

BOUNDARY

Project Overview

What is the BOA Program?

The BOA Program is administered by the New York State Department of State (NYSDOS). This program provides municipalities and community organizations technical and financial assistance of up to 90% of the total eligible project costs, to complete areawide plans to catalyze areas impacted by the presence of brownfields.

The primary objective of the BOA Program is to address communities that have been negatively impacted by the presence, or perceived presence, of environmentally sensitive sites. The presence of these sites often has notable impacts on a community, including depreciation of property values and the discouragement of investment in surrounding properties. Through a community-supported planning process, this program enables community leaders to establish a clear vision to revitalize areas so they become economically and environmentally sustainable.

Recently, the BOA Program has been restructured to provide more funding toward pre-development activities that will have a tangible impact in a community and advance specific recommendations from area-wide plans. Following the completion of a Nomination Study and formal designation of the BOA, Webster can apply for funding toward a number of technical analyses and environmental investigations to advance the revitalization process.

A THREE STEP PROCESS:



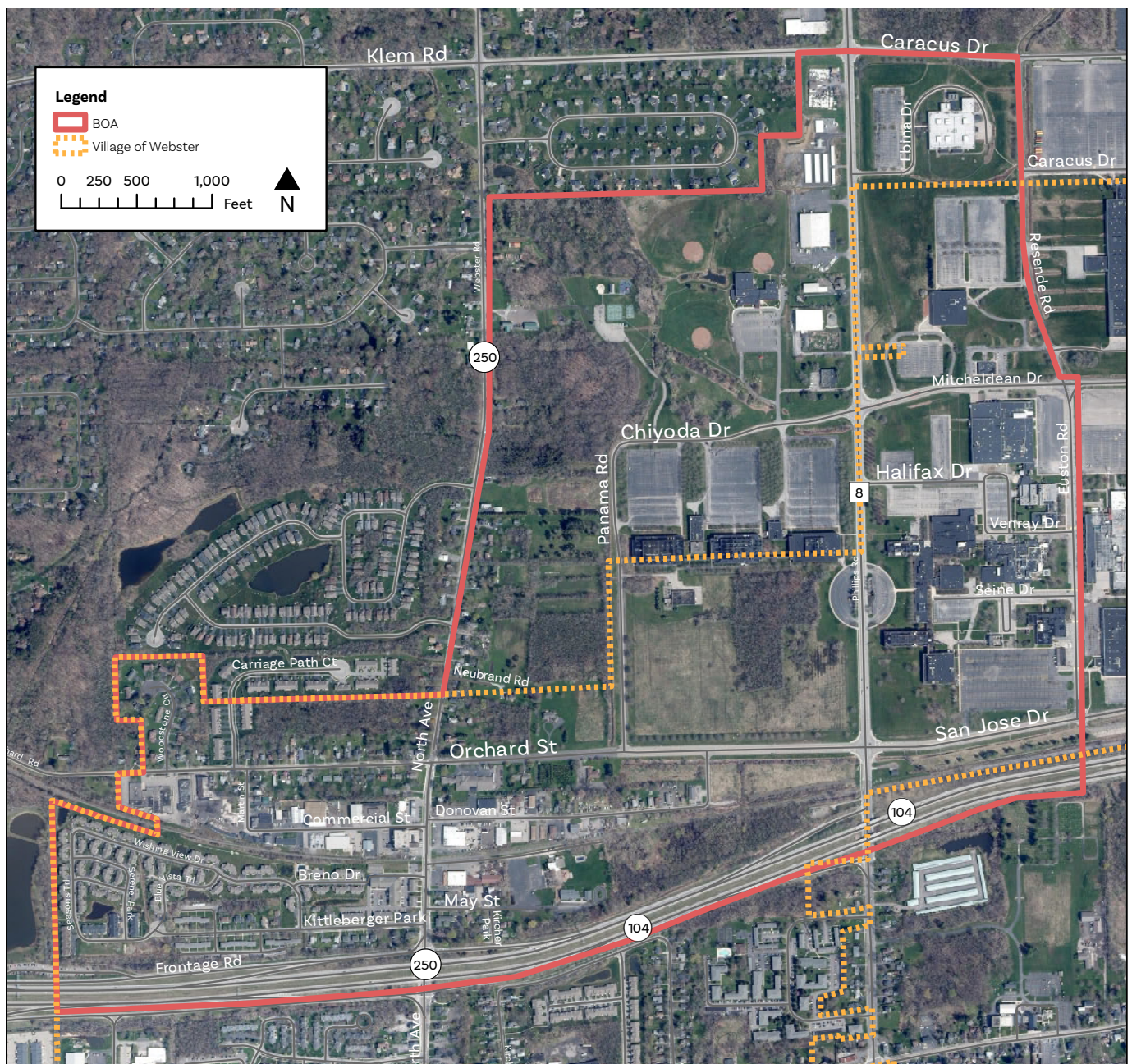
Lead Sponsors

The Reimagine Webster Brownfield Opportunity Area (BOA) Nomination Study is sponsored by the Village of Webster, Town of Webster, and the Webster Economic Development Alliance (WEDA), with funding provided by the New York State Department of State. This project was led by WEDA with guidance and leadership provided by the Village and Town and a community-based Steering Committee. The Steering Committee included Village and Town representatives, local business owners, and Xerox representatives who were instrumental in developing the revitalization strategy. All members of the Steering Committee are listed on the Acknowledgments page.

Boundary Description

The Reimagine Webster Study Area is located within both the Village and Town of Webster at the northeastern corner of Monroe County, New York. The Study Area is bound by New York State Route 104 to the south, Euston and Resende Roads to the east, Route 250 and the Village boundary to the west, and Caracus Drive and the northern edge of the Town Recreation Complex to the north. The major roadways that bisect the Study Area include Route 250 (North Avenue) and Phillips Road that run north-south, and Orchard Street that runs east-west. The extent of the Study Area is shown on map below.

The Study Area is made up of approximately 569 acres and 227 parcels, with a large swath of parcels on the east side of the Study Area that make up a part of the historic Xerox campus. Approximately two-thirds of the Study Area is located within the Village by land area. The Village of Webster's Central Business District, located along Main Street, is 0.3 miles south of the Study Area. The Study Area is also approximately 2.5 miles south of Lake Ontario.



Related Studies + Initiatives

Overview

In recent years, both the Village and Town of Webster have been actively engaged in multiple, interrelated planning activities which have generated significant momentum in the Reimagine Webster Study Area. The community has begun to see significant momentum in the transformation of this area of the Town and Village, including a new \$650 million investment in a dairy processing facility just to the east of the Study Area.

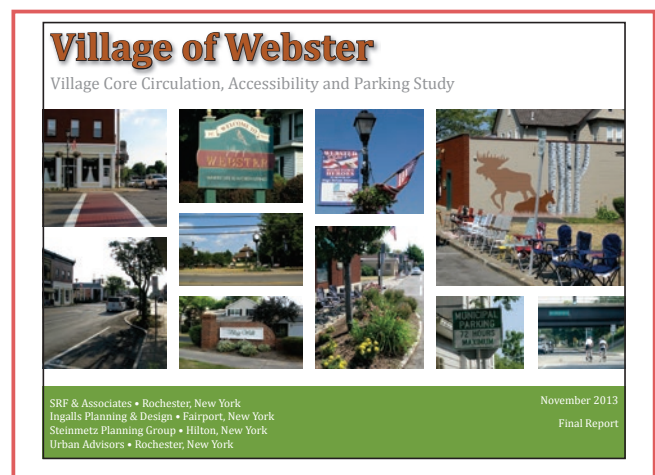
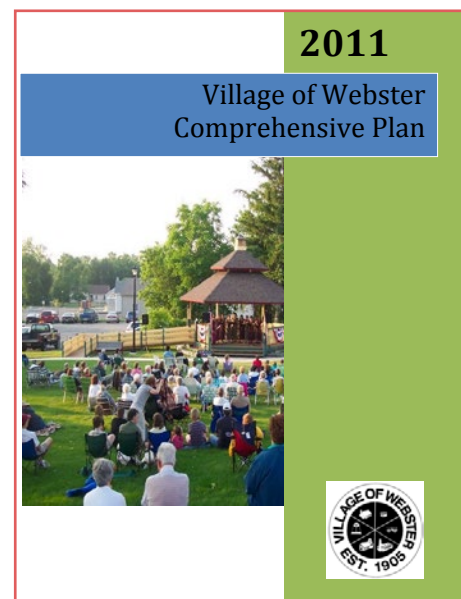
This plan is intended to align with these previous planning efforts and economic development initiatives in order to create a vision and implementation strategy that is cohesive and complementary to the overall vision and strategies of the broader community.

VILLAGE COMPREHENSIVE PLAN (2011)

The 2011 Comprehensive Plan represents a collective, community effort to address the opportunities and challenges of the Village, and acts as a roadmap for future investment in the community. The plan contains a set of goals, objectives, and strategies to ensure the future of Webster aligns with the desires of the community. The Plan's vision speaks to the need for pedestrian-friendly streets, high-quality architecture and site design, and attracting new investment to the Village.

VILLAGE CORE CIRCULATION, ACCESSIBILITY AND PARKING STUDY (2013)

The purpose of the Village of Webster CAP study was to develop feasible planning, design, and regulatory concepts that aim to improve circulation, accessibility, parking, and safety for pedestrians, bicyclists, and motorists alike. A recommended bike network for the Village includes the development of bike boulevards along Commercial and Donovan Street, and a Bike Lane along North Avenue and Orchard Street. The plan also contains land use recommendations for the northern area of the Village, including the continuation of the traditional development pattern, promoting a development scale that is pedestrian-friendly, and creating a distinct commercial character from that of the four corners area.



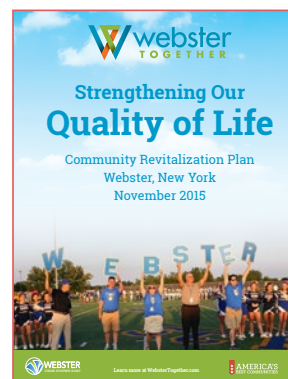
NORTH AVE CONNECTOR PROJECT (2018)

The North Avenue Connector Project consisted of three distinct segments that collectively compose 0.57 miles of State Route 250 (North Avenue) from Orchard Street south to State Route 404 (Ridge Road/Main Street) in the Village of Webster. Each of the segments contained physical or psychological barriers which limited pedestrian and bicyclist safety and connectivity between an expanding population base north of State Route 104 (Expressway) and the Four Corners District along Ridge Road.



COMMUNITY INVESTMENT STRATEGY (2015)

In 2015, Webster put together a Community Investment Strategy (CIS). The CIS outlines a set of goals, objectives, and priority projects aimed towards enhanced livability and quality of life in the Town and Village. The CIS highlighted Village Downtown Revitalization as one of the top priorities - fostering a vibrant, mixed-use environment for residents and visitors to enjoy.



PHILLIPS RD IMPROVEMENT PROJECT (FUTURE)

Monroe County is “right-sizing” Phillips Road by considering travel lane adjustments, improving intersections, and accommodating bicycle and pedestrian facilities between NYS Route 104 and Schlegel Rd. The design process will continue throughout 2024 and construction is anticipated to begin in 2028.



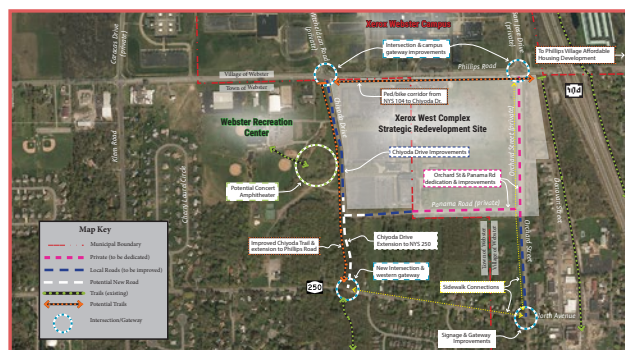
FAIRLIFE INVESTMENT (2024)

Fairlife, LLC a subsidiary of The Coca-Cola Company plans to construct a new facility in Webster, which includes approximately 745,000 SF of milk processing area, warehouse and support services buildings. The project is located at the east end of Tebor Road and is comprised of multiple parcels.



COMMUNITY ACCESS PROJECT (2023)

In 2023, WEDA prepared a Community Access Plan which coalesces the range of investment, connectivity, and accessibility plans and opportunities in and around the west end of the Xerox campus.



Community Vision + Goals

OUR VISION

Webster aspires to build upon the historic legacy of the North End as a hub for industry and innovation, while reimagining the north end as a new community center for the Village – leveraging opportunities within the Xerox Campus to create a unique live-work-play destination. New investment will be supported by an abundance of community amenities, expanding existing recreation and trail connections to create a seamless and continuous network of open space and an attractive public realm that attracts new business and residents. High quality and diverse housing options will anchor the vitality of the north end, bolstered by supportive mixed-use development.

Goal #1

Facilitate the Reimagining Of the Xerox Campus

by creatively envisioning new and diversified development typologies, such as flexible industrial space; research and development facilities; and mixed use commercial development, while supporting existing uses.

Goal #2

Promote Multi-Modal Connectivity

by creating stronger connections between existing bike and pedestrian facilities, establishing distinct and attractive trailheads, and enhancing the streetscape environment.

Goal #3

Support Increased Residential Living Options

by offering a variety of housing development that encourages a diversity of households and residents at all stages of life to build a strong sense of community in the area.

Goal #4

Enhance the Character and Identity of the North End

by enhancing the public realm using wayfinding, public art, and consistent design elements that foster a distinct character and experience across the Study Area.

GOAL #1



Facilitate the Reimagining Of the Xerox Campus

- OBJECTIVE 1:** Identify and support adaptive re-use of existing Xerox buildings, where appropriate.
- OBJECTIVE 2:** Promote infill development in underutilized areas of the Xerox campus.
- OBJECTIVE 3:** Support business and housing development that supports adjacent economic development initiatives, such as the Fairlife investment.

GOAL #2



Promote Multi-Modal Connectivity

- OBJECTIVE 1:** Create trail linkages between the Birdsong Trail, Chiyoda Trail, and the Hojack Trail - developing a loop trail system throughout the Study Area.
- OBJECTIVE 2:** Accommodate bicyclist and pedestrian travel and connectivity along and across Phillips Road, supporting new private investment in the area.
- OBJECTIVE 3:** Support active living in the community through multi-modal linkages to and from the Town Recreation Complex.
- OBJECTIVE 4:** Promote the increased use and awareness of Webster's trail resources by creating dedicated trailheads and enhanced signage.

GOAL #3



Support Increased Residential Living Options

- OBJECTIVE 1:** Accommodate the increased development of the “missing middle” housing, such as duplexes, townhomes, and apartments.
- OBJECTIVE 2:** Support first-time homebuyers and older residents by developing smaller footprint residential options.
- OBJECTIVE 3:** Encourage the creation of new mixed-use neighborhoods with diverse housing options, including multi-family units and unique amenities.

GOAL #4



Enhance the Character and Identity of the North End

- OBJECTIVE 1:** Improve placemaking with the installation of public art and streetscape amenities.
- OBJECTIVE 2:** Develop strong gateways to the area, incorporating public art plantings, and other visual elements.
- OBJECTIVE 3:** Improve signage and wayfinding to nearby destinations, such as the North End Business District, Town Recreation Complex, and local trail system.

Community Participation

Overview

Community input is integral to the planning process. The engagement of stakeholders and community members from various sectors provides opportunities for input on the future of the Study Area. Community members, landowners, stakeholders, elected officials, and regional organizations have a vested interest in the success of the plan and must become partners in its implementation.

Committee Meetings

At the onset of the planning process, the Village identified a Steering Committee comprised of key stakeholders, including business owners, Town and Village Staff, and residents. The role of the Committee was to gather input, review project deliverables and guide the planning process.



MEETING 1

This Steering Committee meeting was held on January 9, 2023 and set the foundation for the project's direction. The Steering Committee and project team discussed project components, anticipated outcomes and final deliverables.

MEETING 2

This meeting was held on March 21, 2023 to provide an overview the key findings from the inventory and analysis, focusing on the physical characteristics of the Study Area, environmental constraints, and socioeconomic and demographic trends. A set of proposed strategic sites were also presented for discussion. The meeting concluded with a discussion of upcoming engagement activities.

MEETING 3

The third committee meeting was held on May 16, 2023. The project team presented the findings of the draft Market Analysis, including key opportunities for development in the Study Area. The remainder of the meeting was utilized for a land use workshop, where committee members were asked to draw and/or write down their ideas for potential projects and improvements in the Study Area.

MEETING 4

This Steering Committee meeting was held on August 3, 2023, during which a master planning exercise was conducted. The project team presented alternative development concepts for each of the strategic sites, and members were asked to develop their own custom master plan by using puzzle pieces of each of the strategic site alternative concepts.

MEETING 5

The fifth meeting, held on October 3, 2023, consisted of the second phase of the master planning exercise, during which members were asked to consider the transitional areas of the master plan, intersection treatments and gateways, and additional amenities to complete the area-wide master planning process.

MEETING 6

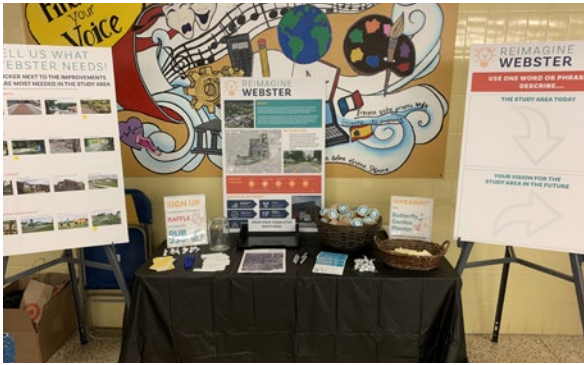
Two alternatives of the completed area-wide master plan was presented at the sixth committee meeting on October 31, 2023, during which committee members were asked to provide any remaining feedback on the Plan.



Master Planning Exercise with the Committee

Public Workshops

Community-wide meetings were conducted throughout the planning process to provide the public opportunities to learn about goals and objectives of the Reimagine Webster Initiative. These meetings included two pop up events, an event hosted jointly with the Webster Chamber of Commerce, and a public open house.



COMMUNITY ARTS DAY POP UP

The project team hosted a pop up at the Webster School District's Community Arts Day from 10 AM – 2 PM on April 15, 2023, as one of its first engagement opportunities. The purpose of the event was to spread awareness of the project and solicit feedback regarding potential improvements residents would like to see in the Study Area. Hundreds of community members attended the overall event, and approximately 50 +/- individuals stopped by the Reimagine Webster Booth.



SUMMER CELEBRATION POP UP

The project team hosted a booth at the Webster Parks and Recreation Department's Summer Celebration Event from 4 PM – 7:30 PM on June 10, 2023, as an engagement opportunity to capitalize on an existing community event. The purpose of the event was to spread awareness of the project and solicit feedback regarding potential improvements and development typologies residents would like to see in the Study Area. Over 6,500 community members attended the overall event, and approximately 50 +/- individuals stopped by the Reimagine Webster Booth.



WEBSTER CHAMBER OF COMMERCE EAT, DRINK, AND CONNECT EVENT

The project team hosted the Webster Chamber of Commerce's monthly Eat, Drink, and Connect event on Tuesday, June 13th from 4:30 – 6:30 PM, where members of the Chamber of Commerce were invited to come learn about the Reimagine Webster initiative and provide their input for desired future investment in the Study Area. Presentation boards were displayed around the room depicting some of the preliminary Inventory & Analysis findings as well as boards soliciting feedback on desired types of public and private investment. In addition, maps of each identified strategic site were placed on tables around the room for attendees to draw on with their ideas. Approximately 38 individuals were in attendance.



PUBLIC OPEN HOUSE

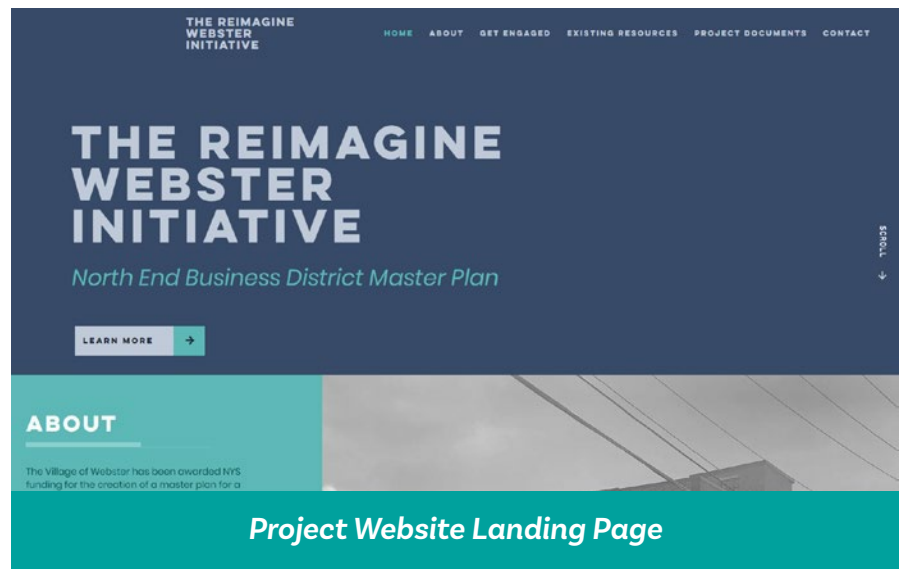
The Reimagine Webster project team hosted a public open house at the Town Recreation Center on Wednesday, November 15th from 6:00 – 8:00 PM. Attendees were invited to come learn about the Reimagine Webster initiative and provide their input on the draft Master Plan concepts and what types of development and amenities they would like to see in the Study Area in the future. Presentation boards were displayed around the room presenting the work conducted thus far, including the inventory and analysis of existing conditions, the market analysis, and other relevant plans and studies. Additional boards presented the draft redevelopment concepts for the Strategic Sites identified within the Study Area, and asked attendees to vote on the type and density of development they would like to see – as well as any additional public realm enhancements or amenities. In addition, large printouts of the draft Master Plans were placed on tables around the room for attendees to draw on with their ideas. Approximately 25 community members were in attendance.

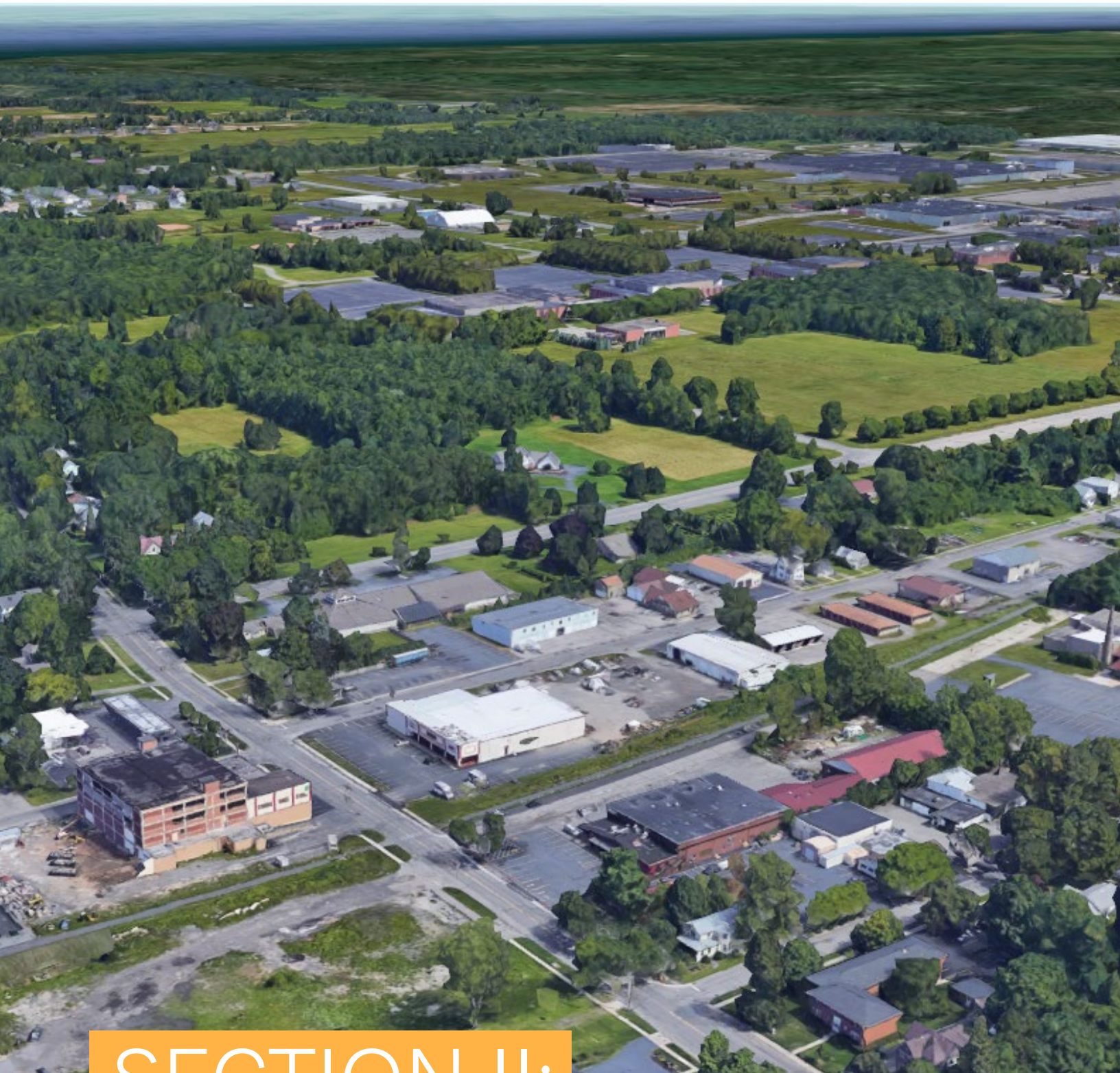
Stakeholder Meetings

Several stakeholder meetings were conducted throughout the planning process to engage various organizations and individuals within the community. These meetings provided first-hand knowledge of local challenges and opportunities in the Study Area. Stakeholder interviews and meetings were held with local businesses and property owners as well as public entities such as the Webster Recreation Department.

Project Website

A website specific to the Reimagine Webster Initiative was created to provide community members and interested parties an opportunity to learn more about the project and provide valuable input. Meeting notifications and summaries were also posted for public viewing.





SECTION II:

REIMAGINE WEBSTER MASTER PLAN

Proposed Area-Wide Plan

Overview

The Area-Wide Plan for the Reimagine Webster Study Area was developed through a multi-step process, as shown below. Input from Town and Village staff, stakeholders, and community members was used to identify Strategic Sites and explore several conceptual alternatives for their redevelopment. These site-specific improvements were combined with area-wide connectivity and placemaking improvements to create the preferred master plan.

ARRIVING AT THE MASTER PLAN



1

IDENTIFICATION OF STRATEGIC SITES

Through discussions with Town and Village staff, key stakeholders, and the project steering committee, a number of Strategic Sites were selected based on their strong potential for future investment and redevelopment.

2

CONCEPT ALTERNATIVES

A series of concept-level site design alternatives were developed for the Strategic Sites to explore different potential reuse options for each site. These concept alternatives were presented to stakeholders, community members, and the steering committee for their feedback in summer and fall of 2023.

3

PREFERRED MASTER PLAN CONCEPT

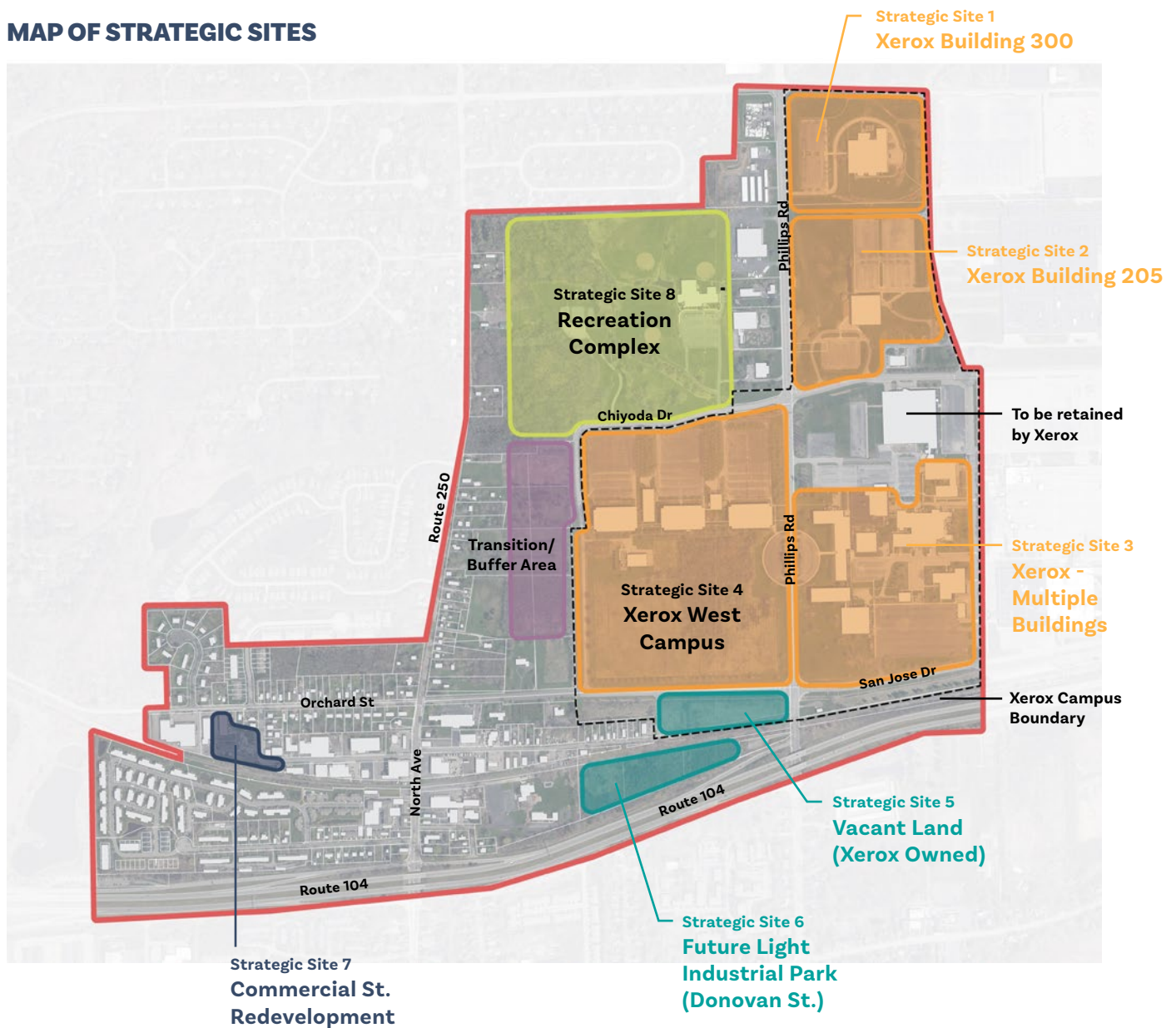
An overall master plan was developed by combining the preferred concept alternatives for each Strategic Site together with a number of area-wide improvements including streetscape enhancements, additional trail connections, and placemaking amenities.

1 Strategic Sites

There are eight Strategic Sites that were identified as critical to the revitalization of the Reimagine Webster Study Area. Sites were considered strategic for a number of reasons including their size, location, potential for reuse of existing buildings, and/or friendly site ownership. Targeted redevelopment at these sites is likely to catalyze larger area-wide revitalization.

Detailed explanations of the proposed development concepts for the Strategic Sites can be found beginning on page 39.

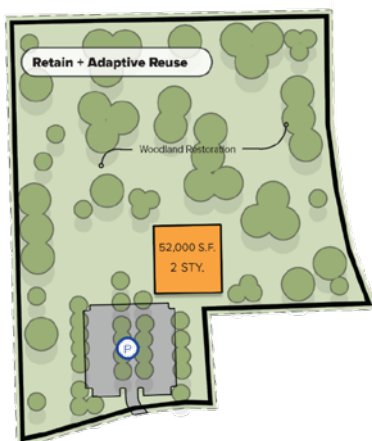
MAP OF STRATEGIC SITES



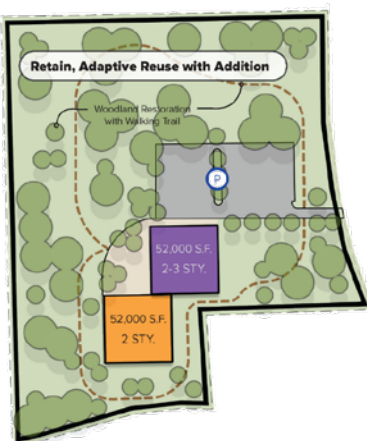
2 Concept Alternatives

Several conceptual design alternatives were developed for each strategic site to explore a variety of development options and site layouts. The alternatives varied in their land use, from commercial to residential to light industrial, and in their density of development, from open space to low-density to high-density. Stakeholders, community members, and steering committee members provided feedback on the concept alternatives and the most preferred alternatives were used to develop the preferred master plan concept. Examples from this process are depicted below:

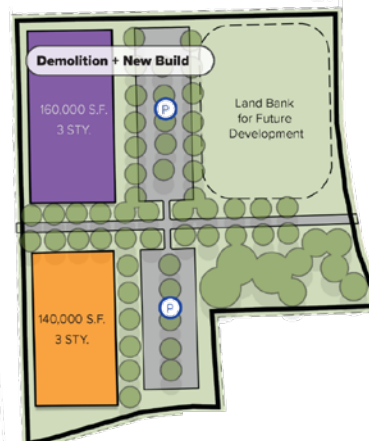
SITE 2 CONCEPT ALTERNATIVES



Adaptive reuse of existing building.



Adaptive reuse of existing building, plus addition of new building.



Demolition of existing build and construction of two new buildings.

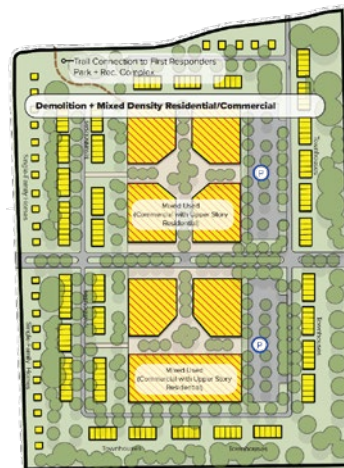
SITE 4 CONCEPT ALTERNATIVES



Low-density residential development.



Mixed-density residential development.



Higher-density residential development.

Master Plan Concept

Strategic Sites

Sites identified for targeted improvements.

Strategic Site 1

- 1A Light industrial development

Strategic Site 2

- 2A Light industrial development

Strategic Site 3

- 3A Incubator flex space
- 3B Two-story office space with public space
- 3C Shovel-ready future development space
- 3D Gateway feature

Strategic Site 4

- 4A Four-story mixed-use development with underground parking
- 4B Public plaza
- 4C Commercial development
- 4D Three-story residential apartments
- 4E Townhomes with rear alley garage access
- 4F Three-story mixed-use development
- 4G Open space for flexible programming
- 4H Multi-sport fieldhouse and wellness complex

Strategic Site 5

- 5A Hojack History Center and Rail Park
- 5B Small-scale commercial development

Strategic Site 6

- 6A Light industrial park (under development)

Strategic Site 7

- 7A New mixed-use development
- 7B Rehabilitated existing ceramics building

Strategic Site 8

- 8A Re-aligned entry drive and new parking
- 8B Shelter with restrooms
- 8C Amphitheater
- 8D Pickleball courts

Transition Area

- 7A Single-family homes and/or duplexes

Public Realm Improvements

Improvements to streetscapes, trails, and gateways.

1 Chiyoda Drive Improvements

- Extension of Chiyoda Dr. west to Route 250
- Shared-use path
- Four-way intersection at Panama Road
- Three-way intersection at Route 250
- Street trees and corridor enhancements
- Re-route Chiyoda Trail north through woods

2 Phillips Road Complete Streets Project

- Roadway re-configuration and re-paving
- Shared-use path between Klem Rd. and Hojack Trail
- Streetscape improvements

3 Commercial Street Improvements

- Street trees
- Sidewalks and parking lane markings

4 Donovan Street Improvements

- Dedicated pedestrian walkways with street trees
- Markings for shared travel lanes

5 Route 250 Bike Lane

- Bike lane from Orchard St. to Chiyoda Dr. extension

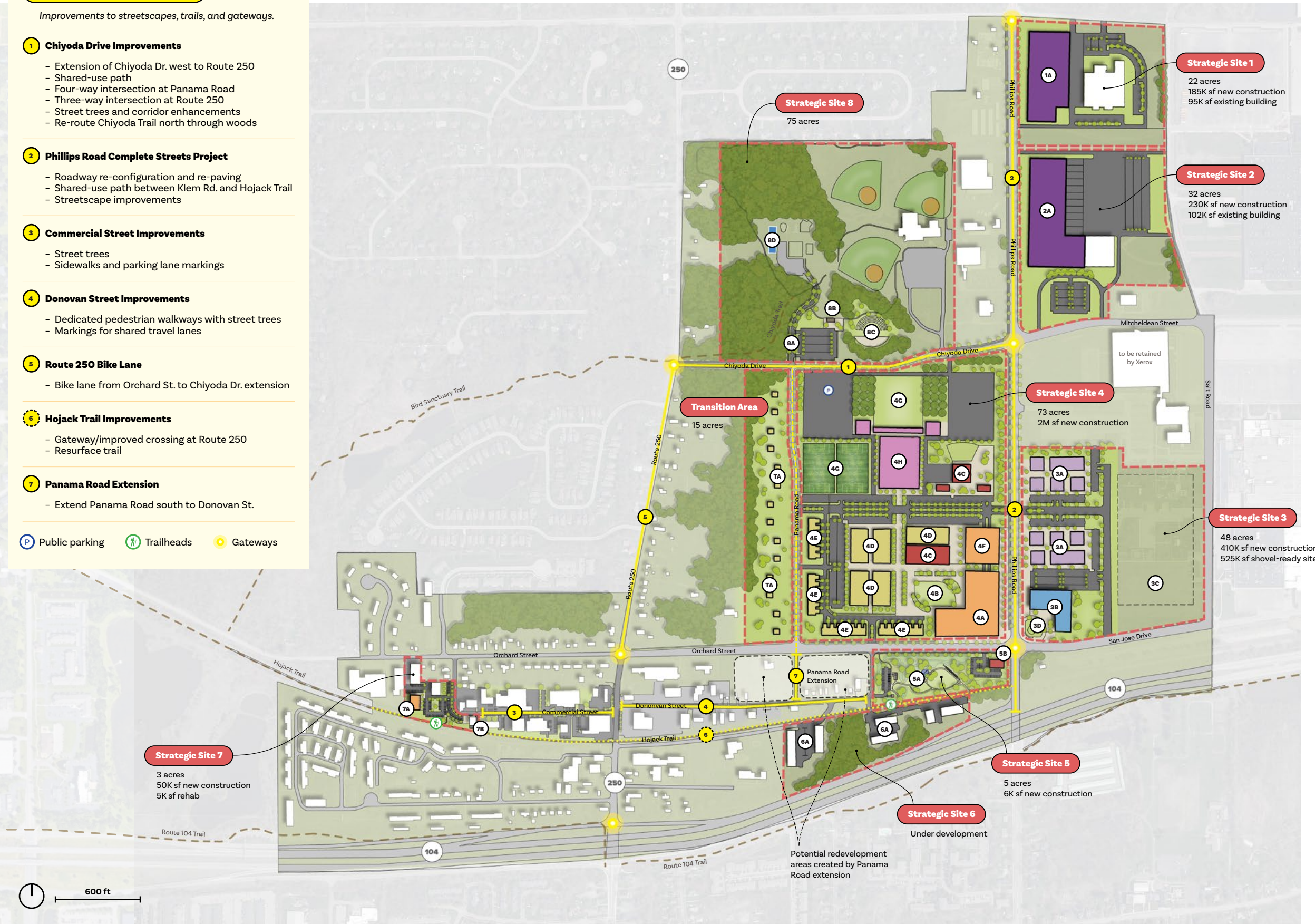
6 Hojack Trail Improvements

- Gateway/improved crossing at Route 250
- Resurface trail

7 Panama Road Extension

- Extend Panama Road south to Donovan St.

P Public parking Trailheads Gateways



Connectivity + Placemaking Recommendations

Overview

The Reimagine Webster Master Plan identifies recommended projects for enhancing the overall connectivity and sense of place in the Study Area. These recommendations are aimed at creating essential linkages for transportation users of all kinds, as well as establishing a unique and attractive identity for the Study Area that helps to draw new investment and residents to the area. These recommendations are broken into several categories, including:



TRAIL CONNECTIONS



TRAILHEAD DEVELOPMENT



STREETSCAPE IMPROVEMENTS



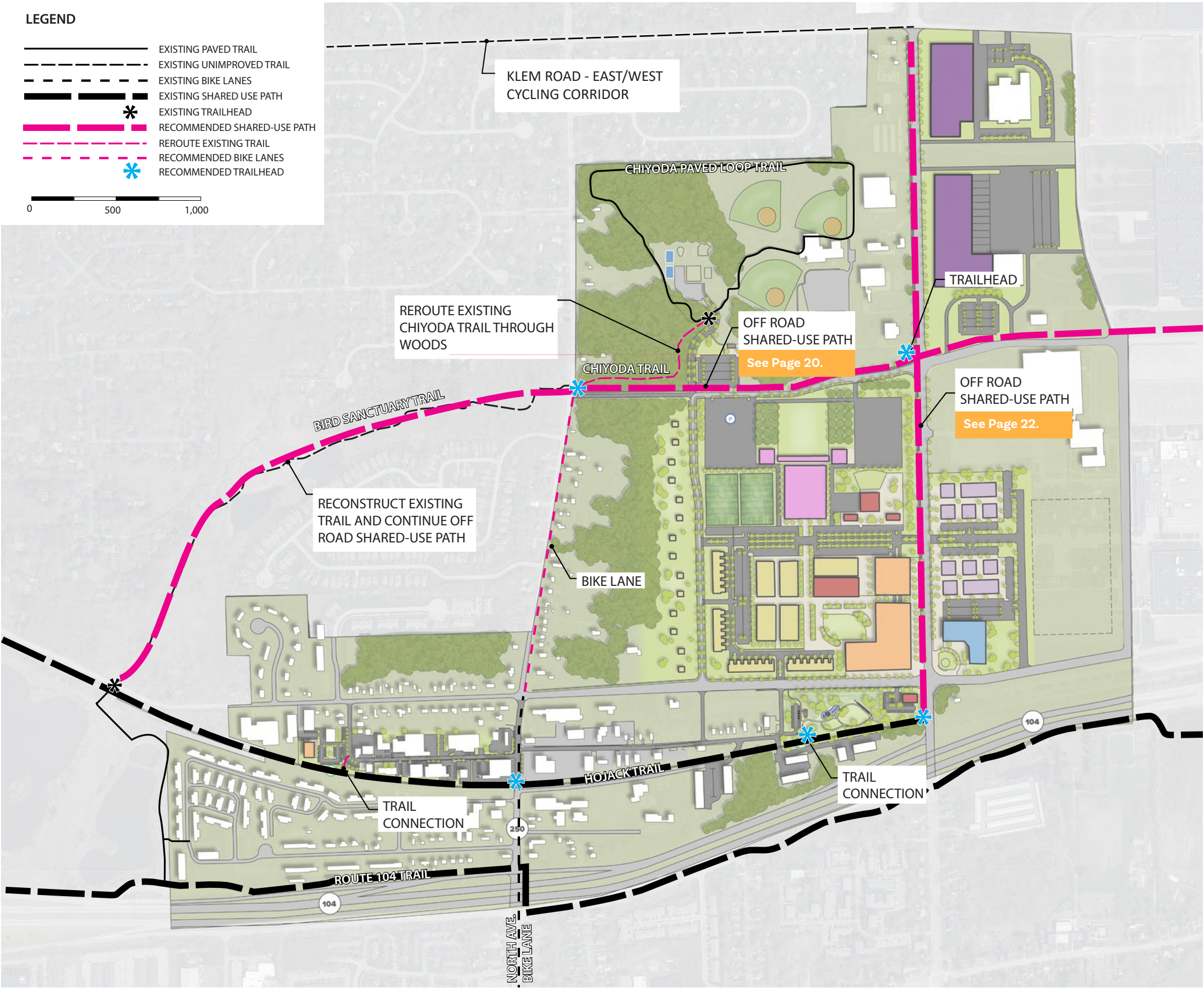
GATEWAYS + INTERSECTIONS



PLACEMAKING + PUBLIC ART

The map on the following page depicts the overall connectivity recommendations, specifically in regards to bicycle and pedestrian facilities, as well as preferred locations for gateway enhancements, intersection improvements, and trailhead development.

PROPOSED CONNECTIVITY IMPROVEMENTS



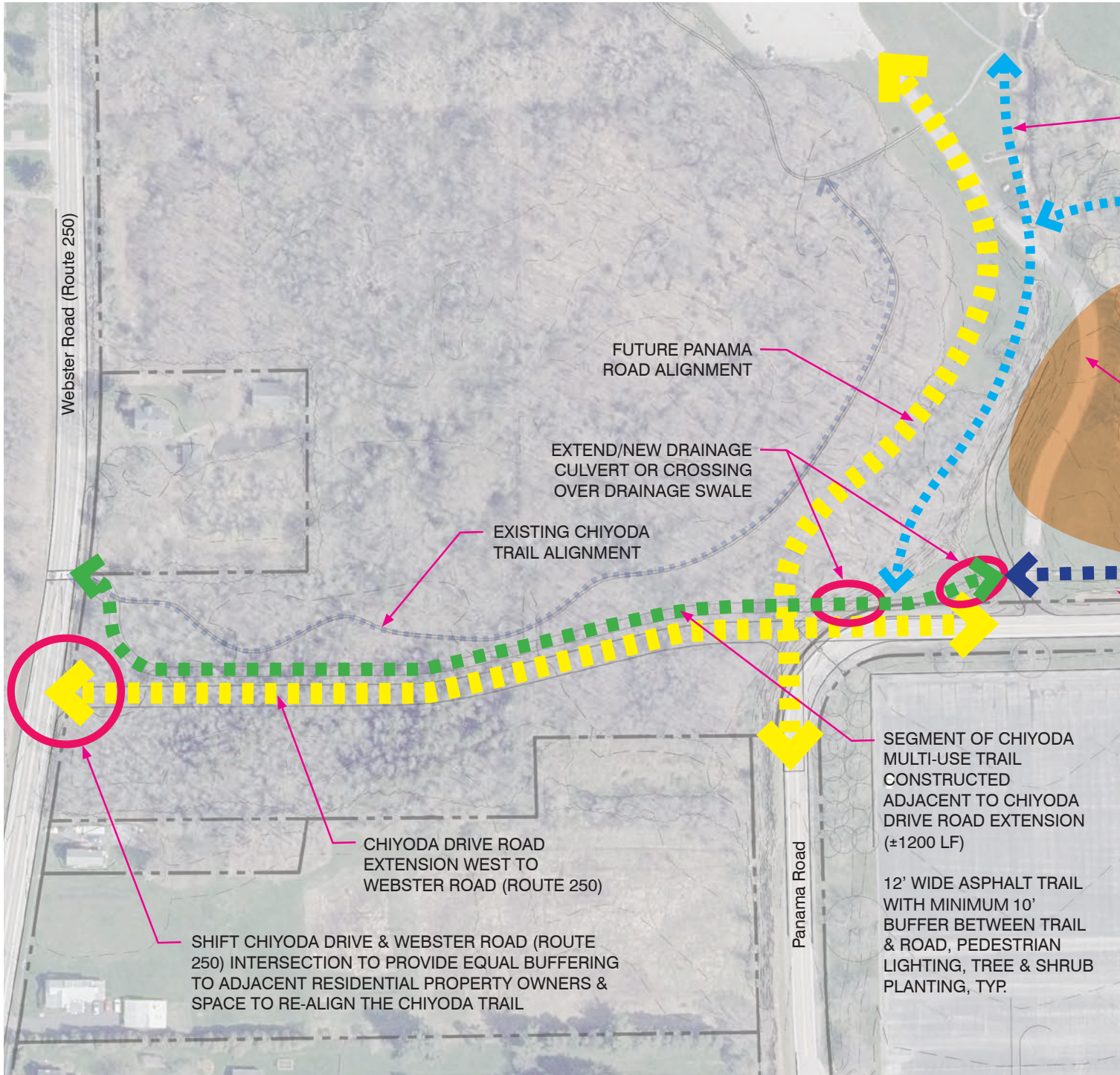
BEST STREETSCAPE DESIGN PRACTICES

- Design for safety and accessibility by incorporating traffic calming measures and vertical elements between the roadway and the sidewalk, such as street trees, lighting, signs, bollards, parallel parking, bumpouts
- Design to build community by incorporating public art and creative place-making such as banners, hanging baskets, planters, sculpture, murals
- Design to increase appeal and dwell time by providing shade, places to sit and rest, and wayfinding
- Encourage multi-modal transportation by including upgraded pedestrian facilities and new bicycle infrastructure
- Increase climate resiliency by incorporating street trees and green infrastructure

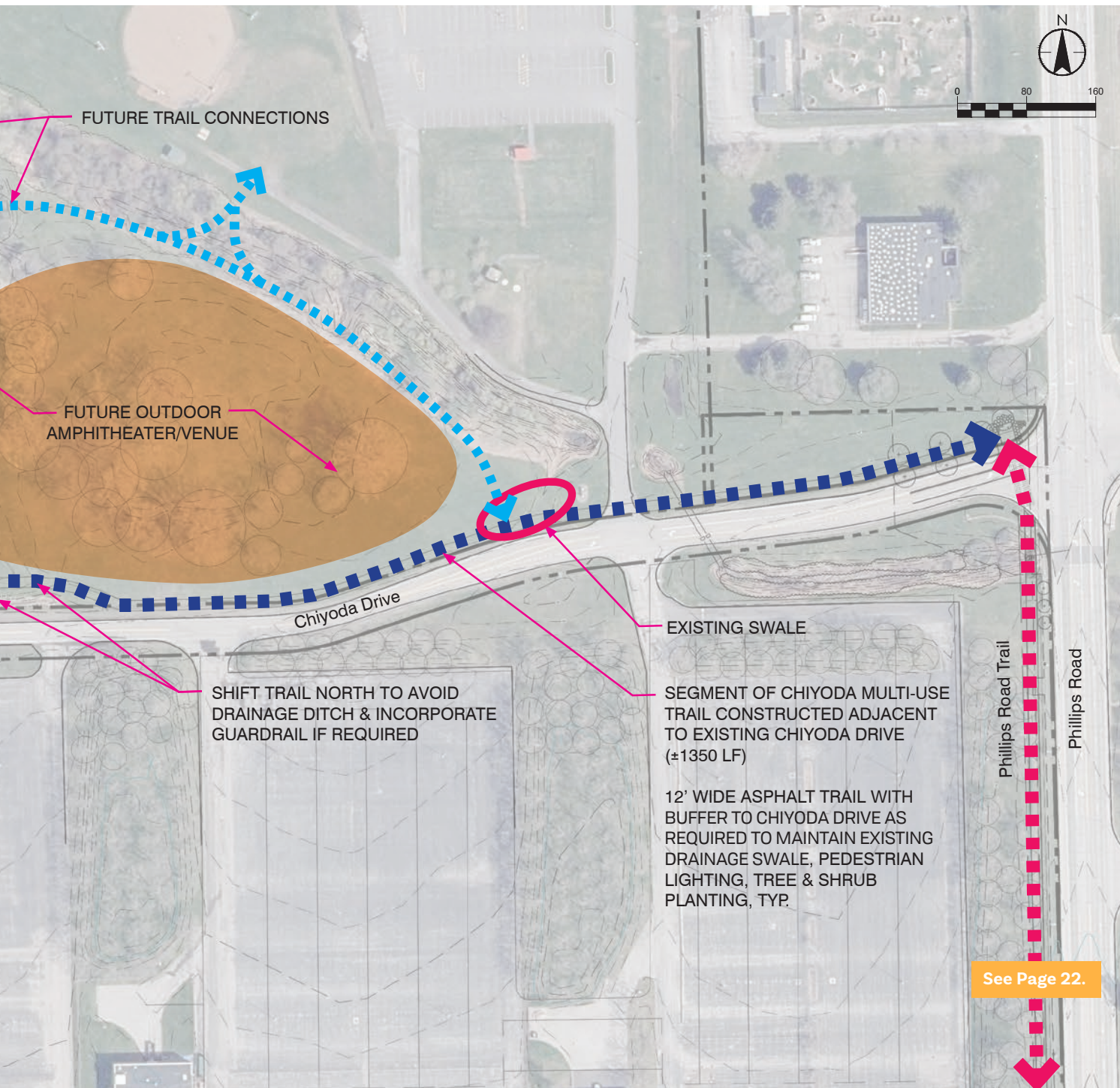


TRAIL CONNECTIONS

CHIYODA DRIVE MULTI-USE TRAIL



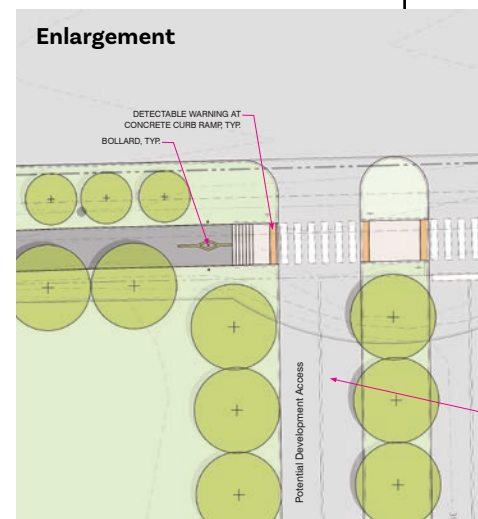
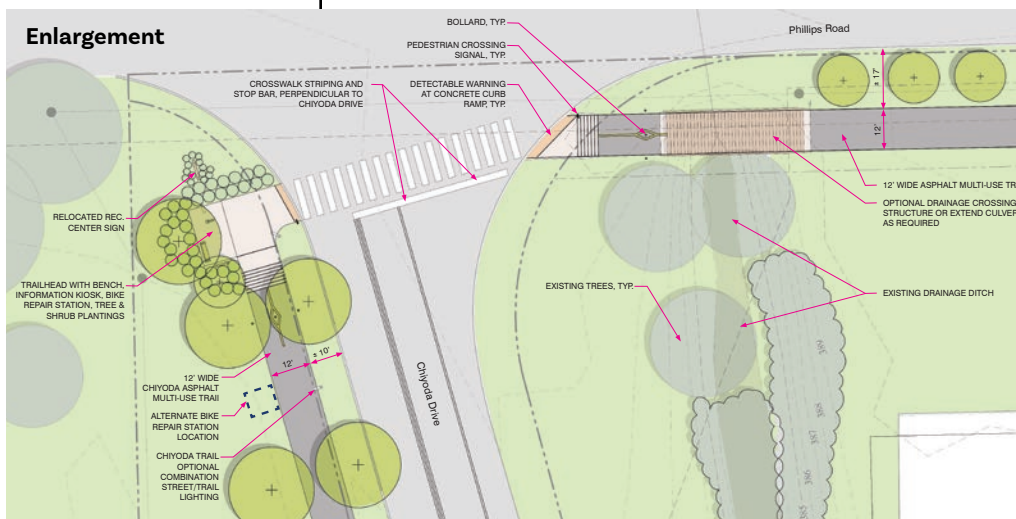
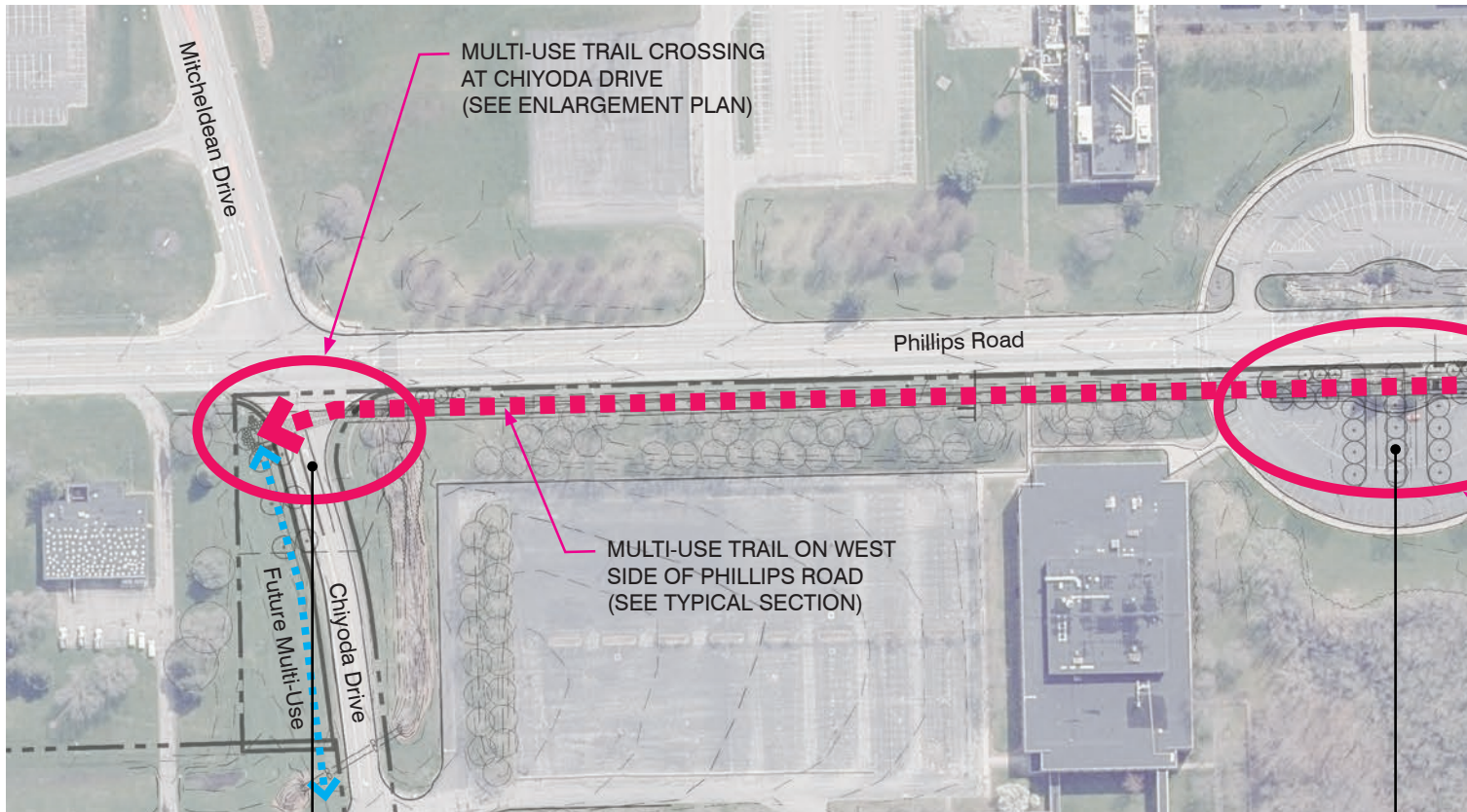
Description: A multi-use trail is proposed on the north side of Chiyoda Drive and the Chiyoda Drive extension to connect Phillips Road and the proposed Phillips Road multi-use trail to Route 250. The multi-use trail is envisioned as a 12-foot-wide asphalt trail with lighting, buffered from the road by landscaping.





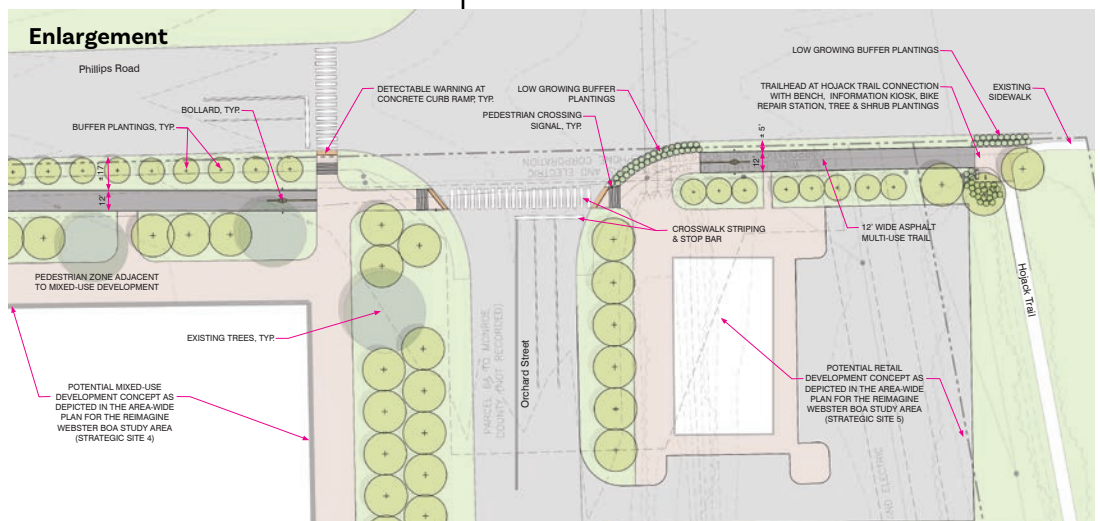
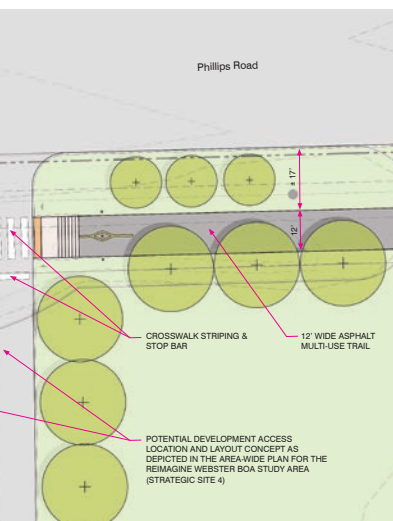
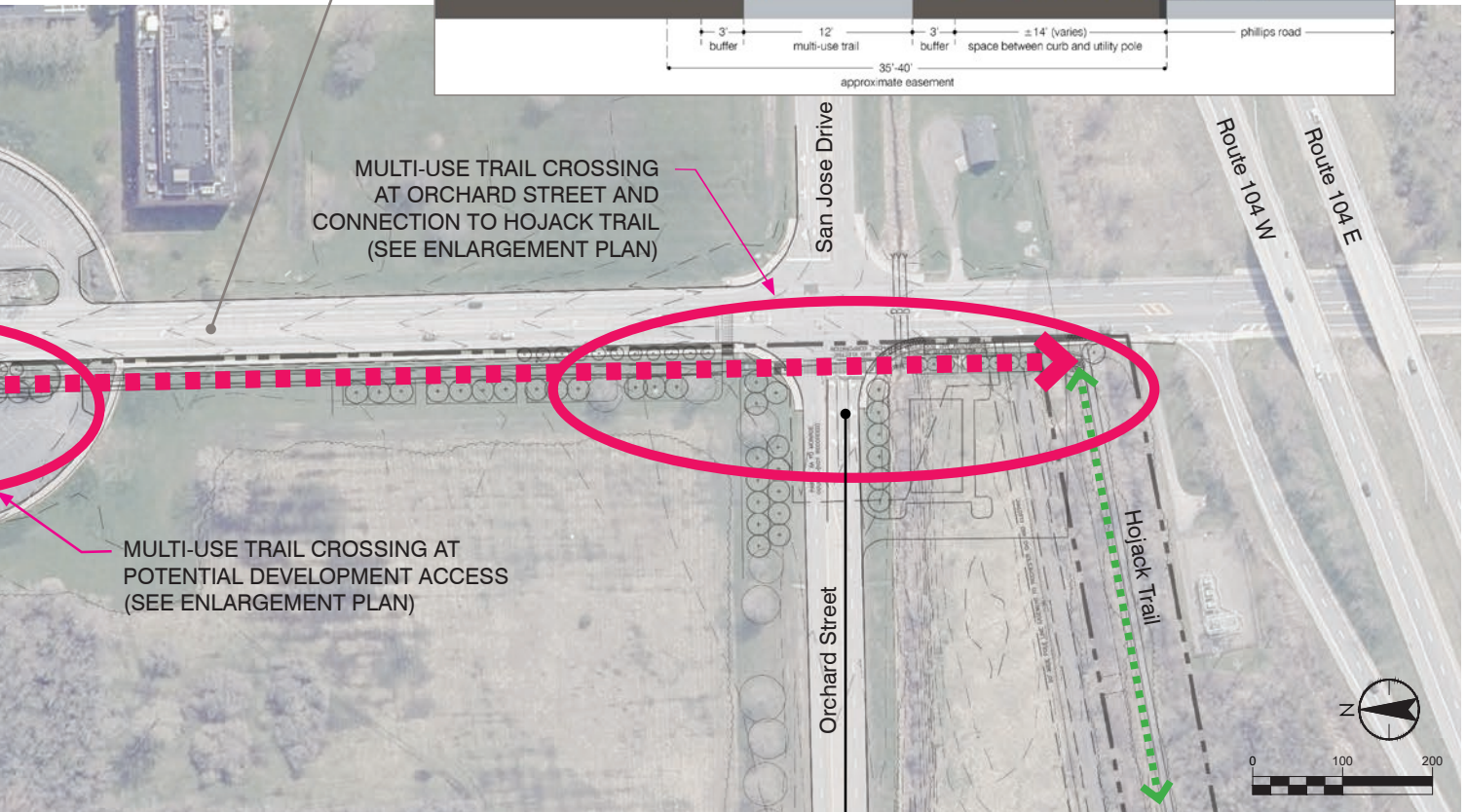
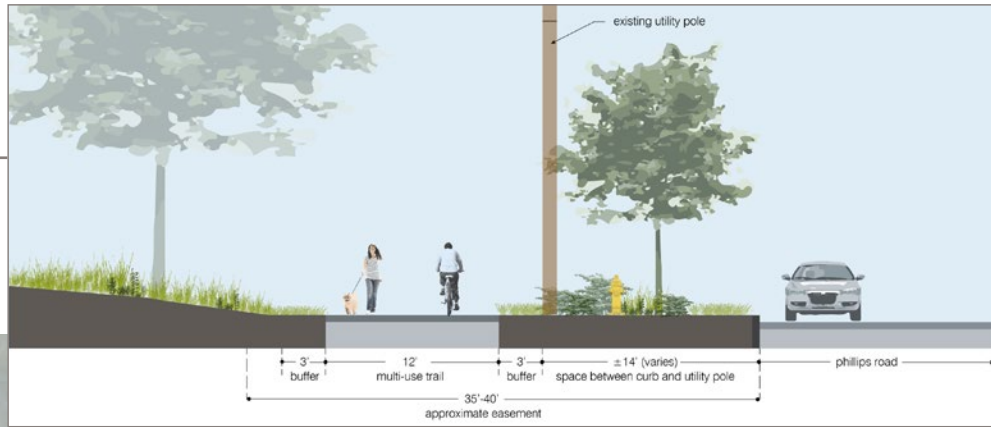
TRAIL CONNECTIONS

PHILLIPS ROAD MULTI-USE TRAIL



Description: A multi-use trail is proposed on the west side of Phillips Road to connect the proposed Chiyoda Drive multi-use trail to the Hojack Trail. The multi-use trail is proposed to be 12-feet wide, buffered from the roadway by landscaping. Crosswalks along this stretch will also be enhanced for safety.

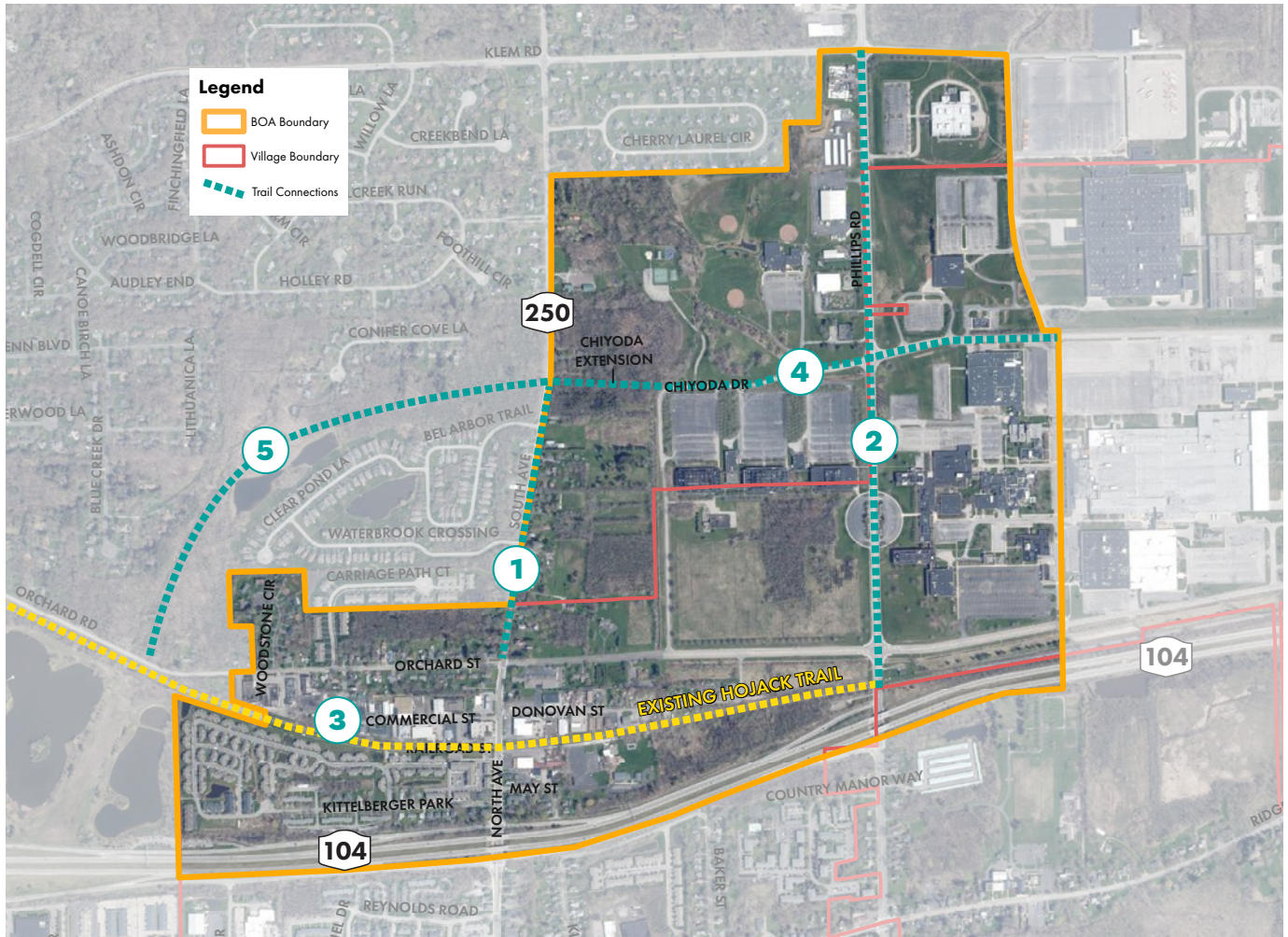
Typical Section





TRAIL CONNECTIONS

EXPANDED TRAIL NETWORK



Building upon the current regional trail network, the introduction of new multi-modal facilities across the Study Area aims to establish a more cohesive and interconnected environment. To achieve this, it is recommended to align closer with current AASHTO multi-use trail design and safety standards, as well as established best practices. Proposed recommendations to realize this objective include:

1. Expanding the existing bike route along North Avenue from Orchard Street to Chiyoda Drive (proposed western extension).
2. Introducing off-road pedestrian and cyclist facilities on Phillips Road (see Page 22).
3. Establishing a connection to Commercial Street in conjunction with potential future development.
4. Creating a dedicated bike and pedestrian trail along Mitcheldean Drive from Salt Road to the Recreation Center and along the proposed Chiyoda Drive extension to connect to Route 250 (see Page 20).
5. Although technically beyond the Study Area limits, the reconstruction of the existing Birdsong Trail to meet multi-use trail design standards is suggested. This would effectively bridge a significant gap and establish a connection between Phillips Road and the existing Hojack Trail.

CASE STUDY: ECONOMIC DEVELOPMENT + TRAILS

Trails have a multitude of benefits, including environmental sustainability, enhanced community quality life, and improved public health outcomes. Additionally, trails have a positive impact on local economies and can play a significant role in revitalization efforts, as demonstrated across New York State. The Office of the New York State Comptroller quantified this impact for the year 2020 in a report titled “The Economic Impact of the Great Outdoors” in June 2022. According to the report, outdoor recreation in New York State in the year 2020 accounted for:



\$22.1B IN
ECONOMIC ACTIVITY



241,000 JOBS

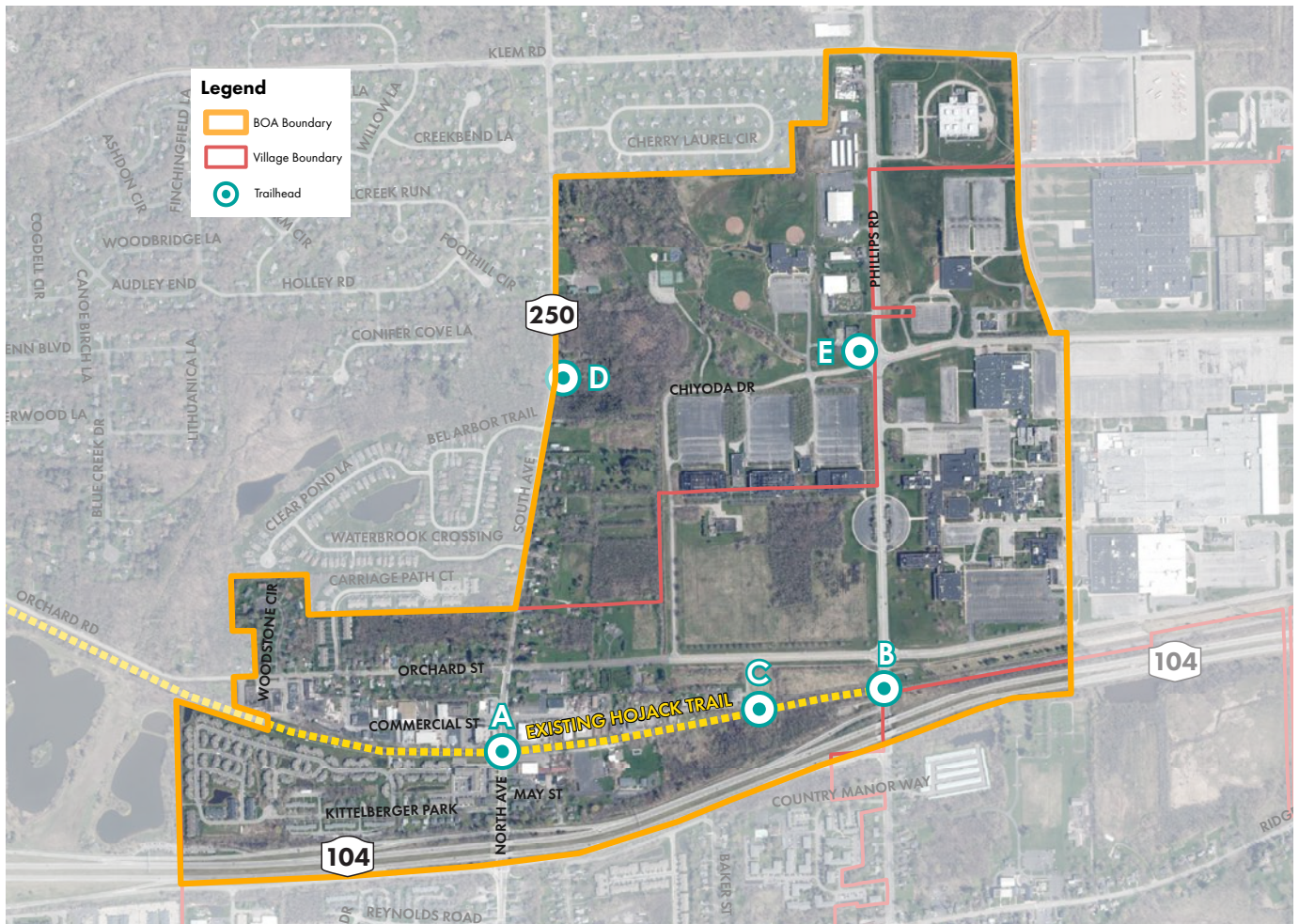


\$13.1B IN
COMPENSATION

1: Empire State Trail Plan: Final-June 2018



TRAILHEAD DEVELOPMENT



Trailheads serve as the interface between trails and the surrounding community, requiring purposeful design to offer a range of amenities including directional signage, informational kiosks, seating, bike repair stations, trash receptacles, landscaping, and other features catering to diverse trail users. The design should not only be functional but also engage users by celebrating the trail character and the local culture through interpretive signage, historic markers, and public art. Proposed improvements include:

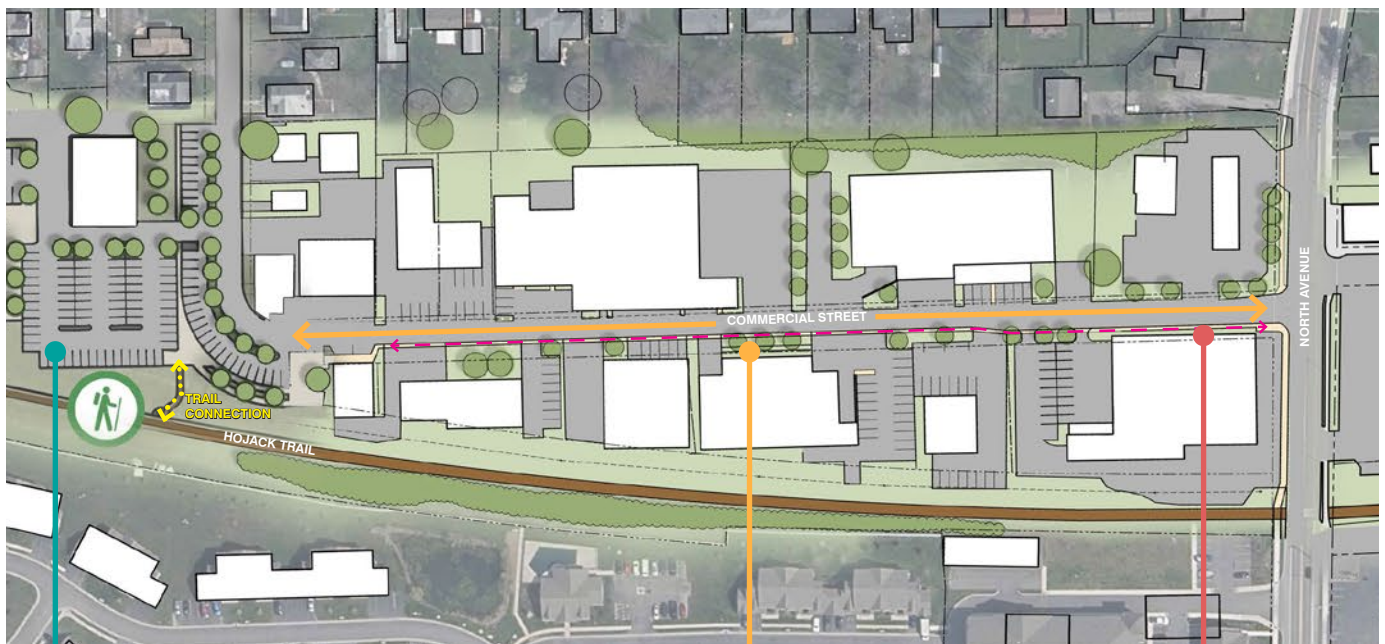
- (A.) Installing a signature gateway feature and improving the trail crossing at Route 250, paving the segment of the trail from 250 to Phillips Road, and improving lighting.
- (B.) Installing a new trailhead at the southern terminus of Phillips Road to connect the Hojack Trail to the proposed shared-use path along Phillips Road.
- (C.) Installing a new trailhead at the Hojack History Center and Rail Park proposed for Strategic Site 5.
- (D.) Installing a new trailhead at the proposed Chiyoda Drive extension to connect the re-routed Chiyoda Trail to the Bird Sanctuary Trail.
- (E.) Installing a new trailhead at the intersection of Phillips Road and Chiyoda Drive to connect the proposed shared-use paths along these corridors together.



STREETSCAPE IMPROVEMENTS

Commercial Street

Due to the existing commercial and light industrial uses throughout the corridor it is critical to maintain expansive paved areas, flush curbs, and numerous points of building entry (vehicular and pedestrian). Within the constraints of the corridor there are three key recommendations focused on enhancing the corridor and improving pedestrian comfort and safety.



Formalize Parking

Preserve asphalt parking and incorporate pavement markings and curbing to clarify circulation and access and increase parking capacity.



Introduce Street Trees

Strategically incorporate street trees to enhance corridor, cool pavement, lower energy costs, and improve property values.



Establish Pedestrian Routes

Distinguish pedestrian path from vehicular zones with sidewalks or pavement marking variations.





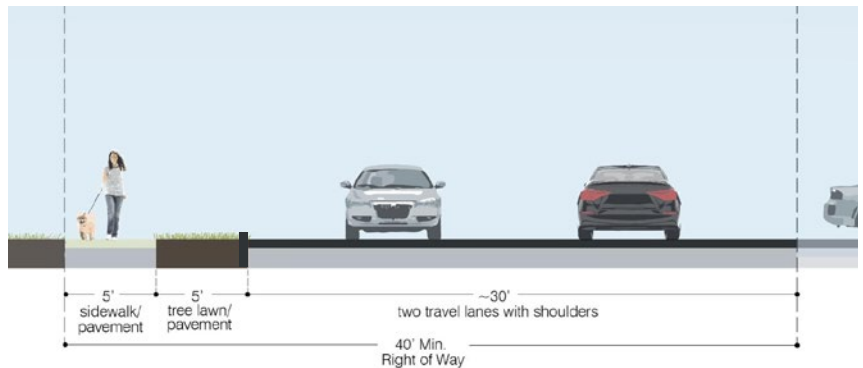
STREETSCAPE IMPROVEMENTS

Donovan Street

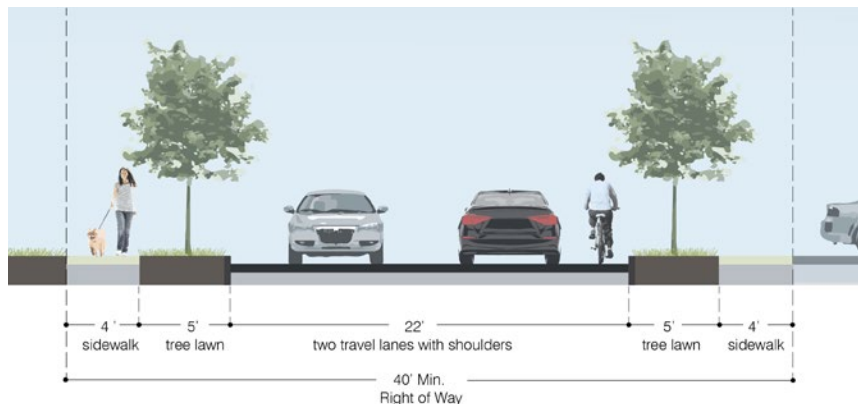
The goal of enhancements along Donovan Street is to elevate safety for vehicles, pedestrians, and cyclists while also enhancing the overall character of the corridor. The proposed recommendations include formalizing the roadway with curbs (minimum width necessary for vehicular use), introducing street trees, and establishing a pedestrian sidewalk and tree lawn. These recommendations aim to create comfortable pedestrian and cyclist connections between North Avenue and potential future development to the east and north of the corridor.



EXISTING CONDITIONS



PROPOSED - SIDEWALKS AND SHARED BIKE LANES



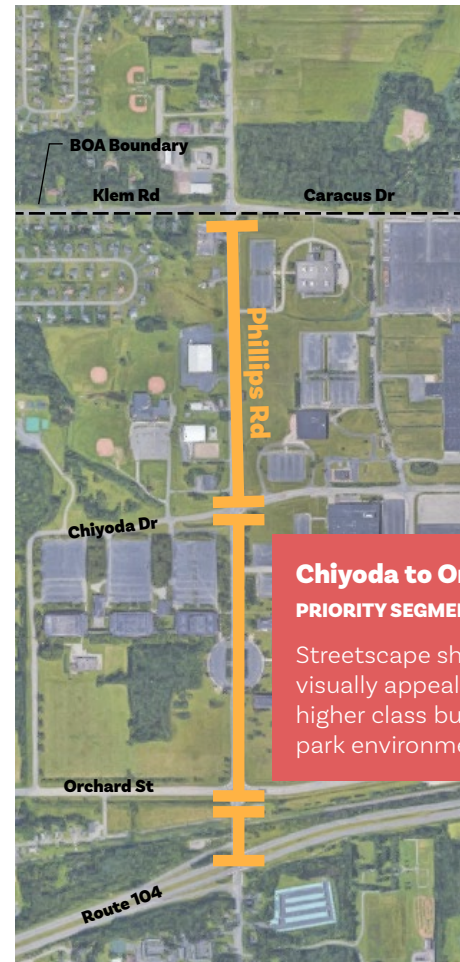
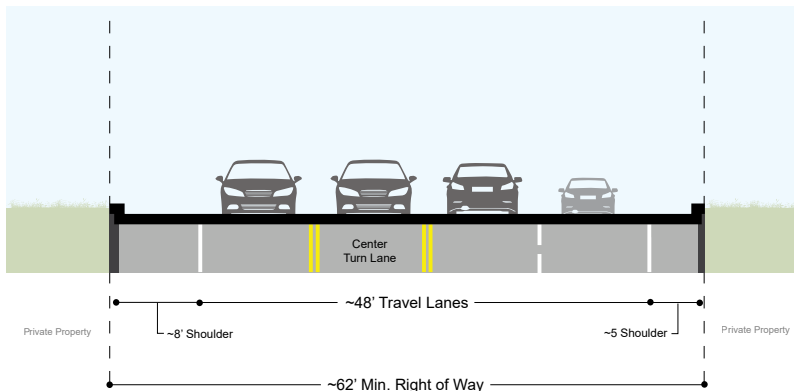


STREETSCAPE IMPROVEMENTS

Phillips Road

Phillips Road is a significant north-south corridor within the Study Area. The scale of the roadway reflects the former transportation needs of the industrial Xerox campus with minimal pedestrian accommodations along the vehicular corridor. Improvements are needed to align the use and character of the roadway with community desires and current best practices for multi-modal accommodations. The design of the roadway may look and function differently depending on the segment. For example, the segment from Chiyoda Drive to Orchard Street is envisioned as a higher class business park streetscape, not just an industrial road.

EXISTING CONDITIONS



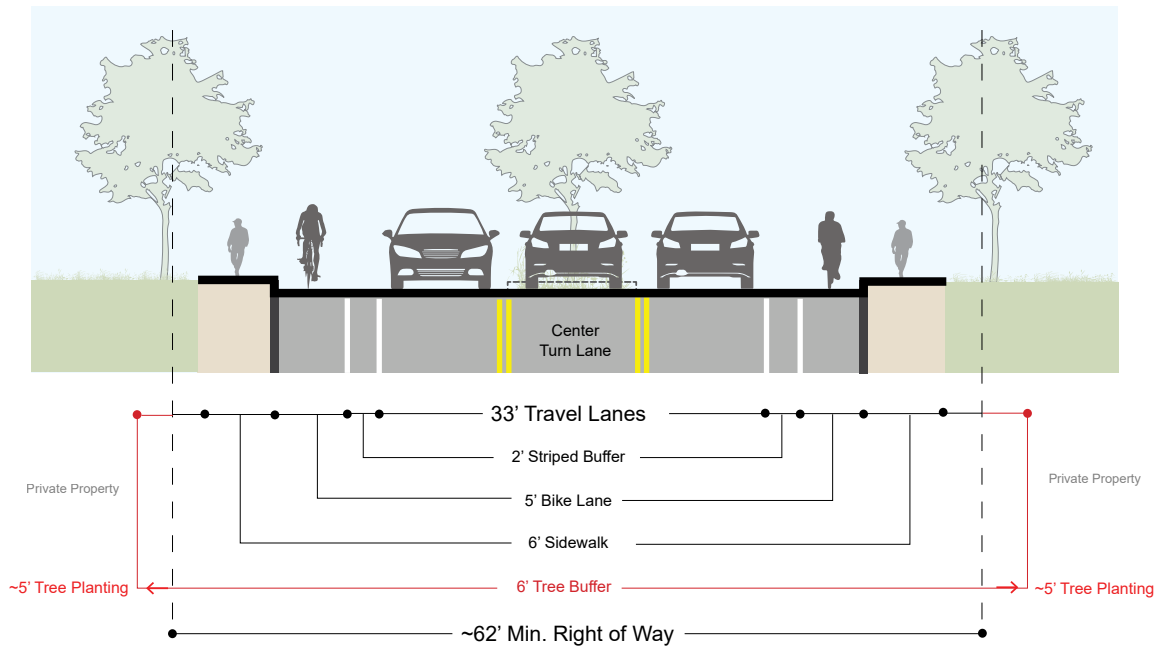
Chiyoda to Orchard PRIORITY SEGMENT

Streetscape should be visually appealing to a higher class business park environment.

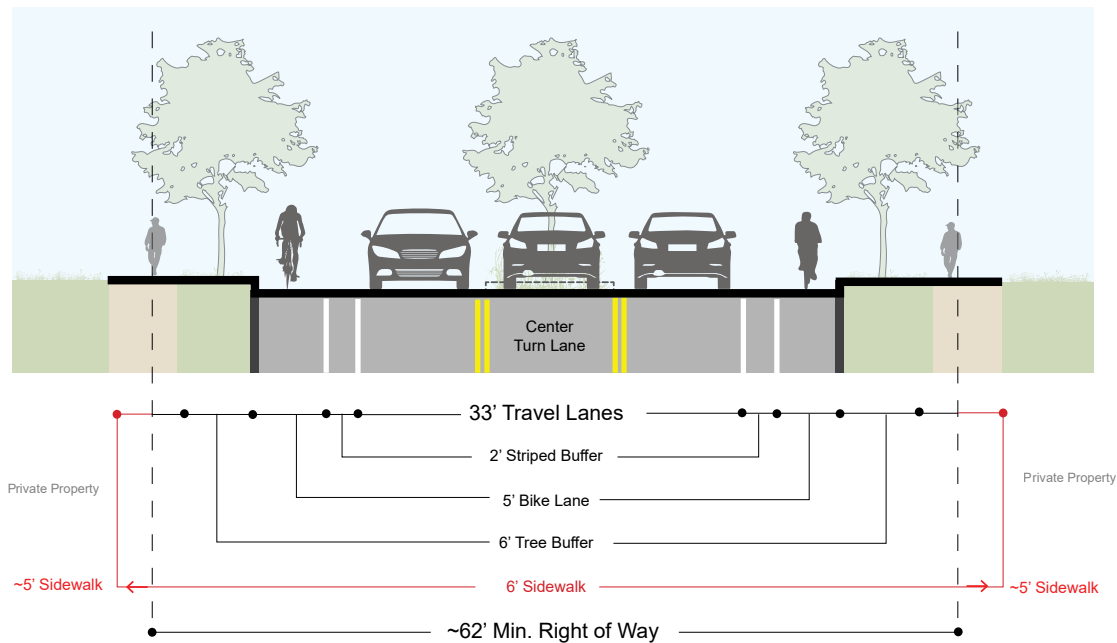
Roadway Configuration Alternatives (Klem Rd to Route 104)

To envision a more pedestrian- and bike-friendly environment along Phillips Road, various alternative design sections were developed and presented to the community, as shown in the representative cross-sections below and on the following page:

PROPOSED - RAISED SIDEWALKS AND ON-ROAD BIKE LANES ON BOTH SIDES



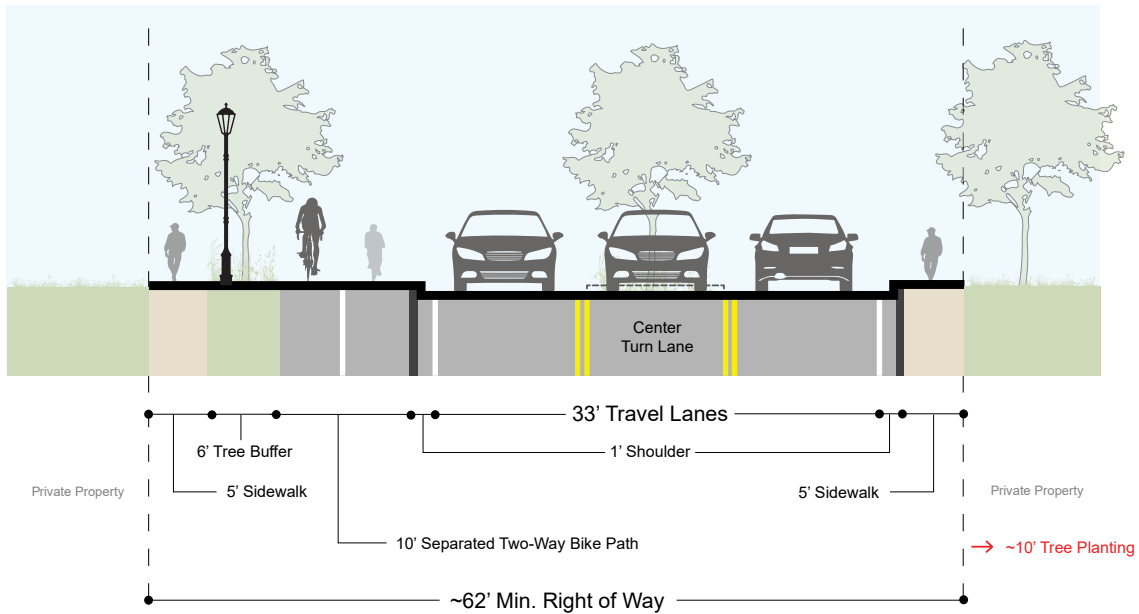
PROPOSED - RAISED SIDEWALKS WITH GRASS BUFFER AND ON-ROAD BIKE LANES ON BOTH SIDES



Roadway Configuration Alternatives (continued)

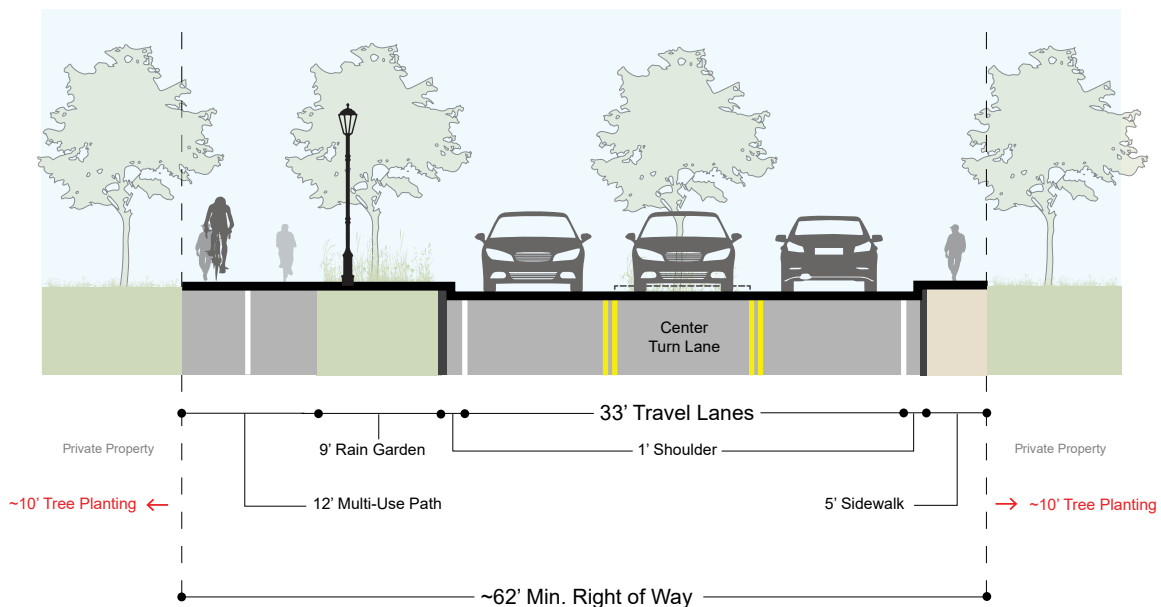
Community Preferred Option

PROPOSED - RAISED SIDEWALKS WITH GRASS BUFFER AND ON-ROAD BIKE LANES ON BOTH SIDES



Community Preferred Option

PROPOSED - RAISED SIDEWALKS ON BOTH SIDES, SEPARATED TWO-WAY BIKE PATH ON ONE SIDE



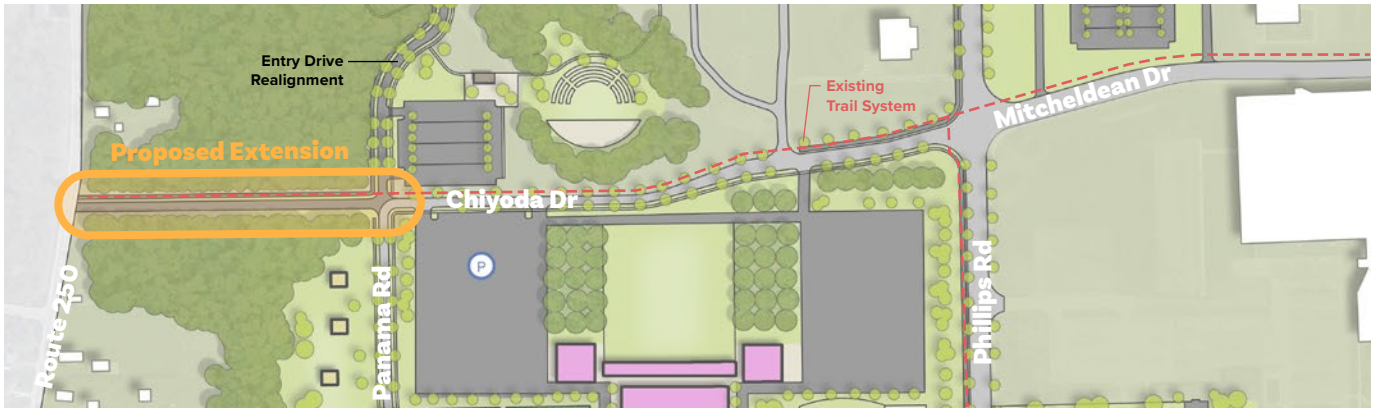
Note:

The Monroe County Department of Transportation (MC DOT) is currently engaged in the preliminary phases of re-designing Phillips Road. The recommendations above and feedback collected during the BOA planning process will be provided to MC DOT to help inform their design process.



STREETSCAPE IMPROVEMENTS

Chiyoda Drive Extension



View looking north along Panama Road towards the proposed four way intersection with the Chiyoda Drive extension.

The proposed extension of Chiyoda Drive to intersect with North Avenue will establish a vital east-west connection that directly benefits residents by providing convenient access to the community center and destinations to the east. In the implementation of this extension, it is recommended that the design adheres to complete street design principles to ensure the comfort and safety of all modes of transportation, including pedestrians and cyclists. Additionally, a thorough assessment should be completed to minimize potential impacts on the adjacent wooded area and the existing Chiyoda Trail, taking into consideration the alignment of the roadway. This approach will enhance connectivity while prioritizing the well-being of the natural environment, pedestrians, and cyclists.



GATEWAYS + INTERSECTIONS

Integrating gateway treatments at strategic intersections contributes to creating a visually appealing urban environment and can help to slow vehicular speeds resulting in a safer pedestrian environment. Gateway treatments typically include inviting signage, landscaping, and architectural elements. These treatments leave a positive first impression on residents and visitors and foster a sense of community identity and pride. They can also visually notify visitors when they are entering a unique character area, like the North End Business District (NEBD) or Northeast Area for Technology (NEAT). Gateway designs are divided into two categories: minor and major.

MINOR GATEWAYS

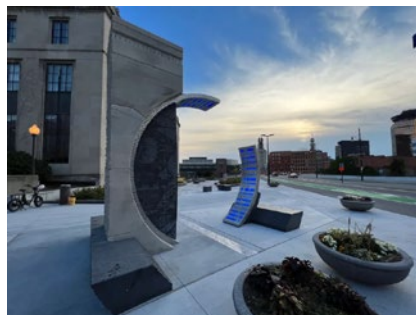
Minor gateways, found at less prominent neighborhood entry points, benefit from smaller-scale signage and improvements, often paired with landscaping and lighting.



Precedent imagery of work by others

MAJOR GATEWAYS

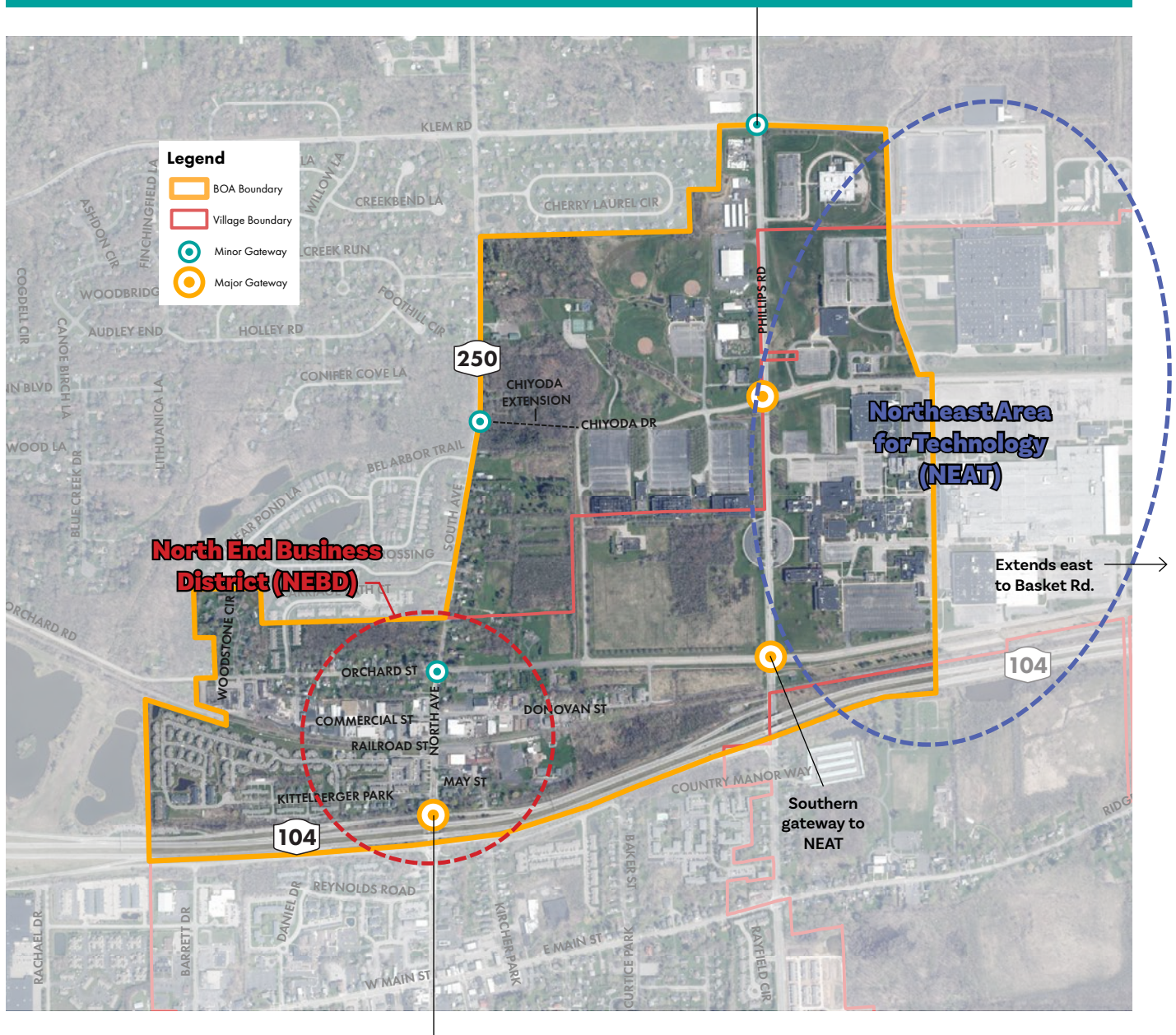
Major gateways are situated at key intersections and along neighborhood boundaries. They typically feature highly-visible enhancements such as monument signs or sculptural installations to mark a transition from one area to another.



Precedent imagery of work by others

MINOR GATEWAYS

Minor gateway improvements are recommended at the intersections of North Avenue with Chiyoda Drive (proposed extension) and Orchard Street and at Phillips Road and Klem Road.



MAJOR GATEWAYS

Major gateway improvements are recommended at the intersection of Phillips Road and Chiyoda Drive, Phillips Road and Orchard Street, and North Ave and Route 104 (north side). The Phillips Road major gateways will complement an enhanced streetscape design between Chiyoda Drive and Orchard Street that will establish this area as a high class business park.



PLACEMAKING + PUBLIC ART

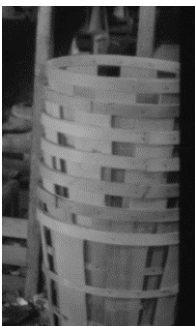
Placemaking is an approach to planning that emphasizes the creation of unique, vibrant, and inclusive public spaces. Incorporating context specific site features and amenities can create more welcoming and functional places, foster a sense of pride, and strengthening the fabric of a community.

Public art is a vital contributor to a community's vibrancy and culture. Beyond aesthetics, it builds identity, pride, and connectivity among residents. Transforming public spaces into dynamic environments, it sparks creativity and dialogue. Public art also boosts the local economy by attracting visitors. Whether through murals or sculptures, it serves as a powerful tool for social engagement, reflecting diverse community narratives. Embracing public art enhances urban landscapes and fosters a collective spirit, strengthening the social fabric of a community.

It is advised to incorporate both placemaking and public art into the design process when implementing the plan recommendations. The community's rich history can be reinforced by carefully selecting materials, colors, integrating signage, and incorporating storytelling elements through commemorative or educational art installations.

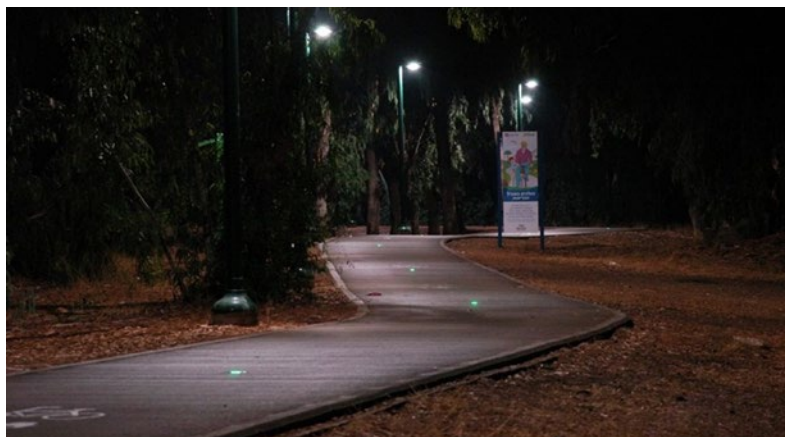
Thematic Design

The Town of Webster and individual properties within the Study Area played a pivotal role in the nation's fruit and vegetable canning, preservation, and basket making history. To capture this heritage, it is recommended to conduct additional research and consult with local historians for an appropriate theme. This theme can inform design decisions, material choices, or through signage that shares the rich historical narrative to future generations, highlighting the community's significance in the national economy.



Lighting

Community feedback included a desire for lighting within the Study Area and along trails. Thoughtfully positioned lighting in pedestrian spaces can enhance actual and perceived safety and elevate the aesthetic environment. Careful consideration should be given to lighting locations concerning long-term maintenance resources, with a preference for dark-sky friendly fixtures to minimize impacts on nocturnal wildlife and surrounding properties.



Representative imagery of trail lighting.

Furnishings

The design, colors, and forms of site furnishings in the public right of way can contribute to a cohesive neighborhood aesthetic. Careful attention should be given to material durability and available resources for maintenance. A recommendation presented to the steering committee proposes a modern yet classic collection with wood panels echoing the former basket-making industry and a distinctive red color inspired by the area's tomato canning history.

POTENTIAL PALETTE



Tree Plantings

Community feedback included a desire for additional tree plantings. Street trees not only add to the visual charm but also contribute to improved air quality and shade that can create more comfortable outdoor spaces. Species selection and planting specifications should be carefully considered for the health and longevity of street trees, accounting for soil conditions, drainage, and tolerance to road-related factors.



Representative imagery of street trees.

Public Art

The integration of public art into the built environment offers diverse possibilities. Public art is recommended to be incorporated throughout the Study Area. Certain types of public art are a better fit for certain locations. For instance, sculptural art installations can serve as iconic elements at major gateways, such as the North Avenue/Route 104 and Phillips Road/Chiyoda Drive intersections. Monumental or commemorative installations are best where pedestrians can engage in educational or interpretive experiences, such as at trailheads or historically-significant locations. Capital improvement projects can seamlessly incorporate artful infrastructure, and interactive artworks can be strategically chosen for locations frequented by pedestrians, such as plazas, parks, and trails. It is recommended to adhere to the best practices for public art projects outlined by Americans for the Arts. This ensures the protection of the investment in public art and provides a fair opportunity for professional artists to contribute their expertise.



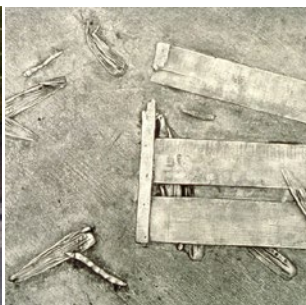
interactive



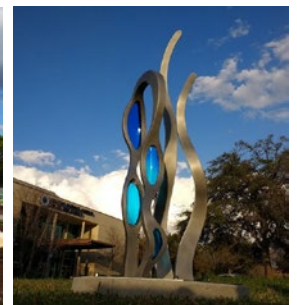
infrastructure art



commemorative / educational



gateway icon



PRODUCE & PRESERVES

A LEGACY OF FRUIT FARMING AND CANNING IN WEBSTER



Source: Webster Museum

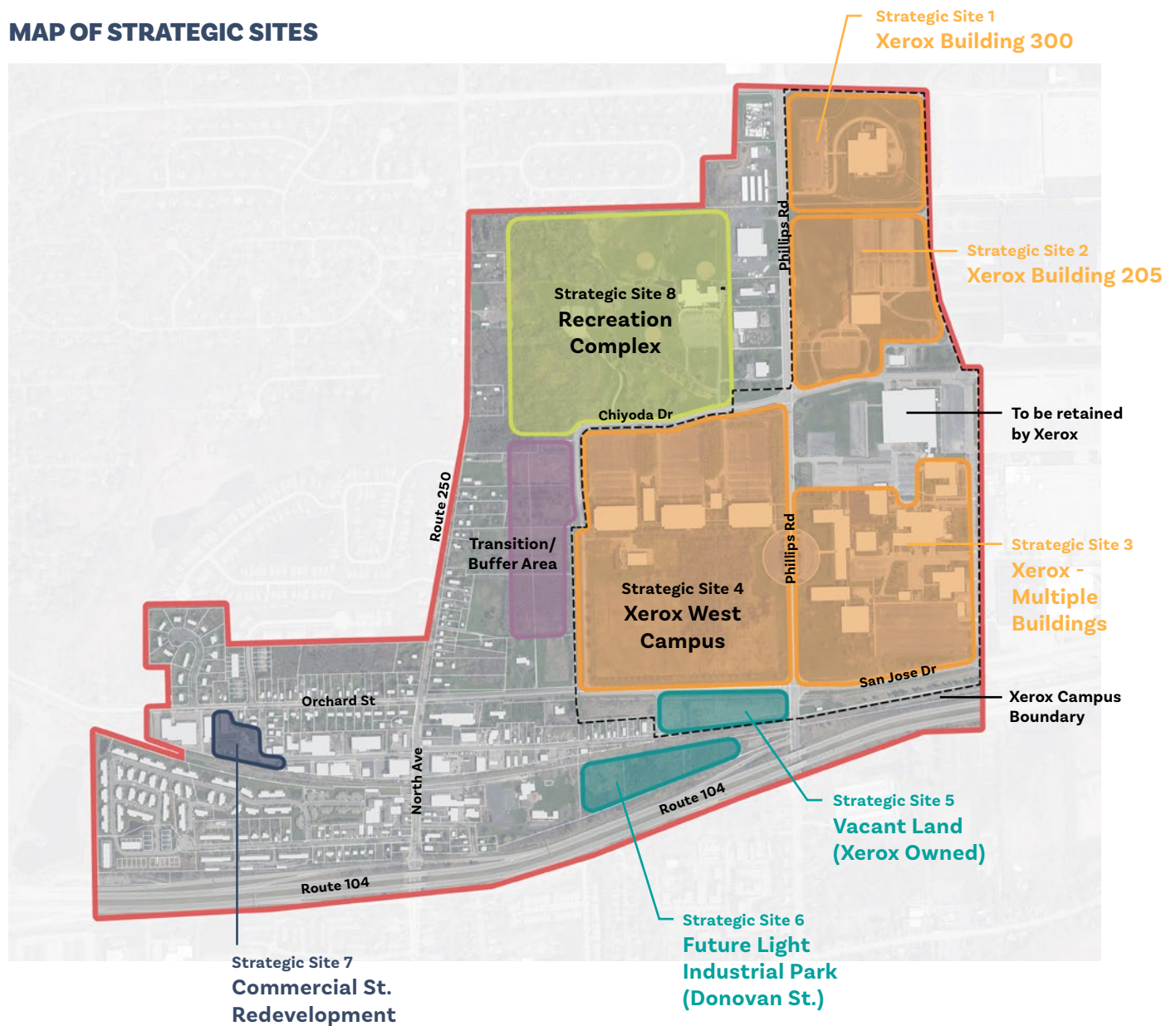
Webster has a rich legacy of fruit farming - dating back to the 19th century. The development of the Hojack rail line brought forth an opportunity to transport crops, as well as canned and preserved produce. The Webster Canning & Preserving Company was established in 1868 within the Reimagine Webster Study Area. The company helped to supply canned fruit and vegetables to soldiers during World War II and remained in business until 1952.

The revitalization of this area of the Village of Webster provides an opportunity to celebrate this rich history and agrarian legacy of the community through public art, street furnishings, and other placemaking and urban design elements - creating a unique and authentic sense of place.

Strategic Sites

The map below shows the eight strategic sites that were identified as critical to the revitalization of the larger Reimagine Webster Study Area. Proposed redevelopment concepts for these sites are detailed on the following pages.

MAP OF STRATEGIC SITES





STRATEGIC SITE 1

Xerox Building 300

Existing Conditions

Strategic Site 1 is located in the northeast corner of the Study Area at the intersection of Phillips Road and Caracus Drive. Xerox Building 300, a single-story, 94,766 square-foot data center is located on the site, with an associated parking lot along Phillips Road. The 22-acre site is owned by Xerox and zoned for industrial use. Chemical intensive uses at the site will likely necessitate soil remediation. Xerox has also indicated a preference to reuse the existing building.

Site Facts

- Owned by Xerox Corporation
- 22 acres
- 94,766 sf of building space
- Built in 1972
- Zoned IN (Industrial)

Redevelopment Considerations

- Soil remediation may be required
- Existing building has potential to be reused
- Large sewer capacity along Phillips Rd. (36")
- Large format building opportunity (150K to 200K sf)
- Could be combined with Strategic Site 2 for large redevelopment opportunity

LOCATION MAP



EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 1 is to create a light industrial corridor along Phillips Road from Caracus Drive to Mitcheldean Drive, in combination with Strategic Site 2. The existing Xerox Building 300 on Strategic Site 1 will be retained and reused for light industrial uses. A new 185,000 square-foot, single-story building may be developed along Phillips Road, with flexibility for light industrial or research and development (R&D) use. Locating this new building closer to Phillips Road and improving the streetscape with plantings and pedestrian amenities will help to transform the corridor into a more human-scale, mixed-use environment. Parking and loading access would also be relocated to the east side of the site so that it is not visible from Phillips Road.

PROPOSED SITE PLAN



REPRESENTATIVE IMAGERY



DEVELOPMENT SUMMARY:

- Existing: 95,000 S.F.
- Proposed: 185,000 S.F.
- Total: 280,000 S.F.



STRATEGIC SITE 2

Xerox Building 205

Existing Conditions

Strategic Site 2 is located at the northeast intersection of Phillips Road and Mitcheldean Drive, just south of Strategic Site 1. Xerox Building 205, a two-story, 102,505 square-foot building is located on the site. Xerox Corporation owns the 32-acre site, which also includes several large parking lots and approximately 9.5 acres of undeveloped land. The existing building is currently vacant and for lease.

Site Facts

- Owned by Xerox Corporation
- 32 acres
- 102,505 sf of building space
- Built in 1973
- Zoned G-1 (General Industrial)

Redevelopment Considerations

- Existing building has potential to be reused
- No significant environmental concerns
- Large sewer capacity along Phillips Rd. (36")
- Large format building opportunity to the north (200K to 300K sf)
- Could be combined with Strategic Site 1 for large redevelopment opportunity

LOCATION MAP



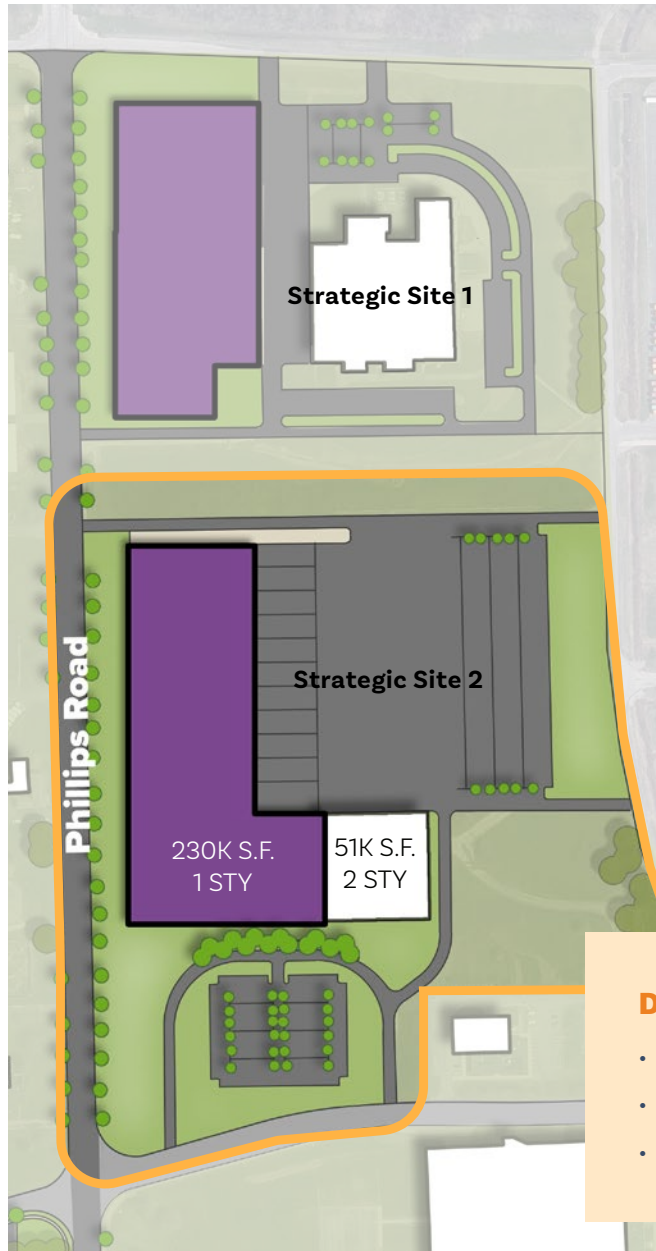
EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 2 works with the redevelopment of Strategic Site 1 to create a light industrial corridor along Phillips Road from Caracus Drive to Mitcheldean Drive. The existing Xerox Building 205 on Strategic Site 2 will be retained and reused for light industrial uses. A new 230,000 square-foot, single-story building will be developed along Phillips Road, also for light industrial use. This new building will front Phillips Road with a reduced setback to strengthen the character of the streetscape. Additional parking will be constructed on the rear of the buildings to screen it from the road.

PROPOSED SITE PLAN



REPRESENTATIVE IMAGERY



DEVELOPMENT SUMMARY:

- Existing: 102,000 S.F.
- Proposed: 230,000 S.F.
- Total: 332,000 S.F.



STRATEGIC SITE 3

Xerox - Multiple Buildings

Existing Conditions

Strategic Site 3 is located at the northeast intersection of Phillips Road and San Jose Drive, just south of Strategic Site 2. There are 11 buildings located on the 48-acre site that range in size from 6,000 square feet to over 100,000 square feet, for a total of 627,655 square feet of building area across the site. Historically, the buildings housed labs, machine shops, facilities buildings, offices, and a cafeteria. Today, many of the buildings are vacant but a few are still in use as either offices or machine shops. Many of the vacant buildings are in poor condition and are impacted by mold and asbestos, which limits their ability to be reused. The site is also likely to require remediation due to historic uses that may have impacted soil and groundwater.

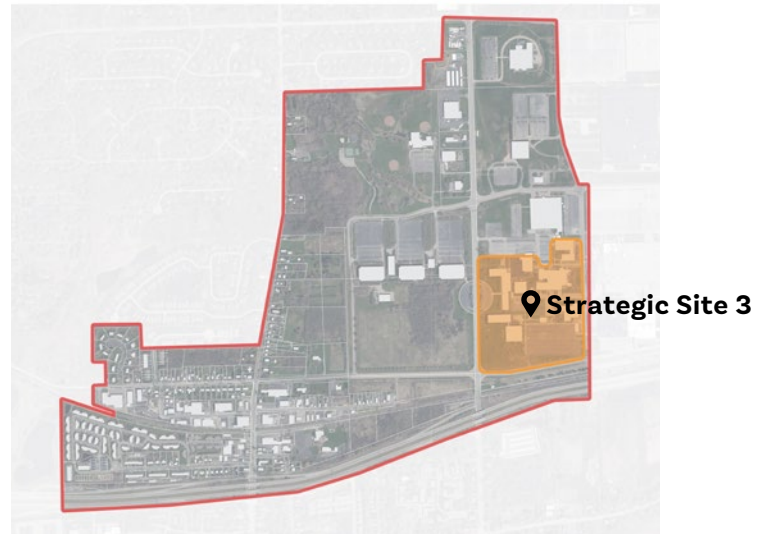
Site Facts

- Owned by Xerox Corporation
- 48 acres
- 11 buildings
- 627,655 sf of total building space
- Built between 1956 and 1974
- Zoned G-I (General Industrial)

Redevelopment Considerations

- Poor condition of buildings may limit their ability to be reused - demolition likely required
- Remediation likely necessary in northern portion of site

LOCATION MAP



EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 3 is to create a campus of incubator or small-scale flex spaces that can support a variety of light industrial, research, and commercial uses, with room for additional growth in the future. This would involve demolishing all the existing buildings on the site and creating a series of new buildings along Phillips Road that will be oriented towards each other to facilitate a campus-style environment. A large signature office space will be built at the corner of Phillips Road and San Jose Drive to take advantage of this highly-visible corner site. The eastern side of the site will be landbanked for future development and retained as green space for now.

DEVELOPMENT SUMMARY:

- Proposed Flex / Incubator Space (1-2 STY): ~130,000 - 260,000 S.F.
- Proposed Office (3 STY): ~150,000 S.F.
- Total Land Banked Area: ~525,000 S.F.

PROPOSED SITE PLAN



RENDERING OF PROPOSED SITE



View looking north at the intersection of Phillips Road and San Jose Drive towards Strategic Site 3.



STRATEGIC SITE 4

Xerox West Campus

Existing Conditions

Strategic Site 4 is located in the 73-acre block bounded by Chiyoda Drive, Phillips Road, Orchard Street, and Panama Road. There are 7 buildings located on the site for a total of 510,056 square feet of building area. Some of the buildings are vacant and some are partially occupied. The site has several natural features including an 8-acre forest and an allee of trees. This site has significant redevelopment potential as it is a self-contained block with strong frontage along Orchard Street and Phillips Road and access from all four sides.

Site Facts

- Owned by Xerox Corporation
- 73 acres
- 7 buildings
- 510,056 sf of total building space
- Built between 1968 and 1972
- Zoned G-I (General Industrial)

Redevelopment Considerations

- Existing buildings not conducive to reuse
- Remediation may be required in limited areas
- Residential reuse would require re-zoning
- Market analysis indicates strong demand for multi-family residential

Note: Based on 2022 estimates, demolition of the buildings on Strategic Site 4 will cost an estimated \$6.6 million.

LOCATION MAP



EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 4 is to create a mixed-use activity center with a variety of residential living opportunities, supportive commercial and mixed-use development, and recreation options. The northern portion of the site features a multi-sport fieldhouse and wellness complex, multi-purpose athletic fields, and a flexible open space that can build off the activity of the adjacent Town Recreation Complex. The southern portion of the site features a mix of apartments and townhomes anchored by a large mixed-use building at the northwest corner of Phillips Road and Orchard Street. Ground-floor commercial space is available in addition to several small commercial buildings. Green spaces and parking areas are distributed throughout the site to accommodate visitors.

DEVELOPMENT SUMMARY:

- Proposed Residential (3-4 STY): ~930,000 S.F.
 - ~270 apartments, ~50 townhomes
- Proposed Mixed Use (3-4 STY): ~892,000 S.F.
 - ~402 apartments
- Proposed Commercial (1 STY): ~68,000 S.F.

PROPOSED SITE PLAN



RENDERING OF PROPOSED PEDESTRIAN PLAZA



The proposed pedestrian plaza near the southeast corner of the site would support small programming and recreation and leisure for residents and visitors.

RENDERING OF PROPOSED OPEN SPACE



The proposed open space at the north end of the West Complex would provide opportunities for a wide variety of programming, including but not limited to arts festivals, concerts, and sports games. The location of the open space on the north end of the site helps to capitalize on and strengthen the successful programming at the Town Recreation complex on the other side of Chiyoda Drive.

RENDERING OF PROPOSED PHILLIPS ROAD/ORCHARD STREET INTERSECTION



The proposed mixed use building at the northwest corner of Phillips Road and Orchard Street (depicted above) will be the anchor of this new development site, and will help to create an active streetscape and an inviting atmosphere, drawing in new residents and businesses to the area.

Alternative Development Concept

An alternative development concept for Strategic Site 4 focuses more on creating housing and mixed-use retail space. To accommodate this additional development, the multi-sport fieldhouse and wellness complex proposed in the preferred redevelopment vision on the previous page is removed and replaced with two additional three-story residential apartment building, an additional townhouse block, and two additional three-story mixed-use buildings.

ALTERNATIVE SITE PLAN



DEVELOPMENT SUMMARY:

- Proposed Residential (3-4 STY): ~880,000 S.F.
 - ~432 apartments, ~62 townhomes
- Proposed Mixed Use (3-4 STY): ~937,000 S.F.
 - ~436 apartments
 - ~414,000 S.F. commercial/office/flex space
- Proposed Commercial (1-2 STY): ~78,000 S.F.

REPRESENTATIVE IMAGERY





STRATEGIC SITES 5 + 6

Vacant Land

Existing Conditions

Strategic Sites 5 and 6 are vacant lots located at the southwest corner of Phillips Road and Orchard Street, just south of Strategic Site 4. The sites have access to Donovan Street and the Hojack Trail.

Note: During the master plan development process, Strategic Site 6 was sold. The new owner plans to develop the site with several flexible light industrial buildings.

Site Facts

- **Strategic Site 5:**
 - Owned by Xerox Corporation
 - 5 acres
 - Vacant
 - Zoned G-I (General Industrial)
- **Strategic Site 6:**
 - Recently sold to private developer
 - 9 acres
 - Vacant
 - Zoned G-I (General Industrial)

Redevelopment Considerations

- Reuse at this site should support redevelopment of Strategic Site 4
- Several encumbrances, including DOT easements and ditches, constrain reuse
- Identified local need to strengthen trail amenities and access at this site

LOCATION MAP



EXISTING CONDITIONS

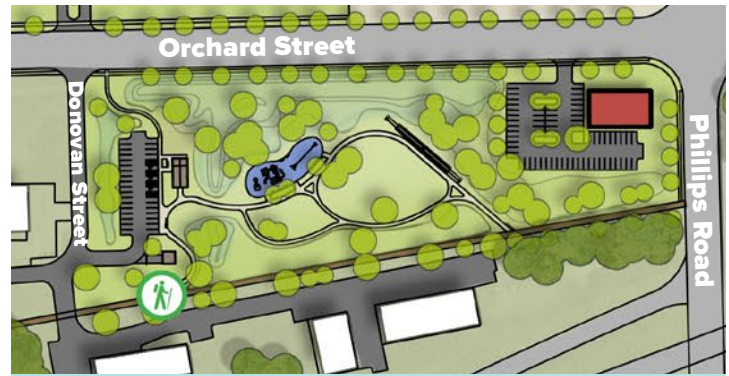


Redevelopment Vision

The redevelopment vision for Strategic Site 5 is to transform this site into a designated interpretive park celebrating the history of the Hojack Railroad. The proposed Hojack Rail Park will incorporate a trailhead to connect to the Hojack Trail as well as a loop trail spur off the main trail segment, with associated parking and facilities for trail users. In addition, a small commercial establishment could anchor the Phillips Road and Orchard Street intersection and support the proposed residential development at Strategic Site 4 to the north of the site.

PROPOSED SITE PLAN

See Page 52



DEVELOPMENT SUMMARY:

- Hojack Rail Park
- Trailhead and loop trail connection to Hojack Trail
- Proposed Commercial (1-2 STY): ~6,200 S.F.

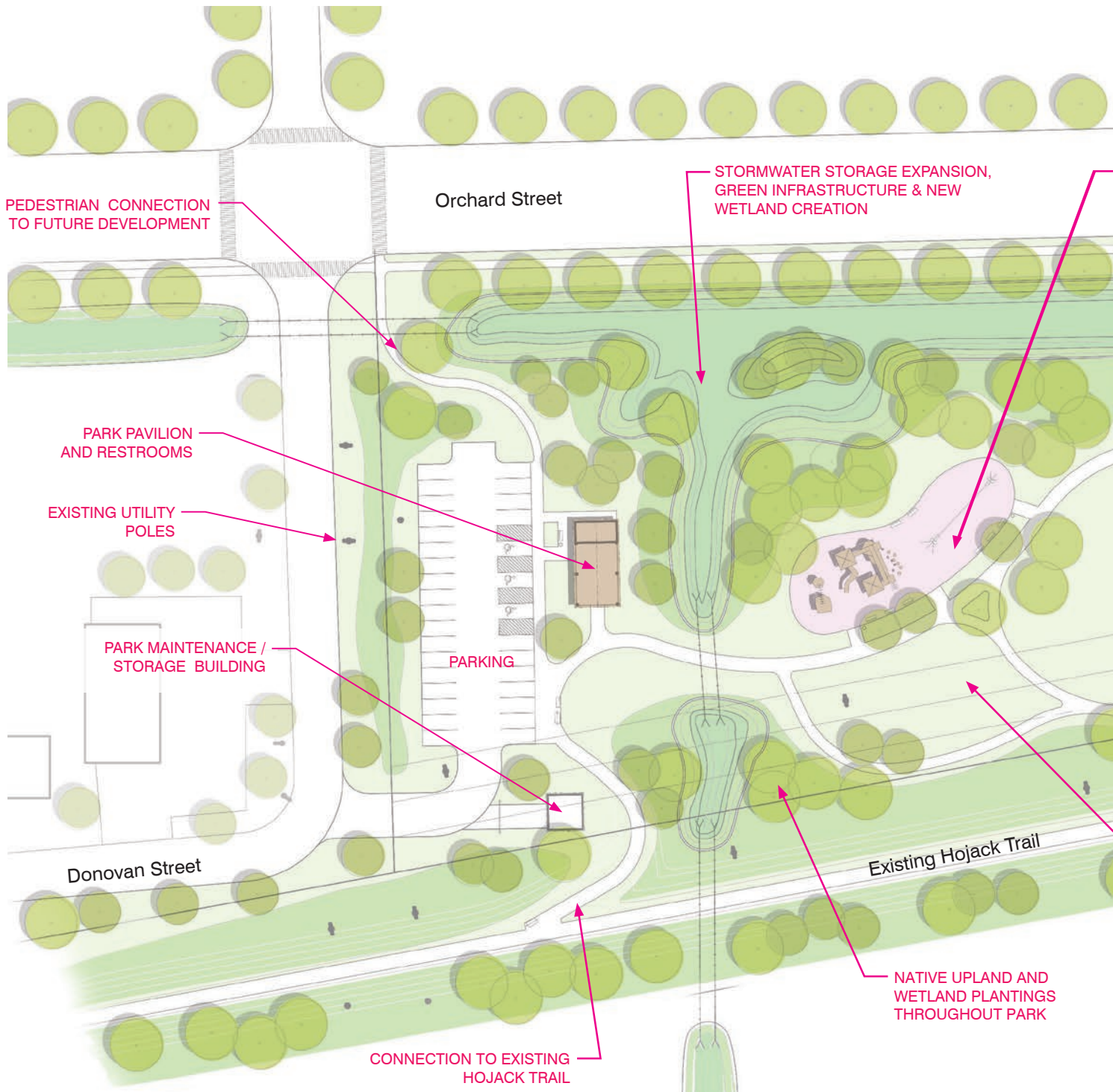
RENDERING OF PROPOSED HOJACK RAIL PARK



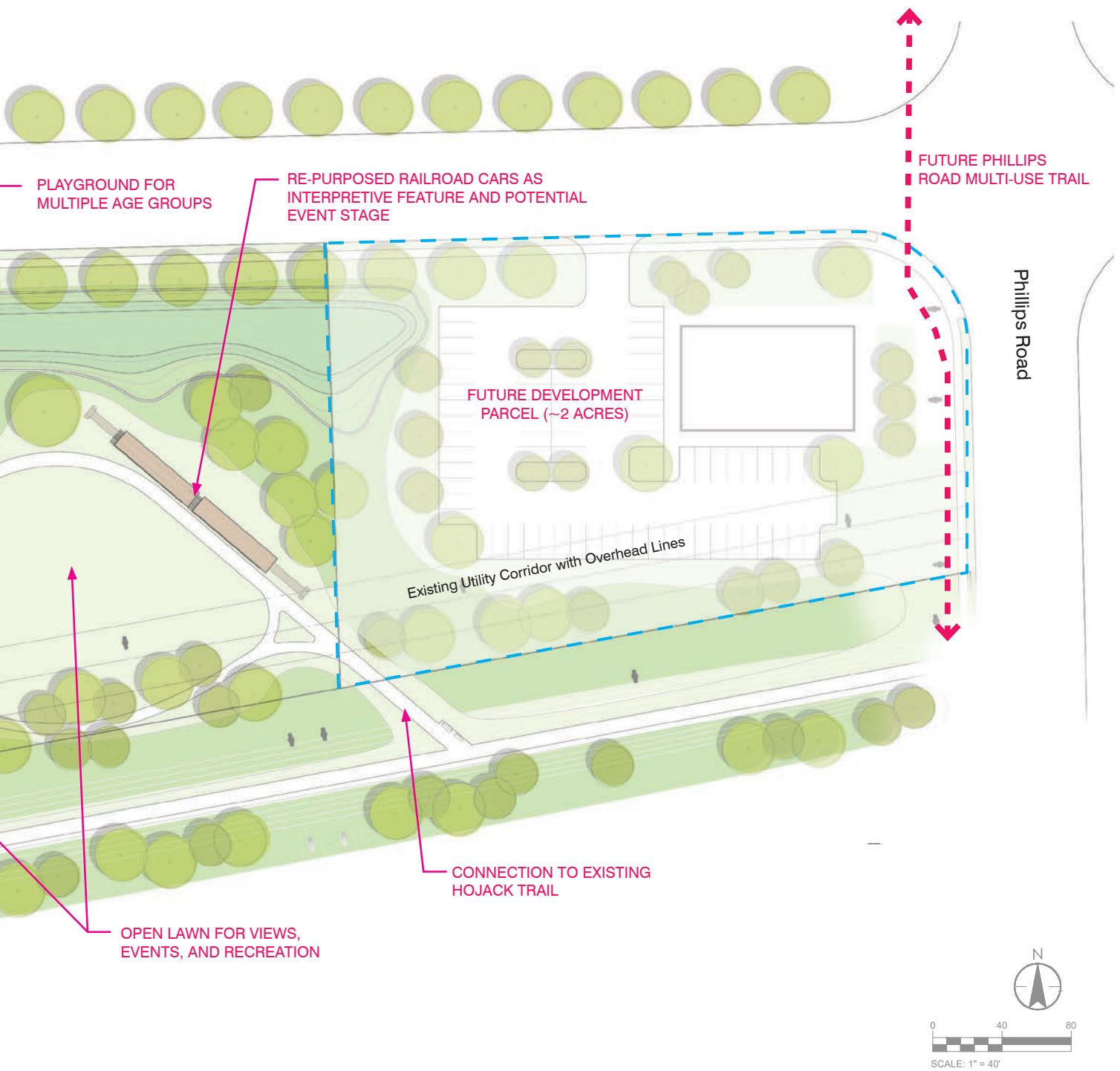
RENDERING OF POTENTIAL COMMERCIAL ESTABLISHMENT



Hojack Rail Park Concept



Description: An interpretive park is proposed for the vacant site south of Orchard Street. This park, envisioned as the "Hojack Rail Park," will celebrate the history of the Hojack Railroad with interpretive elements such as re-purposed railroad cars and interpretive signage. A trailhead will connect the park to the Hojack Trail and to the loop spur within the park.



Hojack Rail Park Concept



The proposed Hojack Rail Park includes a small parking lot, pavilion with restrooms, playground, internal loop trail, and trailhead connection to the Hojack Trail.



A loop trail meanders through the park, with large areas of open space between the loops.



Re-purposed railroad cars create a signature element of the park and serve as an interpretive feature to celebrate the history of the Hojack Railroad.



The proposed Hojack Rail Park features a trailhead to connect the Hojack Trail to the park.



STRATEGIC SITE 7

Commercial Street Redevelopment

Existing Conditions

Strategic Site 7 is 2.7 acres over two parcels, with four buildings, including a large, three-story historic auction building (150 Orchard Street) that was recently renovated into a mixed-use space and several smaller body shop buildings. A large paved parking area is also located on the site. The site can be accessed from both Orchard Street and Martin Street and is adjacent to the Hojack Trail.

Site Facts

- Owned by Platinum Property Development, LLC
- 2.7 acres over 2 parcels
- 4 buildings
- Approximately 72,000 sf of building area
- Built between 1915 and 1991
- Zoned G-I (General Industrial)

Redevelopment Considerations

- Opportunity to build on momentum of recent redevelopment of 150 Orchard Street
- Reuse of historic property
- Introduction of mixed-use space
- Potential to connect to Hojack Trail

LOCATION MAP



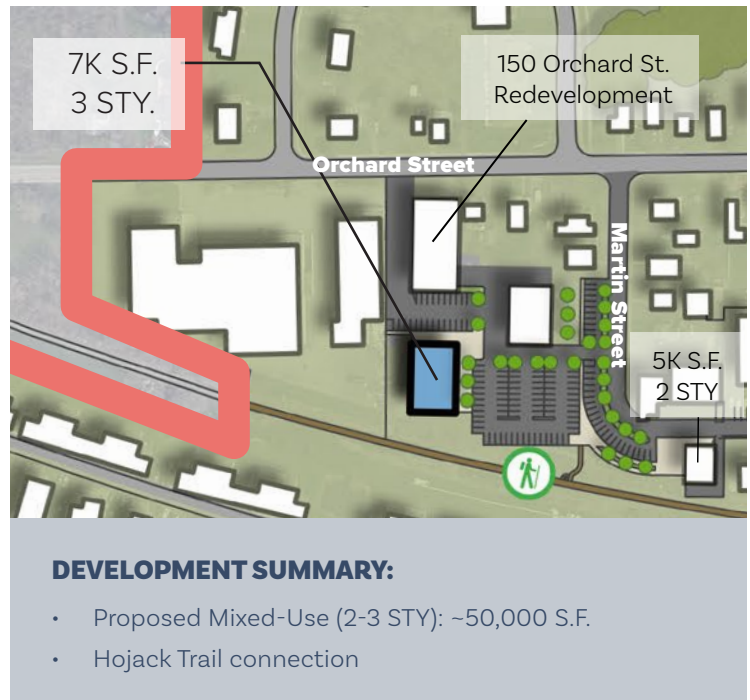
EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 7 seeks to build on the success of the recent mixed-use redevelopment of 150 Orchard Street. The existing parking lot will be reconfigured to accommodate a new mixed-use building to the south. The existing Ceramics Building in the southeast corner of the site will also be rehabilitated to support new uses. A new connection will be made to the Hojack Trail and street trees and landscaping will be added to the parking lot to enhance the visual appeal of the area. Collectively, these improvements would create a mixed-use commercial and recreational node to activate this end of Commercial Street.

PROPOSED SITE PLAN



RENDERING OF PROPOSED REDEVELOPMENT



The proposed improvements at Strategic Site 7 are depicted above, looking northwest from approximately where the Hojack Trail lies. This redevelopment concept enhances the public realm and visual appeal of the western end of Commercial Street - creating outdoor gathering spaces, a connection to the Hojack Trail, and a reconfigured parking area with more defined circulation patterns and pedestrian spaces. This public realm enhancement would be bolstered by the development of a new mixed use space located off of the back of the newly repurposed 150 Orchard Street, building upon the successes of that project.



STRATEGIC SITE 8

Recreation Complex

Existing Conditions

Strategic Site 8 is located on the north side of Chiyoda Drive. The 75-acre site is owned by the Town of Webster and includes the Town's Recreation Complex. The site is well utilized by community members of all ages, and the Webster Recreation Department has a wide variety of programming and facilities that enhance the quality of life of all residents. Existing amenities at the site include a large recreation center, ball fields, a basketball court, and a playground.

Site Facts

- Owned by the Town of Webster
- 75 acres
- Home to the Town of Webster Recreation Complex

Redevelopment Considerations

- Potential for additional recreational amenities, including an amphitheater
- Potential to take advantage of proposed Chiyoda Drive extension
- Opportunity to use this site as a gateway

LOCATION MAP



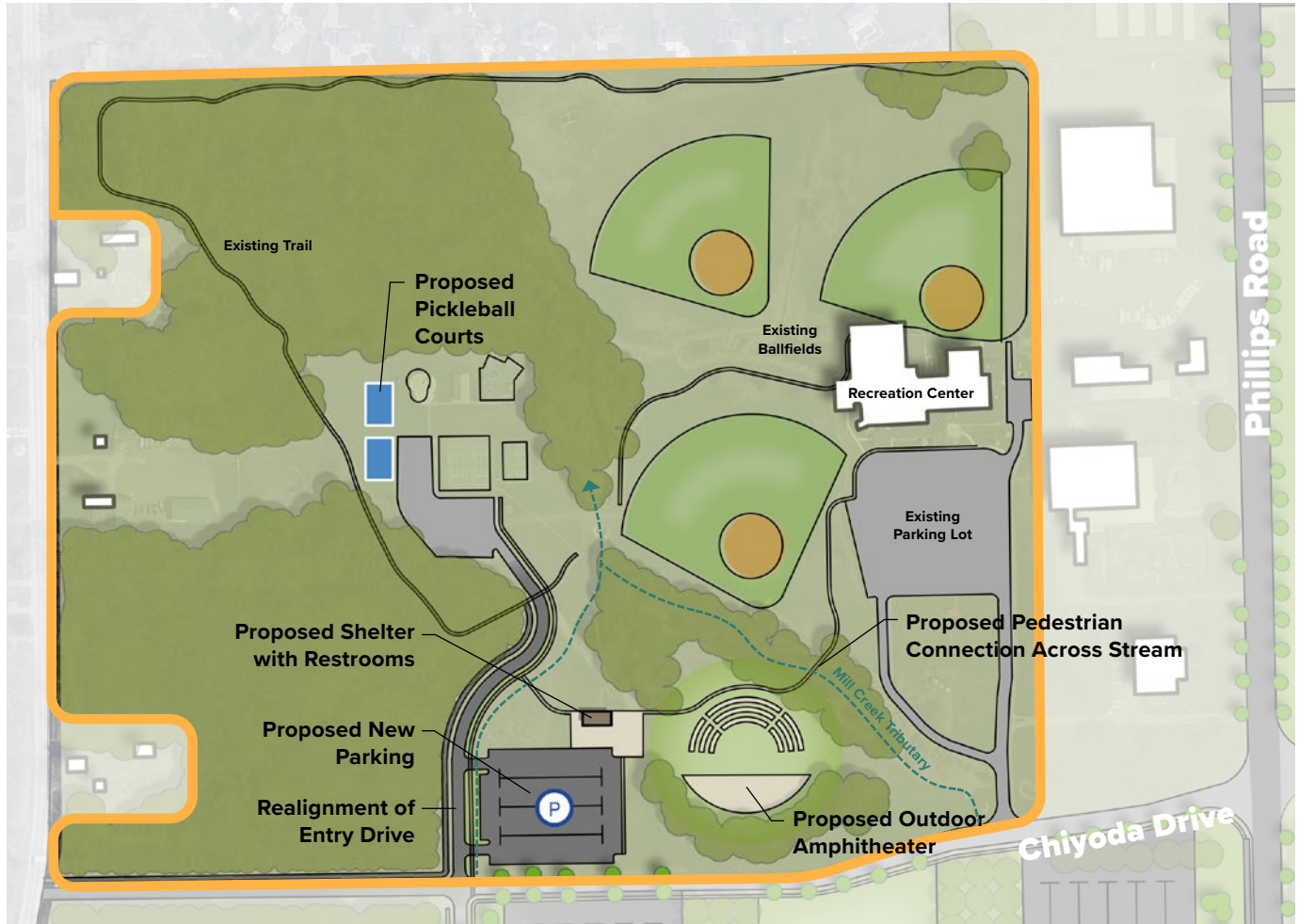
EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for Strategic Site 8 is to leverage and enhance the Recreation Complex with additional amenities and improvements. A large outdoor amphitheater is proposed on the south side of the site, with a capacity of 500 to 1,000 people. The amphitheater would support expanded programming including concerts, plays, and other community events. A new parking lot would be created to provide access to the amphitheater. A new shelter with a restroom is also proposed on site for use during community events and to support outdoor summer camp programming. Pickleball courts are also proposed near the existing courts to expand recreation options on site.

PROPOSED SITE PLAN



REPRESENTATIVE IMAGERY





TRANSITION AREA

West of Panama Road

Existing Conditions

The transition area west of Panama Road is an approximately 15-acre natural and forested area made up of a combination of vacant land and residential lots, owned by a variety of property owners.

Site Facts

- Various property owners
- Approximately 15 acres

LOCATION MAP



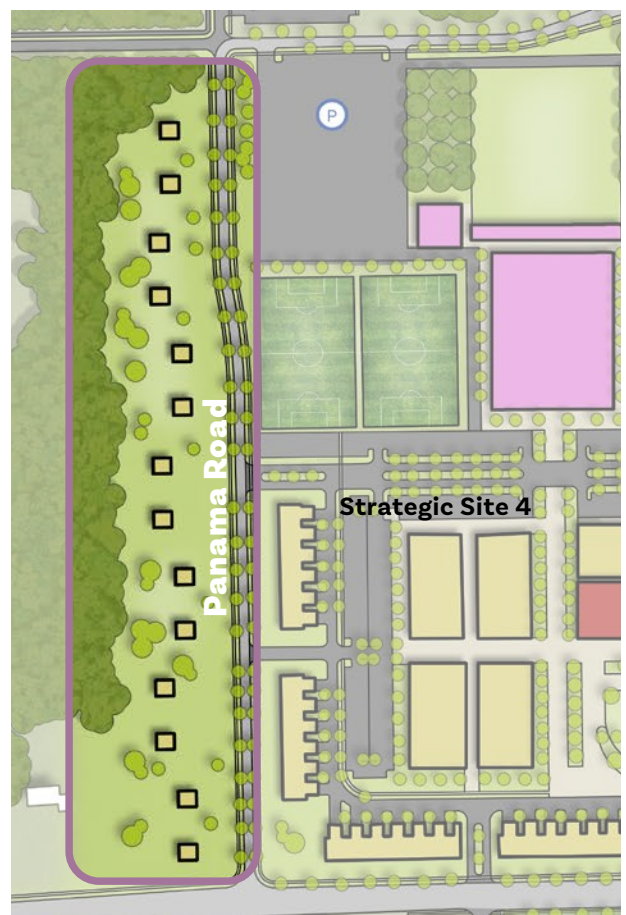
EXISTING CONDITIONS



Redevelopment Vision

The redevelopment vision for the transition area is to create a buffer between the higher-density mixed-use development proposed at Strategic Site 4 (east side of Panama Road) and the lower-density development that currently exists along Route 250. A series of single-family or duplex homes which could be phased in over time are proposed along the west side of Panama Road to leverage this corridor and future development envisioned on Strategic Site 4.

PROPOSED SITE PLAN



BENEFITS OF INFILL DEVELOPMENT



Infill development is the development or redevelopment of land that has been bypassed, remained vacant, and or is underutilized as a result of the continuing development process. Infill development can occur anywhere that a parcel of land is underutilized or misused compared to the surrounding land use activities, such as large urban areas. Developing on this vacant or underutilized land can fulfill the needs of the community, including providing needed housing, retail and community services.

Successful infill development allows for density high enough to support improved transportation choices as well as a wider variety of convenience services and amenities. It can enhance cultural, social, recreational and entertainment opportunities, gathering places, and bring vitality to neighborhoods. Attention to design of infill development is essential to ensure that the new development fits the existing context and character of the area.

Specific benefits of infill development include:

- Continued and efficient use of existing infrastructure;
- Creation of density to support walkable communities;
- Enhanced sense of place; and
- Increased tax base.

CASE STUDY: SCHAUMBURG, IL

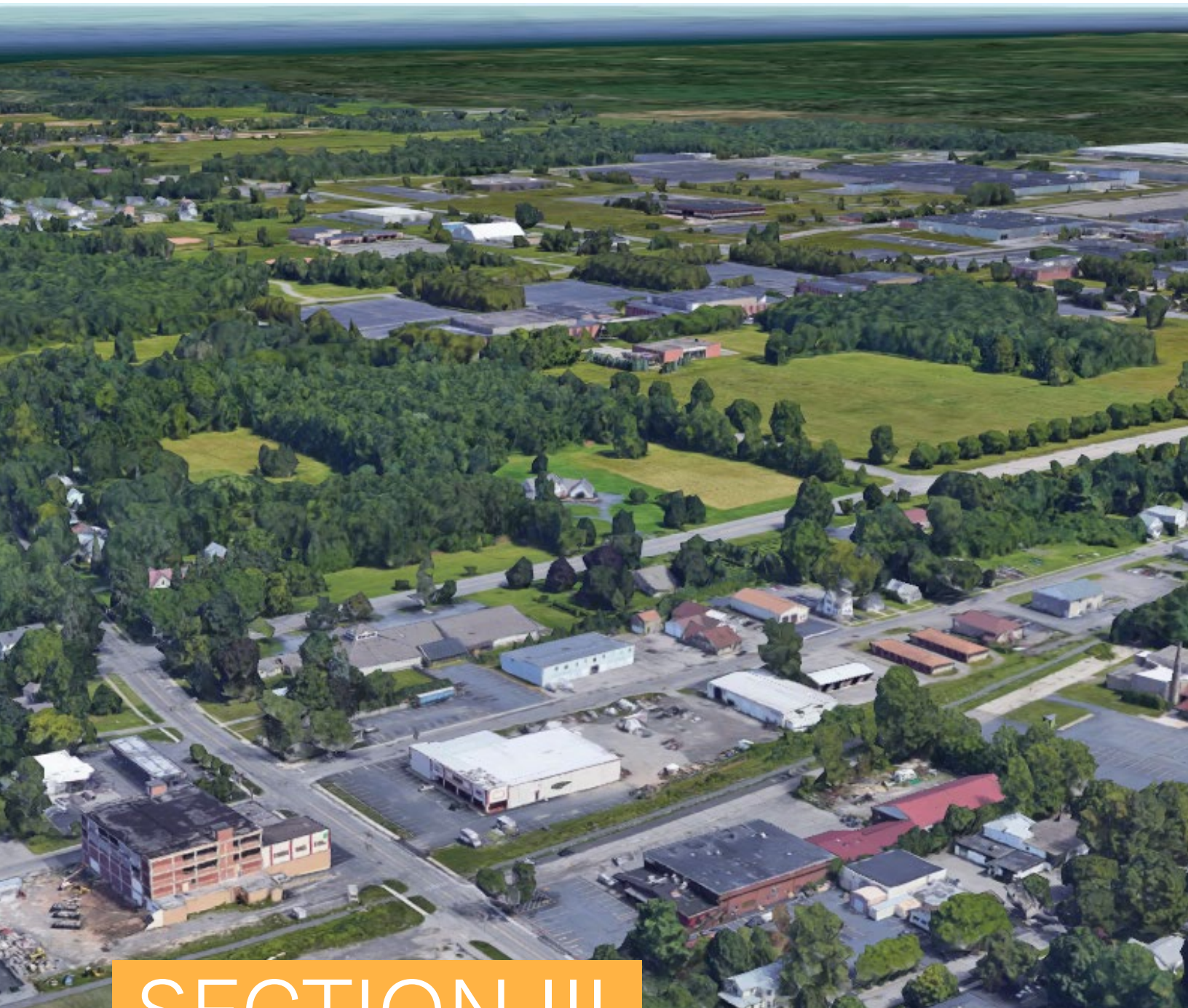
How and where we work has been rapidly shifting in the United States, accelerated by the COVID-19 Pandemic. As a result, our communities are left with vacancies in office and industrial spaces, similar to what Webster is experiencing with the Xerox Campus. These spaces provide an opportunity for Webster, and communities across the nation to repurpose this land to suit the current day real estate market and adapt to the technological changes of today.

A similar scenario can be found in Schaumburg, Illinois, a suburb of Chicago, where Motorola left an approximately 250 acre campus to move back into the City. Similar to the Xerox Campus in Webster, the campus was built in the mid 20th century, and hosted a variety of office, industrial, and warehousing space.

In a proactive attempt to re-envision this land, the Village of Schaumburg developed a land use plan and redevelopment strategy in 2015, and worked with a developer who acquired the land to advance the master plan, which envisioned a new mixed-use district with apartment, townhome, office and entertainment components. Demolition of the former Motorola buildings occurred in 2017, and several phases of this project have been successfully implemented as of 2024.



Source: Urban Street Group



SECTION III

ANALYSIS OF THE

REIMAGINE WEBSTER

STUDY AREA

Community & Regional Setting

Local Context

TOWN OF WEBSTER

The Town of Webster is a suburb of the City of Rochester, located in the northeast corner of Monroe County. The Town is bordered by Lake Ontario to the north, Wayne County to the east, Irondequoit Bay and the Town of Irondequoit to the west, and the Town of Penfield to the south. While it acts as a bedroom community for employees working in the City of Rochester and elsewhere in Monroe County, it is also home to several major employers, such as the Xerox Corporation. Prior to its suburbanization, the Town was primarily agricultural in character, and such character can still be found today in less developed areas of the Town. The Town consists of a significant and growing amount of residential development, major retail commercial zones, and industrial uses. Its location along both Lake Ontario and Irondequoit Bay provides scenic vistas and recreation opportunities, and the Town is home to many large and well utilized parks and trails. Regionally, it is situated in the Finger Lakes region, a 9,000 square mile area known for its eleven pristine lakes, rolling hills, and local agritourism and wine industries.

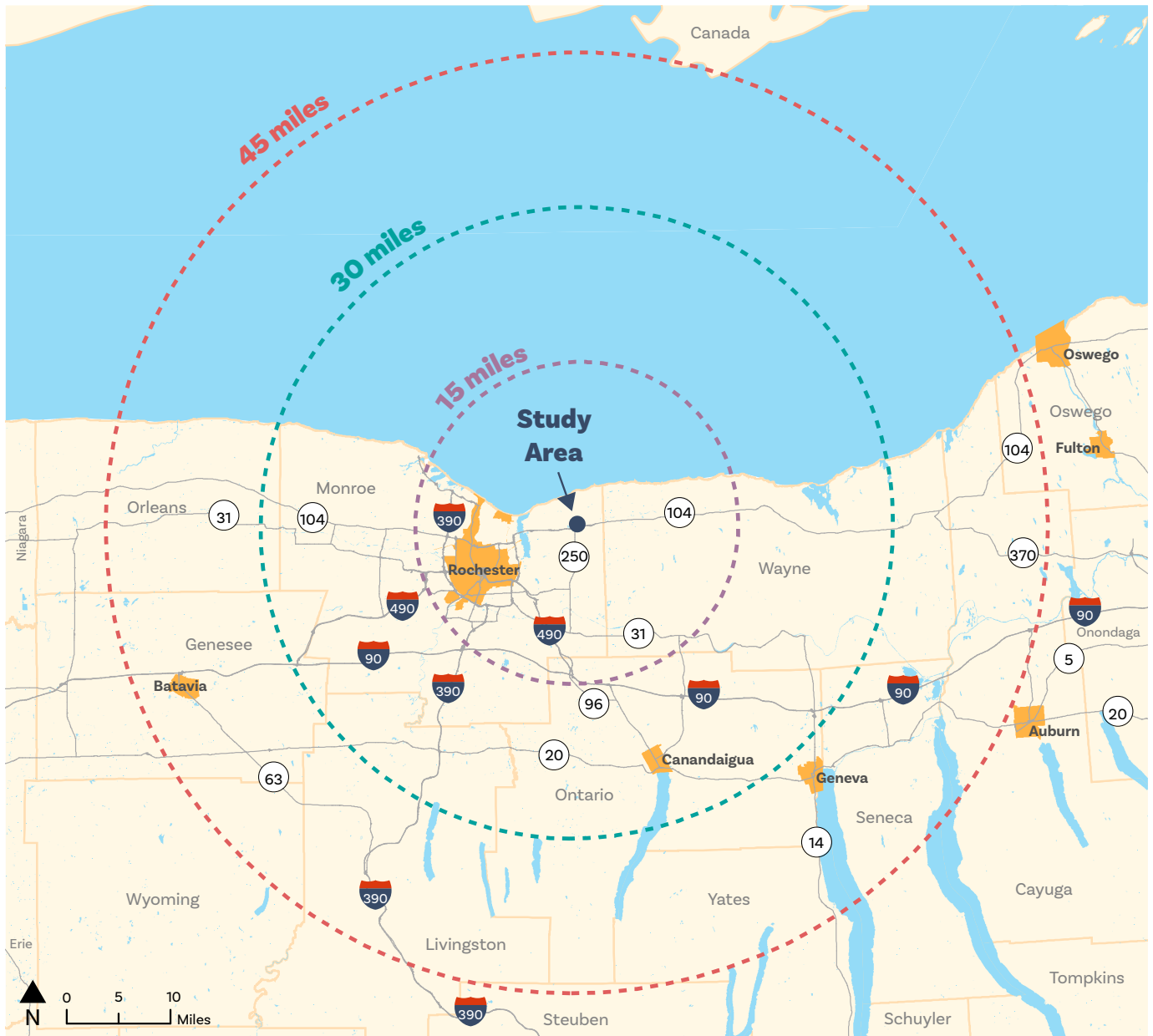
VILLAGE OF WEBSTER

The Village of Webster is situated near the center of the Town of Webster. The Village is the historic commercial and civic hub of the Town, and was officially incorporated as a Village in 1905, although it acted as such beginning in the early 19th Century. The character of the Village reflects that of many found in Upstate New York, with a traditional Main Street that hosts two-story mixed use buildings that generally are built to the sidewalk with a historic character that adds to the appeal of the area. The Village still acts as a community hub, with a variety of retail, entertainment, and service operations alongside civic and institutional uses such as the Village Offices and the Webster Museum. The street network is well connected and has ample sidewalks and crosswalks, contributing to the Village's walkable character. Outside of the Main Street Area, the Village also encompasses residential neighborhoods to the south, as well as a large portion of the Xerox Corporation Campus, which is included in the Study Area.

REIMAGINE WEBSTER STUDY AREA

The Study Area, located in the Village of Webster and Town of Webster in Monroe County is the historic industrial hub of the community and includes a mix of residential, industrial, and commercial uses. The North Avenue corridor has a mix of primarily commercial uses, and acts as a major north-south roadway in the Study Area, Village, and Town as a whole. The area is defined by a mix of historic development, particularly along Commercial and Donovan Street, which includes mainly industrial uses, as well as some residential homes and various commercial operations such as auto sales. A large portion of the Study Area includes part of the Xerox Campus, which is currently significantly underutilized, but once was a major manufacturing and research center developed beginning in the mid 20th Century. There are several parks and trails within and adjacent to the Study Area, which are described in further detail in this section.

Regional Context



Sandbar Park at Lake Ontario



Main Street in the Village



Xerox Corporation

Historic Context

The Village and Town of Webster have a rich history, beginning with indigenous populations as early 1200 AD. The history of the community helps to foster a sense of shared identity pride in Webster.



1200's

The Seneca Nation populated the Lake Ontario shores and the Finger Lakes Region generally.

1600's

French explorer Robert Cavelier LaSalle entered Irondequoit Bay, the land of the Seneca Indians, to explore Lake Ontario and look for inland waterways.

1800's

The first brick building was built in what is now the Village of Webster in 1830. In 1840, Webster became a separate township from what was then North Penfield. Agriculture remains the primary industry in Town, as well as milling.

1900's

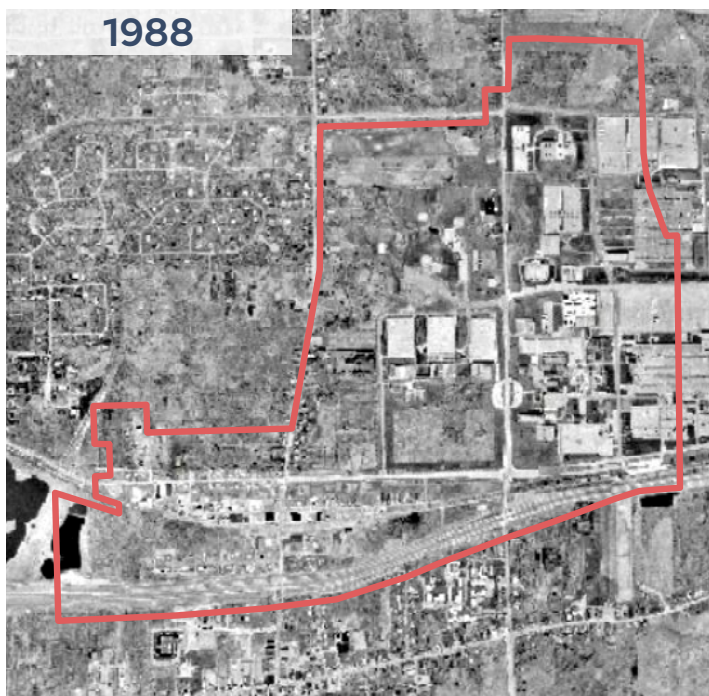
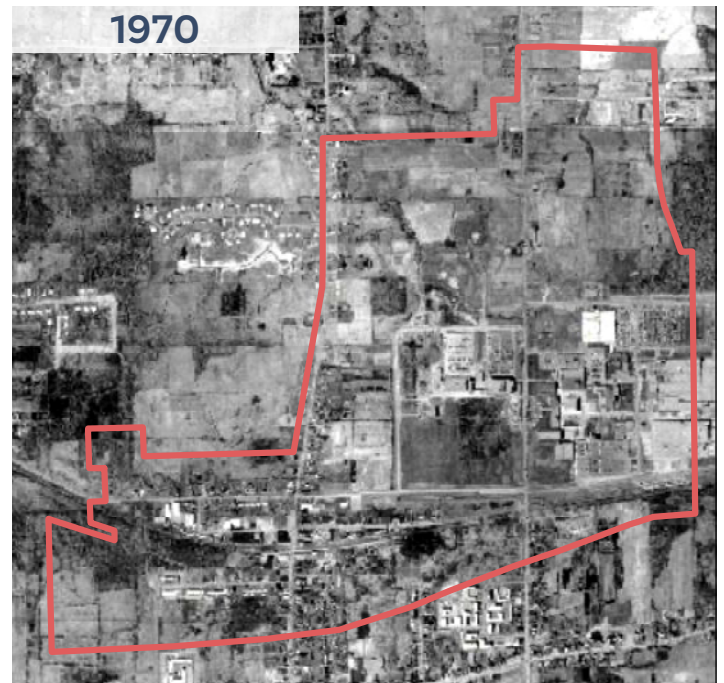
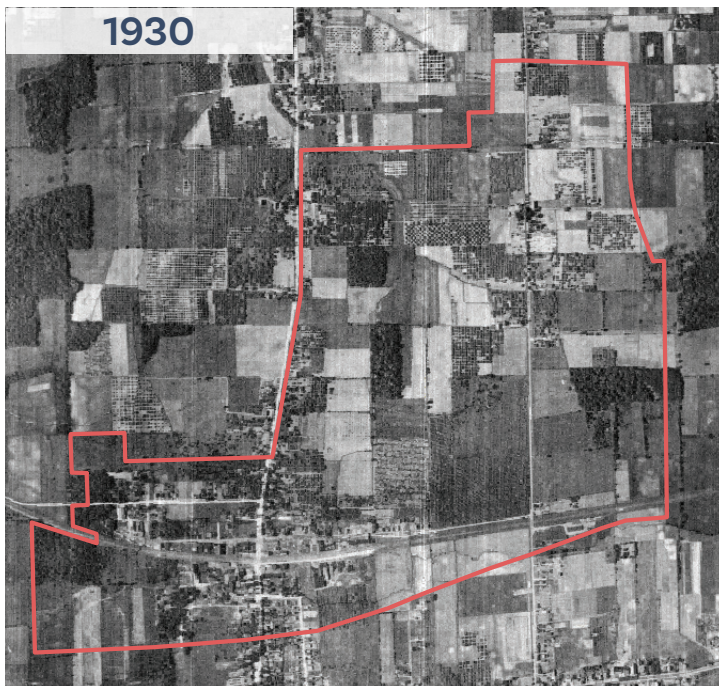
On March 27, 1905, the Village of Webster was officially incorporated. Throughout the 20th Century, the Village and Town continue to grow in population, which increased significantly following construction of the Irondequoit Bay Bridge and the development of the Xerox Campus in the 1960s.

2000's

The Town continues to rapidly suburbanize, while employment at the Xerox Campus begins to decline. New residential homes, commercial development and community facilities are built as the population continues to increase.

Present

The Town and Village of Webster are home to approximately 45,000 residents, and continue to a desirable community for families and individuals to live in.



The Study Area has undergone significant changes in land use over the past century. In the early 20th Century, the area was primarily agricultural, and the existing node of development along North Avenue and Commercial / Donovan Street was already present. By 1970, Xerox had begun to develop its research campus in the western area of the Study Area, which was greatly expanded by 1988. Today, the Xerox Campus takes up generally the same footprint, but there has been increased residential development in the southwest corner of the Study area, as well as outside the boundary to the north and west.

Socio-Economic Context

Key Finding:

The Study Area and Village have seen significant recent population growth.

From 2010-2022 the Study Area's population grew by 54.5% which significantly outpaced the Village (15.0%), Town (6.0%), County (1.4%), and State (4.0%). Population growth for the Study Area is projected to continue for 2022-2027 but at a much slower rate of less than 1.0%.

Understanding local and regional population trends, age characteristics, and other demographic factors is critical to developing recommendations for future redevelopment and revitalization. The recommendations in this Plan are informed by the socioeconomic analysis below and is tailored to the unique needs and vision of the Study Area. The data in this report were acquired from the U.S. Census Bureau, Census 2010, Census 2020, and 2019 American Community Census (ACS). For comparison purposes, data for New York State, the Rochester Metropolitan Statistical Area (MSA), Monroe County, and the Town and Village of Webster was also analyzed for comparative purposes (referred to as the "comparative geographies").

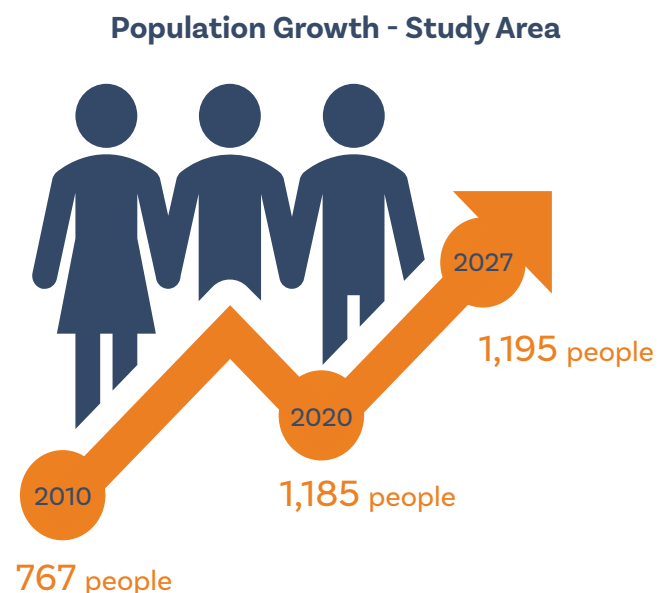
Population Trends

From 2010 to 2022, the Study Area population increased by approximately 418 people. Compared to the existing population in 2010 of 767, this is a significant jump of approximately 55% (a 3.7% annual compound growth rate).

The population growth of the entire Village during this time period was also positive, but less dramatic. The Village increased its population by 747 or 15% (a 1.2% annual compound growth) during this timeframe.

Many of the residential properties located in both the Study Area and Village of Webster have been built since 2010 (including properties along Carriage Path Court and the area east of Charles E. Sexton Memorial Park). These new households represent a significant portion of the population increases in both the Study Area (418) and the Village of Webster (747). Population increases in the Town, County, and State are more modest. None of the other areas saw population growth greater than 10% over the past twelve years.

Based on recent projections, the rate of future population growth is expected to slow. The Study Area (+0.8%) and Village of Webster (+0.9%) have similar expected growth rates of just below one percent for the next five years (2022 through 2027). The areas in the broader region, and the state overall, are expected to see flat or declining population growth.



Key Finding:

The Study Area and the Village of Webster have a higher concentration of young adults.

Approximately 29% of residents of the Study Area are in the 20–39-year-old age cohort. However, the Study Area, is lagging in the 0–19 age cohort, with only 21% compared to 25% for the Village and 23% for the Town. Overall, the Study Area median age of 39.9 is the youngest of the Study Areas except for New York (39.6).

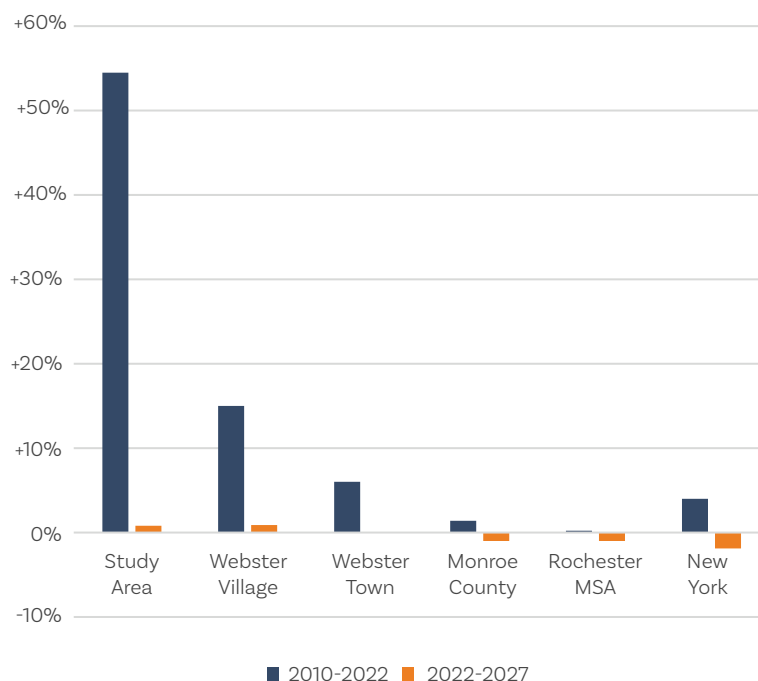
Age Distribution

Median age is a useful metric because it provides a snapshot of the age of a region. It is also a metric that can easily be compared across different regions. It reflects the broad trends of an area's population and is less influenced by outliers.

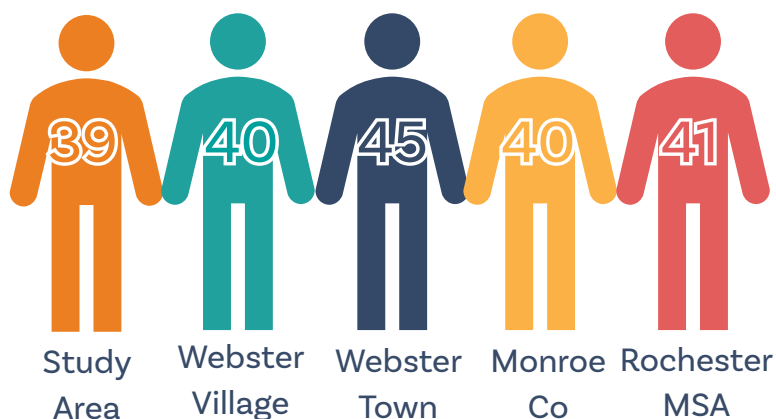
The Study Area's median age in 2010 was one of the oldest of the comparative geographies at 41.1. Only the Town of Webster had a higher median age in 2010 at 42.9. The Study Area added households and population at a significant rate between 2010 and 2022 and these younger new residents helped decrease the median age in the Study Area by 1.2 years to 39.9 years. The median age of the Study Area population is expected to increase only slightly over the next five years, which is in line with that of the County and State.

Overall, the Study Area and Village population skew significantly younger, which indicates the potential to attract additional younger residents and potential market opportunities related to a relatively younger population base in the immediate Study Area.

Population Change



Median Age



**Key
Finding:**

The Study Area and Village have less racial diversity than the surrounding region but are expected to trend towards greater diversity in the future.

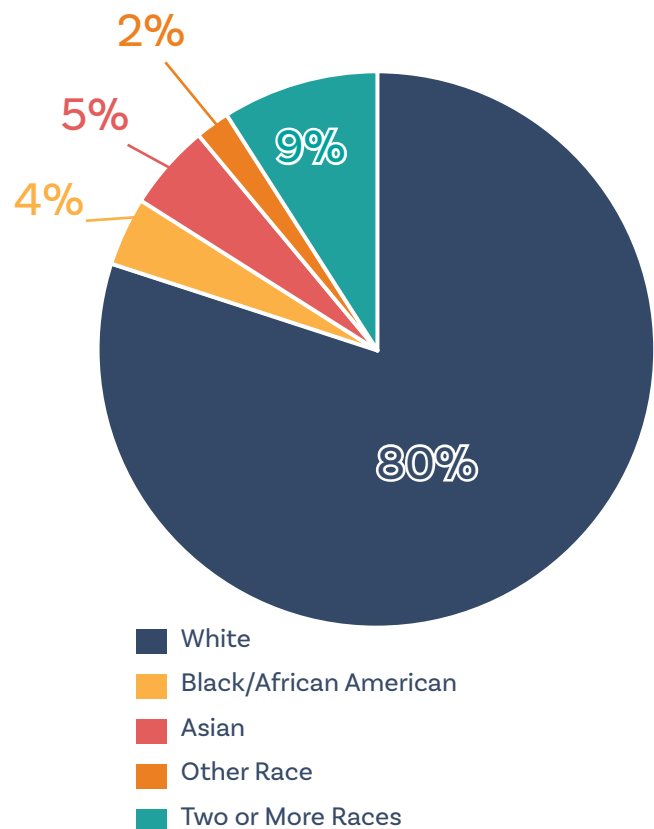
Between 2022-2027 the population identifying as solely white is expected to decline by 1.1% in the Study Area, compared to 2.5% for New York State and 3.0% for Monroe County.

Race and Ethnicity

Racial diversity is an important social goal, which also improves economic development outcomes. Racial diversity can help to develop a range of skills and a talented workforce by attracting workers from different backgrounds. Having different backgrounds also increases rates of innovation and business formation. Businesses are often drawn to regions with a dynamic workforce and to consumer markets with a greater variety of demands.

The Study Area has a higher non-white population than the Town of Webster in 2027 (80% vs 86%), but this rate is the same or lower than every other comparative geography. The projected change in racial composition between 2022 and 2027 for Study Area shows a decline in its White population and growth in the other racial categories. However, these changes are smaller compared to some of the other geographic areas.

**Projected Population by Race in
the Study Area, 2027**



Key Finding:

The Study Area population is relatively well-educated.

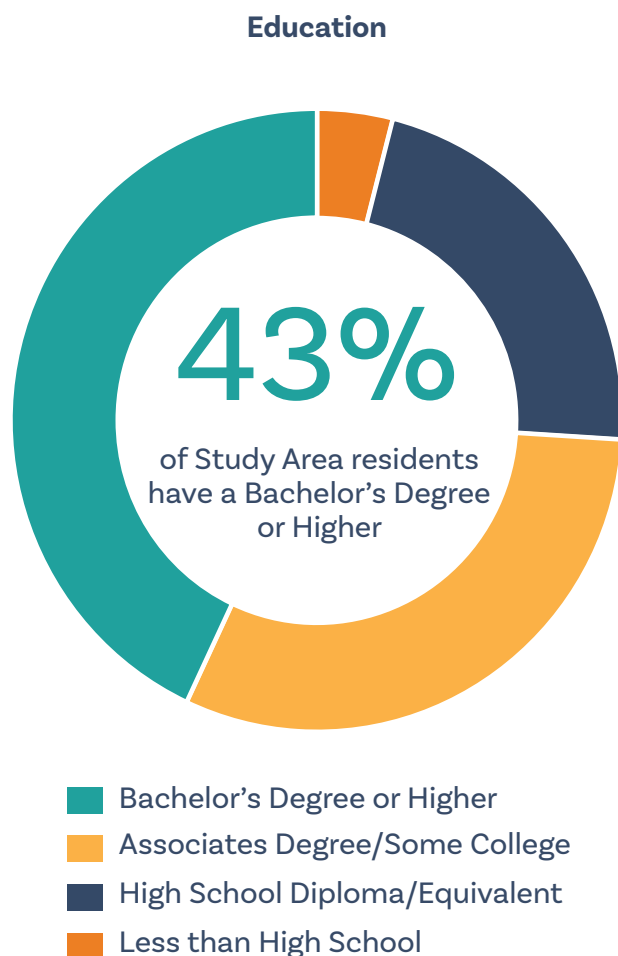
The Study Area population has high college educational attainment, with 73.3% of the population having either an associate or bachelor's degree or higher. The Study Area also has a low rate of residents without a High School diploma or equivalent, with only 4.4% of residents lacking this attainment

Education

Higher educational attainment is correlated with greater workforce participation, greater labor productivity, higher innovation, and more involvement in business creation and other entrepreneurial activities.

The Study Area outperforms all the larger geographic areas in collegiate educational attainment. In 2022 more than 73.3% of the Study Area population had attained either an associate or bachelor's degree (or higher). This is greater than Monroe County (69%), Rochester MSA (67%), or New York State (63%). Both the Village of Webster (73.4%) and the Town of Webster (77%) have populations with higher educational attainment and this difference comes from higher rates of bachelor's degree (or higher) attainment.

The Study Area also has a very low rate of residents without a High School diploma or equivalent. Only 4.4% of Study Area residents have less than high school attainment which comes in just above the Town's of Webster's 3.8% for the lowest among the comparative areas.



Key Finding:

The Study Area and Village have a relatively high concentration of middle-income households.

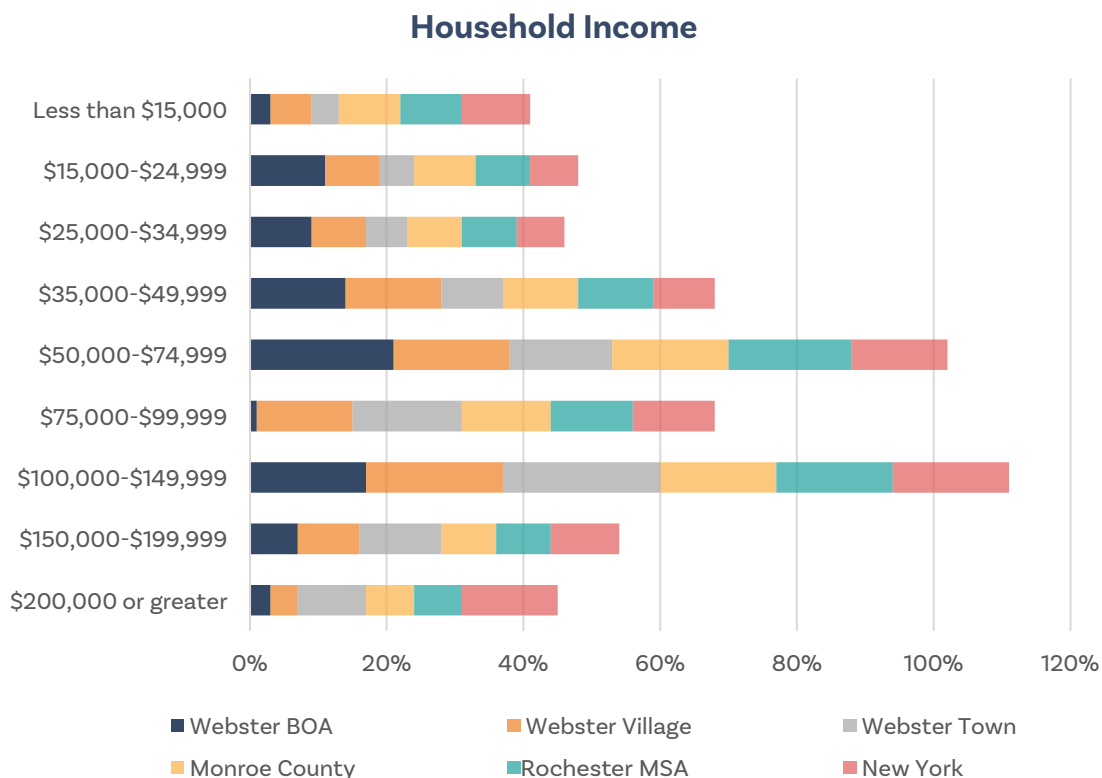
63% of households within the Study Area have an annual income of \$50,000 or greater, with 21% making between \$50,000 - \$75,000. When comparing median household incomes, the Study Area is ranked lowest with a median household income of \$62,342, in 2022.

Household Income

Household income is an important determinant of economic health and quality of life. Households with higher income have higher consumer spending, higher investment, as well the stability that comes from access to better housing, education, health, and other essential goods.

The median household income in the Study Area in 2022 was \$62,342 - lower than the Village, Town, County, State, and Rochester MSA. The Village also has a notably lower median household income compared to the town. The Village of Webster has a poverty rate of 16.2% which is more than three times the rate in the Town of Webster (5.3%) and even significantly higher than Monroe County (13.7%) and the Rochester MSA (12.8%).

The other geographic areas have larger portions of their residents in cohorts that have higher income ranges than the Study Area. Every other area has a higher percentage of households with incomes greater than or equal to \$75,000. In turn, the Study Area has the largest portion of households with income less than \$50,000. One reprieve is that the Study Area has the smallest share of households in the lowest income bracket (less than \$15,000).



Key Finding:

Household growth has outpaced population growth with a shift to smaller households

The population growth in the Study Area has led to significant growth in the total number of households between 2010 and 2022. In that period, the Study Area's total households grew by 90%. The average household size went from 2.51 in 2010 to 2.04 in 2022. The shrinking household size is a trend that is present in the Village, Town, County, and State.

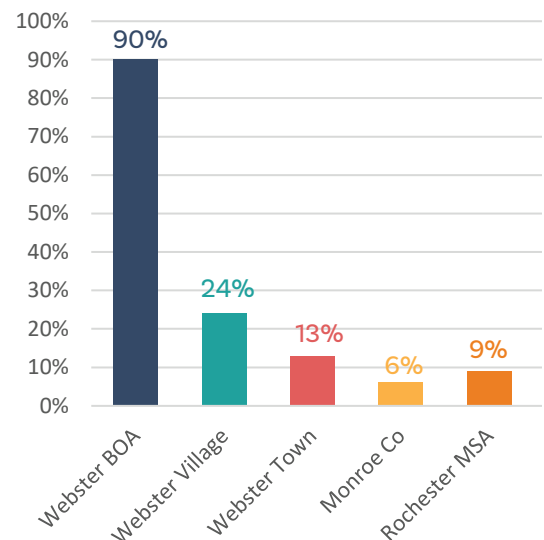
Household Trends

The Study Area had 305 households in 2010 according to the Decennial Census. This number increased to 581 according to ESRI's estimate for 2022 and the number of households is projected to grow by 593 from 2022 to 2027. This growth will ultimately be dictated by the nature of future development that occurs in the Study Area.

Webster Village is the next fastest-growing geography for households, adding 534 households from 2010 to 2022, representing an increase of 24%.

Each comparative geographic area saw positive growth in households from 2010 to 2022. Not only positive growth, but each geographies' household increases outpace its more modest population growth. The Study Area's household growth is nearly double its population growth (90% vs 55%). Even Rochester MSA, with replacement level population growth (+0.2%) has added households by an increase of 9% since 2010.

Household Growth



Household Size

The Study Area experienced a drop in household size from 2010 to 2022. The drop from 2.51 people per household in 2010 to 2.04 people per household in 2022 is a 19% decrease. This is more than double the decrease seen by Webster Village (-7.6%) or the Town of Webster (-6%). New York State household sizes shrunk slightly with a decrease of 0.04 people per household representing less than a 2% decrease in the twelve years since 2010.

Household size is influenced by a large number of demographic factors. The number of families, student populations, a young workforce, and immigrant populations all typically increase the size

Household Size



of households. Families where children move out, and aging households typically decrease the size of households. Given the new residential development that occurred within the Study Area from 2010 to 2022, the type of housing added to the Study Area likely accounts for at least a portion of this decline in household size as smaller-scale residential units have been to predominant type of new development.

Labor Force Participation & Unemployment

The unemployment rate in the Town of Webster reached 6.3% during the height of the pandemic quarantine in 2020, but this is lower than the high rates seen after the recession in 2009. Next rates reversed and kept dropping, reaching 2.6% in 2022. This is the tightest labor market for the Town of Webster in recent history with the largest total employment (22,442) and the lowest unemployment rate (2.7%).



Commuting and Mobility

The pattern of work commuting for those living in the Village of Webster or those traveling to work in the Village is shown in the graphic above. Using origin and destination data from the Longitudinal Employer-Householder Dynamics program from Census, the graphic presented reflects commuting patterns in 2020, the most recent available. In the wake of the pandemic, some of these trends may have changed.

Relatively few local jobs are filled by workers that also live in the Village. This is not uncommon, especially in smaller residential areas that are located next to metro areas that serve as the primary labor market. Market conditions often dictate that employers are looking for a specific type of worker and that workers in the labor force are trained and targeting very specific kinds of jobs.

Rochester is the primary work destination for Village residents, followed by the Town of Webster. The next most common destinations are nearby towns accessible along the I-590 ring to the south and east.

Where Village workers commute from displays a similar pattern to that of where residents are commuting to. However, the most workers come from the Town of Webster, followed by the City of Rochester. There are key segments of workers who commute in from western locations like Greece and Irondequoit along with those connected by I-590.

Existing Zoning

Key Finding:

The majority of the sites in the Study Area are zoned as industrial

Approximately 70% of the Study Area by land area is zoned either General Industrial (G-I) in the Village, or Industrial (I-N) in the Town of Webster. The majority of the remaining 30% of the Study Area land area is mostly within a residential district, with a small area zoned as Neighborhood Business (NB) along the southern edge of the Study Area.

VILLAGE OF WEBSTER

The Village of Webster established eight zoning districts in 1980 for the purpose of promoting the health, safety, morals, and general welfare of the community. The Study Area contains 4 zoning districts within the Village, with the majority of the land within the Study Area zoned as industrial. The following are brief descriptions of permitted uses within each Village zoning district present in the Study Area:

R.2-9.6 - Residential

Permitted uses include single-family dwellings and their accessory uses and structures. Conditionally permitted uses include schools, churches and their related uses, libraries, municipal offices, fire stations, public parks, telephone exchanges, utility substations, two-family dwellings, townhouses and private swimming pools.

R-M - Residential

Permitted uses include single-family dwellings and their accessory uses and structures. Conditionally permitted uses include schools, churches and their related uses, libraries, municipal offices, fire stations, public parks, telephone exchanges, utility substations, two-family dwellings, townhouses multiple-family dwellings, private or public multiple residences, and private swimming pools.

NB - Neighborhood Business

Permitted uses include single-family dwelling, accessory structures, parks and open space. A variety of conditional uses are permitted including, but not limited to, apartments, night clubs, car wash, retail, places of worship, professional offices, theaters, and schools. Walkability and the pedestrian experience are valuable when establishing this mixed-use district. The desires expressed in the Village of Webster's 2010 Comprehensive Plan identified the values the Neighborhood Business District encourages, such as a variety of residential, small-scale commercial and public uses that enhance the character of the community.

G-I General Industrial

Permitted uses include all uses and structures except for the prohibited uses. Prohibited uses include residential uses, trailer courts, junkyards, and adult establishments.

TOWN OF WEBSTER

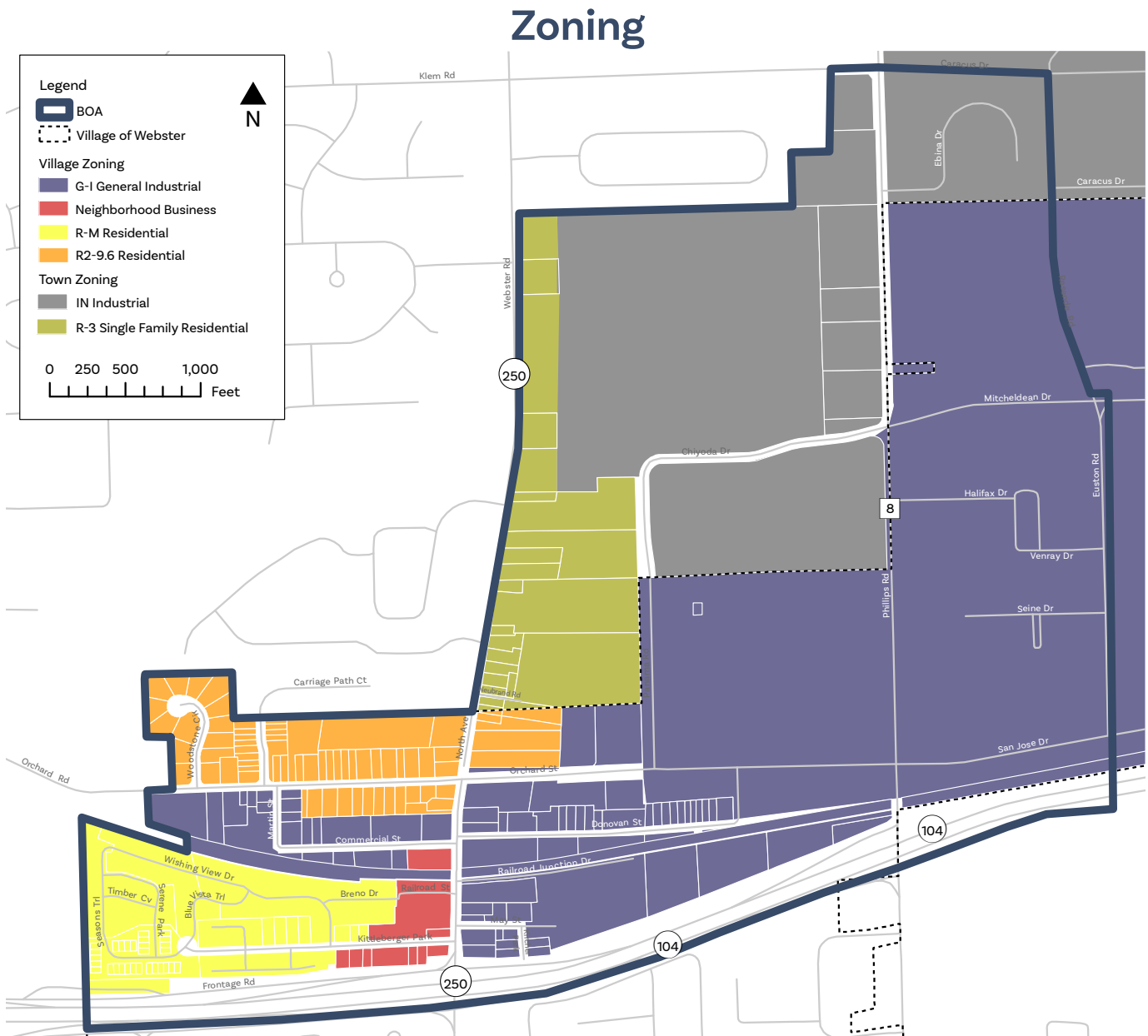
The Town of Webster contains 16 zoning districts, of which only two districts apply to the Study Area. The following is a brief description of the districts present in the Study Area:

I-N - Industrial

Permitted uses include adult uses, enclosed manufacturing industries, enclosed warehouses or wholesale uses, public utilities, enclosed service and repair enclosed industrial processes and service, freight or trucking terminals, contractors' yards, junkyards, parking, accessory buildings, radio studio and television studio, office park, parking, hotels and motels, communications towers, indoor sports arena facilities in excess of 30,000 square feet, outdoor sports facilities, and kennels.

R-3 - Single Family Residential

Permitted uses include single family homes, public and community services such as emergency services and parks, schools, agriculture, communications towers, and bed and breakfasts upon issuance of a special use permit.



Existing Land Use

Key Finding:

46% of the land area within the Study Area is designated as industrial uses.

The Study Area has a variety of land uses, with the majority of sites classified as industrial uses. There is also a significant concentration of residential uses as well as recreation and entertainment facilities, as well as approximately 45 acres of vacant land with potential for redevelopment or new investment.

The New York State Office of Real Property Tax Services identified nine land use categories to determine the value of real property for assessment purposes. Seven of the land use categories are present within the Study Area. The following are brief descriptions of those categories represented within the Study Area.

RESIDENTIAL

Residential uses are the second most prevalent land use category in the Study Area, account for 21% of the total acreage. Residential uses are generally concentrated in the southwest corner of the Town, and consists of a variety of apartment buildings, and single- and two-family homes.

COMMERCIAL

Commercial uses within the Study Area are primarily concentrated along Commercial Street and Donovan Street, and are wide ranging in nature. Examples of such uses include food service establishments, auto sales and related businesses, self storage, a tattoo shop, pet care, and hair salons / barbershops.

RECREATION & ENTERTAINMENT

Recreation and Entertainment is the third most significant land use by area, yet only accounts for two parcels in the Study Area. The first is the Town of Webster Recreation Center, which is 75 acres in size. Directly adjacent to the Recreation Center is the second of the two parcels, which is an indoor sports facility.

COMMUNITY SERVICES

There are two properties that are identified as Community Services in the Study Area: the Webster Masonic Lodge, and the Railroad Junction Summer Day Camp.

INDUSTRIAL

As mentioned previously, the majority of the Study Area is classified as industrial, accounting for 70% of the total acreage. The majority of this area is encompassed by the Xerox Campus, and there is also a concentration of industrial uses along Commercial Street.

Land Use	
Sector	Area (by land coverage)
Residential	21%
Commercial	6%
Recreation & Entertainment	16%
Community Services	2%
Industrial	46%
Public Services	1%
Vacant	8%

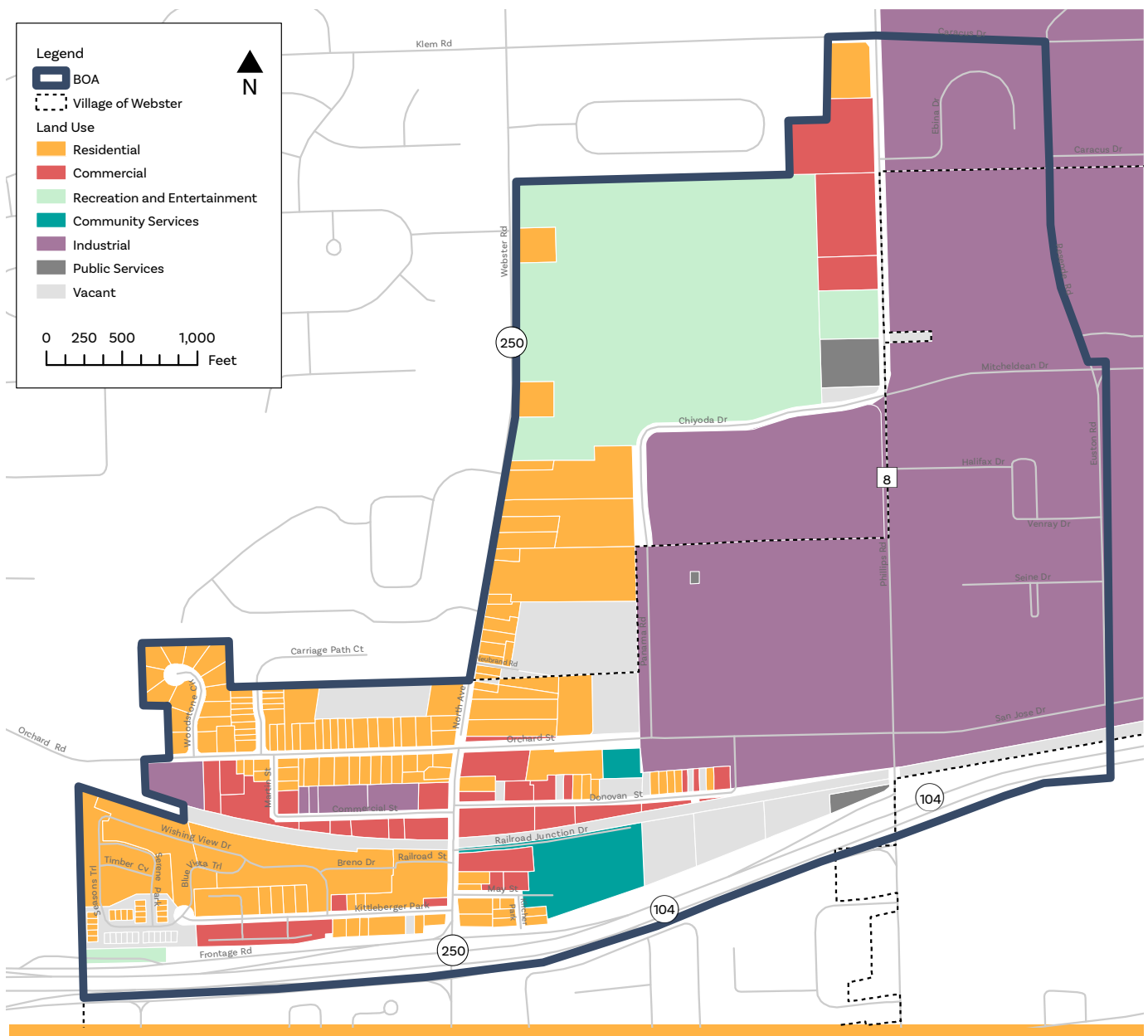
PUBLIC SERVICES

There are two parcels that are designated as public services - the Frontier telecommunications facility along Phillips Road, and the RG+E electric substation at the interchange of Phillips Road and Route 104.

VACANT LAND

There are a handful of vacant sites dispersed across the Study Area. Two of the largest concentrations include along the west side of Panama Road, between the Xerox Campus to the east and residential homes to the west, and just north of Route 104 west of Phillips Road, which at the time of this Plan's development is being proposed for commercial and/or industrial development.

Land Use



Brownfield and Vacant Sites

One of the objectives of the BOA Program is to identify sites that may have been impacted by the presence or perceived presence of soil and/ or groundwater contamination and/or soil vapor intrusion. This section provides an overview of sites which **may be** impacted by environmental contamination within the Study Area. It is important to note that this list describes **potential** brownfield sites - more detailed analysis would be required to confirm existing environmental conditions for each property.

BROWNFIELD SITES

A brownfield site is a property where there may be a known presence or potential presence of environmental contaminants. These properties are often former commercial or industrial properties where mismanagement or improper handling of hazardous chemicals has led to the real or perceived environmental contamination on the property and/or surrounding community. It is important to identify and understand where these hazards may exist to streamline necessary remediation and redevelopment efforts. The NYSDEC Environmental database and other sources were reviewed to develop a list of all relevant brownfield sites within the Study Area. The sites included are those that were listed within the databases with known or suspected contamination, as well as those which have undergone remediation or cleanup. A total of 21 potential brownfield sites were identified and are presented in the summary table. Full descriptive profiles of each identified site is presented within Appendix A.

Map ID	Site Name/Address	Ownership	Environmental Concern
1	87-89 Kittelberger Park	Alfred Messerschmidt	Regulated building materials may exist in the building based on the age of construction.
2	166 North Avenue	Bonmar Holdings, LLC	The property is listed as closed NYSDEC spill Site #1101528.
3	206 North Avenue	206 North Ave, LLC	Three (3) closed NYSDEC Spills are listed for this property.
4	226 North Avenue	MDE Coast 6, LLC.	Three (3) closed NYSDEC Spills and one (1) leaking storage tank (LTANK) are listed for this property.
5	39 Commercial Street	39 Commercial Street Corp	This property is listed as a very small quantity generator due to chromium and halogenated solvent disposal from the 1990s to the mid-2010s
6	50 Commercial Street	David Kords	Closed spill #1302037 is associated with chlorine released into the sewer.
7	101-103 Commercial Street	Gary Passino	Confirmatory soil samples indicated residual levels of volatile organic compounds.

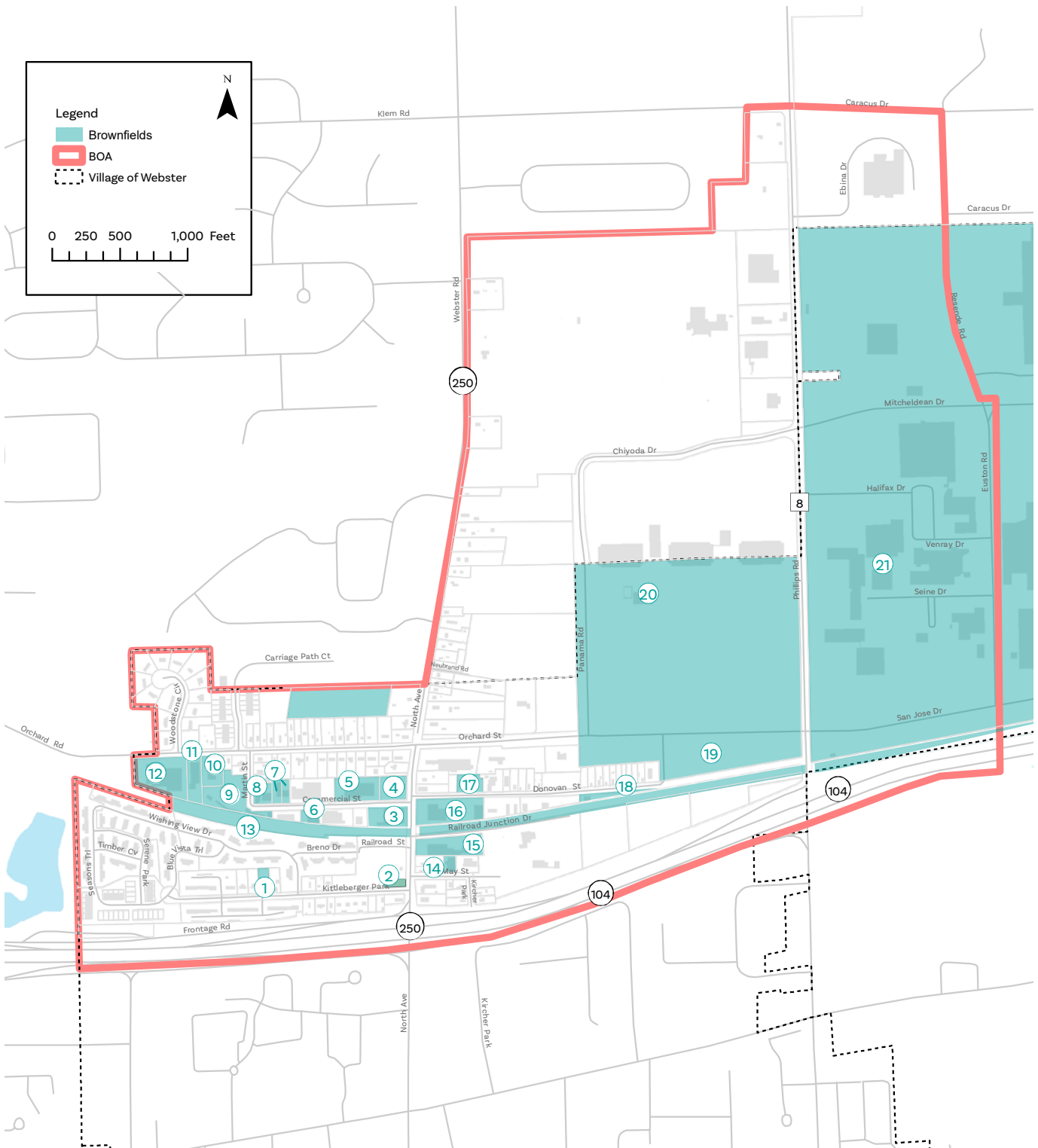
Brownfield and Vacant Sites (continued)

Map ID	Site Name/Address	Ownership	Environmental Concern
8	15 Martin Street	Lang Gang, LLC	The property is listed as closed NYSDEC spill #9970443, addressed as 105 Commercial Street
9	102-122 Commercial Street	FG Martin, LLC	102 Commercial Street is listed as closed NYSDEC Spill #1111918; hydraulic oil spilled associated with a Rochester Gas and Electric utility pole.
10	150 Orchard Street	Platinum Property Development, LLC	There are no NYSDEC listings associated with this property. The property adjacent to the east is listed as active NYSDEC spill #2201675, located at 156 Orchard Street.
11	156 Orchard Street	156 Orchard, LLC	The property is listed as active NYSDEC Spill #2201675. A subsurface investigation identified petroleum impacted soils and groundwater due to the presence of former tanks on the property.
12	160-164 Orchard Street	164 Orchard, LLC	The property is listed as closed NYSDEC LTANK #9207518. Gasoline was released to the groundwater during the removal of a 550-gallon underground storage tank (UST).
13	North Avenue	Rochester Gas and Electric	The subsurface of this area may be impacted by the former railroad ties.
14	26 May Street	James Smith	A NYSDEC Air Permit is issued for painting operations at this facility.
15	195 North Avenue	Charles Conrose Jr.	One (1) closed NYSDEC Spill is listed for this property.

Brownfield and Vacant Sites (continued)

Map ID	Site Name/Address	Ownership	Environmental Concern
16	205 North Avenue	Nor-Web, Inc.	The property was utilized as a coal and fuel supplier from the 1930s-1980s. Potential debris from former buildings and residual impacted soil and/or groundwater may be present at this facility.
17	34-36 Donovan Park	Peter D'Amico	Potential impacted soil and/or groundwater may be present at this facility. Potential regulated building materials may be present in the building based on the age of construction.
18	137 Donovan Park and Donovan Park	James Guck	137 Donovan Park is listed as a NYSDEC solid waste facility and a registered vehicle dismantling facility. The building is in poor condition. Potential regulated building materials may be present in the building based on the age of construction.
19	800 Phillips Road	Xerox Corporation	Xerox Building 150 appears to be in poor condition. Potential regulated building materials may be present based on the age of construction.
20	800 Phillips Road	Xerox Corporation	This property has been identified by as Xerox Investigation Site 338. Potential regulated building materials may be present based on the age of building construction.
21	800 Phillips Road	Xerox Corporation	There are known impacted areas and chemical intensive areas in Buildings 201 and 218.

Brownfield Sites



Land Ownership Patterns

Key

Finding:

The majority of the Study Area by land area is privately owned.

Of the 569 acres within the Study Area, approximately 523 acres are in private ownership. The largest landowner is the Xerox Corporation, with 230 acres.

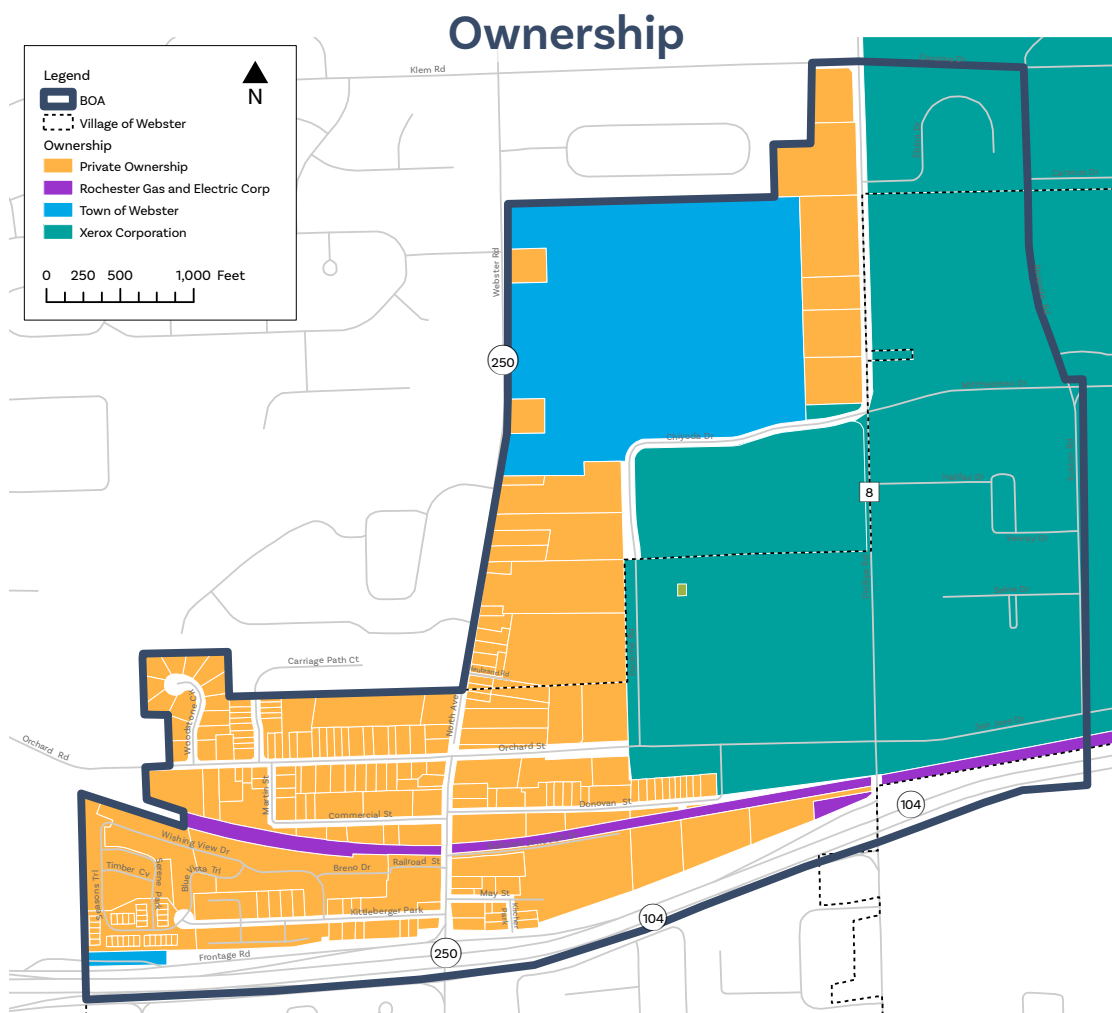
Identifying public versus private ownership can aid in the identification and implementation of projects. For example, some projects may be easier to implement on publicly-owned property while others may be more appropriate on private parcels. As the Study Area consists of 229 parcels on 569 acres of land, future development may be determined by ownership of those properties.

PUBLIC OWNERSHIP

Around 8% of the total land area within the Study Area includes publicly owned properties. The primary public land is the Town Recreation Complex, and there is a small parcel in the south area of the Study Area used for parking for Charles E. Sexton Memorial Park also owned by the Town.

PRIVATE OWNERSHIP

The remaining 92% of land area in the Study Area is privately owned. These parcels are largely characterized by residential and commercial uses. The largest privately owned property in the Study Area, at approximately 230 acres, is owned by the Xerox Corporation.



Building Inventory

Key Finding:

Five key buildings or clusters of buildings have been identified within the Study Area.

Key buildings are identified through the following criteria: historic value, redevelopment potential, and overall contributions to community character.

There are a few key buildings / clusters of buildings in the Study Area that act as anchor institutions and provide residents with access to important community services, programs and resources. Some of these key buildings can act as catalysts for future development and investment.

1. XEROX WEBSTER CAMPUS

With over a total of 5.7 million square feet of buildings on 664 acres (both within and outside of the Study Area), the Xerox Webster Campus is the second largest singular industrial facility in the Finger Lakes Region and a major employment generator. The Xerox Campus employs approximately 2,200 people as of 2022.

The Xerox Campus currently has about one million square feet of vacant space. As the Xerox Campus comprises the majority of the Study Area, the vacancies greatly affect the entire area. The buildings of the Xerox Campus that are within the Study Area include Buildings 102, 103, 105, 114, 128, 129, 139, 140, 147, 148, 149, 201, 205, 206, 212, 218, 313, 300, 304, 313, 315, 317, 335, and 338 - also labeled on the Map at right.



2. WEBSTER TOWN RECREATION CENTER

Previously owned by the Xerox Corporation, the Town's Recreation Center is a major destination for residents for a variety of recreational programming as well as access to the property's trail, playgrounds, and sports facilities.



3. 150 ORCHARD STREET

The building at 150 Orchard Street is a multi-use, three story building that has been recently renovated. Built in the 19th Century, the building operated an auction house for farmers in Webster, and retains its historic character today.



4. 206 NORTH AVENUE

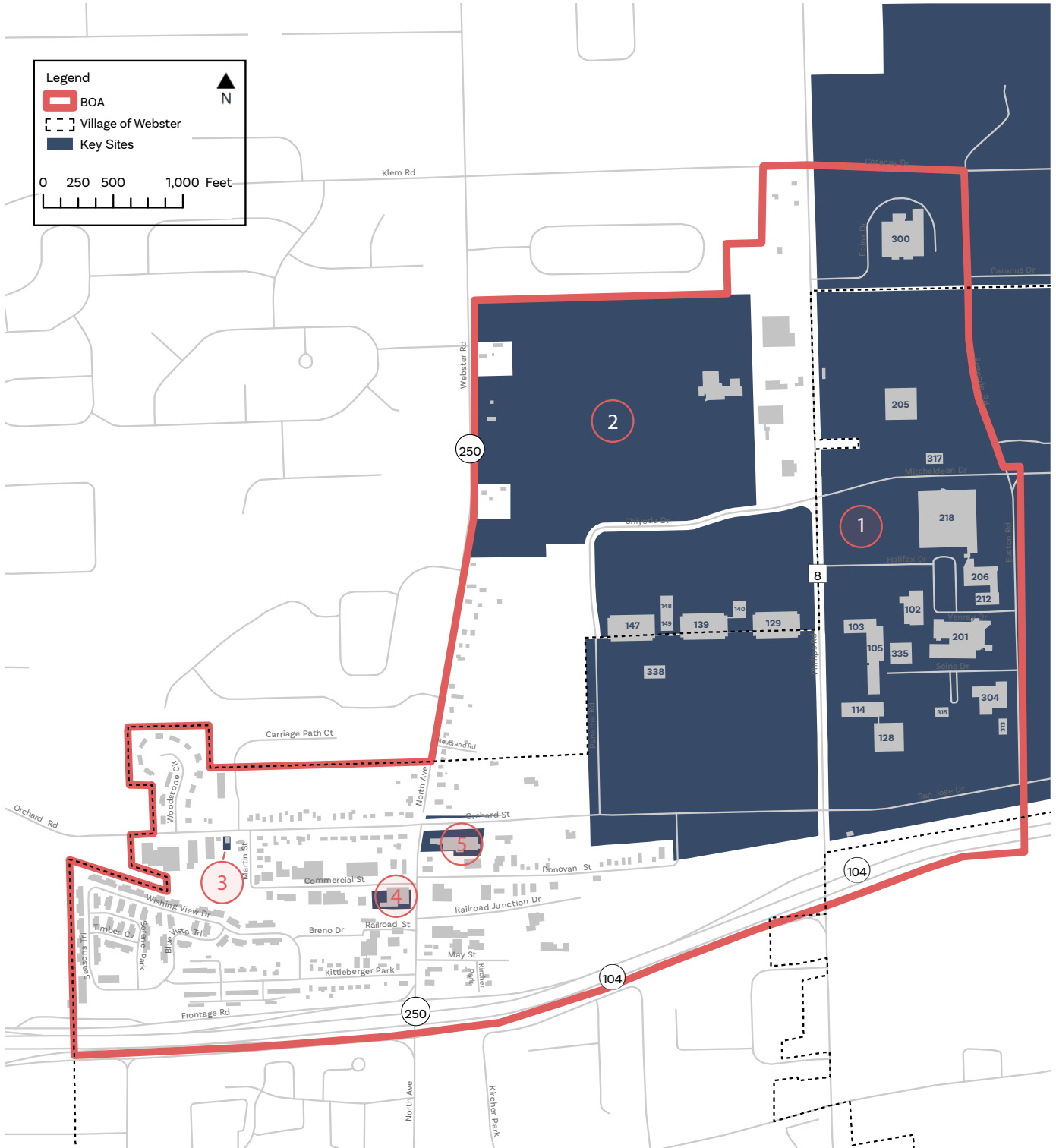
206 North Avenue is a four story mixed use building at the corner of North Avenue and Commercial Street built in the early 20th Century. The building has seen multiple additions and/or renovations over the past century, but the primary structure is a former brick industrial building. The buildings height and location a key intersection, as well as its historic character contributes to its significance in this area.



5. 263 NORTH AVENUE

This location is home to Kittelberger Florists and Gifts, which has operated from this location as a family owned business since 1928. Originally operated from a greenhouse on the side of a residential home, the business now has a 22,000 square foot showroom, and is a legacy business for the community, both within the Study Area and within the larger region.

Building Inventory



Parks, Trails, & Open Space

Key Finding:

There is an abundance of parks and trails throughout and adjacent to the Study Area.

The Study Area is home to a wide variety of parks, trails, and recreational facilities, all of which contribute to the community's character and healthy and active lifestyles for residents and employees. These assets will be leveraged to attract new investment, and will be enhanced for increased accessibility and connectivity.

TOWN RECREATION FACILITY

The most significant parks and recreation facility directly within the Study Area is the Town Recreation Facility, which is a large multi-purpose facility that provides a wide variety of programming for residents of all ages. The facility also has baseball fields and a trail system - described below.

FIRST RESPONDER PARK

Within the Recreation Facility campus is First Responder Park, which contains the following facilities:

- Basketball Courts
- Grill
- Pavilion
- Pickle ball Courts
- Picnic Tables
- Playground
- Restrooms (Seasonal)
- Spray Park
- Tennis Courts
- Walking/Bike Trail

CHARLES E. SEXTON MEMORIAL PARK

Formerly North Ponds Park, this park is directly adjacent to the Study Area to the west, and is a significant community asset for the Town of Webster. There is a one mile paved hiking path that circles the park and has fitness stations along the way. Disc golf, fishing, and snow shoeing are among the activities that can be enjoyed. There is also a lodge on site that can be rented by community members.

CHIYODA TRAIL

There are approximately 1.3 miles of well utilized walking trails within Town Recreation Complex. The trail is paved, and is used for walking, hiking, jogging, biking, snowshoeing, and cross country skiing.

HOJACK TRAIL

The Hojack Trail is a 4.95 mile bicycle and pedestrian trail which follows a former railroad corridor. The trail extends from Phillips Road in the east, within the Study Area, to Lake Road to the north along Lake Ontario.

BIRD SANCTUARY TRAIL

The Bird Sanctuary Trail is a 0.80 mile trail just outside the Study Area boundary. The trail is connected to the Chiyoda trail which offers access to First Responder Park. The North Ponds Park is adjacent to the Study Area boundary, with only the parking lot extending into the Study Area itself. Perhaps, with future development, there may be an increase in parks and recreation for community enjoyment within the Study Area.

ROUTE 104 TRAIL

The Route 104 Trail is a 6.1 mile paved shared use trail that is aligned within the Route 104 right of way. It extends from Bay Road to the west to Salt Road to the east. The trail is well used, and provides an essential non-vehicular connection from east to west across the Town of Webster.

Parks



Historic Resources

Key

Finding:

The Study Area has a rich history of being an industrial hub of Webster, the legacy of which persists in the area.

The Study Area has been an industrial hub of the Town since the development of the railroad through the Study Area in the late 19th century. The legacy of this development persists within the Study area, which contributes to its historic character.

The historic resources of an area can greatly contribute to community character and the development and/or reestablishment of a unique identity. While there are no registered historic sites within the Study Area, the area began to develop in the late 19th Century - which has had a lasting effect on the built environment within this area. Furthermore the development of the Xerox Campus has had significant impacts on the identity of the Study Area.

THE INDUSTRIAL LEGACY OF WEBSTER

In the late 1800's the Lake Ontario Shore Railroad constructed a rail line between Oswego, NY and Kendall, NY - which passed directly through the Study Area. This allowed for farmers to more easily ship their products to market, and spurred development north of Main Street in the Village of Webster, where dry houses, canning operations, basket factories, and lumber yards began to establish themselves. This historic development still exists in part today, particularly along Commercial Street.

Passenger trains also were accommodated at the station, which allowed for workers and shoppers to access Charlotte, Sea Breeze, and ultimately downtown Rochester. The train depot officially closed in 1965, and in 1997, a trail was established (now the Hojack Trail). The train depot building was moved east, just north of Route 104, where it currently is used as a child care center.

THE ROLE OF THE XEROX WEBSTER CAMPUS

The Xerox company originally had a small printing business in Rochester, New York. In 1963, Xerox began construction in Webster, New York, thus establishing the Xerox Campus known today. Xerox's historical activities in the Xerox Campus include research and development, manufacturing and/or refurbishment of Xerox products, manufacturing, and warehousing. Built primarily in the 1960-1970s, the buildings are reflective of the typical character of manufacturing and office buildings of the mid-20th Century.





Above: Webster Canning & Preserving Company was established as Curtice Preserving Company in 1885, shortly after the construction of the railroad.

Source: Webster Museum



Left: Xerox 914 copier rolls off the assembly line in the 1960s.

Source: XeroxNostalgia.com

Transportation

Key Finding:

The Study Area is well-connected to both urban hubs and rural destinations.

The Study Area is currently a vehicular-oriented environment, largely due to existing land uses. While the existing trail network provides some bicyclist and pedestrian connectivity, additional alternative transportation options and facilities would help to promote the Study Area as a more walkable, inviting area to spend time in.

The Study Area is well connected to both the regions urban core and suburban hubs to the west and rural destinations to the east. Primary connections to Rochester and the metropolitan area are via the NYS Route 104 expressway which runs east to west. NYS Route 250, also known as North Ave, runs north to south and intersects the Study Area, connecting the it to the Village core and suburbs to the south.

STREET NETWORKS

The Study Area contains several major roadways that connect motorists to both local and regional destinations. The primary north-south roads include North Avenue (State Route 250) and Philips Road (County Route 8). For east-west connections, NYS Route 104 runs along the southern edge of the Study Area which offers access to Rochester via I-590 to the west, and the rural communities of Wayne County to the east. Orchard Street also provides east-west connections, and is currently privately owned by Xerox beginning at the intersection of Panama Road.

TRAFFIC VOLUMES

The New York State Department of Transportation (DOT) collects data on major roadways for its Local Highway Traffic Volume Report, including the Annual Average Daily Traffic (AADT) counts. AADT is the number of vehicles that travel on a specific roadway on a typical day.

The heaviest traffic volumes within the Study Area occur on Route 104, which sees between 33,000 and 43,000 vehicles daily. North/South NYS Route 205, or North Ave, and has an AADT of 7,254. The third heaviest traffic volumes are along Philips Road, that sees between 6,000-10,000 vehicles daily within the Study Area.

The remainder of the Study Area experiences lighter traffic volumes, ranging between an AADT of 13 to 3,800. The traffic counts on these major roadways suggest that the transportation network is well utilized.

PUBLIC TRANSPORTATION

Public transportation services are limited within the Village and Study Area. The Regional Transit Service (RTS) in Monroe County provides on demand bus service with ADA-accessible vehicles within each On Demand Zone. The Study Area is completely within the Webster On Demand Zone. As the On Demand bus service does not have a permanent route, reservations are required on the On Demand phone app or by calling customer service at 585-288-1700.

Philips Road Improvement Project

Monroe County is considering “right-sizing” Phillips Road by implementing travel lane adjustments, improving intersections, and accommodating bicycle and pedestrian infrastructure between Route 104 and Schlegel Road. Construction is anticipated to begin in 2028. The outcomes of this project will help to foster a roadway environment that is more reflective of current transportation needs, and will work towards improving the overall environment of the Study Area.

The only public parking lots within the Study Area are the parking lots for Charles E. Sexton Memorial Park and lot for the Town Recreation Complex. Street parking is available but extremely limited. The majority of private commercial and residential uses have associated parking available.

The residential streets within the Study Area typically have sidewalks on one side, with short strips of sidewalks on both sides of the streets. Whereas the remainder of the streets with commercial uses, or along Orchard Street and San Jose Drive south of the Xerox Campus, have no sidewalks. Additions to the existing sidewalk networks as part of future development would make the Study Area more walkable and pedestrian friendly. Refer to the Parks, Trails, & Open Space section for information on off-road trails.



Infrastructure and Utilities

Key Finding:

The Study Area is well serviced by public utilities to support future development.

Past and future investments in public infrastructure in the Village and Study Area are critical to maintaining a high quality of life for existing residents and providing the capacity to attract future residents and businesses to the area.

Access to roads, sewer, water, communication technologies, and electricity are essential for a community's health and economic growth.

WATER

As of December 2013, the properties within the Study Area receive their water from the Monroe County Water Authority. Monroe County's primary water source is Lake Ontario which is treated at the Webster Plant in the Town of Webster. The Xerox company owns and operates their own private water distribution facility which receives the treated water from the Monroe County Water Authority and then distributes water to itself and its tenants within the Xerox Campus.

SANITARY AND STORM SEWERS

The Village of Webster owns and operates the Webster Wastewater Treatment Plant located at the Intersection of Wall Road and Route 250. The Town of Webster Wastewater Treatment Plan is on Phillips Road near Lake Ontario.

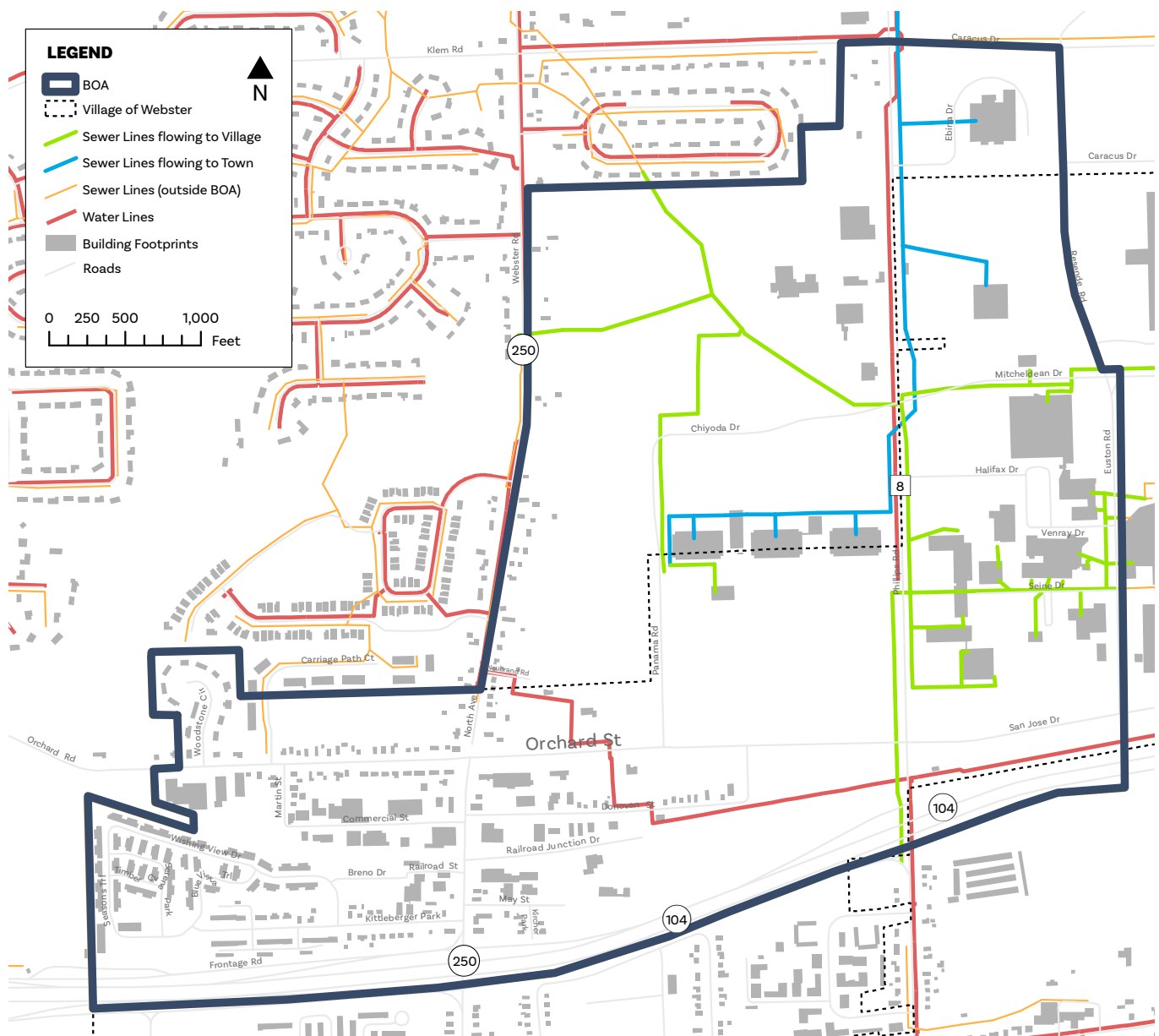
ENERGY

The Xerox Corporation owns and operates their own private electric distribution facility which receives electric power from Rochester Gas & Electric (RG&E) and then provides electricity to itself and its tenants within the Xerox Campus. The remainder of the Study Area area is serviced by RG&E as well.

BROADBAND

Broadband access is essential for communities to thrive in the 21st century. The largest Internet providers in Webster are Frontier, Spectrum, and Greenlight Networks. DSL Internet from Frontier is available for about 90% of residents, whereas cable options from Spectrum covers 100% of the Town. Greenlight Networks offers fiber optic to around 23% of residents. Increasing access and usage of broadband infrastructure can lead to higher property values, increased jobs, population growth, and lower unemployment rates. The Town of Webster is progressively implementing a wireless network to provide free WiFi to Town residents.

Infrastructure and Utilities



TOWN OF WEBSTER PUBLIC WIFI

The Town of Webster has been building out a Wide Area Network so as to interconnect their facilities. This wireless network will also provide WiFi access to Town residents. Wherever residents find the Town Webster FREE WIFI symbol, they will have free WiFi access provided by the Town of Webster.

Key

Finding:

There are limited environmental constraints that would restrict development in the Study Area.

There is a limited delineation of flood hazard areas, wetlands, and sensitive wildlife populations within the Study Area. The land area is relatively flat, and public water is readily available and of good quality.

Natural Resources

Natural and environmental features may dictate the ways in which future development can occur (e.g., proximity to a floodplain and presence of steep slopes) and planning in consideration of these features is important for the preserving and protecting of our ecosystem and environment.

FLOOD HAZARD AREA

Flooding is a common natural hazard across the United States and can pose a significant threat to property. According to the Federal Emergency Management Agency (FEMA) Flood Insurance Risk Maps, there is minimal flood risk to the lands in the Study Area. A small area adjacent to Mill Creek as it passes through the western side of the Study Area is identified as within the 100 year floodplain.

When property is located within a 100-year floodplain, it is predicted that land has a 1% chance of flooding in any given year, which translates to a 26% chance of being flooded at least once over the course of 30 years (the length of a typical mortgage).

WETLANDS

New York State Department of Environmental Conservation (NYSDEC) identifies and regulates all freshwater wetlands greater than 12.4 acres in size. There are no state regulated wetlands located within the Study Area boundaries.

The U.S. Fish and Wildlife Service also maps wetland areas, regardless of size and regulatory status, through the National Wetland Inventory (NWI). The most significant NWI wetland is in the southwest corner of the Study Area where the North Ponds Apartments and Townhomes are located. Throughout the Study Area there are ponds and streams that future development should take into consideration.

SOIL AND SURFACE GEOLOGY

There are four different types of geological materials within the Study Area;

- **Till** - which is relatively impermeable and is of variable texture (e.g. clay, silt-clay, boulder clay)
- **Lacustrine Sand** - which are typically associated with large bodies of water or near a sand source, generally quartz sand
- **Lacustrine Silt and Clay**, which is generally calcareous.
- **Lacustrine Beach**, which is generally well sorted sand and gravel. It is well-drained and permeable.

WATER QUALITY

The 2022 Annual Water Quality Report produced by the Monroe County Water Authority (MCWA) is the most recent report available. According to the Report, there are no water quality violations in Study Area, or entire MCWA service area.

PUBLIC WATER SUPPLY

The Study Area is supplied water from the Monroe County Water Authority. The primary water source is Lake Ontario. Public water in Webster is generally abundant, and should not restrict future development.

AIR QUALITY

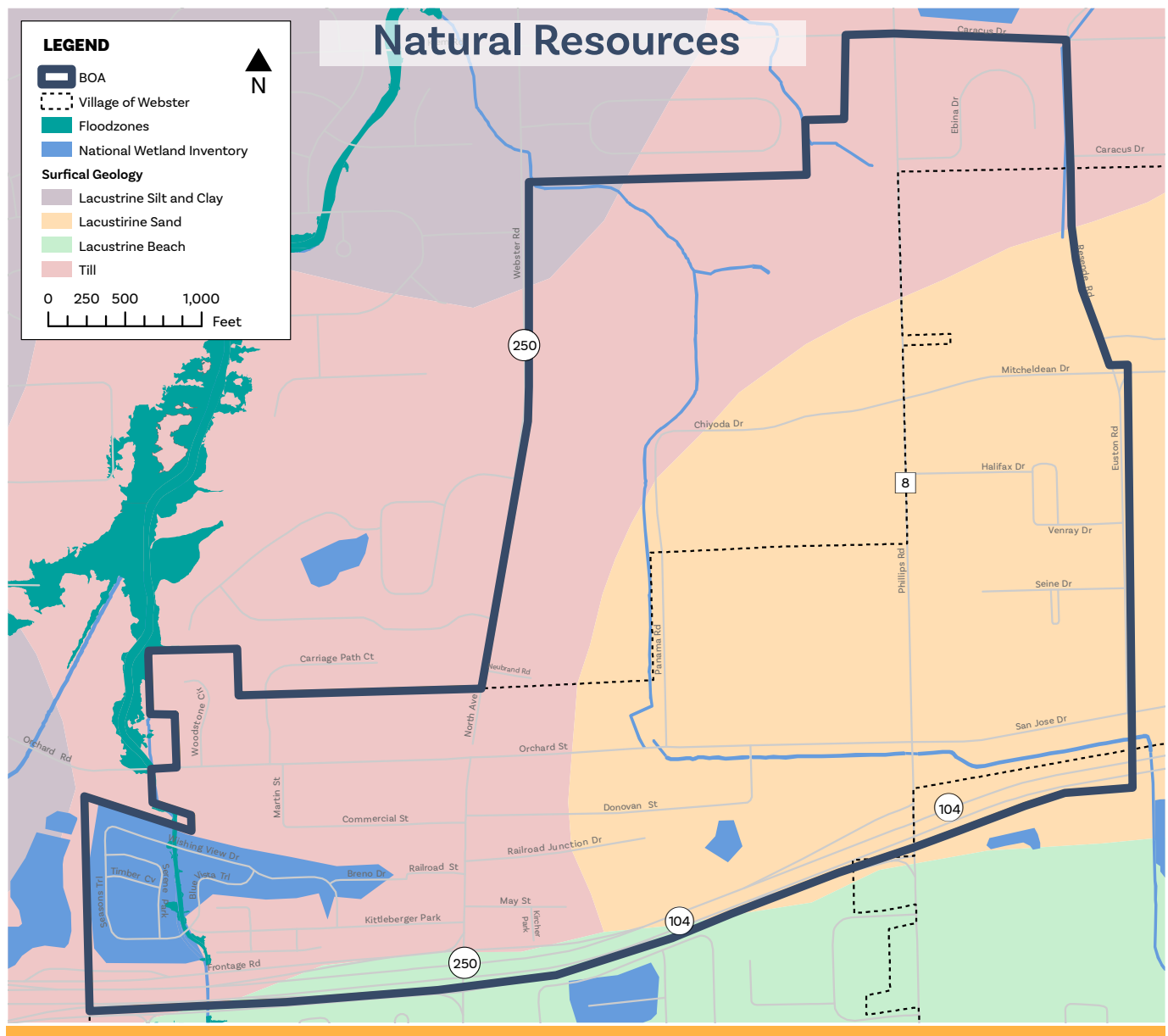
There are four air monitoring sites in Monroe County (none of which are within the Study Area). In 2021, NYSDEC produced an air quality report which showed no air quality violations for any of the four sites.

SENSITIVE WILDLIFE AREA

According to data from the U.S. Fish and Wildlife Service, there are no threatened species within the Study Area.

TOPOGRAPHY

The Study Area is relatively flat with slopes ranging from 0 to 3 percent, suggesting no impacts to development.



Economic Market + Trends Analysis

Employment Analysis

JOBS BY INDUSTRY

In the Town of Webster, the key sectors are Manufacturing, Retail, Health Care and Social Assistance, Accommodation and Food Services, Construction, and Professional, Scientific, and Technical Services. Each of these broad sectors has a higher proportion of local employment compared to the Rochester MSA or contributes a significant share of total employment (Health Care and Social Assistance has a slightly smaller share than the Rochester MSA, but contributes more than one out of every seven jobs).

In addition to Manufacturing being the most prevalent industry in the Town, this concentration is also shown by looking at the top 5 Location Quotients (LQs) in Webster, which are all within the manufacturing sector:

1. Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing (306.3)
2. Industrial Process Furnace and Oven Manufacturing (61.9)
3. Photographic and Photocopying Equipment Manufacturing (45.5)
4. Office Supplies (except Paper) Manufacturing (39.8)
5. Pottery, Ceramics, and Plumbing Fixture Manufacturing (25.1)



WHAT IS A LOCATION QUOTIENT?

Location quotient (LQ) is a measure of industry concentration, indicating how concentrated a certain sector is in a given area of study, relative to the nation. It can reveal what makes a particular region “unique” in comparison with the national average.

$LQ > 1$ = Area is more concentrated than national average.

$LQ < 1$ = May indicate an opportunity to develop business locally.

HISTORIC & FORECAST JOB GROWTH

The period between 2017 and 2022 is somewhat anomalous when reviewing employment trends because of the impacts of the COVID-19 pandemic. The Town of Webster has seen a net decrease of 815 jobs since 2017, which represents a loss of 4%. This is the largest rate of job loss during this period compared to both the Rochester MSA (-3.6%) and the State of New York (-1.9%). However, the loss of demand, business closures, and economic hardship were a trend occurring across the US and globally.

The long-term trend for jobs in this area paints a more positive picture. First, it's clear that Webster was experiencing highly positive growth in the period through 2019, right up until the pandemic. Once quarantining mandates were lifted, Webster immediately began to bring back jobs, though it has not yet reached pre-pandemic levels. Lightcast forecasts that Webster will create 444 net new jobs between 2022 and 2027, growing at a rate of 2.3% during this period.

LEARN MORE!

Additional details and documentation can be found in the full Market Analysis in the appendix of this report.

JOB CHANGES BY INDUSTRY

Webster's key sectors have had mixed performance for growth over the last five years. Among the five listed above, only Construction shows significant growth. That sector added nearly 100 jobs between 2017 and 2022, an increase of 7%. Health Care and Social Assistance was steady (losing only three jobs).

Every other key sector saw significant job loss from 2017 to 2022. Manufacturing is following national trends of declining employment with a decrease of 4.4%. The pandemic has had adverse effects on both Retail Trade (4.7% decrease) and Accommodations and Food Services (7.2% decrease).

Expected future trends look better for most sectors. Growth for Arts, Entertainment, and Recreation is expected to continue, and most of the largest sectors are set to bring back previous losses and new jobs alike. Manufacturing and Retail Trade, on the other hand, face structural challenges and are expected to continue to lose jobs through 2027.

WORKERS BY OCCUPATION

The largest occupational category for workers in Webster is Food Preparation and Serving Related workers. These jobs represent nearly twice the share of jobs in Webster as in the Rochester MSA. The next two largest occupations are office-related sectors, Sales and Related workers and Office and Administrative Support workers. Together these two types of jobs make up more than one out of every five jobs in the region.

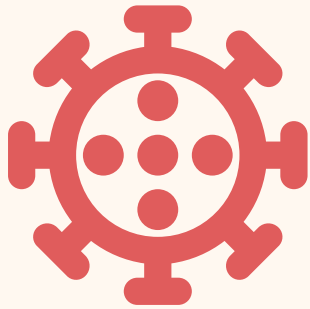
CHANGES IN WORKERS BY OCCUPATION

The six occupations that are expected to add the most jobs through 2027 are Food Services jobs and Health Services jobs. Food and Beverage Serving Workers have the largest increase, predicted to add 129 jobs or +7.4%.

After these occupations is Construction Trades Workers, which are expected to increase by over 10% during this period. Two high-demand technical occupations, Engineers and Computer Occupations, round out the top 10 growing occupations.

Webster has a high concentration of manufacturing, but it's a declining sector and the occupations that are expected to shed jobs the most reflect this trend. Metal Workers and Plastic Workers (-35), Assemblers and Fabricators (-29), and Other Production occupations (-26) make up half of the six fastest-shrinking occupations.

EMPLOYMENT ANALYSIS KEY FINDINGS



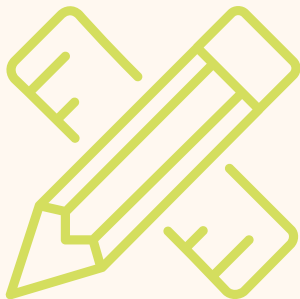
RECENT 4% JOB LOSS

This loss is due to the impacts of the pandemic.



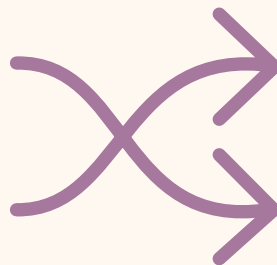
ANTICIPATED JOB GROWTH

Jobs are estimated to rebound in the Town, growing 5% in five years.



THE TOP INDUSTRY IN THE TOWN IS MANUFACTURING

Followed by retail and health and social services.



MIXED PERFORMANCE BY SECTOR

The construction industry is showing significant growth, yet manufacturing experienced decline.



GROWTH IN SERVICE INDUSTRIES

The six occupations that are expected to add the most jobs through 2027 are in Food Services and Health Services sectors.

Residential Market Analysis

HOUSING STOCK TRENDS

Between 2011 and 2021, the number of housing units in the Town of Webster increased by nearly 18%, from 16,496 to 19,432. The demographic analysis shows that population for the region increased by only 6% over a similar period (2010 to 2022).

The rate of increase was not the same across housing types. More dense types of housing units grew at a much faster rate than single-family housing. Multifamily housing increased 24% during this period, compared to only 9% for single-family housing. Townhouses, condos, and mobile homes increased by 79%, nearly doubling from 1,306 units to 2,338. Although single-family housing grew at a slower rate than the other types, it makes up the largest number of units. In 2021 single-family housing units, at 12,840, represented two out of every three units (of the total 19,432).

HOME VALUES

Town of Webster property values are significantly higher than the surrounding areas. Monroe County and the Rochester MSA have similar growth trends and have converged close to a median home value of \$160,000 over the last 10 years. The Town of Webster has had a similar growth trend since 2016, but started from median values that were 25%–50% (approximately \$40,000) higher.

AGE OF HOUSING STOCK

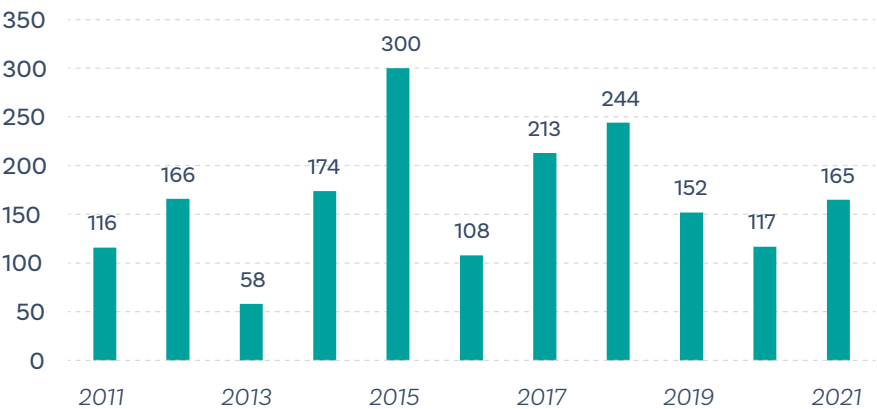
Part of the explanation for the Town of Webster’s higher valuations is related to its younger housing stock. Nearly 40% of its housing structures have been built since 1990. In both Monroe County and the Rochester MSA this newer housing represents about 20%, or half the share of the housing stock as in Webster. Both of the larger regions also have a significant share of housing built before 1940, or Pre-War era housing.

RECENT DEVELOPMENT ACTIVITY

An advanced metric for residential housing market health is how much new housing construction is in the pipeline to be built. Building permits are not guarantees of future housing supply, but they are a good indicator of how builders see the prospects for a market.

For the Town of Webster, the peak of permitting volume coincides with a strong residential market before the pandemic. Annual residential permits peaked in 2015, and enjoyed other strong periods in 2017 and 2018. It’s likely that complications from the Pandemic negatively affected permitting during 2020, but while not reaching the same heights as pre-COVID, 2021 was a rebound year, with the highest number of building permits since 2018.

Residential Building Permits, Webster Town



Source: SOCDS Building Permit

HOME PRICES

The trends for pricing relate to a residential market with significant pent-up demand. In 2018 the median home price in the Town of Webster stood at \$200,000. In 2022, the median home price had increased 45% to nearly \$290,000. The growth in local housing prices has been generally on par with Monroe County as a whole. As of March 2023, the median home price in Webster was already up another 9.4% to \$317,250.

SALES ACTIVITY AND INVENTORY

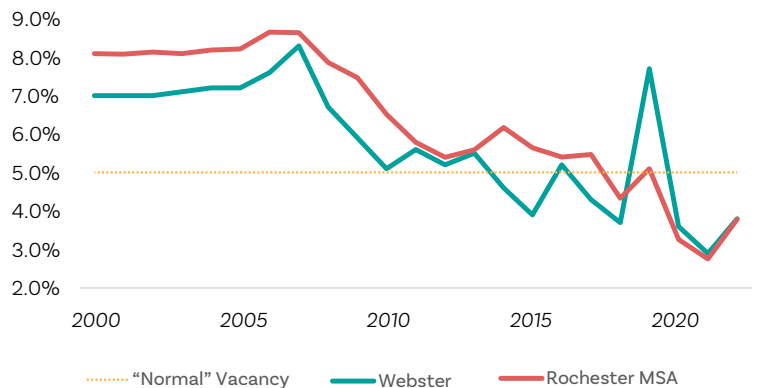
While the number of sales in Webster dropped in 2022 from 2021, the Town's housing market remained very strong and one of the most active in Monroe County. Notably, the Town has had one of the more active condo markets, with approximately 80 condo sales in 2020.

In 2022, the inventory of homes stood at 0.9 month, indicating very low inventory and far below a typical healthy range of 5 to 6 months of inventory. Inventory has remained tight into 2023, with rising interest rates causing many would-be sellers to remain in their homes. As a result, housing demand has continued to build up and market conditions are favorable for new housing development despite the higher interest rate environment.

MULTIFAMILY MARKET

Data from CoStar, a real estate data analytics company, indicates that the Town of Webster has rapidly increased the size of its rental market in recent years, yet vacant rates for multifamily units continue to decline. Generally speaking, the Rochester MSA has had slightly higher vacancy rates than the Town of Webster, as well as more expensive rental rates. This increased demand for rental units is accompanied by the significant increase in home prices, causing an increase in pressure on the housing market as a whole.

Multifamily Vacancy Rate



Source: CoStar

HOUSING MARKET DEMAND

Changes in the total growth of a population, as well as changes in the income and age characteristics of a population over time can have a significant impact on the types and amounts of housing demanded in a region. Older and higher-income households saw the largest increases since 2016 in the Town of Webster. The two cohorts that saw the most growth between 2016 and 2021 are households making between \$100,000 and \$200,000 that are either retired or nearing retirement. Households at almost every income level under the age of 25 declined.

HOUSING MARKET DEMAND POTENTIAL

It is anticipated that demand for the Rochester MSA is expected to total nearly 13,000 housing units annually over the next five years. It is expected the Town of Webster could capture or "absorb" between 255 and 382 units annually, representing an estimated 1,593 units of housing development potential over the next five years (including both market rate and affordable housing). The Study Area is expected to be able to capture a significant share of the Townwide market potential – **an estimated 1,035 units over five years**. This includes market potential for 466 rental units and 569 homeowner units.

HOUSING ANALYSIS

KEY FINDINGS



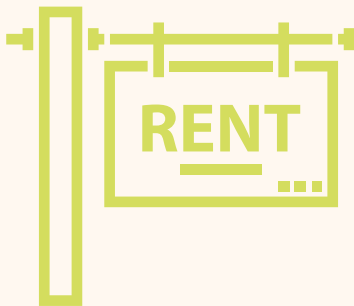
STRONG PRICE GROWTH

Average home prices rose 45% over a five year period (2018-2022).



DEMAND FOR A VARIETY OF HOUSING TYPES

Single-family homes, duplexes, townhomes, apartments, and senior housing are all marketable in the area.



UNMET DEMAND FOR RENTALS

Much of the demand is coming from those priced out of the homebuying market.



VIRTUALLY NO INVENTORY

The inventory of homes for sale in 2022 was 0.9 per month.



SIGNIFICANT MARKET POTENTIAL

It is estimated that the Study Area could absorb 1,035 housing units over 5 years.

Retail Market Analysis

CONSUMER SPENDING

The largest areas of spending for the Study Area’s retail trade area are for basic necessities: home costs, health services, and food at home. The next largest category is Food Away from Home - this category’s popularity is reflected in the large and diverse mix of restaurants in the area. The other two related categories that make up over 5% of consumer spending are Entertainment/ Recreation and Travel.

RETAIL SALES GAPS

A Retail Gap Analysis was conducted to examine the retail sectors that can be expanded or introduced into Webster’s retail market. The convenience retail market area has three “gaps” where recapture of lost spending from residents could potentially support new business: Gasoline Stations with Convenience Stores, Nail Salons, and Snack and Nonalcoholic Beverage Bars.

Regionally, the gaps in spending are more numerous and substantial than for the Local Trade Area. Beyond gas stations, nail salons, and snack bars identified for the Local Trade Area, restaurants and clothing stores are also opportunities for recapturing lost spending to support retail expansion.

RETAIL SPACE INVENTORY, VACANCY, AND DEMAND

Retail space has continually grown in the Town of Webster between 2007 and 2022, with the exceptions of minor pauses during the 2009 recession and the recent pandemic. There was an overall increase of 10.7% for the Town of Webster’s retail square footage from 2007 to 2022, while the Rochester MSA increased inventory at a rate of 5.5%.

Leasing rates for retail space in the Town have fluctuated since 2007 - with recent prices being higher in nominal terms. However, there’s not a clear picture that this is driven by a shortage of space. The demand for retail space in the Rochester MSA has steadily increased over the past decade.

While retail buildings and existing available square footage have gone up in the Town of Webster the vacancy rate has fluctuated between 1.7% in 2007 and 6.5% in 2022. Trends may indicate that supply has been gradually outpacing demand for retail space in the Town of Webster. The Rochester MSA market follows a very similar but more gradual trend in vacancy.

WHAT IS THE STUDY AREA’S RETAIL TRADE AREA?

LOCAL TRADE AREA: Roughly aligns with a 10-minute drive time from the Study Area, including the Town of Webster and the northern area of Penfield. It delineates the draw area for more “everyday” needs: grocery, pharmacy, personal care services, fitness, quick meals, etc.

REGIONAL TRADE AREA: This area extends about 15 miles eastward from Webster and includes the communities of Ontario and Williamson, for which Webster is the closest regional retail center. It applies to stores that attract customers from greater distances for specialized or less frequent purchases, such as discount department stores, large supermarkets, and other large-format stores such as home improvement centers and warehouse club stores.

RETAIL OPPORTUNITIES

There are limited opportunities for retail, but enhanced potential is possible when combined with residential development.

Full Service Restaurants
up to 2 within the Study Area

Convenience Retail
e.g. gas stations with a convenience store

Mixed Use Retail
created market potential from new residential development

Office Market Analysis

OFFICE SPACE INVENTORY

Office inventory growth is strong. Webster has increased inventory steadily over the last 15 years, with a few exceptional 2- to 3-year periods of stagnation where no additions occurred. Annual inventory additions averaged 8,000 square feet over the 15-year period.

OFFICE SPACE VACANCY

Office vacancy is low with an extremely tight market, but a reversal may be here. The Town of Webster's office market had just 3.7% vacancy in 2007 and has become even tighter over time, with vacancy dropping to 1.0% into 2021. However, a new delivery combined with additional vacancies caused the rate to spike in 2022 to 7.7%.

OFFICE SPACE LEASE RATES

Office lease rates have caught up to the metro area. In 2007 the going rate for office space in Webster averaged \$11.16 per square foot, which was almost \$5.00 lower than the Rochester MSA. This gap has become increasingly narrow over time. In 2022 the premium for space in Rochester was barely more than a dollar over Webster's rate (\$17.33 vs \$16.31 per square foot).

	% Vacancy, Office Space	
Period	Webster	Rochester MSA
2022	7.7%	9.4%
2021	1.0%	9.8%
2020	1.3%	9.0%
2019	0.9%	10.3%
2018	1.0%	8.5%
2017	0.7%	8.4%
2016	1.0%	5.8%
2015	1.8%	6.2%
2014	2.0%	8.3%
2013	1.3%	8.7%

OFFICE SPACE INDUSTRY GROWTH

Job growth for office-using sectors is projected to be negative to 2032. The most likely types of economic activity to drive demand for office space in Webster are not expected to see gains over the next 10 years. These 43 industries are set to lose 151 jobs, a decrease of 5.5% from 2022 to 2032.

Regional trends in office users are better, at least for two key users. The Rochester MSA has the same issue with projected office workers. The region is slated to lose 2,815 such jobs over the next 10 years, a decline of 2.5%. However, there are two key areas where Rochester is set to expand, and they match the local trends in Webster. High-value consulting services are expected to grow and may drive the need for more office space. Management, Scientific, and Technical Consulting Services (+33% for Rochester, +34% for Webster) and Architectural, Engineering, and Related Services (+12% for Rochester, +26% for Webster) are moving in the right direction to buoy the office market.

OFFICE OPPORTUNITIES

There is limited demand growth, but potential for niche / limited office uses, including:

**Co-Working
Space**

Medical Offices

**Professional
Service
“upgraders”**

Hospitality Market Analysis

HOTEL INVENTORY

There are no new hotels in the Town of Webster since 2008. The area did enjoy a local boom in hospitality inventory that saw its number of rooms jump from 283 in 2007 to 351 in 2012, a 92% increase. This growth was an isolated market moment with no new deliveries since then, while a couple of buildings have closed.

HOTEL OCCUPANCY

In spite of the static supply, occupancy is lower than in the Rochester MSA and has not reached pre-pandemic levels. The occupancy rate for the Town of Webster in March 2023 is 58.8%. This is below the national average (65.3%), the surrounding Rochester MSA area (60.4%), and the Town’s pre-pandemic rate (62.7%).

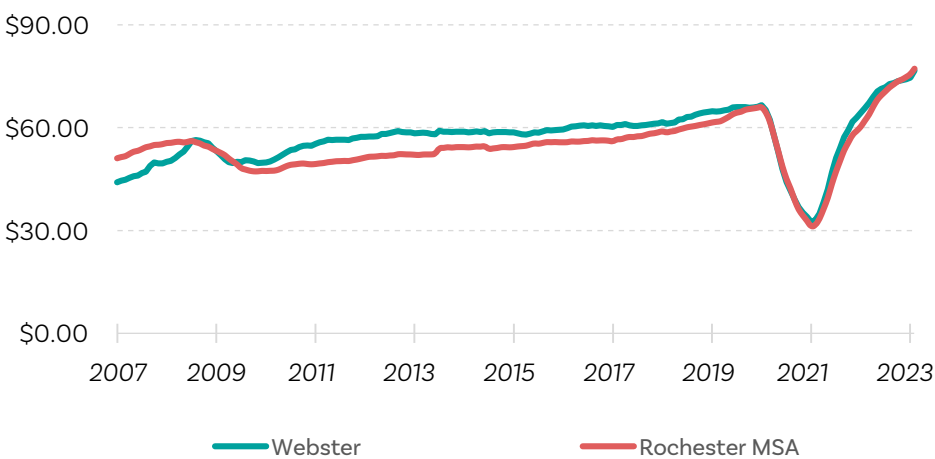
HOTEL RATES

Rates have bounced back even stronger. The average daily rate (ADR) for the Town of Webster during the depths of the pandemic was \$87.35. In the last 24 months this rate has increased dramatically, up 50% over the period to \$127.86. The ADR for Webster is above that of Rochester, but the gap is narrowing.

REVENUE AVAILABLE PER ROOM

Revenue available per room, or RevPAR sees large increases as both Webster and Rochester recover. RevPAR for the Town of Webster rose to \$76.66 in the most recent month with data available. This continues a surge that has seen RevPAR increase by 131% since the low point in 2021.

Hospitality Revenue Per Available Room (RevPAR)



Source: CoStar

HOSPITALITY OPPORTUNITIES

There is not a strong opportunity for hospitality in the near term, due to:

- Declining business travel
- Lack of visibility from highway
- Local competition
- Unfavorable market metrics

However, new development may induce demand for rooms in the future

Industrial Market Analysis

The Rochester MSA is the largest identified market for industrial property near the Webster BOA. It's one of the larger industrial markets in upstate New York and has seen significant growth in inventory, sales, and rents. Sales volumes of industrial space in Rochester are the highest in five years as investors seek to capitalize on a tight market. These positive market signals come at a time when the national market for industrial space is also expanding.

Specific industrial opportunities for the Webster BOA include:

FLEX SPACE

Compared to Rochester, Webster has a modest and stagnant flex market. There is potential for users who would benefit from proximity to Xerox and are looking for a combination of manufacturing and operational space. Data centers may be an option, and they would have the utility infrastructure to support them.

SPECIALIZED

This is the second largest submarket in the Rochester area (three-times the size of the Flex market). This market also has the lowest vacancy and availability of industrial submarkets in the Rochester area, which indicates strong demand. There is a cluster of industrial space a couple miles east along Basket Road that could be a template for redevelopment of this site. It may also be a source of overflow demand and prospective tenants.

LOGISTICS

This is the industrial submarket that has the most pressure in terms of national and regional demand. Generally, logistics and warehousing operations tend to look for "hub" locations closer to highway networks and larger metro areas, but this doesn't rule out a more local or regional operator for the BOA site.

INDUSTRIAL OPPORTUNITIES

The existing available inventory is not very desirable and much is obsolete. New demand is concentrated in mid-to large-size industrial properties, and there is some demand for smaller footprints and flex space.

**Food & Beverage
Manufacturing**

**Semiconductor
Supply Chain**

**Optics,
Photonics, &
Imaging**

**Distribution &
Logistics**

Clean Energy

Life Sciences

MARKET ANALYSIS

KEY TAKEAWAYS

Use	Market Potential	Description
Residential	Very High	• Opportunity for a variety of housing types including apartments, single-family homes, townhouses/condos, senior housing, and affordable housing options. • Market potential for up to 1,035 units (733 market rate).
Industrial	Moderate to High	• Strong market demand in the Rochester region poses opportunities for Webster and the Study Area to tap into. • Space for tech and advanced manufacturing sectors are a promising market opportunity as well as general flex space suitable for a variety of users.
Retail and Entertainment	Moderate	• Strong consumer spending potential but limited gaps and locational competitive disadvantage. • Some potential for restaurants, gas stations, and retail/entertainment options if integrated with a mixed-use development.
Commercial Office	Limited	• Limited office development potential overall. • Potential medical office opportunity as a specific niche sector. • Some limited professional office space as an “ancillary” use may have potential from demand from those in local spaces of lower quality. • Co-working space is another niche office opportunity related to growth in remote working but would likely require co-location with attractive amenities.
Hospitality	Limited	• Current hotel market conditions are not favorable for new hotel/lodging development in the Study Area without a new demand driver.

Strategic Sites

Key Finding:

Eight Strategic Sites have been identified for their potential for future investment.

The strategic sites were identified based on a technical analysis as well as through conversations with key stakeholders in the Study Area. The strategic sites are envisioned for specific targeted investment.

Several brownfield, underutilized, and vacant sites were identified as strategic sites. Through an analysis of existing information as well as extensive public feedback, a total of eight strategic sites were identified as being crucial to the revitalization of the Study Area. Each of these strategic sites are considered catalysts that will jump-start investment in nearby sites, as well as increase land values and tax revenues.

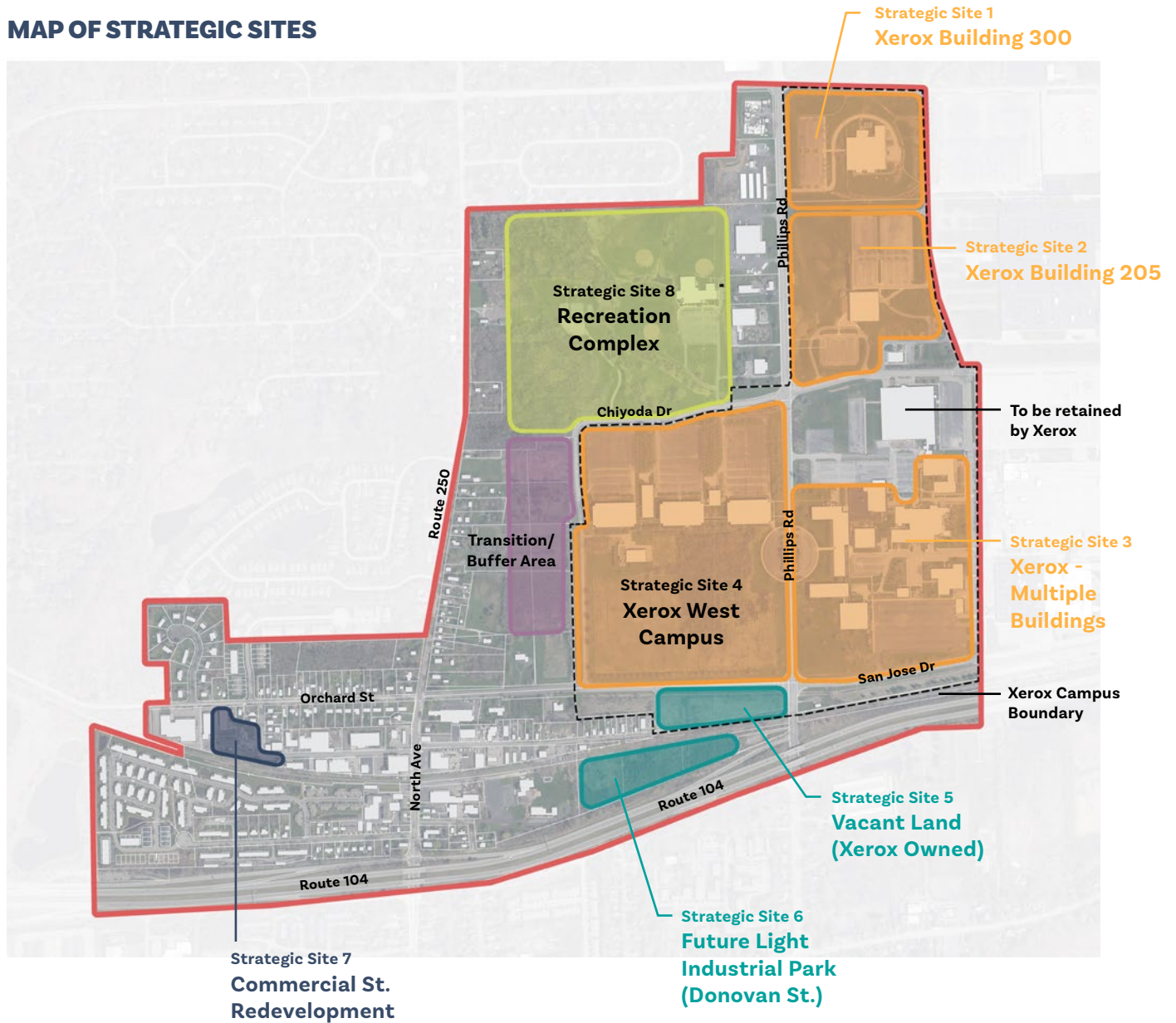
Strategic sites were selected for their suitability based on the following criteria:

- Location
- Ownership and owner willingness
- On-site structures
- Level of contamination
- Potential to spur additional economic development
- Potential to improve quality of life
- Community support



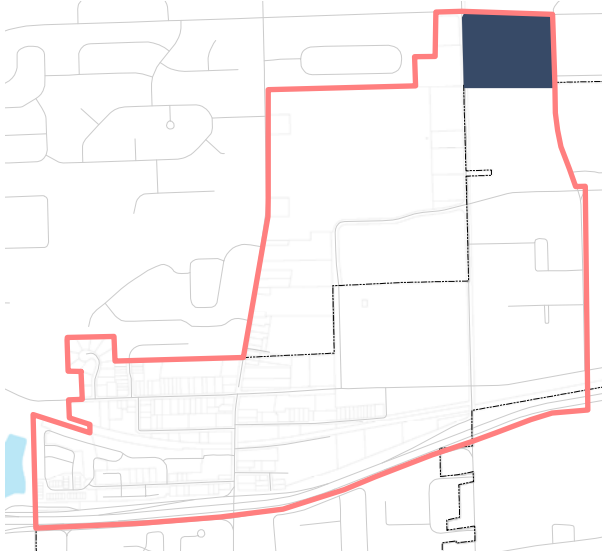
Strategic Sites

MAP OF STRATEGIC SITES



Strategic Site #1 - Xerox Building 300

Location:



Address: 1410 Ebina Road

Property Owner: Xerox

Size: 22 acres

Current Use: Data center/Corporate office

Zoning: Industrial (I-N)

Structures: Single-Story Building, approximately 95,000 square feet of building space.

Former Uses: Vacant

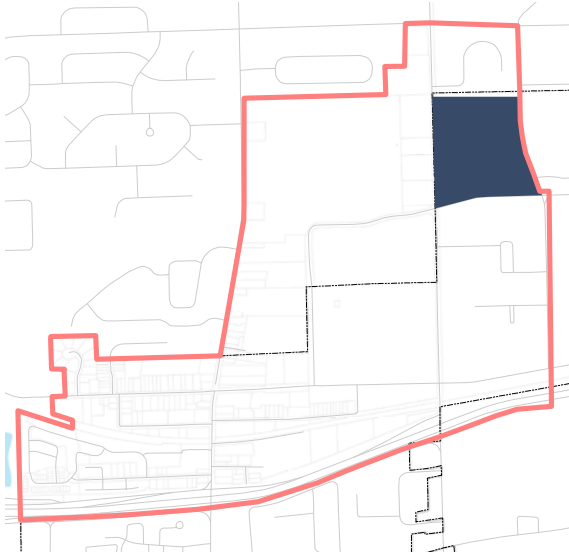
Potential Contamination: Groundwater and soil contamination



The site is at the northern most section of the Study Area and the Xerox campus. Located along Ebina Drive, the site is at the corner of Phillips Road and Caracus Drive. Built in 1972, the site is currently used as a data center. There is an off-street parking area of approximately 400 spaces.

Strategic Site #2 - Xerox Building 205

Location:



Address: Mitcheldean Drive

Property Owner: Xerox

Size: 32 acres

Current Use: Vacant

Zoning: Industrial (G-I)

Structures: One two-story building, approximately 102,500 square feet of building space

Former Uses: Office space, classrooms

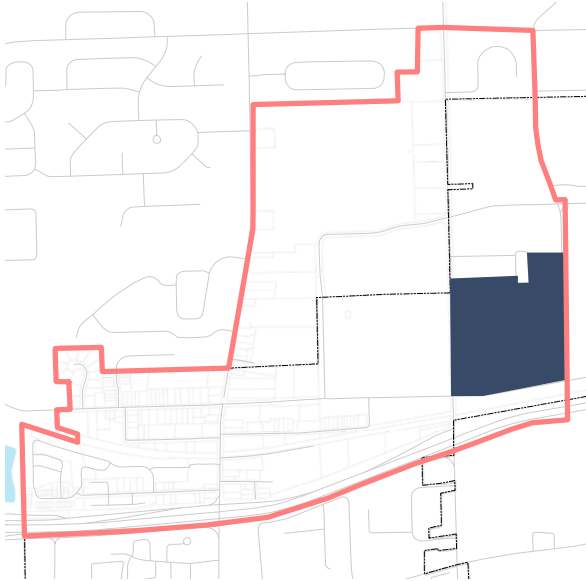
Potential Contamination: Ground water contamination (corrective action complete)



Located south of Building 300, Building 205 has access via Resend Road and Mitcheldean Drive. Previously used as office space, the building was partially utilized for training purposes since 2010. The building is currently vacant and for lease.

Strategic Site #3 - Xerox - Multiple Buildings

Location:



Address: Euston Road

Property Owner: Xerox

Size: 45 acres

Current Use: Office, chemical mix rooms, machine shops, non-profit organization

Zoning: Industrial (G-I)

Structures: 11 buildings, approximately 300,000 square feet of total building space

Former Uses: Labs, cafeteria, office, facilities buildings, farmland (prior to 1956)

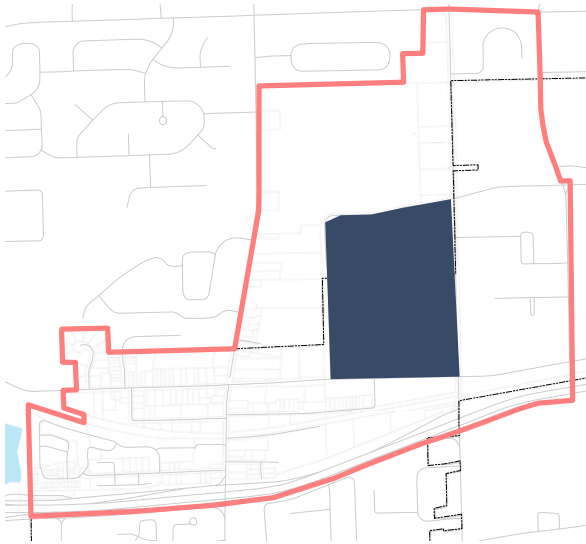
Potential Contamination: Groundwater and soil contamination



Located off of Euston Road, this 45 acre site is part of the Xerox campus. The site is comprised of a total of 11 buildings, with uses ranging from offices to chemical mix rooms. The size of the buildings within this area ranges from 6,000 to over 100,000 square feet. Several of these buildings have been cut off from public utilities and have been vacant for several years.

Strategic Site #4 - Xerox West Campus

Location:



Address: 800 Phillips Rd

Property Owner: Xerox

Size: 73 acres

Current Use: Mostly vacant

Zoning: Industrial (G-I)

Structures: 3 three-story buildings and four smaller buildings, approximately 510,000 square feet of building space

Former Uses: Distribution, labs, offices

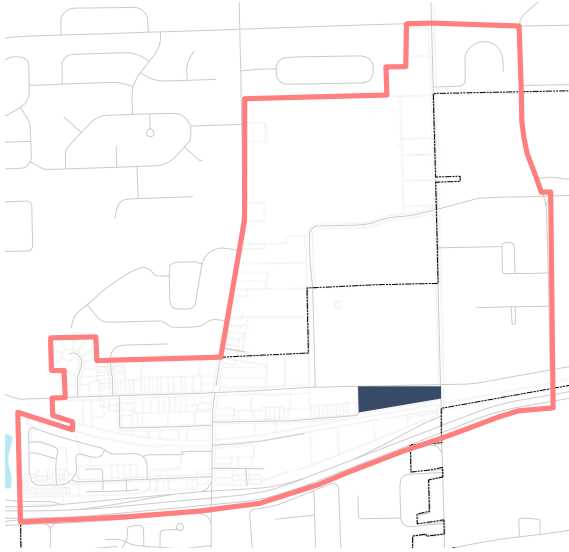
Potential Contamination: Groundwater and soil contamination



The site contains three large surface parking lots associated with the three main buildings. The buildings on the site are all connected. In addition, there is a mature Sycamore tree allee, as well as an approximately eight acres of forested land.

Strategic Site #5 - Vacant Land-Xerox Owned

Location:



Address: 800 Phillips Rd

Property Owner: Xerox

Size: 5 acres

Current Use: Vacant

Zoning: Industrial (G-I)

Structures: None

Former Uses: Vacant

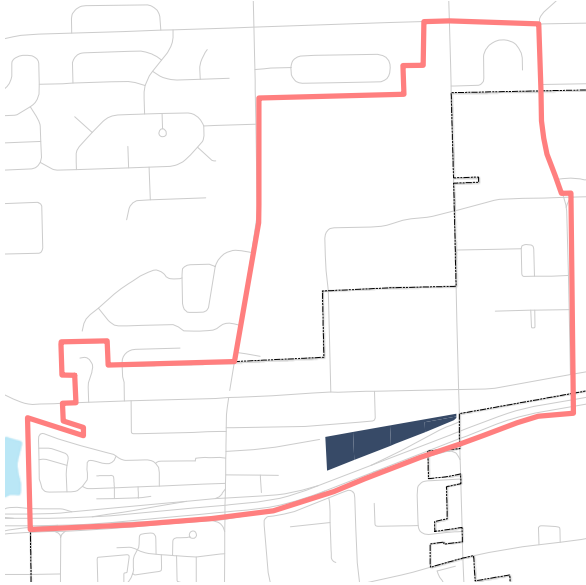
Potential Contamination: None



Located just south of Strategic Site #4, this vacant parcel lies south of Orchard Street and is also owned by Xerox. The site has access to the Hojack trail and Donovan Street. There are various encumbrances on the site, including a DOT easement and two ditches.

Strategic Site #6 - Vacant Land- Donovan Street

Location:



Address: Donovan Street

Property Owner: Railroad Junction Inc.

Size: 9 acres

Current Use: Proposed Light Industrial

Zoning: Industrial (G-I)

Structures: None

Former Uses: Vacant

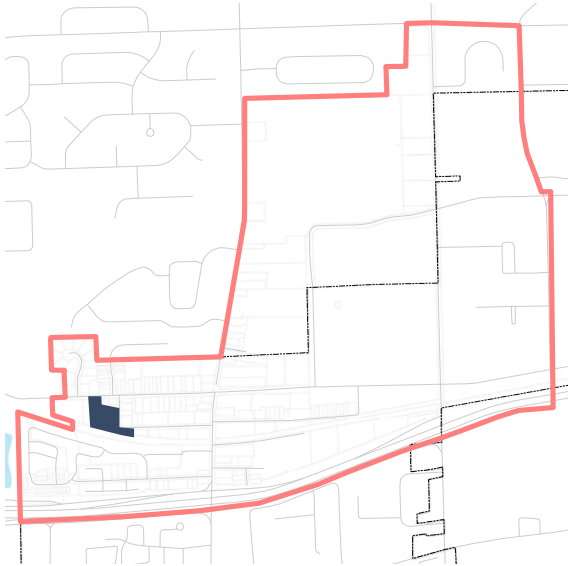
Potential Contamination: NYSDEC Spill Site nearby, Single spill closed



This site is located just south of Donovan Street, and is approximately nine acres in size. There is a connection to Donovan Street for vehicular access, and also access to the Hojack Trail. During the master planning process, this site was sold to a private developer. The new owner plans to develop the site with several flexible light industrial buildings.

Strategic Site #7 - 150-156 Orchard Street

Location:



Address: 150-156 Orchard Street

Property Owner: Platinum Property Development, LLC

Size: 2.5 acres

Current Use: Mixed Use Commercial

Zoning: Industrial (G-I)

Structures: Four mixed use commercial buildings and one pole barn

Former Uses: Auction center, train shed, various other uses

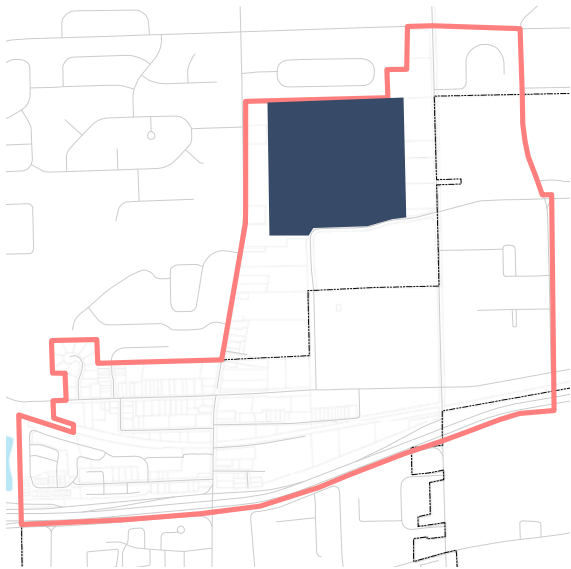
Potential Contamination: The property is listed as active NYSDEC Spill #2201675. A subsurface investigation identified petroleum impacted soils and groundwater due to the presence of former tanks on the property.



Located at the junction of Commercial Street and Martin Street, this site includes two parcels with various existing uses - including a hair salon, vehicle repair and storage, dog services, and a tattoo shop. There is a large surface parking area off of Martin Street.

Strategic Site #8 - Town Recreation Complex

Location:



Address: 1350 Chiyoda Drive

Property Owner: Town of Webster

Size: 75 acres

Current Use: Town Recreation Center

Zoning: Industrial (IN)

Structures: Large recreation building

Potential Contamination: None



Located on the north side of Chiyoda Drive, this site is home to the Town of Webster's Recreation Complex. In addition to the large recreation center building, the site also features ball fields, a basketball court, and a playground.

SECTION IV

IMPLEMENTATION

STRATEGY

Overview

The Implementation Strategy establishes a concise and actionable approach for advancing the vision of the Master Plan as described in Section II of the BOA Nomination Study.

Maintaining the momentum initiated through this study is critical to ensuring that revitalization efforts take hold. The implementation tables on the following pages provide a road-map to advance recommended public improvement and development projects in the Master Plan from planning to implementation. The tables take into account phasing, responsible parties, estimated costs and funding strategies. Funding is likely to come from a combination of public and private sources.

Upon designation by the New York State Secretary of State, the Reimagine Webster Study Area will also become eligible for pre-development funding through the DOS BOA Program. There are several pre-development activities that are eligible for BOA Program funding. These activities are **bolded** in the implementation tables on the following pages.

Strategies applicable to the entire Study Area are also presented in a separate table for the Village and Town to consider to assist in the revitalization of the area and to complement the public improvement and development projects identified in the Master Plan.



The implementation strategies identified in this section will build off of the development momentum in this area of the Village, such as the development of market rate apartments at in a former industrial building at 206 North Ave.

PUBLIC IMPROVEMENT PROJECTS

Project	Phasing*	Potential Timeline	Estimated Cost	Lead / Partners	Potential Funding
Chiyoda Drive Improvements - Extension of Chiyoda Drive from its current western terminus at its intersection with Panama Road to Route 250. - Installation of a shared use path facility between Route 250 and Phillips Road. - Creation of four-way intersection at Panama Road and three-way intersection at Route 250. - Planting street trees and general corridor enhancements. - Reroute Chiyoda Trail to accommodate roadway extension.	Feasibility / Traffic Study	0-2 years	\$30-\$100K	Lead: Town of Webster Partners: NYSDOT	-Town of Webster -Transportation Alternatives Program (TAP) -U.S. DOT / HUD
	Preliminary Design	1-3 years	\$50-\$200K		
	Final Design	2-5 years	\$50-\$100K		
	Construction	5-8 years	Total TBD, \$1.6 million for Chiyoda Drive multi-use trail		
Phillips Road Complete Streets Project - Roadway reconfiguration and re-paving (<i>ongoing project led by Monroe County DOT</i>) - Installation of a shared use path facility between Klem Road and the Hojack Trail. - Various complete streets enhancements such as pedestrian-scaled lighting, street trees, benches, high-visibility crosswalks, curb extensions, integration of green infrastructure, etc.	Preliminary / Final Design	Ongoing	\$425K	Lead: Monroe County DOT Partners: Town and Village of Webster	-Monroe County DOT -U.S. DOT / HUD
	Construction	4-6 years	\$6.3 M		

*Phases highlighted in bold text are eligible for pre-development BOA funding.

Project	Phasing*	Potential Timeline	Estimated Cost	Lead / Partners	Potential Funding
Commercial Street Corridor Enhancements - Introduce street trees at strategic locations - Distinguish pedestrian path from vehicular zones with sidewalks or pavement parking variations	Construction	0-5 years	TBD	Lead: Village of Webster	-Village of Webster
Donovan Street Improvements - Create dedicated pedestrian walkways buffered from vehicular travel lanes with a planted tree lawn. - Provide pavement width and install markings for vehicular and bicycle shared travel lanes.	Construction	0-5 years	TBD	Lead: Village of Webster	-Village of Webster
Route 250 Bike Lane Continue the existing bike lane along the west side of Route 250 / North Avenue from Orchard Street north towards the Chiyoda Drive extension.	Preliminary / Final Design	0-5 years	TBD	Lead: NYSDOT	-Monroe County DOT -Town of Webster -Transportation Alternatives Program (TAP)
	Construction	5- 8 years	TBD	Partners: Town and Village of Webster	
Hojack Trail Improvements - Enhance crossing and trailhead at Route 250. - Resurface trail from Route 250 to Phillips Rd. - Create Hojack History Center and Rail Park at Orchard/Donovan Street intersection.	Preliminary Design	0-5 years	TBD	Lead: Village of Webster	-Recreational Trails Program (RTP) -Village of Webster -Town of Webster
	Final Design	3-8 years	TBD		
	Construction	5-10 years	TBD		
Panama Road Extension Extend Panama Road south where it currently intersects with Orchard Street, creating a new connection with Donovan Street.	Traffic Study	5-8 years	TBD	Lead: Village of Webster	-Village of Webster -Transportation Alternatives Program (TAP)
	Preliminary / Final Design	8 - 12 years	TBD		
	Construction	12 - 15 years	TBD		

*Phases highlighted in bold text are eligible for pre-development BOA funding.

DEVELOPMENT PROJECTS

Project	Phasing*	Potential Timeline	Estimated Cost	Lead / Partners	Potential Funding
Strategic Sites 1 + 2 Light Industrial Corridor Adaptive reuse and/or demolition of existing Xerox Buildings 300 and 205 with potential to add approximately 400,000 sf of new light industrial flex/ office space.	Building Assessment	3 - 5 years	TBD	Lead: Xerox Corporation / Private Buyer Partners: Town and Village of Webster, ESD	-Private Investment -Town of Webster -Village of Webster -ESD
	Schematic Design	4 - 10 years	TBD		
	Design Development / Construction Documents	5 - 12 years	TBD		
	Construction	8 - 15 years	TBD		
Strategic Site 3 Industrial Campus Development Demolition of existing buildings and development of 100,000-300,000 sf of small scale flex / incubator space and approximately 150,000 sf of office space. In addition, clear and create a shovel-ready site for future development on the east side of the site.	Schematic Design	5 - 8 years	TBD	Lead: Xerox Corporation / Private Buyer Partners: Town and Village of Webster, ESD	-Private Investment -Town of Webster -Village of Webster -ESD
	Design Development / Construction Documents	8 - 10 years	TBD		
	Demolition	10-12 years	TBD		
	Construction	12 - 15 years	TBD		
Strategic Site 4 West Campus Town Center Development Demolition of existing buildings, and development of a mixed use campus, including approximately 1M sf of multi-family residential development with supportive mixed uses. Potentially to include destination entertainment, sports, and wellness components. Retain a portion of the existing surface parking lots at the north end of the site, and create a large gathering space for flexible programming, in addition to a smaller public square anchored off of the mixed use development on the southeast corner of the site.	Enhanced Market Analysis & Feasibility Studies	Immediate	TBD	WEDA	Private
	Schematic Design	TBD	TBD	Lead: Xerox Corporation / Private Buyer Partners: Town and Village of Webster, ESD	-Private Investment -Town of Webster -Village of Webster -ESD -NY Forward
	Design Development / Construction Documents	TBD	TBD		
	Demolition	TBD	\$6.6 M		
	Construction	TBD	TBD		

*Phases highlighted in bold text are eligible for pre-development BOA funding.

Project	Phasing*	Potential Timeline	Estimated Cost	Lead / Partners	Potential Funding
Strategic Site 5 Commercial Street Development at Phillips Road and Orchard Street - Create Hojack Rail Park and trailhead to Hojack Trail. - Develop a small-scale (< 10,000 sf) commercial use at the corner of Phillips Road and Orchard Street.	Design & Construction	5 - 10 years	TBD	Lead: Private Entity	-Private Investment -NY Forward
Strategic Site 7 Commercial Street Redevelopment Reconfiguration of existing parking lot at the corner of Commercial Street and Martin Street including the development of a three story mixed use building, redevelopment of the existing Ceramics building, and creation of a public trailhead and connection.	Schematic Design	0-5 years	TBD	Lead: Platinum Property Development, LLC	-Private Investment
	Design Development / Construction Documents	3-8 years	TBD		
	Construction	5- 10 years	TBD	Partners: Town and Village of Webster	
Strategic Site 8 Town Recreation Complex Enhancements Various improvements to the Webster Recreation Complex, including the development of an outdoor amphitheater for community events, additional parking, a covered pavilion and restroom facility, and additional pickleball courts.	Schematic Design	0-3 years	TBD	Lead: Town of Webster	-Town of Webster
	Design Development / Construction Documents	2-5 years	TBD		
	Construction	4-8 years	TBD	Partners: Village of Webster	

*Phases highlighted in bold text are eligible for pre-development BOA funding.

Pre-Development Activities Eligible for Funding for Designated BOAs

- Development and implementation of marketing strategies including: market analyses; creation of websites, brochures, and other materials to promote BOA projects.
- Development of plans and specifications including: schematic design; survey; construction document development.
- Real estate services including: creation of developer RFPs; legal services; development of real estate disposition strategies.
- Building conditions studies including: architectural and structural studies; lead, mold, asbestos, radon, and/or vapor intrusion studies.
- Infrastructure analyses including: feasibility studies; traffic studies; infrastructure improvement plans.
- Zoning and regulatory updates including: updating Webster's zoning code; development of design standards/guidelines for the Study Area.
- Environmental, housing, and economic studies including: Phase 1 and Phase II ESAs; archaeological/cultural surveys; financial feasibility studies; target industry analysis.
- Public outreach including: community meetings; neighborhood events; demonstration project.

Area-Wide Strategies

In order to successfully implement the site-specific physical recommendations in the Reimagine Webster Master Plan, certain administrative, community, and other area-wide actions can support the Study Area as a whole, and spur additional investment. Below is a description of actions Webster can take to help support revitalization.

Action	Description
Utilize sell sheets and marketing materials to promote the Study Area	Sell sheets and marketing materials can be used to help attract businesses to locate to the area. These sell sheets should include information like daytime traffic, demographic profiles, consumer tapestry segmentations, and other key community information that makes the Study Area a good location to grow and/or expand a business.
Review and revise Zoning Code	In order to support the preferred development typologies illustrated in the Master Plan, both the Town and the Village of Webster should review their respective zoning codes to ensure their alignment with the vision established in this Plan. For instance, in the Village's General Industrial (GI) District, residential uses are prohibited - which conflicts with the proposed residential uses on the West Campus property.
Revise and utilize local Design Guidelines	Both the Town and the Village have a set of design guidelines to help foster high-quality attractive development. Both documents are over ten years old, and should be reviewed and revised as appropriate to reflect current trends and best practices. These documents can help to steer development to align with the vision of this Plan.
Prioritize business attraction and growth in the area for light manufacturing or warehousing.	Focus attraction efforts on regional strengths - optics, photonics, agribusinesses, food and beverage production, and warehousing. Communicate frequently with partners, including WEDA, about the state of target industries, industry trends they are seeing from leads, and ask what else Webster can do to strengthen their position in the market.
Implement and encourage the use of green infrastructure	Green infrastructure is the use of plantings, permeable pavements, stormwater harvest, or other techniques to store stormwater on site and allow it to infiltrate into the natural water system. This provides both water quality benefits as well as reduces the burden on traditional "gray" stormwater systems, which can become overwhelmed during severe weather events. Webster should utilize green infrastructure in public improvement projects to the extent feasible, and encourage the use of green infrastructure with private investment during the site plan review process.
Streetscape improvements	Streetscape improvements are recommended throughout the area to: (1) support multi-modal transportation; (2) improve safety for all users; (3) enhance connectivity between destinations; and (4) improve the character and feel of corridors. Recommended streetscape enhancements vary by corridor. They can include creating sidewalks, planting street trees, designating cyclist areas, and formalizing roadways with curbs among others.
Gateway enhancements	Integrating gateway treatments at strategic intersections contributes to creating a visually appealing urban environment and can help to slow vehicular speeds resulting in a safer pedestrian environment. Gateways treatments typically include inviting signage, landscaping, and architectural elements. These treatments leave a positive first impression on both residents and visitors, fostering a sense of community identity and pride.

Potential Funding Sources

The table below describes potential funding sources for the implementation of the Reimagine Webster Plan, including state and federal grant programs, tax credits, and loan services. These funding sources are linked to relevant projects in the implementation matrix, which begins on page 109. In addition to the funding sources listed below, project-specific funding sources, such as property owners and project sponsors, are also identified in the implementation matrix.

Funding Source + Description	Eligible / Relevant Activities	Award
Grant Programs		
Brownfield Opportunity Area (BOA) Program NYS Department of State (NYS DOS)		
Provides communities with guidance, expertise, and financial assistance to develop revitalization strategies for neighborhoods or areas affected by brownfields or economic distress	Neighborhood-scale planning, inventory and analysis, market research, master plan development, public engagement, and pre-development activities (e.g., design, feasibility studies)	Varies, up to 90% of total eligible project costs
Climate Smart Communities NYS Department of Environmental Conservation (NYS DEC)		
Provides technical assistance and grants to help local governments take action to reduce greenhouse gas emissions and adapt to a changing climate	Implementation of projects related to the reduction of greenhouse gas emissions outside the power sector (e.g. transportation) and climate change adaptation (e.g. reducing flood-risk)	Varies, 50% local match required
Downtown Revitalization Initiative (DRI) / NY Forward (NYF) NYS Empire State Development (NYS ESD)		
Provides technical and financial assistance to transform downtown neighborhoods into vibrant communities where New Yorkers want to live, work and raise families	Development of a Strategic Investment Plan (SIP) and implementation of projects identified in the SIP	\$10 million (DRI); \$4.5 million or \$2.25 million (NYF); one-time award; no local match required
Economic Development Fund (EDF) NYS Empire State Development (NYS ESD)		
A flexible funding source designed to provide a range of assistance to ensure the state is meeting the diversity of business needs	Real estate acquisition, demolition, construction, renovations, site and infrastructure, machinery and equipment, inventory, construction-related planning and design, soft costs, training	Varies, all applications coordinated through regional office

Funding Source + Description	Eligible / Relevant Activities	Award
Grant Programs		
Environmental Protection Fund (EPF) NYS Office of Parks and Recreation and Historic Preservation (NYS OPRHP)		
Provides funding for capital projects that protect the environment, expand recreational opportunities, enhance communities, and support historic preservation	Land acquisition, planning and development of new parks, rehabilitation of existing parks	Up to \$600k per project; if total project cost exceeds \$4 million, up to \$1 million may be requested
Green Innovation Grant Program (GIGP) NYS Environmental Facilities Corporation (NYS EFC)		
Funds support projects that utilize unique stormwater infrastructure design and create cutting-edge green technologies.	Stormwater street trees, rain gardens, bioretention, permeable pavements, green roofs	Varies, local match between 10% and 60% we
HOME Program U.S. Department of Housing and Urban Development, NYS Homes & Community Renewal (NYS HCR)		
Funds may be used to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very-low income households	Housing rehabilitation, assistance to renters and home-buyers, new construction of housing for low and very-low income families	Housing rehabilitation, assistance to renters and home-buyers, new construction of housing for low and very-low income families
Main Street Program NYS Homes & Community Renewal (NYS HCR)		
Provides funds to local governments and not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers	Mixed-use building renovations (facade and interior), streetscape enhancements paired with building renovations, downtown anchor development	Varies, local match required
Statewide Transportation Improvement Program Federal Highway Administration, NYS Department of Transportation (DOT), regional transportation council (Genesee Transportation Council)		
Provides funding for highway, transit, and non-motorized transportation projects	Priority projects are identified in partnership with the NYS DOT and the Genesee Transportation Council and align with the four-year Federal Fiscal Year	Varies, local match required

Funding Source + Description	Eligible / Relevant Activities	Award
Tax Credit Programs		
Brownfield Redevelopment Tax Credit NYS Department of Environmental Conservation (NYS DEC)		
Incentivizes private sector cleanup and redevelopment of brownfield sites in order to revitalize communities	A qualified site must be accepted into the NYS DEC Brownfield Cleanup Program	For a non-manufacturing use, up to \$35M or three times the cost of site preparation; for a manufacturing use, up to \$45M or six times the cost of site preparation
Low Income Housing Tax Credit (LIHTC) NYS Homes & Community Renewal (NYS HCR)		
Provides a dollar-for-dollar reduction in state income taxes to investors in qualified low-income housing	New construction or adaptive reuse of non-residential property to affordable housing, or substantial rehabilitation of site-specific multifamily rental housing	Up to \$750k per project
PILOT Incentive Programs Monroe County Economic Development (COMIDA)		
PILOT (Payment In Lieu Of Tax) incentive programs are agreements between Monroe County Economic Development and the qualified company to make tax payments at a reduced rate over time to affected taxing jurisdictions where a project is located.	Business development with job creation utilizing local labor, including but not limited to manufacturers, technology-based producer service companies, and projects involving rehabilitation of existing commercial buildings vacant for a long period of time.	Varying percentage of tax abatement on property taxes over 10-15 years, depending on the specific incentive program
GreatRate and GreatRebate, Equiplus, and Monroe Manufacturing Rewards Programs Monroe County Economic Development (COMIDA)		
Interest subsidy or rebate on purchase of equipment	Non-retail, for-profit small business development	Varies based on specific program
Loan Programs		
SBA 504, RLF 50, and Monroe Manufactures Jobs Loanplus Loan Programs Monroe County Economic Development (COMIDA)		
Various loan programs for business development in Monroe County	Manufacturing business development, small business development. Certain types of development are excluded from several loan programs.	Varies based on specific program

LIST OF ACRONYMS

AADT - Average Annual Daily Traffic

ACS - American Community Survey

ADA - Americans with Disabilities Act

BOA - Brownfield Opportunity Area

CFA - Consolidated Funding Application

ESA - Environmental Site Assessment

ESD - Empire State Development

FEMA - Federal Emergency Management Agency

GIGP - Green Innovation Grant Program

LQ - Location Quotient

MSA - Metropolitan Statistical Area

NYS - New York State

NYSDEC - New York State Department of Environmental Conservation

NYSDOS - New York State Department of State

NYSDOT - New York State Department of Transportation

RFP - Request for Proposals

RG+E - Rochester Gas + Electric

RTS - Regional Transit Service

UST - Underground Storage Tanks

WEDA - Webster Economic Development Alliance

